

Responses to Council Questions from Budget Updates

TABLE OF CONTENTS *by Strategic Focus Area*



Winston-Salem
Budget & Evaluation Office
336-747-7090; Email: patricet@cityofws.org

Livable Neighborhoods

Update on revenues collected from demolition assessments	2
Cost of demolitions versus the rehabilitation of properties	2
Cost of pool operations and staff for each pool	3
Open gym fee for basketball	3
Percentage increase in CDBG funding	3
Timetable for receiving federal housing funds	3

Quality Transportation

Union Station expenditures and “proforma” for revenues	4
Logistics of the Business 40 Mitigation Strategies	4
Optimization of travel during Business 40 closure	5
Planned maintenance/renovations to the Transit Center	5
WSTA ridership by route	6
Funding available and implementation plan for bus shelters	7
List of items for future Public Works meetings	7

Healthy Environment

Commercial Dumpster Service price comparisons	8
Commercial Dumpster Service transition plan	8
Potential revenues from the elimination of the bulk container program	9
Pick-up hours ordinance for bulk containers	9
Amount of debt and cash in the water and sewer fund	9
Explanation of refuse costs compared to other cities and refuse optimization	10
Driver of the decrease in Stormwater fund balance when “no use” is shown in the budget	10
Economic analysis and ROI on the \$30 million advanced metering capital project	11
Plan to assist homeowners with older pipe issues	11

Economic Vitality and Diversity

Allocation of local ABC revenue	12
Options to change timing of approval/funding for the Summer Youth Employment Program	12
Number of youth that can be added with \$10,000 to the Summer Youth Employment Program	12
Update on Caterpillar	12
Matrix of the funding sources for contributions to community agencies	13
The next revaluation of real property and the resolution regarding revaluation	14
Driver of the Bowman Gray decrease in the budget	14
List of taxes paid by companies currently receiving incentive payments	14
Difference in request versus recommendation for Experiment in Self-Reliance (ESR)	14
Percentage of city funding for community agencies total budget	15
Will the County fund their portion for Head Start?	16

Service Excellence

Original goal of the public safety supplemental pay	17
Public safety pay plan compared to the market rate	17
Number of employees with wages below \$12.50/hour; \$15 per hour	17
List of all authorized positions that are below market rate	18
Drivers of the increased interfund revenue and principal retirement in the Debt Service Fund	20
Explanation of mail/printing cost increases	20
Security issues with the Advanced Metering Infrastructure (AMI) project	21
Amount of 2014 bond funds to be spent in FY 2018-19	22

Safe and Secure

Total accounting of the SOAR budget	25
What is the average actual salaries for those on the public safety pay plans	26
Police vacancy analysis	26

Livable Neighborhoods

Please provide an update of revenues collected from demolition assessments.

When a property is demolished, the property owner is assessed a fee. The average collection rate for demolition assessments is 27%. Below is a table showing demolition assessment collections for the past three fiscal years and year-to-date in fiscal year 2017-18:

<u>Fiscal Year</u>	<u>Revenue Collected</u>
FY 2014-15	\$ 39,245.64
FY 2015-16	31,723.75
FY 2016-17	49,918.33
FY 2017-18 (YTD)	56,175.99

In the current fiscal year, the City budgeted \$60,000 in revenues to be collected from demolition assessments. The actual revenue collected year to date, \$56,175.99, could include payments from demolitions in prior years since property owners have the option to finance their payments for up to five years.

What is the cost of demolitions vs. the rehabilitation of properties?

The cost of rehabilitation is much higher than demolition in most cases, although the two are not used interchangeably. While there are many factors that impact the decision to rehabilitate or demolish a property, one of the key factor is the owner's interest.

In rehabilitation cases, the home is occupied and the owner has an interest in preserving the property and continuing to occupy the premises. The owner applies for a loan for improvement from one of the City's programs. Repairs tend to be much more expensive, such as replacing a rotten subfloor or cabinets.

In contrast, demolitions are considered when the owner has abandoned the house in some manner and staff has followed protocol to contact property owners or heirs. These properties are vacant or abandoned and have major repair issues, such as extensive water damage from a failing roof, rotting structures, or fire damage. Typically the property owner does not have an interest in rehabilitating the property.

The average cost of a demolition and rehabilitation of property is shown in the table below:

	Average Cost	
	FY 2016-17	FY 2017-18 (YTD)
Demolition	\$9,260	\$6,220
Rehabilitation	\$27,580	\$34,260

Please provide a cost of pool operations and include staff costs for each pool.

Personnel and operating costs for each pool were calculated using the number of staff assigned to each pool to prorate the total pool personnel and operating expenditures. The table below shows personnel, operating, and total costs for each pool for FY 19.

Pool	Assigned Pool Staff	Personnel Costs	Operating Costs	Total Expenditures
Winston Lake Aquatic Center	24	\$149,440	\$22,440	\$171,880
Bolton Pool	14	87,174	13,090	100,264
Kimberly Park Pool	9	56,040	8,415	64,455
Mineral Springs Pool	8	49,813	7,480	57,293
Long Creek Pool ¹	8	49,813	7,480	57,293
Parkland Pool	9	56,040	8,415	64,455
Polo Park Pool	9	56,040	8,415	64,455
Reynolds Park Pool	8	49,813	7,480	57,293
Sprague Street Pool	7	43,587	6,545	50,132
Total	96*	\$597,760	\$89,760	\$687,520

*Note: 10 pool staff (2 Assistant Aquatics Supervisors and 8 Cashiers) are not assigned to a specific pool but instead rotate between sites as needed. They are budgeted in the Personnel Costs for each pool, but are not included in the Assigned Pool Staff number. The total number of aquatics staff for FY 19 is 106.

¹ For FY 19, there will be additional one-time operating costs for Long Creek to become fully operational since this is a new pool. One-time costs include: check-in baskets, racks, lounge chairs, life jackets, first-aid/AEDs, lockers, etc.

Has the open gym fee for adult basketball been rescinded?

The fee to participate in open gym at Recreation Centers was rescinded as part of the FY 2014-15 budget process and has not been charged since that time.

Gymnasium rental fees for individuals, programs, and groups are still in effect and charged according to the City's User Fee Manual. Rental fees help offset the cost of set-up, cleaning, and staff time associated with private use of City facilities.

What is the percentage increase (from last year) in CDBG funding overall?

The percentage increase in new CDBG funding is 12.2%. For FY 2018-19, the City is expecting to receive \$2,214,400, an increase of \$240,440 over the FY 2017-18 allocation of \$1,973,960.

What is the timetable of receiving federal housing funds from the Department of Housing and Urban Development (HUD)?

The City is not expecting receipt of federal housing funds from HUD until October. There are a series of steps that must be completed before the funds can be distributed, which are as follows:

1. City Council approval of the Consolidated Plan on June 18th
2. Entering the Consolidated Plan into the HUD online system after the public comment period ends on June 22nd (expected submission June 28th)
3. HUD has 45 days from receipt to review and either accept or reject the plan (expected no later than August 15th).
4. Assuming the plan is accepted, paperwork is initiated to create a grant agreement.
5. Once the grant agreement is signed and returned, the funds can be released.

Quality Transportation

Please provide the line items of expenditures and “proforma” for revenues for Union Station.

Below is the proposed budget for Union Station for FY 2018-19. Any revenues from leasing space to tenants will be added to future budgets as leasing agreements are signed.

<u>Object Code Category</u>	<u>FY 2018-19 Proposed</u>
Rent and Utilities	\$34,000
Buildings and Grounds Maintenance	\$112,070
Contracted Services	\$16,000
Total	\$162,070

Please describe the logistics of the Business 40 Mitigation Strategies. How will funds be spent? How will they be reimbursed?

The total funding available for Business 40 Mitigation Strategies is \$9,470,250. The proposed FY 2018-19 budget includes \$7,296,450 for Business 40 mitigation strategy programs. These programs are 100% reimbursable by the North Carolina Department of Transportation and will assist with transit services during the planned closure of Business 40 scheduled to begin in the fall of 2018. The funds cannot be spent until a final contract is received from NCDOT, and the city will invoice monthly to reimburse any funds spent the previous month in accordance with the agreement. The below table shows the strategies, including \$2,173,800 previously approved by the Mayor and City Council.

Strategy	Cost	Description
Bus Rehabilitation	\$2,023,000	WSTA will rehab 14 buses to add to the fleet of 38 on fixed route. These will be used on the Mitigated and Enhanced Services
Park and Ride Costs	\$100,800	Staff identified 8 potential locations that had an abundance of parking opportunities, within 10 miles downtown and along WSTA current routes. Each location will be served by an ‘Express Bus’ that shuttles persons directly downtown with no stops in between.

Marketing and Public Relations	\$319,260	Staff proposes extensive marketing of the mitigation strategies through the use of social media, signage (inside and outside of buses), WSTA website (and affiliated Business 40 Closure websites), radio, newspaper, etc. Additional staff at the call centers will be provided as well as travel training and information sessions for new and existing users on changes to market the bus services available. Funds are available for the Guaranteed Ride Home program.
Mitigated Bus Service	\$3,626,200	Mitigated Services: Services that are offered as a result of being directly impacted by the closure site. This includes transit routes that currently travel within the closure area as well as the operational impacts of re-routing and re-configuring routes.
Enhanced Bus Service	\$3,400,990	Enhanced Services: Services that will further improve the transit system during the closure, aid in the reduction of car volumes on the road, and encourage transit use during the closure.
Total	\$9,470,250	

What are the plans to optimize travel when the Business 40 closure takes place?

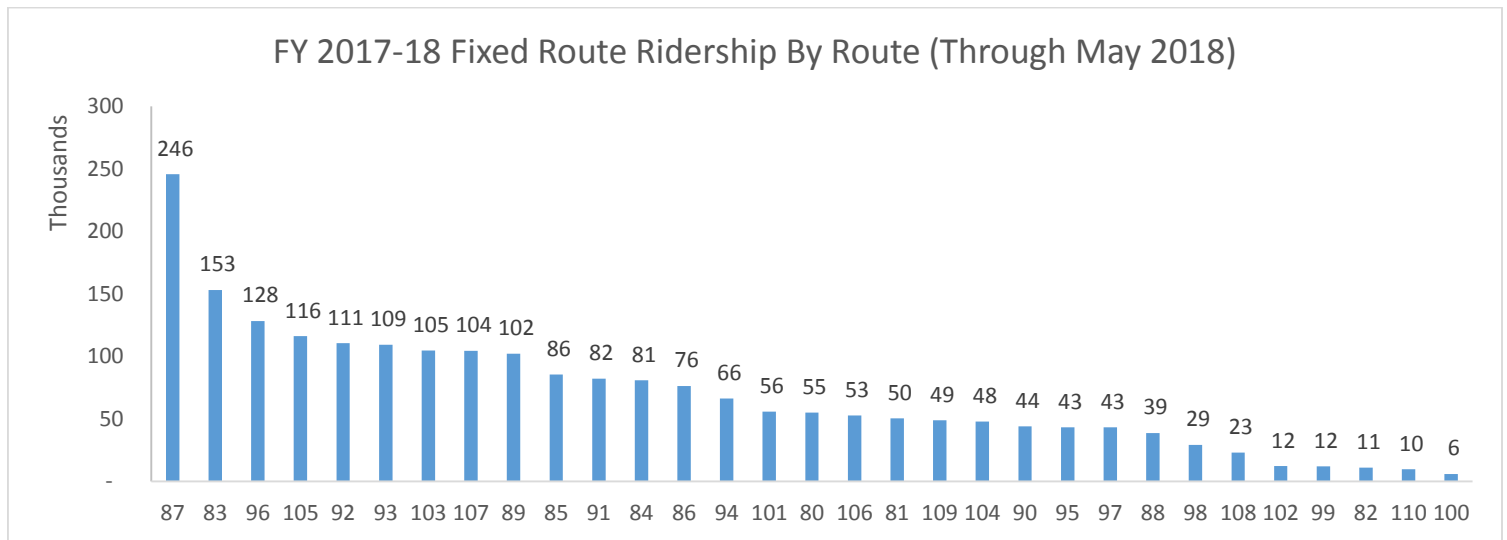
The Winston-Salem Department of Transportation is working with the North Carolina Department of Transportation (NCDOT) to mitigate the impacts of the closure. Some of the major mitigation strategies are listed below.

- Offsite improvement to handle detour traffic influx
 - o Peters Creek Parkway widening around ballpark
 - Also includes new lane configuration for 2nd St @ Broad St. New dual left turns will be added for the eastbound approach.
 - o Academy Street widening – westbound right turn lane
 - o Martin Luther King Jr. Drive widening from Trade to Cherry/Marshall
- Traffic Signal Timing and Optimization
 - o Detour route timing plans
 - o Incident response timing plans
 - o Pedestrian signal installation for several locations
 - o Increased peak hour monitoring
- Road closure moratorium
- Road closure fees
- Increased communication via website

Are there any planned maintenance/renovations to the Transit Center to be funded with operating or capital (FTA 5307) funds?

The proposed FY 2019-24 Capital Improvement Plan (CIP) includes \$314,290 in FY 2018-19 and \$2,231,320 in the outlying planning years for transit facility renovations, including at the Clark Campbell Transportation Center. Planned maintenance/improvements include repainting beams in the canopy, more sustainable seating, a redesign of the HVAC system, and maintenance of the elevator.

Provide ridership by route, noting the known circulator routes.



The below table shows ridership by route, for the transit system.

Route	Route Information	N=Nights	2017	YTD 2018
87	Transit Center-Downtown Health Plaza N Side Shop-Forsyth Tech-K&W Hanes Mill	N, Sat, Sun	265,072	104,710
83	Transit Center-Peters Creek-Brewers Crossing-South Park Walmart/Peters Creek	N, Sat, Sun	171,007	66,673
92	Transit Center-Cleveland Ave-Patterson Ave Oak Summit - Old Rural Hall Road	N, Sat	113,158	54,383
96	Transit Center-New Walkertown Rd-Carver School Road-Butterfield Drive	N, Sat, Sun	147,759	55,567
105	Transit Center-Union Station/WSSU-Bowman Gray Stadium-Salem Gardens Apts	N, Sat, Sun	133,255	48,925
91	Transit Center-Patterson Ave-Indiana Ave Cherry St - Sturmer Park	N, Sat	84,813	39,246
86	Transit Center-MLK-Union Station Waughtown-Louise & Thomasville	N, Sat, Sun	77,479	38,340
103	Hanes Mall-Baptist Hospital-Thruway Shopping Ctr-Westgate Plaza-Pavillions Shopping Ctr	N, Sat, Sun	114,165	46,124
89	Goodwill-Coliseum Industries for the Blind-Sturmer Park	N, Sat, Sun	109,734	44,786
107	Wake Forest Baptist Med. Ctr Food Lion/Hawthorne-Forsyth Med Ctr-Hanes Mall	N, Sat, Sun	110,421	45,812
85	Forsyth Tech-Salem Crest Apartments Old Salem-Gateway YMCA	N, Sat	93,615	38,083
93	DSS-Public Health Department-LaDeara Crest Apts-Bowen Park WS Prep-Andrew Ht. Apts	N, Sat, Sun	116,176	44,178
84	BB&T Ballpark-Forsyth Tech/Main-Forsyth Tech/W Hanes Mall	N, Sat	85,660	35,583
94	Atkins High School Kensington Village Apartments Petree Elementary School	Sat, N, Sun	66,328	32,463
80	Transit Center-Academy-Hawthorne Road Forsyth Hospital-Hanes Mall North	N, Sat, Sun	53,104	28,741
95	Transit Center-1st Street-Northwest Blvd Stratford Road-Vinegar Hill		49,816	18,230
81	Hanes Mall/W Circulator Hanes Mall Blvd-Kester Mill/Walmart-Jonestown Rd-Healy Dr	N, Sat	52,301	21,623

<u>Route</u>	<u>Route Information</u>	<i>N=Nights</i>	<u>2017</u>	<u>YTD 2018</u>
101	SE Plaza Shopping Ctr Food Lion Waughtown-South Park Shopping Ctr-Walmart/Peters Creek	N, Sat, Sun	63,889	23,504
106	SA Center of Hope-Goodwill Coliseum-Senior Services Millbrook/Greenway Apts	N, Sat, Sun	46,784	27,967
88	Wake Forest-Reynolda Road Old Town Dr-Industries for the Blind		44,685	16,245
104	Old Salem-Gateway YMCA Alders Point-Goodwill/Waughtown Stoney Glenn	N, Sat, Sun	43,726	25,067
90	Goodwill-Senior Services Millbrook/Greenway/Crystal Towers Apts	N, Sat, Sun	43,570	21,738
109	Towergate Apts-Reynolda Road-Polo Road-Robinhood Road-Transit Center	N, Sat	54,276	21,195
97	Northside Circulator-Walmart-Target-Bethabara Park-Oldtown Shopping Ctr-Sam's Club	N, Sat	47,066	20,155
98	DSS-Smith Reynolds Airport-Carver Rd Library-Forsyth Tech East Campus		31,248	13,417
110	Transit Center-Union Station-Lowery St Facility-Lowery Court		11,413	4,294
108	Green Oaks Apts-Plaza Hollow-Plaza South Apts-Whitford Place Apts	N, Sat, Sun	20,196	12,798
102	Transit Center-Stratford Road-I40 West Stratford Industrial Park-I40 East		14,185	4,307
82	Hanes Mall/E Circulator Hanes Mall Blvd-Forsyth Tech-Kimel Park-Pavillions Shopping Ctr.	N, Sat	12,450	4,879
99	Sturmer Park-Wake Forest-Hanes Mall-Forsyth Tech College/Main Campus		12,705	5,330
100	Union Station-WSSU Gateway YMCA-UNCSA Driver's License Office/FTCC	N, Sat, Sun	7,654	1,614

What funding is currently available and planned for bus shelters? What is the implementation plan for bus shelter improvements and installations?

The proposed FY 2019-24 Capital Improvement Plan (CIP) includes \$40,000 in FY 2018-19 and \$289,600 in the outlying planning years for passenger amenities, including improvements to bus shelters and for new bus shelters. There is also remaining funding from an STP-DA Bus Shelter Grant in the amount of \$223,500 and \$728,400 in Federal Transit Administration (FTA) Section 5307 Capital Grant funds that were approved and appropriated in previous capital budgets.

The STP-DA funds can be used for installation. The FTA Section 5307 Capital Grant funds are currently identified for purchase but can be revised for installation purposes if needed. About thirty-eight full size shelter materials were purchased and delivered in late 2016 and mid-2017. Four are currently installed. The City is scheduled to advertise for the installation of other shelters and benches in June 2018, with a timeline of approval by the Mayor and City Council approval in August. This installation will also include the relocation of some existing shelters.

Provide a list of items that will be coming to future Public Works Committee meetings.

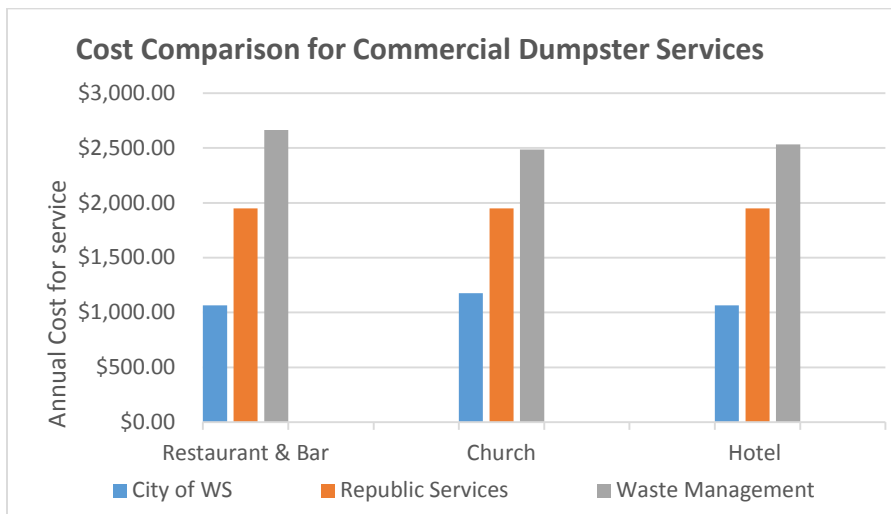
The following updates will be provided to the Public Works Committee in the upcoming fiscal year:

- Implementation plan and schedule for the Advanced Meter Infrastructure (AMI) project.
- Update on future sidewalk plans, including locations that may have been eliminated from the final 2014 bond sidewalk list, and funding plans.
- Update on plans for the upcoming closure of Business 40.

Healthy Environment

Please complete a price comparison for customers of the city vs. a variety of private companies.

Below you will find comparison data for the City of Winston-Salem and two private commercial dumpster services that serve Winston-Salem: Republic Services and Waste Management. The annual cost for service (shown in the graph) is based upon a collection frequency of once per week and the rental of an 8-cubic yard bulk container for a restaurant, church, and hotel, all located in the downtown area. The private haulers have a 36-month service contract agreement with their customers, and the City of Winston-Salem provides a 12-month service agreement. Included in the base service fees of the private vendors are: container refresh, estimated fuel/environmental recovery fees, and commercial administrative fees.



Please provide a transition plan for ending the Commercial Dumpster Service, including information on the disposal and sale of dumpsters, trucks, and a client list.

Since the Commercial Dumpster Service operates on a calendar year schedule, the program will end effective January 1, 2019. The program will no longer accept any new or renewing customers after the Mayor and City Council approve the FY 2018-19 budget in June 2018. The City will honor existing contracts through July 1, 2019. Changes to the Commercial Dumpster Service will not affect the multifamily recycling program.

All City employees working in the Commercial Dumpster Service will be reassigned to other areas within Sanitation. In FY 2018-19, one Senior Operator and two front-end loaders will remain assigned to collect bulk containers for remaining contracts and City facilities.

Staff will create a plan to sell the equipment utilized by the program. Existing customers may be given the opportunity to purchase City-owned dumpsters. Many customers currently pay a monthly rental fee for use of the containers. Another possibility is to release a Request for Proposals to solicit bids for the purchase of dumpsters, front-end loader trucks used for collection, and a client list. Bidders could submit proposals for the purchase of any combination of the items. If the purchase of a list of customers from the City does not go through, staff would give current customers ample notice to identify a private company to contract with to provide the service. City staff are working to explore these options to ensure a smooth transition for customers.

Demonstrate the allocation of potential revenues received from the elimination of the Commercial Dumpster Service.

The annual budget includes revenue of \$225,000 for the sale of surplus property. These revenues are accounted for in the general fund, within the budget for the Purchasing Division of Financial Management. In any fiscal year where the revenues for the sale of surplus property come in higher than budget, the funds are credited to the general fund.

The current budget for the Bulk Container Program within the Sanitation Department includes installment-purchase payments for six front loader garbage trucks, purchased via the North Carolina Municipal Leasing Corporation in FY 2014-15, FY 2015-16, and FY 2016-17. If these assets are sold as part of the elimination of the program, the proceeds would be applied back to the Leasing Fund to pay off the remainder owed on the vehicles.

What is the pick-up hours ordinance for bulk containers and does the city currently have fees for violations?

City ordinance (Chapter 46 – Noise, Section 46-5) prohibits the operation of a front-end loader for refuse collection between the hours of 10:00 p.m. and 6:00 a.m. in residentially zoned areas or within 300 feet of any residence in the City. This same section also prohibits engaging in recycling activities involving glass bottles or cans within 300 feet of any residence in the Growth Management Area 1 (Winston-Salem/Forsyth County) between the hours of 12:00 a.m. and 6:00 a.m.

A violation of this ordinance is a Class 3 misdemeanor and the offender may be fined up to \$500.00. Chapter 26 “Garbage and Trash” also governs the Bulk Container Program, in particular Section 26-8 addresses Bulk Container fees for service.

Provide information on the amount of debt and cash in the water and sewer fund.

The water and sewer fund currently has \$448,920,000 outstanding in revenue bonded debt and \$114,246,472 in state loans outstanding. The fund also has an obligation under the terms of the revenue bond trust agreement to generate revenues equal or greater than 1.10 times the annual debt payments. The bond rating agencies strongly prefer that this minimum coverage ratio be on the order of 2.0 vs. 1.10 in order to continue to rate the water and sewer bonded debt at the best level. Currently the debt is rated at AAA by Standards and Poors, Aa1 by Moodys and AA+ by Fitch. The current financial projection includes spending \$30 million cash for CIP projects in 2019. The \$79,601,551 in unrestricted cash that is in the water and sewer fund will be used for normal operational costs as well as to fund more projects under the “paygo” concept. The benefit to the customers is that less debt to the system means the rates for water and sewer can be lower.

Why are refuse costs higher than the other comparison cities?

A major driver of cost in the refuse program is the level of service provided. The City of Winston-Salem has provided a higher level of service than most cities for years. Staff consistently provides service on the assigned day of collection regardless of costs. The department also provides multiple courtesy collections in response to resident requests which results in service above and beyond the standard refuse collection process. Higher service levels require additional trips and use of employees, which in turn drive costs higher.

While improvements have been made in the age and condition of the fleet, there are additional costs associated with assuring that routes are collected when mechanical failures result in a shortage of vehicles. Crews that have no vehicle to utilize must wait on another vehicle to return to the Lowery Street facility before beginning their route.

What has the City done to optimize refuse collection?

The city has taken several measures to optimize refuse collection, including:

1. Optimizing routes with routing software- Staff monitors routes weekly and evaluates them at the end of each year to determine whether they need adjustments to improve efficiency and effectiveness. The routing software considers collection variables such as: vehicle capacity, housing densities, and time of collection cycle to create efficient routes for collection. Effective routing eliminates unnecessary trips to the landfill which minimizes fuel consumption and the generation of greenhouse gases.
2. Adjusting the collection vehicle composition- In April 2018, staff redesigned refuse routes to allow for the use of more automated vehicles which require fewer staff to operate. The route redesign changed the composition of vehicles to 16 automated vehicles and 9 rear loader vehicles. It is highly unlikely that rear loaders will be completely removed from the routing mix due to the inability to utilize automation in all situations and the versatility they provide in collection of many types of waste. In FY 19, there will be a reduction of eight positions in refuse due to an increase in side loader trucks. In order to achieve maximum savings with the latest route design, staff will need to fill the remaining vacancies to minimize the need for overtime.

What is driving the decrease in Stormwater fund balance, when the proposed budget shows no use of fund balance?

While no fund balance appropriation is needed in order to balance Stormwater's operating budget, capital projects necessitate this draw down in fund balance. The decrease in Stormwater Management fund balance is due to spending on capital projects, largely approved in prior years. The FY 2018-19 capital plan appropriates \$1,170,000 for Stormwater Infrastructure Renovations. In recent years, the number of capital projects that are Stormwater-related has increased, both in number and scope, which drives higher costs and greater use of fund balance.

Provide an economic analysis on the \$30 million advanced metering capital project. What is the ROI?

The City/County Utility Commission concluded an extensive feasibility study in 2017 to determine the best approach to updating the aging metering and water distribution infrastructure. Table I below shows the expenses that were anticipated as part of the Utility’s regular meter replacement program. Table II shows the additional \$4.9M investment to enhance the planned replacement with a network and concurrent system integrations to gain efficiencies, improve customer service, and realize savings.

Table I

Current Planned Meter Replacement Cost	20-Yr Present Value
Meter Replacement	\$36,125,000
Process Changes	\$2,605,000
Key Enabling Initiatives (IT + MDMS)	\$7,145,000
20-Year Total	\$45,367,000

Table II

Automated Metering Upgrade Cost	20-Yr Present Value
Meter Replacement	\$36,125,000
Process Changes	\$2,605,000
Key Enabling Initiatives (IT + MDMS)	\$7,145,000
Network, Security, and Integrations	\$4,933,000
20-Year Total	\$50,300,000

Table III indicates the projected savings from implementing the additional \$4.9M upgrade to the planned infrastructure replacement program. In order to gain as much benefit as possible from the upgrade to advanced metering, it is necessary to implement the upgrade at one time in order to allow for the modification of policies and procedures as well as the integration of all of the different information systems in order for the transition to be successful. Additional service offerings will be available to the citizens as well in the form of:

- Mobile account access and management
- Budgeted billing
- Monthly billing
- Early leak detection/notification
- Improved billing accuracy and timeliness

Table III

Major Financial Benefits of Advanced Meter Implementation	20-Yr Total (Present Value)
Operational Efficiencies	\$24,601,000
Improved Meter Accuracy	\$23,077,000
Utilities Staff Reallocation	\$9,676,000
Other Benefits*	\$15,196,000
Total Benefits	\$72,551,000

* Other Benefits include:

- Reduction in the number/amount of leak adjustments; Deferred or avoided infrastructure replacements due to accurate condition and functionality information on assets, assuring replacement only when necessary; Bad debt reduction; Reduced non-revenue water from proactive leak detection and distribution system tracking to ensure highest-efficiency in operations

Develop a plan to assist homeowners with older pipe issues.

Utilities staff will evaluate options to inform residents of potential property side utility concerns thorough our current practices and future processes such as AMI. Methods of possible relief for repairs to property side concerns will also be evaluated and presented for consideration by the Utility Commission.

Economic Vitality and Diversity

Explain the allocation of local ABC revenue.

Before making any other distribution, a local ABC board shall first pay from its gross receipts operating expenses of the local ABC system, taxes to the Department of Revenue, and other distributions required by statutes. The local ABC board shall then quarterly pay the remaining gross receipts to the general fund of the city or county for which the board is established, unless some other distribution or some other schedule is provided for by law. In Winston-Salem, two-thirds are allocated to the general fund and the remaining one-third is allocated for debt service.

The City of Winston-Salem, Village of Clemmons, Town of Kernersville, Town of Lewisville, Town of Oak Ridge, Town of Bermuda Run, and Town of Yadkinville jointly appoint the nine member Triad Municipal Alcoholic Beverage Control Board, which operates 14 liquor stores in Forsyth County, Davie County, Guilford County, and Yadkin County. North Carolina General Statute 18B805 requires the Triad Municipal Alcoholic Beverage Control Board to distribute its net income to the seven municipalities who appoint the Board and Forsyth County.

Create a plan to change the timing of when payments are made to the Summer Youth Employment Program so that a contract can be awarded and funds disbursed prior to the summer.

A proposed option to improve the timing of when the contract is approved and payments made to the Summer Youth Employment Program is as follows: The City could remove the program from the standard community agency process and have Community Development (CD) to issue a separate request for proposals (RFP) in early fall for the summer youth program. The RFPs could be reviewed by the Community Agency Allocation Committee (CAAC) and/or Community Development staff. Once the agency has been selected, CD would take a budget amendment to Council in January to fund the Summer Youth Employment Program with Housing Finance Assistance Funds (HFF). Once approved, the City could enter into a multi-year (3 to 5 year) contract with the selected agency, with options to renew. The multi-year contract would allow the agency to plan ahead for the summer program, receive a timely payment(s), and submit annual reports on the program's performance measures, participant stats, and outcomes. This would be an annual process and will give the agency several months to prepare for the program with timely funding.

How many additional youth could the Summer Youth Employment Program serve if funding is increased by \$10,000?

The cost per participant for the summer youth program at the WS Urban League is \$1,160. An additional \$10,000 in funding would allow for eight more youth to participate in the program. The program currently has the capacity to serve 150 youth.

Provide an update on Caterpillar.

Caterpillar is still undergoing a transition in their operations, and the City has not received updated employment numbers nor has a payment been made to them since July 2016. At that time, they had 298 employees. Contact has been made recently, and once updated numbers are provided, an update will be provided to the Mayor and City Council.

Provide a matrix of the funding sources for contributions to community agencies.

GF:	General Fund	CDBG:	Community Development Block Grant
SOAR:	Successful Outcomes After Release	HOME:	HOME Investment Partnerships Program
HFF:	Housing Finance Assistance Fund	ESG:	Emergency Solutions Grant (City & State)
OT:	Occupancy Tax		

Organization	Federal & State Funds							FY 2017-18 Adopted Total
	GF	SOAR	HFF	OT	CDBG	HOME	ESG	
Arts Council	\$269,900							\$ 269,900
Bethesda Center			\$160,000				\$ 77,046	\$ 237,046
Boys2Men Mentorship Program (Hope Counseling)*		\$ 5,000						\$ 5,000
Center for Creative Economy	\$ 25,000							\$ 25,000
Eureka Ministry, Inc.		\$20,000						\$ 20,000
Experiment in Self Reliance (ESR)	\$ 85,230		\$ 45,600		\$ 79,250		\$ 13,212	\$ 223,292
Family Services							\$ 30,764	\$ 30,764
Financial Pathways of the Piedmont					\$ 66,750			\$ 66,750
Forsyth County Adult Drug Treatment Court	\$ 35,000							\$ 35,000
Forsyth County District Attorney	\$ 45,000							\$ 45,000
Goodwill Industries of NWNC (in collaboration w/ United Way of Forsyth County)							\$ 32,480	\$ 32,480
Habitat for Humanity						\$143,000		\$ 143,000
HARRY VCOS			\$ 25,000					\$ 25,000
Honorable Youth		\$ 5,000						\$ 5,000
Hoops4L.Y.F.E		\$ 5,000						\$ 5,000
Housing Authority of Winston-Salem						\$240,000		\$ 240,000
IFB Solutions					\$ 50,000			\$ 50,000
Institute for Dismantling Racism/ Freedom Tree	\$ 33,350							\$ 33,350
Josh Howard Foundation		\$ 6,500						\$ 6,500
Kaleideum	\$222,360							\$ 222,360
Liberty East Redevelopment			\$ 31,150					\$ 31,150
Mediation Services	\$ 7,500							\$ 7,500
My Brothers Second Chance		\$ 5,000						\$ 5,000
NABVETS			\$ 10,000					\$ 10,000
Neighbors for Better Neighborhoods					\$ 40,050			\$ 40,050
North Carolina Black Repertory Company	\$ 85,000							\$ 85,000
North Carolina Housing Foundation			\$ 13,350		\$ 14,250			\$ 27,600
Old Salem Museums & Gardens	\$ 15,000			\$160,000				\$ 175,000
Piedmont Triad Film Commission				\$ 32,310				\$ 32,310
Piedmont Triad Regional Council		\$10,000	\$ 10,000		\$ 21,150			\$ 41,150
Positive Wellness Alliance			\$ 24,250		\$ 10,850			\$ 35,100
Reynolda House				\$ 75,000				\$ 75,000
RiverRun International Film Festival	\$ 40,000							\$ 40,000
Salvation Army							\$ 44,897	\$ 44,897
Samaritan Ministries							\$ 44,898	\$ 44,898
Self-Empowerment Lasts Forever (SELF), Inc.		\$10,000						\$ 10,000
Sergei Foundation	\$ 5,000							\$ 5,000
Shepherd's Center of Greater W-S	\$ 15,000							\$ 15,000
Southside Rides		\$10,000						\$ 10,000
United Health Centers			\$ 16,020					\$ 16,020
United Way of Forsyth County					\$ 57,100		\$133,755	\$ 190,855
Winston-Salem Urban League			\$165,000					\$ 165,000
Work Family Resource Center			\$ 25,450					\$ 25,450
YMCA - Youth Incentive Program	\$ 66,000							\$ 66,000
YWCA - Hawley House		\$13,500						\$ 13,500
FUNDING TOTAL:	\$949,340	\$90,000	\$525,820	\$267,310	\$339,400	\$383,000	\$377,052	\$2,931,922

When is the next revaluation? Provide the resolution regarding revaluation approved last year.

The next countywide revaluation will occur in 2021 and be in effect for the FY 2021-22 budget. A resolution approved by the Mayor and City Council on May 1, 2017 requesting the Forsyth County Board of Equalization and Review to evaluate the 2017 tax reappraisal process is attached.

What is driving the decrease in the budget for Bowman Gray Stadium?

The proposed FY 2018-19 budget for Bowman Gray Stadium assumes a full year of operations under City ownership. The sale of the stadium and surrounding property potentially could be approved before the end of calendar year 2018. The City currently has contracted with Winston-Salem State University to operate and maintain the stadium during 2018, including the NASCAR racing and Winston-Salem State University Football seasons. The City has contracted with a new concession provider for 2018 and will receive 30% of net sales. The proposed budget is decreased by 5.5%, mainly due to the completion of debt payments for the video scoreboard. Overall, the budget for Bowman Gray Stadium reflects a net loss of \$23,110.

Provide a list of the taxes paid by companies that are currently receiving incentive payments.

The below table shows property taxes paid in 2016, and scheduled and actual incentive payments made to companies receiving economic development assistance in FY 2017-18.

Economic Development Projects	2017-18 Projected Payment	2017-18 Actual Payment	2016 Property Taxes
WFIQ	\$288,580	\$86,612	\$111,846
WFIQ-Building 90 South	195,000	0	0
WFIQ-Bailey Power Plant^	344,000	0	0
Brookstown	93,600	183,849	205,894
Caterpillar^	574,680	0	1,985,925
Piedmont Propulsion	6,300	2,191	5,477
Inmar^	142,990	0	0
Pepsi Bottling	68,750	68,749	161,223
Herbalife	315,140	315,136	567,882
4th & Broad	20,170	16,071	9,272
Goler Heights	20,000	20,000	30,779
Hilltop House	13,000	8,203	23,072
Polyvlies*	9,170	0	54,909
Winston Factory Lofts	9,300	8,401	33,538
United Furniture*	10,720	0	32,084

^FY 2017-18 payment has not been made

*Economic Development Agreement has not been executed

What is the difference between the request and the recommendation of funding for Experiment in Self-Reliance (ESR)?

The requested \$45,600 from the City would be used to cover a portion of the salaries and benefits for the Forsyth Free Tax Program Manager and Assistant Manager. ESR requested an additional \$10,000 over last year’s funded amount to cover an increase in hours for the Assistant Forsyth Free Tax Program Manager. In their FY 2018-19 application, ESR included this justification: “This position is crucial to program operation during the tax season; ESR needs to be able to fund an increase of hours to meet the needs of the community.”

Show the percent of total budget that city funding provides for community agencies.

Organizations in Proposed FY 2018-19 Budget	FY 2019 Proposed Grant	Total Operating Budget	Grant as % of total operating budget	
Arts Council	\$ 217,360	\$ 3,127,000	7.0%	
Beating up Bad Habits	5,000	41,200	12.1%	(SOAR)
Bethesda Center*	337,465	1,151,167	29.3%	
Boys2Men Mentorship Program (Hope Counseling)	5,000	36,900	13.6%	(SOAR)
Center for Creative Economy	25,000	267,420	9.3%	
Eureka Ministry	20,000	70,680	28.3%	(SOAR)
Exchange/SCAN	55,000	1,881,723	2.9%	
Experiment in Self Reliance (ESR)*	223,291	2,358,424	9.5%	
Family Services*	81,788	10,523,410	0.8%	
Financial Pathways of the Piedmont	66,750	1,848,054	3.6%	
Forsyth County Adult Drug Treatment Court	35,000	70,000	50.0%	
Forsyth County District Attorney	45,000	218,215	20.6%	
Goodwill Industries of NWNC in collaboration w/ United Way of Forsyth County	29,305	17,496,840	0.2%	
Habitat for Humanity	207,000	5,104,441	4.1%	
HARRY VCOS	25,000	118,000	21.2%	
Hoops4L.Y.F.E	5,000	15,000	33.3%	(SOAR)
Housing Authority of Winston-Salem	240,000	46,590,805	0.5%	
Institute for Dismantling Racism/ Freedom Tree	33,350	107,597	31.0%	
Kaleideum	172,360	2,458,909	7.0%	
Liberty East Redevelopment	31,150	31,500	98.9%	
My Brothers Second Chance	\$ 5,000	\$ 11,400	43.9%	(SOAR)
NABVETS	10,000	10,000	100.0%	
Neighbors for Better Neighborhoods	14,250	474,265	3.0%	
North Carolina Black Repertory Company	100,000	2,014,863	5.0%	
North Carolina Housing Foundation*	53,400	526,291	10.1%	
Old Salem Museums & Gardens	187,600	7,579,200	2.5%	
Piedmont Triad Film Commission	34,636	144,310	24.0%	
Piedmont Triad Regional Council*	41,150	31,421,073	0.1%	(SOAR)
Positive Wellness Alliance	35,100	989,055	3.5%	
RiverRun International Film Festival	40,000	806,908	5.0%	
S.G. Atkins Community Development Corporation	65,000	280,000	23.2%	
Salvation Army	46,174	8,858,059	0.5%	
Samaritan Ministries	46,174	1,233,663	3.7%	
Sergei Foundation	5,000	110,000	4.5%	
Shepherd's Center of Greater W-S	15,000	582,500	2.6%	
Southside Rides	10,000	20,000	50.0%	(SOAR)
United Health Centers	16,020	3,968,208	0.4%	
United Way of Forsyth County*	190,171	17,496,840	1.1%	
Organizations in Proposed FY 18-19 Budget – CONTINUED	FY 2019 Proposed Grant	Total Operating Budget	Grant as % of total operating budget	
Winston-Salem Urban League	\$ 165,000	\$ 2,889,000	5.7%	
Work Family Resource Center	25,450	918,030	2.8%	
YMCA - Youth Incentive Program	66,000	31,951,460	0.2%	
YWCA - Hawley House*	117,643	2,859,575	4.1%	(SOAR)
FUNDING TOTAL:	\$ 3,148,587			

* Receives funding for multiple programs or from more than one funding source

Continued.... the percent of total budget that city funding provides for community agencies.

New Requests - Unfunded	Requested FY 2019	Total Operating Budget	Request as % of total operating budget
a/perture cinema (Downtown Winston-Salem Community Cinema)	\$ 27,500	\$ 599,684	4.6%
Authoring Action	20,000	271,240	7.4%
Big Brothers Big Sisters Services, Inc.	200,000	694,100	28.8%
City with Dwellings	5,000	90,000	5.6%
Crosby Scholars	32,500	2,443,326	1.3%
Eliza's Helping Hands	250,000	65,000	384.6%
High Horizons Academies for Leadership and Community Development	50,000	92,849	53.9%
I.C.A.R.E. Support Group	20,000	10,000	200.0%
J.W. Paisley Alumni Association	25,000	17,500	142.9%
LEAD Girls of NC	5,000	102,333	4.9%
North Carolina Governor's School Foundation	57,307	110,000	52.1%
Reynolda House	50,000	4,954,471	1.0%
Self-Empowerment Lasts Forever (SELF), Inc.	20,000	25,000	80.0%
Shalom Project	600,000	250,000	240.0%
Share Food COOP	72,560	84,610	85.8%
Total Concepts International, Inc.	10,000	15,000	66.7%
Triad Cultural Arts, Inc.	75,000	30,595	245.1%
Triad Restorative Justice	5,000	1,500	333.3%
Ujima CDC	69,870	43,820	159.4%
Winston-Salem MIXXER, Inc.	135,000	223,000	60.5%
YAMM (Youth Achieving Moral Maturity)	5,000	86,800	5.8%
TOTAL NEW REQUESTS - UNFUNDED:	\$ 1,734,737		

Will the County fund their portion for Head Start?

The FY 2018-19 proposed budget for Forsyth County does not include a contribution to Head Start.

Service Excellence

What was the original goal of the public safety supplemental pay?

In January 2016, the Mayor and City Council approved a resolution regarding compensation and changes to the certified fire pay schedule and sworn police pay schedule. In order to address market disparities among certified fire and sworn police personnel, the following actions were recommended:

- To address market competitiveness, a 2% supplemental pay increase for certified fire and sworn police personnel with at least one year of tenure. This supplemental pay increase was implemented with the pay period beginning February 1, 2016, and, thereafter, would be awarded annually the first pay period in January. In addition to this supplemental pay increase, certified fire and sworn police employees would be eligible for merit pay adjustments based on their annual performance ratings.

Implementation of an annual public safety pay adjustment for employees on the sworn police and certified fire pay schedules that, in addition to annual merit, would provide a 2% pay adjustment each January starting in 2017, provided the Mayor and City Council approves each year a budget ordinance or budget ordinance amendment funding the adjustment, which adjustment the Mayor and City Council reserves the right to amend or terminate at any time.

- Approval of a 7.5% adjustment to entry level pay (minimums) for positions on the certified fire and sworn police pay schedule for implementation with the pay period beginning February 1, 2016. Certified fire and sworn police employees whose salaries were below the new minimum would be adjusted to the new minimum pay amount.
- The pay adjustment approved in FY 2016-17 was for police officers with 5-15 years of experience.

This public safety supplemental pay adjustment was implemented after a market review of Triad cities revealed that other jurisdictions had step and career ladder systems in place and accelerator incentives. The mid-year incentive, in addition to the annual merit increase, moves public safety employees to the job rate (middle of the pay scale) much faster during their careers. This allows the city to remain competitive in a market that is frequently changing.

Is the public safety pay plan moving closer to the market rate?

The police pay plan is closer to market competitiveness due to recent market adjustments to entry level pay for police officer, corporal, detective, and sergeant positions. Fire pay plan positions still lag behind the market. The recommended pay plan adjustments by Springsted for Police and Fire recommend an overall average increase of 6% to bring these positions up to the market rate.

How many employees are currently making below \$12.50 per hour? \$15 per hour?

Currently there are 448 full time employees whose salaries are below \$15/hour and 101 with salaries below \$12.50/hour.

Can staff provide a list of all authorized positions that are below market rate?

Below are positions included in the Springsted study that are below the market rate. Other positions were pegged to the positions evaluated in the study based on the collected market data and internal equity. The internal comparisons were based on several different factors: training and ability required to perform the job, experience required, level of work, physical demands, working conditions, independence of actions, impact of work on end results, and supervision required. Positions with similar requirements were grouped in the same pay grades.

The consultant studied the market competitiveness of entry level salaries (pay plan minimums) for 122 benchmarked positions in the general plan, 8 positions in the fire pay plan, and 7 positions in the police pay plan. Of the general pay plan positions, 58 have entry level salaries that are below the market. Five of the fire pay plan positions are below market. Positions on the police pay plan are closer to market due to recent market adjustments to entry level pay for police officer, corporal, detective, and sergeant positions. The charts below provide detailed information on positions with entry level salaries below the market for these three pay plans.

POLICE		Current	Salary Survey vs Current	
Title	Minimum	Minimum	% Diff	
Police Officer	39,470.00	39,572.00	-0.26%	
Police Sergeant	55,538.00	55,621.00	-0.15%	
Assistant Police Chief	72,847.00	83,071.00	-14.03%	

FIRE		Current	Salary Survey vs Current	
Title	Minimum	Minimum	% Diff	
Firefighter Trainee	32,091.00	35,071.00	-9.29%	
Firefighter	33,696.00	36,290.00	-7.70%	
Fire Captain	55,087.00	56,655.25	-2.85%	
Division Chief	68,257.00	74,131.00	-8.61%	
Assistant Fire Chief	72,847.00	79,414.00	-9.02%	

GENERAL PAY PLAN			
	Current	Salary Survey vs Current	
Title	Minimum	Minimum	% Diff
Accounting Services Manager	54,817.00	59,711.60	-8.93%
Assistant City Attorney	68,761.00	73,895.92	-7.47%
Assistant City Manager	111,970.00	123,002.97	-9.85%
Budget Evaluation Director	90,726.00	92,295.63	-1.73%
Buyer	35,802.00	41,057.26	-14.68%
Chief Building Official	55,444.00	63,207.97	-14.00%
Chief Financial Officer	100,701.00	102,439.28	-1.73%
City Surveyor	50,700.00	54,046.89	-6.60%
Civil Engineer	49,183.00	56,294.15	-14.46%
Construction Inspector	37,267.00	39,381.80	-5.67%
Crime Analyst	36,099.00	42,235.22	-17.00%
Customer Service Clerk	24,574.00	26,633.62	-8.38%
Deputy Marketing and Communications Director	60,261.00	67,211.60	-11.53%
Deputy Planning Development Services Director	64,654.00	74,612.27	-15.40%
Emergency Management Coordinator	49,671.00	59,570.92	-19.93%
Emergency Management Director	62,946.00	73,501.67	-16.77%
Engineering Technician	35,144.00	35,986.99	-2.40%
Equipment Mechanic - Light	27,248.00	31,388.26	-15.19%

Continued....GENERAL PAY PLAN	Current Minimum	Survey Minimum	% Diff
Erosion Control Inspector	40,620.00	42,011.08	-3.42%
Financial Analyst	40,450.00	49,690.79	-22.84%
Financial Clerk	26,836.00	30,104.95	-12.18%
Fire Apparatus Mechanic	33,980.00	38,050.00	-11.98%
Forensic Services Division Supervisor	44,790.00	62,338.71	-39.18%
Forensic Services Technician	34,030.00	35,271.86	-3.65%
Graphic Artist	33,691.00	36,095.80	-7.14%
Housing Inspector Supervisor	42,445.00	47,992.38	-13.07%
Human Resources Analyst	43,293.00	45,657.70	-5.46%
Human Resources Technician	30,581.00	34,387.29	-12.45%
Internal Auditor	47,740.00	55,072.11	-15.36%
Legal Assistant	35,144.00	38,266.88	-8.89%
Marketing and Communications Director	77,678.00	87,197.26	-12.25%
Parking Attendant	22,880.00	23,156.90	-1.21%
Parking Enforcement Officer	22,880.00	27,249.91	-19.10%
Permit Technician	27,727.00	32,682.89	-17.87%
Planner	40,620.00	44,326.67	-9.13%
Plans Examiner	43,888.00	47,849.30	-9.03%
Police Evidence Specialist	30,656.00	31,990.29	-4.35%
Police Records Specialist	27,557.00	30,459.16	-10.53%
Principal Planner	62,055.00	64,494.81	-3.93%
Public Safety Communications Operator	30,656.00	33,349.69	-8.79%
Public Works Dispatcher	29,319.00	31,143.17	-6.22%
Recreation and Parks Director	93,315.00	94,200.56	-0.95%
Registered Nurse	41,946.00	45,731.00	-9.02%
Safety Inspector	44,747.00	47,594.60	-6.36%
Senior Administrative Assistant	38,582.00	44,178.15	-14.50%
Senior Engineering Technician	40,358.00	43,564.89	-7.95%
Senior Human Resources Analyst	54,817.00	65,636.08	-19.74%
Solid Waste Administrative Supervisor	51,645.00	56,678.95	-9.75%
Team Leader - Fleet Services	35,144.00	38,478.53	-9.49%
Transportation Engineer	54,107.00	60,813.42	-12.39%
Transportation Operations Manager	54,817.00	75,775.75	-38.23%
Transportation Principal Planner	62,055.00	65,529.83	-5.60%
Treasury Manager	54,817.00	63,763.56	-16.32%
Victim Assistance Coordinator	31,547.00	39,901.47	-26.48%
Video Productions Specialist	35,144.00	44,486.33	-26.58%
Warehouse Supervisor	33,980.00	38,303.40	-12.72%
Water Treatment Plant Superintendent	74,979.00	77,337.64	-3.15%
Web Content Coordinator	43,495.00	44,459.53	-2.22%

What is driving the large interfund revenue in the Debt Service Fund?

In 2013, the City issued Limited Obligation Bonds to increase the funding level of the Winston-Salem Police Officers' Retirement System. During fiscal year 2017, it was determined principal and interest payments (\$2.1 million), related to the Series 2013 Limited Obligation Bonds and previously reported in a Fiduciary Fund, should be reported as Governmental activities. The 2013A Taxable Limited Obligation Bonds have been moved from the WSPORS 701 Fund (non-budgeted fund) to the Debt Service Fund. The funding for this payment is transferred from the General Fund (\$2.1 million). In previous years, this was transferred to the Fiduciary Fund. The proposed FY 2018-19 budget for Debt Service includes the revenue from the General Fund and corresponding debt service payment.

What is driving the increased principal retirement in the Debt Service Fund?

The LOBS principal payment (described above) increased \$835,000. In addition, in FY 2019 the principal payments begin for the Series 2016 and Series 2017 General Obligation Bonds from the 2014 Referendum.

What is driving the increase in Mail & Printing? What services are provided from the mail and printing contract?

On January 1, 2016, Ricoh supported 37 City locations, as of January 1, 2018 they supported 52 locations, a 41 % growth. The Fire Stations are shown as one location and in reality there are 11 new locations, which further increases the growth rate. These new business locations are:

- District 1 Police Station -mail stop and 2 devices
- District 2 Police Station - mail stop and 2 devices
- District 3 Police station mail stop and 2 devices
- Lowery Street - 3 mail stops, 9 devices
- Forensics - Beaty Building - mail stop and 2 devices
- Fire Admin - Beaty Building - 1 device
- Police CRU - Old Winston Mutual Building - mail stop and 1 device
- Fire Stations 8, 9, 10, 11, 12, 14, 15, 17, 18, 19 and 20 - one device at each Fire Station.
- Emergency Management - Forsyth Co. PSC - one device
- Salem Lake Marina - one device
- Operations - Old Winston Mutual Building - mail stop and 2 device
- City Transit Station - Bus station, 5th St. - 1 device
- Georgia Taylor Rec Center - 1 device
- Sprague St. Rec Center - 1 device
- Hanes Mill Landfill - 3 devices

On January 1, 2016, Ricoh was supporting a total of 139 printers and MFP's distributed throughout the printing fleet. On January 1, 2018, this number had grown to 190. As of today, the number of supported devices is up to 205.

The City will look into efforts to reduce printing costs, including the deployment of desktop printers. Staff will also survey Council Members to see if they still want to continue to receive the weekly print deliveries to their homes.

How can the City prevent security issues with the network and data from the Advanced Metering Infrastructure project?

For the Advanced Metering Infrastructure (AMI) solution, which is very complex and with many components, the department has started security activities under the same umbrella and scope of the broader City Cybersecurity program. This includes protection steps, products, and processes that range from end-point devices to network communications to systems and data residing in Data Centers. The department will follow best practices for the implementation of other solutions and the AMI project will follow in the same manner. The security of AMI will be similar to all other hardware, network, and software components that are protected within the Cybersecurity program.

Enhancement of the Cybersecurity program to incorporate the AMI solution includes:

- Cybersecurity insurance
- incident response plans
- business continuity plans
- user awareness and training
- 24 x 7 monitoring of hardware and software components
- Server, Desktop, and mobile device security (filtering, firewalls, and anti-virus protection, etc.)
- network partitioning and virtual local area networks (VLAN's)
- two active and redundant Data Centers along with a tertiary storage facility
- access control
- security patches
- data backup and recovery practices
- data encryption
- penetration testing
- policies specific to AMI needs

The most visible AMI end-point devices are the 120,000+ meters that will be part of the solution. These devices will transmit raw water consumption data through very specific and planned radio frequency channels. The data will pass through a hybrid network to the City's Data Centers, and where appropriate, to a vendor provided AMI application in a hosted (cloud) site. All data transmission through the internet to hosted sites will be through the City's internal and locked down internet pipe. The only data transmissions to the meters will be from City staff for functions such as security upgrades.

The only 'processing' capabilities that the meters will have will be to pass and receive data as described above. There will be no form of operating system in the meters. They will not have the capacity to communicate with other devices, such as a nearby Wi-Fi source, a PC in a resident's home, or a nearby mobile device. Their only form of communication will be with the AMI hybrid network.

How much in 2014 bond funds will be spent in FY 2018-19?

The below table shows a listing of current and completed 2014 bond projects, including the budget, amount spent through April 2018, estimated spending until June 30, 2019, and total estimated spending as of June 30, 2019.

2014 Bond Project Description	Budget	Spending - 4/2018	Estimated spending through 6/2019	Total spending through 6/2019
Police District 2 Facility (Lucia)	\$2,362,870	\$2,338,706	\$24,164	\$2,362,870
Police District 1 Facility (North Point Blvd)	3,445,300	3,408,939	36,361	3,445,300
Police District 3 Facility (Winterhaven Lane)	3,366,000	3,264,648	101,352	3,366,000
Public Safety Center Renovations	10,828,000	659,879	5,000,000	5,659,879
Beaty Center Renovations-Phase II	5,922,830	5,805,659	117,171	5,922,830
Fire Station #7 Renovation (Arbor Road)	2,020,000	2,020,000	0	2,020,000
Fire Station #8 Replacement (Reynolds Road)	2,117,000	2,074,570	42,430	2,117,000
Fire Station #9 Renovation (Ogburn)	938,000	938,000	0	938,000
Subtotal – Public Safety	\$31,000,000	\$20,510,402	\$5,321,478	\$25,831,879
Street Resurfacing Projects	\$14,521,600	\$13,500,277	\$1,021,323	\$14,521,600
Bethabara Road Sidewalk	760,000	311,736	167,834	479,570
Carver School Road Sidewalk	350,000	39,812	310,188	350,000
Old Town Drive Sidewalk	120,000	120,000	0	120,000
Hollyrood Street Sidewalk	242,000	168,784	0	168,784
Cole Road Sidewalk	360,000	312,408	0	312,408
Reynolds Park Road Sidewalk	1,012,000	1,012,000	0	1,012,000
Chandler Street Sidewalk	108,730	88,782	0	88,782
Gerald Street Sidewalk	91,658	91,658	0	91,658
Ardmore Road Sidewalk	895,400	399,605	158,000	557,605
Cherokee Lane Sidewalk	168,570	168,570	0	168,570
Ebert Street Sidewalk	600,000	600,000	0	600,000
Old Vineyard Road Sidewalk	53,056	53,056	0	53,056
25th Street Sidewalk	28,231	28,231	0	28,231
Robinhood Road Sidewalk	22,096	22,096	0	22,096
Bryansplace Drive Sidewalk	93,729	93,729	0	93,729
Yorkshire Road Sidewalk	167,365	167,365	0	167,365
Barbara Jane Avenue Sidewalk	26,500	995	25,505	26,500
Barry Street Sidewalk	26,000	750	0	750
Byerly Road Sidewalk	71,500	4,686	0	4,686
Good Hope Road Sidewalk	45,000	521	0	521
St. George Road Sidewalk	33,500	521	0	521
Forest Drive Sidewalk	126,000	19,185	0	19,185
27th Street Sidewalk	95,000	74,026	0	74,026
Slater Avenue Sidewalk	95,000	56,725	0	56,725
Reynolda Road Sidewalk	98,000	882	0	882
Hearthside Drive Sidewalk	163,000	82,821	40,000	122,821
Grassy Creek Blvd Sidewalk	103,500	60,551	0	60,551
Pembrook Road Sidewalk	56,500	484	0	484
Stonebridge Drive Sidewalk	134,500	3,398	0	3,398
Rich and 5th Street Sidewalk	94,680	0	94,680	94,680

2014 Bond Project Description	Budget	Spending - 4/2018	Estimated spending through 6/2019	Total spending through 6/2019
Petree Road	935,000	38	0	38
Sidewalk Construction & Repairs	2,717,486	0	0	0
Meadowlark Drive Widening	5,600,000	791,689	2,500,000	3,291,689
Cameron Avenue	30,000	16,395	0	16,395
Hutton Street	175,000	11,850	0	11,850
Chester Road/Peace Haven Road	20,000	1,365	0	1,365
Waughtown Street/Peachtree Street	45,000	2,731	0	2,731
Redeemer School	250,000	0	100,000	100,000
Child Pedestrian Safety Projects	1,480,000	0	0	0
STP-DA Bicycle & Pedestrian Projects	406,000	60	204,317	204,377
Greenways	1,000,000	1,000,000	0	1,000,000
Polo Rd Corridor Improvements	2,000,000	1,635,970	0	1,635,970
Business 40 Corridor Improvements	2,500,000	39,244	24,000	63,244
Concrete Base Streets Rehabilitation	2,938,400	2,938,400	0	2,938,400
Old Salem Infrastructure	1,490,000	289,264	1,200,736	1,490,000
Subtotal - Streets	\$42,350,000	\$24,210,658	\$5,846,583	\$30,057,240
Sedge Garden Sprayground	\$227,000	\$227,000	\$0	\$227,000
Mineral Springs Sprayground	228,000	173,205	54,796	228,000
Reynolds Park Sprayground	222,124	222,124	0	222,124
Little Creek Sprayground	226,705	226,705	0	226,705
Polo Park Sprayground	228,000	162,553	65,448	228,000
Rupert Bell Sprayground	227,000	227,000	0	227,000
Hathaway Sprayground	228,000	228,000	0	228,000
Parkland Sprayground	228,000	29,276	198,724	228,000
Bethania Park Sprayground	228,000	6,798	221,202	228,000
Hanes Park Improvements	1,000,000	361,346	638,654	1,000,000
Kimberly Park Improvements	547,950	302,953	244,997	547,950
Parkland Pool & Tennis Courts	400,000	39,874	360,126	400,000
Brown & Douglas/Piney Grv Impr	251,420	251,413	0	251,413
Blum Park Improvements	256,595	256,595	0	256,595
Bowen Park Restroom	169,660	169,660	0	169,660
Lighting Imp & Tennis Ct Carver HS	36,830	32,922	3,908	36,830
Hobby Park Improvements	100,000	89,090	10,910	100,000
Happy Hill Park Renovations	4,000,000	464,465	2,500,000	2,964,465
Salem Lake Pk Renovations Ph I	4,016,000	4,016,000	0	4,016,000
Winston Lake Pk Renovations Ph I	5,005,876	4,789,800	216,076	5,005,876
Miller Park Renovations	2,000,000	825,816	1,174,184	2,000,000
Winston Lake Golf Course Renovations	1,518,913	503,747	1,015,167	1,518,913
Sedge Garden Rec Center Gymnasium	1,284,873	1,278,734	0	1,278,734
Fairview Park Renovations	243,500	243,342	158	243,500
Quarry Park-Phase I	3,993,218	3,993,218	0	3,993,218
Jamison Park	2,995,496	2,995,496	0	2,995,496
Second Street Park	46,500	46,440	60	46,500
Park Land Acquisition	940,340	939,433	0	939,433
Subtotal - Recreation	\$30,850,000	\$23,103,002	\$6,704,410	\$29,807,412

2014 Bond Project Description	Budget	Spending - 4/2018	Estimated spending through 6/2019	Total spending through 6/2019
Enterprise Park	\$500,000	\$500,000	\$0	\$500,000
Hydroponics/HOPE	1,140,110	474,743	665,367	1,140,110
Brookwood Business Park	106,500	103,316	0	103,316
Whitaker Park	4,000,000	2,006,500	1,993,500	4,000,000
Police Lucia Library	3,000	2,628	0	2,628
Economic Development Sites/Infrastructure	14,250,390	533,640	11,508,890	12,042,530
Downtown/Merschel Plaza	3,000,000	0	3,000,000	3,000,000
Patterson/Glenn RUCA	866,246	771,907	94,339	866,246
Old Greensboro/Barbara Jane	101,100	0	0	0
RUCA III Infrastructure	200,000	0	200,000	200,000
14th St New Walkertown Road RUCA	260,000	57,812	202,188	260,000
Revitalizing Urban Commercial Area (RUCA)	572,654	0	400,000	400,000
Subtotal – Economic Development	\$25,000,000	\$4,450,546	\$18,064,284	\$22,514,829
757 North	\$1,250,000	\$715,000	\$535,000	\$1,250,000
Ujima Emmanuel Retirement Village	2,500,000	0	2,500,000	2,500,000
Ridgewood Place	650,000	116,132	240,000	356,132
New Hope Manor	1,600,000	1,435,425	164,575	1,600,000
North TURN	800,000	110,128	500,000	610,128
Northeast TURN	800,000	750	400,000	400,750
East TURN	800,000	90,961	500,000	590,961
Southeast TURN	800,000	397,484	400,000	797,484
South TURN	400,000	127,720	272,280	400,000
Transforming Urban Residential Neighborhoods (TURN)	400,000	141,064	258,936	400,000
Subtotal - Housing	\$10,000,000	\$3,134,662	\$5,770,791	\$8,905,453
Total 2014 Bonds	\$139,200,000	\$75,409,270	\$41,707,545	\$117,116,814

Safe and Secure

Provide a total accounting of the SOAR/Youth Build budget.

SUCCESSFUL OUTCOMES AFTER RELEASE

EXPENDITURES BY PROGRAM	Budget	Requested	Proposed	Percent
	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>FY 18-19</u>	<u>Change</u>
Work Experience Program				
Reintegration and Youth Development ¹	\$466,140	\$471,200	\$471,200	1.1%
Subtotal	\$466,140	\$471,200	\$471,200	1.1%
Grantee Agencies (SOAR)				
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) ²	41,150	53,609	41,150	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%
Subtotal	\$126,150	\$730,559	\$114,650	-9.1%
Total Expenditures by Program	\$592,290	\$1,201,759	\$585,850	-1.1%

¹ Total includes administrative costs for SOAR and a youth development program

² Partially funded from Community Development Block Grant (CDBG) funds

* Seed funded agency

What is the actual average salaries for those on the public safety pay plans?

The below table shows the average actual salaries for employees on the public safety pay plans.

<u>Classification</u>	<u>W-S Average Actual Salaries (May 2018)</u>
Police Officer Trainee	\$40,127
Police Officer	\$46,530
Police Corporal	\$56,025
Police Detective	\$56,362
Police Sergeant	\$71,689
Police Lieutenant	\$86,018
Police Captain	\$94,735
Assistant Police Chief	\$114,702
Firefighter Trainee	\$33,824
Firefighter	\$39,795
Fire Engineer	\$51,383
Fire Captain	\$66,106
Battalion Fire Chief	\$77,786
Division Fire Chief	\$82,710
Assistant Fire Chief	\$93,789

Please provide the most up to date vacancy analysis for Police.

The below table shows the vacancy analysis for the Police Department. It assumes an average attrition rate of three officers per month and an average of fifteen officers unavailable for deployment due to military leave, Family and Medical Leave Act (FMLA), light duty, and administrative duty. Basic Law Enforcement Class (BLET) 73 begins on Monday, June 4, 2018 with 45 members.

Date	Authorized Positions*	Estimated Deployed	(Under)/Over Deployed	Field Training	BLET	Total (including BLET)	(Under)/Over Authorized
06/2018	558	472	(86)	33	45 New	550	(8)
09/2018	558	493	(65)	3	39	535	(23)
11/2018	558	489	(69)	0	38	527	(31)
01/2019	558	483	(75)	38	0	521	(37)
03/2019	558	477	(81)	38	40 New	555	(3)
05/2019	558	506	(52)	3	37	546	(12)

*Does not include 10 COPS Grant positions proposed to be frozen for FY 2018-19