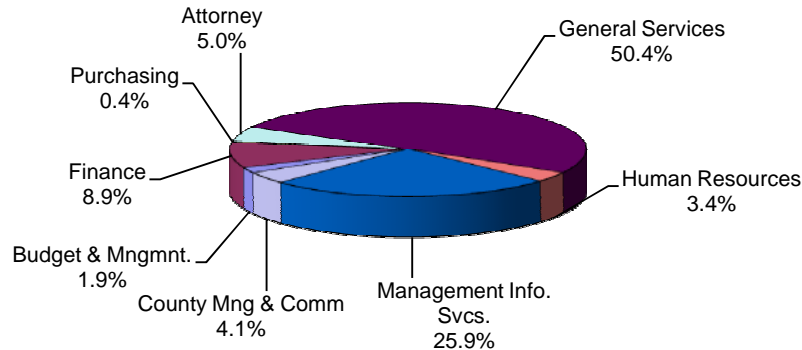


Administration & Support Service Area

FY 2015 Administration & Support Expenditures - \$25,977,484



OPERATING GOALS AND OBJECTIVES:

To provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures. This will be accomplished by:

- a. Maintaining the County's Aaa/AAA bond ratings (Moody's Investors Service, Standard & Poor's, Fitch Investors' Service).
- b. Maintaining a Fund Balance available for appropriation in the General Fund of at least 16% of the subsequent yr's budget.
- c. Annually updating projections of revenues, expenditures & fund balances for the next 5 years, & developing longer-range projections as appropriate.
- d. Annually updating the Capital Improvement Plan, which includes anticipated capital projects and related debt service and operating costs for the subsequent six years.
- e. Limit (as preferred by Commissioners) the growth in the annual operating budget to an amount which can be accommodated by growth in the tax base as well as other local, state & federal revenues, without a tax rate increase, whenever possible.
- f. Undertaking no major new programs, projects or expansion of services without substantial public support for both the services and the tax rate increase, if necessary, to support them.
- g. Maintaining aggressive safety & risk management programs to protect employees & minimize financial exposure to the County.
- h. Regularly and professionally maintaining grounds, buildings and HVAC systems.
- i. Regularly and professionally maintaining computer systems and equipment.
- j. Effectively screening applications, and advertising for and filling vacant County positions.
- k. Evidence the quality of our Comprehensive Annual Financial Report and our Annual Budget by receiving the GFOA Certificate for Excellence in Financial Reporting and the Distinguished Budget Presentation Award.
- l. Providing expertise for advise in legal matters and proceedings affecting the County.

To safeguard the financial position of the County through responsible use of debt for major capital projects. This will be accomplished by:

- a. Adhering to a debt policy established by the Board of Commissioners limiting long-term debt to 15% net of applicable revenue for all of the annual appropriations and preparing projections of proposed future debt that are within that limitation.

Percent of long term debt service included for FY 14-15 net of dedicated revenue, is 14.1%. Debt projections for the future indicate the County will exceed this debt limitation if all projects in the proposed Capital Improvement Plan are funded with long term financing. Future discussions with the Commissioners will determine if, how, and when these projects are financed

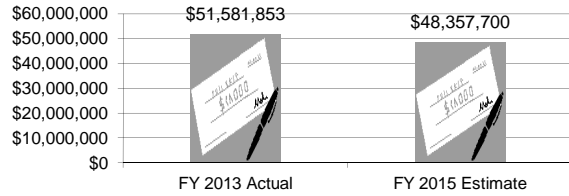
- b. Appropriating funds for principal/interest requirements for general obligation bonds/installment purchases in the General Fund when due.
-

Administration & Support Service Area

**Budget and Management -
Projects Completed**



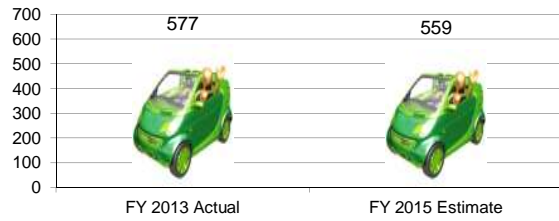
**Finance
Dollar Volume Paid by Check**



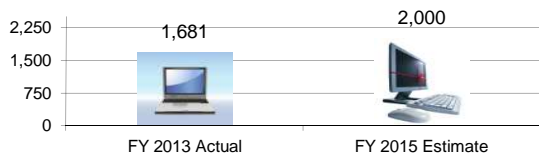
**General Services -
of Facilities Maintained**



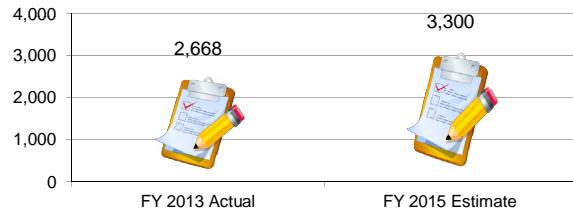
**General Services -
of Assigned Vehicles Maintained**



**Management Information Svcs. -
Personal Computer Work Orders**

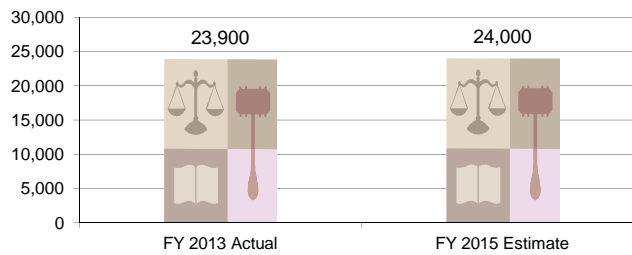


**Purchasing -
Total Purchase Orders & Contracts Written**



Purchasing data N/A at time of printing

**Attorney -
Legal Proceedings**



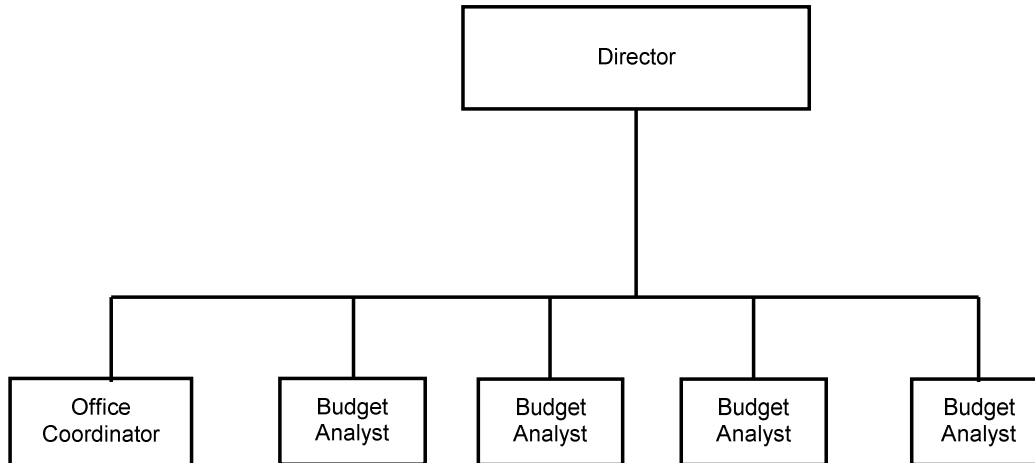
Forsyth County Personnel By Administration & Support Service Area

	FY 11-12 Prior Year <u>Actual</u>	FY 12-13 Current Year <u>Original</u> <u>Estimate</u>		<u>Request</u>	FY 13-14 Continuation <u>Recommend</u> <u>Adopted</u>	
Budget & Management						
Full	6	6	5	6	6	6
Part	0	0	1	0	0	0
Management Information Services						
Full	55	53	42	42	42	42
Part	0	0	0	0	0	0
Finance						
Full	22	22	22	23	22	23
Part	0	0	0	0	0	0
General Services						
Full	131	132	140	140	140	140
Part	4	4	4	4	4	4
Human Resources						
Full	9	9	9	9	9	9
Part	0	0	0	0	0	0
Attorney						
Full	13	13	13	13	13	13
Part	0	0	0	0	0	0
County Commissioners & Manager						
Full	6	6	6	6	6	6
Part	1	1	1	1	1	1
TOTAL SERVICE AREA - FT	242	241	237	239	238	239
TOTAL SERVICE AREA - PT	5	5	6	5	5	5

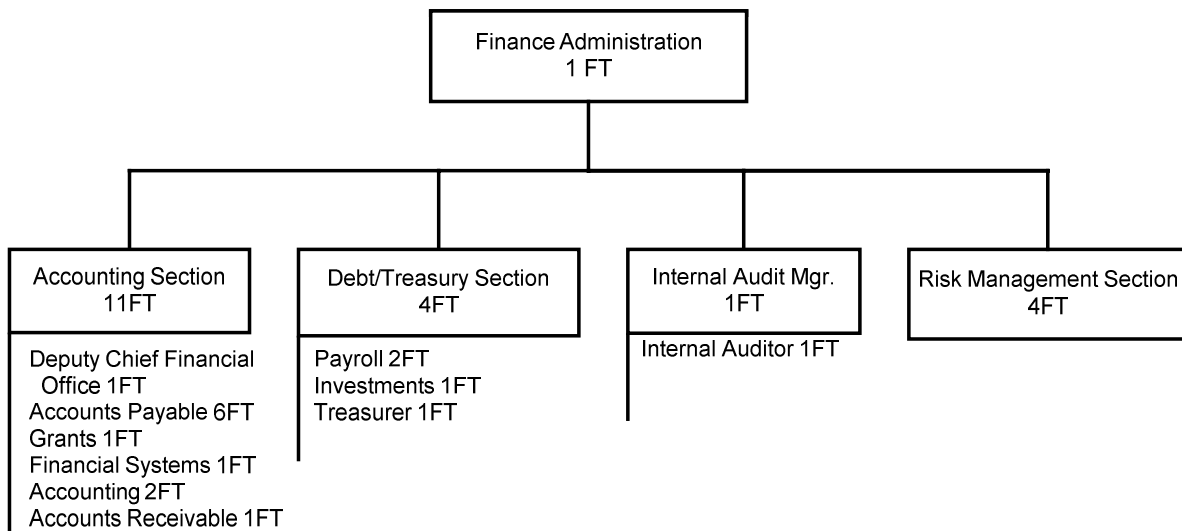
Finance

FY 15 +1FT Internal Auditor position approved for Adopted.

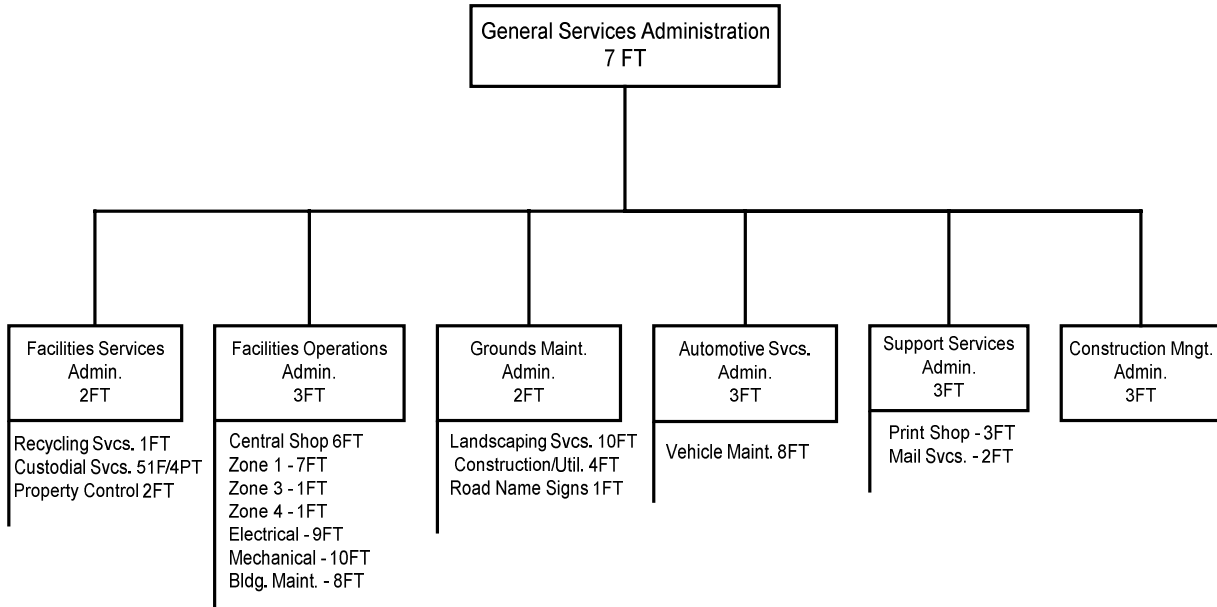
Budget & Management



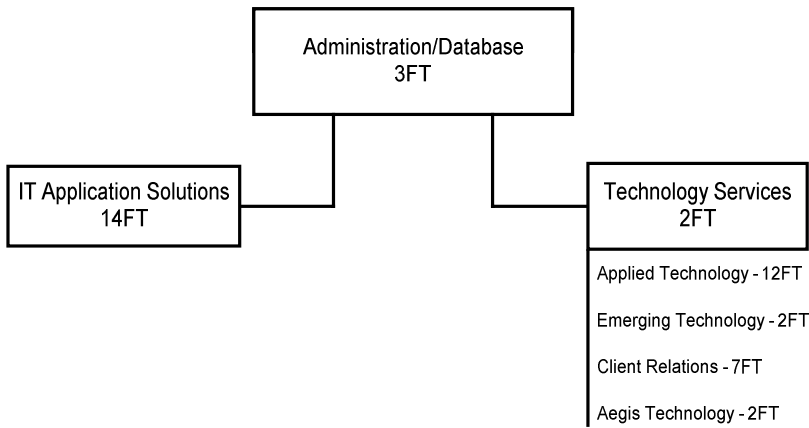
Finance Department



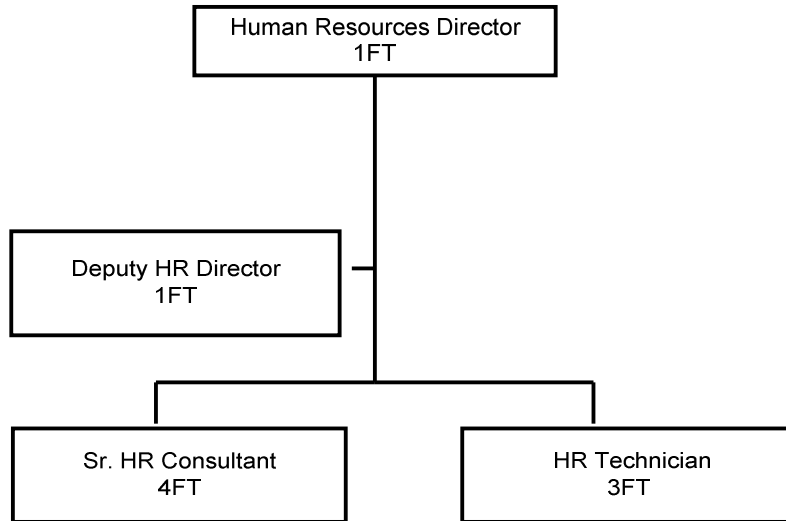
General Services Department



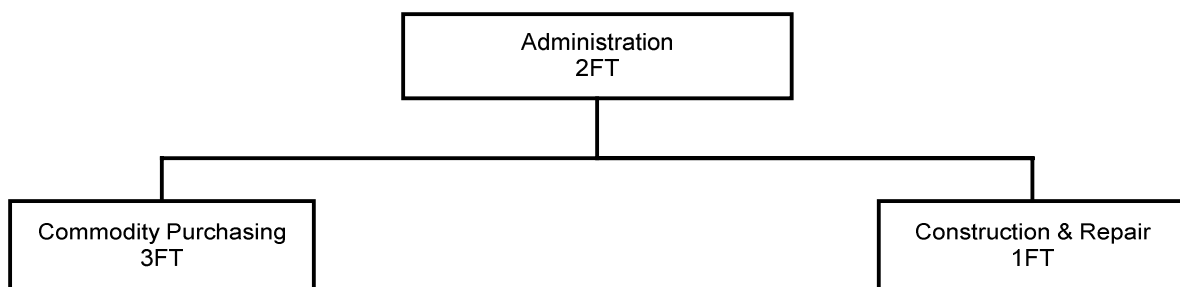
Management Information Services



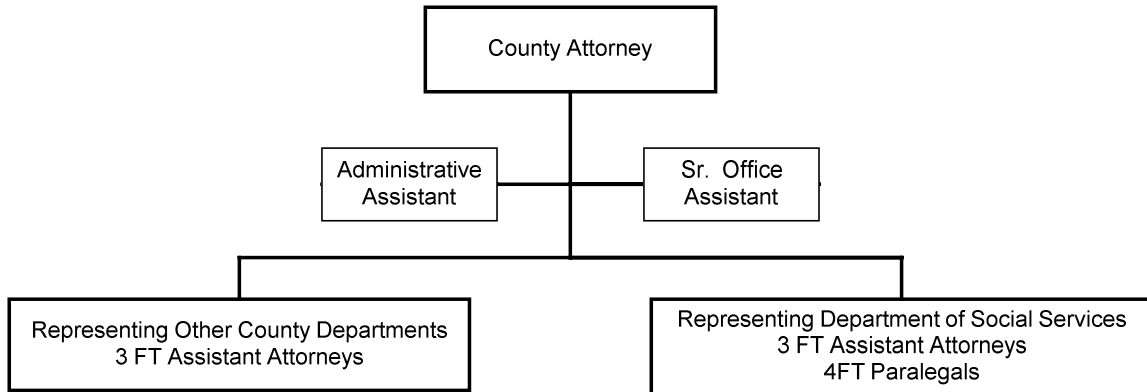
Human Resources Department



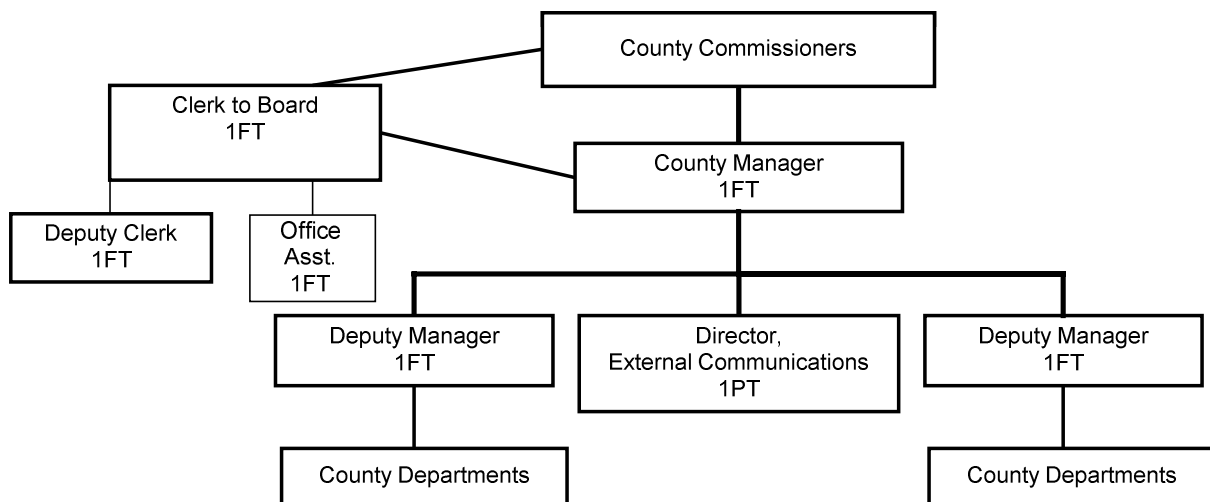
Purchasing Department



County Attorney



County Commissioners & Manager Department



Budget & Management

MISSION STATEMENT

To provide management analyses, problem solving assistance, and advice to County Commissioners, County Management, and operating departments in an effort to establish the optimal type and level of resources which the organization requires to fulfill its missions, goals, and objectives.

BUDGET HIGHLIGHTS

The FY 15 Adopted budget reflects a decrease of \$5,445 compared to the FY 14 Current Year Original budget.

The decrease is a result of the retirement of one employee. A part-time Analyst position is recommended to shift to full-time status.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
Annual Budget Eval/Recommended	Y	Y	Y
Monthly Operations Report Prepared	Y	Y	Y
Projects Completed	52	50	50
GFOA Certificate Received	Y	Y	Y
Level of Service Report Updated	Y	Y	Y
Estimated Year End Expenditures & Revenues Within 2% of Actuals			
Expenditures	0.16%	1.5%	1.5%
Revenues	0.77%	1.5%	1.5%

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	
Budget & Management	444,516	493,348	496,724	513,303	487,903	487,903
JCPC Administration	177	0	0	0	0	0
Total	<u>444,693</u>	<u>493,348</u>	<u>496,724</u>	<u>513,303</u>	<u>487,903</u>	<u>487,903</u>

Budget & Management provides required analyses, negotiations, & document production for the creation of the annual budget; management analyses and advice to County Management on various activities; problem solving assistance to operating departments & County Management; monitoring of budget and budgetary control; & generation of monthly, mid-year and annual reports to the Manager and/or County Commissioners.

Budget & Management

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	331,781	355,557	336,887	347,309	347,309
Other Employee Benefits	560	1,352	832	832	832
Employee Benefits	101,815	102,369	100,399	102,742	102,742
				<i>lpad and cellphone stipends.</i>	
Total Personal Services	434,156	459,278	438,118	450,883	450,883
<i>Operating Expenditures</i>					
Professional Fees	635	650	635	650	650
				<i>Fee to submit document to GFOA.</i>	
Rent	120	120	120	120	120
Other Purchased Services	984	10,900	39,030	50,900	25,900
				<i>Insurance premiums, contractual study.</i>	
Training & Conference	7,888	6,500	5,300	6,500	6,500
General Supplies	496	1,250	1,110	1,750	1,350
Operating Supplies	153	0	0	0	0
Other Operating Costs	261	2,500	261	2,500	2,500
				<i>Insurance claims, memberships & dues.</i>	
Total Operating Exps.	10,537	21,920	46,456	62,420	37,020
Payments T/O Agencies	0	12,150	12,150	0	0
Total Expenditures	<u>444,693</u>	<u>493,348</u>	<u>496,724</u>	<u>513,303</u>	<u>487,903</u>
Cost-Sharing Expenses	25,687	42,213	33,066	36,989	36,989
<u>REVENUES</u>					
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Positions:FT/PT	6/0	6/0	5/1	6/0	6/0

Management Information Services

MISSION STATEMENT

To further the goals of Forsyth County Government by providing an environment in which staff can deliver customer friendly services effectively and within budget.

BUDGET HIGHLIGHTS

The FY 15 budget for MIS needs to be viewed in conjunction with the budget for General Services since the IT-Logistics Division - primarily Print Shop and Mail Services - was reallocated to General Services.

The Adopted budget is down \$1,442,409 (17.7%) from the Current Year Original budget. While this is significant, the division moved to General Services accounts for \$1,408,850 of the decrease - since that is the total adopted budget for the old IT-Logistics Division included in the General Services budget. In essence, the adopted budget for MIS is essentially flat compared to the current year.

MIS has undergone significant reorganization over the past few fiscal years and reorganization continues. As such, MIS is currently preparing to be split into two new departments - a solutions-based department for all IT needs and a networking-based department. Management believes the direction of the County infrastructure will be better served by these two departments as one will be able to focus on building and implementing solutions to make the County more efficient and the other will be able to focus on the dynamic shifts in networking and security.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Maintain County facilities, technology and staffing procedures.			
Personal Computer Work Orders	1,681	1,800	2,000
# of County Employees Trained	979	1,200	2,000
Maintain Network Uptime	99.9%	99.9%	99.9%
# of Desktops, Laptops, Tablets	2,000	2,000	1,850
Central Data Storage (In Terabytes)	192.0	192.0	195.0

PROGRAM SUMMARY

	FY 12-13	FY 13-14		FY 14-15		
	Prior Year	Current Year		Request	Continuation Recommend	Adopted
	<u>Actual</u>	<u>Original</u>	<u>Estimate</u>	<u>Request</u>	<u>Recommend</u>	<u>Adopted</u>
Administration	946,061	1,070,319	801,082	1,716,047	1,662,630	1,662,630
Operations	1,707,811	1,692,612	1,452,882	1,489,900	1,419,900	1,419,900
Programming	1,010,870	989,018	819,011	208,728	208,407	208,407
Client Services	1,038,038	1,075,305	1,055,254	1,044,760	1,027,631	1,027,631
Logistical Support	1,297,596	1,362,229	238,378	275,000	268,428	268,428
Networking	1,426,122	1,811,709	1,692,867	2,032,246	1,967,845	1,967,845
Training Center	166,390	159,138	162,636	164,830	163,080	163,080
Total	<u>7,592,888</u>	<u>8,160,330</u>	<u>6,222,110</u>	<u>6,931,511</u>	<u>6,717,921</u>	<u>6,717,921</u>

Operations IT supplies and related services for centralized Computer Room.

Programming provides analysis and programming for County Departments, including GIS.

E-Gov develops and maintains the County's Internet content and online services, and County's intranet (FCNET).

Client Services deploys & provides a secure, stable, & flexible environment for PC's, peripherals, telephones & telephony services, & provides first line customer response to technical service disruptions.

Logistical Support administers the Print Shop, Mail Services and Copier Management & Training Center. Provides review/analysis/recommendation for new construction & facilities up fit related to IT services.

Networking oversees the operation of Local Area Network and Wide Area Network infrastructures as well as departmental file servers, application servers, database servers and e-mail services.

Training provides computer training to County employees and Helpdesk services.

Management Information Services

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	3,189,266	3,292,770	2,803,476	2,774,427	2,774,427	2,774,427
Other Employee Benefits	10,293	6,552	7,351	6,552	6,552	6,552
Employee Benefits	1,006,939	988,650	740,078	825,652	820,164	820,164
					<i>Ipad & cell phone stipends.</i>	
Total Personal Services	4,206,498	4,287,972	3,550,905	3,606,631	3,601,143	3,601,143
Operating Expenditures						
Maintenance Service	436,059	669,210	497,230	706,230	653,800	653,800
					<i>Copier maintenance, hardware maintenance for computer equipment.</i>	
Rent	152,825	164,658	138,378	140,000	138,378	138,378
					<i>Mail meter rental and copier rental agreement.</i>	
Construction Services	3,206	15,000	15,000	40,000	20,000	20,000
					<i>Wiring projects.</i>	
Other Purchased Services	1,049,282	1,263,756	1,298,591	1,541,750	1,541,500	1,541,500
					<i>Insurance premiums, software maintenance, consultant svcs. Contracts, phone & data line charges.</i>	
Training & Conference	6,725	25,369	10,000	25,250	25,250	25,250
					<i>Training & personal mileage.</i>	
General Supplies	1,083,340	1,055,500	457,977	525,750	471,500	471,500
					<i>Computer & printer replacement, postage, small equipment, repair supplies.</i>	
Operating Supplies	519,086	465,950	93,929	24,700	20,700	20,700
					<i>Software, paper, printer supplies, computer supplies.</i>	
Other Operating Costs	17,415	18,915	16,100	16,200	15,650	15,650
					<i>Winston net membership, memberships & dues, books & subscriptions, insurance claims.</i>	
Total Operating Exps.	3,267,938	3,678,358	2,527,205	3,019,880	2,886,778	2,886,778
Contingency	0	50,000	0	50,000	0	0
					<i>Funds for mobile and Ipad initiative.</i>	
Capital Outlay	118,452	144,000	144,000	255,000	230,000	230,000
					<i>Software, server replacements and equipment for County departments.</i>	
Total Expenditures	7,592,888	8,160,330	6,222,110	6,931,511	6,717,921	6,717,921
Cost-Sharing Expenses	282,542	91,053	181,497	151,741	151,741	151,741
Contra-Expenses	(2,317,175)	(2,159,305)	(1,372,253)	(1,254,060)	(1,254,060)	(1,254,060)
REVENUES	40,746	19,200	11,200	11,200	11,200	11,200
Positions:FT/PT	55/0	53/0	42/0	42/0	42/0	42/0

Finance

MISSION STATEMENT

To preserve, enhance and provide accountability for the County's financial resources.

BUDGET HIGHLIGHTS

The FY 15 Adopted budget for Finance has a net County dollar increase of \$92,048 or 4.3%

This increase is driven by the annualization of current year performance adjustments and associated benefit increases and a \$4,000 increase for software licensing for the accounting system. These increases are tempered by \$10,300 in increased revenues. Also impacting the County dollar increase is the change of an Intern position to a Fiscal Analyst at the end of FY 13 that was not filled until after budget adoption.

The department requested 1FT Internal Audit position which is discussed in the Alternate Service Level section. This position was approved by the Board as part of the Adopted budget.

PERFORMANCE MEASURES

These measures relate to the County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.

Disbursements through Accounts Payable

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
# Check Payments	25,294	23,200	23,000
Dollar volume paid by check	\$51,581,853	\$48,846,200	\$48,357,700
# Direct deposit payments	5,120	5,200	5,300
Dollar volume direct deposit payments	46,637,607	\$39,693,500	\$40,090,400
Treasury - # Wire/Direct Deposit Payments	1,786	1,865	1,826
Payroll - # Direct Deposit Payments	54,959	55,509	55,234
Non-Bond Investment Portfolio Earnings (All Fds)	\$478,495	\$433,654	\$404,080
<u>Audits Performed</u>			
Audits	2	4	6
Follow-ups	1	1	2
Special Projects	4	4	4

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>FY 14-15 Continuation Request</u>	<u>Recommend</u>	<u>Adopted</u>
Finance	2,087,522	2,204,467	2,329,778	2,306,807	2,248,033	2,306,815

Finance provides general accounting, payroll, disbursing, cash forecasting, investing, debt management and bond issuance, budgetary control, grant accounting and compliance, record retention, financial systems analysis, and fixed asset accounting services; monthly, quarterly, mid-year, and annual reports to the Manager and/or Board of County Commissioners; financial advice to the Manager & departments/agencies. Finance also provides County Management with appraisals, analyses, recommendations and pertinent comments concerning the review of various County activities. The Department's Risk Management Section identifies and controls the risk of accidental loss to which the County and participating local agencies are exposed & arranges appropriate funding mechanism for covered losses. Finance supports the Tourism Development Authority.

Finance

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
EXPENDITURES						
Personal Services						
Salaries & Wages	1,247,925	1,270,466	1,258,386	1,341,929	1,297,521	1,341,935
Other Employee Benefits	890	1,560	2,362	2,392	2,392	2,392
Employee Benefits	416,494	405,551	425,280	431,696	417,330	431,698
					<i>Ipad & cell phone stipends.</i>	
Total Personal Services	1,665,309	1,677,577	1,686,028	1,776,017	1,717,243	1,776,025
Operating Expenditures						
Professional Fees	81,793	161,000	261,500	161,000	161,000	161,000
						<i>Includes benefits consultant, bond issuance costs, actuarial study, arbitrage rebate/tax services.</i>
Maintenance Service	0	1,000	1,000	1,000	1,000	1,000
Rent	15	0	50	0	0	0
Other Purchased Services	284,713	293,050	319,950	297,450	297,450	297,450
						<i>Cost allocation plan, financial system software maintenance, bank service, insurance premiums.</i>
Training & Conference	21,656	46,925	39,500	46,925	46,925	46,925
						<i>Certification training, GFOA & performance users conference, other specialized training for staff.</i>
General Supplies	27,865	13,500	11,200	13,500	13,500	13,500
						<i>Office supplies, books & subscriptions, small equipment.</i>
Operating Supplies	2,477	3,400	2,100	3,400	3,400	3,400
						<i>Audio-visual & training supplies for risk management safety training.</i>
Other Operating Costs	3,694	8,015	8,450	7,515	7,515	7,515
						<i>Insurance claims, memberships & dues.</i>
Total Operating Exps.	422,213	526,890	643,750	530,790	530,790	530,790
Total Expenditures	<u>2,087,522</u>	<u>2,204,467</u>	<u>2,329,778</u>	<u>2,306,807</u>	<u>2,248,033</u>	<u>2,306,815</u>
Cost-Sharing Expenses	160,608	178,685	185,978	53,890	53,890	53,890
REVENUES	<u>44,911</u>	<u>49,700</u>	<u>199,700</u>	<u>60,000</u>	<u>60,000</u>	<u>60,000</u>
Positions:FT/PT	22/0	22/0	22/0	23/0	22/0	23/0

General Services

MISSION STATEMENT

To provide quality management of the County's Facility, Fleet and land assets in support of County, State Court and CenterPoint Human Services Departments in a manner consistent with the goals of Forsyth County.

BUDGET HIGHLIGHTS

There are two factors to consider when reviewing the FY 15 budget for General Services. The first is the shifting of the Print Shop and Mail Services from MIS to this department. The second is the shift of vehicle purchases from General Services to Non-Departmental.

The shift of Print and Mail to General Services has a significant impact and adds \$1,408,850 to the department's budget. Management believes the functions of Print and Mail are better suited in the General Services department and there is an expectation of cost savings from this shift.

In FY 12, the decision was made to transfer funds for vehicle purchases out of the General Services department into a Capital Project Ordinance (CPO) to better plan for these purchases and to eliminate the "spend it or lose it" mentality by allowing the funds to be set aside for multiple years. In FY 13 and FY 14, the funds were budgeted in General Services and moved to Non-Departmental to transfer to the Motive Equipment Replacement CPO. Rather than going through these multiple steps, the decision was made during the FY 15 budget process to place the funds in Non-Departmental, thereby eliminating a step in getting the funds to the CPO.

The Adopted budget for FY 15 therefore reflects a 0.7% or \$93,393 increase with the addition of Print and Mail and the shift of vehicles to Non-Departmental.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
These measures relate to the County goal: Maintain County facilities, technology and staffing procedures.			
# Facilities - Active	47	48	48
Square Footage - Active	2,257,302	2,269,530	2,277,389
Square Footage - Vacant	58,467	5,262	0
Road Name Signs	242	201	250
Assigned Fleet Vehicles*	577	561	559
*Does not include vehicles for CenterPoint.			

PROGRAM SUMMARY

	FY 12-13 Prior Year	FY 13-14 Current Year		FY 14-15 Continuation		Adopted
	Actual	Original	Estimate	Request	Recommend	
Administration	1,523,290	1,635,233	1,516,849	1,621,409	1,618,623	1,618,623
Automotive Services	2,814,278	4,196,398	3,058,492	3,141,160	2,991,294	2,991,294
Central Services	1,861,685	2,085,171	1,962,603	2,009,036	2,003,190	2,003,190
Construction Management	213,852	233,917	174,089	227,487	226,604	226,604
Facilities Operations	1,855,824	2,003,641	1,860,830	2,158,327	2,149,880	2,149,880
Grounds Maintenance	881,946	923,071	936,331	951,689	907,753	907,753
Facility Expenses	1,815,852	1,924,260	1,970,206	1,790,390	1,788,890	1,788,890
Support Services	0	0	1,385,499	1,475,643	1,408,850	1,408,850
Total	<u>10,966,727</u>	<u>13,001,691</u>	<u>12,864,899</u>	<u>13,375,141</u>	<u>13,095,084</u>	<u>13,095,084</u>

Construction Management oversees the planning, design and construction of new and renovated County facilities; administers the County's Facilities Renewal Program.

Facilities Operations maintains heating, air conditioning, refrigeration, plumbing, electrical, electronics, elevators, roof systems and life safety systems for all County facilities.

Central Services provides custodial services for all County facilities; property control; warehousing; surplus property disposal and the Recycling Program.

Automotive Services maintains the County's fleet, purchases new vehicles and conducts the auction for surplus vehicles.

Grounds Maintenance maintains the grounds, landscaping & parking lots for all County facilities and parks, constructs & maintains various outdoor structures, provides & installs replacement street signs in the unincorporated area & maintains watershed dams.

General Services

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>					
<i>Personal Services</i>					
Salaries & Wages	3,791,233	4,153,646	4,204,907	4,435,573	4,435,573
Other Employee Benefits	630	1,560	4,921	7,496	7,496
Employee Benefits	1,638,716	1,745,859	1,699,211	1,896,937	1,872,980
Board Compensation	0	900	900	900	900
Total Personal Services	5,430,579	5,901,965	5,909,939	6,340,906	6,316,949
<i>Operating Expenditures</i>					
Professional Fees	760,929	865,000	854,690	845,590	845,590
				<i>Custodial and security services; legal and engineering fees.</i>	
Maintenance Service	513,292	670,800	724,657	753,400	691,900
				<i>Janitorial services, building and mechanical systems projects.</i>	
Rent	558,022	568,000	549,240	538,350	538,350
				<i>Includes Parole, Probation & Community Service lease; juror parking, Public Defender's Office.</i>	
Utility Services	48,372	64,100	69,570	69,150	69,150
				<i>Includes solid waste disposal charges, water & sewer services.</i>	
Construction Services	32,483	0	0	0	0
				<i>Capital Repair Plan.</i>	
Other Purchased Services	342,135	397,086	462,041	448,186	446,686
				<i>Insurance premiums, pagers, telephone services, blanket contracts for preventive maintenance services.</i>	
Training & Conference	5,912	8,600	8,025	10,000	8,600
General Supplies	396,508	521,335	915,731	923,175	920,475
				<i>Janitorial & maintenance repair supplies; small equipment purchases.</i>	
Energy	2,195,504	2,195,850	2,187,480	2,193,850	2,193,850
				<i>Electricity, natural gas, gasoline.</i>	
Operating Supplies	576,384	511,800	992,807	1,127,650	975,150
				<i>Tires & automotive supplies, protective gear, repair supplies.</i>	
Other Operating Costs	88,164	77,655	78,149	77,934	77,934
				<i>Insurance claims, memberships & dues.</i>	
Total Operating Exps.	5,517,705	5,880,226	6,842,390	6,987,285	6,767,685
Capital Outlay	18,443	1,219,500	112,570	46,950	10,450
Total Expenditures	10,966,727	13,001,691	12,864,899	13,375,141	13,095,084
Cost-Sharing Expenses	1,205,636	1,572,900	1,492,040	1,136,477	1,136,337
Contra-Expenses	(6,187,210)	(6,903,431)	(6,359,479)	(5,110,040)	(5,030,040)
REVENUES	725,258	857,600	870,762	832,300	832,300
Positions: FT/PT	131/4	132/4	140/4	140/4	140/4

Human Resources

MISSION STATEMENT

To provide Forsyth County Departments with services in recruitment/selection, classification pay, benefits administration, records maintenance, and training/internal communications.

BUDGET HIGHLIGHTS

The FY 15 Adopted budget for Human Resources is a net County dollar increase of \$25,692 or 2.7%, driven by reduced personnel costs due to turnover in senior positions.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
<u>Turnover % By Service Area</u>			
Administration & Support	9.60%	13.70%	13.70%
Community & Economic Develop.	20.00%	0.00%	0.00%
Culture & Recreation	14.40%	11.90%	11.90%
Education	20.00%	0.00%	0.00%
Environmental Management	21.70%	0.00%	0.00%
General Government	3.70%	6.00%	6.00%
Health	14.70%	13.81%	13.81%
Public Safety	11.96%	9.04%	9.04%
Social Services	<u>10.70%</u>	<u>8.44%</u>	<u>8.44%</u>
Total Turnover %	11.80%	10.02%	10.02%
Sick Leave Utilization	3.50%	3.43%	3.50%

PROGRAM SUMMARY

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		FY 14-15 Continuation <u>Request</u> <u>Recommend</u>	<u>Adopted</u>
Personnel Management	1,095,945	906,469	833,055	884,507 880,777	880,777
In-Service Training	11,435	13,990	13,990	13,990 13,990	13,990
Employee Events	355	1,000	1,000	1,000 1,000	1,000
Total	<u>1,107,735</u>	<u>921,459</u>	<u>848,045</u>	<u>899,497</u> <u>895,767</u>	<u>895,767</u>

Personnel Management provides screening of all applicants; conducts 3-10 interviews for every opening; works with departments in selecting top candidates; solicits salary survey information from over 30 organizations; administers programs and advises employees on Health, Dental and Life Insurance, deferred compensation, retirement, sick and annual leave and holidays, service awards program; and maintains employee & position control records.

In-Service Training provides a comprehensive training program for supervisors and department heads. Provides training for employees on subjects such as Performance Appraisal, Interviewing Skills, Effective Writing, Stress Management, Working styles; and provides facilitation skills to County departments.

Human Resources

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
EXPENDITURES					
Personal Services					
Salaries & Wages	548,641	542,242	484,223	519,088	519,088
Employee Benefits	374,670	158,177	148,054	155,119	155,389
Total Personal Services	923,311	700,419	632,277	674,207	674,477
Operating Expenditures					
Professional Fees	42,825	46,600	40,068	40,000	40,000
<i>Contracts for the County's Employee Assistance Program; pre-employment drug screens, psychological exams & physicals.</i>					
Rent	295	750	750	750	750
Other Purchased Services	75,670	105,100	104,650	113,600	113,600
<i>Criminal & drivers license checks; COBRA Admin.; Flex Program Admin., Neo Gov contracts.</i>					
Training & Conference	4,225	11,200	10,600	10,850	10,850
General Supplies	5,680	8,900	8,900	9,100	9,100
<i>Office supplies; small equipment; books & subscriptions.</i>					
Operating Supplies	26,462	24,300	24,300	22,800	22,800
<i>Employee service awards.</i>					
Inventory Purchases	9	0	0	0	0
Other Operating Costs	29,258	24,190	26,500	28,190	24,190
<i>Tuition reimbursement; membership & dues; insurance claims.</i>					
Total Operating Exps.	184,424	221,040	215,768	225,290	221,290
Total Expenditures	<u>1,107,735</u>	<u>921,459</u>	<u>848,045</u>	<u>895,767</u>	<u>895,767</u>
Cost-Sharing Expenses	109,434	162,484	163,264	152,224	152,224
REVENUES	<u>16,846</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Positions:FT/PT	9/0	9/0	9/0	9/0	9/0

Purchasing

MISSION STATEMENT

To provide centralized procurement service for the City of Winston-Salem, the County of Forsyth, the City/County Utilities Commission and the Winston-Salem Transit Authority.

BUDGET HIGHLIGHTS

The FY 15 Adopted budget for Purchasing services reflects a decrease of \$40,460 or 27.1% from FY 14. The County's percentage share decreases from 33.68% for FY 14 to 23.77% for FY 15. The percentage is calculated through analysis of reports that includes data related to purchase order activity, dollar volume of purchases, and administrative time spent working with each jurisdiction from the most recently completed fiscal year.

For FY 15, the County's decrease results from changes in the City's purchasing practices of which are a part of the formula that generates the County's share. Two of the changes includes: 1) the number of City bid projects doubled over the FY 14 allocation review and 2) purchase authorization for purchasing cardholders was lowered from \$5,000 to \$1,000 resulting in an estimated 600 more purchase orders created.

PERFORMANCE MEASURES

	FY 2013 <u>ACTUAL</u>	FY 2014 <u>ESTIMATE</u>	FY 2015 <u>ESTIMATE</u>
County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
Number of purchase orders and contracts per Purchasing position	1,067	1,080	1,080
Total number of purchase orders and contracts written	3,200	3,240	3,240

PROGRAM SUMMARY

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u> <u>Estimate</u>		FY 14-15 Request	FY 14-15 Continuation <u>Recommend</u>	FY 14-15 <u>Adopted</u>
Purchasing	406,814	443,670	5,078,200	473,150	473,150	473,150
County Share	150,314	149,430	149,430	107,990	107,990	108,970

Purchasing procures equipment and supplies for the City & the County; prepares formal construction contract bids and equipment bids as required by law; prepares informal construction and equipment contracts; holds pre-bid conferences.

Purchasing

	FY 12-13 Prior Year <u>Actual</u>	FY 13-14 Current Year <u>Original</u>	<u>Estimate</u>	<u>Request</u>	FY 14-15 Continuation <u>Recommend</u>	<u>Adopted</u>
<u>EXPENDITURES</u>						
Payments T/O Agencies	150,314	149,430	149,430	107,900	107,900	108,970
Total Expenditures	<u>150,314</u>	<u>149,430</u>	<u>149,430</u>	<u>107,900</u>	<u>107,900</u>	<u>108,970</u>
<u>REVENUES</u>						
City/Other	256,500	294,240	358,370	365,160	365,160	364,180
County	150,314	149,430	149,430	107,990	107,990	108,970
Total Revenues	<u>406,814</u>	<u>443,670</u>	<u>507,800</u>	<u>473,150</u>	<u>473,150</u>	<u>473,150</u>

Attorney

MISSION STATEMENT

To protect and preserve the interests of Forsyth County Government through the initiation and defense of legal proceedings, and the successful conclusion of these proceedings, to provide accurate legal advice upon which decisions can be made by the Board and County Departments.

BUDGET HIGHLIGHTS

The FY 15 Adopted budget for the County Attorney reflects a net County dollar increase of \$15,980 or 1.2% over the FY 14 Current Year Original budget.

Personal Services accounts for \$6,420 of the increase, due to annualization performance increases and associated benefits increases. Operating costs increase by \$9,560, reflecting higher book subscription prices and increased court fees for anticipated utilization of the county attorneys rather than outside counsel in certain proceedings.

PERFORMANCE MEASURES

	<u>FY 2013 ACTUAL</u>	<u>FY 2014 ESTIMATE</u>	<u>FY 2015 ESTIMATE</u>
These measures relate to the County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain County facilities, technology and staffing procedures.			
Legal Proceedings	23,900	23,225	24,000
Advice and Opinions	17,000	17,500	18,000
Legal Documents	73,200	73,400	74,000

PROGRAM SUMMARY

	<u>FY 12-13 Prior Year Actual</u>	<u>FY 13-14 Current Year Original Estimate</u>		<u>FY 14-15 Continuation Request</u>	<u>Recommend</u>	<u>Adopted</u>
Attorney	626,023	698,449	695,776	726,268	726,268	726,268
Attorney - Social Services	605,718	594,894	545,548	583,055	583,055	583,055
Total	<u>1,231,741</u>	<u>1,293,343</u>	<u>1,241,324</u>	<u>1,309,323</u>	<u>1,309,323</u>	<u>1,309,323</u>

Attorney represents County to protect its interests through the initiation, defense, and conclusion of legal proceedings including lawsuit, administrative proceedings, and claims; provides advice to Board of Commissioners, County departments & agencies about legal matters; prepares & reviews legal documents such as contracts, ordinances, resolutions, legislation and notices.

Attorney - Social Services provides legal services to the Department of Social Services for child welfare and child support cases.

Attorney

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
EXPENDITURES						
Personal Services						
Salaries & Wages	932,652	981,915	939,761	982,282	982,282	982,282
Other Employee Benefits	410	520	520	520	520	520
Employee Benefits	264,002	260,742	247,180	266,795	266,795	266,795
						<i>Ipad stipend.</i>
Total Personal Services	1,197,064	1,243,177	1,187,461	1,249,597	1,249,597	1,249,597
Operating Expenditures						
Professional Fees	0	1,000	1,000	5,000	1,000	1,000
Maintenance Service	0	60	10	60	60	60
						<i>Equipment repair.</i>
Rent	3,635	4,320	4,270	4,320	4,320	4,320
						<i>Equipment rental, parking for DSS Attorneys.</i>
Other Purchased Services	9,997	12,182	13,132	13,640	13,640	13,640
						<i>Printing costs, insurance premiums, online law references and music licenses.</i>
Training & Conference	7,603	11,808	9,800	12,058	13,058	13,058
						<i>Personal mileage and required travel.</i>
General Supplies	8,081	9,080	13,583	13,880	13,880	13,880
						<i>Office supplies, books & subscriptions, small equipment.</i>
Operating Supplies	503	148	500	200	200	200
Other Operating Costs	4,858	11,568	11,568	10,568	13,568	13,568
						<i>Memberships & dues, legal & court costs, insurance claims.</i>
Total Operating Exps.	34,677	50,166	53,863	59,726	59,726	59,726
Total Expenditures	<u>1,231,741</u>	<u>1,293,343</u>	<u>1,241,324</u>	<u>1,309,323</u>	<u>1,309,323</u>	<u>1,309,323</u>
Cost-Sharing Expenses	26,284	37,726	24,113	19,439	19,439	19,439
Contra-Expenses	(597,651)	(586,000)	(580,912)	(583,055)	(583,055)	(583,055)
						<i>Social Services' Attorneys and Paralegal charge back.</i>
REVENUES	<u>200</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Positions:FT/PT	13/0	13/0	13/0	13/0	13/0	13/0

County Commissioners & Manager

MISSION STATEMENT

To provide legislative and policy leadership for County Government. To supervise and direct the administration of all County Departments, Boards, Commissions and Agencies under the general control of the Board of County Commissioners.

BUDGET HIGHLIGHTS

The FY 15 Adopted budget for the County Commissioners & Manager's Office reflects a decrease of \$19,665 (1.8%) from the FY 14 Original budget.

The decrease is driven by the retirement of a Deputy County Manager and decreases in insurance premiums and claims. Commissioners' compensation increases are at the average of performance adjustments for County employees, which is currently 2.05%.

Although a neutral impact, a vacant Office Assistant position is eliminated in FY 15, however, an Office Assistant position was transferred from the MIS Department during a massive reorganization that also results in less budget impact from the retirement of the former Deputy Manager.

PROGRAM SUMMARY

County goal: Provide a sound basis for all budgeting, accounting and financial reporting, and to maintain county facilities, technology and staffing procedures.

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
County Comm. & Manager	1,069,636	1,075,366	976,366	1,055,701	1,055,701	1,055,701

County Commissioners & Manager: Board sets policy; Manager executes policy and is responsible for the direction and supervision of all departments under the Board's general control; Manager's staff assists in these functions; Clerk is in Manager's Office and responds to informational and administrative needs of Board and Manager.

County Commissioners & Manager

	FY 12-13 Prior Year Actual	FY 13-14 Current Year Original	Estimate	Request	FY 14-15 Continuation Recommend	Adopted
<u>EXPENDITURES</u>						
<i>Personal Services</i>						
Salaries & Wages	745,080	781,640	677,721	751,404	751,404	751,404
Other Employee Benefits	1,998	3,120	2,790	0	0	0
Employee Benefits	200,712	159,780	165,116	173,631	173,631	173,631
Total Personal Services	947,790	944,540	845,627	925,035	925,035	925,035
<i>Operating Expenditures</i>						
Professional Fees	7,390	4,000	4,000	4,000	4,000	4,000
Maintenance Service	0	300	300	300	300	300
Rent	0	150	190	190	190	190
Other Purchased Services	48,162	37,750	37,623	38,050	38,050	38,050
		<i>Advertising, videotape briefings & meetings, laser fiche and insurance premiums.</i>				
Training & Conference	39,679	49,400	49,400	49,400	49,400	49,400
General Supplies	21,249	26,304	26,304	26,304	26,304	26,304
		<i>Office supplies, books & subscriptions, small equipment.</i>				
Operating Supplies	887	3,210	3,210	3,210	3,210	3,210
Other Operating Costs	4,479	9,712	9,712	9,212	9,212	9,212
		<i>Insurance claims.</i>				
Total Operating Exps.	121,846	130,826	130,739	130,666	130,666	130,666
 Total Expenditures	 <u>1,069,636</u>	 <u>1,075,366</u>	 <u>976,366</u>	 <u>1,055,701</u>	 <u>1,055,701</u>	 <u>1,055,701</u>
 Cost-Sharing Expenses	 43,129	 102,322	 103,129	 71,420	 71,420	 71,420
 <u>REVENUES</u>	 <u>32</u>	 <u>0</u>	 <u>10</u>	 <u>0</u>	 <u>0</u>	 <u>0</u>
 Positions:FT/PT	 6/1	 6/1	 6/1	 6/1	 6/1	 6/1
	<i>CYE: Transferred 1FT Office Asst. from MIS. FY 15 Recommend-deleted 1FT vacant Office Asst. position.</i>					