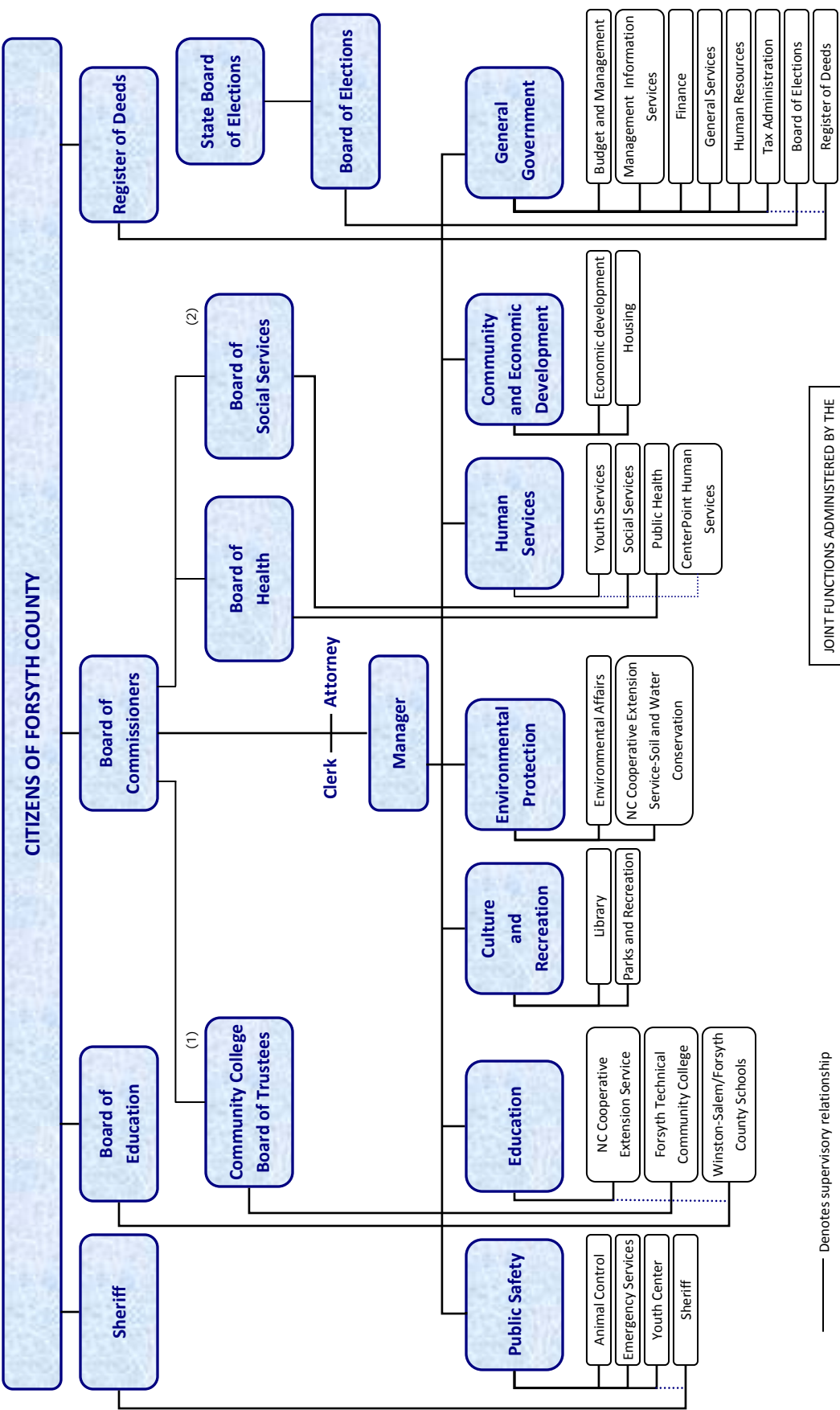


General Fund

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JOINT FUNCTIONS ADMINISTERED BY THE CITY OF WINSTON SALEM

- Planning
- Purchasing
- MapForsyth
- Emergency Management
- Utilities

—— Denotes supervisory relationship
 Denotes funding relationship

(1) Four of thirteen members appointed by the Governor
 (2) Two of five members appointed by the State Social Services Commission

PERSONNEL POSITIONS BY SERVICE AREA

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Budget	Estimate	Request	Recommend	Adopted
<u>Public Safety</u>						
Animal Control						
Full	29	29	29	31	29	
Part	1	1	1	1	1	
Interagency Communications						
Full	2	2	2	2	2	
Part	0	0	0	0	0	
Sheriff						
Full	511	511	512	581	512	
Part	21	21	24	24	24	
Emergency Services						
Full	228	234	234	246	234	
Part	13	13	13	17	13	
Total Service Area - Full	770	776	777	860	777	
Total Service Area - Part	35	35	38	42	38	
<u>Environmental Management</u>						
Environmental Assistance & Protection						
Full	24	24	24	24	24	
Part	0	0	0	1	1	
Total Service Area - Full	24	24	24	24	24	
Total Service Area - Part	0	0	0	1	1	
<u>Health</u>						
Public Health						
Full	277	269	255	257	257	
Part	9	7	7	7	7	
Total Service Area - Full	277	269	255	257	257	
Total Service Area - Part	9	7	7	7	7	
<u>Social Services</u>						
Social Services						
Full	474	474	478	500	500	
Part	2	2	4	4	4	
Youth Services						
Full	17	17	17	17	17	
Part	6	6	10	10	10	
Total Service Area - Full	491	491	495	517	517	
Total Service Area - Part	8	8	14	14	14	

PERSONNEL POSITIONS BY SERVICE AREA

	FY 13-14 Actual	FY 14-15 Budget	FY 14-15 Estimate	Request	FY 15-16 Recommend	Adopted
Education						
N.C. Cooperative Extension Service						
Full	17	17	17	17	17	
Part	2	2	2	2	2	
Total Service Area - Full	17	17	17	17	17	
Total Service Area - Part	2	2	2	2	2	

Culture & Recreation

Library

Full	89	89	89	89	89	
Part	33	33	33	33	33	

Parks & Recreation

Full	71	71	71	70	68	
Part	117	120	120	120	120	

Total Service Area - Full	160	160	160	159	157	
Total Service Area - Part	150	153	153	153	153	

Community & Economic Development

Housing

Full	5	5	5	6	5	
Part	0	0	0	0	0	

Total Service Area - Full	5	5	5	6	5	
Total Service Area - Part	0	0	0	0	0	

Administration & Support

Budget & Management

Full	5	6	6	6	6	
Part	1	0	0	0	0	

Management Information Services

Full	42	42	42	42	42	
Part	0	0	0	0	0	

PERSONNEL POSITIONS BY SERVICE AREA

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Budget	Estimate	Request	Recommend	Adopted
<u>Administration & Support (continued)</u>						
Finance						
Full	22	23	23	23	23	
Part	0	0	0	0	0	
General Services						
Full	140	140	133	133	133	
Part	4	4	4	4	4	
Human Resources						
Full	9	9	9	10	9	
Part	0	0	0	0	0	
MapForsyth						
Full	0	0	0	6	6	
Part	0	0	0	0	0	
Attorney						
Full	13	13	13	13	13	
Part	0	0	0	0	0	
County Commissioners & Manager						
Full	6	6	6	6	6	
Part	1	1	1	1	1	
Total Service Area - Full	237	239	232	239	238	
Total Service Area - Part	6	5	5	5	5	
<u>General Government</u>						
Board of Elections						
Full	8	8	8	8	8	
Part	0	0	0	0	0	
Register of Deeds						
Full	19	19	19	19	19	
Part	3	3	3	3	3	
Tax Administration						
Full	75	74	74	72	72	
Part	10	1	1	1	1	
Total Service Area - Full	102	101	101	99	99	
Total Service Area - Part	13	4	4	4	4	
Grand Total						
Full-Time Positions	2,083	2,082	2,066	2,178	2,091	
Part-Time Positions	223	214	223	228	224	

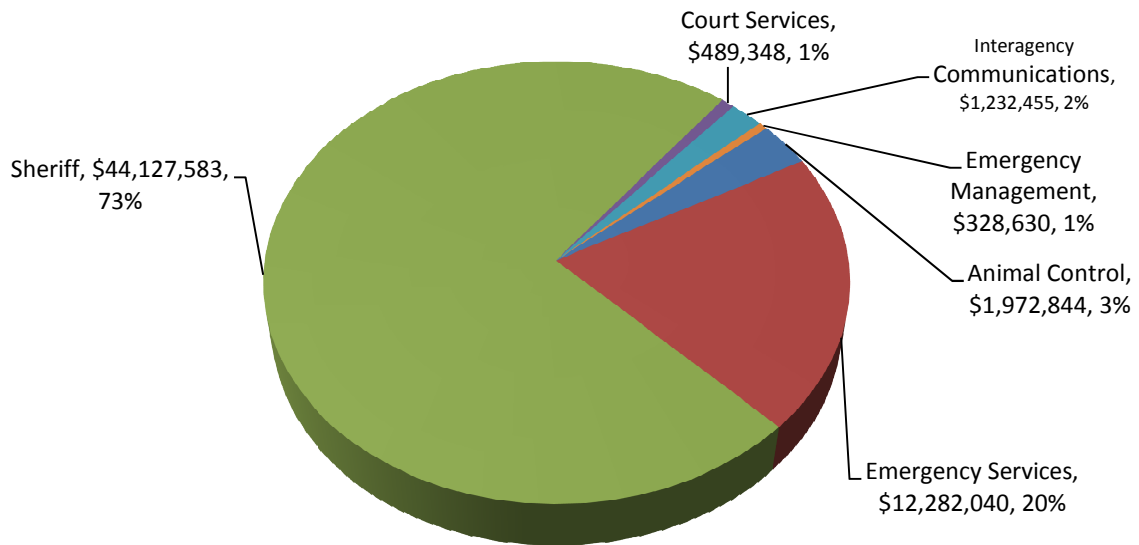
PERSONNEL POSITIONS BY SERVICE AREA

DEPARTMENTAL CHANGES

Animal Control	FY16 request for 2 Animal Care Officers. Not recommended. Change during FY2016 to occur shifting from sworn officers to non-sworn Care Officers. Shifting responsibility for Cruelty/Neglect to Sheriff & other law enforcement agencies (Winston-Salem and Kernersville PD. May result in decrease in number of positions but unknown at this time.
Sheriff	FY16 request for 69 positions throughout agency. Manager's recommended budget includes \$1.225m to fund some positions (Detention, Patrol, Court Security), however, FCSO has not provided distribution of what positions and how many, therefore no additional positions are reflected in the Recommended column at this time. Funding requires that additional positions not negatively impact FY17 budget. In other words, the Sheriff cannot spread adding all 69 positions throughout FY16 to fit the \$1.225m amount and then require \$2 million more in the FY17 budget to cover the annualized costs. If Patrol positions added, Sheriff intends to use some DEA Forfeiture funds for operating costs.
Emergency Services	FY16 request for 11FT Paramedic positions, 1 FT Firefighter position from Vienna VFD, 2PT Fire Suppression positions, and 1PT Telecommunicator position. The Manager's recommended budget includes \$300,000 to fund a portion of the Mobile Integrated Healthcare Pilot program, however, how many positions these dollars will fund has not been determined at this time, therefore no positions are reflected in the Recommended column.
Public Health	CY Estimate reflects the deletion of 14FT positions due to changes in funding for Carolina Access program and Nurse Family Partnership program. Difficulty in filling and retaining positions and trying to meet NFP program requirements did not mesh therefore department eliminated positions (vacant). FY16 request for 2FT School Health Nurses. County Manager's recommended budget includes these positions and they are reflected in the Recommended column above. These positions are to continue efforts to impact the nurse to student ratio. State recommends 1 nurse per 750 students. It would take at least 50 full time additional nurse positions to reach this standard.
Social Services	FY16 recommended includes 22FT requested positions: 2FT in Adult Services to respond to increased Guardianship cases and 20FT IMCW positions to address Medicaid and Food & Nutrition cases requiring entry and management through NCFASST system. Higher reimbursement allows additional positions with minimal County dollar impact.
Youth Services	FY16 will see a transition in Youth Services. The County will no longer operate a youth detention facility. While the positions are in the recommended budget, they will be phased out during the first quarter of the fiscal year.
NC Cooperative Extension	County manager's recommended budget includes funds for an Urban Agriculture program to be implemented and includes 1 position.
Parks & Recreation	FY16 recommended budget deletes 3 Golf positions at Tanglewood on the recommendation of the Consultant managing golf operations for the next year.
Housing	FY16 request for 1FT Code Enforcement Officer - not recommended.
General Services	FY15 Estimate - elimination of Custodial positions & shifting to contract at Hall of Justice.
MapForsyth	New City/County department to manage street addressing and GIS-related projects. Took 2 positions from Tax and 1 from MIS plus 2 City positions and 1 new addressing analyst position.

PUBLIC SAFETY SERVICE AREA

Public Safety Service Area - \$66.2 million - 15.9% of General Fund Expenditures



Operating Goals & Objectives:

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

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

ANIMAL CONTROL

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

Program Descriptions:

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

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

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

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

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

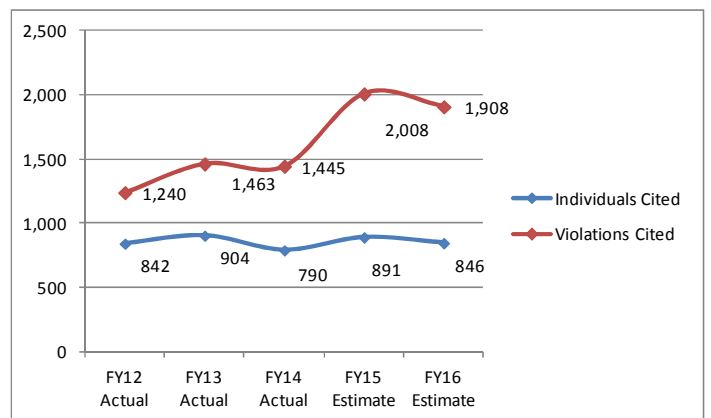
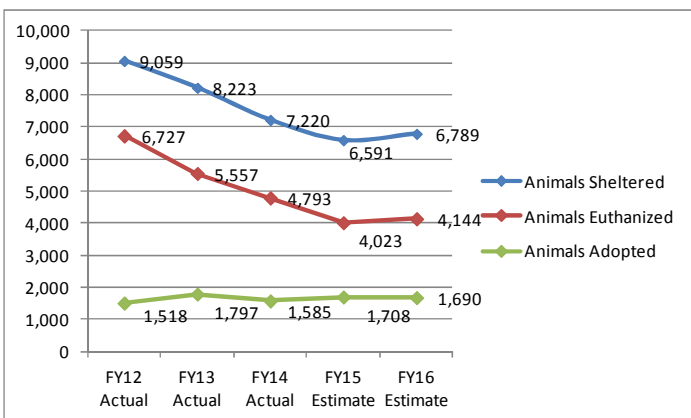
Revised processes in the Administration and Patrol programs have seen overall revenue collection increase 23% and service calls reduce by 14% compared to 2014.

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	314,032	392,741	308,194	383,538	383,269	
Patrol	803,024	829,929	1,068,879	834,913	833,413	
Custody & Care	684,865	741,553	665,593	797,608	756,162	
Total	<u>1,801,921</u>	<u>1,964,223</u>	<u>2,042,666</u>	<u>2,016,059</u>	<u>1,972,844</u>	<u>0</u>

Key Performance Measures:



ANIMAL CONTROL

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

Budget Highlights: The Recommended Budget for Animal Control reflects a net County dollar increase of \$8,621 (0.4%) from the previous year's budget. The primary driver of the increase is due to a one-time expenditure to replace the stainless steel mobile kennels used to transfer animals at the animal shelter. This cost is partially offset by a decrease in Personal Services as a result of staff turnover in FY 2014-2015.

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

EMERGENCY MANAGEMENT

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

Program Descriptions:

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

maintenance of the National Incident Management System (NIMS) in municipal and county emergency response and recovery.

Accomplishments: Conducted 3 Mutli-Agency Emergency management simulations.

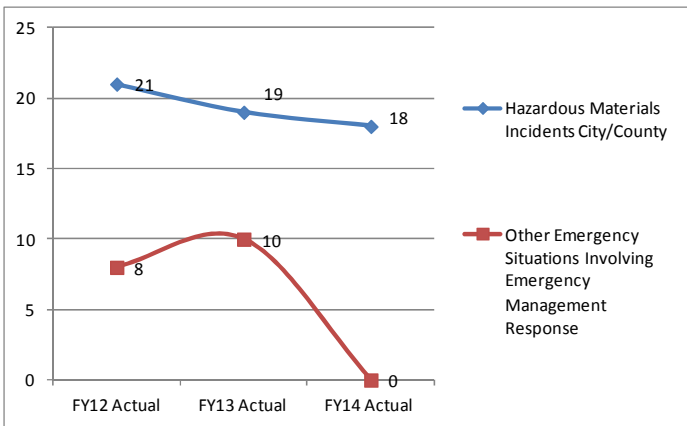
Emergency Management is a joint City/County agency administered by the City of Winston-Salem. For more information, please visit:

<http://www.cityofws.org/departments/emergency-management>

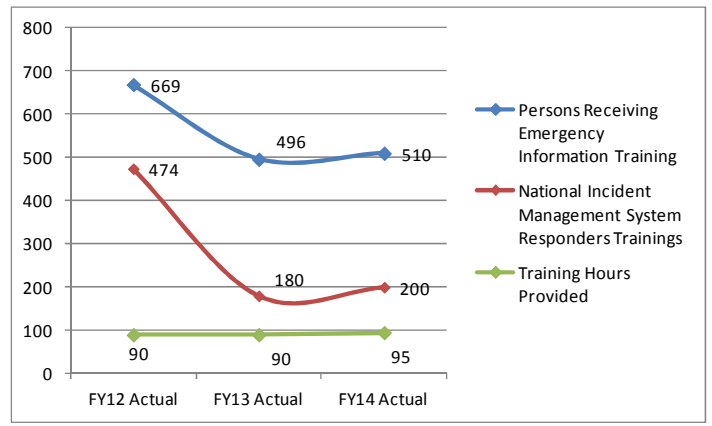
PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Emergency Management	497,083	518,930	530,610	530,610	530,610	
Hazmat Response						
Homeland Preparedness		0		0	0	
Total	<u>497,083</u>	<u>518,930</u>	<u>530,610</u>	<u>530,610</u>	<u>530,610</u>	<u>0</u>

Key Performance Measures:



Emergency Responses



Trainings

2

Number of Multiagency disaster simulations with volunteers

1

With volunteers

EMERGENCY MANAGEMENT

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

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

INTERAGENCY COMMUNICATIONS

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

Program Descriptions:

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

parameters; Manage radio system security and operational integrity

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

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

PROGRAM SUMMARY

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

INTERAGENCY COMMUNICATIONS

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

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

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

SHERIFF'S OFFICE

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

Program Descriptions:

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

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

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

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

and support law enforcement in the community

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

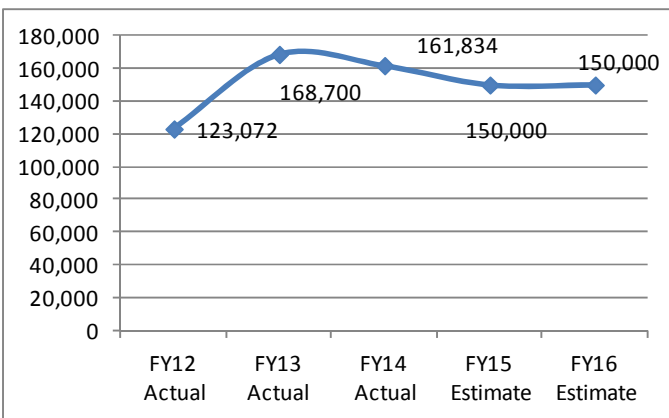
Accomplishments: Sustained agency CALEA accreditation status; partnered with the community to improve citizen perceptions, including the first annual Sheriff's Citizens' Academy; Investigative Service Divisions received Letter of Commendation for exemplary work; Volunteer programs, including Citizen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

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

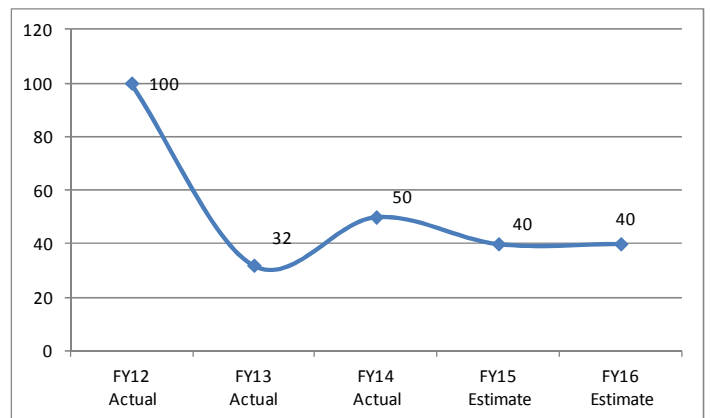
PROGRAM SUMMARY

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

Key Performance Measures:



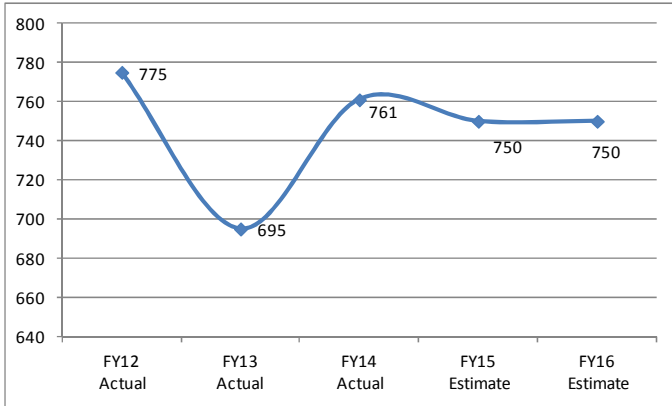
911 Calls for Sheriff's Office



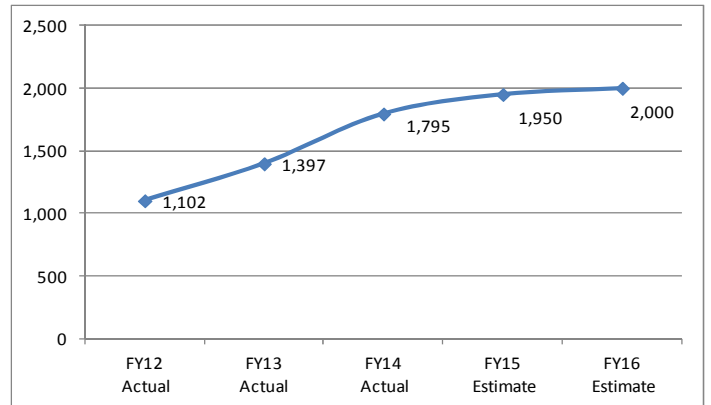
Narcotics - # of Cases

SHERIFF'S OFFICE

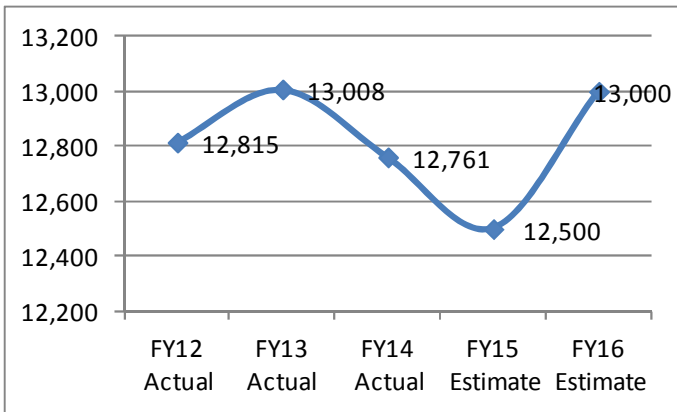
Key Performance Measures, cont.:



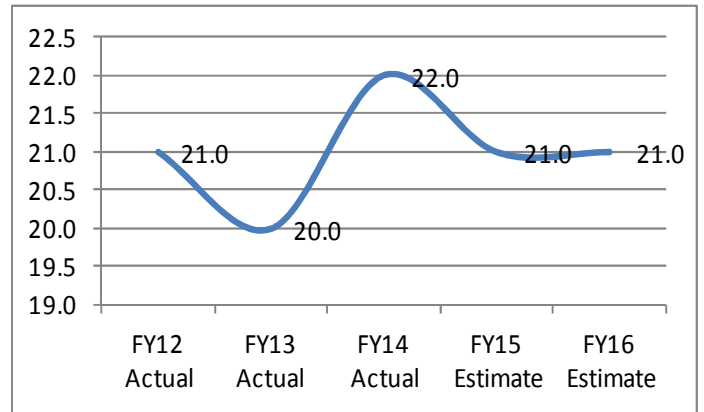
Detention - Average Daily Inmate Population



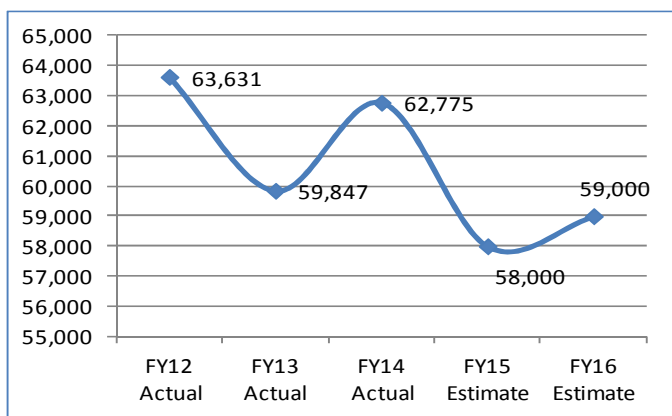
Detectives - # of Cases



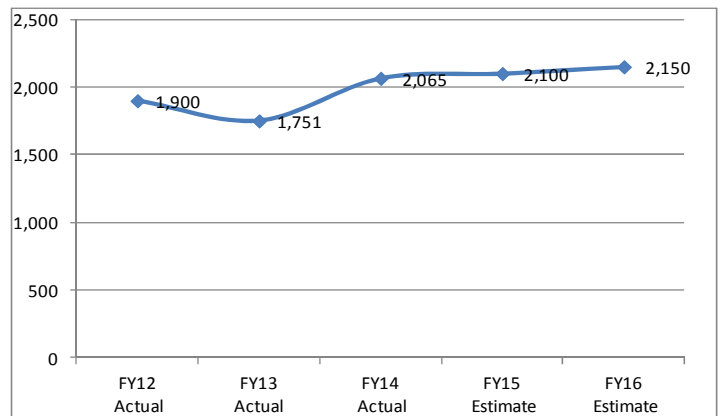
Detention - Newly Admitted Inmates



Detention - Average Length of Stay



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



Transportation - Inmates and/or Mental Commitments

SHERIFF'S OFFICE

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

SHERIFF'S OFFICE

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

SHERIFF'S OFFICE

	FY 13-14	FY 14-15			FY 15-16	
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES - Law Enforcement/Grants						
<i>Personal Services</i>						
Salaries & Wages	7,944,502	8,180,644	8,040,313	9,697,740	8,262,634	
Employee Benefits	3,843,998	3,830,458	3,892,355	4,672,783	3,994,881	
Total Personal Services	11,788,500	12,011,102	11,932,668	14,370,523	12,257,515	0
<i>Operating Expenditures</i>						
Professional Fees	6,848	17,200	17,140	35,100	23,600	
Maintenance Service	48,676	81,850	75,770	96,007	77,676	<i>Veterinary fees for K-9s.</i>
Rent	13,988	2,200	2,000	2,200	2,200	<i>FCSO Communication Center & fingerprint equipment maintenance.</i>
Other Purchased Services	192,881	81,572	82,600	106,805	101,925	<i>Space rental for Narcotics Division.</i>
Training & Conference	34,558	69,508	68,160	95,483	88,789	<i>Verizon air cards for mobile data system.</i>
General Supplies	311,120	130,088	158,330	469,845	132,893	<i>Specialty training, recertifications, state mandated training, etc.</i>
Energy	2,214	1,250	1,250	2,500	1,250	<i>Weapons.</i>
Operating Supplies	169,746	148,691	161,210	219,708	161,494	<i>Natural gas and electricity costs.</i>
Other Operating Costs	169,972	203,510	206,570	205,730	203,595	<i>Ammunition, targets, training supplies, crime prevention materials, safety supplies.</i>
						<i>Insurance claims; memberships & dues, informants pay.</i>
Total Operating Exps.	950,003	735,869	773,030	1,233,378	793,422	0
Capital Outlay	37,000	132,691	48,009	563,087	106,687	
Contingency	0	0	0	0	800,000	
Payments T/O Agencies	149,570	154,350	154,350	153,020	153,020	
TOTAL EXPENDITURES	<u>12,925,073</u>	<u>13,034,012</u>	<u>12,908,057</u>	<u>16,320,008</u>	<u>14,110,644</u>	<u>0</u>
Cost-Sharing Expenses	1,032,809	845,899	1,214,454	1,014,247	1,013,316	
Contra-Expenses	(95,940)	(86,240)	0	(86,240)	(86,240)	
REVENUES	<u>3,721,115</u>	<u>3,721,213</u>	<u>3,591,112</u>	<u>3,739,108</u>	<u>3,739,108</u>	
POSITIONS	188/12	188/12	189/15	225/15	189/15	

SHERIFF'S OFFICE

	FY 13-14	FY 14-15		Request	FY 15-16	
	Actual	Original	Estimate		Recommend	Adopted
EXPENDITURES - Detention						
<i>Personal Services</i>						
Salaries & Wages	11,653,934	11,920,015	12,047,525	13,215,061	12,149,845	
Employee Benefits	4,644,316	4,614,779	4,568,987	5,306,288	4,881,956	
Total Personal Services	16,298,250	16,534,794	16,616,512	18,521,349	17,031,801	0
<i>Operating Expenditures</i>						
Professional Fees	4,308,043	4,275,000	4,405,000	4,600,000	4,443,372	
Maintenance Service	94,552	110,000	107,260	111,095	108,235	
Rent	246	410	290	290	290	
Utility Services	210,754	215,000	213,120	239,440	225,750	
Construction Services	16,717	0	0	0	0	
Other Purchased Services	1,000,784	1,117,235	1,089,440	1,155,078	1,135,628	
Training & Conference	6,244	22,624	22,190	12,435	11,140	
General Supplies	236,320	299,201	302,650	472,537	279,722	
Energy	492,466	555,000	511,020	596,000	533,775	
Operating Supplies	214,148	224,665	238,150	244,067	224,552	
Other Operating Costs	1,427	5,156	5,070	3,220	3,220	
Total Operating Exps.	6,581,701	6,824,291	6,894,190	7,434,162	6,965,684	0
Capital Outlay	79,421	35,950	446,053	71,666	20,066	
Contingency	0	0	0	0	425,000	
Payments T/O Agencies	85,795	89,850	79,930	92,220	92,220	
Total Expenditures	23,045,167	23,484,885	24,036,685	26,119,397	24,534,771	0
Cost-Sharing Expenses	828,385	752,959	597,497	795,515	795,515	
REVENUES	3,011,382	2,562,650	2,354,457	2,470,416	2,366,112	
POSITIONS	292/2	292/9	292/9	321/9	292/9	

(Includes Criminal Justice Partnership Program, Court Security, & Transportation)

Budget Highlights: The Sheriff's Office FY 2016 Recommended budget reflects a net County increase of \$1,618,548 (4.6%) from the FY 2015 Adopted budget. An expenditure increase of \$1,229,785 and a revenue decrease of \$388,763 accounts for the County dollar increase.

An increase in Personnel Costs due to performance and fringe benefit increases makes up two-thirds of the expenditure increase. Other drivers of the expenditure increase are equipment purchases in the Sheriff's IT department and an increase in the Inmate Medical contract for the Detention Center. The largest contributor to decreased revenues is the deletion of reimbursements for housing other County's inmates in the Forsyth County Detention Center. Yadkin County was the sole County sending their inmates to Forsyth County and during FY 2015 it opened a new detention facility. The Sheriff requested 69FT positions for FY 2016. These positions are described in the Alternate Service Level section.

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

EMERGENCY SERVICES

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

Program Descriptions:

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

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

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

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

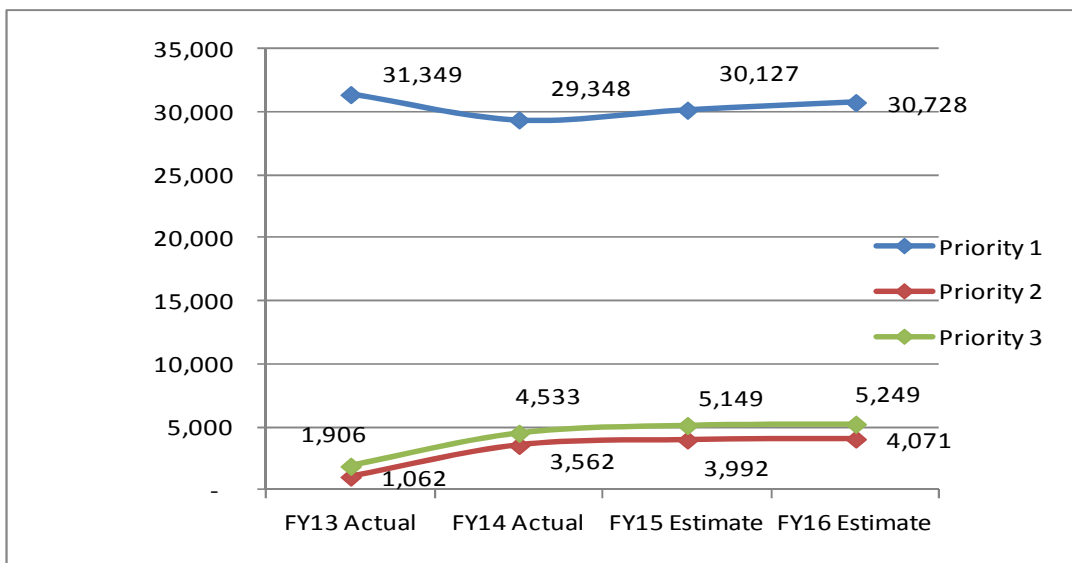
Accomplishments: The department has worked diligently to complete its mission of providing fire and EMS service to the citizens of Forsyth County.

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		Request	FY 15-16	Adopted
	Actual	Original	Estimate		Recommend	
Emergency Services Admin.	839,742	1,106,005	1,020,170	1,352,488	1,144,323	
Fire Operations	2,030,374	2,003,953	2,036,383	2,217,429	2,085,244	
9-1-1 Communications	1,829,058	1,980,740	1,751,248	1,952,950	1,935,000	
EMS Operations	8,091,543	8,469,723	8,283,898	9,768,880	8,973,305	
Compliance	2,734,823	3,841,234	2,930,020	4,181,608	3,906,060	
Total	15,525,540	17,401,655	16,021,719	19,473,355	18,043,932	0

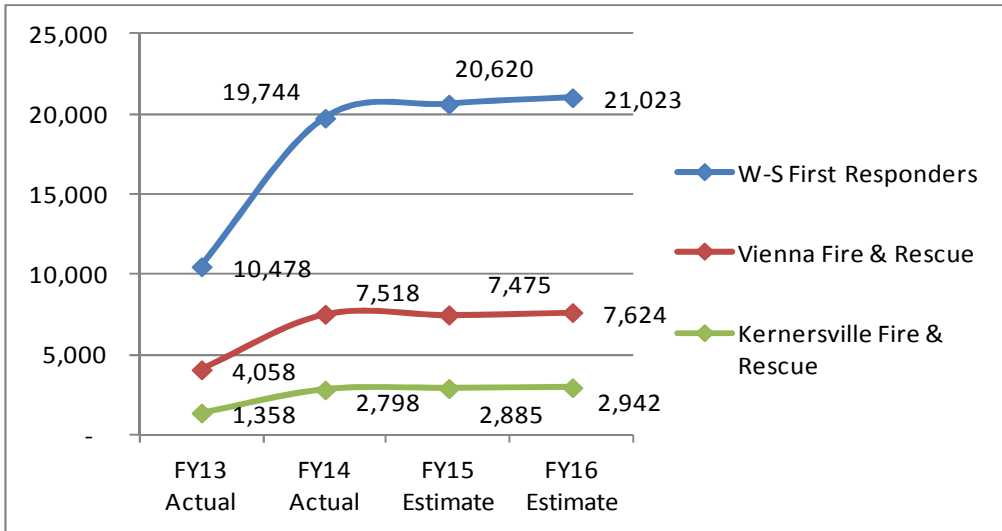
Key Performance Measures:



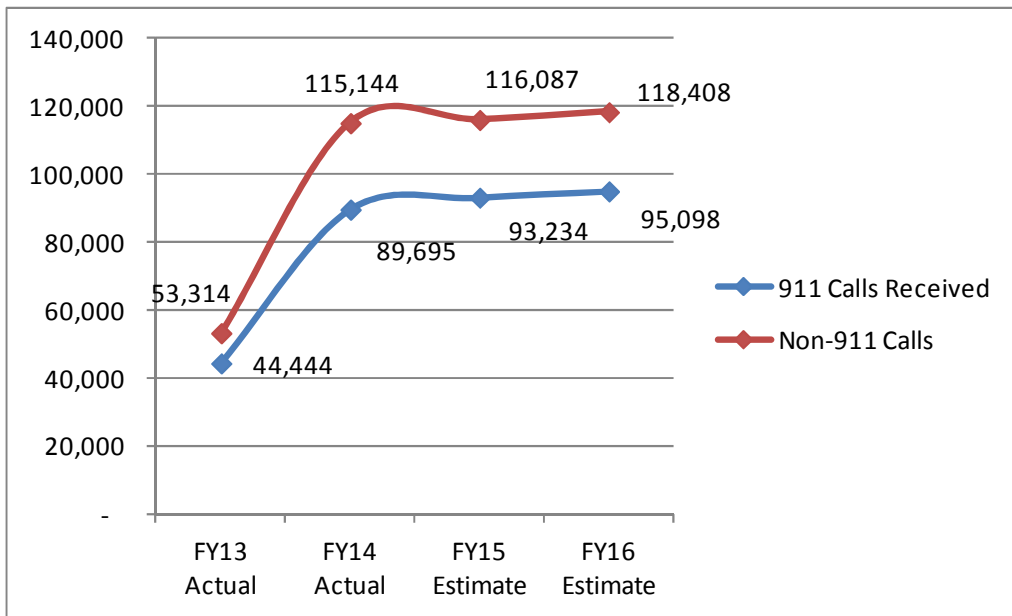
EMS Calls for Service

EMERGENCY SERVICES

Key Performance Measures, cont.



Fire Dispatches



911 Communications

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

Average EMS Response Times

EMERGENCY SERVICES

	FY 13-14 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	10,003,227	10,843,900	9,778,675	11,443,904	11,071,961	
Other Employee Benefits	522	520	522	0	0	
Employee Benefits	3,473,267	3,781,664	3,413,335	4,202,509	4,062,101	<i>lpad stipend.</i>
Total Personal Services	13,477,016	14,626,084	13,192,532	15,646,413	15,134,062	0
Operating Expenditures						
Professional Fees	37,555	78,472	77,864	112,620	92,620	
Maintenance Service	154,377	189,047	181,765	224,187	182,847	<i>Medical Director contract, random employee drug screens, pre-employment exams.</i>
Rent	45,707	47,867	46,867	47,867	47,367	<i>CAD System maintenance, maintenance on communications, stretchers, AVL equipment, gas detectors.</i>
Utility Services	12,010	13,645	13,645	15,100	15,100	<i>Oxygen tank rental, Dixie Classic Fair booth rental, ePro Scheduling System.</i>
Other Purchased Services	526,109	968,947	959,847	1,152,074	971,837	<i>Water/sewer service at all locations.</i>
Training & Conference	36,337	44,390	39,599	96,794	50,266	<i>Insurance premiums, EMS billing contract.</i>
General Supplies	196,851	317,015	390,161	416,286	324,415	<i>Re-certification and training of staff, continuing education requirements.</i>
Energy	91,907	103,913	103,913	101,913	101,913	<i>Small equipment, uniforms, janitorial supplies, office supplies.</i>
Operating Supplies	619,892	542,340	556,040	720,636	593,310	<i>Electricity and natural gas at all facilities.</i>
Other Operating Costs	83,229	241,585	232,723	240,315	238,645	<i>Medical supplies, OSHA related supplies, CBRN regulators, EMD supplies.</i>
Total Operating Exps.	1,803,974	2,547,221	2,602,424	3,127,792	2,618,320	<i>Insurance claims, memberships & dues.</i>
Capital Outlay	6,060	0	0	472,600	65,000	
Payments T/O Agencies	226,550	228,350	226,550	226,550	226,550	
Cost-Sharing Expenses	860,097	888,764	569,906	893,978	893,978	<i>Standby funds to volunteer departments.</i>
REVENUES	<u>11,126,149</u>	<u>12,030,533</u>	<u>11,004,396</u>	<u>11,979,061</u>	<u>11,982,040</u>	
POSITIONS	228/13	234/13	234/13	246/18	234/13	

EMERGENCY SERVICES

	FY 13-14 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
EXPENDITURES - EMS						
<i>Personal Services</i>						
Salaries & Wages	7,226,966	7,998,245	7,116,366	8,514,889	8,207,883	
Employee Benefits	2,454,307	2,745,594	2,454,745	3,079,966	2,965,263	
Total Personal Services	9,681,273	10,743,839	9,571,111	11,594,855	11,173,146	0
<i>Operating Expenditures</i>						
Professional Fees	7,059	38,500	38,500	50,000	50,000	
						<i>Medical Director contract, random drug testing, pre-hire physicals.</i>
Maintenance Service	63,790	77,782	74,750	110,122	76,282	
						<i>Maintenance on communication equipment, Life Paks, cots, stretchers, AVL equipment.</i>
Rent	22,823	22,200	22,200	22,200	22,200	
						<i>Oxygen tank rental.</i>
Utility Services	882	495	495	1,950	1,950	
Other Purchased Services	207,999	578,151	573,151	588,513	576,941	
						<i>EMS billing contract, insurance premiums, collection services, billing software maintenance.</i>
Training & Conference	14,051	17,620	12,553	31,972	23,296	
						<i>Certifications and re-certification of Paramedics and EMTs, quality improvement training.</i>
General Supplies	116,105	188,895	265,041	264,345	200,595	
						<i>Stair stretchers, long spine boards, uniforms, office supplies, stretcher replacements.</i>
Energy	1,512	3,500	3,500	1,500	1,500	
						<i>Electricity, natural gas at EMS buildings.</i>
Operating Supplies	595,873	518,190	530,494	693,786	570,410	
						<i>Medical supplies, blankets, sheets, fluids, masks, OSHA related supplies, radio batteries, etc.</i>
Other Operating Costs	5,799	10,785	12,923	9,445	8,845	
						<i>PYA, CYO, CYE includes insurance premiums for EMS Dept. Adopted includes insurance premiums for CCT, memberships & dues.</i>
Total Operating Exps.	1,035,893	1,456,118	1,533,607	1,773,833	1,532,019	
Capital Outlay	0	0	0	472,600	65,000	
Payments T/O Agencies	109,200	111,000	111,000	109,200	109,200	
TOTAL EXPENDITURES	10,826,366	12,310,957	11,215,718	13,950,488	12,879,365	0
Cost-Sharing Expenses	632,157	602,068	414,987	617,710	617,710	
REVENUES	10,532,121	11,437,608	10,413,972	11,375,837	11,375,837	
POSITIONS	163/13	173/9	173/9	184/9	173/9	

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

EMERGENCY SERVICES

	FY 13-14 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
EXPENDITURES - Fire Protection						
Personal Services						
Salaries & Wages	1,307,149	1,255,798	1,305,254	1,354,591	1,289,654	
Employee Benefits	482,234	476,134	473,645	544,926	519,221	
Total Personal Services	1,789,383	1,731,932	1,778,899	1,899,517	1,808,875	0
Operating Expenditures						
Professional Fees	10,849	15,108	14,500	17,756	17,756	
Maintenance Service	23,360	22,565	22,565	25,365	23,365	
Rent	0	1,000	0	1,000	500	
Other Purchased Services	12,167	19,750	15,150	21,150	20,650	
Training & Conference	7,171	7,148	7,424	20,000	7,148	
General Supplies	47,172	58,200	58,200	81,621	60,200	
Operating Supplies	19,488	17,400	17,400	20,100	16,900	
Other Operating Costs	3,434	13,500	2,500	13,570	12,500	
Total Operating Exps.	123,641	154,671	137,739	200,562	159,019	0
Payments T/O Agencies	117,350	117,350	117,350	117,350	117,350	
TOTAL EXPENDITURES	<u>2,030,374</u>	<u>2,003,953</u>	<u>2,033,988</u>	<u>2,217,429</u>	<u>2,085,244</u>	<u>0</u>
Cost-Sharing Expenses	51,134	89,211	45,943	89,160	89,160	
REVENUES	<u>365,814</u>	<u>367,925</u>	<u>364,620</u>	<u>426,129</u>	<u>381,203</u>	
POSITIONS	27/0	27/0	27/0	27/3	27/0	
(Includes Suppression, Prevention, and Volunteer Fire Support)						

EMERGENCY SERVICES

	FY 13-14	FY 14-15		Request	FY 15-16	Adopted
	Actual	Original	Estimate		Recommend	
EMS Standby						
Payments T/O Agencies						
Beeson Cross Rds Vol Fire	5,400	5,400	5,400	5,400	5,400	
Belews Creek Vol Fire/Res	5,400	5,400	5,400	5,400	5,400	
City View Vol Fire/Rescue	0	5,400	5,400	5,400	5,400	
Clemmons Vol Fire/Rescue	5,400	5,400	5,400	5,400	5,400	
Griffith Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600	
Gumtree Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600	
Horneytown Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600	
King of Forsyth Co. Vol Fire/Res	3,600	3,600	3,600	3,600	3,600	
Lewisville Vol/Fire Rescue	10,400	10,400	10,400	10,400	10,400	
Mineral Springs Vol Fire	7,200	7,200	7,200	7,200	7,200	
Old Richmond Vol Fire/Res	8,600	8,600	8,600	8,600	8,600	
Piney Grove Vol Fire	5,400	5,400	5,400	5,400	5,400	
Rural Hall Vol Fire/Rescue	8,600	8,600	8,600	8,600	8,600	
Salem Chapel Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600	
Talley's Crossing Vol Fire/Res	0	0	0	0	0	
Union Cross Vol Fire/Rescue	10,400	10,400	10,400	10,400	10,400	
Vienna Vol Fire	10,400	10,400	10,400	10,400	10,400	
Walkertown Vol Fire/Rescue	14,000	14,000	14,000	10,400	10,400	
TOTAL EXPENDITURES	<u>109,200</u>	<u>114,600</u>	<u>114,600</u>	<u>111,000</u>	<u>111,000</u>	<u>0</u>

	FY 13-14	FY 14-15		Request	FY 15-16	Adopted
	Actual	Original	Estimate		Recommend	
Fire Protection Standby						
Payments T/O Agencies						
Beeson Cross Rds Vol Fire	7,000	7,000	7,000	7,000	7,000	
Belews Creek Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	
Clemmons Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
Gumtree Vol Fire/Rescue	3,750	3,750	3,750	3,750	3,750	
Horneytown Vol Fire/Rescue	5,700	5,700	5,700	5,700	5,700	
Lewisville Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
Old Richmond Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	
Piney Grove Vol Fire	7,000	7,000	7,000	7,000	7,000	
Rural Hall Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
Vienna Vol Fire	7,000	7,000	7,000	7,000	7,000	
City View Vol Fire	7,000	7,000	7,000	7,000	7,000	
Griffith Vol Fire	7,000	7,000	7,000	7,000	7,000	
Mineral Springs Vol Fire	7,000	7,000	7,000	7,000	7,000	
Talley's Crossing Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	
Union Cross Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
King of Forsyth Co Vol Fire/Res	1,150	1,150	1,150	1,150	1,150	
Salem Chapel Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	
Forbush Vol Fire	1,750	1,750	1,750	1,750	1,750	
Walkertown Vol. Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
TOTAL EXPENDITURES	<u>117,350</u> [▼]	<u>110,350</u> [▼]	<u>110,350</u> [▼]	<u>110,350</u> [▼]	<u>110,350</u>	<u>0</u>

EMERGENCY SERVICES

	FY 13-14 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
EXPENDITURES - 911						
Personal Services						
Salaries & Wages	1,155,207	1,204,477	1,025,567	1,164,471	1,164,471	
Employee Benefits	443,794	429,393	384,447	434,809	434,809	
Total Personal Services	1,599,001	1,633,870	1,410,014	1,599,280	1,599,280	0
Operating Expenditures						
Maintenance Service	45,284	72,200	72,200	72,200	66,700	
						<i>CAD System maintenance; maintenance contracts for remote receivers, console/recorder equipment.</i>
Communications	129,830	179,700	173,700	180,900	180,900	
						<i>E-911 costs.</i>
Other Purchased Services	31,340	34,550	34,550	34,550	34,550	
						<i>Code Red 9-1-1 Alert contract, repair/maintenance of equipment.</i>
Training & Conference	3,316	8,300	8,300	13,500	8,500	
						<i>Certified instructor training for telecommunicators, re-certification of telecommunications.</i>
General Supplies	15,626	40,070	40,434	40,470	33,770	
						<i>Supplies, small equipment, uniforms.</i>
Operating Supplies	2,059	4,750	4,750	4,750	4,000	
						<i>EMD supplies.</i>
Other Operating Costs	2,602	7,300	7,300	7,300	7,300	
						<i>Memberships & dues.</i>
Total Operating Exps.	230,057	346,870	341,234	353,670	335,720	
Capital Outlay	0	0	0	0	0	
TOTAL EXPENDITURES	<u>1,829,058</u>	<u>1,980,740</u>	<u>1,751,248</u>	<u>1,952,950</u>	<u>1,935,000</u>	<u>0</u>
Cost-Sharing Expenses	10,533	16,275	7,398	6,850	6,850	
POSITIONS	29/4	29/4	29/4	29/5	29/4	

Budget Highlights: The recommended budget for FY16 reflects a 3.7% or \$642,277 increase over the FY15 budget. Personal Services costs are the driver of the recommended expenditure increase, along with a recommendation of \$300,000 to fund a Mobile Integrated Healthcare Pilot Project. The recommended budget focuses on keeping the department operating at its current service level while minimizing County costs.

The department submitted several Alternate Service Level requests, including additional positions across all three divisions, a Mobile Integrated Healthcare Pilot Project, and structures for ambulances. These requests may be viewed in the Appendix. Again, \$300,000 for the Mobile Integrated Healthcare Pilot Project is included in the Recommended budget.

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

COURT SERVICES

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

Program Descriptions:

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

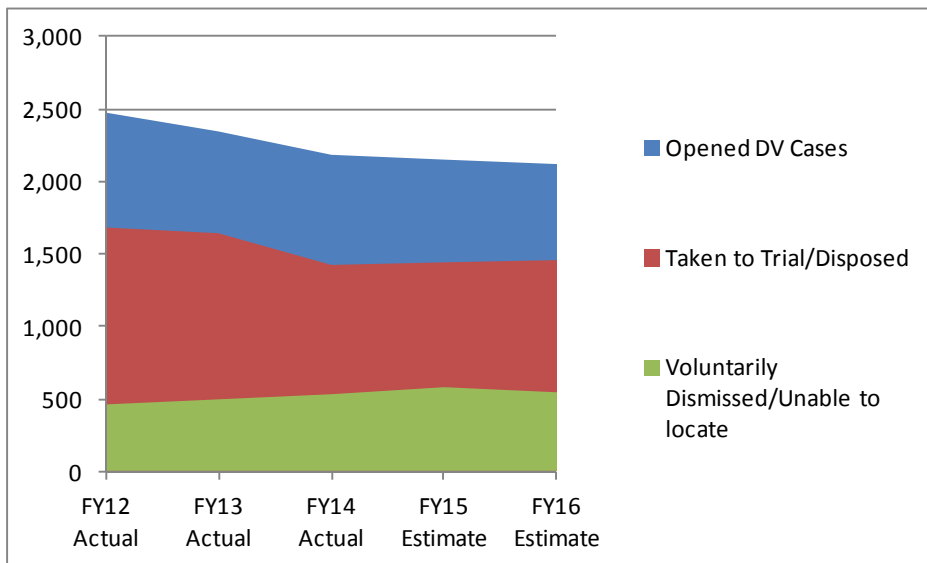
Accomplishments: Safe on Seven has served over 15,500 victims of domestic violence since 2005. All victims received risk and needs assessments, referrals, and safety planning and 70% pursued Civil Protective Orders. Safe on Seven has provided significant benefit to low-income individuals with 64% of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

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		Adopted
	Actual	Original	Estimate	Request	Recommend	
Deferred Payment	39,544	53,568	26,939	54,715	54,715	
Safe on Seven	497,667	467,909	495,588	472,255	434,633	
Total	<u>537,211</u>	<u>521,477</u>	<u>522,527</u>	<u>526,970</u>	<u>489,348</u>	<u>0</u>

Key Performance Measures:



Domestic Violence Cases

COURT SERVICES

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

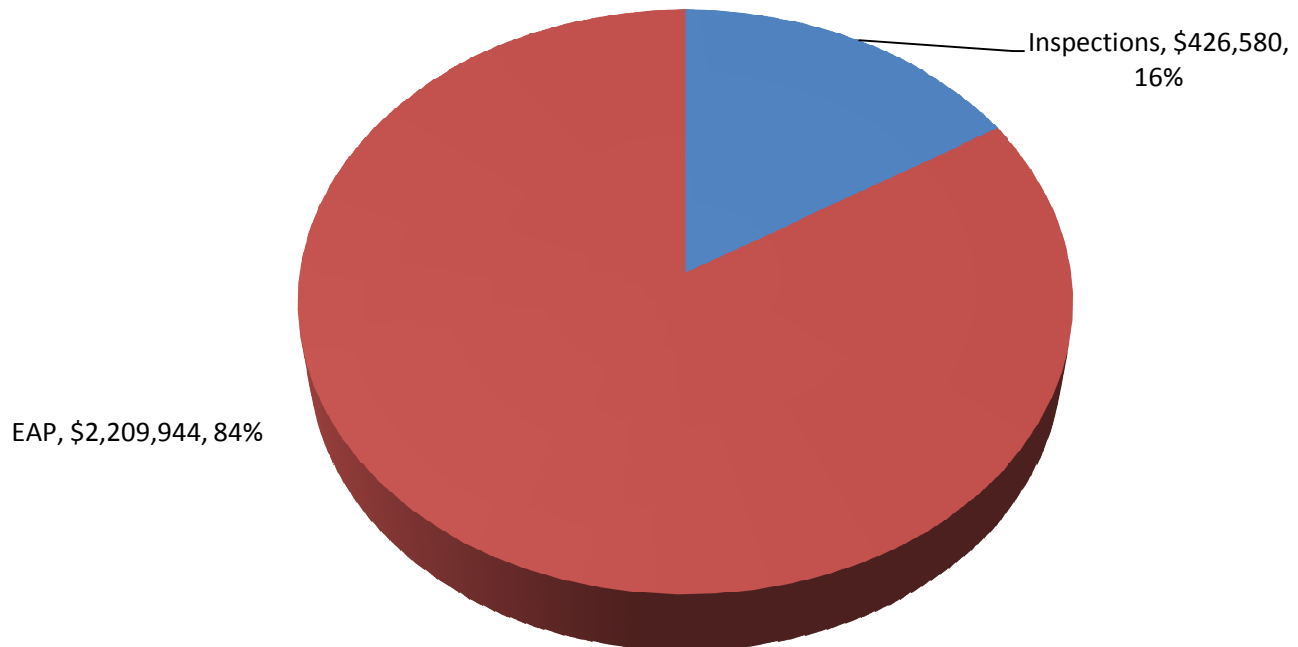
Budget Highlights: The Court Services FY 2016 Recommended budget reflects an increase of \$123,422 in County Dollars from the FY 2015 Adopted budget. The Recommended revenue budget decreases by \$155,551 (62%). This decrease is a result of the depletion of all Federal Office on Violence Against Women (OVW) grant funds and a decrease in the amount of North Carolina Governor's Crime Commission (GCC) grant funds available for FY 2016 to fund the Safe on Seven Program. It is expected that in future budgets there will be no OVW or GCC funds to fund the Safe on Seven Program.

The decrease in the expenditure line is representative of the total revenues available through County Dollars (\$392,429), the City of Winston-Salem (\$40,670), and remaining GCC grant funds (\$56,249).

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

ENVIRONMENTAL MANAGEMENT SERVICE AREA

Environmental Management Service Area - \$2.6million - 0.6% of General Fund Expenditures



Operating Goals & Objectives:

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

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

ENVIRONMENTAL ASSISTANCE & PROTECTION

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

Program Descriptions:

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

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

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

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Air Quality Control	1,289,224	1,396,952	1,473,475	1,417,649	1,416,126	
Solid Waste & Other Progs.	743,929	805,089	817,619	796,046	794,833	
Total	<u>2,033,153</u>	<u>2,202,041</u>	<u>2,291,094</u>	<u>2,213,695</u>	<u>2,210,959</u>	<u>0</u>

Key Performance Measures:

100%

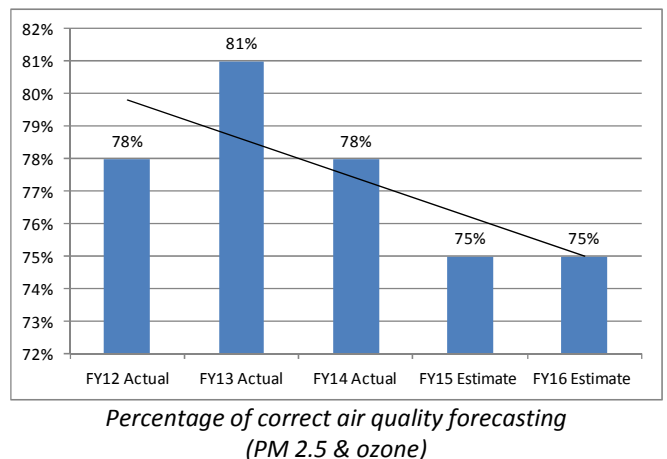
Process Permit Application w/in regulatory timeframe

100%

Inspect all major/minor synthetic facilities annually

3 working days

Processing time for asbestos reno/demo permit



ENVIRONMENTAL ASSISTANCE & PROTECTION

	FY 13-14	FY 14-15		Request	FY 15-16	
	Actual	Original	Estimate		Recommend	Adopted
EXPENDITURES						
<i>Personal Services</i>						
Salaries & Wages	1,273,372	1,337,549	1,427,220	1,354,152	1,354,152	
Other Employee Benefits	1,746	2,481	1,876	1,550	1,550	
Employee Benefits	445,972	462,106	461,946	478,273	478,273	<i>Ipad and cell phone stipend.</i>
Total Personal Services	1,721,090	1,802,136	1,891,042	1,833,975	1,833,975	0
<i>Operating Expenditures</i>						
Professional Fees	1,189	2,050	2,050	2,050	2,050	
Maintenance Service	5,218	6,400	7,425	6,600	6,500	<i>Laboratory & medical fees.</i>
Rent	1,120	1,800	1,800	1,800	1,800	<i>Equipment maintenance.</i>
Construction Services	0	0	0	0	0	<i>Compressed gas cylinder rentals.</i>
Other Purchased Services	30,976	31,835	31,835	32,385	32,385	
Training & Conference	15,971	30,416	30,416	31,380	30,416	<i>Insurance premiums, public notice advertising, phone lines @ monitoring sites.</i>
General Supplies	21,145	27,611	26,692	27,978	27,428	
Energy	8,841	9,850	9,850	9,350	9,350	
Operating Supplies	7,557	18,950	18,245	16,750	16,750	<i>Electricity.</i>
Inventory Purchases	1,180	530	530	530	530	<i>Operating supplies.</i>
Other Operating Costs	3,838	16,205	16,951	16,855	15,733	<i>Radon kits.</i>
Total Operating Exps.	97,035	145,647	145,794	145,678	142,942	<i>Insurance claims, memberships & dues.</i>
Capital Outlay	37,250	44,258	44,258	34,042	34,042	
Payment T/O Agencies	177,778	210,000	210,000	200,000	200,000	<i>Replacement monitors, analyzers and calibrators.</i>
Total Expenditures	<u>308,090</u>	<u>2,202,041</u>	<u>2,291,094</u>	<u>2,213,695</u>	<u>2,210,959</u>	<u>0</u>
Cost-Sharing Expenses	97,407	69,818	70,364	64,203	64,203	
Contra-Expenses	(4,345)	(18,794)	(18,794)	(18,794)	(18,794)	
REVENUES						
Positions (FT/PT)	24/0	24/0	24/0	24/0	24/0	

Budget Highlights: The FY 16 **requested** budget for the Environmental Assistance & Protection Department reflects a net increase of \$34,255 or 2.7% over the current year original budget. The FY 16 **recommended** budget reflects a net increase of \$31,519 or 2.5% over the current year original budget which is due to a \$22,601 decrease in revenue. The decrease in revenue is based on a reduction of reimbursements from the NC Department of Transportation (NCDOT) based on the reduced need for site and environmental assessments on behalf of PART. General operating costs are reduced by 5% in the requested budget and by 5.7% in the recommended budget.

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

Inspections

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

Program Descriptions:

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

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

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

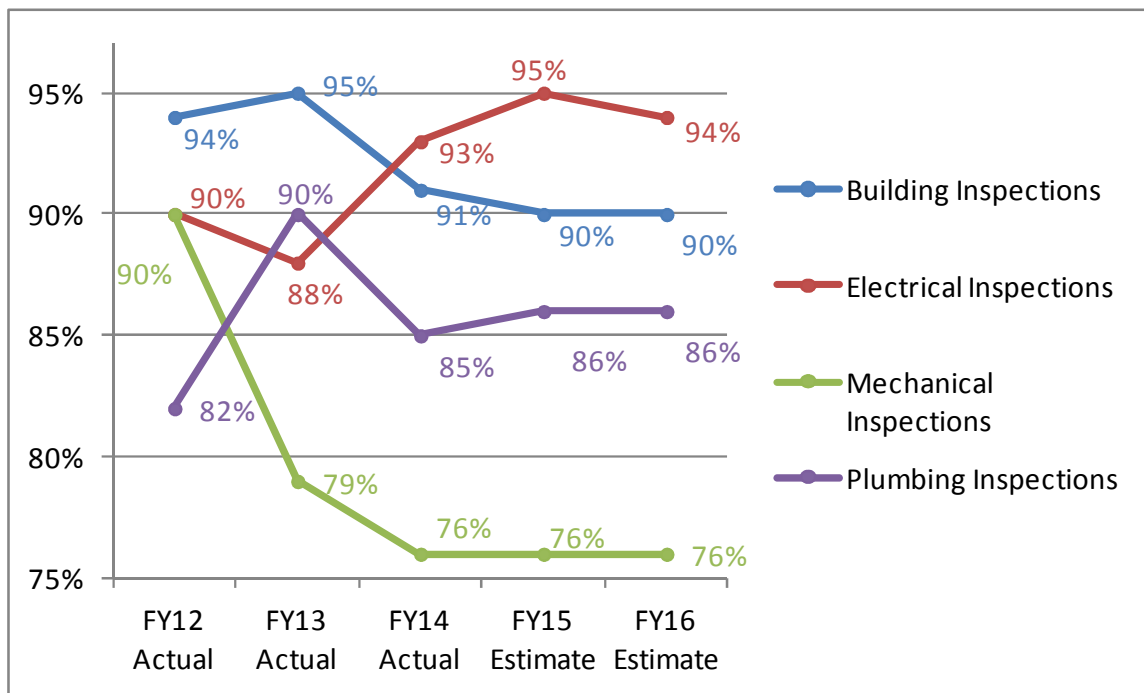
Erosion Control - Erosion Control is administered through the City Of Winston-Salem's Stormwater Department.

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	2,372	3,100	3,100	3,100	3,100	
Zoning Enforcement	1,058,640	1,133,550	1,128,390	1,128,390	1,128,390	
Erosion Control	327,676	339,690	342,260	342,260	342,260	
Construction Control	2,519,723	2,647,170	2,584,110	2,584,110	2,584,110	
Total	<u>3,908,411</u>	<u>4,123,510</u>	<u>4,057,860</u>	<u>4,057,860</u>	<u>4,057,860</u>	<u>0</u>
County Share	10,820	309,230	309,230	426,580	426,580	

Key Performance Measures:



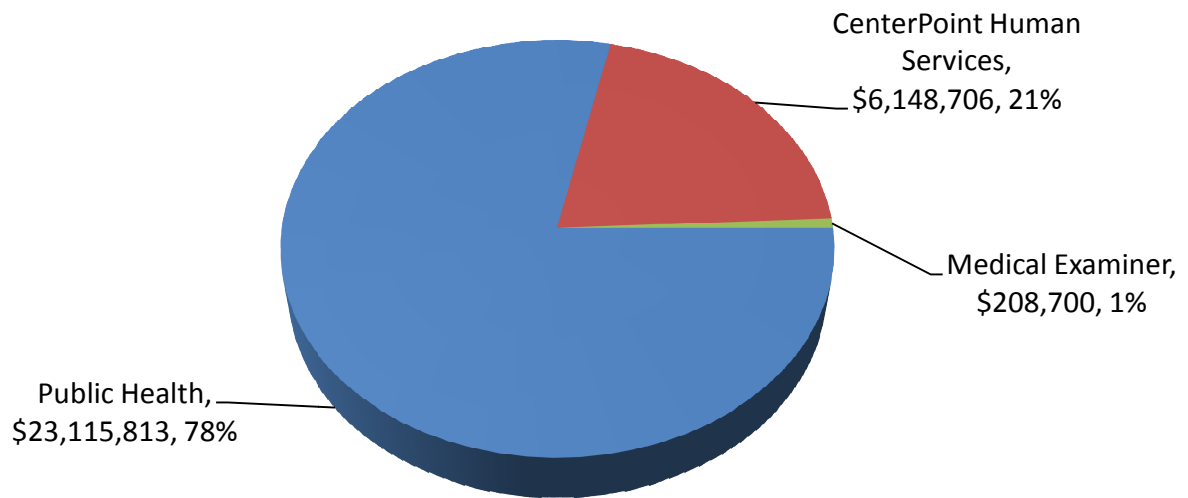
Percentage of Inspections Completed within 1 Day of Request

Inspections

	FY 13-14 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Board Compensation	1,500	1,800	1,800	1,800	1,800	
Total Personal Services	1,500	1,800	1,800	1,800	1,800	0
<i>Operating Expenditures</i>						
Training & Conference	872	1,300	1,300	1,300	1,300	
Total Operating Expenses	872	1,300	1,300	1,300	1,300	0
<i>Payments T/O Agencies</i>						
City of Winston-Salem	8,448	306,130	306,130	423,480	423,480	
Total Payments T/O Agent.	8,448	306,130	306,130	423,480	423,480	
Total Expenditures	<u>10,820</u>	<u>309,230</u>	<u>309,230</u>	<u>426,580</u>	<u>426,580</u>	<u>0</u>
<u>REVENUES</u>						

HEALTH SERVICE AREA

Health Services Area - \$29.4 million - 7.1% of General Fund Expenditures



Operating Goals & Objectives:

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

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

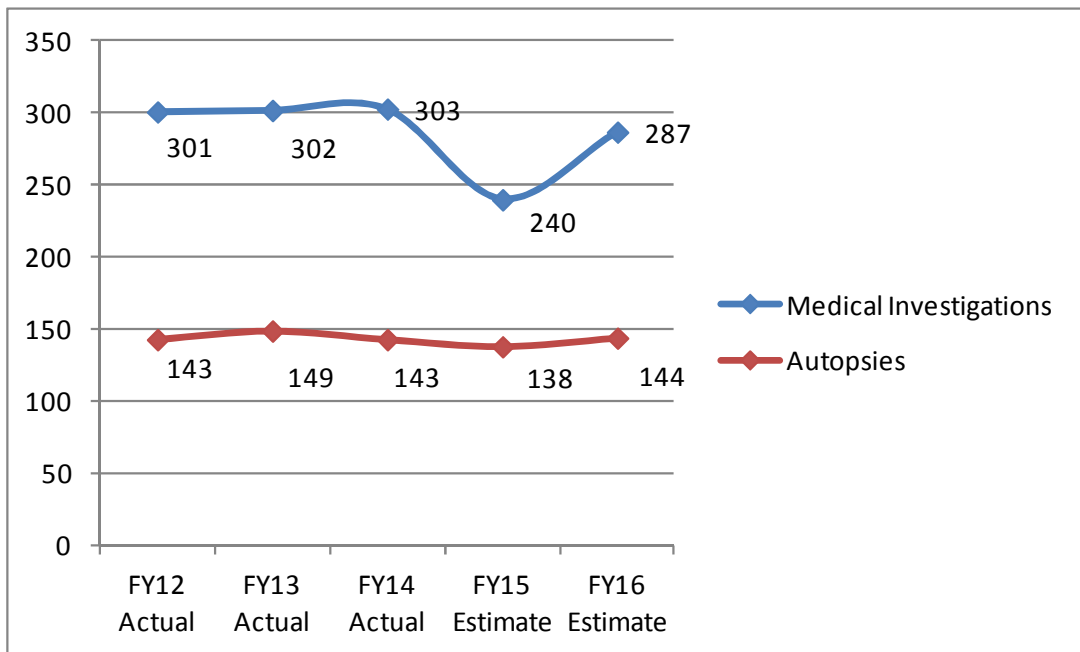
MEDICAL EXAMINER

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		Adopted
	Actual	Original	Estimate	Request	Recommend	
Medical Fees	30,300	24,000	24,000	28,700	28,700	
Autopsies	179,250	166,000	166,000	180,000	180,000	
Total	<u>209,550</u>	<u>190,000</u>	<u>190,000</u>	<u>208,700</u>	<u>208,700</u>	<u>0</u>

Key Performance Measures:



MEDICAL EXAMINER

	FY 13-14	FY 14-15			FY 15-16	
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
<i>Operating Expenditures</i>						
Professional Fees	209,550	190,000	190,000	208,700	208,700	
Total Expenditures	<u>209,550</u>	<u>190,000</u>	<u>190,000</u>	<u>208,700</u>	<u>208,700</u>	<u>0</u>

Budget Highlights: The current fee for medical investigations is \$100 and the fee for autopsies is \$1,250 per case. The budget projects are based on four year averages.

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

CENTERPOINT HUMAN RESOURCES

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

Program Descriptions:

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

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

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

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

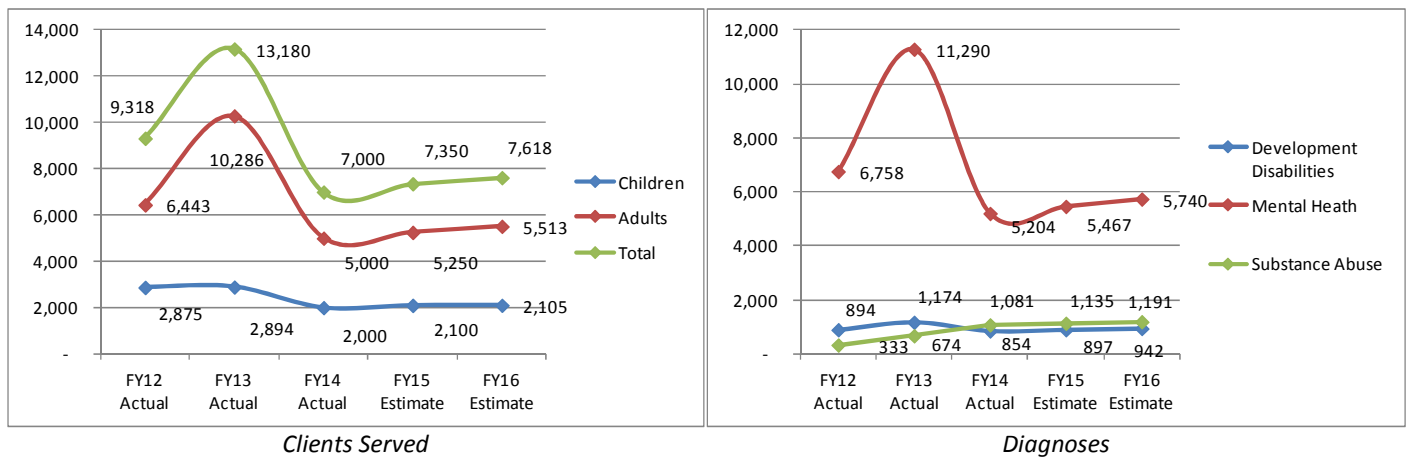
Accomplishments: CenterPoint continued to successfully operate the Medicaid Waiver for its catchment area. CenterPoint also supported the State's initiatives of Transition to Community Living by developing the infrastructure within CenterPoint and the community to provide community-based housing alternatives.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

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		Adopted
	Actual	Original	Estimate	Request	Recommend	
Child & Family	577,686	577,686	577,686	577,686	577,686	
Adult Mental Health	1,660,352	1,660,352	1,660,352	1,660,352	1,660,352	
Developmental Disabilities	616,030	616,030	616,030	616,030	616,030	
Substance Abuse	380,609	380,609	380,609	380,609	380,609	
Inpatient Services	792,000	792,000	792,000	792,000	792,000	
County Services	2,122,029	2,122,029	2,122,029	2,122,029	2,122,029	
Total	<u>6,148,706</u>	<u>6,148,706</u>	<u>6,148,706</u>	<u>6,148,706</u>	<u>6,148,706</u>	<u>0</u>

Key Performance Measures:



CENTERPOINT HUMAN RESOURCES

	FY 13-14	FY 14-15			FY 15-16	
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
Payment for Services	5,740,312	6,148,706	6,148,706	6,148,706	6,148,706	
Total Expenditures	<u>5,740,312</u>	<u>6,148,706</u>	<u>6,148,706</u>	<u>6,148,706</u>	<u>6,148,706</u>	<u>0</u>
<u>REVENUES</u>						
Forsyth County	5,941,961	6,149,637	6,092,714	6,148,706	6,148,706	
Other	86,260,156	156,587,511	158,790,102	168,234,819	168,234,819	
Subtotal Revenues	<u>92,202,117</u>	<u>162,737,148</u>	<u>164,882,816</u>	<u>174,383,525</u>	<u>174,383,525</u>	<u>0</u>
Stokes County	513,030	369,195	369,195	398,820	398,820	
Davie County	305,741	216,013	216,013	234,325	234,325	
Rockingham County	928,580	651,199	651,199	700,000	700,000	
Total Other County Revs.	<u>1,747,351</u>	<u>1,236,407</u>	<u>1,236,407</u>	<u>1,333,145</u>	<u>1,333,145</u>	<u>0</u>
Grand Total Revenues	<u>93,949,468</u>	<u>163,973,555</u>	<u>166,119,223</u>	<u>175,716,670</u>	<u>175,716,670</u>	<u>0</u>

Budget Highlights: Forsyth County current level of funding remains the same as the prior year.

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

PUBLIC HEALTH

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

Program Descriptions:

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

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

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

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

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

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

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

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

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

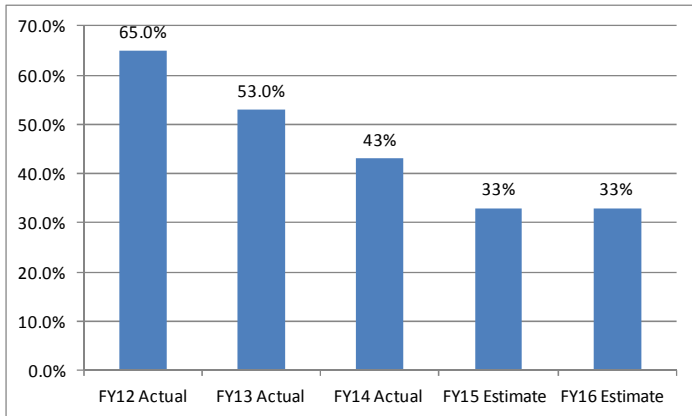
FY16 GOALS: - Public Health looks to revamp the departmental webpage to provide easier access to frequently sought information and strengthen the public information program making the department more visible in the community via print media, radio, and social networking channels. The department plans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

PROGRAM SUMMARY

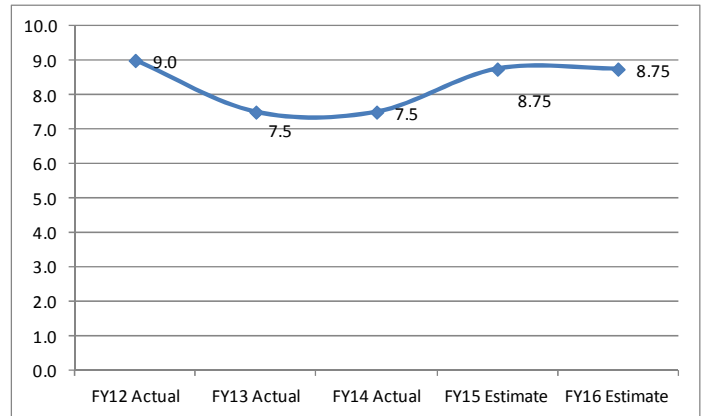
	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	2,020,159	2,133,496	1,747,405	2,191,159	2,170,159	
Lab Services	456,493	505,231	539,213	589,213	589,213	
Environmental Health	2,116,508	2,362,846	1,994,191	2,323,671	2,323,671	
Personal Health & Nursing	11,407,798	13,188,325	11,712,874	13,087,426	13,069,732	
Pharmacy	3,226,841	4,473,697	4,460,308	4,479,226	3,707,736	
Dental Clinic	702,368	1,086,025	752,690	1,255,302	1,255,302	
Total	<u>19,930,167</u>	<u>23,749,620</u>	<u>21,206,681</u>	<u>23,925,997</u>	<u>23,115,813</u>	<u>0</u>

PUBLIC HEALTH

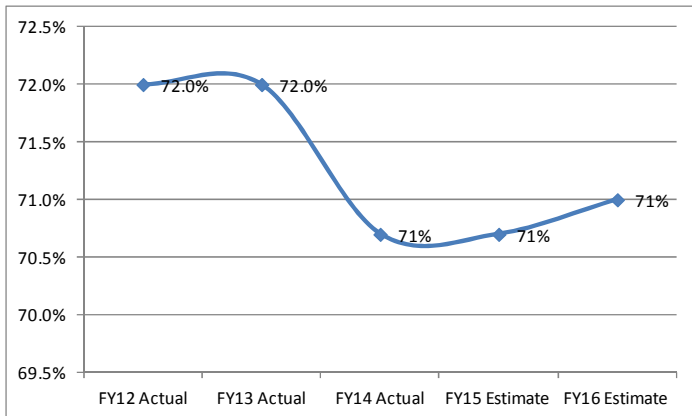
Key Performance Measures:



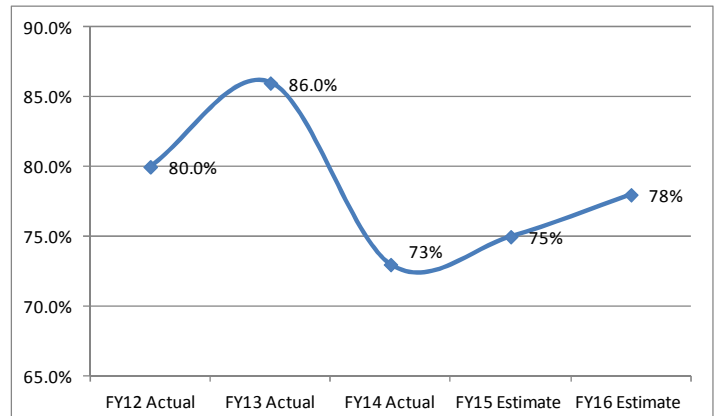
Percentage of Required Food & Lodging Inspections



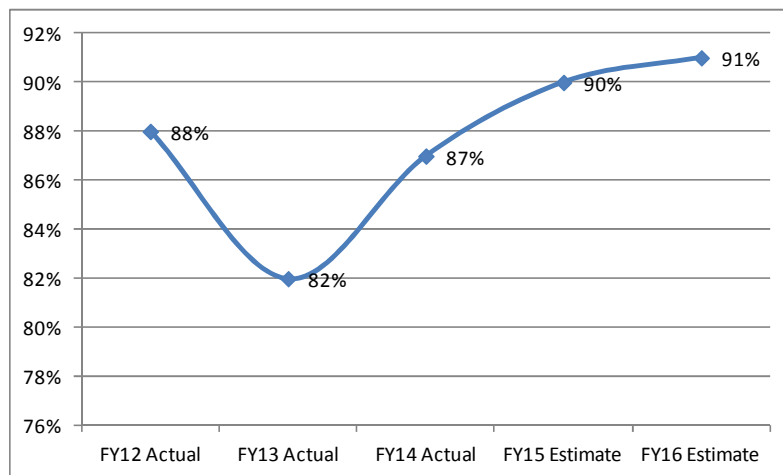
Average Wait for Improvement Permit in days



WIC Participants Initiating Breastfeeding



% of Medicaid Patients served at Cleveland Ave. Dental Clinic



% of Children Immunized by Age 23 Months

PUBLIC HEALTH

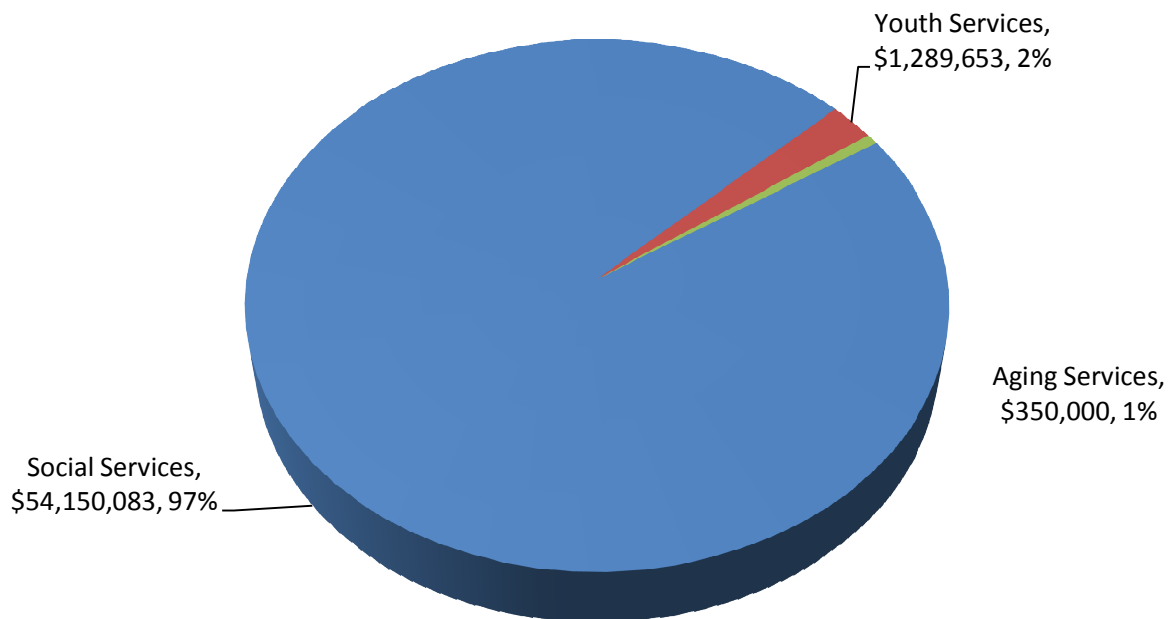
	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	10,661,195	12,497,586	10,810,217	11,957,813	11,956,813	
Other Employee Comp.	2,870	3,480	3,594	4,000	4,000	
						<i>Uniform allowance.</i>
Employee Benefits	3,761,024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

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

Budget Summary: Public Health's FY16 requested budget reflects a \$120,262 or 2% net county increase over the CYO. The primary drivers of the increase in the total requested budget are the alternate service level requests. Personal Services reflects a -\$589,684 or -4% decrease from CYO which is primarily due to the end of the Carolina Access program (state funding) which accounts for \$611,718 of salaries not budgeted for FY 16. The recommend budget reflects a net county decrease of -\$689,922 or -10% over the CYO. The primary driver for the decrease is based on a significant reduction in Pharmacy expenditures based on historical actual costs. Pharmacy expenditures are offset by state and federal revenues.

SOCIAL SERVICES SERVICE AREA

Social Services Service Area - \$55.8 million - 13.7% of General Fund Expenditures



Operating Goals & Objectives:

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

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

SOCIAL SERVICES

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

Program Descriptions:

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

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

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

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

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

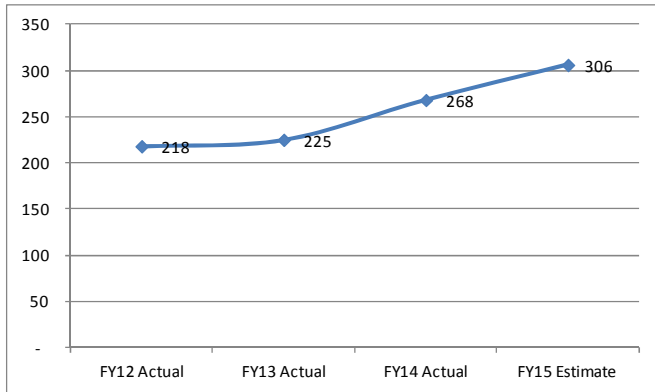
FY16 GOALS: - Coordinate with all areas of DSS to provide services through the Employment Center; Increase referrals to In-Home Services to keep youth within their family settings and address high-risk safety factors; Increase the number of licensed foster homes by 15% to minimize placement costs and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

PROGRAM SUMMARY

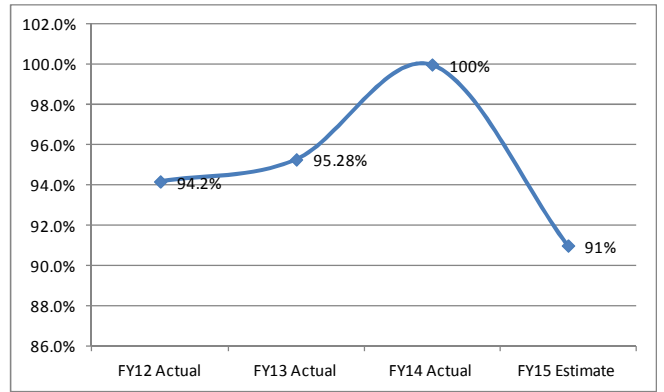
	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	4,339,345	3,858,648	3,517,679	4,031,135	4,031,135	
Income Support	24,053,736	25,492,951	24,368,852	29,714,130	29,713,130	
Family & Children Services	8,709,216	10,373,751	9,313,607	10,891,601	10,706,601	
Adult Services	10,760,337	12,328,808	12,894,538	9,699,217	9,699,217	
Total	<u>47,862,634</u>	<u>52,054,158</u>	<u>50,094,676</u>	<u>54,336,083</u>	<u>54,150,083</u>	<u>0</u>

SOCIAL SERVICES

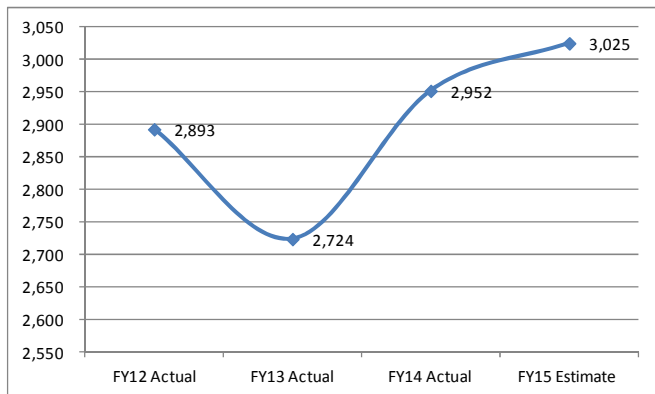
Key Performance Measures:



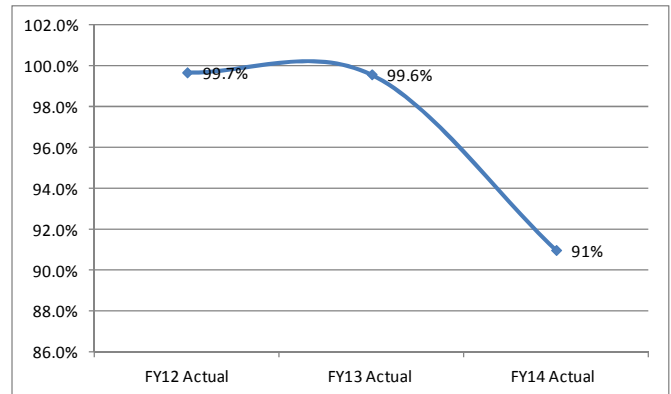
Adult Guardianships



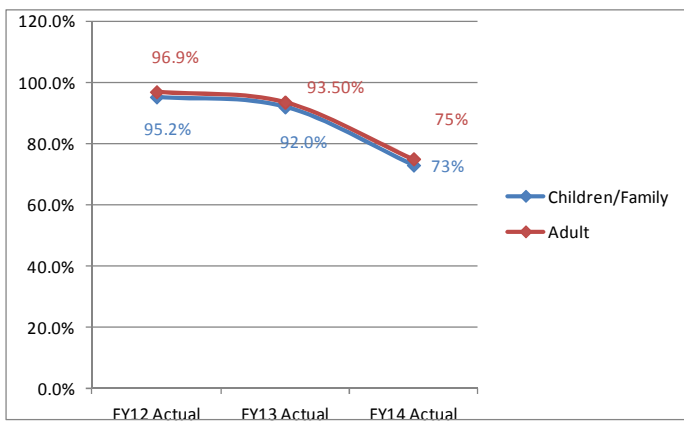
% of Maltreated Children who do not re-enter within 6 mos.



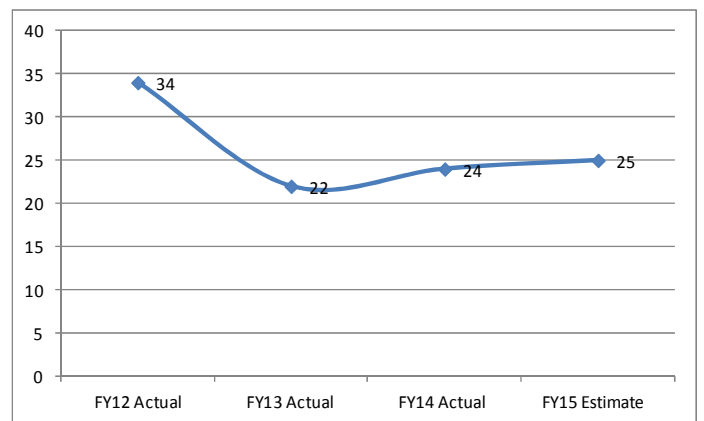
Child Protective Services Investigations



Food/Nutrition Applications processed w/in 7 days



Medicaid applications completed w/in statutory timeframe



Adoptions Finalized

SOCIAL SERVICES

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	16,546,885	17,845,886	16,863,636	18,763,055	18,763,055	
Employee Benefits	6,302,858	6,705,043	6,251,868	7,366,869	7,366,869	
Other Employee Benefits	0	0	580	0	0	
Board Compensation	1,250	1,000	1,000	1,250	1,250	
Total Personal Services	22,850,993	24,551,929	23,117,084	26,131,174	26,131,174	0
Operating Expenditures						
Professional Fees	664,348	475,000	928,520	841,500	786,500	
						<i>Includes medical tests & temporary help for Food & Nutrition, Medicaid, Low Income Energy Assistance & CPS.</i>
Maintenance Service	6,452	8,350	7,880	7,100	7,100	
Rent	2,675	5,000	8,850	7,000	7,000	
						<i>Parking for court cases.</i>
Utility Services	22,049	29,024	27,000	30,650	30,650	
Construction Services	12,227	40,000	35,000	35,000	35,000	
Other Purchased Services	1,761,389	1,341,255	1,192,647	1,589,071	1,459,071	
						<i>Insurance premiums, microfilm, food stamp service charges.</i>
Training & Conference	47,498	54,500	45,200	65,500	65,500	
						<i>Includes mandatory CPS training & personal mileage for care-givers.</i>
General Supplies	382,370	207,800	232,605	301,550	301,550	
Energy	217,280	220,225	223,000	230,130	230,130	
Operating Supplies	28,892	31,500	28,277	44,204	44,204	
Support & Assistance	21,475,742	24,560,177	23,750,994	24,404,716	24,403,716	
						<i>Daycare, Special Assistance, Foster Care, WorkFirst Projects, Medicaid admin./transp.</i>
Other Operating Costs	197,720	341,500	309,829	427,500	427,500	
						<i>Insurance claims and other supplies.</i>
Total Operating Exps.	24,818,642	27,314,331	26,789,802	27,983,921	27,797,921	0
Payments T/O Agencies	192,999	187,898	187,790	220,988	220,988	
TOTAL EXPENDITURES	<u>47,862,634</u>	<u>52,054,158</u>	<u>50,094,676</u>	<u>54,336,083</u>	<u>54,150,083</u>	<u>0</u>
Cost-Sharing Expenses	2,475,281	2,441,491	2,080,959	1,694,062	1,694,062	
REVENUES						
	36,107,059	37,370,241	39,089,470	39,679,520	39,679,520	
POSITIONS (FT/PT)	474/2	474/2	478/4	500/4	501/4	

Budget Highlights: The FY15-16 budget provides FCDSS with resources to meet growing service demand at reduced County cost through revenue maximization. New positions are created in Income Support, CPS, Guardianship, and Foster Care.

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

AGING SERVICES

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

Program Descriptions:

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

contract with Senior Services Inc.

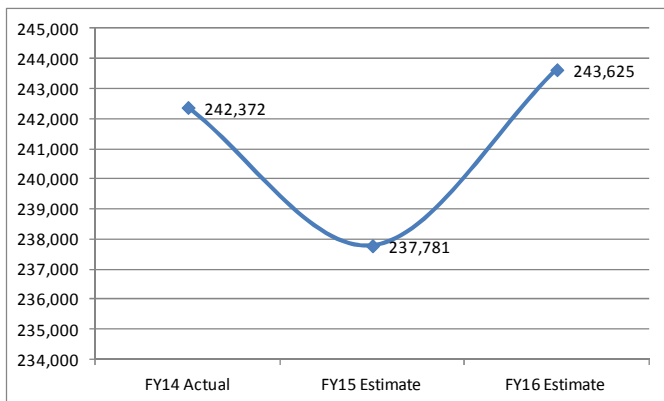
Rural Operating Assistance Program (ROAP) Grant – Allocates funding to WSTA and subrecipients in accordance with the Elderly and Disabled Transportation Assistance Program funding formula.

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

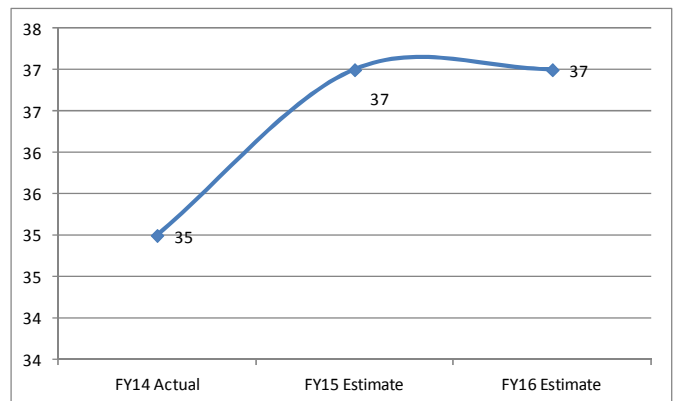
FY16 GOALS: - Continue to ensure high-quality independent living for Forsyth County’s vulnerable elderly through smart contracting with area non-profits serving the elderly.

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

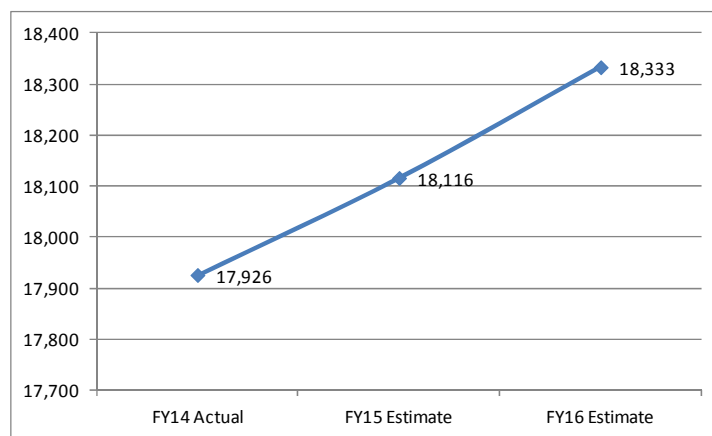
Key Performance Measures:



Meals on Wheels Served



Meals on Wheels - Average Monthly Waiting List



Williams Day Center Attendance

AGING SERVICES

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

Budget Highlights: Transaid pass-through funds are expected to be \$50,000 lower than FY 14-15. There are new requests for funding from area non-profits. Senior Services, Inc. has requested funding to replace a lapsed Kate B Reynolds grant for Meals-on-Wheels while the Shepherd's Center of Greater Winston-Salem and the Shepherd's Center of Kernersville have asked for funding to offset reductions from the State's Home & Community Care Block Grant.

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

YOUTH SERVICES

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

Program Descriptions:

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

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

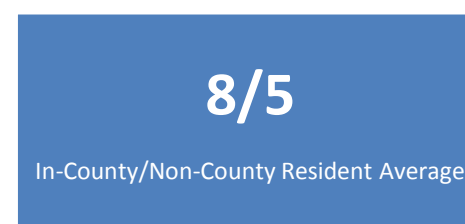
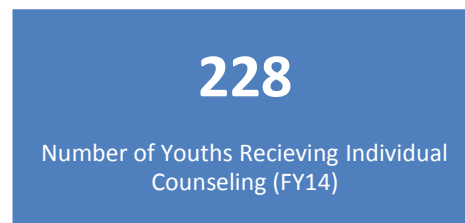
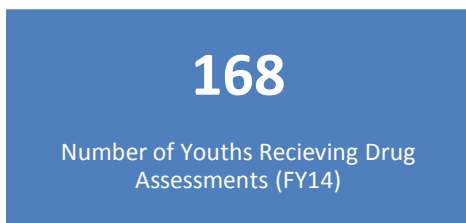
PROGRAM SUMMARY

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

gang prevention & substance abuse.

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

Key Performance Measures:



YOUTH SERVICES

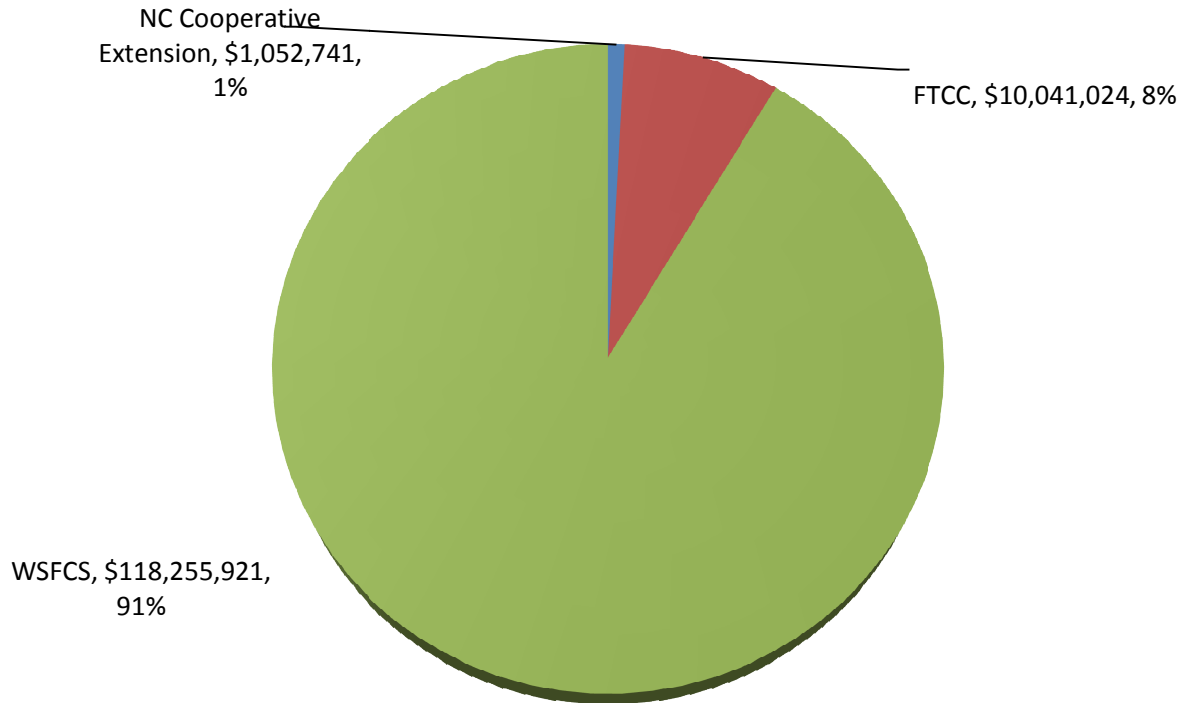
	FY 13-14	FY 14-15		FY 15-16		Adopted
	Actual	Original	Estimate	Request	Recommend	
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	744,357	770,049	778,228	260,910	260,910	
Other Employee Benefits	835	1,144	835	209	209	
					<i>lpad & Cellphone stipend</i>	
Employee Benefits	276,259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

Budget Highlights: The Youth Services department will be phased out during the FY 2016 budget year. The Recommended budget includes three months of operational funding for the Juvenile Detention Center and nine months of funding for subsidies paid for placing Forsyth County juveniles in facilities operated by the State or Other Counties. In future budget years the subsidy, the only remaining cost, will be budgeted in the Department of Social Services.

The Youth Services Department includes the Juvenile Crime Prevention Council (JCPC) budget which is 100% State funds. The department administers the program for the County. JCPC expenditures are budgeted in the Contingency line in the Recommended budget but will be moved to the appropriate agency lines for the Adopted, after allocations are determined. In future budget years the JCPC budget will be in the Department of Social Services.

EDUCATION SERVICE AREA

Education Service Area = \$129.3m or 31.3% of General Fund Expenditures



Operating Goals & Objectives:

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

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

N.C. COOPERATIVE EXTENSION

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

Program Descriptions:

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

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

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

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

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

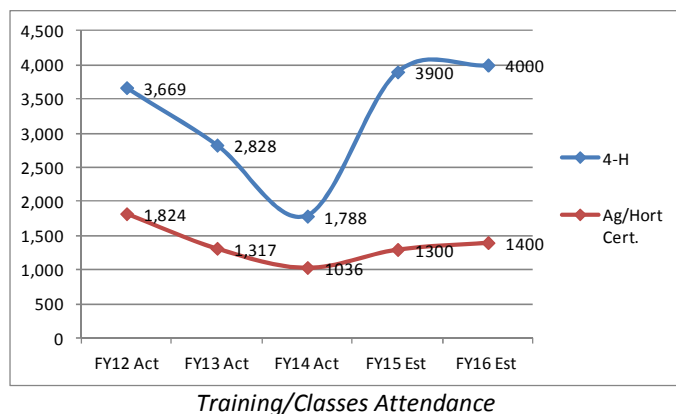
Accomplishments: Volunteers provided over 29,000 hours of volunteer service during calendar year 2014. Twenty-five new local food farmers graduated from the 14 session Farm School, and four of these growers have established new farming enterprises. There are currently 125 active community gardens in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

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

PROGRAM SUMMARY

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

Key Performance Measures:



29,599

Total Volunteer Hours (FY14)

\$613,931

Total Economic Value of Volunteers (FY14)

N.C. COOPERATIVE EXTENSION

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

Budget Highlights: The FY 15-16 budget for the NC Cooperative Extension Service is a county dollar increase of \$144,913 or 22.6%. This increase is concentrated in a few areas: \$17,800 for conservation and forestry related to a new truck and event support; employee salary and benefits increases; a small increase in county support of four positions, including training for people assuming new duties; a new Urban Agriculture program; revised treatment of send-in employee benefits; and operating supplies.

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

FORSYTH TECHNICAL COMMUNITY COLLEGE

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

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

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

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

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

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

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		Adopted
	Actual	Original	Estimate	Request	Recommend	
General Administration	1,480,774	1,431,237	1,431,237	1,294,730	1,180,557	
Curriculum Instruction	23,242,615	30,953,713	30,953,713	32,403,088	32,403,088	
Non-Curriculum Instruction	7,860,790	5,963,184	5,963,184	5,159,493	5,159,493	
Plant Fund/Operation	10,552,033	11,527,771	11,526,771	12,110,961	12,110,961	
Institution	46,623,328	45,834,027	45,188,027	42,010,574	42,010,574	
Other Expenses	9,766,286	8,812,647	8,812,647	8,060,828	8,060,828	
Total	99,525,826	104,522,579	103,875,579	101,039,674	100,925,501	
County Share	8,905,742	9,574,402	9,573,402	10,155,197	10,041,024	
Current Expense	8,450,742	9,119,402	9,118,402	9,700,197	9,586,024	
Capital Outlay	455,000	455,000	455,000	455,000	455,000	
TOTAL	<u>8,905,742</u>	<u>9,574,402</u>	<u>9,573,402</u>	<u>10,155,197</u>	<u>10,041,024</u>	<u>0</u>

FORSYTH TECHNICAL COMMUNITY COLLEGE

	FY 14-15 Budget	Request	FY 15-16 Recommend	Adopted
Personal Services				
Salaries	1,425,972	1,529,107	1,499,472	
Longevity	143,069	145,931	143,069	
Salary Supplements	1,488,624	1,520,197	1,490,424	
Fringe Benefits	863,286	937,391	885,488	
Training & Conference	12,000	12,000	12,000	
Work Study	20,000	20,000	20,000	
Total Personal Services	3,952,951	4,164,626	4,050,453	0
Contractual Services				
Legal Fees	9,000	20,000	20,000	
Maintenance Service	345,033	391,814	391,814	
Space Rental	33,000	33,000	33,000	
Telephone	233,129	280,611	280,611	
Electricity	1,269,876	1,626,047	1,626,047	
Water	93,063	135,651	135,651	
Natural Gas	513,914	656,621	656,621	
Insurance	563,012	626,818	626,818	
Janitorial	728,574	891,015	891,015	
Grounds	103,748	143,242	143,242	
Security	280,530	343,138	343,138	
Total Contractual Services	4,172,879	5,147,957	5,147,957	0
Supplies & Materials				
Custodial Supplies	168,527	211,153	211,153	
Maintenance Supplies	140,959	157,835	157,835	
Auto Parts & Supplies	16,426	18,626	18,626	
Total Supplies & Materials	325,912	387,614	387,614	0
Total Direct Expense	<u>8,451,742</u>	<u>9,700,197</u>	<u>9,586,024</u>	<u>0</u>
Capital Outlay (ongoing)	455,000	455,000	455,000	
GRAND TOTAL	<u>8,906,742</u>	<u>10,155,197</u>	<u>10,041,024</u>	<u>0</u>
REVENUES				
Other Financing Sources				

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

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

WINSTON-SALEM/FORSYTH COUNTY SCHOOLS

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

Program Descriptions:

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

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

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

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

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

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

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Instructional Programs	65,469,980	60,090,320	60,090,320	62,739,340	62,739,340	
Support Services	39,018,209	43,046,839	43,046,839	41,831,108	41,831,108	
Ancillary Services	376,435	383,060	383,060	407,560	407,560	
Non-Programmed Charges	3,992,458	4,500,000	4,500,000	5,400,000	5,400,000	
Capital Program	3,061,474	5,730,636	5,730,636	6,440,582	6,440,582	
Total	<u>111,918,556</u>	<u>113,750,855</u>	<u>113,750,855</u>	<u>116,818,590</u>	<u>116,818,590</u>	<u>0</u>
Current Expense	108,857,082	108,020,218	108,020,218	110,378,008	111,815,339	
Capital Outlay	3,061,474	5,730,636	5,730,636	6,440,582	6,440,582	
Debt Service	46,865,233	44,997,674	44,997,674	41,863,723	41,863,723	
Total	<u>158,783,789</u>	<u>158,748,528</u>	<u>158,748,528</u>	<u>158,682,313</u>	<u>160,119,644</u>	<u>0</u>

Budget Highlights: The FY16 Recommended budget for WSFCS is increased from the Current Year Original budget by \$4,505,066, or 4.0%. The funding formula developed by County and WSFCS staff in 2011 that takes into account county revenue and enrollment growth within the School Stem was used to determine the appropriate funding level for WSFCS. To see how the funding formula determined the Recommended FY16 allocation, turn to Page 42 in the Overview of Changes in Revenues, Expenditures, and County dollars.

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

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

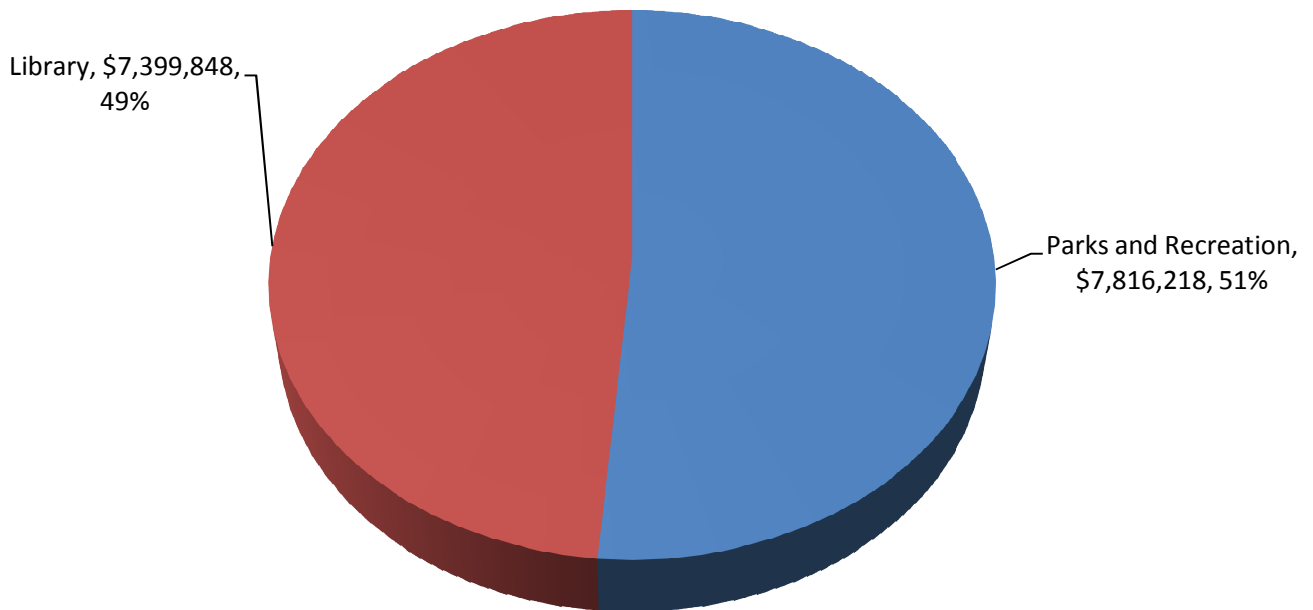
WINSTON-SALEM/FORSYTH COUNTY SCHOOLS

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

	<u>2013-2014</u>	<u>2014-2015</u>	<u>2015-2016</u>
State Current Expense Fund	286,423,938	286,764,768	300,618,306
Local Current Expense Fund	132,071,514	120,344,739	123,111,141
Capital Outlay Fund	19,297,064	4,185,636	5,245,755
Federal Grants Fund	55,354,493	N/A	N/A
Child Nutrition Fund	23,339,632	23,169,688	24,172,825
Total	<u>516,486,641</u>	<u>434,464,831</u>	<u>453,148,027</u>

CULTURE & RECREATION SERVICE AREA

Culture & Recreation Service Area - \$15.2 million - 3.8% of General Fund Expenditures



Operating Goals & Objectives:

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

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

FORSYTH COUNTY PUBLIC LIBRARIES

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

Program Descriptions:

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

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

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

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

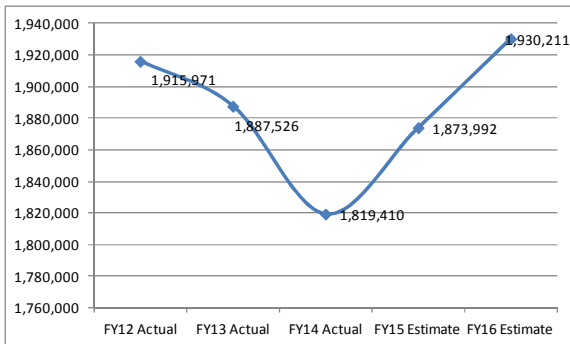
Generated over \$100,000 in cost savings by migrating from a proprietary library automation system to an open source system.

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

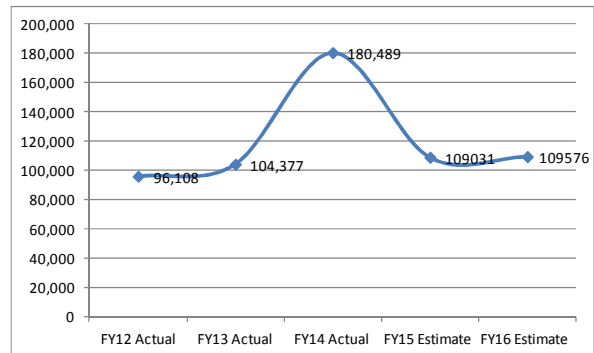
PROGRAM SUMMARY

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

Key Performance Measures:



Materials Circulated



Program Attendance

2.3
Books per Capita
(NC Average = 1.7)

3.2
Computer Access per 5,000 pop

FORSYTH COUNTY PUBLIC LIBRARIES

	FY 13-14	FY 14-15		FY 15-16	
	Actual	Original	Estimate	Request	Recommend Adopted
EXPENDITURES					
Personal Services					
Salaries & Wages	3,776,395	3,904,087	3,928,136	3,973,215	3,867,427
Other Employee Benefits	594	520	746	522	522
Employee Benefits	1,337,749	1,363,883	1,361,869	1,446,512	1,404,650
Total Personal Services	5,114,738	5,268,490	5,290,751	5,420,249	5,272,599
<i>lpad stipend.</i>					
Total Personal Services					0
Operating Expenditures					
Professional Fees	20,229	20,355	20,355	20,355	20,355
Maintenance Service	47,302	76,930	73,918	83,272	80,000
Rent	154,571	91,020	91,232	93,520	93,400
Utility Services	32,579	28,892	28,893	30,513	30,513
Construction Services	598	0	1,510	0	0
Other Purchased Services	540,208	524,165	534,186	532,853	529,208
Training & Conference	24,458	25,080	25,009	27,995	25,080
General Supplies	53,414	53,420	40,661	56,554	48,984
Energy	314,227	330,860	330,849	346,016	344,437
Operating Supplies	781,539	862,502	864,337	880,324	755,389
Other Operating Costs	18,025	37,745	39,472	33,525	33,525
Contingency	0	10,000	0	10,000	156,380
Total Operating Exps.	1,987,150	2,060,969	2,050,422	2,114,927	2,117,271
Capital Outlay	0	23,180	9,400	9,978	9,978
Total Expenditures	<u>7,101,888</u>	<u>7,352,639</u>	<u>7,350,573</u>	<u>7,545,154</u>	<u>7,399,848</u>
Cost-Sharing Expenses	751,020	674,228	668,277	493,032	493,032
REVENUES	<u>530,324</u>	<u>466,164</u>	<u>448,225</u>	<u>434,792</u>	<u>442,792</u>
POSITIONS (FT/PT)	89/33	89/33	89/33	90/33	90/33

Budget Highlights: The Library's FY16 requested budget reflects a \$223,887 or 3% net county increase over the CYO and the recommended budget reflects a \$140,581 or 2% net county increase over CYO. The primary driver for the increase in both the request and the recommended budget is the standard annualization of salaries. An additional \$44,967 was added to the total requested budget (and \$30,000 to the recommended budget) based on an alternate service level request for a Peer Health Specialist position which was previously funded by a grant ending FY15. During the renovation of the Central Library, there will be some savings from operating expenses and by freezing newly vacant positions originally housed at the Central Library. Total projected savings for FY16 based on the close of the Central Library is \$146,380.

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

PARKS & RECREATION

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

Program Descriptions:

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

Park Maintenance - provides for general maintenance

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

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

Accomplishments: During FY2015, the Forsyth County Parks

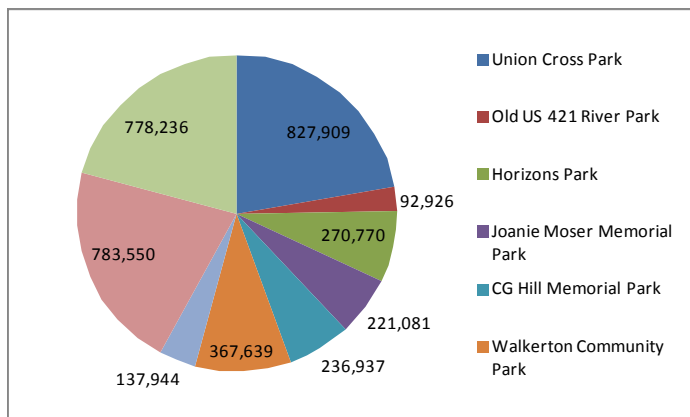
and Recreation Department completed construction of Phase 8 of Triad Park. This was done through bond funds and a \$500,000 PARTF grant. This phase includes a amphitheater, disc golf course, walking trails, picnic shelters, and restroom building. The Carolina Field of Honor at Triad Park was also completed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

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

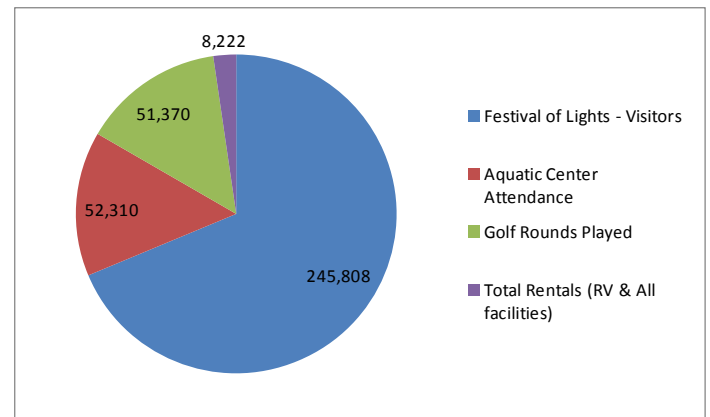
PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	644,360	731,292	676,759	766,375	728,661	
Park Maintenance	452,670	458,787	444,539	559,560	496,260	
Park Operation	333,836	376,121	329,156	389,146	376,667	
Tanglewood Park	5,007,415	5,367,386	5,026,460	5,798,543	5,260,967	
Triad Park	791,845	898,379	898,970	1,058,197	953,663	
TOTAL	<u>7,230,126</u>	<u>7,831,965</u>	<u>7,375,884</u>	<u>8,571,821</u>	<u>7,816,218</u>	

Key Performance Measures:



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



FY14 Revenue Producing Transactions - Tanglewood Park

PARKS & RECREATION

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	3,044,897	3,174,661	2,858,605	3,351,887	3,101,671	
Other Employee Benefits	1,006	0	1,200	0	0	
Employee Benefits	1,037,531	1,068,094	1,001,680	1,050,612	1,047,577	
Total Personal Services	4,083,434	4,242,755	3,861,485	4,402,499	4,149,248	0
Operating Expenditures						
Professional Fees	145,501	256,850	250,500	277,380	258,750	
					<i>Security for multi-purpose building and parks.</i>	
Maintenance Service	376,678	442,659	457,235	650,081	497,772	
					<i>Janitorial, solid waste, park repairs.</i>	
Rent	169,765	161,370	159,679	182,725	179,625	
					<i>Golfcart rental, Port-O-John, space rental, equipment rental.</i>	
Utility Services	82,083	87,100	83,600	102,900	102,900	
Construction Services	0	0	104	0	0	0
					<i>Soccer field irrigation, water & sewer at Triad, CG Hill, Walkertown, Union Cross, and Tanglewood Parks.</i>	
Other Purchased Services	490,326	632,905	605,700	654,000	632,700	
					<i>Bank service charges, recreation programs, life guards, tree removal, contracts, insurance premiums, telephone.</i>	
Training & Conference	9,722	18,385	16,725	25,100	17,700	
General Supplies	299,671	345,735	323,239	411,198	353,655	
					<i>Uniforms, repair supplies, janitorial supplies, small equipment, office supplies.</i>	
Energy	533,851	504,180	554,560	578,732	577,732	
					<i>Fuel oil, electricity, gasoline, natural gas.</i>	
Operating Supplies	403,377	435,500	423,971	460,705	425,800	
					<i>Mulch, seed, fertilizer, range balls, paint, lumber, weed killer, locks, shingles, concrete.</i>	
Inventory Purchases	213,486	264,300	229,925	241,300	225,800	
					<i>Merchandise for resale, food and beverages.</i>	
Other Operating Costs	130,416	132,175	135,025	126,500	125,000	
					<i>Insurance claims, memberships, permit fees.</i>	
Total Operating Exps.	2,854,876	3,279,674	3,240,263	3,710,621	3,397,434	0
Capital Outlay	111,480	129,200	127,800	258,701	89,200	
					<i>Replacement equipment.</i>	
Payments T/O Agencies	180,336	180,336	180,336	200,000	180,336	
					<i>SciWorks shifted out of Parks & Recreation.</i>	
Total Expenditures	<u>7,230,126</u>	<u>7,831,965</u>	<u>7,409,884</u>	<u>8,571,821</u>	<u>7,816,218</u>	<u>0</u>
Cost-Sharing Expenses	264,249	339,573	353,099	380,185	379,368	
REVENUES	<u>4,197,025</u>	<u>4,440,060</u>	<u>4,482,639</u>	<u>4,490,117</u>	<u>4,557,117</u>	
POSITIONS (FT/PT)	71/120	71/120	71/120	70/120	68/120	

PARKS & RECREATION

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

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

PARKS & RECREATION

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

PARKS & RECREATION

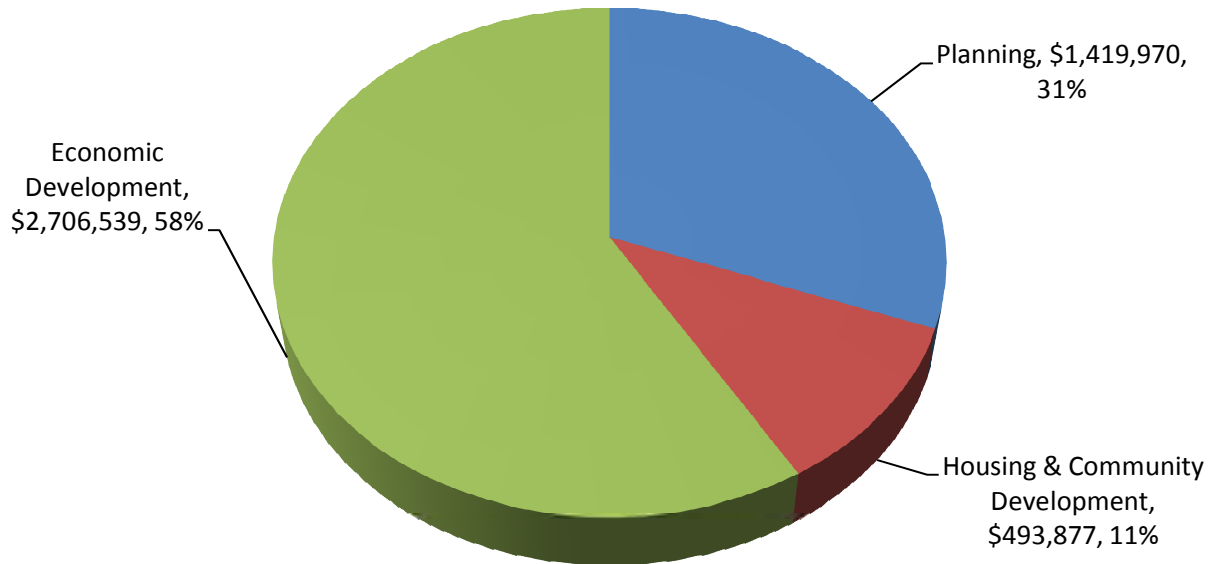
	FY 13-14	FY 14-15		FY 15-16		Adopted
	Actual	Original	Estimate	Request	Recommend	
<u>EXPENDITURES - ALL OTHERS</u>						
<i>Personal Services</i>						
Salaries & Wages	913,183	1,002,854	927,500	1,026,746	1,026,746	
Employee Benefits	295,330	330,615	313,658	334,912	334,912	
Total Personal Services	1,208,513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

Budget Highlights: The FY 16 **requested** budget for the Parks & Recreation Department reflects a net increase of \$689,799 or 17% over the current year original budget. The FY 16 **recommended** budget reflects a net decrease of \$139,804 or -4% under the current year original budget. The primary driver of the 17% increase in the requested budget is for replacement motive equipment, vehicles, and other small equipment. The recommended budget does not include some of the vehicle/equipment requests since there is a five year plan to gradually replace motive equipment over time. In addition, based on recommendations from Brown Golf Consultants, three positions were eliminated from the TWP Golf Division, mowing services will be reduced, grill items have been consolidated, etc.; all of which further reduced the recommended expenditures.

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

COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA

Community & Economic Development - \$4.6 million - 1.1% of General Fund Expenditures



Operating Goals & Objectives:

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

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

HOUSING & COMMUNITY DEVELOPMENT

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

Program Descriptions:

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

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

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

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

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

PROGRAM SUMMARY

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

Key Performance Measures:



33

First Time Home Buyers

\$4,096,917

Total First Time Home Buyer Investment

23

Homes Rehabilitated

HOUSING & COMMUNITY DEVELOPMENT

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

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

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

ECONOMIC DEVELOPMENT

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

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

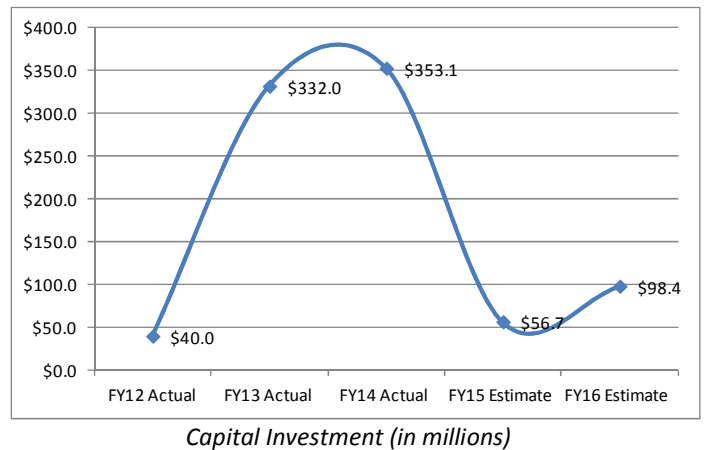
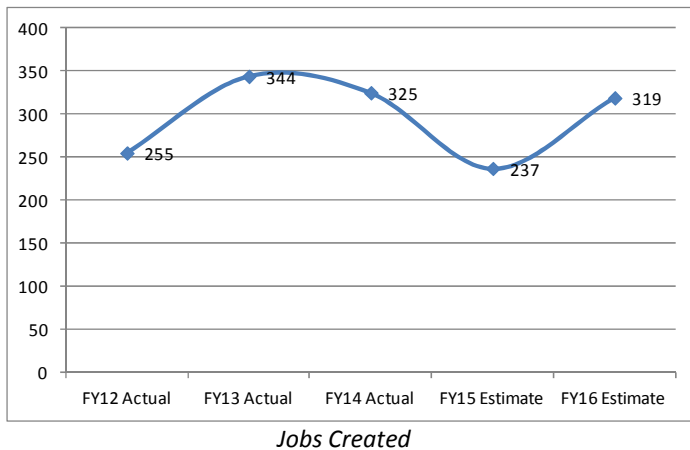
County staff involved in Economic Development strengthened relationships with local Economic Development partners

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

PROGRAM SUMMARY

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

Key Performance Measures:



Budget Highlights: The FY 2016 Recommended budget for Economic Development reflects an increase of \$624,544 or 30.4% from FY 2015. The increase is due primarily to Inmar Inc., Deere-Hitachi, and Piedmont Propulsion receiving their first incentive payment. Additionally, an incentive project for Whitaker Park Development Authority and Keratin Cosmetic Sciences was approved during FY 2015 and fully budgeted in FY 2016 as the incentive will be paid as reimbursements for actual infrastructure improvement costs. The Revenue decrease is a result of the completion of the North State Aviation project which was funded with pass-through State grant funds.

Several of the Grantee Agencies requested additional County appropriations. These requests can be found in the Alternative Service Level section.

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

ECONOMIC DEVELOPMENT

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

CITY/COUNTY PLANNING

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

Program Descriptions:

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

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

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

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

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

Mapping, Addressing and Graphics: Produces a wide variety of map, data, graphic and information services to enable and support planning decisions and recommendations. Manages street naming, renaming and addressing for Winston-Salem and Forsyth County. Provides technical support to the Census on behalf of the City and County. Provides map, graphic and production support for planning efforts and departmental publications.

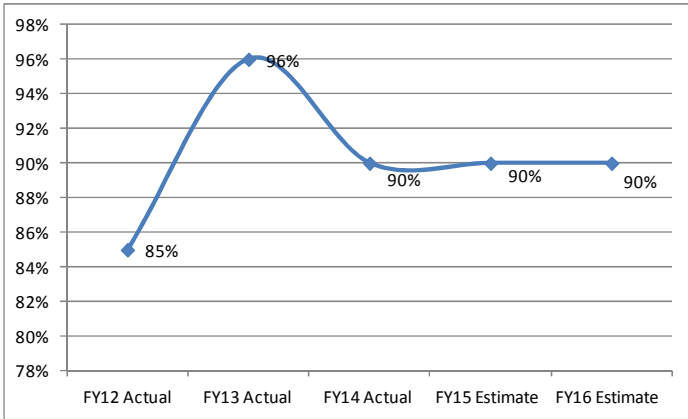
The Planning & Development Services Department is a joint City-County agency administered by the City of Winston-Salem. For more information, please visit: <http://www.cityofws.org/departments/planning>

PROGRAM SUMMARY

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

CITY/COUNTY PLANNING

Key Performance Measures:



Approved Plans Meeting Goals & Policies of Legacy Comprehensive Plan

50
Community Outreach Meetings (FY14)

64
Rezoning (FY14)

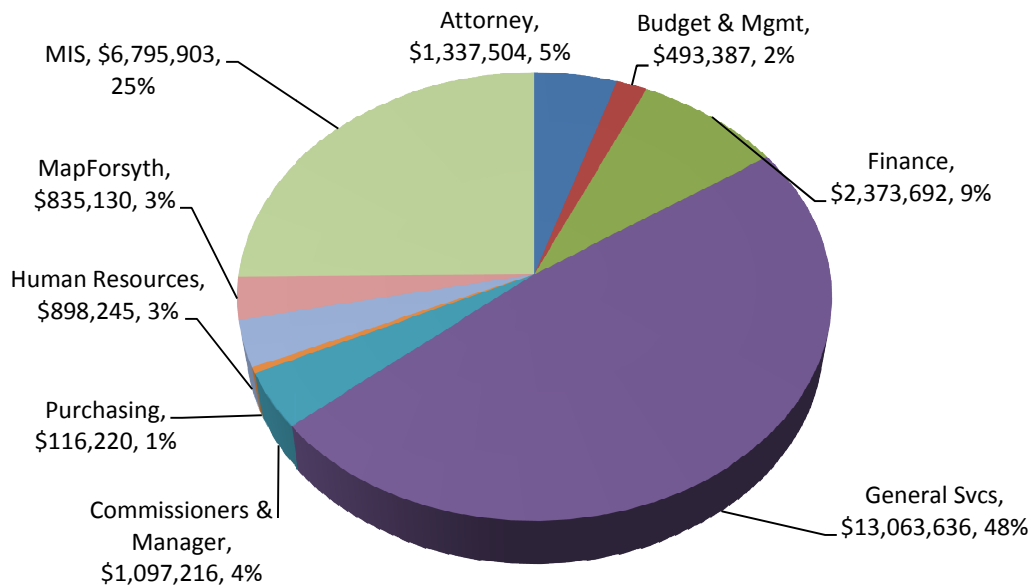
84
Certificates of Appropriateness (FY14)

11
Planning Board Site Plans Reviews

	FY 13-14 Actual	FY 14-15 Original	FY 14-15 Estimate	FY 15-16 Request	FY 15-16 Recommend	FY 15-16 Adopted
EXPENDITURES						
<i>Payments T/O Agencies</i>						
Planning/Planning Board	0	1,246,840	1,246,840	1,213,340	1,213,340	
Transportation Planning	0	225,950	225,950	206,630	206,630	
Total Expenditures	0	<u>1,472,790</u>	<u>1,472,790</u>	<u>1,419,970</u>	<u>1,419,970</u>	<u>0</u>

ADMINISTRATION & SUPPORT SERVICE AREA

Administration & Support Service Area - \$27.0million - 6.6% of General Fund Expenditures



Operating Goals & Objectives:

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

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

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

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

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

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

BUDGET & MANAGEMENT

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

Program Descriptions:

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

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

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

PROGRAM SUMMARY:

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

Key Performance Measures

25

*Number of Consecutive Years Receiving
GFOA Distinguished Budget Award*

<1%

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

47

Special Projections Completed

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

BUDGET & MANAGEMENT

	FY 13 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	336,393	347,309	285,134	336,948	336,948	
Other Employee Benefits	835	832	559	832	832	
					<i>lpad and cellphone stipends.</i>	
Employee Benefits	98,367	102,742	89,763	115,607	115,607	
Total Personal Services	435,595	450,883	375,456	453,387	453,387	0
Operating Expenditures						
Professional Fees	635	650	635	650	650	
					<i>Fee to submit document to GFOA.</i>	
Rent	131	120	0	200	200	
Other Purchased Services	36,393	25,900	11,400	26,000	26,000	
					<i>Insurance premiums, contractual study.</i>	
Training & Conference	3,414	6,500	5,500	8,500	8,500	
General Supplies	1,337	1,350	2,000	2,350	2,350	
Operating Supplies	463	0	0	0	0	
Other Operating Costs	261	2,500	300	2,300	2,300	
					<i>Insurance claims, memberships & dues.</i>	
Total Operating Exps.	54,784	37,020	19,835	40,000	40,000	0
Payments T/O Agencies	12,150	0	0	0	0	0
TOTAL EXPENDITURES	<u>502,529</u>	<u>487,903</u>	<u>395,291</u>	<u>493,387</u>	<u>493,387</u>	<u>0</u>
Cost-Sharing Expenses	27,962	36,989	25,905	36,989	33,905	
POSITIONS (FT/PT)	5/1	6/0	6/0	6/0	6/0	

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

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

MANAGEMENT INFORMATION SERVICES

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

Program Descriptions:

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

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

future technologies that could enhance IT service delivery.

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

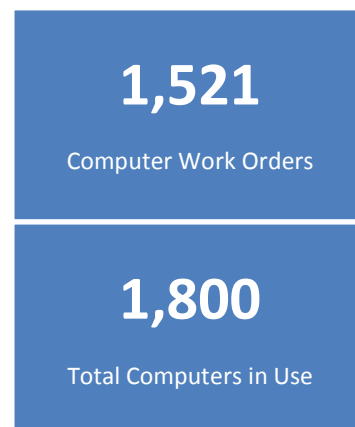
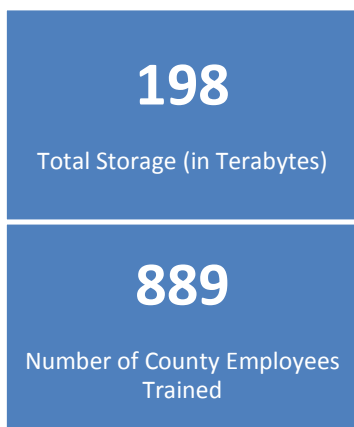
Accomplishments: Collaborated with WS/FC Schools for Data Backup System; assisted with Tax Collections Transition to NCPTS; installed Wireless Access in Jury Room; installed Internal Online Service Voucher System; consolidated Data Circuits at Tanglewood Park; assisted with Fleet with Conversion to Retail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

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

PROGRAM SUMMARY

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

Key Performance Measures:



MANAGEMENT INFORMATION SERVICES

	FY 13-14 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	2,689,053	2,774,427	2,786,252	2,756,506	2,756,506	
Other Employee Benefits	6,953	6,552	7,007	7,384	7,384	
						<i>Ipad & cell phone stipends.</i>
Employee Benefits	831,076	820,164	793,357	837,893	837,893	
Total Personal Services	3,527,082	3,601,143	3,586,616	3,601,783	3,601,783	0
Operating Expenditures						
Maintenance Service	387,694	653,800	655,313	677,800	577,800	
						<i>Copier maintenance, hardware maintenance for computer equipment.</i>
Rent	138,365	138,378	138,498	140,680	140,680	
						<i>Mail meter rental and copier rental agreement.</i>
Construction Services	12,810	20,000	20,989	20,000	20,000	
						<i>Wiring projects.</i>
Other Purchased Services	1,334,426	1,541,500	1,379,227	1,540,500	1,576,140	
						<i>Insurance premiums, software maintenance, consultant svcs. Contracts, phone & data line charges.</i>
Training & Conference	15,580	25,250	25,250	30,050	30,050	
						<i>Training & personal mileage.</i>
General Supplies	482,270	471,500	534,453	623,050	571,050	
						<i>Computer & printer replacement, postage, small equipment, repair supplies.</i>
Operating Supplies	95,729	20,700	67,800	122,750	103,000	
						<i>Software, paper, printer supplies, computer supplies.</i>
Other Operating Costs	8,500	15,650	6,139	18,400	18,400	
						<i>Winston net membership, memberships & dues, books & subscriptions, insurance claims.</i>
Total Operating Exps.	2,475,374	2,886,778	2,827,669	3,173,230	3,037,120	0
Contingency	0	0	0	0	0	0
						<i>Funds for mobile and Ipad initiative.</i>
Capital Outlay	13,495	230,000	540,081	674,000	157,000	
						<i>Software, server replacements and equipment for County departments.</i>
Total Expenditures	<u>6,015,951</u>	<u>6,717,921</u>	<u>6,954,366</u>	<u>7,449,013</u>	<u>6,795,903</u>	<u>0</u>
Cost-Sharing Expenses	282,903	151,741	132,429	140,240	140,240	
Contra-Expenses	(2,477,290)	(1,254,060)	0	(780,759)	(779,670)	
REVENUES	<u>6,303</u>	<u>11,200</u>	<u>150</u>	<u>11,200</u>	<u>11,200</u>	
POSITIONS (FT/PT)	42/0	42/0	43/0	42/0	42/0	

Budget Highlights: The requested budget for FY16 is an increase of \$731,092, or 10.9%. The recommended budget keeps the department's budget closer to Current Year Original funding with an increase of \$77,982, or 1.2%. One of the major themes in the FY16 Budget Request for MIS is around security. A security audit has been performed and there were a few findings that raised red flags for the department and as such there are requests to address those concerns. The recommended budget provides funding at an appropriate level to ensure the security of the County's network.

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

FINANCE

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

Program Descriptions:

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

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

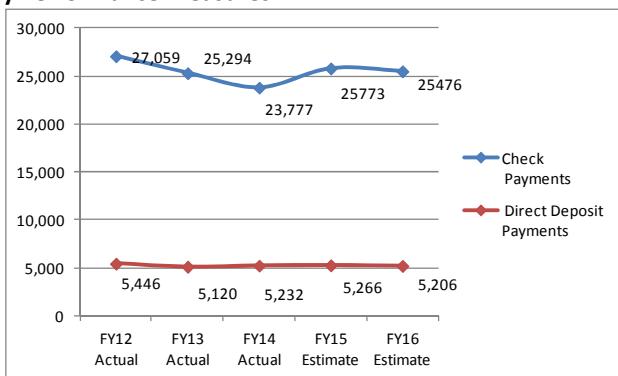
FY16 GOALS: Complete and fully utilize the digitized contract control system for departmentally initiated contracts under \$3,500, the departmental budget transfer system for Department Head permitted budgetary revisions, the on-line digital invoice and payment system and the automated time sheet system.

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

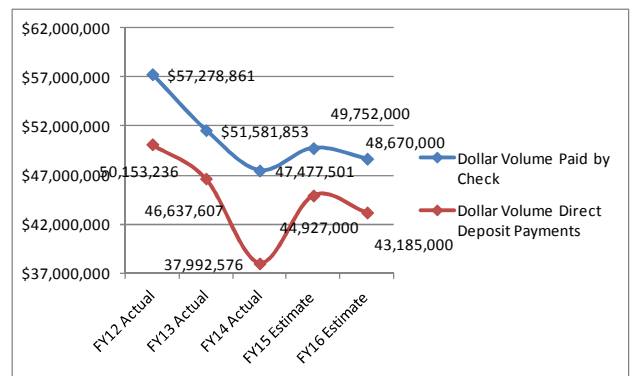
PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Finance	2,095,762	2,306,815	2,487,832	2,374,752	2,374,752	
TOTAL	2,095,762	2,306,815	2,487,832	2,374,752	2,374,752	

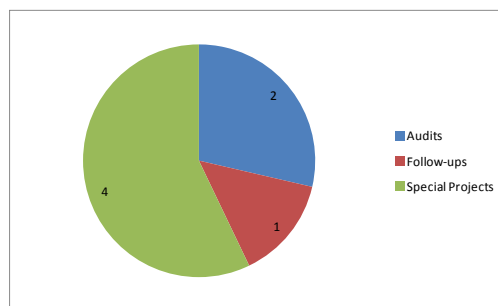
Key Performance Measures:



Disbursements by Type



Disbursements by Amount



FY2014 Audits Performed (7 Total)

FINANCE

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	1,266,532	1,341,935	1,349,638	1,378,743	1,378,743	
Other Employee Benefits	2353	2,392	4,143	4,992	4,992	
Employee Benefits	421,602	431,698	437,375	433,157	433,157	<i>lpad & cell phone stipends.</i>
Total Personal Services	1,690,487	1,776,025	1,791,156	1,816,892	1,816,892	0
Operating Expenditures						
Professional Fees	73,424	161,000	309,446	177,000	177,000	
						<i>Includes benefits consultant, bond issuance costs, actuarial study, arbitrage rebate/tax services.</i>
Maintenance Service	0	1,000	500	1,000	1,000	
Rent	60	0	20	0	0	
Other Purchased Services	282,734	297,450	313,531	304,750	304,750	
						<i>Cost allocation plan, financial system software maintenance, bank service, insurance premiums.</i>
Training & Conference	32,892	46,925	46,925	48,000	48,000	
						<i>Certification training, GFOA & performance users conference, other specialized training for staff.</i>
General Supplies	11,301	13,500	15,279	15,000	15,000	
						<i>Office supplies, books & subscriptions, small equipment.</i>
Operating Supplies	576	3,400	3,400	3,400	3,400	
						<i>Audio-visual & training supplies for risk management safety training.</i>
Other Operating Costs	4,288	7,515	7,575	8,710	8,710	
						<i>Insurance claims, memberships & dues.</i>
Total Operating Exps.	405,275	530,790	696,676	557,860	557,860	0
Total Expenditures	<u>2,095,762</u>	<u>2,306,815</u>	<u>2,487,832</u>	<u>2,374,752</u>	<u>2,374,752</u>	<u>0</u>
Cost-Sharing Expenses	152,117	53,890	53,285	59,003	59,003	
REVENUES	<u>246,651</u>	<u>60,000</u>	<u>63,519</u>	<u>60,000</u>	<u>60,000</u>	
POSITIONS (FT/PT)	22/0	23/0	23/0	23/0	23/0	

Budget Highlights: The Recommended FY2016 Finance Department budget reflects an increase of \$67,937, or 2.9%, over the Current Year Original Budget. Of this increase, \$25,000, or 37%, are the results of projected increase in accounting software licensing fees and the contract with the Benefits consultant. Increases of \$20,469, or 28%, results from annualizing performance adjustments and increases in fringe benefits costs. The remaining increase results from small or inflationary adjustments to Training, Travel, General Supplies, and Cost-Sharing Expenses.

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

GENERAL SERVICES

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

Program Descriptions:

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

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

Facilities Services - provides custodial services for all County facilities.

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

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

maintains watershed dams.

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

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

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

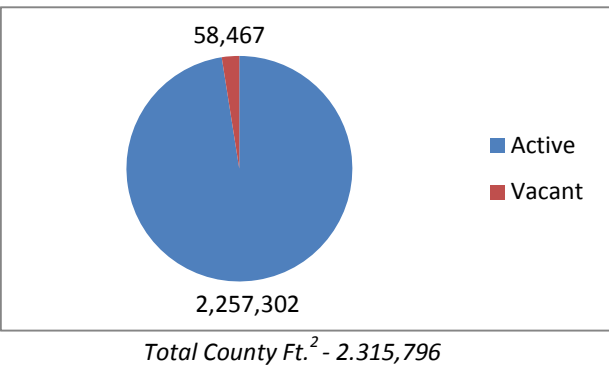
FY16 GOALS: - Completion of Hall of Justice Upfit project including new ceiling, new flooring, new lighting, and new furniture. Completion of LEDC roof replacement project. Explore opportunities to reorganize service provider areas to improve efficiency and customer service.

PROGRAM SUMMARY

	FY 13-14 Actual	FY 14-15 Original	FY 14-15 Estimate	Request	FY 15-16 Recommend	Adopted
Administration	1,475,145	1,618,623	1,518,993	1,632,029	1,629,529	
Automotive Services	2,794,845	2,991,294	2,480,721	2,954,728	2,903,828	
Central Services	1,794,141	2,003,190	1,758,378	1,970,610	1,959,610	
Construction Management	178,045	226,604	170,326	232,973	231,973	
Facilities Operations	1,889,151	2,149,880	2,095,927	2,119,446	2,115,446	
Grounds Maintenance	850,438	907,753	853,785	936,267	929,767	
Facility Expenses	2,161,731	1,788,890	1,882,889	1,877,200	1,860,700	
Support Services	1,324,549	1,408,850	1,273,136	1,437,933	1,432,783	
TOTAL	<u>12,468,045</u>	<u>13,095,084</u>	<u>12,034,155</u>	<u>13,161,186</u>	<u>13,063,636</u>	<u>0</u>

Key Performance Measures:

<p>47 Facilities Active</p>	<p>242 Road Name Signs Made</p>
<p>9,991 Work Orders Completed</p>	<p>577 Vehicles Online</p>



GENERAL SERVICES

	FY 13-14 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	4,029,836	4,435,573	3,960,174	4285457	4285457	
Other Employee Benefits	4,897	7,496	6,606	5,000	5,000	
Employee Benefits	1,726,415	1,872,980	1,760,765	1,841,143	1,841,143	
Board Compensation	900	900	0	900	900	
Total Personal Services	5,762,048	6,316,949	5,727,545	6,132,500	6,132,500	0
Operating Expenditures						
Professional Fees	814,736	845,590	838,090	845,590	845,590	
						<i>Custodial and security services; legal and engineering fees.</i>
Maintenance Service	674,239	691,900	842,225	892,177	850,377	
						<i>Janitorial services, building and mechanical systems projects.</i>
Rent	539,841	538,350	533,828	545,800	545,650	
						<i>Includes Parole, Probation & Community Service lease; juror parking, Public Defender's Office.</i>
Utility Services	65,351	69,150	59,191	61,700	61,700	
						<i>Includes solid waste disposal charges, water & sewer services.</i>
Construction Services	5,346	0	0	40,000	40,000	
						<i>Capital Repair Plan.</i>
Other Purchased Services	467,415	446,686	304,225	426,645	418,745	
						<i>Insurance premiums, pagers, telephone services, blanket contracts for preventive maintenance services.</i>
Training & Conference	2,729	8,600	9,165	16,600	10,900	
General Supplies	780,657	920,475	851,469	922,675	908,175	
						<i>Janitorial & maintenance repair supplies; small equipment purchases.</i>
Energy	2,228,812	2,193,850	2,011,982	2,084,044	2,084,044	
						<i>Electricity, natural gas, gasoline.</i>
Operating Supplies	1,002,557	975,150	898,506	1,046,150	1,019,650	
						<i>Tires & automotive supplies, protective gear, repair supplies.</i>
Other Operating Costs	52,167	77,934	57,645	81,305	80,305	
						<i>Insurance claims, memberships & dues.</i>
Total Operating Exps.	6,633,850	6,767,685	6,406,326	6,962,686	6,865,136	0
Capital Outlay	72,147	10,450	19,300	66,000	66,000	
Total Expenditures	<u>12,468,045</u>	<u>13,095,084</u>	<u>12,153,171</u>	<u>13,161,186</u>	<u>13,063,636</u>	<u>0</u>
Cost-Sharing Expenses	1,736,815	1,136,477	1,400,656	1,055,432	1,055,432	
Contra-Expenses	(7,725,388)	(7,521,761)	(7,151,857)	(7,134,973)	(7,134,042)	
REVENUES	<u>946,561</u>	<u>832,300</u>	<u>775,749</u>	<u>782,740</u>	<u>782,740</u>	
POSITIONS (FT/PT)	140/4	140/4	140/4	140/4	140/4	

Budget Highlights: General Services FY16 budget request is \$66,102, or 0.5% higher than CYO. Revenue is down slightly (\$49,560, or 6.0%). The overall recommended budget for FY15 reflects a -0.2% or \$31,448 decrease. The recommended budget focuses on keeping the department operating at its current service level while minimizing County costs.

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

HUMAN RESOURCES

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

Program Descriptions:

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

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

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

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

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Human Resources	813,301	895,767	770,471	922,585	893,130	
TOTAL	813,301	895,767	770,471	922,585	893,130	

Key Performance Measures:

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

HUMAN RESOURCES

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	481,687	519,088	429,416	531,808	498,725	
Employee Benefits	148,098	155,389	123,465	161,567	151,225	
Total Personal Services	629,785	674,477	552,881	693,375	649,950	0
Operating Expenditures						
Professional Fees	38,875	40,000	40,000	40,000	60,000	
	<i>Contracts for the County's Employee Assistance Program; pre-employment drug screens, psychological exams & physicals.</i>					
Rent	320	750	750	750	750	
Other Purchased Services	91,645	113,600	111,900	119,500	119,500	
	<i>Criminal & drivers license checks; COBRA Admin.; Flex Program Admin., Neo Gov contracts.</i>					
Training & Conference	3,747	10,850	10,850	10,850	10,850	
General Supplies	10,670	9,100	9,100	9,100	9,100	
	<i>Office supplies; small equipment; books & subscriptions.</i>					
Operating Supplies	15,937	22,800	22,800	22,800	22,800	
	<i>Employee service awards.</i>					
Other Operating Costs	22,322	24,190	22,190	22,480	22,480	
	<i>Tuition reimbursement; membership & dues; insurance claims.</i>					
Total Operating Exps.	183,516	221,290	217,590	223,180	243,180	0
Total Expenditures	813,301	895,767	770,471	916,555	893,130	0
Cost-Sharing Expenses	67,163	152,224	6,090	5,220	5,220	
						0
POSITIONS (FT/PT)	9/0	9/0	9/0	10/0	9/0	

Budget Highlights: The Human Resources FY16 Requested budget reflects a County dollar increase of \$26,818. The increase is for an Alternate Service level request for a full-time HR Assistant Position. An additional \$20,000 has been added to supplement the County's Compensation and Class studies.

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

MAPFORSYTH

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

Program Descriptions:

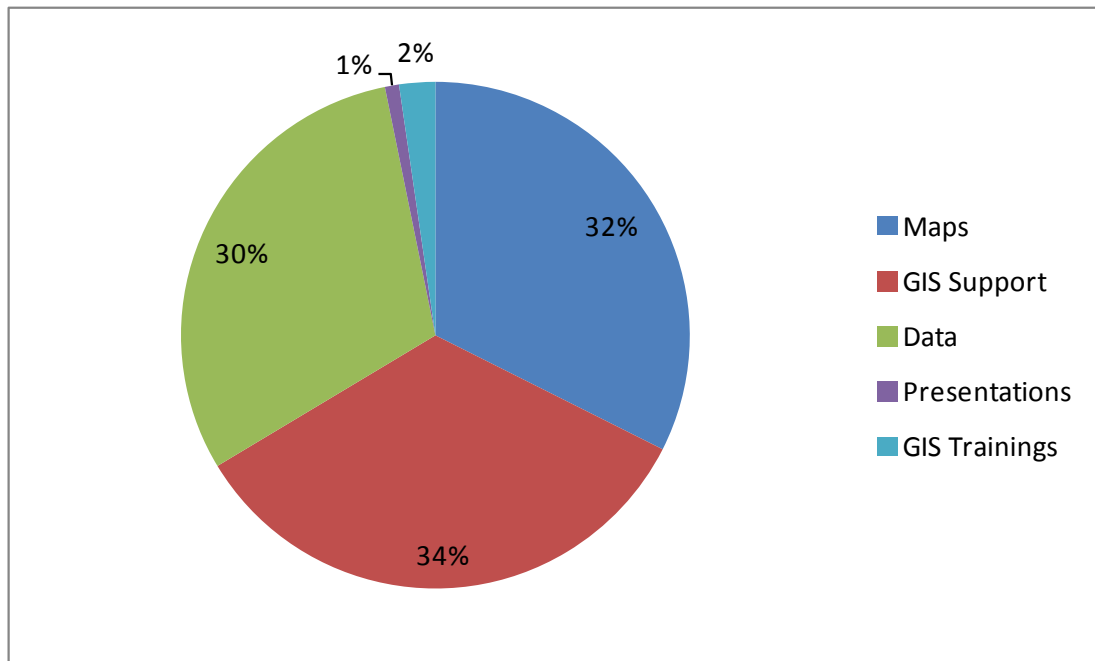
MapForsyth / City-County Geographic Information:
MapForsyth is an enterprise GIS office. MapForsyth is designed to support departments and municipalities who already are using GIS, while supporting and training others

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

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

	FY 13-14 Actual	FY 14-15 Original	FY 14-15 Estimate	Request	FY 15-16 Recommend	Adopted
MapForsyth	N/A	N/A	N/A	835,130	835,130	-
TOTAL	N/A	N/A	N/A	<u>835,130</u>	<u>835,130</u>	<u>0</u>

Key Performance Measures:



Division of Staff Time

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

MAPFORSYTH

	FY 13-14	FY 14-15			FY 15-16	
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages				398,530	398,530	
Employee Benefits				127,700	127,700	
Total Personal Services	0	0	0	526,230	526,230	0
<i>Operating Expenditures</i>						
Other Purchased Services				296,720	296,720	
					<i>Software Licensing and Maintenance</i>	
Training & Conference				8,380	8,380	
General Supplies				2,000	2,000	
					<i>Office supplies, small equipment.</i>	
Other Operating Costs				1,800	1,800	
					<i>Insurance claims.</i>	
Total Operating Exps.	0	0	0	308,900	308,900	0
Total Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>835,130</u>	<u>835,130</u>	<u>0</u>
Cost-Sharing Expenses				38	38	
<u>REVENUES</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>402,820</u>	<u>402,820</u>	<u>-</u>
POSITIONS (FT/PT)				5/0	5/0	

Budget Highlights: This is the first budget for MapForsyth. The department will be staffed by six positions - the GIO, two GIS Programmers, one GIS Analyst, and two Addressing Analysts. Operating Expenses are primarily in Software Licensing and Maintenance (ESRI contract) and Other Contractual Services (Phase II of the Master Addressing Repository Contract with Spatial Focus).

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

PURCHASING

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

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

Program Descriptions:

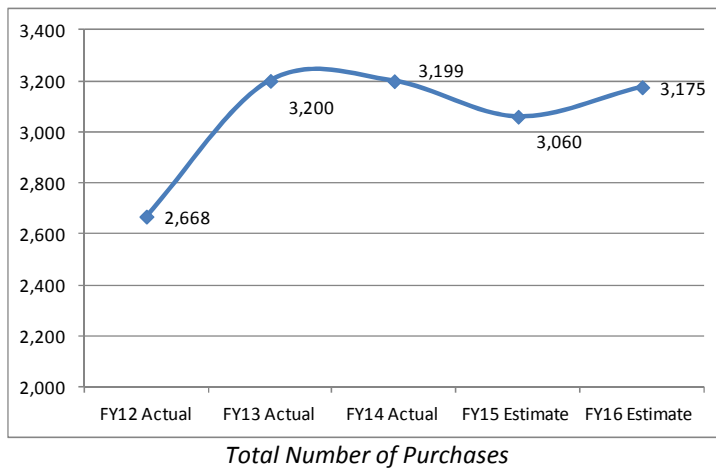
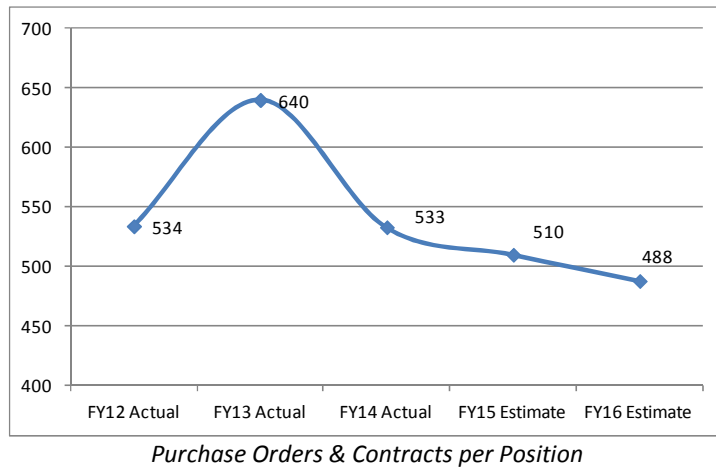
Purchasing - procures equipment and supplies for the City & County; prepares formal construction contract bids as

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

PROGRAM SUMMARY

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

Key Performance Measures:



PURCHASING

	FY 13-14	FY 14-15			FY 15-16	
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
Payments T/O Agencies	146,893	108,970	108,970	116,220	116,220	
Total Expenditures	<u>146,893</u>	<u>108,970</u>	<u>108,970</u>	<u>116,220</u>	<u>116,220</u>	<u>0</u>
<u>REVENUES</u>						
City/Other						
County	<u>146,893</u>	<u>108,970</u>	<u>108,970</u>	<u>116,220</u>	<u>116,220</u>	
Total Revenues						

ATTORNEY

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

Program Descriptions:

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

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

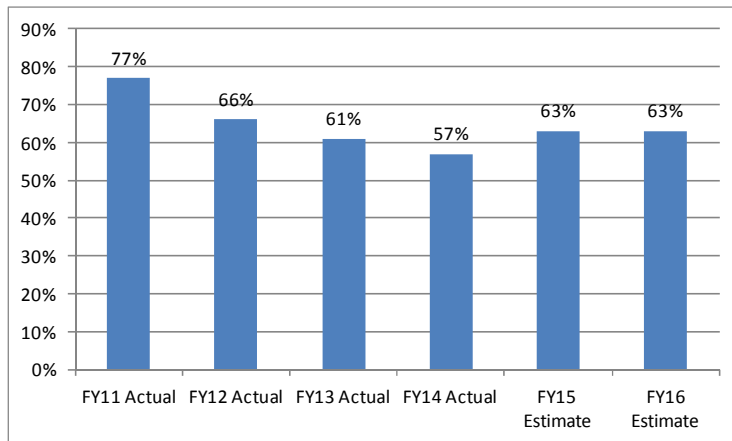
Attorney – Social Services – Provides legal services to the Department of Social Services for child welfare and child support cases.

Accomplishments: Reformed and revised Commissioners' Meeting Prayer Policy.

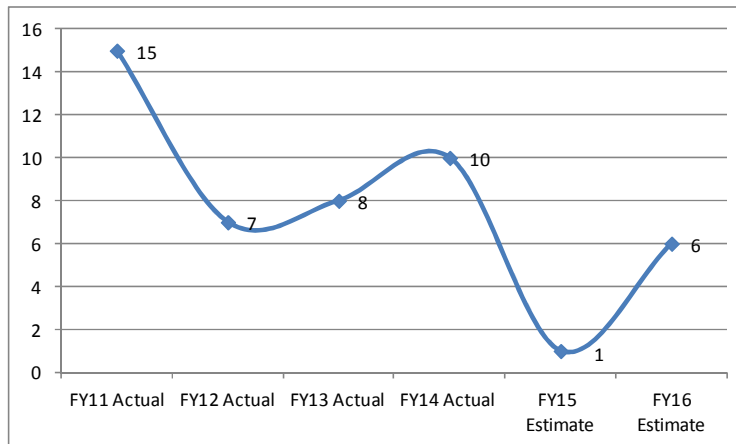
PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		Adopted
	Actual	Original	Estimate	Request	Recommend	
Attorney	691,244	726,268	702,558	740,383	740,383	
Attorney - Social Services	586,183	583,055	601,283	597,116	597,116	
Total	<u>1,277,427</u>	<u>1,309,323</u>	<u>1,303,841</u>	<u>1,337,499</u>	<u>1,337,499</u>	<u>0</u>

Key Performance Measures:



Percentage of Contracts Processed in One Working Week



Number of Tort Claims

ATTORNEY

	FY 13-14 Actual	FY 14-15 Original	Estimate	FY 15-16 Request	Recommend	Adopted
EXPENDITURES						
<i>Personal Services</i>						
Salaries & Wages	967,009	982,282	987,693	1,001,474	1,001,474	
Other Employee Benefits	522	520	520	520	520	
						<i>lpad stipend.</i>
Employee Benefits	273,563	266,795	265,419	276,208	276,208	
Total Personal Services	1,241,094	1,249,597	1,253,632	1,278,202	1,278,202	0
<i>Operating Expenditures</i>						
Professional Fees	0	1,000	1,000	1,000	1,000	
Maintenance Service	0	60	20	60	60	
						<i>Equipment repair.</i>
Rent	3,910	4,320	4,030	4,260	4,260	
						<i>Equipment rental, parking for DSS Attorneys.</i>
Other Purchased Services	9,174	13,640	11,010	13,026	13,026	
						<i>Printing costs, insurance premiums, online law references and music licenses.</i>
Training & Conference	6,379	13,058	9,701	11,888	11,888	
						<i>Personal mileage and required travel.</i>
General Supplies	11,426	13,880	13,480	15,800	15,800	
						<i>Office supplies, books & subscriptions, small equipment.</i>
Operating Supplies	973	200	900	200	200	
Other Operating Costs	4,471	13,568	10,068	13,068	13,068	
						<i>Memberships & dues, legal & court costs, insurance claims.</i>
Total Operating Exps.	36,333	59,726	50,209	59,302	59,302	0
Total Expenditures	1,277,427	1,309,323	1,303,841	1,337,504	1,337,504	0
Cost-Sharing Expenses	39,634	19,439	16,725	21,258	21,258	
Contra-Expenses	(565,601)	(583,055)	(601,491)	(597,116)	(597,116)	
						<i>Social Services' Attorneys and Paralegal charge back.</i>
REVENUES	33	0	48	0	0	
POSITIONS (FT/PT)	13/0	13/0	13/0	13/0	13/0	

Budget Highlights: The FY 15-16 budget for the County Attorney is an increase of \$28,176, or 2.5%, over the FY 14-15 budget. This increase is driven by personal services, which are up \$28,600 year over year. Operating expenditures decrease slightly. Risk management claims and travel decrease while legal book subscriptions drive a small (less than \$2,000) increase in general supplies.

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

COUNTY COMMISSIONERS & MANAGER

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

Program Descriptions:

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

	FY 13-14 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
County Commis. & Manager	942,830	1,055,701	983,536	1,097,216	1,097,216	
TOTAL	<u>942,830</u>	<u>1,055,701</u>	<u>983,536</u>	<u>1,097,216</u>	<u>1,097,216</u>	

	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
<i>Personal Services</i>						
Salaries & Wages	662,258	751,404	694,464	778,651	778,651	
Other Employee Benefits	2,779	0	2,348	3,888	3,888	
Employee Benefits	174,646	173,631	186,984	179,398	179,398	
Total Personal Services	<u>839,683</u>	<u>925,035</u>	<u>883,796</u>	<u>961,937</u>	<u>961,937</u>	0
<i>Operating Expenditures</i>						
Professional Fees	989	4,000	1,000	4,000	4,000	
Maintenance Service	0	300	300	300	300	
Rent	40	190	190	190	190	
Other Purchased Services	37,245	38,050	19,600	38,959	38,595	
						<i>Advertising, videotape briefings & meetings, laser fiche and insurance premiums.</i>
Training & Conference	33,892	49,400	44,000	49,000	49,000	
General Supplies	25,258	26,304	23,150	28,390	28,390	
						<i>Office supplies, books & subscriptions, small equipment.</i>
Operating Supplies	321	3,210	3,000	5,474	5,474	
Other Operating Costs	5,402	9,212	5,500	9,330	9,330	
						<i>Insurance claims.</i>
Total Operating Exps.	<u>103,147</u>	<u>130,666</u>	<u>96,740</u>	<u>135,643</u>	<u>135,279</u>	0
Total Expenditures	<u>942,830</u>	<u>1,055,701</u>	<u>980,536</u>	<u>1,097,580</u>	<u>1,097,216</u>	<u>0</u>
Cost-Sharing Expenses	93,389	71,420	71,350	71,260	71,260	
REVENUES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
POSITIONS (FT/PT)	6/1	6/1	6/1	6/1	6/1	

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

DEBT SERVICE

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

Budget Highlights: The FY 2016 Recommended budget reflects a net County dollar decrease of over \$2.4 million (4.6%) compared to the FY 15 Adopted budget. The decrease is attributable to a decrease in debt obligations including the retirement and/or refunding of several debt issues. In the FY 2016 Recommended budget, revenue decreases as a result of a lack of transfers from Capital Project Ordinances being available to offset debt expenditures. From the Debt by Service area information below, Education Debt makes up 77.0% of the County's debt service obligations with the Winston-Salem/Forsyth County Public School System making up 68.1% of the 77%.

The FY 2016 Recommended budget reflects the first full year of debt services payments (principal and interest) for \$34m of Library Bonds issued in FY2015. The debt service payment is less than the full year debt cost included in the FY2015 budget to level the budget to budget change. While the actual estimated debt service payment for FY2015 is estimated at \$598,400, the FY15 budget wrapped a full year payment of \$3.328m into the budget. The FY2016 payment is actually estimated to be roughly \$80,100 higher than the estimated budget for FY2015 but also includes fiscal agent fees and remarketing costs. The full year payment in FY2015 was budgeted in order to force savings that will be available to offset the issuance of the final \$6 million of Library bonds scheduled to be issued during the latter part of calendar year 2016.

The FY2016 Recommended budget includes one new debt issue - 2015 Installment Refunding and the FY2015 Estimate includes a new 2015 Bond Refunding issue. Combined, these two refundings are projected to save the County over \$12m dollars over several years.

	FY 13-14	FY 14-15		Request	FY 15-16	Adopted
	Actual	Original	Estimate		Recommend	
General Obligation Bonds	53,909,500	54,673,394	50,318,329	52,043,615	52,043,615	
Non-General Obligation Debt	887,711	1,527,929	1,527,929	2,067,964	2,067,964	
Installment Purchase Contracts	9,201,763	8,129,185	8,129,185	7,367,718	7,367,718	
Total	63,998,974	64,330,508	59,975,443	61,479,297	61,479,297	0

Debt By Service Area:

	15-16%	FY 13-14	FY 14-15	FY 14-15	FY 15-16	FY 15-16
		Actual	Original	Estimate	Request	Recommend
Animal Control	0.8%	414,841	401,057	401,057	512,777	512,777
Emergency Communications	0.1%	96,087	95,754	95,754	88,773	88,773
EMS	0.1%	30,134	30,094	30,094	61,371	61,371
Sheriff Administration	4.5%	2,897,562	2,858,635	2,858,635	2,795,933	2,795,933
Jail	0.0%	183,158	176,383	176,383	0	0
Courts	0.8%	418,671	449,838	433,244	485,714	485,714
Total Public Safety	6.4%	4,040,453	4,011,761	3,995,167	3,944,568	3,944,568
Health	0.2%	83,150	82,835	81,840	153,592	153,592
Social Services	2.0%	1,350,505	1,350,765	1,350,765	1,240,972	1,240,972
Youth Services	0.1%	53,375	51,602	51,602	65,976	65,976
Total Health/Social Svcs.	2.4%	1,487,030	1,485,202	1,484,207	1,460,541	1,460,541
Forsyth Tech	8.9%	5,028,996	4,984,062	4,963,419	5,479,515	5,479,515
Schools	68.1%	47,748,337	44,996,006	43,451,847	41,863,723	41,863,723
Total Education	77.0%	52,777,333	49,980,068	48,415,266	47,343,238	47,343,238
Library	4.5%	183,077	3,511,735	781,235	2,796,858	2,796,858
Parks	3.2%	1,531,720	1,553,339	1,524,522	1,972,181	1,972,181
Total Culture & Rec.	7.8%	1,714,797	5,065,074	2,305,757	4,769,039	4,769,039
Technology	1.6%	954,243	725,284	725,284	1,003,718	1,003,718
General Services	1.0%	561,767	600,530	587,172	631,153	631,153
Administration/Other	3.8%	2,463,351	2,462,589	2,462,589	2,327,040	2,327,040
Total Admin./Other	6.4%	3,979,361	3,788,403	3,775,046	3,961,911	3,961,911
Total	100%	63,998,974	64,330,508	59,975,443	61,479,297	61,479,297

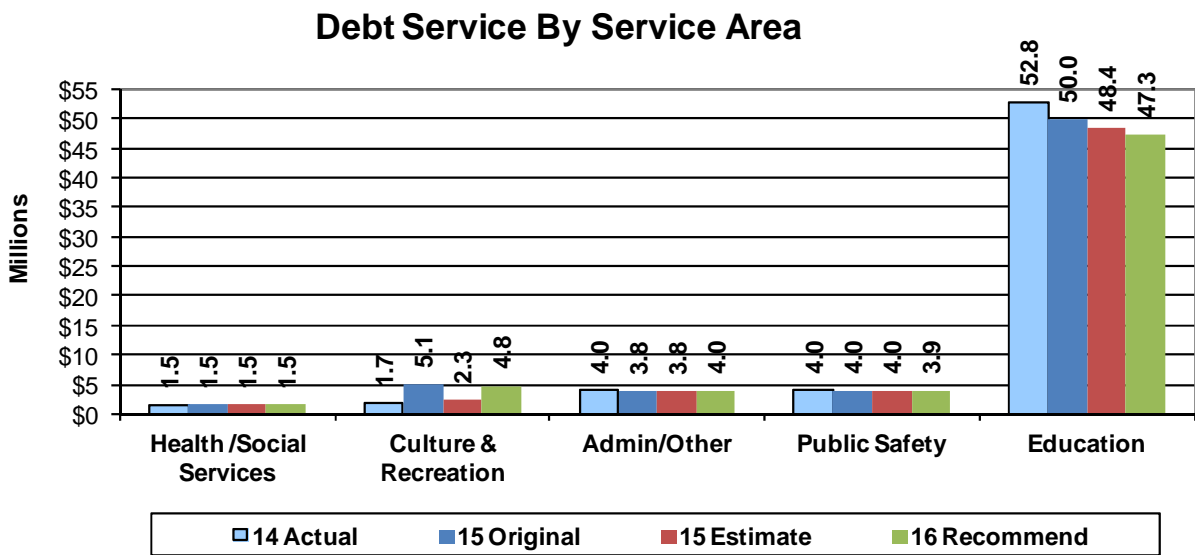
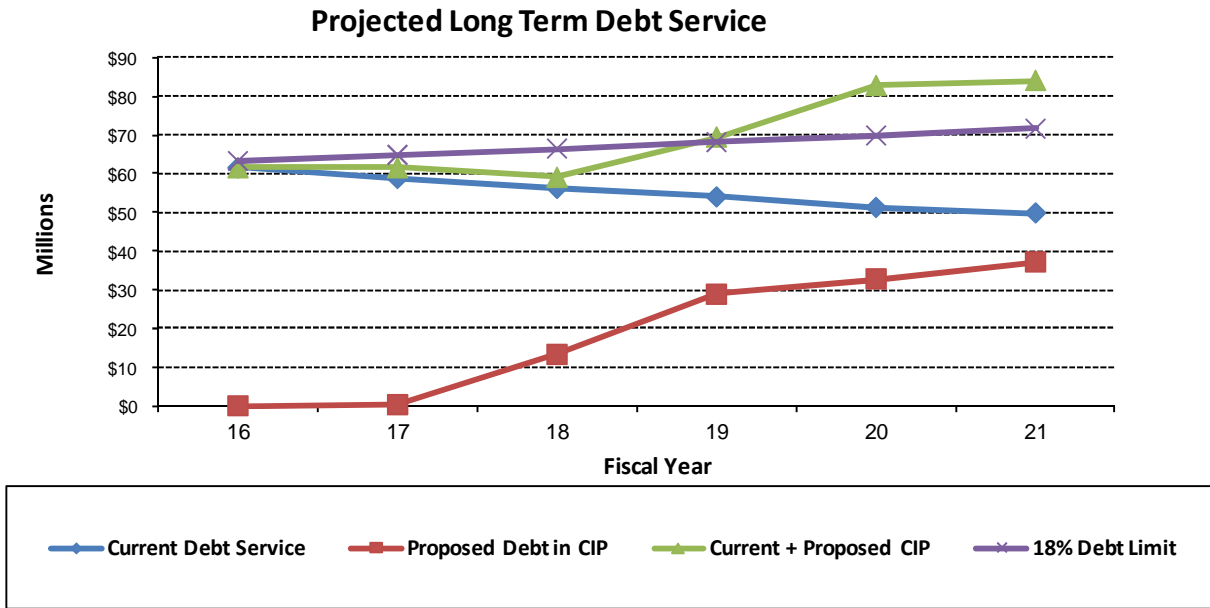
DEBT SERVICE

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

DEBT SERVICE

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

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



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

DEBT SERVICE

TOTAL DEBT OUTSTANDING

Approved/Issued

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

LEGAL DEBT LIMIT AND AVAILABLE CAPACITY

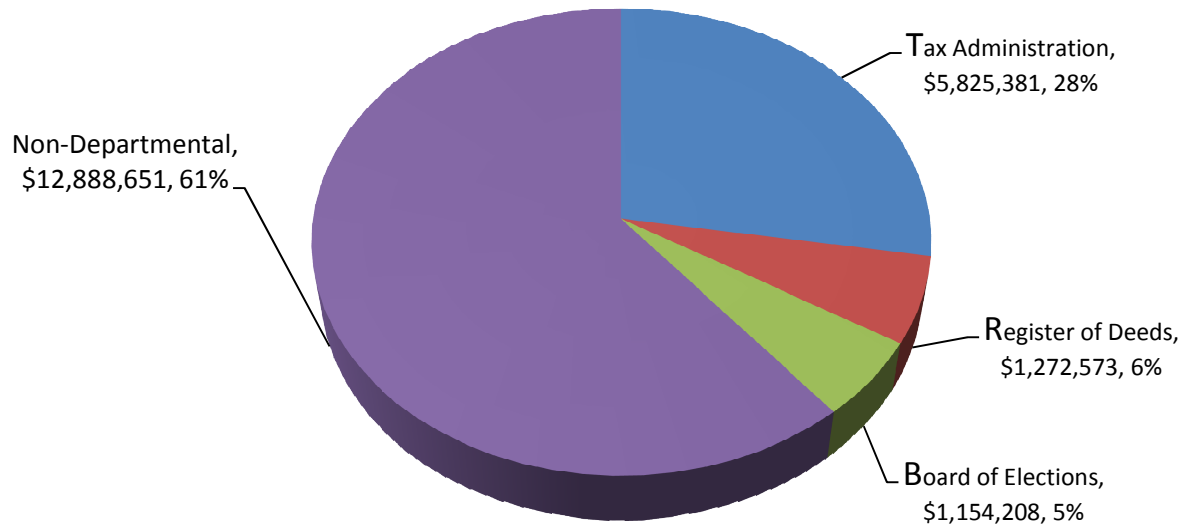
Restrictions on the amount of debt a county may incur are imposed by statute as well as by the State Constitution. G.S. 159-55 provides that the net debt of a county may not exceed 8% of the appraised value of the property subject to taxation by the county. Forsyth County's total legal debt capacity,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

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

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

GENERAL GOVERNMENT SERVICE AREA

General Government Service Area - \$21.1million - 5.1% of General Fund Expenditures



Operating Goals & Objectives:

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

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

BOARD OF ELECTIONS

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

system to be compatible with the new State registration system.

Program Descriptions:

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

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

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

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		Adopted
	Actual	Original	Estimate	Request	Recommend	
Registration & Maint.	563,641	620,056	528,881	2,190,663	619,719	
State, County & Mun. Elect.	413,386	322,100	456,850	677,390	534,490	
Total	<u>977,027</u>	<u>942,156</u>	<u>985,731</u>	<u>2,868,053</u>	<u>1,154,209</u>	<u>0</u>

Key Performance Measures:

240,549

Number of Registered Voters in Forsyth County

14,409

New/Changed Registrations (FY14)

3

Elections Held (FY14)

101 / 37

Number of Precincts / Precincts with +3,000 Voters

BOARD OF ELECTIONS

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

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

The department requested \$1,508,130 to purchase new election equipment to replace the current equipment. This is the main driver of the Requested budget increase.

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

NON-DEPARTMENTAL

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

Account Descriptions:

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

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

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

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

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

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

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Non-Departmental	7,925,201	6,575,024	5,258,644	9,900,743	9,229,992	12,829,992

NON-DEPARTMENTAL

	FY13-14 Prior Year	FY14-15 Original	FY14-15 Estimate	Request	FY15-16 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salary Savings	0	(2,558,706)	0	(2,500,000)	(2,500,000)	
Retiree Hospitalization	2,715,230	3,050,000	2,986,755	3,050,000	3,050,000	
Post Employment Benefits	0	1,600,000	0	1,600,000	1,600,000	
Employment Performance Pay	0	1,449,910	0	2,102,290	2,102,290	
Employer Share - 401k	0	0	0	1,924,380	0	
Longevity Benefits	0	13,085	0	0	0	
Retiree Life Insurance	9,348	10,000	10,000	10,000	10,000	
Unemployment	597,116	500,000	150,000	500,000	400,000	
Total Personal Services	3,321,694	4,064,289	3,146,755	6,686,670	4,662,290	0
Operating Expenditures						
Professional Fees	93,720	75,000	71,500	75,000	75,000	
Other Operating Costs	165,140	168,558	149,199	170,900	170,900	
						<i>Fee for year-end and single audit.</i>
						<i>Memberships \$150,900, survivor benefits \$20,000.</i>
Prior Year Encumbrances	0	1,800,000	(2,500,000)	2,500,000	2,500,000	
Contingency	0	1,050,000	0	1,400,000	1,187,500	
						<i>\$887,500 general contingency, \$300,000 special gifts.</i>
Budget Reserve	0	0	0	369,150	0	0
Claims	261,947	0	0	0	0	0
Total Operating Exps.	520,807	3,093,558	(2,279,301)	4,515,050	3,933,400	0
Payments T/O Agencies	552,285	605,000	525,000	595,000	595,000	
						<i>100% revenue offset.</i>
Operating Transfers Out	3,528,267	5,067,145	5,067,145	2,941,600	1,614,000	
						<i>FY16 transfer to 2014 Motive Equipment Replacement CPO.</i>
TOTAL EXPENDITURES	<u>7,923,053</u>	<u>12,829,992</u>	<u>6,459,599</u>	<u>14,738,320</u>	<u>10,804,690</u>	<u>0</u>
REVENUES	<u>4,336,414</u>	<u>5,502,407</u>	<u>3,723,022</u>	<u>5,657,715</u>	<u>5,657,715</u>	

REGISTER OF DEEDS

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

Program Descriptions:

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

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

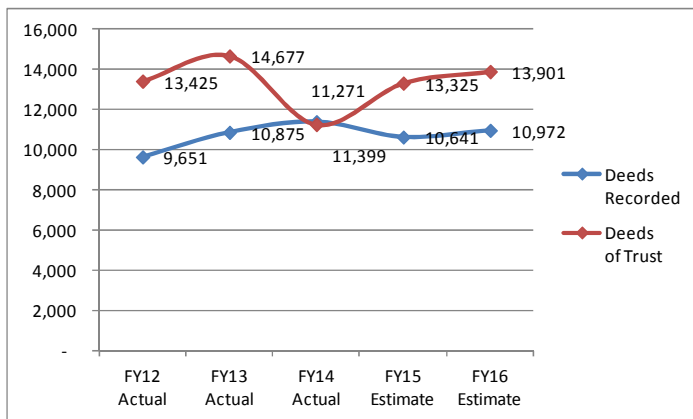
Accomplishments: After working with a chosen vendor to make sure the necessary security was put in place to safe guard our vital records, the register of deeds has implemented a system where copies of vital records can be requested online and paid for with a credit card. We process the requests and mail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

FY14 GOALS: - Our goal is to continue to give the citizens of Forsyth County superior service, while also safeguarding the public information that we are responsible for protecting. We continue to digitize our records that have never been digitized before and we are re digitizing poor quality images from the past.

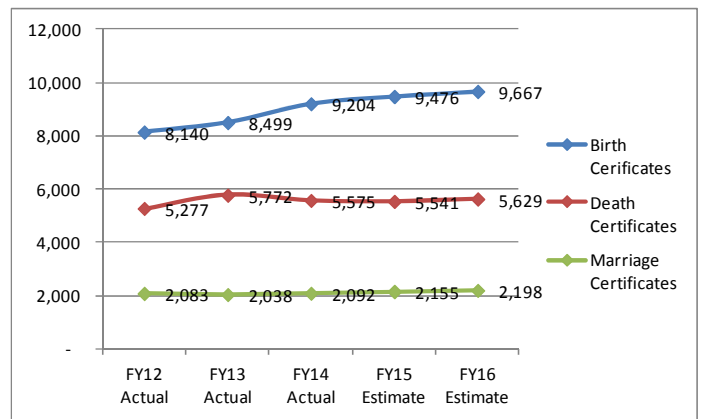
PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
Register of Deeds	1,228,930	1,096,254	1,096,245	1,132,431	1,132,431	
Automation Enhancement	194,306	228,000	228,000	141,000	141,000	
Total	<u>1,423,236</u>	<u>1,324,254</u>	<u>1,324,245</u>	<u>1,273,431</u>	<u>1,273,431</u>	<u>0</u>

Key Performance Measures:



Deed Transactions



Certificates Issued

REGISTER OF DEEDS

	FY 13-14 Actual	FY 14-15 Original	Estimate	Request	FY 15-16 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	782,133	771,643	778,509	788,375	788,375	
Other Employee Benefits	1167	832	1,357	1352	1352	
Employee Benefits	321,276	307,165	293,227	327,540	327,540	<i>Ipad & cellphone stipends.</i>
						<i>Includes Register of Deeds supplemental retirement.</i>
Total Personal Services	1,104,576	1,079,640	1,073,093	1,117,267	1,117,267	0
Operating Expenditures						
Maintenance Service	2,731	8,000	3,800	4,000	4,000	
						<i>Maintenance on imaging equipment, scanners, & other office equipment.</i>
Other Purchased Services	80,037	124,714	75,707	76,500	76,500	
						<i>Automation funds to preserve old plats/deed books. Creation of microfilm & digital imaging of old microfilm.</i>
Training & Conference	36	2,700	1,370	2,250	2,250	
General Supplies	43,645	42,300	9,000	31,000	31,000	
						<i>Statute updates, office supplies.</i>
Operating Supplies	7,058	14,200	3,700	10,800	10,800	
						<i>Copier & imaging supplies; CDs; microfilm supplies; toner.</i>
Other Operating Costs	550	2,700	900	2,700	2,700	
						<i>Insurance claims; memberships & dues.</i>
Total Operating Exps.	134,057	194,614	94,477	127,250	127,250	0
Capital Outlay	0	50,000	25,000	25,000	25,000	
TOTAL EXPENDITURES	<u>1,238,633</u>	<u>1,324,254</u>	<u>1,192,570</u>	<u>1,300,481</u>	<u>1,273,431</u>	<u>0</u>
Cost-Sharing Expenses	112,890	65,017	64,346	62,709	62,709	
REVENUES	<u>2,889,684</u>	<u>3,175,950</u>	<u>3,900,950</u>	<u>3,297,565</u>	<u>3,297,565</u>	
POSITIONS (FT/PT)	19/3	19/3	19/3	19/3	19/3	

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

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

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

TAX ADMINISTRATION

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

Program Descriptions:

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

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

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

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

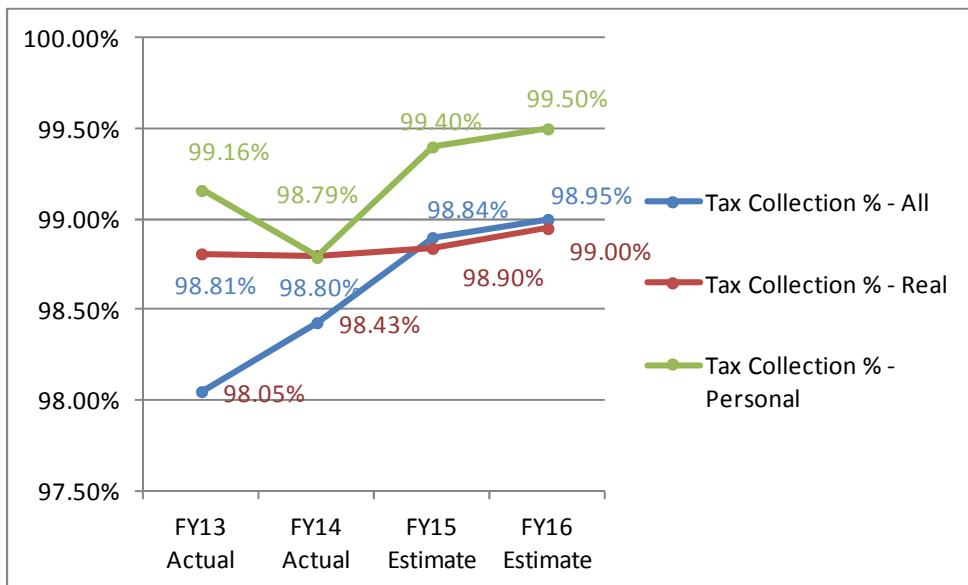
public, we have created a Customer Care Center, which handles telephone calls directly and serves all customer needs except bill payments. Centralizing our answers to public questions has increased our accuracy and consistency while significantly reducing citizen wait times.

FY14 GOALS: - Tax Administration's goal is first to carry out our reorganization, demonstrating the benefits of a streamlined management team dedicated to better organizational communications. Continue to fully learn and leverage the new tax software, NCPTS, and to work toward success in meeting annual challenges in delinquent property tax collections through techniques geared toward today's financial environment and business rules. We intend to enhance customer service through online account management and electronic document presentation. Lastly, to embark on the necessary work to provide and accurate and defensible 2017 countywide reappraisal.

PROGRAM SUMMARY

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	
Tax Assessing	3,499,823	3,456,008	4,986,044	3,067,305	3,067,305	
Quadrennial Reappraisal	108,612	454,437	409,256	1,018,324	1,018,324	
Tax Collection	1,924,828	2,028,246	2,167,113	1,927,414	1,927,414	
Geographic Information	196,761	174,059	174,858	0	0	
Total	<u>5,730,024</u>	<u>6,112,750</u>	<u>7,737,271</u>	<u>6,013,043</u>	<u>6,013,043</u>	<u>0</u>

Key Performance Measures:



TAX ADMINISTRATION

	FY 13-14	FY 14-15		FY 15-16		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	2,968,237	3,121,761	3,045,333	3,023,473	3,023,473	
Other Employee Benefits	836	832	1,333	0	0	
						<i>Ipad & cellphone stipends.</i>
Employee Benefits	1,125,952	1,160,152	1,059,111	1,159,272	1,159,272	
Board Compensation	7,500	4,000	4,000	3,500	3,500	
Total Personal Services	4,102,525	4,286,745	4,109,777	4,186,245	4,186,245	0
Operating Expenditures						
Professional Fees	270,556	321,000	321,000	324,750	334,750	
						<i>Audit services, motor vehicle pricing service, legal fees for foreclosures.</i>
Maintenance Service	2,220	4,530	4,530	6,000	6,000	
						<i>Map reproducer, maintenance.</i>
Rent	216	216	216	216	216	
Utility Services	39	60	60	0	0	
Construction Services	0	0	958	0	0	
Other Purchased Services	1,080,684	1,361,650	1,424,493	1,337,720	1,175,538	
						<i>Software license \$279K, advertising \$55K, tax mail processing \$220K, lockbox \$65K, collection svcs. \$150K, insurance premiums \$12K.</i>
Training & Conference	50,619	47,210	47,210	40,210	40,210	
						<i>Training for certification, required travel, personal mileage.</i>
General Supplies	23,966	26,294	41,497	25,842	25,842	
						<i>Small equipment, books & subscriptions, office supplies.</i>
Operating Supplies	3,650	9,000	8,042	9,000	9,000	
						<i>Envelopes, mapping paper, plotting paper, tapes, files.</i>
Other Operating Costs	30,529	56,045	16,045	47,580	47,580	
						<i>Legal and court \$30K, memberships & dues, insurance claims \$85K.</i>
Total Operating Exps.	1,462,479	1,826,005	1,864,051	1,791,318	1,639,136	
Capital Outlay	165,020	0	2,168,963	0	0	0
TOTAL EXPENDITURES	<u>5,730,024</u>	<u>6,112,750</u>	<u>8,142,791</u>	<u>5,977,563</u>	<u>5,825,381</u>	<u>0</u>
Cost-Sharing Expenses	586,754	673,780	214,337	686,958	686,958	
Contra-Expenses	(473)	(373)	0	(373)	(373)	0
REVENUES	<u>1,135,721</u>	<u>1,162,057</u>	<u>1,161,237</u>	<u>1,014,704</u>	<u>1,014,704</u>	
POSITIONS (FT/PT)	75/10	74/1	74/1	74/1	74/1	

Budget Highlights: The FY16 Budget Request for Tax Administration is very responsible. The budget to budget comparison is a decrease of \$99,707, or -1.6%. This is somewhat misleading however as that comparison includes expenditures in FY15 for MapForsyth. When MapForsyth's FY15 budget is factored out of the budget to budget comparison, the overall change is a slight increase of \$74,352, or 1.3% - still very responsible and reasonable.

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

COMMUNITY GRANTS

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

	FY 13-14	FY 14-15		Request	FY 15-16	Adopted
	Actual	Original	Estimate		Recommend	
<u>Existing Grants</u>						
NW Child Development ¹	22,576	-	-	-	-	
Experiment in Self-Reliance ²	26,695	-	-	-		
Family Services ¹	3,193	3,193	3,193	3,193	3,193	
Trainsaid ¹	123,320	162,790	162,790	195,880	195,880	
Senior Services, Inc. ³	32,700	50,000	50,000	50,000		
SS, Inc. Meals on Wheels ³	60,000	100,000	100,000	300,000		
Exchange/Scan ¹	8,010	8,010	8,010	8,010	8,010	
W-S Foundation ²	1,863	-	-	-		
United Way - Homeless ²	7,695	-	-	-		
HARRY- Veteran Services ¹	10,800	10,800	10,800	10,800	10,800	
SciWorks Op. Support ⁴	180,336	180,336	180,336	200,000	180,336	

New Requests

Community Care Operations	-	-	-	100,000		
SciWorks - ACE Aviation	-	-	-	30,000		
Arts Council Op. Support	-	-	-	300,000		
Arts Council Capital Request	-	-	-	500,000		
Natl Black Theatre Fest Contr.	-	-	-	50,000		
Old Salem WSFCS Field Trip	-	-	-	48,000		
Old Salem Operating Support	-	-	-	75,000		
Community in Schools Ops.	-	-	-	50,000		

1 - Disbursed through Department of Social Services

2 - Disbursed through Housing & Community Development

3 - Disbursed through Aging Services

4 - Disbursed through Parks & Recreation