



SAFE AND SECURE COMMUNITY SUMMARY

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SAFE AND SECURE COMMUNITY

STRATEGIC FOCUS AREA MISSION

Public safety is the foundation upon which any successful city is built. Absent this, it is difficult to attract businesses, residents, or visitors, which in turn create the economic vitality that sustains our community.

STRATEGIC FOCUS AREA OBJECTIVES

- Expand Community Policing
- Reduce Crime and Fear of Crime
- Enhance Fire Prevention Programs
- Improve Public Safety Service Quality

STRATEGIC FOCUS AREA CATEGORIES

Police Services, Fire Services, Emergency Management, Community Grants (Successful Outcomes After Release)

STRATEGIC FOCUS AREA TOTAL BUDGET

\$108,893,680

STRATEGIC FOCUS AREA PRIORITIES

Short Term Priorities

- 1) Expand Police Department community engagement
- 2) Expand Fire Department community engagement
- 3) Retain qualified personnel
- 4) Strengthen re-entry and diversion initiatives
- 5) Reinforce emergency disaster preparedness

Mid Term Priorities

- 6) Evaluate infrastructure needs related to public safety
- 7) Enhance gang intervention and prevention strategies
- 8) Evaluate public safety driver training needs
- 9) Develop plan for police district re-alignment
- 10) Increase public safety data collection and analysis
- 11) Evaluate Fire Operations training facility needs

POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Police Department is to protect life and property by providing exceptional municipal police services to the community in partnership with the citizens of Winston-Salem.

PROGRAM DESCRIPTIONS

Patrol Response: Provides 24-hour a day response to calls for service through regular patrol coverage in three districts with 24 total beats (eight beats per district). Provides community-oriented policing and specialized patrol coverage, including neighborhood and downtown foot patrols, bicycle patrol, and traffic control. Provides specialized personnel and equipment to augment patrol response with unusual or high risk incidents. These units include SWAT, Traffic Enforcement, K-9, Gang Investigations and the Bomb Squad. Tracks the occurrence of crime on a daily, weekly, and monthly basis using computer statistics (COMPSTAT).

Community Resources: Offers neighborhood and businesses watch programs, risk assessments, and citizen education programs. Works with other divisions within the department and community agencies to coordinate response to crime, public safety, and quality of life issues, as well as work to improve community and police relations.

Investigative Services: Conducts on-scene investigations of major crimes and investigates crimes referred from the Patrol Division. Through the Special Investigations Division, conducts investigations of illegal narcotics sales, vice, gambling, and organized crime. Manages a Family/Youth Unit, which oversees, domestic violence cases, victims assistance services, juvenile investigations, violent crimes task force, and Project Safe Neighborhood. Provides school resource officers at 20 middle and high schools located within the city.

Operations Support: Provides in-service, firearms, driving and use-of-force training, as well as basic law enforcement training. Coordinates all training programs for sworn and non-sworn personnel. Administers a telephone response unit (Telcom) to handle selected calls referred by Communications. Oversees the warrant squad. Oversees the operation of the false alarm program. Maintains control and chain of custody of property and evidence for both the Police Department and the Forsyth County Sheriff's Office.

Support Services: Processes, stores, and retrieves police reports, records, and citations. Through the Communications Division, dispatches emergency and non-emergency calls 24-hours a day for Police and Fire. Develops, implements, and supports information systems for Police and Fire. Manages a City-County Forensic Services Division that is responsible for crime scene processing, the collection of evidence, arrestee processing, and the administration of breath and blood alcohol tests.

Police Administration: Administers and directs law enforcement services delivery, establishes policies and procedures, evaluates deployment strategies, and investigates all complaints against employees.

POLICE DEPARTMENT

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual	Budget	Adopted	Percent
General Fund	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>Change</u>
Patrol Response	\$38,881,438	\$41,957,000	\$41,278,100	-1.6%
Community Resources	507,905	541,120	576,230	6.5%
Investigative Services	14,214,969	15,150,050	15,685,050	3.5%
Operations Support	2,496,930	2,651,440	2,647,280	-0.2%
Support Services	8,885,611	9,565,670	9,690,110	1.3%
Police Administration	4,129,623	4,042,910	4,024,700	-0.5%
Subtotal	\$69,116,475	\$73,908,190	\$73,901,470	0%
Grants Fund				
Police Grants	\$667,537	\$528,620	\$555,260	5.0%
Subtotal	\$667,537	\$528,620	\$555,260	5.0%
Forfeiture Funds				
United States Department of Justice	\$159,782	\$0	\$0	N/A
United States Department of Treasury	81,412	0	0	N/A
Controlled Substance Tax	85,331	0	0	N/A
Subtotal	\$326,525	\$0	\$0	N/A
State Emergency Telephone System Fund	\$399,330	\$563,150	\$559,200	9.9%
Total Expenditures by Program	\$70,509,867	\$74,999,960	\$75,015,930	0%
RESOURCES BY TYPE				
General Fund				
Service Charges	\$128,242	\$131,800	\$127,800	-3.0%
Interfund Charges	399,972	890,780	450,500	-49.4%
Forsyth County	618,802	425,310	474,130	11.5%
WS/FC Schools (School Resource Officers)	1,976,720	1,976,720	2,282,200	15.5%
SuperKids Reimbursement	83,333	185,000	0	-100.0%
False Alarm Fee	96,695	101,000	101,000	0%
Miscellaneous Revenues	187,656	161,170	181,170	12.4%
Other General Fund Revenues	65,625,055	70,036,410	70,284,670	0.4%
Subtotal	\$69,116,475	\$73,908,190	\$73,901,470	0%
Grants Fund				
Federal Grants	\$80,497	\$0	\$0	N/A
State Grants	238,676	132,160	138,810	5.0%
Forsyth County	47,980	59,950	59,950	0%
Other Intergovernmental Revenue	57,317	70,450	70,450	0%
Other Revenue	13,328	0	0	N/A
Transfer from General Fund	379,400	266,060	286,050	7.5%
Subtotal	\$817,198	\$528,620	\$555,260	5.0%

POLICE DEPARTMENT

RESOURCES BY TYPE - Continued

	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19	Percent Change
Forfeiture Funds				
Federal Grants	\$173,437	\$0	\$0	N/A
Controlled Substance Tax	162,534	0	0	N/A
Interest Income	1,496	0	0	N/A
Other Revenue	630	0	0	N/A
Subtotal	\$338,097	\$0	\$0	N/A
State Emergency Telephone System Fund				
Reimbursement from E911 Wireless Board	\$454,636	\$543,260	\$442,970	-18.5%
Interest Income	5,342	0	0	N/A
Fund Balance Appropriation	0	19,890	116,230	484.4%
Subtotal	\$459,979	\$563,150	\$559,200	-0.7%
Total Resources by Type	\$70,731,749	\$74,999,960	\$75,015,930	0%

POSITION SUMMARY

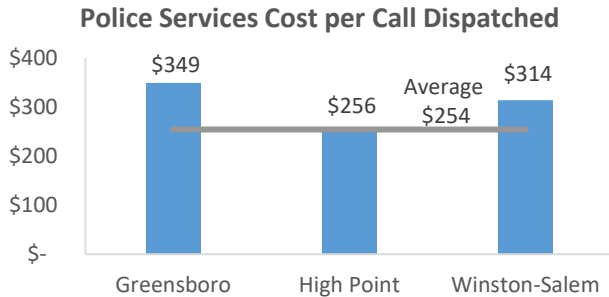
POSITIONS	Amended FY 16-17	Amended FY 17-18	Adopted FY 18-19	Change
Full-Time				
Sworn	555	554	554	0
Sworn (Grant-Funded)	15	14	14	0
Non-Sworn	173	173	173	0
Total	743	741	741	0
Part-Time (FTE's)	5.5	5.5	5.5	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 16-17	Estimated FY 17-18	Projected FY 18-19
Effectiveness			
Respond to high priority police calls within 6 minutes	3.96	3.96	3.96
Achieve a minimum clearance rate of 53% of reported violent crimes	52.0%	48.3%	52.0%
Achieve a minimum clearance rate of 20% of reported property crimes	28.9%	26.8%	28.9%
Efficiency			
Calls dispatched per non-supervisory patrol officer	681	655	655
Workload			
Number of Part I crimes per 1,000 population	53	56	56
Police calls dispatched per 1,000 population	937	907	907

POLICE DEPARTMENT

FY 2016-2017 NORTH CAROLINA BENCHMARKING PROJECT RESULTS



*Average is for all participants within the N.C. Benchmarking Project

Source: N.C. Benchmarking Project, *Final Report on City Services for Fiscal Year 2016-2017*, May 2018

BUDGET HIGHLIGHTS

- The adopted budget includes a net decrease in equipment lease expenses (-\$354,060). Additional payments have been added for the following: replacement of 26 pursuit vehicles and the packages and lighting associated with these vehicles (\$152,520).

Grant and Forfeiture Funds

- The adopted budget includes funding for year nine of the Forsyth County DWI Joint Task Force, partially funded by the North Carolina Governor's Highway Safety Program. The task force is staffed by three officers and one sergeant from the City of Winston-Salem, one deputy from the Forsyth County Sheriff's Office, and one officer from the Kernersville Police Department.

The adopted budget defunds the salaries and benefits for ten Community Oriented Policing Services (COPS) grant positions. Due to higher vacancies in the Police Department, no officers are currently assigned to these positions. Once the Police Department staffing returns to a level where officers could be assigned to these grant positions, the budget will be restored.

State Emergency Telephone System Fund

- On January 1, 2008, the administration of 911 funds was consolidated under a single State 911 Board. The charge for all 911 services, wireline and wireless, now are placed in a new State 911 Fund from which monthly allocations are made to primary public safety answering points (PSAP's). Currently, the Police Department uses these funds to purchase replacement computers for the communications center and to cover the maintenance costs of communications center equipment. In December 2010, the State 911 Board approved a new funding method that calculated distributions based on the last five years of approved eligible expenditures reported to the Board. Winston-Salem's distribution for FY 2018-2019 totals \$442,970.

The adopted budget for the State Emergency Telephone System Fund totals \$559,200. Based on the Police Department's projected expenditures for the communications center and its FY 2018-19 distribution, the budget includes an appropriation of fund balance totaling \$116,230.

FIRE DEPARTMENT

MISSION STATEMENT

The mission of the Fire Department is to provide effective and efficient fire, rescue, and medical response services which ensure the health, safety, and well-being of its citizens with dedication to openness, integrity, equity, and accountability. The Fire Department maintains an open and ethical work environment which is conducive to the development of innovative and creative solutions by employees to meet the ever-changing community needs.

PROGRAM DESCRIPTIONS

Fire Operations: Responsible for emergency response, including fire suppression, critical medical incidents, vehicle extrication, and hazardous materials mitigation. Fire personnel are trained and equipped to provide multiple technical rescue services, including confined space, water, structural collapse, high angle, and trench. The Winston-Salem Fire Department is the sole hazardous materials and structural collapse resource in Forsyth County. The Operations Division conducts daily training evolutions, prepares pre-incident analyses, enforces the Fire Code, engages the community in risk reduction education, and inspects approximately 11,000 fire hydrants to ensure operational readiness.

Logistics Division: Responsible for coordinating fire station repairs, fleet maintenance, small engine repair, facility design, apparatus specification, uniforms, procurement of tools, equipment, and supplies, ensuring standards compliance and currency of personal protective equipment, and inventory control and tracking.

Fire and Life Safety: Enforces the NC State Fire Code. This involves plans review of residential developments and commercial building projects, sprinkler and fire alarm testing, and ongoing inspection of all commercial buildings inside the city limits, with the exception of those owned by the State. Also responsible for investigating and determining the cause of all fires and coordinating activities related to the delivery of risk reduction programs, including fire safety education, CPR instruction, Citizen Fire Academy, *Remembering When*, smoke alarm installation, and StoveTop FireStop distribution.

Safety, Training, and Special Operations Division: Ensures the department is adhering to best practices related to safety, both in emergency and non-emergency environments. Oversees facility safety practices and programs, as well as OSHA compliance. Plans and orchestrates the Recruit Training Academy and semi-monthly emergency medical continuing education. Oversight of technical rescue services and the hazardous materials team occurs within this division.

Fire Administration: Responsible for general oversight of planning, budgeting, and decision making to support the efforts of each of the department's program areas.

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual <u>FY 16-17</u>	Budget <u>FY 17-18</u>	Adopted <u>FY 18-19</u>	Percent <u>Change</u>
General Fund				
Fire Operations	\$27,197,005	\$26,915,390	\$28,554,380	6.1%
Fire Prevention	1,101,834	1,460,380	1,472,420	0.8%
Fire Vehicular Maintenance	673,620	584,910	631,280	7.9%

FIRE DEPARTMENT

EXPENDITURES BY PROGRAM – Continued	Actual	Budget	Adopted	Percent
General Fund	FY 16-17	FY 17-18	FY 18-19	Change
HAZMAT	\$25,364	\$57,930	\$58,090	0.3%
Fire Administration	1,697,548	1,693,160	1,729,000	2.1%
Subtotal	\$30,695,370	\$30,711,770	\$32,445,170	5.6%
Grants Fund				
Fire Grants	\$0	\$0	\$704,000	N/A
Subtotal	\$0	\$0	\$704,000	N/A
Total Expenditures by Program	\$30,695,370	\$30,711,770	\$33,149,170	7.9%
RESOURCES BY TYPE				
General Fund				
Licenses and Permits	\$196,852	\$163,500	\$183,500	12.2%
Service Charges	122,484	19,000	19,000	0%
Forsyth County (HAZMAT)	114,082	134,940	138,230	2.4%
Interfund Charges	0	0	704,000	N/A
Other Revenues	45,681	3,000	8,000	166.7%
Other General Fund Revenues	30,216,271	30,391,330	31,392,440	3.3%
Subtotal	\$30,695,370	\$30,711,770	\$32,445,170	5.6%
Grants Fund				
Federal Grants	\$0	\$0	\$528,000	N/A
Transfer from General Fund	0	0	176,000	N/A
Subtotal	\$0	\$0	\$704,000	N/A
Total Resources by Type	\$30,695,370	\$30,711,770	\$33,149,170	7.9%

POSITION SUMMARY

POSITIONS	Amended FY 16-17	Amended FY 17-18	Adopted FY 18-19	Change
Full-Time	352	368	368	0
Part-Time (FTE's)	0.5	0.5	0.5	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 16-17	Estimated FY 17-18	Projected FY 18-19
Effectiveness			
Dispatch - % responses within 1 minute (not including EMS calls)	56.7%	59.0%	62.0%
Turnout - % responses within 90 seconds	75.3%	76.0%	79.0%
Travel - % responses within 4 minutes	55.2%	56.0%	55.0%
Total % incidents 15 personnel on scene within 8 minutes travel (NFPA 1710 - NFIRS 111 and 121)	59.1%	62.0%	80.0%
Contained to Room of Origin as a percentage	71.9%	73.0%	72.0%

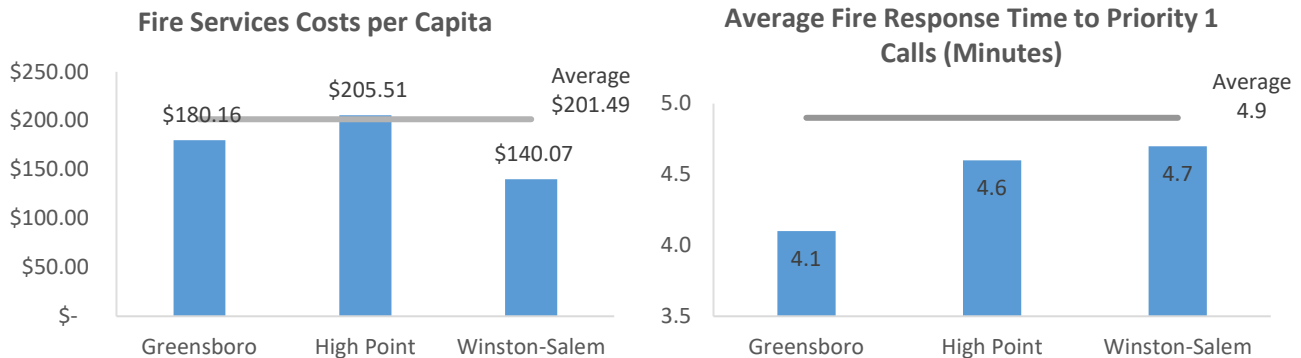
FIRE DEPARTMENT

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 16-17	Estimated FY 17-18	Projected FY 18-19
Workload			
Building fires (NFIRS 111, 112, 114, 120, 122, 121, and 123)	243	248	245
Rescue and Emergency Medical Services (NFIRS 300s)	17,631	17,550	17,500
Hazardous Condition (NFIRS 400s)	1,103	1,086	1,050
Cooking Fires (NFIRS 113)	87	80	75
Annual inspections performed*	6,730	4,214	3,432
Violations Identified	8,685	7,600	7,200
Total risk reduction contacts	48,265	49,000	49,200

*Approximately, two years ago, WSFD switched to the state-mandated schedule for Fire Prevention Code Inspections. The Fire Prevention Bureau and Fire Operations conduct periodic inspections for the purpose of identifying activities and conditions in buildings, structures, and premises that pose dangers of fire, explosion, or related hazards to the citizens of Winston-Salem. Because of the state-mandated inspection schedule, inspections occur every two or three years as well as annually. However, prior to the state-mandated inspection schedule, per local ordinance, all inspections occurred annually.

FY 2016-2017 NORTH CAROLINA BENCHMARKING PROJECT RESULTS



*Average is for all participants within the N.C. Benchmarking Project
 Source: NC Local Government Performance Measurement Project, *Final Report on City Services for Fiscal Year 2016-17, May 2018*

BUDGET HIGHLIGHTS

- The adopted budget includes a net increase in equipment lease expenses (\$28,730) for Fire Services. Additional payments have been added for one pumper (\$119,560). The chassis of the pumper will be financed over ten years, while equipment (radios, computers, medical equipment, etc.) for the apparatus will be financed over five years. Lease payments are also included for a master tool kit for fire vehicular maintenance (\$4,040), and for 102 sets of turnout gear (\$69,970).

FIRE DEPARTMENT

BUDGET HIGHLIGHTS - Continued

- Several years ago, the Fire Department created a three-year plan, in which one inspector position would be added each year for three years. After three years, all fire inspections would be handled by the Fire Prevention Bureau. This change would reduce the non-emergency workload for the Operations Division thus improving incident response coverage and providing additional time for critical training needs. Transitioning to the new model requires moving to the State mandated inspection schedule. The City currently inspects certain occupancy types more frequently than required by State law. The adopted budget delays the addition of the third fire inspector until FY 2019-20.
- In October 2017, the Mayor and City Council approved the 2016 Staffing for Adequate Fire and Emergency Response (SAFER) grant. The SAFER Grant provides funding to hire 15 (five per platoon) new firefighters for three years, with local match requirements of 25% for the first year, 25% for the second year, and 65% for the third year. The additional personnel have been placed on Engine 3 (Liberty St.), Engine 4 (MLK, Jr. Blvd.), Engine 11 (Waughtown St.), Truck 18 (Peace Haven Rd.), and Rescue 1 (Arbor Rd.). These five fire companies respond to two-thirds of all building fires.

EMERGENCY MANAGEMENT

MISSION STATEMENT

The mission of the Winston-Salem/Forsyth County Office of Emergency Management is to aid the community before, during, and after unusual events and major disasters through educational services, open communications, and cooperative efforts.

PROGRAM DESCRIPTIONS

Emergency Response, Recovery, and Disaster Mitigation: Coordinates the preparation of City/County agencies and other community resources for response to and recovery from disasters and unusual events on a 24-hour basis. Provides coordination of the Forsyth County Local Emergency Planning Committee and the Forsyth County Homeland Security/Domestic Preparedness Task Force. Provides coordination of the implementation and maintenance of the National Incident Management System (NIMS) in municipal and county emergency response and recovery. Prepares and distributes appropriate information on emergency preparedness to the public. Provides Winston-Salem and Forsyth County floodplain property owners with public information on flood preparedness and flood damage reductions.

Public Information/Training: Prepares and distributes appropriate information on emergency preparedness to the public. Coordinates and delivers preparedness training to various community groups, non-profit agencies, private industries, and City/County emergency response agency personnel. Assists with the preparation of hazardous materials reports by certain manufacturers, users, and suppliers of hazardous chemicals and compiles the information for planning and response use by the City/County emergency agencies.

Federal Flood Insurance Program Community Rating System Management: Provides Winston-Salem and Forsyth County floodplain property owners with public information on flood preparedness and flood damage reductions. Maintains maps and information on flood zone regulations that reduce the National Flood Insurance premiums for City/County property owners and maintains direct contact with those property owners.

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual	Budget	Adopted	Percent
General Fund	FY 16-17	FY 17-18	FY 18-19	Change
Emergency Management	\$552,342	\$604,540	\$645,080	6.7%
Grants Fund				
Emergency Management Grants	\$16,295	\$0	\$0	N/A
Total Expenditures by Program	\$568,637	\$604,540	\$645,080	6.7%

RESOURCES BY TYPE

General Fund	Actual	Budget	Adopted	Percent
NC Department of Public Safety	\$62,500	\$60,000	\$62,500	4.2%
Forsyth County	243,157	272,210	291,290	7.0%
Miscellaneous Revenue	5,792	0	0	N/A
Other General Fund Revenues	257,188	272,330	291,290	7.0%
Subtotal	\$568,637	\$604,540	\$645,080	6.7%

EMERGENCY MANAGEMENT

EXPENDITURES BY PROGRAM - continued	Actual	Budget	Adopted	Percent
Grants Fund	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>Change</u>
Federal and State Grants	\$20,748	\$0	\$0	N/A
Subtotal	\$20,748	\$0	\$0	N/A
Total Resources by Type	\$589,385	\$604,540	\$645,080	6.7%

POSITION SUMMARY

POSITIONS	Amended	Amended	Adopted	Change
	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	
Full-Time	5	5	5	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual	Estimated	Projected
	FY 16-17	FY 17-18	FY 18-19
Effectiveness			
Achieve at least 5% flood insurance premium discount for property owners through the National Flood Insurance Program's Community Rating System	10%	10%	10%
Workload			
Disaster simulations (without people and equipment) with multi-agency response	4	5	4
Disaster simulations (with people and equipment) with multi-agency response	2	2	2
National Incident Management System responders trained	366	212	120
National Incident Management System training hours provided	80	2,295	1,200

SAFE AND SECURE COMMUNITY GRANTS

The Mayor and City Council provides annual contributions to community organizations (that meet the legal requirements for receiving public funds, as stipulated in North Carolina General Statute §159-40) that provide educational, vocational, therapeutic, and employment training programs to the local former offender community. In the FY 2016-2017 budget, the Mayor and City Council expanded the grantee agency funding program to support organizations that provided services to at-risk youth as well as former offenders. In addition, the program started to provide “seed” funding (up to \$5,000) to those agencies that did not meet all of the eligibility requirements for the City’s established community agency funding program. Seed funded agencies are also required to attend a capacity building training within the funding year.

Staff from the Police Department’s Community Relations Division hold regular meetings with all of the agencies that receive funding through Successful Outcomes After Release (SOAR) to facilitate dialogue about the populations they serve and to minimize duplication of services.

COMMUNITY GRANTEE AGENCIES

EXPENDITURES BY AGENCY	Budget	Requested	Adopted	Percent
Successful Outcomes After Release (SOAR)	FY 17-18	FY 18-19	FY 18-19	Change
Beating up Bad Habits	\$0	\$20,000	\$5,000	N/A
Boys2Men Mentorship Program (More Than Conquerors)*	5,000	20,125	5,000	0%
Eliza’s Helping Hands	0	250,000	0	N/A
Eureka Ministry, Inc.	20,000	23,000	20,000	0%
Honorable Youth*	5,000	0	0	-100.0%
Hoops4L.Y.F.E.*	5,000	125,000	5,000	0%
I.C.A.R.E Support Group	0	20,000	0	N/A
Josh Howard Foundation	6,500	0	0	-100.0%
My Brothers Second Chance*	5,000	15,000	5,000	0%
Piedmont Triad Regional Council (PTRC)	10,000	17,925	10,000	0%
Self-Empowerment Lasts Forever (SELF)	10,000	20,000	0	-100.0%
Southside Rides	10,000	20,000	10,000	0%
Triad Restorative Justice	0	5,000	0	N/A
Total Concepts International, Inc.	0	10,000	0	N/A
YAMM (Youth Achieving Moral Maturity)*	0	5,000	0	N/A
YWCA: Hawley House	13,500	143,825	13,500	0%
Contingency	5,000	N/A	10,000	100.0%
Total Expenditures by Agency	\$95,000	\$694,875	\$83,500	-12.1%

*Seed funded agency

Note: A full list of all community grantee agencies can be found in the City Manager’s message.

SAFE AND SECURE COMMUNITY NON-DEPARTMENTAL

Listed below are the adopted appropriations related to the Safe and Secure Community strategic focus area that are not included in any of the program budgets in this section of the document.

EXPENDITURES	Actual	Budget	Adopted	Percent
General Fund	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>Change</u>
Transfer to Grants Fund	\$150,000	\$0	\$0	N/A
Transfer to Capital Projects Fund	200,000	0	0	N/A
Subtotal	\$350,000	\$0	\$0	N/A
Grants Fund				
Successful Outcomes After Release (SOAR) Program	\$150,000	\$0	\$0	N/A
Subtotal	\$150,000	\$0	\$0	N/A
Total Expenditures	\$500,000	\$0	\$0	N/A
RESOURCES				
General Fund				
Other General Fund Resources	\$150,000	\$0	\$0	N/A
Fund Balance Appropriation	200,000	0	0	N/A
Subtotal	\$350,000	\$0	\$0	N/A
Grants Fund				
Transfer from General Fund	\$150,000	\$0	\$0	N/A
Subtotal	\$150,000	\$0	\$0	N/A
Total Resources	\$500,000	\$0	\$0	N/A