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# SERVICE EXCELLENCE SUMMARY

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# SERVICE EXCELLENCE

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## STRATEGIC FOCUS AREA MISSION

Excellent citizen service is the cornerstone of responsive government, without which it is impossible to fulfill our vision statement for city government. Service excellence is based on the City's 10 Keys to Service Excellence. But it also includes ensuring that City employees have the knowledge and tools necessary to provide excellent service, as well as ensuring sound management of City resources.

## STRATEGIC AREA OBJECTIVES

- Ensure Service Delivery Efficiency and Effectiveness
- Enhance Employee Professional Development and Training
- Maintain City's Financial Strength
- Expand Policy and Oversight and Reporting Mechanisms

## STRATEGIC FOCUS AREA CATEGORIES

General Government, Financial Management, Human Resources Management, Interdepartmental Services

## STRATEGIC FOCUS AREA TOTAL BUDGET

\$134,035,810

## STRATEGIC FOCUS AREA PRIORITIES

### Short Term Priorities

- 1) Close feedback loop with citizens
- 2) Review feasibility of general obligation bond issuance for capital projects
- 3) Update website, social media, and other resident communication strategies
- 4) Evaluate government efficiency including systematic data review

### Mid Term Priorities

- 5) Review overall City revenue structure
- 6) Enhance professional development to include mission, vision, and value statements
- 7) Update automated meter reading

# POLICY LEADERSHIP

## PROGRAM DESCRIPTIONS

**Mayor:** Official head of City government which provides leadership in the establishment of City priorities and in the formulation of strategies to achieve those priorities, presides at City Council meetings and votes in case of a tie, and issues proclamations and carries out special responsibilities during emergencies.

**City Council:** Eight-member governing body of the City who establishes policies and programs for effective delivery of City services, approves annual financial plan and sets property tax rate and most user fees, and adopts all local ordinances, rules, and regulations for the welfare of the City.

**City Attorney:** Provides legal services for the City including litigation services in state/federal courts, negotiates and reviews contracts, drafts ordinances and legislation, and provides counsel on federal regulations, bond financings, and Mayor and City Council agenda items.

## EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	<u>Actual</u> FY 17-18	<u>Budget</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Percent</u> Change
Mayor	\$361,409	\$386,400	\$417,230	8.0%
City Council	442,452	443,130	498,240	12.4%
City Attorney	1,352,989	1,427,530	1,540,770	7.9%
<b>Total Expenditures by Program</b>	<b>\$2,156,850</b>	<b>\$2,257,060</b>	<b>\$2,456,240</b>	<b>8.8%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$2,156,850	\$2,257,060	\$2,456,240	8.8%
<b>Total Resources by Type</b>	<b>\$2,156,850</b>	<b>\$2,257,060</b>	<b>\$2,456,240</b>	<b>8.8%</b>

## POSITION SUMMARY

POSITIONS	<u>Amended</u> FY 17-18	<u>Amended</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Change</u>
Mayor: Full-Time	3	3	3	0
City Attorney: Full-Time	10	10	10	0

### FY 19-20 Adopted Compensation for Elected Officials

	<u>FY 18-19</u>	<u>FY 19-20</u>
<b>Mayor</b>		
Annual Salary	\$23,400	\$23,400
Expense Allowance	8,400	8,400
Optional Car Allowance	3,900	3,900
<b>City Council</b>		
Annual Salary	\$18,220	\$18,220
Expense Allowance	5,100	5,100
Optional Car Allowance	3,900	3,900

## POLICY LEADERSHIP

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### Memberships to Organizations in which the City is a Corporate Member

<u>Organization</u>	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>Departmental Budget</u>
National League of Cities	\$13,400	\$13,400	City Council
North Carolina League of Municipalities	64,610	64,610	City Council
UNC School of Government	30,390	31,550	City Manager
Piedmont Triad Regional Council	50,520	51,040	City Council
North Carolina Metropolitan Coalition	16,180	16,180	Mayor
US Conference of Mayors	12,250	12,250	Mayor
Downtown Winston-Salem Partnership (DWSP)	26,810	26,810	Business Inclusion and Advancement
Sister Cities International	990	990	Business Inclusion and Advancement
Greater Winston-Salem Chamber of Commerce	<u>4,500</u>	<u>4,500</u>	Business Inclusion and Advancement
<b>Total</b>	<b>\$219,650</b>	<b>\$221,330</b>	

# OFFICE OF THE CITY MANAGER

## MISSION STATEMENT

The mission of the Office of the City Manager is to ensure the implementation of the policies of the Mayor and the City Council through strategic leadership, fiscal stewardship, customer service, and innovative practices.

## PROGRAM DESCRIPTION

As administrative head of the City, the City Manager recommends policy to the Mayor and City Council and administers City government in accordance with policies approved by the Mayor and City Council. Promotes the interests of the City of Winston-Salem with federal, state, and local governments through legislative advocacy and interaction with agency officials. Monitors performance management systems and promotes civic involvement and citizen engagement in support of performance objectives and priorities. Coordinates the solicitation of federal and state grant funds for City projects.

## EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	<u>Actual</u> FY 17-18	<u>Budget</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Percent</u> <u>Change</u>
City Manager's Office	\$1,592,009	\$1,504,200	\$1,651,300	9.8%
<b>Total Expenditures by Program</b>	<b>\$1,592,009</b>	<b>\$1,504,200</b>	<b>\$1,651,300</b>	<b>9.8%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$1,592,009	\$1,504,200	\$1,651,300	9.8%
<b>Total Resources by Type</b>	<b>\$1,592,009</b>	<b>\$1,504,200</b>	<b>\$1,651,300</b>	<b>9.8%</b>

## POSITION SUMMARY

POSITIONS	<u>Amended</u> FY 17-18	<u>Amended</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Change</u>
Full-Time	7	8	8	0

## PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Effectiveness</b>			
Achieve a pass rate of 75% for newly requested local bills by General Assembly	67%	75%	75%
Achieve a completion rate of 90% for department key work items	81%	51%	90%
<b>Service Trends</b>			
City meetings with state/federal representatives	3	3	3
New local bills requested	3	3	10
Number of Mayor and City Council public meetings	76	69	73

# MARKETING AND COMMUNICATIONS

## MISSION STATEMENT

The mission of the Marketing and Communications Department is to inform and educate citizens, regional and national markets, and employees about Winston-Salem City government and its services and to provide communications support to City departments through marketing, advertising, sponsorship, and public relations efforts.

## PROGRAM DESCRIPTIONS

**Marketing and Communications:** Markets and promotes City services, programs, and events to citizens. Maintains the City's website information; trains and assists web liaisons in developing their departments' websites. Produces several newsletters, inserts, and advertisements, including *City Edition*, *City Now*, *CityLine*, and *Cart and Bin*. Organizes and coordinates the City of Winston-Salem University. Maintains the City's presence on online social network sites, such as YouTube, Twitter, and Facebook. Serves as media liaison and contact. Produces local programs on WSTV 13 that educate and solicit input from citizens about services. Sells advertising and sponsorship packages for City departments. Broadcasts City Council and Planning Board meetings. Assists in recruiting targeted populations for city departments.

**Internal Communications:** Provides audio/visual support, photography, graphic design services, and business card layouts for City and City/County departments. Updates and designs City's Employee Center (Intranet) pages. Provides and enforces a City-wide standard and quality check for printed materials. Records and rebroadcasts the annual City Employee Recognition and Service Awards Ceremony. Provides marketing consultation, graphic design, media placements, event planning, and speech writing services. Manages Employee Suggestion Program.

## EXPENDITURES AND REVENUES SUMMARY

	<u>Actual</u> <u>FY 17-18</u>	<u>Budget</u> <u>FY 18-19</u>	<u>Adopted</u> <u>FY 19-20</u>	<u>Percent</u> <u>Change</u>
<b>EXPENDITURES BY PROGRAM</b>				
Marketing and Communications	\$1,025,412	\$1,096,540	\$1,141,430	4.1%
WSTV 13	265,993	296,440	349,410	17.9%
<b>Total Expenditures by Program</b>	<b>\$1,291,404</b>	<b>\$1,392,980</b>	<b>\$1,490,840</b>	<b>7.0%</b>
<b>RESOURCES BY TYPE</b>				
Miscellaneous Revenue	\$849	\$0	\$0	N/A
General Fund Revenues	1,290,555	1,392,980	1,490,840	7.0%
<b>Total Resources by Type</b>	<b>\$1,291,404</b>	<b>\$1,392,980</b>	<b>\$1,490,840</b>	<b>7.0%</b>

## POSITION SUMMARY

	<u>Amended</u> <u>FY 17-18</u>	<u>Amended</u> <u>FY 18-19</u>	<u>Adopted</u> <u>FY 19-20</u>	<u>Change</u>
<b>POSITIONS</b>				
Full-Time	10	10	10	0

## MARKETING AND COMMUNICATIONS

### PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Workload</b>			
News releases	242	230	240
City of Winston-Salem University applicants	66	78	70
City of Winston-Salem University graduates	20	20	20
Website visits	1,074,595	1,200,000	1,400,000
“Only on 13” productions	32	10	30

### BUDGET HIGHLIGHTS

- The WSTV13 expenditures are increased \$52,970, or 17.9%. This includes replacement of the production equipment and upgrades to the presentation equipment for the Council Chamber, Committee Room and Public Meeting Room, with an estimated cost of \$250,000. Production equipment includes the cameras, lights, and audio video cables. The presentation equipment includes the overhead projector, podium, and the capability for elected members to see the presentations on their screens. Production enhancements include better cameras, greater capacity of inputs, and a control system that streamlines the production effort.

# CITY SECRETARY

## MISSION STATEMENT

The City Secretary's Office prepares and maintains complete and accurate records of the proceedings of the City Council, provides administrative support to members of the City Council, and provides information and assistance to citizens in a timely manner.

## PROGRAM DESCRIPTIONS

**City Council:** Prepares agenda for all City Council and Council committee meetings. Maintains permanent minutes and documents resulting from those meetings. Provides administrative support services to members of City Council.

**Citizen Services:** Routes, transmits, and maintains files of applications or petitions for: street closures, annexations, going out of business sales, and solicitations. Conducts research for citizens and internal departments.

## EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	<u>Actual</u> FY 17-18	<u>Budget</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Percent</u> <u>Change</u>
City Secretary's Office	\$369,893	\$435,170	\$435,440	0.1%
<b>Total Expenditures by Program</b>	<b>\$369,893</b>	<b>\$435,170</b>	<b>\$435,440</b>	<b>0.1%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$369,893	\$435,170	\$435,440	0.1%
<b>Total Resources by Type</b>	<b>\$369,893</b>	<b>\$435,170</b>	<b>\$435,440</b>	<b>0.1%</b>

## POSITION SUMMARY

POSITIONS	<u>Amended</u> FY 17-18	<u>Amended</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Change</u>
Full-Time	4	4	4	0

## PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Effectiveness</b>			
Publish 100% of all legal advertisements within 10 days prior to hearing	100%	100%	100%
Archive 100% of Council Meeting Videos Online the day after the Meeting	100%	100%	100%
Prepare 100% of agenda books within 48 hours prior to meeting	100%	100%	100%
Arrange 100% of City Council travel without Incident	100%	100%	100%



# OFFICE OF COMMUNITY ASSISTANCE

## MISSION STATEMENT

The mission of the Office of Community Assistance is to assist Council Member's with individual citizens, groups, and neighborhoods and address issues and concerns impacting their communities.

## PROGRAM DESCRIPTION

Proactively identifies and addresses issues and concerns that adversely impact communities. Provides information to individual citizens, groups, and neighborhoods regarding City services and processes. Enhances the delivery of City services.

## EXPENDITURES AND REVENUES SUMMARY

	<u>Actual</u> <u>FY 17-18</u>	<u>Budget</u> <u>FY 18-19</u>	<u>Adopted</u> <u>FY 19-20</u>	<u>Percent</u> <u>Change</u>
<b>EXPENDITURES BY PROGRAM</b>				
Office of Community Assistance	\$696,794	\$746,810	\$787,740	5.5%
<b>Total Expenditures by Program</b>	<b>\$696,794</b>	<b>\$746,810</b>	<b>\$787,740</b>	<b>5.5%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$696,794	\$746,810	\$787,740	5.5%
<b>Total Resources by Type</b>	<b>\$696,794</b>	<b>\$746,810</b>	<b>\$787,740</b>	<b>5.5%</b>

## POSITION SUMMARY

	<u>Amended</u> <u>FY 17-18</u>	<u>Amended</u> <u>FY 18-19</u>	<u>Adopted</u> <u>FY 19-20</u>	<u>Change</u>
<b>POSITIONS</b>				
Full-Time	7	7	7	0

# PERFORMANCE AND ACCOUNTABILITY

## MISSION STATEMENT

The Office of Performance and Accountability's mission statement includes using data and evidence to manage operations and help make decisions. The Office oversees strategic planning and performance management strategies. The Office also is responsible for enhancing community engagement strategies and open data reporting efforts. The Office also includes the City's Internal Audit Division.

## PROGRAM DESCRIPTIONS

**Strategic Planning:** The City's Strategic Plan provides direction for setting the highest priorities of City government. The Strategic Plan includes six focus areas: Economic Vitality and Diversity, Safe and Secure Communities, Livable Neighborhoods, Healthy Environment, Quality Transportation, and Service Excellence.

**Performance Management and Analytics:** Through effective performance management strategies, the City seeks to use data to help manage operations and project performance. The Office is responsible for maintaining the City's performance measurement database and using analytics techniques to identify areas for improvements.

**Internal Audit:** The Internal Audit Division is an autonomous assurance and consulting service designed to add value and improve the City of Winston Salem's operations by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

## EXPENDITURES AND REVENUES SUMMARY

	<b>Actual</b> <b>FY 17-18</b>	<b>Budget</b> <b>FY 18-19</b>	<b>Adopted</b> <b>FY 19-20</b>	<b>Percent</b> <b>Change</b>
<b>EXPENDITURES BY PROGRAM</b>				
Office of Performance & Accountability	\$547,759	\$586,930	\$657,690	12.1%
<b>Total Expenditures by Program</b>	<b>\$547,759</b>	<b>\$586,930</b>	<b>\$657,690</b>	<b>12.1%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$547,759	\$586,930	\$657,690	12.1%
<b>Total Resources by Type</b>	<b>\$547,759</b>	<b>\$586,930</b>	<b>\$657,690</b>	<b>12.1%</b>

## POSITION SUMMARY

	<b>Amended</b> <b>FY 17-18</b>	<b>Amended</b> <b>FY 18-19</b>	<b>Adopted</b> <b>FY 19-20</b>	<b>Change</b>
<b>POSITIONS</b>				
Full-Time	6	6	6	0

# CITY LINK

## MISSION STATEMENT

The mission of City Link is to improve citizens' access to information and non-emergency City services, while delivering excellent customer service. With the goal of one contact resolution, City Link strives to be the single contact point through which citizen needs are addressed, thereby easing the burden for citizens unfamiliar with the structure of City government and responsibilities of City departments. Through one contact resolution, City Link enhances departmental efficiency, responsiveness, and accountability.

## PROGRAM DESCRIPTION

Responds to citizen requests via phone, live chat, email, web intake, social media, and smartphone mobile applications. Provides information, answers questions, and directs callers to the appropriate party to have issues resolved. Initiates service requests and routes to appropriate departments for quick response and resolution. Captures all relevant data for accurate reporting on volume of requests and performance against service levels.

## EXPENDITURES AND REVENUES SUMMARY

	<u>Actual</u> FY 17-18	<u>Budget</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Percent</u> <u>Change</u>
<b>EXPENDITURES BY PROGRAM</b>				
Citizens Contact Center	\$2,073,994	\$2,086,370	\$2,101,130	0.7%
<b>Total Expenditures by Program</b>	<b>\$2,073,994</b>	<b>\$2,086,370</b>	<b>\$2,101,130</b>	<b>0.7%</b>
<b>RESOURCES BY TYPE</b>				
General Fund Revenues	\$2,073,994	\$2,086,370	\$2,101,130	0.7%
<b>Total Resources by Type</b>	<b>\$2,073,994</b>	<b>\$2,086,370</b>	<b>\$2,101,130</b>	<b>0.7%</b>

## POSITION SUMMARY

	<u>Amended</u> FY 17-18	<u>Amended</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Change</u>
<b>POSITIONS</b>				
Full-Time	27	27	25	-2

## PERFORMANCE MEASURES AND SERVICE TRENDS

	<u>Actual</u> FY 17-18	<u>Estimated</u> FY 18-19	<u>Projected</u> FY 19-20
<b>Effectiveness</b>			
Answer at least 70% of calls within 30 seconds	78%	71%	80%
Achieve an accuracy rate of 85% information and call flow	94%	94%	95%
Percentage of calls handled – single contact resolution	92%	93%	95%
<b>Efficiency</b>			
Average call-handle time in minutes (objective: 5 minutes or less)	4 mins	4 mins	4 mins
Average hold time in seconds (objective: <30 seconds)	28	27	27
<b>Workload</b>			
Number of calls received	351,947	391,080	398,450
Number of service requests created	386,019	402,225	404,700

## CITY LINK

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### BUDGET HIGHLIGHTS

- The adopted FY 2019-20 budget includes the elimination of two vacant contact center representative positions. The removal of these vacant positions will reduce the authorized full-time position count from 27 to 25 in City Link. The total cost of these positions, including salaries and benefits, is approximately \$89,000.

# FINANCIAL MANAGEMENT SERVICES

## MISSION STATEMENT

The mission of Financial Management Services (FMS) is to provide high quality, responsive financial services, using innovative solutions. FMS facilitates understanding of financial information and the impacts of decisions upon short-term objectives, as well as long-term goals, and the City's financial accountability and integrity.

## PROGRAM DESCRIPTIONS

**Accounting Services:** Provides financial reporting and analysis for all City funds. Reviews financial transactions of North Carolina Municipal Leasing Corporation (NCMLC) and Risk Acceptance Management Corporation (RAMCO). Coordinates payroll and income tax functions. Provides financial administration of employee benefits funds. Provides administrative support for all City employees under the North Carolina Local Government Employees Retirement System and Winston-Salem Police Officers' Retirement Plan and Separation Allowance program.

**Revenue Collections:** Provides centralized billing and payment processing and revenue collection services for City income sources including water and sewer, stormwater, solid waste, mortgage loans, special assessments, parking enforcement, other City invoices, and general collections.

**Treasury:** Administers state and City financial policies and procedures for cash management, daily deposits of City funds, cash receipt control and accounting, cash disbursements, debt management, and investment of City funds.

**Risk Management:** Assists City departments by evaluating risks and determining the best means to minimize those risks. Obtains indemnification and insurance on contracts with the City, and advises City departments concerning liability issues relating to risk. Provides complete claims investigation and settlement of claims against the City. Provides safety inspections, safety training, and ensures compliance and record.

**Purchasing:** Provides procurement of necessary goods and services for the City of Winston-Salem, Forsyth County, the City-County Utility Commission, and the Winston-Salem Transit Authority. Disposes of City surplus personal property and assists in City M/WBE program.

**Finance Administration:** Directs and coordinates the department's activities and provides City elected officials and management with financial advice regarding City operations and activities.

## EXPENDITURES AND REVENUES SUMMARY

<b>EXPENDITURES BY PROGRAM</b>	<b>Actual FY 17-18</b>	<b>Budget FY 18-19</b>	<b>Adopted FY 19-20</b>	<b>Percent Change</b>
Accounting Services	\$709,570	\$657,080	\$722,870	10.0%
Financial Systems	2,282,508	1,653,470	1,147,190	-30.6%
Revenue Collections	1,828,275	1,978,830	1,865,890	-5.7%
Treasury	658,443	715,750	825,360	15.3%
Risk Management	574,472	648,010	715,570	10.4%
Finance Administration	465,707	507,340	528,190	4.1%
Purchasing	586,750	643,660	642,400	-0.2%
<b>Total Expenditures by Program</b>	<b>\$7,105,725</b>	<b>\$6,804,140</b>	<b>\$6,447,470</b>	<b>-5.2%</b>

## FINANCIAL MANAGEMENT SERVICES

RESOURCES BY TYPE	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20	Percent Change
Interfund Revenues (Utilities & Stormwater Collections)	\$1,880,950	\$1,499,480	\$1,201,080	-19.9%
Purchase Card Rebates	87,812	87,800	90,000	2.5%
Reimbursements from RAMCO	457,770	477,070	518,080	8.6%
Parking Violation Fees	240,222	220,000	220,000	0%
Miscellaneous Revenues	181,183	147,750	147,750	0%
Forsyth County (Purchasing Services)	113,409	117,550	119,700	1.8%
Sale of Property/Equipment	327,386	300,000	300,000	0%
Transfer from Water and Sewer Fund (Safety Program)	67,010	69,010	76,470	10.8%
Transfer from Workers' Comp. Fund (Safety Program)	98,950	101,450	121,020	19.3%
Other General Fund Revenues	3,651,033	3,784,030	3,653,370	-3.5%
<b>Total Resources by Type</b>	<b>\$7,105,725</b>	<b>\$6,804,140</b>	<b>\$6,447,470</b>	<b>-5.2%</b>

### POSITION SUMMARY

POSITIONS	Amended FY 17-18	Amended FY 18-19	Adopted FY 19-20	Change
Full-Time	47	47	47	0

### PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Effectiveness</b>			
Achieve a delinquency rate of less than:			
Delinquency Rates - Housing/Economic Development loans – 3%	2.55%	2.56%	2.60%
Delinquency Rates - Water/Sewer- 5%	5.74%	9%	6%
Delinquency Rates – Stormwater- 11%	9.55%	11.8%	11%
Delinquency Rates - Assessments (all types) – 15%	17.8%	18%	18%
Keep Citywide OSHA D.A.R.T. rate (Days Away Restricted or Transferred) to less than 7 (calendar year rate)	3.90	4.0	3.90
Keep Citywide preventable vehicle accidents per million miles driven to less than 15.25	13	9	10
Maintain Highest (AAA) Credit Rating (by Fitch, Moody's, and Standard and Poors)	AAA	AAA	AAA

### BUDGET HIGHLIGHTS

- Forsyth County will reimburse the City 18.64% of purchasing services expenses in FY 2019-20, based on the prior year percentage of purchase order line item activity, the percentage of total dollar volume purchase orders, and the percentage of administrative time dedicated to each jurisdiction. The County share was 19.12% in FY 2018-19 and 19.74% in FY 2017-18.

# BUDGET AND EVALUATION

## MISSION STATEMENT

The mission of the Budget and Evaluation Office is to assist the City Manager in the allocation of public resources to meet the service, program, and facilities needs and expectations of the community, as determined by the Mayor and City Council, in accordance with federal, state, and local laws and regulations.

## PROGRAM DESCRIPTION

Prepares the City Manager's operating budget and six-year capital plan. Undertakes special projects and conducts analytical studies as identified by the City Manager. Coordinates City participation in the North Carolina Local Government Performance Measurement Project. Provides staff support to the Citizens' Budget Advisory Council, Community Agency Allocation Committee, Downtown Winston-Salem BID Advisory Committee and Citizens' Bond Oversight Committee.

## EXPENDITURES AND REVENUES SUMMARY

	<b>Actual FY 17-18</b>	<b>Budget FY 18-19</b>	<b>Adopted FY 19-20</b>	<b>Percent Change</b>
<b>EXPENDITURES BY PROGRAM</b>				
Budget and Evaluation	\$595,995	\$580,940	\$600,790	3.4%
<b>Total Expenditures by Program</b>	<b>\$595,995</b>	<b>\$580,940</b>	<b>\$600,790</b>	<b>3.4%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$595,995	\$580,940	\$600,790	3.4%
<b>Total Resources by Type</b>	<b>\$595,995</b>	<b>\$580,940</b>	<b>\$600,790</b>	<b>3.4%</b>

## POSITION SUMMARY

	<b>Amended FY 17-18</b>	<b>Amended FY 18-19</b>	<b>Adopted FY 19-20</b>	<b>Change</b>
<b>POSITIONS</b>				
Full-Time	5	5	5	0

## PERFORMANCE MEASURES AND SERVICE TRENDS

	<b>Actual FY 17-18</b>	<b>Estimated FY 18-19</b>	<b>Projected FY 19-20</b>
<b>Effectiveness</b>			
Achieve 0 to +4% variance in general fund budgeted revenues compared to actuals (excluding fund balance appropriation)	0.3%	0.8%	2.5%
Achieve no greater than +/-2.5% variance in general fund budgeted expenditures compared to actuals	-2.1%	-1.3%	-2.5%

# CLAIMS FOR DAMAGES

## PROGRAM DESCRIPTIONS

Includes payments to the Risk Acceptance Management Corporation (RAMCO), a non-profit risk management corporation, to cover current claims expense for general, auto, and professional liability claims. Includes premium payments for general property claims. Payments below are for general fund departments only. Payments for enterprise operations are budgeted directly in those funds.

<b>EXPENDITURES</b>	<b>Actual FY 17-18</b>	<b>Budget FY 18-19</b>	<b>Adopted FY 19-20</b>	<b>Percent Change</b>
General Property Insurance	\$91,614	\$96,180	\$121,290	26.1%
Payments to RAMCO				
RAMCO Auto Liability (Non-Departmental)	368,440	375,800	383,320	2.0%
RAMCO General Liability (Non-Departmental)	208,670	212,830	217,090	2.0%
Miscellaneous General Claims	4,529	14,100	16,170	14.7%
<b>Total Expenditures</b>	<b>\$673,253</b>	<b>\$698,910</b>	<b>\$737,870</b>	<b>5.6%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$673,253	\$698,910	\$737,870	5.6%
<b>Total Resources by Type</b>	<b>\$673,253</b>	<b>\$698,910</b>	<b>\$737,870</b>	<b>5.6%</b>

## BUDGET HIGHLIGHTS

- Under the City's operating memorandum with RAMCO, payments for auto and general liability are required to increase 2.0% per year.
- The payments listed above are for general fund only. A summary of payments budgeted in all funds is provided below:

### PAYMENTS TO RAMCO BY FUND

<b>FUNDS</b>	<b>Actual FY 17-18</b>	<b>Budget FY 18-19</b>	<b>Adopted FY 19-20</b>	<b>Percent Change</b>
General Fund	\$582,610	\$594,220	\$606,110	2.0%
Fleet Services Fund	104,820	106,920	109,060	2.0%
Solid Waste Disposal Fund	8,480	8,650	8,820	2.0%
Water and Sewer Fund	120,260	122,640	125,100	2.0%
Parking Fund	6,390	6,520	6,650	2.0%
Transit Fund	224,960	229,450	234,040	2.0%
Winston-Salem Fairgrounds Fund	17,990	18,350	18,720	2.0%
<b>Total Payments to RAMCO</b>	<b>\$1,065,510</b>	<b>\$1,086,750</b>	<b>\$1,108,500</b>	<b>2.0%</b>



## CLAIMS FOR DAMAGES

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### BUDGET HIGHLIGHTS - Continued

- As of March 31, 2019, RAMCO has adjusted 9,222 auto and general liability claims filed against the City since the inception of the program. These claims have resulted in payments of \$15,811,114 during the thirty and one-half year period. For the current fiscal year, 117 claims have been adjusted through March 31, 2019. During this period, payments to claimants totaled \$741,767 and payments to attorneys totaled \$215,475. RAMCO has accumulated \$42 million in cash reserves.

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# HUMAN RESOURCES

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## MISSION STATEMENT

The mission of the Human Resources Department is to be the leader in providing for and serving the human capital needs of the City's workforce so that we attract and retain diverse and skilled employees who deliver value to our citizens. The mission of Employee Medical Services is to provide on-site medical services for employees and promote comprehensive wellness initiatives that give City employees, family members, and retirees the tools they need to take charge of their personal health and well-being, thereby reducing overall health care expenditures.

## PROGRAM DESCRIPTIONS

**Recruitment and Selection:** Administers organizational staffing programs, which include direct and web-based recruitment, selection, promotions/transfers, pre-employment and promotional testing, career planning programs, and all related compliance programs. Coordinates contracted seasonal workforce, community volunteers, and a non-traditional workforce initiative.

**Human Resources Information Systems Management:** Maintains electronic records and imaged employee database management systems to maximize access/utilization of employee records and applicant information.

**Classification and Pay Administration:** Manages the City's classification and pay plan and performance appraisal system. Administers the City's diversity initiatives that support fairness and equal access in recruiting, selection, retention, training, and benefits, and weaves diversity considerations throughout all aspects of the organization.

**Benefits Administration:** Designs, administers, and maintains a cost effective comprehensive benefits package for active and retired employees, which includes health and dental insurance, medical and dependent spending accounts, life insurance, retirement, work/life counseling assistance, supplemental retirement, disability, education assistance, retirement/deferred compensation/401k and 401a plans and various paid leaves.

**Employee Relations/General Administration:** Administers and directs general human resource programs that enhance employee relations, policy development, long-range planning and overall program compliance with federal and state regulations. Provides consultation to employees and supervisors in resolving discipline and morale problems and grievances, and administers internal employee communications regarding benefits and policy/procedure changes.

**Employee Training and Development:** Provides an array of in-person and on-line services designed to develop and improve individual and work group employee performance and provide the tools to future workforce development. Assists with the Employee Service Excellence initiative which strives to create a culture of excellent customer service.

**Wellness Education and Training:** Provides educational programs on personal health and holistic wellness, as well as occupational medical training mandated to meet regulatory requirements.

**Record Keeping:** Maintains OSHA, Labor Department and Industrial Commission mandated records for employee injuries, medical records, and training requirements.

**Medical Services:** Provides medical treatment and/or triage for employees injured on the job and nursing care for employees who have minor illnesses/injuries. Provides personal medical services for employees; blood pressure monitoring, allergy shots, general health consulting and referrals. Administers a comprehensive Wellness Program that includes on-site medical screening and treatment. Provides OSHA mandated medical surveillance, audiometric testing, TB skin tests, and pulmonary function tests.

## HUMAN RESOURCES

### EXPENDITURES AND REVENUES SUMMARY

<b>EXPENDITURES BY PROGRAM</b>	<b>Actual FY 17-18</b>	<b>Budget FY 18-19</b>	<b>Adopted FY 19-20</b>	<b>Percent Change</b>
Human Resource Management	\$1,769,267	\$1,954,750	\$2,060,510	5.4%
Employee Training and Development	175,762	208,690	215,250	3.1%
Employee Health and Wellness Education	229,578	275,990	308,330	11.7%
<b>Total Expenditures by Program</b>	<b>\$2,174,607</b>	<b>\$2,439,430</b>	<b>\$2,584,090</b>	<b>5.9%</b>
<b>RESOURCES BY TYPE</b>				
Contributions	\$60	\$0	\$0	N/A
Other General Fund Revenues	2,174,547	2,439,430	2,584,090	5.9%
<b>Total Resources by Type</b>	<b>\$2,174,607</b>	<b>\$2,439,430</b>	<b>\$2,584,090</b>	<b>5.9%</b>

### POSITION SUMMARY

<b>POSITIONS</b>	<b>Amended FY 17-18</b>	<b>Amended FY 18-19</b>	<b>Adopted FY 19-20</b>	<b>Change</b>
Full-Time	15	15	15	0

### PERFORMANCE MEASURES AND SERVICE TRENDS

	<b>Actual FY 17-18</b>	<b>Estimated FY 18-19</b>	<b>Projected FY 19-20</b>
<b>Effectiveness</b>			
Percent of positions filled by the "Promotion from Within" program	36%	49%	40%
Average cost of medical and pharmacy claims per member	\$478	\$553	\$530
Maintain an 95% accuracy rate for annual enrollment change requests	96%	98%	95%
Resolve 70% of injuries within Employee Health	52%	40%	70%
OSHA medical surveillance & compliance interactions	1,035	1,020	1,000
Achieve 90% participation rate in voluntary health screenings	90%	90%	90%
<b>Workload</b>			
Number of Applications Processed	26,285	26,717	22,000
Number of Medical Claims Processed	252,687	272,118	260,825
Total training hours per employee	13.2	12.9	13.0
Number of flu shots	845	863	870
Number of injury clinic visits	740	1,294	1,000

# EMPLOYEE BENEFITS

## MISSION STATEMENT

The mission of the Employee Benefits program is to create, administer, and communicate a cost effective comprehensive benefits package for active and retired employees that includes health, dental, flexible benefits spending, life, retirement, supplemental retirement, employee wellness, disability, education assistance and various paid leaves of absence.

## PROGRAM DESCRIPTION

Administers the employee benefits program, which combines subfunds used for employee health care, retiree health care and death benefit, dental, flexible benefits spending, and workers' compensation. Accounts for employee benefits expenditures, such as social security (FICA), North Carolina retirement system contributions, 401(k), unemployment insurance, life insurance, tuition reimbursements, and deferred compensation. Funds the employee wellness programs.

## EXPENDITURES AND REVENUES SUMMARY

	<b>Actual</b> <b>FY 17-18</b>	<b>Budget</b> <b>FY 18-19</b>	<b>Adopted</b> <b>FY 19-20</b>	<b>Percent</b> <b>Change</b>
<b>EXPENDITURES BY FUND</b>				
Retired Life and Health Fund	\$8,026,091	\$8,895,860	\$9,967,010	7.5%
Workers Compensation Fund	2,388,475	5,096,230	5,059,060	-0.7%
Health Benefits Fund	21,563,739	23,477,710	24,616,830	4.9%
Dental/Flex Spending Fund	2,221,285	2,219,480	2,246,080	1.2%
Employee Benefits Fund	26,431,129	27,710,300	30,743,140	10.9%
<b>Total Expenditures by Fund</b>	<b>\$60,630,720</b>	<b>\$67,399,580</b>	<b>\$72,232,120</b>	<b>7.2%</b>
<b>RESOURCES BY TYPE</b>				
Interest Income	\$6,048,273	\$1,000,000	\$1,000,000	0%
Employee Contributions	8,732,607	9,268,200	9,456,200	2.0%
City Contributions	51,944,558	53,838,570	56,320,580	4.6%
Other Agency Contributions	223,704	224,180	226,770	1.2%
Reimbursements	1,418,455	1,395,800	1,663,260	19.2%
Fund Balance Appropriation	0	1,672,830	3,565,310	113.1%
<b>Total Resources by Type</b>	<b>\$68,518,104</b>	<b>\$67,399,580</b>	<b>\$72,232,120</b>	<b>7.2%</b>
Addition to Fund Balance	\$7,887,384	\$0	\$0	N/A

## POSITION SUMMARY

<b>POSITIONS</b>	<b>Amended</b> <b>FY 17-18</b>	<b>Amended</b> <b>FY 18-19</b>	<b>Adopted</b> <b>FY 19-20</b>	<b>Change</b>
Full-Time	9	9	9	0

## EMPLOYEE BENEFITS

### BUDGET HIGHLIGHTS

- Budgeted expenditures in the Health Benefits Fund are increased \$1,139,120, or 4.9%, because of consistently rising health care costs.
- The adopted FY 2019-20 budget does not include a projected increase in monthly premiums paid by employees for health insurance. The tables below illustrate the costs for active employees, on the City's Basic and Basic Plus health plans:

#### Active Employee Monthly Contribution for Basic Health Care Plan

Coverage Level	2019 Monthly Premium	2020 Monthly Premium	Monthly Premium Increase		Monthly Premium Less \$50 Wellness Discount
Employee Only	\$135	\$135	\$0		\$85
Employee/Child	\$250	\$250	\$0		\$200
Employee/Spouse	\$321	\$321	\$0		\$271
Employee/Children	\$449	\$449	\$0		\$399
Employee/Family	\$529	\$529	\$0		\$479

#### Active Employee Monthly Contribution for Basic Plus Health Care Plan

Coverage Level	2019 Monthly Premium	2020 Monthly Premium	Monthly Premium Increase		Monthly Premium Less \$50 Wellness Discount
Employee Only	\$195	\$195	\$0		\$145
Employee/Child	\$455	\$455	\$0		\$405
Employee/Spouse	\$548	\$548	\$0		\$498
Employee/Children	\$756	\$756	\$0		\$706
Employee/Family	\$883	\$883	\$0		\$833

# OPERATIONS

## MISSION STATEMENT

The mission of the Operations Department is to provide technical support and managerial oversight of traditional field operation departments including: Office of Sustainability, Property and Facilities Management, Central Warehouse, Fleet Services, Sanitation, and Traffic Field Operations.

## PROGRAM DESCRIPTION

Works to improve customer service, optimize performance measures, promote employee safety initiatives, formulate and implement departmental policies and programs, and work on special projects directed by the City Manager's Office.

## EXPENDITURES AND REVENUES SUMMARY

	<u>Actual</u> <u>FY 17-18</u>	<u>Budget</u> <u>FY 18-19</u>	<u>Adopted</u> <u>FY 19-20</u>	<u>Percent</u> <u>Change</u>
<b>EXPENDITURES BY PROGRAM</b>				
Operations	\$0	\$535,400	\$656,480	22.6%
<b>Total Expenditures by Program</b>	<b>\$0</b>	<b>\$535,400</b>	<b>\$656,480</b>	<b>22.6%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$0	\$535,400	\$656,480	22.6%
<b>Total Resources by Type</b>	<b>\$0</b>	<b>\$535,400</b>	<b>\$656,480</b>	<b>22.6%</b>

## POSITION SUMMARY

	<u>Amended</u> <u>FY 17-18</u>	<u>Amended</u> <u>FY 18-19</u>	<u>Adopted</u> <u>FY 19-20</u>	<u>Change</u>
<b>POSITIONS</b>				
Full-Time	5	6	6	0

## PERFORMANCE MEASURES AND SERVICE TRENDS

	<u>Actual</u> <u>FY 17-18</u>	<u>Estimated</u> <u>FY 18-19</u>	<u>Projected</u> <u>FY 19-20</u>
<b>Effectiveness</b>			
Number of total complaints resolved - Internal	-	104	110
Number of total complaints resolved - External	-	52	60
GIS Projects completed	-	3	-
<b>Efficiency</b>			
Special Requests (48 hour resolution)	-	20	30
Complaints Resolved - External (48 hour resolution)	-	95%	95%
Complaints Resolved - Internal (48 hour resolution)	-	95%	95%
GIS Projects completed within 90 days	-	95%	95%

## OPERATIONS

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### PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Workload</b>			
Special Requests	-	20	35
Complaints Received - External	-	25	35
Complaints Received - Internal	-	25	35
New GIS Projects	-	4	4

### BUDGET HIGHLIGHTS

- The adopted budget increased 22.6% primarily as a result of moving a Financial Analyst position from the Sanitation Department to Operations. This was a strategic decision as part of the ongoing reorganization and creation of the Operations department and does not increase the City's total position count.

# OFFICE OF THE CITY ENGINEER

## MISSION STATEMENT

The mission of the Municipal Engineering and Real Estate Division is to provide effective and efficient services to complete approved capital improvement projects, to assist in acquisition of property and inspection of privately constructed street and utility projects to ensure compliance with City standards, to provide information to private developers and other City departments in the marketing and disposition of community development, foreclosure, surplus and lease property, and to provide other engineering and survey services required for the efficient and safe operation of the City of Winston-Salem.

## PROGRAM DESCRIPTIONS

**Municipal Engineering Division:** Provides all field-related engineering services, including the administration of contractor-performed projects and quality control inspections. Provides contract administration services and engineering/utility information to the public and developers. Provides subdivision review services and driveway permits. Performs design engineering for City/County, State, and federally funded infrastructure projects in Winston-Salem and Forsyth County. Provides leadership, planning, and fiscal stewardship with contractors, the public, and other City departments.

**Real Estate Division:** Acquires and disposes of real property for City departments. Provides management and disposition of foreclosed properties. Administers the City's Lease Management Program.

## EXPENDITURES AND REVENUES SUMMARY

	<b>Actual</b>	<b>Budget</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>FY 17-18</u></b>	<b><u>FY 18-19</u></b>	<b><u>FY 19-20</u></b>	<b><u>Change</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Municipal Engineering Division	\$3,074,270	\$3,464,700	\$3,783,030	9.2%
Real Estate Division	389,259	390,710	419,990	7.5%
<b>Subtotal</b>	<b>\$3,463,528</b>	<b>\$3,855,410</b>	<b>\$4,203,020</b>	<b>9.0%</b>
Interdepartmental Charges	-\$56,426	-\$10,000	-\$20,000	100.0%
<b>Total Expenditures by Program</b>	<b>\$3,407,102</b>	<b>\$3,845,410</b>	<b>\$4,183,020</b>	<b>8.8%</b>
<b>RESOURCES BY TYPE</b>				
Interfund Revenues	\$1,552,411	\$1,650,000	\$1,650,000	0%
Service Charges	16,225	10,250	12,750	24.4%
Rental Revenue	2,200	1,200	1,200	0%
Sale of Property	90,000	10,000	10,000	0%
Other General Fund Revenues	1,746,266	2,173,960	2,509,070	15.4%
<b>Total Resources by Type</b>	<b>\$3,407,102</b>	<b>\$3,845,410</b>	<b>\$4,183,020</b>	<b>8.8%</b>

## POSITION SUMMARY

	<b>Amended</b>	<b>Amended</b>	<b>Adopted</b>	<b>Change</b>
	<b><u>FY 17-18</u></b>	<b><u>FY 18-19</u></b>	<b><u>FY 19-20</u></b>	<b><u>Change</u></b>
<b>POSITIONS</b>				
Full-Time	41	41	41	0



## OFFICE OF THE CITY ENGINEER

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### PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Effectiveness</b>			
Review 90% of driveway permits within 15 working days	100%	100%	100%
Review 100% of subdivision plans within 20 working days	100%	100%	100%
Process 90% of contractor payments within five working days of receipt	100%	99%	90%
Acquire 90% of properties for projects within 30 days of estimated due date	100%	100%	90%
Acquire 90% of properties at initial tax or appraised value based on authority granted by the Mayor and City Council or City/County Utility Commission, except in cases involving condemnation	100%	100%	90%

### PERFORMANCE MEASURES AND SERVICE TRENDS

- The adopted budget includes the reclassification of one civil engineer to senior civil engineer in order to require the incumbent to hold a Professional Engineer certification (PE). This is necessary due to a new state law that requires anyone reviewing the work of a PE to also hold a PE. The reclassification will allow the Office of the City Engineer to recruit for a PE after the current staff member with a PE retired in March 2019.

# MAIL AND PRINTING SERVICES

## PROGRAM DESCRIPTION

The City has contracted with a private company to provide the following services:

Receive, process, and deliver all incoming City mail as well as pick up, process, and dispatch all outgoing mail. Provide printing and copying services to all City departments. Supply and maintain all copy machines located in City departments. Provide and maintain multi-function devices that provide copying, printing, faxing, and scanning capabilities.

## EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY TYPE	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20	Percent Change
Management Contract	\$672,952	\$697,440	\$697,440	0%
Other Supplies and Services	41,355	40,520	40,060	-1.1%
<b>Total Expenditures by Type</b>	<b>\$714,307</b>	<b>\$737,960</b>	<b>\$737,500</b>	<b>-0.1%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$714,307	\$737,960	\$737,500	-0.1%
<b>Total Resources by Type</b>	<b>\$714,307</b>	<b>\$737,960</b>	<b>\$737,500</b>	<b>-0.1%</b>

## PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Effectiveness</b>			
Achieve 90% rate of print jobs completed accurately	98.0%	98.5%	98.0%
Complete 99% of print jobs within requested time frame	99.0%	98.0%	98.0%
Achieve a customer satisfaction rating of "Satisfied" or "More than Satisfied" from 95% of customers	98.0%	98.5%	98.5%
<b>Workload</b>			
Number of mail pieces metered	179,120	210,000	190,000
Number of black and white impressions	6,715,540	6,837,000	6,850,000
Number of color impressions	2,300,00	2,645,000	2,675,000

# PROPERTY AND FACILITIES MANAGEMENT

## MISSION STATEMENT

The mission of the Property and Facilities Management Department is to provide leadership, direction and assistance in efficiently and effectively maintaining facilities, and vegetative assets in order to provide an aesthetically pleasant, healthy, and safe environment for the employees and citizens of Winston-Salem while promoting sustainable asset management practices.

## PROGRAM DESCRIPTIONS

**Facilities Management:** Provides facility management and maintenance services to 368 buildings (over 3.25 million square feet of floor space). Provides for custodial services at City-owned buildings. Administers facility renewal and energy management programs.

**Vegetation Management:** Manages vegetation growing in right-of-ways, parks, athletic fields, landfills, and other City-owned, landscaped areas. Vegetation Management work units include administration, grounds maintenance, landscape maintenance, urban forestry, and cemeteries.

**Cemeteries:** Provides maintenance, interment preparation, marker and monument installation, and other cemetery related services at two City-owned cemeteries, Woodland Cemetery and New Evergreen Cemetery.

## EXPENDITURES AND REVENUES SUMMARY

	Actual	Budget	Adopted	Percent
	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>Change</u>
<b>EXPENDITURES BY PROGRAM</b>				
Facilities Management	\$8,613,902	\$9,119,010	\$9,453,200	3.7%
Vegetation Management	5,171,292	5,495,550	5,817,130	5.9%
Cemeteries	636,431	586,760	587,380	0.1%
<b>Subtotal</b>	<b>\$14,421,625</b>	<b>\$15,201,320</b>	<b>\$15,857,710</b>	<b>4.3%</b>
Interdepartmental Charges	-\$6,391,351	-\$6,695,900	-\$6,882,550	2.8%
<b>Total Expenditures by Program</b>	<b>\$8,030,274</b>	<b>\$8,505,420</b>	<b>\$8,975,160</b>	<b>5.5%</b>
<b>RESOURCES BY TYPE</b>				
Charges for Services/Sales				
Facilities Management	\$1,247,086	\$1,294,030	\$1,363,270	5.4%
Vegetation Management	111,556	50,000	75,000	50.0%
Cemeteries	346,029	317,100	126,830	-60.0%
Reimbursements and Other Revenues	37,798	0	0	N/A
Rental Revenue	239,446	255,800	257,420	0.6%
North Carolina Department of Transportation	80,000	80,000	224,760	181.0%
Contribution from Perpetual Care Fund	176,430	176,430	188,290	6.7%
Other General Fund Revenues	5,791,929	6,332,060	6,739,590	6.4%
<b>Total Resources by Type</b>	<b>\$8,030,274</b>	<b>\$8,505,420</b>	<b>\$8,975,160</b>	<b>5.5%</b>

## PROPERTY AND FACILITIES MANAGEMENT

### POSITION SUMMARY

POSITIONS	Amended FY 17-18	Amended FY 18-19	Adopted FY 19-20	Change
Full-Time	127	124	124	0
Part-Time (FTE's)	47.4	48.9	48.9	0

### PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Effectiveness</b>			
Complete 100% of premises maintenance and building repair work orders within 30 days	95%	93%	93%
Complete 95% of mowing cycles on time during mowing season	92%	85%	95%
Remove 90% of hazardous trees within three weeks of identification	100%	100%	100%
<b>Efficiency</b>			
Number of square feet receiving custodial services per FTE position <sup>1</sup>	21,464	20,885	21,114
<b>Workload</b>			
Number of graves sold at Woodland Cemetery <sup>2</sup>	135	132	0

1 – Reference ICMA “Performance Measures and Benchmarks in Local Government Facilities Maintenance” (Benchmark: 14,000 SF/FTE)

2 – Number of graves sold does not include oversize, infant, or cremation

### BUDGET HIGHLIGHTS

#### Facilities Management

- The Facilities Management operating budget includes \$47,300 for building maintenance and custodial services at new or expanded facilities, as well as increased costs for HVAC service contracts. The adopted budget also includes \$22,560 for increased costs associated with the security contract for City Hall and City Hall South.
- A full year of operating costs at the newly renovated Union Station will increase the budget by \$61,400. The FY 2018-19 budget included \$119,780 for a partial year of operating costs. The adopted budget does not include any lease revenue as a contract has not been signed at this time.

#### Vegetation Management

- The Vegetation Management adopted budget includes \$56,600 for mowing and landscaping around new parks and facilities such as Malloy Park, Long Creek Park, Second Street Park, Winston Water Works, as well as mowing along Research Parkway. The above amount also includes an annual increase for all mowing contracts (\$13,600).

## PROPERTY AND FACILITIES MANAGEMENT

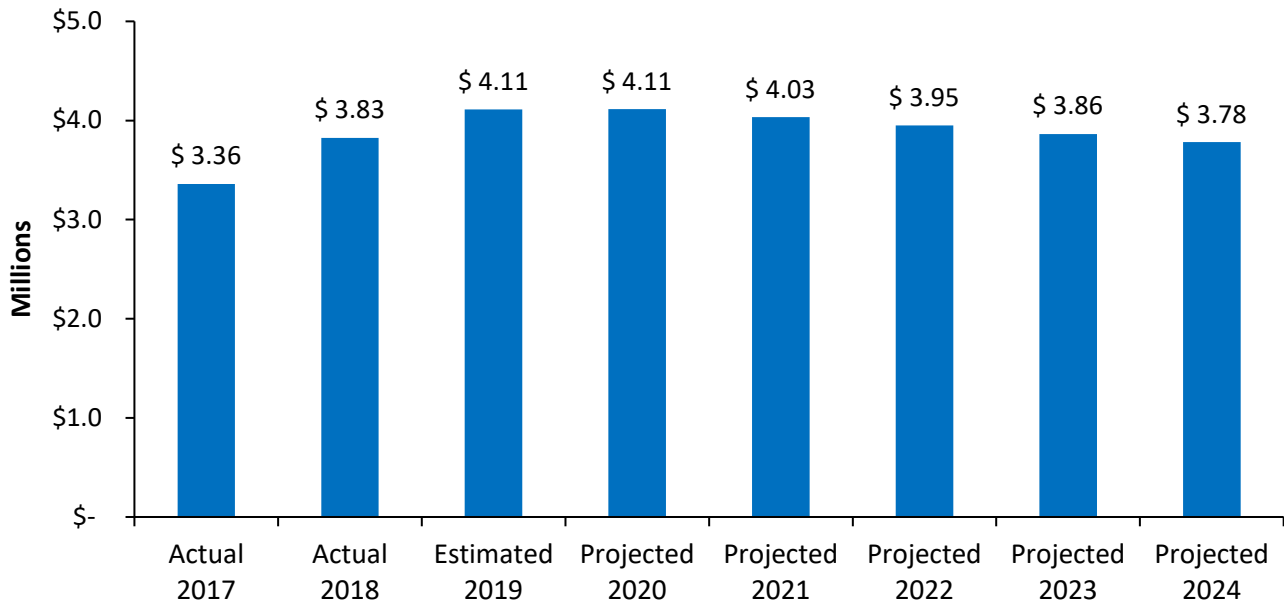
### BUDGET HIGHLIGHTS - Continued

- The net increase for vehicle and equipment lease expenses is \$18,870 for Vegetation Management. Lease payments have been added for the replacement of a zero turn mower (\$3,200), two crew pickup trucks (\$12,000), and a bucket truck (\$35,000).

#### Cemeteries

- There are no available plots for sale at New Evergreen Cemetery or Woodland Cemetery. The adopted budget includes a \$190,200 decrease in revenues in anticipation of having no remaining plots for sale.
- The net increase for vehicle and equipment lease expenses is \$5,000 for Cemeteries due to replacement of two zero turn mowers.
- The following chart provides a fund balance projection for the Cemetery Perpetual Care Fund. The actual increase in fund balance in FY 2018 and estimated increase in FY 2019 reflects an increase in investment income in those years. In outlying years, subsequent contributions to the perpetual care fund will continue to decrease as there are no remaining plots for sale at New Evergreen and Woodland Cemeteries.

**Cemetery Perpetual Care Fund Balance**



# SUSTAINABILITY

## MISSION STATEMENT

The mission of the Office of Sustainability is to provide leadership, direction, and assistance in providing services that enhance the energy and environmental awareness of the citizens of Winston-Salem through public education, recycling services, and volunteer opportunities.

## PROGRAM DESCRIPTIONS

**Sustainability:** Provides supervision and direction of energy, efficiency, and environmental improvements pertaining to sustainability initiatives and policies. Provides services that reflect the city's leadership in energy and environmental awareness.

**Keep Winston-Salem Beautiful:** Responsible for enhancing the appearance of the city through clean-up events, beautification projects, and educational activities.

**Curbside/Multi-Family Recycling:** Administers a contract for single stream, bi-weekly residential curbside recycling and multi-family roll-out cart collection. Materials collected include: newspaper, magazines, junk mail, telephone books, chipboard, aluminum, steel, all plastics, cardboard, glass (clear, brown, and green), and aerosol cans.

## EXPENDITURES AND REVENUES SUMMARY

	Actual <u>FY 17-18</u>	Budget <u>FY 18-19</u>	Adopted <u>FY 19-20</u>	Percent <u>Change</u>
<b>EXPENDITURES BY PROGRAM</b>				
Sustainability	\$230,242	\$286,460	\$205,800	-28.2%
Keep Winston-Salem Beautiful	158,726	166,580	117,610	-29.4%
Curbside/Multi-Family Recycling	1,597,603	1,780,670	1,784,990	0.2%
<b>Total Expenditures by Program</b>	<b>\$1,986,571</b>	<b>\$2,233,710</b>	<b>\$2,108,400</b>	<b>-5.6%</b>
<b>RESOURCES BY TYPE</b>				
Proceeds from Sale of Recyclables	\$157,135	\$200,000	\$135,000	-32.5%
Other General Fund Revenues	1,829,436	2,033,710	1,973,400	-3.0%
<b>Total Resources by Type</b>	<b>\$1,986,571</b>	<b>\$2,233,710</b>	<b>\$2,108,400</b>	<b>-5.6%</b>

## POSITION SUMMARY

	Amended <u>FY 17-18</u>	Amended <u>FY 18-19</u>	Adopted <u>FY 19-20</u>	Change
<b>POSITIONS</b>				
Full-Time	0	5	4	-1

## SUSTAINABILITY

### PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Effectiveness</b>			
Percent of fleet using alternative fuel vehicles	-	1.25%	1.50%
Community Air Quality Score*	247	238	243
LEED for Cities Score	-	50	53
Achieve a recycling participation rate of 90% of the total number of eligible households	95%	95%	95%
Recycling tons collected as a % of refuse tons collected	20.1%	24.5%	24.3%
<b>Efficiency</b>			
CO2 emissions/Carbon footprint from city facilities	147,277	153,037	153,600
<b>Workload</b>			
Tons of recycling collected	14,168	14,500	14,250
Pounds of trash collected from the Great American Cleanup	9,710	10,000	10,000
Pounds of trash collected from Big Sweep Program	20,200	19,125	19,670
Number of Native Pollinator plants utilized in landscape maintenance	-	3	4
Number of community recycling presentations	2	3	3
Number of Keep Winston-Salem Beautiful community presentations	4	5	5

\* Data from EPA, which is annually submitted by Forsyth County; this is specifically measuring the number of "good" days.

### BUDGET HIGHLIGHTS

- The Sustainability Department was created during fiscal year 2018-19 by combining three existing programs including Sustainability, Curbside/Multifamily Recycling, and Keep Winston-Salem Beautiful. The adopted budget for Keep Winston Salem Beautiful has decreased nearly 30% due to one administrative position that remained in the Vegetation Management department.
- The adopted budget includes the elimination of one vacant position, a Sustainability Project Analyst, for a cost savings of \$75,090.
- Revenues from the sale of recyclables continue to decline due to lower commodity prices and the global market. The adopted budget includes a 32.5% decrease to better align the budget with actual revenues received.

# CENTRAL WAREHOUSE

## MISSION STATEMENT

The mission of the Central Warehouse is to provide timely, cost effective, and quality service to our customers while achieving the highest levels of customer satisfaction.

## PROGRAM DESCRIPTION

Provides City departments with supplies and operating equipment through consolidated purchasing and centralized storage. Collects, stores, and disposes of all surplus properties except real estate and motor vehicles.

## EXPENDITURES AND REVENUES SUMMARY

	<u>Actual</u> <u>FY 17-18</u>	<u>Budget</u> <u>FY 18-19</u>	<u>Adopted</u> <u>FY 19-20</u>	<u>Percent</u> <u>Change</u>
<b>EXPENDITURES BY PROGRAM</b>				
Central Warehouse	\$341,161	\$490,500	\$425,220	-13.3%
<b>Total Expenditures by Program</b>	<b>\$341,161</b>	<b>\$490,500</b>	<b>\$425,220</b>	<b>-13.3%</b>
<b>RESOURCES BY TYPE</b>				
Charges for Services	\$427,762	\$483,800	\$418,520	-13.5%
Reimbursements and Other Revenues	6,427	6,700	6,700	0%
Miscellaneous	125	0	0	N/A
<b>Total Resources by Type</b>	<b>\$434,315</b>	<b>\$490,500</b>	<b>\$425,220</b>	<b>-13.3%</b>
Addition to Fund Balance	\$93,154	\$0	\$0	N/A

## POSITION SUMMARY

	<u>Amended</u> <u>FY 17-18</u>	<u>Amended</u> <u>FY 18-19</u>	<u>Adopted</u> <u>FY 19-20</u>	<u>Change</u>
<b>POSITIONS</b>				
Full-Time	5	5	5	0

## PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Workload</b>			
Number of Central Warehouse requisitions filled	7,879	7,885	7,900



# FLEET SERVICES

## MISSION STATEMENT

The mission of the Fleet Services department is to provide safe, appropriate, and well-maintained vehicles to all city departments at a competitive cost with high-quality customer service.

## PROGRAM DESCRIPTION

Provides maintenance for more than 1,879 pieces of rolling stock and other equipment and helps with acquisition and disposal of said equipment for City departments. Fleet Services work units include the service station, pool vehicles, heavy equipment repair, light equipment repair, auto parts, and preventive maintenance.

## EXPENDITURES AND REVENUES SUMMARY

	<b>Actual</b>	<b>Budget</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>FY 17-18</u></b>	<b><u>FY 18-19</u></b>	<b><u>FY 19-20</u></b>	<b><u>Change</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Fleet Services Administration	\$318,458	\$398,480	\$346,580	-13.0%
Heavy Equipment Repair	1,508,333	1,747,130	1,863,890	6.7%
Service Station	2,959,704	3,162,020	3,132,280	-0.9%
Pool Vehicles	684,881	517,180	622,840	20.4%
Auto Parts	2,195,427	1,917,100	2,067,030	7.8%
Maintenance and Repair Admin	532,449	431,270	512,980	18.9%
Light Equipment Repair	939,918	953,950	931,730	-2.3%
Preventive Maintenance	156,588	261,530	265,840	1.6%
<b>Total Expenditures by Program</b>	<b>\$9,295,759</b>	<b>\$9,388,660</b>	<b>\$9,743,170</b>	<b>3.8%</b>
<b>RESOURCES BY TYPE</b>				
Charges for Services	\$9,237,304	\$9,388,660	\$9,743,170	3.8%
Sale of Equipment	70,603	0	0	N/A
Other Charges for Services	944	0	0	N/A
<b>Total Resources by Type</b>	<b>\$9,308,852</b>	<b>\$9,388,660</b>	<b>\$9,743,170</b>	<b>3.8%</b>
Addition to Fund Balance	\$13,093	\$0	\$0	N/A

## POSITION SUMMARY

	<b>Amended</b>	<b>Amended</b>	<b>Adopted</b>	<b>Change</b>
	<b><u>FY 17-18</u></b>	<b><u>FY 18-19</u></b>	<b><u>FY 19-20</u></b>	
<b>POSITIONS</b>				
Full-Time	35	35	35	0

## FLEET SERVICES

### PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Effectiveness</b>			
Complete 90% of Fleet Services repairs within 72 hours	79%	81%	85%
Fleet Availability Rate	95%	90%	95%
Scheduled Preventive Maintenance Completion Rate*	-	80%	85%
<b>Efficiency</b>			
Average turnaround time per vehicle(days) – Heavy Equipment*	-	4	3
Average turnaround time per vehicle(days) – Light Equipment*	-	2	2
<b>Workload</b>			
Billable hours per technician – Heavy Equipment*	-	85%	90%
Billable hours per technician – Light Equipment*	-	85%	90%

\*Began tracking in OPEN in December 2017. Full year data is not available for FY 2017-18.

### BUDGET HIGHLIGHTS

- The adopted budget includes a net increase in vehicle and equipment lease expenses of \$34,000. This includes new lease payments for the replacement of 15 half-ton pickup trucks (\$87,980), 15 compact pickup trucks (\$82,050), and eight mid-size sedans (\$44,880). In order to generate sufficient revenue for pool vehicle replacements, the monthly lease rate charged to departments would be increased from \$158 to \$203 per vehicle.
  
- The Fleet Services adopted budget includes \$150,000 for cost of goods sold in Auto Parts due to increasing costs for auto parts and changes in manufacturer recommendations for heavy equipment and cars. The operating budget also includes an increase of \$11,700 for contractual increase in labor costs.

# INFORMATION SYSTEMS

## MISSION STATEMENT

The mission of the Information Systems Department is to lead the use of information technology by providing technology infrastructure, planning, guidance, and resource management to assist the City in achieving its business objectives. Delivery of efficient and effective services is deployed through a focus on forward-looking methodology using best practices and performance measurement techniques.

## PROGRAM DESCRIPTIONS

**Information Systems Administration:** Provides leadership, planning, training, support, and fiscal stewardship of all Information Systems programs. Establishes policies and procedures for managing the City's information technology assets.

**Telecommunications:** Manages and maintains the City's telephone network, including telephones, cellular phones, pagers, and voice mailboxes. Provides telephone management and service, including desktop connections, wireless services, pagers, voice mailboxes, and cable television.

**Radio System Management:** Provides administrative oversight for the 800 MHz radio system, of which Forsyth County pays the full cost and is reimbursed by the City for 50% of the cost.

**Computer Operations and Technical Services:** Develops and maintains the City-wide computing network, servers, e-mail, and storage infrastructure, including a secondary data center that also serves as the City's disaster recovery operations center.

**Application Services:** Provides application and data management support. Leads the development of new computer technologies and applications.

**Office Systems:** Orders, installs, and maintains workstations, peripheral equipment, and standard desktop applications. Provides a problem reporting, tracking, and resolution service for users of information technology systems. Identifies and develops new computer technologies and applications.

## EXPENDITURES AND REVENUES SUMMARY

	<b>Actual</b>	<b>Budget</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>FY 17-18</u></b>	<b><u>FY 18-19</u></b>	<b><u>FY 19-20</u></b>	<b><u>Change</u></b>
<b>EXPENDITURES BY PROGRAM</b>				
Information Systems Administration	\$290,185	\$302,040	\$313,510	3.8%
Telecommunications	351,949	403,340	406,890	0.9%
Radio System Management	130,134	204,830	209,130	2.1%
Computer Operations and Technical Services	4,313,030	5,495,890	5,558,430	1.1%
Application Services	4,613,495	5,302,310	5,409,860	2.0%
Office Systems	792,493	723,640	838,720	15.9%
<b>Total Expenditures by Program</b>	<b>\$10,491,287</b>	<b>\$12,432,050</b>	<b>\$12,736,540</b>	<b>2.4%</b>
<b>RESOURCES BY TYPE</b>				
Service Charges to Other Funds	\$9,907,936	\$11,521,840	\$11,807,010	2.5%
Interfund Revenue	12,040	9,960	9,960	0%

## INFORMATION SYSTEMS

### RESOURCES BY TYPE - Continued

	<u>Actual</u> FY 17-18	<u>Budget</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Percent</u> <u>Change</u>
Other General Fund Revenues	\$571,311	\$900,250	\$919,570	2.1%
<b>Total Resources by Type</b>	<b>\$10,491,287</b>	<b>\$12,432,050</b>	<b>\$12,736,540</b>	<b>2.4%</b>

### POSITION SUMMARY

POSITIONS	<u>Amended</u> FY 17-18	<u>Amended</u> FY 18-19	<u>Adopted</u> FY 19-20	<u>Change</u>
Full-Time	50	50	50	0

### PERFORMANCE MEASURES AND SERVICE TRENDS

	<u>Actual</u> FY 17-18	<u>Estimated</u> FY 18-19	<u>Projected</u> FY 19-20
<b>Effectiveness</b>			
Customer Service Satisfaction Survey	97	95	96
Percentage of Time that Core Network is Available	99.99	99.99	99.99
Percentage of Core Applications at Compatible Version	75	80	80
<b>Efficiency</b>			
Alignment of IT Project Expenditures to Strategic Plan	100	100	100
Percentage of I.S. Operation Center P3 Urgency Tickets (customer can't work) where Resolution is >40 hours	2	4	4
<b>Workload</b>			
Average Number of Tickets Reported to Operations Center per Analyst	218	274	250

### BUDGET HIGHLIGHTS

- Several projects approved as part of the FY 2018-19 budget will continue into the new fiscal year, including:
  - o New Fire Records Management system
  - o New City Website/Cityworks Permitting & Inspections system upgrade
  - o New Customer Service Request management system
  - o New Electronic Payments solution
  - o New Workflow management system
  - o New Stormwater management system
  - o New Code Enforcement system
  - o Additional Public Safety Cameras
  - o New Network Fire Wall

## INFORMATION SYSTEMS

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### BUDGET HIGHLIGHTS - Continued

- New equipment is funded between equipment leasing and operating expenses. The below table shows the new equipment that will be installed as part of the FY 2019-20 budget.

<u>Project Title</u>	<u>Estimated One-Time Costs</u>
Refresh of desktop devices past 'end-of-support'	\$100,000
New fiber optic cable between City Hall & Bryce A. Stuart Municipal Building	35,000
Refresh of servers & storage units past 'end-of-support'	100,000
Refresh of wireless network equipment in City buildings	50,000
Refresh of data closet battery backup equipment	30,000
<b>Total</b>	<b>\$315,000</b>

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# MAPFORSYTH

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## PROGRAM DESCRIPTION

MapForsyth is a joint City-County program designed to support City and County departments using the geographic information system (GIS), while supporting and training others that do not have GIS personnel. Projects include maps, GIS support, data, GIS presentations, and GIS training.

## EXPENDITURES AND REVENUES SUMMARY

	<u>Actual</u> <u>FY 17-18</u>	<u>Budget</u> <u>FY 18-19</u>	<u>Adopted</u> <u>FY 19-20</u>	<u>Percent</u> <u>Change</u>
<b>EXPENDITURES BY TYPE</b>				
MapForsyth	\$160,365	\$217,830	\$210,420	-3.4%
<b>Total Expenditures by Type</b>	<b>\$160,365</b>	<b>\$217,830</b>	<b>\$210,420</b>	<b>-3.4%</b>
<b>RESOURCES BY TYPE</b>				
Other General Fund Revenues	\$160,365	\$217,830	\$210,420	-3.4%
<b>Total Resources by Type</b>	<b>\$160,365</b>	<b>\$217,830</b>	<b>\$210,420</b>	<b>-3.4%</b>

## SERVICE EXCELLENCE NON-DEPARTMENTAL

Listed below are the adopted appropriations related to the Service Excellence strategic focus area that are not included in any of the program budgets in this section of the document.

<b>EXPENDITURES</b>	<b>Actual</b>	<b>Budget</b>	<b>Adopted</b>	<b>Percent</b>
<b>General Fund</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>Change</b>
Contingency	\$0	\$45,000	\$0	-100.0%
Property Tax Collections	658,777	680,650	694,520	2.0%
Salary Savings Adjustment	0	-3,247,340	-3,067,150	-5.6%
Freeze Vacant Positions	0	-468,050	0	-100.0%
Transfers				
Debt Service on Dell Project	400,000	400,000	400,000	0%
Lease Payment for Convention Center Capital	200,000	200,000	200,000	0%
City's Share of Debt Service on Wake Forest Innovation Quarter Infrastructure	184,800	185,120	188,520	1.8%
Capital Projects Fund	0	0	0	N/A
<b>Total Expenditures</b>	<b>\$1,143,577</b>	<b>-\$2,204,620</b>	<b>-\$1,584,110</b>	<b>-28.2%</b>
<b>RESOURCES</b>				
Other General Fund Revenues	\$1,143,577	-\$2,204,620	-\$1,584,110	-28.2%
<b>Total Resources</b>	<b>\$1,143,577</b>	<b>-\$2,204,620</b>	<b>-\$1,584,110</b>	<b>-28.2%</b>

### BUDGET HIGHLIGHTS

- Property Tax Collection. According to the City/County Cooperative Governmental Services Funding Agreement, the City reimburses Forsyth County for property tax collection services based on its proportion of all Forsyth County municipality and County tax records combined. For FY 2019-20, the City's share is 33.71%.
- Salary Savings Adjustment. The total general fund salary savings budgeted for FY 2019-20 is \$3,067,150. Projected savings from position turnover and other personnel-related changes will be in the range of 2% of payroll.



**Winston-Salem**