

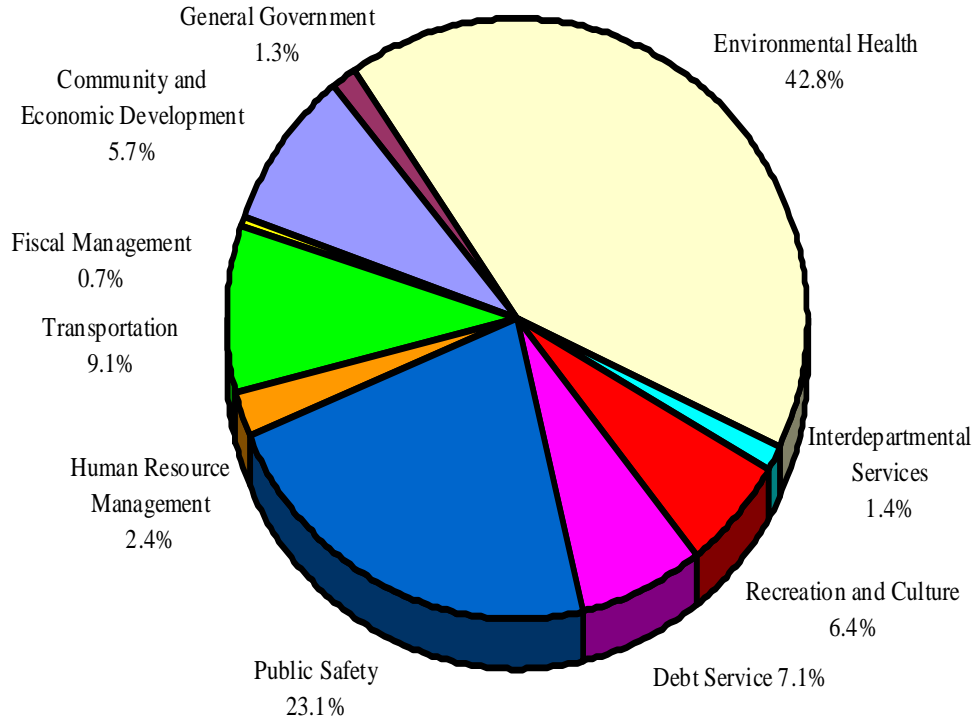
# TOTAL BUDGET SUMMARY

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# TOTAL EXPENDITURES – ALL FUNDS

## TOTAL NET EXPENDITURES BY SERVICE AREA



**Total \$373.9 Million**

## NET TOTAL EXPENDITURES BY SERVICE AREA

	<u>Actual</u> <b>FY 08-09</b>	<u>Budget</u> <b>FY 09-10</b>	<u>Adopted</u> <b>FY 10-11</b>	<u>Percent</u> <b>Change</b>
<b>Community and Economic Development</b>				
City/County Planning	\$2,787,324	\$2,910,990	\$2,740,370	-5.9%
City/County Inspections	4,281,790	4,396,850	4,299,340	-2.2%
Development Office	6,804,010	1,922,770	1,436,270	-25.3%
Housing Development Administration	738,257	750,850	738,380	-1.7%
Housing Development Operations	10,212,512	7,329,350	6,099,120	-16.8%
Neighborhood Services	3,228,563	3,460,990	3,501,690	1.2%
Mortgage Revenue Bond Services	475,648	0	0	0%
Community Agencies	500,625	557,500	593,580	6.5%
Non-Departmental	1,571,530	1,570,530	5,771,980	267.5%
Capital Projects	6,518,673	150,000	9,227,600	-100.0%
<b>Subtotal</b>	<b>\$37,118,931</b>	<b>\$23,049,830</b>	<b>\$34,408,330</b>	<b>49.3%</b>
Less Transfers	-\$4,776,177	-\$2,501,430	-\$2,218,430	-11.3%
Less Interfund/Interdepartmental Charges	-41,059	-35,000	-20,000	-42.9%
<b>Net Total</b>	<b>\$32,301,695</b>	<b>\$20,513,400</b>	<b>\$32,169,900</b>	<b>56.8%</b>

# TOTAL EXPENDITURES – ALL FUNDS

	<b>Actual</b>	<b>Budget</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>FY 08-09</u></b>	<b><u>FY 09-10</u></b>	<b><u>FY 10-11</u></b>	<b><u>Change</u></b>
<b>Environmental Health</b>				
Sanitation	\$18,714,176	\$18,981,370	\$18,805,400	-0.9%
Water and Sewer	61,533,720	68,169,200	67,443,280	-1.1%
Solid Waste Disposal	12,806,705	13,932,430	12,628,750	-9.4%
Stormwater	6,177,420	6,799,700	7,113,590	4.6%
Cemeteries	549,538	577,520	568,690	-1.5%
Non-Departmental	16,211	11,640	0	-100.0%
Capital Projects	50,360,689	37,064,870	56,505,470	52.5%
<b>Subtotal</b>	<b>\$150,158,458</b>	<b>\$145,536,730</b>	<b>\$163,065,180</b>	<b>12.0%</b>
Less Transfers	-\$4,272,257	-\$4,481,470	-\$4,381,620	-2.2%
Less Interfund/Interdepartmental Charges	-3,720,187	-3,153,520	-3,807,980	20.8%
<b>Net Total</b>	<b>\$142,166,015</b>	<b>\$137,901,740</b>	<b>\$154,875,580</b>	<b>12.3%</b>
<b>Public Safety</b>				
Police Department	\$56,677,346	\$58,982,890	\$60,165,420	2.0%
Fire Department	25,792,716	25,832,590	24,584,120	-4.8%
Emergency Management	519,832	476,120	480,400	0.9%
Capital Projects	9,234,156	300,000	0	-100.0%
<b>Subtotal</b>	<b>\$92,224,051</b>	<b>\$85,591,600</b>	<b>\$85,229,940</b>	<b>-0.4%</b>
Less Transfers	-\$843,006	-\$431,490	-\$11,780	-97.3%
Less Interfund/Interdepartmental Charges	-527,839	-1,376,940	-1,670,450	21.3%
<b>Net Total</b>	<b>\$90,853,206</b>	<b>\$83,783,170</b>	<b>\$83,547,710</b>	<b>-0.3%</b>
<b>Transportation</b>				
Transportation System Management	\$8,073,512	\$8,195,970	\$9,522,350	16.2%
Street Maintenance	5,234,684	5,862,910	5,577,620	-4.9%
Winston-Salem Transit Authority	12,033,061	12,529,870	12,630,620	0.8%
Off-Street Parking	3,554,817	3,902,350	3,909,050	0.2%
Non-Departmental	10,406,166	12,608,020	11,827,230	-6.2%
Capital Projects	15,233,950	10,302,350	2,476,990	-76.0%
<b>Subtotal</b>	<b>\$54,536,189</b>	<b>\$53,401,470</b>	<b>\$45,943,860</b>	<b>-14.0%</b>
Less Transfers	-\$14,263,876	-\$12,708,750	-\$12,079,460	-5.0%
Less Interfund/Interdepartmental Charges	-1,764,248	-1,380,000	-879,000	-36.3%
<b>Net Total</b>	<b>\$38,508,065</b>	<b>\$39,312,720</b>	<b>\$32,985,400</b>	<b>-16.1%</b>

# TOTAL EXPENDITURES – ALL FUNDS

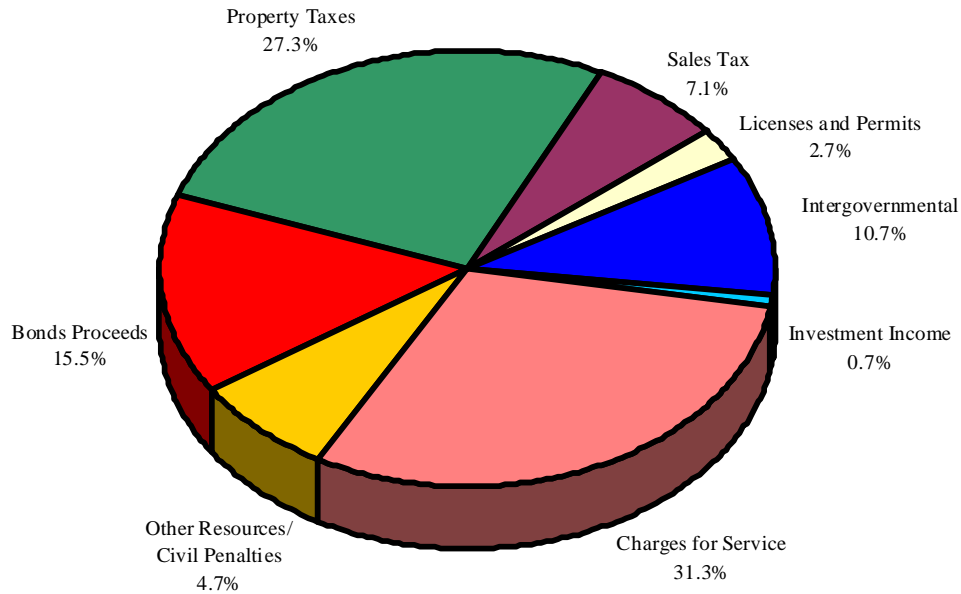
	<b>Actual</b> <b><u>FY 08-09</u></b>	<b>Budget</b> <b><u>FY 09-10</u></b>	<b>Adopted</b> <b><u>FY 10-11</u></b>	<b>Percent</b> <b><u>Change</u></b>
<b>Recreation and Culture</b>				
Recreation and Parks	\$9,172,749	\$9,453,180	\$9,171,070	-3.0%
Vegetation Management	4,422,704	5,143,980	4,976,890	-3.2%
Winston-Salem Entertainment-Sports Complex	11,027,926	5,693,790	5,488,820	-3.6%
M.C. Benton, Jr. Convention Center and Civic Center	798,162	818,990	818,990	0%
Fair	2,741,568	2,636,700	2,812,050	6.7%
Non-Departmental	1,870,700	1,839,690	1,858,750	1.0%
Capital Projects	4,478,180	4,182,180	603,350	-85.6%
<b>Subtotal</b>	<b>\$34,511,988</b>	<b>\$29,768,510</b>	<b>\$25,729,920</b>	<b>-13.6%</b>
Less Transfers	-\$8,165,295	-\$2,400,070	-\$2,417,920	0.7%
Less Interfund/Interdepartmental Charges	-352,036	-279,210	-276,710	-0.9%
<b>Net Total</b>	<b>\$25,994,657</b>	<b>\$27,089,230</b>	<b>\$23,035,290</b>	<b>-15.0%</b>
<b>Fiscal Management</b>				
Financial Management Services	\$7,148,016	\$7,794,270	\$7,828,530	0.4%
Budget and Evaluation	603,636	638,780	658,220	3.0%
Claims for Damages	556,247	584,900	594,710	1.7%
Capital Projects	0	0	40,000	N/A
<b>Subtotal</b>	<b>\$8,307,898</b>	<b>\$9,017,950</b>	<b>\$9,121,460</b>	<b>1.1%</b>
Less Interfund/Interdepartmental Charges	-\$6,218,173	-\$6,368,330	-\$6,596,040	3.6%
<b>Net Total</b>	<b>\$2,089,725</b>	<b>\$2,649,620</b>	<b>\$2,525,420</b>	<b>-4.7%</b>
<b>Human Resources Management</b>				
Human Resources	\$1,594,258	\$1,806,420	\$1,752,340	-3.0%
Employee Benefits	42,389,628	45,301,220	44,321,980	-2.2%
<b>Subtotal</b>	<b>\$43,983,886</b>	<b>\$47,107,640</b>	<b>\$46,074,320</b>	<b>-2.2%</b>
Less Transfers	\$0	\$0	-\$122,380	N/A
Less Interfund/Interdepartmental Charges	-37,796,982	-37,972,220	-37,113,780	-2.3%
<b>Net Total</b>	<b>\$6,186,905</b>	<b>\$9,135,420</b>	<b>\$8,838,160</b>	<b>-3.3%</b>

# TOTAL EXPENDITURES – ALL FUNDS

	<u>Actual</u>	<u>Budget</u>	<u>Adopted</u>	<u>Percent</u>
	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>Change</u>
<b>Interdepartmental Services</b>				
Engineering	\$3,414,959	\$3,565,600	\$3,467,880	-2.7%
Fleet Services	8,070,668	8,861,550	8,441,140	-4.7%
Facilities Management	4,703,037	4,773,910	4,741,160	-0.7%
Information Systems	8,600,111	9,512,940	9,376,160	-1.4%
Internal Audit	340,599	339,580	341,940	0.7%
Mail and Printing Services	688,516	679,430	692,610	1.9%
Real Estate	527,651	518,900	496,860	-4.2%
Warehouse	257,746	303,730	270,790	-10.8%
<b>Subtotal</b>	<b>\$26,603,287</b>	<b>\$28,555,640</b>	<b>\$27,828,540</b>	<b>-2.5%</b>
Less Interfund/Interdepartmental Charges	-\$20,207,630	-\$22,753,090	-\$22,674,300	-0.3%
<b>Net Total</b>	<b>\$6,395,657</b>	<b>\$5,802,550</b>	<b>\$5,154,240</b>	<b>-11.2%</b>
<b>General Government</b>				
Policy Leadership	\$1,768,730	\$1,914,000	\$1,907,340	-0.3%
City Manager	1,191,566	1,062,650	1,058,760	-0.4%
City Link	1,316,497	1,450,270	1,784,630	23.1%
City Secretary	438,718	383,560	365,130	-4.8%
Marketing and Communications	906,575	816,370	805,000	-1.4%
Human Relations	384,330	403,480	388,870	-3.6%
Non-Departmental	1,612,526	-48,380	-728,770	1,406.3%
Capital Projects	1,834,851	655,020	0	-100.0%
<b>Subtotal</b>	<b>\$9,453,793</b>	<b>\$6,636,970</b>	<b>\$5,580,960</b>	<b>-15.9%</b>
Less Transfers	-\$1,633,110	-\$513,640	-\$450,000	-12.4%
Less Interfund/Interdepartmental Charges	-54	-12,000	-264,540	2,104.5%
<b>Net Total</b>	<b>\$7,820,628</b>	<b>\$6,111,330</b>	<b>\$4,866,420</b>	<b>-20.4%</b>
<b>Debt Service</b>				
Debt Service	\$19,885,387	\$17,835,980	\$17,694,630	-0.8%
Leasing Equipment Acquisition Fund	4,409,780	1,840,760	4,775,560	159.4%
Leasing Fund	6,288,095	23,956,940	6,308,840	-73.7%
<b>Subtotal</b>	<b>\$30,583,262</b>	<b>\$43,633,680</b>	<b>\$28,779,030</b>	<b>-34.0%</b>
Less Transfers	-\$2,839,983	-\$87,210	-\$30,270	-65.3%
Less Interfund/Interdepartmental Charges	-2,831,044	-3,327,890	-2,886,140	-13.3%
<b>Net Total</b>	<b>\$24,912,236</b>	<b>\$40,218,580</b>	<b>\$25,862,620</b>	<b>-35.7%</b>
<b>Total Net Expenditures By Service Area</b>	<b>\$377,228,787</b>	<b>\$372,517,760</b>	<b>\$373,860,740</b>	<b>0.4%</b>

# TOTAL RESOURCES – ALL FUNDS

## TOTAL RESOURCES BY TYPE



**Total: \$373.9 Million**

## TOTAL RESOURCES BY TYPE

	<u>Actual</u> <u>FY 08-09</u>	<u>Budget</u> <u>FY 09-10</u>	<u>Adopted</u> <u>FY 10-11</u>	<u>Percent</u> <u>Change</u>
<b>Property Taxes</b>				
Property Taxes - Current Year	\$97,955,436	\$98,227,360	\$98,601,990	0.4%
Property Taxes - Prior Year	1,574,926	1,150,000	1,150,000	0%
<b>Subtotal</b>	<b>\$99,530,362</b>	<b>\$99,377,360</b>	<b>\$99,751,990</b>	<b>0.4%</b>
<b>Sales Taxes</b>				
Sales Tax ( 1% Article 39 )	12,769,637	\$12,636,280	\$11,733,990	-7.1%
Sales Tax ( 1/2% Article 40 )	5,500,282	5,512,120	4,955,060	-10.1%
Sales Tax ( 1/2% Article 42 )	5,432,450	5,448,230	5,277,780	-3.1%
Sales Tax ( 1/2% Article 44 )	4,928,238	5,076,790	3,924,250	-22.7%
<b>Subtotal</b>	<b>\$28,630,608</b>	<b>\$28,673,420</b>	<b>\$25,891,080</b>	<b>-9.7%</b>

# TOTAL RESOURCES – ALL FUNDS

	<b>Actual</b>	<b>Budget</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>FY 08-09</u></b>	<b><u>FY 09-10</u></b>	<b><u>FY 10-11</u></b>	<b><u>Change</u></b>
<b>Licenses and Permits</b>				
Construction Permits	\$2,634,827	\$3,025,800	\$2,448,880	-19.1%
Privilege Licenses	2,470,930	2,398,800	2,888,000	20.4%
Gross Receipts Tax	163,386	150,000	150,000	0%
Motor Vehicle License Taxes	2,456,434	2,443,330	2,410,030	-1.4%
Cable Franchise	630,314	359,820	351,950	-2.2%
Other Licenses and Permits	2,151,539	1,567,120	1,477,050	-5.7%
<b>Subtotal</b>	<b>\$10,507,430</b>	<b>\$9,944,870</b>	<b>\$9,725,910</b>	<b>-2.2%</b>
<b>Intergovernmental Resources</b>				
Federal	\$14,072,671	\$14,770,360	\$10,027,450	-32.1%
State				
Utility Franchise Tax	14,019,735	13,486,430	13,660,470	1.3%
Beer and Wine Tax	1,009,971	1,090,890	1,094,650	0.3%
Gasoline Tax	6,715,621	5,622,290	5,651,890	0.5%
NC Department of Transportation	3,942,052	3,243,150	3,099,020	-4.4%
Occupancy Tax	480,225	475,000	420,000	-11.6%
Other State Resources	854,578	747,940	802,850	7.3%
State Reimbursements				
“Hold Harmless” Payment	1,958,533	2,567,950	2,877,610	12.1%
Other Intergovernmental Resources				
ABC Allocation	970,526	1,000,080	920,960	-7.9%
Housing Authority Payment in Lieu of Taxes	76,753	76,760	88,290	15.0%
Other Intergovernmental Resources	505,351	265,000	265,000	0%
<b>Subtotal</b>	<b>\$44,606,017</b>	<b>\$43,345,850</b>	<b>\$38,908,190</b>	<b>-10.2%</b>
<b>Investment Income</b>	<b>-\$14,267,173</b>	<b>\$2,379,000</b>	<b>\$2,602,000</b>	<b>9.4%</b>
<b>Charges for Services</b>				
Utilities Revenue	\$59,947,873	\$70,029,470	\$72,918,170	4.1%
Landfill Revenue	7,175,176	6,013,900	6,450,430	7.3%
Stormwater Fees	10,253,333	8,601,060	9,500,000	10.5%
Fairgrounds Revenue	2,418,197	2,268,800	2,308,950	1.8%
Parking Services	2,855,073	2,852,370	2,805,410	-1.6%
Concessions	439,316	721,100	531,190	-26.3%
Mass Transit Fees	2,677,858	2,489,650	2,499,110	0.4%
Admissions Fees	193,224	211,400	221,400	4.7%

# TOTAL RESOURCES – ALL FUNDS

	<b>Actual</b>	<b>Budget</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>FY 08-09</u></b>	<b><u>FY 09-10</u></b>	<b><u>FY 10-11</u></b>	<b><u>Change</u></b>
<b>Charges for Services - Continued</b>				
Entry Fees	\$142,247	\$142,500	\$171,000	20.0%
Equipment Use Fees	218,131	236,130	236,220	0%
Facility Use Fees	515,136	423,800	435,590	2.8%
Sanitation Yard Cart Fees	753,775	784,080	895,380	14.2%
Sanitation Bulk Container Fees	1,660,879	1,566,780	1,669,040	6.5%
Cemetery Fees	436,319	440,480	460,120	4.5%
Employee Benefits Premiums	6,206,054	6,300,000	6,275,000	-0.4%
Other Charges for Service	2,584,775	2,726,250	2,288,130	-16.1%
Charges to the State	466,104	517,000	452,000	-12.6%
Charges to Forsyth County	3,759,262	3,453,880	3,726,480	7.9%
Charges to WS/FC School Board	125,000	125,000	125,000	0%
Charges to Other Municipalities	35,837	36,470	38,490	5.5%
<b>Subtotal</b>	<b>\$102,863,569</b>	<b>\$109,940,120</b>	<b>\$114,007,110</b>	<b>3.7%</b>
<b>Civil Penalties</b>				
Parking Tickets	\$411,015	\$325,000	\$417,000	28.3%
Housing Code Violations	363,401	357,300	396,320	10.9%
Erosion Control Civil Penalties	25,533	38,390	15,000	-60.9%
False Alarm Civil Penalties	159,040	170,000	165,000	-2.9%
<b>Subtotal</b>	<b>\$958,989</b>	<b>\$890,690</b>	<b>\$993,320</b>	<b>11.5%</b>
<b>Other Resources</b>				
Rentals	\$1,333,706	\$1,378,410	\$1,371,400	-0.5%
Sales of Property and Equipment	511,740	460,180	193,000	-58.1%
Loan Repayments	1,941,207	815,000	765,000	-6.1%
Property Assessments	10,129	0	0	0%
NC Municipal Leasing Corporation	1,017,503	2,495,780	5,065,560	103.0%
Contributions	749,186	977,760	997,130	2.0%
Miscellaneous	10,383,060	3,991,850	19,256,410	382.4%
<b>Subtotal</b>	<b>\$15,946,532</b>	<b>\$10,118,980</b>	<b>\$27,648,500</b>	<b>173.2%</b>
Bond Proceeds	\$39,480,516	\$40,061,850	\$56,551,510	41.2%
Net Reserve Appropriations	48,971,937	27,785,620	-2,218,870	-108.0%
<b>Total Resources By Category</b>	<b>\$377,228,787</b>	<b>\$372,517,760</b>	<b>\$373,860,740</b>	<b>0.4%</b>

# PROPERTY TAX REVENUE DISTRIBUTION

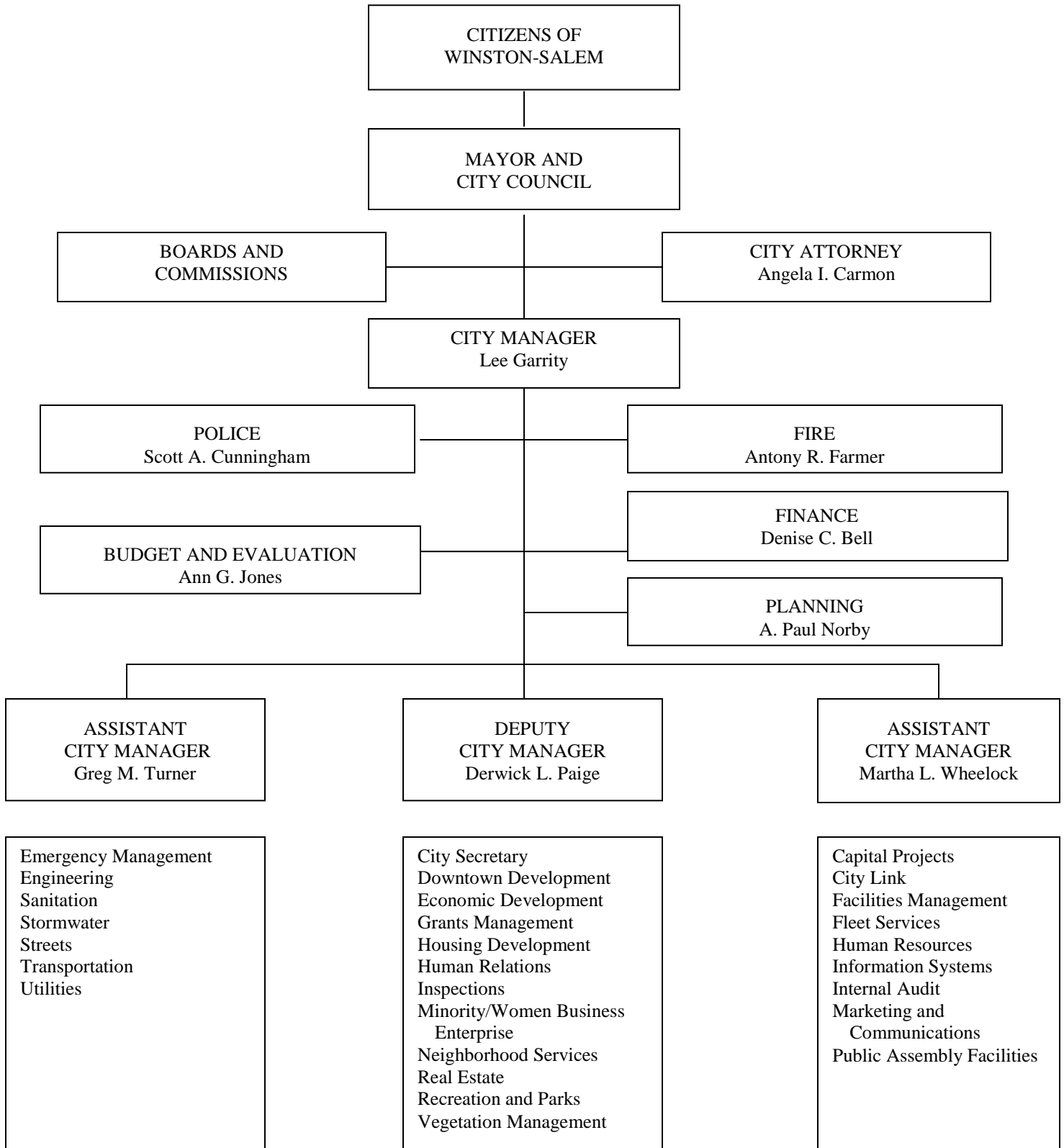
The 2010-2011 adopted property tax rate of 47.5¢ per \$100 of assessed valuation is levied on all real and personal property subject to *ad valorem* taxes within the city of Winston-Salem, North Carolina, and the revenue is allocated to the following funds:

- a) General: a tax rate of 47.5¢ per \$100 on \$450.8 million in assessed property representing the value of eleven economic development projects (One West Fourth Street, 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, Hanes Geo Components, 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 41.18¢ per \$100 of assessed valuation on all property, except for \$450.8 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 \$450.8 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 \$450.8 million in assessed property representing the eleven economic development projects listed above, for bond indebtedness purposes.

## DISTRIBUTION OF 2010-2011 ESTIMATED PROPERTY TAX REVENUE

	<b>General, Mass Transit, and Debt</b>	<b>Economic Development</b>	<b>Total</b>
Property Tax Base	\$20,864,938,090	\$450,761,910	\$21,315,700,000
Property Tax Rate per \$100:			
General	41.18¢	47.5¢	
Mass Transit	1.58¢		
Debt Service	<u>4.74¢</u>		
Total	47.50¢		
Property Tax Levy	\$99,108,460	\$2,141,120	\$101,249,580
Estimated Collection Rate	97.33%	100%	97.39%
Collections			
General	\$83,626,500	\$2,141,120	\$85,767,620
Mass Transit	3,208,590	0	3,208,590
Debt Service	<u>9,625,780</u>	<u>0</u>	<u>9,625,780</u>
<b>Total</b>	<b>\$96,460,870</b>	<b>\$2,141,120</b>	<b>\$98,601,990</b>

# ORGANIZATION CHART



# TOTAL PERSONNEL

## FULL-TIME POSITION CHANGES BY DEPARTMENT

<u>Personnel by Department</u>	<u>Amended FY 08-09</u>	<u>Amended FY 09-10</u>	<u>Adopted FY 10-11</u>	<u>Position Changes</u>
Community and Economic Development				
City/County Planning	29	28	27	-1
City/County Inspections	57	58	55	-3
Development Office	3	2	2	0
Mortgage Revenue Bonds	2	0	0	0
Housing Development	7	7	7	0
Neighborhood Services	<u>45</u>	<u>45</u>	<u>44</u>	<u>-1</u>
Subtotal	143	140	135	-5
Environmental Health				
Sanitation	211	204	195	-9
Water and Sewer	332	329	329	0
Solid Waste Disposal	35	35	35	0
Stormwater	47	44	44	0
Cemeteries	<u>7</u>	<u>7</u>	<u>7</u>	<u>0</u>
Subtotal	632	619	610	-9
Public Safety				
Police Department	680	711	710	-1
Fire Department	343	343	343	0
Emergency Management	<u>5</u>	<u>5</u>	<u>5</u>	<u>0</u>
Subtotal	1,028	1,059	1,058	-1
Transportation				
Transportation System Management	51	49	48	-1
Streets Maintenance	58	58	56	-2
Winston-Salem Transit Authority	1	1	1	0
Off-Street Parking	<u>17</u>	<u>17</u>	<u>17</u>	<u>0</u>
Subtotal	127	125	122	-3
Recreation and Culture				
Recreation and Parks	109	107	101	-6
Vegetation Management	70	68	66	-2
Fair	2	2	2	0
Winston-Salem Entertainment-Sports Complex	<u>38</u>	<u>38</u>	<u>36</u>	<u>-2</u>
Subtotal	219	215	205	-10
Fiscal Management				
Financial Management Services	68	68	63	-5
Budget and Evaluation	<u>6</u>	<u>6</u>	<u>6</u>	<u>0</u>
Subtotal	74	74	69	-5

# TOTAL PERSONNEL

<u>Personnel by Department</u>	<u>Amended FY 08-09</u>	<u>Amended FY 09-10</u>	<u>Adopted FY10-11</u>	<u>Position Changes</u>
Human Resources Management				
Human Resources	14	14	13	-1
Employee Benefits	<u>8</u>	<u>8</u>	<u>9</u>	<u>+1</u>
Subtotal	22	22	22	0
Interdepartmental Services				
Engineering	44	42	41	-1
Capital Building Projects Engineering	2	2	2	0
Fleet Services	34	34	33	-1
Facilities Management	40	40	39	-1
Information Systems	49	50	48	-2
Internal Audit	4	4	4	0
Real Estate	5	5	5	0
Central Warehouse	<u>5</u>	<u>5</u>	<u>4</u>	<u>-1</u>
Subtotal	183	182	176	-6
General Government				
Policy Leadership				
Mayor	3	3	3	0
City Attorney	9	9	9	0
City Manager's Office				
City Manager	6	6	6	0
Neighborhood Assistance Specialist	4	4	4	0
City Link	22	21	26	+5
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	59	58	63	+5
<b>TOTAL</b>	<b>2,487</b>	<b>2,494</b>	<b>2,460</b>	<b>-34</b>

## FULL-TIME POSITION CHANGES BY FUND

<u>Personnel by Fund</u>	<u>Amended 09-10</u>	<u>Adopted 10-11</u>	<u>Changes</u>
General Fund	1,926	1,895	-31
Internal Services	83	81	-2
Grants*	4	4	0
Enterprise Funds	473	471	-2
Fiduciary Funds	<u>8</u>	<u>9</u>	<u>+1</u>
<b>Total</b>	<b>2,494</b>	<b>2,460</b>	<b>-34</b>