
SERVICE EXCELLENCE SUMMARY

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SERVICE EXCELLENCE

STRATEGIC FOCUS

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

FOCUS AREA OBJECTIVES

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

PROGRAM DESCRIPTIONS

EMPLOYEE BENEFITS ADMINISTRATION

Retired Life and Health Fund: Accounts for the administration of retiree health insurance benefit packages. After 15 years of full-time employment, individuals employed by the City on or before July 1, 2010 earn the right to participate in the retiree health insurance benefit upon retirement from the City or at the age of 62, if the vested employee leaves the City prior to retirement.

Workers Compensation Fund: Accounts for the workers' compensation program of the City of Winston-Salem. All City employees are protected from job-related injury or disability arising while working. An employee is provided benefits for certain injuries or disabilities that occur while at work under the North Carolina Workers' Compensation Act.

Employee Benefits Fund: Accounts for the design and administration of a cost effective, comprehensive benefits package for active and retired employees, which includes health and dental insurance, medical and dependent care spending accounts, life insurance, retirement, work/life counseling assistance, supplemental retirement, disability, long-term care, education assistance, retirement/deferred compensation/401k plans, and various paid leaves.

Dental/Flex Spending Fund: Accounts for the dental and flex benefits of employees of the City of Winston-Salem. The plan allows an employee to set aside money on a pre-tax basis through salary reduction to pay certain expenses. The City offers its employees two types of spending accounts: Medical Reimbursement and Dependent Care Accounts.

EMPLOYEE RESOURCE MANAGEMENT

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

SERVICE EXCELLENCE

PROGRAM DESCRIPTIONS - Continued

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

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

Employee Safety: Conducts safety inspections, provides safety training, and ensures compliance and record keeping for OSHA mandated programs and general safety programs for all City departments. Provides driver improvement training and issues the City Driver License.

FINANCIAL MANAGEMENT

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

Financial Systems: Coordinates information technology services with the Information Systems Department and outside vendors and consultants. Designs, programs, and implements client-server applications for specialized needs. Programs and troubleshoots system interfaces between vended and custom-built client-server systems.

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

Internal Audit: Reviews financial and operational processes to verify compliance with the City's mission, policies, statutes, and grant or contract requirements. Conducts department and major program audits. Performs major inventory count and reconciliation. Reviews internal controls on assets; conducts random checks on cash. Assists external auditors with annual audit and single audit processes.

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

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

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

Finance Administration: Directs and coordinates the Financial Management Services activities and provides City elected officials and management with financial advice regarding City operations and activities.

SERVICE EXCELLENCE

PROGRAM DESCRIPTIONS - Continued

Fiscal Protection: Includes payments to the Risk Acceptance Management Corporation (RAMCO), a non-profit risk management corporation, to cover current claims expense for general, auto, and professional liability claims. Includes premium payments for general property claims.

INFORMATION SYSTEMS RESOURCE MANAGEMENT

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

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

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

Mail and Printing Services: Receives, processes, and delivers all incoming City mail as well as pick up, process, and dispatch all outgoing mail. Provides printing and copying services to all City departments.

Computer Operations and Technical Services: Develops and maintains the City-wide computing network, servers, e-mail, and storage infrastructure, and the primary and secondary data centers, which are configured for failover and disaster recovery purposes.

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

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

PHYSICAL PROPERTY AND ASSET MANAGEMENT

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

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

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

SERVICE EXCELLENCE

PROGRAM DESCRIPTIONS - Continued

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

Recreation Centers Maintenance: Provides for maintenance and repair of recreation centers and associated equipment.

Parks Maintenance: Maintains 75 parks, 45 playgrounds, 10 greenways (23 miles), 51 shelters, and 34 soccer fields covering approximately 3,650 acres.

Vector Control: Provides consolidated enforcement of local ordinances relating to nuisance violations for animal and fowl; enforces the sanitation code concerning animals, shelter and fencing, prohibited practices, and sanitary handling and disposal of manure.

Fleet Services: Provides maintenance for more than 1,750 pieces of rolling stock and other equipment and helps with acquisition and disposal of said equipment for City departments. Fleet Services work units include the service station, heavy equipment repair, light equipment repair, auto parts, tire shop, and leased vehicles.

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

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

POLICY LEADERSHIP

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

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

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

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

SERVICE EXCELLENCE

PROGRAM DESCRIPTIONS - Continued

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

Budget and Evaluation: Prepares the City Manager’s operating budget and six-year capital plan. Undertakes special projects and conducts analytical studies as identified by the City Manager. Provides staff support to the Citizens’ Budget Advisory Council, the Community Agency Allocation Committee, and the Citizens’ Board Oversight Committee.

PUBLIC AND EMPLOYEE COMMUNICATION OUTREACH

Office of Community Assistance: Proactively identifies and addresses issues and concerns that adversely impact communities. Provides information to individual citizens, groups, and neighborhoods regarding City services and processes.

Marketing and Communications: Markets and promotes City services, programs, and events to citizens. Maintains the City’s website; trains and assists web liaisons in developing their departments’ websites. Produces several newsletters, inserts, and advertisements, including *City Edition*, *City Now*, *CityLine*, and *Cart and Bin*. Organizes and coordinates the City of Winston-Salem University. Maintains the City’s presence on online social network sites, such as YouTube, Twitter, and Facebook. Serves as media liaison and contact. Manages Employee Suggestion Program.

WSTV 13: Produces local programs that educate and solicit input from citizens about services. Sells advertising and sponsorship packages for City departments. Broadcasts City Council and Planning Board meetings. Provides audio/visual support for City and City/County departments. Records and rebroadcasts the annual City Employee Recognition and Service Awards Ceremony.

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

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual	Budget	Adopted	Percent
	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>Change</u>
Employee Benefits Administration				
Retired Life and Health Fund	\$9,141,092	\$9,149,560	\$9,746,880	6.5%
Workers Compensation Fund	2,946,849	2,522,920	2,748,420	8.9%
Health Benefits Fund	18,162,266	21,165,730	21,473,330	1.5%
Dental/Flex Spending Fund	2,104,371	2,149,410	2,193,480	2.1%
Employee Benefits Fund	21,298,508	22,137,760	24,225,540	9.4%
Subtotal	\$53,653,086	\$57,125,380	\$60,387,650	5.7%
 Employee Resource Management				
Human Resource Management	\$1,605,068	\$1,655,100	\$1,746,140	5.5%
Employee Training and Development	122,137	119,220	194,430	63.1%
Employee Health and Wellness Education	196,407	223,800	230,780	3.1%

SERVICE EXCELLENCE

EXPENDITURES BY PROGRAM - Continued	Actual	Budget	Adopted	Percent
Employee Resource Management - Continued	FY 14-15	FY 15-16	FY 16-17	Change
Employee Safety	\$307,390	\$339,760	\$259,330	-23.7%
Subtotal	\$2,231,003	\$2,337,880	\$2,430,680	4.0%
Financial Management				
Accounting Services	\$457,757	\$494,790	\$553,980	12.0%
Financial Systems	2,336,441	2,486,380	2,627,430	5.7%
Revenue Collections	2,481,688	2,577,180	2,540,200	-1.4%
Internal Audit	254,230	262,380	239,060	-8.9%
Treasury	611,121	597,980	641,380	7.3%
Risk Management	267,397	307,600	339,700	10.4%
Purchasing	472,097	531,970	567,630	6.7%
Administration	435,150	471,100	494,260	4.9%
Fiscal Protection	662,629	694,570	665,900	-4.1%
Subtotal	\$7,978,510	\$8,423,950	\$8,669,540	2.9%
Information Systems Resource Management				
Information Systems Administration	\$374,846	\$391,020	\$396,560	1.4%
Telecommunications	355,236	416,430	495,060	18.9%
Radio System Management	188,257	192,800	197,090	2.2%
Mail and Printing Services	607,504	669,320	668,690	-0.1%
Computer Operations and Technical Services	3,626,464	4,443,170	4,962,200	11.7%
Application Services	2,404,592	2,568,500	2,631,790	2.5%
Office Systems	1,861,542	1,900,590	2,080,560	9.5%
Subtotal	\$9,418,442	\$10,581,830	\$11,431,950	8.0%
Physical Property and Asset Management				
Facilities Management	\$1,821,972	\$2,128,750	\$2,262,660	6.3%
Central Warehouse	333,062	350,790	372,870	6.3%
Vegetation Management	4,075,825	4,718,210	5,429,280	15.1%
Cemeteries	628,824	637,610	611,660	-4.1%
Recreation Centers Maintenance	1,255,281	1,276,950	1,360,430	6.5%
Parks Maintenance	2,144,671	2,108,900	2,358,780	11.8%
Vector Control	1,403	40,000	40,000	0%
Fleet Services	8,726,944	9,854,160	9,440,500	-4.2%
Municipal Engineering Division	2,860,019	3,238,210	3,329,280	2.8%
Real Estate Division	384,621	375,950	476,940	26.9%
Subtotal	\$22,232,620	\$24,729,530	\$25,682,400	3.9%
Policy Leadership				
City Attorney	\$1,130,159	\$1,222,250	\$1,319,560	8.0%
Office of the City Manager	1,313,727	1,324,870	1,461,470	10.3%
City Secretary	412,218	384,880	397,150	3.2%
Mayor's Office	293,189	307,810	317,150	3.1%
City Council	357,482	379,100	395,930	4.4%
Budget and Evaluation	548,232	515,950	544,670	5.6%
Subtotal	\$4,055,007	\$4,134,860	\$4,436,130	7.3%

SERVICE EXCELLENCE

EXPENDITURES BY PROGRAM - Continued				
	Actual	Budget	Adopted	Percent
Public and Employee Communication Outreach	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>Change</u>
Office of Community Assistance	\$534,444	\$571,850	\$612,220	7.1%
Marketing and Communications	682,756	718,880	763,310	6.2%
WSTV 13	239,769	241,900	263,470	8.9%
City Link	1,789,380	1,896,930	2,019,370	6.5%
Subtotal	\$3,246,349	\$3,429,560	\$3,658,370	6.7%
Total Expenditures by Program	\$102,815,016	\$110,762,990	\$116,696,720	5.4%
RESOURCES BY TYPE				
	Actual	Budget	Adopted	Percent
Employee Benefits Administration	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>Change</u>
Interest Income	\$1,976,066	\$1,000,000	\$1,000,000	0%
Employee Contributions	7,619,951	8,485,200	8,621,200	1.6%
City Contributions	44,726,357	46,450,540	48,297,410	4.0%
Other Agency Contributions	317,277	319,400	1,267,250	296.8%
Reimbursements	780,032	559,720	556,350	0.6%
Fund Balance Appropriation	0	310,520	645,440	107.9%
Subtotal	\$55,419,683	\$57,125,380	\$60,387,650	5.7%
Addition to Fund Balance	\$1,766,597	\$0	\$0	N/A
Employee Resource Management				
Contributions	\$137,165	\$139,170	\$93,770	-32.6%
Transfer from Workers' Comp. Fund (Safety Program)	136,170	157,860	93,770	-40.6%
Transfer from Water/Sewer Fund (Safety Program)	61,540	58,710	61,220	4.3%
Other General Fund Revenues	1,896,128	1,982,140	2,181,920	10.1%
Subtotal	\$2,231,003	\$2,337,880	\$2,430,680	4.0%
Financial Management				
Interfund Revenues (Utilities & Stormwater Collection)	\$2,731,080	\$2,735,190	\$2,716,100	-0.7%
Purchase Card Rebates	137,161	130,000	110,000	-15.4%
Reimbursements from RAMCO	273,000	305,260	325,200	6.5%
Parking Violation Fees	276,067	276,000	251,000	-9.1%
Miscellaneous Revenues	142,818	132,250	145,250	9.8%
Forsyth County (Purchasing Services)	108,839	117,230	108,890	-7.1%
Sale of Property/Equipment	99,623	150,000	225,000	50.0%
Other General Fund Revenues	4,209,923	4,578,020	4,788,100	4.6%
Subtotal	\$7,978,510	\$8,423,950	\$8,669,540	2.9%
Information Systems Resource Management				
Service Charges to Other Funds	\$7,898,149	\$8,912,260	\$9,674,550	8.6%
Interfund Revenue	11,710	14,160	35,450	150.4%
Miscellaneous Revenue	10,817	0	0	N/A
Other General Fund Revenues	1,497,766	1,655,410	1,721,950	4.0%
Subtotal	\$9,418,442	\$10,581,830	\$11,431,950	8.0%

SERVICE EXCELLENCE

RESOURCES BY TYPE - Continued	Actual	Budget	Adopted	Percent
Physical Property and Asset Management	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>Change</u>
Charges for Service/Sales				
Fleet Services	\$8,970,798	\$9,854,160	\$9,440,500	-4.2%
Facilities Management	973,710	1,153,620	1,478,400	5.9%
Central Warehouse	320,271	350,790	372,870	6.3%
Vegetation Management	16,463	40,000	40,000	0%
Cemeteries	431,282	395,020	365,500	-33.9%
Rental Revenue	283,890	296,810	224,110	-24.5%
North Carolina Department of Transportation	80,000	80,000	80,000	0%
Contribution from Cemetery Perpetual Care	143,154	158,660	168,450	6.2%
Interfund Revenues	1,653,571	1,550,000	1,550,000	0%
Sale of Property	56,809	60,000	80,000	40.0%
Sale of Fixed Asset	30,658	0	0	N/A
Miscellaneous Revenue	28,155	0	0	N/A
Service Charges	10,194	15,000	12,700	-15.3%
Investment Income	7,729	0	0	N/A
Transfer from Water/Sewer Fund	561	16,000	16,000	0%
Transfer from Stormwater Management Fund	561	16,000	16,000	0%
Other General Fund Revenues	9,224,814	10,743,470	11,837,870	10.2%
Subtotal	\$22,232,620	\$24,729,530	\$25,682,400	3.9%
Policy Leadership				
Miscellaneous Revenues	\$3,404	\$0	\$0	N/A
Other General Fund Revenues	4,051,603	4,134,860	4,436,130	7.3%
Subtotal	\$4,055,007	\$4,134,860	\$4,436,130	7.3%
Public and Employee Communication Outreach				
Miscellaneous Revenues	\$29,365	\$25,730	\$25,730	0%
Contributions	4,500	2,000	2,000	0%
Other General Fund Revenues	3,212,484	3,401,830	3,630,640	6.7%
Subtotal	\$3,246,349	\$3,429,560	\$3,658,370	6.7%
Total Resources by Type	\$104,581,614	\$110,762,990	\$116,696,720	5.4%

PERSONNEL SUMMARY

POSITIONS BY PROGRAM	Actual	Budget	Adopted	Change
Employee Benefits Administration	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>Change</u>
Full-Time	9	9	9	0
Subtotal	9	9	9	0
Employee Resource Management				
Full-Time	19	19	19	0
Subtotal	19	19	19	0
Financial Management				
Full-Time	61	59	59	0
Subtotal	61	59	59	0

SERVICE EXCELLENCE

PERSONNEL SUMMARY - Continued

POSITIONS BY PROGRAM - Continued	Actual	Budget	Adopted	Change
	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	
Information Systems Resource Management				
Full-Time	48	47	47	0
Subtotal	48	47	47	0
Physical Property and Asset Management				
Full-Time	223	225	235	+10
Part-Time (FTE's)	46.6	46.6	50.9	+4.3
Subtotal	269.6	271.6	285.9	+14.3
Policy Leadership				
Full-Time	28	29	29	0
Part-Time (FTE')	0	0	0.5	+0.5
Subtotal	28	29	29.5	+0.5
Public and Employee Communication Outreach				
Full-Time	41	41	42	+1
Part-Time (FTE's)	1	1	0	-1
Subtotal	41	42	42	0
Total Positions by Program				
Full-Time	429	429	440	+11
Part-Time (FTE's)	47.6	47.6	51.4	+3.8
Total	476.6	476.6	491.4	+14.8

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 14-15	Estimated FY 15-16	Projected FY 16-17
Effectiveness			
Achieve a 88% Average Revenue Collections Rate:			
Housing/Economic Development loans	97%	97%	97%
Water/Sewer	92%	90%	92%
Stormwater	84%	84%	86%
Assessments (all types)	83%	83%	83%
Parking Tickets	73%	74%	74%
Keep citywide accident/illness/incident rate to less than 7 per every 200,000 hours worked ¹	3.75	3.73	3.69
Hold number of City vehicle accidents to less than 5 per 100 Employees	4.25	4.18	3.99
Maintain Highest (AAA) Credit Rating (by Fitch, Moody's, and Standard and Poors)	AAA	AAA	AAA
Achieve 0 to +4% variance in general fund budgeted revenues compared to actuals (excluding fund balance appropriation)	2.19%	0.91%	0 to +4%

SERVICE EXCELLENCE

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 14-15	Estimated FY 15-16	Projected FY 16-17
Effectiveness - Continued			
Achieve no greater than +/-2.5% variance in general fund budgeted expenditures compared to actuals	2.19%	0.91%	+/-2.5%
Percent of positions filled by the promotion from within program	43	42	40
Resolve 75% of injuries within Employee Health	64%	70%	75%
Achieve 90% participation rate in voluntary health screenings	71%	89%	90%
% of Information Systems staff with industry Best Practices Training	91%	100%	100%
Achieve 90% of "Excellent" survey responses from information system users	95%	95%	95%
Maintain 99% availability of Core Network information systems	99%	99%	99%
Complete 90% of Fleet Services repairs within 72 hours	78%	79%	80%
Complete 100% of premise maintenance and building repair work orders within 30 days	98%	98%	100%
Complete 95% of mowing cycles on time during mowing season	96%	96%	95%
Remove 90% of hazardous trees within three weeks of identification	100%	100%	95
Review 90% of driveway permits within 15 working days	100%	100%	100%
Review 100% of subdivision plans within 20 working days	100%	100%	100%
Process 90% of contractor payments within five working days of receipt	100%	100%	100%
Acquire 90% of project within 30 days of estimated due date	100%	100%	100%
Acquire 90% of properties at initial tax or appraised value based on authority granted by the Mayor and City Council or City/County Utility Commission, except in cases involving condemnation	100%	100%	100%
Achieve a completion rate of 90% for department key work items	80%	97%	90%
Publish 100% of all legal advertisements within 10 days prior to hearing	100%	100%	100%
Distribute 100% of all adopted documents within 3 days of City Council meetings	100%	100%	100%
Prepare 100% of agenda books within 48 hours prior to meeting	100%	100%	100%
Achieve a rate of 100% for Citizen Police Review Board appeals processed within 24 hours	100%	100%	100%
Answer at least 70% of calls within 30 seconds	73%	75%	75%
Achieve an accuracy rate of 85% information and call flow	89%	91%	92%
Percentage of calls handled – single contact resolution	89.2%	93%	95%
Efficiency			
Number of square feet receiving custodial services per FTE position ²	22,910	23,092	23,075
Average number of days to refer issues/concerns	1	1	1
Number of contacts received per Community Assistance Liaison per month	21.5	19	19
Average call-handle time in minutes (objective: 5 minutes or less)	4 mins	4 mins	4 mins
Average hold time in seconds (objective: <30 seconds)	24	26	27

SERVICE EXCELLENCE

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 14-15	Estimated FY 15-16	Projected FY 16-17
Workload			
Total training hours per employee	7.25	6.5	7.0
Website visits	4,084,929	4,000,000	4,500,000

1 – The Occupational Safety and Health Administration’s (OSHA) acceptable guideline is to remain less than 7 per 200,000.

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

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

BUDGET HIGHLIGHTS

EMPLOYEE RESOURCE MANAGEMENT

- The adopted FY 2016-17 budget includes the addition of (\$50,000) in training funds. In FY 2014-15, Employee Development provided 17,550 hours of training for City employees. This training was provided with a staff of one Human Resources Analyst and numerous contractors. During the first half of FY 2015-16, Employee Development has provided over 7,300 hours of employee training divided among many different programs. As the City expands training programs, it plans to provide more in-house training and coordination of contracted training. These additional training resources would assist in the development and implementation of current and additional in-house training programs:
 - o Implementation of the second CareerBuilder class (succession planning program). This program consists of 73 hours of classroom instruction per participant.
 - o Mandatory personal security training for all employees.
 - o Developing and executing the performance management series to educate all employees about the performance appraisal process including how to document and report work performance and to educate supervisors about the need for continuous feedback and more effective use of the evaluation process.
 - o Development of new content for existing annual training including Supervision I, Department Head Training, Quarterly Supervisory Updates, Creating a Professional Brand, and Commercial Driver’s License preparation.

FINANCIAL MANAGEMENT

- Forsyth County will reimburse the City 19.71% of purchasing services expenses in FY 2016-17, based on the prior year percentage of purchase order line item activity, the percentage of total dollar volume purchase orders, and the percentage of administrative time dedicated to each jurisdiction. The County share was 22.68% in FY 2015-16 and 23.77% in FY 2014-15. The decrease in the County’s share for FY 2016-17 is related to internal City purchasing policy decentralization changes, bidding increases related to City bond projects, and Utility State Revolving Fund grant construction projects

SERVICE EXCELLENCE

BUDGET HIGHLIGHTS - Continued

INFORMATION SYSTEMS RESOURCE MANAGEMENT

- Equipment leasing expenses are increased by \$521,320 for FY 2016-17, due to the addition of payments for the following: telephone replacement and upgrade (\$61,200), computer replacement (\$124,950), virtual desktop upgrade (\$54,320), infrastructure needs (\$174,680), and new applications and services (\$92,340).
- New applications and services are funded between equipment leasing and operating expenses. The below table shows the applications and services that would be developed as part of the FY 2016-17 budget:

<u>Project Title</u>	<u>Estimated One-Time Costs</u>	<u>Estimated Recurring Costs</u>
Upgrade Convention Center Network	\$65,000	\$5,000
Sanitation Routes and Tonnage Solution	30,000	0
Employee Medical Scanning Solution	2,300	0
Update City Website	25,000	6,000
City Hall/BAS Visitor Management Solution	10,000	7,500
Engineering Mobile Inspection and Record Keeping	5,800	2,160
Strategy/Infrastructure for Citizen Mobile Applications	4,000	500
Sign Compliance Inventory Solution	8,000	2,160
Scanning and Spatially Indexing Historical Maps Process	32,000	0
Upgrade CSR Solution for City Link	115,000	35,000
Migrate Email to Government Cloud	25,000	0
Implement Shift Differential Within Kronos	<u>40,000</u>	<u>0</u>
Total	\$362,100	\$58,320

PHYSICAL PROPERTY AND ASSET MANAGEMENT

- The Facilities Management gross operating budget is increased \$716,650, or 9.2%, mostly attributable to costs related to new facilities opening in FY 2016-17. Costs for these new facilities have been pro-rated based on their anticipated opening dates. Increased costs in FY 2016-17 include the addition of three new positions: one equipment maintenance technician (\$21,500), one electrician (\$21,500), and one trades helper (\$16,350) to help with the anticipated workload increase. These three positions have been budgeted for half of the year based on anticipated needs from facility openings. The adopted budget also includes 4.28 custodial FTE's for janitorial care (\$102,110) for new facilities and associated operating supplies (\$21,490). Other major operating costs for new facilities include energy and facility repair costs. The table below shows FY 2016-17 increased costs by facility:

<u>Facility</u>	<u>FY 2016-17 Cost</u>
Police District Offices	\$83,250
Lowery Street	217,680
Fire Station Renovations	9,460
Alexander R. Beaty Public Safety Training and Support Center	57,750
Sedge Garden Gymnasium	18,950
Jamison Park	17,780
Other Park Improvements	<u>32,000</u>
Total Operating Costs	\$436,870

SERVICE EXCELLENCE

BUDGET HIGHLIGHTS - Continued

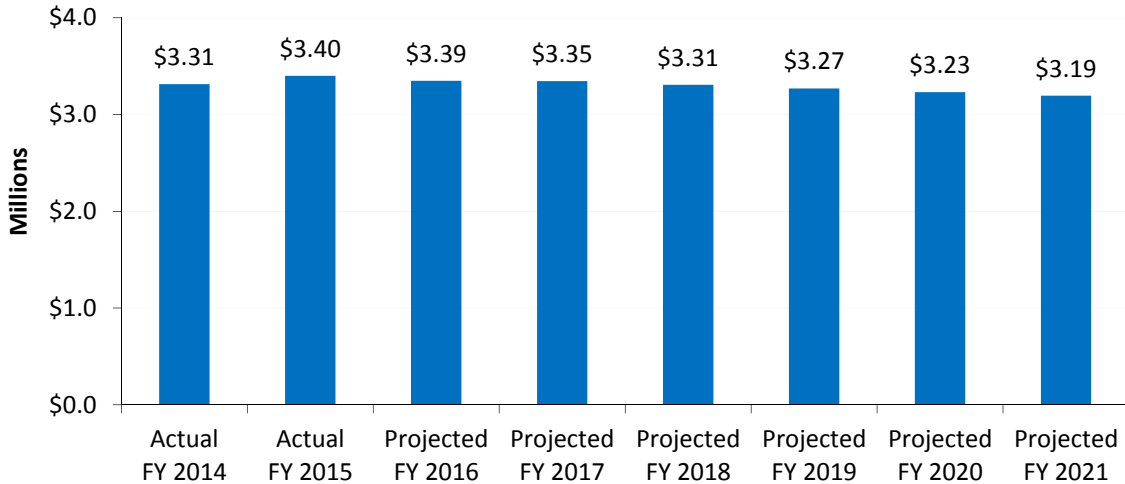
- In addition to operating costs for new facilities, the Facilities Management budget includes \$50,000 for additional painting and floor care to address deferred maintenance needs in these areas.
- The adopted budget includes a net increase in equipment lease expenses (\$34,790). Additional payments have been added for replacement of four crew trucks (\$24,000) and two service vans (\$16,200).
- The adopted budget includes \$231,300 to make permanent the two rapid response crews currently being piloted for litter pick-up and grounds maintenance. This appropriation includes six additional full-time personnel (two crew leader positions and four maintenance worker positions), lease payments for two vehicles, and supplies and equipment. These crews work on regular routes and also respond as needed to special assignments.
- The Vegetation Management budget also includes \$24,000 for over-seeding of soccer and ballfields and \$50,000 for creek bank maintenance. Periodic overseeding improves turf density for optimum turfgrass recovery and helps provide a denser, more uniform, and safer playing surface. Creek bank maintenance funding would be used to clear vegetation from stream banks in to park improve sight lines and visibility.
- The adopted budget includes a net increase in equipment lease expenses (\$62,900). Additional payments have been added for the following: replacement of three tractors (\$52,000), one seven-gang turf mower (\$8,000), one flex-wing mowing deck (\$3,200), and four crew trucks (\$33,600).
- Cemeteries Division expenses are decreased \$25,950, primarily due to a decreased contribution to the perpetual care fund (-\$27,100) due to lower projected plot sales. The budget includes replacement of one dump truck (\$8,000).
- Total Cemeteries Division revenues are budgeted to decrease \$188,180 due to lower plot sales. This estimate assumes all graves in Sections J and L at New Evergreen Cemetery will sell out during FY 2016-17.
- The cemeteries operating budget includes a contribution from the cemetery perpetual care fund to cover maintenance expenses associated with those areas of the cemeteries that are occupied. The amount of the contribution is based on 5% of the average of the immediately preceding three year-end balances of the fund. For FY 2016-17, the contribution from the cemetery perpetual care fund is increased \$9,790, or 6.2%, due to increased investment income.

The following chart provides a projection of the fund balance for the cemetery perpetual care fund. The decrease in perpetual care fund balance beginning in FY 2015-16 is reflective of the decrease in plot sales at New Evergreen Cemetery. Plot sales and subsequent contributions to the perpetual care fund will continue to decrease as sections of New Evergreen Cemetery are sold out.

SERVICE EXCELLENCE

BUDGET HIGHLIGHTS - Continued

Cemetery Perpetual Care Fund Balance



Fleet Services

- The adopted budget for Fleet Services includes the addition of one service writer position (\$39,720). This position is currently funded through the City’s SOAR program. This position would allow supervisors and other parts personnel to focus on other work duties and provides a higher level of customer support to user departments. Position responsibilities would include handling incoming calls, writing work orders, and staffing the service desk.
- The Fleet Services supplies and services budget is decreased \$717,510, mostly due to decreased fuel costs (-\$988,330) and increases for outsourced repair services (+\$200,000). Outsourced repairs for heavy equipment have been increasing as the average age of the City’s heavy equipment fleet increases. Fuel budgets have been based on estimated average costs of \$1.75 per gallon for unleaded fuel and \$2.10 per gallon for diesel fuel. The table below shows FY 2015-16 budgeted costs per gallon, FY 2016-17 budgeted costs per gallon, and FY 2016-17 estimated retail costs per gallon for unleaded and diesel fuels.

Budgeted Fuel Prices

	FY 15-16	FY 16-17	FY 16-17
	<u>Budget</u>	<u>Budget</u>	<u>Retail</u>
Unleaded	\$2.38	\$1.75	\$2.29
Diesel	2.73	2.10	2.70

- The adopted budget includes a net increase in equipment lease expenses (\$164,570). Additional payments have been added for the following: replacement of one fuel truck (\$31,880), the fluids management system (\$10,200), and fuel tank monitoring system (\$15,810). Additionally, \$121,650 in lease payments have been added to the leased vehicles budget to provide for replacement of 10 full-size trucks, 8 compact sedans, 4 mid-size sedans, and 2 mini-vans. In order to generate sufficient revenue for leased fleet replacements, the monthly lease rate was raised from \$162.50 to \$199.

SERVICE EXCELLENCE

BUDGET HIGHLIGHTS - Continued

POLICY LEADERSHIP

- The adopted budget includes the addition of a part-time paralegal assistant (\$20,740) to assist with increased contract workload.
- The adopted budget increases the expense allowance for elected officials by \$200 per month. The increase would be optional and would be effective January 1, 2017 as required by State Statute (160A-64). The expense allowance has not changed since 1990.

Mayor and City Council

FY 2016-17 Adopted Compensation for Elected Officials

	<u>FY 15-16</u>	<u>FY 16-17</u>
Mayor		
Annual Salary	\$13,410	\$14,090
Expense Allowance*	6,000	7,200
Optional Car Allowance	3,900	3,900
City Council		
Annual Salary	\$10,490	\$11,020
Expense Allowance*	2,700	3,900
Optional Car Allowance	3,900	3,900

***Note: The increase in the expense allowance for FY 16-17 is optional**

Memberships to Organizations in which the City is a Corporate Member

<u>Organization</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>Departmental Budget</u>
National League of Cities	\$13,400	\$13,400	City Council
North Carolina League of Municipalities	63,940	64,610	City Council
UNC School of Government	27,680	28,550	City Manager
Piedmont Triad Regional Council	49,460	49,960	City Council
North Carolina Metropolitan Mayor's Coalition	15,710	15,870	Mayor
US Conference of Mayors	12,250	12,250	Mayor
Downtown Winston-Salem Partnership (DWSP)	26,810	26,810	Development Office
Sister Cities International	970	970	Development Office
Greater Winston-Salem Chamber of Commerce	<u>4,070</u>	<u>4,310</u>	Development Office
Total	\$214,290	\$216,730	

SERVICE EXCELLENCE

BUDGET HIGHLIGHTS - Continued

PUBLIC AND EMPLOYEE COMMUNICATION OUTREACH

- The adopted FY 2016-17 budget includes the addition of one full-time video production specialist for WSTV 13. This position was budgeted as part-time in FY 2015-16. In 2014, as staff began investing more in digital advertising, the workload continually increased. These increased workloads include live productions of the Planning Board, committee meetings, the Public Safety News Conference, live to tape productions, and new television programs Nexus and Tu Comunidad.

SERVICE EXCELLENCE NON-DEPARTMENTAL

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

EXPENDITURES	Actual	Budget	Adopted	Percent
General Fund	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>Change</u>
Contingency	\$0	\$90,000	\$29,200	-67.5%
Property Tax Collections	565,091	668,900	626,190	-6.4%
Salary Savings Adjustment	0	-3,006,520	-2,388,400	-20.6%
Transfers				
Grants Fund	3,000	0	0	N/A
Debt Service on Dell Borrowing	400,000	400,000	400,000	0%
Lease Payments for Convention Center Renovations	200,000	200,000	200,000	0%
Special Obligation Bonds for Wake Forest Innovation Quarter	167,810	180,260	184,660	2.4%
Capital Projects Fund	300,000	0	10,000	N/A
Leasing Fund	52,535	52,540	52,540	0%
Information Systems Fund	750,000	386,560	550,000	42.3%
Subtotal	\$2,438,436	-\$1,028,260	-\$335,810	-67.3%
Cable Franchise Fund				
Cable Franchise Expenditures	\$538	\$0	\$0	N/A
Transfer to Leasing Capital Projects Fund	100,000	0	0	N/A
Subtotal	\$100,538	\$0	\$0	N/A
Total Expenditures	\$2,538,974	-\$1,028,260	-\$335,810	-67.3%
RESOURCES				
Other General Fund Revenues	\$2,438,436	-\$1,028,260	-\$335,810	-67.3%
Cable Franchise Revenues	100,538	0	0	N/A
Total Resources	\$2,538,974	-\$1,028,260	-\$335,810	-67.3%

BUDGET HIGHLIGHTS

- Contingency. The adopted budget includes \$29,200 in contingency funds for any unanticipated needs that arise during the fiscal year. City Council will approve funds for these needs on a case-by-case basis.
- Property Tax Collection. According to the City/County Cooperative Governmental Services Funding Agreement, the City reimburses Forsyth County for property tax collection services based on its proportion of all Forsyth County municipality and County tax records combined. For FY 2016-17, the City's share is 33.83%.
- Salary Savings Adjustment. The total general fund salary savings budgeted for FY 2016-17 is \$2,388,400. It is estimated that savings generated by position turnover and other personnel-related changes will be in the range of 2% of payroll.

SERVICE EXCELLENCE CAPITAL PROJECTS

Listed below are the capital projects appropriated for the Service Excellence strategic focus area.

EXPENDITURES	Adopted
Property and Facilities Management:	<u>FY 16-17</u>
General Government Facility Renewal	\$10,000
Information Systems:	
Fiber Optic Upgrade	\$550,000
Infrastructure Improvements	660,000
Telephone Maintenance and System Upgrade Planning	362,100
Total Expenditures	\$1,582,100
FUNDING SOURCES	
<u>Other</u>	
North Carolina Municipal Leasing Corporation	\$1,022,100
Transfer from General Fund	560,000
Total Funding Sources	\$1,582,100



Winston-Salem