



Winston-Salem

CITIZENS' BUDGET ADVISORY COUNCIL

Annual Work Plan Report – Fiscal Year 2025-26

May 2026

Staffed by: Budget and Performance Management Department

CITIZENS' BUDGET ADVISORY COUNCIL REPORT ON FY 2025-26 WORK PLAN

Introduction and Work Plan

The Citizens' Budget Advisory Council (CBAC) met monthly between January and May of 2026 to review information and formulate recommendations for review by the Mayor and City Council related to their FY 2025-26 work plan, which included two main components: 1) review of resident survey data, public facing dashboards, and reporting, and 2) review of the City Manager's Proposed Budget for FY 2026-27.

1) *Resident Survey Data and Dashboard Review* – The CBAC's work plan focused on reviewing the City of Winston-Salem's resident survey results. Budget Staff provided analysis of the following areas:

- Survey instruments (random and non-random samples)
- Respondent profiles and demographics
- Overall findings from vendor report
 - Top satisfied/dissatisfied service areas
 - Regional and national benchmarks
 - Review of multi-year data trends
 - Important-satisfaction scores (very high and high priorities)
- Specialized analysis
 - Accessibility initiatives within transportation
 - Average scores for lowest satisfaction overall, highest year-over-year variation, and largest drops in satisfaction)
 - Ward level differences (disparity analysis)
 - Comparisons with other cities (parking, public transit, affordable housing) – additional review of program-related questions not specifically carried out as benchmarking by the vendor

2) *Review of City Manager's Proposed Budget* – Each year, the CBAC reviews the City Manager's Proposed Budget for the following fiscal year and provides recommendations and observations, as deemed approved by the CBAC, to the Mayor and City Council regarding budget priorities, tax rates, user fees, and other budget items.

Meetings and Information Review Summary

The CBAC met a total of five times to review specific service areas within the resident survey and work toward completing a comprehensive list of city-wide recommendations. Brief summaries of the meetings are outlined below. Minutes from the meetings can be found in the appendix to this report.

January 21, 2026 – Budget Director, Scott Tesh, provided an overview of the work plan for the CBAC for FY 2025-26. A high-level overview of the City's biennial Resident Survey was provided. Staff reviewed survey methodology, high-level findings, benchmark comparisons, and data tools that will be used in future meetings to conduct deeper analysis.

February 18, 2026 – Budget Director, Scott Tesh, provided a comprehensive review of resident survey data and analysis. The presentation included an overview of the survey instruments, response profiles, methodologies, and cross-tabular analysis options which included demographic data provided by the survey vendor. Staff also reviewed summary analysis from the full survey report, cross-tabulation report, and discussed updates to the web-based version of resident survey dashboard, which required updating the Power BI dashboard with 2025 data. The CBAC reviewed data and had discussions about how different demographic groups respond differently to certain questions, specifically related to public safety and code enforcement. Staff committed to preparing additional visualizations highlighting benchmarking variances, parking trends, public safety performance, and review of data validity for ward-level analyses.

April 1, 2026 – The City's Director of Transportation, Jeff Fansler, and City Attorney, Camille French, provided information on Americans with Disabilities Act (ADA) related initiatives that the City is currently working on with respect to building and transportation infrastructure (specifically sidewalks). ADA sidewalk accessibility is a service area that the city ranks significantly below national and regional benchmarks. Mr. Fansler also provided updates on recently approved City Council items related to WSTA Vision route changes new micro-transit zones.

Budget Director, Scott Tesh, and Business Analyst, Brandon Melchior, presented additional data from the resident survey dashboard including comparisons between random and non-random survey responses, Likert score satisfaction averages, trend data, regional comparisons, ward-level analysis, and specific cross-tabular data views. Mr. Melchior presented analysis for non-benchmarked questions from selected peer cities in areas such as parking, public transit, and affordable housing. The CBAC commented that parking appeared to be a service where residents in many cities were displeased with the use of applications and technology for public parking. The CBAC noted that resident satisfaction with public transit services appeared similar to other jurisdictions (other than Chapel Hill). They also noted that dissatisfaction with affordable housing was significantly greater in Wilmington, Raleigh, Durham, and Mecklenburg County.

April 15, 2026 - Budget Director, Scott Tesh, provided a list of potential recommendations for the CBAC to review based on previously shared resources such as the vendor survey reporting, dashboarding, and analysis from previous months. This list includes service areas in categories such as city-wide, police services, streets, transportation, public transit, housing, neighborhood services, community aesthetics, recreation and parks, sustainability, and environmental health. The CBAC had significant discussions about the efficacy of certain public safety strategies (e.g., enhanced police visibility and youth programming as crime deterrents). The CBAC also discussed reviewing questions related to business growth and placement from both the perspective of residents and the business community. Discussions regarding transportation infrastructure, public parking, and traffic congestion took place. Several members commented on the city's inability to regulate private parking rates and fees as a point of misunderstanding within the community. Finally, members discussed overall community aesthetics related to litter pick-up and illegal dumping (on public and private property) and made suggestions for enhancing these services and policy changes to mitigate negative behaviors (e.g., reducing permit barriers for waste disposal at Hanes Mill Road Landfill).

May 6, 2026 – The CBAC continued review of recommendations related to Recreation & Parks and Environmental Health services. Members then reviewed the draft report and made changes to wording and recommendations for all sections of the report. The CBAC discussed providing prioritized recommendations to City Council, and Ms. Haysetta Shuler recommended aligning the recommendations with the City Council’s Strategic Plan. An attachment to this report contains that alignment document. Mr. Freddie Salsbury recommended that the ADA sidewalk-related recommendation be highlighted because of the large variance from the benchmarks, and the CBAC concurred. The CBAC was then presented with an overview of the Manager’s Proposed Budget for FY 2026-27. They commented that they understood why a tax increase is recommended but also provided insight that staff should be very transparent in explaining what is in and not in the budget proposal and why taxes are needed to support continuing current operations.

CBAC 2025-26 Recommendations

The CBAC, after reviewing research performed by staff, having conversations with City staff during their regular meetings, and having robust conversations about the topics between the members, provided the following recommendations related to the resident survey. The areas below were identified by the CBAC through review of city service area benchmarks, vendor analysis and reporting (including importance-satisfaction scores), top dissatisfied service areas, and other analysis types conducted internally by Budget staff.

Overall City Service Area Recommendations – This grouping contains the following city-wide service areas: Value of Tax Dollars, Availability of Jobs, Managing Growth and Development, Perception of Local Economy/Business Environment.

1. Explore business climate and economic development through means of an additional business survey and/or a follow up to the resident survey.
 - a. Consideration of follow up questions in areas such as parking, streets and sidewalks, policing and public safety, growth and development, and other top dissatisfied areas from the resident survey to obtain more granular data.
 - b. Work with local business groups (e.g., Greater Winston-Salem, Inc.) to ensure Winston-Salem is identifying and eliminating barriers to local business growth.
 - c. Research neighborhood-specific business failures and review planning and community development efforts to attract specific business types based on community needs.
2. Implement a study to review how development has impacted tax and job bases, and review opportunities to eliminate barriers to business and job growth.

Police Services Recommendations

3. Evaluate the efficacy of increased police presence as an alternative to youth programming to reduce crime in adolescents and young adults.
4. Bring community leaders (i.e., business, government, judicial system, education, and non-profit organizations) together to identify and fund strategies to increase opportunities for at-risk

individuals and groups and explore year-round programs (as opposed to temporary or seasonal programs) for youth and young adults.

5. Review opportunities for additional data collection and analysis:
 - a. Gather and overlay reported crime data with additional data from residents such as perception data (survey data).
 - b. Ask additional resident survey questions to access more data about the types of crimes with which residents are most dissatisfied (e.g., violent crimes, larcenies, burglaries, etc.), including how perceptions of the unhoused affect overall public safety perception.

Streets, Transportation, and Public Transit Recommendations – This grouping includes service categories such as street maintenance, parking, sidewalks, traffic congestion, and transit services.

6. Review repaving list and road prevention/preservation strategies to mitigate roads deteriorating to full rehabilitation projects. Review funding allocation method (currently “worst is first”).
7. Prioritize sidewalk maintenance by creating a sidewalk assessment tool similar to pavement condition ratings used for streets.
8. Add accessibility of streets and sidewalks as a City Link request type (including the mobile app).
9. Continue to refine the downtown parking experience and program
 - a. Provide additional communications to the public on the differences between city parking and private parking.
 - b. Perform additional best practice research on public parking programs and focus groups with locally affected groups. Provide policy recommendations based on review of other program outcomes and customer feedback.
10. Review loop maintenance activities and launch a public education and input program on how to identify and report potential.
11. Schedule an evaluation of the new WSTA routes and micro-transit zones 12-18 months after implementation to determine program effectiveness and review service gaps.

Housing and Neighborhood Services Recommendations

12. The Mayor and City Council should provide a property tax rate set-aside (or other identified recurring revenue source) to provide ongoing financial support to affordable housing production (including rehabilitation) and services to the underhoused.
13. Identify specific areas and/or neighborhoods for targeted housing production and/or rehabilitation efforts.
14. Express support for expansion of Transforming Urban Residential Neighborhoods program to include City-wide eligibility (removal of geographic restrictions) and removal of eligibility for investment properties.
15. Research opportunities to partner with developers to rehabilitate distressed housing before demolition orders are approved.

16. Provide quarterly reports to the Mayor and City Council on the number of properties on the demolition list and the schedule for demolitions. Review funding barriers to expedite demolitions of unsafe properties.
17. Support policy changes and reorganization of City resources to improve overall community aesthetics, including targeted Neighborhood Beautification programs.
18. Conduct review of free landfill permit options, increased frequency of bulky item collection (including on-demand pick-up), and opportunities to enhance/augment hazardous waste disposal options, including the potential for hazardous waste pick-up service (rather than the current drop-off only program).

Recreation and Parks Recommendations

19. Use results from the city facility condition assessment to prioritize and address major maintenance needs and the renovation schedule.
20. Use internal resources and staff to perform additional Recreation and Parks operations and maintenance surveying to determine community perceptions of highest needs for park maintenance, facility maintenance, and additional amenity needs. Review program cost structure to determine appropriate funding level for expected level of service.
21. Review opportunities for collaborative programming with community partners (i.e., non-profits and volunteers) to target specific programs and services to in-need populations. Review opportunities for transportation services to and from recreation facilities to increase accessibility.
22. Review recreation center hours to align facility availability with peak hours for community programming needs. Review nighttime and weekend hour schedules for specific recreation centers.

Sustainability and Environmental Health Recommendations

23. Enhance proactive programming for catch basin cleaning and pipe remediation.
24. Prioritize energy audit recommendations to identify projects with short-term return-on-investment (ROI) and projects with significant decreases to City energy use.
25. Establish a formal, written alternative fuels vehicle policy regarding which types of vehicles should be purchased/replaced as hybrid and/or electric options.

Overall Recommendations

26. Do not use disaggregated ward-level data for decision-making purposes unless the filtered results are statistically significant. The CBAC's review showed that almost all ward-level data was not statistically significant.
27. Provide relevant and transparent information to residents on why the proposed tax rate increase is needed. Explain any additional benefits taxpayers will derive from increased property tax payments.

Conclusion

The CBAC concluded its work by adopting the recommendations in this report. The CBAC thanks staff from the City's Budget Department, Transportation Department, City Attorney's Office, and other city departments for providing professional presentations and answering questions related to resident survey data. The CBAC hopes that these recommendations present sound advice in furthering discussions about policies and programs to produce outcomes beneficial to the community. The Chair of the CBAC, Tony Piacenza, will be available to present the recommendations noted above at the May 14, 2026, budget workshop.

Attachment A: Response to Questions and Information

During the course of their meetings, the CBAC posed multiple operational and program-related questions. The responses from City departments to those questions are recorded in this attachment and sorted by responsible City department.

Vegetation Management:

- *How much litter is collected annually? Can you provide maps of litter collection routes?*

Between April 2025 and March 2026, the City's Vegetation Management Department recorded 273,940 pounds of litter collected by in-house crews (200,040 pounds) and contractors (73,900 pounds). Litter collection is completed ahead of mowing routes and on specifically designed litter routes. Problem areas have a specific route and are designed to be picked up approximately every two weeks. The department is working internally to get mapping data for these routes.

Neighborhood Services:

- *How much tonnage is collected from illegal dump sites? Does the department know where most of the illegal dumping takes place?*

Year-to-date, the department has collected 132 tons of illegally dumped materials throughout the City – the Rapid Response Team became fully active this year. This figure only includes illegal dumping sites and does not include normal daily abatement of properties, nor encampment clean-ups.

- *Does the City have cameras for surveillance of illegal dumping sites?*

The Neighborhood Services Department piloted using unconnected (internet-free) cameras (often referred to as trail cameras), and these devices proved to be ineffective for enforcement. The Department is currently working with IT and Police to install wirelessly connected cameras at 7-10 priority locations that would be integrated with the Real Time Crime Center. This is in the planning phase and would require prioritizing these cameras within the public safety camera system budget.

Police: Crime Prevention and Police Visibility

- *Provide a status update on the number of on-street patrol officers:*

The Police Department has seen an increase in officers over the last two years, with a net gain of 23 officers in 2024 and 29 officers in 2025. This has resulted in an increase in the number of officers on patrol as all new officers are assigned to the patrol division upon completion of WSPD Academy.

- *Do law enforcement responses to large-scale events (e.g., large youth gatherings downtown) affect response times to other calls for service?*

The WSPD prioritizes calls based on urgency to ensure that life-threatening emergencies receive an immediate response. There is no delay when it comes to situations involving danger to life or serious harm, and WSPD will dispatch officers from across districts if needed to respond as quickly as possible.

At times, large-scale incidents involving many people may require a significant police presence to ensure the safety of both the public and police officers. When that happens, resources may be temporarily redirected, which can result in longer response times for non-emergency calls. Even during these situations, WSPD remains committed to responding to every call for service and will get officers dispatched as soon as possible. Additionally, the WSPD uses technology to reduce call response times. These include Prepared 911, access to available area cameras, and rapid response from drone resources.

- *Please provide information on current crime prevention strategies and programs:*

Crime prevention strategies are most effective when they are tailored to a specific location and the type of issue being addressed. The Winston-Salem Police Department utilizes a wide range of approaches to reduce crime and enhance public safety. These efforts include community-focused initiatives such as public information sessions on the WSPD Real Time Crime Center, the WSPD Camera Connect Program, and ongoing engagement through neighborhood and community meetings. These strategies help build partnerships, increase awareness, and empower residents to play an active role in prevention.

In addition to these visible efforts, the department also employs more targeted operational strategies designed to deter criminal activity and apprehend those committing crimes. For safety and effectiveness, these methods are not publicly disclosed. WSPD regularly monitors and evaluates the impact of crime prevention efforts and can provide statistical data demonstrating reductions in crime in areas where strategies have been implemented. Because these initiatives are deployed frequently across the city, WSPD asks that requests for data be specific to a particular location or area of interest.

For additional context, WSPD has included a link to a recent Winston-Salem Journal article highlighting crime prevention strategies and corresponding reductions in downtown crime as one example of these efforts in action. https://journalnow.com/news/local/government-politics/article_6d065c80-f577-4fbd-9b50-b87e16cc4c71.html

- *Has there been a decrease in the prevalence of downtown bike patrol?*

Personnel assigned to the WSPD Downtown Bike Patrol primarily serve within Police District 4 and continue to handle calls for service throughout the central downtown area. In addition to designated Bike Patrol officers, all officers assigned to District 4 have the opportunity to receive training and certification to operate police bicycles, enhancing flexibility and response capabilities in the downtown environment. The department also utilizes an Auxiliary Bike Patrol, which allows officers from outside District 4 to assist in the downtown area during periods of high call volume. This approach increases officer presence on bicycles within the downtown business district, supporting both proactive policing efforts and timely responses to calls for service.

- *Does increased police presence actually reduce crime?*

Increased police presence or visibility does not automatically reduce crime on its own, but it can help deter certain types of opportunistic offenses in specific areas and improve community reassurance.

Research shows it is most effective when used strategically in locations with higher levels of criminal activity and combined with other targeted, data-driven crime prevention efforts. Overall, visibility is one tool among many and works best as part of a broader policing strategy rather than as a standalone solution.

- *What youth programs or crime prevention strategies for adolescents are currently in practice?*

The Winston-Salem/Forsyth County Gang Steering Committee implements comprehensive youth-focused crime prevention initiatives designed to support and guide adolescents. One of its primary programs operates at a local school where students participate in bi-weekly workshops, home visits, field trips, and individualized one-on-one counseling.

In addition to this flagship program, the Steering Committee extends support to three additional schools that receive funding through the Winston-Salem Police Foundation. These efforts ensure a broader reach and consistent support for youth across the community.

The Gang Steering Committee is composed of members representing a diverse cross-section of the community, including law enforcement, educators, community leaders, and service providers. This collaborative structure strengthens its ability to address the complex needs of adolescents.

Furthermore, the Committee actively partners with local nonprofits and faith-based organizations to implement grassroots crime prevention programs. These partnerships enhance outreach efforts and provide meaningful resources and support systems that empower youth, reduce risk factors, and promote positive development.

Additional programming and job opportunities are provided by the City's Recreation and Parks Department, and alternative strategies for dealing with community violence issues were piloted through a CURE Violence partnership with Forsyth County.

- *What partnerships with local businesses could allow participation in the crime prevention for youth?*

The City of Winston-Salem will coordinate a pilot program in Summer 2026 aimed at engaging local business owners in employing youth during the summer months. The purpose of this initiative is to provide young people with meaningful employment opportunities, allowing them to gain valuable work experience while developing essential life and career skills.

Through this program, local industries will play a vital role by not only hiring students but also serving as mentors as they matriculate through high school. By fostering these relationships, the initiative seeks to strengthen workforce readiness, build positive connections between youth and the business community, and support long-term success for participating students.

Transportation: Downtown Parking, Sidewalk Conditions, Traffic Congestion

- *What public communications took place around the modernization of the parking program (including the parking app and fee changes)?*

WSDOT held numerous meetings, offered educational information, and even offered months of waivers for parking violations to roll out a successful parking modernization program.

- *How does the availability of sidewalks affect growth in certain parts of the city?*

WSDOT is unaware of a dataset that would show how sidewalk condition affects city growth. The city's current development ordinances require sidewalks in most scenarios for new development. This would indicate the desire to promote a multi-modal, walkable community. With that said, sidewalk maintenance needs often exceed the resources to address them completely.

- *Please provide information on maintenance of signal loop road sensors:*

WSDOT provides preventive maintenance on all traffic signals in the City twice a year. These issues are often addressed at that time. With that said, if loop issues are found, the City does have a running maintenance list that notes these types of repairs. That list is prioritized based on traffic demand. Also, loop issues on Reynolda Road, Martin Luther King Jr. Drive, or Stratford Road, would be prioritized over local streets. Residents are encouraged to share any specific requests with City Link.

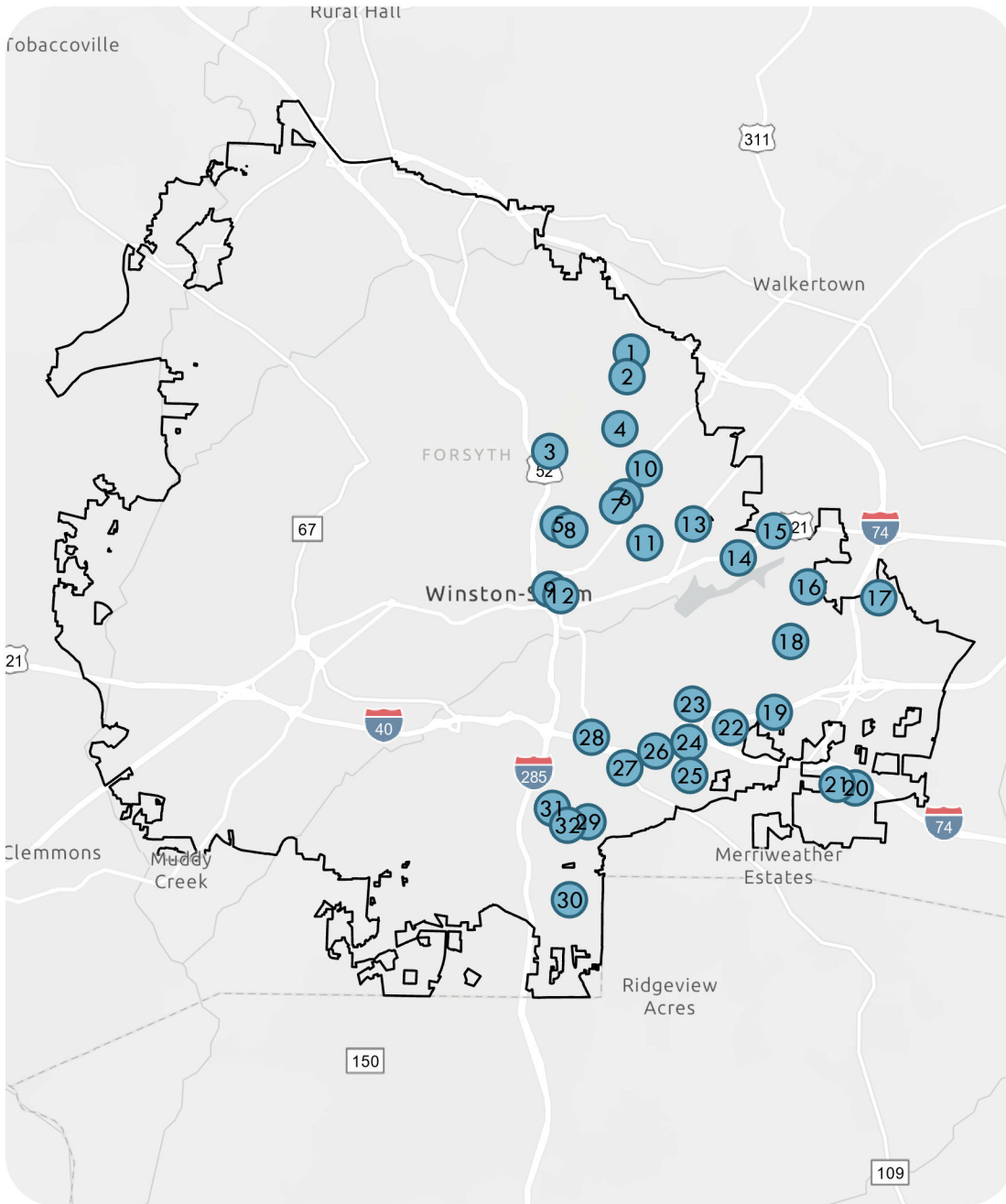
- *How is the timing for stop lights regulated, specifically in the downtown area?*

Signal System timing is programmed, maintained, and adjusted by DOT Traffic Engineering Staff. Downtown specifically, is currently getting studied and updated by a consultant since the recent completion of the two-way conversion project has significantly changed the signal coordination downtown. In general terms, downtown grids are not the most efficient in terms of progression since block lengths are short and signal optimization is secondary to pedestrian priority. The system is programmed to give time to the pedestrian walk before advancing the vehicular movements.

- *Are there cost savings for converting regular stop lights to flashing yellow only?*

In terms of long-term maintenance, yes, since there are less equipment needs and therefore less maintenance. Flashing yellow "caution-flasher" signals often solve a different problem. Flashers would likely be installed where a crash tendency may exist. Full traffic signals, often solve an egress, left turn, or overall intersection delay issue, not necessarily just a crash problem.

Attachment B: Rapid Response Litter Routes



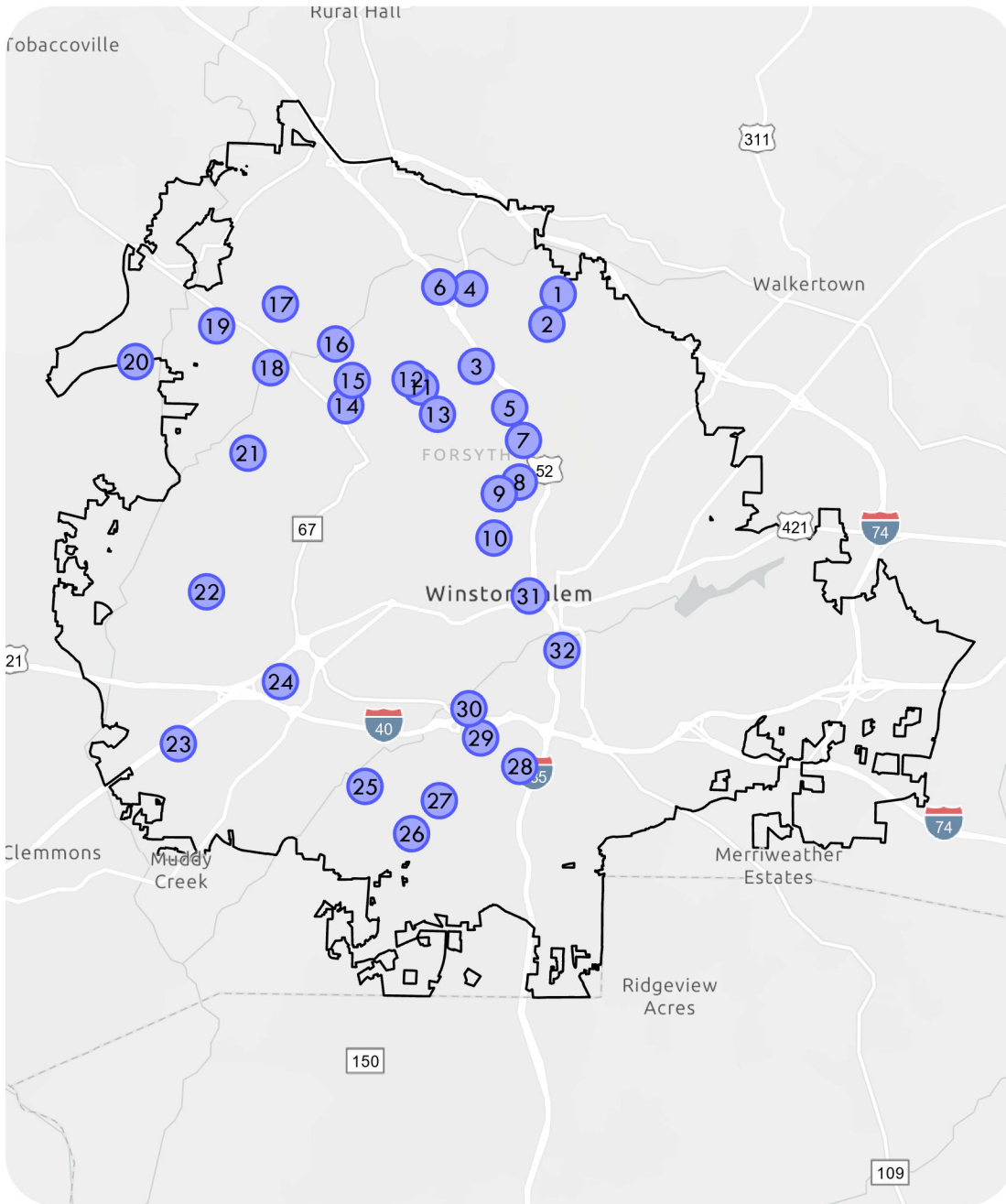
Number	Street Name	From	To
1	Old Walkertown Rd	Old Rural Hall Rd	City Limits
2	Lansing Dr	Liberty St	Oak Ridge Dr
3	Liberty St	MLK Jr. Dr	Old Rural Hall Rd.
4	Carver School Rd	New Walkertown Rd	Old Walkertown Rd
5	Claremont Ave	Twenty Sixth St	Bethlehem Ln
6	Jim Conrad Ln	Bowen Blvd	Atlee St
7	Bowen Blvd	New Walkertown Rd	Elbon Rd
8	Fourteenth St	Liberty St	New Walkertown Rd
9	Cleveland Ave	C.E. Gray Dr.	Fifth St.
10	New Walkertown Rd	MLK Jr Dr	City Limits
11	Waterworks Rd	New Walkertown Rd	Old Greensboro Rd
12	Sidewalk Bus 40 Ramp	MLK Jr Dr	N. Dunleith Ave.
13	Old Greensboro Rd	Bus 40/Linville Rd	Fifth St.
14	New Greensboro Rd	Linville Rd	Dead End
15	Mountain St	Linville Rd	City Limits
16	Linville Rd	Old Greensboro Rd	Kernersville Rd
17	Old Winston Rd	Kernersville Rd	City Limits
18	Kernersville Rd	Waughtown St	City Limits
19	High Point Rd	Kernersville Rd	City Limits
20	Swaim Rd	High Point Rd	Union Cross Rd
21	Piedmont Mem. Dr	Union Cross Rd	Winter Hue
22	Cole Rd	Sprague St	Ridgewood Ln
23	Cragmore St	Cole Rd	Sprague St
24	Fanning Rd	Willard Rd	City Limits
25	Willard Rd	Sprague St	Union Cross Rd
26	Green Oaks Dr	Willard Rd	Dead End
27	Thomasville Rd	Sprague St	City Limits
28	Clemmons Rd	Main St	Waughtown St
29	Old Lexington Rd	Sprague St	Barnes Rd
30	Barnes Rd	Barnes Rd	Barnes Rd
31	Overdale Rd	Clemmons Rd	Old Milwaukee Ln
32	Old Milwaukee Ln	Overdale Rd	Dead End



RAPID RESPONSE LITTER ROUTE 1

Map Disclaimer

This map is for informational and illustrative purposes only. It is not a legal survey and may not be suitable for legal, engineering, or surveying uses. Property boundaries shown are approximate and should not be relied upon as a substitute for a professional survey. The City of Winston-Salem makes no representations or warranties, expressed or implied, as to the accuracy, completeness, or suitability of this data for any purpose.



Number	Street Name	From	To
1	Pine View Dr	Old Rural Hall Rd	Dead End
2	Old Rural Hall Rd	Old Walkertown Rd	City Limits
3	Motor Rd	Patterson Ave	Dead End
4	Oak Summit Rd	University Pkwy	Old Rural Hall Rd
5	Patterson Ave	Liberty St	University Pkwy
6	Commerce Dr	Patterson Ave	Oak Summit Rd
7	Leo St	Thirty-Fourth St	Dead End
8	Glenn Ave	Liberty St	Patterson Ave
9	Twenty-Fifth St	Kirkwood St	Machine St
10	Northwest Blvd	Reynolda Rd	Liberty St
11	Brownsboro Rd	Cherry St	University Pkwy
12	Linn Station Rd	Brownsboro Rd	North Point Blvd
13	Polo Rd	Indiana Ave	Long Dr
14	Fairlawn Dr	Reynolda Rd	Silas Creen Pkwy
15	Old Town Rd	Bethabara Rd	Woods Rd
16	Bethania Station Rd	Bethabara Rd	Bethabara Park Rd
17	Bethabara Rd	Bethabara Park Rd	City Limits
18	Valley Rd	Reynolda Rd	Reynolda Rd
19	Shattalon Dr	University Pkwy	Robinhood Rd
20	Yadkinville Rd	Reynolda Rd	Olivet Church Rd
21	Petree Rd	Polo Rd	Shattalon Dr
22	Peace Haven Rd	Polo Rd	City Limits
23	Jonestown Rd	Country Club Rd	Stratford Rd
24	Vest Mill Rd	Stratford Rd	Dead End
25	Ebert Rd	W. Clemmons Rd	Cherokee Ln
26	Old Salisbury Rd	Peters Creek Pkwy	Dead End
27	Southpark Blvd	Old Salisbury Rd	Peters Creek Pkwy
28	S. Main St	Salem Round-A-Bout	City Limits
29	Buchanan St	Salisbury Ridge Rd	Brewer Rd
30	Salisbury Ridge Rd	Buchanan St	Silas Creek Pkwy
31	Research Pkwy	Rams Dr	MLK Jr. Dr
32	Diggs Blvd	Diggs Blvd	Cunningham Ave



RAPID RESPONSE LITTER ROUTE 2

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Attachment C: Alignment of CBAC Recommendations to Strategic Priorities

Rec Number from Report	Recommendation*	Strategic Focus Area	Alignment Priority
3	Evaluate efficacy of increased officer presence	Livable Community	Higher
4	Bring together community leaders to review youth crime reduction	Community Advocacy & Engagement	Higher
6	Review current street resurfacing funding method	Good Government	Higher
11	Review WSTA route changes and microtransit after 18 months	Economic Prosperity	Higher
12	Review revenue set aside for affordable housing	Economic Prosperity	Higher
13	Identify specific areas for targeted housing rehab and production	Economic Prosperity	Higher
17	Support policies and reorganization for community aesthetics	Livable Community	Higher
19	Prioritize building maintenance with facility condition assessments	Good Government	Higher
21	Review options to increase youth programming	Livable Community	Higher
1	Explore business climate survey options	Economic Prosperity	Lower
2	Study development impact on growth/jobs	Economic Prosperity	Lower
5	Review opportunities for additional public safety data collection	Livable Community	Lower
7	Prioritize sidewalk maintenance based on assessment	Good Government	Lower
8	Add sidewalk accessibility as City Link SR type	Good Government	Lower
9	Refine downtown parking program	Economic Prosperity	Lower
10	Review traffic loop maintenance and provide education on reporting	Good Government	Lower
14	Express support for TURN program changes	Economic Prosperity	Lower
15	Review options to allow for property rehab before demolition	Economic Prosperity	Lower
16	Provide quarterly updates on demolition backlog	Economic Prosperity	Lower
18	Conduct review of "free" waste collection strategies	Livable Community	Lower
20	Perform additional Recreation and Parks surveying	Livable Community	Lower
22	Review options to align recreation center hours with highest need	Community Advocacy & Engagement	Lower
23	Enhance proactive catch basin cleaning	Good Government	Lower
24	Prioritize ROI positive energy audit recommendations	Good Government	Lower
25	Establish formal policies on alternative fuel vehicles	Good Government	Lower
26	Do not use ward-level resident survey data	Good Government	Lower
27	Provide relevant, transparent budget information	Community Advocacy & Engagement	Lower

*Recommendation language shortened for summary purposes

CITIZENS' BUDGET ADVISORY COUNCIL

Wednesday, January 21, 2026; 9:30 A.M.; Held Virtually via Zoom

Meeting Minutes

Present: Jamesina Woodyard, Haysetta Shuler, Fred Salisbury, Emily Cornella, Anthony Piacenza, Maraim Rivera, Paul Costello

Members Absent: None noted

Staff: Scott Tesh, Janice Hillanbrand, Sarah Maness, Sarah Coffey, Renee Williams

Meeting kicked off at 9:32 a.m.

1. Welcome

Budget Director Scott Tesh welcomed members and staff to the Citizens' Budget Advisory Council meeting and opened discussion of the FY 2025–26 work plan.

2. CBAC and Staff Introductions

Council members and staff introduced themselves, including new staff members in the Budget Office.

3. Overview of Proposed FY 2025–26 Work Plan: Resident Survey

Scott Tesh provided an overview of the City's biennial Resident Survey, which will serve as the primary focus of CBAC's work for the fiscal year. The survey evaluates resident perceptions of community characteristics, departmental and service-level performance, priorities, and demographics. Staff reviewed survey methodology, high-level findings, benchmark comparisons, and data tools that will be used in future meetings to conduct deeper analysis. Members discussed service priorities.

Emily Cornella raised concerns about sidewalk and street accessibility for parents using strollers, noting similar challenges to ADA-related mobility barriers.

Haysetta Shuler expanded on accessibility issues, citing hazards created by ramp textures and transitions for individuals using walkers or non-motorized mobility aids.

Scott Tesh responded that accessibility of streets and sidewalks is one of the City's largest negative variances compared to benchmark cities and recommended inviting the Transportation Director and City Attorney's Office to a future meeting to discuss the ongoing ADA assessment in more detail.

4. Review of Current Membership and Appointment Terms

Janice Hillanbrand reviewed current member terms, upcoming expirations, and existing vacancies on the Council. Members agreed to defer election of Chair and Vice Chair until the February meeting. It was noted that there are two open positions and City staff will reach out the Mayor's office for appointment.

5. Setting of Dates/Times for Future Meetings (Open for Discussion)

The Council confirmed meetings will continue on the third Wednesday of each month at 9:30 a.m. Jamesina Woodyard noted a potential scheduling conflict with the April 15 meeting and Janice Hillenbrand will follow up regarding possible adjustments.

6. Adjournment

There being no further business, the meeting adjourned at approximately 10:25 a.m.

CITIZENS' BUDGET ADVISORY COUNCIL

Wednesday, February 18, 2026; 9:30 A.M.; Held Virtually via Zoom

Meeting Minutes

Present: Jamesina Woodyard, Haysetta Shuler, Fred Salisbury, Emily Cornella, Anthony Piacenza, Maraim Rivera, Paul Costello

Members Absent: None noted

Staff: Scott Tesh, Sarah Maness, Sarah Coffey, Janice Hillanbrand, Rene Williams

Meeting called to order at 9:30 a.m.

1. Resident Survey Data Review and Discussion

Scott Tesh opened the meeting by explaining that this session would focus on member input regarding how to further analyze the Resident Survey data. The intent is to identify actionable insights that could inform recommendations to City Council during the FY 2026–27 budget process.

Scott provided a high-level overview of the budget development timeline, including departmental requests in late fall, City Manager budget meetings in February, budget refinement in March, publication of the proposed budget in April, City Council workshops and public hearing in May, and adoption in June.

Staff emphasized that Resident Survey data should be used strategically to identify areas where departments may adjust services, communications, or operational approaches. Three potential outcomes were identified: departmental awareness of perception gaps, communication strategy adjustments, and service-level changes or recommendations to City Council.

Scott reviewed crosstabular analysis options and demonstrated how survey responses can be analyzed by age, gender identity, length of residency, income, race/ethnicity, and geography (ward). He cautioned members about increased margins of error when reviewing smaller demographic subgroups.

Discussion focused on public safety, transportation infrastructure, downtown parking, ward-level variations, and benchmarking gaps where Winston-Salem trails peer cities.

Key observations included:

- Aggregate survey data shows less variation by race and ethnicity than may be perceived publicly
- Ward-level analysis was discussed as a potential way to explore geographic variation in resident perceptions

- Public safety, transportation infrastructure, and parking emerged as recurring concerns
- Benchmarking data indicates the City performs below peer averages in street and sidewalk maintenance and bicycle infrastructure
- Solid waste services benchmark favorably compared to peer communities

Members expressed interest in further analysis of:

- Benchmark “top opportunity” gaps
- Public safety services, particularly police visibility, and crime prevention
- Downtown parking trends over time
- Ward-level benchmark variations
- Areas with high neutral response rates that may indicate communication gaps

Members also discussed survey methodology, including potential response bias and outreach methods. Staff confirmed the survey uses address-based random sampling with multi modal follow-up (mail, email, and phone).

Staff committed to:

- Providing the full survey report, cross-tabulation report, and dashboard access
- Updating the public-facing dashboard with 2025 data
- Preparing additional visualizations highlighting benchmarking variances, parking trends, and public safety performance
- Inviting Transportation and City Attorney representatives to discuss ADA accessibility issues

2. Election of Chair and Vice Chair

Tony Piacenza was nominated by Fred Salsbury to serve as Chair. Motion was seconded and approved unanimously.

Jamesina Woodyard volunteered to serve as Vice Chair. Motion was seconded and approved unanimously.

3. Approval of Minutes

Members reviewed the January meeting minutes. A correction to spelling of a member’s last name and confirmation of the adjournment time were requested.

A motion was made and seconded to approve the minutes with corrections as noted. Motion carried unanimously.

4. Adjournment

There being no further business, a motion to adjourn was made and seconded. Meeting adjourned at 11:00 a.m.

CITIZENS' BUDGET ADVISORY COUNCIL

Wednesday, April 1, 2026; 9:30 A.M.; Held Virtually via Zoom

Meeting Minutes

Present: Haysetta Shuler, Jamesina Woodyard, Emily Cornella, Fred Salisbury, Anthony Piacenza

Members Absent: Maraim Rivera, Paul Costello

Staff: Scott Tesh, Brandon Melchiorre, Sarah Maness, Jeff Fansler, Sarah Coffey, Janice Hillanbrand, Rene Williams, Camille French

Meeting called to order at 9:33 a.m.

1. ADA Accessibility and Transit Update

Scott Tesh opened the meeting and introduced Camille French, City Attorney and ADA Coordinator, and Jeff Fansler, Director of Transportation, to provide updates related to survey concerns about ADA accessibility, streets and sidewalks, and public transit.

Camille French discussed the City's ongoing ADA work and noted that resident survey results are helping staff identify where citizens are experiencing barriers to accessibility and mobility. She explained that the City is taking a phased approach, beginning with internal and facility related improvements while also preparing for larger infrastructure work. She emphasized that the City is using existing data to help prioritize areas of greatest need and confirmed that ADA grievance forms submitted through the City website are reviewed by her office for follow up.

Scott Tesh noted that current facility condition assessments include ADA compliance review components and that future work will expand into broader horizontal infrastructure needs, including curb ramps, sidewalks, and related accessibility improvements. Staff also noted that the scale of identified sidewalk need citywide is substantial and will require long term prioritization and funding discussions.

Jeff Fansler provided an overview of transportation initiatives tied to accessibility. He reviewed the bus stop amenity policy, which helps guide improvements such as sidewalk connections, ADA curb ramps, and shelters based on ridership demand. He shared that additional bus shelter and access projects are expected to move forward this calendar year and highlighted recent or planned sidewalk projects including Fairlawn Drive, Polo

Road, Petree Road, Robinhood Road, Barbara Jane Avenue, Brewer Road, and Jonestown Road.

Jeff also summarized the proposed WSTA Vision Network changes that are scheduled to go before City Council in April. He explained that the proposal would shift a substantial share of routes from sixty minute headways to thirty minute headways, introduce two cross town routes that do not require downtown transfers, and pilot two microtransit zones intended to improve access from neighborhoods to fixed route service and key destinations. The goal of these changes is to improve mobility, especially access to employment centers, while reallocating resources from lower performing routes.

In response to a question from Anthony Piacenza regarding funding, Jeff Fansler explained that the City relies on both formula based federal transportation funds and competitive discretionary grants. Staff noted that some discretionary funding sources are facing uncertainty, but the City continues to pursue all available funding opportunities.

Fred Salsbury requested additional information on the proposed microtransit zones. Jeff Fansler stated that supporting presentation materials could be shared with members through staff.

2. Resident Survey Data Review and Discussion

Brandon Melchiorre, Business Analyst within the Budget and Performance Management Department, presented additional resident survey analysis requested by the Council, including comparisons between random and non random survey responses, trend data, regional comparisons, and ward level analysis.

Staff explained that the random and non random surveys were broadly similar in terms of major satisfaction and dissatisfaction themes, although the non random survey generally reflected lower satisfaction overall. Among the most consistent concerns across both survey types were downtown parking cost and the ease and availability of parking.

Staff reviewed trend data showing areas of improvement, including leaf collection, brush collection, and greenway related measures. They also reviewed areas of decline, with notable attention given to downtown parking, affordable housing, and certain police related measures.

Discussion also included comparisons with surveys from other North Carolina communities. Staff noted that Winston Salem's dissatisfaction with downtown parking

appears generally in line with peer communities that use similar parking systems. Affordable housing and public transit were also discussed in the context of broader regional and statewide challenges.

Ward level analysis was presented for several topics, including transit, police, neighborhood character and condition, demolition of vacant structures, affordable housing, and ADA related infrastructure concerns. Staff cautioned that many ward level cuts and subgroup analyses have very small response counts and should be used carefully, particularly when the data loses statistical significance.

Key discussion points included:

- Downtown parking remains one of the strongest dissatisfaction trends and may warrant continued discussion with City Council.
- Affordable housing dissatisfaction has increased over time and remains a major area of concern.
- Perceptions of police services and neighborhood conditions vary across wards, but some ward specific cuts have limited statistical reliability.
- Street and sidewalk maintenance, accessibility, and transit service remain significant issues in the survey data.

- Several service areas continue to perform well relative to benchmarks and should also be acknowledged in future reporting.

Scott Tesh advised members that staff will return at the next meeting with draft summary points and possible recommendations for consideration as the Council prepares feedback for City Council. He encouraged members to focus on broad takeaways supported by reliable data rather than over-emphasizing very small subgroup samples.

3. Approval of Minutes

Because the meeting lost quorum before action could be taken, approval of prior meeting minutes was deferred to a future meeting.

4. Adjournment

A motion to adjourn was made by Jamesina Woodyard and seconded by Fred Salisbury. The motion carried and the meeting adjourned at 10:57 a.m.

CITIZENS' BUDGET ADVISORY COUNCIL

Wednesday, April 15, 2026; 9:30 A.M.; Held Virtually via Zoom

Meeting Minutes

Present: Haysetta Shuler, Jamesina Woodyard, Fred Salisbury, Anthony Piacenza, Maraim Rivera

Members Absent: Paul Costello, Emily Cornella

Staff: Scott Tesh, Janice Hillanbrand, Brandon Melchiore, Sarah Coffey, René Williams

Meeting called to order at 9:35 a.m.

1. Approval of Minutes

Members reviewed the February 18, 2026 meeting minutes. A motion was made and seconded to approve the minutes as presented. Motion carried unanimously.

Members then reviewed the April 1, 2026 meeting minutes. A motion was made and seconded to approve the minutes as presented. Motion carried unanimously.

2. Resident Survey Recommendations Discussion

Scott Tesh opened discussion by explaining that the purpose of the meeting was to identify potential recommendations for City Council based on the resident survey analysis reviewed over the previous several meetings. Staff summarized that the Council had already reviewed survey methodology, satisfaction and dissatisfaction trends, benchmark comparisons, ward level analysis, and selected comparisons with peer communities.

Discussion first focused on broader community growth, economic development, and business climate issues. Members expressed interest in further understanding the barriers faced by local businesses and discussed the possible value of a business climate survey to gather input on infrastructure needs, development barriers, parking, policing, and other conditions that may affect business growth.

Members also discussed public safety concerns, particularly crime prevention and police visibility. Conversation emphasized the need to better understand the types of crime affecting community perceptions, the possible role of community policing strategies, and the value of deeper review of data related to crime patterns and public perception. Members highlighted the importance of youth engagement and youth crime prevention efforts, including employment opportunities, recreational programming, and coordinated partnerships among government, nonprofit organizations, schools, colleges, and the business community.

Street maintenance was discussed as a longstanding area of dissatisfaction in the resident survey. Staff noted that the City is working through a worst first resurfacing strategy and that resource limitations affect both resurfacing and preventive maintenance efforts. Members expressed interest in additional

information on road preservation strategies, comparative context with peer communities, and the extent to which funding constraints are affecting the resurfacing cycle.

Downtown parking remained a significant topic of discussion. Members noted continued dissatisfaction with parking costs and the parking app system and discussed the value of reevaluating the current approach after additional time and public feedback. Members also expressed interest in learning more about how other communities are managing downtown parking and whether different strategies may improve the public experience.

Members discussed sidewalks, transportation infrastructure, and mobility more broadly as interconnected issues. Discussion included sidewalk availability, sidewalk maintenance, accessibility, traffic flow, and public transit. Members noted the importance of considering roads, sidewalks, parking, and transit as part of a larger mobility system rather than as isolated concerns.

Litter, illegal dumping, and disposal access were also discussed. Members described neighborhood impacts from repeated dumping and litter related concerns and discussed whether additional strategies may be needed, including easier access to disposal options, targeted collection efforts, and continued review of enforcement and mitigation practices.

Regarding transit, staff advised that City Council had approved the recently discussed WSTA route changes and that the fixed route changes are expected to begin in August, with microtransit zones anticipated to begin in January. Members indicated interest in monitoring the outcomes of those changes over time. Additional discussion also referenced traffic congestion, signal timing concerns, and the need for continued review of transportation related service issues.

Staff advised that the next meeting may be moved earlier in May (6th) to align with the release of the City Manager's proposed budget and to allow the Council to continue discussion of remaining service areas and draft recommendations before presenting feedback to City Council.

3. Adjournment

A motion to adjourn was made and seconded. Motion carried unanimously and the meeting adjourned at 11:12 a.m.

CITIZENS' BUDGET ADVISORY COUNCIL

Wednesday, May 6, 2026; 9:00 A.M.; Held Virtually via Zoom

Meeting Minutes – Draft, Not Approved by Council

Present: Fred Salsbury, Emily Cornella, Jamesina Woodyard, Haysetta Shuler, Anthony Piacenza

Members Absent: Maraim Rivera, Paul Costello

Staff: Scott Tesh, Sarah Maness, Sarah Coffey, Brandon Melchiore, René Williams, Janice Hillanbrand

Meeting called to order at 9:05 a.m.

1. Draft Report Recommendations and Work Plan Approval

Scott Tesh opened the meeting by explaining that the Council had previously reviewed the resident survey data in detail and that the purpose of this meeting was to review and finalize draft recommendations for City Council. Staff noted that any follow up report materials would be sent by blind copy to avoid creating an unintended public meeting through group email discussion.

Staff advised that the draft report language in the city services, police services, streets, transportation, and public transit sections was based directly on prior Council discussion. Additional recommendations in the housing and neighborhood services, recreation, and sustainability and environmental health sections were also reviewed for consistency with earlier member feedback.

Members discussed housing related recommendations, including support for a dedicated funding mechanism for housing production, targeted neighborhood development and rehabilitation efforts, and continued support for the expanded TURN home improvement program. Discussion also addressed demolition backlog, opportunities to preserve housing stock when feasible, and possible ways to connect distressed properties with interested rehabilitation partners before demolition becomes necessary.

Members also reviewed recommendations related to litter, illegal dumping, landfill permit access, bulky item collection, hazardous waste disposal, recreation facility investment, youth programming, transportation access to programs, stormwater infrastructure, energy and sustainability considerations in future facility investment, and fleet electrification planning. The Council also reaffirmed the importance of not relying on ward level survey cuts for decision making when the response counts are too small to be statistically meaningful.

Further discussion focused on how the recommendations align with City Council strategic priorities. Housing and transportation infrastructure were noted as areas already receiving strong attention from City Council, and members emphasized sidewalk accessibility as a particularly important issue because of the City's poor performance relative to survey benchmarks. Members supported staff preparing an additional exhibit showing how the CBAC recommendations align with City Council priorities and the strategic plan.

A motion was made and seconded to approve the draft report recommendations, as amended, with staff to make the discussed wording revisions and add a strategic alignment exhibit. Motion carried unanimously.

2. Proposed Budget Overview and Discussion

Scott Tesh then provided a high-level overview of the City Manager's FY 2026-2027 Proposed Budget. He described the proposed budget as a no-frills budget focused primarily on maintaining current service levels, supporting employee compensation and benefits, preparing for upcoming facility condition assessment needs, and continuing selected strategic investments such as transit changes and police technology contracts.

Discussion included inflationary pressures on City operations, growth in personnel and equipment costs, and the relationship between those pressures and the proposed property tax increase. Members emphasized the importance of clearly communicating to residents why costs are increasing and helping the public understand that the tax adjustment is tied to maintaining service levels and addressing deferred needs, rather than simply funding visible new projects. Members also noted the importance of demonstrating tangible benefits to residents from continued City investment.

3. Approval of Minutes

Members reviewed the April 15, 2026, meeting minutes. A motion was made and seconded to approve the minutes as presented. Motion carried unanimously.

4. Presentation Scheduling

Members discussed the upcoming presentation of the CBAC report to City Council. Tony Piacenza agreed to present the report with staff to confirm whether the presentation would occur at the beginning of the May 14, 2026, City Council agenda or during the evening City Council meeting on May 18, 2026. Staff also agreed to notify members once the presentation date and time were confirmed, and members expressed interest in attending the Council meeting in support of the presentation as the Council's final meeting of the year.

5. Adjournment

A motion to adjourn was made and seconded. Motion carried unanimously.