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Overview of Changes in Revenues, Expenditures, and County Dollars

General Profile of the County Government

Budget information can perhaps be best understood in context of the specific environment within which it operates. Forsyth County provides a broad range of services including public safety, environmental protection, health and social services, cultural and recreational programs, community and economic development, general government and administration, and education.

Forsyth County is located in the northwestern piedmont section of North Carolina and includes the City of Winston-Salem, both the County seat and the fourth most populous city in the state. Created in 1849 by Act of the North Carolina General Assembly, Forsyth County operates under a commissioner-manager form of government with seven publicly elected commissioners comprising the governing body. The County is divided into two districts for election purposes, and commissioners are elected on a staggered basis for terms of four years. Two Commissioners are elected from one district (District A), four from the second district (District B), and one at-large. The Board of Commissioners meets twice per month to adopt local regulations and ordinances, establish policies, make appointments to Boards and Commissions, and set the level of services provided to County residents.

Forsyth County is empowered by State statute to levy a property tax on both real and personal properties located within its boundaries. The Board of Commissioners annually adopts a balanced budget and establishes a tax rate for the support of County programs. The County's annual budget allocates its resources for the health, education, welfare, and protection of its citizens.

The County Manager is appointed by and serves at the pleasure of the Board of Commissioners. The manager, administrative staff, and all departments must administer the County programs in accordance with the policies and annual budget ordinance adopted by the Board of Commissioners. Attesting to the sound financial management of the Board of Commissioners, Forsyth County remains one of only a few of AAA-rated counties nationwide, as ranked by Standard & Poor's, Fitch Ratings, and Moody's Investor Services.

The mission of Forsyth County government is to help create a community, which is safe and healthy, convenient and pleasant to live in, with educational and economic opportunities for everyone. We cooperate with many other public agencies and community organizations in this mission. We provide certain services and functions, which are responsibilities of all county governments, and other services, which the Board of Commissioners has determined to be necessary and appropriate. We are committed to providing quality services, efficiently and effectively, with courteous attention to the opinions and needs of individual citizens. To fulfill its mission, Forsyth County provides a broad range of services that include public safety, environmental protection, health and social services, cultural and recreational programs, community and economic development, and education. This report encompasses the County's activities in maintaining these services and includes its financial support to certain separate agencies, boards, and commissions to assist their efforts in serving citizens. Among these are the Winston-Salem/Forsyth County Schools, Forsyth Technical Community College, and CenterPoint Human Services.

Factors Affecting Financial Condition

Located midway between Washington, D.C. and Atlanta, Georgia, Forsyth County is in the heart of North Carolina's Piedmont Triad region, a 12-county area with more than 1.65 million people. Three cities comprise the Triad: Winston-Salem, Greensboro, and High Point with each city having its own character, heritage, and industrial base. However, the area's commercial and cultural growth transcends geographic boundaries with the strengths of each city combining to form a vibrant economic hub.

Forsyth County, with a 2012 State demographer certified population estimate of 357,483 and a workforce of more than 180,100 plays a vital role in the Triad's economy. With a diversified core of manufacturing companies, health care, biotechnology, financial services, tourism, and educational sectors, the County serves as a major employment center for the counties which comprise northwest North Carolina and portions of southwest Virginia. The County's unemployment rate as of March 2014 was 6.2% which, for the first time in a few years, is lower than both the State rate (6.6%) and the national rate of 6.8%. Personal income levels remain consistently higher than State numbers. The County's per capita income is \$38,003, the twelfth highest among counties in the State, and higher than the State's \$36,028. Capital investment, as measured by the value of new residential and commercial building permits issued during the year, totaled \$319 million during the year ended June 30, 2013.

Overview of Changes in Revenues, Expenditures, and County Dollars

Major Initiatives

Although the economic rebound for the area has been slower than that of our counterparts in Wake and Mecklenburg counties, modest and conservative projections for continuing recovery have proved to be correct. Although over the past six or seven years the County has not expanded current services or initiated new programs without a committed revenue sources, continued efforts at rightsizing, re-organizing, and re-engineering work processes, and other cost control efforts have provided some easing of budgetary pressures. The County expects to continue to focus on these types of efforts as it seeks to implement innovative strategies and systems throughout the organization.

Forsyth County continues to transition from a manufacturing base to a more balanced economy with growth in the medical, medical research, manufacturing and services sectors. Projects such as the construction of a new Veteran's Administration hospital in Kernersville, continued development in the Research Park in downtown Winston-Salem, and economic development projects by Caterpillar and Herbalife plus expansion projects by Inmar and Deere Hitachi reflect the diversity that the County seeks.

FY 2014-2015 Adopted Budget

The FY 2014-2015 budget continues to focus on maintaining Board of Commissioner policies which form the financial foundation of the County: 1) the 15% debt ceiling (net of applicable revenue), 2) the 16% fund balance target, the education debt leveling plans which raised taxes one time for the life of \$337.15 million of school and community college debt, and 3) the school funding formula which uses economic and enrollment data to determine the growth in school funding. Also, capital maintenance plans for the County, schools and community college which utilize two-thirds bonds for funding every other year provide resources to keep facilities safe, sound, and usable and allow for maintenance planning over the life of the facilities.

The County provides all of its statutory services and a variety of services, which, though not required, have strong public support. The County does not expect to undertake any major new programs, projects, or expansion of services without substantial public support for both the services and the tax rate increase, if necessary, to support them.

The annual budget serves as the foundation for Forsyth County's financial planning and control. Each year all County departments are required to submit requests for appropriations to the County Manager, who then develops a proposed budget and presents it to the Board of Commissioners for review. The Board is required to hold a public hearing on the proposed budget and to adopt a final budget by July 1 of the fiscal year, or the Board must adopt an interim budget that covers the time until the annual ordinance can be adopted. The annual budget ordinance includes appropriations for the General Fund (the County's primary operating fund) and four annually budgeted special revenue funds. Because the General Fund is the primary operating fund for the County, greater emphasis and attention are given to it. A synopsis of the other minor funds is found at the end of the overview.

The FY 2014-2015 Adopted General Fund budget reflects a year after a revaluation year in which for the first time in many, many years, did not result in the typical growth in the tax base valuation usually seen. Normally after a revaluation, it is anticipated that the following year would result in growth of 2% or higher in the tax base. However, the tax base estimates provided by the Tax Assessor/Collector were stymied by challenges and changes in State law. The changes impact how businesses list in-house developed software which impacted business personal property by almost \$300 million. In addition, changes to the collection of Registered Motor Vehicle taxes does not allow for a very good or predictable estimate to be developed. However, after FY 2015, a better mechanism for projecting registered motor vehicles should become more apparent.

The FY 2014-2015 Adopted General Fund budget is \$405,179,369, an increase of \$5,288,171 or 1.32% over the FY 2014 budget. The Adopted budget maintains a tax rate of 71.68¢ per \$100 valuation. Of the tax rate, 4.51¢ is designated for the 2006 and 2008 Education Debt Leveling Plans created to level the debt service for Education General Obligation Bonds approved in November 2006 and November 2008.

FY 2014 – 2015 Adopted Budget	\$405,179,369
FY 2013 – 2014 Adopted Budget	<u>399,819,198</u>
Budget-to-Budget \$ Change	<u>\$ 5,288,171</u>
Budget-to-Budget Percent Change	1.32%

Overview of Changes in Revenues, Expenditures, and County Dollars

Summary of FY 2015 Budget Changes

A summary of changes in General Fund revenues and expenditures is provided in the following section to give meaning to the data and numbers found throughout the budget document. There are several pieces of information to be considered when looking at the FY 2015 budget: 1) General Fund Debt Service decreased by over \$3 million although the adopted budget reflects a lesser decrease (discussed later in this overview), 2) the tax rate adopted for FY 2015 (\$0.7168) is the same as FY 2014 and is 2.5¢ less than the calculated FY 2014 revenue neutral of \$0.7416 which results in a loss of over \$7.5 million dollars of additional revenue for both FY 2014 and FY 2015, and 3) revenue projections for Sales Taxes and Registered Motor Vehicles that are rationally optimistic given local economic conditions.

The following chart provides a summary of budget changes that could affect the property tax rate. Negative numbers means a positive effect on County dollars (or less County dollars required). As noted in Chart 1, projected increases for Sales Taxes, changes in Debt Service, and the appropriation of one-time reserved fund balance appropriation for Forsyth Technical Community College's capital project have the biggest impact on Net County Dollars.

Chart 1 - Summary of County Dollar Changes from FY 2014 to FY 2015

	Expenditure	Revenue	Net County Dollars
Sales Taxes	-	2,074,009	(2,074,009)
Property Taxes	-	(1,344)	1,344
Occupancy Taxes	-	110,000	(110,000)
Forsyth Technical Community College	595,664	-	595,664
Forsyth Technical Community College - capital project funded	3,600,000	-	3,600,000
Winston-Salem/Forsyth County Schools	(679,590)	-	(679,590)
Debt Service	(587,688)	853,235	(1,440,923)
Social Services	(113,019)	(1,373)	(111,646)
Public Health (adopted includes addition of 2FT School Nurses)	224,975	232,816	(7,841)
General Services	93,393	(25,300)	118,693
Management Information Services	(1,442,409)	-	(1,442,409)
Library	(112,631)	(103,475)	(9,156)
Economic Development	(52,287)	(75,000)	22,713
Tax Administration	401,706	88,590	313,116
Sheriff	277,887	(293,919)	571,806
Finance (includes the addition of 1FT Internal Auditor position)	102,348	-	102,348
Court Services (takes on costs grant no longer covers)	96,445	-	96,445
Emergency Services	817,462	1,084,210	(266,748)
Employee Performance Adjustments & Market Accelerator	275,845	-	275,845
Reserved Fund Balance (reduces 1-time approp to schools of \$1.4 million, adds 1-time approp for FTCC capital project & balance budget)	-	2,482,296	(2,482,296)
Replacement Vehicles	274,645	-	274,645
Special Appropriations	(1,155,808)	(1,073,108)	(82,700)
Salary Savings	941,294	-	941,294
All Other	1,729,939	(63,466)	1,793,405
Total	5,288,171	5,288,171	-

Chart 2 provides a glance at the changes in General Fund revenues for FY 2015. The data is at the second highest accounting level for the County. Sales Taxes reflect the largest budget to budget change from FY 2014. A broader discussion of Sales Taxes is found in later in the overview section. Lottery proceeds reflect an increase due to projected carry over funds available from FY 2014 due to Bond Premium from the 2007 Schools CPO offsetting the use of Lottery Proceeds to pay on School Bond debt service.

Overview of Changes in Revenues, Expenditures, and County Dollars

While the impact of policy changes at the State and Federal levels are a part of the reason for the decrease in Intergovernmental Revenue, \$237,000 of lost revenue in FY 2015 is due to it being a non-municipal election year. According to the City/County Financing Agreements with Forsyth County municipalities, each municipality is responsible for paying for elections specific to their jurisdiction. In FY 2014, there was a Winston-Salem Mayoral primary and municipal elections in all eight municipalities all of which were reimbursed. For FY 2015, the only election is the General, County-wide, non-Presidential election in November 2014. The City of Winston-Salem plans to place several bond issues on the ballot and will reimburse the County for any additional costs associated with adding these issues. However, the reimbursement will be nominal therefore this potential revenue is not included in the FY 15 budget.

Chart 2 reflects that Sales Taxes carry the revenue increase for FY 2015. Without positive news in this area, Commissioners would have been faced with deciding on a tax-rate higher and/or making very difficult decisions regarding service levels. Sales Taxes and Property Taxes are discussed in more detail in their respective sections below.

Chart 2 - Summary of FY 2015 General Fund Revenue Changes

<u>Total By Revenue Source</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Budget to Budget</u>	
			<u>\$ Change</u>	<u>% Change</u>
Sales Taxes	\$55,932,451	\$58,006,460	\$2,074,009	3.7%
Other Revenues	\$10,748,795	\$11,723,531	\$974,736	9.1%
Debt Service - Lottery Proceeds	\$4,030,620	\$4,833,087	\$802,467	19.9%
Other Financing Sources	\$3,427,670	\$3,908,232	\$480,562	14.0%
Other Taxes	\$710,970	\$870,970	\$160,000	22.5%
Licenses & Permits	\$840,880	\$855,737	\$14,857	1.8%
Property Taxes	\$228,645,507	\$228,644,163	(\$1,344)	0.0%
Earnings on Investments	\$396,100	\$355,400	(\$40,700)	-10.3%
Intergovernmental	\$54,062,319	\$53,681,654	(\$380,665)	-0.7%
Charges for Services	\$25,219,143	\$24,638,199	(\$580,944)	-2.3%
Debt Service - EDLP Reserves	\$4,350,404	\$2,265,933	(\$2,084,471)	-47.9%
Fund Balance	\$11,454,339	\$15,324,003	\$3,869,664	33.8%
Total Changes	<u>\$399,819,198</u>	<u>\$405,107,369</u>	<u>\$5,288,171</u>	<u>1.32%</u>

Chart 3 provides a view of General Fund expenditure changes. Personal Services reflects an increase due to annualizing FY 2014 employee performance appraisals, increases in employee health benefit costs of 2.5%, and FY 2015 performance adjustments at an average of 2.05%. The range for performance adjustments is 1.0%-3.0% with an average rating of 3.1. Also included in the Performance package is an accelerator of up to 50% of an employee's performance adjustment up to market IF he/she falls below the market reference point. Compensation adjustments for FY 2015 are \$275,845 higher than the adjustments for FY 2014. In addition, the County budgets 100% of the salary costs for positions although there will be vacancies during the year. These vacancies are captured through a negative budget for "Salary Savings". For FY 2015, the negative amount included in Salary Savings is \$816,000 less than FY 2014 which also increased net county dollars over current year.

The increase for Professional Services includes costs associated with Inmate Medical costs. With the jail population up due to the housing of federal and State Criminal Misdemeanants Program (SCMP) inmates, the population has crept back up but is still well below 825. Short session legislative changes by the General Assembly will add more State inmates to County facilities; therefore it will not be surprising if the inmate population goes over 850 during FY 2015. This will impact the Inmate Medical costs, some of which have been accounted for in the FY 2015 budget. The reimbursement for housing State inmates under the SCMP is \$40/day per inmate.

The increase in Contingency is skewed because the FY 2014 Contingency number includes a negative \$718,701 for Manager's Discretionary Reductions which were a part of the Adopted budget. Without this impact, Contingency would actually reflect an FY15 decrease of \$124,000. The FY 2015 Contingency number includes \$104,000 for Forsyth Technical Community College in the event the legislature includes a 2% raise for State employees.

Overview of Changes in Revenues, Expenditures, and County Dollars

The decrease in Payments to Other Agencies reflects the shift of Special Appropriations to various County departments and moving to service contract arrangements. Additionally, the reduction in the School System's allocation on the funding formula drives this areas decrease.

Increases in Transfers Out include two items not in the FY2014 budget: 1) a \$1.4 million transfer to the Motive Equipment CPO for vehicle replacements and 2) a \$3.6 million transfer to the 2014 FTCC Carolina Hall Renovation Project. In FY 2014, vehicle replacements were included in the General Services budget under Property. The budget was amended so that the funds could be transferred to the Capital Project Ordinance. For FY 2015, the funds for vehicle replacements are budgeted as a Transfer Out in order simplify accounting. The Transfer to the Forsyth Tech Carolina Hall Renovation Project has been mentioned previously and allows for the expansion of the College's manufacturing program space.

Chart 3 - Summary of FY 2015 General Fund Expenditure Changes

<u>Accounting Category</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>Budget to Budget</u>	
			<u>\$ Change</u>	<u>% Change</u>
Personal Services	123,840,942	126,736,766	2,895,824	2.3%
Professional & Technical Services	7,362,586	7,737,749	375,163	5.1%
Purchased Property Services	5,325,094	5,089,218	(235,876)	-4.4%
Other Purchased Services	11,265,143	11,223,936	(41,207)	-0.4%
Travel	796,725	765,727	(30,998)	-3.9%
Materials & Supplies	17,418,909	17,293,910	(124,999)	-0.7%
Other Operating Costs	27,522,941	26,688,506	(834,435)	-3.0%
Prior Year Encumbrances	1,800,000	1,800,000	0	0.0%
Contingency	501,029	1,095,023	593,994	118.6%
Property	2,255,443	655,729	(1,599,714)	-70.9%
Debt Service	64,918,196	64,330,508	(587,688)	-0.9%
Payments to Other Agencies	135,051,435	134,860,462	(190,973)	-0.1%
Transfers Out	1,760,755	6,829,835	5,069,080	287.9%
Total Changes	399,819,198	405,107,369	\$ 5,288,171	

REVENUE CHANGES

Sales Taxes

- Forsyth County receives sales taxes from three (3) statutory Articles: 39, 40, and 42 under Chapter 105 of the North Carolina General Statutes. These Articles are levied by all 100 counties in the State of North Carolina. The total sales tax levied for these three Articles is 2%. For FY 2015, the consensus revenue projections at the State level were revised to reflect statewide growth of 3%-4% for Sales Taxes with local economic factors important in considering local projections.
- When considering Sales Tax projections for FY 2015, refunds to non-profits made the projections much more difficult. For example, the November 2013 Sales Tax distribution showed gross collections of \$7.7 million but refunds totaled \$6.8 million so by the time adjustments were made, the County only realized actual Sales Tax revenue of \$810,000 for August sales. Through March 2014, refunds make up 17.5% of Gross Sales Tax Collections. The following graph provides a look at Refunds as a Percentage of Gross Sales Tax Collections from FY2008 through March 2014. The March sales tax collections reflect \$2.2 million in refunds for non-profit entities. The primary recipients of Sales Tax refunds are the two major hospitals in the County for their many construction projects.
- The Sales Taxes estimate for FY 2015 is difficult because 1) actual Sales Tax collections did not meet projection for FY 2013; 2) as of June 11, 2014, unless significant improvement occurs with the last three months of collections, it does not appear that the County will budget by \$2 - \$2.5 million; and 3) there were numerous changes in what is taxable with the expansion of the sales tax base. There are a number of new services and activities that are impacted but producing a good projection of the impact is very hard to pinpoint. Sales Taxes account for 14.5% of total General Fund revenue. The FY 2015 estimate is forecast to be 3.7% over the current year original budget. While the March numbers appear to reflect some of the anticipated bump from the base expansion, there is not enough long-term sustained impact to firmly use as a measuring tool.

Overview of Changes in Revenues, Expenditures, and County Dollars

- Budget & Management staff changed its approach to estimating sales taxes for FY 2015. Gross collections for the year (July 2013 - March 2014) are 1/2% less than the same months of FY 2013. However, it appears that while the March 2014 numbers contained a \$2.2 million refund, a large refund did not appear in the March 2013 numbers. Again, at the same time, refunds are higher than in past years nullifying any major growth in revenue. Under the new model, an attempt is made to normalize refunds by applying a 3% growth factor to the remaining months of FY 2014 over the prior year actual monthly collections. It also applies this growth percentage to July through February FY 2014 numbers. To account for the expanded base, we determined that over the last five fiscal years, Forsyth County has received 2.61% of the total sales taxes collected in North Carolina. The estimated expanded sales tax base will generate \$67.1 million for North Carolina counties. If we assume 2.61% of this estimate will return to Forsyth County, this generates \$1.75 million. There is some thought that the expanded base estimate is too conservative therefore we have added \$2 million (rather than the \$1.75 million) to the FY 2015 projection.
- For FY 2015, Sales Taxes are estimated to account for 14.3% of total General Fund revenues.

Chart 4 - Refunds as a Percentage of Gross Sales Tax Collections

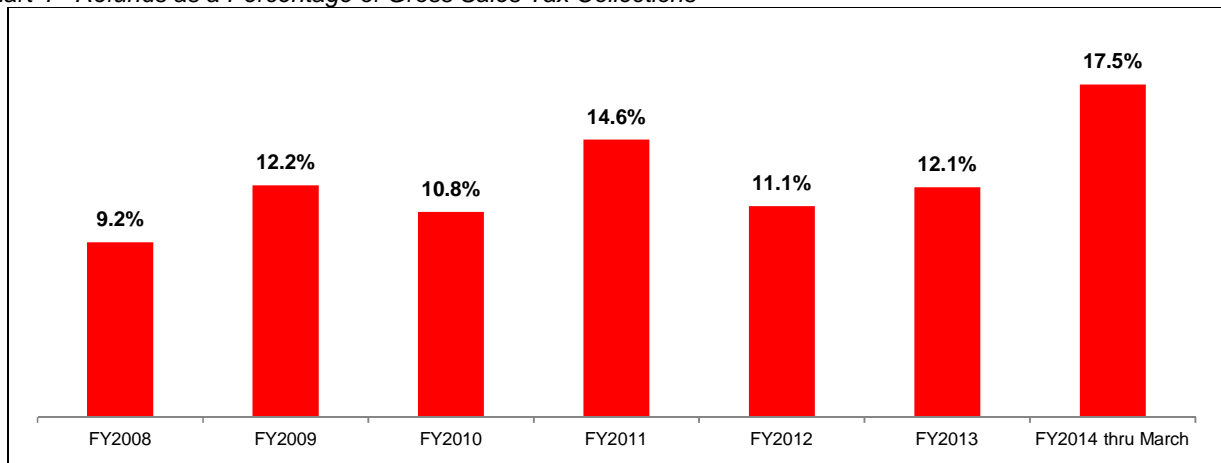
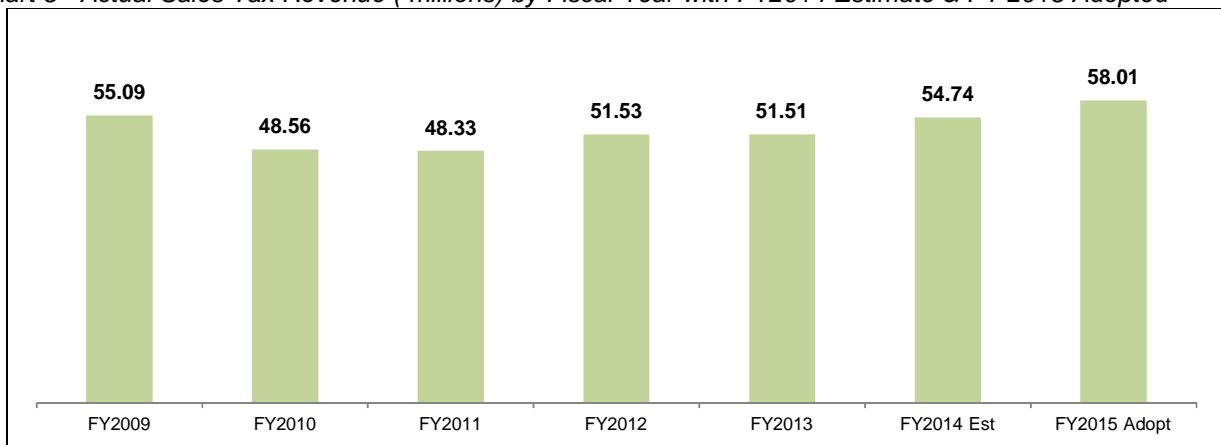


Chart 5 - Actual Sales Tax Revenue (millions) by Fiscal Year with FY2014 Estimate & FY 2015 Adopted



Ad Valorem Taxes

- Ad Valorem taxes account for 56.4% of the County's General Fund revenue. For the FY 2015 budget, the tax base value used in the budget is \$31.805 billion compared to \$31.550 billion used in FY 2014. This estimate includes an additional \$125 million of value added to the Tax Assessor/Collector's estimate for Registered Motor Vehicles. Because of the State's implementation of the Tax and Tag Together program, the Registered Motor Vehicle component is much more difficult to project but revenue is received in a more timely manner.

With the Tax and Tag Together program, citizens renewing their vehicle registrations each year much pay both the cost of the registration sticker and the current year property taxes assessed on the vehicle at the same time. The State then remits those monthly taxes to the County within 10 days of the next month.

Overview of Changes in Revenues, Expenditures, and County Dollars

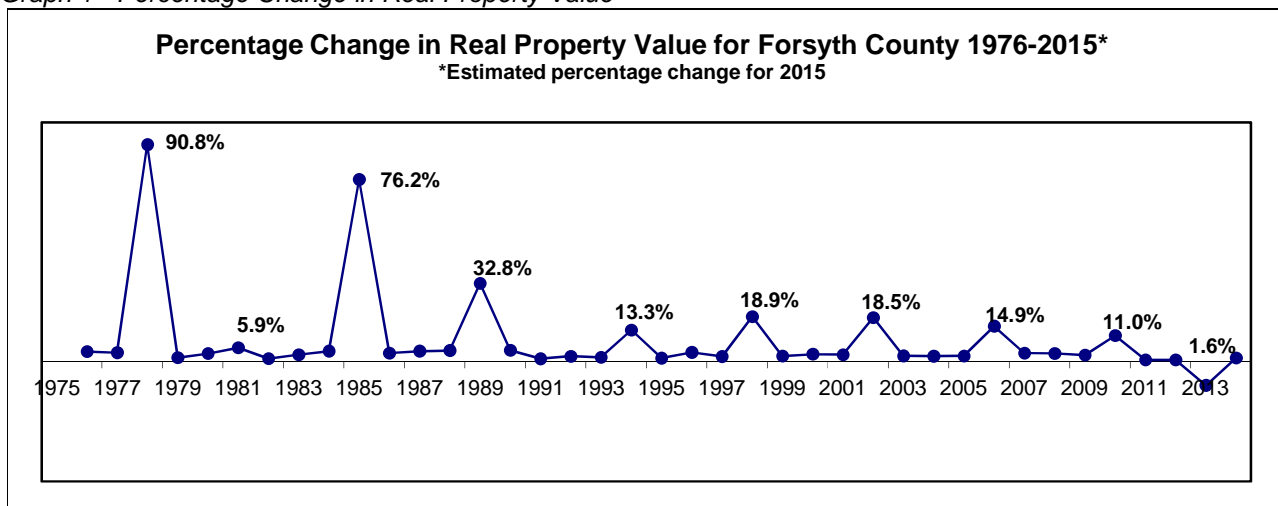
- Real Property base reflects a slight increase over the base used in the FY 2014 budget, however, Business Personal Property took a hit due to the exemption of customized software as a taxable business property. The result of the legislative action results in a loss of \$300 million of Business Personal Property value.
- The collection percentage for FY 2015 is 98.05% compared to 97.91% used in FY 2014. The collection rate for FY 2015 is the same realized as of June 30, 2013, the most recently completed full year. This is in compliance with the North Carolina General Statute 159--13(6). The additional collection percentage generates approximately \$320,000 of additional revenue for FY 2015.
- With little growth in the tax base, a 71.68¢ tax rate, and the application of a collection rate of 98.05%, Current Year Property Tax revenue is estimated at \$223,534,163. Using the 71.68¢ tax rate, one cent (1¢) on the property tax rate is equivalent to \$3,118,501. Forsyth County's tax rate is technically three (3) different rates: 1) the rate to provide County services, 2) 2006 Education Debt Leveling Plan (EDLP) implemented pay debt service on \$250 million of 2006 voter-approved Education bonds; and 3) 2008 EDLP established to pay debt service on \$62.5 million of voter approved debt. The premise behind the EDLP tax rates is that as debt service for these bond issues are paid down, the applicable EDLP tax rate can be reduced as well. The EDLP funds are discussed more fully in conjunction with Debt Revenue and Lottery Proceeds.
- Typically the year after a revaluation period would generate growth in the base. After the 2009 revaluation, real property growth was 11% as seen in the chart below. Based on the Tax Collector/Assessor's May 1, 2014 estimate, Real Property only grew 1.6%, but some growth is better than none (rational optimism). The following chart shows historical changes in Real Property Values since 1976. Prior to 1990, revaluations were done on an 8-year cycle but are now completed in 4-year cycles.
- The following chart provides a look at the current year property tax revenue calculation.

Chart 6 - Property Tax Revenue Calculation

FY15 Values - 5/1/14	\$	31,680,213,170
Add \$125m to RMV		125,000,000
Total Value used in FY 2015 Tax Base	\$	31,805,213,170
Total Property Tax Levy 2014-15		\$227,979,768
Total Property Tax Levy @ 98.05%		223,534,163
Tax Rate to produce levy		71.68¢
1¢ Equivalent =		3,118,501

- The FY 2015 tax rate is 71.68 cent per 100 assessed valuation and breaks down:
 - County Services = 67.3¢
 - 2006 EDLP = 3.3¢
 - 2008 EDLP = 1.21¢

Graph 1 - Percentage Change in Real Property Value



Overview of Changes in Revenues, Expenditures, and County Dollars

Education Debt Leveling, Lottery Funds, & Debt Service Revenue

- Debt leveling is a concept by which the County dedicates a portion of the tax rate to apply to debt service for a particular purpose. Currently, there are two debt leveling plans in place: the 2006 Education Debt Leveling Plan and the 2008 Education Debt Leveling Plan (also referred to as EDLP - pronounced Ed-Lap).
- As briefly mentioned in the Property Tax section above, in order to level the effects of issuing \$250 million schools and \$25 million community college bonds authorized in the November 2006 referendum, the County Commissioners voted to increase the property tax rate by 3¢ and dedicate the proceeds from the State Education Lottery to pay the annual debt service on these bonds. Similarly, in fiscal year 2010, the Commissioners voted to include an additional 1.1-cent tax increase over the revenue-neutral rate to fund a \$62 million educational facilities bond authorization approved in the November 2008 referendum.

To maintain the integrity of the plans, in FY 2014, both plans were adjusted to revenue neutral and are now 3.3¢ for 2006 EDLP and 1.1¢ for 2008 EDLP.

- The effect of these plans has been especially significant during the past several years as the recession took hold. When originally conceived, after approximately ten years after approval, the 2006 EDLP tax rate could have potentially been reduced. However, with interest rates bottoming out and the tax base stalling, it will take a longer period of time before the 3.3¢ for the 2006 Debt Leveling Plan can be reduced. The Debt Leveling Plans were based on the assumption that approximately \$6 - \$7 million per year would be received from the NC Education Lottery. Over the past two biennial State budgets, the legislature has not allocated lottery proceeds to counties based on the statutory formula. Instead, lottery formula changes by the General Assembly have lowered the allocations and for FY 2015, we anticipate receiving \$3.68 million in lottery funds. If lottery funds were distributed based on the statutory allocation, the County should receive over \$7 million in lottery funds annually. While the chart below shows more than the \$3.68 million for lottery proceeds above, the "extra" lottery funds are those that are projected to be carried over from the current year. Chart 7 provides a glimpse of the projected EDLP reserves as of June 30, 2014.

Chart 7 - Education Debt Leveling Reserve

Estimated balance in debt leveling funds at June 30, 2014		\$ 32,610,986
Debt service on debt leveling eligible bonds in FY 2015	24,819,296	
Federal credit payments in FY 2015	(2,427,588)	
Lottery proceeds budgeted in FY 2015	(4,833,087)	
Transfers in from Other Funds	(2,096,000)	
Debt leveling proceeds in FY 2015	<u>(14,064,440)</u>	
Addition/(reduction) in EDLP reserves in FY 2015		<u>(1,398,181)</u>
Estimated balance in debt leveling funds at June 30, 2015		<u>\$31,796,060</u>

Fund Balance Appropriated

- The Board of Commissioners has a policy that requires the County to maintain undesignated fund balance equal to 16% of expenditures. There are two places in the budget where Fund Balance is appropriated: 1) Non-Departmental (\$15.3 million) and 2) the Debt Department (\$2.27 million).
- The appropriation of Fund Balance in the Debt Service Department relates exclusively to debt service from the November 2006 and November 2008 referenda not covered by NC Education Lottery proceeds. This fund balance is from the Education Debt Leveling reserve generated from the levies for the 2006 and 2008 Education Bonds respectively. As stated earlier, the 2006 EDLP receives 3.3¢ of the County's tax levy and the 2008 EDLP receives 1.21¢.
- The appropriation in Non-Departmental is the more traditional Fund Balance. For FY 2015, the Adopted budget slightly increases the unreserved fund balance appropriation from current year by \$1.59 million. The Current Year budget included an appropriation of Reserved Fund Balance to the School System to hold them harmless one year due to lower property and sales tax revenue.

Overview of Changes in Revenues, Expenditures, and County Dollars

- The FY 2015 budget includes an appropriation of \$3.9 million of unreserved fund balance to provide \$3.6 million to Forsyth Technical Community College for renovations to Carolina Hall which houses the college's manufacturing programs. \$2.4 million of reserved economic development funds were appropriated as well as fund balance reserved for capital maintenance.

EXPENDITURE CHANGES

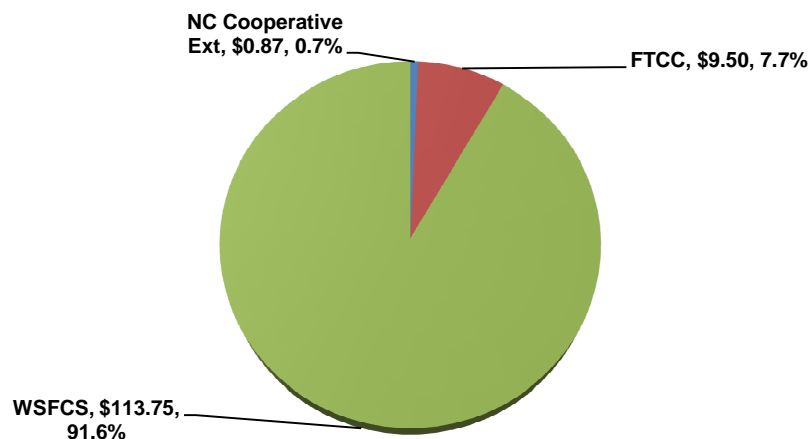
Employee Compensation Adjustment

- **Employee Benefits**
 - Due to the "health" of the Employee Health Insurance Fund, health and dental costs are projected to increase by only 2.5% for FY 2015. Retirees are able to remain on the County's health plan and are treated like an employee until they reach the age of 65. However, effective July 1, 2011, employees must remain in the County's employ for twenty years to be eligible to remain on the County's health plan. Revenue shown reflects the employee share paid by the Retirees.
 - Employee Longevity remains at the FY 2013 level. Longevity is paid each December to employees who have 7 or more years of service with the County. The longevity payment for seven years is \$578 and increases in \$34 increments for each year above 7 years. The maximum longevity payment is \$2,000.
- **Performance Adjustments**
 - The budget assumes average performance adjustments of approximately 2.05%, with a range of 1% - 3%. The percentage for performance adjustments is based upon employee ratings from their annual performance reviews. The percentage is applied to the market rate of an employee's position class. In addition, for those employees with acceptable performance who are below their market reference point, added onto the performance increase is an "accelerator" factor to up to 50% of the employee's performance increase. The factor would not be applicable beyond the market reference point. The accelerator addresses the compression issue that has occurred over the past few years due to minimal pay adjustments being given. The total budgeted amount for Performance Adjustments and the Accelerator plus benefits is \$1,449,910.

Education Service Area

- The Education Service Area comprises 30.6% of the FY 2015 Adopted General Fund expenditure budget. This area consists of appropriations to the Winston-Salem/Forsyth County Schools (WSFCS), Forsyth Technical Community College (FTCC), and NC Cooperative Extension.
- Chart 8 shows that while the total appropriation for the Education Service Area is \$124,159,505 for FY 2015, *North Carolina Cooperative Extension* makes up a very small portion (less than 1%) of the Education Service area. For FY 2014, NC Cooperative Extension eliminated 1FT 4H program position and increased a part time Community Gardening position to full time. The Gardening position was funded through a Winston-Salem Foundation Grant and has been so successful that the Board approved this change in April 2013.

Chart 8 – Education Service Area = \$124.1 million - \$30.6% of General Fund Expenditures



Overview of Changes in Revenues, Expenditures, and County Dollars

- *Forsyth Technical Community College* is 7.7% of the Service Area. There is a \$595,000 increase in County dollars for the Community College due to operating costs at the Oak Grove Center and Wexford facility. These costs were anticipated and projected for several fiscal years. Although not a part of this cost center, the Board approved a \$3.6 million to fund the renovations to Carolina Hall which house the college's manufacturing programs. The project is possible with reserved fund balance designated for economic development purposes. The Board of Commissioners agreed that the expansion of the manufacturing programs at the college could potentially spur other economic development opportunities by producing a qualified workforce.
- The *Winston-Salem/Forsyth County School System* makes up 91.6% of the Service Area. The School Funding Formula is the basis for establishing the annual recommended School appropriation. FY20154 is the third year in which the formula is being used.
 - The formula results are generated using a combination Enrollment Factor and Resource Factor. In good times, the formula may result in additional funding for the school system; however, this funding should allow for the school system to generate fund balance for when times are not so good (such as those experienced over the past several years). The essence of the formula suggests that the school system should be able to generate enough fund balance to cover the opening of new schools rather than asking the County for additional resources but as with all departments, the School System may ask for resources above and beyond the results of the formula but these requests become a part of the County's alternate service level requests.
- The General Fund expenditures for WSFCS are actually greater than the \$113.75 million shown in Chart 8 above. Of the \$64 million annual debt service payments for FY 2015, almost \$45 million is related directly to debt service associated with school construction bonds issued over the years. Showing the debt service for school-related bonds provides a more accurate indication of the level of support the County provides to the School System. While continued State cuts continue to impact the School System, a significant tax increase would be required if the County decided to cover these State reductions. It would also continue to blur the line between State and local responsibility in the education arena.
- The Enrollment Factor is based on the Average Daily Membership projection compared to the final daily membership count from the previous year. The Resource Factor takes into account the increase in the tax base and sales taxes. Under the Enrollment Factor, the 40% of budget is the actual percentage of the school system's chart of accounts for which the County is statutorily responsible for funding. Excluding Debt Service for school construction, the WSFCS makes up approximately 28% of the County's General Fund budget.
- Per Pupil Spending is an area that is used most often when discussing funding for Schools. The FY 2014 per pupil expenditures was \$2,135 based on average daily membership of 53,606 students. The FY 2015 budget per pupil spending decreases slightly by \$4 per pupil to \$2,131 per pupil (based on a projected average daily membership of 53,701 students per the North Carolina Department of Public Instruction (NCDPI) forecast. *Graph 9* provides a seven year look at the local spending per pupil for the Winston-Salem/Forsyth County School System. Although the per pupil spending decreases, the projected increase in pupils is much lower than in previous years.

Two years ago, School System construction staff stated that there would be a slowing of school-age children coming into the system but those moving onto higher grades would create a facility issue for middle and high schools. The ADM projection from the Department of Public Instruction seems to show that the prediction of the slowing of children into the system was accurate.

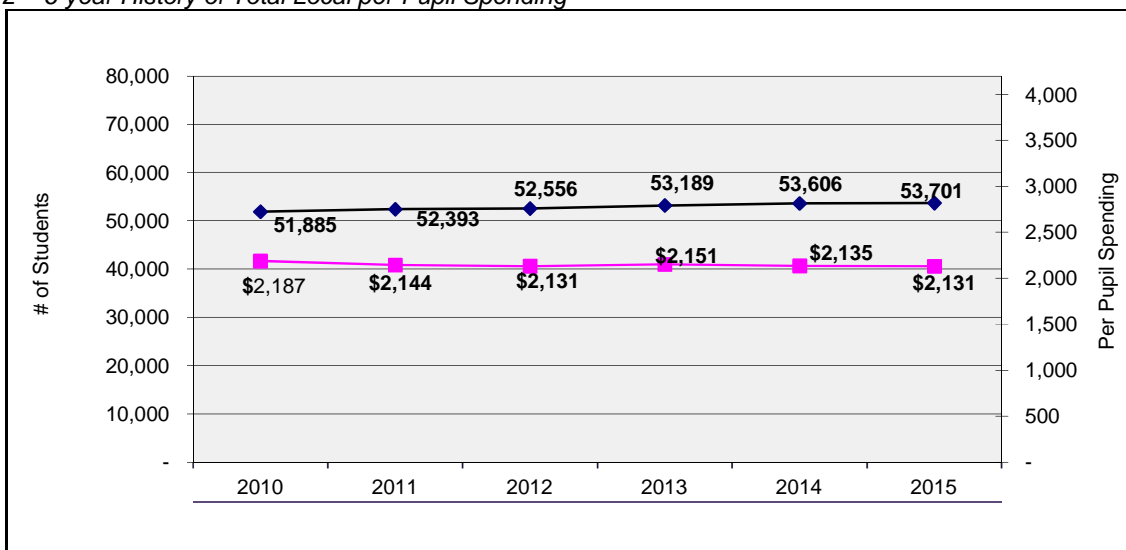
- The following chart provides the calculation for the FY 2015 School Funding Formula. CM CPO means the Schools Capital Maintenance Capital Project Ordinance. In FY 2011, the Board of Commissioners approved the establishment of a Schools Capital Maintenance Project Ordinance to fund routine, lifecycle maintenance and repairs. The purpose of this project ordinance is to ensure that the County's statutory responsibility for school buildings is funded appropriately. The sources of funding for these annual project ordinances will be 2/3rds bonds, an appropriation from the General Fund, and voter approved general obligation bonds. For FY 2015, \$1,735,000 of the Schools adopted appropriation will be transferred a new 2014 Capital Maintenance Project Ordinance to continue this agreement. Of note is that in FY 2014, the Board approved a one-time hold harmless appropriation of \$1.441 million from reserved fund balance to hold the system harmless due to the resulting revaluation. This one-time hold harmless was removed from the starting base.

Overview of Changes in Revenues, Expenditures, and County Dollars

Chart 9 – School Funding Formula

	FY 2015 Formula
Current Expense - FY14	\$110,242,759
Capital Outlay	4,187,686
Subtotal	114,430,445
Less Transfer to CM CPO	(1,735,000)
Less 1-time Hold Harmless from FY 2014	(\$1,441,707)
Less County Communities in Schools Appropriation	(21,375)
Total – Base Starting Point for Schools	\$111,232,363
Factors	
Enrollment Factor (from Dept of Public Instruct)	0.18%
40% of Budget	\$44,492,945
Enrollment Factor \$ +/-	\$78,850
Resource Factor	0.61%
Resource Factor \$ +/- (resource factor x Total Current Expense less Transfer)	\$683,267
Transfer to Capital Maintenance CPO	\$1,735,000
Credit for Communities in Schools	\$21,375
FY 15 Budget = Current Expense + Enrollment Factor + Resource Factor + Transfer to CM CPO	
$\$111,232,363 + 78,850 + 683,267 + 1,735,000 + 1,441,707 + \$21,375 = \$113,750,855$	

Graph 2 – 6-year History of Total Local per Pupil Spending



Source: Forsyth County Budget Documents FY 10-FY 14; NCDPI, Projected FY 15 ADM

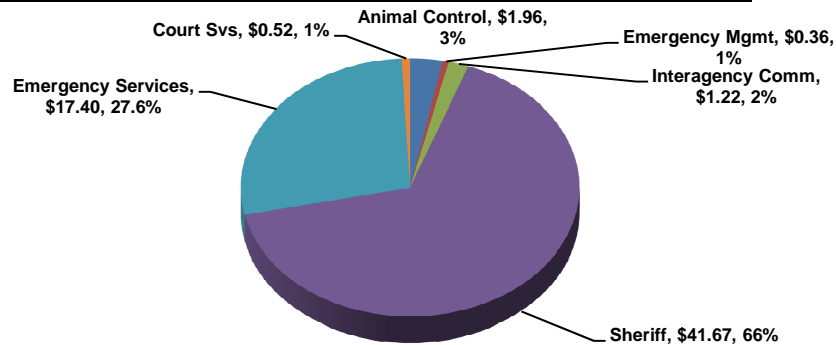
Public Safety Service Area

- One of the core goals of the County is to provide a safe community for the public. Each of the departments within this service area plays a key role in the County meeting this objective. However, continued slow economic recovery has not allowed the County to add new services or many additional resources to enhance current programs within the departments.

Overview of Changes in Revenues, Expenditures, and County Dollars

- The Public Safety Service Area includes: Animal Control, Interagency Communications, Emergency Management, Sheriff, Emergency Services and Court Services. The Adopted budget for this service area is 15.6% of the total General Fund budget or \$63,135,183.

Chart 10 Public Safety Service Area - \$63.1 million - 15.6% of General Fund Expenditures



Emergency Services

- The Emergency Services department consists of Fire and Emergency Medical Services.
- Emergency Services has Alternate Service Level requests for a pilot Paramedicine program in which enhanced Paramedics would actually do house calls on frequent flyers to minimize unnecessary trips to the hospitals and unnecessary use of the ambulance services. A detailed program description can be found in the Alternate Service Level Section in the Appendices.
- Current year, 4FT Critical Care Paramedics for the Critical Care Air & Ground Transport Program at Baptist Hospital were added. The FY 15 budget includes six more Critical Care Paramedics. These positions are fully funded by the Hospital including an administrative fee of 7%.
- Numerous staffing changes in high level positions are occurring due to retirements. These positions include the 911 Center Manager and 911 Supervisor in addition to the Operations Officer at EMS. With new employees filling these slots, challenges are anticipated as shifts in the organization's top positions occur.

Sheriff's Office

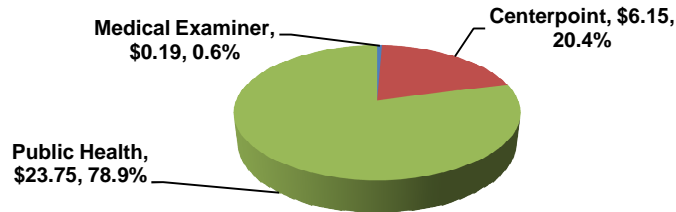
- The Sheriff's office requested 20 deputy positions for Patrol, 6 full time Narcotics investigators, 12 Detention Officers, 3 Court Security officers, and 4 mini-COPS positions for municipalities. These positions are a part of the Alternate Service Level Section. None of the positions were approved as part of the FY2015 budget. However, if any of the municipalities without law enforcement department decide to add a Community Officer, Contingency funds will be used for the County share.
- The Sheriff's Office relocated into the new Public Safety facility located directly across from the Detention Center. Operating costs are increasing for FY2015 due to electricity and natural gas costs of a much larger facility. In addition, maintenance costs for the security systems also drive the increase in County dollars.
- During FY 2015, additional construction will occur in the Public Safety Center to renovate space for Probation and Parole offices and for possibly moving the County's 911 Center into space next to the Sheriff's Communications Center. The possibility of merging the two centers is being considered with the multiple changes in staff at Emergency Services.
- Daily jail population continues to remain under 800. Much of the credit goes to the District Attorney's Office for moving old cases through the system more quickly and not allowing cases to get backlogged. In addition, the Detention Center was holding inmates for surrounding counties as they dealt with construction projects. However, recent budget discussions at the State level may require the housing of more State inmates in local facilities which will impact the Detention budget and capacity. However, the inmates will be reimbursable through the State Criminal Misdemeanant Program at a rate of \$40 per inmate per day which is less than the actual cost per inmate per day housed in the Detention Center. The Detention Center is also housing more federal inmates for whom the reimbursement is better than the State Criminal Misdemeanant Program reimbursement.

Overview of Changes in Revenues, Expenditures, and County Dollars

Health Service Area

The Health Service Area consists of the Medical Examiner, Public Health, and CenterPoint Human Services. This service area makes up 7.4% of the Adopted FY 2015 General Fund budget.

Chart 11 - Health Services Area - \$30.09 million - 7.4% of General Fund Expenditures



Public Health

- Dental Clinic operations continue to be of primary concern within this service area. The revenue budget includes \$350,000 for the first of a three year revenue grant from Kate B. Reynolds to support the Clinic operations. The intent is to begin a 3-year transition to the federally qualified health center (Southside) to operate the dental clinic for underserved populations.
- Carolina Access eliminated support for several nursing positions due to the inability of the County to keep nurses on staff. Salaries and classification changes have been made but it is still difficult to compete with the pay of the two major hospitals in the County.
- The department eliminated several positions for FY 2015 including 1FT and 1PT nursing positions for the Latino Family Planning grant program which ends June 30, 2014. 1FT position for the Syphilis Elimination grant program was also eliminated.

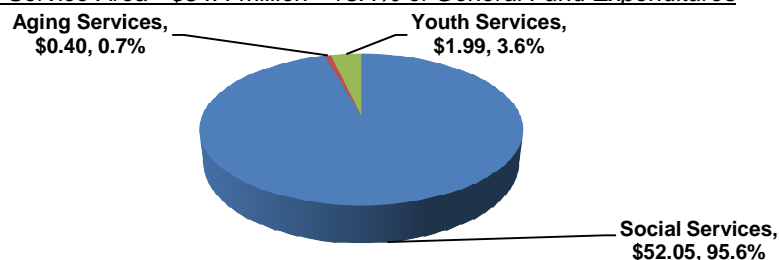
CenterPoint Human Services

- The CenterPoint Human Services budget remains flat for FY2015. The agency continues to discuss possible merger with other MCOs to position themselves for any changes at the State level. The State has said that the plan is to reduce to number of Managed Care Organizations and merger is one way to navigate this potential change.

Social Services Service Area

The Social Services Service Area is comprised of: Social Services, Aging Services, and Youth Services. This service area makes up 13.4% of the Adopted General Fund budget. The Department of Social Services (DSS) makes up the vast majority of this service area.

Chart 12 - Social Services Service Area - \$54.4 million - 13.4% of General Fund Expenditures



Social Services

- During FY 2014, 25FT positions were added to the department staff count due to continued stress related to the implementation of the State NC FAST program for Food & Nutrition Services and Medicaid. In addition, the department continues to see increased application workloads.
- The Department's customer care center and fast track areas are working well which has decreased customer wait times and freed up caseworkers to manage caseloads with little interruption.

Overview of Changes in Revenues, Expenditures, and County Dollars

- A departmental concern is if North Carolina decides to expand Medicaid. It is estimated that an additional 25,000 residents could become eligible which would exacerbate an already stressed system.
- By processing Medicaid cases through NC FAST rather than reverting to the old system, the County is able to receive 75% reimbursement for these cases for administration. By using a blended reimbursement rate, the Department's FY 2015 budget is flat even after adding 25 staff positions.

Aging Services

- Aging Services is made up of the County's appropriation for the Senior Services agency Meals on Wheels program. For FY 2015 Senior Services and a new request from the Shepherd Center requested additional County funds which are discussed in the Alternate Service Level Section of the Appendices. The Board approved the Alternate Service Level request from Senior Services for an additional \$57,300 for the Meals on Wheels program. The request from the Shepherd Center did not get approved.
- Also included under the Aging Services department are the pass-through funds for the Rural Operating Assistance Program (ROAP) grant funds. These funds are passed through to the Winston-Salem Transit Authority.

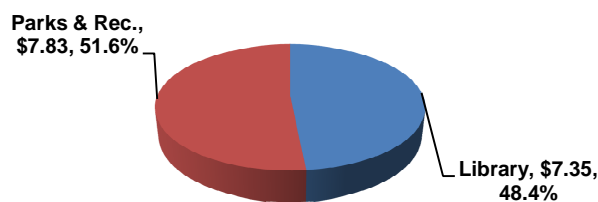
Youth Services

- Youth Services is the County's youth detention facility staff. This is not a mandated service and one of the Board directives included in the FY 2015 Budget Ordinance is to provide a schedule for phasing out of providing this service. Based on data, the facility would have to be at capacity every day to come close to breaking even. The majority of juveniles would have to come from other county youths being housed at the County's facility in order to provide the revenue necessary to break-even.
- If the County houses another County's juvenile, Forsyth receives \$244 per child per day(\$122 from the State and \$122 from the juvenile's home county). If the juvenile is a Forsyth County juvenile, then the State reimburses \$122 per child per day and Forsyth has the sunk cost of operating a facility. A study completed in the fall of 2013 provided options for the facility without a recommendation. There are a number of issues to be resolved before establishing a schedule to close the facility.

Culture & Recreation Service Area

The Culture and Recreation Service Area is comprised of two departments: Library and Parks and Recreation. This service area makes up 3.8% of the Adopted General Fund budget.

Chart 13 - Culture & Recreation Service Area - \$15.2 million - 3.7% of General Fund Expenditures



Public Library System

- The key development with the Library System is the replacement/renovations of the new Central, Clemmons and Kernersville branch libraries. The Capital Improvement Plan includes the issuance of \$34 million to begin the Central library construction as well as the design and planning of the other branches. The architectural services contract has been processed so work on the Central library is in progress.
 - The FY 2015 budget for the Library System is relatively flat even going into the construction phases. The logic behind this tactic is to smooth the budget costs during the transition rather than lowering expenditures significantly for a year or two and then having to ramp back up once construction is complete. Staff at the Central branch will be transferred to other branch locations so that no one will be laid off during this period. However, if positions become vacant, they will be held open until closer to the Central library's re-opening. Library Administration and some lighter service will be located at the Government Center during the Central Library construction phase. Potential services moving into the Government Center include the Genealogy Services which will locate near the Register of Deeds Office and the Computer Bridge Training which will locate on the first floor.
-

Overview of Changes in Revenues, Expenditures, and County Dollars

Some services will be shut down during construction. Once construction nears completion, a staffing analysis and review should take place to determine what level of staffing the new library really needs.

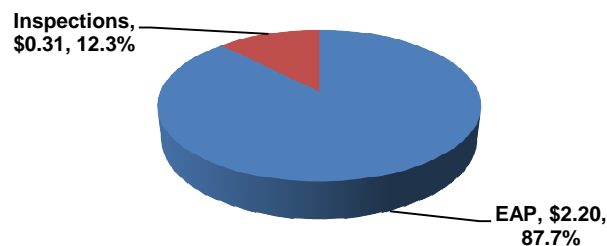
Parks and Recreation Department

- The primary point in Parks & Recreation Department is the issue of the costs of maintaining a former championship golf course. Because staff has not been able to reduce costs or at least break even, a vendor has been selected to manage the golf course for eighteen (18) months in an attempt to get costs under control and to determine if there is a way to make the course profitable. The management company will work closely with golf staff to possibly change staffing levels and processes over the next eighteen months.
- For capital improvement and maintenance purposes, Parks and Recreation is scheduled to receive an issuance of \$1 million in 2/3rds Bonds for the ongoing capital maintenance program. The department typically receives \$2 million every other year in the Capital Improvement Plan, however, there are funds remaining from old 2/3rds bond capital projects ordinances that need to be used.

Environmental Management Service Area

The Environmental Management Service Area consists of Environmental Assistance and Protection and the City/County Inspections department.

Chart 14 - Environmental Management Service Area - \$2.5 million - 0.6% of General Fund Expenditures



Environmental Assistance & Protection

- The Environmental Assistance & Protection (EAP) department is back to full staffing after a couple of years understaffed. As such, there are additional training funds for new employees.
- A portion of the FY 2015 County dollar increase for this budget is due, to taking over 100% of the costs for the recycling program in the County for the three (3) drop sites and the Schools Recycling program. The City/County Cooperative Financing Agreement move toward a phase-in of the City and County each paying 100% of their respective recycling program costs and this is the year in which the City of Winston-Salem will begin fully funding its recycling program and therefore the County will also begin to pay 100% of its costs. Previously, the City/County Utilities Commission funded these recycling programs. As stated previously, there are three (3) County recycling drop-off sites. Citizens in the unincorporated areas are also able to secure home recycling services through a franchise service for a monthly fee.
- The County's franchise agreement for recycling services in the unincorporated area is up for renewal in the Fall of 2014. At issue is the cost because of the voluntary nature of the program. The Board has been reluctant to make the recycling program mandatory in the unincorporated areas.

Inspections

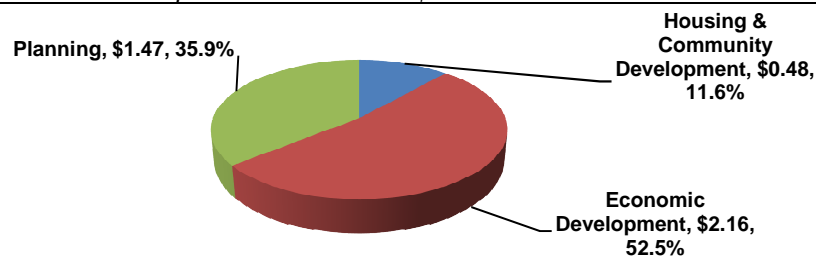
- Inspections is a joint City/County department administered by the City of Winston-Salem through a City/County Cooperative Financing Agreement. This agreement outlines the formula or methodology by which the costs for the City and County are split. The methodology takes into account revenue received from both City inspections and County inspections and net expenses are then divided up.

Community & Economic Development Service Area

The Community & Economic Development Area consists of the Economic Development, Housing & Community Development, and Planning departments. This service area makes up 1% of General Fund expenditures.

Overview of Changes in Revenues, Expenditures, and County Dollars

Chart 15 - Community & Economic Development Service Area - \$4.1 million - 1.0% of General Fund Expenditures



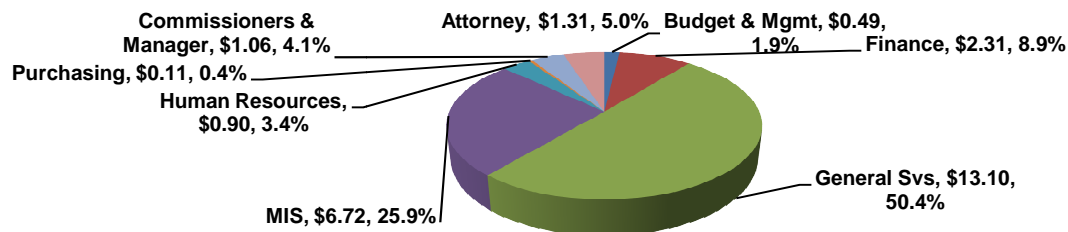
Economic Development

- The Economic Development department comprises County contributions for incentive payments and local agencies that provide economic development marketing services for the County. These agencies include the Winston-Salem Chamber of Commerce, Winston-Salem Business Inc, the Film Commission, and the Kernersville Chamber of Commerce. All but the Kernersville Chamber requested increases in County funding which can be found in the Alternate Service Level section. None of the additional funding requests were approved.
- For FY 2015, there is a \$52,287 decrease in expenditures and a \$75,000 decrease in revenue. The expenditure decrease is a result of the completion of four economic development incentive payments, a reduction in one incentive agreement payment, but a \$218,300 increase in the projected incentive payment to Caterpillar, Inc. The revenue decrease is a result of the reduction of One NC pass-through funds for NSA (Aviation).

Administration & Support Service Area

The Administration and Support Service Area is comprised of the following departments: County Manager & Commissioners, County Attorney, Finance, Management Information Services, Human Resources, General Services, Purchasing, and Budget & Management. This service area comprises 6.8% of the Adopted General Fund budget.

Chart 16 - Administration & Support Service Area - \$25.9 million - 6.5% of General Fund Expenditures



Management Information Systems (MIS)

- MIS continues to transform. The department completed a reorganization in which the department is now split into three distinctive sections: Administration/Database Management, IT Network Solutions, and IT Applications and Software Solutions. In addition, Print and Mail Services moved to General Services during FY 2014. This move resulted in over \$1.4 million of savings in the MIS department budget. IT Applications and Software Solutions focus less on developing in-house software solutions and more on testing and providing software solutions to departments. IT Network Solutions focuses more on the deployment of devices to departments as well as network security.

Finance

- The Adopted budget for the Finance Department includes the addition of 1 full-time Internal Auditor position. In addition, annualizing current year performance adjustments and reclassifying a vacant intern position to a fiscal analyst increased the Personal Services budget which accounts for the majority of the County dollar increase for the department.

County Commissioners/Manager

- The FY 2015 Adopted budget for the Commissioners & Manager decreases by approximately \$19,000 over the FY 2014 adopted budget. The decrease is due to the retirement of one Deputy County Manager and the assumed replacement at a much lower salary. The salary for this position was adjusted to the Market Reference Point.

Overview of Changes in Revenues, Expenditures, and County Dollars

In addition, one full time Office Assistant position shifted from MIS to the Manager's Office and a vacant Office Assistant position was eliminated.

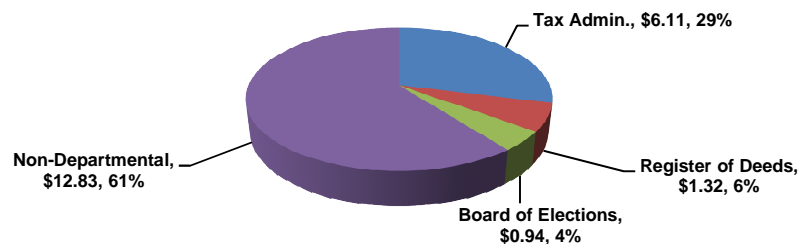
General Services

- Over the next couple of years, General Services will be heavily involved with the Library construction project, the continued up-fit of the Government and Public Safety Centers, as well as possibly working to sell the old Sheriff's Administrative building. Current year, the department was able to relinquish maintenance on the old Courthouse since the sale of the property went through.
- The General Services budget does not have vehicle purchases included. The County utilizes a multi-year Motive Equipment capital project ordinance for vehicle replacements. The funds for vehicle replacements are included in a Transfer to the Motive Equipment CPO in Non-Departmental.
- General Services bid custodial services at the Hall of Justice. Although the adopted budget included custodial positions for the Hall of Justice, a budget transfer will occur at the beginning of the fiscal year to eliminate 6th plan is to eliminate those vacant positions and use the savings to contract this service out. The hope is that if the contracted service works well, other County facilities may move to contracted services rather than staff.

General Government Service Area

The General Government Service Area is comprised of the following departments: Non-departmental, Register of Deeds, Board of Elections, & Tax Administration. This service area comprises 5.2% of the FY 2015 Adopted budget.

Chart 17 - General Government - \$21.21 million - 5.2% of General Fund Expenditures



Board of Elections

- For FY 2015, only the County-wide General Election will be held in November 2014. As a result, no revenue from municipalities is included in the Recommended budget. One caveat is that the City of Winston-Salem is planning to include a bond issue on the ballot that may require additional pages to be added to the ballot. The County can recoup additional costs associated with adding this bond issue to the ballot however the amount is nominal and has not been included in the budget.

Tax Department

- The Tax Department budget reflects a County dollar increase due to the change in the Registered Motor Vehicle System and the transition to a new Tax Collection system. The increase in the Tax Department budget is related to Collection Costs for the new RMV system (NCVTS) which was budgeted in FY 2014 in Non-Departmental but due to accounting controls, the Finance Department requested that it be shifted to the Tax Department. This added approximately \$300,000 to the Tax budget. In addition, maintenance costs on the new Tax System (NCPTS) are included in the FY 2015 Adopted budget. These costs were anticipated but are also thought to produce savings in staffing.
- A Tax Staffing study completed in FY 2014 results in a reduction of 2 fulltime positions (1FT eliminated July 1 and the other October 1 after a retirement) and 9 part time vacant positions for FY 2015. The study was a part of the projects outlined in the FY 2014 Budget Ordinance.

Non-departmental

- This is a catchall department for which county-wide expenses and revenue not related to any one particular department is accounted.

Overview of Changes in Revenues, Expenditures, and County Dollars

- Retiree Hospitalization is projected at current year. While the number of retiree's leaving in FY 2015 are projected to be between 40-50, the number of retiree's aging-out of the County's plan balances this out. To be eligible to remain on the County's health plan, an employee who began with the County after July 1, 2007 has to maintain 20 years of employment with the County to be eligible. For all retirees, the age-out is 65.
- An offset for Salary Savings or salary slippage is also included in Non-departmental. For FY 2015, we are including salary savings at \$2.558 million. We are very comfortable with this number. Salaries are budgeted at 100% although it is known that some positions will be vacant at some point throughout the year. Because of the difficulty in predicting what positions will be vacant and for how long, we use a historical reference and include that as a negative number in the budget.
- With a year of experience, Unemployment costs for the County are budgeted at a \$175,000 decrease from the FY 2014 budget of \$675,000. The NC General Assembly passed legislation last year by which local governments are required to have a 1% reserve (maximum of \$20,900) of quarterly payroll set aside to pay monthly claims. The first 2 calendar quarters (the last two fiscal quarters) are the highest amounts because this is the time when the 1% reserve is being set aside.
- This department is where Performance Adjustments for county employees is budgeted. This was discussed in the employee compensation earlier in this overview.

Special Appropriations Service Area

The Special Appropriations Service Area was comprised of agencies to which the County provided a small subsidy. In FY 2014, the Board of Commissioners voted to shift these agency contracts to an appropriate County department. Senior Services was placed in its own cost center and over the next year, a determination will be made if other costs in Social Services could be placed in this Aging Services Department cost center. The Department of Social Services, Housing, Budget, Schools, CenterPoint, and Parks and Recreation received the Special Appropriation agency funds. For FY 2015, the funds for these agencies were placed in Other Contractual Services and department managers can determine if service contracts, rather than direct grant appropriations to these same agencies or other agencies is more beneficial to the County's mission or if there are duplication of efforts and service contracts are unnecessary.

- The following outlines to which department these former Special Appropriations were shifted.

Social Services

- HARRY Veteran's Services
- NW Child Development
- Battered Women's Shelter
- TransAid (County share with City - per City/County Financing Agreement)
- Exchange/SCAN

Budget & Management

- Forsyth Futures

Youth Services

- JCPC Program Administration

Aging Services

- Senior Services
- TransAid (Rural Operating Assistance Program fund for Elderly/Disabled)

CenterPoint

- Enrichment Center

WSFC Schools

- Communities in Schools

Housing & Community Development

- Experiment in Self Reliance
- United Way - 10 Year Plan to End Homelessness
- Neighbors for Better Neighborhoods

Parks & Recreation

- SciWorks

- For FY 2015, Budget will not have a direct contract with Forsyth Futures, CenterPoint will not have a contract with the Enrichment Center, and funds for Communities in Schools were included in the funding for the Winston-Salem/Forsyth County School System.

Overview of Changes in Revenues, Expenditures, and County Dollars

Summary

As reflected in many of the service areas discussed earlier, the FY 2015 budget was prepared with a much higher degree of optimism than in the past 3-5 years. As stated earlier, department managers have adapted to doing more with less and employees are to be commended for staying the course and providing high levels of service through very challenging times.

Top Ten County Dollar Changes

- Some benefit can be gained from seeing a ranking of changes in Expenditures, Revenues, and County dollars. Normally, only increases of over \$500,000 would show in the top County dollar increases. Looking at the chart below, one can see the impact of continued belt tightening. It is a testament to the commitment of department managers to continue to provide excellent services with limited new resources available.
- In the top ten County Dollar Change departments, some departments reflect revenues for FY 2015 that increased greater than expenditures resulting in lower County dollar costs (for example, while the addition of 6 full time Critical Care Paramedics for the Baptist Hospital Critical Care Air & Ground Transport program impacts expenditures, the fact that the hospital reimburses 100% along with other revenue increases allow the department to show a net County dollar reduction). In other instances, (i.e. Court Services and Aging Services), during budget workshops the Board of Commissioners acknowledged that the impact of the services provided were important enough to fund requests.

Top 10 County Dollar Increases

<u>Department</u>	<u>FY2014 to FY 2015</u>	
	<u>\$ Change</u>	<u>% Change</u>
Forsyth Technical Community College	\$595,664	6.7%
Sheriff	\$573,966	1.7%
Tax	\$313,116	6.8%
Debt	\$226,195	0.4%
Aging Services	\$150,000	100.0%
General Services	\$118,693	1.0%
Board of Elections	\$96,107	11.4%
Finance	\$92,048	4.3%
Court Services	\$87,575	48.3%
Environmental Assistance & Protection	\$55,565	4.8%

- From the chart above, while two of the departments reflect over \$500,000 in County Dollar increases, for the most part, the top 10 County Dollar Increase departments reflect less on "new" initiatives and more on the cost of doing business.
- For General Services, it is important to keep in mind that over \$1.4 million of expenditures were added to the budget with the transfer of Print and Mail Services. At the same time, over \$1 million of expenditures were transferred out of the department's budget for vehicle replacements. Looking at the overall department's budget and the facility responsibilities it has, it is impressive that County dollars are only increasing 1% or \$118,000.
- Almost \$60,000 of the increase in County dollars for the Finance Department is related to the addition of the full time Internal Auditor position. Otherwise, increases relate directly to Personal Services increases due to annualizing FY 2014 performance adjustments and employee benefit increases.

Overview of Changes in Revenues, Expenditures, and County Dollars

- As stated earlier in the Debt Service discussion, this increase is directly attributable to the strategic decision to include a full principal and interest payment for the \$34 million of Library Bond debt that will be issued in the summer. Without that full payment, there would be a rather significant decrease in Debt Service for FY 2015 compared to FY 2014 due to the paying down of old debt.

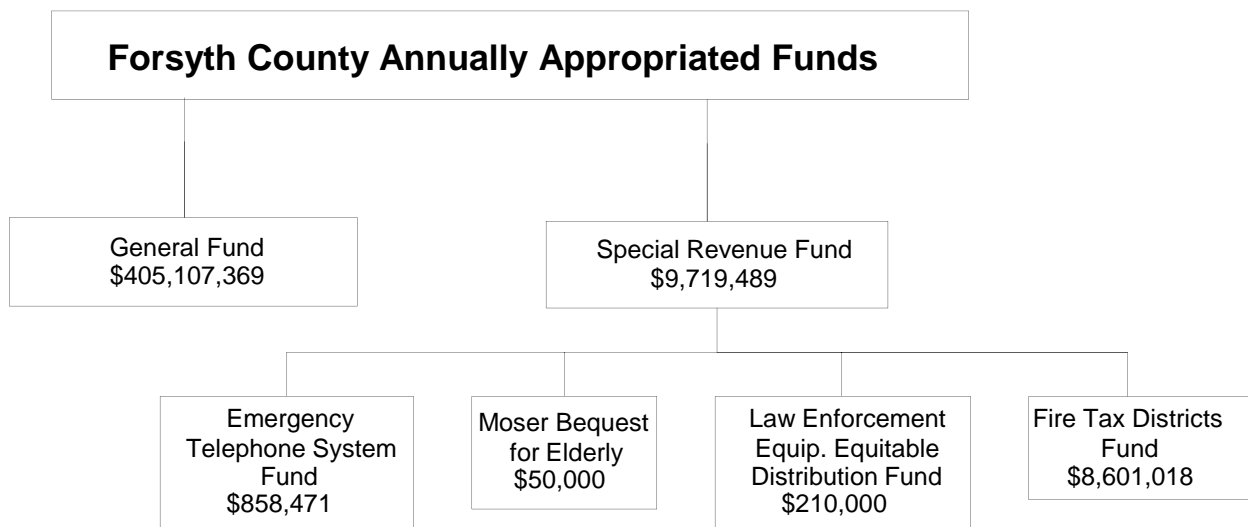
Top 10 County Dollar Decreases

<u>Department</u>	<u>FY2014 to FY 2015</u>	
	<u>\$ Change</u>	<u>% Change</u>
Management Information Services	(\$1,434,409)	-17.6%
WSFC Schools	(\$679,590)	-0.6%
Emergency Services	(\$266,748)	-4.7%
Social Services	(\$111,646)	-0.8%
Special Appropriations	(\$82,700)	-100.0%
Parks & Recreation	(\$41,845)	-1.2%
Purchasing	(\$40,460)	-27.1%
Human Resources	(\$25,692)	-2.8%
Commissioners/Manager	(\$19,665)	-1.8%
Library	(\$9,156)	-0.1%

- From the top 10 decreases chart above, while two departments reflect over \$500,000 in County Dollar decreases, for the most part, the top 10 County Dollar decrease departments reflect the challenges departments face in attempting to minimize the impact of business costs on the tax rate while at the same time providing excellent service to the citizens.
- While the decrease for the Schools appears to be significant, it must be put in context that the Board approved a one-time hold harmless appropriation in FY 2014 of \$1.441 million and the number is formula driven.
- Both Emergency Services and Social Services reflect departments working hard to maximize available revenue sources.
- Support and Administrative Departments such as Human Resources and the County Manager/Commissioner budgets reflect County dollar decreases attributable to long-term employees retiring and being replaced with less expensive employees.

As with most local governments throughout North Carolina and across the country, Forsyth County continues to show improvement economically, however, the recovery is much slower than after any other recession in history.

As reflected in many of the charts and throughout this overview, the FY 2015 budget was developed cautiously but with some renewed optimism. Department managers and employees are to be commended in their continued efforts to provide excellent customer service and the same high level of service with minimal new resources. Even with continued revenue challenges, the FY 2015 Adopted budget pushes forward the message of consistently seeking new and innovative ways of providing services and carrying out the mission of making Forsyth County a great place to live work and play.



FY 2015 All Funds - \$414,826,858

- The General Fund and the Fire Tax District Fund are the major funds designated by Forsyth County.
 - The General Fund is the general operating fund of the County. It accounts for all financial resources except those required to be accounted for in another fund.
 - The Fire Tax District Fund is used to account for property tax collections and other revenue sources for distribution to the County's twenty-two fire tax districts and three service districts.
 - The Law Enforcement Equipment Equitable Distribution Fund is used to provide funds from drug seizure revenue for the eradication of drug trafficking in Forsyth County. These monies are to be used exclusively for equipment, personnel and training as designated by the Sheriff's Department.
 - The Emergency Telephone System Fund is used to account for the \$0.60 per month E911 surcharge collected. The funds are to be used exclusively for costs associated with the Emergency Telephone System as identified by the N.C. 911 Board.
 - O. Moser Bequest for Care of Elderly Fund is designed to provide assistance and special requests from the elderly population of Forsyth County.
-

Summary of Annually Budgeted Funds

Below are the total resources and expenditures of all annually budgeted funds. In the General Fund, of the \$17.6 million in Fund Balance appropriated, \$2.3 million is for additional Education Debt Leveling Funds to offset Debt Service for applicable Education debt. In addition, \$3.6 million of reserved fund balance will be transferred to the 2014 FTCC Carolina Hall Renovation CPO to expand manufacturing program space. The FY 15 costs for the existing current projects in the Capital Projects Ordinances are included in the General Fund Debt Service and in the operating costs of the related departments. All Debt Service, except approximately \$72,000 of debt service charged to the Emergency Telephone System Fund, is shown in the General Fund. The costs of the Capital Improvements Plan are for future projects. The estimated General Fund annual needs and their impact on future budgets are shown by year on pages 268-269.

Annually Budgeted

	<u>General Fund</u>	<u>Fire Tax Districts</u>	<u>Emergency Telephone System</u>	<u>Moser Bequest for Elderly</u>	<u>Law Enforce Equitable Distribution</u>	<u>Total</u>
Revenues	378,776,114	8,053,730	744,547	1,000	54,000	387,629,391
Ad Valorem Taxes	228,644,163	6,451,498	0	0	0	
Sales Taxes	58,006,460	1,602,232	0	0	0	
Other Taxes	870,970	0	0	0	0	
Licenses & Permits	855,737	0	0	0	0	
Intergovernmental	53,681,654	0	744,547	0	50,000	
Charges for Services	24,638,199	0	0	0	0	
Earnings on Investments	355,400	0	0	1,000	4,000	
Other Revenues	11,723,531	0	0	0	0	
Expenditures	405,107,369	6,998,786	858,471	50,000	0	413,014,626
Public Safety	63,135,183	6,998,786	786,681	0	0	
Environmental Management	2,511,271	0	0	0	0	
Health	30,088,326	0	0	0	0	
Social Services	54,439,371	0	0	50,000	0	
Education	124,125,119	0	0	0	0	
Culture & Recreation	15,184,604	0	0	0	0	
Community & Economic Development	4,106,351	0	0	0	0	
Administration & Support	25,977,484	0	0	0	0	
General Government	21,209,152	0	0	0	0	
Debt	64,330,508	0	71,790	0	0	
Special Appropriations	0	0	0	0	0	
Revenues Over/(Under) Expenditures	(26,331,255)	1,054,944	(113,924)	(49,000)	54,000	(25,385,235)
Other Financing Sources/(Uses)						
Operating Transfers In						
Fire Tax Districts	1,602,232	0	0	0	0	1,602,232
Law Enforcement Equitable Distribution	210,000	0	0	0	0	210,000
Multi-year Capital Project Ordinances	2,096,000	0	0	0	0	2,096,000
State Lottery Proceeds	4,833,087	0	0	0	0	4,833,087
Total Operating Transfers In	8,741,319	0	0	0	0	8,741,319
Operating Transfers to General Fund	0	(1,602,232)	0	0	(210,000)	(1,812,232)
Fund Balance (Appropriated)	(17,589,936)	(547,288)	(113,924)	(49,000)	(156,000)	(18,456,148)

Future Budget Projections	All Funds			
	FY 2014 Adopted Revaluation	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection

Expenditures				
Public Safety	71,064,115	70,920,650	74,479,256	75,284,670
Environmental Management	2,460,513	2,511,271	2,536,384	2,561,748
Health	29,864,282	30,088,326	31,085,195	31,674,471
Social Services	53,623,508	54,489,371	55,553,570	56,665,444
Education	124,159,505	124,125,119	131,221,490	135,939,193
Culture and Recreation	15,301,713	15,184,604	15,860,075	16,000,670
Community & Economic Development	4,126,358	4,106,351	4,427,600	4,545,954
Administration and Support	27,299,434	25,977,484	28,306,461	28,563,156
General Government	14,839,297	23,021,384	15,380,786	15,517,132
Special Appropriations	1,155,808	-	-	-
Debt Service	64,990,056	64,402,298	62,198,444	60,612,562
Total Expenditures	408,884,589	414,826,858	421,049,261	427,365,000

Revenues				
Public Safety	28,211,530	29,436,730	29,878,281	30,326,455
Environmental Management	1,018,785	987,598	1,049,578	1,065,321
Health	15,806,523	16,044,339	16,281,404	16,524,200
Social Services	38,178,614	38,958,349	39,493,035	40,282,465
Education	1,900,152	232,024	240,077	243,679
Culture and Recreation	4,972,332	4,906,224	5,122,621	5,199,460
Community & Economic Development	240,374	125,374	60,000	60,000
Administration and Support	926,500	903,500	952,422	965,676
General Government	305,787,298	311,610,112	314,912,427	320,276,478
Special Appropriations	1,073,108	-	-	-
Debt Service	10,769,373	11,622,608	13,059,417	12,421,265
Total Revenues	408,884,589	414,826,858	421,049,261	427,364,999

Long Term Debt Information				
Existing Gross Debt Percentage without Proposed CIP	14.4%	14.6%	13.7%	13.0%
Existing Gross Debt Percentage with Proposed CIP	14.4%	15.5%	14.8%	14.2%
Existing Net Debt without Proposed CIP	14.4%	12.9%	12.1%	11.5%
Existing Net Debt Percentage with Proposed CIP	14.4%	13.8%	13.3%	12.7%

Future Budget Projections	All Funds		
	FY 2018 Projection Revaluation	FY 2019 Projection	FY 2020 Projection

Expenditures			
Public Safety	75,832,730	76,954,030	77,518,868
Environmental Management	2,587,365	2,613,239	2,618,393
Health	32,125,914	32,125,914	32,296,496
Social Services	56,976,187	57,637,764	58,053,479
Education	142,666,423	149,647,038	155,141,634
Culture and Recreation	15,878,212	16,036,994	16,135,646
Community & Economic Development	4,272,770	4,315,498	4,322,249
Administration and Support	27,566,851	27,911,437	28,099,919
General Government	16,407,729	14,652,560	16,085,135
Special Appropriations	-	-	-
Debt Service	59,461,294	58,387,633	56,614,520
Total Expenditures	433,775,475	440,282,107	446,886,339

Revenues			
Public Safety	30,781,352	31,243,072	31,711,718
Environmental Management	1,091,954	1,108,334	1,124,959
Health	16,934,930	17,187,529	17,443,917
Social Services	40,503,093	40,972,812	41,267,970
Education	249,771	253,517	257,320
Culture and Recreation	5,329,447	5,409,388	5,490,529
Community & Economic Development	60,000	60,000	60,000
Administration and Support	988,096	1,001,885	1,015,881
General Government	325,386,132	331,441,485	338,708,655
Special Appropriations	-	-	-
Debt Service	12,450,701	11,604,084	9,805,390
Total Revenues	433,775,475	440,282,107	446,886,339

Long Term Debt Information			
Existing Gross Debt Percentage without Proposed CIP	12.2%	11.7%	11.0%
Existing Gross Debt Percentage with Proposed CIP	13.7%	13.3%	12.7%
Existing Net Debt without Proposed CIP	10.7%	10.3%	9.5%
Existing Net Debt Percentage with Proposed CIP	12.2%	11.8%	11.2%

Future Budget Projections

General Fund

	FY 2014 Adopted Revaluation	FY 2015 Adopted	FY 2016 Projection	FY 2017 Projection
Expenditures				
Public Safety	62,120,584	63,135,183	64,773,043	65,906,571
Environmental Management	2,460,513	2,511,271	2,536,384	2,561,748
Health	29,864,282	30,088,326	30,690,093	31,227,169
Social Services	53,573,508	54,439,371	55,255,962	56,084,912
Education	124,159,505	124,125,119	130,021,062	136,197,063
Culture and Recreation	15,301,713	15,184,604	15,412,373	15,643,559
Community & Economic Development	4,126,358	4,106,351	4,167,946	4,230,465
Administration and Support	27,299,434	25,977,484	26,626,921	27,159,460
General Government	14,839,297	21,209,152	21,527,289	21,850,199
Special Appropriations	1,155,808	-	-	-
Debt Service	64,918,196	64,330,508	62,198,444	60,612,562
Total Expenditures	399,819,198	405,107,369	413,209,516	421,473,707
Revenues				
Public Safety	19,196,139	19,743,238	19,940,670	20,140,077
Environmental Management	1,018,785	987,598	1,012,436	1,012,436
Health	15,806,523	16,044,339	16,529,279	16,529,279
Social Services	38,851,722	38,908,349	40,277,988	40,277,988
Education	1,900,152	232,024	237,859	237,859
Culture and Recreation	4,972,332	4,906,224	5,029,616	5,029,616
Community & Economic Development	240,374	125,374	60,000	60,000
Administration and Support	926,500	903,500	922,823	922,823
General Government	305,787,298	311,634,115	316,139,427	324,842,363
Special Appropriations	350,000	-	-	-
Debt Service	10,769,373	11,622,608	13,059,417	12,421,265
Total Revenues	399,819,198	405,107,369	413,209,516	421,473,707
Primary County Dollars				
Current Year Property Taxes	221,426,677	223,534,163	230,230,427	237,328,629
Other Ad Valorem Taxes	7,210,630	5,110,000	5,110,000	5,110,000
Other Taxes	710,000	810,000	810,000	810,000
Sales Taxes	55,932,451	58,006,460	59,746,654	61,539,053
Earnings on Investments	393,000	352,900	396,940	398,925
Hold Harmless	-	-	-	-
Fund Balance Appropriated - non-EDLP	11,246,854	15,324,003	9,000,000	9,000,000
Total Primary County Dollars	296,919,612	303,137,526	305,294,021	314,186,607
Property Tax Information				
Ad Valorem Rate without CIP	71.68	71.68	72.03	72.44
Additional Cents to Fund CIP	-	-	1.46	1.56
Estimated Penny Equivalent	3,089,100	3,118,501	3,196,464	3,276,375

Future Budget Projections

General Fund

	FY 2018 Projection Revaluation	FY 2019 Projection	FY 2020 Projection
Expenditures			
Public Safety	66,565,637	67,564,121	68,577,583
Environmental Management	2,587,365	2,613,239	2,639,371
Health	31,744,975	32,125,914	32,607,803
Social Services	56,926,186	57,637,764	58,502,330
Education	142,666,423	149,443,078	156,168,017
Culture and Recreation	15,878,212	16,036,994	16,277,549
Community & Economic Development	4,272,770	4,315,498	4,358,653
Administration and Support	27,566,851	27,911,437	28,330,109
General Government	22,068,701	22,344,559	22,568,005
Special Appropriations	-	-	-
Debt Service	59,461,294	58,387,633	56,614,520
Total Expenditures	429,738,414	438,380,237	446,643,939
Revenues			
Public Safety	20,340,263	20,747,068	20,850,803
Environmental Management	1,012,436	1,012,436	1,007,424
Health	16,529,279	16,529,279	16,366,429
Social Services	40,277,988	40,277,988	40,080,547
Education	237,859	237,859	236,682
Culture and Recreation	5,029,616	5,042,066	5,004,717
Community & Economic Development	60,000	60,000	60,000
Administration and Support	922,823	905,917	918,254
General Government	332,877,447	341,963,540	352,313,692
Special Appropriations	-	-	-
Debt Service	12,450,702	11,604,084	9,805,390
Total Revenues	429,738,414	438,380,237	446,643,939
Primary County Dollars			
Current Year Property Taxes	248,904,954	261,471,362	275,342,593
Other Ad Valorem Taxes	5,110,000	5,110,000	5,110,000
Other Taxes	810,000	810,000	810,000
Sales Taxes	63,385,225	65,286,782	67,245,385
Earnings on Investments	400,919	402,924	404,938
Hold Harmless	-	-	-
Fund Balance Appropriated - non-EDLP	9,000,000	9,000,000	9,000,000
Total Primary County Dollars	327,611,098	342,081,068	357,912,916
Property Tax Information			
Ad Valorem Rate without CIP	74.12	75.96	78.04
Additional Cents to Fund CIP	1.92	1.95	2.14
Estimated Penny Equivalent	3,358,285	3,442,242	3,528,298

Assumptions Used for Future Budget Projections

EXPENDITURES

General Assumptions

For FY 2016 and beyond, compensation increases, as well as health and other benefit increases, are included for all service areas.

Personnel Related: For FY 2015, an average of 2.05% performance increases are included in the Recommended budget. In addition to performance, an accelerator adjustment is included for those employees below market based on the compensation plan. This accelerator factor is calculated based on an acceptable performance rating and is up to 1/2 of the performance increase amount. For example, if an employee receives an outstanding performance review and receives a performance adjustment of 2%, he/she would then qualify for up to an additional 1% of the market reference point for his/her position. Employee health insurance is budgeted in all departments and reflects a 2.5% increase in premiums for FY 2015. The County contribution to the Local Government Retirement System is budgeted at the current rate for General Employees and Law Enforcement Employees. General Employees retirement rate is 7.07% while the retirement contribution rate for Law Enforcement employees increases from 7.42%. Indications are that this contribution could increase, however at the time of the publishing, no final decision had been made. For FY 2016 and beyond, except as noted below, 3% per year is assumed for salaries and wages increases and 5% increase in benefit related costs (health, dental, retirement). No additional assumptions are made related to increases Retirement Contributions for General and Law Enforcement employees.

Non-Personnel Related for County Departments: Except as noted below, 2.5% per year are assumed for all years after FY 2015.

Capital Improvement Plan - per Plan as described beginning on page 265 in this document.

Assumptions which differ from the above are as follows:

Assumptions for Public Safety Service Area

Sheriff

FY 2015

The Sheriff's Office moved into a new Public Safety facility in 2014. Utility costs are up compared to the old facility, however, there was no natural gas in the old facility. Additional upfit will occur within the next year to move Probation & Parole staff from rented space to this facility. The Sheriff's Office requested over 40 new positions which are discussed in the Alternate Service Level section in the Appendices.

FY 2015 & Beyond Based on General Assumptions at the beginning of this section.

Future Discussion Discussions on future service delivery merger will take place. A discussion and decision on the most equitable means of providing law enforcement services within the County will have to be made. Options include establishing a law enforcement service district to ensure those using the services pay for them or municipalities establishing their own law enforcement agencies. Also, possibly combining the County's 911 Center and the Sheriff's Communication section will be discussed in the near future.

Emergency Services

FY 2015 & beyond Based on General Assumptions at the beginning of this section.

Future Decisions In the near future, the decision on whether or not to build a new Emergency Medical Services facility will need to be made. Access to major highways is no longer available in its current location. Entrance and exit ramps have been eliminated by the State Department of Transportation. Additional satellite substations in volunteer fire departments may be a more feasible option since all positions are now 12 hour positions and do not need sleeping space.

Assumptions for Environmental Management Service Area

Office of Environmental Assistance & Protection

FY 2015 Based on General Assumptions at the beginning of this section. The three County recycling drop sites and School Recycling program costs estimated at 100% of the actual contract cost. This accounts for the majority of the increase in the FY15 expenditures.

Assumptions Used for Future Budget Projections

Assumptions for Health Service Area

Public Health

FY 2015 Includes deletion of several positions due to funding ending. Dental Clinic revenue includes \$350,000 grant for Kate B. Reynolds Charitable Trust to offset expenditure overruns in the Dental Clinic. The expectation is that this will provide the ability to begin a transition of this service to the federally qualified healthcare center located in the County. 2FT Schools Health Nurses approved for FY 15.

FY 2016 & beyond No new positions or programs assumed in future years. Any new positions will more than likely have revenue associated with them.

CenterPoint Human Services

FY 2015 & beyond Funding assumed to remain constant for FY 2015 and beyond.

Assumptions for Social Service Area

Department of Social Services

FY 2014 25 new full time positions were added current fiscal year. These positions were added to address issues related to the transition to NCFAST system which provides one portal of application for all social services programs. Food & Nutrition and Medicaid are currently the 2 programs that have converted to the new system although a waiver has been granted if a County wishes to continue processing in the old system.

FY2015 Because of an enhanced federal participation reimbursement rate of 75% for any applications processed using MAGI (adjusted gross income) and NC Fast, Forsyth County continues to work with NC Fast. Even with 25 new employees added, because of the blended Medicaid/FNS reimbursement rates we anticipate receiving, the DSS budget remains flat.

FY 2016 & beyond As the NCFAST system and other program changes stabilize, there may be staffing decreases at some point. However, no decreases are assumed in the projections.

Youth Services

FY 2015 & beyond Funding assumed to remain constant for FY 2015 and beyond.

Assumptions for Education Service Area

Winston-Salem/Forsyth County School System

FY 2015 & beyond Assumes continued utilization of School Funding Formula. The formula is based on a combination of Resource and Enrollment factors. The student growth estimate comes from the NC Department of Public Instruction. The Resource factor includes projected growth or declines in the County's ad valorem taxes and sales taxes.

FY2015, 2017, 2019 The Capital Improvement Plan includes \$6.5million per year of 2/3rds bonds being issued every other year. In addition, there is a \$1.735 million General Fund transfer each fiscal year to assist in providing additional funding sources for life cycle maintenance projects. The School System is requesting assistance with \$25 million for Technology Projects throughout the School System including infrastructure needs and device refreshing. Some of the projects could be financed with 2/3rds or General Obligation bonds but the majority of the projects would not be feasible for long-term financing.

Forsyth Technical Community College

FY 2015 \$335,901 - Annualize operating costs for Phase 2 of Oak Grove Center space.

\$118,464 - Operating expenses related to leased space in the Research Park (Wexford) facility. Includes electricity, water, natural gas, maintenance, & insurance costs.

Capital Improvement Plan includes issuance of \$2.3 million for the continuing Capital Maintenance Program. Plan includes issuing \$2.3 million every other year (FY 2015,2017,2019) of the Plan years. In addition, Board appropriated \$3.6 million of reserved fund balance for the Carolina Hall Renovation on Main Campus for Manufacturing Programs.

FY 2016 & beyond Assumes normal growth in students and operating costs.

Assumptions Used for Future Budget Projections

Assumptions for Culture & Recreation Service Area

Public Library System

FY 2015 Based on General Assumptions at the beginning of this section. There will be some service interruption for Central Library patrons as construction begins in late 2014. Operating expenditures have been included as if operations are normal for FY15. Any residual savings at the end of the year will be reserved to avoid issuing the final \$6 million of bonds in 2016.

Capital Improvement Plan includes the issuing of \$34 million of General Obligation bonds for Library renovations/replacements of the Central Library branch. Construction assumed to begin in late 2014 (calendar). Bonds approved in November 2010. Projections assume operating expenses in the new facility no different than in the current facility & should be more efficient.

Parks & Recreation

FY 2015 Operating costs held flat. A golf management company will manage the Tanglewood Golf courses in an attempt to bring operating costs down and revenue up. This will be an 18 month contract. Position changes occurred due to changes with the Affordable Care Act and the impact of part time employees if they work over a certain amount of time.

FY 2015, 2017 & 2019 In FY2015, \$1 million 2/3rds bonds projected to be issued for life cycle capital maintenance and repairs such as roofs, paving, shelters, etc. Bond funds made available to Parks & Recreation every other fiscal year. Proposed to go back to \$2 million in FY2017 and FY2019

Assumptions for Economic Development Service Area

Economic Development

FY 2015 & beyond Various economic development contracts will come in and out during the projection period. These contracts vary based on the contract stipulations and will be factored into the operating budget for the department.

Assumptions for Administration & Support Service Area

Finance

FY 2015 & beyond Based on General Assumptions at the beginning of this section. FY 15 includes addition of 1FT Internal Audit position.

Future decision Within the next 5 years, a new Financial System will need to be purchased. The projections do not take into account additional operating or purchasing costs of a new system and the Capital Improvement Plan does not address this issue.

Management Information Services

FY 2015 Continues to focus on reorganization into IT-Applications Solutions and IT-Networking Solutions areas.

FY 2015 & beyond No new positions are assumed during the remaining projection years. If anything, will probably see a continued decrease in number of programmers and more in making sure network and integrity of systems are controlled.

Assumptions for General Government Service Area

Tax Administration

FY 2015 Cost increases due to continued implementation of new Tax system and collection costs for the new RMV tax system. Staffing study conducted which proposed eliminating 3FT positions and reorganizing. Human Resources assisting Tax Department with classifications.

1FT and 9PT positions deleted effective July 1. 1FT position funded for 1st quarter. After employee retires, this position will be eliminated as well. As the new systems become fully functional, additional staffing changes may be warranted.

Assumptions for Special Appropriations Service Area

FY 2015 Special appropriation agencies have been shifted to departments with closely aligned missions. Department managers are charged with using funds for service contracts, if appropriate, with definitive goals and deliverables.

Assumptions Used for Future Budget Projections

REVENUES

Assumptions for Public Safety Service Area

Emergency Medical Services

All Years EMS fees are adjusted regularly to reflect costs. A fee increase was approved for FY 2009. Another rate review will occur in FY 2016 (calendar 2015).

Assumptions for Environmental Management Service Area

Environmental Assistance & Protection

All Years The majority of revenue for this department comes from the federal and state governments. All years assume these funds will remain constant through the projection period.

Assumptions for Health Service Area

All Years For the most part, Public Health revenues are state and federal based to offset program expenses. With this in mind, revenues for Public Health for all future years are figured at the same overall percentage of expenses for the prior fiscal year.

Assumptions for Social Services Service Area

All Years For the most part, Social Services revenues are state and federal based to offset program expenses. With this in mind, revenues for Social Services for all future years are figured at the same overall percentage of expenses for the prior fiscal year.

Assumptions for Culture and Recreation Service Area

Parks and Recreation

All Years County Management is expecting the enterprise activities of Tanglewood Park such as Golf and Swimming to at least cover costs. For future years, revenues are assumed to increase by 1 1/2%.

Assumptions for General Government Service Area

Non-Departmental

FY2015 and beyond Current Year Property Taxes – Tax revenue on real and personal property. The amount required each year is determined by taking the difference between projected expenditures, less the total of all other revenues and appropriated fund balance. The tax rate is then determined by taking this amount, and dividing it by the amount per penny the tax base supports. The ad valorem rate for FY2015 is recommended at 71.68 cents per \$100 valuation. One penny equivalent for FY2015 is \$3,118,501 which is \$208,000 less than pre-revaluation.

Other Ad Valorem Taxes - Prior year taxes, and interest on delinquent taxes. Assumes no changes from year to year after FY 2015.

Sales Taxes – 3.17% growth assumed for FY 2015. Assumes 2% growth due to overall economic activity for FY2016 and beyond.

All Years Fund Balance Appropriated - The amount of fund balance appropriated is only a portion of the total fund balance. This is determined each year based on the ratio of the estimated amount of total Undesignated Fund Balance that will remain at the end of a given year, as a % of the subsequent year's budget. Since our goal for this percentage is between 16%, as the budget grows, the unreserved fund balance also needs to grow. Each year, it is assumed we will collect 100% of revenue budgeted, and spend 96% of most expenditure accounts (excluding Schools, FTCC, and Debt). It is the County's policy to allocate any Fund Balance over 16% to Pay As You Go Capital Outlay.

Assumptions for Debt Service

Non-Departmental

All Years Debt Service revenues include federal tax credits for Build America and Qualified School Construction bonds, Lottery Proceeds and Transfers from the Education Debt Leveling Plan (EDLP) reserves set up to level out the education debt from the Fall 2006 referendum for Schools (\$250 million) and Forsyth Technical Community College (\$25 million) and the Fall 2008 referendum for Educational Facilities Bonds (\$62.5 million). Estimates assume these sources will be sufficient to cover all of this debt service through FY 2022.

All Funds Statement of Revenues, Expenditures, & Changes In Fund Balance

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		FY 14-15 Continuation <u>Request</u> <u>Recommend</u> <u>Adopted</u>		
<u>Funding Sources</u>						
Taxes:						
Ad Valorem	240,017,934	235,133,072	237,628,255	250,169,097	234,962,621	235,095,661
Sales	52,933,206	57,483,003	56,205,087	57,792,224	59,608,692	59,608,692
Occupancy Tax	558,116	450,000	575,000	560,000	560,000	560,000
Gross Receipts	314,099	260,970	336,360	310,970	310,970	310,970
<i>Total Taxes</i>	<i>293,823,355</i>	<i>293,327,045</i>	<i>294,744,702</i>	<i>308,832,291</i>	<i>295,442,283</i>	<i>295,575,323</i>
Licenses & Permits	867,200	840,880	754,099	855,737	855,737	855,737
Intergovernmental	52,094,338	54,826,222	53,100,881	55,151,998	54,476,201	54,476,201
Charges for Services	24,936,829	25,219,143	23,510,582	24,933,894	24,638,199	24,638,199
Interest Earnings on						
Investments	115,426	401,400	400,542	360,600	360,400	360,400
Other Revenue	8,972,682	10,748,795	11,834,866	11,573,811	11,723,531	11,723,531
Operating Transfers In	7,095,195	7,458,290	7,032,187	10,050,807	8,741,319	8,741,319
Refund Bonds Issued	35,090,000	0	0	0	0	0
Premium on Refunding Bond	8,795,717	0	0	0	0	0
Total Revenue	431,790,742	392,821,775	391,377,859	411,759,138	396,237,670	396,370,710
Beginning Fund Balance	151,171,411	146,844,880	146,898,077	138,506,836	138,506,836	138,506,836
Total Available Resources	582,962,153	539,666,655	538,275,936	550,265,974	534,744,506	534,877,546
<u>Expenditures</u>						
Public Safety	64,950,766	69,303,563	67,386,347	76,539,677	70,652,488	70,920,650
Environmental Management	2,300,110	2,460,513	2,424,129	2,582,101	2,542,871	2,511,271
Health	26,453,402	29,864,282	27,914,169	30,306,171	29,971,120	30,088,326
Social Services	50,186,930	53,573,508	52,543,227	54,762,957	54,386,211	54,439,371
Education	123,763,149	124,159,505	124,072,722	128,559,944	124,125,119	124,125,119
Culture & Recreation	14,116,252	15,301,713	14,411,768	15,611,508	15,184,604	15,184,604
Community & Economic						
Development	3,765,925	4,126,358	3,986,669	4,258,240	4,094,301	4,106,351
Administration & Support	24,651,256	27,299,434	25,128,676	26,499,273	25,917,722	25,977,484
General Government	12,196,678	13,078,542	13,481,558	15,770,407	14,379,317	14,379,317
Special Appropriations	1,633,231	1,155,808	236,396	0	0	0
Operating Transfers Out	1,414,285	1,760,552	1,671,607	3,121,720	1,812,232	1,812,232
Payments to Escrow Agents	43,562,043	0	0	0	0	0
Human Services-If Only Prg	753	50,000	1,440	50,000	50,000	50,000
Other Financing Uses	4,275,955	1,760,755	4,306,311	3,512,690	3,229,835	6,829,835
Debt	62,793,491	64,990,056	64,004,114	64,402,298	64,402,298	64,402,298
Allow for Encumbrances	0	0	(1,800,000)	0	0	0
Total Expenditures/Uses	436,064,226	408,884,589	399,769,133	425,976,986	410,748,118	414,826,858
Ending Fund Balance	146,898,077	130,782,066	138,506,836	124,288,988	123,996,388	120,050,688
Total Commitments & Fund Balance	582,962,303	539,666,655	538,275,969	550,265,974	534,744,506	534,877,546
Fund Balance Utilized/ Gained	4,273,334	16,062,814	8,391,241	14,217,848	14,510,448	18,456,148

General Fund

Statement of Revenues, Expenditures, & Changes In Fund Balance

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original Estimate		Request	FY 14-15 Continuation Recommend	Adopted
<u>Funding Sources</u>						
Taxes:						
Ad Valorem	233,537,613	228,645,507	230,936,201	243,850,639	228,644,163	228,644,163
Sales	51,508,792	55,932,451	54,743,480	56,189,992	58,006,460	58,006,460
Occupancy Tax	558,116	450,000	575,000	560,000	560,000	560,000
Gross Receipts	314,099	260,970	336,360	310,970	310,970	310,970
<i>Total Taxes</i>	<i>285,918,620</i>	<i>285,288,928</i>	<i>286,591,041</i>	<i>300,911,601</i>	<i>287,521,593</i>	<i>287,521,593</i>
Licenses & Permits	867,200	840,880	754,099	855,737	855,737	855,737
Intergovernmental	51,166,575	54,062,319	52,266,978	54,155,363	53,681,654	53,681,654
Charges for Services	24,936,829	25,219,143	23,510,582	24,933,894	24,638,199	24,638,199
Interest Earnings on Investments	106,525	396,100	392,399	355,600	355,400	355,400
Other Revenue	8,972,682	10,748,795	11,834,899	11,573,811	11,723,531	11,723,531
Operating Transfers In	7,095,195	7,458,290	7,032,187	10,050,807	8,741,319	8,741,319
Premium on Refunding Bond	8,795,717	0	0	0	0	0
Refund Bonds Issued	35,090,000	0	0	0	0	0
Total Revenue	422,949,343	384,014,455	382,382,185	402,836,813	387,517,433	387,517,433
Beginning Fund Balance	148,256,430	144,100,527	143,691,683	135,115,189	135,115,189	135,115,189
Total Available Resources	571,205,773	528,114,982	526,073,868	537,952,002	522,632,622	522,632,622
<u>Expenditures</u>						
Public Safety	57,853,634	62,120,584	60,320,668	68,908,947	63,021,758	63,135,183
Environmental Management	2,300,110	2,460,513	2,424,129	2,582,101	2,542,871	2,511,271
Health	26,453,402	29,864,282	27,914,169	30,306,171	29,971,120	30,088,326
Social Services	50,186,930	53,573,508	52,543,227	54,762,957	54,386,211	54,439,371
Education	123,763,149	124,159,505	124,072,722	128,559,944	124,125,119	124,125,119
Culture & Recreation	14,116,252	15,301,713	14,411,768	15,611,508	15,184,604	15,184,604
Community & Economic Development	3,765,925	4,126,358	3,986,669	4,258,240	4,094,301	4,106,351
Administration & Support	24,651,256	27,299,434	25,128,676	26,499,273	25,917,722	25,977,484
General Government	12,196,678	13,078,542	13,481,558	15,770,407	14,379,317	14,379,317
Debt Service	62,755,525	64,918,196	63,932,386	64,330,508	64,330,508	64,330,508
Special Appropriations	1,633,231	1,155,808	236,396	0	0	0
Other Financing Uses	4,275,955	1,760,755	4,306,311	3,512,690	3,229,835	6,829,835
Payment to Escrow Agents	43,562,043	0	0	0	0	0
Allow for Encumbrances	0	0	(1,800,000)	0	0	0
Total Expenditures/Uses	427,514,090	399,819,198	390,958,679	415,102,746	401,183,366	405,107,369
Ending Fund Balance	143,691,683	128,295,784	135,115,189	122,849,256	121,449,256	117,525,253
Total Commitments & Fund Balance	571,205,773	528,114,982	526,073,868	537,952,002	522,632,622	522,632,622
Fund Balance Utilized/ (Gained)	4,564,747	15,804,743	8,576,494	12,265,933	13,665,933	17,589,936

Emergency Telephone System Fund

Statement of Revenues, Expenditures & Changes In Fund Balance

Use of the funds is restricted to allowable expenditures in support of the County 911 System, as specified by State Statute.

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>Funding Sources</u>						
911 Charges (Local)	780,511	763,903	763,903	744,547	744,547	744,547
Total Taxes	780,511	763,903	763,903	744,547	744,547	744,547
Other	150	0	0	0	0	0
Interest Earnings	1,566	0	1,522	0	0	0
Total Revenues	782,227	763,903	765,425	744,547	744,547	744,547
Beginning Fund Balance	533,072	514,375	606,360	833,933	833,933	833,933
Total Available Resources	1,315,299	1,278,278	1,371,785	1,578,480	1,578,480	1,578,480
<u>Expenditures</u>						
Personal Services	103,677	81,374	81,374	113,031	113,031	113,031
Maintenance Service	102,031	121,100	110,000	124,750	124,750	124,750
Other Purchased Services	283,285	351,200	250,000	494,900	494,900	494,900
Travel/Training	4,210	7,500	2,500	10,500	10,500	10,500
Materials & Supplies	22,022	22,250	22,250	43,500	43,500	43,500
Equipment	123,748	0	0	0	0	0
Aid to the Government Ags.	32,000	0	0	0	0	0
Public Safety Expenditures	670,973	583,424	466,124	786,681	786,681	786,681
Debt	37,966	71,860	71,728	71,790	71,790	71,790
Total Expenditures/Uses	708,939	655,284	537,852	858,471	858,471	858,471
Ending Fund Balance	606,360	622,994	833,933	720,009	720,009	720,009
Total Commitments & Fund Balance	1,315,299	1,278,278	1,371,785	1,578,480	1,578,480	1,578,480

Fire Tax Districts Fund

Statement of Revenues, Expenditures & Changes In Fund Balance

This fund is used to account for property tax collections & other revenue sources for distribution to the County's twenty-two fire tax districts and three service districts.

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original Estimate		Request	FY 14-15 Continuation Recommend	Adopted
<u>Funding Sources</u>						
Taxes:						
Property	6,480,321	6,487,565	6,692,054	6,318,458	6,318,458	6,451,498
Sales	1,424,414	1,550,552	1,461,607	1,602,232	1,602,232	1,602,232
Total Taxes	7,904,735	8,038,208	8,153,661	7,920,690	7,920,690	8,053,730
Investment Earnings	2,333	0	2,400	0	0	0
Total Revenues	7,907,068	8,038,208	8,156,061	7,920,690	7,920,690	8,053,730
Beginning Fund Balance	795,620	732,818	892,582	987,481	987,481	987,481
Total Available Resources	8,702,688	8,771,026	9,048,643	8,908,171	8,908,171	9,041,211
<u>Expenditures</u>						
Public Safety-Fire Protection	6,426,159	6,599,555	6,599,555	6,844,049	6,844,049	6,998,786
Other Financing Uses -						
Operating Transfers out	1,383,947	1,550,552	1,461,607	1,602,232	1,602,232	1,602,232
Total Expenditures/Uses	7,810,106	8,150,107	8,061,162	8,446,281	8,446,281	8,601,018
Ending Fund Balance	892,582	620,828	987,481	461,890	461,890	440,193
Total Commitments & Fund Balance	8,702,688	8,770,935	9,048,643	8,908,171	8,908,171	9,041,211

Law Enforcement Equitable Distribution Fund

Statement of Revenues, Expenditures & Changes In Fund Balance

This fund is used to provide funds from drug seizure revenue for the eradication of drug trafficking in Forsyth County. These monies are to be used exclusively for equipment, personnel, and training as designated by the Sheriff and Federal law.

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>Funding Sources</u>						
Intergovernmental	147,252	0	70,000	252,088	50,000	50,000
Interest	4,057	4,100	3,500	4,000	4,000	4,000
Total Revenues	151,309	4,100	73,500	256,088	54,000	54,000
Beginning Fund Balance	1,278,929	1,188,611	1,399,900	1,263,400	1,263,400	1,263,400
Total Available Resources	1,430,238	1,192,711	1,473,400	1,519,488	1,317,400	1,317,400
<u>Expenditures</u>						
Other Financing Uses -						
Operating Transfers Out	30,338	210,000	210,000	1,519,488	210,000	210,000
Total Expenditures/Uses	30,338	210,000	210,000	1,519,488	210,000	210,000
Ending Fund Balance	1,399,900	982,711	1,263,400	0	1,107,400	1,107,400
Total Commitments & Fund Balance	1,430,238	1,192,711	1,473,400	1,519,488	1,317,400	1,317,400

Moser Bequest for Care of Elderly Fund Statement of Revenues, Expenditures & Changes In Fund Balance

This program is designed to provide assistance & special requests from the elderly population of Forsyth County.

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>Funding Sources</u>					
Investment Earnings	945	1,200	721	1,000	1,000
Total Revenues	945	1,200	721	1,000	1,000
Beginning Fund Balance	307,360	308,549	307,552	306,833	306,833
Total Available Resources	308,305	309,749	308,273	307,833	307,833
<u>Expenditures</u>					
Other Financing Uses - Human Service-If Only	753	50,000	1,440	50,000	50,000
Total Expenditures/Uses	753	50,000	1,440	50,000	50,000
Ending Fund Balance	307,552	259,749	306,833	257,833	257,833
Total Commitments & Fund Balance	308,305	309,749	308,273	307,833	307,833

General Fund Revenue Sources & Expenditure Uses

Revenue Sources

	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>	<u>FY 14-15 Change \$</u>	<u>FY 14-15 Change %</u>	<u>FY 14-15 % Of Total Budget</u>
Property Tax	228,645,507	228,644,163	(1,344)	(0.0%)	56.4%
Sales Tax	55,932,451	58,006,460	2,074,009	3.7%	14.3%
Other Taxes	710,970	870,970	160,000	22.5%	0.2%
Licenses & Permits	840,880	855,737	14,857	1.8%	0.2%
Intergovernmental	54,062,319	53,681,654	(380,665)	(0.7%)	13.3%
Charges for Services	25,219,143	24,638,199	(580,944)	(2.3%)	6.1%
Earnings On Investments	396,100	355,400	(40,700)	(10.3%)	0.1%
Other Revenues	10,748,795	11,723,531	974,736	9.1%	2.9%
Other Financing Sources	7,458,290	8,741,319	1,283,029	17.2%	2.2%
Fund Balance	15,804,743	17,589,936	1,785,193	11.3%	4.3%
Total Revenue Sources	399,819,198	405,107,369	5,288,171	1.3%	100.0%

Expenditure Uses

	<u>FY 2014 Adopted</u>	<u>FY 2015 Adopted</u>	<u>FY 14-15 Change \$</u>	<u>FY 14-15 Change %</u>	<u>FY 14-15 % Of Total Budget</u>
Personal Services	123,840,942	126,736,766	2,895,824	2.3%	31.3%
Professional & Technical Services	7,362,586	7,737,749	375,163	5.1%	1.9%
Purchased Property Services	5,325,094	5,089,218	(235,876)	(4.4%)	1.3%
Other Purchased Services	11,265,143	11,223,936	(41,207)	(0.4%)	2.8%
Training & Conference	796,725	765,727	(30,998)	(3.9%)	0.2%
Materials & Supplies	17,418,909	17,293,910	(124,999)	(0.7%)	4.3%
Other Operating Costs	27,522,941	26,688,506	(834,435)	(3.0%)	6.6%
PY Encumbrances	1,800,000	1,800,000	0	0.0%	0.4%
Contingency	501,029	1,095,023	593,994	118.6%	0.3%
Capital Outlay	2,255,443	655,729	(1,599,714)	(70.9%)	0.2%
Existing/Committed Debt Service	64,918,196	64,330,508	(587,688)	(0.9%)	15.9%
Payments To Other Agencies	135,051,435	134,860,462	(190,973)	(0.1%)	33.3%
Other Financing Uses	1,760,755	6,829,835	5,069,080	287.9%	1.7%
Total Expenditure Uses	399,819,198	405,107,369	5,288,171	1.3%	100.0%

General Fund Budget Summary By Service Areas
Comparison of 2014-15 Adopted To 2013-14 Adopted Budget

	2014-15 <u>Adopted</u>	2013-14 <u>Adopted</u>	Increase <u>(Decrease)</u>	% <u>Diff.</u>	2014-15 Source of Funds		
					<u>Other</u>	<u>Inter-Gov't'l</u>	<u>County</u>
<u>PUBLIC SAFETY</u>							
Animal Control	1,964,223	1,951,521	12,702	0.7	405,675	0	1,558,548
Emergency Management	355,590	443,500	(87,910)	(19.8)	0	0	355,590
Interagency Communications	1,219,440	1,194,636	24,804	2.1	88,195	469,282	661,963
Sheriff	41,672,798	41,392,751	280,047	0.7	4,515,921	1,981,162	35,175,715
Emergency Services	17,401,655	16,584,193	817,462	4.9	12,030,533	0	5,371,122
Court Services	521,477	553,983	(32,506)	(5.9)	0	252,470	269,007
Total Public Safety	63,135,183	62,120,584	1,014,599	1.6	17,040,324	2,702,914	43,391,945
<u>ENVIRONMENTAL MANAGEMENT</u>							
Environmental Assist. & Prot.	2,202,041	2,177,663	24,378	1.1	196,950	790,648	1,214,443
Inspections	309,230	282,850	26,380	9.3	0	0	309,230
Total Env. Management	2,511,271	2,460,513	50,758	2.1	196,950	790,648	1,523,673
<u>HEALTH</u>							
Medical Examiner	190,000	190,000	0	0.0	0	0	190,000
CenterPoint Human Services	6,148,706	6,149,637	(931)	(0.0)	0	100,000	6,048,706
Public Health	23,749,620	23,524,645	224,975	1.0	9,882,488	6,161,851	7,705,281
Total Health	30,088,326	29,864,282	224,044	0.8	9,882,488	6,261,851	13,943,987
<u>SOCIAL SERVICES</u>							
Social Services	52,054,158	52,167,177	(113,019)	(0.2)	465,325	36,904,916	14,683,917
Aging Services	400,000	0	400,000	100.0	0	250,000	150,000
Youth Services	1,985,213	1,406,331	578,882	41.2	0	1,288,108	697,105
Total Social Services	54,439,371	53,573,508	865,863	1.6	465,325	38,443,024	15,531,022
<u>EDUCATION</u>							
N.C. Cooperative Ext. Service	871,858	822,318	49,540	6.0	94,817	137,207	639,834
Forsyth Tech Comm. College	9,502,406	8,906,742	595,664	6.7	0	0	9,502,406
Schools	113,750,855	114,430,445	(679,590)	(0.6)	0	0	113,750,855
Total Education	124,125,119	124,159,505	(34,386)	(0.0)	94,817	137,207	123,893,095
<u>CULTURE & RECREATION</u>							
Library	7,352,639	7,465,270	(112,631)	(1.5)	122,752	343,412	6,886,475
Parks & Recreation	7,831,965	7,836,443	(4,478)	(0.1)	4,021,050	419,010	3,391,905
Total Culture & Recreation	15,184,604	15,301,713	(117,109)	(0.8)	4,143,802	762,422	10,278,380

**General Fund Budget Summary By Service Areas
Comparison of 2014-15 Adopted To 2013-14 Adopted Budget**

	2014-15 <u>Adopted</u>	2013-14 <u>Adopted</u>	Increase <u>(Decrease)</u>	%	2014-15 Source of Funds		
					<u>Other</u>	<u>Inter-Gov't</u>	<u>County</u>
<u>COMMUNITY & ECONOMIC DEVELOP.</u>							
Housing & Comm. Develop.	476,566	468,586	7,980	1.7	0	20,000	456,566
Economic Development	2,156,995	2,209,282	(52,287)	(2.4)	30,374	75,000	2,051,621
Planning	1,472,790	1,448,490	24,300	1.7	0	0	1,472,790
Total Comm. & Econ. Dev.	4,106,351	4,126,358	(20,007)	(0.5)	30,374	95,000	3,980,977
<u>ADMINISTRATION & SUPPORT</u>							
Budget & Management	487,903	493,348	(5,445)	(1.1)	0	0	487,903
Management Info Services	6,717,921	8,160,330	(1,442,409)	(17.7)	11,200	0	6,706,721
Finance	2,306,815	2,204,467	102,348	4.6	60,000	0	2,246,815
General Services	13,095,084	13,001,691	93,393	0.7	376,300	450,000	12,268,784
Human Resources	895,767	921,459	(25,692)	(2.8)	0	0	895,767
Purchasing	108,970	149,430	(40,460)	(27.1)	0	0	108,970
Attorney	1,309,323	1,293,343	15,980	1.2	0	0	1,309,323
County Comm. & Manager	1,055,701	1,075,366	(19,665)	(1.8)	0	0	1,055,701
Total Admin. & Support	25,977,484	27,299,434	(1,321,950)	(4.8)	447,500	450,000	25,079,984
<u>GENERAL GOVERNMENT</u>							
Board of Elections	942,156	1,083,562	(141,406)	(13.1)	0	0	942,156
Non-Departmental	12,829,992	6,575,024	6,254,968	95.1	715,000	532,000	11,582,992
Register of Deeds	1,324,254	1,469,667	(145,413)	(9.9)	3,200,950	0	(1,876,696)
Tax Administration	6,112,750	5,711,044	401,706	7.0	1,162,057	0	4,950,693
Total General Government	21,209,152	14,839,297	6,369,855	42.9	5,078,007	532,000	15,599,145
SPECIAL APPROPRIATIONS	0	1,155,808	(1,155,808)	(100.0)	0	0	0
DEBT SERVICE	64,330,508	64,918,196	(587,688)	(0.9)	9,195,020	2,427,588	52,707,900
TOTAL	<u>405,107,369</u>	<u>399,819,198</u>	<u>5,288,171</u>	<u>1.3</u>	<u>46,574,607</u>	<u>52,602,654</u>	<u>305,930,108</u>

General Fund Expenditures By Object Level 1/Department

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>PERSONAL SERVICES</u>						
Animal Control	1,354,918	1,446,330	1,391,192	1,618,410	1,462,101	1,462,101
Interagency Communications	168,221	167,435	172,800	170,110	170,110	170,110
Sheriff	29,451,492	30,821,549	29,830,605	33,536,833	31,230,262	31,230,262
Emergency Services	13,205,250	13,888,872	13,499,804	14,787,475	14,626,084	14,626,084
Environmental Assist. & Prot.	1,742,171	1,800,363	1,703,001	1,802,136	1,802,136	1,802,136
Inspections	1,475	1,800	750	1,800	1,800	1,800
Public Health	14,554,729	16,778,344	14,710,815	16,906,157	16,667,700	16,781,706
Social Services	22,283,576	23,359,812	22,823,071	24,710,068	24,551,929	24,551,929
Youth Services	971,845	1,009,949	1,031,423	1,049,595	1,037,639	1,037,639
N.C. Cooperative Extension	213,946	166,695	174,540	231,946	231,946	231,946
Library	5,112,777	5,281,114	5,034,325	5,268,490	5,268,490	5,268,490
Parks & Recreation	4,183,584	4,378,398	4,100,137	4,436,179	4,242,755	4,242,755
Housing	293,353	345,248	337,998	350,593	350,593	350,593
Budget & Management	434,156	459,278	438,118	450,883	450,883	450,883
Management Info. Services	4,206,498	4,287,972	3,550,905	3,606,631	3,601,143	3,601,143
Finance	1,665,309	1,677,577	1,686,028	1,776,017	1,717,243	1,776,025
General Services	5,430,579	5,901,965	5,909,939	6,340,906	6,316,949	6,316,949
Human Resources	923,311	700,419	632,277	674,207	674,477	674,477
Attorney	1,197,064	1,243,177	1,187,461	1,249,597	1,249,597	1,249,597
Board of Elections	672,936	664,694	698,503	554,432	554,432	554,432
Co. Commissioners & Mngr.	947,790	944,540	845,627	925,035	925,035	925,035
Register of Deeds	1,222,494	1,193,917	1,096,128	1,079,640	1,079,640	1,079,640
Tax Administration	4,177,805	4,312,429	4,178,517	4,379,653	4,286,745	4,286,745
Non-Departmental	2,911,912	3,009,065	3,410,000	4,452,185	4,064,289	4,064,289
Total Personal Services	117,327,191	123,840,942	118,443,963	130,358,978	126,563,978	126,736,766
<u>PROFESSIONAL & TECHNICAL SERVICES</u>						
Animal Control	139,628	151,450	147,740	163,550	153,350	163,350
Interagency Communications	0	20,667	250	18,021	18,021	18,021
Sheriff	4,158,937	4,269,644	4,351,804	4,507,880	4,373,930	4,373,930
Emergency Services	70,128	82,075	76,711	111,724	78,472	78,472
Environmental Assist. & Prot.	1,270	1,750	1,750	2,050	2,050	2,050
Medical Examiner	140,200	190,000	164,600	190,000	190,000	190,000
Public Health	418,128	437,155	535,443	538,710	510,065	510,065
Social Services	416,483	426,500	617,500	475,000	475,000	475,000
Youth Services	65,528	84,566	65,858	84,566	84,566	84,566
N.C. Cooperative Extension	20	1,270	250	2,100	2,100	2,100
Library	19,502	20,355	20,356	20,355	20,355	20,355
Parks & Recreation	137,888	182,880	183,282	276,380	256,850	256,850
Housing	0	150	150	150	150	150
Budget & Management	635	650	635	650	650	650
Finance	81,793	161,000	261,500	161,000	161,000	161,000
General Services	760,929	865,000	854,690	845,590	845,590	845,590
Human Resources	42,825	46,600	40,068	40,000	40,000	40,000

General Fund Expenditures By Object Level 1/Department

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>PROFESSIONAL & TECH. SVCS. (Contd.)</u>						
Economic Development	50,681	0	0	0	0	0
Attorney	0	1,000	1,000	5,000	1,000	1,000
Board of Elections	297,416	40,149	62,553	114,600	114,600	114,600
Co. Commissioners & Mngr.	7,390	4,000	4,000	4,000	4,000	4,000
Tax Administration	424,882	304,725	292,725	321,000	321,000	321,000
Non-Departmental	71,000	71,000	71,000	75,000	75,000	75,000
Total Prof. & Tech Services	7,305,263	7,362,586	7,753,865	7,957,326	7,727,749	7,737,749
<u>PURCHASED PROPERTY SERVICES</u>						
Animal Control	19,210	27,293	23,498	29,874	27,374	27,374
Interagency Communications	988,726	888,030	875,671	921,686	911,359	911,359
Sheriff	475,886	475,868	535,326	618,268	535,170	535,170
Emergency Services	190,135	250,999	226,954	288,757	250,559	250,559
Environmental Assist. & Prot.	7,129	8,200	8,100	8,200	8,200	8,200
Public Health	234,922	202,392	171,506	157,652	155,387	155,387
Social Services	32,207	132,475	87,918	82,374	82,374	82,374
Youth Services	9,743	19,383	19,999	8,400	8,400	8,400
N.C. Cooperative Extension	8,242	9,650	7,302	11,700	11,700	11,700
Library	305,140	302,820	306,452	210,081	196,842	196,842
Parks & Recreation	568,937	718,138	659,949	746,914	691,129	691,129
Housing	100	100	100	100	100	100
Budget & Management	120	120	120	120	120	120
Management Info. Services	592,090	848,868	650,608	886,230	812,178	812,178
Finance	15	1,000	1,050	1,000	1,000	1,000
General Services	1,152,169	1,302,900	1,343,467	1,360,900	1,299,400	1,299,400
Human Resources	295	750	750	750	750	750
Attorney	3,635	4,380	4,280	4,380	4,380	4,380
Board of Elections	89,065	115,472	103,474	81,000	79,500	79,500
Co. Commissioners & Mngr.	0	450	490	490	490	490
Register of Deeds	11,930	10,000	3,000	8,000	8,000	8,000
Tax Administration	2,380	5,806	3,026	5,806	4,806	4,806
Total Purchased Prop. Svcs.	4,692,076	5,325,094	5,033,040	5,432,682	5,089,218	5,089,218
<u>OTHER PURCHASED SERVICES</u>						
Animal Control	23,403	34,982	24,800	31,469	31,269	31,269
Emergency Management	0	100,000	99,778	0	0	0
Interagency Communications	10,499	16,700	11,700	40,832	12,032	12,032
Sheriff	1,682,446	1,987,694	1,943,700	2,114,608	1,930,382	1,930,382
Emergency Services	588,460	914,888	876,026	975,947	968,947	968,947
Court Services	521,907	546,483	547,312	518,877	422,432	518,877
Environmental Assist. & Prot.	22,386	34,740	30,770	33,965	31,835	31,835
Public Health	613,352	554,249	685,883	633,349	629,939	631,139
Social Services	2,347,489	1,649,952	1,849,473	1,337,495	1,341,255	1,341,255
Youth Services	43,077	75,600	90,210	60,300	60,300	60,300

General Fund Expenditures By Object Level 1/Department

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>OTHER PURCHASED SERVICES (Contd.)</u>						
N.C. Cooperative Extension	386,818	419,415	359,030	400,427	400,427	400,427
Library	520,320	516,794	627,826	535,622	524,165	524,165
Parks & Recreation	499,769	573,757	506,503	593,794	632,905	632,905
Housing	34,673	34,160	34,160	76,190	70,413	70,413
Budget & Management	984	10,900	39,030	50,900	25,900	25,900
Management Info. Services	1,049,282	1,263,756	1,298,591	1,541,750	1,541,500	1,541,500
Finance	284,713	293,050	319,950	297,450	297,450	297,450
General Services	342,135	397,086	462,041	448,186	446,686	446,686
Human Resources	75,670	105,100	104,650	113,600	113,600	113,600
Attorney	9,997	12,182	13,132	13,640	13,640	13,640
Board of Elections	110,049	151,950	165,776	105,200	106,800	106,800
Co. Commissioners & Mngr.	48,162	37,750	37,623	38,050	38,050	38,050
Register of Deeds	111,893	144,100	88,548	124,714	124,714	124,714
Tax Administration	776,033	864,855	1,441,055	2,191,650	1,361,650	1,361,650
Non-Departmental	0	525,000	0	0	0	0
Total Other Purchased Svcs.	10,103,517	11,265,143	11,657,567	12,278,015	11,126,291	11,223,936
<u>TRAINING & CONFERENCE</u>						
Animal Control	2,327	3,725	5,964	3,725	3,725	3,725
Interagency Communications	717	1,750	1,476	2,000	2,000	2,000
Sheriff	65,077	114,640	83,705	163,884	150,524	150,524
Emergency Services	26,706	35,414	33,578	105,109	44,390	44,390
Court Services	1,624	6,000	6,000	2,000	2,000	2,000
Environmental Assist. & Prot.	13,912	27,991	27,991	35,915	30,416	30,416
Inspections	1,389	1,300	1,300	1,300	1,300	1,300
Public Health	114,770	242,702	171,032	197,440	188,768	190,768
Social Services	42,612	48,000	48,000	56,500	54,500	54,500
Youth Services	10,665	19,000	5,568	3,000	3,000	3,000
N.C. Cooperative Extension	12,239	13,482	12,822	15,007	12,342	12,342
Library	10,613	29,055	28,692	25,380	25,080	25,080
Parks & Recreation	9,224	18,385	10,486	21,750	16,900	16,900
Housing	3,976	4,200	4,200	4,500	4,200	4,200
Budget & Management	7,888	6,500	5,300	6,500	6,500	6,500
Management Info. Services	6,725	25,369	10,000	25,250	25,250	25,250
Finance	21,656	46,925	39,500	46,925	46,925	46,925
General Services	5,912	8,600	8,025	10,000	8,600	8,600
Human Resources	4,225	11,200	10,600	10,850	10,850	10,850
Attorney	7,603	11,808	9,800	12,058	13,058	13,058
Board of Elections	14,769	17,919	17,057	14,225	14,089	14,089
Co. Commissioners & Mngr.	39,679	49,400	49,400	49,400	49,400	49,400
Register of Deeds	583	3,650	500	2,700	2,700	2,700
Tax Administration	39,735	49,710	43,158	48,710	47,210	47,210
Total Training & Conference	464,626	796,725	634,154	864,128	763,727	765,727

General Fund Expenditures By Object Level 1/Department

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>MATERIALS & SUPPLIES</u>						
Animal Control	230,384	260,175	234,774	263,002	253,254	253,254
Interagency Communications	48,468	75,618	51,750	83,732	81,482	81,482
Sheriff	1,872,880	2,350,567	2,630,536	3,355,061	2,459,463	2,459,463
Emergency Services	925,855	922,045	882,125	1,231,952	963,268	963,268
Court Services	702	1,500	1,500	600	600	600
Environmental Assist. & Prot.	42,958	54,990	49,028	63,740	56,941	56,941
Public Health	3,553,755	5,190,813	5,111,036	5,299,347	5,246,605	5,246,605
Social Services	307,604	548,500	627,356	535,050	459,525	459,525
Youth Services	30,884	76,508	77,898	33,375	33,375	33,375
N.C. Cooperative Extension	108,634	127,522	120,608	132,722	129,067	129,067
Library	1,176,130	1,245,422	1,110,325	1,282,451	1,246,782	1,246,782
Parks & Recreation	1,469,315	1,575,515	1,435,310	1,602,462	1,549,715	1,549,715
Housing	3,137	4,420	4,486	4,470	4,420	4,420
Budget & Management	649	1,250	1,110	1,750	1,350	1,350
Management Info. Services	1,602,426	1,521,450	551,906	550,450	492,200	492,200
Finance	30,342	16,900	13,300	16,900	16,900	16,900
General Services	3,168,396	3,228,985	4,096,018	4,244,675	4,089,475	4,089,475
Human Resources	32,151	33,200	33,200	31,900	31,900	31,900
Attorney	8,584	9,228	14,083	14,080	14,080	14,080
Board of Elections	55,784	56,843	40,258	42,300	42,200	42,200
Co. Commissioners & Mngr.	22,136	29,514	29,514	29,514	29,514	29,514
Register of Deeds	42,045	40,400	43,036	56,900	56,500	56,500
Tax Administration	26,527	47,544	28,580	47,544	35,294	35,294
Total Materials & Supplies	14,759,746	17,418,909	17,187,737	18,923,977	17,293,910	17,293,910
<u>OTHER OPERATING COSTS</u>						
Animal Control	13,339	27,566	5,689	23,150	23,150	23,150
Interagency Communications	227	24,436	12,227	24,436	24,436	24,436
Sheriff	431,801	591,939	351,457	584,290	580,226	580,226
Emergency Services	182,198	263,350	188,383	247,769	241,585	241,585
Environmental Assist. & Prot.	3,216	19,215	18,515	16,695	16,205	16,205
Public Health	23,681	81,490	215,148	234,810	233,950	233,950
Social Services	23,487,609	25,824,029	24,139,755	24,901,677	24,901,677	24,901,677
Youth Services	137,608	70,325	14,195	60,325	60,325	60,325
N.C. Cooperative Extension	6,293	13,211	11,910	9,625	9,625	9,625
Library	18,142	39,710	15,625	37,895	37,745	37,745
Parks & Recreation	28,573	65,775	98,184	133,775	132,175	132,175
Housing	25,902	18,300	18,600	29,000	19,000	19,000
Budget & Management	261	2,500	261	2,500	2,500	2,500
Management Info. Services	17,415	18,915	16,100	16,200	15,650	15,650
Finance	3,694	8,015	8,450	7,515	7,515	7,515
General Services	88,164	77,655	78,149	77,934	77,934	77,934

General Fund Expenditures By Object Level 1/Department

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>OTHER OPERATING COSTS (Contd.)</u>						
Human Resources	29,258	24,190	26,500	28,190	24,190	24,190
Attorney	4,858	11,568	11,568	10,568	13,568	13,568
Board of Elections	69,656	36,535	3,101	30,535	30,535	30,535
Co. Commissioners & Mngr.	4,479	9,712	9,712	9,212	9,212	9,212
Register of Deeds	650	2,600	1,050	2,700	2,700	2,700
Tax Administration	62,095	125,975	96,110	56,045	56,045	56,045
Special Appropriations	5,723	0	0	0	0	0
Non-Departmental	158,450	165,930	427,087	168,558	168,558	168,558
Total Other Operating Costs	24,803,292	27,522,941	25,767,776	26,713,404	26,688,506	26,688,506
<u>PRIOR YEAR ENCUMBRANCES</u>						
Non-Departmental	0	1,800,000	(1,800,000)	1,800,000	1,800,000	1,800,000
Total PY Encumbrances	0	1,800,000	(1,800,000)	1,800,000	1,800,000	1,800,000
<u>CONTINGENCY</u>						
Court Services	0	0	0	10,523	10,523	10,523
N.C. Cooperative Extension	0	22,000	0	24,500	24,500	24,500
Library	0	30,000	7,500	10,000	10,000	10,000
Management Info. Services	0	50,000	0	50,000	0	0
Non-Departmental	0	399,029	0	1,050,000	1,050,000	1,050,000
Total Contingency	0	501,029	7,500	1,145,023	1,095,023	1,095,023
<u>PROPERTY</u>						
Animal Control	0	0	0	171,650	0	0
Emergency Management	3,995	0	40,937	0	0	0
Interagency Communications	0	0	49,900	0	0	0
Sheriff	264,934	540,820	294,916	1,192,841	168,641	168,641
Emergency Services	6,060	0	0	160,885	0	0
Environmental Assist. & Prot.	31,478	44,364	44,364	61,550	44,258	44,258
Public Health	57,264	37,500	0	0	0	0
Youth Services	0	51,000	27,750	0	0	0
Library	7,760	0	0	23,180	23,180	23,180
Parks & Recreation	48,578	143,259	86,480	186,800	129,200	129,200
Management Info. Services	118,452	144,000	144,000	255,000	230,000	230,000
General Services	18,443	1,219,500	112,570	46,950	10,450	10,450
Register of Deeds	0	75,000	0	50,000	50,000	50,000
Tax Administration	338,705	0	2,323,070	65,000	0	0
Total Property	895,669	2,255,443	3,123,987	2,213,856	655,729	655,729
<u>DEBT SERVICE</u>						
Debt	62,755,525	64,918,196	63,932,386	64,330,508	64,330,508	64,330,508
Total Debt Service	62,755,525	64,918,196	63,932,386	64,330,508	64,330,508	64,330,508

General Fund Expenditures By Object Level 1/Department

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>PAYMENTS TO OTHER AGENCIES</u>						
Emergency Management	255,309	343,500	343,500	350,770	350,770	355,590
Sheriff	245,235	240,030	240,030	254,020	242,040	244,200
Emergency Services	226,550	226,550	226,550	233,750	228,350	228,350
Environmental Assist. & Prot.	110,821	186,050	186,050	248,000	240,980	210,000
Inspections	321,905	279,750	352,510	306,750	306,750	306,130
Centerpoint Human Services	6,742,601	6,149,637	6,148,706	6,148,706	6,148,706	6,148,706
Social Services	0	177,909	192,987	222,624	192,038	187,898
Aging Services	0	0	92,700	445,000	342,700	400,000
Youth Services	0	0	731,566	687,085	687,085	687,085
N.C. Cooperative Ext. Svc.	43,791	49,073	49,073	50,151	50,151	50,151
Forsyth Technical Comm. Colle	8,574,096	8,906,742	8,906,742	9,631,736	9,502,406	9,502,406
WS/FC School System	114,409,070	112,695,445	112,695,445	116,315,030	112,015,855	112,015,855
Parks & Recreation	0	180,336	180,336	200,000	180,336	180,336
Housing	0	36,253	36,253	0	0	0
Budget & Management	0	12,150	12,150	0	0	0
Planning	1,369,469	1,448,490	1,448,490	1,460,740	1,460,740	1,472,790
Purchasing	150,314	149,430	149,430	107,990	107,990	108,970
Economic Development	1,958,879	2,209,282	2,076,477	2,304,807	2,156,995	2,156,995
Special Appropriations	1,627,508	1,155,808	236,396	0	0	0
Non-Departmental	533,639	605,000	605,000	605,000	605,000	605,000
Total Payments T/O Ags.	136,569,187	135,051,435	134,910,391	139,572,159	134,818,892	134,860,462
<u>OTHER FINANCING USES</u>						
WS/FC School System	0	1,735,000	1,735,000	1,735,000	1,735,000	1,735,000
Housing	25,755	25,755	25,755	27,690	27,690	27,690
Non-Departmental	4,250,200	0	2,545,557	1,750,000	1,467,145	5,067,145
Total Other Financing Uses	4,275,955	1,760,755	4,306,312	3,512,690	3,229,835	6,829,835
TOTAL GENERAL FUND	<u>383,952,047</u>	<u>399,819,198</u>	<u>390,958,678</u>	<u>415,102,746</u>	<u>401,183,366</u>	<u>405,107,369</u>

General Fund Revenues By Object Level 1/Department

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>TAXES</u>						
Tax Administration	0	970	0	970	970	970
Non-Departmental	285,918,620	285,287,958	286,591,041	300,910,631	287,520,623	287,520,623
Total Taxes	285,918,620	285,288,928	286,591,041	300,911,601	287,521,593	287,521,593
<u>LICENSES & PERMITS</u>						
Animal Control	191,245	230,000	137,281	210,000	210,000	210,000
Sheriff	234,638	201,000	202,638	241,600	241,600	241,600
Emergency Services	11,175	11,000	11,000	11,000	11,000	11,000
Environmental Assist. & Prot.	208,058	191,920	194,220	195,820	195,820	195,820
Public Health	130,740	117,560	117,560	105,917	105,917	105,917
Register of Deeds	50,950	50,400	52,400	52,400	52,400	52,400
Non-Departmental	40,395	39,000	39,000	39,000	39,000	39,000
Total Licenses & Permits	867,201	840,880	754,099	855,737	855,737	855,737
<u>INTERGOVERNMENTAL</u>						
Debt	2,856,946	2,388,349	2,407,968	2,427,588	2,427,588	2,427,588
Emergency Management	136,000	100,000	140,715	0	0	0
Interagency Communications	448,887	497,128	419,000	473,632	469,282	469,282
Sheriff	1,774,516	2,187,830	675,876	2,076,120	1,981,162	1,981,162
Court Services	337,009	372,551	371,641	252,470	252,470	252,470
Environmental Assist. & Prot.	734,223	825,800	797,800	790,648	790,648	790,648
CenterPoint Human Services	100,717	95,000	101,269	100,000	100,000	100,000
Public Health	5,109,078	5,779,992	5,828,441	6,061,851	6,061,851	6,061,851
Social Services	34,203,625	36,410,214	35,857,896	37,069,317	36,904,916	36,904,916
Aging Services	0	0	0	250,000	250,000	250,000
Youth Services	512,108	757,000	1,581,196	1,463,108	1,288,108	1,288,108
N.C. Cooperative Extension	120,616	120,467	121,267	137,207	137,207	137,207
Library	349,799	445,949	539,949	343,412	343,412	343,412
Parks & Recreation	349,384	386,418	340,650	419,010	419,010	419,010
Housing	15,600	60,000	24,000	60,000	20,000	20,000
General Services	542,838	550,000	488,000	450,000	450,000	450,000
Economic Development	328,200	150,000	75,000	75,000	75,000	75,000
Board of Elections	0	237,513	227,669	0	0	0
Special Appropriations	1,016,451	1,073,108	164,664	0	0	0
Non-Departmental	2,230,583	1,625,000	2,103,977	1,706,000	1,711,000	1,711,000
Total Intergovernmental	51,166,580	54,062,319	52,266,978	54,155,363	53,681,654	53,681,654
<u>CHARGES FOR SERVICES</u>						
Animal Control	169,243	176,500	143,485	174,575	174,575	174,575
Interagency Communications	71,496	60,635	60,635	62,445	62,445	62,445
Sheriff	3,973,323	3,923,557	3,988,296	3,800,351	3,800,351	3,800,351
Emergency Services	8,689,110	8,194,069	8,178,135	8,796,195	8,485,500	8,485,500
Environmental Assist. & Prot.	3,142	600	600	600	600	600
Public Health	3,728,178	5,158,251	3,685,963	4,345,536	4,345,536	4,345,536

General Fund Revenues By Object Level 1/Department

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>CHARGES FOR SERVICES (Contd.)</u>						
Social Services	152,287	170,400	158,360	154,500	154,500	154,500
N. C. Cooperative Extension	27,379	28,700	24,200	28,700	28,700	28,700
Library	43,745	50,640	58,160	46,455	46,455	46,455
Parks & Recreation	3,323,428	3,366,925	3,225,389	3,383,200	3,373,200	3,373,200
Management Info. Services	31,735	19,000	11,000	11,000	11,000	11,000
Finance	34,048	49,700	49,700	60,000	60,000	60,000
General Services	151,465	34,000	57,500	66,000	66,000	66,000
Board of Elections	5	0	11,477	0	0	0
Register of Deeds	3,445,149	2,971,917	2,960,110	3,118,600	3,143,600	3,143,600
Tax Administration	1,092,829	901,497	897,372	885,587	885,587	885,587
Non-Departmental	275	112,752	200	150	150	150
Total Charges for Services	24,936,837	25,219,143	23,510,582	24,933,894	24,638,199	24,638,199
<u>EARNINGS ON INVESTMENTS</u>						
Social Services	98	0	0	200	0	0
Library	17	100	0	0	0	0
Finance	3	0	0	0	0	0
Register of Deeds	2,870	3,000	2,499	2,500	2,500	2,500
Non-Departmental	439,987	393,000	389,900	352,900	352,900	352,900
Total Earnings on Invest.	442,975	396,100	392,399	355,600	355,400	355,400
<u>OTHER REVENUES</u>						
Animal Control	28,949	22,000	20,859	20,600	21,100	21,100
Interagency Communications	23,530	0	10,000	21,400	25,750	25,750
Sheriff	366,427	261,130	272,109	350,966	263,970	263,970
Emergency Services	2,600,865	2,741,254	2,751,991	3,534,033	3,534,033	3,534,033
Environmental Assist. & Prot.	695	465	465	530	530	530
CenterPoint Human Services	0	0	807,999	0	0	0
Public Health	4,220,149	4,655,720	4,511,967	5,081,035	5,431,035	5,431,035
Social Services	144,211	791,000	761,837	412,959	310,825	310,825
Youth Services	300	0	1,493	0	0	0
N.C. Cooperative Extension	86,939	83,867	86,842	66,117	66,117	66,117
Library	82,222	72,950	75,491	76,297	76,297	76,297
Parks & Recreation	647,286	649,350	588,304	663,850	647,850	647,850
Management Info. Services	9,011	200	200	200	200	200
Finance	10,860	0	150,000	0	0	0
General Services	30,955	273,600	325,262	316,300	316,300	316,300
Human Resources	16,846	0	0	0	0	0
Economic Development	33,005	30,374	30,374	30,374	30,374	30,374
Attorney	200	0	0	0	0	0
Board of Elections	251	0	219	0	0	0
County Commissioners & Mngr	32	0	10	0	0	0
Register of Deeds	1,674	2,450	1,900	2,450	2,450	2,450
Tax Administration	188,455	171,000	166,600	275,500	275,500	275,500
Special Appropriations	5,412	0	0	0	0	0
Non-Departmental	474,410	993,435	1,270,977	721,200	721,200	721,200
Total Other Revenues	8,972,684	10,748,795	11,834,899	11,573,811	11,723,531	11,723,531

General Fund Revenues By Object Level 1/Department

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
<u>OTHER FINANCING SOURCES</u>						
Debt	4,642,154	4,030,620	5,360,580	6,929,087	6,929,087	6,929,087
Sheriff	30,338	210,000	210,000	1,519,488	210,000	210,000
Forsyth Tech Community Col	0	322,979	0	0	0	0
WS/FC Schools	0	1,344,139	0	0	0	0
Non-Departmental	2,564,696	1,550,552	1,461,607	1,602,232	1,602,232	1,602,232
Total Otr Financing Sources	7,237,188	7,458,290	7,032,187	10,050,807	8,741,319	8,741,319
<u>FUND BALANCE</u>						
Debt	0	4,350,404	4,350,404	2,265,933	2,265,933	2,265,933
Sheriff	0	7,485	0	0	0	0
Social Services	0	0	4,684	0	0	0
Register of Deeds	0	200,000	0	0	0	0
Special Appropriations	0	0	73,459	0	0	0
Non-Departmental	0	11,246,854	0	10,000,000	11,400,000	15,324,003
Total Fund Balance	0	15,804,743	4,428,547	12,265,933	13,665,933	17,589,936
TOTAL GENERAL FUND	<u>379,542,085</u>	<u>399,819,198</u>	<u>386,810,732</u>	<u>415,102,746</u>	<u>401,183,366</u>	<u>405,107,369</u>

General Fund Expenditures At Object Levels 1 & 2

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year <u>Actual</u>	Original	Estimate	Request	Continuation <u>Recommend</u>	<u>Adopted</u>
<u>PERSONAL SERVICES</u>						
Salaries & Wages	82,863,687	86,085,190	84,007,560	90,724,914	88,001,996	88,131,274
Other Employee Comp.	21,285	24,277	27,828	28,641	28,641	28,641
Employee Benefits	34,425,319	37,707,285	34,385,735	39,585,583	38,513,501	38,557,011
Board Compensation	16,900	24,190	22,840	19,840	19,840	19,840
Total Personal Services	117,327,191	123,840,942	118,443,963	130,358,978	126,563,978	126,736,766
<u>PROFESSIONAL & TECHNICAL SERVICES</u>						
Professional & Tech. Fees	7,305,263	7,362,586	7,753,865	7,957,326	7,727,749	7,737,749
Total Prof. & Tech Svcs.	7,305,263	7,362,586	7,753,865	7,957,326	7,727,749	7,737,749
<u>PURCHASED PROPERTY SERVICES</u>						
Maintenance Service	2,761,152	3,322,823	3,104,064	3,670,211	3,386,784	3,386,784
Rent	1,525,352	1,449,921	1,374,258	1,181,686	1,169,989	1,169,989
Utility Services	362,516	442,050	465,186	500,485	472,145	472,145
Construction Services	43,056	110,300	89,532	80,300	60,300	60,300
Total Purchased Prop. Svcs.	4,692,076	5,325,094	5,033,040	5,432,682	5,089,218	5,089,218
<u>OTHER PURCHASED SERVICES</u>						
Communications	1,021,820	1,177,319	1,091,866	1,222,744	1,184,355	1,185,555
Other Purchased Services	8,163,986	9,108,006	9,571,861	10,051,571	8,939,036	9,035,481
Insurance Premiums	917,711	979,818	993,840	1,003,700	1,002,900	1,002,900
Total Purchased Services	10,103,517	11,265,143	11,657,567	12,278,015	11,126,291	11,223,936
<u>TRAINING & CONFERENCE</u>	464,626	796,725	634,154	864,128	763,727	765,727
<u>MATERIALS & SUPPLIES</u>						
General Supplies	3,475,097	4,428,133	4,165,438	5,178,217	3,928,132	3,928,132
Energy	3,911,751	4,225,997	4,320,698	4,508,496	4,499,398	4,499,398
Operating Supplies	4,607,322	4,515,339	4,530,246	5,001,434	4,630,550	4,630,550
Inventory Purchases	2,765,576	4,249,440	4,171,355	4,235,830	4,235,830	4,235,830
Total Materials & Supplies	14,759,746	17,418,909	17,187,737	18,923,977	17,293,910	17,293,910
<u>OTHER OPERATING COSTS</u>						
Support & Assistance	23,233,964	25,483,029	23,807,255	24,560,177	24,560,177	24,560,177
Claims	990,066	1,351,688	1,166,006	1,310,388	1,306,588	1,306,588
Other Gen. & Administrative	579,262	688,224	794,515	842,839	821,741	821,741
Total Operating Exps.	24,803,292	27,522,941	25,767,776	26,713,404	26,688,506	26,688,506

General Fund Expenditures At Object Levels 1 & 2

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>PRIOR YR ENCUMBRANCES</u>	0	1,800,000	(1,800,000)	1,800,000	1,800,000	1,800,000
<u>CONTINGENCY</u>	0	501,029	7,500	1,145,023	1,095,023	1,095,023
<u>PROPERTY</u>						
Buildings	0	21,000	27,750	0	0	0
Vehicles	98,842	1,335,759	86,480	1,028,450	129,200	129,200
Equipment	796,827	898,684	3,009,757	1,185,406	526,529	526,529
Total Capital Outlay	895,669	2,255,443	3,123,987	2,213,856	655,729	655,729
<u>DEBT SERVICE</u>						
Principal	39,097,634	41,565,057	41,565,057	40,840,433	40,840,433	40,840,433
Interest	23,475,532	23,328,271	22,314,961	23,438,007	23,438,007	23,438,007
Fees	182,359	24,868	52,368	52,068	52,068	52,068
Total Debt Service	62,755,525	64,918,196	63,932,386	64,330,508	64,330,508	64,330,508
<u>PAYMENTS TO OTHER AGENCIES</u>						
Aid to Other Gov. Units	132,883,471	130,862,578	130,956,708	135,285,382	130,837,877	130,826,287
Other Contracts, Grants, Sub.	3,685,716	4,188,857	3,953,683	4,286,777	3,981,015	4,034,175
Total Pay. T/O Agencies	136,569,187	135,051,435	134,910,391	139,572,159	134,818,892	134,860,462
OPER. TRANSFERS OUT	4,275,955	1,760,755	4,306,312	3,512,690	3,229,835	6,829,835
TOTAL	<u>383,952,047</u>	<u>399,819,198</u>	<u>390,958,678</u>	<u>415,102,746</u>	<u>401,183,366</u>	<u>405,107,369</u>

General Fund Revenues At Object Levels 1 & 2

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u> <u>Adopted</u>	
<u>TAXES</u>						
Ad Valorem Taxes	233,537,613	228,645,507	230,936,201	243,850,639	228,644,163	228,644,163
Sales Tax - Local Option	51,508,792	55,932,451	54,743,480	56,189,992	58,006,460	58,006,460
Occupancy Tax	558,116	450,000	575,000	560,000	560,000	560,000
Gross Receipts Tax	314,099	260,970	336,360	310,970	310,970	310,970
Total Taxes	285,918,620	285,288,928	286,591,041	300,911,601	287,521,593	287,521,593
<u>LICENSES AND PERMITS</u>						
Business Licenses	40,395	39,000	39,000	39,000	39,000	39,000
Non-Business Licenses	295,268	326,400	235,681	299,680	299,680	299,680
Permits	531,538	475,480	479,418	517,057	517,057	517,057
Total Licenses & Permits	867,201	840,880	754,099	855,737	855,737	855,737
<u>INTERGOVERNMENTAL</u>						
Federal Grants	604,252	1,059,695	994,516	651,198	651,198	651,198
Other Federal Revenue	2,830,025	2,405,849	2,519,950	2,540,088	2,540,088	2,540,088
State Pass-Thru of Fed. Grts.	37,826,226	40,523,919	40,032,919	41,193,201	41,028,800	41,028,800
State Grants	3,965,662	4,229,062	4,215,639	4,235,414	4,060,414	4,060,414
Other State Revenues	2,905,817	2,436,644	2,725,350	2,382,107	2,342,107	2,342,107
Local Government Grants	2,521,322	2,925,478	1,243,801	2,686,355	2,587,047	2,587,047
Other Local Govt. Revenue	513,276	481,672	534,803	467,000	472,000	472,000
Total Intergovernmental	51,166,580	54,062,319	52,266,978	54,155,363	53,681,654	53,681,654
<u>CHARGES FOR SERVICES</u>						
General Government	4,725,297	4,058,666	3,957,465	4,101,042	4,126,042	4,126,042
Risk Management	31,700	31,700	31,700	42,000	42,000	42,000
Public Safety Fees	12,908,131	12,360,861	12,376,829	12,837,461	12,526,766	12,526,766
Environmental Protection Fees	3,077	600	600	600	600	600
Health Fees	3,721,969	5,150,751	3,678,029	4,340,036	4,340,036	4,340,036
Welfare Fees	152,262	170,400	158,360	154,500	154,500	154,500
Culture & Recreation Fees	3,367,022	3,417,465	3,283,399	3,429,555	3,419,555	3,419,555
Cooperative Extension Fees	27,379	28,700	24,200	28,700	28,700	28,700
Total Chgs. For Services	24,936,837	25,219,143	23,510,582	24,933,894	24,638,199	24,638,199
<u>EARNINGS INVESTMENTS</u>						
	442,975	396,100	392,399	355,600	355,400	355,400
<u>OTHER REVENUES</u>						
Sale of Drugs & Med. Supplies	2,325,146	3,436,000	3,436,000	3,436,000	3,436,000	3,436,000
Sale of Merchandise	310,716	309,605	255,748	308,557	308,557	308,557
Other Sales	243,315	238,300	967,572	243,050	243,050	243,050
Rents	178,883	473,727	503,383	528,127	516,477	516,477
Other Grants & Gifts	560,928	954,590	654,359	1,025,783	1,376,283	1,376,283

General Fund Revenues At Object Levels 1 & 2

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 14-15 Continuation <u>Recommend</u> <u>Adopted</u>	
<u>OTHER REVENUES (Contd.)</u>						
Refunds	76,334	52,200	25,969	43,500	43,500	43,500
Deposits	0	0	675	0	0	0
Reimbursements	4,941,493	4,970,943	5,631,070	5,660,329	5,471,199	5,471,199
Overpayments	32	200	100	200	200	200
Miscellaneous Income	335,837	313,230	360,023	328,265	328,265	328,265
Total Other Revenues	8,972,684	10,748,795	11,834,899	11,573,811	11,723,531	11,723,531
<u>OTHER FINANCING SOURCES</u>						
Operating Transfers In	7,095,194	7,458,290	7,032,187	10,050,807	8,741,319	8,741,319
Proceeds of Gen. LT Liabilities	141,994	0	0	0	0	0
Total Otr Financing Sources	7,237,188	7,458,290	7,032,187	10,050,807	8,741,319	8,741,319
<u>FUND BALANCE</u>						
Unreserved Fund Balance	0	14,163,036	4,423,863	12,265,933	13,665,933	13,665,933
Reserved Fund Balance	0	1,641,707	4,684	0	0	3,924,003
Total Fund Balance	0	15,804,743	4,428,547	12,265,933	13,665,933	17,589,936
 TOTAL	 <u>379,542,085</u>	 <u>399,819,198</u>	 <u>386,810,732</u>	 <u>415,102,746</u>	 <u>401,183,366</u>	 <u>405,107,369</u>
