PERFORMANCE INDICATORS REPORT

Winston-Salem

APRIL 2016

PERFORMANCE INDICATORS REPORT

APRIL 2016

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SECTION I
CRIME DATA

05/02/2016

WINSTON-SALEM POLICE DEPARTMENT

CRIME INCIDENTS

CRIME STATS - THREE YEAR COMPARISON - JANUARY THROUGH APRIL

	2016	2015	2014	16/15 % Chg	16/14 % Chg
PART ONE VIOLENT CRIMES					
MURDER	6	2	6	200.0	0.0
RAPE	37	37	28	0.0	32.1
ROBBERY	122	127	129	-3.9	-5.4
AGG. ASSAULT	462	375	381	23.2	21.3
TOTAL	***627***	***541***	***544***	***15.9***	***15.3***
PART ONE PROPERTY CRIMES					
BURGLARY	1,034	1,051	1,242	-1.6	-16.7
LARCENY	2,630	2,688	2,592	-2.2	1.5
MV THEFT	240	196	219	22.4	9.6
TOTAL	***3,904***	***3,935***	***4,053***	***-0.8***	***-3.7***
PART ONE TOTAL	***4,531***	***4,476***	***4,597***	***1.2***	***-1.4***
PART TWO TOTAL	***10,879***	***12,001***	***11,449***	***-9.3***	***-5.0***
TOTAL CRIME	***15,410***	***16,477***	***16,046***	***-6.5***	***-4.0***

Crime Review figures are preliminary. All crimes are reported based on categories and definitions conforming to Incident Based Reporting (IBR) standards. Murder, Rape, and Agg. Assault are a count of victims; MV Theft is a count of vehicles. All other crimes are a count of incident charges. Part two crimes are other crimes such as city ordinance violations, disorderly conduct, drug charges, trespassing, vandalism, weapon violations, etc. Many of these offenses are a result officers' proactive activity and investigations. For this report, the category of Murder also includes Justifiable Homicides.

Part I offenses include Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny and Motor Vehicle Theft. If any of these offenses have not occurred within the current year to date or previous year to date, that offense category will not be listed.
Percentage change formula: New number minus old number divided by old number times one hundred. Listed as Not Calculable (NC) when old number is zero.

Prepared by WSPD Crime Analysis Unit

F:\APPS\Crystal\production\IBR_OFFENSE\CRXI\Web Page Offense Report .rpt

WINSTON-SALEM POLICE DEPARTMENT

VIOLENT CRIME AND BURGLARY OFFENSES WITH FIREARMS BY WARD

05/25/2016
4:29:19PM

04/01/2016 - 04/30/2016

EAST WARD

AGGRAVATED ASSAULT 5

IR#	1617018	DATE:	04/06/2016	TIME: 0950	810	MOCK ST
IR#	1617054	DATE:	04/06/2016	TIME: 1502	750	FERRELL CT
IR#	1617533	DATE:	04/08/2016	TIME: 1715	914	E FOURTH ST/HIGHLAND AV
IR#	1619953	DATE:	04/21/2016	TIME: 0854		SB 421/SB 421 REIDSVILLE RD RA
IR#	1621812	DATE:	04/30/2016	TIME: 0811	848	N CAMERON AV

BURGLARY - B&E 1

IR#	1618936	DATE:	04/16/2016	TIME: 0044	3000	APOLLO DR

HOMICIDE 2

IR#	1618936	DATE:	04/16/2016	TIME: 0044	3000	APOLLO DR
IR#	1621812	DATE:	04/30/2016	TIME: 0811	848	N CAMERON AV

ROBBERY 5

IR#	1616754	DATE:	04/04/2016	TIME: 1954	100	N MARTIN LUTHER KING JR DR
IR#	1618114	DATE:	04/11/2016	TIME: 2323	221	N JACKSON AV
IR#	1618936	DATE:	04/16/2016	TIME: 0044	3000	APOLLO DR
IR#	1619496	DATE:	04/18/2016	TIME: 2231	100	S MARTIN LUTHER KING JR DR
IR#	1620106	DATE:	04/22/2016	TIME: 0012	1608	E TWELFTH ST/PROGRESSIVE LN

NORTH WARD

AGGRAVATED ASSAULT 1

IR#	1621937	DATE:	04/30/2016	TIME: 2230	5490	COUNTRYSIDE DR

ROBBERY 3

IR#	1618295	DATE:	04/12/2016	TIME: 2335	4260	BROWNSBORO RD
IR#	1619583	DATE:	04/19/2016	TIME: 1240	2801	REYNOLDA RD
IR#	1620546	DATE:	04/23/2016	TIME: 2314	5753	HARPERS FERRY RD

REPORT ONLY INDICATES A FIREARM WAS PRESENT DURING THE INCIDENT. PRESENCE OF A FIREARM DOES NOT INDICATE THE VICTIM WAS SHOT.

Report excludes any offense where a ficticious gun or gas/air powered gun was used

WINSTON-SALEM POLICE DEPARTMENT

VIOLENT CRIME AND BURGLARY OFFENSES WITH FIREARMS BY WARD

05/25/2016
4:29:19PM

04/01/2016 - 04/30/2016

NORTHEAST WARD

AGGRAVATED ASSAULT 8

IR#	1617258	DATE:	04/07/2016	TIME:	1252	159	BEECHWOOD CR
IR#	1617113	DATE:	04/06/2016	TIME:	1818	915	E TWENTY-FIRST ST
IR#	1617467	DATE:	04/08/2016	TIME:	1207	6116	UNIVERSITY PW
IR#	1618131	DATE:	04/12/2016	TIME:	0123	4366	WAKEMAN DR
IR#	1619618	DATE:	04/19/2016	TIME:	1456	2600	TODDLER PLACE DR
IR#	1619773	DATE:	04/20/2016	TIME:	1115	2508	LADEARA CREST LN
IR#	1620468	DATE:	04/23/2016	TIME:	1541	4815	OLD RURAL HALL RD
IR#	1621664	DATE:	04/29/2016	TIME:	1521	1020	E SEVENTEENTH ST

BURGLARY - B&E 2

IR#	1617258	DATE:	04/07/2016	TIME:	1252	159	BEECHWOOD CR
IR#	1619618	DATE:	04/19/2016	TIME:	1456	2600	TODDLER PLACE DR

HOMICIDE 1

IR#	1616306	DATE:	04/02/2016	TIME:	0712	4803	WESTMORELAND DR

ROBBERY 3

IR#	1616306	DATE:	04/02/2016	TIME:	0712	4803	WESTMORELAND DR
IR#	1616946	DATE:	04/05/2016	TIME:	2154	1198	E TWENTY-FIFTH ST/N CLEVELAND AV
IR#	1617852	DATE:	04/10/2016	TIME:	1707	106	PENNER ST

NORTHWEST WARD

AGGRAVATED ASSAULT 1

IR#	1618314	DATE:	04/13/2016	TIME:	0456	3700	REYNOLDA RD

SOUTH WARD

AGGRAVATED ASSAULT 7

IR#	1617552	DATE:	04/08/2016	TIME:	1858	1805	FRANCISCAN DR

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WINSTON-SALEM POLICE DEPARTMENT

VIOLENT CRIME AND BURGLARY OFFENSES WITH FIREARMS BY WARD

05/25/2016
4:29:19PM

04/01/2016 - 04/30/2016

IR#	1617688	DATE:	04/09/2016	TIME:	1645	1778	GRAND SILO WY
IR#	1618872	DATE:	04/15/2016	TIME:	1813	2000	SWAIM RD
IR#	1619014	DATE:	04/16/2016	TIME:	1555	1000	HUTTON ST
IR#	1619134	DATE:	04/17/2016	TIME:	0244	1007	SALISBURY RIDGE RD
IR#	1620853	DATE:	04/25/2016	TIME:	1700	2115	PETERS CREEK PW
IR#	1620897	DATE:	04/25/2016	TIME:	1922	1410	BREWER RD

BURGLARY - B&E **1**

IR#	1620897	DATE:	04/25/2016	TIME:	1922	1410	BREWER RD

ROBBERY **2**

IR#	1618419	DATE:	04/13/2016	TIME:	1603	3425	ROSEMONT AV
IR#	1619597	DATE:	04/19/2016	TIME:	1202	1600	GRETEL LN

SOUTHEAST WARD

AGGRAVATED ASSAULT **7**

IR#	1616205	DATE:	04/01/2016	TIME:	1730	3324	THOMASVILLE RD
IR#	1616334	DATE:	04/02/2016	TIME:	1203	4048	S MAIN ST
IR#	1617283	DATE:	04/07/2016	TIME:	1440	1798	VARGRAVE ST/NB 52
IR#	1617598	DATE:	04/09/2016	TIME:	0028	2643	REID ST
IR#	1617733	DATE:	04/09/2016	TIME:	1957	700	KIRKRIDGE LN
IR#	1620108	DATE:	04/21/2016	TIME:	2047	205	RAINWOOD CT
IR#	1620680	DATE:	04/24/2016	TIME:	1949	2810	URBAN ST

BURGLARY - B&E **1**

IR#	1617598	DATE:	04/09/2016	TIME:	0028	2643	REID ST

ROBBERY **3**

IR#	1617598	DATE:	04/09/2016	TIME:	0028	2643	REID ST
IR#	1618427	DATE:	04/13/2016	TIME:	1643	741	MORAVIA ST
IR#	1618939	DATE:	04/16/2016	TIME:	0219	600	GOLDFLOSS ST

SOUTHWEST WARD

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WINSTON-SALEM POLICE DEPARTMENT

VIOLENT CRIME AND BURGLARY OFFENSES WITH FIREARMS BY WARD

05/25/2016
4:29:19PM

04/01/2016 - 04/30/2016

AGGRAVATED ASSAULT 2

IR#	1617117	DATE:	04/06/2016	TIME: 1915	4550	KESTER MILL RD
IR#	1617289	DATE:	04/07/2016	TIME: 1559		SB 421/WB 40 NB 421 RA

ROBBERY 1

IR#	1618942	DATE:	04/16/2016	TIME: 0310	3333	SILAS CREEK PW

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WINSTON-SALEM POLICE DEPARTMENT

VIOLENT CRIME AND BURGLARY OFFENSES WITH FIREARMS BY WARD

05/25/2016
4:29:19PM

04/01/2016 - 04/30/2016

		Total
EAST WARD	HOMICIDE	**2**
	ROBBERY	**5**
	AGGRAVATED ASSAULT	**5**
	BURGLARY - B&E	**1**
	Total	**13**
NORTH WARD	ROBBERY	**3**
	AGGRAVATED ASSAULT	**1**
	Total	**4**
NORTHEAST WARD	HOMICIDE	**1**
	ROBBERY	**3**
	AGGRAVATED ASSAULT	**8**
	BURGLARY - B&E	**2**
	Total	**14**
NORTHWEST WARD	AGGRAVATED ASSAULT	**1**
	Total	**1**
SOUTH WARD	ROBBERY	**2**
	AGGRAVATED ASSAULT	**7**
	BURGLARY - B&E	**1**
	Total	**10**
SOUTHEAST WARD	ROBBERY	**3**
	AGGRAVATED ASSAULT	**7**
	BURGLARY - B&E	**1**
	Total	**11**
SOUTHWEST WARD	ROBBERY	**1**
	AGGRAVATED ASSAULT	**2**
	Total	**3**

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WINSTON-SALEM POLICE DEPARTMENT

VIOLENT CRIME AND BURGLARY OFFENSES WITH FIREARMS BY WARD

05/25/2016
4:29:19PM

04/01/2016 - 04/30/2016

	Total
Total	**56**

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SECTION II
CITY LINK DASHBOARD

CityLink Dashboard Report

April 2016

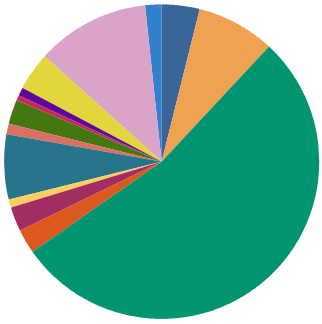
	April	March
Total # Inbound Calls Handled:	26,832	28,148
Total # Service Requests Created:	29,996	33,645
Total # Outbound Calls Handled:	5,783	6,011
Total # of Agents:	21	21
Average # of Calls Per Agent:	1,553	1,627
Average Length Call Per Customer (Minutes):	4	4
Average Hold Time Per Customer: (Minutes):	< 1	< 1
Total Open Requests @ End of Month:	902	635

	April	March
Web Requests:	257	300
CityLink 311:	3,854	4,066
Chats:	92	95
See Click Fix:	99	106

Service Requests by Location

	Created	Open
EAST	2,474	93
General Inquiry-Ward Not Specified	8,771	3
NORTH	2,277	102
NORTHEAST	2,823	105
NORTHWEST	1,703	82
SOUTH	2,167	139
SOUTHEAST	2,286	131
SOUTHWEST	1,923	108
UNINCORP	4,151	74
WEST	1,421	65
	29,996	**902**

Service Requests by Department



CBD	1,127	3.8%
City Link	2,469	8.2%
City/County Utilities	15,969	53.2%
DOT	769	2.6%
Finance	781	2.6%
Human Resources	203	0.7%
Non City Service	2,005	6.7%
Other	373	1.2%
Planning	717	2.4%
Property & Facilities Management	185	0.6%
Public Safety	215	0.7%
Recreation & Parks	1,179	3.9%
Sanitation	3,532	11.8%
Unknown	472	1.6%
Total:	29,996	100.0%

Number of Service Requests By Ward

	EAST	NORTH	NORTHEAST	NORTHWEST	SOUTH	SOUTHEAST	SOUTHWEST	WEST
CBD	78	112	120	113	100	202	89	32
City Link	46	20	23	33	34	24	30	27
City/County Utilities	1,541	1,613	2,010	927	1,446	1,606	1,200	945
DOT	78	54	74	79	97	60	57	48
Finance	75	0	9	5	4	1	4	5
Human Resources	17	0	0	0	0	0	0	0
Other	17	9	20	15	9	8	10	7
Planning	6	0	1	1	2	0	1	2
Property & Facilities Management	8	8	15	12	11	5	16	10
Public Safety	2	3	0	0	1	3	1	0
Recreation & Parks	141	18	59	40	40	6	120	28
Sanitation	396	398	445	409	373	317	336	267
Unknown	69	42	47	69	50	54	59	50
Ward Totals:	**2,474**	**2,277**	**2,823**	**1,703**	**2,167**	**2,286**	**1,923**	**1,421**

SECTION III
FINANCIAL DASHBOARD

City of Winston-Salem

Monthly Financial Dashboard

Reporting Period: April 30, 2016

Cash & Investments (all funds)	Current Year	Prior Year
General Fund	$ 48,913,474	$ 51,434,943
Debt Service	32,083,933	25,543,224
Capital Projects	112,396,271	71,188,420
Other Governmental	31,456,859	29,813,721
Water & Sewer	150,800,637	146,431,874
Solid Waste	34,700,916	32,877,442
Other Enterprise	26,401,822	31,202,931
Internal Service	49,196,324	48,862,666
Fiduciary	196,927,214	204,077,353
All Funds	$ 682,877,450	$ 641,432,574

Specific Revenue Collections (all funds)	Current Year		Prior Year
	Budget	Actual	Actual
Property taxes*	115,738,580	113,422,949	105,787,499
% of Budget		98.00%	
Sales taxes	36,314,500	30,484,959	29,524,680
% of Budget [1]		83.95%	
Water & Sewer	96,541,000	83,556,661	77,203,684
% of Budget		86.55%	

[1] Sales tax receipts lag three months from NCDOR.

General Fund Expenditures	Budget	Current Year	% of Budget Spent	Prior Year	% of Budget Spent
General government	$ 31,189,437	$ 23,511,153	75.38%	$ 23,312,511	77.51%
Public protection	89,841,778	72,754,581	80.98%	71,561,681	81.85%
Environmental health	16,802,065	12,575,937	74.85%	12,400,619	73.65%
Transportation	14,008,698	9,473,145	67.62%	9,388,672	67.96%
Culture and recreation	9,863,853	7,564,219	76.69%	7,267,892	74.43%
Community and economic development	13,170,708	10,047,573	76.29%	9,097,981	70.66%
Capital lease & other	4,729,160	5,289,233	111.84%	4,978,522	133.86%
Transfers out	8,384,490	2,107,390	25.13%	(40,625)	1.08%
Total expenditures	$ 187,990,189	$ 143,323,231	76.24%	$ 137,967,253	75.68%

General Fund Revenues	Budget	Current Year	% of Budget Collected	Prior Year	% of Budget Collected
Property taxes	$ 93,543,370	$ 90,954,696	97.23%	$ 88,555,276	97.15%
Other local taxes	30,966,170	26,081,896	84.23%	25,406,297	89.79%
Licenses and permits	5,315,300	4,912,184	92.42%	7,639,388	106.86%
Intergovernmental revenues	18,458,200	14,818,683	80.28%	12,719,528	77.66%
Charges for sales & services	19,278,783	13,505,383	70.05%	14,144,813	73.30%
Other revenues	4,735,270	3,164,942	66.84%	2,766,498	56.88%
Transfers in	8,329,400	576,013	6.92%	512,591	6.29%
Total revenues	$ 180,626,493	$ 154,013,797	85.27%	$ 151,744,391	86.57%

SECTION IV
COMMUNITY BUSINESS DEVELOPMENT REPORTING

INSPECTION ACTIVITY - EAST WARD	
APRIL, 2016 SUMMARY	
VIOLATION CATEGORY	# OF INSPECTIONS
ABV-INTER	
ABV-OTHER	12
ABV-PRIV	4
ANIMALS	4
BRUSH	
CITY PROP	31
COMMERCIAL	
CURBSIDE	8
GRAFFITI	2
HOUSE NUMB	2
HOUSING	58
LEAVES	1
MIXED	
NO DUMPING SIGN	
RODENTS	1
SHRUBBERY	9
SINKHOLE	
TRASH	58
WEEDS	215
Z-HOUSING	
Z-OCCU	
Z-SIGNS	19
Z-VEHICLES	3
TOTAL INSPECTIONS:	**427**

FY 15-16 INSPECTION ACTIVITY - EAST WARD

VIOLATION CATEGORY	July	August	September	**First Quarter**	October	November	December	**Second Quarter**	**First Half**	January	February	March	**Third Quarter**	April	May	June	**Fourth Quarter**	**Second Half**	**Total Annual**
ABV-INTER				**0**		2		**2**	**2**				**0**				**0**	**0**	**2**
ABV-OTHER	11	8	26	**45**	15	37	87	**139**	**184**	34	11	15	**60**	12			**12**	**72**	**256**
ABV-PRIV	4	6	15	**25**	12	39	79	**130**	**155**	25	3	6	**34**	4			**4**	**38**	**193**
ANIMALS	3	2	13	**18**	4	36	61	**101**	**119**	2	1	1	**4**	4			**4**	**8**	**127**
BRUSH			7	**7**	4	7	53	**64**	**71**			1	**1**				**0**	**1**	**72**
CITY PROP	35	23	35	**93**	21	15	15	**51**	**144**	10	7	15	**32**	31			**31**	**63**	**207**
COMMERCIAL				**0**				**0**	**0**	1		1	**2**				**0**	**2**	**2**
CURBSIDE	8	9	11	**28**	11	2	9	**22**	**50**	4	6	10	**20**	8			**8**	**28**	**78**
GRAFFITI	5	11	15	**31**	15	33	51	**99**	**130**	4	11	1	**16**	2			**2**	**18**	**148**
HOUSE NUMB		2	20	**22**	9	52	65	**126**	**148**		23	3	**26**	2			**2**	**28**	**176**
HOUSING	48	85	134	**267**	92	109	130	**331**	**598**	90	66	108	**264**	58			**58**	**322**	**920**
LEAVES	1	2	10	**13**	3	28	49	**80**	**93**	2	1	3	**6**	1			**1**	**7**	**100**
MIXED				**0**				**0**	**0**				**0**				**0**	**0**	**0**
NO DUMPING SIGN				**0**			1	**1**	**1**		1	2	**3**				**0**	**3**	**4**
RODENTS			12	**12**	2	31	52	**85**	**97**	1	1	2	**4**	1			**1**	**5**	**102**
SHRUBBERY	37	35	27	**99**	7	32	50	**89**	**188**	1		3	**4**	9			**9**	**13**	**201**
SINKHOLE			1	**1**				**0**	**1**				**0**				**0**	**0**	**1**
TRASH	83	92	121	**296**	81	121	188	**390**	**686**	96	67	136	**299**	58			**58**	**357**	**1043**
WEEDS	178	263	320	**761**	114	44	76	**234**	**995**	24		27	**51**	215			**215**	**266**	**1261**
Z-HOUSING			1	**1**	1	31	60	**92**	**93**	23			**23**				**0**	**23**	**116**
Z-OCCU				**0**			1	**1**	**1**				**0**				**0**	**0**	**1**
Z-SIGNS	8	2	13	**23**	8	31	50	**89**	**112**	61	143	66	**270**	19			**19**	**289**	**401**
Z-VEHICLES	1	4	11	**16**	4	36	54	**94**	**110**	6	2	4	**12**	3			**3**	**15**	**125**
TOTAL INSPECTIONS:	**422**	**544**	**792**	**1758**	**403**	**686**	**1131**	**2220**	**3978**	**384**	**343**	**404**	**1131**	**427**	**0**	**0**	**427**	**1558**	**5536**

FY 15-16 CREW ABATEMENT/MAINTENANCE ACTIVITY - EAST WARD

	July			August			September			First Quarter Abatements			October			November			December			Second Quarter Abatements		
VIOLATION CATEGORY	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**
ANIMALS			**0**			**0**		3	**3**	**0**	**3**	**3**		1	**1**			**0**			**0**	**0**	**1**	**1**
BRUSH			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CITY PROP	10		**10**	25		**25**	28		**28**	**63**	**0**	**63**	28		**28**	12		**12**	18		**18**	**58**	**0**	**58**
COMMERCIAL			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CURBSIDE		6	**6**			**0**			**0**	**0**	**6**	**6**		4	**4**			**0**			**0**	**0**	**4**	**4**
GRAFFITI	1	1	**2**		6	**6**		7	**7**	**1**	**14**	**15**		6	**6**		4	**4**	3		**3**	**3**	**10**	**13**
LEAVES		1	**1**		2	**2**			**0**	**0**	**3**	**3**		1	**1**		3	**3**			**0**	**0**	**4**	**4**
MIXED			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
SHRUBBERY	2	6	**8**	11	20	**31**	7	21	**28**	**20**	**47**	**67**	2	3	**5**	4	1	**5**			**0**	**6**	**4**	**10**
SINKHOLE			**0**			**0**				**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
TRASH	11	52	**63**	13	69	**82**	4	88	**92**	**28**	**209**	**237**	9	75	**84**	4	85	**89**	7		**7**	**20**	**160**	**180**
WEEDS	55	116	**171**	63	134	**197**	50	222	**272**	**168**	**472**	**640**	57	157	**214**	24	33	**57**	3		**3**	**84**	**190**	**274**
ZONING SIGNS			**0**	1		**1**	5	1	**6**	**6**	**1**	**7**	6		**6**	2	1	**3**			**0**	**8**	**1**	**9**
TOTAL ABATEMENTS:	**79**	**182**	**261**	**113**	**231**	**344**	**94**	**342**	**436**	**286**	**755**	**1041**	**102**	**247**	**349**	**46**	**127**	**173**	**31**	**0**	**31**	**179**	**374**	**553**

First Half Abatements			
Violation Category	**Crew**	**Owner**	**Total**
ANIMALS	**0**	**4**	**4**
BRUSH	**0**	**0**	**0**
CITY PROP	**121**	**0**	**121**
COMMERCIAL	**0**	**0**	**0**
CURBSIDE	**0**	**10**	**10**
GRAFFITI	**4**	**24**	**28**
LEAVES	**0**	**7**	**7**
MIXED	**0**	**0**	**0**
SHRUBBERY	**26**	**51**	**77**
SINKHOLE	**0**	**0**	**0**
TRASH	**48**	**369**	**417**
WEEDS	**252**	**662**	**914**
ZONING SIGNS	**14**	**2**	**16**
TOTAL ABATEMENTS:	**465**	**1129**	**1594**

FY 15-16 ABATEMENT ACTIVITY - EAST WARD

	January			February			March			Third Quarter Abatements			April			May			June			Fourth Quarter Abatements		
VIOLATION CATEGORY	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total
ANIMALS			0			0			0	0	0	0			0			0			0	0	0	0
BRUSH			0			0			0	0	0	0			0			0			0	0	0	0
CITY PROP	10		10	7		7	15		15	32	0	32	25		25			0			0	25	0	25
COMMERCIAL			0			0			0	0	0	0			0			0			0	0	0	0
CURBSIDE		2	2		1	1		2	2	0	5	5			0			0			0	0	0	0
GRAFFITI		2	2	1	5	6	5	3	8	6	10	16	3	1	4			0			0	3	1	4
LEAVES		1	1		2	2			0	0	3	3	1	1	2			0			0	1	1	2
MIXED			0			0			0	0	0	0			0			0			0	0	0	0
SHRUBBERY			0			0			0	0	0	0			0			0			0	0	0	0
SINKHOLE			0			0			0	0	0	0			0			0			0	0	0	0
TRASH	9	69	78	20	65	85	12	82	94	41	216	257	12	28	40			0			0	12	28	40
WEEDS			0		2	2			0	0	2	2	49	45	94			0			0	49	45	94
ZONING SIGNS	15	1	16	162		162	84		84	261	1	262	21		21			0			0	21	0	21
TOTAL ABATEMENTS:	**34**	**75**	**109**	**190**	**75**	**265**	**116**	**87**	**203**	**340**	**237**	**577**	**111**	**75**	**186**	**0**	**0**	**0**	**0**	**0**	**0**	**111**	**75**	**186**

Second Half Abatements				Annual Abatements		
Violation Category	Crew	Owner	Total	Crew	Owner	Total
ANIMALS	0	0	0	0	4	4
BRUSH	0	0	0	0	0	0
CITY PROP	57	0	57	178	0	178
COMMERCIAL	0	0	0	0	0	0
CURBSIDE	0	0	0	0	10	10
GRAFFITI	9	1	10	13	25	38
LEAVES	1	1	2	1	8	9
MIXED	0	0	0	0	0	0
SHRUBBERY	0	0	0	26	51	77
SINKHOLE	0	0	0	0	0	0
TRASH	53	28	81	101	397	498
WEEDS	49	45	94	301	707	1008
ZONING SIGNS	282	0	282	296	2	298
TOTAL ABATEMENTS:	**451**	**312**	**763**	**916**	**1441**	**2357**

INSPECTION ACTIVITY - NORTH WARD	
APRIL, 2016 SUMMARY	
VIOLATION CATEGORY	# OF INSPECTIONS
ABV-INTER	
ABV-OTHER	4
ABV-PRIV	7
ANIMALS	
BRUSH	
CITY PROP	
COMMERCIAL	
CURBSIDE	107
GRAFFITI	1
HOUSE NUMB	
HOUSING	39
LEAVES	11
MIXED	
NO DUMPING SIGN	1
RODENTS	1
SHRUBBERY	4
SINKHOLE	
TRASH	88
WEEDS	151
Z-HOUSING	
Z-OCCU	
Z-SIGNS	116
Z-VEHICLES	1
TOTAL INSPECTIONS:	**531**

FY 15-16 INSPECTION ACTIVITY - NORTH WARD

VIOLATION CATEGORY	July	August	September	**First Quarter**	October	November	December	**Second Quarter**	**First Half**	January	February	March	**Third Quarter**	April	May	June	**Fourth Quarter**	**Second Half**	**Total Annual**
ABV-INTER				**0**				**0**	**0**				**0**				**0**	**0**	**0**
ABV-OTHER	12	4	4	**20**	1	4	4	**9**	**29**	3	6	10	**19**	4			**4**	**23**	**52**
ABV-PRIV	8	9	5	**22**		2	4	**6**	**28**	6	3	7	**16**	7			**7**	**23**	**51**
ANIMALS		1	1	**2**				**0**	**2**		3	2	**5**				**0**	**5**	**7**
BRUSH	1	1		**2**	1		1	**2**	**4**	1		2	**3**				**0**	**3**	**7**
CITY PROP	2		1	**3**		1		**1**	**4**		2	3	**5**				**0**	**5**	**9**
COMMERCIAL				**0**				**0**	**0**				**0**				**0**	**0**	**0**
CURBSIDE	53	50	48	**151**	38	42	25	**105**	**256**	40	43	65	**148**	107			**107**	**255**	**511**
GRAFFITI		2		**2**	1	2	4	**7**	**9**	2	5	8	**15**	1			**1**	**16**	**25**
HOUSE NUMB	2	1	4	**7**	1	4		**5**	**12**	1	1	2	**4**				**0**	**4**	**16**
HOUSING	50	28	35	**113**	28	43	28	**99**	**212**	33	23	34	**90**	39			**39**	**129**	**341**
LEAVES	9	2	5	**16**	2	4	1	**7**	**23**		2	13	**15**	11			**11**	**26**	**49**
MIXED		1		**1**				**0**	**1**				**0**				**0**	**0**	**1**
NO DUMPING SIGN		1		**1**	1			**1**	**2**				**0**	1			**1**	**1**	**3**
RODENTS	1			**1**				**0**	**1**	3			**3**	1			**1**	**4**	**5**
SHRUBBERY	16	16	18	**50**	2		2	**4**	**54**		1	2	**3**	4			**4**	**7**	**61**
SINKHOLE	57			**57**				**0**	**57**				**0**				**0**	**0**	**57**
TRASH	234	47	71	**352**	80	98	60	**238**	**590**	73	111	146	**330**	88			**88**	**418**	**1008**
WEEDS		297	252	**549**	97	13	1	**111**	**660**			6	**6**	151			**151**	**157**	**817**
Z-HOUSING				**0**				**0**	**0**				**0**				**0**	**0**	**0**
Z-OCCU	1			**1**				**0**	**1**				**0**				**0**	**0**	**1**
Z-SIGNS	11	19	4	**34**	5	4	2	**11**	**45**	52	62	59	**173**	116			**116**	**289**	**334**
Z-VEHICLES	1	12	5	**18**		1		**1**	**19**	4	2	2	**8**	1			**1**	**9**	**28**
TOTAL INSPECTIONS:	**458**	**491**	**453**	**1402**	**257**	**218**	**132**	**607**	**2009**	**218**	**264**	**361**	**843**	**531**	**0**	**0**	**531**	**1374**	**3383**

FY 15-16 CREW ABATEMENT/MAINTENANCE ACTIVITY - NORTH WARD

	July			August			September			First Quarter Abatements			October			November			December			Second Quarter Abatements		
VIOLATION CATEGORY	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**
ANIMALS			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
BRUSH		3	**3**		1	**1**			**0**	**0**	**4**	**4**			**0**			**0**			**0**	**0**	**0**	**0**
CITY PROP			**0**	1		**1**			**0**	**1**	**0**	**1**			**0**	1		**1**			**0**	**1**	**0**	**1**
COMMERCIAL			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CURBSIDE	9	32	**41**	9	16	**25**	2	31	**33**	**20**	**79**	**99**	6	21	**27**	4	25	**29**	8	17	**25**	**18**	**63**	**81**
GRAFFITI		1	**1**			**0**			**0**	**0**	**1**	**1**	2		**2**		1	**1**		3	**3**	**2**	**4**	**6**
LEAVES		11	**11**	1	4	**5**		2	**2**	**1**	**17**	**18**		1	**1**		1	**1**		1	**1**	**0**	**3**	**3**
MIXED			**0**	1		**1**			**0**	**1**	**0**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
SHRUBBERY	2	2	**4**	5	5	**10**	1	8	**9**	**8**	**15**	**23**	2	4	**6**	1	1	**2**			**0**	**3**	**5**	**8**
SINKHOLE			**0**			**0**				**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
TRASH	5	58	**63**	7	38	**45**	8	52	**60**	**20**	**148**	**168**	7	59	**66**	5	79	**84**	12	55	**67**	**24**	**193**	**217**
WEEDS	38	136	**174**	28	139	**167**	50	193	**243**	**116**	**468**	**584**	15	91	**106**	5	43	**48**	8	8	**16**	**28**	**142**	**170**
ZONING SIGNS	2		**2**	13		**13**	7	4	**11**	**22**	**4**	**26**	5		**5**	3		**3**	2		**2**	**10**	**0**	**10**
TOTAL ABATEMENTS:	**56**	**243**	**299**	**65**	**203**	**268**	**68**	**290**	**358**	**189**	**736**	**925**	**37**	**176**	**213**	**19**	**150**	**169**	**30**	**84**	**114**	**86**	**410**	**496**

First Half Abatements			
Violation Category	**Crew**	**Owner**	**Total**
ANIMALS	**0**	**0**	**0**
BRUSH	**0**	**4**	**4**
CITY PROP	**2**	**0**	**2**
COMMERCIAL	**0**	**0**	**0**
CURBSIDE	**38**	**142**	**180**
GRAFFITI	**2**	**5**	**7**
LEAVES	**1**	**20**	**21**
MIXED	**1**	**0**	**1**
SHRUBBERY	**11**	**20**	**31**
SINKHOLE	**0**	**0**	**0**
TRASH	**44**	**341**	**385**
WEEDS	**144**	**610**	**754**
ZONING SIGNS	**32**	**4**	**36**
TOTAL ABATEMENTS:	**275**	**1146**	**1421**

FY 15-16 ABATEMENT ACTIVITY - NORTH WARD

	January			February			March			Third Quarter Abatements			April			May			June			Fourth Quarter Abatements		
VIOLATION CATEGORY	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total
ANIMALS			0			0		1	1	0	1	1			0			0			0	0	0	0
BRUSH		1	1			0	1		1	1	1	2		1	1			0			0	0	1	1
CITY PROP	1		1	2		2	3		3	6	0	6			0			0			0	0	0	0
COMMERCIAL			0			0			0	0	0	0			0			0			0	0	0	0
CURBSIDE		10	10	5	22	27	12	37	49	17	69	86	8	32	40			0			0	8	32	40
GRAFFITI			0		1	1	3		3	3	1	4	7		7			0			0	7	0	7
LEAVES			0			0		1	1	0	1	1	1	6	7			0			0	1	6	7
MIXED			0			0			0	0	0	0			0			0			0	0	0	0
SHRUBBERY			0			0			0	0	0	0			0			0			0	0	0	0
SINKHOLE			0			0			0	0	0	0			0			0			0	0	0	0
TRASH	5	29	34	12	78	90	25	134	159	42	241	283	9	56	65			0			0	9	56	65
WEEDS		2	2		4	4			0	0	6	6	5	23	28			0			0	5	23	28
ZONING SIGNS	3		3	98	2	100	66	1	67	167	3	170	100		100			0			0	100	0	100
TOTAL ABATEMENTS:	**9**	**42**	**51**	**117**	**107**	**224**	**110**	**174**	**284**	**236**	**323**	**559**	**130**	**118**	**248**	**0**	**0**	**0**	**0**	**0**	**0**	**130**	**118**	**248**

	Second Half Abatements			Annual Abatements		
Violation Category	Crew	Owner	Total	Crew	Owner	Total
ANIMALS	0	0	0	0	0	0
BRUSH	1	1	2	1	5	6
CITY PROP	6	0	6	8	0	8
COMMERCIAL	0	0	0	0	0	0
CURBSIDE	25	32	57	63	174	237
GRAFFITI	10	0	10	12	5	17
LEAVES	1	6	7	2	26	28
MIXED	0	0	0	1	0	1
SHRUBBERY	0	0	0	11	20	31
SINKHOLE	0	0	0	0	0	0
TRASH	51	56	107	95	397	492
WEEDS	5	23	28	149	633	782
ZONING SIGNS	267	0	267	299	4	303
TOTAL ABATEMENTS:	**366**	**441**	**807**	**641**	**1587**	**2228**

INSPECTION ACTIVITY - NORTHEAST WARD	
APRIL, 2016 SUMMARY	
VIOLATION CATEGORY	# OF INSPECTIONS
ABV-INTER	
ABV-OTHER	2
ABV-PRIV	9
ANIMALS	6
BRUSH	
CITY PROP	10
COMMERCIAL	
CURBSIDE	43
GRAFFITI	4
HOUSE NUMB	
HOUSING	76
LEAVES	5
MIXED	
NO DUMPING SIGN	
RODENTS	2
SHRUBBERY	4
SINKHOLE	
TRASH	151
WEEDS	374
Z-HOUSING	
Z-OCCU	
Z-SIGNS	5
Z-VEHICLES	4
TOTAL INSPECTIONS:	**695**

FY 15-16 INSPECTION ACTIVITY - NORTHEAST WARD

VIOLATION CATEGORY	July	August	September	**First Quarter**	October	November	December	**Second Quarter**	**First Half**	January	February	March	**Third Quarter**	April	May	June	**Fourth Quarter**	**Second Half**	**Total Annual**
ABV-INTER				**0**				**0**	**0**	1			**1**				**0**	**1**	**1**
ABV-OTHER	6	4	8	**18**	3	3	4	**10**	**28**	2	4	3	**9**	2			**2**	**11**	**39**
ABV-PRIV	5	7	3	**15**	9	10	4	**23**	**38**	3	5	11	**19**	9			**9**	**28**	**66**
ANIMALS	2		3	**5**	4	1	1	**6**	**11**	1	1	3	**5**	6			**6**	**11**	**22**
BRUSH	3		2	**5**	1			**1**	**6**				**0**				**0**	**0**	**6**
CITY PROP				**0**		1		**1**	**1**		4		**4**	10			**10**	**14**	**15**
COMMERCIAL				**0**	2			**2**	**2**				**0**				**0**	**0**	**2**
CURBSIDE	22	24	26	**72**	27	16	15	**58**	**130**	22	24	42	**88**	43			**43**	**131**	**261**
GRAFFITI	2	4	1	**7**	5	2	8	**15**	**22**	10	2	10	**22**	4			**4**	**26**	**48**
HOUSE NUMB	6	2	1	**9**	2			**2**	**11**				**0**				**0**	**0**	**11**
HOUSING	43	45	33	**121**	33	25	11	**69**	**190**	25	25	106	**156**	76			**76**	**232**	**422**
LEAVES	19	7	9	**35**	9	6	4	**19**	**54**	1	2	4	**7**	5			**5**	**12**	**66**
MIXED				**0**				**0**	**0**			1	**1**				**0**	**1**	**1**
NO DUMPING SIGN	1	2		**3**			1	**1**	**4**			1	**1**				**0**	**1**	**5**
RODENTS	2	4	1	**7**		1	1	**2**	**9**			2	**2**	2			**2**	**4**	**13**
SHRUBBERY	22	25	19	**66**	6	4	4	**14**	**80**	2	2	4	**8**	4			**4**	**12**	**92**
SINKHOLE				**0**				**0**	**0**				**0**				**0**	**0**	**0**
TRASH	179	152	264	**595**	162	136	131	**429**	**1024**	124	232	244	**600**	151			**151**	**751**	**1775**
WEEDS	463	396	341	**1200**	116	28	4	**148**	**1348**	2	3	39	**44**	374			**374**	**418**	**1766**
Z-HOUSING			1	**1**				**0**	**1**			1	**1**				**0**	**1**	**2**
Z-OCCU				**0**			1	**1**	**1**				**0**				**0**	**0**	**1**
Z-SIGNS	2	2		**4**	2		20	**22**	**26**	37	58	23	**118**	5			**5**	**123**	**149**
Z-VEHICLES	4	2	3	**9**	6	7	1	**14**	**23**	4	2	9	**15**	4			**4**	**19**	**42**
TOTAL INSPECTIONS:	**781**	**676**	**715**	**2172**	**387**	**240**	**210**	**837**	**3009**	**234**	**364**	**503**	**1101**	**695**	**0**	**0**	**695**	**1796**	**4805**

FY 15-16 CREW ABATEMENT/MAINTENANCE ACTIVITY - NORTHEAST WARD

	July			August			September			First Quarter Abatements			October			November			December			Second Quarter Abatements		
VIOLATION CATEGORY	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**
ANIMALS		1	**1**			**0**			**0**	**0**	**1**	**1**			**0**		1	**1**			**0**	**0**	**1**	**1**
BRUSH		1	**1**			**0**			**0**	**0**	**1**	**1**		1	**1**			**0**			**0**	**0**	**1**	**1**
CITY PROP			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**	1		**1**	**1**	**0**	**1**
COMMERCIAL			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CURBSIDE		1	**1**			**0**			**0**	**0**	**1**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
GRAFFITI	7	2	**9**		1	**1**			**0**	**7**	**3**	**10**	3		**3**			**0**	2	2	**4**	**5**	**2**	**7**
LEAVES		8	**8**		10	**10**		5	**5**	**0**	**23**	**23**		10	**10**		4	**4**		5	**5**	**0**	**19**	**19**
MIXED	1		**1**			**0**			**0**	**1**	**0**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
SHRUBBERY	2	1	**3**	7	4	**11**	2	3	**5**	**11**	**8**	**19**	2	1	**3**	1	3	**4**		1	**1**	**3**	**5**	**8**
SINKHOLE			**0**			**0**				**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
TRASH	32	80	**112**	41	103	**144**	36	156	**192**	**109**	**339**	**448**	36	165	**201**	23	138	**161**	33	106	**139**	**92**	**409**	**501**
WEEDS	114	246	**360**	100	268	**368**	81	306	**387**	**295**	**820**	**1115**	59	125	**184**	38	55	**93**	9	17	**26**	**106**	**197**	**303**
ZONING SIGNS			**0**	2		**2**			**0**	**2**	**0**	**2**	1		**1**			**0**	19		**19**	**20**	**0**	**20**
TOTAL ABATEMENTS:	**156**	**340**	**496**	**150**	**386**	**536**	**119**	**470**	**589**	**425**	**1196**	**1621**	**101**	**302**	**403**	**62**	**201**	**263**	**64**	**131**	**195**	**227**	**634**	**861**

First Half Abatements			
Violation Category	**Crew**	**Owner**	**Total**
ANIMALS	**0**	**2**	**2**
BRUSH	**0**	**2**	**2**
CITY PROP	**1**	**0**	**1**
COMMERCIAL	**0**	**0**	**0**
CURBSIDE	**0**	**1**	**1**
GRAFFITI	**12**	**5**	**17**
LEAVES	**0**	**42**	**42**
MIXED	**1**	**0**	**1**
SHRUBBERY	**14**	**13**	**27**
SINKHOLE	**0**	**0**	**0**
TRASH	**201**	**748**	**949**
WEEDS	**401**	**1017**	**1418**
ZONING SIGNS	**22**	**0**	**22**
TOTAL ABATEMENTS:	**652**	**1830**	**2482**

FY 15-16 ABATEMENT ACTIVITY - NORTHEAST WARD

	January			February			March			Third Quarter Abatements			April			May			June			Fourth Quarter Abatements		
VIOLATION CATEGORY	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total
ANIMALS			0			0			0	0	0	0			0			0			0	0	0	0
BRUSH			0			0			0	0	0	0			0			0			0	0	0	0
CITY PROP			0	5		5			0	5	0	5	2		2			0			0	2	0	2
COMMERCIAL			0			0			0	0	0	0			0			0			0	0	0	0
CURBSIDE			0	1		1	2	1	3	3	1	4			0			0			0	0	0	0
GRAFFITI		2	2	2	4	6		1	1	2	7	9	3		3			0			0	3	0	3
LEAVES			0		3	3			0	0	3	3		3	3			0			0	0	3	3
MIXED			0			0	1		1	1	0	1			0			0			0	0	0	0
SHRUBBERY			0			0			0	0	0	0			0			0			0	0	0	0
SINKHOLE			0			0			0	0	0	0			0			0			0	0	0	0
TRASH	34	96	130	41	114	155	68	218	286	143	428	571	27	118	145			0			0	27	118	145
WEEDS		3	3		3	3	2	11	13	2	17	19	50	87	137			0			0	50	87	137
ZONING SIGNS	19		19	56		56	39		39	114	0	114	4		4			0			0	4	0	4
TOTAL ABATEMENTS:	**53**	**101**	**154**	**105**	**124**	**229**	**112**	**231**	**343**	**270**	**456**	**726**	**86**	**208**	**294**	**0**	**0**	**0**	**0**	**0**	**0**	**86**	**208**	**294**

	Second Half Abatements			Annual Abatements		
Violation Category	Crew	Owner	Total	Crew	Owner	Total
ANIMALS	0	0	0	0	2	2
BRUSH	0	0	0	0	2	2
CITY PROP	7	0	7	8	0	8
COMMERCIAL	0	0	0	0	0	0
CURBSIDE	3	0	3	3	1	4
GRAFFITI	5	0	5	17	5	22
LEAVES	0	3	3	0	45	45
MIXED	1	0	1	2	0	2
SHRUBBERY	0	0	0	14	13	27
SINKHOLE	0	0	0	0	0	0
TRASH	170	118	288	371	866	1237
WEEDS	52	87	139	453	1104	1557
ZONING SIGNS	118	0	118	140	0	140
TOTAL ABATEMENTS:	**356**	**664**	**1020**	**1008**	**2494**	**3502**

INSPECTION ACTIVITY - NORTHWEST WARD	
APRIL, 2016 SUMMARY	
VIOLATION CATEGORY	# OF INSPECTIONS
ABV-INTER	
ABV-OTHER	
ABV-PRIV	6
ANIMALS	
BRUSH	
CITY PROP	
COMMERCIAL	
CURBSIDE	13
GRAFFITI	
HOUSE NUMB	
HOUSING	26
LEAVES	1
MIXED	
NO DUMPING SIGN	
RODENTS	3
SHRUBBERY	1
SINKHOLE	
TRASH	77
WEEDS	85
Z-HOUSING	
Z-OCCU	
Z-SIGNS	39
Z-VEHICLES	
TOTAL INSPECTIONS:	**251**

FY 15-16 INSPECTION ACTIVITY - NORTHWEST WARD

VIOLATION CATEGORY	July	August	September	**First Quarter**	October	November	December	**Second Quarter**	**First Half**	January	February	March	**Third Quarter**	April	May	June	**Fourth Quarter**	**Second Half**	**Total Annual**
ABV-INTER				**0**				**0**	**0**				**0**				**0**	**0**	**0**
ABV-OTHER	8	4	1	**13**	1	1		**2**	**15**	1	1		**2**				**0**	**2**	**17**
ABV-PRIV	3	4	6	**13**	13	5	6	**24**	**37**	9	8	12	**29**	6			**6**	**35**	**72**
ANIMALS	3			**3**			1	**1**	**4**	2			**2**				**0**	**2**	**6**
BRUSH	2	1		**3**		2	1	**3**	**6**		2	13	**15**				**0**	**15**	**21**
CITY PROP	14	3	4	**21**		2	3	**5**	**26**	2	3		**5**				**0**	**5**	**31**
COMMERCIAL				**0**				**0**	**0**				**0**				**0**	**0**	**0**
CURBSIDE	21	10	28	**59**	28	16	21	**65**	**124**	21	25	35	**81**	13			**13**	**94**	**218**
GRAFFITI		1	2	**3**	1		2	**3**	**6**	1	1	3	**5**				**0**	**5**	**11**
HOUSE NUMB		6	1	**7**				**0**	**7**				**0**				**0**	**0**	**7**
HOUSING	31	22	10	**63**	17	18	15	**50**	**113**	9	18	17	**44**	26			**26**	**70**	**183**
LEAVES		2		**2**		3	6	**9**	**11**	1	6	1	**8**	1			**1**	**9**	**20**
MIXED	1			**1**	1			**1**	**2**			1	**1**				**0**	**1**	**3**
NO DUMPING SIGN				**0**				**0**	**0**				**0**				**0**	**0**	**0**
RODENTS				**0**	1			**1**	**1**				**0**	3			**3**	**3**	**4**
SHRUBBERY	14	5	11	**30**	4	3	2	**9**	**39**		2	1	**3**	1			**1**	**4**	**43**
SINKHOLE		1	1	**2**				**0**	**2**				**0**				**0**	**0**	**2**
TRASH	36	38	48	**122**	26	48	50	**124**	**246**	31	52	62	**145**	77			**77**	**222**	**468**
WEEDS	104	208	159	**471**	42	2	2	**46**	**517**	3	1	4	**8**	85			**85**	**93**	**610**
Z-HOUSING				**0**		1		**1**	**1**				**0**				**0**	**0**	**1**
Z-OCCU				**0**			1	**1**	**1**				**0**				**0**	**0**	**1**
Z-SIGNS	6	5	1	**12**	1	1	1	**3**	**15**	11	20	10	**41**	39			**39**	**80**	**95**
Z-VEHICLES	1			**1**		1	3	**4**	**5**	1		1	**2**				**0**	**2**	**7**
TOTAL INSPECTIONS:	**244**	**310**	**272**	**826**	**135**	**103**	**114**	**352**	**1178**	**92**	**139**	**160**	**391**	**251**	**0**	**0**	**251**	**642**	**1820**

FY 15-16 CREW ABATEMENT/MAINTENANCE ACTIVITY - NORTHWEST WARD

	July			August			September			First Quarter Abatements			October			November			December			Second Quarter Abatements		
VIOLATION CATEGORY	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**
ANIMALS			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
BRUSH		1	**1**			**0**			**0**	**0**	**1**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
CITY PROP	13		**13**	5		**5**	6		**6**	**24**	**0**	**24**			**0**	1		**1**	4		**4**	**5**	**0**	**5**
COMMERCIAL			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CURBSIDE			**0**			**0**			**0**	**0**	**0**	**0**		1	**1**			**0**	1		**1**	**1**	**1**	**2**
GRAFFITI			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
LEAVES		1	**1**		1	**1**			**0**	**0**	**2**	**2**			**0**			**0**			**0**	**0**	**0**	**0**
MIXED			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
SHRUBBERY	2	2	**4**			**0**	1		**1**	**3**	**2**	**5**			**0**		2	**2**		1	**1**	**0**	**3**	**3**
SINKHOLE			**0**			**0**				**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
TRASH	2	48	**50**		32	**32**	3	39	**42**	**5**	**119**	**124**	1	24	**25**		30	**30**	1	48	**49**	**2**	**102**	**104**
WEEDS	12	57	**69**	2	63	**65**	8	118	**126**	**22**	**238**	**260**	5	52	**57**	9	10	**19**		1	**1**	**14**	**63**	**77**
ZONING SIGNS			**0**	5		**5**		1	**1**	**5**	**1**	**6**			**0**	1		**1**			**0**	**1**	**0**	**1**
TOTAL ABATEMENTS:	**29**	**109**	**138**	**12**	**96**	**108**	**18**	**158**	**176**	**59**	**363**	**422**	**6**	**77**	**83**	**11**	**42**	**53**	**6**	**50**	**56**	**23**	**169**	**192**

First Half Abatements			
Violation Category	**Crew**	**Owner**	**Total**
ANIMALS	**0**	**0**	**0**
BRUSH	**0**	**1**	**1**
CITY PROP	**29**	**0**	**29**
COMMERCIAL	**0**	**0**	**0**
CURBSIDE	**1**	**1**	**2**
GRAFFITI	**0**	**0**	**0**
LEAVES	**0**	**2**	**2**
MIXED	**0**	**0**	**0**
SHRUBBERY	**3**	**5**	**8**
SINKHOLE	**0**	**0**	**0**
TRASH	**7**	**221**	**228**
WEEDS	**36**	**301**	**337**
ZONING SIGNS	**6**	**1**	**7**
TOTAL ABATEMENTS:	**82**	**532**	**614**

FY 15-16 ABATEMENT ACTIVITY - NORTHWEST WARD

	January			February			March			Third Quarter Abatements			April			May			June			Fourth Quarter Abatements		
VIOLATION CATEGORY	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total
ANIMALS			0			0			0	0	0	0			0			0			0	0	0	0
BRUSH			0			0			0	0	0	0			0			0			0	0	0	0
CITY PROP	2		2	3		3			0	5	0	5			0			0			0	0	0	0
COMMERCIAL			0			0			0	0	0	0			0			0			0	0	0	0
CURBSIDE	3		3	1	1	2	1		1	5	1	6			0			0			0	0	0	0
GRAFFITI			0			0			0	0	0	0			0			0			0	0	0	0
LEAVES		1	1			0			0	0	1	1			0			0			0	0	0	0
MIXED			0			0			0	0	0	0			0			0			0	0	0	0
SHRUBBERY	1		1			0			0	1	0	1			0			0			0	0	0	0
SINKHOLE			0			0			0	0	0	0			0			0			0	0	0	0
TRASH	3	39	42	4	39	43	4	52	56	11	130	141		59	59			0			0	0	59	59
WEEDS	1		1		1	1		2	2	1	3	4	1	7	8			0			0	1	7	8
ZONING SIGNS	5		5	22		22	10		10	37	0	37	26		26			0			0	26	0	26
TOTAL ABATEMENTS:	15	40	55	30	41	71	15	54	69	60	135	195	27	66	93	0	0	0	0	0	0	27	66	93

	Second Half Abatements			Annual Abatements		
Violation Category	Crew	Owner	Total	Crew	Owner	Total
ANIMALS	0	0	0	0	0	0
BRUSH	0	0	0	0	1	1
CITY PROP	5	0	5	34	0	34
COMMERCIAL	0	0	0	0	0	0
CURBSIDE	5	0	5	6	1	7
GRAFFITI	0	0	0	0	0	0
LEAVES	0	0	0	0	2	2
MIXED	0	0	0	0	0	0
SHRUBBERY	1	0	1	4	5	9
SINKHOLE	0	0	0	0	0	0
TRASH	11	59	70	18	280	298
WEEDS	2	7	9	38	308	346
ZONING SIGNS	63	0	63	69	1	70
TOTAL ABATEMENTS:	87	201	288	169	733	902

INSPECTION ACTIVITY - SOUTH WARD	
APRIL, 2015 SUMMARY	
VIOLATION CATEGORY	# OF INSPECTIONS
ABV-INTER	
ABV-OTHER	10
ABV-PRIV	12
ANIMALS	2
BRUSH	
CITY PROP	2
COMMERCIAL	
CURBSIDE	29
GRAFFITI	1
HOUSE NUMB	
HOUSING	38
LEAVES	1
MIXED	
NO DUMPING SIGN	
RODENTS	1
SHRUBBERY	2
SINKHOLE	
TRASH	25
WEEDS	41
Z-HOUSING	
Z-OCCU	
Z-SIGNS	18
Z-VEHICLES	1
TOTAL INSPECTIONS:	**183**

FY 15-16 INSPECTION ACTIVITY - SOUTH WARD																			
VIOLATION CATEGORY	July	August	September	**First Quarter**	October	November	December	**Second Quarter**	**First Half**	January	February	March	**Third Quarter**	April	May	June	**Fourth Quarter**	**Second Half**	**Total Annual**
ABV-INTER	1			**1**				**0**	**1**				**0**				**0**	**0**	**1**
ABV-OTHER	5	1	8	**14**	5	2	2	**9**	**23**	2	3	4	**9**	10			**10**	**19**	**42**
ABV-PRIV	13	12	9	**34**	10	5	4	**19**	**53**	2	7	10	**19**	12			**12**	**31**	**84**
ANIMALS	4	1	2	**7**	3		1	**4**	**11**	3	1	2	**6**	2			**2**	**8**	**19**
BRUSH				**0**		1		**1**	**1**	1	1		**2**				**0**	**2**	**3**
CITY PROP				**0**	1			**1**	**1**				**0**	2			**2**	**2**	**3**
COMMERCIAL				**0**				**0**	**0**				**0**				**0**	**0**	**0**
CURBSIDE	22	28	24	**74**	7	4	13	**24**	**98**	12	18	23	**53**	29			**29**	**82**	**180**
GRAFFITI		1		**1**	3		2	**5**	**6**		1	2	**3**	1			**1**	**4**	**10**
HOUSE NUMB	1		2	**3**		1		**1**	**4**		13		**13**				**0**	**13**	**17**
HOUSING	24	31	26	**81**	6	9	11	**26**	**107**	6		17	**23**	38			**38**	**61**	**168**
LEAVES	1	1	2	**4**		1	2	**3**	**7**		1	3	**4**	1			**1**	**5**	**12**
MIXED				**0**				**0**	**0**				**0**				**0**	**0**	**0**
NO DUMPING SIGN				**0**			2	**2**	**2**			5	**5**				**0**	**5**	**7**
RODENTS	1	2	1	**4**				**0**	**4**	2	1	1	**4**	1			**1**	**5**	**9**
SHRUBBERY	9	9	16	**34**	4	5	2	**11**	**45**		1		**1**	2			**2**	**3**	**48**
SINKHOLE				**0**				**0**	**0**				**0**				**0**	**0**	**0**
TRASH	28	19	35	**82**	20	27	13	**60**	**142**	26	35	36	**97**	25			**25**	**122**	**264**
WEEDS	116	75	161	**352**	42	5	7	**54**	**406**	1		8	**9**	41			**41**	**50**	**456**
Z-HOUSING				**0**				**0**	**0**		2	1	**3**				**0**	**3**	**3**
Z-OCCU				**0**			1	**1**	**1**				**0**				**0**	**0**	**1**
Z-SIGNS	14	5	1	**20**	5	1		**6**	**26**	11	24	27	**62**	18			**18**	**80**	**106**
Z-VEHICLES		1		**1**	1	1	1	**3**	**4**		2		**2**	1			**1**	**3**	**7**
TOTAL INSPECTIONS:	**239**	**186**	**287**	**712**	**107**	**62**	**61**	**230**	**942**	**66**	**110**	**139**	**315**	**183**	**0**	**0**	**183**	**498**	**1440**

FY 15-16 CREW ABATEMENT/MAINTENANCE ACTIVITY - SOUTH WARD

	July			August			September			First Quarter Abatements			October			November			December			Second Quarter Abatements		
VIOLATION CATEGORY	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**
ANIMALS			**0**		1	**1**			**0**	**0**	**1**	**1**			**0**		1	**1**			**0**	**0**	**1**	**1**
BRUSH		1	**1**			**0**			**0**	**0**	**1**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
CITY PROP			**0**			**0**			**0**	**0**	**0**	**0**	1		**1**			**0**			**0**	**1**	**0**	**1**
COMMERCIAL			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CURBSIDE	1	1	**2**	1	2	**3**		3	**3**	**2**	**6**	**8**	3	2	**5**	1		**1**	1	1	**2**	**5**	**3**	**8**
GRAFFITI	2		**2**			**0**		1	**1**	**2**	**1**	**3**			**0**			**0**			**0**	**0**	**0**	**0**
LEAVES	1	1	**2**		1	**1**			**0**	**1**	**2**	**3**			**0**			**0**			**0**	**0**	**0**	**0**
MIXED			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
SHRUBBERY	3	5	**8**	3		**3**		4	**4**	**6**	**9**	**15**	5	4	**9**		2	**2**		5	**5**	**5**	**11**	**16**
SINKHOLE		1	**1**			**0**				**0**	**1**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
TRASH	1	24	**25**	1	16	**17**		20	**20**	**2**	**60**	**62**	2	30	**32**		11	**11**	1	23	**24**	**3**	**64**	**67**
WEEDS	13	45	**58**	7	64	**71**	14	53	**67**	**34**	**162**	**196**	16	84	**100**	8	14	**22**	2	4	**6**	**26**	**102**	**128**
ZONING SIGNS			**0**	5		**5**	1		**1**	**6**	**0**	**6**			**0**	4		**4**			**0**	**4**	**0**	**4**
TOTAL ABATEMENTS:	**21**	**78**	**99**	**17**	**84**	**101**	**15**	**81**	**96**	**53**	**243**	**296**	**27**	**120**	**147**	**13**	**28**	**41**	**4**	**33**	**37**	**44**	**181**	**225**

First Half Abatements			
Violation Category	**Crew**	**Owner**	**Total**
ANIMALS	**0**	**2**	**2**
BRUSH	**0**	**1**	**1**
CITY PROP	**1**	**0**	**1**
COMMERCIAL	**0**	**0**	**0**
CURBSIDE	**7**	**9**	**16**
GRAFFITI	**2**	**1**	**3**
LEAVES	**1**	**2**	**3**
MIXED	**0**	**0**	**0**
SHRUBBERY	**11**	**20**	**31**
SINKHOLE	**0**	**1**	**1**
TRASH	**5**	**124**	**129**
WEEDS	**60**	**264**	**324**
ZONING SIGNS	**10**	**0**	**10**
TOTAL ABATEMENTS:	**97**	**424**	**521**

FY 15-16 ABATEMENT ACTIVITY - SOUTH WARD

	January			February			March			Third Quarter Abatements			April			May			June			Fourth Quarter Abatements		
VIOLATION CATEGORY	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total
ANIMALS			0		1	1			0	0	1	1		1	1			0			0	0	1	1
BRUSH			0			0			0	0	0	0			0			0			0	0	0	0
CITY PROP			0			0			0	0	0	0	2		2			0			0	2	0	2
COMMERCIAL			0			0			0	0	0	0			0			0			0	0	0	0
CURBSIDE			0			0		3	3	0	3	3		1	1			0			0	0	1	1
GRAFFITI			0	1		1			0	1	0	1	2	1	3			0			0	2	1	3
LEAVES			0			0			0	0	0	0		1	1			0			0	0	1	1
MIXED			0			0			0	0	0	0			0			0			0	0	0	0
SHRUBBERY			0			0		2	2	0	2	2			0			0			0	0	0	0
SINKHOLE			0			0			0	0	0	0			0			0			0	0	0	0
TRASH	2	26	28	1	21	22	4	38	42	7	85	92	1	23	24			0			0	1	23	24
WEEDS		5	5		1	1			0	0	6	6	2	12	14			0			0	2	12	14
ZONING SIGNS	6		6	21		21	18		18	45	0	45	21		21			0			0	21	0	21
TOTAL ABATEMENTS:	**8**	**31**	**39**	**23**	**23**	**46**	**22**	**43**	**65**	**53**	**97**	**150**	**28**	**39**	**67**	**0**	**0**	**0**	**0**	**0**	**0**	**28**	**39**	**67**

	Second Half Abatements			Annual Abatements		
Violation Category	Crew	Owner	Total	Crew	Owner	Total
ANIMALS	0	1	1	0	3	3
BRUSH	0	0	0	0	1	1
CITY PROP	2	0	2	3	0	3
COMMERCIAL	0	0	0	0	0	0
CURBSIDE	0	1	1	7	10	17
GRAFFITI	3	1	4	5	2	7
LEAVES	0	1	1	1	3	4
MIXED	0	0	0	0	0	0
SHRUBBERY	0	0	0	11	20	31
SINKHOLE	0	0	0	0	1	1
TRASH	8	23	31	13	147	160
WEEDS	2	12	14	62	276	338
ZONING SIGNS	66	0	66	76	0	76
TOTAL ABATEMENTS:	**81**	**136**	**217**	**178**	**560**	**738**

INSPECTION ACTIVITY - SOUTHEAST WARD	
APRIL, 2016 SUMMARY	
VIOLATION CATEGORY	# OF INSPECTIONS
ABV-INTER	1
ABV-OTHER	18
ABV-PRIV	7
ANIMALS	9
BRUSH	1
CITY PROP	13
COMMERCIAL	
CURBSIDE	32
GRAFFITI	8
HOUSE NUMB	5
HOUSING	40
LEAVES	7
MIXED	
NO DUMPING SIGN	1
RODENTS	3
SHRUBBERY	14
SINKHOLE	
TRASH	142
WEEDS	322
Z-HOUSING	
Z-OCCU	
Z-SIGNS	29
Z-VEHICLES	8
TOTAL INSPECTIONS:	**660**

FY 15-16 INSPECTION ACTIVITY - SOUTHEAST WARD

VIOLATION CATEGORY	July	August	September	**First Quarter**	October	November	December	**Second Quarter**	**First Half**	January	February	March	**Third Quarter**	April	May	June	**Fourth Quarter**	**Second Half**	**Total Annual**
ABV-INTER				**0**				**0**	**0**				**0**	1			**1**	**1**	**1**
ABV-OTHER		13	15	**28**	4	1	2	**7**	**35**	2	21	9	**32**	18			**18**	**50**	**85**
ABV-PRIV	7	9	12	**28**	6	3	9	**18**	**46**	7	3	12	**22**	7			**7**	**29**	**75**
ANIMALS	2		4	**6**	4	3	6	**13**	**19**	8	6	7	**21**	9			**9**	**30**	**49**
BRUSH				**0**	1		2	**3**	**3**				**0**	1			**1**	**1**	**4**
CITY PROP	2		15	**17**	14	19	16	**49**	**66**	10	20	27	**57**	13			**13**	**70**	**136**
COMMERCIAL				**0**				**0**	**0**				**0**				**0**	**0**	**0**
CURBSIDE	52	35	31	**118**	32	32	18	**82**	**200**	23	15	47	**85**	32			**32**	**117**	**317**
GRAFFITI	11	16	10	**37**	9	5	5	**19**	**56**	6	2	8	**16**	8			**8**	**24**	**80**
HOUSE NUMB	1	3	15	**19**	3	4	5	**12**	**31**	7	3	1	**11**	5			**5**	**16**	**47**
HOUSING	37	25	48	**110**	46	42	36	**124**	**234**	52	44	49	**145**	40			**40**	**185**	**419**
LEAVES	3	6		**9**	2	2	7	**11**	**20**	1		2	**3**	7			**7**	**10**	**30**
MIXED				**0**				**0**	**0**				**0**				**0**	**0**	**0**
NO DUMPING SIGN	1		1	**2**	1			**1**	**3**				**0**	1			**1**	**1**	**4**
RODENTS	2	2	3	**7**		1	4	**5**	**12**	2	3	2	**7**	3			**3**	**10**	**22**
SHRUBBERY	13	7	14	**34**	6	3	4	**13**	**47**	1	1	2	**4**	14			**14**	**18**	**65**
SINKHOLE				**0**	1			**1**	**1**		1		**1**				**0**	**1**	**2**
TRASH	96	109	213	**418**	171	209	291	**671**	**1089**	232	199	179	**610**	142			**142**	**752**	**1841**
WEEDS	150	263	533	**946**	136	25	4	**165**	**1111**	2	2	14	**18**	322			**322**	**340**	**1451**
Z-HOUSING				**0**				**0**	**0**				**0**				**0**	**0**	**0**
Z-OCCU				**0**			2	**2**	**2**	1		1	**2**				**0**	**2**	**4**
Z-SIGNS	2	2	2	**6**	2	3	1	**6**	**12**	8	81	30	**119**	29			**29**	**148**	**160**
Z-VEHICLES	2	3	5	**10**	3		4	**7**	**17**	2	5	2	**9**	8			**8**	**17**	**34**
TOTAL INSPECTIONS:	**381**	**493**	**921**	**1795**	**441**	**352**	**416**	**1209**	**3004**	**364**	**406**	**392**	**1162**	**660**	**0**	**0**	**660**	**1822**	**4826**

FY 15-16 CREW ABATEMENT/MAINTENANCE ACTIVITY - SOUTHEAST WARD

	July			August			September			First Quarter Abatements			October			November			December			Second Quarter Abatements		
VIOLATION CATEGORY	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**
ANIMALS			**0**			**0**			**0**	**0**	**0**	**0**		3	**3**		1	**1**		2	**2**	**0**	**6**	**6**
BRUSH			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CITY PROP			**0**	1		**1**	5		**5**	**6**	**0**	**6**	21		**21**	17		**17**	18		**18**	**56**	**0**	**56**
COMMERCIAL			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CURBSIDE	2	1	**3**	2	6	**8**			**0**	**4**	**7**	**11**		1	**1**			**0**			**0**	**0**	**1**	**1**
GRAFFITI	6	1	**7**			**0**	1		**1**	**7**	**1**	**8**	3		**3**	3		**3**	6		**6**	**12**	**0**	**12**
LEAVES			**0**			**0**			**0**	**0**	**0**	**0**			**0**		1	**1**		3	**3**	**0**	**4**	**4**
MIXED			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
SHRUBBERY	1	1	**2**		1	**1**	1	1	**2**	**2**	**3**	**5**	1	1	**2**	2	4	**6**		1	**1**	**3**	**6**	**9**
SINKHOLE			**0**			**0**				**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
TRASH	15	96	**111**	12	74	**86**	5	112	**117**	**32**	**282**	**314**	8	183	**191**	4	148	**152**	11	250	**261**	**23**	**581**	**604**
WEEDS	45	162	**207**	32	59	**91**	24	223	**247**	**101**	**444**	**545**	52	290	**342**	9	47	**56**	5	14	**19**	**66**	**351**	**417**
ZONING SIGNS			**0**			**0**	3		**3**	**3**	**0**	**3**	2		**2**	2	1	**3**	1		**1**	**5**	**1**	**6**
TOTAL ABATEMENTS:	**69**	**261**	**330**	**47**	**140**	**187**	**39**	**336**	**375**	**155**	**737**	**892**	**87**	**478**	**565**	**37**	**202**	**239**	**41**	**270**	**311**	**165**	**950**	**1115**

First Half Abatements			
Violation Category	**Crew**	**Owner**	**Total**
ANIMALS	**0**	**6**	**6**
BRUSH	**0**	**0**	**0**
CITY PROP	**62**	**0**	**62**
COMMERCIAL	**0**	**0**	**0**
CURBSIDE	**4**	**8**	**12**
GRAFFITI	**19**	**1**	**20**
LEAVES	**0**	**4**	**4**
MIXED	**0**	**0**	**0**
SHRUBBERY	**5**	**9**	**14**
SINKHOLE	**0**	**0**	**0**
TRASH	**55**	**863**	**918**
WEEDS	**167**	**795**	**962**
ZONING SIGNS	**8**	**1**	**9**
TOTAL ABATEMENTS:	**320**	**1687**	**2007**

FY 15-16 ABATEMENT ACTIVITY - SOUTHEAST WARD

	January			February			March			Third Quarter Abatements			April			May			June			Fourth Quarter Abatements		
VIOLATION CATEGORY	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total
ANIMALS			0		2	2		1	1	0	3	3		1	1			0			0	0	1	1
BRUSH			0			0			0	0	0	0			0			0			0	0	0	0
CITY PROP	12		12	18		18	26		26	56	0	56	10		10			0			0	10	0	10
COMMERCIAL			0			0			0	0	0	0			0			0			0	0	0	0
CURBSIDE		1	1			0			0	0	1	1			0			0			0	0	0	0
GRAFFITI			0	1	2	3	2	2	4	3	4	7	1		1			0			0	1	0	1
LEAVES			0			0		1	1	0	1	1			0			0			0	0	0	0
MIXED			0			0			0	0	0	0			0			0			0	0	0	0
SHRUBBERY		1	1			0			0	0	1	1			0			0			0	0	0	0
SINKHOLE			0			0			0	0	0	0			0			0			0	0	0	0
TRASH	22	156	178	20	161	181	16	167	183	58	484	542	19	119	138			0			0	19	119	138
WEEDS		1	1	1	1	2		3	3	1	5	6	6	44	50			0			0	6	44	50
ZONING SIGNS			0	85		85	29		29	114	0	114	24		24			0			0	24	0	24
TOTAL ABATEMENTS:	34	159	193	125	166	291	73	174	247	232	499	731	60	164	224	0	0	0	0	0	0	60	164	224

	Second Half Abatements			Annual Abatements		
Violation Category	Crew	Owner	Total	Crew	Owner	Total
ANIMALS	0	1	1	0	7	7
BRUSH	0	0	0	0	0	0
CITY PROP	66	0	66	128	0	128
COMMERCIAL	0	0	0	0	0	0
CURBSIDE	0	0	0	4	8	12
GRAFFITI	4	0	4	23	1	24
LEAVES	0	0	0	0	4	4
MIXED	0	0	0	0	0	0
SHRUBBERY	0	0	0	5	9	14
SINKHOLE	0	0	0	0	0	0
TRASH	77	119	196	132	982	1114
WEEDS	7	44	51	174	839	1013
ZONING SIGNS	138	0	138	146	1	147
TOTAL ABATEMENTS:	292	663	955	612	2350	2962

INSPECTION ACTIVITY - SOUTHWEST WARD	
APRIL, 2016 SUMMARY	
VIOLATION CATEGORY	# OF INSPECTIONS
ABV-INTER	
ABV-OTHER	
ABV-PRIV	13
ANIMALS	4
BRUSH	
CITY PROP	1
COMMERCIAL	
CURBSIDE	8
GRAFFITI	
HOUSE NUMB	
HOUSING	14
LEAVES	1
MIXED	
NO DUMPING SIGN	
RODENTS	1
SHRUBBERY	7
SINKHOLE	
TRASH	43
WEEDS	95
Z-HOUSING	
Z-OCCU	
Z-SIGNS	4
Z-VEHICLES	1
TOTAL INSPECTIONS:	**192**

FY 15-16 INSPECTION ACTIVITY - SOUTHWEST WARD																			
VIOLATION CATEGORY	July	August	September	**First Quarter**	October	November	December	**Second Quarter**	**First Half**	January	February	March	**Third Quarter**	April	May	June	**Fourth Quarter**	**Second Half**	**Total Annual**
ABV-INTER	1			**1**				**0**	**1**				**0**				**0**	**0**	**1**
ABV-OTHER	2		3	**5**	7	5	3	**15**	**20**	5	2	2	**9**				**0**	**9**	**29**
ABV-PRIV	13	15	16	**44**	10	7	4	**21**	**65**	2	6	17	**25**	13			**13**	**38**	**103**
ANIMALS	1	2	3	**6**			2	**2**	**8**		1	1	**2**	4			**4**	**6**	**14**
BRUSH				**0**				**0**	**0**	1			**1**				**0**	**1**	**1**
CITY PROP	1	2	1	**4**		1		**1**	**5**		1		**1**	1			**1**	**2**	**7**
COMMERCIAL	2			**2**				**0**	**2**				**0**				**0**	**0**	**2**
CURBSIDE	11	10	6	**27**	7	3	17	**27**	**54**	7	8	21	**36**	8			**8**	**44**	**98**
GRAFFITI		2	1	**3**	1	1	1	**3**	**6**			6	**6**				**0**	**6**	**12**
HOUSE NUMB		2		**2**	1			**1**	**3**	1	3	3	**7**				**0**	**7**	**10**
HOUSING	22	23	13	**58**	14	4	13	**31**	**89**	8	11	12	**31**	14			**14**	**45**	**134**
LEAVES	2			**2**	1	1	1	**3**	**5**	4	2	2	**8**	1			**1**	**9**	**14**
MIXED				**0**				**0**	**0**				**0**				**0**	**0**	**0**
NO DUMPING SIGN				**0**				**0**	**0**				**0**				**0**	**0**	**0**
RODENTS		2		**2**				**0**	**2**		1		**1**	1			**1**	**2**	**4**
SHRUBBERY	14	11	13	**38**	6	1	2	**9**	**47**	1	3	3	**7**	7			**7**	**14**	**61**
SINKHOLE				**0**				**0**	**0**				**0**				**0**	**0**	**0**
TRASH	65	19	27	**111**	13	13	11	**37**	**148**	17	23	55	**95**	43			**43**	**138**	**286**
WEEDS	71	106	80	**257**	20	3	5	**28**	**285**			7	**7**	95			**95**	**102**	**387**
Z-HOUSING				**0**				**0**	**0**			1	**1**				**0**	**1**	**1**
Z-OCCU				**0**			1	**1**	**1**			1	**1**				**0**	**1**	**2**
Z-SIGNS		7		**7**	1		7	**8**	**15**	22	2	3	**27**	4			**4**	**31**	**46**
Z-VEHICLES		4	1	**5**	1			**1**	**6**	3		7	**10**	1			**1**	**11**	**17**
TOTAL INSPECTIONS:	**205**	**205**	**164**	**574**	**82**	**39**	**67**	**188**	**762**	**71**	**63**	**141**	**275**	**192**	**0**	**0**	**192**	**467**	**1229**

FY 15-16 CREW ABATEMENT/MAINTENANCE ACTIVITY - SOUTHWEST WARD

	July			August			September			First Quarter Abatements			October			November			December			Second Quarter Abatements		
VIOLATION CATEGORY	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**
ANIMALS			**0**			**0**		3	**3**	**0**	**3**	**3**			**0**			**0**			**0**	**0**	**0**	**0**
BRUSH			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CITY PROP			**0**	2		**2**	1		**1**	**3**	**0**	**3**	1		**1**	1		**1**			**0**	**2**	**0**	**2**
COMMERCIAL			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CURBSIDE			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
GRAFFITI	2		**2**			**0**			**0**	**2**	**0**	**2**			**0**		2	**2**		1	**1**	**0**	**3**	**3**
LEAVES			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
MIXED			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
SHRUBBERY	1	1	**2**	2		**2**		1	**1**	**3**	**2**	**5**	2	1	**3**	1	1	**2**			**0**	**3**	**2**	**5**
SINKHOLE			**0**			**0**				**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
TRASH	4	25	**29**	7	35	**42**		20	**20**	**11**	**80**	**91**	1	13	**14**	2	5	**7**	2	9	**11**	**5**	**27**	**32**
WEEDS	8	33	**41**	11	61	**72**	4	96	**100**	**23**	**190**	**213**	7	25	**32**	8	2	**10**	2	3	**5**	**17**	**30**	**47**
ZONING SIGNS	2		**2**			**0**	2		**2**	**4**	**0**	**4**			**0**			**0**	2		**2**	**2**	**0**	**2**
TOTAL ABATEMENTS:	**17**	**59**	**76**	**22**	**96**	**118**	**7**	**120**	**127**	**46**	**275**	**321**	**11**	**39**	**50**	**12**	**10**	**22**	**6**	**13**	**19**	**29**	**62**	**91**

First Half Abatements			
Violation Category	**Crew**	**Owner**	**Total**
ANIMALS	**0**	**3**	**3**
BRUSH	**0**	**0**	**0**
CITY PROP	**5**	**0**	**5**
COMMERCIAL	**0**	**0**	**0**
CURBSIDE	**0**	**0**	**0**
GRAFFITI	**2**	**3**	**5**
LEAVES	**0**	**0**	**0**
MIXED	**0**	**0**	**0**
SHRUBBERY	**6**	**4**	**10**
SINKHOLE	**0**	**0**	**0**
TRASH	**16**	**107**	**123**
WEEDS	**40**	**220**	**260**
ZONING SIGNS	**6**	**0**	**6**
TOTAL ABATEMENTS:	**75**	**337**	**412**

FY 15-16 ABATEMENT ACTIVITY - SOUTHWEST WARD

	January			February			March			Third Quarter Abatements			April			May			June			Fourth Quarter Abatements		
VIOLATION CATEGORY	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total
ANIMALS			0			0			0	0	0	0			0			0			0	0	0	0
BRUSH			0		1	1			0	0	1	1			0			0			0	0	0	0
CITY PROP			0			0	1		1	1	0	1			0			0			0	0	0	0
COMMERCIAL			0			0			0	0	0	0			0			0			0	0	0	0
CURBSIDE	2	1	3		1	1			0	2	2	4			0			0			0	0	0	0
GRAFFITI		1	1			0		1	1	0	2	2	3		3			0			0	3	0	3
LEAVES			0		3	3			0	0	3	3			0			0			0	0	0	0
MIXED			0			0			0	0	0	0			0			0			0	0	0	0
SHRUBBERY			0			0			0	0	0	0			0			0			0	0	0	0
SINKHOLE			0			0			0	0	0	0			0			0			0	0	0	0
TRASH	3	16	19	2	14	16	1	20	21	6	50	56	3	37	40			0			0	3	37	40
WEEDS		1	1		1	1		1	1	0	3	3	5	20	25			0			0	5	20	25
ZONING SIGNS	25		25	1		1	1		1	27	0	27	6		6			0			0	6	0	6
TOTAL ABATEMENTS:	**30**	**19**	**49**	**3**	**20**	**23**	**3**	**22**	**25**	**36**	**61**	**97**	**17**	**57**	**74**	**0**	**0**	**0**	**0**	**0**	**0**	**17**	**57**	**74**

	Second Half Abatements			Annual Abatements		
Violation Category	Crew	Owner	Total	Crew	Owner	Total
ANIMALS	0	0	0	0	3	3
BRUSH	0	0	0	0	0	0
CITY PROP	1	0	1	6	0	6
COMMERCIAL	0	0	0	0	0	0
CURBSIDE	2	0	2	2	0	2
GRAFFITI	3	0	3	5	3	8
LEAVES	0	0	0	0	0	0
MIXED	0	0	0	0	0	0
SHRUBBERY	0	0	0	6	4	10
SINKHOLE	0	0	0	0	0	0
TRASH	9	37	46	25	144	169
WEEDS	5	20	25	45	240	285
ZONING SIGNS	33	0	33	39	0	39
TOTAL ABATEMENTS:	53	118	171	128	455	583

INSPECTION ACTIVITY - WEST WARD	
APRIL, 2016 SUMMARY	
VIOLATION CATEGORY	# OF INSPECTIONS
ABV-INTER	
ABV-OTHER	
ABV-PRIV	2
ANIMALS	2
BRUSH	
CITY PROP	
COMMERCIAL	
CURBSIDE	14
GRAFFITI	
HOUSE NUMB	
HOUSING	4
LEAVES	1
MIXED	
NO DUMPING SIGN	
RODENTS	1
SHRUBBERY	2
SINKHOLE	
TRASH	7
WEEDS	23
Z-HOUSING	1
Z-OCCU	
Z-SIGNS	7
Z-VEHICLES	
TOTAL INSPECTIONS:	**64**

FY 15-16 INSPECTION ACTIVITY - WEST WARD																			
VIOLATION CATEGORY	July	August	September	**First Quarter**	October	November	December	**Second Quarter**	**First Half**	January	February	March	**Third Quarter**	April	May	June	**Fourth Quarter**	**Second Half**	**Total Annual**
ABV-INTER				**0**				**0**	**0**				**0**				**0**	**0**	**0**
ABV-OTHER		4	1	**5**				**0**	**5**	1			**1**				**0**	**1**	**6**
ABV-PRIV	3	5		**8**	2	2	2	**6**	**14**		3	7	**10**	2			**2**	**12**	**26**
ANIMALS	3	1	1	**5**			1	**1**	**6**	2	1	2	**5**	2			**2**	**7**	**13**
BRUSH	2	1	3	**6**				**0**	**6**	1		1	**2**				**0**	**2**	**8**
CITY PROP				**0**				**0**	**0**				**0**				**0**	**0**	**0**
COMMERCIAL				**0**				**0**	**0**				**0**				**0**	**0**	**0**
CURBSIDE	11	5	7	**23**	5	5	10	**20**	**43**	5	9	11	**25**	14			**14**	**39**	**82**
GRAFFITI				**0**				**0**	**0**		1	1	**2**				**0**	**2**	**2**
HOUSE NUMB		3	1	**4**				**0**	**4**				**0**				**0**	**0**	**4**
HOUSING	6	7	7	**20**	7	7		**14**	**34**	2	3	6	**11**	4			**4**	**15**	**49**
LEAVES	3	2	2	**7**	8	8	5	**21**	**28**	1			**1**	1			**1**	**2**	**30**
MIXED		1		**1**				**0**	**1**				**0**				**0**	**0**	**1**
NO DUMPING SIGN				**0**				**0**	**0**				**0**				**0**	**0**	**0**
RODENTS	2	2	1	**5**				**0**	**5**			3	**3**	1			**1**	**4**	**9**
SHRUBBERY	7	6	6	**19**	5	5	1	**11**	**30**		1	3	**4**	2			**2**	**6**	**36**
SINKHOLE				**0**				**0**	**0**				**0**				**0**	**0**	**0**
TRASH	14	4	5	**23**	21	21	9	**51**	**74**	3	13	13	**29**	7			**7**	**36**	**110**
WEEDS	20	47	47	**114**	7	7	1	**15**	**129**		1		**1**	23			**23**	**24**	**153**
Z-HOUSING				**0**				**0**	**0**				**0**	1			**1**	**1**	**1**
Z-OCCU				**0**				**0**	**0**				**0**				**0**	**0**	**0**
Z-SIGNS	3			**3**			1	**1**	**4**	13	2		**15**	7			**7**	**22**	**26**
Z-VEHICLES		1	1	**2**	1	1	2	**4**	**6**		1	1	**2**				**0**	**2**	**8**
TOTAL INSPECTIONS:	**74**	**89**	**82**	**245**	**56**	**56**	**32**	**144**	**389**	**28**	**35**	**48**	**111**	**64**	**0**	**0**	**64**	**175**	**564**

FY 15-16 CREW ABATEMENT/MAINTENANCE ACTIVITY - WEST WARD

	July			August			September			First Quarter Abatements			October			November			December			Second Quarter Abatements		
VIOLATION CATEGORY	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**	**Crew**	**Owner**	**Total**
ANIMALS			**0**			**0**		1	**1**	**0**	**1**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
BRUSH			**0**			**0**			**0**	**0**	**0**	**0**	1		**1**			**0**			**0**	**1**	**0**	**1**
CITY PROP	1		**1**			**0**			**0**	**1**	**0**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
COMMERCIAL			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
CURBSIDE	1		**1**			**0**			**0**	**1**	**0**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
GRAFFITI	1		**1**			**0**			**0**	**1**	**0**	**1**			**0**			**0**			**0**	**0**	**0**	**0**
LEAVES		2	**2**			**0**			**0**	**0**	**2**	**2**			**0**			**0**			**0**	**0**	**0**	**0**
MIXED			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
SHRUBBERY			**0**	1		**1**			**0**	**1**	**0**	**1**			**0**		1	**1**		1	**1**	**0**	**2**	**2**
SINKHOLE			**0**			**0**				**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
TRASH		3	**3**	1	6	**7**		7	**7**	**1**	**16**	**17**		5	**5**		14	**14**	4	9	**13**	**4**	**28**	**32**
WEEDS	6	22	**28**	2	15	**17**	1	40	**41**	**9**	**77**	**86**	2	13	**15**	1	5	**6**	1	2	**3**	**4**	**20**	**24**
ZONING SIGNS			**0**			**0**			**0**	**0**	**0**	**0**			**0**			**0**			**0**	**0**	**0**	**0**
TOTAL ABATEMENTS:	**9**	**27**	**36**	**4**	**21**	**25**	**1**	**48**	**49**	**14**	**96**	**110**	**3**	**18**	**21**	**1**	**20**	**21**	**5**	**12**	**17**	**9**	**50**	**59**

First Half Abatements			
Violation Category	**Crew**	**Owner**	**Total**
ANIMALS	**0**	**1**	**1**
BRUSH	**1**	**0**	**1**
CITY PROP	**1**	**0**	**1**
COMMERCIAL	**0**	**0**	**0**
CURBSIDE	**1**	**0**	**1**
GRAFFITI	**1**	**0**	**1**
LEAVES	**0**	**2**	**2**
MIXED	**0**	**0**	**0**
SHRUBBERY	**1**	**2**	**3**
SINKHOLE	**0**	**0**	**0**
TRASH	**5**	**44**	**49**
WEEDS	**13**	**97**	**110**
ZONING SIGNS	**0**	**0**	**0**
TOTAL ABATEMENTS:	**23**	**146**	**169**

FY 15-16 ABATEMENT ACTIVITY - WEST WARD

	January			February			March			Third Quarter Abatements			April			May			June			Fourth Quarter Abatements		
VIOLATION CATEGORY	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total	Crew	Owner	Total
ANIMALS			0			0			0	0	0	0			0			0			0	0	0	0
BRUSH			0			0			0	0	0	0			0			0			0	0	0	0
CITY PROP			0			0			0	0	0	0			0			0			0	0	0	0
COMMERCIAL			0			0			0	0	0	0			0			0			0	0	0	0
CURBSIDE		1	1	1	1	2			0	1	2	3			0			0			0	0	0	0
GRAFFITI			0			0			0	0	0	0			0			0			0	0	0	0
LEAVES			0			0			0	0	0	0			0			0			0	0	0	0
MIXED			0			0			0	0	0	0			0			0			0	0	0	0
SHRUBBERY			0		1	1			0	0	1	1			0			0			0	0	0	0
SINKHOLE			0			0			0	0	0	0			0			0			0	0	0	0
TRASH	1	8	9		9	9	1	13	14	2	30	32	1	3	4			0			0	1	3	4
WEEDS		1	1			0			0	0	1	1		2	2			0			0	0	2	2
ZONING SIGNS	10		10	4		4	1		1	15	0	15	5		5			0			0	5	0	5
TOTAL ABATEMENTS:	**11**	**10**	**21**	**5**	**11**	**16**	**2**	**13**	**15**	**18**	**34**	**52**	**6**	**5**	**11**	**0**	**0**	**0**	**0**	**0**	**0**	**6**	**5**	**11**

	Second Half Abatements			Annual Abatements		
Violation Category	Crew	Owner	Total	Crew	Owner	Total
ANIMALS	0	0	0	0	1	1
BRUSH	0	0	0	1	0	1
CITY PROP	0	0	0	1	0	1
COMMERCIAL	0	0	0	0	0	0
CURBSIDE	1	0	1	2	0	2
GRAFFITI	0	0	0	1	0	1
LEAVES	0	0	0	0	2	2
MIXED	0	0	0	0	0	0
SHRUBBERY	0	0	0	1	2	3
SINKHOLE	0	0	0	0	0	0
TRASH	3	3	6	8	47	55
WEEDS	0	2	2	13	99	112
ZONING SIGNS	20	0	20	20	0	20
TOTAL ABATEMENTS:	24	39	63	47	185	232

Planning Division Development Activities

Quarter	Property Address	Ward	Loan Amount	# Units/ Houses	Name of Development/Activity	Developer/Agency	Fund Source
July -	Cleveland Ave.	E	350,000	30	Camden Station Apartments	Housing Authority	HFF
Sept. 2015	Patterson Ave.	E	48,000	n/a	Emergency Shelter Repairs	Bethesda Center for the Homeless	CDBG
	Total:	**2**	**398,000**	**30**			
	W. 14th St.	N	110,105	n/a	Contract Furniture Site/Volunteer Lodge	Habitat for Humanity	HFF/GOB
	W. 13th Street	N	500,000	44	Drayton Pines	Housing Authority	HFF
	W. 25th Street	N	14,800	1	Habitat House	Habitat for Humanity	HOME
	W. 14th Street	N	14,800	1	Habitat House	Habitat for Humanity	HOME
	Total:	**4**	**639,705**	**46**			
	Felicity Lane	NE	200,000	n/a	The Commons	North Carolina Housing Foundation	HFF
	Noel Dr.	NE	400,000	96	Abbington Gardens of Winston-Salem	Winston-Salem Abbington Gardens, LLC	HOME
	Total:	**2**	**600,000**	**96**			
	Chatham Rd.	NW	750,000	166	Chatham Mill Apartments	Chatham Mill, LLC	HFF
	Total:	**1**	**750,000**	**166**			
	Rockwood Crossing Dr.	S	650,000	64	Rockwood at Oliver's Crossing	Rockwood at Oliver's Crossing, LLC	HOME/HF
	Total:	**1**	**650,000**	**64**			
	Ridgeback Dr.	SE	103,530	1	Ridgewood Place	Unity Builders	HOME
	Ridgeback Dr.	SE	51,630	1	Ridgewood Place	Unity Builders	HOME
	Total:	**2**	**155,160**	**2**			
	Total First Quarter:	**12**	**3,192,865**	**404**			
Oct. -	North Chestnut St.	E	1,250,000	115	757 North Aprtments	757 North, LLC	GOB
Dec. 2015	**Total:**	**1**	**1,250,000**	**115**			
	N. Cherry St.	N	14,800	1	Habitat House	Habitat for Humanity	HOME
	N. Cherry St.	N	14,800	1	Habitat House	Habitat for Humanity	HOME
	Total:	**2**	**29,600**	**2**			
	W. 4th St.	NW	1,600,000	54	The Pepper Building	Coe Pepper, LLC	GOB
	Total:	**1**	**1,600,000**	**54**			
	Total Second Quarter:	**4**	**2,879,600**	**171**			
Jan. -	Trent Hill Drive	NE	14,800	1	Habitat House	Habitat for Humanity	HOME
Mar. 2016	**Total:**	**1**	**14,800**	**1**			
	Ridge Hollow Dr.	SE	120,000	1	Ridgewood Place	S. G. Atkins CDC	HOME
	Ridge Hollow Dr.	SE	118,000	1	Ridgewood Place	S. G. Atkins CDC	HOME
	Total:	**2**	**238,000**	**2**			
	Total Third Quarter:	**3**	**252,800**	**3**			
	YEAR-TO-DATE TOTAL:	**19**	**6,325,265**	**578**			

The list includes multifamily, construction loans, and public facility projects approved during the quarter and Habitat houses sold during the quarter.
Since this is the first report, the first quarter also includes projects that were under construction as of July 1, 2015.

Mid-Year			
Ward	**# Loans**	**Units**	**Amount**
East	**3**	**145**	**1,648,000**
North	**6**	**48**	**669,305**
Northeast	**3**	**97**	**614,800**
Northwest	**2**	**220**	**2,350,000**
South	**1**	**64**	**650,000**
Southeast	**4**	**4**	**393,160**
Southwest	**0**	**0**	**0**
West	**0**	**0**	**0**
TOTAL:	**19**	**578**	**6,325,265**

SECTION V
MONTHLY PERMITTED CONSTRUCTION ACTIVITY REPORT

PERMITTED CONSTRUCTION ACTIVITY REPORT
For Period : 4/1/2016 through 4/30/2016

This report reflects a list of commercial and residential multi family permits in Winston Salem with building costs greater than or equal to $500,000.

PERMIT #	PROPERTY USE	ADDRESS	PRIMARY APPLICANT	DESCRIPTION OF WORK	VALUE
287591	KENNEL,INDOOR	336 WITT WINSTON-SALEM	FRANK L BLUM CONSTR. CO	UPFIT EXISTING WAREHOUSE FOR DOG DAY CARE CONTACT WAYNE SMITH PH 336 272 5656 EMAIL SMITHARC@BELLSOUTH.NET	$1,019,000.00
289722	POLICE OR FIRE STATION	301 CHURCH WINSTON-SALEM	FRANK L BLUM CONSTR. CO	COMMERCIAL UPFIT STRUCTURAL PARKING DECK REPAIRS CONTACT BRENT NEWMAN PH 336 486 9955 EMAIL BNEWMAN@FLBLUM.COM	$657,000.00
282870	OFFICES (W,F)	2000 FIRST WINSTON-SALEM	FRANK L BLUM CONSTR. CO	UPFIT 4TH FLOOR OF PIEDMONT PLAZA II CONTACT RICKY TOUCHSTONE PH 336 748 4404 EMAIL RTOUCHSTONE@FLBLUM.COM (ALL LOCKING DEVICES PERMITTED SEPERATLY)	$635,000.00
284306	COLLEGE OR UNIVERSITY	1834 WAKE FOREST WINSTON-SALEM	I. L. LONG CONST. CO., INC.	NEW FOOTBALL PRACTICE FIELDS ON WFU CAMPUS AND ASSOCIATED STRUCTURES CONTACT KEN MCDANIEL PH 336 725 1371 EMAIL KENM@WALTERROBBS.COM	$1,725,000.00
287488	VACANT (EXISTING STRUCTURE)	300 MARTIN LUTHER KING J WINSTON-SALEM	R.P. MURRAY, INC	PHASE 1 PERMIT FOR HISTORIC TRAIN STATION-SITE WORK, EXTERIOR RESTORATION, INTERIOR RESTORATION/REHAB CONTACT MICHELLE WALTER PH 336 723 1371 EMAIL MICHELLEW@WALTERROBBS.COM	$1,000,000.00
282532	POLICE OR FIRE STATION	2393 WINTERHAVEN WINSTON-SALEM	HICAPS, INC	NEW POLICE STATION CONTACT BOBBY PATTERSON PH 336 712 1629 EMAIL BPATTERSON@ADA-NC.COM	$2,300,000.00
282526	POLICE OR FIRE STATION	7836 NORTH POINT WINSTON-SALEM	HICAPS, INC	NEW POLICE STATION CONTACT BOBBY PATTERSON PH 336 712 1629 EMAIL BPATTERSON@ADA-NC.COM	$2,300,000.00
287283	OFFICES (W,F)	401 MAIN WINSTON-SALEM	BALFOUR BEATTY CONST	UPFIT 7TH FLOOR PLAZA BUILDING CONTACT BRITTANY VALLE PH 704 561 4574 EMAIL BRITTANY.VALLE@LITTLEONLINE.COM	$1,784,050.00
285215	NURSING CARE INSTITUTION	901 BETHESDA WINSTON-SALEM	W B BRAWLEY COMPANY	UPFIT NEW PARTITION WALLS AND FINISHES CONTACT AL HENDERSON PH 910 452 2195 EMAIL AHENDERSON@WBBRAWLEY.COM	$1,328,350.00

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PERMITTED CONSTRUCTION ACTIVITY REPORT
For Period : 4/1/2016 through 4/30/2016

This report reflects a list of commercial and residential multi family permits in Winston Salem with building costs greater than or equal to $500,000.

PERMIT #	PROPERTY USE	ADDRESS	PRIMARY APPLICANT	DESCRIPTION OF WORK	VALUE
283045	RESTAURANT W/O DRIVE-IN SERVIC	1915 HAMPTON INN WINSTON-SALEM	HUDSON CONSTRUCTION COMPANY	UPFIT FOR ALL INTERIOR SPACES ADDITIONS ARE UNDER PERMIT 283047 ALL TRADE COST AND PERMITS ARE UNDER THIS PERMIT CONTACT ROBERT MCKERROW PH 404 939 1114 EMAIL ROBB@RESTAURANT-DEVELOPMENT.COM	$706,000.00
282198	STADIUM COLISEUM EXHIBITION BL	301 FIFTH WINSTON-SALEM	RESOLUTE BUILDING COMPANY	UPFIT LOWER LEVEL CONTACT BOBBY PATTERSON PH 336 712 1629 EMAIL BPATTERSON@ADA-NC.COM	$5,095,000.00
282197	STADIUM COLISEUM EXHIBITION BL	301 FIFTH WINSTON-SALEM	RESOLUTE BUILDING COMPANY	UPFIT MAIN LEVEL CONTACT BOBBY PATTERSON PH 336 712 1629 EMAIL BPATTERSON@ADA-NC.COM	$5,355,000.00
282194	STADIUM COLISEUM EXHIBITION BL	301 FIFTH WINSTON-SALEM	RESOLUTE BUILDING COMPANY	2 STORY ADDITION ON FIFTH ST SIDE OF BUILDING CONTACT BOBBY PATTERSON PH 336 712 1629 EMAIL BPATTERSON@ADA-NC.COM	$4,150,000.00

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SECTION VI
PURCHASING ACTIVITY REPORT

April 2016 Purchases Approved between $20,000 and $100,000

Date	M/WBE	Vendor	Vendor Address	Item Description	Dollar Amount	Department	Award Justification
04/01/16		David Collins Gen Contr Inc	Belews Creek, NC	Citywide Emergency, Hazard Construction Loan Agreement	$46,681.50	Community and Business Devel	Grant
04/01/16	M	Sawyers, Walter Anthony	Winston-Salem, NC	Emergency forgiv Construction Loan Agreement, Handicap Grant	$32,169.00	Community and Business Devel	Grant
04/01/16		United Way of forsyth County	Winston-Salem, NC	Grant Agreement for Community Intake Center	$46,541.00	Community and Business Devel	Grant
04/01/16	WF	Carolina Safety & Sound	Winston-Salem, NC	Repairs, Upgrades to Alarm System at 4th & Church St. Parking Deck.	$25,752.00	Property Mngmnt. - Admin.Bld 3	Lowest bid
04/07/16		HDR Engineering	Charlotte, NC	Change Request-Drainage Improvements 28th Street Area	$40,000.00	Streets Bld 23	Change request
04/07/16		Thompson Arthur Apac Inc	Winston-Salem, NC	Cold Patch Asphalt	$50,000.00	Streets Bld 23	Blanket Order
04/07/16		Porter Poligon Corp Dba	Holland, MI	Hobby Park Picnic Shelter	$38,541.00	Recreation Administration	Approved by City Manager - NJPA
04/07/16		Siemens Demag Delval Turbomac	Hamilton, NJ	Level 1 Service on 4 Aeration Blowers at Elledge	$43,047.00	Elledge Wastewater Treatment	Term Contract Extension
04/07/16		C W Lawley Inc Dba Transit &	Cary, NC	Replacement Data Collectors	$20,280.00	CHS - Engineering	Lowest bid
04/11/16		Godwin Manufacturing Co Inc	Dunn, NC	12 Ft Stainless Steel Spreaders	$46,311.00	Fleet Services	Lowest bid
04/11/16		Architectural Design Assoc	Winston-Salem, NC	Change Request-Architectural Svcs-Convention Ctr Renovations	$60,000.00	CHS - Engineering	Change request
04/11/16		Snider Tire Dba Snider Fleet	Winston-Salem, NC	Change Request-Recap Tires for Inventory	$40,000.00	Fleet Services	Blanket Order Increase
04/11/16	WF	Becks Frame & Alignment	Kernersville, NC	Change Request-Steering And Suspension Repair for Heavy Trucks	$20,000.00	Fleet Services	Blanket Order Increase
04/12/16		KRG Utility Inc	Lenoir, NC	Change Request-Sanitary Sewer Mainline Cleaning Services	$96,847.00	Utiliti+B2:H29es Admin	Change request
04/13/16		SKA Consulting Engineers Inc	Greensboro, NC	Change Request-Phase 1 Corpening Plaza Assessment of Walls & Coping Panels	$45,000.00	Recreation Warehouse	Change request
04/15/16		Foltz Concrete Pipe Co LLC	Winston-Salem, NC	Concrete Pipe	$40,000.00	Streets Bld 23	Blanket Order
04/18/16		United Way of forsyth County	Winston-Salem, NC	Grant Agreement	$38,650.00	Community and Business Devel	Grant
04/19/16		Time Warner Cable Gsbo	Winston-Salem, NC	Network Service for 50m Metro E - 2000 Lowery St	$24,090.00	Information Systems	Term Contract Extension
04/19/16		HD Supply Waterworks, Ltd	Greensboro, NC	Water And Sewer Parts	$20,413.30	Water and Sewer	Lowest bid
04/20/16		Stantec Consulting Svc Inc	Winston-Salem, NC	Change Request-Engineering Services City Yard Retention Pond Expansion	$22,830.00	Stormwater Administration	Change request
04/21/16		Dalton Contracting LLC	Clemmons, NC	Chandler Street Sidewalk Construction	$98,840.00	Transportation	Lowest bid
04/22/16		HD Supply Waterworks, Ltd	Greensboro, NC	Inlet Grates	$20,000.00	Streets Bld 23	Lowest bid
04/25/16		Granicus Inc	San Jose, CA	Renewal for Monthly Managed Software Services	$27,000.00	Information Systems	Term Contract Extension
04/27/16		Mid atlantic Associates	Raleigh, NC	Change Request-28th Street Soil Vapor Intrusion Sampling Assessment	$21,500.00	Stormwater Administration	Change request
04/28/16		HDR Engineering	Charlotte, NC	Change Request-Design & Const Admin Services 28th Street Water & Sewer	$95,941.87	Utilities Admin	Change request
04/28/16		Old Dominion Brush	Richmond, VA	Change Request-Leaf Loader Inventory Parts	$25,000.00	Fleet Services	Blanket Order Increase
04/29/16		MLA Design Group Inc	Winston-Salem, NC	Change Request-Architectural Design Services @ Hanes Park	$30,000.00	Recreation Warehouse	Change request
04/29/16	WF	Winston Contract Services Inc	Winston-Salem, NC	Change Request-Temporary Services	$57,000.00	Recreation Administration	Change request
				total Dollars $20,000 - $100,000	**$1,093,584.17**		

SECTION VII
HUMAN RESOURCES REPORT

Monthly HR Performance Report

April 2016

	April 2016	April 2015
Authorized positions (full time)	2,420	2,413
Position vacancies	224	209
Vacancy percentage	9.26%	8.66%
Number of positions posted	49	41
Number of applications processed	1,902	2,073
Applications processed per position	38.82	50.56

Separations	July - December 2015	July - December 2014
Voluntary	130	112
Involuntary	93	78

Staffing Changes

New Hires

Employee Name	Department	Job Title
ELDER, ANTONIO D	WATER PLANTS	UTILITY PLANT OPERATER
GABRIEL, LEONARD D	VEGETATION MANAGEMENT	VEHICLE OPERATOR
JOHNSON, KEYERRA S	VEGETATION MANAGEMENT	VEHICLE OPERATOR
JOHNSON, ZINA L	COMMUNITY ASSISTANCE	COMMUNITY ASSISTANCE LIAISON

LOPEZ-ZARATE, ANDRA G	COMMUNITY & BUSINESS DEVELOPMENT	LABORER
MARTINEZ, HERBERT L	SANITATION OPERERATIONS	VEHICLE OPERATOR
MOORE, CAROLYN A	CITY HALL MAINTENANCE	CUSTODIAL ASSISTANT
MORRIS, DOMINIQUE J	SANITATION OPERERATIONS	VEHICLE OPERATOR
SPRITZ, NICHOLAS A	VEGETATION MANAGEMENT	VEHICLE OPERATOR
STALLINGS, FRANKLIN R	SANITATION OPERERATIONS	VEHICLE OPERATOR
STONE, AARON S	STREETS OPERATIONS	EQUIPMENT OPERATOR-LIGHT
WAGNER, WILLIAM C	STREETS OPERATIONS	EQUIPMENT OPERATOR-LIGHT
WHITE III, ROBERT T	CITY HALL MAINTENANCE	CUSTODIAL ASSISTANT
WOMACK, JAMES K	UTILITY C & M	SR CREW COORDINATOR

Retirements

Employee Name	Department	Job Title	Service Years
BELL, CAROL C	SEWER PLANTS	UTILITY PLANT SUPERVISOR	10.37
COLLINS, WILBERT C	UTILITY C & M	MAINTENANCE WORKER	15.43

Separations

Employee Name	Department	Job Title
ARMSTRONG, TIMOTHY E	WATER PLANTS	SR UTILITIES PLANT MECHANIC
BROWN, CHRISTOPHER L	COMMUNITY & BUSINESS DEVELOPMENT	EQUIPMENT OPERATOR-HEAVY
CLOUD, GEORGE P	SOLID WASTE	EQUIP OP HEAVY/ SOLID WSTE

EDWARDS, DANIELLE E	FIRE SUPPRESS ION	FIREFIGHTER
FINLEY, SHEILA R	TREASURY	FINANCIAL TECHNICIAN
GLOVER, ESSEX B	CITY HALL MAINTENANCE	CUSTODIAL ASSISTANT
HARPER Jr, PHILLIP I	RECREATION CTRS	SR REC CENTER SUPERVISOR
HOULE, SEAN W	POLICE FIELD SERVICES BUREAU	POLICE OFFICER
HULL II, HARRY E	WATER PLANTS	SR UTILITIES PLANT SUPERVISOR
KLEJMONT, RYAN T	POLICE FIELD SERVICES BUREAU	POLICE OFFICER
MCCORKLE, JOY M	RECREATION CTRS	RECREATION LEADER
RICH, HANNA L	POLICE FIELD SERVICES BUREAU	POLICE OFFICER
ROLLE, DERRICK S	UTILITY C & M	EQUIPMENT OPERATOR-MEDIUM
STEWART, EDWINA C	POLICE INVESTIGATIVE	POLICE OFFICER
THEODORE, JESSICA S	MARKETING & COMMUNICATIONS	ADMINISTRATIVE INTERN
VANHOY, TIMOTHY LEE	RECREATION CTRS	TOUR GUIDE
WILSON, RACHEL E	CITY SECRETARY	SR ADMIN COUNCIL CLERK

Promotions

Employee	Department	Job Title
BROWN, CLYDE E	IS MANAGEMENT SERVICES	IS SUPERVISOR
COPPLEY, ADAM B	UTILITY C & M	CREW LEADER
DAVIS, CLAKITA L	RECREATION CTRS	REC CENTER SUPERVISOR
DOUB, MICHAEL G	STREETS OPERATIONS	SR CREW COORDINATOR
DUQUE, RAFAEL I	POLICE FIELD SERVICES BUREAU	POLICE CORPORAL

FANSLER, JEFFREY G	TRANSPORTATION OPERATIONS	TRANSPORTATION ENGINEER
FORD III, ELBERT T	STREETS OPERATIONS	CONSTRUCTION INSPECTOR
JONES, BENJAMIN A	POLICE FIELD SERVICES BUREAU	POLICE SERGEANT
MARTIN, IRSHAD H	UTILITY C & M	CREW LEADER
MITCHELL, ANTHONY P	UTILITY C & M	CREW LEADER
PARKER III, BENJAMIN	METER SHOP	WATER SERVICER
TURNER, ANTHONY R	TRANSPORTATION OPERATIONS	SR TRAFFIC SIGNAL TECHNICIAN
WHITE JR., ERNEST L	SANITATION OPERATIONS	SANITATION SUPV
WILLIAMSON, ALLISON S	ENGINEERING ADMINISTRATION	CIVIL ENGINEER COORDINATOR

SECTION VIII
KEY WORK ITEMS UPDATE

City Manager Key Work Items

FY 2015 - 2016

Strategic Area :

Economic Vitality and Diversity

ID	Work Item	Assignee 1	Assignee 2	Due Date	Status
1098	Present Economic Development Guideline Modifications to City Council	Derwick Paige		September 2015	Completed
1102	Present request for funding to City Council for Pepper Building	Derwick Paige		September 2015	Completed
1103	Partner with DWSP to host community meetings regarding Merschel Plaza	Derwick Paige		September 2015	Completed
1093	Recommend plan for Liberty and 16th St. Redevelopment	Ritchie Brooks	Regina Hall	October 2015	Ongoing
1094	Implement plan for façade improvements to various commercial buildings	Ritchie Brooks	Regina Hall	October 2015	Completed
1096	Develop and recommend new small business marketing strategy	Ritchie Brooks	Regina Hall	October 2015	Completed
1100	Present request for funding to City Council for Brookstown II	Derwick Paige		October 2015	Completed
1101		Derwick Paige		October 2015	Completed

	Present request to City Council regarding the National Resource Network				
1099	Present request for funding to City Council for Whitaker Park	Derwick Paige		November 2015	**Completed**
1104	Present update to Council regarding retail recruitment strategies	Derwick Paige		November 2015	**Completed**
932	Complete Development Opportunity Maps, Phase II	Paul Norby		December 2015	**Completed**
1092	Implement RUCA Phase III Projects	Ritchie Brooks	Regina Hall	December 2015	**Ongoing**
1105	Present request for funding to Council for Bailey Power Plant	Derwick Paige		December 2015	**Completed**
1138	Contract Award for Benton Convention Center Construction	Robert Prestwood		January 2016	**Completed**
1140	Contract Award for Union Station Construction	Robert Prestwood		February 2016	**Completed**
1091	Complete RUCA Phase II Projects	Ritchie Brooks	Regina Hall	June 2016	**On Schedule**

Strategic Area :

Healthy Environment

ID	Work Item	Assignee 1	Assignee 2	Due Date	Status
1087	Present recommendations from the WS Fairgrounds Operational Review/Master Plan Study	Robert Mulhearn		August 2015	Completed
995	Transition to new yard waste contractor	Ron Hargrove		September 2015	Completed
1088	Complete midway paving project with consult from bike community	Robert Mulhearn		September 2015	Completed
947	Complete the hydraulic assessment of the central district pond for planting.	Keith Huff		October 2015	Completed
949	Conduct sampling and work with IHSB to obtain risk characterizations for property owners in the 28th Street area.	Keith Huff		October 2015	Completed
1154	Present Sustainability Report to City Council	James T. Mitchell		October 2015	Completed
1050	eTrak Plus – Transition administration business processes	Tim Grant	William Royston	November 2015	Delayed
1053	Complete structural inspection and make recommendations for repairs at Corpening Plaza	Tim Grant	William Royston	December 2015	Delayed
952	Develop and submit stormwater managment plan report to NCDENR.	Keith Huff		December 2015	Completed
997	Execute new agreement for scrap tire processing	Ron Hargrove		December 2015	Completed

1086	Complete selection of vendor for Concessions at WS Fairgrounds	Robert Mulhearn		December 2015	**Completed**
1089	Complete selection of vendor for pouring rights at WS Fairgrounds	Robert Mulhearn		December 2015	**Completed**
1144	Contract Award for Sedge Garden Gym Construction	Robert Prestwood		December 2015	**Completed**
1145	Contract Award for Jamison Park Construction	Robert Prestwood		December 2015	**Completed**
1148	Contract Award for Quarry Park Construction	Robert Prestwood		December 2015	**Completed**
1054	Award construction contract for Fairview Park Improvements	Tim Grant	William Royston	January 2016	**Completed**
1058	Award construction contract for Rupert Bell Park spray ground	Tim Grant	William Royston	January 2016	**Completed**
1060	Award construction contract for Parkland Pool redesign and spray ground	Tim Grant	William Royston	January 2016	**Delayed**
1068	Award construction contract for restroom improvements at Bowen/Thomas Park	Tim Grant	William Royston	January 2016	**Completed**
1160	Complete construction of skate park at Winston-Salem Fairgrounds	Ben Rowe		January 2016	**Completed**
950	Work with WSSU and consultants to characterize the extent of methane plume at Bowman Gray and devise remediation solutions.	Keith Huff		February 2016	**Completed**
1048		Tim Grant	William Royston	February 2016	**Delayed**

	Present final master plan for Happy Hills Park Improvement to Council				
1057	Award construction contract for Mineral Springs pool (redesign)	Tim Grant	William Royston	February 2016	**Delayed**
1059	Award construction contract for Reynolds Park pool (redesign)	Tim Grant	William Royston	February 2016	**Delayed**
1061	Award construction contract for Little Creek Park water spray ground	Tim Grant	William Royston	February 2016	**Completed**
1062	Award construction contract for Hathaway Park water spray ground	Tim Grant	William Royston	February 2016	**Completed**
1063	Award construction contract for Polo Park pool redesign	Tim Grant	William Royston	February 2016	**Delayed**
1064	Award construction contract for Sedge Garden water spray ground	Tim Grant	William Royston	February 2016	**Delayed**
1065	Award construction contract for on course restrooms at Winston Lake Golf Course	Tim Grant	William Royston	February 2016	**Delayed**
1067	Present final master plan for Hanes Park Improvements to Council	Tim Grant	William Royston	February 2016	**Delayed**
1155	Begin Construction of WSSU Waterline Relocation Project	Ron Hargrove		February 2016	**Delayed**
1156	Complete Construction of 28th Street Utility Rehabilitation Project	Ron Hargrove		February 2016	**Completed**
948		Keith Huff		March 2016	**Delayed**

	Select a consultant, complete designs, obtain permitting for the Spring Street infrastructure improvement project.				
951	Proceed with procurement of flood ravaged structure on Margurite Park Drive,	Keith Huff		March 2016	**Completed**
1044	Produce a short video on City Tree Ordinances, as they relate to sight problems, blocked sidewalks, dangerous trees, mowing, etc.	James T. Mitchell		March 2016	**Delayed**
1052	Award construction contract for Kimberly Park improvements	Tim Grant	William Royston	March 2016	**Delayed**
1066	Award construction contract for golf cart improvements at Winston Lake Golf Course	Tim Grant	William Royston	March 2016	**Delayed**
1146	Contract Award for Salem Lake Park Construction	Robert Prestwood		March 2016	**Completed**
1157	Complete Harper Road Pump Station Improvements	Ron Hargrove		March 2016	**Completed**
946	Complete design and permitting for the city yard remediation project.	Keith Huff		April 2016	**Delayed**
1049	Complete improvements for Piney Grove Park	Tim Grant	William Royston	April 2016	**Delayed**
1056	Complete design and award construction contract for the North Ward spray ground	Tim Grant	William Royston	April 2016	**Delayed**
1147	Contract Award for Winston Lake Park Construction	Robert Prestwood		April 2016	**Delayed**
945	Complete the Blum park constructed stormwater wetland project.	Keith Huff		May 2016	**On Schedule**

993	Continue implementation of efficiency audit recommendations	Ron Hargrove		June 2016	**Completed**
996	Evaluate feasibility and complete design of alternative cover system design for Hanes landfill	Ron Hargrove		June 2016	**On Schedule**
998	Complete feasibility study of automated metering solution	Ron Hargrove		June 2016	**Completed**
999	Develop collection system improvement program with a goal of reducing sanitary sewer overflows	Ron Hargrove		June 2016	**On Schedule**
1001	Complete water tank rehabilitation projects	Ron Hargrove		June 2016	**Delayed**
1003	Complete construction of Utility Improvements for 2014 GO Bond Projects	Ron Hargrove		June 2016	**Completed**
1005	Begin construction on various SouthFork program projects	Ron Hargrove		June 2016	**Completed**
1051	Award construction contract for Miller Park improvements	Tim Grant	William Royston	June 2016	**Delayed**
1055	Complete Hobby Park Improvements	Tim Grant	William Royston	June 2016	**Ongoing**
1069	Complete tennis court resurfacing at 6 locations (Carver, Leinback, Little Creek, Old Town, Kimberly and Parkland)	Tim Grant	William Royston	June 2016	**On Schedule**
1090	Complete major maintenance projects to be funded from the net proceeds from the sale of the Coliseum	Robert Mulhearn		June 2016	**On Schedule**

1004	Begin construction on various sewer rehabilitation projects throughout the city and county	Ron Hargrove	July 2016	**Completed**
1158	Complete Idols Pump Station Phase 2 Standby Power System	Ron Hargrove	August 2016	**On Schedule**
944	Complete the 28th street infrastructure improvement project.	Keith Huff	September 2016	**On Schedule**

Strategic Area :

Livable Neighborhoods

ID	Work Item	Assignee 1	Assignee 2	Due Date	Status
992	Complete Oddfellows Cemetery Fence Project	Robert Prestwood		August 2015	Completed
938	Present East/Northeast Area Plan to Planning Board	Paul Norby		October 2015	Completed
1095	Present report recommending enhancements to loan and grant programs	Ritchie Brooks	Regina Hall	October 2015	Completed
1132	Continue leading the Youth Advisory Council in choosing an annual youth-led community service leadership project	Wanda Allen-Abraha		November 2015	Completed
906	Report Fair Housing Testing results to the City Council	Wanda Allen-Abraha		December 2015	Completed
933	Present Public Art Master Plan Interlocal Agreement to City Council for Approval	Paul Norby		December 2015	Completed
943	Complete Legacy 2030 Biennial Report	Paul Norby		January 2016	Completed
905	Work with the Human Relations Commission to draft language amending the local fair housing ordinance, in partnership with HUD, to include the LGBTQIA community	Wanda Allen-Abraha		March 2016	Completed
939	Present Southeast Suburban Area Plan to Planning Board	Paul Norby		March 2016	Completed
937		Paul Norby		May 2016	Completed

	Submit UDO Amendment on Accessory Dwellings to City Council for Approval			
942	Dedicate two new City Historic Markers and one new County Marker	Paul Norby	May 2016	**Completed**
1133	Continue leading the College Advisory Board on planning the second annual College Summit community service leadership project.	Wanda Allen-Abraha	May 2016	**Completed**
907	Host a state Youth Advisory Council conference based on service learning	Wanda Allen-Abraha	June 2016	**Completed**
908	Provide a draft report regarding the needs assessment of local international communities through the UNC-Chapel Hill Building Integrated Communities project.	Wanda Allen-Abraha	June 2016	**Completed**
934	Complete Urban Food Access Report	Paul Norby	June 2016	**On Schedule**
936	Present Downtown Streetscape Recommendations to City Council	Paul Norby	June 2016	**On Schedule**
940	Present Southwest Winston-Salem Area Plan to Planning Board	Paul Norby	June 2016	**Completed**
941	Conduct Biennial Community Appearance Awards Event	Paul Norby	June 2016	**On Schedule**
1134	Continue the Fair Housing Media Campaign to increase public awareness regarding fair housing laws through radio, social, and television media.	Wanda Allen-Abraha	June 2016	**Completed**

Strategic Area :

Quality Transportation

ID	Work Item	Assignee 1	Assignee 2	Due Date	Status
1007	Complete Bond Resurfacing Contract 1 Projects	Toneq McCullough		September 2015	Completed
1111	Bring Proposed WSTA Route Reconfiguration Plan to Public Works Committee	Greg Turner		September 2015	Completed
1153	Complete Kirklees Drive Sidewalk Project	Robert Prestwood		November 2015	Completed
1008	Complete Bond Resurfacing Contract 2 Projects	Toneq McCullough		December 2015	Completed
1012	Complete Priority Bond Sidewalk Project: Chandler St (Barbara Jane to Old Greensboro Rd)	Toneq McCullough		December 2015	Delayed
1013	Begin Priority Bond Sidewalk Project: Gerald St (Addison Ave to New Walkertown Rd)	Toneq McCullough		December 2015	Delayed
1015	Complete Priority Bond Sidewalk Project: 25th St (Existing to Kirkwood St)	Toneq McCullough		December 2015	Completed
1016	Complete Priority Bond Sidewalk Project: Old Time Drive (to connect the two Greenway sections)	Toneq McCullough		December 2015	Delayed
1017	Complete Priority Bond Sidewalk Project: Robinhood Road (Peacehaven Rd to 3333 Robinhood Road)	Toneq McCullough		December 2015	Delayed
1018	Complete Priority Bond Sidewalk Project: Ardmore Road (Highfield Park Drive to Old Salisbury Road)	Toneq McCullough		December 2015	Delayed

1019	Award Contract for Priority Bond Sidewalk Project: Cole Road (Existing at Frank St to Broadbay)	Toneq McCullough	December 2015	**Completed**
1021	Complete Priority Bond Sidewalk Project: Cherokee Lane (Ebert St to Magnolia St)	Toneq McCullough	December 2015	**Delayed**
1022	Complete Priority Bond Sidewalk Project: Ebert St (Silas Creek to Cherokee Lane)	Toneq McCullough	December 2015	**Delayed**
1023	Complete Priority Bond Sidewalk Project: Old Vineyard Rd (Johnsborough Ct to Maureen Rd)	Toneq McCullough	December 2015	**Delayed**
1024	Begin Priority Bond Sidewalk Project: Bryansplace Drive (Allistair Rd to Cedar Trail)	Toneq McCullough	December 2015	**Completed**
1025	Begin Priority Bond Sidewalk Project: Yorkshire Rd (Silas Creek to Wellington	Toneq McCullough	December 2015	**Completed**
1029	Complete and Present Downtown Street Study to City Council	Toneq McCullough	December 2015	**Completed**
988	Submit final Plans, Specs and Estimate to NCDOT for Lantern Ridge Greenway Connectors	Robert Prestwood	January 2016	**Completed**
989	Submit final Plans, Specs and Estimate to NCDOT for Muddy Creek Greenway Trailhead	Robert Prestwood	January 2016	**Delayed**
1006	Coordinate with NCDOT for the inclusion of betterments language in the request for proposals.	Toneq McCullough	January 2016	**Completed**
1152	Contract Award for WFIQ Rails to Trails	Robert Prestwood	January 2016	**Completed**

1150	Contract Award for Reynolds Park Boulevard bridges construction	Robert Prestwood	February 2016	**Delayed**
987	Submit final Plans, Specs and Estimate to NCDOT for Cedar Trails Greenway Connectors	Robert Prestwood	March 2016	**Completed**
1010	Award Bond Resurfacing Contract 3A Projects	Toneq McCullough	March 2016	**Completed**
1011	Award Bond Resurfacing Contract 3B Projects	Toneq McCullough	March 2016	**Completed**
1026	Advertise Contract for Bond Concrete Base Street Repair	Toneq McCullough	March 2016	**Delayed**
1031	Complete Feasibillity Study for New Roadway in Whitaker Park	Toneq McCullough	March 2016	**Completed**
1149	Contract Award for Polo Road Sidewalk Construction	Robert Prestwood	April 2016	**Completed**
1034	Schedule Walk and Roll Winston-Salem Event	Toneq McCullough	May 2016	**Completed**
1035	Schedule Bike Month Activities	Toneq McCullough	May 2016	**Completed**
990	Receive CLOMR for Brushy Fork Greenway Phase 4	Robert Prestwood	June 2016	**On Schedule**
991	Submit Flood Study to NCDOT for Piedmont Regional Greenway	Robert Prestwood	June 2016	**Completed**
1009	Complete Annual Resurfacing Contract Projects	Toneq McCullough	June 2016	**On Schedule**
1027	Receive Executed Contract and Matching Fees From Creative Corridors to Begin the Construction on MLK Project	Toneq McCullough	June 2016	**On Schedule**

1028	Signal System Upgrade Project: Complete 100% of Phase A Upgrade and 85% of Phase B Upgrade	Toneq McCullough	June 2016	**Completed**
1030	Complete Bond Project: Old Salem Infrastructure Study and Engineering Designs	Toneq McCullough	June 2016	**Delayed**
1032	Provide Status on CCC Revision to the Master Plan	Toneq McCullough	June 2016	**On Hold**
1033	Award Contract to Artist for design of Art in Intersections (streetprint) designs	Toneq McCullough	June 2016	**On Schedule**
1036	Complete Bond Child Pedestrian Safety Project: Chester Road and Peacehaven	Toneq McCullough	June 2016	**On Schedule**
1037	Complete Bond Child Pedestrian Safety Project: Waughtown Street at Peachtree Street	Toneq McCullough	June 2016	**On Schedule**
1038	Complete Bond Child Pedestrian Safety Project: Cameron Avenue at 14th and 16th Streets	Toneq McCullough	June 2016	**On Schedule**
1039	Complete Bond Child Pedestrian Safety Project: Hutton Street	Toneq McCullough	June 2016	**On Schedule**
1040	Begin Construction on Safe Routes to School Projects	Toneq McCullough	June 2016	**On Schedule**
1041	Work with Neighborhood on Traffic Calming Project: Gyddie Drive	Toneq McCullough	June 2016	**Completed**
1042	Work with Neighborhood on Traffic Calming Project: Northbridge Drive	Toneq McCullough	June 2016	**Completed**
1151		Robert Prestwood	August 2016	**On Schedule**

	Contract Award for Meadowlark Drive Widening Construction			
1014	Complete Priority Bond Sidewalk Project: Bethabara Road (Hickory Knoll Drive to Indiana Ave)	Toneq McCullough	December 2016	**On Schedule**

Strategic Area :

Safe and Secure Community

ID	Work Item	Assignee 1	Assignee 2	Due Date	Status
973	Negotiate agreement for a contract engine from Gum Tree FD.	Trey Mayo	Marlene Kostyrka	October 2015	Completed
1137	Complete Public Safety Center design	Robert Prestwood		October 2015	Delayed
975	Update request-for-service nature codes and dispatch protocols to reduce radio traffic, more precisely manage finite emergency-response resources, and decrease annual road miles traveled.	Trey Mayo	Marlene Kostyrka	November 2015	Completed
970	Analyze current fire station territories and the street network to redraw first-due territories and CAD-recommended response priorities in order to minimize fire apparatus travel times.	Trey Mayo	Marlene Kostyrka	December 2015	Completed
982	Revise the smoke alarm installation policy and procedures so fewer restrictions result in increased installations.	Trey Mayo	Marlene Kostyrka	December 2015	Completed
983	Initiate a program to facilitate quarterly interdepartmental training with all mutual-aid county fire departments.	Trey Mayo	Marlene Kostyrka	December 2015	Completed
1121	Complete installation of the first phase of the Downtown Public Safety Camera project.	Barry Rountree		December 2015	Delayed
1122	Continue redeployment deployment study of a Downtown District and implement if feasible.	Barry Rountree		December 2015	Delayed

1139	Contract Award for Beaty Building Construction	Robert Prestwood		December 2015	**Completed**
1142	Contract Award for Fire Station 8 Construction	Robert Prestwood		December 2015	**Completed**
974	Redraw battalions in order to decentralize the home stations of battalion chiefs, decrease their response times, and create a training battalion for career development.	Trey Mayo	Marlene Kostyrka	January 2016	**Completed**
922	Revise City/County Preparedness Task Force	Melton Sadler		March 2016	**Delayed**
972	Develop specifications and plan for a major operations support unit, including a mobile air compressor capable of supporting new SCBA.	Trey Mayo	Marlene Kostyrka	March 2016	**Completed**
1135	Contract Award for District 1 Station	Robert Prestwood		March 2016	**Completed**
1136	Contract Award for District 3 Station	Robert Prestwood		March 2016	**Completed**
1141	Contract Award for Fire Station 7 Remodel	Robert Prestwood		March 2016	**Delayed**
1143	Contract Award for Fire Station 9 Remodel	Robert Prestwood		March 2016	**Delayed**
984	Complete District 2 Station	Robert Prestwood		April 2016	**Delayed**
980	Develop and implement a Juvenile Fire Setter Intervention Program.	Trey Mayo	Marlene Kostyrka	May 2016	**Completed**
981	Develop a career ladder proposal for the Fire & Life Safety Division.	Trey Mayo	Marlene Kostyrka	May 2016	**On Schedule**
921		Melton Sadler		June 2016	**On Schedule**

	Lead the effort to partner with other City departments to develop a citywide employee call back protocol in the event of a major emergency.				
971	Analyze ladder company operations / response and formulate medium- and long-range plans to build robustness into the department's ladder company program.	Trey Mayo	Marlene Kostyrka	June 2016	**On Schedule**
976	Deliver note-taking, study, and test-taking skills to all personnel.	Trey Mayo	Marlene Kostyrka	June 2016	**Completed**
977	Deliver soft-skills training to all personnel.	Trey Mayo	Marlene Kostyrka	June 2016	**On Schedule**
978	Deliver department-wide training on operating in the modern fire environment and positive-pressure transitional fire attack.	Trey Mayo	Marlene Kostyrka	June 2016	**On Schedule**
979	Investigate modern water-supply appliances and techniques so that existing staffing levels can deliver higher flows to overcome the energy production of the modern fire.	Trey Mayo	Marlene Kostyrka	June 2016	**On Schedule**
1123	Form Winston-Salem Police Foundation and Police Athletic League	Barry Rountree		June 2016	**Completed**
1124	Purchase Recon Scout XT Robot	Barry Rountree		June 2016	**Completed**
1125	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 2016	**Ongoing**
1126	Conduct a Gun Safe Surrender Event	Barry Rountree		June 2016	**Ongoing**

1127	Report on Mentoring and Gang Prevention in Schools Through SRO Program	Barry Rountree	June 2016	**Ongoing**
1128	Hold Two Community Trust Talks	Barry Rountree	June 2016	**Completed**
1129	Partner with Human Relations and local universities to hold Collegiate Trust Talks	Barry Rountree	June 2016	**Ongoing**
1130	Partner with Human Relations to hold Clergy Trust Talks	Barry Rountree	June 2016	**Completed**
1131	Report on Community Relations Programs and Events	Barry Rountree	June 2016	**Ongoing**

Strategic Area :

Service Excellence

ID	Work Item	Assignee 1	Assignee 2	Due Date	Status
1110	Complete Review of Statutory Authorized Construction Methods for Viability and Appropriateness for City Projects	Greg Turner		July 2015	Completed
915	Implement new probationary period policy	Carmen Caruth		August 2015	Completed
1108	Present Designs and Schedules for all Vertical Construction (Buildings and Parks) Bond Projects to City Council at Special Meeting	Greg Turner		August 2015	Completed
1109	Request Council Consideration of a Policy on Prequalifying Construction Contractors	Greg Turner		August 2015	Completed
960	Complete refinance of Water & Sewer Revenue Bonds-SWAPs.	Lisa Saunders		September 2015	Completed
1118	Review Cemeteries ordinances and propose policy changes regarding repurchase of grave sites and installment payment plans	Ben Rowe		September 2015	Completed
1164	Implement a new electronic agenda format	Tom Kureczka		September 2015	Canceled
1075	Present Allocation Committee Appointment Ordinance/Overview on Process Changes for FY 2016	Ben Rowe		October 2015	Completed
910	Implement biannual CDL permit preparation and practical experience courses	Carmen Caruth		October 2015	Completed

969	Present "Buy Local" Evaluation Report.	Lisa Saunders	October 2015	**Completed**
1159	Implement security improvements in City Hall and BAS Buildings	Ben Rowe	October 2015	**Completed**
958	Develop and implement a safe driving award and vehicle policies.	Lisa Saunders	November 2015	**Completed**
968	Present financial policies options for an annual transfer to the Economic Development Projects and Housing Finance Assistance Funds.	Lisa Saunders	November 2015	**Completed**
963	Complete Request for Proposal for City-wide building appraisal.	Lisa Saunders	December 2015	**Completed**
911	Refresh and update the Supervisory training series	Carmen Caruth	December 2015	**Completed**
916	Design, develop and deliver training for hiring managers	Carmen Caruth	December 2015	**Completed**
954	Develop Administrative Policies Directory.	Lisa Saunders	December 2015	**Delayed**
959	Complete safety inspection of all City buildings.	Lisa Saunders	December 2015	**Completed**
1047	Evaluate and revise standards set in Fleet Services' managed competition documents to reflect the current situation in the City.	James T. Mitchell	December 2015	**Completed**
1070	Present 2014 Benchmarking Project findings to City Council	Ben Rowe	December 2015	**Completed**
1071	Prepare and Present Performance Management Program Structure to City Council	Ben Rowe	December 2015	**Completed**

1097	Present SOAR former offender evaluation report	Evan Raleigh	December 2015	**Completed**
1106	Develop/Adopt Federal Agenda	Derwick Paige	December 2015	**Completed**
1116	Develop and implement operating agreement with WSSU for calendar year 2016 Bowman Gray Stadium operations	Ben Rowe	December 2015	**Completed**
1161	Complete 2007 Official Minutes	Melanie Johnson	January 2016	**Completed**
965	Complete Request for Proposal for Examination of Annual Financial Statements.	Lisa Saunders	January 2016	**Completed**
967	Prepare fund balance report for fiscal year ended 2014/2015	Lisa Saunders	January 2016	**Completed**
1043	Implement an in-house training program for technicians to improve level of service and skillset of current employees	James T. Mitchell	January 2016	**Completed**
1112	Bring New 20-Year Annexation Agreements for Clemmons and Rural Hall to City County for Consideration	Greg Turner	January 2016	**Completed**
1117	Award construction contract for Convention Center renovation project	Ben Rowe	January 2016	**Completed**
924	Complete phase 1 of the CityWorks implementation	Tom Kureczka	February 2016	**Completed**
931	Renew or replace Ricoh / HP services contract to include Print Shop and Mail Services, Network Printing, and copy machines.	Tom Kureczka	February 2016	**Completed**

935	Complete Area Plan Website Enhancement	Paul Norby		February 2016	**Completed**
1107	Present MLK/Waughtown Economic Study to Council	Ritchie Brooks	Regina Hall	February 2016	**Completed**
1113	Bring Bond Project Progress Report to City Council	Greg Turner		February 2016	**Completed**
1119	Complete renovation of Special Operations Division Building on Polo Road	Ben Rowe		February 2016	**Completed**
927	Implement the WebEOC solution for EMS.	Tom Kureczka		March 2016	**Delayed**
961	Complete sale of General Obligation Bonds - $60 million.	Lisa Saunders		March 2016	**Completed**
966	Complete Request for Proposal for Investment Consulting Services.	Lisa Saunders		March 2016	**Completed**
986	Complete Special Operations garage structural up fit	Robert Prestwood		March 2016	**Completed**
1045	Develop a training program for technicians in Fleet Services to ensure that staff is current with knowledge of vehicle operation and maintenance	James T. Mitchell		March 2016	**Delayed**
1073	Complete Scheduled Review of Fees Under New User Fee Review Process and Present Report to City Council	Ben Rowe		March 2016	**Completed**
1076	Prepare CBAC Recommendations for Presentation to City Council	Ben Rowe		March 2016	**Completed**
1079	Attract 50 minority applicants to the WSFD application process	Eddie McNeal		March 2016	**Ongoing**
1081		Eddie McNeal		March 2016	**Ongoing**

	Establish a regular and robust marketing campaign for Recreation and Parks			
1084	Expand utilization of City Link 311 Chat feature through implementation of Chat queue, web pop-ups and increased marketing.	Shantell Davis	March 2016	**On Hold**
928	Develop an online information center for the Development Community similar to GeoData Explore.	Tom Kureczka	April 2016	**Delayed**
929	Fully implement the Electronic Plan Review solution	Tom Kureczka	April 2016	**Delayed**
1072	Present Trial Balanced Budget to City Council	Ben Rowe	April 2016	**Completed**
1114	Conduct Ground Breakings for Bond Projects as Contracts are Awarded by City Council	Greg Turner	April 2016	**Ongoing**
1115	Present a report to City Council on utilization of Recreation Centers and recommended improvements	Courtney Driver	April 2016	**Delayed**
914	Complete revisions to the employee performance appraisal system to incorporate more metrics based tools and improve performance accountability below the department head level	Carmen Caruth	May 2016	**Completed**
1074	Prepare and Present 2017-2022 Capital Plan	Ben Rowe	May 2016	**On Schedule**
1077	Present Balanced FY 16-17 Budget to City Council	Ben Rowe	May 2016	**On Schedule**
912	Fully implement the mentoring phase of the CareerBuilder (succession planning) program	Carmen Caruth	June 2016	**Ongoing**
913		Carmen Caruth	June 2016	**Ongoing**

	Make enhancements to e-learning system for training employees and tracking their progress			
917	Prepare new job descriptions that facilitate fitness for duty and functional capacity testing and ADA accommodations	Carmen Caruth	June 2016	**Canceled**
918	Develop and implement retirement sessions for large groups to enhance employees' understanding of the retirement system and to facilitate retirement planning	Carmen Caruth	June 2016	**Ongoing**
919	Working with new wellness/benefits consultant, assess the effectiveness of the City's current wellness program. Develop new program goals, strategies, and timeline; and begin implementation.	Carmen Caruth	June 2016	**On Schedule**
920	Secure competitive bids for Human Resources services and award contracts	Carmen Caruth	June 2016	**Completed**
923	Upgrade or replace the eWorks workflow platform	Tom Kureczka	June 2016	**Delayed**
925	Complete phase 2 of the CityWorks software implementation.	Tom Kureczka	June 2016	**Delayed**
926	Upgrade or replace Finance's revenue collection solution including Web Payments, IVR, and Financial Reconciliation systems.	Tom Kureczka	June 2016	**Delayed**
930	Connect all approved City facilities to the City fiber network as it becomes available from the State DOT.	Tom Kureczka	June 2016	**Delayed**
953	Create a "How to do business with the City" link for web page.	Lisa Saunders	June 2016	**On Schedule**

955	Complete compliance audit of accounts payable.	Lisa Saunders	June 2016	**Completed**
956	Implement new IVR/Web payment application.	Lisa Saunders	June 2016	**Delayed**
957	Complete Purchasing Procedure manual.	Lisa Saunders	June 2016	**Delayed**
964	Complete Request for Proposal for Property Insurance Broker and Provider.	Lisa Saunders	June 2016	**Completed**
994	Prepare a strategic financial plan	Ron Hargrove	June 2016	**On Schedule**
1000	Develop an operational strategic plan for the department	Ron Hargrove	June 2016	**On Schedule**
1002	Implement phase 2 of asset management program which includes implementation of Cityworks at the Swann WTP	Ron Hargrove	June 2016	**Delayed**
1078	Obtain data and information on the Dixie Classic Farmers Market to be used in at least two grant applications	Eddie McNeal	June 2016	**On Schedule**
1080	Attract 75 minority applicants to the WSPD application process	Eddie McNeal	June 2016	**Ongoing**
1082	Review and revise current City Link Emergency Operations Plan	Shantell Davis	June 2016	**Completed**
1083	Enhance, expand and market the City's Web Self-Service Application – add additional SR types and reconfiguration of site to ensure site is more citizen-friendly. Also include Spanish speaking options.	Shantell Davis	June 2016	**On Schedule**
1085		Shantell Davis	June 2016	**On Hold**

	Activate reverse calling feature and re-instate phone surveys to improve Customer Satisfaction.				
1162	Complete 2008 Official Minutes	Melanie Johnson		June 2016	**On Schedule**
1163	Replace the SIRE agenda software platform	Tom Kureczka	Renee Phillips	June 2016	**Delayed**
985	Substantially complete the Lowery Facility Construction	Robert Prestwood		July 2016	**On Schedule**
909	Complete backlog of Summaries of Minutes July 2011 through June 2012	Melanie Johnson		September 2016	**On Schedule**

SECTION IX
PERFORMANCE DASHBOARD

City of WINSTON-SALEM
NORTH CAROLINA

Measuring Winston-Salem's Performance

April 2016

Performance Key:

- Performance improved
- = Performance stayed about the same
- Performance declined

Local Economic Strength

	Prior	Current	Progress
Winston-Salem unemployment rate	5.3% (Mar. '15)	5.1% (Mar. '16)	
Total bankruptcy filings in Forsyth County	44 (Feb. '15)	46 (Feb. '16)	=
Forsyth County foreclosures	111 (Mar. '15)	97 (Mar. '16)	
Building permits issued	406 (Apr. '15)	368 (Apr. '16)	
Construction permits issued	1,873 (Apr. '15)	1,720 (Apr. '16)	

Community Character

	Prior	Current	Progress
Housing units brought into compliance through repair	121 (Mar. '16)	** (Apr. '16)	=
Tons of litter collected	6.1 (Mar. '16)	9.0 (Apr.'16)	
Percentage of initial inspections resulting in violations	72% (Mar.'16)	81% (Apr. '16)	
Environmental violations corrected by the city	1,253 (Mar. '16)	1,204 (Apr. '16)	

Transportation

	Prior	Current	Progress
Percentage of potholes repaired in 24 hours	** (Mar.'16)	** (Apr.'16)	
Streetlight outages	177 (Mar.'16)	161 (Apr.'16)	
Parking violations issued	300 (Mar.'16)	369 (Apr.'16)	

Environmental Health

	Prior	Current	Progress
Recycling tonnage	1,253 (Mar.'16)	1,163 (Apr.'16)	
Average response time to reported sanitary overflow (in minutes)	50 (Mar.'16)	98 (Apr.'16)	
Reported violations of the wastewater collection system permit	2 (Mar.'16)	2 (Apr.'16)	=
Number of catch basins cleaned	688 (Mar.'16)	1,027 (Apr.'16)	
Number of drainage complaints	126 (Mar.'16)	57 (Apr.'16)	

Public Safety

	Prior	Current	Progress
Part 1 violent crimes	541 (Jan. '15-Apr. '15)	627 (Jan. '16-Apr. '16)	
Part 1 property crimes	3,935 (Jan. '15-Apr. '15)	3,904 (Jan. '16-Apr. '16)	=
Average priority 1 police call response time (in minutes)	3.81 (Mar. '16)	3.93 (Apr. '16)	=
Police citizen community relations contacts	1,920 (Mar. '16)	1,840 (Apr. '16)	
Percentage of structure fires contained to room of origin	83% (Mar. '16)	68% (Apr. '16)	
Average call response time to fire/medical/rescue calls (within minutes)	3.71 (Mar. '16)	3.78 (Apr. '16)	=

***data not yet available*

SECTION X
FISCAL YEAR 2013-2014
PERFORMANCE AND COST DATA
SUMMARY

Fiscal Year 2013-2014 Performance and Cost Data Summary

N.C. Benchmarking Project Update

May 2016

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BENCHMARKING PROJECT DESCRIPTION

North Carolina municipalities, in an effort to continually improve efficiency and effectiveness of service delivery, have joined together with the School of Government and the North Carolina Local Government Budget Association to create an ongoing project to compare performance and cost data for selected governmental services. This joint undertaking is known as the North Carolina Local Government Performance Measurement Project or, more commonly, as the North Carolina Benchmarking Project. There were thirteen participating municipalities for fiscal year ending June 30, 2014 which included Apex, Asheville, Burlington, Cary, Charlotte, Concord, Greensboro, Greenville, Hickory, High Point, Salisbury, Wilson, and Winston-Salem.

The goals of the benchmarking project are as follows:

- To develop/expand the use of performance measurement in local government
- To produce reliable performance and cost data for comparison
- To facilitate the use of performance and cost data for service improvement

SERVICES

The N.C. Benchmarking Project report is the result of a joint undertaking of the participating municipalities, the School of Government, and the North Carolina Local Government Budget Association. The North Carolina League of Municipalities and the Local Government Commission contribute to the development of the report. The report presents performance and cost data and accompanying explanatory information for the following service areas:

- Residential Refuse Collection
- Household Recycling
- Yard Waste/Leaf Collection
- Police Services
- Emergency Communications
- Asphalt Maintenance and Repair
- Fire Services
- Building Inspections
- Fleet Maintenance
- Central Human Resources
- Water Services
- Wastewater Services
- Core Parks and Recreation

Municipalities do not participate in every service area for many different reasons. For example, some municipalities do not participate in Emergency Communications and Building Inspections because those services are often county functions. In some cases, a municipality may not participate due to organizational structure or other issues.

FIVE CITY REPORT COMPARISON DATA

Below you will find comparison data for five municipalities within North Carolina. These cities are Cary, Charlotte, Greensboro, High Point and Winston-Salem. These cities were chosen due to the similarities in services provided to their citizens. As previously stated, some municipalities may not participate in every service area for many different reasons. The reasons for non-participation vary for each service. For our comparison data, municipalities that participated in a particular service are highlighted in the Summary of Key Dimensions table.

RESIDENTIAL REFUSE COLLECTION

This is regularly scheduled collection of household refuse or "garbage" from residential premises and other locations, including small businesses, using containers small enough that residents and/or workers can move or lift them manually. The service excludes collection of waste from dumpsters; regular or special collection of yard waste and leaves; collection of recyclable materials, white goods, or other bulky items; and any special or non-routine service provided to residences. Transportation of refuse to a landfill or a transfer station is included, but the disposal of refuse and tipping fees are excluded.

SUMMARY OF KEY DIMENSIONS OF RESIDENTIAL REFUSE COLLECTION

NOTES

- *All of the municipalities currently collect residential refuse once per week.*
- *All of the municipalities have special provisions for collecting from the back or side yards of individuals with disabilities or mobility restrictions.*

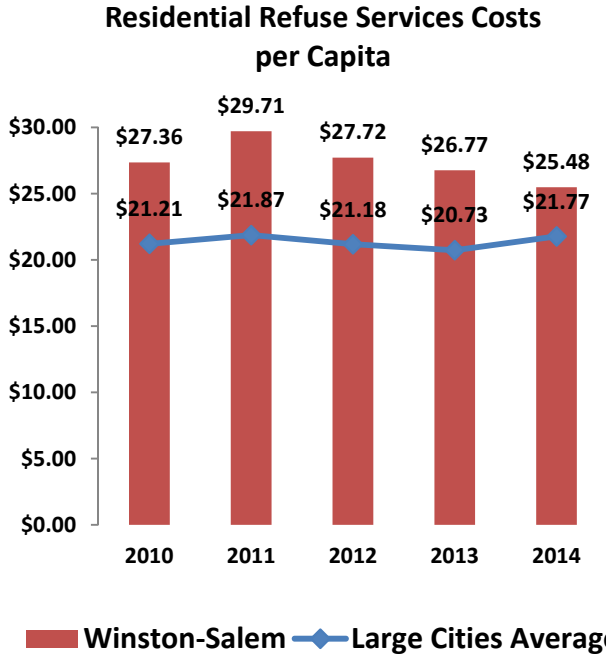
EXPLANATORY FACTORS

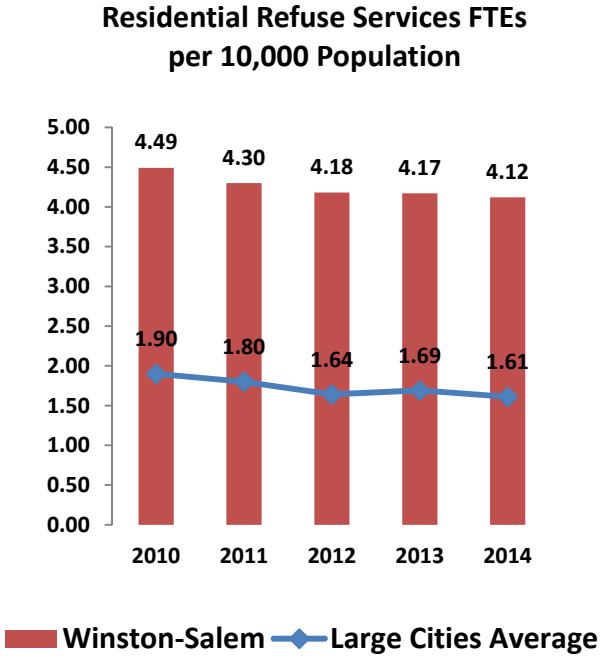
City or Town	Normal Collection Location	Collection Points	Tons Collected	Weekly Routes	Percentage Contracted Service	Crew Size	City FTE Collection Positions	Main Equipment		Landfill/Transfer	
								Packers	Automated	Trips per Day	Distance (miles)
Cary	Curbside	46,232	32,050	51	0%	1 & 4 Person	28	2	10	1	30 miles
Charlotte	Curbside	214,419	173,479	320	0%	1 & 2 Person	80	7	57	1.5	13 miles
Greensboro	Curbside	81,102	54,737	68	0%	1 & 2 Person	27	3	23	1.8	8 miles
High Point	Curbside	39,107	27,613	52	0%	1 & 2 Person	20.5	0.5	9	2	8 miles
Winston-Salem	Curbside	76,240	52,009	103	0%	1 & 3 Person	94	16	10	1	10 miles

These are factors that the project found affected residential refuse collection performance and cost in one or more of the municipalities:

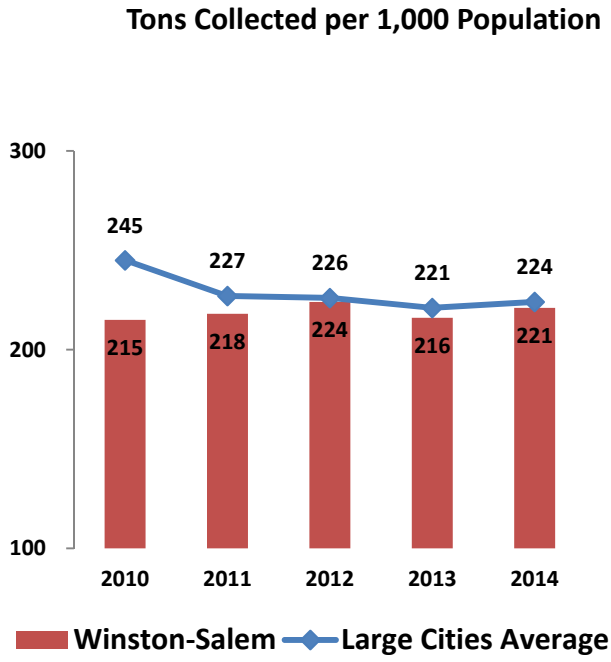
- Backyard or curbside collection
- Routing
- Climate
- Topographic conditions
- Population density
- Size of crews
- Type of equipment used (automated)
- Privatization Participation in recycling program
- Economies of scale
- Distance to landfill/transfer station
- Fee policies (volume-based or other)

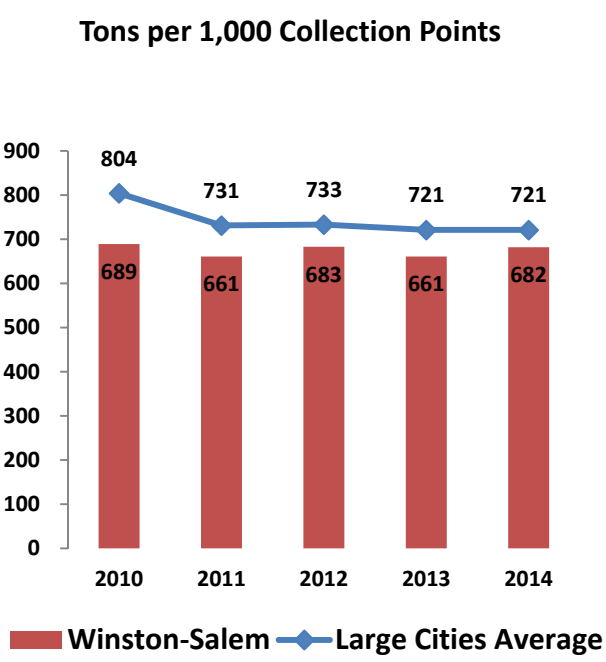
Residential Refuse Resource Measures



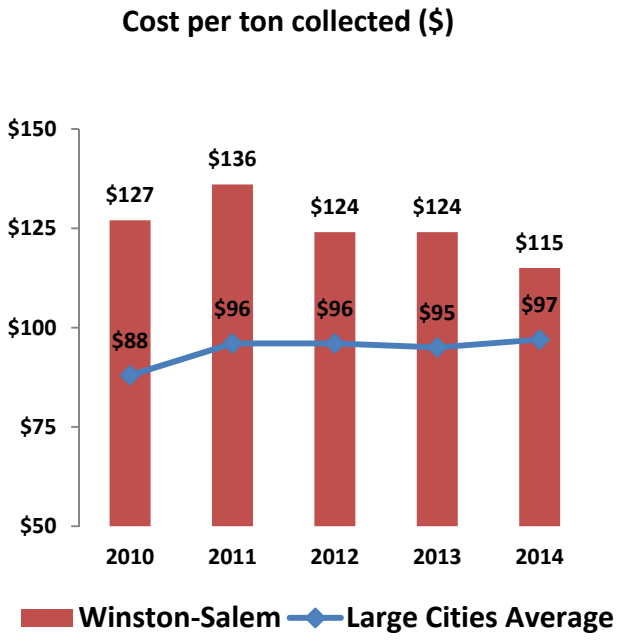


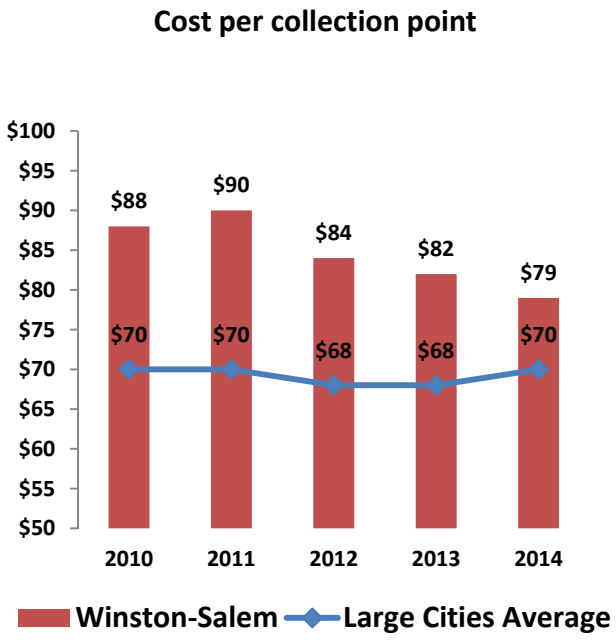
Residential Refuse Workload Measures

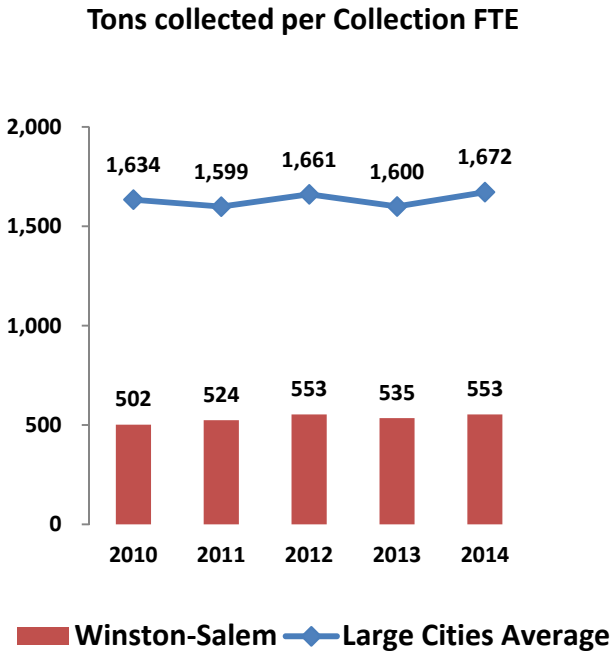




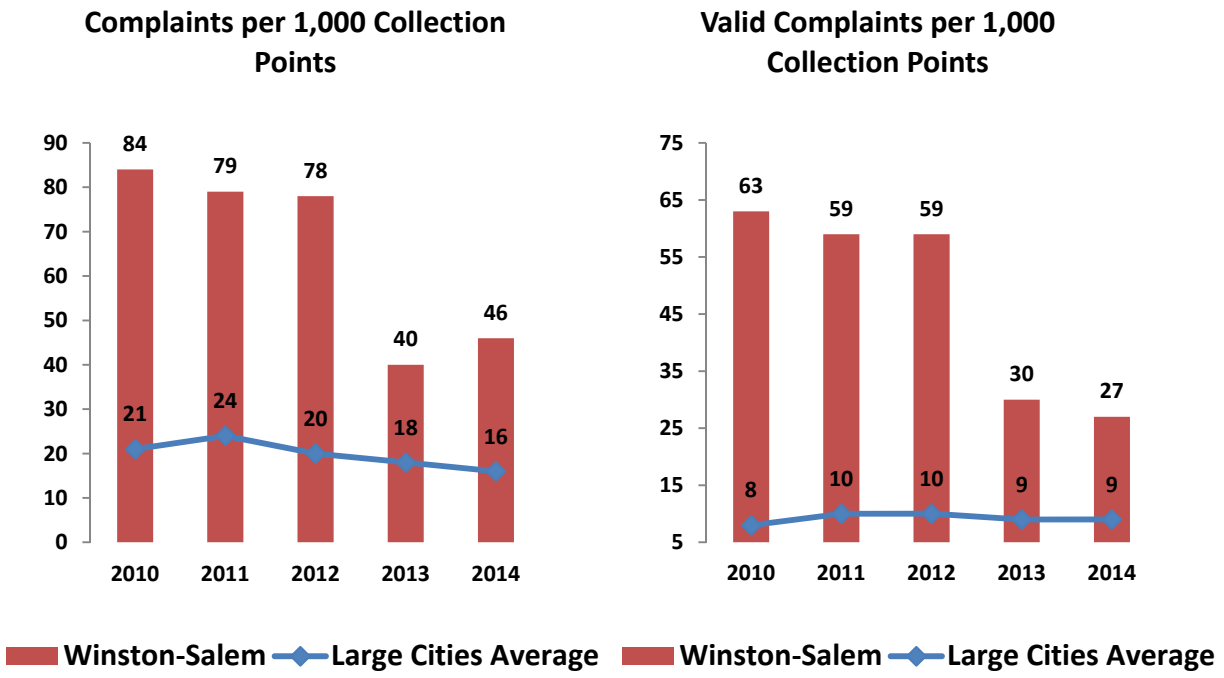
Residential Refuse Efficiency Measures







Residential Refuse Effectiveness Measures



Findings

- Efficiency measures during FY 2013-14 indicated that Winston-Salem residential refuse collection cost per ton collected was higher than the other cities compared in the benchmarking study. The city collected 52,000 tons of residential refuse from a total of 76,240 collection points. The cost per ton was $115, not including a tipping fee which has an additional cost of $36 per ton. High Point collected 27,613 tons of residential refuse at a cost of $81 per ton, also excluding an additional cost of a $26 landfill tipping fee. Greensboro collected 54,737 tons of residential refuse at a cost of $69 per ton.

- Cost per capita has declined since FY 2010-11 for Residential Refuse. The Sanitation Department has achieved efficiencies from the increased use of automated side loader trucks and a smaller workforce of full-time city employees and temporary contract laborers. The department continues to rely on temporary laborers, but they make up a smaller percentage of the total workforce than in the recent past. The use of temporary laborers appears to be cost effective and sufficient for the current daily workload.

- Effectiveness measures demonstrate that the City of Winston-Salem has received more valid complaints per 10,000 collection points as compared to the other cities. The City receives customer services calls from the City Link Citizen Contact Center, and the representatives immediately dispatch the calls out to Sanitation for response. Each municipalities' definition of a "valid complaint" varies. For the City of Winston-Salem, the most valid complaint calls received were missed pick-ups and trash being spilled from trucks. Sanitation has a turn-around window of 48 hours to answer a complaint call and usually achieves that goal within a 24-hour period.

HOUSEHOLD RECYCLING

This includes both curbside collection and processing of household recyclable materials from residences and certain other locations and the drop-off of such materials by citizens at recycling stations or centers. The recyclable materials collected are mainly aluminum and steel cans, plastics, glass bottles, newspapers, magazines, and cardboard. The curbside portion of this service involves regularly scheduled collection that utilizes containers small enough that residents and/or workers can move or lift them. Excluded are collection of yard waste, leaves, and commercial recycling. Below are notes from the Benchmarking Report on household recycling performance measures:

SUMMARY OF KEY DIMENSIONS OF HOUSEHOLD RECYCLING

City or Town	Drop-Off Sites		Collection Frequency	Recyclables Sorted at Curb	Collection Points	Community Set-Out Rate	Tons Collected	Percentage of Waste Stream Diverted from Landfill	Percentage Service Contracted	Municipal FTE Collection Positions
	City Owned	Other								
Cary	1	0	1 x 2 weeks	No	47,033	79%	11,781	27%	0%	12
Charlotte	0	12	1 x 2 weeks	No	212,141	50%	45,870	21%	100%	N/A
Greensboro	20	0	1 x 2 weeks	No	81,102	62%	18,080	25%	0%	15
High Point	14	75	1 X 2 weeks	No	39,107	75%	8,614	24%	0%	6
Winston-Salem	11	0	1 x 2 weeks	No	76,064	54%	12,879	20%	100%	NA

NOTES

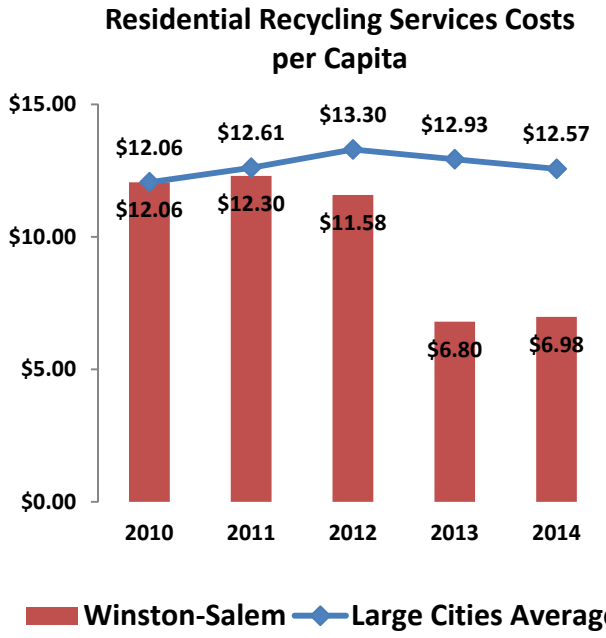
Community Set-Out Rate is a combination of the participation rate and the participant's set-out rate.

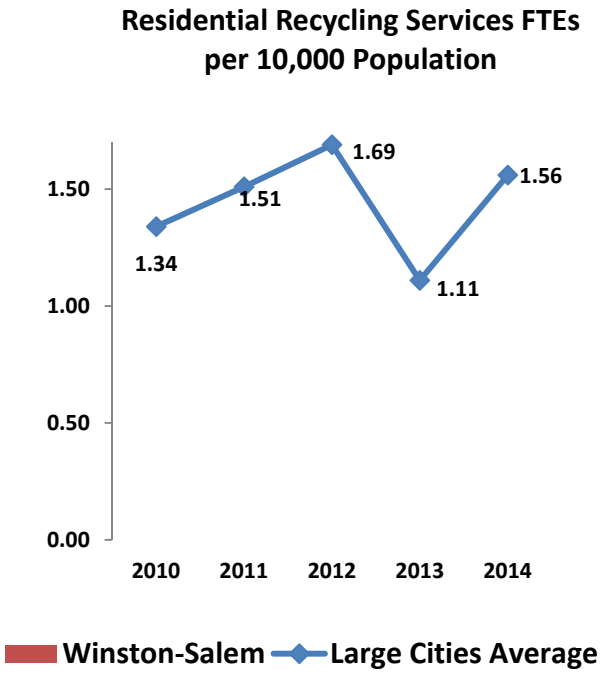
EXPLANATORY FACTORS

These are factors that the project found affected household recycling performance and cost in one or more of the municipalities:

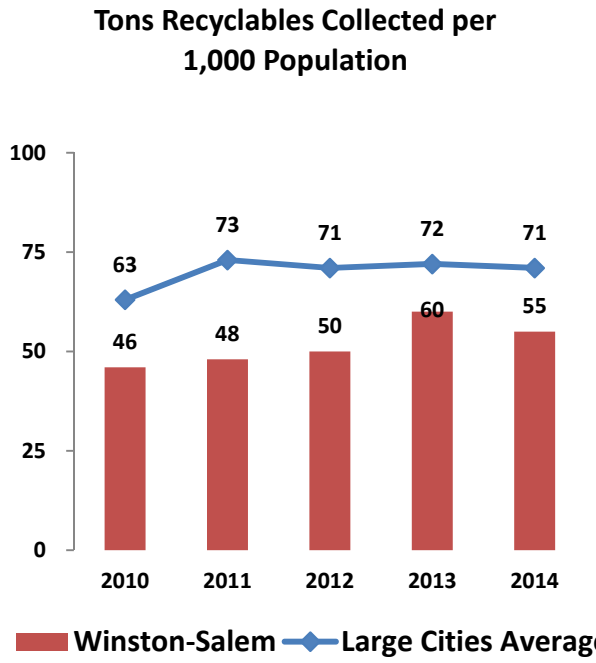
- Types of items eligible for recycling
- Landfill tipping fees for solid waste
- Commitment of city officials to recycling
- Number of drop-off centers
- Community education
- Market prices for recyclable materials
- Demographic makeup of community

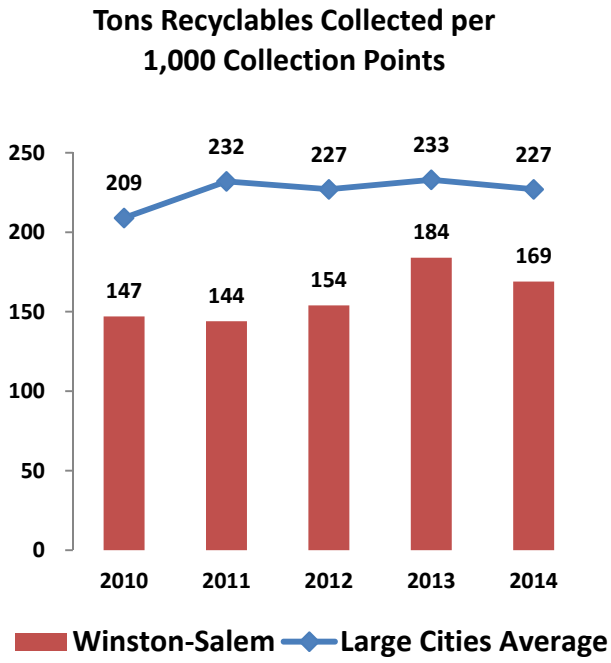
Household Recycling Resource Measures



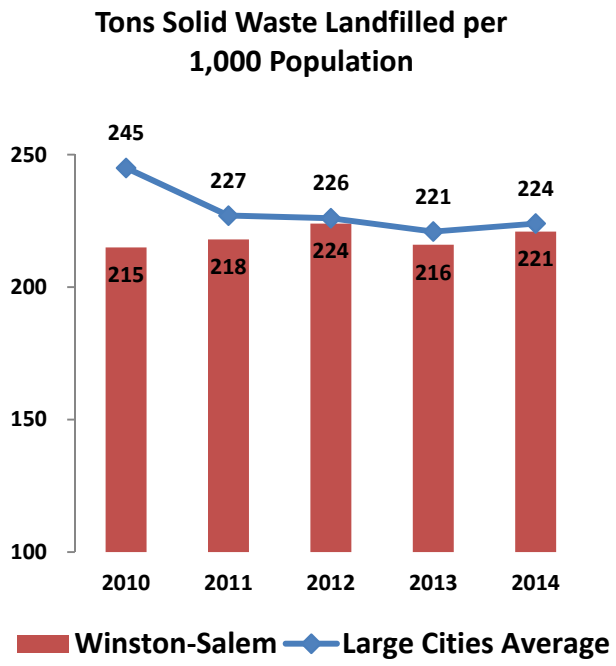


Household Recycling Workload Measures

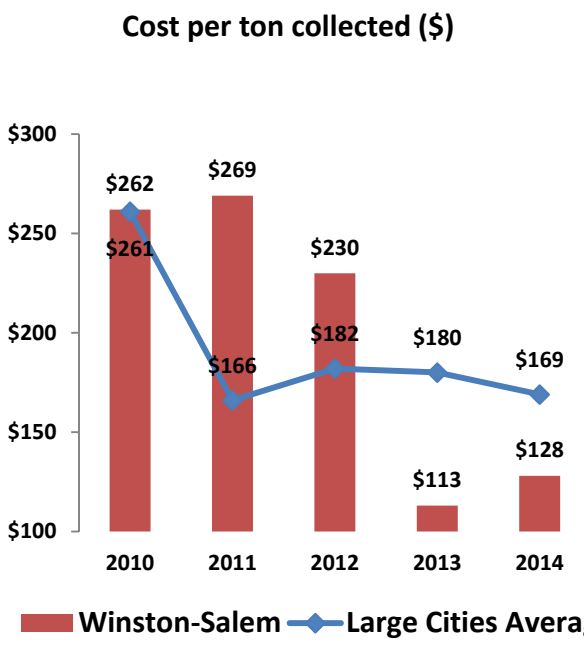


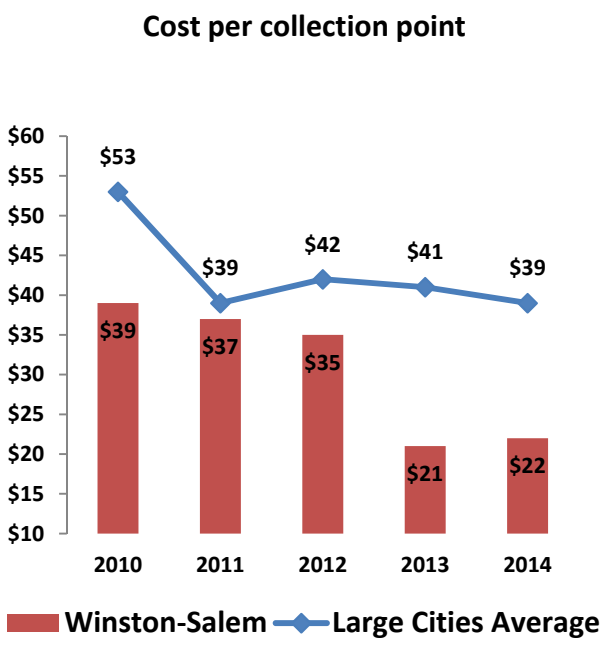


Household Recycling Workload Measures

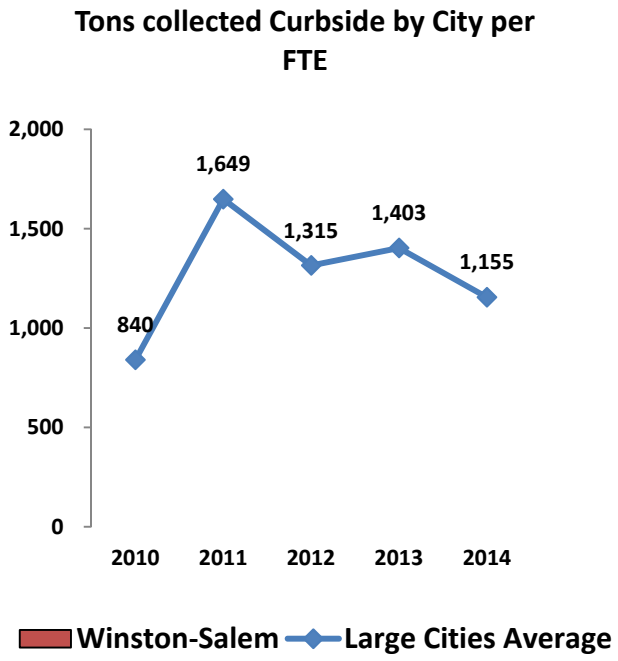


Household Recycling Efficiency Measures

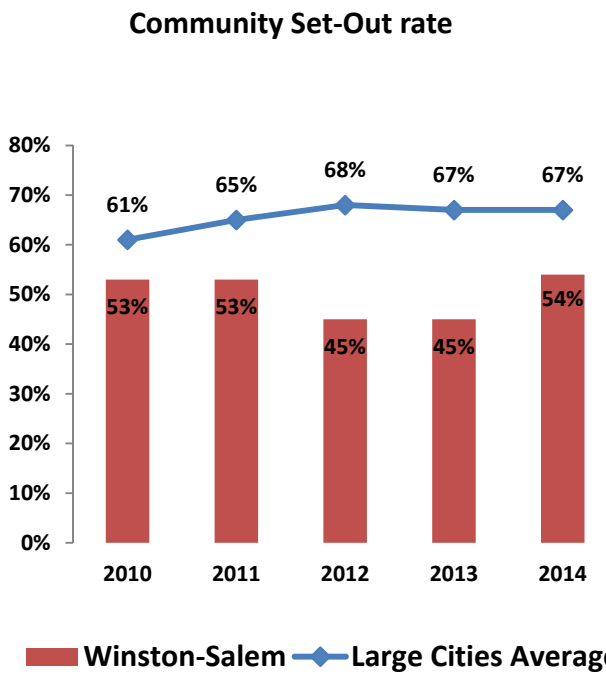


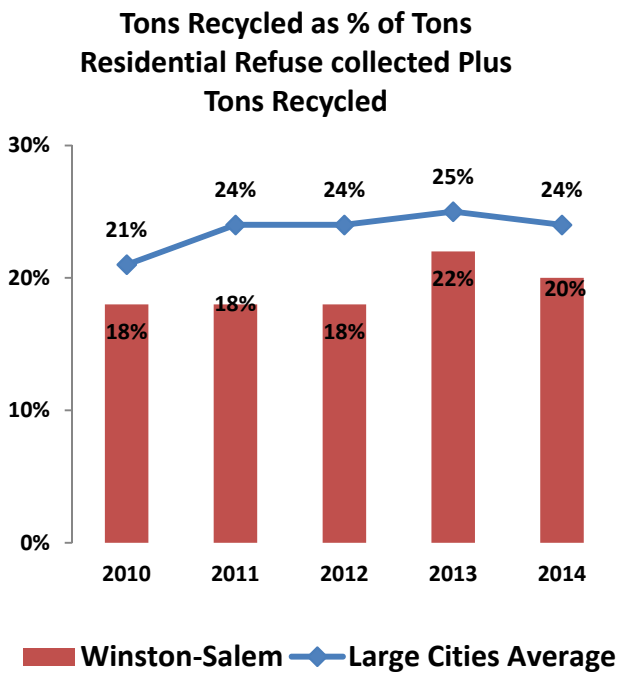


Household Recycling Efficiency Measures



Household Recycling Effectiveness Measures





Findings

- The city contracts for one hundred percent of its curbside household recycling program, which decreases a large amount of cost that the other comparison cities may have associated with their resource measures.

- The community set-out rate for Winston-Salem is averaging about 54% compared to an average of 67% for the selected large cities. The variables of this measure are based upon citizen participation and waste diversion, as measured by tons recycled as a percentage of tons of refuse and recyclables collected.

- The workload measures show that Winston-Salem is lower than the other comparison cities for tons collected per 1,000 collection points. The City had a total of 76,064 collection points. The City does not track commercial recycling measures, only single family and multi-family residence participates.

YARD WASTE/LEAF COLLECTION

Yard waste and leaf collection includes regularly scheduled or special collection of these items. Such collection may occur from the curb, backyard, or another locale. Yard waste and leaves may be bagged, placed in containers, or loose. The service definition excludes the collection of white goods and other bulky items. Although some municipalities collect yard waste and leaves with household refuse or other trash, they separate the items at some point in the collection process because yard waste and leaves cannot be placed in landfills. Below are notes from the Benchmarking Report on Yard Waste/Leaf Collection performance measures:

SUMMARY OF KEY DIMENSIONS OF YARD WASTE/LEAF COLLECTION

City or Town	Yard Waste Collection		Seasonal Loose Leaf Collection	Collection Points	Tons Collected		FTE Positions
	Location	Frequency			Yard Waste	Loose Leaves	
Cary	Curbside	1 x week	3 sweeps	45,881 Yard Waste 47,033 Leaves	13,487	6,902	22
Charlotte	Curbside	1 x week	N/A	212,141	52,354	NA	77
Greensboro	Curbside	1 x week	2 sweeps	81,102	15,175	13,623	45.94
High Point	Curbside	1 x week	2 sweeps	39,107	5,802	2,762	15
Winston-Salem	Curbside	Yard Waste Cart 1 x week Brush every 10 days	3 sweeps	14,000 Yard Waste 76,064 Brush and Leaves	23,599	22,553	86.3

Notes

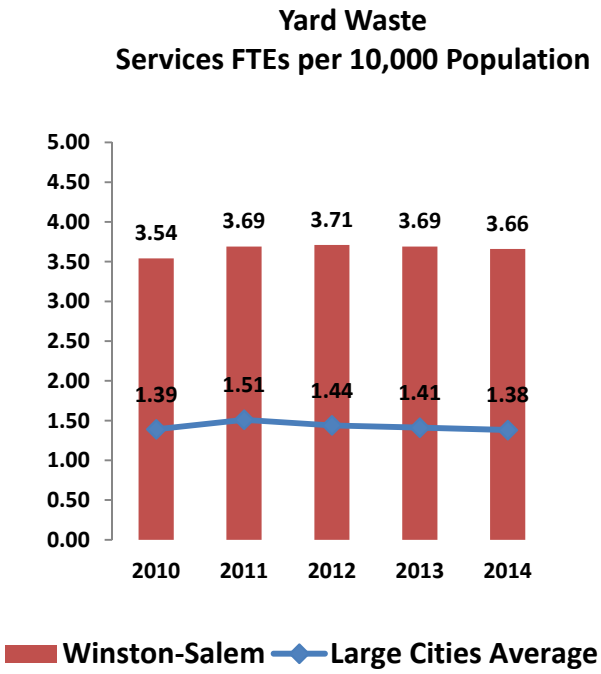
Municipalities with no reported seasonal leaf collection collect leaves as part of their yard waste collection programs.

EXPLANATORY FACTORS

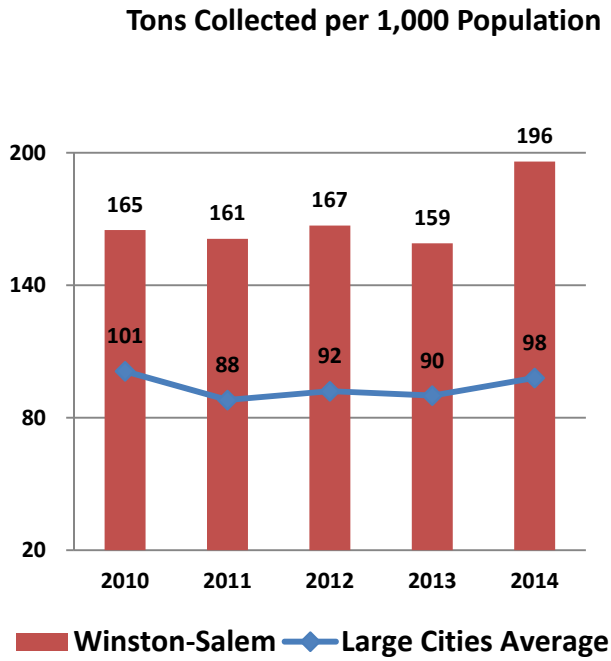
These are factors that the project found affected yard waste/leaf collection performance and cost in one or more of the municipalities:

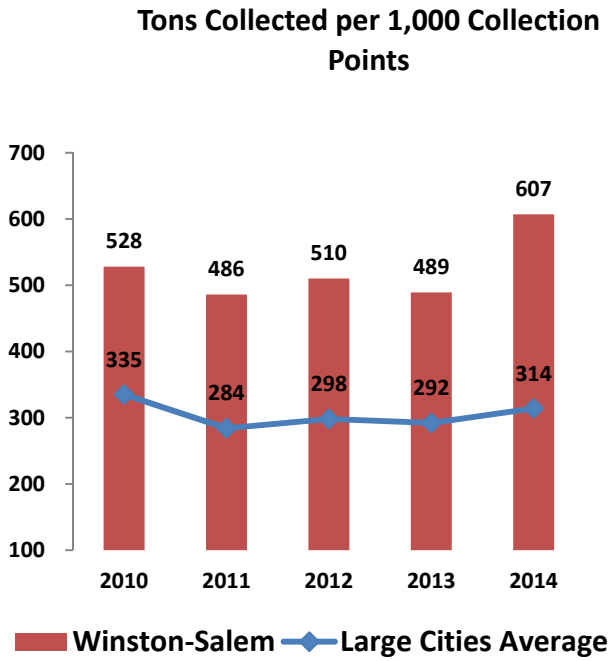
- Whether or not a fee is charged for collection
- Residential/commercial/industrial nature of the community
- Policies regarding sizes and types of items collected
- Extent of seasonal leaf collection service
- Landfill policies and tipping fees

Yard Waste/Leaf Collection Resource Measures

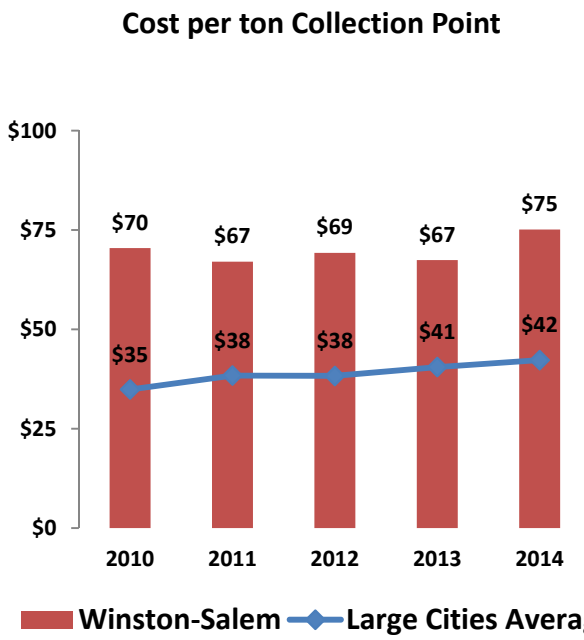


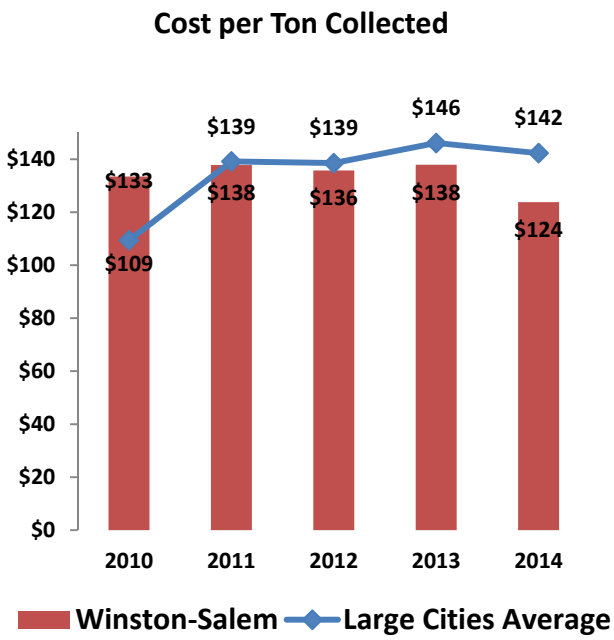
Yard Waste/Leaf Collection Workload Measures

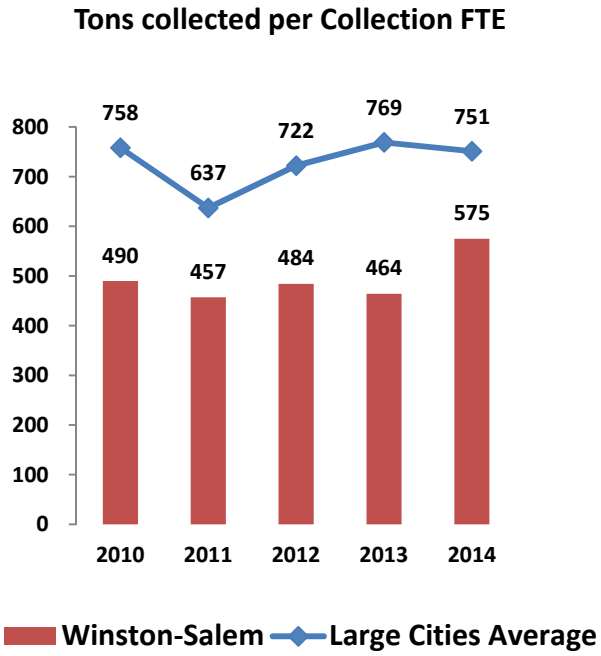




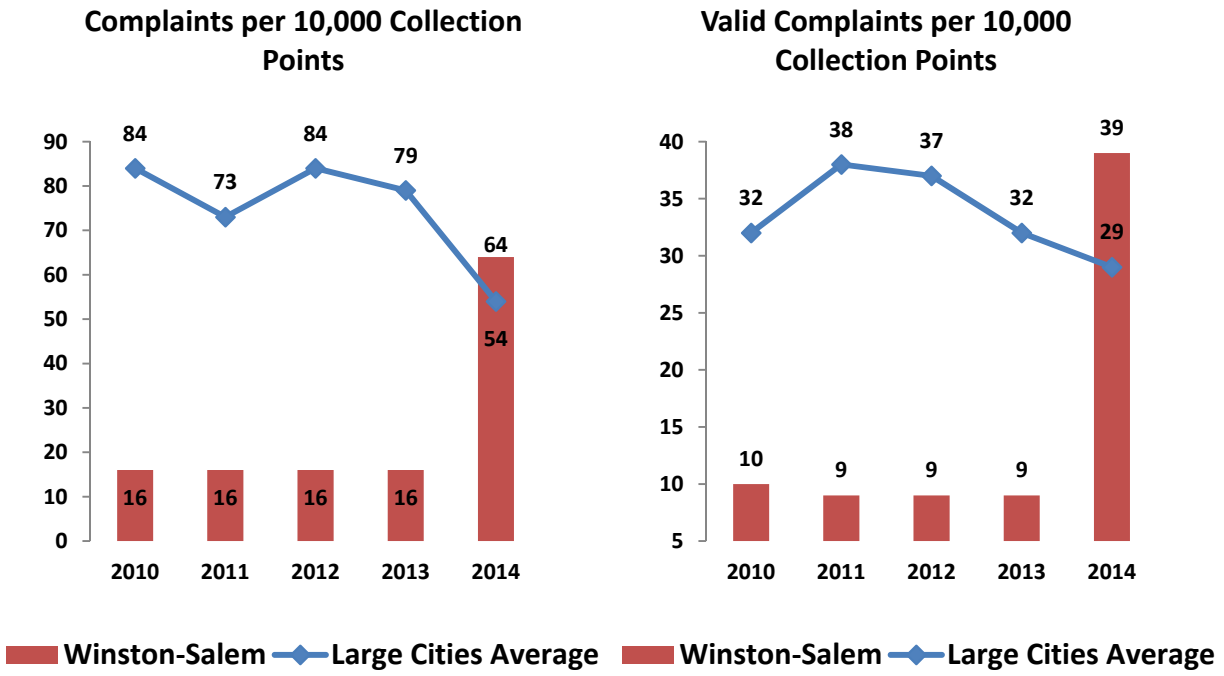
Yard Waste/Leaf Collection Efficiency Measures







Yard Waste/Leaf Collection Effectiveness Measures



Findings

- The efficiency and workload measures show the City of Winston-Salem is operating more efficiently in terms of labor and collection point data. Winston-Salem demonstrates a greater level of service for yard waste/leaf collection by providing a curbside collection program for brush throughout the year, and leaf collection and bulky item pick-up on a seasonal basis, compared to other larger cities.

- The City of Winston-Salem had an increase in the number of complaints about yard waste/leaf collection in FY 2013-14. The valid complaint was turn-around time for missed pick-ups after customers called the contact center. When looking at the four comparative cities for FY 2013-14 data, there is a sharp decrease. This is mainly due to the City of Charlotte's Solid Waste Services Division's creation of a focus group to improve customer service.

POLICE SERVICES

Police Services consist of all police activities performed by sworn and non-sworn personnel, except for emergency communications. This includes, but is not limited to, activities performed by patrol, traffic, investigations, special units, support staff, supervisors, and police administration. Below are notes from the Benchmarking Report on Police Services performance measures:

1. Uniform Crime Reporting (UCR) Part I Crimes - Uniform Crime Reporting (UCR) Part I crimes include crimes against persons (criminal homicide, forcible rape, robbery, and aggravated assault) and crimes against property (burglary, larceny, motor vehicle theft, and arson).

2. Incident-Based Reporting (IBR) Part I Crimes - Incident-Based Reporting (IBR) Part I crimes include crimes against persons (criminal homicide, forcible rape, robbery, and aggravated assault) and crimes against property (burglary, larceny, motor vehicle theft, and arson). The difference between the UCR method and the

IBR method for reporting crimes is that IBR counts crime and arrest activities at the incident level, as opposed to counting only the most serious crime with multiple offenses.

SUMMARY OF KEY DIMENSIONS OF POLICE SERVICES

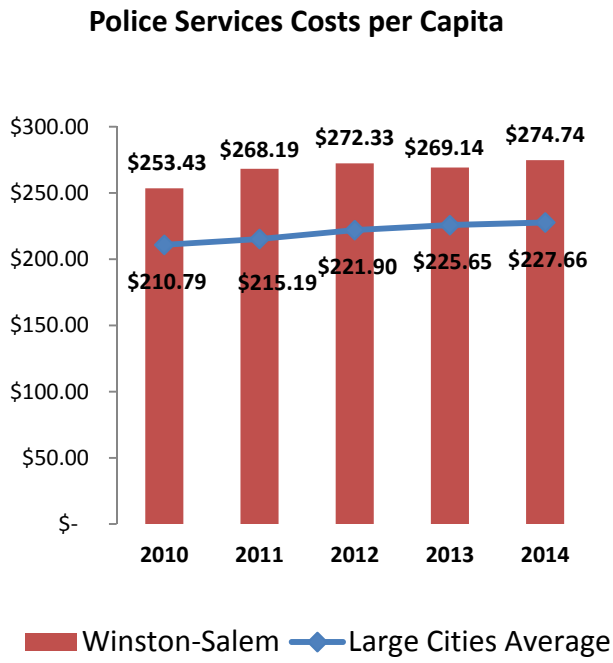
City or Town	Police Department Accredited	Number of Sworn Officers	Average Length of Service for Sworn Officers (Years)	Number of Patrol Vehicles	Reporting Format	Part I Crimes			Part II Crimes	Dispatched Calls	Number of Traffic Accidents
						Against Persons	Against Property	Total			
Cary	Yes	180	10.6	124	IBR	112	2,010	2,122	2,581	141,946	3,346
Greensboro	Yes	673	10.3	240	IBR	1,115	11,261	12,376	16,144	296,561	8,594
High Point	No	229	10.9	229	UCR	492	4,260	4,752	3,258	115,744	4,258
Winston-Salem	Yes	569	11.0	470	IBR	1,712	13,178	14,890	36,370	262,118	8,796

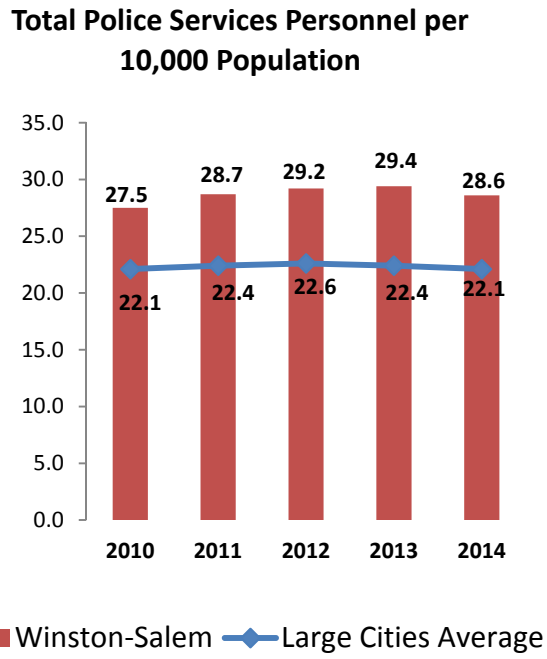
EXPLANATORY FACTORS

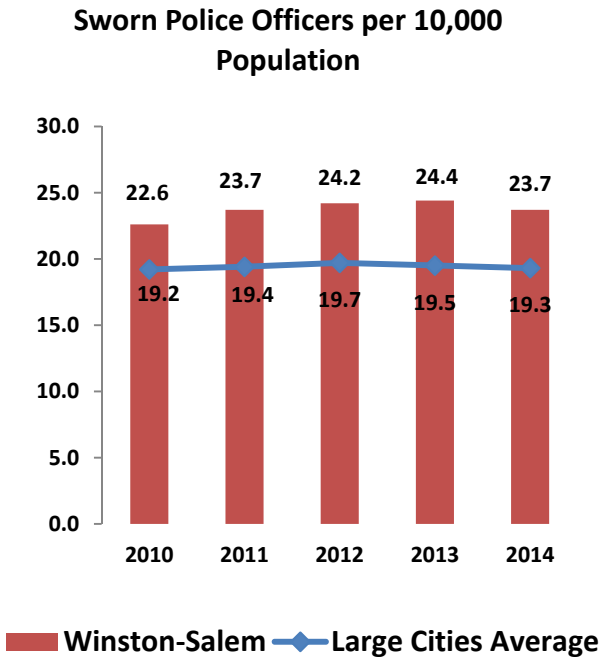
These are factors that the project found affected police services performance and cost in one or more of the municipalities:

- Demographic makeup of the community
- Community policing policies
- Population density and land area
- Downtown area characteristics
- Use of incident-based reporting
- Presence of unique problems in particular areas, such as drugs or gangs
- Emphasis on quick response to all calls
- Vehicle take-home policy
- Beat structure
- Use of special units

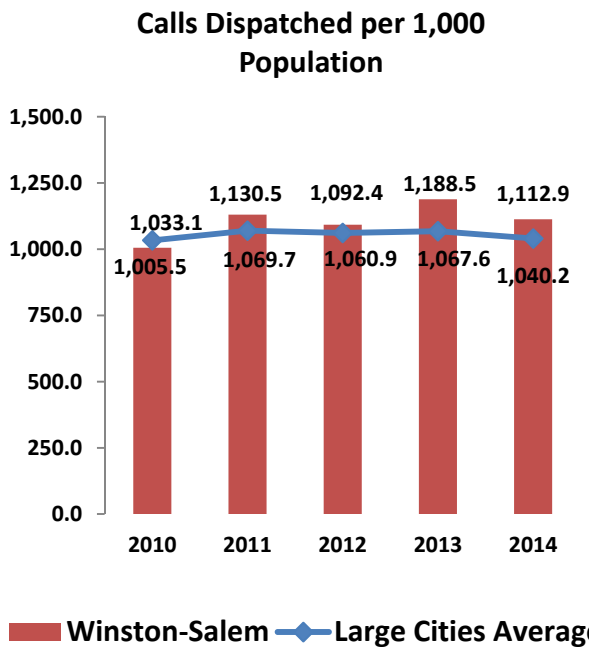
Police Resource Measures

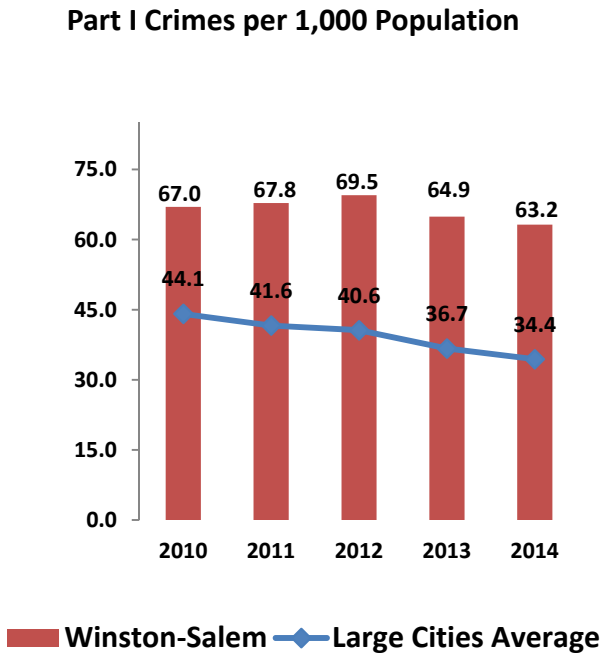




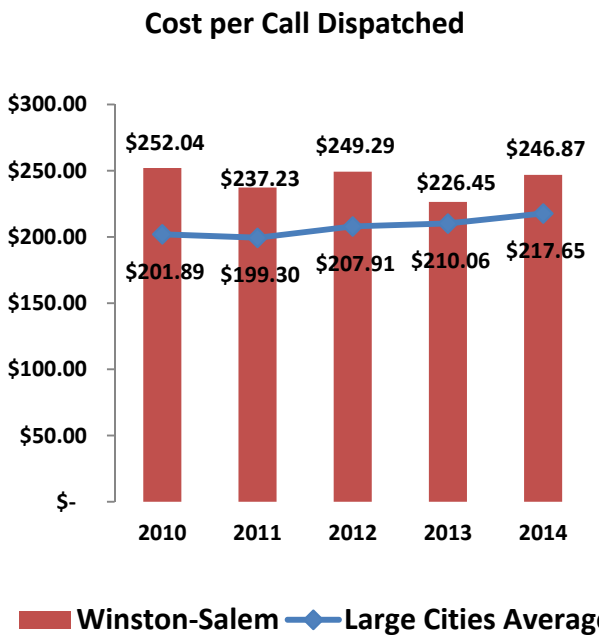


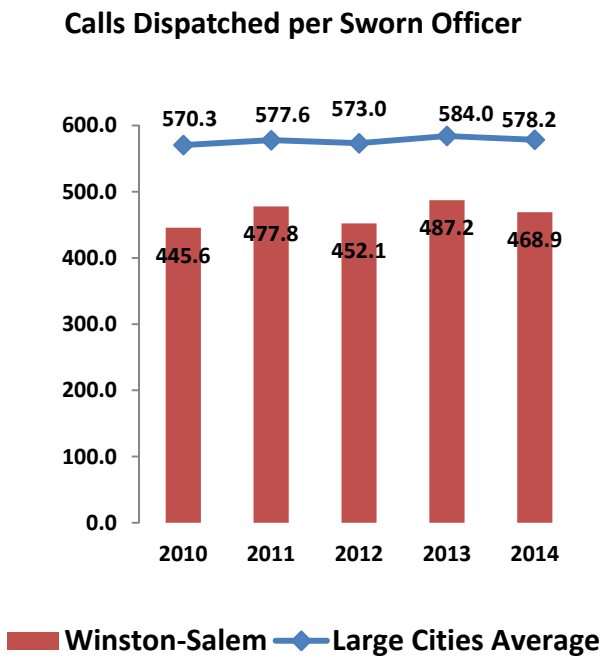
Police Workload Measures



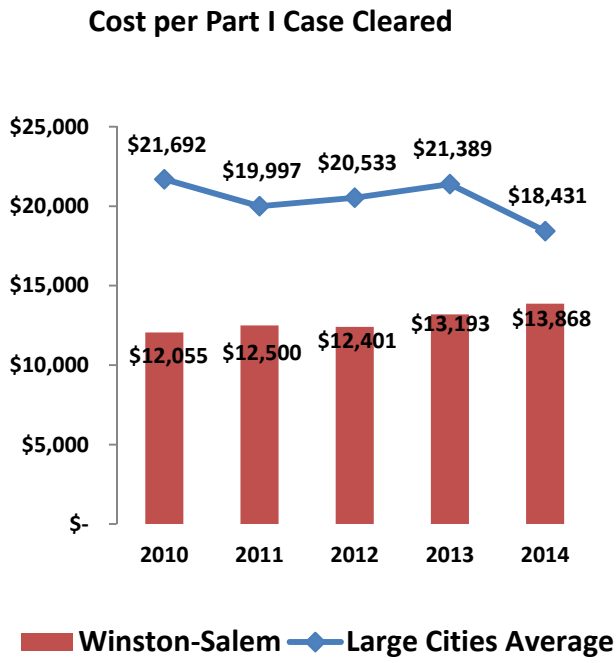


Police Efficiency Measures

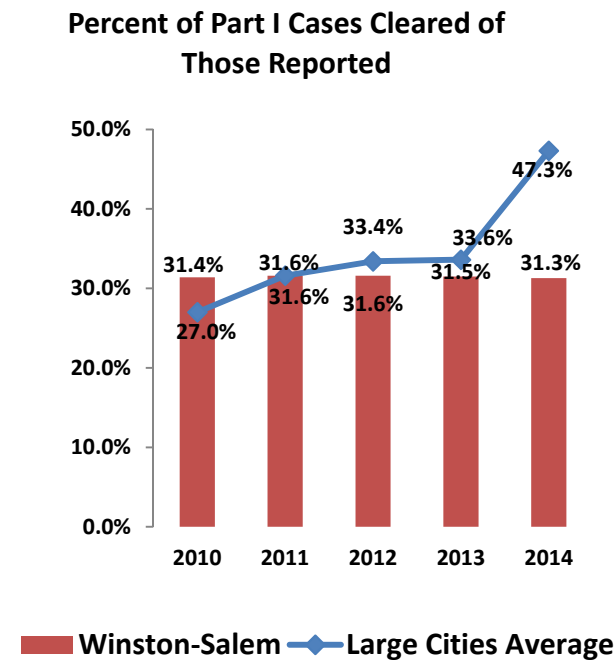


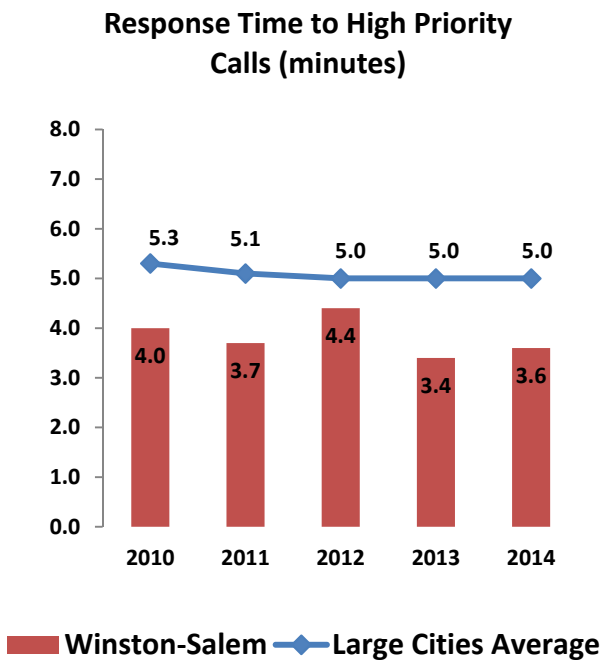


Police Efficiency Measures



Police Effectiveness Measures





Findings

- The resource measures show that Winston-Salem spends more for police services, in terms of dollars per capita, compared to Cary, High Point, and Greensboro. The Town of Cary lowers the cities' average. However, Winston-Salem still spends more per capita than High Point and Greensboro.

- In terms of personnel, Winston-Salem has between 6 and 7 more police services personnel per 10,000 population. Looking at sworn police officers per 10,000 population, Winston-Salem has 4-5 more sworn officers per 10,000 population. The Town of Cary lowers the cities' average for each of these measures and, with that data excluded, Winston-Salem compares similarly to High Point and Greensboro.

- Workload measures show Winston-Salem with significantly higher number of calls dispatched per 1,000 population. The trend for calls dispatched per 1,000 population has remained fairly consistent over the past five years. It is the practice of the Winston-Salem Police Department to respond to some calls for service that other police agencies do not respond to, leading to a higher number of calls dispatched.

- Workload measures also show Winston-Salem with a significantly higher number of Part I crimes per 1,000 population. The trend for the cities' average for Part I crimes per 1,000 population has been declining. Winston-Salem, other than a spike in FY 2011-12 data, is also trending downward. It should be noted that cities reporting based on IBR standards, as opposed to UCR standards, will routinely have higher numbers as IBR counts every offense listed, while UCR only counts the highest crime, when multiple offenses are listed.

- Winston-Salem's higher cost per capita leads to a higher cost per call dispatched compared to the other cities' average. Similarly, the higher number of sworn police officers leads to lower numbers for calls dispatched per sworn officer. This also affects the comparison for the cost per Part I case cleared and the Part I cases cleared per sworn officer.

- Winston-Salem's percentage of Part I cases cleared of those reported is slightly lower than the other cities' average over the past five years. In FY 2013-14, the Police Department cleared over 31% of Part I cases reported. Historically, the other cities compare with similar percentages. However, in FY 2013-14, High Point cleared a large number of cases, causing the other cities' average to spike to 47.3%. This number should normalize to the historical average in future years. The Police Department also has maintained a lower response time to high priority calls over the five-year period, averaging less than four minutes compared to five minutes for the other cities' average.

EMERGENCY COMMUNICATIONS

This service refers to the receipt and handling of 911 and other calls by an emergency communications center. Such a center must answer all calls, including those that come in over 911 lines and others that come over regular phone lines. Some calls result in the dispatch of a police or other emergency response unit. Others do not.

SUMMARY OF KEY DIMENSIONS OF EMERGENCY COMMUNICATIONS

City or Town	Population Served	Number of FTEs	Average Length of Service for Call Takers (Years)	Total Incoming Calls Handled	Total E-911 Calls Handled	Total Dispatches	Outgoing Calls Other than Dispatches
Cary	144,671	27.0	4.8	161,702	64,475	141,107	45,247
Greensboro	507,419	104.0	8.3	608,440	324,084	456,463	165,977
High Point	107,652	27.0	10.3	263,650	80,508	136,020	N/A
Winston-Salem	235,527	50.0	9.2	429,509	212,758	282,884	74,990

NOTES

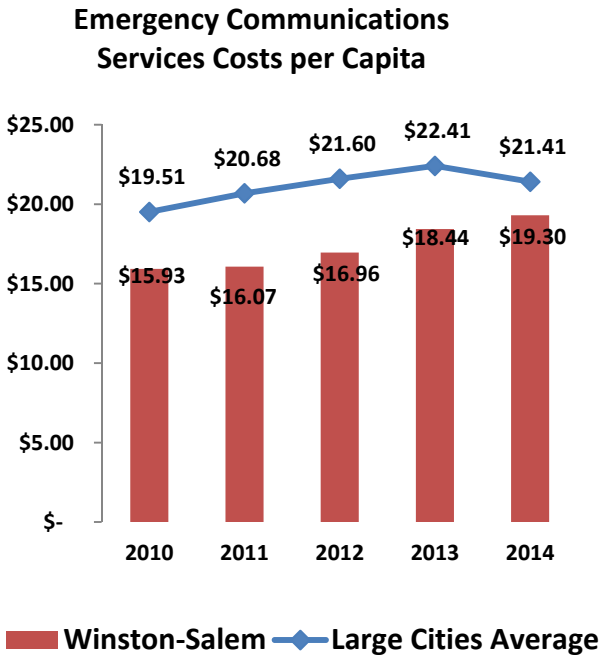
- *The population served by the municipal emergency communications center may go beyond municipal boundaries up to the entire county in cases where the service is a consolidated center.*

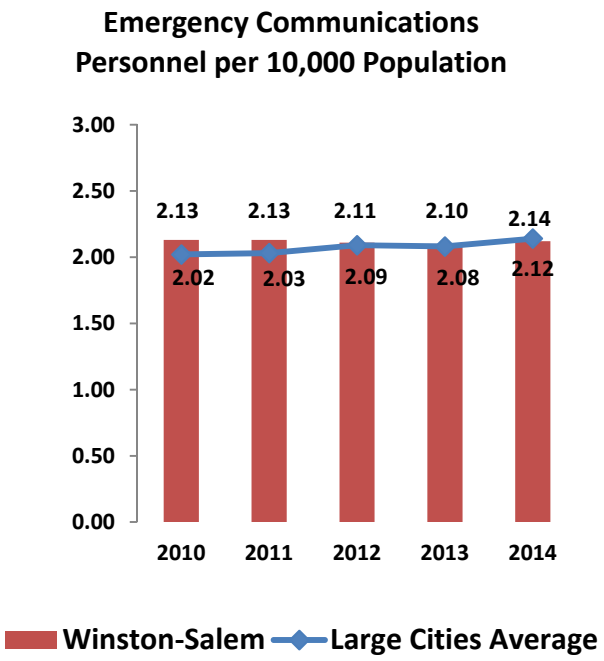
EXPLANATORY FACTORS

These are factors that the project found affected emergency communication performance and cost in one or more of the municipalities:

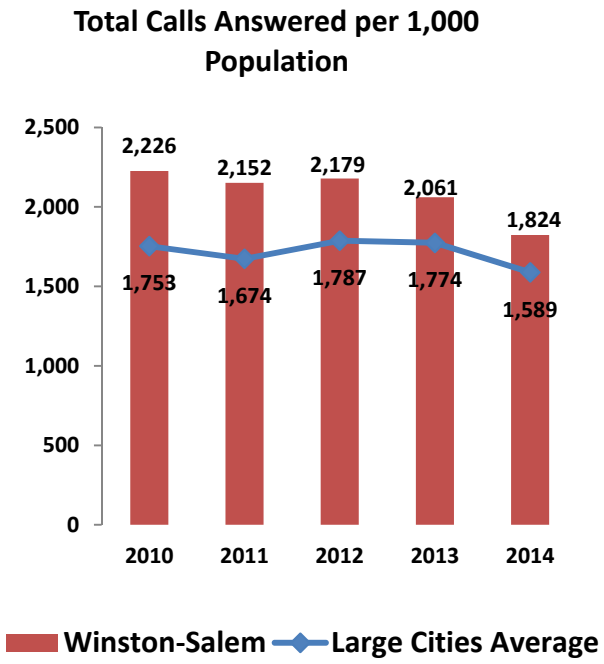
- Types of emergency response units dispatched, such as police, fire, and EMS
- Number and proportion of nonemergency calls received by center
- Types of assistance or advice, such as medical, that telecommunicators provide over the phone
- Technology available to telecommunication centers
- City's definition of what constitutes an "emergency" and "highest priority" call
- Service to city only or to city and outlying areas
- Training of telecommunications
- Demographic makeup of community
- Organizational configuration and staffing for service

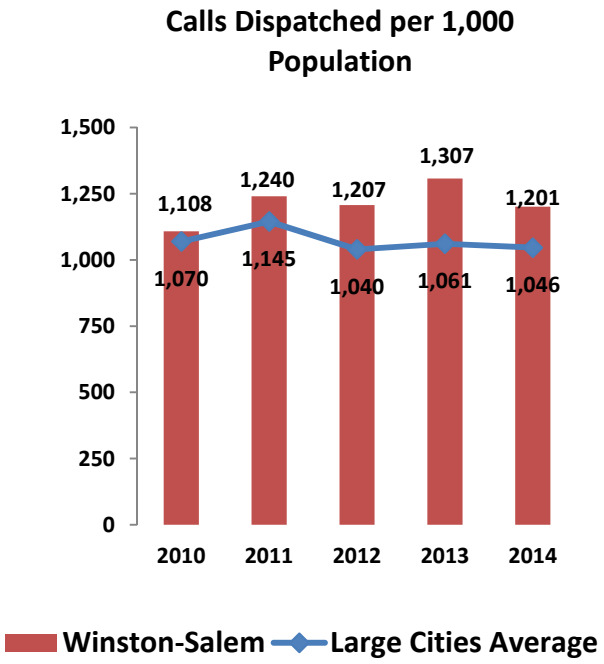
Emergency Communications Resource Measures



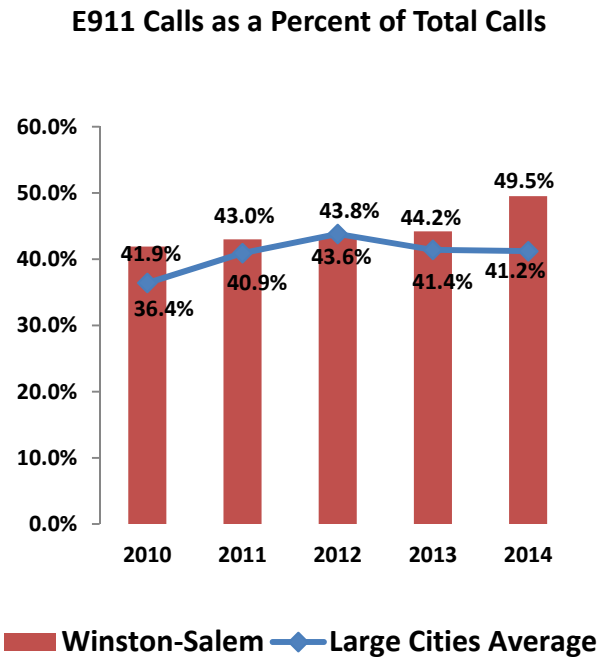


Emergency Communications Workload Measures

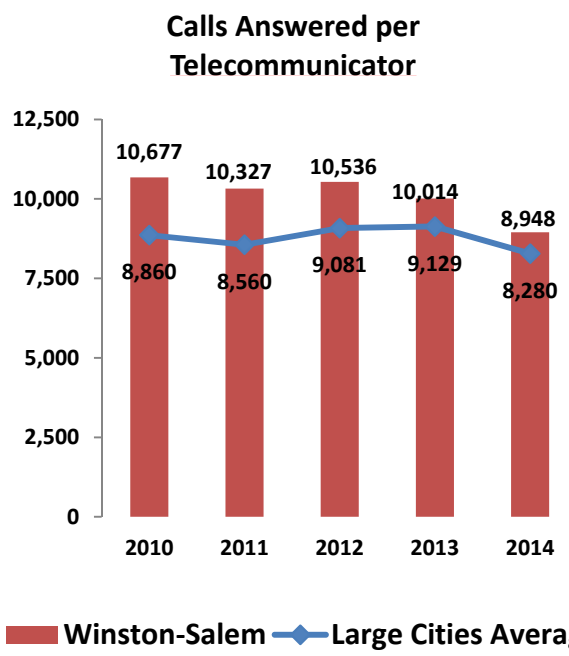


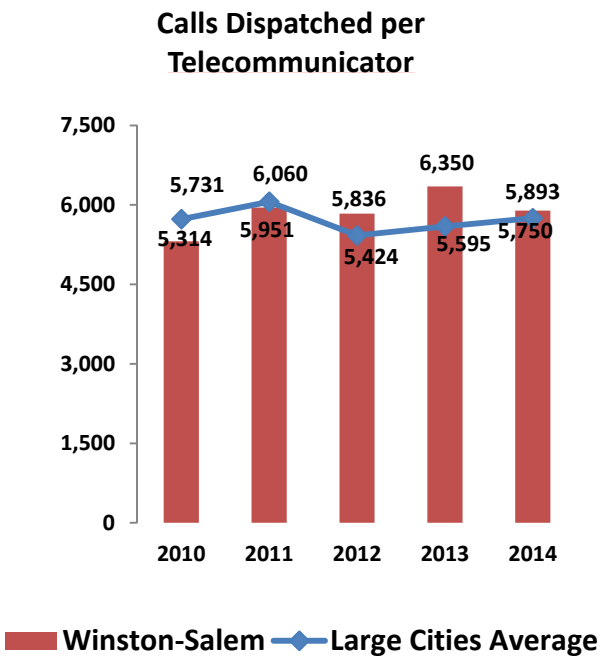


Emergency Communications Workload Measures

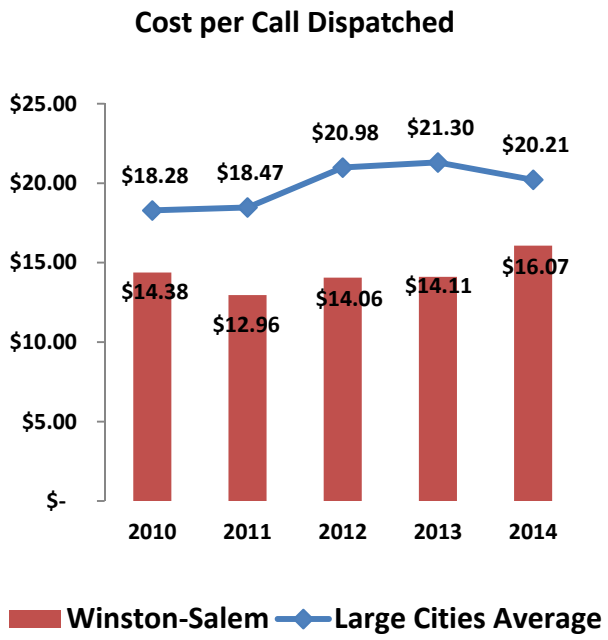


Emergency Communications Efficiency Measures

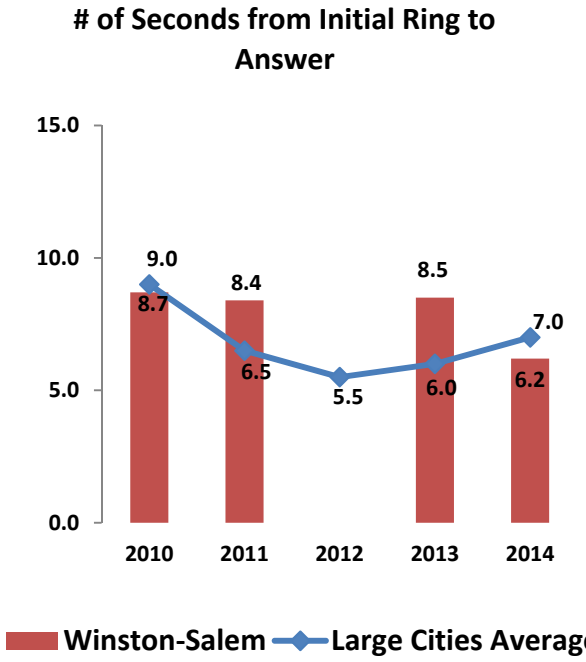


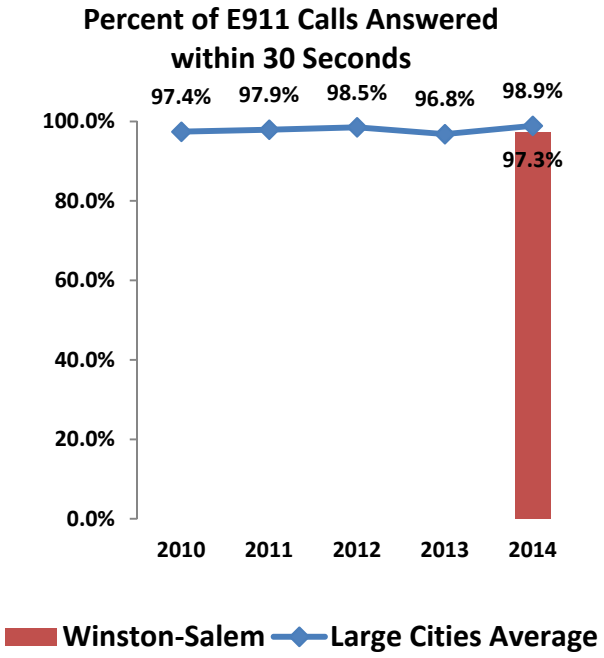


Emergency Communications Efficiency Measures



Emergency Communications Effectiveness Measures





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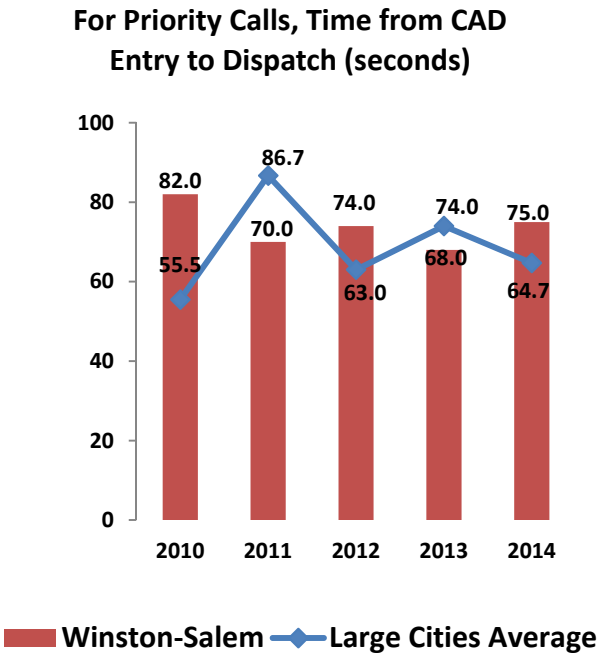


Findings

- Winston-Salem's emergency services cost per capita was below the other cities' average over the five-year period. The personnel per 10,000 population is similar compared to the other cities.

- In terms of workload, Winston-Salem's total calls answered per 1,000 population were above the large cities' average, as were the total calls dispatched per 1,000 population. The set-up of the cities' emergency communications centers may affect these measures. For example, the City of High Point operates a regional center that dispatches for other agencies, including the Sheriff's Office. Winston-Salem's center only dispatches for City police and fire.

- The percent of E911 calls as a percent of total calls increased to 49.5% for Winston-Salem in FY 2013-2014. Historically, Winston-Salem has been slightly higher than the other cities' average for this metric.

- As a result of the higher call volume, Winston-Salem's number of calls answered per telecommunicator, a measure of efficiency, is above the large cities average. Also, with higher calls and lower costs per capita, the cost per call dispatched is lower than the other cities' average.

- With lower costs but higher call volume, there may be concern about the effectiveness of Winston-Salem's emergency communications. Since FY 2009-10, Winston-Salem has answered calls in more seconds than the other cities' average (excluding FY 2011-12 when the data was unavailable). However, for FY 2013-14, Winston-Salem improved to fewer seconds than the other cities' average. For the percentage of E911 calls answered within 30 seconds, the City did not track this metric until FY 2013-14, when it answered 97.3% of E911 calls within 30 seconds.

- Looking at the time from Computer Aided Dispatch (CAD) entry to dispatch, in seconds, Winston-Salem has fluctuated above and below the other cities' average over the past five fiscal years. For FY 2013-2014, time from CAD entry to dispatch for Winston-Salem was 75 seconds, which was above the other cities' average of 64.7 seconds.

ASPHALT MAINTENANCE AND REPAIR

Asphalt Maintenance and Repair includes the activities of pothole repair, repaving, surface treatment, structure adjustments, milling, and utility cuts. It does not include reconstruction, handicap ramps, storm drainage, sidewalks, curb and gutter, right-of-way maintenance, street cleaning and sweeping, pavement marking, lane widening, unpaved street maintenance, and snow and ice removal.

SUMMARY OF KEY DIMENSIONS OF ASPHALT MAINTENANCE AND REPAIR

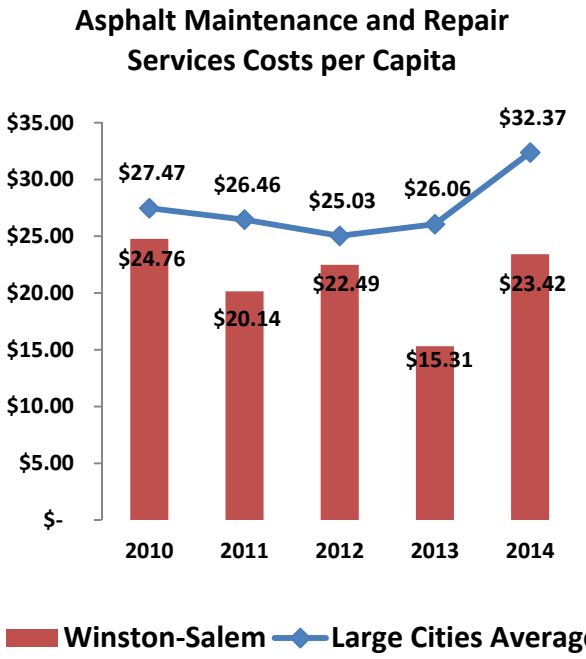
City or Town	Lane Miles Maintained	Number of Registered Motor Vehicles	Total Lane Miles Treated by Type			Percent Treated			FTE Positions for City Staff
			Preservation	Resurfacing	Rehabilitation	Preservation	Resurfacing	Rehabilitation	
Charlotte	5,265.10	559,327	27.0	20.5	198.2	0.5%	0.4%	3.8%	125.0
Cary	1,000.82	N/A	0.0	18.5	0.5	0.0%	1.8%	0.0%	14.5
Greensboro	3,633.0	N/A	14.6	28.0	0.0	0.4%	0.8%	0.0%	51.0
High Point	1,310.60	58,761	10.6	6.0	11.6	0.8%	0.5%	0.9%	15.3
Winston-Salem	2,187.11	160,762	16.0	0.9	46.6	0.7%	0.0%	2.1%	43.0

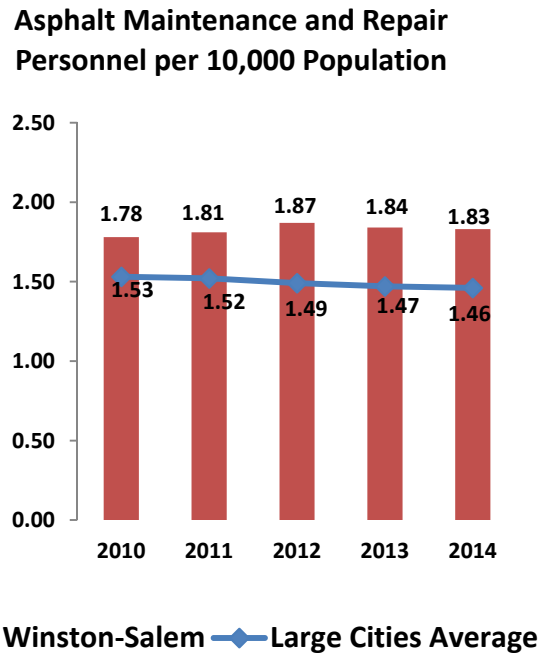
EXPLANATORY FACTORS

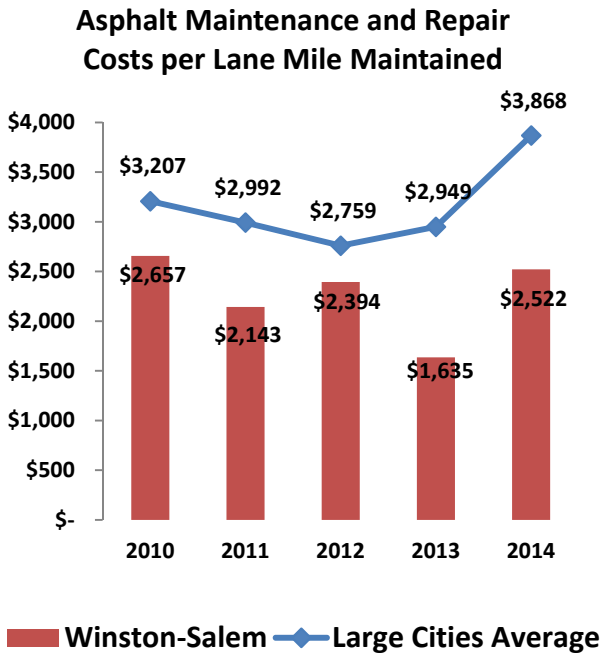
These are factors that the project found affected asphalt maintenance and repair performance and cost in one or more of the municipalities:

- Costs of materials in different cities
- Weather conditions and terrain
- Vehicle burden placed on streets
- Age of street infrastructure
- Depth of materials applied in repaving
- Extent of contracting

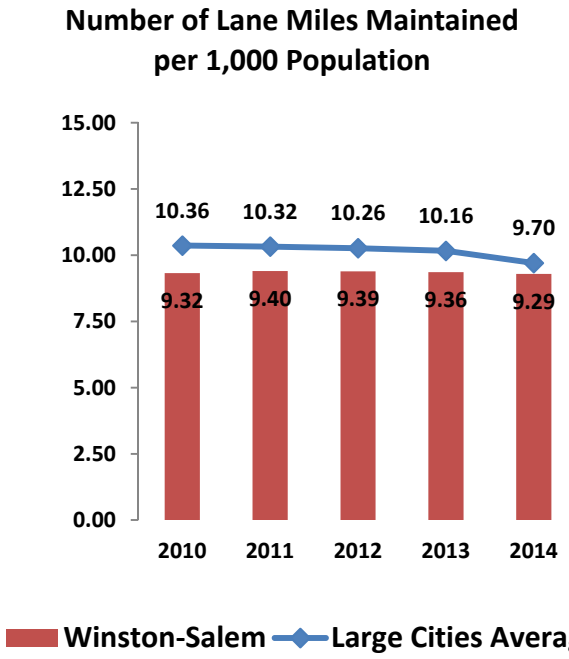
Asphalt Maintenance and Repair Resource Measures

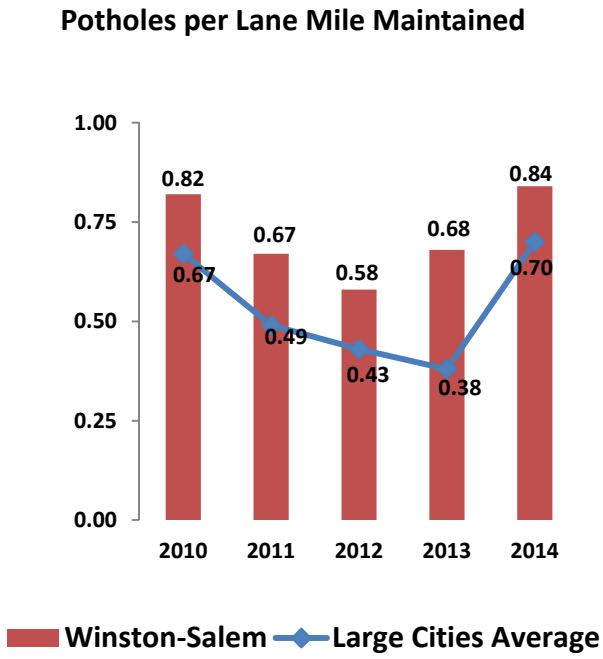


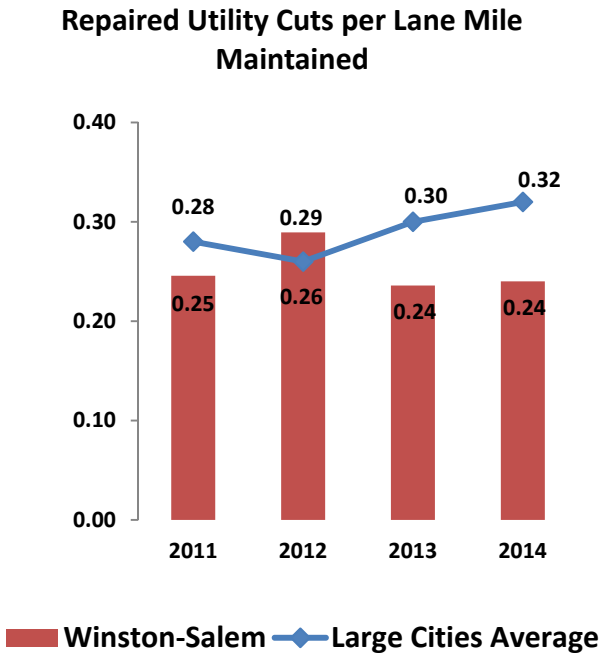




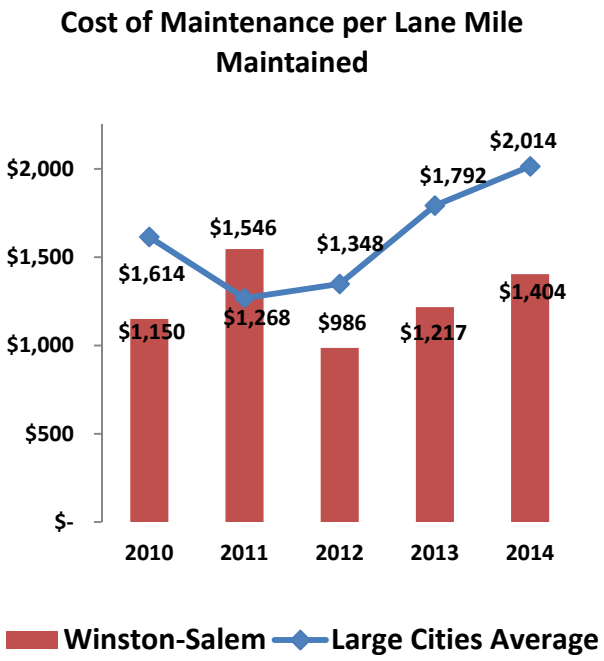
Asphalt Maintenance and Repair Workload Measures

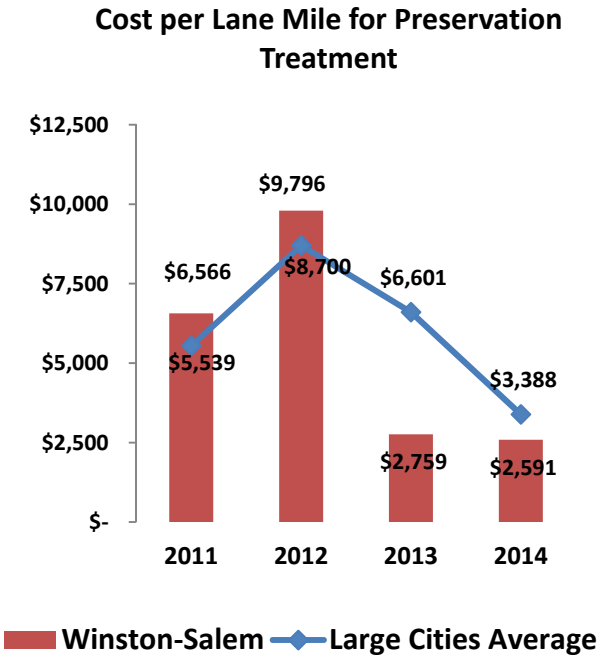


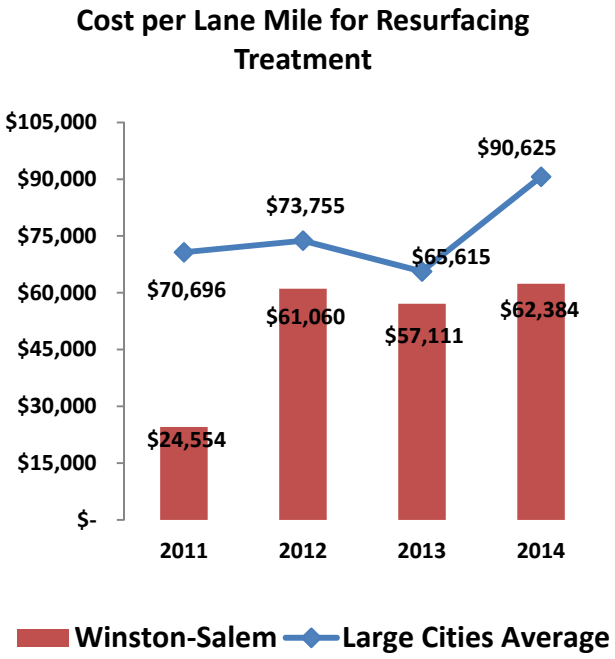


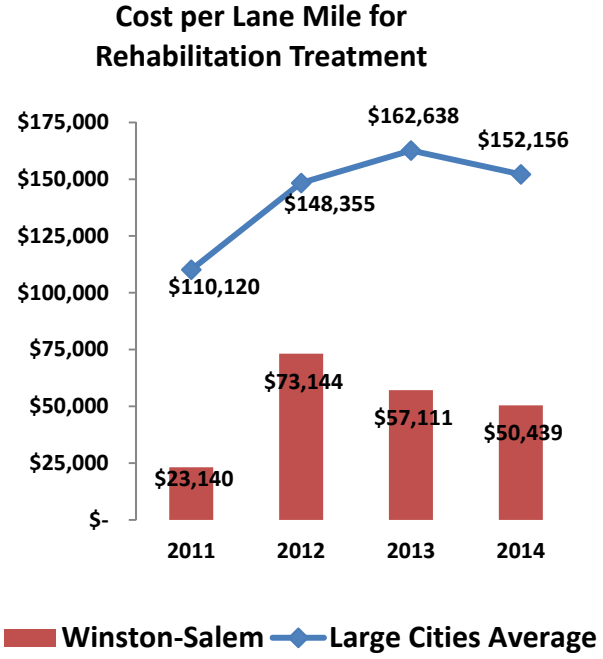


Asphalt Maintenance and Repair Efficiency Measures

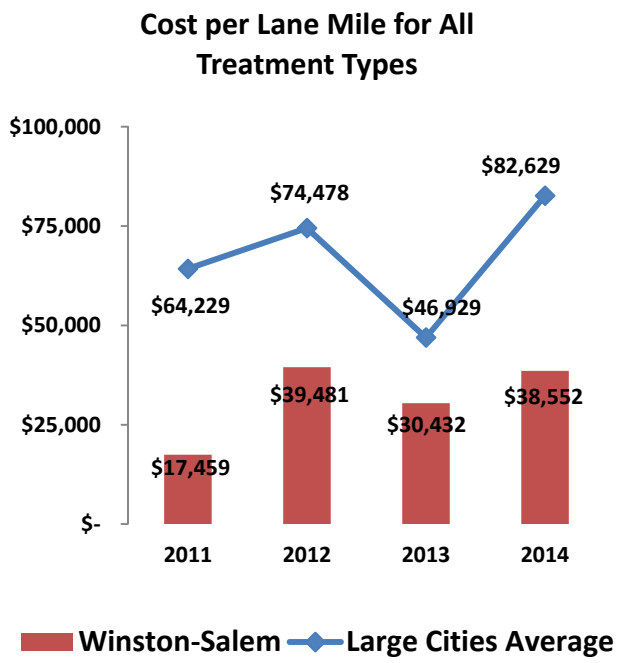


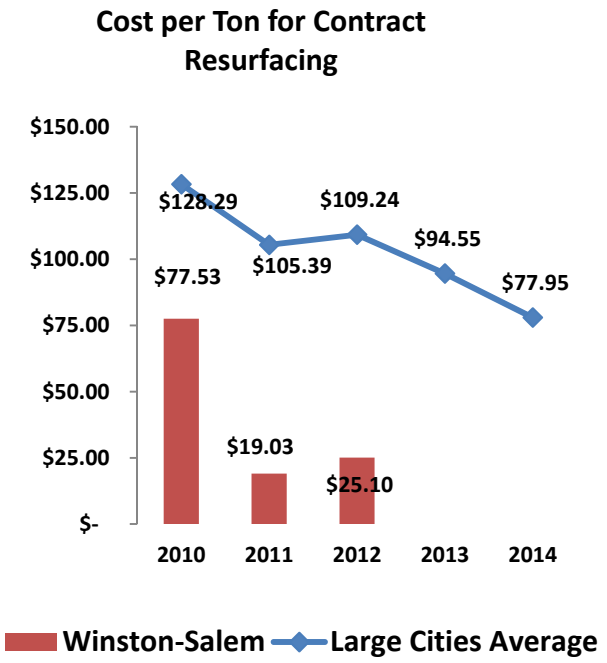




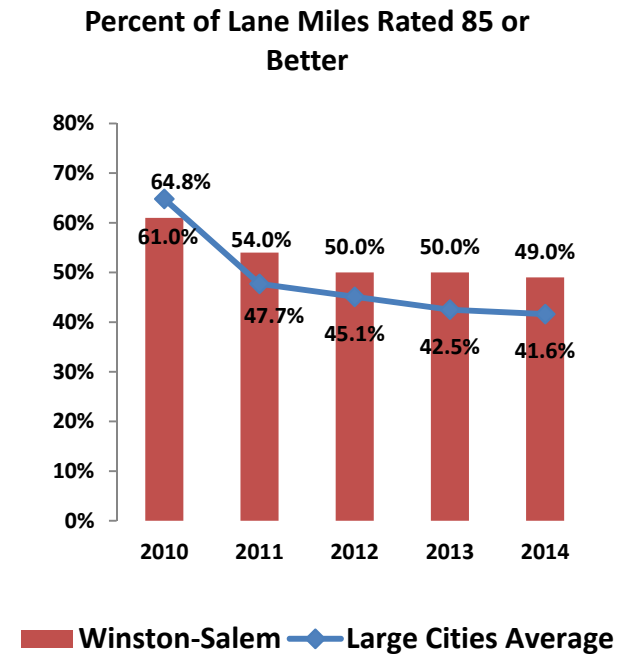


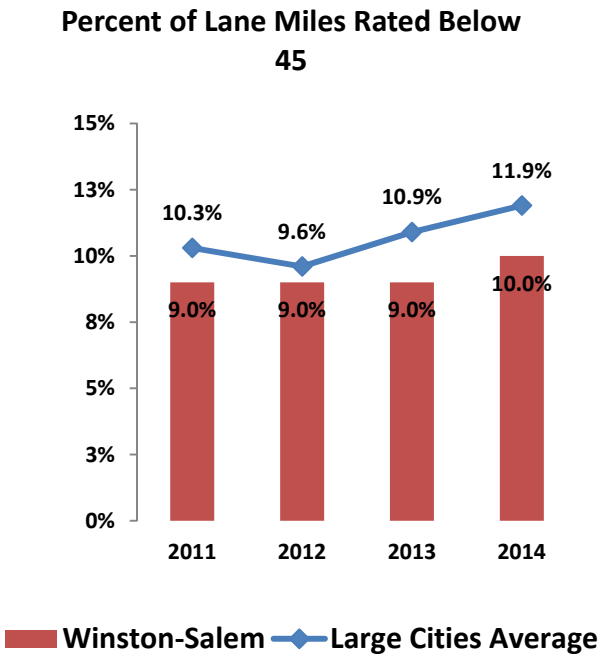
Asphalt Maintenance and Repair Efficiency Measures



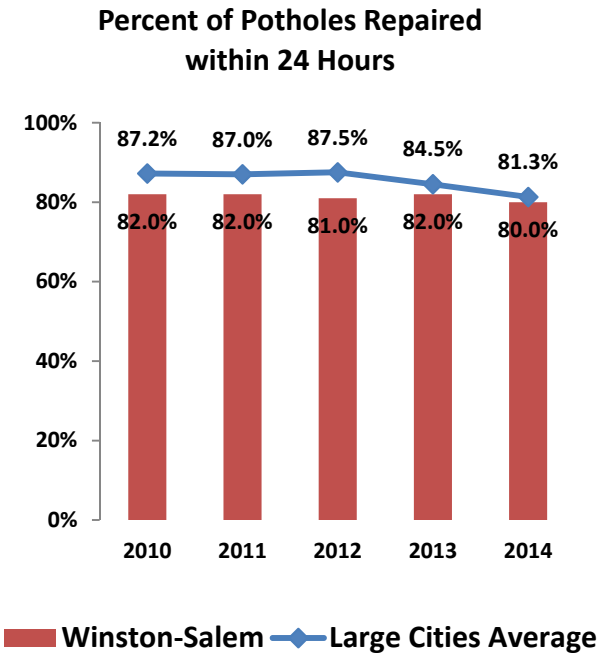


Asphalt Maintenance and Repair Effectiveness Measures





Asphalt Maintenance and Repair Effectiveness Measures



Findings

- Resource measures since FY 2009-10 show that Winston-Salem's costs per capita and costs per lane mile maintained were well below the large cities average. However, if the data from the City of Charlotte and the Town of Cary, which is substantially higher than the other cities, is removed, Winston-Salem's costs are closer in terms of cost per capita, although still lower than the other cities average. Removing Charlotte and Cary from the cost per lane mile maintained results in Winston-Salem costs being higher than the other cities average.

- Costs for Winston-Salem since FY 2009-10 alternate up and down each year. This is mainly due to the issuance of two-thirds bonds every other year by the City for additional street resurfacing.

- The number of potholes per lane mile maintained fluctuates from year to year for both the City of Winston-Salem and the comparison cities. While snow and ice removal costs are not included in the costs for Asphalt Maintenance and Repair, snow and ice events do affect the lane miles in the city and can contribute to an increased number of potholes.

- The City compares similarly to the other cities' average for the number of lane miles maintained per 1,000 population. This workload, along with the lower costs per capita, shows Winston-Salem with a consistently lower cost of maintenance per lane mile maintained. Charlotte, and Cary drive the other cities' average higher.

- Effectiveness measures involving the Pavement Condition Rating (PCR) showed that Winston-Salem is better than the comparison cities with the percent of lane miles rated 85 or better as well as the percent of lane miles rated below 45. The goal is 85% of streets with a PCR of 85 or better. For FY 2013-14, Winston-Salem has 49% of streets rated at this level. However, with the approval of over $15 million dollars for street resurfacing in the

2014 bond referendum, the City expects that number to increase to about 60% of streets rated at 85 or better, once resurfacing is complete.

- Data for the percent of potholes repaired within twenty-four hours shows Winston-Salem performing slightly below the large cities average. Winston-Salem has consistently repaired 81-82% of potholes within twenty-four hours since FY 2009-10. While the number of potholes varies from year to year, the effectiveness of City crews to repair them in a timely manner has remained above the City's benchmark of repairing 80% within twenty-four hours.

FIRE SERVICES

Fire Services refers to activities and programs relating to the prevention and suppression of fires, responses to calls for service, rescue service (if provided), fire inspections (if provided), responses to hazardous materials calls (if provided), and fire education services. The services provided by fire departments vary from city to city, but the common goal remains the same: to protect the lives and property of the community served. Below are notes from the Benchmarking Report on Fire Services performance measures:

SUMMARY OF KEY DIMENSIONS OF FIRE SERVICES

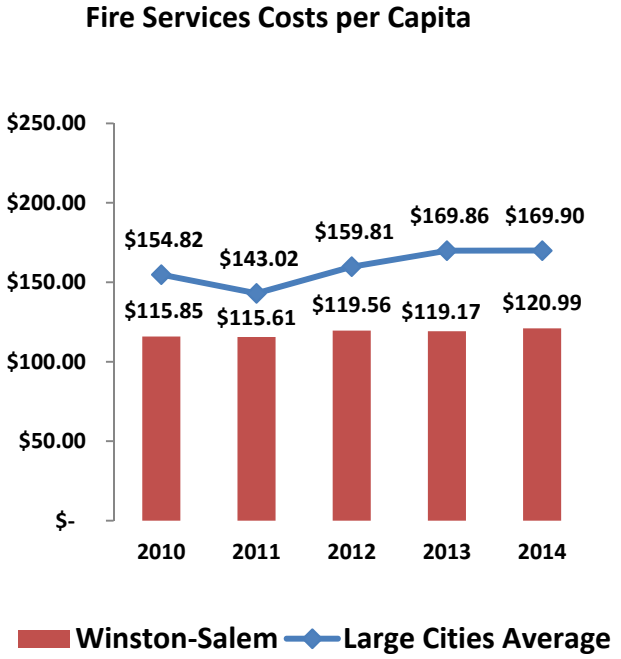
City or Town	Population Served	Land Area in Square Miles	Value of Property in Service Area (In Billions)	Total Number of Fire Department Responses	Fire Code Violations Found	Number of Community Fire Stations	Number of Fire Services FTEs	Insurance Service Office (ISO) Rating
Cary	146,202	56.9	$22.3	7,593	4,348	8	225	3
Charlotte	803,875	312.0	$91.4	103,474	41,042	41	1,171	3
Greensboro	287,426	139.2	$25.8	33,803	11,049	24	551	1
High Point	117,028	66.7	$9.8	12,189	2,525	14	224	2
Winston-Salem	235,527	132.4	$19.9	20,698	10,381	19	343	3

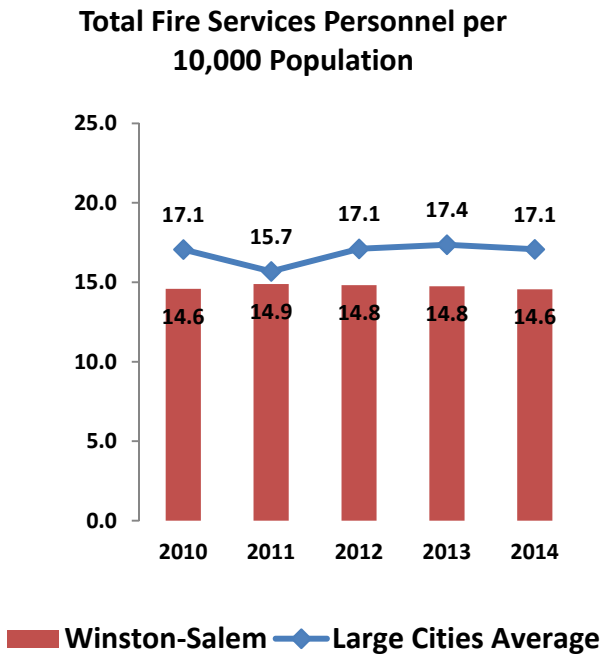
EXPLANATORY FACTORS

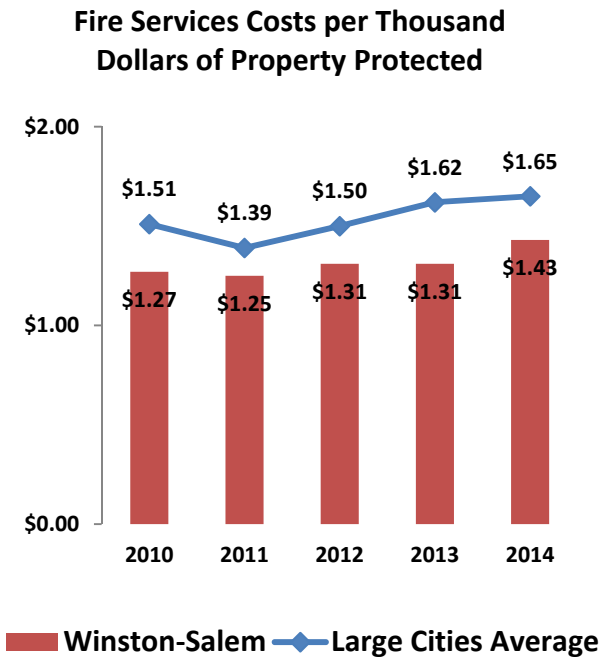
These are factors that the project found affected fire services performance and cost in one or more of the municipalities:

- Population and area served
- Value of property area protected in service area
- Number of engine companies
- Number of fire department responses
- Fire code violations
- ISO rating
- Age of housing stock

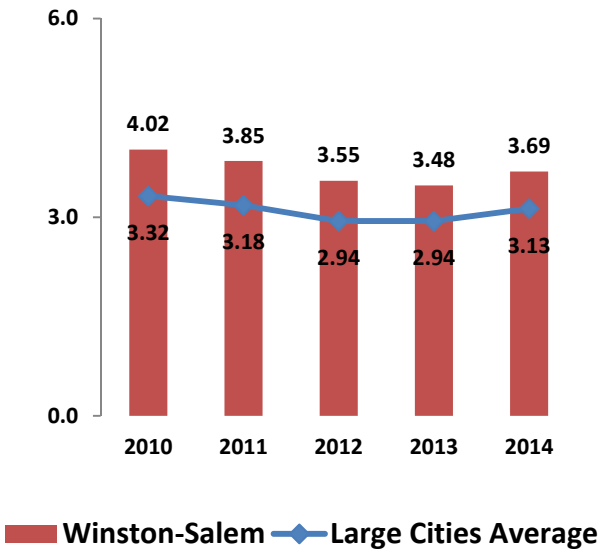
Fire Services Resource Measures

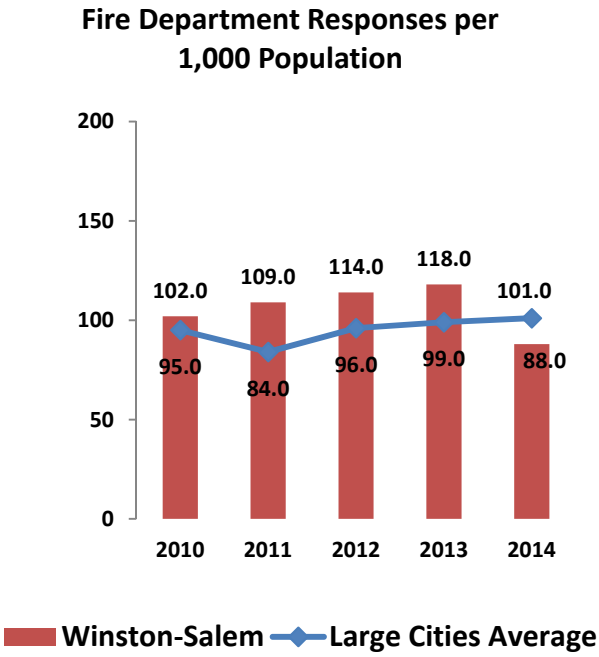


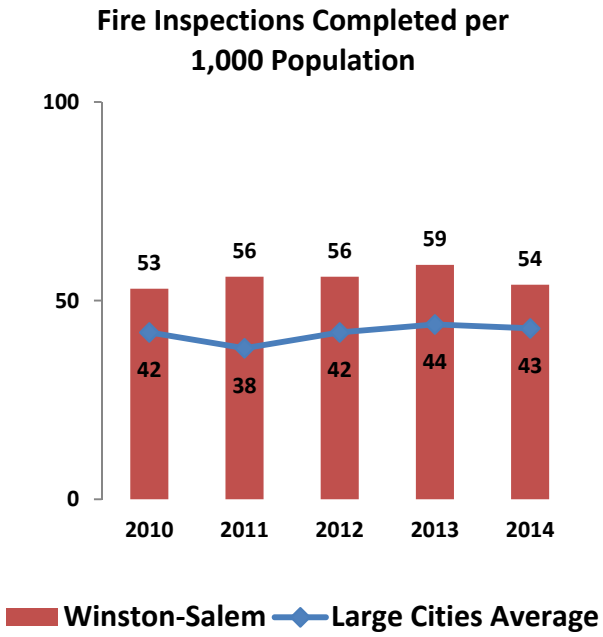




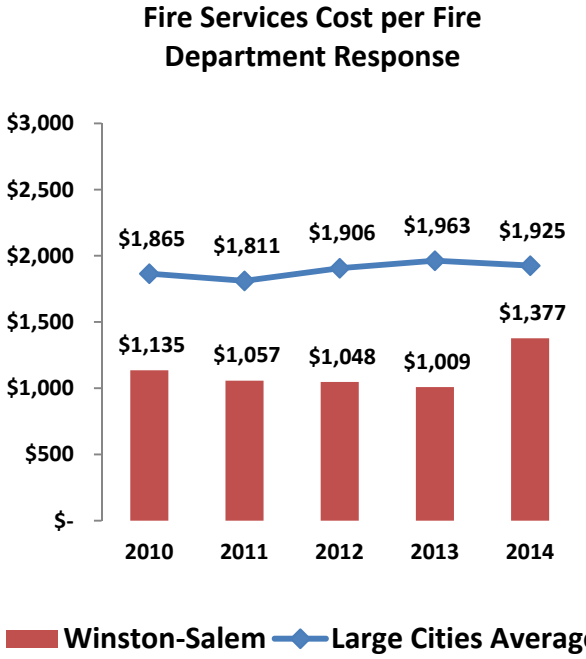
Fire Services Workload Measures

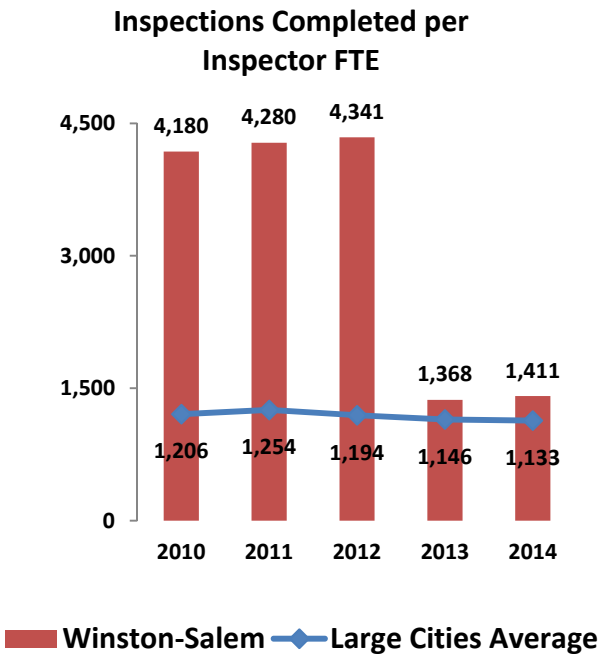




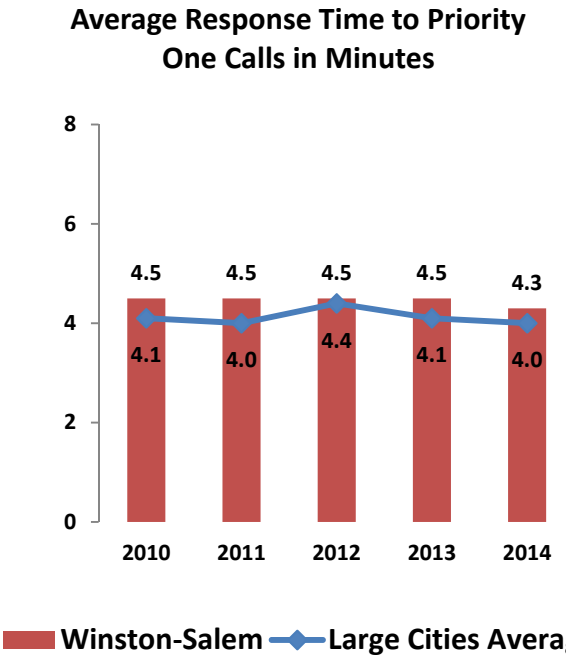


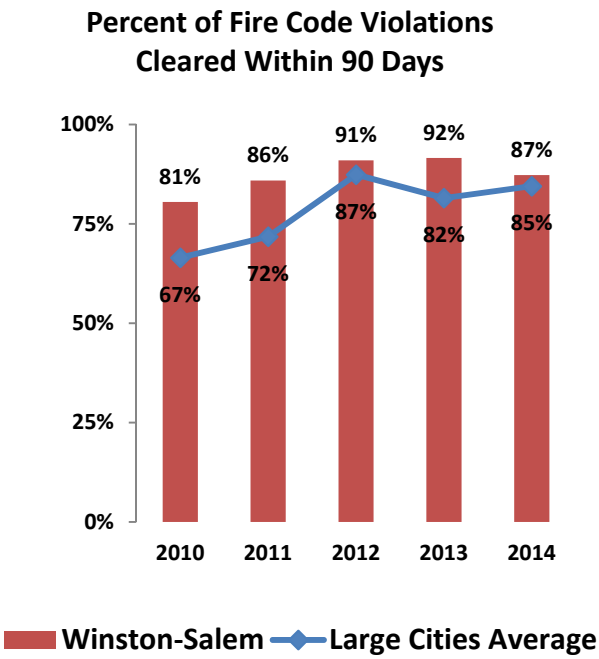
Fire Services Efficiency Measures



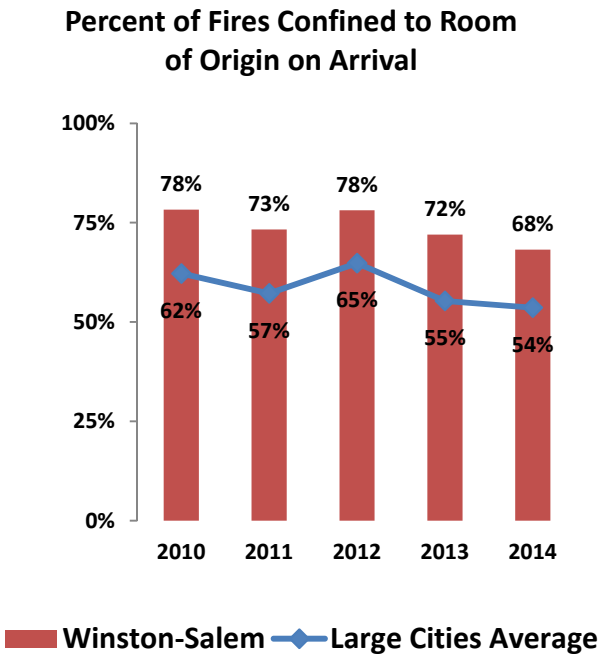


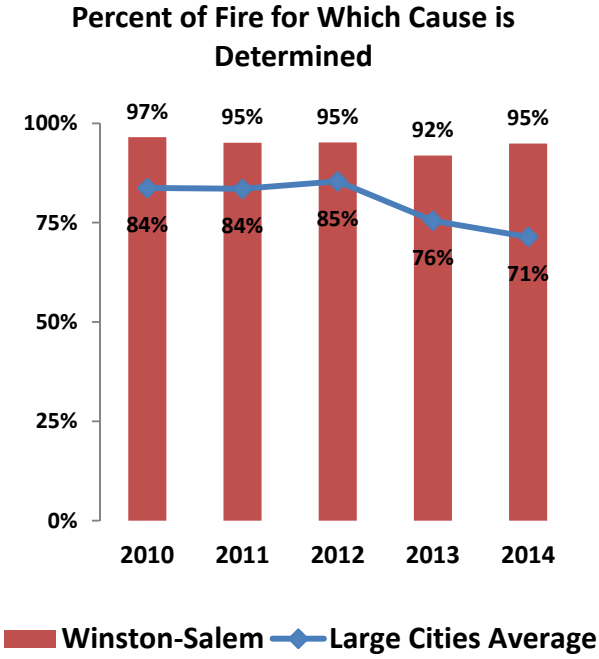
Fire Services Effectiveness Measures

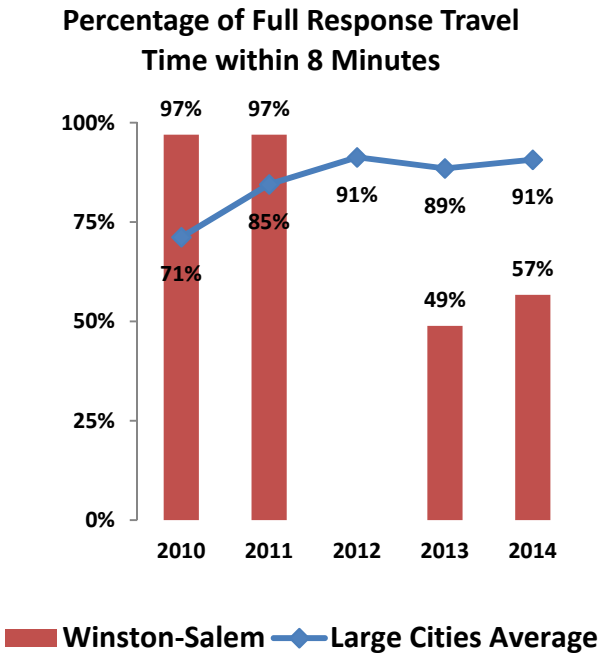


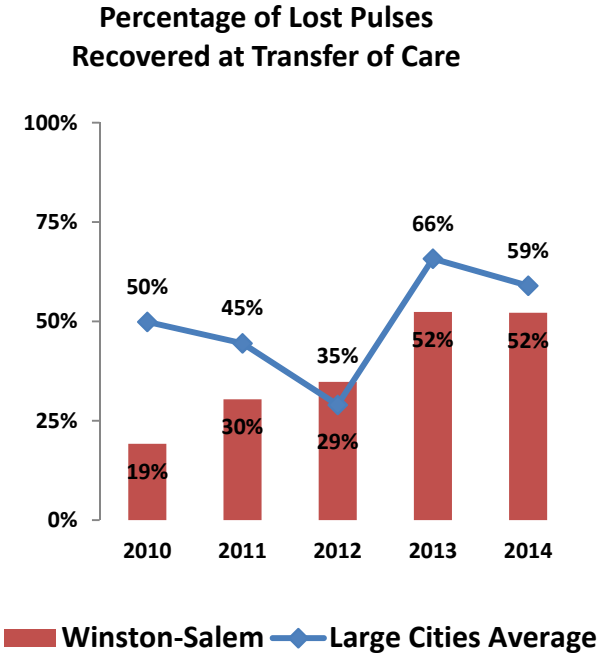


Fire Services Effectiveness Measures









Findings

- Resource metrics show that the Winston-Salem Fire Department (WSFD) receives fewer resources, on average, than the other large cities. In FY 2013-14, costs per capita for WSFD were 28.8% lower than the comparison group and personnel per 10,000 population were 14.6% lower than the comparison group.

- Workload measures show that the City of Winston-Salem experiences a few more actual fires per capita than the average. This may be partially due to the age of the building inventory in the City. The number of fire department responses per 1,000 population had been above the average for several years; however, there was a significant decrease in FY 2014 due to a change in the response protocol related to medical calls. The change in responses caused a 25% reduction in the total number of calls between FY 2012-13 and FY 2013-14. Winston-Salem completes more fire inspections per 1,000 population than the average because the City's fire inspection schedule is more stringent than what is required by State law and what other cities are doing.

- The cost per fire department response for Winston-Salem is significantly lower than the average, mostly due to the amount of resources (particularly personnel). The increase in the cost per response in FY 2013-14 for WSFD is related to the number of medical call responses. The denominator of this ratio includes all calls. As such, the significant annual increase in this measure is a reflection of fewer calls, not higher costs.

- In FY 2012-13 and FY 2013-14, the inspections completed per inspector FTE are much closer to the average than in prior years. This is due to a change in the way City staff counted inspection positions. Because the City handles many inspections in its operations division (firefighters on the truck), the measure was capturing total inspections but dividing by the number of inspectors. To create the necessary apples-to-apples comparison, City staff changed the personnel calculations to reflect that operations staff were performing inspections as well. After doing so, Winston-Salem fell much closer to the average.

- Average first-in response times are slightly higher than the average over the five-year window. Winston-Salem falls in the middle of the group in number of square miles per fire station; however, the City is much closer to the top in square miles per front line apparatus. This again may reflect the lower level of resource availability for WSFD in showing that each company protects, on average, a larger area.

- The method for how the percent of full response within eight minutes is measured changed in FY 2011-12 and FY 2012-13. It was found that the City was not reporting this measure consistent with the instructions in the benchmarking project. No data is given for FY 2011-12 as staff was working to create the methodology for measuring this metric. City staff is continuing to speak with peer cities to make sure that we are measuring this metric the same way as others. Given Winston-Salem's position in comparison to the other cities, one would expect more fire damage; however, the City actually ranks very close to the top in confining fires to the room of origin. Staff will continue to refine the way this measure is calculated to ensure that an apples-to-apples comparison is made.

BUILDING INSPECTIONS

Building inspection services refers to permit issuance and inspections for building, electrical, mechanical (including heating and cooling), and plumbing work on new residential and commercial construction or additions and alterations to enforce the North Carolina State Building Code and related local building regulations. The inspection process includes the receipt of permit applications, review of plans and specifications, issuance of permits, and follow-up field inspections to ensure compliance. Excluded are the enforcement of zoning and subdivision

regulations, fire codes, minimum housing codes, erosion and sedimentation control regulations, watershed regulations, historic preservation ordinances, and other development regulations or plans.

SUMMARY OF KEY DIMENSIONS OF BUILDING INSPECTIONS

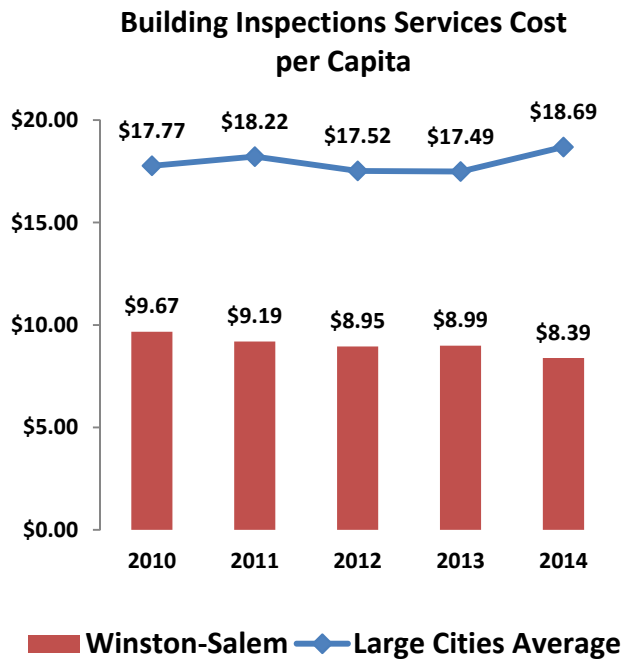
			INSPECTIONS							
City or Town	Area Served (in Square Miles)	Population Growth from 2000 to 2012	Building	Electrical	Mechanical	Plumbing	Total	Number of Plan Reviews	Building Inspector FTEs	Total Staff FTEs
Cary	66.9	47.2%	28,752	16,718	15,985	12,166	73,621	4	21.0	45.6
Greensboro	133.1	21.6%	20,733	13,663	11,239	9,229	54,864	5	13.0	28.0
High Point	60.2	22.9%	11,090	6,523	5,260	3,688	26,561	2	10.0	18.0
Winston-Salem	396	25.0%	15,560	12,353	14,921	9,678	52,512	4	14.0	26.9

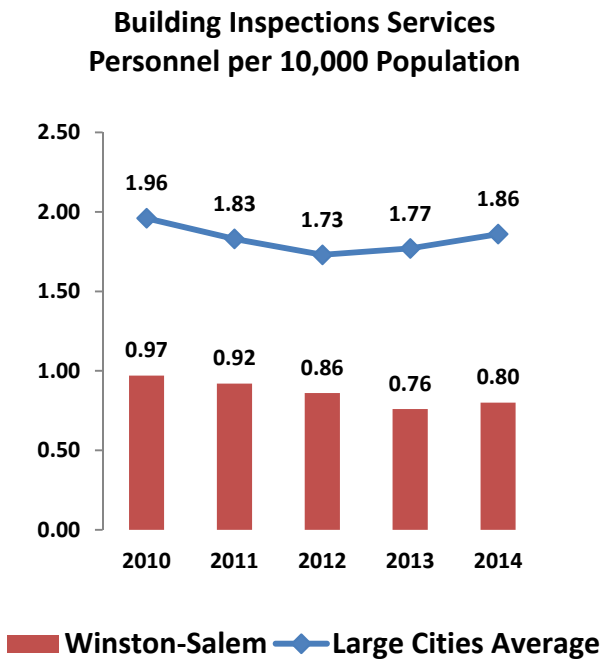
EXPLANATORY FACTORS

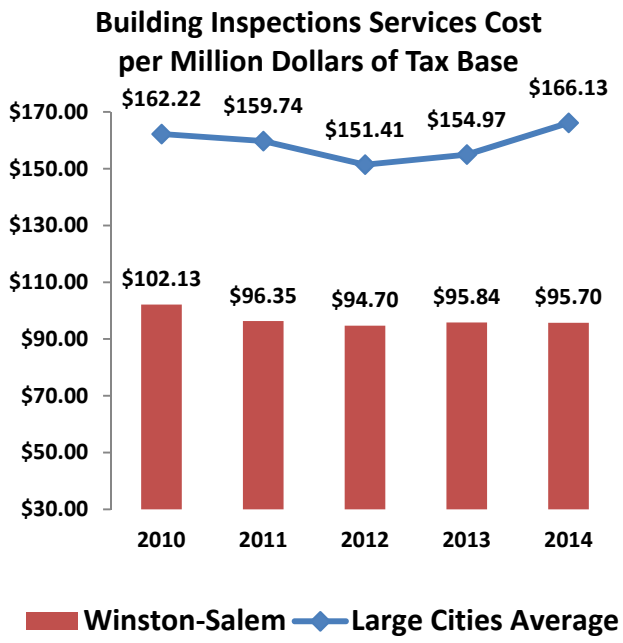
These are factors that the project found affected building inspections performance and cost in one or more of the municipalities:

- Rate of growth and development in city
- Size and complexity of construction projects
- Geographic area served by county building inspections
- Inspectors' enforcement of local development regulations
- Emphasis given to plan review in each jurisdiction
- Inspector specialization
- Organization of the building inspection function

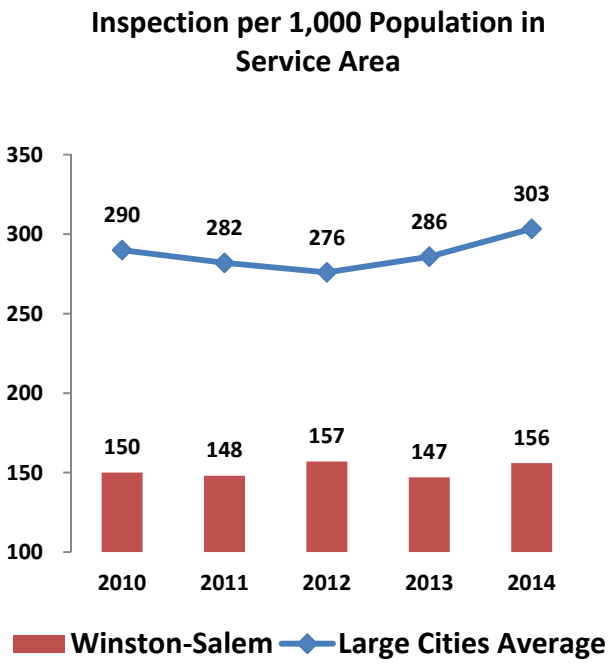
Building Inspections Resource Measures

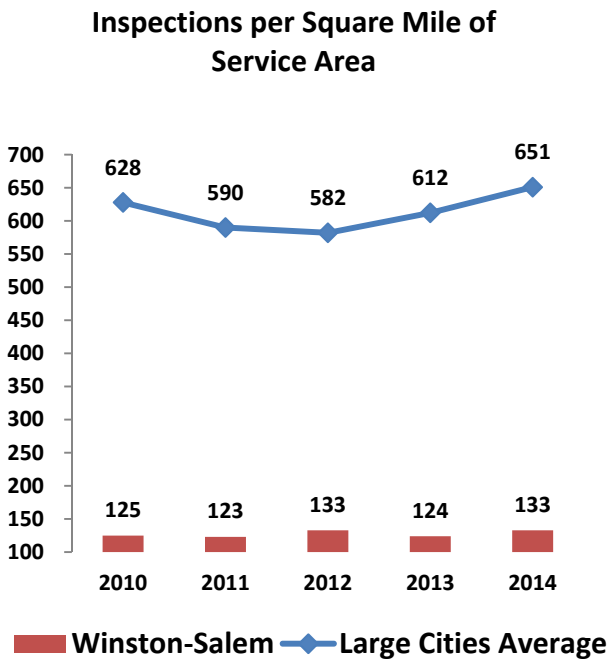


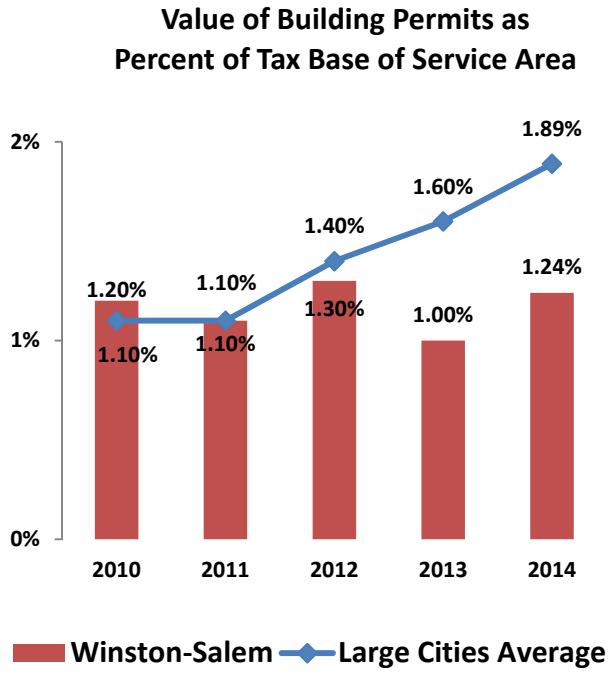


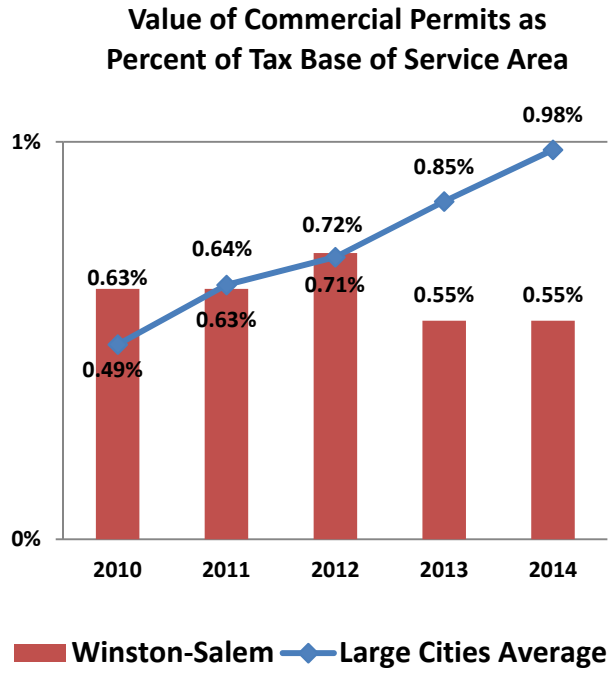


Building Inspections Workload Measures

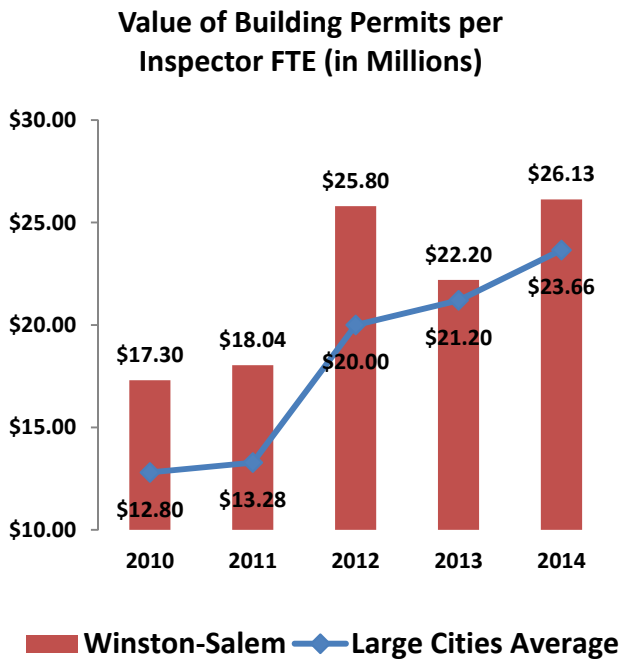




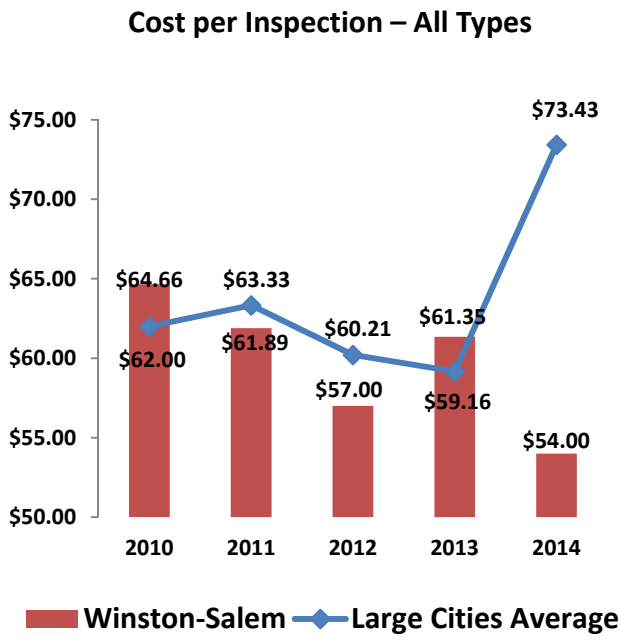


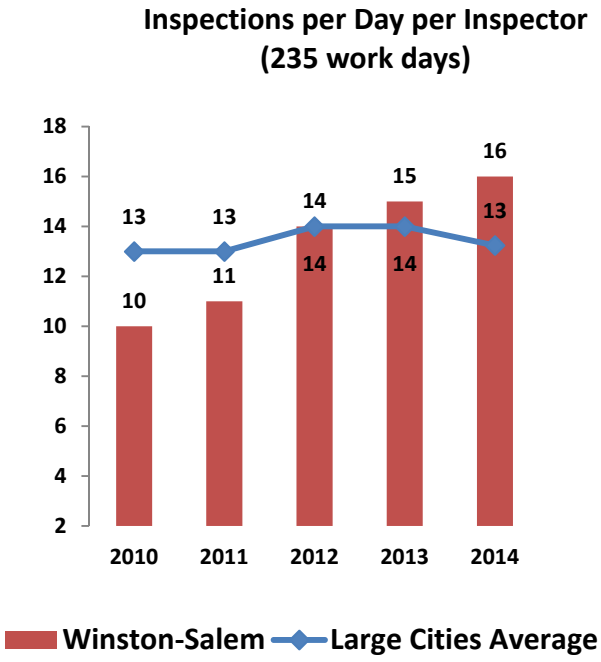


Building Inspections Workload Measures

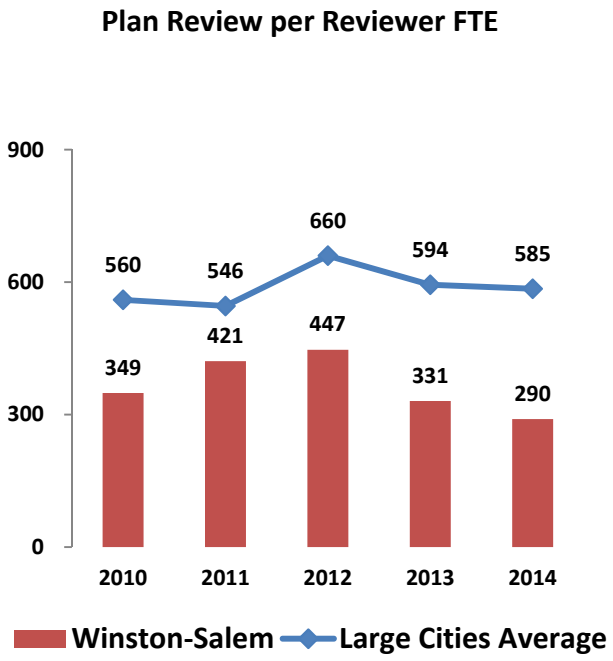


Building Inspections Efficiency Measures

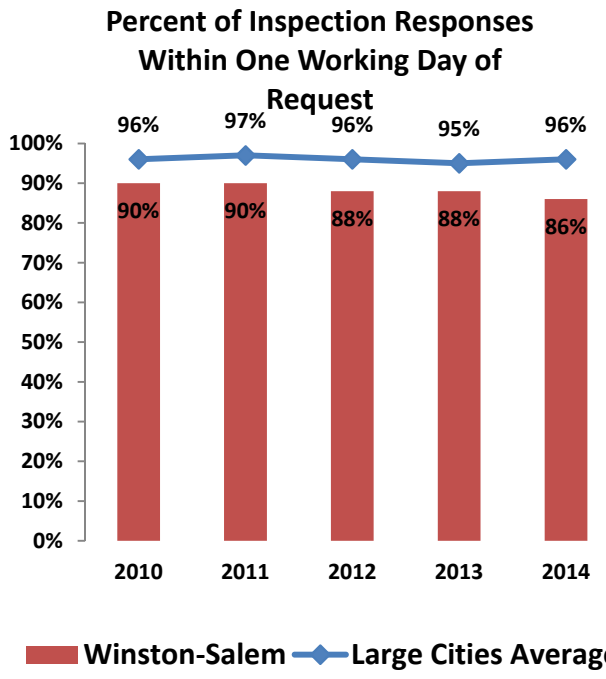


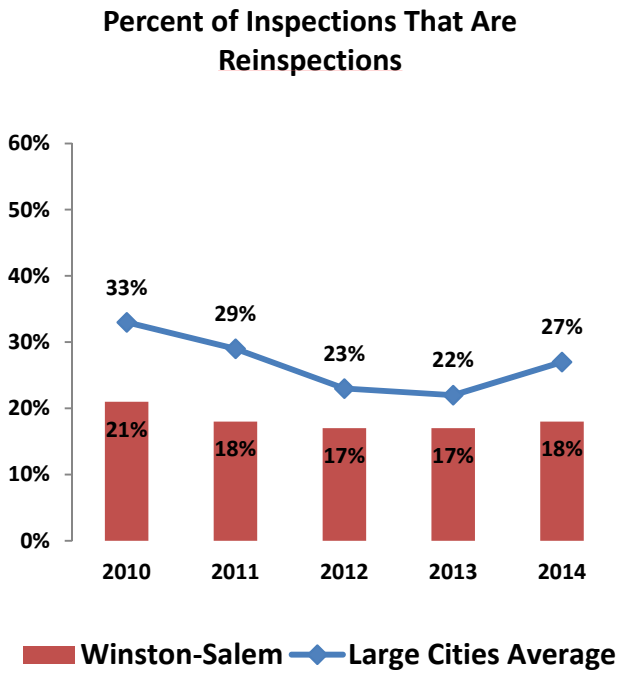


Building Inspections Efficiency Measures



Building Inspections Effectiveness Measures





Findings

- Winston-Salem inspection services cost per capita was significantly below the other comparison cities' average over the five-year period. The Town of Cary drives the large city comparison higher. When removing Cary's average from the cost per capita, the large city average for FY 2013-14 was $12.51, compared to $8.39 for the City of Winston-Salem.

- Inspections per square mile of service area shows Winston-Salem with significantly lower numbers. The City's service area covered by square miles is larger than the other comparison cities. Winston-Salem serves all of Forsyth County, except the Town of Kernersville. Cary and Greensboro are still completing more building inspections, mainly because of the increased complexity of the units being built and how the municipalities count the inspections. Some municipalities count per unit, and others count per building complex.

- Winston-Salem was significantly lower in cost per inspection as compared to other cities in FY 2013-14. The City of Winston-Salem charges one fee for one trip. It appears that other municipalities' charge multiple fees and record multiple inspections for an inspection request that may require only one site visit.

- The City of Winston-Salem is slightly below the average of other cities in regards to the number of inspection responses within one working day of request. It is the policy of the Inspections Division to respond to inspection requests within one working day. Eighty-six percent of the time it achieves this goal.

FLEET MAINTENANCE

Fleet maintenance represents the scheduled and unscheduled maintenance of rolling stock performed by the central garage and contractual work assigned by the central garage. This includes preventive, predictive, corrective, and breakdown maintenance. Excluded from this definition are rolling stock not maintained by the central garage and the broader activities of fleet services, such as rolling stock replacement and disposal, fuel station operation, and pool vehicle management. Below are notes from the Benchmarking Report on Fleet Maintenance performance measures:

SUMMARY OF KEY DIMENSIONS OF FLEET MAINTENANCE

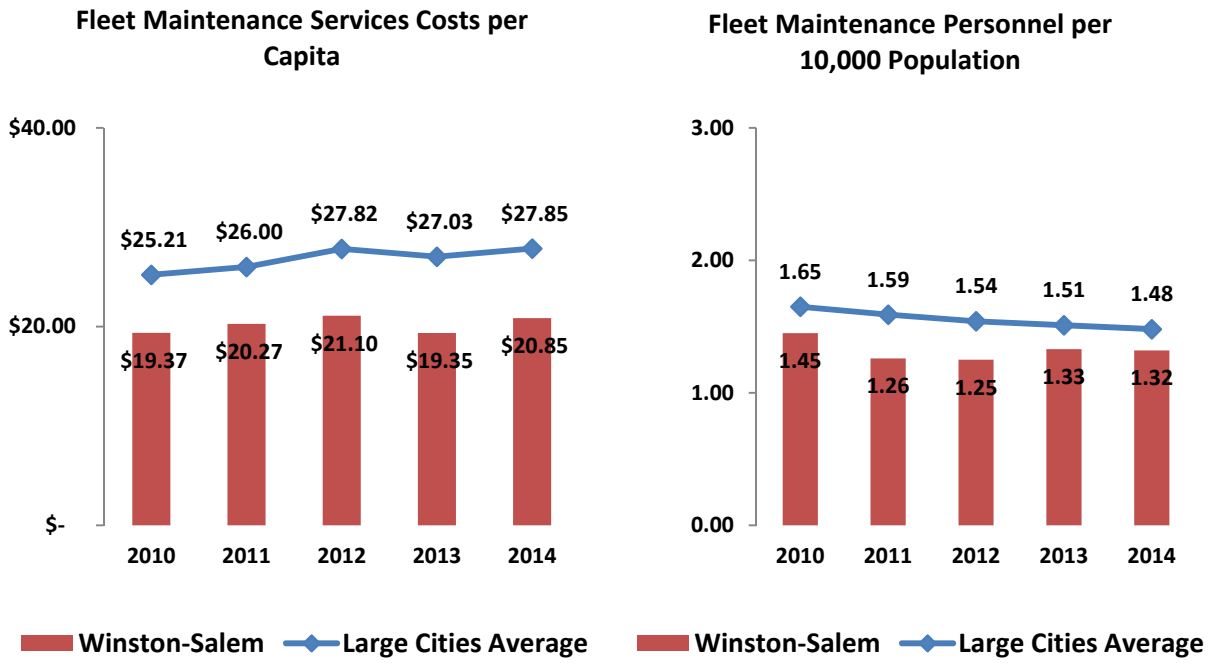
City or Town	Number of Rolling Stock Maintained	Average Age of Rolling Stock (in Years)	Number of Work Orders	Number of Preventative Maintenances	Number of Work Bays	Authorized Technician FTEs	Labor Rate (Per Hour)	Parts Inventory Turnover per Year	Fund Type
Cary	852	7.0	6,076	1,902	6	8.0	$60.00	58.4	Internal Service
Charlotte	4,970	5.6	34,196	13,519	90	74.8	$65.81	9.2	General Fund
Greensboro	1,634	6.0	12,248	5,312	34	32.0	$52.00	2.1	Internal Service
High Point	922	8.6	4,691	2,146	18	11.0	$60.00	5.0	Internal Service
Winston-Salem	1,790	8.8	8,887	4,114	31	18.0	$50.00	2.7	Internal Service

EXPLANATORY FACTORS

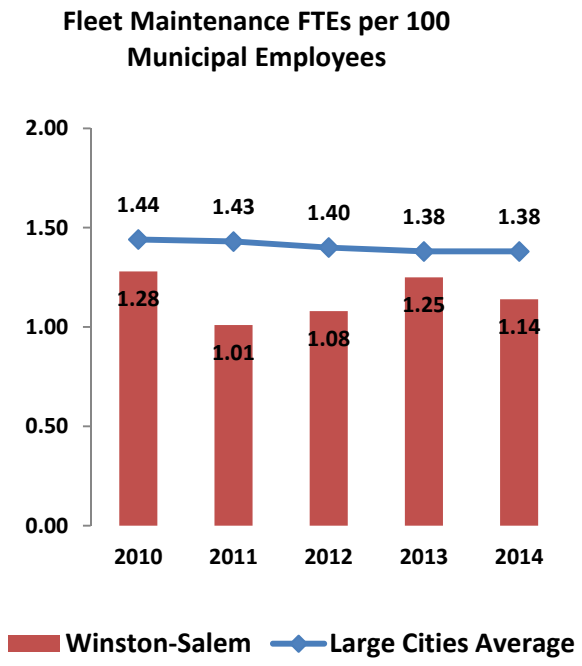
These are factors that the project found affected fleet maintenance performance and cost in one or more of the municipalities:

- Number of vehicles maintained
- Types of vehicles maintained
- Fleet replacement plan
- Average age of vehicles by type
- Average miles driven for each type of vehicle
- Preventive maintenance classification system
- Preventive maintenance schedule

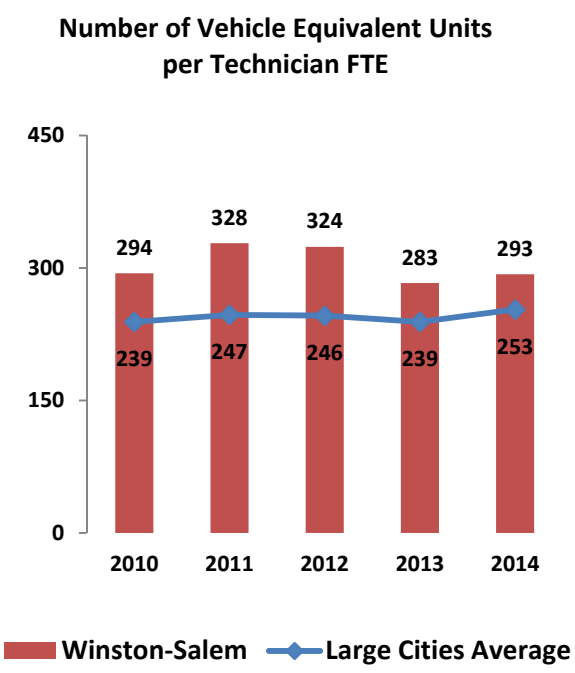
Fleet Maintenance Resource Measures

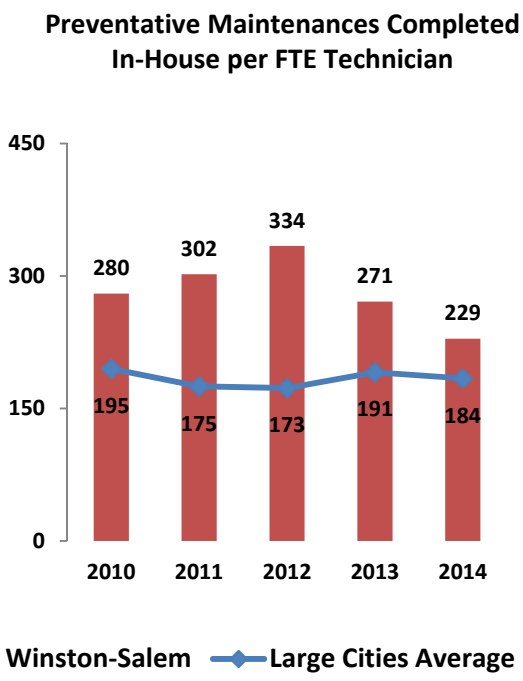


Fleet Maintenance Resource Measures



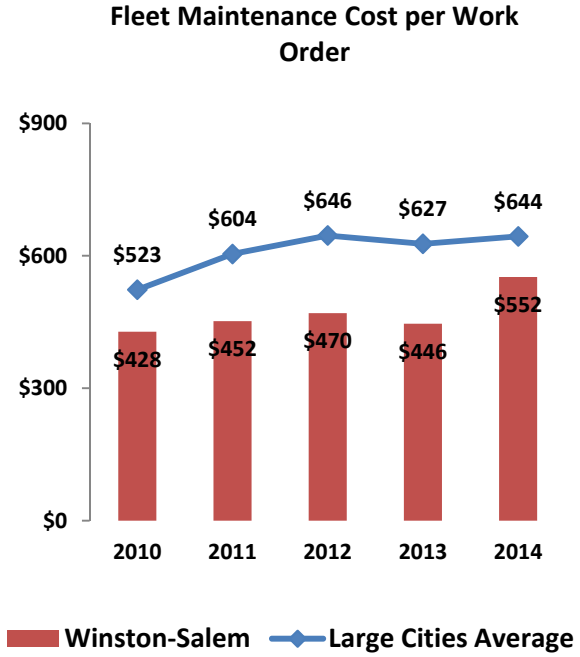
Fleet Maintenance Workload Measures

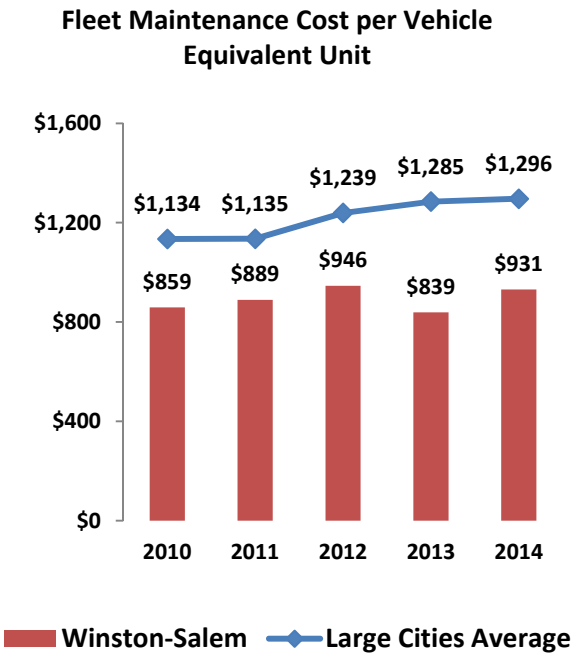


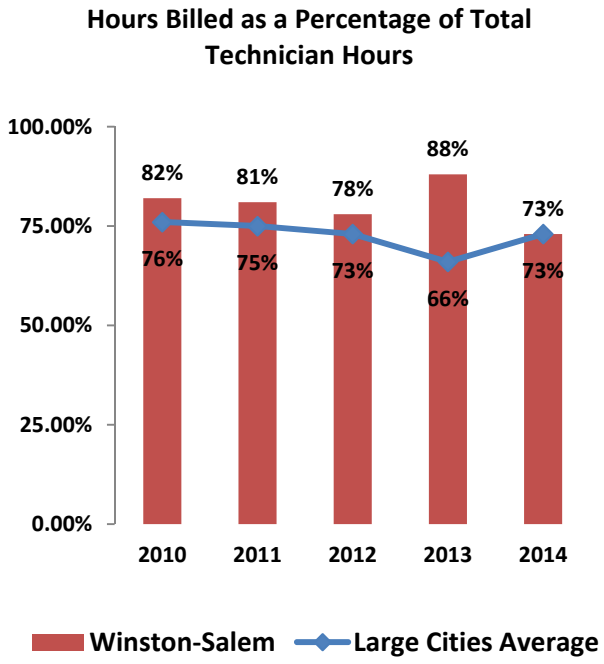


Note: Vehicle equivalent unit (VEU) is a weighted measure of the maintenance effort associated with different classes of vehicles. A normal-use car is equal to one VEU.

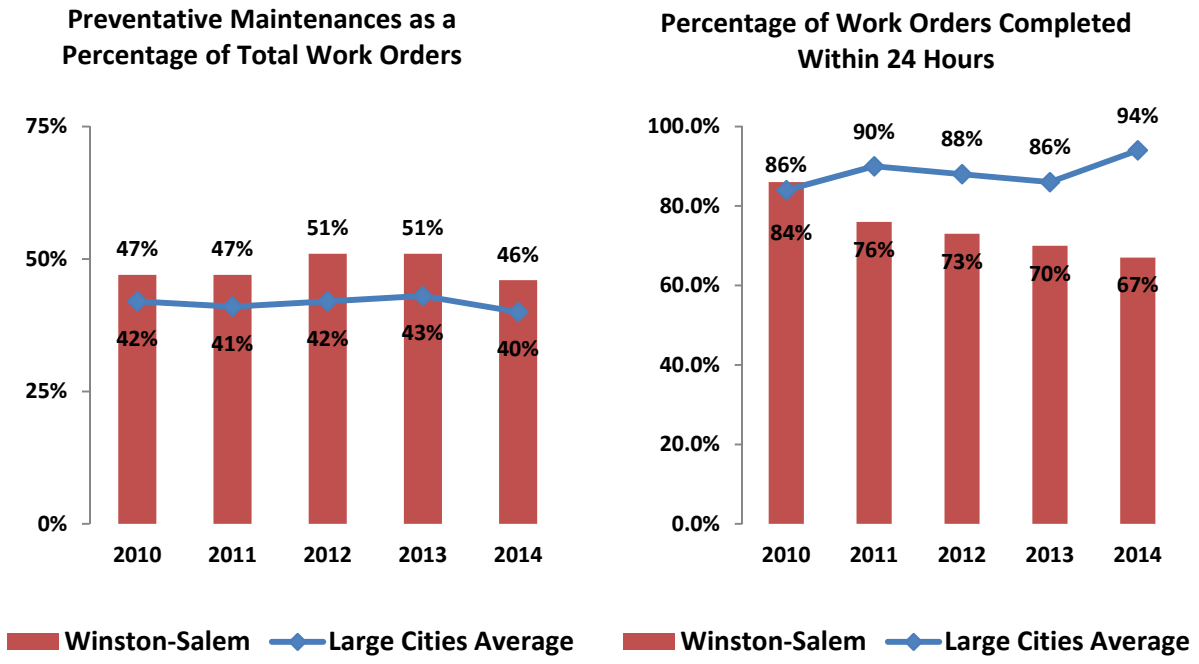
Fleet Maintenance Efficiency Measures







Fleet Maintenance Effectiveness Measures



Findings

- All three resource measures show that the City of Winston-Salem provides fewer resources for the provision of Fleet Maintenance services when compared to the average. In FY 2013-14, Fleet Maintenance services cost per capita were 25% lower than the average. Compared to the average, the City's Fleet Maintenance staff was 11% smaller. These two measures are standardized using municipal populations. Winston-Salem also services vehicles for multiple City-County operations, including the water and sewer system. In order to help account for this, the last resource measures compares Fleet Maintenance staff size by standardizing for the number of employees in the City. By this measure, Winston-Salem is 17% below the average.

- Workload measures show that Winston-Salem has fewer technicians per Vehicle Equivalent Unit (VEU) compared to the other cities. As noted above, the VEU measurement attempts to standardize vehicle maintenance efforts by class and repair types. Winston-Salem is servicing more vehicles with fewer people. The preventative maintenance workload measure shows that City technicians are completing more in-house preventative maintenance orders per staff technician than other cities. The City has a very robust preventative maintenance schedule; however, it should be noted that the number of preventative maintenances performed per technician has dropped over the last two years. This could be a reflection of the increased general repair volume. As the fleet gets older, more complex maintenance issues cause technicians to spend more time on repairs and less time doing preventative work.

- Fleet Maintenance work order costs for the City have been on a steady rise for the past five years; however, the City's cost per work order is 14% lower than the average and on a similar trend as the average over the last five years. The City's cost per VEU for Fleet Maintenance was 28% below the average in FY 2013-2014. The City has been significantly below the average for many years. This measure suggests that the City is repairing vehicles at a cost significantly lower than what other cities are paying.

- The final efficiency measure is hours billed as a percentage of total hours worked. This measure is for technicians only and is generally referred to as "wrench time," as it measures shop productivity. This

measure shows that Winston-Salem has been consistently at or above the average; however, there has been a decline over time. Turnover in technician positions may partially explain this. Until adequate training can be provided and experience built, productivity may be slightly diminished compared to prior years. The FY 2012-13 data point may be a reflection of how the City reported the number of available technicians. In FY 2012-13, the City reported 2,467 fewer billable hours than in FY 2013-14. In FY 2012-13, the City attempted to adjust the total billable hours due to significant vacancies. The resulting performance measure may be a reflection of an overly conservative estimate of lost time due to vacancy.

- FY 2013-14 data shows that preventative maintenance work orders as a percentage of total work orders dropped from prior years to its lowest point in five years. As noted earlier, the increasing age of the fleet may have caused the drop in preventative work compared to repair work in FY 2013-14.

- The City's percentage of work orders completed within 24 hours has been steadily decreasing for five years. This may be partially attributed to age of the fleet. In addition to more repairs, as the fleet ages, the time to repair vehicles may become longer as more complex repairs are needed. In the FY 2015-16 budget, two heavy equipment repair technicians were added to help deal with this issue. This measure should be monitored to determine if delays are affecting productivity for user departments.

CENTRAL HUMAN RESOURCES

Central human resources represents an internal support service. It is characterized by various functions related to the daily management of human capital or personnel, including compensation analysis; position classification; benefits administration; management of employee training and development; employee relations; position control; employee performance evaluations; recruitment and selection; occupational health, wellness, and safety programs; administration of a Human Resources Information System (HRIS); and general administration of the central human resources office. Excluded from the counts here are staff who may be assisting with certain human resource functions but who are not in the central human resources department, such as employees who might be assigned to individual departments. Also excluded from this service area is risk financing, including general liability insurance and workers' compensation.

SUMMARY OF KEY DIMENSIONS OF CENTRAL HUMAN RESOURCES

City or Town	Total Number of Authorized Municipal Positions	Average Length of Service (in Years)	Number of Position Requisitions	Number of Employment Applications Processed	Number of Retirees Serviced	Probationary Period	Turnover Rate	Number of HR FTEs
Charlotte	6,915	11.3	461	84,463	2,000	6 & 12 months	7.3%	37.0
Greensboro	3,185	11.7	294	17,603	1,532	6 & 12 months	8.5%	34.0
High Point	1,563	11.8	320	2,952	88	12 months	7.9%	12.5
Winston-Salem	2,809	11.6	514	21,420	425	None	9.0%	18.8

NOTES

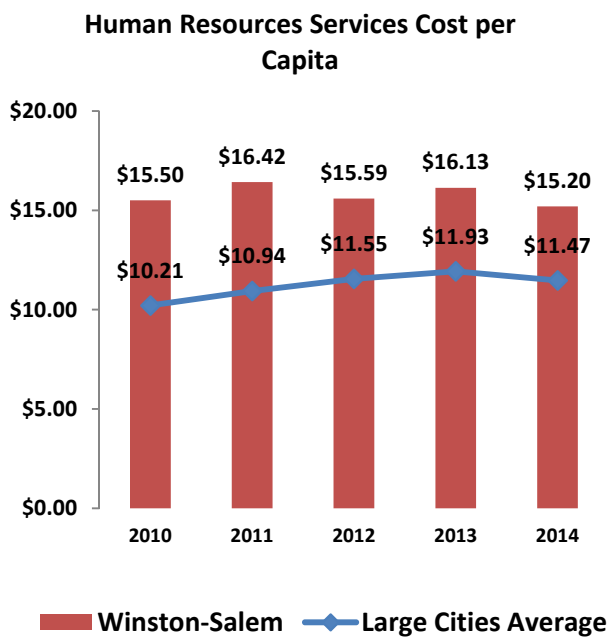
For municipalities with varying probationary periods, typically fire and/or police personnel have longer probationary periods. Winston-Salem did not have a probationary period in FY 2013-2014.

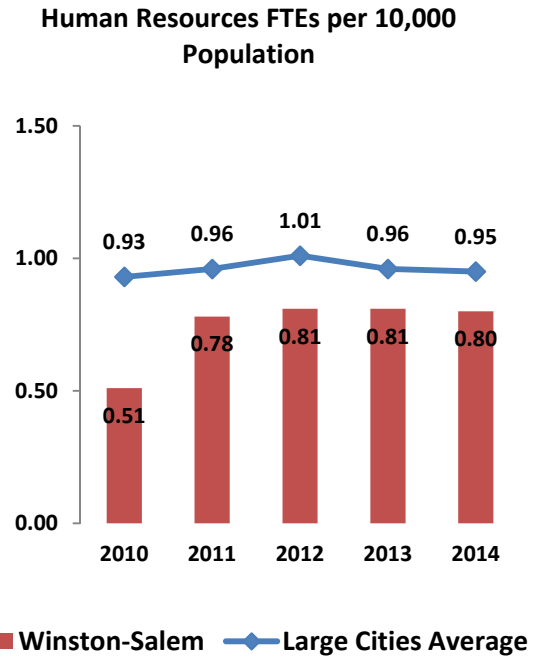
EXPLANATORY FACTORS

These are factors that the project found affected central human resources performance and cost in one or more of the municipalities:

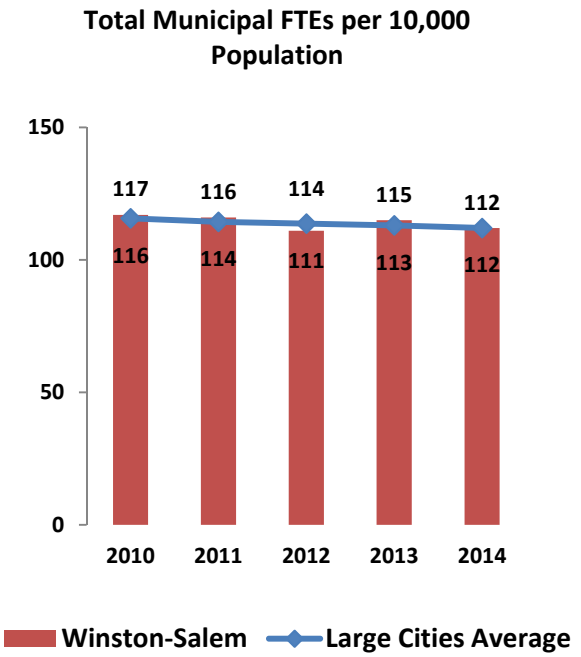
- Decentralization of HR functions
- Personnel policies
- External economic climate
- Unemployment rate
- Extent of contracting out for services
- Departmental discretion regarding vacancies
- Hiring freezes
- State and/or federal mandates

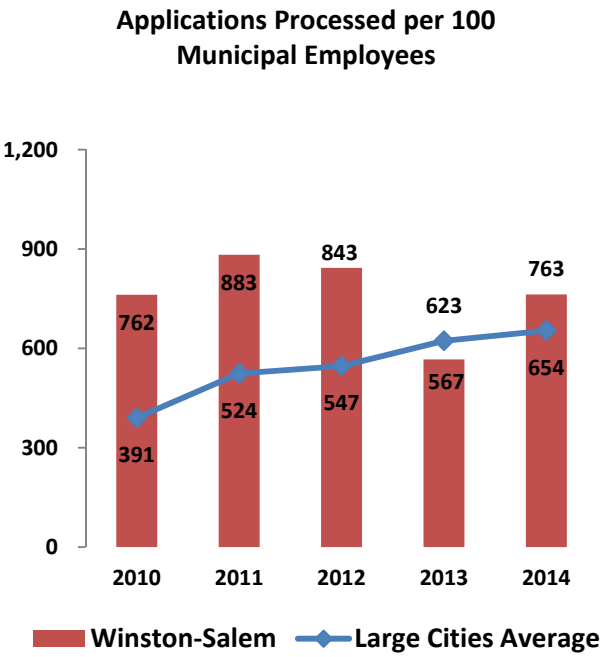
Central Human Resources Resource Measures

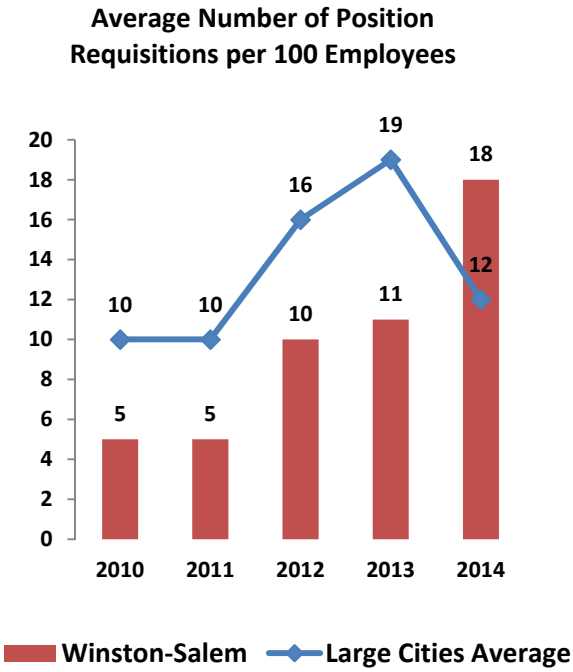




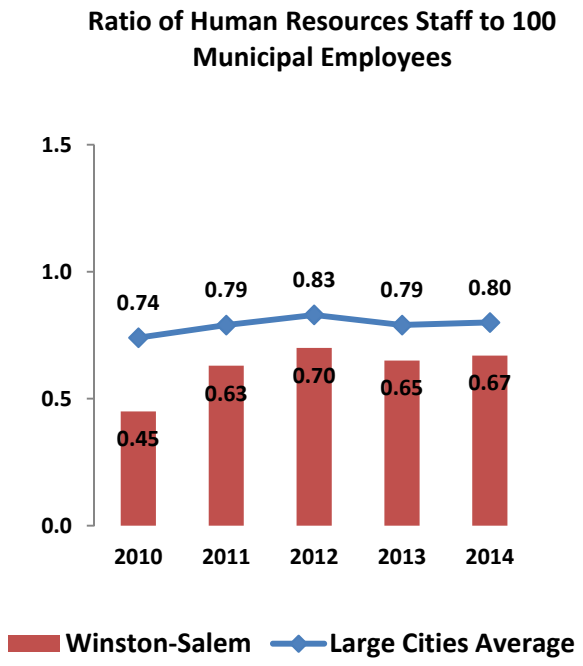
Central Human Resources Workload Measures

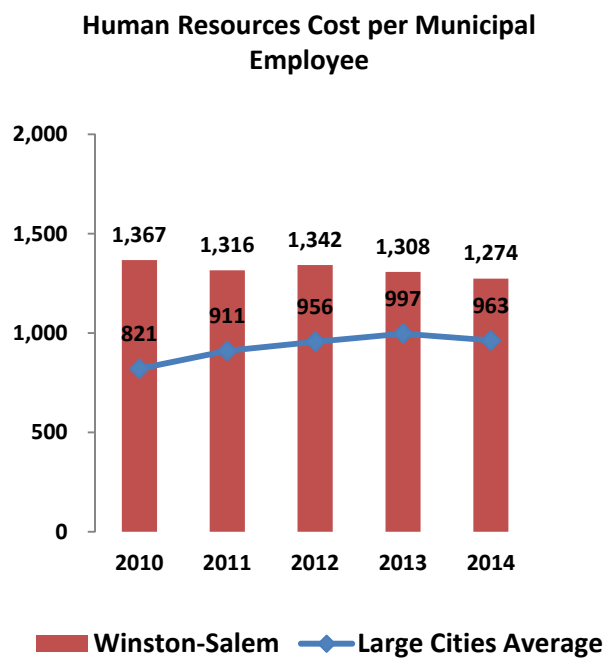




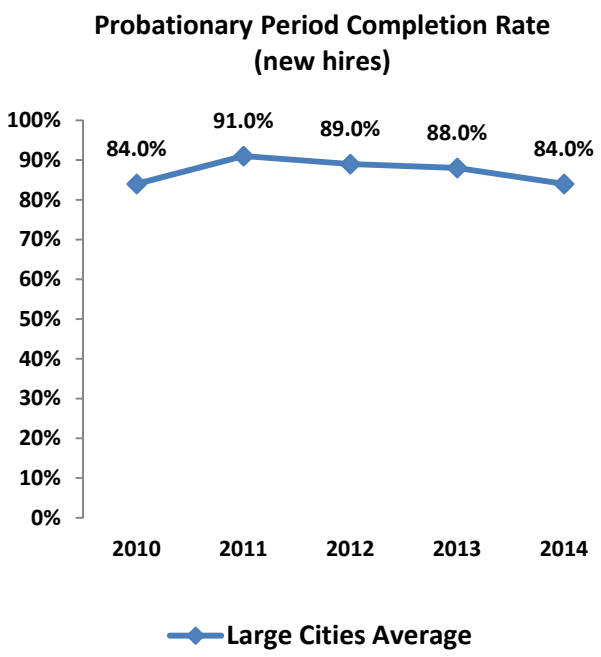


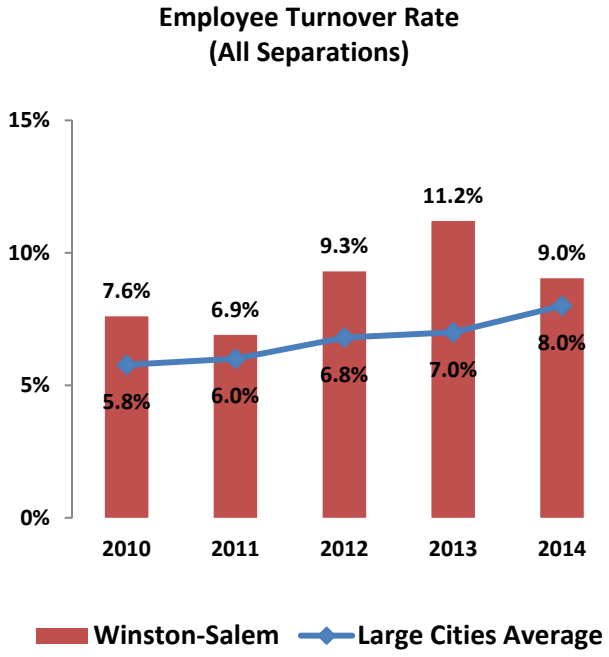
Central Human Resources Efficiency Measures



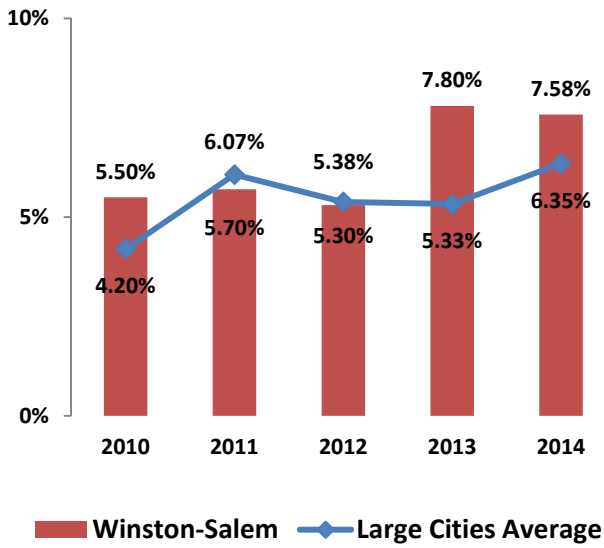


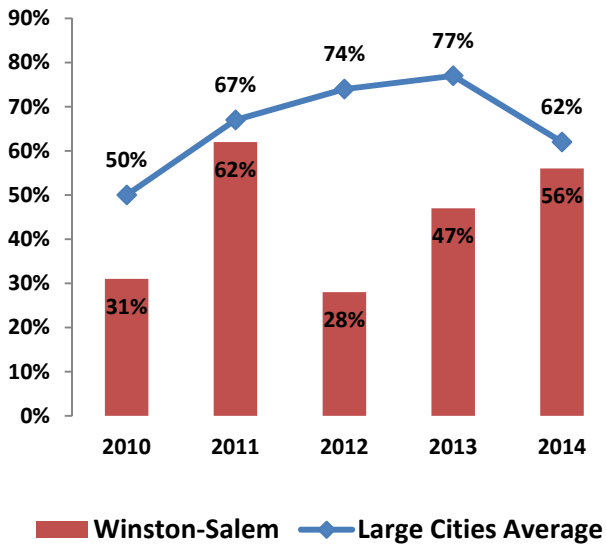
Central Human Resources Effectiveness Measures

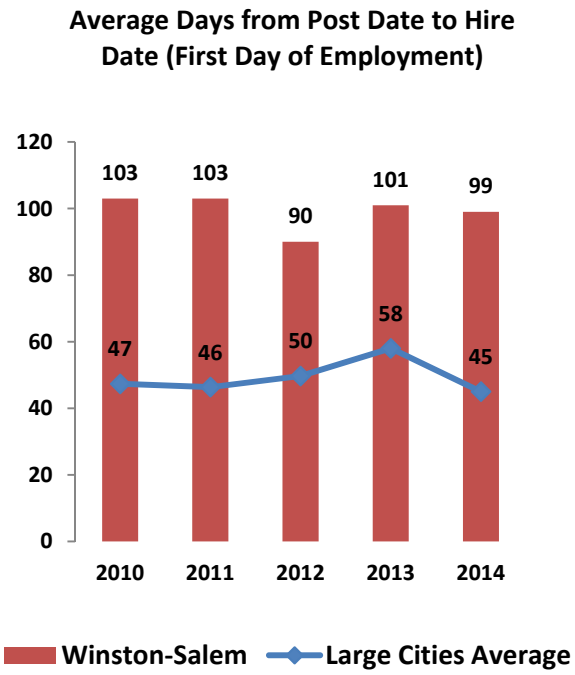




Central Human Resources Effectiveness Measures







Findings

- Resource measures show that Winston-Salem's Human Resources services cost per capita is higher than average. The City's cost per capita in FY 2013-14 was $15.20, compared to $11.47 for the other participating benchmarking cities. Some of the variance in cost can be explained by the total operating cost. For the City of Winston-Salem, a higher percentage of costs are for operating expenses compared to the other cities.

These expenses include the following: consulting services, retired life and health administration fees, health benefits administration fees, and the dental flex benefit funds.

- The effectiveness measures show that Winston-Salem has consistently been the city with the highest average number of days from post date to hire date (first day of employment). The City's average post date to hire date in FY 2013-2014 was 99 days. The average post date to hire date for the other participating benchmarking cities in FY 2013-2014 was 45 days. The City calculates the time from post date to hire by subtracting the "approved for posting date" from the actual hire date as noted in the department's system. There are also policies in place that effectively increase the start date. An example would be fire academy applicants, which can take as long as five months before all evaluations are complete. This length of hire is included in the City of Winston-Salem's benchmarking data. Positions that are posted but then held vacant for administrative reasons before being allowed to be filled can further extend the timeline.

WATER SERVICES

This service area includes the collection, treatment, distribution, and billing related to drinking water services. It includes reservoirs where appropriate, pumping stations, pipes to and from treatment plants, storage tanks, and treatment plants. Activities and costs include the operation, maintenance, and installation of infrastructure. Also included are costs and activities associated with the installation, upkeep, and reading of meters; billing and collection costs for drinking water services; and administrative activities such as planning, engineering, and testing. Excluded are reclaimed water, sewer collection, and wastewater treatment services. Below are notes from the Benchmarking Report on Water Services performance measures:

SUMMARY OF KEY DIMENSIONS OF WATER SERVICES

City or Town	Estimated Residential Population in Service Area	Service Area (in Square Miles)	Average Daily Demand for Water (in MGD)	Operating Treatment Plants	Total Treatment Capacity for Finished Water (in MGD)	Miles of Water Mainline Pipes	Number of Water Meters	Water System FTE Positions
Cary	172,762	75.5	13.8	1	40.0	994.0	62,613	76.4
Charlotte	990,977	546.0	100.6	3	242.0	4,209.0	276,450	363.0
Greensboro	278,093	148.0	32.2	2	54.0	1,486.3	103,051	160.0
High Point	109,270	64.0	12.2	1	24.0	613.4	41,847	57.5
Winston-Salem	366,243	366.0	34.7	3	91.0	2,266.3	124,497	169.0

NOTES

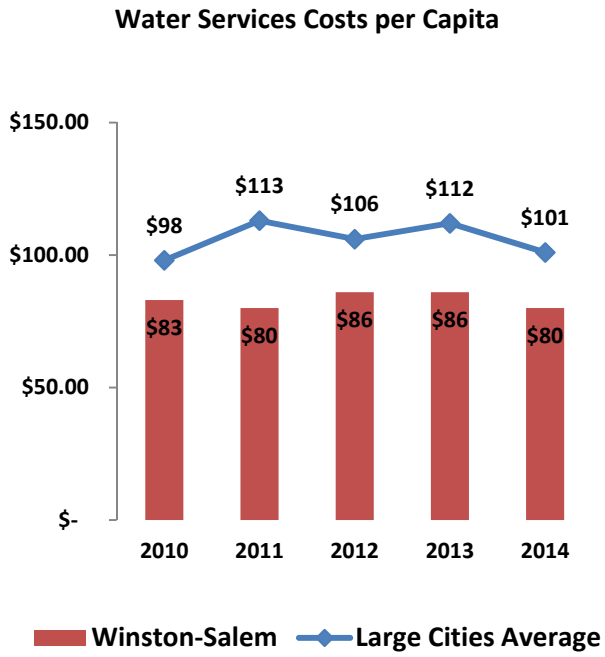
- *MGD stands for millions of gallons per day.*

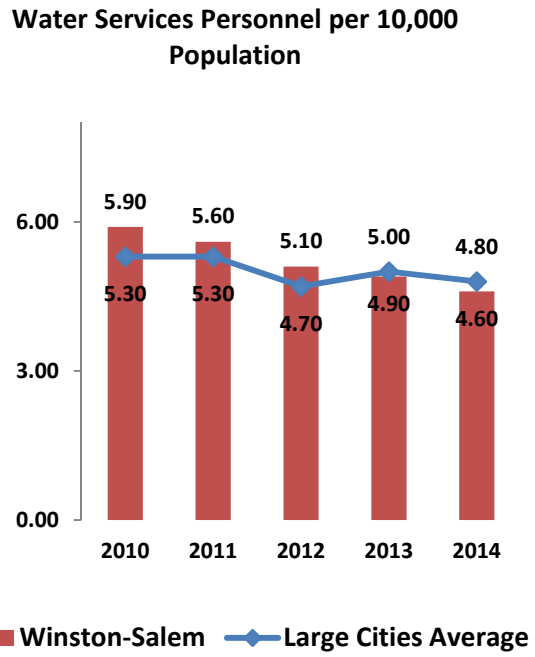
EXPLANATORY FACTORS

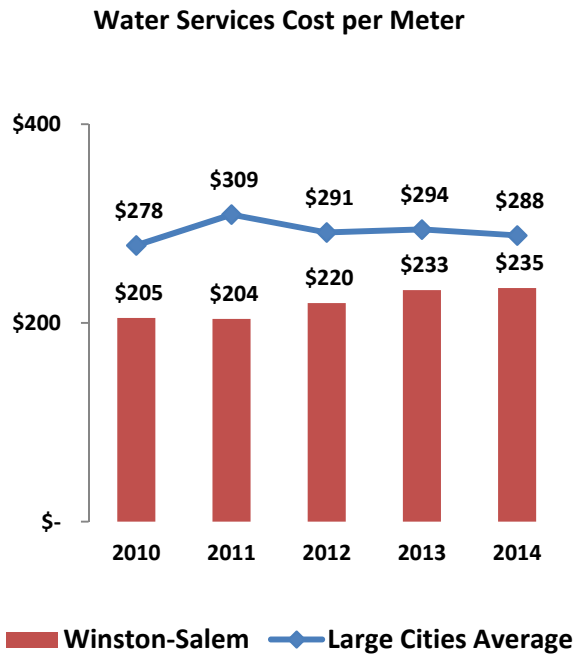
These are factors that the project found affected water services performance and cost in one or more of the municipalities:

- Topography
- Water quality of source water
- Size of service area
- Population density
- Age of infrastructure
- Growth of population and businesses

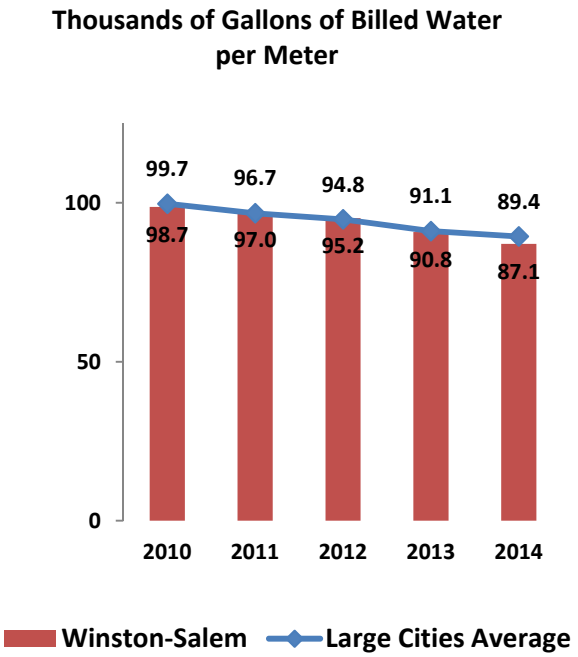
Water Services Resource Measures

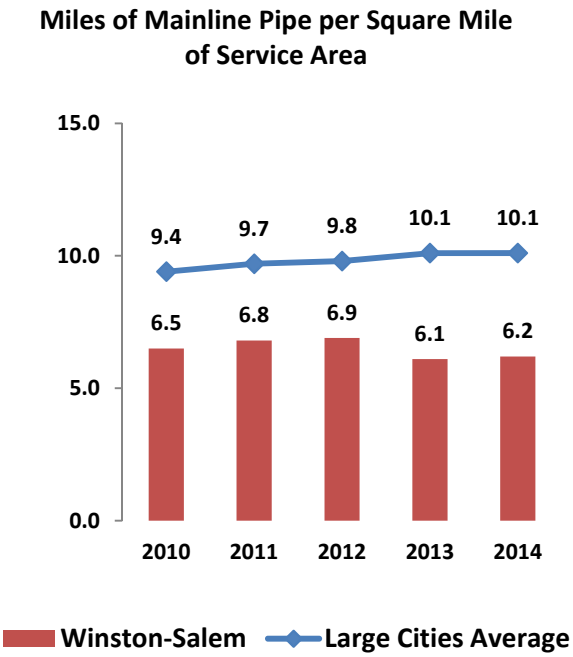




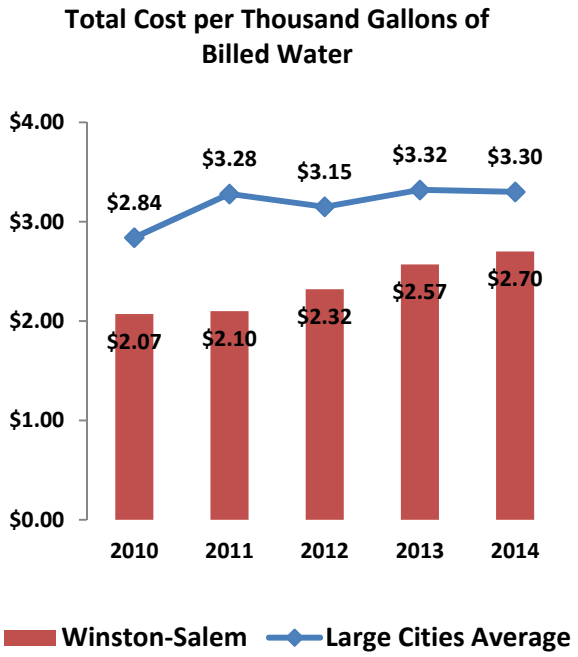


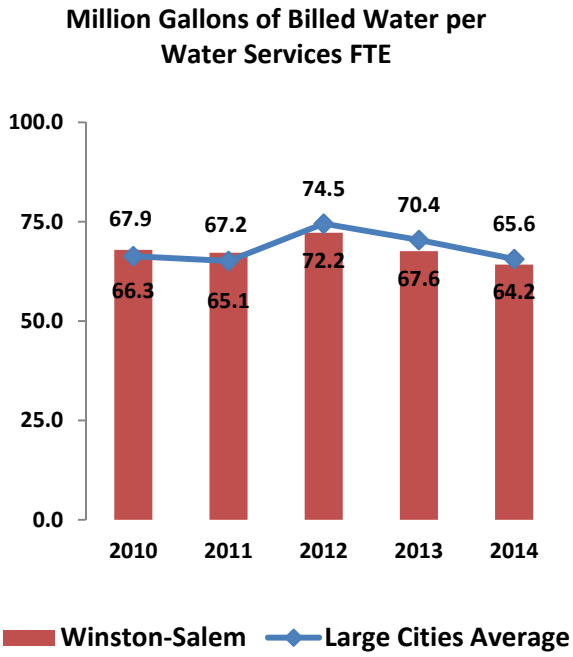
Water Services Workload Measures



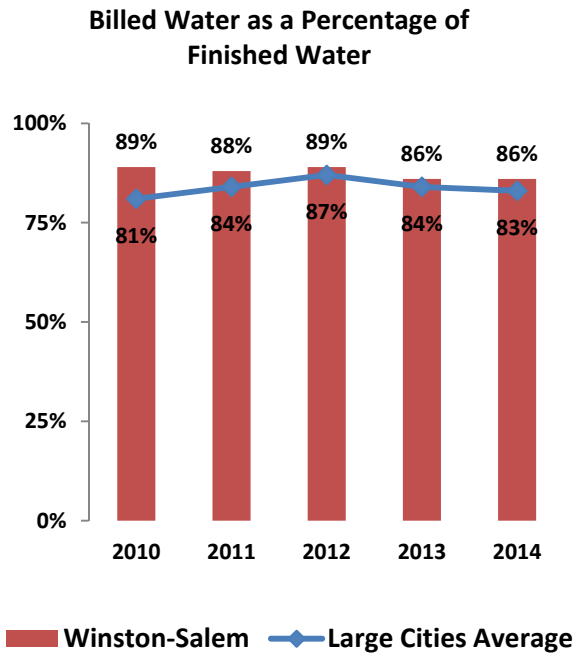


Water Services Efficiency Measures

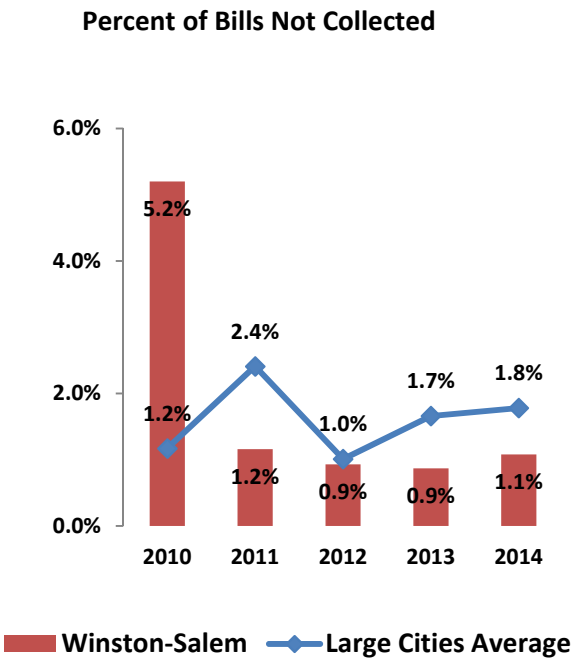


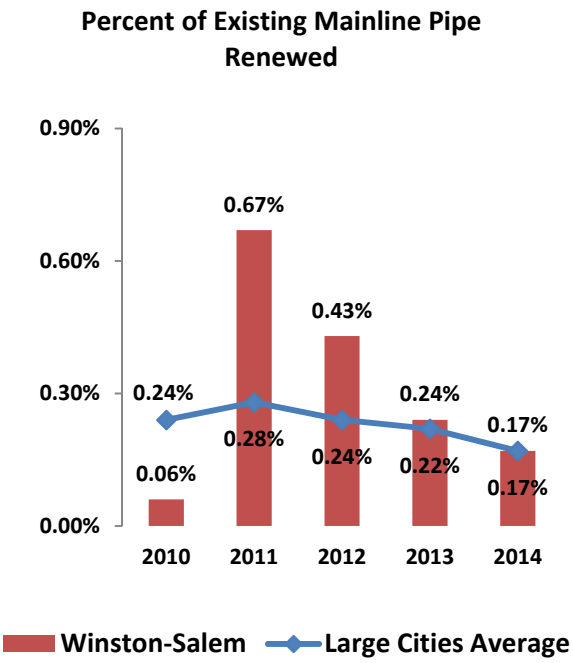


Water Services Efficiency Measures

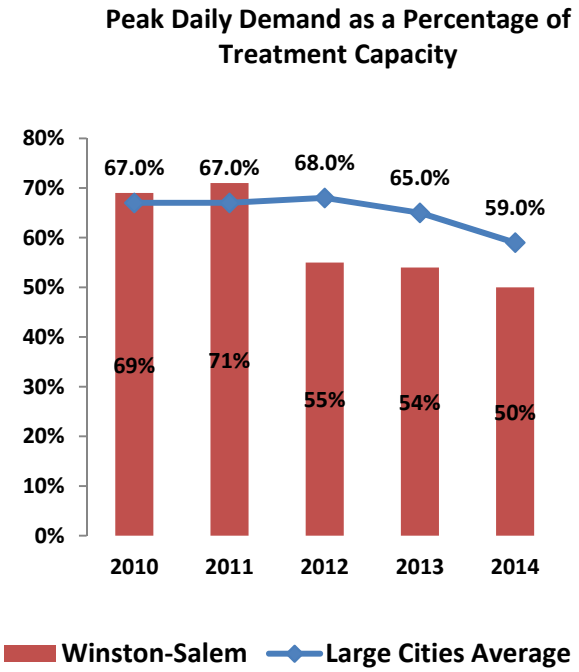


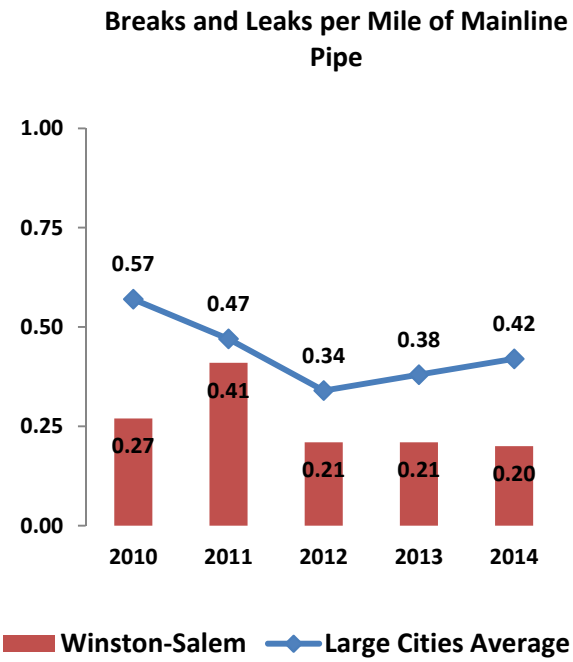
Water Services Effectiveness Measures

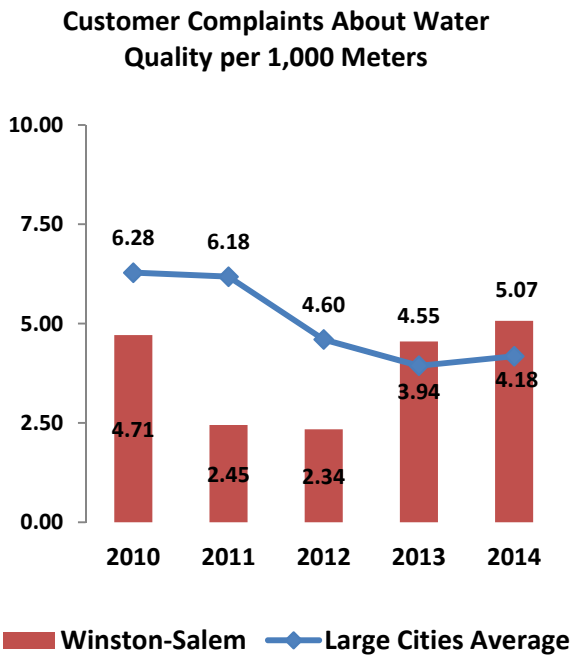




Water Services Effectiveness Measures







Findings

- Water Services cost per capita and cost per meter for the City-County water and sewer system are significantly less than the comparison group, 20% and 19% respectively, in FY 2013-14. The difference in resource measures may be partly attributable to the fact that Winston-Salem has a system that serves a significant number of people outside the city limits. Using the county population as the service population means the denominator for calculating these resource measures is potentially higher than what other cities

are reporting. The number of Water Services personnel per 10,000 population has declined steadily over the last five years for both the City and the comparison group.

- Workload measures show that the City-County water system is fairly comparable to the comparison group with respect to the amount of water billed per meter across the entire system. The City-County system has significantly fewer miles of mainline pipe per square mile of service area. This is reflective of the fact that the system serves a much less dense area than many of the other cities, particularly when including the unincorporated parts of the county.

- The first efficiency measure shows that the cost per thousand gallons of billed water for the City-County water system is significantly less than for the comparison group (18% lower in FY 2013-14); however, it must be noted that while the City's costs have risen over the last five years, the comparison group has grown at a much slower rate. Part of our recent increase may be due to new investments in water infrastructure (e.g., the renovation of the Thomas Water Plant).

- Data shows that the City-County system has approximately the same level of staffing as other cities when controlling for the amount of water billed. Also, the City-County system's rate for billing processed water is similar to, but just below, other cities.

- The percent of existing pipeline renewed shows that water pipe replacement and renewal can vary greatly from year to year based on capital spending. Although there is annual variance in the amount of pipeline renewed for the City-County operation, the five-year average for this measure is significantly higher than the comparison group average. From FY 2009-10 through FY 2013-14, the City-County Utilities Department made more water distribution pipeline infrastructure improvements than the average of the other cities.

- The percent of bills not collected has been lower than the average for the last four years. The FY 2009-10 data is somewhat skewed as the City was not measuring the bill collection rate the same way. The City had been including aged-out and non-collectible billings, but after speaking with other cities, an adjustment was made to report more accurately on this measure.

- The peak daily demand graph shows the City's operation increasing capacity in FY 2011-12 as the Thomas Water Plant came online. The City-County Utilities operation does not have any current water capacity issues. Customer complaints about water quality have increased in the past two years; however, the five-year average for the City-County operation is more than 20% below the five-year average for the other cities.

WASTEWATER SERVICES

Wastewater Services includes the collection, treatment, wastewater discharge, solids disposal, and billing related to sewer services. This service area includes the collection system after leaving the customer's outlet, lift stations, pretreatment, and treatment plants. Activities and costs include the operation, maintenance, and installation of infrastructure. Also included are costs and activities associated with billing and collection for sewer services and administrative activities such as planning, engineering, and testing. This includes wastewater treated for reuse at the plant site and for other purposes. Excluded are potable water systems and stormwater systems. Below are notes from the Benchmarking Report on Wastewater Services performance measures:

SUMMARY OF KEY DIMENSIONS OF WASTEWATER SERVICES

City or Town	Estimated Residential Population in Service Area	Service Area (in Square Miles)	Operating Treatment Plants	Average Daily Flow at Plants of Wastewater (in MGD)	Total Treatment Capacity for Wastewater (in MGD)	Miles of Water Mainline Pipes	Number of Water Meters	Water System FTE Positions
Cary	172,762	75.5	2	12.3	24.8	914.3	56,152	110.7
Charlotte	990,977	546.0	5	83.2	123.0	4,320.0	242,973	428.0
Greensboro	278,093	148.0	2	30.3	56.0	1,482.7	100,125	165.0
High Point	109,270	64.0	3	17.1	32.2	670.7	40,193	92.5
Winston-Salem	366,243	366.0	2	32.4	51.0	1,781.4	95255	177.0

NOTES

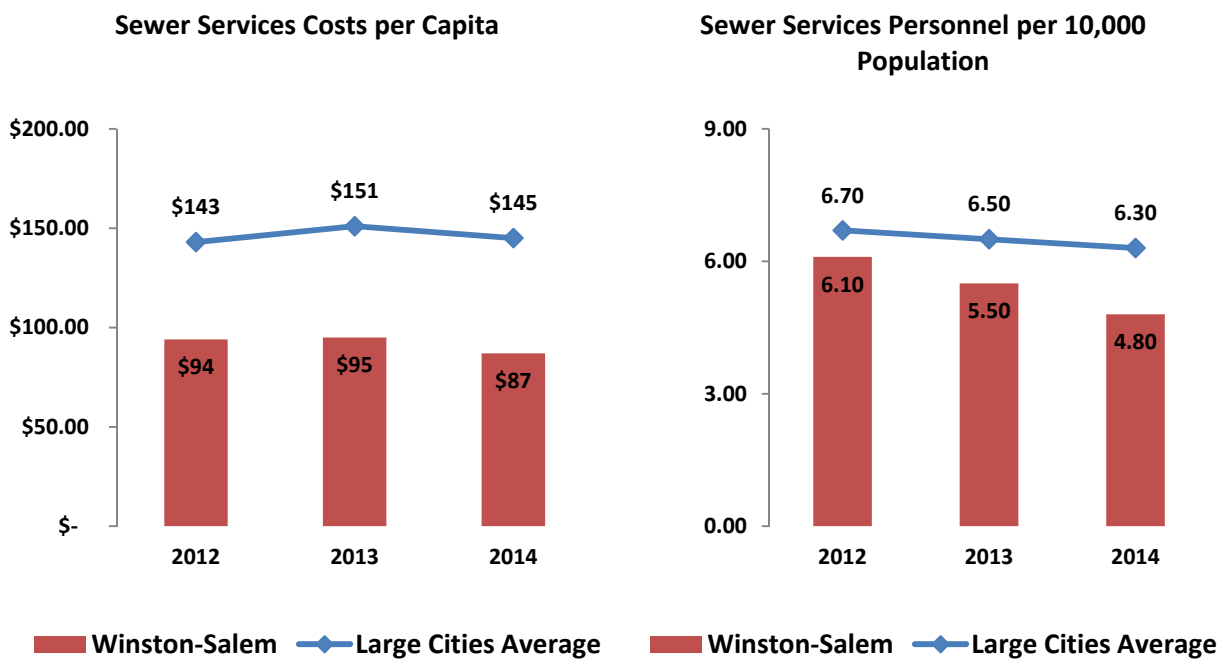
- *MGD stands for millions of gallons per day.*

EXPLANATORY FACTORS

These are factors that the project found affected wastewater services performance and cost in one or more of the municipalities:

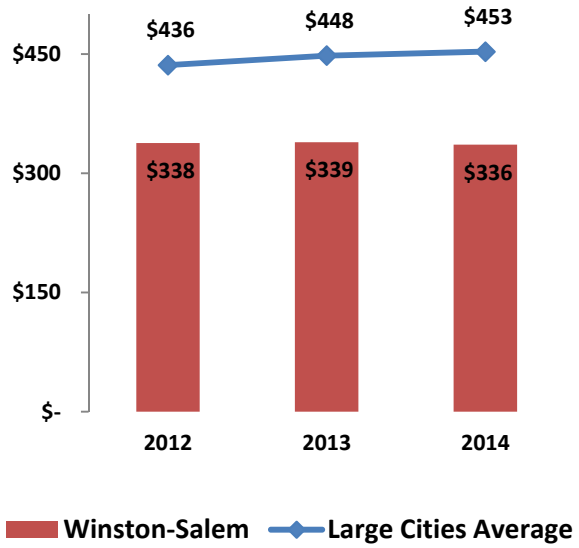
- Topography
- Size of service area
- Population density
- Age of infrastructure
- Growth of population and businesses

Wastewater Services Resource Measures



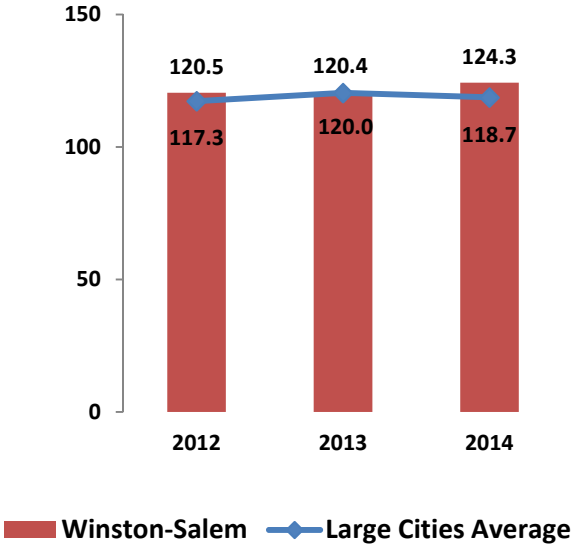
Wastewater Services Resource Measures

Sewer Services Cost per Account

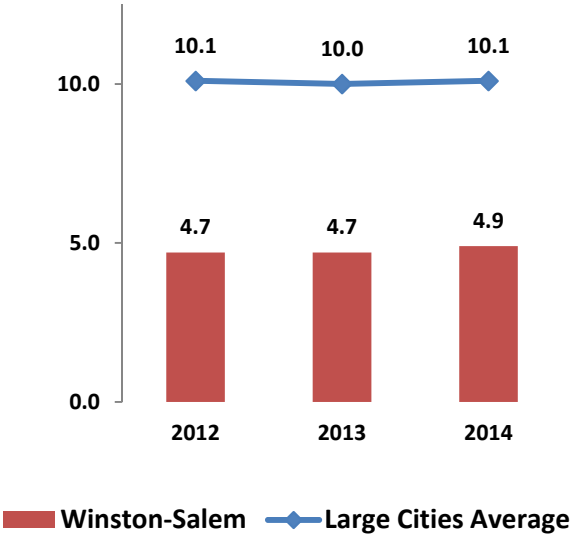


Wastewater Services Workload Measures

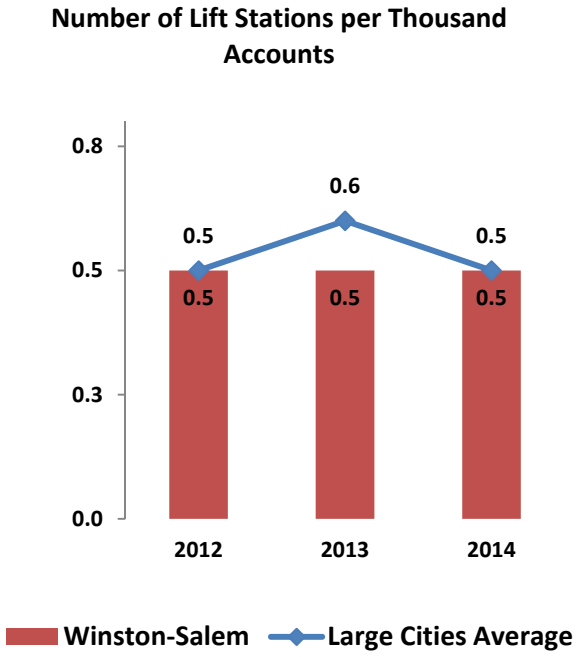
Volume of Sewage per Account in Thousands of Gallons



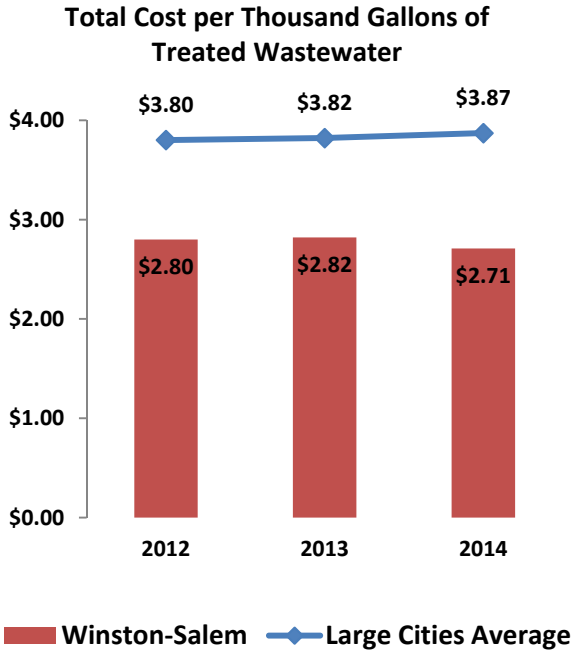
Miles of Mainline Pipe per Square Mile of Service Area

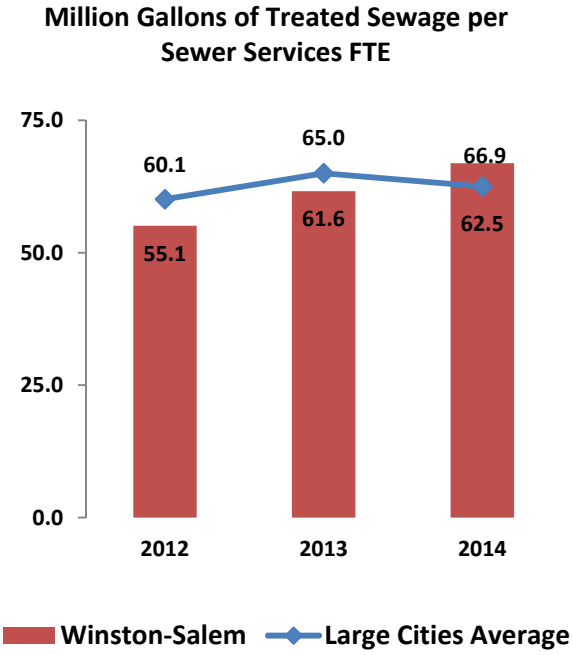


Wastewater Services Workload Measures

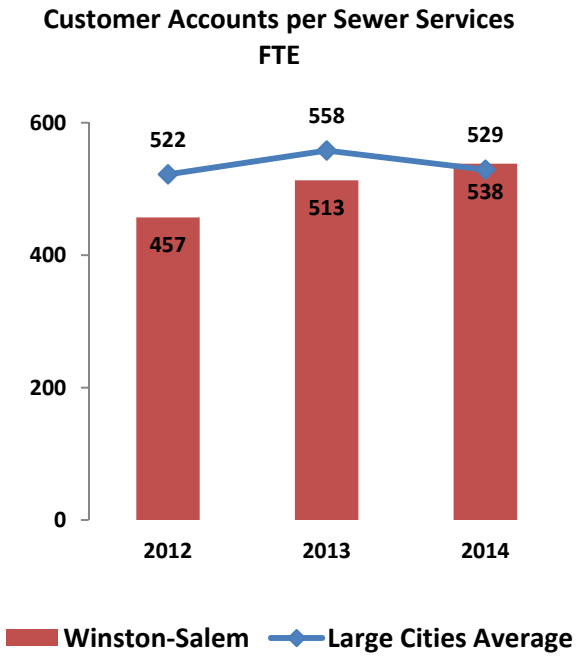


Wastewater Services Efficiency Measures

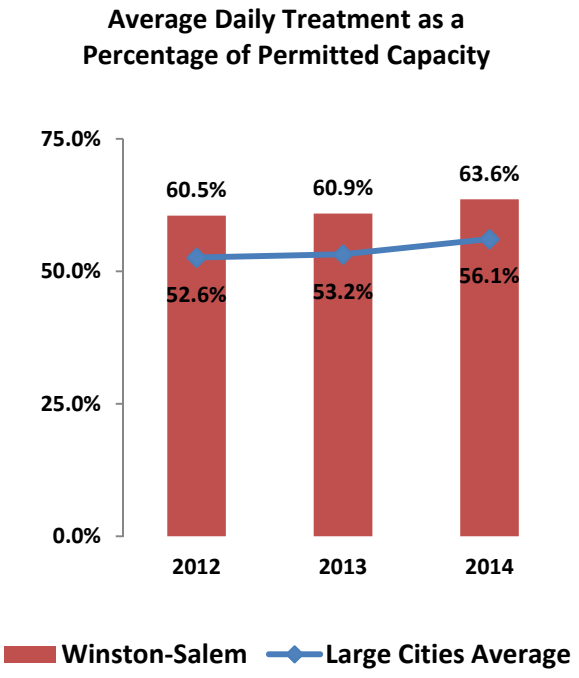


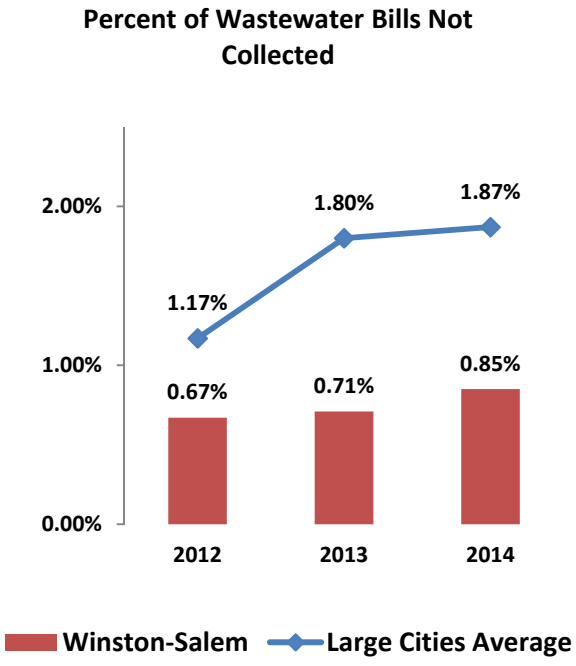


Wastewater Services Efficiency Measures

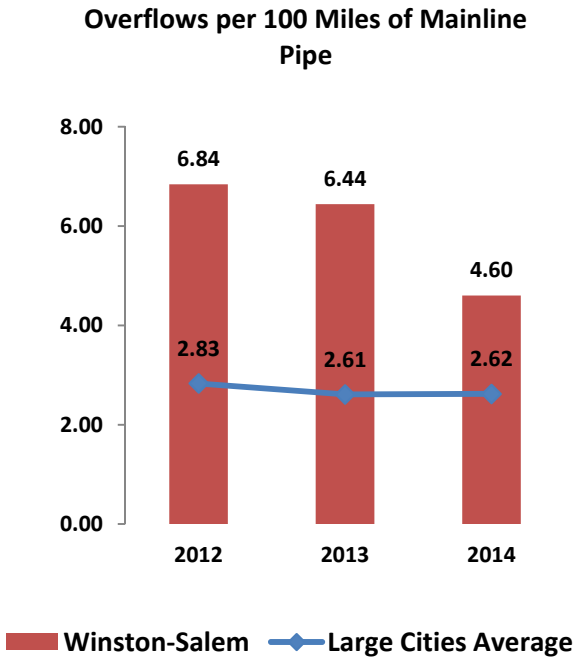


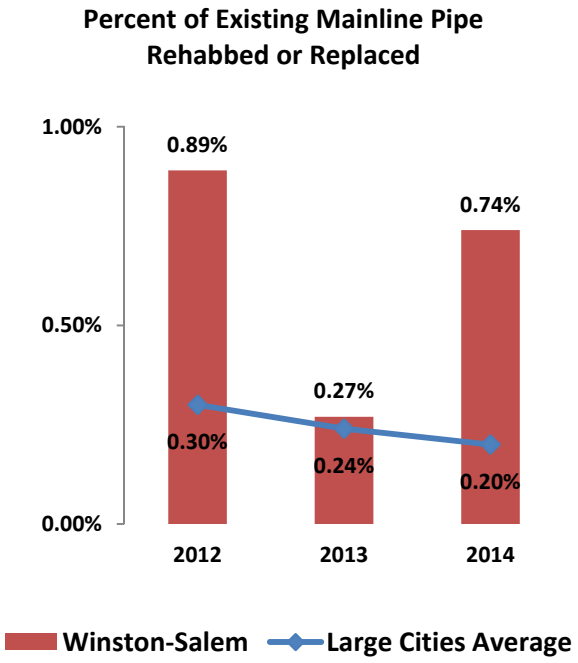
Wastewater Services Effectiveness Measures

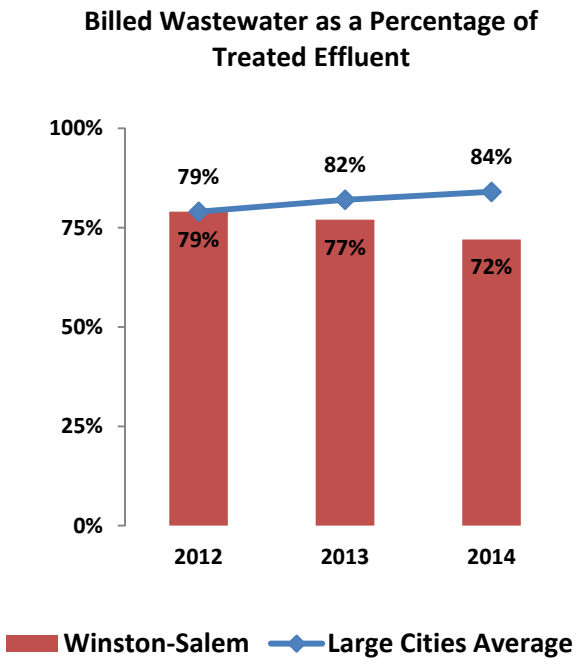


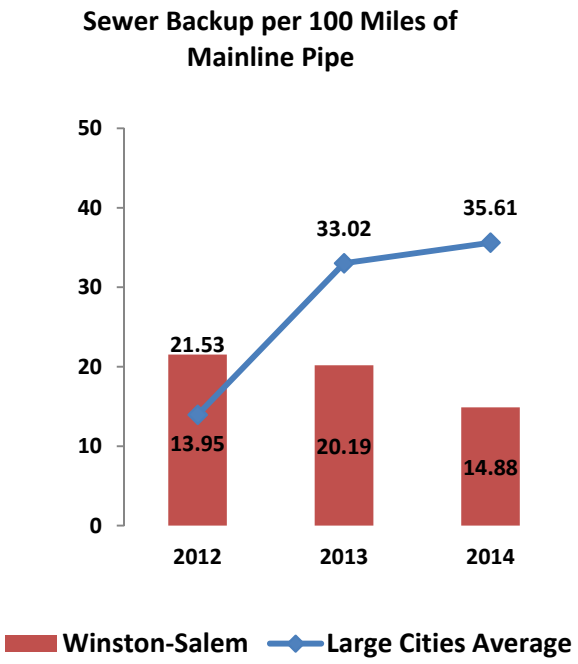


Wastewater Services Effectiveness Measures









Findings

- Resource measures for wastewater services show that the cost per capita and the cost per customer account are significantly lower than the comparison group. The Utilities Department can be credited for running an efficient operation, but it is also necessary to note that several of the large cities in the comparison have had to make significant infrastructure improvements related to nutrient removal in the wastewater treatment process due to new State regulations. The State has already begun the process of

setting nutrient removal goals for part of the Yadkin River Basin. When those regulations are finalized, the City-County Utilities system may have to make significant improvements and renovations to wastewater treatment plants, which would cause costs to rise.

- Workload measures show that the amount of sewage processed at City-County treatment plants is roughly equivalent to the large city average. The number of miles of mainline pipe is significantly lower for the City-County system mostly due to population density, because the City-County Utilities Department serves rural parts of Forsyth County.

- In terms of cost, the City-County Utilities wastewater treatment operation is lower than the comparison group average; however, one must take into account the caveat above regarding State regulations concerning nutrient removal and the effect that could have on capital costs. With respect to personnel, the operation is roughly on par with the large-city average.

- As is the case with water infrastructure, sewer line replacement and rehabilitation can vary greatly from year to year based on capital needs. The City-County wastewater system has replaced significantly more pipe (on a percentage) basis than the comparison group. The Utilities Department has a proactive plan to replace aging infrastructure and does spot replacement as needed during the year. This capital planning process also includes upgrades to treatment plants, which is why average daily treatment capacity is below 70%. The Utilities Department is currently upgrading plant operations to provide for better flow equalization, which will help to avoid capacity issues at individual plants.

- Looking at the number of overflows per 100 miles of mainline pipe, both the State and the Federal Governments monitor this measure of system effectiveness. Although the City-County operation is higher than the average, this number has been decreasing for more than five years. The City-County Utility Commission has made it a priority to more proactively clean the sewer system and replace aging pipes with a goal of reducing overflows per 100 miles to less than 2.0 per year. As a note, it appears the City of Greensboro is not reporting this measure the same way as other cities, which is bringing down the comparison group average. Without Greensboro, the FY 2013-14 large-city average jumps from 2.62 to 3.47.

CORE PARKS AND RECREATION SERVICES

Core Parks and Recreation includes both passive and active recreation opportunities maintained and operated by a local government. For the purposes of this benchmarking effort, this will include core operational functions such as parks, multi-purpose recreation facilities, athletic facilities, greenways, and trails. This also includes programs and events. However, Parks and Recreation departments frequently may include a variety of other activities and facilities. To support reasonable comparisons, this service benchmarking excludes these secondary recreational activities, including performance venues, museums, historic sites, golf courses, marinas/boat ramps, and professional stadiums. Also excluded are other non-recreational activities sometimes performed by parks and recreation departments, such as care of cemeteries; maintenance of right-of-ways along city streets; maintenance of facilities owned by a municipality but not parks-related; and maintenance of city lots. The dollars and people associated with these secondary and non-park activities are excluded. Core Parks and Recreation does offer an important difference from many of the other services provided by local governments. Much of the objective of this service area is to provide facilities for the use of citizens. Use of many of these facilities is not easily tracked. Many of the measures shown for this service area are accordingly measures of facility availability rather than the traditional workload type of measures seen in other service areas. Below are notes from the Benchmarking Report on Core Parks and Recreation Services performance measures:

SUMMARY OF KEY DIMENSIONS OF CORE PARKS AND RECREATION SERVICES

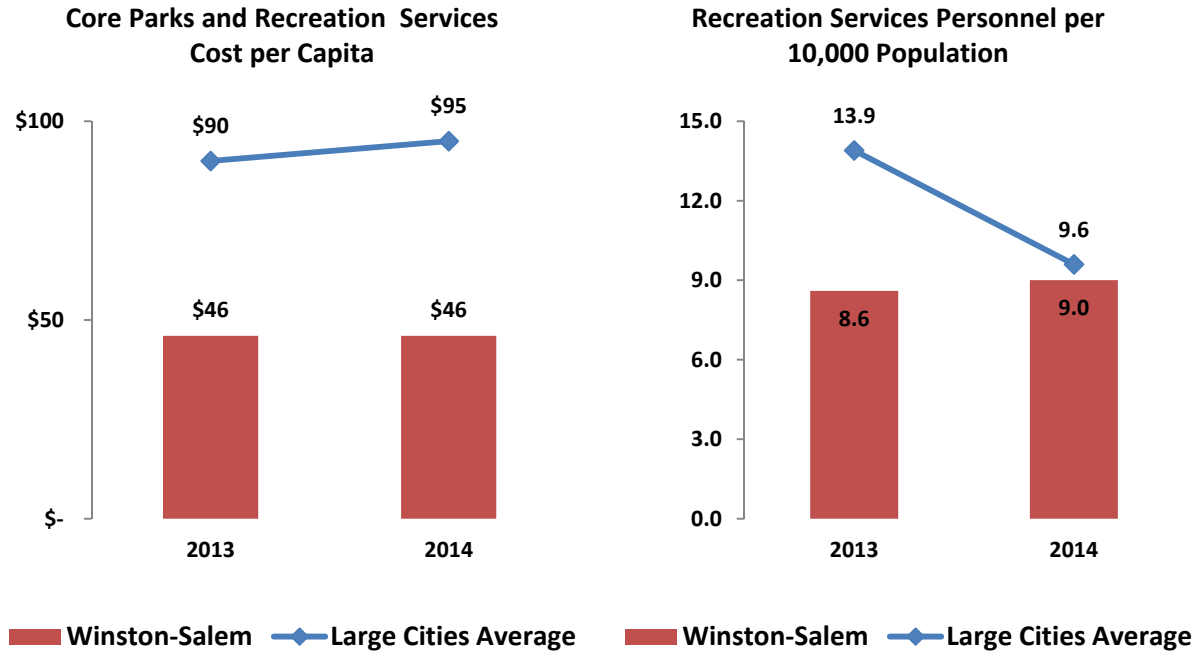
City or Town	Municipal Population as of June 2013	Core Parks and Recreation FTEs	Number of Parks	Park Land Acreage	Number of Recreation and Senior Centers	Number of Playgrounds	Number of Athletic Fields	Miles of Trails
Cary	144,671	132.3	27	2,541.7	4	18	60	82.2
Greensboro	278,654	191.8	616	6,380.0	12	104	112	85.0
High Point	107,652	136.7	50	1,922.0	7	30	51	20.5
Winston-Salem	235,527	212.4	79	3,478.7	17	47	97	23.2

EXPLANATORY FACTORS

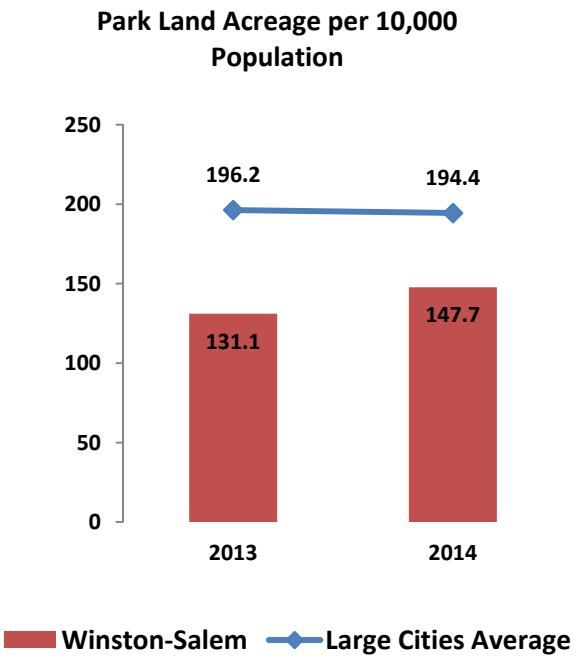
These are some factors that the project found affected core parks and recreation services performance and cost in one or more of the municipalities:

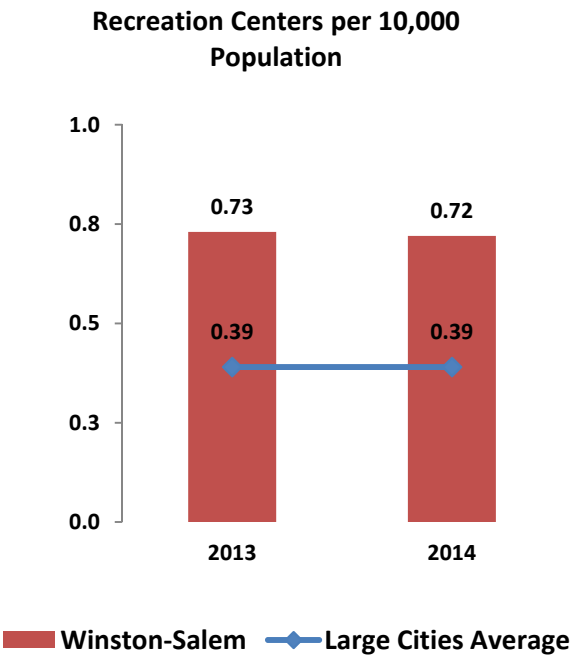
- Youth Population
- Total Acreage
- Miles of Trails
- Number of Facilities

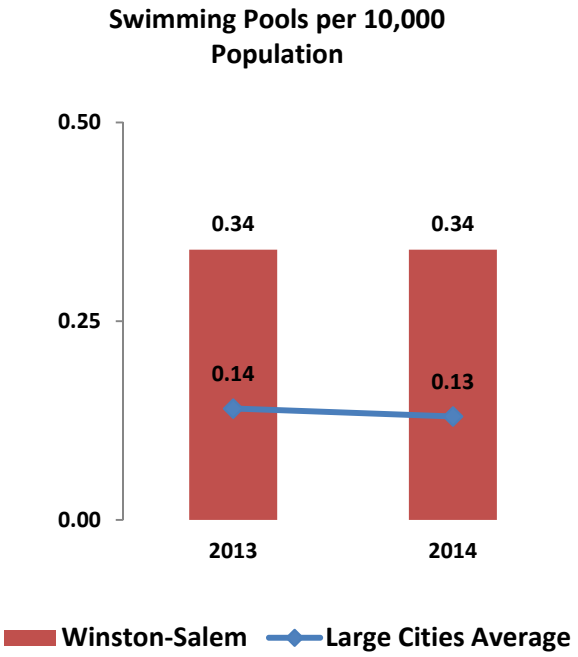
Core Parks and Recreation Services Resource Measures

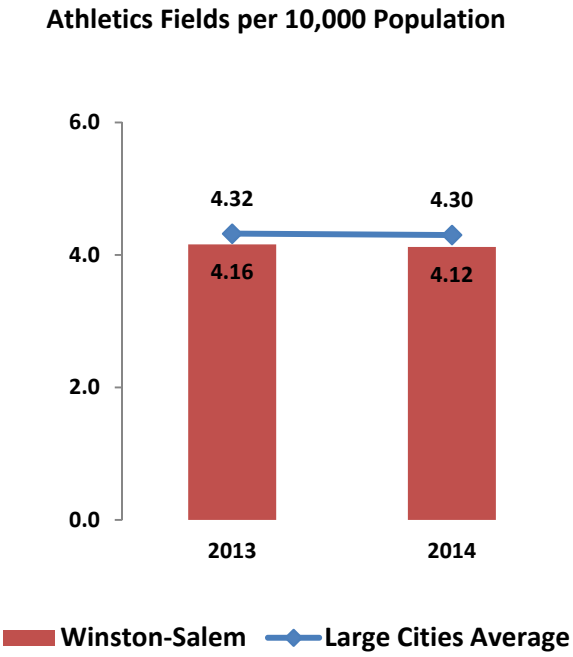


Core Parks and Recreation Services Facilities Measures

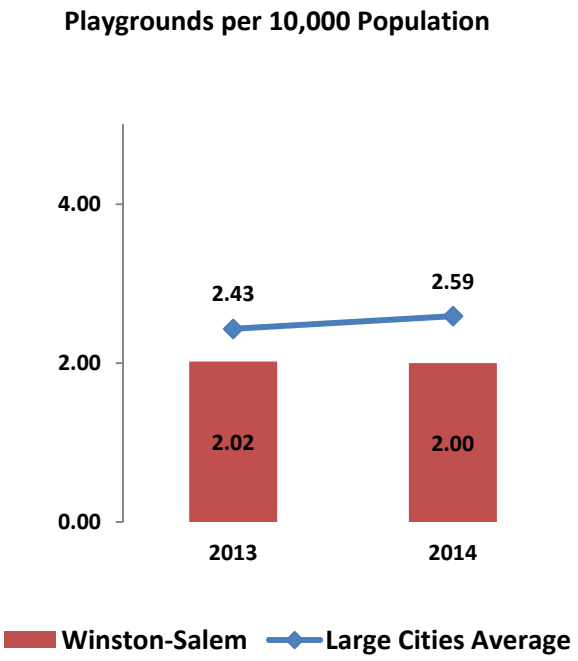


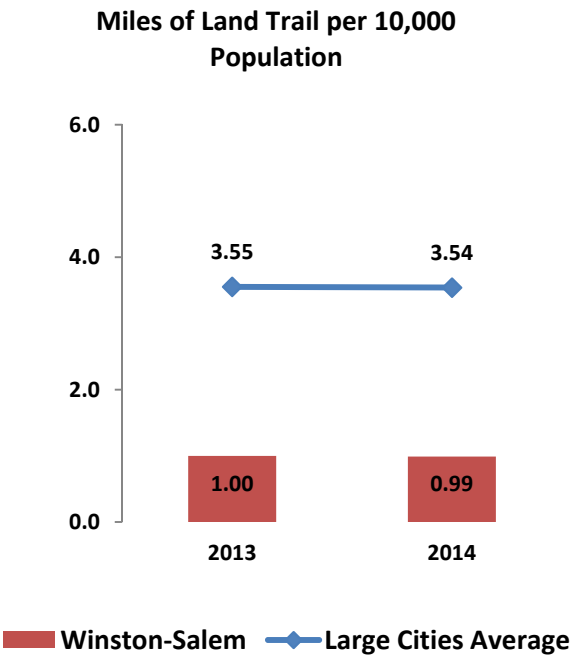




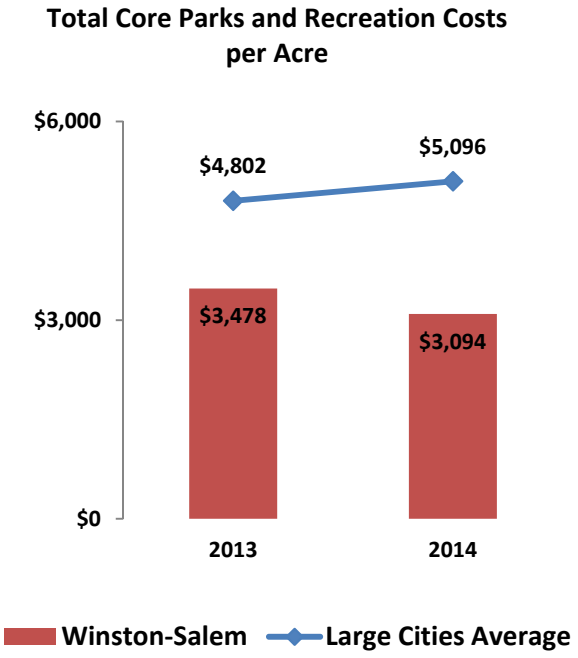


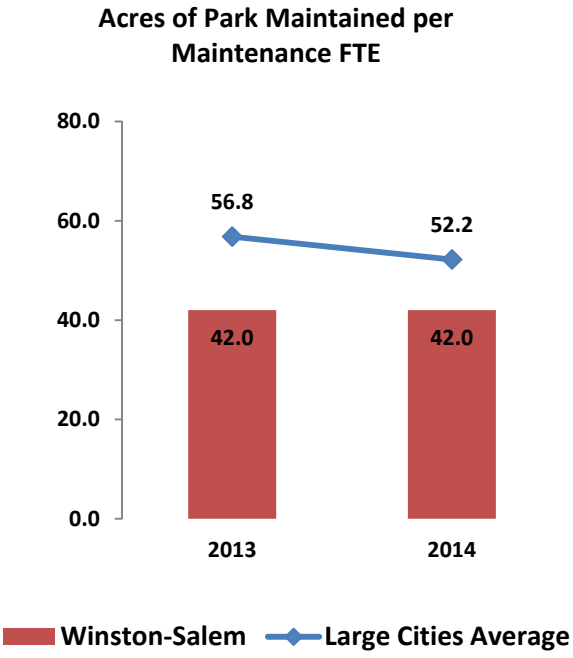
Core Parks and Recreation Services Facilities Measures



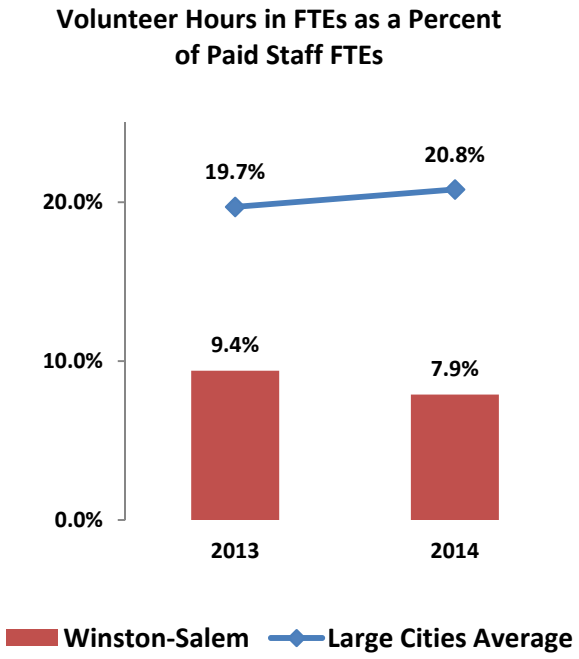


Core Parks and Recreation Services Efficiency Measures

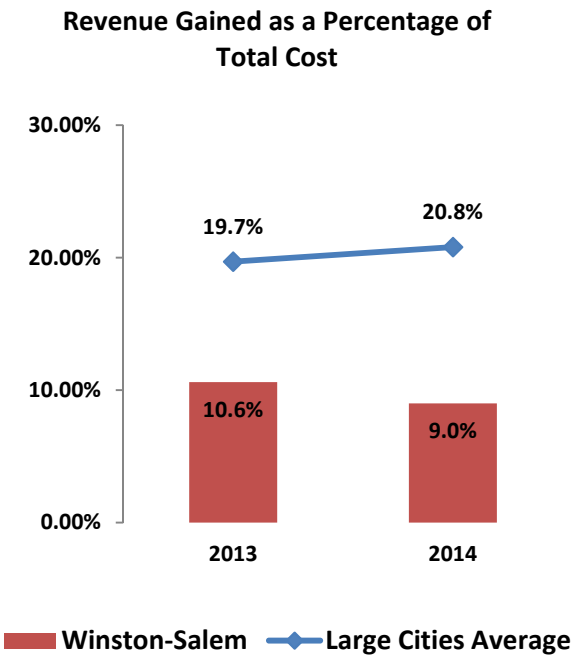


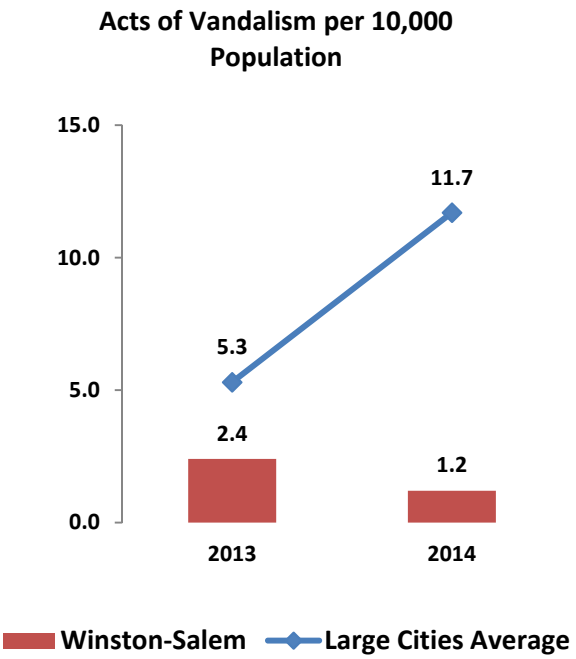


Core Parks and Recreation Services Efficiency Measures



Core Parks and Recreation Services Effectiveness Measures





Findings

Note: Core Parks and Recreation Services is the most recently added municipal service to the North Carolina Benchmarking Project. This service has been more difficult to perform costing and to determine appropriate service

profile information because municipalities provide a myriad of services at different levels based on community expectations.

- Resource measures show that the City is spending 51.6% less than the large cities average on core parks and recreation services. The City of Cary drove the average up in FY 2013-14 with spending of $145 per capita. Without Cary, the average was $70 per capita, which is still much higher than Winston-Salem. Greensboro, at $61 per capita, was the closest in cost to Winston-Salem.

- Where other services have workload measures, the benchmarking project found it more useful to report on the number of facilities in each city to help explain service costs and the types of programs and amenities offered. The bullet points below provide analysis on different types of facilities where there is significant variance from the average:

    - Park Land Acreage per 10,000 Population – Winston-Salem is the lowest of the four large cities in the project and 24% lower than the average.

    - Recreation Centers per 10,000 Population – Winston-Salem has more recreation centers per capita (RCPC) than the other cities. In FY 2013-14, the City had 29% more RCPC than High Point, 85% more than Greensboro, and 243% more than Cary.

    - Swimming Pools per 10,000 Population – The City has more swimming pools per capita than the other large cities. Cary has no swimming pools other than an aquatics facility (not considered a standard swimming pool by definition). Without Cary, the average of the other cities would be 0.20.

    - Playgrounds per 10,000 Population – The City has more playgrounds per capita than Cary, falls close to High Point, but has significantly fewer than Greensboro. Greensboro drives up the average at 3.73 per 10,000 population compared to Winston-Salem's 2.00.

    - Miles of Land Trail per 10,000 Population – Winston-Salem has significantly lower trail mileage than the other large cities. Cary causes the average to jump with 5.7 miles of trails per 10,000 population compared to Winston-Salem's 1.0; however, the City is still at least 58% behind the other cities.

- The City's total service cost per acre is lower than the average. Winston-Salem is slightly higher than Greensboro on cost per acre (due to their high volume of parks and trails) but has significantly lower costs than High Point and Cary.

- The City has fewer acres of parks maintained per maintenance FTE than other cities. This measures looks only at parks maintenance staff and total parks acreage and does not take into account any administrative, programming, or security positions.

- The City appears to have a lower volunteer rate than the large city average as well. Volunteer rates in the other three cities ranged from 13-15%.

- The City's cost recovery is approximately half of the large city average. In FY 2013-14, Winston-Salem was 1.8% lower than Greensboro, 9.6% lower than High Point, and 23.9% lower than Cary in terms of actual cost recovery.

- The City of Winston-Salem may generate lower revenues as a percentage of total expenses than other cities for three main reasons: the number of fees, the value of the fee (user cost), and the type of amenities offered. Also, cost recovery for certain cities may be higher if they offer more services for which user fees are more easily charged. For instance, a city that runs more sports leagues and has more rentable space (venues) may recover more funding through user fees because of the types of services they provide.

SECTION XI
REPORT ON THE CITY'S PARTICIPATION IN THE NORTH CAROLINA BENCHMARKING PROJECT

Report on the City's Participation in the North Carolina Benchmarking Project

Citizens' Budget Advisory Council

May 2016

Introduction

In October 2015, the City Manager proposed that the Citizens' Budget Advisory Council (CBAC) continue to review data compiled through the North Carolina Benchmarking Project to assess the benefit from the City's participation in the project and to identify opportunities for service improvement. Since FY 2011-2012, the CBAC has reviewed data from this project in the following areas:

Residential Refuse Collection
Household Recycling
Yard Waste/Leaf Collection
Police Services
Emergency Communications
Fire Services
Water Services
Wastewater Services
Building Inspections
Asphalt Maintenance and Repair
Fleet Maintenance

For this review, the CBAC reviewed data for the following:

Central Human Resources
Core Parks and Recreation

The CBAC held monthly meetings starting in October to review each of the areas above (Attachment A). The CBAC also toured part of the operations of each of the services under review, including:

Bethabara Park Visitors Center
Employee Training and Development
Employee Medical Facility

The Budget and Evaluation Office, serving as staff support to the CBAC, presented select performance measures for each service including resource, workload, efficiency, and effectiveness measures. In addition, the budget staff limited the comparisons to the largest cities in North Carolina that participate in the project – Charlotte, Greensboro, and High Point for Central Human Resources, and Cary, Greensboro, and High Point for Core Parks and Recreation.

The following sections summarize the performance measures reviewed by the CBAC and any findings from its review. The Central Human Resources measures include data from the FY 2009-

2010 through FY 2013-2014 Benchmarking Project reports. Showing the measures for a four or five-year period allows for trend analysis of the City's data, as well as benchmarking comparisons. Core Parks and Recreation is a new service area for the Benchmarking Project beginning with the FY 2012-2013 reporting year, and therefore only includes data for two fiscal years.

Central Human Resources

The Benchmarking Project uses the following definition for Central Human Resources:

> Central human resources represents an internal support service. It is characterized by various functions related to the daily management of human capital or personnel, including compensation analysis; position classification; benefits administration; management of employee training and development; employee relations; position control; employee performance evaluations; recruitment and selection; occupational health, wellness, and safety programs; administration of a Human Resources Information System (HRIS); and general administration of the central human resources office. Excluded from the counts here are staff who may be assisting with certain human resource functions but who are not in the central human resources department, such as employees who might be assigned to individual departments. Also excluded from this service area is risk financing, including general liability insurance and workers' compensation.

The CBAC reviewed data for Central Human Resources for Winston-Salem, Charlotte, Greensboro, and High Point. The staff presentation included comparisons of Human Resources cost per capita, FTEs per 10,000 population, number of applications processed per 100 municipal employees, cost per municipal employee, average days from post date to hire date, and employee turnover rate. Explanatory factors, which might account for differences among cities, include:

- Decentralization of HR functions
- Personnel policies
- External economic climate
- Unemployment rate
- Extent of contracting out for services
- Departmental discretion regarding vacancies
- Hiring freezes
- State and/or federal mandates

<u>Findings</u>

The CBAC makes the following findings based on its review of select performance measures from the Benchmarking Project, which can be found in Attachment B.

- Resource measures show that Winston-Salem's Human Resources services cost per capita are higher than average. The City's cost per capita in FY 2013-14 was $15.20, compared to $11.47 for the other participating benchmarking cities. Some of the variance in cost can be explained by the total operating cost. For the City of Winston-Salem, a higher

percentage of costs are for operating expensescompared to the other cities. These expenses include the following: consulting services, retired life and health administration fees, health benefits administration fees, and the dental flex benefit funds.

- The effectiveness measures show that Winston-Salem has consistently been the city with the highest average of days from post date to hire date (first day of employment). The City's average post date to hire date in FY 2013-2014 was 99 days. The average post date to hire date for the other participating benchmarking cities in FY 2013-2014 was 45 days. The City calculates the time from post date to hire by subtracting the "approved for posting date" from the actual hire date as noted in the department's system. There are also policies in place that effectively increase the start date. An example would be fire academy applicants which can take as long as five months before all evaluations are complete. This length of hire is included in the City of Winston-Salem's benchmarking data. Positions that are posted but then held vacant for administrative reasons before being allowed to be filled, can further extend the timeline.

- The CBAC recommends that City staff research other municipalities and determine how they are calculating cost measures for contractual services related to Central Human Resources and health benefits funds. Collecting additional data outside of what is reported in the Benchmarking Project could possibly identify opportunities for a more cost effective way to measure or calculate the current cost method.

Overall, members of the CBAC were impressed with the Human Resources staff. Specifically, they were appreciative for staff "doing more with fewer people."

Core Parks and Recreation Services

The Benchmarking Project uses the following definition for Core Parks and Recreation Services:

> Parks and Recreation includes both passive and active recreation opportunities maintained and operated by a local government. For the purposes of this benchmarking effort, this will include core operational functions such as parks, multi-purpose recreation facilities, athletic facilities, greenways, and trails. This also includes programs and events. However, Park and Recreation departments frequently may include a variety of other activities and facilities. To support reasonable comparisons, this service benchmarking excludes these secondary recreational activities including performance venues, museums, historic sites, golf courses, marinas/boat ramps, and professional stadiums. Also excluded are other non-recreational activities sometimes performed by parks and recreation departments, such as care of cemeteries; maintenance of right-of-ways along city streets; maintenance of facilities owned by a municipality but not parks-related; and

maintenance of city lots. The dollars and people associated with these secondary and non-park activities are excluded.

Parks and Recreation does offer an important difference from many of the other services provided by local governments. Much of the objective of this service area is to provide facilities for the use of citizens. Use of many of these facilities is not easily tracked. Many of the measures shown for this service area are accordingly measures of facility availability rather than the traditional workload type of measures seen in other service areas.

Parks and Recreation services data compare Winston-Salem to Greensboro, High Point, and Cary. These cities are used because Charlotte does not provide recreation services (provided by Mecklenburg County) and Durham discontinued reporting after FY 2012-2013. The Benchmarking Project began reporting on Core Parks and Recreation Services in FY 2012-2013, and for that reason, the CBAC's review included only two years of data. The presentation compared basic municipal data (population, service area, population density) and recreation and parks costs, personnel, and facility data. Explanatory factors, which might account for differences among cities, include:

- Youth population
- Total acreage
- Miles of trails
- Number of facilities

<u>Findings</u>

The CBAC makes the following findings based on its review of select performance measures from the Benchmarking Project, which can be found in Attachment C.

- The cost per capita resource measure shows that Winston-Salem's cost to provide Core Parks and Recreation Services is roughly half of the large city average. Cary causes the average to increase with per capita spending more than three times higher than Winston-Salem. Winston-Salem's $46 per capita total service cost on parks and recreation services is similar to Greensboro's $61 per capita. The difference in costs could be attributable to parks and trail maintenance costs as the other cities' service dimensions show they have more miles of trails and more park acreage per capita.

- The City has a considerable number of assets and programs that may not be currently marketed to their full potential. Benchmarking data shows the City has more recreation centers and pools than the average, but the City also has several other facilities and amenities where usage could be potentially increased through increased marketing and advertising. These include golf courses, lakes, and historic sites. The CBAC surmises that greater participation and use of recreation facilities could be attained through an awareness

campaign and by increasing the distribution of WePlay magazines throughout the City. A targeted marketing strategy could be used to direct marketing efforts at certain demographic populations and to provide more publicity for events and facilities. The CBAC also encourages the City to promote the health benefits associated with the free and low-cost services the Recreation Department provides. The CBAC recognizes that additional funding would be needed to provide the resources necessary to increase marketing of recreational opportunities throughout the City. Some of this cost could be offset by additional revenue generated from an increase in user activity.

- The City should create or update a Recreation and Parks Master Plan. The last Parks and Open Space Master Plan was adopted by the Mayor and City Council in April 2006, was designed for use through the year 2015, and has thereby expired. This most recent master plan was a combined City and County plan thatincluded all municipal areas within Forsyth County. The CBAC recommends that an updated plan be created with specific attention given not only to parks and open space but also to other City recreational facilities and assets (e.g., tennis courts, recreation centers, etc.). An updated community needs assessment should be done as part of this process to determine the adequacy of current facilities and to determine if additional or different recreational opportunities should be offered.

Overall, the CBAC is impressed with the breadth of facilities and programs offered by the City's Recreation and Parks Department. Members praise the City for its investment in many assets and the value that they return to the community, both from a quality of life and an economic perspective. Members of CBAC also express interest in the City continuing to partner with local corporations and community agencies to provide funding and services for recreational programming.

Conclusion

During the CBAC's review of the North Carolina Benchmarking Project data for these services, the CBAC noted that there may be several areas for improvement and that the City should continue to evaluate its programs and services. The CBAC offers the following recommendations to increase the value of the Benchmarking Project data and continue to provide excellent service delivery:

- City management and staff should continue to review the data in detail for opportunities for service improvement, including review of benchmarking participants to determine if a more robust set of comparison cities should be sought. The City should review other benchmarking projects, and their participants, to determine if there is more comparative value in other ventures.

- City staff should calculate additional measures beyond those reported by the Benchmarking Project and explore relationships between measures.

- The City should increase recreational facility and event marketing efforts to inform citizens of current services in an effort to increase participation. The Recreation and Parks Department should fully implement the new recreation software package to increase marketing efforts and allow for ease of access to facility and program registration.

The CBAC's review of the Central Human Resources and Core Parks and Recreation Services concludes its review of all City services in the North Carolina Benchmarking Project. Through several years of data examination and touring the City's operating facilities, the CBAC has generally concluded, that in most of the benchmarked operations, the City compares favorably with other large cities in the State. Where appropriate, the group has suggested areas for improvements and provided findings and recommendations on a number of service delivery issues that have directly impacted the budget, including a review of Wastewater Services sanitary sewer overflow data that provided support for increased contractual cleaning resources and review of Fleet Services effectiveness data that provided support for increased personnel for heavy equipment repair.

In each of its meetings, CBAC members asked department heads about the utility of the benchmarking data, and they received positive feedback from departments on the applications where benchmarking data have been useful. The CBAC has endorsed the benchmarking efforts of the City as a worthwhile exercise; however, the review of FY 2013-2014 data does include one caveat. Over the past few years, several of the larger cities in the project have decided to stop using the Benchmarking Project for reporting and comparison purposes. Cities that have exited the project include Charlotte, Durham, Raleigh, and Wilmington. The City of Greensboro will be exiting the project after reporting for FY 2014-2015. The CBAC questions the continued utility of the data if the most comparable cities in the State are no longer in the project. The CBAC recommends that the City look into other performance reporting projects to determine if another service might provide better value.

The CBAC is prepared to respond to any questions or concerns about this year's review. The members appreciate the opportunity to serve the City through this work plan.

Citizens' Budget Advisory Council

FY 2016 Calendar and Work Plan
Benchmarking Review
Central Human Resources, Core Parks and Recreation

I. Tuesday, October 27, 2015
- Introductions, Welcome, Election of Chair/Vice Chair, and Charge

II. Tuesday, November 17, 2015
- Review Central Human Resources

III. Tuesday, December 15, 2015
- Review Core Parks and Recreation

IV. Tuesday, January 5, 2016 (if needed)

V. Tuesday, January 26, 2016
- Discuss and prepare findings and recommendations from CBAC's work program results

VI. Tuesday, February 9, 2016
- Review and edit findings and recommendations from CBAC's work program results

VII. Tuesday, February 23, 2016
- Finalize CBAC's report

VIII. Tuesday, March 8, 2016

IX. Tuesday, May 3, 2016
- Approve final CBAC report

X. June 2016
- Review the FY 2017 proposed budget and capital plan

All meetings will take place in the Purchasing Conference Room on the Ground Floor in City Hall unless otherwise noted. Meetings will be from 4 – 6 p.m. unless otherwise noted.

FY 2013-2014 N.C. Benchmarking Project Data:

Central Human Resources

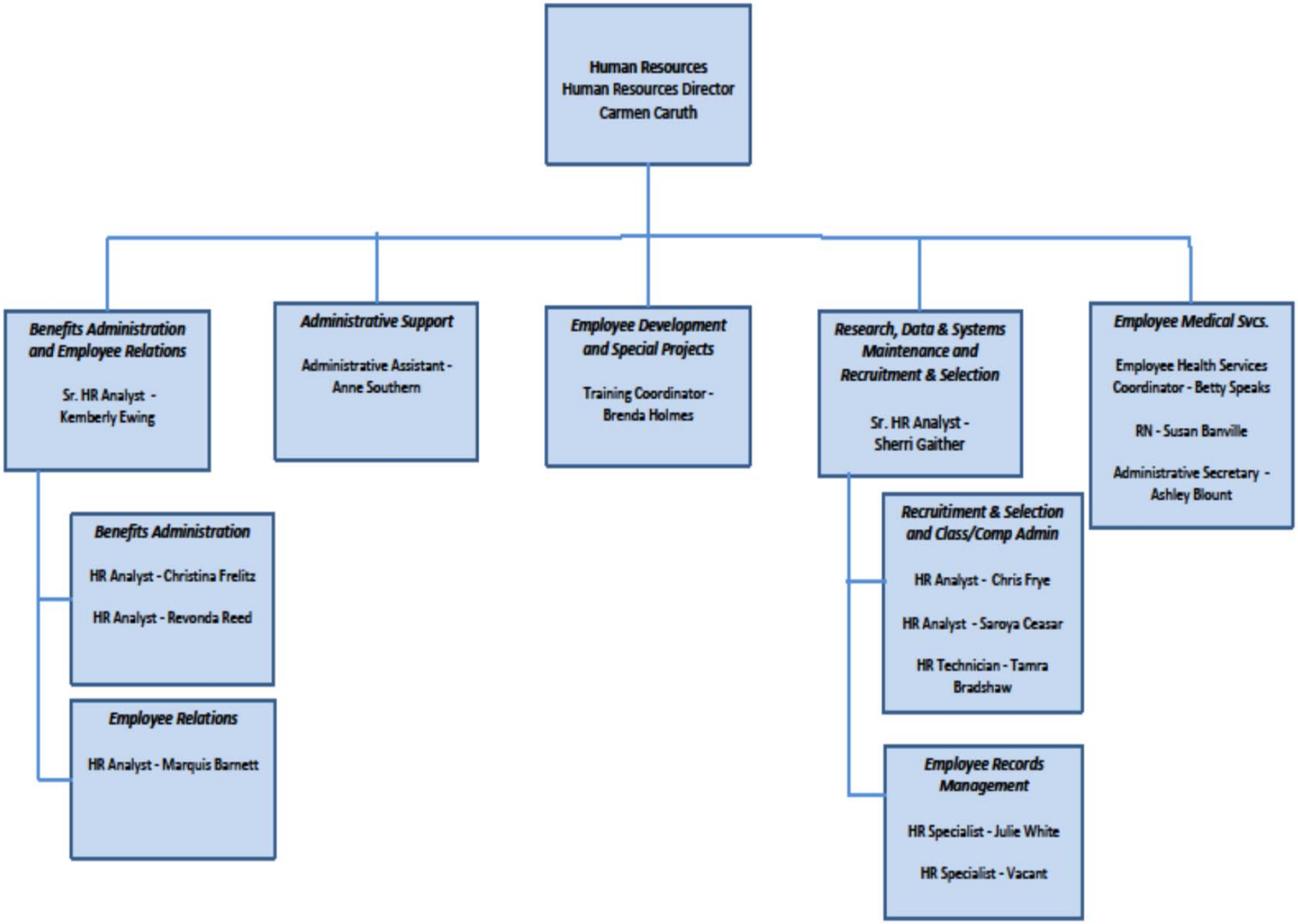
Citizens' Budget Advisory Council

November 17, 2015

HUMAN RESOURCES MISSION STATEMENT

- The mission of the Human Resources Department is to be the leader in providing for and serving the human capital needs of the City's workforce so that we attract and retain diverse and skilled employees who deliver value to our citizens. The mission of Employee Wellness and Development is to promote comprehensive wellness initiatives that give City employees, their family members, and retirees the tools they need to take charge of their own personal health and wellbeing, thereby reducing overall healthcare expenditures.

ATTACHMENT B



CITY OF WINSTON-SALEM
HUMAN RESOURCES DEPARTMENT
October, 2015

Large Cities Profile

General Information	Charlotte	Greensboro	High Point	Winston-Salem
Municipal Population	789,248	278,654	107,652	235,527
Central Human Resource Positions: Administration Generalist/Specialist Staff Support/Clerical	 7 29 1	 9 21 4	 5 6.5 1	 3 10.80 5
Total Authorized Workforce Authorized FTE's	6,915.0 6,906.25	3,185 3,169	1,563.0 1,436.0	2,723 2,394
Average Length of Service (Months)	135	140	141	139
Employment Applications Processed	84,463	17,603	2,952	21,420
Compensation Studies Completed Positions Studied	10 121	1 118	1 499	3 441

Central Human Resources
Key Dimensions of Service

General Information	Charlotte	Greensboro	High Point	Winston-Salem
Total Number of Authorized Municipal Positions	6,915	3,185	1,563	2,809
Average Length of Service (In Years)	11.3	11.7	11.8	11.6
Number of Position Requisitions	461	294	320	514
Number of Employment Applications Processed	84,463	17,603	2,952	21,420
Number of Retirees Serviced	2,000	1,532	88	425
Probationary Period	6 & 12 Months	6 & 12 Months	12 Months	None
Turnover Rate	7.3%	8.5%	7.9%	9.0%
Number of HR FTE's	37.0	34.0	12.5	18.8

Central Human Resources
Service Definition

- ★ Central human resources represents an internal support service. It is characterized by various functions related to the daily management of human capital or personnel, including compensation analysis; position classification; benefits administration; management of employee training and development; employee relations; position control; employee performance evaluations; recruitment and selection; occupational health, wellness, and safety programs; administration of a Human Resources Information System (HRIS); and general administration of the central human resources office.

- ★ Excluded from the counts here are staff who may be assisting with certain human resource functions but who are not in the central human resources department, such as employees who might be assigned to individual departments.

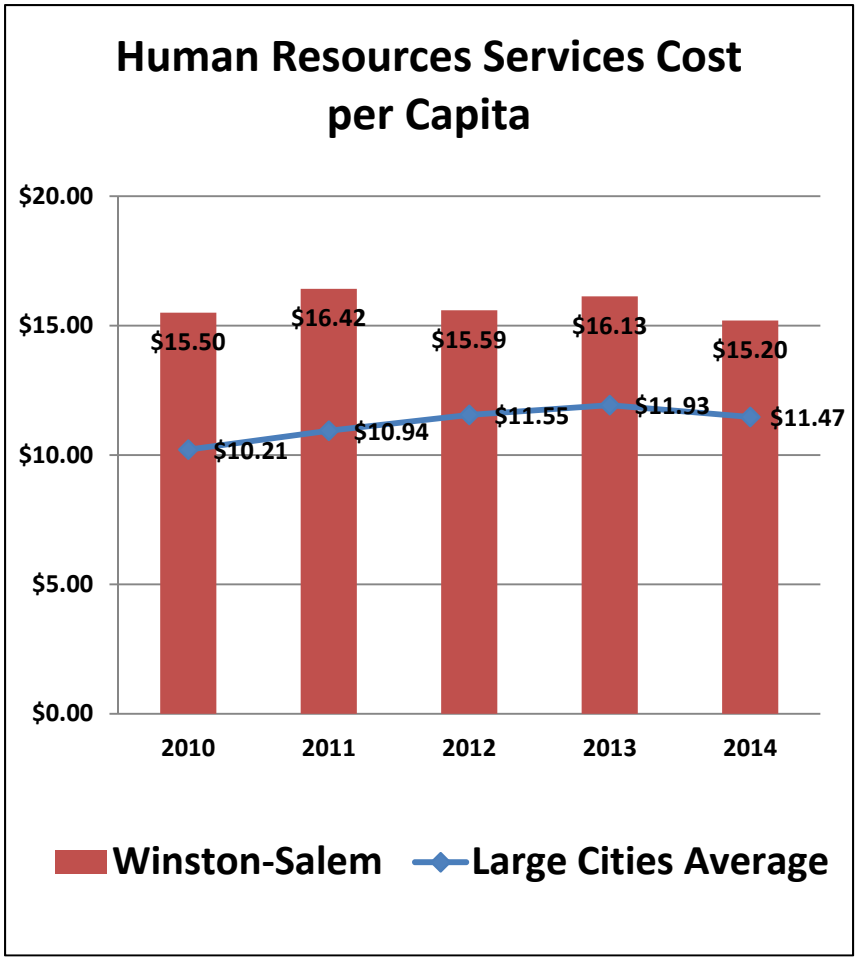
Central Human Resources

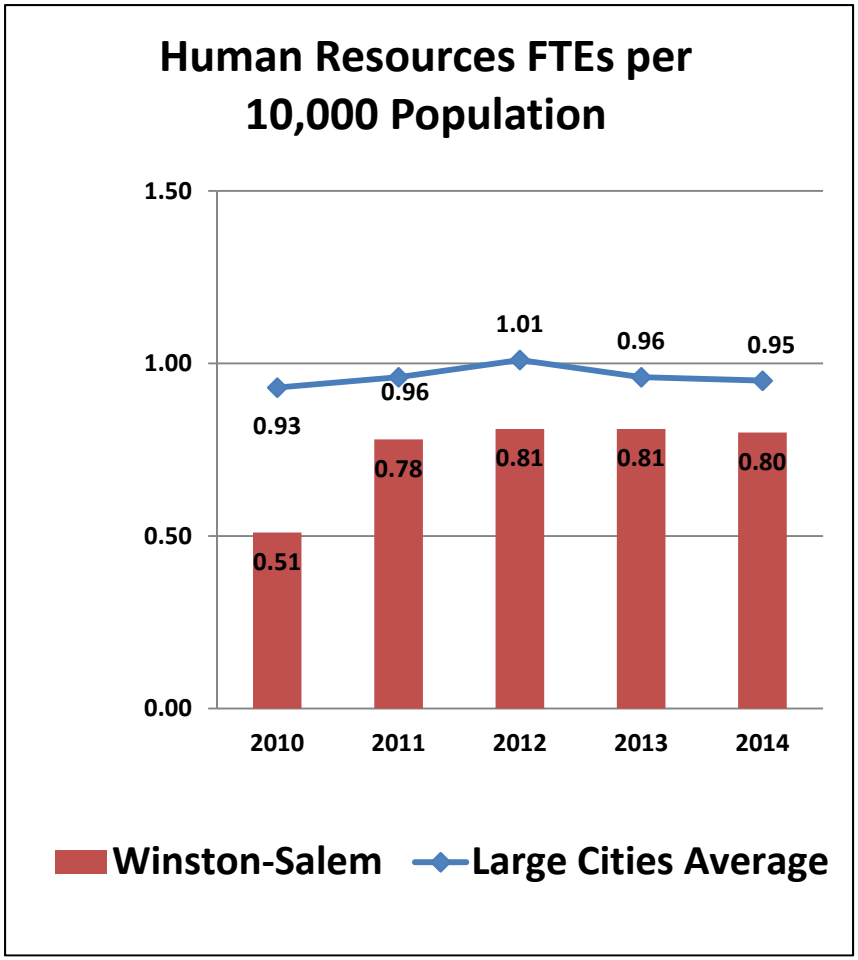
Explanatory Factors

- Decentralization of Human Resource functions*
- Personnel Polices*
- External economic climate
- Unemployment rate
- Extent of contracting out services
- Departmental discretion regarding vacancies
- Hiring freezes
- State and/or Federal Mandates

Central Human Resources

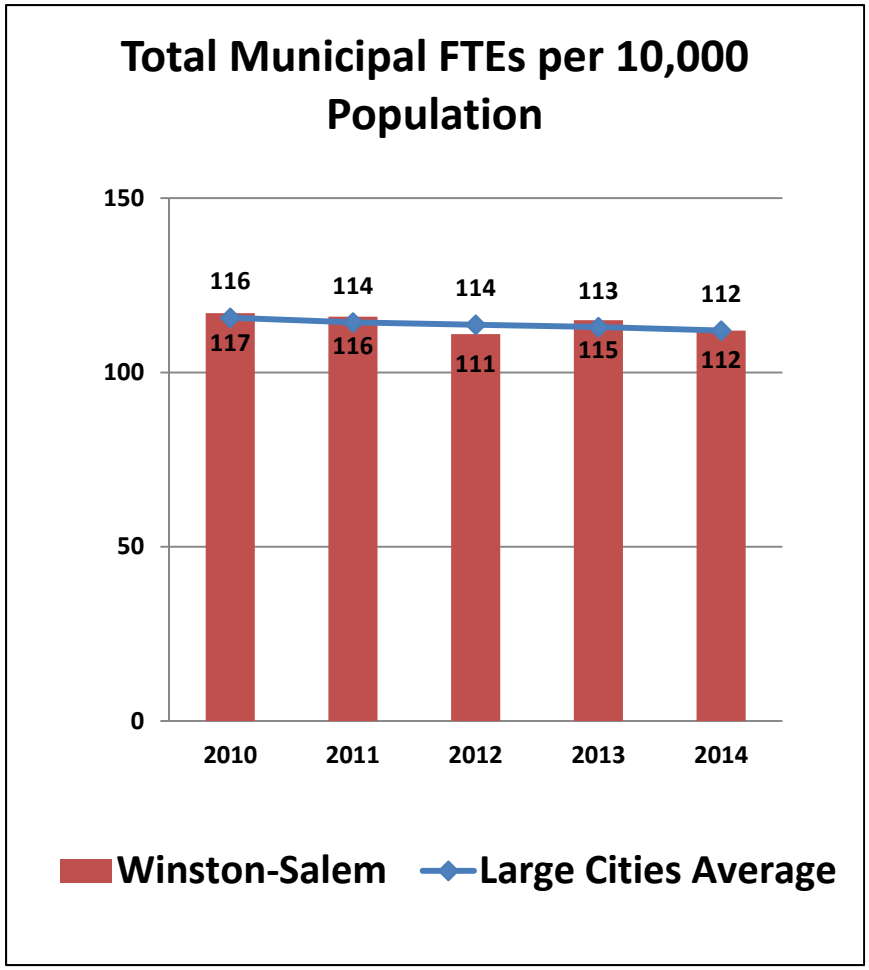
Resource Measures

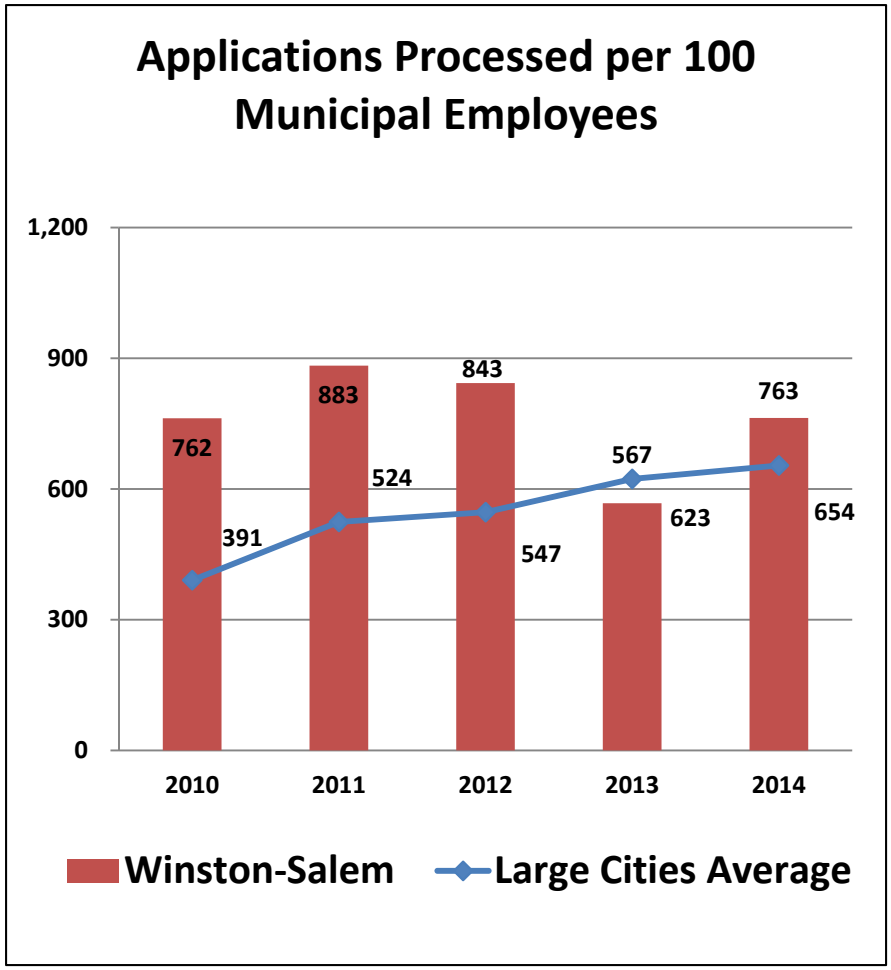




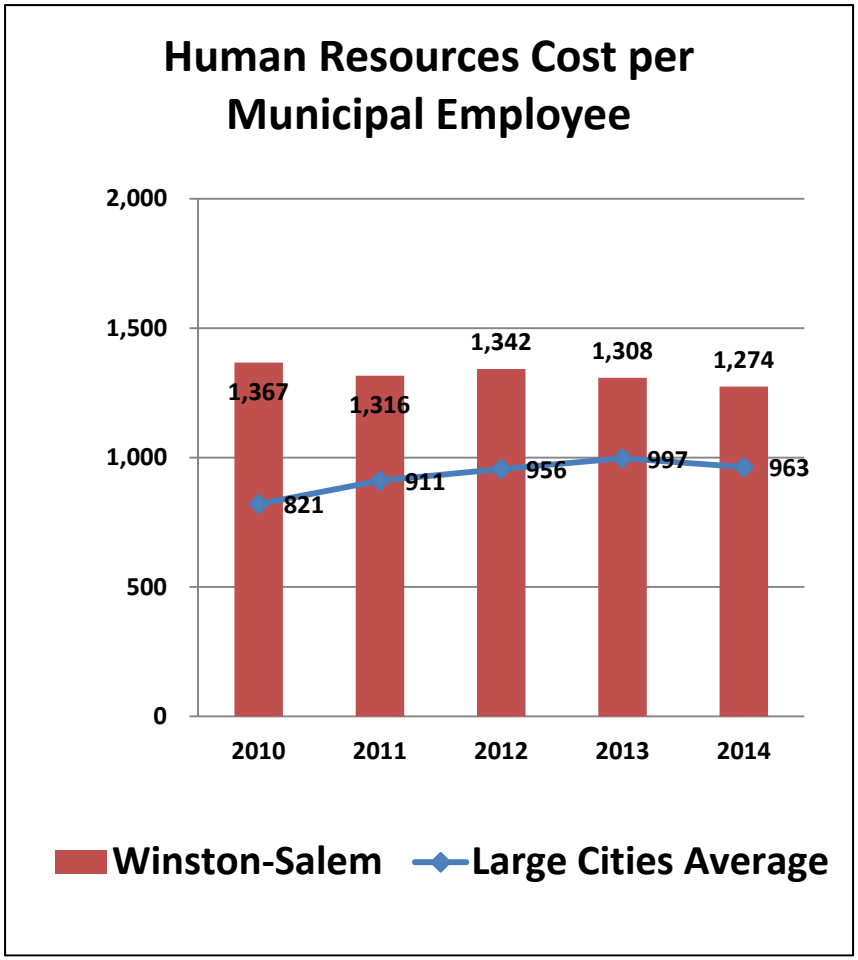
Central Human Resources

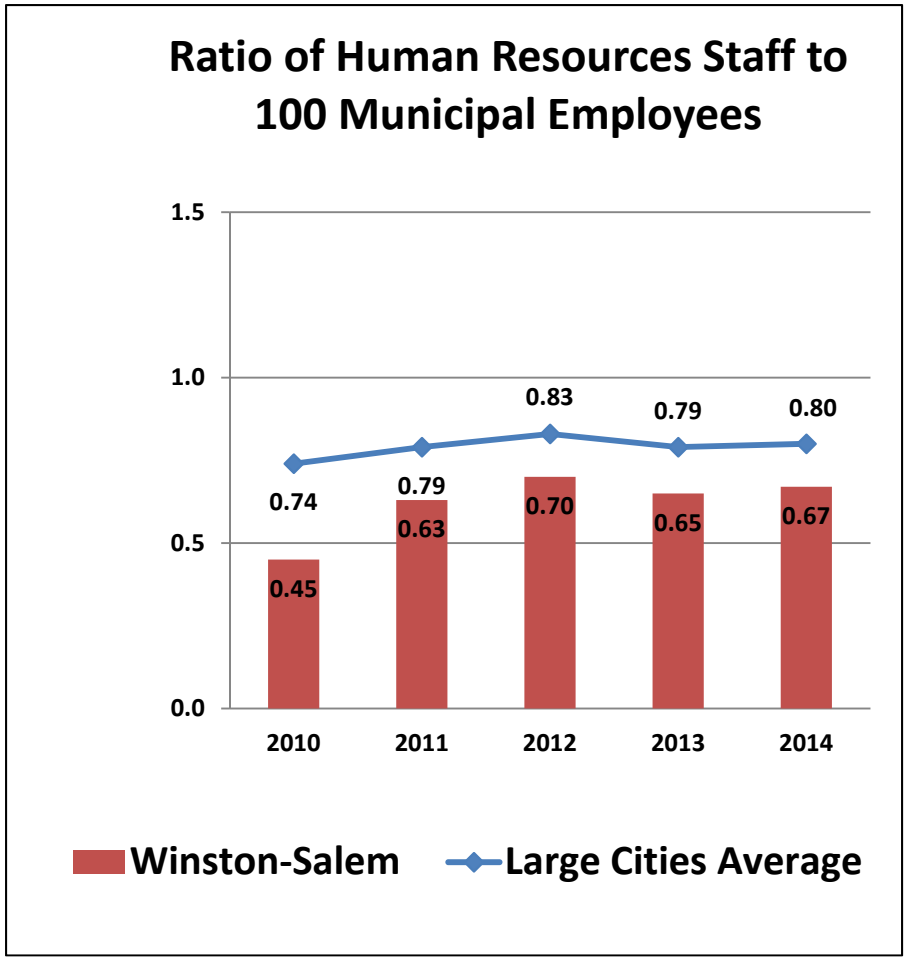
Workload Measures



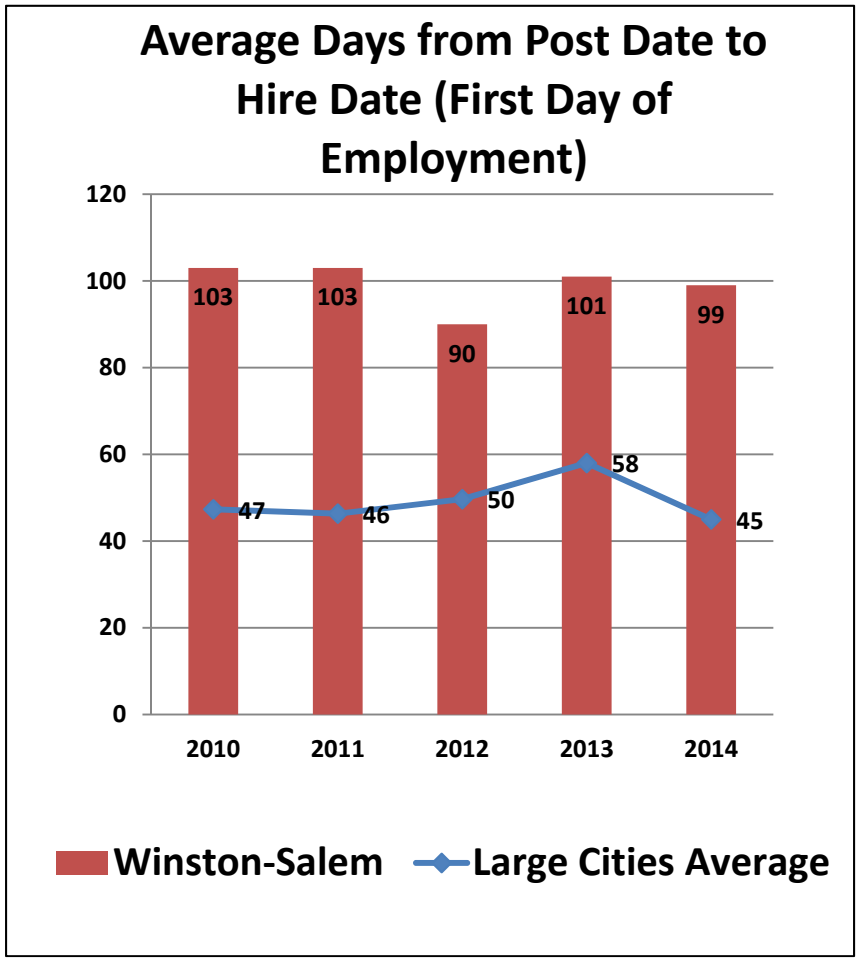


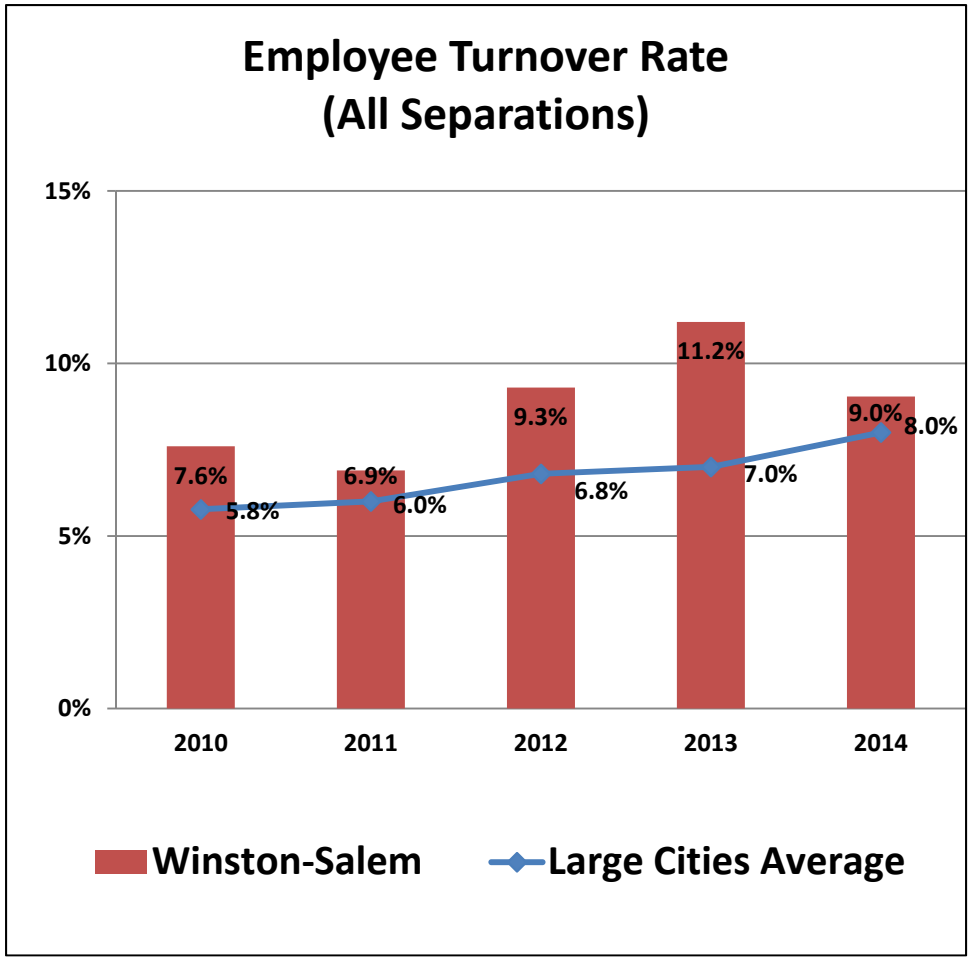
Central Human Resources Efficiency Measures





Central Human Resources Effectiveness Measures





FY 2013-2014 N.C. Benchmarking Project Data:

Core Parks and Recreation Services

Citizens' Budget Advisory Council

December 15, 2015

Large Cities Profile

General Information	Cary	Greensboro	High Point	Winston-Salem
Municipal Population	144,671	278,654	107,652	235,527
Service Area (sq. miles)	55.54	127.93	54.73	132.45
Persons per Square Mile	2,605	2,178	1,967	1,778
Topography	Flat; Gently Rolling	Flat; Gently Rolling	Flat; Gently Rolling	Gently Rolling

Core Parks and Recreation Services Key Dimensions of Service

General Information	Cary	Greensboro	High Point	Winston-Salem
Municipal Population	144,671	278,654	107,652	235,527
Service FTE's[1]	132.3	191.8	136.7	212.4
Number of Parks	27	616	50	79
Park Land Acreage	2,541.7	6,380.0	1,922.0	3,478.7
Number of Recreation and Senior Centers	4	12	7	17
Number of Playgrounds	18	104	30	47
Number of Athletic Fields	60	112	51	97
Miles of Trails	82.2	85.0	20.5	23.2

[1]FTE's include allocation of maintenance positions, which may be housed administratively in other departments.

Core Parks and Recreation
Service Definition

- ★ Parks and Recreation includes both passive and active recreation opportunities maintained and operated by a local government. For the purposes of this benchmarking effort, this will include core operational functions such as parks, multi-purpose recreation facilities, athletic facilities, greenways, and trails. This also includes programs and events.

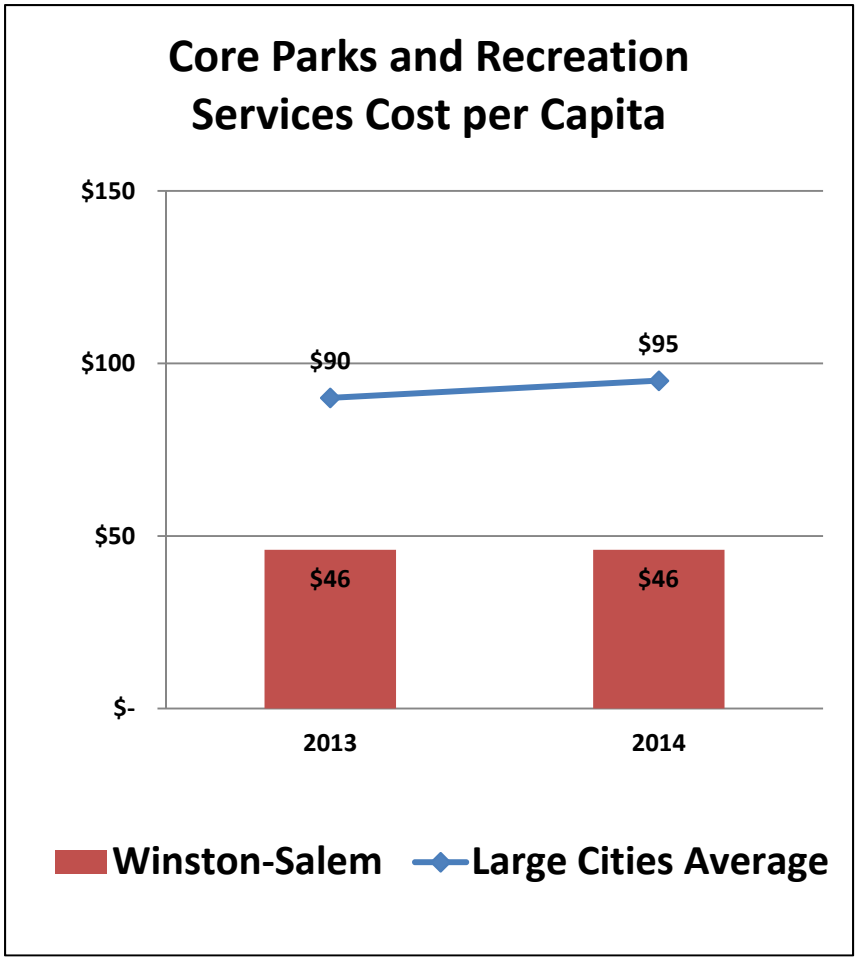
- ★ Excluded are these secondary recreational activities/venues: performance venues, museums, historic sites, golf courses, marinas/boat ramps, and profession stadiums. Also excluded are non-recreation activities which may be housed administratively in a Recreation Department. These include cemetery maintenance, right-of-way mowing, and other non-recreation maintenance activities.

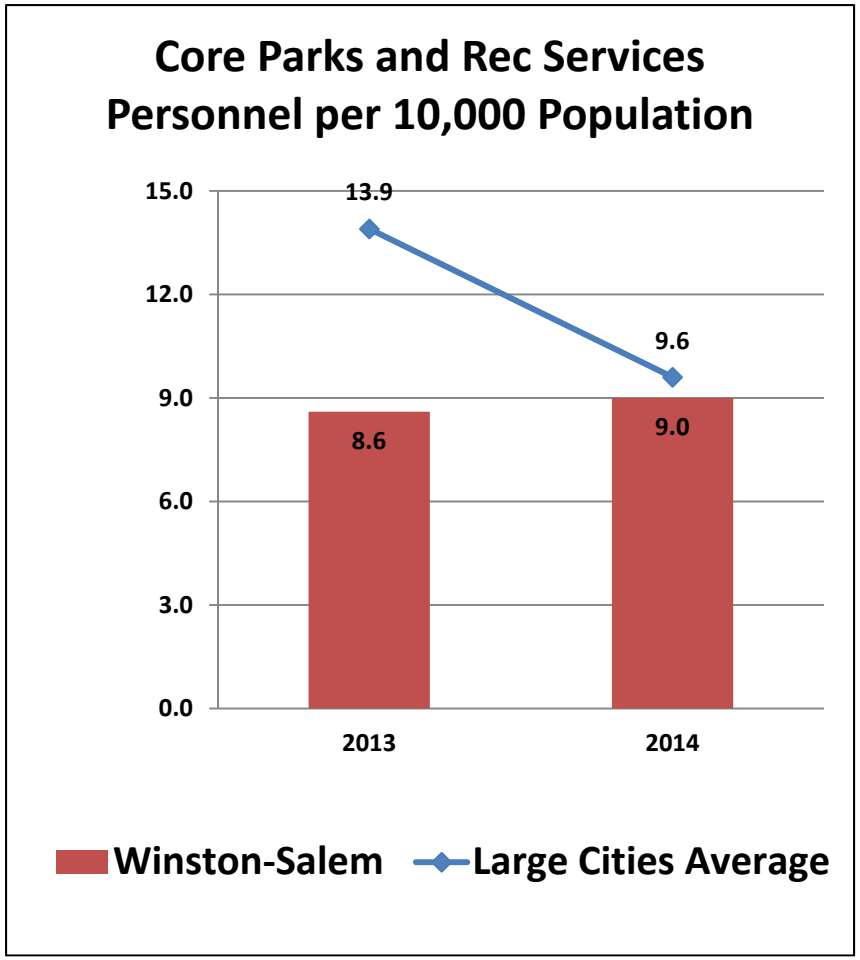
Core Parks and Recreation Services
Explanatory Factors

- Youth Population
- Total Acreage
- Miles of Trails
- Number of Facilities

Core Parks and Recreation Services

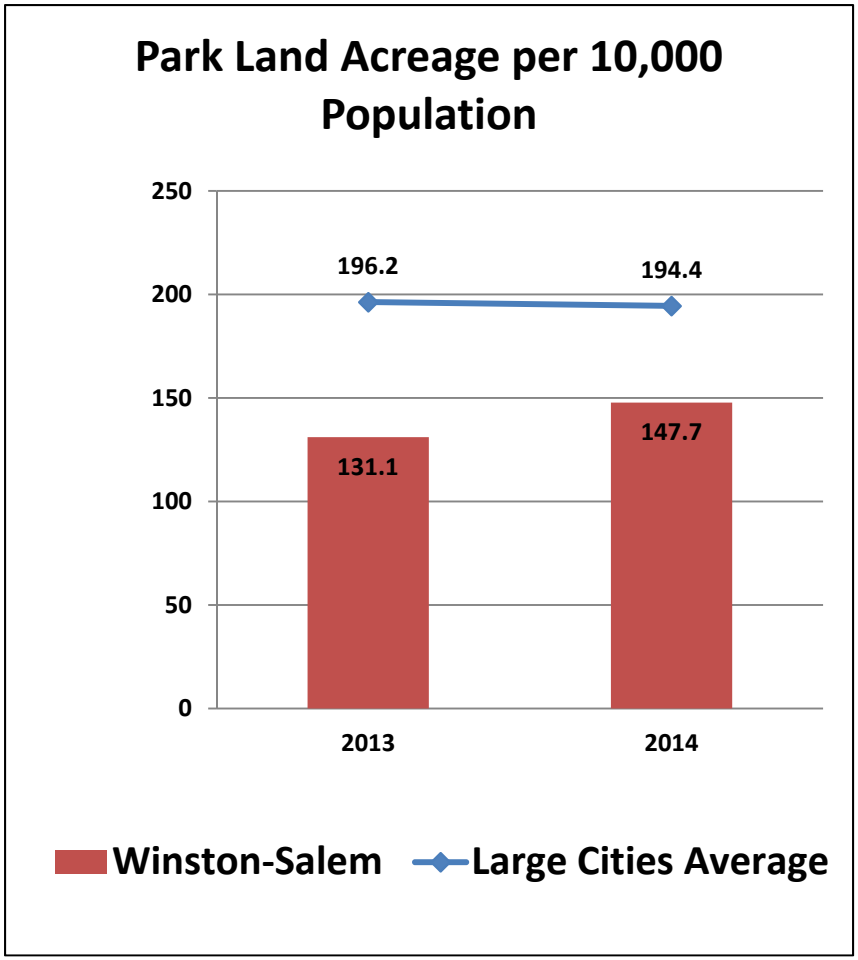
Resource Measures

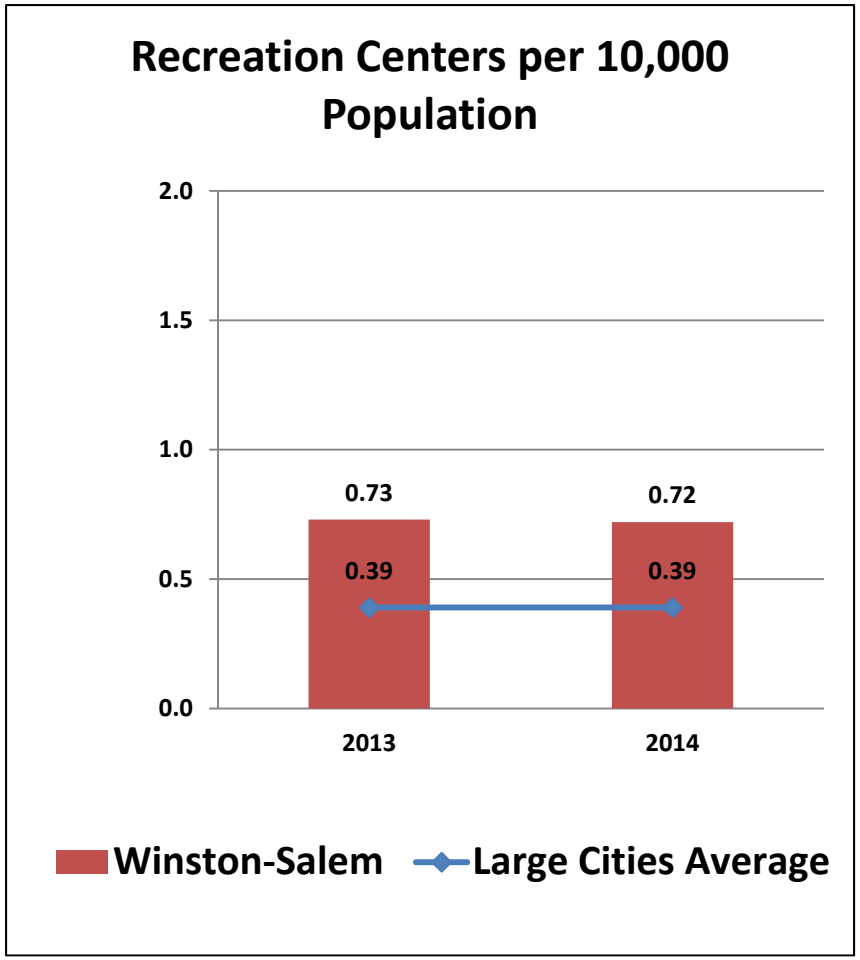




Core Parks and Recreation Services

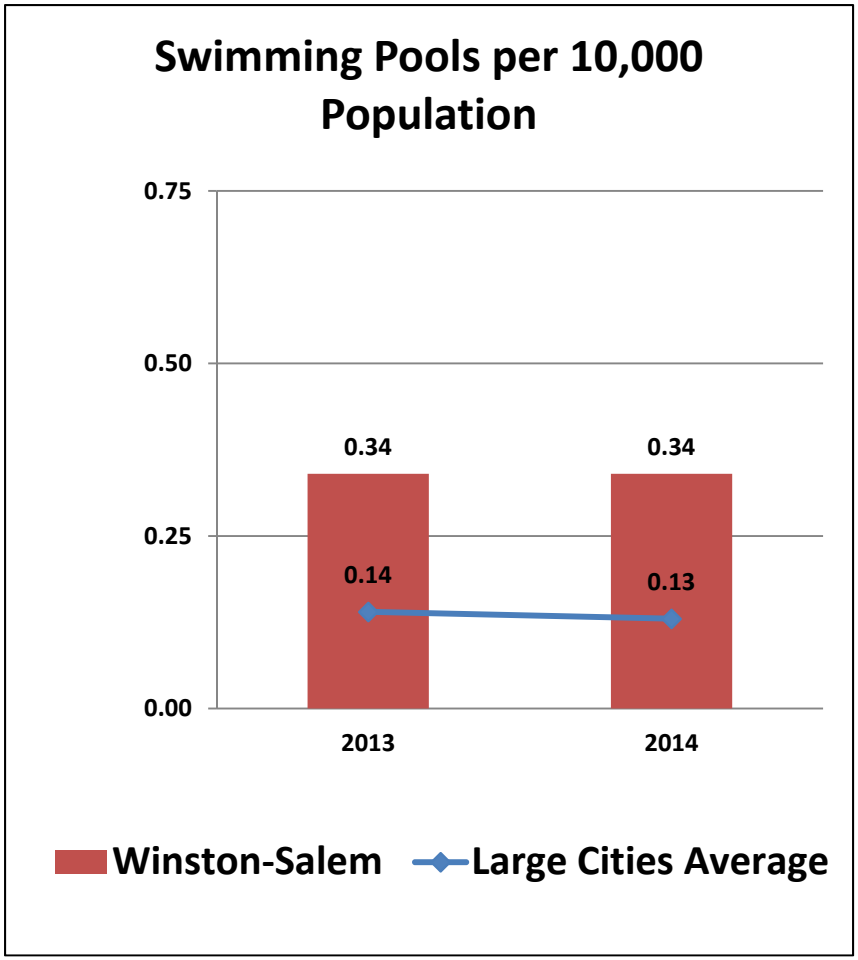
Facilities Measures

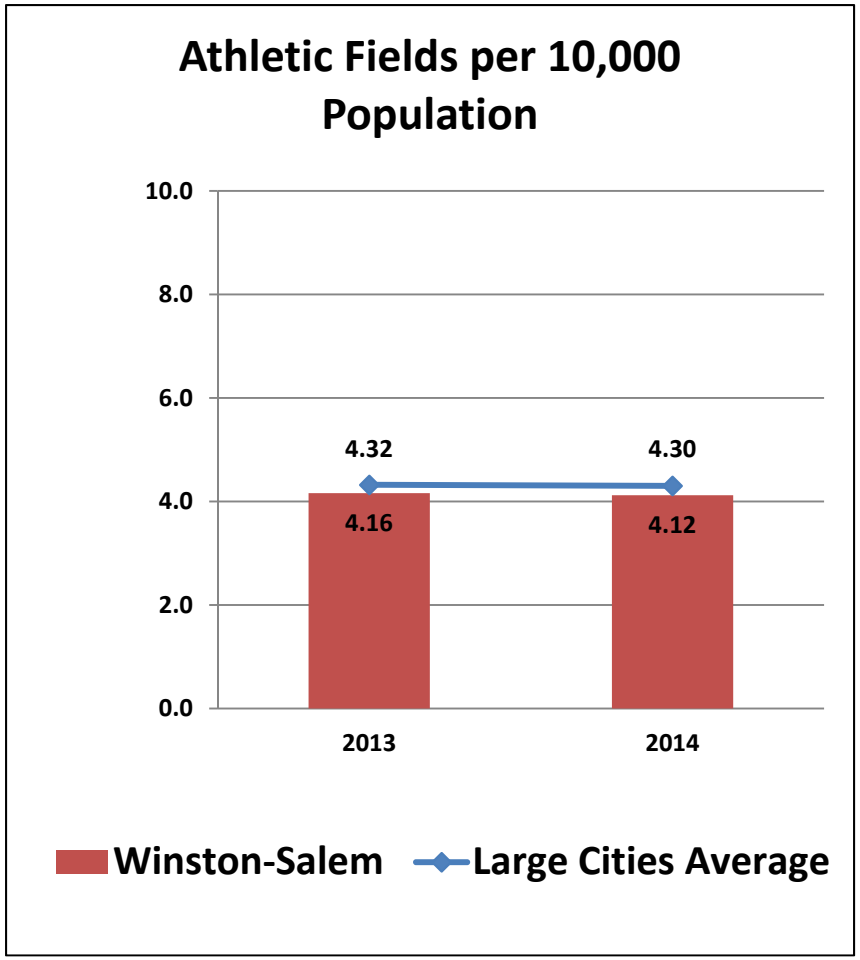




Core Parks and Recreation Services

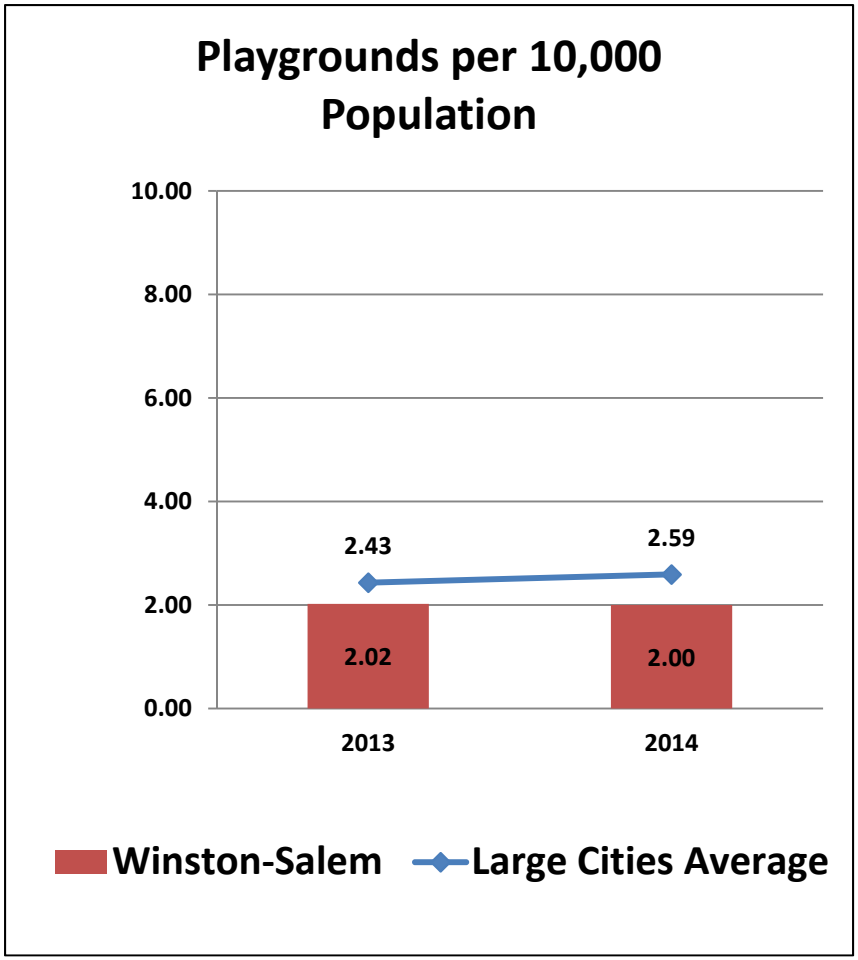
Facilities Measures

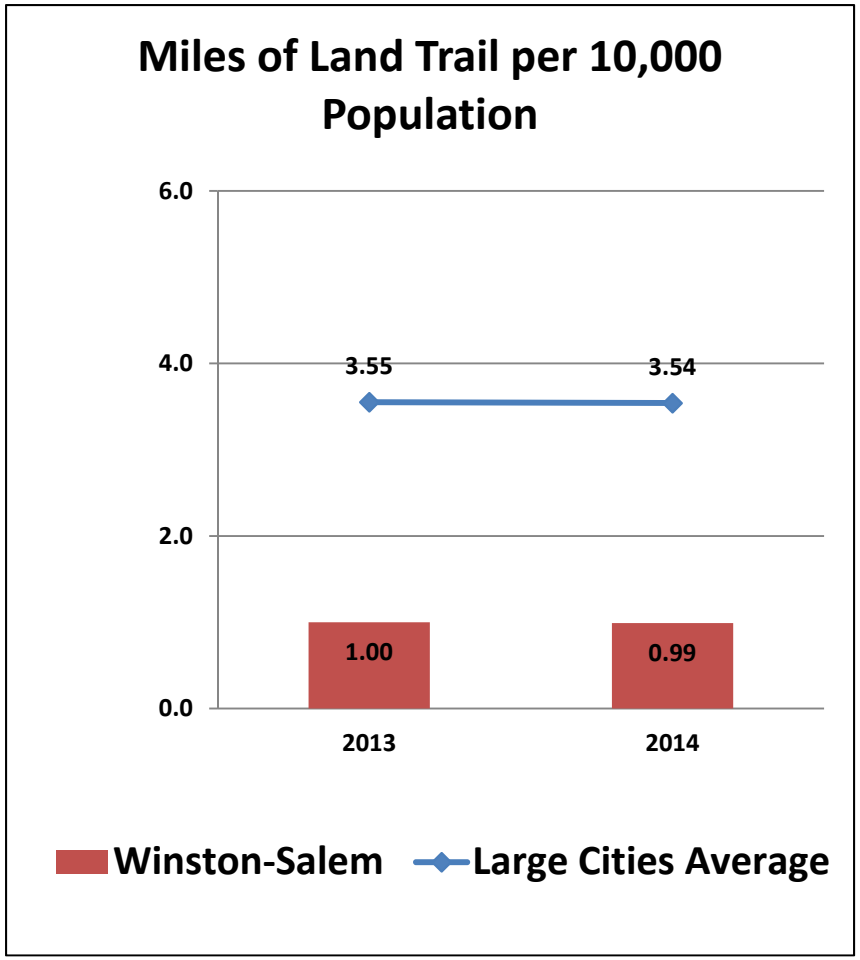




Core Parks and Recreation Services

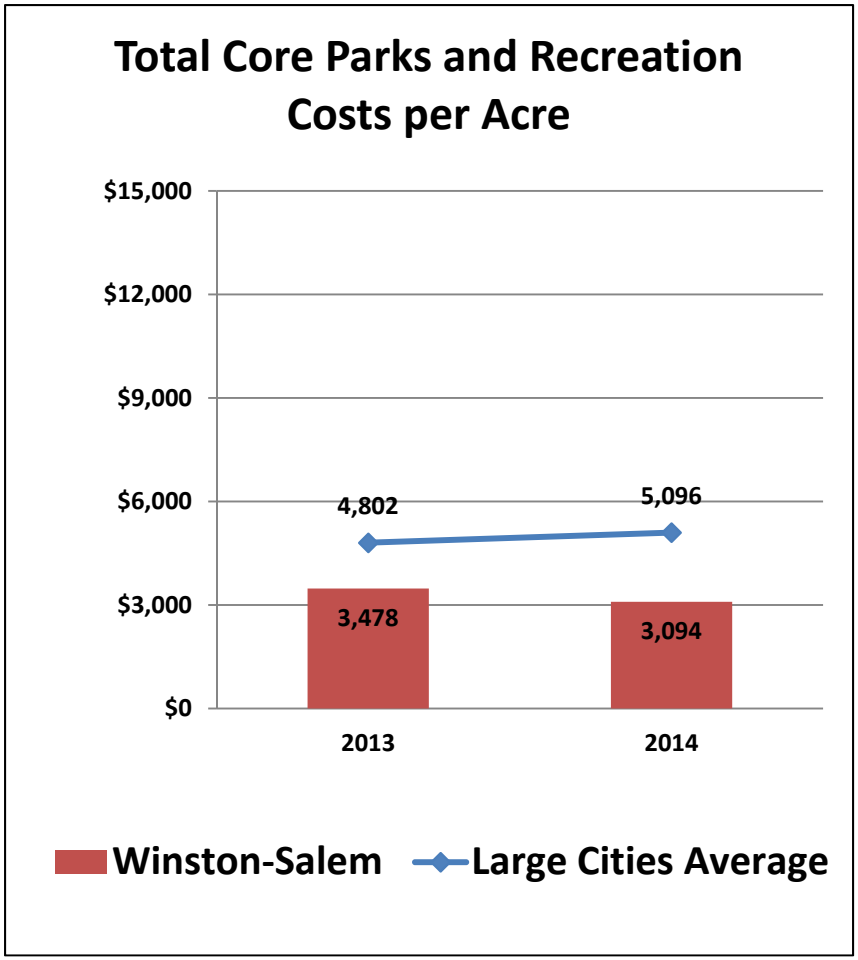
Facilities Measures

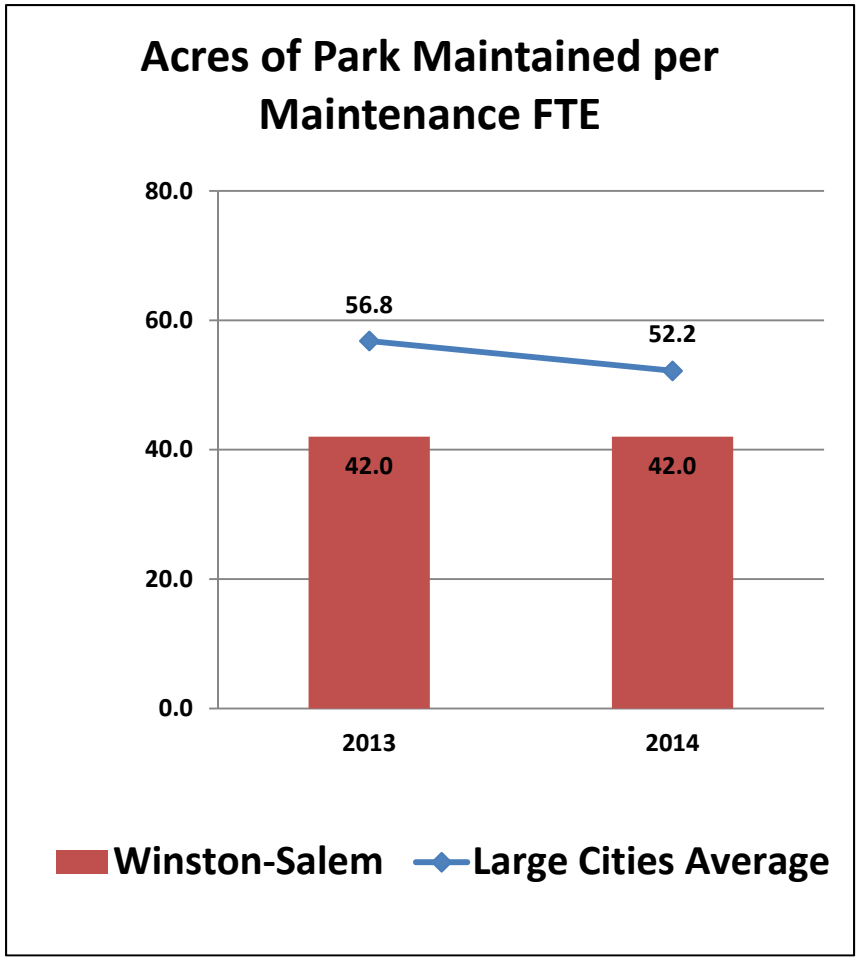




Core Parks and Recreation Services

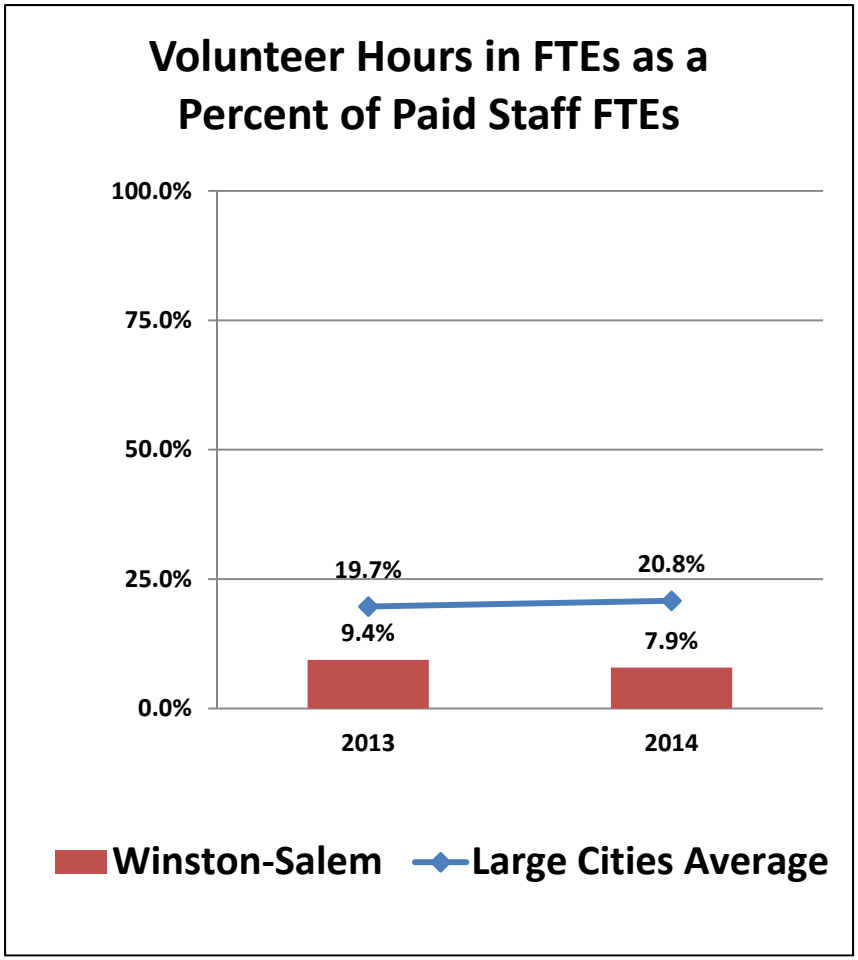
Efficiency Measures

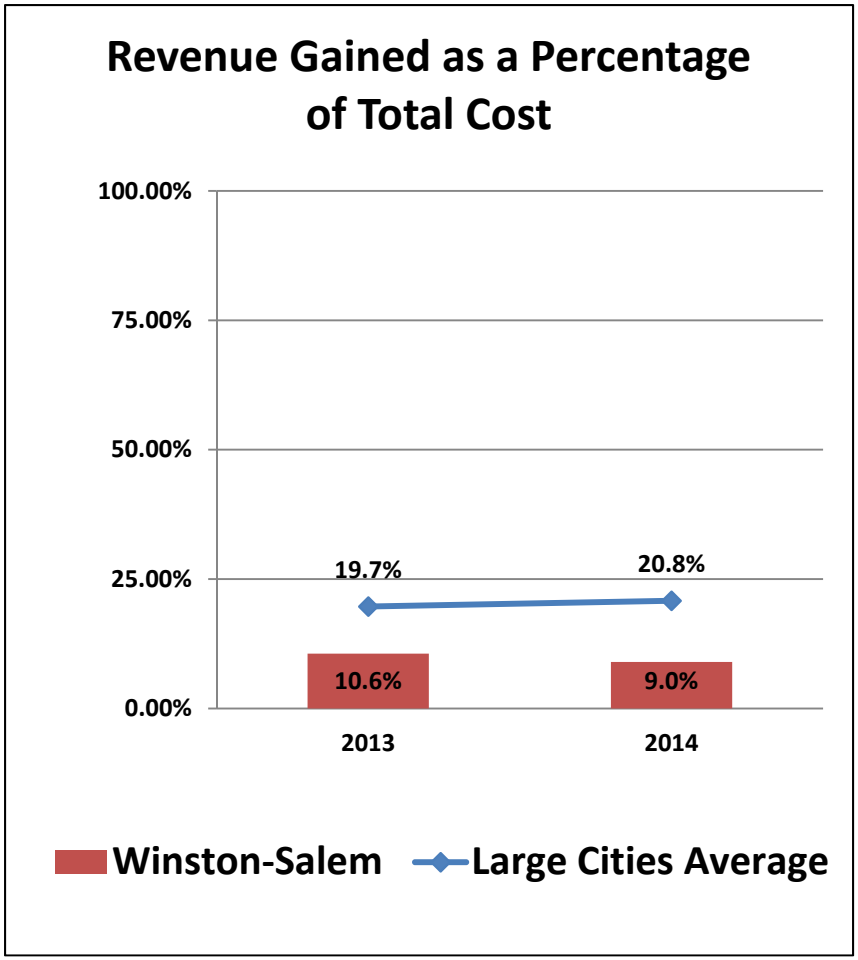
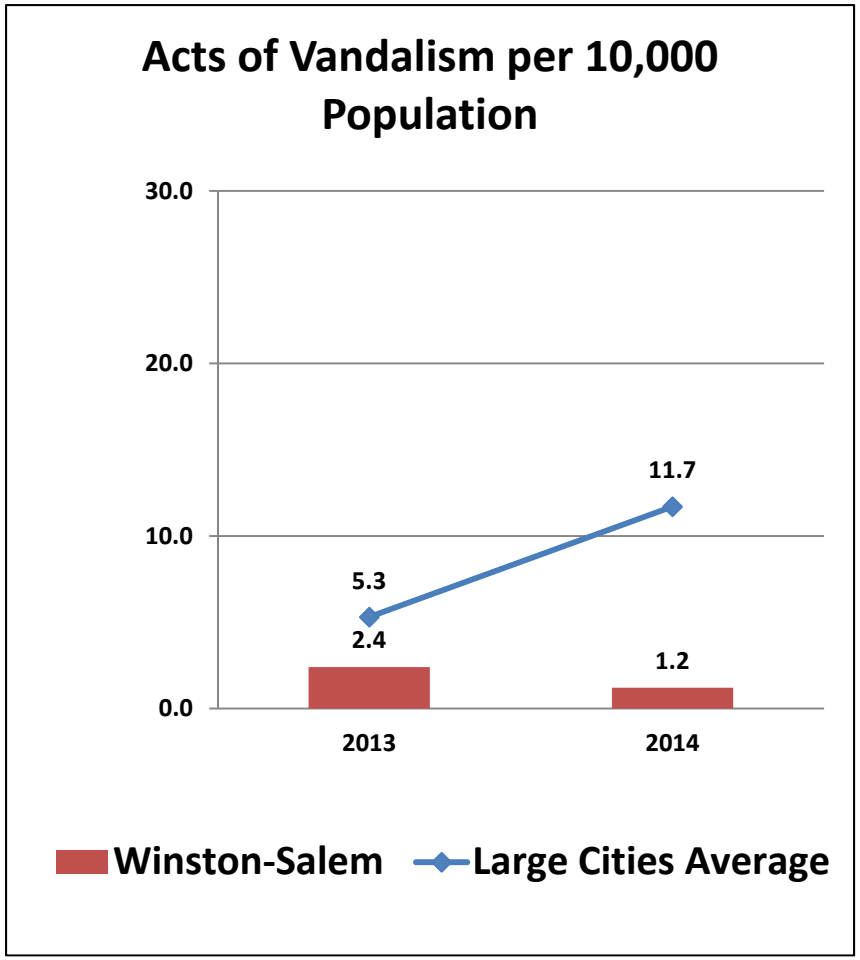




Core Parks and Recreation Services

Efficiency Measures



Core Parks and Recreation Services

Effectiveness Measures