

General Fund Table Of Contents

This section accounts for all financial resources except those required to be accounted for in another fund. It is the general operating fund of the County.

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Personnel Positions By Service Areas - Forsyth County Employees

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Budget</u> <u>Estimate</u>		FY 14-15 Continuation <u>Request</u> <u>Recommend</u>	<u>Adopted</u>
<u>Public Safety</u>					
Animal Control					
Full	29	29	29	33	29
Part	0	1	1	1	1
Interagency Communications					
Full	2	2	2	2	2
Part	0	0	0	0	0
Sheriff					
Full	510	510	511	554	517
Part	21	21	21	21	21
Emergency Services					
Full	225	225	228	234	234
Part	18	18	13	13	13
Total Service Area - Full	766	766	770	823	782
Total Service Area - Part	39	40	35	35	35

Environmental Management

Environmental Assistance & Protection					
Full	24	24	24	24	24
Part	0	0	0	0	0
Total Service Area - Full	24	24	24	24	24
Total Service Area - Part	0	0	0	0	0

Health

Public Health					
Full	275	277	277	271	267
Part	8	9	9	7	7
Total Service Area - Full	275	277	277	271	267
Total Service Area - Part	8	9	9	7	7

Personnel Positions By Service Areas - Forsyth County Employees

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Budget</u> <u>Estimate</u>		FY 14-15 Continuation <u>Request</u> <u>Recommend</u>	<u>Adopted</u>
<u>Social Services</u>					
Social Services					
Full	449	449	474	476	474
Part	2	2	2	2	2
Youth Services					
Full	17	17	17	17	17
Part	6	6	6	6	6
Total Service Area - Full	466	466	491	493	491
Total Service Area - Part	8	8	8	8	8

Education

N.C. Cooperative Extension Service

Full	17	17	17	17	17
Part	2	2	2	2	2
Total Service Area - Full	17	17	17	17	17
Total Service Area - Part	2	2	2	2	2

Culture & Recreation

Library

Full	89	89	89	89	89
Part	33	33	33	33	33
Parks & Recreation					
Full	71	71	71	71	71
Part	117	117	117	117	117

Total Service Area - Full	160	160	160	160	160
Total Service Area - Part	150	150	150	150	150

Personnel Positions By Service Areas - Forsyth County Employees

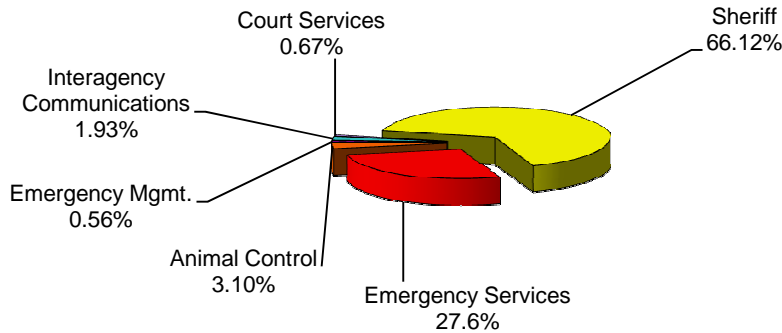
	FY 12-13	FY 13-14		FY 14-15		<u>Adopted</u>
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	
<u>Community & Economic Development</u>						
Housing						
Full	5	5	5	5	5	
Part	0	0	0	0	0	
Total Service Area - Full	5	5	5	5	5	
Total Service Area - Part	0	0	0	0	0	
<u>Administration & Support</u>						
Budget & Management						
Full	6	6	5	6	6	
Part	0	0	1	0	0	
Management Information Services						
Full	55	53	42	42	42	
Part	0	0	0	0	0	
Finance						
Full	22	22	22	23	22	
Part	0	0	0	0	0	
General Services						
Full	131	132	140	140	140	
Part	4	4	4	4	4	
Human Resources						
Full	9	9	9	9	9	
Part	0	0	0	0	0	
Attorney						
Full	13	13	13	13	13	
Part	0	0	0	0	0	
County Commissioners & Manager						
Full	6	6	6	6	6	
Part	1	1	1	1	1	
Total Service Area - Full	242	241	237	239	238	
Total Service Area - Part	5	5	6	5	5	

Personnel Positions By Service Areas - Forsyth County Employees

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		Adopted
	<u>Actual</u>	<u>Budget</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	
<u>General Government</u>						
Board of Elections						
Full	7	7	8	8	8	
Part	3	2	0	0	0	
Register of Deeds						
Full	22	22	19	19	19	
Part	1	1	3	3	3	
Tax Administration						
Full	76	75	75	74	74	
Part	10	10	10	1	1	
<hr/>						
Total Service Area - Full	105	104	102	101	101	
Total Service Area - Part	14	13	13	4	4	
<hr/>						
Grand Total						
Full-Time Positions	2,060	2,060	2,083	2,133	2,085	
Part-Time Positions	226	227	223	211	211	

Public Safety Service Area

FY 2015 Public Safety Expenditures - \$63,021,758



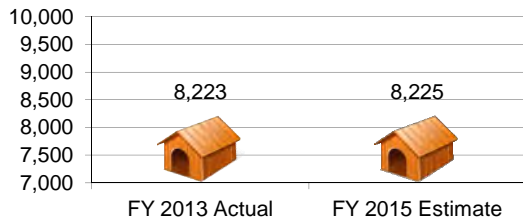
OPERATING POLICIES AND GOALS:

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

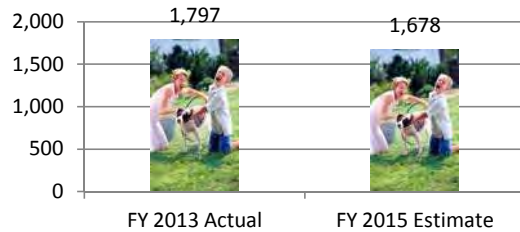
- a. Meeting the law enforcement needs of the unincorporated areas of the County, as well as several municipalities through the Sheriff's Office which patrols, investigates crime, executes court orders, serves papers and eviction notices, and collects judgments.
- b. Providing School Liaison officers 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.

Public Safety Service Area

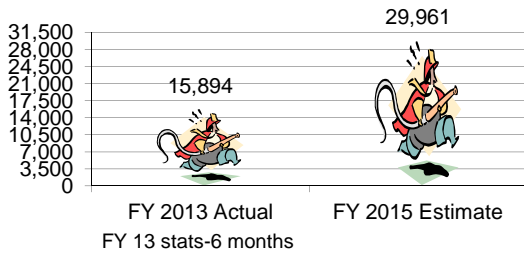
**Animal Control -
Animals Sheltered**



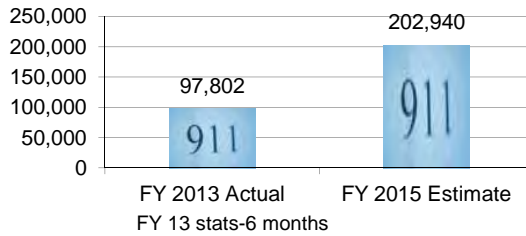
**Animal Control -
Adoptions**



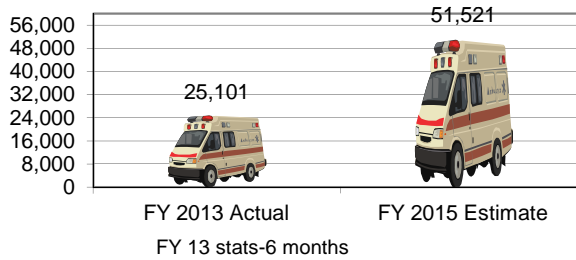
**Emergency Services
Total Dispatches (Fire)**



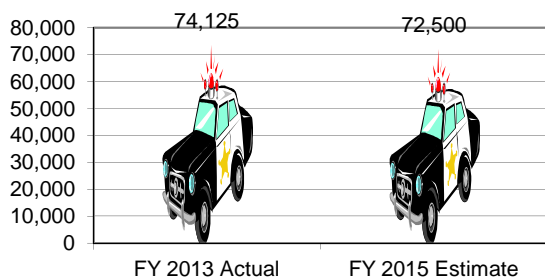
**Emergency Services
Total All Calls Received**



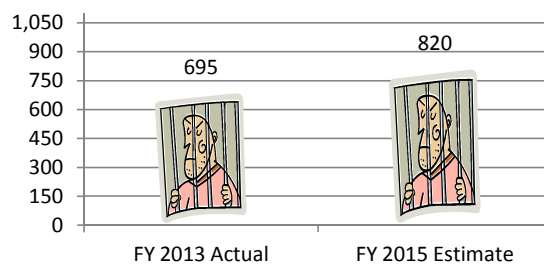
**Emergency Services
Total Dispatches (EMS)**



**Sheriff -
Patrol Service Calls**



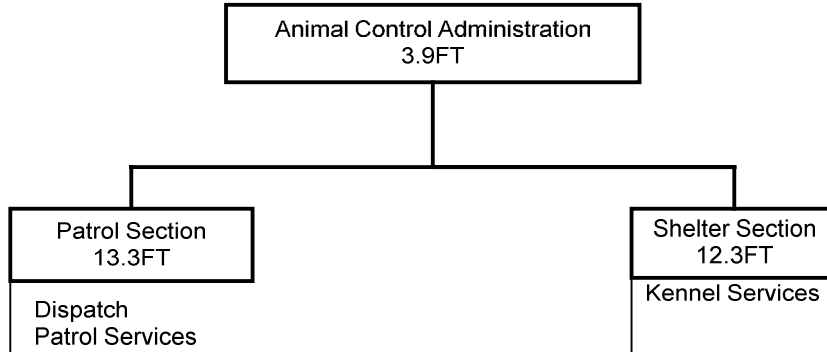
**Sheriff -
Jail Average Daily Population**



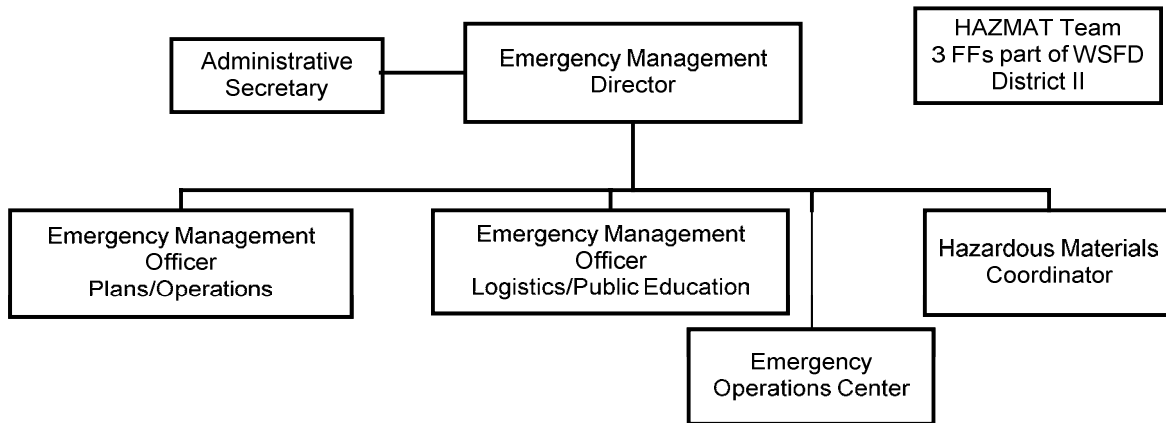
Forsyth County Personnel By Public Safety Service Area

<u>Department</u>	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original</u>	<u>Estimate</u>	<u>Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
Animal Control						
Full	29	29	29	33	29	
Part	0	1	1	1	1	
Interagency Communications						
Full	2	2	2	2	2	
Part	0	0	0	0	0	
Sheriff						
Full	510	510	511	554	511	
Part	21	21	21	21	21	
Emergency Services (includes Fire Protection)						
Full	225	225	228	234	234	
Part	18	18	13	13	13	
TOTAL SERVICE AREA - FT	766	766	770	823	776	
TOTAL SERVICE AREA - PT	39	40	35	35	35	

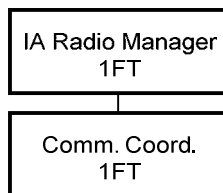
Animal Control



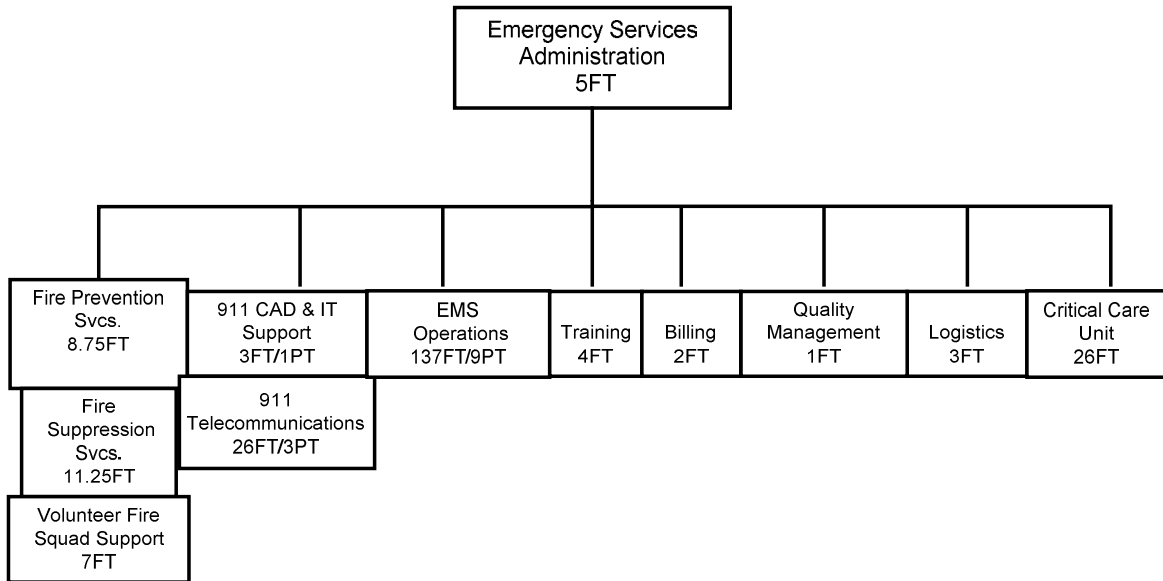
Emergency Management



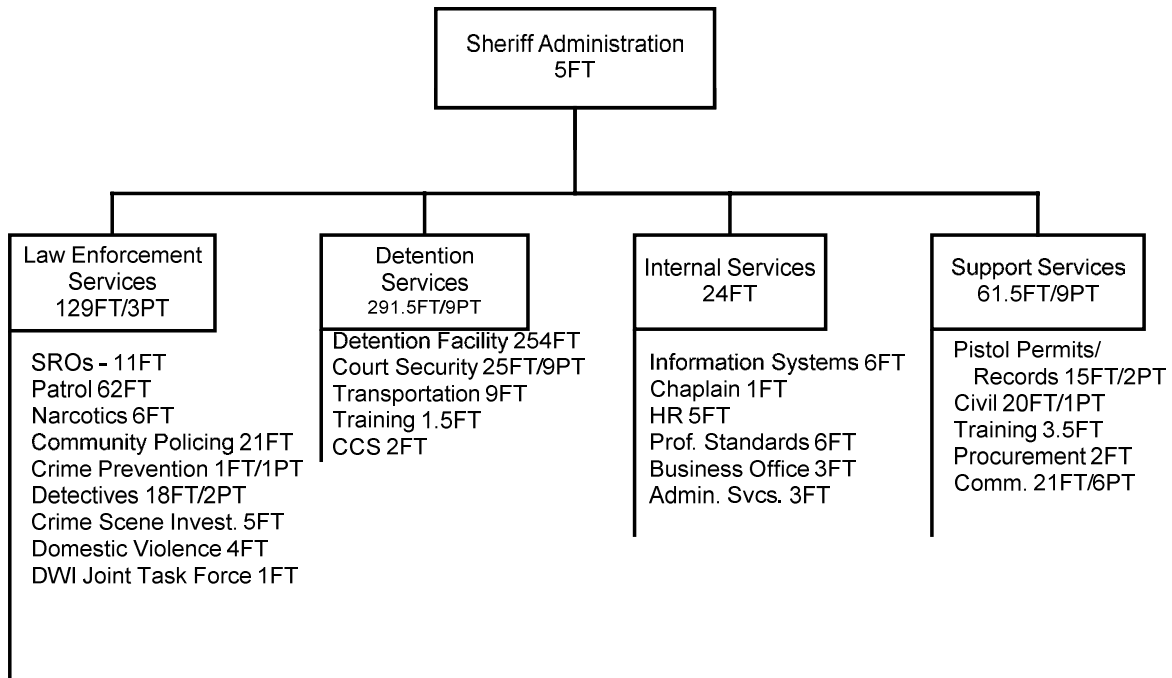
Interagency Communications



Emergency Services



Forsyth County Sheriff's Office



Administration includes: Sheriff, Chief Deputy, L/E Major and 2 Administrative positions..

Animal Control

MISSION STATEMENT

The Department strives to protect the public's health and safety from vicious, sick or injured animals, to educate the public about responsible animal care and ownership and to reduce the number of unwanted animals in the community. Our mission is to provide safe, humane shelter for unwanted, stray, abused and impounded animals in accordance with State regulations. The Department is responsible for assuring the timely and effective enforcement of the County's ordinances and State laws.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommend budget for Animal Control reflects a net County dollar increase of \$25,527 (1.7%) from the FY 14 budget. The increase is due to decreasing revenue projections based on historical and estimated actuals. Expenditure increase due to salary and benefit adjustments.

The department requested 2FT Animal Control Officers, 1FT Shelter Attendant, 1FT Cruelty Investigator and \$10,000 for a Spay/Neuter Assistance Program. These requests are discussed in the Alternate Service Level section.

PERFORMANCE MEASURES

	FY 2013 ACTUAL	FY 2014 ESTIMATE	FY 2015 ESTIMATE
These measures relate to the County goal: Create a community that is safe, healthy, convenient and pleasant.			
Patrol Service Calls	14,650	14,305	14,555
Individuals Cited	904	735	1,011
Violations Cited	1,463	1,271	1,507
Animals Sheltered	8,223	8,015	8,225
Animals Redeemed	588	545	550
Animals Adopted	1,797	1,528	1,678
Animals Euthanized	5,557	5,707	5,747
Animal Bite/Quarantined	778	765	789
License Transactions	34,541	29,656	32,874

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	290,312	390,978	331,286	394,709	382,741	
Patrol	764,579	808,387	812,001	1,141,547	829,929	
Custody & Care	728,318	752,156	690,370	768,574	741,553	
Total	<u>1,783,209</u>	<u>1,951,521</u>	<u>1,833,657</u>	<u>2,304,830</u>	<u>1,954,223</u>	

Patrol responds to requests for assistance; picks-up stray, unwanted, sick or injured animals & dangerous & aggressive animals; enforces state & local laws concerning animals; investigates animal bites & implements the rabies quarantine program; investigates reports of animal cruelty & abuse & educates the public.

Custody & Care is responsible for providing safe, humane housing for stray, unwanted, abandoned, abused, impounded animals; euthanasia of unwanted animals; administering a responsible adoption program, a lost and found program, microchip ID program, license sales, trap loan program & public education.

Animal Control

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	FY 14-15 Continuation <u>Request</u> <u>Recommend</u>	<u>Adopted</u>	
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	920,117	1,016,564	947,848	1,109,238	1,002,825
Employee Benefits	434,801	429,766	443,344	509,172	459,276
Total Personal Services	1,354,918	1,446,330	1,391,192	1,618,410	1,462,101
<i>Operating Expenditures</i>					
Professional Fees	139,628	151,450	147,740	163,550	153,350
Maintenance Service	15,159	22,019	18,469	24,400	21,900
Rent	30	300	100	200	200
Utility Services	4,021	4,974	4,929	5,274	5,274
Other Purchased Services	23,403	34,982	24,800	31,469	31,269
Training & Conference	2,327	3,725	5,964	3,725	3,725
General Supplies	42,329	63,775	48,831	65,936	58,156
Energy	69,902	72,670	74,192	75,866	73,898
Operating Supplies	118,153	123,730	111,751	121,200	121,200
Other Operating Costs	13,339	27,566	5,689	23,150	23,150
Total Operating Exps.	428,291	505,191	442,465	514,770	492,122
Capital Outlay	0	0	0	171,650	0
Total Expenditures	<u>1,783,209</u>	<u>1,951,521</u>	<u>1,833,657</u>	<u>2,304,830</u>	<u>1,954,223</u>
Cost-Sharing Expenses	180,320	236,242	188,562	228,950	228,950
<u>REVENUES</u>	<u>389,437</u>	<u>428,500</u>	<u>301,625</u>	<u>405,175</u>	<u>405,675</u>
Positions: FT/PT	29/0	29/1	29/1	33/1	29/1

Emergency Management

MISSION STATEMENT

To aid the community before, during & after unusual events & major disasters through creditable educational services, open communications and cooperative effort.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for Emergency Management is a net County dollar increase of \$7,270 (2.1%) over Current Year Original.

Emergency Management is a joint City/County Department administered by the City of Winston-Salem. Position allocations are not reflected in the County budget.

Dollars shown are estimated County share provided by City staff in April 2014. Full program costs not available at time of printing.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Create a community that is safe, healthy, convenient and pleasant.			
Annual Information & Preparedness Mailings to property owners			
Persons Receiving Emergency Information			
Training	496	510	555
National Incident Management System			
Responders Training	180	200	150
Training Hours Provided	90	95	90
Disaster Simulation w/ /Multi-agency Response			
Without volunteers & equipment	2	2	2
With volunteers & equipment	1	1	1
Hazardous Materials Incidents City/County	19	18	15
Other Emergency Situations Involving Emergency Management Response	10	11	10

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>FY 14-15 Continuation Request Recommend</u>	<u>Adopted</u>
Emergency Management					
Hazmat Response					
Homeland Preparedness					
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
County Share	259,304	443,500	484,215	350,770	350,770

Emergency Management efforts will include those measures taken to minimize the adverse effects of any type disaster which includes the preparedness cycle of prevention, mitigation, warning, movement, shelter, emergency assistance and recovery. We will coordinate the response of governmental agencies and the general public to natural, man-made, or nuclear disasters. Similarly, the Emergency Management Office outlines standard emergency response procedures in order to minimize the human suffering, death, or property damage caused by disasters.

Emergency Management

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	FY 14-15 Continuation <u>Request</u> <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>				
<i>Payments T/O Agencies</i>	259,309	343,500 343,500	350,770 350,770	
		<i>County portion paid to City of Winston-Salem for administering program.</i>		
<i>Other Purchased Services</i>	0	0 0	0 0	
		<i>Regional Hazard Mitigation Plan funded by FEMA.</i>		
<i>Grant Equipment</i>	0	0 0	0 0	
		<i>Homeland Security Grant Equipment - Regional Water Purification System.</i>		
Total Expenditures	<u>259,309</u>	<u>343,500</u> <u>343,500</u>	<u>350,770</u> <u>350,770</u>	
 <u>REVENUES</u>				
City				
County	136,000	100,000	140,715	
Intergovernmental				
Total Revenues	136,000	100,000 140,715	0 0	
 County Share	 259,309	 343,500 343,500	 350,770 350,770	

Interagency Communications

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommend budget for Interagency Communications reflects a net County increase of \$25,090 (3.9%) over the FY 14 Adopted budget. While the department has seen large decreases in expenditures over the prior two fiscal years due to maintenance contract adjustments, FY 15 reflects an increase. No services were removed from the maintenance contract.

Forsyth County and the City of Winston-Salem finalized a space rental agreement with Cingular Wireless in FY 14 for space at its Fairlawn Drive tower site resulting in a new revenue source for FY 15. New revenue is offset by decreases in revenue from the City of Winston-Salem due to the County splitting the new revenue with the City and decreases in reimbursements from the City due to handheld radio repair fees being less than in prior years.

PROGRAM SUMMARY

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
Interagency Communications	1,216,858	1,194,636	1,175,774	1,260,817	1,219,440	

Interagency Communications provides a coordinated effort in managing the 800MHz radio system for the County.

Interagency Communications

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	FY 14-15 Continuation <u>Request</u> <u>Recommend</u>	<u>Adopted</u>	
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	128,400	128,816	131,940	132,298	132,298
Other Employee Compensation	150	520	524	520	520
Employee Benefits	39,671	38,099	40,336	37,292	37,292
Total Personal Services	168,221	167,435	172,800	170,110	170,110
<i>Operating Expenditures</i>					
Professional Fees	0	20,667	250	18,021	18,021
Maintenance Service	934,492	831,810	819,451	863,870	853,543
Rent	54,234	56,220	56,220	57,816	57,816
Other Purchased Services	10,499	16,700	11,700	40,832	12,032
Training & Conference	717	1,750	1,476	2,000	2,000
General Supplies	8,707	20,698	9,500	23,900	21,650
Energy	35,323	47,270	37,750	50,182	50,182
Operating Supplies	4,438	7,650	4,500	9,650	9,650
Other Operating Supplies	227	24,436	12,227	24,436	24,436
Total Operating Exps.	1,048,637	1,027,201	953,074	1,090,707	1,049,330
Capital Outlay	0	0	49,900	0	0
Total Expenditures	<u>1,216,858</u>	<u>1,194,636</u>	<u>1,175,774</u>	<u>1,260,817</u>	<u>1,219,440</u>
Cost-Sharing Expenses	2,953	10,699	9,373	10,447	10,447
<u>REVENUES</u>	<u>543,913</u>	<u>557,763</u>	<u>489,635</u>	<u>557,477</u>	<u>557,477</u>
Positions: FT/PT	2/0	2/0	2/0	2/0	2/0

Sheriff

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The Sheriff's Office FY 15 Continuation Recommend budget reflects a net County dollar increase of \$566,839 (1.6%). An expenditure increase of \$199,063 and a revenue decrease of \$367,776 accounts for the County dollar increase. The revenue decrease is a result of the completion of the 2010 and 2012 Justice Assistance Grants and the 2010 COPS Grant.

The primary driver of the expenditure increase is the Sheriff's Office move to the new Phillips Building Public Safety Center in FY 14. The costs of utilities in the new facility are significantly higher than the previous building. Technology costs for equipment and maintenance contracts accounts are another drive of the increase.

The Sheriff requested 43FT positions (20 Patrol, 12 Detention, 4 Narcotics, 3 Court Services, 4 Community Policing) for FY 2015. These positions are described in the Alternate Service Level.

PERFORMANCE MEASURES

	FY 2013 ACTUAL	FY 2014 ESTIMATE	FY 2015 ESTIMATE
These measures relate to the County goal: Create a community that is safe, healthy, convenient and pleasant.			
Patrol service calls	74,125	71,240	72,500
Civil processes received	59,847	56,774	58,295
Narcotics - number of cases	32	34	40
Detectives - number of cases assigned	1,397	1,645	1,946
Detention - avg daily inmate population	695	770	820
Detention - avg length of stay (in Days)	20.0	23.0	24.0
Court - inmates/defendants processed	1,190	1,149	1,170
Transportation - transports-inmates &/or mental commitments	1,751	2,038	2,100

PROGRAM SUMMARY

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original Estimate		FY 14-15 Continuation Request Recommend	Adopted
Administration	3,593,432	5,132,510	4,354,951	5,454,947	5,036,588
Law Enforcement	12,052,842	12,670,896	12,519,142	16,128,861	12,880,191
Detention	22,774,955	23,357,984	23,111,749	24,474,403	23,484,385
DEA Forfeiture Purchasing	30,337	210,000	210,000	210,000	210,000
Governor's Highway Safety	197,125	21,361	66,237	59,474	59,474
Total	<u>38,648,691</u>	<u>41,392,751</u>	<u>40,262,079</u>	<u>46,327,685</u>	<u>41,670,638</u>

Law Enforcement provides protection to unincorporated sections of the County and executes court orders, serves papers, eviction notices, and collects judgments county-wide.

Detention Operations maintains the jail, provides guards, medical & food services for County prisoners. Detention Commissary-revenue used from the sale of sundries used for the benefit of inmates. Court security and transportation of inmates & mentally challenged to various facilities.

DEA Forfeiture Purchasing illegal drug seizure funds. Provides the department with funds to purchase equipment, training, and other activities which enhance law enforcement in the community.

Governor's Highway Safety Program - Grant for Joint DWI Task Force.

Sheriff

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original Estimate		Request	FY 14-15 Continuation Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	20,639,042	21,809,520	21,025,355	23,579,143	22,009,800	
Employee Benefits	8,812,450	9,012,029	8,805,250	9,957,690	9,220,462	
Total Personal Services	29,451,492	30,821,549	29,830,605	33,536,833	31,230,262	
<i>Operating Expenditures</i>						
Professional Fees	4,158,937	4,269,644	4,351,804	4,507,880	4,373,930	
Maintenance Service	181,986	258,758	271,939	368,503	299,550	<i>Inmate medical contract, drug/medical exams, polygraph contract.</i>
Rent	112,224	14,410	27,841	10,340	9,420	<i>FCSO Comm. Center & fingerprint equipment maintenance, software & hardware support on various systems.</i>
Utility Services	181,676	202,700	218,829	239,425	226,200	<i>Rent for Narcotics, EHA monitoring equipment.</i>
Construction Services	0	0	16,717	0	0	<i>Water/sewer costs at Administrative Building & Detention Center.</i>
Other Purchased Services	1,682,446	1,987,694	1,943,700	2,114,608	1,930,382	
Training & Conference	65,077	114,640	83,705	163,884	150,524	<i>Inmate food contract, insurance premiums, OSSI maintenance, Verizon air cards for mobile data system.</i>
General Supplies	715,300	1,204,556	1,343,856	1,905,286	1,123,607	<i>Specialty training, certifications, state mandated training, BLET training.</i>
Energy	580,707	665,000	778,050	877,000	875,750	<i>Ballistic vests, specialty equipment, weapons, uniforms, computer replacements.</i>
Operating Supplies	576,873	481,011	508,630	572,775	460,106	<i>Electricity & natural gas costs for Detention Center and Sheriff Administration Buildings.</i>
Other Operating Costs	431,801	591,939	351,457	584,290	580,226	<i>Ammunition, targets, training supplies, protective gloves, spit shields, inmate clothing, bedding, mattresses, etc.</i>
Total Operating Exps.	8,687,027	9,790,352	9,896,528	11,343,991	10,029,695	<i>Insurance claims, informant pay, memberships & dues.</i>
Capital Outlay	264,934	540,820	294,916	1,192,841	168,641	
Payments T/O Agencies	245,235	240,030	240,030	254,020	242,040	
Total Expenditures	<u>38,648,688</u>	<u>41,392,751</u>	<u>40,262,079</u>	<u>46,327,685</u>	<u>41,670,638</u>	<i>Payments to City of W-S for property/evidence management and arrestee processing services.</i>
Cost-Sharing Expenses	1,722,323	1,774,543	2,073,187	1,896,179	1,688,665	
Contra-Expenses	(85,650)	(89,000)	(101,170)	(86,240)	(86,240)	
<u>REVENUES</u>	<u>6,379,242</u>	<u>6,791,002</u>	<u>5,348,919</u>	<u>7,988,525</u>	<u>6,497,083</u>	
Positions:FT/PT	510/21	510/21	511/21	554/21	511/21	
	<i>CYE: 1FT SRO added for Walkertown High School.</i>					
	<i>FY 15 Request: +20FT Patrol Deputies; +12FT Detention Officers; +3FT Court Security Officers; +4FT Narcotics Officers; +4FT Community Policing Officers.</i>					

Sheriff - Administration (Includes DEA Forfeiture Purchasing)

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	1,302,406	1,833,382	1,483,390	1,908,359	1,909,141	
Employee Benefits	492,101	695,030	570,264	775,104	775,225	
			<i>Longevity for entire Sheriff's Department included in Administration.</i>			
Total Personal Services	1,794,507	2,528,412	2,053,654	2,683,463	2,684,366	
Operating Expenditures						
Professional Fees	58,796	73,144	82,289	83,380	81,730	
			<i>Fitness test/drug/medical exams for new hires, polygraph contract.</i>			
Maintenance Service	52,293	73,000	128,751	138,600	107,700	
			<i>Software and hardware support on various systems.</i>			
Rent	26,270	1,670	13,185	7,110	6,810	
			<i>Rental of parking spaces for support staff.</i>			
Utility Services	2,549	2,700	8,829	14,425	11,200	
			<i>Water/sewer service for Administration Bldg.</i>			
Other Purchased Services	694,002	828,417	806,588	866,984	731,575	
			<i>Insurance premiums, OSSI System maintenance.</i>			
Training & Conference	15,069	31,339	26,360	66,395	58,392	
			<i>Specialty training, recertifications, state mandated training.</i>			
General Supplies	331,956	750,779	895,866	771,343	694,318	
			<i>Specialty equipment, uniforms and computer replacements.</i>			
Energy	81,030	101,500	250,800	319,500	319,500	
			<i>Natural gas and electricity costs at Administration Bldg.</i>			
Operating Supplies	275,820	94,194	118,052	98,500	86,750	
			<i>Training supplies, safety supplies, office supplies.</i>			
Other Operating Costs	214,987	380,935	139,955	371,560	371,560	
			<i>Insurance claims, memberships and dues.</i>			
Total Operating Exps.	1,752,772	2,337,678	2,470,675	2,737,797	2,469,535	
Capital Outlay	76,487	476,420	40,622	243,687	92,687	
Total Expenditures	3,623,766	5,342,510	4,564,951	5,664,947	5,246,588	
Cost-Sharing Expenses	201,917	233,347	422,888	89,807	89,807	
REVENUES	51,390	655,041	597,213	305,907	305,907	
Positions:FT/PT	31/0	31/0	31/0	31/0	31/0	

Sheriff - Law Enforcement/Grants

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original Estimate		Request	FY 14-15 Continuation Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	7,721,968	8,111,213	7,937,622	9,234,799	8,180,644	
Employee Benefits	3,686,059	3,690,961	3,774,283	4,362,447	3,830,458	
Total Personal Services	11,408,027	11,802,174	11,711,905	13,597,246	12,011,102	
<i>Operating Expenditures</i>						
Professional Fees	6,393	21,500	4,000	24,500	17,200	
Maintenance Service	48,569	59,063	47,484	93,903	81,850	<i>Veterinary fees for K-9s.</i>
Rent	56,693	12,450	14,246	2,750	2,200	<i>FCSO Communication Center & fingerprint equipment maintenance.</i>
Other Purchased Services	71,262	62,560	65,937	86,022	81,572	<i>Space rental for Narcotics Division.</i>
Training & Conference	44,593	65,677	40,051	77,700	69,508	<i>Verizon air cards for mobile data system.</i>
General Supplies	111,367	143,246	138,397	787,536	130,088	<i>Specialty training, recertifications, state mandated training, etc.</i>
Energy	2,238	1,000	1,250	2,500	1,250	<i>Weapons.</i>
Operating Supplies	71,244	152,149	164,265	233,559	148,691	<i>Natural gas and electricity costs.</i>
Other Operating Costs	216,057	205,848	206,371	207,395	203,510	<i>Ammunition, targets, training supplies, crime prevention materials, safety supplies.</i>
Total Operating Exps.	628,416	723,493	682,001	1,515,865	735,869	<i>Insurance claims; memberships & dues, informants pay.</i>
Capital Outlay	61,289	14,000	38,883	913,204	40,004	
Payments T/O Agencies	152,235	152,590	152,590	162,020	152,690	
Total Expenditures	<u>12,249,967</u>	<u>12,692,257</u>	<u>12,585,379</u>	<u>16,188,335</u>	<u>12,939,665</u>	<i>City of W-S: Property & Evidence Management.</i>
Cost-Sharing Expenses	743,273	788,027	851,686	1,053,413	845,899	
Contra-Expenses	(85,650)	(89,000)	(101,170)	(86,240)	(86,240)	
<u>REVENUES</u>	<u>3,430,381</u>	<u>3,593,819</u>	<u>1,993,899</u>	<u>5,119,968</u>	<u>3,628,526</u>	

Positions:FT/PT

187/12

187/12

188/12

216/12

188/12

CYE: Add 1FT SRO position; FY 15 Request: +20FT Patrol Deputies, +4FT Narcotics Officers; +4FT Community Policing Officers.

Sheriff - Detention

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

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	11,614,668	11,864,925	11,604,343	12,435,985	11,920,015	
Employee Benefits	4,634,290	4,626,038	4,460,703	4,820,139	4,614,779	
Total Personal Services	16,248,958	16,490,963	16,065,046	17,256,124	16,534,794	
Operating Expenditures						
Professional Fees	4,093,748	4,175,000	4,265,515	4,400,000	4,275,000	
Maintenance Service	81,124	126,695	95,704	136,000	110,000	<i>Inmate Medical Contract.</i>
Rent	29,261	290	410	480	410	<i>Kitchen equipment repair, communication equipment repair/maintenance, solid waste disposal.</i>
Utility Services	179,127	200,000	210,000	225,000	215,000	<i>Rental of GPS electronic house arrest equipment; space lease-Community Court Services.</i>
Construction Services	0	0	16,717	0	0	<i>Water/sewer costs at LEDC.</i>
Other Purchased Services	917,182	1,096,717	1,071,175	1,161,602	1,117,235	
Training & Conference	5,415	17,624	17,294	19,789	22,624	<i>Inmate Food Service Contract, electronic house arrest monitoring contract.</i>
General Supplies	271,977	310,531	309,593	346,407	299,201	<i>New officer training, re-certifications.</i>
Energy	497,439	562,500	526,000	555,000	555,000	<i>Janitorial supplies, uniforms, handcuffs, small equipment, ammunition, detention training supplies, etc.</i>
Operating Supplies	229,809	234,668	226,313	240,716	224,665	<i>Electricity and natural gas costs.</i>
Other Operating Costs	757	5,156	5,131	5,335	5,156	<i>Personal protective supplies, spit shields, gloves, etc., inmate clothing and bedding, mattresses.</i>
Total Operating Exps.	6,305,839	6,729,181	6,743,852	7,090,329	6,824,291	
Capital Outlay	127,158	50,400	215,411	35,950	35,950	
Payments T/O Agencies	93,000	87,440	87,440	92,000	89,350	
Total Expenditures	22,774,955	23,357,984	23,111,749	24,474,403	23,484,385	<i>City of W-S: Payment for Arrestee Processing.</i>
Cost-Sharing Expenses	777,133	753,169	798,613	752,959	752,959	
REVENUES	2,897,471	2,542,142	2,757,807	2,562,650	2,562,650	
Positions:FT/PT	292/9	292/9	292/9	307/9	292/9	
						<i>FY 15 Request: +12FT Detention Officers; +3FT Court Security Officers.</i>



Emergency Services

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The Continuation Recommended budget for FY 15 reflects an increase of \$817,462 in expenditures with the net County dollars actually decreasing by \$577,443 (10.2%). The reason for the change in net County dollars is a projected increase in revenue in FY 15 due to a significant increase in EMS fees based on the number of projected transports. Included in the recommended budget is an expansion of the Critical Care Transport team at Baptist Hospital. Four new CCT-Paramedics were added in the current year and the recommended budget adds six more. These positions are 100% reimbursed. The recommended budget focuses on keeping the department operating at its current service level while minimizing County costs and staff believes the recommended budget accomplishes this task.

There are two Alternate Service Level requests: addresses EMS response within the City of Winston-Salem and the Town of Kernersville as well as a pilot project for a Primary Care Para-Medicine treatment team. These requests are discussed in detail in the Alternate Service Level section.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Create a community that is safe, healthy, convenient and pleasant.			
EMS Division			
Priority 1 Calls	15,266	29,369	30,103
Priority 2 Calls	1,062	3,324	3,407
Priority 3 Calls	1,906	4,322	4,430
Signal 20 Events	6,867	13,250	13,581
EMS Time Intervals - 90th Percentile (in minutes)			
EMS Response Time - Priority 1	0:14:08	0:14:56	0:15:10
EMS Response Time - Non-Emergency	0:19:04	0:21:17	0:21:30
Fire Division & Communications Division			
Number of events dispatched for:			
WS First Responders	10,478	19,252	19,733
VFD Fire & Rescue Dispatches	4,058	7,372	7,556
Kernersville Fire & Rescue Dispatches	1,358	2,607	2,672
109 Response	402	1,164	1,200
109 into Kernersville	2	228	200
109 into Winston-Salem	7	23	300
Speciality Rescue Calls	44	90	100
911 Calls Received	44,444	88,560	90,330
Non 911 Calls Received	53,314	110,304	112,510

PROGRAM SUMMARY

	FY 12-13 <u>Prior Year Actual</u>	FY 13-14 <u>Current Year</u>		FY 14-15 <u>Continuation Recommend</u>		<u>Adopted</u>
		<u>Original</u>	<u>Estimate</u>	<u>Request</u>		
Emergency Services Admin.	966,713	1,157,930	1,023,581	1,228,672	1,106,005	
Fire Operations	1,936,612	2,008,219	1,990,151	2,063,673	2,003,953	
9-1-1 Communications	1,768,096	1,946,844	1,984,727	2,127,934	1,980,740	
EMS Operations	7,969,461	8,371,210	8,100,639	8,674,215	8,469,723	
Compliance	2,780,460	3,099,990	2,911,033	4,048,874	3,841,234	
Total	<u>15,421,342</u>	<u>16,584,193</u>	<u>16,010,131</u>	<u>18,143,368</u>	<u>17,401,655</u>	

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

EMS Operations provides medical care transportation at the "Advanced Life Support" Paramedic level, provides training to County & City personnel to respond to medical emergencies, processes billing & enforces collections of ambulance bills, and under an agreement with WFUBMC provides 16 paramedics for its critical care service.

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

Emergency Services

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	9,805,765	10,364,517	10,099,799	10,932,972	10,843,900
Other Employee Benefits	410	520	524	520	520
Employee Benefits	3,399,075	3,523,835	3,399,481	3,853,983	3,781,664
Total Personal Services	13,205,250	13,888,872	13,499,804	14,787,475	14,626,084
<i>Operating Expenditures</i>					
Professional Fees	70,128	82,075	76,711	111,724	78,472
				<i>Medical Director contract, random employee drug screens, pre-employment exams.</i>	
Maintenance Service	133,928	191,347	168,187	226,240	189,047
				<i>CAD System maintenance, maintenance on communications, stretchers, AVL equipment, gas detectors.</i>	
Rent	44,444	46,867	46,867	47,867	47,867
				<i>Oxygen tank rental, Dixie Classic Fair booth rental, ePro Scheduling System.</i>	
Utility Services	11,763	12,785	11,900	14,650	13,645
				<i>Water/sewer service at all locations.</i>	
Other Purchased Services	588,460	914,888	876,026	975,947	968,947
				<i>Insurance premiums, EMS billing contract.</i>	
Training & Conference	26,706	35,414	33,578	105,109	44,390
				<i>Re-certification and training of staff, continuing education requirements.</i>	
General Supplies	229,920	355,340	219,864	543,120	317,015
				<i>Small equipment, uniforms, janitorial supplies, office supplies.</i>	
Energy	83,487	86,505	108,901	103,913	103,913
				<i>Electricity and natural gas at all facilities.</i>	
Operating Supplies	612,448	480,200	553,360	584,919	542,340
				<i>Medical supplies, OSHA related supplies, CBRN regulators, EMD supplies.</i>	
Other Operating Costs	182,198	263,350	188,383	247,769	241,585
				<i>Insurance claims, memberships & dues.</i>	
Total Operating Exps.	1,983,482	2,468,771	2,283,777	2,961,258	2,547,221
Capital Outlay	6,060	0	0	160,885	0
Payments T/O Agencies	226,550	226,550	226,550	233,750	228,350
				<i>Standby funds to volunteer departments.</i>	
Total Expenditures	<u>15,421,342</u>	<u>16,584,193</u>	<u>16,010,131</u>	<u>18,143,368</u>	<u>17,401,655</u>
Cost-Sharing Expenses	590,567	785,883	674,277	888,764	888,764
<u>REVENUES</u>	<u>11,301,150</u>	<u>10,946,323</u>	<u>10,941,126</u>	<u>12,341,228</u>	<u>12,030,533</u>
Positions:FT/PT	225/18	225/18	228/13	234/13	234/13
				<i>FY 15 Rec. 6FT CCT-Paramedics.</i>	

Emergency Services Administration

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	362,146	433,148	393,260	391,364	385,380	
Other Employee Benefits	410	520	524	520	520	
Employee Benefits	107,284	148,463	97,440	133,080	130,543	<i>Ipad stipend.</i>
Total Personal Services	469,840	582,131	491,224	524,964	516,443	
Operating Expenditures						
Professional Fees	21,867	24,864	20,000	46,616	24,864	
Maintenance Service	20,173	16,500	16,500	19,000	16,500	<i>Random employee drug screens; pre-employment exams; psychological exams.</i>
Rent	23,415	24,667	24,667	24,667	24,667	
Utility Services	11,163	12,290	11,000	13,150	13,150	
Other Purchased Services	137,684	150,851	149,596	158,296	156,796	<i>Water/sewer service at EMS facilities.</i>
Training & Conference	3,485	6,322	6,893	26,100	11,322	<i>Insurance premiums, communications, contractual services; pagers, iSP lines at outlying EMS stations, etc.</i>
General Supplies	23,405	25,100	20,500	29,850	29,850	
Energy	82,264	83,205	107,401	100,413	100,413	
Operating Supplies	765	2,000	800	2,000	2,000	
Other Operating Costs	172,652	230,000	175,000	214,000	210,000	
Total Operating Exps.	496,873	575,799	532,357	634,092	589,562	<i>Insurance claims for EMS related only, memberships & dues.</i>
Capital Outlay	0	0	0	69,616	0	
Total Expenditures	<u>966,713</u>	<u>1,157,930</u>	<u>1,023,581</u>	<u>1,228,672</u>	<u>1,106,005</u>	
Cost-Sharing Expenses	125,834	183,645	129,790	181,210	181,210	
REVENUES	<u>213,083</u>	<u>225,000</u>	<u>220,614</u>	<u>225,000</u>	<u>225,000</u>	
Positions:FT/PT	6/0	6/0	5/0	5/0	5/0	
						<i>Includes Director, 2 Clerical, EMS Operations Officer, EMS Compliance Officer.</i>

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

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original Estimate		Request	FY 14-15 Continuation Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	7,085,295	7,459,960	7,201,999	7,998,245	7,998,245	
Employee Benefits	2,413,964	2,493,827	2,378,510	2,773,076	2,745,594	
Total Personal Services	9,499,259	9,953,787	9,580,509	10,771,321	10,743,839	
<i>Operating Expenditures</i>						
Professional Fees	39,220	42,834	42,834	50,000	38,500	
Maintenance Service	55,183	79,282	72,362	83,384	77,782	<i>Medical Director contract, random drug testing, pre-hire physicals.</i>
Rent	21,029	22,200	22,200	22,200	22,200	<i>Maintenance on communication equipment, Life Paks, cots, stretchers, AVL equipment.</i>
Utility Services	600	495	900	1,500	495	<i>Oxygen tank rental.</i>
Other Purchased Services	292,268	524,777	509,980	583,151	578,151	
Training & Conference	12,350	17,260	15,213	45,824	17,620	<i>EMS billing contract, insurance premiums, collection services, billing software maintenance.</i>
General Supplies	122,346	247,270	120,220	383,375	188,895	<i>Certifications and re-certification of Paramedics and EMTs, quality improvement training.</i>
Energy	1,223	3,300	1,500	3,500	3,500	<i>Stair stretchers, long spine boards, uniforms, office supplies, stretcher replacements.</i>
Operating Supplies	594,259	456,150	531,000	559,540	518,190	<i>Electricity, natural gas at EMS buildings.</i>
Other Operating Costs	2,984	14,285	5,754	11,625	10,785	<i>Medical supplies, blankets, sheets, fluids, masks, OSHA related supplies, radio batteries, etc.</i>
						<i>PYA, CYO, CYE includes insurance premiums for EMS Dept. Adopted includes insurance premiums for CCT, memberships & dues.</i>
Total Operating Exps.	1,141,462	1,407,853	1,321,963	1,744,099	1,456,118	
Capital Outlay	0	0	0	91,269	0	
Payments T/O Agencies	109,200	109,200	109,200	116,400	111,000	
Total Expenditures	<u>10,749,921</u>	<u>11,470,840</u>	<u>11,011,672</u>	<u>12,723,089</u>	<u>12,310,957</u>	
Cost-Sharing Expenses	418,721	515,094	494,387	602,068	602,068	
<u>REVENUES</u>	<u>10,758,294</u>	<u>10,387,473</u>	<u>10,373,765</u>	<u>11,748,303</u>	<u>11,437,608</u>	
Positions:FT/PT	163/13	163/13	167/9	173/9	173/9	

EMS Standby

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<i>Payments T/O Agencies</i>					
Beeson Cross Rds Vol Fire	5,400	5,400	5,400	5,400	5,400
Belews Creek Vol Fire/Res	5,400	5,400	5,400	5,400	5,400
City View Vol Fire/Rescue	0	0	0	3,600	5,400
Clemmons Vol Fire/Rescue	5,400	5,400	5,400	5,400	5,400
Griffith Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600
Gumtree Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600
Horneytown Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600
King of Forsyth Co. Vol Fire/Res	3,600	3,600	3,600	3,600	3,600
Lewisville Vol/Fire Rescue	10,400	10,400	10,400	10,400	10,400
Mineral Springs Vol Fire	7,200	7,200	7,200	7,200	7,200
Old Richmond Vol Fire/Res	8,600	8,600	8,600	8,600	8,600
Piney Grove Vol Fire	5,400	5,400	5,400	5,400	5,400
Rural Hall Vol Fire/Rescue	8,600	8,600	8,600	8,600	8,600
Salem Chapel Vol Fire/Rescue	3,600	3,600	3,600	3,600	3,600
Talley's Crossing Vol Fire/Res	0	0	0	3,600	0
Union Cross Vol Fire/Rescue	10,400	10,400	10,400	10,400	10,400
Vienna Vol Fire	10,400	10,400	10,400	10,400	10,400
Walkertown Vol Fire/Rescue	14,000	14,000	14,000	14,000	10,400
Total	<u>109,200</u>	<u>109,200</u>	<u>109,200</u>	<u>116,400</u>	<u>111,000</u>

Fire Protection (Includes Suppression, Prevention, and Volunteer Fire Support)

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original Estimate		FY 14-15 Request	FY 14-15 Continuation Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	1,239,486	1,269,704	1,273,224	1,255,798	1,255,798	
Employee Benefits	453,054	466,725	460,765	482,533	476,134	
Total Personal Services	1,692,540	1,736,429	1,733,989	1,738,331	1,731,932	
<i>Operating Expenditures</i>						
Professional Fees	9,041	14,377	13,877	15,108	15,108	
Maintenance Service	17,186	22,865	21,325	32,181	22,565	<i>Annual comprehensive medical exams for suppression & prevention employees.</i>
Rent	0	0	0	1,000	1,000	<i>Maintenance on SCBA tanks, gas detectors, other equipment.</i>
Other Purchased Services	14,195	19,450	17,650	20,250	19,750	<i>Booth rental for public education at Dixie Classic Fair.</i>
Training & Conference	7,279	7,148	7,148	19,885	7,148	<i>Insurance premiums for Fire-related employees.</i>
General Supplies	59,709	58,200	56,364	86,095	58,200	<i>Fire Inspector & suppression employee re-certifications and continuing education requirements.</i>
Operating Supplies	15,164	17,400	17,819	18,629	17,400	<i>Replacement of SCBA tanks, gas detectors, office supplies, uniforms.</i>
Other Operating Costs	4,148	15,000	4,629	14,844	13,500	<i>CBRN regulators, fire education materials, suppression gloves, hoods, masks, etc. Replacement of gas detector sensors.</i>
Total Operating Exps.	126,722	154,440	138,812	207,992	154,671	<i>Insurance claims for fire related claims, memberships & dues.</i>
Payments T/O Agencies	117,350	117,350	117,350	117,350	117,350	<i>Standby funds for VFDs.</i>
Total Expenditures	<u>1,936,612</u>	<u>2,008,219</u>	<u>1,990,151</u>	<u>2,063,673</u>	<u>2,003,953</u>	
Cost-Sharing Expenses	34,439	79,097	39,182	89,211	89,211	
<u>REVENUES</u>						
	<u>329,773</u>	<u>333,850</u>	<u>346,747</u>	<u>367,925</u>	<u>367,925</u>	
Positions:FT/PT	27/1	27/1	27/0	27/0	27/0	

Fire Protection Standby

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
<u>Payments T/O Agencies</u>						
Beeson Cross Rds Vol Fire	7,000	7,000	7,000	7,000	7,000	
Belews Creek Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	
Clemmons Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
Gumtree Vol Fire/Rescue	3,750	3,750	3,750	3,750	3,750	
Horneytown Vol Fire/Rescue	5,700	5,700	5,700	5,700	5,700	
Lewisville Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
Old Richmond Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	
Piney Grove Vol Fire	7,000	7,000	7,000	7,000	7,000	
Rural Hall Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
Vienna Vol Fire	7,000	7,000	7,000	7,000	7,000	
Walkertown Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
City View Vol Fire	7,000	7,000	7,000	7,000	7,000	
Griffith Vol Fire	7,000	7,000	7,000	7,000	7,000	
Mineral Springs Vol Fire	7,000	7,000	7,000	7,000	7,000	
Talley's Crossing Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	
Union Cross Vol Fire/Rescue	7,000	7,000	7,000	7,000	7,000	
King of Forsyth Co Vol Fire/Res	1,150	1,150	1,150	1,150	1,150	
Salem Chapel Vol Fire/Res	7,000	7,000	7,000	7,000	7,000	
Forbush Vol Fire	1,750	1,750	1,750	1,750	1,750	
Total	<u>117,350</u>	<u>117,350</u>	<u>117,350</u>	<u>117,350</u>	<u>117,350</u>	

911 (Includes 911 Center, CAD/IT Support)

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	1,118,838	1,201,705	1,231,316	1,287,565	1,204,477	
Employee Benefits	424,773	414,820	462,766	465,294	429,393	
Total Personal Services	1,543,611	1,616,525	1,694,082	1,752,859	1,633,870	
Operating Expenditures						
Maintenance Service	41,386	72,700	58,000	91,675	72,200	
Communications	105,790	169,700	157,200	179,700	179,700	<i>CAD System maintenance; maintenance contracts for remote receivers, console/recorder equipment.</i>
Other Purchased Services	38,523	50,110	41,600	34,550	34,550	<i>E-911 costs.</i>
Training & Conference	3,592	4,324	4,324	13,300	8,300	<i>Code Red 9-1-1 Alert contract, repair/maintenance of equipment.</i>
General Supplies	24,460	24,770	22,780	43,800	40,070	<i>Certified instructor training for telecommunicators, re-certification of telecommunications.</i>
Operating Supplies	2,260	4,650	3,741	4,750	4,750	<i>Supplies, small equipment, uniforms.</i>
Other Operating Costs	2,414	4,065	3,000	7,300	7,300	<i>EMD supplies.</i>
Total Operating Exps.	218,425	330,319	290,645	375,075	346,870	<i>Memberships & dues.</i>
Capital Outlay	6,060	0	0	0	0	
Total Expenditures	1,768,096	1,946,844	1,984,727	2,127,934	1,980,740	
Cost-Sharing Expenses	11,573	8,047	10,918	16,275	16,275	
Positions:FT/PT	29/4	29/4	29/4	29/4	29/4	

Court Services

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The Court Services FY 15 Continuation Recommend budget reflects a decrease of \$8,088 (4.5%) in County dollars from the FY 14 Current Year Original (CYO) budget. The total recommended revenue budget decreases by \$120,081 (32%). This decrease is a result of fewer available grant funds from the North Carolina Governor's Crime Commission (GCC) and the uncertainty of revenue from the Federal Office on Violence Against Women (OVW), both of which fund the Safe on Seven (SOS) Program.

Safe on Seven received a new two-year GCC grant beginning in FY 15 to replace the current one that expires at the end of FY 14. The award is a decrease from previous GCC grants and only funds two of three positions previously funded with GCC funds. The grant fully funds these two positions during FY 15 but will not be sufficient to fund both positions in FY 16.

Safe on Seven has applied for a new OVW grant to replace the current one that ends in FY 15. The Safe on Seven Program will not know the approval status of the grant until late September of 2014. The amount budgeted as FY 15 revenues are based on carryover funds from the 2012 grant and will be used for salaries for five positions and a contract with Winston-Salem State University (WSSU) for data analysis. Due to a decrease in available funds, if received, the new grant will only fund three positions and half of the WSSU contract. The other two positions will no longer be funded through OVW funds after September 30, 2014.

The positions not included in the new grants are requested as Alternate Service Levels paid for by County dollars. Both the GCC and OVW grants contain non-supplanting clauses, so if the County chooses to fund these positions they will not be eligible to be funded with future GCC or OVW grant awards.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Create a community that is safe, healthy, convenient and pleasant.			
# Of Domestic Abuse Cases:			
Opened DV Cases	2,346	2,375	2,396
Taken to Trial/Disposed	1,642	1,660	1,684
Voluntarily Dismissed/Unable to Locate	490	475	461

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		Adopted
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	
Deferred Payment	48,790	51,689	52,518	53,568	53,568	
Family Court	156,928	156,928	156,928	159,754	159,754	
Safe on Seven - GCC	140,799	146,275	146,275	150,468	104,999	
Safe on Seven - DOJ	177,716	199,091	199,091	157,687	106,711	
Total	<u>524,233</u>	<u>553,983</u>	<u>554,812</u>	<u>521,477</u>	<u>425,032</u>	

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 & prosecuting allegations to providing counseling and resource referral.

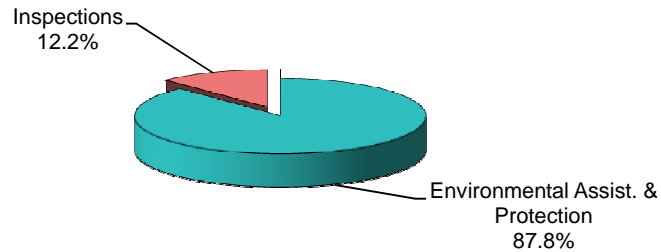
Court Services

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	0	0	0	0	0
Employee Benefits	0	0	0	0	0
Total Personal Services	0	0	0	0	0
<i>Operating Expenditures</i>					
Maintenance Service	0	0	0	0	0
Other Purchased Services	521,907	546,483	547,312	518,877	422,432
Training & Conference	1,624	6,000	6,000	2,000	2,000
General Supplies	702	1,500	1,500	600	600
Operating Supplies	0	0	0	0	0
Other Operating Costs	0	0	0	0	0
Total Operating Exps.	524,233	553,983	554,812	521,477	425,032
Total Expenditures	<u>524,233</u>	<u>553,983</u>	<u>554,812</u>	<u>521,477</u>	<u>425,032</u>
Cost-Sharing Expenses	67,401	56,220	59,794	38,000	38,000
<u>REVENUES</u>					
Family Court/City Match	41,670	41,670	40,760	40,760	40,760
Safe on Seven - GCC	135,953	131,790	131,790	104,999	104,999
Safe on Seven - DOJ	159,386	199,091	199,091	106,711	106,711
Total Revenues	<u>337,009</u>	<u>372,551</u>	<u>371,641</u>	<u>252,470</u>	<u>252,470</u>
County \$	187,224	181,432	183,171	269,007	172,562



Environmental Management Service Area

FY 2015 Environmental Management Expenditures - \$2,542,871



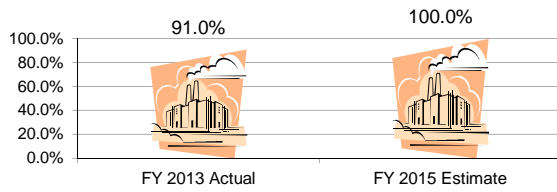
OPERATING POLICY AND GOALS:

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

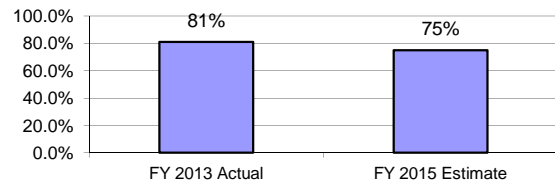
- a. Enforcing the Zoning and Erosion Control Ordinances.
- b. Supporting strategies that will ensure clean air and water.
- c. Providing awards to local farmers for the installation of "Best Management Practices".
- d. Preserving farmland through the purchase of development rights.
- e. Enforce laws 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 Management Service Area

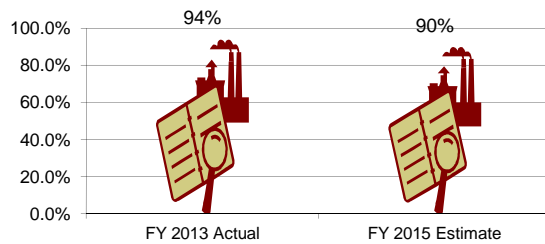
**Environmental Assist. & Protection -
Process Permit Applications Within Timeframe
Prescribed by Regulations**



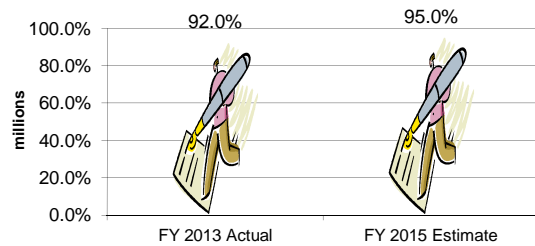
**Environmental Assist. & Protection
% Of Correct Air Quality Forecasting for PM2.5
& Ozone Season**



**Inspections -
Complete 90% of Building Inspections
On Day Requested**



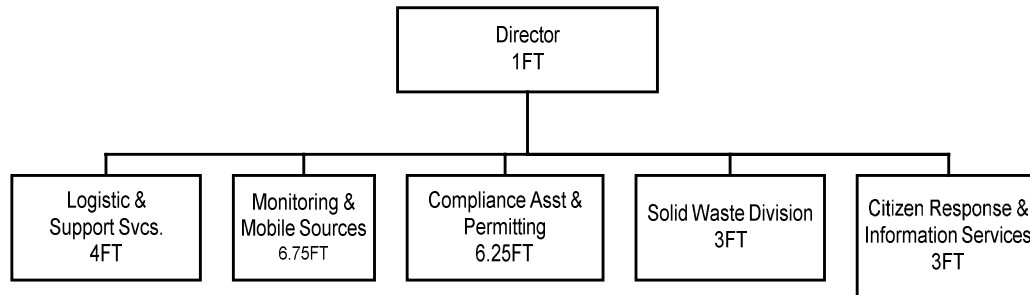
**Inspections -
Conduct 90% of Zoning Complaints Within 3
days**



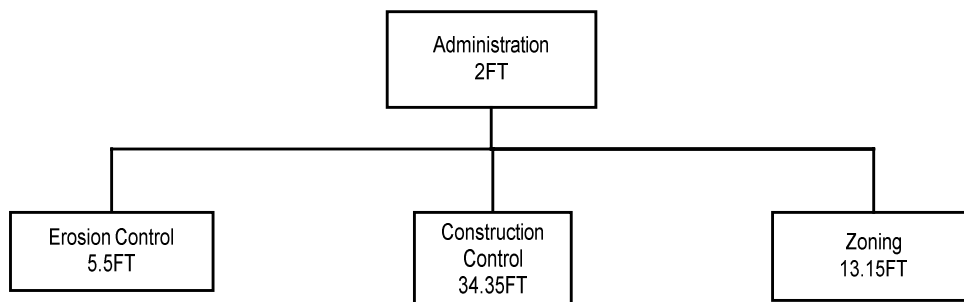
Forsyth County Personnel By Environmental Management Service Area

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>Department</u>					
Environmental Assist. & Prot.					
Full	24	24	24	24	24
Part	0	0	0	0	0
TOTAL SERVICE AREA - FT	24	24	24	24	24
TOTAL SERVICE AREA - PT	0	0	0	0	0

Environmental Assistance & Protection



Inspections Department





Environmental Assistance and Protection

MISSION STATEMENT

To minimize the adverse impact of environmental contaminants on human health and welfare, foster public awareness of environmental considerations, and encourage the wise use of the natural environment of Forsyth County.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for Environmental Assistance & Protection (EAP) reflects a net increase of \$86,545 (7.5%) over the FY Adopted budget.

Expenditure drivers for the increase include annualizing performance adjustments in addition to standard benefit increases. Another expenditure driver is the costs of recycling collection services for the County's three drop-sites and the School System's recycling program. Per the City/County Consolidated Financing Agreement, the County will begin paying 100% of the cost of these services, a \$54,930 increase over the FY 14 costs.

Revenues are anticipated to decline due to reductions in State and Federal funding decreases.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Create a community that is healthy, convenient and pleasant.			
Process permit applications within timeframe prescribed by regulations	91%	95%	100%
Inspect all scheduled major & synthetic minor facilities annually	100%	100%	100%
Avg. processing time for asbestos reno/demo permit	3 working days	3 working days	3 working days
Continuous monitoring network data capture efficiency	97%	>90%	>90%
PM 2.5 monitoring data capture efficiency* (b)	94%	>90%	>90%
% of correct air quality forecasting for PM2.5 & ozone season (1/1-12/30)	81%	75%	75%
*EPA requires >75%/quarter			

PROGRAM SUMMARY

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year <u>Actual</u>	Original	Estimate	Request	Continuation <u>Recommend</u>	<u>Adopted</u>
Air Quality Control	1,663,074	1,775,193	1,666,218	1,795,729	1,769,523	
Solid Waste & Other Progs.	312,267	402,470	403,351	476,522	463,498	
Total	<u>1,975,341</u>	<u>2,177,663</u>	<u>2,069,569</u>	<u>2,272,251</u>	<u>2,233,021</u>	

Air Quality Control Program monitors air & enforces emission standards to maintain air quality, responds to citizens' complaints, assists with local transportation planning and enforces restrictions on open burning. Provides radon and indoor air quality assessment services to homeowners.

Solid Waste and Other Programs inspects and maintains the asbestos management plans for County buildings and administers asbestos NESHAP Program; responds to water complaints; and inspects landfills, responds to solid waste complaints, investigates illegal dumping, manages the solid waste and recycling franchises, develops recycling programs and requires illegal dumps to be removed.

Environmental Assistance and Protection

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	1,293,020	1,343,609	1,267,641	1,337,549	1,337,549	
Other Employee Benefits	858	933	1,600	2,481	2,481	
Employee Benefits	448,293	455,821	433,760	462,106	462,106	<i>lpad and cell phone stipend.</i>
Total Personal Services	1,742,171	1,800,363	1,703,001	1,802,136	1,802,136	
<i>Operating Expenditures</i>						
Professional Fees	1,270	1,750	1,750	2,050	2,050	<i>Laboratory & medical fees.</i>
Maintenance Service	4,771	6,400	6,300	6,400	6,400	<i>Equipment maintenance.</i>
Rent	1,095	1,800	1,800	1,800	1,800	<i>Compressed gas cylinder rentals.</i>
Construction Services	1,263	0	0	0	0	
Other Purchased Services	22,386	34,740	30,770	33,965	31,835	
Training & Conference	13,912	27,991	27,991	35,915	30,416	<i>Insurance premiums, public notice advertising, phone lines @ monitoring sites.</i>
General Supplies	25,390	25,185	25,423	32,780	27,611	
Energy	8,502	8,650	8,350	10,180	9,850	<i>Office supplies, postage, small equipment & repair supplies.</i>
Operating Supplies	8,681	20,690	14,790	20,250	18,950	<i>Electricity.</i>
Inventory Purchases	385	465	465	530	530	<i>Operating supplies.</i>
Other Operating Costs	3,216	19,215	18,515	16,695	16,205	<i>Radon kits.</i>
Total Operating Exps.	90,871	146,886	136,154	160,565	145,647	<i>Insurance claims, memberships & dues.</i>
Capital Outlay	31,478	44,364	44,364	61,550	44,258	<i>Replacement monitors, analyzers and calibrators.</i>
Payment T/O Agencies	110,821	186,050	186,050	248,000	240,980	<i>City of Winston-Salem: Recycling at 3 drop-sites and Schools.</i>
Total Expenditures	<u>1,975,341</u>	<u>2,177,663</u>	<u>2,069,569</u>	<u>2,272,251</u>	<u>2,233,021</u>	
Cost-Sharing Expenses	63,717	102,923	102,668	69,818	69,818	
Contra-Expenses	(7,470)	(15,929)	(22,964)	(18,794)	(18,794)	
<u>REVENUES</u>	<u>946,118</u>	<u>1,018,785</u>	<u>993,085</u>	<u>987,598</u>	<u>987,598</u>	
Positions:FT/PT	24/0	24/0	24/0	24/0	24/0	

Inspections

MISSION STATEMENT

To enforce regulations related to construction, zoning, erosion and abandoned vehicles; administer and enforce local zoning ordinances for all new and existing structures and land in Forsyth County; administer and enforce the N.C. State Building Code, and local building and sign ordinances; inspect day care centers; issue all trade permits associated with building construction; and administer and enforce land use regulations.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for Inspections is a net County dollar increase of \$27,000 (9.5%).

Because the City of Winston-Salem administers this department position allocations are not reflected in the County budget.

Dollars shown are estimated County share provided by City staff in April 2014. Full program costs not available at time of printing.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Create a community that is healthy, convenient and pleasant.			
Complete 90% of new commercial/multi-family projects initial zoning reviews w/n 10 days	100%	99%	100%
Complete 90% of initial zoning reviews for sign projects w/n 5 days	97%	97%	97%
Investigate 90% of zoning complaints w/n 3 days	989%	98%	98%
Conduct 90% of zoning enforcement inspections on day requested	95%	96%	96%
Complete 90% of construction inspections on day requested:			
Building Inspections	95%	93%	93%
Electrical Inspections	88%	91%	90%
Mechanical Inspections	79%	76%	80%
Plumbing Inspections	90%	86%	90%
Complete 90% of erosion control initial reviews w/n 10 days for development projects	100%	100%	100%

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original</u>	<u>Estimate</u>	<u>Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
Administration						
Zoning Enforcement						
Erosion Control						
Construction Control						
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
County Share	324,769	282,850	354,560	309,850	309,850	

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.

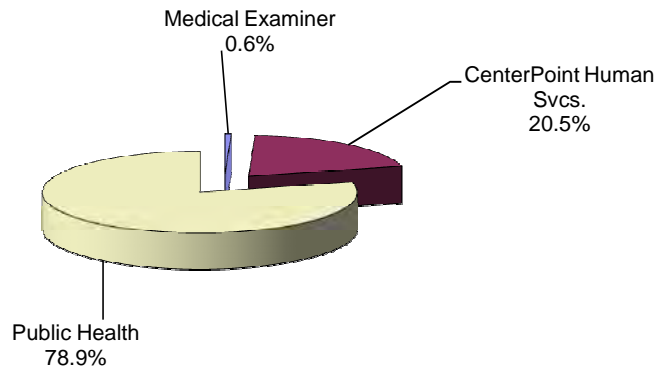
Inspections

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Board Compensation	1,800	1,800	1,800	1,800	1,800
Total Personal Services	1,800	1,800	1,800	1,800	1,800
<i>Operating Expenditures</i>					
Training & Conference	1,300	1,300	1,300	1,300	1,300
Total Operating Expenses	1,300	1,300	1,300	1,300	1,300
<i>Payments T/O Agencies</i>					
City of Winston-Salem	321,669	279,750	351,460	306,750	306,750
Total Payments T/O Agent.	321,669	279,750	351,460	306,750	306,750
Total Expenditures	<u>324,769</u>	<u>282,850</u>	<u>354,560</u>	<u>309,850</u>	<u>309,850</u>
<u>REVENUES</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>



Health Service Area

FY 2015 Health Expenditures - \$29,971,120



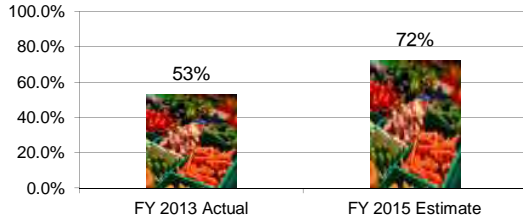
OPERATING POLICIES AND GOALS:

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

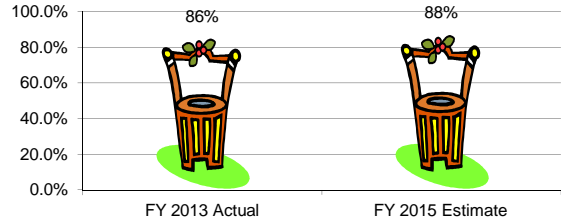
- a. Providing services for the treatment of mental illness, developmental disabilities, and alcohol and drug abuse.
- b. Supporting strategies that reduce teen pregnancy, infant mortality, HIV and other sexually transmitted diseases, substance abuse, dental disease, and other negative forces in the 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.

Health Service Area

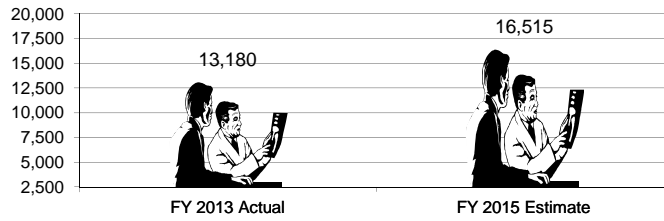
Public Health - % of Required Food and Lodging Inspections



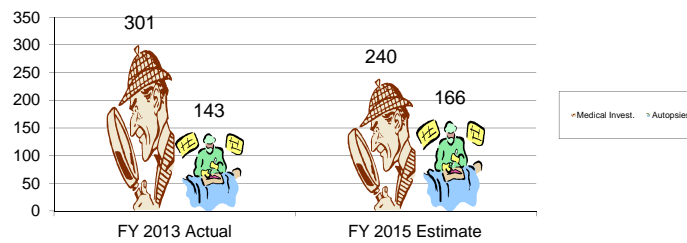
Public Health - % of Medicaid Patients Served at Cleveland Ave. Dental Center



CenterPoint Human Services Services Provided (Children/Adults)



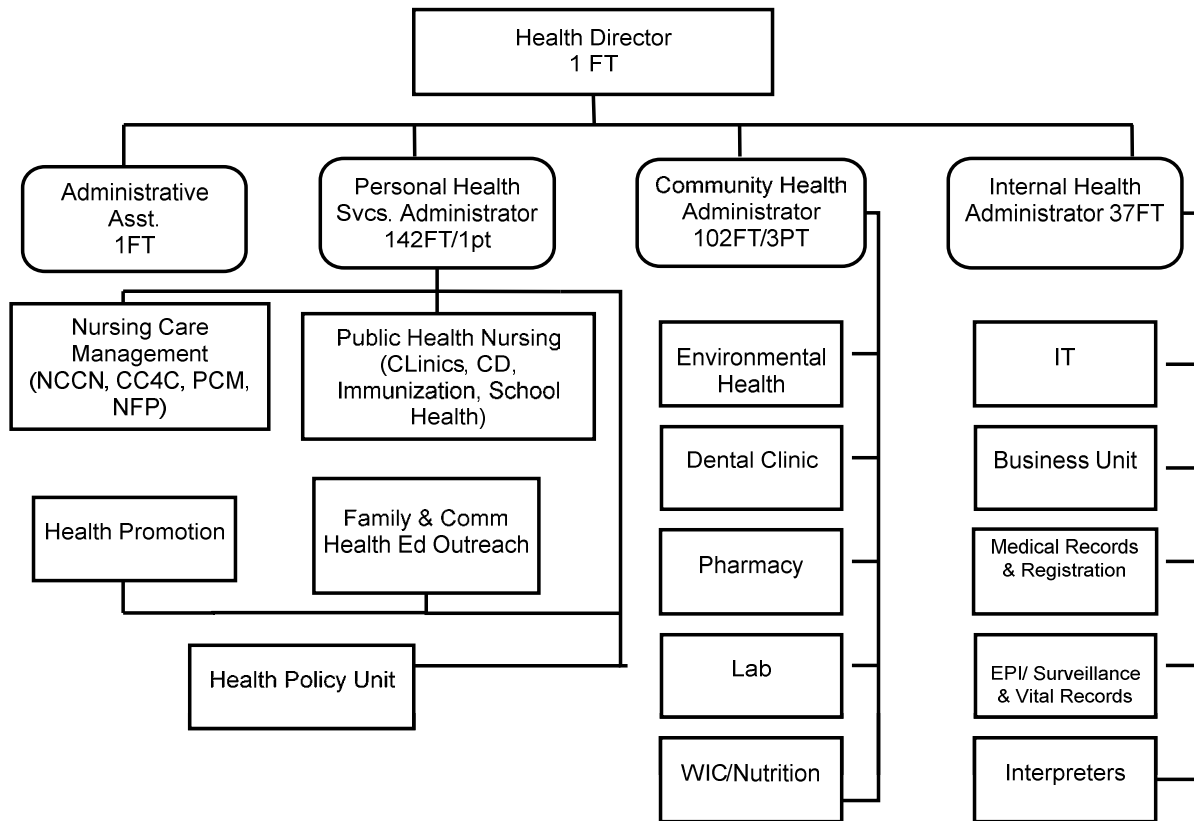
Medical Examiner



Forsyth County Personnel By Health Service Area

	<u>FY 12-13</u> <u>Prior Year</u> <u>Actual</u>	<u>FY 13-14</u> <u>Current Year</u>		<u>FY 14-15</u> <u>Continuation</u> <u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
		<u>Original</u>	<u>Estimate</u>			
<u>Department</u>						
Public Health						
Full	275	277	277	271	267	
Part	8	9	9	7	7	
TOTAL SERVICE AREA – FT	275	277	277	271	267	
TOTAL SERVICE AREA – PT	8	9	9	7	7	

Public Health Department



Medical Examiner - No organizational chart available.

Medical Examiner

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The current fee for medical investigations is \$100 and the fee for autopsies is \$1,200 per case.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Create a community that is healthy.			
Medical Investigations	302	241	240
Autopsies	110	140	138

PROGRAM SUMMARY

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		Request	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
Medical Fees	30,200	24,000	24,100	24,000	24,000	
Autopsies	110,000	166,000	140,500	166,000	166,000	
Total	<u>140,200</u>	<u>190,000</u>	<u>164,600</u>	<u>190,000</u>	<u>190,000</u>	

Medical Examiner

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>						
<i>Operating Expenditures</i>						
Professional Fees	142,000	190,000	164,600	190,000	190,000	
Total Expenditures	<u>142,000</u>	<u>190,000</u>	<u>164,600</u>	<u>190,000</u>	<u>190,000</u>	

CenterPoint Human Services

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The CenterPoint Human Services FY 15 Continuation Recommend budget reflects a \$5,000 decrease in net County dollars. This decrease is due to a projected increase in revenues from 5¢/bottle alcohol sold in Forsyth County that is to be spent on alcohol & substance abuse related services.

In FY 13, the County loaned \$800,640 to CenterPoint to assist with their transition to a Managed Care Organization. CenterPoint repaid this loan with interest in FY 14.

PERFORMANCE MEASURES

	FY 2103 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Create a community that is healthy.			
<u>Services Provided</u>			
# Clients served (unduplicated)			
Children/Adults	2,894/10,286	4,987/11,634	5,036/11,479
<u>Diagnosis - Children/Adult</u>			
Developmental Disabilities	319/855	438/1,002	442/1,012
Mental Health	2,544/8,746	4,467/9,090	4,511/9,180
Substance Abuse	20/674	82/1,542	83/1,557

PROGRAM SUMMARY

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year <u>Actual</u>	Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	Continuation <u>Recommend</u>	<u>Adopted</u>
Child & Family	653,189	577,686	600,535	577,686	577,686	
Adult Mental Health	1,959,566	1,660,352	1,801,605	1,660,352	1,660,352	
Developmental Disabilities	521,422	616,030	578,537	616,030	616,030	
Substance Abuse	370,000	380,609	346,000	380,609	380,609	
Inpatient Services	522,500	792,000	700,000	792,000	792,000	
County Services	1,915,284	2,122,960	2,066,037	2,122,029	2,122,029	
Total	<u>5,941,961</u>	<u>6,149,637</u>	<u>6,092,714</u>	<u>6,148,706</u>	<u>6,148,706</u>	

Child & Family services include Outpatient, Case Management, Preschool Enrichment, Residential and inpatient programs.

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

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

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

CenterPoint Human Services

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>						
Authority Services	4,026,677	4,026,677	4,026,677	4,026,677	4,026,677	
County Services	1,915,284	2,122,960	2,066,037	2,122,029	2,122,029	
Total Expenditures	<u>5,941,961</u>	<u>6,149,637</u>	<u>6,092,714</u>	<u>6,148,706</u>	<u>6,148,706</u>	
<u>REVENUES</u>						
Forsyth County	5,941,961	6,149,637	6,092,714	6,148,706	6,148,706	
Other	86,260,156	156,587,511	158,790,102	157,998,162	157,998,162	
Subtotal Revenues	<u>92,202,117</u>	<u>162,737,148</u>	<u>164,882,816</u>	<u>164,146,868</u>	<u>164,146,868</u>	
Stokes County	513,030	369,195	369,195	398,820	398,820	
Davie County	305,741	216,013	216,013	234,325	234,325	
Rockingham County	928,580	651,199	651,199	700,000	700,000	
Total Other County Revs.	<u>1,747,351</u>	<u>1,236,407</u>	<u>1,236,407</u>	<u>1,333,145</u>	<u>1,333,145</u>	
Grand Total Revenues	<u>93,949,468</u>	<u>163,973,555</u>	<u>166,119,223</u>	<u>165,480,013</u>	<u>165,480,013</u>	

Public Health

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The FY 15 Recommended budget for Public Health reflects a \$125,047 (1.6%) net County dollar increase over the FY 14 Adopted budget. Recommended expenditures reflect a \$107,769 (1/2%) increase. Personal Services adjustments are a primary driver of the expenditure increase. In addition, although indirect expenditures for State grants are budgeted for the first time and contribute to the expenditure increase, these indirect expenses are offset by revenue.

The revenue increase is due solely to an anticipated three-year grant (\$350,000 per year) from the Kate B. Reynolds Charitable Trust to support Dental Clinic operations.

10FT and 2PT positions are eliminated in the Recommended budget: 7FT Nurse positions for the Carolina Access Program; 1FT/1PT Nurse positions for the Latino Family Program Grant; 1FT Public Health Education position for the Syphilis Elimination Program Grant; 1FT Office Assistant position for the Public Health clinics; and 1PT Nurse position for the Pregnancy Care Management Program. All of the positions were funded and have no impact on County dollars.

PERFORMANCE MEASURES

	FY 2013 ACTUAL	FY 2014 ESTIMATE	FY 2015 ESTIMATE
These measures relate to the County goal: Create a community that is healthy.			
% of Medicaid Patients Served at Cleveland Ave. Dental Center	86.0%	88.0%	88.0%
% of Required Food & Lodging Inspections	53.0%	50.0%	72.0%
Reduce Wait Time on Improvement Permits	1.5 weeks	1.5 weeks	2 weeks
% of WIC Program Participants That Initiate Breastfeeding	72.0%	73.0%	73.0%
% of Children Served Immunized By 23 Months of Age	78.0%	82.0%	83.0%

PROGRAM SUMMARY

	FY 12-13 Prior Year Actual	FY 13-14 Current Year		FY 14-15 Continuation		
		Original	Estimate	Request	Recommend	Adopted
Administration	2,022,133	2,157,855	2,090,104	2,172,231	2,133,496	
Lab Services	481,941	503,040	483,892	509,751	505,231	
Environmental Health	2,189,074	2,328,669	2,137,134	2,373,880	2,362,846	
Preventive Health Svcs.	2,214,020	2,377,962	2,341,270	2,172,845	2,169,300	
Nursing	8,782,597	10,577,606	9,510,752	11,143,741	10,901,819	
Pharmacy	2,990,454	4,425,514	4,405,509	4,473,697	4,473,697	
Dental Clinic	890,382	1,153,999	632,202	1,121,320	1,086,025	
Total	<u>19,570,601</u>	<u>23,524,645</u>	<u>21,600,863</u>	<u>23,967,465</u>	<u>23,632,414</u>	

Administration provides management for the department as well as, Computer Operations, Vital Records, Medical Records, Statistical Surveillance Unit, and Bioterrorism Preparedness and Response Program.

Lab Services provides for specialized procedures necessary to detect, control, or eliminate disease.

Environmental Health inspects Health Dept. regulated facilities in order to ensure high levels of sanitation; inspects septic tanks & water supplies, & provides vector control programs.

Preventive Health Services Division of the Forsyth County Department of Public Health strives to promote health and improve the lives of Forsyth County residents by providing culturally competent, sensitive and evidence based health education, health advocacy, health promotion and disease prevention services.

Nursing provides adult health services, maternal/child health services, speech/hearing & communicable disease services.

WIC provides nutrition education & food vouchers to breast feeding & pregnant women, infants & children.

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

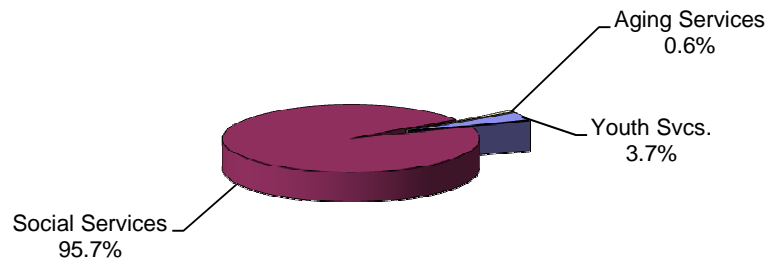
Dental Clinic provides dental services to Medicaid eligible adults in the community.

Public Health

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	10,741,809	12,522,608	10,796,972	12,592,769	12,412,722	
Other Employee Comp.	3,300	3,480	1,650	3,480	3,480	<i>Uniform allowance.</i>
Employee Benefits	3,807,675	4,249,556	3,909,793	4,307,208	4,248,798	
Board Compensation	1,945	2,700	2,400	2,700	2,700	
Total Personal Services	14,554,729	16,778,344	14,710,815	16,906,157	16,667,700	
Operating Expenditures						
Professional Fees	418,128	437,155	535,484	538,710	510,065	<i>Temporary Help, lab fees, medical fees.</i>
Maintenance Service	43,837	61,182	59,460	67,080	65,115	<i>Equipment maintenance, solid waste disposal, other maintenance.</i>
Rent	182,666	133,710	104,546	83,072	82,772	<i>Equipment rental, space rental for Administration & Dental Clinic.</i>
Utility Services	6,135	7,200	7,200	7,200	7,200	<i>Water & sewer.</i>
Construction Services	2,284	300	300	300	300	
Other Purchased Services	613,352	554,249	685,883	633,349	629,939	<i>Advertising, printing, telephone, insurance premiums, CDP contract.</i>
Training & Conference	114,770	242,702	171,032	197,440	188,768	<i>Travel and personal mileage.</i>
General Supplies	184,631	207,398	183,797	213,923	172,788	<i>General supplies, small equipment, books & subscriptions, office supplies, postage.</i>
Energy	75,472	71,565	72,365	75,365	75,365	<i>Electricity and natural gas.</i>
Operating Supplies	789,430	939,850	933,094	1,039,059	1,027,452	<i>Software, audio visual supplies, medical supplies, other operating supplies.</i>
Inventory Purchases	2,504,222	3,972,000	3,921,780	3,971,000	3,971,000	<i>Pharmacy inventory.</i>
Other Operating Costs	23,681	81,490	215,148	234,810	233,950	<i>Rewards & incentives, memberships & dues, insurance claims.</i>
Total Operating Exps.	4,958,608	6,708,801	6,890,089	7,061,308	6,964,714	
Capital Outlay	57,264	37,500	0	0	0	<i>Dental equipment.</i>
Total Expenditures	19,570,601	23,524,645	21,600,904	23,967,465	23,632,414	
Cost-Sharing Expenses	562,881	657,791	584,172	644,080	644,080	
Contra-Expenses	(162,421)	(104,000)	(160,000)	(160,000)	(160,000)	
REVENUES	13,188,145	15,711,523	14,143,931	15,594,339	15,944,339	
Positions:FT/PT	275/8	277/9	277/9	271/7	267/7	

Social Services Service Area

FY 2015 Social Services Expenditures - \$54,386,211



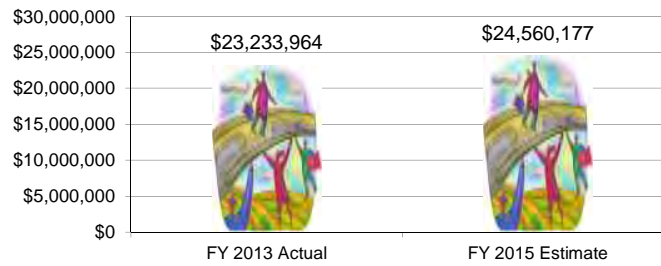
OPERATING POLICIES AND GOALS:

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

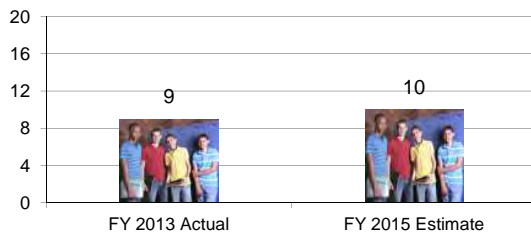
- a. Providing child welfare programs including child protective services, foster care and adoptions.
 - b. Providing employment services, assistance with medical services, & daycare for families to help them become gainfully employed.
 - c. Providing assistance to elderly members of the community through 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 Service Area

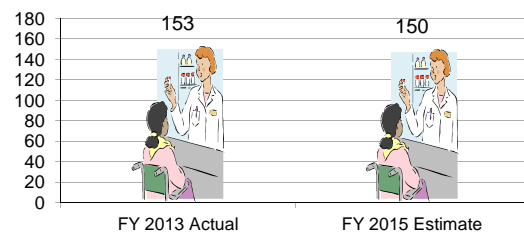
Social Services - Support and Assistance



Youth Services - Average Daily Population



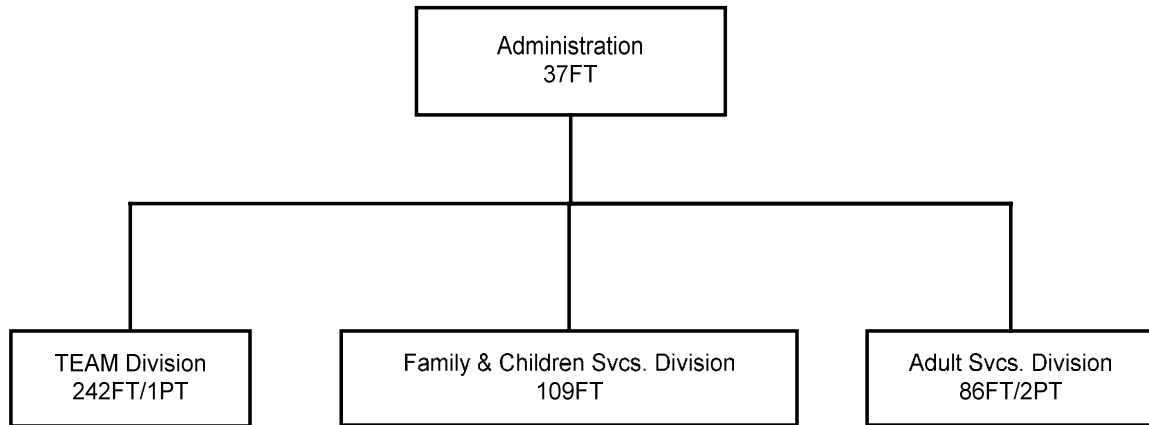
Youth Services - Youth Receiving Drug Assessments



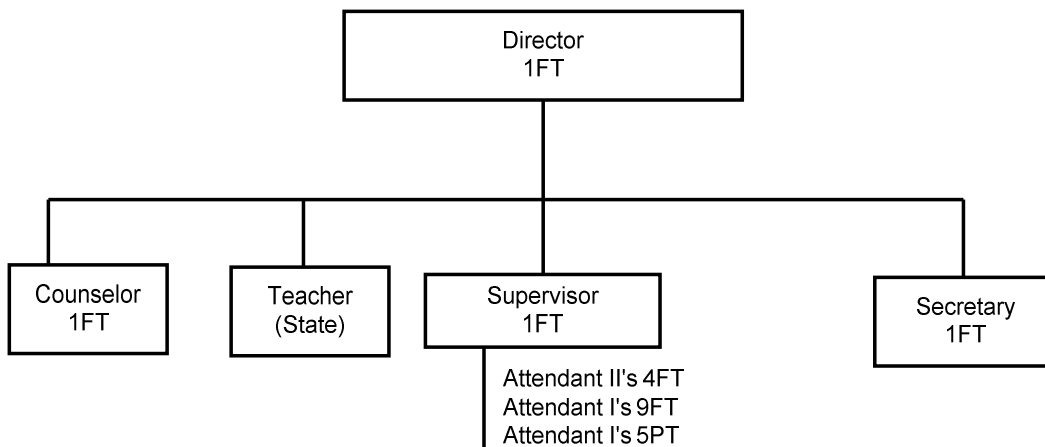
Forsyth County Personnel By Social Services Service Area

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year <u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Continuation Recommend</u>	<u>Adopted</u>
<u>Department</u>						
Social Services						
Full	449	449	474	476	474	
Part	2	2	2	2	2	
Youth Services						
Full	17	17	17	17	17	
Part	6	6	6	6	6	
TOTAL SERVICE AREA - FT	466	466	491	493	491	
TOTAL SERVICE AREA - PT	8	8	8	8	8	

Social Services Department



Youth Services



Social Services

MISSION STATEMENT

To ensure that all people of Forsyth County who meet the criteria of Federal, State & County programs receive quality assistance and services; to help them gain a more meaningful and independent life when possible; and to render these services efficiently.

BUDGET HIGHLIGHTS

The FY Continuation Recommended budget for Social Services decreases net County dollars by \$107,506 or 0.7%. The Recommended budget is driven by several factors including a higher federal reimbursement for Medicaid applications & re-certifications processed through the NC FAST creates over \$1,360,000 in new revenues; and a new document management system decreases software licensing and other contractual services by \$405,000 decreases software licensing and other contractual services by \$405,000.

Against these decreases, 25 new positions have been created to manage higher workloads in Medicaid and Food & Nutrition. These positions increase County spending by \$490,971 relative to FY 14 Original.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Create a community that is safe/healthy.			
Annual % of maltreated children-who are not repeat w/n 6 months of their maltreatment	95.28%	97.04%	97.04%
Annual % of Family/Children's Medicaid & NC Health Choice applicants apps completed within 45 days	92.0%	90.0%	93%
% of Adult Medicaid applications completed w/n 45 (MAA) or 90 day (MAD) standard	93%/94%	93%/95%	95%/95%
Annual employee departure rate	11.1%	10.5%	10.5%
Annual % of Food/Nutrition applications processed w/n 7 calendar days	99.6%	99.7%	99.8%

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
Administration	4,319,018	4,432,279	4,350,635	3,954,807	3,858,648	
TEAM	25,289,895	25,117,436	24,706,499	25,579,142	25,497,091	
Family & Children Services	8,264,208	10,256,235	9,270,499	10,458,031	10,373,751	
Adult Services	11,044,459	12,361,227	12,058,427	12,328,808	12,328,808	
Total	<u>48,917,580</u>	<u>52,167,177</u>	<u>50,386,060</u>	<u>52,320,788</u>	<u>52,058,298</u>	

TEAM - (Temporary Economic Assistance & Maintenance) - provides services for WorkFirst families to help them become gainfully employed. The benefit programs include medical, food, daycare & cash assistance.

Family & Children Services provides child welfare programs including CPS, foster care and adoptions.

Adult Services provides services for the elderly, homebound individuals, & other adult client emergency assistance.

Social Services

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
EXPENDITURES						
Personal Services						
Salaries & Wages	16,097,892	17,032,088	16,649,192	17,981,284	17,845,886	
Employee Benefits	6,185,359	6,326,724	6,172,879	6,727,784	6,705,043	
Board Compensation	325	1,000	1,000	1,000	1,000	
Total Personal Services	22,283,576	23,359,812	22,823,071	24,710,068	24,551,929	
Operating Expenditures						
Professional Fees	416,483	426,500	617,500	475,000	475,000	
Maintenance Service	7,879	8,350	7,733	8,350	8,350	
Rent	2,666	6,000	3,060	5,000	5,000	
Utility Services	19,364	27,125	27,125	29,024	29,024	
Construction Services	2,298	91,000	50,000	40,000	40,000	
Other Purchased Services	2,347,489	1,649,952	1,849,473	1,337,495	1,341,255	
Training & Conference	42,612	48,000	48,000	56,500	54,500	
General Supplies	278,812	322,000	376,356	282,475	207,800	
Energy	0	210,000	210,000	220,225	220,225	
Operating Supplies	28,792	16,500	41,000	32,350	31,500	
Support & Assistance	23,233,964	25,483,029	23,807,255	24,560,177	24,560,177	
Other Operating Costs	253,645	341,000	332,500	341,500	341,500	
Total Operating Exps.	26,634,004	28,629,456	27,370,002	27,388,096	27,314,331	
Payments T/O Agencies	0	177,909	192,987	222,624	192,038	
Total Expenditures	48,917,580	52,167,177	50,386,060	52,320,788	52,058,298	
Cost-Sharing Expenses	2,369,923	2,082,989	2,350,928	2,441,491	2,441,491	
REVENUES	34,500,221	37,371,614	36,782,777	37,636,976	37,370,241	
Positions:FT/PT	449/2	449/2	474/2	476/2	474/2	

CYE: Convert 12FT "phantom" positions to real positions; add 13FT IMCW positions for Food & Nutrition and Medicaid.

Request: 1FT HR Technician; 1FT Admin Assistant.

Aging Services

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

Aging Services is a new cost center to account for the Rural Operating Assistance Program funds from the State as well as funds for Senior Services to provide Meals on Wheels Services to the elderly population in Forsyth County.

These funds were formerly a part of the Special Appropriations Department, but all special appropriations funds are now allocated to the most comparable department who in turn may enter into service agreements with the agency for specified deliverables.

There are additional requests, one from Senior Services for \$57,300 and one from the Shepherd Center for \$45,000. Further information on each is available in the Alternate Service level section.

PROGRAM SUMMARY

	FY 12-13	FY 13-14		Request	FY 14-15	Adopted
	Prior Year Actual	Original	Estimate		Continuation Recommend	
Aging Services	0	0	92,700	445,000	342,700	

Aging Services

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>						
<i>Payments T/O Agencies</i>						
Other Contracts	0	0	92,700	445,000	342,700	
Total Expenditures	<u>0</u>	<u>0</u>	<u>92,700</u>	<u>445,000</u>	<u>342,700</u>	
<u>REVENUES</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>250,000</u>	<u>250,000</u>	

Youth Services

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommend budget for Youth Services has a net County dollar increase of \$47,774 (7.4%). The increase in County dollars is due to a projected decrease in revenue from youth detention center subsidies and increase in personal services (4.3%).

Trends in the number of juveniles placed at the Forsyth County Facility reversed in FY 12 as the facility housed an increased number of juveniles from other counties and fewer Forsyth County juveniles. This is likely due to fewer beds available statewide after the closing of the Buncombe & Richmond State facilities in the summer of 2013. While revenues are estimated to increase over FY 13 actuals, FY 15 revenue is decreased from the FY 14 adopted budget. This is reflected in a decrease in the revenue budget for FY 15. These projections are variable however, and should be monitored closely.

The Youth Services Department includes the Juvenile Crime Prevention Council (JCPC) budget which is 100% State funds. The department administers the program for the County.

The Gang and Delinquency Prevention Initiative Grant administered in this department in prior fiscal years expired in FY 14. This was a 100% Federally funded grant with no County dollar impact.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Create a community that is safe/healthy.			
# of youth receiving drug assessments	153	150	150
# of youth receiving individual counseling	180	185	190
# of escape attempts vs. the # of successful escape attempts	0/0	0/0	0/0
Avg. daily population:	9	9	10
in-county/out-of-county	6/3	6/3	6/4
# of youth detained-out-of-county fac.	0	0	0

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>FY 14-15 Continuation Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
Youth Services	1,250,658	1,249,331	1,183,262	1,284,061	1,272,105	
Gang & Delinquency Prevention Initiative Grant	14,979	141,500	133,604	0	0	
JCPC Administration	3,713	15,500	747,601	713,108	713,108	
Total	<u>1,269,350</u>	<u>1,406,331</u>	<u>2,064,467</u>	<u>1,997,169</u>	<u>1,985,213</u>	

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

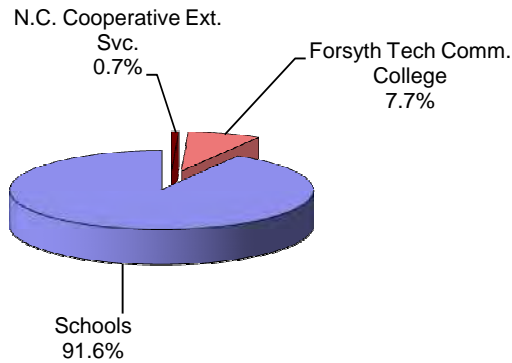
JCPC Administration is the provision of administrative support for the Forsyth County Juvenile Prevention Council which helps plan programs and services at the local level for youth delinquency, gang prevention & substance abuse.

Youth Services

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	723,290	756,574	759,570	770,549	770,049	
Other Employee Benefits	140	1,144	838	1,144	1,144	
Employee Benefits	248,415	252,231	271,015	277,902	266,446	<i>lpad & cellphone stipend.</i>
Total Personal Services	971,845	1,009,949	1,031,423	1,049,595	1,037,639	
<i>Operating Expenditures</i>						
Professional Fees	65,528	84,566	65,858	84,566	84,566	
Maintenance Service	6,399	12,100	9,201	5,000	5,000	<i>Includes medical fees and educational expenses.</i>
Utility Services	3,344	3,283	3,283	3,400	3,400	
Construction Services	0	4,000	7,515	0	0	
Other Purchased Services	43,077	75,600	90,210	60,300	60,300	<i>Includes food service contract & out-of-county placement costs.</i>
Training & Conference	10,665	19,000	5,568	3,000	3,000	<i>Includes required travel for training as mandated by State.</i>
General Supplies	6,565	43,250	47,949	5,750	5,750	<i>Includes detention facility furniture & janitorial needs.</i>
Energy	18,171	22,258	20,375	21,625	21,625	
Operating Supplies	6,148	11,000	9,574	6,000	6,000	
Other Operating Costs	137,608	70,325	14,195	60,325	60,325	<i>Insurance claims.</i>
Total Operating Exps.	297,505	345,382	273,728	249,966	249,966	
Contingency	0	0	0	10,523	10,523	
Capital Outlay	0	51,000	27,750	0	0	
Payments T/O Agencies	0	0	731,566	687,085	687,085	
Total Expenditures	<u>1,269,350</u>	<u>1,406,331</u>	<u>2,064,467</u>	<u>1,997,169</u>	<u>1,985,213</u>	
Cost-Sharing Expenses	52,319	93,983	61,600	53,925	53,925	
REVENUES	<u>512,408</u>	<u>757,000</u>	<u>1,582,689</u>	<u>1,463,108</u>	<u>1,288,108</u>	
Positions:FT/PT	17/6	17/6	17/6	17/6	17/6	

Education Service Area

FY 2015 Education Expenditures - \$124,125,119



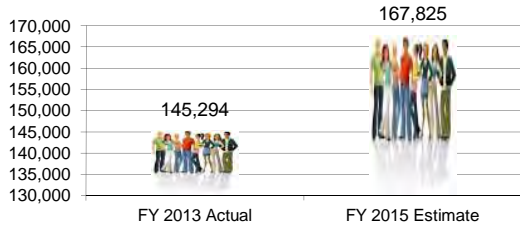
OPERATING POLICIES AND GOALS:

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

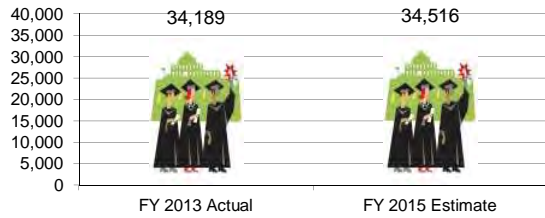
- a. Providing facilities that are conducive to learning for the Winston-Salem/Forsyth County School System and the Forsyth Technical Community College.
 - b. Providing additional teachers beyond the number that the State of North Carolina provides for the elementary, middle, and high school environments.
 - 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".
-

Education Service Area

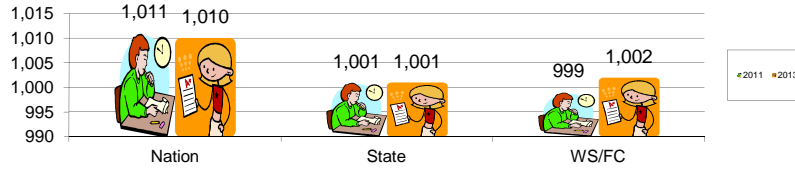
N.C. Cooperative Ext. Service - Total Client Education/Services



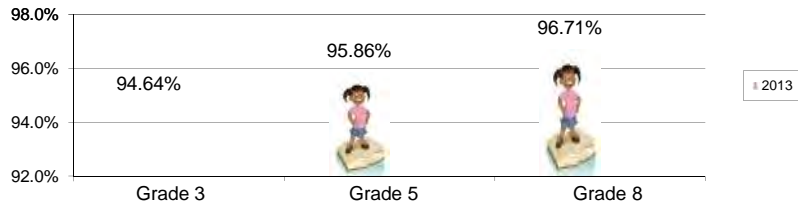
Forsyth Technical Community College - Enrollment



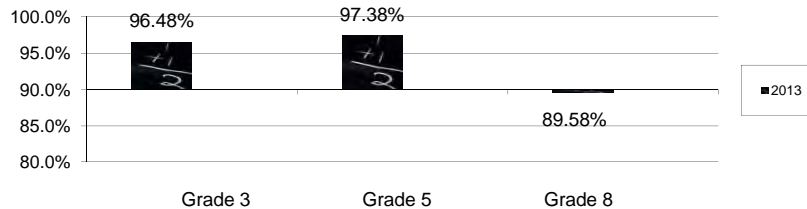
Winston-Salem/Forsyth County Schools - SAT Scores



WS/FC Schools End of Grade Reading Scores as a % of Statewide Average Reading Scores



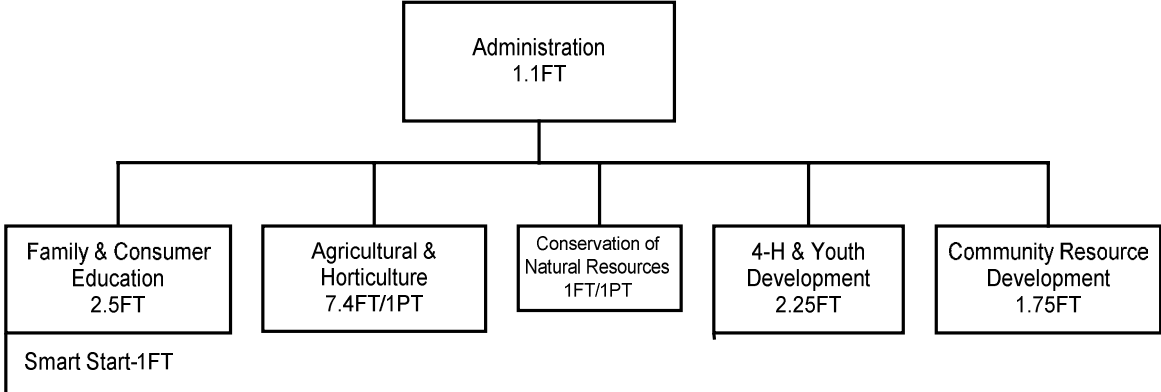
WS/FC Schools End of Grade Math Scores as a % of Statewide Average Math Scores



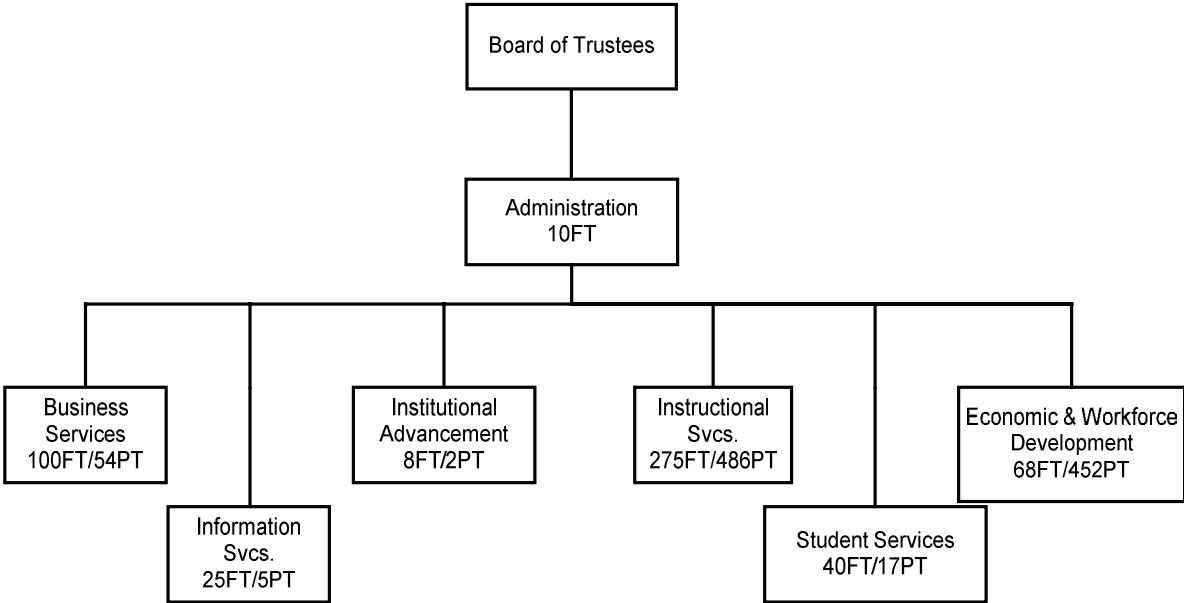
Forsyth County Personnel By Education Service Area

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		FY 14-15 Continuation <u>Request</u> <u>Recommend</u> <u>Adopted</u>
<u>Department</u>				
N.C. Cooperative Extension Service				
Full	17	17	17	17
Part	2	2	2	2
TOTAL SERVICE AREA - FT	17	17	17	17
TOTAL SERVICE AREA - PT	2	2	2	2

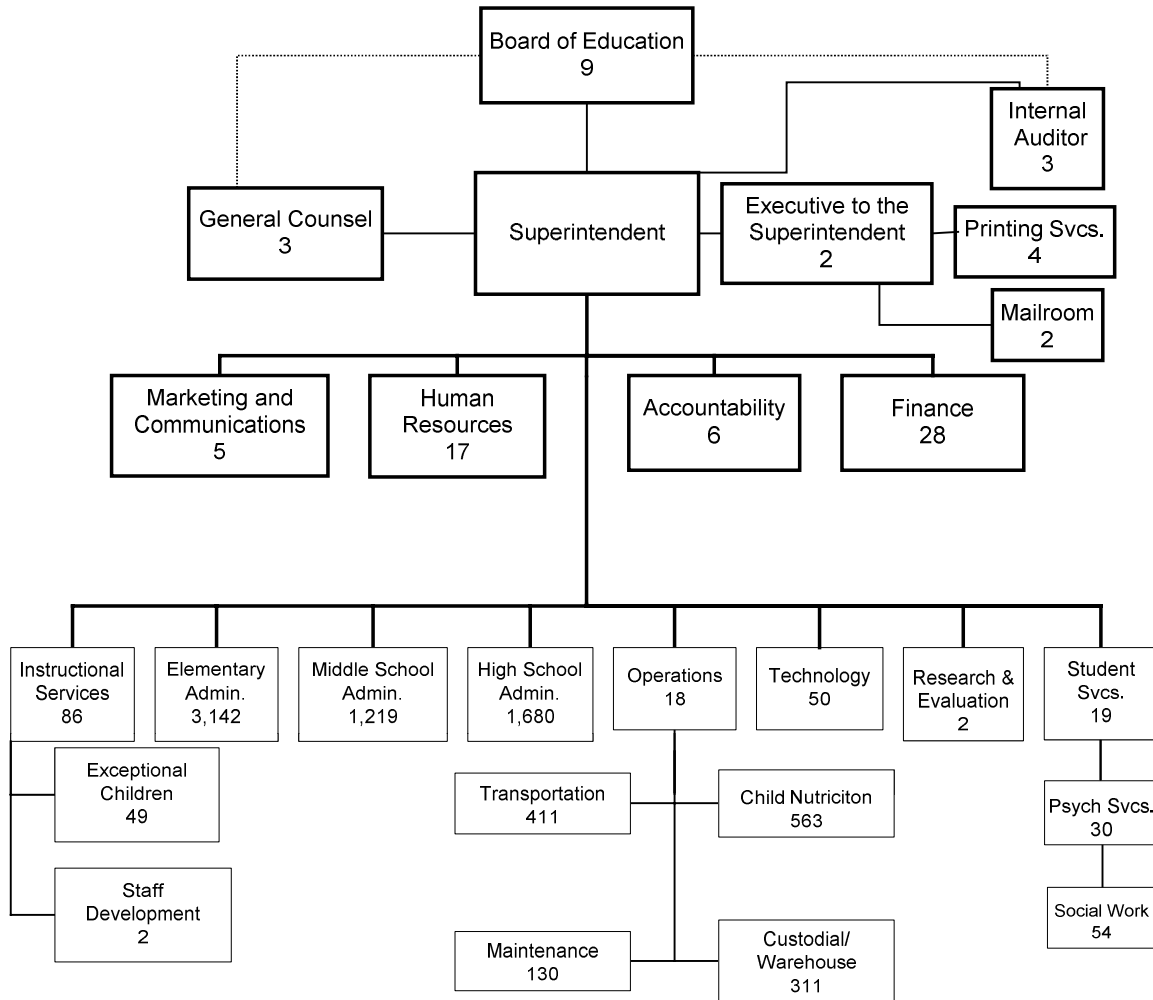
N.C. Cooperative Extension Service



Forsyth Technical Community College



Winston-Salem/Forsyth County Schools



N.C. Cooperative Extension Service

MISSION STATEMENT

To help people improve the quality of their lives by providing research-based information & informal educational opportunities focused on issues and needs.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommend budget reflects a net County increase of \$50,550 or 8.6% over FY 14 Original.

The increase is primarily due to using a higher fringe benefit ratio for both "send-in" and County employees than in previous years. Additionally, the County decided to continue a grant funded position whose funding had lapsed in September 2013, leading to a reduction of revenues with no corresponding decrease in expenditures.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Create a community with educational opportunities for everyone.			
Nutrition/food safety education	1,124	1,025	1,076
4-H Youth receiving life skill training	2,828	2,545	2,672
A/Hort. Certification class attendance	1,317	1,350	1,500
Conservation Assistance/education	3,550	3,727	3,850
Volunteer hours	16,846	25,000	28,000
Volunteer Value @ \$20.25/hr	341,131	409,354	429,806
Total client education/services	145,294	159,825	167,825

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
Administration	63,007	88,480	73,874	76,645	75,985	
Soil & Water	102,952	115,226	102,859	118,649	118,649	
Forestry	43,791	49,073	49,073	55,486	55,486	
Economic Assistance	203,500	213,669	214,282	225,981	225,981	
Home Economics	150,245	124,576	109,510	141,600	141,600	
Community Development	78,916	76,039	51,640	100,408	95,983	
Youth Development	86,653	82,223	82,086	87,699	86,464	
Ag Bldg. Maintenance	31,436	42,767	33,900	40,900	40,900	
Arboretum at Tanglewood	19,483	30,265	18,311	30,810	30,810	
Total	<u>779,983</u>	<u>822,318</u>	<u>735,535</u>	<u>878,178</u>	<u>871,858</u>	

Conservation of Natural Resources provides support to the Soil & Water Conservation District, reviews Erosion Control Plans, provides awards to local farmers for installation of Best Management Practices, & works to preserve the County's working farmland.

Economic Assistance provides training and advice to improve farm and agri-business profitability, environmental quality and urban horticulture.

Home Economics helps improve families quality of living.

Community Development teaches leadership development and community development.

Youth Development teaches science and technology and their application to young people.

N.C. Cooperative Extension Service

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
EXPENDITURES						
Personal Services						
Salaries & Wages	149,094	138,950	120,855	167,777	167,777	
Employee Benefits	64,852	26,995	52,935	63,769	63,769	
Board Compensation	0	750	750	400	400	
Total Personal Services	213,946	166,695	174,540	231,946	231,946	
Operating Expenditures						
Professional Fees	20	1,270	250	2,100	2,100	
						<i>Lab fees, interpreters for deaf program participants, Forsyth Extension Focus Cable Show.</i>
Maintenance Service	5,017	3,100	2,600	5,200	5,200	
Rent	1,230	4,600	2,602	4,300	4,300	
						<i>Space rental at Tanglewood Park.</i>
Utility Services	1,995	1,950	2,100	2,200	2,200	
						<i>Water & sewer.</i>
Other Purchased Services	386,818	419,415	359,030	400,427	400,427	
						<i>Includes salary/fringe for "send-in" positions. Alarm monitoring, printing, advertising, insurance premiums, telephone.</i>
Training & Conference	12,239	13,482	12,822	15,007	12,342	
General Supplies	29,951	35,705	36,130	40,002	37,927	
						<i>Office & general supplies, small equipment.</i>
Energy	29,671	41,917	32,600	39,700	39,700	
						<i>Electricity and natural gas.</i>
Operating Supplies	49,012	49,900	51,878	53,020	51,440	
Other Operating Costs	6,293	13,211	11,910	9,625	9,625	
						<i>Memberships, administration costs, insurance claims.</i>
Total Operating Exps.	522,246	584,550	511,922	571,581	565,261	
Contingency	0	22,000	0	24,500	24,500	
						<i>SWCD Board misc. activities account.</i>
Payments T/O Agencies	43,791	49,073	49,073	50,151	50,151	
						<i>County's share of Division of Forest Resources contract through NCDENR.</i>
Total Expenditures	<u>779,983</u>	<u>822,318</u>	<u>735,535</u>	<u>878,178</u>	<u>871,858</u>	
Cost-Sharing Expenses	71,916	127,723	98,867	61,801	61,801	
REVENUES	<u>234,934</u>	<u>233,034</u>	<u>232,309</u>	<u>232,024</u>	<u>232,024</u>	
Positions:FT/PT	17/2	17/2	17/2	17/2	17/2	

Forsyth Technical Community College

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The overall Recommended budget for FY 15 for Forsyth Technical Community College reflects a 7.0% or \$621,170 increase. The primary drivers of this increase are the expansions of the Wexford Project and Phase 2B of the Career Center.

In addition, the recommendation places \$103,824 in Contingency for possible salary and benefit increases at the State level which the County has done the past couple of years.

On-going Capital Outlay remains at the Current Year Original funding level of \$455,000 to be used for sidewalk repairs, carpet replacement, painting, telephone equipment, physical plant equipment and vehicle replacements. 1995 Ford truck.

Commissioners have been requested to consider a special capital request of \$9.3 million in 2/3rds Bonds to complete Main Campus renovations. This is in addition to the \$2.3 million the County typically funds every year for Capital Maintenance.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>		<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
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These measures relate to the County goal: Create a community with educational opportunities for everyone.

Enrollment Data

Curriculum - Fall	9,881	9,721	9,818	9,916
Continuing Ed - Annual	24,308	24,116	24,357	24,600
Total Served	34,189	33,837	34,175	34,516

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>FY 14-15 Continuation Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
General Administration	1,357,128	1,614,762	1,614,762	1,448,779	1,448,779	
Curriculum Instruction	23,284,593	30,059,474	30,059,474	30,632,431	30,632,431	
Non-Curriculum Instruction	8,576,439	6,175,791	6,175,791	5,562,235	5,562,235	
Plant Fund/Operation	11,538,523	11,061,703	11,060,703	11,300,235	11,196,411	
Institution	41,016,928	46,658,659	45,843,659	43,092,785	43,092,785	
Other Expenses	9,571,284	8,678,662	8,678,662	7,819,577	7,819,577	
Total	<u>95,344,895</u>	<u>104,249,051</u>	<u>103,433,051</u>	<u>99,856,042</u>	<u>99,752,218</u>	
County Share	8,574,096	8,906,742	8,905,742	9,631,736	9,527,912	
Current Expense	8,123,096	8,451,742	8,450,742	9,176,736	9,072,912	
Capital Outlay	451,000	455,000	455,000	455,000	455,000	
Total	8,574,096	8,906,742	8,905,742	9,631,736	9,527,912	

Forsyth Technical Community College

USE OF COUNTY FUNDS

	2013-14 <u>Budget</u>	FY 2014-2015		
		<u>Requested</u>	<u>Continuation Recommend</u>	<u>Adopted</u>
<i>Personal Services</i>				
Salaries	1,425,972	1,476,201	1,443,722	
Longevity	143,069	145,931	143,069	
Salary Supplements	1,488,624	1,519,297	1,489,524	
Fringe Benefits	863,286	908,852	870,142	
Training & Conference	12,000	12,000	12,000	
Work Study	20,000	20,000	20,000	
<i>Total Personal Services</i>	<u>3,952,951</u>	<u>4,082,281</u>	<u>3,978,457</u>	
<i>Contractual Services</i>				
Legal Fees	9,000	9,000	9,000	
Maintenance Service	345,033	366,484	366,484	
Space Rental	33,000	33,000	33,000	
Telephone	233,129	257,461	257,461	
Electricity	1,269,876	1,472,287	1,472,287	
Water	93,063	115,107	115,107	
Natural Gas	513,914	597,006	597,006	
Insurance	563,012	621,240	621,240	
Janitorial	728,574	820,235	820,235	
Grounds	103,748	122,786	122,786	
Security	280,530	315,086	315,086	
<i>Total Contractual Services</i>	<u>4,172,879</u>	<u>4,729,692</u>	<u>4,729,692</u>	
<i>Supplies & Materials</i>				
Custodial Supplies	168,527	194,840	194,840	
Maintenance Supplies	140,959	152,397	152,397	
Auto Parts & Supplies	16,426	17,526	17,526	
<i>Total Supplies & Materials</i>	<u>325,912</u>	<u>364,763</u>	<u>364,763</u>	
Total Direct Expense	<u>8,451,742</u>	<u>9,176,736</u>	<u>9,072,912</u>	
Capital Outlay (ongoing)	455,000	455,000	455,000	
GRAND TOTAL	<u>8,906,742</u>	<u>9,631,736</u>	<u>9,527,912</u>	
<u>REVENUES</u>				
Other Financing Sources	<u>322,979</u>	<u>0</u>	<u>0</u>	

Winston-Salem/Forsyth County Schools

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommend budget for WSFCS is reduced from the Current Year Original budget by \$679,590, or 0.6%. The recommended budget is also \$4,299,175, or 3.6% less than the budget request submitted by WSFCS.

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. In FY 14, the Board of Commissioners chose to provide WSFCS an additional one-time allocation of \$1,441,707 in order to keep funding at the FY 13 level. The \$1,441,707 was not included in the starting point of the formula. To see how the funding formula determined the FY 15 recommended allocation, turn to Page 35 in the Overview of Changes in Revenues, Expenditures, and County dollars.

Also included in this budget is a transfer of \$1,735,000 to the 2014 Capital Maintenance CPO. This CPO is for life cycle replacements including, but not limited to, chillers, roof replacements, and HVAC repairs.

Also listed below in the Program Summary is a line item detailing the amount of Debt Service in FY 15 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.

PERFORMANCE MEASURES

These measures relate to the County goal: Create a community with educational opportunities for everyone.

	Reading/Math	2012 - 13 End of Grade Test Results		
		Grade 3	Grade 5	Grade 8
WS/FC-All Students	44.1/46.5	39.4/48.4	41.1/31.8	
State-All Students	46.6/48.3	41.1/49.7	42.5/35.5	
		SAT RESULTS		
	Total Verbal & Math	2011	2012	2013
WS/FC-All Students		1,011	1,010	1,010
State-All Students		1,001	997	1,001
Nation-All Students		999	1,006	1,002

PROGRAM SUMMARY

	FY 12-13	FY 13-14		FY 14-15		Adopted
	Prior Year Actual	Current Year Original	Estimate	Request	Continuation Recommend	
Instructional Programs	65,469,980	70,673,370	64,768,523	64,389,495	61,924,901	
Support Services	39,018,209	35,610,125	40,845,060	43,046,839	41,399,163	
Ancillary Services	376,435	185,761	229,176	383,060	368,398	
Non-Programmed Charges	3,992,458	3,773,503	4,400,000	4,500,000	4,327,756	
Capital Program	3,061,474	4,187,686	4,187,686	5,730,636	5,730,636	
Total	111,918,556	114,430,445	114,430,445	118,050,030	113,750,855	
Current Expense	108,857,082	110,242,759	110,242,759	112,319,394	108,020,218	
Capital Outlay	3,061,474	4,187,686	4,187,686	5,730,636	5,730,636	
Debt Service	46,865,233	48,655,728	47,669,918	44,997,674	44,997,674	
Total	158,783,789	163,086,173	162,100,363	163,047,704	158,748,528	

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 is 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.

Winston-Salem/Forsyth County Schools

	FY 13-14 Current Year		FY 14-15 Continuation		<u>Adopted</u>
	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	
<u>Instructional Programs</u>					
Regular	45,587,510	37,399,886	37,135,966	35,714,537	
Special Population	4,651,702	5,276,715	5,361,612	5,156,389	
Alternative	1,028,115	1,163,096	1,276,120	1,227,275	
School Leadership	8,204,571	7,441,358	7,647,591	7,354,869	
Co-Curricular	3,242,612	3,657,671	3,848,544	3,701,236	
School Based Support	7,958,860	9,829,797	9,119,662	8,770,595	
Total Instructional Programs	70,673,370	64,768,523	64,389,495	61,924,901	
<u>Support Services</u>					
Support & Development	1,555,661	1,214,969	1,286,268	1,237,034	
Special Population Support	592,142	654,290	676,470	650,577	
Alternative Programs Support	435,921	360,845	372,222	357,975	
Technology Support	2,295,033	2,293,707	2,471,022	2,376,440	
Operational Support	23,589,196	28,931,405	30,255,114	29,097,059	
Financial & Human Resources	3,344,470	4,177,400	4,462,873	4,292,051	
Accountability	690,578	637,061	760,667	731,551	
System-Wide Pupil Support	988,087	771,438	835,618	803,634	
Policy, Leadership & Public Relations	2,119,037	1,803,945	1,926,585	1,852,842	
Total Support Services	35,610,125	40,845,060	43,046,839	41,399,163	
<u>Ancillary Services</u>					
Community Services	176,277	219,692	364,960	350,991	
Nutrition Services	9,484	9,484	18,100	17,407	
Total Ancillary Services	185,761	229,176	383,060	368,398	
<u>Non-Programmed Charges</u>					
Charter Schools	3,752,128	4,400,000	4,500,000	4,327,756	
Communities in Schools (County approp)	21,375	0	0	0	
Total Non-Programmed Charges	3,773,503	4,400,000	4,500,000	4,327,756	
Total Current Expense	110,242,759	110,242,759	112,319,394	108,020,218	
<u>Capital Outlay</u>					
Regular	496,503	553,893	2,193,943	2,193,943	
Special Population	118,615	118,615	0	0	
School Based Support	2,191	2,191	0	0	
Technology Support	0	0	0	0	
Operational Support	1,753,109	1,695,719	1,720,793	1,720,793	
Accountability	2,700	2,700	1,400	1,400	
System Wide	79,568	79,568	79,500	79,500	
Tfr to Schools Maint. CPO	1,735,000	1,735,000	1,735,000	1,735,000	
Total Capital Outlay	4,187,686	4,187,686	5,730,636	5,730,636	
Total	114,430,445	114,430,445	118,050,030	113,750,855	

REVENUE

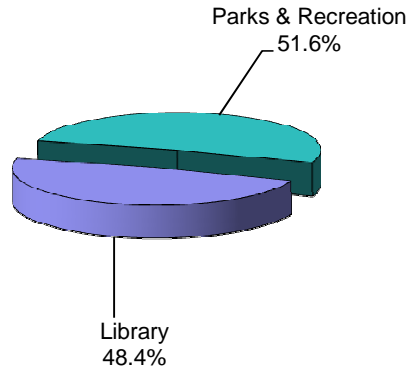
Other Financing Sources

	FY 13-14 <u>All Funds</u>	FY 14-15 <u>All Funds</u>	<u>Change</u>	FY 13-14 <u>County</u>	FY 14-15 <u>County</u>	<u>Change</u>
<u>Positions</u>						
Administrative Staff	272.8	267.6	(5.2)	101.7	99.6	(2.1)
Instructional Staff	3,878.4	3,810.4	(68.0)	366.9	351.8	(15.1)
Clerical & Technical Staff	2,050.5	2,038.2	(12.3)	318.9	266.2	(52.7)
Hourly Staff (6-hour FTE)	340.0	330.0	(10.0)	0.0	0.0	0.0
Total Staff	6,541.7	6,446.2	(95.5)	787.5	717.6	(69.9)

	<u>2013-2014</u>	<u>2014-2015</u>
State Current Expense Fund	286,423,938	286,764,768
Local Current Expense Fund	132,071,514	120,344,739
Capital Outlay Fund	19,297,064	4,185,636
Federal Grants Fund	55,354,493	N/A
Child Nutrition Fund	23,339,632	23,169,688
Total	516,486,641	434,464,831

Culture & Recreation Service Area

FY 2015 Culture & Recreation Expenditures - \$15,184,604



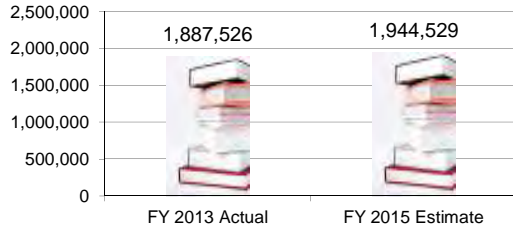
OPERATING POLICIES AND GOALS:

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

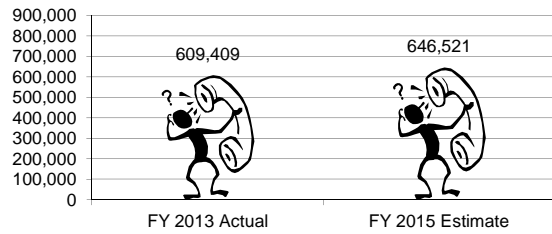
- a. Preserving and expanding its parks and libraries.
- b. Providing a variety of materials, through the main library and nine (9) branch libraries & outreach programs, including research, genealogy, pleasure reading, audio-video, children's, career, education, and job related services, as well as public 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.

Culture & Recreation Service Area

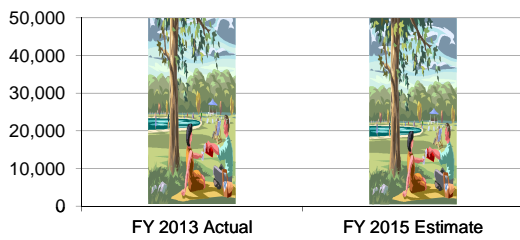
Library - Circulation



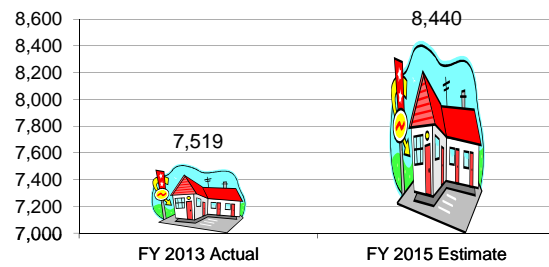
Library - Reference Questions Answered



Parks and Recreation - Tanglewood Park - Pool Attendance

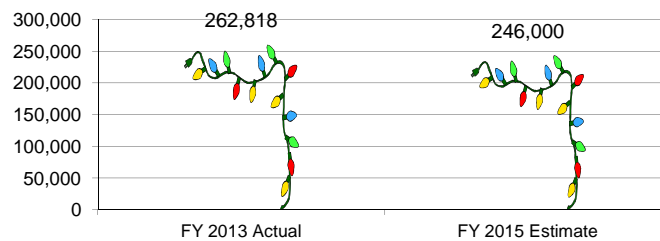


Parks & Recreation Lodging/Facilities/Shelter Rentals



*Includes RV-Campsites

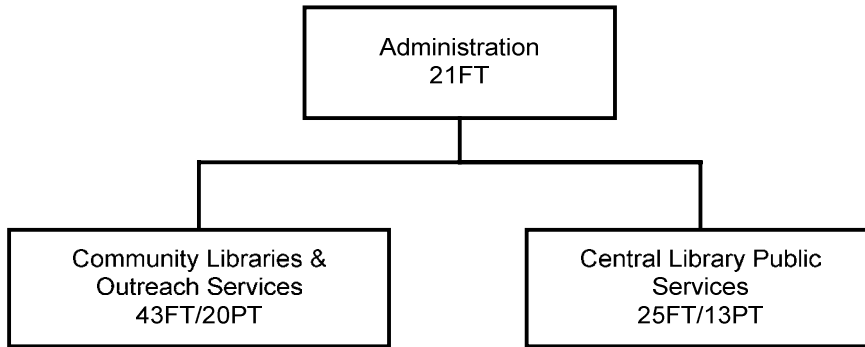
Parks & Recreation Festival of Lights Visitors



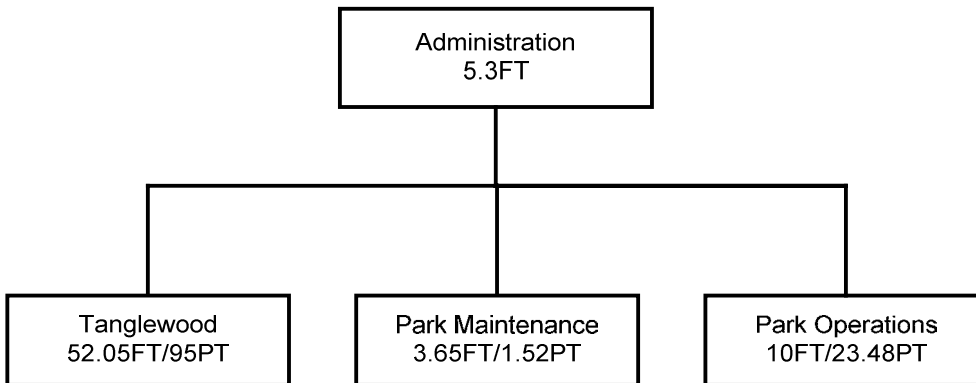
Forsyth County Personnel By Culture & Recreation Service Area

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		FY 14-15 Continuation <u>Request</u> <u>Recommend</u> <u>Adopted</u>
<u>Department</u>				
Library				
Full	89	89	89	89
Part	33	33	33	33
Parks & Recreation				
Full	71	71	71	71
Part	117	117	117	120
TOTAL SERVICE AREA - FT	160	160	160	160
TOTAL SERVICE AREA - PT	150	150	150	153

Library



Parks & Recreation



Library

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for the Library System reflects a net decrease of \$9,156 (0.13%) compared to FY 14 Adopted budget. Recommended expenditures decrease by \$112,631 (1.5%) and revenue decreases by \$103,475 (18.2%). Expenditure decreases are a result of the purchase of the Reynolda Manor Branch Library and the resulting elimination of rent payments for the branch. Revenue decreases are a result of a decrease in LSTA grant funds.

While funding for the Central Branch Library reflects a full year of operating expenses, there are anticipated County dollar savings due to the renovation of the Central Branch Library scheduled to begin in early 2015 and most public services at the branch will be shut down until the branch re-opens. The renovations negate the need to purchase books and materials for the branch and vacancies in the department will be held until renovations are nearly complete. Current staffing at the Central Branch will be re-located to other branches during the renovations, therefore no staff will be laid-off during the construction period.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Create a community in which to live that is convenient and pleasant.			
Program Attendance	104,377	105,420	106,474
Materials Circulated	1,887,526	1,925,276	1,944,529
Reference ?'s Answered	609,409	627,691	646,521
Meet NC Standards:			
1 Public Access PC Per 5,000 population	3.2	3.25	3.3
2 Books Per Capita	2.4	2.5	2.5

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year</u>		<u>FY 14-15 Continuation</u>	
		<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>
					<u>Adopted</u>
Library Administration	1,498,392	1,698,771	1,440,780	1,570,271	1,566,659
Headquarters	2,299,959	2,253,641	2,366,116	2,437,860	2,424,461
Extension	3,372,033	3,512,858	3,344,205	3,405,323	3,361,519
Total	<u>7,170,384</u>	<u>7,465,270</u>	<u>7,151,101</u>	<u>7,413,454</u>	<u>7,352,639</u>

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

Extension Division operates the Outreach Service Departments, and nine branch libraries.

Library

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
EXPENDITURES						
Personal Services						
Salaries & Wages	3,786,210	3,924,919	3,759,419	3,904,087	3,904,087	
Other Employee Benefits	130	520	524	520	520	
Employee Benefits	1,326,437	1,355,675	1,274,382	1,363,883	1,363,883	<i>lpad stipend.</i>
Total Personal Services	5,112,777	5,281,114	5,034,325	5,268,490	5,268,490	
Operating Expenditures						
Professional Fees	19,502	20,355	20,356	20,355	20,355	
Maintenance Service	57,338	59,064	53,658	89,489	76,930	<i>Security services.</i>
Rent	218,158	216,683	225,792	91,700	91,020	<i>Exterminating & solid waste svcs., equipment repair.</i>
Utility Services	29,644	27,073	27,002	28,892	28,892	<i>Rent for Reynolda & Kernersville Branches.</i>
Other Purchased Services	520,320	516,794	627,826	535,622	524,165	<i>Water & sewer.</i>
Training & Conference	10,613	29,055	28,692	25,380	25,080	<i>Software license, printing, book processing, insurance premiums, on-line services & telephone services.</i>
General Supplies	44,122	55,240	45,655	74,834	53,420	
Energy	295,619	315,632	315,626	331,116	330,860	<i>Office supplies, small equipment, repair supplies & subscriptions.</i>
Operating Supplies	836,389	874,550	749,044	876,501	862,502	<i>Electricity & natural gas.</i>
Other Operating Costs	18,142	39,710	15,625	37,895	37,745	<i>Books, periodicals, A/V supplies, software and operating supplies.</i>
Contingency	0	30,000	7,500	10,000	10,000	<i>Insurance claims & memberships.</i>
Total Operating Exps.	2,049,847	2,184,156	2,116,776	2,121,784	2,060,969	<i>Reserve accounts for the Chatham & Special Gifts Funds, offset by revenue.</i>
Capital Outlay	7,760	0	0	23,180	23,180	
Total Expenditures	7,170,384	7,465,270	7,151,101	7,413,454	7,352,639	
Cost-Sharing Expenses	670,181	729,877	619,421	674,228	674,228	
REVENUES	475,783	569,639	673,600	466,164	466,164	<i>Special Gifts, State Aid, LSTA, Chatham Grants, sales of copies, books, etc.</i>
Positions:FT/PT	89/33	89/33	89/33	89/33	89/33	

Parks & Recreation

MISSION STATEMENT

To develop, acquire, operate and maintain a park system and to provide comprehensive recreation programs for the use and enjoyment of Forsyth County residents.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget reflects a net County dollar decrease of \$41,845 (1.21%) compared to the FY 14 Adopted budget. There are several changes to PT positions reflected in the Recommended budget due to the Affordable Care Act which required a reduction of hours for many positions in order to comply with the Federal law. Temporary staffing services dollars are budgeted in order to cover the seasonal PT hours which can no longer be covered by existing PT staff. These costs were offset by the reduction of 2,387 hours for PT positions.

Additionally, a golf management contract will be used to manage the golf operations at Tanglewood Park. The contract will be an 18-month contract to attempt to make the golf course at least break-even. The contract cost for FY 15 (\$48,000) is offset by a reduction in existing golf operations positions.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Create a community in which to live that is convenient and pleasant.			
Tanglewood Visitors-Gate/Spec. Ev.	310,451	443,000	450,000
Rental - RV Campsites	5,158	5,773	5,900
Rental - Lodgings	1,586	1,600	1,625
Rental - Facilities	367	410	415
Rental - Shelters	408	488	500
Golf Rounds Played	52,038	51,000	52,000
Festival of Lights - Visitors	262,818	245,808	246,000
Aquatic Center Attendance	55,972	49,343	51,000

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
Administration	372,254	628,507	629,138	756,895	731,292	
Park Maintenance	394,014	445,409	421,666	482,787	458,787	
Park Operation	341,870	388,663	355,819	388,600	376,121	
Tanglewood Park	5,048,772	5,493,449	5,042,228	5,577,011	5,367,386	
Triad Park	788,958	880,415	811,816	992,761	898,379	
Total	<u>6,945,868</u>	<u>7,836,443</u>	<u>7,260,667</u>	<u>8,198,054</u>	<u>7,831,965</u>	

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

Park Maintenance provides for general maintenance support to all County Parks.

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

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

Parks & Recreation

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	3,133,530	3,327,715	3,043,033	3,368,080	3,174,661
Other Employee Benefits	0	0	860	0	0
Employee Benefits	1,050,054	1,050,683	1,056,244	1,068,099	1,068,094
Total Personal Services	4,183,584	4,378,398	4,100,137	4,436,179	4,242,755
<i>Operating Expenditures</i>					
Professional Fees	137,888	182,880	183,282	276,380	256,850
				<i>Security for multi-purpose building and parks.</i>	
Maintenance Service	355,960	456,793	407,119	476,159	442,659
				<i>Janitorial, solid waste, park repairs.</i>	
Rent	155,305	170,545	159,642	169,545	161,370
				<i>Golf cart rental, Port-O-John, space rental, equipment rental.</i>	
Utility Services	56,150	90,800	93,188	101,210	87,100
Construction Services	1,522	0	0	0	0
				<i>Soccer field irrigation, water & sewer at Triad, CG Hill, Walkertown, Union Cross, and Tanglewood Parks.</i>	
Other Purchased Services	499,769	573,757	506,503	593,794	632,905
				<i>Bank service charges, recreation programs, life guards, tree removal, contracts, insurance premiums, telephone.</i>	
Training & Conference	9,224	18,385	10,486	21,750	16,900
General Supplies	273,209	357,460	300,018	372,788	345,735
				<i>Uniforms, repair supplies, janitorial supplies, small equipment, office supplies.</i>	
Energy	519,233	488,680	475,009	509,474	504,180
				<i>Fuel oil, electricity, gasoline, natural gas.</i>	
Operating Supplies	415,913	452,400	411,173	455,900	435,500
				<i>Mulch, seed, fertilizer, range balls, paint, lumber, weed killer, locks, shingles, concrete.</i>	
Inventory Purchases	260,960	276,975	249,110	264,300	264,300
				<i>Merchandise for resale, food and beverages.</i>	
Other Operating Costs	28,573	65,775	98,184	133,775	132,175
				<i>Insurance claims.</i>	
Total Operating Exps.	2,713,706	3,134,450	2,893,714	3,375,075	3,279,674
Capital Outlay	48,578	143,259	86,480	186,800	129,200
				<i>Replacement equipment.</i>	
Payments T/O Agencies	0	180,336	180,336	200,000	180,336
				<i>SciWorks shifted from Special Appropriations.</i>	
Total Expenditures	6,945,868	7,836,443	7,260,667	8,198,054	7,831,965
Cost-Sharing Expenses	333,277	251,496	258,803	399,573	399,573
<u>REVENUES</u>	4,320,098	4,402,693	4,154,343	4,466,060	4,440,060
Positions:FT/PT	71/117	71/117	71/117	71/120	71/120

Parks & Recreation - Tanglewood Revenue Producing Operations
(Includes Golf, Pool, Accommodations, Special Events, Festival of Lights, Tennis, Campground)

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	FY 14-15 Continuation <u>Request</u> <u>Recommend</u> <u>Adopted</u>
<u>EXPENDITURES</u>			
<i>Personal Services</i>			
Salaries & Wages	1,483,031	1,581,759	1,377,310 1,552,220 1,385,420
Other Employee Benefits	0	0	430 0 0
Employee Benefits	492,800	494,116	490,599 479,301 479,301
Total Personal Services	1,975,831	2,075,875	1,868,339 2,031,521 1,864,721
<i>Operating Expenditures</i>			
Professional Fees	682	2,000	17,808 69,000 69,000 <i>Temporary help and professional fees.</i>
Maintenance Service	63,284	63,150	61,095 80,850 64,200 <i>Linen & laundry, equipment repair.</i>
Rent	145,528	157,175	149,028 157,175 149,000 <i>Golf cart rental, equipment rental.</i>
Utility Services	3,803	26,000	25,600 26,100 26,000 <i>Water & sewer.</i>
Construction Services	1,522	0	0 0 0
Other Purchased Services	368,649	388,733	358,182 403,460 444,560 <i>Insurance premiums, bank service charges, advertising, life guard contract.</i>
Training & Conference	6,140	9,385	7,076 9,250 7,900
General Supplies	115,470	136,290	121,833 139,090 126,140 <i>Repair supplies, small equipment.</i>
Energy	208,004	174,100	139,718 177,100 176,100 <i>Natural gas, electricity, gasoline, fuel oil.</i>
Operating Supplies	241,055	306,000	241,405 306,500 290,100 <i>Fertilizer, mulch, sand, sod, seed, chemicals, range balls.</i>
Inventory Purchases	259,896	276,175	248,802 263,500 263,500 <i>Merchandise for resale, food & beverages.</i>
Other Operating Costs	18,273	29,975	25,219 28,125 27,775 <i>Insurance claims, memberships & dues, permit fees.</i>
Total Operating Exps.	1,432,306	1,568,983	1,395,766 1,660,150 1,644,275
Capital Outlay	6,430	50,059	0 53,000 40,000 <i>Golf maintenance replacement equipment.</i>
Total Expenditures	<u>3,414,567</u>	<u>3,694,917</u>	<u>3,264,105</u> <u>3,744,671</u> <u>3,548,996</u>
Cost-Sharing Expenses	19,762	4,490	32,067 6,251 6,251
<u>REVENUES</u>	3,649,388	3,679,625	3,468,332 3,710,450 3,700,450
Net County Dollars	<u>(234,821)</u>	<u>15,292</u>	<u>(204,227)</u> <u>34,221</u> <u>(151,454)</u>
Positions:FT/PT	35.23/70.85	34.63/70.85	34.63/70.85 34.53/68.75 34.53/68.75

Parks and Recreation - Tanglewood Maintenance

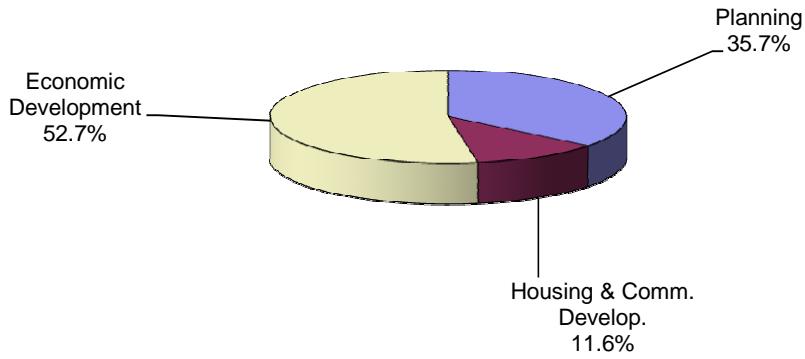
	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	735,703	768,445	736,344	787,987	786,387	
Other Employee Benefits	0	0	430	0	0	
Employee Benefits	249,536	250,377	264,597	258,178	258,178	
Total Personal Services	985,239	1,018,822	1,001,371	1,046,165	1,044,565	
<i>Operating Expenditures</i>						
Professional Fees	82,742	94,000	90,100	97,500	93,000	
				<i>Engineering fees, security, professional fees.</i>		
Maintenance Service	152,891	189,500	179,986	188,300	186,800	
				<i>Janitorial services, solid waste, equipment repair, other maintenance projects.</i>		
Rent	9,067	9,450	9,516	9,450	9,450	
						<i>Equipment rental.</i>
Utility Services	27,966	25,000	41,635	28,000	25,000	
						<i>Water & sewer.</i>
Other Purchased Services	20,284	30,160	25,524	30,050	30,050	
						<i>Telephone.</i>
Training & Conference	1,655	4,600	1,090	4,600	4,600	
General Supplies	83,035	111,700	90,597	113,975	113,625	
				<i>Repair supplies, small equipment, janitorial supplies.</i>		
Energy	190,997	199,500	200,880	199,500	199,500	
				<i>Natural gas, electricity, gasoline, fuel oil.</i>		
Operating Supplies	78,415	62,700	85,471	62,700	62,700	
				<i>Fertilizer, mulch, sand, sod, seed, chemicals.</i>		
Inventory Purchases	1,064	800	308	800	800	
Other Operating Costs	850	2,300	860	2,300	2,300	
				<i>Memberships & dues, permit fees.</i>		
Total Operating Exps.	648,966	729,710	725,967	737,175	727,825	
Capital Outlay	0	50,000	50,785	49,000	46,000	
Total Expenditures	<u>1,634,205</u>	<u>1,798,532</u>	<u>1,778,123</u>	<u>1,832,340</u>	<u>1,818,390</u>	
Cost-Sharing Expenses	6,249	320	8,508	440	340	
<u>REVENUES</u>	182,641	183,800	196,830	183,650	183,650	
Net County Dollars	<u>1,451,564</u>	<u>1,614,732</u>	<u>1,581,293</u>	<u>1,648,690</u>	<u>1,634,740</u>	
Positions:FT/PT	16.92/24.15	17.52/24.15	17.52/24.15	17.52/26.25	17.52/26.25	

Parks and Recreation - All Other

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	914,796	977,511	929,379	1,027,873	1,002,854
Employee Benefits	307,718	306,190	301,048	330,620	330,615
Total Personal Services	1,222,514	1,283,701	1,230,427	1,358,493	1,333,469
<i>Operating Expenditures</i>					
Professional Fees	54,464	86,880	75,374	109,880	94,850
Maintenance Service	139,785	204,143	166,038	207,009	191,659
Rent	710	3,920	1,098	2,920	2,920
Utility Services	24,381	39,800	25,953	47,110	36,100
Other Purchased Services	110,836	154,864	122,797	160,284	158,295
Training & Conference	1,429	4,400	2,320	7,900	4,400
General Supplies	74,704	109,470	87,588	119,723	105,970
Energy	120,232	115,080	134,411	132,874	128,580
Operating Supplies	96,443	83,700	84,297	86,700	82,700
Other Operating Costs	9,450	33,500	72,105	103,350	102,100
Total Operating Exps.	632,434	835,757	771,981	977,750	907,574
Capital Outlay	42,148	43,200	35,695	84,800	43,200
Payments T/O Agencies	0	180,336	180,336	200,000	180,336
Total Expenditures	1,897,096	2,342,994	2,218,439	2,621,043	2,464,579
Cost-Sharing Expenses	307,266	246,686	218,228	332,882	332,882
REVENUES	488,069	539,268	489,181	571,960	555,960
Net County Dollars	1,409,027	1,803,726	1,729,258	2,049,083	1,908,619
Positions:FT/PT	18.95/22	18.85/22	18.85/22	18.95/25	18.95/25

Community & Economic Development Service Area

FY 2015 Community & Economic Development Expenditures - \$4,094,301



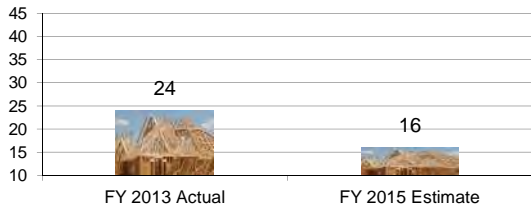
OPERATING POLICIES AND GOALS:

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

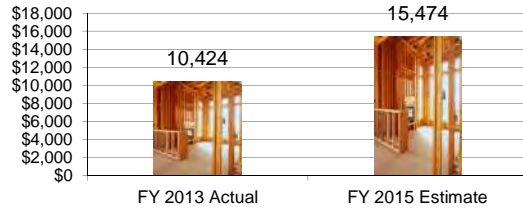
- a. Assisting and expanding existing businesses, as well as recruiting targeted new industry to Forsyth County.
- b. Providing affordable housing for low and moderate-income residents.

Community & Economic Development Service Area

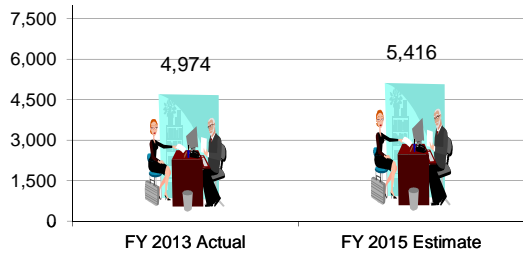
**Housing -
Homes Rehabilitated**



**Housing -
Average Cost Rehabilitation**



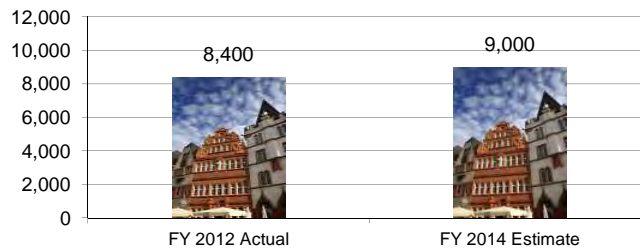
**Economic Development -
Cumulative Jobs Created**



**Economic Development -
Cumulative Investment**



**Planning -
Existing Sites/Structures
Identified as Historic Resources**

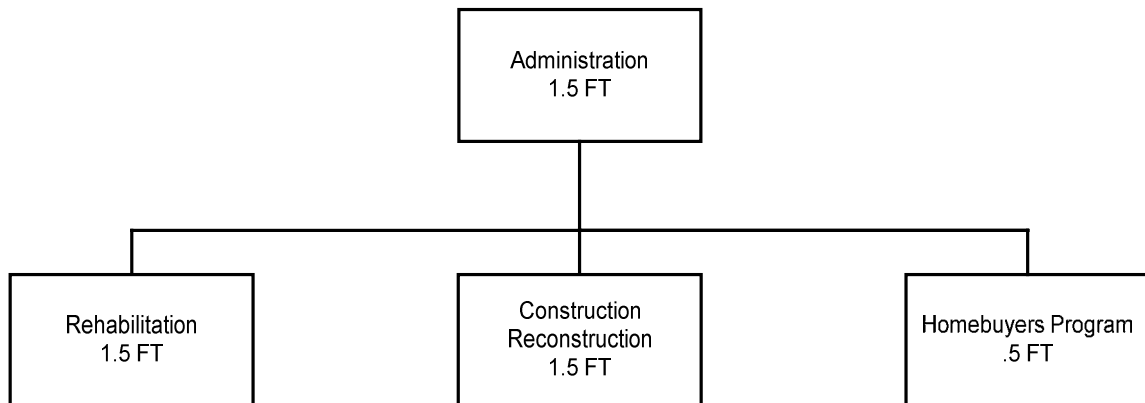


Planning data N/A at time of printing

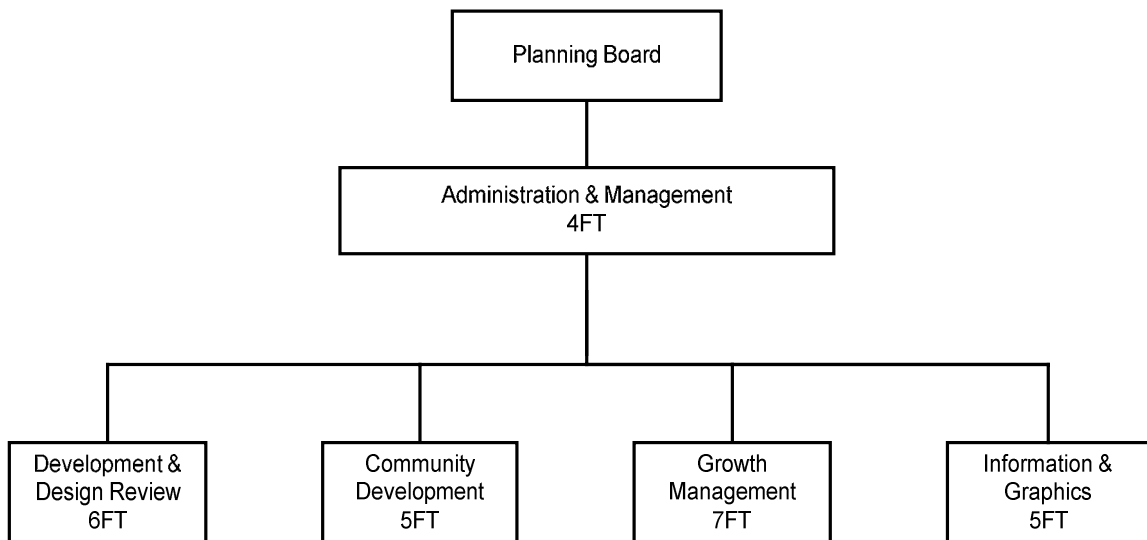
Forsyth County Personnel By Community & Economic Develop. Svc. Area

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u> <u>Adopted</u>	
<u>Department</u>						
Housing						
Full	5	5	5	5	5	5
Part	0	0	0	0	0	0
TOTAL SERVICE AREA - FT	5	5	5	5	5	5
TOTAL SERVICE AREA - PT	0	0	0	0	0	0

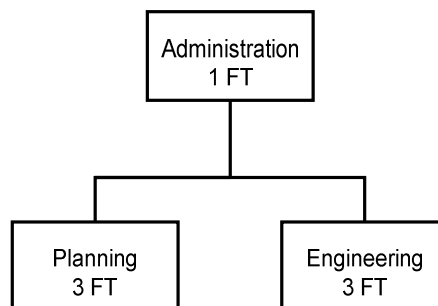
Housing & Community Development Department



Planning



Transportation Planning



Housing & Community Development

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for Housing and Community Development reflects a net County dollar increase of \$47,980 or 11.7%.

Most of this net County increase is due to a more realistic revenue projection, which reduced anticipated revenues by \$40,000 from FY Current Year Original budget. Additionally, there are annualized performance increases and associated higher fringe benefits costs.

The Housing and Community Development Department also manages several grant funded programs that help Forsyth County citizens with buying houses and home rehabilitation. For FY 15, Housing anticipates spending close to \$800,000 through a variety of housing programs.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Create a community with economic opportunities for everyone.			
Homes Rehabilitated	24	14	16
Average Cost Rehabilitation	\$10,424	\$16,076	\$15,474
Code Enforcement Inspections	94	94	103
First Time Home Buyers	15	25	28
Total First Time Home Buyer Investment	\$1,129,882	\$2,300,000	\$2,500,000
NCHFA Loans not flowing through County*	\$97,700	\$130,000	\$150,000

*The amounts referred to are included in the Total First Time Home Buyer Investment.

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
Housing Supp/Grant Projs.	342,383	427,831	420,947	440,003	433,876	
Emergency Rehab	18,758	15,000	15,000	25,000	15,000	
Transfer to GPO	25,755	25,755	25,755	27,690	27,690	
Total	<u>386,896</u>	<u>468,586</u>	<u>461,702</u>	<u>492,693</u>	<u>476,566</u>	

Rehabilitation & Home Ownership -rehabilitation of existing homes; building of new houses where appropriate; 1st time Home Buyers Program.

Rental Construction Assistance - construction or rehabilitation of multi-family rental units.

Minimum Code Enforcement - enforcement of County's minimum housing code on a complaint basis.

Housing & Community Development

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	213,753	256,585	253,861	263,107	263,107
Other Employee Benefits	370	520	520	520	520
Employee Benefits	79,230	88,143	83,617	86,966	86,966
Total Personal Services	293,353	345,248	337,998	350,593	350,593
<i>Operating Expenditures</i>					
Professional Fees	0	150	150	150	150
Rent	100	100	100	100	100
Communications	2,195	2,200	2,200	2,200	2,200
Other Purchased Services	31,802	31,160	31,160	72,990	67,213
Insurance Premiums	676	800	800	1,000	1,000
Training & Conference	3,976	4,200	4,200	4,500	4,200
General Supplies	2,230	2,670	2,736	2,720	2,670
Operating Supplies	907	1,750	1,750	1,750	1,750
Other Operating Costs	25,902	18,300	18,600	29,000	19,000
Transfer to Housing GPO	25,755	25,755	25,755	27,690	27,690
Total Operating Exps.	93,543	87,085	87,451	142,100	125,973
Payments T/O Agencies	0	36,253	36,253	0	0
Total Expenditures	<u>386,896</u>	<u>468,586</u>	<u>461,702</u>	<u>492,693</u>	<u>476,566</u>
Cost-Sharing Expenses	21,475	22,969	24,970	15,559	15,559
<u>REVENUES</u>	<u>15,600</u>	<u>60,000</u>	<u>24,000</u>	<u>60,000</u>	<u>20,000</u>
Positions:FT/PT	5/0	5/0	5/0	5/0	5/0

Economic Development

MISSION STATEMENT

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.

BUDGET HIGHLIGHTS

The Continuation Recommend budget increases \$22,713 or 1.1% for FY 15. The increase is due primarily to the projected increase in the incentive payment for Caterpillar Inc. of \$218,500 (56%). Revenue reflects a decrease of \$75,000 from State One NC pass-through funds.

All of the Grantee Agencies requested additional County appropriations. These requests are discussed in the Alternate Service Level section.

PERFORMANCE MEASURES

	<u>FY 2013</u>	<u>FY 2014 Estimate</u>	<u>FY 2015 Estimate</u>	<u>Estimated Future</u>
These measures relate to the County goal: Create a community with economic opportunities for everyone.				
New Jobs	344	136	238	1,455
Capital Investment (Millions)	\$332.0	\$75.0	\$127.5	\$424.9

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year</u>		<u>FY 14-15 Continuation Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
		<u>Original</u>	<u>Estimate</u>			
Economic Development	2,009,560	2,209,282	2,076,477	2,304,807	2,156,995	

Economic Development

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<u>Grantee Agencies:</u>					
Downtown W-S Partnership	6,541	4,906	4,906	4,906	4,906
KVL Chamber of Commerce	6,896	5,172	5,172	5,172	5,172
W-S Chamber of Commerce	82,753	62,064	62,064	158,064	62,064
Film Commission	20,188	20,188	20,188	40,000	20,188
W-S Business, Inc.	72,675	54,506	70,785	102,785	70,785
Piedmont Triad Partnership	21,705	16,279	0	0	0
Other Professional Fees	50,681	0	0	0	0
Subtotal Grantee Agencies	261,439	163,115	163,115	310,927	163,115
<u>Incentives</u>					
City of WS (parking deck)	446,753	450,810	450,805	426,640	426,640
Pepsi	0	30,000	0	0	0
Wake Forest Univ. Hlth Sci.	396,270	396,270	396,270	396,270	396,270
Bekaert Ind.	13,974	15,000	15,000	15,000	15,000
					<i>Agreement status: 7 of 16.</i>
The Clearing House	46,715	55,740	55,740	0	0
					<i>Agreement status: 10 of 10.</i>
Exhibit Works	12,900	0	0	0	0
Lowes	207,090	237,534	237,534	189,390	189,390
					<i>Agreement status: 8 of 12.</i>
Grass America	12,886	33,600	10,000	33,600	33,600
					<i>Agreement status: 4 of 5.</i>
Caterpillar, Inc.	0	389,680	389,680	607,980	607,980
					<i>Agreement status: 2 of 21.</i>
TurboCare	211,533	33,333	33,333	0	0
NSA Aviation (One NC Funds)	150,000	150,000	75,000	75,000	75,000
					<i>Agreement status: 3 of 4.</i>
Airport Commission	250,000	0	0	0	0
Wexford WFU	0	250,000	250,000	250,000	250,000
Piedmont Propulsion	0	4,200	0	0	0
Subtotal Incentives	1,748,121	2,046,167	1,913,362	1,993,880	1,993,880
Total Expenditures	<u>2,009,560</u>	<u>2,209,282</u>	<u>2,076,477</u>	<u>2,304,807</u>	<u>2,156,995</u>
<u>REVENUES</u>	<u>361,205</u>	<u>180,374</u>	<u>105,374</u>	<u>105,374</u>	<u>105,374</u>

Planning

MISSION STATEMENT

To provide visionary leadership for the comprehensive, creative community planning of our urban and rural areas and the enhancement of the natural environment we value in a beautiful, livable, harmonious and economically successful community.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for the Planning department is a net County increase of \$12,250 (0.8%).

Because the City of Winston-Salem administers this department, position allocations are not reflected in the County budget.

Dollars shown are estimated County portion based on City staff estimates for April 2014. Full cost of program not provided by City at time of printing.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Create a community with economic opportunities for everyone.			
Ensure at least 80% of approved plans meet the goals and policies of the Legacy			
Comprehensive Plan	96%	90%	90%
Community Outreach Meetings	51	40	40
Rezoning	52	46	50
Certificates of Appropriateness	61	80	75
Planning Board Site Plan Reviews	9	7	10

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>FY 14-15 Continuation Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
Planning Board						
Transportation Planning						
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
County Share	1,369,469	1,448,490	1,448,490	1,460,740	1,460,740	

Planning creates and uses the countywide Comprehensive Plan, Legacy, to shape development and community improvements through Unified Development Ordinances amendments & guidelines; provides planning for countywide activities such as capital improvement programs, transportation planning, community appearance initiatives, & historic resources preservation; provides service to the entire County except for Kernersville, Lewisville, and Clemmons; plays a key role in use of the City-County Geographic Information System (GIS).

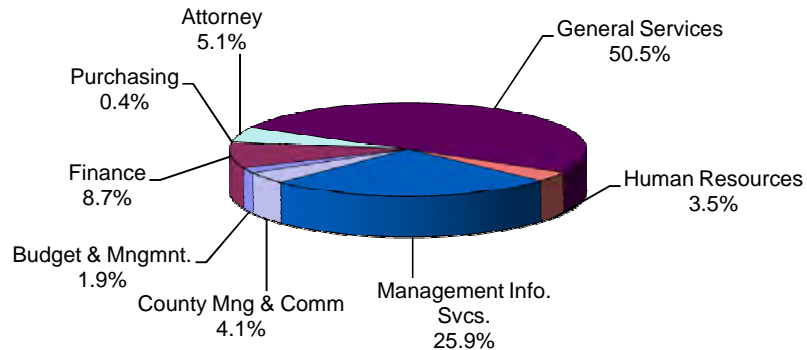
Transportation Planning plans for the safe & efficient movement of people & goods with a multi-modal transportation system.

Planning

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		FY 14-15 Continuation <u>Request</u> <u>Recommend</u> <u>Adopted</u>	
<u>EXPENDITURES</u>					
<i>Payments T/O Agencies</i>					
Planning/Planning Board					
Transportation Planning					
Total Expenditures	0	0	0	0	0
 <u>REVENUES</u>					
City/Fees/Other					
County	1,369,469	1,448,490	1,448,490	1,460,740	1,460,740
Total Revenues	<u>1,369,469</u>	<u>1,448,490</u>	<u>1,448,490</u>	<u>1,460,740</u>	<u>1,460,740</u>

Administration & Support Service Area

FY 2015 Administration & Support Expenditures - \$25,917,722



OPERATING GOALS AND 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:

- a. Maintaining the County's Aaa/AAA bond ratings (Moody's Investors Service, Standard & Poor's, Fitch Investors' Service).
- b. Maintaining a Fund Balance available for appropriation in the General Fund of at least 16% of the subsequent yr's budget.
- c. Annually updating projections of revenues, expenditures & fund balances for the next 5 years, & developing longer-range projections as appropriate.
- d. Annually updating the Capital Improvement Plan, which includes anticipated capital projects and related debt service and operating costs for the subsequent six years.
- e. 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.
- f. 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.
- g. Maintaining aggressive safety & risk management programs to protect employees & minimize financial exposure to the County.
- h. Regularly and professionally maintaining grounds, buildings and HVAC systems.
- i. Regularly and professionally maintaining computer systems and equipment.
- j. Effectively screening applications, and advertising for and filling vacant County positions.
- k. 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.
- l. 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:

- a. Adhering to a debt policy established by the Board of Commissioners limiting long-term debt to 15% 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 14-15 net of dedicated revenue, is 14.4%. 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

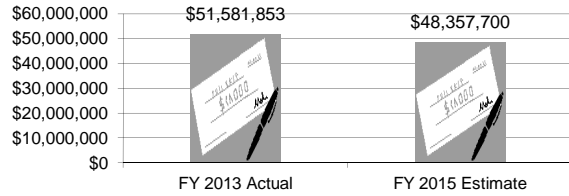
- b. Appropriating funds for principal/interest requirements for general obligation bonds/installment purchases in the General Fund when due.
-

Administration & Support Service Area

**Budget and Management -
Projects Completed**



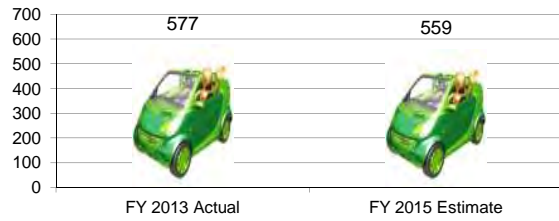
**Finance
Dollar Volume Paid by Check**



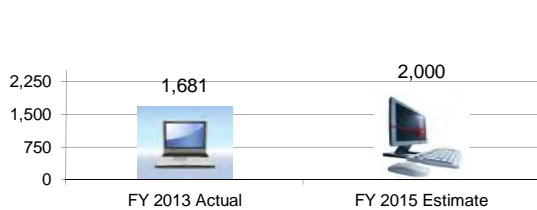
**General Services -
of Facilities Maintained**



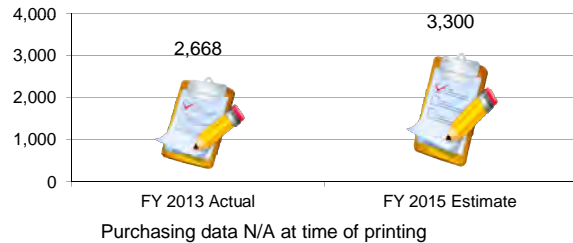
**General Services -
of Assigned Vehicles Maintained**



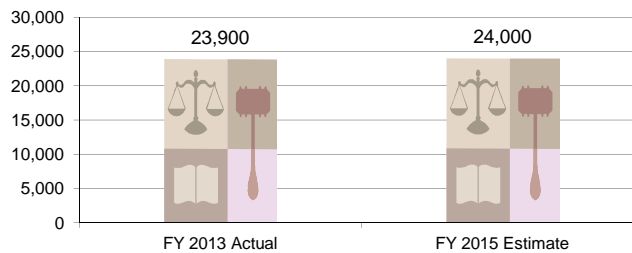
**Management Information Svcs. -
Personal Computer Work Orders**



**Purchasing -
Total Purchase Orders & Contracts Written**



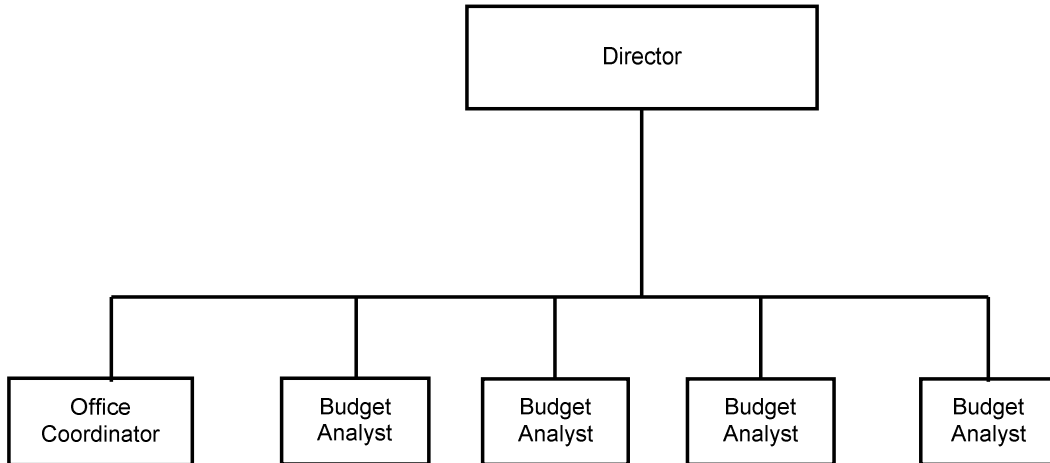
**Attorney -
Legal Proceedings**



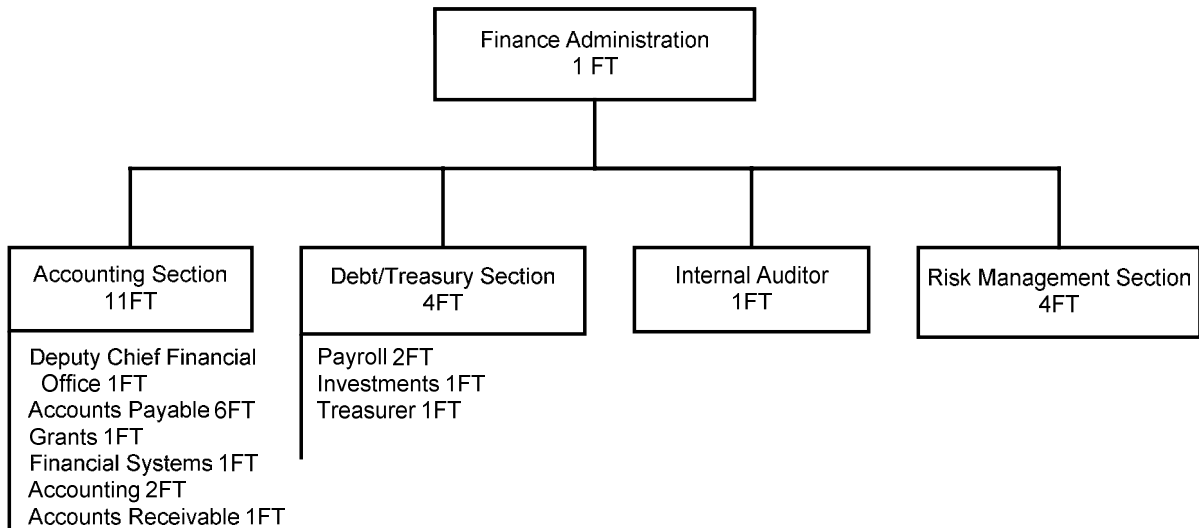
Forsyth County Personnel By Administration & Support Service Area

	FY 11-12 Prior Year <u>Actual</u>	FY 12-13 Current Year <u>Original</u> <u>Estimate</u>		Request	FY 13-14 Continuation <u>Recommend</u>	<u>Adopted</u>
Budget & Management						
Full	6	6	5	6	6	
Part	0	0	1	0	0	
Management Information Services						
Full	55	53	42	42	42	
Part	0	0	0	0	0	
Finance						
Full	22	22	22	23	22	
Part	0	0	0	0	0	
General Services						
Full	131	132	140	140	140	
Part	4	4	4	4	4	
Human Resources						
Full	9	9	9	9	9	
Part	0	0	0	0	0	
Attorney						
Full	13	13	13	13	13	
Part	0	0	0	0	0	
County Commissioners & Manager						
Full	6	6	6	6	6	
Part	1	1	1	1	1	
TOTAL SERVICE AREA - FT	242	241	237	239	238	
TOTAL SERVICE AREA - PT	5	5	6	5	5	

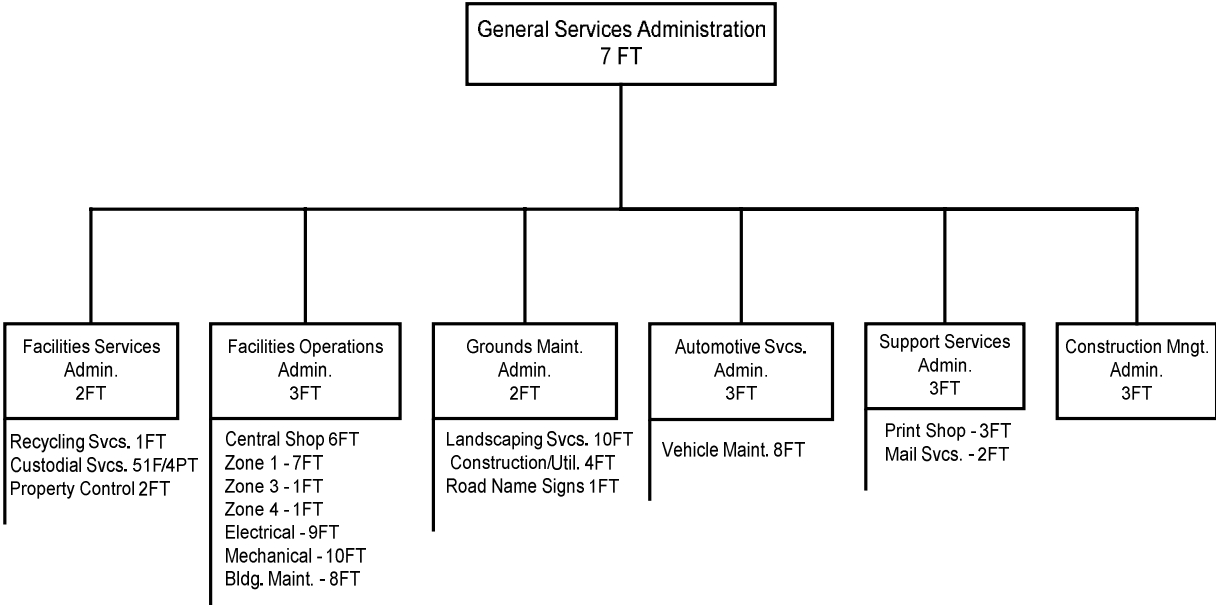
Budget & Management



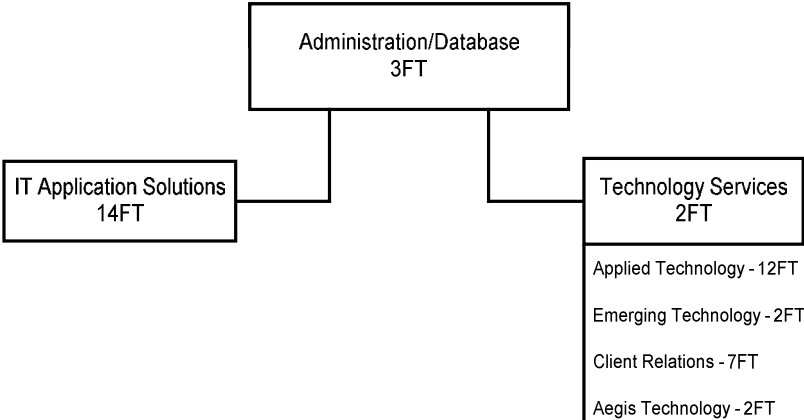
Finance Department



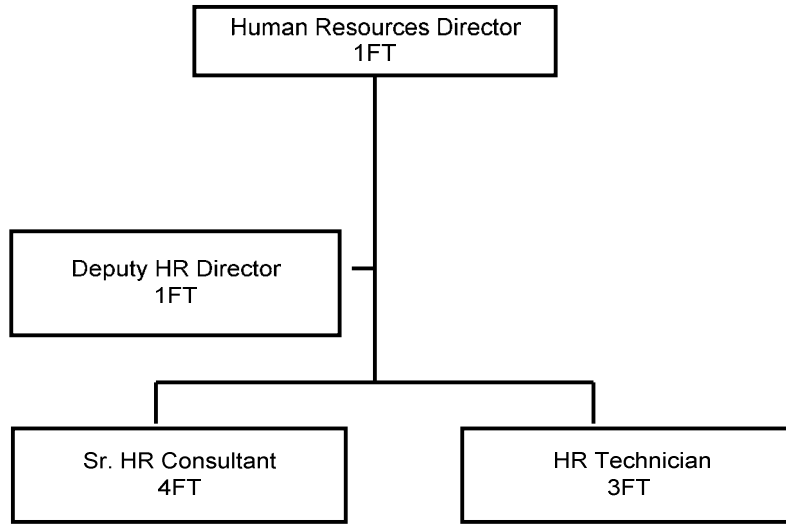
General Services Department



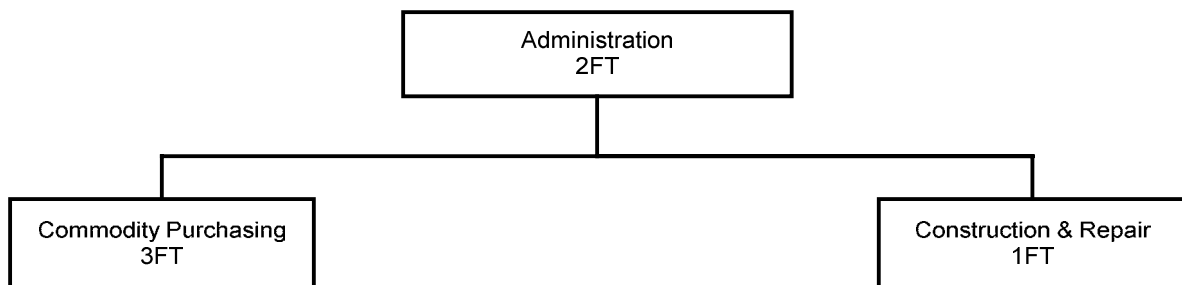
Management Information Services



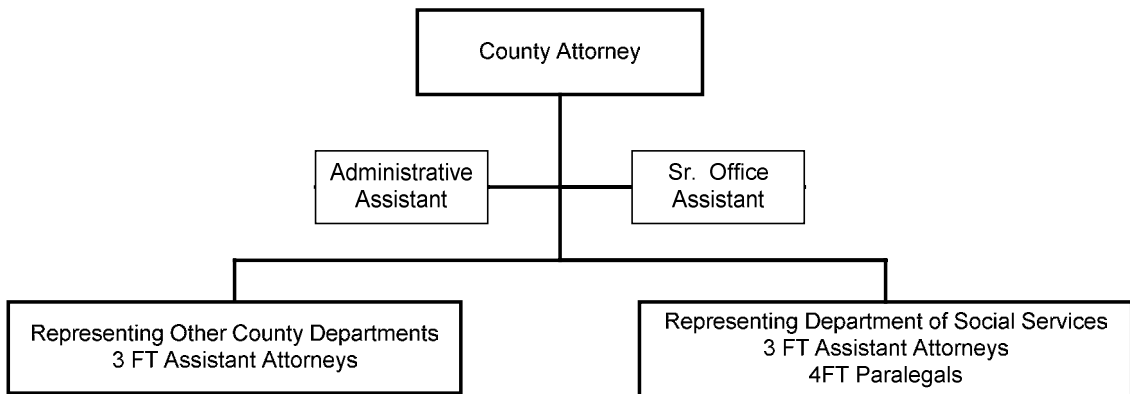
Human Resources Department



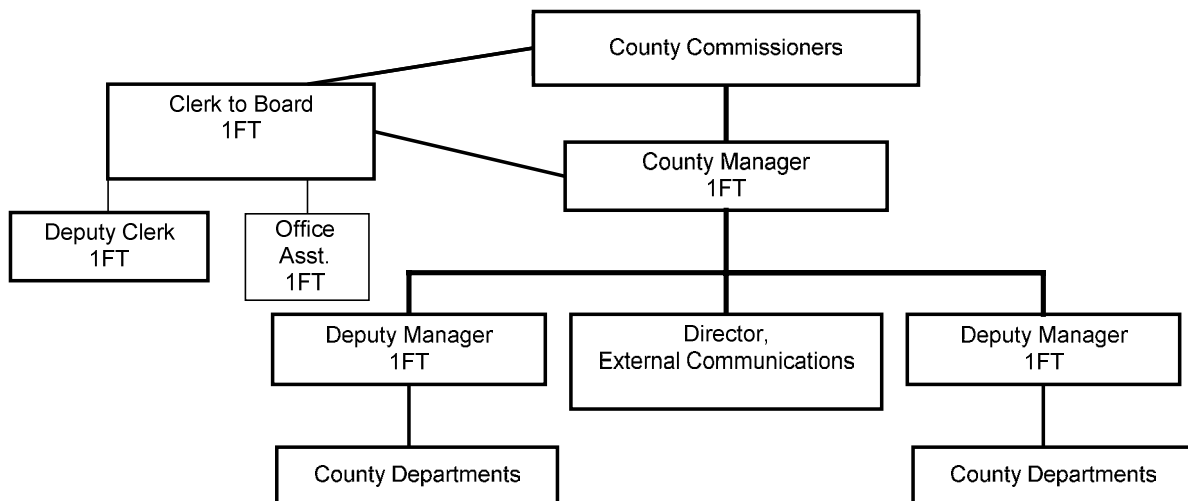
Purchasing Department



County Attorney



County Commissioners & Manager Department



Budget & Management

MISSION STATEMENT

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.

BUDGET HIGHLIGHTS

The Continuation Recommendation for the FY 15 Budget & Management budget reflects a decrease of \$5,445 compared to the FY 14 Current Year Original budget.

The decrease is a result of the retirement of one employee. A part-time Analyst position is recommended to shift to full-time status.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
Annual Budget Eval/Recommended	Y	Y	Y
Monthly Operations Report Prepared	Y	Y	Y
Projects Completed	52	50	50
GFOA Certificate Received	Y	Y	Y
Level of Service Report Updated	Y	Y	Y
Estimated Year End Expenditures & Revenues Within 2% of Actuals			
Expenditures	0.16%	1.5%	1.5%
Revenues	0.77%	1.5%	1.5%

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
Budget & Management	444,516	493,348	496,724	513,303	487,903	
JCPC Administration	177	0	0	0	0	
Total	<u>444,693</u>	<u>493,348</u>	<u>496,724</u>	<u>513,303</u>	<u>487,903</u>	

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

Budget & Management

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	331,781	355,557	336,887	347,309	347,309
Other Employee Benefits	560	1,352	832	832	832
Employee Benefits	101,815	102,369	100,399	102,742	102,742
					<i>Ipad and cellphone stipends.</i>
Total Personal Services	434,156	459,278	438,118	450,883	450,883
<i>Operating Expenditures</i>					
Professional Fees	635	650	635	650	650
					<i>Fee to submit document to GFOA.</i>
Rent	120	120	120	120	120
Other Purchased Services	984	10,900	39,030	50,900	25,900
					<i>Insurance premiums, contractual study.</i>
Training & Conference	7,888	6,500	5,300	6,500	6,500
General Supplies	496	1,250	1,110	1,750	1,350
Operating Supplies	153	0	0	0	0
Other Operating Costs	261	2,500	261	2,500	2,500
					<i>Insurance claims, memberships & dues.</i>
Total Operating Exps.	10,537	21,920	46,456	62,420	37,020
Payments T/O Agencies	0	12,150	12,150	0	0
Total Expenditures	<u>444,693</u>	<u>493,348</u>	<u>496,724</u>	<u>513,303</u>	<u>487,903</u>
Cost-Sharing Expenses	25,687	42,213	33,066	36,989	36,989
<u>REVENUES</u>					
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Positions:FT/PT	6/0	6/0	5/1	6/0	6/0

Management Information Services

MISSION STATEMENT

To further the goals of Forsyth County Government by providing an environment in which staff can deliver customer friendly services effectively and within budget.

BUDGET HIGHLIGHTS

The FY 15 budget for MIS needs to be viewed in conjunction with the budget for General Services since the IT-Logistics Division - primarily Print Shop and Mail Services - was reallocated to General Services.

The Recommended budget for MIS is down \$1,442,409 (17.7%) from the Current Year Original budget. While this is significant, the division moved to General Services accounts for \$1,408,850 of the decrease - since that is the total recommended budget for the old IT-Logistics Division included in the General Services budget. In essence, the recommended budget for MIS is essentially flat compared to the current year.

MIS has undergone significant reorganization over the past few fiscal years and reorganization continues. As such, MIS is currently preparing to be split into two new departments - a solutions-based department for all IT needs and a networking-based department. Management believes the direction of the County infrastructure will be better served by these two departments as one will be able to focus on building and implementing solutions to make the County more efficient and the other will be able to focus on the dynamic shifts in networking and security.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
Personal Computer Work Orders	1,681	1,800	2,000
# of County Employees Trained	979	1,200	2,000
Maintain Network Uptime	99.9%	99.9%	99.9%
# of Desktops, Laptops, Tablets	2,000	2,000	1,850
Central Data Storage (In Terabytes)	192.0	192.0	195.0

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		Adopted
	Actual	Original	Estimate	Request	Recommend	
Administration	946,061	1,070,319	801,082	1,716,047	1,662,630	
Operations	1,707,811	1,692,612	1,452,882	1,489,900	1,419,900	
Programming	1,010,870	989,018	819,011	208,728	208,407	
Client Services	1,038,038	1,075,305	1,055,254	1,044,760	1,027,631	
Logistical Support	1,297,596	1,362,229	238,378	275,000	268,428	
Networking	1,426,122	1,811,709	1,692,867	2,032,246	1,967,845	
Training Center	166,390	159,138	162,636	164,830	163,080	
Total	<u>7,592,888</u>	<u>8,160,330</u>	<u>6,222,110</u>	<u>6,931,511</u>	<u>6,717,921</u>	

Operations provides mass printing services, IT supplies and related services for centralized Computer Room.

Programming provides analysis and programming for County Departments, including GIS.

E-Gov develops and maintains the County's Internet content and online services, and County's intranet (FCNET).

Client Services deploys & provides a secure, stable, & flexible environment for PC's, peripherals, telephones & telephony services, & provides first line customer response to technical service disruptions.

Logistical Support administers the Print Shop, Mail Services and Copier Management & Training Center. Provides review/analysis/recommendation for new construction & facilities up fit related to IT services.

Networking oversees the operation of Local Area Network and Wide Area Network infrastructures as well as departmental file servers, application servers, database servers and e-mail services.

Training provides computer training to County employees and Helpdesk services.

Management Information Services

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	3,189,266	3,292,770	2,803,476	2,774,427	2,774,427	
Other Employee Benefits	10,293	6,552	7,351	6,552	6,552	
Employee Benefits	1,006,939	988,650	740,078	825,652	820,164	<i>Ipad & cellphone stipends.</i>
Total Personal Services	4,206,498	4,287,972	3,550,905	3,606,631	3,601,143	
Operating Expenditures						
Maintenance Service	436,059	669,210	497,230	706,230	653,800	
						<i>Copier maintenance, hardware maintenance for computer equipment.</i>
Rent	152,825	164,658	138,378	140,000	138,378	
						<i>Mail meter rental and copier rental agreement.</i>
Construction Services	3,206	15,000	15,000	40,000	20,000	
						<i>Wiring projects.</i>
Other Purchased Services	1,049,282	1,263,756	1,298,591	1,541,750	1,541,500	
						<i>Insurance premiums, software maintenance, consultant svcs. Contracts, phone & data line charges.</i>
Training & Conference	6,725	25,369	10,000	25,250	25,250	
						<i>Training & personal mileage.</i>
General Supplies	1,083,340	1,055,500	457,977	525,750	471,500	
						<i>Computer & printer replacement, postage, small equipment, repair supplies.</i>
Operating Supplies	519,086	465,950	93,929	24,700	20,700	
						<i>Software, paper, printer supplies, computer supplies.</i>
Other Operating Costs	17,415	18,915	16,100	16,200	15,650	
						<i>Winston net membership, memberships & dues, books & subscriptions, insurance claims.</i>
Total Operating Exps.	3,267,938	3,678,358	2,527,205	3,019,880	2,886,778	
Contingency	0	50,000	0	50,000	0	
						<i>Funds for mobile and Ipad initiative.</i>
Capital Outlay	118,452	144,000	144,000	255,000	230,000	
						<i>Software, server replacements and equipment for County departments.</i>
Total Expenditures	7,592,888	8,160,330	6,222,110	6,931,511	6,717,921	
Cost-Sharing Expenses	282,542	91,053	181,497	151,741	151,741	
Contra-Expenses	(2,317,175)	(2,159,305)	(1,372,253)	(1,254,060)	(1,254,060)	
REVENUES	40,746	19,200	11,200	11,200	11,200	
Positions:FT/PT	55/0	53/0	42/0	42/0	42/0	

Finance

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for Finance has a net County dollar increase of \$33,267 or 1.5%

This increase is driven by the annualization of current year performance adjustments and associated benefit increases. Software licensing for the accounting system increases by \$4,000. These increases are tempered by \$10,300 in increased revenues. Also impacting the County dollar increase is the change of an Intern position to a Fiscal Analyst at the end of FY 13 that was not filled until after budget adoption.

The department requested 1FT Internal Audit position which is discussed in the Alternate Service Level section.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
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These measures relate to the County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.

Disbursements through Accounts Payable

# Check Payments	25,294	23,200	23,000
Dollar volume paid by check	\$51,581,853	\$48,846,200	\$48,357,700
# Direct deposit payments	5,120	5,200	5,300
Dollar volume direct deposit payments	46,637,607	\$39,693,500	\$40,090,400
Treasury - # Wire/Direct Deposit Payments	1,786	1,865	1,826
Payroll - # Direct Deposit Payments	54,959	55,509	55,234
Non-Bond Investment Portfolio Earnings (All Fds)	\$478,495	\$433,654	\$404,080
<u>Audits Performed</u>			
Audits	2	4	6
Follow-ups	1	1	2
Special Projects	4	4	4

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
Finance	2,087,522	2,204,467	2,329,778	2,306,807	2,248,033	

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; monthly, quarterly, mid-year, and annual reports to the Manager and/or Board of County Commissioners; financial advice to the Manager & departments/agencies. Finance also provides County Management with appraisals, analyses, recommendations and pertinent comments concerning the review of various County activities. The Department's Risk Management Section identifies and controls the risk of accidental loss to which the County and participating local agencies are exposed & arranges appropriate funding mechanism for covered losses. Finance supports the Tourism Development Authority.

Finance

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	1,247,925	1,270,466	1,258,386	1,341,929	1,297,521	
Other Employee Benefits	890	1,560	2,362	2,392	2,392	
Employee Benefits	416,494	405,551	425,280	431,696	417,330	<i>Ipad & cellphone stipends.</i>
Total Personal Services	1,665,309	1,677,577	1,686,028	1,776,017	1,717,243	
<i>Operating Expenditures</i>						
Professional Fees	81,793	161,000	261,500	161,000	161,000	
						<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	
Rent	15	0	50	0	0	
Other Purchased Services	284,713	293,050	319,950	297,450	297,450	
						<i>Cost allocation plan, financial system software maintenance, bank service, insurance premiums.</i>
Training & Conference	21,656	46,925	39,500	46,925	46,925	
						<i>Certification training, GFOA & performance users conference, other specialized training for staff.</i>
General Supplies	27,865	13,500	11,200	13,500	13,500	
						<i>Office supplies, books & subscriptions, small equipment.</i>
Operating Supplies	2,477	3,400	2,100	3,400	3,400	
						<i>Audio-visual & training supplies for risk management safety training.</i>
Other Operating Costs	3,694	8,015	8,450	7,515	7,515	
						<i>Insurance claims, memberships & dues.</i>
Total Operating Exps.	422,213	526,890	643,750	530,790	530,790	
Total Expenditures	<u>2,087,522</u>	<u>2,204,467</u>	<u>2,329,778</u>	<u>2,306,807</u>	<u>2,248,033</u>	
Cost-Sharing Expenses	160,608	178,685	185,978	53,890	53,890	
<u>REVENUES</u>	<u>44,911</u>	<u>49,700</u>	<u>199,700</u>	<u>60,000</u>	<u>60,000</u>	
Positions:FT/PT	22/0	22/0	22/0	23/0	22/0	

General Services

MISSION STATEMENT

To provide quality management of the County's Facility, Fleet and land assets in support of County, State Court and CenterPoint Human Services Departments in a manner consistent with the goals of Forsyth County.

BUDGET HIGHLIGHTS

There are two factors to consider when reviewing the FY 15 budget for General Services. The first is the shifting of the Print Shop and Mail Services from MIS to this department. The second is the shift of vehicle purchases from General Services to Non-Departmental. The shift of IT-Logistics to General Services has a significant impact and adds \$1,408,850 to the budget. Management believes the functions of Print and Mail are better suited in the General Services department and there is an expectation of cost savings from this shift.

In FY 12, the decision was made to transfer funds for vehicle purchases out of the General Services department into a Capital Project Ordinance (CPO) to better plan for these purchases and to eliminate the "spend it or lose it" mentality by allowing the funds to be set aside for multiple years. In FY 13 and FY 14, the funds were budgeted in General Services and moved to Non-Departmental to transfer to the Motive Equipment Replacement CPO. Rather than going through these multiple steps, the decision was made to go ahead and place the funds in Non-Department, thereby eliminating a step in getting the funds to the CPO.

The overall Recommended budget for FY 15 reflects a 0.7% or \$93,393 increase with the addition of Print and Mail and the shift of vehicles to Non-Departmental. The Recommended budget focuses on keeping the department operating at its current service level while minimizing County costs.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
# Facilities - Active	47	48	48
Square Footage - Active	2,257,302	2,269,530	2,277,389
Square Footage - Vacant	58,467	5,262	0
Road Name Signs	242	201	250
Assigned Fleet Vehicles*	577	561	559
*Does not include vehicles for CenterPoint.			

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		
	Actual	Original	Estimate	Request	Recommend	Adopted
Administration	1,523,290	1,635,233	1,516,849	1,621,409	1,618,623	
Automotive Services	2,814,278	4,196,398	3,058,492	3,141,160	2,991,294	
Central Services	1,861,685	2,085,171	1,962,603	2,009,036	2,003,190	
Construction Management	213,852	233,917	174,089	227,487	226,604	
Facilities Operations	1,855,824	2,003,641	1,860,830	2,158,327	2,149,880	
Grounds Maintenance	881,946	923,071	936,331	951,689	907,753	
Facility Expenses	1,815,852	1,924,260	1,970,206	1,790,390	1,788,890	
Support Services	0	0	1,385,499	1,475,643	1,408,850	
Total	<u>10,966,727</u>	<u>13,001,691</u>	<u>12,864,899</u>	<u>13,375,141</u>	<u>13,095,084</u>	

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.

Central Services provides custodial services for all County facilities; property control; warehousing; surplus property disposal and the Recycling Program.

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

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

General Services

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	3,791,233	4,153,646	4,204,907	4,435,573	4,435,573	
Other Employee Benefits	630	1,560	4,921	7,496	7,496	
Employee Benefits	1,638,716	1,745,859	1,699,211	1,896,937	1,872,980	
Board Compensation	0	900	900	900	900	
Total Personal Services	5,430,579	5,901,965	5,909,939	6,340,906	6,316,949	
Operating Expenditures						
Professional Fees	760,929	865,000	854,690	845,590	845,590	
Maintenance Service	513,292	670,800	724,657	753,400	691,900	<i>Custodial and security services; legal and engineering fees.</i>
Rent	558,022	568,000	549,240	538,350	538,350	<i>Janitorial services, building and mechanical systems projects.</i>
Utility Services	48,372	64,100	69,570	69,150	69,150	<i>Includes Parole, Probation & Community Service lease; juror parking, Public Defender's Office.</i>
Construction Services	32,483	0	0	0	0	<i>Includes solid waste disposal charges, water & sewer services.</i>
Other Purchased Services	342,135	397,086	462,041	448,186	446,686	<i>Capital Repair Plan.</i>
Training & Conference	5,912	8,600	8,025	10,000	8,600	<i>Insurance premiums, pagers, telephone services, blanket contracts for preventive maintenance services.</i>
General Supplies	396,508	521,335	915,731	923,175	920,475	
Energy	2,195,504	2,195,850	2,187,480	2,193,850	2,193,850	<i>Janitorial & maintenance repair supplies; small equipment purchases.</i>
Operating Supplies	576,384	511,800	992,807	1,127,650	975,150	<i>Electricity, natural gas, gasoline.</i>
Other Operating Costs	88,164	77,655	78,149	77,934	77,934	<i>Tires & automotive supplies, protective gear, repair supplies.</i>
Total Operating Exps.	5,517,705	5,880,226	6,842,390	6,987,285	6,767,685	<i>Insurance claims, memberships & dues.</i>
Capital Outlay	18,443	1,219,500	112,570	46,950	10,450	
Total Expenditures	10,966,727	13,001,691	12,864,899	13,375,141	13,095,084	
Cost-Sharing Expenses	1,205,636	1,572,900	1,492,040	1,136,477	1,136,337	
Contra-Expenses	(6,187,210)	(6,903,431)	(6,359,479)	(5,110,040)	(5,030,040)	
REVENUES	725,258	857,600	870,762	832,300	832,300	
Positions: FT/PT	131/4	132/4	140/4	140/4	140/4	

Human Resources

MISSION STATEMENT

To provide Forsyth County Departments with services in recruitment/selection, classification pay, benefits administration, records maintenance, and training/internal communications.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for Human Resources is a net County dollar increase of \$25,692 or 2.7%, driven by reduced personnel costs due to turnover in senior positions.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
<u>Turnover % By Service Area</u>			
Administration & Support	9.60%	13.70%	13.70%
Community & Economic Develop.	20.00%	0.00%	0.00%
Culture & Recreation	14.40%	11.90%	11.90%
Education	20.00%	0.00%	0.00%
Environmental Management	21.70%	0.00%	0.00%
General Government	3.70%	6.00%	6.00%
Health	14.70%	13.81%	13.81%
Public Safety	11.96%	9.04%	9.04%
Social Services	<u>10.70%</u>	<u>8.44%</u>	<u>8.44%</u>
Total Turnover %	11.80%	10.02%	10.02%
Sick Leave Utilization	3.50%	3.43%	3.50%

PROGRAM SUMMARY

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	FY 14-15 Continuation <u>Request</u> <u>Recommend</u> <u>Adopted</u>
Personnel Management	1,095,945	906,469 833,055	884,507 880,777
In-Service Training	11,435	13,990 13,990	13,990 13,990
Employee Events	355	1,000 1,000	1,000 1,000
Total	<u>1,107,735</u>	<u>921,459</u> <u>848,045</u>	<u>899,497</u> <u>895,767</u>

Personnel Management provides screening of all applicants; conducts 3-10 interviews for every opening; works with departments in selecting top candidates; solicits salary survey information from over 30 organizations; administers programs and advises employees on Health, Dental and Life Insurance, deferred compensation, retirement, sick and annual leave and holidays, service awards program; and maintains employee & position control records.

In-Service Training provides a comprehensive training program for supervisors and department heads. Provides training for employees on subjects such as Performance Appraisal, Interviewing Skills, Effective Writing, Stress Management, Working styles; and provides facilitation skills to County departments.

Human Resources

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
EXPENDITURES					
Personal Services					
Salaries & Wages	548,641	542,242	484,223	519,088	519,088
Employee Benefits	374,670	158,177	148,054	155,119	155,389
Total Personal Services	923,311	700,419	632,277	674,207	674,477
Operating Expenditures					
Professional Fees	42,825	46,600	40,068	40,000	40,000
				<i>Contracts for the County's Employee Assistance Program; pre-employment drug screens, psychological exams & physicals.</i>	
Rent	295	750	750	750	750
Other Purchased Services	75,670	105,100	104,650	113,600	113,600
				<i>Criminal & drivers license checks; COBRA Admin.; Flex Program Admin., Neo Gov contracts.</i>	
Training & Conference	4,225	11,200	10,600	10,850	10,850
General Supplies	5,680	8,900	8,900	9,100	9,100
				<i>Office supplies; small equipment; books & subscriptions.</i>	
Operating Supplies	26,462	24,300	24,300	22,800	22,800
				<i>Employee service awards.</i>	
Inventory Purchases	9	0	0	0	0
Other Operating Costs	29,258	24,190	26,500	28,190	24,190
				<i>Tuition reimbursement; membership & dues; insurance claims.</i>	
Total Operating Exps.	184,424	221,040	215,768	225,290	221,290
Total Expenditures	<u>1,107,735</u>	<u>921,459</u>	<u>848,045</u>	<u>899,497</u>	<u>895,767</u>
Cost-Sharing Expenses	109,434	162,484	163,264	152,224	152,224
REVENUES	<u>16,846</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Positions:FT/PT	9/0	9/0	9/0	9/0	9/0

Purchasing

MISSION STATEMENT

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.

BUDGET HIGHLIGHTS

The FY 15 County share of Purchasing services is projected to decrease by \$41,440 (27.7%). The percentage is calculated through analysis of management reports that include data related to purchase order activity, dollar volume of purchases, and administrative time spent working with each jurisdiction from the most recently completed fiscal year (FY 13). The decrease is also predicated by changes at the City of Winston-Salem whereby their departments are being required to use the Purchasing staff services more than informal bidding as well.

Dollars shown are estimated County share provided by City staff in April 2014. Full cost of program not available at time of printing.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
Number of purchase orders and contracts per Purchasing position	1,067	1,080	1,080
Total number of purchase orders and contracts written	3,200	3,240	3,240

PROGRAM SUMMARY

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	FY 14-15 Continuation <u>Request</u> <u>Recommend</u> <u>Adopted</u>
Purchasing			
County Share	150,314	149,430 149,430	107,990 107,990

Purchasing procures equipment and supplies for the City & the County; prepares formal construction contract bids and equipment bids as required by law; prepares informal construction and equipment contracts; holds pre-bid conferences.

Purchasing

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	FY 14-15 Continuation <u>Request</u> <u>Recommend</u>	<u>Adopted</u>	
<u>EXPENDITURES</u>					
Payments T/O Agencies	150,314	149,430	149,430	107,900	107,900
Total Expenditures	<u>150,314</u>	<u>149,430</u>	<u>149,430</u>	<u>107,900</u>	<u>107,900</u>
<u>REVENUES</u>					
City/Other					
County	150,314	149,430	149,430	107,990	107,990
Total Revenues	<u>150,314</u>	<u>149,430</u>	<u>149,430</u>	<u>107,990</u>	<u>107,990</u>

Attorney

MISSION STATEMENT

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.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for the County Attorney reflects a net County dollar increase of \$15,980 or 1.2% over the FY 14 Current Year Original budget.

Personal Services accounts for \$6,420 of the increase, due to annualization performance increases and associated benefits increases. Operating costs increase by \$9,560, reflecting higher book subscription prices and increased court fees for anticipated utilization of the county attorneys rather than outside counsel in certain proceedings.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
Legal Proceedings	23,900	23,225	24,000
Advice and Opinions	17,000	17,500	18,000
Legal Documents	73,200	73,400	74,000

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>FY 14-15 Continuation Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
Attorney	626,023	698,449	695,776	726,268	726,268	
Attorney - Social Services	605,718	594,894	545,548	583,055	583,055	
Total	<u>1,231,741</u>	<u>1,293,343</u>	<u>1,241,324</u>	<u>1,309,323</u>	<u>1,309,323</u>	

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

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

Attorney

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	932,652	981,915	939,761	982,282	982,282	
Other Employee Benefits	410	520	520	520	520	
Employee Benefits	264,002	260,742	247,180	266,795	266,795	<i>Ipad stipend.</i>
Total Personal Services	1,197,064	1,243,177	1,187,461	1,249,597	1,249,597	
Operating Expenditures						
Professional Fees	0	1,000	1,000	5,000	1,000	
Maintenance Service	0	60	10	60	60	<i>Equipment repair.</i>
Rent	3,635	4,320	4,270	4,320	4,320	<i>Equipment rental, parking for DSS Attorneys.</i>
Other Purchased Services	9,997	12,182	13,132	13,640	13,640	<i>Printing costs, insurance premiums, online law references and music licenses.</i>
Training & Conference	7,603	11,808	9,800	12,058	13,058	<i>Personal mileage and required travel.</i>
General Supplies	8,081	9,080	13,583	13,880	13,880	<i>Office supplies, books & subscriptions, small equipment.</i>
Operating Supplies	503	148	500	200	200	
Other Operating Costs	4,858	11,568	11,568	10,568	13,568	<i>Memberships & dues, legal & court costs, insurance claims.</i>
Total Operating Exps.	34,677	50,166	53,863	59,726	59,726	
Total Expenditures	<u>1,231,741</u>	<u>1,293,343</u>	<u>1,241,324</u>	<u>1,309,323</u>	<u>1,309,323</u>	
Cost-Sharing Expenses	26,284	37,726	24,113	19,439	19,439	
Contra-Expenses	(597,651)	(586,000)	(580,912)	(583,055)	(583,055)	<i>Social Services' Attorneys and Paralegal charge back.</i>
REVENUES	<u>200</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Positions:FT/PT	13/0	13/0	13/0	13/0	13/0	

County Commissioners & Manager

MISSION STATEMENT

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.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommended budget for the County Commissioners & Manager's Office reflects a decrease of \$19,665 (1.8%) from the FY 14 Original budget.

The decrease is driven by the retirement of a Deputy County Manager. Additionally, insurance premiums and claims decrease \$200. Commissioners' compensation increases are at the average of performance adjustments for County employees, which is currently 2.05%.

Although a neutral impact, a vacant Office Assistant position is eliminated in FY 15, however, an Office Assistant position was transferred from the MIS Department during a massive reorganization that also results in less budget impact from the retirement of the former Deputy Manager.

PROGRAM SUMMARY

County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain county facilities, technology and staffing procedures.

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
County Comm. & Manager	1,069,636	1,075,366	976,366	1,055,701	1,055,701	

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

County Commissioners & Manager

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	745,080	781,640	677,721	751,404	751,404
Other Employee Benefits	1,998	3,120	2,790	0	0
Employee Benefits	200,712	159,780	165,116	173,631	173,631
Total Personal Services	947,790	944,540	845,627	925,035	925,035
<i>Operating Expenditures</i>					
Professional Fees	7,390	4,000	4,000	4,000	4,000
Maintenance Service	0	300	300	300	300
Rent	0	150	190	190	190
Other Purchased Services	48,162	37,750	37,623	38,050	38,050
		<i>Advertising, videotape briefings & meetings, laser fiche and insurance premiums.</i>			
Training & Conference	39,679	49,400	49,400	49,400	49,400
General Supplies	21,249	26,304	26,304	26,304	26,304
		<i>Office supplies, books & subscriptions, small equipment.</i>			
Operating Supplies	887	3,210	3,210	3,210	3,210
Other Operating Costs	4,479	9,712	9,712	9,212	9,212
		<i>Insurance claims.</i>			
Total Operating Exps.	121,846	130,826	130,739	130,666	130,666
Total Expenditures	<u>1,069,636</u>	<u>1,075,366</u>	<u>976,366</u>	<u>1,055,701</u>	<u>1,055,701</u>
Cost-Sharing Expenses	43,129	102,322	103,129	71,420	71,420
<u>REVENUES</u>	<u>32</u>	<u>0</u>	<u>10</u>	<u>0</u>	<u>0</u>
Positions:FT/PT	6/1	6/1	6/1	6/1	6/1

CYE: Transferred 1FT Office Asst. from MIS. FY 15 Recommend-deleted 1FT vacant Office Asst. position.

Debt Service

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The FY 15 Recommended budget reflects a net County dollar decrease of \$1.4 million (2.7%) compared to the FY 14 Adopted budget. The decrease is attributable to a combination of increased revenue and decreasing debt obligations. In the FY 15 Recommended budget, \$5.74 million of debt service has been retired compared to the FY 14 Adopted budget, \$5.2 million of debt service is being added, and revenue is increased due to transfers in from Capital Project Ordinances related to Bond Premium for debt service on Community College and School debt issued several years ago. Lottery proceeds and Education Debt Leveling funds are the other revenue sources.

The FY 15 Recommended budget includes a full year debt service payment (principal and interest) for \$34 million of Library Bond debt to be issued in late Summer/early Fall 2014. The actual debt payment for FY 15 will be a little more than \$897,000, however the Recommended budget wraps a full year payment in order to fulfill a commitment by the Board that debt service for the Library Bonds fall within our capacity to make the payment in FY 2015.

At FY 15 year end, it is anticipated that the \$2.4 million that will not be used for a Library debt payment will be available to offset the issuance of the final \$6 million of Library bonds scheduled to be issued in FY 17.

PROGRAM SUMMARY

	FY 12-13	FY 14-15		FY 14-15		<u>Adopted</u>
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	
General Obligation Bonds	52,105,870	54,891,630	53,905,820	54,673,394	54,673,394	
Non-General Obligation Debt	808,333	808,338	808,338	1,527,929	1,527,929	
Installment Purchase Contracts	9,841,322	9,218,228	9,218,228	8,129,185	8,129,185	
Total	62,755,525	64,918,196	63,932,386	64,330,508	64,330,508	

Debt By Service Area:

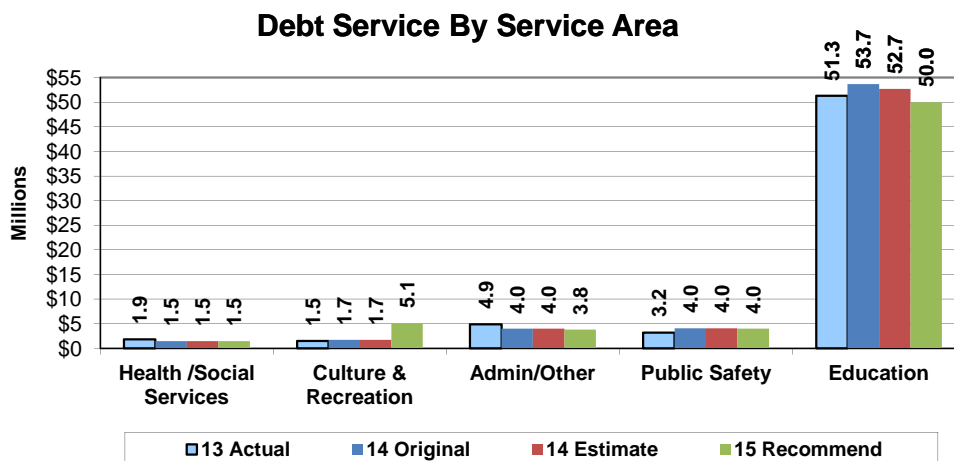
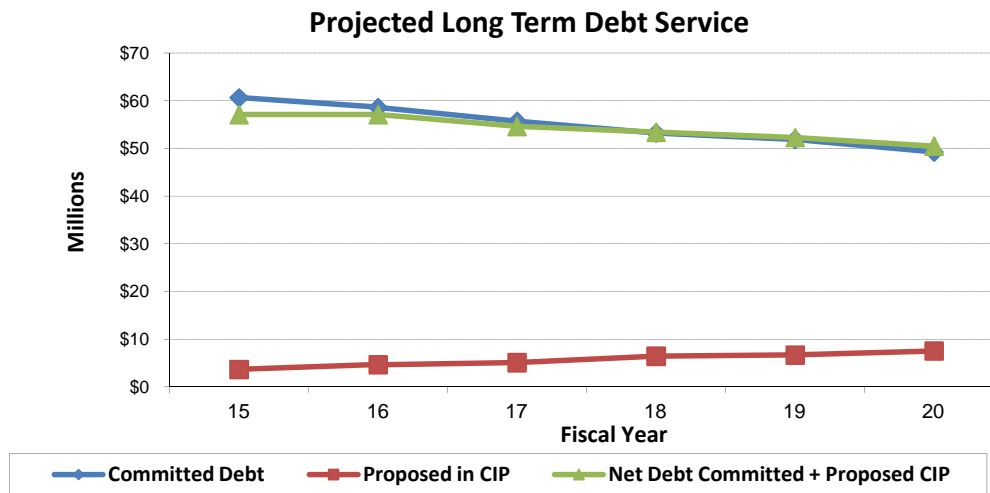
		<u>14-15%</u>				
Animal Control	0.6%	250,033	428,809	428,809	414,688	414,688
Emergency Communications	0.1%	486,406	81,717	81,717	81,637	81,637
EMS	0.0%	29,414	13,663	13,663	13,249	13,249
Sheriff Administration	4.5%	1,959,495	2,921,691	2,921,691	2,875,336	2,875,336
Jail	0.3%	272,177	183,308	183,308	176,527	176,527
Courts	0.7%	224,969	419,250	419,250	450,117	450,117
Total Public Safety	6.2%	3,222,494	4,048,438	4,048,438	4,011,554	4,011,554
Health	0.1%	85,246	83,150	83,150	82,835	82,835
Social Services	2.1%	1,739,411	1,352,099	1,352,099	1,350,765	1,350,765
Youth Services	0.1%	31,445	53,375	53,375	51,602	51,602
Total Health/Social Svcs.	2.3%	1,856,102	1,488,624	1,488,624	1,485,201	1,485,201
Forsyth Tech	7.7%	4,427,258	5,027,393	5,027,393	4,982,322	4,982,322
Schools	69.9%	46,865,233	48,655,728	47,669,918	44,997,674	44,997,674
Total Education	77.7%	51,292,491	53,683,120	52,697,311	49,979,996	49,979,996
Library	5.5%	270,783	183,077	183,077	3,511,735	3,511,735
Parks	2.4%	1,245,654	1,531,419	1,531,419	1,552,967	1,552,967
Total Culture & Rec.	7.9%	1,516,438	1,714,496	1,714,496	5,064,702	5,064,702
Technology	1.1%	932,708	954,409	954,409	725,284	725,284
General Services	0.9%	556,405	562,968	562,968	601,182	601,182
Administration/Other	3.8%	3,378,887	2,466,141	2,466,141	2,462,589	2,462,589
Total Admin./Other	5.9%	4,868,000	3,983,517	3,983,517	3,789,055	3,789,055
Total	100%	62,755,525	64,918,196	63,932,386	64,330,508	64,330,508

Debt Service

	FY 12-13 Prior Year <u>Actual</u>	FY 14-15 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<i>Debt by Issuance</i>						
2003B Pub. Improve. Sch/FTCC	3,016,000	-	-	-	-	-
2003A 2/3rds Bonds	51,938	-	-	-	-	-
2003A Refunding	392,031	373,032	373,031	359,232	359,232	
2003B Refunding	609,913	-	-	-	-	
2004 Refunding	8,029,475	6,702,725	6,702,725	2,463,300	2,463,300	
2004 Schools VRDB	1,192,913	1,626,981	1,167,500	1,588,975	1,588,975	
2006 School Bonds	1,163,800	523,500	523,500	998,000	998,000	
2006 PI 2/3rds Bonds	541,696	251,625	251,625	244,000	244,000	
2007A Schools	1,669,578	1,139,625	1,139,625	1,107,750	1,107,750	
2007B Schools VRDB	1,024,932	1,530,328	1,004,000	1,495,002	1,495,002	
2007 Community College Bonds	645,900	420,750	420,750	409,500	409,500	
2008 School Bonds	5,494,906	5,388,907	5,388,907	5,256,407	5,256,407	
2008 2/3rds Bonds	762,594	752,094	752,094	740,719	740,719	
2008 Refunding Bonds	5,071,900	5,730,725	5,730,725	6,515,200	6,515,200	
2009 Educational Facilities Bonds	3,068,000	3,018,500	3,018,500	2,969,000	2,969,000	
2009 Refunding	3,980,375	6,756,375	6,756,375	6,531,875	6,531,875	
2010D QSCBs -Bonds	1,316,553	1,316,554	1,316,554	1,316,554	1,316,554	
2010B GO P/I	6,085,450	5,856,700	5,856,700	5,627,950	5,627,950	
2010C BABs - Bonds	3,845,300	3,845,300	3,845,300	3,845,300	3,845,300	
2010A Public Improvement 2/3rds	1,828,063	1,782,063	1,782,063	1,736,313	1,736,313	
2010E Refunding	2,013,600	4,988,300	4,988,300	4,868,150	4,868,150	
2013 Public Improvement 2/3rds	115,491	942,938	942,938	931,438	931,438	
2013 Educational Facilities	33,474	332,594	332,594	328,094	328,094	
2013 Refunding	151,988	1,612,014	1,612,014	1,648,650	1,648,650	
2014 GO P/I 2/3rds	-	-	-	363,085	363,085	
2014 Library Bonds	-	-	-	3,328,900	3,328,900	
2008 Installment Purch (Equip)	62,224	62,226	62,226	-	-	
2009 Installment Purch (Equip)	166,546	166,547	166,547	-	-	
2011 Installment Purch (Equip)	579,563	579,565	579,565	579,565	579,565	
2014 Installment Purch (Refund)	-	-	-	948,364	948,364	
1998 COPS	23,278	-	-	-	-	
2001 COPS	2,296,000	-	-	-	-	
2002 COPS	1,473,673	-	-	-	-	
2002 COPS (Dec)	422,411	-	-	-	-	
2005 Refunding COPS	2,664,856	5,376,140	5,376,140	5,370,835	5,370,835	
2005 School COPS	1,064,763	1,037,438	1,037,438	-	-	
2009 LOBS-Phillips Building	1,343,650	1,325,000	1,325,000	1,295,000	1,295,000	
2012 LOBS-Phillips Building	552,691	1,479,650	1,479,650	1,463,350	1,463,350	
Total Expenditures	<u>62,755,525</u>	<u>64,918,196</u>	<u>63,932,386</u>	<u>64,330,508</u>	<u>64,330,508</u>	
REVENUE	<u>11,120,829</u>	<u>10,769,373</u>	<u>12,118,952</u>	<u>11,622,608</u>	<u>11,622,608</u>	

Debt Service

In FY 2012, the Board of Commissioners adopted a debt policy limiting long-term debt to a maximum of fifteen-percent (15%) of the total budget (including debt service) net of applicable revenue, including but not limited to lottery proceeds and federal tax credits. Debt service for FY 2015 is well below the legal limit shown on page 210. The chart below compares committed, proposed, and total projected long-term debt service to projected budgets for Fiscal Years 2015 through 2020. Decisions related to funding of new projects are considered within the framework of the debt policy. The "Proposed and Committed" is the debt service from all current outstanding debt service and proposed debt service for future capital projects.



Note: Proposed debt is for Capital Improvement Projects from a working plan presented to the Board of Commissioners at their 2014 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 15%. Another potential change is with regards to what the total budgets for FY 2016 and beyond are. If the budgets are lower, then the percentage of debt increases. If the budgets are higher, then available capacity becomes greater.

Debt Service

<u>Maturity Date</u>	<u>TOTAL DEBT OUTSTANDING</u>			
	<u>Principal</u>	<u>Interest</u>	<u>Fees</u>	<u>Total</u>
June 30,				
2015	39,099,170	21,296,936	52,200	60,448,307
2016	38,405,996	19,952,922	0	58,358,918
2017	37,070,000	18,389,682	0	55,459,682
2018	36,025,000	16,950,737	0	52,975,737
2019	36,250,000	15,398,397	0	51,648,397
2020	35,035,000	13,992,672	0	49,027,672
2021	35,175,000	12,510,353	0	47,685,353
2022	35,175,000	11,296,669	0	46,471,669
2023	35,355,000	9,880,139	0	45,235,139
2024	30,925,000	8,538,476	0	39,463,476
2025	31,100,000	7,253,810	0	38,353,810
2026	30,150,000	5,985,156	0	36,135,156
2027	29,460,000	4,725,777	0	34,185,777
2028	28,365,000	3,504,460	0	31,869,460
2029	26,165,000	2,102,378	0	28,267,378
2030	12,190,000	802,233	0	12,992,233
2031	2,565,000	216,125	0	2,781,125
2032	2,310,000	125,375	0	2,435,375
2033	810,000	40,500	0	850,500
TOTAL	521,630,166	172,962,797	52,200	694,645,163

LEGAL DEBT LIMIT AND AVAILABLE CAPACITY

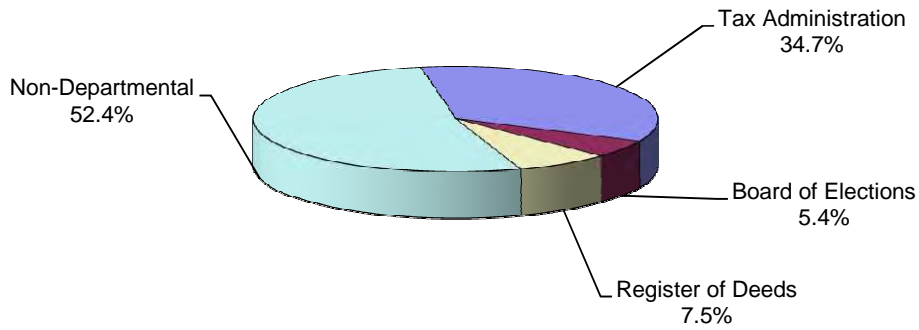
Restrictions on the amount of debt a county may incur are imposed by statute as well as by the State Constitution. G.S. 159-55 provides that the net debt of a county may not exceed 8% of the appraised value of the property subject to taxation by the county. Forsyth County's total legal debt capacity,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

In FY 2012, the Board of Commissioners adopted an official debt policy limiting the total budget for long-term debt at 15% of total the annually appropriated budget (net of applicable revenue). This policy of not exceeding 15% of the total annually appropriated budget for long-term debt limits future outstanding debt to a level much lower than the legal debt capacity.

<u>Legal Debt Margin</u>	<u>Outstanding Debt</u> <u>(Approved/Issued)</u>	<u>Unused Capacity</u>
2,712,709,000	654,051,888	2,058,657,112

General Government Service Area

FY 2015 General Government Expenditures - \$17,609,152



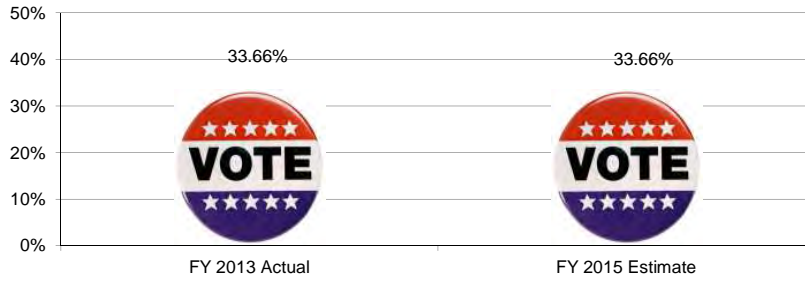
OPERATING POLICIES AND GOALS:

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:

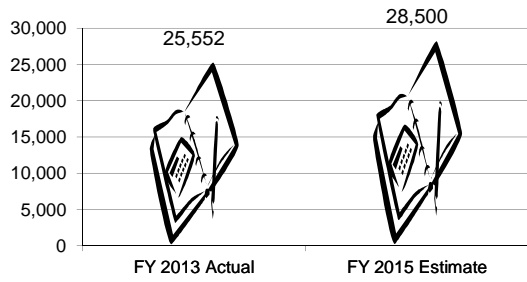
- a. Administering fair and impartial elections, and maintaining accurate voting records.
- b. Setting and executing County policies.
- c. Maintaining public records in accordance with regulations and statutes, and making these records readily available to the public.
- d. Appraising property, processing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

General Government Service Area

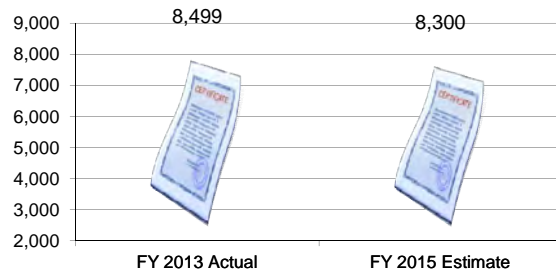
Board of Elections -
% of Precincts With Over 3,000 Voters



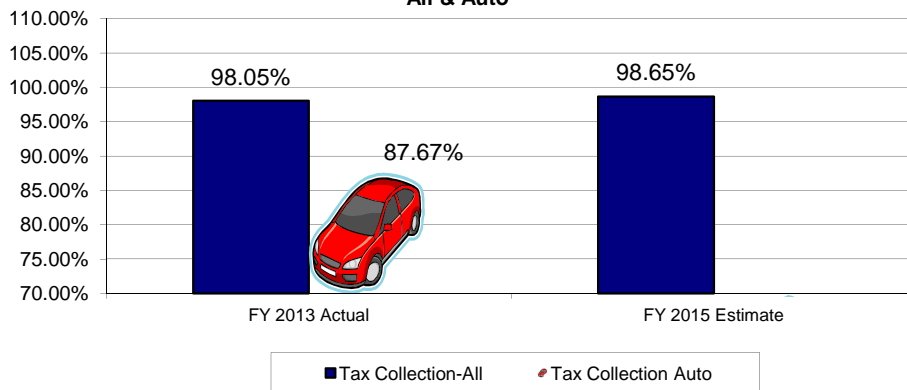
Register of Deeds -
Deeds and Deeds of Trust Recorded



Register of Deeds -
Birth Certificates



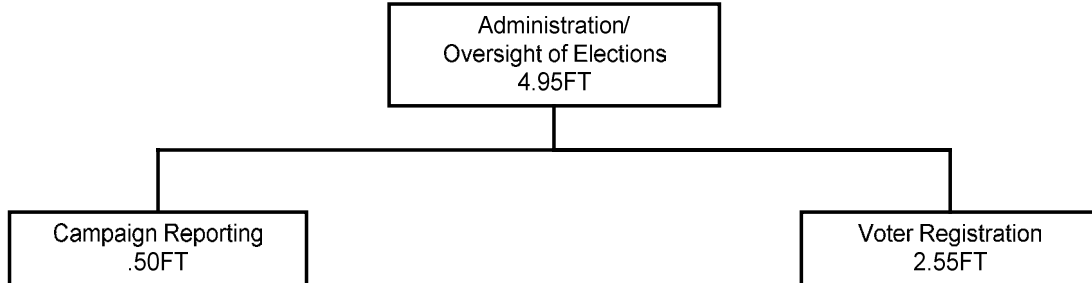
Tax Collection %'s
All & Auto



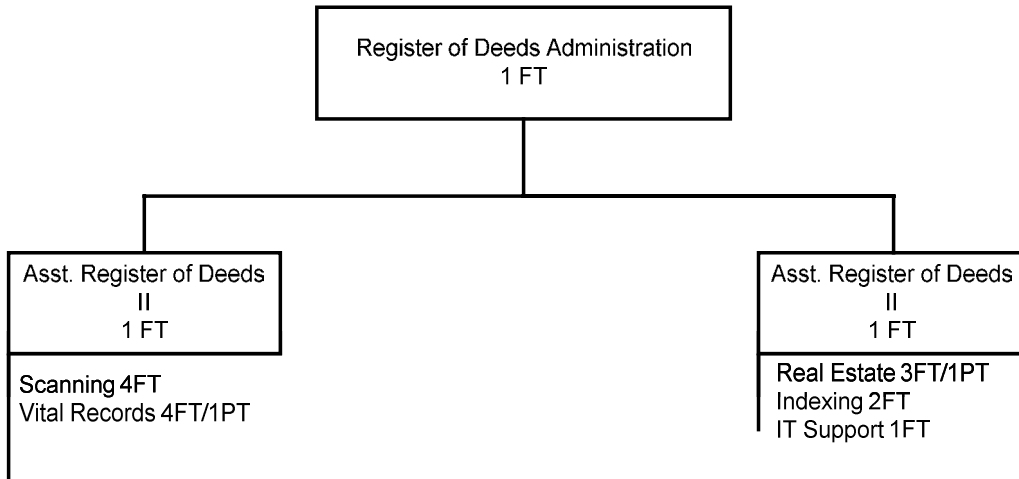
Forsyth County Personnel By General Government Service Area

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original Estimate	FY 14-15 Continuation Request	FY 14-15 Continuation Recommend	Adopted
<u>Department</u>					
Board of Elections					
Full	7	7	8	8	8
Part	3	2	0	0	0
Register of Deeds					
Full	22	22	19	19	19
Part	1	1	3	3	3
Tax					
Full	76	75	75	74	74
Part	10	10	10	1	1
TOTAL SERVICE AREA - FT	105	104	102	101	101
TOTAL SERVICE AREA - PT	14	13	13	4	4

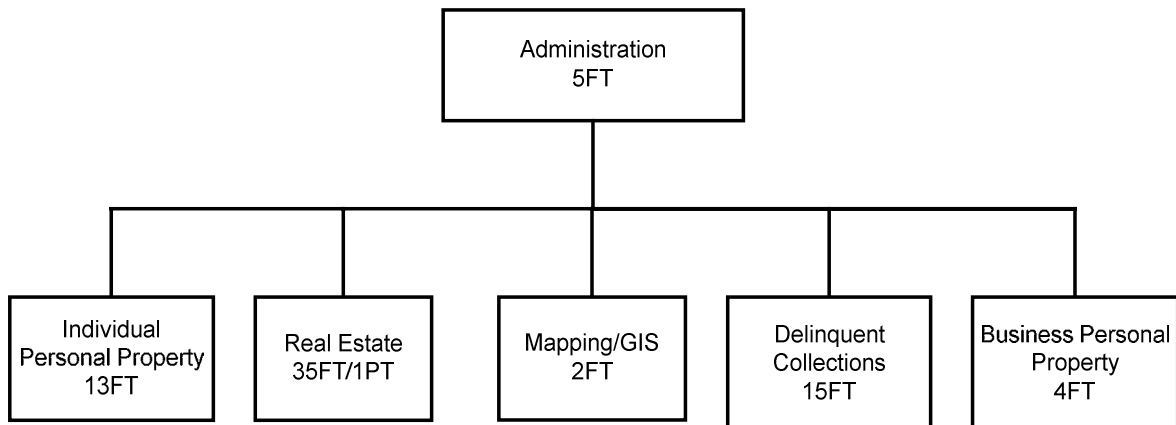
Board of Elections



Register of Deeds



Tax Administration



Board of Elections

MISSION STATEMENT

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

BUDGET HIGHLIGHTS

The Board of Elections will manage one election in November 2014 - the County-wide general election and includes races for county-wide, U.S. Senate and House, and State Legislative Offices. In FY 14, the Board of Elections managed three elections - a mayoral primary for the City of Winston-Salem, municipal elections for all County municipalities (November 2013), and the County-wide primaries in Spring 2014. FY 15 expenditures decrease from FY 14 due to holding one election rather than three; however, net County dollars increase due to municipalities not having to reimburse the County for the County-wide election in November 2014.

The Recommended net County dollars are \$36,226 (4%) higher than in FY 11, (the last non-Presidential County-wide election), due to an increase in the number of poll workers resulting from North Carolina Election law modifications. The NC General Assembly passed election law changes that decreased the total number of days for early from 17 to 10 yet require the same total number of early voting hours. This change will require the County to open additional early voting sites and/or increase the total number of early voting staffing hours at the primary early voting location - the Forsyth County Government Center.

The City of Winston-Salem will add 5 General Obligation Bond requests to the November 2014 ballot. Based on the City/County Consolidated Financing Agreement, the City will reimburse the County for any additional costs necessarily incurred to add this City referendum to the ballot, however, this revenue has not been factored in due to the indication that it will be very minimal.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Provide certain services & functions which are the responsibilities of all County governments, and other services, which the Board of Commissioners has determined to be necessary and appropriate.			
# Elections	2	3	1
# Precincts/ # over 3,000 registered voters	101/34	101/34	101/34

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>FY 2014 Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
Registration & Maint.	704,724	636,330	593,729	620,192	620,056	
State, County & Mun. Elect.	604,951	447,232	496,993	322,100	322,100	
Total	<u>1,309,675</u>	<u>1,083,562</u>	<u>1,090,722</u>	<u>942,292</u>	<u>942,156</u>	

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

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

Board of Elections

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	550,373	552,532	589,212	439,698	439,698	
Employee Benefits	113,458	103,122	100,251	105,694	105,694	
Board Compensation	9,105	9,040	9,040	9,040	9,040	
Total Personal Services	672,936	664,694	698,503	554,432	554,432	
<i>Operating Expenditures</i>						
Professional Fees	297,416	40,149	62,553	114,600	114,600	
						<i>Temp agency workers to help prepare for elections, janitorial services for precincts.</i>
Maintenance Service	51,128	55,000	51,000	55,000	53,500	
						<i>Statutorily required maintenance for voting equipment, other equipment maintenance.</i>
Rent	37,937	60,472	52,474	26,000	26,000	
						<i>Precinct space rental, truck rental to transport voting equipment.</i>
Other Purchased Services	110,049	151,950	165,776	105,200	106,800	
						<i>Voter card printing, software maintenance, ballot printing, advertising, insurance premiums, precinct phone services.</i>
Training & Conference	14,769	17,919	17,057	14,225	14,089	
						<i>Includes mileage for election workers.</i>
General Supplies	28,792	41,143	31,297	28,300	28,700	
						<i>Supplies & small equipment for office, elections.</i>
Energy	160	0	0	0	0	
Operating Supplies	26,832	15,700	8,961	14,000	13,500	
						<i>Supplies, computer software.</i>
Other Operating Costs	69,656	36,535	3,101	30,535	30,535	
						<i>Memberships & dues, insurance claims.</i>
Total Operating Exps.	636,739	418,868	392,219	387,860	387,724	
Total Expenditures	<u>1,309,675</u>	<u>1,083,562</u>	<u>1,090,722</u>	<u>942,292</u>	<u>942,156</u>	
Cost-Sharing Expenses	120,016	154,694	83,962	108,005	108,005	
<u>REVENUES</u>	<u>256</u>	<u>237,513</u>	<u>239,365</u>	<u>0</u>	<u>0</u>	
Positions:FT/PT	7/3	7/2	8/0	8/0	8/0	

Non-Departmental

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 locating them 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.

Personal Services includes a negative \$2,558,706 for estimated salary savings in all departments (salary slippage is included here since it is not possible to predict the departments in which vacancies will occur). Also included in Personal Services is \$3,050,000 for retiree hospitalization partially offset by \$415,000 in revenue from premiums paid by retirees. \$500,000 for Unemployment Insurance costs are also included under Personal Services and the projected costs for the County's Performance Adjustments for employees recommended at an average of 2.05%. Also included in Personal Services is the annual appropriation of \$1,600,000 for other Post Employment Benefits.

Operating Expenses include \$75,000 for audit fees, \$20,000 for survivor benefits, and \$148,558 for memberships with the Piedmont Triad Council of Government, NCACC, School of Government, and NACO.

Contingency includes \$750,000 for General Contingency and \$300,000 for Special Gifts. Special gifts provide a mechanism to distribute unanticipated small donations/gifts to departments as they are received during the year. Substantial donations (typically \$10,000 or greater) are forwarded to the County Commissioners for their approval. General Contingency is broken into two components: 1) General Contingency and 2) Enhanced Contingency. General Contingency is budgeted recommended at \$500,000. Enhanced Contingency is budgeted at \$250,000 due to several unresolved items including: 1) a potential 2% State raise for Forsyth Technical Community College staff and 2) a potential memorandum of understanding with the City of Winston-Salem for first responder services.

Prior year encumbrances of \$1,800,000 are included in FY 15 for items/services that were budgeted for and encumbered, but not completely processed in FY 14.

Payments To Other Agencies provides \$570,000 for distribution of State funds to the Utilities Commission for disposal of tires, the electronics recycling, and Solid Waste Taxes (offset by revenues).

Revenues include funds to offset expenditures such as special gifts, tire disposal, and retirees hospitalization. Other general revenues such as property tax and sales taxes are budgeted in Non-Departmental, but are discussed elsewhere and are not shown here.

Current Year Estimates include transfers of: \$1,060,660 to the 2014 Reynolda Manor Branch CPO for the purchase of the branch; \$1,192,500 to the 2012 Motive Equipment CPO for vehicle replacements; \$982,710 to the 2013 Pay-Go-CPO; and \$292,397 to the Fire Tax District Fund.

The FY 15 Recommended includes a transfer of \$1,467,145 to the 2014 Motive Equipment CPO for vehicle replacements.

PROGRAM SUMMARY

County goal: 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.

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

Non-Departmental

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
EXPENDITURES						
Personal Services						
Salary Savings	0	(3,500,000)	0	(2,500,000)	(2,558,706)	
Retiree Hospitalization	2,902,792	3,050,000	2,800,000	3,050,000	3,050,000	
Post Employment Benefits	0	1,600,000	0	1,600,000	1,600,000	
Employment Performance Pay	0	1,174,065	0	1,779,100	1,449,910	
Longevity Benefits	0	0	0	13,085	13,085	
Retiree Life Insurance	9,120	10,000	10,000	10,000	10,000	
Unemployment	0	675,000	600,000	500,000	500,000	
Total Personal Services	2,911,912	3,009,065	3,410,000	4,452,185	4,064,289	
Operating Expenditures						
Professional Fees	71,000	71,000	71,000	75,000	75,000	
Collection Costs	0	525,000	0	0	0	
Other Operating Costs	158,450	165,930	165,140	168,558	168,558	
Prior Year Encumbrances	0	1,800,000	(1,800,000)	1,800,000	1,800,000	
Contingency	0	1,117,730	0	1,050,000	1,050,000	
Mngr's Discretion Reductions	0	(718,701)	0	0	0	
Claims	0	0	261,947	0	0	
Total Operating Exps.	229,450	2,960,959	(1,301,913)	3,093,558	3,093,558	
Payments T/O Agencies	533,639	605,000	605,000	605,000	605,000	
Operating Transfers Out	4,250,200	0	2,545,557	1,750,000	1,467,145	
Total Expenditures	7,925,201	6,575,024	5,258,644	9,900,743	9,229,992	
REVENUES						
	2,534,131	2,599,187	3,166,919	2,200,250	2,200,250	
<i>Tire disposal fees (\$497,000), special gifts (\$300,000), retirees hospitalization (\$415,000), School PEG Channel (\$35,000), Solid Waste Disposal (\$40,000), Electronic recycling (\$24,000). CYE: \$720,000 for sale of Old Courthouse.</i>						

Register of Deeds

MISSION STATEMENT

To record and maintain public records in accordance with regulations and statutes. To make records readily available to the public.

BUDGET HIGHLIGHTS

The FY 15 Continuation Recommend budget reflects both an expenditure and revenue reduction from the FY 14 Adopted budget. The expenditure budget reflects a decrease of \$145,413 from the FY 14 Adopted budget with the major driver being reductions in Personal Services. The FY 14 Adopted budget included over \$700,000 of Manager's discretionary reductions that occurred across County departments. The Register of Deeds converted 2FT positions to PT no benefit positions and eliminated 1FT position. These changes took place after budget adoption.

Revenue projects are lower than FY 14 budget mainly as a result of \$200,000 of Automation Reserve Funds not being budgeted in FY 15. Excise tax and other fees are projected to remain steady but are not forecast to increase dramatically as a result of the slow rebound of the housing market in the area. The county area has not enjoyed the housing market turnaround that some other areas of the State enjoy.

No Alternate Service Level requests were made.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Provide certain services & functions which are the responsibilities of all governments, and other services, which the Board of Commissioners has determined to be necessary and appropriate.			
Deeds Recorded	10,875	11,404	10,500
Deeds of Trust	14,677	14,980	18,000
UCC	472	545	450
Real Estate Copies	24,193	20,000	20,000
Birth Certificates	8,499	8,450	8,300
Death Certificates	5,772	5,500	5,500
Marriage Certificates	2,038	2,100	2,000
Vital Records Copies	62,319	60,000	60,000

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>FY 14-15 Continuation Request</u>	<u>FY 14-15 Continuation Recommend</u>	<u>Adopted</u>
Register of Deeds	1,234,161	1,211,167	1,110,423	1,096,654	1,096,254	
Automation Enhancement	155,434	258,500	121,839	228,000	228,000	
Total	<u>1,389,595</u>	<u>1,469,667</u>	<u>1,232,262</u>	<u>1,324,654</u>	<u>1,324,254</u>	

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 is the area where real estate records are stored and retrieved; U.C.C. files and maintains Uniform Commercial Code Financing Statements for storage and retrieval.

Automation Enhancement provides funds to increase technology within the Register of Deeds Office. Funds generated are set by 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.

Register of Deeds

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
EXPENDITURES						
<i>Personal Services</i>						
Salaries & Wages	859,305	850,577	785,953	771,643	771,643	
Other Employee Benefits	480	832	1,172	832	832	
Employee Benefits	362,709	342,508	309,003	307,165	307,165	<i>lpad & cellphone stipends.</i>
						<i>Includes Register of Deeds supplemental retirement.</i>
Total Personal Services	1,222,494	1,193,917	1,096,128	1,079,640	1,079,640	
<i>Operating Expenditures</i>						
Maintenance Service	11,930	10,000	3,000	8,000	8,000	
						<i>Maintenance on imaging equipment, scanners, & other office equipment.</i>
Other Purchased Services	111,893	144,100	88,548	124,714	124,714	
						<i>Automation funds to preserve old plats/deed books. Creation of microfilm & digital imaging of old microfilm.</i>
Training & Conference	583	3,650	500	2,700	2,700	
General Supplies	39,309	26,500	35,141	42,500	42,300	
						<i>Statute updates, office supplies.</i>
Operating Supplies	2,736	13,900	7,895	14,400	14,200	
						<i>Copier & imaging supplies; CDs; microfilm supplies; toner.</i>
Other Operating Costs	650	2,600	1,050	2,700	2,700	
						<i>Insurance claims; memberships & dues.</i>
Total Operating Exps.	167,101	200,750	136,134	195,014	194,614	
Capital Outlay	0	75,000	0	50,000	50,000	
Total Expenditures	<u>1,389,595</u>	<u>1,469,667</u>	<u>1,232,262</u>	<u>1,324,654</u>	<u>1,324,254</u>	
Cost-Sharing Expenses	89,645	82,692	87,891	65,017	65,017	
REVENUES						
	<u>3,500,643</u>	<u>3,227,767</u>	<u>3,016,909</u>	<u>3,175,950</u>	<u>3,200,950</u>	
Positions:FT/PT	22/1	22/1	19/3	19/3	19/3	

Tax Administration

MISSION STATEMENT

To list, discover, appraise and maintain the ownership of all taxable and non-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.

BUDGET HIGHLIGHTS

The FY 15 Recommended budget for Tax Administration reflects a 7% (\$401,706) increase over the FY 14 Adopted budget. The increase is misleading due to the addition of \$350,000 in collection costs for the new Vehicle Tax System implemented by the State. In the FY 14 Adopted budget, these costs were reflected in Non-Departmental. Excluding this \$350,000 from the Recommended budget, the "normal" Tax recommended budget is essentially flat.

As a result of a staffing study completed in the current year, Tax Administration is deleting 1FT position while another position is only budgeted for the first quarter of FY 15 after which, that position will be eliminated as well. In addition, nine vacant part-time positions are eliminated as well.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Provide certain services & functions which are the responsibilities of all governments, and other services, which the Board of Commissioners has determined to be necessary and appropriate.			
Building Permits	7,671	10,500	12,500
Property Transfers	14,700	14,950	15,000
Board of E & R Appeals	1,106	2,800	700
PTC Appeals	12	5	100
Tax Collection %-All	98.05%	98.50%	98.65%
Tax Collection %-Real	98.81%	98.81%	98.91%
Tax Collection %-Personal	99.16%	99.16%	99.20%
Tax Collection-RMV	87.67%	88.12%	N/A
Process deeds - days past recording	7	5	4
Process deed splits - days past received	40	24	15
Process plats - days past received	19	14	15

PROGRAM SUMMARY

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year <u>Actual</u>	Original	Estimate	Request	Continuation <u>Recommend</u>	<u>Adopted</u>
Tax Assessing	2,768,576	3,727,858	6,026,393	3,510,289	3,456,008	
Quadrennial Reappraisal	1,087,955	61,973	101,805	462,679	454,437	
Tax Collection	1,832,053	1,753,557	2,085,184	2,217,892	2,028,246	
Geographic Information	159,578	167,656	192,859	924,548	174,059	
Total	<u>5,848,162</u>	<u>5,711,044</u>	<u>8,406,241</u>	<u>7,115,408</u>	<u>6,112,750</u>	

Tax Assessing carries out services and activities regarding 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, ambulance, licenses, parking tickets, hotel/motel tourism tax, City of Winston-Salem sanitation liens, street assessments and mapping fees.

GIS - implementation of the GIS Strategic Plan, establish/oversee the City/County GIS data repository, establish an autonomous central GIS administrative authority.

Tax Administration

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
EXPENDITURES						
Personal Services						
Salaries & Wages	3,035,509	3,160,475	3,071,549	3,182,358	3,121,761	
Other Employee Benefits	654	1,144	840	832	832	
Employee Benefits	1,137,592	1,142,810	1,098,128	1,192,463	1,160,152	<i>Ipad & cellphone stipends.</i>
Board Compensation	4,050	8,000	8,000	4,000	4,000	
Total Personal Services	4,177,805	4,312,429	4,178,517	4,379,653	4,286,745	
Operating Expenditures						
Professional Fees	424,882	304,725	292,725	321,000	321,000	<i>Audit services, motor vehicle pricing service, legal fees for foreclosures.</i>
Maintenance Service	1,977	5,530	2,750	5,530	4,530	<i>Map reproducer, maintenance.</i>
Rent	351	216	216	216	216	
Utility Services	52	60	60	60	60	
Other Purchased Services	776,033	864,855	1,441,055	2,191,650	1,361,650	<i>Software license \$279K, advertising \$55K, tax mail processing \$220K, lockbox \$65K, collection svcs. \$150K, insurance premiums \$12K.</i>
Training & Conference	39,735	49,710	43,158	48,710	47,210	<i>Training for certification, required travel, personal mileage.</i>
General Supplies	21,909	29,844	22,580	29,844	26,294	<i>Small equipment, books & subscriptions, office supplies.</i>
Operating Supplies	4,618	17,700	6,000	17,700	9,000	<i>Envelopes, mapping paper, plotting paper, tapes, files.</i>
Other Operating Costs	62,095	125,975	96,110	56,045	56,045	<i>Legal and court \$30K, memberships & dues, insurance claims \$85K.</i>
Total Operating Exps.	1,331,652	1,398,615	1,904,654	2,670,755	1,826,005	
Capital Outlay	338,705	0	2,323,070	65,000	0	
Total Expenditures	5,848,162	5,711,044	8,406,241	7,115,408	6,112,750	
Cost-Sharing Expenses	585,723	499,558	612,656	673,780	673,780	
Contra-Expenses	(373)	0	(365)	0	0	
REVENUES	1,281,284	1,073,467	1,063,722	1,162,057	1,162,057	
Positions:FT/PT	76/10	75/10	75/10	74/1	74/1	

Special Appropriations

MISSION STATEMENT

To distribute Federal, State and County funds to appropriate agencies within Forsyth County.

BUDGET HIGHLIGHTS

During the FY 14 budget deliberations, the Board voted to eliminate this department and shift appropriations to the most comparable County departments. The department managers were to transition these grantee contracts to service contracts with specific deliverables to be met.

FY 14 Estimate reflects the final contribution for the Arts Council Kresge Foundation Grant (\$74,349) and the other change is for the Rural Operating Assistance Program (ROAP) Grant for elderly/disabled transportation services. The ROAP funds have been shifted to the Aging Services Department in FY 15.

PROGRAM SUMMARY

County goal: Create a community that is safe, healthy, convenient & pleasant, with educational & economic & justice opportunities for all.

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
Social Services	462,941	442,700	162,937	0	0	
Youth Services	866,425	713,108	0	0	0	
Culture & Recreation	180,336	0	0	0	0	
Non-Departmental	102,154	0	73,459	0	0	
Education	21,375	0	0	0	0	
Total	<u>1,633,231</u>	<u>1,155,808</u>	<u>236,396</u>	<u>0</u>	<u>0</u>	

Special Appropriations are local, state and/or federal grants provided to various agencies and organizations in the County.

Special Appropriations (County Funds)

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>Social Services</u>						
Northwest Child Develop.	22,576	0	0	0	0	
Experiment in Self-Reliance	26,695	0	0	0	0	
Family Svcs-Battered Women	3,193	0	0	0	0	
Transaid	121,492	0	0	0	0	
Senior Services, Inc.	32,700	32,700	0	0	0	
SS, Inc. Meals on Wheels	60,000	60,000	0	0	0	
Exchange/SCAN	8,010	0	0	0	0	
Enrichment Cntr/Hard of Hear	931	0	0	0	0	
Winston-Salem Foundation	1,863	0	0	0	0	
United Way - Homeless	7,695	0	0	0	0	
HARRY Veterans Services	10,800	0	0	0	0	
Subtotal	295,955	92,700	0	0	0	
<u>Youth Services</u>						
Forsyth Futures - County \$	12,150	0	0	0	0	
Repayment to Grantor Agency	5,723	0	0	0	0	
Subtotal	17,873	0	0	0	0	
<u>Cultural</u>						
Arts Council	92,596	0	73,459	0	0	
SciWorks	180,336	0	0	0	0	
Subtotal	272,932	0	73,459	0	0	
<u>Education</u>						
Forsyth Medical Center						
Communities in Schools Inc	21,375	0	0	0	0	
Subtotal	21,375	0	0	0	0	
Total County Funds	608,135	92,700	73,459	0	0	

Special Appropriations (Pass-Through Funds)

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>Juvenile Crime Prevention</u>						
Catholic Social Svcs.	124,239	0	0	0	0	0
The Children's Home	276,568	0	0	0	0	0
YWCA	190,143	0	0	0	0	0
Step One	84,109	0	0	0	0	0
Family Services Strength-Fam	173,493	0	0	0	0	0
Payments T/O Agencies	0	713,108	0	0	0	0
Subtotal	848,552	713,108	0	0	0	0
<u>Social Services</u>						
Transaid	148,451	350,000	162,937	0	0	0
NW Piedmont COG	28,093	0	0	0	0	0
Subtotal	176,544	350,000	162,937	0	0	0
Total Pass-Through Exps.	1,025,096	1,063,108	162,937	0	0	0
Total Department	<u>1,633,231</u>	<u>1,155,808</u>	<u>236,396</u>	<u>0</u>	<u>0</u>	<u>0</u>
REVENUES	<u>1,021,863</u>	<u>1,073,108</u>	<u>238,123</u>	<u>0</u>	<u>0</u>	<u>0</u>