



Winston-Salem

2013-2014 ANNUAL BUDGET

CITY OF WINSTON-SALEM, NORTH CAROLINA

CITYOFWS.ORG

OUR MISSION

The City of Winston-Salem provides quality, affordable services that ensure the health, safety and well-being of citizens, while collaborating throughout the community to ensure its economic, social and environmental vitality.

OUR VISION

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

OUR VALUES:

- ✓ Openness
- ✓ Integrity
- ✓ Equity
- ✓ Accountability
- ✓ Teamwork
- ✓ Respect for all citizens
- ✓ Fiscal soundness
- ✓ Continuous learning and improvement

PROPOSED



Winston-Salem

2013-2014 ANNUAL BUDGET

CITY OF WINSTON-SALEM, NORTH CAROLINA

CITYOFWS.ORG

MAYOR Allen Joines CITY COUNCIL Vivian H. Burke, Mayor Pro Tempore, Northeast Ward
Wanda Merschel, Northwest Ward, Finance Committee Chairman - Denise D. Adams, North Ward
Dan Besse, Southwest Ward - Robert C. Clark, West Ward - Molly Leight, South Ward
Derwin L. Montgomery, East Ward - James Taylor Jr., Southeast Ward
CITY MANAGER Lee D. Garrity BUDGET & EVALUATION DIRECTOR Ben Rowe

TABLE OF CONTENTS

Introduction	i
City Manager's Message	
Message	iii
Budget Review Calendar	ix
Attachment A	x
Attachment B.....	xii
Attachment C.....	xiii
City Council's Strategic Budget Objectives	xiv
City Fiscal Policies	xv
Total Budget Summary	
Total Expenditures and Resources	
Total Expenditures - All Funds	2
Total Resources - All Funds.....	6
Property Tax Revenue Distribution	9
Organizational Chart by Function.....	10
Total Personnel.....	11
Fund Summaries	
Fund Summaries.....	14
Net Expenditures by Fund	16
General Fund	
Total General Fund Expenditures by Type.....	17
Total General Fund Expenditures by Service Area	18
Total General Fund Resources by Type	21
General Fund Summary	24
General Fund Balance Highlights	33
Internal Services Funds	34
Debt Service Fund	35
Special Revenue Funds Detailed by Fund	36
Enterprise Funds.....	46
Capital Projects Fund	47
Leasing Capital Projects Fund	49
Leasing Equipment Acquisition Fund	50
Enterprise Capital Projects Fund	51
Internal Service Capital Projects Funds.....	53
Fiduciary Funds.....	54
Estimated Changes in Fund Balances.....	55
Community And Economic Development	
City-County Planning	58
City-County Inspections	62
Community and Business Development.....	65
Community and Business Development (Grant Funded)	69
Arts and Sciences Community Agencies	74
Community and Economic Development Non-Departmental.....	76
Environmental Health	
Sanitation.....	78
Water and Sewer System	82
Solid Waste Disposal.....	87
Stormwater Management.....	93
Environmental Health Capital Projects.....	98

TABLE OF CONTENTS

Public Safety	
Police Department	102
Fire Department.....	109
Emergency Management	113
Public Safety Capital Projects.....	116
Transportation	
Department of Transportation.....	118
Winston-Salem Transit Authority.....	123
Off-Street Parking.....	129
Transportation Non-Departmental	133
Transportation Capital Projects	134
Recreation and Culture	
Recreation and Parks	136
Bowman Gray Stadium.....	141
M. C. Benton, Jr. Convention and Civic Center	143
Fair	145
Downtown Ballpark.....	148
Recreation and Culture Non-Departmental.....	149
Recreation and Culture Capital Projects	150
Fiscal Management	
Financial Management Services	152
Budget and Evaluation	156
Claims for Damages	157
Human Resource Management	
Human Resources	160
Employee Benefits.....	163
Interdepartmental Services	
Office of the City Engineer.....	168
Mail and Printing Services	171
Property and Facilities Management (PFM).....	172
Information Systems.....	177
Interdepartmental Services Non-Departmental	180
Interdepartmental Services Capital Projects	181
General Government	
Policy Leadership	184
Office of the City Manager.....	186
Office of Community Assistance.....	188
City Link.....	189
City Secretary	191
Marketing and Communications.....	193
Human Relations	195
General Government Non-Departmental	198
Debt Management	
Debt Service Fund	202
Leasing Fund	206
Leasing Equipment Acquisition Fund	208

TABLE OF CONTENTS

Supplemental Information	
Budget Process	210
Annual Budget Calendar	211
About Winston-Salem	212
Cash Capital Outlay Listing.....	216
Lease Purchased Capital Outlay Listing	216
Glossary of Budget Terms	219
Index	222



Winston-Salem

INTRODUCTION

The City of Winston-Salem's Annual Budget is designed to provide detailed information about the services provided by the city, how much is spent on those services, and how they are funded. This document is divided into several sections each of which presents a different aspect of the budget.

City Manager's Message - The City Manager's message explains how the budget adopted by the manager in May meets the City Council's strategic budget objectives. These objectives, the Council's fiscal policies, and the budget review schedule are also included in this section.

Total Budget Summary - The total budget summary provides expenditures by service area and department and resources by type for all City funds. In addition, the summary provides information on the structure of city government and the number of full-time employee positions in each of its departments.

Fund Summaries – Expenditure and revenue information is provided for each budgeted funds of the City. The largest fund is the general fund, which receives the bulk of the property and sales taxes. This fund covers the cost of basic city services such as police, fire, garbage collection, recreation, and transportation. The general fund summary explains how much money is spent from the general fund on these services and explains any changes in service and spending that will occur as part of the budget. The summary also provides information on the sources of money coming into the general fund.

In addition to the general fund, the city has a number of funds that are used to account for money received by the city. Special revenue funds are used to account for money that can only be used for specific purposes, such as housing, transit, and streets. The debt service fund makes payments on debt owed by the city. Enterprise funds are used for services, such as water and sewer, that pay for themselves out of charges for services. Capital project funds account for funds spent on large one-time purchases of items such as land, buildings, and equipment.

Service Area Summaries - A separate section is provided for each of the city's nine service areas: community and economic development, environmental health, public safety, transportation, recreation and culture, fiscal management, human resources management, interdepartmental services, and general government. Each section includes information on the departments within that service area, including a description of the programs provided by the department, the service goals for the department, spending on those services, the sources of funds for the department, and descriptions of major changes in the services to be provided by the department or the amount to be spent by it.

Debt Management - The debt management section includes listing of all the debt owed by the city and shows what sources of funding will be used to pay off that debt. This section also includes the debt payments budgeted in the city's equipment leasing fund.

Capital Plan - The Capital Plan will be provided as a separate document later in the budget process. The Capital Plan is the city's six year plan for improving water and sewer plants, roads, sidewalks, bus systems, parks, recreation centers, low-income housing, and city buildings and equipment. The spending shown for the first year of the plan is included in the annual project budget ordinance, and the remaining four years represent planned expenditures in those years. The Capital Plan includes a description of each of the projects planned for the next six years, the amount to be spent on the project in each year of the plan, and the expected source of funding for the project. The expenditures and resources in the planning years have not been approved by the City Council.

INTRODUCTION

Supplemental Information - This section includes a description of the budget process, an illustration of the budget preparation calendar and background information about the City of Winston-Salem, the approved cash and lease purchased capital outlay listings, the index, and a glossary of budget terms.

The information in this document was prepared by the City of Winston-Salem Budget and Evaluation Office. For additional information, please contact Ben Rowe, Budget and Evaluation Director, at P. O. Box 2511, Winston-Salem, NC 27102, by calling (336) 727-8000, or through electronic mail on the Internet at benr@cityofws.org. The document is also available in its entirety on-line at <http://www.cityofws.org>, click on Departments, then Budget.



Office of the City Manager

Lee D. Garrity
City Manager
P.O. Box 2511
Winston-Salem, NC 27102
Tel 336.747.7380
Fax 336.748.3060
E-mail leeg@cityofws.org
www.cityofws.org

May 23, 2013

Dear Mayor Joines and Members of the City Council:

Back in the spring of 2012, the City faced one of its most challenging fiscal years. Sales tax receipts and construction permit fees continued to lag behind pre-recession levels, while the cost of City services continued to rise due to increasing health care costs, pension obligations, and the cost of materials and contracted services. To avoid a four-plus cent tax increase, the City Council took a number of measures to reduce expenditures, including measures to decrease personnel expenditures and increase the efficiency of City operations.

While the City still faces the challenges of a slowly recovering economy, those challenges are compounded by a 10% decrease in real property values, based on the four-year countywide reappraisal that was conducted for 2013. The drop in value resulted in a projected budget gap for FY 13-14 in excess of \$7 million. To minimize the impact of the reappraisal on the level of service provided by the City, I am proposing a budget for FY 13-14 that reduces overall expenditures and invests in equipment and technologies that will position the City to realize additional operating savings in future years. These measures will enable the City to reduce the structural gap between revenues and expenditures.

The proposed budget also provides tax relief for city residents by proposing a reduction in the tax rate. As a result of the countywide reappraisal of real property, city residents whose property decreased in value by more than 10% would see a decrease in their tax bills, if the City reset the tax rate to yield the same amount of property tax revenue that the City received in FY 12-13 (known as “revenue neutral”). The proposed reduction from the revenue neutral rate will provide additional relief, including residents who would see an increase in their tax bills.

With the goals of preserving the current level of City services while reducing the cost of City government, I hereby submit a proposed FY 13-14 budget of \$378.8 million, which represents a 3.4% reduction from FY 12-13. The budget includes \$307.3 million for operations and debt service and \$71.5 million for capital. The budget is balanced with a proposed tax rate of 53 cents, which is a 3.9 cent increase from the current rate of 49.1 cents (+8%). Using the state statute calculation, the revenue neutral rate would be 54.25 cents; therefore, the proposed rate actually represents a 1.25 cent reduction to the rate needed to maintain property tax revenues at the current level.

The remainder of my message discusses in detail the following major decision points reflected in the proposed FY 13-14 budget.

Services

While the proposed tax rate represents a real tax cut, the budget maintains the current level of services. The proposed budget also includes one significant service enhancement—the implementation of Sunday bus service. After unsuccessful attempts to forge partnerships with the city’s major medical centers, the budget reallocates one-fifth of a cent of the property tax rate from the general fund and debt service fund

to provide the \$425,000 needed to implement the new service. With this funding, the transit authority would provide fixed route bus service on select routes and citywide Trans-AID service from 6:30 a.m. to 6:30 p.m.

Property Tax

During 2012, the Forsyth County Tax Office conducted a countywide reappraisal of real property, a process that takes place every four years. In a “normal year,” property values typically increase to better reflect the existing housing market. The last countywide reappraisal took place in 2009, just as the “Great Recession” began. While real property values increased that year, the impact of the economic downturn has depressed home values since that time. For Winston-Salem, the reappraisal has resulted in a 10.5% decline in real property values. In a normal year with increasing property values, the City has adopted revenue neutral tax rates that lower the rate to ensure the City does not realize more property tax revenue than it would have if a reappraisal had not taken place. For 2013, a revenue neutral adjustment would increase the current rate of 49.1 cents to 54.25 cents. In order to provide a measure of tax relief for city residents, I am proposing a tax rate of 53 cents, a reduction of 1.25 cents from the revenue neutral rate or \$2.4 million in tax revenue. While the rate adjustment represents an 8% increase, it is a real reduction in the rate. In other words, if the reappraisal had not occurred, the tax rate would decrease from 49.1 cents to 47.85 cents. The following table shows the projected tax bills for various changes in property value.

Projected Tax Bills for Single Family Residence Valued at \$100,000

Current Bill (49.1¢)	Change in Value	Projected Bill (53¢)
\$491	No Change	\$530
\$491	-5%	\$504
\$491	-8%	\$488
\$491	-10%	\$477
\$491	-30%	\$371

Over 60% of city residents’ property values decreased by 8% or more. With the proposed rate reduction, these residents will see their tax bills stay the same or decrease. Even those whose property values decreased less than 8%, did not change, or increased will see less of an increase.

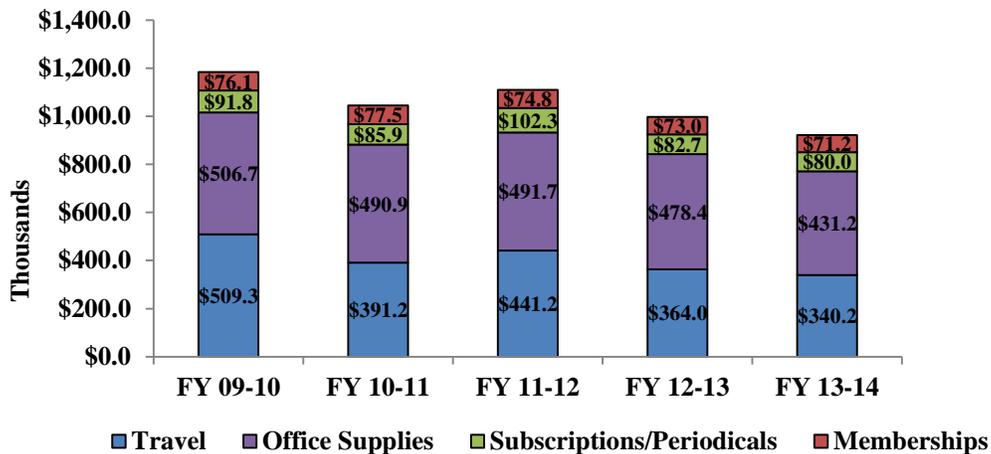
Economy of Operation

In September 2012, the City Council created the Citizens’ Organizational Efficiency Review Committee (COERC)—a nine-person “blue ribbon” committee with experience in sound business practices and representing the business community, universities, and the non-profit sector—to conduct a comprehensive review of the City’s operations, staffing, and organization in order to identify ways to improve the efficiency of City government. In February 2012, the COERC presented its final report, which included over 40 recommendations yielding \$4.7 million in budgetary savings through improved efficiencies, increased revenues, and changes in service levels. After a careful review of COERC’s recommendations by the City Council’s standing committees, the Council approved incorporating 14 recommendations into the proposed FY 13-14 budget for a total savings of \$1.5 million. These recommendations also include the deletion of 15 positions in the general fund. Attachment A provides a list of the COERC recommendations reflected in the proposed budget.

The City will benefit greatly from the results of the COERC’s comprehensive examination of City operations. While the COERC offered specific recommendations to address the City’s financial challenges for FY 13-14, they also urged the City to continue to look for ways to reduce the cost of City government through managed competition, contracting out certain services, and in-depth reviews of select City operations. I plan to incorporate these “recommendations for further study” into the work plan for my management team next year.

In addition to the COERC recommendations, the proposed budget includes the deletion of 52 positions—15 identified as part of the COERC review, 28 from the sale of Lawrence Joel Veterans Memorial Coliseum and Bowman Gray Stadium, and nine resulting from on-going operations reviews. Attachment B provides the complete list of positions to be deleted as part of the FY 13-14 budget.

The proposed budget also includes measures to reduce expenditures through additional budget restraints but also includes investments in new technologies and equipment that will position the City to realize additional savings beyond FY 13-14. The City staff continues to look for ways to further “tighten the belt” and reduce certain discretionary expenditures in the budget. The following chart shows how the City has reduced expenditures for office supplies, subscriptions, professional memberships, and travel over the last five years.



To continue those efforts, I have included a 5% reduction in travel expenditures for select departments as part of the FY 13-14 budget. Including FY 12-13, travel expenditures will have been cut 25% to 30% across the City organization. In addition, the proposed budget provides funding for only the most critical equipment replacement needs. The “Supplemental Information” section at the end of the budget document provides a complete list of recommended vehicle and equipment purchases for next year.

As mentioned earlier, the proposed budget also includes investments in new technologies and equipment that will improve the efficiency of City operations and yield additional savings in future budgets. Those investments include the following:

Four side-loading refuse trucks: will enable the Sanitation Department to convert four routes from three-person crews to one-person operations, or eight positions that would be eliminated through attrition.

Automatic vehicle locators: will enable departments to improve productivity through the development of more efficient routes, reduced fuel consumption, and greater accountability by installing these devices in approximately 1,200 vehicles.

Four truck-mounted leaf loaders: will enable the Sanitation Department to use fewer temporary workers during seasonal leaf collection.

Nine hybrid buses: will increase the Winston-Salem Transit Authority’s fleet of hybrid buses to more than 30, enabling the Authority to realize additional savings in fuel and vehicle maintenance.

The City will receive three additional months of registered motor vehicle property taxes and motor vehicle privilege taxes as a result of the transition to the new State vehicle registration system. The

proposed budget appropriates the estimated \$1.5 million in additional registered motor vehicle property taxes for the purchase of the side-loading refuse trucks and the automatic vehicle locators. Using these funds for these purposes will enable the City to realize immediate savings without the cost of any offsetting debt payments.

Finally, the proposed budget reflects the impact of the potential sale of Lawrence Joel Veterans Memorial Coliseum and Bowman Gray Stadium, by eliminating the \$400,000 general fund subsidy to the operation. In addition, the sale will enable the City to pay off the remaining debt for those facilities.

Employee Compensation and Benefits

As part of my budget proposal, I am including funding for a 1.5% merit increase for employees who receive satisfactory ratings or better on their annual performance appraisals. There are no cost of living adjustments or market pay adjustments in the proposed budget. Over the last four years, employees have received modest increases, including a flat \$250 increase in FY 2013, a 1.5% increase with a minimum \$500 in FY 2012, and no increases in FY 2010 and FY 2011. While the City has not experienced high turnover due to issues relating to pay, we seek to be proactive and maintain competitive compensation in order to retain and attract the most talented employees. Our efforts to offer competitive pay also have come at a time when the City has increased employees' cost for health care.

Health Benefits. While necessary steps were taken in health care plan design and employee share of health care premiums in the 2013 plan year that have assisted in slowing the growth of City costs, increases are anticipated in 2014, including the effect of health care reform legislation. For FY 13-14, the budget proposal anticipates a modest increase in the City's health care expenditures. The impact on employee contributions will be limited to a 5% increase versus the 12.5% increase last year. The impact of the increase for 2014 on employee premiums for single coverage is \$5 and \$7 per month for Basic and Basic Plus plans, respectively. There are no recommended plan design changes for 2014.

The City's internal health care task force continues to focus on a comprehensive approach to addressing the health and wellness of our employees and covered members and will continue to emphasize preventive care, education awareness and benefit utilization analysis to evaluate and recommend approaches to controlling current and future growth of costs. For 2014, the City will continue to encourage utilization of generic prescription medications and implement step therapy and pre-authorization for medications where appropriate. Continued evaluation of the impact of specialty drugs on our health care costs will continue.

Other Benefits Changes. The one-time approval of two special leave days for each full-time and part-time benefitted employee to use during FY 13-14 is proposed. Any unused special leave would be forfeited on July 1, 2014. When scheduling this leave, supervisors will take into consideration staffing needs, workload, and impact on overtime, prior to approval, just as they would with any regular leave request.

Currently, employees may convert any unused accrued vacation leave, in excess of thirty (30) days, to sick leave up to a maximum of ten (10) days. The Personnel Resolution for FY 13-14 will include a provision that removes the ten (10) day cap on vacation leave conversion, thereby increasing employees' sick leave balances that can be used for creditable service toward retirement.

User Fees

The Citizens' Organizational Efficiency Review Committee (COERC) recommended increases in a number of fees that had not been adjusted in at least five years to ensure an appropriate level of cost recovery. Specifically, the COERC recommended and the City Council subsequently endorsed increases in the following fees: the fine for weeded lot violations, the minimum parking fine, fees for cemetery plots and grave openings, and construction permit fees. In addition, the COERC recommended that the

City create a formal process to review user fees to ensure they remain current. I plan to include the implementation of this recommendation on the Budget and Evaluation Office's work plan for next year.

As an alternative to the COERC's recommendation to increase construction permit fees by 10%, the Inspections Division has proposed a tiered fee schedule for residential construction that would recover the higher cost of inspecting larger homes that have more complex systems, which require more inspections. In addition, Inspections has recommended increasing the multiplier for calculating the permit fees for commercial construction in order to achieve a higher level of cost recovery. Finally, Inspections' recommendation includes an increase in the minimum inspection fee from \$45 to \$65. These changes would yield \$540,000 in additional revenue and generate a budgetary savings to the general fund of \$304,000.

The proposed budget also includes a 7% increase in water and sewer rates that was approved by the City-County Utility Commission on May 13. This increase will ensure the City meets the debt coverage requirements for revenue bonds issued in recent years to provide for significant investments in the water and sewer system's treatment facilities and to provide for rehabilitation of aging water and sewer infrastructure in neighborhoods throughout the city.

Fund Balances

The proposed FY 13-14 budget reduces the fund balance appropriation in the general fund from \$3 million to \$2.2 million. Of that amount, \$200,000 is budgeted to cover the one-time expenses for the 2013 primary and general elections. Due to our careful management of expenses and improved revenue collections over the last couple of years, we project to have \$10.2 million in undesignated general fund balance heading into next year. This undesignated amount is in addition to the 10% of budgeted general fund expenditures that the City maintains in reserve to provide adequate working capital, produce investment income for debt retirement, and meet the highest standards of the national credit rating agencies.

While much of our focus is on maintaining a healthy general fund balance, the City manages almost 50 funds that provide resources for specific City operations or are available to address many of the City's strategic or capital needs. Attachment C lists all of the City's funds, their cash balances, and their designation as restricted, committed, or undesignated funds. City staff will be prepared to provide more detailed information about any of these funds during the upcoming budget workshops. With over \$500 million in unfunded capital needs, it is important that the staff provides a complete picture of the potential resources available to the City Council.

Potential Impact of State Tax Reform Legislation

Despite our efforts to produce a balanced FY 13-14 budget, one unknown will linger over the remaining weeks of this fiscal year—the impact of the General Assembly's efforts to pass major tax reform legislation. While the House and Senate are incrementally unveiling their proposals, it has been difficult to quantify the potential financial impact on Winston-Salem. The local revenues that are at risk – local sales tax on food, electricity, and natural gas franchise taxes, business privilege license taxes, and the local distribution of beer and wine excise taxes—would be offset by an expansion of the sales tax base to include certain services. However, at this time, we do not know whether the City would be held harmless from this expansion of the base. In addition, the General Assembly also is considering legislation that would exclude proprietary computer software from the property tax base. The Forsyth County Tax Office estimates that such an exclusion represents \$300 million in tax base countywide. Assuming most of that base resides within the City, where a number of companies operate large data operations, the City could lose as much as \$1.6 million in property tax revenue. From a worst case scenario, the potential impact of the legislation described above could be \$16.5 million, or a tax rate equivalent of 8.7 cents. City staff will continue to monitor the State legislative process and reach out to our local delegation to keep them informed of the impact of this legislation.

2014-2019 Capital Plan

The 2014-2019 Capital Plan represents a six-year plan that proposes to invest over \$360 million in the City's facilities and infrastructure. For FY 13-14, the Capital Plan includes the issuance of \$3.9 million in "two-thirds" general obligation bonds. The FY 13-14 capital budget also includes the \$2.1 million in additional registered motor vehicle property taxes and motor vehicle privilege taxes that the City will receive from the transition to the new State vehicle registration system. The additional motor vehicle privilege tax will provide matching funds for state funding of transportation projects such as the Martin Luther King, Jr. Drive enhancement project, intersection improvements, and bicycle and pedestrian projects. A major focus of the 2014-2019 Capital Plan will be maintenance and investments in the City's existing facilities and infrastructure. In addition, the City staff has identified over \$500 million in unfunded needs, which will require a future bond referendum. The complete Capital Plan will be provided to the City Council after the submission of the proposed operating budget.

Citizen engagement will continue to be a vital part of the City's budget process. Once again, we will enlist the assistance of the Citizens' Budget Advisory Council to review the budget and offer their perspective on the issues that are addressed. In addition, we will provide the proposed budget on the City's website (www.cityofws.org) and will review feedback that is posted by citizens on our Facebook page and Twitter. As always, my staff and I stand ready to meet with your constituents as needed to explain the details of the budget proposal.

I look forward to our budget discussions in the weeks ahead. I have attached the calendar of budget events beginning Thursday May 30, 2013.

Sincerely,



Lee D. Garrity
City Manager

Budget Review Calendar

For Fiscal Year 2013-2014

- Thursday, May 23
Distribution of the City Manager's Budget Proposal to the Mayor and City Council
- Thursday, May 30
4:00 – 6:00 p.m.
Finance Committee Workshop
Council Committee Room, 2nd Floor, City Hall
 - Budget Overview and Highlights
- Tuesday, June 4
4:00 – 6:00 p.m.
Finance Committee Workshop
Council Committee Room, 2nd Floor, City Hall
 - Other Funds Overview and Highlights
- Tuesday, June 6
7:00 p.m.
Finance Committee Public Hearing
City Council Chamber, 2nd Floor, City Hall
- Monday, June 10
4:00 – 5:30 p.m.
Finance Committee Meeting/Workshop
Council Committee Room, 2nd Floor, City Hall
 - Consideration of a recommended budget and property tax rate
 - Preview of a preliminary agenda for the budget items at the June 17 City Council meeting
- Monday, June 10
5:30 p.m.
Public Safety Committee
Council Committee Room, 2nd Floor, City Hall
 - Review of Police, Fire, and Emergency Management Budgets
- Tuesday, June 11
2:00-4:00 p.m.
Finance Committee Workshop, if needed
Council Committee Room, 2nd Floor, City Hall
- Monday, June 17
7:00 p.m.
City Council Meeting
Council Chamber, 2nd Floor, City Hall
 - Public Hearing
 - Consideration and Adoption of Budget Ordinance

ATTACHMENT A

Citizens' Organizational Efficiency Review Committee Recommendations Included in the Proposed FY 13-14 Budget

In September 2012, the City Council created the nine-member Citizens' Organizational Efficiency Review Committee (COERC) to examine the efficiency, organization, and staffing of City operations. In their final report, the COERC presented over 40 recommendations that would yield \$4.7 million in budgetary savings, including revenue enhancements, efficiency improvements, and changes in City services. In March and April 2013, the City Council's committees reviewed the recommendations in detail, and the City Council approved incorporating the following recommendations into the proposed FY 13-14 budget. These recommendations total \$1.5 million in budgetary savings and include the deletion of 15 positions.

Recommendation	Budgeted Savings
Reduce the number of grant-funded police officer positions from 25 to 15.	\$547,700
Increase inspection permit fees by 10%. <i>Modified recommendation calls for the tiered fee schedule proposal developed by the Inspections Department.</i>	\$303,590
Consolidate the Capital Building Projects Division staff with the Municipal Engineering Division.	\$154,640
Respond only to life threatening EMS calls. <i>The City Council approved the Fire Department's proposal to no longer respond to nursing homes, doctors' offices, and chronic callers.</i>	\$145,000
Set minimum parking violation of \$25. <i>Modified recommendation would set the minimum fine at \$15.</i>	\$70,000
Eliminate the night-time service response crew and implement enhanced on-call procedures.	\$60,840
Align the City's fire inspection schedule with the State's inspection schedule. <i>The proposed budget deletes one fire inspector position, rather than the three positions identified in the recommendation.</i>	\$60,140
Increase fees for cemetery plots and grave openings by 10%.	\$45,140
Increase fines for weeded lots and solid waste violations by 10%. <i>The City Council recommended increasing the fines for weeded lot violations only and continuing to review fines for solid waste violations.</i>	\$40,000
Reassign duties within the City-County Planning Department to provide support to the Geographic Information Systems work group.	\$22,890
Replace approximately 60 remaining laptop replacements scheduled through FY 2014 with desktops.	\$13,000
Cross train all front office staff in the Inspections Department in all front-office functions.	\$10,940

Recommendation	Budgeted Savings
Provide electronic pay stubs rather than paper stubs.	\$6,000
Create a process for reviewing user fees to ensure that they remain current. <i>Modified recommendation would not include the use of indexing to automatically adjust fees.</i>	To Be Determined
TOTAL SAVINGS	\$1,479,880

ATTACHMENT B

Position Deletions Included in the Proposed FY 13-14 Budget

The proposed FY 13-14 budget includes the deletion of 52 positions, 19 in the general fund and 33 in other funds. Fifteen of the 19 positions deleted in the general fund were identified as part of the review conducted by the Citizens' Organizational Efficiency Review Committee. The following table lists the deleted positions including the budgeted savings in salaries and benefits.

Position	Department	Budgeted Savings
General Fund		
Police Officer (10) (vacant)	Police Department	\$547,700
Capital Project Engineer	Capital Building Projects Division	\$139,800
Inspections Director (vacant)	City-County Inspections Division	\$95,520
IS Analyst (vacant)	Police Department	\$78,210
Fire Inspector (vacant)	Fire Department	\$61,110
Maintenance Worker (2)	Property and Facilities Management Department	\$60,840
Assistant Planner (vacant)	City-County Planning Department	\$45,770
Crime Analyst (2)	Police Department	\$82,950
Total General Fund	19	\$1,111,900
Other Funds		
Administrative and Operations Positions (28)	Winston-Salem Entertainment-Sports Complex	\$1,439,070
Senior Project Supervisor	Community and Business Development Department (Lead-Based Paint Grant)	\$71,360
Administrative Assistant	Community and Business Development Department (Lead-Based Paint Grant)	\$44,840
Parking Attendant (vacant)	Department of Transportation	\$41,300
Equipment Operator/Light (vacant)	City-County Utilities Division	\$28,380
Parking Security Attendant (vacant)	Department of Transportation	\$25,670
Total Other Funds	33	\$1,650,620
TOTAL SAVINGS	52	\$2,762,520

ATTACHMENT C

Fund Balances Report

The following table provides the cash balances of all City funds. The balances are classified into three categories—restricted, committed, and undesignated. Restricted balances represent amounts that are restricted to specific purposes externally imposed by creditors or imposed by law. Committed balances represent amounts that only can be used for specific purposes as approved by the City Council. Any changes or removal of specific purpose requires formal action by the City Council. Finally, undesignated balances are amounts that are not restricted or committed for any specific purpose. The City Council can choose to appropriate these funds for any purpose or need.

Funds	Estimated Fund Balance 6/30/2013	Restricted	Committed	Undesignated
General	\$44,000,000	\$14,000,000	\$2,200,000	\$27,800,000
HOME Investment Partnership Fund*	0	0	3,289,379	0
Community Development Block Grant*	0	0	3,101,975	0
Continuum of Care Grants	0	0	0	0
Grants	0	0	0	0
Forfeiture Funds	418,552	418,552	0	0
Neighborhood Stabilization	0	0	0	0
Urban Development Action Grant	325,000	0	325,000	0
Housing Finance Assistance Fund	8,701,003	0	2,801,003	5,900,000
Economic Development Loan Fund	556,719	0	556,719	0
Economic Development Project Fund	3,616,398	0	3,616,398	0
Rental Rehabilitation Fund	1,102,552	0	1,102,552	0
Section 108 Fund	857,942	0	857,942	0
Foreclosed Property	43,375	0	43,375	0
Gasoline Tax	0	0	0	0
Mass Transit Tax	1,015,406	0	0	1,015,406
Special Sales Tax	0	0	0	0
Occupancy Tax	62,275	0	62,275	0
Cable Franchise	102,665	0	102,665	0
Emergency Telephone System	1,612,341	1,612,341	0	0
Debt Service	10,050,000	0	0	10,050,000
Capital Projects	7,262,466	7,262,466	0	0
Leasing Fund	17,041,602	17,041,602	0	0
Water & Sewer	137,140,680	137,140,680	0	0
Solid Waste	26,915,015	26,915,015	0	0
Parking	3,828,624	0	3,828,624	0
Cemeteries/Perpetual Care Fund	2,541,498	2,541,498	0	0
Stormwater Management	14,850,972	14,850,972	0	0
Winston-Salem Transit Authority	0	0	0	0
W-S Entertainment/Sports Complex	86,391	86,391	0	0
Fair	1,444,164	0	1,444,164	0
Warehouse	0	0	0	0
Fleet Services	0	0	0	0
Information Services	600,000	0	0	600,000
Worker's Compensation	1,400,000	0	1,400,000	0
Health Benefit Fund	0	0	0	0
Dental and Flex Benefit Fund	580,000	0	580,000	0
Employee Benefits Fund	1,900,000	0	1,900,000	0
Subtotal	\$288,055,640	\$221,869,517	\$27,212,071	\$45,365,406
Post-Employment Benefits Fund	\$43,000,000	\$43,000,000	\$0	\$0
WSPORS	85,000,000	85,000,000	0	0
Separation Allowance	8,000,000	8,000,000	0	0
Risk Acceptance Management Corp.	29,000,000	29,000,000	0	0
TOTAL	\$453,055,640	\$386,869,517	\$27,212,071	\$45,365,406

* For the HOME Investment Partnership and Community Development Block Grant funds, the committed amounts represent the remaining federal authorizations to be spent, not cash balances.

The City staff will be prepared to provide a more detailed analysis of each of these funds, as needed, during the budget workshops.

City Council's Strategic Budget Objectives

The following list of objectives provides the framework for the preparation of the City Manager's budget proposal.

Services

Services that ensure the health, safety, and well-being of Winston-Salem residents will be delivered at the quality expected by the residents, at the least possible cost.

Property Tax

Property tax rate will be set annually at a level that reflects highly efficient and effective service delivery, maintains property tax rate stability, and compares favorably to the tax rates of other North Carolina municipalities with similar services and on similar revaluation schedules.

User Fees

Where appropriate, user fees for services will be developed and updated in order to achieve the expected level of cost recovery.

Balancing Current Expenses with Current Income

Budgets will be developed so as not to require the use of reserves to pay for recurring expenditures.

Fund Balance Reserve

Unrestricted fund balance equal to at least 10% of budgeted General Fund expenditures will be maintained to provide adequate working capital, produce investment income for debt retirement, and meet the highest possible standards of the national credit rating agencies.

Employee Compensation

Sufficient funds will be budgeted to maintain competitive compensation and benefits for city employees.

Economy of Operation

The City Manager is expected to review the cost of city operations continuously to determine ways to create savings, in order that such savings may be passed along to the taxpayers of Winston-Salem.

Expanding the Tax Base

A strong economic development program will be provided in the budget to attract new business investment and to encourage existing business growth in order to diversify and/or solidify the city's economic base.

Downtown Revitalization

The budget will reflect the Council's commitment to enhance the vitality of downtown, through the development of retail, office, entertainment, and residential projects in the downtown area. The eligible area for certain programs may be expanded to include areas outside the central core of the city, such as Waughtown/Parkview and East Winston.

City Fiscal Policies

Sound current and long-range financial policies are intended to 1) maintain relatively low property tax rates, 2) expand and diversify other revenues, 3) augment resources by astute cash management, and 4) facilitate funding for capital improvements by maintaining adequate resources and reasonable financing capability. The policies listed below reflect the City's commitment to maintaining its fiscal strength.

Credit Rating

The City shall achieve the highest credit ratings possible given prevailing local economic conditions. *The City is rated AAA by Fitch IBCA, Moody's Investors Service and Standard and Poor's Corporation.*

Revenue Projections

Revenue projections shall be sufficiently conservative to avoid shortfalls, but accurate enough to avoid a regular pattern of setting tax rates that produce significantly more revenue than is necessary to meet expenditure requirements. *Within the last 20 years, the city has experienced only four operating deficits as a result of a revenue shortfall, and these occurred during national recessions. In 2001, actions by the State of North Carolina, in which reimbursements of local revenues of approximately \$8 million were withheld, resulted in a year-end deficit of \$2.2 million. The City incurred a year-end deficit in 2008-2009 due to what has been described as the worst national recession since the "great depression" of the 1930's; however, this deficit was less negative than it could have been as a result of financial restraint measures implemented early in the fiscal year.*

General Obligation Debt

The City shall not allow the amount of general obligation debt per capita to exceed \$1,000. *Net bonded debt per capita as of June 30, 2012 was \$380.*

General Debt Service

Annual general debt service payments shall not exceed 20% of total general governmental expenditures. *For 2011-2012 debt service expense was approximately 19.8% of all expenditures. In, FY 2011-2012, the City made a balloon payment for the North Carolina Municipal Leasing Corporation debt.*

Unfunded Pension Liability

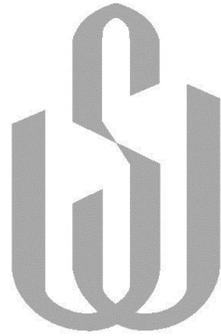
The city shall pay the annual amount of the normal costs of pension and other post-employment benefits, as determined by an independent actuary, to ensure that obligations to retired employees are met on a timely basis. *The City is meeting its actuarially determined required contribution to its pension and other post-employment plans on an annual basis.*

Revenue Sources

The city shall diversify its revenue sources to reduce reliance on property taxes. *Property taxes made up an estimated 51.1% of general fund expenditures in 2011-2012.*

Cash Management and Investment

Sound and astute management of cash and investments shall augment resources available to the city. *During 2011-2012, equity investments reported a -2.44% return. Fixed income investments during the same time period had a rate of return of 2.83%. Overall, the investment yield was 0.30%, due to fixed income investments being 70% of the total portfolio. The performance of the City's total portfolio was close to its benchmark.*



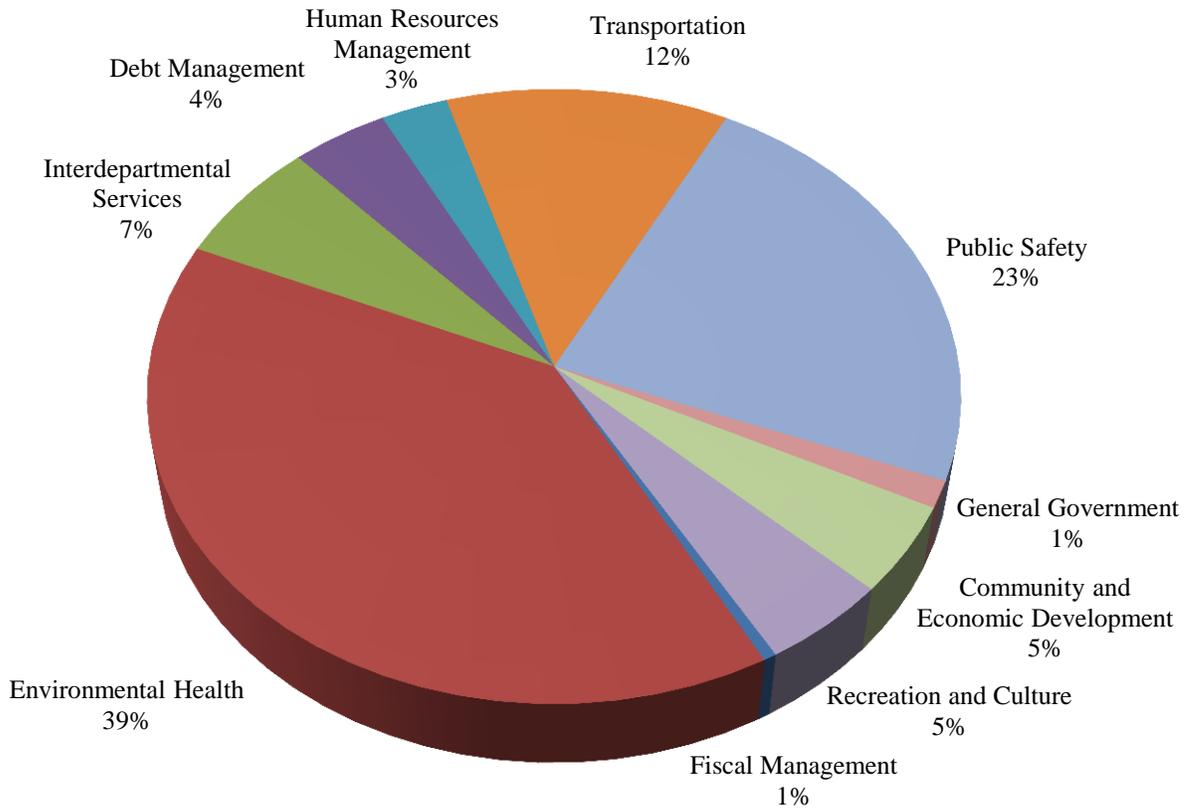
Winston-Salem

TOTAL BUDGET SUMMARY

Total Expenditures and Resources	
Total Expenditures - All Funds.....	2
Total Resources - All Funds	6
Property Tax Revenue Distribution.....	9
Organization Chart by Function.....	10
Total Personnel.....	11

TOTAL EXPENDITURES – ALL FUNDS

TOTAL NET EXPENDITURES BY SERVICE AREA



Total \$378.8 Million

NET TOTAL EXPENDITURES BY SERVICE AREA

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Community and Economic Development				
City/County Planning	\$2,596,076	\$2,666,470	\$2,526,780	-5.2%
City/County Inspections	4,166,028	3,843,090	3,760,540	-2.1%
Community and Business Development	19,776,801	11,675,610	11,703,040	0.2%
Community Agencies	548,615	614,120	601,620	-2.0%
Non-Departmental	870,510	1,413,600	1,434,600	1.5%
Capital Projects	3,280,761	0	0	N/A
Subtotal	\$31,238,791	\$20,212,890	\$20,026,580	-0.9%
Less Transfers	-\$2,337,429	-\$2,528,550	-\$2,354,050	-6.9%
Less Interfund/Interdepartmental Charges	-34,514	-20,000	-89,520	347.6%
Net Total	\$28,866,849	\$17,664,340	\$17,583,010	-0.5%

TOTAL EXPENDITURES – ALL FUNDS

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Environmental Health				
Sanitation	\$19,045,246	\$18,398,220	\$18,492,340	0.5%
Water and Sewer	74,169,854	80,920,530	83,789,590	3.5%
Solid Waste Disposal	11,434,334	12,484,370	11,892,600	-4.7%
Stormwater	6,191,368	7,541,120	7,856,900	4.2%
Non-Departmental	0	0	1,020,00	N/A
Capital Projects	43,339,891	44,584,700	33,564,830	-24.7%
Subtotal	\$154,180,692	\$163,928,940	\$156,616,260	-4.5%
Less Transfers	-\$3,898,126	-\$3,130,150	-\$3,694,470	18.0%
Less Interfund/Interdepartmental Charges	-3,349,813	-3,399,970	-3,590,410	5.6%
Net Total	\$146,932,753	\$157,398,820	\$149,331,380	-5.1%
Public Safety				
Police Department	\$63,577,349	\$61,642,290	\$62,400,830	1.2%
Fire Department	25,757,487	25,207,960	25,307,470	0.4%
Emergency Management	514,420	512,000	506,310	-1.1%
Capital Projects	6,911,900	0	200,000	N/A
Subtotal	\$96,761,156	\$87,362,250	\$88,414,610	1.2%
Less Transfers	-\$180,994	-\$11,540	\$0	-100.0%
Less Interfund/Interdepartmental Charges	-2,063,038	-943,810	-322,240	-65.9%
Net Total	\$94,517,123	\$86,406,900	\$88,092,370	2.0%
Transportation				
Department of Transportation	13,994,813	15,013,180	15,170,000	1.0%
Winston-Salem Transit Authority	13,534,395	13,502,890	14,314,350	6.0%
Off-Street Parking	3,289,908	3,009,890	2,802,960	-6.9%
Non-Departmental	11,398,830	14,783,560	13,919,680	-5.8%
Capital Projects	8,032,088	8,291,460	15,647,880	88.7%
Subtotal	\$50,250,035	\$54,600,980	\$61,854,870	13.3%
Less Transfers	-\$12,359,929	-\$14,940,610	-\$14,059,800	-5.9%
Less Interfund/Interdepartmental Charges	-1,428,662	-960,000	-1,005,000	4.7%
Net Total	\$36,461,445	\$38,700,370	\$46,790,070	20.9%

TOTAL EXPENDITURES – ALL FUNDS

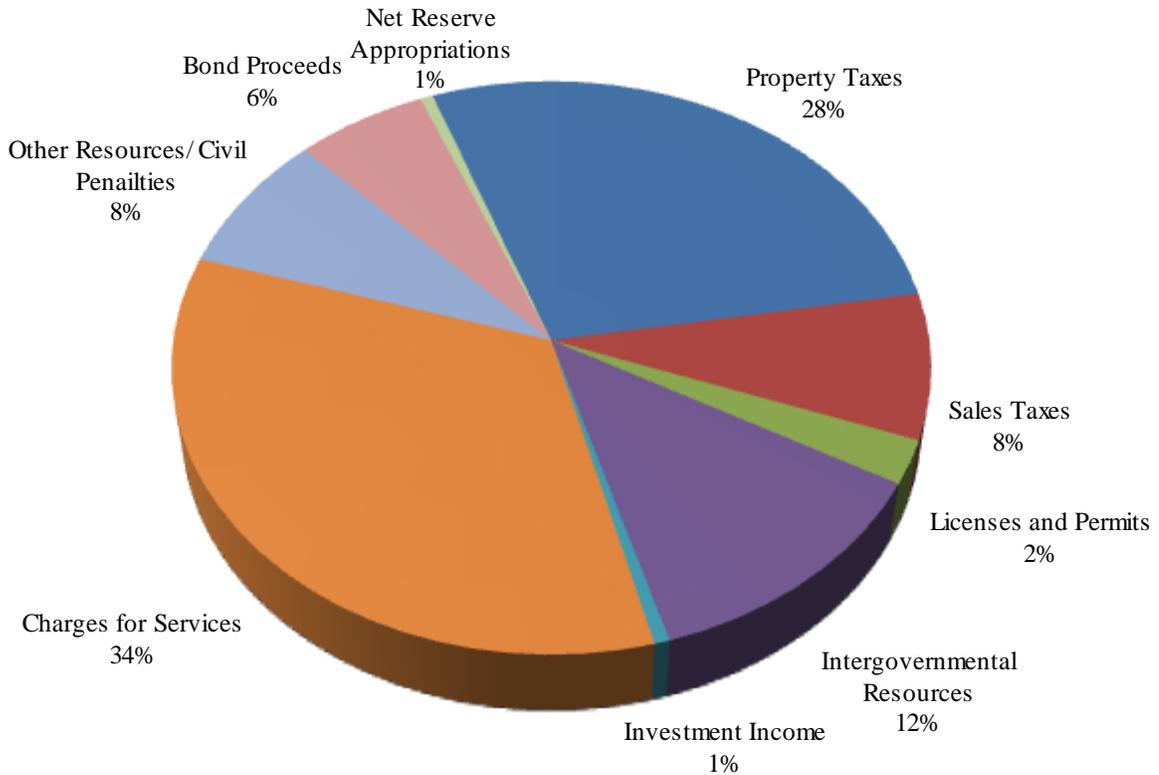
	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Recreation and Culture				
Recreation and Parks	\$9,348,263	\$9,402,340	\$9,447,760	0.5%
Winston-Salem Entertainment-Sports Complex	4,913,702	4,980,490	210,030	-95.8%
M.C. Benton, Jr. Convention and Civic Center	779,377	818,990	818,990	0.0%
Fair	2,673,283	3,028,350	3,747,040	23.7%
Downtown Ballpark	970,802	1,437,080	1,596,080	11.1%
Non-Departmental	2,088,343	1,552,730	992,240	-36.1%
Capital Projects	4,120,904	620,000	1,925,500	210.6%
Subtotal	\$24,894,675	\$21,839,980	\$18,737,640	-14.2%
Less Transfers	-\$3,053,951	-\$1,990,510	-\$893,990	-55.1%
Less Interfund/Interdepartmental Charges	-50,664	-40,920	-40,430	-1.2%
Net Total	\$21,790,060	\$19,808,550	\$17,803,220	-10.1%
Fiscal Management				
Financial Management Services	\$7,587,288	\$8,965,210	\$7,992,850	-10.8%
Budget and Evaluation	626,602	552,700	501,590	-9.2%
Claims for Damages	591,592	623,140	642,810	3.2%
Subtotal	\$8,805,482	\$10,141,050	\$9,137,250	-9.9%
Less Interfund/Interdepartmental Charges	-\$6,510,220	-\$6,871,840	-\$7,317,890	6.5%
Net Total	\$2,295,262	\$3,269,210	\$1,819,360	-44.3%
Human Resources Management				
Human Resources	\$1,650,107	\$1,820,950	\$1,862,500	2.3%
Employee Benefits	52,512,219	60,576,060	56,741,250	-6.3%
Subtotal	\$54,162,326	\$62,397,010	\$58,603,750	-6.1%
Less Transfers	-\$124,050	-\$1,143,630	-\$146,410	-87.2%
Less Interfund/Interdepartmental Charges	-42,137,362	-43,540,520	-47,353,810	8.8%
Net Total	\$11,900,915	\$17,712,860	\$11,103,530	-37.3%

TOTAL EXPENDITURES – ALL FUNDS

	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>Percent</u>
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Interdepartmental Services				
Engineering	\$3,628,362	\$3,737,300	\$3,672,860	-1.7%
Information Systems	8,406,776	9,537,220	9,772,420	2.5%
Mail and Printing Services	597,348	679,290	680,420	0.2%
Property and Facilities Management	20,846,609	21,070,960	21,435,200	1.7%
Non-Departmental	44,333	61,360	492,320	702.3%
Capital Projects	309,988	478,000	14,937,320	3025.0%
Subtotal	\$33,833,416	\$35,564,130	\$50,990,540	43.4%
Less Transfers	-\$266,796	-\$181,360	-\$612,320	237.6%
Less Interfund/Interdepartmental Charges	-23,086,036	-24,659,190	-25,445,290	3.2%
Net Total	\$10,480,585	\$10,723,580	\$24,932,930	132.5%
General Government				
Policy Leadership	\$1,638,595	\$1,618,210	\$1,660,160	2.6%
City Manager	1,159,522	1,232,370	1,268,750	3.0%
Office of Community Assistance	546,022	559,020	538,080	-3.7%
City Link	1,901,387	1,855,070	1,849,350	-0.3%
City Secretary	401,885	378,970	390,260	3.0%
Marketing and Communications	1,026,878	839,400	884,530	5.4%
Human Relations	401,957	448,720	443,170	-1.2%
Non-Departmental	1,173,356	-1,118,310	-892,660	-20.2%
Capital Projects	299,515	0	0	N/A
Subtotal	\$8,549,117	\$5,813,450	\$6,141,640	5.6%
Less Transfers	-\$500,000	-\$700,000	-\$770,000	10.0%
Less Interfund/Interdepartmental Charges	-269,331	0	0	N/A
Net Total	\$7,779,786	\$5,113,450	\$5,371,640	5.0%
Debt Management				
Debt Service	\$15,918,399	\$18,101,160	\$16,373,640	-9.5%
Leasing Equipment Acquisition Fund	6,751,939	6,173,760	5,197,590	-15.8%
Leasing Fund	22,860,898	23,779,490	5,540,280	-76.7%
Subtotal	\$45,531,236	\$48,054,410	\$27,111,510	-43.6%
Less Transfers	-\$932,409	-\$6,340	-\$6,020	-5.0%
Less Interfund/Interdepartmental Charges	-12,016,997	-12,879,510	-11,164,730	-13.3%
Net Total	\$32,581,831	\$35,168,560	\$15,940,760	-54.7%
Total Net Expenditures By Service Area	\$393,556,608	\$391,966,640	\$378,768,270	-3.4%

TOTAL RESOURCES – ALL FUNDS

TOTAL RESOURCES BY TYPE



Total: \$378.8 Million

TOTAL RESOURCES BY TYPE

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Property Taxes				
Property Taxes - Current Year	\$100,515,413	\$102,737,520	\$103,780,760	1.0%
Property Taxes - Prior Year	169,244	1,250,000	1,750,000	40.0%
Subtotal	\$100,684,657	\$103,987,520	\$105,530,760	1.5%
Sales Taxes				
Sales Tax (2% Local Option)	\$25,068,463	\$24,690,800	\$26,329,880	6.6%
Article 44 Hold Harmless	4,403,920	4,355,470	4,831,850	10.9%
Subtotal	\$29,472,383	\$29,046,270	\$31,161,730	7.3%

TOTAL RESOURCES – ALL FUNDS

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Licenses and Permits				
Construction Permits	\$2,881,950	\$2,435,340	\$2,975,340	22.2%
Privilege Licenses	3,091,180	2,930,000	2,400,000	-18.1%
Gross Receipts Tax	229,864	200,000	200,000	0.0%
Motor Vehicle License Taxes	2,388,881	2,443,330	3,043,330	24.6%
Other Licenses and Permits	735,431	879,950	762,950	-13.3%
Subtotal	\$9,327,307	\$8,888,620	\$9,381,620	5.5%
Intergovernmental Resources				
Federal	\$17,255,133	\$13,415,980	\$14,304,810	6.6%
State				
Utility Franchise Tax	14,161,273	14,929,380	14,912,000	-0.1%
Beer and Wine Tax	998,021	1,115,170	1,048,520	-6.0%
Gasoline Tax	6,208,147	6,241,410	6,308,140	1.1%
NC Department of Transportation	5,016,227	3,194,910	7,584,820	137.4%
Occupancy Tax	533,214	536,250	547,000	2.0%
Other State Resources	2,082,045	828,390	837,540	1.1%
State Reimbursements				
“Hold Harmless” Payment	2,336,010	2,336,010	0	-100.0%
Other Intergovernmental Resources				
ABC Allocation	1,082,666	918,320	1,154,250	25.7%
Housing Authority Payment in Lieu of Taxes	91,413	48,210	44,610	-7.5%
Other Intergovernmental Resources	1,058,843	330,000	330,000	0.0%
Subtotal	\$50,822,991	\$43,894,030	\$47,071,690	7.2%
Investment Income	-\$905,739	\$2,099,270	\$2,263,600	7.8%
Charges for Services				
Utilities Revenue	\$76,160,338	\$83,320,340	\$87,769,040	5.3%
Landfill Revenue	6,052,256	6,178,490	6,371,970	3.1%
Stormwater Fees	10,312,731	10,000,000	10,300,000	3.0%
Fairgrounds Revenue	2,800,503	2,627,600	2,650,700	0.9%
Parking Services	3,100,675	1,992,500	1,455,330	-27.0%
Concessions	558,019	489,110	108,130	-77.9%
Mass Transit Fees	2,944,363	2,810,350	2,644,900	-5.9%
Admissions Fees	204,210	198,450	198,450	0.0%

TOTAL RESOURCES – ALL FUNDS

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Charges for Services - Continued				
Entry Fees	\$137,664	\$149,000	\$145,000	-2.7%
Equipment Use Fees	168,000	193,680	162,780	-16.0%
Facility Use Fees	492,798	475,110	432,270	-9.0%
Sanitation Yard Cart Fees	813,030	834,000	840,000	0.7%
Sanitation Bulk Container Fees	1,499,529	1,555,040	1,510,040	-2.9%
Cemetery Fees	433,202	495,640	537,610	8.5%
Employee Benefits Premiums	5,624,044	6,400,000	6,500,000	1.6%
Other Charges for Service	2,405,005	2,340,980	1,990,330	-15.0%
Charges to the State	597,535	602,000	563,000	-6.5%
Charges to Forsyth County	3,691,233	3,410,450	3,429,940	0.6%
Charges to WS/FC School Board	125,000	125,000	125,000	0.0%
Charges to Other Municipalities	30,139	38,500	32,910	-14.5%
Subtotal	\$118,150,273	\$124,236,240	\$127,767,400	2.8%
 Civil Penalties				
Parking Tickets	\$263,934	\$230,000	\$300,000	30.4%
Housing Code Violations	548,973	524,300	608,300	16.0%
Erosion Control Civil Penalties	22,262	15,000	15,000	0.0%
False Alarm Civil Penalties	86,376	148,000	136,000	-8.1%
Subtotal	\$921,546	\$917,300	\$1,059,300	15.5%
 Other Resources				
Rentals	\$1,619,222	\$1,536,390	\$733,210	-52.3%
Sales of Property and Equipment	220,713	259,000	179,000	-30.9%
Loan Repayments	1,922,538	650,000	650,200	0.0%
NC Municipal Leasing Corporation	575,772	6,751,760	19,342,590	186.5%
Contributions	3,566,903	1,033,030	1,313,220	27.1%
Miscellaneous	5,353,798	6,652,400	6,783,860	2.0%
Subtotal	\$13,258,946	\$16,882,580	\$29,002,080	71.8%
 Bond Proceeds	\$25,901,206	\$33,207,820	\$23,251,600	-30.0%
Net Reserve Appropriations	45,923,036	28,806,990	2,278,490	-92.1%
 Total Resources By Category	\$393,556,608	\$391,966,640	\$378,768,270	-3.4%

PROPERTY TAX REVENUE DISTRIBUTION

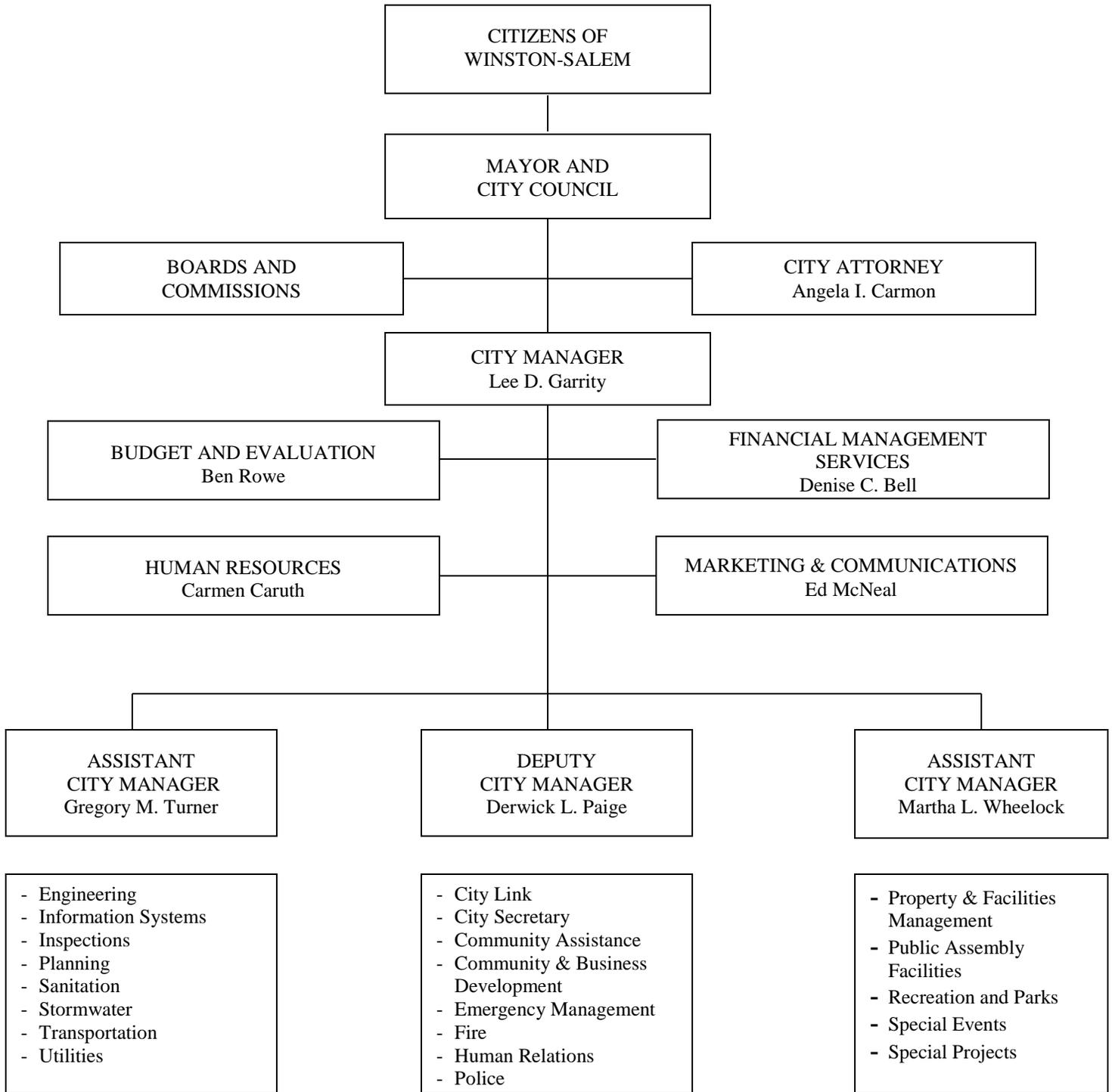
The proposed 2013-2014 property tax rate of 53¢ per \$100 of assessed valuation is levied on all real and personal property subject to *ad valorem* taxes within the city of Winston-Salem, North Carolina, and the revenue is allocated to the following funds:

- a) General: a tax rate of 53¢ per \$100 on \$707.5 million in assessed property representing the value of ten economic development projects (One West Fourth Street, Piedmont Triad Research Park, Wells Fargo Center Building, Caterpillar, Inc., Lowe’s Data Center, The Clearing House Payments Company, Inmar, Pepsi Bottling Ventures, Piedmont Propulsion Systems, LLC and Herbalife). Property tax revenue from these properties is distributed 100% to the general fund, where related economic payments are budgeted as transfers to the economic development projects fund, the parking fund and the general debt service fund.
- b) General: a tax rate of 44.29¢ per \$100 of assessed valuation on all property, except for \$707.5 million in assessed property representing the ten economic development projects listed above, for general purposes.
- c) Transit: a tax rate of 3.62¢ per \$100 of assessed valuation on all property, except for \$707.5 million in assessed property representing the ten economic development projects listed above, for the Winston-Salem Transit Authority operating and capital program purposes.
- d) General Debt Service: a tax rate of 5.09¢ per \$100 of assessed valuation on all property, except for \$707.5 million in assessed property representing the ten economic development projects listed above, for bond indebtedness purposes.

DISTRIBUTION OF 2013-2014 ESTIMATED PROPERTY TAX REVENUE

	General, Mass Transit, and Debt	Economic Development	Total
Property Tax Base	\$19,038,950,860	\$707,489,740	\$19,746,440,600
Property Tax Rate per \$100:			
General	44.29¢	53.00¢	
Mass Transit	3.62¢		
Debt Service	<u>5.09¢</u>		
Total	53.00¢		
Property Tax Levy	\$100,906,440	\$3,749,700	\$104,656,140
Estimated Collection Rate	97.63%	100%	97.72%
Collections			
General	\$82,328,200	\$3,749,700	\$86,077,900
Mass Transit	6,729,020	0	6,729,020
Debt Service	<u>9,461,520</u>	<u>0</u>	<u>9,461,520</u>
Total	\$98,518,740	\$3,749,700	\$102,268,440

ORGANIZATIONAL CHART BY FUNCTION



TOTAL PERSONNEL

FULL-TIME POSITION CHANGES BY DEPARTMENT

<u>Personnel by Department</u>	<u>Amended FY 11-12</u>	<u>Amended FY 12-13</u>	<u>Proposed FY 13-14</u>	<u>Position Changes</u>
Community and Economic Development				
City/County Planning	26	24	23	-1
City/County Inspections	44	43	42	-1
Community and Business Development	<u>53</u>	<u>55</u>	<u>53</u>	<u>-2</u>
Subtotal	123	122	118	-4
Environmental Health				
Sanitation	189	189	189	0
Water and Sewer	332	332	331	-1
Solid Waste Disposal	35	35	35	0
Stormwater Management	<u>49</u>	<u>49</u>	<u>49</u>	<u>0</u>
Subtotal	605	605	604	-1
Public Safety				
Police Department	727	735	722	-13
Fire Department	345	344	343	-1
Emergency Management	<u>5</u>	<u>5</u>	<u>5</u>	<u>0</u>
Subtotal	1,077	1,084	1,070	-14
Transportation				
Department of Transportation				
Transportation System Management	48	47	47	0
Streets Maintenance	58	58	58	0
Winston-Salem Transit Authority	1	1	1	0
Off-Street Parking	<u>17</u>	<u>16</u>	<u>14</u>	<u>-2</u>
Subtotal	124	122	120	-2
Recreation and Public Assembly Facilities				
Recreation and Parks	91	91	91	0
Fair	2	2	6	+4
Winston-Salem Entertainment-Sports Complex	<u>36</u>	<u>32</u>	<u>0</u>	<u>-32</u>
Subtotal	129	125	97	-28
Fiscal Management				
Financial Management Services	63	63	63	0
Budget and Evaluation	<u>6</u>	<u>5</u>	<u>5</u>	<u>0</u>
Subtotal	69	68	68	0

TOTAL PERSONNEL

<u>Personnel by Department</u>	<u>Amended FY 11-12</u>	<u>Amended FY 12-13</u>	<u>Proposed FY 13-14</u>	<u>Position Changes</u>
Human Resources Management				
Human Resources	14	14	14	0
Employee Benefits	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>
Subtotal	23	23	23	0
Interdepartmental Services				
Office of the City Engineer	46	42	41	-1
Property and Facilities Management	155	155	153	-2
Information Systems	<u>49</u>	<u>48</u>	<u>48</u>	<u>0</u>
Subtotal	250	245	242	-3
General Government				
Policy Leadership				
Mayor	3	3	3	0
City Attorney	9	9	9	0
City Manager	7	7	7	0
Office of Community Assistance	7	6	6	0
City Link	27	27	27	0
City Secretary	4	4	4	0
Marketing and Communications	7	7	7	0
Human Relations	<u>5</u>	<u>5</u>	<u>5</u>	<u>0</u>
Subtotal	69	68	68	0
TOTAL	2,469	2,462	2,410	-52

FULL-TIME POSITION CHANGES BY FUND

<u>Personnel by Fund</u>	<u>Amended 12-13</u>	<u>Proposed 13-14</u>	<u>Changes</u>
General Fund	1,896	1,877	-19
Internal Services	79	79	0
Grants	6	4	-2
Enterprise Funds	472	441	-31
Fiduciary Funds	<u>9</u>	<u>9</u>	<u>0</u>
Total	2,462	2,410	-52

FUND SUMMARIES

Fund Summaries.....	14
Net Expenditures by Fund.....	16
General Fund	
Total General Fund Expenditures by Type.....	17
Total General Fund Expenditures by Service Area	18
Total General Fund Resources by Type.....	21
General Fund Summary	24
General Fund Balance Highlights.....	33
Internal Services Funds	34
Debt Service Fund.....	35
Special Revenue Funds Detailed by Fund.....	36
Enterprise Funds.....	46
Capital Projects Fund	47
Leasing Capital Projects Fund.....	49
Leasing Equipment Acquisition Fund.....	50
Enterprise Capital Projects Fund.....	51
Internal Service Capital Projects Fund.....	53
Fiduciary Funds.....	54
Estimated Changes in Fund Balances	55

FUND SUMMARIES

Fund Accounting. Local government activities are budgeted and accounted for in a number of separate fiscal entities known as "funds." In the Winston-Salem City government, funds have been set up to segregate activities or objectives in accordance with special regulations, restrictions, or limitations. The funds established by the City of Winston-Salem fall into three categories: governmental, proprietary, or fiduciary. The budget includes all funds in these categories except for the police retirement fund (in the fiduciary category), which may be excluded from the local budget ordinances according to the North Carolina General Statutes in the Local Government Budget and Fiscal Control Act.

Governmental Funds

General Fund. The general fund is the principal operating fund of the City, accounting for the expenses and resources for services to the public such as police, fire, sanitation, streets, transportation, and recreation. These services are supported by general purpose revenues such as property taxes, local option sales tax, intergovernmental revenues, charges for services, except for those that are designated by state law or local ordinance to be recorded in another fund group.

Special Revenue Funds. Special revenue funds provide full budgetary accountability for restricted or limited resources (other than assessments and operating or capital grants to enterprise funds). Restrictions on resources may be federal, state, or local. A special revenue fund is established when required by legal mandate or sound financial management practices. These funds are as follows:

- Community Development Block Grant Fund
- Home Investment Partnership Fund
- Housing Finance Assistance Fund
- Real Estate Management Fund
- Economic Development Loan Fund
- Economic Development Project Fund
- Urban Development Action Grant Fund
- Powell Bill Fund (Gas Tax)
- Mass Transit Tax Fund
- Grants Fund
- Sales Tax Fund
- Occupancy Tax Fund
- Continuum of Care Grants Fund
- Police Forfeiture Funds
- Cable Franchise Fee Fund
- State Emergency Telephone System Fund

Debt Service Fund. The debt service fund accounts for the accumulation of resources for the payment of interest and current maturities of general obligations. Long-term obligations and related debt service for

water and sewer, parking, and other enterprise programs are recorded in their respective funds.

Capital Project Funds. The capital projects fund provides budgetary accountability for financial resources used for the acquisition or construction of major capital improvements. Typically, projects are funded by two-thirds bonds, federal and state capital funds, general fund balance appropriations, and capital reserves. Also included in the capital funds category are three capital leasing funds: the leasing equipment acquisition fund that accounts for the full cash value of lease purchased items; the leasing capital projects fund that accounts for all projects funded through leases; and the leasing fund that accounts for the lease borrowing amount, the lease payments, and the balloon payments to retire the lease-debt.

Proprietary Funds

Enterprise Funds. Enterprise funds provide services that are nearly or fully self-supporting. The Local Government Budget and Fiscal Control Act does not define "enterprise," but provides an understanding of the purpose for which such a fund is appropriate, and dictates that they should be accounted for in separate enterprise funds. For the City, enterprise funds include water/sewer, solid waste disposal, stormwater management, public assembly facilities, off-street parking, public transit, and cemeteries.

Enterprise Capital Project Funds. These funds provide budgetary accountability for financial resources used for the acquisition or construction of major capital improvements for enterprise or internal service operations. Typically, projects are funded by revenue bonds, special obligation bonds, enterprise fund capital reserves, federal and state capital funds, and certificates of participation.

Internal Service Funds. Internal service funds provide budgetary accountability for governmental activities that serve other City departments. An internal service fund is similar to an enterprise fund in that it is supported entirely by user charges. Included in the internal service funds are information systems, fleet management services, warehouse services, and the funds for workers' compensation, current employee health benefits, dental, and flexible benefits plans.

Fiduciary Funds

Employee Benefits Funds. These funds account for post-employment benefits and pension trust funds.

FUND SUMMARIES

Measurement Focus. Governmental funds (general, special revenue, debt service and capital projects) use a "flow of current financial resources" as its measurement focus. This means that the financial statements report whether the fund is better or worse off financially in the short term as a result of transactions and events of the period. Proprietary funds (enterprise and enterprise capital funds) use the "flow of economic resources" as a measurement focus.

Basis of Accounting. Governmental funds use the modified accrual basis of accounting. Under this basis, revenues are recognized in the period received and are accrued if considered to be both measurable and available to pay current liabilities. Major revenue sources include property and other local taxes, intergovernmental revenues, and investment income. Expenditures are recognized when a liability is incurred. An exception to this practice is interest on general obligation debt, which is reported according to due date.

Proprietary funds use the accrual basis of accounting. Under this basis revenues are recognized in the period earned, and expenses are recognized in the period incurred.

Budgetary Accounting. Budgetary accounting is used for management control of all funds of the City. Annual budget ordinances are adopted on the modified accrual basis at the fund level and amended as required for the operations of the general, debt service, certain special revenue, and proprietary funds. Because the proprietary funds are accounted for and budgeted for using different bases of accounting, the following differences are inherent in the financial statements and the budget ordinances:

Capital Outlays: According to generally accepted accounting principles (GAAP), capital outlays are not reflected in the operating statements of proprietary funds, because the purchase of a capital item does not affect the fund's economic resources. This is because a proprietary fund is not economically better or worse off when one asset (cash) is exchanged for another asset (equipment). Because the budget is adopted using modified accrual for all funds, including proprietary funds, the budget treats capital outlay acquisition as an "expenditure" regardless of the fund.

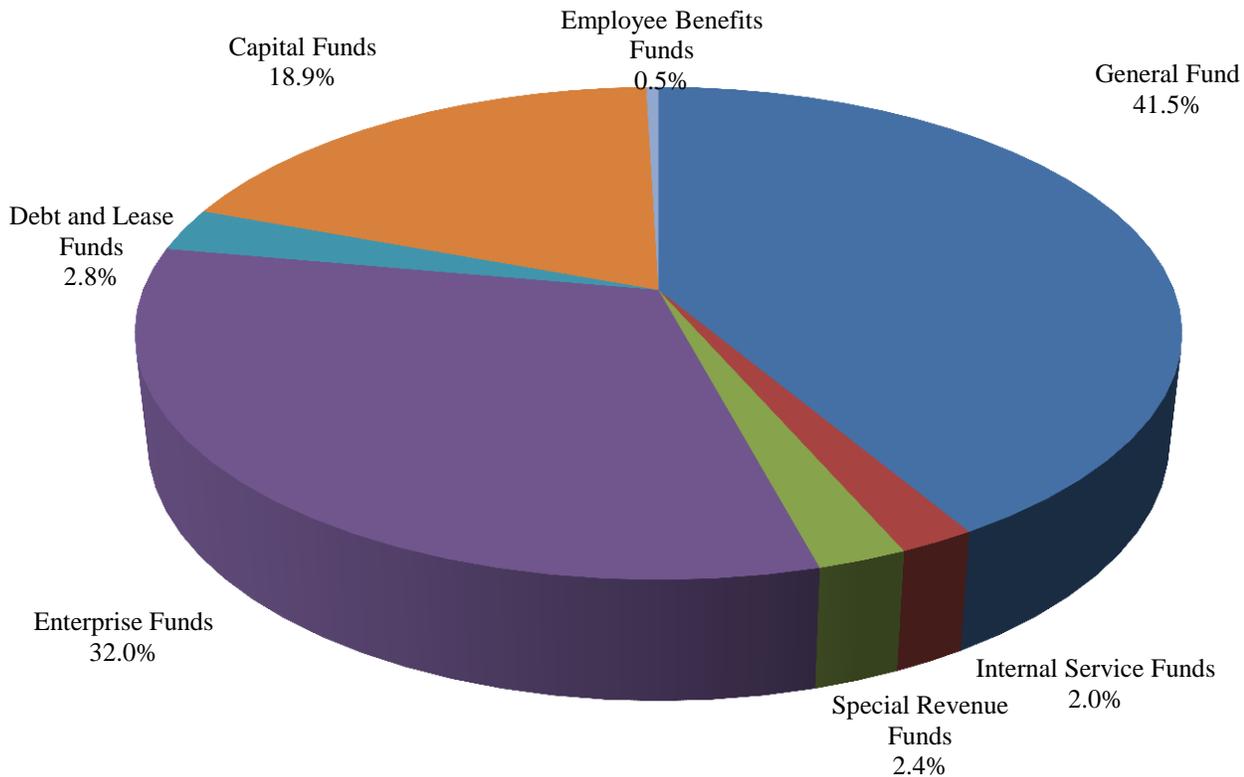
Debt Service Principal Payments: In the financial statements, proprietary funds do not report payments of debt service principal in their operating statements. These funds are not considered to be worse off economically when both debt and assets are reduced by the same amount. The budget is prepared using the modified accrual basis of accounting; therefore, the budget ordinances include debt service principal payments in the proprietary funds.

Depreciation: Depreciation allocates the cost of fixed assets to the periods that benefit from the use of those assets. According to generally accepted accounting principles (GAAP), proprietary funds use depreciation accounting and report depreciation in their operating statements. This accounting reflects the fact that these funds are economically worse off as their assets are consumed. Budgetary accounting, on the other hand, does not use depreciation accounting because the financial effect of the purchase of a capital item occurs when it is purchased, not when it is consumed.

FUND ACCOUNTING SUMMARY

Fund Type	Fund Category	Basis of Accounting	Budgetary Accounting
General Fund	Governmental	Modified Accrual	Modified Accrual
Special Revenue	Governmental	Modified Accrual	Modified Accrual
Debt Service	Governmental	Modified Accrual	Modified Accrual
Capital Projects	Governmental	Modified Accrual	Modified Accrual
Enterprise	Proprietary	Full Accrual	Modified Accrual
Internal Service	Proprietary	Full Accrual	Modified Accrual
Fiduciary	Fiduciary	Modified Accrual	Modified Accrual

NET EXPENDITURES BY FUND

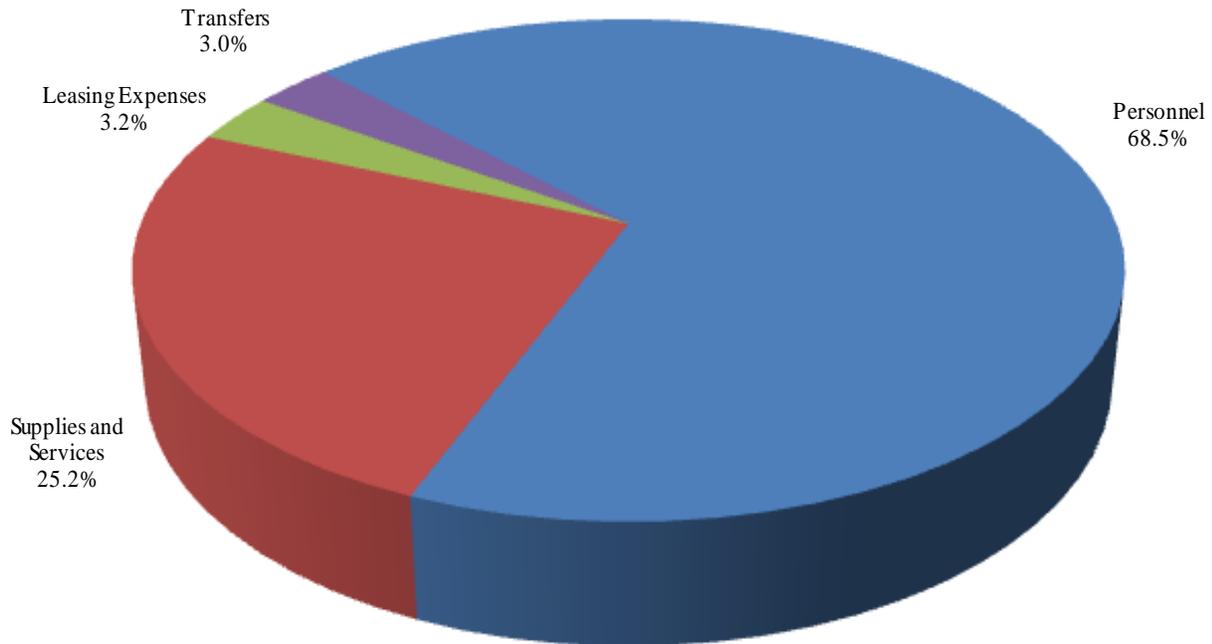


Net Total: \$378.8 Million

	<u>Budget</u> <u>FY 12-13</u>	<u>Proposed</u> <u>FY 13-14</u>	<u>Percent</u> <u>Change</u>	<u>Transfers and</u> <u>Interfund</u> <u>Charges</u>	<u>Net</u> <u>Expenditures</u>
<u>Operating Expenditures</u>					
General Fund	\$174,633,040	\$173,724,600	-0.5%	-\$16,707,970	\$157,016,630
Internal Service Funds	69,330,850	66,588,060	-4.0%	-58,986,410	7,601,650
Special Revenue Funds	33,682,840	35,785,530	6.2%	-26,853,630	8,931,900
Enterprise Funds	128,139,130	127,431,040	-0.6%	-6,137,620	121,293,420
Subtotal	\$405,785,860	\$403,529,230	-0.6%	-\$108,685,630	\$294,643,600
<u>Debt and Lease</u>					
Debt Service Fund	\$18,101,160	\$16,373,640	-9.5%	-\$6,020	\$16,367,620
Equipment Leasing Fund	23,779,490	5,540,280	-76.7%	-11,164,730	-5,624,450
Subtotal	\$41,880,650	\$21,913,920	-47.7%	-\$11,170,750	\$10,743,170
<u>Capital Expenditures</u>					
Capital Projects Fund	\$5,235,500	\$26,680,500	409.6%	0	\$26,680,500
Enterprise Capital Projects	48,738,660	39,595,030	-18.8%	0	39,595,030
Capital Equipment Acquisition	6,173,760	5,197,590	-15.8%	0	5,197,590
Subtotal	\$60,147,920	\$71,473,120	18.8%	\$0	\$71,473,120
<u>Fiduciary Funds</u>					
Post-Retirement Benefit Fund	\$9,729,350	\$9,231,130	-5.1%	-\$7,522,750	\$1,708,380
Total Expenditures	\$517,543,780	\$506,147,400	-2.2%	-\$127,379,130	\$378,768,270

GENERAL FUND EXPENDITURES BY TYPE

FY 13-14 GENERAL FUND EXPENDITURES BY TYPE

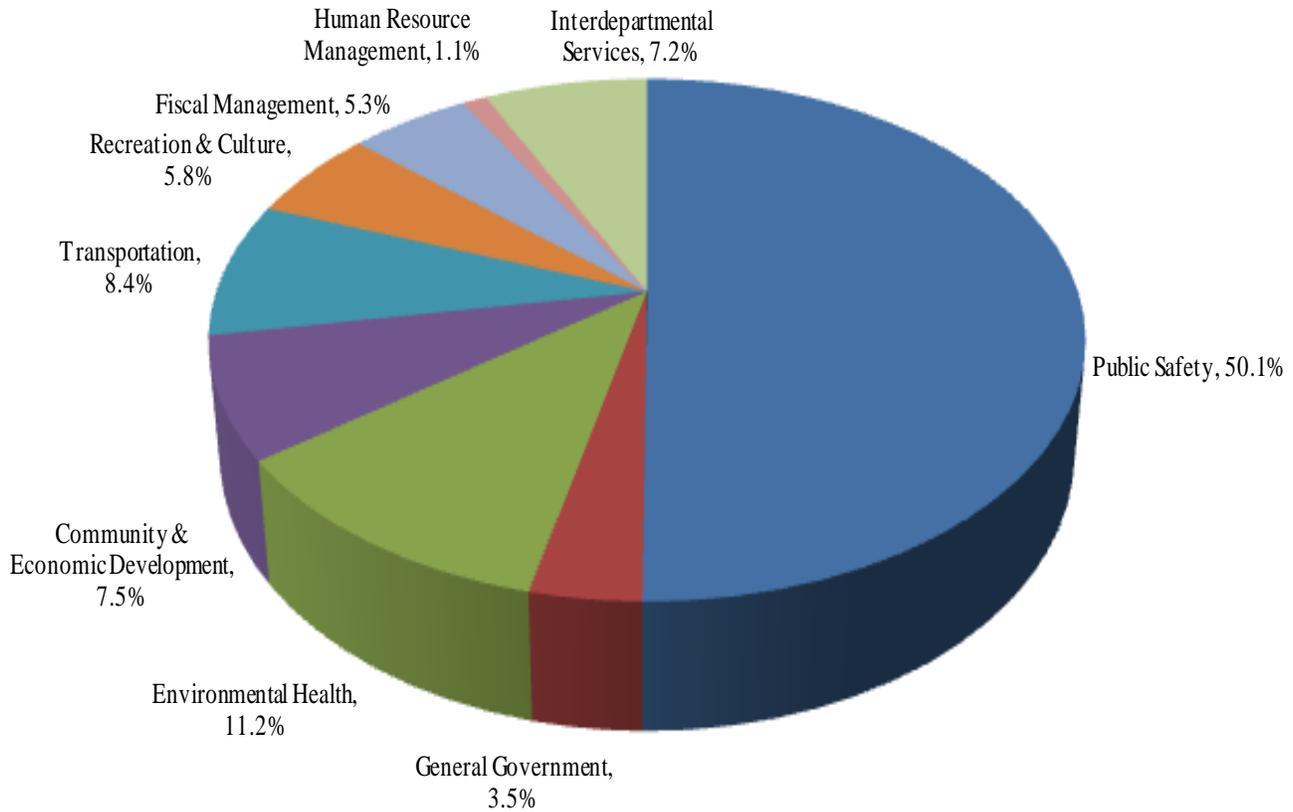


Total \$173.7 Million

EXPENDITURES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Personnel	\$118,857,462	\$118,557,430	\$119,052,500	0.4%
Supplies and Services	42,251,944	43,793,950	43,849,620	0.1%
Capital Expenses	5,994,902	5,596,400	5,536,530	-1.1%
Support to Other Funds	4,520,410	6,685,260	5,285,950	-20.9%
Total	\$171,624,718	\$174,633,040	\$173,724,600	-0.5%

GENERAL FUND EXPENDITURES BY SERVICE AREA

FY 13-14 GENERAL FUND EXPENDITURES BY SERVICE AREA



Total \$173.7 Million

	<u>Actual</u> <u>FY 11-12</u>	<u>Budget</u> <u>FY 12-13</u>	<u>Proposed</u> <u>FY 13-14</u>	<u>Percent</u> <u>Change</u>
Community and Economic Development				
City/County Planning	\$2,576,076	\$2,581,470	\$2,526,780	-2.1%
City/County Inspections	4,166,028	3,843,090	3,760,540	-2.1%
Community and Business Development	4,753,488	4,834,010	4,851,970	0.4%
Community Agencies	430,365	527,870	527,870	0%
Non-Departmental				
Support to Other Funds				
Housing Finance Assistance Fund	111,340	82,620	80,040	-3.1%
Economic Development Projects Fund	710,420	1,330,980	1,304,560	-2.0%
Subtotal	\$12,747,717	\$13,200,040	\$13,051,760	-1.1%
Environmental Health				
Sanitation	\$19,045,246	\$18,398,220	\$18,492,340	0.5%
Non-Departmental				
Support to Other Funds				
Capital Projects Fund	0	0	1,020,000	N/A
-Less Interdepartmental Charges	-113,231	-112,500	-97,560	-13.3%
Subtotal	\$18,932,015	\$18,285,720	\$19,414,780	6.2%

GENERAL FUND EXPENDITURES BY SERVICE AREA

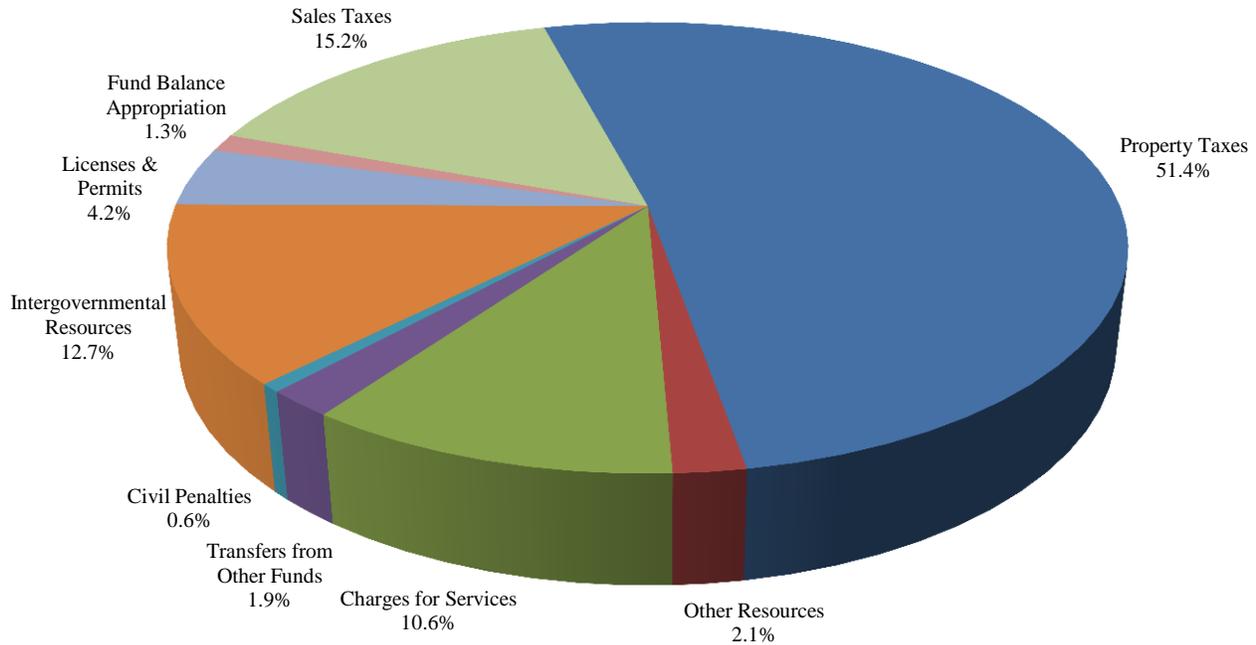
	Actual <u>FY 11-12</u>	Budget <u>FY 12-13</u>	Proposed <u>FY 13-14</u>	Percent <u>Change</u>
Public Safety				
Police	\$59,519,115	\$60,672,000	\$61,285,210	1.0%
Fire	25,364,040	25,207,960	25,307,470	0.4%
Emergency Management	486,630	512,000	506,310	-1.1%
Subtotal	\$85,369,785	\$86,391,960	\$87,098,990	0.8%
 Transportation				
Department of Transportation	\$12,599,883	\$13,565,830	\$13,722,650	1.2%
Non-Departmental				
Support to Other Funds				
Grants Fund	246,851	232,350	232,350	0%
Mass Transit Tax Fund	228,000	0	0	N/A
Parking Fund	725,788	613,180	645,150	5.2%
Capital Projects Fund	25,270	2,389,500	0	-100.0%
-Less Interdepartmental Charges	-45,674	-30,000	-30,000	0%
Subtotal	\$13,780,118	\$16,770,860	\$14,570,150	-13.1%
 Recreation and Culture				
Recreation and Parks	\$9,280,329	\$9,402,340	\$9,447,760	0.5%
Non-Departmental				
Support to Other Funds				
Winston-Salem Entertainment-Sports Complex	382,716	440,640	0	-100.0%
Convention Center Fund	529,377	568,990	568,990	0%
Ballpark Fund	90,250	93,100	0	-100.0%
Capital Projects Fund	586,000	0	0	N/A
Convention Center Capital Projects Fund	50,000	0	0	N/A
Subtotal	\$10,918,671	\$10,505,070	\$10,016,750	-4.6%
 Fiscal Management				
Financial Management Services	\$7,587,288	\$8,965,210	\$7,992,850	-10.8%
Budget and Evaluation	626,602	552,700	501,590	-9.2%
Claims for Damages	591,592	623,140	642,810	3.2%
Subtotal	\$8,805,482	\$10,141,050	\$9,137,250	-9.9%
 Human Resource Management				
Human Resources	\$1,650,107	\$1,820,950	\$1,862,500	2.3%
Subtotal	\$1,650,107	\$1,820,950	\$1,862,500	2.3%

GENERAL FUND EXPENDITURES BY SERVICE AREA

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Interdepartmental Services				
Engineering	\$3,628,362	\$3,737,300	\$3,672,860	-1.7%
Property and Facilities Management	9,733,407	10,481,580	10,483,740	0%
Mail and Printing Services	597,348	679,290	680,420	0.2%
Information Systems	946,231	967,090	983,490	1.7%
Non-Departmental				
Support to Other Funds				
Cemeteries Fund	41,183	61,360	0	-100.0%
Capital Projects Fund	0	0	492,320	N/A
Information Systems Fund	3,150	0	0	N/A
-Less Interdepartmental Charges	-3,626,046	-3,970,060	-3,789,110	-4.6%
Subtotal	\$11,323,635	\$11,956,560	\$12,523,720	4.7%
General Government				
Policy Leadership	\$1,638,595	\$1,618,210	\$1,660,160	2.6%
City Manager	546,022	559,020	538,080	-3.7%
Office of Community Assistance	1,159,523	1,232,370	1,268,750	3.0%
City Link	1,901,387	1,855,070	1,849,350	-0.3%
City Secretary	401,885	378,970	390,260	3.0%
Marketing and Communications	1,026,878	839,400	884,530	5.4%
Human Relations	353,953	346,100	350,230	1.2%
Non-Departmental				
Elections Administration	0	0	206,070	N/A
Contingency	0	0	200,000	N/A
Property Tax Collection	568,944	575,710	475,290	-17.4%
Salary Savings Adjustment	0	-2,544,020	-2,544,020	0%
Support to Other Funds				
Debt Service Fund	500,000	550,000	770,000	40.0%
Grants Fund	0	150,000	0	-100.0%
Subtotal	\$8,097,186	\$5,560,830	\$6,048,700	8.8%
Total Expenditures By Service Area	\$171,624,718	\$174,633,040	\$173,724,600	-0.5%

GENERAL FUND RESOURCES BY TYPE

FY 13-14 GENERAL FUND RESOURCES BY TYPE



Total \$173.7 Million

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Taxes				
Property Taxes - Current Year	\$85,966,532	\$86,827,520	\$87,590,220	0.9%
Property Taxes - Prior Year	1,903,085	1,250,000	1,750,000	40.0%
Sales Taxes	25,037,669	24,668,390	26,485,280	7.4%
Subtotal	\$112,907,286	\$112,745,910	\$115,825,500	2.7%
Licenses and Permits				
Construction Permits	\$2,881,950	\$2,344,640	\$2,884,640	23.0%
Privilege Licenses	3,091,180	2,930,000	2,400,000	-18.1%
Gross Receipts Tax	229,864	200,000	200,000	0%
Motor Vehicle License Taxes	1,632,661	1,633,330	1,633,330	0%
Other Licenses and Permits	196,509	128,750	161,750	25.6%
Subtotal	\$8,032,164	\$7,236,720	\$7,279,720	0.6%

GENERAL FUND RESOURCES BY TYPE

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Intergovernmental Resources				
State-Collected Local Revenues				
Utility Franchise Tax	\$14,161,273	\$14,929,380	\$14,912,000	-0.1%
Beer and Wine Tax	998,021	1,115,170	1,048,520	-6.0%
Gasoline Tax	4,454,048	5,052,410	5,119,140	1.3%
“Hold Harmless” Payment	2,336,010	2,336,010	0	-100.0%
Other Intergovernmental Resources				
ABC Allocation	721,777	612,210	773,350	26.3%
Housing Authority Payment in Lieu of Taxes	91,413	48,210	44,610	-7.5%
Other State Resources	159,627	133,800	133,800	0%
Subtotal	\$22,922,169	\$24,227,190	\$22,031,420	-9.1%
Charges for Services				
Governmental Sales and Service	\$3,974,972	\$3,969,140	\$3,991,900	0.6%
Parking Meter Revenue	71,321	75,000	75,000	0%
Charges to the State	597,535	602,000	563,000	-6.5%
Charges to Forsyth County	2,681,331	2,452,590	2,182,000	-11.0%
Charges to WS/FC School Board	125,000	125,000	125,000	0%
Charges to Other Municipalities	30,139	38,500	32,910	-14.5%
Interfund Charges	12,795,024	11,738,900	11,422,020	-2.7%
Subtotal	\$20,275,322	\$19,001,130	\$18,391,830	-3.2%
Civil Penalties				
Parking Tickets	\$263,934	\$230,000	\$300,000	30.4%
Housing Code Violations	548,973	524,300	608,300	16.0%
Erosion Control Civil Penalties	22,262	0	0	N/A
False Alarm Civil Penalties	86,376	148,000	136,000	-8.1%
Subtotal	\$921,546	\$902,300	\$1,044,300	15.7%
Other Resources				
Rentals	\$460,864	\$280,900	\$363,110	29.3%
Sales of Property and Equipment	100,728	174,000	179,000	2.9%
Contributions	508,074	503,660	509,830	1.2%
Reimbursements	1,441,193	2,018,620	2,020,220	0.1%
Miscellaneous	615,340	502,700	495,710	-1.4%
Subtotal	\$3,126,199	\$3,479,880	\$3,567,870	2.5%

GENERAL FUND RESOURCES BY TYPE

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Transfers from Other Funds				
Housing Development/CDBG Funds	\$1,003,458	\$1,062,410	\$866,910	-18.4%
Emergency Telephone System Fund	0	11,540	0	-100.0%
Solid Waste Disposal Fund	2,080,087	1,109,850	587,410	-47.1%
Water and Sewer Fund	65,455	74,680	75,920	1.7%
Stormwater Management Fund	1,367,699	1,590,330	1,697,150	6.7%
Worker's Compensation Fund	124,050	143,630	146,410	1.9%
Subtotal	\$4,640,749	\$3,992,440	\$3,373,800	-15.5%
Fund Balance Appropriation	\$0	\$3,047,470	\$2,210,160	-27.5%
Total General Fund Resources	\$172,825,435	\$174,633,040	\$173,724,600	-0.5%

GENERAL FUND SUMMARY

The general fund, the principal operating fund for the City, accounts for the expenditures and resources needed to provide municipal services such as police, fire, sanitation, streets, and recreation, which are supported by general purpose revenues such as property tax, sales tax, licenses, permits, charges for service, intergovernmental revenue, and other miscellaneous resources. Overall, the general fund budget compared to the FY 12-13 budget is increased 0.4% for recurring expenditures and is decreased -0.5% when one-time expenditures are included. Due to the decline in real property values as determined by the 2013 countywide reappraisal, the City staff has calculated the revenue neutral tax rate at 54.25 cents, using the state statute methodology. The proposed budget recommends a 1.25 cent reduction from the revenue neutral tax rate, or 53 cents. In order to hold the mass transit tax fund harmless from the rate reduction, the rate distribution allocates the rate reduction between the general fund and the debt service fund, for an impact of \$2.4 million to those funds. In addition, the rate distribution reallocates one-fifth of a cent from the general fund and the debt service fund to provide \$425,000 in funding to the mass transit tax fund for Sunday bus service.

Highlights of year-to-year changes in the general fund budget, by expenditure and revenue category, are provided immediately following the summary table, below.

GENERAL FUND EXPENDITURES AND RESOURCES, BY ACCOUNT TYPE

	Actual FY 11-12	Budget FY 12-13	Estimated FY 12-13	Proposed FY 13-14	Proposed- Budget \$ Change	Proposed- Budget % Change
Revenues						
Property Taxes	\$87,869,617	\$88,077,520	\$89,331,840	\$89,340,220	\$1,262,700	1.4%
Sales Taxes	25,037,669	24,668,390	24,741,910	26,485,280	1,816,890	7.4%
Licenses and Permits	8,032,164	7,236,720	7,568,330	7,279,720	43,000	0.6%
Intergovernmental	22,922,169	24,227,190	23,437,956	22,031,420	(2,195,770)	(9.1%)
Charges for Services/Other	24,323,066	23,383,310	23,519,204	23,004,000	(379,310)	(1.6%)
Transfers from Other Funds	4,640,749	3,992,440	3,939,784	3,373,800	(618,640)	(15.5%)
TOTAL REVENUES	\$172,825,434	\$171,585,570	\$172,797,574	\$171,514,440	(\$71,130)	(0.04%)
Recurring Expenditures						
Personnel	\$118,857,462	\$118,557,430	\$118,700,965	\$119,052,500	\$495,070	0.4%
Supplies and Services	42,251,944	42,793,950	41,592,232	43,643,550	849,600	2.0%
Capital Outlay	5,994,902	5,596,400	4,493,220	5,536,530	(59,870)	(1.1%)
Support to Other Funds	4,520,410	4,295,760	4,540,260	3,773,630	(522,130)	(12.2%)
Total Recurring Expenditures	\$171,624,718	\$171,243,540	\$169,326,677	\$172,006,210	\$762,670	0.4%
One-Time Expenditures	\$0	\$3,389,500	\$3,955,050	\$1,718,390	(\$1,671,110)	(49.3%)
TOTAL EXPENDITURES	\$171,624,718	\$174,633,040	\$173,281,727	\$173,724,600	(\$908,440)	(0.5%)
One-Time (Use) of Fund Balance	\$0	(\$1,539,500)	(\$484,153)	(\$206,070)	\$1,333,430	(86.6%)
Recurring (Use) of Fund Balance	\$0	(\$1,850,000)	\$0	(\$2,004,090)	(\$154,090)	8.3%
Addition to Fund Balance	\$1,200,716	\$0	\$0	\$0	\$0	N/A

GENERAL FUND SUMMARY

RECURRING EXPENDITURE HIGHLIGHTS

- Personnel. The \$0.5 million budget-to-budget increase in personnel expenditures for FY 13-14 is primarily based on growth in the following major categories of expense:
 - **Employee Merit Pay Adjustment**. The proposed budget includes a 1.5% merit increase for employees who receive a satisfactory or better annual performance appraisal (+\$1.6 million including benefits).
 - **Employee Retirement Benefits**. The City contributions to the Winston-Salem Police Officers Retirement System, the North Carolina Local Government Employee Retirement System, and retiree health benefits are increased to meet actuarial requirements (+\$1.9 million). Fiscal year 2014 will be the last year that the City experiences a significant increase in the contribution to the Winston-Salem Police Officers Retirement System as a result of the issuance of limited obligation bonds to fund the system.
 - **Position Changes**. The proposed budget includes the deletion of 18 positions, including the following: assistant planner, inspections director, capital projects engineer, two maintenance workers, crime analyst, information systems analyst (Police), ten police officers, and fire inspector (-\$1.1 million including benefits). The Citizens' Organizational Efficiency Review Committee identified 15 of these positions as part of their comprehensive review of City operations.
 - **Base Salary Changes**. The proposed budget reflects a reduction in base salaries and longevity pay of approximately \$2 million due to retirements and attrition (including benefits).
- Supplies and Services. There is a net increase of \$1.1 million in non-personnel operating expenses due to the following:
 - **Automatic Vehicle Locators (AVL's)**. The proposed budget includes the investment in automatic vehicle locators that will be installed on approximately 1,200 City vehicles. These devices will improve productivity, reduce carbon emissions, and increase accountability regarding usage of City equipment. The supplies and services budget includes nine months of subscription costs for the software used to track the devices (+\$249,000).
 - **Information Systems Charges**. The proposed budget for information systems charges is increased \$130,000 mainly due to the replacement of approximately 400 computers that are at the end of their useful lives and still use an operating system that no longer will be supported in FY 13-14.
 - **Electric Service for Streetlights**. The proposed budget includes an increase of \$120,000 in anticipation of an additional electric rate increase.
 - **Contractual Services**. The proposed budget includes increases for annual inflation adjustments to service contracts such as curbside recycling and right-of-way mowing (+\$124,000).
 - **Purchasing Compliance Audit**. The proposed budget includes \$50,000 for a purchasing compliance audit to ensure the City is complying with state law and its own internal policies and procedures. The City currently has contracted for a revenue compliance audit, which will be completed during FY 12-13.

GENERAL FUND SUMMARY

- **Community Agency Grants.** Wake Forest Innovation Quarter did not submit an application for City funding, resulting in a savings of \$40,000. Proposed general fund contributions to other community agencies remain at the same amount as FY 12-13. (See the list of proposed grants to community agencies on page 74 in the Community and Economic Development section of this document.)
- **Contingency.** The proposed budget includes \$200,000 in contingency to address unanticipated needs that may arise during the fiscal year. The City Council approves any specific use of contingency by formal action.
- **Capital Outlay.** Capital outlay expenditures are decreased by \$60,000 as a result of the addition of \$1.0 million in equipment replacements and the drop-off in payments for previously approved items of \$1.1 million. A complete list of all equipment proposed for FY 13-14 is provided on page 216 in the Supplemental Information section of this document.
- **Support to Other Funds.** General fund support to other funds is decreased \$522,000 as a result of the following:
 - The proposed budget reflects the potential sale of Lawrence Joel Veterans Memorial Coliseum and Bowman Gray Stadium by eliminating the general fund subsidy of \$400,000.
 - The proposed budget also includes decreased transfers to the grants fund for local matches, economic development projects fund, cemeteries fund, and downtown ballpark fund (-\$331,000).
 - The proposed budget includes an increase in the transfer to the debt service fund to cover the lease payment on the annual contribution of \$250,000 for capital improvements at the M.C. Benton, Jr. Convention and Civic Center (+\$50,000) and the City's share of the debt payment on \$6.2 million in special obligation bonds for infrastructure improvements in the Wake Forest Innovation Quarter (+\$170,000).

ONE-TIME EXPENDITURE HIGHLIGHTS

The budget includes \$1.7 million in one-time expenditures covered by \$1.5 million in one-time registered motor vehicle property taxes and \$0.2 million in fund balance. The proposed uses of these one-time funds are described below:

- Due to the transition to the new State vehicle registration system, the City will receive three additional months of registered motor vehicle property tax, which is estimated to total \$1.5 million. The proposed budget appropriates \$1.0 million of these funds to purchase four side-loading refuse trucks that will enable the Sanitation Department to automate more of its routes and convert four crews from three-person crews to one-person operations. By paying for the trucks with these funds, the City will realize immediate savings from the conversion to one-person operations that will not be reduced by offsetting debt payments.

The proposed budget also appropriates \$0.5 million for the purchase of approximately 1,200 automatic vehicle locators that will enable departments to improve productivity, reduce carbon emissions, and increase accountability by better managing the usage of their vehicles.

- The proposed budget also appropriates \$206,000 in general fund balance to cover the one-time expenses for the 2013 primary and general elections.

GENERAL FUND SUMMARY

REVENUE HIGHLIGHTS

PROPERTY TAXES

Property taxes are the largest single source of revenue for the City, accounting for 51.4% of all general fund resources (including transfers from other funds and the fund balance appropriation). The following sections describe in detail the City’s projected property tax base, the calculation of the proposed FY 13-14 tax rate, and projected property tax revenues.

Property Tax Base. The property tax base is classified as real property, personal property, registered motor vehicles, and state-assessed public services property. The real portion of the property tax base includes land and building values for all commercial, industrial, residential buildings, and other real property. State law requires that real property be reappraised at least once every eight years. In Forsyth County, reappraisals are scheduled every four years. The last reappraisal took place in 2009; the Forsyth County Tax Office has completed the 2013 reappraisal, which went into effect January 2013. The result of the countywide reappraisal has seen real property values decrease by 10.5% from the estimated FY 12-13 tax base for Winston-Salem. Overall, the property tax base is projected to decrease by 9.1%.

Tax base information provided by the Forsyth County Tax Office for FY 13-14 is provided in the following table:

Tax Base, by type	FY 12-13 Budgeted	FY 12-13 Estimated	FY 13-14 Projected	Est. to Proj. % Change
Real Property	\$17,642,648,486	\$17,673,641,436	\$15,825,019,602	-10.5%
Personal Property	2,123,126,050	2,265,643,385	2,133,777,630	-5.8%
Reg. Motor Vehicles	1,310,071,492	1,425,452,458	1,449,372,543	1.7%
Public Services	322,481,090	348,732,809	338,270,825	-3.0%
Total	\$21,398,327,118	\$21,713,470,088	\$19,746,440,600	-9.1%

Property Tax Rate Calculation. State law provides a methodology for calculating a “revenue neutral” tax rate that would generate the same amount of revenue that the City would have realized without the reappraisal. The revenue neutral calculation for FY 13-14 is based on the estimated property tax levy for FY 12-13, which totals \$106,556,120.

Step 1: Calculate a rate that would produce revenues equal to those produced for FY 12-13.

$$\frac{\text{FY 12-13 Property Tax Levy}}{\text{FY 13-14 Property tax Base}} = \frac{\$106,556,120}{\$19,746,440,600} = 54\text{¢}$$

Step 2: Increase the rate by a growth factor based on average annual growth since the 2009 appraisal.

Average 3-Year Tax Base Growth	
FY 11	-0.50%
FY 12	-0.33%
FY 13	2.11%

Average = 0.43%

Statutory Revenue Neutral Rate Calculation = 54.00 x 1.0043 = 54.25¢

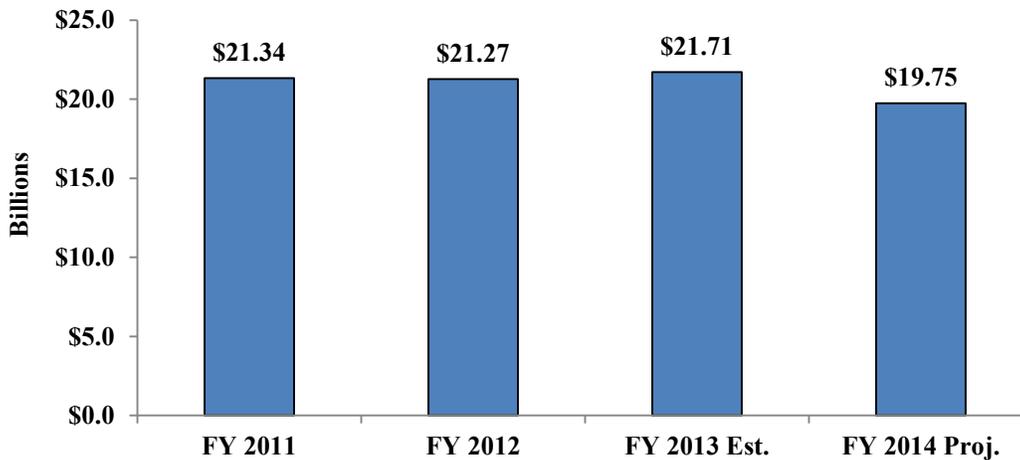
GENERAL FUND SUMMARY

The proposed tax rate for FY 13-14 is 53¢, which represents a 1.25¢ reduction from the statutorily defined revenue neutral tax rate. The proposed rate is increased 3.9¢ above the current tax rate of 49.1¢, or 8%. As a result of this adjustment, property owners whose property values decrease by 8% or more will see their tax bills remain the same or decrease in August 2013. Those property owners whose values decrease less than 8%, remain the same, or increase will see an increased tax bill, though not as high as a tax bill based on the revenue neutral rate.

Property Tax Rate Distribution. The proposed property tax rate of 53¢ per \$100 of valuation is levied on all taxable property and is distributed to three funds—general fund, debt service fund, and mass transit tax fund. The proposed distribution for FY 13-14 holds the mass transit tax fund harmless from the overall rate reduction and reallocates one-fifth of a cent from the general fund and the debt service fund to provide funding for Sunday bus service. The following table provides the current rate distribution, the revenue neutral rate distribution, and the proposed rate distribution along with the revenue impact.

	Current Rate	Revenue Neutral Rate	Proposed Rate	Rate Change	Revenue Change
General Fund	41.28¢	45.61¢	44.29¢	-1.32¢	-\$2,542,000
Debt Service Fund	4.74¢	5.24¢	5.09¢	-0.15¢	-\$279,000
Mass Transit Tax Fund	3.08¢	3.40¢	3.62¢	+0.22¢	+\$425,000
Total Tax Rate	49.10¢	54.25¢	53.00¢	-1.25¢	-\$2,396,000

Annual Property Tax Base Value



Projected Property Tax Revenues. While the adjustments described above reduce property tax revenues in the general fund, the proposed budget reflects a net increase of \$1.3 million due to the three months of additional registered motor vehicle property tax revenue that the City will receive as a result of the new State vehicle registration system and increased estimates for prior year collections and penalties.

GENERAL FUND SUMMARY

SALES TAXES

The City receives four sales tax allocations: Article 39 one-cent tax, which is the original local government sales and use tax dating from 1971, Article 40 half-cent sales tax, which was authorized in 1983 (with 20% currently allocated to the general fund and the remaining 80% allocated to the debt service fund), Article 42 half-cent tax, which was authorized in 1986, and a “hold harmless” payment to compensate for the loss of Article 44, which was eliminated in full as of October 1, 2009.

Article 39 revenue is collected by the state and distributed to the county based on “point of delivery” (where the taxed item is delivered for use by the purchaser). Revenue from Article 40 is collected by the state and distributed to each county based upon its share of statewide population. Beginning July 1, 2009, the distribution basis for revenue from Article 42 was changed from “per capita” to “point of delivery.”

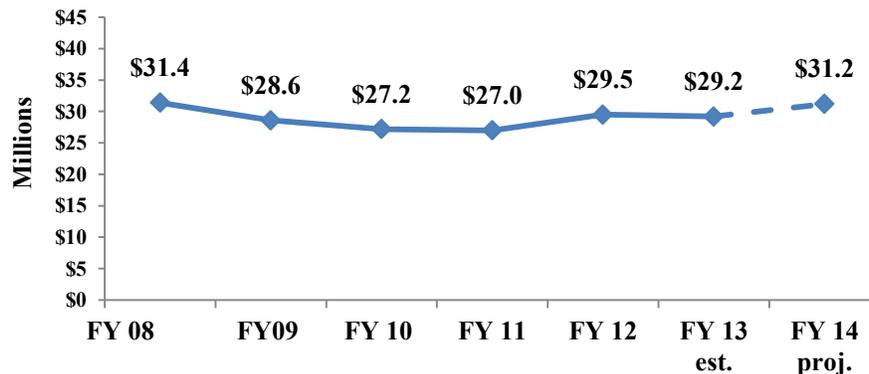
The City’s sales tax revenue is allocated to the general fund and the debt service fund, as shown in the table below:

SALES TAX REVENUE ALLOCATION, BY ARTICLE

	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13 (estimated)	FY 13-14 (projected)
General Fund						
Article 39	\$12,769,637	\$12,480,795	\$11,865,709	\$13,261,714	\$13,017,940	\$13,900,460
20% of Article 40	1,100,056	1,003,613	1,029,605	1,093,173	1,103,140	1,169,110
Article 42	5,432,450	5,879,279	5,916,615	6,340,885	6,242,070	6,583,860
Article 44/ "Hold Harmless"	4,928,237	3,855,868	4,143,474	4,403,920	4,378,760	4,831,850
Total GF	\$24,230,380	\$23,219,555	\$22,955,403	\$25,099,692	\$24,741,910	\$26,485,280
Debt Service Fund						
80% of Article 40	\$4,400,225	\$4,014,453	\$4,094,595	\$4,372,691	\$4,412,560	\$4,676,450
TOTAL	\$28,630,605	\$27,234,008	\$27,049,998	\$29,472,383	\$29,154,470	\$31,161,730

Sales Tax Revenue Projections for FY 13-14. Sales tax collections are projected to increase \$1.8 million budget to budget, or 7.4%, based on projected 2.5% to 3% growth in the county’s allocation and an increase in the City’s ad valorem distribution from 28.4% to 29.2%. The increased distribution is a result of the City increasing the tax rate in FY 12-13 while most of the other local governments in Forsyth County held their rates the same.

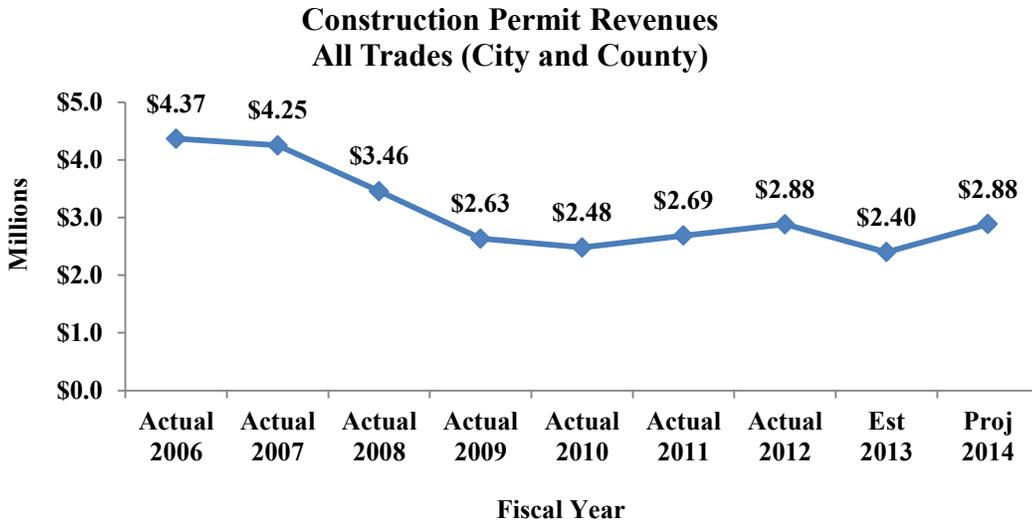
Historical Trend in Sales Tax Revenue



GENERAL FUND SUMMARY

LICENSES AND PERMITS

Construction Control and Zoning Enforcement Permits. The proposed budget includes a number of changes in construction permit fees, including a tiered schedule for residential construction, an increased multiplier for commercial construction, and an increase in the minimum inspection fee. All of these changes are intended to increase the level of cost recovery for the Inspections Division. Projected permit revenues are increased \$540,000 as a result of these changes.



Privilege Licenses. Privilege license revenue has grown over the past two years primarily due to revenue from internet sweepstakes establishments that continue to expand within the city. However, the status of these operations is still unclear as a result of the recent N.C. Supreme Court decision that upheld the General Assembly's authority to prohibit these businesses. The proposed budget excludes fee revenue from these operations for a decrease of \$750,000. The City's Revenue Division has estimated that the City could receive up to \$500,000 in fee revenue from internet sweepstakes establishments that have been determined to be in compliance with current law. Due to the uncertainty, the proposed budget does not include these revenues.

Motor Vehicle Privilege License Fee. There is a \$15 fee charged on the property tax bill on each registered motor vehicle. The general fund receives revenue from \$10 of the fee, and the remaining revenue from \$5 per vehicle (authorized in February 2006) is appropriated in the capital projects and mass transit funds with one-third allocated for transit operations, one-third for non-vehicular transportation projects (such as greenway and sidewalk development), and one-third for vehicular transportation projects (such as traffic calming and other traffic safety projects). The general fund portion of the motor vehicle privilege license fee revenue is projected to remain at approximately \$1.6 million.

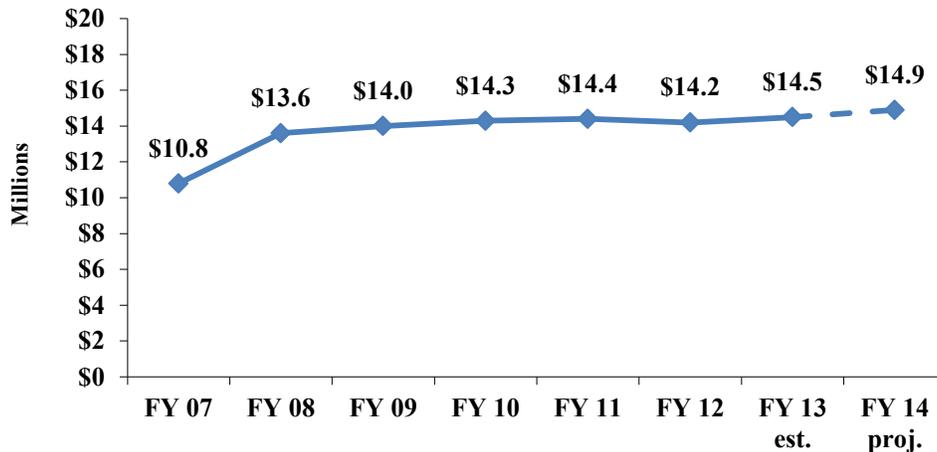
The City also will receive three months of additional motor vehicle privilege tax as a result of the transition to the new State vehicle registration system, about \$600,000. The proposed budget appropriates these additional revenues to match State funds for transportation projects and to provide additional resources to the mass transit tax fund.

GENERAL FUND SUMMARY

INTERGOVERNMENTAL REVENUE

Utility Franchise Tax: The utility franchise tax is collected by the State, based on a share of the receipts from regional electric, natural gas, telecommunications, and video programming companies. For FY 13-14, the share of this revenue that is distributed to the City is expected to remain flat compared to the FY 12-13 budget, based on FY 12-13 actual receipts to date. The General Assembly currently is considering major tax reform legislation that would put the franchise taxes on electricity and natural gas “at risk.”

Historical Trend in Annual Utility Franchise Tax Receipts

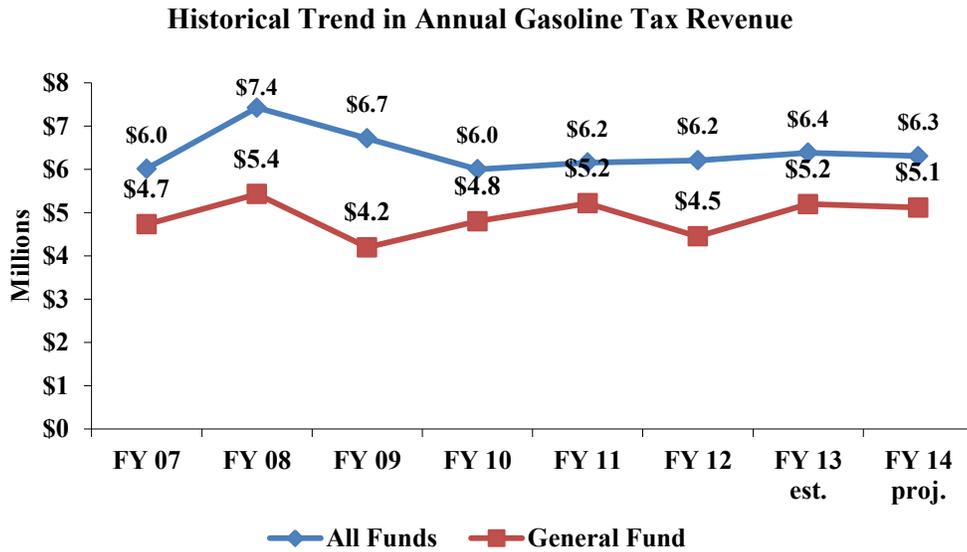


Beer and Wine: State law provides for the per capita distribution of the state beer and wine receipts to the local governmental units in which beer and wine are legally sold. Beer and wine revenues are projected to decrease 6% based on a lower distribution in FY 11-12. The General Assembly currently is considering major tax reform legislation that would put this revenue “at risk.”

“Hold Harmless” Reimbursement for the Inventory Tax, Intangibles Tax, Food Stamp Sales Tax, and Homestead Exemption Tax: In exchange for the authority to levy a third one-half cent local option sales tax, Article 44, the 2002 session of the General Assembly repealed \$333.4 million in reimbursement payments for the taxes listed above. Winston-Salem lost \$7,644,740 in reimbursements. The new sales tax revenue from Article 44 did not fully compensate the City for the loss of reimbursement revenue; therefore, the state provided a “hold harmless” payment to make up for the difference in reimbursement and sales tax revenues. The “hold harmless” payment is scheduled to “sunset” in August 2013; therefore, no payment is budgeted for FY 13-14.

Gasoline Tax (Powell Bill): Powell Bill revenue for FY 13-14 is projected at \$6.3 million, a slight increase compared to FY 12-13 budget, based on the formula for revenue distribution used by the N.C. Department of Transportation with (75%) of the distribution calculated at \$20.16 per capita and (25%) at \$1,596 per street mile. For FY 13-14, \$1,198,000 of the Powell Bill revenue is to be allocated to the capital projects fund for street resurfacing (\$1,000,000) and the computerized traffic signal system (\$198,000). The remaining \$5.1 million in revenue is transferred to the general fund for eligible transportation-related expenses.

GENERAL FUND SUMMARY



CHARGES FOR SERVICES AND OTHER REVENUES

Charges for services include user fees for recreation, police, transportation, housing, planning, and other city services, as well as charges to the county and state for services the City agrees to provide for state and county benefit. Also included in this category are interfund revenues, which represent payments from one fund to another for services rendered. Other revenues include contributions, reimbursements, sale of property, property rentals, and fines. For FY 13-14, there is a net decrease of \$0.38 million compared to FY 12-13 budgeted service charge revenue, primarily as a result of the expiration of reimbursement funding from Federal and State grants supporting police officers (-\$0.55 million). The proposed budget includes increases in the fine for weeded lot violations, cemetery plot and grave opening fees, and the minimum parking fine, all of which were recommendations of the Citizens’ Organizational Efficiency Review Committee.

TRANSFERS FROM OTHER FUNDS

Transfers from other City funds represent support to the general fund for various purposes, such as housing rehabilitation, curbside recycling, risk management services for Utilities, seasonal leaf collection, and pest control. For FY 13-14, transfers are decreased 16%, or -\$0.62 million, compared to the FY 12-13 budget. Most of the decrease is due to a reduction in support from the solid waste disposal fund of \$0.52 million, which would bring the solid waste disposal fund’s support for the City’s recycling program down to 25% for FY 13-14, bringing the City share up to 75%. The intent has been to shift financial responsibility for recycling to the general fund by gradually reducing the transfers from solid waste.

GENERAL FUND BALANCE HIGHLIGHTS

Fund Balance Appropriation for FY 13-14

The proposed budget includes a fund balance appropriation of \$2.2 million, which is a decrease of 27.5% compared to the FY 12-13 appropriation of \$3.0 million. Of the \$2.2 million appropriation, \$0.2 million is budgeted to cover the cost of the 2013 primary and general elections.

The remaining \$2.0 million in fund balance appropriation is allocated to general fund recurring operations. The fund balance appropriation for operations represents 1.2% of the FY 13-14 general fund budget for recurring expenditures. It is anticipated that this portion of the appropriated fund balance will not be expended by year-end, due to conservative budget estimates for both expenditures and revenues.

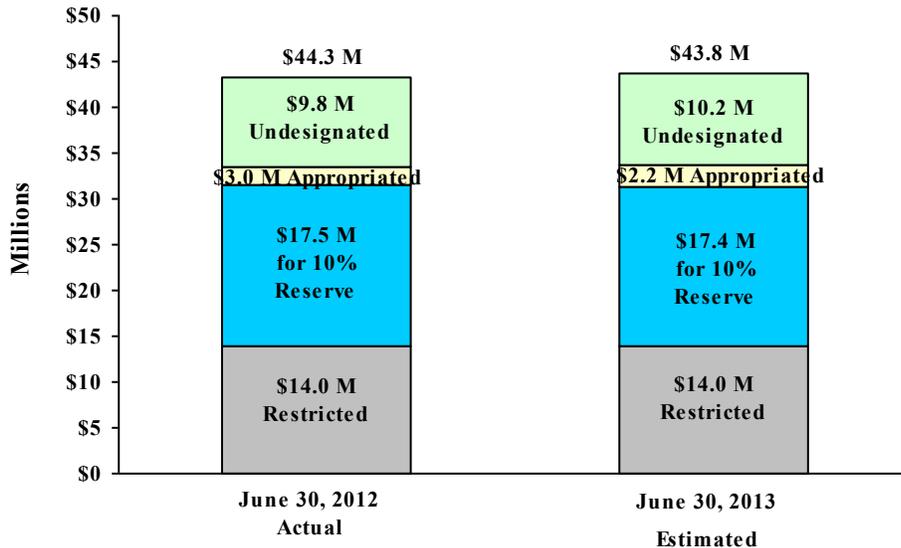
10% Fund Balance Reserve Policy

The North Carolina Local Government Commission (LGC) recommends that all units of government maintain a minimum fund balance in their operating funds of 8% of budgeted expenditures. The City of Winston-Salem's policy is to maintain a minimum fund balance reserve in the general fund that is equivalent to 10% of budgeted expenditures. By meeting this standard, the City is able to maintain adequate working capital and to produce investment income for debt retirement. For FY 13-14, the 10% requirement totals \$17.4 million.

General Fund Balance Analysis

The graph below illustrates the estimated change in general fund balance at June 30, 2013. The "undesignated" fund balance is projected to increase from \$9.8 million on June 30, 2012 to \$10.2 million on June 30, 2013, primarily due to the decrease in the appropriated fund balance for FY 13-14. The "undesignated" fund balance may be used for whatever purpose so designated by the City Council. Overall, the reserves are decreased by \$0.5 million, due to projected expenditures for FY 12-13 exceeding revenues.

GENERAL FUND BALANCE AT JUNE 30, 2013
COMPARED TO JUNE 30, 2012



Note: The restricted portion of the fund balance is due to the timing of the receipt of federal revenues and sales tax.

INTERNAL SERVICE FUNDS

Internal service funds provide centralized services to the various departments or agencies of the City or to other governments. These services are categorized in the interest of efficiency and economy and are self-supporting through charges to the users. Included in the internal service funds are Central Warehouse, Fleet Services, Information Systems, and Employee Benefit Funds (except the Retiree Life and Health Fund). Program descriptions and expenditure and resource details for Fleet Services, Information Systems, and Central Warehouse are located in the Interdepartmental section of this document. Details on the other funds that cover employee benefits are located in the Human Resources section.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY FUND	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Fleet Services	\$10,062,441	\$9,602,330	\$9,972,400	3.9%
Information Systems	7,460,545	8,570,130	8,788,930	2.6%
Central Warehouse	233,147	311,680	316,610	1.6%
Workers Compensation Fund	3,042,212	5,899,080	2,395,370	-59.4%
Employee Health and Benefit Fund	19,648,998	18,817,000	19,459,300	3.4%
Dental and Flex Spending Fund	2,116,269	1,950,000	1,950,000	0%
Employee Taxes and Benefit Fund	19,916,724	24,180,630	23,705,450	-2.0%
Total Expenditures by Fund	\$62,480,337	\$69,330,850	\$66,588,060	-4.0%
RESOURCES BY TYPE				
Charges to Departments	\$17,037,154	\$17,894,420	\$19,077,940	6.6%
City Contribution	36,296,305	36,598,970	39,712,260	8.5%
Employee Contribution	4,929,025	5,560,200	5,760,200	3.6%
Other Agency Contributions	115,142	118,800	118,800	0%
Interfund Transfer Revenue	0	1,000,000	0	-100.0%
Discounts Earned	389	0	100,000	N/A
Reimbursements	137,230	125,000	125,000	0%
Investment Income	161,237	0	0	N/A
Other	127,520	0	0	N/A
Fund Balance Appropriation	3,676,335	8,033,460	1,693,860	-78.9%
Total Resources by Type	\$62,480,337	\$69,330,850	\$66,588,060	-4.0%

DEBT SERVICE FUND

This fund accounts for the City's debt service expenditures, including the City's general governmental debt obligations; certificates of participation (COPS); limited obligation bonds (LOBs); and leasing debt payments for City Hall renovations and selected Recreation equipment and facility repairs. This fund also includes the administrative expenses associated with bond ratings and issuances.

EXPENDITURES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Principal Retirement	\$6,085,180	\$7,006,810	\$7,308,540	4.3%
Capital Lease Charges	1,737,617	1,828,220	2,021,060	10.5%
Interest Payments	6,697,593	6,896,750	6,683,560	-3.1%
Fiscal Charges	371,739	246,970	246,970	0%
Administrative Expenses	28,374	52,320	52,890	1.1%
Property Tax Collection Fee	65,488	63,750	54,600	-14.4%
Contribution Toward Pay-off of Post-Employment Benefits Debt	0	2,000,000	0	-100.0%
Transfer to Capital Projects Fund	840,150	0	0	N/A
Transfer to Leasing Capital Projects Fund	76,829	0	0	N/A
Transfer to Mass Transit Tax Fund	15,430	6,340	6,020	-5.0%
Total Expenditures by Type	\$15,918,399	\$18,101,160	\$16,373,640	-9.5%
RESOURCES BY TYPE				
Property Taxes	\$9,827,008	\$9,643,660	\$9,461,520	-1.9%
ABC Allocation	360,889	306,110	380,900	24.4%
Interest Income	370,033	400,000	400,000	0%
Interest Subsidy on Recovery Zone Bonds	293,119	293,120	265,500	-9.4%
Forsyth County	0	0	250,000	N/A
Other Revenues	848,683	843,500	837,500	-0.7%
Net Proceeds from Refunding Bonds	167,858	0	0	N/A
Transfer from General Fund				
Debt Service on Dell Project	400,000	400,000	400,000	0%
Lease Payment for Convention Center Capital	100,000	150,000	200,000	33.3%
City's Share of Debt Service on Wake Forest Innovation Quarter Infrastructure	0	0	170,000	N/A
Transfer from Sales Tax Fund	4,339,154	4,377,880	4,676,450	6.8%
Transfer from Capital Projects Fund	840,150	0	0	N/A
Transfer from Leasing Capital Projects Fund	76,829	0	0	N/A
Fund Balance Appropriation	0	1,686,890	0	-100.0%
Total Resources by Type	\$17,623,722	\$18,101,160	\$17,041,870	-5.9%
Addition to Fund Balance	\$1,705,323	\$0	\$668,230	N/A

SPECIAL REVENUE FUNDS

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

This fund accounts for authorized grants from the United States Department of Housing and Urban Development. These revenues are restricted to objectives of community development programs within specific areas of the City.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Loans	\$1,025,759	\$449,200	\$427,180	-4.9%
Contractual Services and Other Miscellaneous Expenses	421,598	340,480	340,480	0%
Indirect Cost Allocation	45,970	40,700	44,840	10.2%
Contingencies	0	15,000	20,000	33.3%
Grants	144,833	90,000	90,000	0%
Section 108 Loan Principal and Interest Payments	556,123	475,000	464,000	-2.3%
Loan Servicing Expenditures	64,823	76,000	76,000	0%
Transfer to General Fund (Administration)	169,232	153,990	155,800	1.2%
Transfer to General Fund (Program Activities)	692,943	778,420	611,110	-21.5%
Transfer to Capital Projects Fund	409,676	0	0	N/A
Total Expenditures	\$3,530,958	\$2,418,790	\$2,229,410	-7.8%

RESOURCES BY TYPE

Federal Grants	\$2,357,367	\$1,893,790	\$1,704,410	-10.0%
Loan Repayments	926,790	525,000	525,000	0%
Miscellaneous Revenues	26,596	0	0	N/A
Fund Balance Appropriation	220,205	0	0	N/A
Total Resources	\$3,530,958	\$2,418,790	\$2,229,410	-7.8%

HOUSING FINANCE ASSISTANCE FUND

This fund accounts for general purpose revenues allocated to the City's housing programs.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Loans	\$501,843	\$279,000	\$526,500	88.7%
Contractual Services and Other Miscellaneous Expenses	245,162	153,000	187,450	22.5%
Contingencies	0	15,000	10,000	-33.3%
Re-Grant of Housing Authority's PILOT Funds	111,634	82,620	80,040	-3.1%
Transfer to General Fund	20,000	25,000	0	-100.0%
Total Expenditures	\$878,640	\$554,620	\$803,990	45.0%

SPECIAL REVENUE FUNDS

HOUSING FINANCE ASSISTANCE FUND – Continued

	Actual	Budget	Proposed	Percent
RESOURCES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Investment Income	\$22,733	\$8,300	\$321,450	3772.9%
Loan Repayments	542,719	0	0	N/A
Miscellaneous Revenues	205,579	440,700	0	-100.0%
Transfer from General Fund	111,340	82,620	80,040	-3.1%
Fund Balance Appropriation	0	23,000	402,500	1650.0%
Total Resources	\$882,372	\$554,620	\$803,990	45.0%
 Addition to Fund Balance	 \$3,732	 \$0	 \$0	 N/A

HOME INVESTMENT PARTNERSHIP FUND

This fund accounts for authorized grants from the United States Department of Housing and Urban Development. These funds are used to expand the supply of affordable housing for low- and very low-income families.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Loans	\$1,095,302	\$605,930	\$478,040	-21.1%
Contractual Services and Other Miscellaneous Expenses	551,620	283,720	326,080	14.9%
Indirect Cost Allocation	54,930	35,970	36,180	0.6%
Contingencies	13,458	26,780	25,120	-6.2%
Grants	888	0	0	N/A
Transfer to General Fund	114,742	105,000	100,000	-4.8%
Total Expenditures	\$1,830,940	\$1,057,400	\$965,420	-8.7%
 RESOURCES BY TYPE				
Federal Grants	\$1,584,143	\$932,400	\$840,420	-9.9%
Loan Repayments	246,190	125,000	125,000	0%
Miscellaneous Revenues	606	0	0	N/A
Total Resources	\$1,830,940	\$1,057,400	\$965,420	-8.7%

SPECIAL REVENUE FUNDS

SUPPORTIVE HOUSING GRANTS FUND

The United States Department of Housing and Urban Development awards these funds through a competitive application process to address comprehensive, priority needs of the homeless that are identified in a community's Continuum of Care strategy, including rental assistance, case management, and other required supportive services. The City is the applicant and funding conduit on behalf of up to ten agencies administering multiple program services.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Continuum of Care Grants	\$2,034,190	\$1,332,290	\$1,350,170	1.3%
Emergency Shelter Grant	106,147	147,520	147,520	0%
Transfer to General Fund	6,541	0	0	N/A
Total Expenditures	\$2,146,878	\$1,479,810	\$1,497,690	1.2%

RESOURCES BY TYPE

Federal Grants	\$2,146,878	\$1,479,810	\$1,497,690	1.2%
Total Resources	\$2,146,878	\$1,479,810	\$1,497,690	1.2%

ECONOMIC DEVELOPMENT PROJECT FUND

This fund accounts for the City's economic development incentive funds. This fund supports specific economic development programs that are designed to attract new industry or encourage the expansion of existing businesses

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Grants	\$4,339,199	\$1,330,980	\$1,304,560	-2.0%
Miscellaneous Expenditures	412	0	0	N/A
Total Expenditures	\$4,339,611	\$1,330,980	\$1,304,560	-2.0%

RESOURCES BY TYPE

Transfer from General Fund	\$710,420	\$1,330,980	\$1,304,560	-2.0%
Fund Balance Appropriation	3,413,580	0	0	N/A
Other	215,611	0	0	N/A
Total Resources	\$4,339,611	\$1,330,980	\$1,304,560	-2.0%

SPECIAL REVENUE FUNDS

The schedule of economic development incentive grant commitments for FY 13-14 through FY 18-19 is as follows:

Grantee:	Budget FY 13-14	Planning FY 14-15	Planning FY 15-16	Planning FY 16-17	Planning FY 17-18	Planning FY 18-19
The Clearing House Payments Co.	\$41,230	\$37,110	\$0	\$0	\$0	\$0
Lowe's Companies, Inc.	144,380	128,630	160,130	0	0	0
Brookstown Partners	87,740	87,740	87,740	87,740	231,550	231,550
Wake Forest Innovation Quarter	484,810	484,810	484,810	484,810	196,240	196,240
Goler Heights Redevelopment	20,000	20,000	20,000	20,000	20,000	20,000
Caterpillar, Inc.	448,810	529,660	574,680	1,567,310	1,542,560	1,542,560
Piedmont Propulsion Systems	6,300	6,300	6,300	6,300	6,300	0
Inmar	71,290	138,970	142,990	147,000	151,130	151,130
Pepsi Bottling Ventures	0	17,280	64,290	75,750	68,750	131,310
Herbalife	0	49,130	298,290	315,140	302,720	289,560
Fourth & Broad Street Office Bldg.	0	20,170	20,170	20,170	20,170	20,170
Total Project Expenditures	\$1,304,560	\$1,519,800	\$1,859,400	\$2,724,220	\$2,539,420	\$2,582,520

ECONOMIC DEVELOPMENT LOAN FUND

This fund accounts for the City's small business loan pool, East Winston/Neighborhood Revitalization Strategy Area projects, and other economic development loans and grants.

EXPENDITURES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Loans	\$343,124	\$0	\$0	N/A
Loan Servicing Expenditures	7,076	0	0	N/A
Miscellaneous Expenditures	1,210	0	0	N/A
Total Expenditures	\$351,410	\$0	\$0	N/A

RESOURCES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Loan Repayments	\$147,568	\$0	\$0	N/A
Federal Grant	224,590	0	0	N/A
Investment Income	8,800	0	0	N/A
Miscellaneous Revenue	281	0	0	N/A
Total Resources	\$381,239	\$0	\$0	N/A

Addition to Fund Balance	\$29,829	\$0	\$0	N/A
--------------------------	----------	-----	-----	-----

SPECIAL REVENUE FUNDS

URBAN DEVELOPMENT ACTION GRANT FUND

This fund accounts for the City’s economic development projects and loans for specifically designated “pockets of poverty,” as designated by federal regulations.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Transfer to Economic Development Loan Fund	\$50,000	\$0	\$0	N/A
Total Expenditures	\$50,000	\$0	\$0	N/A
 RESOURCES BY TYPE				
Loan Repayments	\$30,580	\$0	\$0	N/A
Investment Income	1,426	0	0	N/A
Fund Balance Appropriation	17,994	0	0	N/A
Total Resources	\$50,000	\$0	\$0	N/A

SPECIAL REVENUE FUNDS

POWELL BILL FUND (GASOLINE TAX)

This fund accounts for the City’s share of state gasoline tax revenues, which may only be used for maintenance of municipal streets and roads. Transfers from the Powell Bill fund are included in the budgets for the Department of Transportation and in the street resurfacing project in the Capital Plan.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Transfer to General Fund	\$4,454,048	\$5,052,410	\$5,119,140	1.3%
Transfer to Capital Projects Fund	1,000,000	1,198,000	1,198,000	0%
Total Expenditures	\$5,454,048	\$6,250,410	\$6,317,140	1.1%
RESOURCES BY TYPE				
Gasoline Tax	\$6,208,147	\$6,241,410	\$6,308,140	1.1%
Investment Income	10,245	9,000	9,000	0%
Total Resources	\$6,218,392	\$6,250,410	\$6,317,140	1.1%
Addition to Fund Balance	\$764,344	\$0	\$0	N/A

MASS TRANSIT TAX FUND

This fund accounts for the portion of the property tax allocated to mass transit. The property tax proceeds are transferred to the Winston-Salem Transit Authority (WSTA) Fund in order to provide operating assistance and the local match for federal capital grant funds. The FY 13-14 allocation of the property tax rate to the mass transit tax fund is 3.62¢ per \$100 of assessed valuation on all property. Transfers from the mass transit tax fund to Winston-Salem Transit Authority operations are shown in the Winston-Salem Transit Authority’s budget in the Transportation section of this document.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Property Tax Collection Fees	\$21,829	\$21,910	\$38,840	77.3%
Contribution to Regional Ridesharing Service	34,553	48,390	48,390	0%
Miscellaneous Expenditures	5,415	5,000	5,000	0%
Transfers				
To Grants Fund	10,350	11,000	10,990	-0.1%
To Mass Transit Fund (i.e., Public Bus System)	4,102,404	4,556,300	5,462,840	19.9%
To Trans-AID Fund	712,254	704,070	824,340	17.1%
To WSTA Capital Fund	104,189	183,800	566,990	208.5%
Total Expenditures	\$4,990,993	\$5,530,470	\$6,957,390	25.8%

RESOURCES BY TYPE

Property Taxes - Current Year	\$3,219,045	\$6,266,340	\$6,729,020	7.4%
Property Taxes - Prior Year	56,320	0	0	N/A
Motor Vehicle Privilege Tax	0	0	67,000	N/A
Investment Income	216	0	0	N/A

SPECIAL REVENUE FUNDS

MASS TRANSIT TAX FUND – Continued

	Actual	Budget	Proposed	Percent
RESOURCES BY TYPE - Continued	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Transfer From General Fund	\$228,000	\$0	\$0	N/A
Fund Balance Appropriation	1,487,412	0	161,370	N/A
Total Resources	\$4,990,993	\$6,266,340	\$6,957,390	11.0%
 Addition to Fund Balance	 \$0	 \$735,870	 \$0	 -100.0%

GRANTS FUND

This fund centralizes the accounting for other activities funded by federal, state, and intergovernmental aid. Service areas receiving grant support include public safety, recreation and culture, economic development, fair housing programs, and public transportation.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Public Safety Grants	\$2,696,713	\$549,210	\$0	-100.0%
Recreation and Culture Grants	68,055	0	0	N/A
Economic Development Grants	1,832,460	85,000	50,000	-41.2%
Fair Housing Grants	48,005	102,620	92,940	-9.4%
Public Transportation Grants	1,700,083	1,474,950	1,474,950	0%
General Government Grants	322,607	150,000	0	-100.0%
Total Expenditures	\$6,667,922	\$2,361,780	\$1,617,890	-31.5%
 RESOURCES BY TYPE				
NC Department of Transportation	\$902,784	\$982,990	\$983,000	0%
Forsyth County	250,364	150,000	150,000	0%
US Department of Housing and Urban Development	60,111	101,120	91,440	-9.6%
American Recovery Reinvestment Act Funds	1,728,696	549,210	0	-100.0%
Federal Transit Administration	71,039	87,960	87,960	0%
US Department of Justice	189,403	0	0	N/A
Federal Emergency Management Agency	314,664	0	0	N/A
Other Federal Grants	1,061,528	0	0	N/A
Other State Grants	715,711	0	0	N/A
Contributions	1,058,934	1,500	1,500	0%
Miscellaneous State Revenues	39,892	10,650	10,650	0%
Miscellaneous Revenues	111,570	85,000	0	-100.0%
Transfer from General Fund	364,381	382,350	232,350	-39.2%
Transfer from Police Justice Fund	5,250	0	0	N/A
Transfer from Police Contributions	10,499	0	0	N/A
Transfer from Mass Transit Tax Fund	10,350	11,000	10,990	-0.1%
Transfer from Occupancy Tax Fund	0	0	50,000	N/A
Total Resources	\$6,895,174	\$2,361,780	\$1,617,890	-31.5%
 Addition to Fund Balance	 \$227,252	 \$0	 \$0	 N/A

SPECIAL REVENUE FUNDS

SALES TAX FUND

This fund accounts for the City's share of Article 40 and 42 sales tax revenues. The City allocates the Article 40 one-half cent sales tax between the general fund (20%) and the debt service fund (80%). The City allocates 100% of the Article 42 one-half cent sales tax to the general fund.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Transfer to General Fund	\$7,372,035	\$7,363,370	\$7,752,970	5.3%
Transfer to Debt Service Fund	4,339,154	4,377,880	4,676,450	6.8%
Total Expenditures	\$11,711,189	\$11,741,250	\$12,429,420	5.9%
RESOURCES BY TYPE				
Sales Tax (1/2% - Article 40)	\$5,465,864	\$5,472,350	\$5,845,560	6.8%
Sales Tax (1/2% - Article 42)	6,340,885	6,268,900	6,583,860	5.0%
Total Resources	\$11,806,749	\$11,741,250	\$12,429,420	5.9%
Addition to Fund Balance	\$95,560	\$0	\$0	N/A

OCCUPANCY TAX FUND

This fund accounts for the City's approximate one-sixth share of Forsyth County's 6% occupancy tax rate on the rental of hotel/motel accommodations.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Mid-Eastern Athletic Association	\$25,000	\$0	\$0	N/A
Community Events	0	0	75,000	N/A
Contingency	0	25,000	0	-100.0%
State Games	25,000	25,000	0	-100.0%
Old Salem	97,500	48,750	48,750	0%
Piedmont Triad Film Commission	19,500	25,000	25,000	0%
Reynolda House	0	12,500	0	-100.0%
Youth Events for National Black Theatre Festival	0	0	23,250	N/A
Transfers				
To Grants Fund	\$0	\$0	\$50,000	N/A
To LJVM Coliseum Marketing	75,000	75,000	0	-100.0%
To LJVM Coliseum Promotions	75,000	75,000	0	-100.0%
To Convention Center Fund	250,000	250,000	250,000	0%
To Fair Fund	0	0	75,000	N/A
Total Expenditures	\$567,000	\$536,250	\$547,000	2.0%

SPECIAL REVENUE FUNDS

OCCUPANCY TAX FUND – Continued

	Actual	Budget	Proposed	Percent
RESOURCES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Occupancy Tax	\$533,214	\$536,250	\$547,000	2.0%
Investment Income	642	0	0	N/A
Fund Balance Appropriation	33,144	0	0	N/A
Total Resources	\$567,000	\$536,250	\$547,000	2.0%

STATE EMERGENCY TELEPHONE SYSTEM FUND

This fund accounts for revenues and expenses associated with operating the 911 system. The charge for all 911 services, wireline and wireless, now are placed in the State 911 Fund from which monthly allocations are made to primary public safety answering points (PSAP's). The funds may be used to purchase replacement computers for the communications center and to cover the maintenance costs of communications center equipment.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Leased Lines	\$277,701	\$277,140	\$283,930	2.5%
Computer-Aided Dispatch System	590,457	132,400	190,690	44.0%
Capital Outlay	314,222	0	641,000	N/A
Transfer to General Fund	0	11,540	0	-100.0%
Total Expenditures	\$1,182,381	\$421,080	\$1,115,620	164.9%

RESOURCES BY TYPE	Actual	Budget	Proposed	Percent
Reimbursement from E911 Wireless Board	\$575,323	\$582,770	\$569,600	-2.3%
State Emergency Communications System Grant	308,038	0	0	N/A
Interest Income	3,504	0	0	N/A
Fund Balance Appropriation	295,516	0	546,020	N/A
Total Resources	\$1,182,381	\$582,770	\$1,115,620	91.4%
Addition to Fund Balance	\$0	\$161,690	\$0	-100.0%

SPECIAL REVENUE FUNDS

LEASING FUND

This fund accumulates annual payments from City departments to make lease payments to the North Carolina Municipal Leasing Corporation. The corporation assists the City in acquiring real and personal property through the issuance of certificates of participation (COPs) to fund the purchases. The corporation leases the property to the City, which provides lease payments that cover the interest and principal on the COPs as follows: governmental funds make equal annual payments over a five-year or three-year period, depending on the type of equipment being purchased, and proprietary funds make the same scheduled payments with the addition of an annual interest payment at a rate of 5.5%.

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
EXPENDITURES BY TYPE				
Principal Retirement	\$20,018,239	\$19,854,260	\$2,209,350	-88.9%
Interest Payments	2,169,637	3,925,230	3,330,930	-15.1%
Fiscal Expense	673,022	0	0	N/A
Total Expenditures	\$22,860,898	\$23,779,490	\$5,540,280	-76.7%
RESOURCES BY TYPE				
Lease Payments - City	\$12,016,997	\$12,879,510	\$11,164,730	-13.3%
Lease Payments - Outside Agencies	2,060,884	819,420	1,045,550	27.6%
Investment Income	229,352	0	0	N/A
Bond Uses	4,999,366	0	0	N/A
Proceeds from Capital Leases	4,547,544	0	0	N/A
Transfer from General Fund	172,535	172,540	172,540	0%
Fund Balance Appropriation	0	9,908,020	0	-100.0%
Total Resources	\$24,026,677	\$23,779,490	12,382,820	-47.9%
Addition to Fund Balance	\$1,165,779	\$0	\$6,842,540	N/A

ENTERPRISE FUNDS

Enterprise funds provide public services that are operated in a manner similar to private business. Program descriptions and expenditure and resource details for each of the following funds are located in the service area sections of the budget document.

EXPENDITURES BY FUND	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Solid Waste Disposal Fund	11,434,334	12,484,370	11,892,600	-4.7%
Water and Sewer Funds	74,169,854	80,920,530	83,789,590	3.5%
Parking Fund	3,289,908	3,009,890	2,802,960	-6.9%
Winston-Salem Transit Authority				
Public Bus System	10,189,149	10,488,540	11,217,770	7.0%
Trans-AID of Forsyth County	2,669,259	2,634,760	2,716,990	3.1%
Maintenance Services for PART	98,714	119,640	119,640	0.0%
Public Assembly Facilities Funds				
LJVM Coliseum Complex	4,434,682	4,561,230	0	-100.0%
Bowman Gray Stadium	479,020	419,260	210,030	-49.9%
M.C. Benton Jr., Convention and Civic Center	779,377	818,990	818,990	0%
Fair Fund	2,673,283	3,028,350	3,747,040	23.7%
Downtown Ballpark Fund	970,802	1,437,080	1,596,080	11.1%
Stormwater Management Fund	6,191,368	7,541,120	7,856,900	4.2%
Cemeteries Fund	583,144	675,370	662,450	-1.9%
Total Expenditures by Fund	117,962,895	128,139,130	127,431,040	-0.6%
RESOURCES BY TYPE				
Licenses and Permits	\$807,026	\$1,111,900	\$961,900	-13.5%
Intergovernmental Revenue	7,123,217	7,054,270	6,864,410	-2.7%
Investment Income	1,305,478	241,270	533,150	121.0%
Interfund Revenues	3,208,582	3,255,550	3,463,150	6.4%
Charges for Service	103,751,473	109,358,110	112,893,390	3.2%
Fines and Forfeitures	0	15,000	15,000	0.0%
Rentals	1,152,384	1,255,490	370,100	-70.5%
Other Resources	1,795,891	2,188,260	1,886,770	-13.8%
Transfers				
Transfer from General Fund	1,769,314	1,777,270	1,307,240	-26.4%
Transfer from Mass Transit Tax Fund	4,814,658	5,260,370	6,287,180	19.5%
Transfer from Occupancy Tax Fund	400,000	400,000	325,000	-18.8%
Transfer from Debt Service Fund	15,430	6,340	6,020	-5.0%
Transfer from Perpetual Care Fund	107,309	118,270	124,840	5.6%
Transfers from Other Enterprise Funds	905,204	843,070	313,990	-62.8%
Fund Balance Appropriations	0	0	0	N/A
Total Resources by Type	\$127,155,965	\$132,766,900	\$135,227,300	1.9%
Additions to Fund Balances	\$9,193,071	\$4,627,770	\$7,796,260	68.5%

CAPITAL PROJECTS FUND

The capital projects fund provides budgetary accountability for financial resources used for the acquisition or construction of major capital improvements. Typically, projects are funded by general obligation bonds, two-thirds bonds, federal and state capital funds, general fund appropriations, and capital reserves.

EXPENDITURES	Proposed FY 13-14
Environmental Health	
Sanitation	
Automatic Side Loaders (4)	\$1,020,000
Environmental Health Subtotal	\$1,020,000
Public Safety:	
Fire Department:	
Fire Stations Facility Renewal	\$200,000
Public Safety Subtotal	\$200,000
Transportation:	
Streets and Sidewalks:	
Bridge Repair and Replacement	\$2,150,000
Street Resurfacing Projects	2,500,000
Surface Transportation Program-Direct Apportionment Bicycle and Pedestrian Projects	715,000
Surface Transportation Program-Direct Apportionment Intersection Projects	300,000
MLK Enhancement Project	3,125,000
New Sidewalk Construction	270,000
New Traffic Signal System	498,000
Traffic Safety Projects	7,000
Transportation Subtotal	\$9,535,000
Recreation and Culture:	
Recreation Facilities/Parks Renovations and Expansions:	
Playground Renovations	\$645,000
Facilities Renewal	485,000
Sidewalk and Roadway Resurfacing	100,000
Swimming Pool Repairs	135,000
Winston-Lake Golf Course Improvements	550,000
Greenways and Trails:	
Other Greenway Development	\$10,500
Recreation and Culture Subtotal	\$1,925,500
TOTAL EXPENDITURES	\$12,680,500

CAPITAL PROJECTS FUND

FUNDING SOURCES	Proposed FY 13-14
Intergovernmental Resources:	
Bonds:	
General Obligation Bonds/Two-Thirds	\$3,945,000
State:	
Powell Bill Funds (Gasoline Tax)	\$1,198,000
North Carolina Department of Transportation	5,032,000
Other:	
Motor Vehicle Privilege Tax	\$1,073,000
Contributions/Sponsorships	412,500
Transfers:	
From General Fund	\$1,020,000
TOTAL FUNDING SOURCES	\$12,680,500

LEASING CAPITAL PROJECTS FUND

The leasing capital projects fund provides budgetary accountability for the acquisition or construction of major capital improvements that are financed through the North Carolina Municipal Leasing Corporation (NCMLC).

	Proposed FY 13-14
EXPENDITURES	
Recreation and Culture	
Convention Center Capital Renovations*	\$250,000
Interdepartmental Services	
Lowery Street Construction - Phase I	14,000,000
TOTAL EXPENDITURES	\$14,250,000
FUNDING SOURCES	
Bonds:	
Limited Obligation Bonds	\$14,000,000
Other:	
North Carolina Municipal Leasing Corporation	250,000
TOTAL FUNDING SOURCES	\$14,250,000

*The annual funding of \$250,000 for Convention Center Capital Renovations for FY 13-14 was appropriated during FY 12-13 for internet technology improvements.

LEASING EQUIPMENT ACQUISITION FUND

This fund accounts for the total cost of capital equipment, including computer hardware, for governmental funds that is financed through the North Carolina Municipal Leasing Corporation. City departments make annual lease payments of one-fifth of the purchase price in order to pay off the debt. With the exception of computers, the City lease-purchases equipment that costs \$10,000 or more.

EXPENDITURES BY TYPE	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Capital Outlay				
Rolling Stock	\$3,092,796	\$3,123,500	\$4,335,280	38.8%
Computer Equipment	0	200,000	88,000	-56.0%
General Equipment	101,891	1,491,340	0	-100.0%
Communications Equipment	0	892,000	280,000	-68.6%
Other	3,557,251	466,920	494,310	5.9%
Total Expenditures by Type	\$6,751,938	\$6,173,760	\$5,197,590	-15.8%
 RESOURCES BY TYPE				
North Carolina Municipal Leasing Corp.	\$6,751,939	\$6,173,760	\$5,197,590	-15.8%
Total Resources by Type	\$6,751,939	\$6,173,760	\$5,197,590	-15.8%

ENTERPRISE CAPITAL PROJECTS FUND

These funds provide budgetary accountability for financial resources used for the acquisition or construction of major capital improvements for enterprise operations. Typically, projects are funded by revenue bonds, special obligation bonds, enterprise fund capital reserves, federal and state capital funds, and certificates of participation. Projects financed through the North Carolina Municipal Leasing Corporation (NCMLC) also are accounted for in these funds. The annual lease payments charged by the NCMLC are budgeted in the enterprise funds' operating budgets.

EXPENDITURES	Proposed FY 13-14
Water and Wastewater Treatment:	
Archie Elledge Wastewater Treatment Plant Rehabilitation and Upgrades	\$358,000
Idol's Pump Station Rehabilitation – Phase II	1,450,000
Muddy Creek Wastewater Treatment Plant Rehabilitation and Upgrades	1,000,000
Wastewater Treatment Plant Transfer Pump Station and Force Main	4,450,000
Water Treatment Rehabilitation and Upgrades	250,000
Water Distribution and Wastewater Collection:	
2" Water Main Replacement	\$1,135,280
Advanced Meter Infrastructure	1,000,000
Construction and Maintenance Facilities Improvements	500,000
Elledge Basin Rehabilitation	400,000
Harper Road Lift Station/Clemmons No. 1 Expansion	6,211,300
Muddy Creek Basin Find and Fix Project	500,000
Muddy Creek Basin Rehabilitation	400,000
North Carolina Dept. of Transportation Road Widening Project Utility Relocations	2,905,000
South Fork Basin Capacity Improvements	4,189,800
Wastewater Collection System Improvements	3,000,000
Water Distribution System Improvements	1,000,000
Water Tank Rehabilitation	750,500
Stormwater Management:	
Drainage Improvements on Private Property	\$250,000
28 th Street Drainage	514,800
Stormwater Infrastructure Improvements	2,280,150
Subtotal Environmental Health Projects	\$32,544,830

ENTERPRISE CAPITAL PROJECTS FUND

**Proposed
FY 13-14**

EXPENDITURES - Continued

Transportation Projects

Mass Transit:

Large Bus Replacements (9)	\$4,644,710
Passenger Amenities	36,710
Security Enhancements	36,710
Trans-AID Vehicle Replacement (6)	750,000
Transit Equipment Replacement	439,000
Transit Facility Renovations	105,750
Transit Vehicle Maintenance	100,000

Subtotal Transportation Projects **\$6,112,880**

TOTAL EXPENDITURES **\$38,657,710**

FUNDING SOURCES

Bonds:

Revenue Bonds	\$19,306,600
---------------	--------------

Intergovernmental Resources:

Federal Transit Administration	\$5,197,540
North Carolina Department of Transportation	348,350

Reserves:

Water and Sewer Fund	\$10,193,280
Stormwater Management Fund	3,044,950
Mass Transit Tax Fund	566,990

TOTAL FUNDING SOURCES **\$38,657,710**

INTERNAL SERVICE CAPITAL PROJECTS FUNDS

The internal service capital projects fund provides budgetary accountability for the acquisition or construction of major capital improvements the City's internal service departments: Central Warehouse, Fleet Services, and Information Systems.

	Proposed FY 13-14
EXPENDITURES	
Property and Facilities Management	
Automatic Vehicle Locators	\$492,320
Information Systems	
Web Proxy Servers	\$20,000
Replacement Drives and enclosure for Storage Area Network (SAN)	80,000
Data Back-Up Expansion	45,000
Fiber Optic Upgrade	300,000
TOTAL EXPENDITURES	\$937,320
FUNDING SOURCES	
Reserves:	
Information Systems Fund	\$300,000
Other:	
North Carolina Municipal Leasing Corporation	\$145,000
Transfers:	
From General Fund	\$492,320
TOTAL FUNDING SOURCES	\$937,320

FIDUCIARY FUNDS

The fiduciary fund listed below accounts for the City’s post-employment benefits programs, including retiree health and life benefits.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY PROGRAM	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Employee/Retiree Health Benefit Fund	\$7,788,015	\$9,729,350	\$9,231,130	-5.1%
Total Expenditures by Program	\$7,788,015	\$9,729,350	\$9,231,130	-5.1%
RESOURCES BY TYPE				
City Contribution	\$5,700,278	\$6,800,000	\$7,500,000	10.3%
Employee Contribution	1,631,226	1,800,000	1,675,000	-6.9%
Reimbursements	25,632	22,750	22,750	0%
Investment Income	-961,283	1,000,000	1,000,000	0%
Fund Balance Appropriation	1,392,162	106,600	0	-100.0%
Total Resources by Type	\$7,788,015	\$9,729,350	\$10,197,750	-100.0%
Addition to Fund Balance	\$0	\$0	\$966,620	N/A

ESTIMATED CHANGES IN FUND BALANCES

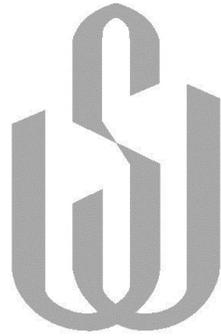
The North Carolina Local Government Commission (LGC) recommends that units of government maintain a minimum fund balance in their operating funds of 8% of estimated total expenditures. This level has been determined to be the equivalent of one month's expenditures and is generally regarded as a minimum level to avoid cash flow interruptions, generate interest income, reduce the need for short-term borrowings, and assist in maintaining investment grade bond ratings. The city's policy is to maintain a minimum fund balance of at least 10% of estimated expenditures in the general fund. (See page 34 of the budget document.) For other funds, the reserves are monitored regularly to ensure sufficiency for operating and capital needs. The balances listed below represent audited amounts for June 30, 2012, estimates for June 30, 2013 prior to final audited figures being available, and projected amounts for June 30, 2014.

FUND BALANCES/CASH RESERVES BY FUND

Fund	Fund Balance/ Reserves 6/30/2012	Estimated Fund Balance 6/30/13	Expected Use(-)/ Addition to (+) FB by 6/30/14	Projected Fund Balance 6/30/2014
<i>Budgeted Funds</i>				
General	\$ 44,553,424	\$ 44,000,000	\$ (2,210,160)	\$ 41,789,840
Housing Development	-	-	-	-
Grants	676,573	-	-	-
Forfeiture Funds	475,939	418,552	-	418,552
Economic Development Funds	16,115,205	15,202,989	(402,500)	14,800,489
Gas Tax	764,344	-	-	-
Mass Transit Tax	(114,618)	-	(161,370)	(161,370)
Special Sales Tax	2,780,772	-	-	-
Occupancy Tax	36,834	62,275	-	62,275
Cable Franchise	106,532	102,665	-	102,665
Emergency Telephone Fund	1,443,938	1,612,341	(546,020)	1,066,321
Debt Service	11,757,628	10,050,000	668,230	10,718,230
Capital Projects	27,044,358	7,262,466	-	7,262,466
Leasing Fund	38,619,218	17,041,602	6,842,540	23,884,142
Water & Sewer	150,759,372	137,140,680	(4,035,850)	133,104,830
Solid Waste	25,705,923	26,915,015	(300,430)	26,614,585
Parking	379,565	3,828,624	(701,000)	3,127,624
Cemeteries	-	-	-	-
Stormwater Management	6,773,832	14,850,972	(404,690)	14,446,282
Winston-Salem Transit Authority	6,402	-	-	-
W-S Sports and Entertainment Complex	223,041	86,391	-	86,391
Fair	1,692,155	1,444,164	-	1,444,164
Internal Service Funds	544,086	600,000	(300,000)	300,000
Retiree Life and Health	38,229,010	43,000,000	966,620	43,966,620
Employee Benefits Funds	9,423,780	3,880,000	(1,693,860)	2,186,140
	<u>377,997,313</u>	<u>327,498,736</u>	<u>(2,278,490)</u>	<u>325,220,246</u>
<i>Non-Budgeted Funds¹</i>				
COPS Fund ²	(8,639,064)	-	-	-
Perpetual Care Fund	2,454,059	2,541,498	-	2,541,498
WSPORS	79,427,142	85,000,000	-	85,000,000
Separation Allowance	7,616,722	8,000,000	-	8,000,000
Risk Acceptance Management	24,978,035	29,000,000	-	29,000,000
Total	<u>\$ 483,834,208</u>	<u>\$ 452,040,234</u>	<u>\$ (2,278,490)</u>	<u>\$ 449,761,744</u>

⁽¹⁾ Non-budgeted funds are fiduciary (trust) and permanent funds that are not required to be budgeted.

⁽²⁾ Unfunded portion of 1992 debt issuance for post-employment benefits; this debt was paid off in FY 12-13.



Winston-Salem

COMMUNITY AND ECONOMIC DEVELOPMENT

City-County Planning..... 58
City-County Inspections..... 62
Community and Business Development 65
Community and Business Development (Grant Funded)..... 69
Arts and Sciences Community Agencies 74
Community and Economic Development Non-Departmental 76

CITY-COUNTY PLANNING

MISSION STATEMENT

The mission of the City-County Planning Board of Winston-Salem and Forsyth County is to assert visionary leadership in the comprehensive, creative planning for our urban and rural community and responsible stewardship of the natural environment. City-County Planning values a beautiful, livable, harmonious, and economically successful community.

PROGRAM DESCRIPTIONS

Comprehensive Planning and Design

- Uses the Comprehensive Plan, *Legacy 2030*, to define more specific strategies for community improvements through UDO text amendments and design guidelines
- Creates area plans that address development pressures, land use issues, also transportation and facility needs in the urban and suburban areas of the County
- Provides redevelopment, housing, economic and downtown development planning, also provides design assistance for public facilities, develop plans, activity centers and transit corridors

Community Character

- Provides planning for activities that contribute to the character of the community, including parks, greenways, and open space and environmental planning; community appearance initiatives; and historic resources preservation
- Provides support to the City-County Community Appearance Commission and the Historic Resources Commission to promote, preserve and appreciate our county-wide historic projects and its efforts to enhance community appearance through advocacy, education, and recognition

Land Use Administration

- Provides services necessary within Winston-Salem and almost all of Forsyth County (with the exception of the Town of Kernersville, Town of Lewisville, and Village of Clemmons) to process and review changes to the zoning of land or proposed subdivisions or site plans
- Prepares or reviews proposed amendments to the *Unified Development Ordinances* (UDO)
- Serves as the Federal Emergency Management Agency (FEMA) Community Map Repository
- Provides planning and zoning information, maps, and aerial photography to the public via a customer service counter, telephone, website, and email

- Collaborates with the City-County Inspections Division in administering and enforcing zoning regulations, and with various City and County departments to evaluate developmental proposals

Addressing and GIS

- Provides a wide variety of maps, data, and information services to internal City-County staff users, other local governments in Forsyth County, and the general public
- Plays a key role in the development, expansion, and use of the City-County Geographic Information System (GIS)
- Provides local technical support on behalf of the City and the County to the United States Census Bureau

Planning Coordination

- Coordinates preparation of the work program, budget, annual reports, graphic designs and publications of the department and City-County Planning Board
- Strategizes to link land use and transportation planning and provides staff support to the Transportation Advisory Committee and the Technical Coordinating Committees

CITY-COUNTY PLANNING

EXPENDITURES BY PROGRAM	Actual	Budget	Proposed	Percent
General Fund	FY 11-12	FY 12-13	FY 13-14	Change
City/County Planning Board	\$2,568,030	\$2,575,970	\$2,522,870	-2.1%
Kernersville Planning	0	500	0	-100.0%
Clemmons Planning	0	500	0	-100.0%
Walkertown Planning	4,135	4,000	3,910	-2.3%
Lewisville Planning	383	500	0	-100.0%
Countywide Aerial Photography	3,527	0	0	N/A
Total General Fund Expenditures	\$2,576,075	\$2,581,470	\$2,526,780	-2.1%
Grants Fund				
Architectural Survey Updates	\$20,000	\$85,000	\$0	-100.0%
Total Grants Fund Expenditures	\$20,000	\$85,000	\$0	-100.0%
Total Expenditures by Program	\$2,596,075	\$2,666,470	\$2,526,780	-5.2%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual	Estimated	Projected
	FY 11-12	FY 12-13	FY 13-14
Effectiveness			
Ensure at least 85% of approved plans meet the goals and policies of the Legacy Comprehensive Plan (or other applicable area plan/policy)	85%	90%	85%
Workload			
Community Appearance Commission Project Reviews	7	6	6
Final Plats	83	71	77
Minor Subdivisions	108	96	102
Planning Board Site Plan Reviews	13	9	11
Rezoning	48	42	45
Sketch Plan Reviews	64	35	35
Unified Development Ordinance (UDO) Text Amendments	10	11	11
Area Plan Updates	3	3	3
Certificate of Appropriateness	32	36	65
Community Appearance Commission Public Events	4	4	5
Community Outreach Meetings	34	36	35
Historic Resource Commission Public Events	5	4	5

CITY-COUNTY PLANNING

EXPENDITURES BY TYPE	Actual	Budget	Proposed	Percent
General Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$2,062,649	\$1,991,580	\$1,935,100	-2.8%
Supplies and Services	509,899	589,890	591,680	0.3%
Equipment Leasing Expense	3,527	0	0	N/A
Total General Fund Expenditures	\$2,576,075	\$2,581,470	\$2,526,780	-2.1%
Grants Fund				
Supplies and Services	\$20,000	\$85,000	\$0	-100.0%
Total Grants Fund Expenditures	\$20,000	\$85,000	\$0	-100.0%
Total Expenditures by Type	\$2,596,075	\$2,666,470	\$2,526,780	-5.2%
RESOURCES BY TYPE				
General Fund				
Permit Revenue	\$131,928	\$122,800	\$122,800	0%
Forsyth County	1,219,048	1,227,950	1,200,040	-2.3%
Kernersville Support	0	500	0	-100.0%
Clemmons Support	0	500	0	-100.0%
Walkertown Support	744	4,000	3,910	-2.2%
Lewisville Support	0	500	0	-100.0%
Other General Fund Revenues	1,224,355	1,225,220	1,200,030	-2.1%
Total General Fund Resources by Type	\$2,576,075	\$2,581,470	\$2,526,780	-2.1%
Grants Fund				
Contributions	\$20,000	\$85,000	\$0	-100.0%
Total Grants Fund Resources by Type	\$20,000	\$85,000	\$0	-100.0%
Total Resources by Type	\$2,596,075	\$2,666,470	\$2,526,780	-5.2%
Positions				<u>Change</u>
Full-Time	26	24	23	-1

CITY-COUNTY PLANNING

BUDGET HIGHLIGHTS

- In September 2012, the City Council created the Citizens' Organizational Efficiency Review Committee (COERC), which conducted a comprehensive review of the City's operations, staffing, and organizational structure. In February 2013, the COERC submitted its final report, which provided over 40 recommendations totaling \$4.7 million in potential budgetary savings. On April 29, the City Council reviewed those recommendations that could be included in the proposed FY 13-14 budget. For City-County Planning, the proposed FY 13-14 budget includes the elimination of an assistant planner position as a result of reassigning duties within the department to provide support to the Geographic Information Systems work group (\$22,890) in savings to the City.

CITY-COUNTY INSPECTIONS

MISSION STATEMENT

The mission of the Inspections Division is to promote building and land development in providing fair, consistent, and timely enforcement of the North Carolina State Building Code, local building and sign regulations, and the local Unified Development Ordinances for protection of life, health, property and for the safety and general welfare of the public.

PROGRAM DESCRIPTIONS

Construction Control

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

Zoning Enforcement

- Provides for the enforcement of the zoning sections of the Unified Development Ordinances of Winston-Salem, Forsyth County, Lewisville, Clemmons, and Walkertown for new development to ensure that required parking, tree save & landscaping, sign enforcement, and setbacks are provided and that the use and dimensional requirements of the zoning district regulations are followed
- Provides staff support to the respective City and County Zoning Boards of Adjustment
- Assists the City-County Planning Department with assignment of street addresses

EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Construction Control	\$2,673,836	\$2,697,690	\$2,529,840	-6.2%
Zoning Enforcement	1,137,447	1,145,400	1,230,700	7.4%
Total Expenditures by Program	\$3,811,283	\$3,843,090	\$3,760,540	-2.1%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Complete 90% of new commercial/multi-family projects initial zoning reviews within 10 days	99%	99%	95%
Complete 90% of initial zoning reviews for sign projects within 5 days	93%	95%	95%
Investigate 90% of zoning complaints within 3 days	92%	97%	95%
Conduct 90% of zoning enforcement inspections on day requested	92%	94%	95%
Complete 90% of construction inspections on day requested	(88%)	(91%)	(90%)
Building Inspections	94%	94%	90%
Electrical Inspections	90%	90%	90%
Mechanical Inspections	90%	85%	90%
Plumbing Inspections	82%	91%	90%

CITY-COUNTY INSPECTIONS

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Workload			
Zoning inspections conducted	1,330	1,400	1,400
Zoning complaints investigated	648	605	600
Zoning Board of Adjustment cases	311	300	300
Construction permits issued	21,583	20,500	21,000
Construction field inspections conducted	51,773	52,000	51,500
Construction value of permits issued	\$414,873,755	\$452,500,000	\$420,000,000

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
EXPENDITURES BY TYPE				
Personnel	\$2,734,466	\$2,680,220	\$2,581,390	-3.7%
Supplies and Services	1,076,817	1,162,870	1,179,150	1.4%
Total Expenditures by Type	\$3,811,283	\$3,843,090	\$3,760,540	-2.1%

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
RESOURCES BY TYPE				
Licenses and Permits	\$2,728,469	\$2,304,640	\$2,844,640	23.4%
Forsyth County	491,033	236,410	0	-100.0%
Clemmons	16,608	18,000	16,000	-11.1%
Lewisville	9,277	10,000	8,000	-20.0%
Walkertown	3,509	5,000	5,000	0%
Fines and Forfeitures	10,659	24,500	24,500	0%
Miscellaneous Revenues	39	0	0	0%
Other General Fund Revenues	551,689	1,244,540	862,400	-30.7%
Total Resources by Type	\$3,811,283	\$3,843,090	\$3,760,540	-2.1%

Positions				Change
Full-Time	44	43	42	-1
Part-Time (FTE's)	0.25	0.25	0	-0.25

BUDGET HIGHLIGHTS

- In September 2012, the City Council created the Citizens' Organizational Efficiency Review Committee (COERC), which conducted a comprehensive review of the City's operations, staffing, and organizational structure. In February 2013, the COERC submitted its final report, which provided over 40 recommendations totaling \$4.7 million in potential budgetary savings. On April 29, the City Council reviewed those recommendations that could be included in the proposed FY 13-14 budget. For City/County Inspections, the proposed FY 13-14 budget includes the elimination of the part-time Office Assistant position, for a total of \$10,940 in savings. Also included are changes to permit fees that move to a tiered

CITY-COUNTY INSPECTIONS

BUDGET HIGHLIGHTS - Continued

approach for residential building and trade permits fees, increase the commercial building permit fee multiplier, and raise the cost of the minimum permit fee. These increases will result in a net savings of over \$300,000.

Under the tiered approach, the permit fees increase as the square footage of the house increases. In general, larger homes have more complex systems and building components, increasing the complexity of the necessary inspections. Further, codes covering the more complex systems have more variables; structures require a greater number of inspections and more time per inspection because of size and complexity of the systems and construction methods, and the overall size of the structures leads to the need for lengthy/multiple inspections for the same inspection type. Increasing the commercial building permit fee multiplier will help the Construction Control function move closer to full cost recovery. Finally, the average cost of an inspection is approximately \$66 per inspection. This recommendation increases the minimum permit fee from \$45 to \$65.

- The FY 13-14 proposed budget includes the elimination of the Inspections Director position. Those job responsibilities will be absorbed by the Planning Director and total \$95,530 in savings.
- For FY 13-14, the percentage share of Inspections expenses to be covered by Forsyth County is decreased from 25.6% to 23.4%.

COMMUNITY AND BUSINESS DEVELOPMENT

MISSION STATEMENT

The mission of the Community and Business Development Department is to enhance the quality of life for the citizens of Winston-Salem so they can enjoy livable neighborhoods and increase their opportunities for self-sufficiency.

PROGRAM DESCRIPTIONS

Code Enforcement

- Provides consolidated enforcement of local ordinances relating to nuisance violations for:
 - Housing - to protect public health, safety and general welfare;
 - Environmental - to enforce sanitation codes relating to weeded lots, shrubbery, solid waste in yards and curbside trash;
 - Animal and Fowl - to enforce the sanitation code concerning animals, shelter and fencing, prohibited practices, and sanitary handling and disposal of manure;
 - Abandoned Vehicle - Identification and removal of abandoned vehicles on city streets and private property.

Housing Rehabilitation

- Provides financial and technical assistance to qualified owner-occupants and investors to repair substandard properties. In targeted areas, low- and moderate-income owner-occupants are eligible for direct and deferred payment loans, and investor-owners are eligible for direct payment loans to repair single-family dwellings. Investors are also eligible for direct payment loans to repair multifamily properties citywide. Housing Rehabilitation is also responsible for Emergency Repair Assistance, Architectural Barrier Removal Assistance (Handicap Assistance), the Lead Safe Program and Section 3 Construction Training Program.

Community Services

- Provides relocation assistance to households and businesses displaced by government action and conducts various community outreach and home counseling programs. Assistance is also provided to the code enforcement officers when they encounter broad neighborhood problems that require citizen involvement in correcting the problems.

Housing Development

- Develops housing and neighborhood revitalization plans and programs that accurately reflect local needs and conditions and the desired strategies and outcomes of our citizens, and coordinates the implementation and administration of these adopted plans and programs.

Business Development

- Monitors and promotes economic development opportunities throughout the city utilizing a series of related programs to provide concentrated assistance to targeted areas and groups. Focuses on enhancing the quality of life by attracting, creating, and retaining jobs; augmenting the tax base; and assisting small and minority-owned businesses.

Community and Business Development Administration

- Provides management, coordination, and fiscal stewardship of departmental programs. Assists neighborhood groups with the transition into more formal, cohesive units so they are better able to deal with community issues. Maintains a database of neighborhood groups and formal neighborhood associations.

COMMUNITY AND BUSINESS DEVELOPMENT

EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Code Enforcement	\$2,205,234	\$2,117,560	\$2,105,250	-0.6%
Housing Rehabilitation	681,431	706,200	752,500	6.6%
Community Services	160,782	295,260	221,510	-25.0%
Housing Development	674,823	620,170	671,360	8.3%
Business Development	468,522	529,530	530,030	0.1%
Community & Business Dev. Administration	468,410	489,860	495,890	1.2%
Contributions to Community Agencies:				
Experiment in Self-Reliance	94,288	75,430	75,430	0.0%
Total General Fund Expenditures	\$4,753,489	\$4,834,010	\$4,851,970	0.4%
Special Revenue Funds				
Economic Development Project Fund				
Economic Development Incentive Projects	\$4,339,611	\$1,330,980	\$1,304,560	-2.0%
Small Business Loans	75	0	0	N/A
Piedmont Propulsion Systems	100,000	0	0	N/A
2011 Brownfield Grant	174,179	0	0	N/A
Downtown Building Rehab Loan	70,154	0	0	N/A
Grants Fund				
Public Art Fund	0	0	50,000	N/A
Total Special Revenue Fund Expenditures	\$4,684,019	\$1,330,980	\$1,354,560	1.8%
Total Expenditures by Program	\$9,437,509	\$6,164,990	\$6,206,530	0.7%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Percent of environmental code violations corrected within 22 days	76%	72%	74%
Achieve compliance on housing code violations within an average of 180 days following initial complaint	337	360	350
Percent of housing code violations corrected within 180 days	50%	55%	60%
Investigate 95% of vehicle complaints within 2 working days	90%	92%	95%
Workload/Service Demand			
Total housing inspections	5,573	5,700	5,700
Weeded lot inspections	8,897	9,500	9,500
Solid waste inspections	6,108	7,200	7,200
Environmental code violations brought into compliance by owner	12,016	13,000	13,000
Environmental code violations brought into compliance by City	3,652	3,700	3,700
Trash Busters cases	15	15	15
Construct and sell at least 25 new single-family units.	21	12	25
Provide rental assistance to at least 120 households	192	150	130

COMMUNITY AND BUSINESS DEVELOPMENT

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Small Business Support:			
Building rehabilitation loans (NRSA)	13	10	10
Small businesses assisted	312	320	325
Small business loans	2	4	5
Number of incentive requests received	17	17	19
M/WBE businesses assisted	239	250	275

EXPENDITURES BY TYPE

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
General Fund				
Personnel	\$3,152,911	\$3,109,450	\$3,110,070	0%
Supplies and Services	1,501,848	1,718,720	1,737,530	1.1%
Capital Outlay	19,587	0	0	0%
Equipment Leasing Expense	79,142	5,840	4,370	-25.2%
Total General Fund Expenditures	\$4,753,489	\$1,330,980	\$1,354,560	1.8%
Special Revenue Funds				
Grants and Loan Payments	\$4,684,019	\$1,330,980	\$1,354,560	1.8%
Total Special Revenue Fund Expenditures	\$4,684,019	\$1,330,980	\$1,354,560	1.8%
Total Expenditures by Type	\$9,437,509	\$6,164,990	\$6,206,530	0.7%

RESOURCES BY TYPE

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Civil Penalties	\$547,717	\$524,300	\$608,300	16.0%
Sale of Abandoned Vehicles	17,762	12,000	17,000	41.7%
Forsyth County	0	2,100	2,100	0.0%
Miscellaneous Revenues	964,256	110,650	183,770	66.1%
Transfer from HOME Investment Partnership Fund	121,283	105,000	100,000	-4.8%
Transfer from Community Development Block Grant	862,175	932,410	766,910	-17.7%
Transfer from Housing Finance Assistance Fund	20,000	25,000	0	-100.0%
Transfer from Water and Sewer Fund	8,015	16,000	16,000	0.0%
Transfer from Stormwater Management Fund	8,015	16,000	16,000	0.0%
Other General Fund Revenues	2,204,265	3,090,550	3,141,890	1.7%
Total General Fund Expenditures	\$4,753,489	\$4,834,010	\$4,851,970	.37%

COMMUNITY AND BUSINESS DEVELOPMENT

Special Revenue Funds

Grants Fund

Transfer from General Fund	\$4,684,019	\$1,330,980	\$1,304,560	-2.0%
Transfer from Occupancy Tax Fund	0	0	50,000	N/A
Total Special Revenue Fund Resources	\$4,684,019	\$1,330,980	\$1,354,560	1.8%
Total Resources by Type	\$9,437,509	\$6,164,990	\$6,206,530	0.7%

Positions

Full-Time	53	55	53	<u>Change</u> -2
-----------	----	----	----	---------------------

BUDGET HIGHLIGHTS

- In September 2012, the City Council created the Citizens’s Organizational Efficiency Review Committee (COERC), which conducted a comprehensive review of the City’s operations, staffing, and organizational structure. In February 2013, the COERC submitted its final report, which provided over 40 recommendations totaling \$4.7 million in potential budgetary savings. On April 29, the City Council reviewed those recommendations that could be included in the proposed FY 13-14 budget. For CBD, the proposed FY 13-14 budget includes an increased fine for weeded lot violations.
- The Construction Training Program will be funded and managed through the federal Youth Build Grant, which was appropriated during FY 12-13.
- The proposed budget does not include a contribution to Wake Forest Innovation Quarter. A request for FY 13-14 funding was not submitted.
- Funds for public art projects are set up in a grant account from previous occupancy tax allocations. The proposed budget allocated an additional (\$50,000) to this public art fund.

COMMUNITY AND BUSINESS DEVELOPMENT (GRANT FUNDED)

PROGRAM DESCRIPTIONS

Administrative Planning

- Provides for the management of the City's Community Development Block Grant (CDBG), Home Investment Partnership (HOME), and local housing stimulation funds
- Assists in the facilitation of new housing production for low- and moderate-income residents
- Responsible for implementation of the 2009-2013 Consolidated Housing and Community Development Plan and annual program reports

Housing Authority P.I.L.O.T.

- Returns the Housing Authority's annual Payment in Lieu of Taxes (P.I.L.O.T.) for use by the authority for scholarships, additional security, and landscaping improvements
- Reimburses the property tax payments for the Gateway Commons and Happy Hill HOPE VI developments based on the proportion of public housing units

Forsyth County Rehabilitation and Homebuyer Assistance

- Provides incentives to owners of residential properties outside the city limits to repair structures that do not meet the Forsyth County minimum housing code and provides subsidies to first-time homebuyers

Economic Self-Sufficiency/Small Business Loan Program

- Provides loans to new and existing small businesses to assist in start-up or expansion
- Provides funding for activities that promote economic self-sufficiency such as the contractor and construction job training programs

Public Services/Sub-recipients

- Provides funding to community organizations for programs and service delivery. All requests must conform to CDBG eligibility regulations and be consistent with the program goals of the Consolidated Plan.

Homeless Prevention and Assistance Program

- Provides funding for supportive housing, shelter, permanent supportive housing and care programs for homeless and formerly homeless clients
- Provides homeless prevention and rapid re-housing

Home Owner Assistance/Production

- Provides assistance to non-profit and for-profit developers for production of single-family units for home ownership, including land acquisition, interim construction loans, site improvements, and public infrastructure improvements
- Provides second mortgage assistance to first-time homebuyers to achieve affordability

Neighborhood Development

- Encompasses acquisition of land, including the acquisition of raw land for new single-family housing production aimed at increasing home ownership, disposition of land acquired for redevelopment, demolition, and relocation services

Rental Housing Assistance

- Includes financing of acquisition and/or rehabilitation, new construction of rental housing, and tenant-based rental assistance (TBRA) that benefits lower income households and populations with special housing needs (i.e., elderly, handicapped, disabled). With the exception of small-scale rehabilitation projects, assistance typically is provided upon completion of construction and represents "gap" financing, or that amount which renders a project feasible.

Single-Family Rehabilitation

- Encompasses rehabilitation and home improvement assistance for existing home owners and purchase-rehabilitation of single-family units for home ownership

COMMUNITY AND BUSINESS DEVELOPMENT (GRANT FUNDED)

	Actual	Budget	Proposed	Percent
	FY 11-12	FY 12-13	FY 13-14	Change
EXPENDITURES BY PROGRAM				
Administration/Planning	\$266,852	\$270,660	\$276,820	2.3%
Housing Authority PILOT/Property Tax Reimbursements	111,334	82,620	80,040	-3.1%
Forsyth County HOME Program	373,286	167,800	151,200	-9.9%
Housing Rehabilitation	1,709,133	1,615,130	1,549,130	-4.1%
Economic Self-Sufficiency/Small Business Loan Program	311,586	318,140	108,620	-65.9%
Public Service/Transitional Housing	589,864	500,860	510,310	1.9%
Section 108 Loan Principal & Interest Payment	556,123	475,000	464,000	-2.3%
Homeless Prevention and Assistance Programs	2,146,878	1,479,810	1,497,690	1.2%
Home Owner Assistance/Production	580,249	157,700	529,500	235.8%
Rental Housing Assistance	886,830	381,700	268,000	-29.8%
Neighborhood Development	867,246	61,200	61,200	0%
Total Expenditures by Program	\$8,399,381	\$5,510,620	\$5,496,510	-0.3%
EXPENDITURES BY TYPE				
Loans	\$2,628,079	\$1,304,130	\$1,385,720	6.3%
Grants/Contractual Services	3,553,833	2,429,630	2,521,740	3.8%
Other Expenses	248,213	239,450	258,140	7.8%
Subtotal	\$6,430,124	\$3,973,210	\$4,165,600	4.8%
Debt and Lease Expense	\$556,123	\$475,000	\$464,000	-2.3%
Transfer to General Fund (Administration)	108,032	153,990	155,800	1.2%
Transfer to General Fund (Program)	1,305,102	908,420	711,110	-21.7%
Subtotal	\$1,969,257	\$1,537,410	\$1,330,910	-13.4%
Total Expenditures by Type	\$8,399,381	\$5,510,620	\$5,496,510	-0.3%
RESOURCES BY TYPE				
HOME Investment Partnership Funds (HOME)	\$1,584,143	\$932,400	\$840,420	-9.9%
HOME Program Income	246,796	125,000	125,000	0%
Community Development Block Grant (CDBG)	2,357,367	1,893,790	1,704,410	-10.0%
CDBG Program Income	953,386	525,000	525,000	0%
Continuum of Care Grants	1,414,132	1,479,810	1,497,690	1.2%
American Recovery and Reinvestment Act (Stimulus Funds)	732,746	0	0	N/A
Housing Finance Assistance Fund Program Income	748,299	0	0	N/A
Housing Finance Assistance Fund Interest Income	22,733	449,000	321,450	-28.4%
Housing Finance Assistance Fund Balance	0	23,000	402,500	1650.0%
Rental Rehabilitation Fund Interest Income	2,630	0	0	N/A
Section 108 Loan Fund Interest Income	1,634	0	0	N/A
Foreclosed Property Fund Revenues	2,745	0	0	N/A
Transfer from General Fund	111,340	82,620	80,040	-3.1%
Total Resources by Type	\$8,177,951	\$5,510,620	\$5,496,510	-0.3%

COMMUNITY AND BUSINESS DEVELOPMENT (GRANT FUNDED)

BUDGET HIGHLIGHTS

- On April 15, 2013, the City Council approved the annual program objectives and use of funds for the FY 13-14 Annual Plan, which represents the first year of the 2014-2018 Consolidated Housing and Community Development Plan.
- The proposed budget includes a 10% reduction in Community Development Block Grant (CDBG), a 10% reduction in HOME Investment Partnership (HOME), and no increase in Emergency Shelter Grants (ESG) funds compared to the current year: CDBG funds of \$1,704,410; HOME funds of \$840,412, of which the City will receive \$689,212 and the County \$151,200; and ESG funds of \$147,512. The City expects to receive \$1,350,170 in Continuum of Care Grant funds, on behalf of local agencies providing homeless program services.
- The net decrease in HUD funds combined with average projected program income will continue to create challenges to funding projects. This will reduce funding commitments to subgrantees for program operations. Funding for single-family production and homebuyer assistance continues to be reduced due to the slow housing market. Funding for projects that assist the homeless is increased. As a result, the budget maintains appropriations for the rehabilitation program and for financial and technical assistance to small businesses.
- The FY 13-14 Annual Plan includes the following one-time, special project and financing commitments:
 - Up to \$500,000 to S.G. Atkins Community Development Corporation toward the renovation of the basement of The Enterprise Center for additional space for the business incubator. Assistance is anticipated as a deferred loan.
 - Up to \$75,000 to Winston-Salem Industries for the Blind in support of expansion of the organization's optical operation, which includes the manufacture and sale of eyeglasses. Assistance is anticipated as a deferred/forgiven loan.
 - Up to \$375,000 to Union Community Development Corporation in support of rehabilitation/renovations and equipment for a grocery store. Assistance is anticipated as a deferred/forgiven loan.
 - Up to \$78,000 to the Winston-Salem Branch of the NAACP toward rehabilitation/renovation of a community center and development of a community garden. Assistance is anticipated as a deferred/forgiven loan.
- Housing rehabilitation, including Purchase-Rehab, is the major category of program activity, relative to the allocation of funds, totaling \$2,366,932, or 27.1% of total projected expenditures. Financing is in place to meet homebuyer demand in redevelopment areas, City-assisted subdivisions, locations where activity is projected to take place, and in scattered site infill locations to be developed by Habitat for Humanity for Individual Development Account (IDA) commitments through FY 2014.
- The budget for re-granting the Housing Authority's PILOT and property tax payments on public housing units in taxable properties is reduced by \$2,580 or 3.1%. The City re-grants to HAWS the property taxes for public housing units in three housing developments in the Gateway Commons development (Azalea Terrace, Aster Park, and Arbor Oaks) and three housing developments in the Happy Hill Gardens development (Alders Point, Providence Place, and Willows Peak).

COMMUNITY AND BUSINESS DEVELOPMENT (GRANT FUNDED)

BUDGET HIGHLIGHTS - Continued

➤ The proposed FY 13-14 allocations to sub-grantee agencies are provided in the table below.

HOUSING/NEIGHBORHOOD DEVELOPMENT SUBGRANTEE AGENCIES

EXPENDITURES BY AGENCY	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
AIDS Care Service, Inc.*	\$67,169	\$68,370	\$68,370	0%
Consumer Credit Counseling Service:				
Center for Homeownership*	92,950	71,220	71,220	0%
Darryl Hunt Project for Freedom and Justice*	3,750	0	0	N/A
Experiment in Self-Reliance, Inc. (ESR):				
Income Tax Preparation Assistance	5,000	4,150	30,000	622.9%
Experiment in Self-Reliance, Inc. (ESR):				
Transitional Housing Program*	111,737	91,150	91,150	0%
Habitat For Humanity of Forsyth County, Inc. (HOME)	255,000	157,700	127,000	-19.5%
Harry Veterans Community Outreach Support Services (VCOS)	13,000	13,000	0	-100.0%
Hosanna House	0	0	25,000	N/A
Housing Authority of Winston-Salem:				
Tenant Based Rental Assistance	184,046	157,700	190,000	20.5%
Liberty Community Development Corporation	10,281	8,820	8,820	0%
Liberty-East Redevelopment Corporation	10,110	12,700	31,150	145.3%
National Association for the Advancement of Colored People (NAACP)	0	0	78,000	N/A
National Association for Black Veterans:				
Winston-Salem Chapter	10,000	10,000	0	-100.0%
North Carolina Housing Foundation:				
Veterans Helping Veterans Heal	N/A	12,450	12,450	0%
North Carolina Thunder*	N/A	0	0	N/A
Piedmont Triad Regional COG:				
Project Re-Entry*	6,643	12,000	12,000	0%
Piedmont Triad Regional COG:				
Summer Youth Employment Program	0	100,000	0	-100.0%
Samaritan Ministries: Soup Kitchen Building	0	249,000	0	-100.0%
S.G Atkins Community Development Corporation**	0	500,000	0	-100.0%
Ujima Community Development Corporation	0	70,550	0	-100.0%
Union CDC	0	0	375,000	N/A
United Way of Forsyth County:				
Ten-Year Plan to End Chronic Homelessness	17,500	20,750	20,750	0%
Urban League: Workforce Development Building	N/A	0	0	N/A
Urban League: Workforce Development Training	0	0	200,000	N/A
Winston-Salem Industries for the Blind	74,300	0	75,000	N/A
W-S Foundation: Neighbors for Better Neighborhoods	27,625	21,170	39,170	85.0%
W-S Foundation: Funders Collaborative	47,000	37,350	0	-100.0%

COMMUNITY AND BUSINESS DEVELOPMENT (GRANT FUNDED)

EXPENDITURES BY AGENCY-Continued	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Bethesda Center: Women's Shelter	\$16,367	\$37,000	\$33,300	-10.0%
Bethesda Center: Overflow Shelter	45,369	10,000	0	-100.0%
Eureka Ministry	35,701	0	0	N/A
Family Services: Emergency Shelter	48,434	20,510	0	-100.0%
Family Services: Women's Shelter	0	0	12,850	N/A
Samaritan Ministries: Emergency Shelter	55,477	13,000	12,850	-1.2%
The Salvation Army: Emergency Shelter	68,535	8,000	12,850	60.6%
United Way: Overflow Shelter	0	0	10,000	N/A
United Way / Goodwill	0	105,510	65,670	-37.8%
Total Expenditures by Agency	\$1,205,993	\$1,812,100	\$1,602,600	-11.6%

* Denotes CDBG-funded public service agencies

** S.G. Atkins funds appropriated during FY 12-13

Proposed FY 13-14 is the total award to the agency and may be funded from FY 12-13 revenues and carry-over funds.

ARTS AND SCIENCES COMMUNITY AGENCIES

The City of Winston-Salem provides annual operating or capital support to community agencies that meet the legal requirements for receiving public funds, as stipulated in North Carolina General Statute §159-40. Moreover, to meet city requirements for funding, community arts and sciences agencies must meet certain specific organizational characteristics, as follows:

- Non-profit, incorporated status, with at least two years of audited financial records and IRS 990 forms;
- Sound organizational management with a well-rounded board of directors, governing under a set of written by-laws, as required under the articles of incorporation;
- Broad-based support, city-wide; and,
- Policy of non-discrimination by race, sex, age, religion, or disability, in terms of the service provided and employment offered.

EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Requested FY 13-14	Proposed FY 13-14	Percent Change
Arts Council - Operating	\$97,500	\$195,000	\$250,000	\$195,000	0%
Arts Council – Capital	52,535	52,540	52,540	52,540	0%
SciWorks	170,630	170,630	200,000	170,630	0%
Old Salem	48,750	48,750	75,000	48,750	0%
National Black Theatre Festival	73,130	73,130	80,000	73,130	0%
RiverRun International Film Festival	36,570	36,570	40,000	36,570	0%
Piedmont Triad Film Commission	19,500	25,000	25,000	25,000	0%
Reynolda House Romare Bearden Exhibit	0	12,500	0	0	-100.0%
Institute for Dismantling Racism	0	0	60,000	0	N/A
Creative Corridors	50,000	0	15,000	0	N/A
Total Expenditures by Agency	\$548,615	\$614,120	\$797,540	\$601,620	-2.0%
RESOURCES BY TYPE					
Occupancy Tax Fund	\$68,250	\$86,250	\$100,000	\$73,750	-14.5%
Capital Projects Reserves	50,000	0	0	0	N/A
General Fund	430,365	527,870	697,540	527,870	0%
Total Resources by Type	\$548,615	\$614,120	\$797,540	\$601,620	-2.0%

BUDGET HIGHLIGHTS

- The proposed FY 13-14 budget maintains grants to community agencies at current levels. The grant to Reynolda House for the Romare Bearden Exhibit was a one-time grant.
- The Arts Council capital donation is an annual lease payment on a portion of the property now incorporated into the Milton Rhodes Center for the Arts. This payment will recur annually until the debt is fully repaid, in 2019. Over time, the total capital contribution will be \$400,000, which represents a portion of the Arts Council’s local match for a grant from The Kresge Foundation.

ARTS AND SCIENCES COMMUNITY AGENCIES

BUDGET HIGHLIGHTS - Continued

- Funding for community agency grants are primarily from the general fund; however, the grants to Old Salem and Piedmont Triad Film Commission are appropriated in the occupancy tax fund.
- Other community agency funding for FY 13-14, from non-federal sources, is included in the budget document as follows:

Housing Development (page 65)

Experiment in Self-Reliance (ESR): \$75,430

United Way – Homeless Initiative: \$8,300*

National Association for Black Veterans (NABVETS): \$10,000*

Helping to Advocate, Research, and Respond for You (HARRY): \$13,000*

Police (page 102)

District Attorney Family Court: \$41,670

Forsyth County Drug and Alcohol Coalition: \$9,260

Children’s Home, Emergency Youth Shelter: \$18,520

Recreation and Parks (page 136)

YMCA – Youth Incentive Program: \$61,430

Human Relations (page 195)

Mediation Services: \$6,600

Wake Forest Innovation Quarter (formerly Piedmont Triad Research Park) did not request a grant for FY 13-14 (-\$40,000).

*Housing Finance Assistance Fund

COMMUNITY AND ECONOMIC DEVELOPMENT NON-DEPARTMENTAL

Listed below are the proposed appropriations related to housing and economic development that are not included in any of the departmental budgets in this section of the document.

EXPENDITURES BY PROGRAM	Actual	Budgeted	Proposed	Percent
General Fund Transfers	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
To Housing Finance Assistance Fund	\$111,340	\$82,620	\$80,040	-3.1%
To Economic Development Project Fund	710,420	1,330,980	1,304,560	-2.0%
Subtotal	\$821,760	\$1,413,600	\$1,384,600	-2.1%
Occupancy Tax				
Transfer to Public Art Fund	\$0	\$0	\$50,000	N/A
Total Expenditures by Program	\$821,760	\$1,413,600	\$1,434,600	1.5%
RESOURCES BY TYPE				
General Fund				
Other General Fund Revenues	\$821,760	\$1,413,600	\$1,384,600	-2.1%
Occupancy Tax Fund				
Occupancy Tax	\$0	\$0	\$50,000	N/A
Total Resources by Type	\$821,760	\$1,413,600	\$1,434,600	1.5%

BUDGET HIGHLIGHTS

- The general fund transfer to the housing finance assistance fund represents a re-granting of the City’s payment in lieu of taxes from the Housing Authority of Winston-Salem (HAWS) back to HAWS for its operating needs, plus a re-granting of property tax payments made by HAWS on its taxable properties. The housing authority uses the PILOT re-grant for security, physical improvements to scattered sites, and professional services.
- The general fund transfer to the economic development project fund provides the economic development assistance to projects approved by the City Council, based on the amount of investment added to the tax base.
- The proposed budget includes a transfer of \$50,000 from the occupancy tax fund to the City’s public art fund. Currently, there is a balance of \$143,000 in that fund.

ENVIRONMENTAL HEALTH

Sanitation..... 78
Water and Sewer System..... 82
Solid Waste Disposal 87
Stormwater Management 93
Environmental Health Capital Projects 98

SANITATION

MISSION STATEMENT

The mission of the Sanitation Department is to ensure an aesthetically pleasant, healthy, and safe environment for the citizens of Winston-Salem, by providing economical and effective collection of refuse, yard waste, and recyclables and by transporting these materials to state-approved disposal sites.

PROGRAM DESCRIPTIONS

Residential Refuse Collection

- Provides weekly curbside collection to single-family residences, multi-family residences, and small businesses that generate the same amount of trash as a residential unit

Central Business District Services

- Provides refuse collection six nights per week for businesses and residences in the central business district, using crews who also clean sidewalks, empty trash receptacles, and maintain other common areas around downtown
- Provides clean-up services for downtown special events (e.g., Alive After Five, Fourth Street Jazz, Summer on Trade, parades, etc.)

Bulk Container Collection

- Provides mechanized collection for businesses, churches, non-profit organizations, schools, multi-family residential developments, City departments, and the Housing Authority of Winston-Salem on a schedule designed to meet customers' needs
- Charges customers annually based on the size of the container and the frequency of collection
- Includes the collection of cardboard from the City's nine drop-off sites and the transportation of the material to a processing facility

Sanitation Administration

- Provides leadership, planning, employee safety training and enforcement, and fiscal stewardship for all sanitation programs

Curbside Collection

- Collects brush every 14 to 21 working days, except during leaf collection months
- Provides loose leaf collection from November 1 through January 15
- Includes the annual curbside bulky item collection from March through August

Yard Waste Cart Collection

- Provides year-round weekly curbside collection of containerized yard waste to residents who purchase the 96-gallon rollout carts and pay an annual fee for the service

Curbside/Multi-Family Recycling

- Administers a contract for single stream bi-weekly residential curbside recycling and multi-family roll-out cart collection. Materials collected include: newspaper, magazines, junk mail, telephone books, chipboard, aluminum, steel, all plastics, cardboard, glass (clear, brown, and green), and aerosol cans. These costs are partially covered by a transfer from the solid waste disposal fund

Sanitation Code Enforcement

- Enforces the City's sanitation ordinances, including the regulation of refuse storage, improperly containerized yard waste, and illegal distribution of handbills and advertisements

SANITATION

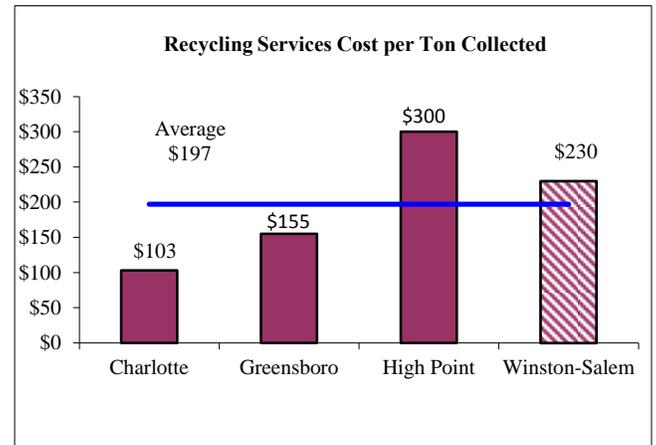
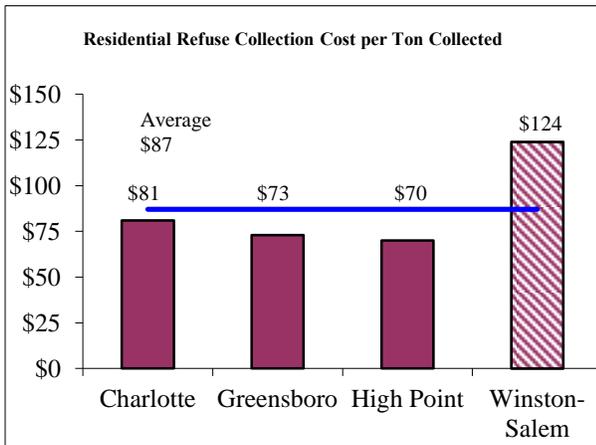
EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Residential Refuse Collection	\$7,259,107	\$7,316,550	\$7,156,270	-2.2%
Curbside Collection	4,312,918	4,644,930	4,729,870	1.8%
Curbside/Multi-Family Recycling	3,255,591	2,273,620	2,355,940	3.6%
Bulk Container Collection	1,746,746	1,782,390	1,712,930	-3.9%
Yard Waste Cart Collection	962,609	906,790	1,008,670	11.2%
Sanitation Administration	757,459	860,040	892,020	3.7%
Central Business District Service	476,179	462,050	481,720	4.3%
County Recycling	126,745	0	0	N/A
Sanitation Code Enforcement	147,892	151,850	154,920	2.0%
Total Expenditures by Program	\$19,045,246	\$18,398,220	\$18,492,340	0.5%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Limit missed garbage collections to less than 0.5% per month	0.10%	0.10%	0.10%
Limit missed yard cart collections to less than 1% per month	0.10%	0.10%	0.10%
Achieve a recycling participation rate of 90% of the total number of eligible households	87%	90%	90%
Collect recyclable materials equal to at least 20% of the residential garbage collected	20%	20%	20%
Complete 75% of brush collection routes on time	45%	60%	75%
Complete 75% of leaf collection routes on time	45%	60%	75%
Efficiency			
Bulk container revenue as percentage of bulk container operating costs	95.6%	96%	96%
Yard waste cart fee revenue as percentage of yard waste operating costs	87.8%	88%	90%
Workload			
Tons of garbage collected	52,034	51,500	51,500
Households serviced each week	76,061	76,061	76,061
Tons of yard waste collected	6,364	6,400	6,600
Yard carts in service	13,863	13,900	14,000
Customers receiving bulk container service	916	902	925
Tons of brush collected	14,827	15,000	15,500
Tons of leaves collected	15,965	16,400	16,400
Tons of bulky items collected	2,124	2,400	2,400
Number of households exempt from curbside refuse collection	2,677	2,795	2,825

SANITATION

FY 11-12 N.C. BENCHMARKING PROJECT RESULTS



Source: N.C. Benchmarking Project, *Final Report on City Services for Fiscal Year 2011-2012*, February 2013

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
EXPENDITURES BY TYPE				
Personnel	\$7,163,483	\$7,732,310	\$7,747,200	0.2%
Supplies and Services	9,675,276	8,750,980	8,847,440	1.1%
Equipment Leasing Expense	2,206,487	1,914,930	1,897,700	-0.9%
Total Expenditures by Type	\$19,045,246	\$18,398,220	\$18,492,340	0.5%
RESOURCES BY TYPE				
Bulk Container Service Charges	\$1,651,714	\$1,699,460	\$1,637,300	-3.7%
Yard Waste Cart Collection Fee	830,835	834,000	840,000	0.7%
Other Charges for Service	53,045	31,820	51,830	62.9%
Proceeds from Cart Sales	12,362	26,000	16,250	-37.5%
Bulk Container Rental/Sales	17,683	12,500	22,000	76.0%
Miscellaneous Revenues	16,819	5,000	15,000	200.0%
Transfer from Solid Waste Disposal Fund	2,080,087	1,109,850	587,410	-47.1%
Transfer from Stormwater Management Fund	1,359,684	1,574,330	1,681,150	6.8%
Other General Fund Resources	13,023,017	13,105,260	13,641,400	4.1%
Total Resources by Type	\$19,045,246	\$18,398,220	\$18,492,340	0.5%
Positions				Change
Full-Time	189	189	189	0
Part-Time (FTE's)	14.9	11	10	-1

SANITATION

BUDGET HIGHLIGHTS

Curbside/Multi-family Recycling

- In July 2011, the City Council approved entering into a new ten-year contract for recycling services for single family homes, multifamily homes, schools and drop-off sites. The new contract includes the transition from the weekly collection of the 18-gallon bins to single stream collection of roll-out carts. The new contract took effect April 2012. Starting in FY 10-11, the solid waste disposal fund has reduced its support for the City's recycling program by 20% per year. In FY 12-13, the City Council set the solid waste disposal fund's share of the recycling program at 50%, instead of the proposed 40% share. The proposed FY 13-14 budget reduces the transfer from the solid waste disposal fund from 50% to 25% to continue the planned phase-out of funding in four years (-\$522,440).

Total Sanitation Department Budget

- Equipment lease payments include additional payments in FY 13-14 for the addition of four truck-mounted leaf loading trucks that will be funded by the stormwater management fund and the replacement of a side loading truck in the yard waste cart program.
- In FY 13-14, the City will receive three months of additional registered motor vehicle property tax revenue due to the transition to the new State vehicle registration system (+1,500,000). The proposed budget appropriates \$1.0 million of these funds to purchase four side-loading refuse trucks in order to automate more refuse collection routes. By purchasing these trucks with the additional tax revenue, the City will realize immediate savings by converting four three-person crews to one-person operations, for a total reduction of eight positions. These positions would be eliminated through attrition.

WATER AND SEWER SYSTEM

MISSION STATEMENT

The mission of the Utilities Division is to treat and distribute water to the public and collect and treat the wastewater in a manner that is in compliance with federal and state regulations.

PROGRAM DESCRIPTIONS

Water Treatment

- Operates three conventional water treatment plants—the R.W. Neilson plant, the R.A. Thomas plant, and the P.W. Swann plant—with a combined capacity of 91 million gallons per day.
- Operates and maintains 14 tanks and eight distribution pump stations for distributing water throughout the distribution system

Water Distribution

- Supplies potable water to residential, commercial, and industrial customers
- Maintains a distribution system consisting of approximately 2,245 miles of water mains
- Installs water connections at the request of customers, services and changes water meters, and performs cut-ons and cut-offs at the request of customers and/or the Revenue Division
- Oversees the backflow prevention program

Wastewater Collection

- Provides wastewater collection to residential, commercial, and industrial customers
- Maintains a collection system consisting of approximately 1,735 miles of sewer mains
- Installs sewer connections, cleans and repairs sewer mains, clears utility right-of-ways, and constructs sewer mains

Wastewater Treatment

- Operates two wastewater treatment plants, the Archie Elledge plant and the Muddy Creek plant, with a combined capacity of 51 million gallons per day and 49 wastewater lift stations
- Manages two programs that impact treatment facilities:

Regional Dryer Facility: Operates the drying facility in a manner that provides beneficial reuse. Biosolids are processed by dewatering and thermally drying to produce a Class “A” product under federal regulations. The class “A” biosolids are sold as a soil amendment to a private distributor.

Industrial Waste Control: Regulates commercial and industrial discharges to the wastewater system, determines surcharge bills for commercial and industrial customers, and enforces discharge permits that protect the wastewater treatment facilities

Utilities Customer Service

- The utility billing and customer service functions are integrated with the City of Winston-Salem’s Revenue Division and City Link. Utilities Administration coordinates customer service issues with the Revenue Division and City Link and serves as liaison between the City-County Utility Commission and these departments.

Utilities Administration

- Provides leadership, planning, and fiscal stewardship for the Utilities Division

WATER AND SEWER SYSTEM

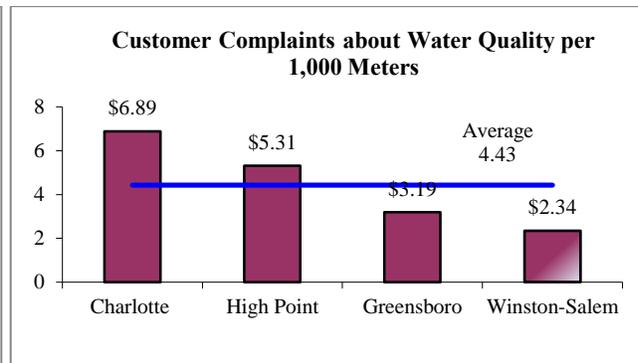
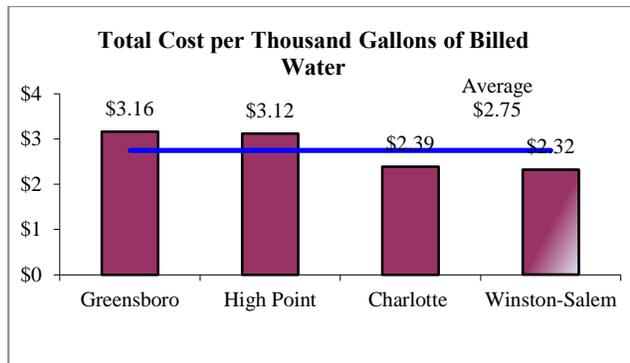
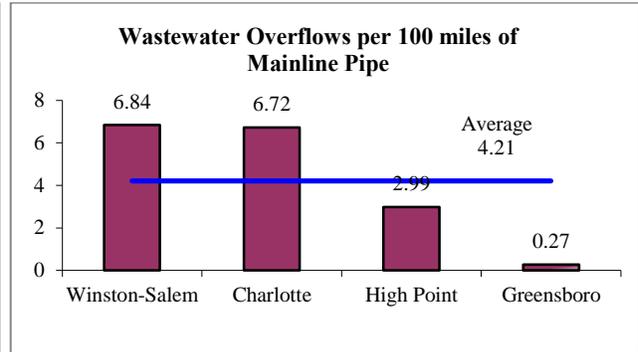
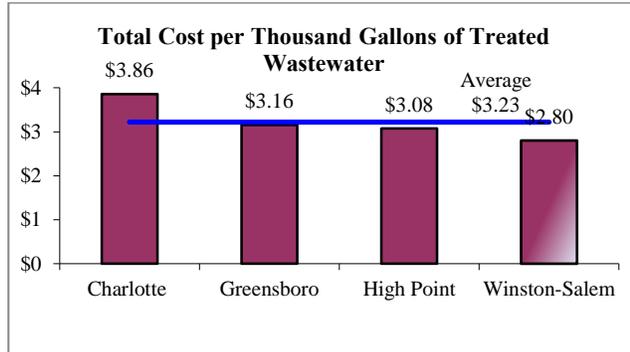
EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Water Treatment	\$8,448,048	\$8,586,550	\$8,879,460	3.4%
Water Distribution	7,794,623	8,766,361	9,022,510	2.9%
Wastewater Collection	5,474,899	5,491,540	5,465,100	-0.5%
Wastewater Treatment	12,088,797	13,825,518	13,699,980	-0.9%
Utilities Customer Service	3,242,538	2,989,590	2,837,750	-5.1%
Utilities Administration	1,716,579	1,805,051	1,907,770	5.7%
Subtotal	\$38,765,483	\$41,464,610	\$41,812,570	0.8%
Debt and Lease Expense	\$35,404,371	\$39,455,920	\$41,977,020	6.4%
Total Expenditures by Program	\$74,169,854	\$80,920,530	\$83,789,590	3.5%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Maintain 100% compliance with federal and state drinking water quality standards	100%	100%	100%
Respond to 100% of sewage overflows within two hours as required by the State Clean Water Act	100%	100%	100%
Receive zero federal and state violations at wastewater treatment plants (returning clean water back to rivers and streams)	5	0	0
Efficiency			
Meet 100% of average daily water demand throughout water system	100%	100%	100%
Meet 100% of average daily sewer demand throughout sanitary sewer system	100%	100%	100%
Collect and treat 100% of wastewater throughout sanitary sewer system (minimize back-ups and overflows)	99.99%	99.99%	99.99%
Workload			
Total miles of water distribution lines maintained	2,240	2,245	2,250
Total miles of wastewater collection lines maintained	1,710	1,735	1,745
Ratio of average daily water demand to system capacity	39.7%	40.1%	40.5%
Ratio of average daily sewer demand to system capacity	60.5%	57.8%	58.8%
Number of meters read annually	798,440	804,400	805,600

WATER AND SEWER SYSTEM

FY 11-12 N.C. BENCHMARKING PROJECT RESULTS



Source: N.C. Benchmarking Project, *Final Report on City Services for Fiscal Year 2011-2012*, February 2013

EXPENDITURES BY TYPE	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$16,535,147	\$17,748,920	\$17,833,520	0.5%
Supplies and Services	21,908,291	23,404,030	23,693,700	1.2%
Subtotal	\$38,443,438	\$41,152,950	\$41,527,220	0.9%
Debt and Lease Expense	\$35,404,371	\$39,455,920	\$41,977,020	6.4%
Transfer to General Fund (Vector Control)	8,015	16,000	16,000	0%
Transfer to General Fund (Safety Manager)	57,440	58,680	59,920	2.1%
Transfer to Solid Waste Disposal Fund (Household Hazardous Waste)	256,590	236,980	209,430	-11.6%
Total Expenditures by Type	\$74,169,854	\$80,920,530	\$83,789,590	3.5%

WATER AND SEWER SYSTEM

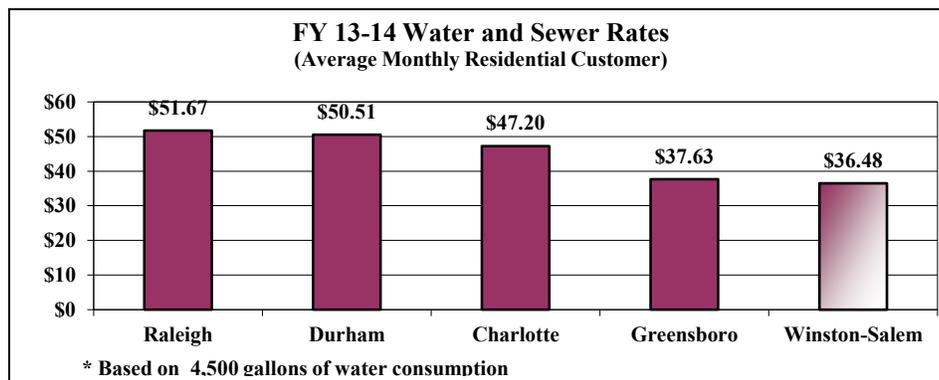
RESOURCES BY TYPE	Actual	Budget	Proposed	Change
	FY 11-12	FY 12-13	FY 13-14	
Water Charges	\$39,155,106	\$43,280,440	\$45,425,770	5.0%
Sewer Charges	31,409,309	34,028,900	36,758,270	8.0%
Charges for Service	5,633,866	6,011,000	5,585,000	-7.1%
Assessments to Benefit Property	534,260	750,000	600,000	-20.0%
Federal Bond Interest Subsidy	1,728,339	1,728,340	1,577,980	-8.7%
Interest Income	773,700	0	0	N/A
Miscellaneous Revenues	18,758	0	0	N/A
Total Resources by Type	\$79,253,339	\$85,798,680	\$89,947,020	4.8%
Addition to Capital Reserves	\$5,083,486	\$4,878,150	\$6,157,430	26.2%
Positions				
Full-Time	332	332	331	-1

BUDGET HIGHLIGHTS

- On May 13, 2013, the City-County Utility Commission approved a resolution recommending to the City Council the adoption of the FY 13-14 budget for the water and sewer system and approved rate increases of 7.0% for water service and 7.0% for sewer service.

These rate increases will generate sufficient revenues to meet the net operating income-to-debt service ratio requirements of recently approved revenue bonds. These requirements are part of the revenue bond covenants and are intended to ensure that there are sufficient revenues to meet the debt obligations of the water and sewer system. If the system did not generate sufficient revenues to pay off the bonds, the covenants would require the City to increase water and sewer rates. The approved rate increases will be effective October 1, 2013. These increases are needed to fund major investments in the water and sewer system in order to upgrade existing water and wastewater treatment plant infrastructure and continue to replace the oldest water distribution and sewer collection pipes in the system. The capital budget for FY 13-14 totals \$29.5 million; planned investments over the next six years total \$235.4 million.

Even with these increases, Winston-Salem's rates will continue to be lower than those of other major systems in North Carolina, as noted in the chart below:



WATER AND SEWER SYSTEM

BUDGET HIGHLIGHTS - Continued

- Excluding debt and lease expenses, the proposed FY 13-14 budget is increased \$347,960, or 0.8%, primarily due to a net increase in personnel expenditures for merit pay and benefits costs (+\$84,600), offset by the reduction of one equipment operator position, and a net increase in supplies and services expenditures as a result of increased information systems charges, postage expenses, and the City's indirect cost allocation (+\$289,670). The increased indirect cost allocation is mainly due to the full allocation of the cost of the City's call center, City Link (+\$473,590). Other decreases include reductions in Revenue Division charges, computer licensing fees, utilities, and non-capital equipment purchases.
- Debt and lease expenses are increased \$2,521,100 or 6.4%, primarily due to an increase in debt service costs for revenue bonds recently issued to fund water and sewer infrastructure improvements. The FY 13-14 budget also includes capital lease payments for the replacement of the following equipment: three crew trucks, two heavy duty vans, a sewer mainline camera, a backhoe, and a mini-excavator (+\$184,900).

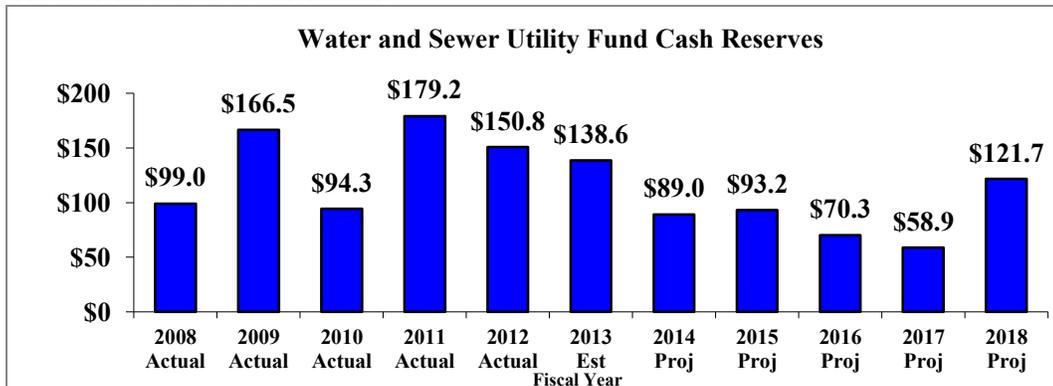
FY 12-13 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the water and sewer utility fund operations.

	Budgeted FY 12-13	Estimated FY 12-13
Operating Revenues	\$84,070,340	\$83,008,386
Operating Expenditures	(41,152,950)	(38,665,677)
Operating Income	\$42,917,390	\$44,342,709
Interest Income	0	6,100,000
Conveyances	0	3,042,550
Federal Interest Bond Subsidy	1,728,340	1,653,160
Debt and Lease Expenses	(39,455,920)	(39,455,920)
Program Support for Vector Control	(16,000)	(16,000)
Program Support for Safety Manager	(58,680)	(58,680)
Program Support for Household Hazardous Waste Collection	(236,980)	(236,980)
Net Income/(Loss)	<u>\$4,878,150</u>	<u>\$15,370,839</u>

Long-Range Financial Outlook

- The following chart provides the outlook for the water and sewer utility fund's cash reserves for both operations and capital projects. The outlook assumes a \$50 million State Clean Water Trust Fund loan split between FY 14-15 and FY 15-16 and future bond issues of \$50 million and \$75 million in FY 14-15 and FY 17-18, respectively. The outlook also assumes annual rate increases of 7% for FY 13-14 through FY 17-18 and annual rate increases of 5% thereafter.



SOLID WASTE DISPOSAL

MISSION STATEMENT

The mission of the Solid Waste Disposal Division is to provide, as an enterprise, environmentally sound and cost-effective means of integrated solid waste management and disposal for current and future waste generated in Forsyth County.

PROGRAM DESCRIPTIONS

Municipal Solid Waste Disposal

- Operates a state-permitted, active municipal solid waste landfill at Hanes Mill Road
- Maintains closed sanitary landfills on Ebert Street and Overdale Road

Construction and Demolition Waste Disposal

- Operates a state-permitted, active landfill on Old Salisbury Road for construction and demolition materials
- Maintains the closed Overdale Landfill facility

Leaf Composting and Yard Waste Processing

- Operates a leaf compost facility located off Reynolds Park Road
- Operates two yard waste processing facilities—one located off Overdale Road and the other located off Highway 65 in the Forum 52 Industrial Park

County Wide Waste Reduction Programs

- Operates drop-off recycling sites in Kernersville, Pfafftown, and at the Hanes Mill Road Landfill
- Operates a school recycling program
- Administers a contract for the recycling or disposal of hazardous materials including paints, pesticides, oxidizers, used oil, solvents, and electronic equipment (e.g., computers and televisions)
- Provides recycling of “white goods” (used appliances) and scrap tires through private contractors at Hanes Mill Road Landfill

Financing for City Residential Recycling

- Provides partial financing for Winston-Salem’s residential curbside recycling service

Solid Waste Disposal Administration

- Provides leadership, planning, workplace safety training and enforcement, and fiscal stewardship for the Solid Waste Disposal Division

EXPENDITURES BY PROGRAM	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Municipal Solid Waste Disposal	\$3,689,244	\$4,156,930	\$4,261,370	2.5%
Construction and Demolition Waste Disposal	814,061	1,134,080	1,120,830	-1.2%
Leaf Composting/Yard Waste Processing	701,928	859,940	816,080	-5.1%
Financing for Winston-Salem Residential Recycling	1,953,781	1,109,850	587,410	-47.1%
County-wide Waste Reduction Programs	1,263,649	1,338,170	1,129,290	-15.6%
Solid Waste Disposal Administration	481,605	494,460	494,120	-0.1%
Subtotal	\$8,904,267	\$9,093,430	\$8,409,100	-7.5%
Non-Program Debt Service	\$2,530,067	\$3,390,940	\$3,483,500	2.7%
Total Expenditures by Program	\$11,434,334	\$12,484,370	\$11,892,600	-4.7%

SOLID WASTE DISPOSAL

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
% of waste diverted from municipal solid waste landfill	16%	15%	15%
Receive notice of violations for all disposal facilities	0	0	0
Number of citizen complaints received for all disposal facilities	3	1	2
Efficiency			
% of municipal solid waste landfill airspace consumed to date	23%	26%	29%
% of construction and demolition landfill airspace consumed to date	71%	73%	75%
Workload			
Tons of municipal solid waste disposed	214,806	222,340	222,340
Tons of construction and demolition debris disposed	29,089	29,089	29,089
Tons of yard waste/wood waste processed	25,296	24,044	24,044
Tons of leaves processed	15,216	14,219	14,219
Tons of household hazardous waste managed	277	289	289
Tons of tires managed	6,339	5,838	5,838
Tons of appliances managed	282	222	222
Tons of waste recycled by Winston-Salem and Forsyth County programs	12,138	16,648	13,351
Tons of waste disposed per capita in Forsyth County	0.69	0.71	0.70

	Actual <u>FY 11-12</u>	Budget <u>FY 12-13</u>	Proposed <u>FY 13-14</u>	Percent <u>Change</u>
EXPENDITURES BY TYPE				
Personnel	\$1,755,748	\$1,860,440	\$1,886,730	1.4%
Supplies and Services	5,068,431	6,123,140	5,934,960	-3.1%
Subtotal	\$6,824,179	\$7,983,580	\$7,821,690	-2.0%
Debt and Lease Expense	\$2,530,067	\$3,390,940	\$3,483,500	2.7%
Transfer to General Fund for Recycling	2,080,087	1,109,850	587,410	-47.1%
Total Expenditures by Type	\$11,434,334	\$12,484,370	\$11,892,600	-4.7%

SOLID WASTE DISPOSAL

	Actual	Budget	Proposed	Percent
RESOURCES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Service Charges	\$5,316,744	\$5,333,260	\$5,741,790	7.7%
Charges to City Departments	3,197,628	3,255,550	3,463,150	6.4%
Proceeds from Sale of Recyclables	558,812	648,380	457,230	-29.5%
State Scrap Tire Disposal Tax	513,712	471,200	461,660	-2.0%
State Solid Waste Disposal Tax	203,979	186,240	211,000	13.3%
State E-Recycling Funds	27,215	26,500	20,430	-22.9%
Forsyth County	116,047	168,870	186,050	10.2%
Other Resource Recovery	190,752	196,850	172,950	-12.1%
Rentals	19,501	30,570	30,570	0%
Miscellaneous Revenues	1,865	0	200	N/A
Interest Income	499,317	241,270	533,150	121.0%
Transfer from Water and Sewer Fund	256,590	236,980	209,430	-11.6%
Transfer from Stormwater Management Fund	128,295	118,310	104,560	-11.6%
Fund Balance Appropriation	403,879	1,570,390	300,430	-80.9%
Total Resources by Type	\$11,434,334	\$12,484,370	\$11,892,600	-4.7%

Positions				<u>Change</u>
Full-Time	35	35	35	0
Part-Time (FTE's)	9.2	9.2	9.2	0

BUDGET HIGHLIGHTS

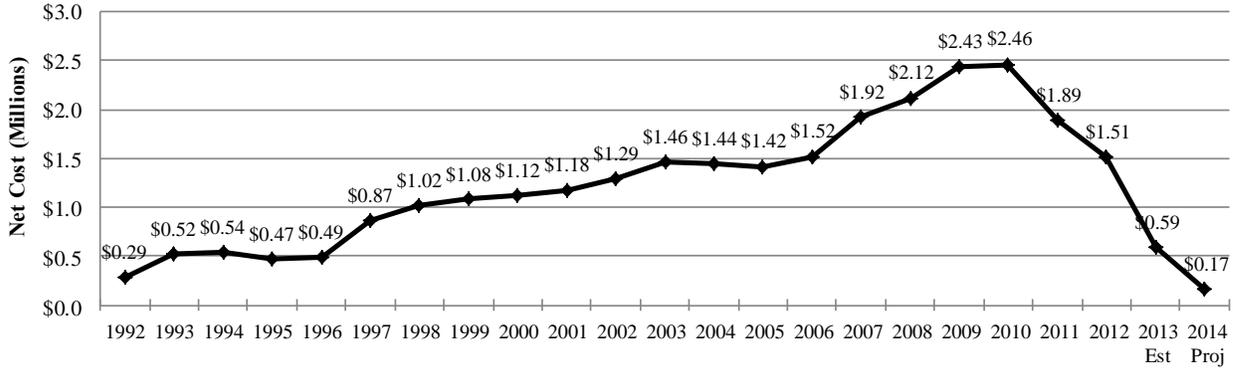
- On May 13, 2013, the City-County Utility Commission approved a resolution recommending to the City Council the adoption of the FY 13-14 budget for solid waste disposal operations. The recommended budget covers 25% of the recycling programs for both the city and county using the solid waste disposal fund. The remainder would come from the city and county general funds. The FY 13-14 budget for the City's recycling program totals \$2,355,940. At 25% funding, the solid waste disposal fund's support will total \$587,410.

SOLID WASTE DISPOSAL

BUDGET HIGHLIGHTS – Continued

The following chart shows the net cost of the City’s curbside recycling program since its inception in 1991. Net costs include the City’s share of the proceeds from the sale of recyclables. The notes on the chart describe key changes to the program over the years.

Solid Waste Disposal Fund Support of City's Curbside Recycling Program

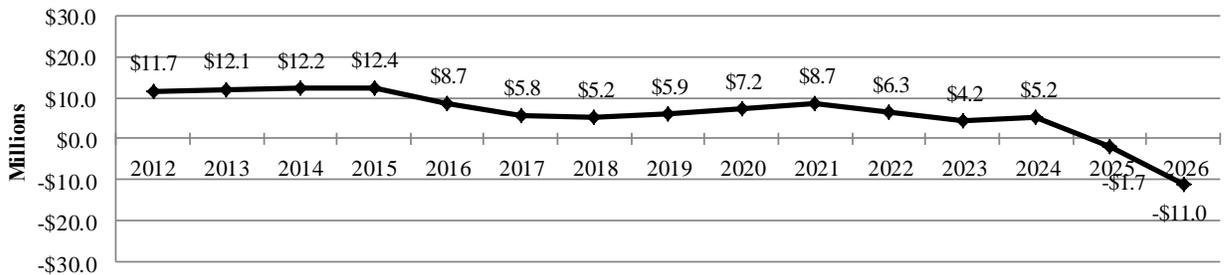


Notes

- *Net costs include proceeds from sale of recyclables.
- 1992: Implemented program at mid-year
- 1997: Added additional commodities and expanded program to include multi-family recycling
- 2002: Added corrugated cardboard and expanded program to include small businesses
- 2007: Renewed contract to include aerosol cans, all plastic bottles, and unbundled cardboard; expanded program to newly annexed areas
- 2011: Reduced solid waste disposal fund coverage from 100% to 80%
- 2012: Reduced solid waste disposal fund coverage from 80% to 60%; implemented single stream, bi-weekly program in April 2012
- 2013: Reduced solid waste disposal fund coverage from 60% to 50%
- 2014: Proposed to reduce solid waste disposal fund coverage from 50% to 25%

The following chart provides a projection of the unrestricted cash reserves for the solid waste disposal fund. This long-range outlook includes capital improvements for existing facilities and the cost of developing a new disposal facility. The outlook also assumes the City and the County will cover 100% of the cost of recycling and county-wide waste reduction programs by FY 14-15. While this outlook does not show the impact on restricted reserves, these reserves, which are set aside for closure and post-closure costs, would not be sufficient to meet statutory requirements beyond FY 24-25.

Solid Waste Fund Projection Unrestricted Reserves



Notes

- *Assumes construction of new cells at Hanes Mill Road Landfill in FY 2023 and FY 2026.
- *Assumes purchase of land for new disposal facility in FY 2025. Hanes Mill Road Landfill is projected to reach capacity in 2037.

SOLID WASTE DISPOSAL

BUDGET HIGHLIGHTS – Continued

- For FY 13-14, the budget includes a fund balance appropriation of \$300,430, a decrease of \$1,269,960, primarily due to a reduction in support for city and county recycling programs, increased interest income projections, and increased tonnage projections at the Hanes Mill Road and Old Salisbury Road facilities.

To extend the unrestricted reserves in the solid waste disposal fund, the City Council implemented two measures starting in FY 10-11. First, the City and the County have assumed increased financial responsibility for residential recycling programs each year. Second, the City Council approved the issuance of \$10.5 million in special obligation bonds to spread the cost of planned capital improvements and avoid a substantial drawdown of unrestricted reserves. The chart above reflects the impact of these two measures.

Tipping Fees

- Overall, tipping fee revenues are budgeted to increase \$616,130, or 7.2%. The Solid Waste Disposal Division is projecting that tonnage at Hanes Mill Road Landfill will be higher than the amount budgeted for FY 12-13 based on recent trends during FY 11-12 and FY 12-13.

The tipping fees for all disposal facilities remain unchanged for FY 13-14:

Facility	Current Fee	State Disposal Tax	Total Fee
Hanes Mill Road Landfill			
Base Rate	\$34/ton	\$2/ton	\$36/ton
Large Volume Rate	\$30/ton	\$2/ton	\$32/ton
Yard Waste Facilities	\$29/ton	\$0	\$29/ton
Old Salisbury Road C&D Landfill	\$28/ton	\$2/ton	\$30/ton

The table below compares tipping fees for regional and comparable public disposal facilities in North Carolina.

Solid Waste Tipping Fee Comparison of Public Facilities

<u>City/County</u>	<u>Municipal Solid Waste</u>	<u>Construction & Demolition</u>
<i>Publicly Owned Landfills</i>		
Davidson County	\$36.00	\$31.00
High Point ¹	\$38.00	N/A
Raleigh (Wake County) ^{1,2}	\$32.00, \$38.00	N/A
Rowan County ^{1,3}	\$34.00, \$39.00	N/A
Winston-Salem ⁴	\$32.00, \$36.00	\$30.00
<i>Publicly Owned/Operated Transfer Stations</i>		
Durham ¹	\$42.50	N/A ¹
Greensboro ⁵	\$44.00	\$31.00

NOTES:

All rates include a State Disposal Tax of \$2/ton.

1. Durham, High Point, Rowan County and Wake County do not operate construction and demolition landfills.

2. MSW rate at South Wake Landfill is \$32/ton. MSW rate at the transfer facility is \$38/ton. Loads containing more than 10% cardboard are \$60/ton.

3. Rowan County charges for in-county waste at \$34/ton and out-of-county waste at \$39/ton.

4. Hanes Mill Road LF volume discount rate is \$32/ton; gate rate is \$36/ton.

5. C&D debris is disposed at White Street Landfill at \$31/ton. MSW is accepted at the transfer facility at \$44/ton.

SOLID WASTE DISPOSAL

BUDGET HIGHLIGHTS – Continued

Total Departmental Budget

- Excluding debt and lease expenses and the transfer for recycling, the FY 12-14 budget for solid waste disposal is decreased \$161,890 or 2.0%, primarily due to decreased operating costs for county-wide drop-off recycling programs.
- Debt and lease expenses reflect a net increase of 92,560, or 2.7%, due to lower principal and interest costs for special obligation bonds (-\$20,470) and increased lease payments for landfill vehicle and equipment replacements (+\$113,030).
- Proceeds from the sale of recyclables are decreased \$191,150 due to price and amount collected of certain commodities. Interest income in the solid waste disposal fund is increased \$291,880 based on current market conditions and FY 12-13 estimated revenue. Budgeted interest income in this fund represents a 2% return on investment.

FY 12-13 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the solid waste disposal fund operations.

	Budgeted FY 12-13	Estimated FY 12-13
Operating Revenues	\$9,464,610	\$9,797,675
Operating Expenditures	(7,983,580)	(6,774,475)
Operating Income	\$1,481,030	\$3,023,200
Intergovernmental Revenue	852,810	808,600
Interest Income	241,270	500,960
Transfers from Other Funds	355,290	266,440
Damage Settlements	0	1,275
Debt and Lease Expenses	(3,390,940)	(3,120,952)
Transfer to General Fund	(1,109,850)	(1,109,850)
Net Loss	<u>\$(1,570,390)</u>	<u>\$369,673</u>

STORMWATER MANAGEMENT

MISSION STATEMENT

The mission of the Stormwater Management Program is to restore, protect, and preserve the surface waters within the City of Winston-Salem and to maintain, repair, map, and evaluate drainage systems within the street right-of-ways.

PROGRAM DESCRIPTIONS

Stormwater Monitoring and Administration

- Manages the day-to-day operations of the Stormwater Management Program
- Implements the requirements of the City’s Municipal Separate Storm Sewer System (MS4) permit
- Performs watershed master planning by developing maps and inventories of the entire drainage system within the City
- Monitors stormwater run-off as part of the program’s efforts to improve water quality
- Provides educational programming to increase public awareness of water quality issues

Drainage Maintenance

- Repairs, replaces, and upgrades the City’s drainage system within street right-of-ways
- Provides for drainage system repairs on private property through the 70/30 program in which the City covers 70% of the cost for qualified projects
- Removes debris from culverts and bridge abutments with many streams and creeks

Erosion Control

- Provides for the enforcement of regulations pertaining to land-disturbing activity, watershed and floodplain requirements by reviewing development plans and issuing grading permits for all commercial and multi-family sites over 10,000 square feet in all areas of Forsyth County, excluding Kernersville
- Monitors single family construction sites to ensure that sediment is controlled
- Identifies tree save and potential critical areas, controls sedimentation, and limits the time of exposure on all applicable construction sites through plan review and field inspection
- Maintains up-to-date floodway district maps to enforce floodway and floodway fringe regulations contained in the Unified Development Ordinance
- Reviews survey and plan information and conducts field inspections to ensure that permitted structures comply with floodplain regulations
- Enforces watershed regulations for density and impervious coverage on developed properties

EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Monitoring and Administration				
Administration	\$2,128,670	\$2,197,050	\$2,311,210	5.2%
Water Quality Monitoring	704,374	930,910	1,010,920	8.6%
Support for Seasonal Leaf Collection	1,359,684	1,574,330	1,681,150	6.8%
Subtotal	\$4,192,729	\$4,702,290	\$5,003,280	6.4%
Drainage Maintenance	\$1,998,639	\$2,499,490	\$2,524,740	1.0%
Erosion Control*	\$354,745	\$339,340	\$328,880	-3.1%
Total Expenditures by Program	\$6,546,113	\$7,541,120	\$7,856,900	4.2%

*In FY 11-12, Erosion Control was transferred from the Inspections Division to Stormwater Management.

STORMWATER MANAGEMENT

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Achieve 91% collection rate of revenues for non-residential customers	91%	91%	91%
Achieve 92% collection rate of revenues for residential customers	77%	77%	77%
Respond to 100% of illicit discharge complaints by citizens within 24 hours	100%	100%	100%
Complete 100% of compliance schedules for water quality resolutions within 30 days	100%	100%	100%
Complete 100% of plan reviews within 10 days of receipt	100%	100%	100%
Provide 30 federally required educational programs a year	50	45	45
Ensure 100% of stormwater devices are built in accordance with approved plans	100%	100%	100%
Complete 90% of erosion control initial reviews within 10 days for development projects	94%	98%	98%
Keep 80% of active development sites in compliance (when inspected)	94%	94%	94%
Workload			
Number of pollution prevention inspections completed	20	34	20
Number water quality samples taken	2,521	2,164	2,100
Number of catch basins cleaned	7,005	3,200	3,200
Linear feet of pipe installed	4,188	3,000	3,000
Number of new and redevelopment project plans reviewed yearly	150	130	130
Grading permits issued	73	70	70
Erosion control inspections conducted	2,932	2,800	2,800
Flood zone determinations conducted	200	160	180
Erosion investigations or inspections conducted on unpermitted sites	242	200	200
Notices of violation issued for Erosion Control	20	35	25

STORMWATER MANAGEMENT

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$2,122,850	\$2,341,730	\$2,399,150	2.5%
Supplies and Services	2,800,569	3,230,790	3,351,950	3.8%
Subtotal	\$4,923,419	\$5,572,520	\$5,751,100	3.2%
Capital Outlay	\$0	\$0	\$11,410	N/A
Debt and Lease Expense	126,700	259,960	292,680	12.6%
Transfer to General Fund (Leaf Collection)	1,359,684	1,574,330	1,681,150	6.8%
Transfer to General Fund (Vector Control)	8,015	16,000	16,000	0%
Transfer to Solid Waste Disposal Fund	128,295	118,310	104,560	-11.6%
Total Expenditures by Type	\$6,546,113	\$7,541,120	\$7,856,900	4.2%
	Actual	Budget	Proposed	Percent
RESOURCES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Stormwater Fees: Residential	\$4,125,912	\$3,955,000	\$4,105,000	3.8%
Stormwater Fees: Non-Residential	6,186,818	6,045,000	6,195,000	2.5%
Private Drainage Projects	656	0	0	N/A
Miscellaneous Revenues	175	0	0	N/A
Interest Income	25,138	0	0	N/A
Interfund Charges	9,307	1,400	2,500	78.6%
Forsyth County	64,602	61,910	87,760	41.8%
Erosion Control Revenues	110,724	106,900	106,900	0%
Other General Fund Revenues	179,419	0	0	N/A
Total Resources by Type	\$10,702,752	\$10,170,210	\$10,497,160	3.2%
Added to Capital Reserve	\$4,156,639	\$2,629,090	\$2,640,260	0.4%
Positions				<u>Change</u>
Full-Time	49	49	49	0

STORMWATER MANAGEMENT

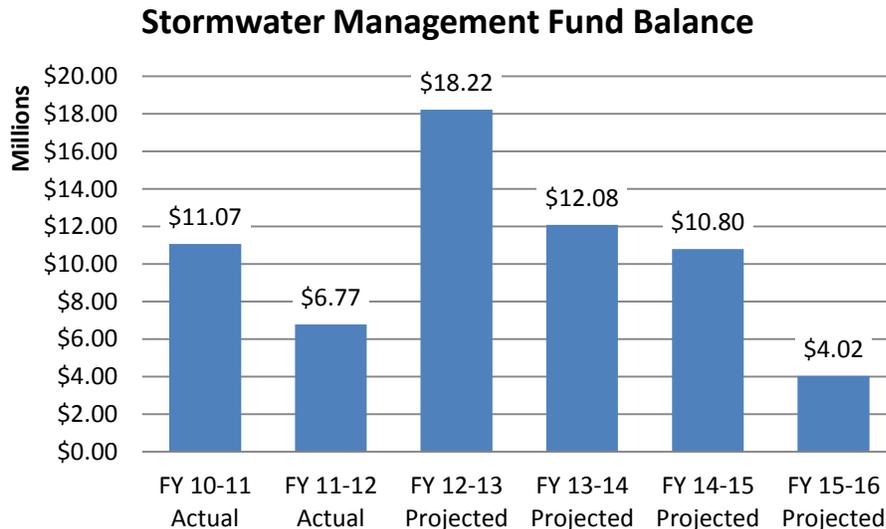
BUDGET HIGHLIGHTS

- Budgeted revenues from stormwater fees are increased \$300,000 and have been adjusted to align with the actual revenues collected in the current year.
- The percentage share of expenses to be covered by Forsyth County in FY 13-14 for Erosion Control is increased from 29.4% to 38.1%.
- Supplies and services are increased by \$121,160 (3.8%). This is primarily due to increased costs for revenue collections (+\$22,480) and indirect cost allocation (+\$81,070).
- The budget includes a net increase in equipment lease expenses (\$32,720), due to the completion of payments for previously approved equipment in FY 12-13 and the addition of principal and interest payments for replacement of the following equipment: pipe camera (\$4,590), sewer jetter (\$20,400), lowboy equipment trailer (\$21,680), two crew trucks (\$17,860), and a mini-excavator (\$25,500).
- Transfers to the general fund cover the cost of the City’s seasonal leaf collection program (\$1,681,150) and the City’s vector control program (\$16,000). The transfer to the solid waste disposal fund (\$104,560) offsets the cost of management and disposal of household hazardous wastes including paints, pesticides, used oil, solvents, and other materials at risk for disposal in the stormwater system.

The transfer for seasonal leaf collection is increased by \$106,820 (6.8%). This is primarily due to lease payments for 4 additional truck mounted leaf loaders budgeted in Sanitation.

Long Range Financial Outlook

- The following chart provides a projection of stormwater management fund balance. This outlook includes capital project expenditures, assuming all projects are pay-as-you-go, a revenue bond issue of approximately \$13 million in late FY 12-13, and 2% stormwater fee increases every other year starting in FY 14-15.



NOTE: Fund Balance is increasing in FY 13 primarily due to expected issuance of Revenue Bonds in FY 13 for the Bath Branch Stormwater project.

STORMWATER MANAGEMENT

BUDGET HIGHLIGHTS - Continued

FY 12-13 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for stormwater management operations. Capital project revenues and expenditures are not included.

	<u>Budget</u>	<u>Estimated</u>
Operating Revenues	\$10,170,210	\$10,150,000
Operating Expenditures	5,572,520	4,709,150
Operating Income	\$4,597,690	\$5,440,850
Interest Income	0	25,000
Capital Outlay	0	0
Debt and Lease Expense	(259,960)	(259,960)
Transfer to General Fund	(1,590,330)	(1,590,330)
Transfer to Solid Waste	(118,310)	(118,310)
Net Income	\$2,629,090	\$3,497,250

ENVIRONMENTAL HEALTH CAPITAL PROJECTS

Listed below are the adopted capital appropriations for environmental health related funds and entities.

EXPENDITURES

<u>Project Title</u>	<u>Proposed FY 13-14</u>
Sanitation:	
Automated Side Loaders (4)	\$1,020,000
 Water and Wastewater Treatment:	
Archie Elledge Wastewater Treatment Plant Rehabilitation and Upgrades	\$358,000
Idol's Pump Station Rehabilitation – Phase II	1,450,000
Muddy Creek Wastewater Treatment Plant Rehabilitation and Upgrades	1,000,000
Wastewater Treatment Plant Transfer Pump Station and Force Main	4,450,000
Water Treatment Rehabilitation and Upgrades	250,000
 Water Distribution and Wastewater Collection:	
2" Water Main Replacement	\$1,135,280
Advanced Meter Infrastructure	1,000,000
Construction and Maintenance Facilities Improvements	500,000
Elledge Basin Rehabilitation	400,000
Harper Road Lift Station/Clemmons No. 1 Expansion	6,211,300
Muddy Creek Basin Find and Fix Project	500,000
Muddy Creek Basin Rehabilitation	400,000
North Carolina Dept. of Transportation Road Widening Project Utility Relocations	2,905,000
South Fork Basin Capacity Improvements	4,189,800
Wastewater Collection System Improvements	3,000,000
Water Distribution System Improvements	1,000,000
Water Tank Rehabilitation	750,500
 Stormwater Management:	
Drainage Improvements on Private Property	\$250,000
28 th Street Drainage	514,800
Stormwater Infrastructure Improvements	2,280,150
 TOTAL EXPENDITURES	 \$33,564,830

FUNDING SOURCES

Bonds:

Revenue Bonds	\$19,306,600
---------------	--------------

Reserves:

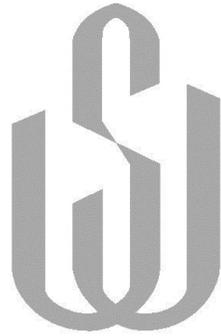
Water and Sewer Fund	10,193,280
Stormwater Management Fund	3,044,950

ENVIRONMENTAL HEALTH CAPITAL PROJECTS

Transfers:

From General Fund 1,020,000

TOTAL FUNDING SOURCES \$33,564,830



Winston-Salem

PUBLIC SAFETY

Police Department..... 102
Fire Department 109
Emergency Management..... 113
Public Safety Capital Projects..... 116

POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Police Department is to protect life and property by providing exceptional municipal police services to the community in partnership with the citizens of Winston-Salem.

PROGRAM DESCRIPTIONS

Patrol Response

- Provides 24-hour-a-day response to calls for service through regular patrol coverage in three districts with 24 total beats (eight beats per district)
- Provides community-oriented policing and specialized patrol coverage, including neighborhood and downtown foot patrols, bicycle patrol, and traffic control
- Tracks the occurrence of crime on a daily, weekly, and monthly basis using computer statistics (COMPSTAT)

Crime Prevention

- Offers neighborhood and businesses watch programs, risk assessments, and citizen education
- Works with other divisions within the department and community agencies to coordinate responses to crime, public safety, and quality of life issues

Investigative Services

- Conducts on-scene investigations of major crimes and investigates crimes referred from the Patrol Division
- Through the Special Investigations Division, conducts investigations of illegal narcotics sales, vice, gambling, and organized crime
- Manages a Forensic Services Division that is responsible for crime scene processing, the collection of evidence, arrestee processing, and the administration of breath and blood alcohol tests.
- Manages a Family/Youth Unit, which oversees domestic violence cases, victims assistance services, juvenile investigations, violent crimes task force, and Project Safe Neighborhood
- Provides school resource officers at 20 middle and high schools located within the city

Development and Training

- Provides in-service, firearms, driving, and use-of-force training, as well as basic law enforcement training
- Administers a telephone response unit (Telcom) to handle selected calls referred by Communications
- Oversees the warrant squad

Support Services

- Processes, stores, and retrieves police reports, records, and citations
- Through the Communications Division, dispatches emergency and non-emergency calls 24-hours a day for Police and Fire
- Develops, implements, and supports information systems for Police and Fire
- Provides the Superkids program to elementary schools in Winston-Salem and Forsyth County.

Police Administration

- Administers and directs law enforcement services delivery
- Establishes policies and procedures
- Evaluates deployment strategies
- Investigates all complaints against employees
- Oversees the secure storage and lawful disposition of evidence and found property for both the Police Department and the Forsyth County Sheriff's Office
- Administers a false alarm program

POLICE DEPARTMENT

EXPENDITURES BY PROGRAM	Actual	Budget	Proposed	Percent
General Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Patrol Response	\$35,237,504	\$33,690,460	\$34,477,420	2.3%
Crime Prevention	347,592	450,810	475,450	5.5%
Investigative Services	10,843,455	12,075,560	12,037,590	-0.3%
Development and Training	2,374,737	2,933,110	2,837,910	-3.2%
Support Services	6,963,849	7,916,860	7,891,700	-0.3%
Police Administration	3,677,266	3,535,750	3,495,690	-1.1%
Contributions to Community Agencies:				
Drug and Alcohol Coalition	6,945	9,260	9,260	0%
District Attorney's Family Court	39,987	41,670	41,670	0%
The Children's Home	27,780	18,520	18,520	0%
Total General Fund Expenditures	\$59,519,115	\$60,672,000	\$61,285,210	1.0%

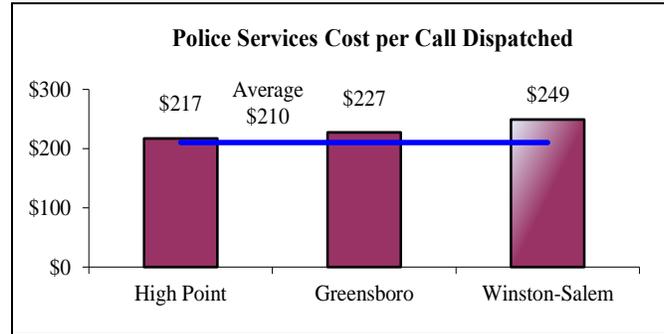
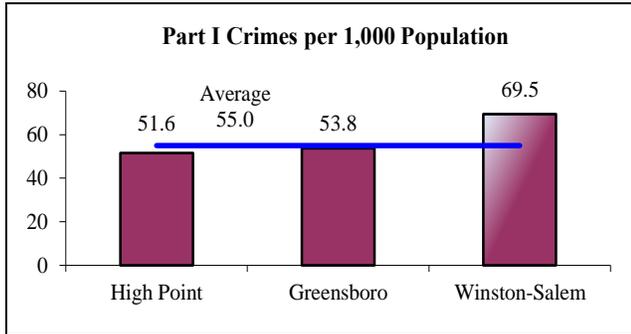
PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual	Estimated	Projected
	FY 11-12	FY 12-13	FY 13-14
Effectiveness			
Respond to high priority calls within six minutes	3.53 min.	4.0 min.	4.0 min.
Achieve a minimum clearance rate of 53% of reported violent crimes	64.6%	53.0%	53.0%
Achieve a minimum clearance rate of 20% of reported property crimes	28.5%	20.0%	20.0%
Efficiency			
Calls dispatched per non-supervisory patrol officer	950	960	960
Calls answered per telecommunicator per year	10,321	10,500	10,500
Workload			
Number of Part I crimes per 1,000 population	69.5	68.0	68.0
Calls dispatched per 1,000 population (post-annexation)*	1,207	1,250	1,300
Number of traffic accidents reported	8,519	8,600	8,600

* Police and Fire

POLICE DEPARTMENT

FY 11-12 N.C. BENCHMARKING PROJECT RESULTS



Note: Durham and Raleigh did not participate in the FY 11-12 Project.

Source: N.C. Benchmarking Project, *Final Report on City Services for Fiscal Year 2011-2012*, February 2013

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
EXPENDITURES BY PROGRAM - Continued				
Grants Fund				
Police Grants	\$2,275,476	\$549,210	\$0	-100.0%
Total Grants Fund Expenditures	\$2,275,476	\$549,210	\$0	-100.0%
Forfeiture Funds				
United States Department of Justice	\$457,578	\$0	\$0	N/A
United States Department of Treasury	14,315	0	0	N/A
Controlled Substance Tax	128,483	0	0	N/A
Total Forfeiture Fund Expenditures	\$600,376	\$0	\$0	N/A
State Emergency Telephone System Fund Expenditures	\$1,182,381	\$421,080	\$1,115,620	164.9%
Total Expenditures by Program	\$63,577,349	\$61,642,290	\$62,400,830	1.2%

POLICE DEPARTMENT

EXPENDITURES BY TYPE	Actual	Budget	Proposed	Percent
General Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$50,398,454	\$51,796,000	\$52,395,580	1.2%
Supplies and Services	7,276,631	7,112,660	7,173,430	0.9%
Capital Outlay	441	0	0	N/A
Equipment Leasing Expense	1,726,059	1,763,340	1,716,200	-2.7%
Transfer to Grants Fund	117,530	0	0	N/A
Total General Fund Expenditures	\$59,519,115	\$60,672,000	\$61,285,210	1.0%
Grants Fund				
Personnel	\$0	\$0	\$0	N/A
Supplies and Services	2,262,400	549,210	0	-100.0%
Capital Outlay	13,076	0	0	N/A
Total Grants Fund Expenditures	\$2,275,476	\$549,210	\$0	-100.0%
Forfeiture Funds				
Supplies and Services	\$433,143	\$0	\$0	N/A
Capital Outlay	41,500	0	0	N/A
Equipment Leasing Expense	109,984	0	0	N/A
Transfer to Grants Fund	15,749	0	0	N/A
Total Forfeiture Fund Expenditures	\$600,376	\$0	\$0	N/A
State Emergency Telephone System Fund				
Supplies and Services	\$868,159	\$409,540	\$474,620	15.9%
Capital Outlay	314,222	0	641,000	N/A
Transfer to General Fund	0	11,540	0	-100.0%
Total State Emergency Telephone Fund Expenditures	\$1,182,381	\$421,080	\$1,115,620	164.9%
Total Expenditures by Type	\$63,577,349	\$61,642,290	\$62,400,830	1.2%

POLICE DEPARTMENT

RESOURCES BY TYPE	Actual	Budget	Proposed	Percent
General Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Service Charges	\$198,812	\$146,800	\$146,800	0%
Interfund Charges	2,062,838	943,810	322,240	-65.9%
Forsyth County	253,924	244,730	240,030	-1.9%
WS/FC Schools (School Resource Officers)	1,364,560	1,976,720	1,976,720	0%
SuperKids Reimbursement	125,000	125,000	125,000	0%
False Alarm Fee	86,376	148,000	136,000	-8.1%
Miscellaneous Revenues	162,478	140,920	142,550	1.2%
Transfer from State Emergency Telephone System Fund	0	11,540	0	-100.0%
Other General Fund Revenues	55,265,126	56,934,480	58,195,870	2.2%
Total General Fund Resources	\$59,519,115	\$60,672,000	\$61,285,210	1.0%
Grants Fund				
Federal Grants	\$189,403	\$0	\$0	N/A
Federal Stimulus Grant	1,458,931	549,210	0	-100.0%
State Grants	675,143	0	0	N/A
Forsyth County	81,066	0	0	N/A
Other Revenue	29,752	0	0	N/A
Interest Income	290	0	0	N/A
Transfer from General Fund	117,530	0	0	N/A
Transfer from Police Forfeiture Funds	15,749	0	0	N/A
Total Grants Fund Resources	\$2,567,865	\$549,210	\$0	-100.0%
Forfeiture Funds				
Federal Grants	\$476,975	\$0	\$0	N/A
Controlled Substance Tax	115,801	0	0	N/A
Interest Income	862	0	0	N/A
Contributions	450	0	0	N/A
Total Forfeiture Funds Resources	\$594,088	\$0	\$0	N/A
State Emergency Telephone System Fund				
Reimbursement from E911 Wireless Board	\$575,323	\$582,770	\$569,600	-2.3%
State Emergency Communications System Grant	308,038	0	0	N/A
Interest Income	3,504	0	0	N/A
Fund Balance Appropriation	295,516	0	546,020	N/A
Addition to Fund Balance	0	-161,690	0	-100.0%
Total State Emergency Telephone Fund Resources	\$1,182,381	\$421,080	\$1,115,620	164.9%
Total Resources by Type	\$63,863,449	\$61,642,290	\$62,400,830	1.2%

POLICE DEPARTMENT

Positions	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Change
Full-Time				
Sworn	532	540	555	15
Sworn (Grant-Funded)	29	29	4	-25
Non-Sworn	162	162	163	1
Non-Sworn (Grant-Funded)	4	4	0	-4
Total	727	735	722	-13
Part-Time (FTE's)	4.5	4.5	4.5	0

BUDGET HIGHLIGHTS

General Fund

- In September 2012, the City Council created the Citizens' Organizational Efficiency Review Committee (COERC), which conducted a comprehensive review of the City's operations, staffing, and organizational structure. In February 2013, the COERC submitted its final report, which provided over 40 recommendations totaling \$4.7 million in potential budgetary savings. On April 29, the City Council reviewed those recommendations that could be included in the proposed FY 13-14 budget. For Police, the proposed FY 13-14 budget includes the elimination of 10 grant-funded officer positions, for a total savings of approximately \$547,000.
- The budget includes a net decrease in equipment lease expenses (-\$47,140), due to the completion of payments for previously approved equipment in FY 12-13. Additional payments have been added for the following: replacement of 40 pursuit vehicles (\$224,000), 16 non-pursuit sedans (\$67,200), 3 command vans (\$16,800), police packages and lighting for the previously mentioned vehicles (\$103,280), 15 radars (\$5,800), 42 laptops (\$11,800), 123 desktops (\$20,300), Police Information Technology infrastructure equipment (\$12,400), and Dataworks Livescan equipment for the Forensics Division (\$5,200).
- The County's share of arrestee processing and evidence management is decreased 1.9% due to increased costs being offset by a reduction in the County's share of arrestee processing costs from 22.0% to 20.3%, based on the number of arrestees processed in FY 11-12
- The budget includes a full year of cost for four positions funded from grants for the DWI Task Force. In addition, previous grant-funded positions, including 15 police officer positions and one crime analyst positions, will be funded by the City for FY 13-14. The above mentioned COERC recommendation eliminates 10 grant-funded police officer positions, and three crime analyst positions are also eliminated for FY 13-14. Interfund revenues for FY 13-14 are decreased \$621,570, or 65.9%, to reflect the use of the remaining balances of these grants in FY 12-13.

Overall, the number of grant-funded police officer positions is decreasing from 25 to 15, and the number of grant-funded crime analyst positions is decreasing from 4 to 1.

Grants and Forfeiture Funds

- The budget does not include appropriations for other grants or forfeiture funds. As the Police Department receives those funds, budget amendments will be prepared to appropriate them.

POLICE DEPARTMENT

BUDGET HIGHLIGHTS – Continued

State Emergency Telephone System Fund

- On January 1, 2008, the administration of 911 funds was consolidated under a single State 911 Board. The charge for all 911 services, wireline and wireless, now are placed in a new State 911 Fund from which monthly allocations are made to primary public safety answering points (PSAP's). Currently, the Police Department uses these funds to purchase replacement computers for the communications center and to cover the maintenance costs of communications center equipment. In December 2010, the State 911 Board approved a new funding method that calculated distributions based on the last five years of approved eligible expenditures reported to the Board. Winston-Salem's distribution for FY 13-14 totals \$569,600.

- The proposed budget for the State Emergency Telephone System Fund totals \$1,115,620. Based on the Police Department's projected expenditures for the communications center and its FY 13-14 distribution, the budget includes an appropriation of fund balance totaling \$546,020. This fund balance appropriation will help fund capital outlay purchases for off-site duplication for the 911 Computer-Aided Dispatch (CAD) system (\$300,000), CAD storage (\$51,000), an upgrade to database software (\$60,000), and replacement of the Interact telephone system hardware and software (\$230,000).

FIRE DEPARTMENT

MISSION STATEMENT

The mission of the Fire Department is to provide effective and efficient fire, rescue, and medical response services which ensure the health, safety and well-being of its citizens with dedication to openness, integrity, equity and accountability. The Fire Department maintains an open and ethical work environment which is conducive to the development of innovative and creative solutions by employees to meet the ever-changing community needs.

PROGRAM DESCRIPTIONS

Fire Suppression

- Responsible for minimizing the losses resulting from fires and other hazardous events through the effective confinement of hazards and the extinguishment of fires
- Maintains fire hydrants, conducts fire safety inspections, conducts pre-fire surveys of occupancies, and delivers fire safety education and first responder medical services.

Fire Prevention

- Interprets and enforces all fire codes and ordinances to help business owners maintain reasonable life safety conditions
- Identifies fire hazards, ensures proper installation and operation of fire protection systems, and support businesses in maintaining those systems
- Determines the cause of suspicious, undetermined, and incendiary fires
- Provides education programs to inform the community about fire services hazards and habits that can lead to emergency incidents

Fire Vehicular Maintenance

- Responsible for the maintenance of all fire apparatus and firefighting tools and equipment
- Modifies and renovates equipment to meet the needs of fire service personnel and extend serviceable life

Hazardous Material Team (Haz-mat)

- Provides hazardous material incident support and mitigation services to all of Forsyth County
- Conducts pre-incident surveys of businesses with hazardous materials and provides training to outside agencies and department personnel

Fire Administration

- Responsible for planning, staffing, coordinating, directing, budgeting, and controlling activities in all program areas

FIRE DEPARTMENT

EXPENDITURES BY PROGRAM	Actual	Budget	Proposed	Percent
General Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Fire Suppression	\$22,393,130	\$22,210,480	\$22,465,770	1.1%
Fire Prevention	1,168,319	1,132,930	1,055,240	-6.9%
Fire Vehicular Maintenance	675,742	673,920	593,580	-11.9%
HAZMAT	21,292	44,770	44,770	0%
Fire Administration	1,105,557	1,145,860	1,148,110	0.2%
Total General Fund Expenditures	\$25,364,040	\$25,207,960	\$25,307,470	0.4%
Grants Fund				
Assistance to Firefighters Grant	\$393,447	\$0	\$0	N/A
Total Expenditures by Program	\$25,757,487	\$25,207,960	\$25,307,470	0.4%

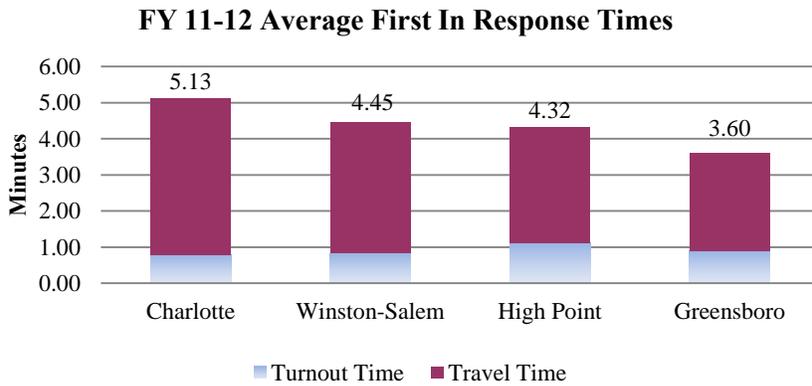
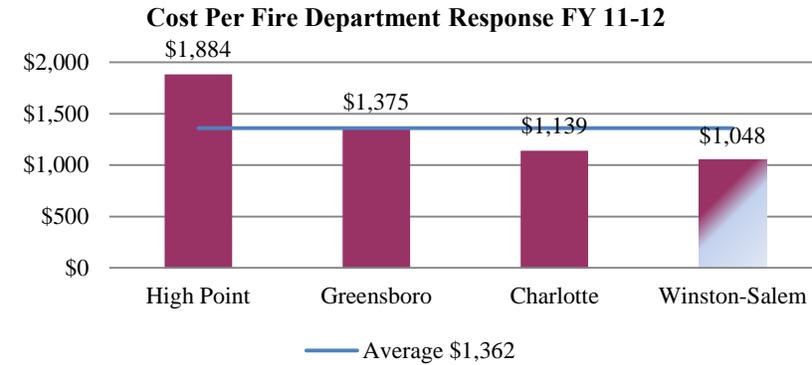
PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual	Estimated	Projected
	FY 11-12	FY 12-13	FY 13-14
Effectiveness			
Respond to fire/medical/rescue calls within a 4 minute average	3.64 min	4.0 min	4.0 min
Maintain an average turnout time of less than 1 minute	0.88 min	1.0 min	1.0 min
Percentage of fire/medical/rescue calls responded to within 4 minutes	64.27	65%	65%
Respond to hazardous materials incidents within a 10 minute average	12.0 min	10.0 min	10.0 min
Percentage of Haz-mat incidents responded to within 10 minutes	50%	60%	60%
Contain at least 70% of structure fires within the room of origin	73%	70%	70%
Determine cause of at least 85% of fires	97%	97%	97%
Keep actual fires to no more than 5 per 1,000 population	3.54	5	5
Inspect 100% of commercial properties annually	97%	97%	97%
Workload			
Building fires	270	300	300
Medical calls	18,834	20,000	*12,000
Hazardous materials calls	182	190	195
Participants in fire prevention education events	64,840	50,400	50,400
Annual Inspections performed by suppression	5,869	5,630	5,600
Annual Inspections performed by inspectors	3,271	3,520	3,550

*The number of medical calls projected for FY 13-14 is reduced by 40% to account for a policy change that will eliminate certain types of non-emergency calls and calls to facilities that employ trained medical staff.

FIRE DEPARTMENT

FY 11-12 N.C. BENCHMARKING PROJECT RESULTS



Source: NC Local Government Performance Measurement Project, *Final Report on City Services for Fiscal Year 2011-2012*, February 2013

EXPENDITURES BY TYPE

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
General Fund				
Personnel	\$22,387,616	\$22,022,090	\$22,120,370	0.4%
Supplies and Services	2,302,590	2,322,790	2,238,850	-3.6%
Capital Outlay	6,860	0	0	N/A
Equipment Leasing Expense	666,974	863,080	948,250	9.9%
Total General Fund Expenditures by Type	\$25,364,040	\$25,207,960	\$25,307,470	0.4%
Grants Fund				
Supplies and Services	\$63,727	\$0	\$0	N/A
Capital Outlay	329,720	0	0	N/A
Total Grants Fund Expenditures by Type	\$393,447	\$0	\$0	N/A
Total Expenditures by Type	\$25,757,487	\$25,207,960	\$25,307,470	0.4%

FIRE DEPARTMENT

RESOURCES BY TYPE	Actual	Budget	Proposed	Percent
General Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Licenses and Permits	\$191,593	\$115,500	\$148,500	28.6%
Service Charges	6,620	9,000	9,000	0%
Forsyth County (for Haz-mat)	94,906	108,480	110,310	1.7%
Property Rental (cellular phone tower)	16,624	15,280	15,280	0%
Contributions/Reimbursements	2,207	3,000	3,000	0%
Other General Fund Revenues	25,052,090	24,956,700	25,021,380	0.3%
Total General Fund Resources	\$25,364,040	\$25,207,960	\$25,307,470	0.4%
Grants Fund				
Federal Grants	\$314,664	\$0	\$0	N/A
Total Resources by Type	\$25,678,704	\$25,207,960	\$25,307,470	0.4%
Positions				<u>Change</u>
Full-Time	345	344	343	-1

BUDGET HIGHLIGHTS

- In September 2012, the City Council created the Citizens' Organizational Efficiency Review Committee (COERC), which conducted a comprehensive review of the City's operations, staffing, and organizational structure. In February 2013, the COERC submitted its final report, which provided over 40 recommendations totaling \$4.7 million in potential budgetary savings. On April 29, the City Council reviewed those recommendations that could be included in the proposed FY 13-14 budget. For the Fire Department, the proposed FY 13-14 budget includes:
 - The elimination of one fire inspector position for a total of \$60,140 in savings. The elimination of this position should have no impact on community safety, and the workload associated with this position will be spread to other fire personnel.
 - The elimination of response to certain non-emergency medical incidents for a total savings up to \$145,000. The Fire Department responds to approximately 18,500 emergency medical services (EMS) calls annually. The FY 13-14 budget includes reductions in fuel and other operating supplies to account for the anticipated reduction of approximately 7,400 EMS calls during the fiscal year.
- Equipment leasing expenses are increased \$85,170, or 9.9%, the net of completion of payments on previously approved items and leasing payments for the purchase of one ladder truck (+\$121,200) and nineteen desktop computers (+\$18,500).

EMERGENCY MANAGEMENT

MISSION STATEMENT

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

PROGRAM DESCRIPTIONS

Emergency Response, Recovery, and Disaster Mitigation

- Coordinates the preparation of City/County agencies and other community resources for an orderly response to and recovery from disasters and unusual events on a 24-hour basis through multi-hazard planning and local hazard and strategy assessments

Public Information/Training

- Prepares and distributes appropriate information on emergency preparedness to the public; coordinates and delivers preparedness training to various community groups, non-profit agencies, industries, and City/County emergency response agency personnel

Superfund Amendments and Reauthorization Act (SARA) and North Carolina Right-to-Know Act Administration

- Assists with the preparation of hazardous materials reports by certain manufacturers, users, and suppliers of hazardous chemicals; compiles the information for planning and response use by the City/County emergency agencies
- Serves as staff to the Forsyth County Local Emergency Planning Committee (LEPC), which is charged under the SARA legislation with community hazardous materials planning responsibilities
- Performs resource coordination for the City/County Hazardous Materials Team, including reimbursements for the costs of certain hazardous materials responses

Federal Flood Insurance Program Community Rating System Management

- Provides Winston-Salem and Forsyth County floodplain property owners with public information on flood preparedness and flood damage reductions; maintains maps and information on flood zone regulations that reduce the National Flood Insurance premiums for City/County property owners

Coordination of the Forsyth County Homeland Security/Domestic Preparedness Task Force

- Provides coordination of the Forsyth County Homeland Security/Domestic Preparedness Task Force, which consists of more than 20 local emergency response agencies
- Coordinates the management of the State/Federal Homeland Security Grant activities within the City/County
- Coordinates Weapons of Mass Destruction training for local emergency responders
- Coordinates Homeland Security exercises for local emergency responders

Coordination of the implementation of the National Incident Management System (NIMS) in the City/County

- Coordination of the implementation of the NIMS in municipal and county emergency response and recovery

EMERGENCY MANAGEMENT

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Achieve at least 5% flood insurance premium discount for property owners through the National Flood Insurance Program's Community Rating System	10%	10%	10%
Workload			
Hazardous material incidents in City/County	21	15	15
Other emergency situations in City/County involving emergency management response	8	10	10
Persons receiving emergency information training	669	600	500
Disaster simulations (without people and equipment) with multi-agency response	2	2	2
Disaster simulations (with people and equipment) with multi-agency response	1	1	1
National Incident Management System responders trained	474	400	400
National Incident Management System training hours provided	90	95	95

	Actual <u>FY 11-12</u>	Budget <u>FY 12-13</u>	Proposed <u>FY 13-14</u>	Percent <u>Change</u>
EXPENDITURES BY TYPE				
General Fund				
Personnel	\$376,641	\$386,800	\$380,090	-1.7%
Supplies and Services	109,989	125,200	126,220	0.8%
Total General Fund Exp. by Type	\$486,630	\$512,000	\$506,310	-1.1%
Grants Fund				
Supplies and Services	\$27,790	\$0	\$0	N/A
Total Grants Fund Expenditures	\$27,790	\$0	\$0	N/A
Total Expenditures by Type	\$514,420	\$512,000	\$506,310	-1.1%

EMERGENCY MANAGEMENT

	Actual	Budget	Proposed	Percent
RESOURCES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
General Fund				
NC Department of Crime Control and Public				
Safety, Division of Emergency Management	\$50,005	\$40,000	\$40,000	0%
Forsyth County	218,502	236,040	233,160	-1.2%
Miscellaneous Revenue	-379	0	0	N/A
Other General Fund Revenues	218,502	235,960	233,150	-1.2%
Total General Fund Resources	\$486,630	\$512,000	\$506,310	-1.1%
Grants Fund				
Federal and State Grants	\$26,676	\$0	\$0	N/A
Total Grants Fund Resources	\$26,676	\$0	\$0	N/A
Total Resources by Type	\$513,306	\$512,000	\$506,310	-1.1%
Positions				<u>Change</u>
Full-Time	5	5	5	0

PUBLIC SAFETY CAPITAL PROJECTS

Listed below are the proposed capital appropriations for public safety related funds and entities.

EXPENDITURES

<u>Project Title</u>	<u>Proposed FY 13-14</u>
Fire Department:	
Fire Stations Facility Renewal	\$200,000
Total Expenditures	\$200,000

FUNDING SOURCES

Bonds:	
General Obligation Bond/Two-Thirds	\$200,000
Total Funding Sources	\$200,000

TRANSPORTATION

Department of Transportation (DOT) 118
Winston-Salem Transit Authority 123
Off-Street Parking 129
Transportation Non-Departmental 133
Transportation Capital Projects 134

DEPARTMENT OF TRANSPORTATION

MISSION STATEMENT

The mission of the Department of Transportation is to operate and maintain the surface transportation system in accordance with federal, state, and local laws and regulations so as to move people and goods safely and efficiently in Winston-Salem, to plan for the safe and efficient movement of people and goods with a multi-modal transportation system, to maintain the infrastructure of City streets and sidewalks, to provide emergency services to ensure safe and reliable roadways, and provide to an ample supply of safe, convenient, and clean off-street parking spaces at a competitive prices, which meets the needs of the central business district.

PROGRAM DESCRIPTIONS

Transportation System Administration

- Provides oversight for all traffic management programs including traffic safety, streetlighting, signal construction and maintenance, sign maintenance, pavement marking maintenance, traffic signal system operation and maintenance, as well as on- and off-street parking and the Winston-Salem Transit Authority.
- Investigates traffic problems and designs improvements to address these problems.

Transportation Planning

- Serves as the lead planning agency for the Winston-Salem Urban Area Metropolitan Planning Organization (MPO).
- Develops and maintains a multi-modal, long-range transportation plan (LRTP) that will provide the needed transportation facilities and services for the Winston-Salem Urban Area through the year 2035.

Traffic Maintenance

- Installs and maintains traffic signal equipment in the City
- Fabricates, installs, and maintains traffic signs throughout the City
- Installs and reapplies traffic markings on the surface roadways. Traffic markings include centerlines, edge lines, stop bars, crosswalks, and other markings.
- Operates and maintains the central traffic controller computer equipment
- Develops and implements traffic signal coordination throughout the City

- Manages the streetlighting system. While staff investigate and design streetlight requests, Duke Power installs and maintains most of the City's streetlights under a service agreement with the Department of Transportation

Streets Maintenance

- Maintains city streets providing street repairs, curb and gutter repairs, dirt street paving, street cleaning, pavement preparation for resurfacing, pothole repair, safety (guardrails), and ice and snow control.
- Repairs all street cuts within the city limits made by private contractors, utility companies, and the City/County Utilities Division (for the entire county).
- Repairs, replaces, and maintains broken or cut sidewalks and curb and gutter.
- Provides paving, concrete repair and replacement, and other street maintenance services to City operations.

On-Street Parking

- Establishes on-street parking regulations to meet the needs of nearby businesses and residents while ensuring safe and efficient traffic movement.
- Encourages the proper use of on-street spaces through daily enforcement. In addition to downtown, the program also enforces regulations in the permit parking areas around Wake Forest University Baptist Medical Center and Reynolds High School.

DEPARTMENT OF TRANSPORTATION

EXPENDITURES BY PROGRAM	Actual	Budget	Proposed	Percent
General Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Transportation System Administration	\$963,164	\$953,460	\$960,850	0.8%
Transportation Planning	850,521	854,550	868,860	1.7%
Traffic Maintenance	6,072,448	6,408,410	6,549,650	2.2%
Streets Maintenance	4,766,706	5,373,610	5,363,660	-0.2%
On-Street Parking	219,165	208,150	211,980	1.8%
Subtotal General Fund Expenditures	\$12,872,004	\$13,798,180	\$13,955,000	1.1%
Interdepartmental Charges	-\$45,674	-\$30,000	-\$30,000	0%
Grants Fund				
Section 104 Planning Grant	\$453,844	\$465,000	\$465,000	0%
Surface Transportation Program Grant	668,965	750,000	750,000	0%
Subtotal Grants Fund Expenditures	\$1,122,809	\$1,215,000	\$1,215,000	0.0%
Total Expenditures by Program	\$13,949,139	\$14,983,180	\$15,140,000	1.0%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual	Estimated	Projected
	FY 11-12	FY 12-13	FY 13-14
Effectiveness			
Respond to 95% of critical traffic signal calls within 30 minutes	88.4%	90%	95%
Limit 'wait time' for vehicles at traffic signals to less than 30 seconds	33 sec.	30 sec.	30 sec.
Maintain a 95% normal mode of operation for traffic signal system	91.6%	93%	95%
Respond to 95% of critical sign calls within 30 minutes	85.8%	92%	95%
Respond to 95% of outage calls within 24 hours	95%	95%	95%
Maintain a 95% rate of uninterrupted streetlight operation	99%	99%	99%
Maintain at least 85% of all city streets at a pavement condition of 85 on the PCR Scale (Average for N.C. benchmarking cities is 53%)	54%	50%	48%
Repair reported potholes within 24 hours 80% of the time	81%	82%	83%

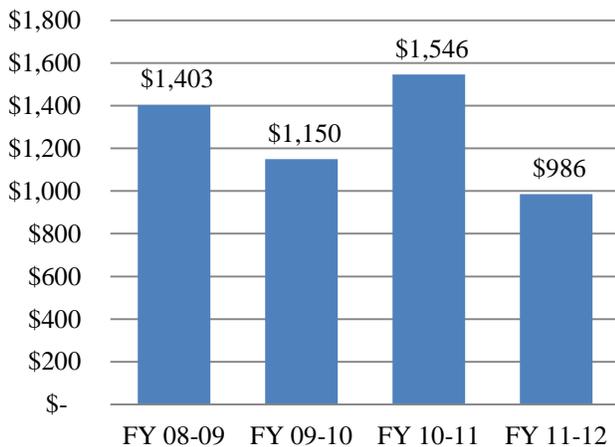
DEPARTMENT OF TRANSPORTATION

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

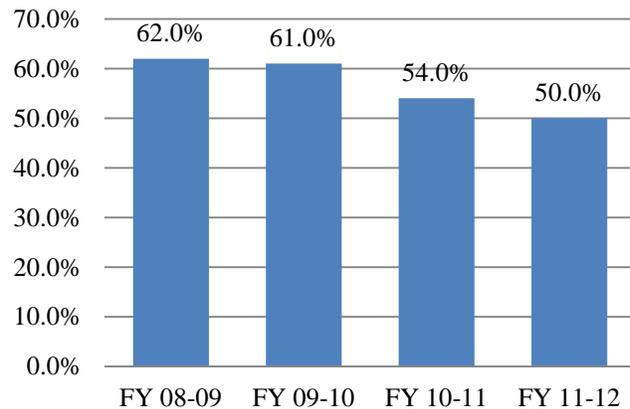
	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Workload			
Number of accident safety studies completed	109	110	120
Number of traffic calming projects completed	0	3	3
Number of timing plans evaluated	34	50	50
Number of service requests for signal requests/repairs	890	742	1,000
Number of traffic system detectors implemented	12	30	20
Lane miles marked	140	100	150
Number of traffic signals installed, rewired, and/or upgraded	56	60	60
Number of traffic signs installed and/or repaired	2,713	2,900	2,500
Number of lane miles maintained	2,180	2,181	2,185
Number of pot holes repaired	1,262	1,300	1,350
Number of street miles resurfaced	32	15	15

N.C. BENCHMARKING PROJECT RESULTS

Cost of Maintenance per Lane Mile Maintained



Street Pavement Conditions (Percentage of Streets rated 85% or Better on PCR Scale)



Source: NC Local Government Performance Measurement Project, *Final Report on City Services for Fiscal Year 2008-2009*, March 2010; *2009-2010*, February 2011; *2010-2011*, February 2012; *2011-2012*, February 2013

DEPARTMENT OF TRANSPORTATION

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$4,872,900	\$5,160,950	\$5,207,570	0.9%
Supplies and Services	7,226,899	7,877,900	8,034,870	1.9%
Capital Outlay	0	7,500	0	-100.0%
Equipment Leasing Expense	500,084	519,480	480,210	-7.6%
Subtotal	\$12,599,883	\$13,565,830	\$13,722,650	1.2%
Interdepartmental Charges	-\$45,674	-\$30,000	-\$30,000	0%
Transfer to Grants Fund	246,851	232,350	232,350	0%
Transfer to Capital Projects Fund	25,270	0	0	N/A
Subtotal General Fund Expenditures	\$12,826,330	\$13,768,180	\$13,925,000	1.1%
Grants Fund				
Supplies and Services	\$1,122,809	\$1,215,000	\$1,215,000	0%
Subtotal Grants Fund Expenditures	\$1,122,809	\$1,215,000	\$1,215,000	0%
Total Expenditures by Type	\$13,949,139	\$14,983,180	\$15,140,000	1.0%
RESOURCES BY TYPE				
General Fund				
Licenses and Permits	\$77,115	\$48,000	\$48,000	0%
Parking Meter Revenue	71,321	75,000	75,000	0%
Service Charges	303,302	251,000	275,500	9.8%
Interfund Revenue	1,382,987	930,000	975,000	4.8%
Miscellaneous Revenues	875	0	0	N/A
North Carolina Department of Transportation	517,535	522,000	483,000	-7.5%
Forsyth County	240,569	248,590	246,930	-0.7%
Transfer from Gasoline Tax Fund	4,454,048	5,052,410	5,119,140	1.3%
Motor Vehicle Privilege Tax	1,632,661	1,633,330	1,633,330	0%
Other General Fund Revenues	4,145,917	5,007,850	5,069,100	1.2%
Subtotal General Fund Resources	\$12,826,330	\$13,768,180	\$13,925,000	1.1%
Grants Fund				
Miscellaneous Federal	\$11,271	\$0	\$0	N/A
North Carolina Department of Transportation	892,432	972,000	972,000	0%
Transfer from General Fund	286,742	243,000	243,000	0%
Subtotal Grants Fund Resources	\$1,179,174	\$1,215,000	\$1,215,000	0%
Total Resources by Type	\$14,005,504	\$14,983,180	\$15,140,000	1.0%

DEPARTMENT OF TRANSPORTATION

Positions				<u>Change</u>
Full-Time	106	105	105	0
Part-Time (FTE's)	2.5	2.5	2.5	0

BUDGET HIGHLIGHTS

- Traffic Maintenance is increased \$141,240 (+2.2%). The majority of this increase is in the amount of \$120,000 to cover a potential rate increase from Duke Power for street lighting.
- Expenditures in Streets Maintenance include a net decrease in equipment lease expenses (-\$23,660), due to the completion of payments for previously approved equipment in FY 12-13 and the addition of lease payments for replacement of the following equipment: rubber tire roller (\$11,000), three asphalt rollers (25,000), and one tandem axle do-all truck (\$23,800).
- Revenues are increased in several areas including service charges, specifically increases of \$44,000 for decorative street lighting and \$75,000 for utility street cut repairs. Revenue for the traffic signal system from the North Carolina Department of Transportation (NCDOT) is decreased \$39,000 to reflect recent actual reimbursements.

WINSTON-SALEM TRANSIT AUTHORITY

MISSION STATEMENT

The mission of the Winston-Salem Transit Authority is to connect people in its community through services that are safe, efficient, dependable, and environmentally-friendly.

PROGRAM DESCRIPTIONS

Fixed Route Bus System

- Provides fixed route bus service using a fleet of 54 buses and 4 trolleys. Fixed route service includes weekday peak hour service on 27 routes, evening service on 7 routes, Saturday service on 18 routes, and morning and afternoon express service.
- Provides two central business district (CBD) park and shuttle lots and an all-day circular route in the CBD

Trans-AID of Forsyth County

- Provides transportation service to elderly and disabled residents, Monday through Saturday, using a fleet of 26 mini-buses. Trans-AID provides service to residents eligible under the Americans with Disabilities Act for a 50¢ fare.
- Manages a coordinated system that provides transportation for contracting human service agencies and nursing homes

Maintenance Services for the Piedmont Authority for Regional Transportation (PART)

- Provides maintenance services for the regional ridesharing program on a reimbursement basis with PART. This program operates a fleet of 64 ridesharing vans and one cutaway bus and covers the 12-county Piedmont Triad region.

Transit Planning

- Evaluates existing routes and schedules to determine whether changes are needed to align the system with service demand
- Implements and maintains intelligent transportation system technologies that allow for trip planning and the communication of real-time information to transit users

EXPENDITURES BY PROGRAM

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Enterprise Fund				
Fixed Route Bus System	\$10,189,149	\$10,488,540	\$11,217,770	7.0%
Trans-AID of Forsyth County	2,669,259	2,634,760	2,716,990	3.1%
Maintenance Services for PART	98,714	119,640	119,640	0%
Subtotal Enterprise Fund Expenditures	\$12,957,122	\$13,242,940	\$14,054,400	6.1%
Grants Fund				
Section 5303 Planning Grant	\$103,520	\$109,950	\$109,950	0%
Elderly and Disabled Transportation Assistance Program	154,333	150,000	150,000	0%
Job Access/Reverse Commute Grants	195,361	0	0	N/A
New Freedom Grant	81,181	0	0	N/A
Other Grants	42,878	0	0	N/A
Subtotal Grants Fund Expenditures	\$577,274	\$259,950	\$259,950	0%
Total Expenditures by Program	\$13,534,395	\$13,502,890	\$14,314,350	6.0%

WINSTON-SALEM TRANSIT AUTHORITY

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Operate 99% of fixed route bus system routes within zero to five minutes of published schedules	98%	98%	99%
Operate 85% of Trans-AID service within 15 minutes of scheduled appointments	89%	88%	88%
Maintain the number of preventable accidents to 1.30 per 100,000 miles (Trans-AID and Fixed Route Bus System)	2.10	1.14	1.08
Number of complaints	339	182	172
Efficiency			
Fixed route bus system passengers per hour	26.7	25.8	25.8
Trans-AID passengers per hour	3.3	3.5	3.1
Miles per road call	4,865	3,927	4,571
Workload			
Fixed route bus system ridership	3,457,371	3,340,370	3,340,370
Trans-AID ridership	157,178	163,376	165,000
Number of maintenance road calls	471	582	500
Number of preventable accidents	37	20	19
Number of service hours	176,626	186,101	186,101
Number of service miles	2,291,206	2,285,356	2,285,356

EXPENDITURES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Enterprise Fund				
Personnel	\$8,559,404	\$8,666,600	\$9,135,560	5.4%
Supplies and Services	4,382,287	4,570,000	4,912,820	7.5%
Subtotal	\$12,941,691	\$13,236,600	\$14,048,380	6.1%
Debt and Lease Expense	\$15,430	\$6,340	\$6,020	-5.0%
Subtotal Enterprise Fund Expenditures	\$12,957,122	\$13,242,940	\$14,054,400	6.1%
Grants Fund				
Personnel	\$62,674	\$63,970	\$64,370	0.6%
Supplies and Services	514,599	195,980	195,580	-0.2%
Subtotal Grants Fund Expenditures	\$577,274	\$259,950	\$259,950	0%
Total Expenditures by Type	\$13,534,395	\$13,502,890	\$14,314,350	6.0%

WINSTON-SALEM TRANSIT AUTHORITY

RESOURCES BY TYPE	Actual	Budget	Proposed	Percent
Enterprise Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Fixed Route Bus System				
Fares	\$1,764,629	\$1,727,290	\$1,709,000	-1.1%
Motor Vehicle Privilege Tax	272,110	270,000	270,000	0%
Job Access/Reverse Commute Grant	126,000	166,160	55,000	-66.9%
Contracted Services	92,504	121,900	85,900	-29.5%
Advertising	30,445	25,000	25,000	0%
Other Transit Revenues	411,372	262,500	262,500	0%
Damage Settlements	26,539	10,000	10,000	0%
Intergovernmental Support				
Federal Transit Administration	3,041,864	3,041,870	3,041,870	0%
North Carolina Department of Transportation	301,185	301,180	289,640	-3.8%
Transfer from Debt Service Fund	15,430	6,340	6,020	-5.0%
Transfer from Mass Transit Tax Fund	4,102,404	4,556,300	5,462,840	19.9%
Subtotal	\$10,184,482	\$10,488,540	\$11,217,770	7.0%
Trans-AID of Forsyth County				
Fares	\$633	\$0	\$0	N/A
Services to Agencies	515,849	505,000	505,000	0%
Home and Community Care Block Grant	337,987	330,000	330,000	0%
Miscellaneous Revenues	3,443	2,500	2,500	0%
Intergovernmental Support				
N.C. Department of Transportation	968,936	968,940	931,830	-3.8%
Forsyth County	130,157	124,250	123,320	-0.7%
Transfer from Mass Transit Tax Fund	712,254	704,070	824,340	17.1%
Subtotal	\$2,669,259	\$2,634,760	\$2,716,990	3.1%
Maintenance Services for PART				
Reimbursement	\$98,714	\$119,640	\$119,640	0%
Subtotal	\$98,714	\$119,640	\$119,640	0%
Subtotal Enterprise Fund Resources	\$12,952,305	\$13,242,940	\$14,054,400	6.1%
Addition to Fund Balance	\$4,817	\$0	\$0	N/A
Grants Fund				
Intergovernmental Support				
Federal Transit Administration	\$359,358	\$87,960	\$87,960	0%
North Carolina Department of Transportation	10,352	10,990	11,000	0.1%
N.C. Dept. of Env. and Natural Resources	35,603	0	0	N/A
Forsyth County	169,298	150,000	150,000	0%
Transfer from Mass Transit Tax Fund	10,350	11,000	10,990	-0.1%
Subtotal Grants Fund Resources	\$584,961	\$259,950	\$259,950	0%
Total Resources by Type	\$13,537,266	\$13,502,890	\$14,314,350	6.0%

WINSTON-SALEM TRANSIT AUTHORITY

Positions				Change
Full-Time - City	1	1	1	0
Full-Time – WSTA (Contractor)	145	149	149	0
Part-Time (FTE's) – WSTA (Contractor)	26	28	28	0

BUDGET HIGHLIGHTS

Fixed Route Bus System

- Currently, the Winston-Salem Transit Authority does not provide public bus and Trans-AID services on Sundays. Winston-Salem is the only system among the large cities in the state that does not provide transit services on Sundays. Over the last few years, the City Council and the Winston-Salem Transit Authority Board of Directors have heard requests from citizens for Sunday service in order to provide improved access to their jobs, places of worship, and other needs. The proposed budget includes \$425,000 in additional expenses to implement Sunday service that would include public bus service on select routes and citywide Trans-AID service. Sunday bus service would be provided from 6:30 a.m. to 6:30 p.m.

The proposed FY 13-14 budget reallocates one-fifth of a cent of the property tax rate from the general fund and debt service fund to the mass transit tax fund to provide the funding for Sunday bus service.

- The proposed FY 13-14 budget for the fixed route bus system reflects a net increase of \$729,230, or 7.0%. Implementation of Sunday bus service accounts for \$299,880 of the increase. Personnel expenses reflect a net increase of \$472,130, due to additional personnel costs associated with Sunday bus service (+\$169,850), projected increases for merit pay (+\$302,170), and increased health care costs to comply with the federal Affordable Care Act (+\$191,160). Supplies and services expenses are increased \$257,420, mainly due to Sunday bus service (+\$130,030) and increased vehicle maintenance costs (+\$31,900).
- Operating revenues are decreased \$166,060, or 6.4%, mainly due to reductions in contracted services and federal Job Access Reverse Commute funding.
- Overall funding from the Federal Transit Administration is unchanged from FY 12-13, at \$3,041,870. The proposed FY 13-14 budget includes the same amount of operating assistance at \$905,710.
- The allocation of state assistance to the fixed route bus system is decreased \$11,540. Overall operating assistance from the North Carolina Department of Transportation is decreased \$48,650, or 3.8%, based on WSTA's actual FY 12-13 allocation. That year's allocation decreased due to an overall decrease in state assistance and the transit authority's share of the state assistance.
- Support from the mass transit tax fund is increased \$906,540, or 19.9%, due to the addition of Sunday bus service, increased personnel and maintenance expenses, and a reduction in operating revenues and state funding.

Trans-AID of Forsyth County

- The proposed FY 13-14 budget for Trans-AID of Forsyth County is increased \$82,230, or 3.1%, mainly due to the implementation of Sunday service (+\$125,560).
- The proposed budget includes a decrease of \$37,110 in the allocation of state operating assistance based on WSTA's actual FY 12-13 allocation. Estimated funding from Medicaid for services to agencies and from the Home and Community Care Block Grant is unchanged from FY 12-13.

WINSTON-SALEM TRANSIT AUTHORITY

BUDGET HIGHLIGHTS – Continued

- Under the revised City-County financing agreement, the City covers 85% of the operating deficit for Trans-AID, and the County covers the remaining 15%. This allocation is based on the estimated number of trips provided inside the city compared to outside the city. Because Sunday Trans-AID service will not be provided countywide, the City’s share covers 100% of the cost of the new service, for a net increase of \$120,270.

FY 12-13 Year-End Outlook

- The following table provides estimated year-end FY 12-13 revenues and expenditures for the Winston-Salem Transit Authority enterprise fund.

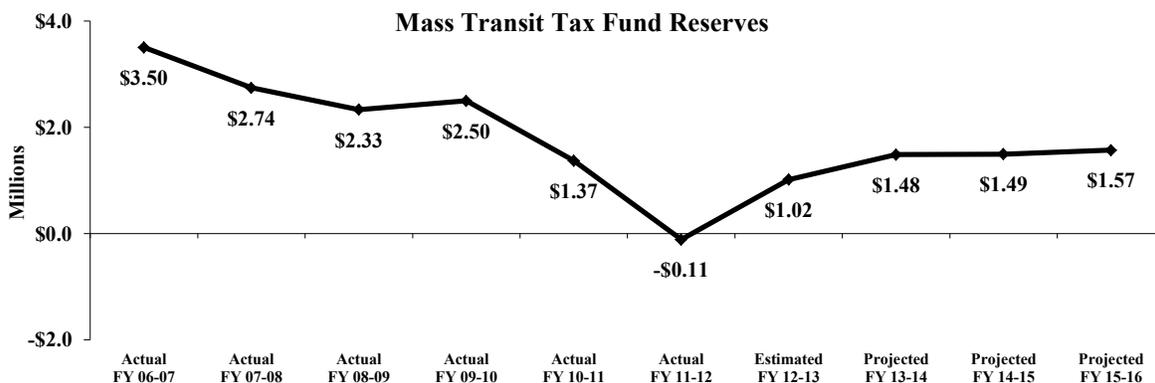
	Budgeted FY 12-13	Estimated FY 13-14
Farebox Revenue	\$1,727,290	\$1,747,601
Other Operating Revenues	1,306,540	1,276,437
Operating Expenditures	(13,236,600)	(13,024,520)
Operating Loss	(\$10,202,770)	(\$10,000,482)
Other Revenues	\$10,000	\$110,067
Intergovernmental Revenue	4,932,400	4,876,289
Debt and Lease Expenses	(6,340)	(6,325)
Transfer from Debt Service Fund	6,340	6,325
Transfer from Mass Transit Tax Fund	5,260,370	5,014,126
Net Income	<u>\$0</u>	<u>\$0</u>

- Based on these estimates, mass transit tax fund reserves would increase by \$1.1 million, which is more than the budgeted addition to fund balance of \$735,870.

Long-Range Financial Outlook

- To ensure the long-term financial sustainability of the transit authority, the FY 12-13 budget increased the mass transit tax rate by 1.5 cents, from 1.58 cents to 3.08 cents. Doing so provided \$3.1 million in additional resources for transit operations and future capital needs. The proposed FY 13-14 budget holds the mass transit tax fund harmless, while proposing a tax rate that is 1.25 cents less than the revenue neutral rate.

- The following chart shows projected mass transit tax fund reserves through FY 15-16.

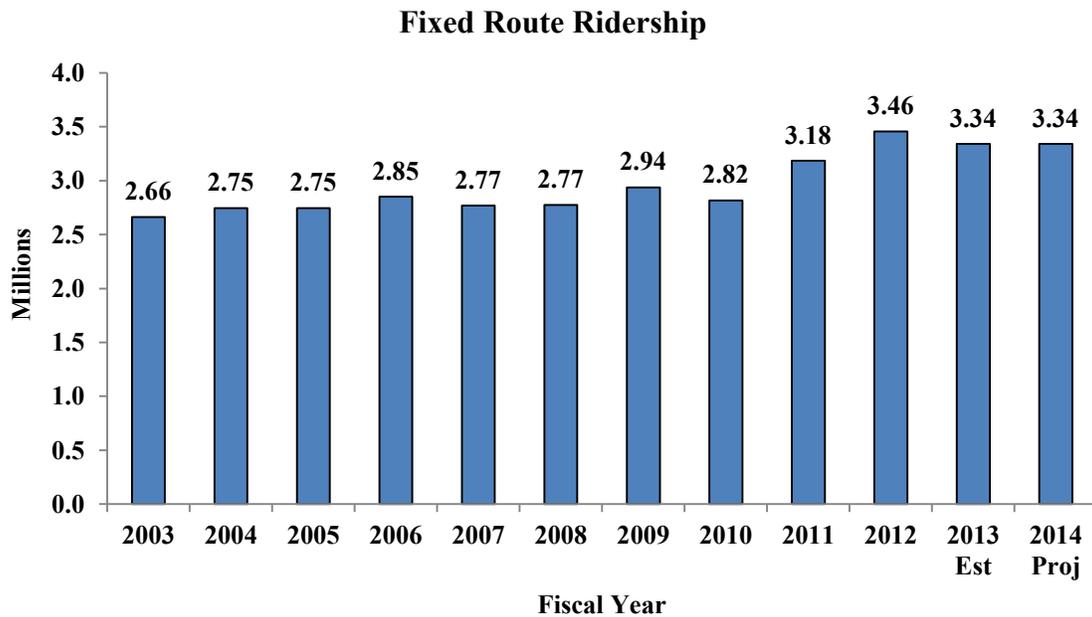


WINSTON-SALEM TRANSIT AUTHORITY

BUDGET HIGHLIGHTS – Continued

Bus Ridership

- The following chart shows the trend in fixed route bus ridership since FY 02-03. From FY 03-04 through FY 11-12, ridership has increased an average of 3.1%, which includes significant increases in ridership over the last two years.



The Winston-Salem Transit Authority estimates that fixed route bus ridership will total 3.34 million passengers in FY 13-14. Based on 304 service days, that total will average to 11,000 riders per day.

OFF-STREET PARKING

MISSION STATEMENT

The mission of the Off-Street Parking program is to provide an ample supply of safe, convenient, and clean off-street parking spaces at a competitive price, which meets the needs of the central business district.

PROGRAM DESCRIPTION

- Operates three parking decks and six parking lots throughout the downtown area. These facilities account for almost 3,200 off-street parking spaces.

EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Parking Administration	\$392,437	\$388,730	\$348,100	-10.5%
Cherry-Marshall Deck	372,504	158,020	0	-100.0%
One Triad Park Deck	298,695	9,700	0	-100.0%
Sixth-Cherry-Trade Deck	232,543	337,890	337,750	0%
Fourth and Church Deck	1,311,014	1,347,950	1,354,980	0.5%
Center City West Fourth Street Deck	586,716	628,310	632,550	0.7%
Parking Lots	95,999	139,290	129,580	-7.0%
Total Expenditures by Program	\$3,289,908	\$3,009,890	\$2,802,960	-6.9%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Achieve an occupancy rate of 75% for monthly leased spaces	90%	75%	75%
Maintain a 70% coverage ratio (excluding debt service) of operating expenses as a percentage of revenue	72%	95%	95%
Workload			
Number of hourly patrons	181,597	86,000	86,000
Number of parking citations issued	13,697	16,500	16,500

OFF-STREET PARKING

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$721,070	\$642,280	\$593,270	-7.6%
Supplies and Services	794,043	595,990	525,980	-11.7%
Subtotal	\$1,515,113	\$1,238,270	\$1,119,250	-9.6%
Debt and Lease Expenses	\$1,774,795	\$1,771,620	\$1,683,710	-5.0%
Total Expenditures by Type	\$3,289,908	\$3,009,890	\$2,802,960	-6.9%
RESOURCES BY TYPE				
Parking Services	\$2,111,579	\$989,750	\$1,006,000	1.6%
Miscellaneous Revenue	3,554	0	0	N/A
Forsyth County	446,753	452,830	450,810	-0.4%
Interest Income	2,235	0	0	N/A
Transfer from General Fund	725,787	613,180	645,150	5.2%
Fund Balance Appropriation	0	954,130	701,000	-26.5%
Total Resources by Type	\$3,289,908	\$3,009,890	\$2,802,960	-6.9%
Positions				<u>Change</u>
Full-Time	17	16	14	-2
Part-Time (FTE's)	5.8	5.8	5.8	0

BUDGET HIGHLIGHTS

- The benefit of the sale of the two decks in late FY 11-12 (Cherry-Marshall and One Triad Park) is primarily in future cost avoidance for maintenance and repair. The FY 13-14 general fund subsidy is increased \$31,970 (5.2%) and there is an appropriation of \$701,000 in fund balance. In future years, the use of general fund resources should remain stable and the use of cash reserves should decrease by \$0.7 million a year (17% of sale revenue of \$4.04 million). The long-term forecast for the parking fund projects that reserves will be depleted in FY 18-19.
- The FY 13-14 budget includes the elimination of two vacant parking positions for a total savings of \$66,960 in salaries and benefits.

OFF-STREET PARKING

BUDGET HIGHLIGHTS - Continued

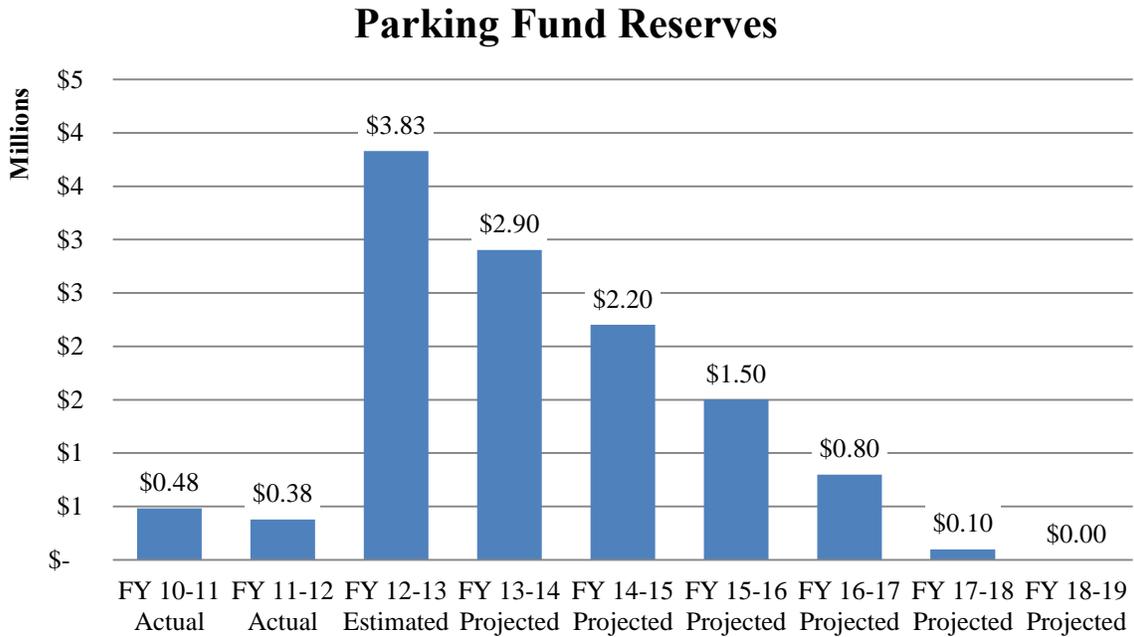
- The following table provides budgeted FY 13-14 revenues and expenditures by facility. Expenditures include an allocation of parking administration costs based on the number of spaces in each facility.

	<u>Revenues</u>	<u>Expenditures</u>	<u>Net Income/ (Loss)</u>
Parking Lots	\$104,000	\$155,870	(\$51,870)
Sixth-Cherry-Trade	182,000	416,290	(234,290)
Fourth and Church	275,000	1,518,610	(1,243,610)
Center City West Fourth Street	445,000	712,190	(267,190)
Total	\$1,006,000	\$2,802,960	(\$1,796,960)

* The deficit at Fourth and Church Deck is shared between the County (\$450,810) and the City (\$792,800).

Long Range Financial Outlook

The following chart provides the outlook for the parking fund cash reserves.



OFF-STREET PARKING

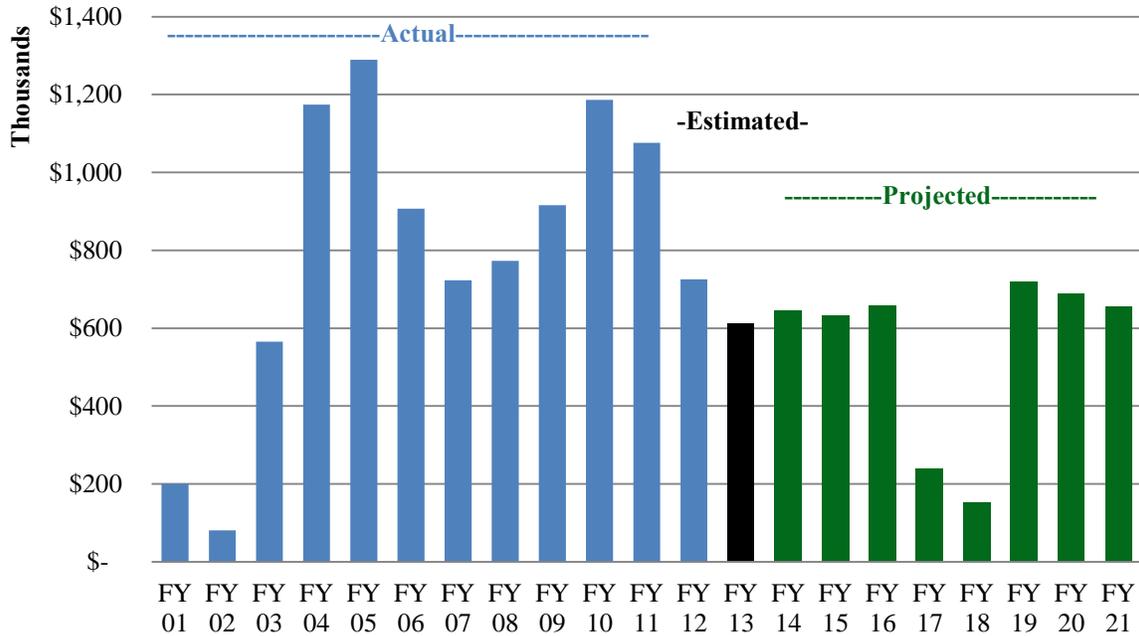
BUDGET HIGHLIGHTS - Continued

FY 12-13 Year-End Outlook

- The following table provides budgeted and estimated FY 12-13 revenues and expenditures. In FY 12-13, operating revenues are expected to be higher than budgeted, while expenditures are estimated to come in slightly above budget. The estimated transfer from the general fund for the year totals \$613,180.

	<u>Budget</u>	<u>Estimated</u>
Operating Revenues	\$989,750	\$1,236,680
Operating Expenditures	<u>1,238,270</u>	<u>1,284,700</u>
Operating Income	(\$248,520)	(\$48,020)
Non-operating Expenditures/Revenues		
Debt and Lease Expenses	(\$1,771,620)	(\$1,771,620)
Forsyth County Contribution	452,830	450,810
Interest Income	0	20,870
Transfer from General Fund	<u>\$613,180</u>	<u>\$613,180</u>
Net Income/(Loss)	<u>(\$954,130)</u>	<u>(\$734,780)</u>

Long-Range Projection of General Fund Subsidy to the Parking Fund



Notes:

FY2012: Retired debt service for Center City West and Church & Fourth.

FY2017: Retired additional debt service for Center City West Deck

TRANSPORTATION NON-DEPARTMENTAL

Listed below are the appropriations related to transportation that are not included in any of the departmental budgets in this section of the document.

EXPENDITURES	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Mass Transit Tax Fund				
Transfers to Transit-Related Funds	\$4,929,197	\$5,455,170	\$6,865,160	25.9%
Operating Expenses	61,797	75,300	92,230	22.5%
Subtotal	\$4,990,993	\$5,530,470	\$6,957,390	25.8%
Powell Bill Fund (Gasoline Tax)				
Transfer to General Fund	\$4,454,048	\$5,052,410	\$5,119,140	1.3%
Transfer to Capital Projects Fund	1,000,000	1,198,000	1,198,000	0%
Subtotal	\$5,454,048	\$6,250,410	\$6,317,140	1.1%
General Fund Transfers				
Transfer to Parking Fund	\$725,788	\$613,180	\$645,150	5.2%
Transfer to Capital Projects Fund	0	2,389,500	0	-100.0%
Transfer to Mass Transit Tax Fund	228,000	0	0	N/A
Subtotal	\$953,788	\$3,002,680	\$645,150	-78.5%
Total Expenditures	\$11,398,830	\$14,783,560	\$13,919,680	-5.8%
RESOURCES				
Mass Transit Tax Fund				
Property Tax - Current Year	\$3,219,045	\$6,266,340	\$6,729,020	7.4%
Property Tax - Prior Year	56,320	0	0	N/A
Motor Vehicle Privilege Tax	0	0	67,000	N/A
Interest Income	216	0	0	N/A
Transfer From General Fund	228,000	0	0	N/A
Fund Balance Appropriation	0	0	161,370	N/A
Addition to Fund Balance	0	-735,870	0	-100.0%
Subtotal	\$3,503,581	\$5,530,470	\$6,957,390	25.8%
Powell Bill Fund (Gasoline Tax)				
Gasoline Tax	\$6,208,147	\$6,241,410	\$6,308,140	1.1%
Investment Income	10,245	9,000	9,000	0%
Fund Balance Appropriation	0	0	0	N/A
Subtotal	6,218,392	6,250,410	6,317,140	1.1%
General Fund				
Other General Fund Resources	1,676,857	3,002,680	645,150	-78.5%
Total Resources	11,398,830	14,783,560	13,919,680	-5.8%

TRANSPORTATION CAPITAL PROJECTS

Listed below are the adopted capital appropriations for transportation related funds and entities.

EXPENDITURES	Proposed
<u>Project Title</u>	<u>FY 13-14</u>
Streets and Sidewalks:	
Bridge Repair and Replacement	\$2,150,000
Street Resurfacing Projects	2,500,000
STP-DA ¹ Bicycle and Pedestrian Projects	715,000
STP-DA ¹ Intersection Projects	300,000
MLK Enhancement Project	3,125,000
New Sidewalk Construction	270,000
New Traffic Signal System	468,000
Traffic Safety Projects	7,000
Mass Transit:	
Large Bus Replacements (9)	\$4,644,710
Passenger Amenities	36,710
Security Enhancements	36,710
Trans-AID Vehicle Replacement (6)	750,000
Transit Equipment Replacement	439,000
Transit Facility Renovations	105,750
Transit Vehicle Maintenance	100,000
TOTAL EXPENDITURES	\$15,647,880
FUNDING SOURCES	
Bonds:	
General Obligation Bonds/Two-Thirds	\$1,930,000
Intergovernmental Resources:	
Federal Transit Administration	\$5,197,540
Powell Bill Funds (Gasoline Tax)	1,198,000
North Carolina Department of Transportation	5,380,350
Other:	
Motor Vehicle Privilege Tax	\$1,062,500
Contributions	312,500
Transfers:	
From Mass Transit Tax Fund	\$566,990
TOTAL FUNDING SOURCES	\$15,647,880

1- Surface Transportation Program-Direct Apportionment

RECREATION AND CULTURE

Recreation and Parks..... 136
Bowman Gray Stadium 141
M. C. Benton, Jr. Convention and Civic Center..... 143
Fair 145
Downtown Ballpark 148
Recreation and Culture Non-Departmental 149
Recreation and Culture Capital Projects 150

RECREATION AND PARKS

MISSION STATEMENT

The mission of the Recreation and Parks Department is to enhance the quality of life for the citizens of Winston-Salem by providing a variety of indoor/outdoor leisure and cultural activities through professionally trained staff in facilities that are physically attractive, conveniently located, accessible, safe, and well maintained.

PROGRAM DESCRIPTIONS

Recreation Centers

- Supervises year-round activities at seventeen community and neighborhood recreation centers
- Provides activities such as arts and crafts, dance, sports, and games
- Provides a summer program for teens
- Provides summer camps at six centers
- Provides spring & winter camps at two centers
- Provides two basketball camps at Hanes Hosiery
- Provides fall Festivals and Easter Egg Hunts at all locations
- Provides WinstonNet computer labs at all recreation centers
- Provides all non-custodial maintenance and repairs of facilities

Athletics

- Organizes, plans, schedules, and administers adult sports leagues and tournaments for various sports which include: soccer, softball, golf, volleyball, flag football, and dodgeball
- Serves more than 11,000 participants annually
- Responsible for the preparation and day-to-day care of athletic fields

Joe White Tennis Center

- Provides 20 lighted tennis courts, 14 clay and six hard courts, year round
- Offers clinics, monthly instructional programs, tournament play and open play

Parks Maintenance

- Maintains 77+ parks, 47 playgrounds, 10 greenways (23 miles), 54 shelters, and 43 soccer fields covering approximately 3,650 acres

Golf Courses

- Operates two, City-owned, 18-hole golf courses, Winston Lake and Reynolds Park (Winston Lake is City-operated and Reynolds Park is under contract management)
- Provides golf lessons and tournaments
- Provides summer camps and Earnest Morris, Jr. Golf Program
- Provides a home for First Tee of the Triad at Winston Lake Golf Course

Pools

- Provides organized and supervised swimming opportunities at eight City-owned pools

- Provides maintenance and repairs of pool facilities

Salem Lake and Winston Lake Parks

- Operates Salem Lake, a 1,465 acre park with a 365-acre lake, which is open to both pier and boat anglers and has a trail measuring 7 miles for annual races, horseback riders, walkers and nature enthusiasts
- Operates Winston Lake, a 467 acre park with a 20-acre lake that includes facilities such as sports fields, picnic shelters, and playgrounds

Special Populations

- Offers community wide and neighborhood special events for seniors and persons with disabilities, which include Spring Prom, Fair Night, Senior Fishing Festival, and citywide Senior Bingo
- Offers on-going community wide and neighborhood programs for seniors and persons with disabilities which include wheelchair basketball, community reintegration, various support groups, blind bowling, ceramics, sitercise, and leisure education
- Administers the day-to-day operations of Special Olympics of Forsyth County which includes training and competition for 13 different Olympic-type sports for persons with intellectual disabilities
- Administers the day-to-day operation of Piedmont Plus Senior Games which includes sports competition in 38 different athletic events as well as the arts- heritage, literary, performing and visual
- Provides a WinstonNet computer lab at the Black-Phillips-Smith Government Center

Historic Bethabara

- Preserves and adds to the historical artifacts of the site, as well as interprets, to the public, the site's historic, spiritual and cultural significance
- Provides educational opportunities in cultural and natural history in Forsyth County
- Coordinates maintenance and improvements of the park's buildings and ground

RECREATION AND PARKS

PROGRAM DESCRIPTIONS – Continued

Recreation Administration

- Provides direction and supervision for all Recreation and Parks programs
- Prepares and administers departmental annual budget and capital improvement program
- Provides clerical, accounting and administrative support to the entire department
- Provides community education, including video production, website design and publishing of newsletters and brochures
- Coordinates the reservations of City-operated picnic shelters and other recreation and park facilities

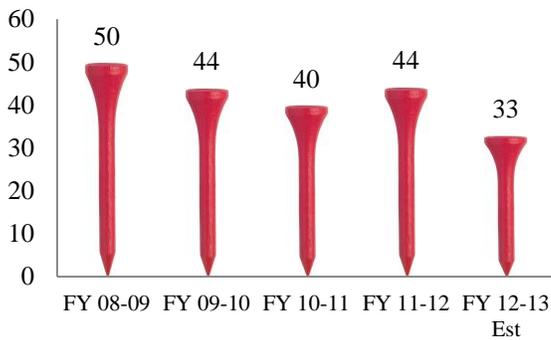
EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
General Fund				
Recreation Administration	\$790,044	\$834,780	\$856,740	2.6%
Recreation Centers	3,427,266	3,325,430	3,341,450	0.5%
Athletics	871,310	763,730	770,560	0.9%
Joe White Tennis Center	44,768	38,210	38,370	0.4%
Parks Maintenance	1,889,499	1,992,440	2,040,250	2.4%
Golf Courses	554,882	676,230	663,440	-1.9%
Lakes	218,728	220,260	211,130	-4.1%
Historic Bethabara	402,429	428,330	428,370	0%
Aquatics	638,090	555,080	553,220	-0.3%
Special Populations	381,763	506,420	482,800	-4.7%
Contributions to Community Agencies:				
YMCA – Youth Incentive Program	61,430	61,430	61,430	0%
Total General Fund Expenditures by Program	\$9,280,209	\$9,402,340	\$9,447,760	0.5%
Grants Fund				
Recreation Center Grants	\$38,805	\$0	\$0	N/A
Senior Citizen Services	15,573	0	0	N/A
Miscellaneous Grants	2,977	0	0	N/A
Winston Lake Events	10,699	0	0	N/A
Total Grants Fund Expenditures	\$68,054	\$0	\$0	N/A
Total Expenditures by Program	\$9,348,263	\$9,402,340	\$9,447,760	0.5%

RECREATION AND PARKS

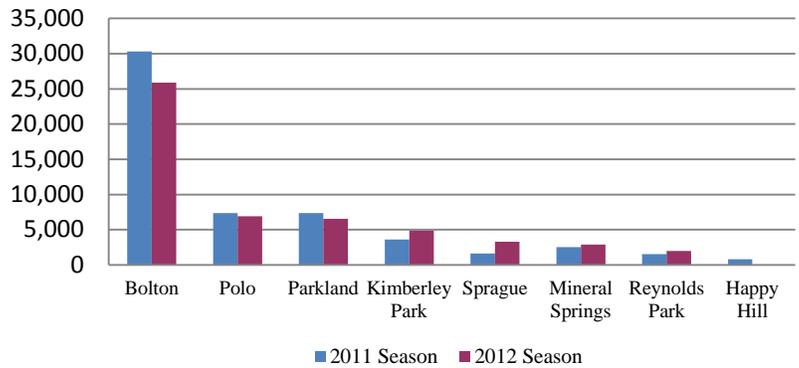
PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Efficiency			
Achieve \$18 of revenue per round of golf at Winston Lake Golf	\$14.21	\$14.50	\$14.50
Recover at least 14% of Recreation and Parks Department expenditures through service fees	11%	12%	12%
Workload			
WePLAY Tabloids Distributed	15,500	58,000	58,000
Swimming Pool Attendance	52,404	55,000	55,000
Golf Rounds Played at Winston Lake	16,150	12,000	12,000
Picnic Shelter Reservations	1,408	1,300	1,300

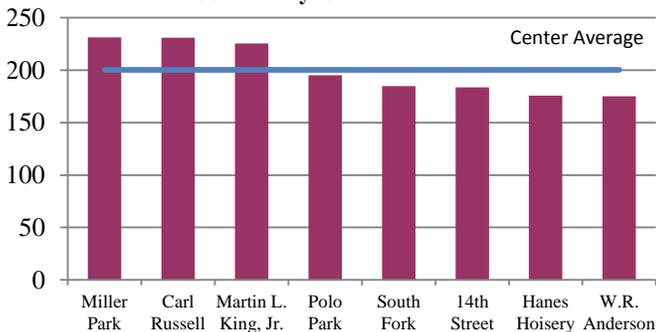
**Winston Lake Golf Course
Average Daily Rounds Played**



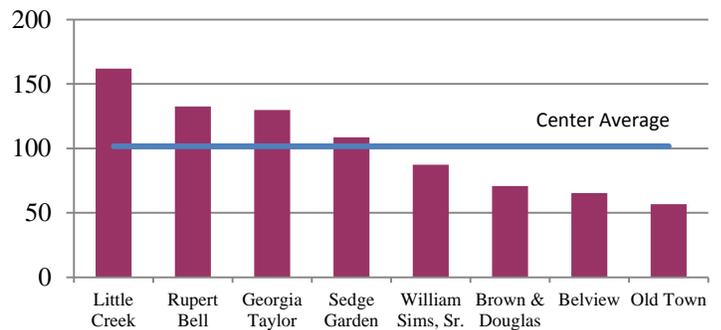
Pool Attendance Comparison¹



**Average Daily Programming Attendance by
Community Center FY 11-12²**



**Average Daily Programming Attendance by
Neighborhood Center FY 11-12**



¹Happy Hill Pool closed for most of 2011 and all of 2012

²Sprague Street Recreation Center attendance omitted due to data collection error

RECREATION AND PARKS

EXPENDITURES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
General Fund				
Personnel	\$5,711,848	\$5,732,210	\$5,752,120	0.3%
Supplies and Services	3,380,133	3,486,570	3,538,520	1.5%
Equipment Leasing Expense	188,227	183,560	157,120	-14.4%
Total General Fund Expenditures by Type	\$9,280,209	\$9,402,340	\$9,447,760	0.5%
Grants Fund				
Personnel	\$970	\$0	\$0	N/A
Supplies and Services	67,085	0	0	N/A
Total Grants Fund Expenditures by Type	\$68,055	\$0	\$0	N/A
Total Expenditures by Type	\$9,348,263	\$9,402,340	\$9,447,760	0.5%
RESOURCES BY TYPE				
General Fund				
Admission Fees	\$120,297	\$118,400	\$118,400	0%
Entry Fees	126,670	139,000	134,500	-3.2%
Summer Camp and After School Fees	90,478	50,000	75,000	50.0%
Equipment Use Fees	79,854	109,500	88,500	-19.2%
Facility Use Fees	258,084	264,000	286,000	8.3%
Instruction Fees	58,392	53,000	58,000	9.4%
Rentals	165,436	124,000	118,000	-4.8%
Miscellaneous Revenues	135,416	124,970	129,480	3.6%
Other General Fund Revenues	8,245,581	8,419,470	8,439,880	0.2%
Total General Fund Resources by Type	\$9,280,209	\$9,402,340	\$9,447,760	0.5%
Grants Fund				
Contributions	\$60,555	\$0	\$0	N/A
Other Revenues	20,637	0	0	N/A
Total Grants Fund Resources by Type	\$81,191	\$0	\$0	N/A
Total Resources by Type	\$9,361,400	\$9,402,340	\$9,447,760	0.5%
Positions				Change
Full-Time	91	91	91	0
Part-Time (FTE's)	74.1	69.8	69.8	0

RECREATION AND PARKS

BUDGET HIGHLIGHTS

- The budget for Parks Maintenance includes an increase of \$11,920 to provide for janitorial services at the recreation warehouse and maintenance office facility. These services will be provided by the City Property and Facilities Management Department.
- Equipment leasing expenses are decreased 14.4%, a net result of the completion of payments for previously approved equipment replacements and additions for replacements based on need. Replacements for FY 13-14 include two utility body trucks (+\$14,000).
- Departmental resources are increased by 2.5% (+\$25,010), a net result of decreases related to golf courses (-\$42,000) and increases related to recreation center usage and programming (+\$68,000).

BOWMAN GRAY STADIUM

MISSION STATEMENT

Bowman Gray Stadium provides a public assembly facility that offers entertainment and sporting events for the citizens of Winston-Salem, Forsyth County, the Piedmont Triad, and northwest North Carolina.

PROGRAM DESCRIPTION

- Operates an open-air stadium with a quarter mile asphalt race track equipped to handle spectator events including auto racing, football games, band competitions, concerts, and other mass spectator events

Positions

Full-time and part-time Complex staff are allocated based on work assignments.

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
EXPENDITURES BY TYPE				
Personnel	\$100,594	\$105,320	\$48,600	-53.9%
Supplies & Services	249,287	241,990	127,450	-47.3%
Subtotal	\$349,881	\$347,310	\$176,050	-49.3%
Debt & Lease Expense	49,437	69,960	33,980	-51.4%
Transfer to LJVM Coliseum Fund	79,702	1,990	0	-100.0%
Total Expenditures by Type	\$479,020	\$419,260	\$210,030	-49.9%
RESOURCES BY TYPE				
Parking Services	\$24,282	\$14,000	\$7,000	-50.0%
Concessions	167,318	134,900	72,890	-46.0%
Video Board Advertising	59,094	55,560	27,780	-50.0%
Winston-Salem State University	49,611	54,100	27,050	-50.0%
Other Charges for Service	15,245	10,000	5,000	-50.0%
Rentals	128,063	127,910	58,910	-53.9%
Miscellaneous Sales and Services	35,407	22,790	11,400	-50.0%
Total Resources by Type	\$479,020	\$419,260	\$210,030	-49.9%

BUDGET HIGHLIGHTS

- The proposed FY 13-14 budget anticipates the sale of Bowman Gray Stadium to Winston-Salem State University by mid-year. Budgeted revenues and expenditures reflect half of a year of operations, which will include the remainder of the 2013 racing season and the Winston-Salem State University football schedule.

BOWMAN GRAY STADIUM

BUDGET HIGHLIGHTS - Continued

FY 12-13 Year-End Outlook

➤ The following table provides estimated year-end revenues and expenditures for Bowman Gray Stadium.

	Budget	Estimated
	<u>FY 12-13</u>	<u>FY 12-13</u>
Operating Revenues	\$419,260	\$461,605
Operating Expenditures	(347,310)	(359,472)
Operating Income	\$71,950	\$102,133
Debt and Lease Expenses	(69,960)	(47,431)
Transfer to LJVM Coliseum Fund	(1,990)	(54,702)
Net Loss	<u>\$0</u>	<u>\$0</u>

Note: Debt service on funds borrowed for construction of the field house and other improvements is not included in the budget information above. The FY 13-14 debt service payment of \$323,659 is included in the debt service fund budget. The outstanding debt is \$3,545,282, which would be paid off using the proceeds from the sale of the stadium.

M.C. BENTON, JR. CONVENTION AND CIVIC CENTER

MISSION STATEMENT

The mission of the M.C. Benton, Jr. Convention and Civic Center is to provide a state-of-the-art, professionally managed convention and civic facility to attract out-of-town visitors that will provide economic benefits to the community and to enhance the social well-being of our citizens by providing a facility for social, educational, fraternal, and entertainment activities and events.

PROGRAM DESCRIPTIONS

Convention Center Operations

- Under a contract with Noble-Interstate, LLC, operates a 90,000-square foot public assembly facility that hosts conventions, meetings, banquets, and trade shows

Sales and Marketing

- Works with the Convention and Visitors Bureau and hotel sales staffs to:
 - Develop sales proposals
 - Present bids to prospective clients
 - Develop sales strategies and marketing plans

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Budgeted FY 12-13	Estimated FY 12-13	Projected FY 13-14
Effectiveness				
Percent of available days that are booked	80.1%	77.2%	76.2%	79.4%
Actual operating loss as a percent of budgeted loss	93.2%	N/A	98.1%	N/A
Workload				
Total number of events	223	225	246	249
Total usage days	296	282	278	290
Total attendance	85,049	92,350	93,975	94,342
Available days for bookings	366	365	365	365

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
EXPENDITURES BY TYPE				
Supplies and Services	\$779,377	\$818,990	\$818,990	0%
Total Expenditures by Type	\$779,377	\$818,990	\$818,990	0%

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
RESOURCES BY TYPE				
Transfer from Occupancy Tax Fund	\$250,000	\$250,000	\$250,000	0%
Transfer from General Fund	529,377	568,990	568,990	0%
Total Resources by Type	\$779,377	\$818,990	\$818,990	0%

M.C. BENTON, JR. CONVENTION AND CIVIC CENTER

BUDGET HIGHLIGHTS

- In March 2004, the City Council approved entering into a 15-year agreement with Noble-Interstate, LLC to manage the convention center. Noble-Interstate, LLC took over the day-to-day operations of the convention center on July 1, 2004. Under the agreement, the City continues to be responsible for covering all operating losses for the convention center. While the tourism industry is showing signs of improvement, it is expected that the Triad, in particular Winston-Salem, will lag behind national trends. Noble-Interstate, LLC continues to aggressively market the convention center in order to compete with new facilities that have opened in the state. Based on Noble-Interstate, LLC’s projections, general fund support remains at \$568,990 for FY 13-14.
- Of the \$818,990 budgeted for FY 13-14, the City staff has budgeted \$631,380 to cover operating losses. The remaining City expenditures include \$163,090 for Noble-Interstate, LLC’s management fee, \$19,440 for property insurance, \$1,720 for repairs by the Property and Facilities Management Department, and \$3,360 for stormwater fees.
- Under the agreement with Noble-Interstate, LLC, the City provides \$250,000 annually for capital needs. The City provided its FY 13-14 contribution during FY 12-13 in order to fund internet technology improvements that were urgently needed. The City will finance these expenditures over five years through the North Carolina Municipal Leasing Corporation, with the general fund covering the annual lease payment of \$50,000. Including lease payments for FY 10-11 through FY 13-14, total general fund support for the convention center amounts to \$768,990 for FY 13-14.

FY 12-13 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the Convention Center fund.

	Budgeted	Estimated
	<u>FY 12-13</u>	<u>FY 12-13</u>
Operating Income/(Loss)	(\$634,090)	(\$607,010)
Non-Operating Expenses		
Management Fee	\$163,200	\$160,710
Liability Insurance	16,990	17,409
Facility Maintenance	3,000	3,752
Miscellaneous Expenses	1,710	3,606
Loss Before Transfers	(\$818,990)	(\$792,487)
Transfer from Occupancy Tax Fund	250,000	250,000
Transfer from General Fund	568,990	542,487
Use of Fund Balance	<u>\$0</u>	<u>\$0</u>

Note: Debt service on funds borrowed for renovations at the M.C. Benton, Jr. Convention Center is not included in the budget information above. The FY 13-14 debt service payment of \$661,311 is included in the debt service fund budget. The outstanding debt is \$5,802,877.

FAIR

MISSION STATEMENT

The mission of the Fair is to plan, promote, and produce the annual Dixie Classic Fair and to enhance the quality of life of citizens by providing year-round facilities for agricultural, fraternal, educational, social, and entertainment activities and events without taxpayer expense.

PROGRAM DESCRIPTIONS

Fair Administration

- Plans, promotes, and produces the annual Dixie Classic Fair

Annex Operations

- Operates a 3,600-seat Annex for public ice skating, other ice activities, basketball games, and trade shows

Non-Fair Events

- Operates 30,000 square foot Education Building and 7,500 square foot Bolton Home and Garden Building for trade shows, banquets, community events, and other rentals

Farmers Market

- Operates a year-round Farmers Market at the Fairgrounds (each Saturday)

EXPENDITURES BY PROGRAM	Actual	Budget	Proposed	Percent
	FY 11-12	FY 12-13	FY 13-14	Change
Fair Administration	\$2,643,243	\$3,008,830	\$2,805,660	-6.8%
Annex Operations	0	0	779,960	N/A
Non-Fair Events	0	0	141,980	N/A
Farmers Market	24,931	19,520	19,440	-0.4%
Downtown Farmers Market	5,109	0	0	N/A
Total Expenditures by Program	\$2,673,283	\$3,028,350	\$3,747,040	23.7%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Budgeted FY 12-13	Estimated FY 12-13	Projected FY 13-14
Effectiveness				
Operating revenue to operating expense ratio	1.56	1.29	1.49	1.14
Efficiency				
Revenue per Fair attendee (total attendance)	\$7.93	\$8.19	\$8.98	\$11.61
Cost per Fair attendee (total attendance)	\$5.08	\$6.35	\$6.04	\$10.04
Workload				
Total Fair attendance	357,416	325,000	284,601	325,000
Total paid Fair attendance	207,925	195,000	164,429	195,000
Number of Fair exhibits entered	33,389	33,000	31,602	33,000

*Projected FY 13-14 efficiency measures include merged operations

FAIR

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$519,450	\$553,340	\$715,490	29.3%
Supplies and Services	1,317,098	1,520,700	2,560,050	68.3%
Subtotal	\$519,450	\$553,340	\$715,490	29.3%
Transfer to LJVM Coliseum Fund	440,617	485,790	0	-100.0%
Total Expenditures by Type	\$2,673,283	\$3,028,350	\$3,747,040	23.7%
RESOURCES BY TYPE				
Fair Admissions	\$1,434,259	\$1,391,200	\$1,396,700	0.4%
Other Fair Revenues	1,360,816	1,233,200	1,251,300	1.5%
Parking Services	31,000	33,000	367,330	1013.1%
Non-Fair Revenues	0	0	636,510	N/A
Farmers Market	16,447	13,200	13,200	0%
Miscellaneous Revenues	7,767	2,800	7,000	150.0%
Interest Income	5,090	0	0	N/A
Transfer from Occupancy Tax Fund	0	0	75,000	N/A
Fund Balance Appropriation	0	354,950	0	-100.0%
Total Resources by Type	\$2,855,378	\$3,028,350	\$3,747,040	23.7%
Addition to Fund Balance	\$182,095	\$0	\$0	N/A
Positions				<u>Change</u>
Full-Time	2	2	6	+4
Part-Time (Person Weeks)	527.5	424.5	822.4	+397.9

BUDGET HIGHLIGHTS

- The proposed FY 13-14 budget reflects the pending sale of Lawrence Joel Veterans Memorial Coliseum and Bowman Gray Stadium. Under the sale, the City would retain ownership of the Annex and continue to provide events throughout the year. The budget includes the revenues and expenditures for the Annex, as well as non-fair events that are held at the fairgrounds, including the Education Building and the Bolton Home and Garden Building. The increased expenditures as a result of merging the budgets of these facilities and events are offset by the elimination of the transfer to the Coliseum fund to cover fairgrounds maintenance. Those expenditures are budgeted directly in the fair fund.
- To avoid using fair fund balance to support the merged operation, the proposed budget includes an annual payment of \$250,000 from Wake Forest University to compensate the City for parking. In addition, the proposed budget includes a transfer from the occupancy tax fund of \$75,000, which was previously budgeted to support event marketing at the Coliseum.
- The number of full-time positions and part-time person weeks are increased to reflect the merged operation. Total full-time staffing for the City's public assembly facilities would decrease from 34 to 6.

FAIR

BUDGET HIGHLIGHTS - Continued

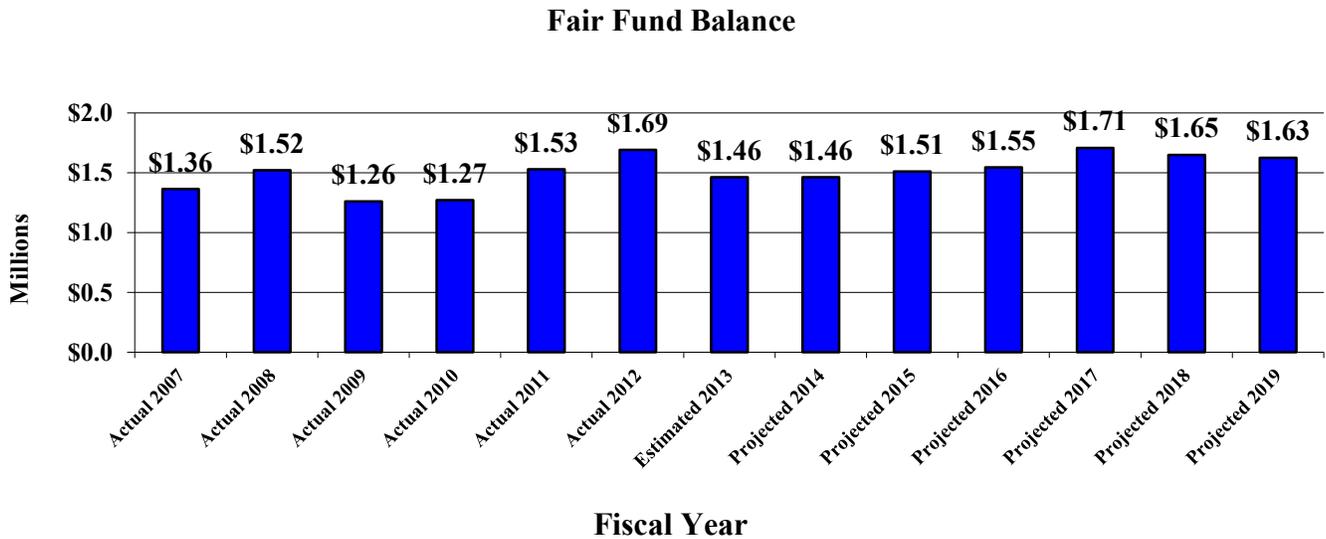
FY 12-13 Year-End Outlook

➤ The following table provides estimated year-end revenues and expenditures for the fair fund.

	<u>Budgeted FY 12-13</u>	<u>Estimated FY 12-13</u>
Operating Revenues	\$2,673,400	\$2,503,307
Operating Expenditures	(2,074,040)	(1,888,531)
Operating Income	\$599,360	\$614,776
Interest Income	0	4,697
Debt and Lease Expenses	(468,520)	(396,145)
Transfer to LJVM Coliseum Fund	(485,790)	(452,461)
Net Profit (Loss)	<u>(\$354,950)</u>	<u>(\$229,133)</u>

Long-Range Financial Outlook

➤ The following chart provides a fund balance projection for the fair fund. The sale of Lawrence Joel Veterans Memorial Coliseum and the merger of the Annex operations with Fair operations are not expected to draw down fair fund balance in FY 13-14. In FY 13-14, the fair fund will make the final payment on long-term debt financings set up in the 1990's, for a savings of \$325,000 in FY 14-15. In addition, the projection assumes ticket price increases of \$1 in FY 16-17. As a result, the fund balance provides reserves that could be used for future capital improvements.



DOWNTOWN BALLPARK

PROGRAM DESCRIPTION

- Accounts for the principal and interest payments required to pay off debt financings acquired to purchase the land and construct the new downtown ballpark (i.e., BB&T Ballpark)
- Resources include lease payments from the developer, baseball ticket surcharges, and the incremental property tax revenue generated from the new development

EXPENDITURES BY TYPE

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Principal Retirement	\$200,000	\$379,550	\$559,100	47.3%
Capital Lease Charges	72,482	72,490	72,490	0%
Interest Payments	675,320	962,040	941,490	-2.1%
Fiscal Charges	23,000	23,000	23,000	0%
Total Expenditures by Type	\$970,802	\$1,437,080	\$1,596,080	11.1%

RESOURCES BY TYPE

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Lease Payments	\$710,106	\$993,980	\$1,246,080	25.4%
Ticket Surcharge	350,000	350,000	350,000	0%
Transfer from General Fund	90,250	93,100	0	-100.0%
Total Resources by Type	\$1,150,356	\$1,437,080	\$1,596,080	11.1%
Addition to Fund Balance	\$179,554	\$0	\$0	0%

BUDGET HIGHLIGHTS

- In January 2007, the City Council approved economic development assistance for the Brookstown Development Project, a downtown revitalization project that included the construction of a new baseball stadium. The City's initial investment in the stadium totaled \$12 million, which was funded from several sources. In July 2009, the City Council approved an additional \$14.7 million in order to complete the construction of the stadium. This additional investment was funded from the issuance of special obligation bonds. The total cost of the baseball stadium was \$48.7 million, of which the City's total investment was \$26.7 million, including \$2 million from a federal grant for stadium infrastructure improvements. The developer provided the remaining \$22 million in funding.
- The FY 13-14 budget appropriates \$1,596,080 for debt service associated with the City's investment in the stadium. Under the development agreement, the developer will make a lease payment to the City that will cover the debt service on the City's additional \$12.7 million investment, excluding the federal grant. In addition to the lease payment, a ticket surcharge is assessed and applied to the debt service associated with the City's initial \$12 million investment. For FY 13-14, estimated revenues from the surcharge total \$350,000. The increased revenue from lease payments includes a direct payment equivalent to the property taxes paid on \$19 million in additional tax base created from the original stadium investment that will be used to pay the debt service associated with the City's initial investment. While the stadium has been designated as non-taxable, the developer continues to make a payment equivalent to the lost property taxes.

RECREATION AND CULTURE NON-DEPARTMENTAL

Listed below are the appropriations related to recreation and culture that are not included in any of the departmental budgets in this section of the document.

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
General Fund				
Transfers:				
To LJVM Coliseum Fund	\$382,716	\$440,640	\$0	-100.0%
To Convention Center Fund	529,377	568,990	568,990	0%
To Capital Projects Fund	586,000	0	0	N/A
To Downtown Ballpark Fund	90,250	93,100	0	-100.0%
Subtotal	\$1,588,343	\$1,102,730	\$568,990	-48.4%
Occupancy Tax				
Mid-Eastern Athletic Conference	\$25,000	\$0	\$0	N/A
Community Events	25,000	25,000	75,000	200.0%
National Black Theatre Festival Youth Activities	0	0	23,250	N/A
Transfers				
To LJVM Coliseum Marketing	75,000	75,000	0	-100.0%
To LJVM Coliseum Promotions	75,000	75,000	0	-100.0%
To Dixie Classic Fair Fund	0	0	75,000	N/A
To Convention Center Fund	250,000	250,000	250,000	0%
Subtotal	\$450,000	\$450,000	\$423,250	-5.9%
Total Expenditures	\$2,038,343	\$1,552,730	\$992,240	-36.1%
Resources				
General Fund Resources	\$1,588,343	\$1,102,730	\$568,990	-48.4%
Occupancy Tax Revenue	450,000	450,000	423,250	-5.9%
Occupancy Tax Interest Income	642	0	0	N/A
Total Resources	\$2,038,985	\$1,552,730	\$992,240	-36.1%

RECREATION AND CULTURE CAPITAL PROJECTS

Listed below are the adopted capital appropriations for recreation and culture related funds and entities.

EXPENDITURES

<u>Project Title</u>	<u>Proposed FY 13-14</u>
Recreation Facilities/Parks Renovations and Expansions:	
Playground Renovations	\$645,000
Facilities Renewal	485,000
Sidewalk and Roadway Resurfacing	100,000
Swimming Pool Repairs	135,000
Winston Lake Golf Course Improvements	550,000
Greenways and Trails:	
Other Greenway Development	\$10,500
Public Assembly Facilities:	
Convention Center Capital Renovations ¹	\$250,000
TOTAL EXPENDITURES	\$2,175,500
FUNDING SOURCES	
Bonds:	
General Obligation Bonds/Two-Thirds	\$1,815,000
Other:	
Motor Vehicle Privilege Tax	\$10,500
North Carolina Municipal Leasing Corporation	250,000
Contributions/Sponsorships	100,000
TOTAL FUNDING SOURCES	\$2,175,500

1- Funds for Convention Center Capital Renovations appropriated during FY 12-13

FISCAL MANAGEMENT

Financial Management Services..... 152
Budget and Evaluation 156
Claims for Damages 157

FINANCIAL MANAGEMENT SERVICES

MISSION STATEMENT

The mission of Financial Management Services (FMS) is to provide high quality, responsive financial services, using innovative solutions. FMS facilitates understanding of financial information and the impacts of decisions upon short-term objectives, as well as long-term goals, and the City's financial accountability and integrity.

PROGRAM DESCRIPTIONS

Accounting Services

- Provides financial reporting and analysis for all City funds
- Reviews financial transactions of North Carolina Municipal Leasing Corporation (NCMLC) and Risk Acceptance Management Corporation (RAMCO)
- Coordinates payroll and income tax functions
- Provides financial administration of employee benefits funds
- Provides administrative support for all City employees under the North Carolina Local Government Employees Retirement System and Winston-Salem Police Officers' Retirement Plan and Separation Allowance program

Financial Systems

- Coordinates information technology services with the Information Systems Department and outside vendors and consultants
- Designs, programs, and implements client-server applications for specialized needs
- Administers security and performs system configuration and report creation for vended FMS department systems
- Programs and troubleshoots system interfaces between vended and custom-built client-server systems

Revenue Collections

- Provides centralized billing and payment processing and revenue collection services for City income sources including water and sewer, stormwater, solid waste, mortgage loans, special assessments, business privilege licenses, parking enforcement, other City invoices, and general collections

Internal Audit

- Reviews financial and operational processes to verify compliance with the City's mission, policies, statutes, and grant or contract requirements.

- Conducts department and major program audits
- Performs major inventory count and reconciliation
- Reviews internal controls on assets; conducts random checks on cash
- Assists external auditors with annual audit and single audit processes

Treasury

- Administers state and City financial policies and procedures for cash management, daily deposits of City funds, cash receipt control and accounting, cash disbursements, debt management, and investment of City funds

Risk Management

- Assists City departments by evaluating risks and determining the best means to minimize those risks.
- Obtains indemnification and insurance on contracts with the City, monitors significant contracts, and advises City departments concerning liability issues relating to risk
- Provides complete claims investigation, evaluation, and settlement of claims against the City
- Provides safety inspections, safety training, and ensures compliance and record keeping for OSHA mandated programs and general safety programs to all City departments
- Provides driver improvement training and issues the City Driver License

Finance Administration

- Directs and coordinates the department's activities and provides City elected officials and management with financial advice regarding City operations and activities

Purchasing

- Provides procurement of necessary goods and services for the City of Winston-Salem, Forsyth County, the City-County Utility Commission, and the Winston-Salem Transit Authority

FINANCIAL MANAGEMENT SERVICES

PROGRAM DESCRIPTIONS- Continued

➤ Disposes of City surplus personal property, and assists in the administration of the City's Minority and Women's Business Enterprise (M/WBE) program to foster effective broad-

based competition for City business from all segments of the vendor community, including small businesses, locally owned, minority owned, and women owned enterprises

EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Accounting Services	\$641,792	\$644,320	\$618,830	-4.0%
Financial Systems	2,148,585	2,405,530	2,414,000	0.4%
Revenue Collections	2,536,371	2,545,340	2,562,560	0.7%
Treasury	655,950	659,420	677,430	2.7%
Risk Management	568,161	607,870	617,900	1.7%
Finance Administration	443,857	448,260	405,470	-9.5%
Purchasing	399,182	454,570	507,800	11.7%
Internal Audit	193,312	199,900	188,860	-5.5%
COPS Repayment	0	1,000,000	0	-100.0%
Total Expenditures by Program	\$7,587,210	\$8,965,210	\$7,992,850	-10.8%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Achieve a 92% Average Revenue Collections Rate:			
Housing/Economic Development loans	96%	96%	96%
Water/Sewer	97%	94%	94%
Stormwater	81%	84%	84%
Assessments (all types)	61%	68%	68%
Business License	100%	100%	100%
Parking Tickets	75%	90%	85%
Average Revenue Collection rate (all categories):	85%	89%	88%
Keep citywide accident/illness/incident rate to less than 7 per every 200,000 hours worked ¹	4.39	4.37	4.38
Hold number of City vehicle accidents to less than 5 per 100 employees	3.76	3.78	3.70
Exceed market index benchmarks for equity investment return (net of fees)	-1.96%	-1.00%	.25%
Maintain Highest (AAA) Credit Rating (by Fitch, Moody's, and Standard and Poors)	AAA	AAA	AAA
Efficiency			
Number of bids managed per Purchasing position	61	65	65
Number of purchase orders per Purchasing position	828	850	850

FINANCIAL MANAGEMENT SERVICES

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Workload			
Total number of purchase orders and contracts written	2,981	3,000	3,000
Bids managed	183	195	195
Number of purchase orders issued	2,485	2,550	2,550
Past due debt collected through <i>Debt Setoff</i> program	\$319,741	\$320,000	\$320,000
Number of Accounts Payable transactions processed	42,356	44,973	45,000

The Occupational Safety and Health Administration's (OSHA) acceptable guideline is to remain less than 7 per 200,000

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
EXPENDITURES BY TYPE				
Personnel	\$4,458,360	\$4,553,920	\$4,555,240	0%
Supplies and Services	3,104,700	3,347,300	3,389,100	1.2%
Equipment Leasing Expense	24,150	63,990	48,510	-24.2%
COPS Repayment	0	1,000,000	0	-100.0%
Total Expenditures by Type	\$7,587,210	\$8,965,210	\$7,992,850	-10.8%

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
RESOURCES BY TYPE				
Interfund Revenues (Utilities and Stormwater Collections)	\$2,793,850	\$2,684,280	\$2,621,240	-2.3%
Purchase Card Rebates	175,455	164,960	99,340	-39.8%
Reimbursements from RAMCO	384,790	405,560	411,730	1.5%
Parking Violation Fees	265,634	231,000	301,000	30.3%
Miscellaneous Revenues	123,413	132,450	132,450	0%
Forsyth County (Purchasing Services)	98,746	148,290	149,430	0.8%
Sale of Property/Equipment	83,990	150,000	150,000	0%
Transfer from Water and Sewer Fund (Safety Program)	57,440	58,680	59,920	2.1%
Transfer from Workers' Compensation Fund (Safety Program)	124,050	143,630	146,410	1.9%
General Fund Balance Appropriation	0	1,000,000	0	-100.0%
Other General Fund Revenues	3,479,842	3,846,360	3,921,330	1.9%
Total Resources by Type	\$7,587,210	\$8,965,210	\$7,992,850	-10.8%

Positions				Change
Full-Time	63	63	63	0

FINANCIAL MANAGEMENT SERVICES

BUDGET HIGHLIGHTS

- In September 2012, the City Council created the Citizens' Organizational Efficiency Review Committee (COERC), which conducted a comprehensive review of the City's operations, staffing, and organizational structure. In February 2013, the COERC submitted its final report, which provided over 40 recommendations totaling \$4.7 million in potential budgetary savings. On April 29, the City Council reviewed those recommendations that could be included in the proposed FY 13-14 budget. For the Revenue Collection Division of Financial Management Services, the proposed FY 13-14 budget includes an increase in the minimum parking violation fee, from \$10 to \$15, for a total of \$70,000 in additional revenue. For the Accounting Services Division of Financial Management Services, the proposed FY 13-14 budget includes a COERC recommendation to provide for electronic pay stubs for a savings of \$6,000.

Resources

- Interfund revenue is decreased -\$63,040, mainly attributable to decreased information systems maintenance costs charged to enterprise funds. Purchasing card rebate revenue (-\$65,620) is decreased due to a change in purchasing policy which has led to decreased purchasing card usage.

Expenditures

- Purchasing expenditures are increased \$53,230, mainly attributable to one-time funding for a compliance audit on purchasing procedures (+\$50,000). The audit will include only City functions; therefore, the County will not share in the cost of the audit.

Purchasing

- Forsyth County will reimburse the City 33.68% of purchasing services expenses in FY 13-14, based on the prior year percentage of purchase order line-item activity, the percentage of total dollar volume purchase orders, and the percentage of administrative time dedicated to each jurisdiction. The County share was 38.23% in FY 12-13 and 25.54% in FY 11-12.

COPS Repayment

- A one-time payment of \$1,000,000 was budgeted in Financial Management Services in FY 12-13 to help pay the final installment of debt service on COPS issued for benefits funding.

BUDGET AND EVALUATION

MISSION STATEMENT

The mission of the Budget and Evaluation Office is to assist the City Manager in the allocation of public resources to meet the service, program, and facilities needs and expectations of the community, as determined by the Mayor and City Council, in accordance with federal, state, and local laws and regulations.

PROGRAM DESCRIPTION

- Prepares the City Manager’s operating budget and six-year capital plan
- Undertakes special projects and conducts analytical studies as identified by the City Manager
- Coordinates City participation in the North Carolina Local Government Performance Measurement Project
- Provides staff support to the Citizens’ Budget Advisory Council

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Achieve 0 to +4% variance in general fund budgeted revenues compared to actuals (excluding fund balance appropriation)	2.1%	0.7%	0 to 4 %
Achieve no greater than +/-2.5% variance in general fund budgeted expenditures compared to actuals	-2.1%	-0.8%	+/- 2.5%

	Actual <u>FY 11-12</u>	Budget <u>FY 12-13</u>	Proposed <u>FY 13-14</u>	Percent <u>Change</u>
EXPENDITURES BY TYPE				
Personnel	\$544,300	\$464,670	\$409,920	-11.8%
Supplies and Services	82,302	88,030	91,670	4.1%
Total Expenditures by Type	\$626,602	\$552,700	\$501,590	-9.2%
RESOURCES BY TYPE				
Other General Fund Revenues	\$626,602	\$552,700	\$501,590	-9.2%
Total Resources by Type	\$626,602	\$552,700	\$501,590	-9.2%
Positions				<u>Change</u>
Full-Time	6	5	5	0

CLAIMS FOR DAMAGES

PROGRAM DESCRIPTION

- Includes payments to the Risk Acceptance Management Corporation (RAMCO), a non-profit risk management corporation, to cover current claims expense for general, auto, and professional liability claims.
- Includes premium payments for general property claims

EXPENDITURES	Actual	Budget	Proposed	Percent
General Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
General Property Insurance	\$81,612	\$81,960	\$95,550	16.6%
Payments to RAMCO:				
RAMCO Auto Liability (Non-Departmental)	325,810	332,330	340,370	2.4%
RAMCO General Liability (Non-Departmental)	184,170	187,850	192,790	2.6%
Miscellaneous General Claims	0	21,000	14,100	-32.9%
Total General Fund Expenditures	\$591,592	\$623,140	\$642,810	3.2%

BUDGET HIGHLIGHTS

- Payments to the Risk Acceptance Management Corporation (RAMCO) for auto and general liability are required to be increased 2% per year, per the terms of an operating memorandum between the City and RAMCO.
- General property insurance increases are attributable to higher premium rates and the addition of Fire Station #19 and the Davis Garage building.
- The payments listed above are for the general fund only. A summary of payments budgeted in all funds is provided below:

PAYMENTS TO RAMCO BY FUND

Fund	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
General Fund	\$517,310	\$527,660	\$538,220	2.0%
Fleet Services	93,050	94,920	96,820	2.0%
Solid Waste Disposal Fund	7,660	7,820	7,980	2.0%
Water and Sewer Fund	106,780	108,910	111,090	2.0%
Parking Fund	5,660	5,770	5,890	2.0%
Transit Fund	199,750	203,740	207,810	2.0%
Coliseum/Fairgrounds	15,940	16,260	16,590	2.0%
Total Payments	\$946,150	\$965,080	\$984,400	2.0%



Winston-Salem

HUMAN RESOURCE MANAGEMENT

Human Resources..... 160
Employee Benefits 163

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.

PROGRAM DESCRIPTIONS

Recruitment and Selection

- Administers organizational staffing programs, which include direct and web-based recruitment, selection, promotions/transfers, pre-employment and promotional testing, career plan programs, and all related compliance programs
- Coordinates contracted seasonal workforce, community volunteers, and a non-traditional workforce initiative

Human Resources Information Systems Management

- Maintains computerized records and imaged employee database management systems to maximize access to and utilization of employee records and applicant information

Classification and Pay Administration

- Manages the City's classification and pay plan and performance appraisal system
- Administers the City's diversity initiatives that support fairness and equal access in recruiting, selection, retention, training, and benefits, and weaves diversity considerations throughout all aspects of the organization

Benefits Administration

- Designs, administers, and maintains a cost effective comprehensive benefits package for active and retired employees, which include health and dental insurance, medical and dependent spending accounts, life insurance, retirement, work/life counseling assistance, supplemental retirement, disability, long-term care, education assistance, retirement/deferred compensation/401k plans and various paid leaves of absence

Employee Relations/General Administration

- Administers and directs general human resource programs that enhance employee relations, policy development, long-range planning and

overall program compliance with federal and state regulations

- Administers and directs the City's wellness initiatives through *LifeSmart*
- Provides consultation to employees and supervisors in resolving discipline and morale problems and grievances, and administers internal employee communications regarding benefits and policy/procedure changes

Employee Training and Development

- Provides services designed to develop and improve individual and work group employee performance
- Offers both classroom and on-line training, individual performance improvement planning, specialized training based on department needs and internal consulting for organizational development
- Provides development and managerial training to assure mandated federal and state regulations are adhered to
- Administers the Employee Service Excellence initiative which strives to create a culture of excellent customer service

Education and Training

- Educational programs on personal health and wellness
- OSHA-mandated blood borne pathogens training

Record Keeping

- Maintains OSHA, Labor Department and Industrial Commission mandated records for employee injuries, medical records, and training requirements

Medical Services

- Provides medical treatment and/or triage for employees injured on the job and nursing care for employees who have minor illnesses/injuries

HUMAN RESOURCES

PROGRAM DESCRIPTIONS – Continued

- Provides personal medical services for employees; blood pressure monitoring, allergy shots, general health consulting and referrals
- Provides a comprehensive Wellness Program that includes on-site medical screening
- Provides OSHA mandated medical surveillance, audiometric testing, TB skin tests, pulmonary function tests

EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Human Resources	\$1,477,066	\$1,632,820	\$1,669,310	2.2%
Employee Wellness and Development	173,041	188,130	193,190	2.7%
Total Expenditures by Program	\$1,650,107	\$1,820,950	\$1,862,500	2.3%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Percent of positions filled by the promotion from within program	N/A	33%	30%
Average cost of claims per member	N/A	\$319.78	\$320
Maintain an 95% accuracy rate for annual enrollment change requests	97%	99%	95%
Resolve 70% of injuries within Employee Health	68%	73%	70%
OSHA medical surveillance & compliance interactions	N/A	284	280
Achieve 90% participation rate in voluntary health screenings	94%	83%	90%
Workload			
Number of Applications Processed	22,718	18,444	18,500
Number of Medical Claims Processed	226,239	203,615	205,000
Total training hours per employee	N/A	3.6	4
Number of risk-reduction/chronic disease management program participants *including employee participation in BCBS programs	N/A	6,256	6,200
Number of flu shots	1,327	1,143	1,200
Number of injury clinic visits	391	314	320

HUMAN RESOURCES

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$904,149	\$971,790	\$994,980	2.4%
Supplies and Services	745,959	849,160	867,520	2.2%
Total Expenditures by Type	\$1,650,107	\$1,820,950	\$1,862,500	2.3%
RESOURCES BY TYPE				
Interfund Revenue	\$130	\$0	\$0	N/A
Contributions	1,325	0	0	N/A
Other General Fund Revenues	1,648,652	1,820,950	1,862,500	2.3%
Total Resources by Type	\$1,650,107	\$1,820,950	\$1,862,500	2.3%
Positions				<u>Change</u>
Full-Time	14	14	14	0

BUDGET HIGHLIGHTS

- Personnel expenses are increased 2.4% (\$23,190), mainly due to the proposed merit increase.

EMPLOYEE BENEFITS

MISSION STATEMENT

The mission of the Employee Benefits program is to create, administer, and communicate a cost effective comprehensive benefits package for active and retired employees that includes health, dental, flexible benefits spending, life, retirement, supplemental retirement, employee wellness, disability, education assistance, and various paid leaves of absence.

PROGRAM DESCRIPTION

- Administers the employee benefits program, which combines subfunds used for employee health care, retiree health care and death benefit, dental, flexible benefits spending, and workers compensation
- Accounts for employee benefits expenditures, such as social security (FICA), North Carolina retirement system contributions, 401(k), unemployment insurance, life insurance, tuition reimbursements, and deferred compensation
- Funds the employee wellness programs

	Actual	Budget	Proposed	Percent
EXPENDITURES BY FUND	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Workers Compensation Fund	\$3,042,212	\$5,899,080	\$2,395,370	-59.4%
Retiree Life and Health Fund	7,788,015	9,729,350	9,231,130	-5.1%
Health Benefit Fund	19,648,998	18,817,000	19,459,300	3.4%
Dental and Flex Spending Fund	2,116,269	1,950,000	1,950,000	0%
Employment Taxes and Benefits Fund	19,916,724	24,180,630	23,705,450	-2.0%
Total Expenditures by Program	\$52,512,219	\$60,576,060	\$56,741,250	-6.3%

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$596,945	\$648,510	\$647,450	-0.2%
Operations	1,516,985	1,812,650	1,835,780	1.3%
Cash Capital	0	25,000	0	-100.0%
Leasing Payments	0	4,640	0	-100.0%
Payments to Health Providers	25,959,126	27,437,350	27,600,000	0.6%
Medicare Supplement Insurance	1,424,184	1,400,000	1,400,000	0.0%
Employer Paid Benefit Expenses	19,239,163	20,377,030	22,134,360	8.6%
Claims and Benefits Reserves	1,623,048	370,250	1,120,250	202.6%
Dental Care Expenses	1,167,196	1,080,000	1,080,000	0%
Flexible Benefits Spending	861,522	777,000	777,000	0%
Transfer to General Fund (Employee Safety Program)	124,050	143,630	146,410	1.9%
COPS Repayment	0	5,500,000	0	-100.0%
Interfund Transfer to Health Benefit Fund	0	1,000,000	0	-100.0%
Total Expenditures by Type	\$52,512,219	\$60,576,060	\$56,741,250	-6.3%

EMPLOYEE BENEFITS

RESOURCES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
City Contribution	\$41,996,583	\$43,398,970	\$47,212,260	8.8%
Employee Contribution	6,560,376	7,360,200	7,435,200	1.0%
Other Agency Contributions	115,142	118,800	118,800	0%
Reimbursements	207,618	147,750	247,750	67.7%
Interest Income	-660,472	1,000,000	1,000,000	0%
Interfund Transfer from Employment Taxes and Benefits Fund	0	1,000,000	0	-100.0%
Fund Balance Appropriation	4,292,973	7,550,340	727,240	-90.4%
Total Resources by Type	\$52,512,219	\$60,576,060	\$56,741,250	-6.3%
Positions				Change
Full-Time	9	9	9	0

BUDGET HIGHLIGHTS

- Workers Compensation expenditures are decreased because of a one-time payment in FY 12-13 of \$3,500,000 dollars to repay COPS issued for post-employment benefits funding.
- Expenditures in the Retiree Life and Health Fund are decreased based on historical trends in health claims costs (-\$500,000). Expenditures in the Health Benefit Fund are increased based on historical trends in health claims costs (+\$662,650).
- The Employment Taxes and Benefits Fund expenditures are decreased by a net amount of \$475,180, or 2.0%, due mainly to an increased Winston-Salem Police Officers Retirement System (WSPORS) annual required contribution (+\$1,091,750), funding a statutorily required unemployment insurance reserve (+\$750,000), and a decrease because of a one-time COPS repayment in FY 12-13 (-\$2,000,000).
- City contributions are increased by \$3,813,290, or 8.8%, primarily as a result of increasing health care costs, local government retirement system contributions, and the WSPORS annual required contribution.
- The overall decrease in fund balance appropriations is mainly due to the repayment of COPS (\$5,500,000) in FY 12-13 and a transfer to the Health Benefit Fund from the Employment Taxes and Benefits Fund (\$1,000,000). For FY 13-14, the Workers Compensation Fund (\$558,370) and the Employment Taxes and Benefit Fund (\$1,135,490) show fund balance appropriations to cover operating expenses. The Retiree Life and Health Fund is budgeted to add \$966,620 to fund balance.

EMPLOYEE BENEFITS

BUDGET HIGHLIGHTS - Continued

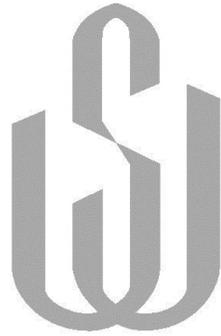
- Effective January 1, 2014, the premiums paid by employees for health insurance will increase by 5% to help cover the rising cost of health care. The tables below show the effect of this increase on active employees:

Active Employee Monthly Contribution for Basic Health Care Plan

Coverage Level	Current Monthly Premium	New Monthly Premium	Monthly Premium Increase	Monthly Premium - 5% Increase & \$50 Wellness Discount
Employee Only	\$101	\$106	\$5	\$56
Employee/Child	\$187	\$196	\$9	\$146
Employee/Spouse	\$239	\$251	\$12	\$201
Employee/Children	\$335	\$352	\$17	\$302
Employee/Family	\$394	\$414	\$20	\$364

Active Employee Monthly Contribution for Basic Plus Health Care Plan

Coverage Level	Current Monthly Premium	New Monthly Premium	Monthly Premium Increase	Monthly Premium - 5% Increase & \$50 Wellness Discount
Employee Only	\$146	\$153	\$7	\$103
Employee/Child	\$338	\$355	\$17	\$305
Employee/Spouse	\$409	\$429	\$20	\$379
Employee/Children	\$564	\$592	\$28	\$542
Employee/Family	\$659	\$692	\$33	\$642



Winston-Salem

INTERDEPARTMENTAL SERVICES

Office of the City Engineer	168
Mail and Printing Services	171
Property and Facilities Management (PFM)	172
Information Systems	177
Interdepartmental Non-Departmental	180
Interdepartmental Services Capital Projects.....	181

OFFICE OF THE CITY ENGINEER

MISSION STATEMENT

The mission of the Office of the City Engineer is to provide effective and efficient services to complete approved capital improvement projects; to assist in acquisition of property and inspection of privately constructed street and utility projects to ensure compliance with City standards; to provide information to private developers and other City departments in the marketing and disposition of community development, foreclosure, surplus and lease property; to oversee the planning, design, and construction of major City building and facility projects (vertical construction); and to provide other engineering and survey services required for the efficient and safe operation of the City of Winston-Salem.

PROGRAM DESCRIPTIONS

Municipal Engineering Division

- Provides all field-related engineering services, including the administration of contractor-performed projects and quality control inspections
- Provides contract administration services and engineering/utility information to the public and developers
- Provides subdivision review services and driveway permits
- Performs design engineering for City/County, state, and federally funded infrastructure projects in Winston-Salem and Forsyth County
- Provides leadership, planning, and fiscal stewardship with contractors, the public, and other City divisions

- Works closely with architects and consulting engineers to develop plans that meet the needs of the City, including scheduling and adherence to approved budgets.
- Ensures that projects are constructed in a quality manner in accordance with approved plans and makes recommendations regarding any change orders or costs for extra work beyond the original contract.

Real Estate Division

- Acquires and disposes of real property for City departments
- Provides management and disposition of foreclosed properties
- Administers the City's Lease Management Program

EXPENDITURES BY PROGRAM	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Municipal Engineering Division	\$2,934,013	\$3,061,290	\$3,232,120	5.6%
Capital Buildings Projects Division	234,890	235,330	0	-100.0%
Real Estate Division	459,459	440,680	440,740	0%
Total Expenditures by Program	\$3,628,362	\$3,737,300	\$3,672,860	-1.7%
Interdepartmental Charges	-\$14,143	-\$20,000	-\$20,000	0%
Net Expenditures by Program	\$3,614,219	\$3,717,300	\$3,652,860	-1.7%

OFFICE OF THE CITY ENGINEER

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Maintain engineering costs below 20% of construction costs for 85% of major projects	18.2%	14.6%	20%
Review 90% of driveway permits within 15 working days	100%	100%	90%
Review 100% of subdivision plans within 20 working days	100%	100%	100%
Process 90% of payments within five working days of receipt	100%	100%	90%
Acquire 90% of project within 90 days of estimated due date	100%	100%	90%
Acquire 70% of properties at initial value authorized by the City Council or City/County Utility Commission	88%	85%	70%
Acquire 60% of properties without condemnation	95%	70%	60%
Workload			
North Carolina Department of Environment and Natural Resources water and sewer permits issued	49	35	35
Linear feet of water designs completed	5,803	4,910	10,000
Linear feet of sewer designs completed	13,287	700	700
Subdivision street miles inspected	3.84	2	2
Properties acquired for road/sidewalk construction	15	18	11
Properties acquired for water and sewer	42	24	8
Properties acquired for public facilities	1	0	0
Properties acquired for greenways	1	0	0
City Leases maintained	120	120	120

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
EXPENDITURES BY TYPE				
Personnel	\$2,924,708	\$2,950,670	\$2,852,570	-3.3%
Supplies and Services	670,865	749,480	793,470	5.9%
Equipment Leasing Expense	18,646	17,150	6,820	-60.2%
Net Expenditures by Type	\$3,614,219	\$3,717,300	\$3,652,860	-1.7%
RESOURCES BY TYPE				
Interfund Revenues	\$1,499,915	\$1,777,000	\$1,622,500	-8.7%
Service Charges	13,515	35,000	31,000	-11.4%
Rental Revenue	13,000	12,900	2,400	-81.4%
Sale of Property	0	10,000	10,000	0%
Rebate from Risk Acceptance Management Corp.	83,100	83,100	83,100	0%
Miscellaneous Revenue	29,240	0	0	N/A
Other General Fund Revenues	1,975,449	1,799,300	1,903,860	5.8%
Net Resources by Type	\$3,614,219	\$3,717,300	\$3,652,860	-1.7%

OFFICE OF THE CITY ENGINEER

Positions	<u>Actual</u> <u>FY 11-12</u>	<u>Budget</u> <u>FY 12-13</u>	<u>Proposed</u> <u>FY 13-14</u>	<u>Change</u>
Full-Time	46	42	41	-1
Part-Time (FTE's)	0.2	0	0	0

BUDGET HIGHLIGHTS

- In September 2012, the City Council created the Citizens' Organizational Efficiency Review Committee (COERC), which conducted a comprehensive review of the City's operations, staffing, and organizational structure. In February 2013, the COERC submitted its final report, which provided over 40 recommendations totaling \$4.7 million in potential budgetary savings. On April 29, the City Council reviewed those recommendations that could be included in the proposed FY 13-14 budget. For Engineering, the proposed FY 13-14 budget includes the consolidation of the Capital Building Projects Division with the Municipal Engineering for a total savings of \$154,640 including the deletion of one position.

MAIL AND PRINTING SERVICES

PROGRAM DESCRIPTION

The City has contracted with a private company to provide the following services:

- Receive, process, and deliver all incoming City mail as well as pick up, process, and dispatch all outgoing mail
- Provide printing and copying services to all City departments
- Supply and maintain all copy machines located in City departments
- Provide and maintain multi-function devices that provide copying, printing, faxing, and scanning capabilities in various City departments

EXPENDITURES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Management Contract	\$547,136	\$627,440	\$627,440	0%
Other Supplies and Services	50,212	51,850	55,980	8.0%
Total Expenditures by Type	\$597,348	\$679,290	\$680,420	0.2%
RESOURCES BY TYPE				
Sales and Services	\$10,084	\$0	\$0	N/A
Other General Fund Revenues	587,264	679,290	680,420	0.2%
Total Resources by Type	\$597,348	\$679,290	\$680,420	0.2%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Achieve 90% rate of print jobs completed accurately	97.5%	97%	98%
Complete 99% of print jobs within requested time frame	96.5%	98%	99%
Achieve a customer satisfaction rating of “Satisfied” or “More than Satisfied” from 95% of customers	98%	98%	99%
Workload			
Number of mail pieces metered	246,462	201,876	215,000
Number of black and white impressions	991,033	1,164,000	1,000,000
Number of color impressions	437,250	534,840	510,000

PROPERTY AND FACILITIES MANAGEMENT

MISSION STATEMENT

The mission of the Property and Facilities Management Department is to provide leadership, direction, and assistance in efficiently and effectively maintaining facilities, rolling stock, supplies inventories, and vegetative assets in order to provide an aesthetically pleasant, healthy, and safe environment for the employees and citizens of Winston-Salem while promoting sustainable asset management practices.

PROGRAM DESCRIPTIONS

Fleet Services

- Provides maintenance of and helps with acquisition and disposal of rolling stock and other equipment for City departments
- Works on heavy, light, and specialized equipment except Fire Department apparatus, Winston-Salem Transit Authority vehicles, and certain specialized Utilities equipment

Facilities Management

- Provides facility management and maintenance services to 368 buildings (over 3.25 million square feet of floor space)
- Provides for custodial services at City-owned buildings

Central Warehouse

- Provides City departments with supplies and operating equipment through consolidated purchasing and centralized storage
- Collects, stores, and disposes of all surplus properties except real estate and motor vehicles

Sustainability

- Provides supervision and direction of the City's strategic energy and sustainability initiatives.
- Provides staff support to the Citizens' Sustainability Program Committee

Vegetation Management

- Manages vegetation growing in right-of-ways, parks, athletic fields, landfills, and other City-owned, landscaped areas

Cemeteries

- Provides maintenance, internment preparation, marker and monument installation, and other cemetery-related services at two City-owned cemeteries, Woodland Cemetery and New Evergreen Cemetery

	Actual	Budget	Proposed	Percent
EXPENDITURES BY PROGRAM	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Fleet Services	\$10,062,441	\$9,602,330	\$9,972,400	3.9%
Facilities Management	5,270,979	5,774,890	5,692,690	-1.4%
Central Warehouse	233,147	311,680	316,610	1.6%
Sustainability	141,335	193,800	195,750	1.0%
Vegetation Management	4,321,093	4,512,890	4,595,300	1.8%
Cemeteries	583,144	675,370	662,450	-1.9%
Subtotal	\$20,612,139	\$21,070,960	\$21,435,200	1.7%
Grants Fund				
ARRA Grant-Funded Programs	\$234,420	\$0	\$0	N/A
Total Expenditures by Program	\$20,846,559	\$21,070,960	\$21,435,200	1.7%

PROPERTY AND FACILITIES MANAGEMENT

PERFORMANCE MEASURES AND SERVICE TRENDS

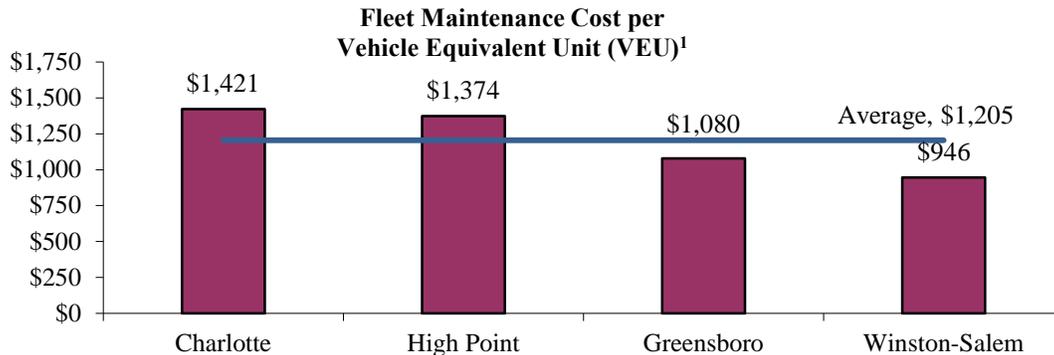
	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Complete 90% of Fleet Services repairs within 72 hours	83%	80%	82%
Maintain Central Warehouse year-end inventory variance ² to less than 2%	0%	0%	0%
Complete 95% of mowing cycles on time during mowing season	88%	97%	95%
Remove 90% of hazardous trees within three weeks of identification	99%	99%	95%
Maintain a Cemeteries revenue collection rate of 98% or better	99%	99%	98%
Efficiency			
Bill 80% of Fleet technician time	74%	73%	73%
Number of square feet receiving custodial services per FTE position ¹	21,140	22,020	22,180
Workload			
Number of Fleet work orders completed	10,416	10,675	11,275
Total number of building repair and premise maintenance work orders issued	10,189	10,300	10,800
Number of Central Warehouse requisitions filled	7,925	8,000	8,000
Number of hazardous trees removed	442	575	500
Cubic yards of mulch applied	7,000	5,000	5,000
Number of annuals planted	30,000	33,000	30,000
Number of Cemeteries internments	304	312	293
Single graves sold per year at Woodland Cemetery	11	6	6
Single graves sold per year at New Evergreen Cemetery	164	176	175

1 - Reference ICMA "Performance Measures and Benchmarks in Local Government Facilities Maintenance (Benchmark: 14,000 SF/FTE)

2 - Difference between the actual quantity of an inventory in stock compared to the balance shown in inventory records.

PROPERTY AND FACILITIES MANAGEMENT

FY 11-12 N.C. BENCHMARKING PROJECT RESULTS – FLEET SERVICES



¹ 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.

Source: N.C. Local Government Performance Measurement Project, *Final Report on City Services for Fiscal Year 2011-2012*, February 2013

EXPENDITURES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Personnel	\$7,003,085	\$7,714,020	\$7,569,230	-1.9%
Supplies and Services	12,745,181	12,507,000	12,973,850	3.7%
Capital Outlay	29,868	0	13,500	N/A
Equipment Leasing Expense	611,542	606,460	624,030	2.9%
Transfer to Leasing Fund	120,000	120,000	120,000	0%
Contribution to Perpetual Care Fund	102,463	123,480	134,590	9.0%
Subtotal	\$20,612,139	\$21,070,960	\$21,435,200	1.7%
Grants Fund				
Personnel	\$121,311	\$0	\$0	N/A
Supplies and Services	113,109	0	0	N/A
Subtotal	\$234,420	\$0	\$0	N/A
Total Expenditures by Type	\$20,846,559	\$21,070,960	\$21,435,200	1.7%

PROPERTY AND FACILITIES MANAGEMENT

RESOURCES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Charges for Services/Sales				
Fleet Services	\$9,940,828	\$9,602,330	\$9,972,400	3.9%
Facilities Management	4,381,744	4,985,870	4,738,900	-5.0%
Central Warehouse	280,834	311,680	316,610	1.6%
Vegetation Management	45,344	41,000	41,000	0%
Cemeteries	433,227	495,640	537,610	8.5%
ARRA Federal Stimulus Funding	94,273	0	0	N/A
Reimbursements and Other Revenue	110,076	102,320	102,320	0%
Sale of Equipment	48,126	0	0	N/A
Rental Revenue	282,428	144,000	242,710	68.5%
North Carolina Department of Transportation	80,000	80,000	80,000	0%
Contribution from Cemetery Perpetual Care Fund	107,309	118,270	124,840	5.6%
Transfer from General Fund	41,183	61,360	0	-100.0%
Proprietary Fund Balance Used	27,048	0	0	N/A
Other General Fund Revenues	4,739,720	5,128,490	5,278,810	2.9%
Subtotal	\$20,612,139	\$21,070,960	\$21,435,200	1.7%
Grants Fund				
ARRA Federal Stimulus Funding	\$269,765	\$0	\$0	N/A
Total Resources by Type	\$20,881,904	\$21,070,960	\$21,435,200	1.7%
Positions				Change
Full-Time	155	155	153	-2
Part-Time	39.3	39.3	39.8	+0.5

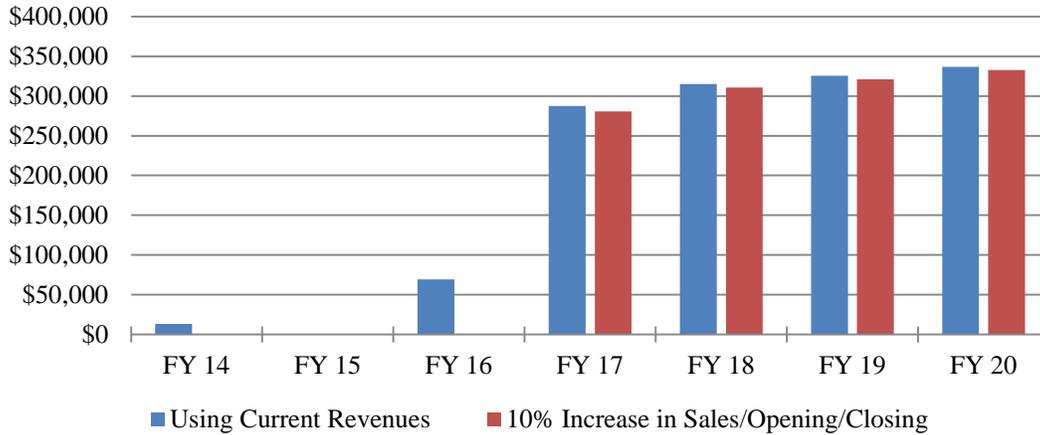
BUDGET HIGHLIGHTS

- In September 2012, the City Council created the Citizens' Organizational Efficiency Review Committee (COERC), which conducted a comprehensive review of the City's operations, staffing, and organizational structure. In February 2013, the COERC submitted its final report, which provided over 40 recommendations totaling \$4.7 million in potential budgetary savings. On April 29, the City Council reviewed those recommendations that could be included in the proposed FY 13-14 budget.
 - For Facilities Management, the proposed FY 13-14 budget includes the elimination of two night-crew personnel and implementation of enhanced on-call response procedures, for a total of \$60,840 in savings.
 - For the Cemeteries Division, the FY 13-14 budget includes the COERC recommendation of increasing plot sales and grave opening/closing fees by 10%, for a total of \$45,140 in additional revenue. The chart on the next page shows the projected general fund subsidy to the Cemeteries Fund with and without the increased fees.

PROPERTY AND FACILITIES MANAGEMENT

BUDGET HIGHLIGHTS – Continued

General Fund Transfer to Cemeteries Fund



- The budget for the Vegetation Management Division is increased 1.8%, primarily due to cost-of-living adjustments for contracted mowing services (\$19,410) and a net increase in equipment leasing expenditures (\$29,800) for the replacement of five crew-cab trucks, a tree truck, and a skid steer.
- The Fleet Services Division budget is increased 3.9% mostly due to the cost of parts and supplies (+\$190,000) and nine months of Automated Vehicle Location (AVL) subscriptions (+\$288,240). AVL equipment and software would allow City departments to make management decisions about routing and vehicle assignments based on up-to-date information. This equipment could help reduce fuel consumption and provide efficiencies in consolidating work assignments.
- For FY 13-14, the budget includes \$17,400 for operating the Davis Garage building, which was acquired by the City during FY 12-13.

FY 12-13 Year-End Outlook

- The table below provides estimated year-end revenues and expenditures for the cemeteries fund operations.

	Budgeted FY 12-13	Estimated FY 12-13
Operating Revenues	\$495,740	\$503,150
Operating Expenditures	(519,140)	(491,011)
Operating Income/(Loss)	\$(23,400)	\$12,139
Contribution from Cemetery Perpetual Care Fund	118,270	116,240
Debt and Lease Expense	(34,430)	(28,950)
Transfer to Cemetery Perpetual Care Fund	(121,800)	(129,850)
Transfer from General Fund	61,360	30,421
Net Income/(Loss)	\$0	\$0

Cemeteries cash reserves were depleted at the end of FY 10-11. Going forward, any operating deficits within the cemeteries fund will be covered by transfers from the general fund.

INFORMATION SYSTEMS

MISSION STATEMENT

The mission of the Information Systems Department is to lead the use of information technology by providing technology infrastructure, planning, guidance, and resource management to assist the City in achieving its business objectives. Delivery of efficient and effective services is deployed through a focus on forward-looking methodology using best practices and performance measurement techniques.

PROGRAM DESCRIPTIONS

Telecommunications

- Manages and maintains the City’s telephone network, including telephones, cellular phones, pagers, and voice mailboxes
- Provides telephone management and service, including desktop connections, wireless services, pagers, voice mailboxes, and cable television

Radio System Management

- Provides administrative oversight for the 800 MHz radio system, of which Forsyth County pays the full cost and is reimbursed by the City for 50% of the cost

Information Systems Administration

- Provides leadership, planning, training, support, and fiscal stewardship of all Information Systems programs
- Establishes policies and procedures for managing the City’s information technology assets

Computer Operations and Technical Services

- Develops and maintains the City-wide computing network, servers, e-mail, and storage infrastructure, including a secondary data center that also serves as our disaster recovery operations center

Applications Services

- Provides application and data management support
- Provides applications support and lead in the development of new computer technologies and applications

Office Systems

- Orders, installs and maintains workstations, peripheral equipment, and standard desktop applications
- Provides a problem reporting, tracking, and resolution service for users of information technology systems
- Identifies and develops new computer technologies and applications

EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Information Systems Administration	\$346,211	\$355,790	\$363,230	2.1%
Telecommunications	459,576	393,360	398,830	1.4%
Radio System Management	140,444	217,940	221,430	1.6%
Computer Operations and Technical Services	3,645,969	4,188,520	4,172,910	-0.4%
Application Services	2,197,162	2,505,160	2,537,410	1.3%
Office Systems	1,617,414	1,876,450	2,078,610	10.8%
Total Expenditures by Program	\$8,406,776	\$9,537,220	\$9,772,420	2.5%

INFORMATION SYSTEMS

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
% of staff with industry Best Practices certification	100%	100%	100%
Achieve 90% of "Excellent" survey responses from system users	95%	95%	95%
Maintain 99% availability of Core Network systems	99.9%	99.9%	99.9%
Efficiency			
Maintain 10% increase in the number of payments through the City website	10%	10%	10%
Workload			
Number of unplanned work changes	36	40	40
Number of competitively bid renewals of major service contracts	4	4	4
Number of supported telephones	971	971	975
Number of supported cellular telephones	611	663	665
Number of requests for service received by the Customer Support Center	9,905	10,000	11,100
Number of supported workstations	1,293 connected, 945 desktop service	1,423 connected, 945 desktop service	1,433 connected, 1,085 desktop service
Number of supported software applications	230	230	235

	Actual <u>FY 11-12</u>	Budget <u>FY 12-13</u>	Proposed <u>FY 13-14</u>	Percent <u>Change</u>
EXPENDITURES BY TYPE				
Personnel	\$4,464,882	\$4,502,310	\$4,586,830	1.9%
Supplies and Services	3,499,515	4,090,930	4,126,870	0.9%
Equipment Leasing Expense	442,379	943,980	1,058,720	12.2%
Total Expenditures by Type	\$8,406,776	\$9,537,220	\$9,772,420	2.5%

	Actual <u>FY 11-12</u>	Budget <u>FY 12-13</u>	Proposed <u>FY 13-14</u>	Percent <u>Change</u>
RESOURCES BY TYPE				
Interfund Revenue	\$46,570	\$46,600	\$15,750	-66.2%
Miscellaneous Revenue	36,229	0	0	N/A
Other General Fund Revenues	895,708	920,490	967,740	5.1%
Service Charges to Other Funds	6,816,216	7,980,410	8,788,930	10.1%
Transfer from General Fund	3,150	0	0	N/A
Information Systems Internal Service Fund	608,903	589,720	0	-100.0%
Total Resources by Type	8,406,776	9,537,220	9,772,420	2.5%

INFORMATION SYSTEMS

Positions	<u>Actual</u> <u>FY 11-12</u>	<u>Budget</u> <u>FY 12-13</u>	<u>Proposed</u> <u>FY 13-14</u>	<u>Change</u>
Full-Time	49	48	48	0

BUDGET HIGHLIGHTS

- In September 2012, the City Council created the Citizens’ Organizational Efficiency Review Committee (COERC), which conducted a comprehensive review of the City’s operations, staffing, and organizational structure. In February 2013, the COERC submitted its final report, which provided over 40 recommendations totaling \$4.7 million in potential budgetary savings. On April 29, the City Council reviewed those recommendations that could be included in the proposed FY 13-14 budget. For Information Systems, the proposed FY 13-14 budget includes the replacement of approximately 60 laptops with desktops, for a savings of \$13,000.

- Debt and leasing expenditures are increased for Information Systems by a total cost of \$114,740 (12.2%). This includes \$36,980 for infrastructure projects including the replacement of web proxy servers, replacement drives for the Storage Area Network (SAN), and an expansion of the data back-up and restore tools as storage needs grow each year. Also included is the replacement of over 400 computers. At an increased leasing cost of \$182,350, the remaining computers running on Windows XP will be replaced and converted to the Windows 7 operating system. Windows XP will no longer be supported by Microsoft as of April 2014, which means online assistance, security updates, and other support will no longer be provided. Previous year debt payments falling off (-\$104,610) help cover a portion of this increase.

INTERDEPARTMENTAL SERVICES NON-DEPARTMENTAL

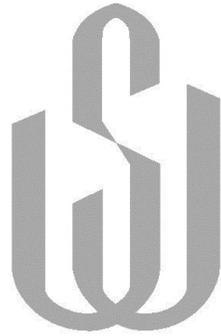
Listed below are the appropriations related to interdepartmental services that are not included in any of the departmental budgets in this section of the document.

EXPENDITURES	Actual	Budget	Proposed	Percent
General Fund Transfer	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
To Cemeteries Fund	\$41,183	\$61,360	\$0	-100.0%
To Information Systems Fund	3,150	0	0	N/A
To Fleet Services Fund	0	0	492,320	N/A
 Total Expenditures	 \$44,333	 \$61,360	 \$492,320	 702.3%
 RESOURCES				
General Fund				
Other General Fund Resources	\$44,333	\$61,360	\$492,320	702.3%
 Total Resources	 \$44,333	 \$61,360	 \$492,320	 702.3%

INTERDEPARTMENTAL SERVICES CAPITAL PROJECTS

Listed below are the adopted capital appropriations for interdepartmental services related funds and entities.

EXPENDITURES	Proposed
<u>Project Title</u>	<u>FY 13-14</u>
Property and Facilities Management:	
Automatic Vehicle Locators	\$492,320
Lowery Street Construction Phase I	14,000,000
Information Systems:	
Web Proxy Servers	\$20,000
Replacement Drives and enclosure for Storage Area Network (SAN)	80,000
Data Back-Up Expansion	45,000
Fiber Optic Upgrade	300,000
TOTAL EXPENDITURES	\$14,937,320
FUNDING SOURCES	
Bonds:	
Limited Obligation Bonds	\$14,000,000
Reserves:	
Information Systems Fund	\$300,000
Other:	
North Carolina Municipal Leasing Corporation	\$145,000
Transfers:	
From General Fund	\$492,320
TOTAL FUNDING SOURCES	\$14,937,320



Winston-Salem

GENERAL GOVERNMENT

Policy Leadership 184
Office of the City Manager 186
Office of Community Assistance 188
City Link 189
City Secretary 191
Marketing and Communications 193
Human Relations 195
General Government Non-Departmental 198

POLICY LEADERSHIP

PROGRAM DESCRIPTIONS

Mayor

- Official head of City government:
 - Provides leadership in the establishment of City priorities and in the formulation of strategies to achieve those priorities
 - Presides at City Council meetings and votes in case of tie
 - Issues proclamations and carries out special responsibilities during emergencies

City Attorney

- Provides legal services for the City:
 - Provides litigation services in state/federal courts
 - Negotiates and reviews contracts
 - Drafts ordinances and legislation
 - Provides counsel on federal regulations, bond financings, and City Council agenda items

City Council

- Eight-member governing body of the City:
 - Establishes policies and programs for effective delivery of City services
 - Approves annual financial plan and sets property tax rate and most user fees
 - Adopts all local ordinances, rules, and regulations for the welfare of the City

	Actual	Budget	Proposed	Percent
EXPENDITURES BY PROGRAM	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Mayor	\$267,991	\$264,940	\$271,490	2.5%
City Council	323,951	320,360	328,310	2.5%
City Attorney	1,046,653	1,032,910	1,060,360	2.7%
Total Expenditures by Program	\$1,638,595	\$1,618,210	\$1,660,160	2.6%
EXPENDITURES BY TYPE				
Mayor				
Personnel	\$180,156	\$173,210	\$180,610	4.3%
Supplies and Services	87,835	91,730	90,880	-0.9%
Subtotal	\$267,991	\$264,940	\$271,490	2.5%
City Council				
Personnel	\$131,325	\$123,260	\$125,190	1.6%
Supplies and Services	192,627	197,100	203,120	3.1%
Subtotal	\$323,951	\$320,360	\$328,310	2.5%
City Attorney				
Personnel	\$945,095	\$925,660	\$957,160	3.4%
Supplies and Services	101,558	107,250	103,200	-3.8%
Subtotal	\$1,046,653	\$1,032,910	\$1,060,360	2.7%
Total Expenditures by Type	\$1,638,595	\$1,618,210	\$1,660,160	2.6%

POLICY LEADERSHIP

RESOURCES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
General Fund Revenues	\$1,638,595	\$1,618,210	\$1,660,160	2.6%
Total Resources by Type	\$1,638,595	\$1,618,210	\$1,660,160	2.6%
Positions				Change
Mayor	3	3	3	0
City Attorney	9	9	9	0

FY 13-14 Proposed Compensation for Elected Officials

	<u>Annual Salary</u>	<u>Annual Expense Allowance</u>
Mayor	\$12,770	\$6,000
City Council	\$9,990	\$2,700

Memberships to Organizations in which the City is a Corporate Member

<u>Organization</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Departmental Budget</u>
National League of Cities	\$11,560	\$13,400	City Council
North Carolina League of Municipalities	46,810	55,890	City Council
UNC School of Government	24,940	25,770	City Manager
Piedmont Triad Regional Council	48,220	48,750	City Council
North Carolina Metropolitan Coalition	12,980	12,980	Mayor
US Conference of Mayors	12,250	12,250	Mayor
Downtown Winston-Salem Partnership (DWSP)	26,810	26,810	Development Office
Piedmont Triad Partnership (PTP)	30,980	30,980	Development Office
Sister Cities International	880	880	Development Office
Greater Winston-Salem Chamber of Commerce	<u>3,760</u>	<u>3,830</u>	Development Office
Total	\$219,190	\$231,540	

BUDGET HIGHLIGHTS

City Council

- Corporate Memberships for the City Council budget are increased \$11,450 as a result of higher dues for the National League of Cities (+\$1,840), the North Carolina League of Municipalities (+\$9,080), and the Piedmont Triad Regional Council (+\$530).

OFFICE OF THE CITY MANAGER

MISSION STATEMENT

The mission of the Office of the City Manager is to ensure the implementation of the policies of the Mayor and the City Council through strategic leadership, fiscal stewardship, customer service, and innovative practices.

PROGRAM DESCRIPTION

As the administrative head of the City, the City Manager:

- Recommends policy to the City Council and administers City government in accordance with policies approved by the City Council; and
- Promotes the interests of the City of Winston-Salem with Federal, State, and local governments through legislative advocacy and interaction with agency officials; and
- Monitors performance management systems and promotes civic involvement and citizen engagement in support of performance objectives and priorities; and
- Coordinates the solicitation of Federal and State grant funds for City projects.

EXPENDITURES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Personnel	\$1,036,602	\$1,113,510	\$1,149,120	3.2%
Supplies and Services	121,369	118,860	119,630	0.6%
Equipment Leasing Expense	1,551	0	0	N/A
Total Expenditures by Type	\$1,159,522	\$1,232,370	\$1,268,750	3.0%

RESOURCES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
General Fund Revenues	\$1,159,522	\$1,232,370	\$1,268,750	3.0%
Total Resources by Type	\$1,159,522	\$1,232,370	\$1,268,750	3.0%

Positions

Full-Time	7	7	7	0
Part-Time (Person Weeks)	6	0	0	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Achieve a pass rate of 75% for newly requested local bills by General Assembly	N/A	33%	100%
Achieve a completion rate of 90% for department key work items	75%	90%	90%

OFFICE OF THE CITY MANAGER

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Workload			
City meetings with State/Federal representatives	5	10	10
Issues addressed by N.C. League of Municipalities Advocacy Agenda	11	25	25
New local bills requested	0	9	1
Number of City Council public meetings	68	70	70

OFFICE OF COMMUNITY ASSISTANCE

MISSION STATEMENT

The mission of the Office of Community Assistance is to assist individual citizens, groups, and neighborhoods address issues and concerns impacting their communities.

PROGRAM DESCRIPTION

- Proactively identifies and addresses issues and concerns that adversely impact communities
- Provides information to individual citizens, groups, and neighborhoods regarding City services and processes
- Enhances the delivery of City services

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Number of issues/concerns referred to Non-City agencies	N/A	154	157
Efficiency			
Average number of days to refer issues/concerns	N/A	1	1
Number of contacts received per Community Assistance Liaison per month	N/A	42	43
Workload			
Number of contacts assisted with projects, events or general information	N/A	3,735	3,810
Information and/or material distribution	N/A	13,246	13,510
Number of issues and concerns identified	N/A	2,537	2,588

Note: Measurement data for FY 11-12 is unavailable due to the establishment of new performance objectives for FY 12-13.

	Actual <u>FY 11-12</u>	Budget <u>FY 12-13</u>	Proposed <u>FY 13-14</u>	Percent <u>Change</u>
EXPENDITURES BY TYPE				
Personnel	\$494,602	\$463,300	\$440,280	-5.0%
Supplies and Services	51,420	95,720	97,800	2.2%
Total Expenditures by Type	\$546,022	\$559,020	\$538,080	-3.7%
RESOURCES BY TYPE				
General Fund Revenues	\$546,022	\$559,020	\$538,080	-3.7%
Total Resources by Type	\$546,022	\$559,020	\$538,080	-3.7%
Positions				<u>Change</u>
Full-Time	7	6	6	0

CITY LINK

MISSION STATEMENT

The mission of City Link is to improve citizens' access to information and non-emergency City services, while delivering excellent customer service. With the goal of one contact resolution, City Link strives to be the single contact point through which citizen needs are addressed, thereby easing the burden for citizens unfamiliar with the structure of City government and responsibilities of City departments. Through one contact resolution, City Link enhances departmental efficiency, responsiveness, and accountability.

PROGRAM DESCRIPTION

- Responds to citizen requests via phone, live chat, email, web intake, social media, and smartphone mobile applications
- Provides information, answers questions, and directs callers to the appropriate party to have issues resolved
- Initiates service requests and routes to appropriate departments for quick response and resolution
- Captures all relevant data for accurate reporting on volume of requests and performance against service levels

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Answer at least 70% of calls within 30 seconds	61.0%	65%	70%
Achieve an accuracy rate of 85% information and call flow	81.0%	85%	85%
Percentage of calls handled – single contact resolution	86.9%	90%	95%
Efficiency			
Average call-handle time in minutes (objective: 3 min. or less)	3 min. 44 sec.	3 min.	3 min.
Average hold time in seconds (objective: < 30 seconds)	29	29	29
Workload			
Number of calls received	313,664	345,030	379,533
Number service requests created	331,894	376,703	414,373

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
EXPENDITURES BY TYPE				
Personnel	\$1,279,280	\$1,304,340	\$1,310,110	0.4%
Supplies and Services	532,369	528,750	537,950	1.7%
Equipment Leasing Expense	89,736	21,980	1,290	-94.1%
Total Expenditures by Type	\$1,901,386	\$1,855,070	\$1,849,350	-0.3%

RESOURCES BY TYPE

Interfund Revenue	\$264,540	\$0	\$0	N/A
Other General Fund Revenues	1,636,846	1,855,070	1,849,350	-0.3%
Total Resources by Type	\$1,901,386	\$1,855,070	\$1,849,350	-0.3%

				Change
Positions				
Full-Time	27	27	27	0

CITY LINK

BUDGET HIGHLIGHTS

- Equipment leasing expenditures are decreased by \$20,690 or 94.1%, as a result of the completion of payments for previously approved equipment.

CITY SECRETARY

MISSION STATEMENT

The City Secretary's Office prepares and maintains complete and accurate records of the proceedings of the City Council, provides administrative support to members of the City Council, and provides information and assistance to citizens in a timely manner.

PROGRAM DESCRIPTIONS

City Council

- Prepares agendas for all City Council and Council committee meetings
- Maintains permanent minutes and documents resulting from those meetings
- Provides administrative support services to members of the City Council

Citizen Services

- Routes, transmits, and maintains files of applications or petitions for: certificates of public convenience and necessity, street closures, annexations, open air public meetings, pyrotechnics, going out of business sales, operation of sound-amplifying equipment, and solicitations
- Conducts research for citizens and internal departments

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Publish 100% of all legal advertisements within 10 days prior to hearing	100%	100%	100%
Distribute 100% of all adopted documents within 3 days of City Council meeting	100%	100%	100%
Prepare 100% of agenda books within 48 hours prior to meeting	100%	100%	100%
Achieve a rate of 100% for Citizen Police Review Board appeals processed within 24 hours	100%	100%	100%
Efficiency			
Cost per legal advertisement published	\$570	\$480	\$500
Cost per courtesy legal advertisement published	\$230	\$160	\$200
Workload			
Number of meetings/agendas prepared per month	6.16	6.25	6.25
Number of Council agendas per year	74	75	75
Distribution of adopted Council actions per year	21	20	21
Summary of Council meeting minutes prepared per year	3	20	20
Average number of Citizen Police Review Board complaints received per month	27	12	15
Citizen Police Review Board appeals received per year	1	3	2
Number of legal advertisements published per year	79	85	80
Number of courtesy legal advertisements published per year	29	30	30

CITY SECRETARY

	<u>Actual</u>	<u>Budget</u>	<u>Proposed</u>	<u>Percent</u>
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Personnel	\$257,545	\$253,620	\$259,020	2.1%
Supplies and Services	144,340	125,350	131,240	4.7%
Total Expenditures by Type	\$401,885	\$378,970	\$390,260	3.0%
 RESOURCES BY TYPE				
Miscellaneous Revenues	\$41	\$0	\$0	N/A
Other General Fund Revenues	401,844	378,970	390,260	3.0%
Total Resources by Type	\$401,885	\$378,970	\$390,260	3.0%
 Positions				
				<u>Change</u>
Full-Time	4	4	4	0

MARKETING AND COMMUNICATIONS

MISSION STATEMENT

The mission of the Marketing and Communications Department is to inform and educate citizens, regional and national markets, and employees about Winston-Salem city government and its services and to provide communications support to City departments through marketing, advertising, sponsorship, and public relations efforts.

PROGRAM DESCRIPTIONS

Marketing and Communications

- Markets and promotes City services, programs, and events to citizens
- Maintains the City’s website information; trains and assists web liaisons in developing their departments’ websites
- Co-produces Rock the Block, the largest downtown music festival of the year, with the Downtown Winston-Salem Partnership
- Produces several newsletters, inserts, and advertisements, including *City Edition*, *City Now*, *CityLine*, and *Cart and Bin*
- Organizes and coordinates the City of Winston-Salem University
- Maintains the City’s presence on online social network sites, such as LinkedIn, YouTube, Twitter, and Facebook
- Serves as media liaison and contact
- Sells advertising and sponsorship packages for City departments
- Assists in recruiting targeted populations for City departments

- Provides audio/visual support, photography, graphic design services, and business card layouts for City and City/County departments
- Updates and designs City’s Employee Center (Intranet) pages
- Provides and enforces a City-wide standard and quality check for printed materials
- Provides marketing consultation, graphic design, media placements, event planning, and speech writing services
- Manages Employee Suggestion Program

WSTV 13

- Produces local programs on WSTV 13 that educate and solicit input from citizens about services
- Broadcasts City Council and Planning Board meetings
- Records and rebroadcasts the annual City Employee Recognition and Service Awards Ceremony.

EXPENDITURES BY PROGRAM	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Marketing and Communications	\$770,453	\$611,440	\$654,060	7.0%
WSTV 13	256,425	227,960	230,470	1.1%
Total Expenditures by Program	\$1,026,878	\$839,400	\$884,530	5.4%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Workload			
News releases	252	250	185
Graphic projects	473	500	450

MARKETING AND COMMUNICATIONS

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Workload - Continued			
City of Winston-Salem University applicants	58	46	44
City of Winston-Salem University graduates	19	18	18
Rock the Block attendees	20,000	12,000	12,000
Website visits	3,108,602	3,500,000	5,000,000
“Only on 13” productions	66	70	60

	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
EXPENDITURES BY TYPE				
Personnel	\$616,982	\$585,180	\$596,970	2.0%
Supplies and Services	406,319	250,020	283,050	13.2%
Equipment Leasing Expense	3,577	4,200	4,510	7.4%
Total Expenditures by Type	\$1,026,878	\$839,400	\$884,530	5.4%

RESOURCES BY TYPE

Miscellaneous Revenue (Rock the Block)	\$79,784	\$0	\$35,000	N/A
Contributions (Rock the Block)	26,162	0	0	N/A
Other Revenue	1,755	0	0	N/A
Other General Fund Revenues	919,177	839,400	849,530	1.2%
Total Resources by Type	\$1,026,878	\$839,400	\$884,530	5.4%

Positions				Change
Full-Time	7	7	7	0
Part-Time	1	1	1	0

BUDGET HIGHLIGHTS

- Rock the Block, a street festival to be held in September 2013, is expected to be fully funded by sponsorships and other event revenues. For FY 13-14, \$35,000 in expenses is budgeted, offset by revenues from sponsorships and fees.

HUMAN RELATIONS

MISSION STATEMENT

The mission of Human Relations is to create, facilitate, promote, anticipate, study, and recommend programs, projects, feedback, and actions for the elimination of discrimination in any and all fields of human relationships.

PROGRAM DESCRIPTIONS

Complaint Resolution

- Receives, investigates, conciliates, and mediates complaints of alleged discrimination and/or unfair treatment in housing transactions and landlord/tenant disputes. The department also serves as a referral agency for employment and public accommodations complaints. Complaint resolution comprises approximately two-thirds of the department's work.

Education and Training

- Sponsors education, training, and other outreach programs and provides formal, informal, and other informational classes and sessions to citizens, citizen groups, businesses, and others about fair housing, landlord/tenant issues, diversity/race relations issues, disability issues (ADA), and other pertinent human and civil rights issues.

Cultural and Community Relations

- Partners with and/or trains community-based groups, businesses, schools, and individual citizens in promoting equality of opportunity for all citizens, studying problems of discrimination in any or all fields of human relationship, encouraging fair treatment and mutual understanding among all ethnic groups in the city, and providing channels of communication among all ethnic groups. As a community partner to various agencies, the department encourages the employment of qualified people of all ethnic groups and encourages youth to become better trained and qualified for employment opportunities. The department also provides staff support to the City's Human Relations Commission, Youth Advisory Council, and College Advisory Board.

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
EXPENDITURES BY PROGRAM				
General Fund				
Human Relations	\$347,353	\$339,500	\$343,630	1.2%
Contributions to Community Agencies:				
Mediation Services of Forsyth County	6,600	6,600	6,600	0%
Total General Fund Expenditures	\$353,953	\$346,100	\$350,230	1.2%
Grants Fund				
Fair Housing Assistance Program Grants	\$23,163	\$88,620	\$75,940	-14.3%
Fair Housing Information Fair (Fair Housing Summit and American Dream Weekend)	23,527	12,500	14,000	12.0%
Fiesta	1,315	1,500	3,000	100.0%
Total Grants Fund Expenditures	\$48,005	\$102,620	\$92,940	-9.4%
Total Expenditures by Program	\$401,958	\$448,720	\$443,170	-1.2%

HUMAN RELATIONS

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 11-12	Estimated FY 12-13	Projected FY 13-14
Effectiveness			
Close 10% of landlord/tenant cases due to impasse	7%	7%	7%
Close 60% of housing discrimination cases within 100 days	50%	60%	60%
Close 100% of landlord/tenant cases within 45 days	75%	75%	75%
Maintain average investigative time per landlord/tenant case of 45 days or less *	56	35	45
Maintain average investigative time per housing discrimination case of 100 days or less	100	96	100
Workload			
Total housing discrimination cases processed	30	12	15
Total landlord/tenant cases processed	95	120	100
Total forums and public discussions held	63	50	50

* Objectives for average investigative time should be achieved in the future as new staff becomes more experienced.

	Actual <u>FY 11-12</u>	Budget <u>FY 12-13</u>	Proposed <u>FY 13-14</u>	Percent <u>Change</u>
EXPENDITURES BY TYPE				
General Fund				
Personnel	\$282,278	\$284,170	\$289,100	1.7%
Supplies and Services	71,675	61,930	61,130	-1.3%
Total General Fund Expenditures	\$353,953	\$346,100	\$350,230	1.2%
Grants Fund				
Supplies and Services	\$48,005	\$102,620	\$92,940	-9.4%
Total Grants Fund Expenditures	\$48,005	\$102,620	\$92,940	-9.4%
Total Expenditures by Type	\$401,958	\$448,720	\$443,170	-1.2%
RESOURCES BY TYPE				
General Fund				
Human Relations Banquet Ticket Sales/Sponsorships	\$20,660	\$12,000	\$12,000	0%
Other General Fund Revenues	333,293	334,100	338,230	1.2%
Total General Fund Resources	\$353,953	\$346,100	\$350,230	1.2%

HUMAN RELATIONS

RESOURCES BY TYPE - Continued	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Grants Fund				
U.S. Department of Housing and Urban Development	\$43,903	\$101,120	\$91,440	-9.6%
Fair Housing Event Sponsorships	1,300	1,500	1,500	0%
Total Grants Fund Resources	\$45,203	\$102,620	\$92,940	-9.4%
Total Resources by Type	\$399,156	\$448,720	\$443,170	-1.2%
Positions				Change
Full-Time	5	5	5	0

BUDGET HIGHLIGHTS

- Funding for conflict resolution services provided by Mediation Services of Forsyth County is budgeted at \$6,600, same as the current year.

GENERAL GOVERNMENT NON-DEPARTMENTAL

Listed below are the appropriations related to general government that are not included in any of the departmental budgets in this section of the document.

EXPENDITURES	Actual	Budget	Proposed	Percent
General Fund	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Elections Administration	\$0	\$0	\$206,070	N/A
Contingency	0	0	200,000	N/A
Property Tax Collections	568,944	575,710	475,290	-17.4%
Salary Savings Adjustment	0	-2,544,020	-2,544,020	0%
Transfer to the Grants Fund:				
Centennial Celebration	0	150,000	0	-100.0%
Transfer to the Debt Service Fund:				
Debt Service on Dell Borrowing	400,000	400,000	400,000	0%
Lease Payments for Convention Center Renovations	100,000	150,000	200,000	33.3%
Special Obligation Bonds for Wake Forest Innovation Quarter	0	0	170,000	N/A
Cable Franchise Fund				
Cable Franchise Expenditures	\$16,274	\$0	\$0	N/A
Grants Fund				
Centennial Celebration	\$613	\$150,000	\$0	-100.0%
General Government Grants	87,525	0	0	N/A
Total Expenditures	\$1,173,356	-\$1,118,310	-\$892,660	-20.2%
RESOURCES				
General Fund Revenues	\$1,157,082	-\$1,118,310	-\$892,660	-20.2%
Cable Franchise Revenues	272	0	0	N/A
Cable Franchise Fund Balance	16,002	0	0	N/A
Total Resources	\$1,173,356	-\$1,118,310	-\$892,660	-20.2%

BUDGET HIGHLIGHTS

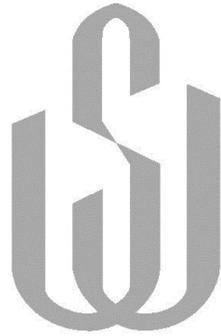
- Elections Administration. The proposed budget includes \$206,070 for the primary municipal election in September and the general municipal election in November.
- Contingency. The proposed budget includes \$200,000 in contingency funds for any unanticipated needs that arise during the fiscal year. City Council will approve funds for these needs on a case-by-case basis.

GENERAL GOVERNMENT NON-DEPARTMENTAL

BUDGET HIGHLIGHTS - Continued

- Property Tax Collection. According to the City/County Cooperative Governmental Services Funding Agreement, the City reimburses Forsyth County for property tax collection services based on its proportion of all Forsyth County municipality and County tax records combined. For FY 13-14, the City's share is 33.63%. Of the City's total payment to the county, 83.6% (\$475,290) is budgeted in the general fund (Financial Management Services), 9.6% (\$54,600) in the debt service fund, and 6.8% (\$38,840) in the mass transit tax fund. The budget is decreasing as the County Tax Office will no longer collect registered motor vehicle property taxes under the new State vehicle registration system.

- Salary Savings Adjustment. The total general fund salary savings budgeted for FY 13-14 is \$2,544,020. It is estimated that savings generated by position turnover and other personnel-related changes will be in the range of 3% of payroll.



Winston-Salem

DEBT MANAGEMENT

Debt Service Fund..... 202
Leasing Fund..... 206
Leasing Equipment Acquisition Fund..... 208

DEBT SERVICE FUND

PROGRAM DESCRIPTION

- Debt service expenditures include the City's general governmental debt obligations; certificates of participation (COPS); limited obligation bonds (LOBs); leasing debt payments for City Hall renovations and for selected Recreation equipment and facility repairs; and the administrative expenses associated with bond ratings and issuances.
- Debt service resources include property tax revenues (5.09 cents on the property tax rate), investment income on unrestricted governmental monies, 80% of the Article 40 one-half cent sales tax distribution, and one-third of the City's municipal ABC revenue allocation.

OBJECTIVES AND ACHIEVEMENTS

General Obligation Debt per Capita

- A municipality's general obligation debt, when expressed as an amount per capita, is used to measure the reasonableness of its debt. Generally, per capita debt of around \$600 is considered low; \$1,300 is considered high. Winston-Salem's June 30, 2012 net bonded debt per capita was \$380.

Debt Service as Percent of Expenditures

- If annual debt service expenditures get too high, the City's expenditure flexibility is reduced. Debt service is a fixed cost and its increase can indicate excessive debt and produce fiscal strain. The FY 11-12 annual financial report shows Winston-Salem at 19.8%. This includes a balloon payment made to North Carolina Municipal Leasing Corporation for \$18 million.

Legal Debt Margin

- The City has a legal general obligation debt limitation not to exceed 8% of the total assessed valuation of the taxable property within the city's boundaries. This means that the total amount of bonds, notes, warrants, or any other type of general obligation debt issued or outstanding will not be greater than 8%. The FY 11-12 annual financial report indicates the City's net outstanding general obligation debt is \$76.4 million, which is 0.4% of the City's total assessed valuation of taxable property. This leaves a legal debt margin of approximately \$1.62 billion.

Credit Rating

- The City's credit rating is an overall indicator of financial condition, quality of financial management, and local economic factors. Winston-Salem is rated AAA by Fitch IBCA, Moody's Investors Service, and Standard and Poor's Corporation.

DEBT SERVICE FUND

EXPENDITURES BY TYPE	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14	Percent Change
Principal Retirement	\$6,085,180	\$7,006,810	\$7,308,540	4.3%
Capital Lease Charges	1,737,617	1,828,220	2,021,060	10.5%
Interest Payments	6,697,593	6,896,750	6,683,560	-3.1%
Fiscal Charges	371,739	246,970	246,970	0%
Administrative Expenses	28,373	52,320	52,890	1.1%
Property Tax Collection Fee	65,488	63,750	54,600	-14.4%
Contribution Toward Pay-off of Post-Employment Benefits Debt	0	2,000,000	0	-100.0%
Transfer to Capital Projects Fund	840,150	0	0	NA
Transfer to Leasing Capital Projects Fund	76,829	0	0	NA
Transfer to Mass Transit Tax Fund	15,430	6,340	6,020	-5.0%
Total Expenditures by Type	\$15,918,399	\$18,101,160	\$16,373,640	-9.5%
RESOURCES BY TYPE				
Property Taxes	\$9,827,008	\$9,643,660	\$9,461,520	-1.9%
ABC Allocation	360,889	306,110	380,900	24.4%
Interest Income	370,033	400,000	400,000	0.0%
Interest Subsidy on Recovery Zone Bonds	293,118	293,120	265,500	-9.4%
Forsyth County	0	0	250,000	NA
Other Revenues	848,683	843,500	837,500	-0.7%
Net Proceeds from Refunding Bonds	167,858	0	0	NA
Transfer from General Fund				
Debt Service on Dell Project	400,000	400,000	400,000	0%
Lease Payment for Convention Center Capital	100,000	150,000	200,000	33.3%
City's Share of Debt Service on Wake Forest Innovation Quarter Infrastructure	0	0	170,000	NA
Transfer from Sales Tax Fund	4,339,154	4,377,880	4,676,450	6.8%
Transfer from Capital Projects Fund	840,150	0	0	NA
Transfer from Leasing Capital Projects Fund	76,829	0	0	NA
Fund Balance Appropriation	0	1,686,890	0	-100.0%
Total Resources by Type	\$17,623,722	\$18,101,160	\$17,041,870	-5.9%
Addition to Fund Balance	\$1,705,323	\$0	\$668,230	NA

BUDGET HIGHLIGHTS

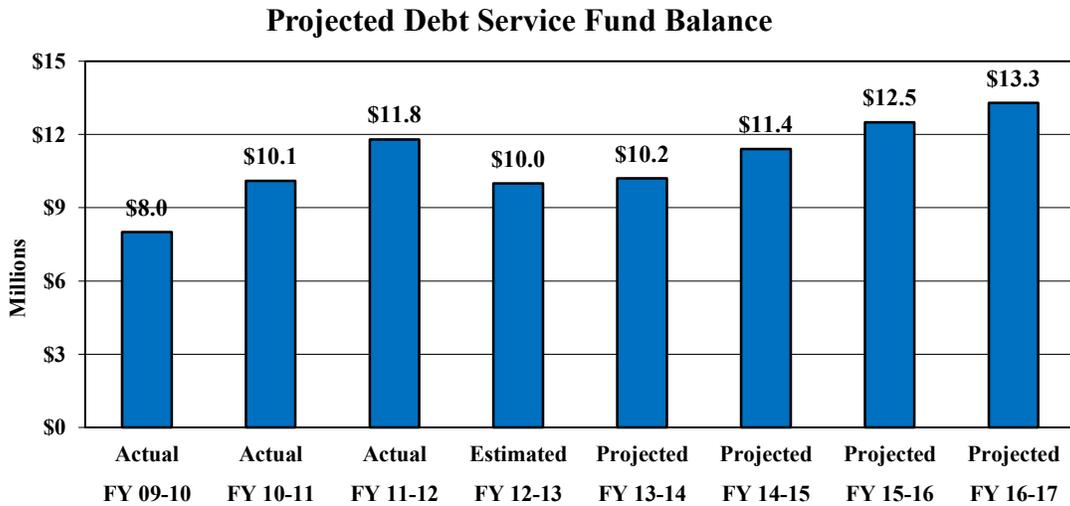
- Debt service fund expenditures are decreased \$1,727,520, or 9.5%, primarily due to the one-time contribution of \$2 million in FY 12-13 to pay off the remaining debt that was issued to fund post-employment benefits for City retirees.
- The proposed budget for capital lease charges includes a debt payment of \$420,000 on the \$6.2 million in special obligation bonds that were approved in April 2013 for infrastructure improvements in the Wake Forest

DEBT SERVICE FUND

BUDGET HIGHLIGHTS – Continued

Innovation Quarter. The City and the County will cover this payment from the property tax revenue that will be generated by the research park (\$170,000 from the City and \$250,000 from the County).

- Revenues from the debt service fund’s allocation of the property tax reflect the fund’s share of the proposed 1.25 cent reduction in the property tax rate and the reallocation of the tax rate to fund Sunday service (-\$182,140). Revenues from the fund’s allocation of sales tax collections are \$298,570 due to anticipated growth in retail sales and an increase in the City’s ad valorem share from 28.4% to 29.2% as a result of the City increasing the tax rate in FY 12-13 (+\$298,570). The debt service fund’s ABC allocation also is increased \$74,790 due to a projected increase in net operating income.
- The federal interest subsidy on Recovery Zone Bonds is decreased \$27,620 as a result of the federal sequester. The City issued these bonds to finance capital improvements identified for funding from two-thirds general obligation bonds. This subsidy, in effect, reduces the interest cost of this debt.
- The transfer from the general fund includes \$200,000 to cover the lease payments for financing \$250,000 in capital needs at the M.C. Benton, Jr. Convention and Civic Center each year since FY 10-11. Under the agreement with Noble-Interstate, LLC, the City is scheduled to provide \$250,000 each year for capital needs. The City will finance these expenditures over five years through the North Carolina Municipal Leasing Corporation, with the general fund covering the annual lease payments.
- The following chart provides a five-year outlook for the debt service fund that includes recently approved debt issuances.



DEBT SERVICE FUND

BUDGET HIGHLIGHTS – Continued

- Listed below are the outstanding general obligation bonds and outstanding principal and interest requirements, as of June 30, 2013:

PROJECTED OUTSTANDING GENERAL OBLIGATION BONDS AS OF JUNE 30, 2013

<u>Purpose of Bond Issue</u>	<u>Year of Issue</u>	<u>Original Issue Amount</u>	<u>Principal Balance</u>
Recreation, sidewalks, streets, and refunding	1993	\$5,499,964	\$277,950
Development, safety, streets, and refunding	2004	8,840,000	960,000
Development, recreation, safety, and streets	2006	19,925,000	16,670,000
Recreation, safety and streets	2008	5,105,000	4,305,000
Refunding	2009	8,435,000	5,940,000
Recreation, safety and streets	2010	4,785,000	4,545,000
Refunding	2010	24,750,000	22,590,000
Development, streets, and housing	2010	10,500,000	9,975,000
Recreation, safety, and streets	2012	2,955,000	2,805,000
Refunding	2012	14,255,000	14,200,000
Total		\$105,049,964	\$82,267,950

PROJECTED GENERAL OBLIGATION BONDS DEBT SERVICE REQUIREMENTS TO MATURITY

<u>Year</u>	<u>General Purpose</u>
2014	9,721,601
2015	8,810,403
2016	8,743,812
2017	8,677,171
2018	8,063,459
2019-2023	39,443,976
2024-2028	23,674,064
2029-2032	4,118,800
Total	\$111,253,286

LEASING FUND

PROGRAM DESCRIPTION

- Accumulates annual payments from City departments to make lease payments to the North Carolina Municipal Leasing Corporation (NCMLC)
- Assists the City in acquiring real and personal property through the issuance of limited obligation bonds (LOBs) to fund the purchases. The corporation leases the property to the City, which provides lease payments that cover the interest and principal on the LOBs as follows: governmental funds make equal annual payments over a five-year period and proprietary funds make the same scheduled payments with the addition of an annual interest payment at a rate of 5.5%.
- Goals of the City’s leasing program are as follows:
 - Reduce acquisition costs of real and personal property for the City by providing a low cost leasing program through the periodical issuance of LOBs.
 - Increase productivity by making the purchase and budget decision concentrate on “what is needed to do the work?” rather than “how much equipment can the City afford?”
 - Improve replacement policies and reduce on-going maintenance costs by making optimum replacement affordable.

	Actual	Budget	Proposed	Percent
	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
EXPENDITURES BY TYPE				
Principal Retirement	\$20,018,239	\$19,854,260	\$2,209,350	-88.9%
Interest Payments	2,169,637	3,925,230	3,330,930	-15.1%
Fiscal Expense	673,022	0	0	NA
Total Expenditures by Type	\$22,860,898	\$23,779,490	\$5,540,280	-76.7%
RESOURCES BY TYPE				
Lease Payments - City	\$12,016,997	\$12,879,510	\$11,164,730	-13.3%
Lease Payments - Outside Agencies	2,060,884	819,420	819,680	0%
Investment Income	229,352	0	0	NA
Proceeds from Capital Leases	9,546,910	0	225,870	NA
Transfer from General Fund	172,535	172,540	172,540	0%
Fund Balance Appropriation	0	9,908,020	0	-100.0%
Total Resources by Type	\$24,026,677	\$23,779,490	\$12,382,820	-47.9%
Addition to Fund Balance	\$1,165,779	\$0	\$6,842,540	NA

LEASING FUND

BUDGET HIGHLIGHTS

- The proposed budget is decreased 76.7% due to a balloon payment in FY 12-13 to retire previously authorized limited obligation bonds that were issued to fund the purchase of capital equipment. In FY 13-14, there is no balloon payment scheduled; therefore, the lease payments from City departments and outside agencies will increase the fund balance by \$6.8 million to meet the future balloon payment requirement.
- The proposed budget includes a transfer from general fund to cover the lease payment on the former AC Delco building, which has been renovated into the Downtown Arts Center (\$52,540), and repayment of leasing fund reserves used to acquire the Lowery Street Facility (\$120,000). In March 2011, the City Council authorized the acquisition of property at 2000 Lowery Street for \$2,500,000. Funding for this purchase included \$600,000 from the leasing fund, which will be repaid by the general fund over five years.

LEASING EQUIPMENT ACQUISITION FUND

PROGRAM DESCRIPTION

- Accounts for the total cost of capital equipment, including computer hardware, for governmental funds that is financed through the North Carolina Municipal Leasing Corporation. City departments make annual lease payments of one-fifth of the purchase price to pay off the debt. With the exception of computers, the City lease-purchases equipment that costs \$10,000 or more.

	Actual	Budget	Proposed	Percent
EXPENDITURES BY TYPE	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>Change</u>
Capital Outlay				
Rolling Stock	\$3,092,796	\$3,123,500	\$4,335,280	38.8%
Computer Equipment	0	200,000	88,000	-56.0%
General Equipment	101,891	1,491,340	0	-100.0%
Communications Equipment	0	892,000	280,000	-68.6%
Other	3,557,252	466,920	494,310	5.9%
Total Expenditures by Type	\$6,751,939	\$6,173,760	\$5,197,590	-15.8%
RESOURCES BY TYPE				
North Carolina Municipal Leasing Corp.	\$6,751,939	\$6,173,760	\$5,197,590	-15.8%
Total Resources by Type	\$6,751,939	\$6,173,760	\$5,197,590	-15.8%

BUDGET HIGHLIGHTS

- The proposed FY 13-14 budget is decreased \$976,170, or 15.8%. Rolling stock purchases mainly include the replacement of the following equipment: a fire ladder truck (\$1,212,000), 40 police pursuit vehicles (\$1,120,000), 19 police vehicles for specialized units (\$420,000), Property and Facilities Management Department trucks (\$400,000), and Department of Transportation construction equipment (\$299,000). The proposed budget also includes the purchase of four truck-mounted leaf loaders for the Sanitation Department, which will increase productivity during seasonal leaf collection.
- “Other” equipment purchases include the replacement of desktops and laptops for the Police and Fire Departments and equipment needed to outfit police pursuit vehicle replacements.
- The complete list of proposed capital outlay to be financed through the North Carolina Municipal Leasing Corporation can be found in the Supplemental Information section of this document.

SUPPLEMENTAL INFORMATION

Budget Process 210
Annual Budget Calendar 211
About Winston-Salem 212
Cash Capital Outlay Listing 216
Lease Purchased Capital Outlay Listing 216
Glossary of Budget Terms..... 219
Index 222

BUDGET PROCESS

The Budget and Evaluation Office of the City of Winston-Salem prepares the annual adopted budget for City operations on a fiscal year basis. According to state law, the fiscal year for all North Carolina municipalities begins on July 1, and ends on June 30.

Budget Adoption

The annual operating budget is adopted by ordinance according to state law (N.C.G.S. 159 - Local Government Budget and Fiscal Control Act). This law requires that the City Council adopt a balanced budget in which estimated revenues and appropriated fund balances equal appropriations. The Council must adopt the budget by no later than July 1, of each year. The City Manager is required by law to submit a balanced budget proposal to the City Council no later than June 1. A formal public hearing is required as part of the process.

Budget Amendment

Full implementation of the budget begins immediately on July 1. Ongoing monitoring of expenditures and revenues throughout the year is a responsibility shared by department heads, Budget Office, and the Financial Management Department. Any time after adoption, the budget can be changed through the amendment process. Any revision of the ordinance must be approved by the City Council. The amendments must continue to adhere to the balanced budget statutory requirements and cannot change the property tax levy or in any manner alter a taxpayer's liability.

Basis of Accounting

The budget is developed and adopted on a modified accrual basis whereby revenues are recognized when measurable and available and expenditures are recognized when a liability is incurred. The City also accounts for governmental funds using the modified accrual basis. Enterprise funds are accounted for using the full accrual basis whereby revenues are recognized in the period earned and expenses are recognized in the period incurred.

Budget Calendar

Preparation of the annual budget is a year-round process. During the first six months of the fiscal year (July to December), budget staff prepares early forecasts of the upcoming budget year, including projections of current spending, revenues, and use of fund balance. Also, during this period, departments conduct reviews of their operations in order to identify revenue enhancements or spending reductions. At mid-year, the Budget and Evaluation Office updates the early forecast for the upcoming year and formulates budget guidelines for the upcoming budget.

During the last six months (January to June), departmental annual budget requests be prepared and submitted to the Budget Office for review. Staff prepares the budget proposal for submission to the City Council by the City Manager in May. After several budget workshops and a public hearing, the City Council adopts the budget ordinances and the property tax rate prior to July 1.

The table on the next page details each step in the annual budget cycle.

ABOUT WINSTON-SALEM

History: Winston-Salem's roots can be traced to German Moravians who migrated to Pennsylvania and traveled south via the Great Wagon Road. In 1753, the Moravians purchased *Wachovia*, a one hundred acre tract of land on which they founded the communities of Bethabara in 1753 and Salem (which means "peace") in 1766. An African presence can also be traced back to this time period because the Moravians acquired slaves from neighboring areas to assist them with the task of building these communities.



The town of Winston, whose early settlers were of Quaker, English and Scotch-Irish descent, was selected as the county seat of the new County of Forsyth in 1849. Winston, only one mile north of Salem Square, was named for Major Joseph Winston, a hero of the American Revolutionary War. The City of Winston experienced a period of extraordinary growth beginning with the advent of the railroad in 1853 and became a major producer of textiles, furniture, and tobacco products. This increase in population included the immigration of recently emancipated African slaves who were also seeking better economic conditions.

In 1913, through an Act by the General Assembly and a subsequent vote held in the towns of Winston and Salem, the municipalities were legally consolidated to become Winston-Salem.

Today, Winston-Salem is the fifth largest city in the State of North Carolina with a population of approximately 230,000. Winston-Salem celebrated its centennial anniversary in May 2013.

Higher Education: Salem College, a private liberal arts institution, is the oldest college dedicated to the education of women, and the 13th oldest college in the nation. Believing that women deserved an equal opportunity to learn, the Moravians established a school for girls in 1772, that later became Salem College in 1890.



Winston-Salem State University, historically an African-American Institution, was founded in 1892 as the Slater Industrial Academy. In 1925, the General Assembly gave the school authority to confer degrees, thus allowing the school (known as Winston-Salem Teachers College) to become the first black institution in the nation to grant degrees for teaching in the elementary grades. In 1969, it became Winston-Salem State University and then in 1972, it became one of the 16 constituent institutions of the University of North Carolina system.

Wake Forest University, another private liberal arts institution, was founded in 1834 by the Baptist State Convention of North Carolina. Its first home was in Wake Forest, North Carolina, but in 1956, after a donation of land from the late Charles Babcock and his wife, the late Mary Reynolds Babcock, the College moved all of its operations to Winston-Salem.

Forsyth Technical Community College traces its beginnings to 1960. However, it officially became a part of the community college system in 1964. Over the years, this institution has provided students with technical and vocational skills needed to compete in the fields of high technology.

The North Carolina School of the Arts, founded in 1963, trains students from junior high to graduate school for professional careers in the performing, moving image and visual arts fields. This school is the only state-assisted, residential school of its kind in the world.

ABOUT WINSTON-SALEM

Today's Winston-Salem: Winston-Salem and Forsyth County are part of a larger community known as the Piedmont Triad, consisting of Greensboro to the east, Winston-Salem to the west and High Point to the south. Forsyth County joins Guilford, Stokes, Yadkin, Davie, Davidson, Randolph, and Alamance counties to form the nation's 38th largest metropolitan statistical area, with a population of over one million.

Population	
2006	199,061
2007	221,014
2008	224,889
2009	228,459
2010	235,075
2011	238,024

Winston-Salem has prospered as a home for large firms such as Reynolds/American, Hanesbrands, and Wachovia/Wells-Fargo Bank, and the City is committed to the development of small businesses. In 2001, *Entrepreneur* magazine rated the Winston-Salem metropolitan area as a "best bet" in terms of low-risk associated with a business start-up. Winston-Salem is also a regional center for medical services provided by the Wake Forest Baptist Medical Center and Forsyth Medical Center (Novant Health, Inc.).

In addition to being a home for business, Winston-Salem also prides itself on its support of the arts. Known as the "City of the Arts," Winston-Salem has one of the highest rates of per capita contribution to the arts of any city in the nation. The Arts Council, founded in 1950, was the first municipal arts council in the country. The National Black Theatre Festival, a biennial event that began in 1989, has been cited as the nation's largest and most celebrated exposition of black theater.

Largest Employers (FY 2011)	
Wake Forest University Baptist Medical Center	11,750
Novant Health, Inc.	8,145
Winston-Salem/Forsyth County Schools	6,692
Reynolds American, Inc.	3,000
Wells Fargo	2,800

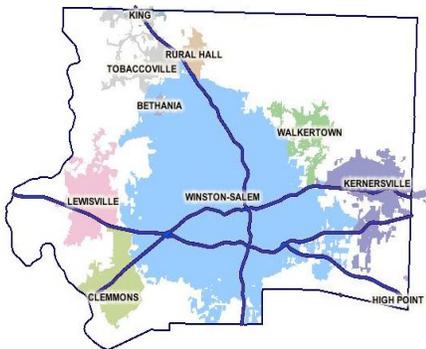
Winston-Salem has a strong tradition of being a prosperous business center and one of the country's most desirable cities. Moreover, the recent increase in the number of Hispanics and Asians moving to Winston-Salem has created an area rich in cultural diversity.

Winston-Salem's effort to attract new employers has paid off with a listing among "America's 50 Hottest Cities" for business relocation or expansion, according to Expansion Management magazine. The magazine's January-February 2007 issue ranked Winston-Salem 34th on its list of cities that site location consultants consider the best locations for future facility expansion.

Principal Taxpayers (FY 2011)	% of Tax Levy
Reynolds American, Inc. (Manufacturing)	3.43%
Wachovia Bank/Wells Fargo (Banking Services)	1.09%
Duke Energy Corp.	0.89%
Lowes Home Center	0.80%
JG Winston-Salem, LLC (Real Estate)	0.58%

For the seventh year in a row Winston-Salem has been ranked as one of the top 10 most technology-advanced cities of its size in America by the Center for Digital Government. Winston-Salem was tied for

second place in the center's 2008 Digital Cities Survey of cities with a population of 125,000 to 249,999. The annual study examines how city governments are using digital technologies to better serve their citizens and streamline operations.



In February 2009, Winston-Salem was named a Tree City USA by the National Arbor Day Foundation in recognition of its commitment to the city's urban forest. It is the ninth year the City has received this national recognition. A Tree City USA, must have a tree board or department; must have a tree-care ordinance; must have a comprehensive community forestry program; and must hold an Arbor Day observance.

Location: In the Piedmont region of north central North Carolina, Winston-Salem is almost equidistant between Washington, D.C. and Atlanta, Georgia.

City Government: The City is governed under the Council-Manager form of government. The City Council is the legislative body and includes eight Council Members elected from eight wards and a Mayor elected at-large for four-year concurrent terms. The city manager is the chief executive officer of the City.

ABOUT WINSTON-SALEM



STATISTICAL INFORMATION



Courtesy Wikipedia

Registered Voters (Forsyth County): 233,539 (May 2012) Voting in Last Primary Election: 34.65% (May 2012)

Racial (Census 2010):

White/Caucasian	52.4%
Black/African-American	37.1%
Hispanic	8.6%
Asian	2.0%
Other	0.8%

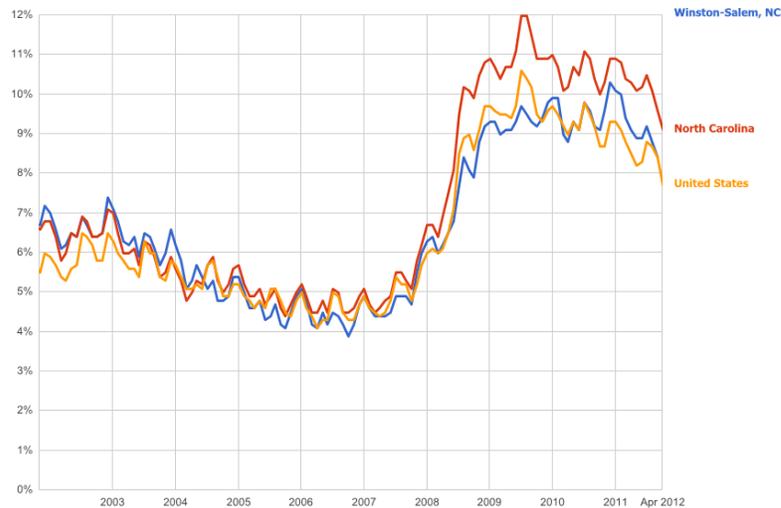
Age (Census 2010):

< 18 years	23.3%
18-24 years	11.7%
25-44 years	30.4%
45-64 years	20.9%
65+ years	13.7%

Unemployment Rates (March 2011):

Winston-Salem	Forsyth County	North Carolina	United States
8.8%	9.2%	10.1%	8.7%

Unemployment Rates History (Through December 2010)



Source: U.S. Bureau of Labor Statistics and Google



ABOUT WINSTON-SALEM



MISCELLANEOUS STATISTICS

Climate:

Mean Annual Temperature	59.2 F
Average Annual Rainfall	45.5 "
Average Relative Humidity	69.5%
Average Summer Temperature	77 F
Average Winter Temperature.....	41 F

Area and Altitude:

Area.....	132.4 sq. miles
Average Elevation.....	970 ' above sea level

Miles of Streets:

City.....	1,020
State.....	215
Number of Street Lights	32,435
Number of Traffic Lights	375

Fire Protection:

Number of Fire Stations.....	19
Number of Certified Fire Officers (Amended Budget FY 12-13)	339

Police Protection

Number of Sworn Police Officers (Amended Budget FY 12-13).....	569
--	-----

City-County Water/Sewer System:

Number of Customers	228,150
Average Daily Consumption.....	37.9 mil. gallons
Miles of Water Mains	2,240
Miles of Sewer Mains	1,735

Building Permits Issued (2010 City of Winston-Salem) 3,270

Total Number of Full-Time Authorized Positions (Amended FY 12-13)..... 2,462

Recreation Facilities:

Number of Parks	77
Total Parks Acreage.....	3,650
Golf Courses	2
Fishing and Boating Lakes.....	2
Swimming Pools	8
Tennis Courts	114
Soccer Fields.....	43
Softball Field.....	47
Recreation Centers	17
Greenways.....	10 (23 miles)

CAPITAL OUTLAY

CASH CAPITAL OUTLAY

Department	Description (No. Replacements)	Purchase Cost
GENERAL FUND		
Sanitation/Refuse	Automated Side Loaders (4)	\$1,020,000
TOTAL GENERAL FUND		\$1,020,000
OTHER FUNDS		
Emergency Telephone System	Off-site Duplication for CAD System	\$300,000
Emergency Telephone System	CAD Storage	51,000
Emergency Telephone System	Database Software Upgrade	60,000
Emergency Telephone System	Replacement of Communications Solution	230,000
Stormwater/Water Quality Monitoring	Automated Samplers (2)	\$11,410
Fleet Services/Light Equipment	Brake Lathe and Bench w/ Adapter Set	\$7,500
Fleet Services/Light Equipment	State Inspection Machine	6,000
TOTAL OTHER FUNDS		\$665,910
TOTAL CASH CAPITAL OUTLAY		\$1,685,910

LEASE PURCHASED CAPITAL OUTLAY (5 YEAR)

Department	Description (No. Replacements)	Purchase Cost	FY 13-14 Lease Payment*
GENERAL FUND			
Sanitation/Yard Waste Cart	Automated Side Loader	\$255,000	\$51,000
Sanitation/Curbside Collection	Truck Mounted Leaf Loaders (4)	559,280	111,860
Police/IS	Desktops (123)	\$101,500	\$20,300
Police/IS	S1 – Main File Server	30,000	6,000
Police/IS	Document Imaging File Server Upgrade	20,000	4,000
Police/IS	Server for Security Updates Upgrade	12,000	2,400
Police/Patrol	Pursuit Vehicles (40)	1,120,000	224,000
Police/Patrol	Emergency Lighting (40)	106,000	21,200
Police/Patrol	In-Car Cameras (40)	280,000	56,000
Police/Patrol	Consoles/Trays/Mounts (40)	38,800	7,760
Police/Patrol	Consoles/Trays/Mounts (40)	38,800	7,760
Police/Patrol	Partitions (40)	25,800	5,160
Police/Patrol	Plastic Rear Seat/Seat Belt (40)	13,400	2,680
Police/Patrol	Printers (40)	17,240	3,450
Police/Patrol	Gun Racks (40)	8,920	1,790
Police/Patrol	Laptops – MDC's (42)	59,000	11,800
Police/Patrol	Radars (15)	29,000	5,800
Police/Forensic Services	Dataworks Livescan	26,000	5,200
Police/Criminal Investigations	Unmarked Vehicles – 4 Door Sedan (10)	210,000	42,000
Police/Criminal Investigations	4-Door Sedan Lighting (10)	10,550	2,110
Police/SID	Command Van (3)	84,000	16,800
Police/SID	Command Van Lighting/Consoles/Equip.	\$9,270	\$1,860
Police/SID	4-Door Sedan (6)	126,000	25,200
Police/SID	4 Door Sedan Lighting (6)	6,330	1,270

CAPITAL OUTLAY

LEASE PURCHASED CAPITAL OUTLAY (5 YEAR) - Continued

<u>Department</u>	<u>Description (No. Replacements)</u>	<u>Purchase Cost</u>	<u>FY 13-14 Lease Payment*</u>
Fire/Suppression	Desktops (19)	\$18,500	\$3,700
DOT/Streets Maintenance	Rubber Tire Roller	\$55,000	\$11,000
DOT/Streets Maintenance	Asphalt Roller #8071	40,000	8,000
DOT/Streets Maintenance	Asphalt Roller #8072	40,000	8,000
DOT/Streets Maintenance	Asphalt Roller (w/ Trailer) #8070	45,000	9,000
DOT/Utilities Street Cut Repair	Single Axle Do-All #820 (Replace w/ Tandem)	119,000	23,800
Recreation and Parks/Recreation Center Maintenance	Utility Bed Pick-up #228	\$35,000	\$7,000
Recreation and Parks/Aquatics and Pool Maintenance	Utility Body Pick-up #291	35,000	7,000
PFM/Property Maintenance Admin.	Coating for shop roof building	\$50,000	\$10,000
PFM/Vegetation Management	3500 Crew Cab (Dump Bed) (5)	175,000	35,000
PFM/Vegetation Management	Tree Truck w/ 70' Boom #8587	190,000	38,000
PFM/Vegetation Management	Skid Steer	35,000	7,000
TOTAL GENERAL FUND		\$3,985,590	\$797,140
OTHER FUNDS			
Utilities/Hanes Landfill	Small D-6 sized Dozer	\$300,000	\$76,500
Utilities/Hanes Landfill	40 ton Articulated Dump Truck	575,000	146,630
Utilities/Hanes Landfill	Roll-Off Truck #6320	190,000	48,450
Utilities/Hanes Landfill	Gator-Type Vehicle 4x4	18,000	4,590
Utilities/Old Salisbury Road Landfill	Pick-up 4x4 #6203	30,000	7,650
Water and Sewer/Construction and Maintenance	3/4 Ton Heavy Duty Van #6175	\$45,000	\$11,480
Water and Sewer/Construction and Maintenance	3/4 Ton Heavy Duty Van #6176	45,000	11,480
Water and Sewer/Construction and Maintenance	CCTV Sewer Mainline Camera	130,000	33,150
Water and Sewer/Construction and Maintenance	Crew Cab #643	115,000	29,330
Water and Sewer/Construction and Maintenance	Crew Cab #669	115,000	29,330
Water and Sewer/Construction and Maintenance	Crew Cab #679	115,000	29,330
Water and Sewer/Construction and Maintenance	Backhoe #6079	110,000	28,050
Water and Sewer/Construction and Maintenance	Mini-Excavator #6138	50,000	12,750
Stormwater/Water Quality Monitoring	Pipe Camera	\$18,000	\$4,590
Stormwater/Drainage	Sewer Jetter	80,000	20,400
Stormwater/Drainage	Lowboy Equipment Trailer #8823	85,000	21,680
Stormwater/Drainage	Crew Truck #887	35,000	8,930
Stormwater/Drainage	Crew Truck #894	35,000	8,930
Stormwater/Drainage	Mini-Excavator (replace Backhoe #8085)	100,000	25,500

CAPITAL OUTLAY

LEASE PURCHASED CAPITAL OUTLAY (5 YEAR) - Continued

<u>Department</u>	<u>Description (No. Replacements)</u>	<u>Purchase Cost</u>	<u>FY 13-14 Lease Payment*</u>
Information Systems/Office Systems	Computers (Year 3 of replacement)	\$715,100	\$182,360
Fleet Services/Heavy Equipment	Forklift	\$55,000	\$14,030
Fleet Services/Fuel Station	Fuel Sentry System	150,000	38,250
Fleet Services/Light Equipment	Hydraulic Lift	16,000	4,080
TOTAL OTHER FUNDS		\$3,127,100	\$797,470
TOTAL LEASED PURCHASED CAPITAL OUTLAY (5-YEAR)		\$7,112,690	\$1,594,610

* The lease payment for Other Funds capital outlay includes principal and interest.

LEASE PURCHASED CAPITAL OUTLAY (10 YEAR)

<u>Department</u>	<u>Description (No. Replacements)</u>	<u>Purchase Cost</u>	<u>FY 13-14 Lease Payment*</u>
GENERAL FUND			
Fire/Fire Suppression	Ladder Truck	\$1,212,000	\$121,200
TOTAL GENERAL FUND		\$1,212,000	\$121,200
TOTAL LEASED PURCHASED CAPITAL OUTLAY (10-YEAR)		\$1,212,000	\$121,200

GLOSSARY OF BUDGET TERMS

ALLOCATE. To set apart portions of budgeted expenditures that are specifically designated for special activities or purposes.

ANNUAL APPROPRIATION AND TAX LEVY ORDINANCE. An ordinance for the purpose of levying taxes and authorized the appropriations for a local government's annual fund (*e.g.* general fund, enterprise funds, internal service funds, etc.).

APPROPRIATION. The amount budgeted on a yearly basis to cover projected expenditures that have been legally authorized by the City Council.

ASSESSED VALUATION. The value of real estate or personal property as determined by tax assessors and used as a basis for levying property taxes.

ASSESSMENT. The process for determining values of real and personal property for taxation purposes.

AUTHORITY. A municipal or public agency that performs a specific function and is usually financed from fees or service charges. The agency could be independent from government, but rely on government for financial support (*i.e.*, the Winston-Salem Transit Authority).

AUTHORIZED BONDS. Bonds that have been legally authorized but may or may not have been sold. These bonds, however, can be issued or sold at any time.

BOND. A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

BOND ISSUE. Whenever a municipal government borrows money by selling bonds, the sale is referred to as a bond issue. A municipal government's outstanding bond debt can be the result of multiple bond issues sold over the course of several years in varying amounts and with different terms of repayment.

BUDGET. A financial plan containing projected expenditures and resources covering a fiscal year.

BUDGET DOCUMENT. A formal document presented to the City Council containing the City's financial plan for a fiscal year. The budget document is presented in two phases - preliminary and final - the latter of which reflects the budget as adopted by the City Council.

BUDGET MESSAGE. A written overview of the adopted budget from the City Manager to the Mayor and City Council that discusses the major budget items and the City's present and future financial condition.

CAPITAL BUDGET. A financial plan for projected capital projects containing expenditures and resources covering a fiscal year.

CAPITAL PLAN. A long-range plan of adopted capital improvement projects, which includes estimated project costs and funding sources that the City expects to carry out over a six-year period. The program is updated annually to reassess capital needs and for the preparation of the capital budget.

CAPITAL OUTLAY. An expenditure for equipment costing more than \$5,000.

CAPITAL PROJECT. A project expected to have a useful life greater than 10 years and an estimated total cost of \$50,000 or more. Capital projects include the construction, purchase, or major renovation of buildings, utility systems, streets, or other structures; purchase of land; and major landscaping projects.

CAPITAL PROJECTS FUND. A fund used to account for the acquisition or construction of major governmental capital facilities and equipment that are not financed in other funds.

GLOSSARY OF BUDGET TERMS

CASH BASIS OF ACCOUNTING. A method for recording the receipt and expenditure of funds in which revenues are recorded when they are actually received and expenditures are recorded when funds are actually spent.

CERTIFICATES OF PARTICIPATION (COP's). A type of debt financing in which a government pledges an existing asset to retire the debt. Proceeds are generated from selling investors a portion of the financing in the form of certificates.

DEFICIT. An excess of expenditures over revenues or expense over income.

DEBT SERVICE FUND. A fund that provides for the payment of principal and interest on long-term, general obligation bonds. This fund does not cover principal and interest payments for revenue bonds and most lease-purchase debt.

ENCUMBRANCES. A financial commitment for services, contracts, or goods that have not, as yet, been delivered or performed.

ENTERPRISE AND INTERNAL SERVICE CAPITAL PROJECTS FUND. A fund used to account for the acquisition or construction of major capital improvements for enterprise and internal service operations.

ENTERPRISE FUND. A fund used to account for operations that resemble a business and are financed from user charges. (e.g., Parking, Transit Authority, Fairgrounds, Convention Center/Coliseum, and Water and Sewer)

EXPENDITURES/EXPENSES. Payment of the cost of goods received or services rendered. Expenses include both cash and non-cash transactions, such as depreciation.

FISCAL YEAR. A 12-month period (July 1 through June 30) to which the annual operating budget applies and at the end of which an assessment is made of the City's financial condition and performance of its operations.

FULL ACCRUAL BASIS OF ACCOUNTING. A method for recording the receipt and expenditure of funds in which revenues are recorded when they are earned and expenses are recorded when a liability is incurred. Proprietary funds are accounted for using this basis of accounting.

FUND. An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or attain certain objectives in accordance with set laws and regulations.

FUND BALANCE. An amount of resources set aside within a fund to provide adequate cash flow and reserves.

GENERAL OBLIGATION BONDS. Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

GRANTS. A contribution or gift in cash or other assets from another government or non-profit foundation to be used for a specified purpose. For example, a grant from the State of North Carolina for the construction of a major highway.

INTERFUND ACCOUNTS. Accounts that reflect transfers between funds.

INTERGOVERNMENTAL REVENUES. Revenues from other governments (state, federal, local) that can be in the form of grants, shared revenues, or entitlements.

GLOSSARY OF BUDGET TERMS

LEASE-PURCHASE AGREEMENTS. A contractual agreement by which capital outlay, costing in excess of \$10,000, is purchased over a three-year or five-year period through lease payments.

LEVY. The amount of tax, service charges, and assessments imposed by a government.

MODIFIED ACCRUAL BASIS OF ACCOUNTING. A method for recording the receipt and expenditure of funds in which revenues are recorded when they become measurable and available and expenditures are recorded when the liability is incurred. This is the method of budgetary accounting employed as a management control for all city funds

NON-OPERATING EXPENSES. Expenses that are not directly related to service activities such as debt service.

NON-OPERATING REVENUES. Revenues that are generated from other sources (*e.g.*, interest income) and are not directly related to service activities.

PERSONAL SERVICES. Expenditures related to the compensation of employees, including full-time and part-time salaries, overtime, longevity pay, and benefits (*e.g.* Social Security, health care insurance, workers compensation, etc.).

PROJECT BUDGET ORDINANCE. An ordinance that appropriates multi-year funds such as federal and state grants and financing for capital projects.

RESERVE. An account designated for a portion of the fund balance that is to be used for a specific purpose.

REVALUATION. A periodic reappraisal of real property, typically conducted by a county's tax administration office. In Forsyth County, real property is revalued every four years.

REVENUE BONDS. Bonds issued by a government for which the revenue generated by the project financed by the bonds are pledged to pay the principal and interest.

SHARED REVENUES. Revenues levied and collected by one government but shared with another government based on a predetermined method. For example, the City of Winston-Salem receives a portion of the gasoline tax collected by the state based on population and miles of City streets.

SPECIAL ASSESSMENT. A levy on certain properties to defray part or all of the costs associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for the construction of sidewalks along a particular street.

SPECIAL REVENUE FUND. A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures (*e.g.*, Grants, CDBG, and Housing and Economic Development).

TAXES. A compulsory payment to a government based on holding of a tax base (*e.g.* property tax, sales tax).

TWO-THIRDS BONDS. General obligation bonds that can be issued by a local government without voter authorization under a formula set by the state at two-thirds of the previous year's net debt reduction.

USER FEES. Charges for government services paid for by users of the services. Fees are not necessarily set to recover the full cost of these services.

INDEX

A

Accounting, 152
Administration
 City Management, 186
 Economic Development, 65
 Finance Department, 152
 Fire Department, 109
 Police Department, 102
 Sanitation, 78
 Utilities, 82
Arson Investigations, 109
Arts Council, 74
Athletic Fields, 136
Attorney
 City, 184
 Police, 102
Auditor-Internal, 152

B

Billings & Collections-Finance, 152
Board of Adjustment-Zoning, 62
Budget Office, 156
Building Inspections
 New Construction, 62
 Standard Housing, 65
Building Maint. Municipal, 172
Building Permits, 62
Bulk Container, 78
Bus Service, 123
Business Development, 65

C

Cash Management, 152
Cemeteries, 172
Central Warehouse, 172
City
 Attorney, 184
 Council, 184
 Manager, 186
 Secretary, 191
 Treasurer, 152
City Link, 189
City Market, 145
Civic Center, 143
Claims, 157
Code Enforcement
 Housing, 65
 Sanitation, 78
 Zoning, 62

Communications
 Police and Fire, 102
Community Agencies, 74
Community Planning, 58
Construction Control, 62
Convention Center, 143
Crime Prevention, 102
Criminal Investigation, 102
Curbside Collection, 78
Custodial Svc-Municipal Bldgs, 172

D

Debt Service Fund, 202
Detectives, 102
Dixie Classic Fair, 145
Discrimination, 195
Downtown Foot Patrol-Police, 102
DOT, 118

E

East Winston Economic Development, 65
Economic Dev. Loan Fund, 39, 65
Elderly
 Recreation Programs for, 136
 Transportation for, 123
Emergency Management, 113
Employee
 Benefits, 163
 Medical Services, 160
 Training, 160
Employment
 City, 160
Engineering, 168
Enterprise Funds – Total, 46
Equipment Leasing Fund, 208
Erosion Control, 93
Expenditures-Total, 2
Experiment in Self-Reliance, 74

F

Facilities Management, 172
Fair, 145
Farmer's Market, 145
Finance, 152
 Accounting, 152
 Billings and Collections, 152
Fire
 Suppression, 109
 Prevention, 109

Truck Maintenance, 109
Fishing, 136
Fleet Services, 172
Forestry, 172
Fund Balances, 16

G

Garage
 Parking, 129
 Vehicle Maint-Municipal, 172
Garbage Collection, 78
General Fund
 Expenditures-Total, 17
 Resources-Total, 21
Golf Courses, 136
Grants Fund, 42
Growth Management Planning, 58

H

HAWS, 69
Handicapped
 Recreation Programs for, 136
 Transportation for, 123
Hazardous Waste, 87
Highways-Maintenance, 118
Historic Bethabara Park, 136
Homeowner Assist. Production, 65
Housing
 Assistance, 65
 Development, 65
 Discrimination, 195
 Inspections, 62
 Rehabilitation, 65
 Relocation, 65
 Services, 65
Human Relations, 195
Human Resources, 160

I - J

Idealliance, 74
Ice Skating, 136
Identification Unit-Police, 102
Information Systems
 City, 177
 Fire, 109
 Police, 102

INDEX

Inspections

- Building, 62
- Substandard Housing, 65
- Internal Service Funds - Total, 34
- Internal Affairs-Police, 102
- Internal Audit, 152
- Investigation
 - Police, 102
 - Fire, 109
- Jobs-City Employment, 160
- Juvenile Unit-Police, 102

K - L

- Lakes, 136
- Landfill, 87
- Leasing Fund, 45
- Leaves and Brush, 78
- Legal Services, 184
- Lighting-Street, 118
- Litter Pickup, 172
- Litter Prevention, 172
- Keep Winston-Salem Beautiful, 172

M - N

- Mayor, 184
- Mail Service-Interdepartmental, 171
- Maintenance
 - Buildings and Grounds, 172
 - Parks, 136
 - Right-of-Way, 172
 - Sidewalks, 118
 - Street Cleaning, 118
 - Streets, 118
 - Traffic Signals, 118
 - Vehicles, 172
 - Water and Sewer, 82
- Mass Transit, 123
- Mass Transit Tax Fund, 41
- Minority/Women Bus. Enterprise, 65
- Neighborhood Development, 65
- Neighborhood Revitalization, 65
- Neighborhood Watch, 102
- National Black Theatre Festival, 74

O - P

- Occupancy Tax Fund, 43
- Office of Community Assistance, 188
- Organization Chart, 10
- Parking
 - On Street, 118
 - Off Street, 129
- Parks-Maintenance, 136

- Patrol Response-Police, 102
- Personnel-Total by Department, 11
- Planning, 58
- Playgrounds, 136
- Plumbing Inspections, 62
- Polygraph Testing, 102
- Pools, 136
- Powell Bill Fund, 41
- Printing Services, 171
- Property and Evidence-Police, 102
- Property Tax Rate, 9, 24
- Public Bus System, 123
- Purchasing, 152

Q - R

- Police, 102
- Real Estate, 168
- Records
 - City of Winston-Salem, 191
 - Police, 102
- Recreation Centers, 136
- Recruiting-Police, 102
- Recycling
 - Collection, 78, 172
 - Education Programs, 172
- Refuse Collection, 78
- Rental Housing Assistance, 65
- Resources-Total, 6
- Revenue Collection, 152
- Reynolds Park Golf Course, 136
- Ridesharing, 118
- Right-of-Ways Mowing, 172
- Risk Acceptance Mgt. Corp., 152

S

- Salem Lake, 136
- Sales Tax Fund, 43
- SciWorks, 74
- Senior Citizen Office, 136
- Sewer
 - Billing, 82
 - Treatment Plants, 82
- Sidewalks, 118
- Signal System, 118
- Small Business Loan Program, 65
- Snow Removal, 118
- Softball Fields, 136
- Soil Erosion, 93
- Solid Waste Disposal, 87
- Special Enforcement Team, 102
- Special Revenue Funds - Total, 36
- Stadiums, 136
- State Emergency Telephone System
 - Fund, 44
- Storm Drain Maintenance, 93

Street

- Cleaning, 118
- Lighting, 118
- Maintenance, 118
- Markings, 118
- Signs, 118
- Special Projects, 118
- Suppression-Fire, 109
- Supportive Housing, 65
- Swimming Pools, 136

T

- Tax Revenue - Total, 6
- Tennis Courts, 136
- Traffic
 - Control-Police, 102
 - Engineering, 168
 - Records, 102
- Trans-AID, 123
- Trash Pickup, 78
- Treasurer-City, 152
- Tree Maintenance, 172

U - Z

- Urban Development Action Grant
 - Fund, 40
- Urban Forestry Program, 172
- Utilities, 82
- Vice and Narcotics-Police, 102
- Warehouse, 172
- Warrant Squad, 102
- Water
 - Billing, 152
 - Treatment Plants, 82
- Wastewater Treatment Plants, 82
- Winston Lake Golf Course, 136
- WS/FC Coalition on Drug and Alcohol Abuse, 102
- Yard Waste Collection, 78
- YMCA, 74
- Zoning
 - Enforcement, 62
 - Board of Adjustment, 62



Winston-Salem



2013 is the 100th anniversary of the merger of
the Town of Salem and the City of Winston.



Winston-Salem

City of Winston-Salem
Budget & Evaluation Office
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
cityofws.org