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USER GUIDE

The City of Winston-Salem's Annual Budget is designed to provide detailed information about the services provided by the city, how much is spent on those services, and how they are funded. This document is divided into several sections each of which presents a different aspect of the budget.

City Manager's Message – The City Manager's message explains how the budget proposed by the manager in May meets the City Council's strategic budget objectives. These objectives, and the Council's fiscal policies, are included in this section.

Total Budget Summary – The total budget summary provides expenditures by service area and department and resources by type for all City funds. In addition, the summary provides information on the distribution of property tax revenue, and the number of full-time positions in each department.

Fund Summaries – Expenditure and revenue information is provided for each budgeted fund of the City. The largest fund is the general fund, which receives the bulk of the property and sales taxes. This fund covers the cost of basic city services such as police, fire, garbage collection, recreation, and transportation. The general fund summary explains how much money is spent from the general fund on these services and explains any changes in service and spending that will occur as part of the budget. The summary also provides information on the sources of money coming into the general fund.

In addition to the general fund, the city has a number of funds that are used to account for money received by the City. Special revenue funds are used to account for money that can only be used for specific purposes, such as federal and state grants. The debt service fund accounts for payments on debt owed by the city. Enterprise funds are used for business-type services, such as water and sewer, that pay for themselves out of charges for services. Capital project funds account for funds spent on large one-time expenditures such as land, buildings, and equipment.

Strategic Focus Area Sections – The budget document is organized by the City's six strategic focus areas: economic vitality and diversity, safe and secure community, livable neighborhoods, healthy environment, quality transportation, and service excellence. Each strategic focus area section begins with a summary that includes an overview of the strategic focus area's mission, objectives and priorities, departments included in the focus area, and the total budget for the focus area. Following the summary, each section also includes the departmental budgets, community grants, non-departmental revenues and expenditures, and capital projects that make up the total strategic focus area budget.

Debt Management – The debt management section includes listing of all the governmental debt owed by the city and shows what sources of funding will be used to pay off that debt. This section also includes the debt payments budgeted in the City's equipment leasing fund.

Capital Plan – The Capital Plan will be provided as a separate document as part of the budget process. The Capital Plan is the City's six-year plan for improving water and sewer plants, roads, sidewalks, the bus system, parks, recreation centers, housing, and city buildings and equipment. The spending shown for the first year of the plan is included in the annual project budget ordinance, and the remaining five years represent planned expenditures in those years. The Capital Plan includes a description of each of the projects planned for the next six years, the amount to be spent on the project in each year of the plan, and the expected source of funding for the project. The Mayor and City Council adopt the six-year Capital Plan as a planning document only.

USER GUIDE

Supplemental Information – This section includes a summary of the Successful Outcomes After Release (S.O.A.R) program, the adopted cash and lease purchased capital outlay listings, the adopted budget ordinances, and a glossary of budget terms.

The information in this document was prepared by the City of Winston-Salem Budget and Evaluation Office. For additional information, please contact Patrice Toney, Budget and Evaluation Director, at P. O. Box 2511, Winston-Salem, NC 27102, by calling (336) 727-8000, or through electronic mail at patricet@cityofws.org. The document is also available in its entirety on-line at <http://www.cityofws.org> (click on “Departments,” then “Budget”).

BUDGET PROCESS

The Budget and Evaluation Office of the City of Winston-Salem prepares the annual adopted budget for City operations on a fiscal year basis. According to state law, the fiscal year for all North Carolina municipalities begins on July 1 and ends on June 30.

BUDGET ADOPTION

The annual operating budget is adopted by ordinance according to state law (N.C.G.S. 159 – Local Government Budget and Fiscal Control Act). This law requires that the Mayor and City Council adopt a balanced budget in which estimated revenues and appropriated fund balances equal appropriations. The Mayor and City Council must adopt the budget by no later than July 1, of each year. The City Manager is required by law to submit a balanced budget proposal to the Mayor and City Council no later than June 1. A formal public hearing is required as part of the process.

BUDGET AMENDMENT

Full implementation of the budget begins immediately on July 1. Ongoing monitoring of expenditures and revenues throughout the year is a responsibility shared by department heads, Budget Office, and the Financial Management Department. Any time after adoption, the budget can be changed through the amendment process. Any revision of the ordinance must be approved by the Mayor and City Council. The amendments must continue to adhere to the balanced budget statutory requirements and cannot change the property tax levy or in any manner alter a taxpayer's liability.

BASIS OF ACCOUNTING

The budget is developed and adopted on a modified accrual basis whereby revenues are recognized when measurable and available and expenditures are recognized when a liability is incurred. The City also accounts for governmental funds using the modified accrual basis. Enterprise funds are accounted for using the full accrual basis whereby revenues are recognized in the period earned and expenses are recognized in the period incurred.

BUDGET CALENDAR

Preparation of the annual budget is a year-round process. During the first six months of the fiscal year (July to December), budget staff prepares early forecasts of the upcoming budget year, including projections of current spending, revenues, and use of fund balances. Also, during this period, departments conduct reviews of their operations in order to identify revenue enhancements or spending reductions. At mid-year, the Budget and Evaluation Office updates the early forecast for the upcoming year and formulated budget guidelines for the upcoming budget.

During the last six months (January to June), departmental annual budget requests are prepared and submitted to the Budget Office for review. Staff prepares the budget proposal for submission to the Mayor and City Council by the City Manager in May. After several budget workshops and a public hearing, the Mayor and City Council adopts the budget ordinances and the property tax rate prior to July 1.

The table on the next page details each step in the annual budget cycle.

ANNUAL BUDGET CALENDAR

JULY 1

- Start of fiscal year

AUGUST – SEPTEMBER

- Early forecast of upcoming budget year, including the following:
 - o Current year estimated spending and revenues and use of fund balance
 - o Projected revenues and expenses for upcoming year

DECEMBER – JANUARY

- Mid-year update of the forecast
- Identification of projected gap between expenditures and revenues
- Formulation of budget guidelines for upcoming fiscal year

JANUARY – FEBRUARY

- Budget kick-off for departments
- Departmental annual budget requests submitted

MARCH – APRIL

- City Council pre-budget workshop
- Review of operating budget requests
- Preparation of annual budget proposal

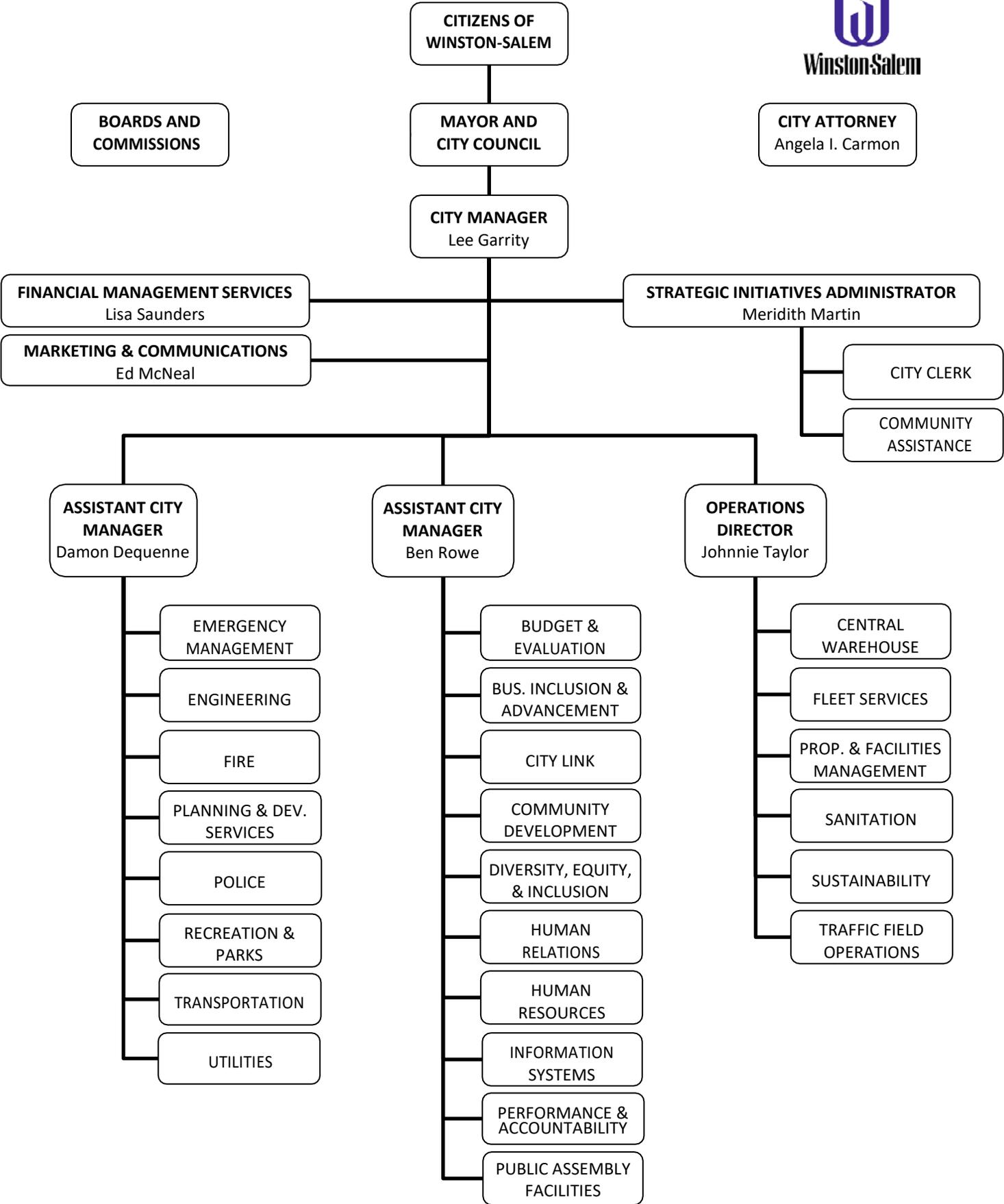
MAY – JUNE

- City Manager presents Annual Budget to the Mayor and City Council
- Finance Committee workshops and public hearing
- Adoption of budget ordinance and property tax rate prior to July 1

ORGANIZATIONAL CHART



Winston-Salem



ABOUT WINSTON-SALEM

HISTORY



Winston-Salem's roots can be traced to German Moravians who migrated to Pennsylvania and traveled south via the Great Wagon Road. In 1753, the Moravians purchased *Wachovia*, a one-hundred-acre tract of land on which they founded the communities of Bethabara in 1753 and Salem (which means "peace") in 1766. An African presence can also be traced back to this time period because the Moravians acquired slaves from neighboring areas to assist them with the task of building these communities, in addition to already having some slaves and some freed African Americans living among them.

The town of Winston, whose early settlers were of Quaker, English and Scotch-Irish descent, was selected as the county seat of the new County of Forsyth in 1849. Winston, only one mile north of Salem Square, was named for Major Joseph Winston, a hero of the American Revolutionary War. The City of Winston experienced a period of extraordinary growth beginning with the advent of the railroad in 1853 and became a major producer of textiles, furniture, and tobacco products. This increase in population included the immigration of recently emancipated African slaves who were also seeking better economic conditions.

In 1913, through an Act by the General Assembly and a subsequent vote held in the towns of Winston and Salem, the municipalities were legally consolidated to become Winston-Salem.

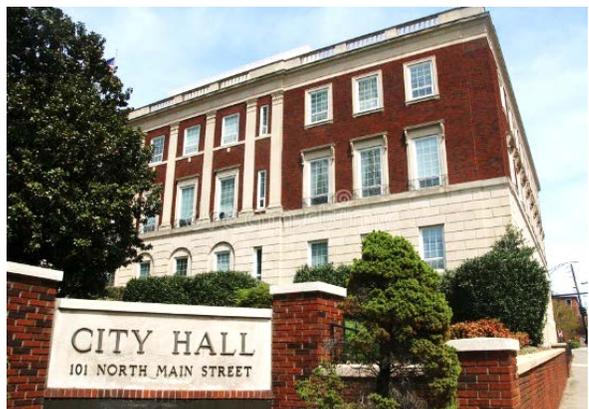
TODAY'S WINSTON-SALEM



Winston-Salem

Winston-Salem and Forsyth County are part of a larger community known as the Piedmont Triad, consisting of Greensboro to the east, Winston-Salem to the west, and High Point to the south. Forsyth County joins Guilford, Stokes, Yadkin, Davie, Davidson, Randolph, Rockingham, and Alamance counties to form the nation's 75th largest metropolitan statistical area, with a population of over one and a half million.

A wealth of medical services is available to the area through Wake Forest Baptist Medical Center, a Level I Adult & Pediatric Trauma Center, and Forsyth Medical Center (Novant Health, Inc.).



Winston-Salem has a strong business community and is one of the country's most desirable places for entrepreneurs. It is committed to the development of small businesses and strives to attract new employers. The City is also home to large firms such as Reynolds American, Wells-Fargo Bank, Hanesbrands, and Community Banking Division of Truist.

ABOUT WINSTON-SALEM

In addition to being a home for businesses, Winston-Salem prides itself on its support of the arts. Known as the "City of Arts and Innovation," Winston-Salem has one of the highest rates of per capita contribution to the arts of any city in the nation. The Arts Council, founded in 1950, was the first municipal arts council in the country. The National Black Theatre Festival, a biennial event that began in 1989, has been cited as the nation's largest and most celebrated exposition of black theater. Additionally, annual events such as the River Run Film Festival, Bookmarks Festival, Piedmont Craftsmen's Fair and Fiesta Festival all contribute to the arts and culture of the City. Moreover, the recent increase in the number of Hispanics and Asians moving to Winston-Salem has enhanced its rich cultural diversity.



Downtown Winston-Salem is growing with more living spaces, shopping, food, and entertainment options. A historic landmark of downtown is the Kimpton Cardinal Hotel, once the headquarters of Reynolds Tobacco Co. The building, known as "The Grand Old Lady" in Winston-Salem, was the architectural inspiration for the Empire State Building in New York. It now includes 174 guestrooms, 36 suites. The hotel's upper floors have been converted into 120 luxury condominium units. The completion of two new downtown hotels- Courtyard by Marriott and Hampton Inn and Suites, along with the renovation of the historic Pepper Building into the Hotel Indigo Winston-Salem, have brought more out-of-town

visitors downtown.

Other boosts to downtown have included Winston-Salem's Truist Ballpark, home of the Winston-Salem Dash baseball team; Innovation Quarter, one of the fastest-growing urban innovation districts in the United States. It includes 90 companies and 3,600 workers; and Downtown Winston-Salem Business Improvement District (BID), which covers 60 blocks and is overseen by an 11-person advisory committee that ensures a high standard for cleanliness and safety in the downtown area.

HIGHER EDUCATION

Salem College, founded in 1772, is the oldest women's school in the country and the 13th oldest college. Established by Moravians settlers who championed independence for women in thought and action, the College is located in the Old Salem historic area.



WAKE FOREST
UNIVERSITY

Wake Forest University is a private university with a liberal arts curriculum. Enrollment consists of approximately 4,800 undergraduates and 2,800 graduate and professional students. The Reynolda campus is home to undergraduate programs, the Graduate School of Arts and Sciences, the School of Business, the School of Law and the School of Divinity.

Winston-Salem State University (WSSU) is a historically black university founded in 1892. WSSU is part of the University of North Carolina system, with approximately 6000 students. The University consistently ranks among the top public universities in the South, with award winning programs like its



ABOUT WINSTON-SALEM

Motorsports Management major and the Doctorate of Nursing program. WSSU’s football, basketball and baseball programs have been ranked in the top 25 of the NCAA’s Division II.



The “City of Arts and Innovation” is home to the nation’s first state-supported residential arts school. Opened in 1965, UNCSA is a public visual, performing and moving image arts conservatory with an international reputation for training talented students for professional careers in the arts. It is a member of the UNC system with about 1,300 students from high school through graduate school.

Forsyth Technical Community College serves over 30,000 students each year, making it one of the largest community colleges in North Carolina. The college offers over 200 programs of study that lead to college transfer, associates degrees, certificates or diplomas in fields such as health care, engineering technologies, automotive technology, biotechnology and other fields.



CITY GOVERNMENT

The City is governed under the Council-Manager form of government. The City Council is the legislative body and includes eight Council Members elected from eight wards and a Mayor elected at-large. The city manager is the chief executive officer of the City.

STATISTICAL INFORMATION

Population	
2013	236,441
2014	235,527
2015	237,905
2016	238,877
2017	240,605
2018	246,328
2019	247,945
2020	250,765

Racial Demographic (July 1, 2019)	
Caucasian / White	45.7%
African American / Black	34.9%
Hispanic	15.0%
Asian	2.5%
Other	1.9%

Age Demographic (July 1, 2019)	
< 5 years	6.5%
< 18 years	23.8%
65+ years	14.1%
Males	46.9%
Females	53.1%

Voters

Registered Voters (Forsyth County): 258,190 (April 2020)

Unemployment Rates (March 2021)	
Winston-Salem	4.5%
Forsyth County	4.6%
North Carolina	5.2%
United States	6.0%

Principal Taxpayers (FY 2020)	% of Tax Levy
R.J. Reynolds Industries, Inc.	1.6%
Wells Fargo	1.3%
Wexford Winston-Salem	1.05%
Duke Energy Corp	1%
Caterpillar Inc.	0.98%
JG Winston-Salem LLC	0.76%

Largest Employers (FY 2020)	
Wake Forest Baptist Medical Center	18,570
Novant Health	11,010
Winston-Salem/Forsyth County Schools	5,500
BB&T/Truist	4,000
Wells Fargo	3,567
Reynolds American, Inc.	2,500

Sources: U.S Census, City-data.com, Greater Winston-Salem, Inc., WSFCS School System, Forsyth County



Winston-Salem