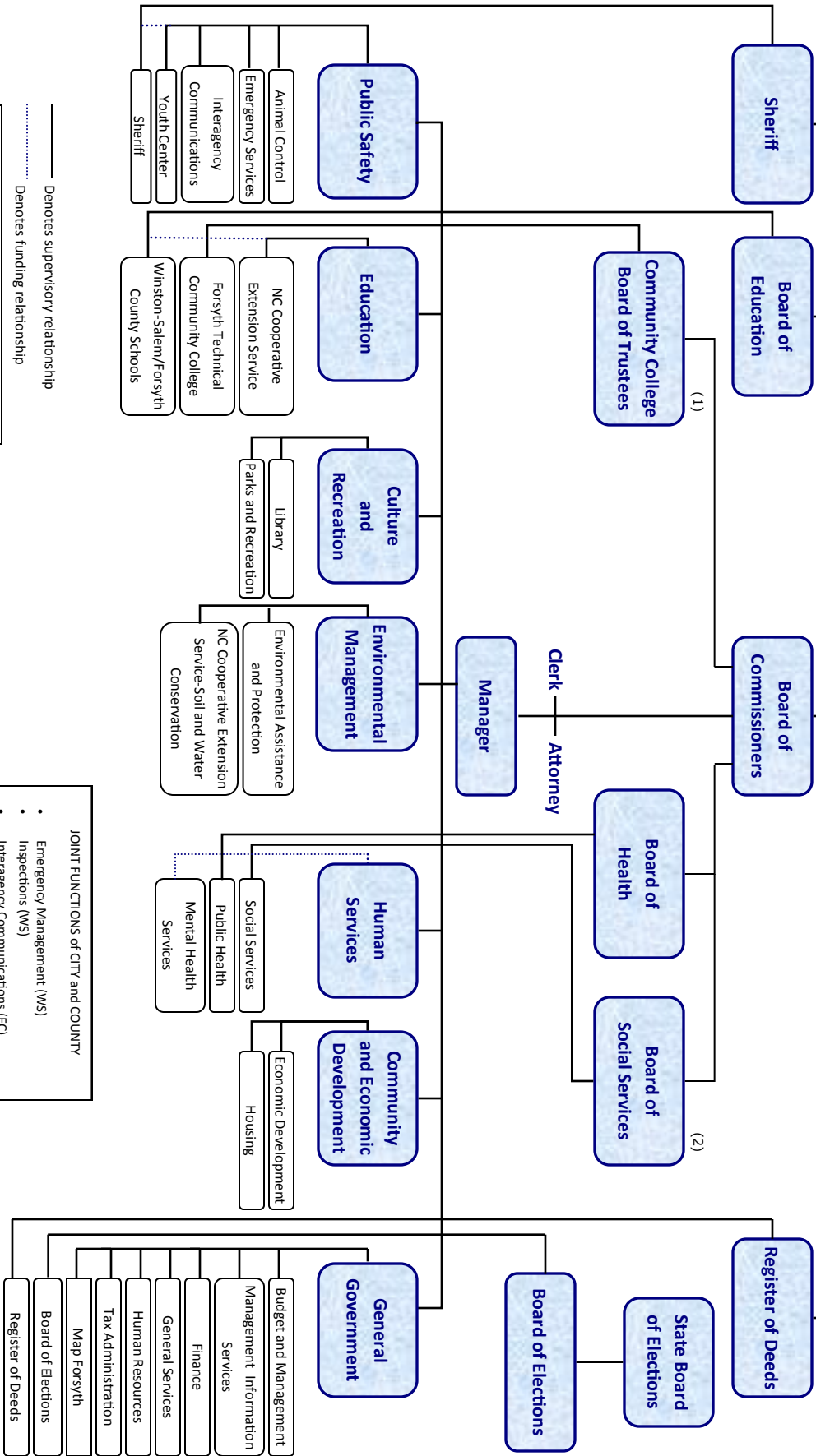


CITIZENS OF FORSYTH COUNTY



----- 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

- JOINT FUNCTIONS of CITY and COUNTY**
- Emergency Management (WS)
 - Inspections (WS)
 - Intergency Communications (FC)
 - Map/Forstyth (FC)
 - Planning (WS)
 - Purchasing (WS)
 - Utilities (WS)
- (WS) - Administered by City of Winston-Salem
 (FC) - Administered by Forsyth County

PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

	FY 15-16	FY 16-17		Request	FY 17-18	
	Actual	Budget	Estimate		Recommend	Adopted
<u>Public Safety</u>						
Animal Control						
Full	29	30	30	35	31	31
Part	1	1	1	1	1	1
Interagency Communications						
Full	2	2	2	2	2	2
Part	0	0	0	0	0	0
Sheriff						
Full	536	537	539	541	540	539
Part	24	24	22	22	22	22
Emergency Services						
Full	237	240	215	236	220	224
Part	13	14	13	13	13	13
Total Service Area - Full	804	809	786	814	793	796
Total Service Area - Part	38	39	36	36	36	36
<u>Environmental Management</u>						
Environmental Assistance & Protection						
Full	24	24	24	25	23	24
Part	1	1	1	1	1	1
Total Service Area - Full	24	24	24	25	23	24
Total Service Area - Part	1	1	1	1	1	1
<u>Health</u>						
Public Health						
Full	265	261	258	268	262	264
Part	11	11	16	15	15	15
Total Service Area - Full	265	261	258	268	262	264
Total Service Area - Part	11	11	16	15	15	15
<u>Social Services</u>						
Social Services						
Full	501	501	501	508	501	504
Part	5	5	5	5	5	5
Total Service Area - Full	501	501	501	508	501	504
Total Service Area - Part	5	5	5	5	5	5

PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

	FY 15-16 Actual	FY 16-17 Budget Estimate		Request	FY 17-18 Recommend Adopted	
<u>Education</u>						
N.C. Cooperative Extension Service						
Full	17	18	18	18	18	18
Part	2	2	2	2	2	2
Total Service Area - Full	17	18	18	18	18	18
Total Service Area - Part	2	2	2	2	2	2
<u>Culture & Recreation</u>						
Library						
Full	89	89	88	89	88	88
Part	33	33	35	36	36	36
Parks & Recreation						
Full	68	69	69	69	69	69
Part	125	124	124	124	124	124
Total Service Area - Full	157	158	157	158	157	157
Total Service Area - Part	158	157	159	160	160	160
<u>Community & Economic Development</u>						
Housing						
Full	5	5	5	6	5	5
Part	0	0	0	0	0	0
Total Service Area - Full	5	5	5	6	5	5
Total Service Area - Part	0	0	0	0	0	0
<u>Administration & Support</u>						
Budget & Management						
Full	6	6	6	6	6	6
Part	0	0	0	0	0	0
Management Information Services						
Full	41	41	41	41	41	41
Part	0	0	0	0	0	0

PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Budget	Estimate	Request	Recommend	Adopted
<u>Administration & Support (continued)</u>						
Finance						
Full	23	23	23	23	23	23
Part	0	0	0	0	0	0
General Services						
Full	133	128	128	122	122	122
Part	4	1	1	1	1	1
Human Resources						
Full	9	10	10	10	10	10
Part	0	0	0	0	0	0
MapForsyth						
Full	6	6	6	7	7	7
Part	0	0	0	0	0	0
Attorney						
Full	13	14	14	15	14	15
Part	0	0	0	0	0	0
County Commissioners & Manager						
Full	6	6	6	6	6	6
Part	2	2	0	0	0	0
Total Service Area - Full	237	234	234	230	229	230
Total Service Area - Part	6	3	1	1	1	1
<u>General Government</u>						
Board of Elections						
Full	8	8	8	8	8	8
Part	0	0	28	28	28	28
Register of Deeds						
Full	19	20	20	20	20	20
Part	3	1	1	1	1	1
Tax Administration						
Full	73	72	72	75	72	73
Part	0	1	1	1	1	1
Total Service Area - Full	100	100	100	103	100	101
Total Service Area - Part	3	2	30	30	30	30
Grand Total						
Full-Time Positions	2,110	2,110	2,083	2,130	2,088	2,099
Part-Time Positions	224	220	250	250	250	250

PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

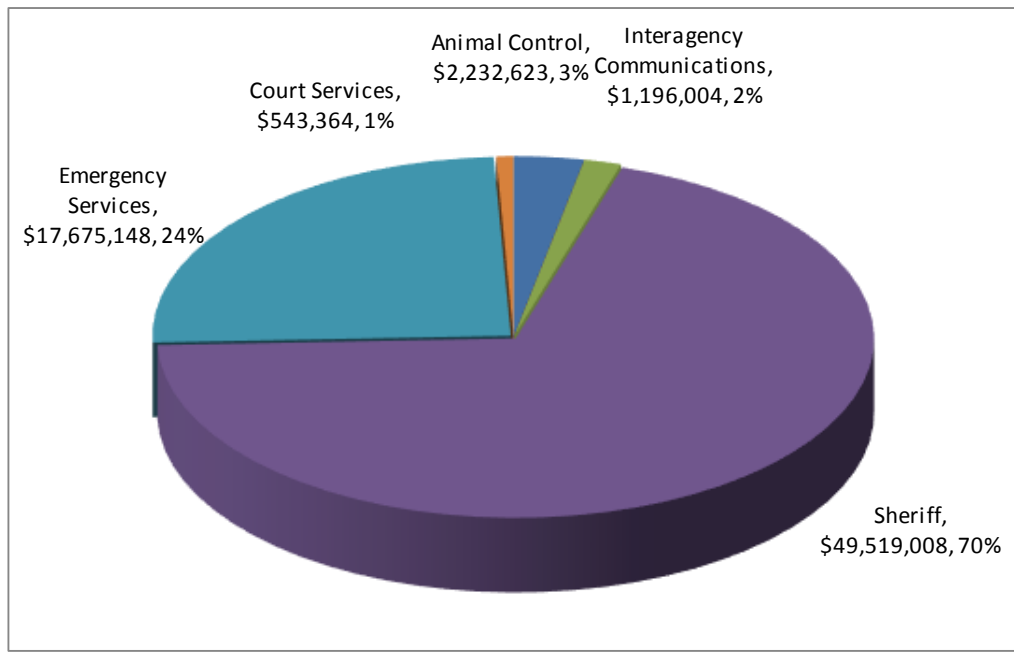
Departmental Changes:

Animal Control	An Animal Care Officer was added in the FY18 Adopted Budget to address the new Tethering Ordinance adopted by the Board of Commissioners in FY17. The department requested additional positions that can be viewed in the Alternate Service Level section of the Appendix.
Sheriff	A Bailiff was included in the FY18 Adopted Budget due to a new courtroom being added in the Courts. A Corporal for Clemmons was also added by the Board of Commissioners as part of an Alternate Service Level request that may be found in the Appendix.
Emergency Services	The FY18 Adopted Budget has many changes in Emergency Services due to the elimination of the Critical Care Transport operation. 26 FT positions were eliminated. Four Paramedic positions were added in the recommended budget to address capacity issues. Four additional Paramedics were added by the Board of Commissioners during the budget workshops, effective October 1, 2017. Two FT Telecommunicators were added as well in the Adopted Budget. One position will move from Emergency Services to MapForsyth.
Environmental Assistance and Protection	The FY18 Adopted Budget includes funding for a current FT position throughout the fiscal year contingent on receiving additional funding from the State.
Public Health	The FY18 Adopted Budget includes funding for two additional Environmental Health Specialists to address restaurant inspections. In the current year, four Part Time Environmental Health Specialists were added to address this area of concern as well. Two Full-time positions were added for the Pharmacy Assistance Program and Two Full-time positions were added for Stepping Up.
Social Services	The FY18 Adopted Budget includes three additional positions for DSS - two Senior Social Workers for Child Protective Services and one Senior Social Worker for Adult Protective Services.
Library	The FY18 Adopted Budget includes the addition of a PT Courier. During the year, the department also eliminated a position to add two additional part-time positions.
General Services	The FY18 Adopted Budget shows a reduction in General Services due to the elimination of six positions as the janitorial service contract is expanded to other facilities.
MapForsyth	As mentioned in the Emergency Services discussion above, a position is being moved from Emergency Services to MapForsyth with the transition of Computer Aided Dispatch systems.
Attorney	During the budget workshops, the Board of Commissioners added an additional Full Time Paralegal position to work with the Department of Social Services. More information on this position can be found in the Alternate Service Level section of the appendix.
Tax Administration	The FY18 Adopted Budget includes a Full Time Application Systems Analyst for Tax Administration to assist with the NC Property Tax System.



PUBLIC SAFETY SERVICE AREA

Public Safety Service Area - \$71.4 million or 17.0% 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

Department 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.

Goals:

- *Sheltering* – Enhancing the community public health and safety by providing temporary or emergency shelter for unwanted, lost, dangerous domestic animals.
- *Enforcement* – Enhance the County's livability, public health and safety by developing and implementing strategies to give compliance with local and state rules through education and progressive enforcement.
- *Adoption/Reduction of Euthanasia of healthy adoptable animals* - Make the community more livable by working with groups and volunteers to reduce the euthanasia of healthy adoptable animals.
- *Rabies Control* - Develop and implement programs and procedures to constitute an effective local response to rabies control. The procedures include required quarantine clinics, licensure program, vaccinations, timely testing of potential exposure, and education programs.

Program Descriptions:

Administration - responsible for developing policies and procedures, providing budget, financial control and oversight for the overall operations of the department. In conjunction with the Animal Protection and Control Advisory Board, this program facilitates communication and coordination of animal interest organizations and 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 involving domestic pets, livestock and wildlife throughout Forsyth County.

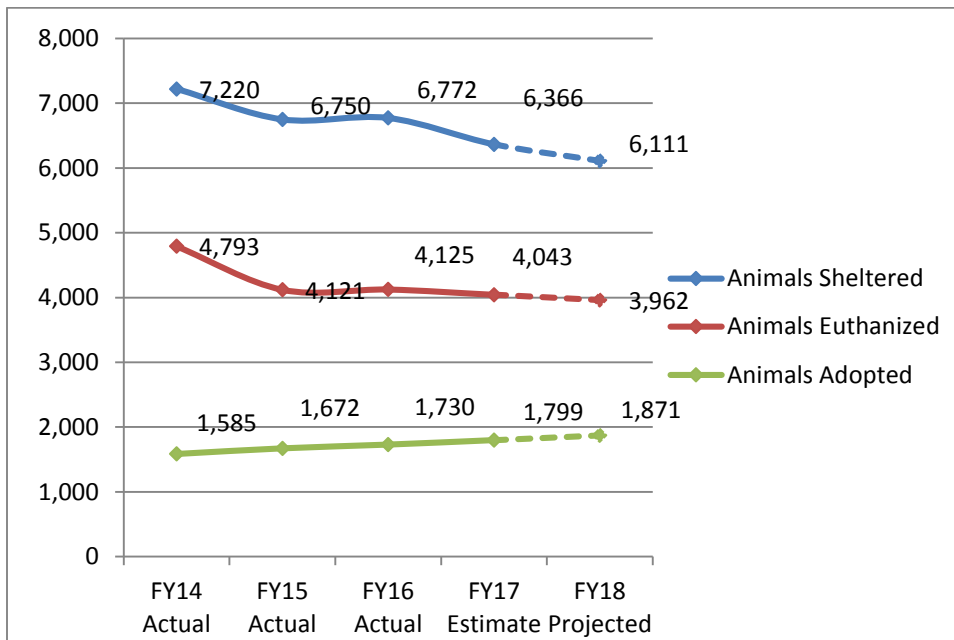
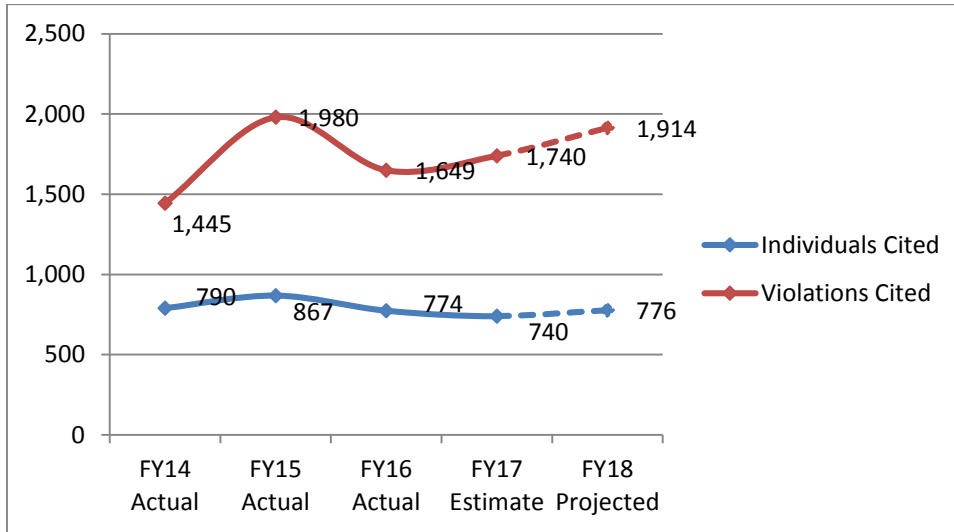
Custody and Care - responsible for providing safe, humane housing and care for stray, unwanted, abandoned, abused, and impounded animals. Responsibilities include feeding, cleaning, health evaluation and treatment, behavior evaluation, vaccinations, micro-chipping and humane euthanasia. Cares for an average of 200 animals daily, while maintaining the standards, certifications and licenses required by the NC Animal Welfare Act.

Current Initiatives:

- *Sheltering* – Increase the number of volunteers, refine classification review and hours of operation.
- *Enforcement* – Increase the number of focused patrols, feline trappings, L.E.A.F., appeal tribunals, lessen the number of priority responses, enhance classification review; present new code proposals for tribunals, shelter, expedited dangerous dogs, potentially dangerous dog appeals, dangerous dog policy, recidivism, accountability and civil penalty differential.
- *Adoption/Reduction of Euthanasia of healthy adoptable animals* – Increase participation in targeted spay/neuter, Robert Taylor spay/neuter, Community Care, Almost Home, Lend a Lens, Medical Foster, Stay Together, Fee incentives/sponsorships programs; open adoptions, community re-home reporting.
- *Rabies Control* – Increase awareness and participation in low cost rabies clinics, F.A.I.R. and C.A.N.V.A.S. programs, outsource rabies licensing and expand public health report access.

ANIMAL CONTROL

Performance Measures:



	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Estimate
Cost/Animal Impounded	\$295	\$291	\$323	\$309
Cost/Animal Call	\$155	\$177	\$197	\$202
Avg. Response Time (Urgent Events – Animal Bites, Rabies, Cruelty, etc.)	16 hrs. 37 mins.	4 hrs. 1 min.	3 hrs. 8 mins.	46 mins.
Volunteer Hours at Shelter	11,676	11,522	11,136	9,425
% of Healthy Adoptable Dogs/Cats Adopted	75%	80%	77%	80%

Budget Highlights: The FY18 Adopted Budget for Animal Control reflects a net County dollar increase of \$51,443 (3.3%) over the FY17 budget. The primary driver of the increase is in Personal Services. One (1) new Animal Care Officer position is included in the Adopted Budget to manage increased workload associated with the tethering ordinance adopted by the Board of Commissioners on November 14, 2016.

ANIMAL CONTROL

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	359,861	471,131	434,182	521,678	490,272	490,272
Patrol	761,093	845,854	820,247	1,090,885	914,786	914,786
Custody & Care	749,040	787,302	690,094	988,635	827,565	827,565
Total	<u>1,869,994</u>	<u>2,104,287</u>	<u>1,944,523</u>	<u>2,601,198</u>	<u>2,232,623</u>	<u>2,232,623</u>

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted

EXPENDITURES

Personal Services

Salaries & Wages	937,446	990,498	899,505	1,170,971	1,035,048	1,035,048
Employee Benefits	444,423	496,894	433,236	550,285	484,103	484,103
Total Personal Services	<u>1,381,869</u>	<u>1,487,392</u>	<u>1,332,741</u>	<u>1,721,256</u>	<u>1,519,151</u>	<u>1,519,151</u>

Operating Expenditures

Professional Fees	159,437	172,790	200,678	186,290	180,290	180,290
						<i>Vet fees, temporary help in shelter, pet licensing.</i>
Maintenance Service	19,127	20,400	20,540	22,800	19,800	19,800
						<i>Solid waste disposal, equipment repair on traps, radios, & other equipment.</i>
Rent	60	200	75	100	100	100
						<i>Rental equipment for hearing tribunal.</i>
Utility Services	4,531	4,811	4,608	4,811	4,811	4,811
						<i>Water/sewer service.</i>
Other Purchased Services	42,874	106,750	128,392	140,298	110,048	110,048
						<i>Insurance premiums, cellular phone service, DataMax contract, bank service charges.</i>
Training & Conference	3,086	3,445	1,445	9,350	7,700	7,700
						<i>Ongoing training for shelter staff & recertification of existing ACO's; certification of new ACO's.</i>
General Supplies	62,224	77,791	63,719	102,635	79,903	79,903
						<i>Uniforms, office supplies, janitorial supplies, radios, vests, officer safety equip., traps, other small equipment.</i>
Energy	76,086	75,985	75,130	79,787	79,787	79,787
						<i>Electricity and natural gas costs.</i>
Operating Supplies	111,534	122,350	108,145	141,713	118,700	118,700
						<i>Animal food, tags, medical and veterinary supplies.</i>
Other Operating Costs	9,166	26,150	9,050	26,150	26,050	26,050
						<i>Insurance claims, memberships & dues.</i>
Total Operating Exps.	<u>488,125</u>	<u>610,672</u>	<u>611,782</u>	<u>713,934</u>	<u>627,189</u>	<u>627,189</u>

Capital Outlay

	<u>0</u>	<u>6,223</u>	<u>0</u>	<u>166,008</u>	<u>86,283</u>	<u>86,283</u>
						<i>Vehicle & equipment for recommended Animal Care Officer</i>

TOTAL EXPENDITURES	<u>1,869,994</u>	<u>2,104,287</u>	<u>1,944,523</u>	<u>2,601,198</u>	<u>2,232,623</u>	<u>2,232,623</u>
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Cost-Sharing Expenses	182,461	237,851	242,909	252,084	252,084	252,084
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REVENUES	<u>382,684</u>	<u>485,750</u>	<u>422,057</u>	<u>461,200</u>	<u>410,200</u>	<u>410,200</u>
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POSITIONS (FT/PT)	29/1	30/1	30/1	35/1	31/1	31/1
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EMERGENCY MANAGEMENT

Department 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.

Goals:

- Ensure proper staffing to accomplish daily tasks
- Ensure appropriate supervisor/employee ratio for quality supervision
- Provide adequate administrative support
- Evaluate and reassign supervisory and administrative tasks
- Encourage and incentivize career development for existing staff
- Evaluate department resources and deployment

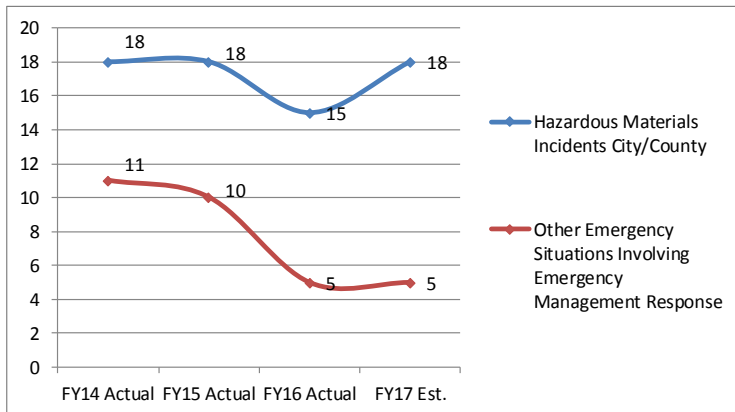
Program Descriptions:

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. It also manages the Forsyth County Homeland Security/Preparedness Task Force that consists of more than 20 local emergency response agencies and coordinates the implementation and maintenance of the National Incident Management System (NIMS) for municipal and county emergency response and recovery.

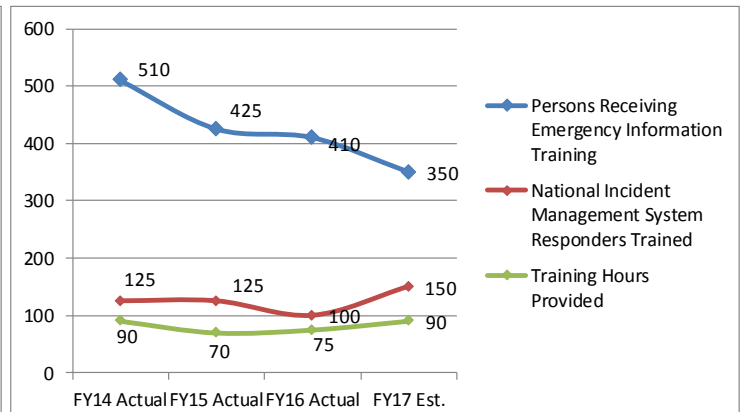
HAZMAT - Provides hazardous material support services in Forsyth County. Conducts pre-incident surveys of businesses with hazardous materials and provides training to outside agencies and emergency responders.

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>

Key Performance Measures:



Emergency Responses



Trainings

4
Number of multi-agency disaster simulations without volunteers

2
 With volunteers

EMERGENCY MANAGEMENT

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		Adopted
	Actual	Original	Estimate	Request	Recommend	
Emergency Management	219,415	245,480	252,980	257,685	257,685	272,210
Hazmat Response	125,216	136,630	134,630	134,940	134,940	134,940
Total County Share	<u>344,631</u>	<u>382,110</u>	<u>387,610</u>	<u>392,625</u>	<u>392,625</u>	<u>407,150</u>

*The net expense of this program is apportioned fifty percent to the City and fifty percent to the County. In addition, the County funds fifty percent of the personnel cost of three city firefighters, which reflect additional staffing required to perform hazardous materials (HAZMAT) response duties throughout the City and County. Emergency Management will relocate to the County's Public Safety Building during FY18.

INTERAGENCY COMMUNICATIONS

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

Goals:

- Maintain a secure and properly functioning radio system for our public safety agencies
- Recruit and retain knowledgeable and competent personnel in the field of radio communication infrastructure
- Continue to discover new technological advancements in communications for the public safety community

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.

Current Initiatives:

- Increase communication with servicing agencies and vendors.
- Develop a database of training for the field of radio communications to stay abreast of new technology.
- Seek and apply for grant opportunities and search for service discounts.
- Develop a 3-4 year plan to upgrade/replace the 4.1 radio system with a P25 compliant radio system.

Budget Highlights: The FY18 Adopted Budget reflects a net County dollar decrease of \$120,474 (-15.3%) from the FY17 Adopted Budget. The expenditure decrease results from the removal of some services provided through the Motorola radio maintenance contract. After December 31, 2017, Motorola will no longer support the County's 4.1 radio system resulting in IAC staff potentially being required to perform these services and operate on a time and materials basis for major system repairs. The department will use FY17 Pay-Go funds to replace the strobe tower lights with more energy efficient LED technology. Revenue totaling \$40,000 is included in the budget to account for the City of Winston-Salem's share of the tower light replacement project.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Interagency Communications	1,118,817	1,273,872	1,268,416	1,199,004	1,196,004	1,196,004
TOTAL EXPENDITURES	<u>1,118,817</u>	<u>1,273,872</u>	<u>1,268,416</u>	<u>1,199,004</u>	<u>1,196,004</u>	<u>1,196,004</u>

INTERAGENCY COMMUNICATIONS

	FY 15-16 Actual	FY 16-17 Original	Estimate	Request	FY 17-18 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	140,623	140,816	144,074	144,504	144,504	144,504
Other Employee Compensation	524	524	522	524	524	524
Employee Benefits	45,474	45,383	46,693	43,332	43,332	43,332
Total Personal Services	186,621	186,723	191,289	188,360	188,360	188,360
Operating Expenditures						
Maintenance Service	787,408	882,825	882,834	775,800	775,800	775,800
						<i>Maintenance contract for radio system. Non-warranty maintenance @ tower sites & on equipment.</i>
Rent	59,059	60,547	60,547	62,800	62,800	62,800
						<i>Communication tower site leases.</i>
Other Purchased Services	12,316	43,500	37,181	52,988	52,988	52,988
						<i>Insurance premiums, HVAC maintenance & telephone services at tower sites, fire door inspections.</i>
Training & Conference	705	1,500	1,011	3,500	3,500	3,500
General Supplies	22,653	27,070	27,050	34,070	34,070	34,070
						<i>System parts & supplies.</i>
Energy	39,726	39,621	36,500	44,600	44,600	44,600
						<i>Electricity & natural gas costs at tower sites.</i>
Operating Supplies	10,102	10,650	10,650	15,650	12,650	12,650
Other Operating Supplies	227	21,436	21,354	21,236	21,236	21,236
						<i>Insurance claims; memberships & dues.</i>
Total Operating Exps.	932,196	1,087,149	1,077,127	1,010,644	1,007,644	1,007,644
Capital Outlay	0	0	0	0	0	0
TOTAL EXPENDITURES	<u>1,118,817</u>	<u>1,273,872</u>	<u>1,268,416</u>	<u>1,199,004</u>	<u>1,196,004</u>	<u>1,196,004</u>
Cost-sharing Expenses	22,177	13,074	11,956	13,305	13,305	13,305
REVENUES	<u>478,246</u>	<u>482,587</u>	<u>482,587</u>	<u>525,193</u>	<u>525,193</u>	<u>525,193</u>
POSITIONS (FT/PT)	2/0	2/0	2/0	2/0	2/0	2/0

SHERIFF'S OFFICE

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

Goals:

Enforcement:

- Meet Forsyth County citizens' expectations of living in a safe and secure community by serving as the primary law enforcement agency
- Coordinate with state, federal and other local law enforcement officers to provide school resource officers to the Winston-Salem/Forsyth County Schools
- Maintain the State Sex Offender Registry
- Administer pistol/conceal-carry permitting

Detention:

- Provide a safe community by securing individuals deemed a threat to public safety by the courts
- Ensure individuals in custody, as well as staff, are safe at all times
- Comply with state and federal requirements pertaining to the management and operations of the detention facility

Judicial:

- Develop and maintain user capability that provides quality assurance, awareness of existing or new processes and technologies, and identification of opportunities for efficiencies

Program Descriptions:

Administration - includes agency leadership, as well as information technology, human resources, fiscal management (financial and purchasing), training, facilities maintenance, and victim services.

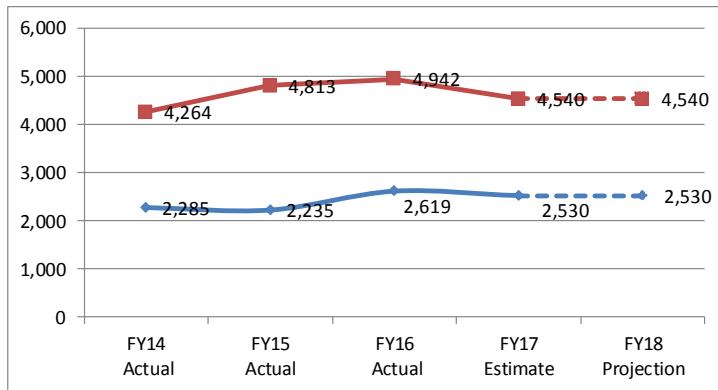
Law Enforcement - provides patrol, investigation, and 911 services to all of Forsyth County except Winston-Salem and Kernersville. The program also includes court security at the Forsyth County Hall of Justice. County-wide this program executes court orders, serves papers and eviction notices, and collects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

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

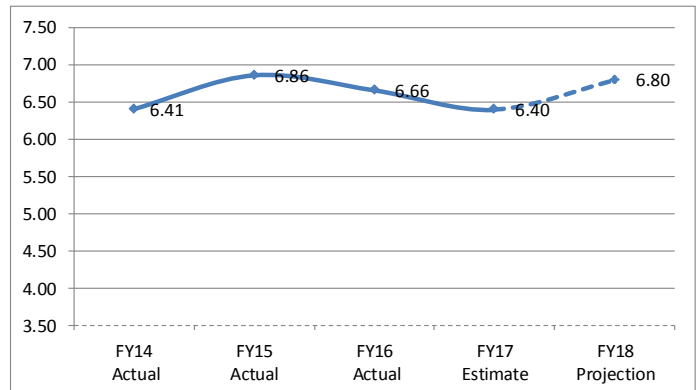
DEA Forfeiture Purchasing - accounts for the spending of illegal drug seizure funds. Expenditures typically include equipment, training and other activities that enhance and support law enforcement in the community

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

Performance Measures:

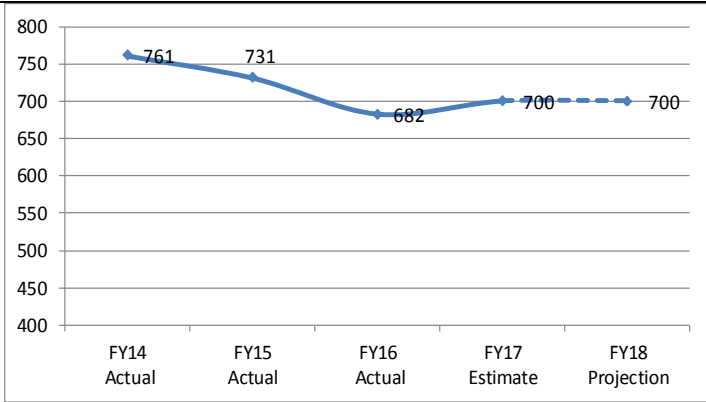


Part I Crimes (blue)/Part II Crimes (red)

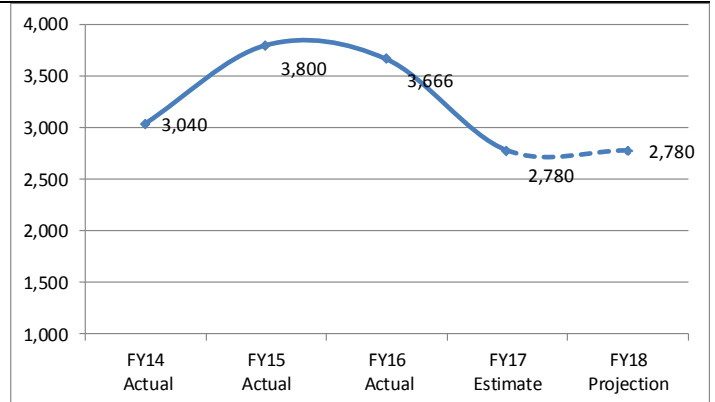


Patrol - Priority Call Average Response Time (minutes)

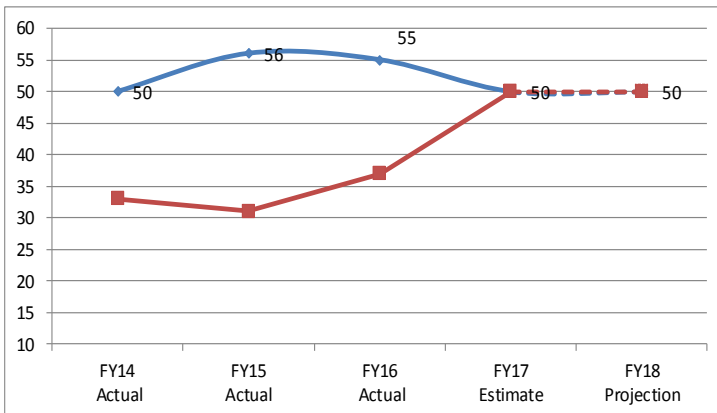
SHERIFF'S OFFICE



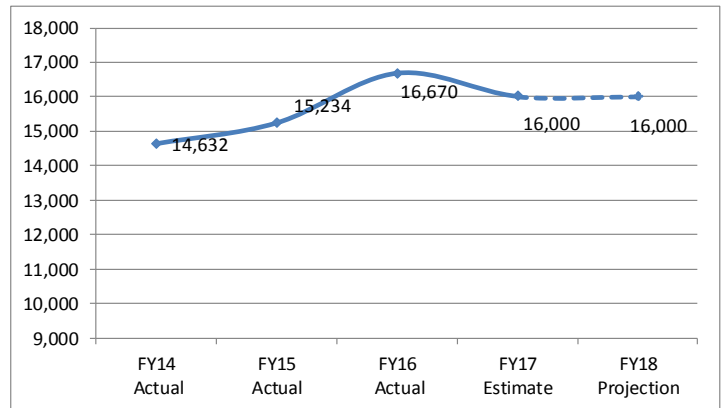
Detention - Average Daily Inmate Population



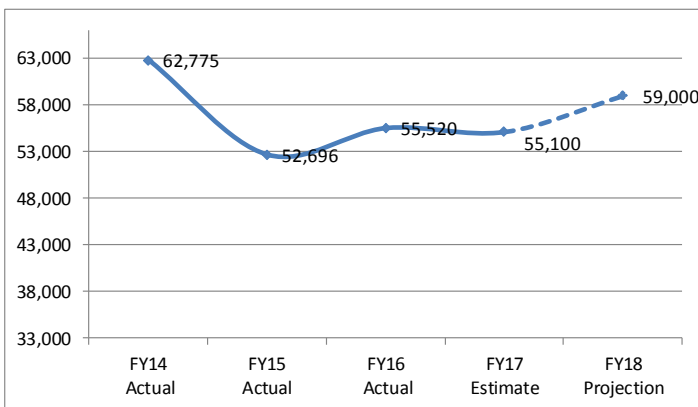
Patrol – Triple Zeros (No deputy available)



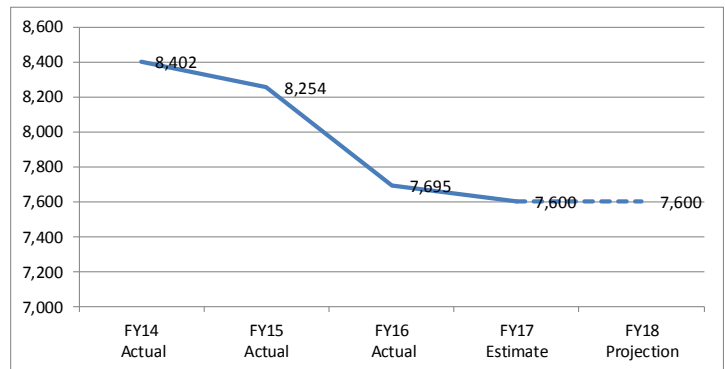
Detention – Inmate Fights (blue)/Assaults on Staff (red)



Detention – Visitors to the LEDC



Judicial - # of Legal Processes Served



Judicial – Court-in-Custody transports

SHERIFF'S OFFICE

Budget Highlights: The Sheriff's Office FY18 Adopted Budget reflects a net County dollar increase of \$2,409,828 (5.9%) over the FY17 Adopted Budget. Personal Services costs increased by \$2,498,129, or 7.1%; however, \$992,014 of this increase is the salary market adjustment for deputies and detention officers approved by the Board of Commissioners in March of 2017. The Personal Services area also reflects the addition of one full-time Court Bailiff for the new juvenile court and a Corporal for the Clemmons Community Policing program. In addition, two deputy positions assigned to provide night security to the school system were eliminated from the School Resource Officer program. Revenue estimates increased \$33,348, or 0.53% over FY17, mostly in reimbursements from State and Federal government for housing inmates.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	4,879,981	5,733,186	4,740,344	7,253,990	6,789,543	6,789,543
Law Enforcement	13,672,111	14,765,118	14,565,568	15,766,058	15,057,108	14,958,984
Detention	24,661,782	26,456,416	25,870,828	27,867,549	27,242,708	27,242,708
DEA Forfeiture Purchasing	160,984	0	85,729	398,300	349,000	398,300
Governor's Highway Safety	117,097	121,112	172,797	131,303	129,473	129,473
Total	<u>43,491,955</u>	<u>47,075,832</u>	<u>45,435,266</u>	<u>51,417,200</u>	<u>49,567,832</u>	<u>49,519,008</u>

SHERIFF'S OFFICE

	FY 15-16	FY 16-17			FY 17-18	
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	22,768,805	23,876,214	23,561,338	25,524,689	25,263,069	25,220,212
Employee Benefits	10,188,241	11,083,461	10,457,783	12,456,171	11,342,739	11,325,592
Total Personal Services	32,957,046	34,959,675	34,019,121	37,980,860	36,605,808	36,545,804
Operating Expenditures						
Professional Fees	4,615,620	4,835,980	4,801,931	5,057,600	5,016,400	5,016,400
		<i>Inmate medical contract, drug/medical exams, polygraph contract.</i>				
Maintenance Service	292,184	353,301	345,612	343,275	336,985	336,985
		<i>FCSO Comm. Center & fingerprint equipment maintenance, software & hardware support on various systems.</i>				
Rent	10,479	6,860	9,199	11,440	11,440	11,440
		<i>Rent for Narcotics, EHA monitoring equipment.</i>				
Utility Services	243,082	261,132	255,747	245,387	245,387	245,387
		<i>Water/sewer costs at Administrative Building & Detention Center.</i>				
Other Purchased Services	2,072,117	2,638,825	2,488,955	3,074,242	2,813,042	2,813,042
		<i>Inmate food contract, insurance premiums, OSSI maintenance, Verizon air cards for mobile data system.</i>				
Training & Conference	80,879	136,568	106,021	159,137	140,193	140,193
		<i>Specialty training, certifications, state mandated training, BLET training.</i>				
General Supplies	745,974	1,015,841	985,434	848,603	769,208	789,908
		<i>Ballistic vests, specialty equipment, weapons, uniforms, computer replacements.</i>				
Energy	744,655	851,377	746,440	568,976	543,957	543,957
		<i>Electricity & natural gas costs for Detention Center and Sheriff Administration Buildings.</i>				
Operating Supplies	546,149	506,077	515,648	483,889	474,429	477,029
		<i>Ammunition, targets, training supplies, protective gloves, spit shields, inmate clothing, bedding, mattresses, etc.</i>				
Other Operating Costs	467,533	517,748	225,846	779,014	778,639	778,639
		<i>Insurance claims, informant pay, memberships & dues.</i>				
Total Operating Exps.	9,818,672	11,123,709	10,480,833	11,571,563	11,129,680	11,152,980
Capital Outlay	478,502	280,698	303,562	402,500	376,500	402,500
Payments T/O Agencies	237,735	631,750	631,750	463,830	463,830	425,710
		<i>Payments to City of W-S for property/evidence management and arrestee processing services.</i>				
Contingency	0	80,000	0	998,447	992,014	992,014
		<i>Detention Officer & Deputy Salary Adjustment</i>				
TOTAL EXPENDITURES	<u>43,491,955</u>	<u>47,075,832</u>	<u>45,435,266</u>	<u>51,417,200</u>	<u>49,567,832</u>	<u>49,519,008</u>
Cost-Sharing Expenses	2,087,473	1,739,802	1,946,658	1,770,464	1,770,464	1,770,464
Contra-Expenses	(91,740)	(90,240)	(39,273)	(108,901)	(108,901)	(108,901)
REVENUES	<u>5,848,436</u>	<u>6,341,551</u>	<u>5,677,128</u>	<u>6,208,166</u>	<u>6,395,134</u>	<u>6,374,899</u>
POSITIONS (FT/PT)	536/24	537/24	539/22	541/22	540/22	539/22

SHERIFF'S OFFICE

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES - Administration						
Personal Services						
Salaries & Wages	1,735,316	2,046,644	1,720,739	2,164,016	2,160,716	2,160,716
Employee Benefits	704,589	875,928	706,754	1,007,065	921,920	921,920
	<i>Longevity for entire Sheriff's Department included in Administration.</i>					
Total Personal Services	2,439,905	2,922,572	2,427,493	3,171,081	3,082,636	3,082,636
Operating Expenditures						
Professional Fees	93,340	124,680	63,823	166,600	125,400	125,400
	<i>Fitness test/drug/medical exams for new hires, polygraph contract.</i>					
Maintenance Service	128,597	161,320	144,622	165,240	162,300	162,300
	<i>Software and hardware support on various systems.</i>					
Rent	7,462	4,300	6,889	8,880	8,880	8,880
	<i>Rental of parking spaces for support staff.</i>					
Utility Services	17,829	19,579	25,203	210	210	210
Other Purchased Services	757,280	1,210,740	1,044,648	1,607,280	1,346,580	1,346,580
	<i>Insurance premiums, OSSI System maintenance.</i>					
Training & Conference	27,673	35,894	24,546	49,117	38,688	38,688
	<i>Specialty training, recertifications, state mandated training.</i>					
General Supplies	350,548	358,699	364,482	453,572	382,772	403,472
	<i>Specialty equipment, uniforms and computer replacements.</i>					
Energy	270,790	301,125	270,957	1,800	1,800	1,800
	<i>Natural gas and electricity costs at Administration Bldg.</i>					
Operating Supplies	178,828	105,172	124,333	84,983	78,183	80,783
	<i>Training supplies, safety supplies, office supplies.</i>					
Other Operating Costs	387,671	323,105	133,213	586,580	586,580	586,580
	<i>Insurance claims, memberships and dues.</i>					
Total Operating Exps.	2,220,018	2,644,614	2,202,716	3,124,262	2,731,393	2,754,693
Capital Outlay	381,042	166,000	195,864	358,500	332,500	358,500
Contingency	0	0	0	998,447	992,014	992,014
TOTAL EXPENDITURES	<u>5,040,965</u>	<u>5,733,186</u>	<u>4,826,073</u>	<u>7,652,290</u>	<u>7,138,543</u>	<u>7,187,843</u>
Cost-Sharing Expenses	338,538	158,144	224,671	192,733	192,733	192,733
REVENUES	<u>169,429</u>	<u>2,800</u>	<u>90,009</u>	<u>398,950</u>	<u>350,550</u>	<u>399,850</u>
POSITIONS (FT/PT)	31/0	31/1	32/1	32/1	32/1	32/1

SHERIFF'S OFFICE

	FY 15-16 Actual	FY 16-17 Original	Estimate	Request	FY 17-18 Recommend	Adopted
EXPENDITURES - Law Enforcement/Grants						
Personal Services						
Salaries & Wages	8,579,756	8,797,716	8,879,326	9,574,020	9,315,700	9,272,843
Employee Benefits	4,284,901	4,453,900	4,425,857	4,993,367	4,563,022	4,545,875
Total Personal Services	12,864,657	13,251,616	13,305,183	14,567,387	13,878,722	13,818,718
Operating Expenditures						
Professional Fees	24,102	49,800	38,108	81,000	81,000	81,000
Maintenance Service	66,259	80,831	100,870	85,037	82,537	82,537
					<i>Veterinary fees for K-9s.</i>	
					<i>FCSO Communication Center & fingerprint equipment maintenance.</i>	
Rent	1,500	2,200	1,950	2,200	2,200	2,200
					<i>Space rental for Narcotics Division.</i>	
Other Purchased Services	132,270	238,907	261,300	236,973	236,473	236,473
					<i>Verizon air cards for mobile data system.</i>	
Training & Conference	49,460	89,549	77,065	98,920	90,405	90,405
					<i>Specialty training, recertifications, state mandated training, etc.</i>	
General Supplies	140,607	109,979	75,971	109,660	101,565	101,565
					<i>Weapons.</i>	
Energy	273	1,500	1,500	1,500	1,500	1,500
					<i>Natural gas and electricity costs.</i>	
Operating Supplies	167,010	175,445	176,395	181,040	178,910	178,910
					<i>Ammunition, targets, training supplies, crime prevention materials, safety supplies.</i>	
Other Operating Costs	79,448	191,473	92,093	189,264	188,889	188,889
					<i>Insurance claims; memberships & dues, informants pay.</i>	
Total Operating Exps.	660,929	939,684	825,252	985,594	963,479	963,479
Capital Outlay	30,674	90,600	83,600	14,000	14,000	14,000
Payments T/O Agencies	144,607	524,330	524,330	330,380	330,380	292,260
					<i>City of W-S: Property & Evidence Management.</i>	
Contingency	0	80,000	0	0	0	0
					<i>Special Teams Incentive Pay</i>	
TOTAL EXPENDITURES	<u>13,700,867</u>	<u>14,886,230</u>	<u>14,738,365</u>	<u>15,897,361</u>	<u>15,186,581</u>	<u>15,088,457</u>
Cost-Sharing Expenses	965,306	836,591	1,178,987	822,421	822,421	822,421
Contra-Expenses	(91,740)	(90,240)	(39,273)	(108,901)	(108,901)	(108,901)
REVENUES	<u>3,809,085</u>	<u>4,013,443</u>	<u>3,958,687</u>	<u>4,220,462</u>	<u>4,185,830</u>	<u>4,096,295</u>
POSITIONS (FT/PT)	195/15	197/14	199/12	200/12	199/12	198/12

SHERIFF'S OFFICE

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES - Detention						
<i>Personal Services</i>						
Salaries & Wages	12,453,733	13,031,854	12,961,273	13,786,653	13,786,653	13,786,653
Employee Benefits	5,198,751	5,753,633	5,325,172	6,455,739	5,857,797	5,857,797
Total Personal Services	17,652,484	18,785,487	18,286,445	20,242,392	19,644,450	19,644,450
<i>Operating Expenditures</i>						
Professional Fees	4,498,178	4,661,500	4,700,000	4,810,000	4,810,000	4,810,000
Maintenance Service	97,328	111,150	100,120	92,998	92,148	92,148
Rent	1,517	360	360	360	360	360
Utility Services	225,253	241,553	230,544	245,177	245,177	245,177
Other Purchased Services	1,107,779	1,189,178	1,183,007	1,229,989	1,229,989	1,229,989
Training & Conference	3,746	11,125	4,410	11,100	11,100	11,100
General Supplies	241,266	547,163	544,981	285,371	284,871	284,871
Energy	473,592	548,752	473,983	565,676	540,657	540,657
Operating Supplies	200,311	225,460	214,920	217,866	217,336	217,336
Other Operating Costs	414	3,170	540	3,170	3,170	3,170
Total Operating Exps.	6,849,384	7,539,411	7,452,865	7,461,707	7,434,808	7,434,808
Capital Outlay	66,786	24,098	24,098	30,000	30,000	30,000
Payments T/O Agencies	93,128	107,420	107,420	133,450	133,450	133,450
Total Expenditures	24,661,782	26,456,416	25,870,828	27,867,549	27,242,708	27,242,708
Cost-Sharing Expenses	783,629	745,067	543,000	755,310	755,310	755,310
REVENUES	1,873,528	2,325,308	1,629,742	1,588,754	1,858,754	1,878,754
POSITIONS (FT/PT)	310/9	309/9	308/9	309/9	309/9	309/9



EMERGENCY SERVICES

Department Mission: The mission of the Forsyth County Emergency Services Department is to: 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.

Goals:

- Ensure appropriate supervisor/employee ratio for quality supervision
- Evaluate and reassign supervisory and administrative tasks
- Encourage and incentivize career development for existing staff

Program Descriptions:

Fire Operations - conducts inspections to insure fire code compliance, plans review for new construction, investigates fires to determine origin and cause,

supports county fire fighting operations, and provides fire protection for Smith Reynolds Airport.

EMS Operations - provides medical care transportation at the "Advanced Life Support" Paramedic level, organizes training for County and City personnel who respond to medical emergencies, processes billing and enforces collections of ambulance bills.

911 Communications - receives calls via 9-1-1 and dispatches emergency agencies to fire, EMS, and rescue incidents. Provides technical support and maintains the 9-1-1 database and CAD/AVL systems for emergency services.

Current Initiatives:

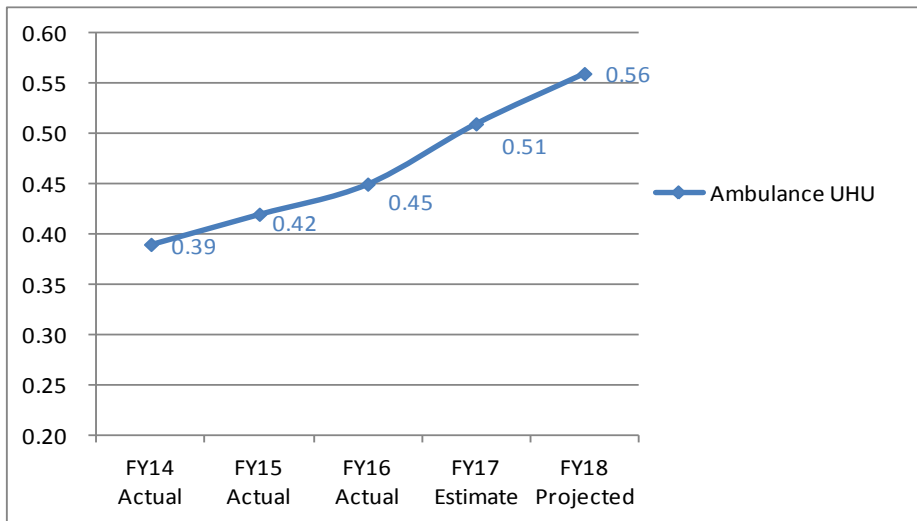
- EMS - Add 6 additional front line positions
- Fire – Add 6 additional suppression personnel for 109 and 209
- Communications – Add 4 additional positions to allow for dedicated supervision; Transition to OSSI CAD System
- Provide time for career development and increase tuition reimbursement for employees
- Utilize data to determine plan to meet service demands

Performance Measures:

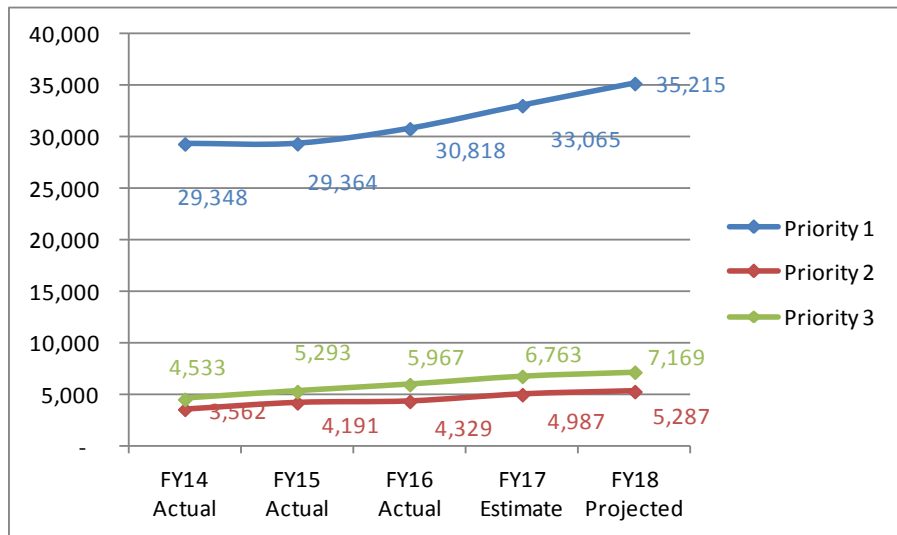
	<u>FY15 Actual</u>	<u>FY16 Actual</u>	<u>FY17 Estimate</u>	<u>FY18 Goal</u>
Emergency	0:15:31	0:15:36	0:14:57	0:12:59
Non-Emergency	0:22:40	0:22:02	0:21:14	0:21:00

Average EMS Response Times (Priority 1 & Non-Emergency)

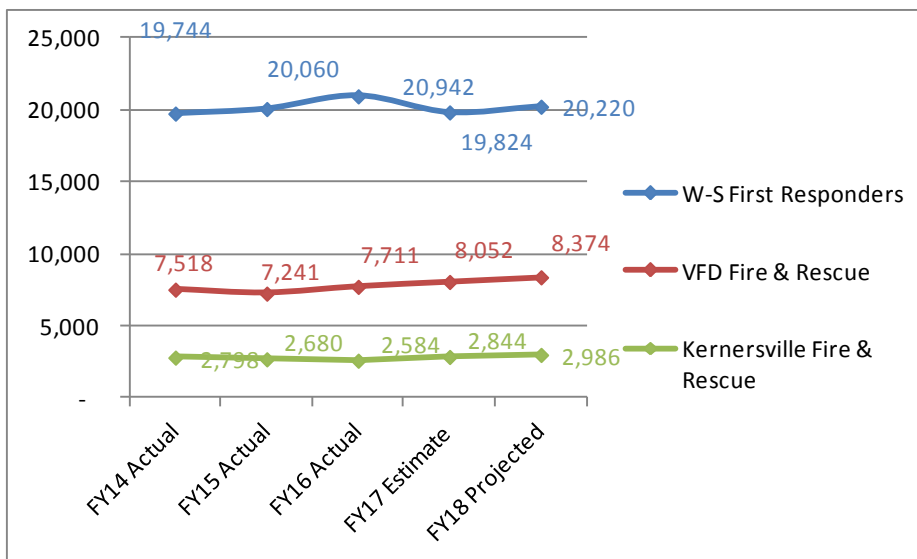
EMERGENCY SERVICES



Ambulance Unit Hour Utilization (UHU)



EMS Calls for Service



Fire & Rescue Dispatches

EMERGENCY SERVICES

Budget Highlights: The FY18 Emergency Services Adopted Budget reflects a net County dollar increase of \$422,990 or 6.5% over the FY17 Adopted Budget. While expenditures decrease by \$1,381,430 (7.3%), revenues are projected to decrease by \$1,804,420 (14.4%) resulting in the net County dollar increase. There are several operational and funding changes proposed for FY18 including: a) the elimination of the Critical Care Program (revenue offset) and Reserve Unit in the Fall of 2016; b) dissolution of the CAD/IT division with the pending transition to the OSSI CAD system; and c) full funding of the Mobile Integrated Health (MIH) program using County behavioral health dollars. Additional cost savings will be realized through a renegotiated ambulance billing contract and through the elimination of the Intergraph CAD maintenance contract. The projected revenue decrease is directly related to the elimination of the Critical Care program with Wake Forest Baptist Health. The Adopted Budget includes two (2) additional telecommunicator positions and eight (8) additional paramedic positions. Two (2) positions from the CAD/IT division will be transferred to the 911 Center. One (1) position from the CAD/IT division will be transferred to MapForsyth. These changes are a result of transitioning to OSSI CAD from Intergraph. The department originally requested an additional 10 FT Paramedic and 6 FT Firefighter positions.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		Request	FY 17-18	
	Actual	Original	Estimate		Recommend	Adopted
Emergency Services Admin.	946,496	1,185,026	1,049,303	1,228,534	1,204,526	1,204,526
Fire Operations	2,190,319	2,197,449	2,350,279	2,716,348	2,308,229	2,308,229
9-1-1 Communications	1,929,273	2,407,200	2,332,675	2,308,142	2,129,062	2,129,062
EMS Operations	11,999,545	13,266,903	11,331,307	12,218,850	11,866,282	12,033,331
Total	<u>17,065,633</u>	<u>19,056,578</u>	<u>17,063,564</u>	<u>18,471,874</u>	<u>17,508,099</u>	<u>17,675,148</u>

EMERGENCY SERVICES

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	10,463,211	11,109,289	10,178,427	11,171,838	10,623,754	10,733,394
Other Employee Benefits	524	524	522	0	0	0
Employee Benefits	4,035,479	4,517,585	4,018,303	4,479,234	4,236,964	4,286,373
Total Personal Services	14,499,214	15,627,398	14,197,252	15,651,072	14,860,718	15,019,767
Operating Expenditures						
Professional Fees	92,172	94,916	57,592	59,972	52,972	52,972
						<i>Medical Director contract, random employee drug screens, pre-employment exams.</i>
Maintenance Service	149,247	234,165	183,230	167,103	149,394	149,394
						<i>CAD System maintenance, maintenance on communications, stretchers, AVL equipment, gas detectors.</i>
Rent	45,780	48,000	53,772	55,000	55,000	55,000
						<i>Oxygen tank rental, Dixie Classic Fair booth rental, ePro Scheduling System.</i>
Utility Services	13,890	15,235	11,288	13,500	13,500	13,500
						<i>Water/sewer service at all locations.</i>
Construction Services	696	0	0	0	0	0
Other Purchased Services	626,890	987,813	635,586	726,255	718,067	718,067
						<i>Insurance premiums, EMS billing contract.</i>
Training & Conference	42,729	53,628	48,704	69,274	60,604	60,604
						<i>Re-certification and training of staff, continuing education requirements.</i>
General Supplies	324,613	323,665	241,072	416,954	294,670	302,670
						<i>Small equipment, uniforms, janitorial supplies, office supplies.</i>
Energy	79,468	104,850	82,111	91,780	91,780	91,780
						<i>Electricity and natural gas at all facilities.</i>
Operating Supplies	718,956	693,344	668,083	682,474	677,474	677,474
						<i>Medical supplies, OSHA related supplies, CBRN regulators, EMD supplies.</i>
Other Operating Costs	224,473	234,120	226,620	235,690	231,120	231,120
						<i>Insurance claims, memberships & dues.</i>
Total Operating Expenditures	2,318,914	2,789,736	2,208,058	2,518,002	2,344,581	2,352,581
Capital Outlay	0	412,894	412,894	50,750	50,750	50,750
Payments T/O Agencies	247,505	226,550	245,360	252,050	252,050	252,050
						<i>Standby funds to volunteer departments.</i>
TOTAL EXPENDITURES	<u>17,065,633</u>	<u>19,056,578</u>	<u>17,063,564</u>	<u>18,471,874</u>	<u>17,508,099</u>	<u>17,675,148</u>
Cost-Sharing Expenses	678,015	912,584	911,906	911,906	911,906	911,906
REVENUES	<u>11,098,371</u>	<u>12,528,825</u>	<u>10,133,409</u>	<u>10,696,905</u>	<u>10,704,405</u>	<u>10,724,405</u>
POSITIONS (FT/PT)	237/13	240/14	215/13	236/13	220/13	224/13
	<i>CYE: Delete 26FT Critical Care positions. FY2018 Adopt. - Add 2FT Telecommunicators; 8FT Paramedics.</i>					

EMERGENCY SERVICES

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES - Administration						
<i>Personal Services</i>						
Salaries & Wages	348,046	422,496	359,785	435,287	435,287	435,287
Other Employee Benefits	524	524	522	0	0	0
Employee Benefits	117,105	167,072	117,979	171,016	171,016	171,016
Total Personal Services	465,675	590,092	478,286	606,303	606,303	606,303
<i>Operating Expenditures</i>						
Professional Fees	28,885	27,340	31,516	32,000	26,000	26,000
						<i>Random employee drug screens; pre-employment exams; psychological exams.</i>
Maintenance Service	12,283	16,500	16,000	18,500	16,500	16,500
Rent	17,561	25,000	25,000	25,000	25,000	25,000
Utility Services	12,516	13,150	11,000	13,500	13,500	13,500
						<i>Water/sewer service at EMS facilities.</i>
Construction Services	696	0	0	0	0	0
Other Purchased Services	108,284	159,444	163,399	172,321	170,233	170,233
						<i>ance premiums, communication, contractual services; pagers, iSP lines at outlying EMS stations, etc.</i>
Training & Conference	8,850	11,460	11,460	16,410	11,460	11,460
General Supplies	23,249	28,250	20,000	34,500	28,250	28,250
Energy	77,575	103,290	82,000	91,780	91,780	91,780
Operating Supplies	2,418	2,000	2,142	3,000	2,000	2,000
Other Operating Costs	188,504	208,500	208,500	215,220	213,500	213,500
						<i>Insurance claims for EMS related only, memberships & dues.</i>
Total Operating Expenditures	480,821	594,934	571,017	622,231	598,223	598,223
Capital Outlay	0	0	0	0	0	0
Total Expenditures	<u>946,496</u>	<u>1,185,026</u>	<u>1,049,303</u>	<u>1,228,534</u>	<u>1,204,526</u>	<u>1,204,526</u>
Cost-Sharing Expenses	135,644	184,568	184,568	184,568	184,568	184,568
REVENUES	<u>199,456</u>	<u>233,187</u>	<u>249,337</u>	<u>259,350</u>	<u>259,350</u>	<u>279,350</u>
POSITIONS (FT/PT)	5/0	5/0	5/0	5/0	5/0	5/0

EMERGENCY SERVICES

	FY 15-16 Actual	FY 16-17 Original	FY 16-17 Estimate	FY 17-18 Request	FY 17-18 Recommend	FY 17-18 Adopted
EXPENDITURES - EMS (includes Operations, Billing, Logistics, Training, Quality Management, MIHP)						
Personal Services						
Salaries & Wages	7,603,880	8,187,858	7,197,972	7,728,333	7,504,055	7,613,695
Employee Benefits	2,887,055	3,272,924	2,836,100	3,034,786	2,936,966	2,986,375
Total Personal Services	10,490,935	11,460,782	10,034,072	10,763,119	10,441,021	10,600,070
Operating Expenditures						
Professional Fees	50,000	50,000	11,500	11,500	11,500	11,500
						<i>Medical Director contract, random drug testing, pre-hire physicals.</i>
Maintenance Service	70,698	127,100	94,716	95,559	89,989	89,989
						<i>Maintenance on communication equipment, Life Paks, cots, stretchers, AVL equipment.</i>
Rent	28,219	23,000	28,772	30,000	30,000	30,000
						<i>Oxygen tank rental.</i>
Utility Services	1,374	2,085	288	0	0	0
Other Purchased Services	311,889	588,869	243,387	326,634	320,534	320,534
						<i>EMS billing contract, insurance premiums, collection services, billing software maintenance.</i>
Training & Conference	18,225	23,898	19,474	30,824	30,824	30,824
						<i>Certifications and re-certification of Paramedics and EMTs, quality improvement training.</i>
General Supplies	216,835	201,445	139,726	191,170	176,370	184,370
						<i>Stair stretchers, long spine boards, uniforms, office supplies, stretcher replacements.</i>
Energy	1,893	1,560	111	0	0	0
						<i>Electricity, natural gas at EMS buildings.</i>
Operating Supplies	695,117	670,344	648,941	658,724	654,724	654,724
						<i>Medical supplies, blankets, sheets, fluids, masks, OSHA related supplies, radio batteries, etc.</i>
Other Operating Costs	5,160	8,620	1,120	2,120	2,120	2,120
						<i>Insurance premiums, memberships & dues.</i>
Total Operating Exps.	1,399,410	1,696,921	1,188,035	1,346,531	1,316,061	1,324,061
Capital Outlay	0	0	0	0	0	0
Payments T/O Agencies	109,200	109,200	109,200	109,200	109,200	109,200
TOTAL EXPENDITURES	<u>11,999,545</u>	<u>13,266,903</u>	<u>11,331,307</u>	<u>12,218,850</u>	<u>11,866,282</u>	<u>12,033,331</u>
Cost-Sharing Expenses	479,437	622,549	621,963	621,963	621,963	621,963
REVENUES	<u>10,471,416</u>	<u>11,888,215</u>	<u>9,409,616</u>	<u>10,000,703</u>	<u>10,000,703</u>	<u>10,000,703</u>
POSITIONS (FT/PT)	173/9	176/9	154/8	164/8	158/8	162/8
	<i>FY18 recommend includes 4 FT paramedic positions. FY18 adopted adds 4 additional FT paramedic positions.</i>					

EMERGENCY SERVICES

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<i>EMS Standby</i>						
Beeson Cross Rds Vol Fire	5,400	5,400	5,400	5,400	5,400	5,400
Belews Creek Vol Fire/Rescue	5,400	5,400	5,400	5,400	5,400	5,400
City View Vol Fire/Rescue	5,400	5,400	5,400	5,400	5,400	5,400
Clemmons Vol Fire/Rescue	5,400	5,400	5,400	5,400	5,400	5,400
Griffith Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600	3,600
Gumtree Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600	3,600
Horneytown Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600	3,600
King of Forsyth Co. Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600	3,600
Lewisville Vol/Fire Rescue	10,400	10,400	10,400	10,400	10,400	10,400
Mineral Springs Vol Fire	7,200	7,200	7,200	7,200	7,200	7,200
Old Richmond Vol Fire/Rescue	10,400	8,600	8,600	8,600	8,600	8,600
Piney Grove Vol Fire	8,600	3,600	3,600	3,600	3,600	3,600
Rural Hall Vol Fire/Rescue	3,600	8,600	8,600	8,600	8,600	8,600
Salem Chapel Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600	3,600
Union Cross Vol Fire/Rescue	8,600	10,400	10,400	10,400	10,400	10,400
Vienna Vol Fire	10,400	10,400	10,400	10,400	10,400	10,400
Walkertown Vol Fire/Rescue	10,400	10,400	10,400	10,400	10,400	10,400
TOTAL EXPENDITURES	<u>109,200</u>	<u>109,200</u>	<u>109,200</u>	<u>109,200</u>	<u>109,200</u>	<u>109,200</u>

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<i>Fire Protection Standby</i>						
Beeson Cross Rds Vol Fire	7,000	7,000	7,000	7,000	7,000	7,000
Belews Creek Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
City View Vol Fire	27,955	7,000	25,810	7,000	7,000	7,000
Clemmons Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
Griffith Vol Fire	7,000	7,000	7,000	7,000	7,000	7,000
Gumtree Vol Fire/Rescue	3,750	3,750	3,750	3,750	3,750	3,750
Horneytown Vol Fire/Rescue	5,700	5,700	5,700	5,700	5,700	5,700
King of Forsyth Co Vol Fire/Rescue	1,150	1,150	1,150	1,150	1,150	1,150
Lewisville Vol Fire/Rescue	7,000	7,000	7,000	27,500	27,500	27,500
Mineral Springs Vol Fire	7,000	7,000	7,000	7,000	7,000	7,000
Walkertown Vol. Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
Old Richmond Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
Piney Grove Vol Fire	7,000	7,000	7,000	7,000	7,000	7,000
Salem Chapel Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
Rural Hall Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
Talley's Crossing Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
Union Cross Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
Vienna Vol Fire	7,000	7,000	7,000	12,000	12,000	12,000
Forbush Vol Fire	1,750	1,750	1,750	1,750	1,750	1,750
TOTAL EXPENDITURES	<u>138,305</u>	<u>117,350</u>	<u>136,160</u>	<u>142,850</u>	<u>142,850</u>	<u>142,850</u>

FY18 recommend includes \$20,500 to support Countywide Dive Team based in Lewisville.

EMERGENCY SERVICES

	FY 15-16 Actual	FY 16-17 Original	Estimate	Request	FY 17-18 Recommend	Adopted
EXPENDITURES - Fire Protection (includes Suppression, Prevention, and Volunteer Fire Support)						
<i>Personal Services</i>						
Salaries & Wages	1,347,073	1,291,096	1,426,890	1,573,225	1,366,651	1,366,651
Employee Benefits	545,580	577,292	588,283	685,085	592,933	592,933
Total Personal Services	1,892,653	1,868,388	2,015,173	2,258,310	1,959,584	1,959,584
<i>Operating Expenditures</i>						
Professional Fees	13,287	17,576	14,576	16,472	15,472	15,472
						<i>Annual comprehensive medical exams for suppression & prevention employees.</i>
Maintenance Service	18,826	23,865	19,500	31,642	26,503	26,503
						<i>Maintenance on SCBA tanks, gas detectors, other equipment.</i>
Other Purchased Services	17,470	20,550	20,550	14,150	14,150	14,150
						<i>Insurance premiums for Fire-related employees.</i>
Training & Conference	7,269	10,270	10,270	13,040	10,320	10,320
						<i>Fire Inspector & suppression employee re-certifications and continuing education requirements.</i>
General Supplies	56,218	60,200	57,800	159,734	60,100	60,100
						<i>Replacement of SCBA tanks, gas detectors, office supplies, uniforms.</i>
Operating Supplies	18,095	17,000	14,000	17,000	17,000	17,000
						<i>CBRN regulators, suppression gloves, hoods, masks, etc. Replace gas detector sensors.</i>
Other Operating Costs	28,196	11,500	11,500	12,400	11,500	11,500
						<i>Insurance claims for fire related claims, memberships & dues.</i>
Total Operating Exps.	159,361	160,961	148,196	264,438	155,045	155,045
Payments T/O Agencies	138,305	117,350	136,160	142,850	142,850	142,850
						<i>Standby funds for VFDs.</i>
Capital Outlay	0	50,750	50,750	50,750	50,750	50,750
TOTAL EXPENDITURES	<u>2,190,319</u>	<u>2,197,449</u>	<u>2,350,279</u>	<u>2,716,348</u>	<u>2,308,229</u>	<u>2,308,229</u>
Cost-Sharing Expenses	51,252	90,519	90,519	90,519	90,519	90,519
REVENUES	<u>427,499</u>	<u>407,423</u>	<u>474,456</u>	<u>436,852</u>	<u>444,352</u>	<u>444,352</u>
POSITIONS (FT/PT)	27/0	27/0	27/0	33/0	27/0	27/0

EMERGENCY SERVICES

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES - 911						
Personal Services						
Salaries & Wages	1,164,212	1,207,839	1,193,780	1,434,993	1,317,761	1,317,761
Employee Benefits	485,739	500,297	475,941	588,347	536,049	536,049
Total Personal Services	1,649,951	1,708,136	1,669,721	2,023,340	1,853,810	1,853,810
Operating Expenditures						
Maintenance Service	47,440	66,700	53,014	21,402	16,402	16,402
<i>CAD System maintenance; maintenance contracts for remote receivers, console/recorder equipment.</i>						
Communications	157,490	184,400	176,500	184,400	184,400	184,400
<i>E-911 costs.</i>						
Other Purchased Services	31,757	34,550	31,750	28,750	28,750	28,750
<i>Code Red 9-1-1 Alert contract, repair/maintenance of equipment.</i>						
Training & Conference	8,385	8,000	7,500	9,000	8,000	8,000
<i>Certified instructor training for telecommunicators, re-certification of telecommunications.</i>						
General Supplies	28,311	33,770	23,546	31,550	29,950	29,950
<i>Supplies, small equipment, uniforms.</i>						
Operating Supplies	3,326	4,000	3,000	3,750	3,750	3,750
<i>EMD supplies.</i>						
Other Operating Costs	2,613	5,500	5,500	5,950	4,000	4,000
<i>Memberships & dues.</i>						
Total Operating Exps.	279,322	336,920	300,810	284,802	275,252	275,252
Capital Outlay	0	362,144	362,144	0	0	0
TOTAL EXPENDITURES	<u>1,929,273</u>	<u>2,407,200</u>	<u>2,332,675</u>	<u>2,308,142</u>	<u>2,129,062</u>	<u>2,129,062</u>
Cost-Sharing Expenses	11,682	14,948	14,856	14,856	14,856	14,856
POSITIONS (FT/PT)	29/4	29/5	29/5	34/5	30/5	30/5
<i>FY18 Recommend includes addition of 2FT Telecommunicator positions.</i>						



COURT SERVICES

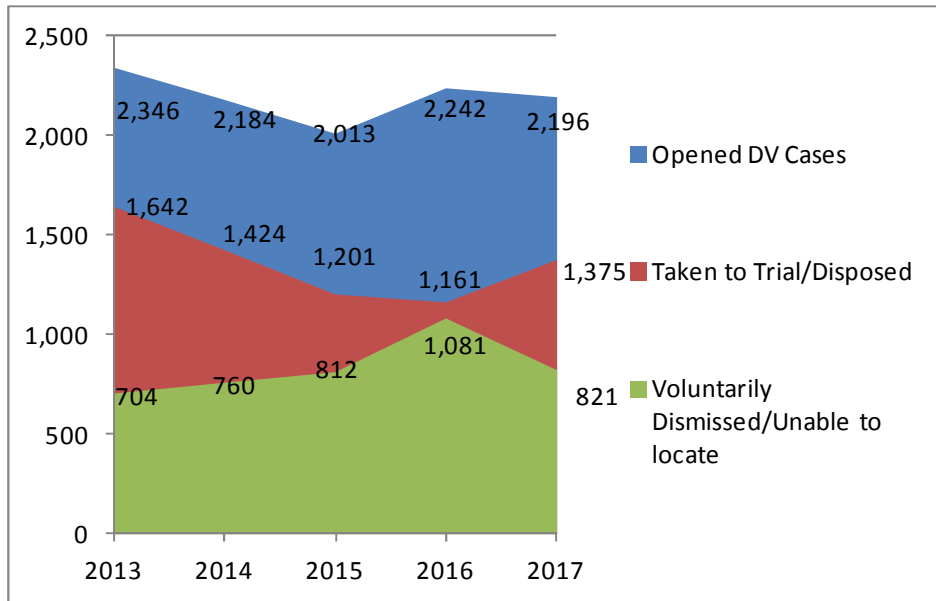
Mission: To provide services enhancing judicial administrative functions in Forsyth County.

Program Descriptions:

Court Services: Provides enhanced judicial services, particularly for domestic abuse, with funding from grants, County funds, and other contributions.

Deferred Payment Program: Provides persons with suspended sentences to pay court costs, fines and fees in installments, preventing them from serving active sentences for failure to pay court costs and fines

Key Performance Measures:



Domestic Violence Cases

Budget Highlights: The FY18 Budget for Court Services reflects a 2.1% County dollar increase over FY17. On the expenditure side, this is due to the increase in contract position costs for Legal Aid, the Administrative Office of the Courts, and Family Services staff dedicated to the Safe on Seven and Deferred Payment programs. Revenue for Court Services is from two sources: the NC Department of Public Safety Governor’s Crime Commission Grant (\$108,583) and the City of Winston-Salem (\$45,000).

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Deferred Payment	52,952	54,437	54,545	64,325	64,325	64,325
Safe on Seven	409,223	446,300	446,300	479,030	479,030	479,039
Total	<u>462,175</u>	<u>500,737</u>	<u>500,845</u>	<u>543,355</u>	<u>543,355</u>	<u>543,364</u>

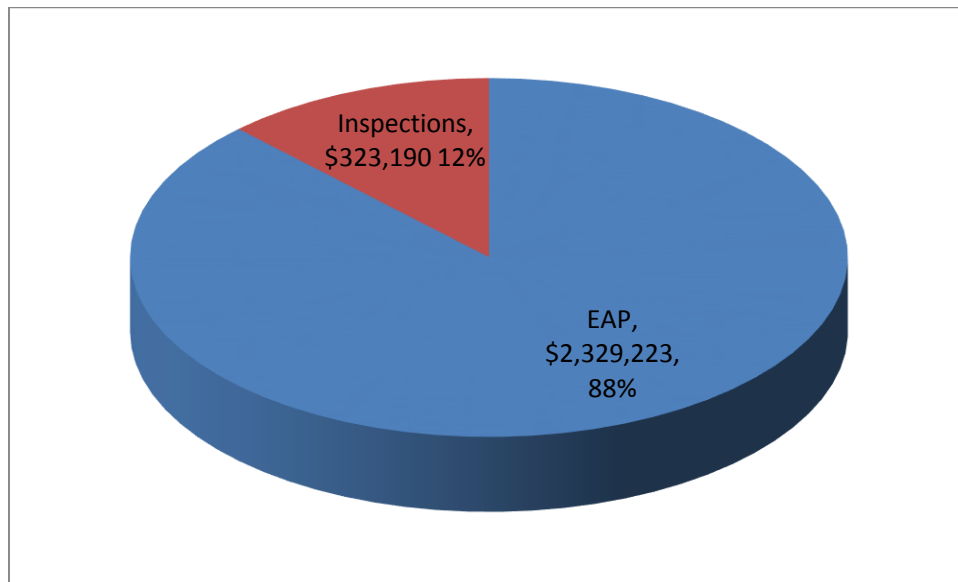
COURT SERVICES

	FY 15-16 Actual	FY 16-17 Original	Estimate	Request	FY 17-18 Recommend	Adopted
EXPENDITURES						
<i>Operating Expenditures</i>						
Other Purchased Services	461,316	498,137	498,245	540,764	540,764	540,764
Training & Conference	0	2,000	2,000	2,000	2,000	2,000
General Supplies	859	600	600	600	600	600
Total Operating Exps.	462,175	500,737	500,845	543,364	543,364	543,364
TOTAL EXPENDITURES	<u>462,175</u>	<u>500,737</u>	<u>500,845</u>	<u>543,364</u>	<u>543,364</u>	<u>543,364</u>
Cost-Sharing Expenses	17,732	39,100	39,100	39,100	39,100	39,100
REVENUES						
City on Winston-Salem	0	40,670	45,000	45,000	45,000	45,000
Safe on Seven - GCC	42,957	78,382	78,382	108,563	108,563	108,563
TOTAL REVENUES	<u>42,957</u>	<u>119,052</u>	<u>119,052</u>	<u>153,563</u>	<u>153,563</u>	<u>153,563</u>
County Dollars	419,218	381,685	381,793	389,801	389,801	389,801



ENVIRONMENTAL MANAGEMENT SERVICE AREA

Environmental Management Service Area - \$2.6 million or 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 (EAP)

Department 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.

Goals:

- Promptly review applications and issue or deny air quality permits, modifications and renewals, as required, in substantially less time than required by applicable federal, state and local regulations
- Monitor outdoor air pollution levels in the county and exceed federal, state and local regulatory requirements for data capture and reporting
- Promptly and professionally investigate complaints and reported concerns
- Provide assistance to residents and businesses in understanding, achieving and maintaining compliance with federal, state, and local environmental regulations

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.

Performance Measures:

85%

Process Permit Application w/in regulatory timeframe

100%

Inspect all scheduled major & synthetic minor facilities annually

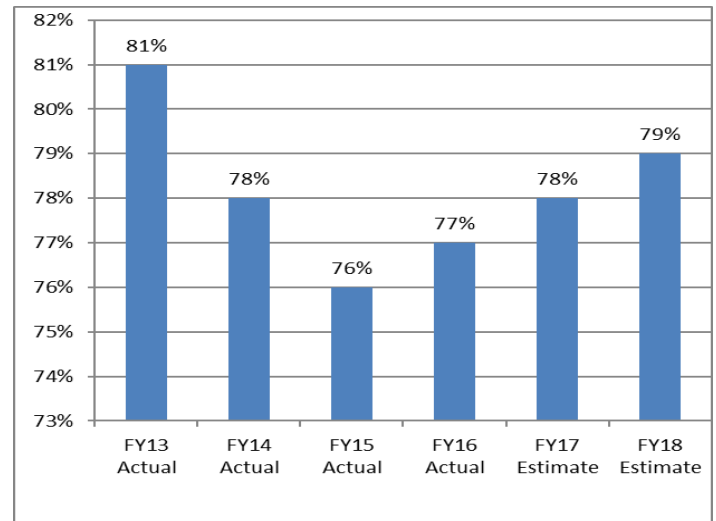
3 working days

Processing time for asbestos reno/demo permit

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, and responds to complaints regarding surface waters.

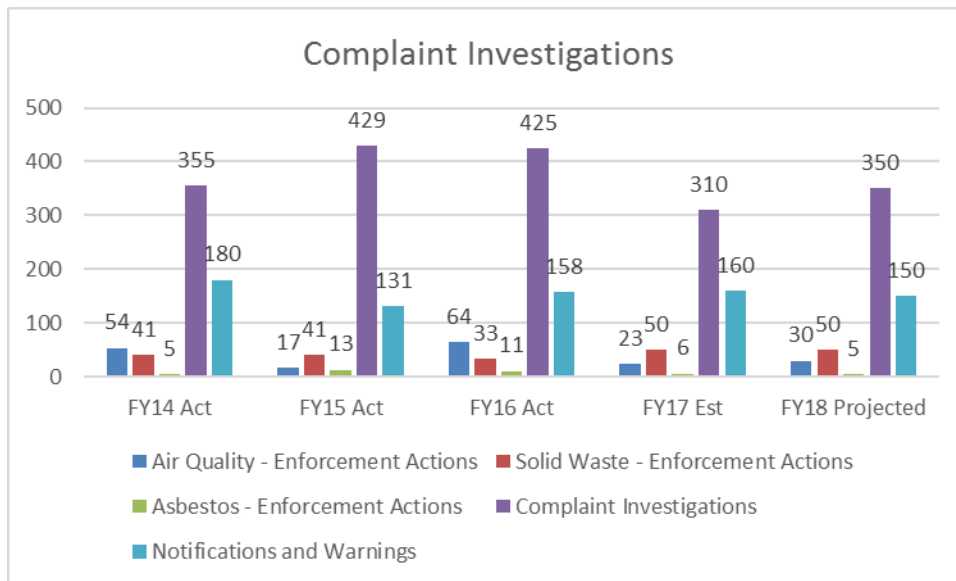
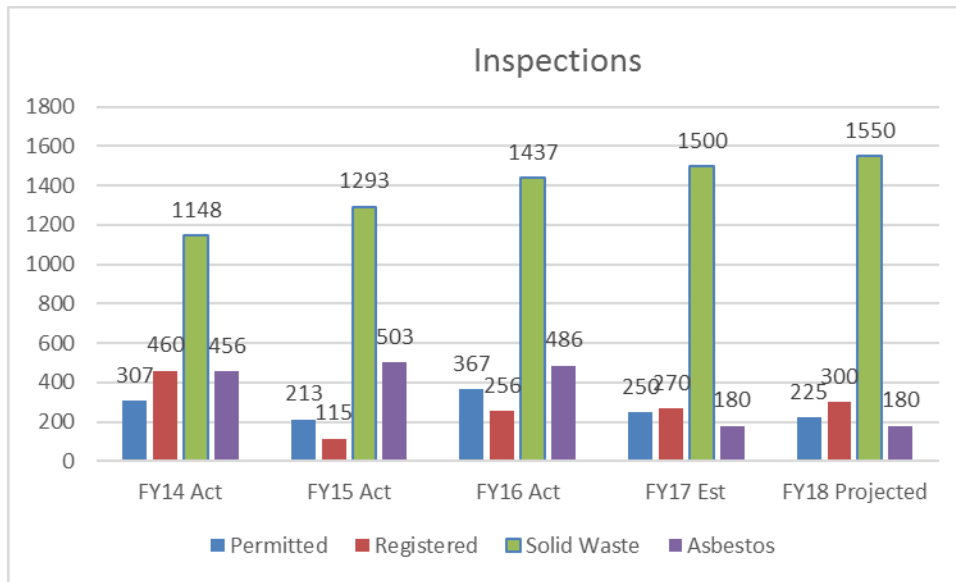
Current Initiatives:

- Prioritize workload assignments for air quality permitting within the Compliance, Assistance, and Permitting (CAP) Division while minimizing potential for negative impacts and inconvenience for regulated businesses and local industry.
- Continue specialized technical cross-training of the Analysis and Monitoring (A&M) Division staff to ensure uninterrupted operation of all components of the ambient air pollution monitoring network
- Prioritize staff assignments to expedite a prompt, thorough investigative assessment of each complaint and environmental concern reported by citizens and businesses, including referrals from other federal, state and local agencies.
- Provide professional compliance assistance services and expertise to promote pollution prevention and regulatory compliance.
- Execute equitable enforcement of environmental regulations in collaboration with federal, state, and local agencies



*% of correct air quality forecasting for PM 2.5 & ozone season
EPA requires >75%/quarter

ENVIRONMENTAL ASSISTANCE & PROTECTION (EAP)



Budget Highlights: The Environmental Assistance and Protection FY18 Adopted Budget reflects a net County dollar decrease of \$24,618 or 1.7% from the Current Year Original Budget. Expenditures decreased \$89,085 or 3.7% from CYO, with the primary drivers being reduced costs associated with two state recycling grants awarded for FY17. Adopted revenues reflect a decrease of \$64,467 or 6.4% from CYO, based upon potential revenue loss from the two recycling grants. The Adopted Budget supports the Triad Air Awareness program for FY18. At the Federal level, the President’s Budget submission to Congress proposes 30%-35% cuts to EPA air grants under Sections 103/105 of the Clean Air Act. These two grants (Sec. 103 & 105) account for \$460,000 or just over 50% of the department’s revenue stream. At the 30%-35% level, proposed Federal cuts would impact revenue by \$138,000-\$161,000. If these cuts are made to the air grants at the federal level, the department’s action plan is to reduce Personal Services by two or three positions and to make non-mandatory service level cuts where necessary.

This budget is built around maintaining operations at existing service levels while preparing for possible scenarios.

ENVIRONMENTAL ASSISTANCE & PROTECTION (EAP)

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Air Quality Control	1,794,454	1,836,327	1,766,819	1,932,451	1,841,567	1,874,067
Solid Waste & Other Progs.	451,603	581,981	437,456	635,383	455,156	455,156
Total	<u>2,246,057</u>	<u>2,418,308</u>	<u>2,204,275</u>	<u>2,567,834</u>	<u>2,296,723</u>	<u>2,329,223</u>

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted

EXPENDITURES

Personal Services

Salaries & Wages	1,362,004	1,367,387	1,327,462	1,447,327	1,392,763	1,411,327
Other Employee Benefits	2,849	1,550	2,206	2,202	1,679	1,679
					<i>Cell phone stipend.</i>	
Employee Benefits	530,545	544,750	553,532	569,955	548,143	555,479
Total Personal Services	<u>1,895,398</u>	<u>1,913,687</u>	<u>1,883,200</u>	<u>2,019,484</u>	<u>1,942,585</u>	<u>1,968,485</u>

Operating Expenditures

Professional Fees	568	2,050	910	3,050	2,750	2,750
					<i>Laboratory & medical fees.</i>	
Maintenance Service	6,579	38,291	4,883	73,291	8,727	8,727
					<i>Equipment maintenance.</i>	
Rent	1,436	1,400	1,500	1,400	1,100	1,400
					<i>Compressed gas cylinder rentals.</i>	
Other Purchased Services	25,140	61,600	23,446	60,219	26,645	29,684
					<i>Insurance premiums, public notice advertising, phone lines @ monitoring sites.</i>	
Training & Conference	25,828	30,331	20,005	29,131	25,531	26,031
General Supplies	37,484	23,473	11,875	47,266	21,934	22,200
					<i>Office supplies, postage, small equipment & repair supplies.</i>	
Energy	7,947	9,350	5,950	9,350	9,350	9,350
					<i>Electricity.</i>	
Operating Supplies	5,812	14,995	10,787	14,081	10,545	13,040
					<i>Operating supplies.</i>	
Inventory Purchases	273	530	220	530	530	530
					<i>Radon kits.</i>	
Other Operating Costs	6,697	13,833	15,217	15,606	15,606	15,606
					<i>Insurance claims, memberships & dues.</i>	
Total Operating Exps.	<u>117,764</u>	<u>195,853</u>	<u>94,793</u>	<u>253,924</u>	<u>122,718</u>	<u>129,318</u>

Capital Outlay

	<u>25,916</u>	<u>64,478</u>	<u>34,042</u>	<u>79,426</u>	<u>30,000</u>	<u>30,000</u>
					<i>Replacement monitors, analyzers and calibrators.</i>	
Payment T/O Agencies	<u>206,979</u>	<u>244,290</u>	<u>192,240</u>	<u>215,000</u>	<u>201,420</u>	<u>201,420</u>
					<i>City of Winston-Salem: Recycling at 3 drop-sites and Schools.</i>	
Total Expenditures	<u>2,246,057</u>	<u>2,418,308</u>	<u>2,204,275</u>	<u>2,567,834</u>	<u>2,296,723</u>	<u>2,329,223</u>

Cost-Sharing Expenses

Cost-Sharing Expenses	82,459	62,456	77,091	61,476	61,476	61,476
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Contra-Expenses

Contra-Expenses	(6,996)	(22,330)	(31,670)	(22,330)	(22,330)	(22,330)
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REVENUES

	<u>987,149</u>	<u>1,011,497</u>	<u>911,005</u>	<u>992,858</u>	<u>914,530</u>	<u>947,030</u>
Positions (FT/PT)	24/1	24/1	24/1	25/1	23.5/1	24/1



INSPECTIONS

Department Mission: The Inspections Department is a subdivision of 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 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.

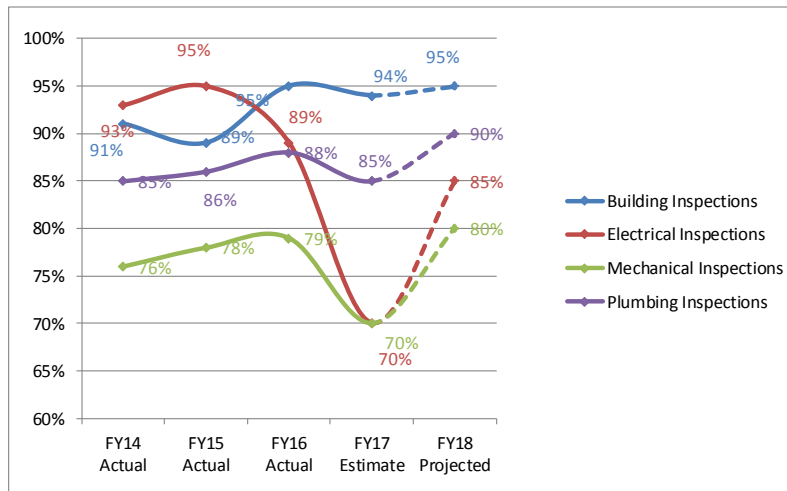
Zoning Enforcement - Provides for the administration and enforcement of the zoning sections for the *Unified Development Ordinances* (UDO) of Winston-Salem, Forsyth County, Lewisville, Clemmons, and Walkertown to ensure

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. All land-disturbing activities involving an area greater than one acre (except mining, forestry, or agriculture) are required by the State to operate under an approved erosion control plan. The division enforces regulations pertaining to watershed and floodplain requirements by reviewing development plans and issuing grading permits.

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

Performance Measures:



Percentage of Inspections Completed within 1 Day of Request

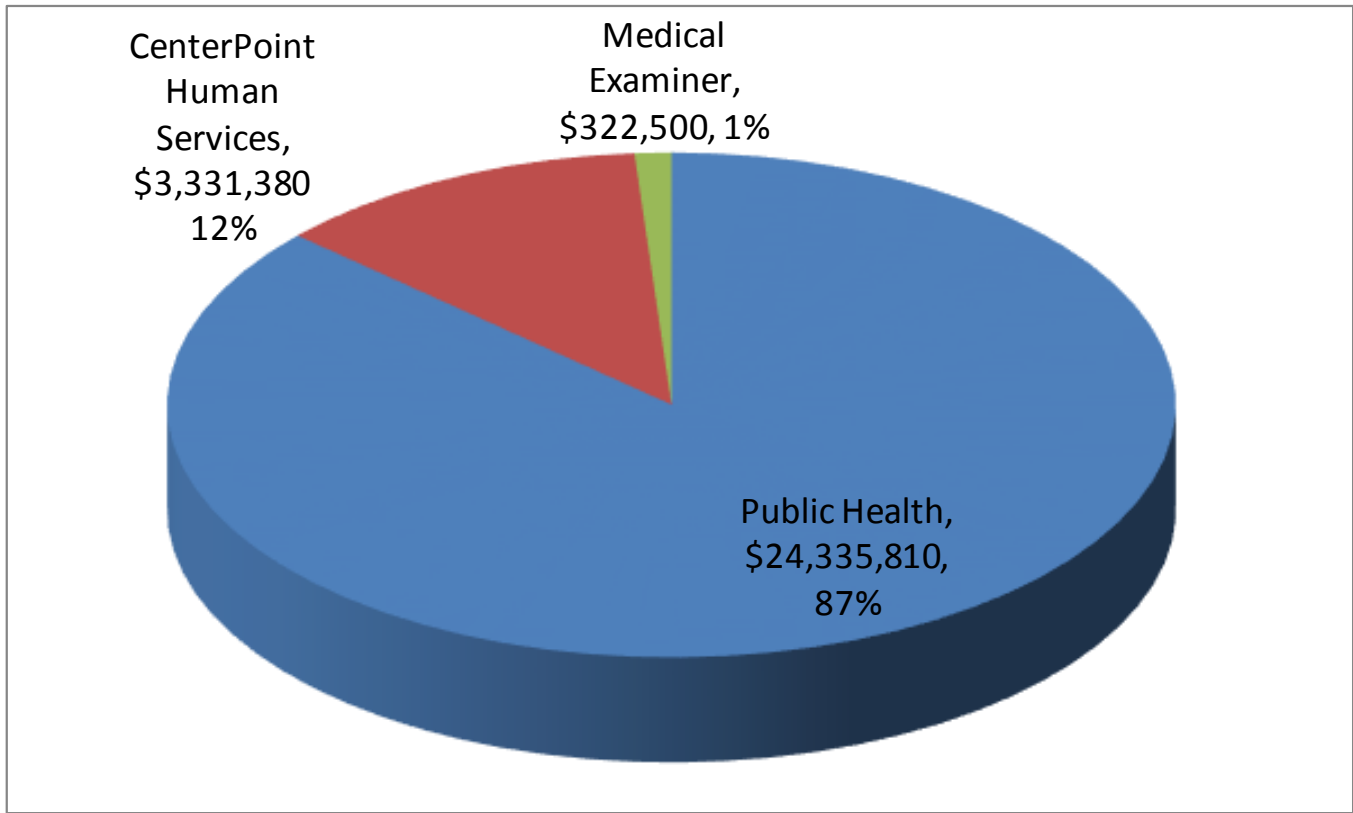
PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	2,118	3,100	2,550	3,100	3,100	3,100
Zoning Enforcement	250,154	290,040	290,040	304,542	291,190	291,490
Erosion Control	83,312	81,290	72,900	85,355	106,360	106,360
Construction Control	0	(67,160)	(67,160)	(67,160)	(78,350)	(77,760)
Total County Share	<u>335,584</u>	<u>307,270</u>	<u>298,330</u>	<u>325,837</u>	<u>322,300</u>	<u>323,190</u>

*The expenses of the Inspections Division, including the cost of administration related to these programs. It excludes expenses related to the enforcement of any City Ordinance for which the County has no counterpart ordinance. Any general program generated revenues (not permit revenues) are apportioned to the City and the County based upon the percentage of permit revenues received from permits issued outside the City limits. Actual permit fees collected outside of the City are subtracted from the County-share.

HEALTH SERVICE AREA

Health Service Area - \$27.5 million or 6.5% 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.

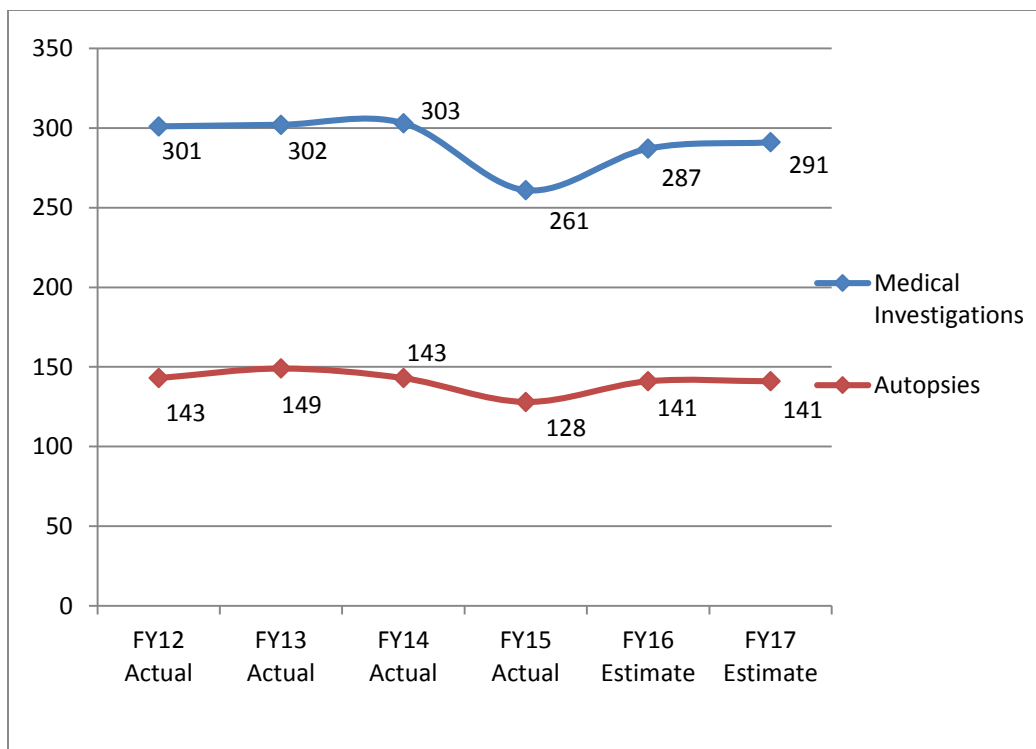
Autopsies: Autopsies are performed when deemed necessary by the Medical Examiner during death investigations, or otherwise required by law.

Medical Fees: Medical fees are paid by the County for medical examinations in cases of suspicious death, or when otherwise required by law.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		Adopted
	Actual	Original	Estimate	Request	Recommend	
Medical Fees	54,600	58,200	53,200	60,000	60,000	60,000
Autopsies	208,500	246,750	224,000	262,500	262,500	262,500
Total	<u>263,100</u>	<u>304,950</u>	<u>277,200</u>	<u>322,500</u>	<u>322,500</u>	<u>322,500</u>

Key Performance Measures:



	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted

EXPENDITURES

Operating Expenditures

Professional Fees	263,100	304,950	277,200	322,500	322,500	322,500
Total Expenditures	<u>263,100</u>	<u>304,950</u>	<u>277,200</u>	<u>322,500</u>	<u>322,500</u>	<u>322,500</u>

Budget Highlights: Per State of North Carolina legislation, the current fee for medical investigations is \$200 and the fee for autopsies is \$1,750 per case. Budget projections for these areas are based off five-year averages.



BEHAVIORAL HEALTH SERVICES/CARDINAL INNOVATIONS HEALTHCARE

Mission: To assess community needs and develop appropriate response systems; to engage providers for community-based services of the highest quality within the limits of available resources to Forsyth County residents.

Goals:

- Provide access to safety net & crisis services
- Improve access to care
- Provide access to services to divert clients from hospital Emergency Departments & jails

Program Description:

Cardinal Innovations Healthcare manages publicly funded behavioral health services to Forsyth County residents through its comprehensive, contracted provider network. Providers include outpatient clinicians and psychiatrists, behavioral health agencies, residential treatment programs and hospitals. Services include clinical assessment, outpatient therapies and medication management, Medicaid Enhanced

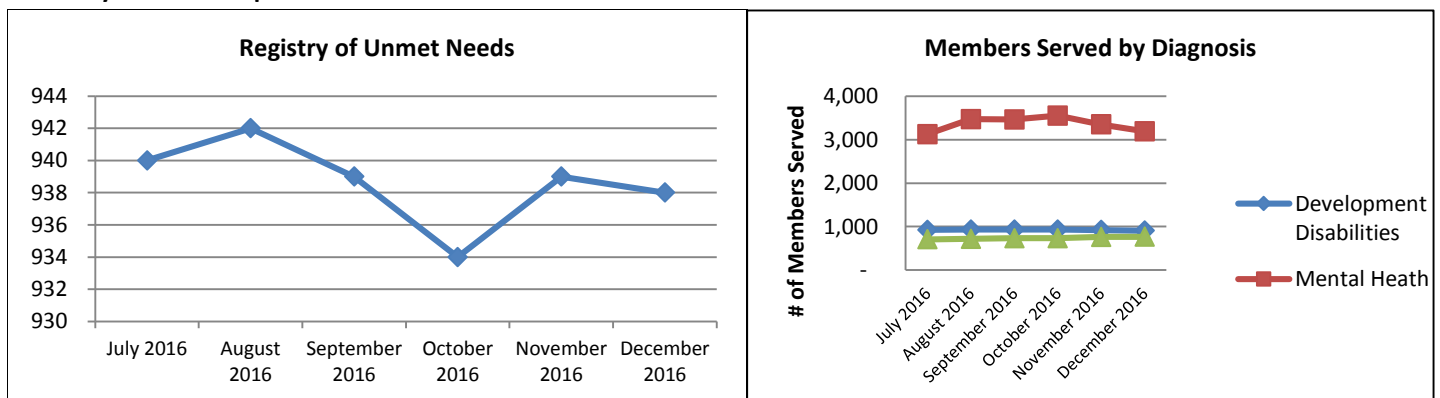
Services, residential care, respite, substance abuse detoxification and treatment, partial hospitalization and inpatient care. Services are provided to individuals aged 3 and above with mental health, intellectual/developmental disabilities and/or substance use conditions. Cardinal's total funding comes through Medicaid, county and state funds, and federal block grant allocations.

Current Initiatives:

- Key collaborations between managed care organization (Cardinal Innovations) and various community agencies
 - Behavioral Health/Judicial/DSS Forum
 - EMS Paramedicine Program
 - Crisis Intervention Training for Public Safety
 - Regional DSS Directors Quarterly Meeting

Performance Measures: (Cardinal Innovations would only provide Dashboard Information July - December 2016)

Data may not be unduplicated cases



Budget Highlights: On July 1, 2016, CenterPoint Human Services merged with Cardinal Innovations Healthcare as part of a State effort to reduce the number of behavioral health managed care organizations. Cardinal Innovations Healthcare operates under a different model than the former CenterPoint Human Services. Forsyth County and Cardinal Innovations Healthcare entered into a Memorandum of Understanding that recognizes the County's current funding allocation for the direct provision of mental health, substance abuse, and developmental disability services within the County to be \$4,026,677. The County provided in-kind services for Pharmacy, Print Shop, Mail Services, and Fleet Maintenance; however, Cardinal Innovations declined the in-kind services for Print, Mail, and Fleet but wanted to maintain the Pharmacy services. For FY18, Cardinal encouraged its member counties to self-direct its allocations for services, as they deemed appropriate. Forsyth County's allocation of \$4,026,677 is as follows: a) direct to Cardinal - \$1,516,851 for direct service provision and b) County-managed funds - \$2,509,526. The County-managed funds will go toward ancillary efforts within the County. Programs and projects to be managed by the County are: a) the County's Mobile Integrated Healthcare (Paramedicine) program; b) Stepping Up including funds for a Mental Health Court position and a Veterans Benefit Specialist for Veterans Treatment Court; c) DSS efforts - child/adult emergency placements and court-ordered & multi-disciplinary evaluations; d) service contracts with the Mental Health Association, Financial Pathways, and Greentree Peer Center; e) support for the IDD and MH/SU Advisory Committees; f) funds for a local opioid response (\$50,000); g) operating support of the Highland Avenue Crisis Center; and h) funds unallocated and reserved for project requests during the year. Mobile Integrated Health expenditures are reflected in the Emergency Services department and Stepping Up expenditures are in the Public Health department necessitating the negatives reflected on the next page.

BEHAVIORAL HEALTH SERVICES/CARDINAL INNOVATIONS HEALTHCARE

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Child & Family	577,686	0	0	0	0	0
Adult Mental Health	1,660,352	0	0	0	0	0
Developmental Disabilities	616,030	0	0	0	0	0
Substance Abuse	380,609	0	0	0	0	0
Inpatient Services	792,000	0	0	0	0	0
Cardinal Managed Services	0	2,898,784	2,898,784	1,950,291	1,516,851	1,516,851
County Services	2,122,029	2,122,029	0	0	0	0
County Initiatives	0	0	0	1,244,188	2,109,826	2,109,826
Mobile Integrated Health (in Emerg Srvcs)	0	209,846	209,846	(425,382)	(425,382)	(425,382)
Stepping Up Initiative (in Public Health)	0	50,000	50,000	(269,915)	(269,915)	(269,915)
Reserve - Crisis Center Operations	0	868,047	868,047	832,198	400,000	400,000
Total	<u>6,148,706</u>	<u>6,148,706</u>	<u>4,026,677</u>	<u>3,331,380</u>	<u>3,331,380</u>	<u>3,331,380</u>

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
Cardinal Innovations - Services	4,026,677	4,026,677	2,051,518	1,950,291	1,516,851	1,516,851
County Initiatives	1,784,395	1,253,982	209,846	695,297	695,297	695,297
Pharmacy Assistance Program	0	0	0	0	100,000	100,000
Green Tree Peer Center	0	0	0	203,811	30,000	30,000
Mental Health Assoc of Forsyth	0	0	0	20,000	20,000	20,000
Financial Pathways	0	0	0	30,000	30,000	30,000
Reserve - Advisory Committees Support	0	0	0	30,000	30,000	30,000
Mobile Integrated Health (in Emer Srvcs)	0	0	0	(425,382)	(425,382)	(425,382)
Stepping Up Initiative (in Public Health)	0	0	0	(269,915)	(269,915)	(269,915)
Reserve - DSS CPS Placements	0	0	0	150,080	150,080	150,080
Reserve - DSS APS Placements	0	0	0	65,000	65,000	65,000
Reserve - DSS Court-ordered Evaluations	0	0	0	50,000	30,000	30,000
Reserve - Local Opiod Response	0	0	0	0	50,000	50,000
Reserve - Labs	0	0	0	0	5,000	5,000
Reserve - Behavioral Health Drugs	0	0	0	0	500,000	500,000
Reserve - MH/IDD/SU Projects	0	0	0	0	404,449	404,449
Reserve - Crisis Ctr Operations	0	868,047	1,765,313	832,198	400,000	400,000
Total Expenditures	<u>5,811,072</u>	<u>6,148,706</u>	<u>4,026,677</u>	<u>3,331,380</u>	<u>3,331,380</u>	<u>3,331,380</u>

ALLOCATION

Forsyth County Behavioral Health Allocation	4,026,677	4,026,677	4,026,677	4,026,677	4,026,677	4,026,677
<i>In Emergency Services department</i>	0	0	0	(425,382)	(425,382)	(425,382)
<i>In Public Health department</i>	0	0	0	(269,915)	(269,915)	(269,915)
Total Allocation	<u>4,026,677</u>	<u>4,026,677</u>	<u>4,026,677</u>	<u>3,331,380</u>	<u>3,331,380</u>	<u>3,331,380</u>

*Note: Negative numbers reflect funds allocated in other County departments to avoid double-counting.

PUBLIC HEALTH

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

Goals:

- Assure Public Health workforce receives training and support
- Inform and educate the public on Public Health programs
- Improve clinic workflow and processes
- Assure continuous quality improvement is integrated into departmental operations
- Strengthen and expand collaboration 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 - promotes health and improves 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.

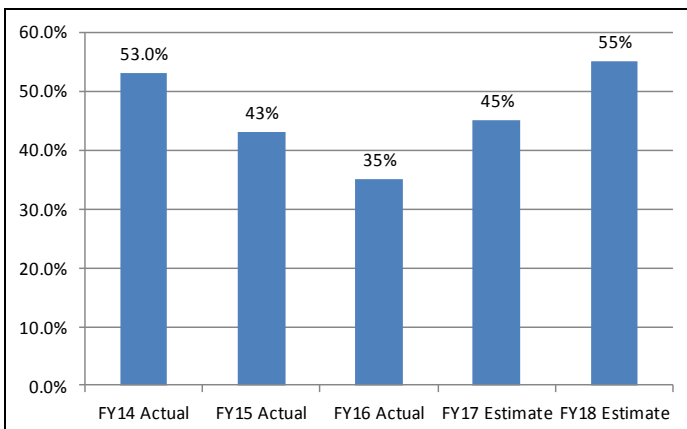
Pharmacy - provides pharmacy services to Mental Health, Public Health, and other County departments.

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

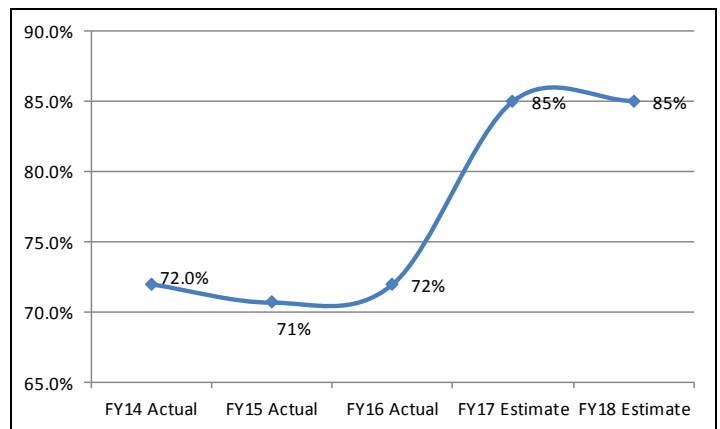
Current Initiatives:

- Provide division-specific orientation checklist for new employees and professional development via trainings, webinars, and in-service education
- Maintain and update the Public Health website, existing Public Health brochures and handouts and phone tree scripts and call routing; train program media spokespersons
- Assess clinic workflows; complete application for State Practice Management Team Onsite Assistance
- Reinstate and train Department QI Team
- Increase community participation in the Community Health Assessment process, Health Education opportunities with WS/FCS and local colleges and universities

Performance Measures:

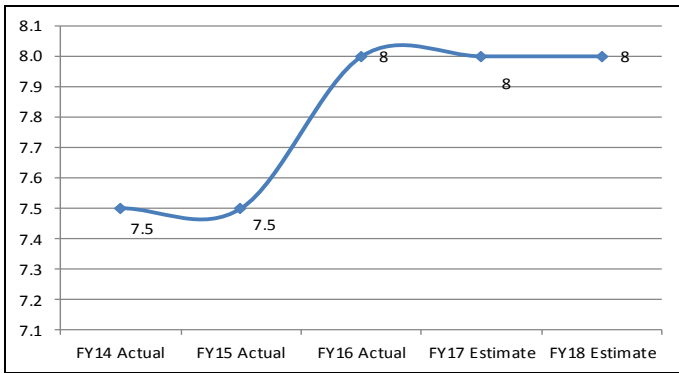


Percentage of Required Food & Lodging Inspections

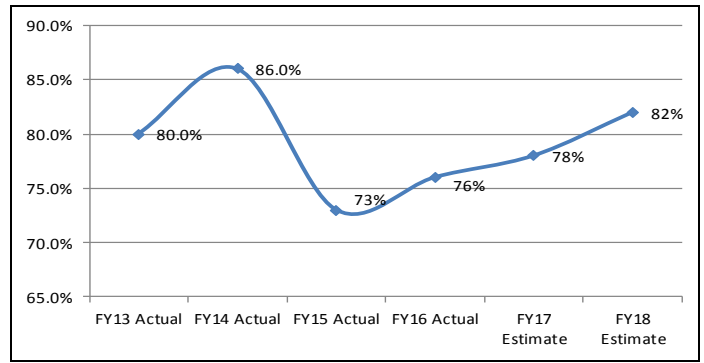


WIC Participants Initiating Breastfeeding

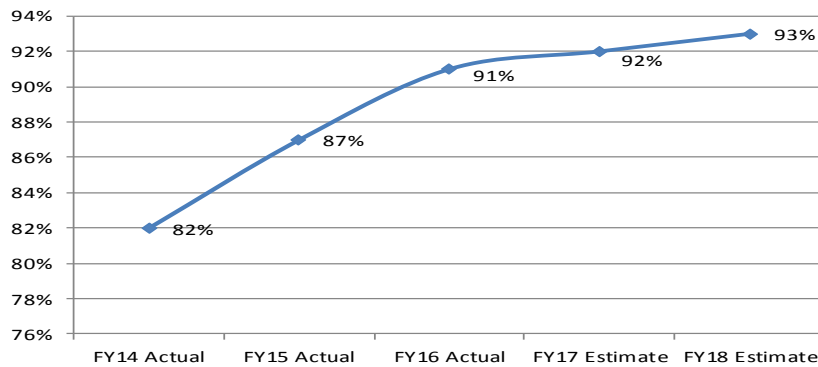
PUBLIC HEALTH



Average Wait for Improvement Permit in days



% of Medicaid Patients served at Cleveland Ave. Dental Clinic



% of Children Immunized by Age 23 Months

Budget Highlights: The FY18 Adopted Budget for Public Health reflects a significant net County dollars increase over the FY17 Adopted Budget. The net adopted change budget to budget is \$3,828,206 or 69.5% with the majority of the increase due to lower revenue projections. Due to the merger of Cardinal and CenterPoint Human Services, there is a change in how Pharmacy expenses for Behavioral Health drugs are accounted. In past years, the County allocated funds for the maintenance of effort for mental health services to CenterPoint and operated a pharmacy through Public Health. "County in-kind" services included pharmacy, fleet, and print services and were used to increase the county's "contribution" for mental health. For Pharmacy, staff purchased Behavioral Health drugs and sent CenterPoint an invoice each month for the amount purchased. CenterPoint would then reimburse the County. In essence, CenterPoint paid the County back with County dollars. Once the merger was completed Cardinal requested that the County continue operating the pharmacy and purchasing behavioral health drugs but does not remit payment to the county for those in-kind services. For FY18, there is a significant impact to revenue (\$1.8 million loss). In addition to the Pharmacy revenue change, there is an issue between the State Department of Public Health and DMA and CMS regarding Medicaid cost settlement dollars. Several program divisions within Public Health receive Medicaid cost settlement dollars based on prior year allowable activities. For FY18, the revenue shown for the cost settlement is substantially less than budgeted current year (\$1,018,433 less than FY17). The basic issue revolves around how Public Health departments account for some activities. There are other revenue decreases as well, including KBR grant funds for the Nurse Family Partnership Program (NFP) and the Dental Clinic.

On the expenditure side, the FY18 Adopted Budget increases only \$157,962 (7.5). Funding for NFP is at \$588,000 which includes \$250,000 from KBR. The Board added an additional \$388,000 for this program during the budget workshop which should fund this program throughout FY18. Two (2) additional grants ended that eliminated one (1) vacant position. Personal Services for FY18 increases by \$677,117 (4%) and operating decreasing by \$519,155 (7.6%). Included in the Adopted Budget is the addition of two (2) full-time Environmental Health Specialists to assist in addressing the backlog and workload increase for restaurant and other inspections.

PUBLIC HEALTH

PROGRAM SUMMARY

	FY 15-16	FY 16-17		Request	FY 17-18	
	Actual	Original	Estimate		Recommend	Adopted
Administration	1,861,527	2,197,669	1,984,958	2,579,693	2,568,713	2,568,713
Lab Services	534,010	512,008	545,998	617,588	594,538	594,538
Environmental Health	2,071,049	2,492,006	2,309,834	2,966,425	2,593,953	2,781,349
Personal Health & Nursing	9,941,265	11,970,620	10,358,645	12,381,195	11,817,918	12,155,918
WIC	2,174,092	2,047,209	2,112,438	2,060,177	2,054,877	2,054,877
Pharmacy	3,013,744	3,512,453	3,469,037	3,814,986	3,014,686	3,014,686
Dental Clinic	905,406	1,035,792	1,008,262	1,235,755	1,165,729	1,165,729
Total	<u>20,501,093</u>	<u>23,767,757</u>	<u>21,789,172</u>	<u>25,655,819</u>	<u>23,810,414</u>	<u>24,335,810</u>

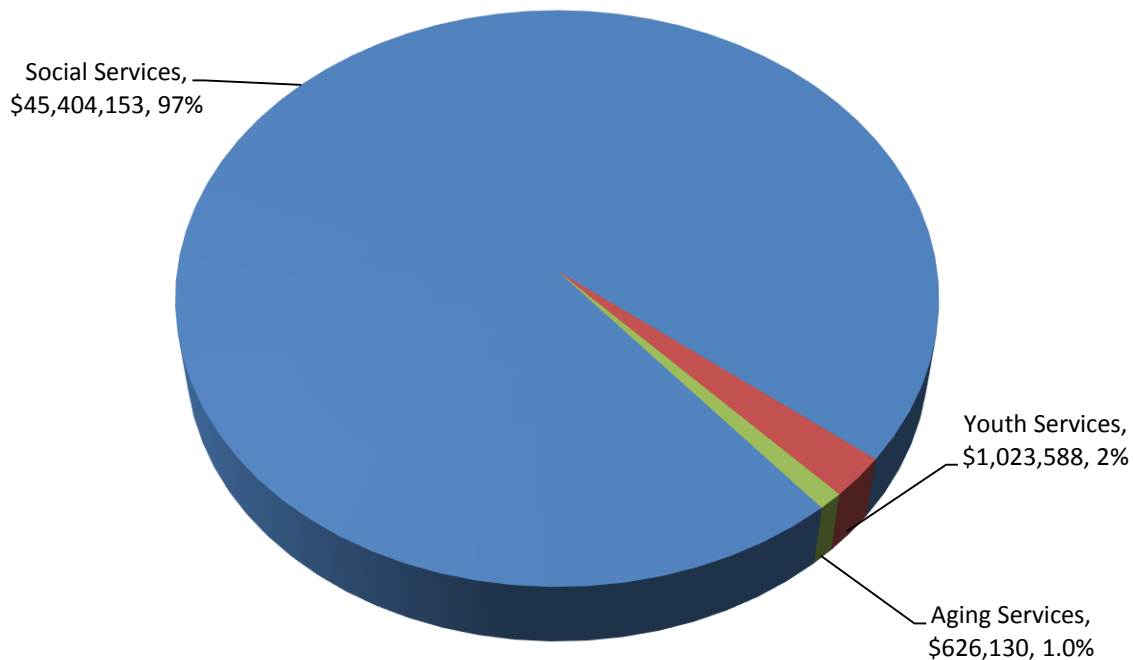
	FY 15-16	FY 16-17		Request	FY 17-18	
	Actual	Original	Estimate		Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	10,855,714	12,149,863	11,183,410	13,200,261	12,692,120	13,019,090
Other Employee Comp.	3,511	3,820	3,949	3,800	3,800	3,800
Employee Benefits	4,186,432	4,782,620	4,427,113	5,068,047	4,870,500	5,011,486
Board Compensation	1,620	2,700	2,000	2,700	2,700	2,700
Total Personal Services	<u>15,047,277</u>	<u>16,939,003</u>	<u>15,616,472</u>	<u>18,274,808</u>	<u>17,569,120</u>	<u>18,037,076</u>
Operating Expenditures						
Professional Fees	608,267	686,452	743,593	709,089	700,589	700,589
				<i>Temporary Help, lab fees, medical fees.</i>		
Maintenance Service	58,801	64,440	58,807	95,548	86,738	87,008
				<i>Equipment maintenance, solid waste disposal, other maintenance.</i>		
Rent	84,216	82,722	76,549	85,322	85,322	85,322
				<i>Equipment rental, space rental for Administration & Dental Clinic.</i>		
Utility Services	7,796	8,000	8,763	8,120	8,120	8,120
				<i>Water & sewer.</i>		
Other Purchased Services	641,934	625,982	615,058	661,397	599,889	611,740
				<i>Advertising, printing, telephone, insurance premiums, contracts.</i>		
Training & Conference	128,044	219,076	165,270	229,744	195,456	195,912
				<i>Travel and personal mileage.</i>		
General Supplies	158,625	199,132	144,854	192,063	176,008	182,843
				<i>General supplies, small equipment, books & subscriptions, office supplies, postage.</i>		
Energy	86,028	79,905	78,402	86,365	86,365	86,365
				<i>Electricity and natural gas.</i>		
Operating Supplies	980,839	1,323,817	1,184,180	1,237,849	1,184,869	1,184,869
				<i>Software, audio visual supplies, medical supplies, other operating supplies.</i>		
Inventory Purchases	2,553,948	3,000,000	3,000,000	3,300,000	2,500,000	2,500,000
				<i>Pharmacy inventory.</i>		
Other Operating Costs	48,488	537,129	87,032	398,738	392,938	392,966
				<i>Memberships & dues, insurance claims.</i>		
Total Operating Exps.	<u>5,356,986</u>	<u>6,826,655</u>	<u>6,162,508</u>	<u>7,004,235</u>	<u>6,016,294</u>	<u>6,035,734</u>
Contingency	<u>0</u>	<u>0</u>	<u>0</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>
				<i>Reserve for Stepping Up Initiative- behavioral health dollars.</i>		
Capital Outlay	<u>96,830</u>	<u>2,099</u>	<u>10,192</u>	<u>151,776</u>	<u>0</u>	<u>38,000</u>
Total Expenditures	<u>20,501,093</u>	<u>23,767,757</u>	<u>21,789,172</u>	<u>25,655,819</u>	<u>23,810,414</u>	<u>24,335,810</u>
Cost-Sharing Expenses	456,538	630,843	610,580	646,355	632,052	632,052
Contra-Expenses	(161,714)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)

REVENUES						
POSITIONS (FT/PT)	<u>265/11</u>	<u>261/11</u>	<u>258/16</u>	<u>268/15</u>	<u>262/15</u>	<u>264/15</u>

CYE: +4PT EH Specialists - facilities/restaurant inspectors. FY18 Rec.: Delete 1FT grant psn; +2 positions - Stepping Up

SOCIAL SERVICES SERVICE AREA

Social Services Service Area - \$46.9 million – 11.1% 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

Department Mission: To protect vulnerable children and adults, strengthen and preserve families, and enhance economic stability, while encouraging personal responsibility

Goals:

Economic Services/Income Support

- Deliver high quality services that meet state and federal standards to positively impact the lives of our poorest and most vulnerable citizens

Family and Children’s Services

- Provide quality services to ensure the safety and wellbeing of children and families that enter the public system

Adult Services:

- Provide quality services to ensure the safety and security of senior and disabled citizens that enter the public system

Program Descriptions:

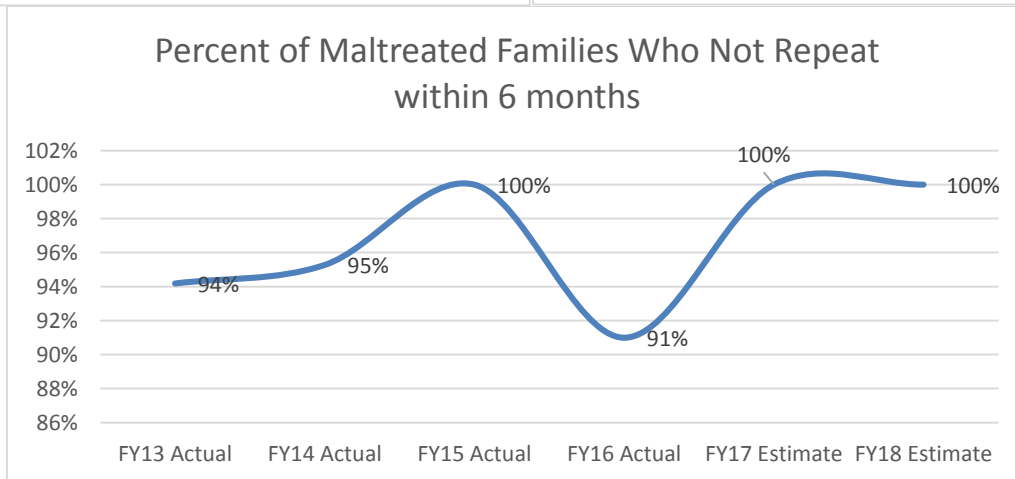
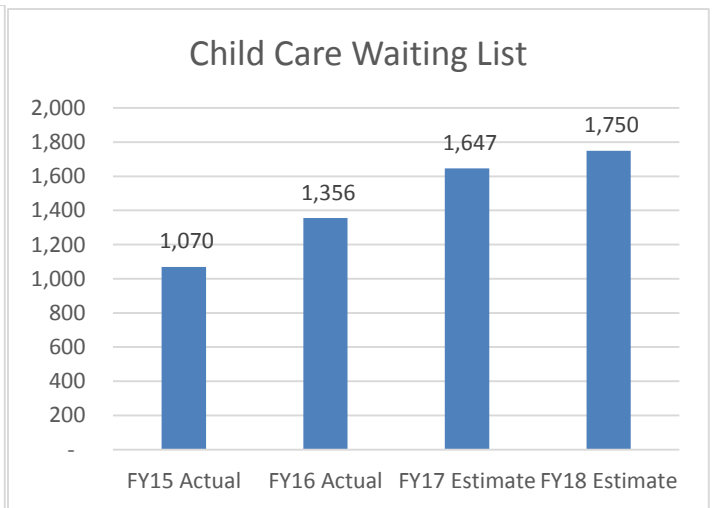
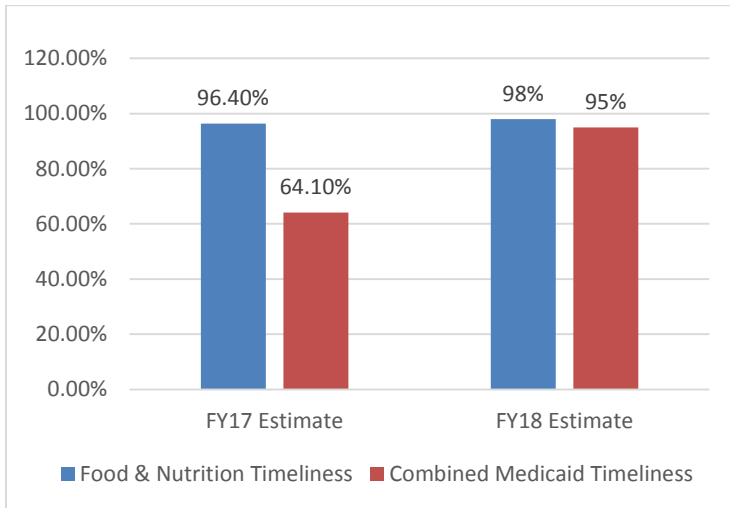
Income Support - provides food benefits; day care subsidies; Work First cash assistance

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

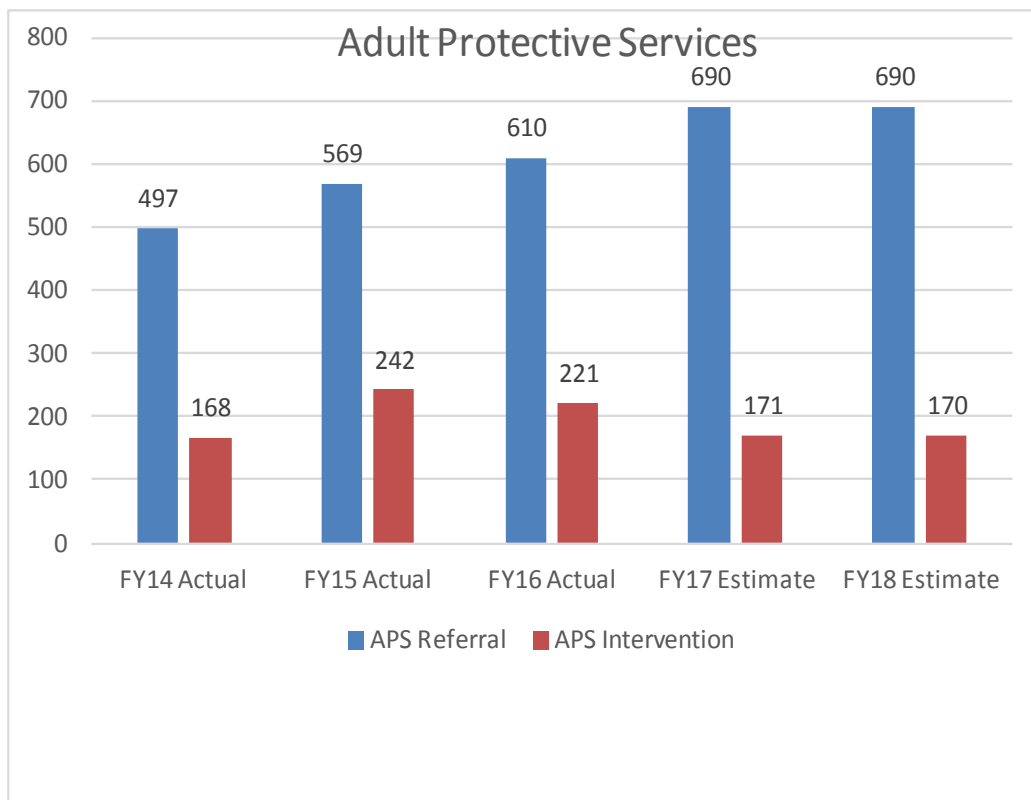
Adult Services - provides Adult Protective Services; intake assistance; in-home care, counseling, case management, and personal aide; placement with families or assisted living; guardianship of those determined to be wards by the Clerk of Court; inspection and monitoring of all licensed adult care facilities,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

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

Performance Measures:



SOCIAL SERVICES



Budget Highlights: The FY18 Adopted Budget for Department of Social Services is a continuation budget, with the exception of the addition of 2 Senior Social Workers for CPS and 1 Senior Social Worker for APS. Operating and Personal Service costs reflect only inflationary changes, with the exception of an increase to the Travel and Training budget for required CPS Social Worker training. Major changes at the NCDHHS in its handling of pass-through money for Non-Emergency Medicaid Transportation and Child Care Subsidies are affecting the County's Budget. Beginning in July 2017, the County will no longer receive pass-through funding for Non-Emergency Medicaid Transportation totaling \$1.95 million. Additionally, the County has been advised to only budget one quarter's worth of Child Care Subsidy payments, as the State will begin making direct payments in October 2017. The total impact of the Child Care Subsidy change is \$10,017,513. The County will continue to administer these programs and receive reimbursement for their administration, however, the vendor payments will no longer be pass-through. Although these represent major changes to the Department of Social Services' budget, they do not impact the net County dollar expenditures to the department. The Adopted Budget includes the addition of three positions, at the net County cost of \$100,902.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	3,876,921	4,034,169	4,013,048	4,250,257	4,231,907	4,231,907
Income Support	27,655,528	30,537,674	30,023,938	18,865,220	18,790,220	18,790,220
Family & Children Services	9,409,922	11,456,808	10,819,379	12,497,147	12,101,506	12,229,703
Adult Services	9,899,410	9,901,175	10,082,069	10,152,323	10,088,224	10,152,323
Total	<u>50,841,781</u>	<u>55,929,826</u>	<u>54,938,434</u>	<u>45,764,947</u>	<u>45,211,857</u>	<u>45,404,153</u>

SOCIAL SERVICES

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	17,327,166	19,286,258	18,544,704	20,627,628	20,318,373	20,447,916
Employee Benefits	524	0	522	0	0	0
Other Employee Benefits	7,274,550	8,337,425	8,673,327	8,665,346	8,529,861	8,586,420
Board Compensation	50	1,250	1,250	1,250	1,250	1,250
Total Personal Services	24,602,290	27,624,933	27,219,803	29,294,224	28,849,484	29,035,586
<i>Operating Expenditures</i>						
Professional Fees	664,484	486,500	544,120	505,500	505,500	505,500
						<i>Includes medical tests & temporary help for Food & Nutrition, Medicaid, Low Income Energy Assistance & CPS.</i>
Maintenance Service	5,846	8,500	8,500	15,400	15,400	15,400
Rent	6,455	8,500	34,000	8,500	8,500	8,500
						<i>Parking for court cases.</i>
Utility Services	21,421	31,000	31,000	31,000	31,000	31,000
Construction Services	117	35,000	35,000	0	0	0
Other Purchased Services	1,039,239	1,396,650	1,420,176	1,466,376	1,466,376	1,466,376
						<i>Insurance premiums, microfilm, food stamp service charges.</i>
Training & Conference	75,855	71,500	92,447	108,215	108,215	108,215
						<i>Includes mandatory CPS training & personal mileage for care-givers.</i>
General Supplies	191,249	291,850	300,899	315,550	217,200	223,394
Energy	293,968	240,000	240,000	240,000	240,000	240,000
Operating Supplies	20,307	43,600	44,173	44,364	34,364	34,364
Support & Assistance	22,763,975	24,905,898	24,217,721	13,213,243	13,213,243	13,213,243
						<i>Daycare, Special Assistance, Foster Care, WorkFirst Projects, Medicaid admin./transp.</i>
Other Operating Costs	936,245	460,000	424,700	460,000	460,000	460,000
						<i>Insurance claims and other supplies.</i>
Total Operating Exps.	26,019,161	27,978,998	27,392,736	16,408,148	16,299,798	16,305,992
Payments T/O Agencies	220,330	325,895	325,895	62,575	62,575	62,575
TOTAL EXPENDITURES	<u>50,841,781</u>	<u>55,929,826</u>	<u>54,938,434</u>	<u>45,764,947</u>	<u>45,211,857</u>	<u>45,404,153</u>
Cost-Sharing Expenses	1,881,875	1,670,632	1,662,761	1,655,275	1,655,275	1,655,275
<u>REVENUES</u>	<u>37,963,045</u>	<u>41,103,596</u>	<u>41,521,753</u>	<u>29,726,072</u>	<u>29,721,950</u>	<u>29,813,344</u>
POSITIONS (FT/PT)	501/5	501/5	501/5	508/5	501/5	504/5



AGING SERVICES

Department Mission: To ensure the vulnerable elderly citizens 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:

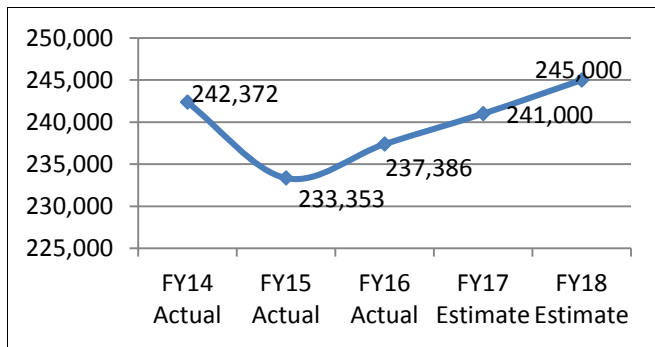
Aging Services – Aging Services ensures high-quality independent living for Forsyth County’s vulnerable elderly through contracting with area non-profit agencies to provide services including: adult day care; Meals-on-Wheels; In-home care; and group lunches. The County’s funding helps pay for the support of approximately 20,000 meals annually for elderly residents through its contract with Senior Services, Inc.

Transaid/Rural Operating Assistance Program (ROAP) Grant – Allocates funding to WSTA and sub recipients in accordance with the Elderly and Disabled Transportation Assistance Program funding formula through the NC Department of Transportation. The County, through its Cooperative Service Agreement with the City of Winston-Salem funds a proportional share of Transaid’s regular operating costs.

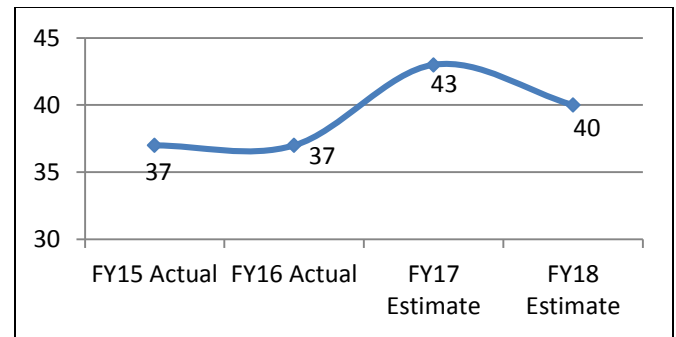
Current Initiatives:

Meals on Wheels – Senior Services, Inc. provides Meals on Wheels services to homebound Forsyth County residents age 60 and over who are unable to obtain and prepare meals for

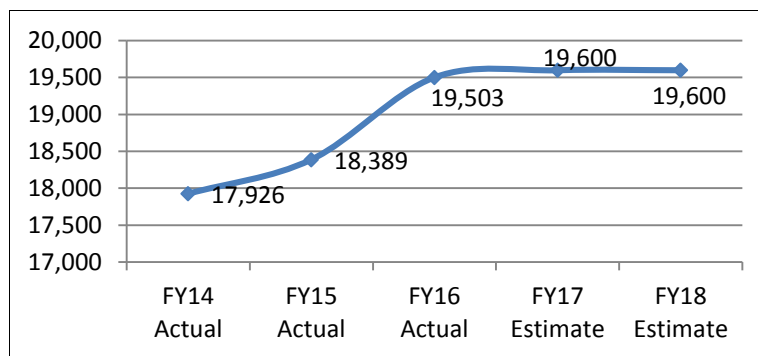
Performance Measures:



Meals on Wheels Delivered



People on Meals on Wheels Waitlist



Tab Williams Adult Day Care Attendance

themselves. Meals on Wheels services may include home-delivered hot meals, groceries, and frozen meals.

Adult Daycare – Senior Services provides adult daycare services through the Tab Williams Center. Additional funding, which passes through DSS, supports Adult Daycares services via Senior Services, and the Mount Zion Life Enrichment Center. None of the County’s allocation to Senior Services supports the Adult Daycare program.

Shepherd’s Center – The Shepherd’s Center of Greater Winston-Salem provides transportation services, respite and visitation and services, and minor home repairs. The Shepherd’s Center of Kernersville provides senior fitness and enrichment programs, dental clinics, and tax preparation services.

In-Home Aides - Senior Services and Forsyth County DSS provide In-Home Aide Services, albeit at different levels of services. Both programs are funded, in part, through the Home and Community Block Grant. For FY18, Senior Services has requested \$339,209 in HCCBG support and DSS has requested \$338,719, however both agencies will be providing different levels of care of different individuals. In the FY18 Recommended Budget, DSS has 22 In-Home Aides budgeted at a cost of \$826,348.

AGING SERVICES

Budget Highlights: The FY18 Adopted Budget for Aging Services provides funding for the Shepherd's Centers of Winston-Salem and Kernersville, Senior Services, Inc operating funds, Senior Services' Meals-on-Wheels program, and the Rural Operating Assistance Program Grant. There is \$1,500 added to this budget for travel expenses related to the reimbursing of travel for the County's representatives to the North Carolina Senior Tar Heel Legislature which convenes quarterly.

The Recommended budget includes: \$370,000 for Senior Services - \$320,000 to support Meals on Wheels and the remaining \$50,000 for general operating support; \$50,000 for the Shepherd's Centers - \$30,000 for the Greater Winston-Salem Center and \$20,000 for the Kernersville Center. There is \$204,630 in pass-through funds for the ROAP grant, and the County Transaid funding was moved to Special Appropriations for FY18.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		Adopted
	Actual	Original	Estimate	Request	Recommend	
Aging Services	494,282	624,630	582,374	651,130	626,130	626,130
Total	<u>494,282</u>	<u>624,630</u>	<u>582,374</u>	<u>651,130</u>	<u>626,130</u>	<u>626,130</u>

	FY 15-16	FY 16-17		FY 17-18		Adopted
	Actual	Original	Estimate	Request	Recommend	
EXPENDITURES						
<i>Payments T/O Agencies</i>						
Non-employee Expense	0	0	0	1,500	1,500	1,500
Senior Services, Inc.	325,000	370,000	370,000	370,000	370,000	370,000
Shepherd's Center	25,000	50,000	50,000	75,000	50,000	50,000
Transaid - ROAP Grant	144,282	204,630	162,374	204,630	204,630	204,630
Transaid - County	0	0	0	263,320	263,320	0
TOTAL EXPENDITURES	<u>494,282</u>	<u>624,630</u>	<u>582,374</u>	<u>914,450</u>	<u>889,450</u>	<u>626,130</u>
REVENUES	<u>144,282</u>	<u>200,000</u>	<u>162,374</u>	<u>204,630</u>	<u>204,630</u>	<u>204,630</u>

YOUTH SERVICES

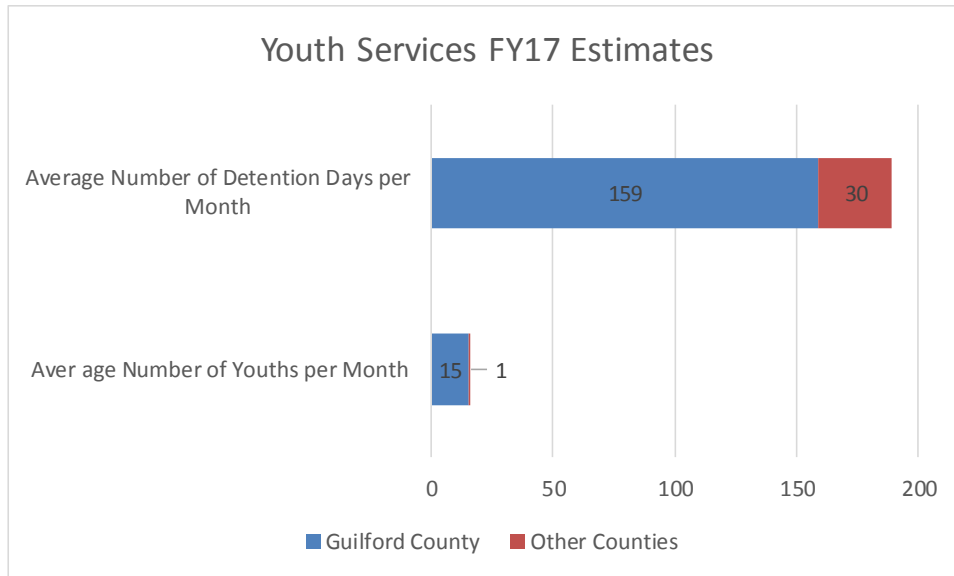
Department Mission: To provide secure short-term care to juveniles who are accused or adjudicated pending court action.

Juvenile Crime Prevention Council Administration includes the funds sent from the State to the Forsyth County Juvenile Prevention Council which helps plan programs and services at the local level for youth delinquency, gang prevention and substance abuse.

Program Descriptions:

Youth Services represents the cost to place Forsyth County juveniles in secure detention facilities throughout the State while pending court action.

Performance Measures:



Budget Highlights: The FY18 Youth Services Adopted Budget includes funding for payments for placing Forsyth County juveniles in facilities operated by the State or other counties. Also included in this cost center is the Juvenile Crime Prevention Council (JCPC) budget which is 100% State-funded. The total JCPC allocation is \$738,108 with \$15,500 included for administrative services. The administrative functions are performed by the Budget & Management staff.

JCPC expenditures are budgeted in the Payments to Other Agencies line until the JCPC Plan is approved by the Board of County Commissioners. Revenue for the administrative function of JCPC (\$15,500) was moved to the Budget & Management department in FY17. Also included in this cost center is a State pass-through of Governor's Crime Commission grant funds for Insight Human Services. The grant crosses two fiscal years and the match is provided by the State Department of Public Safety.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Youth Services	558,454	292,800	291,336	285,480	285,480	285,480
JCPC Administration	719,211	713,108	619,325	738,108	738,108	738,108
Total	<u>1,277,665</u>	<u>1,005,908</u>	<u>910,661</u>	<u>1,023,588</u>	<u>1,023,588</u>	<u>1,023,588</u>

YOUTH SERVICES

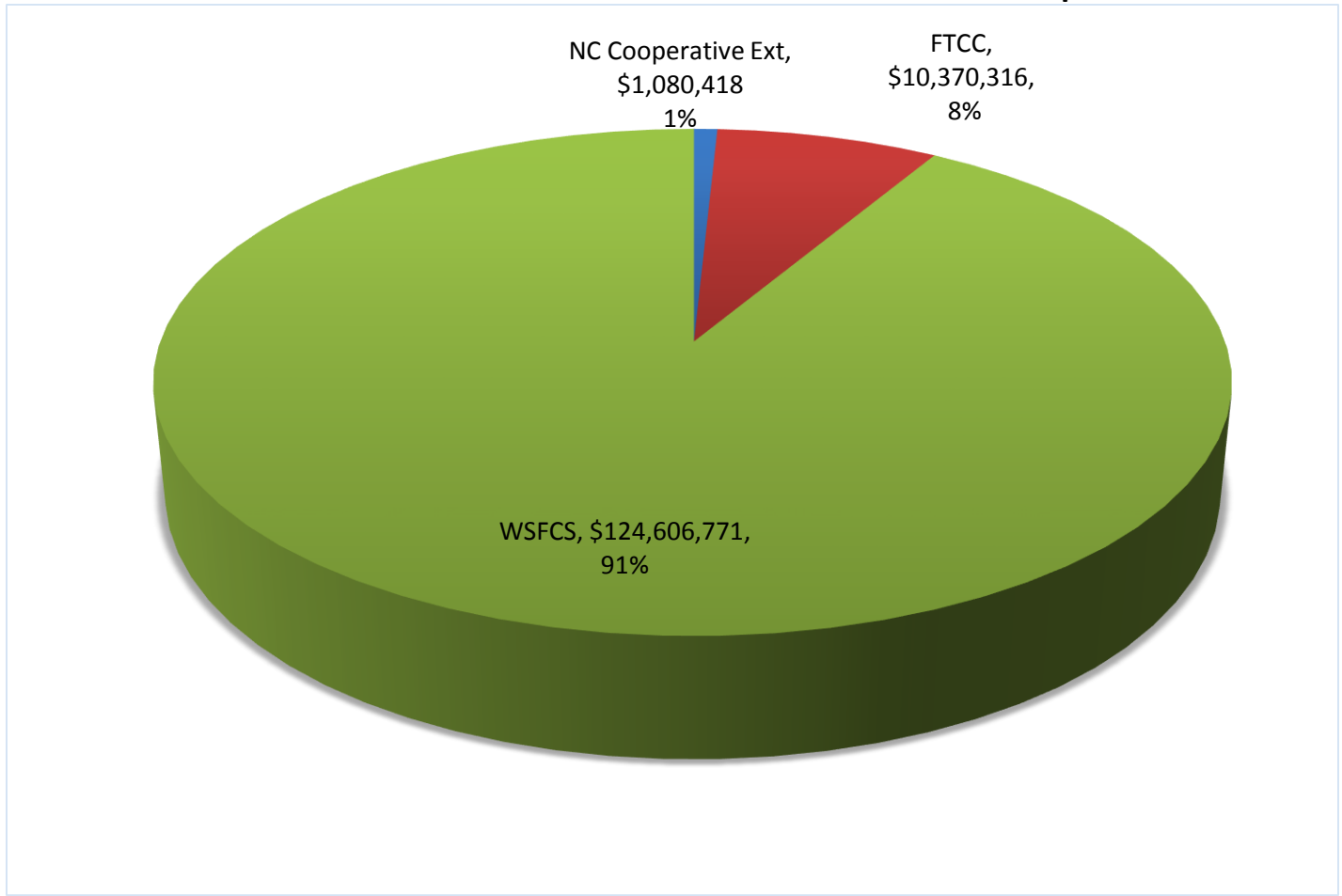
PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Youth Services	558,454	292,800	291,336	285,480	285,480	285,480
JCPC Administration	719,211	713,108	619,325	738,108	738,108	738,108
Total	<u>1,277,665</u>	<u>1,005,908</u>	<u>910,661</u>	<u>1,023,588</u>	<u>1,023,588</u>	<u>1,023,588</u>
Total Personal Services	<u>400,436</u>	<u>15,000</u>	<u>19,870</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operating Expenditures						
Professional Fees	16,844	0	0	0	0	0
Maintenance Service	322	0	0	0	0	0
Utility Services	1,329	0	0	0	0	0
Other Purchased Services	149,405	292,800	291,336	285,480	285,480	285,480
		<i>Includes food service contract & out-of-county placement costs.</i>				
General Supplies	410	200	0	0	0	0
Energy	6,130	0	0	0	0	0
Operating Supplies	770	300	0	0	0	0
Other Operating Costs	4,411	0	0	0	0	0
Total Operating Exps.	<u>179,621</u>	<u>293,300</u>	<u>291,336</u>	<u>285,480</u>	<u>285,480</u>	<u>285,480</u>
Contingency	<u>0</u>	<u>697,608</u>	<u>0</u>	<u>713,108</u>	<u>713,108</u>	<u>713,108</u>
Payments T/O Agencies	<u>697,608</u>	<u>0</u>	<u>599,455</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
	<i>FY17 Estimate (\$50k) & FY18 (\$25k) includes GCC pass-through grant to Insight Human Services.</i>					
TOTAL EXPENDITURES	<u>1,277,665</u>	<u>1,005,908</u>	<u>910,661</u>	<u>1,023,588</u>	<u>1,023,588</u>	<u>1,023,588</u>
Cost-Sharing Expenses	7,858	0	704	0	0	0
REVENUES	<u>790,762</u>	<u>698,108</u>	<u>713,026</u>	<u>722,608</u>	<u>722,608</u>	<u>722,608</u>
	<i>\$15,500 of the \$713,108 fallocation in Budget & Management Office budget for admin support.</i>					
	<i>FY17 Estimate (\$50k) & FY18 Recomm (\$25k) includes GCC pass-through grant funds</i>					



EDUCATION SERVICE AREA

Education Service Area = \$129.3m or 31.2% 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

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

Goals:

Economic Assistance – increase profitability, sustainability and environmental quality for farmers and urban horticulture clients.

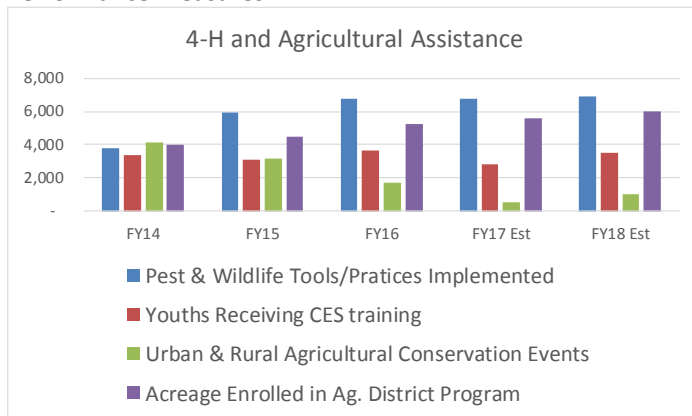
Conservation and Natural Resources – assist farmers and urban residents with soil and water conservation practices.

Community Development – develop community leadership and capacity through asset based community development model such as the community gardening program.

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.

Performance Measures



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 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.

Current Initiatives:

- Provide Training and support to traditional farmers, new and local food producers, and home gardeners
- Provide technical assistance and support to utilize state cost share funds for establishment of soil and water conservation practices
- Provide education and technical assistance to community gardens and neighborhoods



Budget Highlights: The FY18 Adopted Budget for Cooperative Extension is a net County dollar decrease of \$20,133, or 1.8% from FY17. Several factors are driving department expenditures, including equipment repairs, additional support for community gardens, and annualized increases salaries and benefits. Changes to department revenues include a loss of funding to the EFNEP position from NCATSU (approved in FY17 Budget). The Farmland Preservation grant was also exhausted in FY17. Furthermore, NCSU is reconsidering the role of the Natural Resources Extension Agent, which affects both revenues and Contractual Services.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	74,384	98,445	64,506	136,546	136,546	136,546
Soil & Water	100,040	141,093	135,688	120,040	120,040	120,040
Forestry	64,951	51,072	51,072	51,575	51,575	51,575
Agricultural Assistance	254,298	332,535	214,513	299,228	299,228	299,228
Family & Consumer Sciences	128,896	173,583	98,211	170,762	170,762	170,762
Community Development	93,125	127,940	126,000	111,015	111,015	110,015
Youth Development	93,381	99,415	85,537	114,125	114,125	114,125
Ag Bldg. Maintenance	32,602	42,684	41,650	44,049	44,049	44,049
Arboretum at Tanglewood	72,124	33,619	33,947	34,078	34,078	34,078
TOTAL	<u>913,801</u>	<u>1,100,386</u>	<u>851,124</u>	<u>1,081,418</u>	<u>1,081,418</u>	<u>1,080,418</u>

N.C. COOPERATIVE EXTENSION

	FY 15-16 Actual	FY 16-17 Original	Estimate	Request	FY 17-18 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	175,085	232,587	201,731	218,092	218,092	218,092
Employee Benefits	148,872	178,306	114,892	172,253	172,253	172,253
Board Compensation	155	400	300	400	400	400
Total Personal Services	324,112	411,293	316,923	390,745	390,745	390,745
Operating Expenditures						
Professional Fees	103	1,750	700	1,000	1,000	1,000
				<i>Lab fees, interpreters for deaf program participants.</i>		
Maintenance Service	2,808	4,900	4,550	5,400	5,400	5,400
Rent	2,266	3,350	2,600	3,350	3,350	3,350
				<i>Space rental at Tanglewood Park.</i>		
Utility Services	1,841	2,354	2,000	2,389	2,389	2,389
				<i>Water & sewer.</i>		
Other Purchased Services	349,301	423,279	279,394	411,340	411,340	411,340
	<i>Includes salary/fringe for "send-in" positions. Alarm monitoring, printing, advertising, insurance premiums, telephone.</i>					
Training & Conference	13,078	16,370	19,781	22,696	21,696	21,696
General Supplies	29,032	43,608	41,253	48,148	48,148	48,148
				<i>Office & general supplies, small equipment.</i>		
Energy	28,872	38,530	37,750	39,760	39,760	39,760
				<i>Electricity and natural gas.</i>		
Operating Supplies	42,007	62,630	52,826	60,240	60,240	60,240
Other Operating Costs	9,420	15,250	16,275	18,275	18,275	18,275
				<i>Memberships, administration costs, insurance claims.</i>		
Total Operating Exps.	478,728	612,021	457,129	612,598	611,598	611,598
Contingency	0	26,000	26,000	26,500	26,500	26,500
				<i>SWCD Board misc. activities account.</i>		
Payments T/O Agencies	64,951	51,072	51,072	51,575	51,575	51,575
				<i>County's share of Division of Forest Resources contract through NCDENR.</i>		
Capital Projects	46,010	0	0	0	0	0
Total Expenditures	913,801	1,100,386	851,124	1,081,418	1,080,418	1,080,418
Cost-Sharing Expenses	69,609	60,238	54,267	54,585	54,585	54,585
REVENUES	219,412	307,431	250,364	268,397	268,397	268,397
POSITIONS (FT/PT)	17/2	18/2	18/2	18/2	18/2	18/2

FORSYTH TECHNICAL COMMUNITY COLLEGE

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

Accomplishments: In December 2016, three students in Forsyth Tech's Interior Design Program took the top three awards in the Eastern Carolinas Chapter of the National Kitchen & Bath Association (NKBA) student design competition. The 2016-2017 competition focuses on an actual client bath renovation project that is intended to help a senior couple who recently downsized to Live in Place as they age over the next 10-15 years.

In October 2016 and March 2017, Forsyth Tech Computer Technology faculty and students sponsored a Computer Diagnostic Clinic, which was free and open to the public. The clinic is used as an opportunity to give students hands-on experience, applying the skills they have learned to practical training. Services offered included: computer diagnostics, minor computer repairs, virus removal, virus protection, spam removal, driver & system updates, and file system

clean-up or tune-up. While computers were being serviced, Forsyth Tech faculty held mini workshops addressing topics such as how to secure personal computers and create simple websites.

In Spring 2017, 53 recent graduates of the Associate Degree in Nursing (ADN) program sat for the National Council Licensing Examination for Registered Nurses (NCLEX-RN) and 52 passed on their first attempt. That is a pass rate of 98 percent. Our Practical Nursing (PN) program's 2015—2016 graduates recently took their national licensure exams and of the 45 test takers, 43 passed the exam on their first attempt, giving us a 96 percent pass rate. Finally, the Associate Degree in Nursing (ADN) program had 140 test takers, of which 133 passed the exam on their first attempt.

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

Budget Highlights: Forsyth Tech's Adopted Budget for FY18 is \$183,194, or 1.8%, higher than the current year's budget. This includes all of the requested increases for Forsyth Tech, except for \$135,034 in Personal Services increases which have been included in Contingency, and an Alternate Service Level request for an additional public safety employee at the Main Campus. FTCC's requested budget for increases in Personal Services (included in Contingency) includes a 2% increase for state paid employees and a 1% increase for non-state paid employees.

PROGRAM SUMMARY

	FY 15-16		FY 16-17		FY 17-18	
	Actual	Original	Estimate	Request	Recommend	Adopted
General Administration	1,475,796	1,532,529	1,663,601	1,630,590	1,630,590	1,630,590
Curriculum Instruction	23,214,021	28,731,895	29,138,203	26,328,045	26,328,045	26,328,045
Non-Curriculum						
Instruction	6,759,934	4,922,008	4,986,675	5,030,362	5,030,362	5,030,362
Plant Fund/Operation	11,464,231	12,322,817	12,523,031	12,429,318	12,429,318	12,429,318
Institution	46,985,342	35,469,099	35,402,806	39,936,834	39,936,834	39,936,834
Other Expenses	10,189,967	8,555,464	8,841,166	8,501,409	8,452,436	8,452,436
Total	100,089,291	91,533,812	92,555,482	93,856,558	93,807,585	93,807,585
County Share	10,082,839	10,187,122	10,273,431	10,502,266	10,370,316	10,370,316
Current Expense	9,627,839	9,732,122	9,818,431	10,047,266	9,915,316	9,915,316
Capital Outlay	455,000	455,000	455,000	455,000	455,000	455,000
TOTAL	<u>10,082,839</u>	<u>10,187,122</u>	<u>10,273,431</u>	<u>10,502,266</u>	<u>10,370,316</u>	<u>10,370,316</u>

FORSYTH TECHNICAL COMMUNITY COLLEGE

	FY 16-17	FY 17-18		
	Budget	Request	Recommend	Adopted
<i>Personal Services</i>				
Salaries	1,510,585	1,563,909	1,533,244	1,533,244
Longevity	144,142	149,232	146,305	146,305
Salary Supplements	1,501,589	1,554,596	1,524,113	1,524,113
Fringe Benefits	904,952	1,014,874	995,972	995,972
Training & Conference	12,000	12,000	12,000	12,000
Work Study	20,000	20,000	20,000	20,000
<i>Total Personal Services</i>	<i>4,093,268</i>	<i>4,314,611</i>	<i>4,231,634</i>	<i>4,231,634</i>
<i>Contractual Services</i>				
Legal Fees	20,000	20,000	20,000	20,000
Maintenance Service	399,651	403,648	403,648	403,648
Space Rental	33,000	33,000	33,000	33,000
Telephone	286,224	286,224	286,224	286,224
Electricity	1,658,568	1,658,568	1,658,568	1,658,568
Water	142,434	149,556	149,556	149,556
Natural Gas	663,188	676,452	676,452	676,452
Insurance	639,354	645,748	645,748	645,748
Janitorial	908,836	917,925	917,925	917,925
Grounds	146,107	147,569	147,569	147,569
Security	350,000	402,473	353,500	353,500
<i>Total Contractual Services</i>	<i>5,247,362</i>	<i>5,341,163</i>	<i>5,292,190</i>	<i>5,292,190</i>
<i>Supplies & Materials</i>				
Custodial Supplies	213,265	213,265	213,265	213,265
Maintenance Supplies	159,414	159,414	159,414	159,414
Auto Parts & Supplies	18,813	18,813	18,813	18,813
<i>Total Supplies & Materials</i>	<i>391,492</i>	<i>391,492</i>	<i>391,492</i>	<i>391,492</i>
Total Direct Expense	<u>9,732,122</u>	<u>10,047,266</u>	<u>9,915,316</u>	<u>9,915,316</u>
Capital Outlay (ongoing)	455,000	455,000	455,000	455,000
GRAND TOTAL	<u>10,187,122</u>	<u>10,502,266</u>	<u>10,370,316</u>	<u>10,370,316</u>

WINSTON-SALEM/FORSYTH COUNTY SCHOOLS

Department 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 and employees; 2) special instructional covers pupils with special needs; 3) co-curricular instructional provides school sponsored activities; 4) student services covers social work, guidance and psychological services; and 5) other instructional programs include employee benefits and additional pay for instructional programs.

Support Services - 1) pupil support includes the direction and management of pupil support services as a group; 2) instructional staff support includes improvement in instructional, educational media, and career development services; 3) administrative staff support includes executive

and general administration; 4) business support includes fiscal services, transportation, child nutrition, and plant maintenance; 5) central support includes research and development, informational, statistical and data processing services; and 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 and contingency funds.

Ancillary Services - includes the cost of daycare 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

Budget Highlights: The FY18 Adopted Budget for WSFCS provides an increase of \$3,205,697, or 2.6% over the Current Year Original budget. The funding formula developed in 2011 takes into account growth in County revenue and enrollment growth within the School System to determine the appropriate funding level for WSFCS. The "Overview of Changes in Revenues, Expenditures, and County Dollars" section of the Budget Document provides the funding formula calculations for FY18. A slight change was made during the Budget Workshops by the Board of Commissioners to move funding that had been reserved for technology back into the starting point of the funding formula which resulted in an additional \$39,924 for the School System.

Included in this budget is a transfer of \$1,735,000 to a Capital Maintenance Capital Project Ordinance to be used for life cycle replacements including chillers, roof replacements, and HVAC repairs.

Also listed below in the Program Summary is a line detailing the amount of Debt Service to be paid by the County for debt on past bond referenda as well as the November 2016 School bond referendum. This provides a truer accounting of the County's commitment to assist WSFCS with its mission. While this provides a truer accounting, it is still not the full accounting as the County also provides other services such as School Health Nurses which are included in Public Health's budget.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Instructional Programs	62,739,340	66,078,183	64,527,057	67,016,758	67,459,618	67,499,542
Support Services	41,831,108	40,865,949	43,023,761	42,075,410	42,353,452	42,353,452
Ancillary Services	407,560	433,876	419,173	435,471	438,349	438,349
Non-Programmed Charges	5,400,000	5,400,000	5,553,870	5,500,000	5,536,345	5,536,345
Capital Program	7,877,913	8,623,066	7,877,213	8,779,083	8,779,083	8,779,083
Total	<u>118,255,921</u>	<u>121,401,074</u>	<u>121,401,074</u>	<u>123,806,722</u>	<u>124,566,847</u>	<u>124,606,771</u>
Current Expense	110,378,008	112,778,008	113,523,861	115,027,639	115,787,764	115,827,688
Capital Outlay	7,877,913	8,623,066	7,877,213	8,779,083	8,779,083	8,779,083
Debt Service	38,991,434	40,337,307	39,849,229	44,143,607	44,143,607	44,143,607
Total	<u>157,247,355</u>	<u>161,738,381</u>	<u>161,250,303</u>	<u>167,950,329</u>	<u>168,710,454</u>	<u>168,750,378</u>

WINSTON-SALEM/FORSYTH COUNTY SCHOOLS

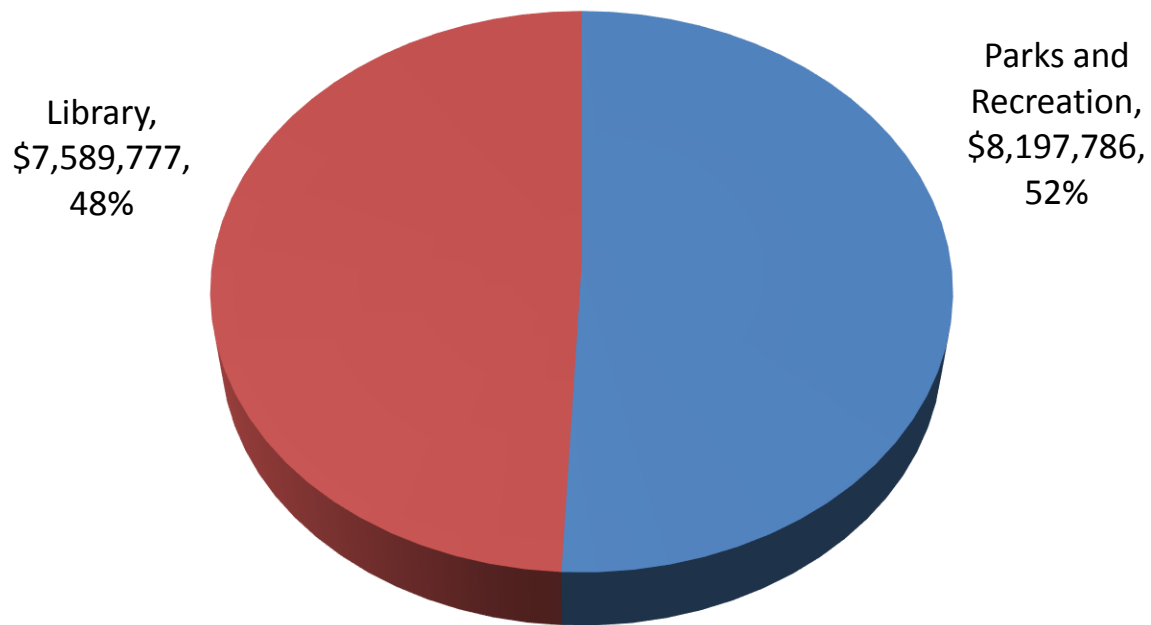
	FY 15-16	FY 16-17		FY 17-18		Adopted
	Actual	Original	Estimate	Request	Recommend	
<u>Instructional Programs</u>						
Regular	35,173,448	35,725,485	36,175,692	36,573,042	36,814,724	36,854,648
Special Population	4,793,881	5,261,219	4,930,480	5,405,314	5,441,033	5,441,033
Alternative	1,572,100	1,644,987	1,616,896	1,552,590	1,562,850	1,562,850
School Leadership	7,189,655	7,584,549	7,394,520	7,771,856	7,823,214	7,823,214
Co-Curricular	4,052,676	3,888,462	4,168,154	3,885,904	3,911,583	3,911,583
School Based Support	9,957,580	11,973,481	10,241,315	11,828,052	11,906,214	11,906,214
Total Instructional Programs	62,739,340	66,078,183	64,527,057	67,016,758	67,459,618	67,499,542
<u>Support Services</u>						
Support & Development	1,103,715	1,198,164	1,135,865	1,225,636	1,233,735	1,233,735
Special Population Support	676,017	697,407	695,280	535,118	538,654	538,654
Alternative Programs Support	391,937	400,457	403,105	269,951	271,735	271,735
Technology Support	2,890,090	2,970,442	2,972,441	2,860,952	2,879,858	2,879,858
Operational Support	27,962,233	27,103,979	28,759,000	28,854,286	29,044,961	29,044,961
Financial & HR	4,568,120	4,269,798	4,698,286	4,077,339	4,104,283	4,104,283
Accountability	969,980	1,007,719	997,619	853,785	859,427	859,427
System-Wide Pupil Support	842,610	769,207	866,620	766,243	771,306	771,306
Policy, Leadership & PR	2,426,406	2,448,776	2,495,545	2,632,100	2,649,493	2,649,493
Total Support Services	41,831,108	40,865,949	43,023,761	42,075,410	42,353,452	42,353,452
<u>Ancillary Services</u>						
Community Services	382,560	405,876	393,461	419,471	422,243	422,243
Nutrition Services	25,000	28,000	25,712	16,000	16,106	16,106
Total Ancillary Services	407,560	433,876	419,173	435,471	438,349	438,349
<u>Non-Programmed Charges</u>						
Charter Schools	5,400,000	5,400,000	5,553,870	5,500,000	5,536,345	5,536,345
Total Non-Programmed Charges	5,400,000	5,400,000	5,553,870	5,500,000	5,536,345	5,536,345
Total Current Expense	110,378,008	112,778,008	113,523,861	115,027,639	115,787,764	115,827,688
<u>Capital Outlay</u>						
Regular	2,354,710	4,968,923	2,354,710	4,424,171	4,424,171	4,424,171
Special Population	0	0	0	0	0	0
School Based Support	6,917	0	6,917	0	0	0
Technology Support	1,490,331	34,000	1,490,331	68,504	68,504	68,504
Operational Support	2,207,255	1,882,643	2,207,255	2,543,408	2,543,408	2,543,408
Accountability	1,500	1,500	1,500	1,500	1,500	1,500
Policy, Leadership & PR	700	0	0	0	0	0
System Wide	81,500	1,000	81,500	6,500	6,500	6,500
Tfr to Schools Maint. CPO	1,735,000	1,735,000	1,735,000	1,735,000	1,735,000	1,735,000
Total Capital Outlay	7,877,913	8,623,066	7,877,213	8,779,083	8,779,083	8,779,083
Total	<u>118,255,921</u>	<u>121,401,074</u>	<u>121,401,074</u>	<u>123,806,722</u>	<u>124,566,847</u>	<u>124,606,771</u>

	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>
State Current Expense Fund	304,988,180	312,274,387	318,660,013
Local Current Expense Fund	135,892,011	127,352,168	125,743,584
Capital Outlay Fund	21,138,160	21,364,648	7,839,083
Federal Grants Fund	49,325,582	48,163,308	N/A
Child Nutrition Fund	24,172,825	24,999,026	25,893,751
Total	<u>535,516,758</u>	<u>534,153,537</u>	<u>478,136,431</u>



CULTURE & RECREATION SERVICE AREA

Culture & Recreation Service Area - \$15.0 million - 3.6% 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

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

Goals:

- Be an effective leader and integral partner in our community's future
- Strengthen Library collections and services to support community needs and interests
- Create inspiring Library facilities that are valued as a source of community pride
- Integrate appropriate technologies to improve services and information access

Program Descriptions:

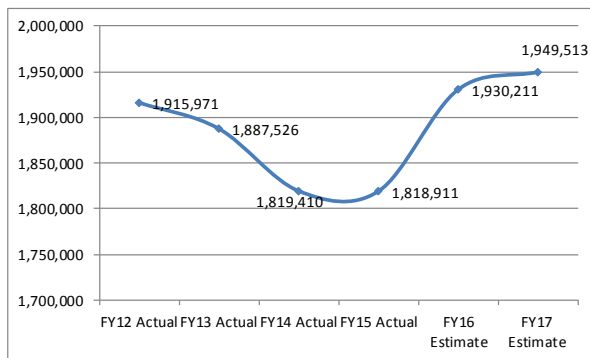
Central Library - provides research, genealogy, leisure reading, audio/visual, children's materials, and career education resources. The Library also offers public access computers, inter-library loans, and a number of on-line resources.

Extension Division – consists of nine branch libraries and the Outreach Services Departments which include Hispanic Services, Children's Outreach, and Homebound and Institutional services.

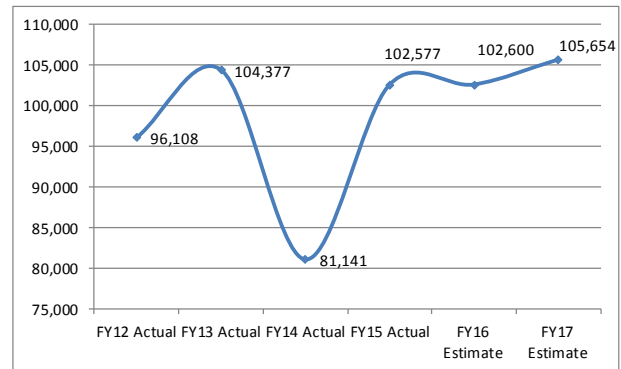
Current Initiatives:

- Identify and evaluate opportunities for collaboration or partnership
- Evaluate current collections, services and programs as well as what our communities want from their libraries
- Plan and build state of the art libraries: Central, Clemmons and Kernersville and assess the efficiency and functionality of other branch libraries
- Maximize existing and emerging technology so that it complements traditional library services while strengthening the infrastructure to support the technology

Performance Measures:



Materials Circulated



Program Attendance

Budget Highlights: The FY18 Adopted Budget reflects a net County dollar increase of \$109,546, or 1.5% that is driven by expenditures increasing \$1,269 and a decrease in revenue of \$110,815 compared to FY17. The Adopted Budget includes 1 (one) part-time Courier position in response to an increase in the movement of materials through the Interlibrary Loan programs and an increase in materials and supplies. During the current year, 1 (one) full-time Assistant Library Director position was deleted to create 2 (two) part-time Page positions.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Library Administration	1,517,278	1,859,581	1,722,060	1,964,149	1,793,929	1,793,929
Headquarter	231,395	482,773	438,617	416,036	411,706	411,706
Extension	159,188	248,359	100,878	251,092	240,294	240,294
Branches	4,927,903	5,000,333	4,862,514	5,309,130	5,143,848	5,143,848
TOTAL	<u>6,835,764</u>	<u>7,591,046</u>	<u>7,124,069</u>	<u>7,940,407</u>	<u>7,589,777</u>	<u>7,589,777</u>

FORSYTH COUNTY PUBLIC LIBRARIES

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	3,493,648	3,895,184	3,452,135	4,037,183	4,011,641	4,011,641
Other Employee Benefits	1,220	522	1,044	0	0	0
Employee Benefits	1,357,808	1,568,091	1,387,945	1,603,989	1,592,533	1,592,533
Total Personal Services	4,852,676	5,463,797	4,841,124	5,641,172	5,604,174	5,604,174
Operating Expenditures						
Professional Fees	20,327	20,966	20,965	20,966	20,966	20,966
Maintenance Service	46,384	74,790	67,003	98,335	76,800	76,800
Rent	95,528	93,150	100,933	98,001	97,901	97,901
Utility Services	16,997	32,646	32,649	33,887	33,887	33,887
Construction Services	9,883	0	0	0	0	0
Other Purchased Services	505,918	496,914	532,727	569,797	519,052	519,052
Training & Conference	24,989	25,010	25,025	28,796	25,010	25,010
General Supplies	215,773	75,845	99,432	67,409	56,309	56,309
Energy	216,749	345,922	345,918	358,492	358,492	358,492
Operating Supplies	777,275	754,903	761,336	962,638	755,261	755,261
Other Operating Costs	18,244	32,245	33,483	31,925	31,925	31,925
Contingency	0	132,338	0	10,000	10,000	10,000
<i>Reserve accounts for the Chatham Fund (offset by revenue) & library expenses during Central Library renovations.</i>						
Total Operating Exps.	1,948,067	2,084,729	2,019,471	2,280,246	1,985,603	1,985,603
Capital Outlay	35,021	42,520	263,474	18,989	0	0
Total Expenditures	6,835,764	7,591,046	7,124,069	7,940,407	7,589,777	7,589,777
Cost-Sharing Expenses	571,286	488,058	445,641	682,782	682,782	682,782
REVENUES	830,934	495,802	493,020	444,237	384,987	384,987
POSITIONS (FT/PT)	89/33	89/33	88/35	89/36	88/36	88/36

PARKS

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

Goals:

- To provide recreational opportunities for citizens of Forsyth County
- Provide extraordinary customer service to park visitors
- Provide extraordinarily well-maintained facilities
- Keep the County subsidy to Tanglewood Park at or below \$1.5 million
- Create a long-term plan for park development utilizing possible cooperative efforts with other private or public agencies

Program Descriptions:

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

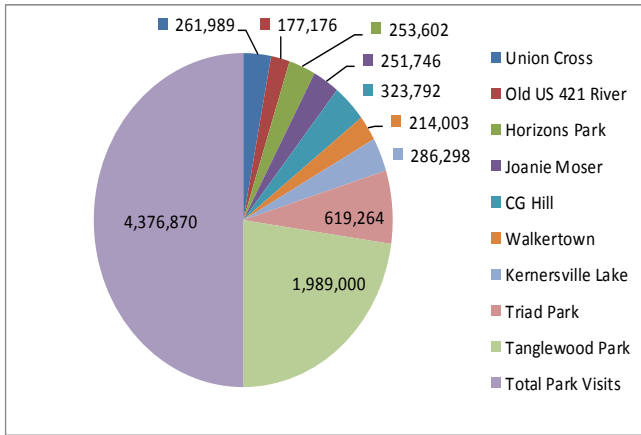
Park Maintenance - provides maintenance at parks and their associated facilities

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

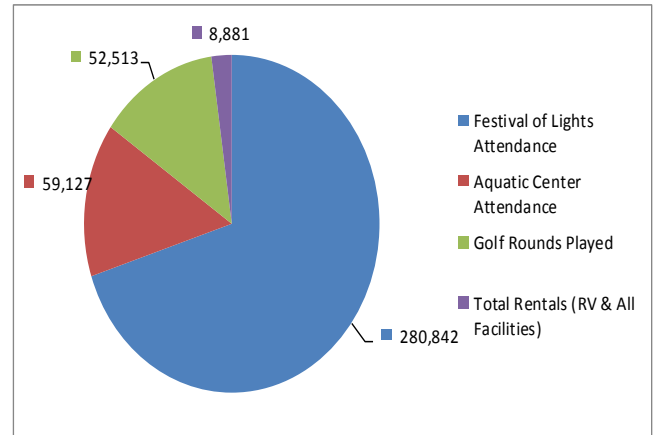
Current Initiatives:

- Renovation of park facilities
- Continued improvements at Tanglewood Park
- Improve technology in the department
- Manage approved bond projects

Performance Measures:



FY17 Number of Visits by Park / Total Visits = 4,376,870



FY17 Revenue Producing Transactions Tanglewood Park

Budget Highlights: The Parks Department Adopted Budget for FY18 reflects a net County dollar increase of \$336,729 to 10.4% over FY17 Adopted. The County dollar increase is attributable to several expenditure increases as well as revenue decreases resulting from anticipated renovation projects scheduled to begin in FY18. Expenditure increase drivers include: 1) Risk Management Claims budget increase of \$81,700 (73.9%) over FY17; 2) professional and technical services increases of \$62,000 (30.6%); and 3) Personal Services increases of \$73,723 (1.7%). This budget includes \$50,000 in funding for programming incentives at Tanglewood and Triad Park amphitheaters. Revenue shows a decrease of \$59,425 or -1.3% due to anticipated disruptions at the Championship course for renovation projects approved in the November 2016 Bond Referendum. Per Brown Golf Management (BGM), it is projected that most of the course disruption will occur in FY19, however, there is the potential for some interruption of rounds played in June 2018 and this is factored into revenue projects with a reduction in golf revenue of \$125,484 or 57% for June 2018 based on BGM's worst case scenario that no rounds shift to the Reynolds Course during this time. BGM discouraged decreasing expenditures to minimize the revenue loss since the remainder of the course will be operational and in need of maintenance during the renovation.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	451,153	592,092	543,498	670,134	614,134	664,134
Park Maintenance	551,484	550,318	512,714	616,665	584,115	584,115
Park Operation	336,616	369,057	325,847	383,499	374,859	374,859
Tanglewood Park	4,947,720	5,443,210	4,848,162	5,692,520	5,525,831	5,525,831
Triad Park	890,442	965,805	979,656	1,156,047	1,048,847	1,048,847
TOTAL	7,177,415	7,920,482	7,209,877	8,518,865	8,147,786	8,197,786

PARKS

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	2,998,715	3,206,871	2,988,595	3,303,139	3,289,539	3,289,539
Other Employee Benefits	1,206	0	1,200	0	0	0
Employee Benefits	1,124,897	1,238,977	1,163,651	1,230,032	1,230,032	1,230,032
<i>Total Personal Services</i>	<i>4,124,818</i>	<i>4,445,848</i>	<i>4,153,446</i>	<i>4,533,171</i>	<i>4,519,571</i>	<i>4,519,571</i>
<i>Operating Expenditures</i>						
Professional Fees	234,243	202,750	224,035	266,250	264,750	264,750
						<i>Includes security for multi-purpose buildings and parks.</i>
Maintenance Service	401,215	507,772	416,757	621,070	503,450	503,450
						<i>Includes janitorial, solid waste, park repairs.</i>
Rent	149,541	181,375	177,925	187,550	185,550	185,550
						<i>Golf cart rental, space rental, equipment rental.</i>
Utility Services	97,560	107,900	69,310	113,100	107,900	107,900
Other Purchased Services	510,508	612,018	512,400	680,030	586,370	636,370
						<i>Includes bank service charges, recreation programs, life guards, tree removal, contracts.</i>
Training & Conference	7,581	19,700	12,760	19,700	19,700	19,700
General Supplies	333,507	359,875	330,120	392,189	355,800	355,800
						<i>Includes uniforms, repair supplies, janitorial supplies, small equipment, office supplies.</i>
Energy	524,553	571,999	455,430	583,285	581,275	581,275
						<i>Fuel oil, electricity, gasoline, natural gas.</i>
Operating Supplies	441,011	455,600	381,500	464,900	441,150	441,150
						<i>Includes mulch, seed, fertilizer, range balls, paint, lumber, weed killer, locks, shingles, concrete.</i>
Inventory Purchases	172,164	212,300	189,925	217,300	216,800	216,800
						<i>Merchandise for resale, food and beverages.</i>
Other Operating Costs	44,587	119,095	164,019	201,820	200,970	200,970
						<i>Insurance premiums, other general & administrative.</i>
<i>Total Operating Exps.</i>	<i>2,916,470</i>	<i>3,350,384</i>	<i>2,934,181</i>	<i>3,747,194</i>	<i>3,463,715</i>	<i>3,513,715</i>
<i>Capital Outlay</i>	<i>136,127</i>	<i>124,250</i>	<i>122,250</i>	<i>238,500</i>	<i>164,500</i>	<i>164,500</i>
						<i>Replacement equipment.</i>
<i>Payments T/O Agencies</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Expenditures	<u>7,177,415</u>	<u>7,920,482</u>	<u>7,209,877</u>	<u>8,518,865</u>	<u>8,147,786</u>	<u>8,197,786</u>
Cost-Sharing Expenses	261,343	399,766	326,859	333,383	333,383	333,383
Contra-Expenses	0	0	0	0	0	0
<u>REVENUES</u>	<u>4,484,979</u>	<u>4,683,850</u>	<u>4,472,500</u>	<u>4,819,314</u>	<u>4,624,425</u>	<u>4,624,425</u>
POSITIONS (FT/PT)	68/125	69/124	69/124	69/124	69/124	69/124

PARKS

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES - TANGLEWOOD OPERATIONS</u>						
<i>Personal Services</i>						
Salaries & Wages	1,325,244	1,357,750	1,321,242	1,438,397	1,427,597	1,427,597
Other Employee Benefits	603	0	600	0	0	0
Employee Benefits	481,778	549,424	510,860	544,835	544,835	544,835
Total Personal Services	1,807,625	1,907,174	1,832,702	1,983,232	1,972,432	1,972,432
<i>Operating Expenditures</i>						
Professional Fees	77,326	20,000	35,900	49,200	48,200	48,200
					<i>Professional fees.</i>	
Maintenance Service	59,320	79,950	78,198	82,850	80,450	80,450
					<i>Linen & laundry, equipment repair.</i>	
Rent	140,671	168,925	170,575	174,600	174,600	174,600
					<i>Golf cart rental, equipment rental.</i>	
Utility Services	3,962	5,600	3,560	5,800	5,600	5,600
					<i>Water & sewer.</i>	
Other Purchased Services	370,740	439,553	359,891	437,715	411,215	411,215
					<i>Bank service charges, advertising, life guard contract.</i>	
Training & Conference	3,283	0	0	0	0	0
General Supplies	124,285	122,610	131,335	126,860	119,110	119,110
					<i>Repair supplies, small equipment.</i>	
Energy	179,086	204,500	161,890	202,500	202,500	202,500
					<i>Natural gas, electricity, gasoline, fuel oil.</i>	
Operating Supplies	222,307	265,200	235,640	268,200	254,200	254,200
					<i>Fertilizer, mulch, sand, sod, seed, chemicals, range balls.</i>	
Inventory Purchases	171,669	211,500	189,125	216,500	216,000	216,000
					<i>Merchandise for resale, food & beverages.</i>	
Other Operating Costs	6,463	26,870	26,449	28,070	27,470	27,470
					<i>Insurance premiums, memberships & dues, permit fees.</i>	
Total Operating Exps.	1,359,112	1,544,708	1,392,563	1,592,295	1,539,345	1,539,345
Capital Outlay	0	0	0	79,500	79,500	79,500
Total Expenditures	<u>3,166,737</u>	<u>3,451,882</u>	<u>3,225,265</u>	<u>3,655,027</u>	<u>3,591,277</u>	<u>3,591,277</u>
Cost-Sharing Expenses	37,886	45,988	43,222	46,607	46,607	46,607
REVENUES	<u>3,700,049</u>	<u>3,893,700</u>	<u>3,669,017</u>	<u>3,922,200</u>	<u>3,793,716</u>	<u>3,793,716</u>
Net County Dollars	(533,312)	(441,818)	(443,752)	(267,173)	(202,439)	(202,439)

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

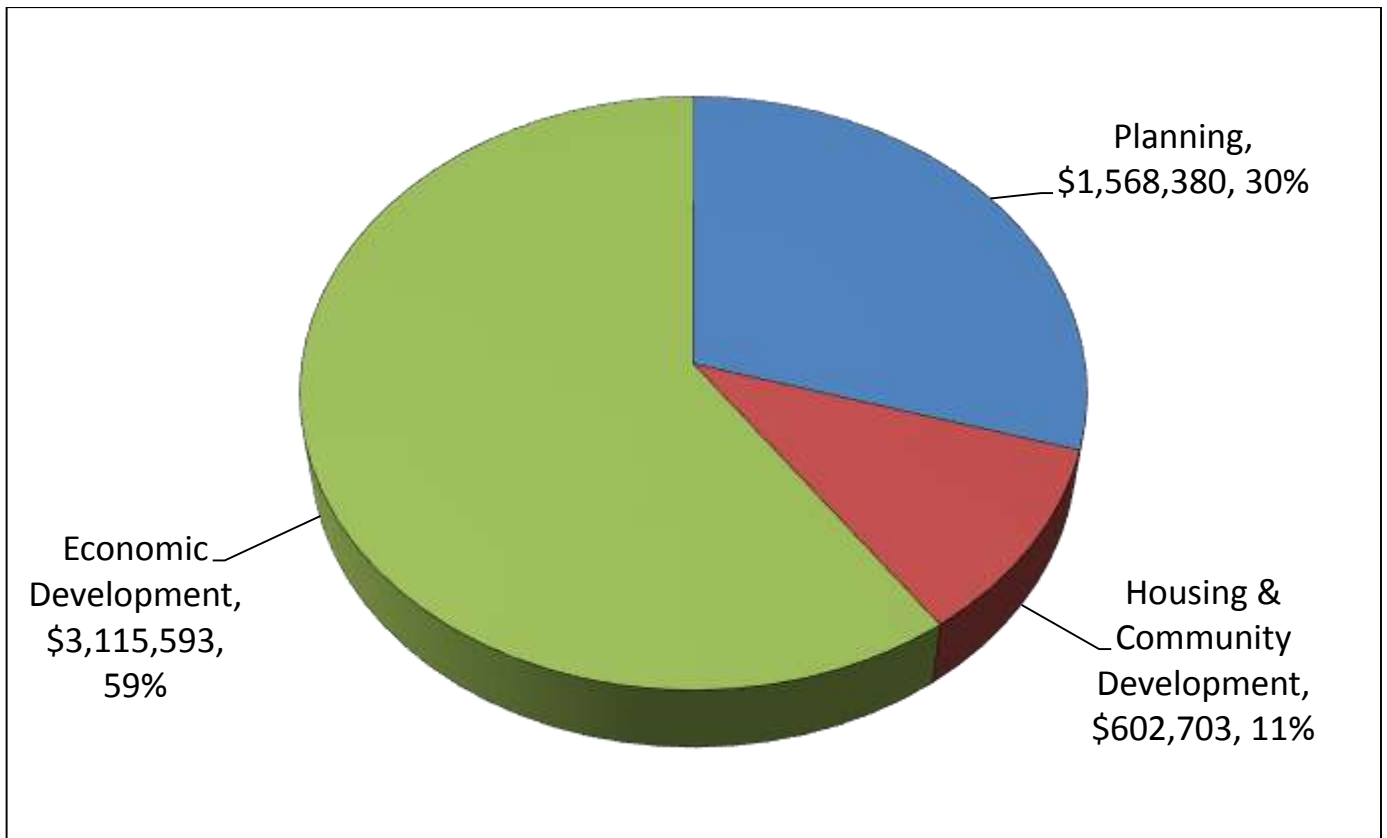
PARKS

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES - TANGLEWOOD MAINTENANCE</u>						
<i>Personal Services</i>						
Salaries & Wages	706,534	804,434	688,932	804,185	801,385	801,385
Other Employee Benefits	603	0	600	0	0	0
Employee Benefits	296,107	310,546	281,134	299,948	299,948	299,948
<i>Total Personal Services</i>	<i>1,003,244</i>	<i>1,114,980</i>	<i>970,666</i>	<i>1,104,133</i>	<i>1,101,333</i>	<i>1,101,333</i>
<i>Operating Expenditures</i>						
Professional Fees	91,469	96,000	102,320	90,500	90,500	90,500
				<i>Engineering fees, security, professional fees.</i>		
Maintenance Service	155,059	203,050	131,904	203,050	191,500	191,500
				<i>Janitorial services, solid waste, equipment repair, other maintenance projects.</i>		
Rent	8,031	9,200	4,800	9,200	9,200	9,200
					<i>Equipment rental.</i>	
Utility Services	36,843	45,000	32,500	50,000	45,000	45,000
					<i>Water & sewer.</i>	
Other Purchased Services	15,239	22,340	14,880	26,240	22,740	22,740
				<i>Telephone & alarm monitoring service.</i>		
Training & Conference	358	0	0	0	0	0
General Supplies	111,875	126,340	100,870	144,429	129,340	129,340
				<i>Repair supplies, small equipment, janitorial supplies.</i>		
Energy	204,277	219,000	161,205	229,000	229,000	229,000
				<i>Natural gas, electricity, gasoline, fuel oil.</i>		
Operating Supplies	91,260	75,500	47,190	76,700	73,700	73,700
				<i>Fertilizer, mulch, sand, sod, seed, chemicals.</i>		
Other Operating Costs	340	1,875	1,250	1,250	1,250	1,250
				<i>Memberships & dues, permit fees.</i>		
<i>Total Operating Exps.</i>	<i>714,751</i>	<i>798,305</i>	<i>596,919</i>	<i>830,369</i>	<i>792,230</i>	<i>792,230</i>
<i>Capital Outlay</i>	<i>42,127</i>	<i>46,000</i>	<i>46,000</i>	<i>82,000</i>	<i>20,000</i>	<i>20,000</i>
Total Expenditures	<u>1,760,122</u>	<u>1,959,285</u>	<u>1,613,585</u>	<u>2,016,502</u>	<u>1,913,563</u>	<u>1,913,563</u>
Cost-Sharing Expenses	12,761	11,839	11,839	13,420	13,420	13,420
REVENUES	<u>188,024</u>	<u>186,700</u>	<u>187,480</u>	<u>186,700</u>	<u>186,700</u>	<u>186,700</u>
Net County Dollars	1,572,098	1,772,585	1,426,105	1,829,802	1,726,863	1,726,863

PARKS

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES - ALL OTHERS</u>						
<i>Personal Services</i>						
Salaries & Wages	966,937	1,044,687	978,421	1,060,557	1,060,557	1,060,557
Employee Benefits	347,012	379,007	371,657	385,249	385,249	385,249
Total Personal Services	1,313,949	1,423,694	1,350,078	1,445,806	1,445,806	1,445,806
<i>Operating Expenditures</i>						
Professional Fees	65,448	86,750	85,815	126,550	126,050	126,050
				<i>Security for multi-purpose building and parks.</i>		
Maintenance Service	186,836	224,772	206,655	335,170	231,500	231,500
				<i>Janitorial services, solid waste, equipment repair, other maintenance projects.</i>		
Rent	838	3,250	2,550	3,750	1,750	1,750
				<i>Space and equipment rental.</i>		
Utility Services	56,755	57,300	33,250	57,300	57,300	57,300
				<i>Water & sewer.</i>		
Other Purchased Services	124,529	149,725	137,629	216,075	152,415	202,415
				<i>Recreation programs, contracts, telephone, insurance premiums.</i>		
Training & Conference	3,940	19,700	12,760	19,700	19,700	19,700
General Supplies	97,347	110,925	97,915	120,900	107,350	107,350
				<i>Office supplies, uniforms, repair supplies, small equipment, janitorial supplies.</i>		
Energy	141,190	148,499	132,335	151,785	149,775	149,775
				<i>Natural gas, electricity, gasoline, fuel oil.</i>		
Operating Supplies	127,939	115,700	99,470	120,800	114,050	114,050
				<i>Paint, lumber, concrete, fertilizer, mulch, sand, sod, seed, chemicals.</i>		
Other Operating Costs	37,784	90,750	136,120	172,500	172,250	172,250
				<i>Memberships & dues, permit fees, insurance claims.</i>		
Total Operating Exps.	842,606	1,007,371	944,499	1,324,530	1,132,140	1,182,140
Capital Outlay	94,000	78,250	76,250	77,000	65,000	65,000
				<i>Replacement equipment.</i>		
Payments T/O Agencies	0	0	0	0	0	0
Total Expenditures	<u>2,250,555</u>	<u>2,509,315</u>	<u>2,370,827</u>	<u>2,847,336</u>	<u>2,642,946</u>	<u>2,692,946</u>
Cost-Sharing Expenses	210,696	341,939	271,798	273,356	273,356	273,356
Contra-Expenses	0	0	0	0	0	0
REVENUES	<u>596,906</u>	<u>603,450</u>	<u>616,003</u>	<u>710,414</u>	<u>644,009</u>	<u>644,009</u>
Net County Dollars	<u>1,653,649</u>	<u>1,905,865</u>	<u>1,754,824</u>	<u>2,136,922</u>	<u>1,998,937</u>	<u>2,048,937</u>

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



Operating Goals & Objectives:

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

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

HOUSING & COMMUNITY DEVELOPMENT

Department 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.

Goals:

- Provide assistance to county residents for first time homeownership
- Perform rehabilitation of homes owned by very low, low and moderate income citizens to improve living conditions
- Protect property values, the health and safety of Forsyth County citizens through effective code enforcement
- Work with local economic development partners to focus efforts on increasing the number of new businesses and jobs

Program Descriptions:

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

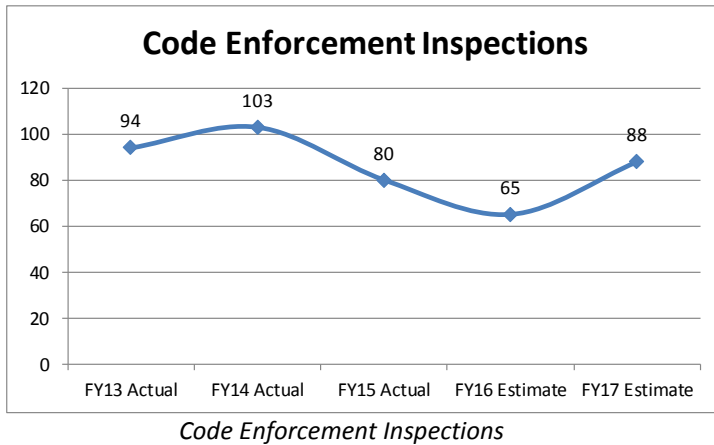
Rental Construction Financing – provide subordinate, gap financing for tax credit multi-family affordable housing projects.

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

Current Initiatives:

- Improve short and long term financial security for low and moderate income residents through a proven learning process
- Improve living conditions of very low, low and moderate income citizens by leveraging public and private funds for the repair and construction of housing
- Protect the property values, health and safety of Forsyth County citizens by providing efficient and effective services in the enforcement of the minimum housing code
- Work with local economic development partners to focus efforts on the areas of industrial site and building availability, workforce development, and entrepreneurship support

Performance Measures:



39

First Time Home Buyers

\$4,339,578

Total First Time Home Buyer Investment

16

Homes Rehabilitated

Budget Highlights: The FY18 Adopted Budget represents a net County dollar increase of \$35,220, or 6.4% over FY17 Original. Significant drivers include \$60,000 for a Property Abatement Program that was approved by the Board of Commissioners as part of the 2016 Pay-Go discussion and an additional \$10,000 Alternate Service Level request (\$20,000 total) for the County's Small Business IDA program the department is working to establish. Additionally, three contracts with non-profit agencies that were included in the Current Year Original budget have been moved back to Special Appropriations.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Housing Supp/Grants Project:	416,870	526,298	509,573	633,331	551,473	561,473
Emergency Rehab.	8,700	15,000	15,000	25,000	15,000	15,000
Transfer to GPO	25,125	26,205	26,205	26,250	26,250	26,250
TOTAL	<u>450,695</u>	<u>567,503</u>	<u>550,778</u>	<u>684,581</u>	<u>592,723</u>	<u>602,723</u>

HOUSING & COMMUNITY DEVELOPMENT

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	238,763	304,231	304,802	342,123	308,053	308,053
Other Employee Benefits	524	520	738	312	312	312
					<i>Cell Phone stipend</i>	
Employee Benefits	86,408	115,334	110,195	122,603	108,998	108,998
Total Personal Services	325,695	420,085	415,735	465,038	417,363	417,363
<i>Operating Expenditures</i>						
Professional Fees	0	150	0	0	0	0
					<i>Code enforcement title opinions.</i>	
Rent	0	100	0	0	0	0
Construction Services	0	2,500	2,500	2,500	2,500	2,500
Communications	2,601	2,200	3,105	3,528	3,120	3,120
Other Purchased Services	73,897	71,353	76,103	103,100	103,100	103,100
					<i>Telephone, printing, advertising contractual services, consumer counseling for IDA Prog.</i>	
Insurance Premiums	742	1,000	750	1,000	1,000	1,000
Training & Conference	7,690	6,450	5,300	6,700	6,450	6,450
General Supplies	1,961	3,220	1,850	5,800	3,000	3,000
Operating Supplies	2,179	5,050	200	500	250	250
					<i>Supplies, software.</i>	
Other Operating Costs	10,805	19,190	19,030	29,690	19,690	19,690
					<i>Emergency rehab, memberships, insurance claims.</i>	
Other Contracts, Grants	0	10,000	0	20,000	10,000	20,000
					<i>Grant Funds to United Way for IDA Program</i>	
Transfer to Housing GPO	25,125	26,205	26,205	26,250	26,250	26,250
					<i>Transfer of matching funds to GPO.</i>	
Total Operating Exps.	125,000	147,418	135,043	199,068	175,360	185,360
Capital Outlay	0	0	0	20,475	0	0
Total Expenditures	<u>450,695</u>	<u>567,503</u>	<u>550,778</u>	<u>684,581</u>	<u>592,723</u>	<u>602,723</u>
Cost-Sharing Expenses	64,166	13,338	16,040	17,444	17,444	17,444
<u>REVENUES</u>	<u>22,800</u>	<u>20,000</u>	<u>8,400</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	5/0

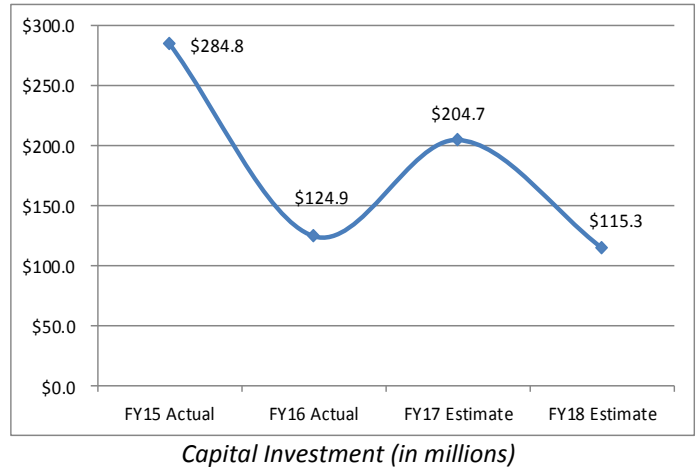
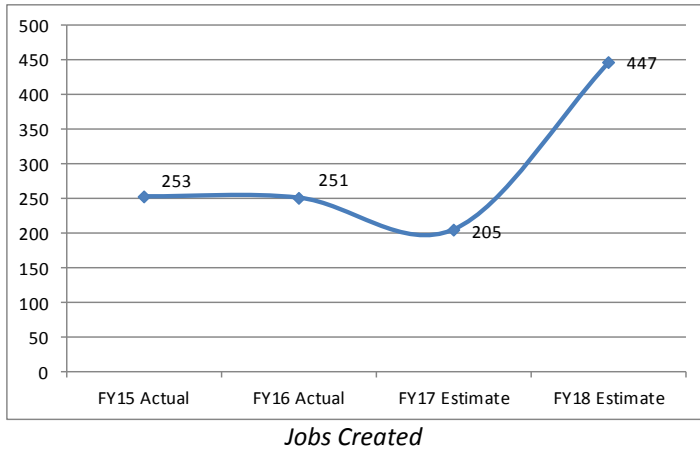
ECONOMIC DEVELOPMENT

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 several economic development projects in FY16 that are projected to create \$100,475,000 in

capital investment and 251 new private sector jobs in Forsyth County, as well as provide infrastructure improvements at Union Cross Business Park, Whitaker Park, the Brookstown District, Smith-Reynolds Airport and the Wake Forest Innovation Quarter. County staff involved in economic development strengthened relationships with local economic development partners.

Performance Measures:



Budget Highlights: The FY18 Adopted Budget for Economic Development reflects an increase of \$88,077, or 2.9% over the FY17 Adopted Budget. Incentives for Lowes are now complete and there were decreases in other projected incentive costs for FY18, offset by some increases as well. Other incentives that have been approved by the Board of Commissioners, but are not anticipated to have any impact in the FY18 budget include Brookstown Ballpark Project, WPDA, Bailey Power, Beaufurn, Corning, and Idols Road. The main driver of the increase is the addition of the Airport Commission as a grantee agency in the first year being shifted from Non-Departmental.

PROGRAM SUMMARY

	FY 15-16		FY 16-17		FY 17-18	
	Actual	Original	Estimate	Request	Recommend	Adopted
Economic Development	2,826,143	3,027,516	7,984,906	3,145,592	3,115,592	3,115,593
TOTAL	2,826,143	3,027,516	7,984,906	3,145,592	3,115,592	3,115,593

ECONOMIC DEVELOPMENT

	FY 15-16 Actual	FY 16-17 Original	Estimate	Request	FY 17-18 Recommend	Adopted
EXPENDITURES						
Grantee Agencies:						
Downtown W-S Partnership	20,000	20,000	20,000	20,000	20,000	20,000
KVL Chamber of Commerce	5,172	5,172	5,172	5,172	5,172	5,172
W-S Chamber of Commerce	100,000	100,000	100,000	125,000	100,000	100,000
Film Commission	30,000	30,000	30,000	35,000	30,000	30,000
Airport Commission	0	0	0	150,000	150,000	150,000
W-S Business, Inc.	96,782	100,000	100,000	100,000	100,000	100,000
Subtotal Grantee Agencies	251,954	255,172	255,172	435,172	405,172	405,172
Incentives						
City of WS (parking deck)	426,641	435,348	435,348	471,869	471,869	471,870
					<i>Agreement status: 14 of 20.</i>	
Pepsi	71,252	83,964	83,964	75,921	75,921	75,921
					<i>Agreement status: 3 of 7.</i>	
Wake Forest Univ. Hlth Sci.	394,424	396,270	396,270	396,270	396,270	396,270
					<i>Agreement status: 9 of 20.</i>	
WSBI/Union Cross	209,570	0	290,430	0	0	0
					<i>Agreement status:</i>	
Herbalife	0	269,252	269,252	276,130	276,130	276,130
					<i>Agreement status: 1 of 5.</i>	
Lowes	181,779	210,624	210,624	0	0	0
					<i>Agreement status: 10 of 10.</i>	
Grass America	25,640	0	0	0	0	0
					<i>Agreement status: Completed in FY16.</i>	
Caterpillar, Inc.	653,096	700,947	608,858	757,406	757,406	757,406
					<i>Agreement status: 4 of 10.</i>	
United Furniture Industries	0	21,500	21,500	21,500	21,500	21,500
					<i>Agreement status: 1 of 7.</i>	
Deere-Hitachi	169,671	202,053	180,336	264,220	264,220	264,220
					<i>Agreement status: 2 of 7.</i>	
Wexford WFU	235,897	235,900	233,090	230,900	230,900	230,900
					<i>Agreement status: 4 of 21.</i>	
Inmar Inc.	0	195,100	195,100	193,175	193,175	193,175
					<i>Agreement status: 2 of 7.</i>	
Piedmont Propulsion	2,844	3,076	3,076	3,041	3,041	3,041
					<i>Agreement status: 2 of 5.</i>	
WPDA/KCS	200,000	0	0	0	0	0
					<i>Agreement Status: Completed in FY16.</i>	
Polyvlies	0	18,310	18,310	17,815	17,815	17,815
					<i>Agreement Status: 1 of 8.</i>	
Bailey Power	0	0	3,000,000	0	0	0
Whitaker Park	0	0	1,768,576	0	0	0
Kailo	0	0	0	2,173	2,173	2,173
Other Contractual Services	3,375	0	15,000	0	0	0
Subtotal Incentives	2,574,189	2,772,344	7,729,734	2,710,420	2,710,420	2,710,421
Total Expenditures	2,826,143	3,027,516	7,984,906	3,145,592	3,115,592	3,115,593
REVENUES	30,373	30,374	3,030,374	30,374	30,374	30,374

CITY/COUNTY PLANNING and DEVELOPMENT

Department 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.

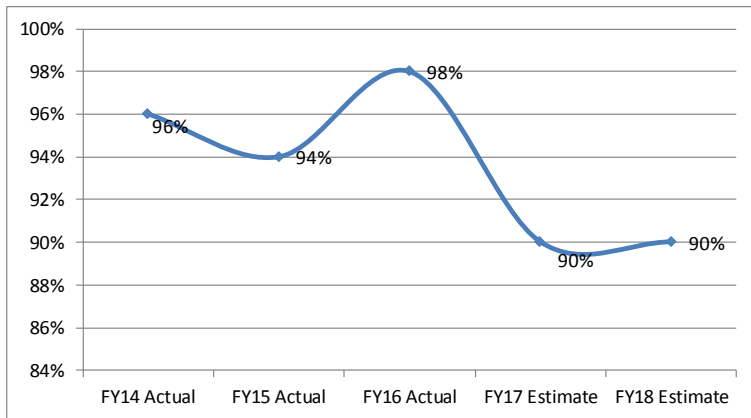
Land Use Administration: Provides planning and zoning information, maps and aerial photography to the public via customer service counter, telephone, website and/or email. Processes and reviews zoning request changes, proposed subdivisions and site plans in the City of Winston-Salem and for most of Forsyth County. Prepares or reviews proposed amendments to the *Unified Development Ordinances (UDO)*. Provides recommendations to the City-County Planning Board and elected bodies through staff reports, presentations, and recommendations.

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 its promotion, preservation and appreciation of our historic resources. Supports the Community Appearance Commission in its review of public and private projects and in its work to enhance community appearance through advocacy, education, and recognition.

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

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

Key Performance Measures:



Approved Plans Meeting Goals & Policies of Legacy Comprehensive Plan

49
Community Outreach Meetings (FY16)
46
Rezoning (FY16)
107
Certificates of Appropriateness (FY16)
7
Planning Board Site Plans Reviews

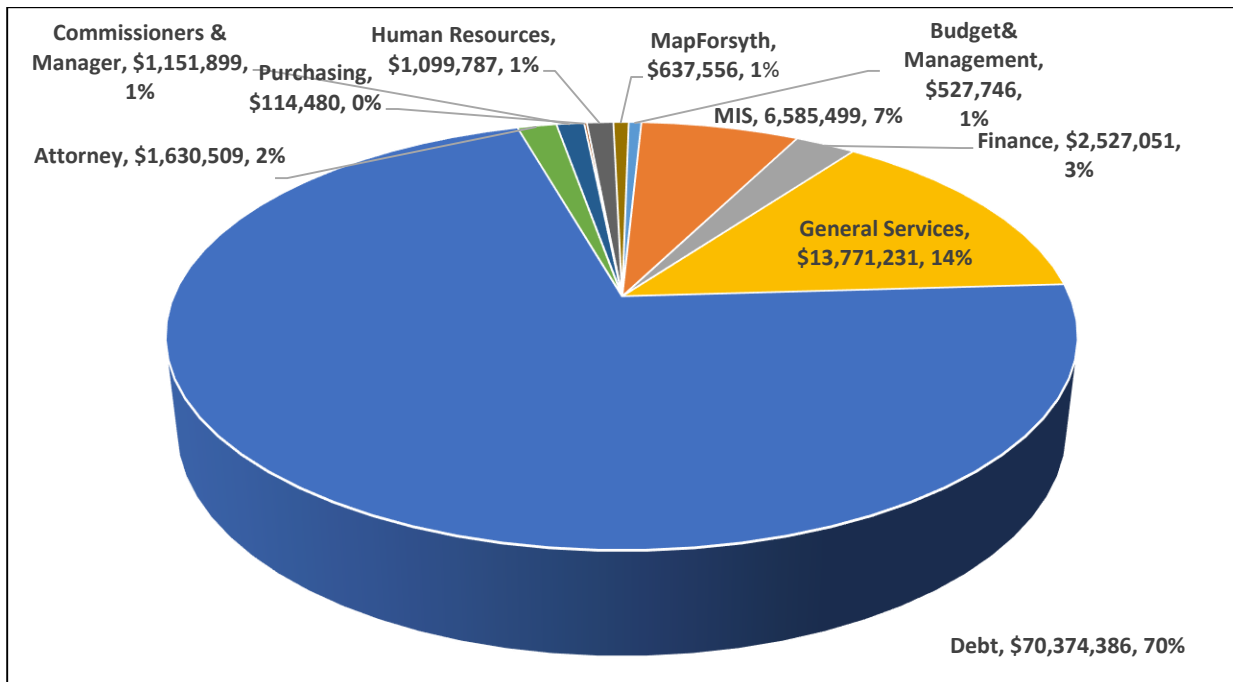
PROGRAM SUMMARY

	FY 15-16		FY 16-17		FY 17-18	
	Actual	Original	Estimate	Request	Recommend	Adopted
Planning Board	1,117,248	1,200,760	1,200,760	1,253,820	1,253,820	1,274,920
Transportation Planning	185,193	289,490	263,130	293,240	293,240	293,460
TOTAL County Share	<u>1,302,441</u>	<u>1,490,250</u>	<u>1,463,890</u>	<u>1,547,060</u>	<u>1,547,060</u>	<u>1,568,380</u>

*Net expenses are apportioned fifty percent to the City and fifty percent to the County.

ADMINISTRATION & SUPPORT SERVICE AREA

Administration & Support Service Area - \$30.0 million or 6.7% 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 Ass/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 14% of the subsequent year's budget.
- Annually updating projections of revenues, expenditures, and fund balances for the next five years, and 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 the 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, and 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 and risk management programs to protect employees and 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% 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 FY18 is 16.54%. 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

Department 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 of resources which the organization requires to fulfill its missions, goals, and objectives.

Goals:

- Work across the organization to develop and implement the annual operating and capital budget by providing accurate and timely information make management and policy decisions at all levels of the organization.
- Continue to develop ourselves as a trusted and unbiased subject matter expert in service to departments; elected officials, and citizens to guide and influence the organization’s effectiveness.
- Develop, guide, and monitor special management/financial studies across all departments to support policy and management decisions, improve efficiency and effectiveness, and ensure fiscal and management integrity.

Program Descriptions:

Budget & Management - provides required analyses, negotiations, and document production for the creation of the annual budget; management analyses and advice to County Management on various activities; problem solving

Budget Highlights: The FY18 Recommended budget for the Budget & Management department reflects a net County dollar increase of \$13,837 or 2.8% over FY17 Adopted. All of the increase is found in Personal Services for annualized performance adjustments and fringe benefit adjustments. Operating expenses remain at current year budget. Over the next year, staff will work with assigned departments to improve or develop department-specific performance measures that align with the three (3) primary management goals established in a strategic visioning process managed by Human Resources. Budget will continue to provide administrative support to the Juvenile Crime Prevention Council (JCPC). Revenue reflected in the budget is reimbursement for providing JCPC administrative support.

assistance to operating departments and County Management; monitoring of budget and budgetary control; generation of monthly, mid-year and annual reports to the Manager and/or County Commissioners. Provide administrative support to the Juvenile Crime Prevention Council.

Current Initiatives:

- Oversee implementation of the Board-adopted Budget and expenditure control;
- Ensure compliance with 159A Local Government Budget and Fiscal Control Act;
- Special studies in all departments to improve business practices.

Performance Measures:

- Poll county departments’ satisfaction with budget analyst and the budget department using a Google form;
- Improve expenditure and revenue estimate accuracy when compared to year-end actuals;
- Receive GFOA Award;
- Complete all Board directed initiatives within a specified time period.

PROGRAM SUMMARY:

	FY 15-16		FY 16-17		FY 17-18	
	Actual	Original	Estimate	Request	Recommend	Adopted
Budget & Management	440,235	513,909	427,213	527,746	527,746	527,746
TOTAL	440,235	513,909	427,213	527,746	527,746	527,746

BUDGET & MANAGEMENT

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	290,724	336,338	273,624	339,806	339,806	339,806
Other Employee Benefits	458	520	522	0	0	0
Employee Benefits	103,320	119,751	103,532	130,640	130,640	130,640
Total Personal Services	394,502	456,609	377,678	470,446	470,446	470,446
Operating Expenditures						
Professional & Tech Services	635	650	635	650	650	650
				<i>Fee to submit document to GFOA.</i>		
Rent	77	200	325	200	200	200
Other Purchased Services	41,666	41,100	40,750	41,100	41,100	41,100
				<i>Contractual studies and insurance premiums.</i>		
Training & Conference	2,526	11,000	5,750	11,000	11,000	11,000
General Supplies	529	2,350	1,825	2,350	2,350	2,350
Other Operating Costs	300	2,000	250	2,000	2,000	2,000
				<i>Insurance claims, memberships & dues.</i>		
Total Operating Exps.	45,733	57,300	49,535	57,300	57,300	57,300
TOTAL EXPENDITURES	<u>440,235</u>	<u>513,909</u>	<u>427,213</u>	<u>527,746</u>	<u>527,746</u>	<u>527,746</u>
REVENUES						
	<u>0</u>	<u>15,000</u>	<u>15,500</u>	<u>15,500</u>	<u>15,500</u>	<u>15,500</u>
				<i>Admin support for JCPC Committee.</i>		
Cost-Sharing Expenses	21,119	36,549	27,072	37,925	37,925	37,925
POSITIONS (FT/PT)	6/0	6/0	6/0	6/0	6/0	6/0

MANAGEMENT INFORMATION SERVICES

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

Goals:

- Develop strategies, work processes and relationships to ensure data integrity, security and access across all departments
- Acquire, maintain, and manage technology to endure the security of internal and external users, operability of reliable systems, functional operation of technology across all departments, and the successful integration of new technologies
- Develop and maintain user capability that provides quality assurance, awareness of existing or new processes and technologies, and identification of opportunities for efficiencies

Program Descriptions:

MIS has been reorganized to provide a higher level of unified support for employees and citizens of Forsyth County. This reorganization provides focused, high-level leadership in the external and internal arenas.

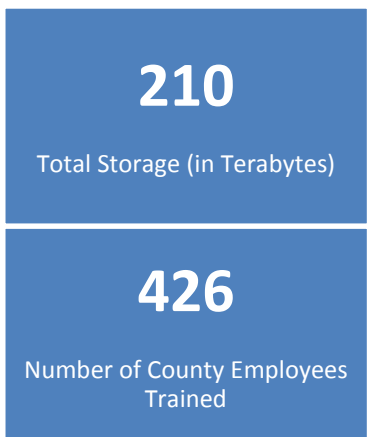
Client Relations - Oversees high-level departmental contact between MIS and other departments. This unit is responsible for establishing and maintaining a single point of contact for departments, and is responsible for providing training and education for IT related subject matter for Forsyth County employees.

Technology Services - Oversees the technological infrastructure for County departments, which includes wired and wireless networks, high-end centralized computer platforms, endpoint computer platforms, phones, printers copiers, video surveillance for departmental requirements, and IT security services. This unit also actively searches for future technologies that could enhance IT service delivery and efficiency.

Current Initiatives:

- Complete at least 12 quality assurance processes focusing on the high risk activities that move information between departments and report the results
- BOSS Desk migration from on-premise solution to cloud-based, global access solution for ticket and asset management
- Enable live streaming of Board of Commissioners meetings
- SAN technology refresh
- Copier Fleet Analysis and refresh including review of managed print service offerings
- Equip County Emergency Operations Center to meet required demands for all stakeholders
- Create and maintain a list of all supported devices
- Develop training and support programs that meet department needs
- Give guidance to Human Resources in developing an IT strategy to improve technology in Human Resources for its users

Performance Measures:



MANAGEMENT INFORMATION SERVICES

Budget Highlights: The MIS FY18 Adopted Budget reflects a net County dollar decrease of -\$239,948 or -3.5% below the Current Year Original (CYO) budget. Personal Services is the only expenditure category that increases (\$146,509 or 4.2% over CYO), due to adjusted annual salary compensation and fringe benefit increases. Operating expenditures decrease by -\$386,457 or -11.6% below CYO. This reduction is primarily due to the Board of County Commissioners allowing the department to purchase the Storage Area Network (SAN) solutions equipment in April of 2017, eliminating future SAN leasing costs from the departmental budget.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	616,307	672,208	650,779	710,328	710,128	710,128
Technology Solutions	4,751,600	5,188,060	4,651,201	5,065,711	4,966,711	4,966,711
Application Solutions	859,028	965,179	737,840	908,660	908,660	908,660
TOTAL	<u>6,226,935</u>	<u>6,825,447</u>	<u>6,039,820</u>	<u>6,684,699</u>	<u>6,585,499</u>	<u>6,585,499</u>

MANAGEMENT INFORMATION SERVICES

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	2,540,517	2,567,725	2,478,379	2,701,646	2,701,646	2,701,646
Other Employee Benefits	6,565	7,384	6,652	4,564	4,564	4,564
					<i>Cell phone stipends.</i>	
Employee Benefits	889,648	916,671	862,699	932,079	932,079	932,079
Total Personal Services	3,436,730	3,491,780	3,347,730	3,638,289	3,638,289	3,638,289
<i>Operating Expenditures</i>						
Maintenance Service	395,801	573,200	500,000	550,000	550,000	550,000
					<i>Copier maintenance, hardware maintenance for computer equipment.</i>	
Rent	136,770	294,527	139,150	141,000	141,000	141,000
					<i>Mail meter rental and copier rental agreement.</i>	
Construction Services	5,640	20,000	27,000	20,000	30,000	30,000
					<i>Wiring projects.</i>	
Other Purchased Services	1,148,163	1,572,240	1,388,640	1,415,760	1,415,760	1,415,760
					<i>Insurance premiums, software maintenance, consultant svcs. Contracts, phone & data line charges.</i>	
Training & Conference	16,367	25,250	17,300	25,250	25,250	25,250
					<i>Training & personal mileage.</i>	
General Supplies	907,258	571,050	372,600	488,500	488,300	488,300
					<i>Computer & printer replacement, postage, small equipment, repair supplies.</i>	
Operating Supplies	53,154	103,000	73,000	156,000	147,000	147,000
					<i>Software, paper, printer supplies, computer supplies.</i>	
Other Operating Costs	10,829	17,400	17,400	17,900	17,900	17,900
					<i>Winston net membership, memberships & dues, books & subscriptions, insurance claims.</i>	
Total Operating Exps.	2,673,982	3,176,667	2,535,090	2,814,410	2,815,210	2,815,210
Capital Outlay	116,223	157,000	157,000	232,000	132,000	132,000
					<i>Software, server replacements and equipment for County departments.</i>	
Total Expenditures	<u>6,226,935</u>	<u>6,825,447</u>	<u>6,039,820</u>	<u>6,684,699</u>	<u>6,585,499</u>	<u>6,585,499</u>
Cost-Sharing Expenses	192,482	145,871	188,422	160,101	160,101	160,101
Contra-Expenses	(583,462)	(607,612)	(482,320)	(527,953)	(527,705)	(527,705)
<u>REVENUES</u>	<u>268</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>	<u>200</u>
POSITIONS (FT/PT)	42/0	41/0	41/0	41/0	41/0	41/0



FINANCE

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

Goals:

- Develop and implement a comprehensive approach to purchasing that results in transparency for County departments
- Develop and implement a digital departmental budget transfer process
- Develop and implement a digital Board/County Manager budget appropriation/transfer process
- Implement an electronic payment solution to minimize or eliminate check writing and enhance internal control
- Develop process and framework to select a new accounting system

Program Descriptions:

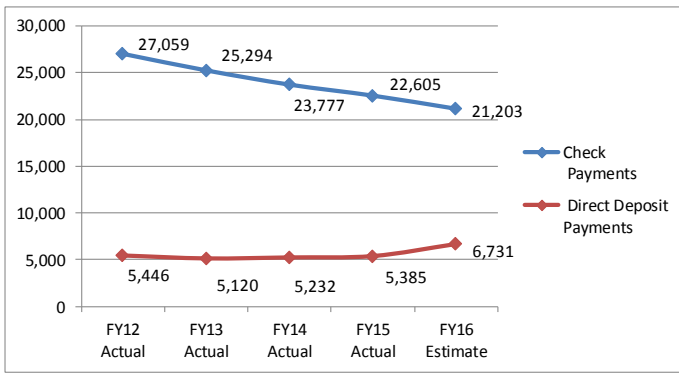
Finance - provides general accounting, payroll, disbursing, cash forecasting, investing, debt management and bond issuance, budgetary control, grant accounting and compliance, record retention, financial systems analysis, and fixed asset accounting services; quarterly, mid-year, and annual reports to 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.

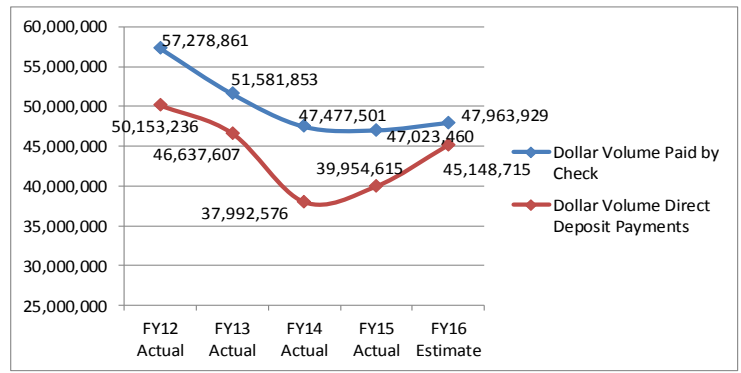
Current Initiatives:

- Expand the Finance website to include purchasing and consolidate with other acquisition and payment services
- Work with MIS in developing a digital departmental appropriation/transfer process
- Perform a bank card and e-payables function requirements definition study with Wells Fargo and MIS
- Form departmental and interdepartmental teams to select consultant for new accounting system

Key Performance Measures:



Disbursements by Type



Disbursements by Amount

Budget Highlights: The FY18 Adopted Budget reflects a net County dollar increase of \$72,064 (1.03%), increase over the FY17 Adopted Budget. \$67,564 of the increase in the Adopted Budget is attributed to increased Personal Services costs for annualized salary and fringe benefit increases.

GENERAL SERVICES

Department Mission: To provide quality management of the County's facilities, fleet and property assets in order to support and meet the needs of our customers in a manner consistent with the goals of Forsyth County.

Goals:

- Provide outstanding and timely service to departments in a professional and comprehensive manner
- Develop a thorough critical facilities continuity of operations plan that identifies critical facilities and subsystems of each with strategies to manage crisis situations
- Develop and maintain a safety and security program that identifies and catalogs all safety regulation and reporting requirements to ensure compliance
- Implement and maintain a comprehensive capital maintenance program that identifies and prioritizes capital needs across all county departments and facilities.

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, 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 surplus vehicle auctions.

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

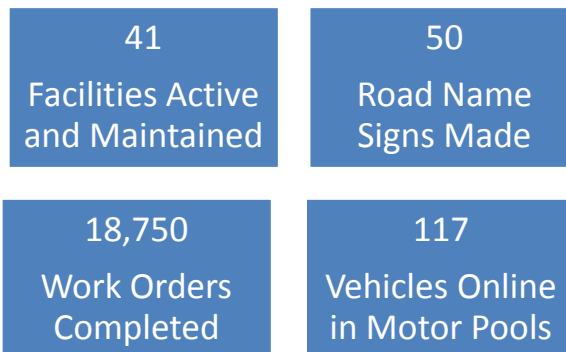
Property Management - provides management for real and personal property including the leasing of County property, oversees the operations of the warehouses, surplus property disposal, and recycling.

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

Current Initiatives:

- Facility Dude implementation, maintenance and expansion
- Provide better communication to departments and opportunities for collaboration
- Fact finding to determine issues
- Develop CO-OP plans for critical facilities
- Hire dedicated staff person to develop, implement and lead all aspects of the safety program
- Regular/consistent building inspections
- Improve project budget estimating
- Communicate project status and updates in a timely manner

Performance Measures:



GENERAL SERVICES

Budget Highlights: The FY18 Adopted Budget reflects a net County dollar increase of \$339,897, or 2.7%, above FY17 Original. Revenues are projected to increase \$40,346, or 5.5%, due to the following factors: a) an amended 10-year lease with SL Winston-Salem LLC for the Chestnut Street Parking Deck resulting in a gain of \$78,080; b) Facility (courtroom) Fees increases by \$50,000; and c) Sale of Surplus Property increases by \$5,000, These revenue gains are offset by the \$81,500 revenue "loss" for departmental services resulting from the transition of CenterPoint Human Services to Cardinal Innovations for Print/Mail and Fleet services.

On the expenditure side, the Adopted Budget reflects an increase of \$380,243, or 2.8%, over FY17. Personal Services shows a decrease through the elimination of six (6) vacant custodial positions and shifting to more contracted custodial services. Operating costs reflect an increase of \$389,750 or 5.5% over FY17 Original and are focused primarily in the areas of Maintenance Service, Security, Operating Supplies, Utilities and Energy. The primary driver is the new responsibility of maintaining the Public Safety Center (PSC) as a multi-tenant facility with the completion of the 3rd floor to be occupied by Probation and Parole. The utilities impact of Probation and Parole's move is partially offset by reductions in Space Rentals due to terminations of 3 office space leases, although Parking Space Rental will increase to provide additional parking for 70 Probation and Parole employees.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		Request	FY 17-18	
	Actual	Original	Estimate		Recommend	Adopted
Administration	1,486,493	1,904,342	1,701,001	2,013,148	2,013,148	2,013,148
Automotive Services	2,260,987	2,576,606	2,276,066	2,671,648	2,524,348	2,524,348
Central Services	1,801,400	2,042,058	1,943,018	2,225,904	2,192,554	2,192,554
Construction Management	232,594	246,434	239,394	258,267	257,767	257,767
Facilities Operations	2,098,597	2,120,203	1,959,069	2,289,005	2,273,355	2,273,355
Grounds Maintenance	940,017	998,323	1,020,536	1,028,312	1,022,712	1,022,712
Facility Expenses	1,951,551	1,837,540	1,956,613	1,972,600	1,969,500	1,969,500
Support Services	1,436,189	1,665,482	1,427,344	1,525,997	1,517,847	1,517,847
TOTAL	<u>12,207,828</u>	<u>13,390,988</u>	<u>12,523,041</u>	<u>13,984,881</u>	<u>13,771,231</u>	<u>13,771,231</u>

GENERAL SERVICES

	FY 15-16 Actual	FY 16-17 Original	FY 16-17 Estimate	FY 17-18 Request	FY 17-18 Recommend	FY 17-18 Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	3,884,999	4,185,817	3,854,467	4,173,792	4,173,792	4,173,792
Other Employee Benefits	6,074	6,575	5,771	6,566	6,566	6,566
Employee Benefits	1,801,429	2,016,841	1,849,029	2,009,248	2,009,248	2,009,248
Board Compensation	900	900	900	900	900	900
Total Personal Services	5,693,402	6,210,133	5,710,167	6,190,506	6,190,506	6,190,506
Operating Expenditures						
Professional Fees	837,490	1,115,590	1,036,310	1,148,300	1,148,300	1,148,300
				<i>Custodial and security services; legal and engineering fees.</i>		
Maintenance Service	829,756	848,250	889,620	1,172,050	1,130,950	1,130,950
				<i>Janitorial services, building and mechanical systems projects.</i>		
Rent	549,554	536,090	603,937	335,800	335,800	335,800
				<i>Includes Parole, Probation & Community Service lease; juror parking, Public Defender's Office.</i>		
Utility Services	77,352	72,200	78,665	120,200	120,200	120,200
				<i>Includes solid waste disposal charges, water & sewer services.</i>		
Construction Services	23,585	0	5,760	0	0	0
				<i>Capital Repair Plan.</i>		
Other Purchased Services	706,435	731,850	715,276	732,400	732,150	732,150
				<i>Insurance premiums, pagers, telephone services, blanket contracts for preventive maintenance services.</i>		
Training & Conference	12,718	10,000	8,685	28,950	10,250	10,250
General Supplies	834,820	900,675	829,160	788,325	784,025	784,025
				<i>Janitorial & maintenance repair supplies; small equipment purchases.</i>		
Energy	1,605,688	1,820,800	1,565,550	2,266,600	2,130,600	2,130,600
				<i>Electricity, natural gas, gasoline.</i>		
Operating Supplies	899,686	992,000	902,225	1,020,450	1,015,000	1,015,000
				<i>Tires & automotive supplies, protective gear, repair supplies.</i>		
Other Operating Costs	18,974	78,400	78,186	89,000	88,150	88,150
				<i>Insurance claims, memberships & dues.</i>		
Total Operating Exps.	6,396,058	7,105,855	6,713,374	7,702,075	7,495,425	7,495,425
Capital Outlay	118,368	75,000	99,500	92,300	85,300	85,300
Total Expenditures	<u>12,207,828</u>	<u>13,390,988</u>	<u>12,523,041</u>	<u>13,984,881</u>	<u>13,771,231</u>	<u>13,771,231</u>
Cost-Sharing Expenses	1,563,664	1,516,258	1,562,671	1,774,535	1,774,686	1,774,686
Contra-Expenses	(7,303,661)	(6,989,637)	(7,502,398)	(7,605,348)	(7,591,453)	(7,591,453)
REVENUES	<u>934,381</u>	<u>731,040</u>	<u>848,663</u>	<u>688,306</u>	<u>771,386</u>	<u>771,386</u>
POSITIONS (FT/PT)	133/4	128/1	128/1	122/1	122/1	122/1



HUMAN RESOURCES

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

Goals:

- Develop and implement a comprehensive approach to workforce recruitment, hiring, retention and planning; resulting in a diverse, effective workforce to meet the present and future needs of Forsyth County
- Improve supervisory and performance management practices across the County in the following key areas: human resource policies and procedures, employee professional development, coaching, feedback, and conflict resolution
- Be a trusted agent across all departments by providing high quality consultative and advisory services to ensure full compliance with the myriad of state and federal regulations affecting all aspects of employment activities
- Actively encourage healthy behaviors among County employees, dependents and retirees.

Program Descriptions:

Personnel Management - focuses 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 supports all departments and acts as a resource to the County Manager and executive staff 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.

Current Initiatives:

- Partner with department managers and county management to improve retention and develop succession plans within each department
- Implement a Workforce Planning Strategy to expand outreach activities to reach diverse candidate pools that meet particular job needs and ensure compliance with the County's EEO
- Partner with a compensation consultant to perform a comprehensive analysis of the current salary structures
- Provide comprehensive supervisory and management training across the County
- Implement a new HRIS system, online benefits platform, electronic interface with 401K and 457 providers, electronic status reports, and electronic performance appraisal approval process
- Partner with the wellness vendor to encourage employee participation in wellness and prevention services and activities

Performance Measures:

	FY 13	FY 14	FY 15	FY 16
<u>Turnover % by Service Area</u>				
Admin & Support	10.3%	9.6%	12.5%	4.3%
Community & Economical Development	0.0%	20.0%	0.0%	0.0%
Cultural & Recreation	12.0%	14.4%	14.9%	13.3%
Environmental Management	10.0%	21.7%	4.2%	8.3%
General Government	3.9%	3.7%	23.2%	11.1%
Health	11.9%	14.7%	22.5%	20.9%
Public Safety	10.3%	12.0%	21.1%	12.4%
Social Services	11.9%	10.7%	14.7%	17.1%
Total Turnover	<u>10.7%</u>	<u>11.8%</u>	<u>13.7%</u>	<u>13.6%</u>
Sick Leave Utilization	3.3%	3.5%	3.5%	3.5%

Budget Highlights: The Human Resources FY18 Adopted Budget reflects a net County dollar increase of \$134,550, or 8.7% over the CYO budget. The increase is driven by Personal Services due to budgeting a full year for the new Senior Human Resources Consultant position, annualized performance increases, and a slight increase in fringe benefits.

HUMAN RESOURCES

PROGRAM SUMMARY

	FY 15-16	FY 16-17			FY 17-18	
	Actual	Original	Estimate	Request	Recommend	Adopted
Human Resources	876,700	965,237	961,225	1,099,787	1,099,787	1,099,787
TOTAL	876,700	965,237	961,225	1,099,787	1,099,787	1,099,787

	FY 15-16	FY 16-17			FY 17-18	
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	504,620	520,918	529,430	581,821	581,821	581,821
Employee Benefits	169,246	176,829	187,162	190,476	190,476	190,476
Total Personal Services	673,866	697,747	716,592	772,297	772,297	772,297
<i>Operating Expenditures</i>						
Professional Fees	32,512	40,000	35,100	40,000	40,000	40,000
						<i>Contract for the County's Employee Assistance Program.</i>
Rent	600	750	420	750	750	750
Other Purchased Services	121,855	149,200	140,929	214,200	214,200	214,200
						<i>Criminal & drivers license checks, COBRA Admin., Flex Program Admin., Neo Gov contracts, Kenexa, Comp/Class Study.</i>
Training & Conference	4,660	12,365	9,450	12,365	12,365	12,365
General Supplies	5,832	9,400	7,205	9,400	9,400	9,400
						<i>Office supplies, small equipment, books & subscriptions.</i>
Operating Supplies	18,114	26,300	27,900	26,300	26,300	26,300
Other Operating Costs	19,091	29,475	23,629	24,475	24,475	24,475
						<i>Tuition reimbursement, membership & dues, insurance claims.</i>
Inventory Purchase	170					
Total Operating Exps.	202,834	267,490	244,633	327,490	327,490	327,490
Total Expenditures	<u>876,700</u>	<u>965,237</u>	<u>961,225</u>	<u>1,099,787</u>	<u>1,099,787</u>	<u>1,099,787</u>
Cost-Sharing Expenses	37,035	30,695	33,172	32,598	32,598	32,598
POSITIONS (FT/PT)	9/0	10/0	10/0	10/0	10/0	10/0

MAPFORSYTH

Department Mission: To use innovative technologies to effectively serve the citizens and municipalities of Forsyth County by providing comprehensive and reliable Geographic Information Systems and Addressing services.

Goals:

- Improve all City/County departments by developing and maintaining a central geographical reference data repository
- Help City/County departments use geographic data in decision-making and to help the community understand strengths, weaknesses, opportunities, and challenges

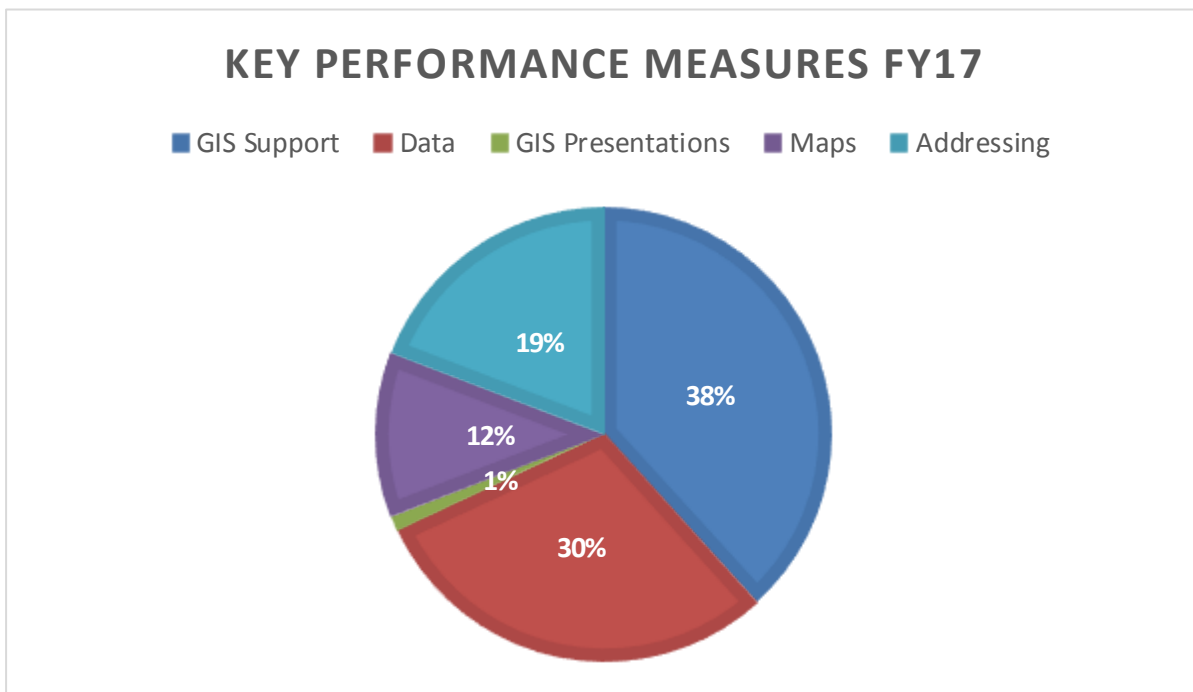
Program Description: *MapForsyth / City-County Geographic Information* - MapForsyth is an enterprise GIS Addressing office. MapForsyth is designed to support departments and municipalities that use GIS Addressing information, while

supporting and training others who do not have GIS staff. Projects include providing Maps, GIS Support, Data, GIS Presentations, GIS Trainings and Addressing.

Current Initiatives:

- Create efficiency across City/County departments through the accuracy and completeness of geographical reference data
- Custodian of GIS & Addressing data sets
- Bring data alive through the use of maps
- Tell the story behind the data
- Implement procedures to work with departments to create a product of the data

Performance Measures:



Planned Division of Staff Time

- Maps - Creation, Updates, Web Development, etc.
- GIS Support - Technical Support
- Data - Creation, Update, Etc.
- GIS Presentations - Presentations to stakeholders

Budget Highlights: The workload continues to increase as more stakeholders become aware of the services and capabilities available through MapForsyth. Operating expenses are lower for FY18, primarily in Software Licensing and Maintenance (ESRI contract moved to MIS) and Other Contractual Services (Phase III of the Master Addressing Repository Contract moved to applicable departments). A GIS Analyst position was shifted to MapForsyth from the Emergency Services CAD & IT division. This position will provide GIS services associated with the new OSSI CAD system. The revenue for MapForsyth is primarily from the City of Winston-Salem per an inter-local agreement. The revenue formula is based on weighted population with the City funding 35.5% and the County funding 64.5% of the MapForsyth budget.

MAPFORSYTH

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
GIS	749,590	543,206	557,046	481,238	481,238	481,238
Addressing	0	228,492	204,818	231,318	156,318	156,318
TOTAL	749,590	771,698	761,864	712,556	637,556	637,556

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted

EXPENDITURES

Personal Services

Salaries & Wages	368,658	374,801	385,086	439,370	439,370	439,370
Employee Benefits	138,442	145,396	151,280	171,685	171,685	171,685
Total Personal Services	507,100	520,197	536,366	611,055	611,055	611,055

Operating Expenditures

Other Purchased Services	230,655	232,100	207,301	82,000	7,000	7,000
				<i>Rent, Software Licensing & Maintenance, Other Contractual, Insurance Premiums.</i>		
Training & Conference	8,206	10,001	10,001	10,251	10,251	10,251
General Supplies	1,940	5,400	5,196	5,250	5,250	5,250
				<i>Office supplies, small equipment, Books & Subscriptions, Other General Supplies.</i>		
Other Operating Costs	1,689	4,000	3,000	4,000	4,000	4,000
				<i>Insurance claims, Membership & Dues</i>		
Total Operating Exps.	242,490	251,501	225,498	101,501	26,501	26,501

Total Expenditures	<u>749,590</u>	<u>771,698</u>	<u>761,864</u>	<u>712,556</u>	<u>637,556</u>	<u>637,556</u>
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Cost-Sharing Expenses	57,536	19,815	19,917	21,415	21,415	21,415
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REVENUES	<u>260</u>	<u>280,987</u>	<u>280,987</u>	<u>232,844</u>	<u>206,219</u>	<u>206,219</u>
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POSITIONS (FT/PT)	6/0	6/0	6/0	7/0	7/0	7/0
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PURCHASING

Department 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.

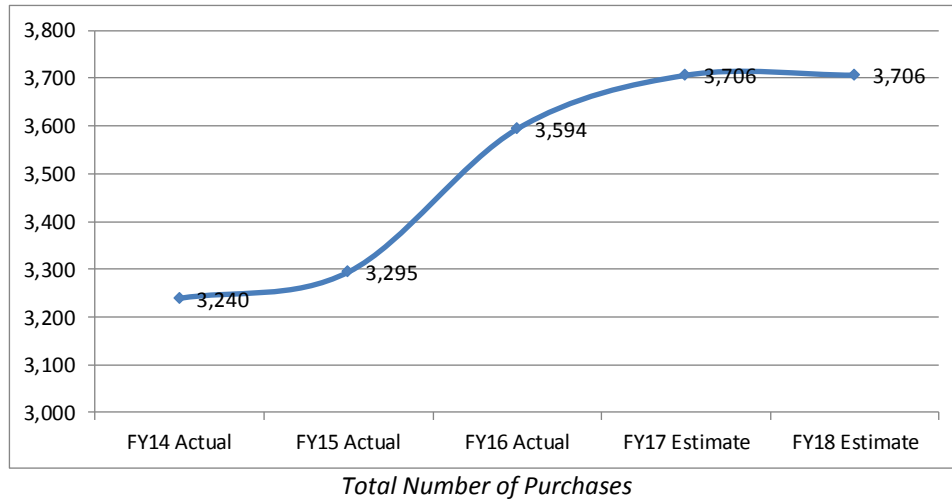
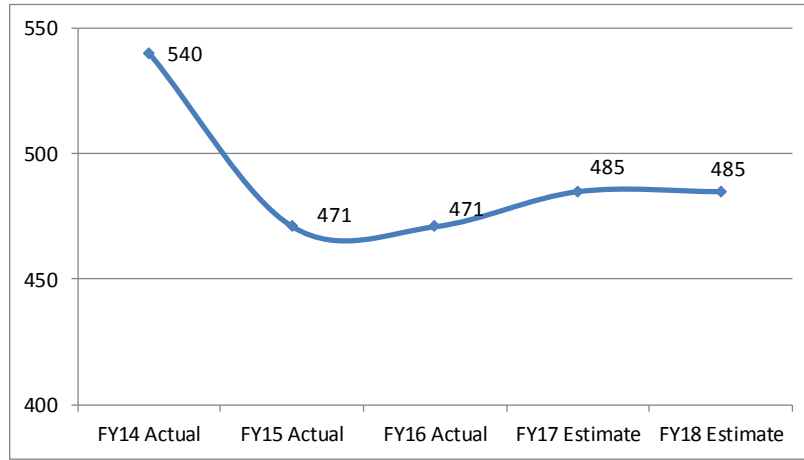
required by law; prepares informal construction and equipment contracts; holds pre-bid conferences.

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 Descriptions:

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

Key Performance Measures:



PROGRAM SUMMARY

	FY 15-16 Actual	FY 16-17 Original	FY 16-17 Estimate	FY 17-18 Request	FY 17-18 Recommend	FY 17-18 Adopted
Purchasing	116,293	108,890	108,890	114,780	114,780	114,480
County Share	<u>116,293</u>	<u>108,890</u>	<u>108,890</u>	<u>114,780</u>	<u>114,780</u>	<u>114,480</u>

*The expenses of the City/County Purchasing Department, excluding any services provided exclusively for the City or County are apportioned to the City and County by computing an average of: a) Percentage of purchase order line item activity by each jurisdiction; b) The percentage of total dollar volume of purchase orders by each jurisdiction; c) The percentage of administrative time that this department dedicates to each jurisdiction. The percentages are based on the actual percentage breakdown for the most recent audited year.



ATTORNEY

Department 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.

Goals:

- Provides legal advice and assistance related to statutes, rules, regulations and court interpretations
- Drafts legal documents, research legal precedents, advises officials on legal implications of actions, and studies County policies, procedures, and actions to assure compliance with the law
- Avoid legal liability issues by providing timely advice to the Board of Commissioners and departments.

Current Initiatives:

- Complete reviews and update of County codes
- Monthly collaboration with work group on County legal matters

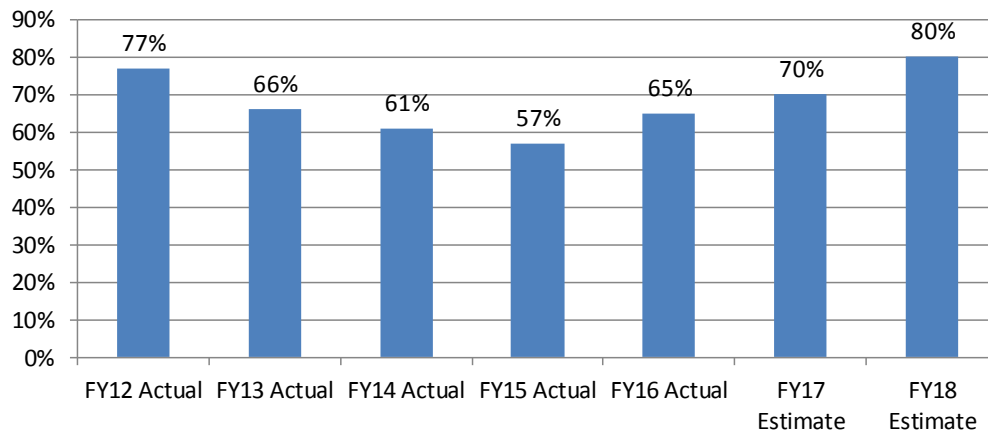
Program Descriptions:

Attorney – Represents County to protect its interests through the initiation, defense, and conclusion of legal proceedings including lawsuits, administrative proceedings, and claims; provides advice to Board of Commissioners, County departments and agencies on legal matters; prepares & reviews documents such as contracts, ordinances, resolutions, legislation, and notices.

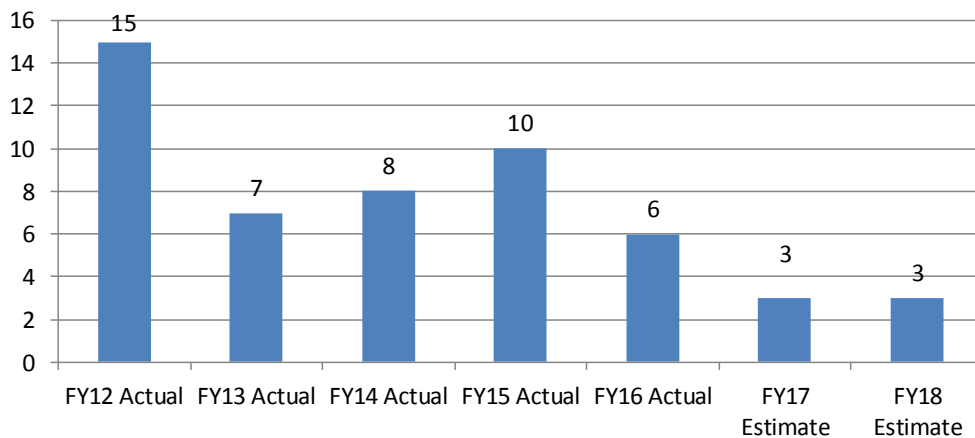
Attorney – Social Services – Provides legal services to the Department of Social Services for child welfare and child support cases.

Performance Measures:

Percentage of Contracts Processed in One Working Week



of Tort Claims



ATTORNEY

Budget Highlights: The FY18 County Attorney budget request is an increase of \$171,982 (11.8%), over the Current Year Original Budget. \$48,180 of the approved increase is for an Alternate Service Level request for one full-time Paralegal assigned to DSS. The other reason for the increase is due to Personal Services increases related to the addition of a full-time Attorney that was provided by the Board of Commissioners in the FY17 budget process and other increases in operating costs, including ordinance codification and books and subscriptions.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Attorney	763,581	780,759	782,698	818,510	818,510	818,510
Attorney - Social Services	646,527	677,768	673,585	811,999	763,819	811,999
Total	<u>1,410,108</u>	<u>1,458,527</u>	<u>1,456,283</u>	<u>1,630,509</u>	<u>1,582,329</u>	<u>1,630,509</u>

ATTORNEY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	1,031,268	1,077,492	1,082,237	1,205,975	1,205,975	1,205,975
Other Employee Benefits	524	520	522	0	0	0
Employee Benefits	321,123	319,513	325,628	358,738	358,738	358,738
Total Personal Services	1,352,915	1,397,525	1,408,387	1,564,713	1,564,713	1,564,713
Operating Expenditures						
Professional Fees	14,256	3,500	3,500	3,500	3,500	3,500
Maintenance Service	0	60	60	120	120	120
Rent	3,337	4,260	4,260	4,200	4,200	4,200
Other Purchased Services	9,742	13,226	11,076	12,315	12,065	12,315
Training & Conference	9,078	11,888	10,194	12,388	11,888	12,388
General Supplies	13,954	15,300	14,698	17,455	15,680	17,455
Operating Supplies	1,128	200	0	2,750	200	2,750
Other Operating Costs	5,698	12,568	4,108	13,068	13,068	13,068
Total Operating Exps.	57,193	61,002	47,896	65,796	60,721	65,796
Total Expenditures	<u>1,410,108</u>	<u>1,458,527</u>	<u>1,456,283</u>	<u>1,630,509</u>	<u>1,625,434</u>	<u>1,630,509</u>
Cost-Sharing Expenses	25,002	21,862	19,576	21,137	21,137	21,137
Contra-Expenses	(637,166)	(610,000)	(673,585)	(749,891)	(701,711)	(701,711)
POSITIONS (FT/PT)	13/0	14/0	14/0	15/0	14/0	15/0



COUNTY COMMISSIONERS & MANAGER

Department 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.

Goals:

- To ensure all systems are managed effectively
- To maintain a culture of cooperation and service to the community
- To be a great employer through competitive compensation and benefits and career development opportunities
- To provide accurate and accessible information on issues and initiatives in a timely manner

Program Descriptions: *County Commissioners* set policies and adopt ordinances which impact the direction of Forsyth County.

County Manager - Forsyth County operates under a Commissioner-Manager form of government. The Manager is tasked with translating and implementing the policies and programs established by the Board of Commissioners. The Manager is also the Chief Administrator of County government and is responsible to the Board of Commissioners for administering the departments of County government under the Board's general control and

serves as liaison officer to the public and groups within the County and between the County, State, and Federal agencies. The Manager is also responsible for coordinating, supervising, and recommending alternative solutions to problems and issues.

Clerk to the Board - The Clerk to the Board responds to informational requests and administrative needs of the Board and Manager. The Clerk also maintains the minutes of the Commissioners' meetings.

Initiatives:

- Human Service agencies' consolidation study - Cansler Collaborative Resources analysis
- General Services/Parks-Fleet/Maintenance/Equipment analysis
- Winston-Salem Fire Dispatch by County 911 Center study
- Completion of County code review and update
- Develop a model to collaborate with the managed care organization, justice system, Public Health, DSS, and other agencies to yield enhanced behavioral health services and positive life outcomes within the mental health system of care.

Budget Highlights: The FY18 Adopted Budget for the Board of County Commissioners/Manager's Office reflects a net County dollar increase of \$21,212 (1.9%) over CYO. This increase is driven by personal service cost increases of \$16,477 and an operating increase of \$4,735 for videographer services. Two (2) part-time positions were eliminated. The initiatives outlined above are included in the Budget Ordinance as Board-Directed Initiatives. The Manager's Office is responsible for assuring these projects are completed during the fiscal year.

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		Adopted
	Actual	Original	Estimate	Request	Recommend	
Commissioners & Manager	1,152,758	1,130,687	1,182,992	1,151,899	1,151,899	1,151,899
TOTAL	<u>1,152,758</u>	<u>1,130,687</u>	<u>1,182,992</u>	<u>1,151,899</u>	<u>1,151,899</u>	<u>1,151,899</u>

COUNTY COMMISSIONERS & MANAGER

	FY 15-16 Actual	FY 16-17 Original	Estimate	Request	FY 17-18 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	806,136	784,606	813,302	802,176	802,176	802,176
Other Employee Benefits	3,041	3,240	2,428	1,570	1,570	1,570
Employee Benefits	230,780	204,951	241,742	205,528	205,528	205,528
Total Personal Services	1,039,957	992,797	1,057,472	1,009,274	1,009,274	1,009,274
Operating Expenditures						
Professional Fees	1,225	2,000	1,225	2,000	2,000	2,000
Maintenance Service	0	300	0	300	300	300
Rent	400	575	478	525	525	525
Other Purchased Services	43,222	44,000	50,324	49,100	49,100	49,100
	<i>Advertising, contracts to video briefings & meetings, laser fiche, employee luncheon.</i>					
Training & Conference	34,091	49,000	38,250	50,500	50,500	50,500
General Supplies	27,708	28,615	27,263	29,000	29,000	29,000
	<i>Office supplies, books & subscriptions, small equipment.</i>					
Operating Supplies	661	5,000	1,500	2,500	2,500	2,500
Other Operating Costs	5,494	8,400	6,480	8,700	8,700	8,700
	<i>Insurance claims and professional memberships.</i>					
Total Operating Exps.	112,801	137,890	125,520	142,625	142,625	142,625
Total Expenditures	<u>1,152,758</u>	<u>1,130,687</u>	<u>1,182,992</u>	<u>1,151,899</u>	<u>1,151,899</u>	<u>1,151,899</u>
Cost-Sharing Expenses	90,418	82,422	83,868	89,305	89,305	89,305
POSITIONS (FT/PT)	6/2	6/2	6/0	6/0	6/0	6/0

CYE: Eliminate 2 PT positions - Director of External Communications; temporary Data Specialist for Stepping Up Initiative.

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 FY18 Adopted budget reflects several changes from the Current Year Original budget. Expenditures are increasing due to the successful bond referendum in November 2016 that included issuing \$350 million for Winston-Salem/Forsyth County Schools, \$65 million for Forsyth Technical Community College, and \$15 million for Parks. From the Debt by Service area information below, Education Debt makes up 80.4% of the County's debt service obligations with the Winston-Salem/Forsyth County Public School System making up 69.6% of the 80.4%.

Also included in the FY 18 Adopted budget in Debt Service is \$2,009,829 that was included in Non-Departmental in FY17 for debt leveling associated with the bond referendum. These additional funds help to reduce the debt leveling tax rate which for the \$430 million is 2.9 cents. Additionally, revenue from the 2.9 cent increase will exceed debt service expenditures in FY18, so there is an excess amount budgeted in addition to the \$2,009,829.

Revenue from Ad Valorem Property Tax that used to be accounted for in Non-Departmental was moved into Debt Service for FY18 to account for the 4.51 cents dedicated to Education Debt Leveling, 0.57 cents for Library Debt Leveling, and the most recent 2.9 cents for the 2016 Public Improvement bonds.

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
General Obligation Bonds	48,719,124	50,047,009	49,541,349	61,882,213	61,882,213	61,882,213
Non-General Obligation Debt	1,198,618	5,901,185	5,901,185	5,880,873	5,880,873	5,880,873
Installment Purchase Contracts	2,704,450	2,665,750	2,665,750	2,611,300	2,611,300	2,611,300
Total	52,622,192	58,613,944	58,108,284	70,374,386	70,374,386	70,374,386

Debt By Service Area:

	<u>17-18%</u>						
Animal Control	0.6%	512,777	481,735	468,309	442,557	442,557	442,557
Emergency Communications	0.1%	17,532	76,284	89,170	88,851	88,851	88,851
EMS	0.1%	16,845	38,210	38,172	37,043	37,043	37,043
Sheriff Administration	3.8%	2,709,186	2,753,770	2,750,994	2,696,586	2,696,586	2,696,586
Courts	1.2%	268,294	485,005	484,704	874,573	874,573	874,573
Total Public Safety	5.9%	3,524,634	3,835,004	3,831,349	4,139,610	4,139,610	4,139,610
Health	0.4%	52,732	100,903	100,801	255,949	255,949	255,949
Social Services	1.8%	70,072	1,261,982	1,261,106	1,261,727	1,261,727	1,261,727
Youth Services	0.1%	65,976	60,317	60,255	56,941	56,941	56,941
Total Health/Social Svcs.	2.2%	188,780	1,423,202	1,422,162	1,574,617	1,574,617	1,574,617
Forsyth Tech	10.9%	5,350,088	5,573,687	5,568,381	7,645,237	7,645,237	7,645,237
Schools	69.6%	38,991,909	40,337,307	39,849,690	48,966,627	48,966,627	48,966,627
Total Education	80.4%	44,341,997	45,910,994	45,418,071	56,611,864	56,611,864	56,611,864
Library	3.6%	2,526,340	2,610,573	2,607,915	2,541,057	2,541,057	2,541,057
Parks	3.2%	1,594,765	1,741,816	1,740,043	2,266,721	2,266,721	2,266,721
Total Culture & Rec.	6.8%	4,121,105	4,352,389	4,347,958	4,807,778	4,807,778	4,807,778
Technology	0.2%	15,653	136,796	136,192	136,026	136,026	136,026
General Services	1.1%	234,024	634,529	633,884	787,973	787,973	787,973
Administration/Other	3.3%	195,999	2,321,030	2,318,668	2,316,518	2,316,518	2,316,518
Total Admin./Other	4.6%	445,676	3,092,355	3,088,744	3,240,517	3,240,517	3,240,517
Total	100%	52,622,192	58,613,944	58,108,284	70,374,386	70,374,386	70,374,386

DEBT SERVICE

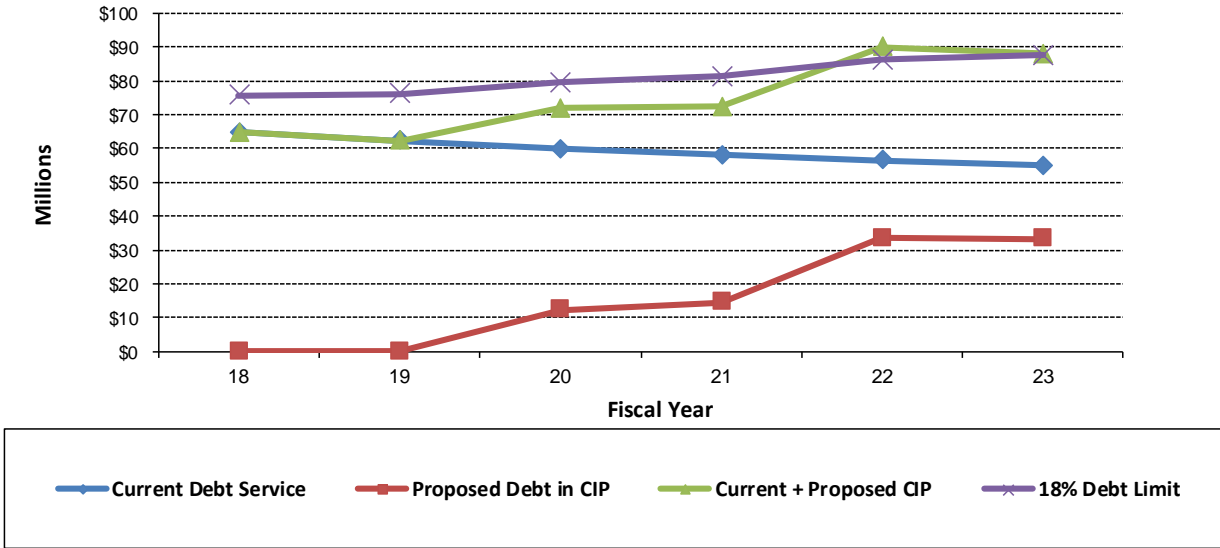
	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
<i>Debt by Issuance</i>						
2004 Schools VRDB	1,112,389	1,504,017	1,267,000	2,170,000	2,170,000	2,170,000
2007A Schools	1,857,750	1,783,500	1,783,500	2,096,125	2,096,125	2,096,125
2007B Schools VRDB	1,821,437	2,261,643	1,993,000	2,803,000	2,803,000	2,803,000
2007 Community College Bonds	789,500	758,000	758,000	920,250	920,250	920,250
2008 School Bonds	3,047,500	2,915,000	2,915,000	2,782,500	2,782,500	2,782,500
2008 2/3rds Bonds	397,250	385,000	385,000	367,500	367,500	367,500
2008 Refunding Bonds	2,711,875	2,614,975	2,614,975	0	0	0
2009 Educational Facilities Bonds	1,864,500	1,815,000	1,815,000	1,765,500	1,765,500	1,765,500
2009 Refunding	8,351,425	7,627,175	7,627,175	7,207,775	7,207,775	7,207,775
2010D QSCBs -Bonds	1,316,553	1,316,554	1,316,554	1,316,554	1,316,554	1,316,554
2010B GO P/I	5,444,950	5,221,200	5,221,200	5,038,000	5,038,000	5,038,000
2010C BABs - Bonds	3,845,300	3,845,300	3,845,300	3,845,300	3,845,300	3,845,300
2010A Public Improvement 2/3rds	1,693,113	1,659,613	1,659,613	1,613,313	1,613,313	1,613,313
2010E Refunding	4,748,900	4,625,700	4,625,700	4,498,300	4,498,300	4,498,300
2013 Public Improvement 2/3rds	919,938	902,688	902,688	889,751	889,751	889,751
2013 Educational Facilities	323,594	319,094	319,094	314,594	314,594	314,594
2013 Refunding	1,648,650	3,736,050	3,736,050	3,625,575	3,625,575	3,625,575
2014 Public Improvement 2/3rds	991,500	971,500	971,500	946,500	946,500	946,500
2014 Library Bonds	2,424,000	2,376,000	2,376,000	2,316,000	2,316,000	2,316,000
2015 Refunding Bonds	3,409,000	3,409,000	3,409,000	3,409,000	3,409,000	3,409,000
2014 Installment Purch (Refund)	920,003	886,849	886,849	864,065	864,065	864,065
2015 Installment Purch (Refund)	278,615	5,014,336	5,014,336	5,016,808	5,016,808	5,016,808
2017A Public Improvement 2/3rds	0	0	0	1,722,761	1,722,761	1,722,761
2017B GO P/I	0	0	0	8,532,662	12,233,915	12,233,915
2009 LOBS-Phillips Building	1,261,150	1,235,000	1,235,000	1,205,000	1,205,000	1,205,000
2012 LOBS-Phillips Building	1,443,300	1,430,750	1,430,750	1,406,300	1,406,300	1,406,300
<u>Total Expenditures</u>	<u>52,622,192</u>	<u>58,613,944</u>	<u>58,108,284</u>	<u>66,673,133</u>	<u>70,374,386</u>	<u>70,374,386</u>
<u>REVENUE</u>	<u>6,276,412</u>	<u>11,434,233</u>	<u>4,323,312</u>	<u>10,761,432</u>	<u>39,596,134</u>	<u>39,596,134</u>

DEBT SERVICE

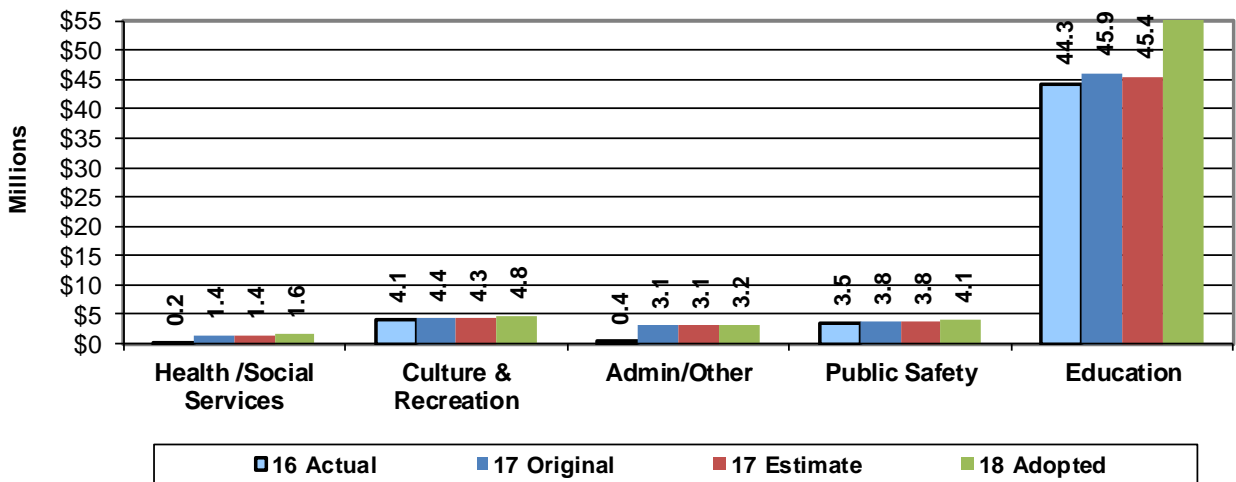
On April 27, 2015, the Board of Commissioners amended the County debt policy on the maximum annual debt service percentage allowable. In 2012, the Commissioners established a debt policy limiting the annual debt to fifteen (15%) of the total budget net of applicable revenue. The amended policy increases 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 2018 through 2023. 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.

Projected Long Term Debt Service



Debt Service By Service Area



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,				
2018	41,885,000	22,581,011	49,000	64,515,011
2019	41,220,000	21,021,399	-	62,241,399
2020	39,890,000	19,447,297	-	59,337,297
2021	39,805,000	17,894,344	-	57,699,344
2022	39,770,000	16,412,528	-	56,182,528
2023	39,820,000	14,809,717	-	54,629,717
2024	35,715,000	13,195,585	-	48,910,585
2025	35,920,000	11,556,842	-	47,476,842
2026	36,075,000	9,902,687	-	45,977,687
2027	35,275,000	8,454,745	-	43,729,745
2028	34,220,000	7,005,944	-	41,225,944
2029	34,145,000	5,422,336	-	39,567,336
2030	27,670,000	3,884,941	-	31,554,941
2031	18,045,000	2,824,084	-	20,869,084
2032	17,790,000	2,257,128	-	20,047,128
2033	13,840,000	1,707,853	-	15,547,853
2034	10,480,000	1,229,228	-	11,709,228
2035	10,480,000	867,603	-	11,347,603
2036	10,480,000	504,684	-	10,984,684
2037	4,125,000	141,765	-	4,266,765
TOTAL	566,650,000	181,121,721	49,000	747,820,721

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.

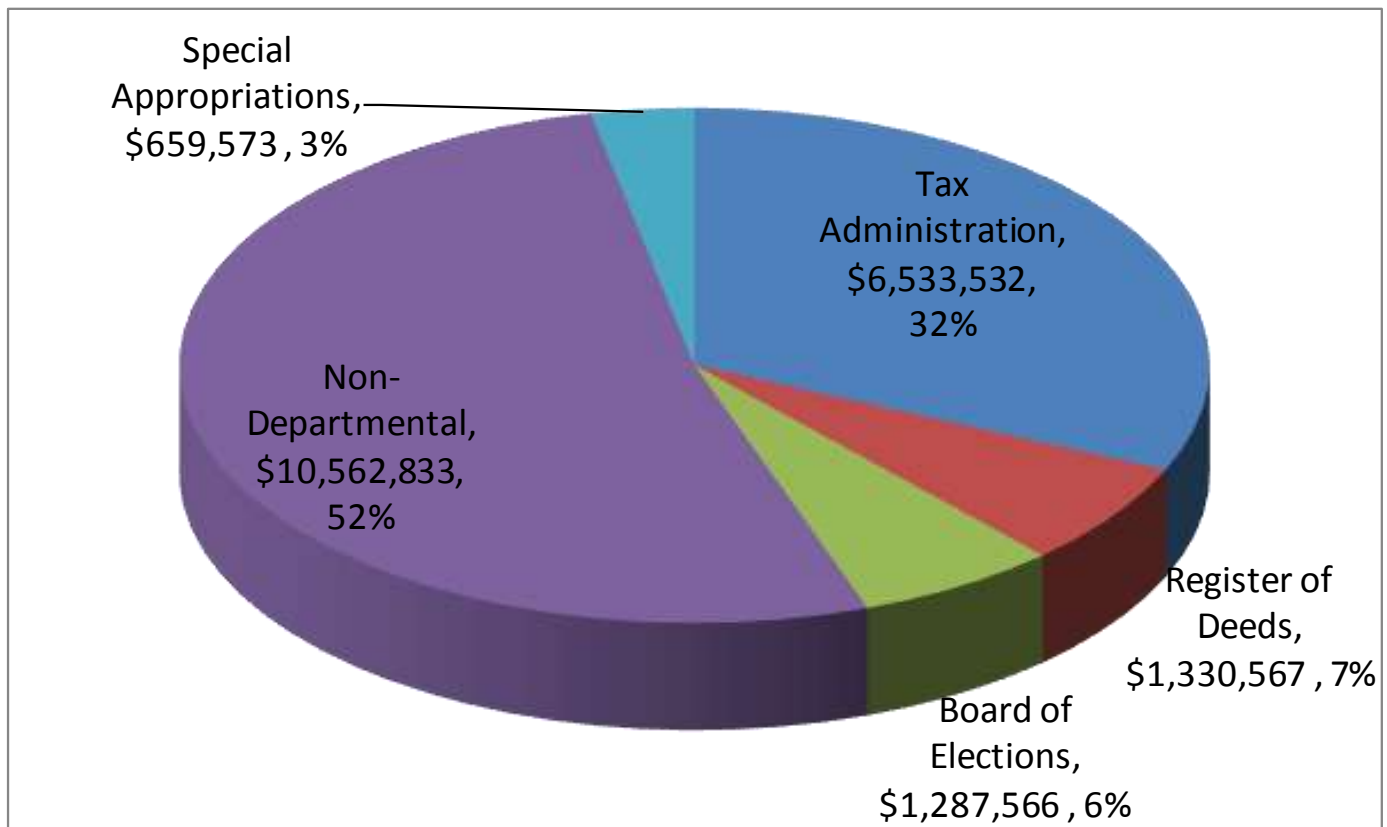
In FY 2015, the Board of Commissioners amended its official debt policy limiting debt service to 18% of the total annually appropriated budget. The amended policy increases the County's capacity to take on additional debt for future projects while limiting future outstanding debt to a level much lower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

<u>Legal Debt Margin</u>	<u>Outstanding Debt (Approved/Issued)</u>	<u>Unused Capacity</u>
2,661,873,958	482,750,000	2,179,123,958



GENERAL GOVERNMENT SERVICE AREA

General Government Service Area - \$20.3 million or 4.8% 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 by:

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

BOARD OF ELECTIONS

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

Goals:

- Effectively deploy new voting equipment
- Improve voter registration maintenance and ensure accuracy of voter rolls
- Streamline and improve poll worker recruitment, retention and performance

Program Descriptions:

Registration & Maintenance - Maintain current records, ensure accurate counts of new and changed registrations, assign voters to correct districts (congress, state, senate, judicial, state house, municipality, ward, commissioner & school) and maintain voter records. Facilitates the implementation of the National Voter Registration Act &

Key Performance Measures:

North Carolina’s voter registration laws, sends verifications and confirmations to voters and keeps track of returns, and ensures the local registration system is compatible with the State’s registration system.

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

Current Initiatives:

- Position review and market study analysis of staff
- Purchase new voting machines as statutorily mandated by 2018
- Streamline record maintenance
- Develop a poll worker management system with MIS to streamline coordination, communication and online training
- Effectively implement new voting systems and improve on voter registration maintenance

250,819

(as of April 2017)

Number of Registered Voters
in Forsyth County

54,648

New/Changed Registrations
(FY17 Est.)

2

FY18 Scheduled Elections

(Municipal General & County-wide
Primary Elections)

101 / 5

Number of Precincts /
Number of Early Voting Sites

Budget Highlights: The FY18 Adopted Budget for the Board of Elections reflects a net County dollar increase of \$41,547 - (3.3%) over the current year’s budget. The Board of Elections will manage at least two elections in FY18 – a Countywide General Election in November 2017 and a Countywide Primary Election in May 2018. Elections will not generate revenue in FY18 because no separate municipal elections are scheduled. Additional funds have been set aside in Contingency to facilitate two potential special elections – a Primary Election in August or September of 2017 to redo the 2016 General Election based on redrawn districts, if ordered by the courts, and a potential Second Primary Election in June 2018, if the May primary is a close contest. The Board of Commissioners included new election equipment as a potential Pay-Go item in the 2017 Budget Ordinance, as all of Forsyth County’s election equipment must be replaced to meet state election laws by 2018.

BOARD OF ELECTIONS

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Registration & Maint.	580,927	619,241	693,511	724,569	719,764	719,764
State, County & Mun. Elect.	546,794	626,778	852,268	567,802	567,802	567,802
Total	<u>1,127,721</u>	<u>1,246,019</u>	<u>1,545,779</u>	<u>1,292,371</u>	<u>1,287,566</u>	<u>1,287,566</u>

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted

EXPENDITURES

Personal Services

Salaries & Wages	500,695	478,137	574,640	605,672	605,672	605,672
Other Employee Compensation	52	400	4,433	400	400	400
Employee Benefits	105,215	110,192	143,804	150,102	150,102	150,102
Board Compensation	9,036	9,040	9,040	9,040	9,040	9,040
Total Personal Services	<u>614,998</u>	<u>597,769</u>	<u>731,917</u>	<u>765,214</u>	<u>765,214</u>	<u>765,214</u>

Operating Expenditures

Professional Fees	180,926	309,000	440,263	207,832	207,832	207,832
						<i>Temp agency workers to help prepare for elections, janitorial services for precincts.</i>
Maintenance Service	66,600	55,000	54,956	61,893	61,893	61,893
						<i>Statutorily required maintenance for voting equipment, other equipment maintenance.</i>
Rent	36,499	78,840	82,327	66,566	66,566	66,566
						<i>Precinct space rental, truck rental to transport voting equipment.</i>
Other Purchased Services	163,887	99,050	134,354	121,425	116,729	116,729
						<i>Voter card printing, software maintenance, ballot printing, advertising, precinct phone services.</i>
Training & Conference	8,929	10,800	8,368	18,675	18,675	18,675
						<i>Includes mileage for election workers.</i>
General Supplies	42,279	46,750	60,936	21,455	21,346	21,346
						<i>Supplies & small equipment for office, elections.</i>
Operating Supplies	13,593	25,710	31,383	9,236	9,236	9,236
						<i>Supplies, computer software.</i>
Other Operating Costs	10	23,100	1,275	20,075	20,075	20,075
						<i>Memberships & dues, insurance claims.</i>
Total Operating Exps.	<u>512,723</u>	<u>648,250</u>	<u>813,862</u>	<u>527,157</u>	<u>522,352</u>	<u>522,352</u>

TOTAL EXPENDITURES	<u>1,127,721</u>	<u>1,246,019</u>	<u>1,545,779</u>	<u>1,292,371</u>	<u>1,287,566</u>	<u>1,287,566</u>
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Cost-Sharing Expenses	60,352	118,644	118,644	120,772	120,772	120,772
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<u>REVENUES</u>	<u>59,171</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
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POSITIONS (FT/PT)	8/0	8/0	8/28	8/28	8/28	8/28
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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.

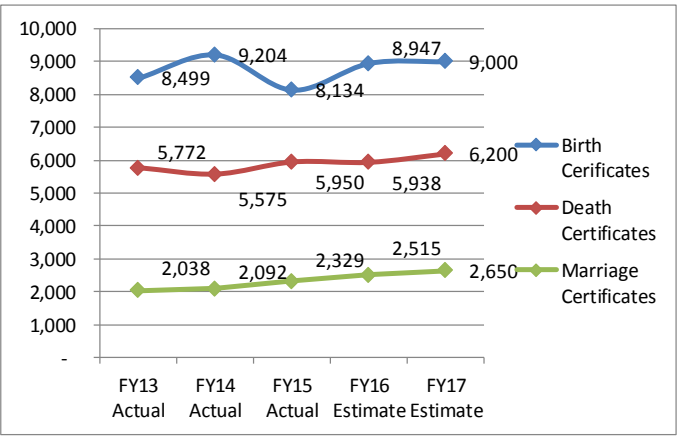
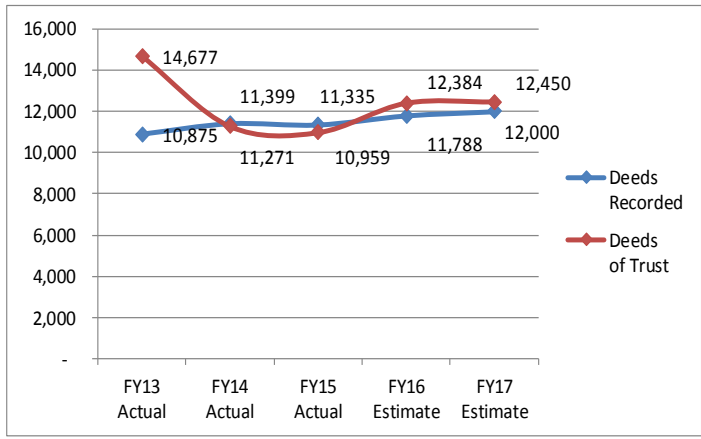
Automation Fund - provides funds to increase technology within the Register of Deeds’ Office. Funds generated are set by the North Carolina General Statute and may be used only to enhance the department's technology and not supplant County funding for the Register of Deeds' Office.

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. Requests are processed and copies mailed back on the same day.

PROGRAM SUMMARY

	FY 15-16 Actual	FY 16-17 Original	Estimate	Request	FY 17-18 Recommend	Adopted
Register of Deeds	1,192,067	1,200,927	1,174,941	1,216,567	1,216,567	1,216,567
Automation Enhancement	120,830	94,000	75,000	114,000	114,000	114,000
Total	<u>1,312,897</u>	<u>1,294,927</u>	<u>1,249,941</u>	<u>1,330,567</u>	<u>1,330,567</u>	<u>1,330,567</u>

Key Performance Measures:



Budget Highlights: The Register of Deeds has two OCAs – an Administration OCA and an Automation Enhancement OCA. Normal operations are funded out of the Administration OCA. The Automation Enhancement OCA was established to set aside funds annually, the proceeds of which shall be expended on computer and imaging technology. Net County dollars are decreasing slightly as overall revenue is projected to outpace the growth in expenditures.

REGISTER OF DEEDS

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	812,866	814,543	811,849	834,649	834,649	834,649
Other Employee Benefits	1,886	1,915	1,099	315	315	315
Employee Benefits	364,988	371,355	354,372	367,153	367,153	367,153
						<i>Cellphone stipends.</i>
						<i>Includes Register of Deeds supplemental retirement.</i>
Total Personal Services	1,179,740	1,187,813	1,167,320	1,202,117	1,202,117	1,202,117
Operating Expenditures						
Maintenance Service	18,702	4,000	0	24,000	24,000	24,000
						<i>Maintenance on imaging equipment, scanners, & other office equipment.</i>
Other Purchased Services	74,364	78,414	69,533	77,900	77,900	77,900
						<i>Automation funds to preserve old plats/deed books. Creation of microfilm & digital imaging of old microfilm.</i>
Training & Conference	538	1,300	0	1,300	1,300	1,300
General Supplies	22,930	20,000	9,571	21,650	21,650	21,650
						<i>Statute updates, office supplies.</i>
Operating Supplies	4,993	800	3,000	1,000	1,000	1,000
						<i>Copier & imaging supplies; CDs; microfilm supplies; toner.</i>
Other Operating Costs	2,431	2,600	517	2,600	2,600	2,600
						<i>Insurance claims; memberships & dues, Space Rental</i>
Total Operating Exps.	123,958	107,114	82,621	128,450	128,450	128,450
Capital Outlay	9,199	0	0	0	0	0
TOTAL EXPENDITURES	<u>1,312,897</u>	<u>1,294,927</u>	<u>1,249,941</u>	<u>1,330,567</u>	<u>1,330,567</u>	<u>1,330,567</u>
Cost-Sharing Expenses	83,973	61,923	62,273	62,073	62,073	62,073
REVENUES	<u>3,582,874</u>	<u>3,379,969</u>	<u>3,454,803</u>	<u>3,417,019</u>	<u>3,417,019</u>	<u>3,417,019</u>
POSITIONS (FT/PT)	20/1	20/1	20/1	20/1	20/1	20/1

TAX ADMINISTRATION

Department 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.

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

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

Goals:

- Administer the system to collect primary locally generated revenue sources responsible for funding County services
- Develop and maintain a system to establish all types of property values to meet the statutory requirements of “true value” while being transparent with the information that influences value.

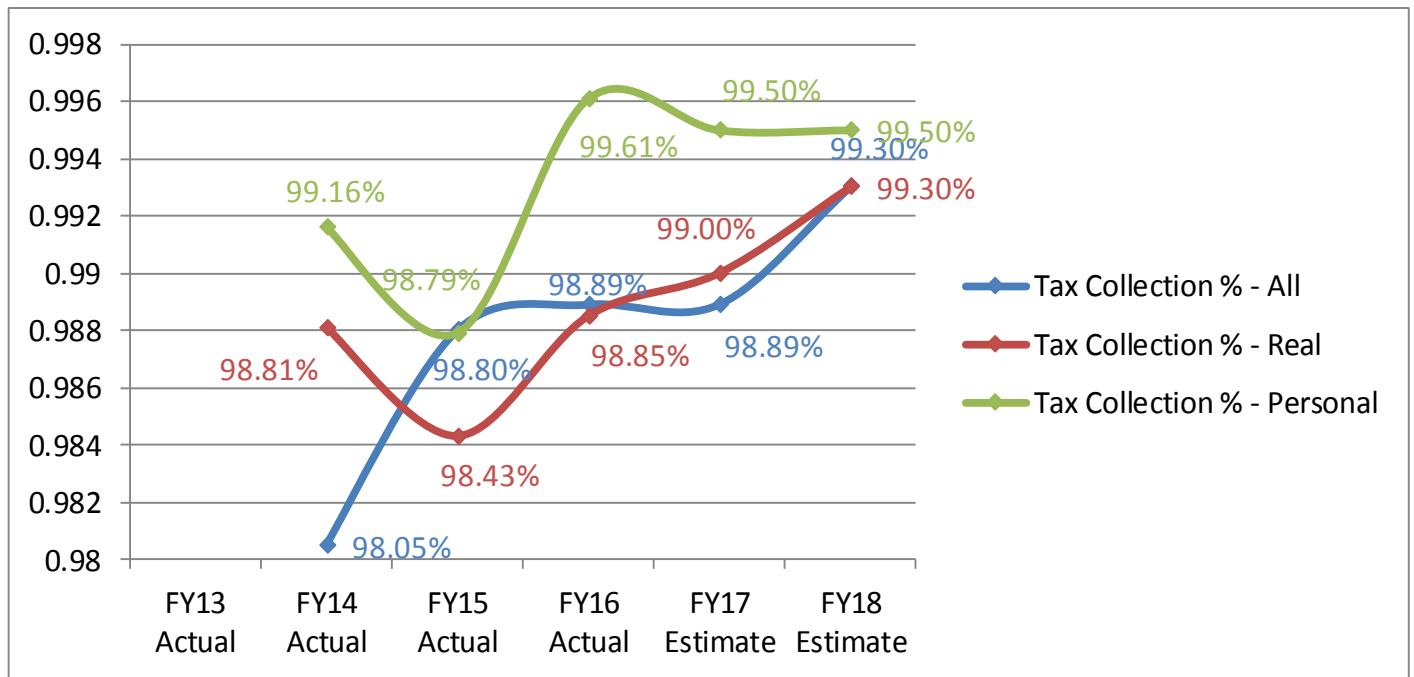
Current Initiatives:

- Maintain a current year levy collection rate of 99% for all bills charged to the Tax Collector, after accounting for bankruptcy and foreclosure proceedings
- Meet all stated real property assessment standards for the 2017 reappraisal on a countywide and subcategory basis for measures of assessment level, goodness of fit, regressivity and progressivity
- Continue to maintain timely data on GeoData Explorer for the public

Program Descriptions:

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

Performance Measures:



FY17 Median Sales Ratio-Level – 99.47%
FY17 Price-Related Differential – 98.36%

Budget Highlights: The FY18 Adopted Budget for Tax Administration reflects a net County dollar increase of \$106,597 (2%) over FY17 Original. Expenditures are driven by the following: a) Personal Services (up \$157,946 or 3.5%), b) increase of \$51,000 for tax foreclosure contractions, and c) tax valuation software licenses. The recommended revenue increase is due to \$50,000 increase in tax foreclosure revenues and from the collection of municipalities’ property taxes. Alternate Services Levels approved in Tax Administration’s budget include \$74,753 for an Applications Systems Analyst position and \$25,600 for a tax payment kiosk.

TAX ADMINISTRATION

PROGRAM SUMMARY

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Tax Assessing	3,026,093	3,565,959	3,243,052	4,477,126	4,076,470	4,151,223
Quadrennial Reappraisal	816,884	565,293	563,973	68,012	63,812	63,812
Tax Collection	1,913,284	2,170,576	2,205,308	2,341,497	2,292,897	2,318,497
Total	<u>5,756,261</u>	<u>6,301,828</u>	<u>6,012,333</u>	<u>6,886,635</u>	<u>6,433,179</u>	<u>6,533,532</u>

	FY 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	2,881,073	3,054,625	2,874,215	3,293,918	3,143,139	3,193,787
Other Employee Benefits	839	839	835	125	125	125
					<i>Cellphone stipends.</i>	
Employee Benefits	1,198,241	1,313,634	1,204,653	1,373,334	1,307,527	1,329,632
Board Compensation	3,300	3,500	2,400	7,000	7,000	7,000
Total Personal Services	<u>4,083,453</u>	<u>4,372,598</u>	<u>4,082,103</u>	<u>4,674,377</u>	<u>4,457,791</u>	<u>4,530,544</u>
Operating Expenditures						
Professional Fees	317,479	437,250	437,250	625,250	488,250	488,250
					<i>Audit services, motor vehicle pricing service, legal fees for foreclosures.</i>	
Maintenance Service	2,291	6,000	6,000	5,600	4,530	4,530
					<i>Map reproducer, maintenance.</i>	
Rent	158	216	216	216	216	216
Construction Services	0	0	0	0	0	0
Other Purchased Services	981,876	1,338,768	1,338,768	1,343,919	1,316,119	1,319,719
					<i>Software license, advertising, tax mail processing, collection svcs., insurance premiums.</i>	
Training & Conference	36,890	41,710	41,710	49,800	49,800	50,300
					<i>Training for certification, required travel, personal mileage.</i>	
General Supplies	21,013	29,771	29,771	57,623	26,623	50,123
					<i>Small equipment, books & subscriptions, office supplies.</i>	
Operating Supplies	1,989	9,160	10,160	10,160	10,160	10,160
					<i>Envelopes, mapping paper, plotting paper, tapes, files.</i>	
Other Operating Costs	9,021	46,355	46,355	96,690	56,690	56,690
					<i>Legal and court, memberships & dues, insurance claims.</i>	
Total Operating Exps.	<u>1,370,717</u>	<u>1,909,230</u>	<u>1,910,230</u>	<u>2,189,258</u>	<u>1,952,388</u>	<u>1,979,988</u>
Capital Outlay	<u>302,091</u>	<u>20,000</u>	<u>20,000</u>	<u>23,000</u>	<u>23,000</u>	<u>23,000</u>
TOTAL EXPENDITURES	<u>5,756,261</u>	<u>6,301,828</u>	<u>6,012,333</u>	<u>6,886,635</u>	<u>6,433,179</u>	<u>6,533,532</u>
Cost-Sharing Expenses	194,090	117,512	163,365	211,835	211,844	211,844
Contra-Expenses	(30)	(373)	0	(373)	(373)	(373)
REVENUES	<u>910,128</u>	<u>969,870</u>	<u>1,021,100</u>	<u>1,097,977</u>	<u>1,097,977</u>	<u>1,097,977</u>
POSITIONS (FT/PT)	74/1	72/1	72/1	75/1	72/1	73/1

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 (\$3,400,000), partially offset by Retiree paid premiums; costs associated with the County's Unemployment expenditures (\$250,000); 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 \$2,500,000 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 FY 2018, the average increase is budgeted at 3.11% with a range of 1% to 5%. 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.

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 15-16	FY 16-17		FY 17-18		
	Actual	Original	Estimate	Request	Recommend	Adopted
Non-Departmental	8,218,490	12,949,270	7,672,957	12,763,094	10,604,236	10,562,833

Budget Highlights: The Non-Departmental FY18 Adopted Budget includes funds for an additional one and a half days holiday leave for County employees, specifically for observation of Veterans Day. Non-Departmental also includes funds for Contingency which include \$300,000 for Special Gifts, \$500,000 of General Contingency, and \$377,481 of Enhanced Contingency for items such as potential increases in salaries for Forsyth Technical Community College employees, possible elections, and possible increases in gasoline and diesel costs.

NON-DEPARTMENTAL

	FY 15-16	FY 16-17		FY 17-18		
	Prior Year	Original	Estimate	Request	Recommen	Adopted
EXPENDITURES						
Personal Services						
Salary Savings	0	-2,544,000	0	-2,500,000	-2,500,000	-2,500,000
Retiree Hospitalization	3,103,595	3,215,000	3,400,000	3,400,000	3,400,000	3,400,000
Post Employment Benefits	0	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Employment Performance Pay	0	1,955,467	0	1,797,180	1,797,180	1,797,180
Employer Share - 401k	-611	0	0	2,010,000	0	0
Salary - Comp & Class	0	960,947	0	200,000	200,000	200,000
Retiree Life Insurance	9,722	10,000	0	10,000	10,000	10,000
Unemployment	30,934	250,000	193,268	250,000	250,000	250,000
Total Personal Services	3,143,640	5,447,414	5,193,268	6,767,180	4,757,180	4,757,180
Operating Expenditures						
Professional Fees	71,000	75,000	71,000	75,000	75,000	75,000
				<i>Fee for year-end and single audit.</i>		
Other Operating Costs	161,665	174,027	134,689	176,314	176,314	176,314
				<i>Memberships \$154,027, survivor benefits \$20,000.</i>		
Prior Year Encumbrances	0	2,000,000	0	2,000,000	2,000,000	2,000,000
Contingency	0	2,874,829	0	1,326,339	1,177,481	1,177,481
				<i>\$500,000 general contingency, \$377,481 enhanced contingency, \$300,000 special gifts.</i>		
Budget Reserve	0	0	0	190,261	190,261	148,858
				<i>Funds to address timesheet scheduling changes and holiday leave policy changes in CYO; Veterans Day ASL in FY17 Request</i>		
Total Operating Exps.	232,665	5,123,856	205,689	3,767,914	3,619,056	3,577,653
Capital Outlay	0	0	0	0	0	0
Payments T/O Agencies	590,108	742,000	761,000	592,000	592,000	592,000
				<i>Pass-through funds tire disposal fees, solid waste, electronic recycling (\$567K), School PEG channel (\$25K). 100% revenue offset.</i>		
Operating Transfers Out	4,252,077	1,636,000	1,513,000	1,636,000	1,636,000	1,636,000
				<i>Transfer to Motive Equipment Replacement CPO.</i>		
TOTAL EXPENDITURES	<u>8,218,490</u>	<u>12,949,270</u>	<u>7,672,957</u>	<u>12,763,094</u>	<u>10,604,236</u>	<u>10,562,833</u>