



CITY OF WILSON

North Carolina

INCORPORATED 1849
27894-0010

OFFICE OF CITY MANAGER

May 16, 2019

Honorable Mayor C. Bruce Rose
Members of City Council
City of Wilson, North Carolina

Dear Mayor and Members of City Council:

Pursuant to Section 159-11 of the North Carolina General Statutes, I am pleased to present the Fiscal Year 2019-20 (FY 2020) Budget for your consideration. The budget is balanced, meets the requirements of the North Carolina Local Government Budget and Fiscal Control Act, and adheres to the City's financial management guidelines.

The FY 2020 budget totals \$253,406,590, an increase of 4.5% from the current budget, and recommends no change to the City's tax rate of 57.5 cents per \$100 of taxable valuation. The City's tax rate is one of the lowest taxed cities in Eastern North Carolina. The Municipal Service District rate will remain unchanged at 18 cents per \$100 of taxable valuation.

The FY 2020 budget includes a 1.8% electric rate increase for residential customer and proportionate adjustments to other rate classes. This rate increase maintains rate equality with Duke Energy and is necessary to pass on the NCEMPA wholesale rate increase that was effective April 01, 2019. Since 2016, Wilson Energy decreased residential electric rates by 22%. We remain consistent in providing efficient high quality electric service while meeting our goal of maintaining rate parity with Duke Energy Progress (DEP). To date, the Wilson Energy rate decreases have saved our customers over \$45,000,000.

The budget includes water and sewer base rate increases of \$1.00 per month and a 2% volume increase on water and sewer rates for residential customers. The Stormwater fee increases \$0.50 per month as recommended by our citizen-led Stormwater Committee to support infrastructure improvements. These rate changes are for residential customers and proportionate adjustments will be made to other rate classes.

As we have done in the past, permitting fees will increase by 3%. This inflationary increase helps support growing operating and capital needs surrounding technology in this area.

City Council has provided specific direction to preserve high levels of City services for our citizens. The budget continues to meet and exceed our service benchmarks in a fiscally responsible manner. Technology, resourceful employees, proper equipment, adequate staffing levels and a commitment to excellent customer service will allow us to serve our citizens well, while efficiencies, conservative budgeting, and maintaining our comparatively low tax rate ensures value.

Year-to-date performance for FY 2019 indicates that our year-end financials will continue to be strong, and I intend to request an allocation for employee raises this fall. As has been our practice for the last several years, I will wait until we receive the results of our annual audit before making a specific recommendation. The City will experience a 3.75% increase in employee health insurance expenses for FY 2020 at a cost of \$456,000 across all funds. By managing our own insurance funds, the City is able to improve cash flow and

maximize interest income from investments during the life of the plan to help minimize large increases. In comparison, large employers will again experience an increase of about 5 percent in health benefit costs. The City's employer contribution rate to the Local Government Retirement System will increase 1.2%, impacting the citywide budget by \$514,120.

The City's staffing levels were reduced during the recession and have not risen significantly with the increased demands of the current strong economy. Maintaining a strong team requires us to define strategic roles for each team member and through collaboration bring different strengths to the table. Our continuous staffing management plan takes into consideration not only the staff needed to maintain efficient operations, but also processes that can be improved by technology advances or additional training. As a result, staffing levels may vary from year-to-year as we shift staff between various departments to meet operational needs throughout the year to maximize productivity. Overall, staffing level needs for FY 2020 will result in a net increase of one position (Community Development Project Coordinator in Planning and Community Revitalization) in the budget.

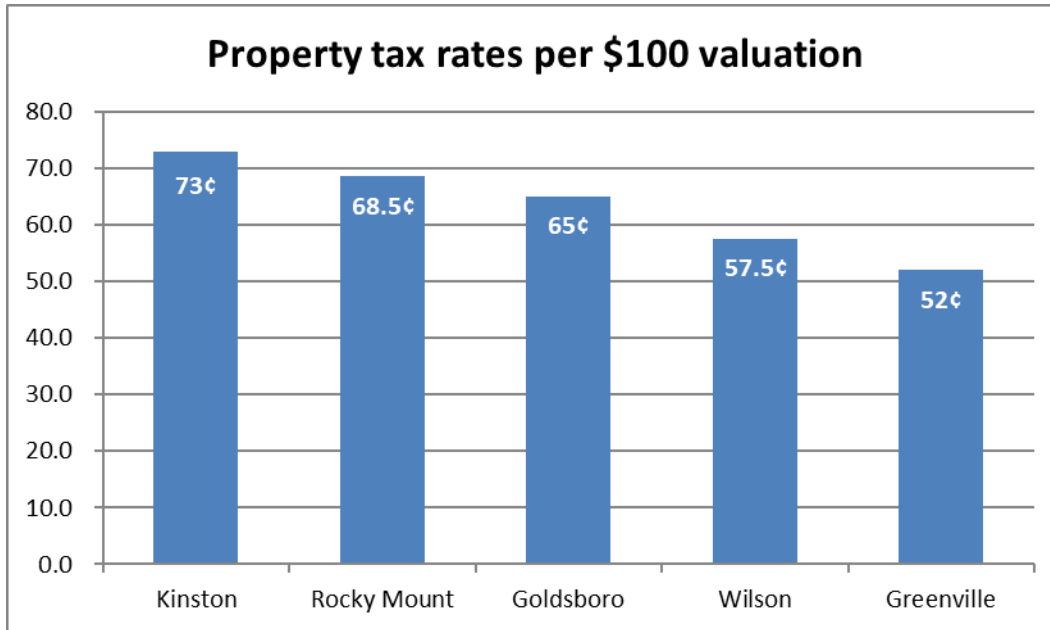
Budget Priorities

Momentum for an exciting year of continued growth and development throughout the City certainly will be realized in FY 2020. While maintaining high levels of service is a top priority, Wilson's City Council has been explicit in prioritizing the revitalization of the heart of our city, our Historic Downtown. As we have recovered from the recession, City Council has revived discussions about substantial investments in our recreation and parks facilities and the potential addition of passive recreation greenway and blueway trail systems. FY 2020 will be a year of unprecedented progress in downtown Wilson and substantial investment in our parks and recreation system, while maintaining high levels of traditional services to our citizens.

GENERAL FUND:

Revenues

The primary revenue source for the General Fund is property taxes at 48% of total revenues. Sales Tax is the second largest contributor to the General Fund at 16%, followed by sales for service revenues at 13% and intergovernmental revenues at 13%. The remaining 10% of General Fund revenue is comprised of licenses, permits, assessments, investment income, interfund transfers and miscellaneous income.



We continue to experience gradual economic growth and revenues are budgeted conservatively. Overall, we project net revenues to be slightly higher than in FY 2019. Property taxes are budgeted at a rate of \$0.575 per \$100 of valuation. Sales tax revenues, while highly sensitive to economic conditions, are projected to be up 19.46% and sales/charges for services are projected to be up 3.8% over the amount budgeted for FY 2019.

Expenditures

Departmental budgets increased by 2.65% over the FY 2019 budget. In addition to the 3.75% increase in group health insurance costs, employer retirement contribution, personnel costs, lease of radio equipment, and a new Innovation Exchange are substantial contributors to the \$1.35 million increase in expenditures. Also, funding transfers to capital projects increased \$1.6 million.

Debt Management

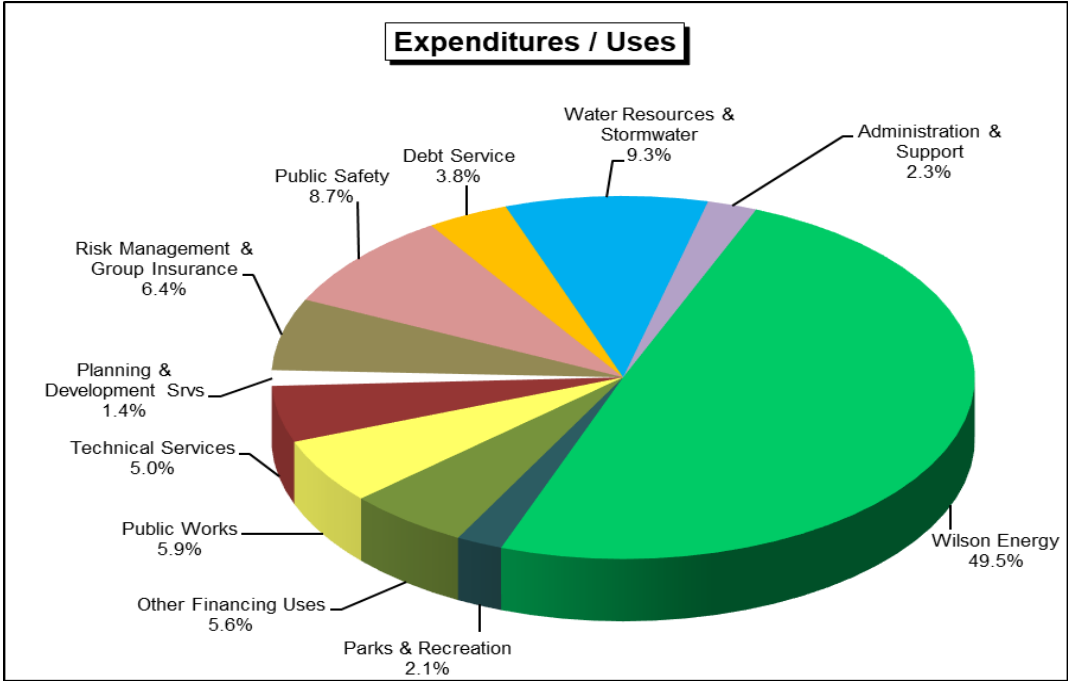
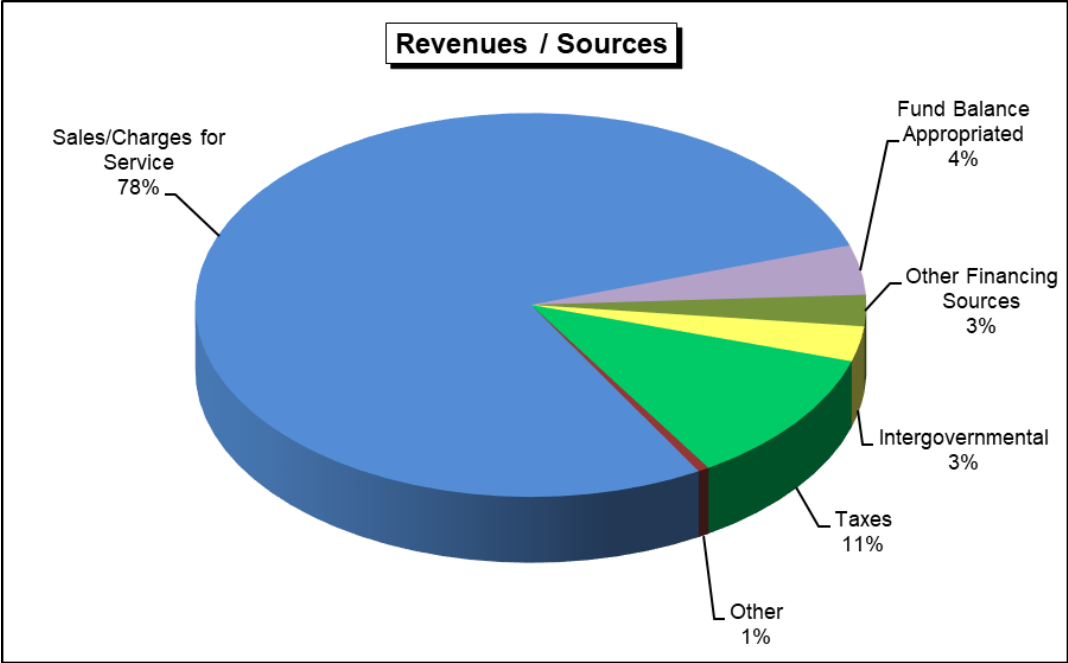
No additional new debt is planned for the General Fund in FY 2020. The amount requisite to service outstanding debt will be approximately \$354,170 as we pay down existing obligations, which will be paid off in FY 2023.

Capital Outlay

Capital in the FY 2020 General Fund budget is \$2,161,970. With initial requests totaling \$14,377,240, the list was vetted with priority given to urgent capital needs. The remaining capital requests are being deferred until FY 2021, however our strong Fund Balance allows us to address urgent needs as they arise during the year with Council-approved budget amendments.

Fund Balance

Fund Balance appropriated for FY 2020 is \$6,115,660. Conservative budgeting and prudent monitoring of revenues and expenditures has allowed the City to maintain a healthy fund balance during slower economies. The City will be slightly below its target fund balance, estimated to be about 20% at the end of FY 2020.



ELECTRIC FUND:

Revenues

In developing budget estimates for a utility fund we must estimate revenues that are highly impacted by weather conditions. We are assuming that volume sales during FY 2020 will be similar to FY 2019. Overall sales and charges for services are budgeted slightly higher (2.5%) for FY 2020.

Expenditures

For budgetary purposes, electric power purchases for resale are 1.3% higher than FY 2019. The remaining operating budget increases by 6.0% over the prior year budget.

Debt Management

There is no new debt planned for the Electric Fund in FY 2020. The amount requisite to service outstanding debt will be approximately \$1.76 million.

Transfers

The transfer to the General Fund and payment in lieu of taxes amount remains constant with previous years and in line with the City's budget policy. Also planned is a transfer to support Economic Community Investment for downtown building revitalization and improvement to U.S. 301 Corridor totaling \$281,000.

Fund Balance

No Fund Balance is appropriated for FY 2020.

GAS FUND:

Revenues

We are projecting that weather patterns for FY 2020 will be similar to FY 2019 as we experienced a trace of colder temperatures this winter. FY 2020 revenues from sales and charges for services are budgeted approximately 1.4% below the FY 2019 budget as we budget for the potential of milder weather patterns.

Expenditures

Expenditures for gas purchases are expected to increase 1.6% for FY 2020 compared to estimated expenditures for FY 2019 as the cost of transporting gas increases marginally for FY 2020.

Debt Management

There is no new debt planned for the Gas Fund in FY 2020. The amount requisite to service outstanding debt will be \$463,020.

Transfers

The transfer to the General Fund and payment in lieu of taxes amount remains constant with previous years and in line with the City's budget policy.

Fund Balance

Fund Balance appropriated for FY 2020 is \$378,780.

WATER RESOURCES FUND:

Revenues

We are projecting FY 2020 volume sales for water and sewer will be similar to those in FY 2019, where estimated volume increased by roughly 2.0% for water and 2.0.% for sewer compared to FY 2018. The FY 2020 budget includes a base fee increase of \$1.00 per month for both water and sewer and a 2% volume

rate increase. FY 2020 revenues from sales and charges for service are budgeted approximately 8.8% over the FY 2019 budget. These rate changes are for residential customers and proportionate adjustments will be made to other rate classes.

Expenditures

The total expenditures for the FY 2020 budget increased by 8.2% compared to FY 2019 budgeted expenditures.

Debt Management

There is no new debt planned for the Water Resources Fund in FY 2020. The amount requisite to service outstanding debt will be approximately \$4,069,860.

Transfers

There is \$4,919,000 in transfers from the Water Resources Fund included in FY 2020 to fund capital projects.

Fund Balance

Fund Balance appropriated for FY 2020 is \$3,476,970.

MASS TRANSIT FUND:

Revenues

FY 2020 revenues are budgeted 38.7% over FY 2019 budgeted revenues. This is primarily due to grant funding anticipated for the replacement of two transit buses.

Expenditures

Total expenditures for the FY 2020 budget are 35.1% higher in comparison to FY 2019 budgeted expenditures. This is primarily due to planned replacement of two transit buses in the upcoming year at a cost of \$1,040,000.

Transfers

There are transfers from the General, Fund, Electric Fund and Gas Fund that collectively total \$312,500.

Fund Balance

Fund Balance appropriation for FY 2020 is \$311,150.

COMMUNITY DEVELOPMENT FUND:

Revenues

Estimated revenues for loan repayments are expected to remain the same comparing FY 2020 budget to FY 2019.

Expenditures

FY 2020 expenditures are projected to be flat, with little change from the FY 2019 budget.

Transfers

There are no transfers in the FY 2020 Community Development Fund budget.

Fund Balance

Fund Balance appropriated for FY 2020 is \$120,290.

BROADBAND FUND:

The City continues to expand the use of our network to provide or improve essential services to our citizens and customers. In addition, subscribership for the broadband services we offer for purchase continues to increase, and we have numerous service contracts in place for services we provide to other local governments.

Revenues

Estimated total revenues for FY 2020 are projected to increase by 5.7% from the previous year's revenues. FY 2020 sales/charges for service revenues are budgeted about 4.9% over the FY 2019 budgeted revenues.

Expenditures

FY 2019 expenditures are projected to be approximately 4.7% over the FY 2018 expenditures. Expenditures for FY 2020 are budgeted 5.95% higher than the FY 2019 budgeted expenditures.

Transfers

There are no transfers in the FY 2020 Broadband Fund budget.

STORMWATER MANAGEMENT FUND:

Revenues

FY 2020 revenues from sales and charges for service are budgeted approximately 11.3% over the FY 2019 budget. The FY 2020 budget includes a stormwater fee increase of \$0.50 per month per equivalent residential unit (ERU).

Expenditures

FY 2020 operating expenditures are projected to be approximately 9.9% higher than the FY 2019 estimated.

Transfers

There are no transfers in the FY 2020 Stormwater Management Fund budget.

Fund Balance

No Fund Balance is appropriated for FY 2020.

SUMMARY:

The FY 2020 budget continues the City's tradition of conservative budgeting. It upholds the Police and Fire staffing levels, proposes a competitive property tax rate, and departmental operating budgets reflect modest increases. Although \$13,215,610 of capital outlay requests are included from the initial requests totaling \$26,039,820, most departmental priorities have been funded.

With competitive electric rates, a low property tax rate, the continuation of high levels of services, support for community policing, and reasonable capital investments, I trust the budget meets City Council's priorities. I look forward to working with you in the coming weeks toward adoption of our FY 2020 Budget.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Grant W. Goings". The signature is fluid and cursive, with a large loop at the end.

Grant W. Goings
City Manager

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**LISTING OF CITY OFFICIALS
FISCAL YEAR 2019-2020
CITY OF WILSON, NORTH CAROLINA**

ELECTED OFFICIALS

C. Bruce Rose..... Mayor
James M. Johnson, III..... Mayor Pro Tem

ELECTED MEMBERS OF CITY COUNCIL

A.P. Coleman..... District One
Michael S. Bell..... District Two
William T. Fyle..... District Three
James M. Johnson, III..... District Four
Donald I. Evans..... District Five
Logan T. Liles..... District Six
Derrick D. Creech..... District Seven

APPOINTED OFFICIAL

Grant W. Goings..... City Manager



A GUIDE FOR REVIEWING THE BUDGET

Introduction

This budget document describes recommended City services and revenue sources for the fiscal year beginning July 1, 2019 and ending June 30, 2020.

Adopting an annual budget is one of the most important tasks the Mayor and Council undertake. Through the adoption and implementation of this budget, the interests and values of our community are translated into plans for programs, projects, services and resources intended to benefit all our citizens.

Budget Process

The budget process begins in November each year with an initial planning phase by the budget staff. Following a lengthy planning period, and taking into consideration the needs of all stakeholders, departments then submit their requests to the City Manager and budget staff for review and analysis. Community agencies, such as the Economic Development Corporation, the Rocky Mount-Wilson Airport, Upper Coastal Plains Council of Governments and various non-profit service agencies, also submit financial reports and applications for City funding to assist with their various community assistance needs.

The proposed budget is essentially a recommendation, made by the City Manager, for review and deliberation by the Mayor and City Council. The budget becomes final only after the Mayor and Council thoroughly study the proposal and accept the proposed budget as presented or request the City Manager make any desired changes. After reviewing and amending the proposal, the Council takes formal action to adopt the budget.

The adopted budget takes the form of: 1) an ordinance, authorizing expenditures and the raising of revenues during the coming budget year; and 2) resolutions, authorizing fees, charges and related actions.

Once the budget is adopted by Council, it becomes the shared responsibility of the City Manager, Chief Financial Officer, budget staff, and department heads to oversee the implementation of budgeted programs and to continually monitor expenditure and revenue levels throughout the year.

Fund Structure

Like other cities and towns in North Carolina, the City of Wilson organizes expenditures and revenues by fund. All the City's budgetary funds are shown in this document and include the **General Governmental Funds**: 1) General Fund, 2) Community Development Fund, the **Capital Projects Funds**, the **Enterprise Funds**: 3) Electric Fund, 4) Gas Fund, 5) Water Resources Fund, 6) Broadband Fund, 7) Stormwater Management Fund, 8) Mass Transit Fund, and 9) Industrial Air Center Fund, the **Internal Service Funds**: 10) Group Insurance Benefits Fund, 11) Risk Management Fund, and 12) Operations Center Fund.

Also included in this document are the Downtown Development Corporation and the Wilson Cemetery Commission, which are considered component units of the City. They are included because City Council has budgetary authority over these operations.

City services supported partly or entirely by the property tax and other general taxes are budgeted in the General Fund. The General Fund includes costs and revenues for services like police, fire, parks and recreation, planning, inspections, sanitation and street services, administrative and support services and some miscellaneous items.

State Laws Regarding Local Government Budgets

The City of Wilson, like all cities and towns in NC, is subject to requirements of the N. C. Local Government Budget and Fiscal Control Act, a part of the NC General Statutes. This legislation requires that the City Manager submit a recommended budget to the Mayor and Council, that the Council hold a public hearing on the proposed budget and adopts an annual budget or interim budget for FY 2019-2020 by July 1, 2019.

State laws determine the types of services and regulatory authority that the City has, and the types and maximum levels of revenue sources available to the City. Cities and counties may, at times, provide similar public services. Certain services, however, are always the responsibility of County -- not City -- governments in North Carolina (e.g. jails, schools, courts, social services, public health and various other programs).

Budgetary Goals

Each year, the recommended budget is based on **general** financial management goals as follows:

- To maintain efficient and effective basic municipal services with as low a tax rate as possible;
- To implement additional services and programs, identified by City Council having high priority, within the limit of identified resources;
- To make moderately conservative estimates of revenues and costs to minimize the chance that actual revenues received may be less than expected, or that actual costs may be more than expected;
- To seek to recover from user fees -- without creating an undue hardship for low income families, youth and senior citizens -- all or a significant portion of the cost of some services, so that the citizens who benefit most from a service will pay for the service;
- To keep a reserve of money saved in past years (called "Available or Unassigned Fund Balance"), so that the City: 1) will not have to borrow funds early in the fiscal year when income is often less than costs, 2) will have a reserve for any major unexpected cost or for revenue fluctuation from one year to the next, and 3) will have a reserve available for funding major one-time capital improvements;
- To seek to properly maintain buildings, equipment and properties to protect the community's investment in these assets;
- To maintain a competitive position in the area's labor market to recruit and retain qualified employees who will provide services at the level of quality desired by the community.

In any given year, the recommended budget may also be based on **specific** financial management goals that are defined by City Council and/or the City Manager. Specific financial management goals are usually outlined in the budget message.

Budget Format

Program Summaries - Each section of the budget is organized similarly. The budget is divided first by fund, then by departments within funds. **Departmental summaries** include specific program objectives related to the Council Goals Program. The **Program (or Division) Summaries** include descriptions of services, goals and objectives statements, and measures of evaluation (called performance indicators in the document). Performance indicators are intended to better enable staff to evaluate programs at year-end and to determine whether the City has, in fact, met established goals. A separate Performance Measures section includes excerpts from the North Carolina Local Government Performance Measurement Project report on selected City services.

Consolidated Budget Format - Internally, financial records are kept in detailed line item format, but in order to make the budget document as simple and straightforward as possible, we use an object format, consolidated into Personnel, Operating, Capital, Recovered Cost, and Offsetting Revenues categories. This format considerably reduces the bulk of the document, while allowing the reader a better review of the overall budget within a program-oriented context.

How to Use This Document

Divider Tabs - The budget is divided into two sections: 1) one section contains information pertaining to the General Fund and other general government funds; 2) the other section contains information pertaining to the Enterprise and Internal Service funds.

Budget Message - The budget message is an executive summary of the entire operating budget presented by the City Manager to the Mayor and City Council.

Index/Table of Contents - There is a table of contents immediately following the Budget Message. For a more detailed listing, please see the Index in the Appendix at the very back of the budget.

Council Goals - Behind this tab is a complete listing of the Goals Program established by City Council for the City of Wilson. You will find these goals addressed on each department's summary page throughout the budget document.

Budget Summaries - This section includes summary information about the City's budget process, fund structure, long-term debt financing, organizational structure, tax rates, and personnel allocation.

Fund Tabs - For each fund, behind its respective divider tab (e.g. GENERAL FUND, ELECTRIC FUND, WATER RESOURCES FUND), the section includes summaries of revenues and expenditures, descriptions of the sources of revenue and a summary of fund balance for the fund.

Departmental Tabs - The General Fund is divided by departments. Each department summary includes personnel, capital requests and expenditure summaries, and narrative sections defining the department's primary purpose and function and highlighting specific objectives addressing City Council's Goals Program.

Following each departmental summary is a summary page for each division or program within the department. These program summaries include a brief listing of services provided, expenditure and personnel summaries, and sections outlining goals,

objectives, and performance indicators. The goal is intended to be a long-term continuing target of the division. The objectives are intended to define specific measurable activities that are planned for the 2019-2020 fiscal year. Performance indicators are the means of measuring service results so that we may continually evaluate our efforts from one year to the next.

Conclusion

We have tried to minimize the use of technical words and phrases in this budget, so that the information contained here is understandable to citizens with a basic knowledge of business practices and most City services.

Copies of this document are available for public viewing in the City Clerk's Office located in City Hall. It is also available on the City's webpage at www.wilsonnc.org. If something in this material is not clear, or if you have questions on the information contained in this document, we invite you to contact us for clarification at **252-399-2150**.

DEPARTMENT TO FUND RELATIONSHIP

| | General Fund | Electric Fund | Gas Fund | Water Resources Fund | Broadband Fund | Stormwater Management Fund | Community Development Fund | Mass Transit Fund | Industrial Air Center Fund |
|--|--------------|---------------|----------|----------------------|----------------|----------------------------|----------------------------|-------------------|----------------------------|
| Administrative Services | X | | | | | | | | |
| Financial Services | X | | | | | | | | |
| Human Resources | X | | | | | | | | |
| Police | X | | | | | | | | |
| Fire | X | | | | | | | | |
| Planning & Community Revitalization & Development Services | X | | | | | | X | | |
| Parks & Recreation | X | | | | | | | | |
| Public Works | X | | | | | | | X | X |
| Electric | | X | | | | | | | |
| Gas | | | X | | | | | | |
| Water Resources | | | | X | | X | | | |
| Broadband | | | | | X | | | | |
| Stormwater Management | | | | X | | X | | | |

The above table excludes internal service funds and component units.

BUDGET PROCESS

The City's annual budget process provides a framework for communicating major objectives for the upcoming fiscal year and for allocating resources to achieve these objectives. The budget adoption process begins in November of each year and ends with the passage of a budget ordinance no later than June 30th.

Budget Calendar

Preparation of the budget begins in November with planning for the upcoming year's budget process by budget staff. In early December, departments submit requests for new positions and reclassifications, along with building maintenance improvements for early assessment. Departments submit their completed budget requests to the City Manager and budget staff during the latter part of January and early February. From February to April, those requests are reviewed, analyzed, and utilized by the budget team and City Manager in an effort to prepare a recommended budget.

The chart on the next page further outlines each step of the annual budget process.

Budget Adoption

The North Carolina General Statutes require the City Manager to submit a proposed budget together with a budget message to the City Council no later than June 1st of each year. The budget submitted by the City Manager may be balanced or unbalanced. Traditionally, the Manager of the City of Wilson submits a balanced budget. Another requirement of the proposed budget is the inclusion of financial plans for internal service funds and information concerning capital projects and grant projects authorized or to be authorized by project ordinances.

The City Council must adopt a balanced budget ordinance no later than July 1st, but no earlier than 10 days after the City Manager's proposed budget has been presented. A public hearing must be held before the budget ordinance is adopted. The budget is balanced when the sum of estimated revenues and appropriated fund balances is equal to appropriations. The budget ordinance sets the property tax rate for the fiscal year.

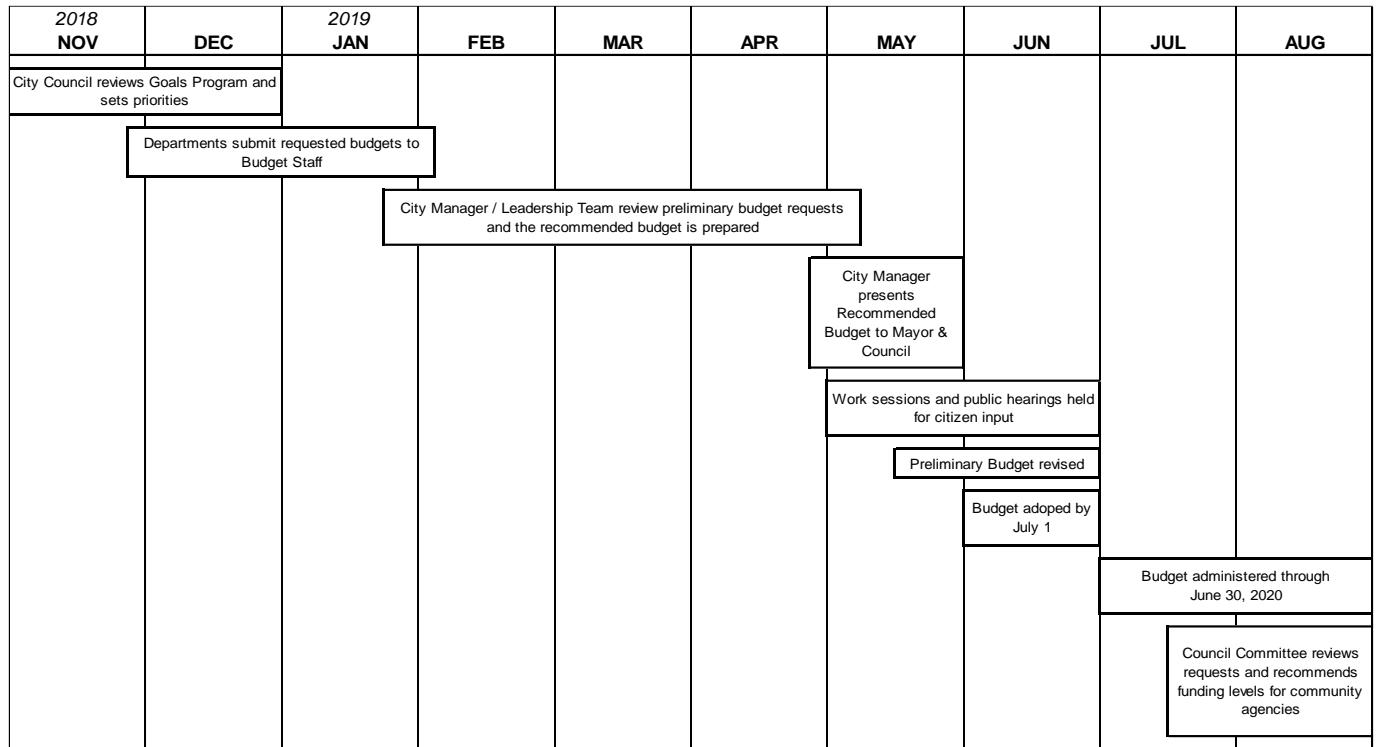
Implementation and Monitoring

Full implementation of the budget begins on July 1st of each year. The continuous monitoring of expenditures and estimated revenues throughout the year is a shared responsibility of the City Manager, Chief Financial Officer, and department heads. Budgetary control is exercised at the departmental level for the budget ordinance and at the line item level for grant and capital project ordinances.

Budget Amendment

Any time after adoption, the budget can be changed through the amendment process. Excluding two exceptions as described below, any revision of the ordinance must be approved by the City Council. First, all appropriations lapse on June 30th of each year; however, encumbrances outstanding at year-end are automatically re-budgeted in the succeeding year's budget, pursuant to Section 4.1 of the annual ordinance. Secondly, the City Manager is authorized to transfer budgeted amounts between objects of expenditures within any department without limit and up to \$50,000 between departments within a fund. Revisions that alter the total expenditures of any fund must be approved by the City Council. No public hearing or any other type of public notice is required in order to amend the budget. The amendment must adhere to the statutory requirement for a balanced budget.

BUDGET PREPARATION TIMELINE 2019-2020



The above chart depicts the annual budget preparation timeline. The City's budget preparation process begins in November and is completed at the time of budget adoption in June. The adopted budget runs from July 1 through June 30th. Budget administration and monitoring of the adopted budget is ongoing and spans the twelve month budget period. In addition to oversight by the Chief Financial Officer, financial reporting is prepared monthly and shared for review and action with department heads. The monthly financial reports contain budget to actual results that assist departments in identifying differences between the planned financial outcomes (Budget) and the actual financial outcomes (Actual).

GUIDING FINANCIAL PRINCIPLES

Financial Policy:

Certain guidelines are followed by the City in the overall conduct of its fiscal affairs. These principles are the basis for decisions and recommendations made by management. Most of the principles are long-standing and have evolved over the years through traditions and practices that have enabled the City to attain and maintain a strong financial position. New principles or modifications to existing principles are necessary from time to time as conditions warrant. Some of the most significant financial and budgetary principles are listed below.

1. The City will strive for a property tax rate that produces revenues sufficient to offset Police and Fire services.
2. The City will charge a fee for services when appropriate.
3. It is City policy to maintain an amount of fund balance available for appropriation in the General Fund within a reasonable range of comparable cities, but no less than twenty-five percent (25%) of annual expenditures.
4. Transfers will be permitted from the utility funds to support General Fund activities after considering the operating, capital, and debt service requirements of the utility funds. It is a policy of the City to maintain the operating transfer from the Electric Fund to an amount no greater than five percent (5%) of Electric Fund gross fixed assets.
5. The City will set rates for utilities at a level that will allow the funds to be self-supporting.
6. The City will strive to recover 100 percent (100%) of disposal costs for household solid waste.
7. The City will make every effort to utilize fund balance to finance nonrecurring expenditures only.
8. The City will seek additional revenue sources as a means of balancing the budget without increasing the burden on the property tax.
9. The City will maintain an aggressive annexation policy to ensure good growth and stability in the City's assessed valuation.
10. The City will use conservative revenue estimates in budget development.
11. The utility funds will compensate (through cost allocation) the General Fund for the provision of all administrative and other support services such as: administration, accounting, payroll, purchasing, utility billing, collection, customer service, credit, etc.
12. The General Fund will compensate the utility funds for utilities, including street lights.
13. No new or expanded programs will be added without the exchange of other expenditures or the identification of an ongoing revenue source or sources to support these programs.
14. The City will strive to maintain a diversified and stable revenue structure.
15. The City will incur expenditures today that improve efficiency and reduce costs in the future.
16. The City will emphasize safety, liquidity, and yield, in that order, for investment of city funds.
17. The City will prepare a five-year Capital Improvement Plan and update it annually.
18. Debt incurred for utility fund activities will be repaid from utility fund revenues.
19. The City will not incur debt to finance operating costs.
20. The City's net debt will not exceed four percent (4%) of the assessed valuation of property.
21. An independent audit will be performed annually by certified public accountants.
22. The City will issue a comprehensive annual financial report in conformity with generally accepted accounting principles that meet the requirements of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting Program.
23. The City will maintain a system of internal controls where the costs do not outweigh the benefits.

FUND STRUCTURE

The City of Wilson's annual budget document is organized by funds. Funds are independent accounting entities with self-balancing sets of accounts in which financial transactions are recorded and segregated to carry on specific activities or attain certain objectives. The funds established by the City fall into three categories: governmental, proprietary, or fiduciary. The budget includes all funds in these categories that have appropriations for the upcoming fiscal year. No expenditures are anticipated in the Electric Rate Stabilization Fund, and Economic Development Reserve Fund.

Budgets are also included for the Downtown Development Fund and the Cemetery Fund, which are component units of the City and which require budgetary approval by City Council.

Overview of Major and Non-Major Funds

The conception of major funds, and the determination of which are major funds was established by GASB Statement 34 and replaces the combining of like funds and presenting them in total. Major Funds present the major activities of the City for the year, and may change from year to year as a result of changes in the pattern of the City's activities. The General Fund is always a Major Fund and since their revenues are derived from other City Funds. Internal Service Funds may not be considered Major Funds.

The City of Wilson has one governmental fund that is considered a Major Fund, the General Fund. All other governmental funds are considered Non-major and include the Community Development Fund, Downtown Development Fund, the General Government Capital Project Fund and a number of other Capital Project Funds. There are seven proprietary funds operated by the City, four of which are designated here by the City as Major.

Governmental Funds

The General Fund accounts for the normal recurring activities that are traditionally associated with local government and are not required to be accounted for in another fund.

Resources are provided primarily through taxes and intergovernmental revenues and expended for services such as police and fire protection, recreation, street construction and maintenance, and solid waste disposal.

Special Revenue Funds. Governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specific purposes.

The Community Development Fund accounts for community development programs and housing rehabilitation loans supported mainly by U. S. Department of Housing and Urban Development block grant proceeds.

Capital Project Funds. Governmental fund type used to account for the resources used for the acquisition, construction, or renovation of major general government and utility capital facilities of the City.

The Economic Development Capital Project Fund accounts for expenditures for the purchase and/or construction of buildings for economic development purposes.

Proprietary Funds

The Electric Fund accounts for the operations of the City's electric distribution system. The fund is self-supporting through user charges and electricity sales to residential, commercial, and industrial customers.

The Gas Fund accounts for the operations of the City's natural gas system. The fund is self-supporting through natural gas sales to residential, commercial, and industrial customers.

The Water Resources Fund accounts for the operation of the City's water distribution system and the sanitary sewer system. Revenues from water sales and charges for sewer services support the normal operating costs and the debt service of the fund and partially provide for the replacement of plant and equipment.

The Broadband Fund accounts for the operation of the City's broadband services over fiber optic cable. Revenues from providing video, voice, and data services will support the normal operating costs and the debt service of the fund.

FUND STRUCTURE

The Stormwater Management Fund accounts for the operation of the City's stormwater run-off system. The fund is intended to be self-supporting through fees assessed against residential and business properties within the City.

The Mass Transit Fund accounts for the operation of the City's fixed-route bus system. The fund is supported by passenger fares, grants from other governments, and transfers from other funds.

The Industrial Air Center Fund accounts for the operation of the municipal airport. This fund provides for the maintenance of the facilities to ensure the safety of the businesses and individuals and transient aviators. The actual flight operations are handled through a contractual arrangement with a fixed-base operator.

The Electric Rate Stabilization Fund accounts for funds accumulated to help offset future electric rate increases.

The Water Resources Capital Reserve Fund accounts for funds accumulated to be used for the purpose of constructing, purchasing, renovating, or otherwise acquiring capital assets for water supply, production, treatment, distribution, and wastewater collection and treatment.

Internal Service Funds. Proprietary fund type may be used to report any activity that provides

goods or services to other funds, department, or agencies of the primary government and its component units on a cost-reimbursement basis.

The Group Insurance Benefits Internal Service Fund accounts for the City's limited risk self-insurance for health, dental, vision, and life insurance benefits for City employees and their dependents.

The Risk Management Fund accounts for the City's self-insurance for general liability, automotive, workers' compensation, and public official insurance coverage.

The Operations Center Internal Service Fund accounts for the costs of operating and maintaining the Operations Center which is used by multiple departments of several funds.

Component Units

The Downtown Development Fund accounts for programs aimed at the economic revitalization and renovation of the City's downtown area. Revenues are provided by a transfer from other city funds, contributions from the County of Wilson, and a special downtown district property tax.

The Cemetery Fund accounts for the operations of the City's cemeteries and is supported through the sales of burial plots and other charges for services.

BUDGETARY/ACCOUNTING BASIS

Measurement Focus

The City's budgetary and accounting records utilize the current financial resources measurement focus for governmental fund types. The current financial resources measurement focus accounts for the increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets. For proprietary fund types, the measurement focus is based upon the flow of economic resources in total net assets (total assets less total liabilities) rather than just net current assets.

Basis of Accounting

Governmental funds utilize the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both *measurable* and *available*). "Measurable" means the amount of the transaction can be determined. "Available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

Proprietary funds utilize the accrual basis of accounting for financial statement reporting purposes. Under this basis, revenues are recognized in the period earned, and expenses are recognized in the period incurred.

Budgetary Accounting

Budgetary accounting is used for the management control of all funds of the City. The annual budget is adopted on the modified accrual basis of accounting and is amended as necessary to ensure efficient operation of governmental and proprietary funds. As a result of proprietary funds being accounted for and budgeted for using different bases of accounting,

differences may be noted as depicted in the following paragraphs.

Proprietary financial statements include depreciation as an expense. Conversely, depreciation expense does not affect the flow of current financial resources and therefore, is not considered for budgetary purposes.

Capital outlays are not reflected in the financial statements of proprietary funds because the purchase of a capital item does not affect the fund's economic resources. However, because the budget is adopted using modified accrual for all funds, capital outlay acquisitions are treated as expenditures regardless of the fund type.

Capital leases are included in the City's annual budget at their inception at the net present value of the minimum lease payments. Any debt service requirements are also included in the budget for the year of inception as well as the budgets for subsequent years as necessary.

Generally, expenditures are recognized when the related liability is incurred. However, principal and interest on general long-term debt and vacation and sick pay are recognized as expenditures when paid.

The budget does not distinguish between encumbrances and expenditures; therefore, encumbrances are treated essentially the same as expenditures for budget purposes. Encumbrances at year-end are not considered as expenditures but are a commitment of appropriated funds to purchase an item or service. To encumber is to set aside or commit funds for future expenditures.

PROFILE OF THE CITY

The City of Wilson, incorporated in 1849, and located on the eastern seaboard along Interstate 95, is the largest municipality in Wilson County and serves as the county seat. The City has a population of almost 50,000 and covers a land area of nearly 30 square miles.

The City levies a property tax on the appraised value of real property and certain tangible personal property located within its boundaries as authorized by state statute. The County also levies a property tax on property within the City's corporate limits and is the only other entity empowered to do so. The City is permitted by state statute to broaden its corporate boundaries by annexation.



The City of Wilson operates under the Council-Manager form of government. The Council is the policy-making and legislative body of City government and consists of a Mayor and seven Council members. City Council members are elected from districts while the Mayor is elected at-large.

The Mayor and Council members serve four-year staggered terms. The Mayor is the presiding officer of the Council and votes only in case of a tie. A Mayor Pro-Tempore is selected by the Council from its members.

The City Manager and the City Attorney are appointed by the Council. The City Manager is the Chief Executive Officer of the City and is accountable for carrying out the policies and ordinances of the Council and for administering the day-to-day operations of the City through appointed department directors and staff members.

The City provides a full range of services to its citizens including police and fire protection, transportation, sanitation, cultural and recreational activities, housing and community development programs, water, wastewater, and storm water utilities, and land use and development services. In addition, the City owns and operates electric and natural gas distribution systems and broadband services

Excellence in Action

Wilson continues to benefit from the \$1.2 billion sale of minority interest in several power plants that reduced NCEMPA's debt by more than 70 percent in FY16. This debt reduction resulted in the City Council passing the largest electric rate decrease in Wilson's history, decreasing residential rates by 17.6 percent, commercial rates by 15.4 percent, industrial rates by an average of 7.2 percent and wholesale rates by 12.3 percent. Wilson remains competitive with their electric rates and the City continues to expand efficiencies to keep these lower rates in effect.

Greenlight is the City's state-of-the-art, fiber-to-the-premise system providing customers with data, voice, and video services. Since its inception in 2008, Greenlight has steadily grown enrollment and the momentum continues to this day. In FY2019, Greenlight celebrated a momentous triumph by surpassing 10,000 customers. Greenlight was the first service provider in the state to offer Gigabit Fiber-to-the-Home service making Wilson a North Carolina Gigabit City. Greenlight was recognized by President Obama as one of the nation's fastest broadband networks and Wilson was credited as having "inspired leadership and community mobilization." A recent survey by BroadbandNow, credits Greenlight's 1,000 megabits per second as the fastest broadband speed in the area, while the second fastest was only 300 mbps.

A recent assessment of Wilson Fire/Rescue Service by the State Fire Marshall has led to the designation of a Class 1 insurance rating for the department. The improved rating, uncommon in smaller communities, will help lower insurance rates for both commercial and industrial customers.

Wilson continues to expand its focus on innovation and economic development following a two-year participation in InnovateNC. The outcome of this workgroup is a concentration on developing an inclusive entrepreneurial economy, while at the same time, retaining a rich community character and building on local assets, including the community owned Greenlight gigabit network. A direct result of Wilson's participation in InnovateNC, is a plan to establish an innovation hub in the City. The Gig East Exchange will offer flexible and affordable co-working spaces with programs geared toward helping entrepreneurs establish a viable business. Renovations for the facility will be funded by a \$1.1 million grant from the Golden Leaf Foundation and \$1.25 million from the City. Rural Innovation Strategies will support Wilson's Gig East hub with on-site and videoconference support and will offer templates and written materials to support the hub culture.

Choosing Wilson

Location

The City is strategically situated with access to all major regional, national, as well as, international markets. It is conveniently located along Interstate 95, halfway between New York and Florida; approximately 475 miles from New York City and 240 miles from Washington, D.C. The City is served by U.S. highways 264 and 301 and North Carolina highways 42 and 58. Interstate 795 connects Wilson to the City of Goldsboro and on to I-40 south, enhancing access to the seaports at Wilmington and Morehead City, North Carolina. U.S. 264 provides the City with an interstate grade highway connecting Greenville and the Research Triangle Park.

Education

Wilson students are served by Wilson County Schools, a public school district that encompasses fourteen elementary schools, six middle schools, three traditional high schools, a learning center and WAAT, the Wilson Academy of Applied Technology, an early college program affiliated with Wilson Community College. Students are enrolled in a five-year program that culminates with both high school diplomas and associate degrees. The district is part of a countywide system that is a shared responsibility between the County and the State; therefore, the City has no financial responsibility for the public education system. There are several private schools in the area providing basic education similar to the public school system. The City of Wilson has two charter schools funded by the County and State; the Sallie B. Howard School for the Arts is approved to-serve K-8 and Wilson Preparatory Academy is approved as a K-12 school. Work has begun to add a high school to the Sallie B. Howard facility. The \$5 million, 27,000-square foot facility plans to open in the fall of 2020.

The City is home to two colleges serving thousands of students of all ages and stages of their careers. Chartered in 1958, Wilson Community College is part of the North Carolina Community College System and is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. The College offers more than 20 Associate Degrees, 8 diploma and 34 certificate curricula, Adult High School Diploma, NC High School Equivalency Diploma Programs and a wide variety of continuing education classes. Enrollment for the 2017-2018 academic year was nearly 9200 full and part-time students. Wilson Community College also operates a state-funded technical assistance program known as the Small Business Center. The Center offers potential small business owners free counseling and seminars. Access to resources, such as the Small Business Center, a good business environment and low business cost were three components that led Wallethub, an internet research company that provides information on and reviews of financial companies, products and services, to name Wilson as one of the top twelve small cities in the U.S. for businesses.

Work continues on the expansion of the Lee Technology Center campus, the former site of Lee Motor Company, which donated the land. This campus adds 10 acres of land and 58,000 square feet of existing facilities to Wilson Community College. The Lee campus is the new home of the Automotive Systems Technologies and Applied Engineering Technology programs. The site will eventually house the HVAC, electrical and Advanced Manufacturing programs. Future expansion on the campus could include new facilities for the Wilson Academy of Applied Technology and the Construction Technology program. In addition to the \$2 million renovation budget already set aside by Wilson County and the federal government, the college has also been awarded \$95 thousand from the Cannon Foundation and \$6.5 million from the state as part of the Connect NC bond. Perkins Corps Indicators of Performance Report has ranked Wilson Community College as having the highest percentage of career and technical education graduates to enter the work force upon completion of their classes.



Founded in 1902 as Atlantic Christian College, Barton College is a four-year, private, liberal arts college that is fully accredited by the Southern Association of Colleges and Schools. Barton offers 32 undergraduate majors leading to six different baccalaureate degrees, six pre-professional programs for undergraduates and four graduate Master degree programs. Barton College's Elementary Education Lateral-Entry Program was developed with input from curriculum experts and provides lateral-entry teachers with the skills to become operational as soon as possible. The total program is designed to address the North Carolina Professional Teaching Standards and the North Carolina Teacher Education Specialty Area Standards in Elementary Education. The academic community includes 887 undergraduate and 73 graduate students and more than 177 faculty and staff. Barton continues to be ranked by U.S. News & World Report as one of the top ten Best Regional Colleges in the South, Best Colleges for Veterans and Best Value Schools. Barton currently supports 22 athletic teams in NCAA Division II and is part of the Conference Carolinas. In January 2018, the school announced

plans to add a football program and has added a synthetic turf field for use by the lacrosse, soccer and football programs, as well as other campus functions.

Also located in Wilson is the Eastern North Carolina School for the Deaf (ENCSD), which provides specialized instruction to students ages 5-21 who are deaf, hard of hearing and deaf-blind. ENCSD, established in 1964 to serve students from North Carolina's 53 eastern counties, now operates on a 54-acre campus. The school is a day/residential facility operated by the Office of Educational Services in the N.C. Department of Health and Human Services, and all services provided are free of charge to students and their families. The high school has an emphasis on independent living skills, career awareness and preparedness training, but many students follow college prep and tech prep tracks. ENCSD is dually accredited by the Conference of Educational Administrators Serving the Deaf and by the Southern Association of Colleges and Schools.

As part of the school's 50th anniversary, students, community members and leaders banded together to revitalize the school's 10-acre low ropes course and biking trails. State budget cuts over the last few years had left the school with no way to maintain the once renowned course. Thanks to a \$16,000 donation from BB&T to renovate the course, it is now the largest of its kind in the state with 22 initiatives and obstacles. The course is designed to be used for team building and personal growth. Ropes courses also help individuals in leadership, group dynamics, bonding, problem solving and self-esteem. Those utilizing the course must be guided by one of the 10 certified and trained course facilitators. There are also two miles of tight and challenging biking trails that encircle the property. The bike trails are open to the public.

Health Care

Extensive medical services are available throughout the City. The City and County residents are served by several health care providers including DLP Wilson Medical Center, the Wilson County Health Department, the Wilson Community Health Center, Eastpointe, and the Longleaf Neuro-Medical Treatment Center. In addition, numerous physicians, dentists and other professional practitioners have offices in Wilson.

Established in 1964, DLP Wilson Medical Center, a private, not-for-profit organization, serves a five-county region with over 125,000 people. Driven with organizational values including respect, integrity, great teamwork, honesty, and trust, DLP Wilson Medical Center offers a continuum of services through a 294 licensed-bed hospital, a 90-bed nursing care and rehabilitation center, home care and hospice care company, childcare center and healthcare foundation. The hospital has also earned The Joint Commission's Gold Seal of Approval and the American Heart Association/American Stroke Association's Heart-Check mark for advanced certification for primary stroke centers.



An \$82-million-dollar renovation project is underway that will reduce the number of beds to 178 to make way for larger patient rooms, larger and more accessible bathrooms and areas near patient rooms for staff to sit and work closer with the patients. These plans include an upgrade of the labor and delivery area and the nursery as well as the reinstatement of an inpatient behavioral or mental health unit with at least 24 beds. With an average patient population of 85 to 100, administrators forecast the 154 medical/surgical rooms will be more than enough to support the area needs. More than 100 active physicians serve on the hospital's medical staff and over 95 percent are board-certified, representing 28 specialties. The medical center employs nearly 1000 full time, part-time and contract staff members.

The Wilson County Health Department and Eastpointe provide service to those who struggle with substance abuse, mental health and intellectual and developmental disabilities with a full range of health and mental health services. These include a comprehensive home health nursing program and specialized clinical services offered through the County health department. Eastpointe, a local management entity, works with people needing services and their families, as well as other healthcare professionals to find solutions for the prevention and treatment of behavioral health disorders. Eastpointe staff links individuals and families to services and supports helping them to live successfully in their communities through a provider network offering a full range of counseling, education, diagnosis and treatment services.

The Wilson Community Health Center is operated by Carolina Family Health Centers, Inc. of Wilson. Services are open to all Wilson County residents and include Internal Medicine, Pediatrics, Family Practice, Oral Health, and Behavioral Health care and treatment. Wilson Community Health Center also operates a dispensing Pharmacy,

available to all registered patients. The Center accepts Medicaid, Medicare and most Commercial Insurance Plans. Charges are income-based for those who are uninsured. Carolina Family Health Centers, Inc. also operates CFHC Dental Center and Harvest Family Health Center in nearby Elm City, both of which serve Wilson residents.

The Longleaf Neuro-Medical Treatment Center (formerly the North Carolina Special Care Center) is a State-owned multi-purpose facility situated on 40 acres within the City. The center is a 233-bed long-term care facility that includes a 40-bed unit for the treatment of individuals with Alzheimer's. The center employs more than 250 staff that provides both intermediate and skilled level of care to patients who are not able to be placed in traditional nursing care facilities due to psychiatric diagnosis and/or atypical physical circumstances.

Healthcare services are also available through Vidant Healthplex-Wilson, which opened a \$14 million, 30,000-square-foot facility that employs about 60 people, including 15 doctors. The facility offers primary, specialty and after-hours immediate care as well as onsite laboratory, diagnostic, imaging and pharmacy services.

Transportation

The City, along with other area local governments, is a co-owner of the Rocky Mount-Wilson Airport, a regional airport centrally located between the two cities. The airport has a 7,100-foot-long runway and serves thousands of general aviation aircraft operations each year. The airport received more than \$13.3 million in state and federal grants and \$1.48 million in local funds from Wilson, Nash and Edgecombe Counties as well as the cities of Wilson and Rocky Mount for improvements to the runway and taxiway. The airport was also awarded nearly \$500 thousand from the N.C. Board of Transportation that will be used to close and remove an old fuel farm and begin preliminary engineering on a new taxiway and hangers.

Additionally, the City owns and operates the Wilson Industrial Air Center located within the City's boundaries. Constructed as a World War II training facility, this airport provides all services usually associated with a general aviation airport. It has three 4,500-foot runways used extensively by industrial, commercial, governmental, medical, law enforcement, military and recreational aircraft. The airport often serves blimps enroute to or from major sporting events on the East Coast. The airport provides a courtesy vehicle to enable those flying into the airport easy access in carrying out their business needs.

Wilson has easy access to Raleigh-Durham International Airport (RDU), a major commercial airport, sits on 5,000 acres of land in Wake County, approximately 55 miles west of the City. RDU is home to eleven major air carriers and their regional partners. Combined, they fly customers to 66 destinations on an average of 400 flights daily, including direct flights to more than 30 cities, including London, Toronto, and Paris. The airport served 12.8 million people and moved more than 100,000 tons of cargo in 2018.

The CSX Railroad and Carolina Coastal Railway provide rail freight service for the City and surrounding area. Wilson is located along CSX's main north-south corridor on the East Coast; as many as 40 trains pass through the city on a daily basis. Passenger service for Wilson is provided by Amtrak's Carolinian and Palmetto lines. During the calendar year that ended December 31, 2018, Amtrak reported annual revenue of more than \$3.2 million dollars with an annual ridership just under 54,000.

A comprehensive network of local public transportation is provided by a City-owned and operated bus system, subsidized by the North Carolina Department of Transportation. The City is also served by the Greyhound bus company and a cab company operating about 20 taxis.

Economic Evolution

Once widely known as the World's Greatest Tobacco Market, Wilson enjoys a diverse economy today, including a healthy mix of agriculture, manufacturing, commercial, and service businesses.



Wilson is the birthplace of Branch Banking and Trust Corporation (BB&T), which is among the nation's top financial-holding companies. BB&T recently announced plans to merge with Atlanta-based Sun Trust. The merger will bring a new name for the combined companies as well as a new headquarters to be located in Charlotte. With combined assets of \$442 billion, the new company will become the sixth-largest bank in the U.S. The bank continues to be Wilson County's largest employer with approximately 2,200 people working in various areas of the financial service industry. Work has begun to replace the 1970's era downtown

towers with a new \$35 million, 95,000-square-foot facility to be located on the block behind the current site. Once the new facility is completed in early 2020, the tower will be demolished and the property will be developed as a greenspace.

Bridgestone Americas operates a plant in Wilson that employs around 2,100 people making more than 32,000 radial tires for cars and light trucks each day. It is the largest passenger tire facility in the Americas. The Wilson plant is a recipient of a 2015 Project of the Year award from the "Environmental Leader," a publication that informs business leaders about environmental and sustainability news. The award was given to the plant for developing a comprehensive program to achieve zero waste to the landfill. It is the first plant in the world to be recognized by Underwriters Laboratories for its Zero Waste to Landfill validation. It is also the first tire plant and the first plant in North Carolina to be awarded an ISO 50001 certification. The site has also received the Rising Star safety award from the NC Department of Labor.

The 2016 announcement of a five-year, \$164 million investment in the Wilson facility, which was subsequently increased to a 10-year, \$344 million investment. The continued expansion will allow Bridgestone to meet market demands and invest in newer more efficient technology. In addition to the 167,000 square feet of manufacturing space and new tire assembly machines, material handling systems, curing presses and other equipment already announced, this latest expansion will also add an additional 50,000 square-feet and a new rubber mixer to the facility. Total tire production is expected to grow to 35,000 per day and sixteen new jobs will be added once the expansion is completed.



The Novartis (formerly Sandoz) plant in Wilson was awarded the Carolina Star, the highest safety award given by the NC Department of Labor. Novartis, which manufactures generic drugs and employees more than 460 workers, is only one of 103 sites in the state to receive the award and the first site in Wilson County. Carolina Star work-sites are recognized for being self-sufficient in their ability to control hazards on the job. The Star program is an ongoing partnership between a company's managers and employees and the state Occupational Safety and Health division. Novartis received the Rising Star award in 2013 for having good safety and health programs. Novartis will continue to be audited each year to confirm it continues the high safety standard required to maintain the certification needed for the Carolina Star distinction.

Other large employers include Wilson County, City of Wilson, Smithfield Packing Co. (pork products), UTC Aerospace Systems (aircraft fire protection systems), Merck Manufacturing Division (pharmaceutical drugs), and Wilson Community College.

Industrial Growth and Development

The county unemployment rate for 2018 averaged 6.88%. As with seasonal employment, unemployment percentages typically increase during the summer and then fall at the year end.

Neopac, a Swiss-based pharmaceutical and cosmetic packaging producer, has broken ground on a 37,000 square foot facility, its first US manufacturing plant. Wilson will also be the site of their North American headquarters. The \$30.8 million investment will bring 44 new jobs with an annual payroll of \$2.8 million.

Fresenius Kabi has announced plans for an expansion to its current facility as well as the construction of another facility in Wilson. The five-year, \$150 million investment is expected to bring 445 new jobs with an average salary of \$60,000. The company, which specializes in medicines and technologies for infusion, transfusions and clinical nutrition, currently employees more than 100 people in its existing facility.

Criticality, LLC, an industrial hemp processor, has announced plans to open a facility in Wilson. The \$17.2 million investment brings 88 jobs to the area with an average salary of \$44,000.

Wind River Tobacco Company has announced plans to open a manufacturing facility in Wilson. The company has purchased an existing facility and will invest \$18.5 million in equipment and upgrades to the property. The company is expected to employ 53 people with an average salary of more than \$35,000.

United Tobacco Company continues to grow and has added 10 full-time jobs to its permanent work force.

Ontario-based Linamar Corporation, a leading supplier of engine, transmission, driveline and mobile aerial work programs announced plans to invest \$40 million as it creates 125 new jobs and expands its current facility by 2019.

Peak Demand, a manufacturer of transmission and distribution electrical products, has opened a new factory in the downtown district that will make products for distribution throughout the Americas. The 50,000 square foot facility is a renovated tobacco process warehouse and is expected to employ 37 people within three years.

Available industrial space in Wilson County will soon be increased due to a private initiative to construct several shell buildings in the Hackney Industrial Park. The buildings will be marketed to small and medium-sized industries that will be able to utilize sites from 20,000 to 50,000 square feet. A new 100,000-square-foot shell building in the Wilson Corporate Park, the seventh, is complete and the building is being marketed by the Wilson Economic Development Council. Infrastructure in the Wilson Corporate Park is complete. Water, Sewer, Natural Gas, Electric, Fiber and Storm water Management Systems are available to all sites in the Park. Where practical, all systems have been looped, making it one of the more attractive parks in North Carolina. As a result, ElectriCities of North Carolina has designated the park as a Smart Site for being shovel-ready for new development. ElectriCities will market the location internationally at trade shows and industry events.

The City's various investments in infrastructure have made the community very competitive on a national scale. The industrial park was recently chosen by the North Carolina Railroad as one of the best industrial sites in the state in terms of rail access. The Wilson Economic Development Council, with considerable input from the City and County, continues to actively market Wilson throughout North and South America and Europe.

The City and County participated in the development of the 830-acre campus of 587 Corporate Park, which is located adjacent to the interchange of U.S. 264 (future I-587) and N.C. 58. Additional funding for the park was provided by the Golden Leaf Foundation and the NC Commerce Industrial Development Fund-Utility Account. The Wilson Economic Development Council is actively marketing the property to potential clients.

There are eight solar farms located throughout the City and County. These farms are part of a growing trend toward renewable energy that will reduce our dependence on petroleum and coal reserves. They generate income for landowners from properties that had previously been underdeveloped. Wilson Energy will benefit from this new technology. GCL New Energy, the builder of the solar sites, paid for \$1.4 million in upgrades to the electric grid. Six of the solar farms are designed to produce up to 10 megawatts of power and the remaining two will produce up to 5 megawatts of power. The farms are expected to generate an estimated \$400,000 in revenue for Wilson energy.

Wilson County was included in the expansion of Foreign Trade Zone 214. This will provide money saving benefits for companies in the county that import and export goods to and from other countries. Inclusion in a foreign trade zone means that companies are not required to pay customs duties until the product leaves the zone; increasing their cash flow.

Retail/Restaurant Growth and Development

Heritage Crossing Shopping Center, a 100-acre shopping hub is the largest active retail development within the City. It includes major tenants such as Target, Belk, Marshalls, Ross, Bed Bath and Beyond, PetSmart, Best Buy, Five Below, Harris Teeter Grocery, Olive Garden, Sleepy's and Panera Bread.

In 2019, a long-time Wilson landmark, Bill's Barbecue announced it would be closing. Bill's had been in business for nearly 56 years and employed 28 full-time and 27 part-time employees. Furniture Liquidators, in business since 2002, also announced the closing of its store. New businesses to Wilson include Southern Paws, 7C's Xotic Designs Events and Rentals, Rainbow Shop, Power Plex Athletic Center, Middle Eastern Grocery, OMG Goodness Pimento Cheese.

Construction has been completed on a new senior living apartment complex. The Ravenswood Reserve offers 60 one-and two-bedroom units for those 55-and-older.



The Wilson Downtown Development Corporation (WDDC), funded by a tax district, works to promote the City's core as a walkable district with scenic and historic buildings, state-of-the-art businesses, and in close proximity to a top-notch educational area. Downtown revitalization now includes an 1888 era Victorian house that will serve as the City's administrative offices. WDDC offers a Downtown Alive concert series, which now attracts thousands of people to hear a variety of bands on Wednesday evenings. WDDC supports a downtown farmers' market, which opened in 2010 and now attracts hundreds of shoppers every Wednesday morning throughout the late spring and summer months. The holiday season continues to draw visitors to the downtown area to see the new LED lighting in the trees that line the streets. Visits to Santa's village, carriage rides, and ice skating have also proven to be popular attractions.

A \$12 million redevelopment project of the Hi Dollar warehouse into Whirligig Station is nearly complete. Waukeshaw Development of Petersburg, Virginia has nearly completed the transformation of the 64,000-square-foot former tobacco warehouse, the largest redevelopment project in downtown history. The finished site will provide a combination of 94 loft apartments, retail and office space, the Whirligig Park welcome center and Beteeni Mediterranean Grill & Cafe. The renovations included adding an upper level to the interior of the warehouse, which has expanded the property to 85,000-square feet. The developer sited the City's progressive plans for the Whirligig Park project and the Innovation Zone, which is currently being developed, as a major factor in their decision to redevelop the property. The City has invested \$1.29 million to complete the park. Concrete pavers, a seating wall, lighting, whirligig base work, landscaping, irrigation, signage and other accessories have all been added to supplement the park.

Renovations continue at South Street properties, another area adjacent to the Whirligig Park. Wilson Downtown Properties will help market the completed project. Emphasis will be placed on finding tenants to compliment the park and the Hi Dollar development. The first business to open at the property is 217 Brew Works, a craft beer brewery and beer garden has been enjoyed by many and continues to grow. Wilson was recognized at the N.C. Main Street Conference for economic vitality in the category of best adaptive reuse for the 217 Brew Works and South Street projects.

An \$18.5 million plan to renovate the former Cherry Hotel has been approved. Once completed, the hotel will offer 100 hotel rooms, a reception area, bar, ballroom and other amenities to downtown Wilson. The hotel expects to employ about 19 people when staffed.

Wilson is one of several NC cities that received a \$96,107 state grant geared toward downtown revitalization. The city plans to use the grant to support existing projects such as the conversion of the Hi Dollar warehouse and the Vollis Simpson Whirligig Park, as well as supporting other private investments in the area.

Four electric vehicle charging stations have been added to parking lots in the downtown area. A fifth is to be installed on the main campus of Wilson Community College. Duke Energy provided the stations and the City has provided the parking spaces and free use of the machines as an incentive for electric vehicle drivers to come to the downtown area.

North State Consulting, a Raleigh-based technology company, has announced plans locate a second office in downtown Wilson. The software company does consulting, sales and recruiting, is expected to hire 50 people by the time it opens at the end of the year. Other new downtown businesses include Tig's Courtyard Restaurant, Schmidt Law, Tate Design Group, Krueger's Candies, Da Bayou, Dior's House of Weave, Downtown Public House, Haley's Boutique, Ina's Garden & Pottery Shop, and DiFrent Levels Barber Studio.

Planning / Business Development

The City is home to the Upper Coastal Plains Council of Governments (UCPCOG). The UCPCOG is one of seventeen multi-county planning and development regions in the State. The UCPCOG includes a small business incubator, which targets the counties within the UCPCOG, and is housed in the downtown business district.

The City has been a major participant in a countywide strategic planning process known as Wilson 20/20 Vision. As the year 2020 is fast approaching, the project has undergone a name change to Wilson Forward. The original commitment that brought together local leaders in government, business, industry, education, and health care, as well as citizens to assist in projecting where the City and Wilson County will be in the year 2020, remains the same. The purpose of this process was to develop a plan and set goals with clear approaches to achieving those goals. The key, as with all strategic plans will be in implementing the strategies outlined in the plan.

The Wilson 20/20 work helped shape the City's creation of "Wilson Growing Together: The 2030 Comprehensive Plan." City staff worked with hundreds of citizens, business and educational leaders, and others from November 2008 through April 2010 to develop ideas for how the Wilson community should develop over the next 20 years. The comprehensive plan sets out 51 goals for Wilson, including a revitalized downtown; stronger neighborhoods; an enhanced transportation system; and improved partnerships between the City and Wilson County, Barton College, Wilson Community College and Wilson 20/20. The City Council unanimously approved the 2030 Comprehensive Plan in April 2010. Discussions during the 2030 plan's development directly led to the development of the Vollis Simpson Whirligig Park, the City's brownfields program, traffic improvements around Barton College and other initiatives.

Wilson 20/20 has received multiple grants from its corporate sponsors such as: Bridgestone Americas, Merck and DLP Wilson Medical Center. Recent grants include \$200,000 from the Healthcare Foundation of Wilson to address adolescent pregnancy, alcohol and drug abuse, obesity and STDs. The sponsorship, as well as continued leadership and participation of these corporations are important as Wilson Forward looks to expand upon their three initiatives: the Youth Master Plan, Beyond 21 and the Impact initiative. The Youth Master Plan is a partnership with Wilson County Schools that seeks to improve the future of our youth as they address safety, wellness, workforce development, K-12 education and out-of-school time. Beyond 21 will address the needs of adults. Groups have been formed to study unemployment and underemployment, talent retention and attraction, community leadership and civic engagement, health and wellness, elderly and aging population and entrepreneurship in the Wilson area. The Impact Initiative is a collaborative effort with the Wilson Chamber of Commerce and Wilson Economic Development Council to offer leadership training and is designed to identify, train and deploy people with an interest in area leadership roles, including political office and service on boards or committees.

The EPA Brownfields Program, which aids in the redevelopment of property that is abandoned, idle, or underused with actual or perceived environmental contamination, awarded Wilson and its coalition partner, Greenville, an additional \$1,000,000 in revolving loan fund grants. \$600,000 will go toward hazardous substances and \$400,000 for petroleum cleanup. The grants will be used to fund loans and sub grants to support cleanup activities, market the revolving loan fund, conduct cleanup planning and oversight, and perform community outreach activities.

Work has begun on a plan to revive the US 301 corridor with improvements to intersections, landscaping, crosswalks, sidewalks, drainage and walking paths. The improvements will be paid for by a \$10 million Federal Transportation Investment Generation Economic Recovery or TIGER grant that has been awarded to the City. The NC Department of Transportation allocated \$6.5 million, to go along with an additional \$3 million provided by the City, and an agreement for the City to perform some of the work, which will provide for transportation-related needs, environmental, quality-of-life and economic improvements for the area to encourage new investment and development. The planned improvements will stretch along US 301 from Lipscomb Road to Black Creek Road and has an expected completion date of January 2020. The bulk of the money will be used on roadway, shoulder and curb and gutter infrastructure improvements.

Recreation and Tourism



The City offers various recreational and cultural opportunities for its citizens. Two large community centers and two smaller neighborhood centers are owned and operated by the City. These centers target recreation for all ages and feature both outdoor and indoor athletic areas as well as areas for social events, fitness programs and instructional and various arts and crafts activities. The two larger centers have swimming facilities including one pool that can be covered and enjoyed year-round.

The J. Burt Gillette Athletic Complex regularly attracts regional, state and even national sports events to the City. The complex includes eight lighted, regulation soccer fields, six with natural grass and two artificial turf fields. A pavilion area with a shade structure, improved drainage and irrigation systems, sponsorship signage and new lighting have also been added to the soccer complex which plays host to

several large events each year, bringing in nearly 500 teams, 8,000 players and 15,000 spectators. In addition to soccer, the complex is also home to a Little League facility that has gained the standing as a superior, well-run facility for hosting various tournaments. It has four lighted fields, including a showcase field that features a stadium that seats over 450 people. Funding for these upgrades was made possible by an increased occupancy tax of rental accommodations approved for Wilson County. The City will receive 1% of the quarterly proceeds from the tax increase to continue these improvements.

The complex is also home to the BB&T Noah's Arc All Children's Playground, which is one of the few playgrounds in eastern North Carolina that is designed to be used by children of all abilities, including those who use wheelchairs or other aids. Tourism plays a fundamental role in economic growth. Wilson County consistently experiences significant growth in travel and tourism as the City's recreation sports programs, Whirligig Festival and events such as Eyes on Main Street continue to bring people to the area. Wilson not only garners visitors from North Carolina, but also from other states in the US as well as from other countries.

The City owns and operates 29 various park and picnic areas. Other facilities include four lakes and reservoirs, a rose garden, tennis courts, an 18-hole golf course, and nine miles of walking/nature trails. It features a long-time favorite, the miniature train at the Recreation Center now draws riders as the Christmas Train of Lights. Decorations, music, Christmas cookies and hot chocolate promote the holiday spirit. The nonprofit program is funded by donations from the community and area businesses.

The City Parks and Recreation Department was recently awarded a \$374,170 grant from the NC Parks & Recreation Trust Fund, which will be added to City funds and other contributions, including \$100,000 from the Wilson Rotary Club to upgrade Cavalier Terrace Park. In appreciation of the generous contribution, the park will be renamed Rotary Park at Cavalier Terrace. The revitalized park includes an upgrade to the walking trail, playground and parking lot as well as adding a picnic shelter and a pickle ball court. A grand opening celebration is planned for late April 2019.

Work is also scheduled to begin on the Hominy Creek Greenway. Flooding from Hurricane Matthew required the redesign of the pump station and the relocation of a recreation area, a boat ramp and docks, a shelter, walking trail, fishing dock and parking lot at Wiggins Mill.

A new 2-mile walking trail around Lake Wilson has been completed with the opening of a bridge to connect the two sides. The trail and bridge, which cost \$250,000, was funded in part by a \$50,000 grant from the Merck Foundation. Merck employees are also volunteering their time to the project to help with some of the park upgrades.

The City of Wilson's Human Relations department hosts 1st Fridays on the Lawn through the months of July-October. The first Friday of each month consists of a free community concert, family entertainment, and educational opportunities using music and festivities to bring a diverse community together on the beautiful library lawn.

Fleming Stadium, a historic baseball stadium, which once hosted baseball greats such as Ted Williams, Richie Ashburn, and Karl Yastremski, now serves as the home of the Wilson Tobs, a member of a summer college baseball league. The North Carolina Baseball Museum operates year-round at Fleming Stadium. The museum includes memorabilia from many of North Carolina's minor league baseball teams, both past and present, plus items from native North Carolinians who have been inducted into the Baseball Hall of Fame.

The Arts Council of Wilson will soon have a new home. The City has purchased a 20,000 square-foot space that will be renovated to house art galleries, performing arts studios and other programs. Wilson City Council has matched a \$500,000 BB&T pledge to go along with \$300,000 that had already been set aside for the Arts Council. The Arts Council also leases the Boykin Center for Performing Arts from the City. The facility is a restored Vaudeville theater, which seats 650 and is the site of numerous plays and concerts each year.



International photographer, Jerome Perlinghi of Wilson, annually presents Eyes on Main Street, a photo festival that reflects "main streets" from around the world. It features 100 large-scale photographs displayed along Nash Street from BB&T to Pender Street. Several of the exhibiting photographers attend the festival and offer workshops. There is live music and free workshops for children. The festival runs from early May to Labor Day. For their work, Jerome and Rosa De Perlinghi received a Gertrud S.

Caraway Award of Merit from Preservation of North Carolina. The award is given in recognition to individuals or organizations that have demonstrated a commitment to historic preservation.

Imagination Station is a non-profit children's interactive science museum located in the downtown area. The mission of the museum is to create, develop, and operate an exciting and fun science-learning center for eastern North Carolina. The museum is housed in the historic Wilson Federal Courthouse and U.S. Post Office building that was constructed in 1928. It provides visitors with a quality science experience and offers over 200 hands-on exhibits. One floor of the museum houses the N.C. Museum of the Coastal Plain.

The Oliver Nestus Freeman Round House Museum features artifacts that depict the culture and contributions of African-Americans in the Wilson community. Freeman, a stonemason, built the house in 1946. The house was restored and relocated to its current location in 2001. A \$100,000 allocation from the City was added to \$239,000 that had already been raised by museum volunteers for a 2,000 square-foot expansion of exhibit space. The new space allows for exhibits on education, medicine, athletics, government, arts and an area dedicated to local organizations and churches.



The North Carolina Whirligig Festival is Wilson's award winning tribute to the work of local folk artist Vollis Simpson and his whirligigs, the State's official folk art. The festival, which began in 2004, is held in the downtown area adjacent to the Vollis Simpson Whirligig Park that opened in November 2017 and displays 30 of the artist's colossal, wind-powered, kinetic creations. The Whirligig Festival is a two-day event that attracts an average of 35,000 people to the downtown area. It features music, dance, contests, a Whirli-Kidz Zone, the 5K Whirli-Run, and vendor spaces for local artists, food vendors and non-profit organizations. It also supports arts and culture in the Wilson area and provides scholarships for children to attend the Wilson Whirligig Festival Summer Camp.

The whirligigs were already considered the region's top tourist attraction when they were on display in a farm field outside the city limits; now the park is expected to become an important cultural attraction for visitors on both a statewide and national level. Whirligigs have been placed at the Welcome Centers of both the north and southbound entrances of North Carolina along Interstate 95. Signage at the structures advises travelers of the Wilson connection.

The Vollis Simpson Whirligig Park and Museum has been approved as a 501(c) (3) tax-exempt non-profit organization. Funding for the revitalization of the whirligigs was provided by local businesses and private donations. A 4,000 square foot multipurpose shelter was added

along South Street. The open-air shelter is the home of the Wilson Farmers & Artisan Market and can also be used for numerous outdoor activities. The revitalization of the downtown area and the restoration of the whirligigs and the 25 jobs created by the work, have been included as a case study in a book by the National Endowment for the Arts, "How to Do Creative Placemaking."

The City of Wilson has a dynamic group of future leaders that are a part of the Wilson Youth Council (WYC), one of 30 youth councils in the state that focuses on leadership development through community service. This group of more than 150 teens learns decision-making skills and teamwork as they volunteer in their communities. Teen members represent almost every high school in Wilson including public, private and home schooled. Over the past several years, WYC has received a state level award every year, including the "NC Most Outstanding Youth Council of the Year" for 2015, 2014, 2012 and 2008, the "NC Member of the Year" for 2015 and 2012 and the "Most Diverse Council" for 2012. In 2015, they were also recognized with the "Service Project of the Year" for their work with the Young Athletes program at Special Olympics.

COMMUNITY FACTS AND STATISTICS

Miscellaneous Statistical Information
(Information as of June 30, 2018, unless otherwise indicated)
*(*Various Departmental Reporting as of February 1, 2019)*
*(**per NC Department of Commerce as of February 1, 2019)*

Year Established

Wilson 1849
 Wilson County 1855

Size (square miles)

Wilson * 32.0
 Wilson County 373.0

Climate

Average Yearly Temperature ** 61.0F
 Average Yearly Rainfall (inches) ** 46

Police Protection

Number of Stations 1
 Number of Substations 5
 Number of Police Personnel (Sworn) * 125

Fire Protection

Number of Stations 5
 Number of Fire Personnel (Sworn) * 93
 ISO Rating 1

Culture & Recreation

Parks 29
 Park Acreage 394
 Libraries 1

Other Recreational Facilities

Wedgewood Public Golf Course 187 acres
 Recreational reservoirs (number) 4
 Recreational reservoirs (water acreage) 3,000

Street

Miles of Streets 232

Electric

Number of Consumers 35,602
 Average Daily Usage 3,622,341 KWH
 Miles of Distribution Lines * 1,334

Gas

Number of Consumers 13,770
 Average Daily Usage 4,063,048 cu. ft.
 Miles of Distribution Lines* 402

Water

Number of Consumers 22,545
 Average Daily Usage 8.88 MGD
 Miles of Distribution Lines* 427

Sewer

Average Daily Flow 8.36 MGD
 Miles of Distribution Lines* 359

Sanitation

Annual Refuse Collected 24,127 tons
 Annual Recyclables Collected 1,952 tons
 Yard waste/leaf collection 8,822 tons

Public Transportation

Fixed route bus service provided Monday through Saturday with the following vehicles:
 30' Passenger Buses 5
 24' Passenger Buses 2

Mass Transit

Annual ridership 79,737

Stormwater Management

Miles of drainage cleaned 7.53

COMMUNITY FACTS AND STATISTICS

Demographic Information

(Information is based on U.S. Census Bureau, Department of Commerce; City of Wilson, Wilson Economic Development Council (unless otherwise indicated))

Population (2017 US Census Estimates)

| | |
|----------------|--------|
| City of Wilson | 49,348 |
| Wilson County | 81,671 |

Age (2016 projection by NC Dept. of Commerce)

| | <u>Percent</u> |
|---------------|-----------------------|
| Under 20 | 26.2 |
| 20-24 | 6.4 |
| 25-34 | 11.6 |
| 35-44 | 12.0 |
| 45-54 | 13.7 |
| 55-64 | 13.8 |
| Over 65 years | 16.4 |

Race (2017 US Census Estimates)

| | <u>Percent</u> |
|------------------------|-----------------------|
| Black/African-American | 48.4 |
| White/Caucasian | 42.2 |
| Hispanic | 10.1 |
| Asian | 1.2 |

Sex (2017 US Census Estimates)

| | <u>Percent</u> |
|--------|-----------------------|
| Male | 45.6 |
| Female | 54.4 |

Median Household Income (2017 projection by US Census)

\$41,037

Housing Occupancy (2016 projection by NC Dept. of Commerce)

Number

| | |
|---------------------|--------|
| Total Housing Units | 35,714 |
| Homeownership Rate | 59.9% |

Education Attainment (2017 US Census Estimates)

Percent

| | |
|-------------------------------------|------|
| High School Graduate or Equivalency | 80.4 |
| Bachelor's Degree or Higher | 23.5 |



COMMUNITY FACTS AND STATISTICS

Economic Information

Tax Rates

| | |
|-------------------------------------|------------------|
| Tax Valuation – 19-20 (est.) - City | \$ 4,201,939,590 |
| 2019-20 Tax Rate/\$100 Valuation | |
| City | .575 |
| County | .730 |

Wilson County Employment by Industry (2018 2nd Qtr.)

Sector

| | |
|--|-------|
| Agriculture, Forestry, Fishing & Hunting | 601 |
| Construction | 2,904 |
| Manufacturing | 7,039 |
| Wholesale Trade | 1,239 |
| Retail Trade | 3,760 |
| Transportation and Warehousing * | 835 |
| Information | 705 |
| Finance and Insurance | 1,270 |
| Real Estate, Rental, Leasing | 231 |
| Professional and Technical Services | 777 |
| Management of Companies | 1,232 |
| Administrative and Waste Services | 2,173 |
| Educational Services | 2,534 |
| Health Care and Social Assistance | 5,019 |
| Arts, Entertainment, and Recreation | 253 |
| Accommodation and Food Services | 3,181 |
| Other Services (Ex. Public Administration) | 705 |
| Public Administration | 2,301 |

Source: Department of Commerce – Website

*Increase due to prior years incorrectly reporting number of businesses instead of number of positions.

Major Employers in Wilson City

| Name of Business | Employment Range | Business Type |
|--------------------------------------|------------------|-----------------------|
| BB&T | 2200 | Financial Activities |
| Wilson County Schools | 1500 | Education |
| Wilson Medical Center | 982 | Health Care |
| UTC Aerospace Systems | 900 | Manufacturing |
| City of Wilson | 763 | Public Administration |
| County of Wilson | 724 | Public Administration |
| Smithfield Packing Company | 666 | Manufacturing |
| NC Dept. of Health & Human Resources | 520 | Public Administration |
| Novartis (formerly Sandoz) | 462 | Manufacturing |
| Linamar Corporation | 216 | Manufacturing |

Source: Wilson Economic Development Council, Wilson Times, and Employer Reporting. Reports may include full-time, part-time, contract and seasonal employment numbers, which may vary.

WILSON CITY COUNCIL VISION

We will strive for a better quality of life for our diverse citizenship, young and old, by preserving, fostering and encouraging a participatory local government based upon community coalitions for planned growth, better and safer neighborhoods, economic prosperity and recreational opportunities for all.

We recognize that the Council must promote and commit to its vision.

WILSON CITY COUNCIL GOALS AND KEY INITIATIVES

To meet the vision, the 2020 budget focuses on achievement of the seven goals established by the Wilson City Council. Those seven goals areas are:

- Building a Better Wilson
- Economic Development
- Infrastructure
- Homes and Neighborhoods
- Downtown
- Recreation and Parks
- Community Involvement

For each of these seven goal areas, Council has identified key initiatives that will advance the achievement of these goals. These strategic priorities are outlined in the departmental sections of the budget. Many of these initiatives cross department lines and require collaborative efforts by multiple departments to ensure the success of these initiatives.

In addition to the initiatives, each department has created individual goals and objectives that will provide city residents and elected officials with information regarding quantity, quality and efficiency of the services they deliver. These performance indicators are presented in each respective department's section of the budget, along with measurement data, if available.

I. BUILDING A BETTER WILSON

1. We will support and encourage a wide array of recreational, cultural and educational activities for citizens of all ages.
2. We will help to educate and inform our citizenry about our collective heritage and its contribution to our contemporary society.
3. We will work to enhance and support the ability of families in our community to provide nurturing environments in which people of all ages thrive and achieve their full potential.
4. In order to make sound policy decisions that enjoy the support of the whole community, it is essential that the needs and views of our entire population be solicited and understood.
5. The City will be a catalyst for improved social, economic, and educational opportunities for all citizens, regardless of race. The City government will serve as a model in this regard.
6. We will endeavor to create a connected community in order to assure that all of our citizens have the opportunity to use electronic technology to enhance their personal lives and their economic well-being.

II. ECONOMIC DEVELOPMENT

1. We will seek to create a broad range of quality work opportunities that support a local economy and pay a “living wage”.
2. We encourage employers to be good corporate citizens and foster a climate of social equity.
3. We will support compatible economic development that is high quality, appropriately scaled, aesthetically pleasing, environmentally sound, and consistent with the unique character of the city.
4. We will support a diverse economy that is not overly dependent upon any one business or service sector.
5. We will work closely with regional organizations to find suitable sites and opportunities for compatible development.
6. We will support and strengthen our existing businesses.
7. We will support initiatives to increase commercial, retail and residential growth opportunities in our commercial corridors.
8. We will support the Economic Development Council Strategic Plan that was developed from community input.

III. INFRASTRUCTURE

1. We will provide well maintained, state-of-the art public infrastructure and use municipal resources to help catalyze private sector investment.
2. New development must include reasonable and viable transportation plans.
3. We will ensure that our transportation plans and initiatives, whether pedestrian, bicycle, auto, transit, rail, or air, are designed to enhance the economic opportunity and the quality of life in the City.
4. We will use proactive, clear, well-communicated policies to uphold our goals for water and environmental quality.

IV. HOMES AND NEIGHBORHOODS

1. We will support compatible development that enhances neighborhoods and preserves their integrity and character.
2. We will continue to support our Community Development activities and other creative strategies to help homebuyers acquire affordable, owner-occupied housing that is consistent with existing neighborhood character.
3. We will support owner-occupied residential housing in established neighborhoods that raise the overall quality of life of the neighborhood.
4. We will support initiatives that promote conversion of single-family rental structures to home ownership.
5. We recognize the importance of protecting our historic resources as a means of maintaining the community's character.
6. New development will largely pay its own way to minimize negative impact on city taxpayers.
7. We will seek to reduce dilapidated and abandoned housing by encouraging improvements and re-use or demolition.

V. DOWNTOWN

1. We recognize the importance of a revitalized downtown as a symbol of community economic health, local quality of life, pride, and community history; all factors in industrial, commercial, and professional recruitment.
2. As a means of enhancing appearance, making improvements to water and sewer infrastructure, and installing underground utility infrastructure, we will continue the Streetscape program.
3. We will enhance and promote a friendly and safe atmosphere for downtown.
4. We will support the Wilson Downtown Development Corporation's initiatives:
 - Establish a theme centered on Arts and Cultural amenities.
 - Increase commercial use and owner-initiated structural improvement through the Incentive Grant Programs.

VI. RECREATION AND PARKS

1. We will strengthen our role as the cultural center of Wilson County by enhancing facilities, activities, and partnerships that create new opportunities.
2. We will take a greater role in maintaining open space with the community. This is a vital resource in overall community health.
3. We will support the enhancement of existing trails and develop new walkways to better connect our neighborhoods and improve accessibility throughout the city.
4. We will be responsive in providing diverse cultural, recreational, and athletic activities appropriate for our population and will facilitate neighborhood access to these activities.
5. We will enhance our commitment to provide quality public recreation for future generations with the development of the J. Burt Gillette Athletic Complex.

VII. COMMUNITY INVOLVEMENT

1. We will ensure our customer services and interactions are guided by the City government values of quality, responsiveness, fairness, creativity, dignity, empowerment, communications and integrity.
2. We will empower all members of the community to be active participants in shaping the decisions that affect us all.
3. We acknowledge the role of government as a catalyst and a partner that builds and supports constructive change.
4. The City will give residents sufficient time and opportunity to provide input in the decision making process.
5. We will assure that the public has convenient access to all available information necessary to participate in the democratic process.
6. We pledge to actively solicit input from residents as well as civic, business, and professional organizations.
7. We will seek to appoint representatives to boards and commissions that represent the diversity of our community.
8. We will aid our children in developing a sense of pride in their history, culture, schools, community and ultimately in themselves.
9. We will foster opportunities for artistic, cultural and educational enrichment through partnerships with colleges, museums, libraries, community organizations and government agencies.
10. We will encourage cultural and ethnic events and programs that celebrate the history and contributions of these various groups to our community.

ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|-----------------------|------------------------|-----------------------|-----------------------|
| GOVERNMENTAL FUND | | | | |
| General Fund | | | | |
| Property Taxes | \$ 20,425,015 | \$ 20,752,600 | \$ 21,737,870 | \$ 21,256,100 |
| Motor Vehicle Property Taxes | 2,092,751 | 2,113,290 | 2,205,000 | 2,148,570 |
| Other Taxes | 9,178,187 | 6,797,780 | 8,805,000 | 8,120,450 |
| Intergovernmental | 7,190,859 | 6,522,845 | 7,108,581 | 6,154,750 |
| Sales/Charges for Services | 6,603,323 | 6,148,730 | 6,469,721 | 6,341,220 |
| Licenses, Permits, Etc. | 1,553,525 | 1,111,770 | 1,650,360 | 1,150,480 |
| Assessments | 85,997 | 30,000 | 107,680 | 35,400 |
| Miscellaneous Income | 1,221,158 | 261,000 | 760,362 | 40,550 |
| Investment Income | 42,614 | 125,000 | 205,000 | 150,000 |
| Proceeds from Debt Issuance | 740,000 | 0 | 0 | 0 |
| Interfund Transfers | 3,473,660 | 3,465,010 | 3,515,010 | 3,522,280 |
| Total Revenues | \$ 52,607,089 | \$ 47,328,025 | \$ 52,564,584 | \$ 48,919,800 |
| Total Expenditures | \$ 51,560,078 | \$ 58,627,744 | \$ 55,886,741 | \$ 55,035,460 |
| Revenues over/(under) expenditures | \$ 1,047,011 | \$ (11,299,719) | \$ (3,322,157) | \$ (6,115,660) |
| PROPRIETARY FUNDS | | | | |
| Electric Fund | | | | |
| Intergovernmental | \$ 0 | \$ 0 | \$ 428,564 | \$ 0 |
| Sales/Charges for Services | 124,697,205 | 123,227,260 | 126,117,839 | 126,349,910 |
| Miscellaneous Income | 1,758,012 | 878,000 | 1,437,961 | 952,380 |
| Investment Income | 38,482 | 145,000 | 119,573 | 0 |
| Proceeds from Debt Refunding | 19,761,000 | 0 | 0 | 0 |
| Interfund Transfers | 1,024,302 | 0 | 0 | 0 |
| Total Revenues | \$ 147,279,001 | \$ 124,250,260 | \$ 128,103,937 | \$ 127,302,290 |
| Total Expenditures | \$ 145,653,175 | \$ 137,309,802 | \$ 134,404,111 | \$ 127,302,290 |
| Revenues over/(under) expenditures | \$ 1,625,826 | \$ (13,059,542) | \$ (6,300,174) | \$ 0 |
| Gas Fund | | | | |
| Sales/Charges for Services | \$ 18,652,908 | \$ 17,712,920 | \$ 17,977,160 | \$ 17,464,700 |
| Miscellaneous Income | 76,279 | 9,000 | 22,549 | 9,000 |
| Investment Income | (3,371) | 0 | 11,705 | 0 |
| Interfund Transfers | 271,450 | 0 | 0 | 0 |
| Interfund Loan Repayment | 200,000 | 0 | 234,550 | 0 |
| Total Revenues | \$ 19,197,266 | \$ 17,721,920 | \$ 18,245,964 | \$ 17,473,700 |
| Total Expenditures | \$ 17,569,722 | \$ 18,420,631 | \$ 17,676,285 | \$ 17,852,480 |
| Revenues over/(under) expenditures | \$ 1,627,544 | \$ (698,711) | \$ 569,679 | \$ (378,780) |

ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|----------------------|----------------------|----------------------|----------------------|
| Water Resources Fund | | | | |
| Intergovernmental | \$ 31,316 | \$ 0 | \$ 134,915 | \$ 0 |
| Sales/Charges for Services | 24,941,365 | 24,898,500 | 26,011,741 | 27,099,300 |
| Miscellaneous Income | 1,951,392 | 448,000 | 623,035 | 545,500 |
| Investment Income | (9,660) | 0 | 15,849 | 0 |
| Interfund Transfers | 0 | 0 | 37,885 | 0 |
| Total Revenues | <u>\$ 26,914,413</u> | <u>\$ 25,346,500</u> | <u>\$ 26,823,425</u> | <u>\$ 27,644,800</u> |
| Total Expenditures | <u>\$ 24,934,338</u> | <u>\$ 31,360,078</u> | <u>\$ 29,287,786</u> | <u>\$ 31,121,770</u> |
| Revenues over/(under) expenditures | \$ 1,980,075 | \$ (6,013,578) | \$ (2,464,361) | \$ (3,476,970) |
| Broadband Fund | | | | |
| Intergovernmental | \$ 19,900 | \$ 75,000 | \$ 70,467 | \$ 0 |
| Sales/Charges for Services | 14,971,108 | 15,607,400 | 15,430,872 | 16,452,050 |
| Miscellaneous Income | 1,165,918 | 1,382,900 | 1,182,702 | 796,000 |
| Investment Income | 6,914 | 9,500 | 12,229 | 0 |
| Proceeds from Debt Refunding | 20,085,008 | 0 | 0 | 0 |
| Total Revenues | <u>\$ 36,248,848</u> | <u>\$ 17,074,800</u> | <u>\$ 16,696,270</u> | <u>\$ 17,248,050</u> |
| Total Expenditures | <u>\$ 36,131,920</u> | <u>\$ 17,290,548</u> | <u>\$ 16,912,054</u> | <u>\$ 17,248,050</u> |
| Revenues over/(under) expenditures | \$ 116,928 | \$ (215,748) | \$ (215,784) | \$ 0 |
| Mass Transit Fund | | | | |
| Intergovernmental | \$ 1,020,549 | \$ 1,515,240 | \$ 912,680 | \$ 2,033,580 |
| Licenses, Permits, Etc. | 174,953 | 150,000 | 177,080 | 150,000 |
| Sales/Charges for Services | 68,601 | 73,000 | 68,600 | 68,600 |
| Miscellaneous Income | 6,258 | 6,000 | 4,600 | 5,000 |
| Investment Income | 177 | 0 | 4,810 | 0 |
| Interfund Transfers | 312,500 | 312,500 | 312,500 | 312,500 |
| Total Revenues | <u>\$ 1,583,038</u> | <u>\$ 2,056,740</u> | <u>\$ 1,480,270</u> | <u>\$ 2,569,680</u> |
| Total Expenditures | <u>\$ 1,528,365</u> | <u>\$ 2,385,656</u> | <u>\$ 1,477,370</u> | <u>\$ 2,880,830</u> |
| Revenues over/(under) expenditures | \$ 54,673 | \$ (328,916) | \$ 2,900 | \$ (311,150) |
| Industrial Air Center Fund | | | | |
| Sales/Charges for Services | \$ 25,240 | \$ 33,360 | \$ 33,510 | \$ 37,650 |
| Miscellaneous Income | 5,502 | 0 | 2,310 | 0 |
| Investment Income | 577 | 0 | 1,190 | 0 |
| Interfund Transfers | 174,880 | 54,880 | 54,880 | 699,000 |
| Total Revenues | <u>\$ 206,199</u> | <u>\$ 88,240</u> | <u>\$ 91,890</u> | <u>\$ 736,650</u> |
| Total Expenditures | <u>\$ 239,294</u> | <u>\$ 343,229</u> | <u>\$ 289,930</u> | <u>\$ 746,750</u> |
| Revenues over/(under) expenditures | \$ (33,095) | \$ (254,989) | \$ (198,040) | \$ (10,100) |

ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|---------------------|---------------------|----------------------|---------------------|
| Stormwater Management Fund | | | | |
| Sales/Charges for Services | \$ 3,589,174 | \$ 3,740,000 | \$ 3,820,084 | \$ 4,161,370 |
| Miscellaneous Income | 18,161 | 6,000 | 15,975 | 6,000 |
| Investment Income | 1,496 | 0 | 8,300 | 0 |
| Total Revenues | <u>\$ 3,608,831</u> | <u>\$ 3,813,750</u> | <u>\$ 3,844,359</u> | <u>\$ 4,167,370</u> |
| Total Expenditures | <u>\$ 2,847,622</u> | <u>\$ 4,275,480</u> | <u>\$ 3,791,310</u> | <u>\$ 4,167,370</u> |
| Revenues over/(under) expenditures | \$ 761,209 | \$ (461,730) | \$ 53,049 | \$ 0 |
| Water Resources Capital Reserve Fund | | | | |
| Interfund Transfers | \$ 156,780 | \$ 0 | \$ 492,450 | \$ 0 |
| Investment Income | 2,110 | 0 | 3,300 | 0 |
| Total Revenues | <u>\$ 158,890</u> | <u>\$ 0</u> | <u>\$ 495,750</u> | <u>\$ 0</u> |
| Total Expenditures | <u>\$ 1,500,000</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 800,000</u> |
| Revenues over/(under) expenditures | \$ (1,341,110) | \$ 0 | \$ 495,750 | \$ (800,000) |
| SPECIAL REVENUE FUND | | | | |
| Community Development Fund | | | | |
| Miscellaneous Income | \$ 3,094 | \$ 9,000 | \$ 10,550 | \$ 10,500 |
| Investment Income | 590 | 0 | 1,130 | 0 |
| Total Revenues | <u>\$ 3,684</u> | <u>\$ 9,000</u> | <u>\$ 11,680</u> | <u>\$ 10,500</u> |
| Total Expenditures | <u>\$ 43,791</u> | <u>\$ 202,060</u> | <u>\$ 110,450</u> | <u>\$ 130,790</u> |
| Revenues over/(under) expenditures | \$ (40,107) | \$ (193,060) | \$ (98,770) | \$ (120,290) |
| COMPONENT UNITS | | | | |
| Downtown Development Corporation | | | | |
| Property Taxes | \$ 64,628 | \$ 61,410 | \$ 64,800 | \$ 60,600 |
| Motor Vehicle Property Taxes | 2,169 | 2,000 | 2,330 | 2,350 |
| Intergovernmental | 15,750 | 15,750 | 15,750 | 15,750 |
| Miscellaneous Income | 60,825 | 40,790 | 51,830 | 38,790 |
| Investment Income | 528 | 0 | 1,730 | 0 |
| Interfund Transfers | 255,000 | 280,500 | 280,500 | 300,000 |
| Total Revenues | <u>\$ 398,900</u> | <u>\$ 400,450</u> | <u>\$ 416,940</u> | <u>\$ 417,490</u> |
| Total Expenditures | <u>\$ 330,475</u> | <u>\$ 549,120</u> | <u>\$ 468,980</u> | <u>\$ 471,780</u> |
| Revenues over/(under) expenditures | \$ 68,425 | \$ (148,670) | \$ (52,040) | \$ (54,290) |
| Wilson Cemetery Commission | | | | |
| Sales/Charges for Services | \$ 479,714 | \$ 447,000 | \$ 460,500 | \$ 444,500 |
| Miscellaneous Income | 17,928 | 10,000 | 8,000 | 10,000 |
| Investment Income | 133 | 1,200 | 960 | 1,200 |
| Interfund Transfers | 20,000 | 131,900 | 131,900 | 0 |
| Total Revenues | <u>\$ 517,775</u> | <u>\$ 590,100</u> | <u>\$ 601,360</u> | <u>\$ 455,700</u> |
| Total Expenditures | <u>\$ 458,572</u> | <u>\$ 597,100</u> | <u>\$ 564,400</u> | <u>\$ 532,800</u> |
| Revenues over/(under) expenditures | \$ 59,203 | \$ (7,000) | \$ 36,960 | \$ (77,100) |

ALL FUNDS RECOGNIZED IN INTERNAL SERVICE FUNDS SPENDING PLANS

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|----------------------|----------------------|----------------------|----------------------|
| INTERNAL SERVICE FUNDS | | | | |
| Operations Center Fund | | | | |
| Sales/Charges for Services | \$ 1,151,439 | \$ 1,178,120 | \$ 1,178,120 | \$ 1,172,080 |
| Miscellaneous Income | 0 | 0 | 20 | 0 |
| Investment Income | 3,944 | 0 | 7,500 | 0 |
| Proceeds from Debt Refunding | 1,661,992 | 0 | 0 | 0 |
| Total Revenues | \$ 2,817,375 | \$ 1,178,120 | \$ 1,185,640 | \$ 1,172,080 |
| Total Expenditures | \$ 3,344,810 | \$ 1,545,942 | \$ 1,685,287 | \$ 1,568,530 |
| Revenues over/(under) expenditures | \$ (527,435) | \$ (367,822) | \$ (499,647) | \$ (396,450) |
| Risk Management Fund | | | | |
| Sales/Charges for Services | \$ 3,074,470 | \$ 3,167,060 | \$ 3,167,060 | \$ 3,226,030 |
| Miscellaneous Income | 247,218 | 0 | 60,040 | 0 |
| Investment Income | 5,087 | 0 | 48,300 | 0 |
| Total Revenues | \$ 3,326,775 | \$ 3,167,060 | \$ 3,275,400 | \$ 3,226,030 |
| Total Expenditures | \$ 3,602,835 | \$ 3,171,805 | \$ 3,238,105 | \$ 3,226,030 |
| Revenues over/(under) expenditures | \$ (276,060) | \$ (4,745) | \$ 37,295 | \$ 0 |
| Group Insurance Benefits Fund | | | | |
| Sales/Charges for Services | \$ 12,943,293 | \$ 13,946,000 | \$ 13,964,120 | \$ 14,579,050 |
| Miscellaneous Income | 325 | 0 | 1,180 | 0 |
| Investment Income | 12,618 | 0 | 58,740 | 0 |
| Total Revenues | \$ 12,956,236 | \$ 13,946,000 | \$ 14,024,040 | \$ 14,579,050 |
| Total Expenditures | \$ 12,126,361 | \$ 13,946,000 | \$ 12,970,740 | \$ 14,579,050 |
| Revenues over/(under) expenditures | \$ 829,875 | \$ 0 | \$ 1,053,300 | \$ 0 |

BUDGET SUMMARY – ALL FUNDS – 2019-2020

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>Funding Sources</u> | | | | |
| Property Taxes | \$ 20,489,643 | \$ 20,814,010 | \$ 21,802,670 | \$ 21,316,700 |
| Motor Vehicle Property Taxes | 2,094,920 | 2,115,290 | 2,207,330 | 2,150,920 |
| Other Taxes | 9,178,187 | 6,797,780 | 8,805,000 | 8,120,450 |
| Intergovernmental | 8,278,374 | 8,128,835 | 8,670,957 | 8,204,080 |
| Sales/Charges for Services | 211,197,840 | 210,179,350 | 214,699,327 | 217,396,460 |
| Licenses and Permits | 1,728,478 | 1,261,770 | 1,827,440 | 1,300,480 |
| Assessments | 85,997 | 30,000 | 107,680 | 35,400 |
| Investment Income | 108,170 | 280,700 | 514,156 | 151,200 |
| Miscellaneous | 6,532,070 | 3,050,690 | 4,181,114 | 2,413,720 |
| Proceeds from Debt Refunding | 42,248,000 | 0 | 0 | 0 |
| Interfund Loan Repayment | 200,000 | 0 | 234,550 | 0 |
| Transfers from Other Funds | 5,688,572 | 4,244,790 | 4,825,125 | 4,833,780 |
| Total Revenues and Other | | | | |
| Financing Sources | 307,830,251 | 256,903,215 | 267,875,349 | 265,923,190 |
| Beginning Fund Balance Available | 69,371,312 | 71,613,387 | 71,613,387 | 70,417,980 |
| Non-budgetary Increase/(Decrease) | (3,716,818) | 0 | 0 | 0 |
| Total Available Resources | <u>\$ 373,484,745</u> | <u>\$ 328,516,602</u> | <u>\$ 339,488,736</u> | <u>\$ 336,341,170</u> |
| <u>Expenditures</u> | | | | |
| Administrative Services | \$ 4,390,442 | \$ 5,459,039 | \$ 5,099,616 | \$ 4,672,170 |
| Financial Services | 1,215,309 | 1,310,190 | 1,227,270 | 1,313,790 |
| Information Technology Services | 317,828 | 317,830 | 317,830 | 324,190 |
| Human Resources | 375,042 | 373,690 | 355,530 | 380,290 |
| Police | 13,588,999 | 15,438,688 | 14,960,145 | 15,170,980 |
| Fire | 9,518,463 | 8,903,580 | 8,726,385 | 9,138,120 |
| Planning, Community Revitalization and | | | | |
| Development Services | 3,026,163 | 4,029,268 | 3,581,240 | 3,851,290 |
| Parks and Recreation | 5,710,972 | 6,140,937 | 5,961,490 | 5,782,850 |
| Public Works | 12,984,911 | 15,136,572 | 12,987,350 | 15,720,890 |
| Wilson Energy | 136,554,248 | 148,065,945 | 144,913,008 | 137,394,530 |
| Water Resources | 19,860,378 | 23,064,238 | 21,190,245 | 21,932,910 |
| Broadband | 12,413,134 | 13,609,318 | 13,230,827 | 13,556,450 |
| Stormwater | 2,847,622 | 4,275,480 | 3,791,310 | 3,967,370 |
| Wilson Cemetery Commission | 458,572 | 597,100 | 564,400 | 532,800 |
| Risk Management & Group Insurance Benefits | 15,729,196 | 17,117,805 | 16,208,845 | 17,805,080 |
| Contributions to Other Agencies | 1,502,243 | 1,873,620 | 2,167,250 | 1,937,250 |
| Transfers to Other Funds | 8,730,930 | 10,703,305 | 12,741,845 | 12,554,650 |
| Debt Service | 52,446,906 | 10,509,040 | 10,504,413 | 10,493,820 |
| Interfund Loan Repayment | 200,000 | 234,550 | 234,550 | 234,550 |
| Contingency | 0 | 850,000 | 0 | 900,000 |
| Total Expenditures and Other | | | | |
| Financing Uses | 301,871,358 | 288,010,195 | 278,763,549 | 277,663,980 |
| Encumbrances Reappropriated | | (9,692,793) | (9,692,793) | |
| Ending Fund Balance Available | <u>71,613,387</u> | <u>50,199,200</u> | <u>70,417,980</u> | <u>58,677,190</u> |
| Total Fund Commitments and | | | | |
| Fund Balance | <u>\$ 373,484,745</u> | <u>\$ 328,516,602</u> | <u>\$ 339,488,736</u> | <u>\$ 336,341,170</u> |

BUDGET SUMMARY – ALL FUNDS – 2019-2020

| | MAJOR FUNDS | | | | | NON-MAJOR FUNDS | | Component Units | Internal Service Funds | OPERATING TOTAL |
|---|--------------|---------------|------------|----------------------|----------------|--------------------------|-------------------------|-----------------|------------------------|-----------------|
| | General Fund | Electric Fund | Gas Fund | Water Resources Fund | Broadband Fund | Other Governmental Funds | Other Proprietary Funds | | | |
| REVENUES | | | | | | | | | | |
| Property Taxes | 21,256,100 | | | | | | | 60,600 | | 21,316,700 |
| Motor Vehicle Property Taxes | 2,148,570 | | | | | | | 2,350 | | 2,150,920 |
| Other Taxes | 8,120,450 | | | | | | | | | 8,120,450 |
| Intergovernmental | 6,154,750 | | | | | | 2,033,580 | 15,750 | | 8,204,080 |
| Sales/Charges For Services | 6,341,220 | 126,349,910 | 17,464,700 | 27,099,300 | 16,452,050 | | 4,267,620 | 444,500 | 18,977,160 | 217,396,460 |
| Licenses and Permits | 1,150,480 | | | | | | 150,000 | | | 1,300,480 |
| Assessments | 35,400 | | | | | | | | | 35,400 |
| Investment Income | 150,000 | | | | | | | 1,200 | | 151,200 |
| Miscellaneous Income | 40,550 | 952,380 | 9,000 | 545,500 | 796,000 | 10,500 | 11,000 | 48,790 | | 2,413,720 |
| Transfers from Other Funds | 3,522,280 | | | | | | 1,011,500 | 300,000 | | 4,833,780 |
| Total Revenues and Other | | | | | | | | | | |
| Financing Sources | 48,919,800 | 127,302,290 | 17,473,700 | 27,644,800 | 17,248,050 | 10,500 | 7,473,700 | 873,190 | 18,977,160 | 265,923,190 |
| Beginning Fund Bal Available | 17,067,614 | 15,493,841 | 6,532,697 | 6,427,100 | 810,589 | 183,403 | 8,228,146 | 328,422 | 15,346,168 | 70,417,980 |
| Total Available Resources | 65,987,414 | 142,796,131 | 24,006,397 | 34,071,900 | 18,058,639 | 193,903 | 15,701,846 | 1,201,612 | 34,323,328 | 336,341,170 |
| EXPENDITURES | | | | | | | | | | |
| Administrative Services | 4,672,170 | | | | | | | | | 4,672,170 |
| Financial Services | 1,313,790 | | | | | | | | | 1,313,790 |
| Information Tech. Services | 324,190 | | | | | | | | | 324,190 |
| Human Resources | 380,290 | | | | | | | | | 380,290 |
| Police | 15,170,980 | | | | | | | | | 15,170,980 |
| Fire | 9,138,120 | | | | | | | | | 9,138,120 |
| Planning, Community Revitalization and Development Services | 3,248,720 | | | | | 130,790 | | 471,780 | | 3,851,290 |
| Parks and Recreation | 5,782,850 | | | | | | | | | 5,782,850 |
| Public Works | 12,093,310 | | | | | | 3,627,580 | | | 15,720,890 |
| Wilson Energy | | 120,379,450 | 15,828,780 | | | | | | 1,186,300 | 137,394,530 |
| Water Resources | | | | 21,932,910 | | | | | | 21,932,910 |
| Broadband | | | | | 13,556,450 | | | | | 13,556,450 |
| Stormwater | | | | | | | 3,967,370 | | | 3,967,370 |
| Debt Service | 356,170 | 1,765,490 | 463,020 | 4,069,860 | 3,457,050 | | | | 382,230 | 10,493,820 |
| Wilson Cemetery Commission | | | | | | | | 532,800 | | 532,800 |
| Risk Management & Group Ins. | | | | | | | | | 17,805,080 | 17,805,080 |
| Contribution to Other Agencies | | 1,903,960 | 33,290 | | | | | | | 1,937,250 |
| Transfers to Other Funds | 1,034,000 | 1,841,500 | 1,213,920 | | | | 800,000 | | | 4,889,420 |
| Transfer to Capital Projects | 1,520,870 | 281,000 | | 4,919,000 | | | 150,000 | | | 6,870,870 |
| Transfer/Pymt in lieu of taxes | | 630,890 | 163,470 | | | | | | | 794,360 |
| Loan Repayment | | | | | 234,550 | | | | | 234,550 |
| Contingency | | 500,000 | 150,000 | 200,000 | | | 50,000 | | | 900,000 |
| Total Expenditures and Other | | | | | | | | | | |
| Financing Uses | 55,035,460 | 127,302,290 | 17,852,480 | 31,121,770 | 17,248,050 | 130,790 | 8,594,950 | 1,004,580 | 19,373,610 | 277,663,980 |
| Ending Fund Balance | 10,951,954 | 15,493,841 | 6,153,917 | 2,950,130 | 810,589 | 63,113 | 7,106,896 | 197,032 | 14,949,718 | 58,677,190 |
| Total Fund Commitments and | | | | | | | | | | |
| Fund Balances | 65,987,414 | 142,796,131 | 24,006,397 | 34,071,900 | 18,058,639 | 193,903 | 15,701,846 | 1,201,612 | 34,323,328 | 336,341,170 |

Note: The numbers as presented above include interfund transfers and financial plans for the internal service funds. The funding sources for the internal service funds are represented as charges in each operating fund. Also, the transfers are funding operating activity in other funds, thus duplicating amounts in terms of the total budget. The net City budget excluding these intra-activity amounts is as follows:

| | |
|---|--------------------|
| Total Expenditures and Other Financing Uses | 277,663,980 |
| Less Internal Service Funds | (19,373,610) |
| Less amount of Transfers out that are funding sources for appropriations in other funds | (4,883,780) |
| Total Expenditures and Other Financing Uses (Net of intra-activity amounts) | <u>253,406,590</u> |

BUDGET COMPARISON BY FUND FOR FISCAL YEAR 2018-2020 (MAJOR FUNDS)

| Funding Sources | GENERAL FUND | | | ELECTRIC FUND | | | GAS FUND | | |
|--|-------------------|----------------------|-------------------|--------------------|----------------------|--------------------|-------------------|----------------------|-------------------|
| | 2017-18 Actual | 2018-19 Estimated | 2019-20 Budget | 2017-18 Actual | 2018-19 Estimated | 2019-20 Budget | 2017-18 Actual | 2018-19 Estimated | 2019-20 Budget |
| Property Taxes | 20,425,015 | 21,737,870 | 21,256,100 | | | | | | |
| Motor Vehicle Property Taxes | 2,092,751 | 2,205,000 | 2,148,570 | | | | | | |
| Other Taxes | 9,178,187 | 8,805,000 | 8,120,450 | | | | | | |
| Intergovernmental | 7,190,859 | 7,108,581 | 6,154,750 | | 428,564 | | | | |
| Sales/Charges For Services | 6,603,323 | 6,469,721 | 6,341,220 | 124,697,205 | 126,117,839 | 126,349,910 | 18,652,908 | 17,977,160 | 17,464,700 |
| Licenses and Permits | 1,553,525 | 1,650,360 | 1,150,480 | | | | | | |
| Assessments | 85,997 | 107,680 | 35,400 | | | | | | |
| Investment Income | 42,614 | 205,000 | 150,000 | 38,482 | 119,573 | | (3,371) | 11,705 | |
| Miscellaneous Income | 1,221,158 | 760,362 | 40,550 | 1,758,012 | 1,437,961 | 952,380 | 76,279 | 22,549 | 9,000 |
| Proceeds from Debt Refunding | 740,000 | | | 19,761,000 | | | | | |
| Transfers from Other Funds | 3,473,660 | 3,515,010 | 3,522,280 | 1,024,302 | | | 271,450 | | |
| Interfund Loan Repayment | | | | | | | 200,000 | 234,550 | |
| Beginning Fund Bal Available | 18,760,833 | 19,673,122 | 17,067,614 | 16,798,820 | 15,484,733 | 15,493,841 | 4,245,355 | 5,612,267 | 6,532,697 |
| Non-budgetary Inc/(Dec) | (134,722) | 716,649 | | (2,939,913) | 6,309,282 | | (260,632) | 350,751 | |
| TOTAL | 71,233,200 | 72,954,355 | 65,987,414 | 161,137,908 | 149,897,952 | 142,796,131 | 23,181,989 | 24,208,982 | 24,006,397 |
| Expenditures/Other Uses (Grouped by function) | | | | | | | | | |
| General Government | 6,342,762 | 7,063,026 | 6,886,410 | | | | | | |
| Public Safety | 24,182,984 | 24,851,630 | 25,627,210 | | | | | | |
| Public Works | 5,176,379 | 5,055,020 | 5,727,820 | | | | | | |
| Environmental Services | 5,813,511 | 5,905,570 | 5,967,380 | | | | | | |
| Planning, Community Revitalization and Development Services | 1,499,311 | 1,763,260 | 1,855,420 | | | | | | |
| Human Relations | 260,285 | 270,130 | 277,330 | | | | | | |
| Parks and Recreation | 5,710,972 | 5,961,490 | 5,782,850 | | | | | | |
| Wilson Energy | | | | 119,491,404 | 127,774,663 | 120,379,450 | 15,755,372 | 15,835,655 | 15,828,780 |
| Debt Service | 749,084 | 359,730 | 356,170 | 21,508,898 | 1,788,068 | 1,765,490 | 445,620 | 441,250 | 463,020 |
| Contribution to Other Agencies | | | | 1,492,673 | 2,133,960 | 1,903,960 | 9,570 | 33,290 | 33,290 |
| Transfers to Other Funds | 1,824,790 | 4,656,885 | 2,554,870 | 3,160,200 | 2,707,420 | 2,753,390 | 1,359,160 | 1,366,090 | 1,377,390 |
| Contingency | | | | | | 500,000 | | | 150,000 |
| Ending Fund Balance | 19,673,122 | 17,067,614 | 10,951,954 | 15,484,733 | 15,493,841 | 15,493,841 | 5,612,267 | 6,532,697 | 6,153,917 |
| Total Fund Commitments and Fund Balances | 71,233,200 | 72,954,355 | 65,987,414 | 161,137,908 | 149,897,952 | 142,796,131 | 23,181,989 | 24,208,982 | 24,006,397 |

| Funding Sources | WATER RESOURCES FUND | | | BROADBAND FUND | | |
|---|----------------------|----------------------|-------------------|-------------------|----------------------|-------------------|
| | 2017-18 Actual | 2018-19 Estimated | 2019-20 Budget | 2017-18 Actual | 2018-19 Estimated | 2019-20 Budget |
| Intergovernmental | 31,316 | 134,915 | | 19,900 | 70,467 | |
| Sales/Charges For Services | 24,941,365 | 26,011,741 | 27,099,300 | 14,971,108 | 15,430,872 | 16,452,050 |
| Investment Income | (9,660) | 15,849 | | 6,914 | 12,229 | |
| Miscellaneous Income | 1,951,392 | 623,035 | 545,500 | 1,165,918 | 1,182,702 | 796,000 |
| Proceeds from Debt Refunding | | | | 20,085,008 | | |
| Transfers from Other Funds | | 37,885 | | | | |
| Beginning Fund Bal Available | 6,000,480 | 7,241,073 | 6,427,100 | 947,943 | 1,025,625 | 810,589 |
| Non-budgetary Inc/(Dec) | (739,482) | 1,650,388 | | (39,246) | 748 | |
| TOTAL | 32,175,411 | 35,714,886 | 34,071,900 | 37,157,545 | 17,722,643 | 18,058,639 |
| Expenditures/Other Uses (Grouped by function) | | | | | | |
| Water Resources | 19,860,378 | 21,190,245 | 21,932,910 | | | |
| Broadband | | | | 12,413,134 | 13,230,827 | 13,556,450 |
| Debt Service | 4,187,180 | 4,086,091 | 4,069,860 | 23,518,786 | 3,446,677 | 3,457,050 |
| Transfers to Other Funds | 886,780 | 4,011,450 | 4,919,000 | | | |
| Interfund Loan Repayment | | | | 200,000 | 234,550 | 234,550 |
| Contingency | | | 200,000 | | | |
| Ending Fund Balance | 7,241,073 | 6,427,100 | 2,950,130 | 1,025,625 | 810,589 | 810,589 |
| Total Fund Commitments and Fund Balances | 32,175,411 | 35,714,886 | 34,071,900 | 37,157,545 | 17,722,643 | 18,058,639 |

**BUDGET COMPARISON BY FUND FOR FISCAL YEAR 2018-2020 (NON-MAJOR FUNDS)
with Internal Service Funds**

| Funding Sources | GOVERNMENTAL | | | PROPRIETARY | | | INTERNAL SERVICE | | |
|--|-------------------|----------------------|-------------------|-------------------|----------------------|-------------------|-------------------|----------------------|-------------------|
| | 2017-18 Actual | 2018-19 Estimated | 2019-20 Budget | 2017-18 Actual | 2018-19 Estimated | 2019-20 Budget | 2017-18 Actual | 2018-19 Estimated | 2019-20 Budget |
| Intergovernmental | | | | 1,020,549 | 912,680 | 2,033,580 | | | |
| Sales/Charges For Services | | | | 3,683,015 | 3,922,194 | 4,267,620 | 17,169,202 | 18,309,300 | 18,977,160 |
| Licenses and Permits | | | | 174,953 | 177,080 | 150,000 | | | |
| Investment Income | 590 | 1,130 | | 10,291 | 31,440 | | 21,649 | 114,540 | |
| Miscellaneous Income | 3,094 | 10,550 | 10,500 | 29,921 | 22,885 | 11,000 | 247,543 | 61,240 | |
| Proceeds from Debt Refunding | | | | | | | 1,661,992 | | |
| Transfers from Other Funds | - | | | 644,160 | 859,830 | 1,011,500 | | | |
| Beginning Fund Bal Available | 306,051 | 210,563 | 183,403 | 7,792,820 | 7,282,282 | 8,228,146 | 14,304,494 | 14,755,220 | 15,346,168 |
| Non-budgetary Inc/(Dec) | (55,381) | 71,610 | | 41,854 | 578,365 | | 424,346 | | |
| TOTAL | 254,354 | 293,853 | 193,903 | 13,397,563 | 13,786,756 | 15,701,846 | 33,829,226 | 33,240,300 | 34,323,328 |
| Expenditures/Other Uses (Grouped by function) | | | | | | | | | |
| Public Works | | | | 1,767,659 | 1,767,300 | 3,627,580 | | | |
| Planning, Community Revitalization and Development Services | 43,791 | 110,450 | 130,790 | | | | | | |
| Wilson Energy | | | | | | | 1,307,472 | 1,302,690 | 1,186,300 |
| Stormwater | | | | 2,847,622 | 3,791,310 | 3,967,370 | | | |
| Debt Service | | | | | | | 2,037,338 | 382,597 | 382,230 |
| Risk Management & Group Ins. | | | | | | | 15,729,196 | 16,208,845 | 17,805,080 |
| Contribution to Other Agencies | | | | | | | | | |
| Transfers to Other Funds | | | | 1,500,000 | | 950,000 | | | |
| Contingency | | | | | | 50,000 | | | |
| Ending Fund Balance | 210,563 | 183,403 | 63,113 | 7,282,282 | 8,228,146 | 7,106,896 | 14,755,220 | 15,346,168 | 14,949,718 |
| Total Fund Commitments and Fund Balances | 254,354 | 293,853 | 193,903 | 13,397,563 | 13,786,756 | 15,701,846 | 33,829,226 | 33,240,300 | 34,323,328 |

Summary of Changes in Fund Balances - Major / Non-Major Funds

| | General Fund | Electric Fund | Gas Fund | Water Resources Fund | Broadband Fund | All Non-Major Funds |
|--|-----------------|------------------|-------------|-------------------------|-------------------|---------------------------|
| FY 2019 Fund Balance (Unassigned, Estimate) | 17,067,614 | 15,493,841 | 6,532,697 | 6,427,100 | 810,589 | 8,411,549 |
| FY 2020 Budgeted Revenues | 48,919,800 | 127,302,290 | 17,473,700 | 27,644,800 | 17,248,050 | 7,484,200 |
| FY 2020 Budgeted Expenditures | 55,035,460 | 127,302,290 | 17,852,480 | 31,121,770 | 17,248,050 | 8,725,740 |
| Net Gain(Loss) to Fund Balance | (6,115,660) | 0 | (378,780) | (3,476,970) | 0 | (1,241,540) |
| Projected FY 2020 Yearend Fund Balance | 10,951,954 | 15,493,841 | 6,153,917 | 2,950,130 | 810,589 | 7,170,009 |
| Percentage Inc/(Dec) | -35.8% | 0.0% | -5.8% | -54.1% | 0.0% | -14.8% |

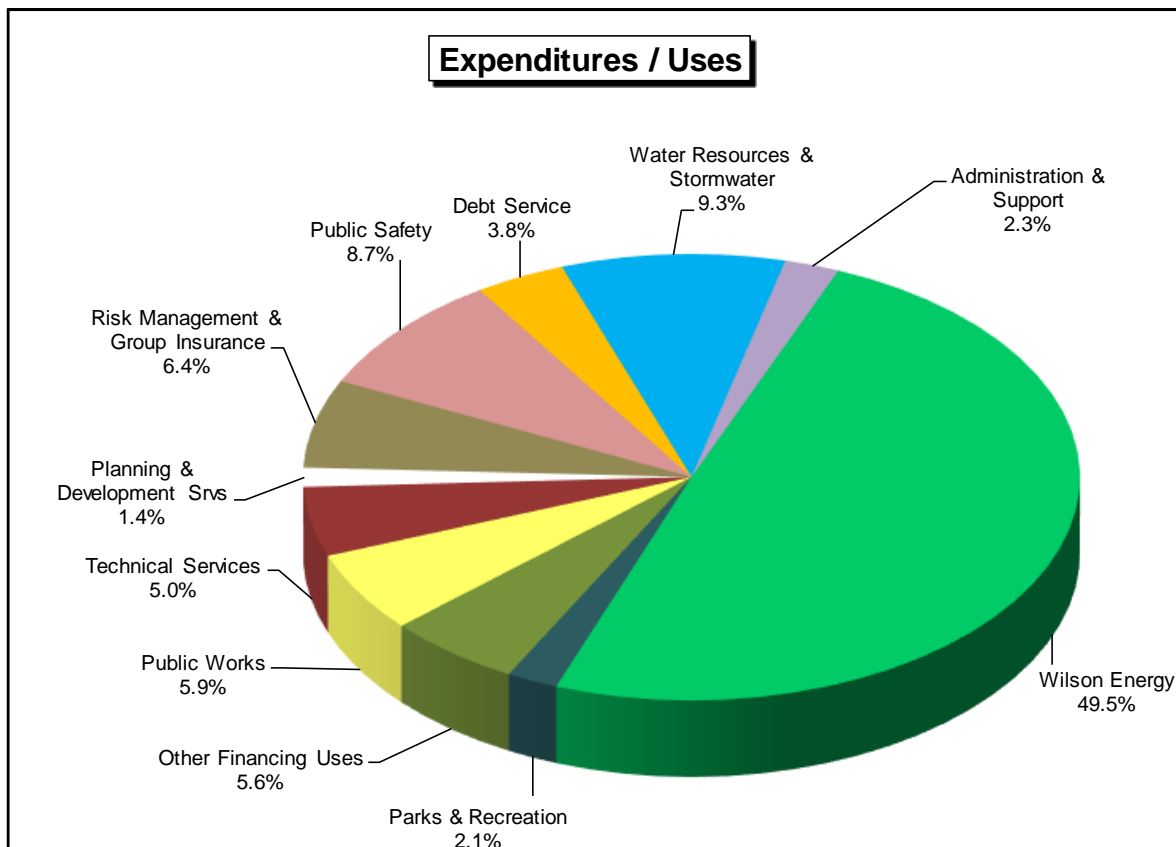
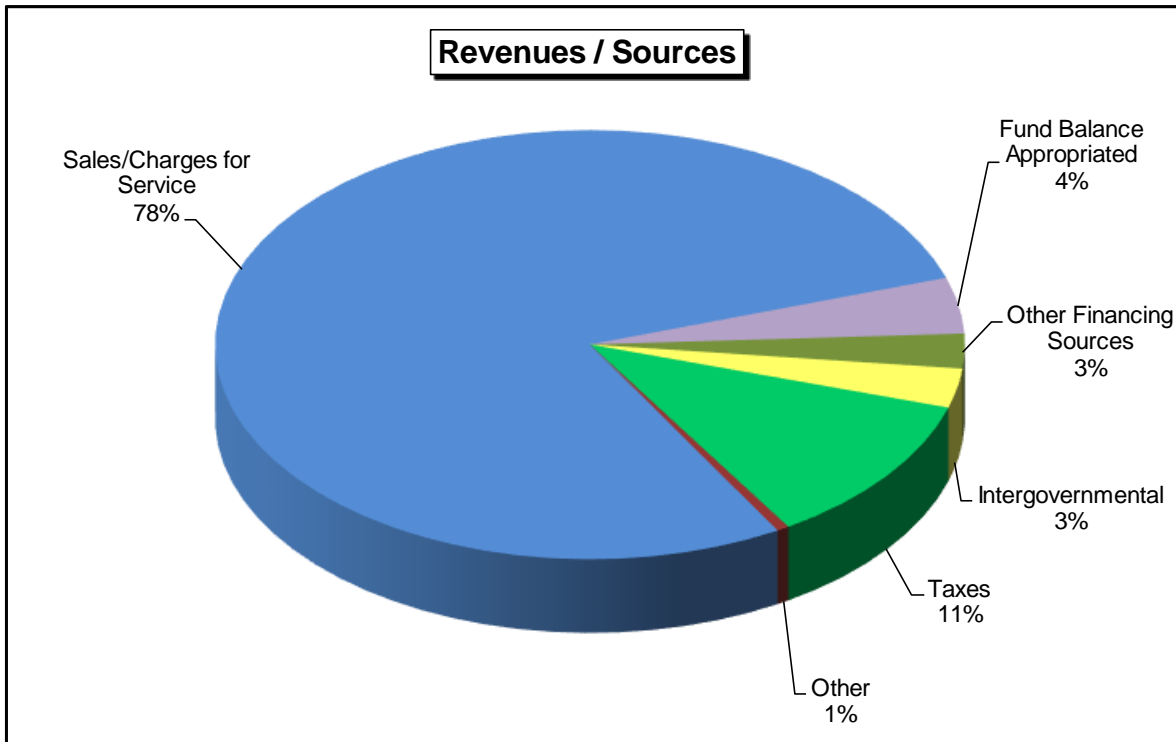
Two of the City's major funds are projected to present changes resulting in fund balance exceeding 10% for FY 2020.

The General Fund shows a \$6.1 million reduction in fund balance. The anticipated reduction will result in the City falling slightly below our policy guideline of fund balance available for appropriation of at least 25% or greater of annual expenditures. At June 30, 2020, it is projected that the General Fund fund balance will represent about 20% of annual expenditures, which would still be more than double the recommended state level of 8.0% of annual expenditures. Of the \$2.63 million increase in the General Fund's budget, \$1.9 million relates to parks and facility improvements; along with transportation and innovation facilities and infrastructure. Another \$516,000 is attributable to increased benefits costs related to employees for health insurance and retirement.

The Water Resources Fund will have a reduction in fund balance of about 54.1%. This fund has several significant capital projects planned and in progress. These projects are needed to maintain and keep our water and sewer system infrastructure viable. Reserves have increased the past couple of years due to base rate increases and a much needed increase in water sales. An increase in base rates and volume charges will be implemented to support these much needed improvements. The City recognizes that maintaining healthy operating reserves (or fund balance) is a prudent fiscal management tool and an important credit factor in the analysis of financial flexibility. As enterprise fund balance levels have exceeded practical levels of about 10%, the City made a decision to leverage fund balance to balance the budget shortfall and stabilize rates.

The decrease in Non-major fund reserve level of 14.8% is attributable to funding of water capital projects from our Water Resource Capital Reserve Fund along with usage of reserves to support Mass Transit operations.

BUDGET SUMMARY – ALL FUNDS – 2019-2020



LONG-TERM DEBT

Outstanding general obligation bonds at June 30, 2019 will total \$3,710,000. This general obligation debt is secured by a pledge of the net revenues from fees and charges from enterprise funds operations and is considered self-supporting. The ratio of net bonded debt to assessed valuation and the amount of gross debt per capita are useful indicators to city management, citizens, and investors of the City's debt position. The City has no net bonded debt. The gross bonded debt (general obligation) per capita at June 30, 2019 is estimated to be \$75. The amount of net debt that can be issued by local governments in North Carolina is limited by state statute to eight percent (8%) of the appraised value of property subject to taxation in the City. The legal debt margin of the City at June 30, 2018 was \$274,779,174. The estimated legal debt margin at June 30, 2019 is \$286,242,665.

The estimated long-term debt of the City at June 30, 2019, excluding vacation benefits and accrued pension, and other post-employment benefit liabilities, consists of:

GENERAL FUND LONG-TERM DEBT

| | | |
|----------------------------------|----|----------------|
| Capital Installment Obligations: | | |
| Aerial Ladder Fire Truck | \$ | 599,000 |
| Carter Building Purchase | | 216,660 |
| Carter Building Renovation | | <u>147,257</u> |
| | | <u>962,917</u> |

ENTERPRISE FUNDS DEBT

| | | |
|----------------------------------|--|------------------|
| Capital Installment Obligations: | | |
| MGP Site Cleanup | | 381,417 |
| Industrial Development Site | | <u>785,268</u> |
| | | <u>1,166,685</u> |

| | | |
|------------------------------|--|------------------|
| General Obligation Bonds: | | |
| Buckhorn Reservoir Expansion | | <u>3,710,000</u> |
| | | <u>3,710,000</u> |

| | | |
|--|--|-------------------|
| Certificates of Participation: | | |
| Electric System Improvements – 2007 | | 9,376,000 |
| Electric System Improvements – 2008 | | 8,615,000 |
| Fiber Optic System Infrastructure – 2007 | | 6,039,170 |
| Fiber Optic System Infrastructure – 2008 | | <u>8,192,000</u> |
| | | <u>32,222,170</u> |

| | | |
|--|--|------------------|
| State Revolving Loans: | | |
| Wastewater Management Facility Upgrade (14MGD) | | 1,309,202 |
| Water Reuse (Happy Valley) | | 134,810 |
| Contentnea Interceptor Reline | | 311,937 |
| Wastewater Management Facility Upgrade Phase III | | <u>6,777,034</u> |
| | | <u>8,532,983</u> |

| | | |
|---------------------------------|--|------------------|
| Revenue Bonds: | | |
| Natural Gas System Improvements | | 2,034,000 |
| Water/Sewer System Improvements | | <u>7,006,000</u> |
| | | <u>9,040,000</u> |

INTERNAL SERVICE FUNDS DEBT

| | | |
|--|--|------------------|
| Certificates of Participation: | | |
| Operations Center Building – Meter Shop/Broadband Addition | | <u>1,041,830</u> |
| | | <u>1,041,830</u> |

| | | |
|---|--|----------------------|
| GRAND TOTAL of Existing Debt FY 2019-20 | | <u>\$ 56,676,585</u> |
|---|--|----------------------|

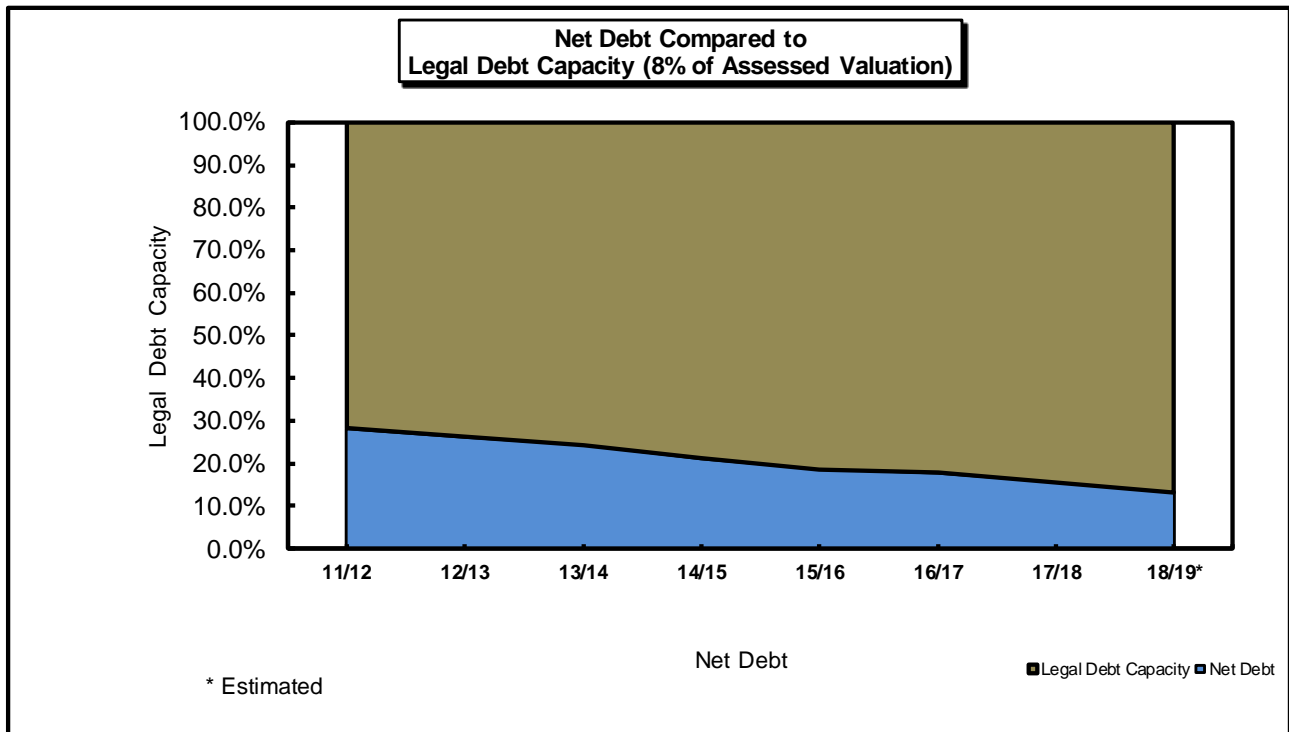
LONG-TERM DEBT

The annual debt service requirements related to the debt are:

| Year Ending June 30 | General Fund Long-Term Debt | | Enterprise Funds | | Internal Service Funds | | All Funds | Total |
|------------------------|--------------------------------|------------------|----------------------|---------------------|---------------------------|-------------------|-------------------|----------------------|
| | Principal | Interest | Principal | Interest | Principal | Interest | | |
| 2020 | \$ 325,010 | \$ 29,155 | \$ 8,226,849 | \$ 1,518,045 | \$ 330,135 | \$ 52,091 | \$ 13,500 | \$ 10,494,785 |
| 2021 | 329,907 | 19,255 | 8,348,471 | 1,285,534 | 347,620 | 35,585 | 13,500 | 10,379,872 |
| 2022 | 152,000 | 9,209 | 7,628,656 | 1,048,509 | 364,075 | 18,204 | 13,500 | 9,234,153 |
| 2023 | 156,000 | 4,664 | 5,103,974 | 833,348 | - | - | 13,500 | 6,111,486 |
| 2024 | | | 3,698,975 | 689,617 | - | - | 13,500 | 4,402,092 |
| 2025-2029 | | | 15,522,552 | 1,991,901 | | | 50,500 | 17,564,953 |
| 2030-2034 | | | 6,142,361 | 351,721 | | | 26,000 | 6,520,082 |
| 2035-2039 | | | | | | | 6,000 | 6,000 |
| Total: | \$ 962,917 | \$ 62,283 | \$ 54,671,838 | \$ 7,718,675 | \$ 1,041,830 | \$ 105,880 | \$ 150,000 | \$ 64,713,423 |

A summary of the estimated changes in long-term debt is as follows:

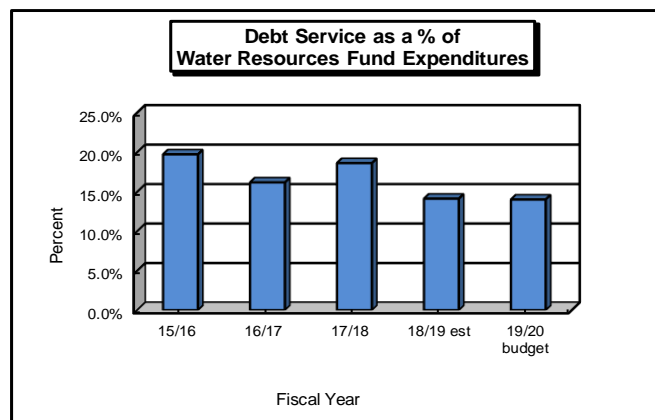
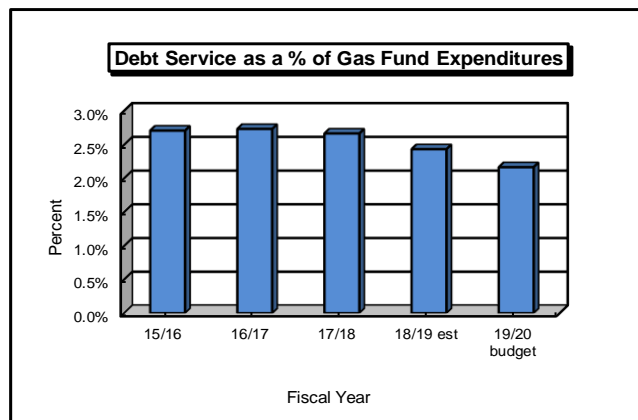
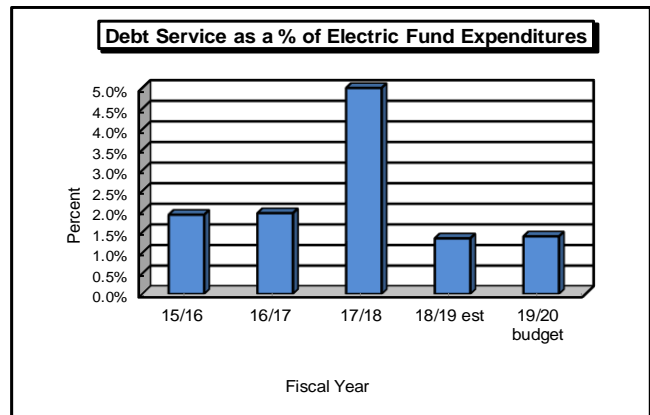
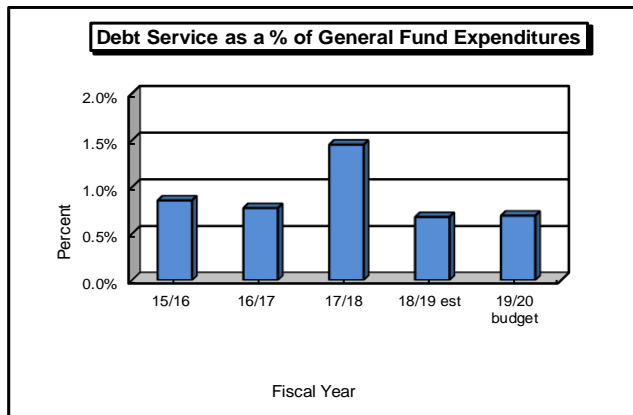
| | Estimated Balance June 30, 2019 | Estimated Additions | Estimated Retirements | Estimated Balance June 30, 2020 |
|-----------------------------|---------------------------------------|------------------------|--------------------------|---------------------------------------|
| General Fund Long-Term Debt | \$ 962,917 | \$ | \$ 325,010 | \$ 637,907 |
| Enterprise Funds Debt | 54,671,838 | | 8,226,849 | 46,444,989 |
| Internal Service Funds Debt | 1,041,830 | | 330,135 | 711,695 |
| Total: | \$ 56,676,585 | \$ | \$ 8,881,994 | \$ 47,794,591 |



LONG-TERM DEBT

Computation of Legal Debt Margin

| | |
|---|-------------------------|
| Estimated Assessed Valuation – June 30, 2019 | <u>\$ 4,127,115,620</u> |
| Debt Limit (at 8% of assessed valuation) | 330,169,250 |
| GROSS DEBT: (as of June 30, 2019) | |
| Outstanding general obligation bonded debt: Water Resources | 3,710,000 |
| State Revolving Loan – Water Resources | 8,532,983 |
| Notes payable – Capital Installment Obligations | 2,129,602 |
| Certificates of Participation | <u>33,264,000</u> |
| Total | <u>47,636,585</u> |
| STATUTORY DEDUCTIONS: | |
| Outstanding general obligation bonded debt: Water Resources | 3,710,000 |
| Total | <u>3,710,000</u> |
| NET DEBT | <u>43,926,585</u> |
| LEGAL DEBT MARGIN | <u>\$ 286,242,665</u> |



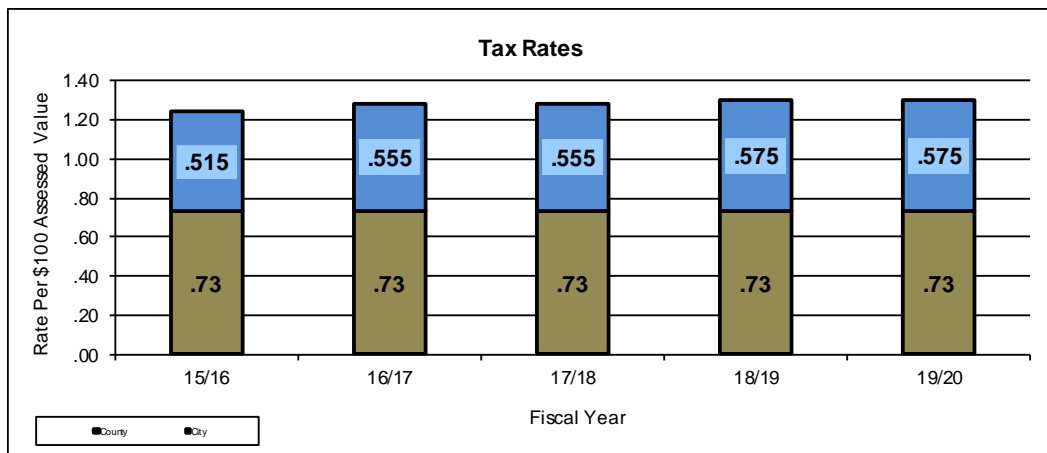
PROPERTY TAX – ASSESSED VALUES, TAX RATES, TAX LEVY AND ESTIMATED COLLECTIONS

| ITEM | 2018-2019 | | 2019-2020 |
|-----------------------------------|------------------|------------------|------------------|
| | BUDGET | ESTIMATED | BUDGET |
| General Fund (City Wide) | | | |
| Assessed Value | \$ 4,100,978,140 | \$ 4,127,115,620 | \$ 4,201,939,590 |
| Tax Rate/Per \$100 Assessed Value | .575 | .575 | .575 |
| Tax Levy | 23,580,630 | 23,715,550 | 24,161,150 |
| Collection Rate | 96.6% | 96.6% | 96.6% |
| Estimated Net Revenue | \$ 22,778,890 | \$ 22,909,220 | \$ 23,339,670 |
| Downtown Development Fund | | | |
| (Municipal Tax District) | | | |
| Assessed Value | \$ 37,477,280 | \$ 36,836,640 | \$ 37,205,010 |
| Tax Rate/Per \$100 Assessed Value | .18 | .18 | .18 |
| Tax Levy | 67,460 | 66,380 | 66,970 |
| Collection Rate | 94.0% | 94.0% | 94.0% |
| Estimated Net Revenue | 63,410 | 62,400 | 62,950 |

TAX VALUES, RATES, AND COLLECTIONS

| Fiscal Year | Assessed Valuation | Percent Change % | Tax Rate (per \$100) | Net Levy (Collected) |
|---------------|--------------------|------------------|----------------------|----------------------|
| 2009-2010 | 3,855,762,560 | + 2% | .515 | 19,476,396 |
| 2010-2011 | 3,897,895,993 | + 1% | .515 | 19,678,806 |
| 2011-2012 | 3,952,614,383 | + 1% | .515 | 19,860,046 |
| 2012-2013 | 4,016,228,608 | + 1% | .515 | 19,993,633 |
| 2013-2014 | 3,996,209,996 | - 1% | .515 | 21,266,798 |
| 2014-2015 | 4,140,468,933 | + 3% | .515 | 20,970,965 |
| 2015-2016 | 4,287,376,918 | + 3% | .515 | 21,766,834 |
| 2016-2017* | 4,066,651,874 | - 5% | .555 | 22,278,764 |
| 2017-2018 | 4,067,471,963 | + .02% | .555 | 22,222,449 |
| 2018-2019 (E) | 4,127,115,620 | + 1% | .575 | 22,909,220 |
| 2019-2020 (B) | 4,201,939,590 | + 1.8% | .575 | 23,339,670 |

(E) Estimated
(B) Budget
* Revaluation



PRINCIPAL TAXPAYERS

As of June 30, 2018

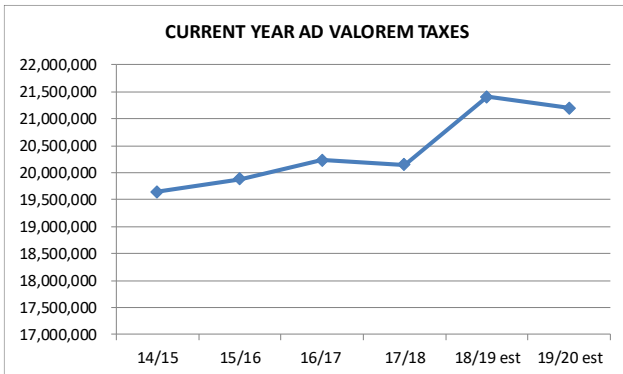
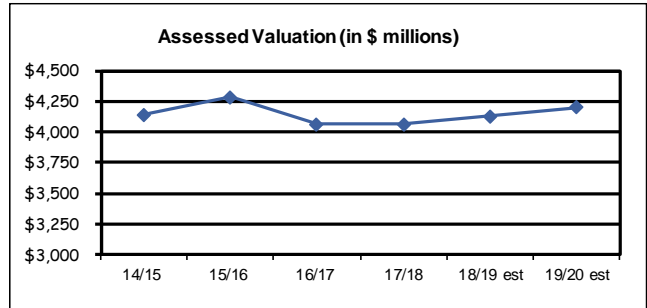
| Name | Nature of Business | Assessed Valuation |
|---------------------------------|--------------------|--------------------|
| BB&T | Banking | \$ 158,841,011 |
| Sandoz Inc. | Pharmaceutical | 81,542,168 |
| DLP Wilson Medical Center, Inc. | Health Care | 69,092,671 |
| Purdue Pharmaceuticals | Pharmaceutical | 68,595,552 |
| Fresenius Kabi USA, LLC | Pharmaceutical | 67,422,716 |
| Alliance One | Tobacco Processor | 66,512,962 |
| Linamar Forgings Inc. | Manufacturing | 45,202,376 |
| SCP-CC Heritage Crossing, LLC | Retail Management | 29,686,939 |
| Sleepy Hollow Development | Development | 24,817,271 |
| Absolute Plastics, LLC | Plastic Packaging | 20,548,654 |

KEY REVENUE SOURCE ANALYSIS

The following provides analysis for key revenue sources in various funds. The City strives to estimate revenue as realistically as possible, but with an overall conservative preference. These estimates are based on actual prior year results, fiscal year 2018-19 approximation, impacts from statutory changes, and general economic forecasts. The City also takes into consideration forecasts of certain revenues provided by organizations such as the North Carolina League of Municipalities (NCLM).

Current Year Ad Valorem Property Tax (excludes Motor Vehicle Property Tax) = \$ 21,196,100

The City of Wilson property (ad valorem) tax rate for FY 2020 is 57.5 cents per \$100 of assessed property value. The ad valorem tax on property is the City’s major revenue source, representing 48% of all general fund revenues. Property categories assessed include land, buildings, and improvements (real property), personal property (business machinery and equipment, unlicensed vehicles like boats, etc.), vehicles, and public service (railroads) providers. In accordance with North Carolina General Statute 160A-209, the City levies property (ad valorem) taxes on July 1, the beginning of the City’s fiscal year, for property in place as of January 1 of that same calendar year. Property taxes are assessed and collected by Wilson County and remitted to the City throughout the year. These property taxes are separate from those levied by Wilson County. The taxes are due on September 1, but interest does not accrue until the following January. While the economy continues to improve, the City conservatively estimates the FY 2020 budget for ad valorem taxes.



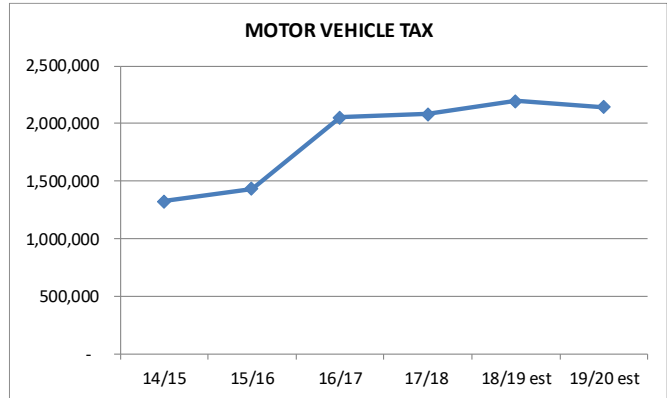
| | Current Year Ad Valorem Budget | Current Year Ad Valorem Actual (net of refunds) |
|-----------|---------------------------------------|--|
| 2014-2015 | 19,522,690 | 19,646,216 |
| 2015-2016 | 19,630,229 | 19,881,776 |
| 2016-2017 | 19,689,770 | 20,227,534 |
| 2017-2018 | 19,940,530 | 20,142,216 |
| 2018-2019 | 20,672,600 | 21,403,410 (Est.) |
| 2019-2020 | 21,196,100 | |

KEY REVENUE SOURCE ANALYSIS

Current Year Motor Vehicle Property Tax = \$ 2,143,570

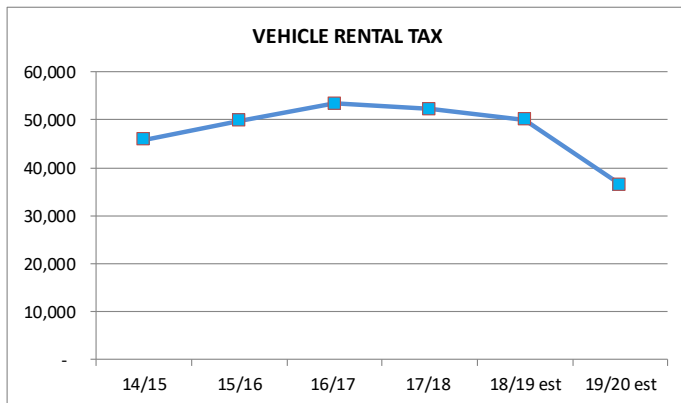
The North Carolina General Assembly passed a law which became effective July 1, 2013 to create a combined motor vehicle registration renewal and property tax collection system (Tag & Tax System). By doing so the new law transfers the responsibility for motor vehicle tax collection from the individual counties across North Carolina to the North Carolina Division of Motor Vehicles (NCDMV). North Carolina's Tag & Tax Together System has been designed as a convenient way to pay annual vehicle tag renewals and vehicle property taxes by combining them into one billing.

| | Current Year Budget | Current Year Actual (net of refunds) |
|-----------|----------------------------|--|
| 2014-2015 | 1,316,420 | 1,324,749 |
| 2015-2016 | 1,323,671 | 1,432,815 |
| 2016-2017 | 1,401,810 | 2,051,230 |
| 2017-2018 | 1,899,500 | 2,080,233 |
| 2018-2019 | 2,106,290 | 2,195,140 (Est.) |
| 2019-2020 | 2,143,570 | |



Vehicle Rental Tax = \$ 36,550

Session Law 2000-2 was signed into law on May 17, 2000 and is entitled "An Act to Repeal the Property Tax on Certain Vehicles Leased or Rented under Retail Short-Term Leases or Rentals and to Replace Tax Revenue with a Local Tax on Gross Receipts Derived from Retail Short-Term Leases or Rentals". FY 2020 is estimated to decrease 27% below the estimated FY 2019 revenues, which is characteristic of a post-recession environment.

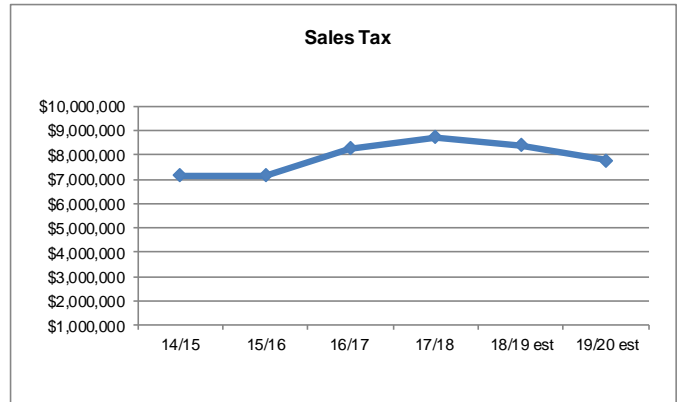


| | |
|-----------|-----------------|
| 2014-2015 | 45,896 |
| 2015-2016 | 49,870 |
| 2016-2017 | 53,459 |
| 2017-2018 | 52,269 |
| 2018-2019 | 50,000 (Est.) |
| 2019-2020 | 36,550 (Budget) |

KEY REVENUE SOURCE ANALYSIS

Combined Sales Tax = \$ 7,783,900

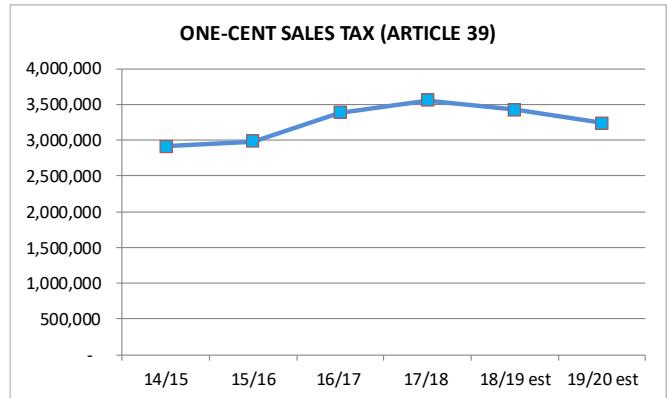
| | |
|-----------|--------------------|
| 2014-2015 | 7,163,927 |
| 2015-2016 | 7,139,870 |
| 2016-2017 | 8,260,412 |
| 2017-2018 | 8,728,492 |
| 2018-2019 | 8,405,000 (Est.) |
| 2019-2020 | 7,783,900 (Budget) |



One-Cent Sales Tax (Article 39) = \$ 3,243,000

Wilson County levies a one-cent local sales tax on all retail sales, lease, or rental of tangible personal property, rental of motel or hotel rooms, and rendering of services according to Article 39 of North Carolina General Statute 105. Proceeds of the one-cent sales tax are distributed to municipalities in each respective county by a formula based on county point of sale. Once the county share is determined, municipalities and the county itself receive funding based on population within the respective county as recorded by the North Carolina Office of State Planning. Sales tax receipts are received monthly with the fourth quarter of each calendar year traditionally being the highest and first quarter being the lowest. While consumer confidence is high at this time, we recognize that it can change quickly. The FY 2020 budget for Article 39 is increasing 15.0% over the FY 2019 budget.

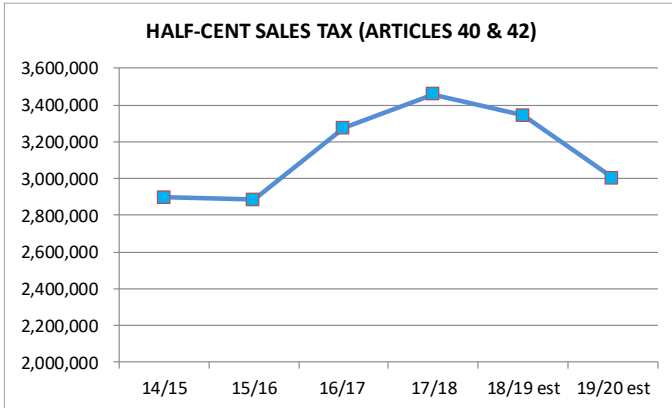
| | |
|-----------|--------------------|
| 2014-2015 | 2,915,517 |
| 2015-2016 | 2,980,605 |
| 2016-2017 | 3,389,157 |
| 2017-2018 | 3,555,779 |
| 2018-2019 | 3,425,000 (Est.) |
| 2019-2020 | 3,243,000 (Budget) |



KEY REVENUE SOURCE ANALYSIS

Half-Cent Sales Taxes (Articles 40 and 42) = \$ 3,001,900

The North Carolina General Assembly authorized the half-cent sales tax as a local county option. Two half-cent sales taxes exist and both are currently collected statewide and then distributed to counties on a per capita basis according to Articles 40 and 42 North Carolina General Statutes 105. As of October 1, 2009, the Article 42 local option sales tax is distributed to municipalities based on county point of sale. The FY 2020 budget for Article 40 and 42 is increasing 17.0% over the FY 2019 budget.

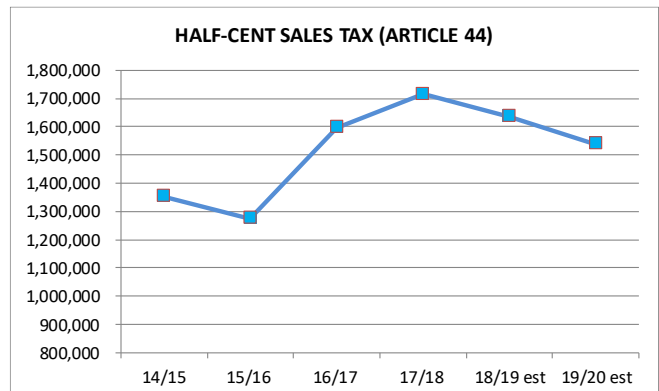


| | |
|-----------|--------------------|
| 2014-2015 | 2,896,678 |
| 2015-2016 | 2,883,328 |
| 2016-2017 | 3,275,007 |
| 2017-2018 | 3,457,723 |
| 2018-2019 | 3,345,000 (Est.) |
| 2019-2020 | 3,001,900 (Budget) |

Half-Cent Sales Tax (Article 44) = \$ 1,539,000

The North Carolina General Assembly, as a local county option, authorized this half-cent sales tax with proceeds going to counties and municipalities effective in December 2002 as a replacement for the repealed intangibles tax and inventory tax reimbursements. This tax is different from the other sales taxes because it is not charged on food, and its distribution method is 50% on point of sale and 50% on per capita. In 2007, the state passed legislation to have the state assume county Medicaid costs, thus eliminating the Article 44 local option sales tax. Effective October 1, 2008, the state took over one quarter cent of the Article 44 sales tax as authorized by North Carolina General Statute 105, and effective October 1, 2009, the state took over the remaining one-quarter cent. The legislation provides for municipalities to be completely reimbursed for the loss of their share of tax revenues, accounting for growth. The first one quarter cent has been replaced by a payment equal to 50% of the amount the City receives from the Article 40 sales tax, and the second one-quarter cent has been replaced by a payment equal to 25% of the City's share of the Article 39 sales tax. These payments come from Wilson County's share of sales tax revenues, but and is paid directly to the City by the NC Department of Revenue. The FY 2020 budget for Article 44 is increasing 35.0% over the FY 2019 budget.

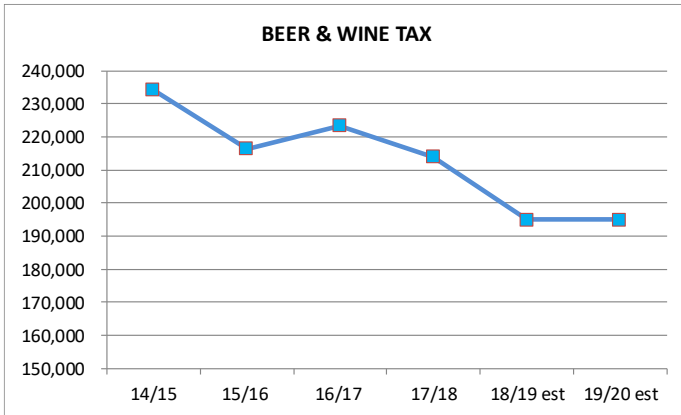
| | |
|-----------|--------------------|
| 2014-2015 | 1,351,732 |
| 2015-2016 | 1,275,937 |
| 2016-2017 | 1,596,248 |
| 2017-2018 | 1,714,990 |
| 2018-2019 | 1,635,000 (Est.) |
| 2019-2020 | 1,539,000 (Budget) |



KEY REVENUE SOURCE ANALYSIS

Beer and Wine Tax = \$ 195,000

The State of North Carolina levies this tax on alcoholic beverages, and a municipality may share in the revenues if beer or wine is sold legally within its jurisdiction according to North Carolina General Statute 105-13.82. The statute provides that the state shares 23.75% of state beer tax collections, 62% of state unfortified wine tax collections and 22% of state fortified wine tax collections with local government units. These proceeds are distributed within 60 days of March 31, and local portions are based on the City’s population as recorded by the North Carolina Office of State Planning.

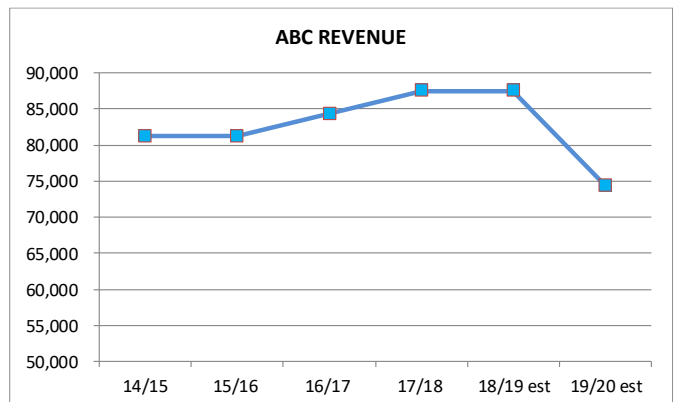


| | |
|-----------|------------------|
| 2014-2015 | 234,162 |
| 2015-2016 | 216,526 |
| 2016-2017 | 223,417 |
| 2017-2018 | 213,991 |
| 2018-2019 | 195,000 (Est.) |
| 2019-2020 | 195,000 (Budget) |

ABC REVENUE = \$ 74,360

Pursuant to North Carolina General Statute 18B, ABC taxes are distributed quarterly by the county alcohol control board based on the ad valorem levy from the previous year after expenses are deducted for law enforcement, education, and rehabilitation according to North Carolina General Statute 10A-15(14). The FY 2020 budget is projected to decrease 15% from the estimated FY 2019. This revenue source fluctuates from year to year and is not related to demographic variables, so a conservative projection is used.

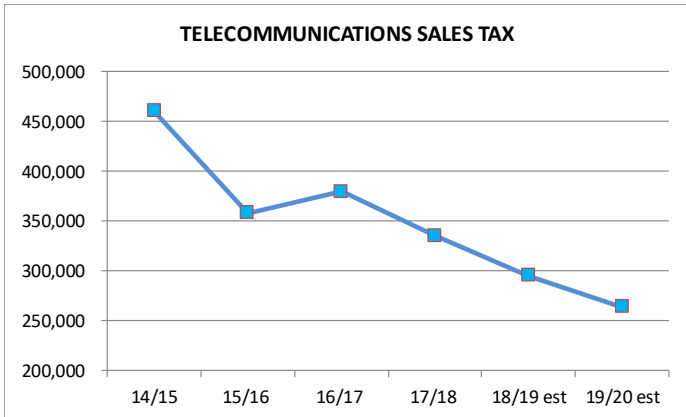
| | |
|-----------|-----------------|
| 2014-2015 | 81,250 |
| 2015-2016 | 81,250 |
| 2016-2017 | 84,375 |
| 2017-2018 | 87,500 |
| 2018-2019 | 87,500 (Est.) |
| 2019-2020 | 74,360 (Budget) |



KEY REVENUE SOURCE ANALYSIS

Telecommunications Sales Tax = \$ 264,100

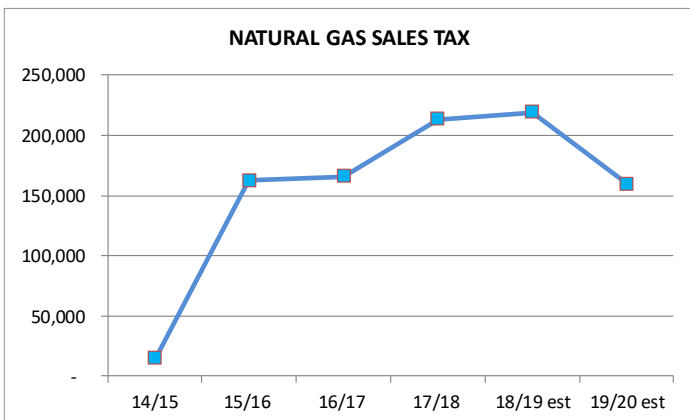
This revenue represents the City’s share of the state gross receipts tax on telecommunications providers, and like the utilities sales tax, revenue is received quarterly. The FY 2020 budget is projected to decrease by 11% from the estimated FY 2019 revenues to reflect the downward trend in taxable revenues in this industry. The decline relates to customers abandoning landline telephone service for mobile service. Mobile engagement continues to increase among all age categories.



| | |
|-----------|------------------|
| 2014-2015 | 460,428 |
| 2015-2016 | 357,906 |
| 2016-2017 | 379,601 |
| 2017-2018 | 335,582 |
| 2018-2019 | 295,400 (Est.) |
| 2019-2020 | 264,100 (Budget) |

Natural Gas Sales Tax = \$ 159,600

Prior to FY 2015, the State of North Carolina levied a tax on the gross receipts of electricity companies and a tax on the volume of piped natural gas sold by gas companies. Municipalities received a portion of the gas and electricity taxes generated within their corporate limits. Effective July 1, 2014, these franchise taxes were repealed and the general sales tax rate is applied to the sale of piped natural gas and electricity. Utility taxes continue to be received quarterly from the State, with the highest receipts expected in the fourth quarter of the fiscal year. During the first year of implementation, utility sales tax revenues were significantly higher than projected for electricity and significantly lower for natural gas, both of which were the result of estimation errors by legislative staff of the effect of the legislation. This revenue source is highly sensitive to several factors, with weather conditions, consumption and price being significant influences. These factors are taken into consideration during the budget process.



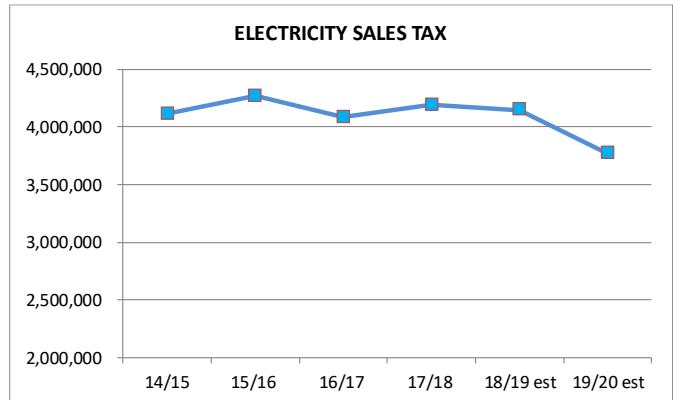
| | |
|-----------|------------------|
| 2014-2015 | 14,880 |
| 2015-2016 | 162,406 |
| 2016-2017 | 165,716 |
| 2017-2018 | 213,365 |
| 2018-2019 | 219,000 (Est.) |
| 2019-2020 | 159,600 (Budget) |

KEY REVENUE SOURCE ANALYSIS

Electricity Sales Tax = \$ 3,769,380

Prior to FY 2015, the State of North Carolina levied a tax on the gross receipts of electricity companies and a tax on the volume of piped natural gas sold by gas companies. Municipalities received a portion of the gas and electricity taxes generated within their corporate limits. Effective July 1, 2014, these franchise taxes were repealed and the general sales tax rate is applied to the sale of piped natural gas and electricity. Utility taxes continue to be received quarterly from the State, with the highest receipts expected in the fourth quarter of the fiscal year. During the first year of implementation, utility sales tax revenues were significantly higher than projected for electricity and significantly lower for natural gas, both of which were the result of estimation errors by legislative staff of the effect of the legislation. This revenue source is highly sensitive to several factors, with weather conditions, consumption and price being significant influences. These factors are taken into consideration during the budget process and conservative estimates are used.

| | |
|-----------|--------------------|
| 2014-2015 | 4,113,399 |
| 2015-2016 | 4,267,797 |
| 2016-2017 | 4,083,527 |
| 2017-2018 | 4,191,146 |
| 2018-2019 | 4,150,000 (Est.) |
| 2019-2020 | 3,769,380 (Budget) |

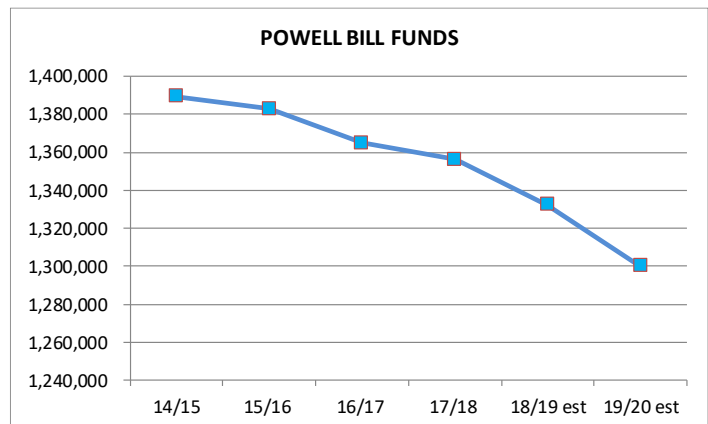


Powell Bill Funds = \$ 1,300,000

In previous years, Powell Bill funds were projected based on a percentage of gas tax revenues. In 2016, the General Assembly eliminated this relationship and made the Powell Bill a direct appropriation of State dollars. The General Assembly could decide to adjust the amount of Powell Bill funds for FY 2020. Our budget is conservative to address this possibility.

The formula for calculating Powell Bill distributions remains unchanged. Of the total annual distribution, 75% is allocated based on population of the eligible city. The remaining 25% distribution is allocated based on the number of city-maintained street system miles within each municipality.

| | |
|-----------|--------------------|
| 2014-2015 | 1,389,511 |
| 2015-2016 | 1,382,907 |
| 2016-2017 | 1,364,969 |
| 2017-2018 | 1,356,307 |
| 2018-2019 | 1,332,200 (Est.) |
| 2019-2020 | 1,300,000 (Budget) |

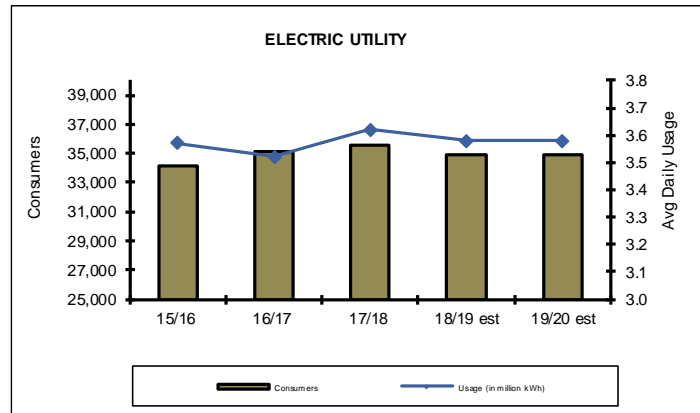


KEY REVENUE SOURCE ANALYSIS

Electric Sales/Charges for Service = \$ 126,349,910

Electric sales are highly sensitive to cyclical variability in weather and are budgeted conservatively to mitigate the impact from wide-ranging swings in weather patterns. Sales for FY 2020 are estimated to be approximately 0.18% higher than FY 2019 sales.

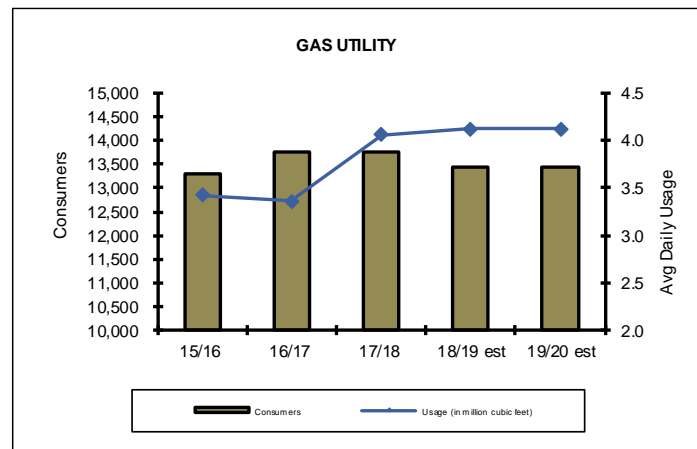
| | |
|-----------|----------------------|
| 2014-2015 | 146,012,722 |
| 2015-2016 | 127,934,762 |
| 2016-2017 | 124,734,434 |
| 2017-2018 | 124,697,205 |
| 2018-2019 | 126,117,839 (Est.) |
| 2019-2020 | 126,349,910 (Budget) |



Gas Sales/Charges for Service = \$ 17,464,700

Natural gas sales for FY 2019 decreased 3.6% from sales from FY 2018. Gas sales are influenced by consumption, which is related to various factors; predominately weather conditions and rates of economic growth. Gas sales are budgeted conservatively to mitigate any impact from wide-ranging swings in weather patterns.

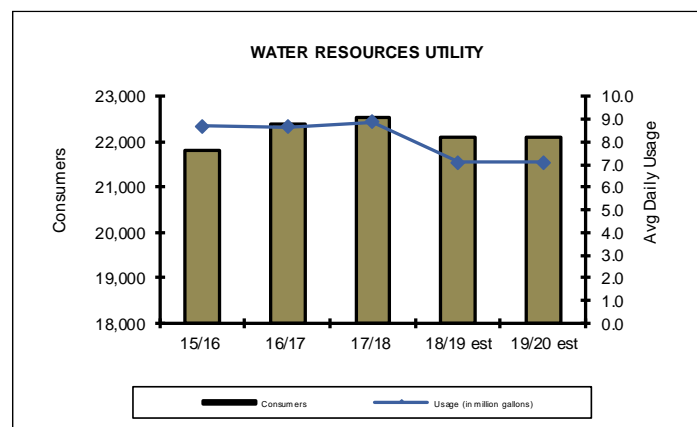
| | |
|-----------|---------------------|
| 2014-2015 | 18,969,005 |
| 2015-2016 | 14,829,063 |
| 2016-2017 | 14,854,558 |
| 2017-2018 | 18,652,908 |
| 2018-2019 | 17,977,160 (Est.) |
| 2019-2020 | 17,464,700 (Budget) |



Water Sales/Charges for Service = \$ 12,947,800

The FY 2020 budgeted sales are 4.3% higher than the FY 2019 sales. Conservation, slowed economic growth and unpredictable weather conditions all directly contribute to the level of sales.

| | |
|-----------|---------------------|
| 2014-2015 | 10,886,967 |
| 2015-2016 | 11,342,705 |
| 2016-2017 | 11,733,928 |
| 2017-2018 | 11,862,100 |
| 2018-2019 | 12,409,661 (Est.) |
| 2019-2020 | 12,947,800 (Budget) |

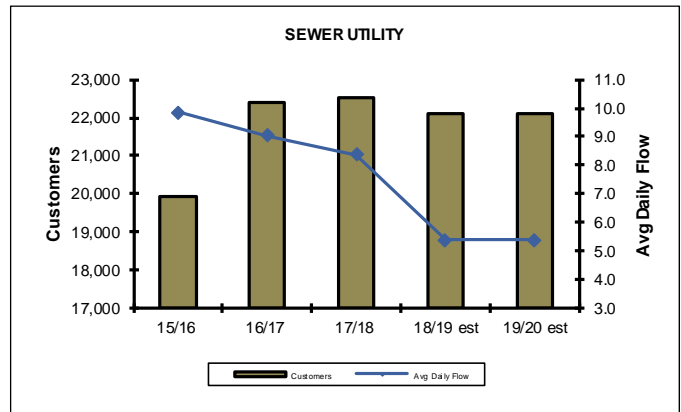


KEY REVENUE SOURCE ANALYSIS

Sewer Sales/Charges for Service = \$ 14,151,500

The FY 2020 sanitary sewer charges are budgeted with a 4% increase compared to FY 2019 charges. Conservation, slowed economic growth and fluctuating weather conditions all directly contribute to the level of sales.

| | |
|-----------|---------------------|
| 2014-2015 | 12,152,853 |
| 2015-2016 | 12,260,389 |
| 2016-2017 | 12,917,010 |
| 2017-2018 | 13,079,265 |
| 2018-2019 | 13,602,080 (Est.) |
| 2019-2020 | 14,151,500 (Budget) |



FULL-TIME POSITIONS SUMMARY

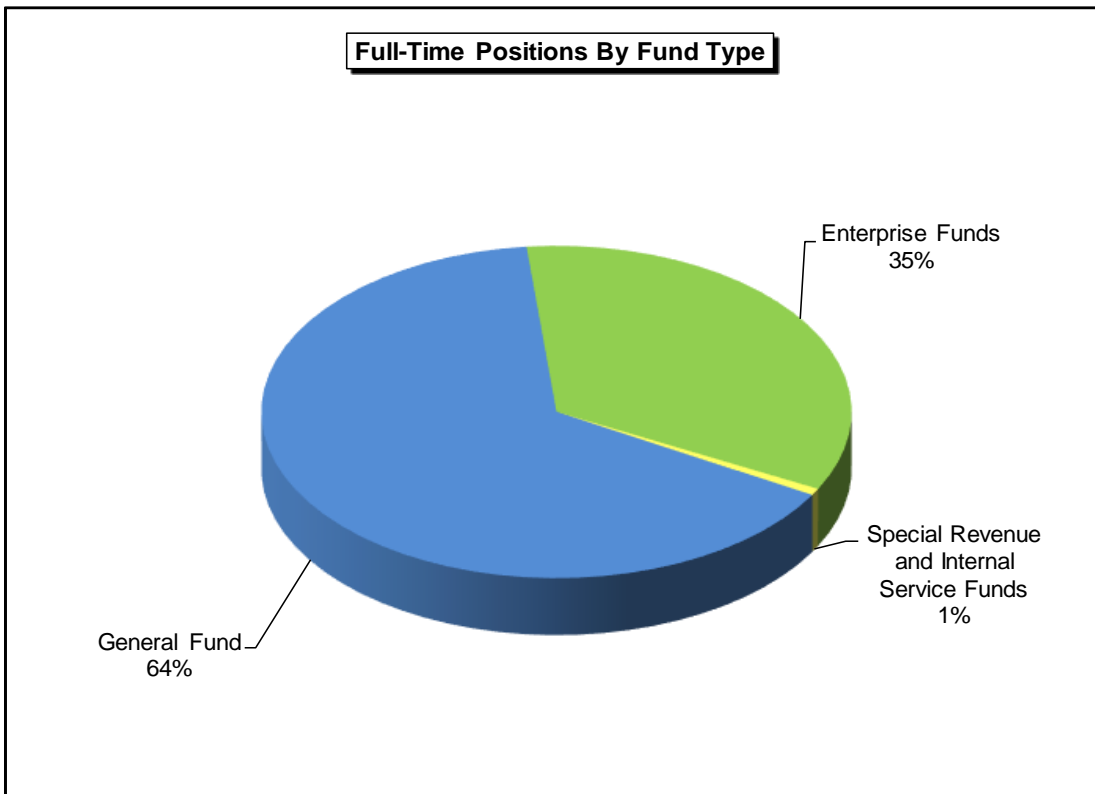
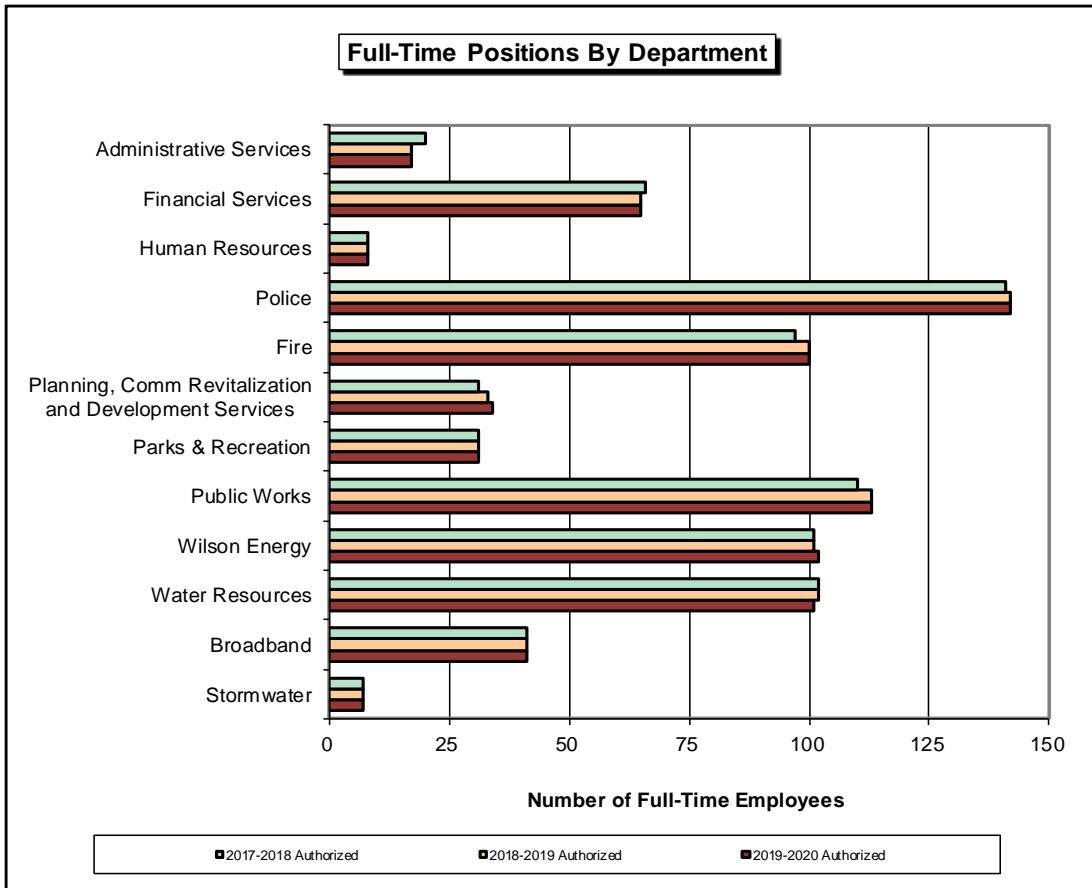
| DEPARTMENT | DIVISION | | 2017-18 POSITIONS (as amended) | 2018-19 POSITIONS (as amended) | 2019-20 POSITIONS |
|--|--|------|--------------------------------------|--------------------------------------|----------------------|
| Administrative Services | Administration | 1002 | 4 | 4 | 4 |
| | Communications and Marketing | 1004 | 3 | 3 | 3 |
| | Facility Services | 1006 | 10 | 6 | 6 |
| | Human Relations | 1020 | 3 | 3 | 3 |
| | Gig East Exchange | 1025 | 0 | 1 | 1 |
| | | | | 20 | 17 |
| Financial Services | Administration and Accounting | 2001 | 14 | 14 | 14 |
| | Purchasing and Warehouse | 2004 | 10 | 10 | 10 |
| | Billing, Collections, Customer Service, and Credit | 2006 | 40 | 39 | 39 |
| | Print Services | 2008 | 2 | 2 | 2 |
| | | | | 66 | 65 |
| Human Resources | Human Resources | 2501 | 6 | 6 | 6 |
| | | | 6 | 6 | 6 |
| Police | Police | 3101 | 139 | 140 | 140 |
| | Police Overhires | | 2 | 2 | 2 |
| | | | 141 | 142 | 142 |
| Fire | Fire | 3201 | 94 | 97 | 97 |
| | Fire Overhires | | 3 | 3 | 3 |
| | | | 97 | 100 | 100 |
| Planning, Community Revitalization, and Development Services | Planning and Community Revitalization | 3501 | 9 | 11 | 12 |
| | Construction Standards | 3502 | 8 | 9 | 9 |
| | Land Development | 3504 | 4 | 4 | 4 |
| | Neighborhood Improvements | 3505 | 4 | 3 | 3 |
| | Geographic Information Services | 3506 | 3 | 3 | 3 |
| | | | | 28 | 30 |
| Parks and Recreation | Recreation | 4001 | 11 | 11 | 11 |
| | Parks | 4002 | 17 | 17 | 17 |
| | Wedgewood | 4045 | 3 | 3 | 3 |
| | | | 31 | 31 | 31 |
| Public Works | Public Works Administration | 5001 | 7 | 7 | 7 |
| | Street Maintenance | 5002 | 25 | 25 | 25 |
| | Environmental Services | 5003 | 40 | 40 | 40 |
| | Engineering | 5004 | 4 | 4 | 4 |
| | Fleet Maintenance | 5005 | 16 | 17 | 17 |
| | Stormwater Compliance | 5006 | 4 | 4 | 4 |
| | Parking and Traffic | 5008 | 4 | 6 | 6 |
| | | | | 100 | 103 |

FULL-TIME POSITIONS SUMMARY

| DEPARTMENT | DIVISION | | 2017-18 POSITIONS (as amended) | 2018-19 POSITIONS (as amended) | 2019-20 POSITIONS |
|-----------------------|-----------------------------------|------|--------------------------------------|--------------------------------------|----------------------|
| Electric | Electric Administration | 6001 | 5 | 5 | 5 |
| | Engineering and System Planning | 6002 | 13 | 13 | 13 |
| | System Control and Communications | 6003 | 6 | 6 | 7 |
| | Electric Distribution | 6005 | 51 | 51 | 51 |
| | Key Accounts and Marketing | 6006 | 1 | 1 | 1 |
| | | | | 76 | 76 |
| Gas | Gas Distribution | 6502 | 21 | 21 | 21 |
| | Utility Locators | 6503 | 4 | 4 | 4 |
| | | | 25 | 25 | 25 |
| Water Resources | Water Resources Administration | 7001 | 2 | 2 | 2 |
| | Water Treatment | 7002 | 21 | 21 | 20 |
| | Water Distribution | 7003 | 20 | 20 | 20 |
| | Water Reclamation | 7004 | 31 | 31 | 31 |
| | Wastewater Collection | 7005 | 28 | 28 | 28 |
| | | | | 102 | 102 |
| Broadband | Broadband Administration | 6301 | 2 | 2 | 2 |
| | Broadband Operations | 6302 | 13 | 13 | 13 |
| | Broadband Head End Engineering | 6303 | 4 | 4 | 4 |
| | Technical Support Services | 6306 | 8 | 8 | 8 |
| | Unified Communications Center | 6307 | 14 | 14 | 14 |
| | | | | 41 | 41 |
| Stormwater Management | Stormwater Management | 7606 | 7 | 7 | 7 |
| | | | 7 | 7 | 7 |
| Downtown Development | Administration | 8501 | 3 | 3 | 3 |
| | | | 3 | 3 | 3 |
| Mass Transit | Administration | 5101 | 3 | 3 | 3 |
| | Operations | 5102 | 7 | 7 | 7 |
| | | | 10 | 10 | 10 |
| Risk Management | Risk Services | 2503 | 2 | 2 | 2 |
| | | | 2 | 2 | 2 |
| GRAND TOTAL | | | 755 | 760 | 761 |

Note: Maintaining a strong team requires us to define strategic roles for each team member and through collaboration bring different strengths to the table. Our continuous staffing management plan takes into consideration not only the staff needed to maintain efficient operations, but also processes that can be improved by technology advances or additional training. As a result, staffing levels may vary from year-to-year as we shift resources between various departments to meet operational needs throughout the year to maximize productivity. Overall, staffing level shifts for FY 2020 will result in a net increase of one position in the budget (increase of 1 Community Development Project Coordinator, 1 Generator Systems Technician, and 1 Water Resources Technician, offset by the decrease of 2 Water Plant Operators that were approved as overhires in FY2019), with a total of 761 full-time positions.

FULL-TIME POSITIONS SUMMARY



REVENUE AND EXPENDITURE SUMMARY

GENERAL

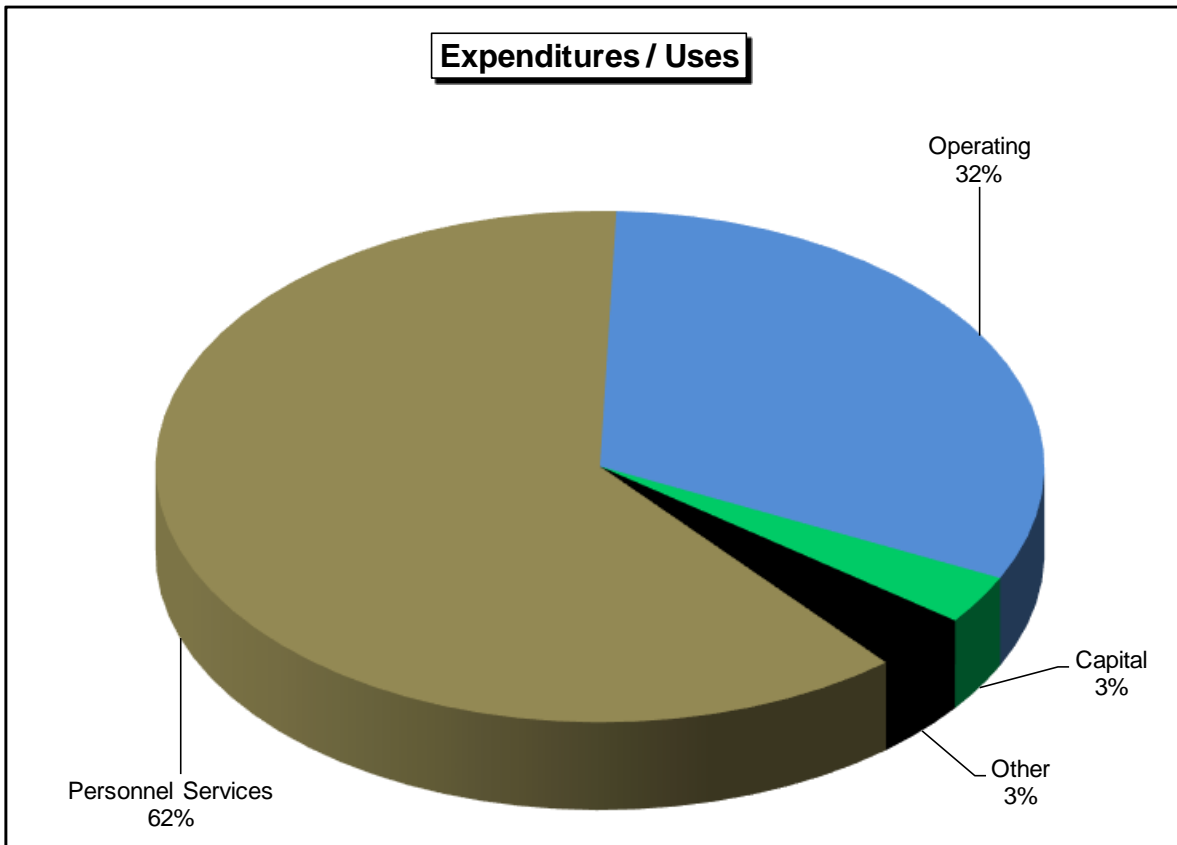
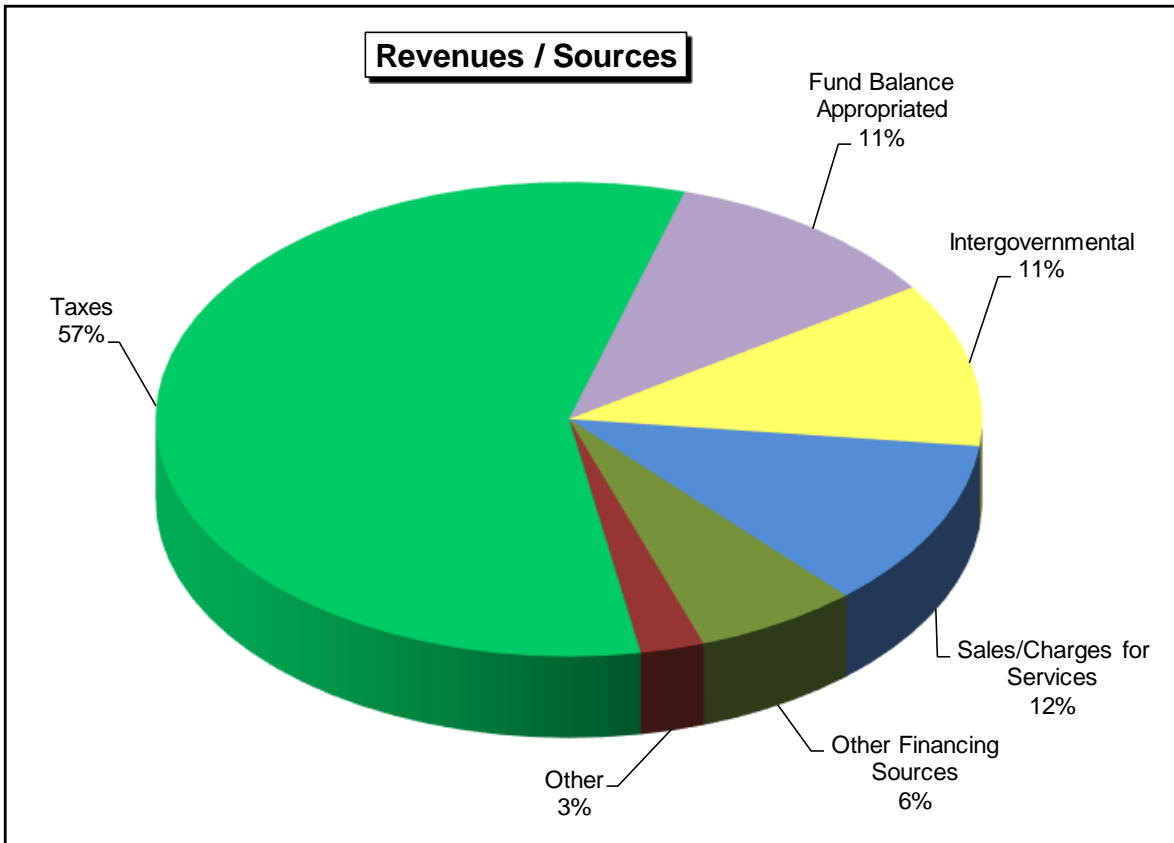
ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Property Taxes | \$ 20,425,015 | \$ 20,752,600 | \$ 21,737,870 | \$ 21,256,100 |
| Motor Vehicle Property Taxes | 2,092,751 | 2,113,290 | 2,205,000 | 2,148,570 |
| Other Taxes | 9,178,187 | 6,797,780 | 8,805,000 | 8,120,450 |
| Intergovernmental | 7,190,859 | 6,522,845 | 7,108,581 | 6,154,750 |
| Sales/Charges for Services | 6,603,323 | 6,148,730 | 6,469,721 | 6,341,220 |
| Licenses, Permits, Etc. | 1,553,525 | 1,111,770 | 1,650,360 | 1,150,480 |
| Assessments | 85,997 | 30,000 | 107,680 | 35,400 |
| Miscellaneous Income | 1,221,158 | 261,000 | 760,362 | 40,550 |
| Investment Income | 42,614 | 125,000 | 205,000 | 150,000 |
| Proceeds from | | | | |
| Installment Contracts | 740,000 | 0 | 0 | 0 |
| Interfund Transfers In | 3,473,660 | 3,465,010 | 3,515,010 | 3,522,280 |
| Fund Balance Appropriated | <u>0</u> | <u>11,299,719</u> | <u>0</u> | <u>6,115,660</u> |
| TOTAL | <u>\$ 52,607,089</u> | <u>\$ 58,627,744</u> | <u>\$ 52,564,584</u> | <u>\$ 55,035,460</u> |

Expenditures and Other Uses

| | | | | |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Administrative Services | \$ 5,139,526 | \$ 5,823,709 | \$ 5,459,346 | \$ 5,028,340 |
| Financial Services | 1,215,309 | 1,310,190 | 1,227,270 | 1,313,790 |
| Information Technology Services * | 317,828 | 317,830 | 317,830 | 324,190 |
| Human Resources | 375,042 | 373,690 | 355,530 | 380,290 |
| Police | 13,588,999 | 15,438,688 | 14,960,145 | 15,170,980 |
| Fire | 9,518,463 | 8,903,580 | 8,726,385 | 9,138,120 |
| Planning & Community Revitalization and Development Services | 2,651,897 | 3,278,088 | 3,001,810 | 3,248,720 |
| Parks and Recreation | 5,710,972 | 6,140,937 | 5,961,490 | 5,782,850 |
| Public Works | 11,217,252 | 12,407,687 | 11,220,050 | 12,093,310 |
| Interfund Transfers Out | <u>1,824,790</u> | <u>4,633,345</u> | <u>4,656,885</u> | <u>2,554,870</u> |
| TOTAL | <u>\$ 51,560,078</u> | <u>\$ 58,627,744</u> | <u>\$ 55,886,741</u> | <u>\$ 55,035,460</u> |

* Note: Information Technology Services is a service provided by Greenlight and billed to the General Fund as a contract service. A departmental summary section is not presented as a department in the General Fund.



REVENUES, OTHER SOURCES, AND FUND BALANCE**GENERAL**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|-------------------------------------|-------------------|-------------------|----------------------|-------------------|
| PROPERTY TAXES | | | | |
| Current Year | \$ 20,142,216 | \$ 20,672,600 | \$ 21,403,410 | \$ 21,196,100 |
| Prior Year | 279,614 | 280,000 | 334,460 | 260,000 |
| Payments in Lieu of Taxes | 3,185 | 0 | 0 | 0 |
| Refund of Taxes | <u>0</u> | <u>(200,000)</u> | <u>0</u> | <u>(200,000)</u> |
| Sub-Total | 20,425,015 | 20,752,600 | 21,737,870 | 21,256,100 |
| MOTOR VEHICLE PROPERTY TAXES | | | | |
| Current Year | 2,080,233 | 2,106,290 | 2,195,140 | 2,143,570 |
| Prior Year | <u>12,518</u> | <u>7,000</u> | <u>9,860</u> | <u>5,000</u> |
| Sub-Total | 2,092,751 | 2,113,290 | 2,205,000 | 2,148,570 |
| OTHER TAXES | | | | |
| One Cent Sales Tax | 3,555,779 | 2,820,000 | 3,425,000 | 3,243,000 |
| Original Half Cent | 1,748,322 | 1,306,000 | 1,720,000 | 1,501,900 |
| Additional Half Cent | 1,709,401 | 1,250,000 | 1,625,000 | 1,500,000 |
| Additional Half Cent | 1,714,990 | 1,140,000 | 1,635,000 | 1,539,000 |
| Occupancy Tax | 397,426 | 250,000 | 350,000 | 300,000 |
| Vehicle Rental Tax | <u>52,269</u> | <u>31,780</u> | <u>50,000</u> | <u>36,550</u> |
| Sub-Total | 9,178,187 | 6,797,780 | 8,805,000 | 8,120,450 |
| INTERGOVERNMENTAL | | | | |
| Utility Sales Tax | 4,404,511 | 3,755,530 | 4,369,000 | 3,928,980 |
| Telecommunications | 335,582 | 264,100 | 295,400 | 264,100 |
| Video Programming | 364,446 | 317,230 | 305,000 | 285,510 |
| Beer and Wine Excise Tax | 213,991 | 195,000 | 195,000 | 195,000 |
| Powell Bill Funds | 1,356,307 | 1,300,500 | 1,332,200 | 1,300,000 |
| ABC Store Profits | 87,500 | 70,820 | 87,500 | 74,360 |
| Law Enforcement Forfeitures | 104,215 | 155,670 | 74,811 | 0 |
| PEG Channel Reimbursement | 80,405 | 153,530 | 80,270 | 80,270 |
| Solid Waste Tax Distribution | 34,050 | 26,010 | 30,000 | 26,530 |
| Grants | <u>209,852</u> | <u>284,455</u> | <u>339,400</u> | <u>0</u> |
| Sub-Total | 7,190,859 | 6,522,845 | 7,108,581 | 6,154,750 |
| SALES/CHARGES FOR SERVICES | | | | |
| Residential Solid Waste Fees | 4,846,783 | 4,615,600 | 4,877,500 | 4,801,120 |
| Income From Recreation | 1,198,234 | 1,037,720 | 1,035,300 | 1,025,890 |
| Fire Protection | 72,558 | 68,200 | 68,200 | 68,200 |
| Other | <u>485,748</u> | <u>427,210</u> | <u>488,721</u> | <u>446,010</u> |
| Sub-Total | 6,603,323 | 6,148,730 | 6,469,721 | 6,341,220 |

REVENUES, OTHER SOURCES, AND FUND BALANCE**GENERAL**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|----------------------|----------------------|----------------------|----------------------|
| LICENSES, PERMITS, ETC. | | | | |
| Special Licenses | 2,905 | 400 | 2,420 | 500 |
| Motor Vehicle Licenses | 877,251 | 715,000 | 892,300 | 715,000 |
| Building Permits | 217,894 | 134,140 | 290,000 | 147,500 |
| HVAC Permits | 133,642 | 96,000 | 125,000 | 97,920 |
| Planning and Zoning Fees | 64,944 | 46,800 | 64,390 | 49,140 |
| Plumbing Inspections | 58,620 | 25,000 | 67,000 | 27,500 |
| Electrical Inspections | 91,056 | 47,280 | 100,000 | 54,300 |
| Fire Inspection Fees | 60,682 | 30,000 | 40,000 | 30,000 |
| Other Permits and Charges | <u>46,531</u> | <u>17,150</u> | <u>69,250</u> | <u>28,620</u> |
| Sub-Total | 1,553,525 | 1,111,770 | 1,650,360 | 1,150,480 |
| ASSESSMENTS | 85,997 | 30,000 | 107,680 | 35,400 |
| MISCELLANEOUS INCOME | 1,221,158 | 261,000 | 760,362 | 40,550 |
| INVESTMENT INCOME | 42,614 | 125,000 | 205,000 | 150,000 |
| PROCEEDS FROM INSTALLMENT CONTRACTS | 740,000 | 0 | 0 | 0 |
| INTERFUND TRANSFERS IN | | | | |
| Electric Fund | 1,675,000 | 1,675,000 | 1,675,000 | 1,675,000 |
| Gas Fund | 1,102,920 | 1,052,920 | 1,102,920 | 1,052,920 |
| Electric and Gas (Payment in lieu of Taxes) | <u>695,740</u> | <u>737,090</u> | <u>737,090</u> | <u>794,360</u> |
| Sub-Total | 3,473,660 | 3,465,010 | 3,515,010 | 3,522,280 |
| FUND BALANCE APPROPRIATED * | | | | |
| Fund Balance Appropriated - (Unassigned) | 0 | 10,583,070 | 0 | 6,115,660 |
| Encumbrance Balance | <u>0</u> | <u>716,649</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>11,299,719</u> | <u>0</u> | <u>6,115,660</u> |
| Total | <u>\$ 52,607,089</u> | <u>\$ 58,627,744</u> | <u>\$ 52,564,584</u> | <u>\$ 55,035,460</u> |

* Fund balance appropriated is a budgetary item and therefore no actual revenue is recorded in the Actual or Estimated columns.

PROPERTY TAXES

- Current Year Taxes These taxes reflect the largest single revenue source in the General Fund. The taxes in this category are based on the assessed value of taxable real and personal property as of January 1. The proposed tax rate is 57.5 cents per \$100 value. The last change to the property tax rate was in fiscal year 2019.
- Prior Year Taxes This revenue consists of late property tax payments from previous fiscal years received within the current fiscal year.

MOTOR VEHICLE PROPERTY TAXES

- Current Year Taxes The North Carolina General Assembly passed a new law which became effective July 1, 2013, that was designed as a convenient way to pay annual vehicle tag and property tax renewals. This law created a combined motor vehicle registration renewal and property tax collection system (Tag & Tax System). The new law transfers the responsibility for motor vehicle tax collection from the individual counties across North Carolina to the North Carolina Division of Motor Vehicles (NCDMV).
- Prior Year Taxes This revenue consists of late property tax payments from previous fiscal years received within the current fiscal year.

TAXES

- One Cent This tax is the original 1% local option sales tax levied by the County and collected and distributed by the State based on the local retail sales.
- Original Half Cent This is the first half cent local option sales tax levied late 1984. The City currently uses 100% of this tax for general government purposes.
- Additional Half Cent These taxes (Article 42 and Article 44) are similar to the original half cent tax and were implemented following General Assembly authorization in 1986 and 2002. The City currently uses 100% of these taxes for general government purposes.
- Occupancy Tax As a result of Session Law 2016-65 (Senate Bill 50), ratified on July 1, 2016, Wilson County was authorized to levy an additional room occupancy tax of up to three percent (3%) of the gross receipts derived from the rental of accommodations. The City will receive quarterly proceeds from the Wilson County Tourism Development Authority for 1% of the additional occupancy tax collected by the County to be used on tourism-related expenditures that are mutually agreed upon by the Wilson County Tourism Development Authority and the Wilson City Council. The approved multi-year tourism-related project is J Burt Gillette Soccer Field Improvements.
- Vehicle Rental Tax This is a tax levied on the receipts from rental vehicles.

INTERGOVERNMENTAL

- Telecommunication Tax This is a sales tax on the gross receipts from certain telecommunication services levied and distributed by the State on behalf of the cities. It replaced the utility franchise tax on telephone companies that was repealed effective in 2002.
- Video Programming House Bill 2047 regarding video franchising became effective January 1, 2007. This bill makes the state the franchising authority for video services and preempts local government franchising authority. Under this arrangement, franchise fee revenue is

made up through state distribution of local shares of sales tax collections on telecommunications, cable, satellite television services, including video programming sales tax and PEG channel distribution. Municipal distributions of the local video programming revenues are September 15, December 15, March 15, and June 15.

Utility Sales Tax

Prior to FY 2015, the State of North Carolina levied a tax on the gross receipts of electricity companies and a tax on the volume of piped natural gas sold by gas companies. Municipalities received a portion of the gas and electricity taxes generated within their corporate limits. Effective July 1, 2014, the franchise taxes were repealed and the general sales tax rate is applied to the sale of electricity and piped natural gas. From the proceeds of that sales tax, 44 percent is distributed to municipalities. Each municipality receives an amount equivalent to at least the electricity and gas franchise tax distribution that it received in FY 2014. If there is insufficient revenue to provide each municipality with the same distribution that it received in FY 2014, then each municipality's distribution will be reduced proportionally. If there is excess sales tax revenue after matching each municipality's FY 2014, then each municipality will receive a share of the excess based on its ad valorem tax levy as a percentage of the total municipal ad valorem tax levy. Utilities taxes continue to be received quarterly from the State, with the highest receipts expected in the fourth quarter of the fiscal year.

Beer and Wine Excise Tax

These revenues reflect excise taxes on the sale of beer and unfortified wine at the wholesale level which is collected and distributed by the State.

Powell Bill Funds

This revenue reflects distributions from the State from a portion of the State gasoline tax and a supplemental distribution from the State Highway Trust Fund to be used for streets and other public thoroughfare purposes.

ABC Store Profits

Revenues reflected in this category are the City's share of profits distributed by the local ABC store system.

Law Enforcement Forfeitures

This revenue includes monies seized by the federal and state government for illegal activities that are shared with the law enforcement agency participating in the investigation.

Grants

This includes grants from other governmental agencies to support such programs as law enforcement technology and equipment improvements.

PEG Channel Reimbursement

If a local government operates its own governmental or educational channel and produces or purchases the programming for that channel, or makes its studio available to residents for the production of programming shown on the public access channel, the government qualifies as the Public, Educational and Governmental (PEG) channel operator. The NC Secretary of Revenue must include the applicable amount of supplemental PEG channel support in each quarterly distribution to a county or city. The amount includes one-fourth of twenty-five thousand dollars (\$25,000) for each qualifying PEG channel operated certified by the county or city. A county or city may not receive PEG channel support under this subsection for more than three qualifying PEG channels.

Solid Waste Tax

A \$2.00 per-ton solid waste disposal tax charged on municipal solid waste and construction and demolition debris that is deposited into landfill in the state or transferred for disposal outside the state. The proceeds of the tax are distributed as follows: 50% to Inactive Hazardous Sites Cleanup Fund to pay for pre-1983 landfill assessment and remediation, 18.75% to cities on a per capita basis for solid waste management programs and services, and 12.5% to the State's General Fund.

SALES/CHARGES FOR SERVICES

Residential Solid Waste Fee

These fees are collected from each household within the City to cover the cost of solid waste collection and disposal.

Income from Recreation Facilities

This reflects fees and charges associated with participation in the various programs offered by the Recreation Department including the golf course.

Fire Protection

This represents charges made by the City for providing fire protection for government agencies and businesses that do not pay property taxes to the City.

Other

This includes rental income received from the leasing of certain City buildings as well as income received from certain parking facilities.

LICENSES AND PERMITS

Special Licenses Tax

These are fees or taxes levied on various trades, occupations, professions, businesses, or franchises located within the City.

Motor Vehicle Licenses

This tax is levied on motor vehicle owners for keeping a motor vehicle within the City.

Building Permits

These are revenues generated by the Construction Standards Division of Planning and Development Services for the performance of inspections on building construction and the issuance of permits required for such.

Planning and Zoning Fees

These fees are associated with the approval of development plans, which include subdivision plans, individual sites, as well as zoning applications.

Plumbing Inspection Fees

This category reflects fees associated with the permits and inspections for the installation of plumbing fixtures.

Electrical Inspection Fees

Fees are also required for the issuance of permits to install electrical wiring and performance of inspections on the completed electrical work.

Fines and Penalties

These revenues are generated by inspection and code compliance services when efforts to achieve compliance have failed and the violator has subjected themselves to escalating violation fines.

DESCRIPTION OF REVENUE SOURCES

GENERAL

| | |
|-------------------------------------|---|
| <u>HVAC Permits</u> | These fees are associated with the issuance of permits and inspections related to the installation of heating, ventilation and cooling systems. |
| <u>Fire Inspection Fees</u> | This revenue reflects the charges for state required fire inspections and associated re-inspections for non-compliance. |
| <u>Other Permits and Charges</u> | Various fees for energy permits, sign permits, asbestos inspections, building plan review and other miscellaneous inspection services. |
| ASSESSMENTS | This represents charges levied against specific properties for public improvements made to those properties. |
| MISCELLANEOUS INCOME | This includes such revenue sources as the proceeds from the disposal of surplus property, commercial refuse collection fees, charges for street cuts, etc. |
| INVESTMENT INCOME | This represents the General Fund's share of the interest earned on and gains/losses from the sale of the City's investments. |
| PROCEEDS FROM INSTALLMENT CONTRACTS | This represents the amount recognized as a financial resource associated with an asset acquired through a lease-purchase type of arrangement. |
| INTERFUND TRANSFERS | This category reflects financing sources distributed to the General Fund from other funds. |
| FUND BALANCE | |
| <u>Fund Balance Appropriated</u> | A Fund Balance Appropriation represents an appropriation (set aside) of some portion of the fund balance as of the close of the preceding fiscal year that will be utilized to help finance the activities of the subsequent year. City Council's policy is to maintain an amount of fund balance available for appropriation in the General Fund at a level no less than 25% of annual expenditures. |
| <u>Encumbrance Balance</u> | This represents the amount of fund balance at the close of the preceding fiscal year for the financial commitments that are in the subsequent year's budget. |

EXPENDITURE SUMMARY**GENERAL**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|--------------------|--------------------|----------------------|--------------------|
| Administrative Services | | | | |
| Personnel Services | \$ 1,916,470 | \$ 2,188,720 | \$ 2,011,310 | \$ 2,068,810 |
| Operating Expenses | 4,972,182 | 5,789,388 | 5,730,160 | 5,252,670 |
| Recovered Costs | (2,466,569) | (3,118,970) | (2,725,974) | (2,293,140) |
| Capital Outlay | <u>717,443</u> | <u>964,571</u> | <u>443,850</u> | <u>0</u> |
| Total | 5,139,526 | 5,823,709 | 5,459,346 | 5,028,340 |
| Financial Services | | | | |
| Personnel Services | 4,743,572 | 5,014,620 | 4,675,860 | 5,072,030 |
| Operating Expenses | 2,038,227 | 1,946,830 | 2,011,920 | 2,066,610 |
| Recovered Costs | (5,635,062) | (5,743,260) | (5,546,510) | (5,824,850) |
| Capital Outlay | <u>68,572</u> | <u>92,000</u> | <u>86,000</u> | <u>0</u> |
| Total | 1,215,309 | 1,310,190 | 1,227,270 | 1,313,790 |
| Information Technology Services | | | | |
| Operating Expenses | 2,455,263 | 2,520,860 | 2,520,860 | 2,552,660 |
| Recovered Costs | <u>(2,137,435)</u> | <u>(2,203,030)</u> | <u>(2,203,030)</u> | <u>(2,228,470)</u> |
| Total | 317,828 | 317,830 | 317,830 | 324,190 |
| Human Resources | | | | |
| Personnel Services | 476,198 | 517,180 | 483,920 | 523,340 |
| Operating Expenses | 148,871 | 105,630 | 108,630 | 110,480 |
| Recovered Costs | <u>(250,027)</u> | <u>(249,120)</u> | <u>(237,020)</u> | <u>(253,530)</u> |
| Total | 375,042 | 373,690 | 355,530 | 380,290 |
| Police | | | | |
| Personnel Services | 11,234,262 | 12,627,060 | 11,850,700 | 13,038,310 |
| Operating Expenses | 2,214,333 | 2,044,361 | 2,353,955 | 2,170,750 |
| Recovered Costs | (261,844) | (252,540) | (237,810) | (260,770) |
| Capital Outlay | <u>402,248</u> | <u>1,019,807</u> | <u>993,300</u> | <u>222,690</u> |
| Total | 13,588,999 | 15,438,688 | 14,960,145 | 15,170,980 |

EXPENDITURE SUMMARY**GENERAL**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|-------------------|-------------------|----------------------|-------------------|
| Fire | | | | |
| Personnel Services | 7,717,475 | 8,231,680 | 8,064,505 | 8,391,840 |
| Operating Expenses | 836,725 | 867,370 | 849,010 | 932,870 |
| Recovered Costs | (385,874) | (411,580) | (403,230) | (419,590) |
| Capital Outlay | <u>1,350,137</u> | <u>216,110</u> | <u>216,100</u> | <u>233,000</u> |
| Total | 9,518,463 | 8,903,580 | 8,726,385 | 9,138,120 |
| Planning & Community Revitalization and Development Services | | | | |
| Personnel Services | 2,629,152 | 2,881,310 | 2,736,480 | 3,048,070 |
| Operating Expenses | 478,768 | 796,137 | 661,150 | 613,220 |
| Recovered Costs | (519,197) | (465,020) | (464,500) | (493,210) |
| Capital Outlay | <u>63,174</u> | <u>65,661</u> | <u>68,680</u> | <u>80,640</u> |
| Total | 2,651,897 | 3,278,088 | 3,001,810 | 3,248,720 |
| Parks and Recreation | | | | |
| Personnel Services | 3,656,929 | 3,638,870 | 3,643,150 | 3,657,020 |
| Operating Expenses | 1,947,833 | 2,008,152 | 1,881,640 | 1,869,830 |
| Recovered Costs | (13,726) | (12,000) | (12,000) | (12,000) |
| Capital Outlay | <u>119,936</u> | <u>505,915</u> | <u>448,700</u> | <u>268,000</u> |
| Total | 5,710,972 | 6,140,937 | 5,961,490 | 5,782,850 |
| Public Works | | | | |
| Personnel Services | 6,696,744 | 7,263,270 | 6,806,710 | 7,529,240 |
| Operating Expenses | 6,864,016 | 7,122,795 | 6,257,350 | 6,590,880 |
| Recovered Costs | (3,083,644) | (3,525,440) | (3,326,320) | (3,384,450) |
| Capital Outlay | <u>740,136</u> | <u>1,547,062</u> | <u>1,482,310</u> | <u>1,357,640</u> |
| Total | 11,217,252 | 12,407,687 | 11,220,050 | 12,093,310 |

EXPENDITURE SUMMARY

GENERAL

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|----------------------|----------------------|----------------------|----------------------|
| Interfund Transfers Out | | | | |
| Mass Transit Fund | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 |
| Industrial Air Center Fund | 174,880 | 54,880 | 54,880 | 699,000 |
| Downtown Development Fund | 255,000 | 280,500 | 280,500 | 300,000 |
| Cemetery Fund | 20,000 | 131,900 | 131,900 | 0 |
| Rail Station Canopy Replacement Capital Project Fund | 100,000 | 0 | 0 | 0 |
| Recreation Revitalization Capital Project Fund | 100,000 | 0 | 0 | 0 |
| Risk Mitigation - Toisnot Bank and Flood Zone Capital Project Fund | 0 | 350,000 | 350,000 | 0 |
| Toisnot Park Renovations Capital Project Fund | 0 | 0 | 0 | 100,000 |
| City-Wide Greenway System Capital Project Fund | 50,000 | 100,000 | 100,000 | 100,000 |
| Lake Wilson Walking Trail & Bridge Project | 0 | 11,305 | 11,305 | 0 |
| Public Street Maint. and Construction Project | 550,000 | 575,000 | 575,000 | 575,000 |
| Centre Brick Parking Lot Re-design Capital Project Fund | 0 | 500,000 | 500,000 | 0 |
| Grant Project Fund | 15,730 | 347,570 | 347,570 | 0 |
| Wiggins Mill Park Improvements Capital Project Fund | 100,000 | 100,000 | 100,000 | 0 |
| Lake Wilson Park Improvements - Phase II Capital Project Fund | 150,000 | 295,880 | 295,880 | 445,870 |
| Cavalier Terrace Renovations Capital Project Fund | 274,180 | 56,460 | 80,000 | 0 |
| Toisnot Dog Park Capital Project Fund | 0 | 129,850 | 129,850 | 0 |
| GigEast Exchange Capital Project Fund | 0 | 100,000 | 100,000 | 0 |
| Arts Council Relocation and Renovation Capital Project Fund | 0 | 635,000 | 635,000 | 300,000 |
| Cherry Hotel Remediation and Infrastructure Improvement Capital Project Fund | 0 | 930,000 | 930,000 | 0 |
| Total | <u>1,824,790</u> | <u>4,633,345</u> | <u>4,656,885</u> | <u>2,554,870</u> |
| Grand Total | <u>\$ 51,560,078</u> | <u>\$ 58,627,744</u> | <u>\$ 55,886,741</u> | <u>\$ 55,035,460</u> |

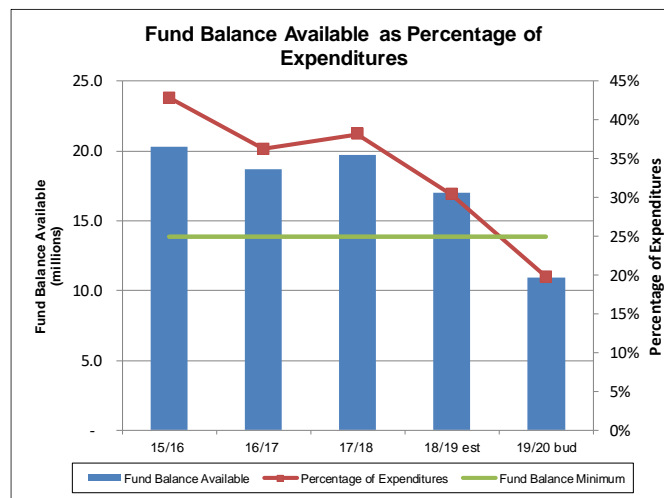
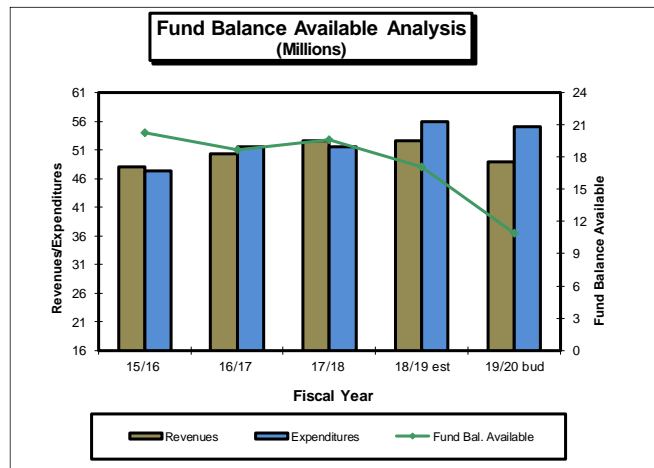
FUND BALANCE AVAILABLE

GENERAL

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|----------------------|------------------------|-----------------------|-----------------------|
| Revenues/Other Financing Sources | \$ 52,607,089 | \$ 47,328,025 | \$ 52,564,584 | \$ 48,919,800 |
| Expenditures/Other Financing Uses | <u>51,560,078</u> | <u>58,627,744</u> | <u>55,886,741</u> | <u>55,035,460</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ 1,047,011</u> | <u>\$ (11,299,719)</u> | <u>\$ (3,322,157)</u> | <u>\$ (6,115,660)</u> |
| Fund Balance Appropriated | <u>\$ 7,999,972</u> | <u>\$ 11,299,719</u> | <u>\$ 11,299,719</u> | <u>\$ 6,115,660</u> |
| Fund Balance - Beginning of Year | \$ 18,760,833 | \$ 19,673,122 | \$ 19,673,122 | \$ 17,067,614 |
| Increase (Decrease) | <u>912,289</u> | <u>(10,583,070)</u> * | <u>(2,605,508)</u> * | <u>(6,115,660)</u> |
| Fund Balance - End of Year | <u>\$ 19,673,122</u> | <u>\$ 9,090,052</u> | <u>\$ 17,067,614</u> | <u>\$ 10,951,954</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 716,649



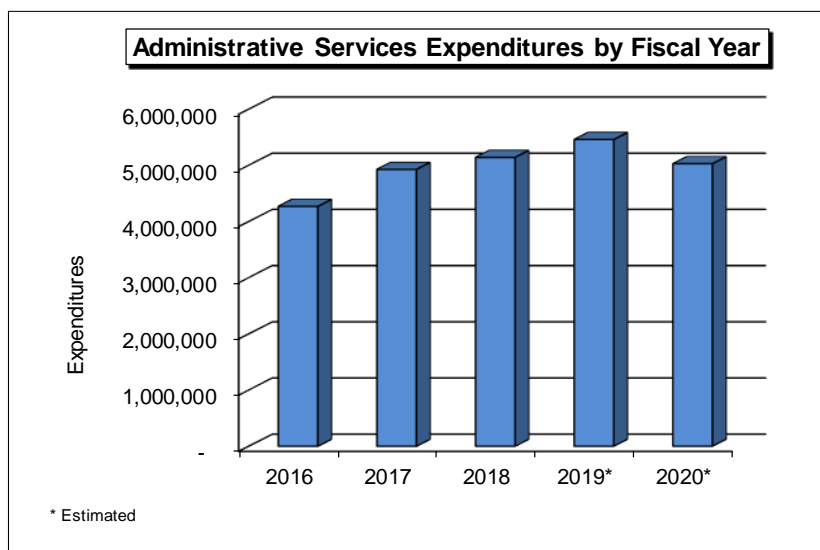
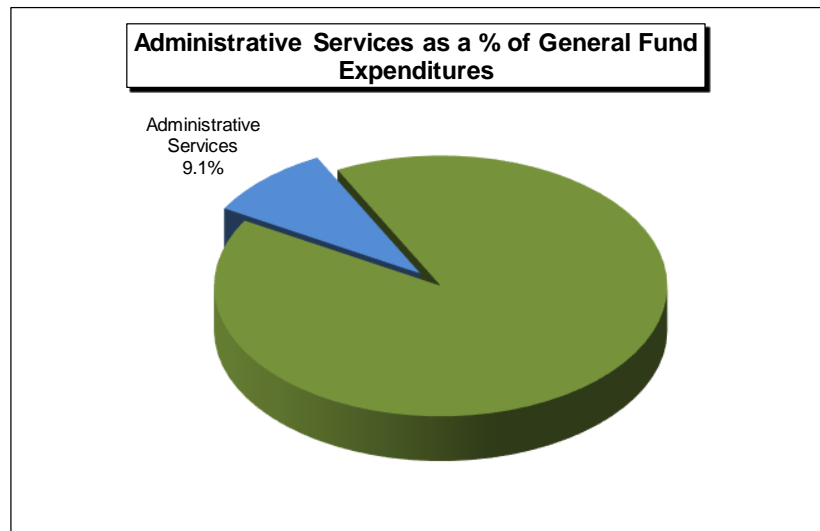
DEPARTMENT SUMMARY

ADMINISTRATIVE SERVICES

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 1,916,470 | \$ 2,188,720 | \$ 2,011,310 | \$ 2,068,810 |
| Operating Expenses | 4,972,182 | 5,789,388 | 5,730,160 | 5,252,670 |
| Recovered Costs | (2,466,569) | (3,118,970) | (2,725,974) | (2,293,140) |
| Capital Outlay | <u>717,443</u> | <u>964,571</u> | <u>443,850</u> | <u>0</u> |
| TOTAL | <u>\$ 5,139,526</u> | <u>\$ 5,823,709</u> | <u>\$ 5,459,346</u> | <u>\$ 5,028,340</u> |
| OFFSETTING REVENUES | <u>\$ 3,572</u> | <u>\$ 0</u> | <u>\$ 0</u> | <u>\$ 0</u> |

EXPENDITURES



PERSONNEL SUMMARY

ADMINISTRATIVE SERVICES

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|--|--------------|--------------------|---------------------------------|--------------------|
| Administrative Services (1002) | | | | |
| City Manager | - | 1 | 1 | 1 |
| Assistant City Manager | 26 | 1 | 1 | 1 |
| City Clerk | 20 | 1 | 1 | 1 |
| Executive Assistant | 15 | 1 | 1 | 1 |
| Communications and Marketing (1004) | | | | |
| Director of Communications and Marketing | 25 | 1 | 1 | 1 |
| Communications Coordinator | 21 | 1 | 1 | 1 |
| Strategic Communications Specialist | 15 | 1 | 1 | 1 |
| Facility Services (1006) | | | | |
| Facility Services Manager | 22 | 1 | 1 | 1 |
| Facility Services Supervisor | 18 | 1 | 1 | 1 |
| Lead Facility Services Technician | 17 | 1 | 1 | 1 |
| Facility Services Technician | 15 | 3 | 3 | 3 |
| Facilities Cleaning Crew Leader | 13 | 1 | 0 | 0 |
| Facilities Cleaning Technician | 7 | 3 | 0 | 0 |
| Part-time Administrative Secretary | 10 | 1 | 0 | 0 |
| Part-time Facilities Cleaning Technician | 7 | 2 | 0 | 0 |
| Human Relations (1020) | | | | |
| Human Relations Officer | 24 | 1 | 1 | 1 |
| Human Relations Assistant | 14 | 2 | 2 | 2 |
| GigEast Exchange (1025) | | | | |
| GigEast Exchange Manager | 24 | 0 | 1 | 1 |
| Full-time | | | | |
| | | 20 | 17 | 17 |
| Part-time | | | | |
| | | 3 | 0 | 0 |

| |
|--------------------------|
| MAYOR AND COUNCIL |
|--------------------------|

Description of Services:

Mayor and Council is responsible for formulating policies, approving annual financial plans, setting property tax rates and user fees, adopting ordinances, resolutions, and regulations for the welfare of the City. It conducts public hearings and forums, issues proclamations, represents the City in regional cooperative efforts, determines land-use policies through zoning, and provides general direction of the organization.

PROGRAM GOALS AND INITIATIVES:

- As the governing body of the City of Wilson, establish policy and enact ordinances necessary to maintain an orderly, healthy, and safe environment for all citizens
- Promote economic development
- Provide high-quality entertainment and recreational opportunities for all
- Improve human relations, especially race relations, throughout the community
- Improve City services
- Enhance business and educational opportunities by continuing to develop and support fiber optics in the community

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel Services | \$ 73,137 | \$ 73,140 | \$ 75,250 | \$ 75,260 |
| Operating Expenses | 56,501 | 76,940 | 72,430 | 76,940 |
| Recovered Costs | <u>(64,819)</u> | <u>(74,870)</u> | <u>(73,840)</u> | <u>(76,100)</u> |
| TOTAL | <u>\$ 64,819</u> | <u>\$ 75,210</u> | <u>\$ 73,840</u> | <u>\$ 76,100</u> |

| |
|--------------------------------|
| ADMINISTRATIVE SERVICES |
|--------------------------------|

Description of Services:

Administrative Services is responsible for general administration, presentation of the annual budget in accordance with budgetary standards, policy implementation, capital improvement programs, and responding to citizen and council concerns. Administration provides information to the public, records and maintains records of Council proceedings, develops and coordinates agendas, ordinances, resolutions, reports, and maintains directory of boards.

PROGRAM GOALS AND INITIATIVES:

- Develop comprehensive public information program that disseminates City's message
- Provide administrative leadership to City Council by implementing policies, programs, ordinances, and resolutions approved by the City Council
- Inform Council of the City's financial condition and future financial needs
- Provide internet access to City Code, council addresses, agendas, applications to the City boards, board directory and other public records as needed
- Prepare and distribute reports, agendas, and other communications to Council on relevant matters in a timely manner
- Implement the Council Goals and Objectives Program
- Focus on priorities placed on the City's fiber optics, continued viability in the electric business, and ensure that the City's financial debt commitment is met
- Provide accurate records for the City of Wilson and records management
- Respond to citizens/Council requests and/or concerns promptly and provide public information
- Provide necessary staff support to Mayor/City Council to perform their duties
- Communicate with Leadership Team and City employees relative to changes in programs and policies

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 509,463 | \$ 633,400 | \$ 582,940 | \$ 626,770 |
| Operating Expenses | 77,868 | 101,967 | 80,890 | 125,220 |
| Recovered Costs | <u>(293,665)</u> | <u>(367,110)</u> | <u>(331,920)</u> | <u>(376,000)</u> |
| TOTAL | <u>\$ 293,666</u> | <u>\$ 368,257</u> | <u>\$ 331,910</u> | <u>\$ 375,990</u> |

| |
|----------------------|
| CITY ATTORNEY |
|----------------------|

Description of Services:

The City Attorney is responsible for legal advice to Council and staff, litigation, resolution and ordinance drafting, policy review, and legislative review and planning.

PROGRAM GOALS AND INITIATIVES:

- Protect the interests of the City of Wilson by serving as legal advisor to the Mayor and City Council, City Manager, boards, commissions, and staff
- Represent the City of Wilson in all aspects of litigation and legal affairs, including prosecution and defense of suits for and against the City of Wilson
- Prepare or assist in preparing ordinances, resolutions, agreements, and other necessary legal documents
- Advise Mayor, Council, and staff in the development of regulations and in execution of City policies and operations
- Continue land acquisition and permitting requirements
- Specifically advise the City on environmental issues and challenges
- Assist the City with any legal affairs associated with the fiber optics project

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Operating Expenses | \$ 268,619 | \$ 371,750 | \$ 330,000 | \$ 231,750 |
| Recovered Costs | <u>(137,525)</u> | <u>(185,880)</u> | <u>(165,000)</u> | <u>(115,880)</u> |
| TOTAL | <u><u>\$ 131,094</u></u> | <u><u>\$ 185,870</u></u> | <u><u>\$ 165,000</u></u> | <u><u>\$ 115,870</u></u> |

COMMUNICATIONS AND MARKETING

Description of Services:

The Communications and Marketing Department is responsible for implementing a robust communications program that provides consistent, timely, inclusive and innovative news and information to residents and stakeholders through the City's many communications channels, encouraging all those interested to engage and participate with the City.

PROGRAM GOALS AND INITIATIVES:

- Deliver a structures and consistent approach to City communications
- Improve access to and participation in our local government
- Provide information that is timely, accurate, clear, accessible and responsive
- Build Wilson's brand and brand recognition
- Work across the organization to ensure information is thorough, factual, timely and coordinated
- Comply with all Federal, State and local public records regulations
- Strive to achieve a culture of engagement and participation
- Encourage employees and citizens to become ambassadors for Wilson

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 306,947 | \$ 309,450 | \$ 317,250 | \$ 322,920 |
| Operating Expenses | 111,315 | 86,950 | 144,110 | 86,000 |
| Recovered Costs | (283,913) | (292,360) | (321,090) | (303,140) |
| Capital Outlay | <u>57,365</u> | <u>103,530</u> | <u>103,530</u> | <u>0</u> |
| TOTAL | <u>\$ 191,714</u> | <u>\$ 207,570</u> | <u>\$ 243,800</u> | <u>\$ 105,780</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|--------------------|----------------------|-----------------|
| Implement/execute the Strategic Communication Plan (including key communications policies) | 80% | 100% | 100% |
| Growth in social media and website engagement | 27% (social media) | 15% | 15% |
| Develop a range of city sponsored events to engage residents in city government | 10 | 10 | 10 |
| Execute and refine content calendar to create timely and engaging content for internal and external audiences | 100% | 100% | 100% |

FACILITY SERVICES

Description of Services:

Facility Services is responsible for providing long-range planning of facilities maintenance, maintaining building inventory, reviewing and administering contract building maintenance, evaluating and repair HVACs, lighting and electrical, plumbing, locks, doors, and roofing systems City-wide. It provides a comprehensive maintenance program for City buildings and works with certain non-profit agencies.

PROGRAM GOALS AND INITIATIVES:

- Manage the City's building maintenance program in a cost-effective and efficient manner
- Ensure compliance of all necessary local, state, and federal building codes
- Provide a safe, clean, and comfortable working environment
- Develop cost-effective long range preventive maintenance program for all City facilities
- Provide proper maintenance training for personnel
- Ensure that all buildings are structurally sound and provide adequate working space
- Closely monitor contracted building maintenance for efficiencies and cost effectiveness
- Ensure all daily maintenance requests are addressed in a timely manner and internal customers are satisfied

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 746,385 | \$ 844,730 | \$ 699,630 | \$ 621,960 |
| Operating Expenses | 238,136 | 259,950 | 342,710 | 279,850 |
| Recovered Costs | (582,332) | (670,660) | (575,910) | (450,910) |
| Capital Outlay | <u>0</u> | <u>28,000</u> | <u>28,000</u> | <u>0</u> |
| TOTAL | <u>\$ 402,189</u> | <u>\$ 462,020</u> | <u>\$ 494,430</u> | <u>\$ 450,900</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| % Work orders completed within established timeline | 99% | 98% | 100% |
| HVACs preventative maintenance completed annually | 95% | 99% | 100% |
| Annual overtime (\$) | 30,000 | 28,000 | 25,000 |

GENERAL GOVERNMENT

Description of Services:

General Government retains charges for insurance, telephone, E911 communication charges, dues and subscriptions, service agreements, official printings, city utilities, special programs, and other non-departmental charges.

PROGRAM GOALS AND INITIATIVES:

- Account for general fund expenditures associated with general governmental activities, but not directly attributable to a particular office or department

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Operating Expenses | \$ 3,331,018 | \$ 4,247,221 | \$ 4,128,940 | \$ 3,611,550 |
| Recovered Costs | (823,284) | (1,213,310) | (945,060) | (522,310) |
| Capital Outlay | <u>660,078</u> | <u>833,041</u> | <u>312,320</u> | <u>0</u> |
| TOTAL | <u>\$ 3,167,812</u> | <u>\$ 3,866,952</u> | <u>\$ 3,496,200</u> | <u>\$ 3,089,240</u> |

| |
|---------------------|
| DEBT SERVICE |
|---------------------|

Description of Services:

Debt Service activities consist of installment-purchase financings.

PROGRAM GOALS AND INITIATIVES:

- Provide for financing and subsequent timely repayment of obligations for general fund purposes
- Meet current debt obligations in a timely manner
- Meet all legal requirements and covenants applicable to local government financing
- Comply with all Internal Revenue Service rules and regulations pertaining to tax-exempt debt

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Operating Expenses | \$ 749,084 | \$ 364,670 | \$ 359,730 | \$ 356,170 |
| Recovered Costs | <u>(194,270)</u> | <u>(188,940)</u> | <u>(188,934)</u> | <u>(183,600)</u> |
| TOTAL | <u>\$ 554,814</u> | <u>\$ 175,730</u> | <u>\$ 170,796</u> | <u>\$ 172,570</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Timely servicing of debt obligation | 100% | 100% | 100% |
| Compliance with all regulatory guidelines and covenants | 100% | 100% | 100% |

INTERGOVERNMENTAL PROJECTS

Description of Services:

Intergovernmental Projects represent Upper Coastal Plain Council of Governments, Patriotism Committee, and the Rocky Mount/Wilson Airport.

PROGRAM GOALS AND INITIATIVES:

- Contribute to the various intergovernmental agencies and programs that provide a variety of services or benefits to the citizens of Wilson
- Upper Coastal Plain Council of Governments: a) Provide technical assistance including aiding local jurisdictions, prepare and submit applications for state and federal grants; b) Encourage regional cooperation among neighboring jurisdictions in areas of mutual benefit and interest
- Encourage airport authority to resume commercial service

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Operating Expenses | \$ 73,133 | \$ 179,070 | \$ 179,070 | \$ 191,810 |
| TOTAL | \$ 73,133 | \$ 179,070 | \$ 179,070 | \$ 191,810 |

HUMAN RELATIONS

Description of Services:

Human Relations is responsible for the Human Relations Commission, Wilson Committee for Persons with Disabilities, Wilson Youth Council, citizens' engagement, and community relations. This department educates and mediates fair housing, employment, education, accessibility and other civil rights complaints, and builds strategic partnerships throughout the City.

PROGRAM GOALS AND INITIATIVES:

- Engage, educate and celebrate with the Wilson community in fostering unity, civility and mutual respect among all citizens
- Serve as staff liaison to the Wilson Human Relations Commission and the Committee for Persons with Disabilities
- Provide support and leadership development to the Wilson Youth Council
- Address, educate, and mediate civil rights complaints
- Foster strategic partnerships with community partners to promote Human Relations Initiatives
- Promote citizen engagement
- Celebrate and enhance diversity
- Support Neighborhood Associations and coordinate Annual Neighborhood Summit

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 280,538 | \$ 284,350 | \$ 293,050 | \$ 295,860 |
| Operating Expenses | 66,508 | 70,020 | 67,120 | 73,920 |
| Recovered Costs | <u>(86,761)</u> | <u>(88,590)</u> | <u>(90,040)</u> | <u>(92,450)</u> |
| TOTAL | <u>\$ 260,285</u> | <u>\$ 265,780</u> | <u>\$ 270,130</u> | <u>\$ 277,330</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--------------------------------------|-------------------|----------------------|-----------------|
| Intakes | 56 | 60 | 75 |
| Presentations to public | 27 | 30 | 30 |
| Sponsored public events/celebrations | 19 | 20 | 20 |
| Community forums | 3 | 3 | 3 |

| |
|-------------------------|
| GIGEAST EXCHANGE |
|-------------------------|

Description of Services:

The innovation exchange promotes entrepreneurial endeavors, innovation, and education related to smart/connected city, community, and agricultural technologies in the southeast.

PROGRAM GOALS AND INITIATIVES:

- Recruits startup businesses in target sectors
- Hosts entrepreneurial educational programming
- Hosts innovation programming
- Builds regional partnerships to interconnect Triangle and Wilson region
- Serves as community meeting space for innovation related events
- Engages local schools and youth to expose them to themes of entrepreneurship and innovation

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel Services | \$ 0 | \$ 43,650 | \$ 43,190 | \$ 126,040 |
| Operating Expenses | 0 | 30,850 | 25,160 | 219,460 |
| Recovered Costs | 0 | (37,250) | (34,180) | (172,750) |
| Capital Outlay | 0 | 0 | 0 | 0 |
| TOTAL | \$ 0 | \$ 37,250 | \$ 34,170 | \$ 172,750 |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|----------------------|-------------------|----------------------|-----------------|
| Exchange memberships | 0 | 0 | 100 |
| Suites leased | 0 | 0 | 5 |
| Events held | 7 | 12 | 24 |

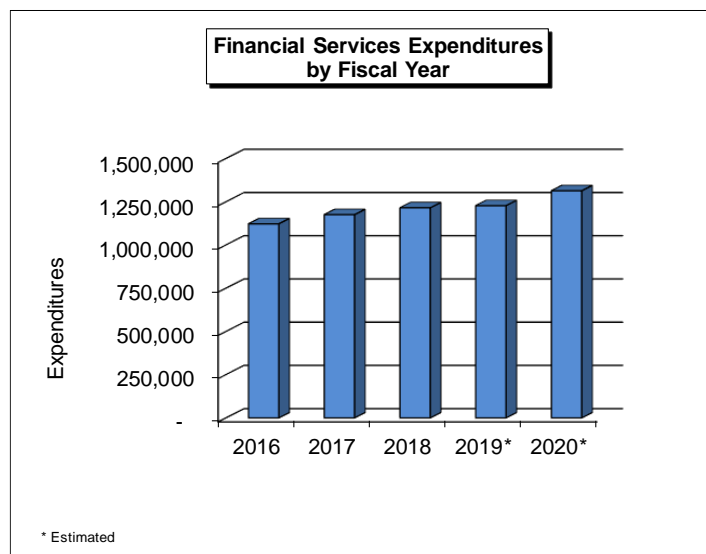
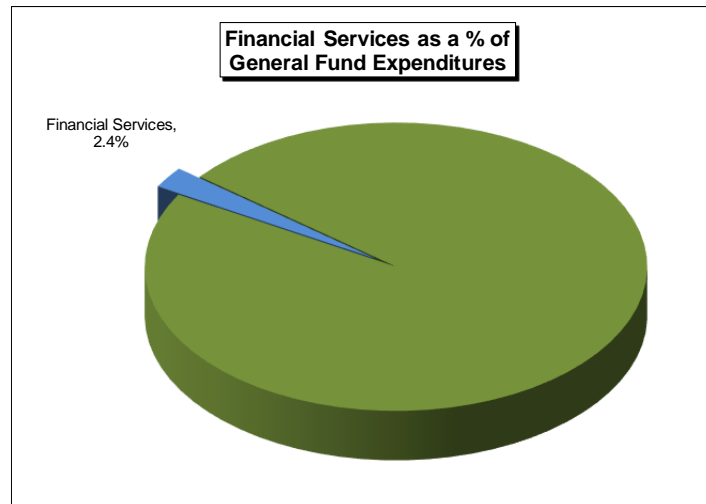
DEPARTMENT SUMMARY

FINANCIAL SERVICES

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 4,743,572 | \$ 5,014,620 | \$ 4,675,860 | \$ 5,072,030 |
| Operating Expenses | 2,038,227 | 1,946,830 | 2,011,920 | 2,066,610 |
| Recovered Costs | (5,635,062) | (5,743,260) | (5,546,510) | (5,824,850) |
| Capital Outlay | <u>68,572</u> | <u>92,000</u> | <u>86,000</u> | <u>0</u> |
| TOTAL | <u>\$ 1,215,309</u> | <u>\$ 1,310,190</u> | <u>\$ 1,227,270</u> | <u>\$ 1,313,790</u> |

EXPENDITURES



PERSONNEL SUMMARY

FINANCIAL SERVICES

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|--|--------------|--------------------|---------------------------------|--------------------|
| Financial Administration and Accounting (2001) | | | | |
| Chief Financial Officer | 27 | 1 | 1 | 1 |
| Controller | 24 | 1 | 1 | 1 |
| Senior Fund Accountant | 21 | 1 | 1 | 1 |
| Senior Financial Analyst | 21 | 1 | 1 | 1 |
| Senior Accountant | 21 | 1 | 1 | 1 |
| Financial Analyst | 19 | 2 | 2 | 2 |
| Accountant | 17 | 1 | 1 | 1 |
| Payroll Administrator | 17 | 1 | 1 | 1 |
| Finance and Budget Coordinator | 17 | 1 | 1 | 1 |
| Budget Technician | 15 | 1 | 1 | 1 |
| Accounts Receivable Technician | 12 | 2 | 2 | 2 |
| Accounting Clerk | 9 | 1 | 1 | 1 |
| Purchasing and Warehouse (2004) | | | | |
| Purchasing Manager | 23 | 1 | 1 | 1 |
| Assistant Purchasing Manager* | 21 | 1 | 1 | 1 |
| Buyer | 14 | 2 | 2 | 2 |
| Accounts Payable Technician | 12 | 2 | 2 | 2 |
| Purchasing Technician | 12 | 1 | 1 | 1 |
| Warehouse Technician I-II | 9-10 | 3 | 3 | 3 |
| Billing, Collections, Customer Service, Credit (2006) | | | | |
| Assistant Director of Finance/Business Operations | 24 | 1 | 1 | 1 |
| Customer Service Manager | 21 | 1 | 1 | 1 |
| Billing Manager | 21 | 1 | 1 | 1 |
| Billing Supervisor | 16 | 1 | 0 | 0 |
| Customer Service Supervisor | 16 | 2 | 2 | 2 |
| Field Services Supervisor | 16 | 1 | 1 | 1 |
| Collections Supervisor | 16 | 1 | 1 | 1 |
| Lead Meter Service Technician | 12 | 1 | 1 | 1 |
| Utility Analyst | 11 | 0 | 0 | 1 |
| Customer Service Representative I-II | 9-10 | 11 | 11 | 11 |
| Utility Billing Clerk I-III | 9-11 | 6 | 6 | 6 |
| Meter Service Technician I-II | 9-10 | 5 | 5 | 5 |
| Customer Service Technician I-II | 9-10 | 3 | 3 | 3 |
| Collection Clerk I-III | 9-11 | 6 | 6 | 5 |
| Part-time Customer Service Representative I | 9 | 2 | 0 | 0 |
| Part-time Meter Service Technician I | 9 | 1 | 0 | 0 |
| Print Services (2008) | | | | |
| Printing Technician | 12 | 1 | 1 | 1 |
| Printing Clerk | 9 | 1 | 1 | 1 |
| Part-time Printing Technician | 12 | 1 | 1 | 1 |
| Full-time | | 65 | 64 | 64 |
| Part-time | | 4 | 1 | 1 |
| Overhire* | | 1 | 1 | 1 |

FINANCIAL ADMINISTRATION AND ACCOUNTING

Description of Services:

Financial Administration and Accounting is responsible for providing financial services in line with Council goals, creating and providing oversight on the annual budget and capital improvement plan, financial reporting, internal audit and controls, grant accounting, accounts receivable, cost accounting, payroll, capital assets, investments, treasury management, and debt management.

PROGRAM GOALS AND INITIATIVES:

- Provide a secure and sound financial environment by accurately projecting, prudently allocating, and administering the financial resources of the City of Wilson
- Provide necessary support and timely information to departments to promote an effective and efficient use of resources through budget preparation, approval, and execution
- Include process audits as part of the internal audit function to reduce risk of error, fraud, and waste
- Comply with all applicable federal and state laws, as well as grant and contract commitments
- Forecast operational and financial impact
- Meet all timelines in the areas of finance, budgeting, acquisition, and use of short-term and long-term debt, capital facilities planning, and budget management and execution
- Aggressively pursue all owed receivables / improve financial performance through a reduction in bad debt
- Estimate revenues in an aggressive, yet conservative manner

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 1,256,173 | \$ 1,336,190 | \$ 1,365,650 | \$ 1,401,720 |
| Operating Expenses | 208,153 | 232,862 | 198,910 | 207,670 |
| Recovered Costs | <u>(878,596)</u> | <u>(926,320)</u> | <u>(938,740)</u> | <u>(965,630)</u> |
| TOTAL | <u>\$ 585,730</u> | <u>\$ 642,732</u> | <u>\$ 625,820</u> | <u>\$ 643,760</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Accounting - Timely monthly financial and dashboard reporting (% of months reporting completed within 12 calendar days of month and/or quarter end) | 99% | 99% | 100% |
| Accounting – Timely bank reconciliations met (% within 15 days of bank statement receipt) | 92% | 100% | 100% |
| Accounts Receivable - collections (% of miscellaneous billings collected) | 91% | 95% | 95% |
| Accounting - # of internal audits performed annually | 15 | 25 | 30 |

PURCHASING AND WAREHOUSE

Description of Services:

Purchasing and Warehouse is responsible for centralized purchasing and warehousing, accounts payable, recovery of investment dollars, administration of the procurement program and fulfillment of goods and services essential to the overall efficient operation of the city.

PROGRAM GOALS AND INITIATIVES:

- Acquire needed goods/services in a timely, cost efficient manner through the use of sound purchasing practices
- Reduce investment dollars held in inventory
- Provide for efficient warehousing of inventory and non-inventory items
- Dispose of surplus vehicles, equipment, and materials for maximum returns to the City of Wilson
- Minimize stock-outs of inventory items
- Eliminate all inventoried items not purchased in the last two years, where possible
- Provide efficient uniform, cell phone, copier, procurement card services, and records management
- Educate vendors, citizens and city employees of the division's policies, procedures, and opportunities
- Prompt, accurate issuance of payments to vendors and staff
- Provide timely and customer service driven resolution of payment concerns

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 649,620 | \$ 655,990 | \$ 611,260 | \$ 763,290 |
| Operating Expenses | 221,651 | 208,850 | 219,350 | 212,530 |
| Recovered Costs | (522,762) | (518,910) | (498,370) | (585,490) |
| Capital Outlay | <u>0</u> | <u>6,000</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 348,509</u> | <u>\$ 351,930</u> | <u>\$ 332,240</u> | <u>\$ 390,330</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Purchase orders issued within 24 hours | 92% | 92% | 95% |
| Surplus items will be sold/donated/scrapped within 90 days of return to warehouse (% items within 90 day disposal) | 92% | 95% | 100% |
| Maximize surplus sales revenue | 191,711.77 A | 180,000.00 | 180,000.00 |
| Increase the savings realized on purchase orders | 1,727,746.00 B | 1,000,000.00 | 1,000,000.00 |

A. Several large ticket items were sold as surplus last year causing the sales total to spike

B. Several large purchases accounted for the higher than normal savings total

| |
|---|
| BILLING, COLLECTIONS, CUSTOMER SERVICE, AND CREDIT |
|---|

Description of Services:

Billing, Collections, Customer Service and Credit is responsible for utility billing and collections, utility connection, disconnection, and transfers, customer credit and utility bad debt collection, and meter reading. In addition, Greenlight enrollment, billing and collection, Greenlight connection, disconnection and transfer, and Greenlight bad debt collection.

PROGRAM GOALS AND INITIATIVES:

- Consistently provide prompt and courteous service to customers and citizens
- Connect/disconnect/transfer utility and Greenlight services in timely and efficient manner
- Maintain, process and mail accurate and timely Wilson Energy and Greenlight accounts and bills
- Collect and deposit all revenues owed to the City and ensure timely processing for all bad debt
- Provide flexible programs in the application of utility and Greenlight services
- Ensure billing cycle guidelines fall within City Council's 29-33 day reading boundaries
- Ensure adherence to cash management policies
- Increase customer access to utility consumption data in coordination with energy education initiatives
- Design and implement meter reading and billing procedures that maximize the capabilities of the AMI system
- Implement an employee continuous training program to deliver demonstrable improvements in customer engagement and customer satisfaction
- Increase targeted promotion of cost-saving programs to customers

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel Services | \$ 2,717,617 | \$ 2,877,990 | \$ 2,575,710 | \$ 2,757,580 |
| Operating Expenses | 1,526,972 | 1,427,118 | 1,527,380 | 1,572,380 |
| Recovered Costs | (4,097,504) | (4,164,300) | (3,979,640) | (4,131,990) |
| Capital Outlay | 68,572 | 86,000 | 86,000 | 0 |
| TOTAL | \$ 215,657 | \$ 226,808 | \$ 209,450 | \$ 197,970 |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--------------------------------------|-------------------|----------------------|-----------------|
| Days between read date and bill date | 9 | 8 | 7 |
| Write Offs | \$169,518 | \$160,000 | \$155,000 |
| Non-pay order completion (%) | 74% | 75% | 80% |
| Average lobby wait time (minutes) | 4.5 | 4.5 | 4.0 |

PRINT SERVICES

Description of Services:

Print Services is responsible for providing at-cost, high quality in-house printing, and low-cost production, finishing and graphic design services, while maintaining a high-level of customer service. It also provides daily incoming, outgoing, and intra-office mail distribution services, including receiving packages from outside delivery agencies, and proactively suggesting alternative and economical mailing methods.

PROGRAM GOALS AND INITIATIVES:

- Ensure cost effective delivery of quality printing and creative design services with unparalleled turnaround time on all projects and requests
- Increase printing and binding capacity to effectively respond to the needs of all City departments which will in turn decrease use of cost prohibitive external print services
- Increase capacity of printing and increase or maintain production output by reviewing, recommending, and upgrading division equipment if cost studies warrant
- Provide timely delivery and accurate distribution of all mail pick-up and delivery
- Increase current customer satisfaction as well as attract new internal clients with the level of customer service, graphic design expertise and excellence, to build awareness that Print Services can be counted on to exceed expectations

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Personnel Services | \$ 120,162 | \$ 144,450 | \$ 123,240 | \$ 149,440 |
| Operating Expenses | 81,451 | 78,000 | 66,280 | 74,030 |
| Recovered Costs | <u>(136,200)</u> | <u>(133,730)</u> | <u>(129,760)</u> | <u>(141,740)</u> |
| TOTAL | <u>\$ 65,413</u> | <u>\$ 88,720</u> | <u>\$ 59,760</u> | <u>\$ 81,730</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Print jobs filled within requested timeline | 100% | 100% | 100% |
| Print jobs out sourced - # in color | 10 | 13 | 15 |
| Print jobs out sourced - # in black and white | 5 | 8 | 12 |

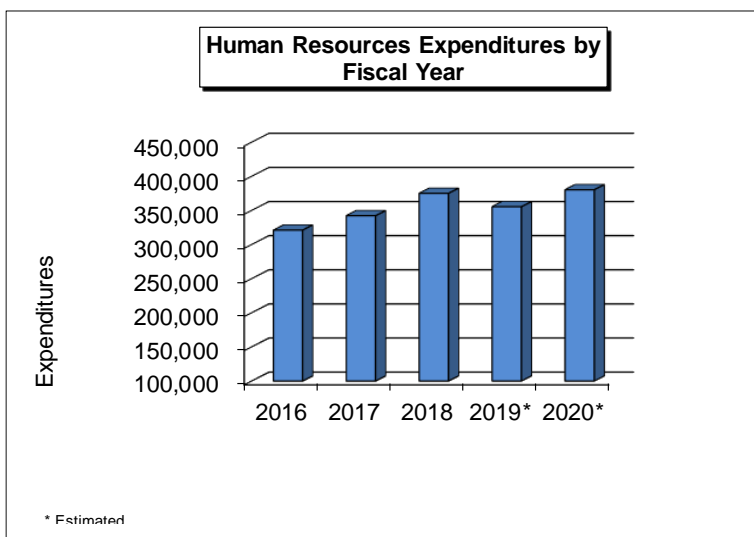
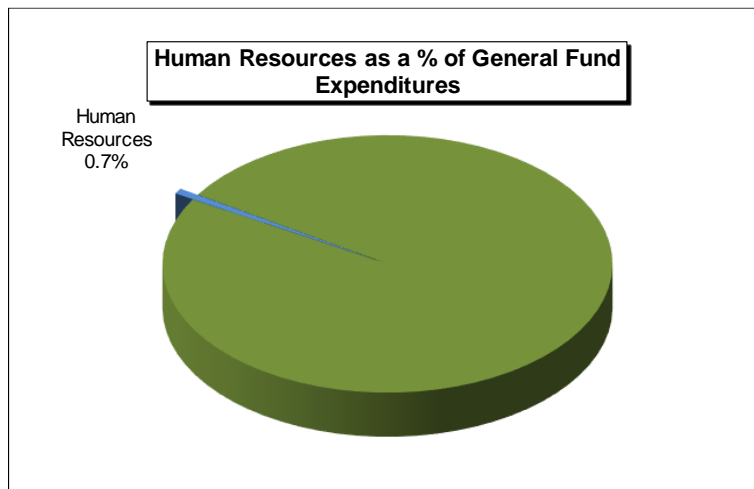
DEPARTMENT SUMMARY

HUMAN RESOURCES

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel Services | \$ 476,198 | \$ 517,180 | \$ 483,920 | \$ 523,340 |
| Operating Expenses | 148,871 | 105,630 | 108,630 | 110,480 |
| Recovered Costs | (250,027) | (249,120) | (237,020) | (253,530) |
| TOTAL | \$ 375,042 | \$ 373,690 | \$ 355,530 | \$ 380,290 |

EXPENDITURES



PERSONNEL SUMMARY

HUMAN RESOURCES

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized | 2019-20 Authorized |
|---------------------------------|--------------|--------------------|--------------------|--------------------|
| Human Resources (2501) | | | | |
| Human Resources Director | 25 | 1 | 1 | 1 |
| Human Resources Coordinator | 18 | 1 | 1 | 1 |
| Human Resources Generalist I-II | 17-18 | 1 | 1 | 1 |
| Human Resources Specialist | 14 | 1 | 1 | 1 |
| Human Resources Technician | 12 | 1 | 1 | 1 |
| Human Resources Assistant | 12 | 1 | 1 | 1 |
| | | | | |
| Full-time | | 6 | 6 | 6 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|--------------------------|----------------------|--------------------|----------|
| Human Resources Director | Human Resources 2501 | Risk Services 2503 | 50% |

HUMAN RESOURCES

Description of Services:

Human Resources administers the City's Human Resources policies on a day-to-day basis as they relate to recruitment, selection, training, career development, position classification, employee relations, performance management, salary, employee assistance program and benefits administration in order to maintain an effective and responsible workforce.

PROGRAM GOALS AND INITIATIVES:

- Provide a comprehensive centralized human resource program designed to attract and maintain the City's human resource needs
- Recruit and select a well-qualified and diverse group of applicants to fill City vacancies
- Administer programs, training, and benefits designed to promote employee retention
- Administer a competitive classification and compensation plan
- Administer City human resource policies in a fair and consistent manner

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 476,198 | \$ 517,180 | \$ 483,920 | \$ 523,340 |
| Operating Expenses | 148,871 | 105,630 | 108,630 | 110,480 |
| Recovered Costs | <u>(250,027)</u> | <u>(249,120)</u> | <u>(237,020)</u> | <u>(253,530)</u> |
| TOTAL | <u>\$ 375,042</u> | <u>\$ 373,690</u> | <u>\$ 355,530</u> | <u>\$ 380,290</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Average length of employee service (years) | 10.6 years | 11 years | 10.8 years |
| Number of recruitment cycles | 92 | 96 | 94 |
| Turnover rate | 10.5% | 17% | 13.75% |
| Average days to fill a position vacancy | 41.10 | 34.80 | 37.95 |

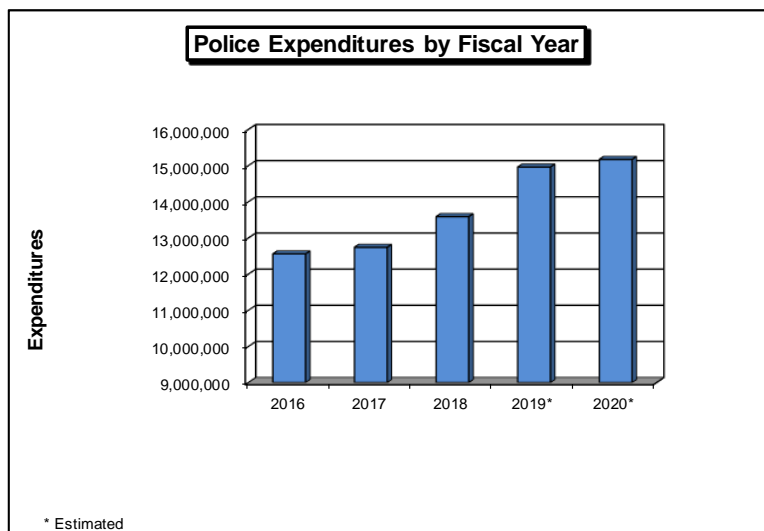
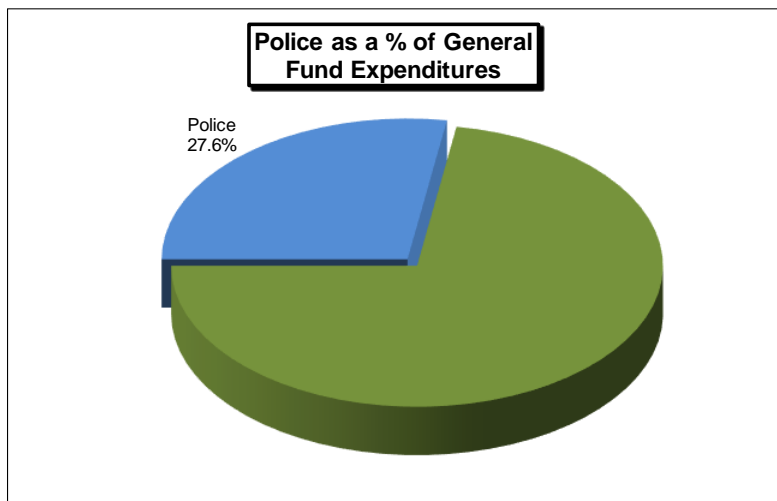
DEPARTMENT SUMMARY

POLICE

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | \$ 11,234,262 | \$ 12,627,060 | \$ 11,850,700 | \$ 13,038,310 |
| Operating Expenses | 2,214,333 | 2,044,361 | 2,353,955 | 2,170,750 |
| Recovered Costs | (261,844) | (252,540) | (237,810) | (260,770) |
| Capital Outlay | <u>402,248</u> | <u>1,019,807</u> | <u>993,300</u> | <u>222,690</u> |
| TOTAL | <u>\$ 13,588,999</u> | <u>\$ 15,438,688</u> | <u>\$ 14,960,145</u> | <u>\$ 15,170,980</u> |
| OFFSETTING REVENUES | <u>\$ 580,353</u> | <u>\$ 679,455</u> | <u>\$ 519,904</u> | <u>\$ 394,000</u> |

EXPENDITURES



PERSONNEL SUMMARY

POLICE

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|--|--------------|--------------------|---------------------------------|--------------------|
| Police (3101) | | | | |
| Police Chief | 26 | 1 | 1 | 1 |
| Police Major | 23 | 2 | 2 | 2 |
| Police Captain | 22 | 6 | 6 | 6 |
| Police Sergeant | 20 | 17 | 17 | 17 |
| Police Information Technology Specialist | 18 | 2 | 2 | 2 |
| Victims Assistance Coordinator | 15 | 1 | 1 | 1 |
| Evidence and ID Specialist | 15 | 4 | 4 | 4 |
| Police Officer | 17-19 | 88 | 88 | 88 |
| Police Officer (Park Ranger) | 17-19 | 2 | 2 | 2 |
| Police Officer (GHSP) | 17-19 | 2 | 2 | 2 |
| Police Officer (Public Housing) | 17-19 | 1 | 1 | 1 |
| Police Officer (Barton) | 17-19 | 4 | 4 | 4 |
| Police Officer (Overhire Program) | 17 | 2 | 2 | 2 |
| Special Operations Assistant | 14 | 1 | 1 | 1 |
| Police Records Supervisor | 14 | 1 | 1 | 1 |
| Administrative Assistant | 13 | 2 | 2 | 2 |
| Property and Evidence Control Technician | 13 | 1 | 2 | 2 |
| Administrative Secretary | 10 | 1 | 1 | 1 |
| Parking/Court Coordinator | 9 | 1 | 1 | 1 |
| Police Records Technician | 9 | 2 | 2 | 2 |
| | | | | |
| Full-time | | 139 | 140 | 140 |
| Overhire | | 2 | 2 | 2 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|-----------------|-------------|------------|----------|
| Park Ranger (2) | Police 3101 | Parks 4002 | 100% |

CAPITAL OUTLAY

POLICE

| Item | New/ Replacement | 2019-20 Budget |
|---|------------------|----------------|
| Police (3101) | | |
| Five (5) Police Vehicles | R | 138,240 |
| Three (3) Tactical Ballistic Gear Sets | R | 11,750 |
| Thirteen (13) In-Car Video Surveillance Cameras | R | 51,700 |
| Eighteen (18) Police Bicycles | N | 21,000 |
| | | |
| Total | | 222,690 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

| |
|--------------------------------|
| POLICE FIELD OPERATIONS |
|--------------------------------|

Description of Services:

Police Field Operations is responsible for patrol operations, which include responding to calls for service, self-initiated enforcement and outreach efforts, along with warrant and subpoena service.

PROGRAM GOALS AND INITIATIVES:

- Continue to work to improve the sense of safety of the community
- Identify and target high crime areas
- Increase citizen contacts through community service
- Maintain enforcement actions in the five (5) highest traffic collision areas
- Increase the quality of service provided by the department

EXPENDITURE SUMMARY:

| | | | | |
|--|-------------------|-------------------|----------------------|-------------------|
| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|

**The individual function and program presented here is not designated as a separate cost center
Expenditure data is available for the department as a whole.**

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--------------------------------|-------------------|----------------------|-----------------|
| Calls for service | 90,245 | 93,743 | 90,000 |
| Accidents investigated | 2,529 | 2,755 | 2,500 |
| Part I crimes reported | 2,036 | 2,013 | 2,000 |
| Violent part I crimes reported | 277 | 237 | 230 |

POLICE SUPPORT SERVICES

Description of Services:

Police Support Services is responsible for administration, investigations, professional standards, and special operations. Those functions include records management, information technology, public information and crime analysis, internal affairs, hiring and recruitment, training, property and evidence control, accreditation, narcotics, strategic traffic enforcement, gang intelligence, investigative services and problem oriented policing enforcement.

PROGRAM GOALS AND INITIATIVES:

- Maintain accreditation status
- Improve community relations by utilizing the public information officer to promote the department's efforts
- Provide advanced training and technological resources
- Increase recruitment efforts at colleges and through the use of innovative strategies to target and employ highly qualified personnel
- Reduce the number of traffic crashes and Part I crimes by utilizing targeted traffic enforcement
- Work to improve the quality of life for citizens by focusing on the enforcement of nuisance crimes and street level drug violations
- Focus on the investigation and prosecution of organized drug crimes and cases involving firearms
- Reduce gang violence through increased public awareness, targeted enforcement, and intelligence gathering
- Identify and target repeat and violent offenders

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
|--|-------------------|-------------------|----------------------|-------------------|

**The individual function and program presented here is not designated as a separate cost center
Expenditure data is available for the department as a whole.**

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Cases referred for federal prosecution | 49 | 55 | 60 |
| Community events attended by personnel (hours) | 12,812 | 13,200 | 14,000 |
| Cases followed up by investigators | 1,372 | 1,427 | 1,450 |
| Part I cases cleared | 674 | 675 | 775 |

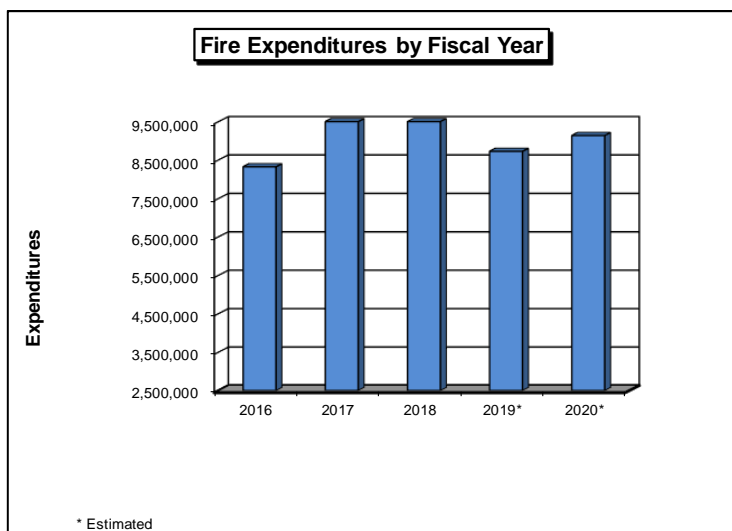
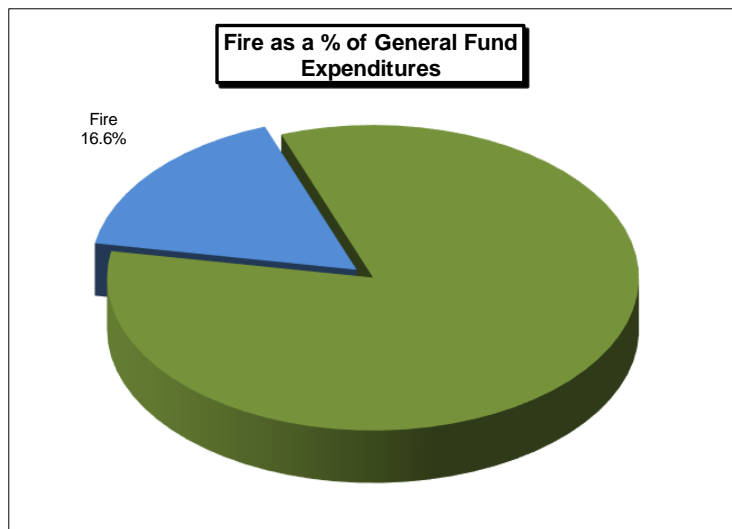
DEPARTMENT SUMMARY

FIRE

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 7,717,475 | \$ 8,231,680 | \$ 8,064,505 | \$ 8,391,840 |
| Operating Expenses | 836,725 | 867,370 | 849,010 | 932,870 |
| Recovered Costs | (385,874) | (411,580) | (403,230) | (419,590) |
| Capital Outlay | <u>1,350,137</u> | <u>216,110</u> | <u>216,100</u> | <u>233,000</u> |
| TOTAL | <u>\$ 9,518,463</u> | <u>\$ 8,903,580</u> | <u>\$ 8,726,385</u> | <u>\$ 9,138,120</u> |
| OFFSETTING REVENUES | <u>\$ 135,024</u> | <u>\$ 98,200</u> | <u>\$ 108,200</u> | <u>\$ 98,200</u> |

EXPENDITURES



PERSONNEL SUMMARY

FIRE

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|--------------------------------------|--------------|--------------------|---------------------------------|--------------------|
| Fire (3201) | | | | |
| Fire Chief | 26 | 1 | 1 | 1 |
| Deputy Chief | 23 | 4 | 3 | 3 |
| Battalion Commander | 22 | 2 | 2 | 2 |
| Fire Rescue Compliance Administrator | 22 | 0 | 1 | 1 |
| Fire Marshal | 22 | 1 | 0 | 0 |
| GIS Analyst | 21 | 1 | 1 | 1 |
| Fire Captain | 20 | 17 | 19 | 19 |
| Life Safety Educator | 20 | 1 | 1 | 1 |
| Assistant Fire Marshal | 19 | 0 | 1 | 1 |
| Lieutenant | 18 | 4 | 0 | 0 |
| Fire Inspector I-III | 16-18 | 3 | 4 | 4 |
| Fire Maintenance Specialist | 16 | 1 | 1 | 1 |
| Firefighter Engineer | 16 | 30 | 27 | 27 |
| GIS Technician | 16 | 1 | 0 | 0 |
| Master Firefighter | 15 | 0 | 3 | 3 |
| Senior Firefighter | 15 | 0 | 1 | 1 |
| Firefighter | 14 | 27 | 30 | 30 |
| Firefighter (Overhire Program) | 14 | 3 | 3 | 3 |
| Administrative Assistant | 13 | 1 | 2 | 2 |
| | | | | |
| Full-time | | 94 | 97 | 97 |
| Overhire | | 3 | 3 | 3 |

CAPITAL OUTLAY

FIRE

| Item | New/ Replacement | 2019-20 Budget |
|---|------------------|----------------|
| Fire (3201) | | |
| Structural Firefighting Protective Clothing | R | 75,000 |
| Douglas Street Fire Renovation | R | 25,000 |
| Training Center Upgrades | R | 60,000 |
| Three (3) Passenger Crossover Vehicles | R | 55,500 |
| Records Management Software | R | 11,000 |
| One (1) Copier | R | 6,500 |
| | | |
| Total | | 233,000 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

FIRE OPERATIONS

Description of Services:

Fire Operations is responsible for fire suppression/hazmat rescue, medical responder, emergency incident response, maintenance of equipment, apparatus, hoses and water systems, pre-incident surveys and inspections, communication system management, safety program management, and employee training and development.

PROGRAM GOALS AND INITIATIVES:

- Assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies, and potential disasters or events that affect the community and environment, through an efficient, effective and timely emergency response
- Provide training/development for personnel
- Reduce life and fire loss by providing adequately staffed, well-equipped suppression forces
- Maintain flow and record pressure readings on all fire hydrants
- Certify all personnel according to job requirements
- Perform pre-incident surveys/inspections for all businesses and record all data for incident response and training in all fire management areas
- Complete testing of apparatus, SCBA's and hoses utilized by WF/RS
- Continue to promote and operate safety management programs according to OSHA
- Provide service delivery to meet target emergency response (travel time) of four (4) minutes for 90 percent of all incidents

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
|--|-------------------|-------------------|----------------------|-------------------|

**The individual function and program presented here is not designated as a separate cost center.
Expenditure data is available for the department as a whole.**

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Percent of fire incidents with travel time within 4 minutes | 76.92% | 76.47% | 100% |
| Percent of EMS incidents with travel time within 4 minutes | 76.79% | 74.03% | 100% |
| Actual fire calls | 195 | 150 | 200 |
| Travel time for 90% of all emergency incidents (min:sec) | 5:13 | 5:24 | 4:00 |

| |
|----------------------------|
| FIRE ADMINISTRATION |
|----------------------------|

Description of Services:

Administrative Services is responsible for administration, budgeting/payroll, accreditation, record management systems, code development, organizational development, geographic information systems, policy development, performance evaluation, and hiring and promotions.

PROGRAM GOALS AND INITIATIVES:

- Reduce loss of life and property to fire through more efficient and effective prevention, investigation, public education and code development programs
- Provide service delivery to meet target emergency response time of four (4) minutes
- Develop specifications for and oversee the competitive bid and purchase of capital equipment to ensure personnel are equipped with updated and safe equipment
- Facilitate GIS usage throughout the department as our primary “fire management” instrument
- Provide training and development for personnel in fire prevention, public education, code enforcement and management to increase effectiveness
- Maintain records to insure target emergency response times of four (4) minutes is properly documented
- Provide preventative maintenance program for all fire department facilities

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
|--|-------------------|-------------------|----------------------|-------------------|

The individual function and program presented here is not designated as a separate cost center. Expenditure data is available for the department as a whole.

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Dollar amount of property prior to fire | \$41,102,696 | \$90,000,000 | \$21,000,000 |
| Annual fire loss | \$1,524,450 | \$1,000,000 | \$1,000,000 |
| Annual property value saved | \$39,578,246 | \$89,000,000 | \$20,000,000 |
| Fire related deaths-civilians | 1 | 0 | 0 |

FIRE PREVENTION

Description of Services:

Fire Prevention is responsible for media interaction, code enforcement, building and sprinkler review, public fire and life safety education, hazardous material identification, smoke detector distribution and installation, administration, fire cause and origin investigation, 704 placarding, and lock boxes installed.

PROGRAM GOALS AND INITIATIVES:

- Provide a system of life and property conservation via public fire education, fire inspections, code enforcement, and plans review of new construction and fire protection equipment installation
- Investigate all fires for cause/origin determination and assist the Police Department via the Arson Task Force to ensure arrest and prosecution of arsonists
- Develop effective programs for a year-round fire/life safety campaign in the school system
- Provide advanced training in fire education, inspection principles/practices and plans review
- Address civic clubs and other professional organizations as means of alternative funding for fire safety materials
- Meet and/or exceed mandatory state inspection schedule as directed by City Council
- Promote and educate the public to the advantages of life saving characteristics of smoke detection and built-in protection (including residential sprinkler systems)
- Increase the compliance rate of initial and follow-up inspections

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
|--|-------------------|-------------------|----------------------|-------------------|

**The individual function and program presented here is not designated as a separate cost center.
Expenditure data is available for the department as a whole.**

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Number of inspections | 4,649 | 3,944 | 6,500 |
| Number of child passenger safety seats installed | 159 | 200 | 230 |
| Public education contacts | 7,631 | 8,000 | 10,000 |
| Compliance rate/routine inspections | 62% | 63% | 90% |

| |
|-------------------------|
| FIRE MAINTENANCE |
|-------------------------|

Description of Services:

Fire Maintenance is responsible for maintenance of apparatus, maintaining breathing air systems, SCBA maintenance and repair, annual apparatus pump service, aerial ladder testing, budgeting, record keeping, developing and writing specifications, placing apparatus and equipment in service, and availability for emergency call back.

PROGRAM GOALS AND INITIATIVES:

- Maintain fire apparatus and equipment in safe and proper operating condition
- Develop and write specifications to purchase new apparatus and equipment
- Modify older equipment to meet service requirements of the department
- Work with personnel in proper and safe operation of new apparatus and equipment
- Maintain good working relationship with vendors for replacement parts for apparatus and equipment
- Remain current with NFPA standards pertaining to apparatus maintenance and new apparatus requirements
- Maintain and perform preventative maintenance/repair programs for apparatus and equipment
- Be available for emergency call back duty
- Attend available classes for upgrading and maintaining Emergency Vehicle Technician Certification

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
|--|-------------------|-------------------|----------------------|-------------------|

The individual function and program presented here is not designated as a separate cost center. Expenditure data is available for the department as a whole.

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Apparatus pump test | 9 | 9 | 9 |
| Test aerial ladders | 3 | 3 | 3 |
| Service and maintain SCBA units | 62 | 62 | 62 |
| Maintain breathing air compressor system | 1 | 1 | 2 |

FIRE TRAINING

Description of Services:

Fire Training is responsible for emergency medical program coordination, firefighter certification program coordination, apprenticeship program certification, recruitment training, officer development program coordination, department safety programs, emergency management, and special operations.

PROGRAM GOALS AND INITIATIVES:

- Provide essential training in fire inspections, fire prevention, life safety education, firefighting, rescue techniques, emergency medical care, and hazardous materials practices
- Establish officer training in leadership, workplace diversity and inclusion for department officers and personnel
- Enhance computer skills to all members of the department in the area of GIS, Fire Central, Fire Zone and Word
- Improve recruitment efforts through effective cooperation with Wilson Community College Fire and Rescue Academy
- Conduct day, night, and multiple company training sessions to maximize training credit with ISO
- Update department efforts to implement and comply with NFPA's Occupational Safety and Health Standards
- Revise master training plan to conform to new state training standards set forth in the department's new organizational needs
- Maintain Emergency Medical Recertification Program to keep our Emergency Medical Technicians and Medical Responders certified
- Train officers to state recognized inspection certification

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
|--|-------------------|-------------------|----------------------|-------------------|

**The individual function and program presented here is not designated as a separate cost center.
Expenditure data is available for the department as a whole.**

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Staff development conferences available | 12 | 12 | 12 |
| Personnel development seminars available | 26 | 26 | 26 |
| Staff development conferences attended | 11 | 12 | 12 |
| Personnel development seminars attended | 12 | 18 | 20 |

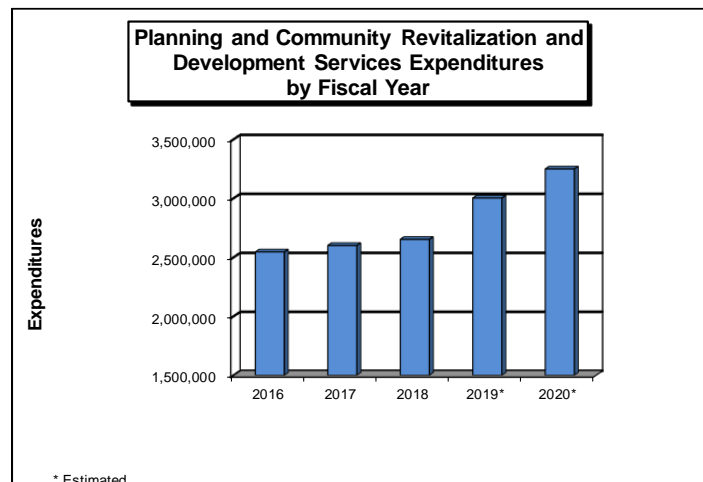
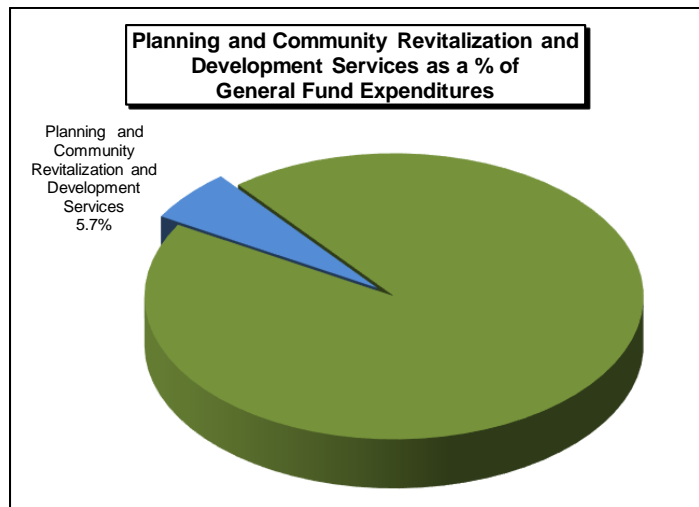
**PLANNING AND COMMUNITY REVITALIZATION
DEVELOPMENT SERVICES**

DEPARTMENT SUMMARY

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 2,629,152 | \$ 2,881,310 | \$ 2,736,480 | \$ 3,048,070 |
| Operating Expenses | 478,768 | 796,137 | 661,150 | 613,220 |
| Recovered Costs | (519,197) | (465,020) | (464,500) | (493,210) |
| Capital Outlay | <u>63,174</u> | <u>65,661</u> | <u>68,680</u> | <u>80,640</u> |
| TOTAL | <u>\$ 2,651,897</u> | <u>\$ 3,278,088</u> | <u>\$ 3,001,810</u> | <u>\$ 3,248,720</u> |
| OFFSETTING REVENUES | <u>\$ 713,892</u> | <u>\$ 451,150</u> | <u>\$ 870,620</u> | <u>\$ 440,380</u> |

EXPENDITURES



**PLANNING AND COMMUNITY REVITALIZATION
DEVELOPMENT SERVICES**

PERSONNEL SUMMARY

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|---|--------------|--------------------|---------------------------------|--------------------|
| Planning and Community Revitalization (3501) | | | | |
| Chief Planning and Development Officer | 26 | 1 | 1 | 1 |
| Planning and Community Development Manager | 23 | 1 | 1 | 1 |
| Senior Urban Design Planner | 20 | 1 | 1 | 1 |
| Senior Planner | 19 | 1 | 1 | 1 |
| Senior Community Development Planner | 19 | 1 | 1 | 1 |
| Arts Innovation Coordinator | 19 | 0 | 1 | 1 |
| Community Development Project Coordinator | 18 | 0 | 1 | 2 |
| Preservation Planner | 18 | 1 | 1 | 1 |
| Planner | 17 | 1 | 0 | 0 |
| Community Development Planner | 17 | 1 | 1 | 1 |
| Center City Special Event Coordinator | 16 | 0 | 1 | 1 |
| Administrative Assistant | 13 | 1 | 1 | 1 |
| Construction Standards (3502) | | | | |
| Inspections Manager | 23 | 1 | 1 | 1 |
| Assistant Inspections Manager | 22 | 0 | 1 | 1 |
| Senior Code Enforcement Officer | 21 | 1 | 1 | 1 |
| Code Enforcement Officer I-III | 15-20 | 4 | 4 | 4 |
| Senior Inspections Technician | 13 | 1 | 1 | 1 |
| Inspections Technician | 12 | 1 | 1 | 1 |
| Land Development (3504) | | | | |
| Land Development Manager | 23 | 1 | 1 | 1 |
| Senior Planner | 19 | 0 | 1 | 1 |
| Technical Review Coordinator | 18 | 0 | 0 | 1 |
| Planner | 17 | 2 | 1 | 0 |
| Planning Technician | 12 | 1 | 1 | 1 |
| Neighborhood Improvement (3505) | | | | |
| Enforcement Coordinator | 18 | 1 | 1 | 1 |
| Neighborhood Improvement Specialist I-II | 14-17 | 3 | 2 | 2 |
| Part-time Nuisance Abatement Technician | 9 | 0 | 1 | 1 |
| Geographic Information Services (3506) | | | | |
| Geographic Information Services Manager | 23 | 1 | 1 | 1 |
| Geographic Information Services Analyst | 21 | 1 | 1 | 1 |
| Geographic Information Services Specialist | 18 | 1 | 1 | 1 |
| Full-time | | 28 | 30 | 31 |
| Part-time | | 0 | 1 | 1 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|---|---------------------------|--|----------|
| Director of Planning and Community Revitalization | Downtown Development 8501 | Planning and Community Revitalization 3501 | 80% |

**PLANNING AND COMMUNITY REVITALIZATION
DEVELOPMENT SERVICES**

CAPITAL OUTLAY

| Item | New/ Replacement | 2019-20 Budget |
|--|---------------------|-------------------|
| Construction Standards (3502) | | |
| Two (2) Pickup Trucks w/extended cab | N/R | 53,760 |
| Neighborhood Improvement (3505) | | |
| One (1) Pickup Truck w/extended cab | R | 26,880 |
| Total | | 80,640 |

PLANNING AND COMMUNITY REVITALIZATION

Description of Services:

Planning and Community Revitalization is responsible for supporting the Historic Preservation Commission, Bicycle and Pedestrian Advisory Board, Wilson Appearance Commission Board, strategic and comprehensive planning, historic preservation planning, community development, public participation, safe routes to school, population and economic analysis, and Brownfields programs.

PROGRAM GOALS AND INITIATIVES:

- Support the implementation of the Wilson 20/20, Comprehensive Transportation Plan, 2030 Comprehensive Plan, Bicycle and Pedestrian Comprehensive Plans recommendations
- Proactively plan for Wilson's future
- Plan, support, and implement community economic development, revitalization and redevelopment activities
- Support revitalization efforts for at-risk neighborhoods, downtown and business corridors by offering grants and/or loans to property owners and by redeveloping areas plagued by severe dilapidation and urban blight
- Be a leader in community planning efforts, including preparation of new neighborhood and recreational plans
- Promote and encourage quality rehabilitation of historic districts and landmark properties
- Provide administration, special project guidance and research to the Bicycle and Pedestrian Advisory Board and Wilson Appearance Commission to improve the quality of life for residents of Wilson
- Partner with Wilson Housing Authority on the development of the Choice Neighborhood Initiative Plan
- Support on-going efforts for the Brownfields Program, Safe Routes to School, 301 Revitalization, Greenway and Educational Forest Plans
- Continue implementation of design review standards for new development and expansions
- Continue evaluation of Unified Development Ordinance and suggest amendments as needed
- Implement the 301 TIGER grant in cooperation with Engineering and NCDOT

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 1,022,707 | \$ 1,182,570 | \$ 1,118,590 | \$ 1,274,280 |
| Operating Expenses | 140,408 | 329,230 | 276,390 | 200,080 |
| Recovered Costs | (25,432) | 0 | 0 | 0 |
| Capital Outlay | 21,947 | 0 | 1,000 | 0 |
| TOTAL | \$ 1,159,630 | \$ 1,511,800 | \$ 1,395,980 | \$ 1,474,360 |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Historic Preservation cases total | 12 | 15 | 20 |
| Special initiatives and plans undertaken | 3 | 4 | 3 |
| Grants and Loans Managed | 10 | 11 | 11 |
| Brownfield property assessments completed (grant dependent) | 7 | 2 | 0 |

CONSTRUCTION STANDARDS

Description of Services:

Construction Standards is responsible for trade, site plan compliance with appropriate codes, ensuring a safely built environment, condemnation and demolition of unsafe buildings, recordkeeping for all permits and inspection activity, reviewing construction plans for code compliance.

PROGRAM GOALS AND INITIATIVES:

- Ensure that new and rehabilitated buildings are safe and meet appropriate building codes
- Ensure that inspectors are well trained to maintain a high level of service and professional competency
- Provide appropriate technology to allow customers to track the progress of their project
- Serve our customers with quality service
- Be a community resource for use of the North Carolina Rehabilitation & Existing Building Codes
- Maintain appropriate certification for inspectors and seek additional certifications as required
- Keep our customers apprised of departmental policies and code changes by participating in association meetings, hosting training seminars, and through updates on our website
- Provide prompt inspections and plan review services
- Eliminate unsafe commercial and residential structures when rehabilitation is no longer a viable option
- Provide appropriate project advice through project pre-meetings

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 726,015 | \$ 833,270 | \$ 772,360 | \$ 857,380 |
| Operating Expenses | 147,413 | 228,981 | 156,780 | 176,130 |
| Recovered Costs | (154,612) | (176,940) | (170,690) | (192,450) |
| Capital Outlay | <u>0</u> | <u>23,615</u> | <u>24,330</u> | <u>53,760</u> |
| TOTAL | <u>\$ 718,816</u> | <u>\$ 908,926</u> | <u>\$ 782,780</u> | <u>\$ 894,820</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Permits issued | 4,682 | 4,938 | 4,810 |
| Inspections performed | 8,662 | 9,264 | 8,963 |
| Plans reviewed | 350 | 378 | 364 |
| Same day inspections if in by 7:30 a.m. | 99% | 99% | 99% |

LAND DEVELOPMENT

Description of Services:

Land Development is responsible for supporting the Planning and Design Review Board and the Board of Adjustment (BOA), coordinating the Technical Review Committee (TRC), permit review and issuance, special use permit review, variances and appeals, floodplain permits, maintenance of public records, site, landscape, and architectural plan and design review, zoning administration, annexations, street closings and text amendments.

PROGRAM GOALS AND INITIATIVES:

- Provide respected and approachable customer service, technical assistance, reviews, and approval processes
- Support community revitalization and economic development efforts
- Provide timely, efficient, and effective review and approval of proposed projects
- Provide appropriate technology and allow customers to track their project's progress
- Protect and enhance the public's health, safety, and welfare as represented by City Council
- Adjust policies and ordinances that improve the quality of the built environment and further the policies of the 2030 Comprehensive Plan, Bicycle and Pedestrian Comprehensive Plans, Comprehensive Transportation Plan, Barton Area-Northwest-Old Wilson Area Neighborhood Plan and related plans
- Ensure that new development augments, supports and complements existing neighborhoods
- Continuously improve easily understood review and approval processes that respond to the needs of our users
- Maintain open communication through various media with customers, review agencies and citizens of Wilson while incorporating service excellence
- Provide flood information and assistance to Wilson property and business owner's in regards to Hurricane Matthew in October of 2016
- Support the preparation and awareness campaign for the 2020 Census to ensure an accurate population count

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 325,621 | \$ 330,840 | \$ 309,440 | \$ 361,920 |
| Operating Expenses | 14,060 | 19,140 | 15,190 | 19,140 |
| Capital Outlay | <u>0</u> | <u>42,046</u> | <u>42,650</u> | <u>0</u> |
| TOTAL | <u>\$ 339,681</u> | <u>\$ 392,026</u> | <u>\$ 367,280</u> | <u>\$ 381,060</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|-----------------------------|-------------------|----------------------|-----------------|
| Board cases processed | 14 | 10 | 10 |
| Plans/Permits reviewed | 2,420 | 2,500 | 2,400 |
| Site Plan review in 10 days | 85% | 85% | 90% |

NEIGHBORHOOD IMPROVEMENT

Description of Services:

Neighborhood Improvement is responsible for power on order and courtesy housing inspections, nuisance (including graffiti) investigating and abatement, junk vehicle investigation and removal, annual boarding house inspections, promoting safe and clean neighborhoods, educating tenants and landlords, and attending community group meetings.

PROGRAM GOALS AND INITIATIVES:

- Evaluate/amend current minimum housing inspection program to ensure compliance with recent statute changes
- Reduce neighborhood blight through code enforcement and neighborhood education
- Improve the quality of the City's housing stock through code enforcement and education
- Increase the cleanliness of the City through code enforcement and education
- Reduce hazards and nuisances throughout the City of Wilson
- Ensure the safety of residential dwellings through the Power on order and courtesy inspection program
- Work with neighborhood organizations to improve neighborhood conditions
- Partner with the City's police and fire departments to eliminate hazardous conditions that pose an immediate threat to the public's health, safety, and welfare
- Educate the citizens about the benefits of healthy neighborhoods
- Provide support to the Collaborative Team efforts
- Keep our customers apprised of departmental policies and code changes by participating in association meetings, hosting training seminars, and through updates on our website

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 273,596 | \$ 251,030 | \$ 241,700 | \$ 254,940 |
| Operating Expenses | 114,010 | 142,286 | 140,620 | 141,470 |
| Recovered Costs | (30,900) | 0 | 0 | 0 |
| Capital Outlay | <u>0</u> | <u>0</u> | <u>0</u> | <u>26,880</u> |
| TOTAL | <u>\$ 356,706</u> | <u>\$ 393,316</u> | <u>\$ 382,320</u> | <u>\$ 423,290</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Power on order housing inspections (Note: Change per North Carolina General Statute 160A-424). | 609 | 609 | 609 |
| Vehicle/Nuisance complaints investigated | 1,170 | 1,575 | 1,373 |
| Zoning complaints investigated | 402 | 513 | 458 |
| Same day inspections if in by 7:30 a.m. | 100% | 100% | 99% |

GEOGRAPHIC INFORMATION SERVICES

Description of Services:

Geographic Information Services is responsible for expanding the use of geo-spatial technology throughout the City. It provides participants the ability to easily and equitably share geographically referenced graphic and associated attribute data that are accurate, current, secure, and readily useable. In addition to core mapping services the City of Wilson's GIS Services provides data analytics, desktop and on-line application development and various data integration projects. GIS Services seeks to provide the City of Wilson with all manner of data collection, analytics and mapping needs.

PROGRAM GOALS AND INITIATIVES:

- Assess and address each Departments specific GIS needs
- Continually promote cross-departmental data collaboration and information sharing
- Provide training opportunities by developing a "GIS Basics" track in all GIS User Group meetings
- Develop next generation on-line GIS tools for analyzing data and providing full self-service features for internal and external customers
- Develop Wilson's Open Government Geospatial website and service offerings
- Mobile application development
- Research cost reduction opportunities, in all GIS Services, services and offerings
- Maintain the updated patches, updates and releases for software and hardware within the Enterprise GIS Services
- Serve the community through participation in community events, citizen engagement and innovating new technology which will allow the community of Wilson to better make use of the City's service offerings
- Provide support and technological assistance for the 2020 Census
- Continually incorporate the service excellence into every interaction of GIS Services

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Personnel Services | \$ 281,213 | \$ 283,600 | \$ 294,390 | \$ 299,550 |
| Operating Expenses | 62,877 | 76,500 | 72,170 | 76,400 |
| Recovered Costs | (308,253) | (288,080) | (293,810) | (300,760) |
| Capital Outlay | <u>41,227</u> | <u>0</u> | <u>700</u> | <u>0</u> |
| TOTAL | <u>\$ 77,064</u> | <u>\$ 72,020</u> | <u>\$ 73,450</u> | <u>\$ 75,190</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Helpdesk Tickets | 365 | 575+ | 525+ |
| Software Development Projects using ArcGIS On-line | 10 | 10 | 10+ |
| Unplanned System Down Time (hours) | < 8 | < 8 | < 8 |

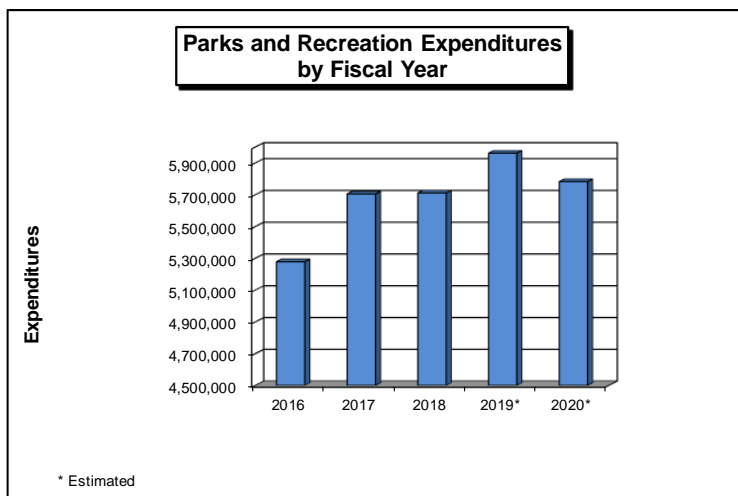
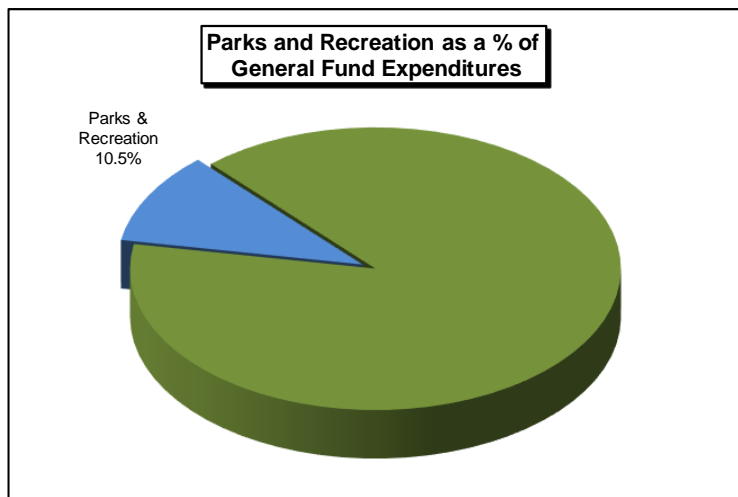
DEPARTMENT SUMMARY

PARKS AND RECREATION

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 3,656,929 | \$ 3,638,870 | \$ 3,643,150 | \$ 3,657,020 |
| Operating Expenses | 1,947,833 | 2,008,152 | 1,881,640 | 1,869,830 |
| Recovered Costs | (13,726) | (12,000) | (12,000) | (12,000) |
| Capital Outlay | <u>119,936</u> | <u>505,915</u> | <u>448,700</u> | <u>268,000</u> |
| TOTAL | <u>\$ 5,710,972</u> | <u>\$ 6,140,937</u> | <u>\$ 5,961,490</u> | <u>\$ 5,782,850</u> |
| OFFSETTING REVENUES | <u>\$ 1,198,234</u> | <u>\$ 1,037,720</u> | <u>\$ 1,035,300</u> | <u>\$ 1,025,890</u> |

EXPENDITURES



PERSONNEL SUMMARY

PARKS AND RECREATION

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|--|--------------|--------------------|---------------------------------|--------------------|
| Recreation (4001) | | | | |
| Director of Parks and Recreation | 25 | 1 | 1 | 1 |
| Recreation Manager | 23 | 1 | 1 | 1 |
| Programs Supervisor | 19 | 1 | 1 | 1 |
| Aquatics Supervisor | 19 | 1 | 1 | 1 |
| Athletics Supervisor | 19 | 1 | 1 | 1 |
| Athletics Coordinator | 15 | 2 | 2 | 2 |
| Recreation Center Coordinator | 15 | 2 | 2 | 2 |
| Administrative Assistant | 13 | 1 | 1 | 1 |
| Special Population and Senior Specialist | 12 | 1 | 1 | 1 |
| Part-time Aquatics Specialist | 9 | 1 | 1 | 1 |
| Part-time Administrative Clerk | 9 | 3 | 3 | 3 |
| Part-time Recreation Specialist | 9 | 0 | 1 | 1 |
| Parks (4002) | | | | |
| Parks Manager | 23 | 1 | 1 | 1 |
| Parks Crew Supervisor | 16 | 1 | 1 | 1 |
| Athletic Fields Crew Supervisor | 16 | 1 | 1 | 1 |
| Landscape Specialist | 13 | 1 | 1 | 1 |
| Parks Maintenance Worker I-IV | 7-13 | 13 | 13 | 13 |
| Wedgewood (4045) | | | | |
| Golf Course Operations Supervisor | 19 | 1 | 1 | 1 |
| Golf Course Supervisor | 16 | 1 | 1 | 1 |
| Golf Course Mechanic | 12 | 1 | 1 | 1 |
| Part-time Administrative Clerk | 9 | 0 | 1 | 1 |
| Full-time | | 31 | 31 | 31 |
| Part-time | | 4 | 6 | 6 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|----------------------|----------------|------------|----------|
| Golf Course Mechanic | Wedgewood 4045 | Parks 4002 | 50% |
| Park Ranger (2) | Police 3101 | Parks 4002 | 100% |

CAPITAL OUTLAY**PARKS AND RECREATION**

| Item | New/ Replacement | 2019-20 Budget |
|---|---------------------|-------------------|
| Parks (4002) | | |
| One (1) Trencher with Conveyor Belt | N | 20,000 |
| Video Surveillance Equipment | N | 31,000 |
| Park Signage | N | 40,000 |
| Facility Shelters | N | 25,000 |
| One (1) Storage Building w/Fence at Gillette Park | N | 50,000 |
| Lane Street Renovations | R | 50,000 |
| Five Points Renovations | R | 30,000 |
| | | |
| Reservoirs (4015) | | |
| One (1) Park Ranger Boat | R | 22,000 |
| | | |
| Total | | 268,000 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

RECREATION

Description of Services:

Recreation is responsible for providing and maintaining recreation centers, programs for youth, adults, seniors and special populations, facilities for community use, instructional and non-instructional programs, aquatic programs promotion and marketing of all programs and facilities, collaboration with schools in meeting needs, and community events and special projects.

PROGRAM GOALS AND INITIATIVES:

- Provide appropriate, adequate, and professional training for personnel as needed
- Secure necessary qualified volunteers for all programs as needed
- Provide appropriate full-time and part-time personnel
- Increase gross revenues
- Expand marketing through City marketing department through social media outlets such as Facebook, Snapchat, Instagram, and Twitter
- Continue to expand and improve athletic programs and facilities
- Continue to host and recruit state and national athletic tournaments that contribute to tourism growth in Wilson
- Expand partnership with Wilson City Little League Board, Wilson Youth Soccer Association and Wilson Travel and Tourism
- Continue to implement service excellence
- Continue the accreditation process for our department
- Continue the education of volunteer coaches for programs such as youth football, baseball and basketball
- Partner with Wilson County Schools and YMCA to bring second grade swim lessons to Recreation Park Pool
- Increase sports related tourism
- Complete Master Plan at Lake Wilson
- Complete renovation of Lake Wilson
- Complete Master Plan of Toisnot Park
- Complete renovation of Rotary Park and hold grand opening ceremony

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 1,761,947 | \$ 1,733,500 | \$ 1,739,440 | \$ 1,683,420 |
| Operating Expenses | 672,663 | 681,823 | 616,410 | 615,900 |
| Capital Outlay | <u>0</u> | <u>102,115</u> | <u>81,700</u> | <u>0</u> |
| TOTAL | <u>\$ 2,434,610</u> | <u>\$ 2,517,438</u> | <u>\$ 2,437,550</u> | <u>\$ 2,299,320</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---------------------------------------|-------------------|----------------------|-----------------|
| Number of times facilities rented | 1,775 | 1,825 | 1,850 |
| Number of recreation programs offered | 108 | 110 | 112 |
| Rental revenues | 51,000 | 51,500 | 52,000 |
| Athletic program revenues | 190,000 | 195,000 | 205,000 |

PARKS

Description of Services:

Parks is responsible for maintaining parks and reservoirs, planting and maintaining flower beds, trees, and rose gardens, trails and greenways, providing safe and clean facilities, safe playgrounds and park equipment, coordinating manpower with other departments, and maintaining all equipment in good, safe, and clean condition.

PROGRAM GOALS AND INITIATIVES:

- Develop and maintain all parks, reservoirs, ball fields, and playgrounds to provide the public with open space and natural areas for recreational use
- Seek acquirement of land, as appropriate, for future park expansions
- Maintain recreation centers, pools, and other buildings as appropriate
- Maintain safe and efficient facilities and equipment
- Continue study of park system as a whole and determine "high use" and "low use" parks
- Implement new Lake Wilson project
- Continue weed control program to decrease mowing costs
- Upgrade equipment as appropriate
- Continue to implement service excellence
- Continued improvement of grass cutting program at city lots and right-of-ways
- Continue overseeding and grass growing program on athletic fields
- Complete Rotary Park renovations
- Implement new signage program in city parks
- Design and construct dog park(s)

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 1,507,150 | \$ 1,501,390 | \$ 1,508,050 | \$ 1,555,690 |
| Operating Expenses | 879,329 | 847,190 | 819,670 | 820,870 |
| Recovered Costs | (13,726) | (12,000) | (12,000) | (12,000) |
| Capital Outlay | <u>119,936</u> | <u>403,800</u> | <u>367,000</u> | <u>246,000</u> |
| TOTAL | <u>\$ 2,492,689</u> | <u>\$ 2,740,380</u> | <u>\$ 2,682,720</u> | <u>\$ 2,610,560</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Number of usable acres for parks | 269 | 269 | 269 |
| Number of parks/playgrounds maintained | 27 | 27 | 27 |
| Flower beds/planting areas maintained | 71 | 71 | 75 |
| Number of acres per full-time employee | 16 | 16 | 16 |

RESERVOIRS

Description of Services:

Reservoirs is responsible for providing water areas for fishing, boating, and hunting, safe docks, piers, ramps, and bridges, availability for public events, land for biking, camping, walking, hiking, and horse riding, water access for skiing and personal watercraft, necessary roads and entrance ways, all areas for safe environment, and concessions and bait shops as appropriate.

PROGRAM GOALS AND INITIATIVES:

- Maintain water, land, and open space area for recreational users
- Provide safe, clean facilities, and part-time personnel as needed
- Utilize Park Rangers to patrol areas and maintain safety both on and off the water
- Continue special events such as fishing tournaments, boat races, and triathlon at Buckhorn Lake
- Improve marketing for reservoirs
- Increase gross revenues overall
- Keep restrooms clean, safe, neat, and usable
- Complete improvements at Lake Wilson (walking trail, bridge, entrance)
- Implement safe and efficient hunting regulation programs
- Continue the improvement of duck blind hunting program
- Continue to implement service excellence
- Design new Master Plan at Wiggins Mill

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Personnel Services | \$ 11,196 | \$ 11,200 | \$ 8,830 | \$ 10,750 |
| Operating Expenses | 8,445 | 10,000 | 5,880 | 7,500 |
| Capital Outlay | <u>0</u> | <u>0</u> | <u>0</u> | <u>22,000</u> |
| TOTAL | <u>\$ 19,641</u> | <u>\$ 21,200</u> | <u>\$ 14,710</u> | <u>\$ 40,250</u> |

Note: Reallocation of Part-time Lake Warden is allocated from Police 3101 to Reservoirs 4015

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|-------------------------------------|-------------------|----------------------|-----------------|
| Number of land acres maintained | 200 | 200 | 200 |
| Number of locations | 4 | 4 | 4 |
| Number of hours per acre maintained | 35 | 35 | 35 |
| Gross revenues generated | 6,000 | 6,500 | 7,000 |

WEDGEWOOD

Description of Services:

Wedgewood is responsible for providing and maintaining a quality 18-hole golf course, clubhouse rooms for rental, safe and adequate equipment, golf lessons for youth and adults, concessions, systematic irrigation system, picnic shelters and playground for use, adequate pro shop, and tournaments, outings, and special events.

PROGRAM GOALS AND INITIATIVES:

- Provide and maintain a quality 18-hole golf course, picnic area, playground area, pro shop, clubhouse, golf carts, restrooms, driving range, short game facility, parking areas, and open space for public use
- Efficiently and effectively maintain reusable water irrigation system
- Increase gross revenues
- Continue to improve golf course grounds and playing conditions
- Continue improvements to driving range area and putting greens
- Continue golf cart lease program
- Improve equipment maintenance as necessary
- Continue to implement service excellence
- Continue to improve new payment program and revenue tracking system
- Continue to maintain Wedgewood Golf Course Website
- Continue youth and adult golf based programs such as lessons, leagues, and clinics
- Continue active recruitment of local and statewide tournaments
- Increase marketing opportunities through city marketing department
- Increase junior golf players through lessons, clinics, and leagues
- Continue to host local and statewide tournaments
- Increase female play with special events and tournaments

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel Services | \$ 376,636 | \$ 392,780 | \$ 386,830 | \$ 407,160 |
| Operating Expenses | 387,396 | 469,139 | 439,680 | 425,560 |
| Capital Outlay | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 764,032</u> | <u>\$ 861,919</u> | <u>\$ 826,510</u> | <u>\$ 832,720</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Number of acres maintained | 187 | 187 | 187 |
| Number of rounds played annually | 32,267 | 33,245 | 33,750 |
| Number of participants other than golf | 10,000 | 10,000 | 10,000 |
| Gross revenues generated | 722,000 | 725,000 | 750,000 |

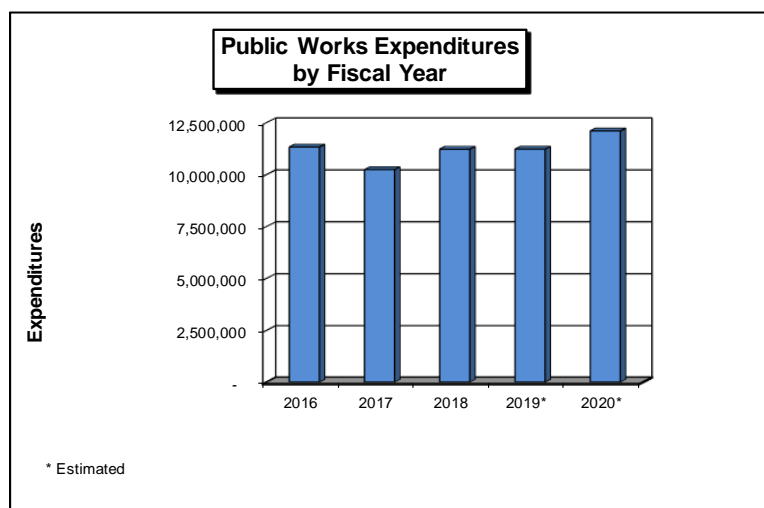
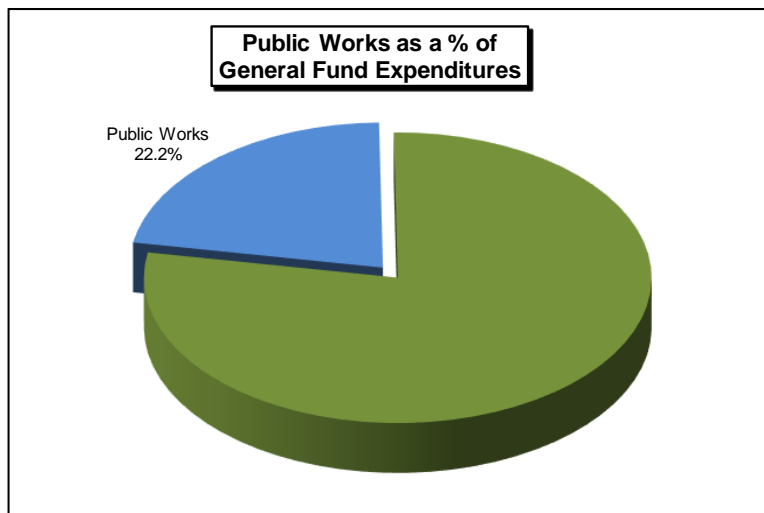
DEPARTMENT SUMMARY

PUBLIC WORKS

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Personnel Services | \$ 6,696,744 | \$ 7,263,270 | \$ 6,806,710 | \$ 7,529,240 |
| Operating Expenses | 6,864,016 | 7,122,795 | 6,257,350 | 6,590,880 |
| Recovered Costs | (3,083,644) | (3,525,440) | (3,326,320) | (3,384,450) |
| Capital Outlay | <u>740,136</u> | <u>1,547,062</u> | <u>1,482,310</u> | <u>1,357,640</u> |
| TOTAL | <u>\$ 11,217,252</u> | <u>\$ 12,407,687</u> | <u>\$ 11,220,050</u> | <u>\$ 12,093,310</u> |
| OFFSETTING REVENUES | <u>\$ 6,464,081</u> | <u>\$ 5,984,840</u> | <u>\$ 6,309,500</u> | <u>\$ 6,175,850</u> |

EXPENDITURES



PERSONNEL SUMMARY

PUBLIC WORKS

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|---|--------------|--------------------|---------------------------------|--------------------|
| Public Works Administration (5001) | | | | |
| Deputy City Manager - Operations and Public Works | 28 | 1 | 1 | 1 |
| Director of Public Works | 26 | 1 | 1 | 1 |
| City Engineer | 25 | 0 | 1 | 1 |
| Assistant Director of Public Works | 24 | 1 | 1 | 1 |
| Staff Engineer I-III | 19-21 | 1 | 0 | 0 |
| Executive Assistant | 15 | 1 | 1 | 1 |
| Administrative Assistant | 13 | 2 | 2 | 2 |
| Part-time Public Works Dispatcher | 10 | 1 | 1 | 1 |
| Street Maintenance (5002) | | | | |
| Street Division Manager | 22 | 1 | 1 | 1 |
| Street Supervisor | 16 | 2 | 2 | 2 |
| Crew Supervisor | 16 | 0 | 0 | 0 |
| Crew Leader | 14 | 5 | 5 | 5 |
| General Service Technician | 7-13 | 10 | 13 | 13 |
| Equipment Operator | 10-12 | 7 | 4 | 4 |
| Environmental Services (5003) | | | | |
| Environmental Services Manager | 22 | 1 | 1 | 1 |
| Environmental Services Superintendent | 19 | 1 | 1 | 1 |
| Crew Supervisor | 16 | 3 | 3 | 3 |
| Equipment Operator | 10-12 | 28 | 27 | 27 |
| Environmental Services Technician | 8-13 | 6 | 2 | 2 |
| Environmental Services Refuse Collector | 7 | 1 | 6 | 6 |
| Engineering (5004) | | | | |
| Engineering Manager | 22 | 1 | 1 | 1 |
| Construction Inspector | 16 | 2 | 2 | 2 |
| GIS Technician I-II | 16-17 | 1 | 1 | 1 |
| Fleet Maintenance (5005) | | | | |
| Fleet Manager | 23 | 1 | 1 | 1 |
| Fleet Maintenance Supervisor | 18 | 1 | 1 | 1 |
| Fleet Mechanic | 12-16 | 12 | 12 | 12 |
| Fleet Maintenance Specialist | 14 | 1 | 1 | 1 |
| Service and Parts Technician | 10 | 1 | 1 | 1 |
| Automotive Service Aide | 7 | 0 | 1 | 1 |
| Part-time Automotive Service Aide | 7 | 1 | 0 | 0 |
| Stormwater Compliance (5006) | | | | |
| Stormwater Compliance Specialist | 18 | 1 | 1 | 1 |
| Erosion Control Specialist | 18 | 1 | 1 | 1 |
| Engineering Services Technician | 18 | 1 | 1 | 1 |
| GIS Technician I-II | 16-17 | 1 | 1 | 1 |

PERSONNEL SUMMARY

PUBLIC WORKS

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|-----------------------------------|--------------|--------------------|---------------------------------|--------------------|
| Parking and Traffic (5008) | | | | |
| Traffic Supervisor | 16 | 1 | 1 | 1 |
| Traffic Technician | 10 | 3 | 5 | 5 |
| | | | | |
| Full-time | | 100 | 103 | 103 |
| Part-time | | 2 | 1 | 1 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|--------------------------|----------------------------------|-------------------------------------|----------|
| Director of Public Works | Public Works Administration 5001 | Stormwater Management 7606 | 20% |
| | | Mass Transit Admin 5101 | 20% |
| | | Industrial Air Center 5601 | 10% |
| | | Street Maintenance 5002 | 15% |
| | | Environmental Services 5003 | 10% |
| | | Engineering 5004 | 5% |
| | | Fleet Maintenance 5005 | 10% |
| | | Parking and Traffic 5008 | 10% |
| City Engineer | Public Works Administration 5001 | Stormwater Management 7606 | 10% |
| Engineering Manager | Engineering 5004 | Stormwater Management 7606 | 35% |
| GIS Technician | Engineering 5004 | Water Resources Administration 7001 | 25% |
| Traffic Technician (5) | Parking and Traffic 5008 | Electric Distribution 6005 | 30% |
| | | Gas Distribution 6502 | 5% |
| | | Water Distribution 7003 | 7.5% |
| | | Wastewater Collection 7005 | 7.5% |
| | | Stormwater Management 7606 | 15% |

CAPITAL OUTLAY**PUBLIC WORKS**

| Item | New/ Replacement | 2019-20 Budget |
|--|---------------------|-------------------|
| Street Maintenance (5002) | | |
| Bicycle Safety Improvements | N | 59,500 |
| Douglas Street Infrastructure Improvements | R | 120,000 |
| Sidewalk Construction Program | N | 96,000 |
| Sidewalk Expansions | R | 50,000 |
| One (1) Flat Bed Dump Truck | R | 123,000 |
| One (1) Pickup Truck | R | 31,500 |
| Environmental Services (5003) | | |
| One (1) Truck 4WD Crew Cab w/utility body and towing package | R | 31,000 |
| One (1) Automated Side Loader | R | 285,000 |
| One (1) Knuckle Boom Truck | R | 150,000 |
| One (1) Pull-behind Leaf Machine | R | 125,000 |
| One (1) Flat Bed Truck | R | 150,000 |
| Engineering (5004) | | |
| Street Conversion – Pine and Tarboro Streets | R | 115,000 |
| Fleet Maintenance (5005) | | |
| Parts Inventory Bar Coding System | N | 21,640 |
| Total | | 1,357,640 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

PUBLIC WORKS ADMINISTRATION

Description of Services:

Administration is responsible for budget development and execution, performance measurement, grant projects and documentation, and administration of employee programs (i.e., safety/health, performance and skill-based training/development, etc.) for the various divisions of Public Works. It provides ongoing leadership and guidance to supervisory staff in Public Works. Responsibilities also include project management, policy development, and the implementation of products and process improvements. The supplemental manpower and inmate labor program is administered by this division. Other activities include the train station restoration and coordination of in-house, contractual, and mutual aid resources for debris clean-up and/or other emergency recovery efforts. All coordination with NCDOT activities and projects.

PROGRAM GOALS AND INITIATIVES:

- Provide leadership, guidance, and resources, as necessary and available to aid and support managers and their staff in the successful delivery of services and/or completion of projects as planned and budgeted
- Ensure all services and programs provided under the Public Works umbrella are administered and carried out in compliance with and according to departmental and City policy and procedures
- Develop and implement initiatives that will improve operating efficiency and effectiveness
- Develop operating and capital improvement budgets and monitor expenditures
- Respond promptly and effectively to all requests for service
- Be proactive and responsive to citizen feedback and inquiries regarding Public Works operations/projects
- Continue to pursue and identify funding opportunities to offset service costs
- Provide training opportunities that support and encourage employee development and skill-based progression
- Continue participation in the Inmate Labor Program
- Secure Powell Bill funding through NCDOT

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 560,305 | \$ 691,030 | \$ 634,180 | \$ 755,880 |
| Operating Expenses | 1,003,625 | 1,119,280 | 1,100,440 | 1,182,930 |
| Recovered Costs | (450,571) | (639,210) | (504,870) | (574,900) |
| Capital Outlay | <u>0</u> | <u>194,000</u> | <u>1,010</u> | <u>0</u> |
| TOTAL | <u>\$ 1,113,359</u> | <u>\$ 1,365,100</u> | <u>\$ 1,230,760</u> | <u>\$ 1,363,910</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Powell Bill revenue | \$1,358,576.76 | \$1,358,576.76 | \$1,400,000 |
| Inmate labor (hours worked) | 12,430 | 13,950 | 14,100 |
| Inmate labor (estimated labor benefit) | \$149,160 | \$167,400 | \$169,200 |

STREET MAINTENANCE

Description of Services:

Street Maintenance is responsible for the construction and maintenance of all streets, sidewalks, and curb and gutter accepted by the city, which currently includes 690 lane miles of paved roads. Maintenance activities include repairing potholes, replacing asphalt due to utility maintenance, crack sealing, sidewalk repair and replacement, curb and gutter repair and replacement, and some roadside (ROW) maintenance work. Street sweeping is a daily activity in which the division has two sweepers on assigned routes. The Street Division is always prepared for inclement weather as its emergency equipment is constantly maintained in preparation for any snowstorm, hurricane, or other acts of Mother Nature.

PROGRAM GOALS AND INITIATIVES:

- Maintain infrastructure to ensure streets, curb and gutter, sidewalks, parking lots, and public right-of-ways are safe, allowing unobstructed access
- Continue sidewalk rehabilitation and replacement program to facilitate pedestrian access and to ensure ADA compliance
- Preserve pavement by using the latest techniques including patching, crack sealing, and other surface treatments
- Mow and maintain designated City-owned lots and right-of-ways
- Provide support services to other departments as needed
- Manage street sweeping and curb edging with continued emphasis on improved efficiency

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 1,579,870 | \$ 1,721,690 | \$ 1,643,550 | \$ 1,773,840 |
| Operating Expenses | 1,954,447 | 1,765,473 | 1,250,160 | 1,676,770 |
| Recovered Costs | (633,446) | (730,000) | (738,000) | (625,000) |
| Capital Outlay | <u>13,670</u> | <u>701,043</u> | <u>669,620</u> | <u>480,000</u> |
| TOTAL | <u>\$ 2,914,541</u> | <u>\$ 3,458,206</u> | <u>\$ 2,825,330</u> | <u>\$ 3,305,610</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Lane miles swept | 7,679 | 7,700 | 7,750 |
| Linear feet of curb and gutter repaired | 3,412 | 3,000 | 3,200 |
| Linear feet of sidewalk repaired | 1,708 | 1,900 | 2,000 |
| Utility cuts repaired | 691 | 620 | 650 |

| |
|-------------------------------|
| ENVIRONMENTAL SERVICES |
|-------------------------------|

Description of Services:

Environmental Services is responsible for solid waste management, including household garbage, compost (yard waste), recycling, and bulk waste collection; special materials handling and disposal; cleaning the Central Business District, including main thoroughfares; annual leaf collection; conducting special clean-up projects, cleaning City lots and property; dumpster maintenance; litter control and abatement activities, etc.

PROGRAM GOALS AND INITIATIVES:

- Manage the City's solid waste stream, including collection, transportation, disposal, and recycling activities efficiently and at the lowest cost possible
- Maintain the central business district, parking lots, and public right-of-ways in a clean and litter-free manner
- Ensure compliance with all governmental guidelines and mandates
- Inform and educate the public on solid waste collection and disposal methods
- Collect residential waste, including household garbage, recycling, and compost material and safely transport to designated disposal sites
- Conduct annual Leaf Collection Program
- Monitor contractual services for dumpsters
- Conduct special clean-up projects to improve the City's overall appearance and image
- Continue to improve operating efficiency with expanded automation and better routing

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 2,334,373 | \$ 2,610,730 | \$ 2,406,860 | \$ 2,676,510 |
| Operating Expenses | 3,211,541 | 3,019,550 | 3,026,520 | 2,718,370 |
| Recovered Costs | (168,486) | (168,500) | (168,500) | (168,500) |
| Capital Outlay | 436,083 | 474,000 | 640,690 | 741,000 |
| TOTAL | \$ 5,813,511 | \$ 5,935,780 | \$ 5,905,570 | \$ 5,967,380 |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Tons of household waste collected/recycling | 26,100 | 26,750 | 27,000 |
| Tons yard waste/leaves/C&D collected | 8,820 | 9,800 | 10,200 |
| Household units served/FTE | 638 | 675 | 680 |
| Complaints resolved within 24 hours | 99.9% | 100% | 100% |

ENGINEERING

Description of Services:

Engineering is responsible for all review and inspection of new public works, improvement and maintenance of existing infrastructure records, including all new public facilities in new development areas, maintenance and rehabilitation of the City's existing infrastructure. Also, unique to most local governments, the Engineering Division reviews design and construction management for all subdivision and site developments within the City's Jurisdiction. This includes planning, budgeting, reporting and overall administration of public improvement projects.

PROGRAM GOALS AND INITIATIVES:

- Provide planning, engineering, and administrative direction to the various divisions and external sources
- Ensure all services and programs are successfully carried out in compliance and according to local, state, and federal policies and procedures
- Develop and implement plans that will improve operations and will promote and facilitate economic development
- Provide technical expertise/guidance to city staff, developers, and the general public as warranted
- Work with Development Services in establishing long-range plans for site plan development and approval
- Continue updating and enhancing the Geographic Information System (GIS) and mapping
- Develop and monitor budget and capital improvement expenditures
- Administer Project Coordination program to ensure maximum efficiency and effectiveness of internal/external agencies
- Be proactive and responsive to citizen's concerns/inquiries regarding Engineering Services
- Develop needs and secure funding for State Transportation Improvement Plan (STIP) projects and municipal agreements

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 315,604 | \$ 309,930 | \$ 283,340 | \$ 310,830 |
| Operating Expenses | 89,664 | 235,133 | 142,790 | 175,530 |
| Capital Outlay | <u>222,954</u> | <u>109,179</u> | <u>89,190</u> | <u>115,000</u> |
| TOTAL | <u>\$ 628,222</u> | <u>\$ 654,242</u> | <u>\$ 515,320</u> | <u>\$ 601,360</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|------------------------------------|-------------------|----------------------|-----------------|
| Construction inspections per year | 1,430 | 1,500 | 1,550 |
| Development plans reviewed | 61 | 80 | 90 |
| Miles of new infrastructure mapped | 2 | 3 | 6 |

| |
|--------------------------|
| FLEET MAINTENANCE |
|--------------------------|

Description of Services:

Fleet Maintenance is responsible for managing the city's fleet operation, which includes the acquisition, maintenance, and disposition of approximately 829 units of rolling stock and equipment. The primary focus of the division is to insure fleet availability for all city operations, by minimizing fleet and equipment downtime. It is responsible for overseeing the warranty program and insuring that an aggressive and systematic PM program is in place. It also manages the fuel delivery/dispensing program, conducts NC vehicle inspections, and maintains a parts and tire program to meet demand while minimizing inventories. Other activities include managing a night shift for bus maintenance, managing the city's waste oil program; the proper disposal of (*including recycling where feasible*) used batteries, Freon, scrap tires, metals, etc., and insuring the fleet and shop are within compliance of all NCDOT and environmental regulations.

PROGRAM GOALS AND INITIATIVES:

- Manage and operate an efficient and productive repair and maintenance facility
- Ensure all equipment and vehicles are maintained and safe for use in conducting City business and operations
- Utilize competitive bid process and sound purchasing practices as dictated by City policy and governmental mandates
- Continue to incorporate environmentally friendly and fuel efficient practices into the overall fleet operation
- Utilize vendor resources and other educational tools to train mechanics and equipment operators
- Improve reliability and life cycle costs of fleet through improved specifications, scheduled maintenance, and more timely replacement of vehicles and equipment
- Reduce vehicle down time through proactive preventative maintenance program
- Provide training opportunities for staff to enhance technical knowledge and improve customer service skills
- Conduct all vehicle inspections (State/Federal/DOT) as required
- Keep division personnel current on mandated federal and state regulations to ensure compliance
- Secure vehicles and equipment per state contract and/or bid specifications and as approved by Council
- Continue to incorporate alternative fuels and hybrid vehicles into fleet where practical and feasible

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 1,272,889 | \$ 1,347,910 | \$ 1,330,120 | \$ 1,413,550 |
| Operating Expenses | 417,620 | 558,089 | 369,600 | 566,040 |
| Recovered Costs | (1,481,966) | (1,585,680) | (1,522,060) | (1,603,120) |
| Capital Outlay | <u>18,819</u> | <u>68,840</u> | <u>81,800</u> | <u>21,640</u> |
| TOTAL | <u>\$ 227,362</u> | <u>\$ 389,159</u> | <u>\$ 259,460</u> | <u>\$ 398,110</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|-----------------------------------|-------------------|----------------------|-----------------|
| Units of rolling stock maintained | 850 | 870 | 875 |
| Work orders completed | 6,192 | 6,315 | 6,441 |
| Fleet availability/readiness rate | 95% | 95% | 95% |

STORMWATER COMPLIANCE

Description of Services:

Stormwater Compliance is responsible for enforcing the Stormwater Ordinance and making sure all activities in the City comply with the Neuse Nutrient and Buffer Regulations as well as the Water Supply/Watershed Regulations and the local Peak Flow Policy. This requires us to compile an annual report detailing our local program efforts to ensure that we are in line with the State's program requirements. Stormwater Compliance also designs, permits, and implements projects for streambank stabilization and capacity issues in the local creeks. We oversee the Adopt-A-Street and Adopt-A-Stream programs as they play a role in this as well. The division applies for grants for additional stormwater improvement funds and implements the local erosion and sediment control program

PROGRAM GOALS AND INITIATIVES:

- Manage the quantity and quality of stormwater runoff to enhance the environment and water quality in the Neuse River Basin
- Continue a state delegated Local Erosion and Sediment Control Program
- Oversee and manage the use of stormwater funds to achieve maximum benefits and efficiency
- Assist with administration of the stormwater fee allocation to improve overall stormwater management for the City of Wilson
- Provide public information and conduct workshops to educate the public about stormwater management
- Prevent and eliminate illegal discharge to the stormwater system
- Locate sites for installing best management practices in existing developed areas

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------|----------------------|----------------------|--------------------|
| Personnel Services | \$ 333,665 | \$ 353,130 | \$ 345,570 | \$ 364,010 |
| Operating Expenses | 14,983 | 49,757 | 47,320 | 48,920 |
| Recovered Costs | <u>(348,648)</u> | <u>(402,050)</u> | <u>(392,890)</u> | <u>(412,930)</u> |
| TOTAL | <u><u>\$ 0</u></u> | <u><u>\$ 837</u></u> | <u><u>\$ 0</u></u> | <u><u>\$ 0</u></u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|------------------------------------|-------------------|----------------------|-----------------|
| Water Quality BMP's inspected | 98 | 105 | 110 |
| Erosion Control Inspections | 124 | 130 | 140 |
| Public Education Projects/Programs | 18 | 20 | 20 |

PARKING AND TRAFFIC

Description of Services:

Parking and Traffic is responsible for sign installation and the old signs are changed out every 10 years. They install paint markings of various types on items such as our street lines, stop bars, arrows at traffic signals, triangles on speed humps and parking lots. Perform traffic control such as detours, lane closures, street closures, sidewalk closures and street closings for events such as Christmas parade. Maintain the parking meters in our downtown parking lots. Clear sight distance areas for improved visibility. The sign shop makes all our street name signs and any other type of sign that goes on our city streets and for other county or city municipalities in surrounding areas.

PROGRAM GOALS AND INITIATIVES:

- Provide for the safe, convenient, and efficient movement of vehicular and pedestrian traffic
- Install and maintain traffic control devices according to standard traffic safety practices, local ordinances, and the manual on Uniform Traffic Control Devices
- Ensure City parking lots and public parking areas are easily accessible and properly maintained
- Respond to citizen inquiries in an efficient and timely manner
- Continue efforts to improve community appearance while promoting intergovernmental cooperation
- Prompt response and resolution of service requests and complaints
- Install and maintain uniform signs and markings with enhanced materials to improve visibility
- Maintain City parking lots
- Continue to improve sight distance clearance program
- Review development site plans to ensure compliance with traffic schedule and ordinance
- Revise traffic schedule and ordinance as necessary
- Continue planning for on-street sign inventory for input into Geographical Information System
- Advise and assist with downtown improvements and revitalization efforts

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 300,038 | \$ 228,850 | \$ 163,090 | \$ 234,620 |
| Operating Expenses | 172,136 | 375,513 | 320,520 | 222,320 |
| Recovered Costs | (527) | 0 | 0 | 0 |
| Capital Outlay | <u>48,610</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 520,257</u> | <u>\$ 604,363</u> | <u>\$ 483,610</u> | <u>\$ 456,940</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Traffic/other signs made/installed | 886 | 940 | 1020 |
| Street name signs made/installed | 142 | 160 | 175 |
| Traffic Control provided for other departments | 138 | 150 | 160 |
| Average response time for new sign requests | 3 days | 3days | 3 days |

REVENUE AND EXPENDITURE SUMMARY

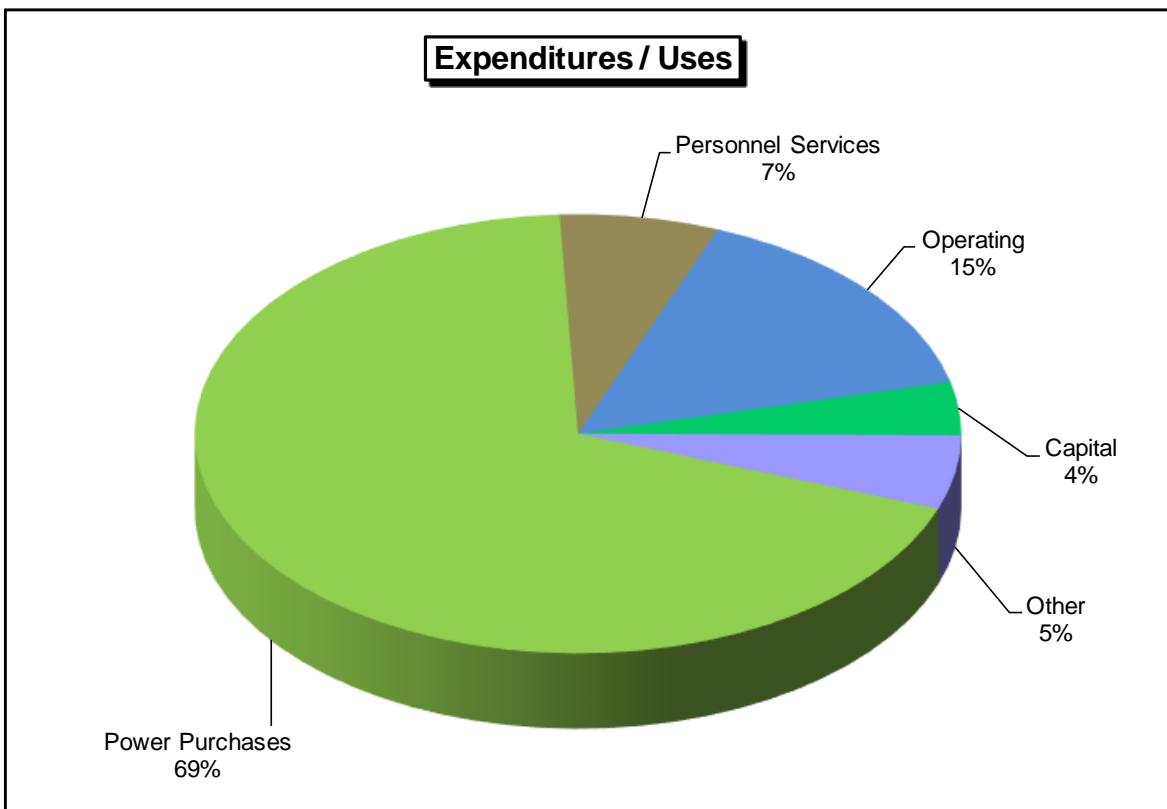
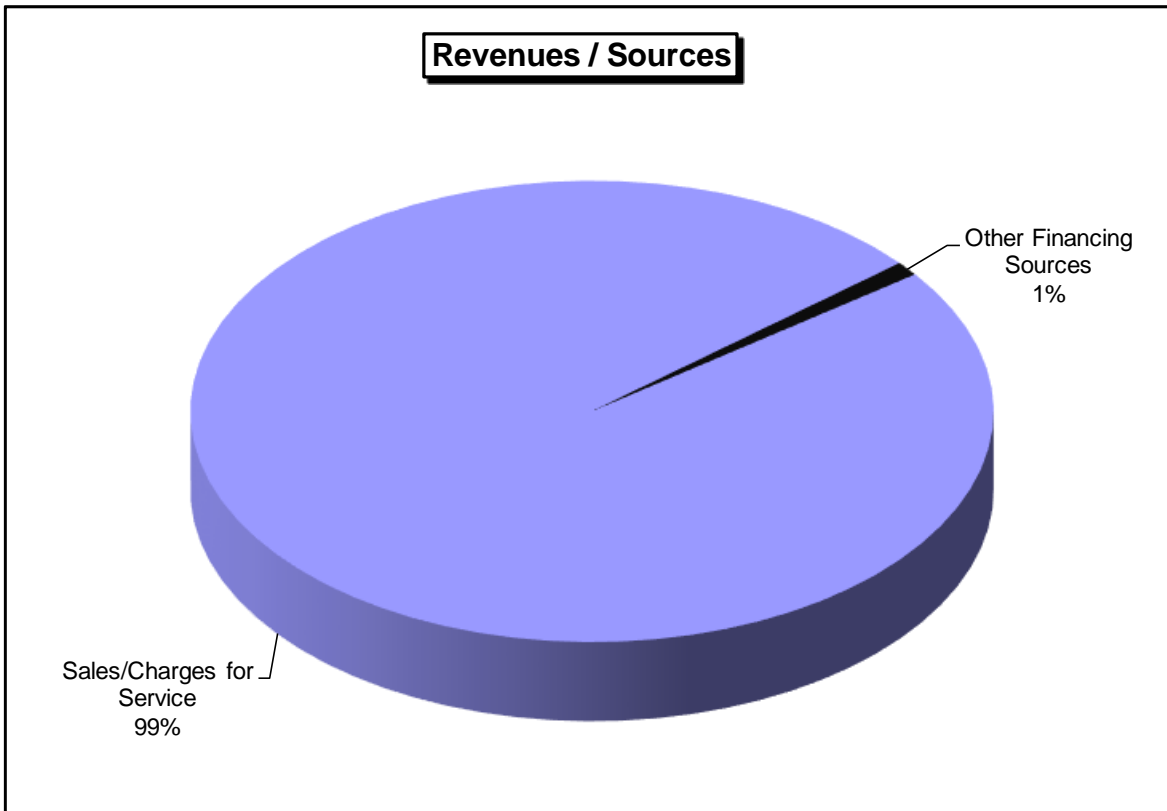
ELECTRIC

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|------------------------------|------------------------------|------------------------------|------------------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Intergovernmental | \$ 0 | \$ 0 | \$ 428,564 | \$ 0 |
| Sales/Charges for Services | 124,697,205 | 123,227,260 | 126,117,839 | 126,349,910 |
| Miscellaneous Income | 1,758,012 | 878,000 | 1,437,961 | 952,380 |
| Investment Income | 38,482 | 145,000 | 119,573 | 0 |
| Proceeds from | | | | |
| Debt Refunding | 19,761,000 | 0 | 0 | 0 |
| Interfund Transfers In | 1,024,302 | 0 | 0 | 0 |
| Fund Balance Appropriated | <u>0</u> | <u>13,059,542</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 147,279,001</u> | <u>\$ 137,309,802</u> | <u>\$ 128,103,937</u> | <u>\$ 127,302,290</u> |

Expenditures and Other Uses

| | | | | |
|-----------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Electric Administration | \$ 10,398,454 | \$ 11,925,416 | \$ 11,185,836 | \$ 11,518,130 |
| Engineering and System Planning | 2,894,080 | 3,257,672 | 3,082,080 | 3,255,880 |
| System Control and Communications | 4,392,007 | 9,189,664 | 9,227,091 | 4,117,110 |
| Power Purchase | 84,697,883 | 86,360,540 | 84,804,230 | 87,515,100 |
| Electric Distribution | 16,797,513 | 19,373,760 | 19,117,956 | 13,570,180 |
| Key Accounts and Marketing | 311,467 | 364,350 | 357,470 | 403,050 |
| Governmental Projects | 854,886 | 1,071,920 | 1,433,960 | 1,133,960 |
| Community Projects | 637,787 | 770,980 | 700,000 | 770,000 |
| Debt Service | 21,508,898 | 1,788,080 | 1,788,068 | 1,765,490 |
| Contingency | 0 | 500,000 | 0 | 500,000 |
| Interfund Transfers Out | <u>3,160,200</u> | <u>2,707,420</u> | <u>2,707,420</u> | <u>2,753,390</u> |
| TOTAL | <u>\$ 145,653,175</u> | <u>\$ 137,309,802</u> | <u>\$ 134,404,111</u> | <u>\$ 127,302,290</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE**ELECTRIC**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| INTERGOVERNMENTAL | \$ 0 | \$ 0 | \$ 428,564 | \$ 0 |
| SALES/CHARGES FOR SERVICES | | | | |
| Sales to General Consumers | 117,952,171 | 116,413,960 | 119,251,956 | 119,458,000 |
| Sales to Other Distributors | 2,089,987 | 2,139,300 | 2,118,654 | 2,121,100 |
| Sales to Other Utilities | 1,996,350 | 1,984,000 | 1,963,744 | 1,990,810 |
| Area Rental Lights | 1,957,017 | 1,940,000 | 1,991,769 | 1,980,000 |
| Solar (Renewable Energy) | 351,680 | 400,000 | 441,716 | 450,000 |
| Municipal Street Lighting | <u>350,000</u> | <u>350,000</u> | <u>350,000</u> | <u>350,000</u> |
| Sub-Total | 124,697,205 | 123,227,260 | 126,117,839 | 126,349,910 |
| MISCELLANEOUS INCOME | 1,758,012 | 878,000 | 1,437,961 | 952,380 |
| INVESTMENT INCOME | 38,482 | 145,000 | 119,573 | 0 |
| PROCEEDS FROM | | | | |
| DEBT REFUNDING | 19,761,000 | 0 | 0 | 0 |
| INTERFUND TRANSFERS IN | | | | |
| Transfer from Capital Projects | 1,024,302 | 0 | 0 | 0 |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated | | | | |
| (Unassigned) | 0 | 6,750,260 | 0 | 0 |
| Encumbrance Balance | <u>0</u> | <u>6,309,282</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>13,059,542</u> | <u>0</u> | <u>0</u> |
| Total | <u>\$ 147,279,001</u> | <u>\$ 137,309,802</u> | <u>\$ 128,103,937</u> | <u>\$ 127,302,290</u> |

CHARGES FOR SALES AND SERVICE

Sales to General Consumers This revenue represents retail electric sales to residential, commercial, and industrial customers.

Sales to Other Distributors This reflects the sale of electricity to other municipalities that resale to general consumers.

Sales to Other Utilities This category represents the sale of electricity to other utility operations of the City.

Area Rental Lights This revenue represents the amount charged general consumers for outdoor area lighting units.

Municipal Street Lighting This reflects the amount paid by the General Fund for the City streetlights.

INTERGOVERNMENTAL This represents funds received from the Federal Emergency Management Agency for disaster relief.

MISCELLANEOUS INCOME This category includes the late payment penalty, proceeds from the disposal of old equipment, etc.

INVESTMENT INCOME This represents the Electric Fund's share of the interest earned on and the capital gains from the sale of the City's investments.

PROCEEDS FROM DEBT REFUNDING This represents proceeds received from the issuance of new debt to be used to repay previously issued debt.

PROCEEDS FROM INSTALLMENT CONTRACTS This represents the amount recognized as a financial resource associated with an asset acquired through a revenue bond or lease - purchase type of arrangement.

INTERFUND TRANSFERS This category reflects financing sources distributed to the Electric Fund from other funds.

FUND BALANCE

Fund Balance Appropriated This represents an appropriation of some portion of the fund balance as of the close of the preceding fiscal year to help finance the activities of the subsequent year.

Encumbrance Balance This represents the amount of fund balance at the close of the preceding fiscal year for the financial commitments that are re-appropriated in the subsequent year's budget.

EXPENDITURE SUMMARY

ELECTRIC

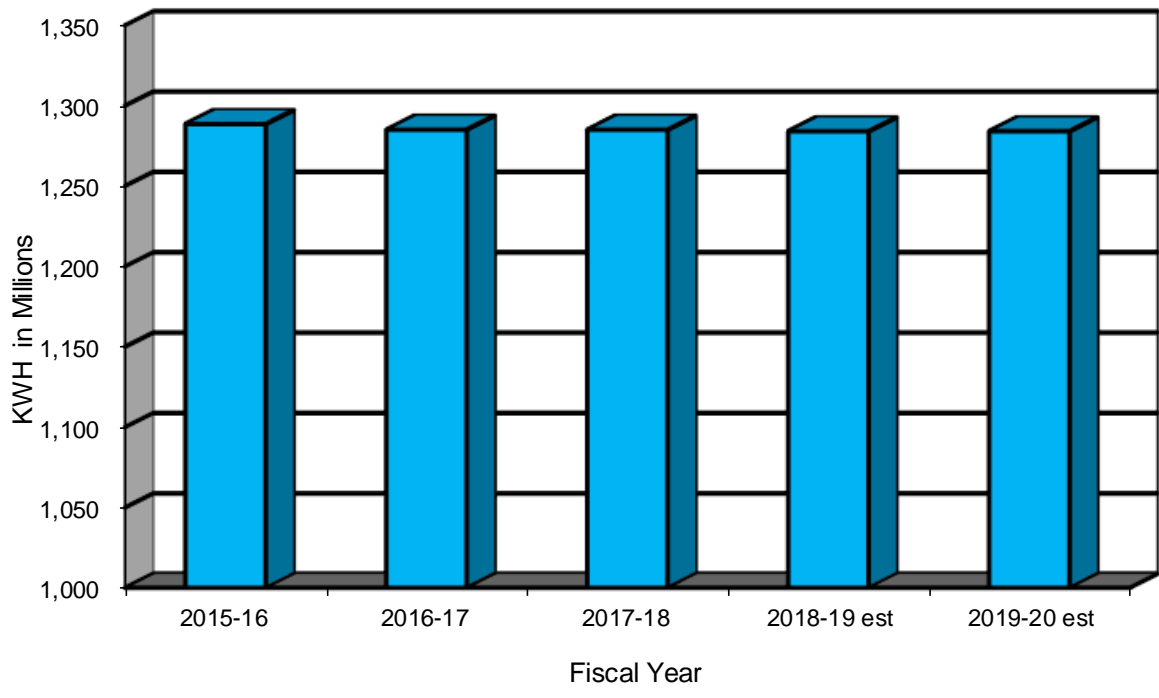
| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|-----------------------------------|-------------------|-------------------|----------------------|-------------------|
| Electric Administration | | | | |
| Personnel Services | \$ 351,531 | \$ 625,200 | \$ 527,810 | \$ 507,820 |
| Operating Expenses | <u>10,046,923</u> | <u>11,300,216</u> | <u>10,658,026</u> | <u>11,010,310</u> |
| Total | 10,398,454 | 11,925,416 | 11,185,836 | 11,518,130 |
| Engineering and System Planning | | | | |
| Personnel Services | 1,313,690 | 1,290,310 | 1,246,080 | 1,327,200 |
| Operating Expenses | 1,104,534 | 1,332,550 | 1,196,100 | 1,328,680 |
| Capital Outlay | <u>475,856</u> | <u>634,812</u> | <u>639,900</u> | <u>600,000</u> |
| Total | 2,894,080 | 3,257,672 | 3,082,080 | 3,255,880 |
| System Control and Communications | | | | |
| Personnel Services | 1,216,395 | 1,252,780 | 1,246,120 | 1,311,150 |
| Operating Expenses | 1,691,242 | 1,635,613 | 1,718,971 | 1,930,960 |
| Capital Outlay | <u>1,484,370</u> | <u>6,301,271</u> | <u>6,262,000</u> | <u>875,000</u> |
| Total | 4,392,007 | 9,189,664 | 9,227,091 | 4,117,110 |
| Power Purchase | | | | |
| Operating Expenses | <u>84,697,883</u> | <u>86,360,540</u> | <u>84,804,230</u> | <u>87,515,100</u> |
| Total | 84,697,883 | 86,360,540 | 84,804,230 | 87,515,100 |
| Electric Distribution | | | | |
| Personnel Services | 5,146,375 | 5,024,190 | 4,969,150 | 5,333,420 |
| Operating Expenses | 5,166,307 | 7,263,736 | 7,513,711 | 4,856,760 |
| Recovered Costs | 0 | (130,000) | 0 | (130,000) |
| Capital Outlay | <u>6,484,831</u> | <u>7,215,834</u> | <u>6,635,095</u> | <u>3,510,000</u> |
| Total | 16,797,513 | 19,373,760 | 19,117,956 | 13,570,180 |
| Key Accounts/Marketing | | | | |
| Personnel Services | 102,769 | 96,450 | 95,570 | 85,150 |
| Operating Expenses | <u>208,698</u> | <u>267,900</u> | <u>261,900</u> | <u>317,900</u> |
| Total | 311,467 | 364,350 | 357,470 | 403,050 |

EXPENDITURE SUMMARY

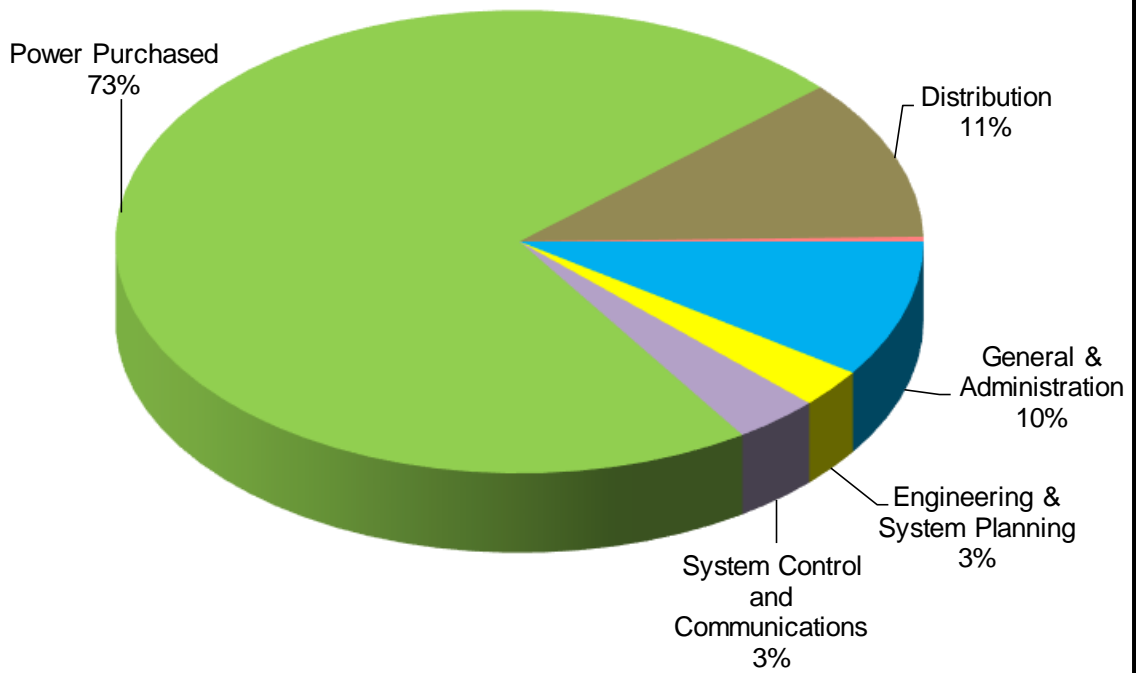
ELECTRIC

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Other Expenditures | | | | |
| Debt Service | \$ 21,508,898 | \$ 1,788,080 | \$ 1,788,068 | \$ 1,765,490 |
| Contributions to Other Agencies | 1,492,673 | 1,842,900 | 2,133,960 | 1,903,960 |
| Contingency | 0 | 500,000 | 0 | 500,000 |
| Transfer to General Fund | 1,675,000 | 1,675,000 | 1,675,000 | 1,675,000 |
| Transfer to General Fund - PILOT (Payment in lieu of taxes) | 550,500 | 584,920 | 584,920 | 630,890 |
| Transfer to Mass Transit Fund | 166,500 | 166,500 | 166,500 | 166,500 |
| Transfer to 301 Infrastructure / Corridor Improvements Capital Project Fund | 31,000 | 31,000 | 31,000 | 31,000 |
| Transfer to Economic Community Investment TIGER Grant Project Fund | 487,200 | 0 | 0 | 0 |
| Transfer to Economic Community Investment Downtown Building Revitalization Fund | <u>250,000</u> | <u>250,000</u> | <u>250,000</u> | <u>250,000</u> |
| Total | <u>26,161,771</u> | <u>6,838,400</u> | <u>6,629,448</u> | <u>6,922,840</u> |
| Grand Total | <u>\$ 145,653,175</u> | <u>\$ 137,309,802</u> | <u>\$ 134,404,111</u> | <u>\$ 127,302,290</u> |

Electric Power Sold



Electric Division Estimated Expenditures 2019-2020

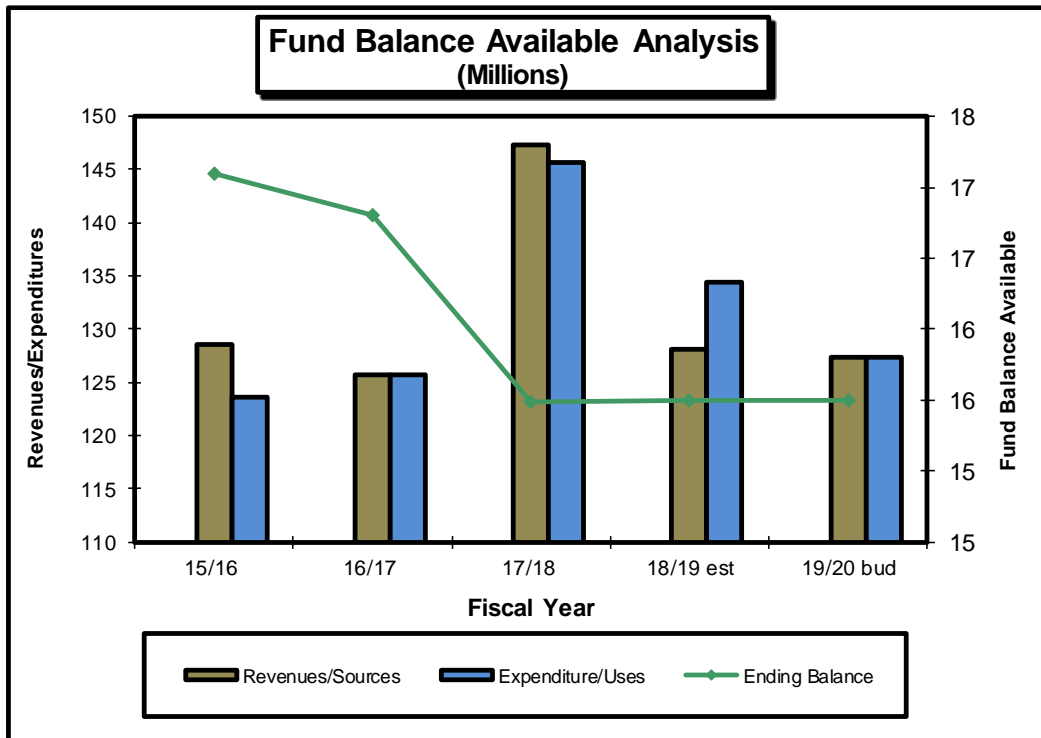


FUND BALANCE AVAILABLE

ELECTRIC

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|----------------------|------------------------|-----------------------|----------------------|
| Revenues/Other Financing Sources | \$ 147,279,001 | \$ 124,250,260 | \$ 128,103,937 | \$ 127,302,290 |
| Expenditures/Other Financing Uses | <u>145,653,175</u> | <u>137,309,802</u> | <u>134,404,111</u> | <u>127,302,290</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ 1,625,826</u> | <u>\$ (13,059,542)</u> | <u>\$ (6,300,174)</u> | <u>\$ 0</u> |
| Fund Balance Appropriated | <u>\$ 10,501,726</u> | <u>\$ 13,059,542</u> | <u>\$ 13,059,542</u> | <u>\$ 0</u> |
| Fund Balance - Beginning of Year | \$ 16,798,820 | \$ 15,484,733 | \$ 15,484,733 | \$ 15,493,841 |
| Increase (Decrease) | <u>(1,314,087)</u> | <u>(6,750,260)</u> * | <u>9,108</u> * | <u>0</u> |
| Fund Balance - End of Year | <u>\$ 15,484,733</u> | <u>\$ 8,734,473</u> | <u>\$ 15,493,841</u> | <u>\$ 15,493,841</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 6,309,282



DEPARTMENT SUMMARY**ELECTRIC****EXPENDITURE SUMMARY:**

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | \$ 8,130,760 | \$ 8,288,930 | \$ 8,084,730 | \$ 8,564,740 |
| Operating Expenses | 102,915,587 | 108,160,555 | 106,152,938 | 106,959,710 |
| Recovered Costs | 0 | (130,000) | 0 | (130,000) |
| Capital Outlay | <u>8,445,057</u> | <u>14,151,917</u> | <u>13,536,995</u> | <u>4,985,000</u> |
| TOTAL | <u>\$ 119,491,404</u> | <u>\$ 130,471,402</u> | <u>\$ 127,774,663</u> | <u>\$ 120,379,450</u> |

PERSONNEL SUMMARY

ELECTRIC

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|---|--------------|--------------------|---------------------------------|--------------------|
| Electric Administration (6001) | | | | |
| Chief Operations Officer | 28 | 1 | 1 | 1 |
| Director of Public Utilities | 27 | 1 | 1 | 1 |
| Executive Assistant | 15 | 1 | 1 | 1 |
| Administrative Technician I | 14 | 1 | 1 | 1 |
| Administrative Secretary | 10 | 1 | 1 | 1 |
| Engineering and System Planning (6002) | | | | |
| Utilities Operations Manager | 26 | 1 | 1 | 1 |
| Engineering and System Planning Manager | 25 | 1 | 1 | 1 |
| Electrical Engineer I-III | 22-24 | 2 | 2 | 2 |
| Electric Meter Shop Supervisor | 23 | 1 | 1 | 1 |
| Apparatus Technician I-II | 16-17 | 1 | 1 | 1 |
| Substation Technician I-II | 15-18 | 1 | 1 | 1 |
| GIS Technician I-II | 16-17 | 2 | 2 | 2 |
| Administrative Technician II | 15 | 1 | 1 | 1 |
| Control and Meter Technician I-III | 17-20 | 3 | 3 | 3 |
| System Control and Communications (6003) | | | | |
| Load Management and Control Engineer | 25 | 1 | 1 | 1 |
| System Control Technician | 21 | 1 | 1 | 1 |
| Generator Systems Technician I-II | 16-21 | 1 | 1 | 2 |
| Load Management Technician I-II | 14-15 | 3 | 3 | 3 |
| Electric Distribution (6005) | | | | |
| Electric Distribution Manager | 26 | 1 | 1 | 1 |
| Electric Distribution Supervisor | 25 | 2 | 2 | 2 |
| Electric Crew Supervisor | 24 | 7 | 7 | 7 |
| Electric Service Worker | 21 | 4 | 4 | 4 |
| Line Technician I-III & Lead | 14-23 | 22 | 18 | 18 |
| Tree Trimmer Supervisor | 16 | 2 | 2 | 2 |
| Tree Trimmer I-III | 11-13 | 8 | 8 | 8 |
| Ground/Line Worker | 11 | 5 | 9 | 9 |
| Key Accounts and Marketing (6006) | | | | |
| Key Accounts Manager | 23 | 1 | 1 | 1 |
| Full-time | | 76 | 76 | 77 |

PERSONNEL SUMMARY

ELECTRIC

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|------------------------------------|------------------------------------|--|----------|
| Chief Operations Officer | Electric Administration 6001 | Gas Administration 6501 | 30% |
| | Electric Administration 6001 | Broadband Administration 6301 | 10% |
| | Electric Administration 6001 | Water Resources Administration 7001 | 10% |
| Director of Utilities | Electric Administration 6001 | Gas Administration 6501 | 20% |
| Executive Assistant | Electric Administration 6001 | Gas Administration 6501 | 45% |
| | Electric Administration 6001 | Broadband Operations 6302 | 5% |
| Administrative Secretary (2) | Electric Administration 6001 | Gas Administration 6501 | 20% |
| Key Accounts Manager | Key Accounts and Marketing 6006 | Gas Administration 6501 | 20% |
| Utility Locators (4) | Gas Utility Locators 6503 | Electric Distribution 6005 | 25% |
| General Manager OSP | Broadband Operations 6302 | Electric Administration 6001 | 50% |
| OSP Cable Supervisor | Broadband Operations 6302 | Electric Distribution 6005 | 90% |
| Fiber Optic Field Technician III | Broadband Operations 6302 | Electric Distribution 6005 | 90% |
| Unified Communications Center (14) | Unified Communications Center 6307 | System Control and Communications 6003 | 58% |
| Traffic Technician (5) | Parking and Traffic 5008 | Electric Distribution 6005 | 30% |

CAPITAL OUTLAY

ELECTRIC

| Item | New/ Replacement | 2019-20 Budget |
|---|---------------------|-------------------|
| Engineering and System Planning (6002) | | |
| One (1) Truck w/Utility Body | R | 60,000 |
| Advanced Metering Infrastructure | R | 500,000 |
| Audio Visual Equipment | R | 40,000 |
| System Control and Communications (6003) | | |
| Load Management Equipment | R | 600,000 |
| SCADA RTU Equipment | R | 100,000 |
| Load Management Switches | R | 175,000 |
| Electric Distribution (6005) | | |
| One (1) Bucket Truck | R | 147,000 |
| One (1) Line Truck | R | 286,000 |
| One (1) Trencher | R | 116,000 |
| One (1) Trackhoe w/Mulching Head | N | 251,000 |
| Underground Conduit | R | 190,000 |
| Electric Poles and Fixtures | R | 300,000 |
| Overhead Conductors | R | 350,000 |
| Underground Conductors | R | 350,000 |
| Consumer Meters | R | 50,000 |
| Street and Traffic Lighting | R | 120,000 |
| Transformers and Devices | R | 600,000 |
| One (1) Trommel Screen Sifter | N | 150,000 |
| Electric Substation Equipment | R | 600,000 |
| Total | | 4,985,000 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

ELECTRIC ADMINISTRATION

Description of Services:

Strategic planning and budgeting, rate and fee proposals, effective and efficient contractual services, customer and key account relations, safe work environments, utility purchases and material stocks, load management and conservation, energy services and education, personnel programs and employee career development are provided by Electric Administration.

PROGRAM GOALS AND INITIATIVES:

- Provide organizational planning, cost accounting, strategic planning, respond to emergency needs, and establish programs to enhance and measure electric system reliability
- Provide planning and engineering for utility system improvements and customer growth
- Provide technical/management oversight of system construction and maintenance activities
- Provide reliable, safe electric services at affordable prices
- Provide timely and appropriate customer service for new utility services, load management, complaints, energy education, and other energy services
- Meet or exceed customer expectations in a customer friendly manner
- Plan and monitor the department's budget, pay plan, personnel, and safety/training programs
- Promote economic development by assisting the Wilson Economic Development Council and the Business Development Partnership on matters of infrastructure planning, system improvement, cost, and rate data

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Personnel Services | \$ 351,531 | \$ 625,200 | \$ 527,810 | \$ 507,820 |
| Operating Expenses | <u>10,046,923</u> | <u>11,300,216</u> | <u>10,658,026</u> | <u>11,010,310</u> |
| TOTAL | <u>\$ 10,398,454</u> | <u>\$ 11,925,416</u> | <u>\$ 11,185,836</u> | <u>\$ 11,518,130</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---------------------------------------|-------------------|----------------------|-----------------|
| Total amount of power purchased (MWh) | 1,322,155 | 1,322,254 | 1,334,898 |
| Active electric services | 34,115 | 34,669 | 35,000 |
| Average distribution costs/kWh | 0.022 | 0.022 | 0.022 |
| Average CP load factor | 100 | 100 | 100 |

ENGINEERING AND SYSTEM PLANNING

Description of Services:

Engineering and System Planning is responsible for performing substation maintenance, transmission and distribution system planning, maintaining and enhancing GIS Mapping services, developing maintenance schedule for breakers/regulators, testing electric meters, performing transformer maintenance, performing environmental compliance, installing and maintaining traffic signals, and installing and maintaining 3-phase electric meters.

PROGRAM GOALS AND INITIATIVES:

- Provide engineering for electric transmission and distribution system
- Develop computer modeling for distribution system planning
- Update long-range transmission system strategic plan
- Coordinate load transfers between substations and other distribution/switching
- Coordinate substation maintenance including relay testing, equipment testing, distribution transformers, and regulators and replace as necessary
- Provide mapping and record keeping for over 1,200 miles of distribution lines in the electric system
- Ensure revenue is accurately metered by testing single and three-phase meters
- Perform electric meter installation for three-phase services

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 1,313,690 | \$ 1,290,310 | \$ 1,246,080 | \$ 1,327,200 |
| Operating Expenses | 1,104,534 | 1,332,550 | 1,196,100 | 1,328,680 |
| Capital Outlay | <u>475,856</u> | <u>634,812</u> | <u>639,900</u> | <u>600,000</u> |
| TOTAL | <u>\$ 2,894,080</u> | <u>\$ 3,257,672</u> | <u>\$ 3,082,080</u> | <u>\$ 3,255,880</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Breakers replaced | 6 | 8 | 6 |
| Relay panels replaced | 5 | 3 | 2 |
| Instrument transformer services inspected | 143 | 207 | 200 |
| Meter testing protocol met | 100% | 100% | 100% |

SYSTEM CONTROL AND COMMUNICATIONS

Description of Services:

System Control and Communications is responsible for reducing purchased power costs, initiating and monitoring load shedding equipment, operating voltage and end-use load management program, installing, maintaining, and replacing LM (Load Management) switches, performing SCADA (Supervisory Control and Data Acquisition) network operation and maintenance, responding to power quality complaints, and performing residential energy audits.

PROGRAM GOALS AND INITIATIVES:

- Install, operate and maintain SCADA and system communications equipment
- Reduce the monthly electric coincident peak by load management which decreases monthly purchased costs from the Power Agency
- Maintain communications system for the electric and natural gas systems
- Install and maintain Load Management Program including generators and switches
- Meet or exceed customer expectations for electric services

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 1,216,395 | \$ 1,252,780 | \$ 1,246,120 | \$ 1,311,150 |
| Operating Expenses | 1,691,242 | 1,635,613 | 1,718,971 | 1,930,960 |
| Capital Outlay | <u>1,484,370</u> | <u>6,301,271</u> | <u>6,262,000</u> | <u>875,000</u> |
| TOTAL | <u>\$ 4,392,007</u> | <u>\$ 9,189,664</u> | <u>\$ 9,227,091</u> | <u>\$ 4,117,110</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Generators operated | 78 | 81 | 83 |
| LM switches inspected/replaced | 1,704 | 1,710 | 1,750 |
| Perform energy audits | 116 | 125 | 130 |
| Total power savings cost (including LM) | \$16,166,000 | \$16,500,000 | \$17,000,000 |

| |
|--------------------------|
| PURCHASE OF POWER |
|--------------------------|

Description of Services:

Purchase electrical power and energy from the North Carolina Eastern Municipal Power Agency (NCEMPA) as required by Wilson Energy customers.

PROGRAM GOALS AND INITIATIVES:

- Purchase required electric power in the most economical manner possible
- Reduce the electric coincident peak each month by load management which decreases the monthly purchased power costs from the Power Agency (NCEMPA)
- Expand and enhance the Load Management Program for residential and industrial customers including the lease/purchase program for load shedding generators, residential water heater and air conditioning controls, and other methods such as voltage control

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------|----------------------|----------------------|----------------------|
| Operating Expenses | \$ 84,697,883 | \$ 86,360,540 | \$ 84,804,230 | \$ 87,515,100 |
| TOTAL | <u>\$ 84,697,883</u> | <u>\$ 86,360,540</u> | <u>\$ 84,804,230</u> | <u>\$ 87,515,100</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--------------------------------------|-------------------|----------------------|-----------------|
| Maximum monthly peak (kW) | 244,942 | 242,316 | 242,316 |
| Maximum monthly coincident peak (kW) | 186,451 | 181,782 | 181,782 |
| Maximum monthly CP load factor | 117 | 102 | 110 |

ELECTRIC DISTRIBUTION

Description of Services:

Electric Distribution is responsible for constructing new substations, installing and maintaining street and area lights, maintaining existing overhead/underground lines, providing emergency and storm repairs, installing new underground services, performing line relocations for DOT, performing annual safety inspections on feeders, installing new overhead services, and constructing new transmission and distribution circuits as needed.

PROGRAM GOALS AND INITIATIVES:

- Provide reliable, safe electric service at affordable costs to Wilson, most of Wilson County, and sections of six other counties
- Employ/develop a highly trained customer-friendly work force
- Upgrade existing lines for growth within the City and County
- Provide emergency services during storms and other outages and reduce number and duration of electric outages, while improving system reliability
- Respond to customers' requests for new/upgraded electric services
- Provide /maintain City's street lighting as required

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Personnel Services | \$ 5,146,375 | \$ 5,024,190 | \$ 4,969,150 | \$ 5,333,420 |
| Operating Expenses | 5,166,307 | 7,263,736 | 7,513,711 | 4,856,760 |
| Recovered Costs | 0 | (130,000) | 0 | (130,000) |
| Capital Outlay | <u>6,484,831</u> | <u>7,215,834</u> | <u>6,635,095</u> | <u>3,510,000</u> |
| TOTAL | <u>\$ 16,797,513</u> | <u>\$ 19,373,760</u> | <u>\$ 19,117,956</u> | <u>\$ 13,570,180</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---------------------------------|-------------------|----------------------|-----------------|
| Poles installed/replaced | 900 | 1,100 | 1,300 |
| News services | 600 | 650 | 675 |
| Transformers installed/replaced | 600 | 625 | 650 |
| Feet primary wire installed | 230,000 | 150,000 | 200,000 |

KEY ACCOUNTS AND MARKETING

Description of Services:

Key Accounts and Marketing is responsible for coordinating strategic planning and budgeting, monitoring and recommending rate and budget adjustments, improving customer and key account relations, promoting conservation and energy education, monitoring utility purchases, promoting public relations, promoting load management, publishing communication and marketing materials, working with media to present accurate portrayal of Wilson Energy, and keeping Wilson Energy's part of the website accurate and timely.

PROGRAM GOALS AND INITIATIVES:

- Build and maintain relationships with Key Account customers
- Provide administrative services including organizational planning, cost accounting, and strategic planning
- Develop and monitor the department's budget and rates
- Provide timely and appropriate responses to customers' requests for services such as new utility services, key accounts billing, load management, complaints, energy education, and energy services
- Promote economic development by assisting the Wilson Economic Development Council on matters of electric service
- Maintain consistent look and feel for Wilson Energy's page on the City website

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 102,769 | \$ 96,450 | \$ 95,570 | \$ 85,150 |
| Operating Expenses | <u>208,698</u> | <u>267,900</u> | <u>261,900</u> | <u>317,900</u> |
| TOTAL | <u>\$ 311,467</u> | <u>\$ 364,350</u> | <u>\$ 357,470</u> | <u>\$ 403,050</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| On-time assistance to Economic Development Council | 100% | 100% | 100% |
| Develop & initiate key account (KA) customer survey | 1 | 1 | 1 |
| Manange key account billing monthly | 12 | 12 | 12 |
| Initiate quarterly meetings between key accounts customers and Wilson Energy staff | 3 | 4 | 4 |

| |
|--|
| GOVERNMENTAL COMMUNITY PROJECTS |
|--|

Description of Services:

Economic Development Council, Rocky Mount/Wilson Regional Airport, and Economic Development incentives are Governmental Community Projects.

PROGRAM GOALS AND INITIATIVES:

- Contribute to various intergovernmental agencies and programs that provide a variety of services to the citizens of Wilson
- Economic Development Council/Foundation: a) Promote development of Wilson Corporate Park, b) Work with City and County governments to develop incentives for recruiting business and industry, c) Develop County-wide marketing plan
- Rocky Mount/Wilson Airport: a) Continue to grow and increase air service availability to service area; b) Provide a first-class facility for its corporate business users; c) Conduct financially sound operation

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|---------------------|----------------------|---------------------|
| Operating Expenses | \$ 854,886 | \$ 1,071,920 | \$ 1,433,960 | \$ 1,133,960 |
| TOTAL | <u>\$ 854,886</u> | <u>\$ 1,071,920</u> | <u>\$ 1,433,960</u> | <u>\$ 1,133,960</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Maintain previous year's level of contribution to support governmental community projects | 100% | 100% | 100% |

| |
|---------------------------------|
| OTHER COMMUNITY PROJECTS |
|---------------------------------|

Description of Services:

Wilson United Way is the primary community project.

PROGRAM GOALS AND INITIATIVES:

- Fund various United Way activities allowing the agency to fund various projects and programs under its direction
- Maintain building, equipment, and properties owned by the City used by various nonprofit agencies to serve the community at-large

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Operating Expenses | \$ 637,787 | \$ 770,980 | \$ 700,000 | \$ 770,000 |
| TOTAL | <u>\$ 637,787</u> | <u>\$ 770,980</u> | <u>\$ 700,000</u> | <u>\$ 770,000</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Annual United Way contribution at level of previous year | 100% | 100% | 100% |
| Timely maintenance of City property housing community service agencies on each incident | 100% | 100% | 100% |

DEBT SERVICE

Description of Services:

Installment-purchase and certificates of participation are financing opportunities for selected electric fund capital requirements.

PROGRAM GOALS AND INITIATIVES:

- Provide financing and subsequent repayment of obligations incurred for Electric Fund purposes
- Meet current debt obligations in a timely manner
- Meet all legal requirements applicable to local government financing
- Comply with all Internal Revenue Service rules and regulations pertaining to tax-exempt debt

EXPENDITURE SUMMARY:

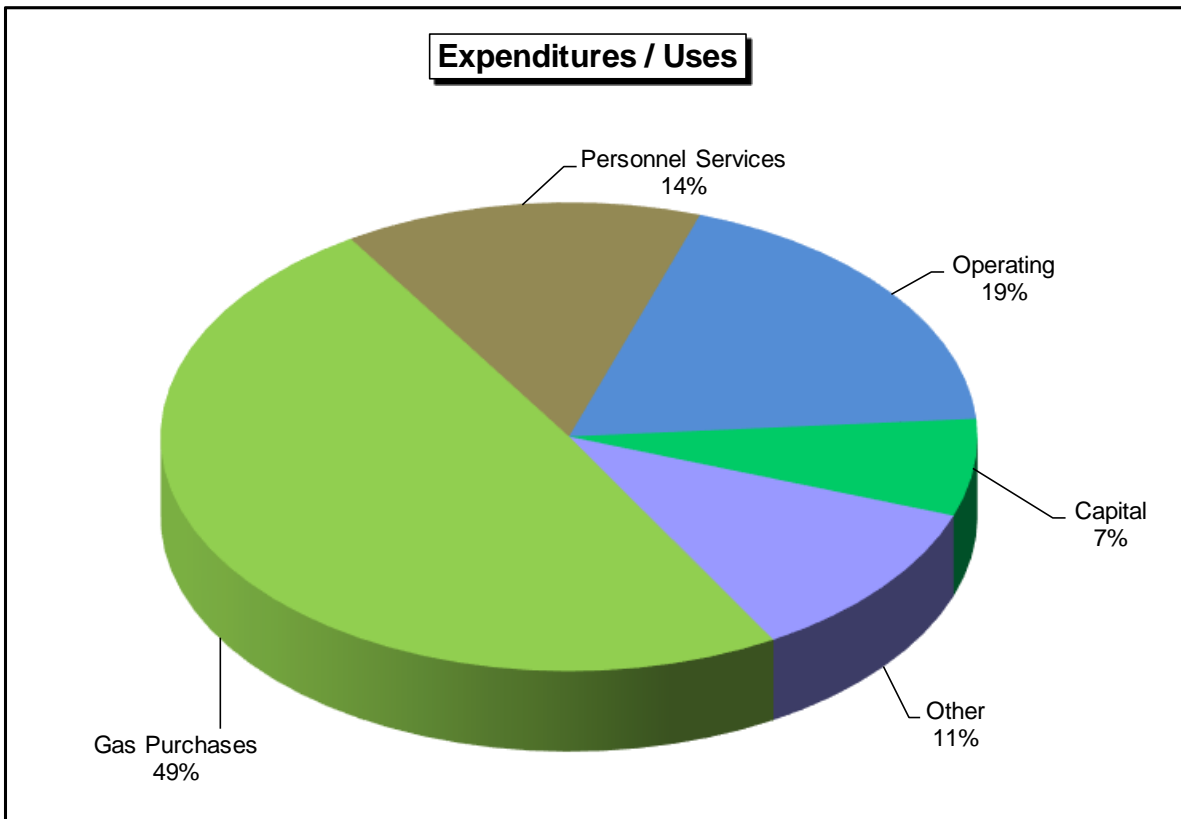
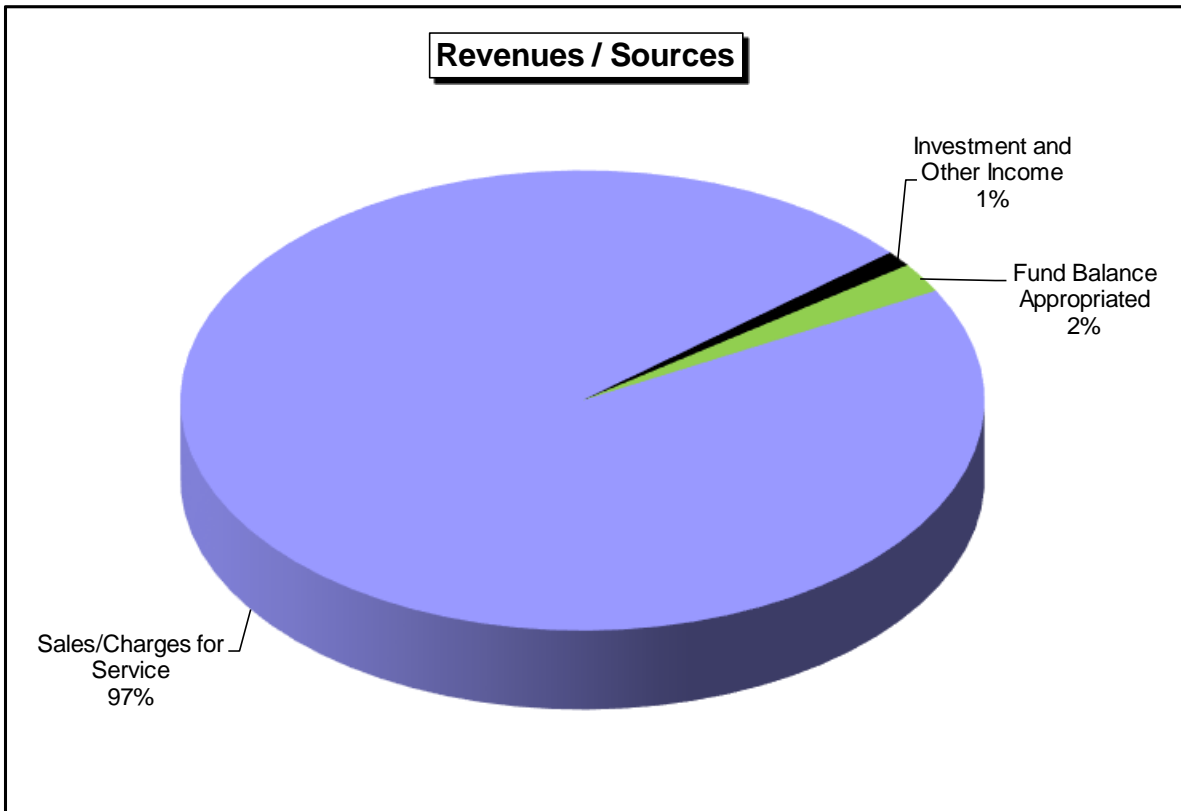
| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Operating Expenses | \$ 21,508,898 | \$ 1,788,080 | \$ 1,788,068 | \$ 1,765,490 |
| TOTAL | \$ 21,508,898 | \$ 1,788,080 | \$ 1,788,068 | \$ 1,765,490 |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Timely servicing of debt obligation | 100% | 100% | 100% |
| Compliance to all regulatory guidelines and covenants | 100% | 100% | 100% |

REVENUE AND EXPENDITURE SUMMARY
GAS
ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Sales/Charges for Services | \$ 18,652,908 | \$ 17,712,920 | \$ 17,977,160 | \$ 17,464,700 |
| Miscellaneous Income | 76,279 | 9,000 | 22,549 | 9,000 |
| Investment Income | (3,371) | 0 | 11,705 | 0 |
| Interfund Transfers In | 271,450 | 0 | 0 | 0 |
| Interfund Loan Repayment | 200,000 | 0 | 234,550 | 0 |
| Fund Balance Appropriated | <u>0</u> | <u>698,711</u> | <u>0</u> | <u>378,780</u> |
| TOTAL | <u>\$ 19,197,266</u> | <u>\$ 18,420,631</u> | <u>\$ 18,245,964</u> | <u>\$ 17,852,480</u> |
| <u>Expenditures and Other Uses</u> | | | | |
| Gas Administration | \$ 2,636,662 | \$ 2,894,380 | \$ 2,719,280 | \$ 2,866,110 |
| Gas Distribution | 3,730,813 | 4,323,801 | 4,206,100 | 3,889,920 |
| Utility Locators | 149,581 | 163,010 | 128,805 | 147,280 |
| Gas Purchases | 9,238,316 | 9,050,000 | 8,781,470 | 8,925,470 |
| Governmental Projects | 9,570 | 30,720 | 33,290 | 33,290 |
| Debt Service | 445,620 | 442,630 | 441,250 | 463,020 |
| Contingency | 0 | 150,000 | 0 | 150,000 |
| Interfund Transfers Out | <u>1,359,160</u> | <u>1,366,090</u> | <u>1,366,090</u> | <u>1,377,390</u> |
| TOTAL | <u>\$ 17,569,722</u> | <u>\$ 18,420,631</u> | <u>\$ 17,676,285</u> | <u>\$ 17,852,480</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE

GAS

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|-----------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| SALES/CHARGES FOR SERVICES | | | | |
| Sales to General Consumers | \$ 18,462,522 | \$ 17,538,920 | \$ 17,783,860 | \$ 17,285,780 |
| Sales to Other Utilities | <u>190,386</u> | <u>174,000</u> | <u>193,300</u> | <u>178,920</u> |
| Sub-Total | 18,652,908 | 17,712,920 | 17,977,160 | 17,464,700 |
| MISCELLANEOUS INCOME | 76,279 | 9,000 | 22,549 | 9,000 |
| INVESTMENT INCOME | (3,371) | 0 | 11,705 | 0 |
| INTERFUND TRANSFERS IN | | | | |
| Transfer from Capital Projects | 271,450 | 0 | 0 | 0 |
| INTERFUND LOAN REPAYMENT | 200,000 | 0 | 234,550 | 0 |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated | | | | |
| (Unassigned) | 0 | 347,960 | 0 | 378,780 |
| Encumbrance Balance | <u>0</u> | <u>350,751</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>698,711</u> | <u>0</u> | <u>378,780</u> |
| Total | <u>\$ 19,197,266</u> | <u>\$ 18,420,631</u> | <u>\$ 18,245,964</u> | <u>\$ 17,852,480</u> |

CHARGES FOR SALES AND SERVICE

Sales to General Consumers This revenue represents retail natural gas sales to residential, commercial, and industrial customers.

Sales to Other Utilities This category represents the sale of natural gas to other utility operations of the City.

MISCELLANEOUS INCOME This category includes the proceeds from the disposal of old equipment and other miscellaneous items.

INVESTMENT INCOME This represents the Gas Fund's share of the interest earned on and the capital gains from the sale of the City's investments.

PROCEEDS FROM DEBT REFUNDING This represents proceeds received from the issuance of new debt to be used to repay previously issued debt.

PROCEEDS FROM INSTALLMENT CONTRACTS This represents the amount recognized as a financial resource associated with an asset acquired through a revenue bond or lease - purchase type of arrangement.

FUND BALANCE

Fund Balance Appropriated This represents an appropriation of some portion of the fund balance as of the close of the preceding fiscal year to help finance the activities of the subsequent year.

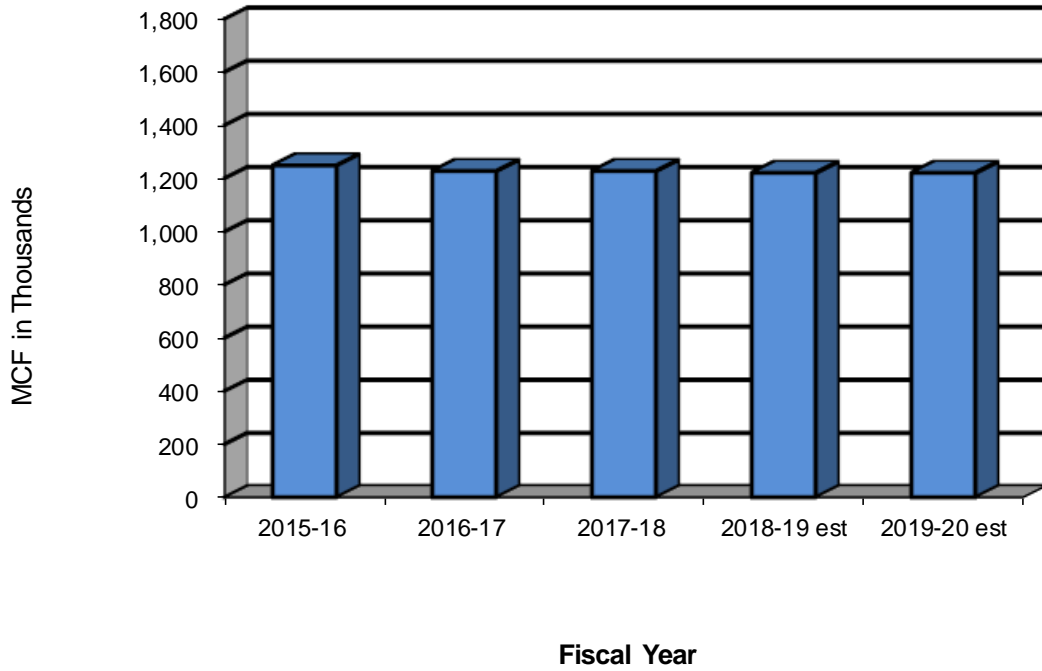
Encumbrance Balance This represents the amount of fund balance at the close of the preceding fiscal year for the financial commitments that are re-appropriated in the subsequent year's budget.

EXPENDITURE SUMMARY

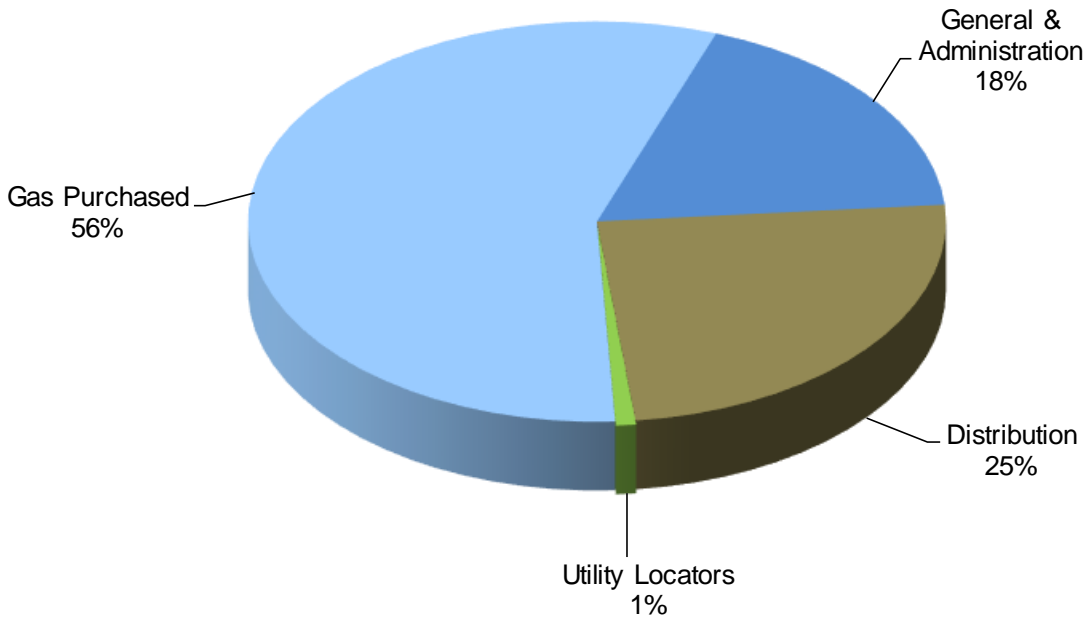
GAS

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Gas Administration | | | | |
| Personnel Services | \$ 145,826 | \$ 185,730 | \$ 161,070 | \$ 189,150 |
| Operating Expenses | <u>2,490,836</u> | <u>2,708,650</u> | <u>2,558,210</u> | <u>2,676,960</u> |
| Total | 2,636,662 | 2,894,380 | 2,719,280 | 2,866,110 |
| Gas Distribution | | | | |
| Personnel Services | 2,033,650 | 2,247,650 | 2,153,870 | 2,256,560 |
| Operating Expenses | 577,028 | 644,490 | 635,805 | 613,360 |
| Recovered Costs | 331 | (190,000) | 0 | (190,000) |
| Capital Outlay | <u>1,119,804</u> | <u>1,621,661</u> | <u>1,416,425</u> | <u>1,210,000</u> |
| Total | 3,730,813 | 4,323,801 | 4,206,100 | 3,889,920 |
| Utility Locators | | | | |
| Personnel Services | 126,276 | 125,340 | 100,740 | 121,270 |
| Operating Costs | 59,092 | 64,680 | 64,205 | 65,030 |
| Recovered Costs | (35,787) | (37,010) | (36,140) | (39,020) |
| Capital Outlay | <u>0</u> | <u>10,000</u> | <u>0</u> | <u>0</u> |
| Total | 149,581 | 163,010 | 128,805 | 147,280 |
| Gas Purchases | | | | |
| Operating Expenses | <u>9,238,316</u> | <u>9,050,000</u> | <u>8,781,470</u> | <u>8,925,470</u> |
| Total | 9,238,316 | 9,050,000 | 8,781,470 | 8,925,470 |
| Other Expenditures | | | | |
| Debt Service | \$ 445,620 | \$ 442,630 | \$ 441,250 | \$ 463,020 |
| Governmental Projects | 9,570 | 30,720 | 33,290 | 33,290 |
| Transfer to General Fund | 1,102,920 | 1,102,920 | 1,102,920 | 1,102,920 |
| Transfer to General Fund - PILOT (Payment in lieu of taxes) | 145,240 | 152,170 | 152,170 | 163,470 |
| Transfer to Mass Transit Fund | 111,000 | 111,000 | 111,000 | 111,000 |
| Contingency | <u>0</u> | <u>150,000</u> | <u>0</u> | <u>150,000</u> |
| Total | <u>1,814,350</u> | <u>1,989,440</u> | <u>1,840,630</u> | <u>2,023,700</u> |
| Grand Total | <u>\$ 17,569,722</u> | <u>\$ 18,420,631</u> | <u>\$ 17,676,285</u> | <u>\$ 17,852,480</u> |

Gas Sold



Gas Division Estimated Expenditures 2019-2020

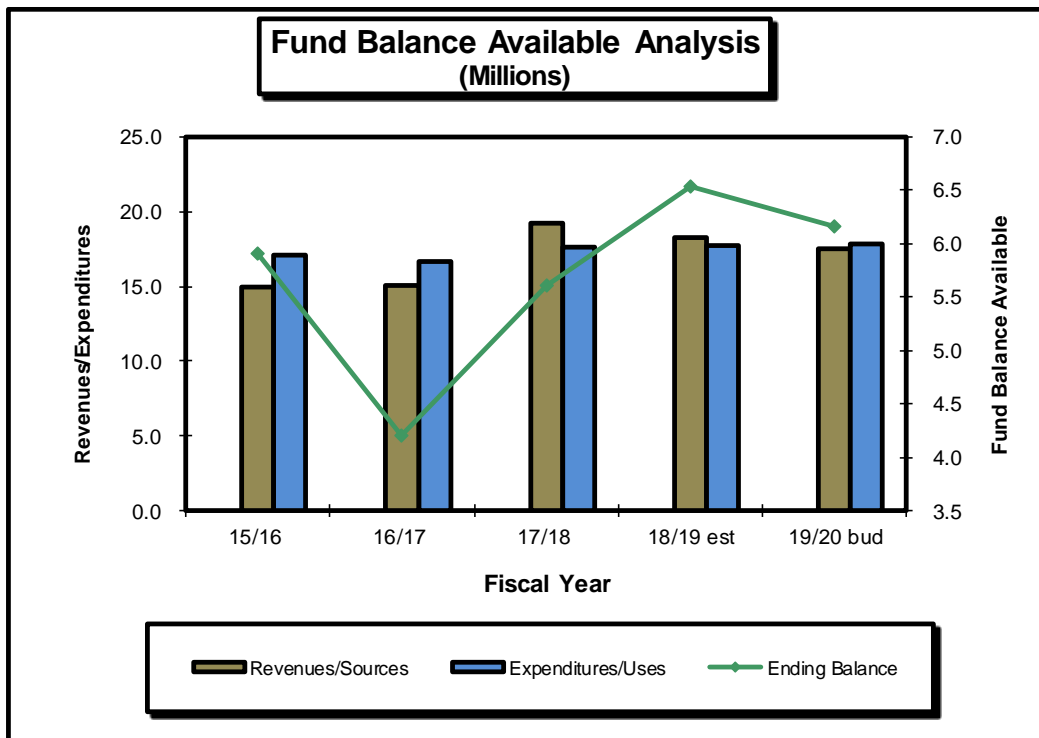


FUND BALANCE AVAILABLE

GAS

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|---------------------|---------------------|----------------------|---------------------|
| Revenues/Other Financing Sources | \$ 19,197,266 | \$ 17,721,920 | \$ 18,245,964 | \$ 17,473,700 |
| Expenditures/Other Financing Uses | <u>17,569,722</u> | <u>18,420,631</u> | <u>17,676,285</u> | <u>17,852,480</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ 1,627,544</u> | <u>\$ (698,711)</u> | <u>\$ 569,679</u> | <u>\$ (378,780)</u> |
| Fund Balance Appropriated | <u>\$ 1,088,635</u> | <u>\$ 698,711</u> | <u>\$ 698,711</u> | <u>\$ 378,780</u> |
| Fund Balance - Beginning of Year | \$ 4,245,355 | \$ 5,612,267 | \$ 5,612,267 | \$ 6,532,697 |
| Increase (Decrease) | <u>1,366,912</u> | <u>(347,960)</u> * | <u>920,430</u> * | <u>(378,780)</u> |
| Fund Balance - End of Year | <u>\$ 5,612,267</u> | <u>\$ 5,264,307</u> | <u>\$ 6,532,697</u> | <u>\$ 6,153,917</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 350,751



DEPARTMENT SUMMARY**GAS****EXPENDITURE SUMMARY:**

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | \$ 2,305,752 | \$ 2,558,720 | \$ 2,415,680 | \$ 2,566,980 |
| Operating Expenses | 12,365,272 | 12,467,820 | 12,039,690 | 12,280,820 |
| Recovered Costs | (35,456) | (227,010) | (36,140) | (229,020) |
| Capital Outlay | <u>1,119,804</u> | <u>1,631,661</u> | <u>1,416,425</u> | <u>1,210,000</u> |
| TOTAL | <u>\$ 15,755,372</u> | <u>\$ 16,431,191</u> | <u>\$ 15,835,655</u> | <u>\$ 15,828,780</u> |

PERSONNEL SUMMARY

GAS

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|--------------------------------------|--------------|--------------------|---------------------------------|--------------------|
| Gas Distribution (6502) | | | | |
| Gas Distribution Manager | 25 | 1 | 1 | 1 |
| Gas Regulatory Compliance Supervisor | 25 | 1 | 1 | 1 |
| Gas Meter and Regulator Supervisor | 24 | 1 | 1 | 1 |
| Welder | 23 | 3 | 3 | 3 |
| Gas Distribution Supervisor | 22 | 1 | 1 | 1 |
| Gas Engineer I-III | 21-23 | 1 | 1 | 1 |
| GIS Technician I-II | 16-17 | 1 | 1 | 1 |
| Gasline Technician I-III & Lead | 13-19 | 12 | 11 | 11 |
| Administrative Assistant | 13 | 0 | 1 | 1 |
| Utility Locators (6503) | | | | |
| Utility Locator I-II | 18-19 | 4 | 4 | 4 |
| Full-time | | | | |
| | | 25 | 25 | 25 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|------------------------------------|------------------------------------|----------------------------|----------|
| Utility Locators (4) | Gas Utility Locators 6503 | Electric Distribution 6005 | 25% |
| | Gas Utility Locators 6503 | Broadband Operations 6302 | 10% |
| | Gas Utility Locators 6503 | Water Distribution 7003 | 25% |
| Chief Operations Officer | Electric Administration 6001 | Gas Administration 6501 | 30% |
| Director of Utilities | Electric Administration 6001 | Gas Administration 6501 | 20% |
| Executive Assistant | Electric Administration 6001 | Gas Administration 6501 | 45% |
| Administrative Secretary (2) | Electric Administration 6001 | Gas Administration 6501 | 20% |
| Key Accounts Manager | Key Accounts and Marketing 6006 | Gas Administration 6501 | 20% |
| Unified Communications Center (14) | Unified Communications Center 6307 | Gas Distribution 6502 | 29% |
| Traffic Technician (5) | Parking and Traffic 5008 | Gas Distribution 6502 | 5% |

CAPITAL OUTLAY**GAS**

| Item | New/ Replacement | 2019-20 Budget |
|---|---------------------|-------------------|
| Gas Distribution (6502) | | |
| Gas Mains | N | 300,000 |
| Steel Gas Mains | R | 300,000 |
| Gas Services | N | 150,000 |
| Consumer Meters | N | 325,000 |
| One (1) Dump Truck | R | 100,000 |
| One (1) Pickup Truck w/extended cab and bed cover | R | 28,000 |
| One (1) Copier | R | 7,000 |
| | | |
| Total | | 1,210,000 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

| |
|---------------------------|
| GAS ADMINISTRATION |
|---------------------------|

Description of Services:

Gas Administration is responsible for providing planning, budgeting, and general leadership to the natural gas fund operations. These activities include training and career development for employees, administering personnel programs, promoting conservation, marketing, and public relations, monitoring and recommending rate adjustments, spot gas purchases and calculating negotiated rates, maintaining appropriate utility files and records, providing effective and efficient contractual services, and maintaining safe and reliable gas system.

PROGRAM GOALS AND INITIATIVES:

- Provide reliable and safe natural gas services at affordable prices
- Provide timely and dependable responses to customers' needs for new gas services, response to customer concerns, and all gas utilization requirements
- Provide planning and engineering for the growth and maintenance of the gas system
- Manage the procurement of natural gas supply and control purchased gas cost to allow affordable customer rates
- Maintain compliance with federal pipeline safety requirements as mandated by the USDOT/assist and cooperate with NCUC periodic inspections
- Provide administrative services for the Gas Division including cost accounting, budgeting, personnel support, and promote a safe and healthy work environment
- Promote economic development by assisting the Wilson Economic Development Council with infrastructure planning, system improvements, cost, and rate data

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 145,826 | \$ 185,730 | \$ 161,070 | \$ 189,150 |
| Operating Expenses | <u>2,490,836</u> | <u>2,708,650</u> | <u>2,558,210</u> | <u>2,676,960</u> |
| TOTAL | <u>\$ 2,636,662</u> | <u>\$ 2,894,380</u> | <u>\$ 2,719,280</u> | <u>\$ 2,866,110</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Gas customers | 13,305 | 13,125 | 13,300 |
| Key Account Interruptible natural gas customers | 6 | 6 | 7 |
| Serious safety/USDOT violations | 0 | 0 | 0 |
| On-time assistance to WEDC for clients | 100% | 100% | 100% |

GAS DISTRIBUTION

Description of Services:

Gas Distribution is responsible for providing safe and dependable supply of natural gas to our customers, O&M activities of our gas infrastructure, training division employees to PHMSA standards, complying with all PHMSA regulations, responding to gas related emergencies, and maintaining computerized gas infrastructure records.

PROGRAM GOALS AND INITIATIVES:

- Maintain the highest level of safety and integrity of our natural gas system
- Meet customer expectations in regards to customer service, installation of services, and timely response to gas emergencies
- Work within the scope of the division, city, state, and federal policies and procedures of the O&M of our gas system
- Deliver natural gas in a safe and dependable manner
- Improve customer and first responder awareness of safety and uses of natural gas
- Computerize and maintain all gas facility records
- Perform timely leak and CP surveys, critical valve inspections, and regulator inspections

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 2,033,650 | \$ 2,247,650 | \$ 2,153,870 | \$ 2,256,560 |
| Operating Expenses | 577,028 | 644,490 | 635,805 | 613,360 |
| Recovered Costs | 331 | (190,000) | 0 | (190,000) |
| Capital Outlay | <u>1,119,804</u> | <u>1,621,661</u> | <u>1,416,425</u> | <u>1,210,000</u> |
| TOTAL | <u>\$ 3,730,813</u> | <u>\$ 4,323,801</u> | <u>\$ 4,206,100</u> | <u>\$ 3,889,920</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|-----------------------------|-------------------|----------------------|-----------------|
| New gas services installed | 86 | 85 | 95 |
| Gas mains installed (miles) | 0.5 | 4.9 | 2.5 |
| Gas losses on system | 2.70% | 2.80% | 2.50% |
| Leaks repaired | 1,525 | 860 | 775 |

UTILITY LOCATORS

Description of Services:

Utility Locators are responsible for the timely and accurate response to locate the City's gas, electric, water, and broadband facilities as requests are made through the NCOC system.

PROGRAM GOALS AND INITIATIVES:

- Provide utility locating services for all gas, electric, water, and broadband infrastructure
- Protect the City's investment in its underground facilities
- Communicate any deviations/changes to the City's GIS team for proper map placement

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 126,276 | \$ 125,340 | \$ 100,740 | \$ 121,270 |
| Operating Expenses | 59,092 | 64,680 | 64,205 | 65,030 |
| Recovered Costs | (35,787) | (37,010) | (36,140) | (39,020) |
| Capital Outlay | <u>0</u> | <u>10,000</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 149,581</u> | <u>\$ 163,010</u> | <u>\$ 128,805</u> | <u>\$ 147,280</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|----------------------------|-------------------|----------------------|-----------------|
| Locates performed annually | 8,296 | 10,500 | 10,000 |

| |
|------------------------|
| PURCHASE OF GAS |
|------------------------|

Description of Services:

Purchase natural gas in a timely and cost effective manner as needed/utilized by Wilson Energy customers.

PROGRAM GOALS AND INITIATIVES:

- Purchase natural gas in the most economical way as required to meet the demand of customers
- Manage purchases based on expected sales/utilize hedging seasonally to manage cost
- Utilize negotiable/interruptible rate to sell gas to customers with alternative fuel capability to allow flexibility to shed available load during critical peak loads
- Explore every opportunity to purchase natural gas in the most economical manner to meet the needs of customers, including making future purchases and utilizing prepay gas agreements
- Watch weather forecast and estimate usage based on previous usage in similar weather conditions to determine when interruptible customers should be curtailed to maximize use of facilities and minimize cost

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Operating Expenses | \$ 9,238,316 | \$ 9,050,000 | \$ 8,781,470 | \$ 8,925,470 |
| TOTAL | <u>\$ 9,238,316</u> | <u>\$ 9,050,000</u> | <u>\$ 8,781,470</u> | <u>\$ 8,925,470</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Natural gas accounts | 13,305 | 13,125 | 13,300 |
| Hedged purchases | 50% | 50% | 50% |
| Settle price/spot gas purchases | 50% | 50% | 50% |
| Interruptions of natural gas customers | 1 day | 5 days | 1 day |

| |
|---------------------------|
| OTHER EXPENDITURES |
|---------------------------|

Description of Services:

Rocky Mount/Wilson Regional Airport support is included to benefit Wilson area, particularly diversified industrial operations.

PROGRAM GOALS AND INITIATIVES:

- Contribute to various intergovernmental agencies and programs that provide a variety of services to the citizens of the City of Wilson
- Rocky Mount/Wilson Airport: a) Continue to grow and increase air service availability to service area, b) Provide a first-class facility for its corporate business users, c) Conduct financially sound operation

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Operating Expenses | \$ 9,570 | \$ 30,720 | \$ 33,290 | \$ 33,290 |
| TOTAL | <u>\$ 9,570</u> | <u>\$ 30,720</u> | <u>\$ 33,290</u> | <u>\$ 33,290</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Review annual budget request to ensure budget aligns with City's growth initiative | 100% | 100% | 100% |

DEBT SERVICE

Description of Services:

Revenue bond principal, revenue bond interest, certificates of participation and installment-purchasing are financing opportunities for natural gas capital requirements.

PROGRAM GOALS AND INITIATIVES:

- Provide financing and subsequent repayment of obligations incurred for Gas Fund purposes
- Meet current debt obligations in a timely manner
- Meet all legal requirements applicable to local government financing
- Comply with all Internal Revenue Service rules and regulations pertaining to tax-exempt debt

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Operating Expenses | \$ 445,620 | \$ 442,630 | \$ 441,250 | \$ 463,020 |
| TOTAL | \$ 445,620 | \$ 442,630 | \$ 441,250 | \$ 463,020 |

PERFORMANCE INDICATORS:

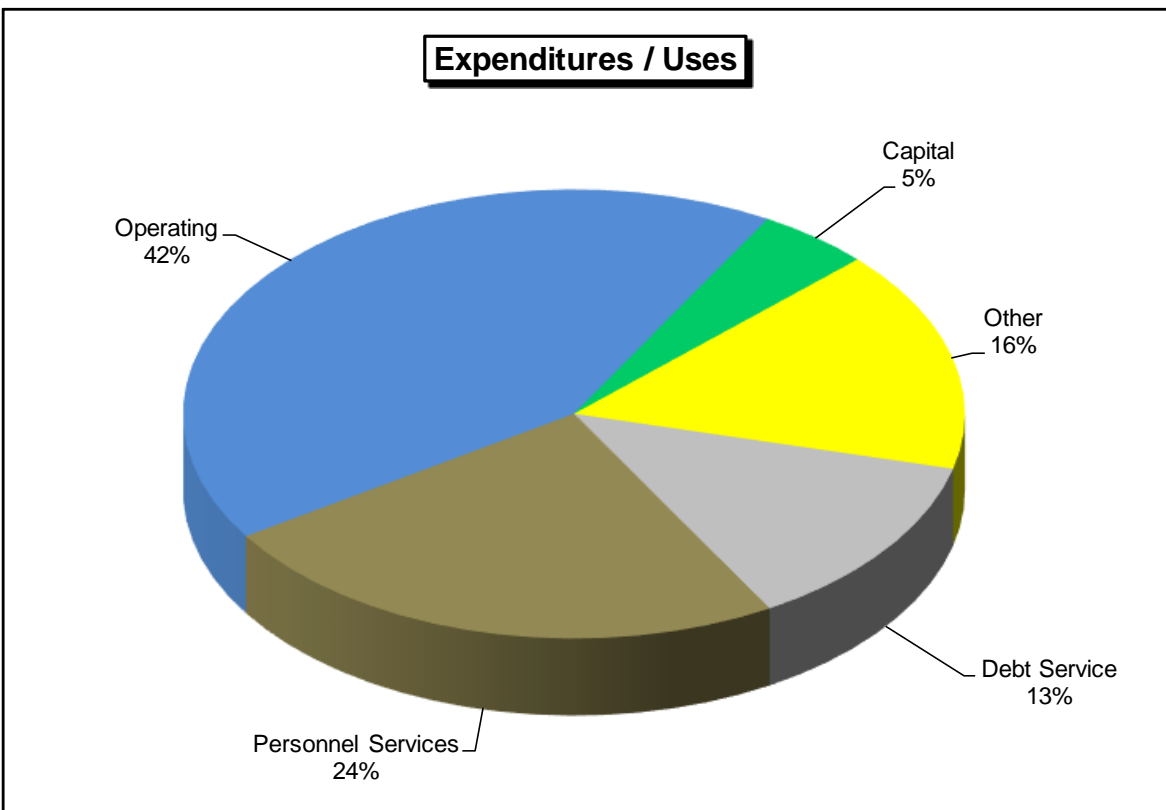
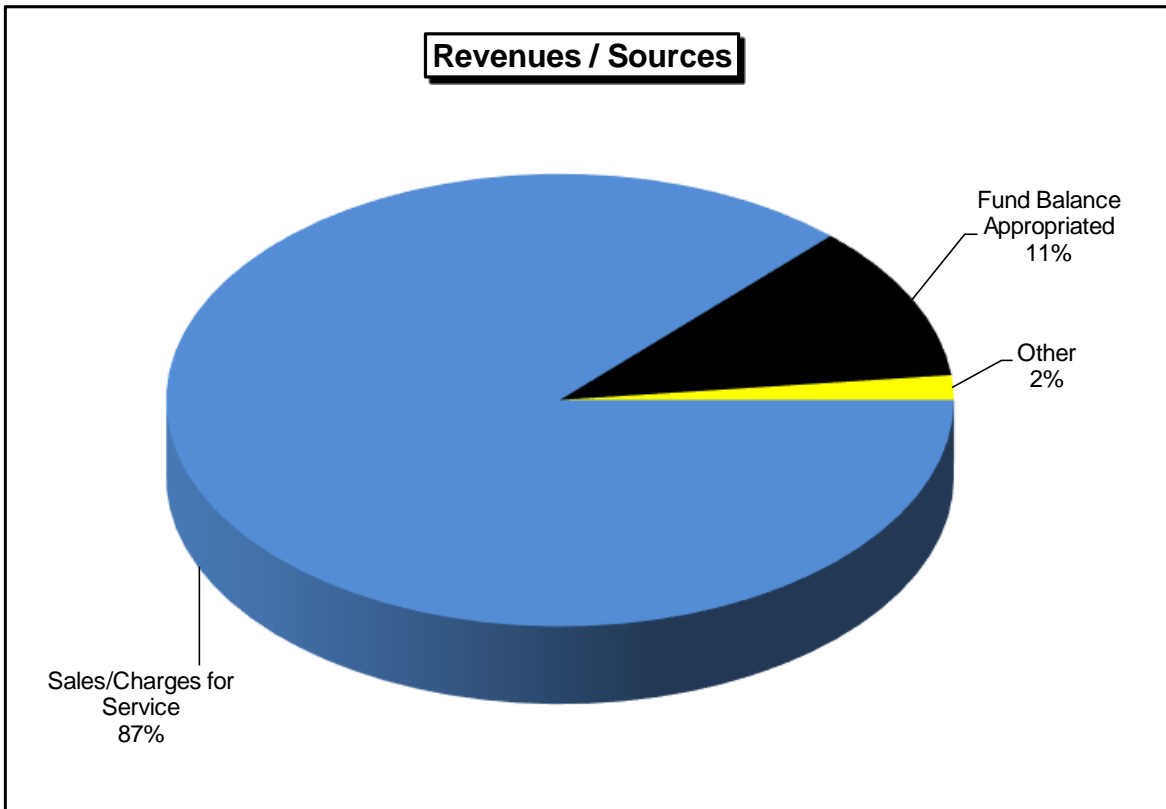
| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Timely servicing of debt obligation | 100% | 100% | 100% |
| Compliance to all regulatory guidelines and covenants | 100% | 100% | 100% |

REVENUE AND EXPENDITURE SUMMARY
WATER RESOURCES
ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Intergovernmental | \$ 31,316 | \$ 0 | \$ 134,915 | \$ 0 |
| Sales/Charges for Services | 24,941,365 | 24,898,500 | 26,011,741 | 27,099,300 |
| Miscellaneous Income | 1,951,392 | 448,000 | 623,035 | 545,500 |
| Investment Income | (9,660) | 0 | 15,849 | 0 |
| Interfund Transfers In | 0 | 0 | 37,885 | 0 |
| Fund Balance Appropriated | <u>0</u> | <u>6,013,578</u> | <u>0</u> | <u>3,476,970</u> |
| TOTAL | <u>\$ 26,914,413</u> | <u>\$ 31,360,078</u> | <u>\$ 26,823,425</u> | <u>\$ 31,121,770</u> |

Expenditures and Other Uses

| | | | | |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Water Resources Administration | \$ 3,597,041 | \$ 4,139,834 | \$ 3,841,680 | \$ 4,008,660 |
| Water Treatment | 4,330,765 | 6,123,420 | 5,228,505 | 5,142,480 |
| Water Distribution | 3,782,025 | 4,148,104 | 4,222,090 | 3,773,670 |
| Water Reclamation | 5,213,940 | 5,566,142 | 5,108,785 | 6,106,020 |
| Wastewater Collection | 2,936,607 | 3,086,738 | 2,789,185 | 2,902,080 |
| Debt Service | 4,187,180 | 4,084,390 | 4,086,091 | 4,069,860 |
| Contingency | 0 | 200,000 | 0 | 200,000 |
| Interfund Transfers Out | <u>886,780</u> | <u>4,011,450</u> | <u>4,011,450</u> | <u>4,919,000</u> |
| TOTAL | <u>\$ 24,934,338</u> | <u>\$ 31,360,078</u> | <u>\$ 29,287,786</u> | <u>\$ 31,121,770</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE

WATER RESOURCES

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|----------------------|----------------------|----------------------|----------------------|
| INTERGOVERNMENTAL | \$ 31,316 | \$ 0 | \$ 134,915 | \$ 0 |
| SALES/CHARGES FOR SERVICES | | | | |
| Sales to General Consumers | 11,692,789 | 11,756,500 | 12,249,981 | 12,798,800 |
| Sales to Other Utilities | 120,281 | 100,000 | 111,141 | 110,000 |
| Municipal Fire Hydrants | 23,814 | 24,000 | 23,814 | 24,000 |
| Water Tap Fees | 25,216 | 15,000 | 24,725 | 15,000 |
| Sanitary Sewer Charges | <u>13,079,265</u> | <u>13,003,000</u> | <u>13,602,080</u> | <u>14,151,500</u> |
| Sub-Total | 24,941,365 | 24,898,500 | 26,011,741 | 27,099,300 |
| MISCELLANEOUS INCOME | 1,951,392 | 448,000 | 623,035 | 545,500 |
| INVESTMENT INCOME | (9,660) | 0 | 15,849 | 0 |
| INTERFUND TRANSFERS IN | | | | |
| Transfer from Capital Project Fund | <u>0</u> | <u>0</u> | <u>37,885</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>0</u> | <u>37,885</u> | <u>0</u> |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated (Unassigned) | 0 | 4,363,190 | 0 | 3,476,970 |
| Encumbrance Balance | <u>0</u> | <u>1,650,388</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>6,013,578</u> | <u>0</u> | <u>3,476,970</u> |
| Total | <u>\$ 26,914,413</u> | <u>\$ 31,360,078</u> | <u>\$ 26,823,425</u> | <u>\$ 31,121,770</u> |

CHARGES FOR SALES AND SERVICE

| | |
|-----------------------------------|--|
| <u>Sales to General Consumers</u> | This revenue represents retail water sales to residential, commercial, and industrial customers. |
| <u>Sanitary Sewer Charges</u> | This reflects the charges for sanitary sewer services for residential, commercial, and industrial customers. |
| <u>Sales to Other Utilities</u> | This category represents the sale of water to other utility operations of the City. |
| <u>Municipal Fire Hydrants</u> | This represents the charge for water used by the City Fire Department through the fire hydrants. |

MISCELLANEOUS INCOME This category includes the proceeds from the disposal of old equipment and other miscellaneous items.

INVESTMENT INCOME This represents the Water Resources Fund's share of the interest earned on and the capital gains from the sale of the City's investments.

INTERFUND TRANSFERS This category reflects financing sources distributed to the Water Resources Fund from other funds.

PROCEEDS FROM DEBT REFUNDING This represents proceeds received from the issuance of new debt to be used to repay previously issued debt.

PROCEEDS FROM INSTALLMENT CONTRACTS This represents the amount recognized as a financial resource associated with an asset acquired through a revenue bond or lease - purchase type of arrangement.

FUND BALANCE

Fund Balance Appropriated This represents an appropriation of a portion of the fund balance as of the close of the preceding fiscal year for the activities of the subsequent year.

Encumbrance Balance This represents the amount of fund balance at the close of the preceding fiscal year for the financial commitments that are appropriated in the subsequent year's budget.

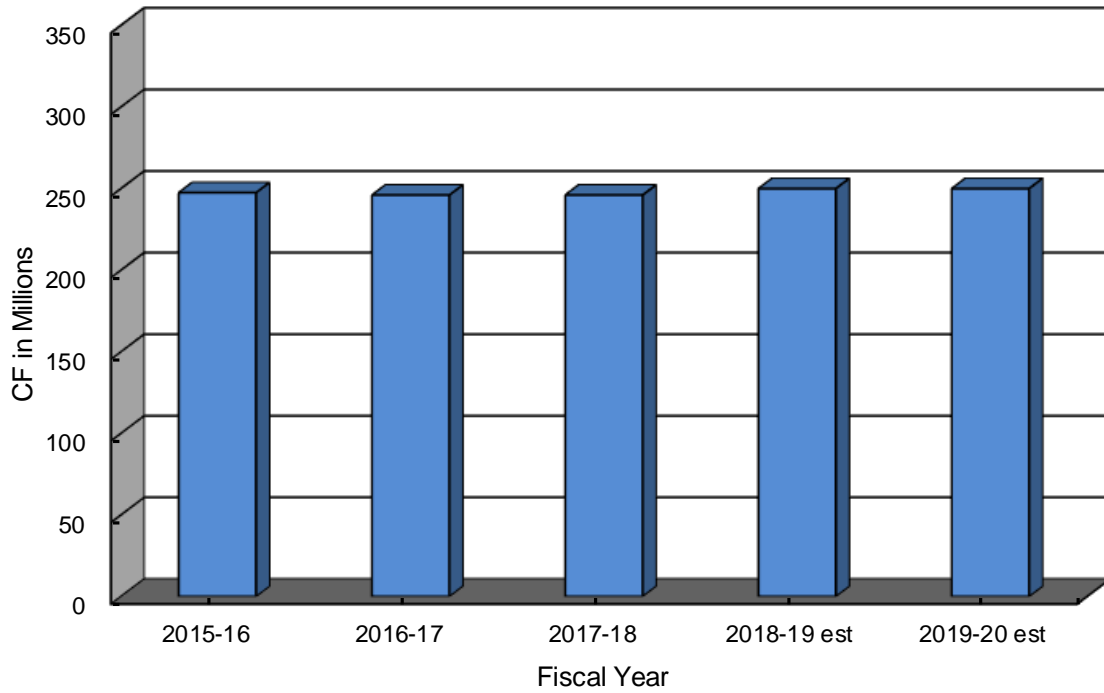
EXPENDITURE SUMMARY**WATER RESOURCES**

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------------------|-------------------|-------------------|----------------------|-------------------|
| Water Resources Administration | | | | |
| Personnel Services | \$ 165,469 | \$ 283,870 | \$ 268,150 | \$ 290,220 |
| Operating Expenses | <u>3,431,572</u> | <u>3,855,964</u> | <u>3,573,530</u> | <u>3,718,440</u> |
| Total | 3,597,041 | 4,139,834 | 3,841,680 | 4,008,660 |
| Water Treatment | | | | |
| Personnel Services | 1,439,199 | 1,557,480 | 1,193,080 | 1,585,700 |
| Operating Expenses | 2,398,354 | 3,479,532 | 2,948,475 | 3,147,820 |
| Capital Outlay | <u>493,212</u> | <u>1,086,408</u> | <u>1,086,950</u> | <u>408,960</u> |
| Total | 4,330,765 | 6,123,420 | 5,228,505 | 5,142,480 |
| Water Distribution | | | | |
| Personnel Services | 1,401,727 | 1,546,720 | 1,458,140 | 1,660,590 |
| Operating Expenses | 1,370,187 | 1,484,884 | 1,492,505 | 1,859,820 |
| Recovered Costs | (404) | (100,000) | 0 | (100,000) |
| Capital Outlay | <u>1,010,515</u> | <u>1,216,500</u> | <u>1,271,445</u> | <u>353,260</u> |
| Total | 3,782,025 | 4,148,104 | 4,222,090 | 3,773,670 |
| Water Reclamation | | | | |
| Personnel Services | 2,128,909 | 2,321,800 | 2,106,050 | 2,294,160 |
| Operating Expenses | 2,751,415 | 3,100,842 | 2,624,310 | 3,626,860 |
| Capital Outlay | <u>333,616</u> | <u>143,500</u> | <u>378,425</u> | <u>185,000</u> |
| Total | 5,213,940 | 5,566,142 | 5,108,785 | 6,106,020 |
| Wastewater Collection | | | | |
| Personnel Services | 1,786,753 | 1,972,930 | 1,916,570 | 1,894,110 |
| Operating Expenses | 1,020,364 | 1,176,963 | 1,118,505 | 1,212,590 |
| Recovered Costs | (740,121) | (650,000) | (750,000) | (750,000) |
| Capital Outlay | <u>869,611</u> | <u>586,845</u> | <u>504,110</u> | <u>545,380</u> |
| Total | 2,936,607 | 3,086,738 | 2,789,185 | 2,902,080 |

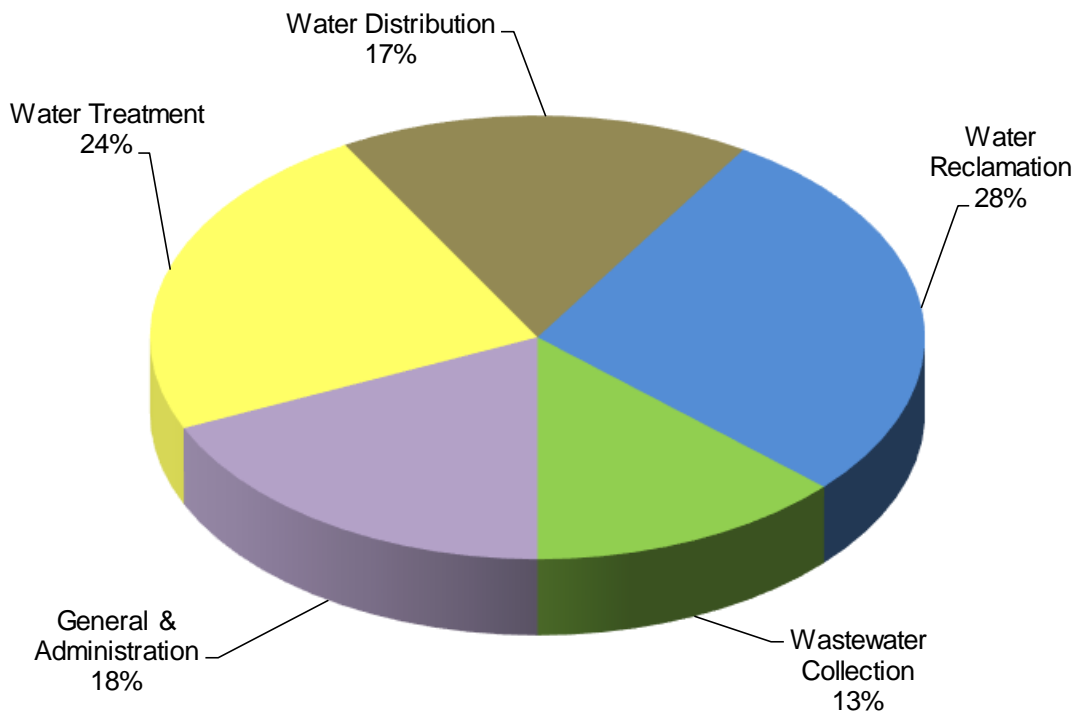
EXPENDITURE SUMMARY**WATER RESOURCES**

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|----------------------|----------------------|----------------------|----------------------|
| Other Expenditures | | | | |
| Debt Service | \$ 4,187,180 | \$ 4,084,390 | \$ 4,086,091 | \$ 4,069,860 |
| Contingency | 0 | 200,000 | 0 | 200,000 |
| Transfer to 12" Water Main Extension Hwy 42 (Airport Blvd to Lamm Road) Project | 0 | 419,000 | 419,000 | 0 |
| Transfer to Water Resources Capital Reserve Fund | 156,780 | 492,450 | 492,450 | 0 |
| Transfer to Influent Pump Station Bar Screen and Flood Protection Capital Project Fund | 0 | 0 | 0 | 649,000 |
| Transfer to Basin Renovation/Filter Rebuild Wiggins Mill & Toisnot Capital Project Fund | 500,000 | 1,200,000 | 1,200,000 | 0 |
| Transfer to New Blower and Aeration Controls Capital Project Fund | 230,000 | 0 | 0 | 0 |
| Transfer to Wiggins Mill Raw Water Dam & Pump Station Mitigation Capital Project Fund | 0 | 1,400,000 | 1,400,000 | 470,000 |
| Transfer to Longview and Stantonsburg Pump Stations Upgrade Capital Project Fund | 0 | 0 | 0 | 1,600,000 |
| Transfer to Hominy Creek Turboblower 3 and 4 Capital Project Fund | 0 | 200,000 | 200,000 | 200,000 |
| Transfer to Wiggins Mill Expansion from 12 to 16 MGD and 480 Volt Electrical Conversion Project | 0 | 300,000 | 300,000 | 2,000,000 |
| Total | <u>5,073,960</u> | <u>8,295,840</u> | <u>8,097,541</u> | <u>9,188,860</u> |
| Grand Total | <u>\$ 24,934,338</u> | <u>\$ 31,360,078</u> | <u>\$ 29,287,786</u> | <u>\$ 31,121,770</u> |

Water Sold



Water Resources Division Estimated Expenditures 2019-2020



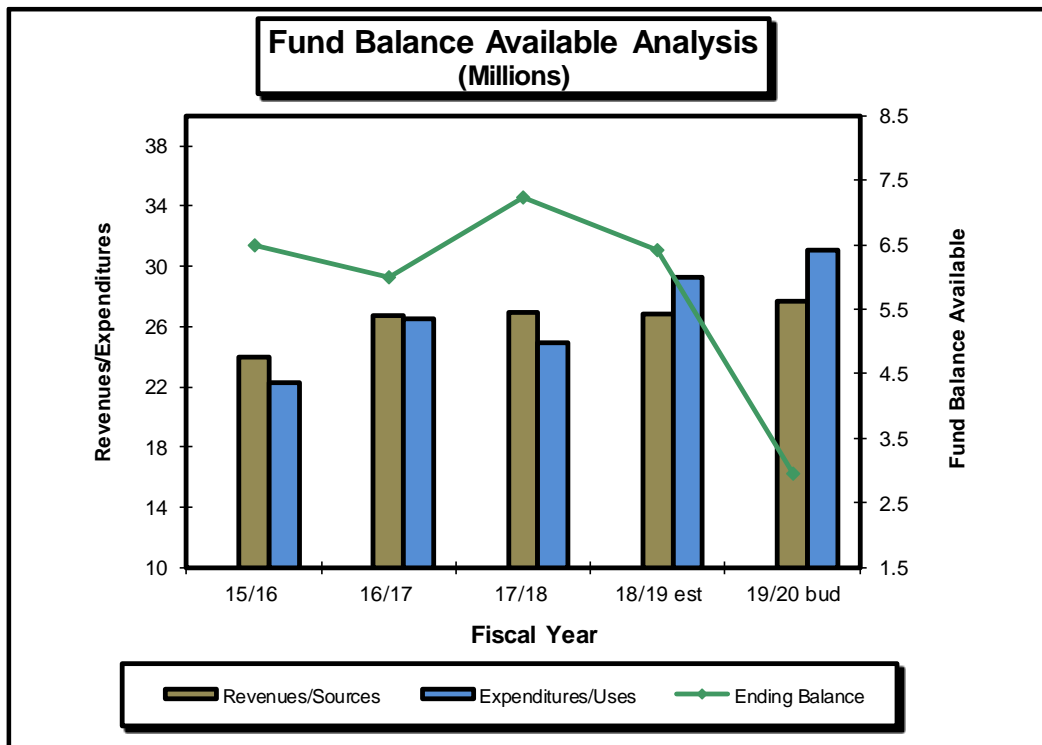
FUND BALANCE AVAILABLE

WATER RESOURCES

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|---------------------|-----------------------|-----------------------|-----------------------|
| Revenues/Other Financing Sources | \$ 26,914,413 | \$ 25,346,500 | \$ 26,823,425 | \$ 27,644,800 |
| Expenditures/Other Financing Uses | <u>24,934,338</u> | <u>31,360,078</u> | <u>29,287,786</u> | <u>31,121,770</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ 1,980,075</u> | <u>\$ (6,013,578)</u> | <u>\$ (2,464,361)</u> | <u>\$ (3,476,970)</u> |
| Fund Balance Appropriated | <u>\$ 1,384,717</u> | <u>\$ 6,013,578</u> | <u>\$ 6,013,578</u> | <u>\$ 3,476,970</u> |
| Fund Balance - Beginning of Year | \$ 6,000,480 | \$ 7,241,073 | \$ 7,241,073 | \$ 6,427,100 |
| Increase (Decrease) | <u>1,240,593</u> | <u>(4,363,190) *</u> | <u>(813,973) *</u> | <u>(3,476,970)</u> |
| Fund Balance - End of Year | <u>\$ 7,241,073</u> | <u>\$ 2,877,883</u> | <u>\$ 6,427,100</u> | <u>\$ 2,950,130</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 1,650,388



DEPARTMENT SUMMARY**WATER RESOURCES**

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | \$ 6,922,057 | \$ 7,682,800 | \$ 6,941,990 | \$ 7,724,780 |
| Operating Expenses | 10,971,892 | 13,098,185 | 11,757,325 | 13,565,530 |
| Recovered Costs | (740,525) | (750,000) | (750,000) | (850,000) |
| Capital Outlay | <u>2,706,954</u> | <u>3,033,253</u> | <u>3,240,930</u> | <u>1,492,600</u> |
| TOTAL | <u>\$ 19,860,378</u> | <u>\$ 23,064,238</u> | <u>\$ 21,190,245</u> | <u>\$ 21,932,910</u> |

PERSONNEL SUMMARY

WATER RESOURCES

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|---|--------------|--------------------|---------------------------------|--------------------|
| Water Resources Administration (7001) | | | | |
| Director of Water Resources | 26 | 1 | 1 | 1 |
| Administrative Assistant | 13 | 1 | 1 | 1 |
| Water Treatment (7002) | | | | |
| Water Treatment Division Manager | 25 | 1 | 1 | 1 |
| Water Treatment Operations & Maintenance Supervisor | 23 | 1 | 1 | 1 |
| Laboratory Supervisor | 21 | 1 | 1 | 1 |
| Water Plant Lead Operator | 17 | 1 | 1 | 1 |
| Water Treatment Plant Mechanic | 17 | 4 | 4 | 4 |
| Water Plant Operator I-III * | 14-17 | 12 | 12 | 10 |
| Water Resources Technician I-II | 7-10 | 1 | 1 | 2 |
| Part-time Lab Technician I | 12 | 1 | 1 | 1 |
| Water Distribution (7003) | | | | |
| Water Infrastructure Supervisor | 19 | 1 | 1 | 1 |
| Crew Supervisor | 16 | 1 | 1 | 1 |
| GIS Technician I-II | 16-17 | 0 | 1 | 1 |
| Cross Connection Coordinator | 14 | 1 | 1 | 1 |
| Water Meter Coordinator | 14 | 1 | 1 | 1 |
| Systems Hydraulic Modeler | 14 | 1 | 0 | 0 |
| Special Projects Technician | 14 | 2 | 2 | 2 |
| Program Assistant | 12 | 1 | 1 | 1 |
| Water Resources Technician I-IV | 7-13 | 9 | 9 | 9 |
| Equipment Operator I-III | 10-12 | 3 | 3 | 3 |
| Water Reclamation (7004) | | | | |
| Water Reclamation Division Manager | 25 | 1 | 1 | 1 |
| Wastewater Operations/Maintenance Supervisor | 23 | 1 | 1 | 1 |
| Chemist | 22 | 1 | 1 | 1 |
| Water Reclamation Compliance Coordinator | 22 | 1 | 1 | 1 |
| Lead Wastewater Treatment Plant Operator | 22 | 1 | 1 | 1 |
| Lead Plant Mechanic | 21 | 1 | 1 | 1 |
| Wastewater Plant Mechanic | 17 | 3 | 3 | 3 |
| Wastewater Treatment Operator I-III | 15-17 | 11 | 10 | 10 |
| Laboratory Technician I-II | 14-15 | 4 | 5 | 5 |
| Water Resources Technician I-IV | 7-13 | 6 | 6 | 6 |
| Administrative Secretary | 10 | 1 | 1 | 1 |

PERSONNEL SUMMARY

WATER RESOURCES

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized | 2019-20 Authorized |
|---|--------------|--------------------|--------------------|--------------------|
| Wastewater Collection (7005) | | | | |
| Water Infrastructure Division Manager | 23 | 1 | 1 | 1 |
| Crew Supervisor | 16 | 1 | 1 | 1 |
| Sewer Monitoring Technician | 14 | 1 | 1 | 1 |
| Grease Trap Coordinator | 14 | 1 | 1 | 1 |
| Water Resource Technician I-IV | 7-13 | 21 | 20 | 20 |
| Equipment Operator I-II | 10-11 | 3 | 4 | 4 |
| | | | | |
| Full-time | | 100 | 100 | 101 |
| Overhires for FY 2018 & 2019 only* | | 2 | 2 | 0 |
| Part-time | | 1 | 1 | 1 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|---------------------------------------|------------------------------------|-------------------------------------|----------|
| Water Infrastructure Supervisor | Water Distribution 7003 | Wastewater Collection 7005 | 33.3% |
| | Water Distribution 7003 | Stormwater Management 7606 | 33.3% |
| Water Infrastructure Division Manager | Wastewater Collection 7005 | Water Distribution 7003 | 33.3% |
| | Wastewater Collection 7005 | Stormwater Management 7606 | 33.3% |
| Crew Supervisor | Stormwater Management 7606 | Water Distribution 7003 | 25% |
| | Stormwater Management 7606 | Wastewater Collection 7005 | 25% |
| GIS Technician | Engineering 5004 | Water Resources Administration 7001 | 25% |
| Chief Operations Officer | Electric Administration 6001 | Water Resources Administration 7001 | 10% |
| Utility Locators (4) | Gas Utility Locators 6503 | Water Distribution 7003 | 25% |
| Unified Communications Center (14) | Unified Communications Center 6307 | Water Distribution 7003 | 5% |
| Traffic Technician (5) | Parking and Traffic 5008 | Water Distribution 7003 | 7.5% |
| Traffic Technician (5) | Parking and Traffic 5008 | Wastewater Collection 7005 | 7.5% |

CAPITAL OUTLAY

WATER RESOURCES

| Item | New/ Replacement | 2019-20 Budget |
|---|---------------------|-------------------|
| Water Treatment (7002) | | |
| Toisnot Sedimentation Basin Valves | R | 120,000 |
| SCADA Controls for Wiggins Mill and Toisnot | R | 200,000 |
| Pine Street Tank Valves | R | 60,000 |
| One (1) Compact Sport Utility Vehicle | R | 23,460 |
| One (1) Copier | R | 5,500 |
| Water Distribution (7003) | | |
| Industrial Meters | N | 15,000 |
| Residential Water Meters | N | 15,000 |
| Water Services | N | 25,000 |
| Fire Hydrants | N | 15,000 |
| Water Mains | N | 100,000 |
| One (1) Truck w/extended cab and utility body | R | 54,960 |
| One (1) Backhoe w/extension boom | R | 114,000 |
| One (1) Equipment Trailer | R | 14,300 |
| Water Reclamation (7004) | | |
| One (1) Lab Sampling Vehicle | R | 50,000 |
| One (1) Zero Turn Lawn Mower | R | 15,000 |
| Two (2) Nitrogen Recycle Pumps | R | 80,000 |
| Two (2) Mixing Pumps | R | 40,000 |
| Wastewater Collection (7005) | | |
| Sewer Mains | N | 75,000 |
| One (1) Truck w/extended cab and utility body | R | 47,880 |
| One (1) Tractor | R | 97,500 |
| One (1) Hydraulic Excavator w/brush cutter | R | 325,000 |
| Total | | 1,492,600 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

WATER RESOURCES ADMINISTRATION

Description of Services:

Water Resources Administration is responsible for administration and engineering services for the Water Resources Department's 5 Divisions including compliance, ordinances, vision, goals, infrastructure and resource planning, modeling, economic development, GIS, CIP, rate structure, public relations, contract negotiations, Lower Neuse Basin Association, Neuse River Compliance Association, Water Quality Association, AWWA and WEF, water reclamation and reuse, and Buckhorn and other lakes (economic and recreational potential).

PROGRAM GOALS AND INITIATIVES:

- Provide administrative, technical, and engineering support to the Water Resources operating divisions
- Promote and plan for economic development
- Develop and maintain a rate structure that supports the current system and provides for future upgrades and expansion as dictated by growth along with replacement of existing infrastructure in a planned manner.
- Recommend a rate structure that supports operating and capital improvement costs without compromising the City's ability to attract economic development
- Provide for redundancy of service and relocation of critical infrastructure to improve reliability
- Actively participate in the Lower Neuse Basin Association, Neuse River Compliance Association, NC Water Quality Association, American Waterworks Association, and the Water Environment Association to support environmental protection, water conservation, science based regulations, environmental testing, and education
- Coordinate projects between the Water, Water Reclamation, and three Water Infrastructure divisions and other City departments to improve efficiency by capitalizing on all available resources
- Continue to identify and explore new opportunities for expanding water reuse program, and expand water and wastewater sales through regionalization and sales contracts.
- Open facilities and participate in public events in order to increase knowledge and support of water quality, environmental awareness, environmental stewardship, and other important educational issues in our community
- Provide a safe and conducive work environment for all employees

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 165,469 | \$ 283,870 | \$ 268,150 | \$ 290,220 |
| Operating Expenses | <u>3,431,572</u> | <u>3,855,964</u> | <u>3,573,530</u> | <u>3,718,440</u> |
| TOTAL | <u>\$ 3,597,041</u> | <u>\$ 4,139,834</u> | <u>\$ 3,841,680</u> | <u>\$ 4,008,660</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Volume water billed (Million Gallons) | 1,856 | 1,875 | 1,900 |
| Volume of wastewater billed (Million Gallons) | 1,419 | 1,400 | 1,400 |
| Annual number of tour participants | 439 | 450 | 500 |

WATER TREATMENT

Description of Services:

Water Treatment is responsible for operating and maintaining two water plants, complying with State and Federal regulations under the Safe Drinking Water Act, treating and monitoring raw and processed water, maintaining dams and reservoirs, maintaining and operating raw, finish, and booster pump stations, replacing and upgrading equipment, operating and maintaining the SCADA system, developing long-term goals and plans, collecting and analyzing distribution samples, maintaining public relations and encouraging plant informational tours, maintaining elevated and ground finished water storage tanks, and operating and managing residual solids systems in a compliant and environmentally sound manner.

PROGRAM GOALS AND INITIATIVES:

- Treat and supply a safe, reliable, and adequate supply of superior quality drinking water to our customer in accordance with the Safe Drinking Water Act, NCDEQ regulations, and at the lowest rate possible
- Operate, maintain, manage, and plan for future needs of the water treatment facilities, the raw water reservoirs and watersheds, raw pump stations, and finished water pump stations, booster pump stations, and storage facilities
- Educate the public on water treatment and the necessity of protecting our water resources
- Improve and enhance infrastructure to meet existing demand and to facilitate economic development
- Upgrade and modify the water treatment facilities as necessary and required to ensure regulatory compliance and a superior water quality
- Decrease the number of avoidable complaints about water quality, odor, or discoloration
- Be the regional water provider of choice for water services.

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 1,439,199 | \$ 1,557,480 | \$ 1,193,080 | \$ 1,585,700 |
| Operating Expenses | 2,398,354 | 3,479,532 | 2,948,475 | 3,147,820 |
| Capital Outlay | <u>493,212</u> | <u>1,086,408</u> | <u>1,086,950</u> | <u>408,960</u> |
| TOTAL | <u>\$ 4,330,765</u> | <u>\$ 6,123,420</u> | <u>\$ 5,228,505</u> | <u>\$ 5,142,480</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Average daily production (MGD) | 8.878 | 8.967 | 9.100 |
| Operating cost/million gallons produced | \$1,480 | \$1,490 | \$1,500 |
| NCDEQ regulatory compliance (# of violations) | 0 | 0 | 0 |

WATER DISTRIBUTION

Description of Services:

Water Distribution is responsible for system maintenance and emergency repairs, water main replacements and line extensions, hydrant repair and replacement, cross connection and backflow prevention, water distribution modeling, industrial meter maintenance and replacement, consumer meter program, engineering and design, and community development and customer service.

PROGRAM GOALS AND INITIATIVES:

- Ensure the safe and constant flow of water to the community. Reliability greater than 99.9997%
- Maintain the City's water distribution system, making improvements as necessary and as determined by field observations, testing, modeling, hydrant flowing, and sound engineering practices
- Provide an adequate supply to meet current demand for consumption, firefighting, and sprinkler systems, while also providing for system expansion to accommodate future growth and to support economic development
- Repair, replace, and install lines, service taps, meters, and hydrants to improve distribution system
- Replace undersized and deteriorating lines on a systematic schedule
- Reduce water loss between the plant and meter sales by continuing meter change outs, large meter calibration and maintenance efforts, and leak detection programs
- Continue to improve GIS capabilities, modeling, and condition assessment of the distribution system

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 1,401,727 | \$ 1,546,720 | \$ 1,458,140 | \$ 1,660,590 |
| Operating Expenses | 1,370,187 | 1,484,884 | 1,492,505 | 1,859,820 |
| Recovered Costs | (404) | (100,000) | 0 | (100,000) |
| Capital Outlay | <u>1,010,515</u> | <u>1,216,500</u> | <u>1,271,445</u> | <u>353,260</u> |
| TOTAL | <u>\$ 3,782,025</u> | <u>\$ 4,148,104</u> | <u>\$ 4,222,090</u> | <u>\$ 3,773,670</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Miles of water lines maintained (including re-use mains) | 426 | 427 | 428 |
| Miles of new water lines installed | 1.0 | 1.0 | 1.5 |
| Number of meters changed out | 5,744 | 6,000 | 1,800 |
| Number of services maintained | 21,800 | 21,700 | 22,000 |

WATER RECLAMATION

Description of Services:

Water Reclamation is responsible for operating and maintaining the wastewater treatment plant, 22 pump stations, environmental compliance, administering sewer use ordinance, inflow/infiltration programs, analyzing and treating wastewater, industrial pretreatment program, residuals management, and water reclamation and re-use program.

PROGRAM GOALS AND INITIATIVES:

- Operate, maintain, and manage the Wastewater Treatment/Water Reclamation Facility (including the pump stations) in an efficient and effective manner
- Ensure compliance with the City's NPDES permit, non-discharge permit, and all local, state, and federal regulations
- Plan and provide for increased capacity as necessary and required to promote and facilitate economic development
- Provide a safe work environment for all employees
- Produce an effluent quality that exceeds all regulatory limits for the plant, protects the environment, and whose discharge is among the best in NC and in the Neuse Basin
- Operate and maintain a cost effective, environmentally sound, and compliant Residual Disposal Program
- Operate the Industrial Pretreatment Program in accordance with all governmental regulations
- Effectively and fairly administer the Enforcement Response Plan
- Participate in the Inflow/Infiltration Program to reduce hydraulic flow to the plant
- Operate reclaimed water programs in accordance with conjunctive use permit
- Be the regional provider of choice for wastewater services

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 2,128,909 | \$ 2,321,800 | \$ 2,106,050 | \$ 2,294,160 |
| Operating Expenses | 2,751,415 | 3,100,842 | 2,624,310 | 3,626,860 |
| Capital Outlay | <u>333,616</u> | <u>143,500</u> | <u>378,425</u> | <u>185,000</u> |
| TOTAL | <u>\$ 5,213,940</u> | <u>\$ 5,566,142</u> | <u>\$ 5,108,785</u> | <u>\$ 6,106,020</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Average daily flow treated (MGD) | 8.37 | 8.20 | 8.00 |
| Treatment cost per million gallons treated | \$1,688 | \$1,700 | \$1,700 |
| Average Total Nitrogen concentration (mg/l) | 2.16 | 2.2 | 2.2 |
| NCDEQ regulatory compliance (# of violations) | 0 | 0 | 0 |

WASTEWATER COLLECTION

Description of Services:

Wastewater Collection is responsible for installing and repairing sanitary sewer mains, taps, and catch basins, cleaning sewer mains, taps, and storm water basins, locating and reducing inflow/infiltration, TV inspection of sanitary sewer lines, taps, and storm water lines, Collection System permit compliance, pre-treatment, grease trap programs, and hydraulic modeling.

PROGRAM GOALS AND INITIATIVES:

- Provide a safe, effective, and environmentally sound collection system for wastewater disposal
- Promote and support economic development by expanding and improving the collection system
- Reduce inflow and infiltration to extend line capacity, reduce treatment costs, and improve the environment
- Meet state and federal regulations including permit requirements
- Continue to replace and upgrade existing infrastructure to accommodate demand, prevent overflows and blockages, and to reduce inflow and infiltration
- Provide proper maintenance to the sanitary sewer systems
- Continue TV inspection and smoke testing programs to evaluate lines, detect problems, and plan work
- Continue manhole rehab, pipe lining, pipe bursting to upgrade and replace old infrastructure in the most cost effective and efficient manner, while preserving neighborhood integrity.
- Conduct public relations and educational outreach regarding wastewater issues

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2019-20 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 1,786,753 | \$ 1,972,930 | \$ 1,916,570 | \$ 1,894,110 |
| Operating Expenses | 1,020,364 | 1,176,963 | 1,118,505 | 1,212,590 |
| Recovered Costs | (740,121) | (650,000) | (750,000) | (750,000) |
| Capital Outlay | <u>869,611</u> | <u>586,845</u> | <u>504,110</u> | <u>545,380</u> |
| TOTAL | <u>\$ 2,936,607</u> | <u>\$ 3,086,738</u> | <u>\$ 2,789,185</u> | <u>\$ 2,902,080</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Miles sanitary sewer maintained (includes force mains) | 358 | 359 | 360 |
| Miles sanitary sewer installed | 1.0 | 1.2 | 1.5 |
| Total number of services | 19,722 | 19,900 | 20,300 |

| |
|---------------------|
| DEBT SERVICE |
|---------------------|

Description of Services:

Debt Service activities consist of bond principal, bond interest, installment-purchase financing, revenue bond principal, revenue bond interest, and state revolving loan financing.

PROGRAM GOALS AND INITIATIVES:

- Provide for financing and subsequent repayment of obligations incurred for Water Resources Fund purposes
- Meet current debt obligations in a timely manner
- Meet all legal requirements applicable to local government financing

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2019-20 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Operating Expenses | \$ 4,187,180 | \$ 4,084,390 | \$ 4,086,091 | \$ 4,069,860 |
| TOTAL | <u>\$ 4,187,180</u> | <u>\$ 4,084,390</u> | <u>\$ 4,086,091</u> | <u>\$ 4,069,860</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Timely servicing of debt obligation | 100% | 100% | 100% |
| % Compliance to all regulatory guidelines and covenants | 100% | 100% | 100% |

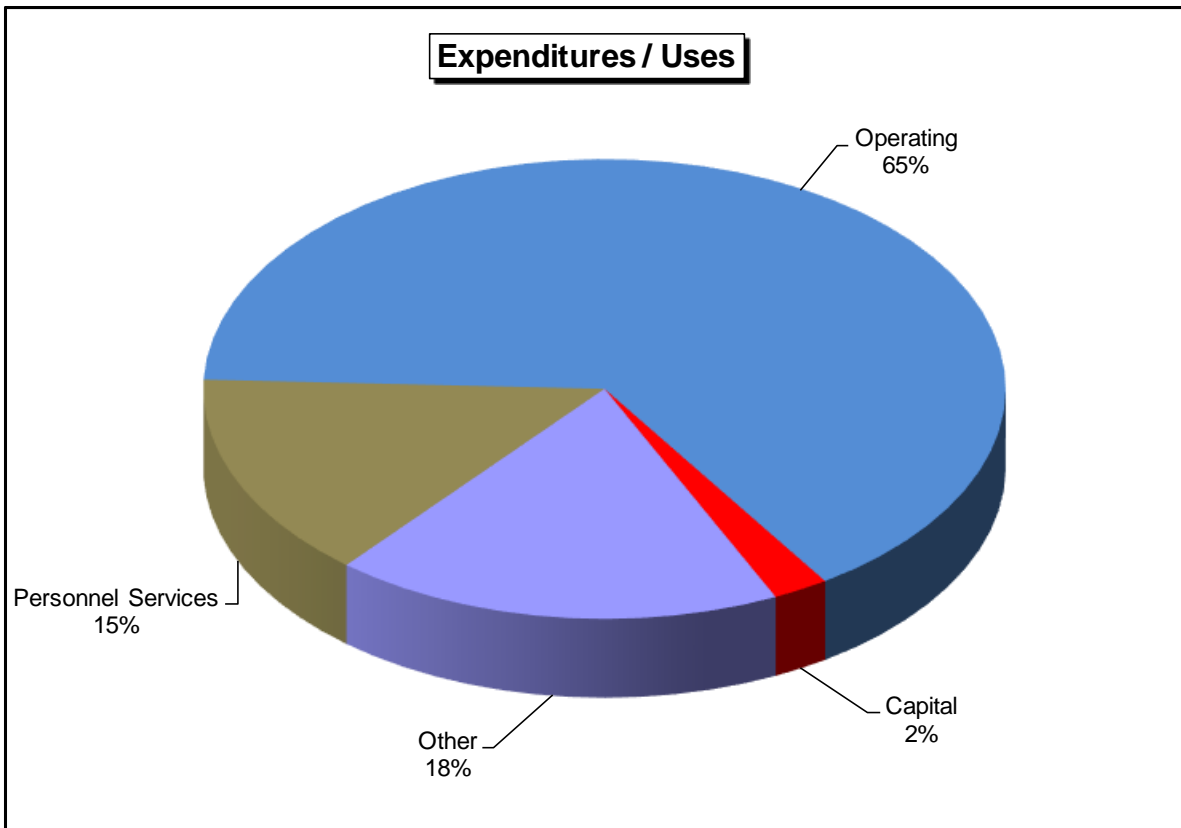
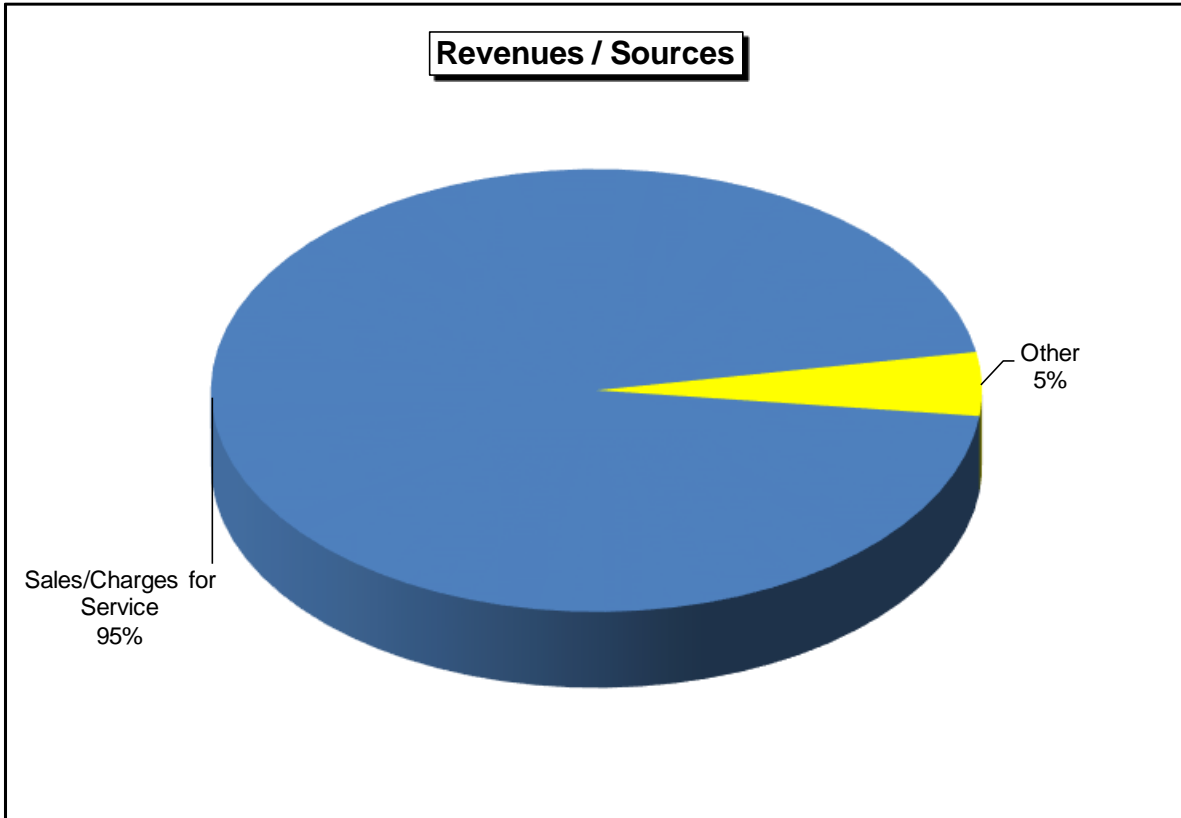
REVENUE AND EXPENDITURE SUMMARY**BROADBAND**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Intergovernmental | \$ 19,900 | \$ 75,000 | \$ 70,467 | \$ 0 |
| Sales/Charges for Services | 14,971,108 | 15,607,400 | 15,430,872 | 16,452,050 |
| Miscellaneous Income | 1,165,918 | 1,382,900 | 1,182,702 | 796,000 |
| Investment Income | 6,914 | 9,500 | 12,229 | 0 |
| Proceeds from Debt Refunding | 20,085,008 | 0 | 0 | 0 |
| Fund Balance Appropriated | <u>0</u> | <u>215,748</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 36,248,848</u> | <u>\$ 17,290,548</u> | <u>\$ 16,696,270</u> | <u>\$ 17,248,050</u> |

Expenditures and Other Uses

| | | | | |
|-------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Broadband Administration | \$ 1,047,815 | \$ 1,070,968 | \$ 1,083,850 | \$ 1,064,790 |
| Broadband Operations | 3,063,004 | 3,407,690 | 3,129,786 | 2,596,210 |
| Broadband Headend Engineering | 1,094,734 | 1,165,460 | 1,262,502 | 1,470,490 |
| Broadband Programming | 7,142,233 | 7,511,000 | 7,461,500 | 8,015,100 |
| Technical Support Services | (34,343) | 348,110 | 184,773 | 302,870 |
| Unified Communications Center | 99,691 | 106,090 | 108,416 | 106,990 |
| Debt Service | 23,518,786 | 3,446,680 | 3,446,677 | 3,457,050 |
| Loan Repayment | <u>200,000</u> | <u>234,550</u> | <u>234,550</u> | <u>234,550</u> |
| TOTAL | <u>\$ 36,131,920</u> | <u>\$ 17,290,548</u> | <u>\$ 16,912,054</u> | <u>\$ 17,248,050</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE

BROADBAND

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|
| INTERGOVERNMENTAL | \$ 19,900 | \$ 75,000 | \$ 70,467 | \$ 0 |
| SALES/CHARGES FOR SERVICES | | | | |
| Video Service Sales | 5,418,022 | 5,622,500 | 5,597,825 | 6,236,690 |
| Phone Services Sales | 2,687,677 | 2,713,000 | 2,697,378 | 2,738,000 |
| Internet Services Sales | 4,535,035 | 4,945,000 | 4,827,445 | 5,150,000 |
| Metronet Services Sales | 1,221,706 | 1,221,160 | 1,203,689 | 1,222,160 |
| AMI Infrastructure Charge | 1,090,200 | 1,090,200 | 1,090,200 | 1,090,200 |
| Installation/Equipment Charges | <u>18,468</u> | <u>15,540</u> | <u>14,335</u> | <u>15,000</u> |
| Sub-Total | <u>14,971,108</u> | <u>15,607,400</u> | <u>15,430,872</u> | <u>16,452,050</u> |
| MISCELLANEOUS INCOME | 1,165,918 | 1,382,900 | 1,182,702 | 796,000 |
| INVESTMENT INCOME | 6,914 | 9,500 | 12,229 | 0 |
| PROCEEDS FROM | | | | |
| DEBT REFUNDING | 20,085,008 | 0 | 0 | 0 |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated | | | | |
| (Unassigned) | 0 | 215,000 | 0 | 0 |
| Encumbrance Balance | <u>0</u> | <u>748</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>215,748</u> | <u>0</u> | <u>0</u> |
| Total | <u>\$ 36,248,848</u> | <u>\$ 17,290,548</u> | <u>\$ 16,696,270</u> | <u>\$ 17,248,050</u> |

SALES/CHARGES FOR SERVICE

Video Service Sales This revenue represents video programming provided to residential and commercial customers.

Phone Service Sales This revenue represents telephone and voice services provided to residential and commercial customers.

Internet Service Sales This revenue represents internet services provided to residential and commercial customers.

Metronet Services Sales This revenue represents charges for business access to fiber cable network.

Installation/ Equipment Charges This category represents charges for converter equipment and installation of system to residential and commercial customers.

MISCELLANEOUS INCOME

This category includes the proceeds from the disposal of old equipment and other miscellaneous items.

INVESTMENT INCOME

This represents the Broadband Fund's share of the interest earned on and the capital gains from the sale of the City's investments.

PROCEEDS FROM DEBT
REFUNDING

This represents proceeds received from the issuance of new debt to be used to repay previously issued debt.

FUND BALANCE

Fund Balance Appropriated A Fund Balance Appropriation represents a Broadband Fund appropriation (set aside) of some portion of the fund balance at the close of the preceding fiscal year that will be utilized to help finance the activities within the fund in the subsequent year.

Encumbrance Balance This represents the amount of fund balance at the close of the preceding fiscal year for the financial commitments that are re-appropriated in the subsequent year's budget.

EXPENDITURE SUMMARY**BROADBAND**

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------------------------|-------------------|-------------------|----------------------|-------------------|
| Broadband Administration | | | | |
| Personnel Services | \$ 394,272 | \$ 394,120 | \$ 409,590 | \$ 418,830 |
| Operating Expenses | <u>653,543</u> | <u>676,848</u> | <u>674,260</u> | <u>645,960</u> |
| Total | 1,047,815 | 1,070,968 | 1,083,850 | 1,064,790 |
| Broadband Operations | | | | |
| Personnel Services | 946,856 | 1,006,320 | 997,210 | 946,270 |
| Operating Expenses | 1,379,129 | 2,401,370 | 2,132,576 | 1,649,940 |
| Capital Outlay | <u>737,019</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Total | 3,063,004 | 3,407,690 | 3,129,786 | 2,596,210 |
| Broadband Headend Engineering | | | | |
| Personnel Services | 458,100 | 471,080 | 535,572 | 589,860 |
| Operating Expenses | <u>636,634</u> | <u>694,380</u> | <u>726,930</u> | <u>880,630</u> |
| Total | 1,094,734 | 1,165,460 | 1,262,502 | 1,470,490 |
| Broadband Programming | | | | |
| Operating Expenses | <u>7,142,233</u> | <u>7,511,000</u> | <u>7,461,500</u> | <u>8,015,100</u> |
| Total | 7,142,233 | 7,511,000 | 7,461,500 | 8,015,100 |
| Technical Support Services | | | | |
| Personnel Services | 815,571 | 863,730 | 747,589 | 908,890 |
| Operating Expenses | 1,620,282 | 1,988,200 | 1,949,304 | 1,934,900 |
| Recovered Costs | (2,480,430) | (2,723,350) | (2,595,550) | (2,998,450) |
| Capital Outlay | <u>10,234</u> | <u>219,530</u> | <u>83,430</u> | <u>457,530</u> |
| Total | (34,343) | 348,110 | 184,773 | 302,870 |
| Unified Communications Center | | | | |
| Personnel Services | 86,847 | 91,430 | 89,890 | 96,080 |
| Operating Expenses | 161,546 | 183,310 | 231,570 | 135,940 |
| Recovered Costs | <u>(148,702)</u> | <u>(168,650)</u> | <u>(213,044)</u> | <u>(125,030)</u> |
| Total | 99,691 | 106,090 | 108,416 | 106,990 |

EXPENDITURE SUMMARY**BROADBAND**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------------|----------------------|----------------------|----------------------|----------------------|
| Other Expenditures | | | | |
| Debt Service | 23,518,786 | 3,446,680 | 3,446,677 | 3,457,050 |
| Interfund Loan Repayment | <u>200,000</u> | <u>234,550</u> | <u>234,550</u> | <u>234,550</u> |
| Total | <u>23,718,786</u> | <u>3,681,230</u> | <u>3,681,227</u> | <u>3,691,600</u> |
| Grand Total | <u>\$ 36,131,920</u> | <u>\$ 17,290,548</u> | <u>\$ 16,912,054</u> | <u>\$ 17,248,050</u> |

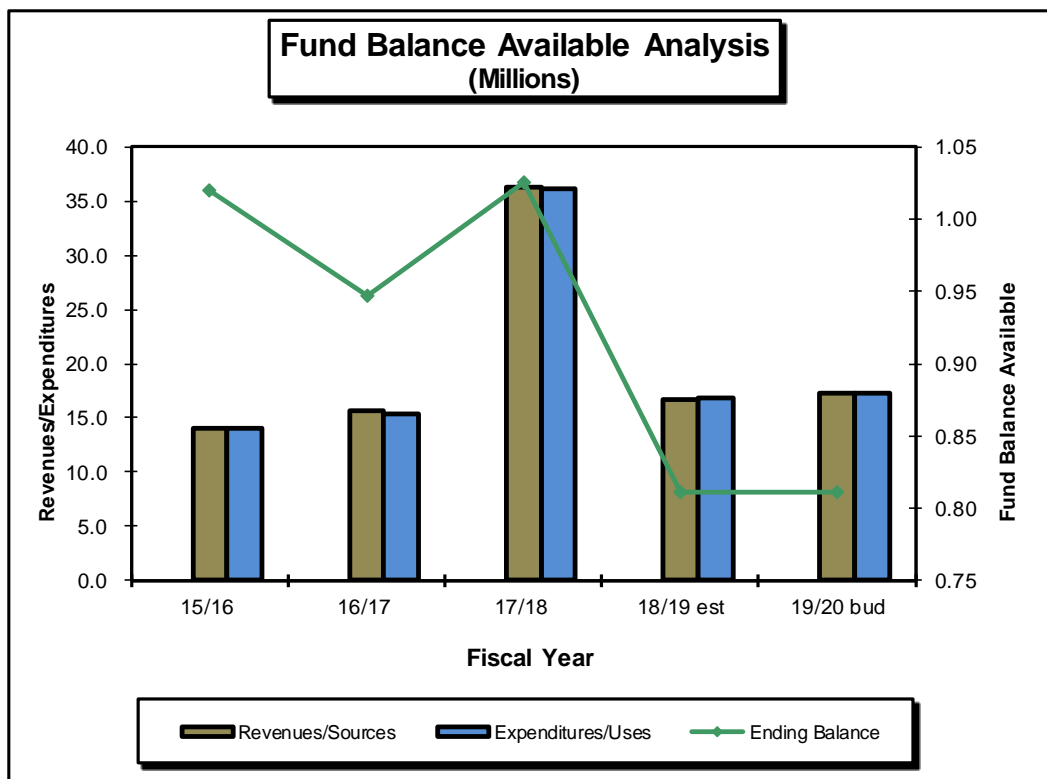
FUND BALANCE AVAILABLE

BROADBAND

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|---------------------|---------------------|----------------------|-------------------|
| Revenues/Other Financing Sources | \$ 36,248,848 | \$ 17,074,800 | \$ 16,696,270 | \$ 17,248,050 |
| Expenditures/Other Financing Uses | <u>36,131,920</u> | <u>17,290,548</u> | <u>16,912,054</u> | <u>17,248,050</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ 116,928</u> | <u>\$ (215,748)</u> | <u>\$ (215,784)</u> | <u>\$ 0</u> |
| Fund Balance Appropriated | <u>\$ 293,136</u> | <u>\$ 215,748</u> | <u>\$ 215,748</u> | <u>\$ 0</u> |
| Fund Balance - Beginning of Year | \$ 947,943 | \$ 1,025,625 | \$ 1,025,625 | \$ 810,589 |
| Increase (Decrease) | <u>77,682</u> | <u>(215,000) *</u> | <u>(215,036) *</u> | <u>0</u> |
| Fund Balance - End of Year | <u>\$ 1,025,625</u> | <u>\$ 810,625</u> | <u>\$ 810,589</u> | <u>\$ 810,589</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 748



DEPARTMENT SUMMARY**BROADBAND**

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | \$ 2,701,646 | \$ 2,826,680 | \$ 2,779,851 | \$ 2,959,930 |
| Operating Expenses | 11,593,367 | 13,455,108 | 13,176,140 | 13,262,470 |
| Recovered Costs | (2,629,132) | (2,892,000) | (2,808,594) | (3,123,480) |
| Capital Outlay | <u>747,253</u> | <u>219,530</u> | <u>83,430</u> | <u>457,530</u> |
| TOTAL | <u>\$ 12,413,134</u> | <u>\$ 13,609,318</u> | <u>\$ 13,230,827</u> | <u>\$ 13,556,450</u> |

PERSONNEL SUMMARY

BROADBAND

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized (as amended) | 2019-20 Authorized |
|--|--------------|--------------------|---------------------------------|--------------------|
| Broadband Administration (6301) | | | | |
| Broadband Sales Executive | 24 | 1 | 1 | 1 |
| Marketing and Sales Manager | 21 | 1 | 1 | 1 |
| Broadband Operations (6302) | | | | |
| General Manager OSP | 25 | 1 | 1 | 1 |
| Operations Manager | 24 | 0 | 1 | 1 |
| OSP Operations Supervisor | 21 | 1 | 0 | 0 |
| OSP Cable Supervisor | 20 | 1 | 1 | 1 |
| Engineering Records Database Supervisor | 19 | 1 | 1 | 1 |
| Assistant OSP Engineer | 16 | 1 | 1 | 1 |
| Fiber Optic Field Technician I-IV | 12-19 | 8 | 8 | 7 |
| Broadband Headend Engineering (6303) | | | | |
| Headend Engineering Manager | 25 | 1 | 1 | 1 |
| Headend Engineer | 23 | 1 | 1 | 1 |
| Systems Engineer | 24 | 1 | 1 | 1 |
| Network Analyst | 23 | 1 | 1 | 1 |
| Network Technician | 20 | 0 | 0 | 1 |
| Technical Support Services (6306) | | | | |
| General Manager - Greenlight | 26 | 1 | 1 | 1 |
| Network Administrator | 23 | 1 | 1 | 1 |
| Infrastructure Engineer | 24 | 1 | 1 | 1 |
| Network and Security Engineer | 24 | 1 | 1 | 1 |
| Infrastructure Administrator | 23 | 0 | 1 | 1 |
| Business Systems Analyst | 21 | 2 | 2 | 2 |
| Senior Server/Telecommunications Systems Administrator | 21 | 1 | 0 | 0 |
| Help Desk Administrator | 18 | 1 | 1 | 1 |
| Unified Communications Center (6307) | | | | |
| Customer Support Manager | 24 | 0 | 1 | 1 |
| Unified Command Center Supervisor | 21 | 1 | 0 | 0 |
| Technical Service Representative I-III | 16-18 | 13 | 13 | 13 |
| Full-time | | 41 | 41 | 41 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|------------------------------------|------------------------------------|-------------------------------|----------|
| General Manager OSP | Broadband Operations 6302 | Electric Administration 6001 | 50% |
| OSP Cable Supervisor | Broadband Operations 6302 | Electric Distribution 6005 | 90% |
| Fiber Optic Field Technician III | Broadband Operations 6302 | Electric Distribution 6005 | 90% |
| General Manager – Greenlight | Technical Support Services 6306 | Broadband Administration 6301 | 50% |
| Unified Communications Center (14) | Unified Communications Center 6307 | System Control and Comm 6003 | 58% |
| | Unified Communications Center 6307 | Gas Distribution 6502 | 29% |
| | Unified Communications Center 6307 | Water Distribution 7003 | 5% |
| Chief Operations Officer | Electric Administration 6001 | Broadband Administration 6301 | 10% |
| Executive Assistant | Electric Administration 6001 | Broadband Operations 6302 | 5% |
| Utility Locators (4) | Utility Locators 6503 | Broadband Operations 6302 | 10% |

CAPITAL OUTLAY**BROADBAND**

| Item | New/ Replacement | 2019-20 Budget |
|--|---------------------|-------------------|
| Technical Support Services (6306) | | |
| Encoders | R | 120,000 |
| Universal Power Supply for Operations Center | R | 191,000 |
| Radio Tower Site Mitigation | N | 146,530 |
| | | |
| Total | | 457,530 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

| |
|---------------------------------|
| BROADBAND ADMINISTRATION |
|---------------------------------|

Description of Services:

Broadband Administration is responsible for sales, marketing and management, and oversight of all Greenlight operations.

PROGRAM GOALS AND INITIATIVES:

- Monitor and manage all areas of Greenlight operations
- Expand the Greenlight network
- Develop new lines of revenue
- Develop new applications and services to enhance community utilization of the network
- Market Greenlight services
- Conduct commercial and residential sales
- Monitor contracts with strategic partners for service delivery

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 394,272 | \$ 394,120 | \$ 409,590 | \$ 418,830 |
| Operating Expenses | <u>653,543</u> | <u>676,848</u> | <u>674,260</u> | <u>645,960</u> |
| TOTAL | <u>\$ 1,047,815</u> | <u>\$ 1,070,968</u> | <u>\$ 1,083,850</u> | <u>\$ 1,064,790</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--------------------|-------------------|----------------------|-----------------|
| Residential Growth | 789 | 520 | 600 |
| Commercial Growth | 79 | 60 | 75 |
| Total Members | 868 | 580 | 675 |

| |
|-----------------------------|
| BROADBAND OPERATIONS |
|-----------------------------|

Description of Services:

Broadband Operations is responsible for managing and maintaining the fiber optic infrastructure.

PROGRAM GOALS AND INITIATIVES:

- Engineer, design and manage construction of expansions to community-wide broadband network
- Maintain fiber optic infrastructure and associated records
- Provide commercial and residential installations services
- Provide commercial and residential on site trouble shooting and technical support services
- Monitor and manage inventory of materials related to construction and installation processes
- Monitor contracts with strategic outside plant partners for service delivery

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 946,856 | \$ 1,006,320 | \$ 997,210 | \$ 946,270 |
| Operating Expenses | 1,379,129 | 2,401,370 | 2,132,576 | 1,649,940 |
| Capital Outlay | <u>737,019</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL | \$ <u>3,063,004</u> | \$ <u>3,407,690</u> | \$ <u>3,129,786</u> | \$ <u>2,596,210</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|-------------------------|-------------------|----------------------|-----------------|
| Passings Added | 1,430 | 600 | 600 |
| Service Calls Completed | 3,405 | 3,320 | 3,000 |

| |
|--------------------------------------|
| BROADBAND HEADEND ENGINEERING |
|--------------------------------------|

Description of Services:

Broadband Headend Engineering is responsible for monitoring, managing and maintaining the Greenlight headend facilities and associated equipment and providing technical support to Greenlight customers.

PROGRAM GOALS AND INITIATIVES:

- Monitor, manage, maintain and enhance the Greenlight data network
- Monitor, manage, maintain and enhance the Greenlight video network
- Monitor, manage, maintain and enhance the Greenlight voice network
- Monitor, manage, maintain headend facilities
- Provide direct technical support to commercial and residential Greenlight members
- Monitor contracts with strategic outside plant partners for service delivery

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 458,100 | \$ 471,080 | \$ 535,572 | \$ 589,860 |
| Operating Expenses | <u>636,634</u> | <u>694,380</u> | <u>726,930</u> | <u>880,630</u> |
| TOTAL | <u>\$ 1,094,734</u> | <u>\$ 1,165,460</u> | <u>\$ 1,262,502</u> | <u>\$ 1,470,490</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Core Data Infrastructure Availability | 100% | 100% | 100% |
| Core Video Infrastructure Availability | 100% | 100% | 100% |

BROADBAND PROGRAMMING

Description of Services:

Broadband Programming is responsible for providing universal access to broadband services throughout the City of Wilson.

PROGRAM GOALS AND INITIATIVES:

- Construct and implement a community-wide broadband network
- Provide high-speed internet access services
- Provide high-quality video programming services
- Operate broadband network head-end
- Continue phased construction of fiber optic network throughout the City
- Monitor contracts with strategic partners for service delivery
- Roll out community-wide broadband network

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Operating Expenses | \$ 7,142,233 | \$ 7,511,000 | \$ 7,461,500 | \$ 8,015,100 |
| TOTAL | <u>\$ 7,142,233</u> | <u>\$ 7,511,000</u> | <u>\$ 7,461,500</u> | <u>\$ 8,015,100</u> |

| |
|-----------------------------------|
| TECHNICAL SUPPORT SERVICES |
|-----------------------------------|

Description of Services:

Technical Support Services provides computer, network, and telephone services to all City departments. This division operates the City computer center and enterprise network, and is responsible for the installation, maintenance, and repair of personal computers and technical related equipment. Technical Support provides mainframe applications and communication services that relate to the City's telephone system and directly support our citizens via web-based applications.

PROGRAM GOALS AND INITIATIVES:

- Provide citizens with the ability to do business with the City via internet
- Provide a secure data and voice network throughout the City
- Support all computer hardware and software

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------|-------------------|----------------------|-------------------|
| Personnel Services | \$ 815,571 | \$ 863,730 | \$ 747,589 | \$ 908,890 |
| Operating Expenses | 1,620,282 | 1,988,200 | 1,949,304 | 1,934,900 |
| Recovered Costs | (2,480,430) | (2,723,350) | (2,595,550) | (2,998,450) |
| Capital Outlay | 10,234 | 219,530 | 83,430 | 457,530 |
| TOTAL | \$ (34,343) | \$ 348,110 | \$ 184,773 | \$ 302,870 |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---------------------------------|-------------------|----------------------|-----------------|
| Enterprise Network Availability | 100% | 100% | 100% |
| Security Threats Mitigated | 34 | 27 | 20 |

| |
|--------------------------------------|
| UNIFIED COMMUNICATIONS CENTER |
|--------------------------------------|

Description of Services:

Unified Communications Center is responsible for answering incoming calls for the City's Electric, Gas, Water, and Broadband operations. These calls will include requests for technical support, which may be handled over the phone. Some calls will require dispatch of a service representative to customer's home or business.

PROGRAM GOALS AND INITIATIVES:

- Operate 24/7 call center to receive and facilitate resolution of customer requests relative to Electric, Gas, Water, and Broadband systems
- Monitor Electric, Gas, Water, and Broadband systems
- Provide technical support services for Greenlight members
- Manage dispatch and work order process to support resolution of customer requests

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 86,847 | \$ 91,430 | \$ 89,890 | \$ 96,080 |
| Operating Expenses | 161,546 | 183,310 | 231,570 | 135,940 |
| Recovered Costs | <u>(148,702)</u> | <u>(168,650)</u> | <u>(213,044)</u> | <u>(125,030)</u> |
| TOTAL | <u>\$ 99,691</u> | <u>\$ 106,090</u> | <u>\$ 108,416</u> | <u>\$ 106,990</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|----------------------------|-------------------|----------------------|-----------------|
| Average Monthly Churn Rate | 1.04% | 1.21% | 1% |
| Calls Received | 46,480 | 82,335 | 80,000 |
| % Calls Answered | 91.5% | 92% | 95% |

| |
|---------------------|
| DEBT SERVICE |
|---------------------|

Description of Services:

Broadband Debt Service is responsible for certificates of participation principal and interest and installment-purchase financing principal and interest.

PROGRAM GOALS AND INITIATIVES:

- Provide for financing and subsequent repayment of obligations incurred for Broadband Fund purposes
- To meet current debt obligations in a timely manner
- To meet all legal requirements applicable to local government financing
- To comply with all Internal Revenue Service rules and regulations pertaining to tax-exempt debt

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Operating Expenses | \$ 23,518,786 | \$ 3,446,680 | \$ 3,446,677 | \$ 3,457,050 |
| TOTAL | \$ 23,518,786 | \$ 3,446,680 | \$ 3,446,677 | \$ 3,457,050 |

PERFORMANCE INDICATORS:

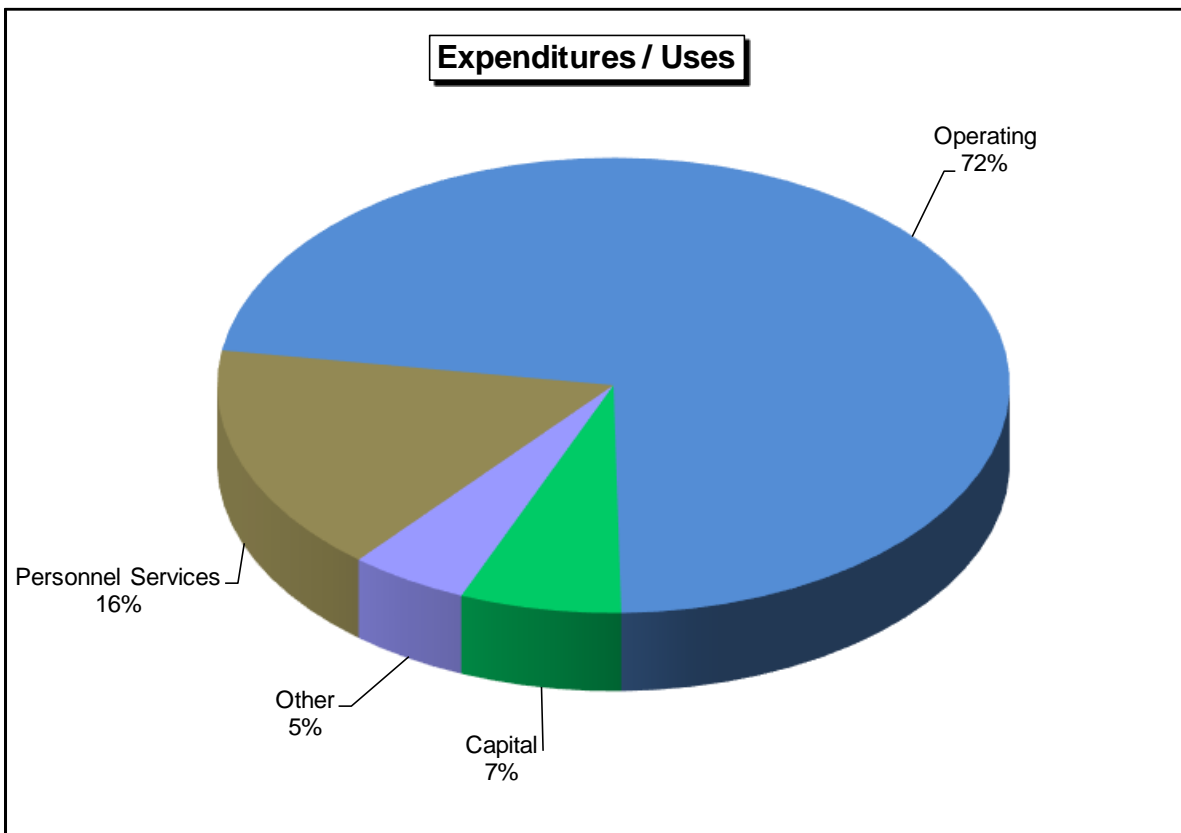
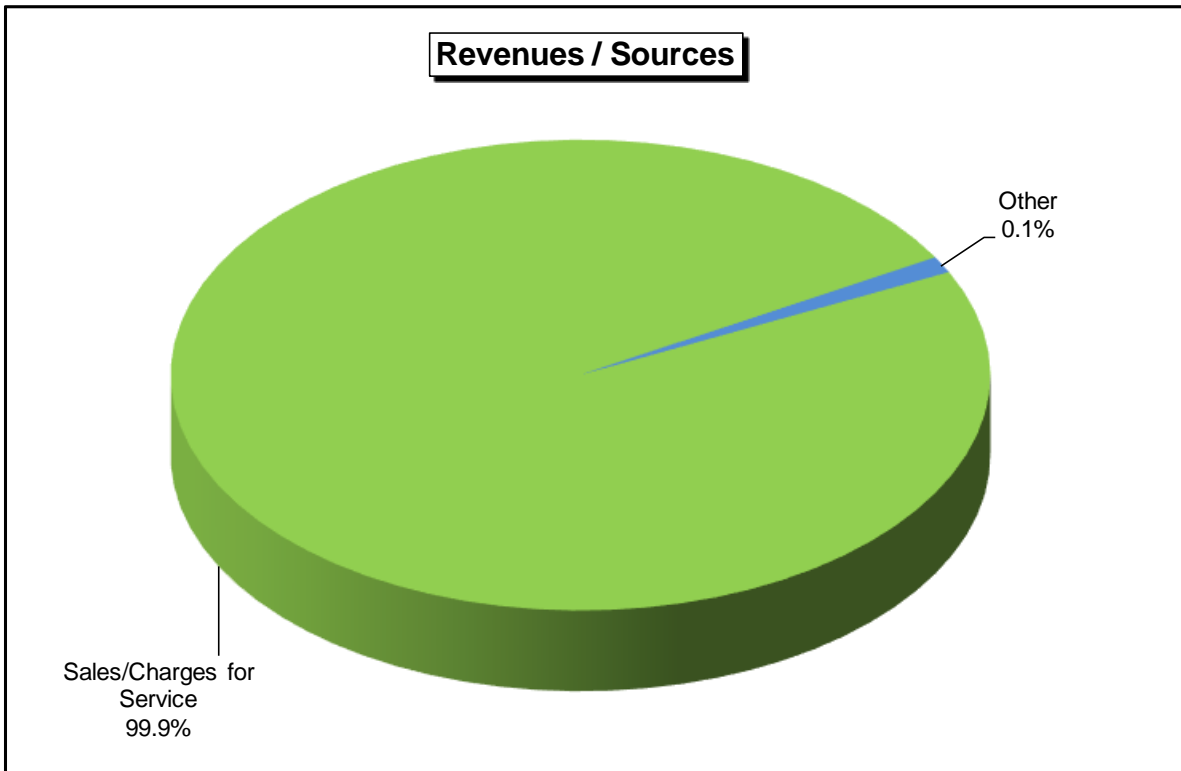
| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Timely servicing of debt obligations | 100% | 100% | 100% |
| Compliance to all regulatory guidelines and covenants | 100% | 100% | 100% |

REVENUE AND EXPENDITURE SUMMARY

STORMWATER MANAGEMENT

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|----------------------------|----------------------------|----------------------------|----------------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Sales/Charges for Services | \$ 3,589,174 | \$ 3,740,000 | \$ 3,820,084 | \$ 4,161,370 |
| Miscellaneous Income | 18,161 | 6,000 | 15,975 | 6,000 |
| Investment Income | 1,496 | 0 | 8,300 | 0 |
| Fund Balance Appropriated | <u>0</u> | <u>461,730</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 3,608,831</u> | <u>\$ 4,275,480</u> | <u>\$ 3,844,359</u> | <u>\$ 4,167,370</u> |
| <u>Expenditures and Other Uses</u> | | | | |
| Stormwater Management | \$ 2,847,622 | \$ 4,275,480 | \$ 3,791,310 | \$ 3,967,370 |
| Transfers Out | 0 | 0 | 0 | 150,000 |
| Contingency | <u>0</u> | <u>0</u> | <u>0</u> | <u>50,000</u> |
| TOTAL | <u>\$ 2,847,622</u> | <u>\$ 4,275,480</u> | <u>\$ 3,791,310</u> | <u>\$ 4,167,370</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE**STORMWATER MANAGEMENT**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|---------------------|---------------------|----------------------|---------------------|
| SALES/CHARGES FOR SERVICES | | | | |
| Stormwater Management Fee | \$ 3,561,890 | \$ 3,730,000 | \$ 3,806,764 | \$ 4,150,000 |
| Erosion Control Permits/Fees | <u>27,284</u> | <u>10,000</u> | <u>13,320</u> | <u>11,370</u> |
| Sub-Total | <u>3,589,174</u> | <u>3,740,000</u> | <u>3,820,084</u> | <u>4,161,370</u> |
| MISCELLANEOUS INCOME | 18,161 | 6,000 | 15,975 | 6,000 |
| INVESTMENT INCOME | 1,496 | 0 | 8,300 | 0 |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated (Unassigned) | 0 | 70,000 | 0 | 0 |
| Encumbrance Balance | <u>0</u> | <u>391,730</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>461,730</u> | <u>0</u> | <u>0</u> |
| Total | <u>\$ 3,608,831</u> | <u>\$ 4,275,480</u> | <u>\$ 3,844,359</u> | <u>\$ 4,167,370</u> |

DESCRIPTION OF REVENUE SOURCES

STORMWATER MANAGEMENT

CHARGES FOR SALES AND SERVICE

Stormwater Fee This represents a fee assessed to residential and business properties. The fee is based on an equivalent residential unit (ERU) impervious surface.

Erosion Control Fees These fees support the planning, coordination and development of sedimentation control programs. The sedimentation of streams, lakes and other waters constitutes a major pollution problem. Sedimentation occurs from the erosion or depositing of soil and other materials into the waters, principally from construction sites and road maintenance. Control of erosion and sedimentation is regarded as vital to the public and expenditures of funds for erosion and sedimentation control programs shall be deemed for a public purpose.

MISCELLANEOUS INCOME This category includes the Stormwater inspection fees and other miscellaneous items.

INVESTMENT INCOME

Investment Income This represents the Stormwater Management Fund's share of the interest earned on and the capital gains from the sale of the City's investments.

INTERFUND TRANSFERS This category reflects financing sources received from other funds.

FUND BALANCE

Fund Balance Appropriated This represents an appropriation of some portion of the fund balance as of the close of the next preceding fiscal year to help finance the activities of the subsequent year.

Encumbrance Balance This represents the amount of fund balance at the close of the next preceding fiscal year for the financial commitments that are re-appropriated in the subsequent year's budget.

EXPENDITURE SUMMARY**STORMWATER MANAGEMENT**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|---------------------|---------------------|----------------------|---------------------|
| Stormwater Management | | | | |
| Personnel Services | \$ 584,437 | \$ 721,810 | \$ 642,100 | \$ 674,090 |
| Operating Expenses | 1,947,676 | 2,522,653 | 2,124,210 | 2,980,270 |
| Capital Outlay | <u>315,509</u> | <u>1,031,017</u> | <u>1,025,000</u> | <u>313,010</u> |
| Total | <u>\$ 2,847,622</u> | <u>\$ 4,275,480</u> | <u>\$ 3,791,310</u> | <u>\$ 3,967,370</u> |
| Other Expenditures | | | | |
| Transfer to Hominy Greenway and Water Quality Park Capital Project Fund | 0 | 0 | 0 | 150,000 |
| Contingency | <u>0</u> | <u>0</u> | <u>0</u> | <u>50,000</u> |
| Total | <u>0</u> | <u>0</u> | <u>0</u> | <u>200,000</u> |
| Grand Total | <u>\$ 2,847,622</u> | <u>\$ 4,275,480</u> | <u>\$ 3,791,310</u> | <u>\$ 4,167,370</u> |

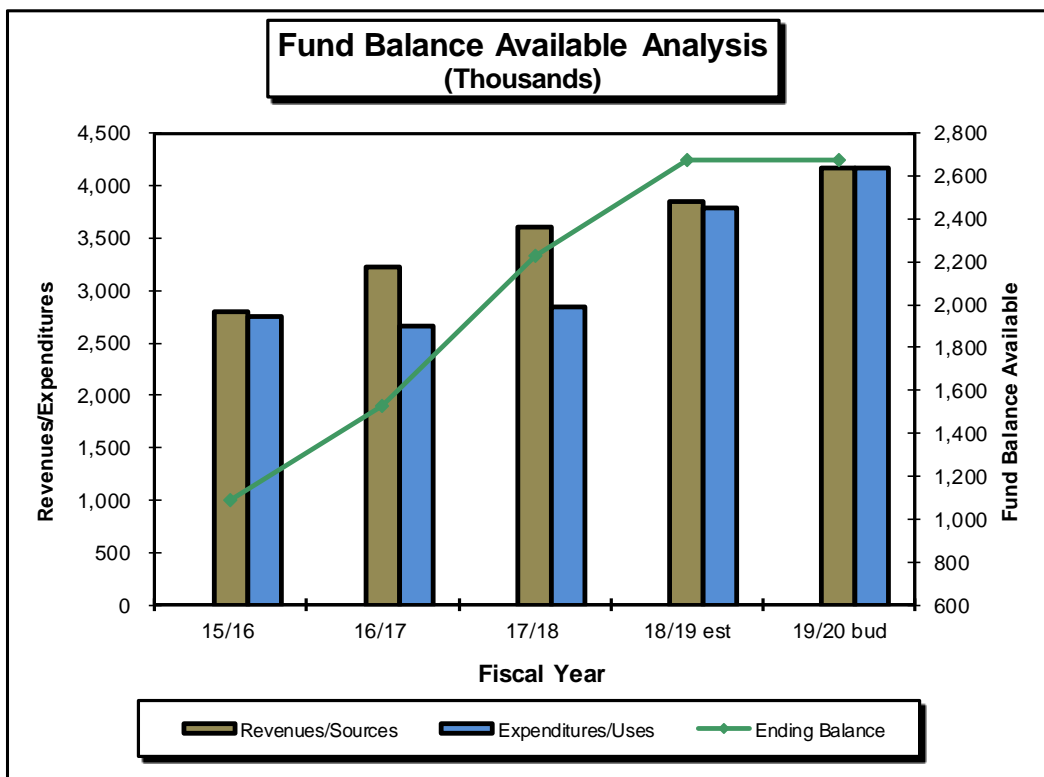
FUND BALANCE AVAILABLE

STORMWATER MANAGEMENT

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|---------------------|---------------------|----------------------|---------------------|
| Revenues/Other Financing Sources | \$ 3,608,831 | \$ 3,813,750 | \$ 3,844,359 | \$ 4,167,370 |
| Expenditures/Other Financing Uses | <u>2,847,622</u> | <u>4,275,480</u> | <u>3,791,310</u> | <u>4,167,370</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ 761,209</u> | <u>\$ (461,730)</u> | <u>\$ 53,049</u> | <u>\$ 0</u> |
| Fund Balance Appropriated | <u>\$ 145,074</u> | <u>\$ 461,730</u> | <u>\$ 461,730</u> | <u>\$ 0</u> |
| Fund Balance - Beginning of Year | \$ 1,525,386 | \$ 2,231,465 | \$ 2,231,465 | \$ 2,676,244 |
| Increase (Decrease) | <u>706,079</u> | <u>(70,000) *</u> | <u>444,779 *</u> | <u>0</u> |
| Fund Balance - End of Year | <u>\$ 2,231,465</u> | <u>\$ 2,161,465</u> | <u>\$ 2,676,244</u> | <u>\$ 2,676,244</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 391,730



DEPARTMENT SUMMARY**STORMWATER MANAGEMENT**

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 584,437 | \$ 721,810 | \$ 642,100 | \$ 674,090 |
| Operating Expenses | 1,947,676 | 2,522,653 | 2,124,210 | 2,980,270 |
| Capital Outlay | <u>315,509</u> | <u>1,031,017</u> | <u>1,025,000</u> | <u>313,010</u> |
| TOTAL | <u>\$ 2,847,622</u> | <u>\$ 4,275,480</u> | <u>\$ 3,791,310</u> | <u>\$ 3,967,370</u> |

PERSONNEL SUMMARY

STORMWATER MANAGEMENT

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized | 2019-20 Authorized |
|-------------------------------------|--------------|--------------------|--------------------|--------------------|
| Stormwater Management (7606) | | | | |
| Crew Supervisor | 16 | 1 | 1 | 1 |
| Equipment Operator I-II | 10-11 | 2 | 2 | 2 |
| Stormwater Technician I-IV | 7-13 | 4 | 4 | 4 |
| | | | | |
| Full-time | | 7 | 7 | 7 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|---------------------------------------|----------------------------------|----------------------------|----------|
| Director of Public Works | Public Works Administration 5001 | Stormwater Management 7606 | 20% |
| Traffic Technicians (5) | Parking and Traffic 5008 | Stormwater Management 7606 | 15% |
| Water Infrastructure Division Manager | Wastewater Collection 7005 | Stormwater Management 7606 | 33.3% |
| Crew Supervisor | Stormwater Management 7606 | Water Distribution 7003 | 25% |
| | Stormwater Management 7606 | Wastewater Collection 7005 | 25% |
| City Engineer | Public Works Administration 5001 | Stormwater Management 7606 | 10% |
| Engineering Manager | Engineering 5004 | Stormwater Management 7606 | 35% |
| Water Infrastructure Supervisor | Water Distribution 7003 | Stormwater Management 7606 | 33.3% |

CAPITAL OUTLAY

STORMWATER MANAGEMENT

| Item | New/ Replacement | 2019-20 Budget |
|---|------------------|----------------|
| Stormwater Management (7606) | | |
| Stormwater Infrastructure | N | 250,000 |
| One (1) Truck w/crew cab and utility body | N | 63,010 |
| | | |
| Total | | 313,010 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

STORMWATER MANAGEMENT

Description of Services:

Stormwater Management is responsible for stormwater regulatory compliance, erosion and sediment control program, water quality BMP inspections, illegal discharge prevention programs, and drainage problem identification and prioritization.

PROGRAM GOALS AND INITIATIVES:

- Manage the quantity and quality of stormwater runoff to enhance the environment and water quality in the Neuse River Basin
- Manage the cleaning, repair, and restoration of enclosed and open drainage channels to improve water quality on public right-of-way and private property
- Continue a state delegated Local Erosion and Sediment Control Program
- Oversee and manage the use of stormwater funds to achieve maximum benefits and efficiency
- Administer the stormwater fee allocation to improve stormwater management
- Provide public information and conduct workshops to educate the public about stormwater management
- Detect and eliminate illegal discharge to the stormwater system
- Locate sites for installing best management practices in existing developed areas
- Install stormwater retrofits and new measures where possible to help reduce the impact of stormwater runoff to city streams

EXPENDITURE SUMMARY:

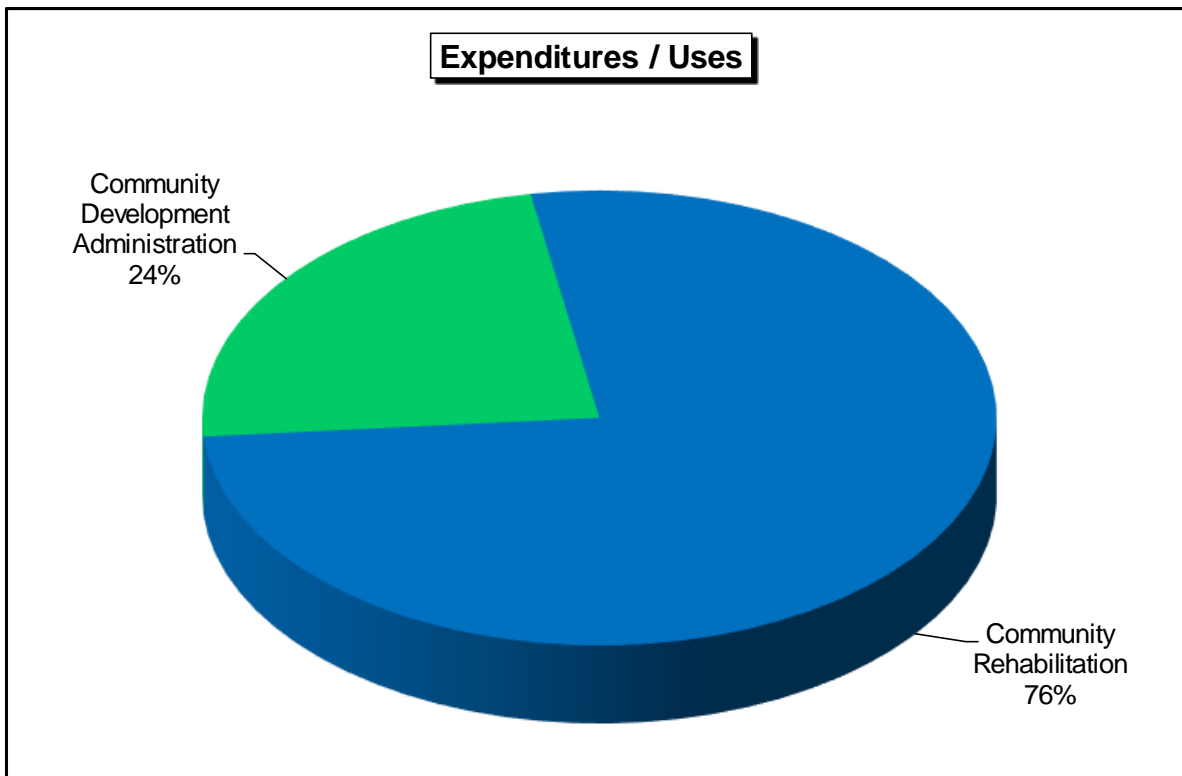
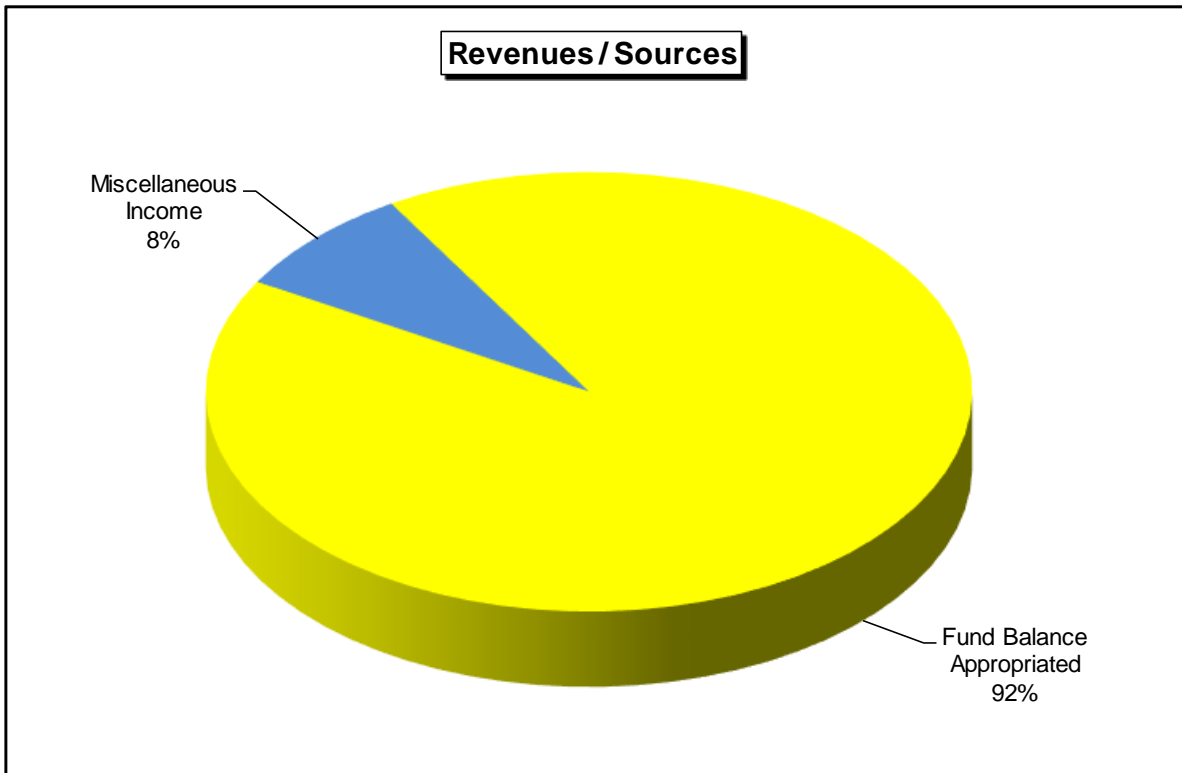
| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 584,437 | \$ 721,810 | \$ 642,100 | \$ 674,090 |
| Operating Expenses | 1,947,676 | 2,522,653 | 2,124,210 | 2,980,270 |
| Capital Outlay | <u>315,509</u> | <u>1,031,017</u> | <u>1,025,000</u> | <u>313,010</u> |
| TOTAL | <u>\$ 2,847,622</u> | <u>\$ 4,275,480</u> | <u>\$ 3,791,310</u> | <u>\$ 3,967,370</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--------------------------------------|-------------------|----------------------|-----------------|
| Miles of stormwater pipe maintained | 197.5 | 197.7 | 198 |
| Catch basins cleaned | 17,215 | 18,000 | 19,000 |
| Storm drain piping cleaned (footage) | 7,395 | 10,000 | 12,000 |

REVENUE AND EXPENDITURE SUMMARY**COMMUNITY DEVELOPMENT**

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Miscellaneous Income | \$ 3,094 | \$ 9,000 | \$ 10,550 | \$ 10,500 |
| Investment Income | 590 | 0 | 1,130 | 0 |
| Fund Balance Appropriated | <u>0</u> | <u>193,060</u> | <u>0</u> | <u>120,290</u> |
| TOTAL | <u>\$ 3,684</u> | <u>\$ 202,060</u> | <u>\$ 11,680</u> | <u>\$ 130,790</u> |
| <u>Expenditures and Other Uses</u> | | | | |
| Community Development Administration | \$ 5,473 | \$ 54,420 | \$ 31,490 | \$ 30,790 |
| Community Rehabilitation | <u>38,318</u> | <u>147,640</u> | <u>78,960</u> | <u>100,000</u> |
| TOTAL | <u>\$ 43,791</u> | <u>\$ 202,060</u> | <u>\$ 110,450</u> | <u>\$ 130,790</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE**COMMUNITY DEVELOPMENT**

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|-------------------|-------------------|----------------------|-------------------|
| MISCELLANEOUS INCOME | | | | |
| Loan Repayments and Related Interest | <u>\$ 3,094</u> | <u>\$ 9,000</u> | <u>\$ 10,500</u> | <u>\$ 10,500</u> |
| Sub-Total | <u>3,094</u> | <u>9,000</u> | <u>10,550</u> | <u>10,500</u> |
| INVESTMENT INCOME | 590 | 0 | 1,130 | 0 |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated | | | | |
| (Unassigned) | 0 | 121,450 | 0 | 120,290 |
| Encumbrance Balance | <u>0</u> | <u>71,610</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>193,060</u> | <u>0</u> | <u>120,290</u> |
| Total | <u>\$ 3,684</u> | <u>\$ 202,060</u> | <u>\$ 11,680</u> | <u>\$ 130,790</u> |

DESCRIPTION OF REVENUE SOURCES

COMMUNITY DEVELOPMENT

INVESTMENT INCOME

Investment Income

This represents the Community Development Fund's share of the interest earned and the capital gains from the sale of the City's investments.

MISCELLANEOUS INCOME

Loan Repayments and
Related Interest

This revenue consists of the receipt of principal and interest payments under various loan payments administered by the City. These funds become income to the City when repaid by debtors and must be used for additional community development activities.

INTERFUND TRANSFERS

This category reflects financing sources distributed to the Community Development Fund from other funds.

FUND BALANCE

Fund Balance Appropriated

This represents an appropriation of some portion of the fund balance as of the close of the preceding fiscal year to help finance the activities of the subsequent year.

Encumbrance Balance

This represents the amount of fund balance at the close of the preceding fiscal year for the financial commitments that are in the subsequent year's budget.

EXPENDITURE SUMMARY**COMMUNITY DEVELOPMENT**

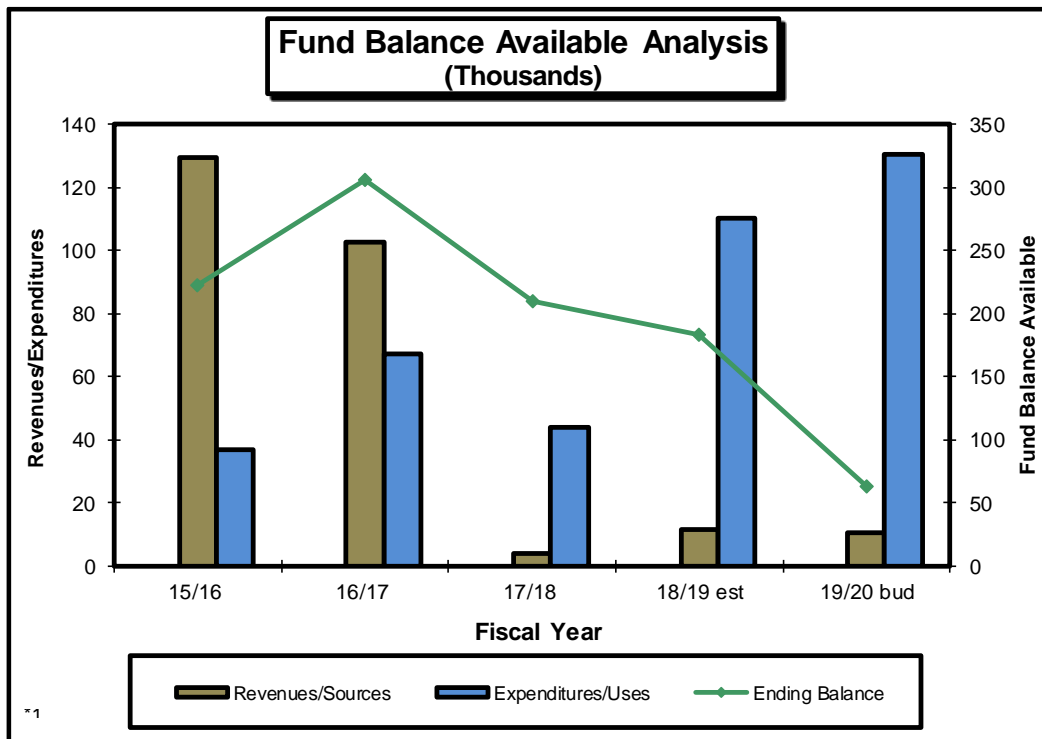
| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| Community Development Administration | | | | |
| Operating Expenses | <u>\$ 5,473</u> | <u>\$ 54,420</u> | <u>\$ 31,490</u> | <u>\$ 30,790</u> |
| Total | <u> 5,473</u> | <u> 54,420</u> | <u> 31,490</u> | <u> 30,790</u> |
| Community Rehabilitation | | | | |
| Operating Expenses | <u> 38,318</u> | <u> 147,640</u> | <u> 78,960</u> | <u> 100,000</u> |
| Total | <u> 38,318</u> | <u> 147,640</u> | <u> 78,960</u> | <u> 100,000</u> |
| Grand Total | <u>\$ 43,791</u> | <u>\$ 202,060</u> | <u>\$ 110,450</u> | <u>\$ 130,790</u> |

FUND BALANCE AVAILABLE

COMMUNITY DEVELOPMENT

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|--------------------|---------------------|----------------------|---------------------|
| Revenues/Other Financing Sources | \$ 3,684 | \$ 9,000 | \$ 11,680 | \$ 10,500 |
| Expenditures/Other Financing Uses | <u>43,791</u> | <u>202,060</u> | <u>110,450</u> | <u>130,790</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ (40,107)</u> | <u>\$ (193,060)</u> | <u>\$ (98,770)</u> | <u>\$ (120,290)</u> |
| Fund Balance Appropriated | <u>\$ 119,420</u> | <u>\$ 193,060</u> | <u>\$ 193,060</u> | <u>\$ 120,290</u> |
| Fund Balance - Beginning of Year | \$ 306,051 | \$ 210,563 | \$ 210,563 | \$ 183,403 |
| Increase (Decrease) | <u>(95,488)</u> | <u>(121,450)</u> | <u>(27,160)</u> | <u>(120,290)</u> |
| Fund Balance - End of Year | <u>\$ 210,563</u> | <u>\$ 89,113</u> | <u>\$ 183,403</u> | <u>\$ 63,113</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 71,610



DEPARTMENT SUMMARY**COMMUNITY DEVELOPMENT**

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------------|--------------------------|--------------------------|--------------------------|
| Operating Expenses | \$ <u>43,791</u> | \$ <u>202,060</u> | \$ <u>110,450</u> | \$ <u>130,790</u> |
| TOTAL | \$ <u><u>43,791</u></u> | \$ <u><u>202,060</u></u> | \$ <u><u>110,450</u></u> | \$ <u><u>130,790</u></u> |

SUMMARY OF COMMUNITY DEVELOPMENT GRANT PROJECTS

**As Budgeted
June 30, 2019**

| | |
|---|---------|
| Essential Single-Family Rehabilitation Loan Pool 2016 | 175,000 |
| Urgent Repair Program 2018 | 110,000 |
| CDBG Neighborhood Revitalization Program | 750,000 |

| |
|--|
| COMMUNITY DEVELOPMENT ADMINISTRATION AND REHABILITATION |
|--|

Description of Services:

Community Development Administration and Rehabilitation is responsible for applying for federal and state grants, provide rehabilitation assistance and technical assistance, address Council's housing goals, qualify first-time homebuyers for mortgages and service loans, revitalize distressed neighborhoods, and assist low-to-moderate income families.

PROGRAM GOALS AND INITIATIVES:

- Apply for federal and state grants to effectuate the elimination of urban blight and substandard housing
- Revitalize various areas by offering grants and/or loans to property owners, and by redeveloping those areas plagued by severe dilapidation and urban blight
- Plan and implement community development, revitalization, and redevelopment activities
- Initiate strategies for funding and implementation
- Rehabilitate substandard housing under various grant-funded programs

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|------------------------|-------------------|-------------------|----------------------|-------------------|
| Administration: | | | | |
| Operating Expenses | \$ 5,473 | \$ 54,420 | \$ 31,490 | \$ 30,790 |
| TOTAL | \$ 5,473 | \$ 54,420 | \$ 31,490 | \$ 30,790 |
| Rehabilitation: | | | | |
| Operating Expenses | \$ 38,318 | \$ 147,640 | \$ 78,960 | \$ 100,000 |
| TOTAL | \$ 38,318 | \$ 147,640 | \$ 78,960 | \$ 100,000 |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|------------------------------|-------------------|----------------------|-----------------|
| Grant applications completed | 2 | 2 | 2 |
| Grants/loans provided | 17 | 21 | 20 |
| LMI families assisted | 17 | 21 | 20 |
| Down payment loans provided | 0 | 3 | 3 |

| |
|--|
| ESSENTIAL SINGLE-FAMILY REHABILITATION LOAN POOL 2016 |
|--|

Description of Services:

The Essential Single-Family Rehabilitation Loan Pool 2016 (ESFRLP) funding in the amount of \$175,000 will be used to address comprehensive rehabilitation needs in LMI owner-occupied households in an amount not to exceed \$25,000 per house. The funds are provided by the HUD HOME Investment Partnership program to the NCHFA and passed through to the City.

PROGRAM GOALS AND INITIATIVES:

- Address comprehensive rehabilitation needs in LMI owner-occupied homes
- Revitalize distressed properties

EXPENDITURE SUMMARY:

| | Project Authorization | Actual | | |
|--|--------------------------|-------------|----------------------|----------------------------|
| | | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Essential Single-Family Rehabilitation Loan Pool | \$ 175,000 | \$ 2,250 | \$ 80,000 | \$ 82,250 |
| Total | \$ 175,000 | \$ 2,250 | \$ 80,000 | \$ 82,250 |
| EXPENDITURES | | | | |
| Rehabilitation | \$ 157,000 | \$ | \$ 80,000 | \$ 80,000 |
| Administration | 18,000 | 2,250 | | 2,250 |
| Total | \$ 175,000 | \$ 2,250 | \$ 80,000 | \$ 82,250 |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---------------------|-------------------|----------------------|-----------------|
| Units rehabilitated | 0 | 5 | 2 |
| Units completed | 0 | 5 | 2 |

| |
|-----------------------------------|
| URGENT REPAIR PROGRAM 2018 |
|-----------------------------------|

Description of Services:

The 2018 Urgent Repair Program grant from NCHFA in the amount of \$100,000 will be used to address urgent rehabilitation needs in LMI owner-occupied homes.

PROGRAM GOALS AND INITIATIVES:

- Program funds will be used to address urgent repair needs for LMI owner-occupied homes (a maximum of \$8,000 per unit may be used)
- Revitalize distressed properties
- Address LMI owner-occupied homes that have urgent needs

EXPENDITURE SUMMARY:

| | Actual | | |
|----------------------------|-------------------|-------------------|-------------------------|
| Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | |
| 2018 Urgent Repair Grant | \$ 100,000 | \$ | \$ 50,000 |
| Transfer from General Fund | 10,000 | | 10,000 |
| Investment Income | | 120 | \$ 120 |
| Total | <u>\$ 110,000</u> | <u>\$</u> | <u>\$ 60,120</u> |
| EXPENDITURES | | | |
| Rehabilitation | \$ 99,000 | \$ | \$ 10,000 |
| Administration | 11,000 | | 10,000 |
| Total | <u>\$ 110,000</u> | <u>\$</u> | <u>\$ 10,000</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---------------------|----------------|-------------------|--------------|
| Units rehabilitated | 0 | 6 | 6 |
| Units completed | 0 | 6 | 6 |

| |
|---|
| CDBG NEIGHBORHOOD REVITALIZATION PROGRAM |
|---|

Description of Services:

The NCDOC Rural Economic Development Division – CDBG – Neighborhood Revitalization program \$750,000 grant will be used to assist with the Whitfield Homes Flood Recovery Project. The Housing Authority of the City of Wilson (“WHA”) owns the Whitfield Homes.

PROGRAM GOALS AND INITIATIVES:

- Program funds will be used to promote the general welfare, safety, and prosperity of the public by granting the use of the grant funds to the WHA for the rehabilitation of the Whitfield Homes.

EXPENDITURE SUMMARY:

| | | Actual | | |
|---------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| NC Commerce | \$ 750,000 | \$ | \$ | \$ |
| Total | \$ 750,000 | \$ | \$ | \$ |
| EXPENDITURES | | | | |
| Rehabilitation | \$ 750,000 | \$ | \$ | \$ |
| Total | \$ 750,000 | \$ | \$ | \$ |

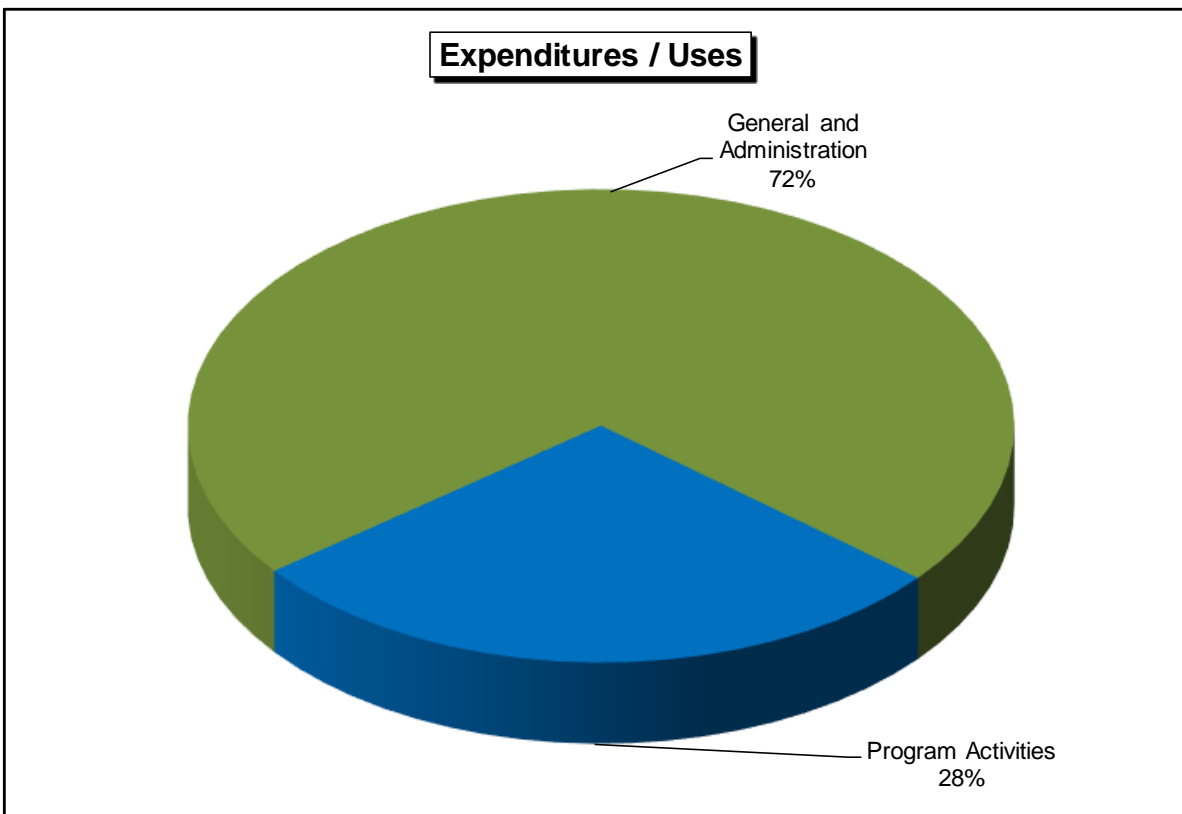
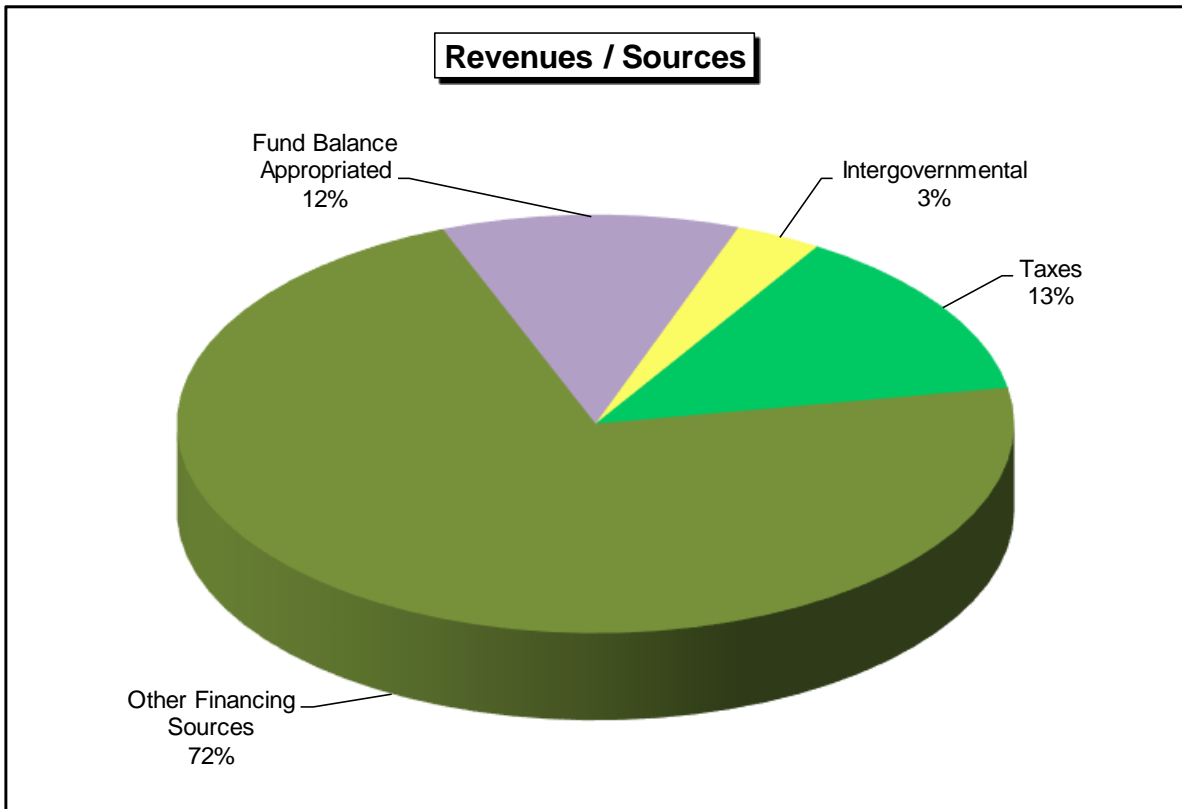
PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Whitfield Homes Flood Recovery Rehabilitation | N/A | 10% | 100% |
| | | | |

REVENUE AND EXPENDITURE SUMMARY**DOWNTOWN DEVELOPMENT**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Property Taxes | \$ 64,628 | \$ 61,410 | \$ 64,800 | \$ 60,600 |
| Motor Vehicle Property Taxes | 2,169 | 2,000 | 2,330 | 2,350 |
| Intergovernmental | 15,750 | 15,750 | 15,750 | 15,750 |
| Miscellaneous Income | 60,825 | 40,790 | 51,830 | 38,790 |
| Investment Income | 528 | 0 | 1,730 | 0 |
| Interfund Transfers In | 255,000 | 280,500 | 280,500 | 300,000 |
| Fund Balance Appropriated | <u>0</u> | <u>148,670</u> | <u>0</u> | <u>54,290</u> |
| | | | | |
| TOTAL | <u>\$ 398,900</u> | <u>\$ 549,120</u> | <u>\$ 416,940</u> | <u>\$ 471,780</u> |
| | | | | |
| <u>Expenditures and Other Uses</u> | | | | |
| | | | | |
| General Administration | \$ 210,671 | \$ 400,220 | \$ 299,190 | \$ 337,880 |
| Program Activities | <u>119,804</u> | <u>148,900</u> | <u>169,790</u> | <u>133,900</u> |
| | | | | |
| TOTAL | <u>\$ 330,475</u> | <u>\$ 549,120</u> | <u>\$ 468,980</u> | <u>\$ 471,780</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE

DOWNTOWN DEVELOPMENT

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|------------------------------|-------------------|-------------------|----------------------|-------------------|
| PROPERTY TAXES | | | | |
| Special District Tax | \$ 64,628 | \$ 61,410 | \$ 64,800 | \$ 60,600 |
| MOTOR VEHICLE PROPERTY TAXES | | | | |
| Special District Tax | 2,169 | 2,000 | 2,330 | 2,350 |
| INTERGOVERNMENTAL | | | | |
| Contributions from County | 15,750 | 15,750 | 15,750 | 15,750 |
| MISCELLANEOUS INCOME | 60,825 | 40,790 | 51,830 | 38,790 |
| INVESTMENT INCOME | 528 | 0 | 1,730 | 0 |
| INTERFUND TRANSFERS IN | | | | |
| Transfer from General Fund | 255,000 | 280,500 | 280,500 | 300,000 |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated | | | | |
| (Unassigned) | 0 | 133,670 | 0 | 54,290 |
| Encumbrance Balance | <u>0</u> | <u>15,000</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>148,670</u> | <u>0</u> | <u>54,290</u> |
| Total | <u>\$ 398,900</u> | <u>\$ 549,120</u> | <u>\$ 416,940</u> | <u>\$ 471,780</u> |

PROPERTY TAXES

Special District Tax

This tax represents both current year and prior collections from the property tax based on the assessed value of taxable real and personal property located in a special tax district in the downtown area of the City. The tax is restricted for use towards efforts to revitalize this downtown district. The current tax rate is 18 cents per \$100 valuation. The last change to the property tax rate was at the County's revaluation in fiscal year 2016.

MOTOR VEHICLE PROPERTY TAXES

Special District Tax

The North Carolina General Assembly passed a new law which became effective July 1, 2013, that was designed as a convenient way to pay annual vehicle tag and property tax renewals. This law created a combined motor vehicle registration renewal and property tax collection system (Tag & Tax System). The new law transfers the responsibility for motor vehicle tax collection from the individual counties across North Carolina to the North Carolina Division of Motor Vehicles (NCDMV).

INTERGOVERNMENTAL

Contributions from County

This revenue represents the amounts received from Wilson County to support the downtown development program of the City.

MISCELLANEOUS INCOME

This category includes the late payment penalty, proceeds from the disposal of surplus equipment.

INTERFUND TRANSFER

Interfund Transfer

This category reflects financing sources distributed to the Downtown Development Fund from other funds.

INVESTMENT INCOME

Investment Income

This represents the Downtown Development Fund's share of the interest earned on and the capital gains from the sale of the City's investments.

FUND BALANCE

Fund Balance Appropriated

This represents an appropriation of some portion of the fund balance as of the close of the next preceding fiscal year to help finance the activities of the subsequent year.

Encumbrance Balance

This represents the amount of fund balance at the close of the next preceding fiscal year for the financial commitments that are re-appropriated in the subsequent year's budget.

EXPENDITURE SUMMARY**DOWNTOWN DEVELOPMENT**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|------------------------|-------------------|-------------------|----------------------|-------------------|
| General Administration | | | | |
| Personnel Services | \$ 152,998 | \$ 187,940 | \$ 222,750 | \$ 236,080 |
| Operating Expenses | 57,673 | 51,750 | 76,440 | 73,800 |
| Capital Outlay | <u>0</u> | <u>160,530</u> | <u>0</u> | <u>28,000</u> |
| Total | <u>210,671</u> | <u>400,220</u> | <u>299,190</u> | <u>337,880</u> |
| Program Activities | | | | |
| Operating Expenses | <u>119,804</u> | <u>148,900</u> | <u>169,790</u> | <u>133,900</u> |
| Total | <u>119,804</u> | <u>148,900</u> | <u>169,790</u> | <u>133,900</u> |
| Grand Total | <u>\$ 330,475</u> | <u>\$ 549,120</u> | <u>\$ 468,980</u> | <u>\$ 471,780</u> |

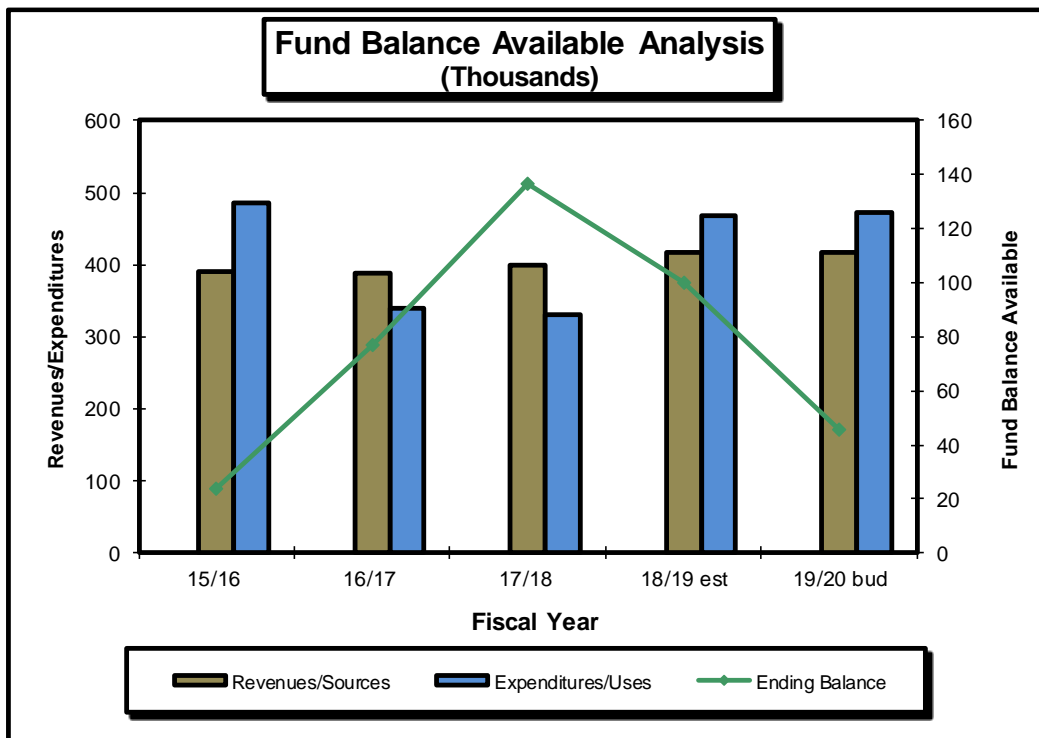
FUND BALANCE AVAILABLE

DOWNTOWN DEVELOPMENT

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|-------------------|---------------------|----------------------|--------------------|
| Revenues/Other Financing Sources | \$ 398,900 | \$ 400,450 | \$ 416,940 | \$ 417,490 |
| Expenditures/Other Financing Uses | <u>330,475</u> | <u>549,120</u> | <u>468,980</u> | <u>471,780</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ 68,425</u> | <u>\$ (148,670)</u> | <u>\$ (52,040)</u> | <u>\$ (54,290)</u> |
| Fund Balance Appropriated | <u>\$ 30,580</u> | <u>\$ 148,670</u> | <u>\$ 148,670</u> | <u>\$ 54,290</u> |
| Fund Balance - Beginning of Year | \$ 76,664 | \$ 136,846 | \$ 136,846 | \$ 99,806 |
| Increase (Decrease) | <u>60,182</u> | <u>(133,670)</u> * | <u>(37,040)</u> * | <u>(54,290)</u> |
| Fund Balance - End of Year | <u>\$ 136,846</u> | <u>\$ 3,176</u> | <u>\$ 99,806</u> | <u>\$ 45,516</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 15,000



DEPARTMENT SUMMARY**DOWNTOWN DEVELOPMENT**

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel Services | \$ 152,998 | \$ 187,940 | \$ 222,750 | \$ 236,080 |
| Operating Expenses | 177,477 | 200,650 | 246,230 | 207,700 |
| Capital Outlay | <u>0</u> | <u>160,530</u> | <u>0</u> | <u>28,000</u> |
| TOTAL | <u>\$ 330,475</u> | <u>\$ 549,120</u> | <u>\$ 468,980</u> | <u>\$ 471,780</u> |

PERSONNEL SUMMARY

DOWNTOWN DEVELOPMENT

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized | 2019-20 Authorized |
|---|--------------|--------------------|--------------------|--------------------|
| Downtown Development (8501) | | | | |
| Director of Planning and Community Revitalization | 25 | 1 | 1 | 1 |
| Downtown Business Specialist | 19 | 1 | 1 | 1 |
| Downtown Marketing and Communications Coordinator | 18 | 1 | 1 | 1 |
| | | | | |
| Full-time | | 3 | 3 | 3 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|---|---------------------------|--|----------|
| Director of Planning and Community Revitalization | Downtown Development 8501 | Planning and Community Revitalization 3501 | 80% |

CAPITAL OUTLAY

DOWNTOWN DEVELOPMENT

| Item | New/ Replacement | 2019-20 Budget |
|------------------------------------|------------------|----------------|
| Downtown Development (8501) | | |
| Downtown Alley Improvements | N | 28,000 |
| | | |
| Total | | 28,000 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

DOWNTOWN DEVELOPMENT

Description of Services:

Downtown Development is responsible for staffing both Downtown Development division as well as the Wilson Downtown Development Corporation (WDDC) and Wilson Downtown Properties (WDP) nonprofit organizations, which are partners in the downtown redevelopment effort. This includes providing staff support their boards, committees and initiatives; providing overall leadership for downtown redevelopment; implementing catalyst projects; historic property renovation and partnerships for redevelopment; downtown master and strategic planning; monitoring ordinance and code compliance in the downtown; providing business recruitment, start-up, relocation and expansion assistance; acting as a liaison for downtown, City, County, and community; promoting the downtown through marketing, advertising, public relations, and special events; providing public space enhancement and private design and infrastructure improvements.

PROGRAM GOALS AND INITIATIVES:

- Provide necessary technical support to implement a comprehensive downtown revitalization program
- Provide downtown economic development and small business development assistance
- Provide dynamic and effective catalyst projects for economic development
- Provide assistance for historic property renovation and partnerships for redevelopment
- Improve appearance, safety, accessibility, and cleanliness of streetscape and public space, as well as properties in downtown
- Positively marketing, advertise and promote downtown through a variety of efforts, including cooperative advertising and marketing, and special events, activities and promotions
- Implement comprehensive business recruitment and retention services
- Offer and develop new economic incentive tools to spur private investment
- Promote the development plan to attract and increase private investment and increase property values in downtown
- Increase utilization of the 501(c)(3) status organization for development alternatives

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 152,998 | \$ 187,940 | \$ 222,750 | \$ 236,080 |
| Operating Expenses | 57,673 | 51,750 | 76,440 | 73,800 |
| Capital Outlay | <u>0</u> | <u>160,530</u> | <u>0</u> | <u>28,000</u> |
| TOTAL | <u>\$ 210,671</u> | <u>\$ 400,220</u> | <u>\$ 299,190</u> | <u>\$ 337,880</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Street/public space design, beautification and improvement projects completed | 12 | 6 | 6 |
| New businesses opened/expanded | 4 | 5 | 5 |
| Properties acquired and/or sold for redevelopment | 11 | 5 | 5 |
| Historic buildings renovated | 5 | 4 | 4 |

| |
|-----------------------------------|
| MUNICIPAL SERVICE DISTRICT |
|-----------------------------------|

Description of Services:

Municipal Service District is responsible for the downtown development effort by developing community leadership through the Wilson Downtown Development Corporation (WDDC) and Wilson Downtown Properties (WDP) boards, committees and initiatives, forging public/private partnerships, funding for bricks and mortar projects of both public and private space, rent and owner occupied incentive grants, façade grants, a variety of public space design and maintenance improvements, installation and maintenance of seasonal banners, holiday décor, and wayfinding signage system, executing a variety of special events and activities, promoting a wide variety of downtown events and activities put on by a variety of entities, positively marketing and promoting downtown in various methods, providing building renovation, business recruitment, retention, and expansion services, providing for positive activity in the MSD, and seeking grant opportunities for various downtown projects.

PROGRAM GOALS AND INITIATIVES:

- Provide for effective public/private partnerships, real estate development, historic property renovations and economic development projects
- Provide incentives and assistance to businesses locating or expanding in the MSD
- Expand community involvement in downtown activities through social media, e-newsletters, press releases, promotions, special events, and community activities
- Manage and provide funding for services to be carried out in the MSD

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Operating Expenses | \$ 119,804 | \$ 148,900 | \$ 169,790 | \$ 133,900 |
| TOTAL | \$ 119,804 | \$ 148,900 | \$ 169,790 | \$ 133,900 |

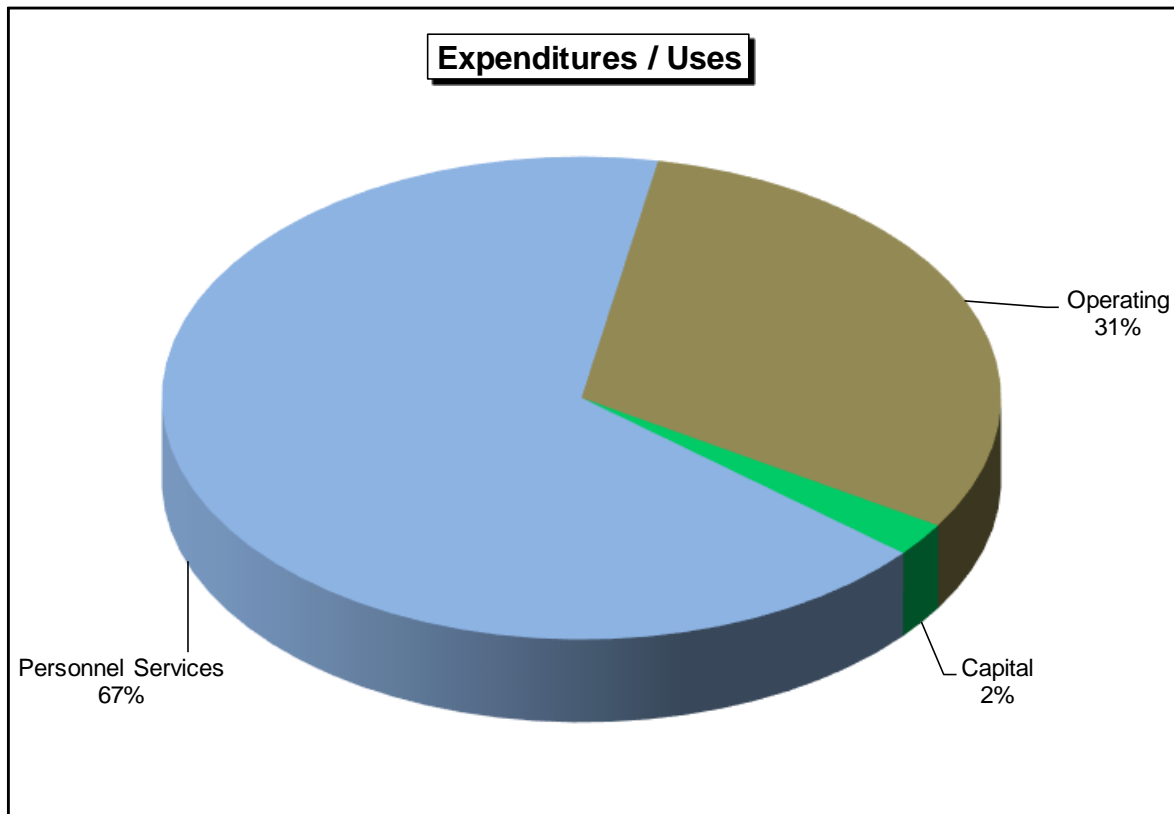
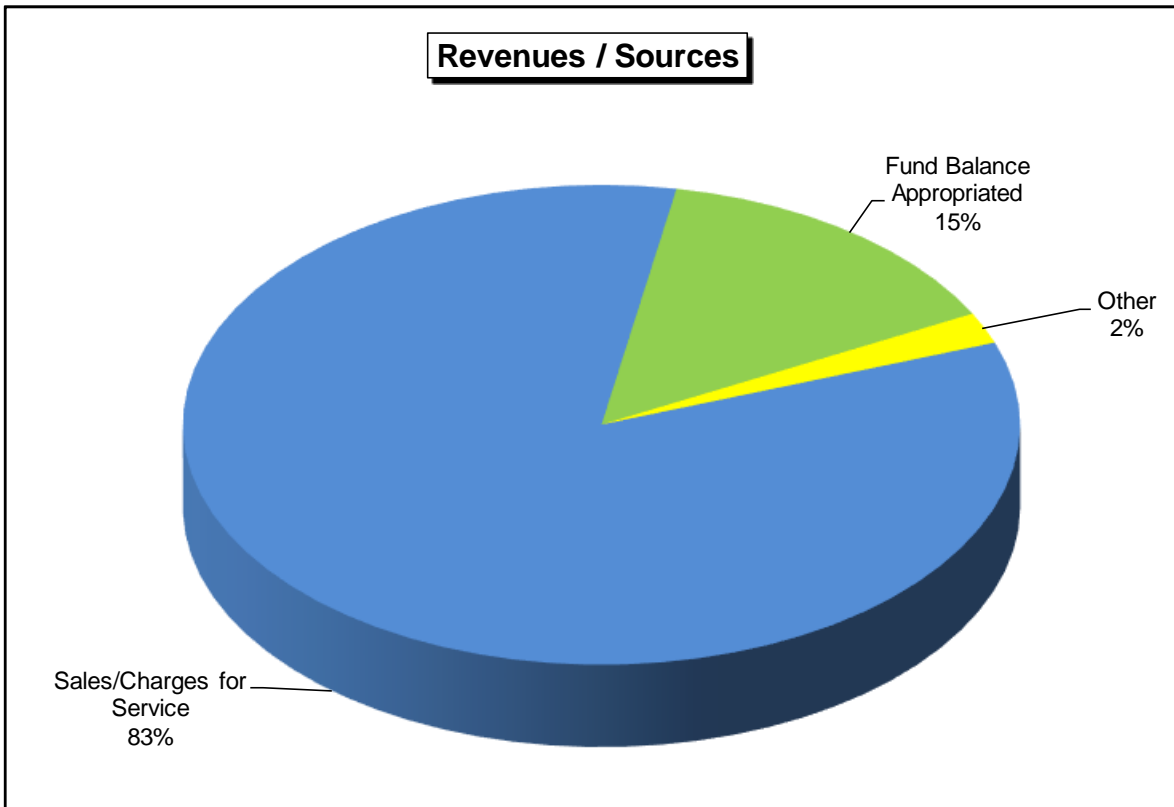
PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|-----------------------------------|-------------------|----------------------|-----------------|
| Incentive grants awarded | 8 | 8 | 8 |
| Special events executed | 46 | 46 | 46 |
| Communication tools utilized | 20 | 20 | 20 |
| Grants for major special projects | 7 | 7 | 7 |

REVENUE AND EXPENDITURE SUMMARY**WILSON CEMETERY COMMISSION**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Sales/Charges for Services | \$ 479,714 | \$ 447,000 | \$ 460,500 | \$ 444,500 |
| Miscellaneous Income | 17,928 | 10,000 | 8,000 | 10,000 |
| Investment Income | 133 | 1,200 | 960 | 1,200 |
| Interfund Transfers In | 20,000 | 131,900 | 131,900 | 0 |
| Fund Balance Appropriated | <u>0</u> | <u>7,000</u> | <u>0</u> | <u>77,100</u> |
| TOTAL | <u>\$ 517,775</u> | <u>\$ 597,100</u> | <u>\$ 601,360</u> | <u>\$ 532,800</u> |
| <u>Expenditures and Other Uses</u> | | | | |
| Administration and Operations | <u>\$ 458,572</u> | <u>\$ 597,100</u> | <u>\$ 564,400</u> | <u>\$ 532,800</u> |
| TOTAL | <u>\$ 458,572</u> | <u>\$ 597,100</u> | <u>\$ 564,400</u> | <u>\$ 532,800</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE**WILSON CEMETERY COMMISSION**

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|-------------------|-------------------|----------------------|-------------------|
| SALES/CHARGES FOR SERVICES | | | | |
| Sales of Lots | \$ 150,965 | \$ 165,000 | \$ 146,000 | \$ 165,000 |
| Grave Receipts | <u>328,749</u> | <u>282,000</u> | <u>314,500</u> | <u>279,500</u> |
| Sub-Total | <u>479,714</u> | <u>447,000</u> | <u>460,500</u> | <u>444,500</u> |
| MISCELLANEOUS INCOME | 17,928 | 10,000 | 8,000 | 10,000 |
| INVESTMENT INCOME | 133 | 1,200 | 960 | 1,200 |
| INTERFUND TRANSFER IN | | | | |
| Transfer from General Fund | 20,000 | 131,900 | 131,900 | 0 |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated (Unassigned) | <u>0</u> | <u>7,000</u> | <u>0</u> | <u>77,100</u> |
| Sub-Total | <u>0</u> | <u>7,000</u> | <u>0</u> | <u>77,100</u> |
| Total | <u>\$ 517,775</u> | <u>\$ 597,100</u> | <u>\$ 601,360</u> | <u>\$ 532,800</u> |

DESCRIPTION OF REVENUE SOURCES**WILSON CEMETERY COMMISSION**

SALES CHARGES FOR SERVICES

Sales of Lots

This represents the proceeds from the sale of burial plots in the City's cemeteries.

Grave Receipts

This category reflects the charges made for the opening and closing of graves for burial purposes.

MISCELLANEOUS INCOME

Miscellaneous Income

This represents the proceeds from the disposal of surplus property and other miscellaneous income.

INVESTMENT INCOME

Investment Income

This represents the Cemetery Fund's share of the interest earned on and capital gains from the sales of the City's investments.

FUND BALANCE

Fund Balance Appropriated

This represents an appropriation of some portion of the fund balance as of the close of the next preceding fiscal year to help finance the activities of the subsequent year.

EXPENDITURE SUMMARY**WILSON CEMETERY COMMISSION**

ITEM

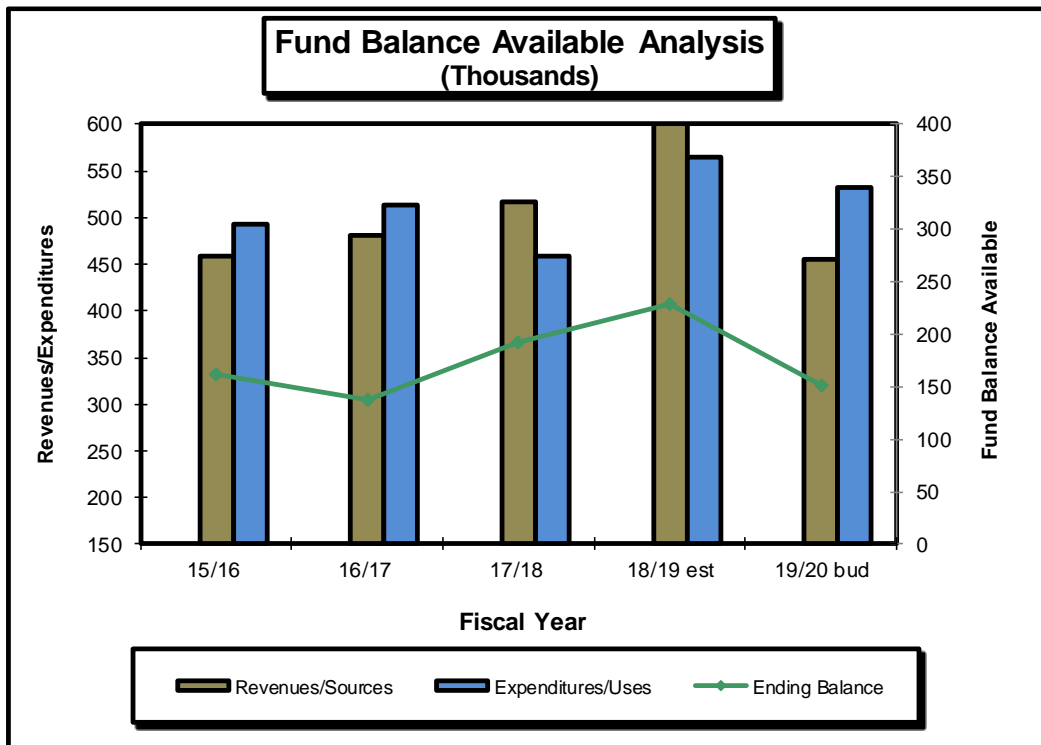
| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|----------------------------|-------------------|-------------------|----------------------|-------------------|
| Wilson Cemetery Commission | | | | |
| Personnel Services | \$ 262,937 | \$ 346,000 | \$ 329,000 | \$ 356,000 |
| Operating Expenses | 195,635 | 149,100 | 146,900 | 164,800 |
| Capital Outlay | <u>0</u> | <u>102,000</u> | <u>88,500</u> | <u>12,000</u> |
| Grand Total | <u>\$ 458,572</u> | <u>\$ 597,100</u> | <u>\$ 564,400</u> | <u>\$ 532,800</u> |

FUND BALANCE AVAILABLE

WILSON CEMETERY COMMISSION

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|-------------------|-------------------|----------------------|--------------------|
| Revenues/Other Financing Sources | \$ 517,775 | \$ 590,100 | \$ 601,360 | \$ 455,700 |
| Expenditures/Other Financing Uses | <u>458,572</u> | <u>597,100</u> | <u>564,400</u> | <u>532,800</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ 59,203</u> | <u>\$ (7,000)</u> | <u>\$ 36,960</u> | <u>\$ (77,100)</u> |
| Fund Balance Appropriated | <u>\$ 56,100</u> | <u>\$ 7,000</u> | <u>\$ 7,000</u> | <u>\$ 77,100</u> |
| Fund Balance - Beginning of Year | \$ 137,852 | \$ 191,656 | \$ 191,656 | \$ 228,616 |
| Increase (Decrease) | <u>53,804</u> | <u>(7,000) *</u> | <u>36,960 *</u> | <u>(77,100)</u> |
| Fund Balance - End of Year | <u>\$ 191,656</u> | <u>\$ 184,656</u> | <u>\$ 228,616</u> | <u>\$ 151,516</u> |



DEPARTMENT SUMMARY

WILSON CEMETERY COMMISSION

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel Services | \$ 262,937 | \$ 346,000 | \$ 329,000 | \$ 356,000 |
| Operating Expenses | 195,635 | 149,100 | 146,900 | 164,800 |
| Capital Outlay | <u>0</u> | <u>102,000</u> | <u>88,500</u> | <u>12,000</u> |
| TOTAL | <u>\$ 458,572</u> | <u>\$ 597,100</u> | <u>\$ 564,400</u> | <u>\$ 532,800</u> |

CAPITAL OUTLAY**WILSON CEMETERY COMMISSION**

| Item | New/ Replacement | 2019-20 Budget |
|--|---------------------|-------------------|
| Wilson Cemetery Commission (5210) | | |
| One (1) Mower | R | 12,000 |
| | | |
| Total | | 12,000 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

| |
|---|
| WILSON CEMETERY COMMISSION ADMINISTRATION AND OPERATIONS |
|---|

Description of Services:

Wilson Cemetery Commission is responsible for maintaining and operating publicly owned cemeteries.

PROGRAM GOALS AND INITIATIVES:

- Maintain and operate the publicly owned cemeteries of the City and provide for the selling of lots, the opening/closing of graves, and the perpetual care of the cemeteries
- Explore new sources of revenues, which may reduce the drain of present operations on fund balances
- Continue to provide cemetery services in an efficient and courteous manner to the citizens of Wilson

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 262,937 | \$ 346,000 | \$ 329,000 | \$ 356,000 |
| Operating Expenses | 195,635 | 149,100 | 146,900 | 164,800 |
| Capital Outlay | <u>0</u> | <u>102,000</u> | <u>88,500</u> | <u>12,000</u> |
| TOTAL | <u>\$ 458,572</u> | <u>\$ 597,100</u> | <u>\$ 564,400</u> | <u>\$ 532,800</u> |

PERFORMANCE INDICATORS:

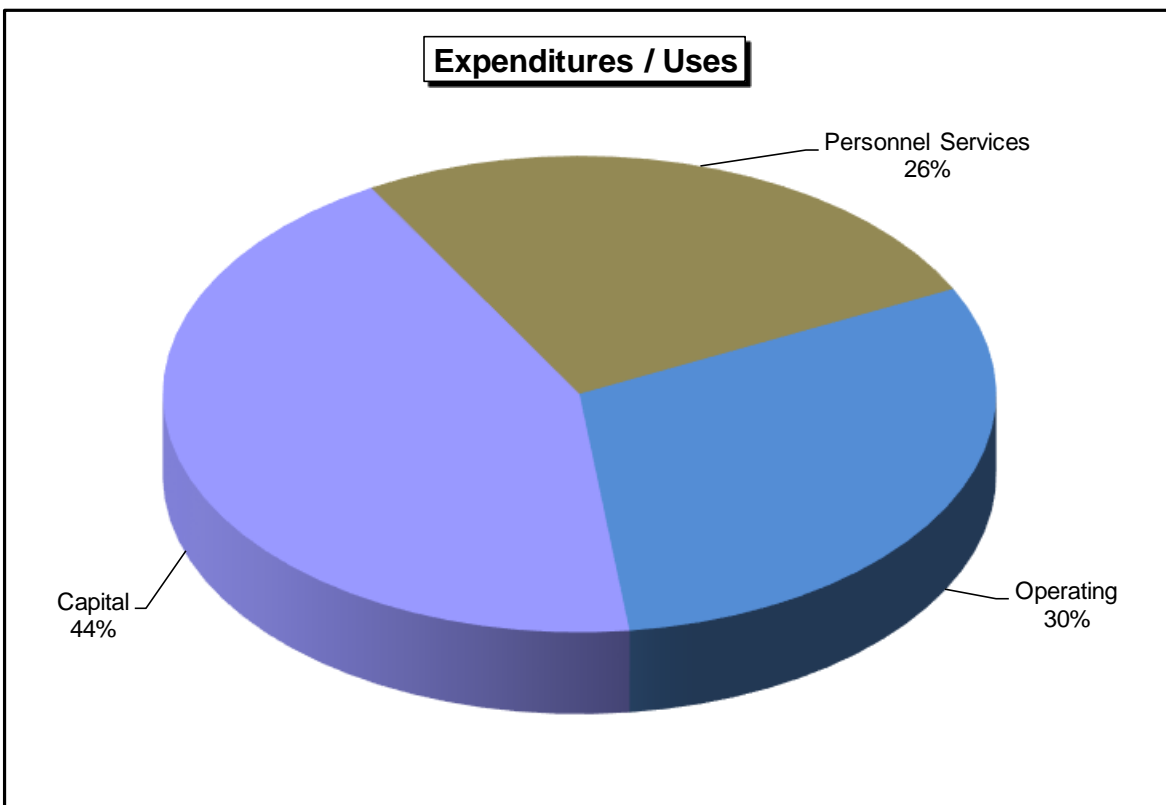
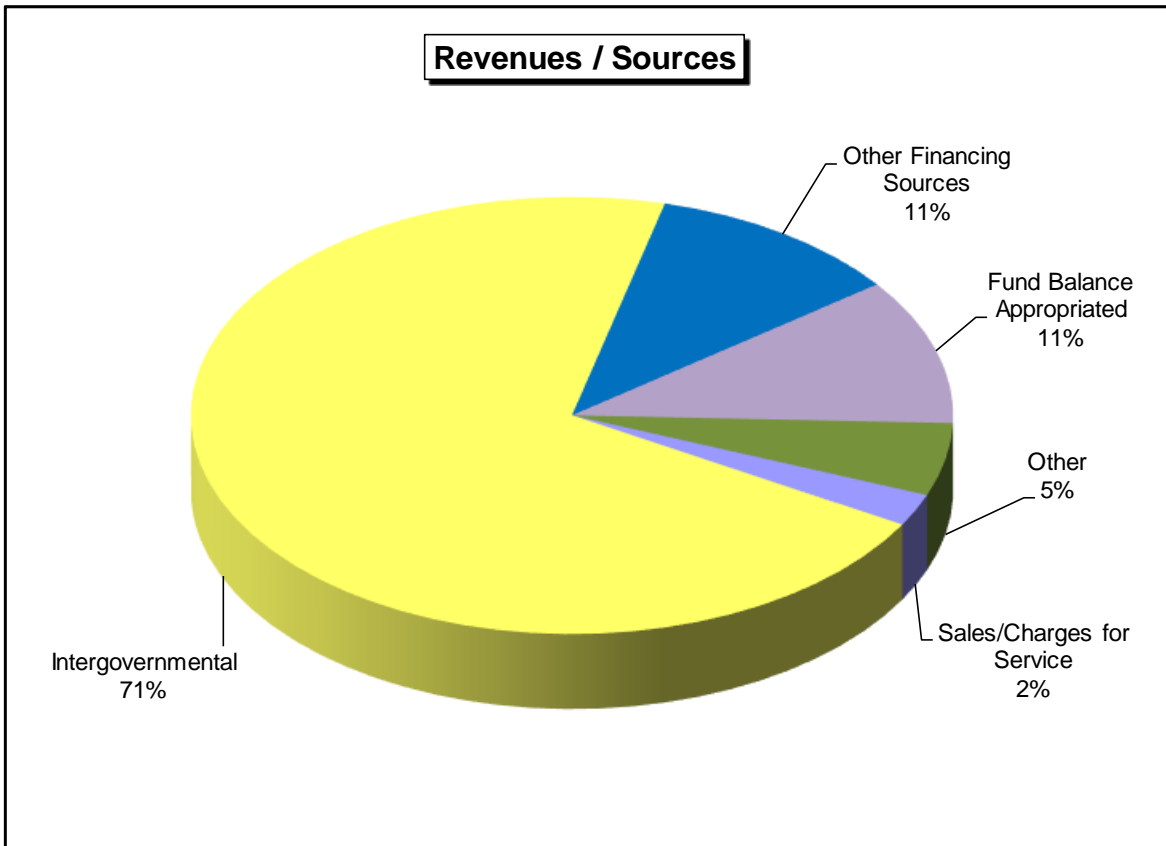
| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Opening/Closing of graves per month | 25 | 26 | 27 |
| Sale of lots per month | 14 | 13 | 15 |
| Collections/Deposits to City each month (\$) | 38,000 | 38,000 | 40,000 |
| Deed for lots per month – average | 12 | 12 | 15 |

REVENUE AND EXPENDITURE SUMMARY

MASS TRANSIT

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Intergovernmental | \$ 1,020,549 | \$ 1,515,240 | \$ 912,680 | \$ 2,033,580 |
| Sales/Charges for Services | 68,601 | 73,000 | 68,600 | 68,600 |
| Licenses and Permits | 174,953 | 150,000 | 177,080 | 150,000 |
| Miscellaneous Income | 6,258 | 6,000 | 4,600 | 5,000 |
| Investment Income | 177 | 0 | 4,810 | 0 |
| Interfund Transfers In | 312,500 | 312,500 | 312,500 | 312,500 |
| Fund Balance Appropriated | <u>0</u> | <u>328,916</u> | <u>0</u> | <u>311,150</u> |
| TOTAL | <u>\$ 1,583,038</u> | <u>\$ 2,385,656</u> | <u>\$ 1,480,270</u> | <u>\$ 2,880,830</u> |
| <u>Expenditures and Other Uses</u> | | | | |
| Mass Transit Administration | \$ 553,324 | \$ 691,756 | \$ 500,070 | \$ 539,900 |
| Mass Transit Operations | 968,525 | 1,066,670 | 969,300 | 1,064,200 |
| Special Projects | <u>6,516</u> | <u>627,230</u> | <u>8,000</u> | <u>1,276,730</u> |
| TOTAL | <u>\$ 1,528,365</u> | <u>\$ 2,385,656</u> | <u>\$ 1,477,370</u> | <u>\$ 2,880,830</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE
MASS TRANSIT

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|-----------------------------------|---------------------|---------------------|----------------------|---------------------|
| INTERGOVERNMENTAL | | | | |
| Section 18 Grants-Administration | \$ 367,676 | \$ 432,480 | \$ 367,050 | \$ 346,000 |
| Section 18 Grants-Operating | 0 | 235,000 | 0 | 0 |
| Section 18 Grants-Capital | 107,244 | 655,760 | 0 | 1,141,950 |
| Section 18 Grants-Current YR | 350,000 | 0 | 350,000 | 350,000 |
| Home & Community Care Block Grant | 12,001 | 12,000 | 12,000 | 12,000 |
| Wilson County EDTAP Contributions | 10,000 | 10,000 | 10,000 | 10,000 |
| State Maintenance Assistance | <u>173,628</u> | <u>170,000</u> | <u>173,630</u> | <u>173,630</u> |
| Sub-Total | 1,020,549 | 1,515,240 | 912,680 | 2,033,580 |
| LICENSES AND PERMITS | | | | |
| Motor Vehicle Licenses | 174,953 | 150,000 | 177,080 | 150,000 |
| SALES/CHARGES FOR SERVICES | | | | |
| Bus Fares | 68,601 | 73,000 | 68,600 | 68,600 |
| MISCELLANEOUS INCOME | | | | |
| | 6,258 | 6,000 | 4,600 | 5,000 |
| INVESTMENT INCOME | | | | |
| | 177 | 0 | 4,810 | 0 |
| INTERFUND TRANSFERS IN | | | | |
| Transfer from General Fund | 35,000 | 35,000 | 35,000 | 35,000 |
| Transfer from Electric Fund | 166,500 | 166,500 | 166,500 | 166,500 |
| Transfer from Gas Fund | <u>111,000</u> | <u>111,000</u> | <u>111,000</u> | <u>111,000</u> |
| Sub-Total | 312,500 | 312,500 | 312,500 | 312,500 |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated | | | | |
| (Unassigned) | 0 | 280,280 | 0 | 311,150 |
| Encumbrance Balance | <u>0</u> | <u>48,636</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>328,916</u> | <u>0</u> | <u>311,150</u> |
| Total | <u>\$ 1,583,038</u> | <u>\$ 2,385,656</u> | <u>\$ 1,480,270</u> | <u>\$ 2,880,830</u> |

INTERGOVERNMENTAL

Grants

This represents funds received from the State and Federal governments to support the administrative, operating, and capital portions of the transit system. Also included is a grant from the Upper Coastal Plains Council of Governments to support a program providing reduced fares for the elderly population of the City.

SALES CHARGES FOR SERVICES

Bus Fares

This revenue reflects the charges paid by passengers riding buses on the fixed-route bus system as well as charges for certain other special services provided.

LICENSES AND PERMITS

Motor Vehicle Licenses

This tax is levied on motor vehicle owners for keeping a motor vehicle within the City.

MISCELLANEOUS INCOME

This represents revenue received from the rental of lockers at the Transportation Center, proceeds from the disposal of surplus property, and revenues from the taxi operators using the Transportation Center.

INVESTMENT INCOME

This represents the Mass Transit's share of the interest earned and the capital gains from the sale of the City's investments.

INTERFUND TRANSFERS

This category reflects financing sources distributed to the Mass Transit Fund from other funds.

FUND BALANCE

Fund Balance Appropriated

This represents an appropriation of some portion of the fund balance as of the close of the next preceding fiscal year to help finance the activities of the subsequent year.

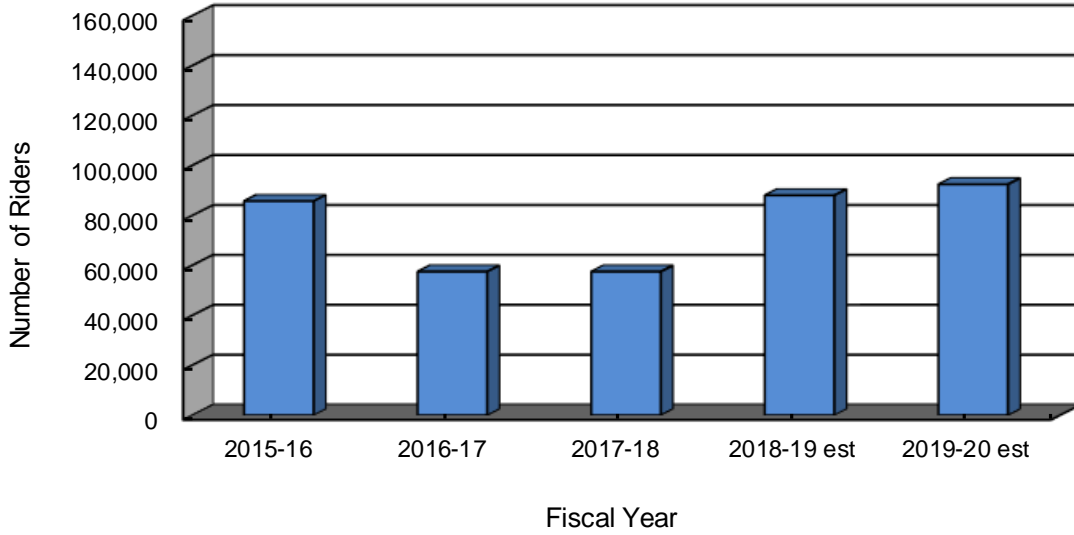
Encumbrance Balance

This represents the amount of fund balance at the close of the preceding fiscal year for the financial commitments that are in the subsequent year's budget.

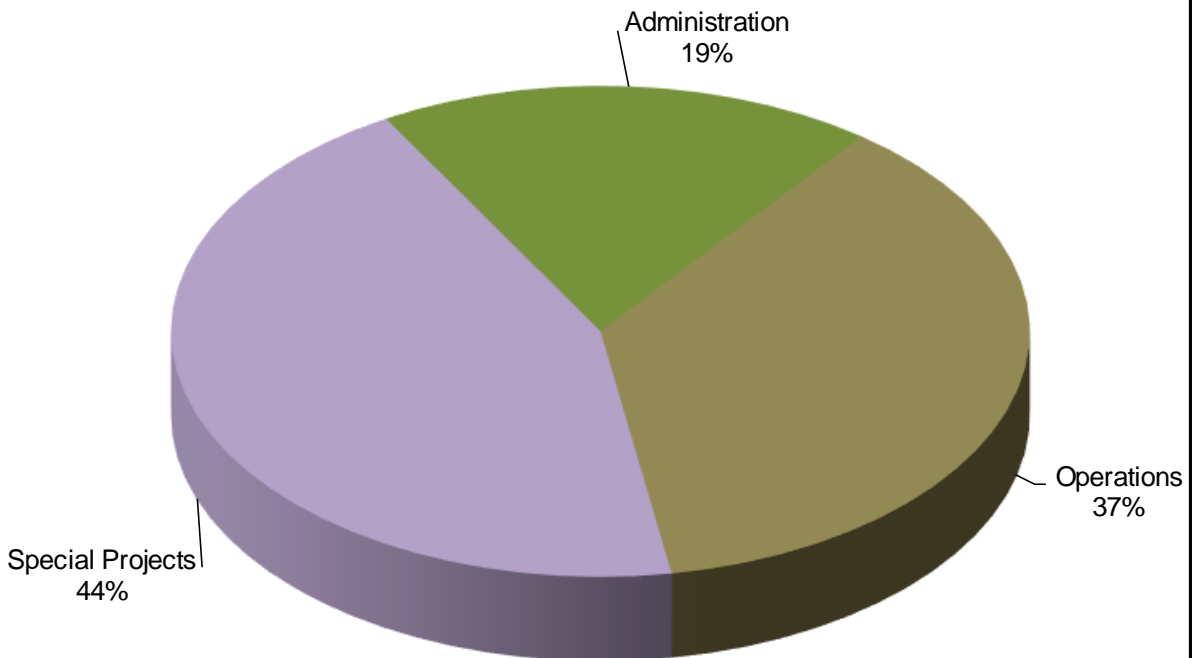
EXPENDITURE SUMMARY**MASS TRANSIT**

| ITEM | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|-----------------------------|---------------------|---------------------|----------------------|---------------------|
| Mass Transit Administration | | | | |
| Personnel Services | \$ 206,593 | \$ 263,800 | \$ 215,960 | \$ 279,090 |
| Operating Expenses | <u>346,731</u> | <u>427,956</u> | <u>284,110</u> | <u>260,810</u> |
| Total | 553,324 | 691,756 | 500,070 | 539,900 |
| Mass Transit Operations | | | | |
| Personnel Services | 436,724 | 473,710 | 431,780 | 471,600 |
| Operating Expenses | <u>531,801</u> | <u>592,960</u> | <u>537,520</u> | <u>592,600</u> |
| Total | 968,525 | 1,066,670 | 969,300 | 1,064,200 |
| Special Projects | | | | |
| Operating Expenses | 6,516 | 21,230 | 8,000 | 21,230 |
| Capital Outlay | <u>0</u> | <u>606,000</u> | <u>0</u> | <u>1,255,500</u> |
| Total | <u>6,516</u> | <u>627,230</u> | <u>8,000</u> | <u>1,276,730</u> |
| Grand Total | <u>\$ 1,528,365</u> | <u>\$ 2,385,656</u> | <u>\$ 1,477,370</u> | <u>\$ 2,880,830</u> |

Wilson Transit System (In Thousands)



Mass Transit Division Estimated Expenditures 2019-2020



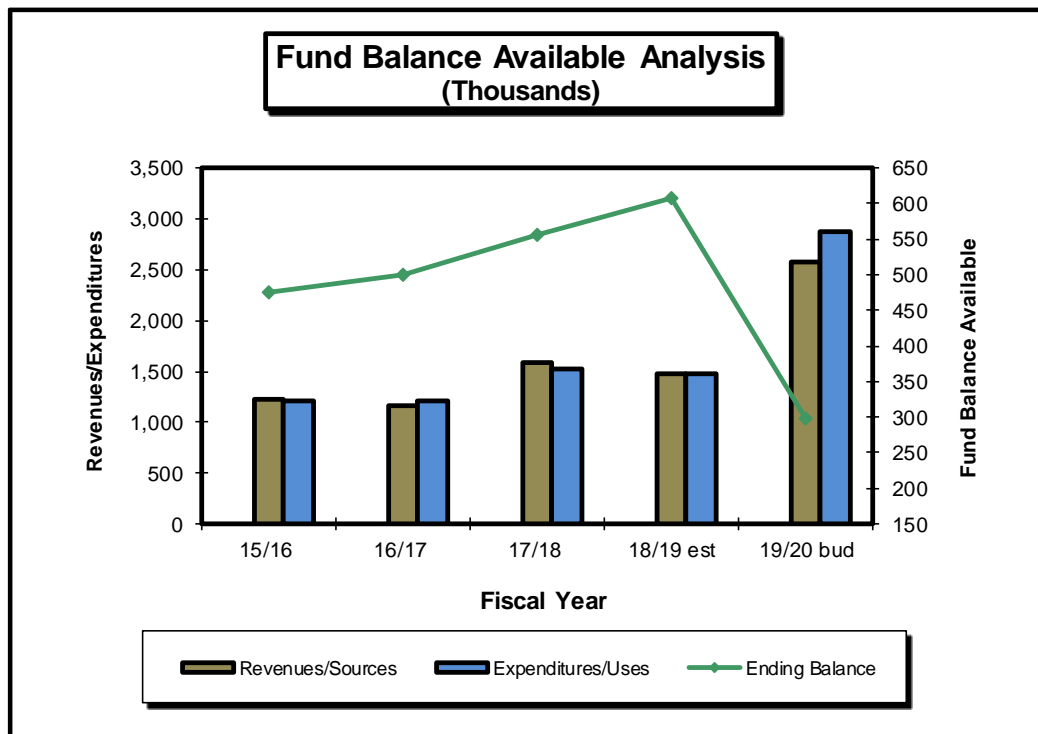
FUND BALANCE AVAILABLE

MASS TRANSIT

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|-------------------|---------------------|----------------------|---------------------|
| Revenues/Other Financing Sources | \$ 1,583,038 | \$ 2,056,740 | \$ 1,480,270 | \$ 2,569,680 |
| Expenditures/Other Financing Uses | <u>1,528,365</u> | <u>2,385,656</u> | <u>1,477,370</u> | <u>2,880,830</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ 54,673</u> | <u>\$ (328,916)</u> | <u>\$ 2,900</u> | <u>\$ (311,150)</u> |
| Fund Balance Appropriated | <u>\$ 312,062</u> | <u>\$ 328,916</u> | <u>\$ 328,916</u> | <u>\$ 311,150</u> |
| Fund Balance - Beginning of Year | \$ 498,508 | \$ 556,954 | \$ 556,954 | \$ 608,490 |
| Increase (Decrease) | <u>58,446</u> | <u>(280,280)</u> * | <u>51,536</u> * | <u>(311,150)</u> |
| Fund Balance - End of Year | <u>\$ 556,954</u> | <u>\$ 276,674</u> | <u>\$ 608,490</u> | <u>\$ 297,340</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 48,636



DEPARTMENT SUMMARY**MASS TRANSIT****EXPENDITURE SUMMARY:**

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|---------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 643,317 | \$ 737,510 | \$ 647,740 | \$ 750,690 |
| Operating Expenses | 885,048 | 1,042,146 | 829,630 | 874,640 |
| Capital Outlay | <u>0</u> | <u>606,000</u> | <u>0</u> | <u>1,255,500</u> |
| TOTAL | <u>\$ 1,528,365</u> | <u>\$ 2,385,656</u> | <u>\$ 1,477,370</u> | <u>\$ 2,880,830</u> |

PERSONNEL SUMMARY

MASS TRANSIT

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized | 2019-20 Authorized |
|---|--------------|--------------------|--------------------|--------------------|
| Mass Transit Administration (5101) | | | | |
| Transportation Manager | 22 | 1 | 1 | 1 |
| Administrative Clerk | 9 | 1 | 1 | 1 |
| Transit Apprentice* | - | 1 | 1 | 1 |
| Mass Transit Operations (5102) | | | | |
| Lead Transit Operator | 14 | 1 | 1 | 1 |
| Transit Dispatcher | 10 | 1 | 1 | 1 |
| Transit Operator | 9 | 5 | 5 | 5 |
| Part-time Transit Operator | 9 | 3 | 3 | 3 |
| Full-time | | 10 | 10 | 10 |
| Part-time | | 3 | 3 | 3 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|--------------------------|---|----------------------------------|----------|
| Transportation Manager | Mass Transit Administration 5101 | Industrial Air Center 5601 | 5% |
| Director of Public Works | Public Works Admin 5001 | Mass Transit Administration 5101 | 20% |
| Transit Apprentice* | Staffing is dependent upon grant funding approval from the North Carolina Department of Transportation to support this position | | 90% |

CAPITAL OUTLAY

MASS TRANSIT

| Item | New/ Replacement | 2019-20 Budget |
|---|------------------|------------------|
| Mass Transit Special Projects (5103) | | |
| Two (2) 30' Transit Buses | R | 1,040,000 |
| One (1) Light Transit Vehicle | R | 120,000 |
| Bus Shelters and Benches | N | 65,000 |
| Doors for Transit Center | R | 30,500 |
| Total | | 1,255,500 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

| |
|------------------------------------|
| MASS TRANSIT ADMINISTRATION |
|------------------------------------|

Description of Services:

Mass Transit Administration is responsible for personnel management and training; budget development and execution; public information and education; grant administration; customer service; Transportation Advisory Committee; taxi, limousine, and van services; and oversight of the on-site restaurant.

PROGRAM GOALS AND INITIATIVES:

- Plan, organize, and supervise all transit operations and related services to meet the public transportation needs of the Wilson community
- Prepare and administer operating budget, including grant funding, with efficiency, accountability, and within compliance of all local and state policies
- Continue to seek grant funds for existing programs and for expanded services as necessitated by annexation and economic development
- Supervise and train all transit personnel
- Develop and execute the transit budget
- Prepare and submit Community Transportation Program Grant to state as required
- Develop and seek new funding sources
- Educate the citizens of Wilson about the transportation services available to them
- Ensure the Wilson Transportation Center is well maintained and within regulatory compliance
- Participate in Transportation Advisory Committee meetings
- Ensure taxi-cab, limousine services, and leased restaurant are operated within ordinance guidelines

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 206,593 | \$ 263,800 | \$ 215,960 | \$ 279,090 |
| Operating Expenses | <u>346,731</u> | <u>427,956</u> | <u>284,110</u> | <u>260,810</u> |
| TOTAL | <u><u>\$ 553,324</u></u> | <u><u>\$ 691,756</u></u> | <u><u>\$ 500,070</u></u> | <u><u>\$ 539,900</u></u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|-------------------|-------------------|----------------------|-----------------|
| Revenues (fares) | \$68,601 | \$66,324 | \$70,000 |
| Revenues (grants) | \$913,305 | \$881,428 | \$763,252 |

| |
|--------------------------------|
| MASS TRANSIT OPERATIONS |
|--------------------------------|

Description of Services:

Mass Transit Operations is responsible for scheduling fixed route bus service; alternative transportation (taxi/limousine/van services); programs for disabled and mobility-impaired; personnel management and training; vehicle and passenger safety; bus maintenance; and customer service.

PROGRAM GOALS AND INITIATIVES:

- Ensure safe, convenient, courteous and efficient fixed route service is provided to the general public on clean, mechanically-sound buses
- Provide alternative and ADA compliant transportation services for the mobility impaired
- Ensure safe and convenient taxi, limousine, and van transportation services are available to citizens
- Provide a fixed route bus service Monday through Saturday
- Provide the public with an alternative mode of transportation
- Provide access to community services and businesses for the mobility impaired
- Operate and maintain an efficient and safe fleet of vehicles to adequately serve Wilson's transit needs
- Adjust bus routes/schedules as needed to meet passenger needs

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|---------------------|----------------------|---------------------|
| Personnel Services | \$ 436,724 | \$ 473,710 | \$ 431,780 | \$ 471,600 |
| Operating Expenses | <u>531,801</u> | <u>592,960</u> | <u>537,520</u> | <u>592,600</u> |
| TOTAL | <u>\$ 968,525</u> | <u>\$ 1,066,670</u> | <u>\$ 969,300</u> | <u>\$ 1,064,200</u> |

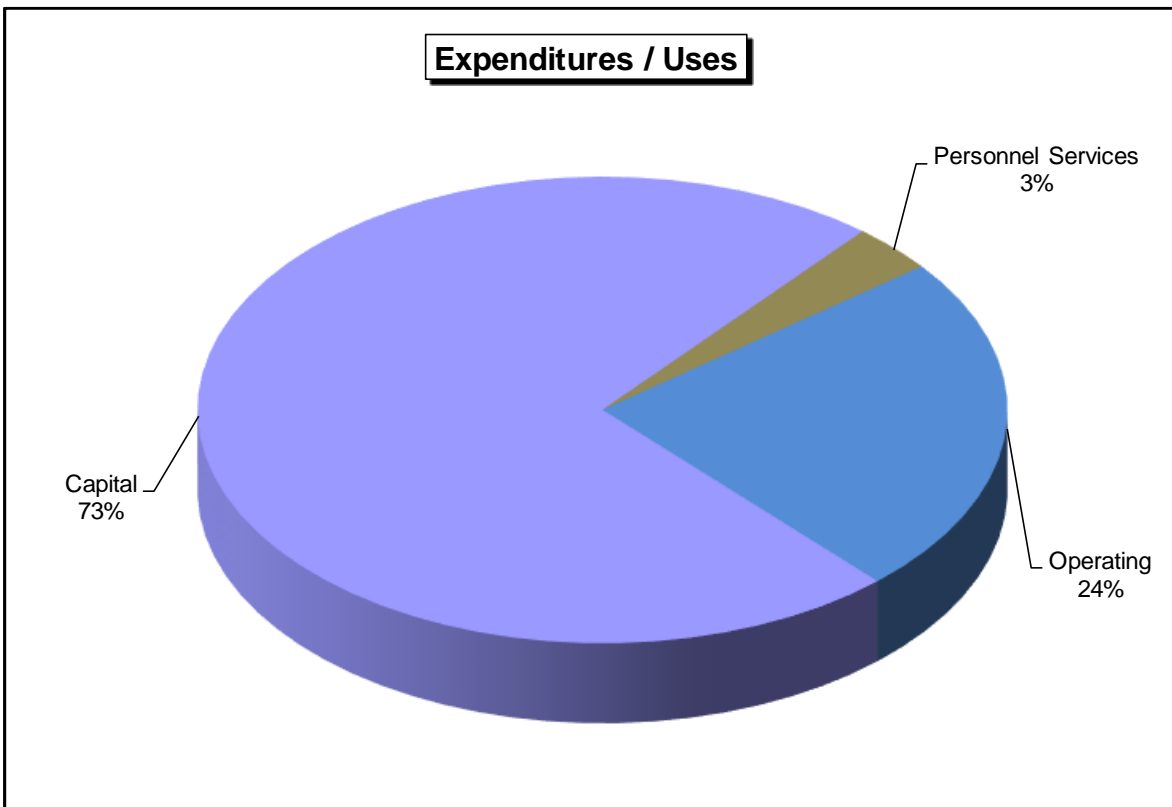
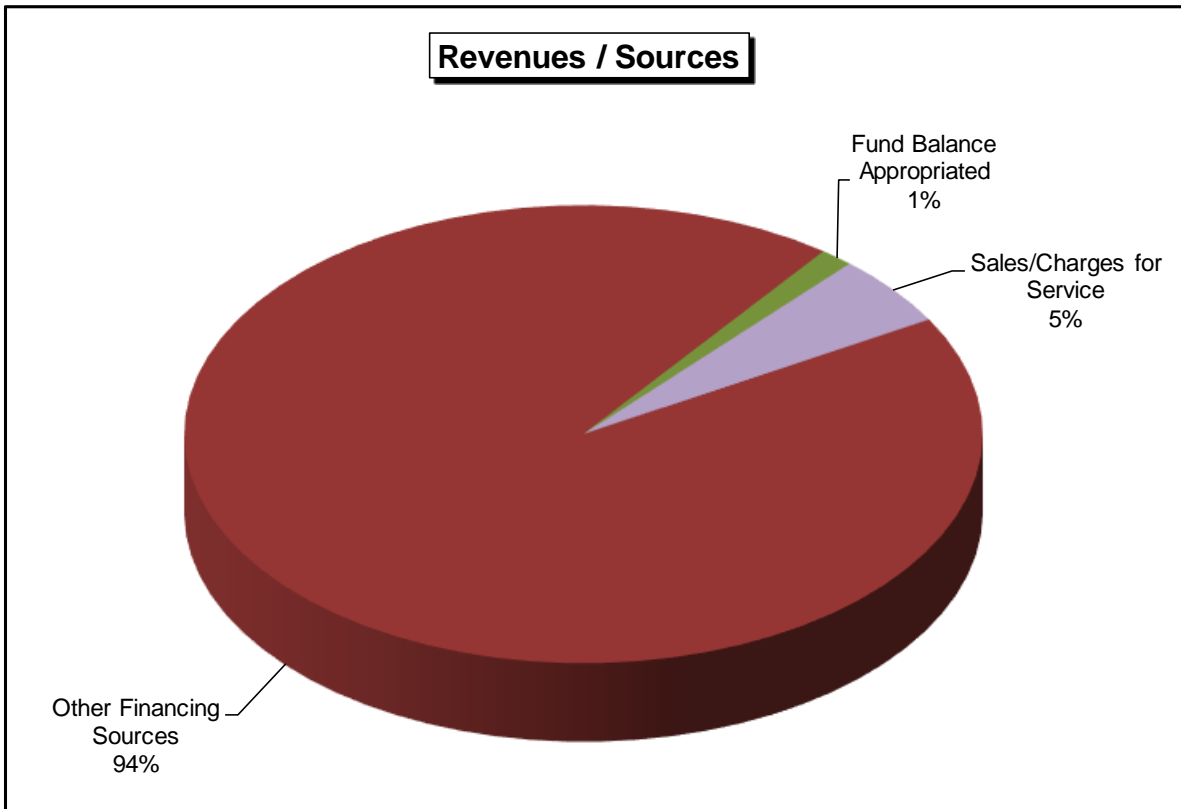
PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|----------------------|-------------------|----------------------|-----------------|
| Annual ridership | 80,126 | 81,600 | 85,700 |
| Annual revenue miles | 176,955 | 180,000 | 180,000 |

REVENUE AND EXPENDITURE SUMMARY**INDUSTRIAL AIR CENTER**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Sales/Charges for Services | \$ 25,240 | \$ 33,360 | \$ 33,510 | \$ 37,650 |
| Miscellaneous Income | 5,502 | 0 | 2,310 | 0 |
| Investment Income | 577 | 0 | 1,190 | 0 |
| Interfund Transfers In | 174,880 | 54,880 | 54,880 | 699,000 |
| Fund Balance Appropriated | <u>0</u> | <u>254,989</u> | <u>0</u> | <u>10,100</u> |
| TOTAL | <u>\$ 206,199</u> | <u>\$ 343,229</u> | <u>\$ 91,890</u> | <u>\$ 746,750</u> |
| <u>Expenditures and Other Uses</u> | | | | |
| Industrial Air Center | <u>\$ 239,294</u> | <u>\$ 343,229</u> | <u>\$ 289,930</u> | <u>\$ 746,750</u> |
| TOTAL | <u>\$ 239,294</u> | <u>\$ 343,229</u> | <u>\$ 289,930</u> | <u>\$ 746,750</u> |



REVENUES, OTHER SOURCES, AND FUND BALANCE**INDUSTRIAL AIR CENTER**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|-----------------------------------|-------------------|-------------------|----------------------|-------------------|
| SALES/CHARGES FOR SERVICES | | | | |
| Airport Rental Income | \$ 25,240 | \$ 33,360 | \$ 33,510 | \$ 37,650 |
| MISCELLANEOUS INCOME | | | | |
| | 5,502 | 0 | 2,310 | 0 |
| INVESTMENT INCOME | | | | |
| | 577 | 0 | 1,190 | 0 |
| INTERFUND TRANSFERS IN | | | | |
| Transfer from General Fund | 174,880 | 54,880 | 54,880 | 699,000 |
| FUND BALANCE APPROPRIATED | | | | |
| Fund Balance Appropriated | | | | |
| (Unassigned) | 0 | 116,990 | 0 | 10,100 |
| Encumbrance Balance | <u>0</u> | <u>137,999</u> | <u>0</u> | <u>0</u> |
| Sub-Total | <u>0</u> | <u>254,989</u> | <u>0</u> | <u>10,100</u> |
| Total | <u>\$ 206,199</u> | <u>\$ 343,229</u> | <u>\$ 91,890</u> | <u>\$ 746,750</u> |

DESCRIPTION OF REVENUE SOURCES

INDUSTRIAL AIR CENTER

INTERGOVERNMENTAL

Grants

This represents funds received from the State to support the operating and capital expenditures of the Industrial Air Center.

SALES CHARGES FOR SERVICES

Airport Rental Income

This represents rental income received from the leasing of hangars located at the Industrial Air Center.

INVESTMENT INCOME

This represents the Industrial Air Center's share of the interest earned and the capital gains from the sale of the City's investments.

INTERFUND TRANSFERS

This category reflects financing sources distributed to the Industrial Air Center Fund from other funds.

FUND BALANCE

Fund Balance Appropriated

This represents an appropriation of some portion of the fund balance as of the close of the next preceding fiscal year to help finance the activities of the subsequent year.

Encumbrance Balance

This represents the amount of fund balance at the close of the preceding fiscal year for the financial commitments that are in the subsequent year's budget.

EXPENDITURE SUMMARY**INDUSTRIAL AIR CENTER**

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|-----------------------|-------------------|-------------------|----------------------|-------------------|
| Industrial Air Center | | | | |
| Personnel Services | \$ 29,085 | \$ 21,440 | \$ 24,330 | \$ 24,970 |
| Operating Expenses | 118,127 | 193,883 | 137,700 | 176,780 |
| Capital Outlay | <u>92,082</u> | <u>127,906</u> | <u>127,900</u> | <u>545,000</u> |
| Grand Total | <u>\$ 239,294</u> | <u>\$ 343,229</u> | <u>\$ 289,930</u> | <u>\$ 746,750</u> |

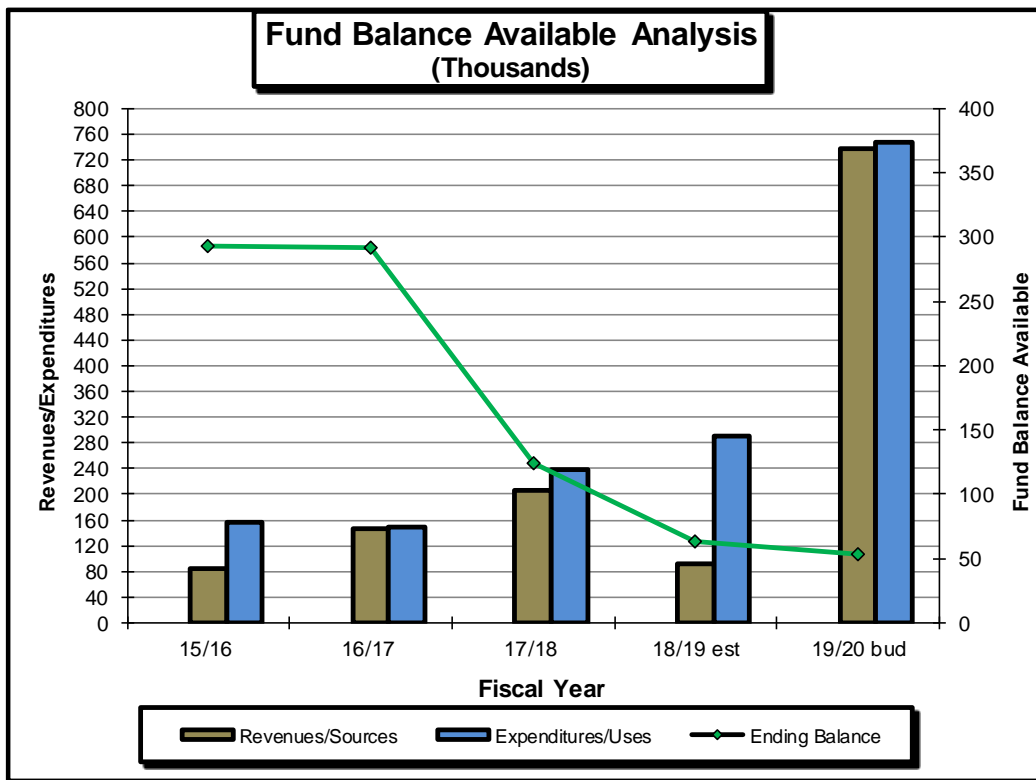
FUND BALANCE AVAILABLE

INDUSTRIAL AIR CENTER

ITEM

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|---|--------------------|---------------------|----------------------|--------------------|
| Revenues/Other Financing Sources | \$ 206,199 | \$ 88,240 | \$ 91,890 | \$ 736,650 |
| Expenditures/Other Financing Uses | <u>239,294</u> | <u>343,229</u> | <u>289,930</u> | <u>746,750</u> |
| Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses | <u>\$ (33,095)</u> | <u>\$ (254,989)</u> | <u>\$ (198,040)</u> | <u>\$ (10,100)</u> |
| Fund Balance Appropriated | <u>\$ 342,080</u> | <u>\$ 254,989</u> | <u>\$ 254,989</u> | <u>\$ 10,100</u> |
| Fund Balance - Beginning of Year | \$ 291,693 | \$ 123,586 | \$ 123,586 | \$ 63,545 |
| Increase (Decrease) | <u>(168,107)</u> | <u>(116,990) *</u> | <u>(60,041) *</u> | <u>(10,100)</u> |
| Fund Balance - End of Year | <u>\$ 123,586</u> | <u>\$ 6,596</u> | <u>\$ 63,545</u> | <u>\$ 53,445</u> |

* Excludes Encumbrances Reappropriated in the amount of \$ 137,999



DEPARTMENT SUMMARY**INDUSTRIAL AIR CENTER**

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel Services | \$ 29,085 | \$ 21,440 | \$ 24,330 | \$ 24,970 |
| Operating Expenses | 118,127 | 193,883 | 137,700 | 176,780 |
| Capital Outlay | <u>92,082</u> | <u>127,906</u> | <u>127,900</u> | <u>545,000</u> |
| TOTAL | <u>\$ 239,294</u> | <u>\$ 343,229</u> | <u>\$ 289,930</u> | <u>\$ 746,750</u> |

PERSONNEL SUMMARY**INDUSTRIAL AIR CENTER****Industrial Air Center (5601)****Redistribution Notes:**

| Position Title: | From: | To: | Percent: |
|---|----------------------------------|----------------------------|----------|
| Director of Public Works | Public Works Administration 5001 | Industrial Air Center 5601 | 10% |
| Transportation Manager | Mass Transit 5101 | Industrial Air Center 5601 | 5% |
| *In addition, time is tracked for all airport-related work performed by City personnel and is subsequently apportioned to the Industrial Air Center | | | |

CAPITAL OUTLAY**INDUSTRIAL AIR CENTER**

| Item | New/ Replacement | 2019-20 Budget |
|-------------------------------------|---------------------|-------------------|
| Industrial Air Center (5601) | | |
| Hangar Lots | N | 545,000 |
| Total | | 545,000 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

INDUSTRIAL AIR CENTER

Description of Services:

Industrial Air Center is responsible for airport operations, including grounds and building maintenance; grant procurement and administration; lease monitoring; promoting industrial development; project administration; runway approaches; transition zone safety; and runway expansion.

PROGRAM GOALS AND INITIATIVES:

- Provide safe, attractive, and well-maintained airport for use by general public, industry, and government agencies
- Secure grant funding to expand facilities
- Promote and encourage industrial and commercial development
- Provide consistent guidelines to fixed base operator, tenants, and other users
- Maintain grounds and buildings effectively and economically to provide a safe and attractive facility
- Foster an environment that appeals to and attracts industry
- Provide safe runway approaches and transition zones
- Increase airport revenues where feasible
- Pursue and administer grants and related projects effectively
- Continue to pursue funding to expand main runway to facilitate access by larger aircraft

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Budget | 2018-19 Estimated | 2019-20 Budget |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Personnel Services | \$ 29,085 | \$ 21,440 | \$ 24,330 | \$ 24,970 |
| Operating Expenses | 118,127 | 193,883 | 137,700 | 176,780 |
| Capital Outlay | <u>92,082</u> | <u>127,906</u> | <u>127,900</u> | <u>545,000</u> |
| TOTAL | <u>\$ 239,294</u> | <u>\$ 343,229</u> | <u>\$ 289,930</u> | <u>\$ 746,750</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|---|-------------------|----------------------|-----------------|
| Gallons of aviation fuel dispensed | 31,007 | 33,420 | 35,100 |
| Non-grant revenue (rent, logging, etc.) | \$26,239 | \$38,700 | \$45,500 |

REVENUE AND EXPENDITURE SUMMARY**GROUP INSURANCE BENEFITS**

FINANCIAL PLAN:

| | 2017-18 Actual | 2018-19 Plan | 2018-19 Estimated | 2019-20 Plan |
|--|----------------------|----------------------|----------------------|----------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Sales/Charges for Services | \$ 12,943,293 | \$ 13,946,000 | \$ 13,964,120 | \$ 14,579,050 |
| Miscellaneous Income | 325 | 0 | 1,180 | 0 |
| Investment Income | <u>12,618</u> | <u>0</u> | <u>58,740</u> | <u>0</u> |
| TOTAL | <u>\$ 12,956,236</u> | <u>\$ 13,946,000</u> | <u>\$ 14,024,040</u> | <u>\$ 14,579,050</u> |
| <u>Expenditures and Other Uses</u> | | | | |
| Health Claims and Insurance | \$ 10,626,861 | \$ 12,278,400 | \$ 11,459,380 | \$ 12,902,000 |
| Dental Claims | 487,572 | 520,600 | 456,190 | 520,600 |
| Vision Claims | 67,454 | 72,000 | 71,240 | 78,850 |
| Medicare Supplement Insurance | 846,093 | 970,000 | 880,960 | 970,000 |
| Life Insurance | <u>98,381</u> | <u>105,000</u> | <u>102,970</u> | <u>107,600</u> |
| TOTAL | <u>\$ 12,126,361</u> | <u>\$ 13,946,000</u> | <u>\$ 12,970,740</u> | <u>\$ 14,579,050</u> |

Group Insurance Benefits

Note: The City of Wilson operates a Health Clinic located at our Operations Center that provides health services to employees. The City of Wilson has professional staff contracted through Wilson Medical Center on duty daily to allow quicker access to care and a faster turn-around for non-life threatening illnesses and/or injuries. There are no co-payments for employees.

Personnel costs (contracted) are found in professional services. All clinic expenses are in the Group Insurance Benefits Fund.

REVENUE AND EXPENDITURE SUMMARY**RISK MANAGEMENT**

FINANCIAL PLAN:

| | 2017-18 Actual | 2018-19 Plan | 2018-19 Estimated | 2019-20 Plan |
|--|---------------------|---------------------|----------------------|---------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Sales/Charges for Services | \$ 3,074,470 | \$ 3,167,060 | \$ 3,167,060 | \$ 3,226,030 |
| Miscellaneous Income | 247,218 | 0 | 60,040 | 0 |
| Investment Income | 5,087 | 0 | 48,300 | 0 |
| Fund Balance Appropriated | <u>0</u> | <u>4,745</u> | <u>0</u> | <u>0</u> |
| TOTAL | <u>\$ 3,326,775</u> | <u>\$ 3,171,805</u> | <u>\$ 3,275,400</u> | <u>\$ 3,226,030</u> |
| <u>Expenditures and Other Uses</u> | | | | |
| Risk Services | <u>\$ 3,602,835</u> | <u>\$ 3,171,805</u> | <u>\$ 3,238,105</u> | <u>\$ 3,226,030</u> |
| TOTAL | <u>\$ 3,602,835</u> | <u>\$ 3,171,805</u> | <u>\$ 3,238,105</u> | <u>\$ 3,226,030</u> |

PERSONNEL SUMMARY

RISK MANAGEMENT

| Class Title | Salary Range | 2017-18 Authorized | 2018-19 Authorized | 2019-20 Authorized |
|----------------------------------|--------------|--------------------|--------------------|--------------------|
| Risk Services (2503) | | | | |
| Workers Compensation Coordinator | 18 | 1 | 1 | 1 |
| Safety and Risk Coordinator | 17 | 1 | 1 | 1 |
| | | | | |
| Full-time | | 2 | 2 | 2 |

Redistribution Notes:

| Position Title: | From: | To: | Percent: |
|--------------------------|----------------------|--------------------|----------|
| Human Resources Director | Human Resources 2501 | Risk Services 2503 | 50% |

Note: Occupational health nursing services are provided through the City of Wilson's Health Clinic. Clinic expenses are included in the Group Insurance Benefits Fund. Occupational Health Services related to Risk Services are charged to this fund.

RISK SERVICES

Description of Services:

Risk Services is responsible for the investigation and processing of all general liability, property and worker's compensation claims through its comprehensive self-insurance and risk management program. Administer the City's safety and health, emergency management program and accident/injury prevention program.

PROGRAM GOALS AND INITIATIVES:

- Administer occupational safety, health risk and emergency management programs in order to reduce the frequency and severity of on the job accidents and to assist employees in improving their health and job performance to minimize and manage the City's related liability and to prepare for and mitigate emergencies and disasters affecting employees and citizens of Wilson
- Make safety a top priority within the organization
- Enhance safety awareness among all employees
- Comply with all local, state, and federal safety regulations, when applicable
- Identify and correct loss trends within the organization
- Provide aggressive internal risk claims management
- Provide training for and input from all employees regarding safety issues

EXPENDITURE SUMMARY:

| | 2017-18 Actual | 2018-19 Plan | 2018-19 Estimated | 2019-20 Plan |
|--------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Personnel Services | \$ 232,714 | \$ 254,040 | \$ 245,750 | \$ 262,270 |
| Operating Expenses | 3,285,314 | 2,878,020 | 2,952,610 | 2,963,760 |
| Capital Outlay | <u>84,807</u> | <u>39,745</u> | <u>39,745</u> | <u>0</u> |
| TOTAL | <u>\$ 3,602,835</u> | <u>\$ 3,171,805</u> | <u>\$ 3,238,105</u> | <u>\$ 3,226,030</u> |

PERFORMANCE INDICATORS:

| Outputs | 2017-18 Actual | 2018-19 Estimated | 2019-20 Goal |
|--|-------------------|----------------------|-----------------|
| Total cost of insurance coverage – 12 month period | 736,558 | 780,987 | 790,000 |
| Comply with Safety Regulations | 100% | 100% | 100% |

REVENUE AND EXPENDITURE SUMMARY**OPERATIONS CENTER**

FINANCIAL PLAN:

| | 2017-18 Actual | 2018-19 Plan | 2018-19 Estimated | 2019-20 Plan |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| <u>Revenues, Other Sources, and Fund Balance</u> | | | | |
| Sales/Charges for Services | \$ 1,151,439 | \$ 1,178,120 | \$ 1,178,120 | \$ 1,172,080 |
| Miscellaneous Income | 0 | 0 | 20 | 0 |
| Investment Income | 3,944 | 0 | 7,500 | 0 |
| Proceeds from | | | | |
| Debt Refunding | 1,661,992 | 0 | 0 | 0 |
| Fund Balance Appropriated | <u>0</u> | <u>367,822</u> | <u>0</u> | <u>396,450</u> |
| TOTAL | <u>\$ 2,817,375</u> | <u>\$ 1,545,942</u> | <u>\$ 1,185,640</u> | <u>\$ 1,568,530</u> |
| <u>Expenditures and Other Uses</u> | | | | |
| Operations | \$ 481,425 | \$ 451,220 | \$ 451,220 | \$ 431,300 |
| Capital Outlay | 826,047 | 712,132 | 851,470 | 755,000 |
| Debt Service | <u>2,037,338</u> | <u>382,590</u> | <u>382,597</u> | <u>382,230</u> |
| TOTAL | <u>\$ 3,344,810</u> | <u>\$ 1,545,942</u> | <u>\$ 1,685,287</u> | <u>\$ 1,568,530</u> |

CAPITAL OUTLAY**OPERATIONS CENTER**

| Item | New/ Replacement | 2019-20 Plan |
|---------------------------------|---------------------|-----------------|
| Operations Center (9000) | | |
| Exterior Walls and Doors | N | 375,000 |
| Equipment Lot Rehabilitation | R | 380,000 |
| | | |
| Total | | 755,000 |

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2020 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

IMPACT OF CAPITAL PROJECTS BUDGET

The Fiscal Year 2019-2020 Annual Operating Budget includes capital outlay expenditures of \$ 13,215,610 detailed within each department. Items costing at least \$5,000 and have a useful life of more than one (1) year are considered capital outlay expenditures. Operating cost impacts for these items, where applicable, have been considered within each department.

Considered in this section are the major capital projects for the City. The projects described have multi-year time frames for completion and are budgeted through separate project ordinances.

In many cases, the completion of these capital projects will impact a department's operating budget as projects are completed and require maintenance and upkeep. While some completed projects may have little to no staffing or operating/maintenance costs associated with them (i.e. the replacement of a culvert), others may bear considerable annual costs (i.e. the opening of a newly constructed fire station) that must be built into the City's operating budget. Some facilities may require additional utilities, such as electricity and water, above current consumption levels; however, an impact may not be readily evident when projects are funded and then constructed over several years. Consequently, the impacts of capital projects on the annual operating budget are estimated when available and noted in the CIP under each project when identified. Most projects will not have an operating impact in the year during which they are funded since this is typically the construction/installation phase. Also, if a project is a renovation which does not include expansion and the operating costs are already captured in the department's annual operating budget, no additional operating costs will be identified.

The City prepares a five-year capital improvement program each year as part of its budgeting and planning process. This capital improvement program is a schedule of capital projects and their priority for the five-year planning period. These projects are for the construction, purchase, replacement, or major renovation of a building, utility system, or other physical structures. These projects include tangible assets with a useful life of more than one year and require an expenditure of at least \$50,000; or, for vehicles and equipment, have a useful life of at least fifteen years and a cost of at least \$150,000. The estimated cost of operating and maintaining the asset, if more than \$10,000, is included in the capital improvement program document.

The five-year capital improvement program serves as a planning tool for management and City Council. The first year of the plan is generally considered for budget adoption purposes each year during the budget process. The capital improvement program is updated each year to meet changing needs, priorities, and financing capabilities. Current capital projects and their relationship to the operating budget are discussed in the following paragraphs.

GENERAL GOVERNMENT PROJECTS

Funding for governmental funds capital projects is provided by grants, transfers from other funds, contributions, investment income, and fund balance. These projects include continued economic community investment in downtown building revitalization, public street construction and maintenance, assessment and cleanup of Brownfields sites, and various recreation and park improvement projects.

The City continues to make improvements to Lake Wilson. The initial budget of \$300,000 increased in FY 2019 to include an additional \$591,750 for a total project budget of \$891,750. The project includes a new paved parking area near the spillway, gate relocation past the side parking area, a curbing addition to the main entrance, an addition of gravel and topsoil, and landscaping improvements.

Improvements have begun at Wiggins Mill Park. The project is allocated at \$200,000. The project includes a new boat ramp with area lighting, a new gravel path and gravel parking lot, and relocation of floating docks.

Work is continuing on the City-Wide Greenway System, which includes the initial planning and design of all greenways throughout the City. This includes the City's first significant greenway, Hominy Creek Greenway, which will provide a recreation pedestrian alternative with the long-term goal of stormwater control and active recreation purposes.

The City will fund \$212,500 in fiscal year 2019 for the creation of Toisnot Dog Park. Because of the permitting required, the project will not start until the beginning of June, and grading will be the first action taken.

The City is also proposing in the FY 2020 budget, a project for Toisnot Park Renovations. The renovations will include an entrance area, parking improvements, a renovated skate park, playgrounds, and better use of natural areas.

IMPACT OF CAPITAL PROJECTS BUDGET

The City's Street Construction and Maintenance division, with funds from the motor vehicle license tax, will maintain, repair, construct, reconstruct, widen or improve public streets in the City that do not form a part of the State highway system. Funds for FY 2019 are budgeted and an additional \$575,000 is included in the FY 2020 budget.

The EPA Brownfields Program awarded Wilson and its coalition partner, Greenville, \$1,000,000 in revolving loan fund grants. \$600,000 is for hazardous substances and \$400,000 for petroleum cleanup. The grants fund loans and sub grants to support cleanup activities, market the revolving loan fund, conduct cleanup planning and oversight, and perform community outreach activities, as approved.

The City received a loan from the EPA Brownfields' revolving loan fund for help with the hazardous clean-up of the historic Cherry Hotel. In addition to the remediation and infrastructure improvement planned for the Cherry Hotel, the City's project will include loan repayment to the EPA Brownfields' revolving loan, plus parking lot and infrastructure improvements.

Other projects in the planning stages also relate to improvements in the downtown area. The Arts Council relocation and renovation project provides funding to the Arts Council of Wilson, Inc. for the acquisition, renovation and future maintenance of the property.

The City is providing funding for risk mitigation for Toisnot Bank and Flood Zone. The project will involve building a slope from the current location to the outer fringe of Toisnot Park near Ward Blvd.

The City is also planning to redesign the Centre Brick parking lot to include 131 parking spaces near Whirligig Park.

The City received a \$1.1 million grant from the Golden Leaf foundation for the building renovation of the GigEast Exchange. The City is also providing funding of \$100,000 for the building renovation.

DOWNTOWN DEVELOPMENT PROJECTS

In FY 2020, the City continues funding of various economic development projects throughout the downtown area. The City budgeted \$250,000 in the

Economic Community Investment – Downtown Building Revitalization project to stimulate economic community growth in the downtown area. These funds are to rehabilitate infrastructure, sidewalks, and buildings in Historic Downtown Wilson.

The City plans to install a citywide wayfinding system using the funds from a USDA Rural Business Development grant (\$199,657), the Wilson County Tourism Authority (\$50,000) and the City of Wilson (\$337,570). The wayfinding system will provide guidance and direction for all modes of travel and will include welcome signs, major attraction signs (J. Burt Gillette Athletic Complex and the Vollis Simpson Whirligig Park), and pedestrian signs.

WATER RESOURCES PROJECTS

The City's most significant capital expenditures in recent years have been in the Water Resources area. In fact, over the past twenty years, the City has spent approximately \$124.9 million on water supply, treatment, distribution infrastructure, and wastewater collection and treatment improvements. These capital costs have been funded mainly through debt (\$78.7 million). Debt service in the Water Resources Fund now totals \$4.1 million or 15.7% of the budgeted expenditures for FY 2020.

The Wiggins Mill Water Plant needs to expand to 16 MGD to begin the process of replacing Toisnot capability and to convert from the original 2300-volt system to a 480-volt system for reliability. The expansion and electrical conversion design will begin in late spring of 2020.

The Wiggins Mill Raw Water Dam and Pump Station Mitigation project is for protection if a major flooding event occurs. This project is to move all electrical motor starters, generators, motors where possible, and the chemical feed system to above the 500-year flood elevation. The design work and bid process is complete. Construction will continue through March 2020.

The Hominy Creek Turbo Blower 3 and 4 Project will replace two of the remaining three 1974 vintage blowers with variable speed turbo blowers. The project will also replace outdated ductile pipe and valves with steel pipe and valves to existing manifold.

IMPACT OF CAPITAL PROJECTS BUDGET

The Influent Pump Station Bar Screen and Flood Protection Project will add floodwalls around the influent wet well and the influent pump station building and install a second mechanical bar screen. This action will prevent flooding at the pump station wet well and electrical equipment damage in the dry well.

The Longview and Stantonsburg Pump Station Upgrade Project will replace existing pumps, drives, and motors at the 41-year old pump station to improve reliability of service. Longview construction is currently underway.

The Wiggins Mill and Toisnot basin Renovation and filter rebuild project will renovate basin walls and rebuild filters due to deterioration and age. Wiggins Mill basin walls are 58 years old and Toisnot basin walls are 80 years old and in need of repairs. The filter rebuilding projects are complete. The basin renovation construction will continue until late 2019.

A 12" water main extension is planned along Highway 42 West from Airport Boulevard to Lamm Road to

supply Johnson County pump station and growth in the area. Currently a 16-inch water line is supplied by a single 12-inch line, which can transport 56% of the volume required by the 16 inch main. The second 12 inch will alleviate this problem.

STORMWATER PROJECTS

In FY 2020, the Hominy Greenway and Water Quality Park includes planning and design of flood control and greenway between Raleigh Rd and Tarboro St.

ELECTRIC PROJECTS

In FY 2017, the City began contributing \$31,000 per year to the 301 Infrastructure and Corridor improvements project. This project continues to provide funding for the improvement and enhancement of the 301 Corridor.

SUMMARY OF CAPITAL PROJECTS BY FUND

**As Budgeted
June 30, 2019**

General

| | |
|---|-----------|
| Lake Wilson Park Improvements - Phase II | 891,750 |
| Wiggins Mill Park Improvements | 200,000 |
| City-Wide Greenway System | 375,000 |
| Toisnot Dog Park | 212,500 |
| Toisnot Park Renovations | 100,000 |
| 2019 Public Street Maintenance and Construction | 716,885 |
| 2020 Public Street Maintenance and Construction | 575,000 |
| Brownfields EPA Cleanup Revolving Loan Grant (RLV) | 1,990,310 |
| Arts Council Relocation and Renovation | 1,185,000 |
| Cherry Hotel Remediation and Infrastructure Improvement | 930,000 |
| Risk Mitigation - Toisnot Bank and Flood Zone | 350,000 |
| Centre Brick Parking Lot Re-design | 500,000 |
| GigEast Exchange Building Renovation | 1,200,000 |

Downtown Development

| | |
|--|-----------|
| Economic Community Investment - Downtown Building Revitalization | 1,359,000 |
| Wayfinding Signage - USDA | 587,230 |

Water Resources

| | |
|--|-----------|
| Wiggins Mill Expansion from 12 to 16 MGD and 480V Electrical Conversion | 9,900,000 |
| Wiggins Mill Raw Water Dam and Pump Station Mitigation | 3,270,000 |
| Hominy Creek Turbo Blower 3 and 4 | 1,400,000 |
| Influent Pump Station Bar Screen & Flood Protection | 1,049,000 |
| Longview and Stantonsburg Pump Station Upgrade | 5,169,000 |
| Basin Renovation, Filter Rebuild Wiggins Mill and Toisnot | 2,280,000 |
| Water Main Extension Highway 42 West from Airport Boulevard to Lamm Road | 419,000 |
| Water Resources Capital Reserve Fund | 800,000 |

SUMMARY OF CAPITAL PROJECTS BY FUND

**As Budgeted
June 30, 2019**

Stormwater

Hominy Greenway and Water Quality Park 150,000

Electric

301 Infrastructure/Corridor Improvements Capital Project 124,000

LAKE WILSON PARK IMPROVEMENTS – PHASE II**PROJECT PK0073**

Parking, gates and landscaping renovations are to improve and update Lake Wilson Park.

| | Actual | | | |
|----------------------------|--------------------------|-------------------|----------------------|-------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | |
| REVENUES | | | | |
| Investment Income | \$ | | \$ | \$ |
| Transfer from General Fund | 891,750 | 150,000 | 295,880 | 445,880 |
| Total | \$ 891,750 | \$ 150,216 | \$ 297,128 | \$ 447,344 |
| EXPENDITURES | | | | |
| Engineering | \$ | \$ | \$ | \$ |
| Construction | 30,000 | 861,750 | 4,615 | 4,615 |
| Total | \$ 891,750 | \$ 861,750 | \$ 304,615 | \$ 304,615 |

WIGGINS MILL PARK IMPROVEMENTS**PROJECT PK0074**

The boat ramp, floating docks, area lighting, and parking lot renovations are to improve and update Wiggins Mill Park.

| | Actual | | | |
|----------------------------|--------------------------|-------------------|----------------------|-------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | |
| REVENUES | | | | |
| Investment Income | \$ | \$ | \$ | \$ |
| Transfer from General Fund | 200,000 | 100,000 | 100,000 | 200,000 |
| Total | \$ 200,000 | \$ 100,144 | \$ 100,898 | \$ 201,042 |
| EXPENDITURES | | | | |
| Engineering | \$ | \$ | \$ | \$ |
| Construction | 10,000 | 190,000 | 980 | 50,980 |
| Total | \$ 200,000 | \$ 190,980 | \$ 50,000 | \$ 50,980 |

CITY-WIDE GREENWAY SYSTEM**PROJECT PK0069**

The initial planning and design of all greenways throughout the City of Wilson. This includes Wilson's first significant greenway, Hominy Creek Greenway, which will provide recreation pedestrian alternative with the long-term goal of stormwater control and active recreation purposes.

| | Actual | | | |
|----------------------------|--------------------------|------------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Investment Income | \$ | \$ 109 | \$ 82 | \$ 191 |
| Grant Income | 100,000 | | | |
| Transfer from General Fund | 250,000 | 50,000 | 100,000 | 150,000 |
| Contributions | 25,000 | 25,000 | | 25,000 |
| Total | \$ 375,000 | \$ 75,109 | \$ 100,082 | \$ 175,191 |
| EXPENDITURES | | | | |
| Engineering | \$ 165,000 | \$ 47,418 | \$ 17,582 | \$ 65,000 |
| Construction | 210,000 | | 100,000 | 100,000 |
| Total | \$ 375,000 | \$ 47,418 | \$ 117,582 | \$ 165,000 |

TOISNOT DOG PARK**PROJECT PK0085**

The project is to design and construct a dog park at Toisnot Park.

| | Actual | | | |
|---|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from General Fund | \$ 129,850 | \$ | \$ 129,850 | \$ 129,850 |
| Transfer from Recreation Revitalization Capital Project Fund | 82,650 | | 82,650 | 82,650 |
| Total | \$ 212,500 | \$ | \$ 212,500 | \$ 212,500 |
| EXPENDITURES | | | | |
| Construction | \$ 212,500 | \$ | \$ 125,000 | \$ 125,000 |
| Total | \$ 212,500 | \$ | \$ 125,000 | \$ 125,000 |

TOISNOT PARK RENOVATIONS**PROJECT PK0095**

The new plan for Toisnot Park will include an entrance area, parking improvements, renovated skate park, playgrounds, and better use of natural areas.

| | Actual | | | |
|----------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from General Fund | \$ 100,000 | \$ | \$ | \$ |
| Total | \$ 100,000 | \$ | \$ | \$ |
| EXPENDITURES | | | | |
| Engineering | \$ 25,000 | \$ | \$ | \$ |
| Construction | 75,000 | | | |
| Total | \$ 100,000 | \$ | \$ | \$ |

2019 PUBLIC STREET MAINTENANCE AND CONSTRUCTION**PROJECT PS0026**

Maintaining, repairing, constructing, reconstructing, widening or improving public streets in the City of Wilson that do not form a part of the State Highway Systems

| | Actual | | | |
|--|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from General Fund | \$ 575,000 | \$ | \$ 575,000 | \$ 575,000 |
| Transfer from Public Street Maintenance and Construction Capital Project Fund | 141,885 | | 141,885 | 141,885 |
| Investment Income | | | 1,877 | 1,877 |
| Total | \$ 716,885 | \$ | \$ 718,762 | \$ 718,762 |
| EXPENDITURES | | | | |
| Infrastructure Improvement/Maintenance | \$ 716,885 | \$ | \$ 300,000 | \$ 300,000 |
| Total | \$ 716,885 | \$ | \$ 300,000 | \$ 300,000 |

2020 PUBLIC STREET MAINTENANCE AND CONSTRUCTION**PROJECT PS0029**

Maintaining, repairing, constructing, reconstructing, widening or improving public streets in the City of Wilson that do not form a part of the State Highway Systems

| | Actual | | | |
|--|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from General Fund | \$ 575,000 | \$ | \$ | \$ |
| Total | <u>\$ 575,000</u> | <u>\$</u> | <u>\$</u> | <u>\$</u> |
| EXPENDITURES | | | | |
| Infrastructure Improvement/Maintenance | \$ 575,000 | \$ | \$ | \$ |
| Total | <u>\$ 575,000</u> | <u>\$</u> | <u>\$</u> | <u>\$</u> |

BROWNFIELDS EPA CLEANUP REVOLVING LOAN GRANT - RLV**PROJECT PL0020**

Low costs or no interest loans or subgrants for environmental cleanups at Brownfields' properties contaminated with hazardous substances and petroleum products

| | Actual | | | |
|---------------------------------------|--------------------------|-------------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Environmental Protection Agency Grant | \$ 1,000,000 | \$ 317,468 | \$ 357,600 | \$ 675,068 |
| Investment Income | | 2,348 | 1,200 | 3,548 |
| Loan Repayments | 790,310 | | 342,000 | 342,000 |
| Transfer from General Fund | 200,000 | 200,000 | | 200,000 |
| Total | <u>\$ 1,990,310</u> | <u>\$ 519,816</u> | <u>\$ 700,800</u> | <u>\$ 1,220,616</u> |
| EXPENDITURES | | | | |
| Administration | \$ 200,000 | \$ 136,004 | \$ 63,996 | \$ 200,000 |
| Use of Loan Repayments | 790,310 | | 10,300 | 10,300 |
| Loans - Hazardous | 600,000 | 181,432 | 418,568 | 600,000 |
| Loans - Petroleum | 400,000 | 32 | 74,968 | 75,000 |
| Total | <u>\$ 1,990,310</u> | <u>\$ 317,468</u> | <u>\$ 567,832</u> | <u>\$ 885,300</u> |

ARTS COUNCIL RELOCATION AND RENOVATION**PROJECT GG1028**

The project is to provide funding to the Arts Council of Wilson, Inc. for the acquisition, renovation, and future maintenance of the property.

| | Actual | | | |
|-------------------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from General Fund | \$ 1,185,000 | \$ | \$ 635,000 | \$ 635,000 |
| Total | <u>\$ 1,185,000</u> | <u>\$</u> | <u>\$ 635,000</u> | <u>\$ 635,000</u> |
| EXPENDITURES | | | | |
| Relocation and Structure Renovation | \$ 1,185,000 | \$ | \$ 300,000 | \$ 300,000 |
| Total | <u>\$ 1,185,000</u> | <u>\$</u> | <u>\$ 300,000</u> | <u>\$ 300,000</u> |

CHERRY HOTEL REMEDIATION AND INFRASTRUCTURE IMPROVEMENT**PROJECT GG1033**

The project is for loan repayment, parking lot, and infrastructure improvements.

| | Actual | | | |
|----------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from General Fund | \$ 930,000 | \$ | \$ 930,000 | \$ 930,000 |
| Total | <u>\$ 930,000</u> | <u>\$</u> | <u>\$ 930,000</u> | <u>\$ 930,000</u> |
| EXPENDITURES | | | | |
| Remediation and Cleanup | \$ 780,000 | \$ | \$ 350,000 | \$ 350,000 |
| Parking Lot Improvements | 150,000 | | | |
| Total | <u>\$ 930,000</u> | <u>\$</u> | <u>\$ 350,000</u> | <u>\$ 350,000</u> |

RISK MITIGATION – TOISNOT BANK AND FLOOD ZONE**PROJECT PK0087**

This project is for risk mitigation on the outer fringe of Toisnot Park near Ward Blvd, by leveling the bank and building-up the site.

| | Actual | | | |
|----------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from General Fund | \$ 350,000 | \$ | \$ 350,000 | \$ 350,000 |
| Total | \$ 350,000 | \$ | \$ 350,000 | \$ 350,000 |
| EXPENDITURES | | | | |
| Risk Mitigation | \$ 309,500 | \$ | \$ | \$ |
| Engineering | 40,500 | | | |
| Total | \$ 350,000 | \$ | \$ | \$ |

CENTRE BRICK PARKING LOT RE-DESIGN**PROJECT PT0008**

The project is to redesign a parking lot with 131 parking spaces near Whirligig Park.

| | Actual | | | |
|----------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from General Fund | \$ 500,000 | \$ | \$ 500,000 | \$ 500,000 |
| Total | \$ 500,000 | \$ | \$ 500,000 | \$ 500,000 |
| EXPENDITURES | | | | |
| Parking Lot Re-design | \$ 490,000 | \$ | \$ | \$ |
| Engineering | 10,000 | | | |
| Total | \$ 500,000 | \$ | \$ | \$ |

GIGEAST EXCHANGE BUILDING RENOVATION**PROJECT GG1022**

The project is for the renovation of the building for the GigEast Exchange, which is located in Historic Downtown Wilson. This building will house programs, connect entrepreneurs, provide co-working space, and enhance creativity, which is the goal of the GigEast Exchange.

| | Actual | | | |
|-----------------------------|-----------------------|-------------|-------------------|-------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Contributions - Golden Leaf | \$ 1,100,000 | \$ | \$ 75,000 | \$ 75,000 |
| Transfer from General Fund | 100,000 | | 100,000 | 100,000 |
| Total | <u>\$ 1,200,000</u> | <u>\$</u> | <u>\$ 175,000</u> | <u>\$ 175,000</u> |
| EXPENDITURES | | | | |
| Renovation of Building | \$ 1,200,000 | \$ | \$ 75,000 | \$ 75,000 |
| Total | <u>\$ 1,200,000</u> | <u>\$</u> | <u>\$ 75,000</u> | <u>\$ 75,000</u> |

**ECONOMIC COMMUNITY INVESTMENT
DOWNTOWN BUILDING REVITALIZATION****PROJECT DD0025**

The continuation of projects and efforts to redevelop and rehabilitate structures in the downtown area

| | Actual | | | |
|---|-----------------------|-------------------|-------------------|-------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from Electric Fund | \$ 1,350,000 | \$ 850,000 | \$ 250,000 | \$ 1,100,000 |
| Investment Income | 9,000 | 5,711 | 3,942 | 9,653 |
| Total | <u>\$ 1,359,000</u> | <u>\$ 855,711</u> | <u>\$ 253,942</u> | <u>\$ 1,109,653</u> |
| EXPENDITURES | | | | |
| Administrative/Operating | \$ 50,000 | \$ | \$ | \$ |
| Project Incentives | 585,000 | 217,449 | 95,000 | 312,449 |
| Construction | 315,000 | 57,329 | 72,668 | 129,997 |
| Structure Renovation and Rehabilitation | 400,000 | | | |
| Downtown Redevelopment | | | | |
| Incentive Grant | 9,000 | 2,809 | 3,191 | 6,000 |
| Total | <u>\$ 1,359,000</u> | <u>\$ 277,587</u> | <u>\$ 170,859</u> | <u>\$ 448,446</u> |

WAYFINDING SIGNAGE - USDA**PROJECT DD0007**

Install citywide wayfinding system, including welcome signs, major attraction signs, district signs, and pedestrian signs.

| | Actual | | | |
|---|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| USDA Rural - Business Financial Agreement | \$ 199,660 | \$ | \$ | \$ |
| Wilson County Tourism Authority | 50,000 | | 50,000 | 50,000 |
| Transfer from General Fund | 337,570 | | 337,570 | 337,570 |
| Total | \$ 587,230 | \$ | \$ 387,570 | \$ 387,570 |
| EXPENDITURES | | | | |
| Architectural | \$ 37,500 | \$ | \$ 37,500 | \$ 37,500 |
| Engineering | 130,000 | | | |
| Construction | 419,730 | | | |
| Total | \$ 587,230 | \$ | \$ 37,500 | \$ 37,500 |

**WIGGINS MILL EXPANSION 12 TO 16 MGD
AND 480V ELECTRICAL CONVERSION****PROJECT WP0099**

Plant needs to expand to 16 MGD to begin the process of replacing capability and to convert to a 480-volt system for reliability.

| | Actual | | | |
|------------------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Investment Income | \$ | \$ | \$ 1,073 | \$ 1,073 |
| Transfer from Water Resources Fund | 9,900,000 | | 300,000 | 300,000 |
| Total | \$ 9,900,000 | \$ | \$ 301,073 | \$ 301,073 |
| EXPENDITURES | | | | |
| Engineering | \$ 300,000 | \$ | \$ 200,000 | \$ 200,000 |
| Construction | 9,600,000 | | | |
| Total | \$ 9,900,000 | \$ | \$ 200,000 | \$ 200,000 |

WIGGINS MILL RAW WATER DAM AND PUMP STATION MITIGATION**PROJECT WP9996**

Project is for protection during a major flooding event; move all electrical motor starters, generators, motors, and chemical feed system to an above 500-year flood elevation.

| | Actual | | | |
|------------------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Investment Income | \$ | \$ | \$ 5,016 | \$ 5,016 |
| Transfer from Water Resources Fund | 3,270,000 | | 1,400,000 | 1,400,000 |
| Total | \$ 3,270,000 | \$ | \$ 1,405,016 | \$ 1,405,016 |
| EXPENDITURES | | | | |
| Engineering | \$ 469,000 | \$ | \$ 100,000 | \$ 100,000 |
| Construction | 2,801,000 | | 500,000 | 500,000 |
| Total | \$ 3,270,000 | \$ | \$ 600,000 | \$ 600,000 |

HOMINY CREEK TURBO BLOWER 3 AND 4**PROJECT WM0158**

Project is for replacement of forty-five year old blowers at Hominy Creek Wastewater Plant with more efficient models that provide service that is more reliable.

| | Actual | | | |
|------------------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from Water Resources Fund | \$ 1,400,000 | \$ | \$ 200,000 | \$ 200,000 |
| Total | \$ 1,400,000 | \$ | \$ 200,000 | \$ 200,000 |
| EXPENDITURES | | | | |
| Engineering | \$ 200,000 | \$ | \$ | \$ |
| Construction | 1,200,000 | | | |
| Total | \$ 1,400,000 | \$ | \$ | \$ |

INFLUENT PUMP STATION BAR SCREEN AND FLOOD PROTECTION**PROJECT WM0159**

Project is to add floodwalls around wet well structure and the influent pump station building at Hominy Creek Wastewater Plant to provide protection during a major flooding event. Also, a second mechanical bar screen will be installed.

| | Actual | | | Total to Date Estimated |
|------------------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | |
| REVENUES | | | | |
| Transfer from Water Resources Fund | \$ 1,049,000 | \$ | \$ | \$ |
| Total | <u>\$ 1,049,000</u> | <u>\$</u> | <u>\$</u> | <u>\$</u> |
| EXPENDITURES | | | | |
| Engineering | \$ 100,000 | \$ | \$ | \$ |
| Construction | 949,000 | | | |
| Total | <u>\$ 1,049,000</u> | <u>\$</u> | <u>\$</u> | <u>\$</u> |

LONGVIEW AND STANTONSBURG PUMP STATION UPGRADE**PROJECT WM0144**

Replacing existing pumps, drives and motors to improve reliability of service at Longview and Stantonburg Pump Stations.

| | Actual | | | Total to Date Estimated |
|---|--------------------------|---------------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | |
| REVENUES | | | | |
| Investment Income | \$ | \$ 11,415 | \$ 11,895 | \$ 23,310 |
| Transfer from Water Resources Fund | 2,869,000 | 669,000 | | 669,000 |
| Transfer from Water Resources Capital Reserve Fund | <u>2,300,000</u> | <u>1,500,000</u> | | <u>1,500,000</u> |
| Total | <u>\$ 5,169,000</u> | <u>\$ 2,180,415</u> | <u>\$ 11,895</u> | <u>\$ 2,192,310</u> |
| EXPENDITURES | | | | |
| Engineering | \$ 300,000 | \$ | \$ 40,500 | \$ 40,500 |
| Construction | 4,869,000 | 107,700 | 772,237 | 879,937 |
| Total | <u>\$ 5,169,000</u> | <u>\$ 107,700</u> | <u>\$ 812,737</u> | <u>\$ 920,437</u> |

BASIN RENOVATION, FILTER REBUILD WIGGINS MILL AND TOISNOT**PROJECT WP0090**

Renovating basin walls and rebuilding filters due to deterioration and age.

| | Actual | | | |
|------------------------------------|--------------------------|---------------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Transfer from Water Resources Fund | \$ 2,280,000 | \$ 1,080,000 | \$ 1,200,000 | \$ 2,280,000 |
| Investment Income | | 6,618 | 5,100 | 11,718 |
| Total | \$ 2,280,000 | \$ 1,086,618 | \$ 1,205,100 | \$ 2,291,718 |
| EXPENDITURES | | | | |
| Construction | \$ 2,280,000 | \$ 947,221 | \$ 808,812 | \$ 1,756,033 |
| Total | \$ 2,280,000 | \$ 947,221 | \$ 808,812 | \$ 1,756,033 |

WATER MAIN EXTENSION HWY 42 WEST FROM AIRPORT BLVD TO LAMM RD**PROJECT WD0100**

An extension is planned to supply Johnston County pump station and growth in the area.

| | Actual | | | |
|------------------------------------|--------------------------|-------------|----------------------|----------------------------|
| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
| REVENUES | | | | |
| Investment Income | \$ | \$ | \$ 1,491 | \$ 1,491 |
| Transfer from Water Resources Fund | 419,000 | | 419,000 | 419,000 |
| Total | \$ 419,000 | \$ | \$ 420,491 | \$ 420,491 |
| EXPENDITURES | | | | |
| Engineering | \$ 39,000 | \$ | \$ 39,000 | \$ 39,000 |
| Construction | 380,000 | | 250,000 | 250,000 |
| Total | \$ 419,000 | \$ | \$ 289,000 | \$ 289,000 |

| |
|---|
| WATER RESOURCES CAPITAL RESERVE FUND |
|---|

2019-20
Budget

REVENUES

| | |
|---------------------------|------------|
| Fund Balance Appropriated | \$ 800,000 |
| Total | \$ 800,000 |

EXPENDITURES

| | |
|--|------------|
| Transfer to Longview and Stantonsburg Pump Station Upgrade Capital Project Fund | \$ 800,000 |
| Total | \$ 800,000 |

| | |
|---|-----------------------|
| HOMINY GREENWAY AND WATER QUALITY PARK | PROJECT SM0072 |
|---|-----------------------|

Project is for the development of flood control and greenway between Raleigh Road and Tarboro Street. Initial effort involves a study of the area and development of design.

Actual

| | Project Authorization | Prior Years | 2018-19 Estimated | Total to Date Estimated |
|-------------------------------|--------------------------|-------------|----------------------|----------------------------|
| <u>REVENUES</u> | | | | |
| Transfer from Stormwater Fund | \$ 150,000 | \$ | \$ | \$ |
| Total | \$ 150,000 | \$ | \$ | \$ |
| <u>EXPENDITURES</u> | | | | |
| Engineering | \$ 150,000 | \$ | \$ | \$ |
| Total | \$ 150,000 | \$ | \$ | \$ |

301 INFRASTRUCTURE/CORRIDOR IMPROVEMENTS**PROJECT ED0371**

The economic development and improvement of the 301 Corridor

| | Project Authorization | Prior Years | Actual | |
|-----------------------------|--------------------------|------------------|----------------------|----------------------------|
| | | | 2018-19 Estimated | Total to Date Estimated |
| <u>REVENUES</u> | | | | |
| Transfer from Electric Fund | \$ 124,000 | \$ 62,000 | \$ 31,000 | \$ 93,000 |
| Investment Income | | 420 | 528 | 948 |
| Total | <u>\$ 124,000</u> | <u>\$ 62,420</u> | <u>\$ 31,528</u> | <u>\$ 93,948</u> |
| <u>EXPENDITURES</u> | | | | |
| Project Development | <u>\$ 124,000</u> | <u>\$</u> | <u>\$</u> | <u>\$</u> |
| Total | <u>\$ 124,000</u> | <u>\$</u> | <u>\$</u> | <u>\$</u> |

Multi-Year Long-Term Financial Forecasting



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MULTI-YEAR LONG-TERM FINANCIAL FORECASTING

As any manager preparing a budget will tell you, it can be hard predicting what will happen tomorrow, let alone a year from now. A myriad of factors ranging from the trends of the real estate market to local economic conditions impacting sales taxes and service charges can swing revenues by a wide margin. Shifting of political priorities at the state and federal levels can present funding surprises in the middle of a fiscal year. And unexpected emergencies, man-made and natural, can throw off the most detailed expenditure plans.

Forecasts can be used for 1) creating a more strategic context for evaluating the annual budget, 2) establishing a baseline for measuring the long-term impact of decisions, 3) testing the economic impact of best case and worst case funding scenarios, and 4) establishing a baseline projection of revenues, expenditures and related future cash flows and fund balances, which are key metrics in evaluating the organization's financial health.

The City of Wilson's baseline forecasts are based on recurring revenues and expenditures and projected five years into the future. Projections involve the conservative application of assumptions about future changes in revenues and expenditures. We use historical analysis to establish assumptions and project out by using a blended average of historical changes. Projections include certain assumptions about the economic cycle with consideration applied for potential legislative decision-making involving revenue sources.

**GENERAL FUND
PROJECTION**

| | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Revenues | | | | | | |
| Property Taxes | \$ 23,404,670 | \$ 23,872,763 | \$ 25,600,618 | \$ 26,112,630 | \$ 26,634,883 | \$ 27,167,581 |
| Other Taxes | 8,120,450 | 8,282,859 | 8,448,516 | 8,617,486 | 8,789,836 | 8,965,633 |
| Intergovernmental | 6,154,750 | 6,247,071 | 6,340,777 | 6,435,889 | 6,532,427 | 6,630,413 |
| Sales/Charges for Services | 6,341,220 | 6,436,338 | 6,532,883 | 6,630,876 | 6,730,339 | 6,831,294 |
| Licenses, Permits, etc. | 1,150,480 | 1,167,737 | 1,185,253 | 1,203,032 | 1,221,077 | 1,239,393 |
| Miscellaneous Income | 75,950 | 77,089 | 78,245 | 79,419 | 80,610 | 81,819 |
| Investment Income | 150,000 | 152,250 | 154,534 | 156,852 | 159,205 | 161,593 |
| Interfund Transfers In | 3,522,280 | 3,554,055 | 3,587,105 | 3,621,467 | 3,657,201 | 3,694,382 |
| Fund Balance Appropriated | 6,115,660 | 3,316,986 | 1,534,483 | 1,153,183 | 797,320 | 391,366 |
| Total Revenues | \$ 55,035,460 | \$ 53,107,148 | \$ 53,462,414 | \$ 54,010,834 | \$ 54,602,898 | \$ 55,163,474 |
| Appropriations | | | | | | |
| Personnel Services | \$ 43,328,660 | \$ 43,870,268 | \$ 44,418,646 | \$ 44,973,879 | \$ 45,536,052 | \$ 46,105,253 |
| Operating Expenses | 21,803,800 | 22,191,880 | 22,417,691 | 22,645,836 | 22,876,341 | 23,109,229 |
| Recovered Costs | (15,170,010) | (15,397,560) | (15,628,523) | (15,862,951) | (16,100,895) | (16,342,408) |
| Capital Outlay | 2,161,970 | 1,000,000 | 1,000,000 | 1,000,000 | 1,200,000 | 1,200,000 |
| Debt Service | 356,170 | 351,160 | 163,200 | 162,670 | | |
| Transfers to Other Funds | 2,554,870 | 1,091,400 | 1,091,400 | 1,091,400 | 1,091,400 | 1,091,400 |
| Total Appropriations | \$ 55,035,460 | \$ 53,107,148 | \$ 53,462,414 | \$ 54,010,834 | \$ 54,602,898 | \$ 55,163,474 |

GENERAL FUND ASSUMPTIONS

Revenue Assumptions

FY2021 - FY2025

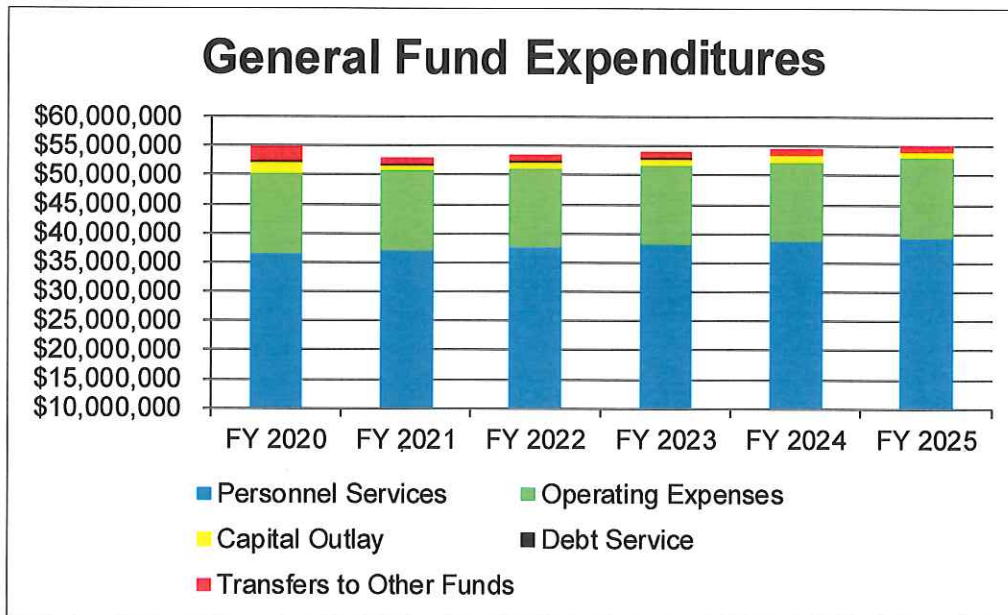
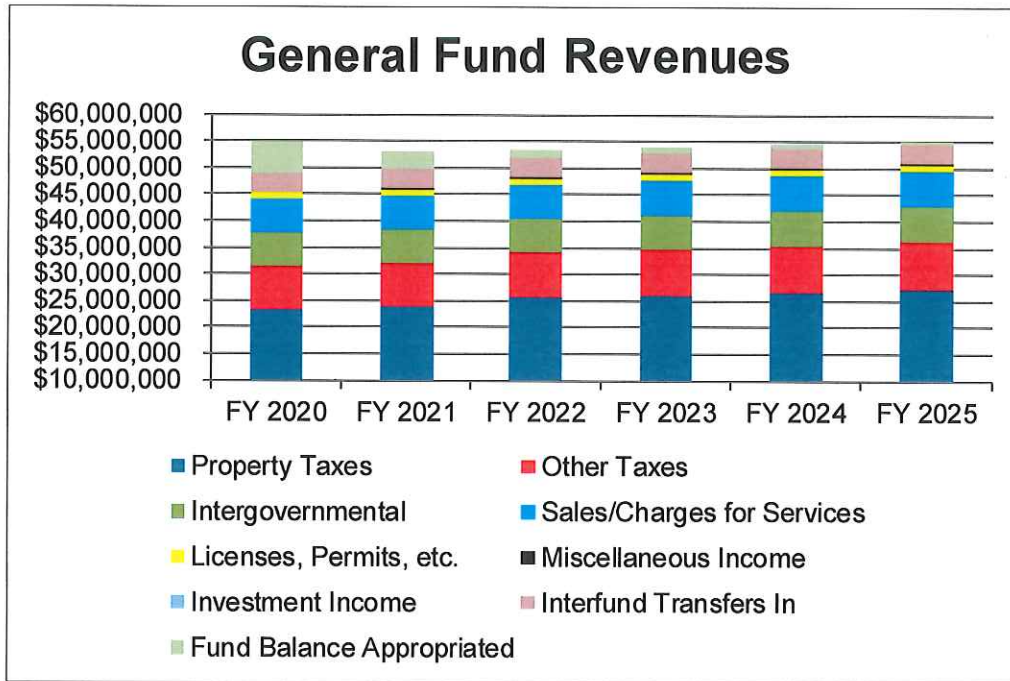
- *Property Tax Base - Projected to grow at average 2.0% annually overall. (Includes 3.0 cent tax increase in 2022).
- *Other taxes (sales taxes) are projected at 2% growth annually.
- *Intergovernmental is projected at 1.5% growth annually.
- *Sales/charges for services, Licenses and permits, Miscellaneous income, and Investment income are projected at 1.5% growth annually.
- *Payment in Lieu of Taxes (PILOT) Transfer In projected at 4.0 growth annually.

Appropriation Assumptions

FY2021 - FY2025

- *Personnel Services - (all salaries and benefits) Appropriations are projected at average 1.25% growth annually.
- *Operating expenses - Appropriations are projected at 1% growth annually.
- *Recovered Costs - Appropriations are projected at 1.5% growth annually.
- *Capital Outlay - Projected to stay flat for first three years and increase as debt service is paid off.
- *Debt Service - Appropriations are projected at actual remaining debt service (no new debt payments projected).
- *Transfers to Other Funds - Projected to remain flat.

GENERAL FUND ASSUMPTIONS



**ELECTRIC FUND
PROJECTION**

| | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenues | | | | | | |
| Sales/Charges for Services | \$ 126,349,910 | \$ 127,866,109 | \$ 131,062,762 | \$ 134,339,331 | \$ 135,951,403 | \$ 137,582,820 |
| Miscellaneous Income | 952,380 | 961,904 | 971,523 | 981,238 | 991,050 | 1,000,961 |
| Investment Income | | 25,000 | 25,375 | 25,756 | 26,142 | 26,534 |
| Fund Balance Appropriated | | | | 86,329 | 128,289 | 322,264 |
| Total Revenues | \$ 127,302,290 | \$ 128,853,013 | \$ 132,059,660 | \$ 135,432,654 | \$ 137,096,884 | \$ 138,932,579 |
| Appropriations | | | | | | |
| Personnel Services | \$ 8,564,740 | \$ 8,671,799 | \$ 8,780,196 | \$ 8,889,948 | \$ 9,001,072 | \$ 9,113,585 |
| Operating Expenses | 19,444,610 | 19,881,324 | 20,375,872 | 20,883,215 | 21,193,497 | 21,508,398 |
| Power Purchase | 87,515,100 | 88,609,039 | 91,267,310 | 94,005,329 | 95,180,396 | 96,370,151 |
| Recovered Costs | (130,000) | (130,000) | (130,000) | (130,000) | (130,000) | (130,000) |
| Capital Outlay | 4,985,000 | 5,059,775 | 5,675,672 | 5,260,807 | 5,339,719 | 5,419,815 |
| Debt Service | 1,765,490 | 1,578,490 | 881,775 | 1,287,230 | 1,247,688 | 1,356,598 |
| Other Expenses | 2,403,960 | 2,403,960 | 2,403,960 | 2,403,960 | 2,403,960 | 2,403,960 |
| Transfers to Other Funds | 2,753,390 | 2,778,626 | 2,804,875 | 2,832,165 | 2,860,552 | 2,890,072 |
| Total Appropriations | \$ 127,302,290 | \$ 128,853,013 | \$ 132,059,660 | \$ 135,432,654 | \$ 137,096,884 | \$ 138,932,579 |

ELECTRIC FUND ASSUMPTIONS

Revenue Assumptions

FY2021 - FY2025

*Sales/Charges for Services are projected at 1.20% growth annually, with exception of 2022 and 2023 at 2.50% growth each

*Miscellaneous income is projected at 1.0% growth annually.

*Investment income is projected at 1.5% growth annually.

Appropriation Assumptions

FY2021 - FY2025

*Personnel Services (all salaries and benefits) appropriations are projected at average 1.25% growth annually.

*Operating expenses appropriations are projected at 1.5% growth annually, with exception of 2022 and 2023 at 2.50% growth each.

*Power Purchases - Projected at 1.25% growth annually (with projected rate increases of 3.0% in 2022 and 2023)

*Recovered Costs appropriations - Projected at 0% growth annually.

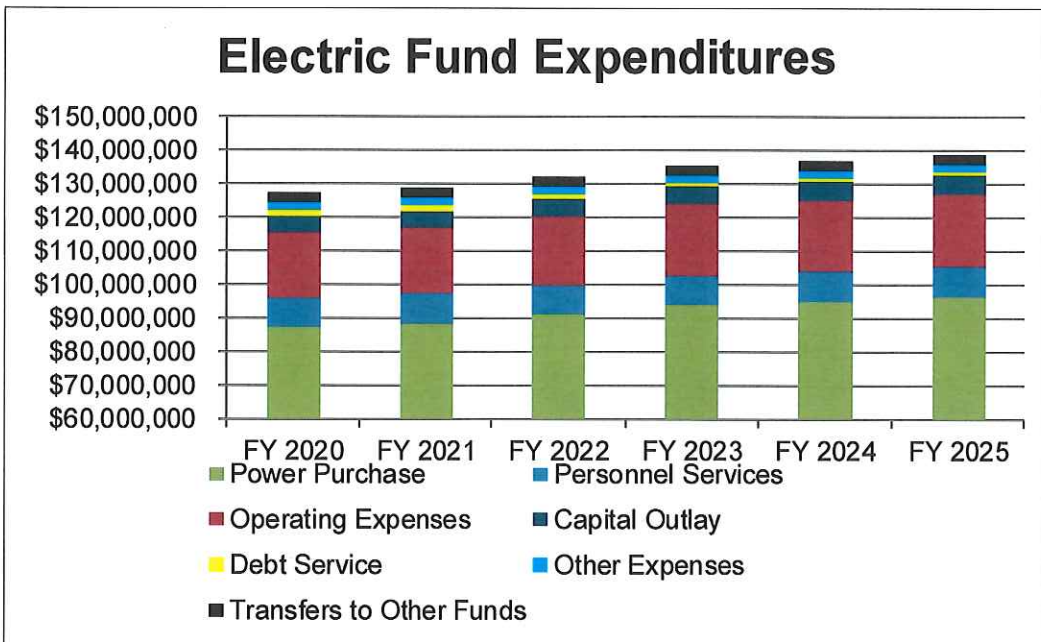
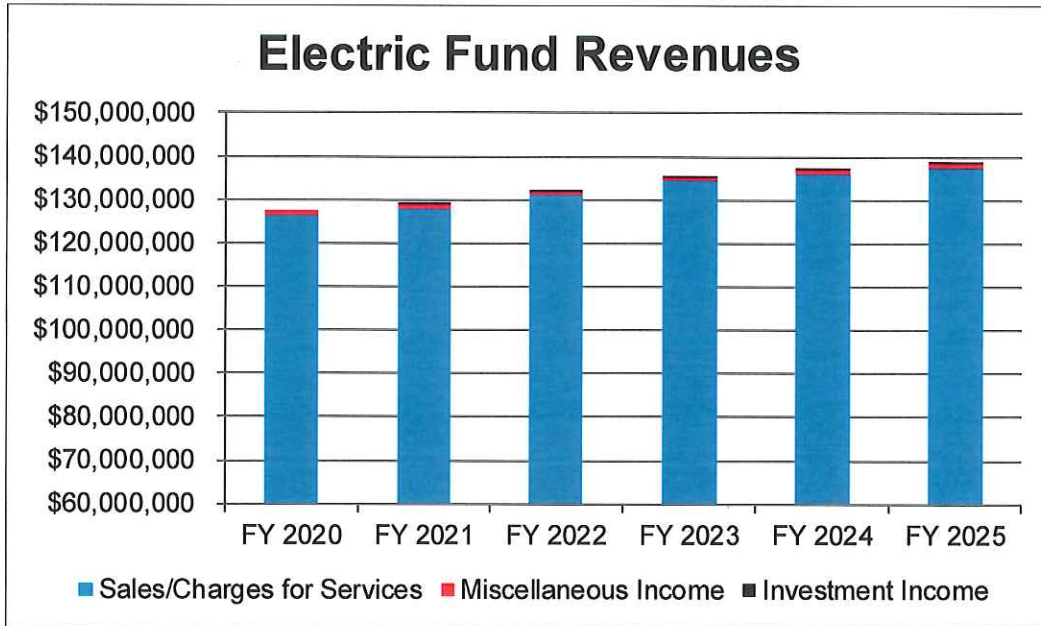
*Capital Outlay - Projected at 1.5% growth annually with exception of 2022 where increase allowed by debt service reduction

*Debt Service appropriations - Projected at actual remaining debt service with no projected new debt payments.

*Other expenses - Projected to stay flat.

*Transfers to Other Funds - Projected at 0% growth annually. (Payment in lieu of taxes transfer is projected at 4% growth annually)

ELECTRIC FUND ASSUMPTIONS



**GAS FUND
PROJECTION**

| | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Revenues | | | | | | |
| Sales/Charges for Services | \$ 17,464,700 | \$ 17,639,347 | \$ 17,815,740 | \$ 17,993,897 | \$ 18,173,836 | \$ 18,355,574 |
| Miscellaneous Income | 9,000 | 9,090 | 9,181 | 9,273 | 9,366 | 9,460 |
| Fund Balance Appropriated | 378,780 | 59,046 | 15,364 | 16,344 | 17,339 | 18,350 |
| Total Revenues | \$ 17,852,480 | \$ 17,707,483 | \$ 17,840,285 | \$ 18,019,514 | \$ 18,200,541 | \$ 18,383,384 |
| Appropriations | | | | | | |
| Personnel Services | \$ 2,566,980 | \$ 2,599,067 | \$ 2,631,555 | \$ 2,664,449 | \$ 2,697,755 | \$ 2,731,477 |
| Operating Expenses | 3,355,350 | 3,250,782 | 3,300,308 | 3,349,337 | 3,397,016 | 3,446,823 |
| Gas Purchase | 8,925,470 | 9,014,725 | 9,104,872 | 9,195,921 | 9,287,880 | 9,380,759 |
| Recovered Costs | (229,020) | (229,020) | (229,020) | (229,020) | (229,020) | (229,020) |
| Capital Outlay | 1,210,000 | 1,050,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Debt Service | 463,020 | 457,280 | 261,120 | 260,305 | 261,035 | 259,815 |
| Other Expenses | 183,290 | 180,720 | 180,720 | 180,720 | 180,720 | 180,720 |
| Transfers to Other Funds | 1,377,390 | 1,383,929 | 1,390,730 | 1,397,802 | 1,405,155 | 1,412,810 |
| Total Appropriations | \$ 17,852,480 | \$ 17,707,483 | \$ 17,840,285 | \$ 18,019,514 | \$ 18,200,541 | \$ 18,383,384 |

GAS FUND ASSUMPTIONS

Revenue Assumptions

FY2021 - FY2025

*Sales/Charges for Services are projected at 1.0% growth annually.

*Miscellaneous income is projected at 1.0% growth annually.

*Fund Balance appropriated is projected to be needed slightly to cover a minimal amount of expenditures over the period.

Appropriation Assumptions

FY2021 - FY2025

*Personnel Services (all salaries and benefits) appropriations - Projected at average 1.25% growth annually.

*Operating expenses appropriations - Projected at 1.5% growth annually.

*Gas Purchases - Projected at 1.0% growth annually.

*Recovered Costs appropriations - Projected at 0% growth annually.

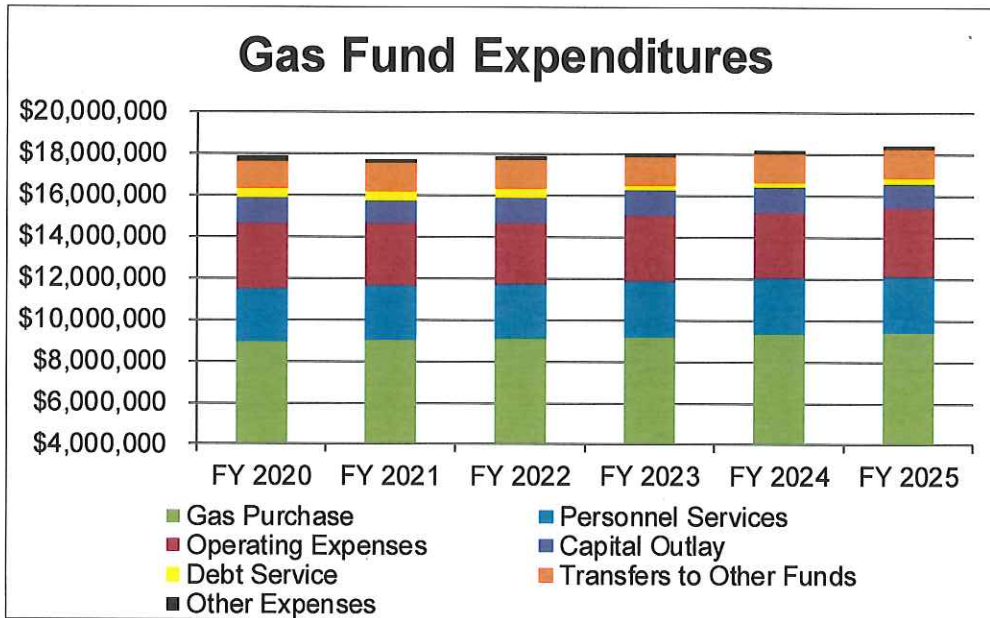
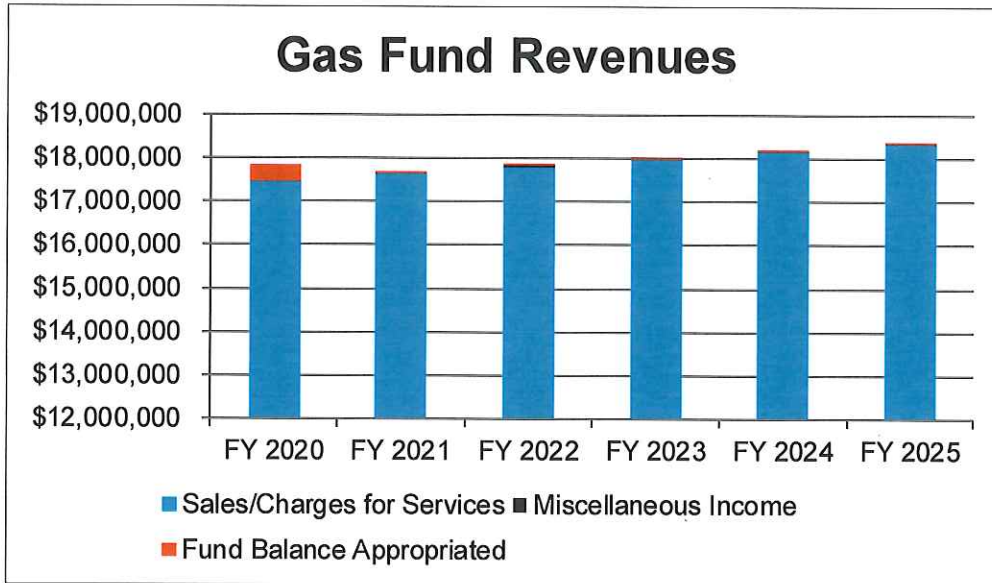
*Capital Outlay - Projected to remain flat.

*Debt Service appropriations - Projected at actual remaining debt service with no projected new debt payments.

*Other expenses - Projected to stay flat.

*Transfers to Other Funds - Projected at 0% growth annually. (Payment in lieu of taxes transfer is projected at 4% growth annually)

GAS FUND ASSUMPTIONS



**WATER RESOURCES FUND
PROJECTION**

| | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Revenues | | | | | | |
| Sales/Charges for Services | \$ 27,099,300 | \$ 27,370,293 | \$ 27,643,996 | \$ 27,920,436 | \$ 28,199,640 | \$ 28,481,636 |
| Miscellaneous Income | 545,500 | 550,955 | 556,465 | 562,030 | 567,650 | 573,327 |
| Fund Balance Appropriated | 3,476,970 | | | | | |
| Total Revenues | \$ 31,121,770 | \$ 27,921,248 | \$ 28,200,461 | \$ 28,482,466 | \$ 28,767,290 | \$ 29,054,963 |
| Appropriations | | | | | | |
| Personnel Services | \$ 7,724,780 | \$ 7,821,340 | \$ 7,919,107 | \$ 8,018,096 | \$ 8,118,322 | \$ 8,219,801 |
| Operating Expenses | 13,565,530 | 15,028,783 | 15,241,074 | 15,470,250 | 15,696,448 | 15,923,692 |
| Recovered Costs | (850,000) | (750,000) | (750,000) | (750,000) | (750,000) | (750,000) |
| Capital Outlay | 1,492,600 | 1,155,000 | 1,875,000 | 1,875,000 | 1,875,000 | 1,875,000 |
| Debt Service | 4,069,860 | 3,966,125 | 3,215,280 | 2,229,120 | 1,977,520 | 1,951,470 |
| Other Expenses | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Transfers to Other Funds | 4,919,000 | 500,000 | 500,000 | 1,440,000 | 1,650,000 | 1,635,000 |
| Total Appropriations | \$ 31,121,770 | \$ 27,921,248 | \$ 28,200,461 | \$ 28,482,466 | \$ 28,767,290 | \$ 29,054,963 |

WATER RESOURCES FUND ASSUMPTIONS

Revenue Assumptions

FY2021 - FY2025

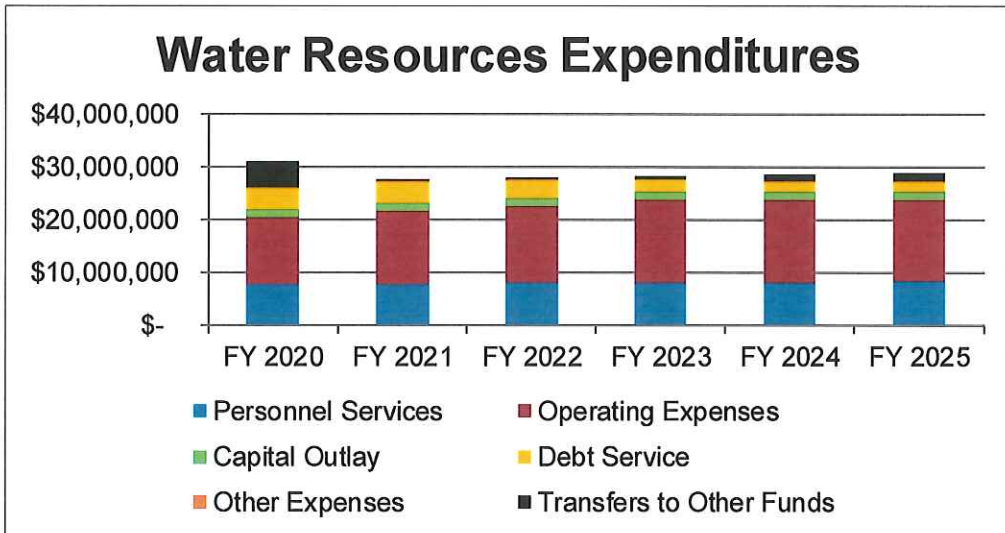
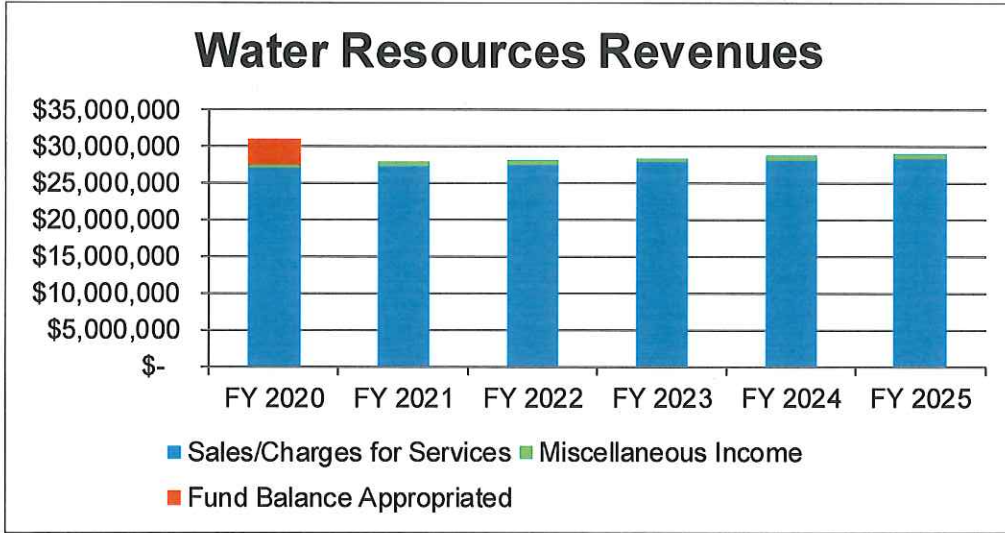
- *Sales/Charges for Services - Projected at 1.0% growth annually.
- *Miscellaneous income - Projected at 1.0% growth annually.
- *Fund Balance appropriated is projected to be needed each year to cover appropriations.

Appropriation Assumptions

FY2021 - FY2025

- *Personnel Services (all salaries and benefits) appropriations - Projected at average 1.25% growth annually.
- *Operating expenses appropriations - Projected at 1.5% growth annually.
- *Recovered Costs appropriations - Projected at 0% growth annually.
- *Capital Outlay - Projected to reduce year 1, then increase in year 2 as debt service requirements decrease, and then stay flat.
- *Debt Service appropriations - Projected at actual remaining debt service with no projected new debt payments.
- *Other expenses - Projected to stay flat.
- *Transfers to Other Funds - Projected at amounts expected for the funding of major capital projects.

WATER RESOURCES FUND ASSUMPTIONS



**BROADBAND FUND
PROJECTION**

| | FY2019-20 | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 | FY2024-25 |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Revenues | | | | | | |
| Sales/Charges for Services | \$ 16,452,050 | \$ 16,616,571 | \$ 16,782,737 | \$ 16,950,564 | \$ 17,120,070 | \$ 17,291,271 |
| Miscellaneous Income | 796,000 | 807,940 | 833,202 | 845,700 | 858,386 | 871,262 |
| Investment Income | | 10,000 | 10,150 | 10,302 | 10,457 | 10,614 |
| Fund Balance Appropriated | | | | 750,424 | | |
| Total Revenues | \$ 17,248,050 | \$ 17,434,511 | \$ 17,626,089 | \$ 18,556,990 | \$ 17,988,913 | \$ 18,173,147 |
| Appropriations | | | | | | |
| Personnel Services | \$ 2,959,930 | \$ 2,996,929 | \$ 3,034,391 | \$ 3,072,321 | \$ 3,110,725 | \$ 3,149,609 |
| Operating Expenses | 13,262,470 | 13,529,737 | 13,732,783 | 13,938,874 | 14,148,063 | 14,360,388 |
| Recovered Costs | (3,123,480) | (3,018,750) | (3,018,750) | (3,018,750) | (3,018,750) | (3,018,750) |
| Capital Outlay | 457,530 | 235,000 | | | 1,342,650 | 2,534,500 |
| Debt Service | 3,457,050 | 3,457,050 | 3,643,120 | 4,330,000 | 2,171,680 | 912,855 |
| Interfund Loan Repayment | 234,550 | 234,545 | 234,545 | 234,545 | 234,545 | 234,545 |
| Total Appropriations | \$ 17,248,050 | \$ 17,434,511 | \$ 17,626,089 | \$ 18,556,990 | \$ 17,988,913 | \$ 18,173,147 |

BROADBAND FUND ASSUMPTIONS

Revenue Assumptions

FY2021 - FY2025

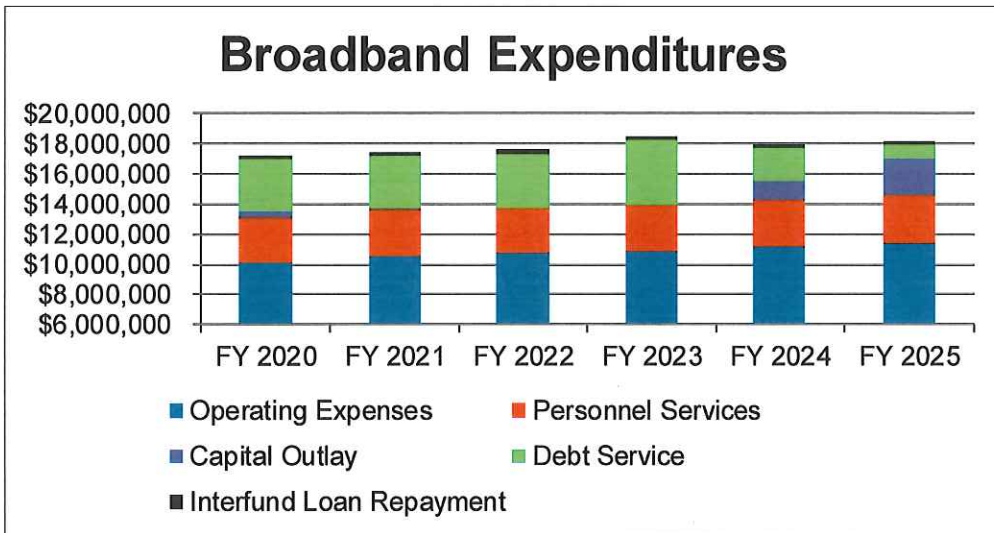
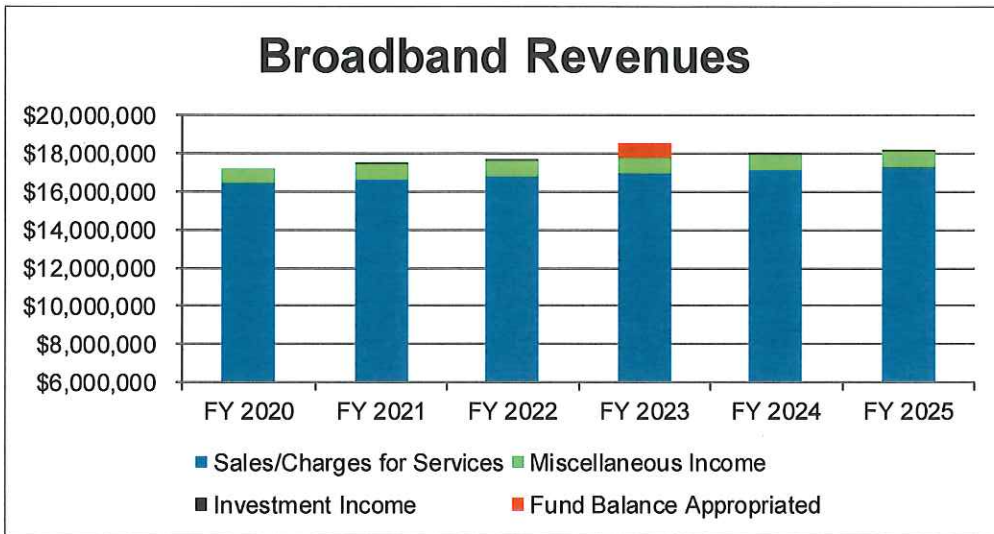
- *Sales/Charges for Services - Projected at 1.0% growth annually.
- *Miscellaneous income - Projected at 1.5% growth annually.
- *Investment income - Projected at 1.5% growth annually.
- *Fund Balance appropriated - Projected to be used substantially in year 3 as debt service increases.

Appropriation Assumptions

FY2021 - FY2025

- *Personnel Services (all salaries and benefits) appropriations - Projected at average 1.25% growth annually.
- *Operating expenses appropriations - Projected at 1.5% growth annually.
- *Recovered Costs appropriations - Projected at 0% growth annually.
- *Capital Outlay - Projected to decrease in year 1 and then increase in year 4 and 5 as debt service requirements decrease.
- *Debt Service appropriations - Projected at actual remaining debt service with no projected new debt payments.
- *Interfund Loan Repayment - Projected at actual remaining repayment schedule.

BROADBAND FUND ASSUMPTIONS





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Capital Improvement Planning



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COMMUNITY INVESTMENT - CAPITAL IMPROVEMENT PLAN EXECUTIVE SUMMARY

A responsibility of local government officials is the preservation, maintenance, and improvement of capital assets. The Capital Improvement Plan (CIP) is the city's long-range strategic planning framework that addresses preservation, maintenance, and improvements to the infrastructure, parks and recreation, and other community facilities within the city. The CIP is used as an instrument to evaluate long-term capital needs and requests of the city and to establish timely and cost-effective funding for the projects that are identified and prioritized based on need and funding availability.

The CIP document covers a five-year span and is reviewed and updated annually. Documentation preparation takes approximately six months. During this time, city staff collects information, develops a draft of the project request for each of the departments - including timelines and costs, and prioritizes each project. The needs greatly outpace the resources available to address adequately, so many projects are deferred each year. Criteria utilized in assessing and prioritizing CIP projects include: City Council goals, public safety, operational efficiency, citizen input, economic growth, availability of funding, condition of existing facilities, protection and conservation, and beautification.

The goals of this community investment CIP are to:

- provide a systematic approach to replacing and repairing deteriorating infrastructure
- add new facilities that will enhance the quality of life for the residents of the City of Wilson
- develop a comprehensive strategy for the replacement of major capital items

This plan is a living document, highly dependent on the present economic conditions and is subject to changes. The operating budget and the CIP are closely related. Capital projects can impact future operating budgets either positively or negatively due to an increase or decrease in staffing, maintenance costs, or by providing capacity for new programs or services. In many cases, the completion of capital projects will impact a department's operating budget as projects are completed and require maintenance and upkeep. Some facilities may require additional utilities, such as electricity and water, above current consumption levels; however, an impact may not be readily evident when projects are funded and then constructed over several years. Consequently, the impacts of capital projects on the annual operating budget are estimated when available and noted in the CIP under each project when identified. While some completed projects may have little to no staffing or operating/maintenance costs associated with them (i.e. replacement of a culvert), others may bear considerable annual costs (i.e. the opening of a newly constructed fire station) that must be built into the City's operating budget. Most projects will not have an operating impact in the year during which they are funded since this is typically the construction/installation phase. Also, if a project is a renovation which does not include expansion and the operating costs are already captured in the department's annual operating budget, no additional operating costs will be identified.

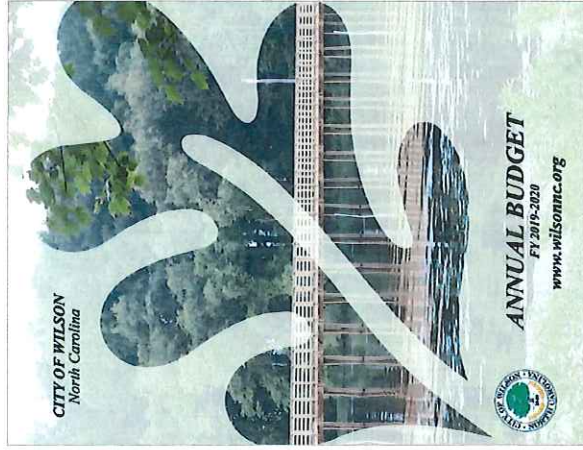
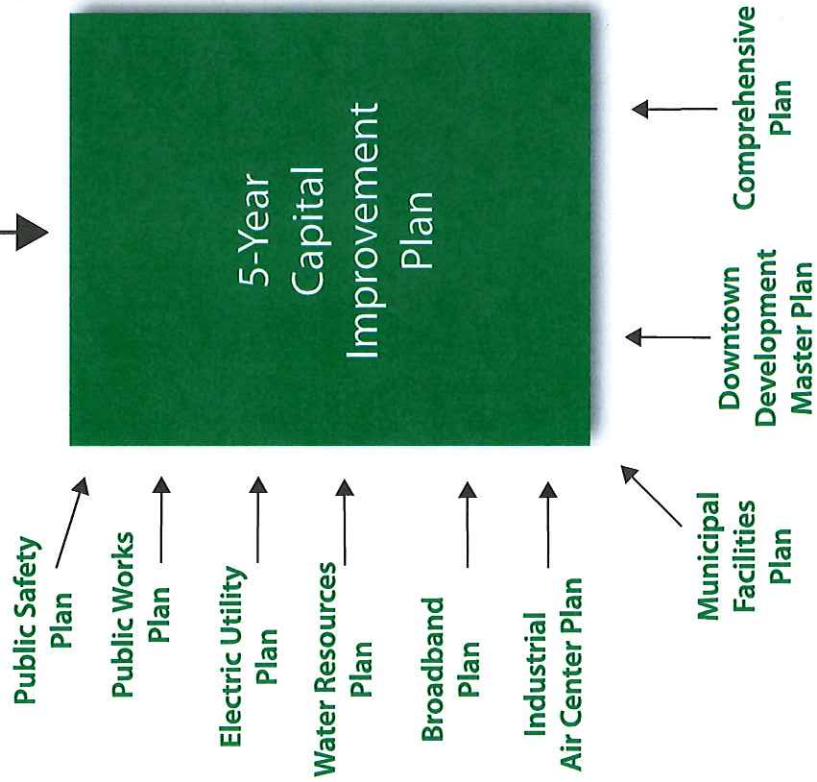
Each project and departmental project summary clearly states the operational impact that will occur if the project transpires. Year one of the five-year CIP is used as the basis for the annual budget for capital projects in their associated departments. Additionally, any operational impact related to a project intended to be carried out in the first budget year of this plan is utilized in building the current year budget. The annual budget process may present further refinement to projects, project costs, and funding, and/or financing alternatives. The CIP does not appropriate money. The City's annual budget sets the appropriation authority levels for the subsequent year.

In summary, the CIP is a five-year community investment strategy for the funding and construction or repair of City buildings, streets, roads, storm drains, parks and recreation centers, drinking and waste water treatment, along with public utilities, energy related, electric, gas and broadband delivery system enhancements. The Capital Improvement Plan for FY 2020 – FY 2024 is shared on the pages that follow. This year's CIP includes projects in the General Fund, Electric Fund, Water Resources Fund, Stormwater Fund, Industrial Air Center Fund, Downtown Development Fund, and Operations Center Fund. While uncertainties related to the overall economic outlook remain a concern and an influence for funding all of the projects, each of these projects are identified for planning and will be carried out as funding permits. In those instances that a project is not carried out in the year identified for planning purposes, the project will be re-evaluated in the subsequent year, modified (if warranted) and moved to the next budget year, if still intended. All projects are reviewed annually based on the above criteria.

5-Year Strategic Capital Improvement Plan

Synchronizes Community Investment Projects with the Annual Operating Budget

City Council Visions, Goals, Initiatives



Capital Improvement Plan Introduction

We respectfully submit to you the Capital Improvement Plan (CIP) for fiscal years (FY) 2020 through 2024. This strategic planning document is a five-year outlook for anticipated capital projects designed to facilitate decision makers in the acquisition and systematic replacement of capital assets. These projects are primarily related to improvements in public safety, public service, parks and recreation, public utilities and facilities. Capital projects include tangible assets with a useful life of more than two years and require an expenditure of at least \$50,000; or for vehicles and equipment, have a useful life of at least fifteen years and a cost of at least \$150,000.

This advance planning of City projects increases public awareness, helps the City Council and staff makes choices and provides a basis for logical, reasonable, balanced decision-making. Updating the plan annually allows flexibility to respond to changing circumstances and needs reflective of our current and projected economic environment. The CIP takes into consideration the visions, goals and initiatives that Council has set for the City. Accordingly, the projects presented in the document are aligned with these goals and initiatives. Optimal capital planning provides a process that considers all possible projects at the same time and produces a planning program that balances projects, funding sources and timing schedules. The needs greatly outpace the resources available to address adequately, so many projects are deferred each year.

The development and update of the CIP is an on-going activity that is part of the overall annual budgeting process. The first year of the CIP is called the Capital Budget. The Capital Budget is incorporated into the annual City Budget, which then appropriates the funds necessary to implement the capital improvement projects that will be undertaken in that budget year. The CIP is presented each year as a five-year planning guide and does not represent approval of any particular project. Individual projects in the CIP are given final approval when they are approved as a project. Individual capital project budgets are approved by the City Council. Information on individual projects can be found in the Capital Projects section.

An important criterion to consider when developing a Capital Improvement Plan is the financial impact that a completed capital project will have on a municipality's operating budget. While some completed projects may have little to no staffing or operating/maintenance costs associated with them (i.e. the replacement of a culvert), others may bear considerable annual costs (i.e. the opening of a newly constructed fire station) that must be built into the City's operating budget. The operating impacts, which are known at this point, have been included for capital projects under the Additional Operating Impact section.

While an integral role of the Capital Improvement Plan is to inform you of the planned projects and the financial impact of the many worthy projects, it is important to communicate that certain influences, especially during challenging economic times, can delay the timeline for any project. Thank you for the opportunity to present this document.

**CAPITAL IMPROVEMENTS SUMMARY - ALL FUNDS
2020 - 2024**

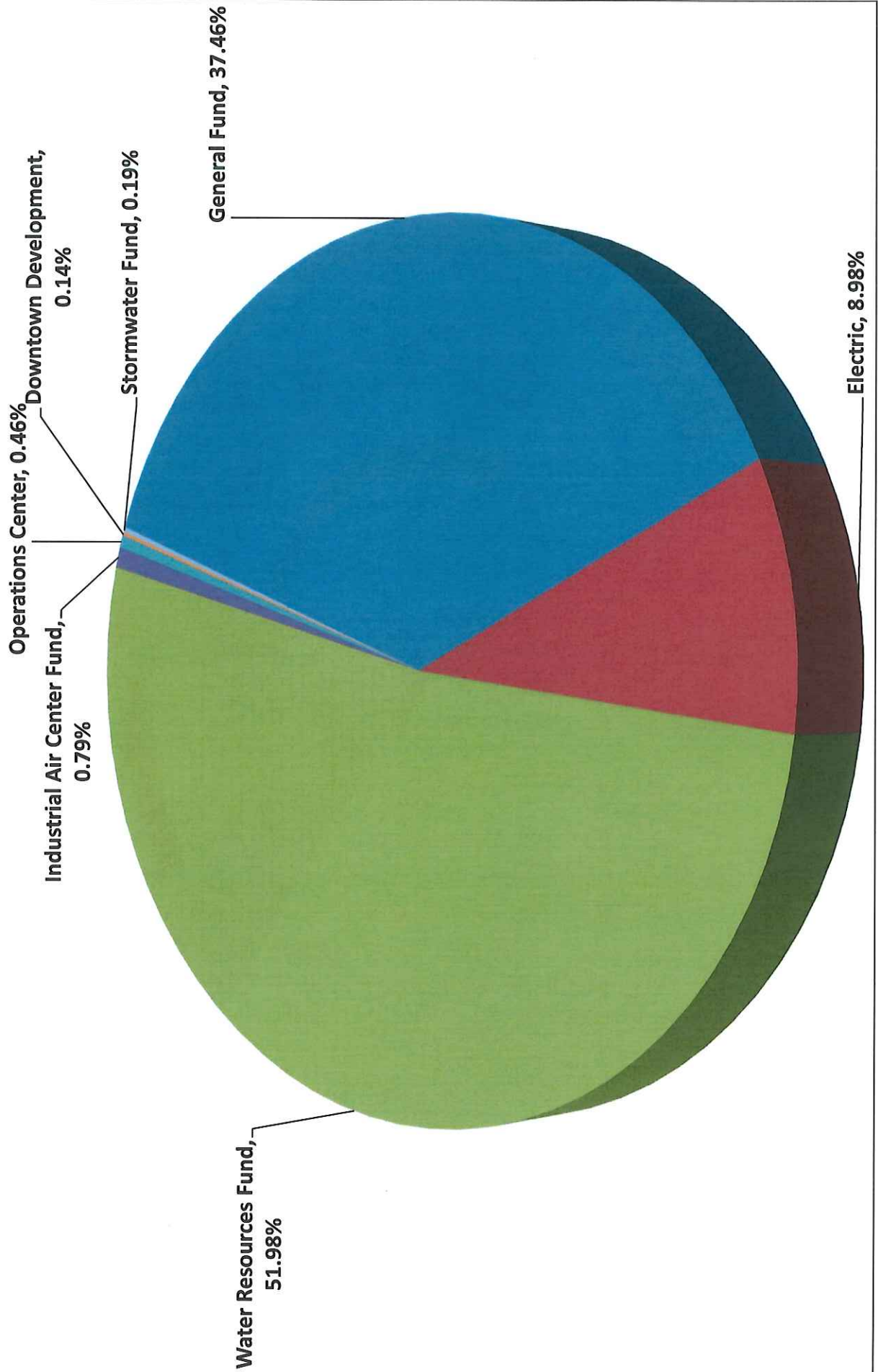
| All Funds | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total |
|-------------------------------|---------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| Projects by Department | | | | | | |
| Police | \$ 138,240 | \$ 331,760 | \$ 931,760 | \$ 451,760 | \$ 8,821,760 | \$ 10,675,280 |
| Fire | 160,000 | 2,810,000 | 4,850,000 | | 250,000 | 8,070,000 |
| Parks & Recreation | 455,000 | 5,377,100 | 2,327,500 | 352,500 | 352,500 | 8,864,600 |
| Public Works | 275,500 | 146,660 | 128,120 | 81,600 | 107,130 | 739,010 |
| Electric | 1,360,000 | 1,415,500 | 1,473,460 | 1,534,050 | 1,597,250 | 7,380,260 |
| Water Resources | 5,119,000 | 11,900,000 | 7,395,000 | 4,812,000 | 11,800,000 | 41,026,000 |
| Stormwater Management | 150,000 | | | | | 150,000 |
| Industrial Air Center | 545,000 | 107,500 | | | | 652,500 |
| Downtown Development | 28,000 | 42,710 | 42,590 | | | 113,300 |
| Operations Center | 380,000 | | | | | 380,000 |
| Total Project Costs | \$ 8,610,740 | \$ 22,131,230 | \$ 17,148,430 | \$ 7,231,910 | \$ 22,928,640 | \$ 78,050,950 |

| Funding Sources | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total |
|--|---------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| Current Revenues | \$ 6,979,000 | \$ 13,315,500 | \$ 6,668,460 | \$ 5,546,050 | \$ 3,397,250 | \$ 35,906,260 |
| Debt: Bond/Installment Purchase Financing | | | 2,800,000 | 920,000 | 18,490,000 | 22,210,000 |
| Fund Balance | 1,631,740 | 8,815,730 | 7,679,970 | 765,860 | 1,041,390 | 19,934,690 |
| Total Funding Sources | \$ 8,610,740 | \$ 22,131,230 | \$ 17,148,430 | \$ 7,231,910 | \$ 22,928,640 | \$ 78,050,950 |

| | | | | | | |
|------------------------------------|------|------|-----------|-----------|-----------|-----------|
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | - | - | 1,098,900 | 1,074,480 | 1,950,060 | 4,123,440 |

| | | | | | | |
|--------------------------|---------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| Grand Total Costs | \$ 8,610,740 | \$ 22,131,230 | \$ 18,247,330 | \$ 8,306,390 | \$ 24,878,700 | \$ 82,174,390 |
|--------------------------|---------------------|----------------------|----------------------|---------------------|----------------------|----------------------|

**Capital Improvement Plan Summary
Project Expenditures by Fund
FY 2020 - 2024**



**CAPITAL IMPROVEMENTS SUMMARY - GENERAL FUND
2020 - 2024**

| General Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total ALL Requests |
|--|---------------------|---------------------|---------------------|-------------------|---------------------|----------------------|
| General Fund Projects Capital by Department | | | | | | |
| Police | \$ 138,240 | \$ 331,760 | \$ 931,760 | \$ 451,760 | \$ 8,821,760 | \$ 10,675,280 |
| Fire | 160,000 | 2,810,000 | 4,850,000 | - | 250,000 | 8,070,000 |
| Parks & Recreation | 455,000 | 5,377,100 | 2,327,500 | 352,500 | 352,500 | 8,864,600 |
| Public Works | 275,500 | 146,660 | 128,120 | 81,600 | 107,130 | 739,010 |
| Subtotal for Submitted Projects | \$ 1,028,740 | \$ 8,665,520 | \$ 8,237,380 | \$ 885,860 | \$ 9,531,390 | \$ 28,348,890 |

| | | | | | | |
|-----------------------------|------|------|---------|---------|---------|-----------|
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | - | - | 828,900 | 810,480 | 792,060 | 2,431,440 |

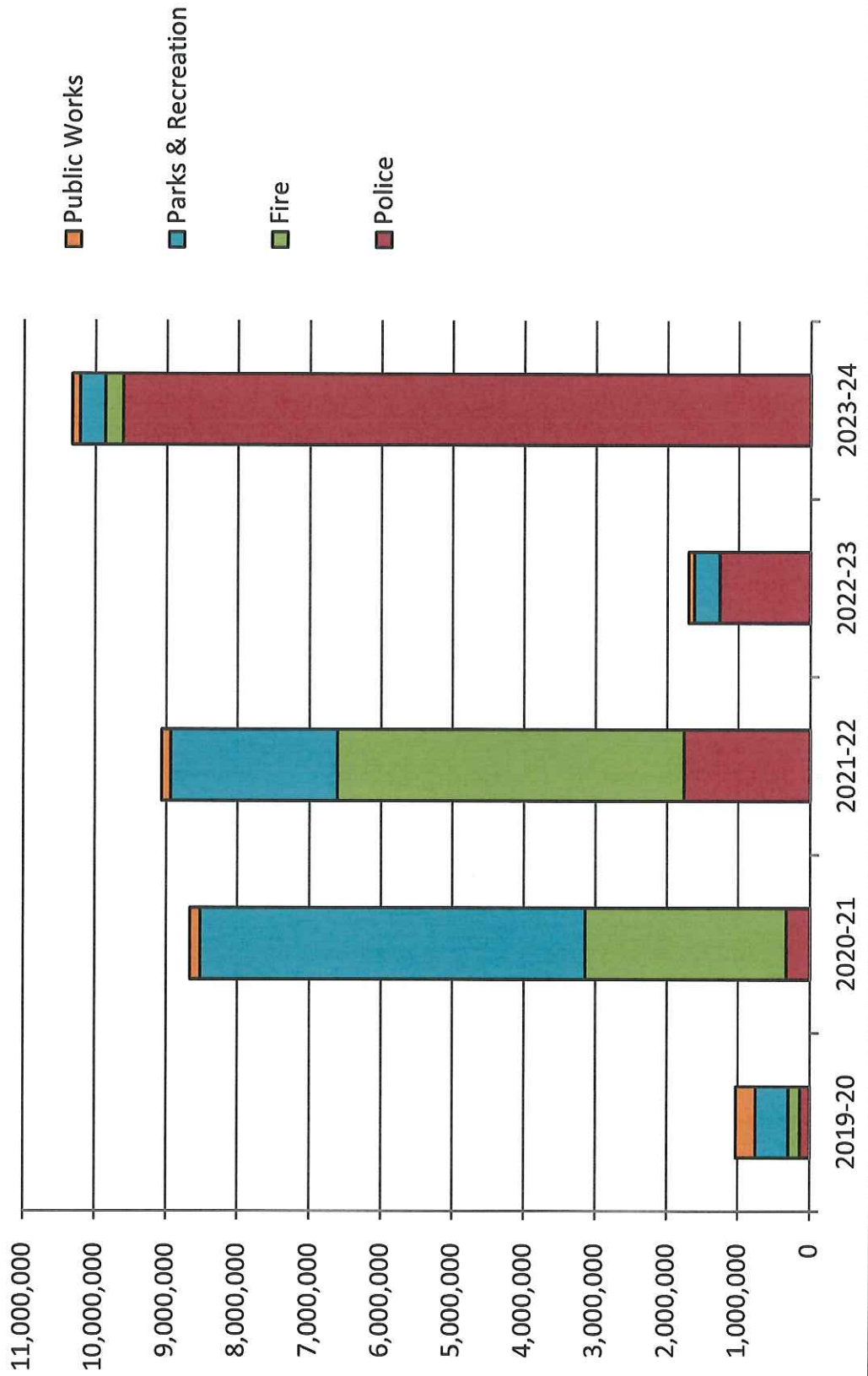
| | | | | | | |
|--------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Grand Total | \$ 1,028,740 | \$ 8,665,520 | \$ 9,066,280 | \$ 1,696,340 | \$ 10,323,450 | \$ 30,780,330 |
|--------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|

| General Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Project Total: |
|---|---------------------|---------------------|---------------------|-------------------|---------------------|----------------------|
| FUNDING SOURCES: | | | | | | |
| Debt: Bonds/Install. Proceeds | \$ - | \$ - | \$ 600,000 | \$ 120,000 | \$ 8,490,000 | \$ 9,210,000 |
| Fund Balance | 1,028,740 | 8,665,520 | 7,637,380 | 765,860 | 1,041,390 | 19,138,890 |
| Subtotal of Funding Sources for Projects | \$ 1,028,740 | \$ 8,665,520 | \$ 8,237,380 | \$ 885,860 | \$ 9,531,390 | \$ 28,348,890 |

| | | | | | | |
|-----------------------------|------|------|---------|---------|---------|-----------|
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | - | - | 828,900 | 810,480 | 792,060 | 2,431,440 |

| | | | | | | |
|--------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Grand Total | \$ 1,028,740 | \$ 8,665,520 | \$ 9,066,280 | \$ 1,696,340 | \$ 10,323,450 | \$ 30,780,330 |
|--------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|

Capital Improvement Summary General Fund by Department 2020-2024



PROJECTS SUMMARY - GENERAL FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|-------------------------------|---|-------------|-------------------|---------------------|---------------------|-------------------|---------------------|----------------------|
| | | | \$ | \$ | \$ | \$ | \$ | |
| PO-01 | Police Vehicle Replacement Plan | - | 138,240 | 331,760 | 331,760 | 331,760 | 331,760 | 1,465,280 |
| PO-02 | Police Headquarters | - | - | - | 600,000 | 120,000 | 8,490,000 | 9,210,000 |
| FR-01 | PPE Structural Turnout Gear Replacement | - | 75,000 | - | - | - | - | 75,000 |
| FR-02 | F0103 Engine 7 Replacement | - | - | 600,000 | - | - | - | 600,000 |
| FR-03 | Replacement Vehicle for Support 1 and Squad 1 | - | - | 450,000 | - | - | - | 450,000 |
| FR-04 | Training Center Upgrades | - | 60,000 | 60,000 | - | - | - | 120,000 |
| FR-05 | Quint Replacement | - | - | 1,200,000 | - | - | - | 1,200,000 |
| FR-06 | Pumper Replacement | - | - | - | 700,000 | - | - | 700,000 |
| FR-07 | Fire Station #6 | - | - | 500,000 | 4,150,000 | - | - | 4,650,000 |
| FR-08 | Douglas Street Fire Station Renovation | - | 25,000 | - | - | - | 250,000 | 275,000 |
| PR-01 | Fleming Stadium II Renovations | - | - | 1,954,600 | - | - | - | 1,954,600 |
| PR-02 | J. Burt Gillette Parking Lot Field #7 and #8 | - | - | 140,000 | - | - | - | 140,000 |
| PR-03 | Wiggins Mill Renovation/Relocation | - | 60,000 | 1,150,000 | 1,150,000 | - | - | 2,360,000 |
| PR-04 | Wedgewood Golf Green Conversion | - | - | 135,000 | - | - | - | 135,000 |
| PR-05 | New Signage for all Parks/Facilities | - | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 200,000 |
| PR-06 | Tolson Park Renovations | - | 100,000 | 350,000 | 450,000 | - | - | 900,000 |
| PR-07 | Tennis Court Renovations | - | - | 480,000 | - | - | - | 480,000 |
| PR-08 | Wedgewood Putting Green & Driving Range Renovation | - | - | 75,000 | - | - | - | 75,000 |
| PR-09 | New Shelters at Vera Pope, Pender St. & Reid St. Facilities | - | 25,000 | 25,000 | 25,000 | - | - | 75,000 |
| PR-10 | Playground Combos Replacement | - | 50,000 | 50,000 | - | - | - | 100,000 |
| PR-11 | Dog Park Construction | - | - | 75,000 | 75,000 | - | - | 150,000 |
| PR-12 | Splash Pad at Reid Street Center | - | - | 175,000 | 175,000 | - | - | 350,000 |
| PR-13 | Contentnea Creek Blueway Construction/Kayak Launch | - | - | 100,000 | 50,000 | - | - | 150,000 |
| PR-14 | Lane Street Renovations | - | 50,000 | 50,000 | 50,000 | - | - | 150,000 |
| PR-15 | Five Points Renovations | - | 30,000 | 35,000 | - | - | - | 65,000 |
| PR-16 | Renovate Reid Street Parking Lot | - | - | 80,000 | - | - | - | 80,000 |
| PR-17 | Additional Parking Lot Behind Recreation Park Center | - | - | 150,000 | - | - | - | 150,000 |
| PR-18 | Cart Paths at Wedgewood Golf Course | - | - | 125,000 | 125,000 | 125,000 | 125,000 | 500,000 |
| PR-19 | City-Wide Greenway System | - | 100,000 | 187,500 | 187,500 | 187,500 | 187,500 | 850,000 |
| PW-01 | Douglas Street Infrastructure Improvements | - | 120,000 | - | - | - | - | 120,000 |
| PW-02 | Bicycle Safety Improvements | - | 59,500 | 40,590 | 44,570 | 21,720 | 36,000 | 202,380 |
| PW-03 | Sidewalk Construction Program | - | 96,000 | 106,070 | 83,550 | 59,880 | 71,130 | 416,630 |
| Total Projects Summary | | \$ | \$ 275,000 | \$ 8,665,520 | \$ 8,237,380 | \$ 885,860 | \$ 9,531,390 | \$ 28,348,890 |

ADDITIONAL OPERATING IMPACT - GENERAL FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | PRIOR YEARS | | | | | Total Years |
|--|---|-------------|-------------|---------|---------|---------|---------|-------------|
| | | | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | |
| PO-01 | Police Vehicle Replacement Plan | \$ | - | \$ | - | \$ | - | - |
| PO-02 | Police Headquarters | - | - | - | - | - | - | - |
| FR-01 | PPE Structural Turnout Gear Replacement | - | - | - | - | - | - | - |
| FR-02 | F0103 Engine 7 Replacement | - | - | - | - | - | - | - |
| FR-03 | Replacement Vehicle for Support 1 and Squad 1 | - | - | - | - | - | - | - |
| FR-04 | Training Center Upgrades | - | - | - | - | - | - | - |
| FR-05 | Quint Replacement | - | - | - | - | - | - | - |
| FR-06 | Pumper Replacement | - | - | - | - | - | - | - |
| FR-07 | Fire Station #6 | - | - | - | - | - | - | - |
| FR-08 | Douglas Street Fire Station Renovation | - | - | - | - | - | - | - |
| PR-01 | Fleming Stadium II Renovations | - | - | - | - | - | - | - |
| PR-02 | J. Burt Gillette Parking Lot #7 and #8 | - | - | - | - | - | - | - |
| PR-03 | Wiggins Mill Renovation/Relocation | - | - | - | - | - | - | - |
| PR-04 | Wedgewood Golf Green Conversion | - | - | - | - | - | - | - |
| PR-05 | New Signage for all Parks/Facilities | - | - | - | - | - | - | - |
| PR-06 | Toisnot Park Renovations | - | - | - | - | - | - | - |
| PR-07 | Tennis Court Renovations | - | - | - | - | - | - | - |
| PR-08 | Wedgewood Putting Green & Driving Range Renovation | - | - | - | - | - | - | - |
| PR-09 | New Shelters at Vera Pope, Pender St. & Reid St. Facilities | - | - | - | - | - | - | - |
| PR-10 | Playground Combos Replacement | - | - | - | - | - | - | - |
| PR-11 | Dog Park Construction | - | - | - | - | - | - | - |
| PR-12 | Splash Pad at Reid Street Center | - | - | - | - | - | - | - |
| PR-13 | Contentnea Creek Blueway Construction/Kayak Launch | - | - | - | - | - | - | - |
| PR-14 | Lane Street Renovations | - | - | - | - | - | - | - |
| PR-15 | Five Points Renovations | - | - | - | - | - | - | - |
| PR-16 | Renovate Reid Street Parking Lot | - | - | - | - | - | - | - |
| PR-17 | Additional Parking Lot Behind Recreation Park Center | - | - | - | - | - | - | - |
| PR-18 | Cart Paths at Wedgewood Golf Course | - | - | - | - | - | - | - |
| PR-19 | City-Wide Greenway System | - | - | - | - | - | - | - |
| PW-01 | Douglas Street Infrastructure Improvements | - | - | - | - | - | - | - |
| PW-02 | Bicycle Safety Improvements | - | - | - | - | - | - | - |
| PW-03 | Sidewalk Construction Program | - | - | - | - | - | - | - |
| Total Additional Operating Impact | | \$ | - | \$ | - | \$ | - | \$ |

NEW DEBT SERVICE - GENERAL FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|----------------|---|-------------|---------|---------|------------|------------|------------|--------------|
| PO-01 | Police Vehicle Replacement Plan | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| PO-02 | Police Headquarters | - | - | - | 828,900 | 810,480 | 792,060 | 2,431,440 |
| FR-01 | PPE Structural Turnout Gear Replacement | - | - | - | - | - | - | - |
| FR-02 | F0103 Engine 7 Replacement | - | - | - | - | - | - | - |
| FR-03 | Replacement Vehicle for Support 1 and Squad 1 | - | - | - | - | - | - | - |
| FR-04 | Training Center Upgrades | - | - | - | - | - | - | - |
| FR-05 | Quint Replacement | - | - | - | - | - | - | - |
| FR-06 | Pumper Replacement | - | - | - | - | - | - | - |
| FR-07 | Fire Station #6 | - | - | - | - | - | - | - |
| FR-08 | Douglas Street Fire Station Renovation | - | - | - | - | - | - | - |
| PR-01 | Fleming Stadium II Renovations | - | - | - | - | - | - | - |
| PR-02 | J. Burt Gillette Parking Lot Field #7 and #8 | - | - | - | - | - | - | - |
| PR-03 | Wiggins Mill Renovation/Relocation | - | - | - | - | - | - | - |
| PR-04 | Wedgewood Golf Green Conversion | - | - | - | - | - | - | - |
| PR-05 | New Signage for all Parks/Facilities | - | - | - | - | - | - | - |
| PR-06 | Toisnot Park Renovations | - | - | - | - | - | - | - |
| PR-07 | Tennis Court Renovations | - | - | - | - | - | - | - |
| PR-08 | Wedgewood Putting Green & Driving Range Renovation | - | - | - | - | - | - | - |
| PR-09 | New Shelters at Vera Pope, Pender St, & Reid St. Facilities | - | - | - | - | - | - | - |
| PR-10 | Playground Combos Replacement | - | - | - | - | - | - | - |
| PR-11 | Dog Park Construction | - | - | - | - | - | - | - |
| PR-12 | Splash Pad at Reid Street Center | - | - | - | - | - | - | - |
| PR-13 | Contentnea Creek Blueway Construction/Kayak Launch | - | - | - | - | - | - | - |
| PR-14 | Lane Street Renovations | - | - | - | - | - | - | - |
| PR-15 | Five Points Renovations | - | - | - | - | - | - | - |
| PR-16 | Renovate Reid Street Parking Lot | - | - | - | - | - | - | - |
| PR-17 | Additional Parking Lot Behind Recreation Park Center | - | - | - | - | - | - | - |
| PR-18 | Cart Paths at Wedgewood Golf Course | - | - | - | - | - | - | - |
| PR-19 | City-Wide Greenway System | - | - | - | - | - | - | - |
| PW-01 | Douglas Street Infrastructure Improvements | - | - | - | - | - | - | - |
| PW-02 | Bicycle Safety Improvements | - | - | - | - | - | - | - |
| PW-03 | Sidewalk Construction Program | - | - | - | - | - | - | - |
| | Total New Debt Service | \$ - | \$ - | \$ - | \$ 828,900 | \$ 810,480 | \$ 792,060 | \$ 2,431,440 |

CAPITAL IMPROVEMENTS SUMMARY - ELECTRIC FUND
2020 - 2024

| Electric Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total ALL Requests |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Electric Fund Projects - Capital | \$ 1,360,000 | \$ 1,415,500 | \$ 1,473,460 | \$ 1,534,050 | \$ 1,597,250 | \$ 7,380,260 |
| Subtotal for Submitted Projects | \$ 1,360,000 | \$ 1,415,500 | \$ 1,473,460 | \$ 1,534,050 | \$ 1,597,250 | \$ 7,380,260 |
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,360,000 | \$ 1,415,500 | \$ 1,473,460 | \$ 1,534,050 | \$ 1,597,250 | \$ 7,380,260 |

| Electric Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Project Total: |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| FUNDING SOURCES: | | | | | | |
| Enterprise Revenue | \$ 1,360,000 | \$ 1,415,500 | \$ 1,473,460 | \$ 1,534,050 | \$ 1,597,250 | \$ 7,380,260 |
| Subtotal of Funding Sources for Projects | \$ 1,360,000 | \$ 1,415,500 | \$ 1,473,460 | \$ 1,534,050 | \$ 1,597,250 | \$ 7,380,260 |
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,360,000 | \$ 1,415,500 | \$ 1,473,460 | \$ 1,534,050 | \$ 1,597,250 | \$ 7,380,260 |

PROJECTS SUMMARY - ELECTRIC FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|----------------|----------------------------------|-------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| EL-01 | Vehicle Replacement | \$ - | \$ 60,000 | \$ 63,000 | \$ 66,150 | \$ 69,500 | \$ 72,930 | \$ 331,580 |
| EL-02 | Advanced Metering Infrastructure | - | 500,000 | 512,500 | 525,310 | 538,450 | 551,910 | 2,628,170 |
| EL-03 | Heavy Equipment | - | 800,000 | 840,000 | 882,000 | 926,100 | 972,410 | 4,420,510 |
| | Total Projects Summary | \$ - | \$ 1,360,000 | \$ 1,415,500 | \$ 1,473,460 | \$ 1,534,050 | \$ 1,597,250 | \$ 7,380,260 |

ADDITIONAL OPERATING IMPACT - ELECTRIC FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|----------------|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| EL-01 | Vehicle Replacement | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EL-02 | Advanced Metering Infrastructure | - | - | - | - | - | - | - |
| EL-03 | Heavy Equipment | - | - | - | - | - | - | - |
| | Total Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

NEW DEBT SERVICE - ELECTRIC FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|----------------|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| EL-01 | Vehicle Replacement | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| EL-02 | Advanced Metering Infrastructure | - | - | - | - | - | - | - |
| EL-03 | Heavy Equipment | - | - | - | - | - | - | - |
| | Total New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

CAPITAL IMPROVEMENTS SUMMARY - WATER RESOURCES FUND
2020 - 2024

| Water Resources Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total ALL Requests |
|----------------------|---------|---------|---------|---------|---------|--------------------|
|----------------------|---------|---------|---------|---------|---------|--------------------|

| | | | | | | |
|---|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|
| Water Resources Fund Projects - Capital | \$ 5,119,000 | \$ 11,900,000 | \$ 7,395,000 | \$ 4,812,000 | \$ 11,800,000 | \$ 41,026,000 |
| Subtotal for Submitted Projects | \$ 5,119,000 | \$ 11,900,000 | \$ 7,395,000 | \$ 4,812,000 | \$ 11,800,000 | \$ 41,026,000 |

| | | | | | | |
|-----------------------------|------|------|---------|---------|-----------|-----------|
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | - | - | 270,000 | 264,000 | 1,158,000 | 1,692,000 |

| | | | | | | |
|--------------------|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|
| Grand Total | \$ 5,119,000 | \$ 11,900,000 | \$ 7,665,000 | \$ 5,076,000 | \$ 12,958,000 | \$ 42,718,000 |
|--------------------|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|

Water Resources Fund

| | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Project Total: |
|------------------------------|--------------|---------------|--------------|--------------|--------------|----------------|
| FUNDING SOURCES: | | | | | | |
| Enterprise Revenue | \$ 5,119,000 | \$ 11,900,000 | \$ 5,195,000 | \$ 4,012,000 | \$ 1,800,000 | \$ 28,026,000 |
| Debt/Bonds/Install. Proceeds | - | - | 2,200,000 | 800,000 | 10,000,000 | 13,000,000 |

| | | | | | | |
|---|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|
| Subtotal of Funding Sources for Projects | \$ 5,119,000 | \$ 11,900,000 | \$ 7,395,000 | \$ 4,812,000 | \$ 11,800,000 | \$ 41,026,000 |
|---|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|

| | | | | | | |
|-----------------------------|------|------|---------|---------|-----------|-----------|
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | - | - | 270,000 | 264,000 | 1,158,000 | 1,692,000 |

| | | | | | | |
|--------------------|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|
| Grand Total | \$ 5,119,000 | \$ 11,900,000 | \$ 7,665,000 | \$ 5,076,000 | \$ 12,958,000 | \$ 42,718,000 |
|--------------------|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|

PROJECTS SUMMARY - WATER RESOURCES FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2020-21 | | | | | 2022-23 | 2023-24 | Total Years |
|-------------------------------|--|-------------|---------------------|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-------------|
| | | | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | | | |
| WR-01 | Wiggins Mill Expansion 12 to 16 MGD, 2300V to 480V | \$ 300,000 | \$ 2,000,000 | \$ 7,600,000 | \$ - | \$ - | \$ - | \$ - | \$ 9,600,000 | |
| WR-02 | SCADA Controls for Wiggins Mill and Toisnot Water Plants | 200,000 | 200,000 | 100,000 | 200,000 | 100,000 | - | - | 600,000 | |
| WR-03 | Longview and Stantonsburg Pump Station Mitigation | - | 1,600,000 | 1,400,000 | - | - | - | - | 3,000,000 | |
| WR-04 | Influent Pump Station Bar Screen and Flood Protection | - | 649,000 | 400,000 | - | - | - | - | 1,049,000 | |
| WR-05 | Hominy Creek Turboblower 3 and 4 | 200,000 | 200,000 | 1,000,000 | - | - | - | - | 1,200,000 | |
| WR-06 | Contentnea WW Mechanical Bar Screen | - | - | - | - | 712,000 | - | - | 712,000 | |
| WR-07 | Flow EQ Basins | - | - | - | 2,000,000 | 600,000 | - | - | 2,600,000 | |
| WR-08 | Master Plan for Water Infrastructure, Pipelines, & Toisnot Replacement | - | - | - | - | - | 800,000 | - | 800,000 | |
| WR-09 | Steel Water Line Replacement Phase II | - | - | - | 995,000 | 600,000 | - | - | 1,595,000 | |
| WR-10 | Hominy Creek #6 Clarifier and RAS Pump Station | - | - | - | 2,200,000 | 800,000 | - | - | 3,000,000 | |
| WR-11 | Outfall Contentnea to Merck Upgrade | - | - | - | 1,000,000 | 600,000 | - | - | 1,600,000 | |
| WR-12 | Hominy Creek Expansion from 14 MGD to 17.3 MGD | - | - | - | - | 1,400,000 | 11,000,000 | - | 12,400,000 | |
| WR-13 | Bar Screen Replacement | - | - | - | 1,000,000 | - | - | - | 1,000,000 | |
| WR-14 | Wiggins Mill Dam and Pump Mitigation | 1,400,000 | 470,000 | 1,400,000 | - | - | - | - | 1,870,000 | |
| Total Projects Summary | | | \$ 2,100,000 | \$ 5,119,000 | \$ 11,900,000 | \$ 7,395,000 | \$ 4,812,000 | \$ 11,800,000 | \$ 41,026,000 | |

ADDITIONAL OPERATING IMPACT - WATER RESOURCES FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|--|--|-------------|---------|---------|---------|---------|---------|-------------|
| | | | \$ | \$ | \$ | \$ | \$ | |
| WR-01 | Wiggins Mill Expansion 12 to 16 MGD, 2300V to 480V | - | \$ - | - | - | \$ - | - | \$ - |
| WR-02 | SCADA Controls for Wiggins Mill and Toisnot Water Plants | - | - | - | - | - | - | - |
| WR-03 | Longview and Stantonburg Pump Station Mitigation | - | - | - | - | - | - | - |
| WR-04 | Influent Pump Station Bar Screen and Flood Protection | - | - | - | - | - | - | - |
| WR-05 | Hominy Creek Turboblower 3 and 4 | - | - | - | - | - | - | - |
| WR-06 | Contentnea WW Mechanical Bar Screen | - | - | - | - | - | - | - |
| WR-07 | Flow EQ Basins | - | - | - | - | - | - | - |
| WR-08 | Master Plan for Water Infrastructure, Pipelines, & Toisnot Replacement | - | - | - | - | - | - | - |
| WR-09 | Steel Water Line Replacement Phase II | - | - | - | - | - | - | - |
| WR-10 | Hominy Creek #6 Clarifier and RAS Pump Station | - | - | - | - | - | - | - |
| WR-11 | Outfall Contentnea to Merck Upgrade | - | - | - | - | - | - | - |
| WR-12 | Hominy Creek Expansion from 14 MGD to 17.3 MGD | - | - | - | - | - | - | - |
| WR-13 | Bar Screen Replacement | - | - | - | - | - | - | - |
| WR-14 | Wiggins Mill Dam and Pump Mitigation | - | - | - | - | - | - | - |
| Total Additional Operating Impact | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

NEW DEBT SERVICE - WATER RESOURCES FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|-------------------------------|--|-------------|---------|------------|------------|--------------|--------------|-------------|
| | | | \$ | \$ | \$ | \$ | \$ | |
| WR-01 | Wiggins Mill Expansion 12 to 16 MGD, 2300V to 480V | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| WR-02 | SCADA Controls for Wiggins Mill and Toisnot Water Plants | - | - | - | - | - | - | - |
| WR-03 | Longview and Stantonburg Pump Station Mitigation | - | - | - | - | - | - | - |
| WR-04 | Influent Pump Station Bar Screen and Flood Protection | - | - | - | - | - | - | - |
| WR-05 | Hominy Creek Turboblower 3 and 4 | - | - | - | - | - | - | - |
| WR-06 | Contentnea WW Mechanical Bar Screen | - | - | - | - | - | - | - |
| WR-07 | Flow EQ Basins | - | - | - | - | - | - | - |
| WR-08 | Master Plan for Water Infrastructure, Pipelines, & Toisnot Replacement | - | - | - | - | - | - | - |
| WR-09 | Steel Water Line Replacement Phase II | - | - | - | - | - | - | - |
| WR-10 | Hominy Creek #6 Clarifier and RAS Pump Station | - | - | 270,000 | 264,000 | 258,000 | 792,000 | - |
| WR-11 | Outfall Contentnea to Merck Upgrade | - | - | - | - | - | - | - |
| WR-12 | Hominy Creek Expansion from 14 MGD to 17.3 MGD | - | - | - | - | 900,000 | 900,000 | - |
| WR-13 | Bar Screen Replacement | - | - | - | - | - | - | - |
| WR-14 | Wiggins Mill Dam and Pump Mitigation | - | - | - | - | - | - | - |
| Total New Debt Service | | \$ - | \$ - | \$ 270,000 | \$ 264,000 | \$ 1,158,000 | \$ 1,692,000 | |

CAPITAL IMPROVEMENTS SUMMARY - STORMWATER MANAGEMENT FUND
2020 - 2024

| Stormwater Management Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total ALL Requests |
|---|-------------------|-------------|-------------|-------------|-------------|--------------------|
| Stormwater Management Fund Projects - Capital | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ 150,000 |
| Subtotal for Submitted Projects | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ 150,000 |
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ 150,000 |

| Stormwater Management Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Project Total: |
|---|-------------------|-------------|-------------|-------------|-------------|-------------------|
| FUNDING SOURCES: | | | | | | |
| Enterprise Revenue | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ 150,000 |
| Subtotal of Funding Sources for Projects | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ 150,000 |
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ 150,000 |

CAPITAL IMPROVEMENTS SUMMARY - INDUSTRIAL AIR CENTER FUND
2020 - 2024

| Industrial Air Center Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total ALL Requests |
|--|-------------------|-------------------|-------------|-------------|-------------|--------------------|
| Industrial Air Fund Projects - Capital | \$ 545,000 | \$ 107,500 | \$ - | \$ - | \$ - | \$ 652,500 |
| Subtotal for Submitted Projects | \$ 545,000 | \$ 107,500 | \$ - | \$ - | \$ - | \$ 652,500 |
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 545,000 | \$ 107,500 | \$ - | \$ - | \$ - | \$ 652,500 |

| Industrial Air Center Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Project Total: |
|---|-------------------|-------------------|-------------|-------------|-------------|-------------------|
| FUNDING SOURCES: | | | | | | |
| Enterprise Revenues | \$ 350,000 | \$ - | \$ - | \$ - | \$ - | \$ 350,000 |
| Fund Balance | 195,000 | 107,500 | - | - | - | 302,500 |
| Subtotal of Funding Sources for Projects | \$ 545,000 | \$ 107,500 | \$ - | \$ - | \$ - | \$ 652,500 |
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 545,000 | \$ 107,500 | \$ - | \$ - | \$ - | \$ 652,500 |

PROJECTS SUMMARY - INDUSTRIAL AIR CENTER FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|-------------------------------|----------------------------|-------------|------------|------------|---------|---------|---------|-------------|
| IA-01 | Hangar Lots at the Airport | - | \$ 545,000 | \$ 107,500 | \$ - | \$ - | \$ - | \$ 652,500 |
| Total Projects Summary | | - | \$ 545,000 | \$ 107,500 | \$ - | \$ - | \$ - | \$ 652,500 |

ADDITIONAL OPERATING IMPACT - INDUSTRIAL AIR CENTER FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|--|----------------------------|-------------|---------|---------|---------|---------|---------|-------------|
| IA-01 | Hangar Lots at the Airport | - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Additional Operating Impact | | - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

NEW DEBT SERVICE - INDUSTRIAL AIR CENTER FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|-------------------------------|----------------------------|-------------|---------|---------|---------|---------|---------|-------------|
| IA-01 | Hangar Lots at the Airport | - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total New Debt Service | | - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

CAPITAL IMPROVEMENTS SUMMARY - DOWNTOWN DEVELOPMENT FUND
2020 - 2024

| Downtown Development Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total ALL Requests |
|--|------------------|------------------|------------------|-------------|-------------|--------------------|
| Downtown Development Fund Projects - Capital | \$ 28,000 | \$ 42,710 | \$ 42,590 | \$ - | \$ - | \$ 113,300 |
| Subtotal for Submitted Projects | \$ 28,000 | \$ 42,710 | \$ 42,590 | \$ - | \$ - | \$ 113,300 |
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 28,000 | \$ 42,710 | \$ 42,590 | \$ - | \$ - | \$ 113,300 |

| Downtown Development Fund | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Project Total: |
|---|------------------|------------------|------------------|-------------|-------------|-------------------|
| FUNDING SOURCES: | | | | | | |
| Fund Balance | \$ 28,000 | \$ 42,710 | \$ 42,590 | \$ - | \$ - | \$ 113,300 |
| Subtotal of Funding Sources for Projects | \$ 28,000 | \$ 42,710 | \$ 42,590 | \$ - | \$ - | \$ 113,300 |
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 28,000 | \$ 42,710 | \$ 42,590 | \$ - | \$ - | \$ 113,300 |

PROJECTS SUMMARY - DOWNTOWN DEVELOPMENT FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|----------------|-------------------------------|-------------|-----------|-----------|-----------|---------|---------|-------------|
| DD-01 | Downtown Alley Improvements | \$ - | \$ 28,000 | \$ 42,710 | \$ 42,590 | \$ - | \$ - | \$ 113,300 |
| | Total Projects Summary | \$ - | \$ 28,000 | \$ 42,710 | \$ 42,590 | \$ - | \$ - | \$ 113,300 |

ADDITIONAL OPERATING IMPACT - DOWNTOWN DEVELOPMENT FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|----------------|--|-------------|---------|---------|---------|---------|---------|-------------|
| DD-01 | Downtown Alley Improvements | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

NEW DEBT SERVICE - DOWNTOWN DEVELOPMENT FUND

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total Years |
|----------------|-------------------------------|-------------|---------|---------|---------|---------|---------|-------------|
| DD-01 | Downtown Alley Improvements | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Total New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

**CAPITAL IMPROVEMENTS SUMMARY - OPERATIONS CENTER
2020 - 2024**

| Operations Center | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Total ALL Requests |
|--|-------------------|-------------|-------------|-------------|-------------|--------------------|
| Operations Center Projects - Capital | \$ 380,000 | \$ - | \$ - | \$ - | \$ - | \$ 380,000 |
| Subtotal for Submitted Projects | \$ 380,000 | \$ - | \$ - | \$ - | \$ - | \$ 380,000 |
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 380,000 | \$ - | \$ - | \$ - | \$ - | \$ 380,000 |

Operations Center

| | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | Project Total: |
|---|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Fund Balance | \$ 380,000 | \$ - | \$ - | \$ - | \$ - | \$ 380,000 |
| Subtotal of Funding Sources for Projects | \$ 380,000 | \$ - | \$ - | \$ - | \$ - | \$ 380,000 |

| | | | | | | |
|------------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Additional Operating Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| New Debt Service | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 380,000 | \$ - | \$ - | \$ - | \$ - | \$ 380,000 |

PROJECTS SUMMARY - OPERATIONS CENTER

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | | | | | Total Years |
|------------------------|--|-------------|---------|---------|---------|---------|-------------|
| | | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | |
| OC-01 | Operations Center Equipment Lot Rehabilitation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 380,000 |
| Total Projects Summary | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 380,000 |

ADDITIONAL OPERATING IMPACT - OPERATIONS CENTER

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | | | | | Total Years |
|-----------------------------------|--|-------------|---------|---------|---------|---------|-------------|
| | | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | |
| OC-01 | Operations Center Equipment Lot Rehabilitation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Additional Operating Impact | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

NEW DEBT SERVICE - OPERATIONS CENTER

| PROJECT NUMBER | CAPITAL PROJECTS | PRIOR YEARS | | | | | Total Years |
|------------------------|--|-------------|---------|---------|---------|---------|-------------|
| | | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | |
| OC-01 | Operations Center Equipment Lot Rehabilitation | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total New Debt Service | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

**PERFORMANCE MEASURES
EXTERNAL COMPARISONS**

Performance Measures help determine the quality and the cost efficiency of government services. Performance Measures identify the results achieved, the benefits delivered to citizens, and how well government resources are being used. In addition to external Performance Measures, which enhance accountability to the public, internal performance indicators can assist department heads in making resource allocation decisions, program evaluations, and assessments of goal effectiveness and achievement. Performance indicators are reported for each department throughout this document.

The Performance Measure Project

The North Carolina Local Government Performance Measurement Project (NCLGPMP) is an ongoing effort by several cities in North Carolina to measure and compare local government services and costs. The City of Wilson is a participant in the NCLGPMP, which includes the cities of Apex, Asheville, Chapel Hill, Charlotte, Concord, Goldsboro, Greensboro, Greenville, Hickory, High Point, Mooresville, Raleigh, and Winston-Salem. Coordinated by the University of North Carolina (UNC) School of Government, the report evaluates the following local services:

- Residential Refuse Collection
- Yard Waste/Leaf Collection
- Household Recycling
- Police Services
- Asphalt Maintenance/Repair
- Water Services
- Fire Services
- Building Inspections
- Fleet Maintenance
- Central Human Resources
- Wastewater Services
- Core Parks and Recreation

Goals of the Performance Measurement Project

The project was initiated by the cities and the Institute of Government to:

- Develop and expand the use of performance measurement in local government

- Produce reliable performance and cost data to use for comparison by cities involved in the project
- Facilitate the use of performance and cost data by cities in their continuous service improvement efforts.

Reporting Format

A cost accounting model is used to calculate full or total cost of providing each service area under study. Although the cost data were collected in detail, using a collection instrument with more than seventy specific line items, the reporting format aggregates the detailed cost data into three general categories for the purpose of presentation: personal services for the direct expenses of salaries, wage, and related fringe benefits; operating costs that include direct operating expenses and indirect cost allocations; and capital costs that represent depreciation for equipment and facilities.

This section includes excerpts from the NCLGPMP for each of the twelve services the City of Wilson provides as compared to the averages for the other participants in the project. This information is reprinted from the Institute of Government report entitled "North Carolina Local Government Performance Measurement Project – Final Report on City Services for Fiscal Year 2017-18 Performance and Cost Data" dated April 2019. Specific information on the other cities' results and a discussion about the performance measures used can be found in the official publication.

Performance Measurement and the City of Wilson

The information contained in the following pages has generated discussion among staff of the participating cities on the different ways services are provided. The project results have been used to depict comparisons and stimulate the exchange of ideas among the units participating in the project.

Fiscal Year 2017–18

Explanatory Information

Service Level and Delivery

Residential refuse collection service is provided once a week at curbside to Wilson residents. Senior citizens and disabled persons may apply for and receive backyard pickup. There is currently a monthly \$20.00 fee per household for residential refuse collection service.

During the fiscal year, the city used five one-person crews working from automated packers. The city also used two three-person crews, each composed of one driver and two collectors working from semi-automated rear loaders. Residents are required to use ninety-six-gallon roll-out containers.

The city serviced twenty-four collection routes each week during the fiscal year. The packers made an average of 1.5 trips to the disposal facility per day per route, with the distance to the transfer station being ten miles.

Wilson collected 24,126 tons of residential refuse during the fiscal year, at a cost of \$51 per ton. The cost per ton does not include the disposal cost of \$39.32, representing the tipping fee at the transfer station.

Conditions Affecting Service, Performance, and Costs

During FY 2017–2018, Wilson made sweeping route changes, added additional entry level positions and two new supervisors.

Wilson began using a new system for tracking all call-ins into "FixIt Wilson" during FY 2017–2018. Complaints include missed trash, spilled trash, improper place of container, vehicle or other obstructions blocking pickup and other issues. Not all of these represent problems with the collection staff. This change in the system increased the reported number of complaints or problems. The city of Wilson considers all complaints to be valid complaints.

Municipal Profile

| | |
|---|----------|
| Population (OSBM 2017) | 49,170 |
| Land Area (Square Miles) | 30.97 |
| Persons per Square Mile | 1,588 |
| Median Household Income U.S. Census 2016 | \$35,409 |

Service Profile

| | |
|--|----------------------------------|
| FTE Positions—Collection | 8.5 |
| FTE Positions—Other | 1.0 |
| Type of Equipment | 5 automated packers 2 packers |
| Size of Crews (most commonly used) | 1 & 3 person |
| Weekly Routes | 24 |
| Average Distance to Disposal Site | 10 miles |
| Average Daily Trips to Disposal Site | 1.5 |
| Percentage of Service Contracted | 0% |
| Collection Frequency | 1 x week |
| General Collection Location | Curbside |
| Residential Customers (number represents collection points) | 20,400 |
| Tons Collected | 24,126 |
| Monthly Service Fee | \$20.00 |

Full Cost Profile

| | |
|-------------------------------------|--------------------|
| Cost Breakdown by Percentage | |
| Personal Services | 37.4% |
| Operating Costs | 36.9% |
| Capital Costs | 25.7% |
| TOTAL | 100.0% |
| Cost Breakdown in Dollars | |
| Personal Services | \$464,318 |
| Operating Costs | \$458,265 |
| Capital Costs | \$319,822 |
| TOTAL | \$1,242,405 |

Wilson

Residential Refuse Collection

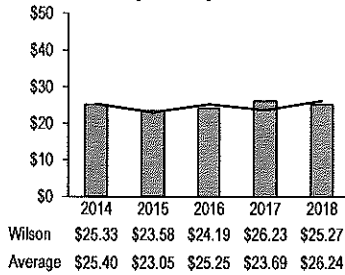
Key: Wilson ■

Benchmarking Average —

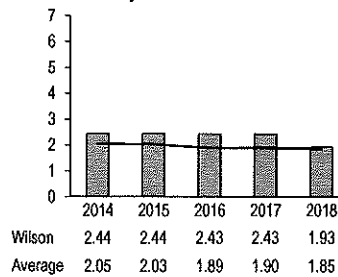
Fiscal Years 2014 through 2018

Resource Measures

Residential Refuse Collection Costs per Capita

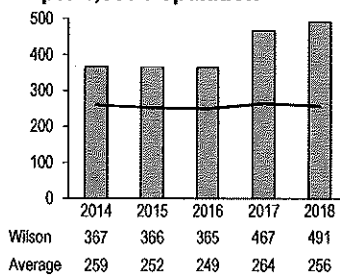


Residential Refuse FTEs per 10,000 Population

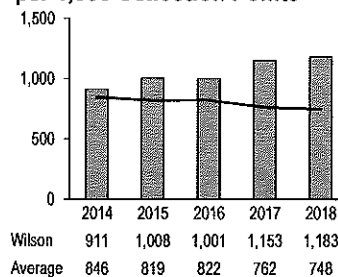


Workload Measures

Residential Refuse Tons per 1,000 Population

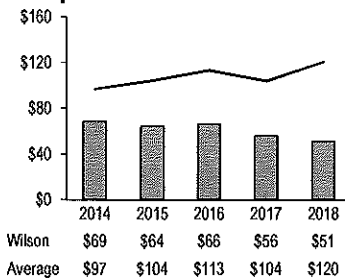


Residential Refuse Tons per 1,000 Collection Points

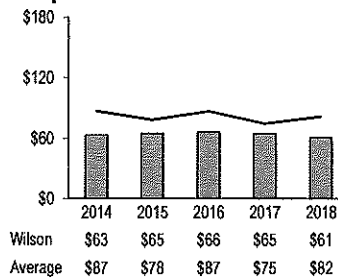


Efficiency Measures

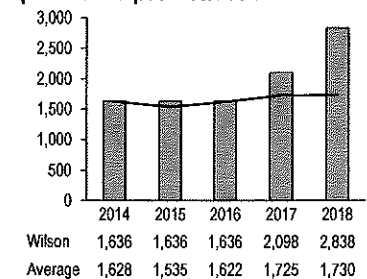
Residential Refuse Collection Cost per Ton Collected



Residential Refuse Collection Cost per Collection Point

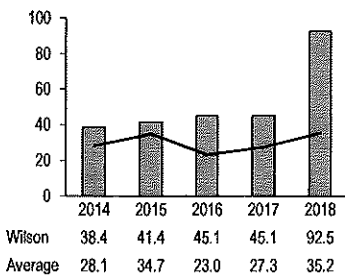


Refuse Tons Collected per Municipal Collection FTE

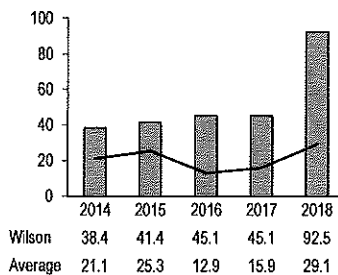


Effectiveness Measures

Complaints per 1,000 Collection Points



Valid Complaints per 1,000 Collection Points



Explanatory Information

Service Level and Delivery

Wilson's household recycling program provides curbside pickup of materials once each week to residents on the same day as residential refuse collection but by different crews. Wilson began a pilot program in July 2015 shifting to collection done once every two weeks. This pilot phase initially covered about 2,800 homes and each received a ninety-six-gallon roll out cart. The transition was largely completed in 2018 except for a small number apartments and town homes that could not be collected with automated trucks but instead required rear loaders. The recycling program is part of the Division of Environmental Services.

The following materials are collected:

- aluminum and steel cans
- No. 1 and No. 2 plastic containers
- newsprint
- clear, green, and brown glass
- waste oil, fluroscent bulbs, electronics, and small appliances are collected curbside on a call-in basis.

Conditions Affecting Service, Performance, and Costs

The set-out rate was calculated on a monthly basis by drivers on the recycling trucks using counters.

The initial pilot phase for recycling begun in July 2015 helped lower overall costs notably.

Municipal Profile

| | |
|---|----------|
| Population (OSBM 2017) | 49,170 |
| Land Area (Square Miles) | 30.97 |
| Persons per Square Mile | 1,588 |
| Median Household Income U.S. Census 2016 | \$35,409 |

Service Profile

| | |
|------------------------------------|---------------|
| FTE Positions—Collection | 5.0 |
| FTE Positions—Other | 0.5 |
| Number of City Drop-Off Centers | 0 |
| Other Drop-Off Centers | 0 |
| Percentage of Service Contracted | 0% |
| Collection Frequency | |
| for 96-gallon carts | Every 2 weeks |
| for 18-gallon cart | Every week |
| General Collection Location | Curbside |
| Recyclables Sorted at Curb | No |
| Collection Points | 20,400 |
| Tons of Recyclables Collected | |
| Curbside | 1,952 |
| City Drop-Off Centers | 0 |
| Total Tons Collected | 1,952 |
| Monthly Service Fee | \$20.00 |
| Revenue from Sale of Recyclables | \$0 |
| Sale Revenue as Percentage of Cost | NA |

Full Cost Profile

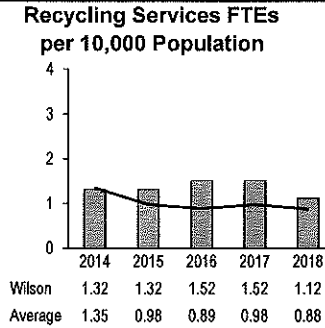
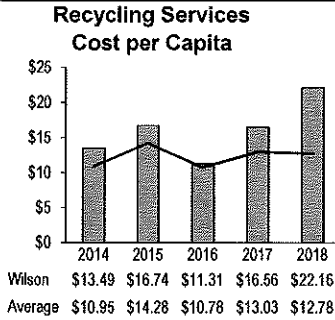
| | |
|-------------------------------------|-------------|
| Cost Breakdown by Percentage | |
| Personal Services | 20.5% |
| Operating Costs | 66.7% |
| Capital Costs | 12.8% |
| TOTAL | 100.0% |
| Cost Breakdown in Dollars | |
| Personal Services | \$223,495 |
| Operating Costs | \$726,551 |
| Capital Costs | \$139,651 |
| TOTAL | \$1,089,697 |

Wilson

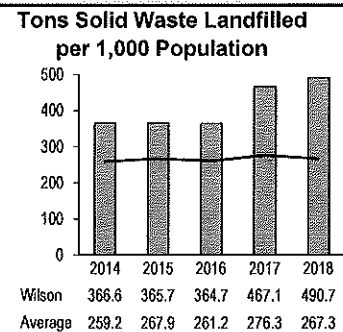
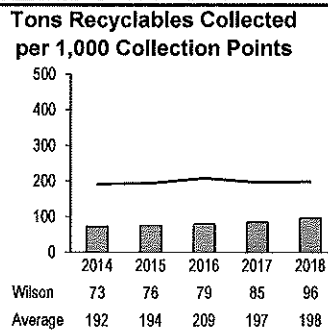
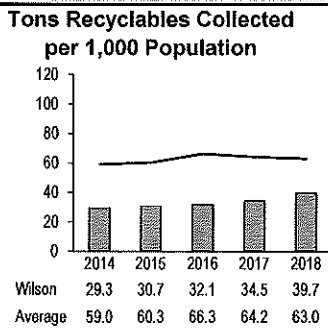
Household Recycling

Key: Wilson █ Benchmarking Average — Fiscal Years 2014 through 2018

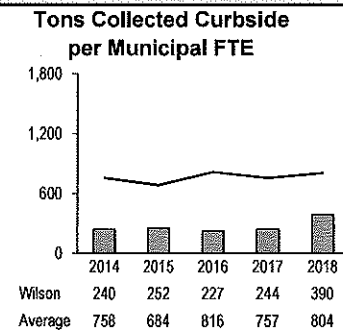
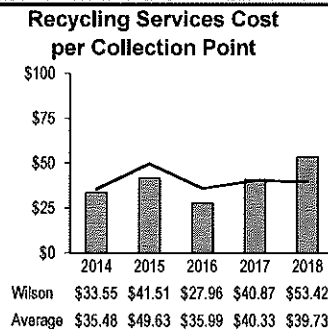
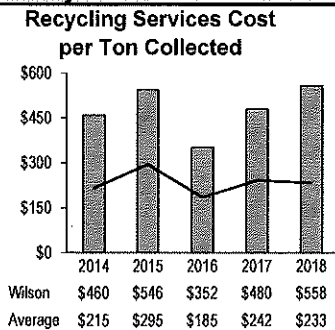
Resource Measures



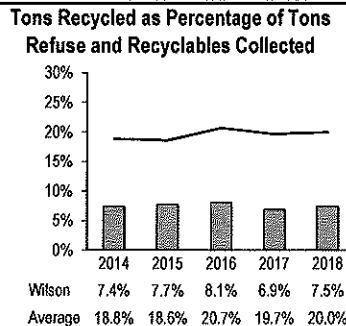
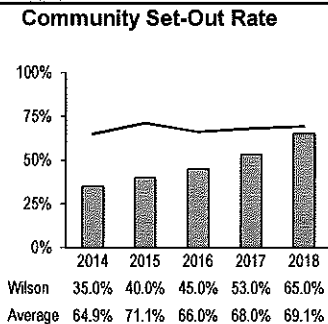
Workload Measures



Efficiency Measures



Effectiveness Measures



Fiscal Year 2017-18

Explanatory Information

Service Level and Delivery

Yard waste is containerized in bags, sheets, roll-out containers, or other container types for collection by rear-loader packers. Yard waste is collected once per week by compost crews on the same day as residential refuse collection.

The city uses two three-person crews on Tuesdays and Fridays and three or four three-person crews on Mondays and Thursdays to collect yard waste. Each crew is composed of one driver and two workers. These crews rotate collection between residential refuse and yard waste. A one-person crew uses a knuckleboom truck to collect large limbs daily.

The city's leaf season is from mid-October to mid-January. Leaves are collected loose at the curb on a one-to-three-week cycle. The city uses leaf vacuum machines and compacting leaf trucks to collect loose leaves.

Six to eight three-person crews are used to collect loose leaves. The drivers are permanent employees. Collectors are seasonal employees.

Conditions Affecting Service, Performance, and Costs

Wilson began using a new automated system for tracking all call-ins into "FixIt Wilson" during FY 2017-2018. The contacts for yard waste include all items related to limbs, leaves, and compost. Previously all complaints were received by telephone and documented by hand in a notebook. The jump in complaints is connected to the implementation of this new system rather than changes in service.

Municipal Profile

| | |
|---|----------|
| Population (OSBM 2017) | 49,170 |
| Land Area (Square Miles) | 30.97 |
| Persons per Square Mile | 1,588 |
| Median Household Income U.S. Census 2016 | \$35,409 |

Service Profile

| | |
|--------------------------|-----------------------------|
| FTE Positions—Collection | 15.5 |
| FTE Positions—Other | 0.0 |
| Collection Frequency | |
| Yard Waste | 1 x week |
| Seasonal Leaf Collection | 1 x 3 weeks |
| Collection Points | 20,400 |
| Tons Collected | |
| Yard Waste | 8,821 |
| Seasonal Leaves | <u>1,151</u> |
| Total Tons Collected | 9,972 |
| Monthly Service Fee | Included in solid waste fee |

Full Cost Profile

| | |
|------------------------------|------------------|
| Cost Breakdown by Percentage | |
| Personal Services | 52.7% |
| Operating Costs | 23.8% |
| Capital Costs | 23.5% |
| TOTAL | <u>100.0%</u> |
| Cost Breakdown in Dollars | |
| Personal Services | \$551,063 |
| Operating Costs | \$249,100 |
| Capital Costs | <u>\$246,090</u> |
| TOTAL | \$1,046,253 |

Wilson

Yard Waste/Leaf Collection

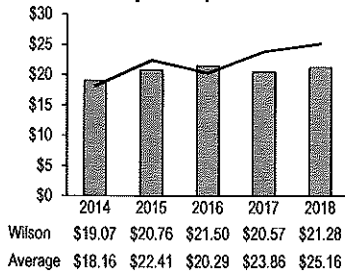
Key: Wilson Benchmarking Average

Benchmarking Average

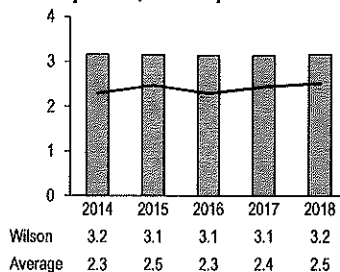
Fiscal Years 2014 through 2018

Resource Measures

Yard Waste and Leaf Collection Costs per Capita

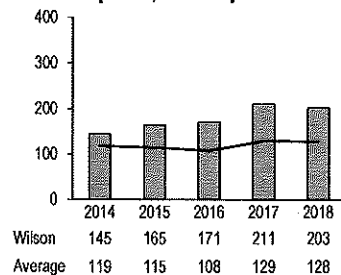


Yard Waste and Leaf Collection FTEs per 10,000 Population

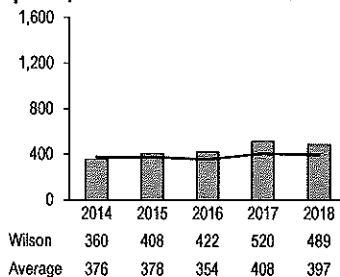


Workload Measures

Yard Waste and Leaf Tons Collected per 1,000 Population

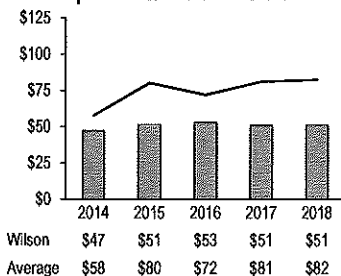


Yard Waste and Leaf Tons Collected per 1,000 Collection Points

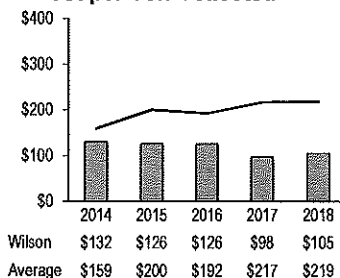


Efficiency Measures

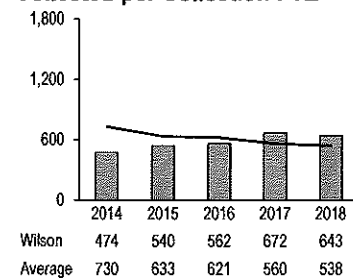
Yard Waste and Leaf Collection Cost per Collection Point



Yard Waste and Leaf Collection Cost per Ton Collected

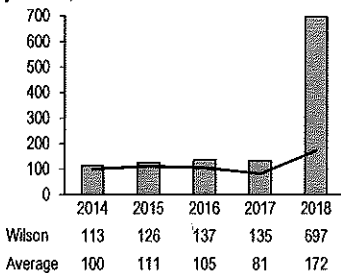


Yard Waste and Leaf Tons Collected per Collection FTE

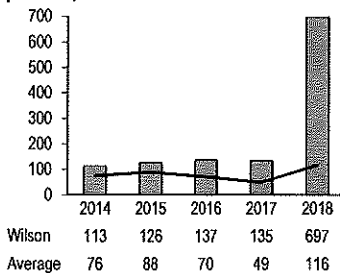


Effectiveness Measures

Collection Complaints per 10,000 Collection Points



Valid Complaints per 10,000 Collection Points



Fiscal Year 2017–18

Explanatory Information

Service Level and Delivery

Wilson's police department provides an array of police services, including patrol, investigations, a telephone response unit, a forensics laboratory, a canine unit, a part-time mounted equine unit, a special response unit, street crimes, drug enforcement, and other services.

The city had 125 sworn officer positions authorized for the fiscal year, with an average length of service of 10.2 years. The main police department headquarters is located in downtown Wilson, housing administration, records, property, major case investigations, police information services, victim services, evidence, and recruitment and training. There are six substations.

Patrol officers work twelve-hour shifts, working fourteen days of a twenty-eight day cycle (168 hours). Shifts are either 7 a.m. to 7 p.m. or 7 p.m. to 7 a.m. and are rotated every two weeks. Department needs may cause shifts to vary. Investigators generally work eight-hour shifts five days per week. Shifts are 8 a.m. to 5 p.m.

Each patrol officer is assigned a vehicle and may take the vehicle home if he or she resides in the city. Officers living outside the city limits park their vehicles at businesses.

The police department was successful in clearing a total of 692 Part I cases during the fiscal year.

Wilson defines high priority emergency calls as calls related to crimes in progress that require immediate response: murder, rape, robbery, burglary, arson/fire, and assaults.

Conditions Affecting Service, Performance, and Costs

The average response time to high priority calls reflects the response time of the first unit to arrive. Self-initiated calls with a response time of zero are not included in the average response time to high priority calls.

Municipal Profile

| | |
|---|----------|
| Population (OSBM 2017) | 49,170 |
| Land Area (Square Miles) | 30.97 |
| Persons per Square Mile | 1,588 |
| Median Household Income U.S. Census 2016 | \$35,409 |

Service Profile

| | |
|-------------------------------------|--------------|
| FTE Positions—Sworn | 125.0 |
| FTE Positions—Other | 16.0 |
| Marked and Unmarked Patrol Vehicles | 128 |
| Part I Crimes Reported | |
| Homicide | 7 |
| Rape | 12 |
| Robbery | 94 |
| Assault | 172 |
| Burglary | 432 |
| Larceny | 1,170 |
| Auto Theft | 112 |
| Arson | 7 |
| TOTAL | <u>2,006</u> |
| Part II Crimes Reported | 2,882 |
| Part I Crimes Cleared | |
| Persons | 148 |
| Property | <u>544</u> |
| TOTAL | 692 |
| Reporting Format | UCR |
| Number of Calls Dispatched | 90,245 |
| Number of Traffic Accidents | 2,439 |
| Property Damage for Accidents | NA |

Full Cost Profile

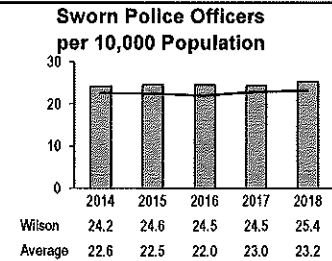
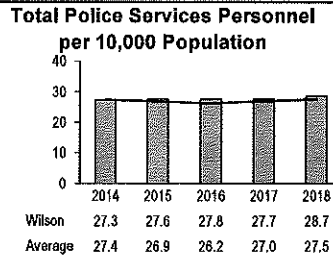
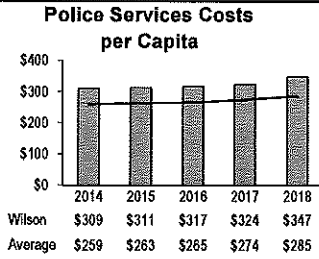
| | |
|------------------------------|--------------------|
| Cost Breakdown by Percentage | |
| Personal Services | 66.8% |
| Operating Costs | 26.5% |
| Capital Costs | 6.7% |
| TOTAL | <u>100.0%</u> |
| Cost Breakdown in Dollars | |
| Personal Services | \$11,392,009 |
| Operating Costs | \$4,520,021 |
| Capital Costs | <u>\$1,150,124</u> |
| TOTAL | \$17,062,154 |

Key: Wilson Benchmarking Average

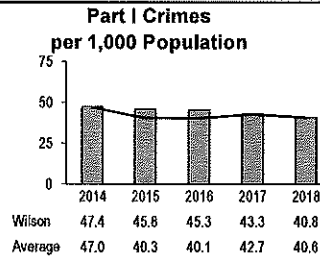
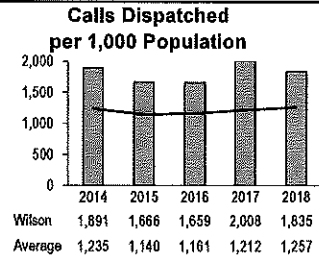
Benchmarking Average

Fiscal Years 2014 through 2018

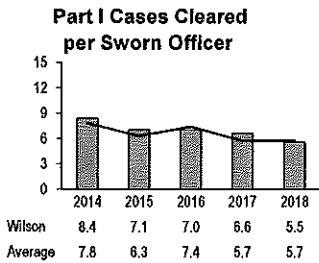
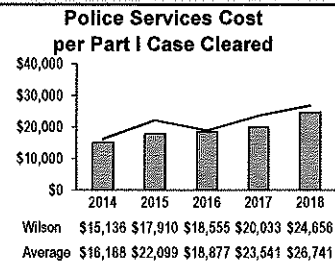
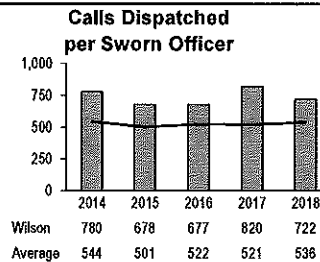
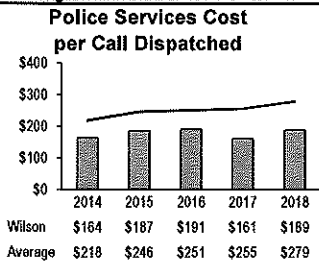
Resource Measures



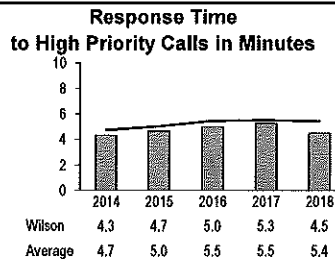
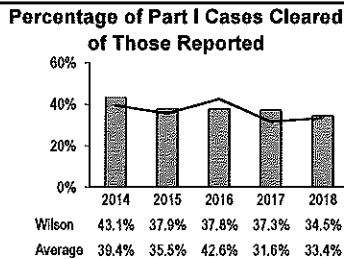
Workload Measures



Efficiency Measures



Effectiveness Measures



Fiscal Year 2017-18

Explanatory Information

Service Level and Delivery

The City of Wilson was responsible for maintaining approximately 695 lane miles of city streets during the year. The city treated a total of 12.2 lane miles during the year, or 2.7 percent of the total lane miles maintained.

Contract crews treated 11.9 lane miles with resurfacing. City crews performed preservation work on 0.3 lane miles. Preservation techniques include methods such as crack sealing or thin overlays.

The city reported that 47 percent of its lane miles rated 85 or above on its most recent pavement condition rating, conducted in 2018. The city relied on a consultant for the rating, who used a customized rating based on the Institute for Transportation Research and Education (ITRE) system.

The number of potholes reported for the year was 1,968. The percentage of potholes repaired within twenty-four hours was 90 percent. Repairs to 691 utility cuts were also made during the year.

Conditions Affecting Service, Performance, and Costs

The cost of asphalt and maintenance materials is directly related to fluctuations in the price of petroleum.

Municipal Profile

| | |
|--------------------------|--------------------------------|
| Population (OSBM 2017) | 49,170 |
| Land Area (Square Miles) | 30.97 |
| Persons per Square Mile | 1,588 |
| Topography | Flat |
| Climate | Temperate; little ice and snow |

Service Profile

| | |
|-----------------------|-------|
| FTE Positions—Crews | 5.00 |
| FTE Positions—Other | 0.50 |
| Lane Miles Maintained | 695.4 |
| Lane Miles Treated | |
| Preservation | 0.3 |
| Resurfacing | 0.0 |
| Rehabilitation | 11.9 |
| TOTAL | 12.2 |

Total Costs for All Treatment Types \$1,011,618

Potholes Repaired 1,968

Number of Utility Cuts 691

Number of Maintenance Patches (exclusive of potholes and utility cuts) 216

Average Cost per Ton of Hot Asphalt during Year \$79.24

Full Cost Profile

| | |
|------------------------------|--------|
| Cost Breakdown by Percentage | |
| Personal Services | 14.3% |
| Operating Costs | 69.5% |
| Capital Costs | 16.2% |
| TOTAL | 100.0% |

| | |
|---------------------------|-------------|
| Cost Breakdown in Dollars | |
| Personal Services | \$384,190 |
| Operating Costs | \$1,865,590 |
| Capital Costs | \$433,363 |
| TOTAL | \$2,683,143 |

Wilson

Asphalt Maintenance and Repair

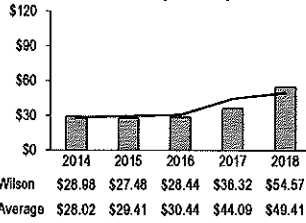
Key: Wilson ■ Benchmarking Average —

Benchmarking Average —

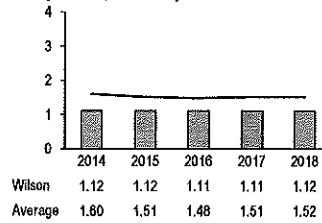
Fiscal Years 2014 through 2018

Resource Measures

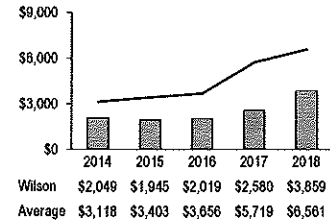
Asphalt Maintenance and Repair Services Costs per Capita



Asphalt Maintenance and Repair FTEs per 10,000 Population

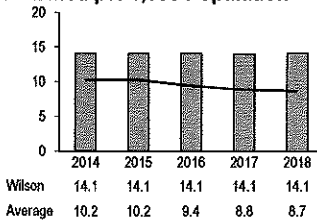


Service Costs per Lane Mile of Road Maintained

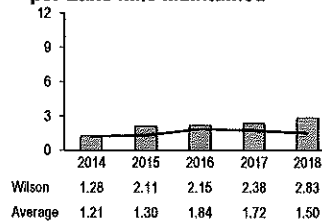


Workload Measures

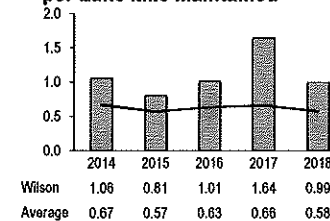
Number of Lane Miles Maintained per 1,000 Population



Reported Potholes per Lane Mile Maintained

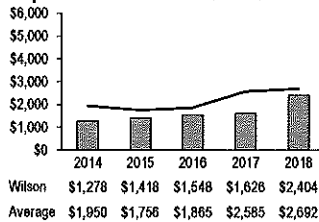


Repaired Utility Cuts per Lane Mile Maintained

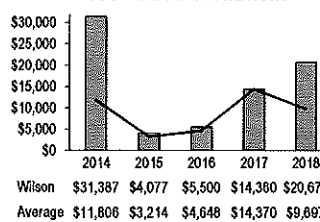


Efficiency Measures

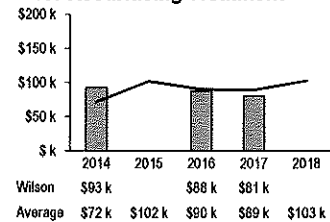
Cost of Maintenance per Lane Mile Maintained



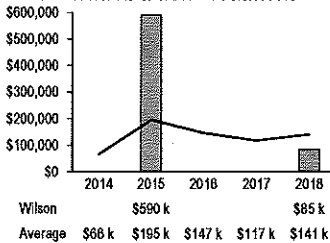
Cost per Lane Mile for Preservation Treatment



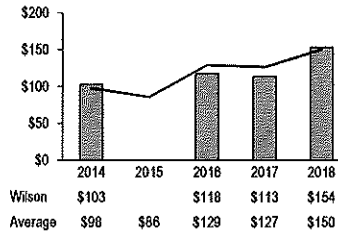
Cost per Lane Mile for Resurfacing Treatment



Cost per Lane Mile for Rehabilitation Treatment

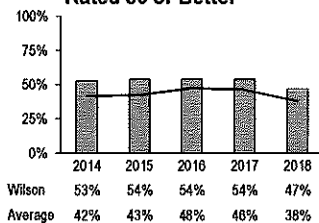


Cost per Ton for Contract Resurfacing

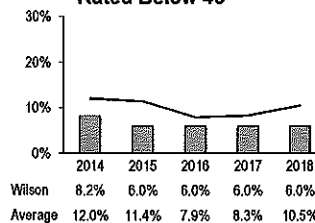


Effectiveness Measures

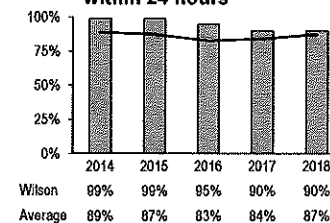
Percent of Lane Miles Rated 85 or Better



Percent of Lane Miles Rated Below 45



Percentage of Potholes Repaired within 24 hours



Fiscal Year 2017–18

Explanatory Information

Service Level and Delivery

Wilson Fire/Rescue Services is a public safety organization whose mission is to assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies, and potential disasters or events that affect the community and the environment.

Wilson Fire/Rescue Services has two major divisions. Operations handles emergency responses and equipment maintenance. Support Services handles fire prevention and education, facility maintenance, IM/GIS, and budget.

Firefighters work twenty-four hours on and twenty-four hours off. Each work cycle consists of three twenty-four-hour shifts with a day off between shifts. A four-day break is then provided before the cycle repeats itself.

The city has an ISO rating of 2, as rated in 2005. The Wilson Fire Department has been accredited since 2002.

The fire department in Wilson conducted 2,912 fire maintenance, construction, and reinspections during the fiscal year. Fire inspections are conducted by the Fire Prevention Bureau on a daily basis. Each inspector is assigned a district in which he or she handles all inspections. A charge is made on the third reinspection.

Conditions Affecting Service, Performance, and Costs

Municipal Profile

| | |
|---|----------|
| Service Population | 49,170 |
| Land Area (Square Miles) | 30.97 |
| Persons per Square Mile | 1,588 |
| Median Household Income U.S. Census 2016 | \$35,409 |

Service Profile

| | |
|---|---------|
| FTE Positions—Firefighters | 83.0 |
| FTE Positions—Other | 14.0 |
| Fire Stations | 5 |
| First-Line Fire Apparatus | |
| Pumpers | 4 |
| Aerial Trucks | 1 |
| Quints | 1 |
| Squads | 0 |
| Rescue | 0 |
| Other | 1 |
| Fire Department Responses | 4,364 |
| Responses for Fires | 206 |
| Structural Fires Reported | 61 |
| Inspections Completed for Maintenance, Construction, and Reinspections | 2,912 |
| Fire Code Violations Reported | 3,761 |
| Estimated Fire Loss (millions) | \$1.28 |
| Amount of Property Protected in Service Area (millions) | \$4,063 |
| Number of Fire Education Programs or Events | 586 |

Full Cost Profile

| | |
|------------------------------|--------------|
| Cost Breakdown by Percentage | |
| Personal Services | 71.5% |
| Operating Costs | 19.0% |
| Capital Costs | 9.5% |
| TOTAL | 100.0% |
| Cost Breakdown in Dollars | |
| Personal Services | \$7,717,476 |
| Operating Costs | \$2,044,937 |
| Capital Costs | \$1,026,134 |
| TOTAL | \$10,788,547 |

Wilson

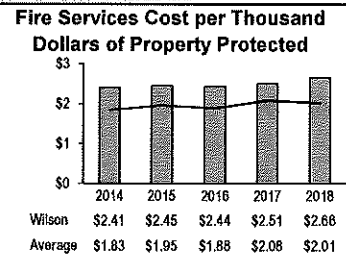
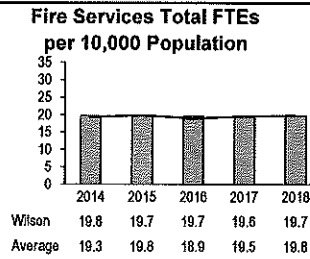
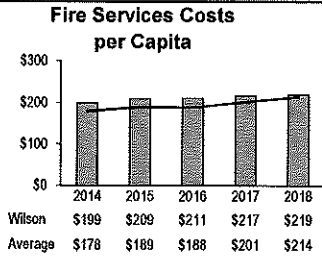
Fire Services

Key: Wilson Benchmarking Average

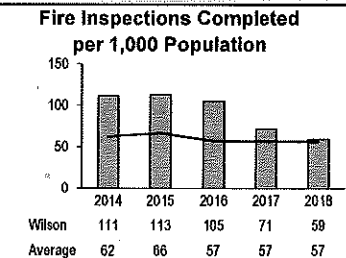
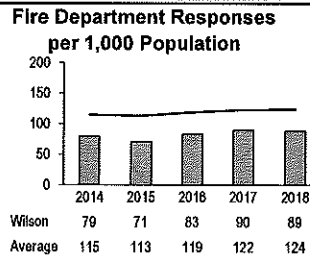
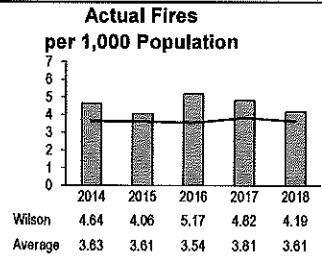
Benchmarking Average

Fiscal Years 2014 through 2018

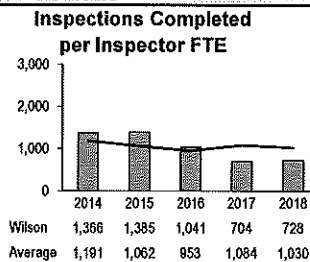
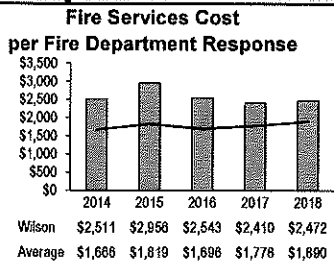
Resource Measures



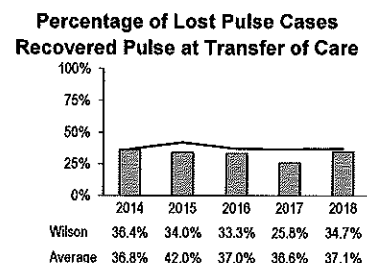
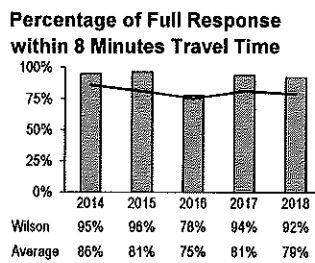
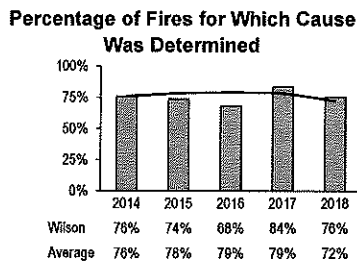
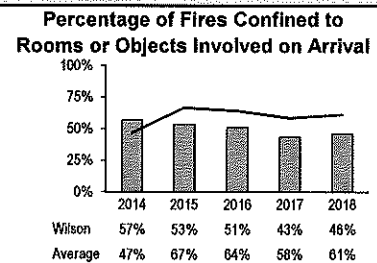
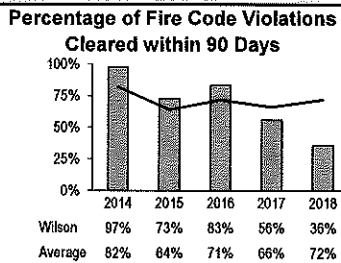
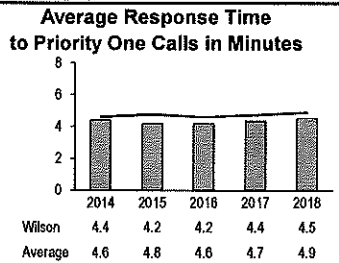
Workload Measures



Efficiency Measures



Effectiveness Measures



Fiscal Year 2017-18

Explanatory Information

Service Level and Delivery

The City of Wilson's inspection team serves the area within the city's corporate limits and the extra-territorial zoning jurisdiction (ETJ) that is approximately one mile beyond city limits.

Inspection services are currently provided by three inspectors, one field supervisor, and the inspections divisions manager. Two permit technicians provide support to this function. For commercial jobs, each inspector is assigned a primary inspection field. For residential jobs, inspectors hold certificates in all trade areas. Fire inspections are typically handled by certified inspectors in the fire department but are occasionally conducted by building inspectors who have fire inspection certification.

It is the policy of the inspection work team to respond to an inspection request on the same working day if the request is made prior to 8:30 a.m. and to respond to an inspection request by the following working day if the request is made after 8:30 a.m. Most inspections are completed on the same day the request is made.

Total revenue received from inspection fees was \$585,518 for the fiscal year. Inspection and permit fees depend on the type of construction or work, the value of construction, and other factors. A reinspection fee is assessed when making an inspection for the same trade that had been previously rejected.

Conditions Affecting Service, Performance, and Costs

The population served is calculated by adding the population of Wilson with the population of the ETJ. The tax base served is calculated by adding the tax base of Wilson with the tax base of the ETJ. The population and the tax base of the ETJ are calculated by taking the population and tax base per square mile of Wilson County and multiplying them by the square miles of the ETJ.

The broad downturn in the economy had reduced building activity and the number of requests for inspections.

Municipal Profile

| | |
|--|--------------|
| Population Served | 55,024 |
| Land Area Inspected (Square Miles) | 58.41 |
| Persons per Square Mile | 942 |
| Estimated Tax Base in Service Area (billions) | \$4.40 |
| Median Household Income U.S. Census 2016 | \$35,409 |

Service Profile

| | |
|-------------------------|------------|
| FTE Inspectors | |
| Building | 0.0 |
| Electrical | 0.0 |
| Mechanical | 0.0 |
| Plumbing | 0.0 |
| All Trades | 4.0 |
| Total Inspectors | 4.0 |

| | |
|-------------------------------|------------|
| FTE Plan Reviewers | 1.0 |
| Other FTE Positions | 2.0 |
| Total of All Positions | 7.0 |

| | |
|-------------------------------|--------------|
| Number of Inspections by Type | |
| Building | 2,787 |
| Electrical | 2,242 |
| Mechanical | 2,172 |
| Plumbing | 1,436 |
| TOTAL | 8,637 |

| | |
|------------------------|----------------------|
| Building Permit Values | |
| Residential | \$21,202,264 |
| Multi-Family | \$50,936,454 |
| Commercial | \$86,149,619 |
| TOTAL | \$158,288,337 |

| | |
|------------------------|-----------|
| Inspection Fee Revenue | \$585,518 |
|------------------------|-----------|

Full Cost Profile

| | |
|------------------------------|---------------|
| Cost Breakdown by Percentage | |
| Personal Services | 74.0% |
| Operating Costs | 19.7% |
| Capital Costs | 6.3% |
| TOTAL | 100.0% |

| | |
|---------------------------|------------------|
| Cost Breakdown in Dollars | |
| Personal Services | \$632,305 |
| Operating Costs | \$168,606 |
| Capital Costs | \$53,746 |
| TOTAL | \$854,657 |

Wilson

Building Inspections

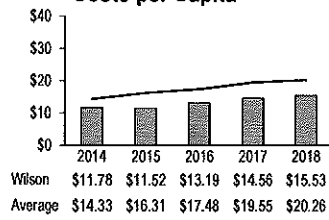
Key: Wilson ■ Benchmarking Average —

Benchmarking Average —

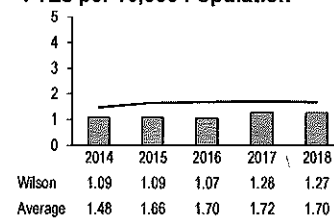
Fiscal Years 2014 through 2018

Resource Measures

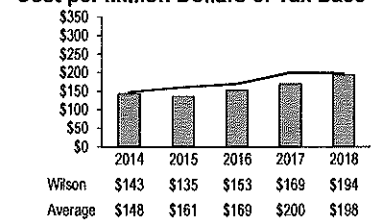
**Building Inspections Services
Costs per Capita**



**Building Inspections Services
FTEs per 10,000 Population**

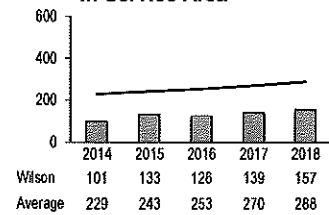


**Building Inspections Services
Cost per Million Dollars of Tax Base**

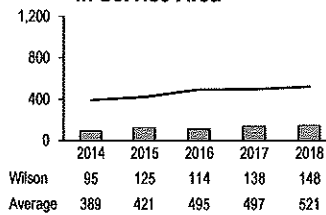


Workload Measures

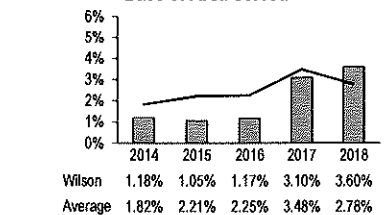
**Inspections per 1,000 Population
in Service Area**



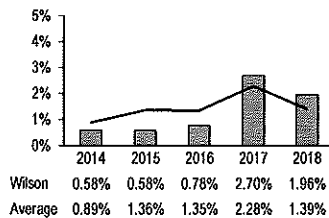
**Inspections per Square Mile
in Service Area**



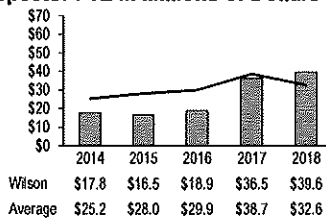
Value of Building Permits as Percentage of Tax Base of Area Served



Value of Commercial Permits as Percentage of Tax Base of Area Served

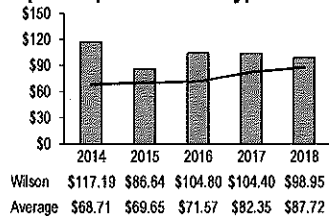


Value of Building Permits per Inspector FTE in Millions of Dollars

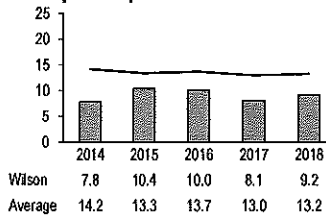


Efficiency Measures

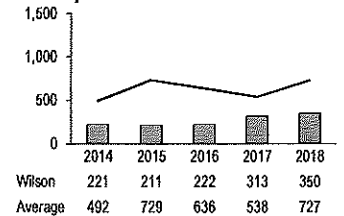
**Building Services Cost
per Inspection—All Types**



**Inspections per Day
per Inspector FTE**

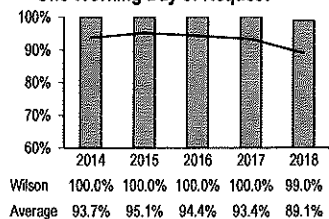


**Plan Reviews per Year
per Reviewer FTE**

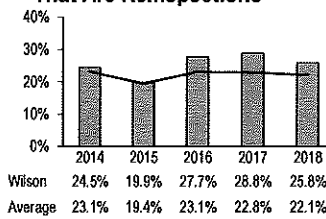


Effectiveness Measures

**Percentage of Inspection Responses within
One Working Day of Request**



**Percentage of Inspections
That Are Reinspections**



Fiscal Year 2017-18

Explanatory Information

Service Level and Delivery

Wilson's Fleet Maintenance Division is housed within the Department of Public Services. All activities in this operation are accounted for in the general fund.

Charges for maintenance services included a \$44-per-hour labor rate, a 25 percent markup charge on parts sold, and a 5 percent markup charge on sublet work.

The following services were contracted out:

- body repairs
- paint work
- wrecker service
- radiator repairs
- alignment
- muffler repairs.

Conditions Affecting Service, Performance, and Costs

Vehicle Equivalent Units (VEUs) are a weighted measure of the maintenance effort associated with different classes of vehicles. A normal-use car is considered equal to one VEU. Vehicles such as fire trucks or police cars have higher VEUs, reflecting greater expected levels of maintenance.

The measure "hours billed as a percentage of total hours" is based on a work year of 2,080 hours and only counts those positions that were filled. It should be noted that technicians have responsibilities that do not result in billable hours and they take normal vacation and sick leave. Therefore this percentage should not be expected to be near 100 percent.

In Wilson, the preventive maintenance (PM) completion standard for "percentage of PMs completed as scheduled" varies, including both calendar and mileage standards.

In addition to rolling stock, Wilson's fleet services has maintenance responsibilities for generators, mowers, tamps, leaf machines, water pumps, and other city equipment.

Municipal Profile

| | |
|--------------------------|--------|
| Population (OSBM 2017) | 49,170 |
| Land Area (Square Miles) | 30.97 |
| Persons per Square Mile | 1,588 |

Service Profile

| | |
|--------------------------|------|
| FTE Positions—Technician | 10.0 |
| FTE Positions—Other | 5.0 |

| | |
|-----------|----|
| Work Bays | 15 |
|-----------|----|

| <u>Rolling Stock Maintained</u> | <u>No.</u> | <u>Average Age</u> |
|---------------------------------|------------|--------------------|
| Cars—Normal Usage | 32 | 12.4 Years |
| Cars—Severe Usage | 113 | 8.0 Years |
| Motorcycles | 3 | NA |
| Light Utility Vehicles | 12 | 6.4 Years |
| Light Vehicles | 198 | 9.0 Years |
| Medium Vehicles | 61 | 12.0 Years |
| Heavy—Sanitation | 33 | 5.4 Years |
| Heavy—Sewer | 5 | 11.6 Years |
| Heavy—Fire Apparatus | 9 | 13.2 Years |
| Heavy—Other | 57 | 8.8 Years |
| Trailed Equipment | 159 | 14.0 Years |
| Off-Road/Construction/Tractors | 164 | 14.0 Years |
| Buses | 4 | 13.0 Years |
| TOTAL | <u>850</u> | |

| | |
|---------------------------------|-------|
| Vehicle Equivalent Units (VEUs) | 2,811 |
|---------------------------------|-------|

| | |
|-----------------------------|-----|
| Average Rolling Stock Units | 807 |
|-----------------------------|-----|

| | |
|-------------------|--|
| Available per Day | |
|-------------------|--|

| | |
|--------------|--------|
| Hours Billed | 18,169 |
|--------------|--------|

| | |
|-------------|-------|
| Work Orders | 7,285 |
|-------------|-------|

| | |
|-------------------------------|----|
| Repeat Repairs within 30 Days | 36 |
|-------------------------------|----|

| | |
|---------------------------------------|-------|
| Work Orders Completed within 24 hours | 6,192 |
|---------------------------------------|-------|

| | |
|-----------------------------------|-------|
| Preventive Maintenance Jobs (PMs) | 1,353 |
|-----------------------------------|-------|

| | |
|----------------------------|-------|
| PMs Completed as Scheduled | 1,218 |
|----------------------------|-------|

Full Cost Profile

| | |
|-------------------------------------|---------------|
| Cost Breakdown by Percentage | |
| Personal Services | 34.6% |
| Operating Costs | 60.6% |
| Capital Costs | 4.8% |
| TOTAL | <u>100.0%</u> |

| | |
|----------------------------------|--------------------|
| Cost Breakdown in Dollars | |
| Personal Services | \$1,272,888 |
| Operating Costs | \$2,229,002 |
| Capital Costs | \$175,896 |
| TOTAL | <u>\$3,677,786</u> |

Wilson

Fleet Maintenance

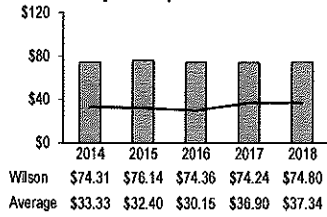
Key: Wilson █

Benchmarking Average —

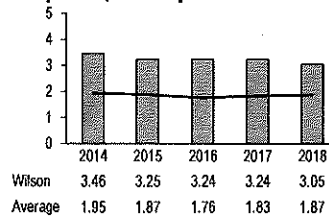
Fiscal Years 2014 through 2018

Resource Measures

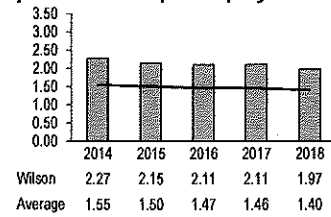
Fleet Maintenance Services Cost per Capita



Fleet Maintenance FTEs per 10,000 Population

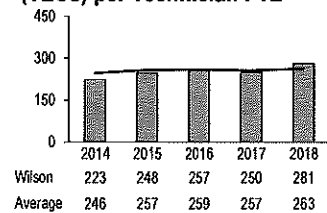


Fleet Maintenance FTEs per 100 Municipal Employees

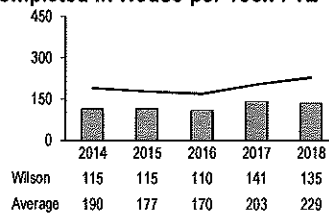


Workload Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE

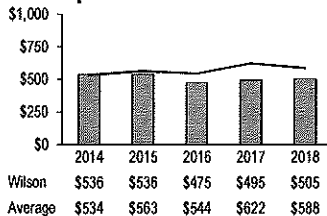


Preventive Maintenance (PMs) Completed In-House per Tech FTE

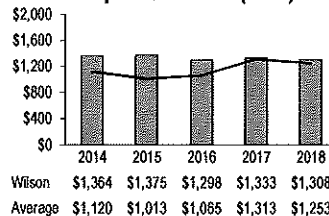


Efficiency Measures

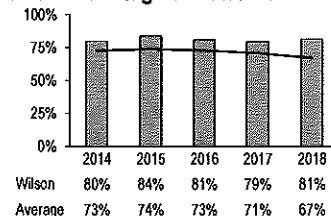
Fleet Maintenance Cost per Work Order



Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)

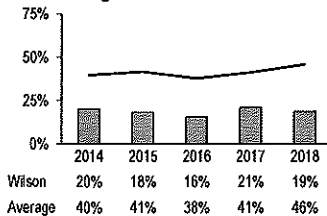


Hours Billed as a Percentage of Total Hours

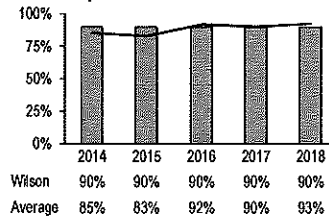


Effectiveness Measures

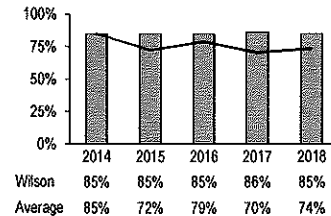
Preventive Maintenance (PMs) as a Percentage of All Work Orders



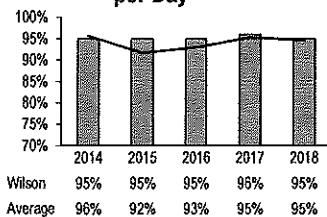
Percentage of Preventive Maintenance (PMs) Completed as Scheduled



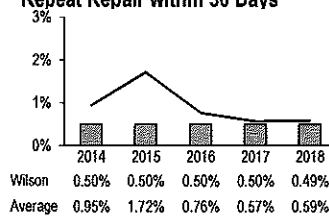
Percentage of Work Orders Completed within 24 Hours



Percentage of Rolling Stock Available per Day



Percentage of Work Orders Requiring Repeat Repair within 30 Days



Fiscal Year 2017-18

Explanatory Information

Service Level and Delivery

The City of Wilson has a centralized Human Resources Department that includes policy development and implementation, classification and pay administration, recruitment and selection, benefits administration, and employee relations. The safety and health program is a function of the Risk Management Division under another department. Occupational health needs are met through a contract with the Wilson Medical Center.

The city conducted one compensation study during the fiscal year covering six positions.

The city's probationary period is twelve months for new city employees.

Conditions Affecting Service, Performance, and Costs

Municipal Profile

| | |
|--|----------|
| Population (OSBM 2017) | 49,170 |
| Land Area (Square Miles) | 30.97 |
| Persons per Square Mile | 1,588 |
| Median Household Income U.S. Census 2016 | \$35,409 |
| County Unemployment Rate (2017) U.S. Bureau of Labor Statistics | 7.2% |

Service Profile

| | |
|--|-----------|
| Central HR FTE Positions | |
| Administration | 1.0 |
| Generalist/Specialist | 3.0 |
| Staff Support/Clerical | 2.0 |
| Total Authorized Workforce | 770.0 |
| Authorized FTEs | 762.0 |
| Average Length of Service (Months) | 131 |
| Number of Position Requisitions | 92 |
| Employment Applications Processed | 2,644 |
| Length of Probationary Employment Period | 12 months |
| Compensation Studies Completed | 1 |
| Positions Studied | 6 |
| Employee Turnover | |
| Voluntary Separations | 70 |
| Involuntary Separations | 13 |
| TOTAL SEPARATIONS | 83 |
| Formal Grievances Filed by Employees | 2 |
| Equal Employment Opportunity Commission (EEOC) Complaints Filed | 0 |

Full Cost Profile

| | |
|------------------------------|-----------|
| Cost Breakdown by Percentage | |
| Personal Services | 68.2% |
| Operating Costs | 29.6% |
| Capital Costs | 2.2% |
| TOTAL | 100.0% |
| Cost Breakdown in Dollars | |
| Personal Services | \$476,197 |
| Operating Costs | \$206,289 |
| Capital Costs | \$15,572 |
| TOTAL | \$698,058 |

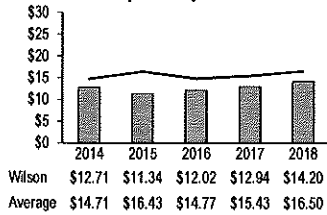
Key: Wilson ■

Benchmarking Average —

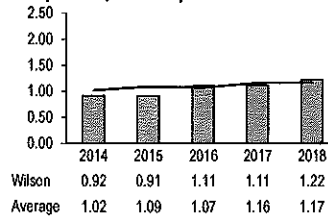
Fiscal Years 2014 through 2018

Resource Measures

Human Resources Services Cost per Capita

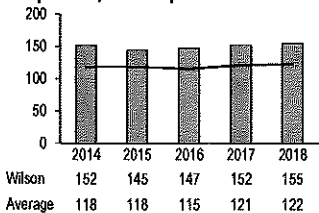


Human Resources FTEs per 10,000 Population

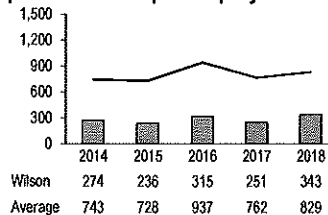


Workload Measures

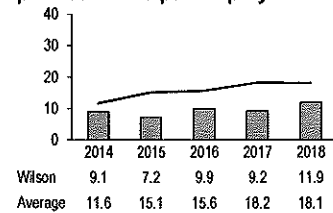
Total Municipal FTEs per 10,000 Population



Applications Processed per 100 Municipal Employees

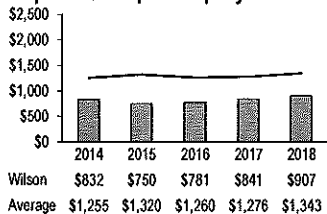


Position Requisitions per 100 Municipal Employees

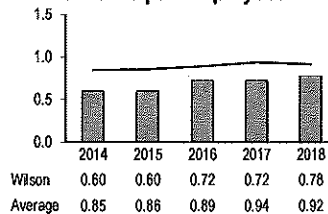


Efficiency Measures

Human Resources Cost per Municipal Employee

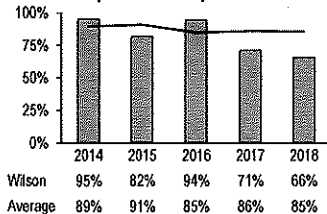


Ratio of Human Resources Staff to 100 Municipal Employees

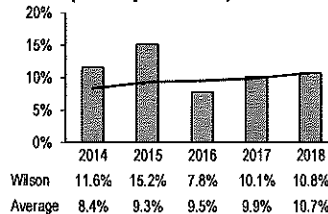


Effectiveness Measures

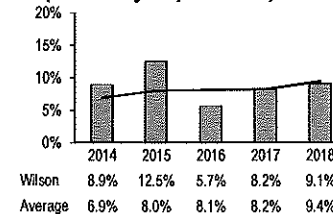
Probationary Period Completion Rate (New Hires)



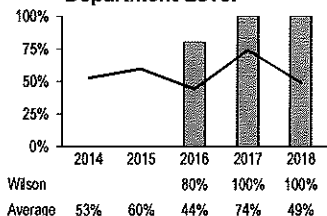
Employee Turnover Rate (All Separations)



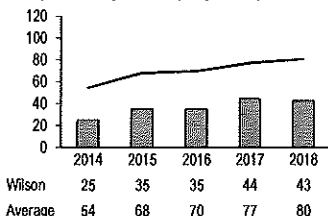
Employee Turnover Rate (Voluntary Separations)



Percentage of Grievances Resolved at Department Level



Average Days from Post Date to Hire Date (First Day of Employment)



Fiscal Year 2017-18

Explanatory information

Service Level and Delivery

Water services in Wilson are handled by a combined water/sewer division under the Department of Public Works. Billing services are handled by the Wilson Finance Department. The water system serves approximately 52,500 people over forty square miles.

Source water for the system comes from four city-owned reservoirs. Water is also pumped from two different reservoirs in the Neuse River basin. The estimated safe yield for the system is 29 million gallons per day.

The system has two treatment plants with a combined treatment capacity of 22 million gallons per day. The plants use conventional surface water treatment with flocculation, sedimentation, and filtration.

Water meters are read once per month in Wilson. Approximately half of the water meters in the system are read by automatic remote means using a radio system by Itron.

Conditions Affecting Service, Performance, and Costs

The costs of water services as captured here do not include debt service but do capture depreciation. Large capital improvements are being made to the Buckhorn Lake Dam and Wastewater Projects, which have been required to meet advanced nutrient removal.

Due to better mapping accuracy, the reported service area decreased from 99 square miles in earlier years. The improved mapping more precisely defined which areas were in the service area and excluded broader areas that were previously included in the area calculations.

Municipal Profile

| | |
|---|--------------------------------|
| Estimated Service Population | 52,500 |
| Service Land Area (Square Miles) | 40.0 |
| Persons per Square Mile | 1,313 |
| Topography | Flat; gently rolling |
| Climate | Temperate; little ice and snow |
| Median Household Income U.S. Census 2016 | \$35,409 |

Service Profile

| | |
|--------------------------------------|--------------|
| FTE Staff Positions | |
| Treatment Plant | 18.0 |
| Line Crews | 20.0 |
| Meter Readers | 0.0 |
| Billing/Collection | 0.0 |
| Other | 0.0 |
| Total | 38.0 |
| Number of Treatment Plants | 2 |
| Total Treatment Capacity | 22.0 MGD |
| Average Daily Demand | 8.9 MGD |
| Miles of Main Line Pipe | 428 |
| Average Age of Main Line Pipe | 43 years |
| Number of Breaks/Leaks | 79 |
| Number of Water Meters | 21,326 |
| Percent of Meters Read Automatically | 9.4% |
| Total Revenues Collected | \$12,000,000 |

Full Cost Profile

| | |
|------------------------------|--------------|
| Cost Breakdown by Percentage | |
| Personal Services | 27.2% |
| Operating Costs | 47.0% |
| Capital Costs | 25.8% |
| TOTAL | 100.0% |
| Cost Breakdown in Dollars | |
| Personal Services | \$3,181,834 |
| Operating Costs | \$5,493,381 |
| Capital Costs | \$3,017,741 |
| TOTAL | \$11,692,956 |

Wilson

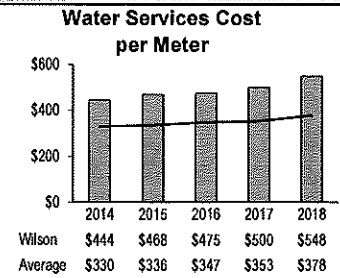
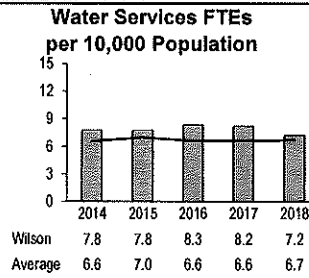
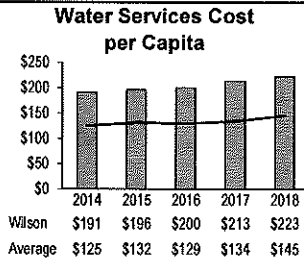
Water Services

Key: Wilson

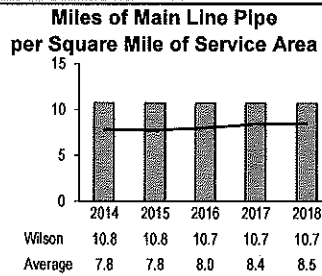
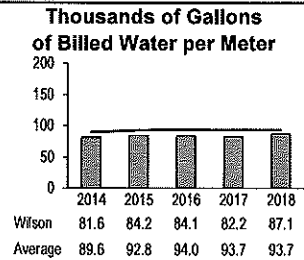
Benchmarking Average

Fiscal Years 2014 through 2018

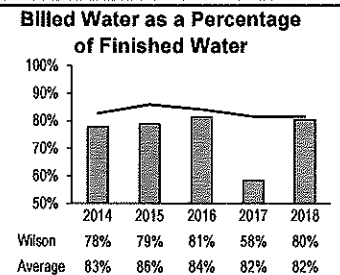
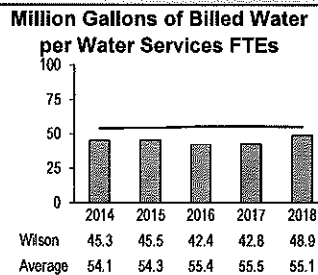
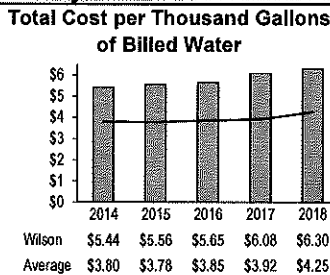
Resource Measures



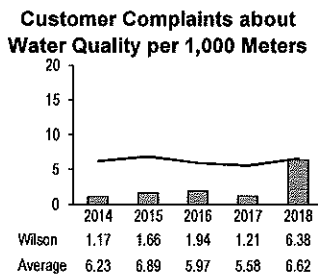
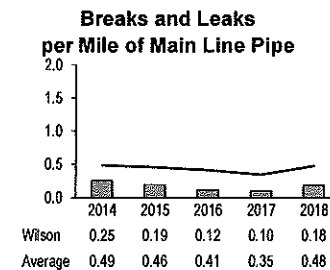
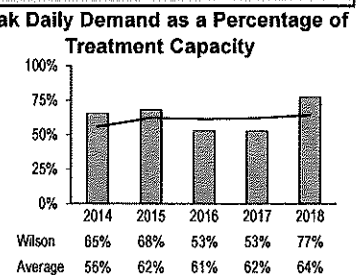
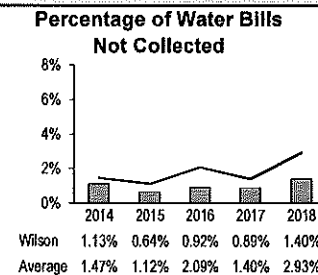
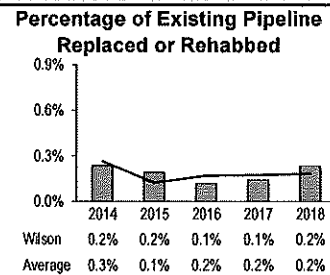
Workload Measures



Efficiency Measures



Effectiveness Measures



Fiscal Year 2017-18

Explanatory Information

Service Level and Delivery

Wastewater in Wilson is handled by the Water Reclamation and Wastewater Collection Division, which is part of Water Resources in the Public Services Department. Billing for large customers is handled by Water Resources, but residential customer billing is handled by the Customer Services Division in the Finance Department. The system covers the City of Wilson and several small adjoining areas outside the city in Wilson County.

Water treatment is handled by one plant. The treatment plant uses advanced five-stage biological nutrient removal with deep-bed filters with methanol and biological and chemical phosphorous reduction. The system had very stringent nutrient limits in place to protect water quality in the Neuse River basin. The system produced Class A and B biosolids, with most of this solid waste being composted. A small portion is applied on city land or other permitted farmland.

The system had no reported regulatory violations for either the treatment or collection portion of the system during the fiscal year.

Conditions Affecting Service, Performance, and Costs

The costs of wastewater or sewer services as captured here do not include debt service but do capture depreciation of capital.

Large capital improvements are being made to the Buckhorn Lake Dam and Wastewater Projects, which have been required to meet advanced nutrient removal standards.

Municipal Profile

| | |
|---|--------------------------------|
| Estimated Service Population | 53,600 |
| Service Land Area (Square Miles) | 40 |
| Persons per Square Mile | 1,340 |
| Topography | Flat |
| Climate | Temperate; little ice and snow |
| Median Household Income U.S. Census 2016 | \$35,409 |

Service Profile

| | |
|--|--------------|
| Total FTE Staff Positions | 58.0 |
| Treatment Plant | 31.0 |
| Line Crews | 27.0 |
| Billing/Collection | 0.0 |
| Other | 0.0 |
| Number of Treatment Plants | 1 |
| Total Treatment Capacity | 14.0 MGD |
| Average Daily Flow | 8.4 MGD |
| River Basin into Which System Discharges | Neuse |
| Miles of Gravity Main Line Pipe | 355 |
| Miles of Forced Main Line Pipe | 12 |
| Average Age of Main Line Pipe | 44 years |
| Blocks in Sewer Mains | 12 |
| Number of System Breaks | 3 |
| Sanitary System Overflows | 0 |
| Number of Customer Accounts | 20,562 |
| Total Revenues Collected | \$12,900,000 |

Full Cost Profile

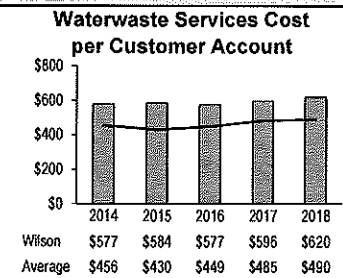
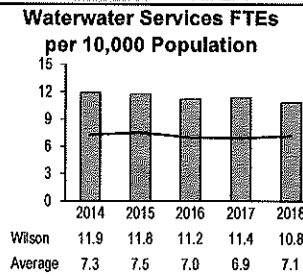
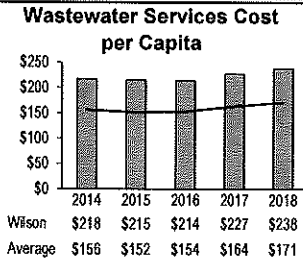
| | |
|-------------------------------------|--------------|
| Cost Breakdown by Percentage | |
| Personal Services | 33.4% |
| Operating Costs | 41.9% |
| Capital Costs | 24.7% |
| TOTAL | 100.0% |
| Cost Breakdown in Dollars | |
| Personal Services | \$4,256,568 |
| Operating Costs | \$5,339,674 |
| Capital Costs | \$3,143,590 |
| TOTAL | \$12,739,832 |

Wilson

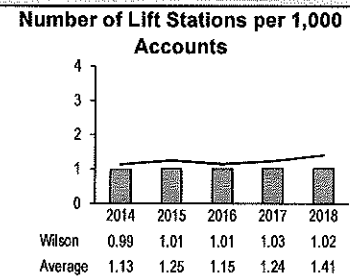
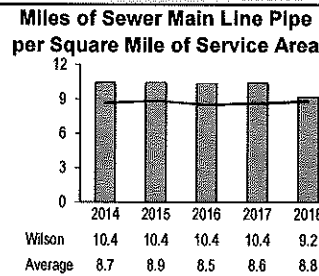
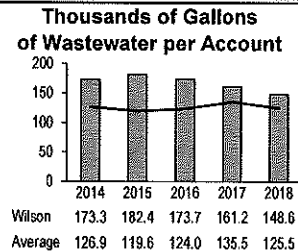
Wastewater Services

Key: Wilson ■ Benchmarking Average — Fiscal Years 2014 through 2018

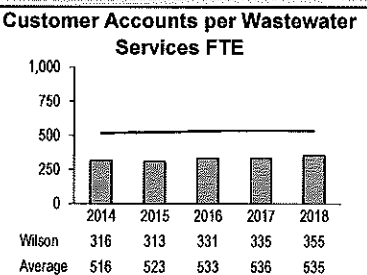
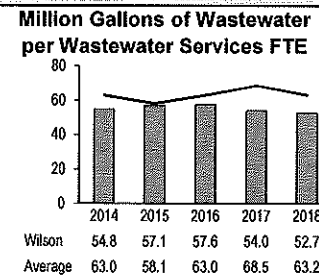
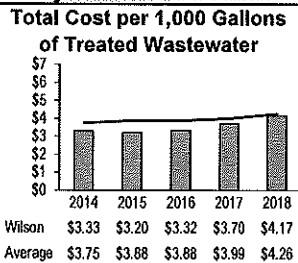
Resource Measures



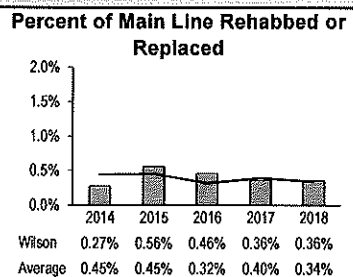
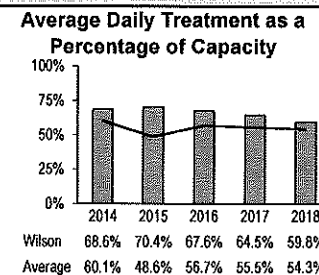
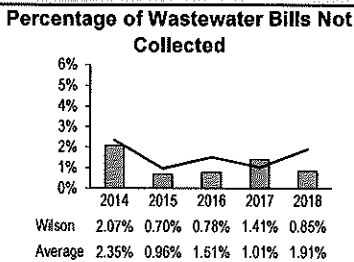
Workload Measures



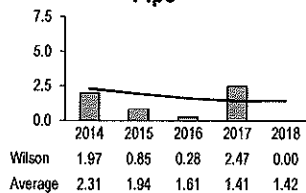
Efficiency Measures



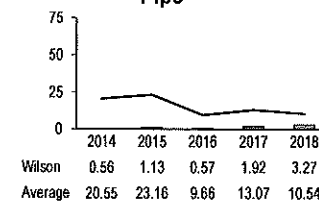
Effectiveness Measures



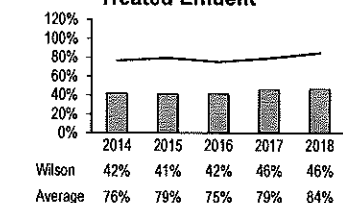
Overflows per 100 Miles of Main Line Pipe



Backups per 100 Miles of Main Line Pipe



Billed Wastewater as a Percent of Treated Effluent



Explanatory Information

Service Level and Delivery

The City of Wilson Parks and Recreation Department is a separate department under the city organization. The city has partnerships with other organizations to provide recreational services, including the Wilson County Schools, the Wilson Youth Soccer Association, Wilson City Little League, Special Olympics, Youth Soccer Association, the Senior Games of North Carolina, and the Wilson Arts Council.

The city has twenty-eight separate parks and sites. This includes 400 acres, most currently undeveloped. The city has six miles of trails.

In addition to the core parks and recreational facilities, Wilson has three boat ramps and one museum. The city also runs a municipal eighteen-hole golf course. The operation of these other facilities is not included in the Core Parks and Recreation comparisons reported here. These facilities are not included here in dollars or staff as part of core parks and recreation facilities and activities.

Conditions Affecting Service, Performance, and Costs

Municipal Profile

| | |
|--------------------------|--------------------------------|
| Population (OSBM 2017) | 49,170 |
| Land Area (Square Miles) | 30.97 |
| Persons per Square Mile | 1,588 |
| Topography | Flat |
| Climate | Temperate; little ice and snow |

Service Profile

| | |
|-----------------------------------|-------------|
| Parks and Recreation Staff | |
| Administrative Position FTEs | 4.0 |
| Maintenance Staff FTEs | 16.0 |
| Program and Facility FTEs | 48.0 |
| Other Staff FTEs | 4.0 |
| TOTAL | 72.0 |

| | |
|-----------------------------|-------|
| Number of Parks and Sites | 28 |
| Total Land Acreage in Parks | 400.0 |
| Miles of Trails in Parks | 6.5 |

| | |
|--------------------------------|----|
| Recreational Facilities | |
| Indoor and Outdoor Pools | 2 |
| Recreation Centers | 4 |
| Outdoor Basketball Courts | 7 |
| Outdoor Tennis Courts | 16 |
| Playgrounds | 26 |
| Diamond Fields | 11 |
| Rectangular Fields | 14 |
| Other Athletic Fields | 1 |
| Picnic Shelters | 18 |

| | |
|--------------------------------------|-----------|
| Parks and Recreation Revenues | |
| User Fees | \$500,000 |
| Grants | \$375,000 |
| Sponsorships | \$67,000 |
| Donations | \$0 |

Full Cost Profile

| | |
|-------------------------------------|---------------|
| Cost Breakdown by Percentage | |
| Personal Services | 55.9% |
| Operating Costs | 36.1% |
| Capital Costs | 8.0% |
| TOTAL | 100.0% |

| | |
|----------------------------------|--------------------|
| Cost Breakdown in Dollars | |
| Personal Services | \$3,269,095 |
| Operating Costs | \$2,112,535 |
| Capital Costs | \$464,817 |
| TOTAL | \$5,846,447 |

Wilson

Core Parks and Recreation

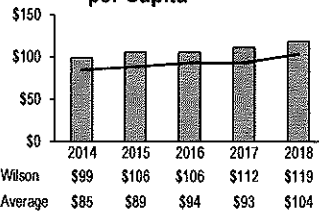
Key: Wilson ■

Benchmarking Average —

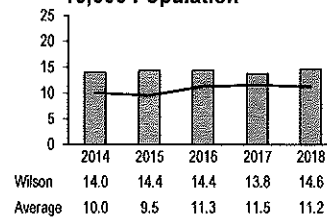
Fiscal Years 2014 through 2018

Resource Measures

Core Parks and Recreation Services per Capita

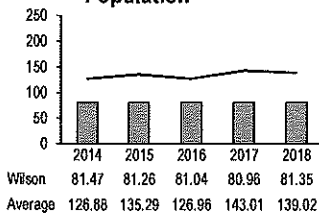


Core Parks and Recreation Staff per 10,000 Population

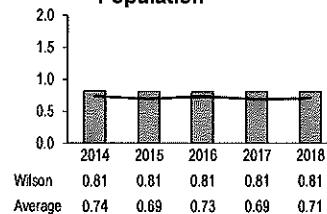


Facilities Measures

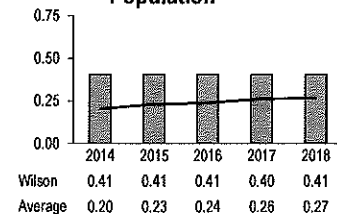
Land Acres of Parks per 10,000 Population



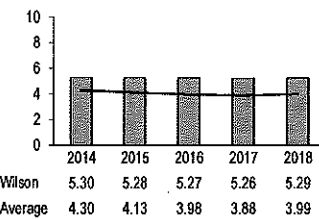
Recreation Centers per 10,000 Population



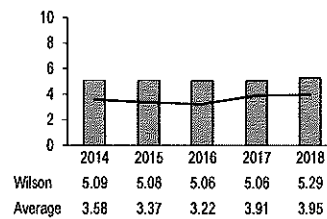
Swimming Pools per 10,000 Population



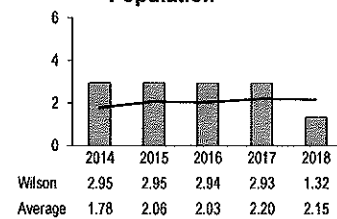
Athletic Fields per 10,000 Population



Playgrounds per 10,000 Population

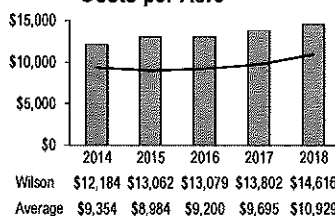


Miles of Land Trails per 10,000 Population

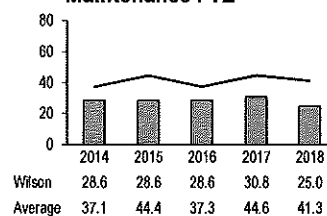


Efficiency Measures

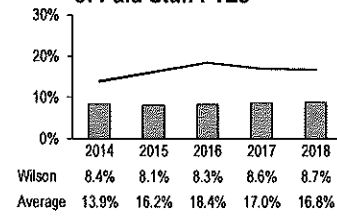
Total Core Parks and Recreation Costs per Acre



Acres of Park Maintained per Maintenance FTE

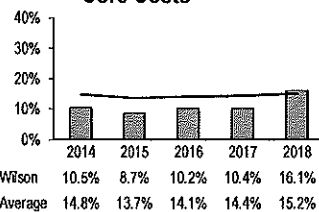


Volunteer Hours in FTEs as a Percent of Paid Staff FTEs

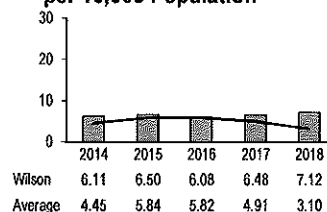


Effectiveness Measures

Revenue Gained as a Percent of Total Core Costs



Acts of Vandalism at Parks Facilities per 10,000 Population



PERFORMANCE MEASURES
INTERNAL MEASURES

In addition to participating in the North Carolina Local Government Performance Measurement Project, the City of Wilson generates an annual departmental outcome indicator report. Departments annually review their purpose and define goals that are synchronized with those goals as set by City Council. The goals are further defined by measurable indicators that are monitored, reported on annually, and chronicled to provide a historical comparison for both our internal and external customers. The following pages represent the results by Department and Operating Indicator.

CITY OF WILSON, NORTH CAROLINA

OPERATING INDICATORS BY FUNCTION (CONTINUED)
LAST TEN FISCAL YEARS (UNAUDITED)

Table 20

| Function | For the Fiscal Year Ended June 30 | | | | | | | | | |
|-------------------------------------|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 |
| General government | | | | | | | | | | |
| Fleet Management | | | | | | | | | | |
| Rolling stock maintained | 838 | 832 | 806 | 789 | 775 | 772 | 795 | 755 | 735 | 734 |
| Work orders completed | 7,263 | 6,379 | 6,984 | 6,987 | 6,638 | 6,730 | 6,285 | 5,348 | 5,332 | 5,318 |
| Human Resources | | | | | | | | | | |
| Employment applications processed | 2,644 | 1,906 | 2,395 | 1,759 | 2,056 | 1,922 | 525 | 2,509 | 2,875 | 2,024 |
| Turnover | 76 | 79 | 61 | 65 | 68 | 65 | 16 | 57 | 44 | 74 |
| Public Safety | | | | | | | | | | |
| Police | | | | | | | | | | |
| Violent Crimes Reported | 276 | 262 | 259 | 257 | 228 | 240 | 251 | 265 | 269 | 254 |
| Violent Crimes Cleared | 139 | 148 | 153 | 174 | 134 | 163 | 152 | 168 | 160 | 173 |
| Property Crimes Reported | 1,759 | 1,875 | 1,967 | 2,006 | 2,104 | 2,232 | 2,463 | 2,300 | 2,535 | 2,181 |
| Property Crimes Cleared | 538 | 594 | 579 | 673 | 811 | 830 | 778 | 750 | 866 | 776 |
| Traffic Accidents | 2,528 | 2,665 | 2,612 | 2,461 | 2,198 | 2,253 | 2,265 | 2,328 | 2,324 | 2,027 |
| Fire | | | | | | | | | | |
| Fire responses | 206 | 236 | 254 | 205 | 228 | 225 | 237 | 274 | 253 | 224 |
| Medical responses | 2,579 | 2,553 | 2,298 | 2,211 | 2,328 | 2,338 | 2,226 | 2,183 | 2,813 | 3,330 |
| Inspections | 3,941 | 4,649 | 6,975 | 7,530 | 6,699 | 5,016 | 5,087 | 4,830 | 5,175 | 4,898 |
| Building Inspections | | | | | | | | | | |
| Number of inspections | 8,656 | 7,643 | 7,081 | 7,351 | 6,051 | 6,576 | 6,429 | 6,503 | 6,368 | 7,722 |
| Public Works | | | | | | | | | | |
| Street resurfacing (lane miles) | 11.2 | 7.8 | 4.2 | 0 | 5.76 | 11.88 | 0 | 10.32 | 7.83 | 13.95 |
| Preservation treatment (lane miles) | 0 | 18.2 | 19.8 | 0 | 5.31 | 1 | 0 | 0 | 0 | 0 |
| Potholes repaired | 1,968 | 516 | 1,498 | 119 | 891 | 886 | 561 | 714 | 658 | 598 |

CITY OF WILSON, NORTH CAROLINA

OPERATING INDICATORS BY FUNCTION (CONCLUDED) LAST TEN FISCAL YEARS (UNAUDITED)

Table 20 (concluded)

| Function | For the Fiscal Year Ended June 30 | | | | | | | | | |
|--|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 |
| Environmental Services | | | | | | | | | | |
| Refuse collected (tons per year) | 24,127 | 22,730 | 22,613 | 22,246 | 22,825 | 22,793 | 22,634 | 22,546 | 23,523 | 23,572 |
| Recyclables collected (tons per year) | 1,952 | 1,680 | 1,586 | 1,509 | 1,440 | 1,485 | 1,546 | 1,468 | 1,344 | 1,311 |
| Yard waste/leaf collection (tons per year) | 8,822 | 8,612 | 8,426 | 8,102 | 7,110 | 7,740 | 7,408 | 6,954 | 6,826 | 7,582 |
| Electric | | | | | | | | | | |
| Average daily usage (KWH) | 3,622,341 | 3,521,571 | 3,573,838 | 3,623,079 | 3,582,115 | 3,433,499 | 3,381,092 | 3,478,848 | 3,360,841 | 3,391,166 |
| Number of customers | 35,602 | 35,112 | 35,718 | 35,020 | 34,765 | 34,831 | 34,810 | 34,781 | 34,748 | 36,390 |
| Gas | | | | | | | | | | |
| Average daily usage (cubic feet) | 4,063,048 | 3,360,723 | 3,420,070 | 3,274,000 | 4,234,000 | 4,079,761 | 3,380,403 | 4,020,980 | 3,919,871 | 3,794,860 |
| Number of customers | 13,770 | 13,763 | 13,753 | 13,762 | 13,704 | 13,671 | 13,651 | 13,765 | 13,732 | 13,730 |
| Water and sewer | | | | | | | | | | |
| Average daily water usage (million gallons) | 8.88 | 8.68 | 8.69 | 8.61 | 8.79 | 8.53 | 9.04 | 9.11 | 8.82 | 8.64 |
| Average daily sewer flow (million gallons) | 8.36 | 9.03 | 9.46 | 9.86 | 9.61 | 8.54 | 7.81 | 6.48 | 8.22 | 8.08 |
| Number of customers | 22,545 | 22,387 | 22,339 | 22,337 | 22,179 | 22,185 | 22,086 | 22,072 | 21,969 | 21,936 |
| Mass Transit | | | | | | | | | | |
| Annual ridership | 79,737 | 108,728 | 99,444 | 91,429 | 129,047 | 127,769 | 160,871 | 159,860 | 161,883 | 157,128 |
| Average passengers per hour | 6.75 | 8.69 | 5.32 | 5.81 | 10.30 | 10.20 | 10.00 | 10.00 | 10.00 | 12.30 |
| Stormwater management | | | | | | | | | | |
| Number of billable control structure inspections | 98 | 96 | 87 | 85 | 84 | 72 | 85 | 116 | 119 | 78 |
| Miles of drainage cleaned, open ditches maintained and line replaced | 7.53 | 7.96 | 7.45 | 7.26 | 9.41 | 4 | 8 | 8 | 7 | 6 |

Source: Various City of Wilson Departments

The following glossary provides a translation of frequently used acronyms and definitions of various specialized terms used throughout this budget document.

| Acronym | Description | Acronym | Description |
|---------|---|---------|--|
| AA | Affirmative Action | LMI | Low to Moderate Income |
| ADA | American Disabilities Act | LT | Line Terminal |
| AMR | Automated Meter Reading | MGD | Million Gallons Daily |
| ATF | Alcohol, Tobacco and Firearms | MH | Mobile Housing |
| AVL | Automobile Vehicle Location | MPC | Multi-Purpose Closure |
| BMP | Best Management Practices | MSD | Municipal Service District |
| BNR | Biological Nutrient Removal | MW | Megawatt |
| BPS | Booster Pump Station | NCDOT | North Carolina Department of Transportation |
| CAFR | Comprehensive Annual Financial Report | NCEMPA | North Carolina Eastern Municipal Power Agency |
| C&D | Construction and Demolition Debris | NCHFA | North Carolina Housing Finance Agency |
| CBD | Central Business District | NCOC | North Carolina One Call |
| CDBG | Community Development Block Grant – A federal domestic assistance grant administered by the US Department of Housing and Community Development to develop viable urban communities by providing decent housing & a suitable living environment for persons of low & moderate income | NCUC | North Carolina Utilities Commission |
| CDL | Commercial Driver's License | NFPA | National Fire Protection Association |
| CF | Cubic Feet | NPDES | National Pollutant Discharge Elimination System |
| CIP | Capital Improvement Plan | O&M | Operations and Maintenance |
| CIS | Customer Information System | OLT | Optical Line Terminal |
| COA | Certificate of Appropriateness | ONT | Optical Network Terminal |
| CP | Cathodic Protection | OSHA | Occupational Safety & Health Administration |
| CUP | Conditional Use Permit | PARTF | Parks and Recreation Trust Fund |
| DEA | Drug Enforcement Agency | PCI | Purchasing Card Industry |
| DENR | Department of Environmental Natural Resources | PHMSA | Pipeline and Hazardous Materials Safety Administration |
| DOT | Department of Transportation | PIO | Public Information Officer |
| EDC | Economic Development Council | PLC | Programmable Logic Controller |
| EDFA | Erbium-doped Fiber Amplifier | PM | Preventive Maintenance |
| EPA | Environmental Protection Agency | RAID | Redundant Array of Independent Disks |
| ERT | Encoder Receiver Transmitter | RTU | Remote Terminal Unit |
| ETJ | Extra Territorial Jurisdiction | SCADA | System Control and Data Acquisition |
| FBO | Fixed Base Operators | SCBA | Self-Contained Breathing Apparatus |
| FTE | Full Time Equivalent | SFR | Single Family Rehabilitation |
| FOTP | Fiber to the Premise | TIP | Transportation Improvement Plan |
| GAAP | Generally Accepted Accounting Principles | TRC | Technical Review Committee |
| GASB | Governmental Accounting Standards Board | UCC | Unified Communications Center |
| GFOA | Government Finance Officers Association | ULOCO | Underground Utility Locating Company |
| GIS | Geographic Information System | URP | Urgent Repair Program |
| HOSTS | Helping One Student to Succeed | WDDC | Wilson Downtown Development Corp |
| HVAC | Heating, Ventilation and Air Conditioning | WDP | Wilson Downtown Properties |
| ISO | Insurance Services Office | WE | Wilson Energy |
| ITS | Information Technology Services | WEDC | Wilson Economic Development Council |
| LDH | Large Diameter Hose | WF/RS | Wilson Fire and Rescue Services |
| LDO | Luminescent Dissolved Oxygen | WO | Work Order |
| LM | Load Management | | |

| | |
|---|---|
| <u>Accrual Basis of Accounting</u> | Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and recognizes expenses in the period incurred |
| <u>Allocate</u> | To set apart portions of budgeted expenditures that are specifically designated for special activities or purposes |
| <u>Annual Budget</u> | A financial plan containing estimated expenditures and revenues to cover those expenditures for a single fiscal year (July 1 - June 30) |
| <u>Appropriation</u> | A legal authorization by City Council to incur obligations and make expenditures for specific purposes |
| <u>Balanced Budget</u> | Expenditures equal revenues. N.C state statute requires the adoption of a balanced budget. |
| <u>Bond</u> | A written promise to repay a specific amount of money with interest within a specific time period, usually long term |
| <u>Budget Ordinance</u> | The official enactment by City Council to establish legal authority for City officials to obligate and expend resources |
| <u>Budgetary Control</u> | The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues |
| <u>Capital Improvement Program (CIP)</u> | A strategic plan for capital expenditures to be incurred over a fixed period of five future years, summarizing estimated project costs and sources of financing |
| <u>Capital Assets</u> | Assets of long-term character which are intended to continue to be held or used by the City, including land, buildings, machinery, furniture and other equipment |
| <u>Capital Outlay</u> | An expenditure for the acquisition of or addition to fixed assets costing more than \$5,000 (equipment or software) with an expected useful life of more than one year |
| <u>Capital Project</u> | An undertaking involving the construction, purchase, or major renovation of a building, utility system, or other structure and equipment having a useful life of at least 15 years and an estimated cost of at least \$50,000 |
| <u>Capital Project Fund</u> | A fund used to account for the acquisition or construction of major governmental capital facilities and equipment that are not financed in other funds |
| <u>Contingency</u> | An appropriation controlled by the City Council intended for emergencies and unforeseen circumstances not otherwise budgeted |
| <u>Debt Service</u> | The City's obligation to pay principal, interest, and fees associated with all debt instruments according to a pre-determined payment schedule |
| <u>Department</u> | An organizational unit of the City responsible for carrying out a major governmental function |

| | |
|---|---|
| <u>Depreciation</u> | A non-cash expense that reduces the value of an asset over time. The process of estimating and recording the expired useful life, or diminution of service from a capital asset that cannot or will not be restored by repair and must be replaced. Assets depreciate for two reasons: wear and tear and obsolescence. Assets also decrease in value as they are replaced by newer models |
| <u>Division</u> | A sub-unit of a department that has responsibility for a specific function within the department |
| <u>Encumbrance</u> | The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside, or commit funds for future expenditures |
| <u>Enterprise Fund</u> | A fund that accounts for governmental activities supported wholly or partially with user fees or charges and is operated using business principals. Examples include the Electric, Gas, Water and Broadband Funds. |
| <u>Expenditure</u> | The spending of money by the City for the programs or projects included within the approved budget |
| <u>Fiduciary Funds</u> | Funds used to account for assets held by the city in a trustee capacity or as an agent for individuals, private organizations, or other governments |
| <u>Financial Plan</u> | A plan balancing estimated expenditures with estimated revenues for the City's internal service funds |
| <u>Fiscal Year (FY)</u> | A twelve-month period of time to which the annual operating budget applies and at the end of which the financial position and results of operation are determined (July 1 - June 30) |
| <u>Fund</u> | A fiscal and accounting entity with a self-balancing set of accounts used to record the financial transactions of a specific activity |
| <u>Fund Balance</u> | The difference between the assets and liabilities of a fund |
| <u>Fund Balance Appropriated</u> | A budgetary amount representing the fund's equity to be used to offset expenditures. Fund balance appropriated cannot exceed the sum of cash and investments less the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year preceding the budget year |
| <u>Fund Balance Available</u> | The amount of fund balance determined at the end of the preceding fiscal year that is available for appropriation and expenditure in the current year |
| <u>GASB 34</u> | Governmental Accounting Standards Board Statement #34: "Basic Financial Statements -Management's Discussion and Analysis – For State and Local Governments" |
| <u>Geo-Spatial Technology</u> | An analysis method, which belongs within the field of exploratory spatial analysis, which relies, to a large degree, on graphical methods of analysis |
| <u>General Accepted Accounting Principles (GAAP)</u> | Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP encompasses the conventions; rules and procedures necessary to define accepted accounting practices |

| | |
|--|--|
| <u>General Fund</u> | The General Fund accounts for the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes and other types of revenue. This fund includes the public safety services such as fire and police protection, and also includes finance, public services, general administration, planning and inspections, and recreation. |
| <u>Goal</u> | A broad-ranging but concise statement describing the primary purpose(s) for which a division/program exists |
| <u>Governmental Fund</u> | Governmental Funds are often referred to as "source and use" funds. These are the funds through which most governmental functions typically are financed. The fund types included in this category are general, special revenue, capital projects, debt service, and special assessment funds. |
| <u>Grant</u> | A contribution or gift in cash or other assets from another government to be used for a specific purpose |
| <u>Grant Project</u> | A project financed in whole or part by revenues received from the federal or state government |
| <u>Internal Service Funds</u> | Funds used to account for the financing of goods or services by one city department to other city departments on a cost reimbursement basis |
| <u>Major Funds</u> | Funds that present the major activities of the City for the year determined by GASB 34 guidelines, and may change from year to year as a result of changes in the pattern of the City's activities. The General Fund is always a Major Fund. |
| <u>Modified Accrual Basis of Accounting</u> | A method for recording the receipt and expenditure of funds, in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred |
| <u>Non Major Funds</u> | Funds as determined by applying GASB 34 that do not meet the criteria as a Major Fund. Non Major Funds may be presented in the aggregate for reporting purposes. |
| <u>Objective</u> | A specific statement about what is to be accomplished or achieved (result) for a particular program during the fiscal year |
| <u>Offsetting Revenues</u> | Income generated by various departments in the General Fund |
| <u>Operating Expenses</u> | Funds budgeted for day-to-day expenses that are necessary to support the city's services and programs |
| <u>Personnel Services</u> | Expenditures related to the compensation of employees, including full-time and part-time salaried, overtime, longevity pay, and benefits |
| <u>Placarding</u> | Signage that denotes hazardous chemicals located inside a building |
| <u>Program</u> | A group of activities or operations with specific purposes or objectives |
| <u>Project Ordinance</u> | An ordinance adopted by City Council that appropriates revenue for a specific capital project for the life of that project |

| | |
|------------------------------------|--|
| <u>Property Taxes</u> | Property taxes are levied on both real and personal property according to the property's valuation and tax rate |
| <u>Proprietary Fund</u> | Funds used to separate, control and track financial resources of business-type activities carried out by a government. The two proprietary fund types include enterprise funds and internal service funds. |
| <u>Recovered Costs</u> | Expenditures incurred by one city department or division and recovered by way of charging them to the city department or division causing the expenditures |
| <u>Revaluation</u> | Assignment of value to properties, buildings, vehicles and equipment used for business and residential purposes by the Wilson County's Tax Administrator's Office. State law requires all property to be revalued no less frequently than once every eight (8) years |
| <u>Revenue</u> | Income received or anticipated by a local government from either tax or non-tax sources |
| <u>Special Revenue Fund</u> | Fund used to account for the proceeds of special revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specified purposes |
| <u>Transfer</u> | An amount distributed from one fund to finance activities in another fund |
| <u>User Fees</u> | Category of revenue that encompasses fees charged primarily for the delivery or use of a public service |
| <u>Utility Funds</u> | Enterprise funds used to account for the city's electric, natural gas, water, and wastewater operations; i.e., the Electric Fund, Gas Fund, and Water Resources Fund |

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