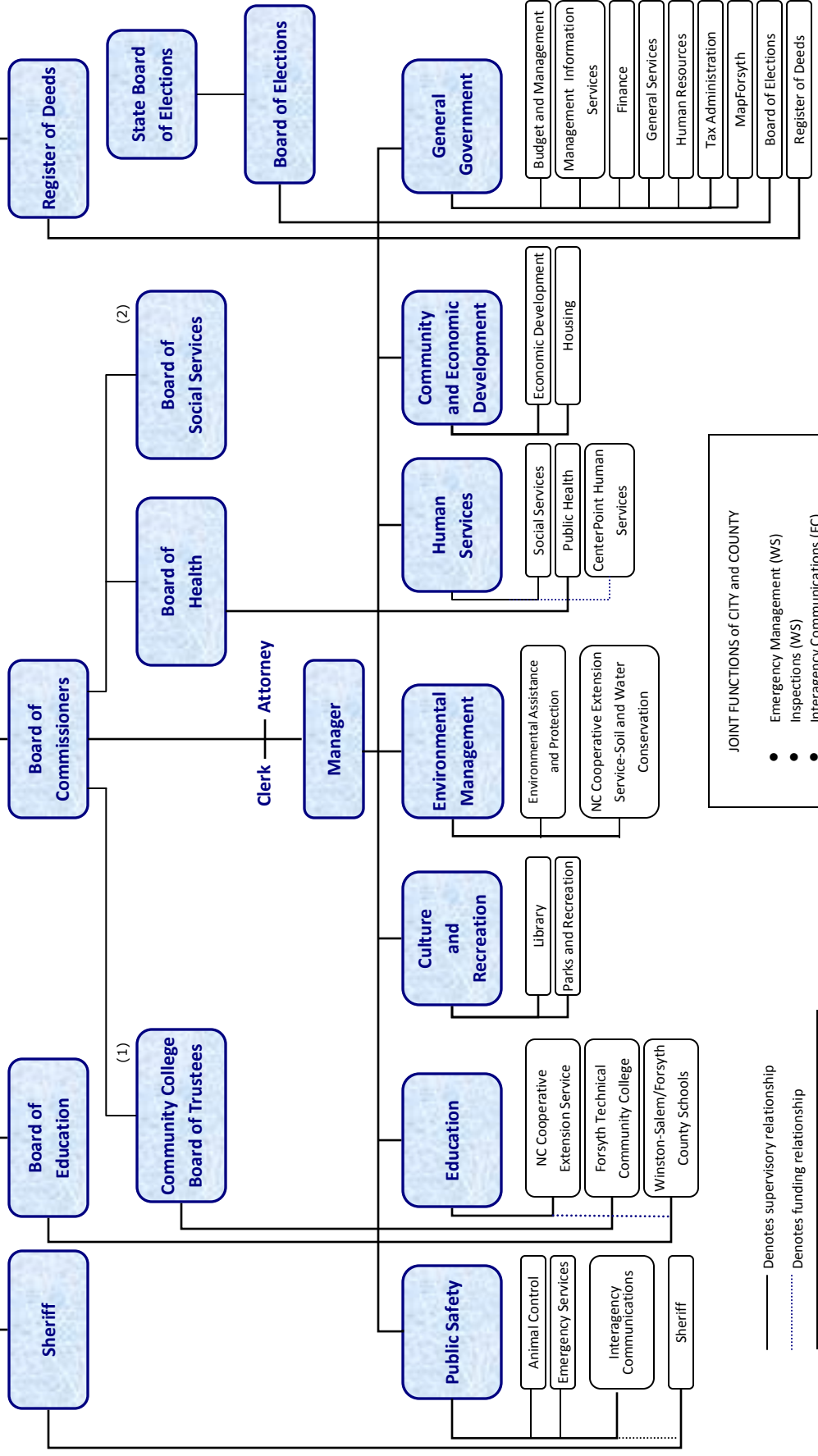


General Fund Table of Contents

Organizational Chart	3
Personnel Positions by Service Area	4
Public Safety	8
Animal Control	9
Emergency Management	11
Interagency Communications	13
Sheriff's Office	15
Emergency Services	22
Court Services	30
Environmental Management	32
Environmental Assistance & Protection	33
Inspections	35
Health	36
Medical Examiner	37
CenterPoint Human Services	39
Public Health	41
Social Services	44
Department of Social Services	45
Aging Services	48
Youth Services	50
Education	52
N.C. Cooperative Extension	53
Forsyth Technical Community College	55
Winston-Salem/Forsyth County Schools	57
Culture & Recreation	59
Forsyth County Public Libraries	60
Parks & Recreation	62
Community & Economic Development	67
Housing & Community Development	68
Economic Development	70
City/County Planning & Development	72
Administration & Support	74
Budget & Management	75
Management Information Systems	77
Finance	79
General Services	81
Human Resources	83
MapForsyth	85
Purchasing	87
Attorney	88

County Commissioners & Manager	90
Debt Service	92
General Government	96
Board of Elections	97
Register of Deeds	99
Tax Administration	101
Community Grants	103
Non-Departmental	104

CITIZENS OF FORSYTH COUNTY



JOINT FUNCTIONS of CITY and COUNTY

- Emergency Management (WS)
- Inspections (WS)
- Interagency Communications (FC)
- MapForsyth (FC)
- Planning (WS)
- Purchasing (WS)
- Utilities (WS)

(WS) - Administered by City of Winston-Salem
 (FC) - Administered by 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

PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

	FY 14-15	FY 15-16			FY 16-17	
	Actual	Budget	Estimate	Request	Recommend	Adopted
<u>Public Safety</u>						
Animal Control						
Full	29	29	29	32	30	30
Part	1	1	1	1	1	1
Interagency Communications						
Full	2	2	2	3	2	2
Part	0	0	0	0	0	0
Sheriff						
Full	512	536	536	560	535	537
Part	24	24	24	25	24	24
Emergency Services						
Full	234	237	237	240	237	240
Part	13	13	13	14	14	14
Total Service Area - Full	777	804	804	835	804	809
Total Service Area - Part	38	38	38	40	39	39
<u>Environmental Management</u>						
Environmental Assistance & Protection						
Full	24	24	24	24	24	24
Part	0	1	1	1	1	1
Total Service Area - Full	24	24	24	24	24	24
Total Service Area - Part	0	1	1	1	1	1
<u>Health</u>						
Public Health						
Full	255	263	265	270	259	261
Part	7	7	11	15	11	11
Total Service Area - Full	255	263	265	270	259	261
Total Service Area - Part	7	7	11	15	11	11
<u>Social Services</u>						
Social Services						
Full	478	500	501	514	503	501
Part	4	4	4	4	4	5
Youth Services						
Full	17	17	0	0	0	0
Part	10	10	0	0	0	0
Total Service Area - Full	495	517	501	514	503	501
Total Service Area - Part	14	14	4	4	4	5

PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

	FY 14-15 Actual	FY 15-16 Budget	FY 15-16 Estimate	Request	FY 16-17 Recommend	Adopted
<u>Education</u>						
N.C. Cooperative Extension Service						
Full	17	17	17	18	18	18
Part	2	2	2	2	2	2
Total Service Area - Full	17	17	17	18	18	18
Total Service Area - Part	2	2	2	2	2	2
<u>Culture & Recreation</u>						
Library						
Full	89	89	89	89	89	89
Part	33	33	33	34	33	33
Parks & Recreation						
Full	71	68	68	70	69	69
Part	120	120	125	126	124	124
Total Service Area - Full	160	157	157	159	158	158
Total Service Area - Part	153	153	158	160	157	157
<u>Community & Economic Development</u>						
Housing						
Full	5	5	5	5	5	5
Part	0	0	0	0	0	0
Total Service Area - Full	5	5	5	5	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	42	42	41	41	41	41
Part	0	0	0	0	0	0

PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

	FY 14-15 Actual	FY 15-16 Budget	Estimate	Request	FY 16-17 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	133	133	128	128	128
Part	4	4	4	1	1	1
Human Resources						
Full	9	9	9	11	9	10
Part	0	0	0	0	0	0
MapForsyth						
Full	0	6	6	7	6	6
Part	0	0	0	0	0	0
Attorney						
Full	13	13	13	15	13	14
Part	0	0	0	0	0	0
County Commissioners & Manager						
Full	6	6	6	6	6	6
Part	1	1	2	2	2	2
Total Service Area - Full	232	238	237	237	232	234
Total Service Area - Part	5	5	6	3	3	3
<u>General Government</u>						
Board of Elections						
Full	8	8	8	8	8	8
Part	0	0	0	0	0	0
Register of Deeds						
Full	19	19	19	20	20	20
Part	3	3	3	1	1	1
Tax Administration						
Full	74	73	73	72	72	72
Part	1	0	0	1	1	1
Total Service Area - Full	101	100	100	100	100	100
Total Service Area - Part	4	3	3	2	2	2
Grand Total						
Full-Time Positions	2,066	2,125	2,110	2,162	2,103	2,110
Part-Time Positions	223	223	223	227	219	220

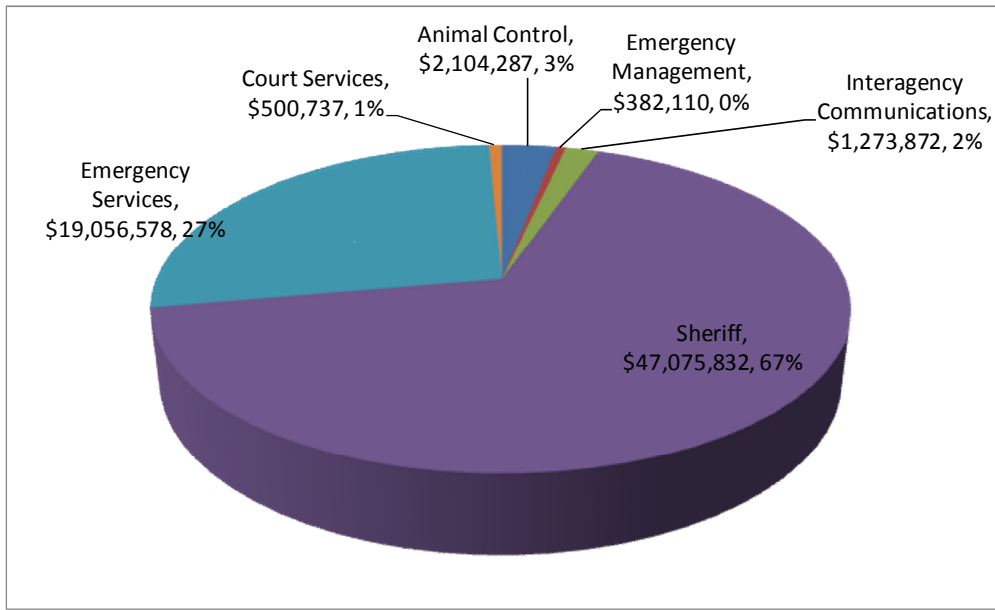
PERSONNEL POSITIONS BY SERVICE AREA - FORSYTH COUNTY EMPLOYEES

Departmental Changes:

Animal Control	FY2017 Adopted Budget includes addition of 1 Animal Care Officer
Sheriff	FY2017 Adopted Budget includes addition of 1 School Resource Officer; 1 Narcotics Investigator; 1 Court Bailiff; 1 Audio-Visual Technician; and 2 Records Clerks - all Full-time positions. The budget also deletes 5 Crime Scene Investigator positions as this function will be contracted out to the City of Winston-Salem Police Department.
Emergency Services	FY2017 Adopted Budget includes addition of three Mobile Integrated Healthcare Program Paramedics. This program was established in the FY2016 Budget and was expanded through County Services funding for mental health, substance abuse, and developmental disability services.
Public Health	FY2017 Adopted Budget includes addition of two nurses - one Communicable Disease nurse and one School Health Nurse. These positions will be effective on January 1, 2017. In addition, four part-time positions were added to Environmental Health to address a backlog in restaurant inspections.
Social Services	FY2017 Adopted Budget includes addition of two Senior Income Maintenance Case Workers for the Program Integrity Unit. It is anticipated that these two positions will generate sufficient revenue to pay for themselves. Additionally, a Fiscal Technician was added to serve as a Hearing Officer. Finally, two HR positions were eliminated from DSS for FY2017.
Youth Services	FY2017 Adopted Budget does not include any positions for Youth Services as the Youth Detention Center was shut down in September 2016. Subsequently, these positions were eliminated.
NC Cooperative Extension	FY2017 Adopted Budget includes a Program Assistant that is funded through a grant from Crisis Control and the United Way.
Parks & Recreation	FY2017 Adopted Budget includes a part-time Gift Shop Coordinator conversion to a full-time Event Planner.
Housing	An Office Assistant position was shifted to the Budget and Management Office as the Economic Development Specialist position was shifted to Housing.
Budget and Management	The Economic Development Specialist position was shifted to Housing and an Office Assistant position was shifted to Budget and Management.
MIS	The Chief Information Officer position was eliminated.
Human Resources	FY2017 Adopted Budget includes 1 Senior Human Resources Consultant position to be filled effective January 1, 2017.

PUBLIC SAFETY SERVICE AREA

Public Safety Service Area - \$70.4 million or 16.7% of General Fund Expenditures



Operating Goals & Objectives:

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

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

ANIMAL CONTROL

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

Program Descriptions:

Administration - responsible for developing policies and procedures, providing budget and financial control and providing oversight for the overall operations of the department. In conjunction with the Animal Protection & Control Advisory Board, this program facilitates communication and coordination of animal interest organizations 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 & Care - responsible for providing safe, humane housing and care for stray, unwanted, abandoned, abused, and impounded animals. Responsibilities include feeding, cleaning, health evaluation and treatment, behavior evaluation, vaccinations, micro-chipping and humane euthanasia. The Custody & Care staff cares for an average of 200 animals daily, while maintaining the standards, certifications and licenses required by the NC Animal Welfare Act.

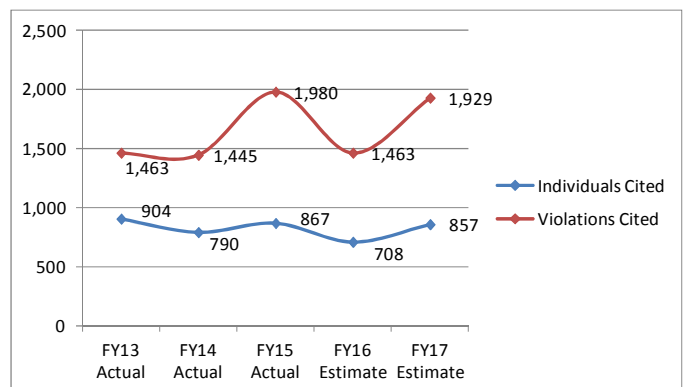
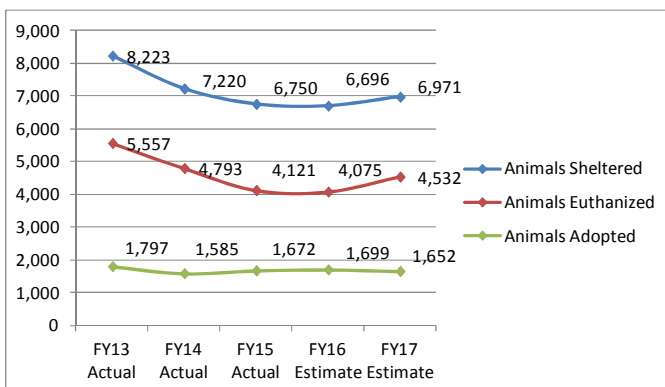
Accomplishments: Performance goals for all division programs are reflecting positive results. This may be attributable to the enhanced community assistance public/private programs providing assistance to low income households and shared resources promoting department programs. Dogs and cats requiring shelter are down by 23% since 2012 coinciding with the establishment of the Targeted Spay/Neuter Program assisting low-income residents. The re-homing of animals continues to increase, up 1% over 2015, while euthanasia has been reduced 1% compared to 2015.

FY17 Goals: The department has been meeting with private organizations regarding expansion of current successful partnership programs, such as Forsyth Spay Day Coalition. The goal is cooperative, coordinated, targeting of animal welfare resource deprived areas of the County with support and education resources. The outsourcing of the pet licensing program should increase revenues through improved collection processes, while improving customer service through the reassignment of staff previously assigned to the licensing program.

PROGRAM SUMMARY

	FY 14-15 Actual	FY 15-16 Original	Estimate	FY 16-17 Request	Recommend	Adopted
Administration	301,266	383,269	328,817	477,873	471,131	471,131
Patrol	787,880	833,413	802,859	1,044,678	845,854	845,854
Custody & Care	685,502	756,162	750,142	804,434	787,302	787,302
Total	<u>1,774,648</u>	<u>1,972,844</u>	<u>1,881,818</u>	<u>2,326,985</u>	<u>2,104,287</u>	<u>2,104,287</u>

Key Performance Measures:



ANIMAL CONTROL

	FY 14-15 Actual	FY 15-16 Original Estimate		Request	FY 16-17 Recommend Adopted	
EXPENDITURES						
Personal Services						
Salaries & Wages	917,292	984,167	967,169	1,046,199	990,498	990,498
Employee Benefits	417,460	456,451	457,520	524,517	496,894	496,894
Total Personal Services	1,334,752	1,440,618	1,424,689	1,570,716	1,487,392	1,487,392
Operating Expenditures						
Professional Fees	162,547	168,550	155,178	180,250	172,790	172,790
						<i>Vet fees, temporary help in shelter, pet licensing.</i>
Maintenance Service	20,468	23,600	8,010	34,822	20,400	20,400
						<i>Solid waste disposal, equipment repair on traps, radios, & other equipment.</i>
Rent	89	200	92	200	200	200
						<i>Rental equipment for hearing tribunal.</i>
Utility Services	5,353	5,020	4,498	4,811	4,811	4,811
						<i>Water/sewer service.</i>
Other Purchased Services	21,111	30,800	21,036	107,000	106,750	106,750
						<i>Insurance premiums, cellular phone service, DataMax contract, bank service charges.</i>
Training & Conference	2,013	3,545	4,554	3,445	3,445	3,445
						<i>Ongoing training for shelter staff & recertification of existing ACO's; certification of new ACO's.</i>
General Supplies	48,561	79,339	71,137	87,533	77,791	77,791
						<i>Iniforms, office supplies, janitorial supplies, radios, vests, officer safety equip., traps, other small equipment.</i>
Energy	70,279	79,822	74,000	75,985	75,985	75,985
						<i>Electricity and natural gas costs.</i>
Operating Supplies	106,980	120,200	117,717	123,550	122,350	122,350
						<i>Animal food, tags, medical and veterinary supplies.</i>
Other Operating Costs	2,495	21,150	907	26,150	26,150	26,150
						<i>Insurance claims, memberships & dues.</i>
Total Operating Exps.	439,896	532,226	457,129	643,746	610,672	610,672
Capital Outlay	0	0	0	112,523	6,223	6223
TOTAL EXPENDITURES	<u>1,774,648</u>	<u>1,972,844</u>	<u>1,881,818</u>	<u>2,326,985</u>	<u>2,104,287</u>	<u>2,104,287</u>
Cost-Sharing Expenses	242,104	237,857	201,109	237,851	237,851	237,851
REVENUES	<u>395,205</u>	<u>405,750</u>	<u>413,891</u>	<u>493,750</u>	<u>485,750</u>	<u>485,750</u>
POSITIONS (FT/PT)	29/1	29/1	29/1	32/1	30/1	30/1

Budget Highlights: The FY2017 Adopted Budget for Animal Control reflects a net County dollar increase of \$51,443 (3.3%) over the previous year's budget. The primary drivers of the increase are one-time costs to replace and update equipment and facilities at the Animal Control building and the addition of 401(k) benefits for non-deputized staff to the department's budget. The Revenue budget reflects an expected increase in pet licensing fee collections due to the outsourcing of the function to DataMax Corporation. The Adopted budget also includes one new Animal Care Officer position. As cost savings are realized due to transitioning sworn officers to non-sworn officers, additional Animal Care Officers will be added to the department.

EMERGENCY MANAGEMENT

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

Program Descriptions:

Emergency Management - Coordinates the preparation of City/County agencies and other community resources for response to and recovery from disasters and unusual events on a 24-hour basis. 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.

Homeland Preparedness - Accounts for grant funds received from the NC Department of Public Safety and the Division of Emergency Management for disaster related equipment and training.

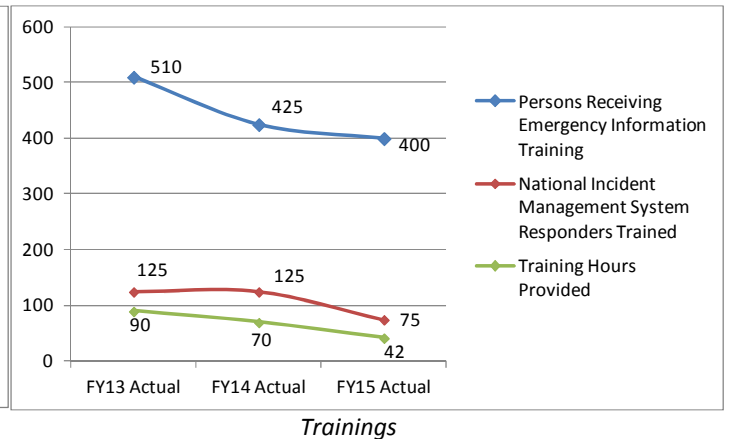
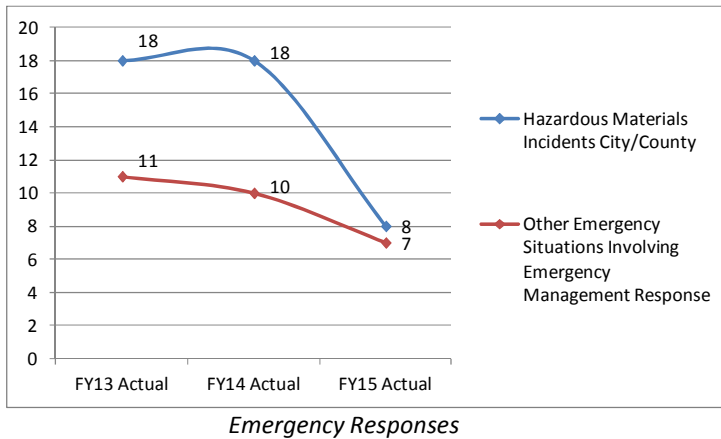
Accomplishments: Conducted 4 multi-agency emergency management simulations.

Emergency Management is a joint City/County agency administered by the City of Winston-Salem. For more information, please visit:
<http://www.cityofws.org/departments/emergency-management>

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Emergency Management	773,883	534,450	534,450	529,360	529,360	555,960
Hazmat Response	260,913	233,920	233,920	243,510	243,510	273,240
Homeland Preparedness	128,440	0	480	0	0	0
Total	<u>1,163,236</u>	<u>768,370</u>	<u>768,850</u>	<u>772,870</u>	<u>772,870</u>	<u>829,200</u>
County Share	456,702	354,190	354,670	353,940	353,940	382,110

Key Performance Measures:



4
 Number of multi-agency disaster simulations without volunteers

2
 With volunteers

EMERGENCY MANAGEMENT

	FY 14-15 Actual	FY 15-16		FY 16-17		
		Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
Payments T/O Agencies	328,262	354,190	354,190	353,940	353,940	382,110
						<i>County portion paid to City of Winston-Salem for administering program.</i>
Other Purchased Services	70,040	0	480	0	0	0
						<i>Regional Hazard Mitigation Plan funded by FEMA.</i>
Grant Equipment	58,400	0	0	0	0	0
						<i>Homeland Security Grant Equipment - Regional Water Purification System.</i>
TOTAL EXPENDITURES	<u>456,702</u>	<u>354,190</u>	<u>354,670</u>	<u>353,940</u>	<u>353,940</u>	<u>382,110</u>

INTERAGENCY COMMUNICATIONS

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

Program Descriptions:

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

parameters; manage radio system security and operational integrity.

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

FY17 Goals: Develop a proactive approach to procuring spare equipment to ensure rapid problem resolution within the radio system to provide as close to 100% uptime as possible for radio system users.

PROGRAM SUMMARY

	FY 14-15 Actual	FY 15-16		FY 16-17		
		Original	Estimate	Request	Recommend	Adopted
Interagency Communications	1,148,677	1,232,455	1,202,816	1,397,131	1,273,872	1,273,872
TOTAL EXPENDITURES	<u>1,148,677</u>	<u>1,232,455</u>	<u>1,202,816</u>	<u>1,397,131</u>	<u>1,273,872</u>	<u>1,273,872</u>

INTERAGENCY COMMUNICATIONS

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	135,545	136,052	140,623	185,816	140,816	140,816
Other Employee Compensatio	522	520	524	524	524	524
Employee Benefits	40,054	38,986	43,327	59,963	45,383	45,383
Total Personal Services	176,121	175,558	184,474	246,303	186,723	186,723
<i>Operating Expenditures</i>						
Professional Fees	0	18,382	0	0	0	0
						<i>Technical assistance fees for system-related issues.</i>
Maintenance Service	832,702	850,238	844,548	882,825	882,825	882,825
						<i>Maintenance contract for radio system. Non-warranty maintenance @ tower sites & on equipment.</i>
Rent	57,616	59,060	59,060	60,547	60,547	60,547
						<i>Communication tower site leases.</i>
Other Purchased Services	10,570	30,032	29,592	18,500	43,500	43,500
						<i>Insurance premiums, HVAC maintenance & telephone services at tower sites, fire door inspections.</i>
Training & Conference	846	2,000	1,409	2,000	1,500	1,500
General Supplies	17,558	26,150	25,250	47,420	27,070	27,070
						<i>System parts & supplies.</i>
Energy	34,924	39,449	38,606	45,000	39,621	39,621
						<i>Electricity & natural gas costs at tower sites.</i>
Operating Supplies	3,365	9,650	9,650	17,100	10,650	10,650
Other Operating Supplies	7,019	21,936	10,227	21,436	21,436	21,436
						<i>Insurance claims; memberships & dues.</i>
Total Operating Exps.	964,600	1,056,897	1,018,342	1,094,828	1,087,149	1,087,149
Capital Outlay	7,956	0	0	56,000	0	0
TOTAL EXPENDITURES	<u>1,148,677</u>	<u>1,232,455</u>	<u>1,202,816</u>	<u>1,397,131</u>	<u>1,273,872</u>	<u>1,273,872</u>
Cost-sharing Expenses	8,289	12,175	12,175	13,074	13,074	13,074
<u>REVENUES</u>	<u>502,489</u>	<u>542,333</u>	<u>453,315</u>	<u>514,152</u>	<u>482,587</u>	<u>482,587</u>
POSITIONS (FT/PT)	2/0	2/0	2/0	3/0	2/0	2/0

Budget Highlights: The Interagency Communications budget reflects a moderate increase driven primarily by increases in Personal Services with the addition of 401k benefits as well as slight increases in maintenance fees. In addition, the department requested to replace the strobe tower lights with more energy efficient LED technology. While not included in the adopted budget, the Board did identify this project as a potential Pay-Go item should funds be available.

SHERIFF'S OFFICE

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

Program Descriptions:

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

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

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

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

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

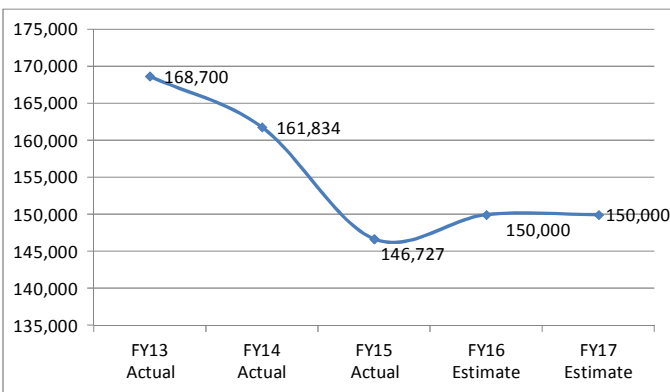
Accomplishments: Sustained agency CALEA accreditation status; partnered with the community to improve citizen perception, including undocumented immigrant outreach with the *FaithAction* ID card program (approximately 1,000 individuals received an ID card); successfully negotiated increased Federal inmate housing rate from \$62.22 per inmate per day to \$70.00; Volunteer programs, including Citizen Patrol provided thousands of hours of work, with a volunteer hour value of over \$100,000; enhanced staffing with 24 new positions authorized in detention, patrol/field services, inmate transportation, court room security, and investigations.

FY17 Goals: Achieve agency recertification with CALEA; competitive compensation, achieve Federal PREA compliance for the Detention Center and begin process to successfully achieve American Correction Association (ACA) accreditation for the Detention Center; continue alternatives to new staffing (volunteer programs, etc.); increase staffing; enhance technology; enhance training; partner with the community and improve citizen perception.

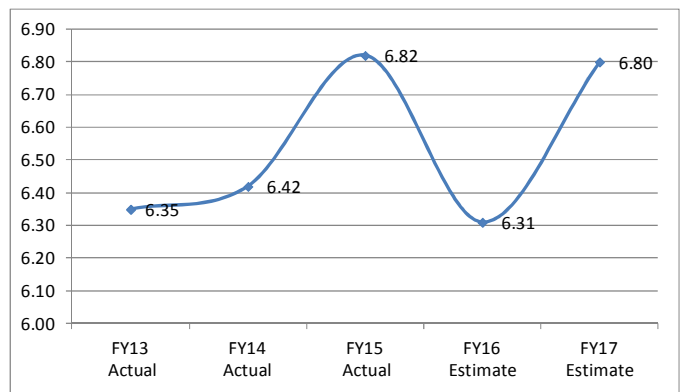
PROGRAM SUMMARY

	FY 14-15 Actual	FY 15-16 Original	FY 15-16 Estimate	FY 16-17 Request	FY 16-17 Recommend	FY 16-17 Adopted
Administration	4,489,533	5,474,625	5,510,049	6,735,865	5,733,186	5,733,186
Law Enforcement	12,548,073	13,713,372	13,687,270	16,837,104	14,635,894	14,765,118
Detention	23,194,031	25,332,856	24,916,811	27,342,133	26,454,796	26,456,416
DEA Forfeiture Purchasing	65,005	0	340,770	457,340	0	0
Governor's Highway Safety	99,252	64,643	130,652	121,112	121,112	121,112
Total	<u>40,395,894</u>	<u>44,585,496</u>	<u>44,585,552</u>	<u>51,493,554</u>	<u>46,944,988</u>	<u>47,075,832</u>

Key Performance Measures:



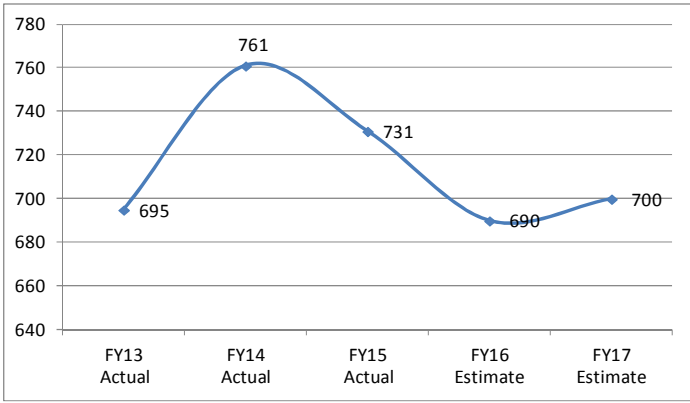
911 Calls for Sheriff's Office



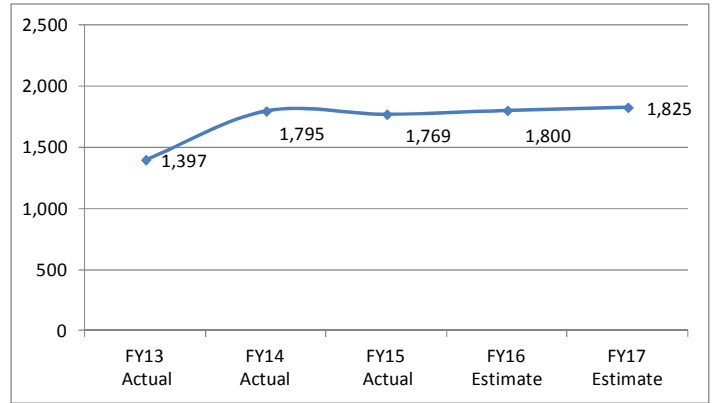
Patrol/Field Services - Priority Call Average Response (minutes)

SHERIFF'S OFFICE

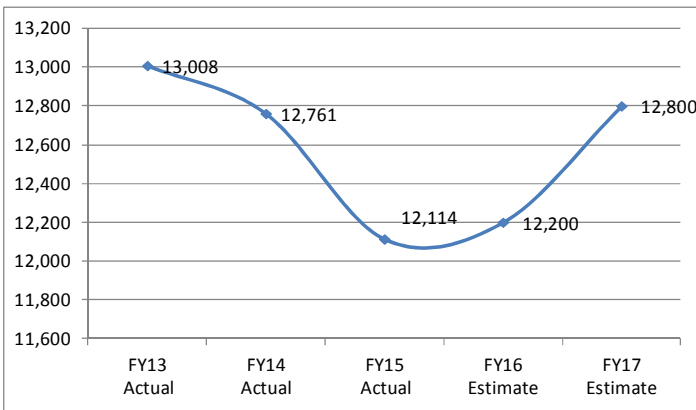
Key Performance Measures, cont.:



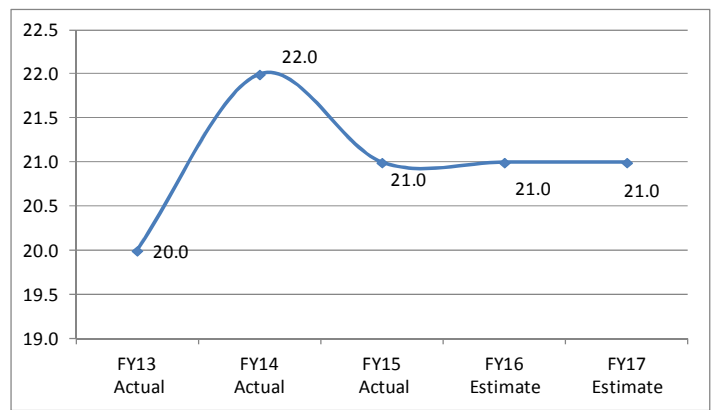
Detention - Average Daily Inmate Population



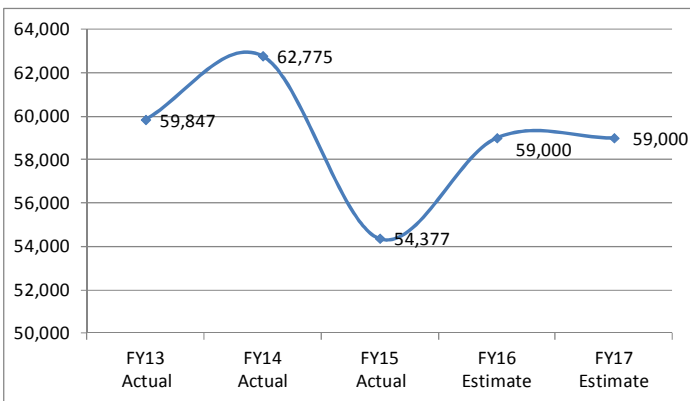
Detectives - # of Cases



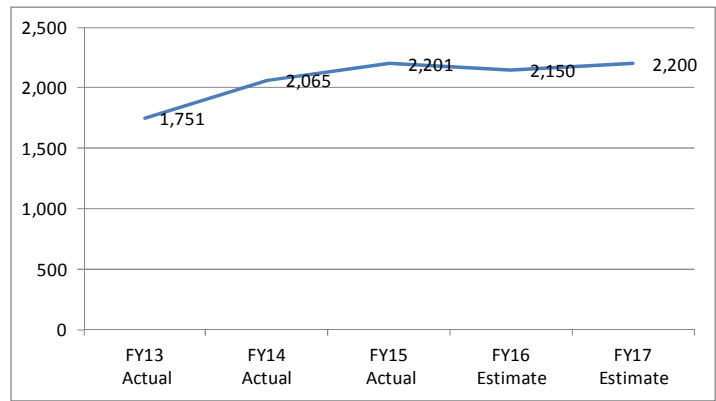
Detention - Newly Admitted Inmates



Detention - Average Length of Stay



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



Transportation - Inmates and/or Mental Commitments

SHERIFF'S OFFICE

	FY 14-15 Actual	FY 15-16 Original Estimate		FY 16-17 Request Recommend		Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	21,693,567	23,220,438	22,639,288	25,774,846	23,852,384	23,876,214
Employee Benefits	9,282,274	10,053,860	9,914,094	12,049,076	11,073,247	11,083,461
Total Personal Services	30,975,841	33,274,298	32,553,382	37,823,922	34,925,631	34,959,675
Operating Expenditures						
Professional Fees	4,176,092	4,579,800	4,596,829	4,822,600	4,835,980	4,835,980
		<i>Inmate medical contract, drug/medical exams, polygraph contract.</i>				
Maintenance Service	173,290	380,156	417,424	364,953	353,301	353,301
		<i>FCSO Comm. Center & fingerprint equipment maintenance, software & hardware support on various systems.</i>				
Rent	10,351	10,205	14,240	6,860	6,860	6,860
		<i>Rent for Narcotics, EHA monitoring equipment.</i>				
Utility Services	223,324	241,560	240,673	261,132	261,132	261,132
		<i>Water/sewer costs at Administrative Building & Detention Center.</i>				
Construction Services	863	0	0	0	0	0
Other Purchased Services	1,834,059	2,112,078	2,385,048	2,848,035	2,638,825	2,638,825
		<i>Inmate food contract, insurance premiums, OSSI maintenance, Verizon air cards for mobile data system.</i>				
Training & Conference	62,202	147,759	146,619	156,768	136,568	136,568
		<i>Specialty training, certifications, state mandated training, BLET training.</i>				
General Supplies	964,115	987,387	1,168,236	1,795,594	1,015,591	1,015,841
		<i>Ballistic vests, specialty equipment, weapons, uniforms, computer replacements.</i>				
Energy	738,207	844,211	832,922	851,377	851,377	851,377
		<i>Electricity & natural gas costs for Detention Center and Sheriff Administration Buildings.</i>				
Operating Supplies	508,933	489,874	578,886	560,567	506,077	506,077
		<i>Ammunition, targets, training supplies, protective gloves, spit shields, inmate clothing, bedding, mattresses, etc.</i>				
Other Operating Costs	313,612	540,395	537,100	517,748	517,748	517,748
		<i>Insurance claims, informant pay, memberships & dues.</i>				
Total Operating Exps.	9,005,048	10,333,425	10,917,977	12,185,634	11,123,459	11,123,709
Capital Outlay	188,874	743,693	883,623	868,798	280,698	280,698
Payments T/O Agencies	226,131	234,080	230,570	615,200	615,200	631,750
		<i>Payments to City of W-S for property/evidence management and arrestee processing services.</i>				
Contingency	0	0	0	0	0	80,000
		<i>Special Teams Incentive Pay</i>				
TOTAL EXPENDITURES	<u>40,395,894</u>	<u>44,585,496</u>	<u>44,585,552</u>	<u>51,493,554</u>	<u>46,944,988</u>	<u>47,075,832</u>
Cost-Sharing Expenses	2,458,007	1,989,042	1,268,557	1,739,832	1,739,802	1,739,802
Contra-Expenses	(99,660)	(86,240)	(83,240)	(90,240)	(90,240)	(90,240)
REVENUES	<u>6,395,922</u>	<u>6,358,116</u>	<u>5,615,904</u>	<u>6,798,891</u>	<u>6,341,551</u>	<u>6,341,551</u>
POSITIONS (FT/PT)	512/24	536/24	536/24	560/25	535/24	537/24

SHERIFF'S OFFICE

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES - Administration</u>						
<i>Personal Services</i>						
Salaries & Wages	1,661,534	1,948,210	1,740,698	2,315,133	2,046,644	2,046,644
Employee Benefits	641,936	801,521	685,952	1,006,296	875,928	875,928
	<i>Longevity for entire Sheriff's Department included in Administration.</i>					
Total Personal Services	2,303,470	2,749,731	2,426,650	3,321,429	2,922,572	2,922,572
<i>Operating Expenditures</i>						
Professional Fees	74,745	115,200	113,472	127,180	124,680	124,680
	<i>Fitness test/drug/medical exams for new hires, polygraph contract.</i>					
Maintenance Service	48,495	194,245	229,293	161,320	161,320	161,320
	<i>Software and hardware support on various systems.</i>					
Rent	8,725	7,715	10,059	4,300	4,300	4,300
	<i>Rental of parking spaces for support staff.</i>					
Utility Services	16,057	15,810	18,309	19,579	19,579	19,579
Construction Services	863	0	0	0	0	0
	<i>Water/sewer service for Administration Bldg.</i>					
Other Purchased Services	758,732	874,525	1,083,034	1,379,950	1,210,740	1,210,740
	<i>Insurance premiums, OSSI System maintenance.</i>					
Training & Conference	18,516	47,830	47,112	38,019	35,894	35,894
	<i>Specialty training, recertifications, state mandated training.</i>					
General Supplies	628,027	324,975	571,842	1,034,339	358,699	358,699
	<i>Specialty equipment, uniforms and computer replacements.</i>					
Energy	258,201	309,186	305,923	301,125	301,125	301,125
	<i>Natural gas and electricity costs at Administration Bldg.</i>					
Operating Supplies	110,781	103,828	117,838	126,359	105,172	105,172
	<i>Training supplies, safety supplies, office supplies.</i>					
Other Operating Costs	234,982	333,580	329,536	323,105	323,105	323,105
	<i>Insurance claims, memberships and dues.</i>					
Total Operating Exps.	2,158,124	2,326,894	2,826,418	3,515,276	2,644,614	2,644,614
Capital Outlay	92,944	398,000	597,751	356,500	166,000	166,000
TOTAL EXPENDITURES	<u>4,554,538</u>	<u>5,474,625</u>	<u>5,850,819</u>	<u>7,193,205</u>	<u>5,733,186</u>	<u>5,733,186</u>
Cost-Sharing Expenses	401,980	180,211	220,209	158,144	158,144	158,144
<u>REVENUES</u>	<u>71,817</u>	<u>3,100</u>	<u>2,744</u>	<u>460,140</u>	<u>2,800</u>	<u>2,800</u>
POSITIONS (FT/PT)	31/0	31/0	31/0	32/2	31/1	31/1

SHERIFF'S OFFICE

	FY 14-15	FY 15-16			FY 16-17	
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES - Law Enforcement/Grants</u>						
<i>Personal Services</i>						
Salaries & Wages	8,050,292	8,478,955	8,449,479	9,846,924	8,773,886	8,797,716
Employee Benefits	3,915,048	4,109,374	4,151,855	5,024,250	4,443,686	4,453,900
Total Personal Services	11,965,340	12,588,329	12,601,334	14,871,174	13,217,572	13,251,616
<i>Operating Expenditures</i>						
Professional Fees	12,110	23,600	42,357	33,920	49,800	49,800
					<i>Veterinary fees for K-9s.</i>	
Maintenance Service	48,688	77,676	80,411	92,483	80,831	80,831
					<i>FCSO Communication Center & fingerprint equipment maintenance.</i>	
Rent	1,536	2,200	3,895	2,200	2,200	2,200
					<i>Space rental for Narcotics Division.</i>	
Other Purchased Services	87,292	101,925	168,360	278,907	238,907	238,907
					<i>Verizon air cards for mobile data system.</i>	
Training & Conference	33,404	88,789	88,534	106,394	89,549	89,549
					<i>Specialty training, recertifications, state mandated training, etc.</i>	
General Supplies	94,841	281,070	222,308	181,617	109,729	109,979
					<i>Weapons.</i>	
Energy	645	1,250	1,231	1,500	1,500	1,500
					<i>Natural gas and electricity costs.</i>	
Operating Supplies	160,605	161,494	235,338	200,948	175,445	175,445
					<i>Ammunition, targets, training supplies, crime prevention materials, safety supplies.</i>	
Other Operating Costs	77,750	203,595	204,392	191,473	191,473	191,473
					<i>Insurance claims; memberships & dues, informants pay.</i>	
Total Operating Exps.	516,871	941,599	1,046,826	1,089,442	939,434	939,684
Capital Outlay	8,005	106,687	30,482	488,200	90,600	90,600
Payments T/O Agencies	157,109	141,400	139,280	509,400	509,400	524,330
					<i>City of W-S: Property & Evidence Management.</i>	
Contingency	0	0	0	0	0	80,000
					<i>Special Teams Incentive Pay</i>	
TOTAL EXPENDITURES	<u>12,647,325</u>	<u>13,778,015</u>	<u>13,817,922</u>	<u>16,958,216</u>	<u>14,757,006</u>	<u>14,886,230</u>
Cost-Sharing Expenses	1,190,861	1,013,316	600,684	836,621	836,591	836,591
Contra-Expenses	(99,660)	(86,240)	(83,240)	(90,240)	(90,240)	(90,240)
<u>REVENUES</u>	<u>3,510,848</u>	<u>3,887,284</u>	<u>3,645,817</u>	<u>4,013,443</u>	<u>4,013,443</u>	<u>401,343</u>
POSITIONS (FT/PT)	189/15	195/15	195/15	215/14	195/14	197/14

SHERIFF'S OFFICE

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES - Detention</u>						
<i>Personal Services</i>						
Salaries & Wages	11,981,741	12,793,273	12,449,111	13,612,789	13,031,854	13,031,854
Employee Benefits	4,725,290	5,142,965	5,076,287	6,018,530	5,753,633	5,753,633
Total Personal Services	16,707,031	17,936,238	17,525,398	19,631,319	18,785,487	18,785,487
<i>Operating Expenditures</i>						
Professional Fees	4,089,237	4,441,000	4,441,000	4,661,500	4,661,500	4,661,500
					<i>Inmate Medical Contract.</i>	
Maintenance Service	76,107	108,235	107,720	111,150	111,150	111,150
					<i>Kitchen equipment repair, communication equipment repair/maintenance, solid waste disposal.</i>	
Rent	90	290	286	360	360	360
					<i>Rental of GPS electronic house arrest equipment; space lease-Community Court Services.</i>	
Utility Services	207,267	225,750	222,364	241,553	241,553	241,553
					<i>Water/sewer costs at LEDC.</i>	
Other Purchased Services	988,035	1,135,628	1,133,654	1,189,178	1,189,178	1,189,178
					<i>Inmate Food Service Contract, electronic house arrest monitoring contract.</i>	
Training & Conference	10,282	11,140	10,973	12,355	11,125	11,125
					<i>New officer training, re-certifications.</i>	
General Supplies	241,247	381,342	374,086	579,638	547,163	547,163
					<i>Janitorial supplies, uniforms, handcuffs, small equipment, ammunition, detention training supplies, etc.</i>	
Energy	479,361	533,775	525,768	548,752	548,752	548,752
					<i>Electricity and natural gas costs.</i>	
Operating Supplies	237,547	224,552	225,710	233,260	225,460	225,460
					<i>Personal protective supplies, spit shields, gloves, etc., inmate clothing and bedding, mattresses.</i>	
Other Operating Costs	880	3,220	3,172	3,170	3,170	3,170
Total Operating Exps.	6,330,053	7,064,932	7,044,733	7,580,916	7,539,411	7,539,411
Capital Outlay	87,925	239,006	255,390	24,098	24,098	24,098
Payments T/O Agencies	69,022	92,680	91,290	105,800	105,800	107,420
					<i>City of W-S: Payment for Arrestee Processing.</i>	
Total Expenditures	<u>23,194,031</u>	<u>25,332,856</u>	<u>24,916,811</u>	<u>27,342,133</u>	<u>26,454,796</u>	<u>26,456,416</u>
Cost-Sharing Expenses	855,681	795,515	447,664	745,067	745,067	745,067
<u>REVENUES</u>	<u>2,813,257</u>	<u>2,467,732</u>	<u>1,967,343</u>	<u>2,325,308</u>	<u>2,325,308</u>	<u>2,325,308</u>
POSITIONS (FT/PT)	292/9	310/9	310/9	312/9	309/9	309/9

SHERIFF'S OFFICE

Budget Highlights: The Sheriff's Office FY2017 Adopted budget reflects a net county dollar increase of \$2,506,901 (6.6%) over the FY2016 Adopted budget. An expenditure increase of \$2,490,336 and a revenue decrease of \$16,565 account for the increase. The largest overall driver of the expenditure increase is growth in Personal Services costs which grew by \$1,651,333 or 5.0% from the FY2016 budget, however, \$503,925 of this increase is due to adding Employer Share 401(k) and Market Adjustments to the department budget. These costs were budgeted elsewhere in FY2016. The personal services area also reflects the elimination of five positions in the Crime Scene Investigation unit, as the County will now contract with the City of Winston-Salem to provide this service. The Adopted budget includes six new positions including one full-time Court Bailiff to handle a new off-site landlord-tenant court five days a week, an additional School Resource Officer (SRO), a Narcotics Investigator focused on collecting North Carolina Controlled Substance Excise Tax proceeds, an Audio-Video Technician to manage the audio and video collected through the implementation of body-worn cameras, and two Office Assistants, starting in January 2017, assigned to the Records and Pistol Permits Division. The Winston-Salem Forsyth County Schools system reimburses the county for the full cost of the SRO position and the County will use existing NC Controlled Substance Excise Tax proceeds to fully fund the Narcotics Investigator position. The Adopted budget also includes \$80,000 in incentive pay for officers participating on Special Teams units.

A major driver of the operating expenditure budget increase is the annual data storage cost related to the purchase and implementation of body-worn and vehicle mounted cameras from TASER, which cost \$358,551 and \$55,854 respectively. The Community Policing and School Resource Officer programs will reimburse the County for its portion of the data storage resulting in a total County cost for body-worn cameras of \$313,990. Additionally, the Inmate Medical costs for the Forsyth County Detention Center reflects a \$220,500 increase. Also included in the expenditure budget is \$266,328 in State Criminal Alien Assistance Program revenues that are carried over from previous years. This expenditure is offset by a matching revenue appropriation.

The two largest drivers of the Sheriff's Office FY2017 revenue budget decrease are the removal of Sheriff Office grant funds and Unreserved Fund Balance that funded equipment and supply costs for new positions added in FY2016, and reductions in reimbursements from the State for housing inmates, as the detention center is currently unable to accept these inmates due to workforce recruitment and retention issues, ongoing repairs to the Detention Center, and a larger pool of Counties housing State inmates.

EMERGENCY SERVICES

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.

Program Descriptions:

Fire Operations - conducts inspections to insure fire code compliance, plans review for new construction, investigates fires to determine origin & 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 & City personnel who respond to medical emergencies, processes billing & enforces collections of ambulance bills, and under an agreement with WFUBMC

provides 26 paramedics for its critical care service.

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

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

FY17 Goals: Emergency Services will continue with Phase II of MIH Paramedicine Program, which will require the addition of three MIH/P positions. Phase II involves developing partnerships with local healthcare facilities in an effort to reduce the number of patient care transports. This will decrease workload and overtime costs. Additionally, FCES will develop the necessary blueprint for a partnership between Winston-Salem/Forsyth County Schools, Forsyth Technical Community College and Forsyth County Emergency Services to establish a Forsyth County Paramedic Academy.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Emergency Services Admin.	845,575	1,144,323	977,848	1,219,443	1,185,026	1,185,026
Fire Operations	2,240,882	2,085,244	2,174,202	2,348,312	2,197,449	2,197,449
9-1-1 Communications	1,729,105	1,935,000	2,035,260	2,437,500	2,407,200	2,407,200
EMS Operations	8,539,282	8,973,305	8,811,792	9,542,998	9,055,935	9,055,935
Compliance	2,727,246	3,906,060	3,482,096	4,279,164	4,210,968	4,210,968
Total	<u>16,082,090</u>	<u>18,043,932</u>	<u>17,481,198</u>	<u>19,827,417</u>	<u>19,056,578</u>	<u>19,056,578</u>

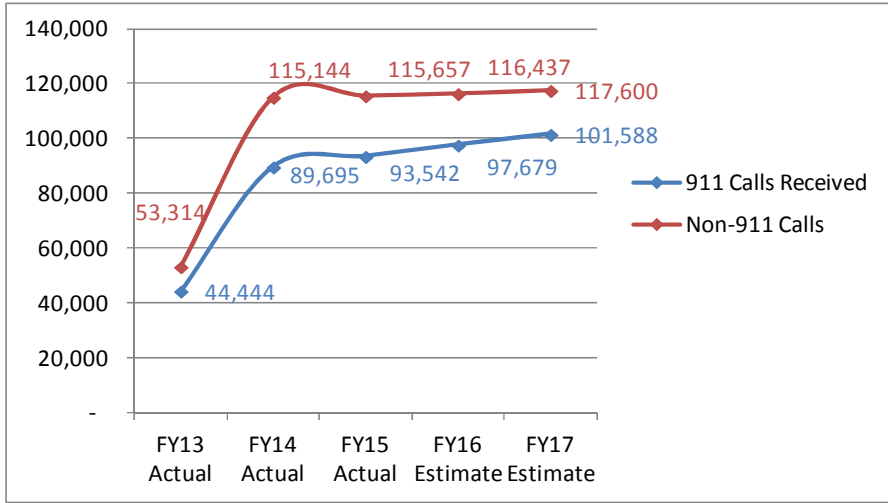
Key Performance Measures:

	<u>FY14 Actual</u>	<u>FY15 Actual</u>	<u>FY16 Estimate</u>	<u>FY17 Goal</u>
Emergency	0:15:07	0:15:31	0:15:41	0:12:59
Non-Emergency	0:22:05	0:21:40	0:22:07	0:22:00

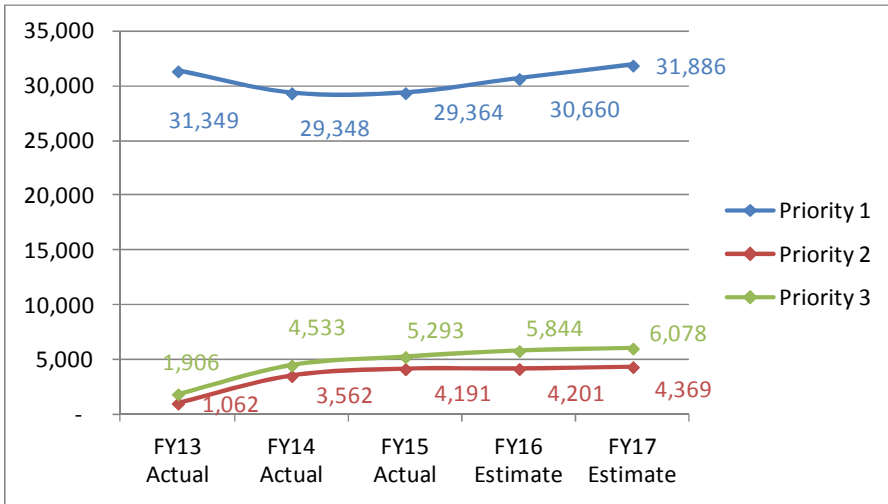
Average EMS Response Times (Priority 1 & Non-Emergency)

EMERGENCY SERVICES

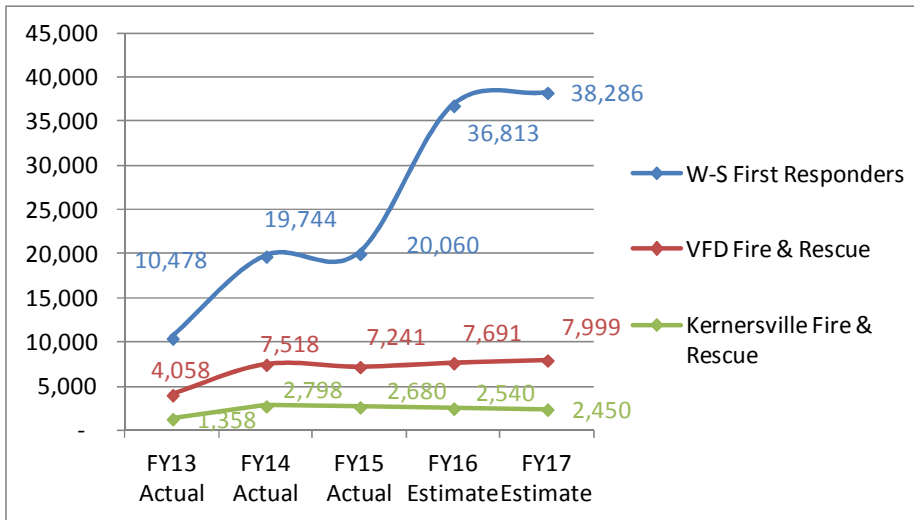
Key Performance Measures, cont.:



Calls Received



EMS Calls for Service



Fire & Rescue Dispatches

EMERGENCY SERVICES

	FY 14-15 Actual	FY 15-16		FY 16-17		
		Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	10,116,521	11,071,961	10,618,121	11,234,911	11,109,289	11,109,289
Other Employee Benefits	522	0	524	524	524	524
Employee Benefits	3,568,448	4,062,101	4,017,175	4,572,976	4,517,585	4,517,585
Total Personal Services	13,685,491	15,134,062	14,635,820	15,808,411	15,627,398	15,627,398
Operating Expenditures						
Professional Fees	71,273	92,620	95,340	94,916	94,916	94,916
						<i>Medical Director contract, random employee drug screens, pre-employment exams.</i>
Maintenance Service	151,140	182,847	188,141	247,946	234,165	234,165
						<i>CAD System maintenance, maintenance on communications, stretchers, AVL equipment, gas detectors.</i>
Rent	35,988	47,367	40,578	48,500	48,000	48,000
						<i>Oxygen tank rental, Dixie Classic Fair booth rental, ePro Scheduling System.</i>
Utility Services	11,953	15,100	1,950	15,235	15,235	15,235
						<i>Water/sewer service at all locations.</i>
Other Purchased Services	535,708	971,837	872,429	1,007,690	987,813	987,813
						<i>Insurance premiums, EMS billing contract.</i>
Training & Conference	36,730	50,266	49,942	66,443	53,628	53,628
						<i>Re-certification and training of staff, continuing education requirements.</i>
General Supplies	424,110	324,415	356,678	376,352	323,665	323,665
						<i>Small equipment, uniforms, janitorial supplies, office supplies.</i>
Energy	90,625	101,913	101,913	104,850	104,850	104,850
						<i>Electricity and natural gas at all facilities.</i>
Operating Supplies	692,690	593,310	743,237	753,660	693,344	693,344
						<i>Medical supplies, OSHA related supplies, CBRN regulators, EMD supplies.</i>
Other Operating Costs	119,832	238,645	168,620	238,720	234,120	234,120
						<i>Insurance claims, memberships & dues.</i>
Total Operating Exps.	2,170,049	2,618,320	2,618,828	2,954,312	2,789,736	2,789,736
Capital Outlay	0	65,000	0	838,144	412,894	412,894
Payments T/O Agencies	226,550	226,550	226,550	226,550	226,550	226,550
						<i>Standby funds to volunteer departments.</i>
TOTAL EXPENDITURES	<u>16,082,090</u>	<u>18,043,932</u>	<u>17,481,198</u>	<u>19,827,417</u>	<u>19,056,578</u>	<u>19,056,578</u>
Cost-Sharing Expenses	869,703	893,978	753,745	912,584	912,584	912,584
REVENUES	<u>10,440,331</u>	<u>12,282,040</u>	<u>10,678,896</u>	<u>12,604,825</u>	<u>12,528,825</u>	<u>12,528,825</u>
POSITIONS (FT/PT)	234/13	237/13	237/13	240/14	237/14	240/14

EMERGENCY SERVICES

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES - Administration</u>						
<i>Personal Services</i>						
Salaries & Wages	332,976	409,953	345,480	422,496	422,496	422,496
Other Employee Benefits	522	0	524	524	524	524
						<i>lpad stipend.</i>
Employee Benefits	105,900	142,808	113,225	167,072	167,072	167,072
Total Personal Services	439,398	552,761	459,229	590,092	590,092	590,092
<i>Operating Expenditures</i>						
Professional Fees	21,145	24,864	27,340	27,340	27,340	27,340
						<i>Random employee drug screens; pre-employment exams; psychological exams.</i>
Maintenance Service	26,017	16,500	16,500	26,500	16,500	16,500
Rent	17,878	24,667	17,878	25,000	25,000	25,000
Utility Services	10,991	13,150	0	13,150	13,150	13,150
						<i>Water/sewer service at EMS facilities.</i>
Other Purchased Services	93,639	158,796	158,796	179,321	159,444	159,444
						<i>ance premiums, communication, contractual services; pagers, iSP lines at outlying EMS stations, etc.</i>
Training & Conference	11,019	11,322	11,322	13,500	11,460	11,460
General Supplies	24,372	29,850	29,750	29,750	28,250	28,250
Energy	89,162	100,413	100,413	103,290	103,290	103,290
Operating Supplies	2,871	2,000	1,620	2,000	2,000	2,000
Other Operating Costs	109,083	210,000	155,000	209,500	208,500	208,500
						<i>Insurance claims for EMS related only, memberships & dues.</i>
Total Operating Exps.	406,177	591,562	518,619	629,351	594,934	594,934
Capital Outlay	0	0	0	0	0	0
Total Expenditures	<u>845,575</u>	<u>1,144,323</u>	<u>977,848</u>	<u>1,219,443</u>	<u>1,185,026</u>	<u>1,185,026</u>
Cost-Sharing Expenses	131,128	180,258	123,621	184,568	184,568	184,568
<u>REVENUES</u>	<u>227,907</u>	<u>225,000</u>	<u>227,550</u>	<u>243,187</u>	<u>243,187</u>	<u>243,187</u>
POSITIONS (FT/PT)	5/0	5/0	5/0	5/0	5/0	5/0

EMERGENCY SERVICES

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
<u>EXPENDITURES - EMS</u>						
<i>Personal Services</i>						
Salaries & Wages	7,409,806	8,207,883	7,708,860	8,313,480	8,187,858	8,187,858
Employee Benefits	2,573,767	2,965,263	2,869,684	3,328,315	3,272,924	3,272,924
Total Personal Services	9,983,573	11,173,146	10,578,544	11,641,795	11,460,782	11,460,782
<i>Operating Expenditures</i>						
Professional Fees	38,500	50,000	50,000	50,000	50,000	50,000
						<i>Medical Director contract, random drug testing, pre-hire physicals.</i>
Maintenance Service	58,731	76,282	81,994	127,100	127,100	127,100
						<i>Maintenance on communication equipment, Life Paks, cots, stretchers, AVL equipment.</i>
Rent	18,015	22,200	22,200	23,000	23,000	23,000
						<i>Oxygen tank rental.</i>
Utility Services	962	1,950	1,950	2,085	2,085	2,085
Other Purchased Services	210,391	576,941	476,333	588,869	588,869	588,869
						<i>EMS billing contract, insurance premiums, collection services, billing software maintenance.</i>
Training & Conference	12,694	23,296	22,472	26,898	23,898	23,898
						<i>Certifications and re-certification of Paramedics and EMTs, quality improvement training.</i>
General Supplies	247,211	200,595	232,958	228,575	201,445	201,445
						<i>Stair stretchers, long spine boards, uniforms, office supplies, stretcher replacements.</i>
Energy	1,463	1,500	1,500	1,560	1,560	1,560
						<i>Electricity, natural gas at EMS buildings.</i>
Operating Supplies	580,435	570,410	715,617	727,160	670,344	670,344
						<i>Medical supplies, blankets, sheets, fluids, masks, OSHA related supplies, radio batteries, etc.</i>
Other Operating Costs	5,353	8,845	1,120	8,920	8,620	8,620
						<i>Insurance premiums, memberships & dues.</i>
Total Operating Exps.	<u>1,173,755</u>	<u>1,532,019</u>	<u>1,606,144</u>	<u>1,784,167</u>	<u>1,696,921</u>	<u>1,696,921</u>
Capital Outlay	0	65,000	0	287,000	0	0
Payments T/O Agencies	109,200	109,200	109,200	109,200	109,200	109,200
TOTAL EXPENDITURES	<u>11,266,528</u>	<u>12,879,365</u>	<u>12,293,888</u>	<u>13,822,162</u>	<u>13,266,903</u>	<u>13,266,903</u>
Cost-Sharing Expenses	655,008	617,710	161,210	622,549	622,549	622,549
<u>REVENUES</u>	<u>9,644,684</u>	<u>11,675,837</u>	<u>10,009,664</u>	<u>11,953,215</u>	<u>11,953,215</u>	<u>11,953,215</u>
POSITIONS (FT/PT)	163/13	173/9	173/9	176/9	176/9	176/9
(Includes Operations, Billing, Logistics, CCT, Training, Quality Mgmt., Reserves, MIHP)						

EMERGENCY SERVICES

	FY 14-15	FY 15-16		FY 16-17		
	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/Res	5,400	5,400	5,400	5,400	5,400	5,400
City View Vol Fire/Rescue	0	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/Res	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/Res	8,600	8,600	8,600	8,600	8,600	8,600
Piney Grove Vol Fire	5,400	3,600	3,600	3,600	3,600	3,600
Rural Hall Vol Fire/Rescue	8,600	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
Talley's Crossing Vol Fire/Res	0	0	0	0	0	0
Union Cross Vol Fire/Rescue	10,400	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	14,000	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 14-15	FY 15-16		FY 16-17		
	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/Res	7,000	7,000	7,000	7,000	7,000	7,000
Clemmons Vol Fire/Rescue	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
Lewisville Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
Old Richmond Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	7,000
Piney Grove Vol Fire	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
Vienna Vol Fire	7,000	7,000	7,000	7,000	7,000	7,000
City View Vol Fire	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
Mineral Springs Vol Fire	7,000	7,000	7,000	7,000	7,000	7,000
Talley's Crossing Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	7,000
Union Cross Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
King of Forsyth Co Vol Fire/Res	1,150	1,150	1,150	1,150	1,150	1,150
Salem Chapel Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	7,000
Forbush Vol Fire	1,750	1,750	1,750	1,750	1,750	1,750
Walkertown Vol. Fire/Rescue	7,000	7,000	7,000	7,000	7,000	7,000
TOTAL EXPENDITURES	<u>117,350</u>	<u>117,350</u>	<u>117,350</u>	<u>117,350</u>	<u>117,350</u>	<u>117,350</u>

EMERGENCY SERVICES

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
<u>EXPENDITURES - Fire Protection</u>						
<i>Personal Services</i>						
Salaries & Wages	1,337,546	1,289,654	1,358,132	1,291,096	1,291,096	1,291,096
Employee Benefits	495,114	519,221	536,075	577,292	577,292	577,292
Total Personal Services	1,832,660	1,808,875	1,894,207	1,868,388	1,868,388	1,868,388
<i>Operating Expenditures</i>						
Professional Fees	11,628	17,756	18,000	17,576	17,576	17,576
						<i>Annual comprehensive medical exams for suppression & prevention employees.</i>
Maintenance Service	20,470	23,365	22,947	27,646	23,865	23,865
						<i>Maintenance on SCBA tanks, gas detectors, other equipment.</i>
Rent	95	500	500	500	0	0
						<i>Booth rental for public education at Dixie Classic Fair.</i>
Other Purchased Services	16,620	20,650	21,850	20,550	20,550	20,550
						<i>Insurance premiums for Fire-related employees.</i>
Training & Conference	7,146	7,148	9,648	18,045	10,270	10,270
						<i>Fire Inspector & suppression employee re-certifications and continuing education requirements.</i>
General Supplies	125,184	60,200	60,200	83,757	60,200	60,200
						<i>Replacement of SCBA tanks, gas detectors, office supplies, uniforms.</i>
Operating Supplies	107,242	16,900	22,000	20,500	17,000	17,000
						<i>tors, fire education materials, suppression gloves, hoods, masks, etc. Replacement of gas detector se</i>
Other Operating Costs	2,487	12,500	7,500	13,000	11,500	11,500
						<i>Insurance claims for fire related claims, memberships & dues.</i>
Total Operating Exps.	290,872	159,019	162,645	201,574	160,961	160,961
Payments T/O Agencies	117,350	117,350	117,350	117,350	117,350	117,350
						<i>Standby funds for VFDs.</i>
Capital Outlay	0	0	0	161,000	50,750	50,750
TOTAL EXPENDITURES	<u>2,240,882</u>	<u>2,085,244</u>	<u>2,174,202</u>	<u>2,348,312</u>	<u>2,197,449</u>	<u>2,197,449</u>
Cost-Sharing Expenses	69,539	89,160	44,604	90,519	90,519	90,519
<u>REVENUES</u>	<u>567,731</u>	<u>381,203</u>	<u>441,682</u>	<u>408,423</u>	<u>408,423</u>	<u>408,423</u>
POSITIONS (FT/PT)	27/0	27/0	27/0	27/0	27/0	27/0

(Includes Suppression, Prevention, and Volunteer Fire Support)

EMERGENCY SERVICES

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
<u>EXPENDITURES - 911</u>						
<i>Personal Services</i>						
Salaries & Wages	1,036,193	1,164,471	1,205,649	1,207,839	1,207,839	1,207,839
Employee Benefits	393,667	434,809	498,191	500,297	500,297	500,297
Total Personal Services	1,429,860	1,599,280	1,703,840	1,708,136	1,708,136	1,708,136
<i>Operating Expenditures</i>						
Maintenance Service	45,922	66,700	66,700	66,700	66,700	66,700
<i>CAD System maintenance; maintenance contracts for remote receivers, console/recorder equipment.</i>						
Communications	181,043	180,900	180,900	184,400	184,400	184,400
<i>E-911 costs.</i>						
Other Purchased Services	34,015	34,550	34,550	34,550	34,550	34,550
<i>Code Red 9-1-1 Alert contract, repair/maintenance of equipment.</i>						
Training & Conference	5,871	8,500	6,500	8,000	8,000	8,000
<i>Certified instructor training for telecommunicators, re-certification of telecommunications.</i>						
General Supplies	27,343	33,770	33,770	34,270	33,770	33,770
<i>Supplies, small equipment, uniforms.</i>						
Operating Supplies	2,142	4,000	4,000	4,000	4,000	4,000
<i>EMD supplies.</i>						
Other Operating Costs	2,909	7,300	5,000	7,300	5,500	5,500
<i>Memberships & dues.</i>						
Total Operating Exps.	299,245	335,720	331,420	339,220	336,920	336,920
Capital Outlay	0	0	0	390,144	362,144	362,144
TOTAL EXPENDITURES	<u>1,729,105</u>	<u>1,935,000</u>	<u>2,035,260</u>	<u>2,437,500</u>	<u>2,407,200</u>	<u>2,407,200</u>
Cost-Sharing Expenses	14,028	6,850	10,677	14,948	14,948	14,948
POSITIONS (FT/PT)	29/4	29/4	29/4	29/5	29/5	29/5

(Includes 911 Center, CAD/IT Support)

Budget Highlights: The FY2017 adopted budget reflects a 5.61% or \$1,012,646 increase over the FY2016 budget. Maintenance Services, Operating Supplies, and Equipment are the main cost drivers. Emergency Services will continue to enhance the Mobile Integrated Health (MIH) program with funds provided through County services funding for mental health, substance abuse, and developmental disability services, as it moves into Phase II adding three paramedics. The FY2017 budget focuses on keeping the department operating at its current service level while minimizing County costs.

COURT SERVICES

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

Program Descriptions:

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

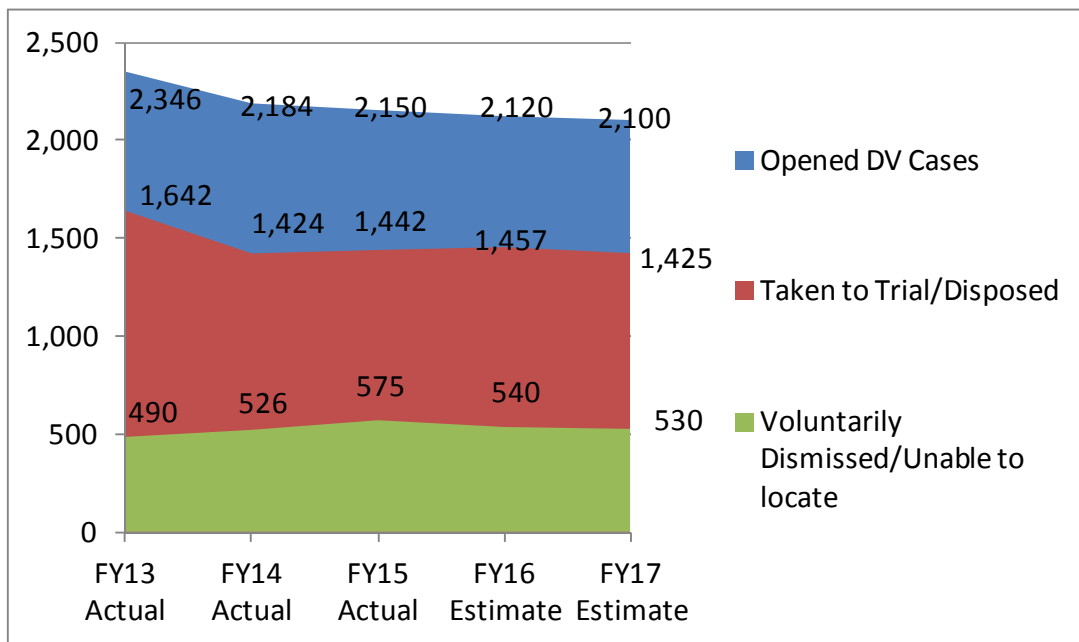
Accomplishments: Safe on Seven has served over 16,751 victims of domestic violence since 2005. All victims received risk and needs assessments, referrals, and safety planning and 43% pursued Civil Protective Orders. Safe on Seven has provided significant benefit to low-income individuals with many victims reporting less than \$25,000 a year in income.

FY17 Goals: The Safe on Seven Program plans to work with MapForsyth to gain a better understanding of who is susceptible to domestic violence in an attempt to provide better outreach and services.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		Adopted
	Actual	Original	Estimate	Request	Recommend	
Deferred Payment	28,724	54,715	28,850	54,437	54,437	54,437
Safe on Seven	452,045	460,633	406,695	446,300	446,300	446,300
Total	<u>480,769</u>	<u>515,348</u>	<u>435,545</u>	<u>500,737</u>	<u>500,737</u>	<u>500,737</u>

Key Performance Measures:



Domestic Violence Cases

COURT SERVICES

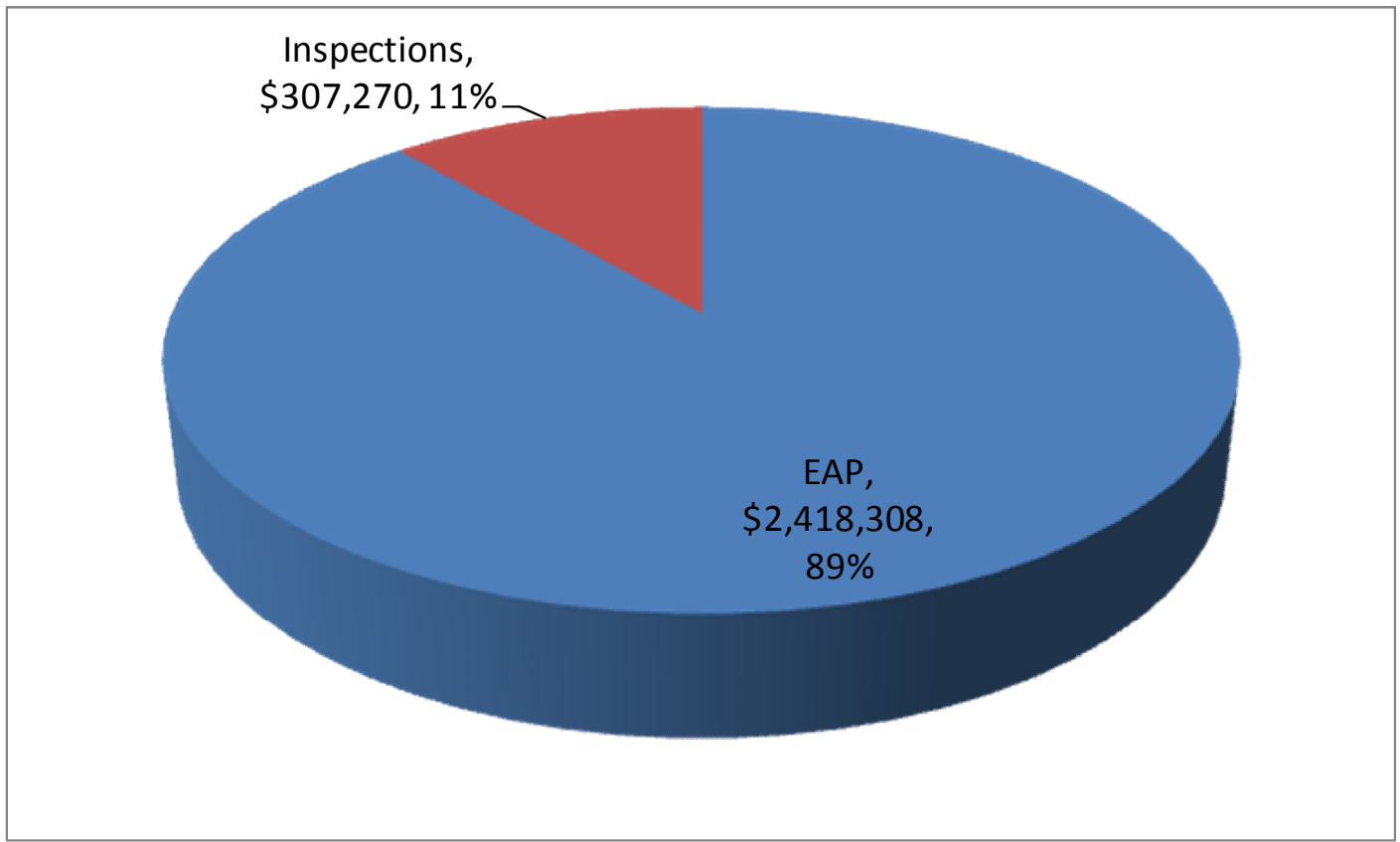
	FY 14-15 Actual	FY 15-16 Original Estimate		FY 16-17 Request Recommend		Adopted
<u>EXPENDITURES</u>						
<i>Operating Expenditures</i>						
Other Purchased Services	478,069	512,748	434,945	498,137	498,137	498,137
Training & Conference	2,700	2,000	0	2,000	2,000	2000
General Supplies	0	600	600	600	600	600
Total Operating Exps.	480,769	515,348	435,545	500,737	500,737	500,737
TOTAL EXPENDITURES	<u>480,769</u>	<u>515,348</u>	<u>435,545</u>	<u>500,737</u>	<u>500,737</u>	<u>500,737</u>
Cost-Sharing Expenses	43,572	38,000	38,000	39,100	39,100	39,100
<u>REVENUES</u>						
Family Court/City Match	42,750	40,670	40,670	40,670	40,670	40,670
Safe on Seven - GCC	103,858	56,249	56,249	78,382	78,382	78,382
Safe on Seven - DOJ	148,963	0	0	0	0	0
TOTAL REVENUES	<u>295,571</u>	<u>96,919</u>	<u>96,919</u>	<u>119,052</u>	<u>119,052</u>	<u>119,052</u>
County Dollars	185,198	418,429	338,626	381,685	381,685	381,685

Budget Highlights: The Court Services FY2017 Adopted budget reflects a County Dollar decrease of \$14,611 below the FY2016 adopted budget. The FY2017 revenue budget includes an increase of \$22,133 over the FY2016 adopted budget due to receiving a continuation Governor's Crime Commission (GCC) grant. The County was notified it will receive the GCC grant, which provides reimbursement for the cost of two contracted positions during nine months of FY2017 and three months of FY2018, pending Federal funds being available. In FY2016 the GCC grant covered approximately half the cost of the positions.

The decrease in the expenditure budget is due to a decrease in the cost of contracted positions due to salary decreases as a result of staff turnover and adjustments to represent actual contract costs.

ENVIRONMENTAL MANAGEMENT SERVICE AREA

Environmental Management Service Area - \$2.7 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

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

Program Descriptions:

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

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

governing solid waste and recycling collection services, and responds to complaints regarding surface waters.

Accomplishments: During the past year staff have pursued cross training to improve the depth of coverage for the most critical functions, enabling EAP to provide seamless service and prompt responses to complaints and reported concerns from the public. While the regulatory requirements for taking action on air permit applications include a 90 day deadline, EAP continues to routinely issue permits in 45 days or less. Several complex and large-scale solid waste violations and illegal dump sites have been remediated successfully, with some negotiation without necessitating enforcement action.

FY17 Goals: Goals for the coming year include continuing ongoing cross-training of staff to provide needed depth of coverage and enhanced efficiency of service delivery, implementing improvements in the ambient air quality monitoring network, responding to all complaints within one working day, issuing asbestos permits within three working days and air quality permits within 45 days, and performing 100% of required inspections on schedule.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Air Quality Control	1,691,706	1,780,191	1,805,765	1,862,408	1,836,327	1,836,327
Solid Waste & Other Progs.	410,727	429,243	449,419	573,331	535,981	581,981
Total	<u>2,102,433</u>	<u>2,209,434</u>	<u>2,255,184</u>	<u>2,435,739</u>	<u>2,372,308</u>	<u>2,418,308</u>

Key Performance Measures:

100%

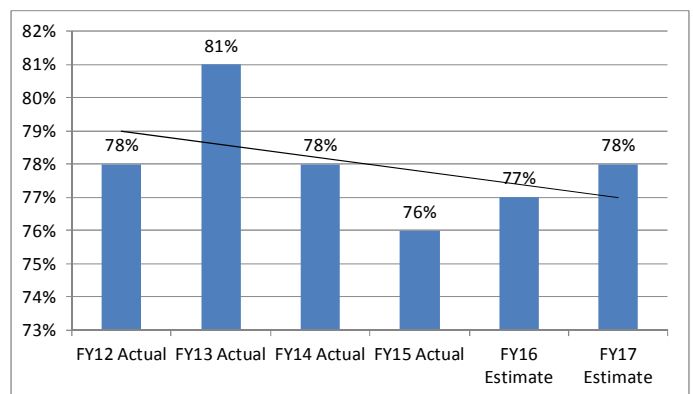
Process Permit Application w/in regulatory timeframe

100%

Inspect all major/minor synthetic facilities annually

3 working days

Processing time for asbestos reno/demo permit



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

ENVIRONMENTAL ASSISTANCE & PROTECTION

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
<i>Personal Services</i>						
Salaries & Wages	1,316,876	1,356,267	1,355,200	1,367,387	1,367,387	1,367,387
Other Employee Benefits	2,172	1,550	2,860	1,550	1,550	1,550
					<i>lpad and cell phone stipend.</i>	
Employee Benefits	462,815	478,143	514,610	544,750	544,750	544,750
Total Personal Services	<u>1,781,863</u>	<u>1,835,960</u>	<u>1,872,670</u>	<u>1,913,687</u>	<u>1,913,687</u>	<u>1,913,687</u>
<i>Operating Expenditures</i>						
Professional Fees	2,517	2,050	2,750	2,050	2,050	2,050
					<i>Laboratory & medical fees.</i>	
Maintenance Service	5,271	6,500	6,500	38,291	38,291	38,291
					<i>Equipment maintenance.</i>	
Rent	1,144	1,800	1,400	1,400	1,400	1,400
					<i>Compressed gas cylinder rentals.</i>	
Other Purchased Services	24,082	29,385	29,285	63,600	61,600	61,600
					<i>Insurance premiums, public notice advertising, phone lines @ monitoring sites.</i>	
Training & Conference	24,678	30,416	30,416	30,416	30,331	30,331
General Supplies	29,442	27,428	36,268	27,428	23,473	23,473
					<i>Office supplies, postage, small equipment & repair supplies.</i>	
Energy	8,824	9,350	9,350	9,350	9,350	9,350
					<i>Electricity.</i>	
Operating Supplies	6,551	16,750	14,995	14,995	14,995	14,995
					<i>Operating supplies.</i>	
Inventory Purchases	643	530	530	530	530	530
					<i>Radon kits.</i>	
Other Operating Costs	6,168	15,733	17,488	15,556	13,833	13,833
					<i>Insurance claims, memberships & dues.</i>	
Total Operating Exps.	<u>109,320</u>	<u>139,942</u>	<u>148,982</u>	<u>203,616</u>	<u>195,853</u>	<u>195,853</u>
Capital Outlay	<u>29,327</u>	<u>34,042</u>	<u>34,042</u>	<u>83,436</u>	<u>64,478</u>	<u>64,478</u>
					<i>Replacement monitors, analyzers and calibrators.</i>	
Payment T/O Agencies	<u>181,923</u>	<u>199,490</u>	<u>199,490</u>	<u>235,000</u>	<u>198,290</u>	<u>244,290</u>
					<i>City of Winston-Salem: Recycling at 3 drop-sites and Schools.</i>	
Total Expenditures	<u>2,102,433</u>	<u>2,209,434</u>	<u>2,255,184</u>	<u>2,435,739</u>	<u>2,372,308</u>	<u>2,418,308</u>
Cost-Sharing Expenses	87,667	64,203	64,203	62,456	62,456	62,456
Contra-Expenses	(9,823)	(18,794)	(20,460)	(22,330)	(22,330)	(22,330)
REVENUES						
Positions (FT/PT)	24/0	24/1	24/1	24/1	24/1	24/1

Budget Highlights: The EAP FY2017 adopted budget reflects a net county dollar increase of \$162,374 or 13.05% over the current year original budget. For FY2017, EAP received two recycling collection grants and a waste reduction grant totaling \$50,000. The adopted budget reflects increases in the operating budget based on these grant funds, with corresponding increases in revenue.

Inspections

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.

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

PROGRAM SUMMARY

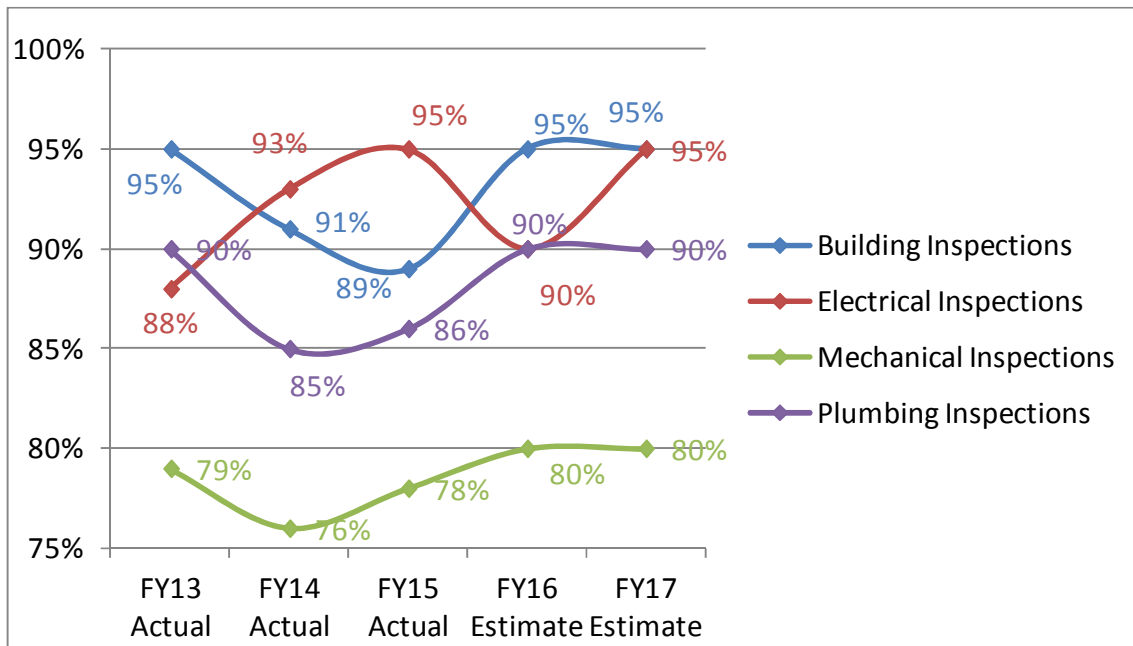
	FY 14-15 Actual	FY 15-16		FY 16-17		
		Original	Estimate	Request	Recommend	Adopted
Administration	2,327	3,100	2,200	3,100	3,100	3,100
Zoning Enforcement	1,854,930	1,137,720	1,137,720	1,145,710	1,145,710	1,188,730
Erosion Control	191,932	345,260	345,260	351,970	351,970	364,020
Construction Control	3,922,803	2,914,800	2,914,800	2,852,740	2,852,740	3,082,570
Total	<u>5,971,992</u>	<u>4,400,880</u>	<u>4,399,980</u>	<u>4,353,520</u>	<u>4,353,520</u>	<u>4,638,420</u>
County Share	266,480	330,740	297,425	433,730	433,730	307,270

Zoning Enforcement is responsible for enforcing the County Zoning Ordinance.

Erosion Control enforces the County Erosion Control Ordinance.

Construction Control enforces the NC State Building Code through permits and inspections.

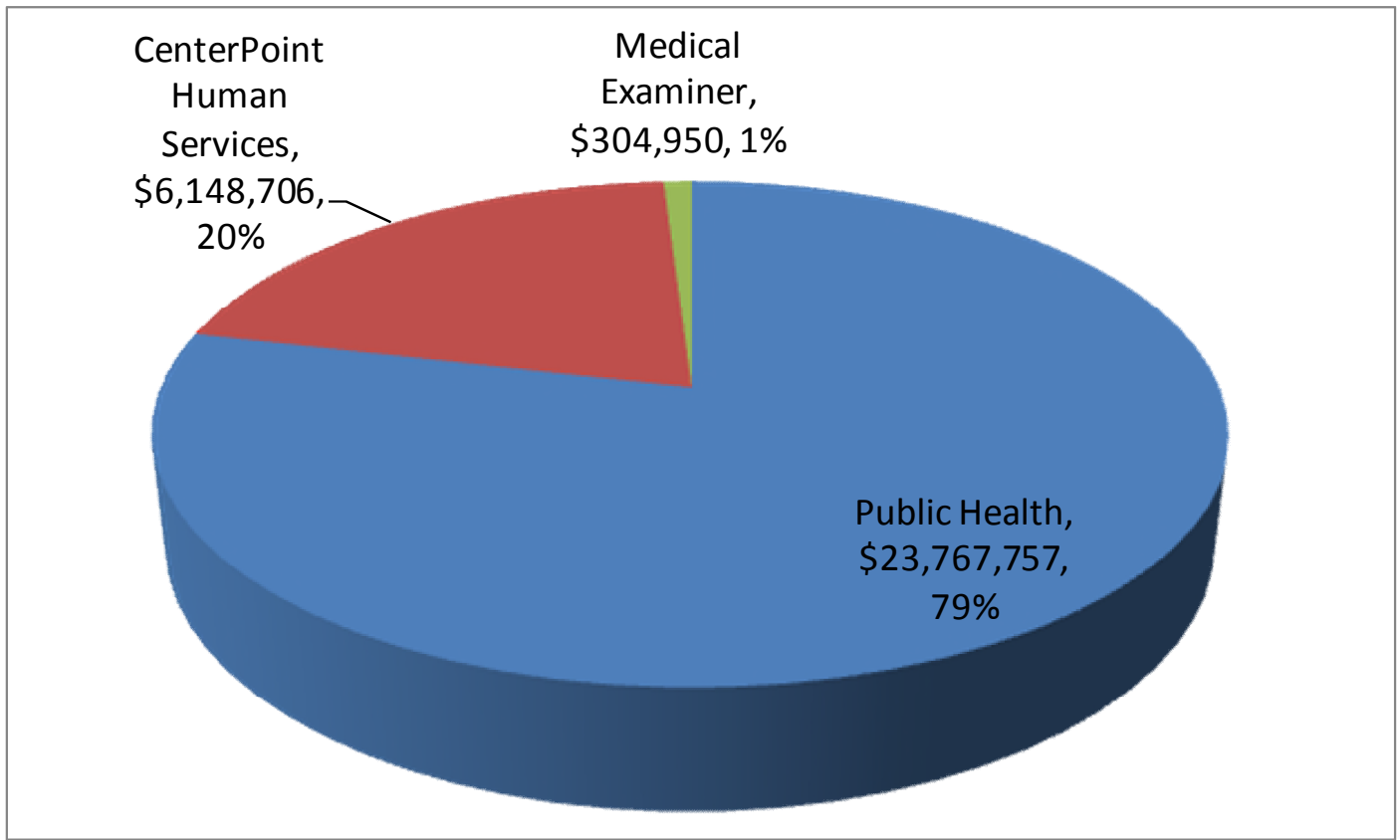
Key Performance Measures:



Percentage of Inspections Completed within 1 Day of Request

HEALTH SERVICE AREA

Health Service Area - \$30.2 million or 7.2% 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.

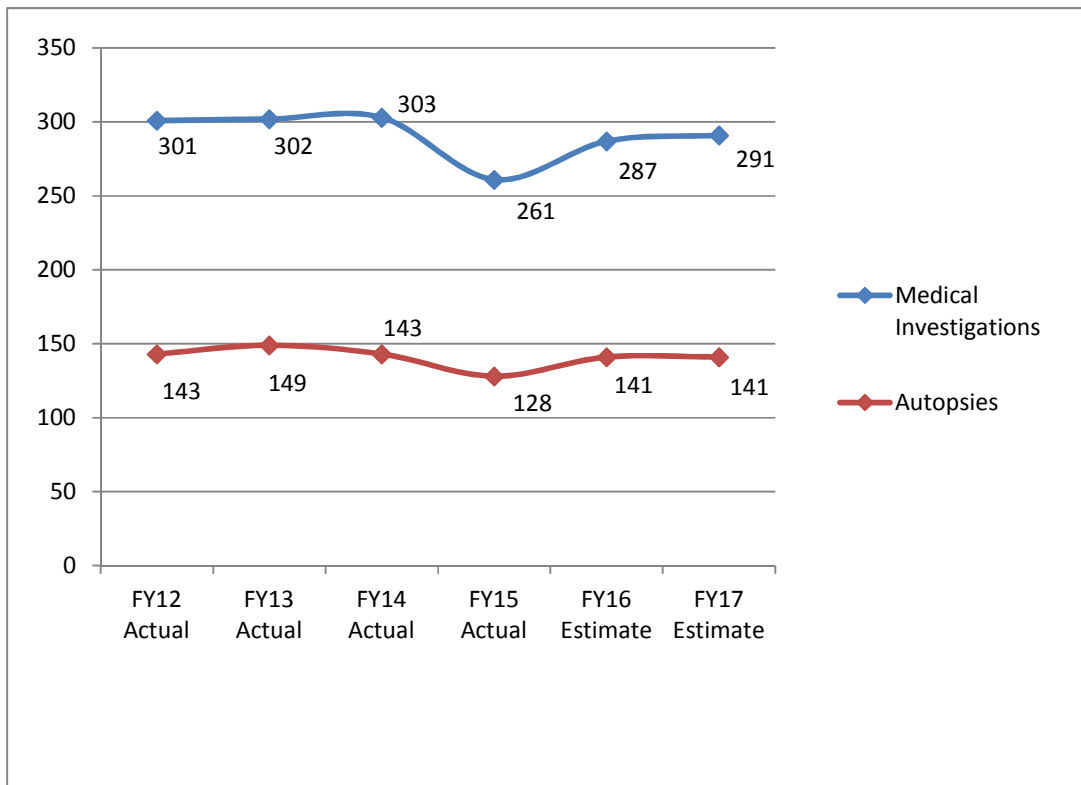
Autopsies: Autopsies are performed when deemed necessary by the Medical Examiner during death investigations, or otherwise required by law.

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 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Medical Fees	26,100	28,700	26,000	58,200	58,200	58,200
Autopsies	160,000	180,000	154,000	246,750	246,750	246,750
Total	<u>186,100</u>	<u>208,700</u>	<u>180,000</u>	<u>304,950</u>	<u>304,950</u>	<u>304,950</u>

Key Performance Measures:



MEDICAL EXAMINER

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
EXPENDITURES						
<i>Operating Expenditures</i>						
Professional Fees	186,100	208,700	180,000	304,950	304,950	304,950
Total Expenditures	<u>186,100</u>	<u>208,700</u>	<u>180,000</u>	<u>304,950</u>	<u>304,950</u>	<u>304,950</u>

Budget Highlights: North Carolina legislation increased the fee for medical investigations to \$200, from \$100 per case, and the fee for autopsies to \$1,750, from \$1,250 per case. Due to these mandated increases and based on a five year average, the Medical Examiner budget is expected to increase 46%.

CENTERPOINT HUMAN SERVICES

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

Program Description:

CenterPoint provides 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. Funding is provided through Medicaid, county, state, federal and grant allocations.

Accomplishments: CenterPoint continues to operate a capitated 1915 (b)(c) Medicaid Waiver for its catchment area of Forsyth, Stokes, Davie and Rockingham Counties, with behavioral health services also provided to indigent populations. A pharmaceutical Patient Assistant Program (PAP) and medication samples program operated in conjunction with the Forsyth County Pharmacy provided over \$3.5 million in free and low-cost medications to Forsyth residents during FY 2014-2015. During the fiscal year ending June

30, 2015, a total of 12,276 Forsyth County residents received behavioral health services (8,362 adults and 3,914 children served).

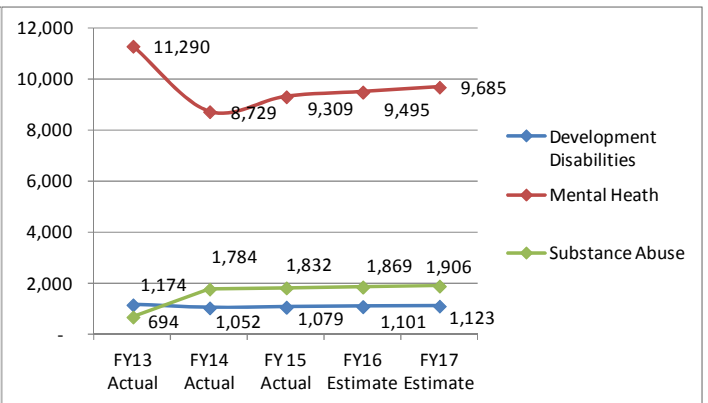
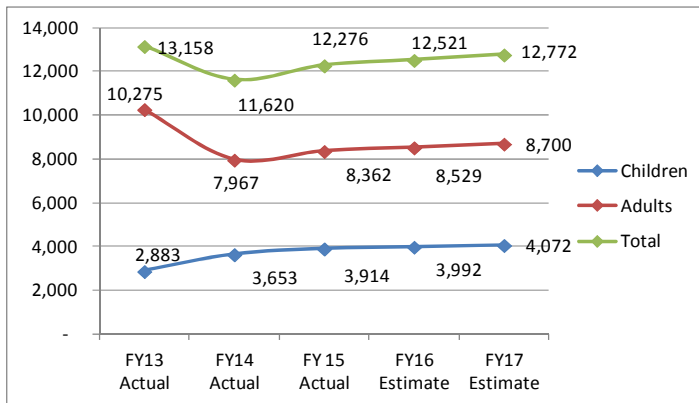
FY17 Goals: CenterPoint will:

- Support the state’s “Transition to Community Living” initiative, developing the infrastructure and supporting individuals who choose to live in less-restrictive community settings with needed services and supports.
- Continue to address crisis needs and emergency department wait times by developing a 24/7 Behavioral Health Urgent Care with a 16-bed facility based crisis center, an on-site medical clinic with integrated medical/behavioral health care and a recovery-focused Wellness Center. This facility is expected to be operational in January 2017.
- Implement integrated/collaborative care initiatives to improve the health status of individuals with serious mental illness (e.g. SMILES Program; “Smart Moves to Improve Life, Energy and Satisfaction”).
- Strengthen its collaboration with Forsyth County Departments of Social Services and Public Health to address timely service access and enhanced quality of care for mutual clients.
- Collaborate with Forsyth County to further develop/enhance the National Association of Counties’ “Stepping Up” initiative to reduce the number of incarcerated individuals with behavioral health needs.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		Adopted
	Actual	Original	Estimate	Request	Recommend	
Child & Family	577,686	577,686	577,686	577,686	577,686	577,686
Adult Mental Health	1,660,352	1,660,352	1,660,352	1,660,352	1,660,352	1,660,352
Developmental Disabilities	616,030	616,030	616,030	616,030	616,030	616,030
Substance Abuse	380,609	380,609	380,609	380,609	380,609	380,609
Inpatient Services	792,000	792,000	792,000	792,000	792,000	792,000
County Services	1,834,628	2,122,029	1,900,000	2,122,029	2,122,029	2,122,029
Total	<u>5,861,305</u>	<u>6,148,706</u>	<u>5,926,677</u>	<u>6,148,706</u>	<u>6,148,706</u>	<u>6,148,706</u>

Key Performance Measures:



Clients Served

Diagnoses

CENTERPOINT HUMAN SERVICES

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
Forsyth County	5,861,305	6,148,706	5,926,677	6,148,706	6,148,706	6,148,706
Administration	21,382,038	23,014,147	23,014,147	23,014,147	23,014,147	23,014,147
Other	126,313,897	130,965,880	130,965,880	130,965,880	130,965,880	130,965,880
Strategic Initiatives	22,500,000	0	0	0	0	0
Change in Net Position	2,547,231	5,000,000	5,000,000	-5,400,000	-5,400,000	-5,400,000
Total Expenditures	<u>178,604,471</u>	<u>165,128,733</u>	<u>164,906,704</u>	<u>154,728,733</u>	<u>154,728,733</u>	<u>154,728,733</u>
<u>REVENUES</u>						
Forsyth County	5,861,305	6,148,706	5,926,677	6,148,706	6,148,706	6,148,706
Other Counties	1,702,260	1,752,146	1,752,146	1,752,146	1,752,146	1,752,146
Other	171,040,906	157,227,881	157,227,881	146,827,881	146,827,881	146,827,881
Total Revenues	<u>178,604,471</u>	<u>165,128,733</u>	<u>164,906,704</u>	<u>154,728,733</u>	<u>154,728,733</u>	<u>154,728,733</u>

Budget Highlights: On July 1, 2016, CenterPoint Human Services will merge with Cardinal Innovations Healthcare as part of a State effort to reduce the number of behavioral health managed care organizations. Forsyth County's funding allocation to CenterPoint Human Services for FY2017 remains at the same funding level as FY2016. Forsyth County and Cardinal Innovations Healthcare will enter into a Memorandum of Understanding that recognizes the County's current funding allocated for the direct provision of mental health, substance abuse, and developmental disability services within the County to be \$4,026,677. The balance of the County's allocation are in-kind services such as Pharmacy, Print Shop, Mail Services, and Fleet Maintenance. Aside from Pharmacy services, Cardinal Innovations has declined the in-kind services such as Print, Mail, and Fleet moving forward. Of the \$4,026,677 of funding, the County will direct \$50,000 toward a Stepping Up Initiative to address mental health issues in the Forsyth County jail and an additional \$209,846 toward the County's Mobile Integrated Healthcare (Paramedicine) program which proactively visits individuals to provide primary care, patient care coordination, chronic disease education, diet and meal planning related to medications and health concerns, and wellness programs.

PUBLIC HEALTH

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

Program Descriptions:

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

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

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

Preventive Health Services - 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.

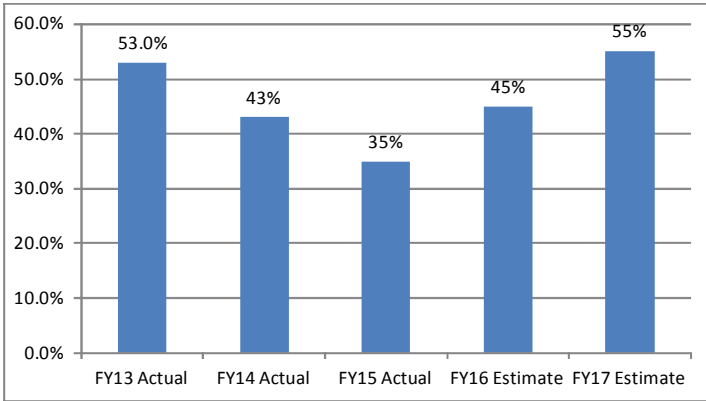
Accomplishments: The Public Health Department received Re-Accreditation Status (2014 – 2018) by the North Carolina Accreditation Board. The Public Health Lab tested 52,940 specimens in house and processed an additional 14,928 specimens for testing at the State Lab. The Dental Clinic has increased productivity,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

PROGRAM SUMMARY

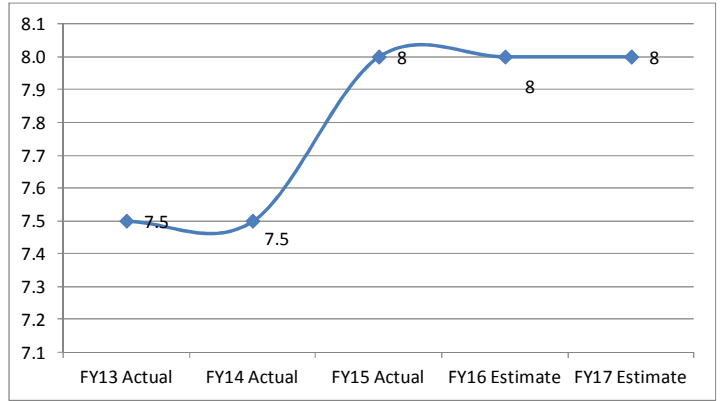
	FY 14-15 Actual	FY 15-16			FY 16-17	
		Original	Estimate	Request	Recommend	Adopted
Administration	1,865,122	2,170,159	1,879,022	2,216,774	2,197,669	2,197,669
Lab Services	517,219	589,213	407,139	529,108	512,008	512,008
Environmental Health	1,981,040	2,323,671	2,066,107	2,719,578	2,492,006	2,492,006
Personal Health & Nursing	9,034,657	11,242,586	9,817,461	12,599,178	11,901,517	11,970,620
WIC	2,091,676	2,257,706	2,140,994	2,081,780	2,047,209	2,047,209
Pharmacy	3,345,438	3,707,736	3,322,635	4,484,193	3,512,453	3,512,453
Dental Clinic	734,644	1,255,302	927,321	1,249,082	1,035,792	1,035,792
Total	<u>19,569,796</u>	<u>23,546,373</u>	<u>20,560,679</u>	<u>25,879,693</u>	<u>23,698,654</u>	<u>23,767,757</u>

PUBLIC HEALTH

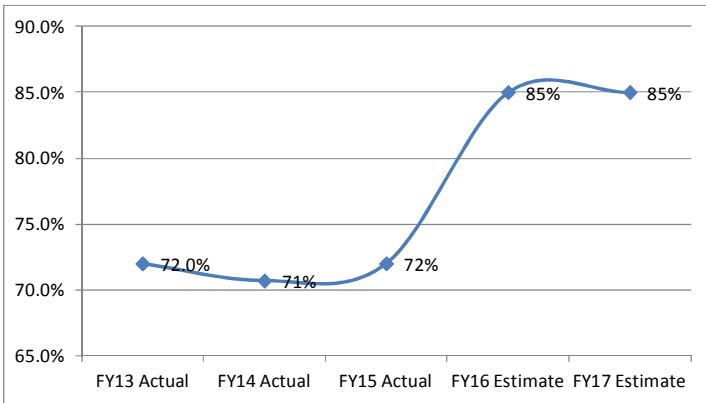
Key Performance Measures:



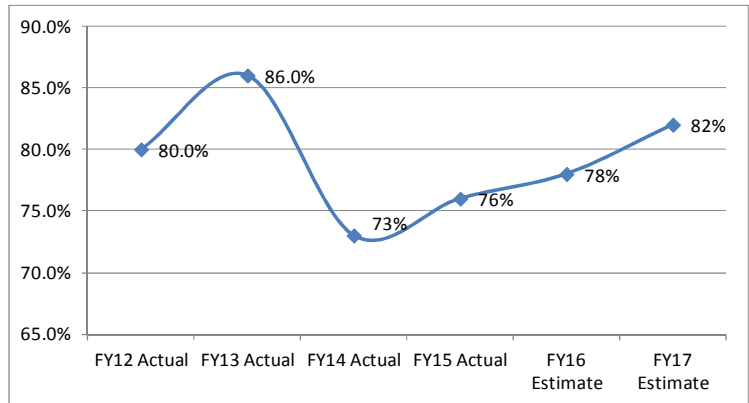
Percentage of Required Food & Lodging Inspections



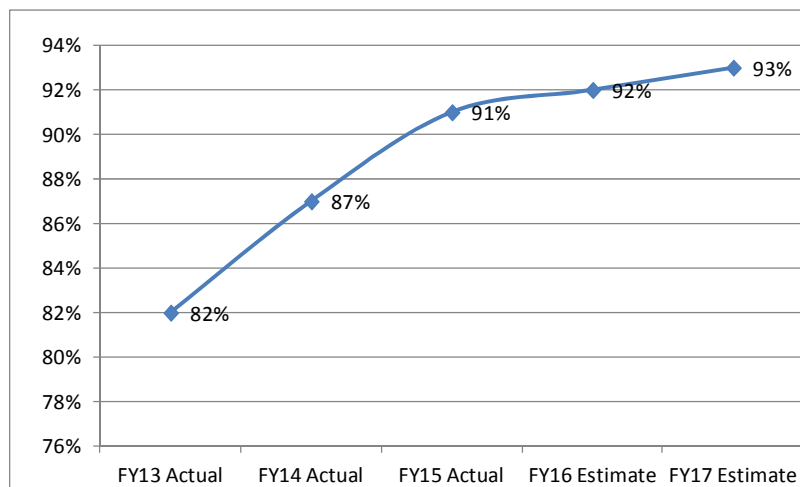
Average Wait for Improvement Permit in days



WIC Participants Initiating Breastfeeding



% of Medicaid Patients served at Cleveland Ave. Dental Clinic



% of Children Immunized by Age 23 Months

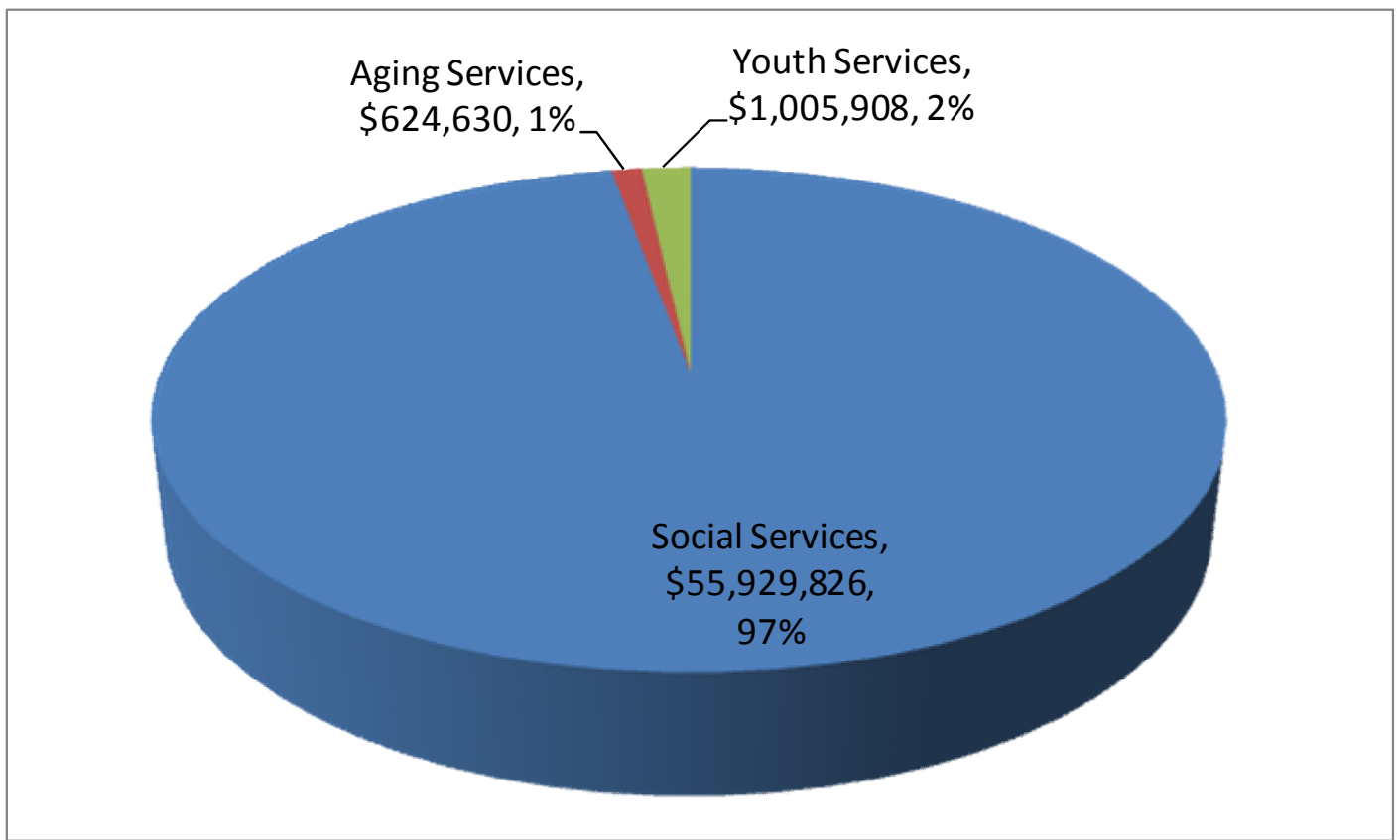
PUBLIC HEALTH

	FY 14-15 Actual	FY 15-16		Request	FY 16-17	
		Original	Estimate		Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	10,493,271	12,262,378	10,757,643	12,872,643	12,098,945	12,149,863
Other Employee Comp.	4,134	4,000	2,264	3,820	3,820	3,820
Employee Benefits	3,719,006	4,336,390	3,983,591	4,967,364	4,764,435	4,782,620
Board Compensation	2,215	2,700	975	2,700	2,700	2,700
Total Personal Services	14,218,626	16,605,468	14,744,473	17,846,527	16,869,900	16,939,003
Operating Expenditures						
Professional Fees	524,122	585,351	598,239	733,311	686,452	686,452
				<i>Temporary Help, lab fees, medical fees.</i>		
Maintenance Service	45,541	73,800	58,122	68,690	64,440	64,440
				<i>Equipment maintenance, solid waste disposal, other maintenance.</i>		
Rent	81,080	108,022	86,691	82,722	82,722	82,722
				<i>Equipment rental, space rental for Administration & Dental Clinic.</i>		
Utility Services	6,852	7,536	7,536	8,000	8,000	8,000
				<i>Water & sewer.</i>		
Construction Services	0	0	0	25,000	0	0
Other Purchased Services	483,640	723,162	622,830	636,442	625,982	625,982
				<i>Advertising, printing, telephone, insurance premiums, contracts.</i>		
Training & Conference	126,063	229,207	170,919	240,570	219,076	219,076
				<i>Travel and personal mileage.</i>		
General Supplies	157,764	244,874	184,667	230,807	199,132	199,132
				<i>General supplies, small equipment, books & subscriptions, office supplies, postage.</i>		
Energy	79,137	78,330	77,046	79,905	79,905	79,905
				<i>Electricity and natural gas.</i>		
Operating Supplies	829,444	1,152,818	985,618	1,387,186	1,323,817	1,323,817
				<i>Software, audio visual supplies, medical supplies, other operating supplies.</i>		
Inventory Purchases	2,873,463	3,200,000	2,850,000	3,971,000	3,000,000	3,000,000
				<i>Pharmacy inventory.</i>		
Other Operating Costs	79,056	452,805	89,538	540,234	537,129	537,129
				<i>Memberships & dues, insurance claims.</i>		
Total Operating Exps.	5,286,162	6,855,905	5,731,206	8,003,867	6,826,655	6,826,655
Capital Outlay	65,008	85,000	85,000	29,299	2,099	2,099
Total Expenditures	<u>19,569,796</u>	<u>23,546,373</u>	<u>20,560,679</u>	<u>25,879,693</u>	<u>23,698,654</u>	<u>23,767,757</u>
Cost-Sharing Expenses	495,864	630,737	598,673	636,837	630,843	630,843
Contra-Expenses	(140,068)	(160,000)	(157,500)	(160,000)	(160,000)	(160,000)
REVENUES	<u>14,292,192</u>	<u>16,000,454</u>	<u>14,744,678</u>	<u>15,171,005</u>	<u>15,047,868</u>	<u>15,047,868</u>
POSITIONS (FT/PT)	255/7	263/7	265/11	270/15	259/11	261/11

Budget Highlights: Public Health's FY2017 Adopted budget reflects a \$221,384 or .94% expenditure increase over the Current Year Original budget (CYO); and a \$952,586 or 6.33% decrease in revenue from the CYO. The primary drivers of the net county dollar increase are based on a significant decrease in state/federal revenue for the WIC program and a decrease in projected Pharmacy revenues. Pharmacy expenditures are offset by state and federal revenues. While Public Health positions were eliminated from the WIC program based on a reduction in state and federal revenue, the overall department's personal services increased by \$333,535 or 2% based on performance increases and the addition of 401k benefits. The BOCC also approved two new positions (effective January 1, 2017) for Public Health which include a new School Health Nurse and a Communicable Disease Nurse.

SOCIAL SERVICES SERVICE AREA

Social Services Service Area - \$57.6 million or 13.6% of General Fund Expenditures



Operating Goals & Objectives:

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

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

SOCIAL SERVICES

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

Program Descriptions:

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

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

Adult Services - provides Adult Protective Services; intake assistance; in-home care, counseling, case management, and

personal aide; placement in with families or assisted living; guardianship of those determined to be wards by the Clerk of Court; inspection and monitoring of all licensed adult care facilities, and complaint investigation; employment services

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

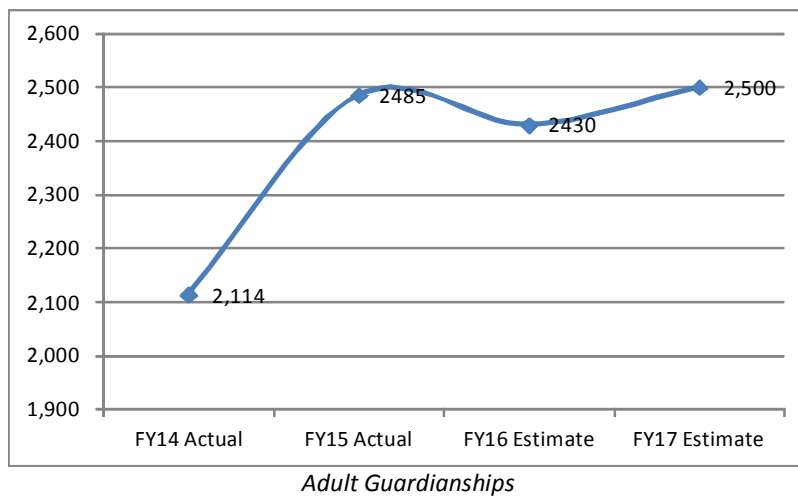
Accomplishments: FCDSS met State and Federal benchmarks for FNS processing timeliness and continues to meet the demand in Medicaid processing from ACA.

FY17 GOALS: - FCDSS will be working toward improving technology to meet the demands of programs changes as a result of legislation and changes to policy. The Income Support Division is planning to reorganize to ensure USDA, Medicaid and other federally mandated program standards and goals are achieved

PROGRAM SUMMARY

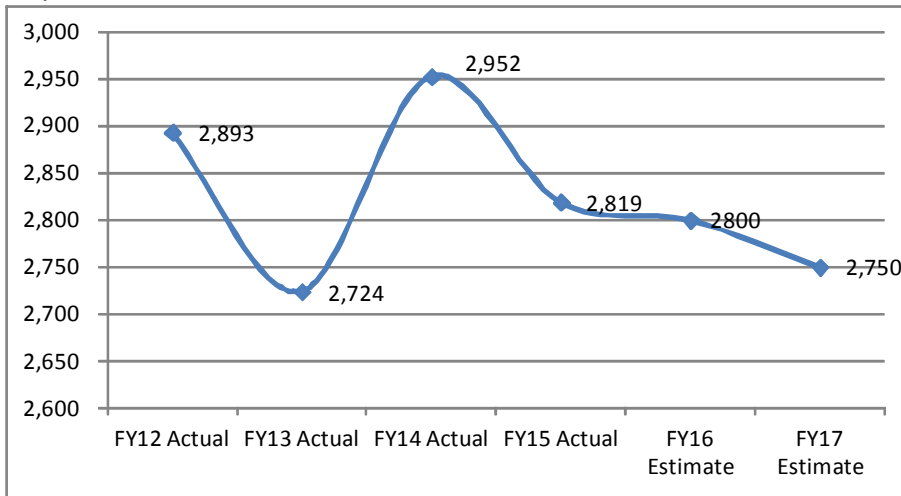
	FY 14-15	FY 15-16		FY 16-17		Adopted
	Actual	Original	Estimate	Request	Recommend	
Administration	3,540,184	4,031,135	3,535,276	4,207,239	4,151,496	4,034,169
Income Support	24,203,869	29,731,330	28,697,788	30,490,484	30,478,984	30,537,674
Family & Children Services	8,645,148	10,706,601	10,019,327	12,023,086	11,456,808	11,456,808
Adult Services	11,829,028	9,688,417	9,769,446	10,115,330	9,901,175	9,901,175
Total	<u>48,218,229</u>	<u>54,157,483</u>	<u>52,021,837</u>	<u>56,836,139</u>	<u>55,988,463</u>	<u>55,929,826</u>

Key Performance Measures:

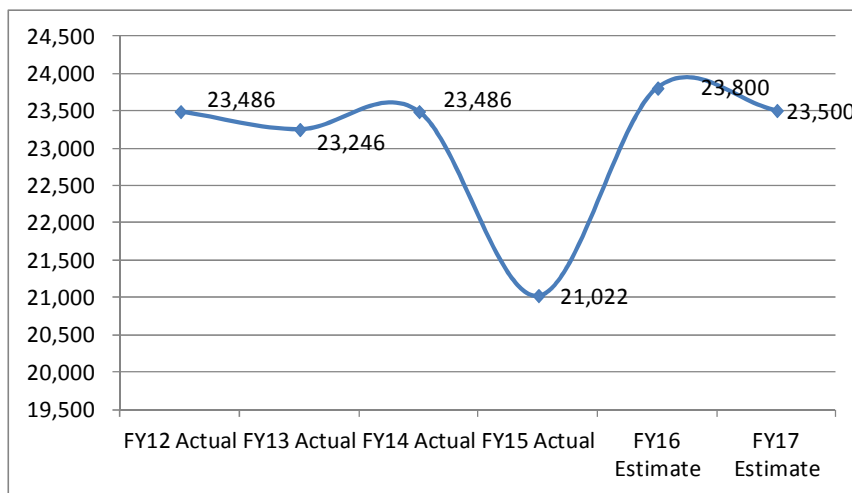


SOCIAL SERVICES

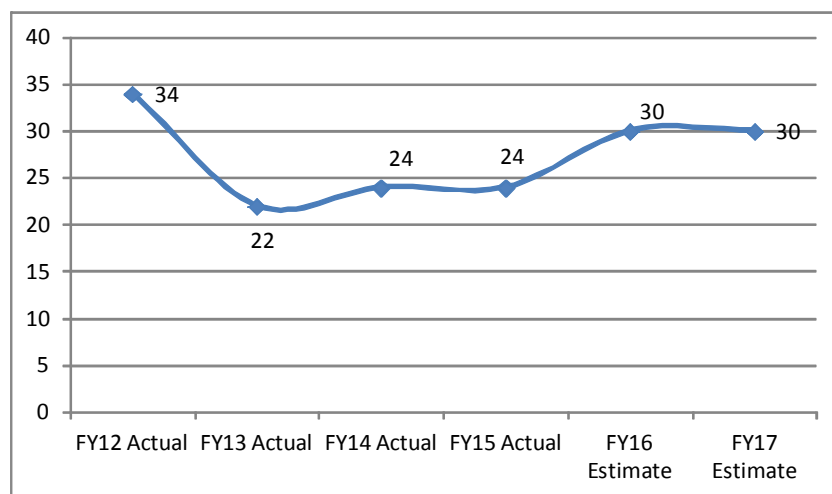
Key Performance Measures, cont.:



Child Protective Services Investigations



Child Day Care Clients Served



Adoptions Finalized

SOCIAL SERVICES

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	16,679,229	18,763,055	17,271,301	19,826,900	19,368,448	19,286,258
Employee Benefits	6,499,727	7,366,869	7,096,507	8,573,411	8,372,562	8,337,425
Other Employee Benefits	1,638	0	524	0	0	0
Board Compensation	950	1,250	1,250	1,250	1,250	1,250
Total Personal Services	23,181,544	26,131,174	24,369,582	28,401,561	27,742,260	27,624,933
Operating Expenditures						
Professional Fees	852,161	786,500	826,000	493,000	486,500	486,500
		<i>Includes medical tests & temporary help for Food & Nutrition, Medicaid, Low Income Energy Assistance & CPS.</i>				
Maintenance Service	7,435	7,100	8,500	8,500	8,500	8,500
Rent	6,576	7,000	9,000	10,500	8,500	8,500
		<i>Parking for court cases.</i>				
Utility Services	27,122	30,650	31,000	31,000	31,000	31,000
Construction Services	19,771	35,000	15,000	35,000	35,000	35,000
Other Purchased Services	1,162,988	1,448,271	1,362,843	1,514,400	1,396,650	1,396,650
		<i>Insurance premiums, microfilm, food stamp service charges.</i>				
Training & Conference	51,137	65,500	91,000	87,500	71,500	71,500
		<i>Includes mandatory CPS training & personal mileage for care-givers.</i>				
General Supplies	179,211	301,550	281,900	327,275	291,850	291,850
Energy	241,646	230,130	230,130	240,000	240,000	240,000
Operating Supplies	13,653	44,204	43,100	44,300	43,600	43,600
Support & Assistance	21,930,582	24,403,716	24,076,877	24,911,398	24,905,898	24,905,898
		<i>Daycare, Special Assistance, Foster Care, WorkFirst Projects, Medicaid admin./transp.</i>				
Other Operating Costs	340,110	427,500	400,250	464,500	460,000	460,000
		<i>Insurance claims and other supplies.</i>				
Total Operating Exps.	24,832,392	27,787,121	27,375,600	28,167,373	27,978,998	27,978,998
Payments T/O Agencies	204,293	239,188	276,655	267,205	267,205	325,895
TOTAL EXPENDITURES	48,218,229	54,157,483	52,021,837	56,836,139	55,988,463	55,929,826
Cost-Sharing Expenses	1,813,720	1,694,062	1,879,460	1,670,632	1,670,632	1,670,632
REVENUES	37,333,107	39,679,520	38,254,651	41,251,554	41,162,260	41,103,596
POSITIONS (FT/PT)	478/4	500/4	501/4	514/4	503/4	501/5

Budget Highlights: The Forsyth County share of the Department of Social Services' FY17 Budget is increasing \$348,267, or 2.4%. The primary drivers of this increase are inflationary changes to salaries and benefits, inclusion of 401k costs into DSS's budget, and expanded contractual services for Foster Care support. Two new positions have been included in the Adopted Budget in the Program Integrity Unit, with anticipated revenues balancing their cost. The Board also included additional contract funds in the adopted budget for attorney and hearing officer services. Additionally, two Human Resources positions have been removed from the department.

AGING SERVICES

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

Program Descriptions:

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

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.

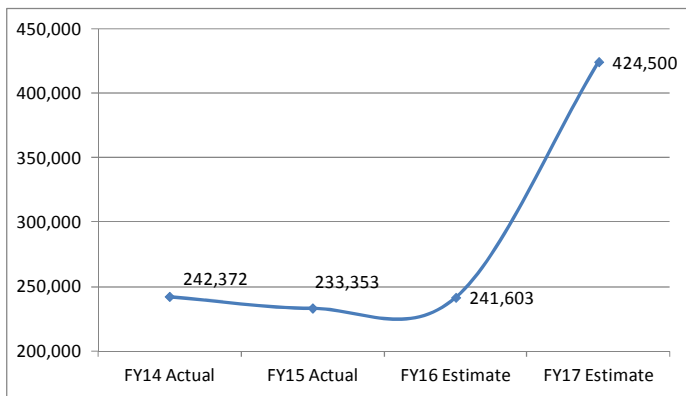
Accomplishments: Contracted with Senior Services, Inc. and the Shepherd’s Center to provide an array of services to the County’s elderly.

FY17 Goals: Continue to ensure high-quality independent living for Forsyth County’s vulnerable elderly through smart contracting with area non-profits serving the elderly.

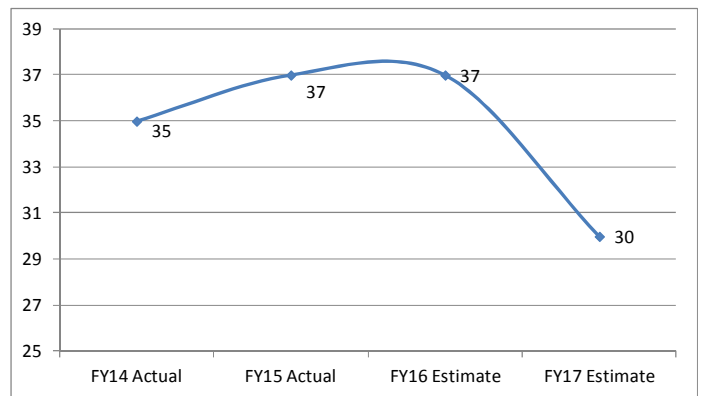
PROGRAM SUMMARY

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
Aging Services	294,280	550,000	512,000	634,630	529,630	624,630

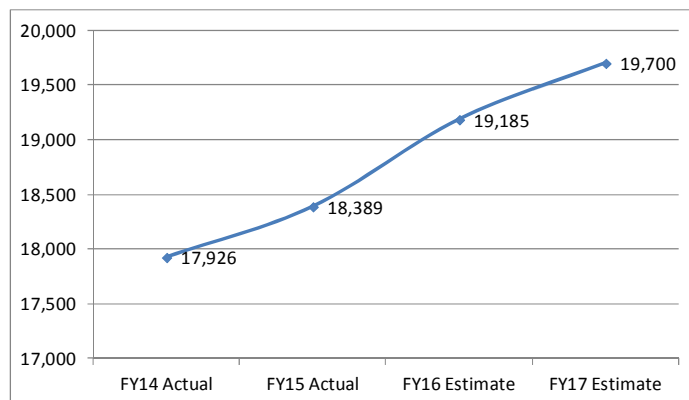
Key Performance Measures:



Meals on Wheels Served



Meals on Wheels - Average Monthly Waiting List



Williams Day Center Attendance

AGING SERVICES

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
EXPENDITURES						
<i>Payments T/O Agencies</i>						
Senior Services, Inc.	150,000	325,000	325,000	370,000	325,000	370,000
Shepherd's Center	0	25,000	25,000	60,000	0	50,000
Transaid	144,280	200,000	162,000	204,630	204,630	204,630
TOTAL EXPENDITURES	<u>294,280</u>	<u>550,000</u>	<u>512,000</u>	<u>634,630</u>	<u>529,630</u>	<u>624,630</u>
REVENUES	<u>146,182</u>	<u>200,000</u>	<u>162,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>

Budget Highlights: The FY17 Adopted Budget for Aging Services allocates funding to the Shepherd's Centers of Winston-Salem and Kernersville, Senior Services, Inc. for Meals-on-Wheels, Adult Day Care, and administration of those programs. Transaid payments are based off City of Winston-Salem estimates and are offset with Rural Operating Assistance Program pass-through revenues.

YOUTH SERVICES

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

Program Descriptions:

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

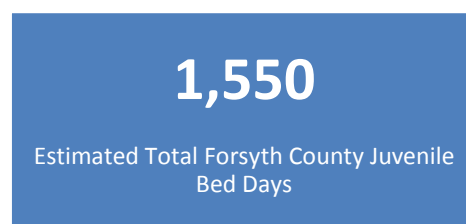
JCPC Administration is the provision of administrative support for the Forsyth County Juvenile Prevention Council which helps plan programs and services at the local level for youth delinquency, gang prevention & substance abuse.

Accomplishments: The Forsyth County Juvenile Detention Center closed in FY 2016. Forsyth County juveniles are now placed in State or County operated detention facilities. Staff worked with the State to locate a new juvenile crisis center facility at the former detention center location.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Youth Services	1,194,286	576,545	593,734	292,800	292,800	292,800
JCPC Administration	715,790	713,108	714,728	713,108	713,108	713,108
Total	<u>1,910,076</u>	<u>1,289,653</u>	<u>1,308,462</u>	<u>1,005,908</u>	<u>1,005,908</u>	<u>1,005,908</u>

Key Performance Measures:



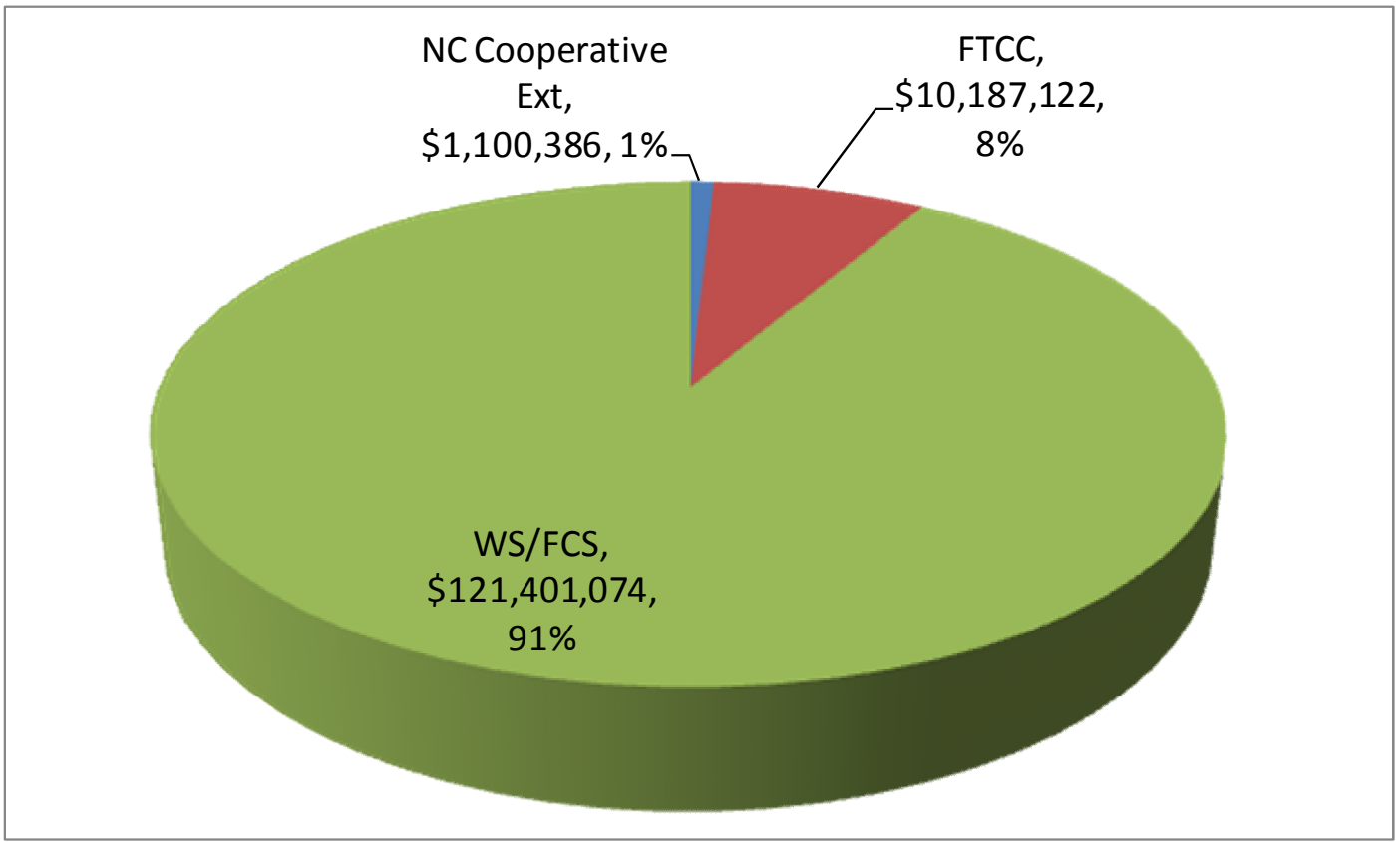
YOUTH SERVICES

	FY 14-15	FY 15-16			FY 16-17	
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
<i>Personal Services</i>						
Salaries & Wages	764,202	260,910	307,822	9,376	9,376	9,376
Other Employee Benefits	835	209	4,753	-	-	-
				<i>Ipad, Cellphone stipend, & Severance</i>		
Employee Benefits	283,853	86,653	78,363	5,624	5,624	5,624
Total Personal Services	1,048,890	347,772	390,938	15,000	15,000	15,000
<i>Operating Expenditures</i>						
Professional Fees	61,546	11,145	16,844	0	0	0
				<i>Includes medical fees.</i>		
Maintenance Service	2,095	722	322	0	0	0
Utility Services	4,801	950	742	0	0	0
Construction Services	1,799	450	409	0	0	0
Other Purchased Services	58,299	208,556	189,964	292,800	292,800	292,800
				<i>Includes food service contract & out-of-county placement costs.</i>		
Training & Conference	201	0	0	0	0	0
				<i>Includes required travel for training as mandated by State.</i>		
General Supplies	3,816	650	301	200	200	200
				<i>Includes detention facility furniture, janitorial needs, and JCPC office supplies.</i>		
Energy	18,625	4,850	6,153	0	0	0
Operating Supplies	6,783	2,000	770	300	300	300
Other Operating Costs	11,063	14,950	4,411	0	0	0
				<i>Insurance claims.</i>		
Total Operating Exps.	169,028	244,273	219,916	293,300	293,300	293,300
Contingency	0	697,608	0	697,608	697,608	697,608
Capital Outlay	0	0	0	0	0	0
Payments T/O Agencies	692,158	0	697,608	0	0	0
TOTAL EXPENDITURES	<u>1,910,076</u>	<u>1,289,653</u>	<u>1,308,462</u>	<u>1,005,908</u>	<u>1,005,908</u>	<u>1,005,908</u>
Cost-Sharing Expenses	33,626	13,486	7,110	0	0	0
REVENUES	<u>1,421,606</u>	<u>870,244</u>	<u>790,612</u>	<u>698,108</u>	<u>698,108</u>	<u>698,108</u>
POSITIONS (FT/PT)	17/10	17/10	0/0	0	0	0

Budget Highlights: The Youth Services Center closed during the FY2016 budget year. The FY2017 adopted budget includes funding for subsidies paid for placing Forsyth County juveniles in facilities operated by the State or other counties. The Youth Services Department budget also contains the Forsyth County Juvenile Crime Prevention Council (JCPC) program which is 100% State funded. JCPC expenditures are budgeted in the Payments To Other Agencies line until approved by the Board of County Commissioners. Finally, revenues for the administrative functions of JCPC (\$15,000) were moved to the Budget & Management department for FY2017.

EDUCATION SERVICE AREA

Education Service Area - \$132.7 million or 31.4% of General Fund Expenditures



Operating Goals & Objectives:

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

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

N.C. COOPERATIVE EXTENSION

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

Program Descriptions:

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

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

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

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

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

Accomplishments: 629 acres were enrolled in the voluntary agricultural district program by 10 landowners, bringing the total to 4,894 acres committed to voluntary preservation. 178

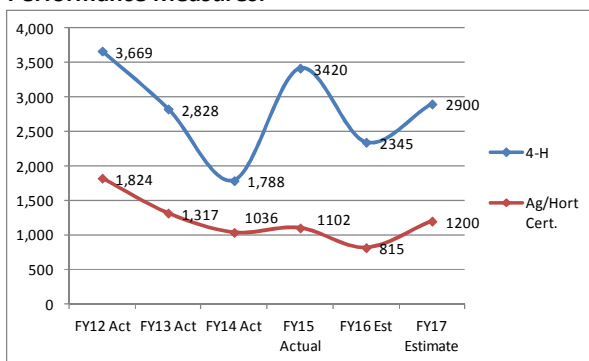
citizens have been involved in developing the Farmland Preservation Plan. 53 new and transitioning growers have participated in the Piedmont Farm School over the past four years, most have completed a business plan for a new farm enterprise and in 2015 several produced and sold their first products. Four growers received NC Ag Venture grants (\$29,156) to assist them with developing their local food farms including a new value-added product which became available in 2015. 13 new community gardens were established, including nine in limited-resource communities bringing the county total to 160 gardens. 4-H programming (STEM and career skills) has helped 6193 youth learn appropriate communication techniques and improve critical thinking skills through hands-on, experiential learning. Community service is also a critical component of the 4-H experience. Forsyth 4-H'ers provided 3,312 hours of community service to an array of projects across the County; teaching youth empathy and the value of service to others.

FY17 Goals: Implementing Local Food Study recommendations such as training new and transitioning farmers on production and business management; training growers on Good Agricultural Practices (GAP) in order to maintain or secure markets; further develop the urban agriculture project in distressed areas; complete, present to commissioners for adoption and begin implementing recommendations from the Farmland Preservation Plan.

PROGRAM SUMMARY

	FY 14-15 Actual	FY 15-16		FY 16-17		
		Original	Estimate	Request	Recommend	Adopted
Administration	91,246	84,126	71,551	98,445	98,445	98,445
Soil & Water	100,767	129,678	127,537	141,093	141,093	141,093
Forestry	49,768	64,951	64,951	51,072	51,072	51,072
Agricultural Assistance	351,679	359,040	276,027	360,035	332,535	332,535
Family & Consumer Sciences	175,846	135,126	139,654	146,083	130,051	173,583
Community Development	105,812	105,463	88,764	130,340	127,940	127,940
Youth Development	145,751	98,461	71,560	99,415	99,415	99,415
Ag Bldg. Maintenance	33,482	42,858	41,200	42,684	42,684	42,684
Arboretum at Tanglewood	28,568	33,038	32,509	33,619	33,619	33,619
TOTAL	<u>1,082,919</u>	<u>1,052,741</u>	<u>913,753</u>	<u>1,102,786</u>	<u>1,056,854</u>	<u>1,100,386</u>

Key Performance Measures:



Training/Classes Attendance

28,985

Total Volunteer Hours (FY15)

\$663,391

Total Economic Value of Volunteers (FY15)

N.C. COOPERATIVE EXTENSION

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	169,338	193,516	164,386	232,587	201,843	232,587
Employee Benefits	388,534	144,829	105,460	178,306	165,518	178,306
Board Compensation	0	400	400	400	400	400
Total Personal Services	557,872	338,745	270,246	411,293	367,761	411,293
Operating Expenditures						
Professional Fees	95	1,750	1,250	3,950	1,750	1,750
				<i>Lab fees, interpreters for deaf program participants.</i>		
Maintenance Service	2,035	4,400	3,800	4,900	4,900	4,900
Rent	944	3,200	2,550	3,350	3,350	3,350
				<i>Space rental at Tanglewood Park.</i>		
Utility Services	3,424	2,323	2,200	2,354	2,354	2,354
				<i>Water & sewer.</i>		
Other Purchased Services	333,485	438,311	400,618	423,279	423,279	423,279
	<i>Includes salary/fringe for "send-in" positions. Alarm monitoring, printing, advertising, insurance premiums, telephone.</i>					
Training & Conference	9,292	14,572	13,897	16,570	16,370	16,370
General Supplies	31,789	40,959	30,028	43,608	43,608	43,608
				<i>Office & general supplies, small equipment.</i>		
Energy	28,309	40,235	38,500	38,530	38,530	38,530
				<i>Electricity and natural gas.</i>		
Operating Supplies	58,876	66,930	54,097	62,630	62,630	62,630
Other Operating Costs	7,030	12,365	7,616	15,250	15,250	15,250
				<i>Memberships, administration costs, insurance claims.</i>		
Total Operating Exps.	475,279	625,045	554,556	614,421	612,021	612,021
Contingency	0	24,000	24,000	26,000	26,000	26,000
				<i>SWCD Board misc. activities account.</i>		
Payments T/O Agencies	49,768	64,951	64,951	51,072	51,072	51,072
				<i>County's share of Division of Forest Resources contract through NCDENR.</i>		
Capital Projects	0	0	0	0	0	0
Total Expenditures	1,082,919	1,052,741	913,753	1,102,786	1,056,854	1,100,386
Cost-Sharing Expenses	62,932	62,554	54,258	60,269	60,238	60,238
REVENUES	219,412	267,994	250,494	316,676	285,665	307,431
POSITIONS (FT/PT)	17/2	17/2	17/2	18/2	18/2	18/2

Budget Highlights: The FY17 Adopted Budget for Cooperative Extension is a County dollar increase of \$8,208, or 1.1%. Several factors are driving department expenditure changes, including: the end of a \$14,000 Farmland Preservation grant, increases to telecommunication costs, and a decrease to US Forest Service payments and annualized salaries and benefits. Changes to department revenues include the changes to the aforementioned grants (which offset changes to expenditures) and a request by North Carolina A&T University for Forsyth County to accept 50% less funding for an existing position in the Expanded Food and Nutrition Education Program. Forsyth County NCCES also received a grant from Crisis Control and the United Way to fund a Cooperative Extension Program Assistant for one year.

FORSYTH TECHNICAL COMMUNITY COLLEGE

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

Accomplishments: The Early College of Forsyth was ranked by Newsweek magazine as one of the top 500 high schools in the nation, for the second consecutive year. This year, the Early College of Forsyth advanced to 103, from the previous year's ranking of 365.

In August 2015, Forsyth Tech was named a Center for Academic Excellence (CAE) in Cyber Defense Education (CDE). This national designation, jointly awarded by the National Security Agency and the Department of Homeland Security, is the highest honor for cybersecurity excellence that a college can receive. Only six colleges in North Carolina have earned this designation, with Forsyth Tech being the first of two-year institutions with this designation.

In February 2016, American automobile manufacturer Fiat Chrysler Automobile (FCA US) in partnership with the

National Coalition of Certification Centers (NC3) designated Forsyth Tech as one of the first 20 colleges in the U.S. to offer a program designed to train the next generation of Chrysler dealership service technicians.

FY17 Goals: Have a successful Community College Bond Referendum on the November ballot for Forsyth County. The bond would allow for \$8 million for main campus renovations; \$18 million to renovate unfinished space in the Oak Grove Center; \$21 million to build a Learning Commons; \$6.4 million for an additional facility at the Transportation Technology Center; and \$16.6 million to create an aviation center on Liberty Street near Smith Reynolds Airport. The College will be offering a new Summer Enrichment Program this summer targeting community youth, ages 8-13.

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

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
General Administration	1,545,676	1,619,174	1,619,174	1,532,529	1,532,529	1,532,529
Curriculum Instruction	23,500,979	31,972,746	31,972,746	28,731,895	28,731,895	28,731,895
Non-Curriculum Instruction	7,116,731	5,228,171	5,228,171	4,922,008	4,922,008	4,922,008
Plant Fund/Operation	11,513,368	12,358,467	12,357,467	12,322,817	12,322,817	12,322,817
Institution	46,119,521	41,869,351	41,348,351	35,469,099	35,469,099	35,469,099
Other Expenses	9,835,463	9,138,632	9,138,632	8,555,464	8,555,464	8,555,464
Total	99,631,738	102,186,541	101,664,541	91,533,812	91,533,812	91,533,812
County Share	9,573,402	10,083,839	10,082,839	10,301,841	10,187,122	10,187,122
Current Expense	9,118,402	9,628,839	9,627,839	9,846,841	9,732,122	9,732,122
Capital Outlay	455,000	455,000	455,000	455,000	455,000	455,000
TOTAL	<u>9,573,402</u>	<u>10,083,839</u>	<u>10,082,839</u>	<u>10,301,841</u>	<u>10,187,122</u>	<u>10,187,122</u>

FORSYTH TECHNICAL COMMUNITY COLLEGE

	FY 15-16 Budget	Request	FY 16-17 Recommend	Adopted
Personal Services				
Salaries	1,499,472	1,540,797	1,510,585	1,510,585
Longevity	143,069	147,025	144,142	144,142
Salary Supplements	1,490,424	1,531,621	1,501,589	1,501,589
Fringe Benefits	885,488	956,544	904,952	904,952
Training & Conference	12,000	12,000	12,000	12,000
Work Study	20,000	20,000	20,000	20,000
Total Personal Services	4,050,453	4,207,987	4,093,268	4,093,268
Contractual Services				
Legal Fees	20,000	20,000	20,000	20,000
Maintenance Service	391,814	399,651	399,651	399,651
Space Rental	33,000	33,000	33,000	33,000
Telephone	280,611	286,224	286,224	286,224
Electricity	1,626,047	1,658,568	1,658,568	1,658,568
Water	135,651	142,434	142,434	142,434
Natural Gas	656,621	663,188	663,188	663,188
Insurance	626,818	639,354	639,354	639,354
Janitorial	891,015	908,836	908,836	908,836
Grounds	143,242	146,107	146,107	146,107
Security	343,138	350,000	350,000	350,000
Total Contractual Services	5,147,957	5,247,362	5,247,362	5,247,362
Supplies & Materials				
Custodial Supplies	211,153	213,265	213,265	213,265
Maintenance Supplies	157,835	159,414	159,414	159,414
Auto Parts & Supplies	18,626	18,813	18,813	18,813
Total Supplies & Materials	387,614	391,492	391,492	391,492
Total Direct Expense	<u>9,586,024</u>	<u>9,846,841</u>	<u>9,732,122</u>	<u>9,732,122</u>
Capital Outlay (ongoing)	455,000	455,000	455,000	455,000
GRAND TOTAL	<u>10,041,024</u>	<u>10,301,841</u>	<u>10,187,122</u>	<u>10,187,122</u>

Budget Highlights: Forsyth Tech's Adopted Budget for FY2017 is \$146,098, or 1.5%, higher than the current year's budget. This includes all of the requested increases for Forsyth Tech, except for increases in Personal Services, amounting to \$114,719. However, these funds have been included in Contingency. The second year of the state budget has an amount for community college salary increases but it does not have a certain percent increase. 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. FTCC has also requested \$65 million be included in a November 2016 Bond Referendum.

WINSTON-SALEM/FORSYTH COUNTY SCHOOLS

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

Program Descriptions:

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

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

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

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

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

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

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

PROGRAM SUMMARY

	FY 14-15		FY 15-16		FY 16-17	
	Actual	Original	Estimate	Request	Recommend	Adopted
Instructional Programs	60,090,319	62,739,340	62,739,340	66,078,183	66,078,183	66,078,183
Support Services	43,046,839	41,831,108	41,831,108	40,865,949	40,865,949	40,865,949
Ancillary Services	383,060	407,560	407,560	433,876	433,876	433,876
Non-Programmed Charges	4,500,001	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000
Capital Program	5,730,636	7,877,913	7,877,913	8,623,066	8,623,066	8,623,066
Total	<u>113,750,855</u>	<u>118,255,921</u>	<u>118,255,921</u>	<u>121,401,074</u>	<u>121,401,074</u>	<u>121,401,074</u>
Current Expense	108,020,219	110,378,008	110,378,008	112,778,008	112,778,008	112,778,008
Capital Outlay	5,730,636	7,877,913	7,877,913	8,623,066	8,623,066	8,623,066
Debt Service	44,112,171	41,863,724	41,026,388	40,337,307	40,337,307	40,337,307
Total	<u>157,863,026</u>	<u>160,119,645</u>	<u>159,282,309</u>	<u>161,738,381</u>	<u>161,738,381</u>	<u>161,738,381</u>

Budget Highlights: The FY2017 Adopted budget for WSFCS is an increase of \$3,145,153, or 2.7% over the Current Year Original budget. The funding formula developed by County and WSFCS staff in 2011 that takes into account county revenue and enrollment growth within the School System was used to determine the appropriate funding level for WSFCS. To see how the funding formula determined the Adopted FY2017 allocation, see the Overview of Changes in Revenues, Expenditures, and County dollars.

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

As part of the increase in the budget for FY2016 was related to an increase in the County tax rate, \$1,437,331 was budgeted in Capital Outlay - Technology Solutions to help address the many technology needs of the Winston-Salem/Forsyth County School System. This amount is included for technology in FY2017 as well. However, due to how these funds will be used for classroom technology, they need to be budgeted in Regular Capital Outlay.

Also listed above in the Program Summary is a line item detailing the amount of Debt Service in FY2017 that will be paid by the County for debt on past bond referenda for WSFCS. This provides a more accurate accounting of the County's commitment to assisting WSFCS with their mission. This number will likely increase as WSFCS has requested \$350 million in a November 2016 bond referendum.

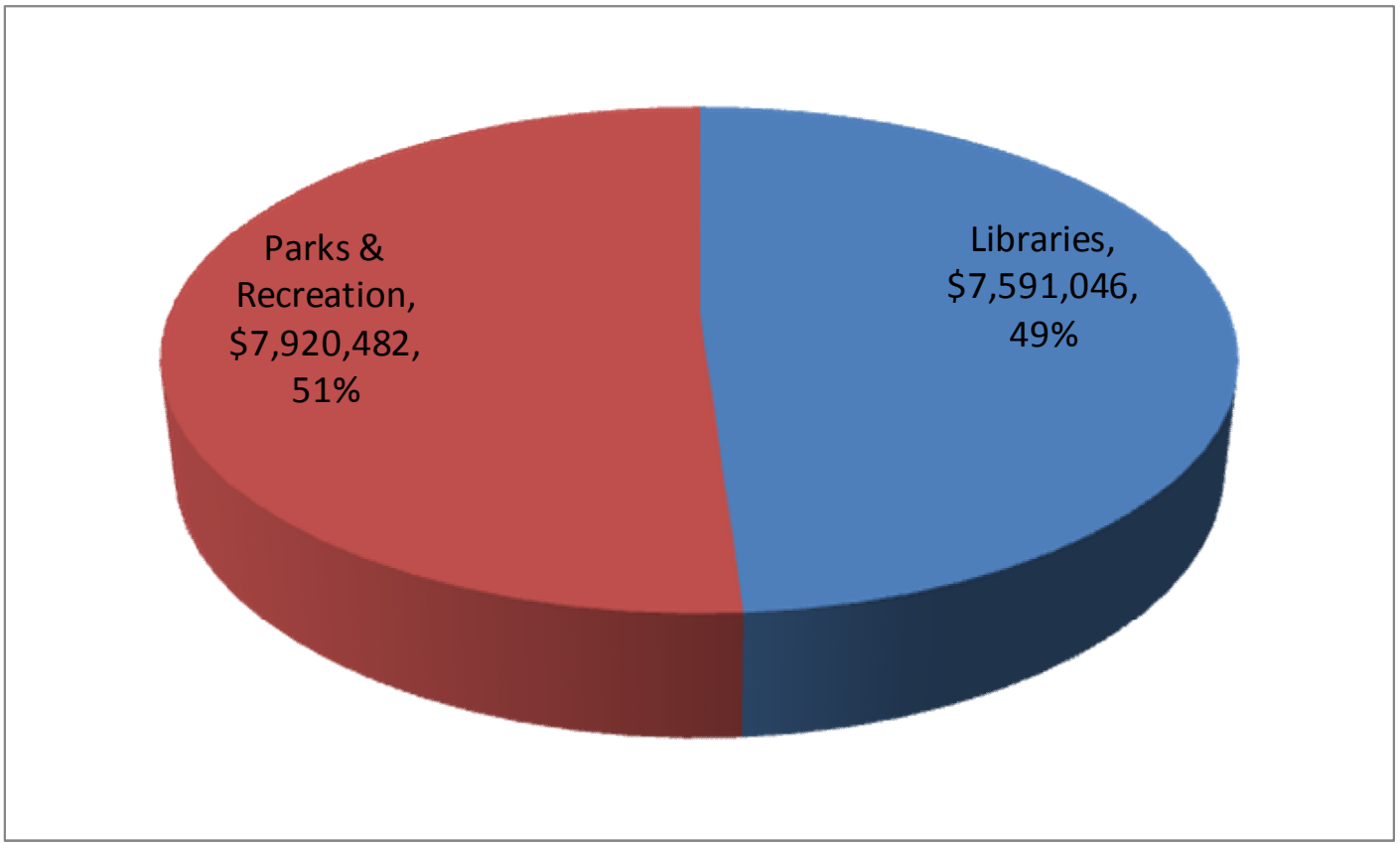
WINSTON-SALEM/FORSYTH COUNTY SCHOOLS

	FY 14-15	FY 15-16		Request	FY 16-17	Adopted
	Actual	Original	Estimate		Recommend	
<u>Instructional Programs</u>						
Regular	32,836,790	35,173,448	35,173,448	35,725,485	35,725,485	35,725,485
Special Population	5,361,612	4,793,881	4,793,881	5,261,219	5,261,219	5,261,219
Alternative	1,276,120	1,572,100	1,572,100	1,644,987	1,644,987	1,644,987
School Leadership	7,647,591	7,189,655	7,189,655	7,584,549	7,584,549	7,584,549
Co-Curricular	3,848,544	4,052,676	4,052,676	3,888,462	3,888,462	3,888,462
School Based Support	9,119,662	9,957,580	9,957,580	11,973,481	11,973,481	11,973,481
Total Instructional Programs	60,090,319	62,739,340	62,739,340	66,078,183	66,078,183	66,078,183
<u>Support Services</u>						
Support & Development	1,286,268	1,103,715	1,103,715	1,198,164	1,198,164	1,198,164
Special Population Support	676,470	676,017	676,017	697,407	697,407	697,407
Alternative Programs Support	372,222	391,937	391,937	400,457	400,457	400,457
Technology Support	2,471,022	2,890,090	2,890,090	2,970,442	2,970,442	2,970,442
Operational Support	30,255,114	27,962,233	27,962,233	27,103,979	27,103,979	27,103,979
Financial & HR	4,462,873	4,568,120	4,568,120	4,269,798	4,269,798	4,269,798
Accountability	760,667	969,980	969,980	1,007,719	1,007,719	1,007,719
System-Wide Pupil Support	835,618	842,610	842,610	769,207	769,207	769,207
Policy, Leadership & PR	1,926,585	2,426,406	2,426,406	2,448,776	2,448,776	2,448,776
Total Support Services	43,046,839	41,831,108	41,831,108	40,865,949	40,865,949	40,865,949
<u>Ancillary Services</u>						
Community Services	364,960	382,560	382,560	405,876	405,876	405,876
Nutrition Services	18,100	25,000	25,000	28,000	28,000	28,000
Total Ancillary Services	383,060	407,560	407,560	433,876	433,876	433,876
<u>Non-Programmed Charges</u>						
Charter Schools	4,500,001	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000
Total Non-Programmed Charges	4,500,001	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000
Total Current Expense	108,020,219	110,378,008	110,378,008	112,778,008	112,778,008	112,778,008
<u>Capital Outlay</u>						
Regular	2,193,943	2,354,710	2,354,710	4,968,923	4,968,923	4,968,923
Special Population	0	0	0	0	0	0
School Based Support	0	6,917	6,917	0	0	0
Technology Support	0	1,490,331	1,490,331	34,000	34,000	34,000
Operational Support	1,720,793	2,207,255	2,207,255	1,882,643	1,882,643	1,882,643
Accountability	1,400	1,500	1,500	1,500	1,500	1,500
Policy, Leadership & PR	0	700	700	0	0	0
System Wide	79,500	81,500	81,500	1,000	1,000	1,000
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	5,730,636	7,877,913	7,877,913	8,623,066	8,623,066	8,623,066
Total	<u>113,750,855</u>	<u>118,255,921</u>	<u>118,255,921</u>	<u>121,401,074</u>	<u>121,401,074</u>	<u>121,401,074</u>

	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>
State Current Expense Fund	286,764,768	300,618,306	301,506,934
Local Current Expense Fund	120,344,739	123,111,141	123,668,093
Capital Outlay Fund	4,185,636	5,245,755	7,850,454
Federal Grants Fund	N/A	N/A	N/A
Child Nutrition Fund	23,169,688	24,172,825	24,999,026
Total	<u>434,464,831</u>	<u>453,148,027</u>	<u>458,024,507</u>

CULTURE & RECREATION SERVICE AREA

Culture & Recreation Service Area \$15.5 million, or 3.7% of General Fund Expenditures



Operating Goals & Objectives:

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

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

FORSYTH COUNTY PUBLIC LIBRARIES

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

Program Descriptions:

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 & Institutional services.

Accomplishments: The Library received a \$332,561 Great Expectation grant from Kate B. Reynolds Charitable Trust to improve library preschool spaces and resources for children ages 0-5 in seven library locations.

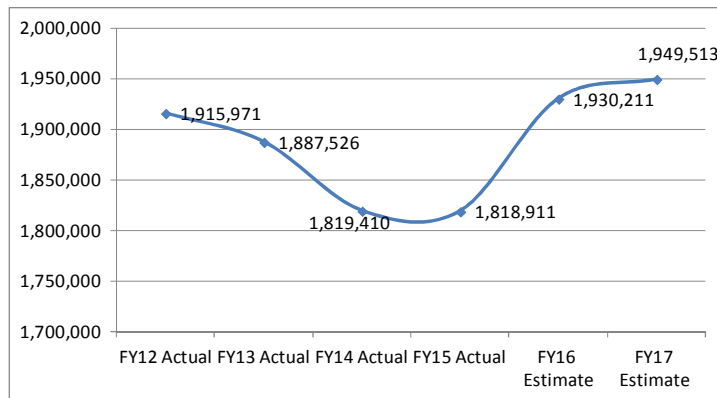
The Library also received a \$100,000 Library Services and Technology Act (LSTA) project Literacy & Lifelong Learning grant to purchase a replacement bookmobile.

FY17 Goals: The Library is evaluating existing staff and creating a new staffing model/plan for the Central Library. The department is also assessing collection material and technology needs in preparation for the reopening of the Central Library in 2017.

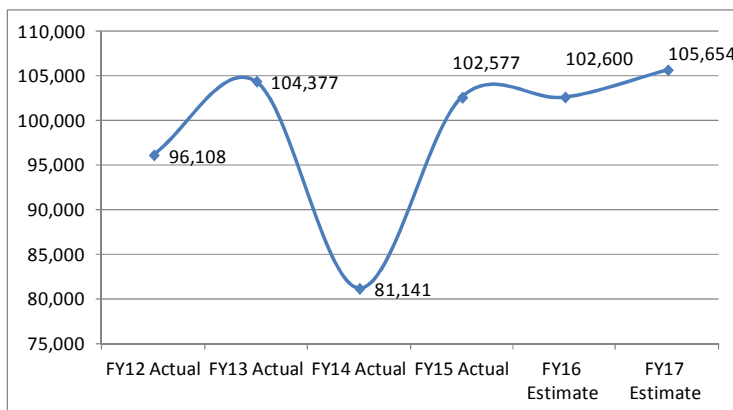
PROGRAM SUMMARY

	FY 14-15 Actual	FY 15-16 Original Estimate	FY 16-17 Request	FY 16-17 Recommend	FY 16-17 Adopted
Library Administration	1,546,252	1,757,408	1,645,737	1,859,581	1,859,581
Headquarter	347,131	392,465	271,655	482,773	482,773
Extension	174,769	189,851	149,606	248,359	248,359
Branches	4,797,826	5,060,124	4,948,587	5,212,595	5,000,333
TOTAL	<u>6,865,978</u>	<u>7,399,848</u>	<u>7,015,585</u>	<u>8,001,500</u>	<u>7,591,046</u>

Key Performance Measures:



Materials Circulated



Program Attendance

FORSYTH COUNTY PUBLIC LIBRARIES

	FY 14-15 Actual	FY 15-16 Original	FY 15-16 Estimate	FY 16-17 Request	FY 16-17 Recommend	FY 16-17 Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	3,751,172	3,867,427	3,489,636	3,915,685	3,895,184	3,895,184
Other Employee Benefits	900	522	1,362	522	522	522
						<i>Ipad stipend.</i>
Employee Benefits	1,352,897	1,404,650	1,314,571	1,568,091	1,568,091	1,568,091
Total Personal Services	5,104,969	5,272,599	4,805,569	5,484,298	5,463,797	5,463,797
Operating Expenditures						
Professional Fees	20,285	20,355	20,355	20,966	20,966	20,966
						<i>Security services.</i>
Maintenance Service	46,658	80,000	71,814	87,550	74,790	74,790
						<i>Exterminating & solid waste svcs., equipment repair.</i>
Rent	92,992	93,400	51,047	94,120	93,150	93,150
						<i>Rent for Kernersville Branch and other misc. rentals.</i>
Utility Services	21,972	30,513	30,510	32,646	32,646	32,646
						<i>Water & sewer.</i>
Construction Services	1,509	0	9,883	0	0	0
Other Purchased Services	463,782	529,208	595,267	562,464	496,914	496,914
						<i>Software license, printing, book processing, insurance premiums, on-line services & telephone services.</i>
Training & Conference	24,970	25,080	24,998	26,171	25,010	25,010
General Supplies	37,157	48,984	278,851	88,915	75,845	75,845
						<i>Office supplies, small equipment, repair supplies & subscriptions.</i>
Energy	306,005	344,437	263,639	353,582	345,922	345,922
						<i>Electricity & natural gas.</i>
Operating Supplies	709,571	755,389	830,127	1,023,549	754,903	754,903
						<i>Books, periodicals, A/V supplies, software and operating supplies.</i>
Other Operating Costs	27,263	33,525	33,525	32,425	32,245	32,245
						<i>Insurance claims & memberships.</i>
Contingency	0	156,380	0	132,338	132,338	132,338
						<i>Reserve accounts for the Chatham Fund (offset by revenue) & library expenses during Central Library renovations.</i>
Total Operating Exps.	1,752,164	2,117,271	2,210,016	2,454,726	2,084,729	2,084,729
Capital Outlay	8,845	9,978	0	62,476	42,520	42,520
Total Expenditures	6,865,978	7,399,848	7,015,585	8,001,500	7,591,046	7,591,046
Cost-Sharing Expenses	564,723	493,032	424,117	491,984	488,058	488,058
REVENUES	426,590	442,792	849,251	495,802	495,802	495,802
POSITIONS (FT/PT)	89/33	89/33	89/33	89/34	89/33	89/33

Budget Highlights: The Library's FY2017 adopted budget reflects a \$138,188 or 1.99% net county increase over the Current Year Original (CYO) budget. One reason for the increase is the annualization of salaries and benefits and the addition of 401K benefits. Additionally, reserve funds in the amount of \$122,338 were budgeted to maintain a flat operating budget while the Central Library completes its renovation. Positions continue to be frozen for Central Library staff vacancies.

PARKS & RECREATION

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

Program Descriptions:

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

Park Maintenance - provides for general parks and facilities maintenance

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

Accomplishments: In FY 16, the Parks & Recreation Department accomplished the following:

- Continued financial growth and strengthening of enterprise activities at Tanglewood Park
- Implemented efficiency changes in park maintenance staffing levels
- Completed Phase 8 of Triad Park
- Provided more events and programming opportunities in the park system
- Obtained new sponsorship for Festival of Lights
- Prepared CIP Recommendation for Bond Proposal

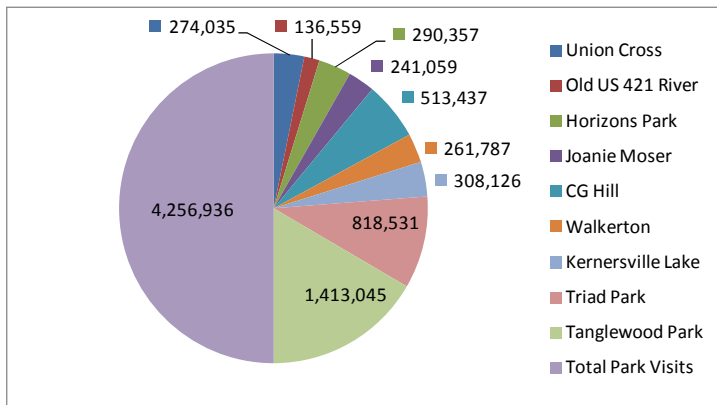
FY17 Goals: In FY17, the Parks & Recreation Department hopes to accomplish the following:

- Continue to improve the financial strength of Tanglewood Enterprise activities
- Improve recruitment, training, and retention of staff
- Increase events at Triad and Tanglewood Parks
- Conceptual plan study for C.G. Hill Park

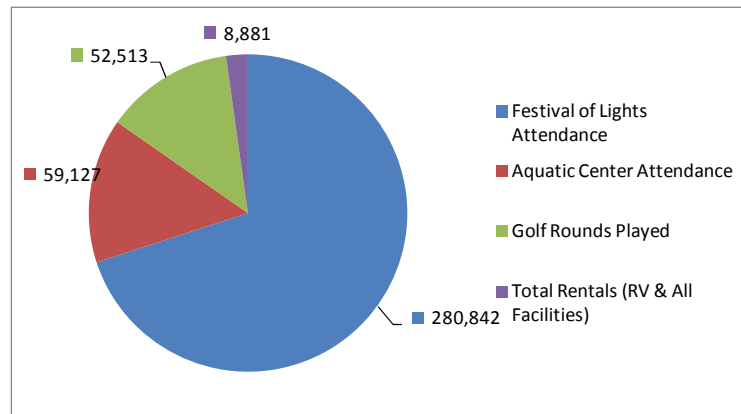
PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	595,927	548,325	480,375	615,062	592,092	592,092
Park Maintenance	492,518	496,260	501,731	829,268	550,318	550,318
Park Operation	333,273	370,689	327,005	378,392	369,057	369,057
Tanglewood Park	4,814,338	5,266,945	4,968,656	5,750,096	5,443,210	5,443,210
Triad Park	891,583	953,663	890,442	1,022,655	965,805	965,805
TOTAL	<u>7,127,639</u>	<u>7,635,882</u>	<u>7,168,209</u>	<u>8,595,473</u>	<u>7,920,482</u>	<u>7,920,482</u>

Key Performance Measures:



FY15 Number of Visits by Park / Total Visits = 4,256,936



FY15 Revenue Producing Transactions Tanglewood Park

PARKS & RECREATION

	FY 14-15	FY 15-16		Request	FY 16-17	
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	2,930,435	3,101,671	2,907,496	3,252,831	3,206,871	3,206,871
Other Employee Benefits	1,200	0	1,206	0	0	0
Employee Benefits	1,010,882	1,047,577	1,085,961	1,241,153	1,238,977	1,238,977
Total Personal Services	3,942,517	4,149,248	3,994,663	4,493,984	4,445,848	4,445,848
Operating Expenditures						
Professional Fees	194,125	258,750	222,050	231,050	202,750	202,750
				<i>Includes security for multi-purpose buildings and parks.</i>		
Maintenance Service	442,413	497,772	465,530	697,122	507,772	507,772
				<i>Includes janitorial, solid waste, park repairs.</i>		
Rent	161,047	179,625	176,671	182,625	181,375	181,375
				<i>Golf cart rental, space rental, equipment rental.</i>		
Utility Services	65,078	102,900	109,715	112,900	107,900	107,900
Other Purchased Services	518,854	632,700	569,955	657,718	612,018	612,018
				<i>Includes bank service charges, recreation programs, life guards, tree removal, contracts.</i>		
Training & Conference	11,521	17,700	14,800	31,670	19,700	19,700
General Supplies	325,879	353,655	300,925	433,275	359,875	359,875
				<i>Includes uniforms, repair supplies, janitorial supplies, small equipment, office supplies.</i>		
Energy	514,039	577,732	542,150	588,534	571,999	571,999
				<i>Fuel oil, electricity, gasoline, natural gas.</i>		
Operating Supplies	436,856	425,800	401,500	482,300	455,600	455,600
				<i>Includes mulch, seed, fertilizer, range balls, paint, lumber, weed killer, locks, shingles, concrete.</i>		
Inventory Purchases	196,194	225,800	184,800	223,800	212,300	212,300
				<i>Merchandise for resale, food and beverages.</i>		
Other Operating Costs	36,785	125,000	73,050	119,095	119,095	119,095
				<i>Insurance premiums, other general & administrative.</i>		
Total Operating Exps.	2,902,791	3,397,434	3,061,146	3,760,089	3,350,384	3,350,384
Capital Outlay	101,995	89,200	112,400	341,400	124,250	124,250
				<i>Replacement equipment.</i>		
Payments T/O Agencies	180,336	-	-	-	-	-
				<i>SciWorks shifted out of Parks & Recreation.</i>		
Total Expenditures	<u>7,127,639</u>	<u>7,635,882</u>	<u>7,168,209</u>	<u>8,595,473</u>	<u>7,920,482</u>	<u>7,920,482</u>
Cost-Sharing Expenses	305,900	379,368	318,698	399,766	399,766	399,766
Contra-Expenses	(94)	0	0	0	0	0
REVENUES	4,547,558	4,557,117	4,641,046	4,632,850	4,683,850	4,683,850
POSITIONS (FT/PT)	71/120	68/120	68/125	70/126	69/124	69/124

PARKS & RECREATION

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES - TANGLEWOOD OPERATIONS</u>						
<i>Personal Services</i>						
Salaries & Wages	1,264,448	1,286,759	1,302,828	1,377,042	1,357,750	1,357,750
Other Employee Benefits	600	0	603	0	0	0
Employee Benefits	436,826	451,033	472,391	550,900	549,424	549,424
Total Personal Services	1,701,874	1,737,792	1,775,822	1,927,942	1,907,174	1,907,174
<i>Operating Expenditures</i>						
Professional Fees	44,558	70,000	56,500	32,000	20,000	20,000
					<i>Professional fees.</i>	
Maintenance Service	75,465	80,450	75,200	91,550	79,950	79,950
					<i>Linen & laundry, equipment repair.</i>	
Rent	151,435	169,175	166,221	169,175	168,925	168,925
					<i>Golf cart rental, equipment rental.</i>	
Utility Services	4,279	4,600	5,100	5,600	5,600	5,600
					<i>Water & sewer.</i>	
Other Purchased Services	378,905	449,995	396,895	461,653	439,553	439,553
					<i>Bank service charges, advertising, life guard contract.</i>	
Training & Conference	6,390	9,100	6,200	0	0	0
General Supplies	100,142	133,910	90,300	136,010	122,610	122,610
					<i>Repair supplies, small equipment.</i>	
Energy	174,850	222,700	182,000	208,500	204,500	204,500
					<i>Natural gas, electricity, gasoline, fuel oil.</i>	
Operating Supplies	216,130	280,400	238,550	282,600	265,200	265,200
					<i>Fertilizer, mulch, sand, sod, seed, chemicals, range balls.</i>	
Inventory Purchases	195,067	225,000	184,000	223,000	211,500	211,500
					<i>Merchandise for resale, food & beverages.</i>	
Other Operating Costs	12,102	28,675	14,325	26,870	26,870	26,870
					<i>Insurance premiums, memberships & dues, permit fees.</i>	
Total Operating Exps.	1,359,323	1,674,005	1,415,291	1,636,958	1,544,708	1,544,708
Capital Outlay	3,619	0	0	0	0	0
Total Expenditures	<u>3,064,816</u>	<u>3,411,797</u>	<u>3,191,113</u>	<u>3,564,900</u>	<u>3,451,882</u>	<u>3,451,882</u>
Cost-Sharing Expenses	30,259	37,596	35,788	45,988	45,988	45,988
REVENUES	<u>3,789,655</u>	<u>3,771,650</u>	<u>3,860,550</u>	<u>3,837,200</u>	<u>3,893,700</u>	<u>3,893,700</u>
Net County Dollars	(724,839)	(359,853)	(669,437)	(272,300)	(441,818)	(441,818)

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

PARKS & RECREATION

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES - TANGLEWOOD MAINTENANCE						
<i>Personal Services</i>						
Salaries & Wages	687,257	762,337	681,678	804,434	804,434	804,434
Other Employee Benefits	600	0	603	0	0	0
Employee Benefits	249,733	259,656	288,665	310,546	310,546	310,546
Total Personal Services	937,590	1,021,993	970,946	1,114,980	1,114,980	1,114,980
<i>Operating Expenditures</i>						
Professional Fees	85,729	94,000	90,000	106,000	96,000	96,000
				<i>Engineering fees, security, professional fees.</i>		
Maintenance Service	184,328	186,550	191,550	300,450	203,050	203,050
				<i>Janitorial services, solid waste, equipment repair, other maintenance projects.</i>		
Rent	8,248	9,200	9,200	9,200	9,200	9,200
					<i>Equipment rental.</i>	
Utility Services	29,797	50,000	50,000	50,000	45,000	45,000
					<i>Water & sewer.</i>	
Other Purchased Services	19,310	21,150	21,150	22,340	22,340	22,340
				<i>Telephone & alarm monitoring service.</i>		
Training & Conference	1,508	4,600	4,600	0	0	0
General Supplies	118,344	112,550	123,500	171,840	126,340	126,340
				<i>Repair supplies, small equipment, janitorial supplies.</i>		
Energy	203,496	212,000	223,500	227,000	219,000	219,000
				<i>Natural gas, electricity, gasoline, fuel oil.</i>		
Operating Supplies	78,285	61,500	72,500	75,500	75,500	75,500
				<i>Fertilizer, mulch, sand, sod, seed, chemicals.</i>		
Other Operating Costs	805	1,475	1,475	1,875	1,875	1,875
				<i>Memberships & dues, permit fees.</i>		
Total Operating Exps.	729,850	753,025	787,475	964,205	798,305	798,305
Capital Outlay	54,275	46,000	0	46,000	46,000	46,000
Total Expenditures	<u>1,721,715</u>	<u>1,821,018</u>	<u>1,758,421</u>	<u>2,125,185</u>	<u>1,959,285</u>	<u>1,959,285</u>
Cost-Sharing Expenses	8,074	9,466	9,466	11,839	11,839	11,839
REVENUES						
Net County Dollars	<u>183,133</u>	<u>192,200</u>	<u>189,200</u>	<u>192,200</u>	<u>186,700</u>	<u>186,700</u>
	1,538,582	1,628,818	1,569,221	1,932,985	1,772,585	1,772,585

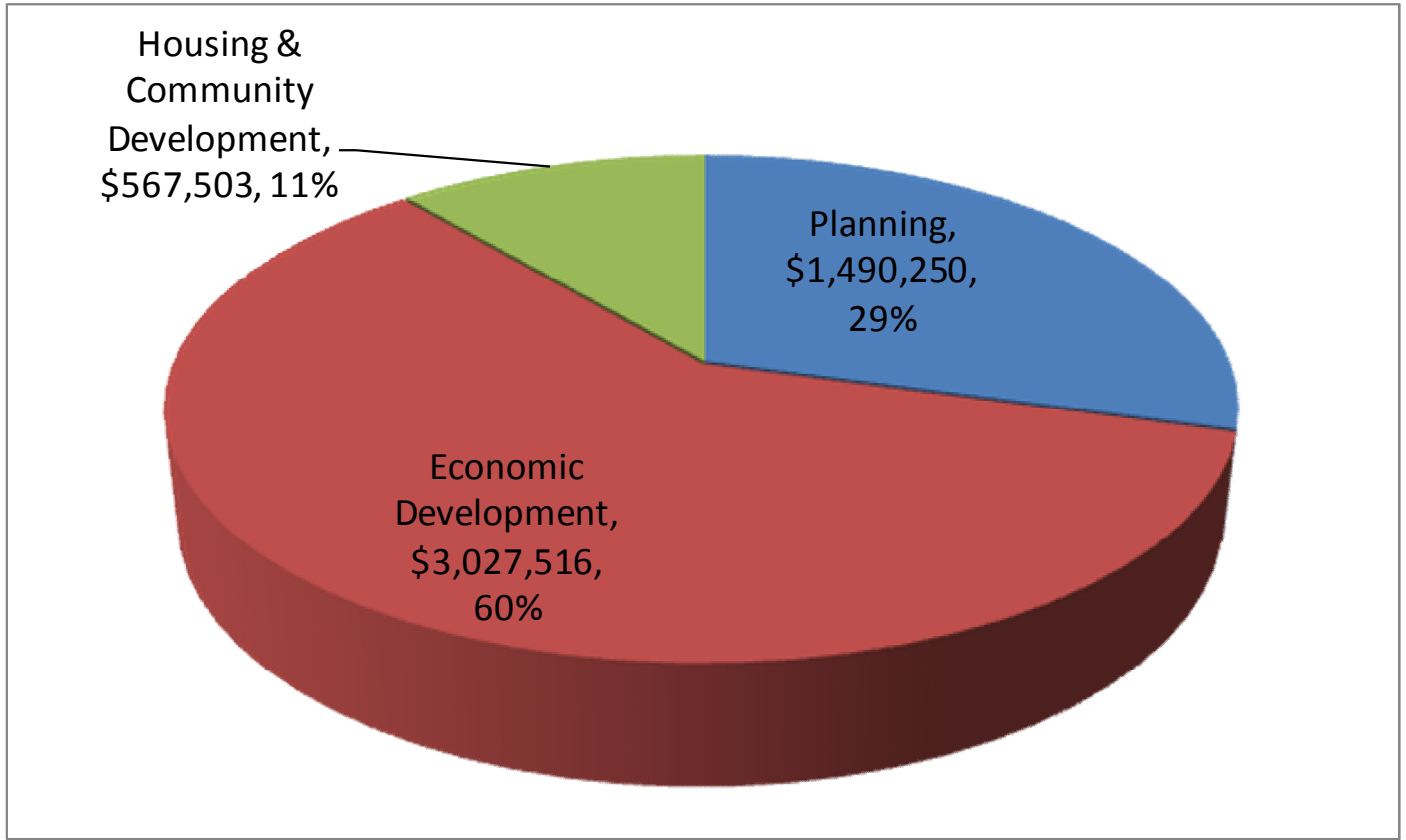
PARKS & RECREATION

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES - ALL OTHERS						
<i>Personal Services</i>						
Salaries & Wages	978,730	1,052,575	922,990	1,071,355	1,044,687	1,044,687
Employee Benefits	324,323	336,888	324,905	379,707	379,007	379,007
Total Personal Services	1,303,053	1,389,463	1,247,895	1,451,062	1,423,694	1,423,694
<i>Operating Expenditures</i>						
Professional Fees	63,838	94,750	75,550	93,050	86,750	86,750
						<i>Security for multi-purpose building and parks.</i>
Maintenance Service	182,620	230,772	198,780	305,122	224,772	224,772
						<i>Janitorial services, solid waste, equipment repair, other maintenance projects.</i>
Rent	1,364	1,250	1,250	4,250	3,250	3,250
						<i>Space and equipment rental.</i>
Utility Services	31,002	48,300	54,615	57,300	57,300	57,300
						<i>Water & sewer.</i>
Other Purchased Services	120,639	161,555	151,910	173,325	149,725	149,725
						<i>Recreation programs, contracts, telephone, insurance premiums.</i>
Training & Conference	3,623	4,000	4,000	31,670	19,700	19,700
General Supplies	107,393	107,195	87,125	125,425	110,925	110,925
						<i>Office supplies, uniforms, repair supplies, small equipment, janitorial supplies.</i>
Energy	135,693	143,032	136,650	153,034	148,499	148,499
						<i>Natural gas, electricity, gasoline, fuel oil.</i>
Operating Supplies	143,568	84,700	91,250	125,000	115,700	115,700
						<i>Paint, lumber, concrete, fertilizer, mulch, sand, sod, seed, chemicals.</i>
Other Operating Costs	23,878	94,850	57,250	90,750	90,750	90,750
						<i>Memberships & dues, permit fees, insurance claims.</i>
Total Operating Exps.	813,618	970,404	858,380	1,158,926	1,007,371	1,007,371
Capital Outlay	44,101	43,200	112,400	295,400	78,250	78,250
						<i>Replacement equipment.</i>
Payments T/O Agencies	180,336	0	0	0	0	0
						<i>SciWorks shifted from Special Appropriations.</i>
Total Expenditures	2,341,108	2,403,067	2,218,675	2,905,388	2,509,315	2,509,315
Cost-Sharing Expenses	267,567	332,306	273,444	341,939	341,939	341,939
Contra-Expenses	-94	0	0	0	0	0
REVENUES	574,770	593,267	591,296	603,450	603,450	603,450

Budget Highlights: The Adopted FY2017 Parks & Recreation expenditure budget is an increase of \$284,600, or 3.7% over the Current Year Original budget. The primary driver of the increase is personal service cost increases of \$296,600, or 7.1%, while operating expenses have decreased \$12,000, or 0.3%. The adopted revenue budget is an increase of \$126,733, or 2.8% over current year due to anticipated increases in utilization of revenue generating facilities.

COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA

Community & Economic Development Service Area - \$5.1 million or 1.2% of General Fund Expenditures



Operating Goals & Objectives:

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

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

HOUSING & COMMUNITY DEVELOPMENT

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

Program Descriptions:

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

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

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

Accomplishments: In FY2016 the Housing & Community Development rehabilitated 16 homes, assisted 39 families

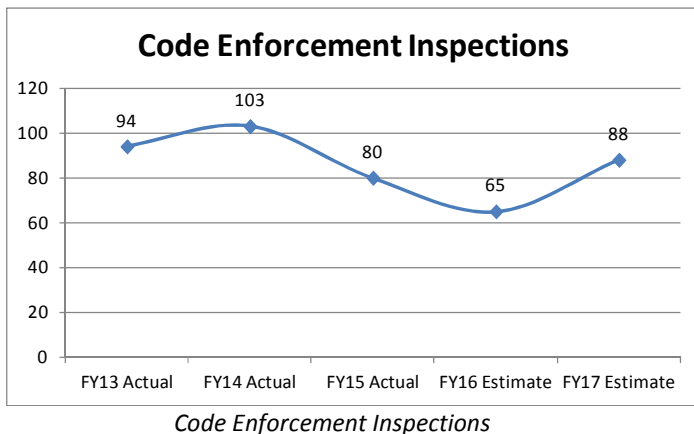
with purchasing a home, and inspected 69 homes for code enforcement. The department has taken a leadership role in a community partnership with six other agencies to assist low income families increase their financial wellbeing within the Forsyth County Asset Building Coalition.

FY17 Goals: Housing and Community Development plans to rehabilitate 20 homes, develop a small house construction initiative for 1-2 member households who currently reside in dilapidated housing, and provide down payment assistance to 35 first time home buyers. The department will fully take on the County’s Economic Development role with the addition of the Economic Development Specialist position. The department will also work with the United Way to provide matching grants for Individual Development Accounts to residents seeking to open microenterprises and small businesses.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Housing Supp/Grants Projects	408,007	453,752	443,962	586,298	526,298	526,298
Emergency Rehab.	15,608	15,000	15,000	15,000	15,000	15,000
Transfer to GPO	27,690	25,125	25,125	26,205	26,205	26,205
TOTAL	<u>451,305</u>	<u>493,877</u>	<u>484,087</u>	<u>627,503</u>	<u>567,503</u>	<u>567,503</u>

Key Performance Measures:



39
First Time Home Buyers

\$4,339,578
Total First Time Home Buyer Investment

16
Homes Rehabilitated

HOUSING & COMMUNITY DEVELOPMENT

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	240,816	268,112	267,332	304,231	304,231	304,231
Other Employee Benefits	522	520	524	520	520	520
Employee Benefits	86,194	93,247	89,628	115,334	115,334	<i>lpad stipend</i> 115,334
Total Personal Services	327,532	361,879	357,484	420,085	420,085	420,085
Operating Expenditures						
Professional Fees	0	150	25	150	150	150
Rent	0	100	25	100	100	100
Construction Services	638	0	0	2,500	2,500	2500
Communications	2,228	2,200	2,200	2,200	2,200	2,200
Other Purchased Services	68,583	69,013	69,103	71,353	71,353	71,353
Insurance Premiums	725	1,000	725	1,000	1,000	1,000
Training & Conference	3,996	6,450	5,550	6,450	6,450	6,450
General Supplies	2,329	5,170	3,975	3,220	3,220	3,220
Operating Supplies	719	3,100	3,700	5,050	5,050	5,050
Other Operating Costs	16,865	19,690	16,175	79,190	19,190	19,190
Other Contracts, Grants	0	0	0	10,000	10,000	10,000
Transfer to Housing GPO	27,690	25,125	25,125	26,205	26,205	26,205
Total Operating Exps.	123,773	131,998	126,603	207,418	147,418	147,418
Payments T/O Agencies	0	0	0	0	0	0
Total Expenditures	<u>451,305</u>	<u>493,877</u>	<u>484,087</u>	<u>627,503</u>	<u>567,503</u>	<u>567,503</u>
Cost-Sharing Expenses	21,616	16,146	16,146	13,338	13,338	13,338
REVENUES	<u>13,200</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
POSITIONS (FT/PT)	5/0	5/0	5/0	5/0	5/0	5/0

Budget Highlights: The FY2017 Adopted budget for Housing and Community Development reflects a net County dollar increase of \$73,626 or 15.5%. The primary driver of the increase is the addition of the Economic Development Specialist position and associated salary and benefits. The budget also includes \$10,000 in grant funding for Individual Development Accounts that assist in the establishment of microenterprises and small businesses. The Housing and Community Development Department also manages several grant funded programs that help Forsyth County citizens with buying houses and home rehabilitation. For FY2017, Housing anticipates spending close to \$800,000 through a variety of housing programs.

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 FY 2016 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

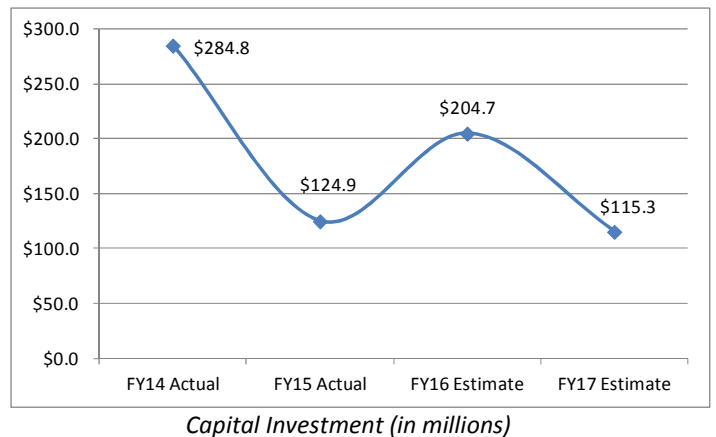
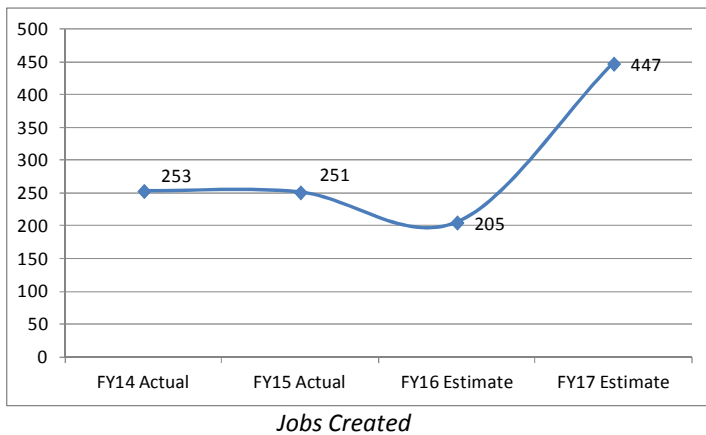
improvements at Union Cross Business Park, Whitaker Park, the Brookstown District, Smith-Reynolds Airport and the Wake Forest Innovation Quarter. County staff involved in economic development strengthened relationships with local economic development partners.

FY17 Goals: County staff will work with local economic development partners to focus efforts on the areas of industrial site and building availability, workforce development, and entrepreneurship support.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Economic Development	2,125,801	2,798,596	2,754,979	3,097,516	3,027,516	3,027,516
TOTAL	2,125,801	2,798,596	2,754,979	3,097,516	3,027,516	3,027,516

Key Performance Measures:



Budget Highlights: The FY2017 Adopted budget for Economic Development reflects an increase of \$228,920 or 8.2% over FY2016. The increase is primarily due to the first incentive payments to Herbalife, United Furniture, and Polyvlies. Additionally, several businesses will receive larger incentive payments as the companies make additional capital investment and create additional jobs.

The Winston-Salem Chamber of Commerce, the Downtown Winston-Salem Partnership and the Piedmont Triad Film Commission requested additional County appropriations to support their efforts, discussed in the Alternate Service Level section; however, these requests were not included in the adopted budget.

ECONOMIC DEVELOPMENT

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
<u>EXPENDITURES</u>						
<u>Grantee Agencies:</u>						
Downtown W-S Partnership	4,906	20,000	20,000	30,000	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	62,064	100,000	100,000	150,000	100,000	100,000
Film Commission	20,188	30,000	30,000	40,000	30,000	30,000
W-S Business, Inc.	62,333	100,000	100,000	100,000	100,000	100,000
Subtotal Grantee Agencies	154,663	255,172	255,172	325,172	255,172	255,172
<u>Incentives</u>						
City of WS (parking deck)	426,641	426,641	426,641	435,348	435,348	435,348
					<i>Agreement status: 14 of 20.</i>	
Pepsi	19,014	71,252	71,252	83,964	83,964	83,964
					<i>Agreement status: 3 of 7.</i>	
Wake Forest Univ. Hlth Sci.	396,270	396,270	396,270	396,270	396,270	396,270
					<i>Agreement status: 9 of 20.</i>	
Bekaert Ind.	15,000	0	0	0	0	0
					<i>Agreement status: Completed FY2015.</i>	
Herbalife	0	0	0	269,252	269,252	269,252
					<i>Agreement status: 1 of 5.</i>	
Lowes	184,655	184,080	181,779	210,624	210,624	210,624
					<i>Agreement status: 10 of 10.</i>	
Grass America	19,555	33,600	33,600	0	0	0
					<i>Agreement status: Completed in FY16.</i>	
Caterpillar, Inc.	595,732	680,308	653,096	700,947	700,947	700,947
					<i>Agreement status: 4 of 10.</i>	
United Furniture Industries	0	0	0	21,500	21,500	21,500
					<i>Agreement status: 1 of 7.</i>	
NSA Aviation (One NC Funds)	75,000	0	0	0	0	0
					<i>Agreement status: Completed FY2015.</i>	
Deere-Hitachi	0	173,837	173,837	202,053	202,053	202,053
					<i>Agreement status: 2 of 7.</i>	
Wexford WFU	239,271	250,000	235,897	235,900	235,900	235,900
					<i>Agreement status: 4 of 21.</i>	
Inmar Inc.	0	124,591	124,591	195,100	195,100	195,100
					<i>Agreement status: 2 of 7.</i>	
Piedmont Propulsion	0	2,845	2,844	3,076	3,076	3,076
					<i>Agreement status: 2 of 5.</i>	
WPDA/KCS	0	200,000	200,000	0	0	0
					<i>Agreement Status: Completed in FY16.</i>	
Polyvlies	0	0	0	18,310	18,310	18,310
					<i>Agreement Status: 1 of 8.</i>	
Subtotal Incentives	1,971,138	2,543,424	2,499,807	2,772,344	2,772,344	2,772,344
Total Expenditures	<u>2,125,801</u>	<u>2,798,596</u>	<u>2,754,979</u>	<u>3,097,516</u>	<u>3,027,516</u>	<u>3,027,516</u>
REVENUES	<u>105,374</u>	<u>30,374</u>	<u>30,374</u>	<u>30,374</u>	<u>30,374</u>	<u>30,374</u>

CITY/COUNTY PLANNING and DEVELOPMENT

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.

Zoning Enforcement: Provides for the administration and enforcement of the zoning sections for the UDO of Winston-Salem, Forsyth County, Lewisville, Clemmons, and Walkertown to ensure that required parking, tree save and

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

Community Character: Provides planning for activities that have a city/countywide scope, including transportation; parks, greenways, and open spaces; environmental planning/review; community appearance and historic resources. Provides staff support to the Transportation Advisory Committee. Supports the Historic Resources Commission in 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.

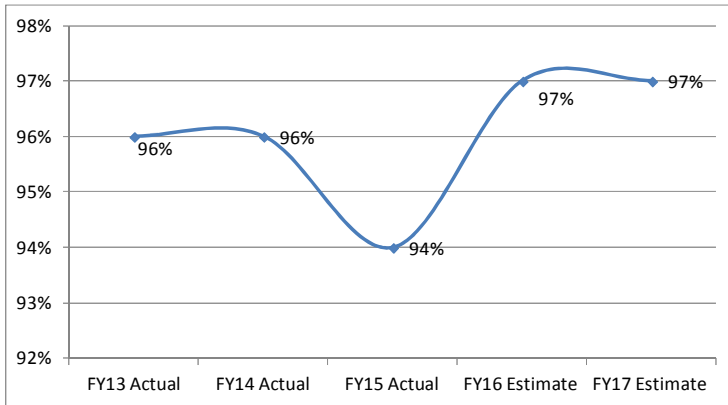
The Planning & Development Services Department is a joint City-County agency administered by the City of Winston-Salem. For more information, please visit: <http://www.cityofws.org/departments/planning>

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Planning Board	4,149,608	2,475,310	2,475,310	2,542,590	2,542,590	2,512,810
Transportation Planning	782,079	793,800	793,800	941,450	941,450	953,980
TOTAL County Share	<u>4,931,687</u>	<u>3,269,110</u>	<u>3,269,110</u>	<u>3,484,040</u>	<u>3,484,040</u>	<u>3,466,790</u>

CITY/COUNTY PLANNING and DEVELOPMENT

Key Performance Measures:



Approved Plans Meeting Goals & Policies of Legacy Comprehensive Plan

49
Community Outreach Meetings (FY15)

54
Rezoning (FY15)

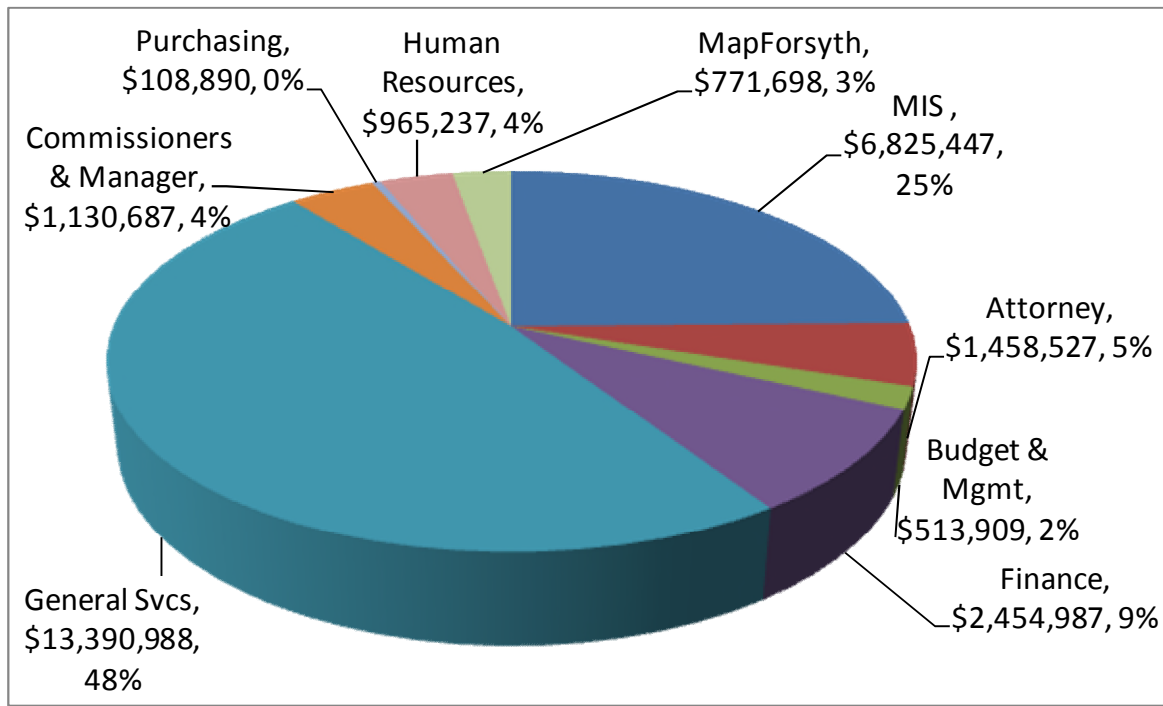
134
Certificates of Appropriateness (FY15)

8
Planning Board Site Plans Reviews

	FY 14-15 Actual	FY 15-16 Original	FY 15-16 Estimate	FY 16-17 Request	FY 16-17 Recommend	FY 16-17 Adopted
EXPENDITURES						
Payments T/O Agencies						
Planning/Planning Board	1,233,104	1,176,260	1,176,260	1,215,650	1,215,650	1,200,760
Transportation Planning	120,038	209,400	209,400	283,230	283,230	289,490
Total Expenditures	<u>1,353,142</u>	<u>1,385,660</u>	<u>1,385,660</u>	<u>1,498,880</u>	<u>1,498,880</u>	<u>1,490,250</u>

ADMINISTRATION & SUPPORT SERVICE AREA

Administration & Support Service Area - \$27.6 million or 6.5% of General Fund Expenditures



Operating Goals & Objectives:

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

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

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

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

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

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

BUDGET & MANAGEMENT

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

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 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.

Accomplishments: The Budget & Management Office received the Distinguished Budget Presentation Award from the Government Financial Officers' Association for the 26th consecutive year.

FY17 Goals: Continued improvement and streamlining of the budget process; Concerted effort to improve data captured in the County measures system and turning the data into actual performance indicators; Effort to provide more professional development opportunities for staff and shift focus from numbers management to data analytics and developing measurable performance outcomes; To have each staff person assist assigned departments with development of improved performance metrics and indicators for the various documents produced by the Budget & Management Office.

PROGRAM SUMMARY:

	FY 14-15		FY 15-16		FY 16-17	
	Actual	Original	Estimate	Request	Recommend	Adopted
Budget & Management	382,775	493,387	451,500	513,909	513,909	513,909
TOTAL	382,775	493,387	451,500	513,909	513,909	513,909

Key Performance Measures

26
*Number of Consecutive Years Receiving
 GFOA Distinguished Budget Award*

<1%
*Estimated Accuracy of Year End
 Projections of Expenditure & Revenues*

47
Special Projects Completed

BUDGET & MANAGEMENT

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	283,828	336,948	271,591	336,338	336,338	336,338
Other Employee Benefits	365	832	458	520	520	520
					<i>lpad and cellphone stipends.</i>	
Employee Benefits	93,959	115,607	92,366	119,751	119,751	119,751
Total Personal Services	378,152	453,387	364,415	456,609	456,609	456,609
Operating Expenditures						
Professional Fees	635	650	635	650	650	650
					<i>Fee to submit document to GFOA.</i>	
Rent	0	200	200	200	200	200
Other Purchased Services	733	26,000	79,400	41,100	41,100	41,100
					<i>Contractual studies and insurance premiums.</i>	
Training & Conference	1,797	8,500	5,500	11,000	11,000	11,000
General Supplies	1,158	2,350	1,050	2,350	2,350	2,350
Other Operating Costs	300	2,300	300	2,000	2,000	2,000
					<i>Insurance claims, memberships & dues.</i>	
Total Operating Exps.	4,623	40,000	87,085	57,300	57,300	57,300
TOTAL EXPENDITURES	<u>382,775</u>	<u>493,387</u>	<u>451,500</u>	<u>513,909</u>	<u>513,909</u>	<u>513,909</u>
REVENUES	<u>0</u>	<u>0</u>	<u>0</u>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Cost-Sharing Expenses	27,472	33,905	33,205	36,549	36,549	36,549
POSITIONS (FT/PT)	6/0	6/0	6/0	6/0	6/0	6/0

Budget Highlights: The adopted FY 2017 Budget & Management budget is an increase of \$20,522, or 4.2%. The increase includes \$3,222 of increased Personal Services, \$15,000 increase in Other Purchased Services, \$2,500 increase in Training & Conference, and a \$200 decrease of Other Operating Costs. Also included is \$15,000 of revenue for JCPC Administration. This revenue has historically been housed in Youth Services. Budget staff will now be completing administrative functions for JCPC.

MANAGEMENT INFORMATION SERVICES

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

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.

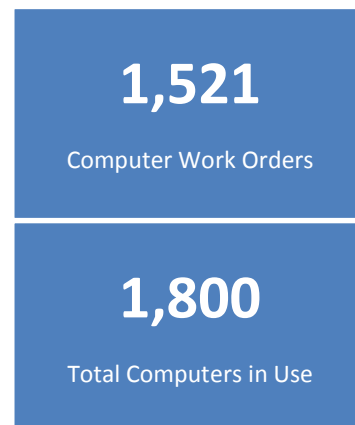
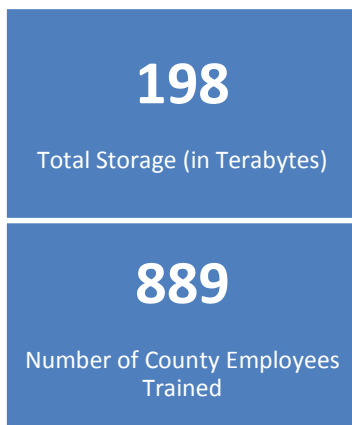
Accomplishments: MIS has undergone significant changes during the 2015-2016 budget year. With the retirement of the CIO, the MIS department lost over 40 years of knowledge, experience, and history. This significant event allowed the MIS department to evaluate operations and personnel which created an opportunity to realign IT for the future. As such, leadership was expanded to include both a CIO (Chief Information Officer) and a CTO (Chief Technology Officer). The goal is to provide specific leadership in these distinct and expanding areas within the County to ensure that Forsyth County's employees, citizens, and stakeholders are prepared to face the ever-changing IT landscape.

FY17 Goals: MIS plans to establish and maintain a unified service delivery for County departments; review and modernize the key central storage area network and data protection solutions to provide reliable and efficient service for the upcoming years; review and modernize the key site-to-site connectivity options in order to keep up with the growing demands for internet bandwidth at County locations; and implement a state-of-the-art technology center at the new Central Library.

PROGRAM SUMMARY

	FY 14-15		FY 15-16		FY 16-17	
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	664,781	786,645	605,882	678,108	672,208	672,208
Technology Solutions	4,508,583	5,008,526	5,166,004	6,049,723	5,188,060	5,188,060
Application Solutions	1,122,808	1,000,732	897,067	965,179	965,179	965,179
TOTAL	<u>6,296,172</u>	<u>6,795,903</u>	<u>6,668,953</u>	<u>7,693,010</u>	<u>6,825,447</u>	<u>6,825,447</u>

Key Performance Measures:



MANAGEMENT INFORMATION SERVICES

	FY 14-15 Actual	FY 15-16 Original	FY 15-16 Estimate	FY 16-17 Request	FY 16-17 Recommend	FY 16-17 Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	2,657,851	2,756,506	2,540,172	2,567,725	2,567,725	2,567,725
Other Employee Benefits	7,091	7,384	6,166	7,384	7,384	7,384
					<i>lpad & cell phone stipends.</i>	
Employee Benefits	817,219	837,893	854,039	916,671	916,671	916,671
Total Personal Services	3,482,161	3,601,783	3,400,377	3,491,780	3,491,780	3,491,780
Operating Expenditures						
Maintenance Service	403,520	577,800	550,000	740,800	573,200	573,200
		<i>Copier maintenance, hardware maintenance for computer equipment.</i>				
Rent	138,632	140,680	140,680	510,930	294,527	294,527
		<i>Mail meter rental and copier rental agreement.</i>				
Construction Services	9,506	20,000	20,000	20,000	20,000	20,000
		<i>Wiring projects.</i>				
Other Purchased Services	1,189,961	1,576,140	1,584,470	1,654,600	1,572,240	1,572,240
		<i>Insurance premiums, software maintenance, consultant svcs. Contracts, phone & data line charges.</i>				
Training & Conference	25,053	30,050	30,050	30,250	25,250	25,250
		<i>Training & personal mileage.</i>				
General Supplies	443,756	571,050	671,376	619,050	571,050	571,050
		<i>Computer & printer replacement, postage, small equipment, repair supplies.</i>				
Operating Supplies	60,354	103,000	103,100	140,200	103,000	103,000
		<i>Software, paper, printer supplies, computer supplies.</i>				
Other Operating Costs	9,562	18,400	11,900	17,400	17,400	17,400
		<i>Winston net membership, memberships & dues, books & subscriptions, insurance claims.</i>				
Total Operating Exps.	2,280,344	3,037,120	3,111,576	3,733,230	3,176,667	3,176,667
Capital Outlay	533,667	157,000	157,000	468,000	157,000	157,000
		<i>Software, server replacements and equipment for County departments.</i>				
Total Expenditures	6,296,172	6,795,903	6,668,953	7,693,010	6,825,447	6,825,447
Cost-Sharing Expenses	194,294	140,240	131,380	145,871	145,871	145,871
Contra-Expenses	(458,328)	(779,670)	(583,569)	(617,164)	(607,612)	(607,612)
REVENUES	127	11,200	200	200	200	200
POSITIONS (FT/PT)	42/0	42/0	41/0	41/0	41/0	41/0

Budget Highlights: The MIS FY2017 Adopted budget reflects a net county dollar increase of \$37,544 or .55% over the Current Year Original budget. In February of 2017, MIS is moving to a lease agreement for the Storage Area Network system which will keep the equipment current, eliminate some of the high maintenance costs, provide better data migration, and reduce staff time. There is an overall decrease in Personal Services mainly due to the retirement of the CIO and subsequent elimination of that position. The department consists of 41 total positions, including a Chief Information Officer, and a Chief Technology Officer with the remaining positions allocated across 3 divisions (Administration, Technology Services, and IT Application Solutions).

FINANCE

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

Program Descriptions:

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

and risk management services to the Forsyth County Tourism Development Authority.

Accomplishments: The Finance Department earned the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 31st consecutive year.

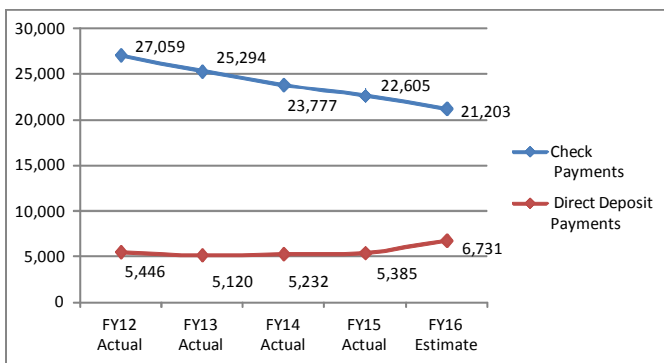
FY17 Goals: For FY 2017, the Finance Department has identified the following goals:

- A. Complete & fully utilize the digitized contract control system for departmentally initiated contracts < \$3,500.
- B. Implement an electronic department budget transfer and Board Appropriation system.
- C. Fully utilize and implement the online digital invoice and payment system.
- D. Fully utilize and complete development of automated timesheet system.
- E. Select a consultant to perform requirements definition study for new financial, budgeting, purchasing, payroll, and human resources system(s).

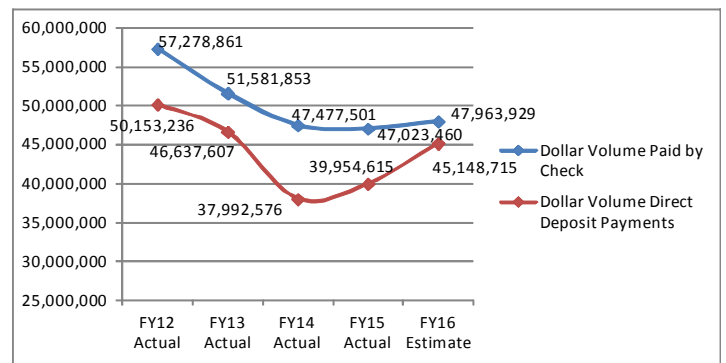
PROGRAM SUMMARY

	FY 14-15 Actual	FY 15-16 Original Estimate	FY 16-17 Request	FY 16-17 Recommend	FY 16-17 Adopted
Finance	2,236,889	2,373,692	2,499,288	2,454,987	2,454,987
TOTAL	2,236,889	2,373,692	2,499,288	2,454,987	2,454,987

Key Performance Measures:



Disbursements by Type



Disbursements by Amount

FINANCE

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	1,353,774	1,378,743	1,364,328	1,400,995	1,400,995	1,400,995
Other Employee Benefits	4,143	4,947	4,586	5,200	5,200	5,200
					<i>ipad & cell phone stipends.</i>	
Employee Benefits	432,012	433,157	458,504	490,527	490,527	490,527
Total Personal Services	1,789,929	1,816,847	1,827,418	1,896,722	1,896,722	1,896,722
Operating Expenditures						
Professional Fees	100,901	177,000	286,870	179,000	179,000	179,000
		<i>Includes benefits consultant, bond issuance costs, actuarial study, arbitrage rebate/tax services.</i>				
Maintenance Service	0	1,000	1,000	1,000	1,000	1,000
Other Purchased Services	295,333	304,750	330,905	304,950	304,950	304,950
		<i>Cost allocation plan, financial system software maintenance, bank service, and insurance premiums.</i>				
Training & Conference	32,383	48,000	34,000	48,000	48,000	48,000
		<i>Certification training, GFOA & performance users conference, other specialized training for staff.</i>				
General Supplies	14,565	15,000	10,000	15,000	15,000	15,000
		<i>Office supplies, books & subscriptions, small equipment.</i>				
Operating Supplies	0	3,400	1,400	3,400	3,400	3,400
		<i>Audio-visual & training supplies for risk management safety training.</i>				
Other Operating Costs	3,788	7,695	7,695	6,915	6,915	6,915
		<i>Insurance claims, memberships & dues.</i>				
Total Operating Exps.	446,970	556,845	671,870	558,265	558,265	558,265
Total Expenditures	<u>2,236,899</u>	<u>2,373,692</u>	<u>2,499,288</u>	<u>2,454,987</u>	<u>2,454,987</u>	<u>2,454,987</u>
Cost-Sharing Expenses	70,594	59,003	59,291	60,899	60,899	60,899
REVENUES	<u>228,350</u>	<u>60,000</u>	<u>57,500</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>
POSITIONS (FT/PT)	23/0	23/0	23/0	23/0	23/0	23/0

Budget Highlights: The adopted FY2017 Finance Department budget reflects an increase of \$81,295, or 3.4%, over the Current Year Original (CYO) budget. The increase is due to annualized salary increases of \$22,252, fringe benefit increases of \$57,370, and a \$253 increase for iPad & Cell Phone Stipends. The remaining increase of \$2,000 is for auditing services that were not included in the FY16 budget. Insurance premiums & claims have been reduced a total of \$580 from CYO. The remaining budget is the same as CYO, with the same level of service being expected.

GENERAL SERVICES

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

Program Descriptions:

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

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

Facilities Services - provides custodial services for all County facilities.

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

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.

Accomplishments: General Services successfully contracted out print shop and mail delivery services; eliminated contracted janitorial services at Behavioral Health Complex for annual savings of \$51,500; completed \$1.484 million of capital repair maintenance projects; created and implemented FRED's List, an online solution to the County's surplus property and disposal needs.

FY17 Goals: In FY17, General Services plans to implement a County wide security guard services contract to increase the level of service. They also plan to: complete LEDC roof replacement project; complete installation of fuel master reader at Automotive Services fueling station to allow for robust reporting and the ability to capture all fueling data into one system; greatly expand and improve the access control system at the Government Center, Department of Social Services, Public Health, Hall of Justice, Behavioral Health Complex, Emergency Services; and create and implement an Arc Flash Labeling program.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	1,474,523	1,629,529	1,729,565	1,904,342	1,904,342	1,904,342
Automotive Services	2,478,497	2,903,828	2,507,783	2,774,606	2,576,606	2,576,606
Central Services	1,792,070	1,959,610	1,769,036	2,043,458	2,042,058	2,042,058
Construction Management	184,419	231,973	232,606	246,434	246,434	246,434
Facilities Operations	2,120,716	2,115,446	2,062,716	2,126,753	2,120,203	2,120,203
Grounds Maintenance	838,130	929,767	943,069	1,003,823	998,323	998,323
Facility Expenses	1,887,942	1,860,700	1,797,279	1,884,940	1,837,540	1,837,540
Support Services	1,257,460	1,432,783	1,499,140	1,672,182	1,665,482	1,665,482
TOTAL	<u>12,033,757</u>	<u>13,063,636</u>	<u>12,541,194</u>	<u>13,656,538</u>	<u>13,390,988</u>	<u>13,390,988</u>

Key Performance Measures:



GENERAL SERVICES

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	3,971,572	4,285,457	3,864,657	4,185,817	4,185,817	4,185,817
Other Employee Benefits	5,808	5,000	6,419	6,575	6,575	6,575
Employee Benefits	1,690,872	1,841,143	1,754,920	2,016,841	2,016,841	2,016,841
Board Compensation	0	900	900	900	900	900
Total Personal Services	5,668,252	6,132,500	5,626,896	6,210,133	6,210,133	6,210,133
Operating Expenditures						
Professional Fees	808,235	845,590	837,590	1,115,590	1,115,590	1,115,590
				<i>Custodial and security services; legal and engineering fees.</i>		
Maintenance Service	829,235	850,377	793,233	861,900	848,250	848,250
				<i>Janitorial services, building and mechanical systems projects.</i>		
Rent	518,337	545,650	539,590	546,090	536,090	536,090
				<i>Includes Parole, Probation & Community Service lease; juror parking, Public Defender's Office.</i>		
Utility Services	64,587	61,700	65,100	72,200	72,200	72,200
				<i>Includes solid waste disposal charges, water & sewer services.</i>		
Construction Services	480	40,000	200,000	0	0	0
				<i>Capital Repair Plan.</i>		
Other Purchased Services	467,376	418,745	753,355	738,250	731,850	731,850
				<i>Insurance premiums, pagers, telephone services, blanket contracts for preventive maintenance services.</i>		
Training & Conference	7,925	10,900	12,850	13,300	10,000	10,000
General Supplies	882,214	908,175	926,340	911,375	900,675	900,675
				<i>Janitorial & maintenance repair supplies; small equipment purchases.</i>		
Energy	1,793,092	2,084,044	1,782,100	2,020,800	1,820,800	1,820,800
				<i>Electricity, natural gas, gasoline.</i>		
Operating Supplies	934,078	1,019,650	866,135	1,008,500	992,000	992,000
				<i>Tires & automotive supplies, protective gear, repair supplies.</i>		
Other Operating Costs	21,449	80,305	62,705	78,400	78,400	78,400
				<i>Insurance claims, memberships & dues.</i>		
Total Operating Exps.	6,327,008	6,865,136	6,838,998	7,366,405	7,105,855	7,105,855
Capital Outlay	38,497	66,000	75,300	80,000	75,000	75,000
Total Expenditures	12,033,757	13,063,636	12,541,194	13,656,538	13,390,988	13,390,988
Cost-Sharing Expenses	1,638,830	1,055,432	1,525,540	1,522,008	1,516,258	1,516,258
Contra-Expenses	(8,322,254)	(7,134,042)	(6,255,971)	(6,999,062)	(6,989,637)	(6,989,637)
REVENUES	948,123	782,740	793,330	731,040	731,040	731,040
POSITIONS (FT/PT)	133/4	133/4	133/4	128/1	128/1	128/1

Budget Highlights: The FY2017 adopted budget reflects a net county dollar increase of \$379,062 or 3.09% over FY2016. Revenue is down slightly by \$51,700 or 6.61%. There are increases in Personal Services for FY2017 due to the addition of 401k contributions. The budget also reflects anticipated savings in utilities and gasoline. The primary drivers for the overall increases are a new contract with AlliedBarton Security Services and a Ricoh USA contract. The addition of both contracts is expected to enhance the quality of county services in the areas of security to county buildings and print shop services for county departments.

HUMAN RESOURCES

Mission: Human Resources provides quality, professional services to attract, develop, motivate and retain a diverse workforce. As a strategic partner, HR provides comprehensive HR 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.

Program Descriptions:

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

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

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

Accomplishments: Implemented the inaugural year of the County Manager's Management Fellows Program; Implemented the new Family Medical Leave (FMLA) Tracking system which provides a centralized location for managing FMLA cases to minimize compliance concerns; Revamped the new hire orientation and on-boarding/assimilation process to provide a more effective introductory experience for new hires.

FY17 Goals: The Human Resources Department will continue to work on overall process improvements to provide more effective and efficient customer service; implement more leadership and development courses for current and prospective county leaders; support the improvement and increase the participation of employees in wellness initiatives and programs; and implement more automated processes to enhance our electronic efforts.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Human Resources	747,622	898,245	892,847	1,077,374	930,905	965,237
TOTAL	747,622	898,245	892,847	1,077,374	930,905	965,237

Key Performance Measures:

	FY 12	FY 13	FY 14	FY 15
<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	10.7%	11.8%	13.7%	13.6%
Sick Leave Utilization	3.3%	3.5%	3.5%	3.5%

HUMAN RESOURCES

	FY 14-15	FY 15-16			FY 16-17	
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	443,529	498,730	500,106	597,716	497,716	520,918
Employee Benefits	134,308	150,335	168,996	199,109	165,699	176,829
Total Personal Services	577,837	649,065	669,102	796,825	663,415	697,747
Operating Expenditures						
Professional Fees	32,576	40,000	40,000	40,000	40,000	40,000
				<i>Contract for the County's Employee Assistance Program.</i>		
Rent	220	750	250	750	750	750
Other Purchased Services	89,534	141,200	124,396	158,200	149,200	149,200
				<i>Criminal & drivers license checks, COBRA Admin., Flex Program Admin., Neo Gov contracts, Kenexa, Comp/Class Study.</i>		
Training & Conference	6,407	10,850	8,050	12,665	12,365	12,365
General Supplies	4,308	9,100	6,700	10,600	9,400	9,400
				<i>Office supplies, small equipment, books & subscriptions.</i>		
Operating Supplies	18,806	22,800	22,000	28,800	26,300	26,300
Other Operating Costs	17,934	24,480	22,349	29,534	29,475	29,475
				<i>Tuition reimbursement, membership & dues, insurance claims.</i>		
Total Operating Exps.	169,785	249,180	223,745	280,549	267,490	267,490
Total Expenditures	<u>747,622</u>	<u>898,245</u>	<u>892,847</u>	<u>1,077,374</u>	<u>930,905</u>	<u>965,237</u>
Cost-Sharing Expenses	37,402	5,220	29,921	30,695	30,695	30,965
POSITIONS (FT/PT)	9/0	9/0	9/0	11/0	9/0	10/0

Budget Highlights: The Adopted FY2017 Human Resources budget is an increase of \$66,992, or 7.5% over the Current Year Original (CYO) budget. The adopted increase is driven by the addition of 1 Senior Human Resources Consultant to be hired in January 2017, as well as increases in the department's operating budget to support the Employee Wellness Program. Remaining increases are due to personal services costs and increases in operating for consulting fee expenditures.

MAPFORSYTH

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

Program Description: *MapForsyth / City-County Geographic Information* - MapForsyth is an enterprise GIS Addressing office. MapForsyth is designed to support departments and municipalities that are using GIS Addressing information, while supporting and training others who do not have GIS

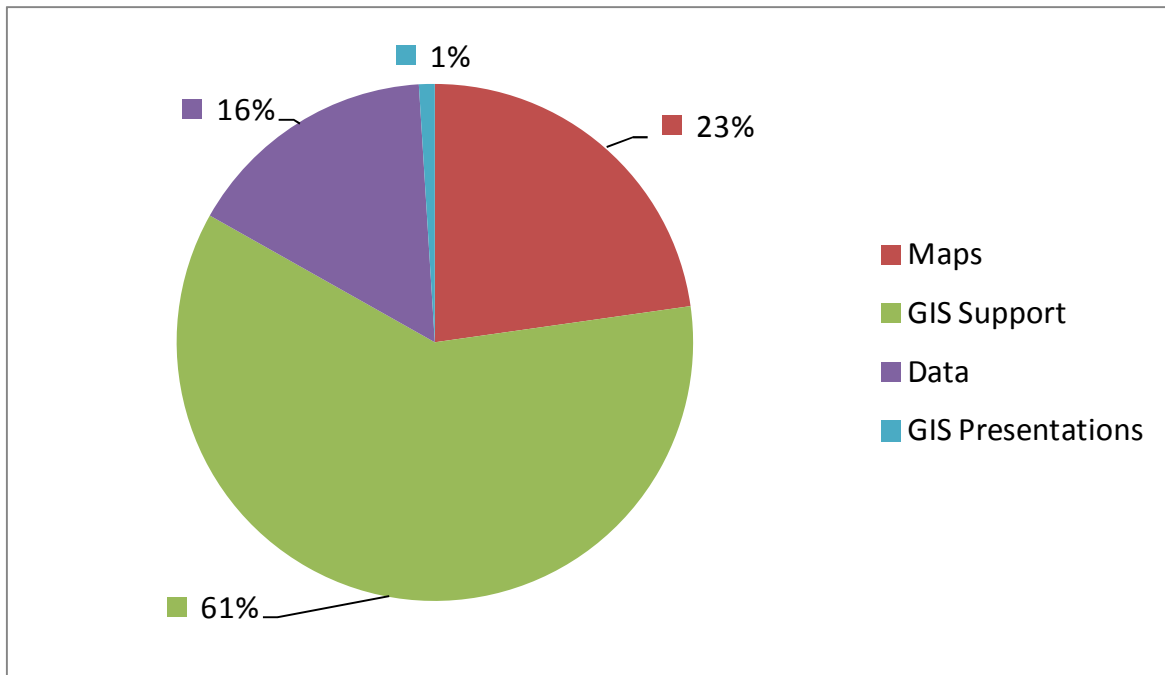
personnel. Projects include providing Maps, GIS Support, Data, GIS Presentations, GIS Trainings and Addressing.

FY17 Goals: MapForsyth will begin work on Phase III of the Master Address Repository (MAR) Addressing Project during summer 2016. In addition, it will work to upgrade desktop and server ArcGIS software, increase public accessibility to county information by enhancing GIS and Addressing Web pages, and develop universal geospatial policies.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
MapForsyth	-	835,130	783,635	611,539	543,206	543,206
Addressing	-	-	-	230,948	228,492	228,492
TOTAL	-	835,130	783,635	842,487	771,698	771,698

Key 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

MAPFORSYTH

	FY 14-15	FY 15-16			FY 16-17	
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	0	398,530	350,020	422,599	374,801	374,801
Employee Benefits	0	127,700	124,715	160,883	145,396	145,396
Total Personal Services	0	526,230	474,735	583,482	520,197	520,197
Operating Expenditures						
Other Purchased Services	0	296,720	296,720	232,100	232,100	232,100
				<i>Software Licensing and Maintenance, Other Contractual, Insurance Premiums.</i>		
Training & Conference	0	8,380	8,380	14,000	10,001	10,001
General Supplies	0	2,000	2,000	7,400	5,400	5,400
				<i>Office supplies, small equipment, Books & Subscriptions, Other General Supplies.</i>		
Other Operating Costs	0	1,800	1,800	5,505	4,000	4,000
				<i>Insurance claims, Membership & Dues</i>		
Total Operating Exps.	0	308,900	308,900	259,005	251,501	251,501
Total Expenditures	0	835,130	783,635	842,487	771,698	771,698
Cost-Sharing Expenses	0	38	2,408	19,815	19,815	19,815
REVENUES	0	402,820	278,190	306,117	280,987	280,987
POSITIONS (FT/PT)	0	6/0	6/0	7/0	6/0	6/0

Budget Highlights: This is the second budget for MapForsyth as a standalone department. The department's workload continues to increase as more stakeholders become aware of the services and capabilities available through MapForsyth. For FY2017, MapForsyth was divided into two program areas to better depict its operations: 1) GIS functions and 2) Addressing functions. Operating Expenses are primarily in Software Licensing and Maintenance (ESRI contract) and Other Contractual Services (Phase III of the Master Addressing Repository Contract with Spatial Focus). Some costs included in this budget were previously budgeted in Tax Administration. The revenue for MapForsyth is primarily from the City of Winston-Salem as MapForsyth operates as a joint City/County department. The revenue formula is based on population. Currently, the city funds 35.5% and the county 64.5% of the MapForsyth budget.

PURCHASING

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

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

Program Descriptions:

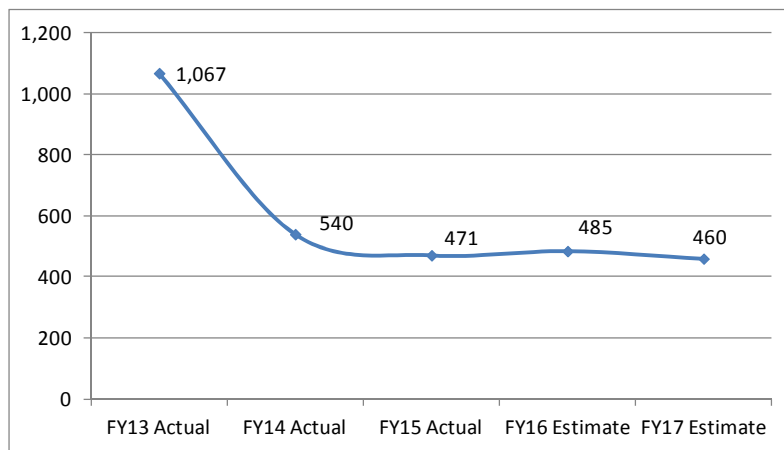
Purchasing - procures equipment and supplies for the City & County; prepares formal construction contract bids as

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

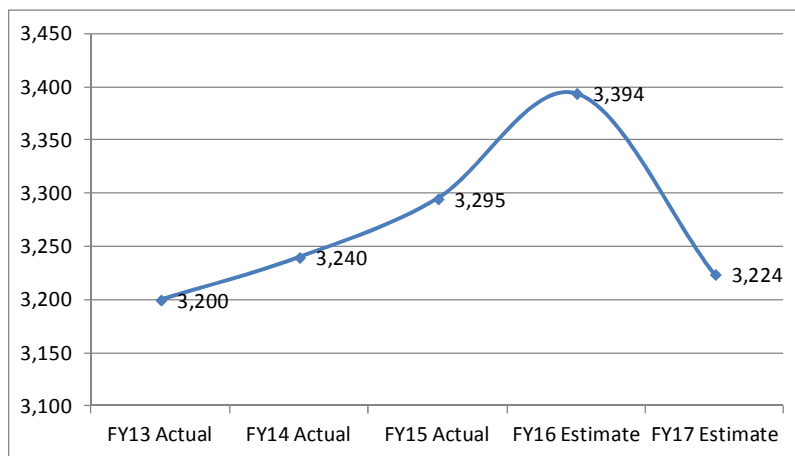
PROGRAM SUMMARY

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
Purchasing	108,839	117,230	117,230	98,590	98,590	108,890
County Share	<u>108,839</u>	<u>117,230</u>	<u>117,230</u>	<u>98,590</u>	<u>98,590</u>	<u>108,890</u>

Key Performance Measures:



Purchase Orders & Contracts per Position



Total Number of Purchases

ATTORNEY

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

including lawsuit, administrative proceedings, and claims; provides advice to Board of Commissioners, County departments & agencies about legal matters; prepares & reviews documents such as contracts, ordinances, resolutions, legislation, and notices.

Program Descriptions:

Attorney – Represents County to protect its interests through the initiation, defense, and conclusion of legal proceedings

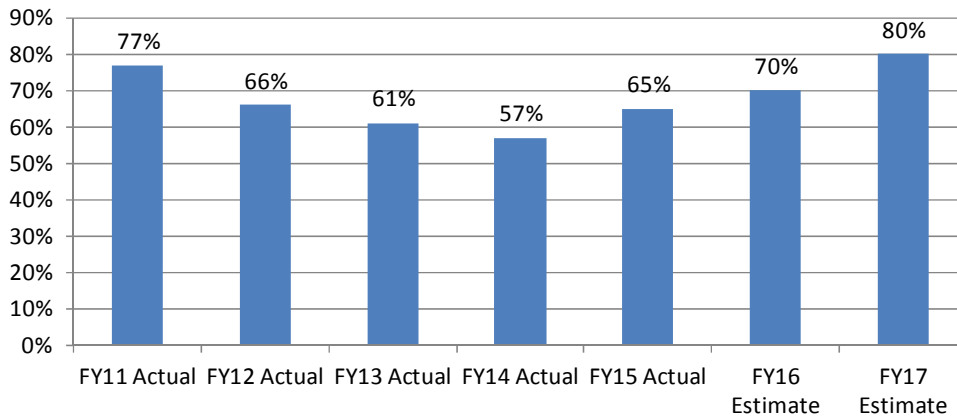
Attorney – Social Services – Provides legal services to the Department of Social Services for child welfare and child support cases.

PROGRAM SUMMARY

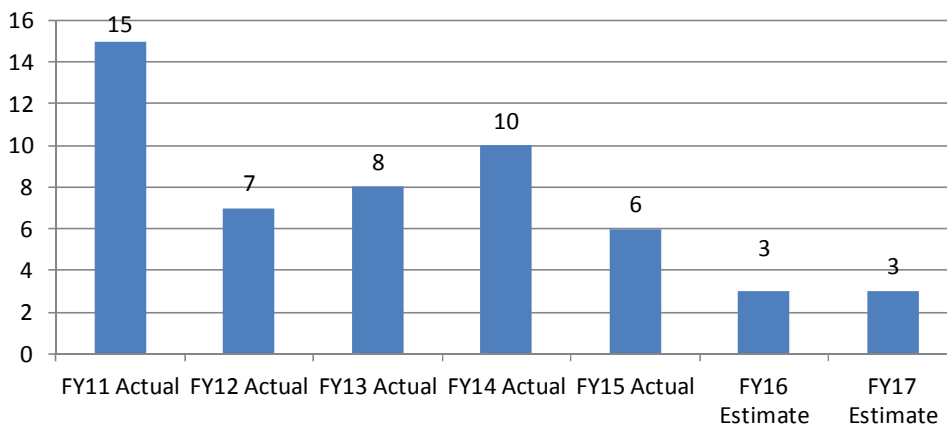
	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Attorney	720,803	740,388	756,405	787,439	780,759	780,759
Attorney - Social Services	609,895	597,116	638,402	770,853	627,768	677,768
Total	<u>1,330,698</u>	<u>1,337,504</u>	<u>1,394,807</u>	<u>1,558,292</u>	<u>1,408,527</u>	<u>1,458,527</u>

Key Performance Measures:

Percentage of Contracts Processed in One Working Week



of Tort Claims



ATTORNEY

	FY 14-15 Actual	FY 15-16 Original	Estimate	Request	FY 16-17 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	996,923	1,001,474	1,026,403	1,128,830	1,027,492	1,077,492
Other Employee Benefits	522	520	524	520	520	520
						<i>Ipad stipend.</i>
Employee Benefits	283,239	276,208	298,715	351,110	319,513	319,513
Total Personal Services	1,280,684	1,278,202	1,325,642	1,480,460	1,347,525	1,397,525
Operating Expenditures						
Professional Fees	14,255	1,000	15,745	10,000	3,500	3,500
						<i>Legal fees.</i>
Maintenance Service	0	60	60	60	60	60
						<i>Equipment repair.</i>
Rent	3,955	4,260	4,260	4,260	4,260	4,260
						<i>Equipment rental, parking for DSS Attorneys.</i>
Other Purchased Services	9,247	13,026	11,376	13,406	13,226	13,226
						<i>Printing costs, online law references and music licenses.</i>
Training & Conference	6,778	11,888	9,650	11,888	11,888	11,888
						<i>Personal mileage and required travel.</i>
General Supplies	11,242	15,800	16,044	25,450	15,300	15,300
						<i>Office supplies, books & subscriptions, small equipment.</i>
Operating Supplies	759	200	558	200	200	200
Other Operating Costs	3,778	13,068	11,472	12,568	12,568	12,568
						<i>Memberships & dues, legal & court costs, insurance claims & premiums.</i>
Total Operating Exps.	50,014	59,302	69,165	77,832	61,002	61,002
Total Expenditures	<u>1,330,698</u>	<u>1,337,504</u>	<u>1,394,807</u>	<u>1,558,292</u>	<u>1,408,527</u>	<u>1,458,527</u>
Cost-Sharing Expenses	23,786	21,258	19,640	21,862	21,862	21,862
Contra-Expenses	(582,674)	(597,116)	(610,000)	(753,085)	(610,000)	(610,000)
						<i>Social Services' Attorneys and Paralegal charge back.</i>
POSITIONS (FT/PT)	13/0	13/0	13/0	15/0	13/0	14/0

Budget Highlights: The adopted FY17 County Attorney budget is an increase of \$121,023, or 9% over the Current Year Original (CYO) budget. The Board of Commissioners added \$50,000 for the hiring or contracting of a full time Assistant County Attorney to be assigned to DSS to assist with Foster Child Care Cases. Also included in the adopted budget is an increase of \$2,500 for outside attorney Legal Fees. The remaining \$68,523 increase is for personal service costs and insurance premium increases, as well as reductions in insurance claims and general supplies from CYO.

COUNTY COMMISSIONERS & MANAGER

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

Program Descriptions: County Commissioners 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.

Accomplishments: Construction of renovated Central Library began; successful acceptance of property for a new Kernersville branch library with design phase beginning; and significant work towards property donation from Village of Clemmons for a new branch library. Successful passage of the FY2016 budget with approval for implementation of 2.5% Employer 401(k) contribution for full and part-time benefit employees (excludes sworn law enforcement due to their receipt of statutory 5% employer 401(k) contribution).

FY17 Goals: To implement and translate any programs and policies adopted by the Board of Commissioners.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
County Commis. & Manager	1,006,038	1,097,216	1,157,709	1,130,687	1,130,687	1,130,687
TOTAL	<u>1,006,038</u>	<u>1,097,216</u>	<u>1,157,709</u>	<u>1,130,687</u>	<u>1,130,687</u>	<u>1,130,687</u>

COUNTY COMMISSIONERS & MANAGER

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	712,262	778,651	813,360	784,606	784,606	784,606
Other Employee Benefits	2,642	3,888	3,045	3,240	3,240	3,240
Employee Benefits	201,553	179,398	224,901	204,951	204,951	204,951
Total Personal Services	916,457	961,937	1,041,306	992,797	992,797	992,797
Operating Expenditures						
Professional Fees	0	4,000	2,450	2,000	2,000	2,000
Maintenance Service	0	300	0	300	300	300
Rent	0	190	400	575	575	575
Other Purchased Services	27,443	38,595	41,241	44,000	44,000	44,000
				<i>Advertising, videotape briefings & meetings, laser fiche, employee luncheon.</i>		
Training & Conference	35,250	49,000	40,500	49,000	49,000	49,000
General Supplies	24,760	28,390	27,186	28,615	28,615	28,615
				<i>Office supplies, books & subscriptions, small equipment.</i>		
Operating Supplies	20	5,474	100	5,000	5,000	5,000
Other Operating Costs	2,108	9,330	4,526	8,400	8,400	8,400
				<i>Insurance claims and professional memberships.</i>		
Total Operating Exps.	89,581	135,279	116,403	137,890	137,890	137,890
Total Expenditures	<u>1,006,038</u>	<u>1,097,216</u>	<u>1,157,709</u>	<u>1,130,687</u>	<u>1,130,687</u>	<u>1,130,687</u>
Cost-Sharing Expenses	91,823	71,260	92,511	82,422	82,422	82,422
POSITIONS (FT/PT)	6/1	6/1	6/2	6/2	6/2	6/2

Budget Highlights: The Board of County Commissioners/Manager's Office Adopted FY2017 budget reflects a County dollar increase of \$33,471, or 3.1% over the Current Year Original (CYO) budget. This increase is driven by personal services cost increases of \$30,860 and an operating increase of \$2,611.

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 FY2017 Adopted budget reflects a net County dollar decrease of over \$3.1 million (6.3%) compared to the FY2016 Adopted budget. The decrease is attributable to a decrease in debt obligations including the retirement and/or refunding of several debt issues. Revenue increases slightly in part due to the addition of Library Debt Leveling (\$406,807). From the Debt by Service area information below, Education Debt makes up 78.3% of the County's debt service obligations with the Winston-Salem/Forsyth County Public School System making up 68.8% of the 78.3%.

There will be a Bond Referendum for Winston-Salem/Forsyth County Schools, Forsyth Technical Community College, and County Parks. The referendum for WSFCS will amount to \$350 million, while FTCC will ask for \$65 million, and County Parks has identified \$15 million in needs. If the Board of Commissioners decides to renovate and/or build a new court facility, Limited Obligation bonds would be used to fund that project.

The impact on the November Bond Referendum will be significant for future Debt Service payments. Debt Leveling would be proposed for any General Obligation bond project.

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
General Obligation Bonds	50,982,502	52,043,615	52,106,299	50,047,009	50,047,009	50,047,009
Non-General Obligation Debt	1,527,926	2,067,964	2,067,964	5,901,185	5,901,185	5,901,185
Installment Purchase Contracts	8,129,595	7,367,718	7,367,448	2,665,750	2,665,750	2,665,750
Total	60,640,023	61,479,297	61,541,711	58,613,944	58,613,944	58,613,944

Debt By Service Area:

	15-16%						
Animal Control	0.8%	414,688	526,074	526,074	481,735	481,735	481,735
Emergency Communications	0.1%	81,720	75,001	74,997	76,284	76,284	76,284
EMS	0.1%	30,094	61,371	61,371	38,210	38,210	38,210
Sheriff Administration	4.7%	2,850,885	2,795,933	2,795,928	2,753,770	2,753,770	2,753,770
Jail	0.0%	176,526	0	0	0	0	0
Courts	0.8%	435,666	485,714	485,701	485,005	485,005	485,005
Total Public Safety	6.5%	3,989,579	3,944,093	3,944,071	3,835,004	3,835,004	3,835,004
Health	0.2%	82,237	153,592	153,592	100,903	100,903	100,903
Social Services	2.2%	1,352,148	1,240,972	1,240,904	1,261,982	1,261,982	1,261,982
Youth Services	0.1%	51,602	65,976	65,976	60,317	60,317	60,317
Total Health/Social Svcs.	2.4%	1,485,987	1,460,540	1,460,472	1,423,202	1,423,202	1,423,202
Forsyth Tech	9.5%	4,963,572	5,479,515	5,479,508	5,573,687	5,573,687	5,573,687
Schools	68.8%	44,112,171	41,863,724	41,026,388	40,337,307	40,337,307	40,337,307
Total Education	78.3%	49,075,743	47,343,239	46,505,896	45,910,994	45,910,994	45,910,994
Library	4.5%	781,235	2,796,858	2,796,858	2,610,573	2,610,573	2,610,573
Parks	3.0%	1,528,920	1,972,181	1,972,178	1,741,816	1,741,816	1,741,816
Total Culture & Rec.	7.4%	2,310,155	4,769,039	4,769,036	4,352,389	4,352,389	4,352,389
Technology	0.2%	725,909	1,004,193	1,004,186	136,796	136,796	136,796
General Services	1.1%	587,641	631,153	631,129	634,529	634,529	634,529
Administration/Other	4.0%	2,465,009	2,327,040	2,326,921	2,321,030	2,321,030	2,321,030
Total Admin./Other	5.3%	3,778,559	3,962,386	3,962,236	3,092,355	3,092,355	3,092,355
Total	100%	<u>60,640,023</u>	<u>61,479,297</u>	<u>60,641,711</u>	<u>58,613,944</u>	<u>58,613,944</u>	<u>58,613,944</u>

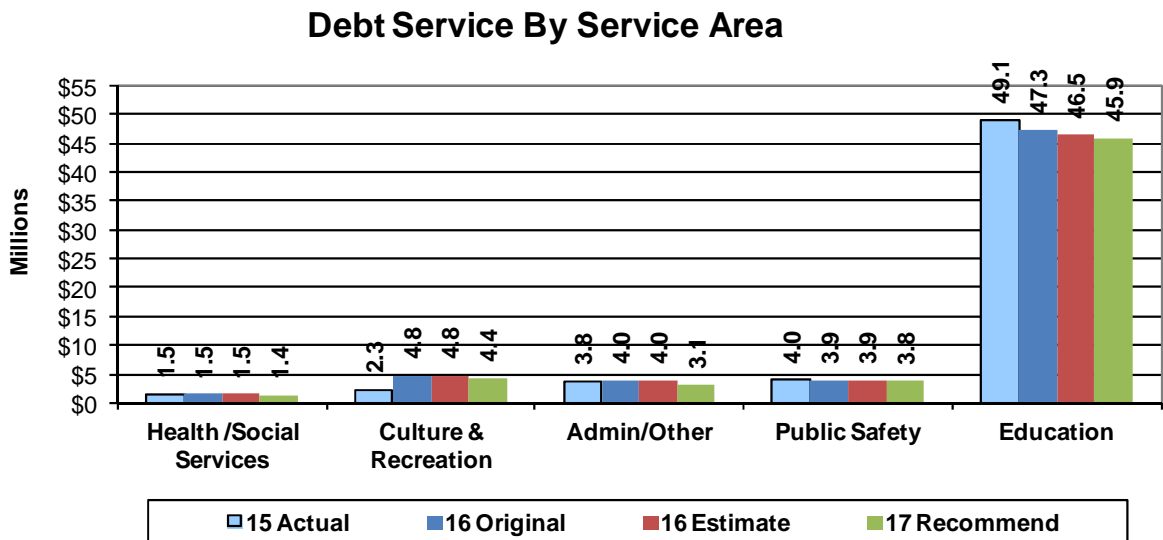
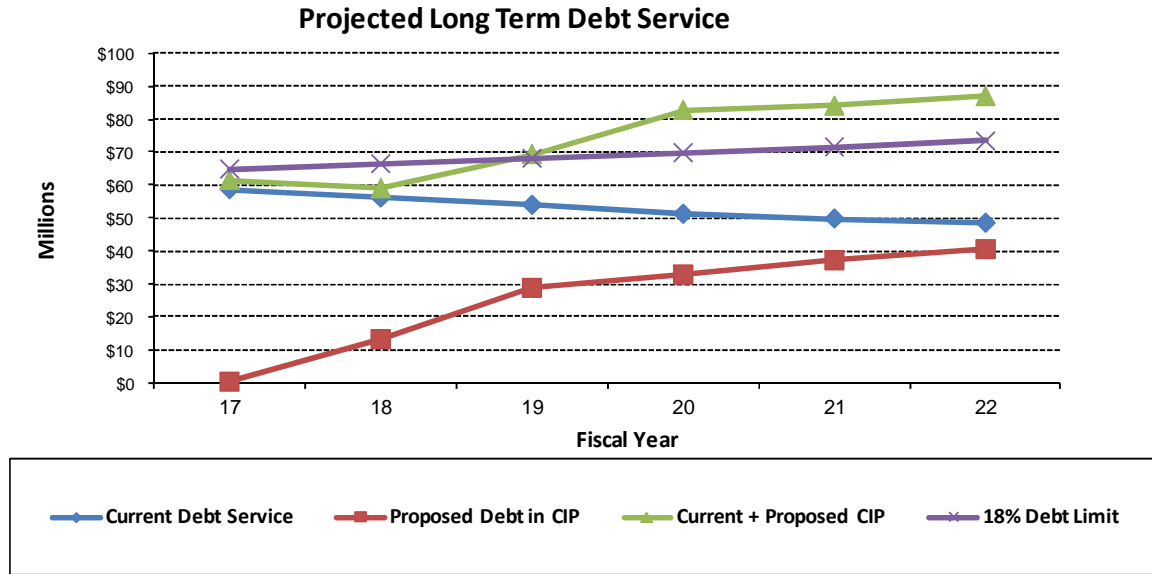
DEBT SERVICE

	FY 14-15	FY 15-16		Request	FY 16-17	
	Actual	Original	Estimate		Recommend	Adopted
<u>Debt by Issuance</u>						
2003A Refunding	359,231	-	-	-	-	-
2004 Refunding	2,463,300	-	-	-	-	-
2004 Schools VRDB	1,102,696	1,537,859	2,017,000	1,504,017	1,504,017	1,504,017
2006 School Bonds	998,000	1,640,000	1,640,000	-	-	-
2006 PI 2/3rds Bonds	244,000	820,000	820,000	-	-	-
2007A Schools	1,107,750	1,857,750	1,857,750	1,783,500	1,783,500	1,783,500
2007B Schools VRDB	993,150	2,260,457	1,844,000	2,261,643	2,261,643	2,261,643
2007 Community College Bonds	409,500	789,500	789,500	758,000	758,000	758,000
2008 School Bonds	4,204,953	3,047,500	3,047,500	2,915,000	2,915,000	2,915,000
2008 2/3rds Bonds	574,672	397,250	397,250	385,000	385,000	385,000
2008 Refunding Bonds	6,515,200	2,711,875	2,711,875	2,614,975	2,614,975	2,614,975
2009 Educational Facilities Bonds	2,969,000	1,864,500	1,864,500	1,815,000	1,815,000	1,815,000
2009 Refunding	6,531,875	8,351,425	8,351,425	7,627,175	7,627,175	7,627,175
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	5,627,950	5,444,950	5,444,950	5,221,200	5,221,200	5,221,200
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	1,736,313	1,693,113	1,693,113	1,659,613	1,659,613	1,659,613
2010E Refunding	4,868,150	4,748,900	4,748,900	4,625,700	4,625,700	4,625,700
2013 Public Improvement 2/3rds	931,438	919,938	919,938	902,688	902,688	902,688
2013 Educational Facilities	328,094	323,594	323,594	319,094	319,094	319,094
2013 Refunding	1,648,650	1,648,650	1,648,650	3,736,050	3,736,050	3,736,050
2014 Public Improvement 2/3rds	241,654	991,500	991,500	971,500	971,500	971,500
2014 Library Bonds	598,400	2,424,000	2,424,000	2,376,000	2,376,000	2,376,000
2015 Refunding Bonds	1,366,673	3,409,000	3,409,000	3,409,000	3,409,000	3,409,000
2011 Installment Purch (Equip)	579,563	869,346	869,346	-	-	-
2014 Installment Purch (Refund)	948,363	920,003	920,003	886,849	886,849	886,849
2015 Installment Purch (Refund)	-	278,615	278,615	5,014,336	5,014,336	5,014,336
2005 Refunding COPS	5,376,333	4,655,668	4,655,398	-	-	-
2005 School COPS	2,612	-	-	-	-	-
2009 LOBS-Phillips Building	1,291,150	1,265,000	1,265,000	1,235,000	1,235,000	1,235,000
2012 LOBS-Phillips Building	1,459,500	1,447,050	1,447,050	1,430,750	1,430,750	1,430,750
<u>Total Expenditures</u>	<u>60,640,023</u>	<u>61,479,297</u>	<u>61,541,711</u>	<u>58,613,944</u>	<u>58,613,944</u>	<u>58,613,944</u>
<u>REVENUE</u>	<u>7,966,799</u>	<u>11,214,260</u>	<u>11,214,260</u>	<u>11,434,233</u>	<u>11,434,233</u>	<u>11,434,233</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 2016 through 2021. Decisions related to the funding of new projects are considered within the framework of the debt policy. The "Proposed and Committed" is the debt service from all outstanding debt and proposed debt for future capital projects. 18% comparison for General Fund only. Does not take into account other Special Revenue Funds included in the Budget Ordinance.



Note: Proposed debt is for Capital Improvement Projects from a working plan presented to the Board of Commissioners at the 2015 Planning Workshop. The timing and cost of projects may change based on the priorities of the Board and financing options used for major projects such as the Schools. Adjustments may have to be made to the proposed Capital Improvement Plan if the Current plus Proposed Debt percentage exceeds 18%. Another potential change is with regards to what the total budgets for FY 2016 and beyond

DEBT SERVICE

are. If annual appropriations remain stagnant, then debt to appropriations percentage increases which impacts the County's ability to take on additional debt.

TOTAL DEBT OUTSTANDING				
Approved/Issued				
<u>Maturity Date</u>	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total</u>
June 30,				
2017	39,245,000	19,183,965	45,000	58,473,965
2018	38,080,000	17,779,073	-	55,859,073
2019	37,415,000	16,235,708	-	53,650,708
2020	36,085,000	14,857,908	-	50,942,908
2021	36,000,000	13,508,580	-	49,508,580
2022	35,965,000	12,240,740	-	48,205,740
2023	36,015,000	10,872,604	-	46,887,604
2024	31,910,000	9,462,098	-	41,372,098
2025	32,115,000	8,058,031	-	40,173,031
2026	32,270,000	6,632,451	-	38,902,451
2027	31,470,000	5,396,401	-	36,866,401
2028	30,415,000	4,145,335	-	34,560,335
2029	30,340,000	2,741,628	-	33,081,628
2030	17,190,000	1,328,733	-	18,518,733
2031	7,565,000	592,625	-	8,157,625
2032	7,310,000	351,875	-	7,661,875
2033	3,360,000	117,000	-	3,477,000
TOTAL	482,750,000	143,504,755	45,000	626,299,755

LEGAL DEBT LIMIT AND AVAILABLE CAPACITY

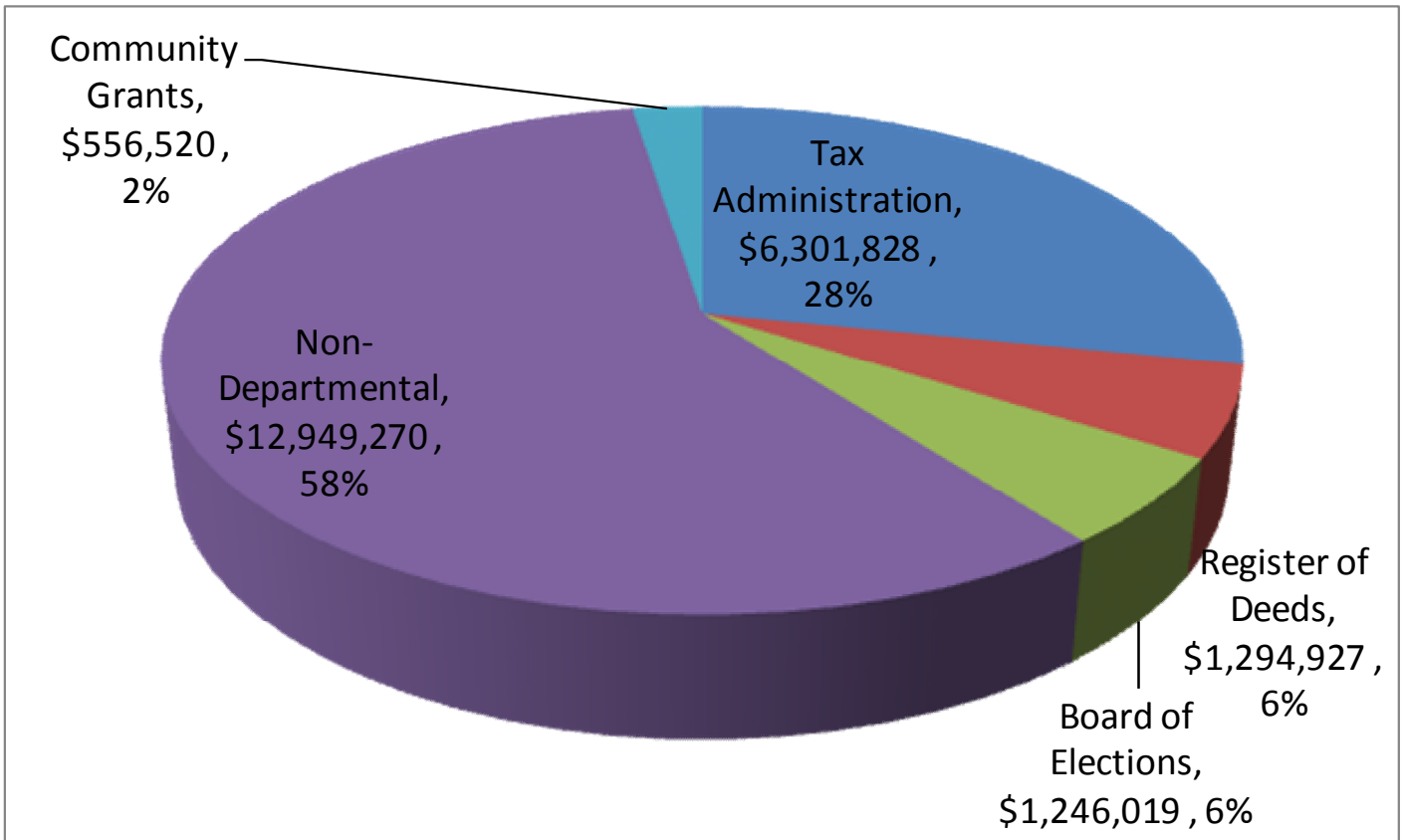
Restrictions on the amount of debt a county may incur are imposed by statute as well as by the State Constitution. G.S. 159-55 provides that the net debt of a county may not exceed 8% of the appraised value of the property subject to taxation by the county. Forsyth County's total legal debt capacity, 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 - \$22.4 million or 5.3% 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

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

registration system is compatible with the State's registration system.

Program Descriptions:

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

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 & NC's voter registration laws, sends verifications and confirmations to voters and keeps track of returns, and ensures the local

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

FY17 Goals: Reduce the number of unnecessary early provisional ballots and improve election night return postings.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		Adopted
	Actual	Original	Estimate	Request	Recommend	
Registration & Maint.	530,750	619,718	573,140	620,241	619,241	619,241
State, County & Mun. Elect.	456,850	534,490	259,000	656,197	626,778	626,778
Total	<u>987,600</u>	<u>1,154,208</u>	<u>832,140</u>	<u>1,276,438</u>	<u>1,246,019</u>	<u>1,246,019</u>

Key Performance Measures:

221,682

*Number of Registered Voters
in Forsyth County*

13,607

*New/Changed Registrations
(FY15)*

1

*Elections Held (FY15)
(Countywide General Election:
Non-Presidential)*

101 / 10

*Number of Precincts /
Number of Early Voting Sites*

BOARD OF ELECTIONS

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	452,120	598,491	431,077	481,769	478,137	478,137
Other	236	400	52	400	400	400
Employee Benefits	99,000	107,902	85,771	110,192	110,192	110,192
Board Compensation	9,036	9,040	9,040	9,040	9,040	9,040
Total Personal Services	560,392	715,833	525,940	601,401	597,769	597,769
Operating Expenditures						
Professional Fees	173,942	48,600	38,500	309,000	309,000	309,000
				<i>Temp agency workers to help prepare for elections, janitorial services for precincts.</i>		
Maintenance Service	47,137	55,000	55,000	55,000	55,000	55,000
				<i>Statutorily required maintenance for voting equipment, other equipment maintenance.</i>		
Rent	48,175	104,000	49,000	94,152	78,840	78,840
				<i>Precinct space rental, truck rental to transport voting equipment.</i>		
Other Purchased Services	129,747	150,850	92,700	99,050	99,050	99,050
				<i>Voter card printing, software maintenance, ballot printing, advertising, insurance premiums, precinct phone services.</i>		
Training & Conference	9,157	9,150	7,150	11,800	10,800	10,800
				<i>Includes mileage for election workers.</i>		
General Supplies	13,664	39,230	35,050	54,935	46,750	46,750
				<i>Supplies & small equipment for office, elections.</i>		
Operating Supplies	5,186	3,310	4,000	28,000	25,710	25,710
				<i>Supplies, computer software.</i>		
Other Operating Costs	200	28,235	24,800	23,100	23,100	23,100
				<i>Memberships & dues, insurance claims.</i>		
Total Operating Exps.	427,208	438,375	306,200	675,037	648,250	648,250
Capital Outlay	0	0	0	0	0	0
TOTAL EXPENDITURES	<u>987,600</u>	<u>1,154,208</u>	<u>832,140</u>	<u>1,276,438</u>	<u>1,246,019</u>	<u>1,246,019</u>
Cost-Sharing Expenses	94,821	115,572	115,572	118,644	118,644	118,644
REVENUES	<u>0</u>	<u>39,990</u>	<u>46,950</u>	<u>0</u>	<u>0</u>	<u>0</u>
POSITIONS (FT/PT)	8/0	8/0	8/0	8/0	8/0	8/0

Budget Highlights: The FY2017 Adopted Budget for the Board of Elections reflects a net County Dollar increase of \$91,811 (8.0%) over the previous year's budget. The Board of Elections will manage one election in FY2017 – the General Presidential Election in November 2016. In addition, Elections will not generate revenue in FY2017 because no separate municipal elections are scheduled. The Board of Commissioners included new election equipment as a potential Pay-Go item in the Budget Ordinance as all of Forsyth County's election equipment must be replaced to meet state election laws by 2018.

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.

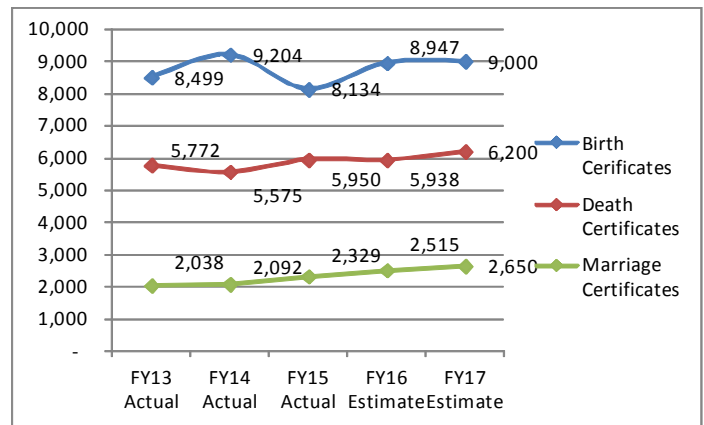
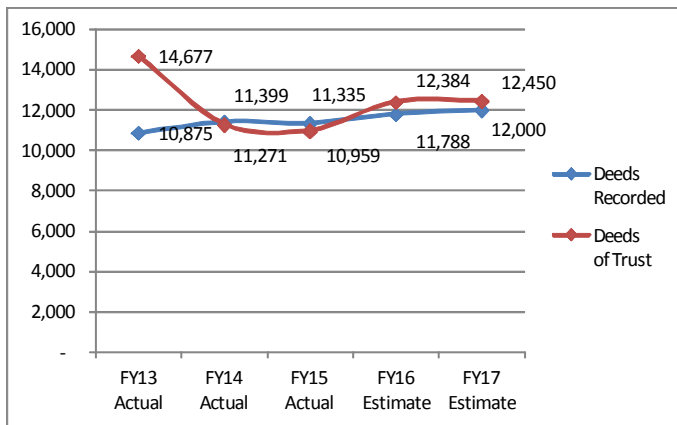
Accomplishments: After working with a chosen vendor to make sure the necessary security was put in place to safe guard our vital records, the Register of Deeds has implemented a system where copies of vital records can be requested online and paid for with a credit card. Requests are processed and copies mailed back on the same day.

FY17 Goals: - The Register of Deeds' office will continue to give the citizens of Forsyth County superior service, while also safeguarding and protecting public information. The office will also continue to digitize records that have never been digitized before and re-digitize poor quality images.

PROGRAM SUMMARY

	FY 14-15 Actual	FY 15-16 Original	Estimate	FY 16-17 Request	Recommend	Adopted
Register of Deeds	1,115,777	1,131,573	1,173,893	1,200,927	1,200,927	1,200,927
Automation Enhancement	73,326	141,000	102,493	94,000	94,000	94,000
Total	<u>1,189,103</u>	<u>1,272,573</u>	<u>1,276,386</u>	<u>1,294,927</u>	<u>1,294,927</u>	<u>1,294,927</u>

Key Performance Measures:



REGISTER OF DEEDS

	FY 14-15 Actual	FY 15-16 Original Estimate		FY 16-17 Request Recommend Adopted		
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	783,466	788,015	805,094	814,543	814,543	814,543
Other Employee Benefits	1,611	1,352	1,886	1,915	1,915	1,915
Employee Benefits	320,017	327,042	355,237	371,355	371,355	371,355
					<i>lpad & cellphone stipends.</i>	
						<i>Includes Register of Deeds supplemental retirement.</i>
Total Personal Services	1,105,094	1,116,409	1,162,217	1,187,813	1,187,813	1,187,813
<i>Operating Expenditures</i>						
Maintenance Service	1,800	4,000	12,000	4,000	4,000	4,000
						<i>Maintenance on imaging equipment, scanners, & other office equipment.</i>
Other Purchased Services	72,989	80,414	75,493	78,414	78,414	78,414
						<i>Automation funds to preserve old plats/deed books. Creation of microfilm & digital imaging of old microfilm.</i>
Training & Conference	886	2,250	550	1,300	1,300	1,300
General Supplies	6,120	31,000	22,825	20,000	20,000	20,000
						<i>Statute updates, office supplies.</i>
Operating Supplies	833	10,800	750	800	800	800
						<i>Copier & imaging supplies; CDs; microfilm supplies; toner.</i>
Other Operating Costs	1,381	2,700	2,550	2,600	2,600	2,600
						<i>Insurance claims; memberships & dues, Space Rental</i>
Total Operating Exps.	84,009	131,164	114,168	107,114	107,114	107,114
Capital Outlay	0	25,000	0	0	0	0
TOTAL EXPENDITURES	<u>1,189,103</u>	<u>1,272,573</u>	<u>1,276,385</u>	<u>1,294,927</u>	<u>1,294,927</u>	<u>1,294,927</u>
Cost-Sharing Expenses	86,741	62,709	62,709	61,923	61,923	61,923
<u>REVENUES</u>	<u>3,537,817</u>	<u>3,297,565</u>	<u>3,461,280</u>	<u>3,317,850</u>	<u>3,357,350</u>	<u>3,379,969</u>
POSITIONS (FT/PT)	19/3	19/3	19/3	20/1	20/1	20/1

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. \$22,619 of Automation funding was added to the FY2017 Adopted Budget for computer technology.

Changes in the Register of Deeds FY2017 Adopted budget are caused by two factors: 1) Revenues for the Register of Deeds' office are projected to increase as the commercial and residential real estate market in Forsyth County return to pre-recession rates; 2) Budgeted expenditures on items that have been underutilized have been reduced to reflect historical and planned spending.

TAX ADMINISTRATION

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

Accomplishments: Tax Administration has completed a significant reorganization. To better serve the public, a Customer Care Center was created, which handles telephone calls directly and serves all customer needs except bill payments. Centralizing our answers to public questions has increased our accuracy and consistency while significantly reducing citizen wait times.

Program Descriptions:

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

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

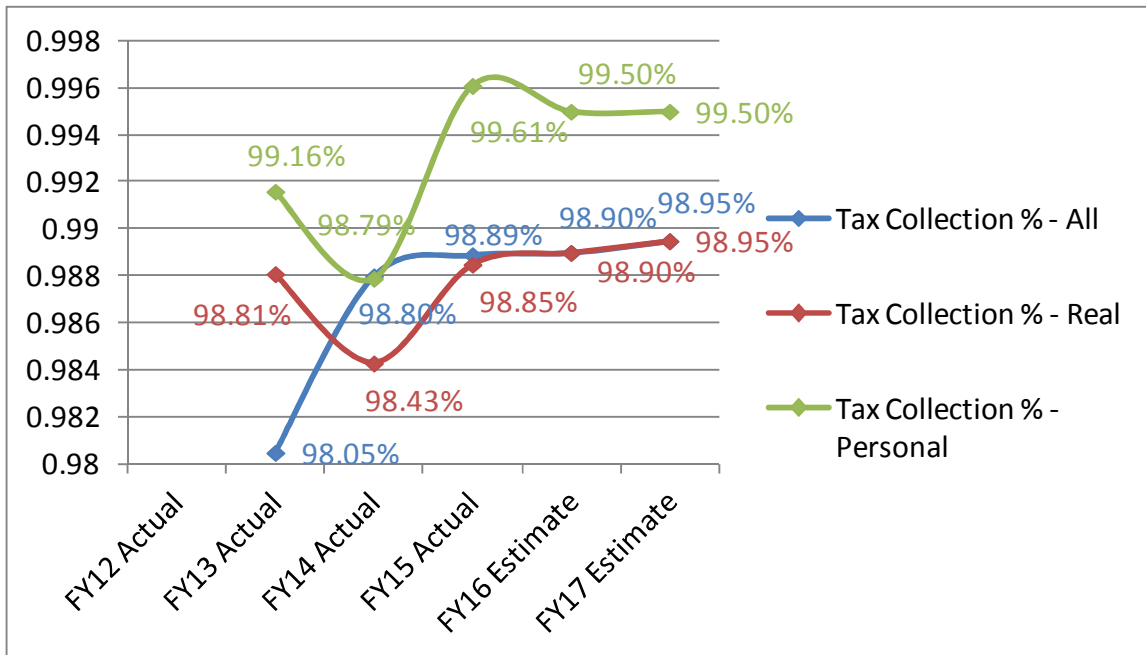
Tax Collection - processes payments on all taxes, ambulances, licenses, parking tickets, hotel/motel tourism tax, City of Winston-Salem sanitation liens, street assessments and mapping fees.

FY17 Goals: Tax Administration's goal is first to carry out reorganization, demonstrating the benefits of a streamlined management team dedicated to better organizational communications; continue to fully learn and leverage the new tax software, NCPTS, and to work toward success in meeting annual challenges in delinquent property tax collections through techniques geared toward today's financial environment and business rules; enhance customer service through online account management and electronic document presentation; to complete the necessary work to provide an accurate 2017 countywide reappraisal.

PROGRAM SUMMARY

	FY 14-15	FY 15-16		FY 16-17		Adopted
	Actual	Original	Estimate	Request	Recommend	
Tax Assessing	3,303,400	2,840,063	4,663,697	3,698,411	3,565,959	3,565,959
Quadrennial Reappraisal	419,739	1,019,132	882,091	565,464	565,293	565,293
Tax Collection	1,701,061	1,966,186	2,031,332	2,170,576	2,170,576	2,170,576
Geographic Information	176,384	0	0	0	0	0
Total	<u>5,600,584</u>	<u>5,825,381</u>	<u>7,577,120</u>	<u>6,434,451</u>	<u>6,301,828</u>	<u>6,301,828</u>

Key Performance Measures:



TAX ADMINISTRATION

	FY 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	2,876,668	3,023,473	2,916,389	3,066,796	3,054,625	3,054,625
Other Employee Benefits	835	0	841	839	839	839
					<i>Ipad & cellphone stipends.</i>	
Employee Benefits	1,085,648	1,159,272	1,182,621	1,313,634	1,313,634	1,313,634
Board Compensation	3,200	3,500	3,500	3,500	3,500	3,500
Total Personal Services	3,966,351	4,186,245	4,103,351	4,384,769	4,372,598	4,372,598
Operating Expenditures						
Professional Fees	234,972	334,750	334,750	457,250	437,250	437,250
					<i>Audit services, motor vehicle pricing service, legal fees for foreclosures.</i>	
Maintenance Service	3,442	6,000	6,000	6,000	6,000	6,000
					<i>Map reproducer, maintenance.</i>	
Rent	199	216	216	216	216	216
Construction Services	958	0	0	0	0	0
Other Purchased Services	870,722	1,175,538	1,296,838	1,429,220	1,338,768	1,338,768
					<i>Software license, advertising, tax mail processing, collection svcs., insurance premiums.</i>	
Training & Conference	40,900	40,210	40,210	50,210	41,710	41,710
					<i>Training for certification, required travel, personal mileage.</i>	
General Supplies	38,294	25,842	25,842	31,271	29,771	29,771
					<i>Small equipment, books & subscriptions, office supplies.</i>	
Operating Supplies	3,049	9,000	9,000	9,160	9,160	9,160
					<i>Envelopes, mapping paper, plotting paper, tapes, files.</i>	
Other Operating Costs	9,374	47,580	13,580	46,355	46,355	46,355
					<i>Legal and court, memberships & dues, insurance claims.</i>	
Total Operating Exps.	1,201,910	1,639,136	1,726,436	2,029,682	1,909,230	1,909,230
Capital Outlay	432,323	0	1,747,333	20,000	20,000	20,000
TOTAL EXPENDITURES	<u>5,600,584</u>	<u>5,825,381</u>	<u>7,577,120</u>	<u>6,434,451</u>	<u>6,301,828</u>	<u>6,301,828</u>
Cost-Sharing Expenses	339,093	686,958	2,685	120,758	117,512	117,512
Contra-Expenses	(90)	(373)	(373)	(373)	(373)	(373)
REVENUES	<u>792,738</u>	<u>1,448,800</u>	<u>918,008</u>	<u>969,870</u>	<u>969,870</u>	<u>969,870</u>
POSITIONS (FT/PT)	74/1	73/0	73/0	72/1	72/1	72/1

Budget Highlights: The primary drivers to the FY2017 Tax Administration adopted budget are inflationary increases to salaries and benefits, including the addition of 2.5% 401k contribution, as well as one-time increases related to sales-tax auditing and foreclosure hearing contracts. The full transition to Farragut software in Tax Administration is scheduled for early FY2017. In addition, revenue is reduced to reflect actual tax collection charges.

COMMUNITY GRANTS

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

	FY 14-15	FY 15-16		Request	FY 16-17	Adopted
	Actual	Original	Estimate		Recommend	
<u>Continuation Grants</u>						
Senior Services, Inc. **	50,000	50,000	50,000	50,000	50,000	50,000
SS, Inc. Meals on Wheels **	100,000	275,000	275,000	320,000	275,000	320,000
HARRY- Veteran Services	10,800	20,000	20,000	20,000	20,000	20,000
SciWorks	180,336	270,000	270,000	270,000	270,000	270,000
<u>Requests</u>						
Arts Council* †	-	100,000	100,000	125,000	-	100,000
Old Salem*	-	48,000	48,000	150,000	-	50,000
RiverRun Film Festival	-	-	-	50,000	-	-
Natl Black Theatre Festival*	-	65,000	65,000	65,000	-	65,000
Community Care Center*	-	50,000	50,000	50,000	-	-
Creative Corridors †	-	-	-	325,000	-	-
Sheperd's Center**	-	25,000	25,000	60,000	-	50,000
NW Child Development	-	-	-	88,400	-	26,520
Children's Law Center	-	-	-	25,000	-	25,000

* - Agency received one-time funding in FY15-16

** - These grants are appropriated in Aging Services and are shown here for illustrative purposes only

† - Additional funding may be considered as a Pay Go project.

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 (\$3,215,000), 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 2017, the Recommended average increase is 2.58% with a range of 1% to 4%. This is based on an average employee rating of 3.1.

Operating Expenditures - includes the costs associated with the Annual Audit (Financial and Single audits); costs for membership & dues for various County associations and organizations such as the NCACC, NaCO, UNC School of Government, and Piedmont Triad Regional Council of Governments.

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 14-15	FY 15-16		FY 16-17		
	Actual	Original	Estimate	Request	Recommend	Adopted
Non-Departmental	10,441,196	13,058,166	7,062,350	14,425,561	13,543,623	12,949,270

NON-DEPARTMENTAL

	FY14-15 Prior Year	FY15-16 Original	Estimate	Request	FY16-17 Recommend	Adopted
EXPENDITURES						
Personal Services						
Salary Savings	0	(2,511,085)	0	(2,500,000)	(2,544,000)	(2,544,000)
Retiree Hospitalization	2,842,163	3,050,000	3,075,370	3,215,000	3,215,000	3,215,000
Post Employment Benefits	0	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Employment Performance Pay	0	1,767,010	0	1,955,467	1,955,467	1,955,467
Employer Share - 401k	0	1,924,380	-611	2,258,910	0	0
Salary - Comp & Class	0	0	0	960,947	960,947	960,947
Retiree Life Insurance	9,442	10,000	0	10,000	10,000	10,000
Unemployment	77,366	450,000	75,000	250,000	250,000	250,000
Total Personal Services	2,928,971	6,290,305	4,749,759	7,750,324	5,447,414	5,447,414
Operating Expenditures						
Professional Fees	48,280	75,000	62,500	75,000	75,000	75,000
					<i>Fee for year-end and single audit.</i>	
Other Operating Costs	141,282	170,900	165,637	174,027	174,027	174,027
					<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	1,187,500	0	865,000	3,619,182	2,874,829
					<i>\$565,000 general contingency, \$300,000 special gifts.</i>	
Budget Reserve		944,861	0	176,210	0	0
					<i>Funds to address timesheet scheduling changes and holiday leave policy changes in CYO; Veterans Day ASL in FY17 Request</i>	
Total Operating Exps.	189,562	4,378,261	228,137	3,290,237	5,868,209	5,123,856
Capital Outlay	1,917	0	0	0	0	0
Payments T/O Agencies	572,601	595,000	571,454	592,000	592,000	742,000
					<i>Pass-through funds tire disposal fees, solid waste, electronic recycling (\$567K), School PEG channel (\$25K). 100% revenue offset.</i>	
Operating Transfers Out	6,748,145	1,794,600	1,513,000	2,793,000	1,636,000	1,636,000
					<i>Transfer to Motive Equipment Replacement CPO.</i>	
TOTAL EXPENDITURES	<u>10,441,196</u>	<u>13,058,166</u>	<u>7,062,350</u>	<u>14,425,561</u>	<u>13,543,623</u>	<u>12,949,270</u>