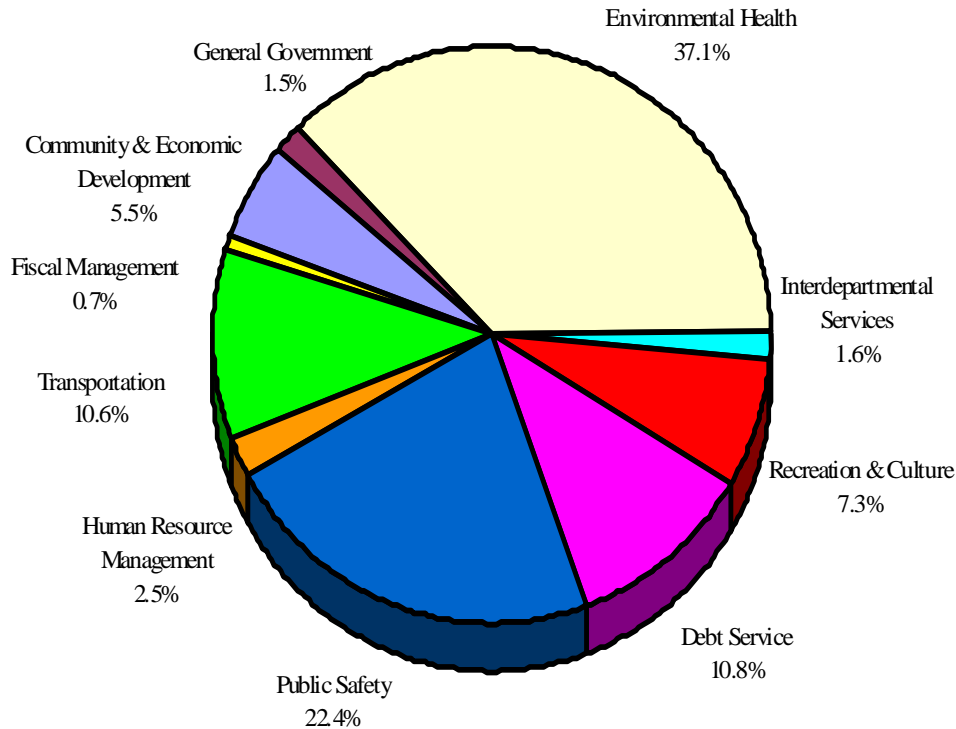


TOTAL BUDGET SUMMARY

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TOTAL EXPENDITURES – ALL FUNDS

TOTAL NET EXPENDITURES BY SERVICE AREA



Total \$372.2 Million

NET TOTAL EXPENDITURES BY SERVICE AREA

	Actual	Budget	Adopted	Percent
	FY 07-08	FY 08-09	FY 09-10	Change
Community and Economic Development				
City/County Planning	\$2,835,674	\$3,002,810	\$2,910,990	-3.1%
City/County Inspections	4,490,287	4,492,810	4,396,850	-2.1%
Development Office	2,439,289	2,152,860	1,922,770	-10.7%
Housing Development Administration	736,426	762,630	760,850	-0.2%
Housing Development Operations	8,395,871	6,473,060	7,319,350	13.1%
Neighborhood Services	3,753,741	4,119,660	3,787,460	-8.1%
Mortgage Revenue Bond Services	152,746	151,590	0	-100.0%
Community Agencies	463,750	557,500	557,500	0%
Non-Departmental	576,306	1,571,800	1,570,530	-0.1%
Capital Projects	17,054,034	0	150,000	N/A
Subtotal	\$40,898,124	\$23,284,720	\$23,376,300	-0.4%
Less Transfers	-\$2,387,464	-\$2,732,830	-\$2,501,430	-8.5%
Less Interfund/Interdepartmental Charges	-51,741	-76,670	-35,000	-54.3%
Net Total	\$38,458,919	\$20,475,220	\$20,839,870	1.8%

TOTAL EXPENDITURES – ALL FUNDS

	Actual	Budget	Adopted	Percent
	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>Change</u>
Environmental Health				
Sanitation	\$18,918,089	\$19,664,090	\$18,981,370	-3.5%
Water and Sewer	61,134,425	67,408,260	68,169,200	1.1%
Solid Waste Disposal	13,310,542	14,669,540	13,932,430	-5.0%
Stormwater	6,043,195	7,162,930	6,799,700	-5.1%
Cemeteries	603,765	574,480	577,520	0.5%
Non-Departmental	17,013	16,230	11,640	-28.3%
Capital Projects	38,904,951	79,668,100	37,064,870	-53.5%
Subtotal	\$138,931,981	\$189,163,630	\$145,536,730	-23.1%
Less Transfers	-\$3,947,949	-\$4,476,290	-\$4,481,470	0.1%
Less Interfund/Interdepartmental Charges	-3,825,269	-3,420,130	-3,153,520	-7.8%
Net Total	\$131,158,763	\$181,267,210	\$137,901,740	-23.9%
Public Safety				
Police Department	\$57,322,077	\$57,980,660	\$57,837,960	-0.2%
Fire Department	25,430,019	26,266,030	25,832,590	-1.7%
Emergency Management	463,518	473,940	476,120	0.5%
Non-Departmental	11,918	0	0	N/A
Capital Projects	3,022,078	50,000	300,000	500.0%
Subtotal	\$86,249,630	\$84,770,630	\$84,446,670	-0.4%
Less Transfers	-\$1,216,055	-\$336,880	-\$431,490	28.1%
Less Interfund/Interdepartmental Charges	-513,016	-531,230	-553,450	4.2%
Net Total	\$84,520,559	\$83,902,520	\$83,461,730	-0.5%
Transportation				
Transportation System Management	\$8,027,998	\$8,385,500	\$8,195,970	-2.3%
Streets Maintenance	6,234,479	6,114,410	5,862,910	-4.1%
Winston-Salem Transit Authority	11,283,738	12,458,640	12,529,870	0.6%
Off-Street Parking	3,520,911	3,648,580	3,902,350	7.0%
Non-Departmental	11,937,474	12,798,510	12,608,020	-1.5%
Capital Projects	10,341,506	3,413,330	10,302,350	201.8%
Subtotal	\$51,346,106	\$46,818,970	\$53,401,470	14.1%

TOTAL EXPENDITURES – ALL FUNDS

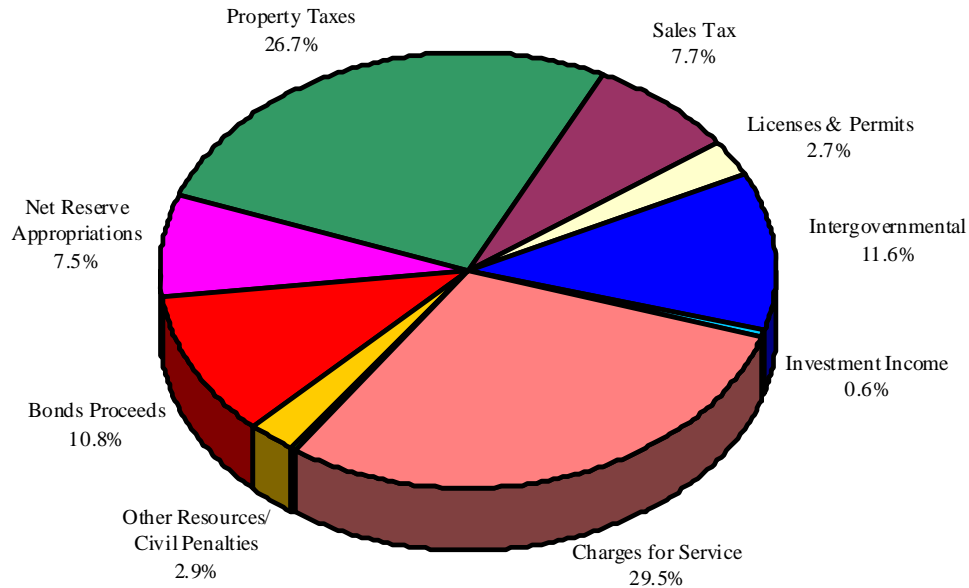
	<u>Actual</u> <u>FY 07-08</u>	<u>Budget</u> <u>FY 08-09</u>	<u>Adopted</u> <u>FY 09-10</u>	<u>Percent</u> <u>Change</u>
Less Transfers	-\$12,267,290	-\$12,899,200	-\$12,708,750	-1.5%
Less Interfund/Interdepartmental Charges	-1,507,837	-1,480,000	-1,380,000	-6.8%
Net Total	\$36,570,979	\$32,439,770	\$39,312,720	21.2%
Recreation and Culture				
Recreation and Parks	\$9,639,202	\$9,777,890	\$9,453,180	-3.3%
Vegetation Management	4,748,637	5,274,930	5,143,980	-2.5%
Winston-Salem Entertainment-Sports Complex	6,046,824	5,881,560	5,693,790	-3.2%
M.C. Benton, Jr. Convention Center and Civic Center	648,274	665,990	818,990	23.0%
Fair	2,637,300	2,903,790	2,636,700	-9.2%
Non-Departmental	1,648,175	1,637,870	1,839,690	12.3%
Capital Projects	4,065,287	1,245,000	4,182,180	235.9%
Subtotal	\$29,433,698	\$27,387,030	\$29,768,510	8.7%
Less Transfers	-\$2,506,666	-\$2,224,960	-\$2,400,070	7.9%
Less Interfund/Interdepartmental Charges	-371,145	-315,150	-279,210	-11.4%
Net Total	\$26,555,887	\$24,846,920	\$27,089,230	9.0%
Fiscal Management				
Financial Management Services	\$7,745,418	\$7,920,210	\$7,794,270	-1.6%
Budget and Evaluation	627,885	660,910	638,780	-3.3%
Claims for Damages	569,254	575,260	584,900	1.7%
Subtotal	\$8,942,557	\$9,156,380	\$9,017,950	-1.5%
Less Interfund/Interdepartmental Charges	-\$6,152,366	-\$6,203,200	-\$6,368,330	2.7%
Net Total	\$2,790,191	\$2,953,180	\$2,649,620	-10.3%
Human Resources Management				
Human Resources	\$1,922,433	\$1,792,770	\$1,806,420	.8%
Employee Benefits	40,579,220	45,972,160	45,301,220	-1.5%
Subtotal	\$42,501,654	\$47,764,930	\$47,107,640	-1.4%
Less Interfund/Interdepartmental Charges	-\$38,315,688	-\$38,409,690	-\$37,972,220	-1.1%
Net Total	\$4,185,966	\$9,355,240	\$9,135,420	-2.3%

TOTAL EXPENDITURES – ALL FUNDS

	Actual	Budget	Adopted	Percent
	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>Change</u>
Interdepartmental Services				
Engineering	\$3,519,313	\$3,694,000	\$3,565,600	-3.5%
Fleet Services	9,385,357	9,332,810	8,861,550	-5.0%
Property Maintenance	4,780,605	4,696,700	4,773,910	1.6%
Information Systems	8,691,057	10,135,560	9,512,940	-6.1%
Internal Audit	318,243	344,260	339,580	-1.4%
Mail and Printing Services	601,352	703,360	679,430	-3.4%
Real Estate	583,758	555,500	518,900	-6.6%
Warehouse	323,930	315,830	303,730	-3.8%
Subtotal	\$28,203,615	\$29,778,020	\$28,555,640	-4.1%
Less Transfers	-\$60,393	\$0	\$0	N/A
Less Interfund/Interdepartmental Charges	-23,074,183	-23,503,070	-22,753,090	-3.2%
Net Total	\$5,069,039	\$6,274,950	\$5,802,550	-7.5%
General Government				
Policy Leadership	\$1,381,167	\$1,520,830	\$1,587,530	4.4%
City Manager	1,149,014	1,043,630	1,062,650	1.8%
City Link	822,587	1,646,410	1,450,270	-11.9%
City Secretary	388,257	413,160	383,560	-7.2%
Marketing and Communications	964,841	854,570	816,370	-4.5%
Human Relations	337,900	386,570	403,480	4.4%
Non-Departmental	2,331,548	-530,170	-48,380	-90.9%
Capital Projects	5,037,199	0	655,020	N/A
Subtotal	\$12,412,513	\$5,335,000	\$6,310,500	18.3%
Less Transfers	-\$1,513,781	-\$623,860	-\$513,640	-17.7%
Less Interfund/Interdepartmental Charges	-81	-12,000	-12,000	0%
Net Total	\$10,898,651	\$4,699,140	\$5,784,860	23.1%
Debt Service				
Debt Service	\$17,265,418	\$17,924,390	\$17,835,980	-0.5%
Leasing Equipment Acquisition Fund	10,153,506	7,111,960	1,840,760	-74.1%
Leasing Fund	14,297,976	10,490,640	23,956,940	128.4%
Subtotal	\$41,716,900	\$35,526,990	\$43,633,680	22.8%
Less Transfers	-\$10,204,601	-\$111,600	-\$87,210	-21.9%
Less Interfund/Interdepartmental Charges	-2,662,726	-5,152,740	-3,327,890	-35.4%
Net Total	\$28,849,573	\$30,262,650	\$40,218,580	32.9%
Total Net Expenditures By Service Area	\$369,058,528	\$396,476,800	\$372,196,320	-6.1%

TOTAL RESOURCES – ALL FUNDS

TOTAL RESOURCES BY TYPE



Total: \$372.2 Million

TOTAL RESOURCES BY TYPE

	<u>Actual</u> <u>FY 07-08</u>	<u>Budget</u> <u>FY 08-09</u>	<u>Adopted</u> <u>FY 09-10</u>	<u>Percent</u> <u>Change</u>
Property Taxes				
Property Taxes - Current Year	\$100,112,526	\$95,826,110	\$98,227,360	2.5%
Property Taxes - Prior Year	354,422	1,150,000	1,150,000	0%
Subtotal	\$100,466,949	\$96,976,110	\$99,377,360	2.5%
Sales Taxes				
Sales Tax (1% Article 39)	\$14,406,007	\$14,659,700	\$12,636,280	-13.8%
Sales Tax (1/2% Article 40)	5,666,518	6,170,360	5,512,120	-10.7%
Sales Tax (1/2% Article 42)	5,601,142	6,102,620	5,448,230	-10.7%
Sales Tax (1/2% Article 44)	5,728,284	6,028,520	5,076,790	-15.8%
Subtotal	\$31,401,952	\$32,961,200	\$28,673,420	-13.0%

TOTAL RESOURCES – ALL FUNDS

	Actual	Budget	Adopted	Percent
	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>Change</u>
Licenses and Permits				
Construction Permits	\$3,456,696	\$3,732,250	\$3,025,800	-18.9%
Privilege Licenses	2,448,472	2,449,000	2,398,800	-2.0%
Gross Receipts Tax	179,432	191,350	150,000	-21.6%
Motor Vehicle License Taxes	2,524,188	2,397,450	2,443,330	1.9%
Cable Franchise	353,236	345,930	359,820	4.0%
Other Licenses and Permits	1,786,648	1,569,800	1,567,120	-0.2%
Subtotal	\$10,748,672	\$10,685,780	\$9,944,870	-6.9%
Intergovernmental Resources				
Federal	\$10,244,986	\$8,042,820	\$14,770,360	83.6%
State				
Utility Franchise Tax	13,581,660	13,272,600	13,486,430	1.6%
Beer and Wine Tax	1,018,079	1,038,410	1,090,890	5.1%
Gasoline Tax	7,424,248	7,424,870	5,622,290	-24.3%
NC Department of Transportation	2,617,597	3,128,920	3,243,150	3.7%
Occupancy Tax	565,985	545,000	475,000	-12.8%
Other State Resources	1,469,975	615,570	747,940	21.5%
State Reimbursements				
“Hold Harmless” Payment	1,828,325	1,822,680	2,567,950	40.9%
Other Intergovernmental Resources				
ABC Allocation	986,919	994,610	1,000,080	0.5%
Housing Authority Payment in Lieu of Taxes	63,479	76,420	76,760	0.4%
Other Intergovernmental Resources	380,948	265,000	265,000	0%
Subtotal	\$40,182,202	\$37,226,900	\$43,345,850	16.4%
Investment Income	-\$5,828,958	\$6,582,900	\$2,379,000	-63.9%
Charges for Services				
Utilities Revenue	\$61,122,128	\$64,707,840	\$70,029,470	8.2%
Landfill Revenue	8,404,824	8,651,100	6,013,900	-30.5%
Stormwater Fees	7,644,416	8,601,060	8,601,060	0%
Fairgrounds Revenue	2,645,337	2,380,650	2,268,800	-4.7%
Parking Services	3,128,014	2,984,000	2,852,370	-4.4%
Concessions	737,171	757,240	721,100	-4.8%
Mass Transit Fees	2,539,743	2,600,500	2,489,650	-4.3%
Admissions Fees	209,856	211,400	211,400	0%

TOTAL RESOURCES – ALL FUNDS

	Actual <u>FY 07-08</u>	Budget <u>FY 08-09</u>	Adopted <u>FY 09-10</u>	Percent <u>Change</u>
Entry Fees	\$152,970	\$137,500	\$142,500	3.6%
Equipment Use Fees	233,889	235,680	236,130	0.2%
Facility Use Fees	529,258	444,020	423,800	-4.6%
Sanitation Yard Cart Fees	728,170	784,080	784,080	0%
Sanitation Bulk Container Fees	1,453,418	1,566,780	1,566,780	0%
Cemetery Fees	533,084	427,420	440,480	3.1%
Employee Benefits Premiums	6,454,549	6,605,050	6,300,000	-4.6%
Other Charges for Service	3,122,974	2,958,280	2,726,250	-7.8%
Charges to the State	517,699	513,000	517,000	0.8%
Charges to Forsyth County	3,549,989	3,292,220	3,453,880	4.9%
Charges to WS/FC School Board	125,000	125,000	125,000	0%
Charges to Other Municipalities	57,625	38,420	36,470	-5.1%
Subtotal	\$103,890,114	\$108,021,240	\$109,940,120	1.8%
Civil Penalties				
Parking Tickets	\$409,917	\$325,000	\$325,000	0%
Housing Code Violations	259,254	357,300	357,300	0%
Erosion Control Civil Penalties	35,888	45,000	38,390	-14.7%
False Alarm Civil Penalties	170,114	170,000	170,000	0%
Subtotal	\$875,174	\$897,300	\$890,690	-0.7%
Other Resources				
Rentals	\$1,649,375	\$1,291,510	\$1,378,410	6.7%
Sales of Property and Equipment	982,767	358,000	460,180	28.5%
Loan Repayments	2,045,275	1,450,000	815,000	-43.8%
Property Assessments	1,043	0	0	N/A
NC Municipal Leasing Corporation	16,498,641	7,541,960	2,495,780	-66.9%
Contributions	1,734,691	761,200	977,760	28.4%
Miscellaneous	4,121,790	3,618,740	3,670,410	1.4%
Subtotal	\$27,033,582	\$15,021,410	\$9,797,540	-34.8%
Bond Proceeds	\$75,883,816	\$84,470,360	\$40,061,850	-52.6%
Net Reserve Appropriations	-15,361,924	3,633,600	27,785,620	664.7%
Total Resources By Category	\$369,058,528	\$396,476,800	\$372,196,320	-6.1%

PROPERTY TAX REVENUE DISTRIBUTION

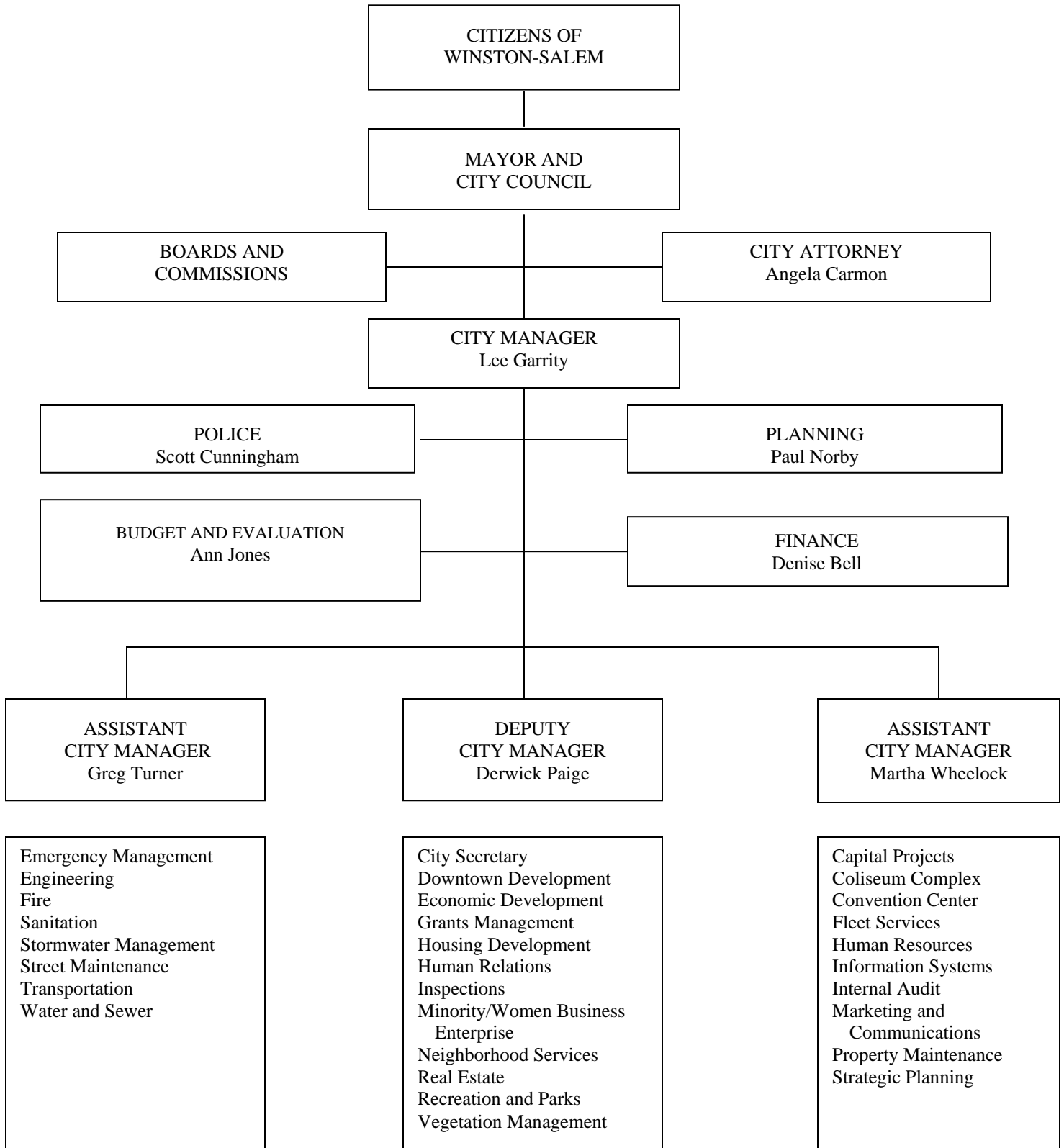
The 2009-2010 adopted property tax rate of 46.75¢ per \$100 of assessed valuation is levied on all real and personal property subject to *ad valorem* taxes within the city of Winston-Salem, North Carolina, and the revenue is allocated to the following funds:

- a) General: a tax rate of 46.75¢ per \$100 on \$459.2 million in assessed property representing the value of eleven economic development projects (One West Fourth Street, Dell, Inc., Piedmont Triad Research Park, Lowe’s Data Center, Hanesbrands Corporation, Bekaert Textiles USA, Inc., Tengion, Inc., Exhibit Works, The Clearing House Payments Company, Smurfit-Stone Container Corporation, and Brookstown Development). Property tax revenue from these properties is distributed 100% to the general fund, where related economic payments are budgeted as transfers to the economic development projects fund, the parking fund and the general debt service fund.
- b) General: a tax rate of 40.43¢ per \$100 of assessed valuation on all property, except for \$459.2 million in assessed property representing the eleven economic development projects listed above, for general purposes.
- c) Transit: a tax rate of 1.58¢ per \$100 of assessed valuation on all property, except for \$459.2 million in assessed property representing the eleven economic development projects listed above, for the Winston-Salem Transit Authority operating and capital program purposes.
- d) General Debt Service: a tax rate of 4.74¢ per \$100 of assessed valuation on all property, except for \$459.2 million in assessed property representing the eleven economic development projects listed above, for bond indebtedness purposes.

DISTRIBUTION OF 2009-2010 ESTIMATED PROPERTY TAX REVENUE

	General, Mass Transit, and Debt	Economic Development	Total
Property Tax Base	\$21,121,002,050	\$459,197,950	\$21,580,200,000
Property Tax Rate per \$100:			
General	40.43¢	46.75¢	
Mass Transit	1.58¢		
Debt Service	<u>4.74¢</u>		
Total	46.75¢		
Property Tax Levy	\$98,740,690	\$2,146,750	\$100,887,440
Estimated Collection Rate	97.31%	100%	97.36%
Collections			
General	\$83,092,920	\$2,146,750	\$85,239,670
Mass Transit	3,246,920	0	3,246,920
Debt Service	<u>9,740,770</u>	<u>0</u>	<u>9,740,770</u>
Total	\$96,080,610	\$2,146,750	\$98,227,360

ORGANIZATION CHART



TOTAL PERSONNEL

FULL-TIME POSITION CHANGES BY DEPARTMENT

<u>Personnel by Department</u>	<u>Amended FY 07-08</u>	<u>Amended FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Position Changes</u>
Community and Economic Development				
City/County Planning	29	29	28	-1
City/County Inspections	59	57	58	1
Development Office	4	3	2	-1
Mortgage Revenue Bonds	2	2	0	-2
Housing Development	6	7	7	0
Neighborhood Services	<u>48</u>	<u>49</u>	<u>47</u>	<u>-2</u>
Subtotal	148	145	140	-5
Environmental Health				
Sanitation	211	211	204	-7
Water and Sewer	327	332	329	-3
Solid Waste Disposal	35	35	35	0
Stormwater	47	47	44	-3
Cemeteries	<u>7</u>	<u>7</u>	<u>7</u>	<u>0</u>
Subtotal	627	632	619	-13
Public Safety				
Police Department	681	680	678	-2
Fire Department	343	343	343	0
Emergency Management	<u>5</u>	<u>5</u>	<u>5</u>	<u>0</u>
Subtotal	1,029	1,028	1,026	-2
Transportation				
Transportation System Management	51	51	49	-2
Streets Maintenance	59	58	58	0
Public Works Communications	5	0	0	0
Winston-Salem Transit Authority	1	1	1	0
Off-Street Parking	<u>17</u>	<u>17</u>	<u>17</u>	<u>0</u>
Subtotal	133	127	125	-2
Recreation and Culture				
Recreation and Parks	112	109	107	-2
Vegetation Management	71	70	68	-2
Fair	4	4	4	0
Winston-Salem Entertainment-Sports Complex	<u>37</u>	<u>36</u>	<u>35</u>	<u>-1</u>
Subtotal	224	219	214	-5
Fiscal Management				
Financial Management Services	67	68	68	0
Budget and Evaluation	<u>5</u>	<u>6</u>	<u>6</u>	<u>0</u>
Subtotal	72	74	74	0

TOTAL PERSONNEL

<u>Personnel by Department</u>	<u>Amended FY 07-08</u>	<u>Amended FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Position Changes</u>
Human Resources Management				
Human Resources	13	14	14	0
Employee Benefits	<u>8</u>	<u>8</u>	<u>8</u>	<u>0</u>
Subtotal	21	22	22	0
Interdepartmental Services				
Engineering	48	44	42	-2
Capital Building Projects Engineering	2	2	2	0
Fleet Services	34	34	34	0
Property Maintenance	38	40	39	-1
Information Systems	49	49	50	1
Internal Audit	4	4	4	0
Real Estate	6	5	5	0
Central Warehouse	<u>5</u>	<u>5</u>	<u>5</u>	<u>0</u>
Subtotal	186	183	181	-2
General Government				
Policy Leadership				
Mayor	3	3	3	0
City Attorney	6	9	9	0
City Manager's Office				
City Manager	7	6	6	0
City Link	10	22	21	-1
City Secretary	4	4	4	0
Marketing and Communications	7	7	7	0
Human Relations	<u>4</u>	<u>4</u>	<u>4</u>	<u>0</u>
Subtotal	41	55	54	-1
TOTAL	2,482	2,487	2,457	-30

FULL-TIME POSITION CHANGES BY FUND

<u>Personnel by Fund</u>	<u>Amended 08-09</u>	<u>Adopted 09-10</u>	<u>Changes</u>
General Fund	1,915	1,893	-22
General Fund/Internal Services	82	83	1
Grants	2	2	0
Enterprise Funds	478	471	-7
Special Revenue Funds	2	0	-2
Fiduciary Funds	<u>8</u>	<u>8</u>	<u>0</u>
Total	2,487	2,457	-30