ANNUAL BUDGET

FY 2020-2021

CITY OF WILSON
North Carolina

www.wilsonnc.org

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Wilson

North Carolina

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Wilson, North Carolina for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITY OF WILSON

North Carolina

INCORPORATED 1849

27894-0010

OFFICE OF CITY MANAGER

May 21, 2020

Honorable Mayor Carlton Stevens
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 2020-21 (FY 2021) 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 2021 Budget totals $250,584,970, a decrease of 1.1% from the current budget, and recommends no change to the City's tax rate of 57.5 cents per $100 of taxable valuation. The Municipal Service District rate remains unchanged at 18 cents per $100 of taxable valuation.

This budget, as most things in our lives today, is clearly impacted by the COVID-19 pandemic. We have substantially lowered our projections for sales tax revenue in the coming year, we have funded a small percentage of capital requests, we have implemented a hiring freeze for positions not related to the provision of critical services or crisis recovery, we have shifted as many employees as possible to work from home, and we have re-purposed employees whose jobs have been temporarily impacted due to closures. As most of the services we provide are needed despite the pandemic, the City has found creative methods of service delivery in order to protect our employees and our citizens. I would like to take this opportunity to thank our employees for their dedication to our citizens, and I would like to thank our citizens for showing flexibility and adjusting to new ways of doing business with the City.

The North Carolina General Statutes uses some references to the term "budget estimate". In fact, any municipal budget includes a great deal of estimates on an annual basis. These estimates are based on the best knowledge we have at the time. Wilson's record of accomplishment for budget estimates, as proven by audit reports, has been impressive. FY 2021 will have the potential for more variances from projections than we would see in a typical year. Our estimates are Wilson-specific to the extent possible. For example, a community that is tourism dependent or communities with large sales volumes of luxury items will see different sales tax impacts from the pandemic than a community with sales taxes generated from sales of essential products. When considering utility sales volumes, some communities have seen most of their industries close, while others such as Wilson have seen most continue to operate. The budget reflects your staff's best efforts to forecast an unknown future. We are fortunate to have a wealth of experience on our staff, and I am proud of the budget we are submitting for your consideration.

I am also proud of the Wilson City Council. Few candidates for office cite the City's strong financial position as part of a campaign platform. Generally speaking, citizens get more excited when you spend money than when you save money. For example, most citizens may know that the City invested in Lake Wilson or other parks, they likely have seen the improvements to the 301 corridor under the City's TIGER Grant, and they may be excited about our downtown redevelopment success. However, few realize the steps you have taken to financially prepare our city for an uncontrollable event such as this pandemic. Since the

devastating impacts of Hurricane Floyd on our community, the Wilson City Council has been committed to maintaining a strong financial position so that we may continue to provide quality services to our community despite unforeseen circumstances. I doubt any of you have ever received a thank you from a citizen for the City's savings accounts. But today, as both a citizen and your employee, I say thank you. Your financial stewardship has prepared us for the unknown. Without your leadership, the FY 2021 Budget would look much different. Due to your leadership, the budget uses some of our reserves to guarantee our citizens will not suffer from loss of City services in addition to all of the other challenges they are facing due to the pandemic.

One of the unknowns is how much relief the City may receive from state and federal government. Many proposals and many theories exist, but we have little clarity at this time. For conservative budgeting purposes, we are not including major financial assistance in this budget estimate. Some proposals would go as far as holding the City harmless from revenue losses. Others argue for no assistance to local governments. I believe we will end up somewhere in between, but this budget is not dependent upon those unknowns. Where we have budgeted to use fund balance, should outside assistance come to fruition, we will not draw down fund balance. In the worst-case scenario, if we receive no assistance, we are still predicting a General Fund Balance at the end of FY 2021 that exceeds many of our peer group's current balances.

The FY2021 budget includes no water and sewer base rate increases. The Stormwater Fee increases $0.50 per month as recommended by our citizen-led Stormwater Committee to support infrastructure improvements. This recommendation is included because it came from a Council-appointed committee. However, staff stands ready to eliminate this Stormwater Fee increase if Council desires.

As we have done in the past, permitting fees will increase by the standard 3%. This inflationary increase helps support growing operating and capital needs surrounding technology in this area. In recent months, building permits and inspections have averaged above the same period for 2019, and 2019 was a strong year for Wilson.

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 2020 indicates that our overall year-end financials will remain stable, and based on trends closer to October; I may request an allocation for employee raises this fall. The City will experience a 4.0% increase in employee health insurance expenses for FY 2021 at a cost of $509,870 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 $519,860.

The City's staffing levels were reduced during the last recession and have not risen significantly with the increased demands of growth. 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 divisions and departments to meet operational needs throughout the year to maximize productivity. Overall, staffing level needs for FY 2021 will result in a net decrease of eight positions in the budget.

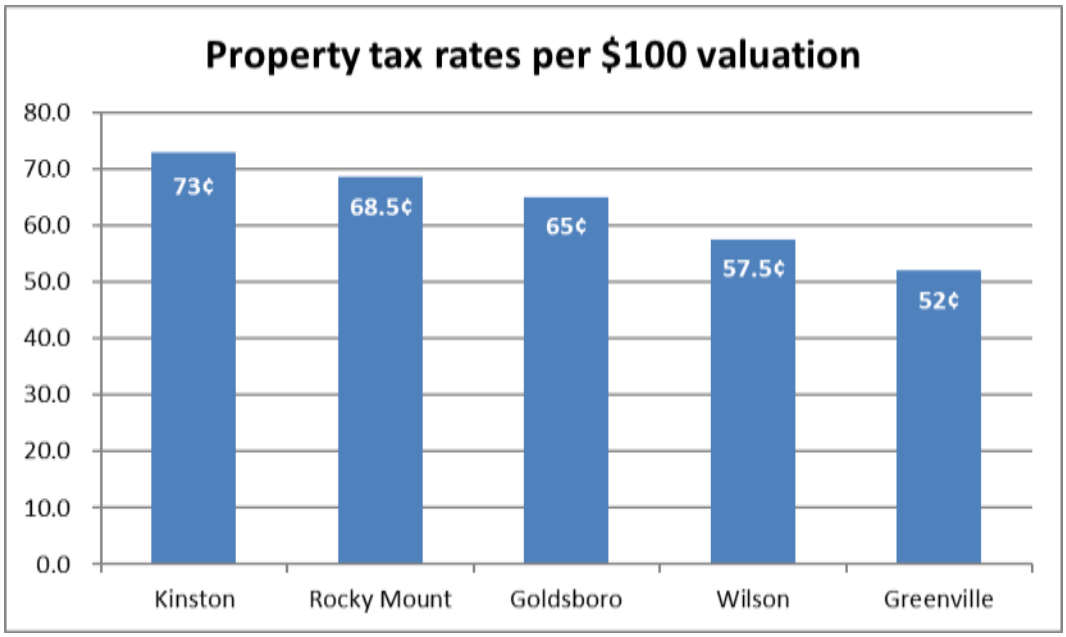
Budget Priorities

Momentum for an exciting year of continued growth and development throughout the City is projected for FY 2021. 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, Historic Downtown Wilson. City Council has also supported substantial investments in our recreation and parks facilities and the potential addition of passive recreation greenway and blueway trail systems. FY 2021 will be another year of progress in downtown Wilson and 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 2020. 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 decrease by 13.9% below the estimates for FY 2020 and sales/charges for services are projected to decrease by 4.78% below the estimates for FY 2020.

Expenditures

Departmental budgets increased by 1.88% over the FY 2020 budget. In addition to the 4.0% increase in group health insurance costs, employer retirement contribution, personnel costs, storm sewer maintenance charge, operations center use charge, and the Gig East Exchange project are substantial contributors to the $985,500 increase in expenditures.

Debt Management

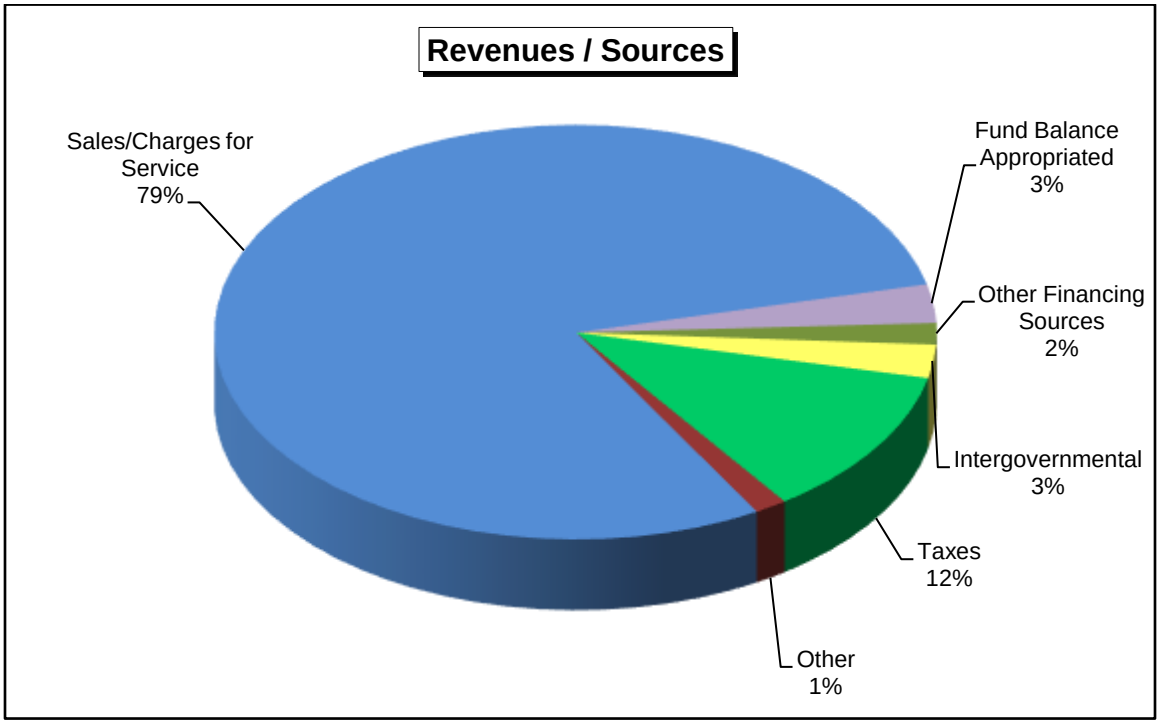
No additional new debt is planned for the General Fund in FY 2021. The amount requisite to service outstanding debt will be approximately $349,170 as we pay down existing obligations, which will be paid off in FY 2023.

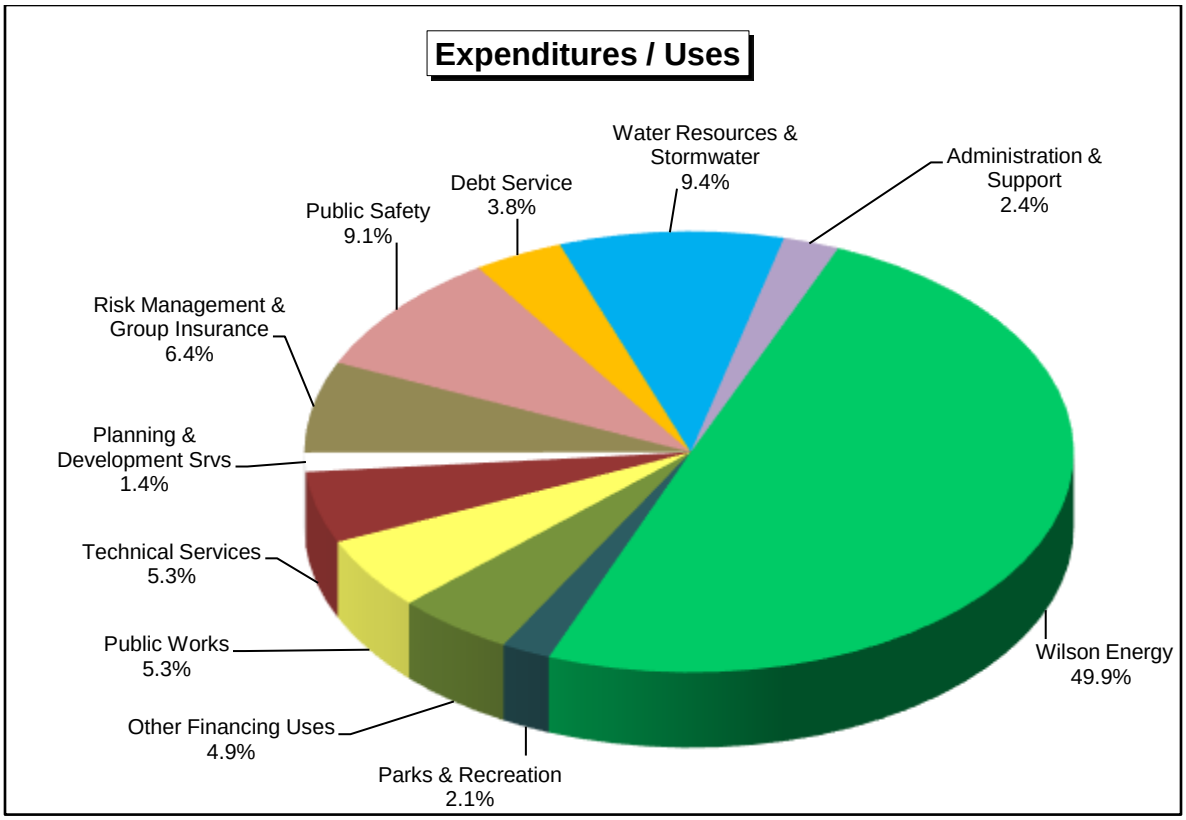
Capital Outlay

Capital in the FY 2021 General Fund budget is $1,404,630. With initial requests totaling $16,355,440, the list was vetted with priority given to urgent capital needs. The remaining capital requests are being deferred until FY 2022; however, our solid 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 2021 is $6,047,230. Conservative budgeting and prudent monitoring of revenues and expenditures has allowed the City to maintain a healthy fund balance to support needs during emergencies or a slower economic interval. The City will be slightly below its target fund balance, estimated to be about 20% at the end of FY 2021.





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 2021 will remain similar to the FY 2020 level before the COVID-19 pandemic. Overall sales and charges for services are budgeted slightly lower (0.6%) for FY 2021.

Expenditures

For budgetary purposes, electric power purchases for resale are 5.7% lower than FY 2020. The remaining operating budget increases by 12.9% over the prior year budget.

Debt Management

There is no new debt planned for the Electric Fund in FY 2021. The amount requisite to service outstanding debt will be approximately $1.58 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. These both play an integral role in the future prosperity of the community served and helping to grow the utility's customer base, attract and retain businesses, and add to a growing workforce.

Fund Balance

No Fund Balance is appropriated for FY 2021.

GAS FUND:

Revenues
We are projecting that weather patterns for FY 2021 will return to more traditional conditions creating a slightly higher demand (3.4% increase) for gas than in FY 2020. We anticipate an increase in sales and charges for services of approximately 3.7% for FY 2021 compared to estimated revenues for FY 2020.

Expenditures

Expenditures for gas purchases are expected to increase 2.5% for FY 2021 compared to estimated expenditures for FY 2020.

Debt Management

There is no new debt planned for the Gas Fund in FY 2021. The amount requisite to service outstanding debt will be $456,780.

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 2021 is $372,060.

WATER RESOURCES FUND:

Revenues

We are projecting FY 2021 volume sales for water and sewer will be similar to those in FY 2020. FY 2021 revenues from sales and charges for service are budgeted approximately 1.5% over the FY 2020 budget.

Expenditures

The total expenditures for the FY 2021 budget decreased by 6.0% compared to FY 2020 budgeted expenditures.

Debt Management

There is no new debt planned for the Water Resources Fund in FY 2021. The amount requisite to service outstanding debt will be approximately $3,966,150.

Transfers

There is $3,500,000 in transfers from the Water Resources Fund included in FY 2021 to fund capital projects.

Fund Balance

Fund Balance appropriated for FY 2021 is $1,045,370.

MASS TRANSIT FUND:

Revenues

FY 2021 revenues are budgeted 35.4% below FY 2020 budgeted revenues. This is primarily due to grant funding for capital purchases in the prior year of transit buses.

Expenditures

Total expenditures for the FY 2021 budget are 38.4% lower in comparison to FY 2020 budgeted expenditures. This is due to absence of capital appropriations for buses budgeted in the prior year.

Transfers

There are transfers from the General, Fund, Electric Fund and Gas Fund that collectively total $612,500.

Fund Balance

Fund Balance appropriation for FY 2021 is $114,480.

COMMUNITY DEVELOPMENT FUND:

Revenues

Estimated revenues for loan repayments are expected to decline 23.8% comparing the FY 2021 budget to FY 2020.

Expenditures

FY 2021 expenditures are projected to be flat, with a slight reduction from the FY 2020 budget.

Transfers

There is a transfer from the General Fund of $65,000 in the FY 2021 Community Development Fund budget.

Fund Balance

Fund Balance appropriated for FY 2021 is $57,490.

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 2021 are projected to increase by 4.7% from the previous year's revenues. FY 2021 sales/charges for service revenues are budgeted about 6.2% over the FY 2020 budgeted revenues.

Expenditures

FY 2020 expenditures are projected to be approximately 5.5% over the FY 2019 expenditures. Expenditures for FY 2021 are budgeted 4.65% higher than the FY 2020 budgeted expenditures.

Transfers

There are no transfers in the FY 2021 Broadband Fund budget.

STORMWATER MANAGEMENT FUND:

Revenues

FY 2021 revenues from sales and charges for service are budgeted approximately 5.7% over the FY 2020 budget. The FY 2021 budget includes a Stormwater Fee increase of $0.50 per month per equivalent residential unit (ERU).

Expenditures

FY 2021 operating expenditures are projected to be approximately 6.7% lower than the FY 2020 estimated.

Transfers

There are no transfers in the FY 2021 Stormwater Management Fund budget.

Fund Balance

No Fund Balance is appropriated for FY 2021.

SUMMARY:

The FY 2021 budget continues the City's tradition of conservative budgeting. It upholds public safety staffing levels in both Police and Fire, proposes a competitive property tax rate, and departmental operating budgets reflect modest increases. Although $11,870,130 of capital outlay requests are included from the initial requests totaling $29,993,700, most departmental priorities have been funded.

During this tenuous time, we continue to provide the high-level quality driven city services that the citizens of Wilson count on. There remain many unknowns that make municipal budgeting for next year particularly difficult. We will be closely monitoring the financial position we are in and will adjust the budget once we fully understand the economic impact of this pandemic as it relates to our local receipts and other sources of revenue in the new fiscal year.

With low electric rates, a relatively low property tax rate, the continuation of high levels of services, support for public safety and a high quality of life, 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 2021 Budget.

Respectfully submitted,

Grant W. Goings
City Manager

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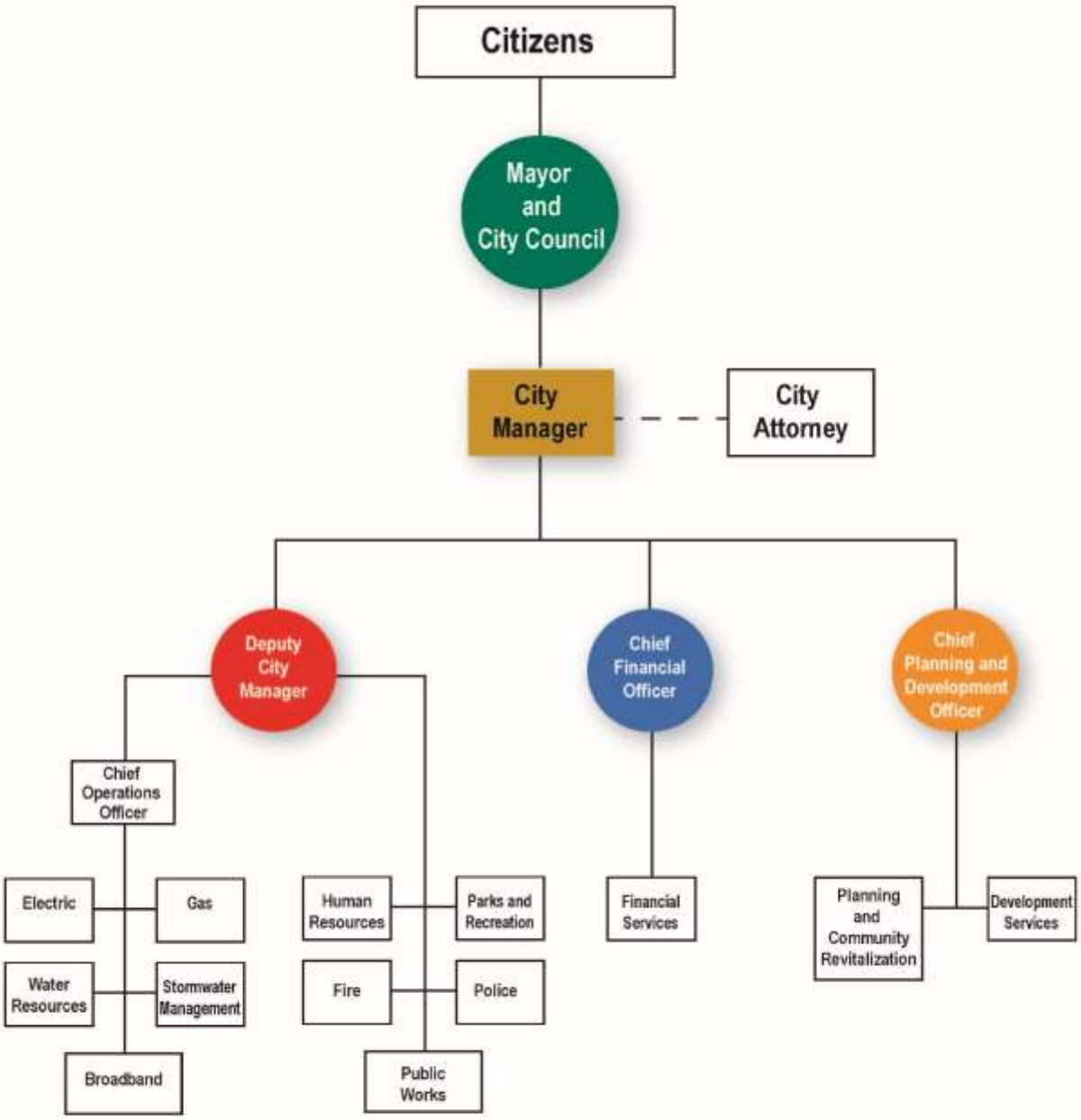
INTRODUCTION

CITY OF WILSON



LISTING OF CITY OFFICIALS
FISCAL YEAR 2020-2021
CITY OF WILSON, NORTH CAROLINA

ELECTED OFFICIALS

Carlton L. Stevens ..... Mayor
James M. Johnson, III ..... Mayor Pro Tem

ELECTED MEMBERS OF CITY COUNCIL

Gillettia M. Morgan ..... 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

Introduction

This budget document describes recommended City services and revenue sources for the fiscal year beginning July 1, 2020 and ending June 30, 2021.

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 2020-2021 by July 1, 2020.

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 2020-2021 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

Departments	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	X						X		
Revitalization & Development									
Services									
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.

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.

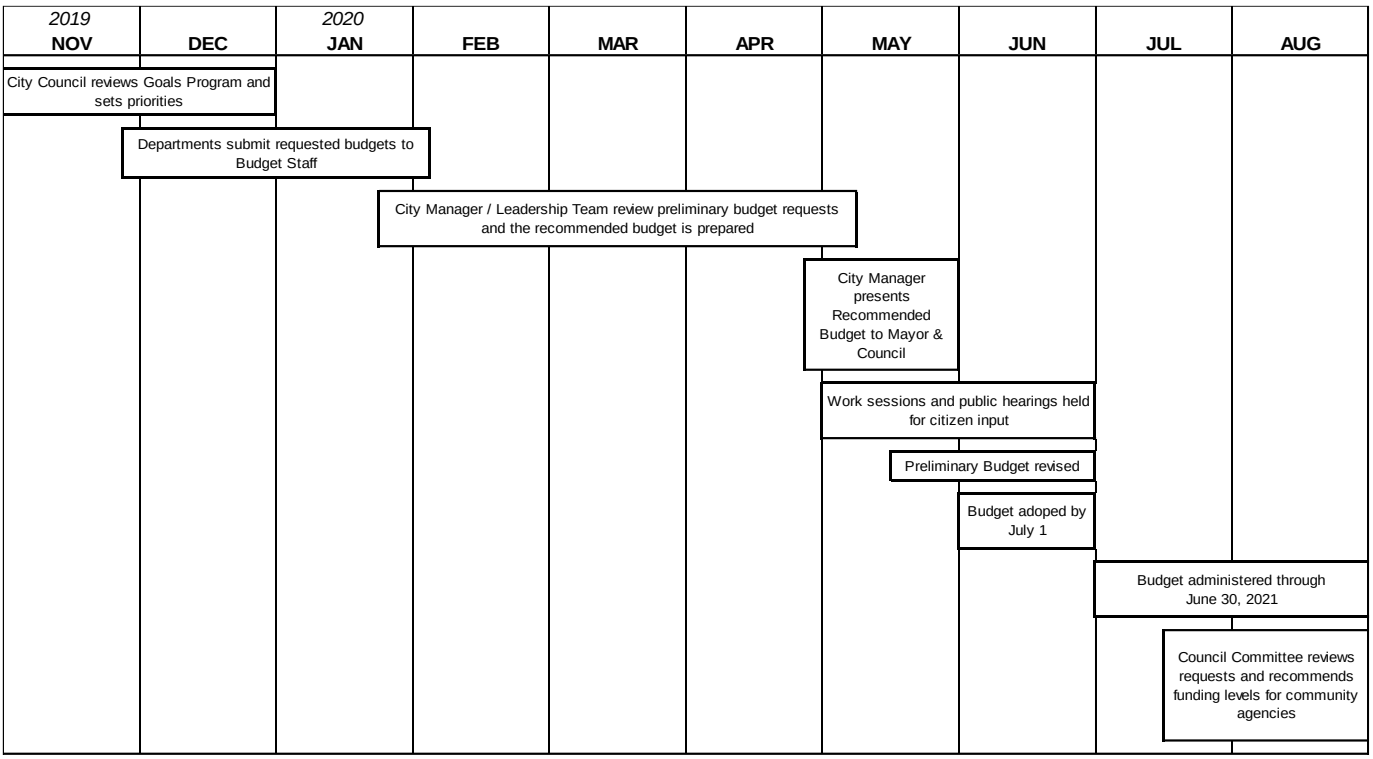
Budget Adoption
The North Carolina General Statutes require the City Manager to submit a proposed budget together with a budget message to the City Council no later than June 1st of each year. The budget submitted by the City Manager may be balanced or unbalanced. Traditionally, the Manager of the City 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 2020-2021



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 administation 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.

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, 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.

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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.

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.

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 remains competitive with their electric rates and the City continues to expand efficiencies to keep these lower rates in effect. 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.

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 with more than 10,800 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.

Wilson Fire/Rescue Services achieved the designation of a Class 1 insurance rating for the City of Wilson. This rating, uncommon in smaller communities, will help lower insurance rates for both commercial and industrial customers.

The City's Inspection Department has also improved their ranking for residential, commercial and industrial construction to a 3. This moves Wilson to among the top 15% of communities for residential inspections and in to the top 10% for commercial inspections. The lower rating could result in lower insurance cost for property owners.

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 Exchange with on-site and videoconference support and will offer templates and written materials to support the shared environment.

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. $20 million in State and County funding has been approved for the construction of a new facility for the WATT program at Wilson Community College's Lee Technology Center. 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 7650 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. Continued workforce readiness is being aided by the new Toyota Technical Education College Support Program. Automotive Technology instructors and students will be provided access to Toyota's eLearning programs and technical information systems, an online library of repair and training resources. When added to the existing Automotive Technology curriculum, the program will help students advance their careers with Toyota or as an independent business owner.

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 approximately 1000 students and 200 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, Electric Supply Company Field, for use by the lacrosse, soccer and football programs, as well as other campus functions. BB&T has given $2 million to Barton for the naming rights to the stadium to be built at the field. The stadium name will be announced once the merger between BB&T and Sun Trust Bank is completed.

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.

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, child care 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. Upgrades have been completed in the labor and delivery area and the nursery as well as the inpatient behavioral and mental health unit. With an average patient population of 85 to 100, administrators forecast the154 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 has completed a $14.8 million dollar upgrade to the runway and taxiway system. 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 that will be replaced with a new computerized, self-serve fuel farm with two 8,000-gallon tanks that will be open around the clock. A $3.5 million grant from the NC Department of Transportation is being used to fund the construction of 23 new T-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 ten major air carriers and their regional partners. Combined, they fly customers to 57 non-stop destinations with an average of more than 600 daily arrivals and departures. The airport served 14.2 million people and moved more than 100,000 tons of cargo in 2019.

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, 2019, Amtrak reported annual revenue of more than $3.2 million dollars with an annual ridership just over 50,500.

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. In the first quarter of 2020, the City will have a six-month test an on-demand microtransit service for part of its current bus routes. The curb-to-curb service will feature smaller, handicapped accessible vehicles that will utilize the existing bus routes, but will be dispatched only upon request. The service is expected to offer a more efficient transportation option while having less of an impact on the environment.

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 recently merged with Atlanta-based Sun Trust to become Truist Financial Corporation, now head-quartered in Charlotte. With combined assets of $442 billion, the new company has become the sixth-largest bank in the U.S. While the full transition to Truist is expected to continue for the next two years, 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 BB&T 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 towers will be demolished and the property will be included in a multi-year, multi-phase redevelopment of several blocks in the downtown area. With nearly $100 million in donations from Truist, the YMCA and NSV Development, plans are being made to bring the Wilson Family YMCA and a mixed-use, residential and retail development to the area. NSV Development plans to add 200 apartments and nearly 15,000 square feet of commercial space to the development. The City has committed an additional $15 million to fund a project to build a 750-space parking deck.

Industrial Growth and Development

The county unemployment rate for 2019 averaged 5.98%. As with seasonal employment, unemployment percentages typically increase during the summer and then fall at the year end.

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 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 company has announced an additional $38 million investment to the Wilson site with the construction of a new 288,000 square- foot facility. 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.

Merck Pharmaceutical has announced plans for two expansions at its Wilson site. The combined $87 million investment in the facility will bring both 89 new jobs and new production processes.

Pamlico Air, an air filtration manufacturer, has opened a facility in the Wilson Corporate Park that is expected to bring 305 jobs in the next few years. Initial salaries will average around $33,557 annually, but are expected to increase as more automation and higher skill levels are required.

Avient Biosciences has announced plans for a $2 million dollar renovation to a local facility. The company will invest another $18 million to upfit the facility with equipment for hemp oil extraction, drying and testing. The facility is expected to be operational in early 2020.

HandCraft Healthcare Linen & Uniform Specialist has purchased a shell building in the Wilson Corporate Park. The company plans a $16 million upfit to the site that will employee around 150 people with an average salary between $15 and $18 per hour.

Refresco Beverages has completed a $16.5 million expansion at their Wilson Corporate Park location. The new canning line brings an additional 42 jobs to the facility.

The Neopac, a Swiss-based pharmaceutical and cosmetic packaging producer, has opened 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 opened 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 employee 37 people within three years.

Other large employers include Wilson County, City of Wilson, Collins (formerly UTC) Aerospace Systems (aircraft fire protection systems) and Wilson Community College. Smithfield Packaged Meats also operates a processing facility in Wilson that is the world's largest bacon producer, processing 150 million pounds of bacon annually.

Private investors have built a 23,400-square foot building in the Hackney Industrial Park and a 50,000-square foot building in the Wilson Corporate 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 100,400-square-foot shell building in the Wilson Corporate Park, the eighth, will soon be under construction and 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 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.

New businesses to Wilson include a second Chick-Fil-A location, Abuela's Antojitos Restaurant, E&C Children's Shop, Partners Tae Kwon-Do, Ruckus & Redemption, Groove Geek Records and More, Isahana Asian Fusion, Artisan's Garden, Samora Naturals, and Something Old Something New.

Recent business closings have included Medicap Pharmacy, Stilt Pegues Florist, Arkham Comix, Boykin Jewelers, Cargill and Edible Arrangements. Furniture Liquidators closed its Wilson location, but Ashley Home Store has already moved into the space.

Site work has begun for Heritage Corner shopping center. The 170,000 square-foot strip will include both restaurant and retail spaces that will front a new housing complex that is also in the planning stage.

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 has been completed. The transformation of the 64,000-square-foot former tobacco warehouse is the largest redevelopment project in downtown history. The finished site offers a combination of 94 loft apartments, retail and office space and the Whirligig Park welcome center. 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.

A $19 million plan to renovate the former Cherry Hotel has been approved. The proposed Courtyard by Marriott will offer 100 hotel rooms, a reception area, bar, ballroom and other amenities to downtown Wilson. The hotel expects to employ about 19 people with an average salary of $35,855. The hotel is expected to bring more than $800,000 in occupancy taxes over the next five years.

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 are now located in parking lots in the downtown area. 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.

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 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 an additional $400,000 to add to the $1,000,000 already used in revolving loan funds and grants to support additional cleanup activities for petroleum and other hazardous substances.

Work is nearly completed 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 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 provides for transportation-related needs, environmental,

quality-of-life and economic improvements for the area to encourage new investment and development. The improvements stretch along US 301 from Lipscomb Road to Black Creek Road and has an expected completion date of May 2020. The bulk of the money was 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.

In the last decade, tourism spending in Wilson County has increased by nearly 40% to an all-time high of more than $126 million dollars. This increase is attributed to the numerous facilities and events in the County. 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. The popularity of the trail has brought about plans for more changes to Lake Wilson. Plans include a new bridge over the dam, a paved parking area, bathroom facilities, improvements to the boat ramps and docks and a small dog park. The upgrades will cost nearly $900,000 and take about six months to complete.

A 4-acre dog park has been added at Toisnot Park. The park features separate areas for small and large dogs as well as shaded areas and obstacles for play. Future plans for the park include the construction of a trail to connect Toisnot and Gillette parks.

The City of Wilson's Human Relations department hosts 1st Fridays on the Lawn through the months of August-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. Work has begun on the $2.1 million renovation of a 20,000 square-foot space that will 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. Additional funding has come from individual donors and grants from the Blue Bell Foundation and the Robert P. Holding Foundation. 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 40,000 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 park has also won state and national acclaim from the American Planning Association as it was awarded the Great Places People's Choice Award for 2019.

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.

Miscellaneous Statistical Information

(Information as of June 30, 2019, unless otherwise indicated)
*(*Various Departmental Reporting as of February, 2020)*
*(**per NC Department of Commerce)*
*(***per US Climate Data)*

Year Established	
Wilson	1849
Wilson County	1855
Size (square miles)	
Wilson	32.0
Wilson County	373.0
Climate	
Average Annual High Temperature ***	72.0F
Average Annual Low Temperature ***	50.0F
Average Annual Rainfall (inches)***	47.04
Average Annual Snowfall (inches)***	1.0
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	454
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 *	1,337
Gas	
Number of Consumers	13,719
Average Daily Usage	4,063,048 cu. ft.
Miles of Distribution Lines*	402
Water	
Number of Consumers	22,659
Average Daily Usage	9.14
Miles of Distribution Lines*	431
Sewer	
Average Daily Flow	9.98 MGD
Miles of Distribution Lines*	363
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	6.24

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 (2018 US Census Estimates)	
City of Wilson	49,329
Wilson County	81,455

Age (2018 projection by NC Dept. of Commerce)	***Percent***
Under 20	26.1
20-24	6.0
25-34	11.9
35-44	11.7
45-54	13.3
55-64	14.1
Over 65 years	17.0

Race (2018 US Census Estimates)	***Percent***
White/Caucasian	42.4
Black/African-American	47.9
Asian	1.2
Hispanic	10.1

Sex (2018 US Census Estimates)	***Percent***
Female	54.5
Male	45.5

Median Household Income (2018 projection by US Census)	$41,606

Housing Occupancy (2018 projection by NC Dept. of Commerce	***Number***
Total Housing Units	36,005
Homeownership Rate	59.0%

Education Attainment (2018 US Census Estimates)	***Percent***
High School Graduate or Equivalency	80.3
Bachelor's Degree or Higher	23.7

Economic Information

Tax Rates

Tax Valuation – 20-21 (est.) - City $ 4,254,077,750

2020-2021 Tax Rate/$100 Valuation

City	.575
County	.730

Wilson County Employment by Industry (2019 2nd Qtr.)

Sector	
Agriculture, Forestry, Fishing & Hunting	555
Construction	3,066
Manufacturing	7,135
Wholesale Trade	1,290
Retail Trade	3,863
Transportation and Warehousing	841
Information	708
Finance and Insurance	1,171
Real Estate, Rental, Leasing	2,60
Professional and Technical Services	761
Management of Companies	1,149
Administrative and Waste Services	1,489
Educational Services	2,549
Health Care and Social Assistance	4,811
Arts, Entertainment, and Recreation	290
Accommodation and Food Services	3,155
Other Services (Ex. Public Administration)	725
Public Administration	2,257

Source: Department of Commerce – Website

Major Employers in Wilson City

Name of Business	Employment Range	Business Type
BB&T	2200	Financial Activities
Wilson County Schools	1500	Education
Collins (formerly UTC) Aerospace Systems	1120	Public Administration
City of Wilson	760	Manufacturing
County of Wilson	721	Public Administration
Smithfield Packaged Meats Corp.	663	Manufacturing
NC Dept. of Health & Human Resources	520	Public Administration
Novartis (formerly Sandoz)	462	Manufacturing
Fresenius Kabi	345	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.

COUNCIL GOALS

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 2021 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.

BUDGET SUMMARIES

ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
GOVERNMENTAL FUND				
General Fund				
Property Taxes	$ 21,756,658	$ 21,256,100	$ 21,898,330	$ 21,530,270
Motor Vehicle Property Taxes	2,302,577	2,148,570	2,418,910	2,364,010
Other Taxes	9,737,317	8,120,450	9,395,870	8,130,250
Intergovernmental	7,387,401	6,274,910	7,017,915	6,219,080
Sales/Charges for Services	6,654,806	6,384,220	6,842,687	6,515,740
Licenses, Permits, Etc.	1,721,570	1,150,480	1,547,095	1,192,660
Assessments	126,690	35,400	110,421	42,390
Miscellaneous Income	917,342	1,107,270	1,174,756	130,550
Investment Income	436,654	150,000	308,650	210,000
Interfund Transfers	3,538,814	3,522,280	3,844,230	3,573,790
Total Revenues	$ 54,579,829	$ 50,149,680	$ 54,558,864	$ 49,908,740
Total Expenditures	$ 55,737,237	$ 59,812,906	$ 56,148,126	$ 55,955,970
Revenues over/(under) expenditures	$ (1,157,408)	$ (9,663,226)	$ (1,589,262)	$ (6,047,230)
PROPRIETARY FUNDS				
Electric Fund				
Intergovernmental	$ 455,508	$ 0	$ 5,090	$ 0
Sales/Charges for Services	125,591,388	126,349,910	122,023,314	125,599,410
Miscellaneous Income	1,456,591	952,380	1,416,093	918,000
Investment Income	589,183	0	559,821	0
Total Revenues	$ 128,092,670	$ 127,302,290	$ 124,004,318	$ 126,517,410
Total Expenditures	$ 130,684,366	$ 135,031,797	$ 126,658,882	$ 126,517,410
Revenues over/(under) expenditures	$ (2,591,696)	$ (7,729,507)	$ (2,654,564)	$ 0
Gas Fund				
Sales/Charges for Services	$ 18,553,960	$ 17,464,700	$ 16,561,100	$ 17,184,700
Miscellaneous Income	22,794	9,000	32,412	9,000
Investment Income	118,261	0	111,913	0
Interfund Loan Repayment	234,545	0	234,545	0
Total Revenues	$ 18,929,560	$ 17,473,700	$ 16,939,970	$ 17,193,700
Total Expenditures	$ 17,681,575	$ 17,971,395	$ 16,372,978	$ 17,565,760
Revenues over/(under) expenditures	$ 1,247,985	$ (497,695)	$ 566,992	$ (372,060)

ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Water Resources Fund				
Intergovernmental	$ 135,800	$ 0	$ 0	$ 0
Sales/Charges for Services	26,182,126	27,099,300	26,889,814	27,502,870
Miscellaneous Income	662,019	545,500	707,696	720,130
Investment Income	248,725	0	154,846	0
Interfund Transfers	140,245	0	0	0
Total Revenues	$ 27,368,915	$ 27,644,800	$ 27,752,356	$ 28,223,000
Total Expenditures	$ 27,514,257	$ 33,732,036	$ 31,477,840	$ 29,268,370
Revenues over/(under) expenditures	$ (145,342)	$ (6,087,236)	$ (3,725,484)	$ (1,045,370)
Broadband Fund				
Intergovernmental	$ 79,202	$ 34,200	$ 4,280	$ 0
Sales/Charges for Services	15,523,802	16,606,350	16,484,318	17,471,110
Miscellaneous Income	1,304,327	652,500	1,201,667	579,000
Investment Income	41,762	35,000	47,056	0
Total Revenues	$ 16,949,093	$ 17,328,050	$ 17,737,321	$ 18,050,110
Total Expenditures	$ 17,029,826	$ 17,557,734	$ 17,963,829	$ 18,050,110
Revenues over/(under) expenditures	$ (80,733)	$ (229,684)	$ (226,508)	$ 0
Mass Transit Fund				
Intergovernmental	$ 1,017,651	$ 2,158,580	$ 949,910	$ 891,630
Licenses, Permits, Etc.	180,525	150,000	174,080	150,000
Sales/Charges for Services	70,663	68,600	74,450	0
Miscellaneous Income	4,839	5,000	6,045	5,000
Investment Income	9,798	0	7,500	0
Interfund Transfers	312,500	417,500	417,500	612,500
Total Revenues	$ 1,595,976	$ 2,799,680	$ 1,629,485	$ 1,659,130
Total Expenditures	$ 1,541,801	$ 3,038,830	$ 1,674,470	$ 1,773,610
Revenues over/(under) expenditures	$ 54,175	$ (239,150)	$ (44,985)	$ (114,480)
Industrial Air Center Fund				
Sales/Charges for Services	$ 30,741	$ 37,650	$ 33,510	$ 37,650
Miscellaneous Income	970	0	5,500	0
Investment Income	2,628	0	8,500	0
Interfund Transfers	54,880	699,000	699,000	54,880
Total Revenues	$ 89,219	$ 736,650	$ 746,510	$ 92,530
Total Expenditures	$ 274,837	$ 760,510	$ 690,030	$ 193,870
Revenues over/(under) expenditures	$ (185,618)	$ (23,860)	$ 56,480	$ (101,340)

ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Stormwater Management Fund				
Intergovernmental	$ 86,588	$ 0	$ 0	$ 0
Sales/Charges for Services	3,857,844	4,161,370	4,269,427	4,396,500
Miscellaneous Income	18,748	6,000	44,780	8,940
Investment Income	44,423	0	45,079	0
Total Revenues	$ 4,007,603	$ 4,167,370	$ 4,359,286	$ 4,405,440
Total Expenditures	$ 3,711,911	$ 5,079,260	$ 4,982,800	$ 4,405,440
Revenues over/(under) expenditures	$ 295,692	$ (911,890)	$ (623,514)	$ 0
Water Resources Capital Reserve Fund				
Interfund Transfers	$ 636,870	$ 67,090	$ 67,090	$ 0
Investment Income	14,752	11,000	10,130	0
Total Revenues	$ 651,622	$ 78,090	$ 77,220	$ 0
Total Expenditures	$ 0	$ 878,090	$ 800,000	$ 350,000
Revenues over/(under) expenditues	$ 651,622	$ (800,000)	$ (722,780)	$ (350,000)
SPECIAL REVENUE FUND				
Community Development Fund				
Miscellaneous Income	$ 2,181	$ 10,500	$ 10,525	$ 8,000
Investment Income	3,571	0	2,600	0
Interfund Transfers	46	0	0	65,000
Total Revenues	$ 5,798	$ 10,500	$ 13,125	$ 73,000
Total Expenditures	$ 115,089	$ 130,790	$ 110,790	$ 130,490
Revenues over/(under) expenditures	$ (109,291)	$ (120,290)	$ (97,665)	$ (57,490)
COMPONENT UNITS				
Downtown Development Corporation				
Property Taxes	$ 65,597	$ 60,600	$ 68,040	$ 65,100
Motor Vehicle Property Taxes	2,585	2,350	1,930	2,050
Intergovernmental	15,750	15,750	15,750	15,750
Miscellaneous Income	64,172	38,790	44,780	38,790
Investment Income	2,926	0	0	0
Interfund Transfers	280,500	300,000	300,000	260,000
Total Revenues	$ 431,530	$ 417,490	$ 430,500	$ 381,690
Total Expenditures	$ 426,662	$ 471,780	$ 475,310	$ 452,410
Revenues over/(under) expenditures	$ 4,868	$ (54,290)	$ (44,810)	$ (70,720)
Wilson Cemetery Commission				
Sales/Charges for Services	$ 512,899	$ 444,500	$ 492,500	$ 444,500
Miscellaneous Income	26,715	20,565	18,070	10,000
Investment Income	4,720	1,200	3,000	0
Interfund Transfers	131,900	0	0	0
Total Revenues	$ 676,234	$ 466,265	$ 513,570	$ 454,500
Total Expenditures	$ 569,283	$ 588,080	$ 570,690	$ 537,700
Revenues over/(under) expenditures	$ 106,951	$ (121,815)	$ (57,120)	$ (83,200)

ALL FUNDS RECOGNIZED IN INTERNAL SERVICE FUNDS SPENDING PLANS

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
INTERNAL SERVICE FUNDS				
Operations Center Fund				
Sales/Charges for Services	$ 1,123,405	$ 1,172,080	$ 1,172,080	$ 1,046,910
Miscellaneous Income	14	0	0	0
Investment Income	37,009	0	35,000	0
Total Revenues	$ 1,160,428	$ 1,172,080	$ 1,207,080	$ 1,046,910
Total Expenditures	$ 1,154,405	$ 2,273,458	$ 2,261,937	$ 1,046,910
Revenues over/(under) expenditures	$ 6,023	$ (1,101,378)	$ (1,054,857)	$ 0
Risk Management Fund				
Sales/Charges for Services	$ 3,167,060	$ 3,226,030	$ 3,226,030	$ 3,311,100
Miscellaneous Income	71,262	0	90,770	0
Investment Income	123,324	0	115,000	0
Total Revenues	$ 3,361,646	$ 3,226,030	$ 3,431,800	$ 3,311,100
Total Expenditures	$ 2,460,362	$ 4,184,845	$ 4,043,422	$ 3,311,100
Revenues over/(under) expenditures	$ 901,284	$ (958,815)	$ (611,622)	$ 0
Group Insurance Benefits Fund				
Sales/Charges for Services	$ 13,173,362	$ 14,579,050	$ 14,574,880	$ 15,112,880
Miscellaneous Income	887	0	450	0
Investment Income	158,226	0	154,180	0
Total Revenues	$ 13,332,475	$ 14,579,050	$ 14,729,510	$ 15,112,880
Total Expenditures	$ 13,342,047	$ 14,579,050	$ 14,515,870	$ 15,112,880
Revenues over/(under) expenditures	$ (9,572)	$ 0	$ 213,640	$ 0

BUDGET SUMMARY – ALL FUNDS – 2020-2021

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Funding Sources				
Property Taxes	$ 21,822,255	$ 21,316,700	$ 21,966,370	$ 21,595,370
Motor Vehicle Property Taxes	2,305,162	2,150,920	2,420,840	2,366,060
Other Taxes	9,737,317	8,120,450	9,395,870	8,130,250
Intergovernmental	9,177,900	8,483,440	7,992,945	7,126,460
Sales/Charges for Services	214,442,056	217,593,760	212,644,110	218,623,370
Licenses and Permits	1,902,095	1,300,480	1,721,175	1,342,660
Assessments	126,690	35,400	110,421	42,390
Investment Income	1,900,765	186,200	1,621,645	210,000
Miscellaneous	4,552,861	3,347,505	4,753,544	2,427,410
Interfund Loan Repayment	234,545	0	234,545	0
Transfers from Other Funds	5,095,755	5,016,870	5,327,820	4,566,170
Total Revenues and Other Financing Sources	271,297,401	267,551,725	268,189,285	266,430,140
Beginning Fund Balance Available	71,613,387	74,101,061	74,101,061	68,227,534
Non-budgetary Increase/(Decrease)	3,433,931	0	0	0
Total Available Resources	$ 346,344,719	$ 341,652,786	$ 342,290,346	$ 334,657,674
Expenditures				
Administrative Services	$ 5,055,209	$ 5,216,922	$ 4,874,361	$ 4,801,110
Financial Services	1,222,993	1,347,725	1,273,010	1,339,540
Information Technology Services	317,828	324,190	324,190	332,290
Human Resources	337,617	380,290	358,620	391,640
Police	14,723,164	15,566,674	14,915,950	15,792,480
Fire	8,709,529	9,235,883	9,134,940	9,276,450
Planning, Community Revitalization and Development Services	3,482,843	3,956,940	3,511,890	3,848,020
Parks and Recreation	5,826,983	6,259,914	6,110,490	5,685,050
Public Works	13,426,384	16,748,862	14,294,740	14,198,720
Wilson Energy	141,153,317	145,153,200	136,035,049	135,885,640
Water Resources	19,426,935	23,076,086	21,022,398	21,602,220
Broadband	13,253,212	13,866,134	14,272,231	14,172,440
Stormwater	3,711,911	4,129,260	4,082,800	4,355,440
Wilson Cemetery Commission	569,283	588,080	570,690	537,700
Risk Management & Group Insurance Benefit	15,802,409	18,763,895	18,559,292	18,423,980
Contributions to Other Agencies	1,563,528	2,066,930	1,852,250	1,993,660
Transfers to Other Funds	12,718,305	16,003,116	16,828,240	10,522,170
Debt Service	10,707,663	10,493,820	10,491,288	10,378,930
Interfund Loan Repayment	234,545	234,550	234,545	234,550
Contingency	0	850,000	0	900,000
Total Expenditures and Other Financing Uses	272,243,658	294,262,471	278,746,974	274,672,030
Encumbrances Reappropriated		(4,684,162)	(4,684,162)	
Ending Fund Balance Available	74,101,061	52,074,477	68,227,534	59,985,644
Total Fund Commitments and Fund Balance	$ 346,344,719	$ 341,652,786	$ 342,290,346	$ 334,657,674

BUDGET SUMMARY – ALL FUNDS – 2020-2021

	MAJOR FUNDS					NON-MAJOR FUNDS				
	General Fund	Electric Fund	Gas Fund	Water Resources Fund	Broadband Fund	Other Governmental Funds	Other Proprietary Funds	Component Units	Internal Service Funds	OPERATING TOTAL
REVENUES										
Property Taxes	21,530,270							65,100		21,595,370
Motor Vehicle Property Taxes	2,364,010							2,050		2,366,060
Other Taxes	8,130,250									8,130,250
Intergovernmental	6,219,080						891,630	15,750		7,126,460
Sales/Charges For Services	6,515,740	125,599,410	17,184,700	27,502,870	17,471,110		4,434,150	444,500	19,470,890	218,623,370
Licenses and Permits	1,192,660						150,000			1,342,660
Assessments	42,390									42,390
Investment Income	210,000									210,000
Miscellaneous Income	130,550	918,000	9,000	720,130	579,000	8,000	13,940	48,790		2,427,410
Transfers from Other Funds	3,573,790					65,000	667,380	260,000		4,566,170
Total Revenues and Other Financing Sources	49,908,740	126,517,410	17,193,700	28,223,000	18,050,110	73,000	6,157,100	836,190	19,470,890	266,430,140
Beginning Fund Bal Available	17,304,771	16,921,333	7,751,633	4,707,319	738,835	80,047	6,985,460	351,799	13,386,337	68,227,534
Total Available Resources	67,213,511	143,438,743	24,945,333	32,930,319	18,788,945	153,047	13,142,560	1,187,989	32,857,227	334,657,674
EXPENDITURES										
Administrative Services	4,801,110									4,801,110
Financial Services	1,339,540									1,339,540
Information Tech. Services	332,290									332,290
Human Resources	391,640									391,640
Police	15,792,480									15,792,480
Fire	9,276,450									9,276,450
Planning, Community Revitalization and Development Services	3,265,120					130,490		452,410		3,848,020
Parks and Recreation	5,685,050									5,685,050
Public Works	12,231,240						1,967,480			14,198,720
Wilson Energy		119,657,160	15,564,780						663,700	135,885,640
Water Resources				21,602,220						21,602,220
Broadband					14,172,440					14,172,440
Stormw ater							4,355,440			4,355,440
Debt Service	351,170	1,578,500	456,780	3,966,150	3,643,120				383,210	10,378,930
Wilson Cemetery Commission								537,700		537,700
Risk Management & Group Ins.									18,423,980	18,423,980
Contribution to Other Agencies		1,984,090	9,570							1,993,660
Transfers to Other Funds	814,880	1,841,500	1,213,920				350,000			4,220,300
Transfer to Capital Projects	1,675,000	281,000		3,500,000						5,456,000
Transfer/Pymt in lieu of taxes		675,160	170,710							845,870
Loan Repayment					234,550					234,550
Contingency		500,000	150,000	200,000			50,000			900,000
Total Expenditures and Other Financing Uses	55,955,970	126,517,410	17,565,760	29,268,370	18,050,110	130,490	6,722,920	990,110	19,470,890	274,672,030
Ending Fund Balance	11,257,541	16,921,333	7,379,573	3,661,949	738,835	22,557	6,419,640	197,879	13,386,337	59,985,644
Total Fund Commitments and Fund Balances	67,213,511	143,438,743	24,945,333	32,930,319	18,788,945	153,047	13,142,560	1,187,989	32,857,227	334,657,674

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 follow s:

Total Expenditures and Other Financing Uses	274,672,030
Less Internal Service Funds	(19,470,890)
Less amount of Transfers out that are funding sources for appropriations in other funds	(4,616,170)
Total Expenditures and Other Financing Uses (Net of intra-activity amounts)	250,584,970

BUDGET COMPARISON BY FUND FOR FISCAL YEAR 2019-2021 (MAJOR FUNDS)

	GENERAL FUND			ELECTRIC FUND			GAS FUND		
Funding Sources	2018-19 Actual	2019-20 Estimated	2020-21 Budget	2018-19 Actual	2019-20 Estimated	2020-21 Budget	2018-19 Actual	2019-20 Estimated	2020-21 Budget
Property Taxes	21,756,658	21,898,330	21,530,270						
Motor Vehicle Property Taxes	2,302,577	2,418,910	2,364,010						
Other Taxes	9,737,317	9,395,870	8,130,250						
Intergovernmental	7,387,401	7,017,915	6,219,080	455,508	5,090				
Sales/Charges For Services	6,654,806	6,842,687	6,515,740	125,591,388	122,023,314	125,599,410	18,553,960	16,561,100	17,184,700
Licenses and Permits	1,721,570	1,547,095	1,192,660						
Assessments	126,690	110,421	42,390						
Investment Income	436,654	308,650	210,000	589,183	559,821		118,261	111,913	
Miscellaneous Income	917,342	1,174,756	130,550	1,456,591	1,416,093	918,000	22,794	32,412	9,000
Proceeds from Debt Refunding									
Transfers from Other Funds	3,538,814	3,844,230	3,573,790						
Interfund Loan Repayment							234,545	234,545	
Beginning Fund Bal Available	19,673,122	18,122,773	17,304,771	15,484,733	16,986,130	16,921,333	5,612,267	7,118,146	7,751,633
Non-budgetary Inc/(Dec)	(392,941)	771,260		4,093,093	2,589,767		257,894	66,495	
TOTAL	73,860,010	73,452,897	67,213,511	147,670,496	143,580,215	143,438,743	24,799,721	24,124,611	24,945,333
Expenditures/Other Uses									
(Grouped by function)									
General Government	6,980,968	6,851,451	7,059,740						
Public Safety	24,543,503	25,269,405	26,424,360						
Public Works	5,433,369	5,462,710	6,444,110						
Environmental Services	5,939,821	6,249,610	5,380,290						
Planning, Community Revitalization and Development Services	1,752,126	1,638,735	1,834,730						
Human Relations	267,391	265,190	286,640						
Parks and Recreation	5,826,983	6,110,490	5,685,050						
Wilson Energy				124,537,703	119,656,056	119,657,160	15,844,896	14,499,283	15,564,780
Debt Service	359,731	354,165	351,170	1,906,435	1,765,476	1,578,500	439,869	463,015	456,780
Contribution to Other Agencies				1,532,808	1,818,960	1,984,090	30,720	33,290	9,570
Transfers to Other Funds	4,633,345	3,946,370	2,489,880	2,707,420	3,418,390	2,797,660	1,366,090	1,377,390	1,384,630
Contingency						500,000			150,000
Ending Fund Balance	18,122,773	17,304,771	11,257,541	16,986,130	16,921,333	16,921,333	7,118,146	7,751,633	7,379,573
Total Fund Commitments and Fund Balances	73,860,010	73,452,897	67,213,511	147,670,496	143,580,215	143,438,743	24,799,721	24,124,611	24,945,333

	WATER RESOURCES FUND			BROADBAND FUND		
Funding Sources	2018-19 Actual	2019-20 Estimated	2020-21 Budget	2018-19 Actual	2019-20 Estimated	2020-21 Budget
Intergovernmental	135,800			79,202	4,280	
Sales/Charges For Services	26,182,126	26,889,814	27,502,870	15,523,802	16,484,318	17,471,110
Investment Income	248,725	154,846		41,762	47,056	
Miscellaneous Income	662,019	707,696	720,130	1,304,327	1,201,667	579,000
Proceeds from Debt Refunding						
Transfers from Other Funds	140,245					
Beginning Fund Bal Available	7,241,073	7,394,497	4,707,319	1,025,625	955,659	738,835
Non-budgetary Inc/(Dec)	298,766	1,038,306		10,767	9,684	
TOTAL	34,908,754	36,185,159	32,930,319	17,985,485	18,702,664	18,788,945
Expenditures/Other Uses						
(Grouped by function)						
Water Resources	19,426,935	21,022,398	21,602,220			
Broadband				13,253,212	14,272,231	14,172,440
Debt Service	4,075,872	4,069,352	3,966,150	3,542,069	3,457,053	3,643,120
Transfers to Other Funds	4,011,450	6,386,090	3,500,000			
Interfund Loan Repayment				234,545	234,545	234,550
Contingency			200,000			
Ending Fund Balance	7,394,497	4,707,319	3,661,949	955,659	738,835	738,835
Total Fund Commitments and Fund Balances	34,908,754	36,185,159	32,930,319	17,985,485	18,702,664	18,788,945

BUDGET COMPARISON BY FUND FOR FISCAL YEAR 2019-2021 (NON-MAJOR FUNDS) with Internal Service Funds

	GOVERNMENTAL			PROPRIETARY			INTERNAL SERVICE		
Funding Sources	2018-19 Actual	2019-20 Estimated	2020-21 Budget	2018-19 Actual	2019-20 Estimated	2020-21 Budget	2018-19 Actual	2019-20 Estimated	2020-21 Budget
Intergovernmental				1,104,239	949,910	891,630			
Sales/Charges For Services				3,959,248	4,377,387	4,434,150	17,463,827	18,972,990	19,470,890
Licenses and Permits				180,525	174,080	150,000			
Investment Income	3,571	2,600		136,404	129,579		318,559	304,180	
Miscellaneous Income	2,181	10,525	8,000	24,557	56,325	13,940	72,163	91,220	
Proceeds from Debt Refunding									
Transfers from Other Funds	46		65,000	1,004,250	1,183,590	667,380			
Beginning Fund Bal Available	210,563	177,712	80,047	7,282,282	8,053,239	6,985,460	14,755,220	14,839,176	13,386,337
Non-budgetary Inc/(Dec)	76,440			(109,717)	208,650		(813,779)		
TOTAL	292,801	190,837	153,047	13,581,788	15,132,760	13,142,560	31,795,990	34,207,566	32,857,227
Expenditures/Other Uses (Grouped by function)									
Public Works				1,816,638	2,364,500	1,967,480			
Planning, Community Revitalization and Development Services	115,089	110,790	130,490						
Wilson Energy							770,718	1,879,710	663,700
Stormwater				3,711,911	4,082,800	4,355,440			
Debt Service							383,687	382,227	383,210
Risk Management & Group Ins.							15,802,409	18,559,292	18,423,980
Contribution to Other Agencies									
Transfers to Other Funds					1,700,000	350,000			
Contingency						50,000			
Ending Fund Balance	177,712	80,047	22,557	8,053,239	6,985,460	6,419,640	14,839,176	13,386,337	13,386,337
Total Fund Commitments and Fund Balances	292,801	190,837	153,047	13,581,788	15,132,760	13,142,560	31,795,990	34,207,566	32,857,227

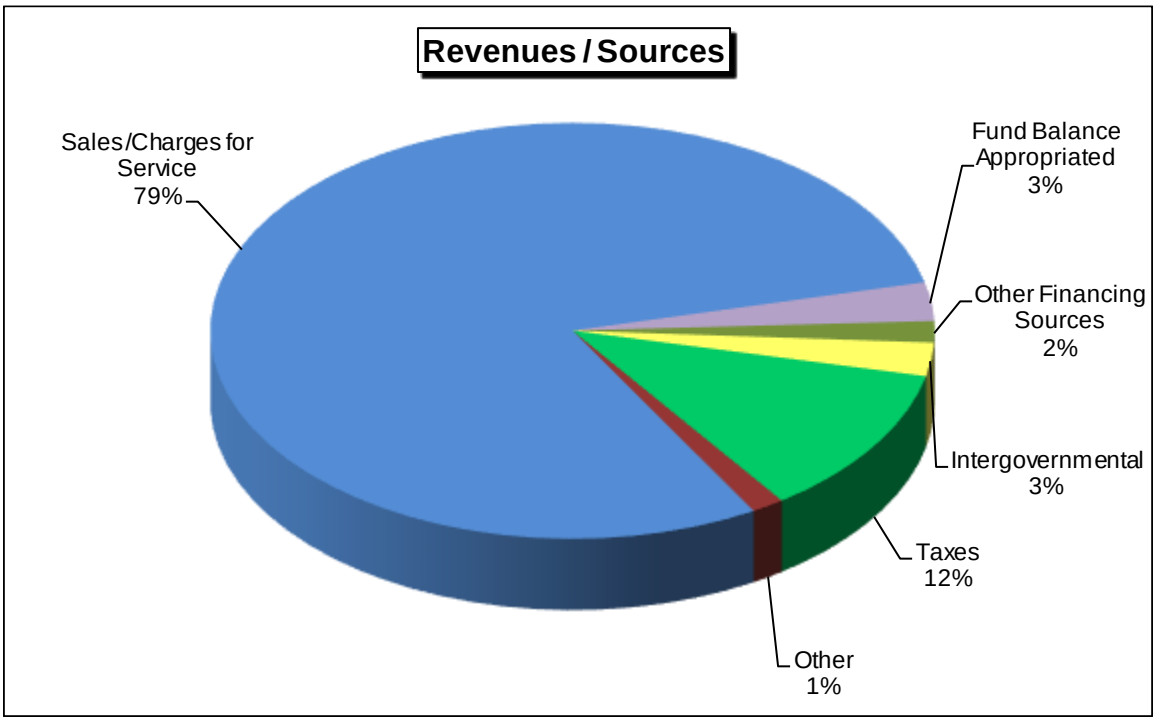
Summary of Changes in Fund Balances - Major / Non-Major Funds

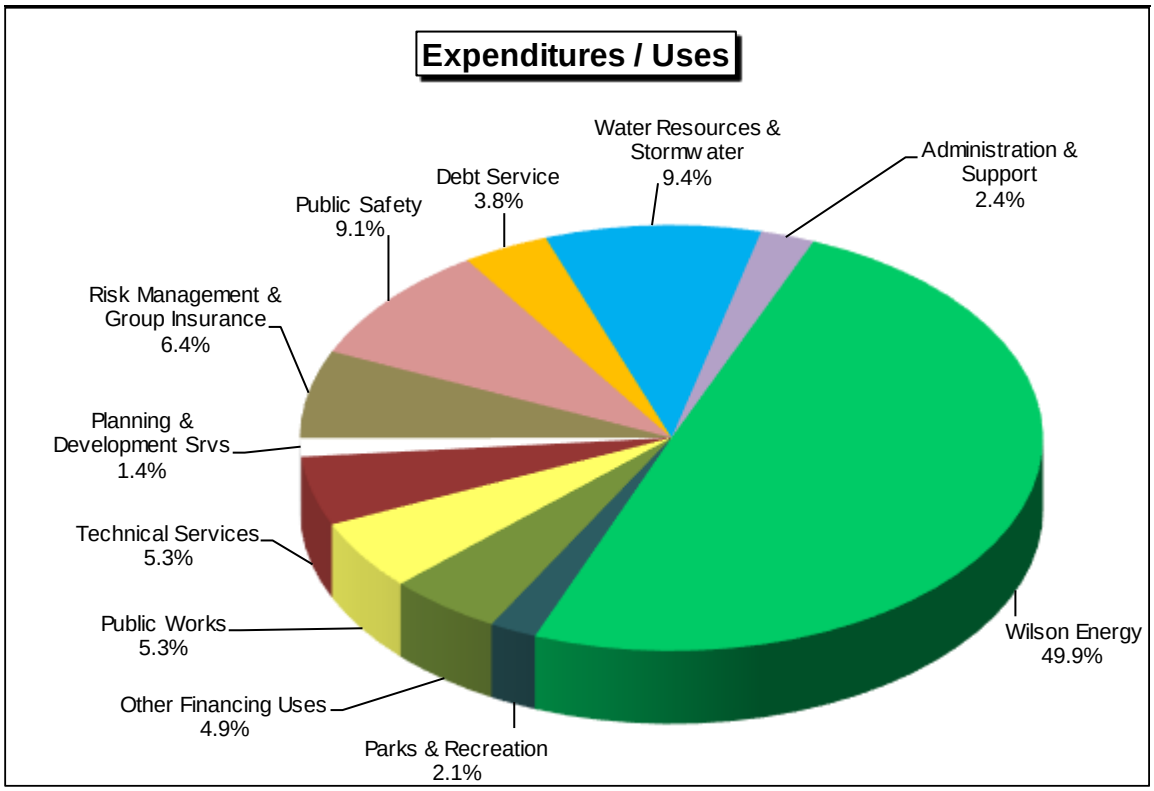
	General Fund	Electric Fund	Gas Fund	Water Resources Fund	Broadband Fund	All Non-Major Funds
FY 2020 Fund Balance (Unassigned, Estimate)	17,304,771	16,921,333	7,751,633	4,707,319	738,835	7,065,507
FY 2021 Budgeted Revenues	49,908,740	126,517,410	17,193,700	28,223,000	18,050,110	6,230,100
FY 2021 Budgeted Expenditures	55,955,970	126,517,410	17,565,760	29,268,370	18,050,110	6,853,410
Net Gain(Loss) to Fund Balance	(6,047,230)	0	(372,060)	(1,045,370)	0	(623,310)
Projected FY 2021 Yearend Fund Balance	11,257,541	16,921,333	7,379,573	3,661,949	738,835	6,442,197
Percentage Inc/(Dec)	-34.9%	0.0%	-4.8%	-22.2%	0.0%	-8.8%

Two of the City's major funds are projected to present changes resulting in fund balance exceeding 10% for FY 2021.

The General Fund shows a $6 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, 2021, it is projected that the General Fund fund balance will represent about 20.1% of annual expenditures, which would still be more than double the recommended state level of 8.0% of annual expenditures. The increase in the General Fund's budget relates to parks and facility improvements; along with transportation and innovation facilities and infrastructure.

The Water Resources Fund will have a reduction in fund balance of about 22.2%. 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.


Revenues / Sources
Sales/Charges for Service 79%
Fund Balance Appropriated 3%
Other Financing Sources 2%
Intergovernmental 3%
Taxes 12%
Other 1%


Expenditures / Uses
Water Resources & Stormwater 9.4%
Administration & Support 2.4%
Debt Service 3.8%
Public Safety 9.1%
Risk Management & Group Insurance 6.4%
Planning & Development Srvs 1.4%
Technical Services 5.3%
Public Works 5.3%
Other Financing Uses 4.9%
Parks & Recreation 2.1%
Wilson Energy 49.9%

LONG-TERM DEBT

Outstanding general obligation bonds at June 30, 2020 will total $2,530,000. 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, 2020 is estimated to be $51. 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, 2019 was $290,704,018. The estimated legal debt margin at June 30, 2020 is $299,842,065.

The estimated long-term debt of the City at June 30, 2020, 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	$ 456,000	
Carter Building Purchase	108,326	
Carter Building Renovation	73,581	
		637,907
ENTERPRISE FUNDS DEBT		
Capital Installment Obligations:		
MGP Site Cleanup	190,761	
Industrial Development Site	523,512	
		714,273
General Obligation Bonds:		
Buckhorn Reservoir Expansion	2,530,000	
		2,530,000
Certificates of Participation:		
Electric System Improvements – 2007	9,242,000	
Electric System Improvements – 2008	7,790,000	
Fiber Optic System Infrastructure – 2007	4,075,306	
Fiber Optic System Infrastructure – 2008	7,084,000	
		28,191,306
State Revolving Loans:		
Wastewater Management Facility Upgrade (14MGD)	654,601	
Water Reuse (Happy Valley)	112,341	
Contentnea Interceptor Reline	283,580	
Wastewater Management Facility Upgrade Phase III	5,808,886	
		6,859,408
Revenue Bonds:		
Natural Gas System Improvements	1,833,750	
Water/Sewer System Improvements	6,316,250	
		8,150,000
INTERNAL SERVICE FUNDS DEBT		
Certificates of Participation:		
Operations Center Building – Meter Shop/Broadband Addition	711,695	
		711,695
GRAND TOTAL of Existing Debt FY 2020-21		$ 47,794,589

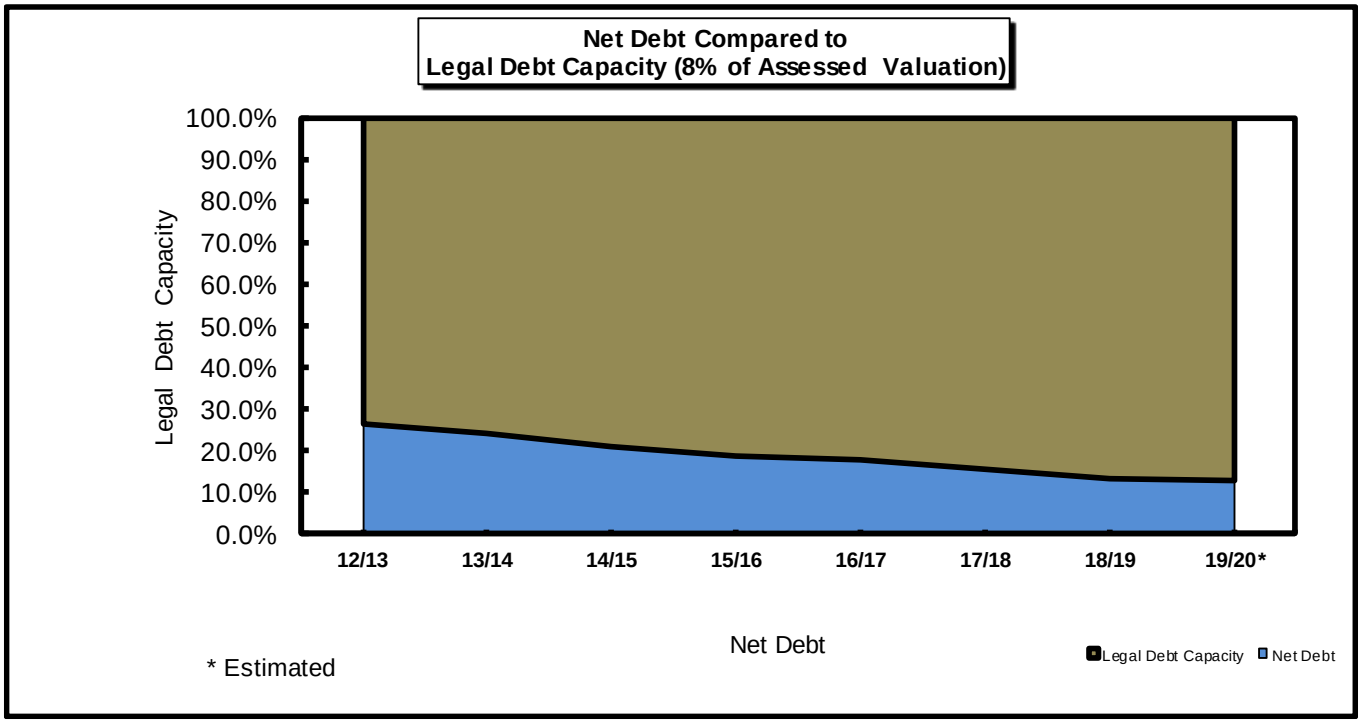
LONG-TERM DEBT

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	Debt Svc. Fees	
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	18,205	13,500	9,234,154
2023	156,000	4,664	5,103,974	833,348			13,500	6,111,486
2024			3,698,974	689,614			13,500	4,402,088
2025			3,769,974	590,614			13,500	4,374,088
2026-2030			13,761,938	1,575,540			37,500	15,374,978
2031-2035			4,133,000	177,471			6,000	4,316,471
2036-2040								
Total:	$ 637,907	$ 33,128	$ 46,444,987	$ 6,200,630	$ 711,695	$ 53,790	$ 111,000	$ 54,193,137

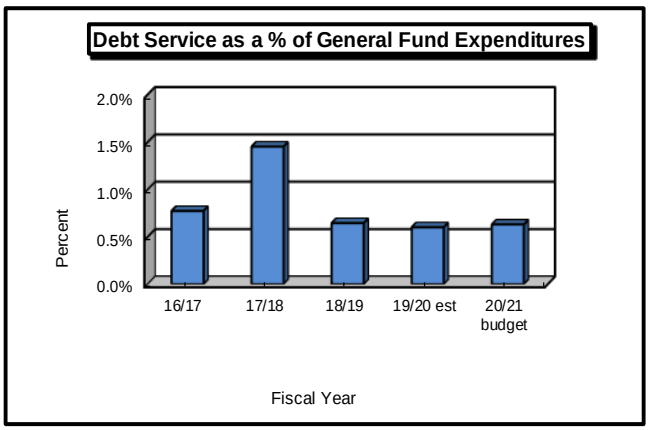
A summary of the estimated changes in long-term debt is as follows:

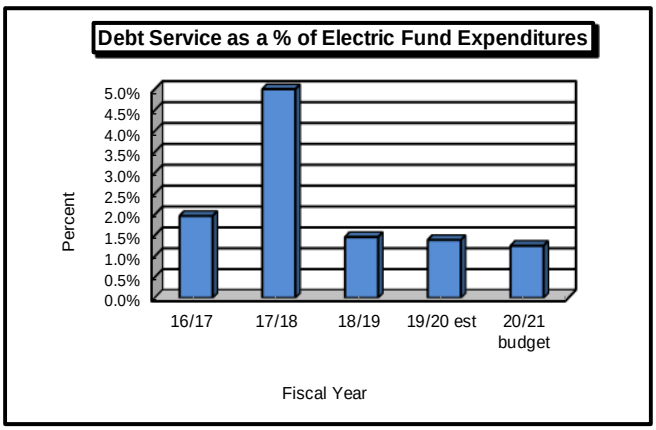
	Estimated Balance June 30, 2020	Estimated Additions	Estimated Retirements	Estimated Balance June 30, 2021
General Fund Long-Term Debt	$ 637,907	$	$ 329,907	$ 308,000
Enterprise Funds Debt	46,444,987		8,348,471	38,096,516
Internal Service Funds Debt	711,695		347,620	364,075
Total:	$ 47,794,589	$	$ 9,025,998	$ 38,768,591

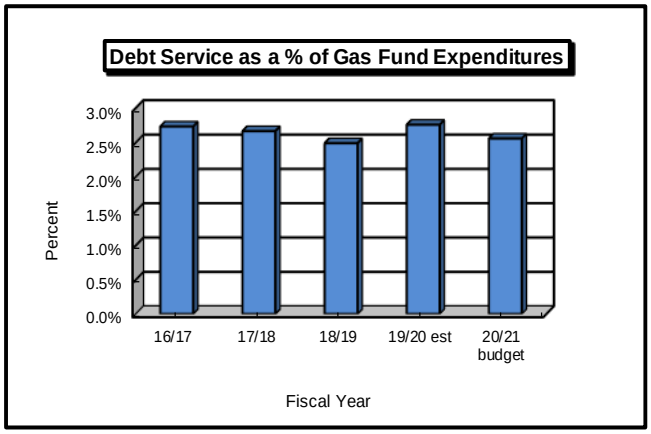


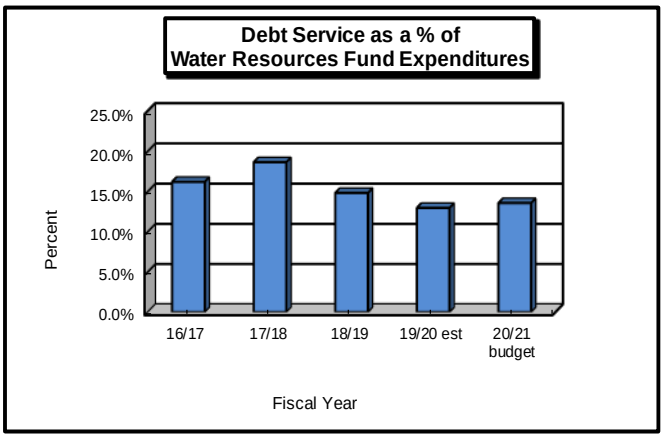
Computation of Legal Debt Margin

Estimated Assessed Valuation – June 30, 2020	$ 4,211,958,170
Debt Limit (at 8% of assessed valuation)	336,956,654
GROSS DEBT: (as of June 30, 2020)	
Outstanding general obligation bonded debt: Water Resources	2,530,000
State Revolving Loan – Water Resources	6,859,408
Notes payable – Capital Installment Obligations	1,352,180
Certificates of Participation	28,903,001
Total	39,644,589
STATUTORY DEDUCTIONS:	
Outstanding general obligation bonded debt: Water Resources	2,530,000
Total	2,530,000
NET DEBT	37,114,589
LEGAL DEBT MARGIN	$ 299,842,065









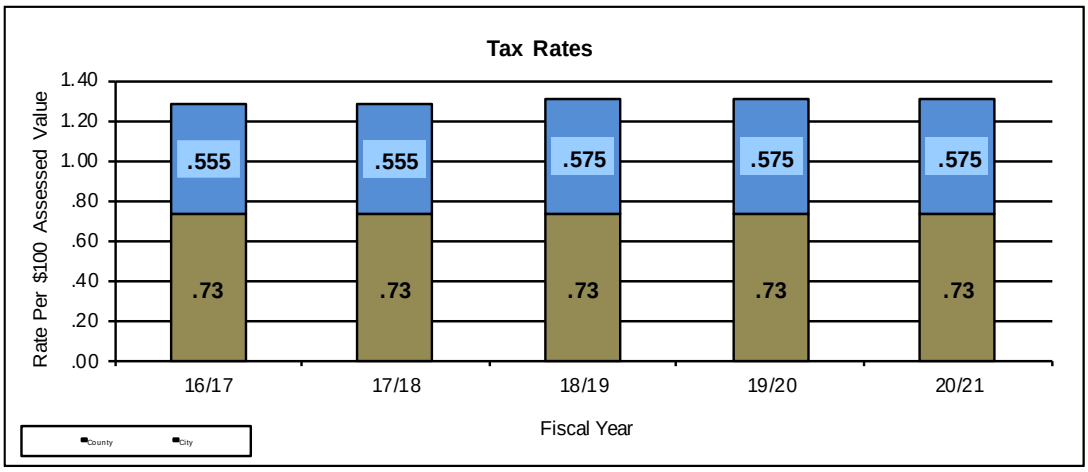
PROPERTY TAX – ASSESSED VALUES, TAX RATES, TAX LEVY AND ESTIMATED COLLECTIONS

	2019-2020		2020-2021
ITEM	**BUDGET**	**ESTIMATED**	**BUDGET**
General Fund (City Wide)			
Assessed Value	$ 4,201,939,590	$ 4,211,958,170	$ 4,254,077,750
Tax Rate/Per $100 Assessed Value	.575	.575	.575
Tax Levy	24,161,150	24,300,580	24,460,950
Collection Rate	96.6%	96.6%	96.6%
Estimated Net Revenue	$ 23,339,670	$ 23,474,360	$ 23,629,280
Downtown Development Fund			
(Municipal Tax District)			
Assessed Value	$ 37,205,010	$ 38,922,030	$ 39,676,430
Tax Rate/Per $100 Assessed Value	.18	.18	.18
Tax Levy	66,970	70,210	71,440
Collection Rate	94.0%	94.0%	94.0%
Estimated Net Revenue	62,950	66,000	67,150

TAX VALUES, RATES, AND COLLECTIONS

Fiscal Year	Assessed Valuation	Percent Change %	Tax Rate (per $100)	Net Levy (Collected)
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	4,182,882,554	+ 2.8%	.575	23,710,165
2019-2020 (E)	4,211,958,170	+.7%	.575	23,474,360
2020-2021 (B)	4,254,077,750	+ 1%	.575	23,629,280

(E) Estimated
(B) Budget
*** Revaluation**



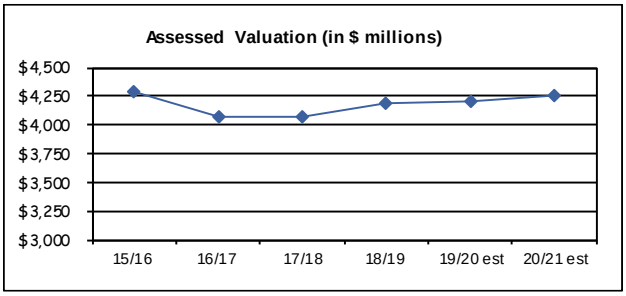
PRINCIPAL TAXPAYERS
As of June 30, 2019

Name	Nature of Business	Assessed Valuation
BB&T	Banking	$ 187,911,991
Sandoz Inc.	Pharmaceutical	100,898,420
DLP Wilson Medical Center, Inc.	Health Care	91,729,407
Fresenius Kabi USA, LLC	Pharmaceutical	67,482,868
Purdue Pharmaceuticals	Pharmaceutical	66,616,467
Alliance One	Tobacco Processor	65,531,052
Linamar Forgings Inc.	Manufacturing	41,741,222
IREIT Wilson Marketplace, LLC	Retail Management	29,686,939
Sleepy Hollow Development	Development	24,671,691
Absolute Plastics, LLC	Plastic Packaging	18,941,164

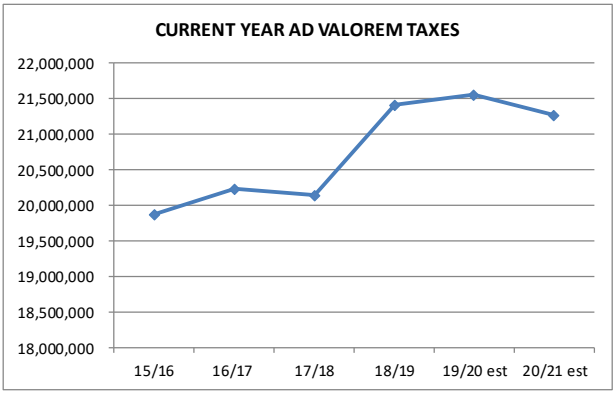
KEY REVENUE SOURCE ANALYSIS

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 2019-20 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) = $ 21,270,270



The City of Wilson property (ad valorem) tax rate for FY 2021 is 57.5 cents per $100 of assessed property value. The ad valorem tax on property is the City's major revenue source, representing 47% 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. The City conservatively estimates the FY 2021 budget for ad valorem taxes.



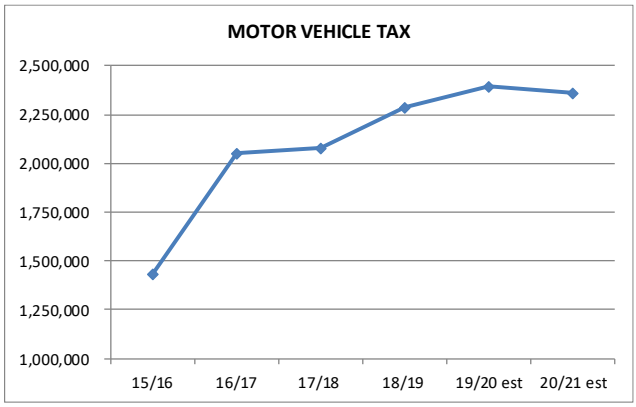
	Current Year Ad Valorem Budget	Current Year Ad Valorem Actual (net of refunds)
2015-2016	19,630,229	19,881,776
2016-2017	19,689,770	20,227,534
2017-2018	19,940,530	20,142,216
2018-2019	20,672,600	21,421,717
2019-2020	21,196,100	21,557,140 (Est.)
2020-2021	21,270,270	

KEY REVENUE SOURCE ANALYSIS

Current Year Motor Vehicle Property Tax = $ 2,359,010

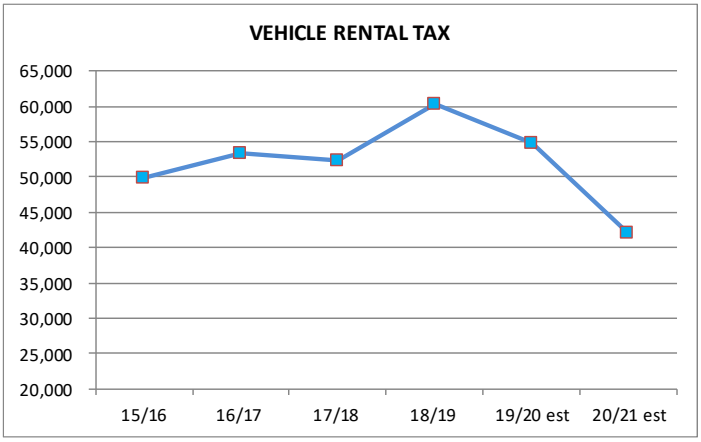
The North Carolina General Assembly passed a law which became effective July 1, 2013 to create a combined motor vehicle registration renewal and property tax collection system (Tag & Tax System). By doing so the new law transfers the responsibility for motor vehicle tax collection from the individual 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)
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	2,288,448
2019-2020	2,143,570	2,397,870 (Est.)
2020-2021	2,359,010	



Vehicle Rental Tax = $ 42,030

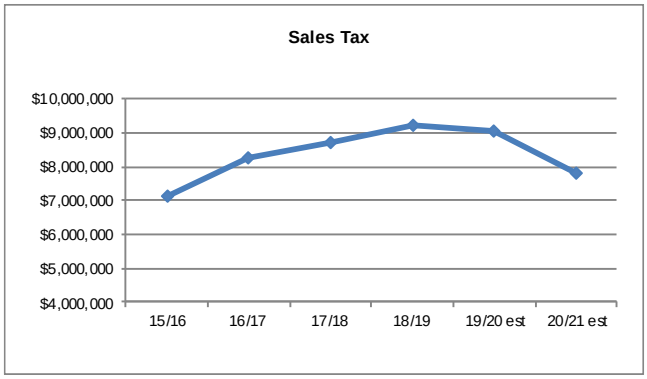
Session Law 2000-2 was signed into law on May 17, 2000 and is entitled “An Act to Repeal the Property Tax on Certain Vehicles Leased or Rented under Retail Short-Term Leases or Rentals and to Replace Tax Revenue with a Local Tax on Gross Receipts Derived from Retail Short-Term Leases or Rentals”. FY 2021 is estimated to decrease 23% below the estimated FY 2020 revenues, which is characteristic of a post-recession environment.



2015-2016	49,870
2016-2017	53,459
2017-2018	52,269
2018-2019	60,426
2019-2020	54,890 (Est.)
2020-2021	42,030 (Budget)

Combined Sales Tax = $ 7,788,220

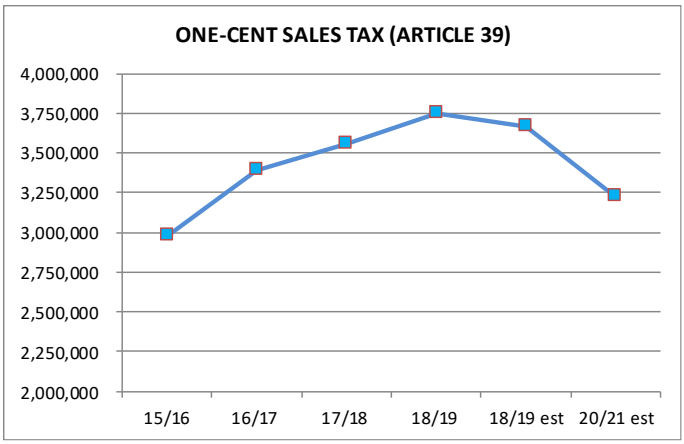
2015-2016	7,139,870	
2016-2017	8,260,412	
2017-2018	8,728,492	
2018-2019	9,228,875	
2019-2020	9,040,980	(Est.)
2020-2021	7,788,220	(Budget)



One-Cent Sales Tax (Article 39) = $ 3,224,220

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 2021 budget for Article 39 is decreasing 0.58% compared to the FY 2020 budget.

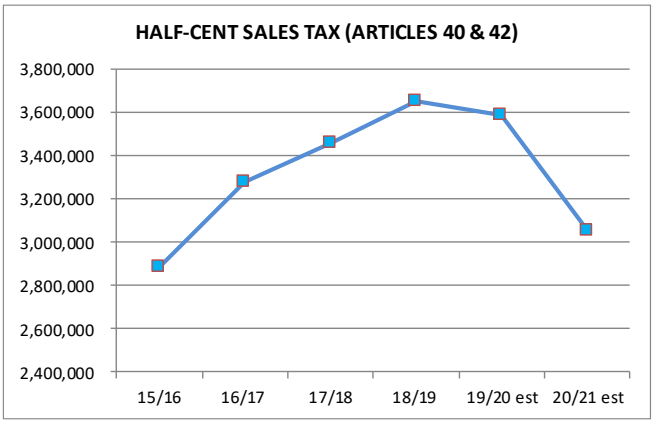
2015-2016	2,980,605	
2016-2017	3,389,157	
2017-2018	3,555,779	
2018-2019	3,752,127	
2019-2020	3,663,100	(Est.)
2020-2021	3,224,220	(Budget)



KEY REVENUE SOURCE ANALYSIS

Half-Cent Sales Taxes (Articles 40 and 42) = $ 3,050,200

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 2021 budget for Article 40 and 42 is increasing 1.6% compared to the FY 2020 budget.

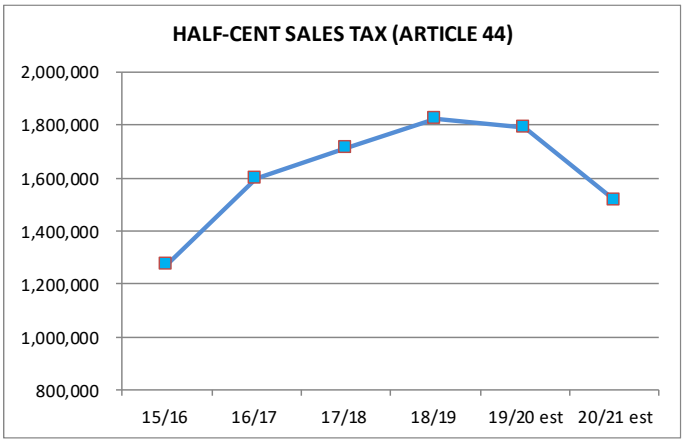


2015-2016	2,883,328	
2016-2017	3,275,007	
2017-2018	3,457,723	
2018-2019	3,652,188	
2019-2020	3,589,780	(Est.)
2020-2021	3,050,200	(Budget)

Half-Cent Sales Tax (Article 44) = $ 1,513,800

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 2021 budget for Article 44 is decreasing 1.6% compared to the FY 2020 budget.

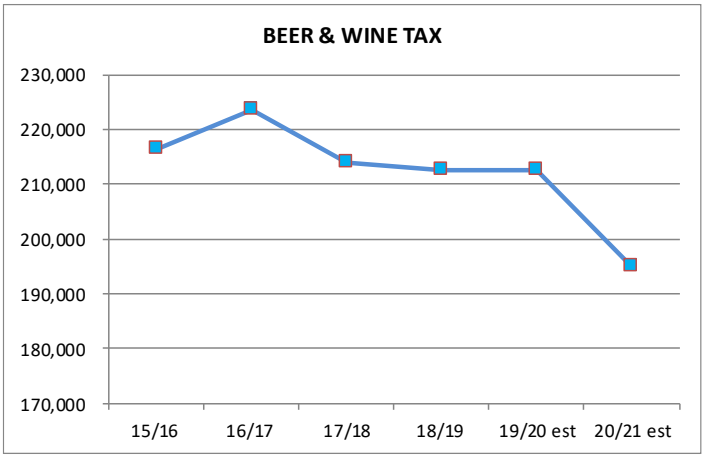
2015-2016	1,275,937	
2016-2017	1,596,248	
2017-2018	1,714,990	
2018-2019	1,824,560	
2019-2020	1,788,100	(Est.)
2020-2021	1,513,800	(Budget)



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.

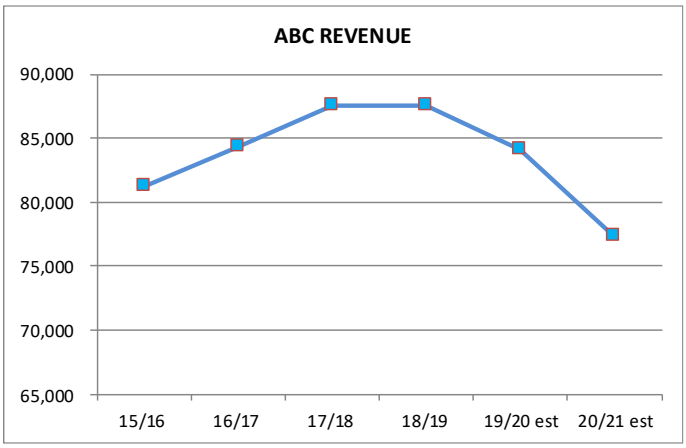


2015-2016	216,526	
2016-2017	223,417	
2017-2018	213,991	
2018-2019	212,455	
2019-2020	212,450	(Est.)
2020-2021	195,000	(Budget)

ABC REVENUE = $ 77,330

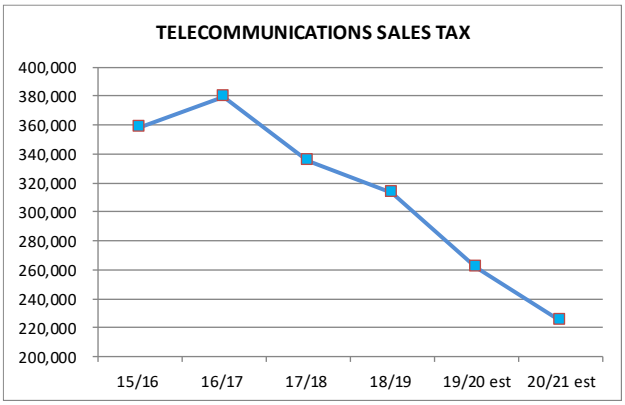
Pursuant to North Carolina General Statute 18B, ABC taxes are distributed quarterly by the county alcohol control board based on the ad valorem levy from the previous year after expenses are deducted for law enforcement, education, and rehabilitation according to North Carolina General Statute 10A-15(14). The FY 2021 budget is projected to decrease 8% from the estimated FY 2020. This revenue source fluctuates from year to year and is not related to demographic variables, so a conservative projection is used.

2015-2016	81,250	
2016-2017	84,375	
2017-2018	87,500	
2018-2019	87,500	
2019-2020	84,150	(Est.)
2020-2021	77,330	(Budget)



Telecommunications Sales Tax = $ 224,490

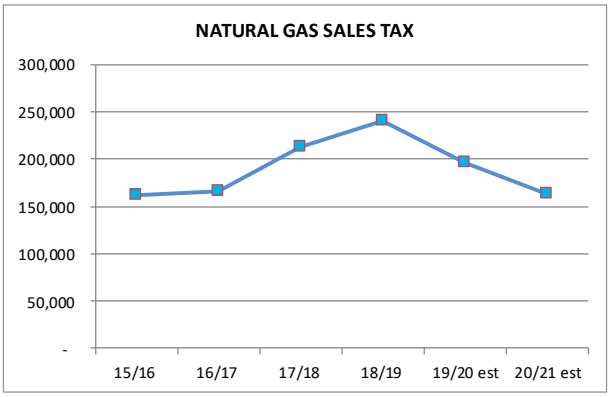
This revenue represents the City's share of the state gross receipts tax on telecommunications providers, and like the utilities sales tax, revenue is received quarterly. The FY 2021 budget is projected to decrease by 14.2% from the estimated FY 2020 revenues to reflect the downward trend in taxable 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.



2015-2016	357,906	
2016-2017	379,601	
2017-2018	335,582	
2018-2019	312,944	
2019-2020	261,480	(Est.)
2020-2021	224,490	(Budget)

Natural Gas Sales Tax = $ 163,590

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.

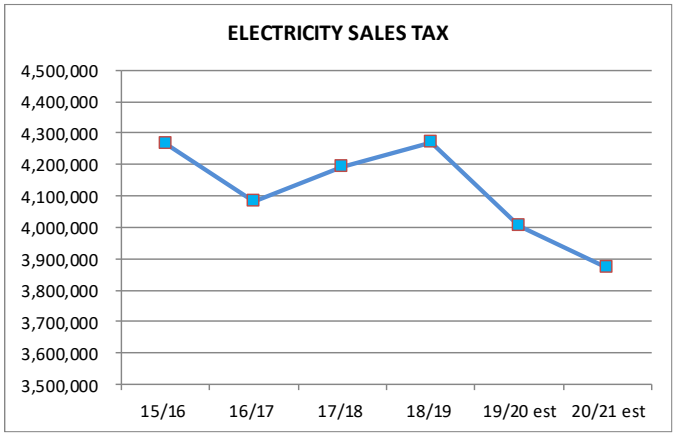


2015-2016	162,406	
2016-2017	165,716	
2017-2018	213,365	
2018-2019	240,676	
2019-2020	195,900	(Est.)
2020-2021	163,590	(Budget)

Electricity Sales Tax = $ 3,869,380

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.

2015-2016	4,267,797
2016-2017	4,083,527
2017-2018	4,191,146
2018-2019	4,268,684
2019-2020	4,002,650 (Est.)
2020-2021	3,869,380 (Budget)

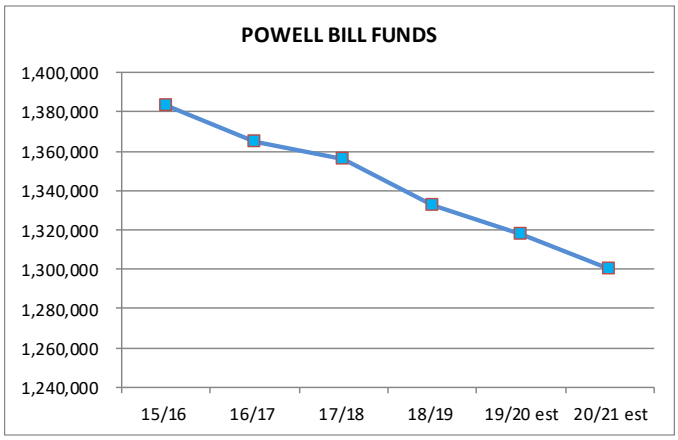


Powell Bill Funds = $ 1,300,000

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 2021. 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.

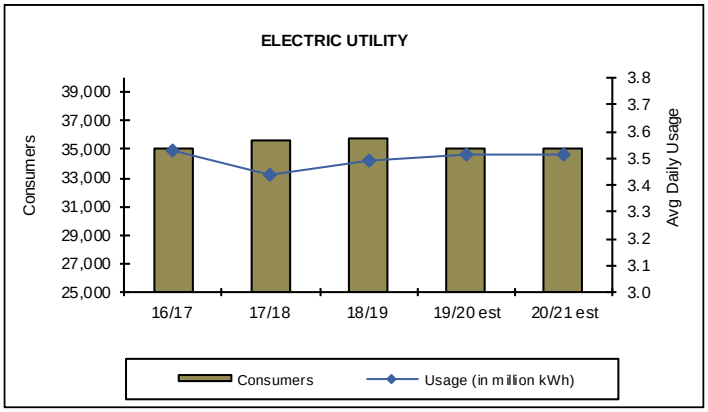
2015-2016	1,382,907
2016-2017	1,364,969
2017-2018	1,356,307
2018-2019	1,332,204
2019-2020	1,317,960 (Est.)
2020-2021	1,300,000 (Budget)



Electric Sales/Charges for Service = $ 125,599,410

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 2021 are estimated to be approximately 2.9% higher than FY 2020 sales.

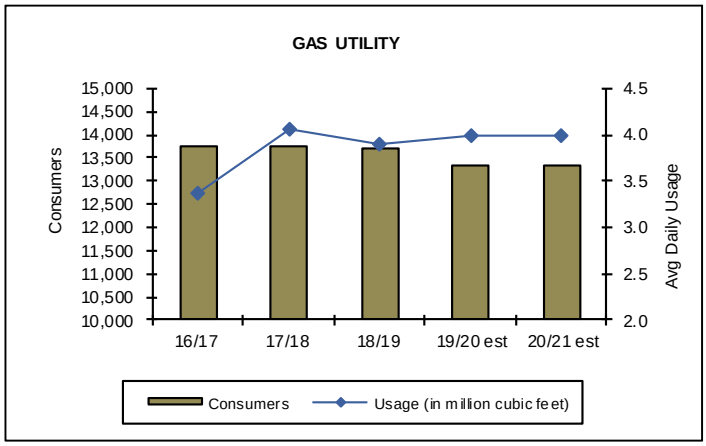
2015-2016	127,934,762
2016-2017	124,734,434
2017-2018	124,697,205
2018-2019	125,591,388
2019-2020	122,023,314 (Est.)
2020-2021	125,599,410 (Budget)



Gas Sales/Charges for Service = $ 17,184,700

Natural gas sales for FY 2020 decreased 10.7% from sales from FY 2019. 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.

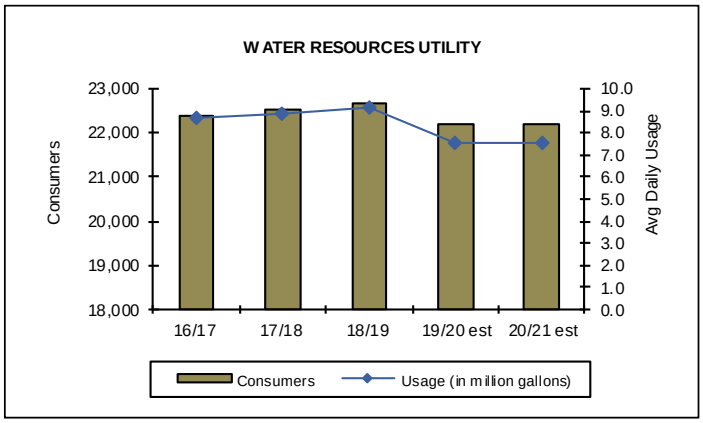
2015-2016	14,829,063
2016-2017	14,854,558
2017-2018	18,652,908
2018-2019	18,553,960
2019-2020	16,561,100 (Est.)
2020-2021	17,184,700 (Budget)



Water Sales/Charges for Service = $ 13,592,570

The FY 2021 budgeted sales are 3.8% higher than the FY 2020 sales. Conservation, slowed economic growth and unpredictable weather conditions all directly contribute to the level of sales.

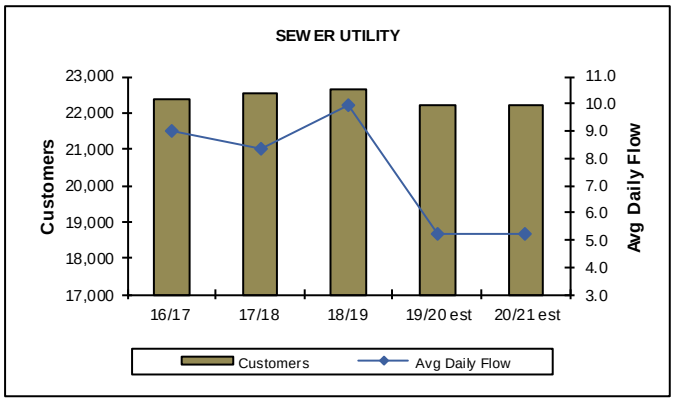
2015-2016	11,342,705
2016-2017	11,733,928
2017-2018	11,862,100
2018-2019	12,528,291
2019-2020	13,099,613 (Est.)
2020-2021	13,592,570 (Budget)



Sewer Sales/Charges for Service = $ 13,910,300

The FY 2021 sanitary sewer charges are budgeted with a 0.87% increase compared to FY 2020 charges. Conservation, slowed economic growth and fluctuating weather conditions all directly contribute to the level of sales.

2015-2016	12,260,389
2016-2017	12,917,010
2017-2018	13,079,265
2018-2019	13,653,835
2019-2020	13,790,201 (Est.)
2020-2021	13,910,300 (Budget)



FULL-TIME POSITIONS SUMMARY

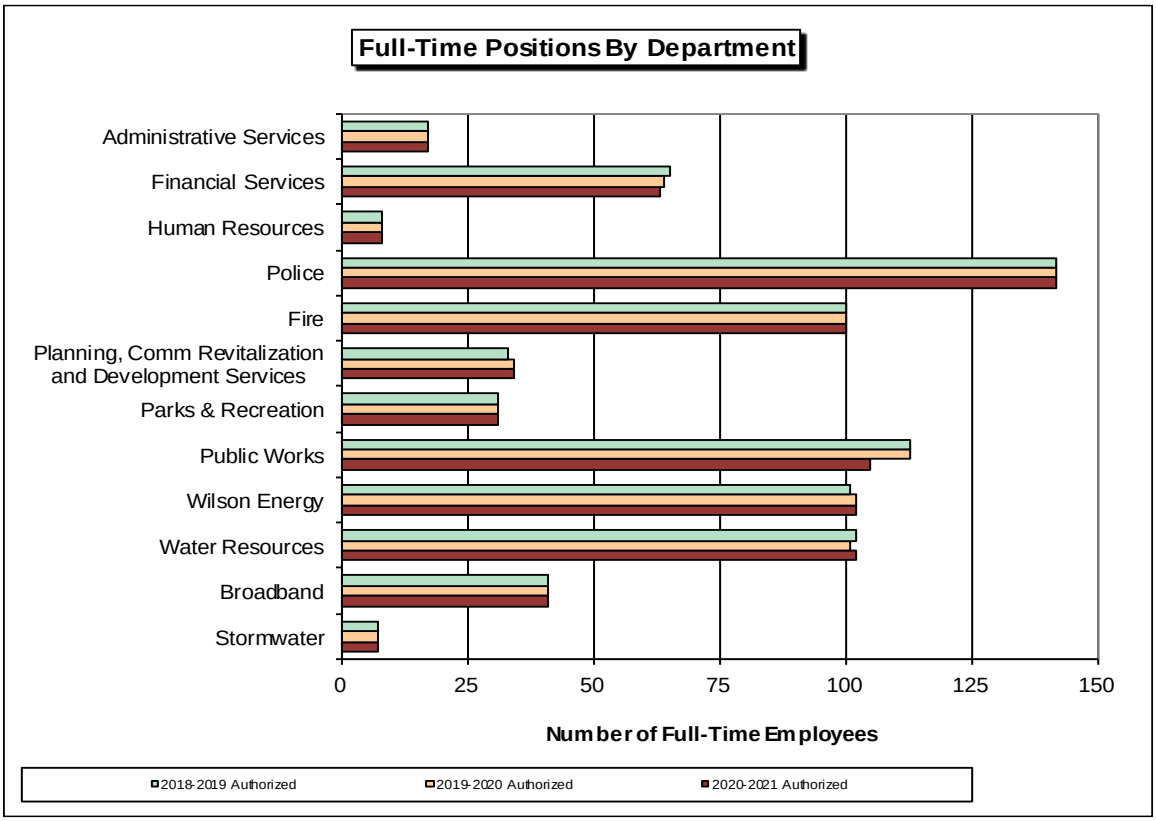
DEPARTMENT		DIVISION	2018-19 POSITIONS (as amended)	2019-20 POSITIONS (as amended)	2020-21 POSITIONS
Administrative Services	Administration	1002	4	4	4
	Communications and Marketing	1004	3	3	3
	Facility Services	1006	6	6	6
	Human Relations	1020	3	3	3
	Gig East Exchange	1025	1	1	1
			17	**17**	**17**
Financial Services	Administration and Accounting	2001	14	14	14
	Purchasing and Warehouse	2004	10	9	9
	Billing, Collections, Customer Service, and Credit	2006	39	39	38
	Print Services	2008	2	2	2
			65	**64**	**63**
Human Resources	Human Resources	2501	6	6	6
			6	**6**	**6**
Police	Police	3101	140	140	140
	Police Overhires		2	2	2
			142	**142**	**142**
Fire	Fire	3201	97	97	97
	Fire Overhires		3	3	3
			100	**100**	**100**
Planning, Community Revitalization, and Development Services	Planning and Community Revitalization	3501	11	11	11
	Construction Standards	3502	9	10	10
	Land Development	3504	4	4	4
	Neighborhood Improvements	3505	3	3	3
	Geographic Information Services	3506	3	3	3
			30	**31**	**31**
Parks and Recreation	Recreation	4001	11	11	11
	Parks	4002	17	18	18
	Wedgewood	4045	3	3	3
			31	**32**	**32**
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	17	17	17
	Stormwater Compliance	5006	4	4	4
	Parking and Traffic	5008	6	6	6
			103	**103**	**103**

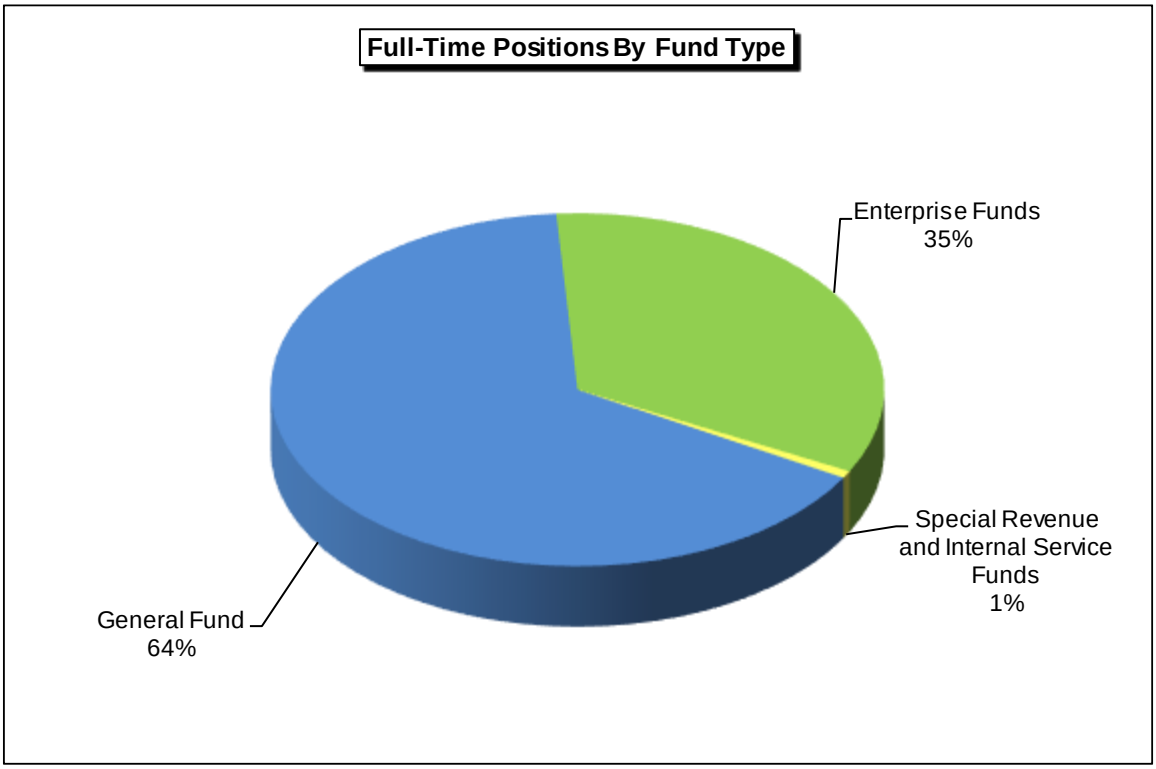
FULL-TIME POSITIONS SUMMARY

DEPARTMENT		DIVISION	2018-19 POSITIONS (as amended)	2019-20 POSITIONS (as amended)	2020-21 POSITIONS
Electric	Electric Administration	6001	5	5	5
	Engineering and System Planning	6002	13	13	13
	System Control and Communications	6003	6	7	7
	Electric Distribution	6005	51	51	51
	Key Accounts and Marketing	6006	1	1	1
			76	**77**	**77**
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	20	21
	Water Distribution	7003	20	20	20
	Water Reclamation	7004	31	31	31
	Wastewater Collection	7005	28	28	28
			102	**101**	**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**	**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	2
	Operations	5102	7	7	0
			10	**10**	**2**
Risk Management	Risk Services	2503	2	2	2
			2	**2**	**2**
GRAND TOTAL			**760**	**761**	**753**

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 flexible staffing management takes into consideration the staff needed to maintain efficient operations and process improvements achieved through technology advances or additional training. As a result, to maximize productivity staffing levels may vary from year-to-year as we shift resources between various divisions or departments to meet operational needs. Overall, staffing level reductions for FY 2021 result in a net decrease of eight (8) positions in the budget. The reductions are specific to the loss of eight (8) positions in Mass Transit due to the implementation of an on-demand contract service model. The total full-time positions for FY2021 are 753.

FULL-TIME POSITIONS SUMMARY





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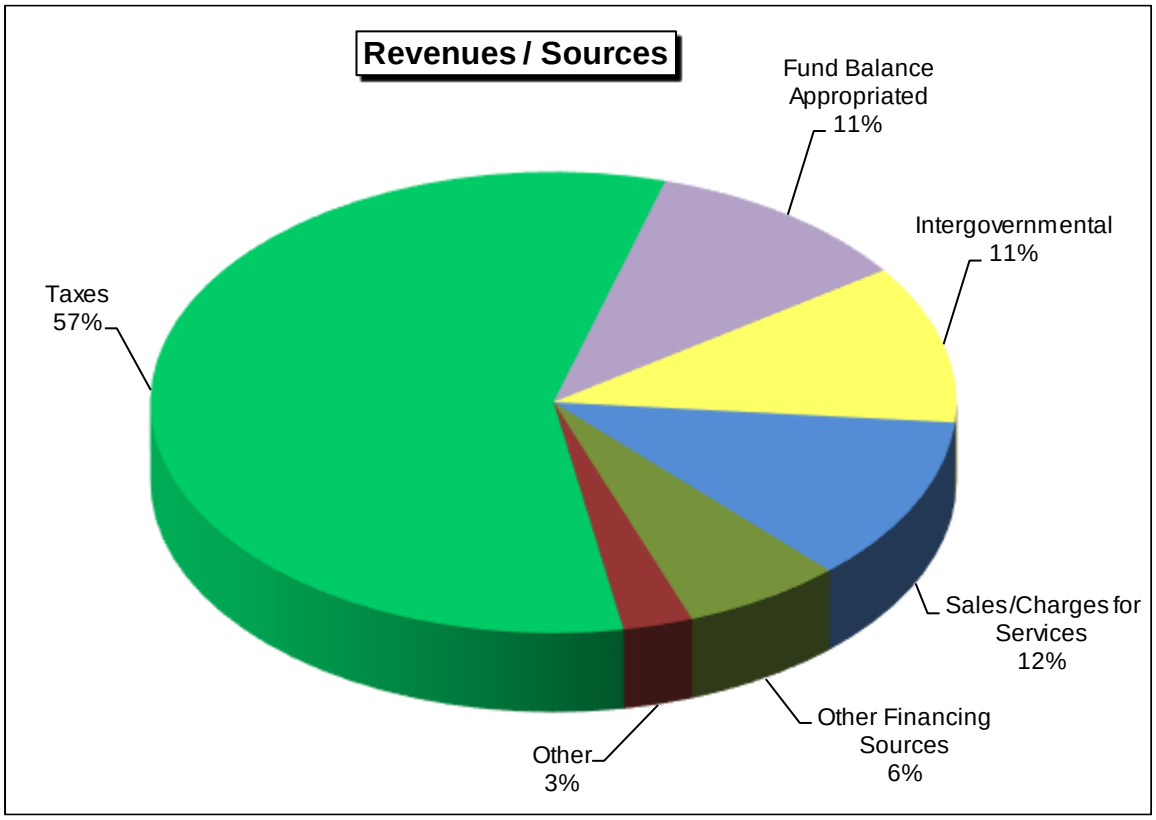
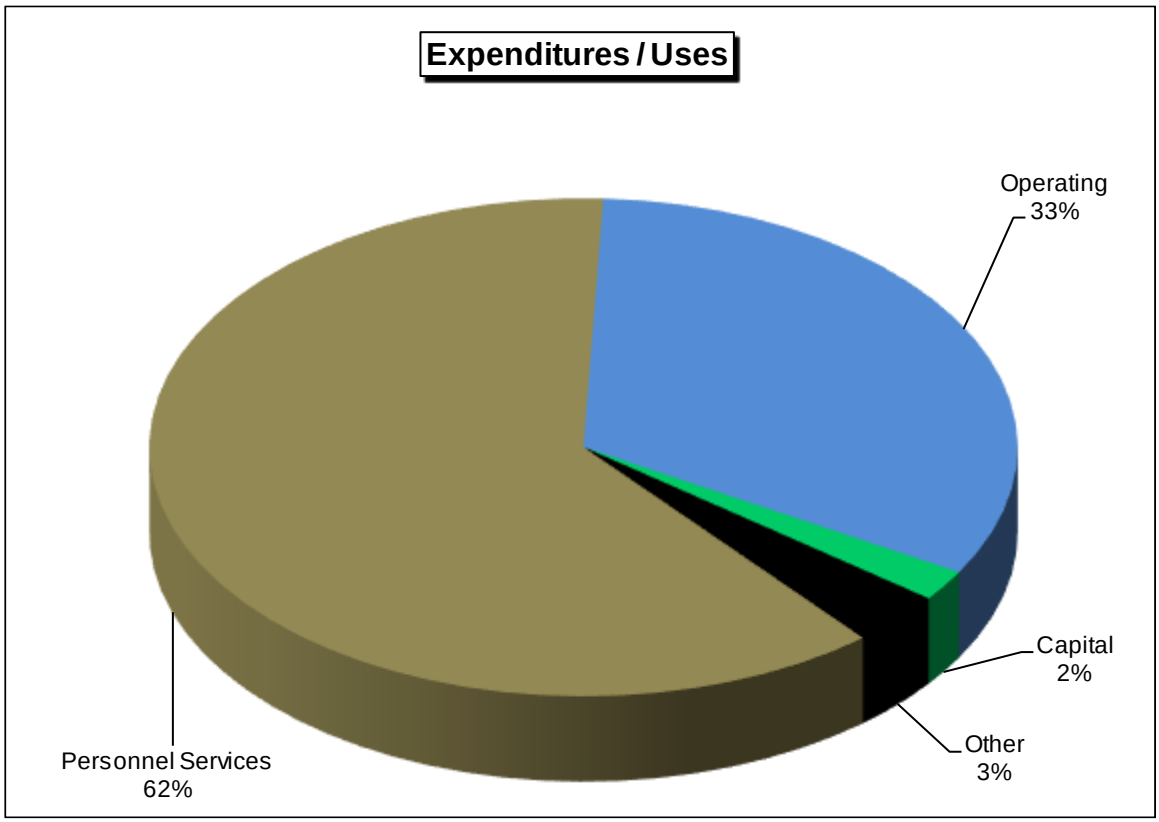
GENERAL FUND

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Property Taxes	$ 21,756,658	$ 21,256,100	$ 21,898,330	$ 21,530,270
Motor Vehicle Property Taxes	2,302,577	2,148,570	2,418,910	2,364,010
Other Taxes	9,737,317	8,120,450	9,395,870	8,130,250
Intergovernmental	7,387,401	6,274,910	7,017,915	6,219,080
Sales/Charges for Services	6,654,806	6,384,220	6,842,687	6,515,740
Licenses, Permits, Etc.	1,721,570	1,150,480	1,547,095	1,192,660
Assessments	126,690	35,400	110,421	42,390
Miscellaneous Income	917,342	1,107,270	1,174,756	130,550
Investment Income	436,654	150,000	308,650	210,000
Interfund Transfers In	3,538,814	3,522,280	3,844,230	3,573,790
Fund Balance Appropriated	0	9,663,226	0	6,047,230
TOTAL	$ 54,579,829	$ 59,812,906	$ 54,558,864	$ 55,955,970
Expenditures and Other Uses				
Administrative Services	$ 5,414,940	$ 5,573,092	$ 5,228,526	$ 5,152,280
Financial Services	1,222,993	1,347,725	1,273,010	1,339,540
Information Technology Services *	317,828	324,190	324,190	332,290
Human Resources	337,617	380,290	358,620	391,640
Police	14,723,164	15,566,674	14,915,950	15,792,480
Fire	8,709,529	9,235,883	9,134,940	9,276,450
Planning & Community Revitalization and Development Services	2,941,092	3,354,370	2,925,790	3,265,120
Parks and Recreation	5,826,983	6,259,914	6,110,490	5,685,050
Public Works	11,609,746	12,949,522	11,930,240	12,231,240
Interfund Transfers Out	4,633,345	4,821,246	3,946,370	2,489,880
TOTAL	$ 55,737,237	$ 59,812,906	$ 56,148,126	$ 55,955,970

* 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 / Sources
Fund Balance Appropriated 11%
Intergovernmental 11%
Taxes 57%
Sales/Charges for Services 12%
Other Financing Sources 6%
Other 3%


Expenditures / Uses
Operating 33%
Capital 2%
Other 3%
Personnel Services 62%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
PROPERTY TAXES				
Current Year	$ 21,421,717	$ 21,196,100	$ 21,557,140	$ 21,270,270
Prior Year	331,196	260,000	337,450	260,000
Payments in Lieu of Taxes	3,745	0	3,740	0
Refund of Taxes	0	(200,000)	0	0
Sub-Total	21,756,658	21,256,100	21,898,330	21,530,270
MOTOR VEHICLE PROPERTY TAXES				
Current Year	2,288,448	2,143,570	2,397,870	2,359,010
Prior Year	14,129	5,000	21,040	5,000
Sub-Total	2,302,577	2,148,570	2,418,910	2,364,010
OTHER TAXES				
One Cent Sales Tax	3,752,127	3,243,000	3,663,100	3,224,220
Original Half Cent	1,849,700	1,501,900	1,815,300	1,543,000
Additional Half Cent	1,802,488	1,500,000	1,774,480	1,507,200
Additional Half Cent	1,824,560	1,539,000	1,788,100	1,513,800
Occupancy Tax	448,016	300,000	300,000	300,000
Vehicle Rental Tax	60,426	36,550	54,890	42,030
Sub-Total	9,737,317	8,120,450	9,395,870	8,130,250
INTERGOVERNMENTAL				
Utility Sales Tax	4,509,360	3,928,980	4,198,550	4,032,970
Telecommunications	312,944	264,100	261,480	224,490
Video Programming	341,334	285,510	286,400	256,960
Beer and Wine Excise Tax	212,455	195,000	212,450	195,000
Powell Bill Funds	1,332,204	1,300,000	1,317,960	1,300,000
ABC Store Profits	87,500	74,360	84,150	77,330
Law Enforcement Forfeitures	103,159	95,350	456,775	25,000
PEG Channel Reimbursement	80,678	80,270	81,640	80,270
Solid Waste Tax Distribution	34,014	26,530	27,830	27,060
Grants	373,753	24,810	90,680	0
Sub-Total	7,387,401	6,274,910	7,017,915	6,219,080
SALES/CHARGES FOR SERVICES				
Residential Solid Waste Fees	4,939,062	4,801,120	5,121,800	4,928,920
Income From Recreation	1,134,219	1,068,890	1,136,707	1,052,660
Fire Protection	71,582	68,200	68,200	68,200
Other	509,943	446,010	515,980	465,960
Sub-Total	6,654,806	6,384,220	6,842,687	6,515,740

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
LICENSES, PERMITS, ETC.				
Special Licenses	2,904	500	2,075	500
Motor Vehicle Licenses	911,154	715,000	913,180	725,000
Building Permits	320,763	147,500	214,060	154,880
HVAC Permits	143,081	97,920	129,940	99,880
Planning and Zoning Fees	60,717	49,140	62,230	50,120
Plumbing Inspections	71,271	27,500	39,610	30,250
Electrical Inspections	91,975	54,300	92,400	62,450
Fire Inspection Fees	47,788	30,000	61,200	40,000
Other Permits and Charges	71,917	28,620	32,400	29,580
Sub-Total	1,721,570	1,150,480	1,547,095	1,192,660
ASSESSMENTS	126,690	35,400	110,421	42,390
MISCELLANEOUS INCOME	917,342	1,107,270	1,174,756	130,550
INVESTMENT INCOME	436,654	150,000	308,650	210,000
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)	737,090	794,360	794,360	845,870
Transfer from Project Funds	23,804	0	271,950	0
Sub-Total	3,538,814	3,522,280	3,844,230	3,573,790
FUND BALANCE APPROPRIATED *				
Fund Balance Appropriated - (Unassigned)	0	8,891,966	0	6,047,230
Encumbrance Balance	0	771,260	0	0
Sub-Total	0	9,663,226	0	6,047,230
Total	$ 54,579,829	$ 59,812,906	$ 54,558,864	$ 55,955,970

* 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.

HVAC Permits	These fees are associated with the issuance of permits and inspections related to the installation of heating, ventilation and cooling systems.
Fire Inspection Fees	This revenue reflects the charges for state required fire inspections and associated re-inspections for non-compliance.
Other Permits and Charges	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	
Fund Balance Appropriated	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.
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.

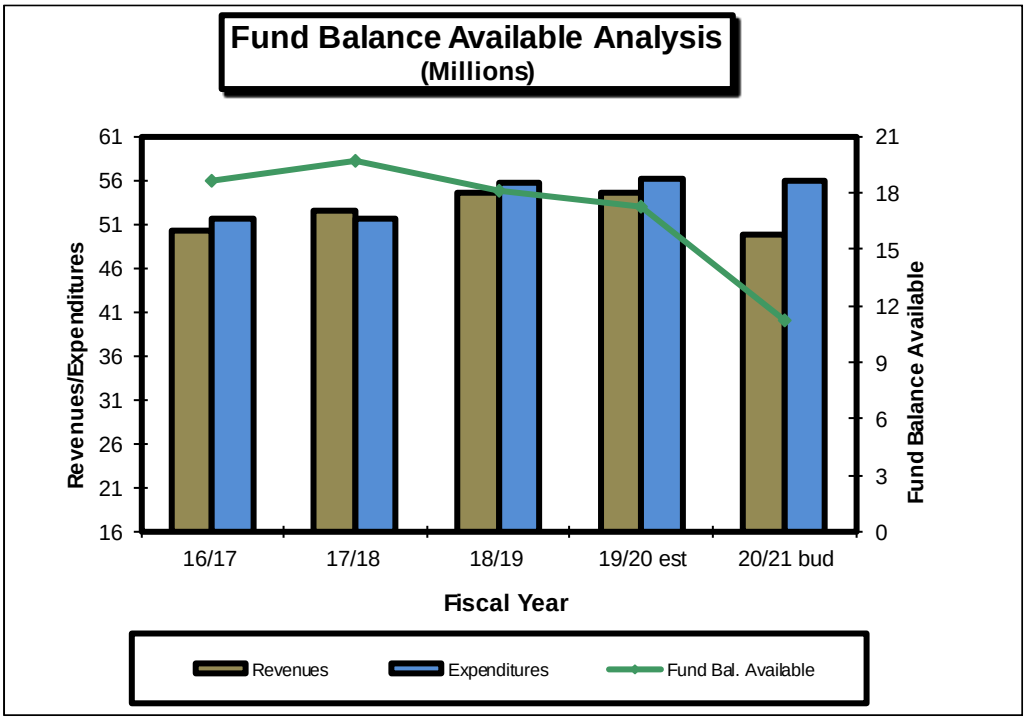
ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Administrative Services				
Personnel Services	$ 2,002,700	$ 2,068,810	$ 1,944,084	$ 2,127,320
Operating Expenses	5,758,771	5,678,072	5,361,555	5,596,740
Recovered Costs	(2,762,573)	(2,787,500)	(2,648,213)	(2,571,780)
Capital Outlay	416,042	613,710	571,100	0
Total	5,414,940	5,573,092	5,228,526	5,152,280
Financial Services				
Personnel Services	4,679,128	5,072,030	4,665,030	5,047,810
Operating Expenses	1,884,626	2,130,545	2,014,930	2,135,860
Recovered Costs	(5,407,896)	(5,854,850)	(5,420,800)	(5,930,130)
Capital Outlay	67,135	0	13,850	86,000
Total	1,222,993	1,347,725	1,273,010	1,339,540
Information Technology Services				
Operating Expenses	2,455,263	2,552,660	2,487,060	2,593,180
Recovered Costs	(2,137,435)	(2,228,470)	(2,162,870)	(2,260,890)
Total	317,828	324,190	324,190	332,290
Human Resources				
Personnel Services	487,135	523,340	512,850	541,930
Operating Expenses	75,561	110,480	84,850	110,810
Recovered Costs	(225,079)	(253,530)	(239,080)	(261,100)
Total	337,617	380,290	358,620	391,640
Police				
Personnel Services	11,859,866	13,038,310	12,586,810	13,498,760
Operating Expenses	2,284,840	2,259,151	2,096,160	2,215,090
Recovered Costs	(237,197)	(260,770)	(251,740)	(269,980)
Capital Outlay	815,655	529,983	484,720	348,610
Total	14,723,164	15,566,674	14,915,950	15,792,480

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Fire				
Personnel Services	8,065,368	8,391,840	8,380,320	8,542,190
Operating Expenses	849,642	997,653	908,640	986,870
Recovered Costs	(403,268)	(419,590)	(419,020)	(427,110)
Capital Outlay	197,787	265,980	265,000	174,500
Total	8,709,529	9,235,883	9,134,940	9,276,450
Planning & Community Revitalization and Development Services				
Personnel Services	2,772,474	3,048,070	2,762,605	3,138,540
Operating Expenses	636,534	718,870	566,610	591,670
Recovered Costs	(536,198)	(493,210)	(477,045)	(501,810)
Capital Outlay	68,282	80,640	73,620	36,720
Total	2,941,092	3,354,370	2,925,790	3,265,120
Parks and Recreation				
Personnel Services	3,575,676	3,657,020	3,664,330	3,724,580
Operating Expenses	1,954,155	2,030,304	1,866,210	1,962,470
Recovered Costs	(31,723)	(12,000)	(12,000)	(12,000)
Capital Outlay	328,875	584,590	591,950	10,000
Total	5,826,983	6,259,914	6,110,490	5,685,050
Public Works				
Personnel Services	6,853,233	7,529,240	7,061,340	7,621,320
Operating Expenses	6,654,873	7,153,428	6,537,910	7,192,120
Recovered Costs	(3,271,287)	(3,384,450)	(3,044,150)	(3,331,000)
Capital Outlay	1,372,927	1,651,304	1,375,140	748,800
Total	11,609,746	12,949,522	11,930,240	12,231,240

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Interfund Transfers Out				
Mass Transit Fund	$ 35,000	$ 785,000	$ 140,000	$ 335,000
Industrial Air Center Fund	54,880	699,000	699,000	54,880
Community Development Fund	0	0	0	65,000
Downtown Development Fund	280,500	300,000	300,000	260,000
Cemetery Fund	131,900	0	0	0
Contentnea Creek Blueway Construction and Kayak Launch Capital Project Fund	0	0	0	100,000
Risk Mitigation - Toisnot Bank and Flood Zone Capital Project Fund	350,000	178,206	178,500	0
Toisnot Park Renovations Capital Project Fund	0	100,000	100,000	0
Fleming Stadium II Repairs Capital Project Fund	0	30,000	30,000	50,000
City-Wide Greenway System Capital Project Fund	100,000	100,000	100,000	100,000
Lake Wilson Walking Trail & Bridge Project	11,305	0	0	0
Public Street Maint. and Construction Project	575,000	575,000	575,000	575,000
Centre Brick Parking Lot Re-design and Improvements Capital Project Fund	500,000	728,000	728,000	0
Grant Project Fund	347,570	120,170	120,000	0
Wiggins Mill Park Improvements Capital Project Fund	100,000	0	0	200,000
Lake Wilson Park Improvements - Phase II Capital Project Fund	295,880	445,870	445,870	0
Cavalier Terrace Renovations Capital Project Fund	56,460	0	0	0
Toisnot Dog Park Capital Project Fund	129,850	0	0	0
GigEast Exchange Capital Project Fund	100,000	460,000	230,000	0
Arts Council Relocation and Renovation Capital Project Fund	635,000	300,000	300,000	250,000
Cherry Hotel Capital Project Fund	930,000	0	0	500,000
Total	4,633,345	4,821,246	3,946,370	2,489,880
Grand Total	$ 55,737,237	$ 59,812,906	$ 56,148,126	$ 55,955,970

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 54,579,829	$ 50,149,680	$ 54,558,864	$ 49,908,740
Expenditures/Other Financing Uses	55,737,237	59,812,906	56,148,126	55,955,970
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ (1,157,408)	$ (9,663,226)	$ (1,589,262)	$ (6,047,230)
Fund Balance Appropriated	$ 11,299,719	$ 9,663,226	$ 9,663,226	$ 6,047,230
Fund Balance - Beginning of Year	$ 19,673,122	$ 18,122,773	$ 18,122,773	$ 17,304,771
Increase (Decrease)	(1,550,349)	(8,891,966) *	(818,002) *	(6,047,230)
Fund Balance - End of Year	$ 18,122,773	$ 9,230,807	$ 17,304,771	$ 11,257,541

* Excludes Encumbrances Reappropriated in the amount of $ 771,260



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ADMINISTRATIVE SERVICES

Administration

Mayor and Council
General Administration
City Attorney
General Government
Debt Service
Intergovernmental Projects

Administrative Services provides general management and supervision to the various offices and departments and programs of city government that have the responsibility of delivering service to the citizenry; supports City Council in the development of policies, regulations, ordinances and laws; and implements those policies via programs to the citizens of the City of Wilson.

ADMINISTRATIVE SERVICES

Administration

COUNCIL GOALS

Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

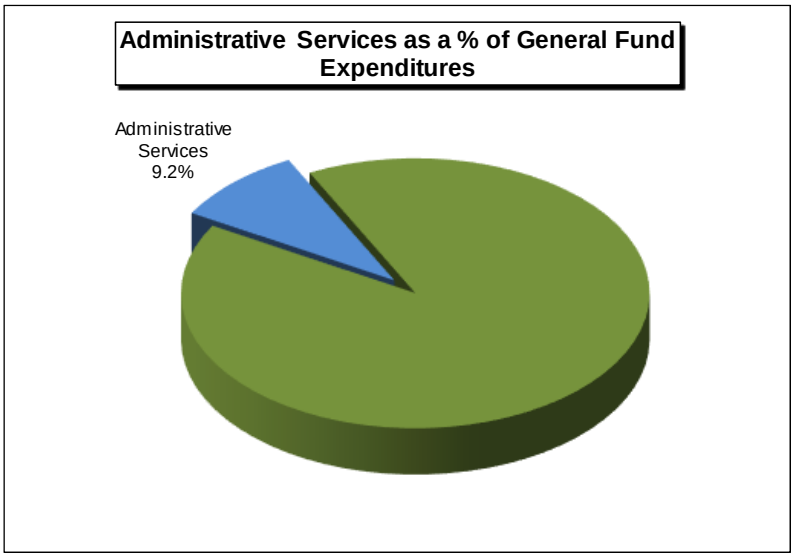
DEPARTMENTAL GOALS FOR FISCAL YEAR

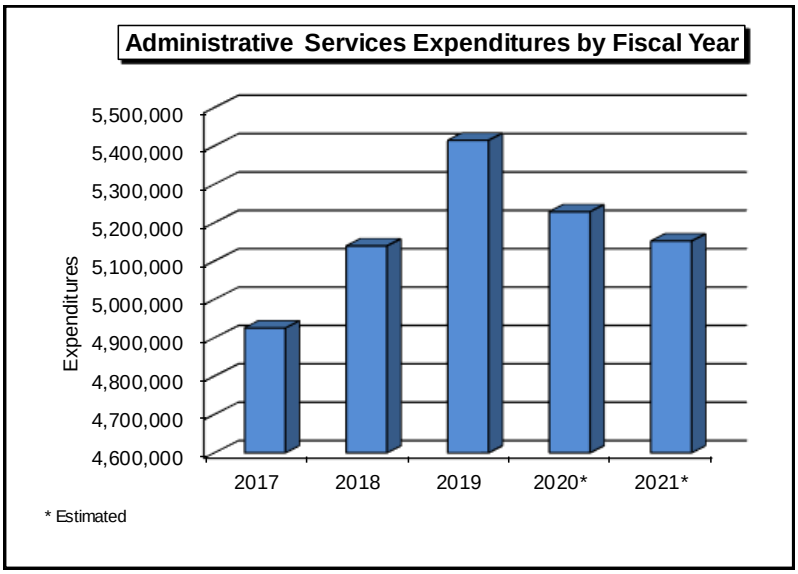
Department Goals and Initiatives	Link to Council Goals
1. Work with the Economic Development Council (EDC) in attracting new industry to the Wilson Corporate Park	1,2,5
2. Continue negotiations with county for consolidation of programs and services	1,3
3. Continue to provide management studies for the purpose of advising Council and staff on effective, efficient operations	1,2,3,4,5,6,7
4. Monitor federal and state legislative issues and work closely with elected officials for the benefit of the citizens of Wilson	1,2,3,4,5,6,7
5. Achieve more competitive position in the electric industry; participate in activities to strengthen the financial position of North Carolina Eastern Municipal Power Agency	1,2,3,4,5,6,7
6. Address as a top priority the importance of maintaining a viable electric system and ensuring the financial stability of the system	2,3
7. Research and identify new sources of revenue, particularly in the area of user fees	3
8. Continue redevelopment efforts and emphasize the importance of revitalizing downtown Wilson and neighborhoods of blight	1, 2, 4, 5
9. Continue the development of the Fiber to the Premise (FTTP) project and to bring on-line business and residential customers	1,2,3
10. Promote FTTP to ensure we meet target goals for participation, on schedule, per our adopted business model	1,2,3
11. Increase public awareness of City projects, programs, services, etc.	1,7

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 2,002,700	$ 2,068,810	$ 1,944,084	$ 2,127,320
Operating Expenses	5,758,771	5,678,072	5,361,555	5,596,740
Recovered Costs	(2,762,573)	(2,787,500)	(2,648,213)	(2,571,780)
Capital Outlay	416,042	613,710	571,100	0
TOTAL	$ 5,414,940	$ 5,573,092	$ 5,228,526	$ 5,152,280
OFFSETTING REVENUES	$ 2,567	$ 0	$ 0	$ 0

EXPENDITURES





Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized	2020-21 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
Human Relations (1020)				
Human Relations Officer	24	1	1	1
Human Relations Assistant	14	2	2	2
GigEast Exchange (1025)				
GigEast Exchange Manager	24	1	1	1
Full-time		**17**	**17**	**17**

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 74,280	$ 75,260	$ 74,320	$ 77,440
Operating Expenses	53,120	77,980	64,700	78,140
Recovered Costs	(63,700)	(76,100)	(69,510)	(77,790)
TOTAL	$ 63,700	$ 77,140	$ 69,510	$ 77,790

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 578,322	$ 626,770	$ 505,420	$ 657,670
Operating Expenses	77,067	125,490	107,770	141,220
Recovered Costs	(327,694)	(376,000)	(306,600)	(399,450)
TOTAL	$ 327,695	$ 376,260	$ 306,590	$ 399,440

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 434,461	$ 351,750	$ 350,000	$ 300,000
Recovered Costs	(217,230)	(175,880)	(175,000)	(150,000)
TOTAL	$ 217,231	$ 175,870	$ 175,000	$ 150,000

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ADMINISTRATIVE SERVICES

Communications and Marketing

Communications and Marketing is responsible for growing a guiding strategic communication plan that provides a framework for the organization to enhance two-way communication, improve internal and external relationships, and encourage participation in building and marketing this great city.

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 317,403	$ 322,920	$ 333,410	$ 337,020
Operating Expenses	139,064	86,520	106,240	100,910
Recovered Costs	(314,279)	(303,140)	(300,520)	(310,340)
Capital Outlay	103,524	0	0	0
TOTAL	$ 245,712	$ 106,300	$ 139,130	$ 127,590

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Implement/execute the Strategic Communication Plan (including key communications policies)	75%	100%	100%
Growth in social media and website engagement	29% social 14% website*	15%	15%
Develop a range of city sponsored events to engage residents in city government	13	12	14
Execute and refine content calendar to create timely and engaging content for internal and external audiences	100%	100%	100%

ADMINISTRATIVE SERVICES

Facility 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. It provides all cleaning and maintenance services for City buildings.

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 697,235	$ 621,960	$ 603,470	$ 613,930
Operating Expenses	347,858	279,850	230,370	353,750
Recovered Costs	(571,730)	(450,910)	(416,920)	(483,840)
Capital Outlay	16,900	0	0	0
TOTAL	$ 490,263	$ 450,900	$ 416,920	$ 483,840

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
% Work orders completed within established timeline	95%	97%	100%
HVACs preventative maintenance completed annually	90%	98%	100%
Annual overtime ($)	30,000	25,000	20,000

ADMINISTRATIVE SERVICES

Government Services

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 4,122,588	$ 3,867,170	$ 3,661,650	$ 3,739,870
Recovered Costs	(953,227)	(956,670)	(940,570)	(617,890)
Capital Outlay	295,618	613,710	571,100	0
TOTAL	$ 3,464,979	$ 3,524,210	$ 3,292,180	$ 3,121,980

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 359,731	$ 356,170	$ 354,165	$ 351,170
Recovered Costs	(188,940)	(183,600)	(183,593)	(178,160)
TOTAL	$ 170,791	$ 172,570	$ 170,572	$ 173,010

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 130,533	$ 239,762	$ 226,330	$ 73,240
TOTAL	$ 130,533	$ 239,762	$ 226,330	$ 73,240

ADMINISTRATIVE SERVICES

Human Relations

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.

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 292,003	$ 295,860	$ 302,490	$ 307,960
Operating Expenses	64,517	73,920	51,100	74,230
Recovered Costs	(89,129)	(92,450)	(88,400)	(95,550)
TOTAL	$ 267,391	$ 277,330	$ 265,190	$ 286,640

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Intakes	61	60	75
Presentations to public	24	30	30
Sponsored public events/celebrations	17	20	20
Community forums	3	3	3

ADMINISTRATIVE SERVICES

GigEast Exchange

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

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 entrepreneurism and innovation

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 43,457	$ 126,040	$ 124,974	$ 133,300
Operating Expenses	29,832	219,460	209,230	384,210
Recovered Costs	(36,644)	(172,750)	(167,100)	(258,760)
TOTAL	$ 36,645	$ 172,750	$ 167,104	$ 258,750

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Exchange memberships	0	35	70
Suites leased	0	9	15
Events held	0	10	60

FINANCIAL SERVICES

Financial Services is comprised of four divisions: Financial Administration and Accounting; Billing, Collections and Customer Service; Purchasing; and Print Services. Our department strives for service excellence as we “aim to amaze” our customers.

Financial Administration and Accounting performs statutory duties surrounding comprehensive financial administration and planning. We perform all accounting and financial reporting activities for the City including cash disbursement, budget preparation and administration, treasury management and debt management. Accounting manages and communicates financial information to city management and to other users of City financial data to permit informed judgments and decisions concerning the provision of services to our citizens. Accounting is also responsible for billing and collecting all miscellaneous accounts receivable, including assessments, and privilege licenses.

Billing, Collections, and Customer Service provides billing, collections, and customer service for City operated utility and broadband accounts as well as providing assistance to our utility and broadband customers for obtaining and ending utility services.

Purchasing provides centralized purchasing, warehousing, and accounts payable services to all City operations. The Purchasing Division promotes cost-effective operations by acquiring high-quality goods and services at the lowest price and by selling surplus goods at the highest price.

Print Services provides centralized printing and design functions for City operations and aims to offer efficient and cost effective, same day or next day service on most orders.

FINANCIAL SERVICES

COUNCIL GOALS

Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

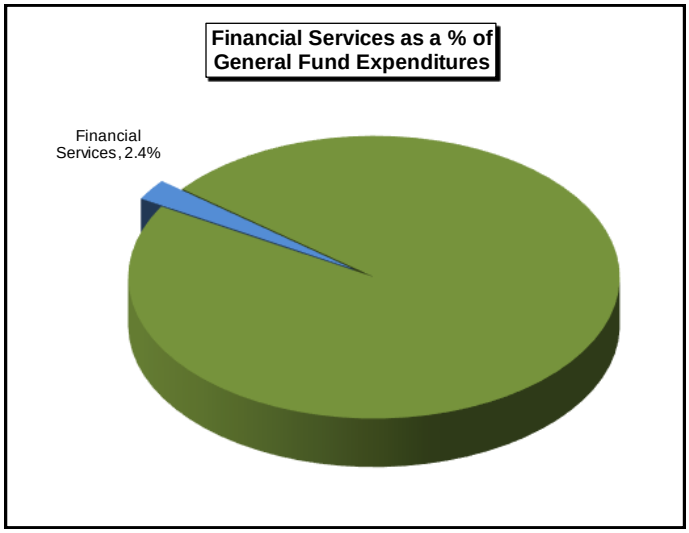
DEPARTMENTAL GOALS FOR FISCAL YEAR

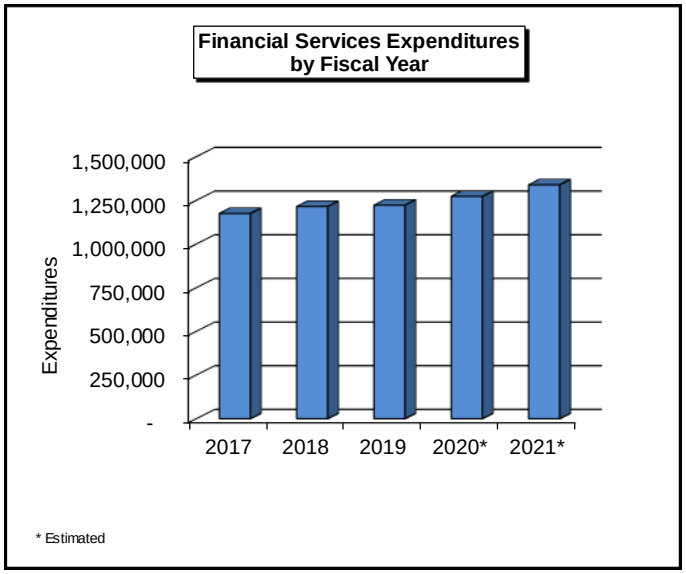
Department Goals and Initiatives	Link to Council Goals
1. Expand financial accountability through improved internal auditing functions, continued investment, and monitoring of City funds	1,2,3,4,5,6,7
2. Improve turnover frequency of inventoried items by eliminating items carried in inventory	1,2,3,4,5,6,7
3. Continually improve on collections and customer service processes to ensure efficiencies and process integration with the addition of broadband services requirements	1,2,3,4,5,6,7

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 4,679,128	$ 5,072,030	$ 4,665,030	$ 5,047,810
Operating Expenses	1,884,626	2,130,545	2,014,930	2,135,860
Recovered Costs	(5,407,896)	(5,854,850)	(5,420,800)	(5,930,130)
Capital Outlay	67,135	0	13,850	86,000
TOTAL	$ 1,222,993	$ 1,347,725	$ 1,273,010	$ 1,339,540

EXPENDITURES





Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized (as amended)	2020-21 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
Payroll Administrator	20	1	1	1
Financial Analyst	19	2	1	1
Accountant	17	1	1	1
Finance and Budget Coordinator	17	1	1	1
Fixed Asset Analyst I-II	17-19	0	1	1
Budget Analyst I-II	17-19	0	1	1
Budget Technician	15	1	0	0
Accounts Receivable Specialist I-II	13-15	0	2	2
Accounts Receivable Technician	12	2	0	0
Accounting Clerk	9	1	1	1
Purchasing and Warehouse (2004)				
Purchasing Manager	23	1	1	1
Assistant Purchasing Manager*	21	1	0	0
Buyer	14	2	2	2
Accounts Payable Technician I-II	12-13	2	2	2
Purchasing Technician	12	1	1	1
Warehouse Technician I-III	9-11	3	3	3
Part-time Purchasing Technician	12	0	1	1
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
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	0
Utility Analyst	11	0	1	1
Customer Service Representative I-II	9-10	11	11	11
Utility Billing Clerk I-III	9-11	6	6	6
Lead Billing Field Technician	11	0	1	1
Meter Service Technician I-II	9-10	5	0	0
Customer Service Technician I-II	9-10	3	3	3
Collection Clerk I-III	9-11	6	5	5
Billing Field Technician	9	0	4	4
Print Services (2008)				
Printing Technician	12	1	1	1
Printing Clerk	9	1	1	1
Part-time Printing Technician	12	1	0	0
Full-time		**64**	**64**	**63**
Part-time		**1**	**1**	**1**
Overhire*		**1**	**0**	**0**

Item	New/ Replacement	2020-21 Budget
Billing, Collections, Customer Service, Credit (2006)		
Two (2) Mid-size Pickup Trucks	R	44,920
Drive-thru Payment Kiosk	N	41,080
Total		**86,000**

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 2021 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.

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,366,482	$ 1,401,720	$ 1,348,280	$ 1,435,280
Operating Expenses	194,987	257,760	237,000	211,250
Recovered Costs	(936,881)	(995,630)	(951,170)	(987,920)
TOTAL	$ 624,588	$ 663,850	$ 634,110	$ 658,610

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 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%	92%	100%
Accounts Receivable - collections (% of miscellaneous billings collected)	96%	95%	95%
Accounting - # of internal audits performed annually	20	30	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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 628,195	$ 763,290	$ 706,880	$ 715,650
Operating Expenses	206,407	212,530	203,880	244,820
Recovered Costs	(500,763)	(585,490)	(546,460)	(576,280)
TOTAL	$ 333,839	$ 390,330	$ 364,300	$ 384,190

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 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	$ 256,456.42	$ 225,000.00	$ 200,000.00
Increase the savings realized on purchase orders	$ 1,595,736.02	$ 1,000,000.00	$ 1,000,000.00

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 statements
- Collect and deposit all revenue owed the City and ensure timely processing for collection of 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
- Further refine billing procedures to capitalize on AMI system capabilities
- Implement an employee continuous training program to deliver demonstrable improvements in customer engagement and customer satisfaction
- Improve billing data analysis program(s) to increase billing accuracy and ensure rate compliance

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 2,561,124	$ 2,757,580	$ 2,480,650	$ 2,762,880
Operating Expenses	1,414,510	1,584,978	1,506,630	1,605,770
Recovered Costs	(3,840,630)	(4,131,990)	(3,787,920)	(4,231,920)
Capital Outlay	67,135	0	0	86,000
TOTAL	$ 202,139	$ 210,568	$ 199,360	$ 222,730

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Days between read date and bill date	8	6	5
Write Offs	$107,858	$280,000	$150,000
Non-pay order completion (%)	87%	85%	85%
Average lobby wait time (minutes)	3.75	4	3.5
Increase # of aged utility accounts worked for payment	0	2,500	1,200

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 123,327	$ 149,440	$ 129,220	$ 134,000
Operating Expenses	68,722	75,277	67,420	74,020
Recovered Costs	(129,622)	(141,740)	(135,250)	(134,010)
Capital Outlay	0	0	13,850	0
TOTAL	$ 62,427	$ 82,977	$ 75,240	$ 74,010

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Print jobs filled within requested timeline	100%	100%	100%
Print jobs out sourced - # in color @ lower cost	6	9	11
Print jobs out sourced - # in black and white @ lower cost	2	5	9

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HUMAN RESOURCES

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 and benefits administration in order to maintain an effective and responsible workforce. It partners with departments on employee relation activities to assist in meeting City and departmental goals.

HUMAN RESOURCES

COUNCIL GOALS

Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

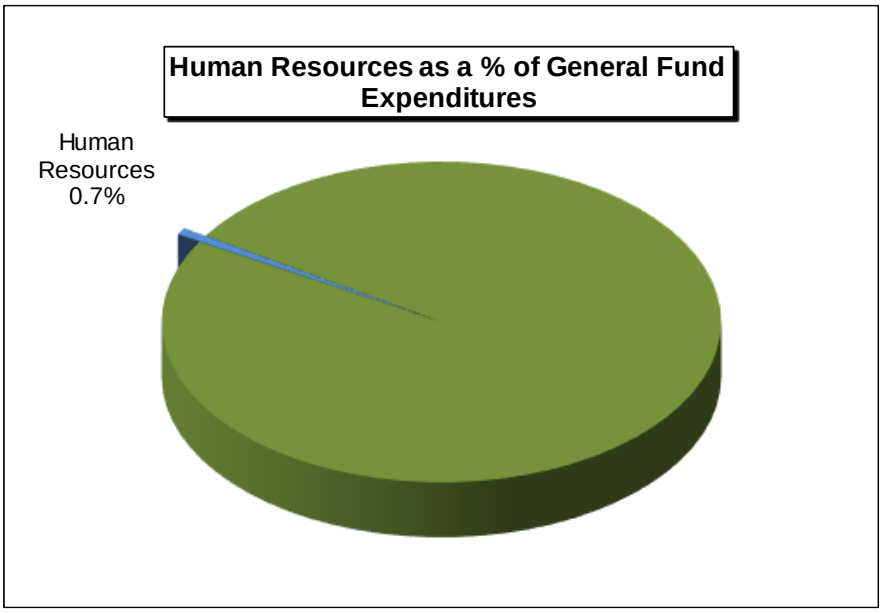
DEPARTMENTAL GOALS FOR FISCAL YEAR

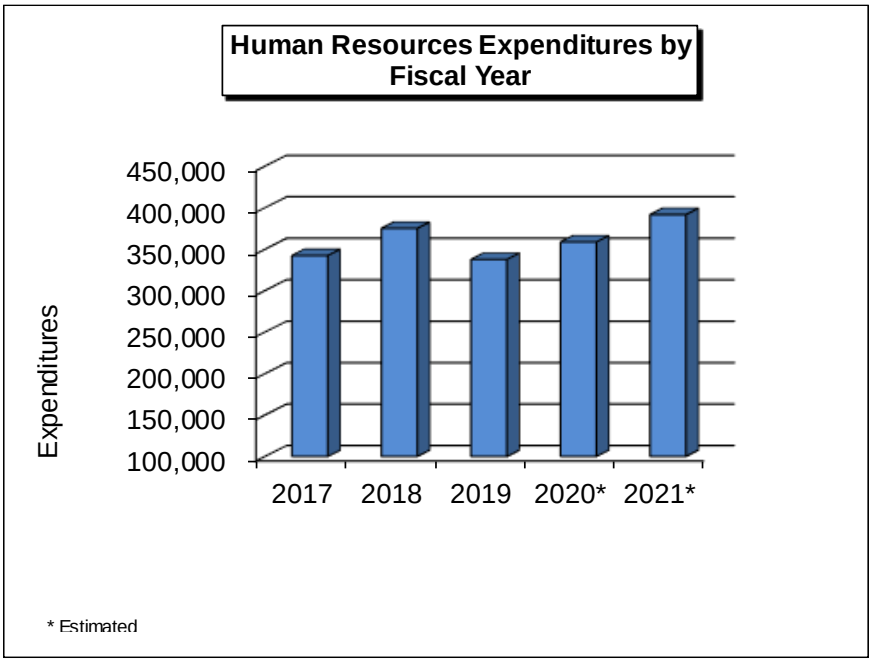
Department Goals and Initiatives	Link to Council Goals
1. Promote effective employee relations and workforce diversity	1,2,3,7
2. Initiate human resources programs that result in continued employee productivity and effective customer service	1,2,3,7
3. Administer classification, compensation, and benefit programs that will attract qualified candidates and promote employee retention	1,2,3,7
4. Provide professional and personal development opportunities for employees through training and development initiatives, as well as attract qualified candidates	1,2,3,7
5. Coordinate the City's Leadership Excellence Development Program	1, 2

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 487,135	$ 523,340	$ 512,850	$ 541,930
Operating Expenses	75,561	110,480	84,850	110,810
Recovered Costs	(225,079)	(253,530)	(239,080)	(261,100)
TOTAL	$ 337,617	$ 380,290	$ 358,620	$ 391,640

EXPENDITURES





Class Title	Salary Range	2018-19 Authorized	2019-20 Authorized	2020-21 Authorized
Human Resources (2501)				
Human Resources Director	25	1	1	1
Senior Human Resources Coordinator	20	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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 487,135	$ 523,340	$ 512,850	$ 541,930
Operating Expenses	75,561	110,480	84,850	110,810
Recovered Costs	(225,079)	(253,530)	(239,080)	(261,100)
TOTAL	$ 337,617	$ 380,290	$ 358,620	$ 391,640

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Average length of employee service (years)	10.5 years	9.5 years	10 years
Number of recruitment cycles	95	96	94
Turnover rate	12.83%	14.9%	13.5%
Average days to fill a position vacancy	39.9 days	40.73 days	40.3 days

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POLICE

The Wilson Police Department strives, through partnerships with our community, to reduce crime and improve the quality of life for the citizens of Wilson. Our values are that of Service, Honesty, Accountability, Responsibility, Professionalism, and Education.

POLICE

COUNCIL GOALS

Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

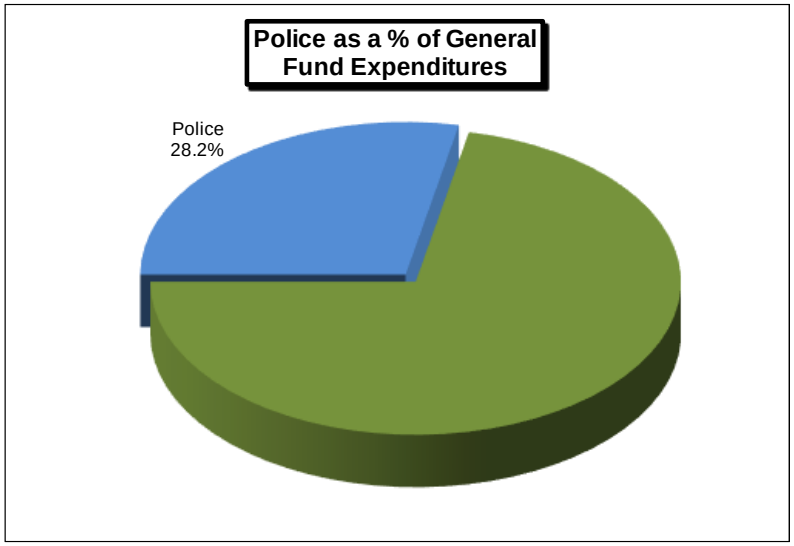
DEPARTMENTAL GOALS FOR FISCAL YEAR

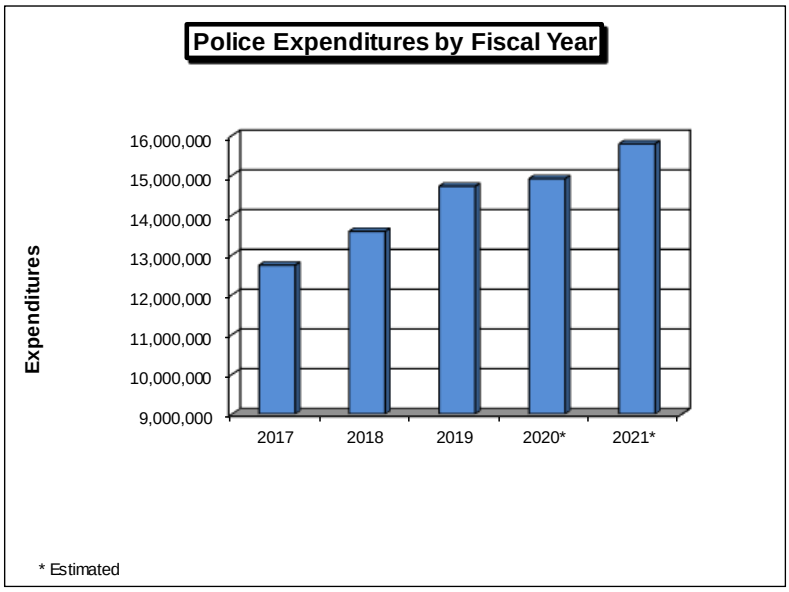
Department Goals and Initiatives	Link to Council Goals
1. Reduce crimes that affect the public's safety and sense of security	1,2,4,7
2. Maintain community police relations while encouraging citizens' participation	1,7
3. Utilize new and existing proactive resource management initiatives	1,2
4. Develop a culture that fosters the well-being of our employees and promotes the growth of our police department	1,3,7

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 11,859,866	$ 13,038,310	$ 12,586,810	$ 13,498,760
Operating Expenses	2,284,840	2,259,151	2,096,160	2,215,090
Recovered Costs	(237,197)	(260,770)	(251,740)	(269,980)
Capital Outlay	815,655	529,983	484,720	348,610
TOTAL	$ 14,723,164	$ 15,566,674	$ 14,915,950	$ 15,792,480
OFFSETTING REVENUES	$ 602,597	$ 514,160	$ 961,775	$ 436,770

EXPENDITURES





PERSONNEL SUMMARY — POLICE

Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized (as amended)	2020-21 Authorized
Police (3101)				
Police Chief	26	1	1	1
Police Major	23	2	2	2
Police Captain	22	6	7*	7*
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	87	87
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	2	2	2
Administrative Secretary	10	1	1	1
Parking/Court Coordinator	9	1	1	1
Police Records Technician	9	2	2	2
Full-time		**140**	**140**	**140**
Overhire		**2**	**2**	**2**

*Additional authorization added temporarily for succession training process (planned retirement and staff promotion)

Redistribution Notes:

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

CAPITAL OUTLAY — POLICE

Item	New/ Replacement	2020-21 Budget
Police (3101)		
Eight (8) Police Cars	R	221,200
Tactical Equipment	R	11,750
Crisis Negotiation Equipment	R	32,000
Body-Worn Camera Network Equipment	N	14,400
Thirteen (13) In-Car Video Systems	R	69,260
Total		**348,610**

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 2021 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:

2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 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	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Calls for service	89,274	90,452	90,000
Accidents investigated	2,791	2,696	2,600
Part I crimes reported	1,773	1,705	1,900
Violent part I crimes reported	209	212	200

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:

2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 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	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Cases referred for federal prosecution	65	60	60
Community events attended by personnel (hours)	14,501	14,855	15,000
Cases followed up by investigators	1,477	1,403	1,500
Part I cases cleared	593	585	650

FIRE

Wilson Fire/Rescue Services assists 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.

FIRE

COUNCIL GOALS

Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

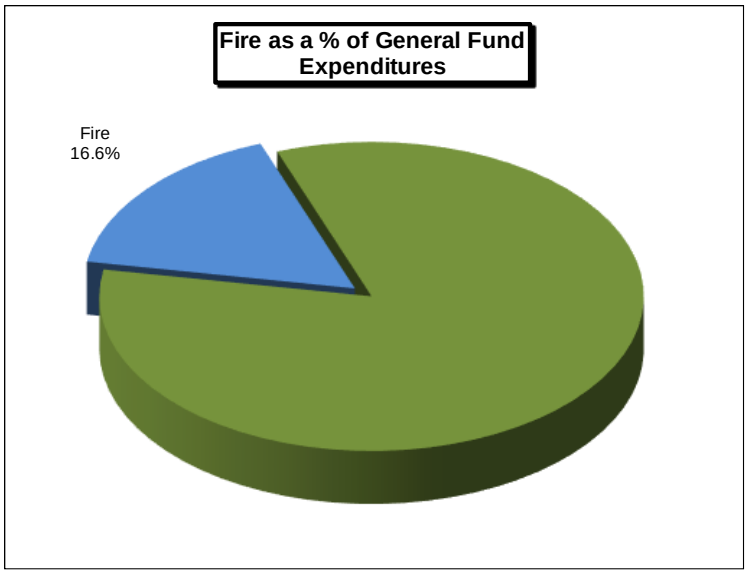
DEPARTMENTAL GOALS FOR FISCAL YEAR

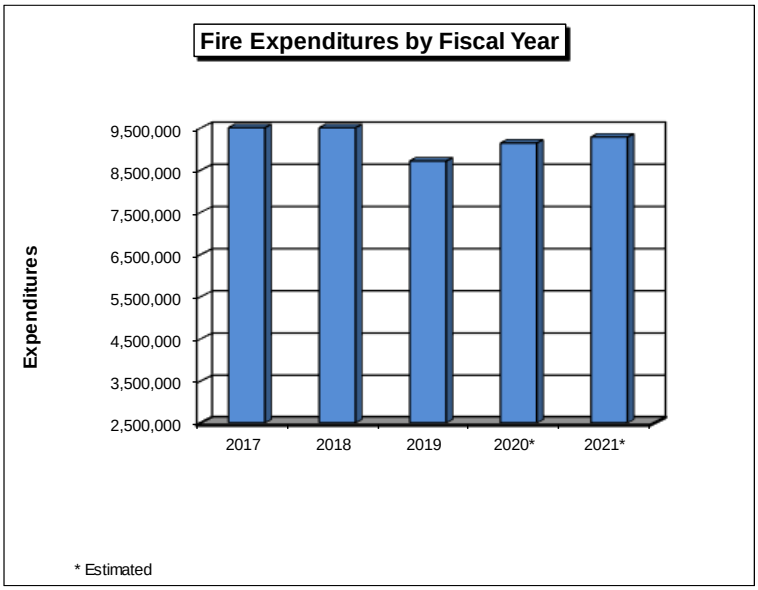
Department Goals and Initiatives	Link to Council Goals
1. Meet the community's emergency needs by providing the highest quality service possible in the most cost effective manner	1,2,3,4,5,7
2. Minimize the deaths and injuries due to fire and other emergency situations	1,2,3,4,7
3. Provide a four (4) minute initial emergency response time in 90 percent (90%) of the emergency incidents to intercede before flashover occurs in structure fires within the urban service area	1,2,3,4,7
4. Provide a first response to specific medical emergencies that maximize the utilization of resources and increase the survivability of persons in life-threatening situations	1,2,3,4,7
5. Provide a customer friendly, informative, thorough, and proactive fire prevention program for the community	1,2,3,4,7

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 8,065,368	$ 8,391,840	$ 8,380,320	$ 8,542,190
Operating Expenses	849,642	997,653	908,640	986,870
Recovered Costs	(403,268)	(419,590)	(419,020)	(427,110)
Capital Outlay	197,787	265,980	265,000	174,500
TOTAL	$ 8,709,529	$ 9,235,883	$ 9,134,940	$ 9,276,450
OFFSETTING REVENUES	$ 119,370	$ 98,200	$ 139,370	$ 108,200

EXPENDITURES





PERSONNEL SUMMARY — FIRE

Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized (as amended)	2020-21 Authorized
Fire (3201)				
Fire Chief	26	1	1	1
Deputy Chief	23	3	3	3
Battalion Commander	22	2	3	3
Fire Rescue Compliance Administrator	22	1	1	1
GIS Analyst	21	1	1	1
Fire Captain	20	19	21	21
Life Safety Educator	20	1	1	1
Assistant Fire Marshal	19	1	2	2
Fire Inspector I-III	16-18	4	3	3
Fire Maintenance Specialist	16	1	1	1
Firefighter Engineer	16	27	20	20
Firefighter (Firefighter, Senior, Master)	14-15	34	38	38
Firefighter (Overhire Program)	14	3	3	3
Administrative Assistant	13	2	2	2
Full-time		**97**	**97**	**97**
Overhire		**3**	**3**	**3**

CAPITAL OUTLAY — FIRE

Item	New/ Replacement	2020-21 Budget
Fire (3201)		
Training Center Upgrades	R	90,000
One (1) Passenger Crossover Vehicle	N	19,000
One (1) Pickup Truck w/crew cab	R	28,000
One (1) Sport Utility Vehicle w/light package	R	37,500
Total		**174,500**

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 2021 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:

2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 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	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Percent of fire incidents with travel time within 4 minutes	75.14%	65.48%	100%
Percent of EMS incidents with travel time within 4 minutes	75.95%	78.13%	100%
Actual fire calls	185	168	100
Travel time for 90% of all emergency incidents (min:sec)	5:04	5:14	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:

2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 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	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Dollar amount of property prior to fire	$58,775,239	$43,000,000	$21,000,000
Annual fire loss	$698,431	$600,000	$1,000,000
Annual property value saved	$53,076,808	$42,400,000	$20,000,000
Fire related deaths-civilians	0	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:

2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 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	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Number of inspections	4,108	5,700	6,600
Number of child passenger safety seats installed	137	200	230
Public education contacts	6,302	8,000	10,000
Compliance rate/routine inspections	56%	53%	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:

2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 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	2018-19 Actual	2019-20 Estimated	2020-21 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:

2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 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	2018-19 Actual	2019-20 Estimated	2020-21 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

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PLANNING AND COMMUNITY REVITALIZATION

The Planning and Community Revitalization department provides future direction for self-generating community and economic development for the City through a program of plan development and implementation; supports neighborhoods through homeowner assistance and community improvement programs; promotes economic development and redevelopment, particularly in historic and underserved areas of the community; protects, preserves and redevelops Wilson's historic resources; increases the livability and walkability of our community through coordinating improvement programs and projects; works with Wilson Economic Development, Wilson Downtown Development Corporation, Wilson Downtown Properties and Wilson Housing Authority to support their missions; and, in all we do, work with citizens to ensure that they have meaningful input into decisions that impact their daily lives. The Planning and Community Revitalization department is comprised of the Planning, Community Development, and Downtown Development divisions.

DEVELOPMENT SERVICES

Development Services ensures that new development and redevelopment is safe, attractive and built to code; helps neighborhoods through enforcement of zoning and city codes; provides award-winning Geographic Information Services including data analysis to citizens, City departments, and other agencies; and, in all we do, work with citizens, Planning & Design Review Board, Zoning Board of Adjustment, Wilson Home Builders Association and neighborhood associations and groups to ensure that they have meaningful input into decisions that impact their daily lives.

PLANNING AND COMMUNITY REVITALIZATION DEVELOPMENT SERVICES

COUNCIL GOALS

Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

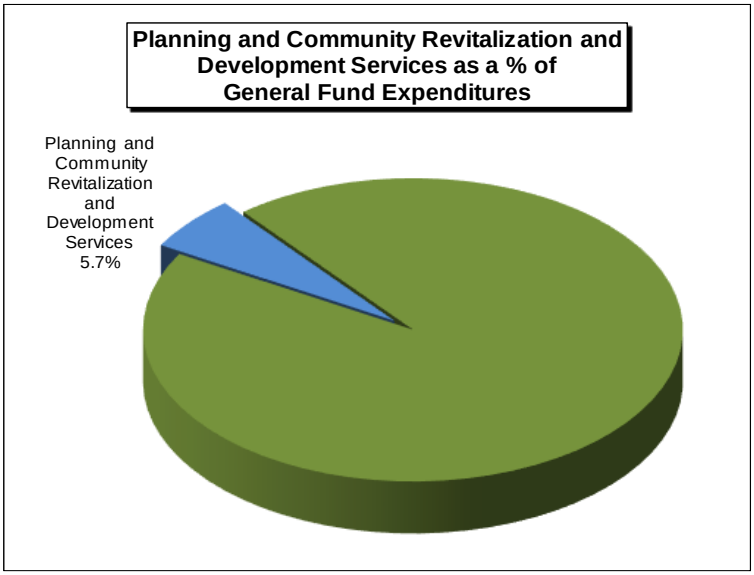
DEPARTMENTAL GOALS FOR FISCAL YEAR

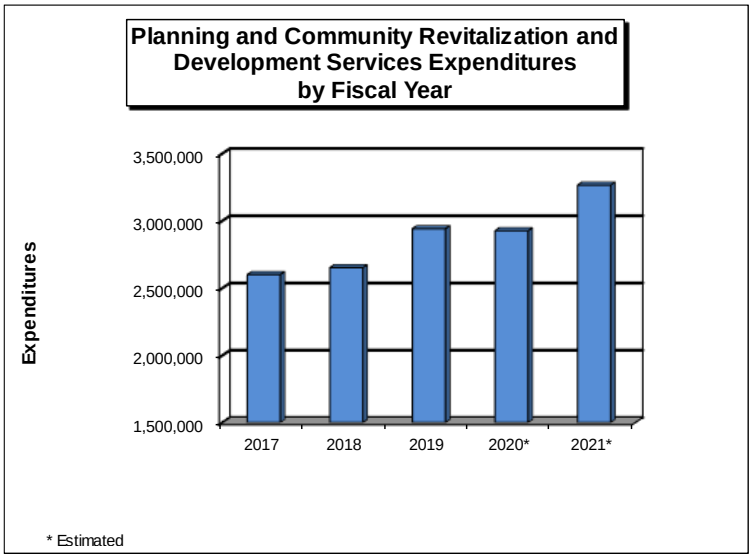
Department Goals and Initiatives PLANNING AND COMMUNITY REVITALIZATION	Link to Council Goals
1. Continue implementation of the recommendations within the adopted 2030 Comprehensive Plan, “Wilson Growing Together”	1,2,3,4,5,6,7
2. Maintain an active role in center city redevelopment through partnerships with Wilson Downtown Development Corporation, Wilson Downtown Properties, 301 Area, Wilson Forward, Barton College, Wilson Community College, and Wilson Housing Authority	1,2,4,5,7
3. Work on improving the appearance of Wilson by supporting the activities of the Appearance Commission	1,4,5
4. Continue to implement the Comprehensive Bicycle Transportation and Pedestrian Improvement Plans with assistance of the Bicycle and Pedestrian Advisory Board	1,6
5. Continue to implement the Safe Routes to School Action Plan by pursuing related grant and funding opportunities	1,3,4,5,7
6. Promote and actively seek opportunities for business development along aging business corridors such as Highway 301 and in Historic Downtown Wilson	1,2, 6
7. Seek to reduce dilapidated and abandoned housing and commercial structures by encouraging improvements and re-use	1,3,5
8. Be visible in the community by participating in community, civic, and neighborhood meetings which engage citizens in improving their City	7
9. Partner with Police, Human Relations, and other City departments on community improvements initiatives	7
Department Goals and Initiatives DEVELOPMENT SERVICES	**Link to Council Goals**
1. Enforce and interpret the Unified Development Ordinance to enhance the quality of life for the citizens of Wilson	1,2,3,4,5,6,7
2. Provide a minimum housing standard with enforcement for all residential dwellings within the City	1,4
3. Seek to reduce dilapidated and abandoned housing and commercial structures by encouraging improvements and re-use, or as a last resort, condemnation	1,3,5
4. Encourage the development of high quality commercial and residential projects	2,3,4,5
5. Provide user friendly development review and inspection services that are predictable and result in development projects that enhance the quality of life in Wilson	1,2,5
6. Seek to provide enterprise innovative Geographic Information Systems (GIS) that readily provides access to data, analytics and core mapping services to the City.	1,2,3,4,5,6,7
7. Protect our residents and property owners by providing education through our Program for Public Information to aid in protection of life, the reduction of property loss, identify potential flood hazards, protecting natural floodplain functions, reduce stormwater flooding and empowerment through general preparedness for hurricanes or other disasters.	1,2,3,4,5,6,7

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 2,772,474	$ 3,048,070	$ 2,762,605	$ 3,138,540
Operating Expenses	636,534	718,870	566,610	591,670
Recovered Costs	(536,198)	(493,210)	(477,045)	(501,810)
Capital Outlay	68,282	80,640	73,620	36,720
TOTAL	$ 2,941,092	$ 3,354,370	$ 2,925,790	$ 3,265,120
OFFSETTING REVENUES	$ 939,638	$ 440,380	$ 680,831	$ 469,550

EXPENDITURES





Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized (as amended)	2020-21 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	0	0
Senior Planner – Long Range	19	0	1	1
Senior Planner	19	1	1	1
Senior Community Development Planner	19	1	1	1
Arts Innovation Coordinator	19	1	1	1
Community Development Project Coordinator	18	1	0	0
Preservation Planner	18	1	1	1
Housing Rehabilitation Specialist	18	0	1	1
Community Development Planner	17	1	1	1
Center City Special Event Coordinator	16	1	1	1
Administrative Assistant	13	1	1	1
Construction Standards (3502)				
Inspections Manager	23	1	1	1
Assistant Inspections Manager	22	1	1	1
Senior Code Enforcement Officer	21	1	0	0
Community Improvement Special Project Coordinator	21	0	1	1
Community Improvement Specialist	18	0	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	1	1	1
Technical Review Coordinator	18	0	1	1
Planner	17	1	0	0
Planning Technician	12	1	1	1
Neighborhood Improvement (3505)				
Neighborhood Improvement Enforcement Coordinator	18	1	1	1
Neighborhood Improvement Specialist I-II	14-17	2	2	2
Part-time Nuisance Inspector	9	1	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		**30**	**31**	**31**
Part-time		**1**	**1**	**1**

Redistribution Notes:

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

Item	New/ Replacement	2020-21 Budget
Neighborhood Improvement (3505)		
One (1) Pickup Truck w/extended cab	R	28,220
Geographic Information Services (3506)		
One (1) Printer/Copier/Scanner	R	8,500
Total		**36,720**

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 Forward, 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, Wilson Appearance Commission and Historic Preservation 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, Hominy Creek 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,137,295	$ 1,274,280	$ 1,170,810	$ 1,278,630
Operating Expenses	300,867	239,680	206,870	191,380
Recovered Costs	(49,623)	0	(14,045)	0
Capital Outlay	658	0	0	0
TOTAL	$ 1,389,197	$ 1,513,960	$ 1,363,635	$ 1,470,010

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Historic Preservation cases total	24	36	40
Special initiatives and plans undertaken	4	3	4
Grants and Loans Managed	11	10	10
Brownfield property assessments completed (grant dependent)	2	10	12

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 791,588	$ 857,380	$ 844,005	$ 950,990
Operating Expenses	103,366	208,780	111,130	183,740
Recovered Costs	(173,949)	(192,450)	(188,840)	(201,950)
Capital Outlay	24,323	53,760	49,080	0
TOTAL	$ 745,328	$ 927,470	$ 815,375	$ 932,780

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Permits issued	4,435	5,436	4,936
Inspections performed	8,939	9,633	9,286
Plans reviewed	306	339	323
Same day inspections if in by 7:30 a.m.	100%	98%	98%

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, elevation certificates, 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 education, information and assistance to Wilson residents and property & business owner's
- Support the preparation and awareness campaign for the 2020 Census to ensure an accurate population count

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 307,073	$ 361,920	$ 257,210	$ 345,200
Operating Expenses	13,213	19,140	17,890	19,520
Capital Outlay	42,643	0	0	0
TOTAL	$ 362,929	$ 381,060	$ 275,100	$ 364,720

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Board cases processed	28	20	22
Plans/Permits reviewed	2,345	2,840	2,586
Site Plan review in 10 days	75%	85%	85%

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 241,927	$ 254,940	$ 204,600	$ 250,970
Operating Expenses	123,555	171,470	174,000	143,460
Capital Outlay	0	26,880	24,540	28,220
TOTAL	$ 365,482	$ 453,290	$ 403,140	$ 422,650

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Power on order housing inspections (Note: Change per North Carolina General Statute 160A-424).	120	165	143
Vehicle/Nuisance complaints investigated	1,524	2,565	2,045
Zoning complaints investigated	1,085	255	670
Same day inspections if in by 7:30 a.m.	100%	98%	98%

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 294,591	$ 299,550	$ 285,980	$ 312,750
Operating Expenses	95,533	79,800	56,720	53,570
Recovered Costs	(312,626)	(300,760)	(274,160)	(299,860)
Capital Outlay	658	0	0	8,500
TOTAL	$ 78,156	$ 78,590	$ 68,540	$ 74,960

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Helpdesk Tickets	413	330	300
Software Development Projects using ArcGIS On-line	10+	10	10
Unplanned System Down Time (hours)	< 8 hours	< 8 hours	< 8 hours

PARKS AND RECREATON

Parks and Recreation plans, organizes, develops, and supervises all facets of a quality comprehensive leisure program, which actively and passively enhances the lives of the citizens of Wilson, to include providing and maintaining efficiently and effectively the facilities and areas within the department as well as an emphasis on travel and tourism for the community.

PARKS AND RECREATION

COUNCIL GOALS

Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

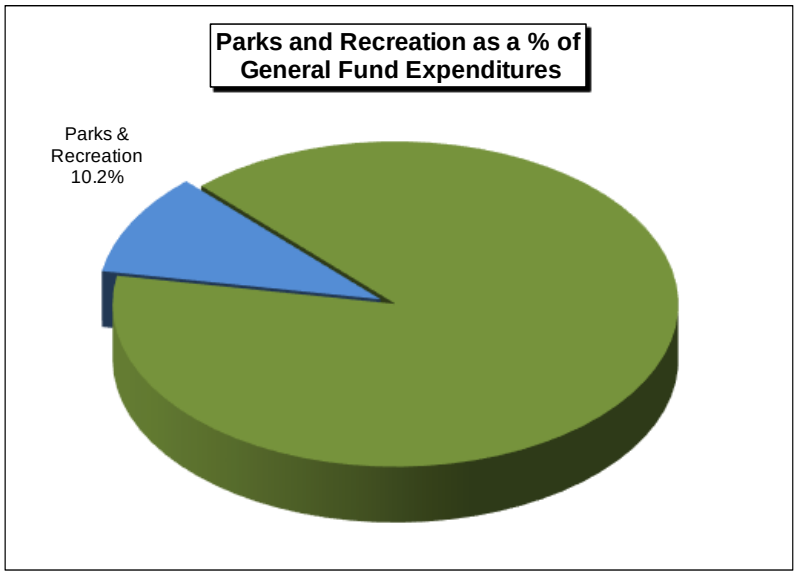
DEPARTMENTAL GOALS FOR FISCAL YEAR

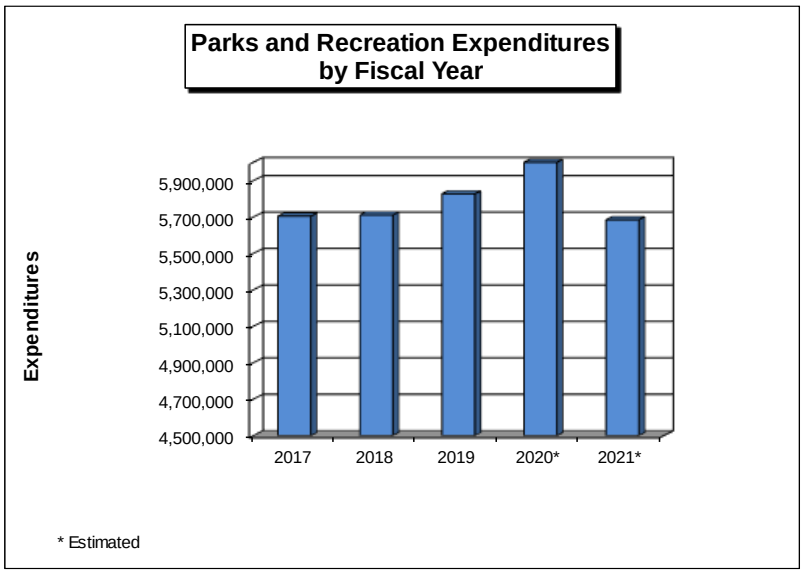
Department Goals and Initiatives	Link to Council Goals
1. Strengthen our role as the cultural center of Wilson County by enhancing facilities, activities, and partnerships that create new opportunities	1,2,3,4,5,6,7
2. Take a greater role in maintaining open space within the community. This is a vital resource in overall community health.	1,2,3,4,5,6,7
3. Support the enhancement of existing trails and develop new walkways to better connect our neighborhoods and improve accessibility throughout the City	1,2,3,4,6,7
4. Be responsive in providing diverse cultural, recreational, and athletic activities appropriate for our population and will facilitate neighborhood access to these activities	1,2,3,4,5,6,7
5. Enhance our commitment to provide quality public recreation for future generations with the development of the J. Burt Gillette Athletic Complex	1,2,3,6,7
6. Continue the recruitment and first class administration of national and statewide athletic events that benefit travel and tourism for our community.	1,2,3,5,6,7

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 3,575,676	$ 3,657,020	$ 3,664,330	$ 3,724,580
Operating Expenses	1,954,155	2,030,304	1,866,210	1,962,470
Recovered Costs	(31,723)	(12,000)	(12,000)	(12,000)
Capital Outlay	328,875	584,590	591,950	10,000
TOTAL	$ 5,826,983	$ 6,259,914	$ 6,110,490	$ 5,685,050
OFFSETTING REVENUES	$ 1,134,219	$ 1,068,890	$ 1,136,707	$ 1,052,660

EXPENDITURES





Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized	2020-21 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
Special Population and Senior Coordinator	15	0	1	1
Administrative Assistant	13	1	1	1
Special Population and Senior Specialist	12	1	0	0
Part-time Aquatics Specialist	9	1	0	0
Part-time Administrative Clerk	9	3	3	3
Part-time Recreation Specialist	9	1	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	14	14
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	1	1	1
Full-time		**31**	**32**	**32**
Part-time		**6**	**5**	**5**

Redistribution Notes:

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

Item	New/ Replacement	2020-21 Budget
Recreation (4001)		
Two (2) Camp Buses	R	10,000
Total		**10,000**

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 2021 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
- Officially apply and complete national accreditation
- Continue the education of volunteer coaches for programs such as youth football, baseball and basketball
- Continue to partner with Wilson County Schools and YMCA to bring second grade swim lessons to Recreation Park Pool
- Increase sports related tourism
- Partner with volunteer group to raise money for Miracle Field
- Complete renovation of Lake Wilson
- Complete Master Plan of Toisnot Park

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,661,401	$ 1,683,420	$ 1,667,220	$ 1,697,160
Operating Expenses	670,440	653,344	604,320	627,700
Capital Outlay	71,001	207,640	215,000	10,000
TOTAL	$ 2,402,842	$ 2,544,404	$ 2,486,540	$ 2,334,860

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Number of times facilities rented	1,800	1,850	1,900
Number of recreation programs offered	110	112	114
Rental revenues	51,500	52,000	52,500
Athletic program revenues	195,000	200,000	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
- Complete Lake Wilson renovations
- 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
- Continue to expand Greenway system
- Implement new signage program in city parks
- Complete Master Plan for Wiggins Mill
- Upgrade Lane Street park amenities
- Upgrade Five Points park amenities

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,513,232	$ 1,555,690	$ 1,573,020	$ 1,601,520
Operating Expenses	825,530	899,360	822,320	904,990
Recovered Costs	(31,723)	(12,000)	(12,000)	(12,000)
Capital Outlay	257,874	354,950	354,950	0
TOTAL	$ 2,564,913	$ 2,798,000	$ 2,738,290	$ 2,494,510

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Number of usable acres for parks	269	273	273
Number of parks/playgrounds maintained	27	27	27
Flower beds/planting areas maintained	71	71	71
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 Lake Wilson renovations
- Implement safe and efficient hunting regulation programs
- Continue the improvement of duck blind hunting program
- Continue to implement service excellence
- Complete new Master Plan at Wiggins Mill

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 8,827	$ 10,750	$ 11,280	$ 10,750
Operating Expenses	6,833	7,500	7,200	7,500
Capital Outlay	0	22,000	22,000	0
TOTAL	$ 15,660	$ 40,250	$ 40,480	$ 18,250

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

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 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	6,500	7,000	7,500

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 though 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
- Increase number of local fundraising tournaments

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 392,216	$ 407,160	$ 412,810	$ 415,150
Operating Expenses	451,352	470,100	432,370	422,280
TOTAL	$ 843,568	$ 877,260	$ 845,180	$ 837,430

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Number of acres maintained	167	167	167
Number of rounds played annually	32,500	32,500	33,000
Number of participants other than golf	10,000	10,000	10,000
Gross revenues generated	700,000	750,000	775,000

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PUBLIC WORKS

The Public Works Department is committed to providing professional, well-organized, and cost effective services to the citizens of the City of Wilson. These services include street maintenance and pavement preservation, stormwater compliance, erosion control, engineering & traffic services, environmental services-garbage, yard waste and recycling collection. The Fleet Maintenance division maintains all city vehicles and motorized equipment. Mass Transit provides a safe and efficient transportation system for citizens. The Industrial Air Center promotes commercial and industrial development through a safe and well-maintained facility and grounds.

PUBLIC WORKS

COUNCIL GOALS

Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

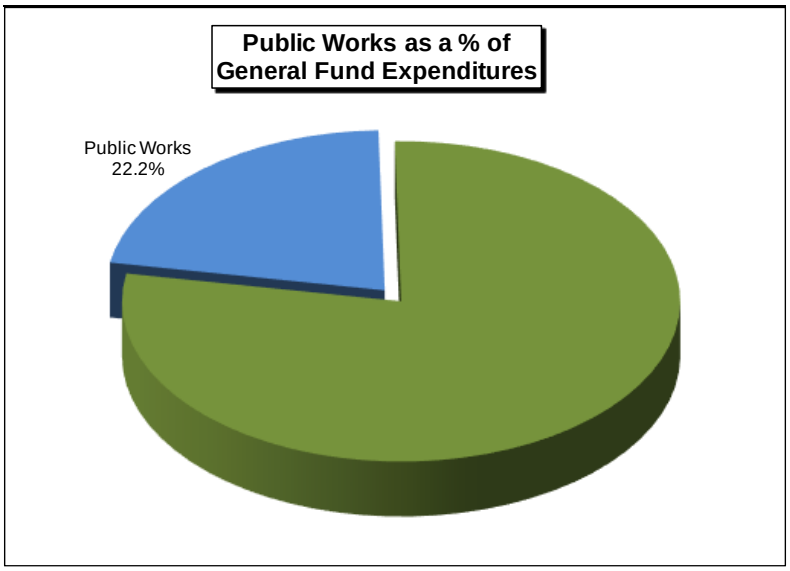
DEPARTMENTAL GOALS FOR FISCAL YEAR

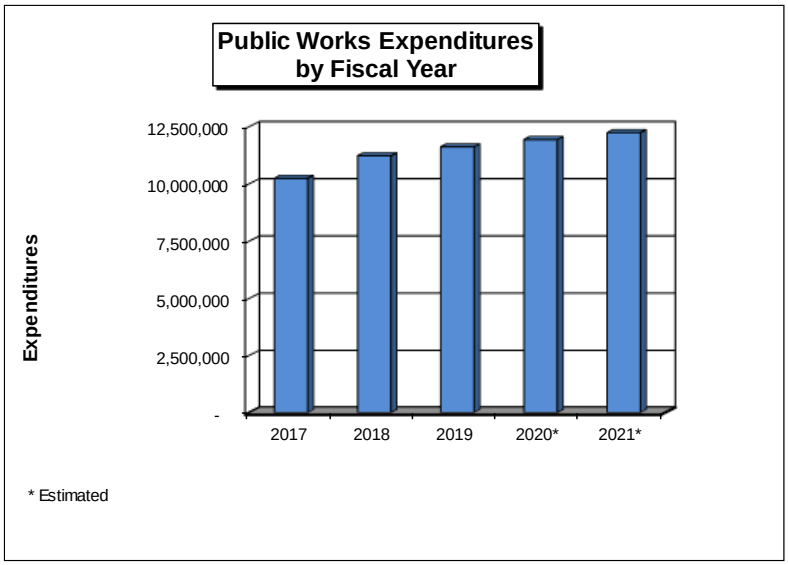
Department Goals and Initiatives	Link to Council Goals
1. Provide prompt, courteous, effective, and customer-friendly service department-wide	1,2,3,4,5,6,7
2. Maintain street infrastructure, including wheel chair ramps and sidewalks, in a structurally sound manner and within ADA compliance.	1,2,3,4,5
3. Continue to integrate automation into the solid waste collection process to improve overall collection efficiency and effectiveness	3,7
4. Maintain an on-site, convenient, and environmentally compliant maintenance facility that provides an above-average fleet availability and readiness rate	3,7
5. More fuel efficient and environmentally friendly units will be incorporated into the fleet where practical and feasible as units are replaced and/or added	3,7
6. Continue education and outreach programs to promote recycling and to encourage increased participation city-wide	1,4,7
7. Prompt response to all development inquiries and quick turnaround on site plan reviews to encourage and facilitate new projects and ongoing construction	2,3,4,5
8. Continue to develop and pursue improvements through NCDOT including the State Transportation Improvement Plan (STIP) and municipal agreements	1,2,3,5
9. Maintain a comprehensive and electronically accessible manual of construction specifications, policies, and procedures that will provide continuity and protect the integrity of the streets, drainage system, and utility infrastructure	1,2,3,4
10. The street improvement program will utilize current techniques and seek alternative funding to allow more roads to be treated, therefore extending useful life.	3,4,7
11. Provide prompt inspections of storm water control structures	2.3,4
12. Continue an Erosion and Sediment Control Program to monitor and control the erosion from work sites within the City of Wilson	1,2,3,4
13. Work diligently to insure compliance with the Neuse River regulations, including all reporting requirements to the state and the Watershed Water Supply Agency	1,2,3,4
14. Provide for safe and efficient movement of vehicular and pedestrian traffic	1,2,4,5
15. Explore and identify new sources of revenue to offset service costs	1,2,3
16. Maintain an environment, which supports employee growth and development and provides job progression opportunities through educational programs and on the job training.	1,2,7

EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 6,853,233	$ 7,529,240	$ 7,061,340	$ 7,621,320
Operating Expenses	6,654,873	7,153,428	6,537,910	7,192,120
Recovered Costs	(3,271,287)	(3,384,450)	(3,044,150)	(3,331,000)
Capital Outlay	1,372,927	1,651,304	1,375,140	748,800
TOTAL	$ 11,609,746	$ 12,949,522	$ 11,930,240	$ 12,231,240
OFFSETTING REVENUES	$ 6,388,339	$ 6,175,850	$ 6,553,600	$ 6,306,250

EXPENDITURES





Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized (as amended)	2020-21 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	1	0	0
Assistant Director of Public Works	24	1	1	1
Civil Engineer I-III	21-23	0	1	1
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 Leader	14	5	5	5
General Service Technician	7-13	13	13	14
Equipment Operator	10-12	4	4	3
Environmental Services (5003)				
Environmental Services Manager	22	1	1	1
Environmental Services Superintendent	19	1	1	1
Crew Supervisor	16	3	2	2
Equipment Operator	10-12	27	27	27
Environmental Services Technician	8-13	2	3	4
Environmental Services Refuse Collector	7	6	6	5
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	1	1	1
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

Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized	2020-21 Authorized
Parking and Traffic (5008)				
Traffic Supervisor	16	1	1	1
Traffic Technician	10	5	5	5
Full-time		**103**	**103**	**103**
Part-time		**1**	**1**	**1**

Redistribution Notes:

Position Title:	From:	To:	Percent:
Director of Public Works	Public Works Administration 5001	Stormwater Management 7606	20%
		Street Maintenance 5002	25%
		Environmental Services 5003	10%
		Engineering 5004	25%
		Fleet Maintenance 5005	10%
		Parking and Traffic 5008	10%
Assistant Director of Public Works	Public Works Administration 5001	Mass Transit 5101	20%
		Industrial Air Center 5601	10%
		Stormwater Management 7606	10%
		Street Maintenance 5002	10%
		Environmental Services 5003	20%
		Fleet Maintenance 5005	15%
		Parking and Traffic 5008	15%
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%

Item	New/ Replacement	2020-21 Budget
Street Maintenance (5002)		
Sidewalks	R	100,000
Bicycle Safety Improvements	N	25,000
Douglas Street Infrastructure Improvements	R	120,000
Environmental Services (5003)		
Two (2) Automated Leaf Machines	R	65,000
Engineering (5004)		
One (1) Printer/Copier	R	5,800
Street Conversion – Pine and Tarboro Streets	R	115,000
Fleet Maintenance (5005)		
One (1) Diagnostic Tool	N	18,000
Parking and Traffic (5008)		
Barnes Street Parking Lot Redesign	N	300,000
Total		**748,800**

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 2021 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 638,443	$ 755,880	$ 554,010	$ 575,740
Operating Expenses	1,041,878	1,184,797	1,129,940	1,300,120
Recovered Costs	(485,067)	(574,900)	(447,570)	(503,970)
TOTAL	$ 1,195,254	$ 1,365,777	$ 1,236,380	$ 1,371,890

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Powell Bill revenue	$1,332,963.30	$1,368,314.55	$1,368,314.55
Inmate labor (hours worked)	16,728	16,800	16,800
Inmate labor (estimated labor benefit)	$200,736	$201,600	$201,600

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,658,222	$ 1,773,840	$ 1,792,350	$ 1,876,180
Operating Expenses	1,694,539	1,689,107	1,633,850	1,674,120
Recovered Costs	(726,749)	(625,000)	(625,000)	(625,000)
Capital Outlay	570,401	550,532	381,310	245,000
TOTAL	$ 3,196,413	$ 3,388,479	$ 3,182,510	$ 3,170,300

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Lane miles swept	6,998	8,200	8,300
Linear feet of curb and gutter repaired	3,175	4,200	4,200
Street Asphalt Maint. And Pothole Repair	2,274	1,800	1,800
Utility cuts repaired (Total #)	897	900	900

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 2,432,183	$ 2,676,510	$ 2,618,340	$ 2,780,280
Operating Expenses	3,035,455	3,218,795	3,050,720	2,703,510
Recovered Costs	(168,500)	(168,500)	(168,500)	(168,500)
Capital Outlay	640,683	741,000	749,050	65,000
TOTAL	$ 5,939,821	$ 6,467,805	$ 6,249,610	$ 5,380,290

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Tons of household waste collected/recycling	25,140	25,250	25,250
Tons yard waste/leaves/C&D collected	9,022	10,250	10,500
Household units served/FTE	661	660	660
Complaints resolved within 24 hours	99.6%	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. In addition, 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 298,385	$ 310,830	$ 309,180	$ 344,880
Operating Expenses	170,948	191,093	140,310	177,310
Capital Outlay	86,047	138,132	23,140	120,800
TOTAL	$ 555,380	$ 640,055	$ 472,630	$ 642,990

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Construction inspections per year	1,580	1,600	1,650
Development plans reviewed	70	80	90
Miles of new infrastructure mapped	3	6	10

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,308,397	$ 1,413,550	$ 1,226,470	$ 1,415,050
Operating Expenses	363,780	566,054	347,440	585,630
Recovered Costs	(1,511,417)	(1,603,120)	(1,377,630)	(1,611,840)
Capital Outlay	75,796	21,640	21,640	18,000
TOTAL	$ 236,556	$ 398,124	$ 217,920	$ 406,840

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Units of rolling stock maintained	850	865	870
Work orders completed	7,428	7,800	7,900
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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 347,825	$ 364,010	$ 363,830	$ 372,460
Operating Expenses	31,729	68,745	61,620	49,230
Recovered Costs	(379,554)	(412,930)	(425,450)	(421,690)
TOTAL	$ 0	$ 19,825	$ 0	$ 0

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Water Quality BMP's inspected	110	120	125
Erosion Control Inspections	141	150	165
Public Education Projects/Programs	21	25	28

PARKING AND TRAFFIC

Description of Services:
Parking and Traffic is responsible for sign installation and 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 169,778	$ 234,620	$ 197,160	$ 256,730
Operating Expenses	316,544	234,837	174,030	702,200
Capital Outlay	0	200,000	200,000	300,000
TOTAL	$ 486,322	$ 669,457	$ 571,190	$ 1,258,930

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Traffic/other signs made/installed	879	100	100
Street name signs made/installed	134	150	180
Traffic Control provided for other departments	91	110	120
Average response time for new sign requests	3 Days	3 Days	3 Days

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ELECTRIC FUND

Wilson Energy's purpose is to provide a reliable and timely supply of electricity at an affordable price for the citizens of Wilson, Wilson County, and portions of six surrounding counties.

ELECTRIC FUND

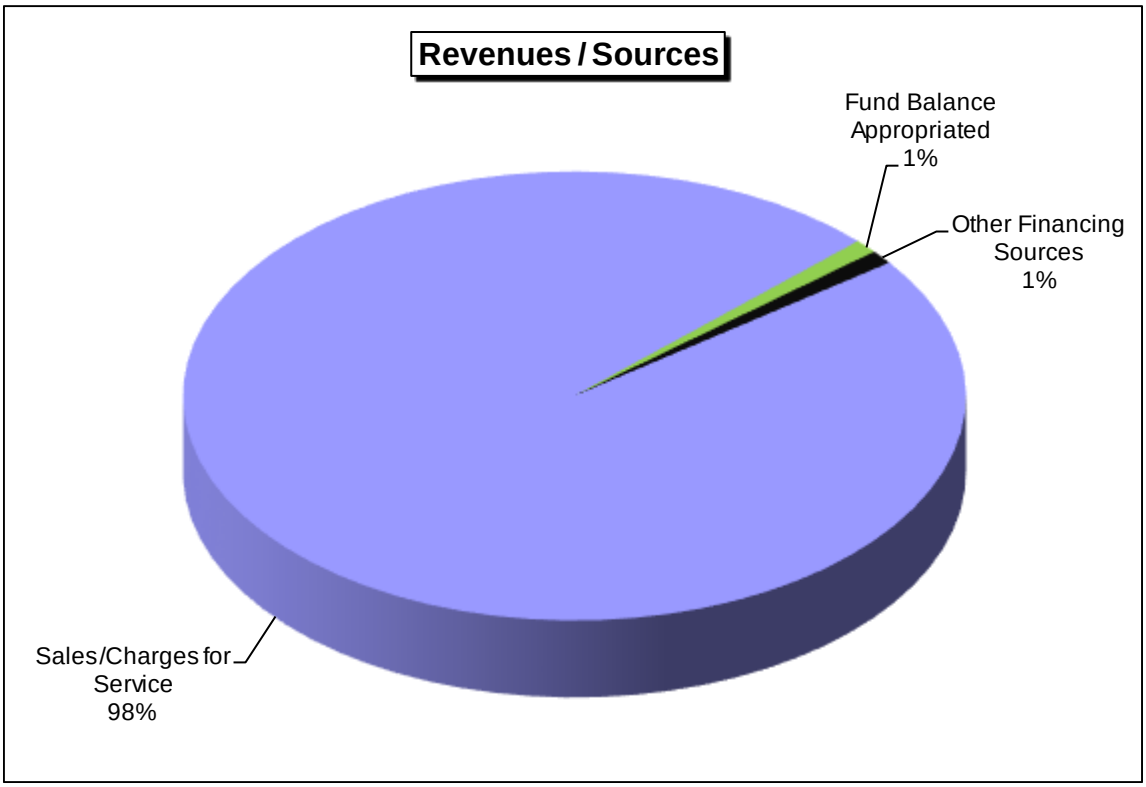
COUNCIL GOALS

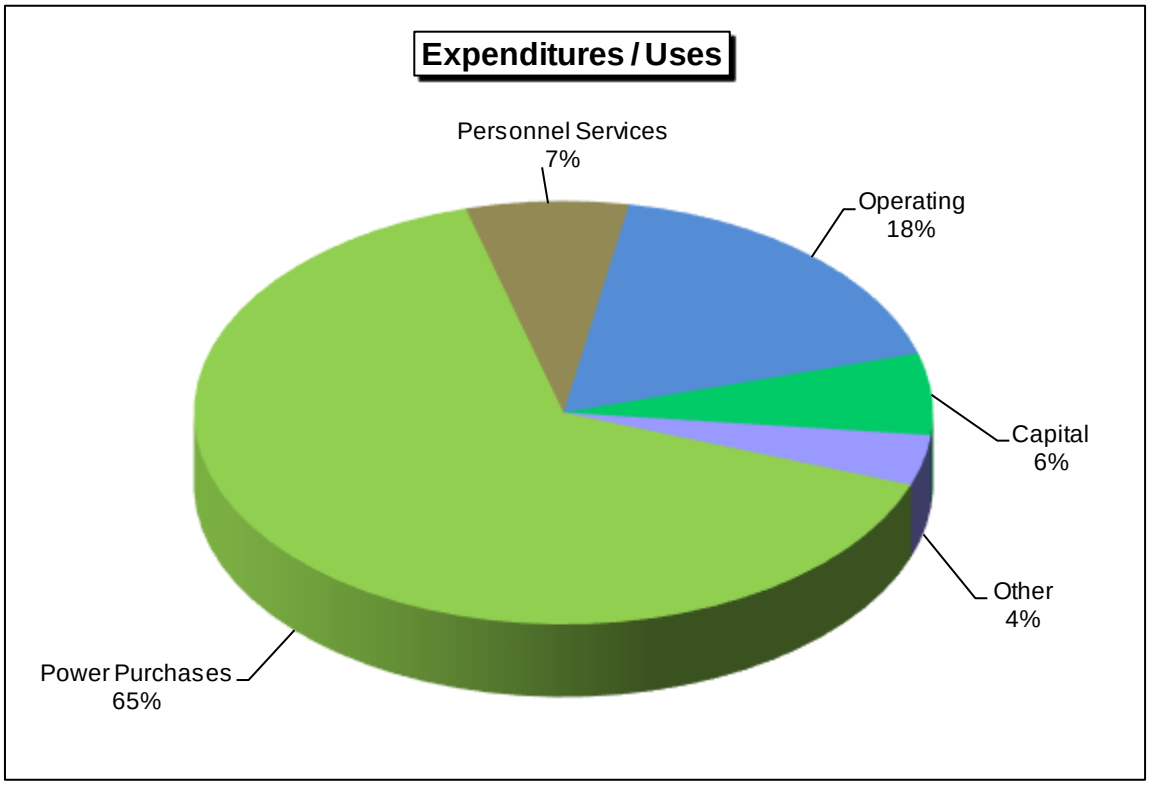
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. Conduct strategic planning to provide new substations and transmission/distribution facilities	2,3
2. Provide electric system improvements to meet increased load for existing and new customers	2,3
3. Effectively and efficiently operate electric system to allow affordable utility rates	1,2,3,4,5,6,7
4. Encourage energy education, high efficiency end-use, conservation, and load management	1,2,3,4,5,6,7
5. Engage in “customer friendly” utility operations	1,2,3,4,5,6,7

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Intergovernmental	$ 455,508	$ 0	$ 5,090	$ 0
Sales/Charges for Services	125,591,388	126,349,910	122,023,314	125,599,410
Miscellaneous Income	1,456,591	952,380	1,416,093	918,000
Investment Income	589,183	0	559,821	0
Fund Balance Appropriated	0	7,729,507	0	0
TOTAL	$ 128,092,670	$ 135,031,797	$ 124,004,318	$ 126,517,410
Expenditures and Other Uses				
Electric Administration	$ 11,092,460	$ 12,918,675	$ 12,181,215	$ 11,924,800
Engineering and System Planning	2,441,557	3,495,530	2,516,270	3,364,350
System Control and Communications	8,785,020	5,128,114	4,671,533	4,423,540
Power Purchase	83,861,713	87,515,100	81,217,280	82,547,500
Electric Distribution	18,017,596	17,491,288	18,315,967	16,965,610
Key Accounts and Marketing	339,357	765,570	753,791	431,360
Governmental Projects	952,665	1,233,960	1,083,960	1,189,090
Community Projects	580,143	799,680	735,000	795,000
Debt Service	1,906,435	1,765,490	1,765,476	1,578,500
Contingency	0	500,000	0	500,000
Interfund Transfers Out	2,707,420	3,418,390	3,418,390	2,797,660
TOTAL	$ 130,684,366	$ 135,031,797	$ 126,658,882	$ 126,517,410


Revenues / Sources
Fund Balance Appropriated 1%
Other Financing Sources 1%
Sales/Charges for Service 98%

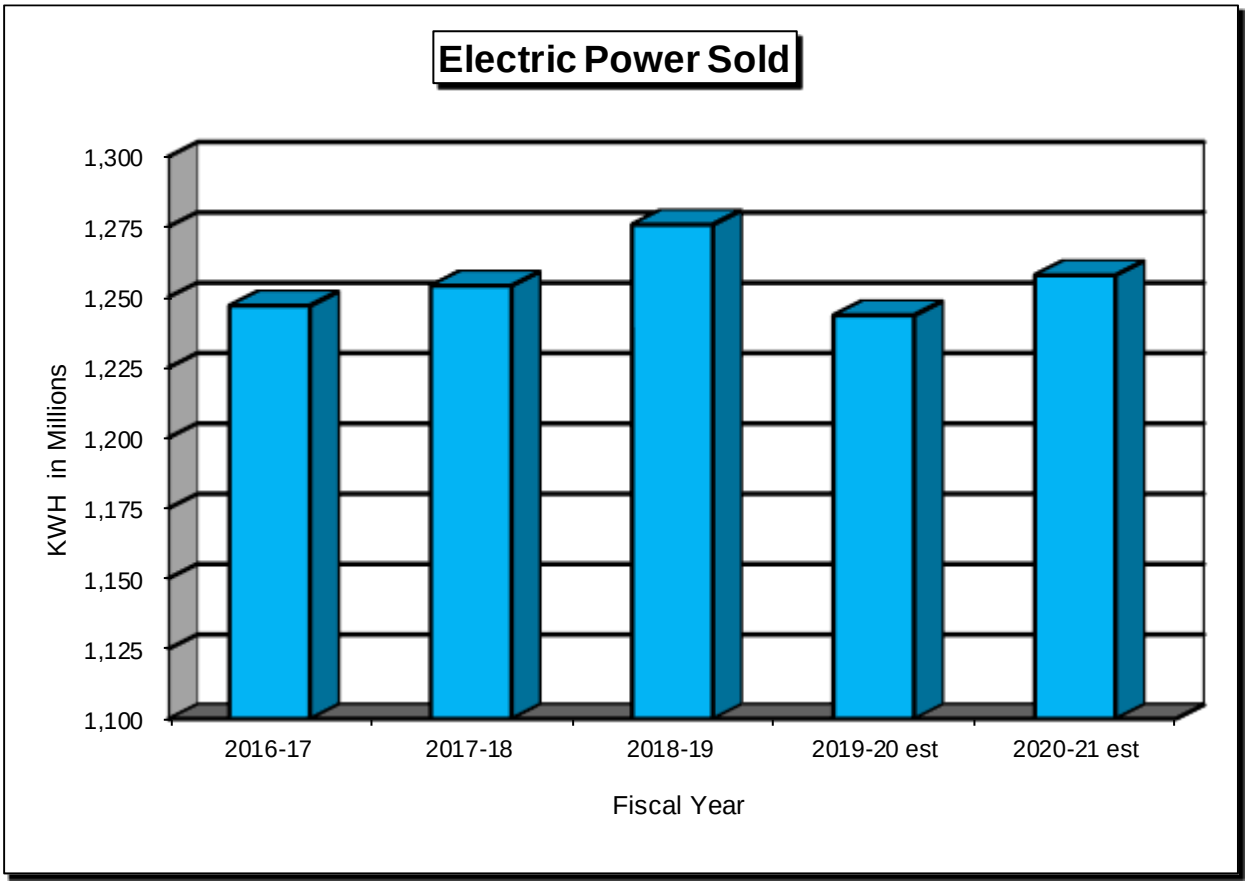

Expenditures / Uses
Personnel Services 7%
Operating 18%
Capital 6%
Other 4%
Power Purchases 65%

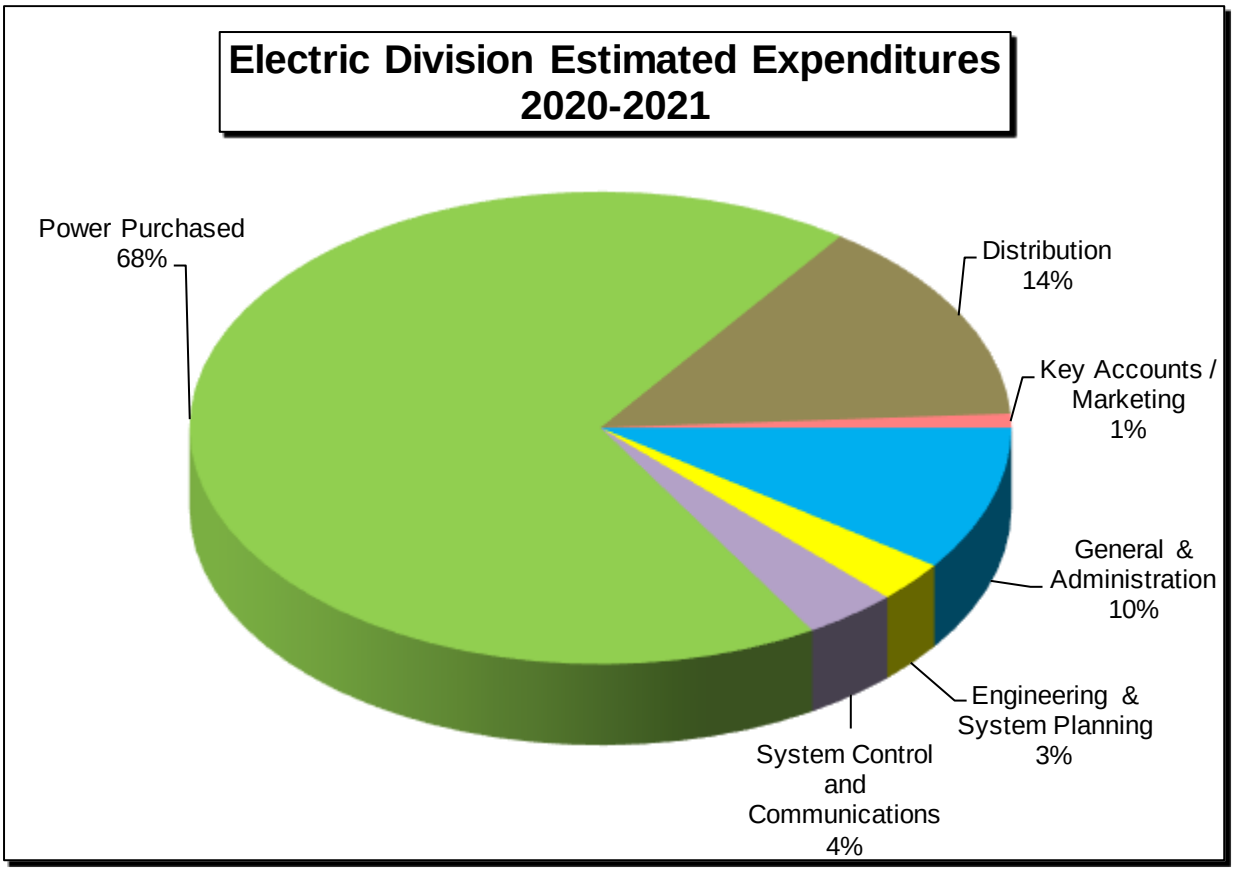
ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
INTERGOVERNMENTAL	$ 455,508	$ 0	$ 5,090	$ 0
SALES/CHARGES FOR SERVICES				
Sales to General Consumers	118,674,687	119,458,000	115,339,769	118,706,860
Sales to Other Distributors	2,145,525	2,121,100	2,015,860	2,136,980
Sales to Other Utilities	1,970,500	1,990,810	1,907,530	1,975,570
Area Rental Lights	2,000,433	1,980,000	1,969,300	1,980,000
Solar (Renewable Energy)	450,243	450,000	440,855	450,000
Municipal Street Lighting	350,000	350,000	350,000	350,000
Sub-Total	125,591,388	126,349,910	122,023,314	125,599,410
MISCELLANEOUS INCOME	1,456,591	952,380	1,416,093	918,000
INVESTMENT INCOME	589,183	0	559,821	0
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	0	5,139,740	0	0
Encumbrance Balance	0	2,589,767	0	0
Sub-Total	0	7,729,507	0	0
Total	$ 128,092,670	$ 135,031,797	$ 124,004,318	$ 126,517,410

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.

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Electric Administration				
Personnel Services	$ 521,698	$ 507,820	$ 531,670	$ 575,640
Operating Expenses	10,570,762	11,385,815	10,524,545	11,349,160
Capital Outlay	0	1,025,040	1,125,000	0
Total	11,092,460	12,918,675	12,181,215	11,924,800
Engineering and System Planning				
Personnel Services	1,258,780	1,327,200	1,245,190	1,394,670
Operating Expenses	807,690	1,496,236	711,380	1,349,680
Capital Outlay	375,087	672,094	559,700	620,000
Total	2,441,557	3,495,530	2,516,270	3,364,350
System Control and Communications				
Personnel Services	1,253,948	1,311,150	1,393,710	1,471,440
Operating Expenses	1,569,770	1,922,588	1,507,823	2,077,100
Capital Outlay	5,961,302	1,894,376	1,770,000	875,000
Total	8,785,020	5,128,114	4,671,533	4,423,540
Power Purchase				
Operating Expenses	83,861,713	87,515,100	81,217,280	82,547,500
Total	83,861,713	87,515,100	81,217,280	82,547,500
Electric Distribution				
Personnel Services	4,990,916	5,333,420	5,248,760	5,468,460
Operating Expenses	6,956,515	6,506,714	6,720,935	5,252,150
Recovered Costs	0	(130,000)	0	(130,000)
Capital Outlay	6,070,165	5,781,154	6,346,272	6,375,000
Total	18,017,596	17,491,288	18,315,967	16,965,610
Key Accounts/Marketing				
Personnel Services	96,494	85,150	86,880	88,390
Operating Expenses	242,863	650,180	636,670	342,970
Capital Outlay	0	30,240	30,241	0
Total	339,357	765,570	753,791	431,360

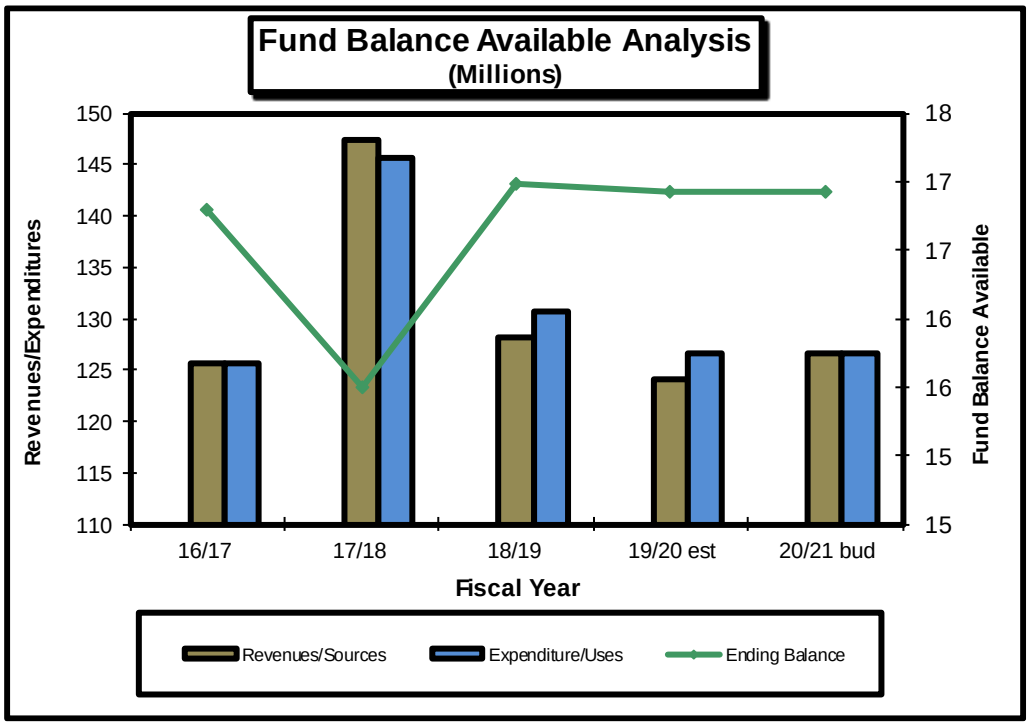
ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Other Expenditures				
Debt Service	$ 1,906,435	$ 1,765,490	$ 1,765,476	$ 1,578,500
Contributions to Other Agencies	1,532,808	2,033,640	1,818,960	1,984,090
Contingency	0	500,000	0	500,000
Transfer to General Fund	1,675,000	1,675,000	1,675,000	1,675,000
Transfer to General Fund - PILOT (Payment in lieu of taxes)	584,920	630,890	630,890	675,160
Transfer to Mass Transit Fund	166,500	166,500	166,500	166,500
Transfer to Economic Development Reserve Fund	0	665,000	665,000	0
Transfer to 301 Infrastructure / Corridor Improvements Capital Project Fund	31,000	31,000	31,000	31,000
Transfer to Economic Community Investment Downtown Building Revitalization Fund	250,000	250,000	250,000	250,000
Total	6,146,663	7,717,520	7,002,826	6,860,250
Grand Total	$ 130,684,366	$ 135,031,797	$ 126,658,882	$ 126,517,410


Electric Power Sold
1,300
1,275
1,250
1,225
1,200
1,175
1,150
1,125
1,100
KWH in Millions
2016-17
2017-18
2018-19
2019-20 est
2020-21 est
Fiscal Year


Electric Division Estimated Expenditures
2020-2021
Power Purchased
68%
Distribution
14%
Key Accounts /
Marketing
1%
General &
Administration
10%
Engineering &
System Planning
3%
System Control
and
Communications
4%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 128,092,670	$ 127,302,290	$ 124,004,318	$ 126,517,410
Expenditures/Other Financing Uses	130,684,366	135,031,797	126,658,882	126,517,410
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ (2,591,696)	$ (7,729,507)	$ (2,654,564)	$ 0
Fund Balance Appropriated	$ 13,059,542	$ 7,729,507	$ 7,729,507	$ 0
Fund Balance - Beginning of Year	$ 15,484,733	$ 16,986,130	$ 16,986,130	$ 16,921,333
Increase (Decrease)	1,501,397	(5,139,740) *	(64,797) *	0
Fund Balance - End of Year	$ 16,986,130	$ 11,846,390	$ 16,921,333	$ 16,921,333

* Excludes Encumbrances Reappropriated in the amount of $ 2,589,767



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 8,121,836	$ 8,564,740	$ 8,506,210	$ 8,998,600
Operating Expenses	104,009,313	109,476,633	101,318,633	102,918,560
Recovered Costs	0	(130,000)	0	(130,000)
Capital Outlay	12,406,554	9,402,904	9,831,213	7,870,000
TOTAL	$ 124,537,703	$ 127,314,277	$ 119,656,056	$ 119,657,160

Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized	2020-21 Authorized
Electric Administration (6001)				
Chief Operations Officer	28	1	1	1
Director of Wilson Energy	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	2	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	18	18	18
Tree Trimmer Supervisor	16	2	2	2
Tree Trimmer I-III	11-13	8	8	8
Ground/Line Worker	11	9	9	9
Key Accounts and Marketing (6006)				
Key Accounts Manager	23	1	1	1
Full-time		**76**	**77**	**77**

Redistribution Notes:

Position Title:	From:	To:	Percent:
Chief Operations Officer	Electric Administration 6001 Electric Administration 6001 Electric Administration 6001	Gas Administration 6501 Broadband Administration 6301 Water Resources Administration 7001	30% 10% 10%
Director of Wilson Energy	Electric Administration 6001	Gas Administration 6501	20%
Executive Assistant	Electric Administration 6001 Electric Administration 6001	Gas Administration 6501 Broadband Operations 6302	45% 5%
Administrative Technician I	Electric Administration 6001	Gas Administration 6501	20%
Administrative Secretary	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%

Item	New/ Replacement	2020-21 Budget
Engineering and System Planning (6002)		
Advanced Metering Infrastructure	R	500,000
Two (2) Pickup Trucks w/Utility body	N	120,000
System Control and Communications (6003)		
Management Equipment	R	600,000
SCADA RTU Equipment	R	100,000
Load Management Switches	R	175,000
Electric Distribution (6005)		
One (1) Hydro Ax	R	500,000
Transportation Modernization/Electric Charging Stations	N	300,000
One (1) Line Truck	R	300,000
One (1) Pickup Truck 4x4 - Diesel	R	40,000
One (1) Pickup Truck 4x4 w/extended cab	N	35,000
Underground Conduit	R	200,000
Electric Poles and Fixtures	R	300,000
Overhead Conductors	R	400,000
Underground Conductors	R	350,000
Consumer Meters	R	50,000
LED Street Lighting	R	2,700,000
Transformers and Devices	R	600,000
Electric Substation Equipment	R	600,000
Total		**7,870,000**

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 2021 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 521,698	$ 507,820	$ 531,670	$ 575,640
Operating Expenses	10,570,762	11,385,815	10,524,545	11,349,160
Capital Outlay	0	1,025,040	1,125,000	0
TOTAL	$ 11,092,460	$ 12,918,675	$ 12,181,215	$ 11,924,800

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Total amount of power purchased (MWh)	1,314,703	1,335,738	1,357,110
Active electric services	35,806	36,378	36,500
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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,258,780	$ 1,327,200	$ 1,245,190	$ 1,394,670
Operating Expenses	807,690	1,496,236	711,380	1,349,680
Capital Outlay	375,087	672,094	559,700	620,000
TOTAL	$ 2,441,557	$ 3,495,530	$ 2,516,270	$ 3,364,350

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Breakers replaced	8	7	2
Relay panels replaced	3	2	2
Instrument transformer services inspected	266	237	250
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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,253,948	$ 1,311,150	$ 1,393,710	$ 1,471,440
Operating Expenses	1,569,770	1,922,588	1,507,823	2,077,100
Capital Outlay	5,961,302	1,894,376	1,770,000	875,000
TOTAL	$ 8,785,020	$ 5,128,114	$ 4,671,533	$ 4,423,540

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Generators operated	80	81	81
LM switches inspected/replaced	1,480	1,500	1,550
Perform energy audits	192	200	210
Total power savings cost (including LM)	$17,268,000	$17,630,000	$17,770,000

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 83,861,713	$ 87,515,100	$ 81,217,280	$ 82,547,500
TOTAL	$ 83,861,713	$ 87,515,100	$ 81,217,280	$ 82,547,500

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Maximum monthly peak (kW)	242,316	244,685	244,685
Maximum monthly coincident peak (kW)	181,782	185,023	185,023
Maximum monthly CP load factor	112	114	116

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 4,990,916	$ 5,333,420	$ 5,248,760	$ 5,468,460
Operating Expenses	6,956,515	6,506,714	6,720,935	5,252,150
Recovered Costs	0	(130,000)	0	(130,000)
Capital Outlay	6,070,165	5,781,154	6,346,272	6,375,000
TOTAL	$ 18,017,596	$ 17,491,288	$ 18,315,967	$ 16,965,610

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Poles installed/replaced	791	1,100	1,300
News services	1,121	650	675
Transformers installed/replaced	646	625	650
Feet primary wire installed	175,599	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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 96,494	$ 85,150	$ 86,880	$ 88,390
Operating Expenses	242,863	650,180	636,670	342,970
Capital Outlay	0	30,240	30,241	0
TOTAL	$ 339,357	$ 765,570	$ 753,791	$ 431,360

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 952,665	$ 1,233,960	$ 1,133,960	$ 1,189,090
TOTAL	$ 952,665	$ 1,233,960	$ 1,133,960	$ 1,189,090

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 580,143	$ 799,680	$ 735,000	$ 795,000
TOTAL	$ 580,143	$ 799,680	$ 735,000	$ 795,000

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 1,906,435	$ 1,765,490	$ 1,765,476	$ 1,578,500
TOTAL	$ 1,906,435	$ 1,765,490	$ 1,765,476	$ 1,578,500

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Timely servicing of debt obligation	100%	100%	100%
Compliance to all regulatory guidelines and covenants	100%	100%	100%

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GAS FUND

Wilson Energy's purpose is to provide reliable and safe natural gas at an affordable price to citizens of Wilson and the surrounding area.

GAS FUND

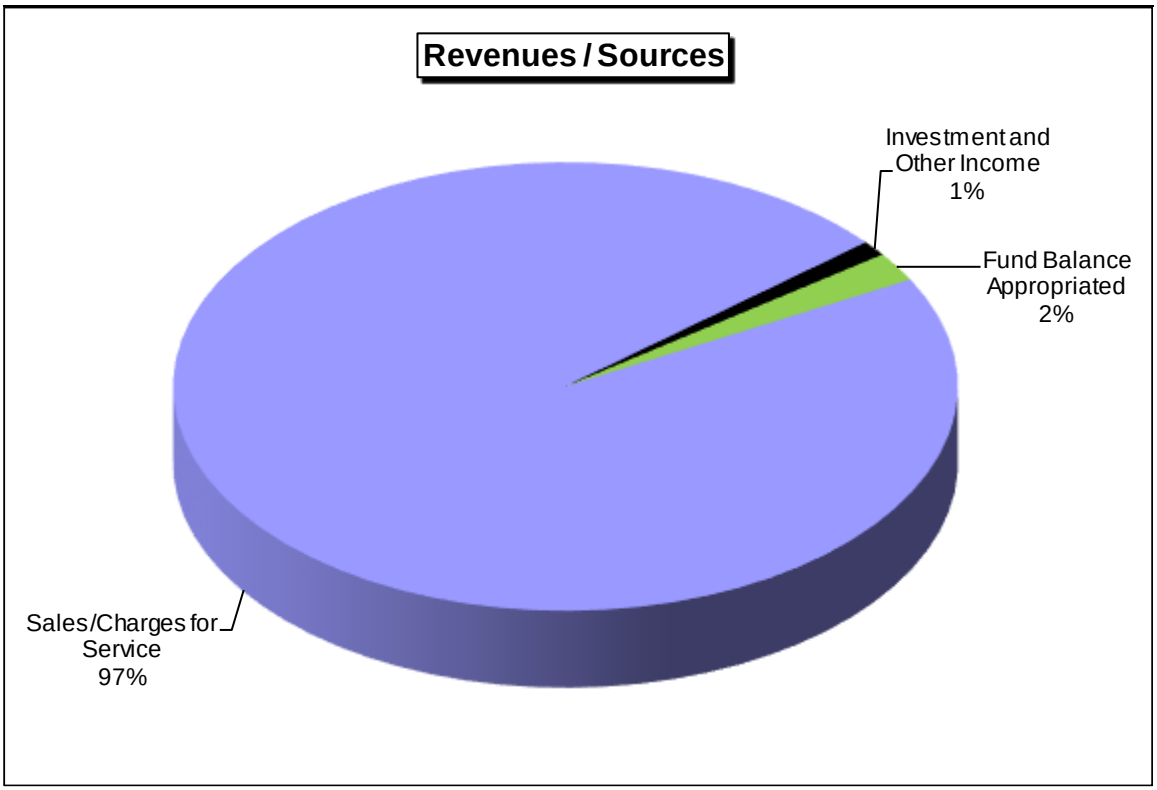
COUNCIL GOALS

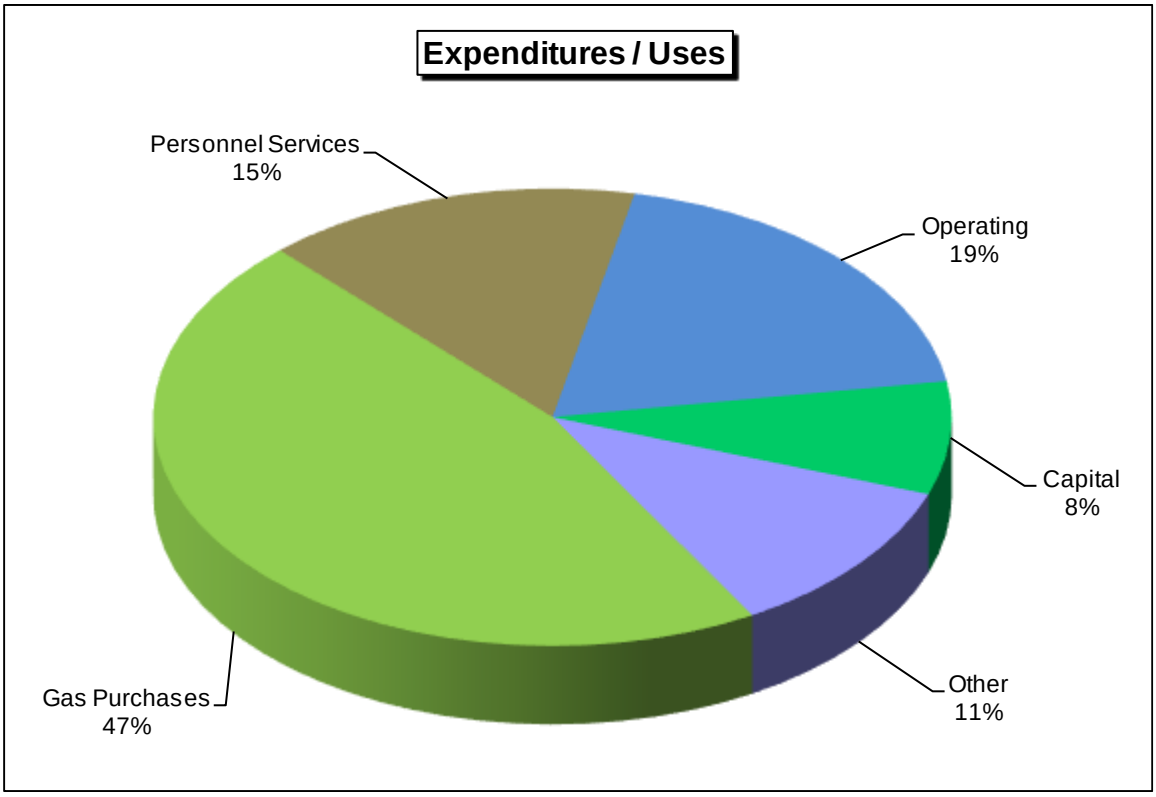
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. Plan and install gas mains and services as required by new customers and maintain all existing mains and services in accordance with federal regulations to include replacement as necessary	2,3
2. Seek opportunities to lower the cost of gas supply/maintain affordable rates	1,2,3,4,5,6,7
3. Promote energy conservation, utilization of natural gas for home and water heating, and continue to seek ways to improve utilization of existing resources	1,2,3,4,5,6,7
4. Promote economic development by providing reliable natural gas to industrial and commercial establishments/offer firm and interruptible options, and provide opportunities for customer hedging	2,3

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Sales/Charges for Services	$ 18,553,960	$ 17,464,700	$ 16,561,100	$ 17,184,700
Miscellaneous Income	22,794	9,000	32,412	9,000
Investment Income	118,261	0	111,913	0
Interfund Loan Repayment	234,545	0	234,545	0
Fund Balance Appropriated	0	497,695	0	372,060
TOTAL	$ 18,929,560	$ 17,971,395	$ 16,939,970	$ 17,565,760
Expenditures and Other Uses				
Gas Administration	$ 2,712,465	$ 2,925,890	$ 2,815,101	$ 2,890,900
Gas Distribution	4,104,289	3,949,055	3,493,240	4,259,640
Utility Locators	131,208	147,280	144,142	163,520
Gas Purchases	8,896,934	8,925,470	8,046,800	8,250,720
Governmental Projects	30,720	33,290	33,290	9,570
Debt Service	439,869	463,020	463,015	456,780
Contingency	0	150,000	0	150,000
Interfund Transfers Out	1,366,090	1,377,390	1,377,390	1,384,630
TOTAL	$ 17,681,575	$ 17,971,395	$ 16,372,978	$ 17,565,760

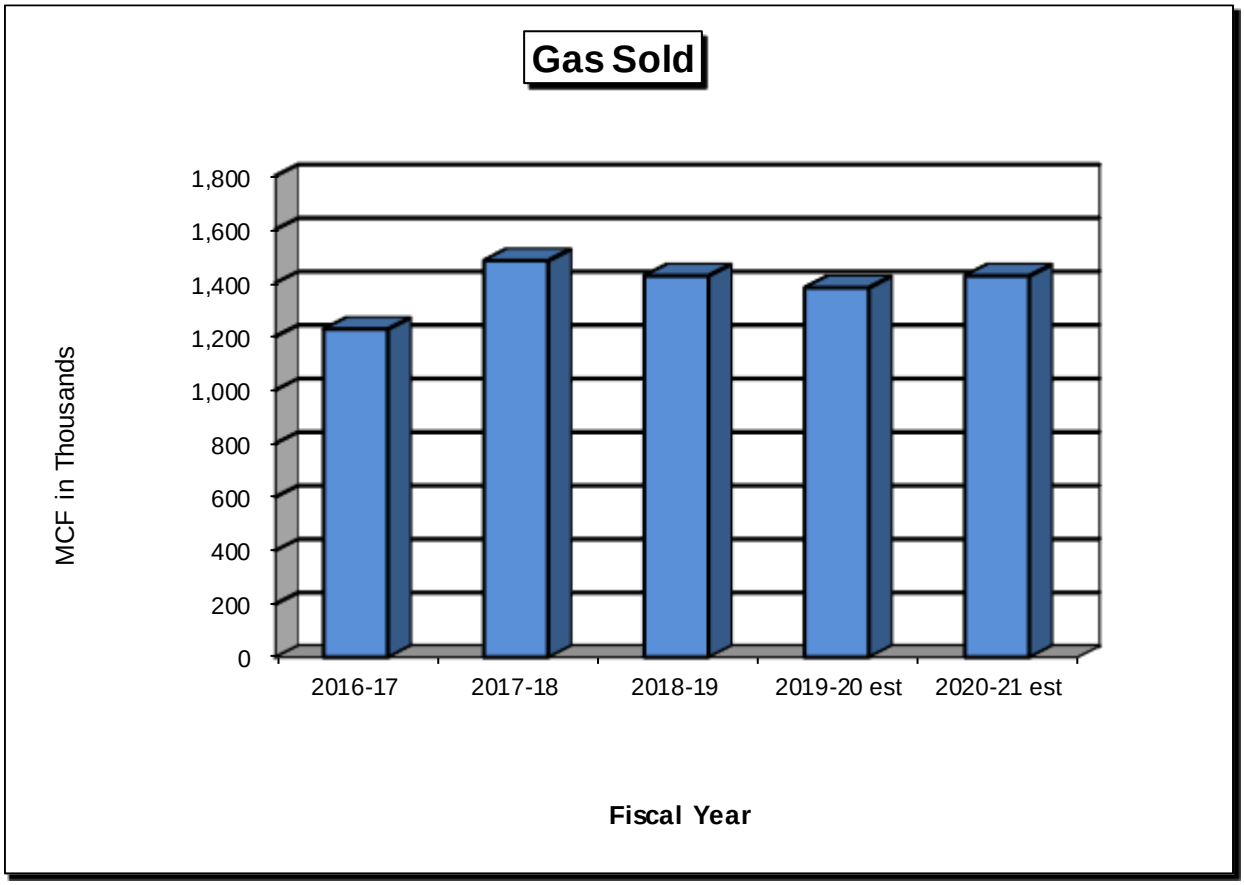

Revenues / Sources
Investment and Other Income 1%
Fund Balance Appropriated 2%
Sales/Charges for Service 97%

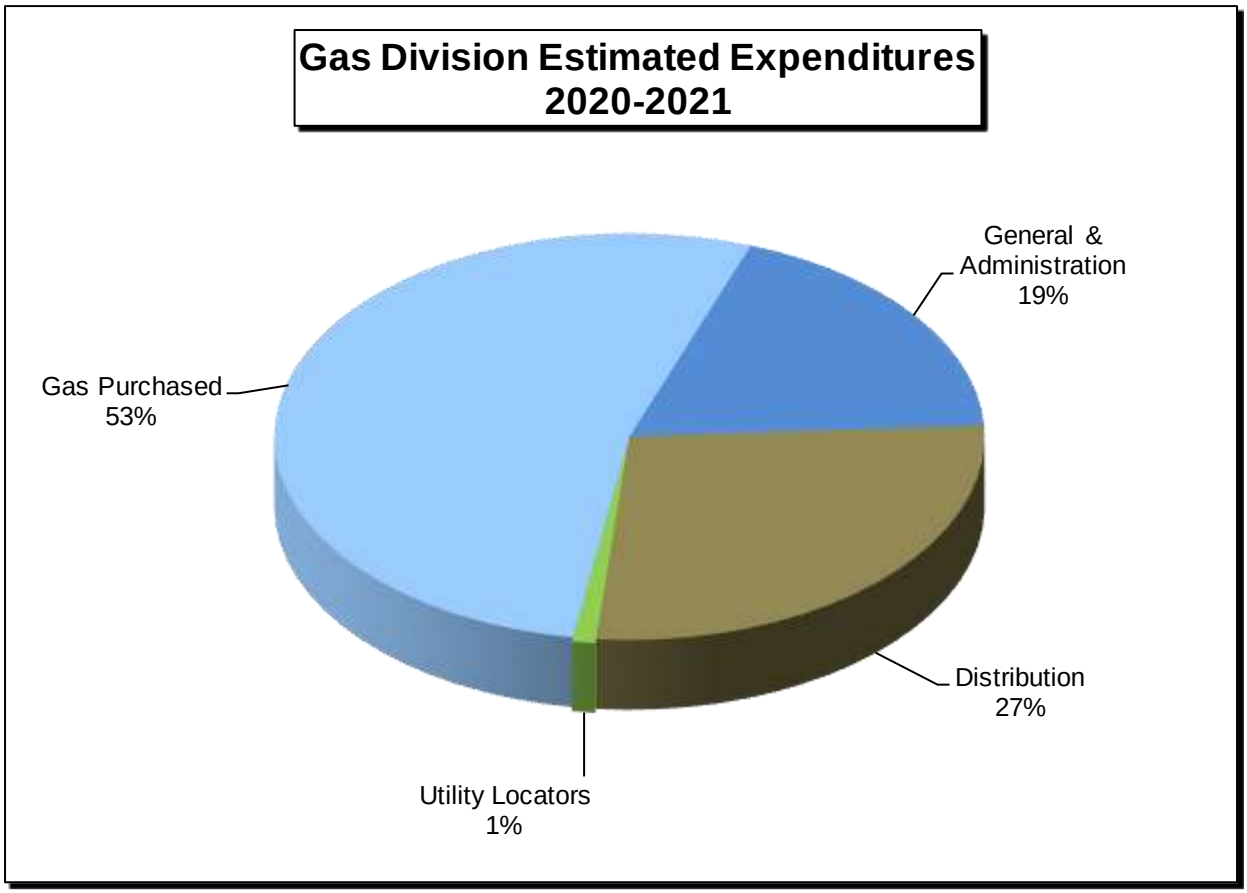

Expenditures / Uses
Personnel Services 15%
Operating 19%
Capital 8%
Other 11%
Gas Purchases 47%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
SALES/CHARGES FOR SERVICES				
Sales to General Consumers	$ 18,351,674	$ 17,285,780	$ 16,419,650	$ 17,031,470
Sales to Other Utilities	202,286	178,920	141,450	153,230
Sub-Total	18,553,960	17,464,700	16,561,100	17,184,700
MISCELLANEOUS INCOME	22,794	9,000	32,412	9,000
INVESTMENT INCOME	118,261	0	111,913	0
INTERFUND LOAN REPAYMENT	234,545	0	234,545	0
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	0	431,200	0	372,060
Encumbrance Balance	0	66,495	0	0
Sub-Total	0	497,695	0	372,060
Total	$ 18,929,560	$ 17,971,395	$ 16,939,970	$ 17,565,760

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.

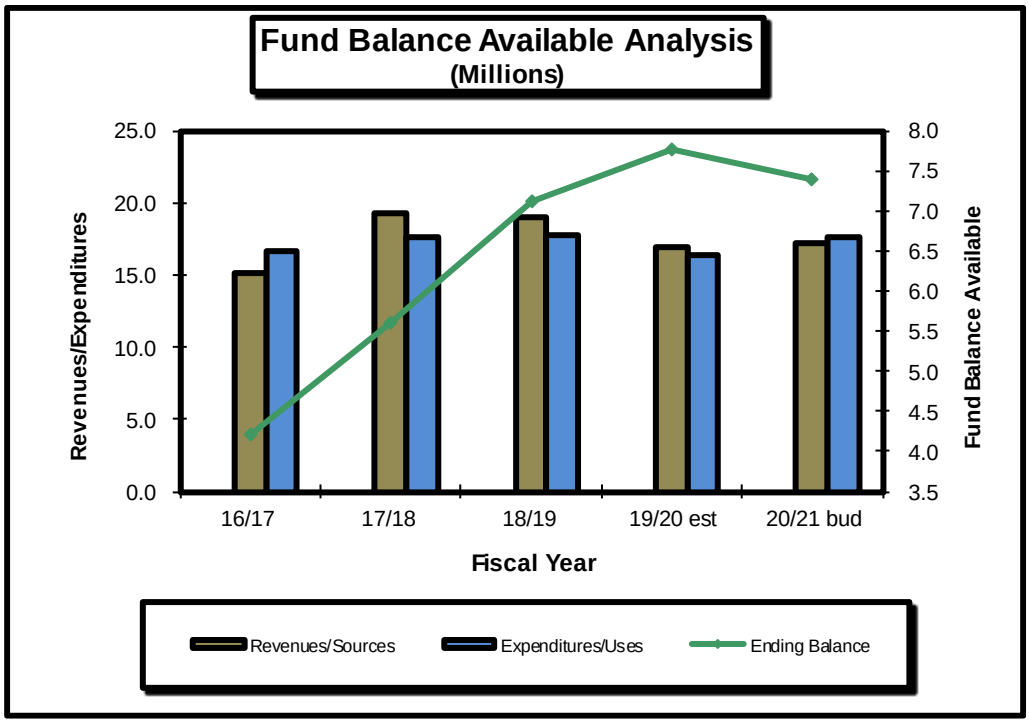
ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Gas Administration				
Personnel Services	$ 155,929	$ 189,150	$ 204,420	$ 207,660
Operating Expenses	2,556,536	2,736,740	2,610,681	2,683,240
Total	2,712,465	2,925,890	2,815,101	2,890,900
Gas Distribution				
Personnel Services	2,133,836	2,256,560	2,092,950	2,371,920
Operating Expenses	570,652	622,693	599,956	652,720
Recovered Costs	0	(190,000)	0	(190,000)
Capital Outlay	1,399,801	1,259,802	800,334	1,425,000
Total	4,104,289	3,949,055	3,493,240	4,259,640
Utility Locators				
Personnel Services	108,414	121,270	123,070	136,550
Operating Costs	56,984	65,030	52,680	67,420
Recovered Costs	(34,190)	(39,020)	(31,608)	(40,450)
Total	131,208	147,280	144,142	163,520
Gas Purchases				
Operating Expenses	8,896,934	8,925,470	8,046,800	8,250,720
Total	8,896,934	8,925,470	8,046,800	8,250,720
Other Expenditures				
Debt Service	$ 439,869	$ 463,020	$ 463,015	$ 456,780
Governmental Projects	30,720	33,290	33,290	9,570
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)	152,170	163,470	163,470	170,710
Transfer to Mass Transit Fund	111,000	111,000	111,000	111,000
Contingency	0	150,000	0	150,000
Total	1,836,679	2,023,700	1,873,695	2,000,980
Grand Total	$ 17,681,575	$ 17,971,395	$ 16,372,978	$ 17,565,760


Gas Sold
MCF in Thousands
1,800
1,600
1,400
1,200
1,000
800
600
400
200
0
2016-17
2017-18
2018-19
2019-20 est
2020-21 est
Fiscal Year


Gas Division Estimated Expenditures
2020-2021
General & Administration 19%
Gas Purchased 53%
Distribution 27%
Utility Locators 1%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 18,929,560	$ 17,473,700	$ 16,939,970	$ 17,193,700
Expenditures/Other Financing Uses	17,681,575	17,971,395	16,372,978	17,565,760
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ 1,247,985	$ (497,695)	$ 566,992	$ (372,060)
Fund Balance Appropriated	$ 698,711	$ 497,695	$ 497,695	$ 372,060
Fund Balance - Beginning of Year	$ 5,612,267	$ 7,118,146	$ 7,118,146	$ 7,751,633
Increase (Decrease)	1,505,879	(431,200) *	633,487 *	(372,060)
Fund Balance - End of Year	$ 7,118,146	$ 6,686,946	$ 7,751,633	$ 7,379,573

* Excludes Encumbrances Reappropriated in the amount of $ 66,495



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 2,398,179	$ 2,566,980	$ 2,420,440	$ 2,716,130
Operating Expenses	12,081,106	12,349,933	11,310,117	11,654,100
Recovered Costs	(34,190)	(229,020)	(31,608)	(230,450)
Capital Outlay	1,399,801	1,259,802	800,334	1,425,000
TOTAL	$ 15,844,896	$ 15,947,695	$ 14,499,283	$ 15,564,780

Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized (as amended)	2020-21 Authorized
Gas Distribution (6502)				
Gas Distribution Manager	26	1	1	1
Gas Regulatory Compliance Supervisor	25	1	1	1
Gas Meter and Regulator Supervisor	24	1	1	1
Gas Distribution Supervisor	24	1	1	1
Gas Engineer I-III	22-24	1	1	1
Welder	23	3	3	3
GIS Technician I-II	16-17	1	1	1
Gasline Technician I-III & Lead	13-19	11	12	12
Administrative Assistant	13	1	0	0
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 Wilson Energy	Electric Administration 6001	Gas Administration 6501	20%
Executive Assistant	Electric Administration 6001	Gas Administration 6501	45%
Administrative Technician I	Electric Administration 6001	Gas Administration 6501	20%
Administrative Secretary	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%

Item	New/ Replacement	2020-21 Budget
Gas Distribution (6502)		
One (1) Directional Drill	R	270,000
Gas Mains	N	300,000
Steel Gas Mains	R	300,000
Gas Services	N	150,000
Consumer Meters	N	325,000
One (1) Compact Excavator	R	45,000
One (1) Pickup Truck 4x4 w/extended cab	R	35,000
Total		**1,425,000**

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 2021 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 155,929	$ 189,150	$ 204,420	$ 207,660
Operating Expenses	2,556,536	2,736,740	2,610,681	2,683,240
TOTAL	$ 2,712,465	$ 2,925,890	$ 2,815,101	$ 2,890,900

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Gas customers	13,650	13,700	13,900
Key Account Interruptible natural gas customers	6	7	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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 2,133,836	$ 2,256,560	$ 2,092,950	$ 2,371,920
Operating Expenses	570,652	622,693	599,956	652,720
Recovered Costs	0	(190,000)	0	(190,000)
Capital Outlay	1,399,801	1,259,802	800,334	1,425,000
TOTAL	$ 4,104,289	$ 3,949,055	$ 3,493,240	$ 4,259,640

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
New gas services installed	76	95	100
Gas mains installed (miles)	2.49	4.90	2.50
Gas losses on system	2.87%	2.5%	2.25%
Leaks repaired	987	700	500

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 108,414	$ 121,270	$ 123,070	$ 136,550
Operating Expenses	56,984	65,030	52,680	67,420
Recovered Costs	(34,190)	(39,020)	(31,608)	(40,450)
TOTAL	$ 131,208	$ 147,280	$ 144,142	$ 163,520

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Locates performed annually	8,388	9,000	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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 8,896,934	$ 8,925,470	$ 8,046,800	$ 8,250,720
TOTAL	$ 8,896,934	$ 8,925,470	$ 8,046,800	$ 8,250,720

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Natural gas accounts	13,650	13,700	13,900
Hedged purchases	50%	50%	50%
Settle price/spot gas purchases	50%	50%	50%
Interruptions of natural gas customers	3 Days	2 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 30,720	$ 33,290	$ 33,290	$ 9,570
TOTAL	$ 30,720	$ 33,290	$ 33,290	$ 9,570

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 439,869	$ 463,020	$ 463,015	$ 456,780
TOTAL	$ 439,869	$ 463,020	$ 463,015	$ 456,780

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Timely servicing of debt obligation	100%	100%	100%
Compliance to all regulatory guidelines and covenants	100%	100%	100%

WATER RESOURCES FUND

The Water Resources Fund provides an affordable, environmentally sound, and efficient system of water resources, which includes watershed and source management, water treatment, distribution, storage, wastewater collection, water reclamation, storm water management, and to provide for the efficient re-use of water, a valuable resource; a system that is designed to produce an adequate supply of safe and superior quality drinking water to meet current demand and future needs as required and dictated by economic development; is designed to protect human and environmental health; and is distributed, collected, treated, and released (or re-used) in compliance with all governmental regulations, including the Safe Drinking Water Act and NPDES permits.

WATER RESOURCES FUND

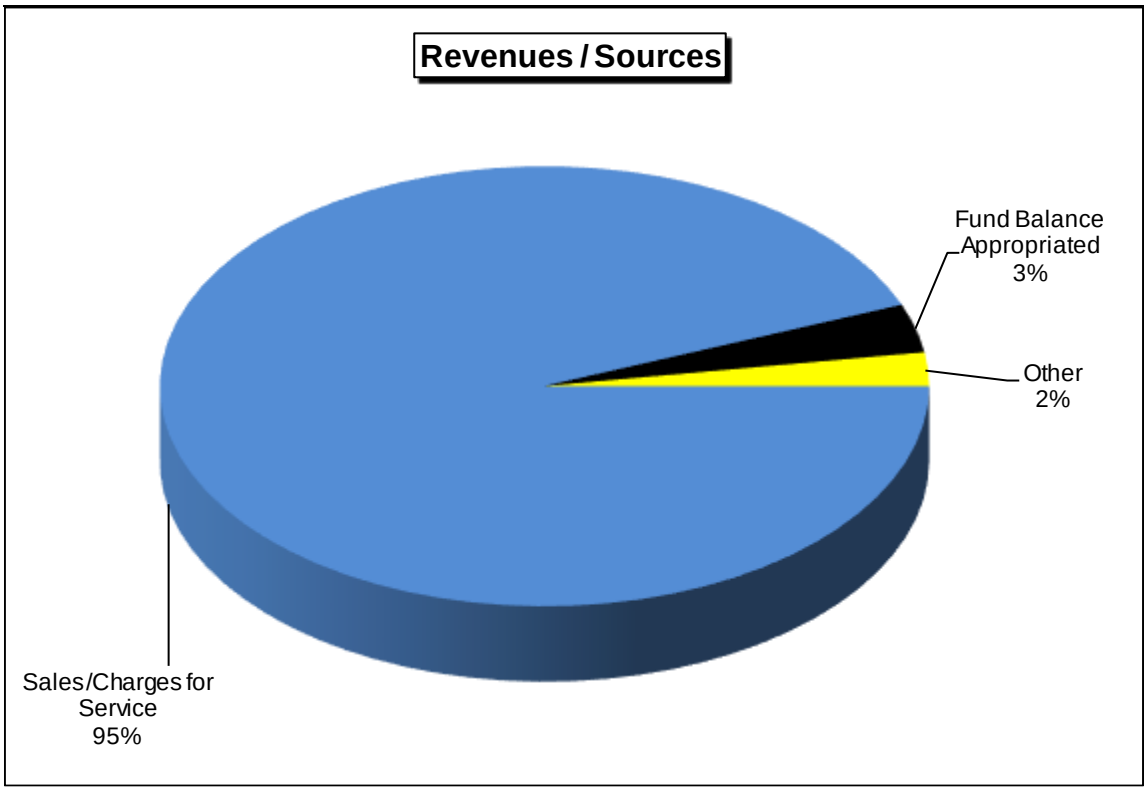
COUNCIL GOALS

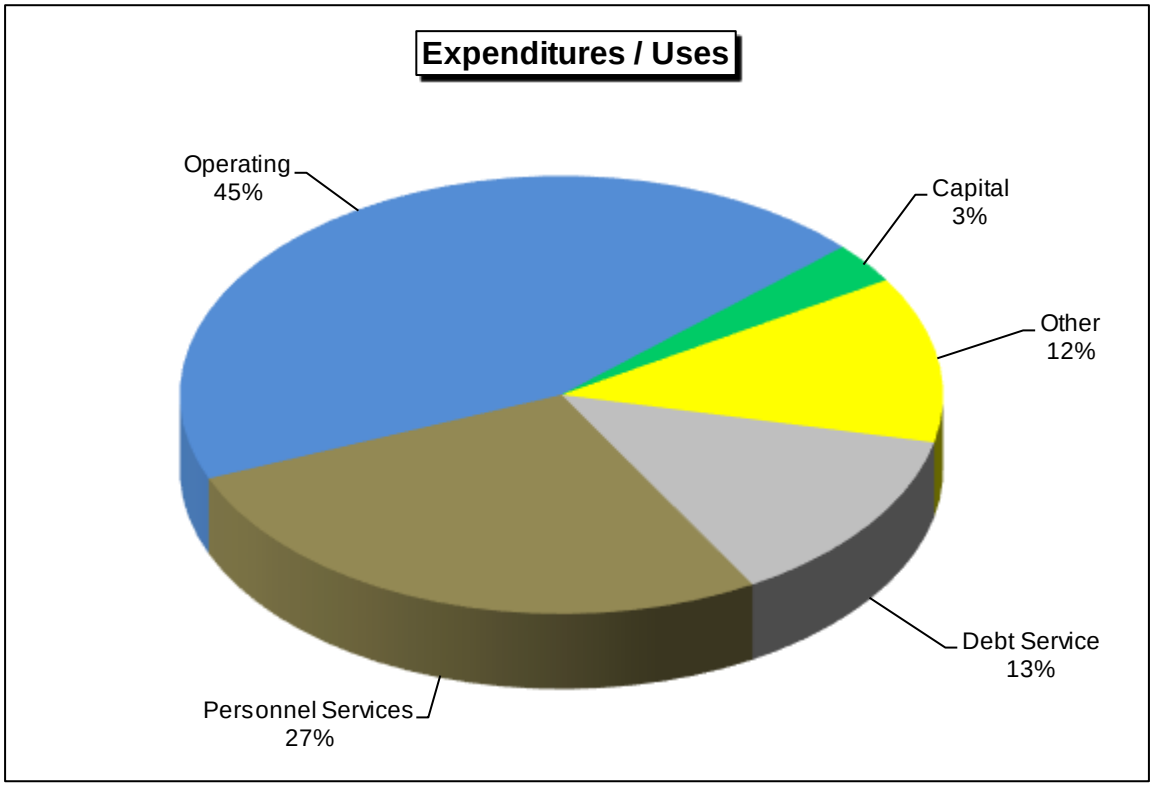
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. The Water Resources System, including all current and future plans to expand all facilities, is critical in order to facilitate regulatory compliance and Council's number one goal of promoting economic development	1,2,3,4,5
2. The City of Wilson will continue to be an active member of the Lower Neuse Basin Association, the Neuse River Compliance Association, and the NC Water Quality Association.	1,2,3,7
3. Re-lining, rehabilitating and replacing sewer lines and manholes will reduce inflow/infiltration and will reduce spills, improve reliability, reduce long-term wastewater costs, and help towards compliance with permit regulations	1,2,3,4,5
4. Infrastructure improvements, line extensions and replacements, and line improvements on DOT projects and in other areas of the City prepares the City for growth and economic development, and improves everyone's quality of life	1,2,3,4,5
5. Promote the expanded water supply at Buckhorn Reservoir, Lake Wilson, Wiggins Mill and Toisnot Lakes for economic development and continue to explore future recreational opportunities for the site	1,2,3,4,5,6,7
6. Promote reclaimed water program to reduce wastewater costs, extend our available water supplies, and reduce overall costs to our customers to encourage expansion and economic development	2,3,4,6
7. Continue to market our water and wastewater services to neighboring utilities to reduce overall costs to our customers	2,3
8. Continue to improve fire service flow in areas with undersized lines and maintain fire rating	1,2,3,4,5
9. Initiate projects at Water and Wastewater pump stations to improve reliability, increase flow capacity for growth, and reduce the possibility of spills	2,3,4
10. Plan and provide for the systematic replacement of existing infrastructure at the end of the normal life cycle, in a managed and predictable manner to insure the long-term sustainability and economic viability of the entire system	1,3,4,5,6

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Intergovernmental	$ 135,800	$ 0	$ 0	$ 0
Sales/Charges for Services	26,182,126	27,099,300	26,889,814	27,502,870
Miscellaneous Income	662,019	545,500	707,696	720,130
Investment Income	248,725	0	154,846	0
Interfund Transfers In	140,245	0	0	0
Fund Balance Appropriated	0	6,087,236	0	1,045,370
TOTAL	$ 27,368,915	$ 33,732,036	$ 27,752,356	$ 29,268,370
Expenditures and Other Uses				
Water Resources Administration	$ 3,736,598	$ 4,114,044	$ 3,806,382	$ 4,035,510
Water Treatment	3,954,041	5,924,413	5,078,462	5,004,280
Water Distribution	4,147,787	3,982,836	3,893,564	3,820,380
Water Reclamation	5,026,621	6,093,380	5,551,140	5,933,130
Wastewater Collection	2,561,888	2,961,413	2,692,850	2,808,920
Debt Service	4,075,872	4,069,860	4,069,352	3,966,150
Contingency	0	200,000	0	200,000
Interfund Transfers Out	4,011,450	6,386,090	6,386,090	3,500,000
TOTAL	$ 27,514,257	$ 33,732,036	$ 31,477,840	$ 29,268,370


Revenues / Sources
Fund Balance Appropriated 3%
Other 2%
Sales/Charges for Service 95%

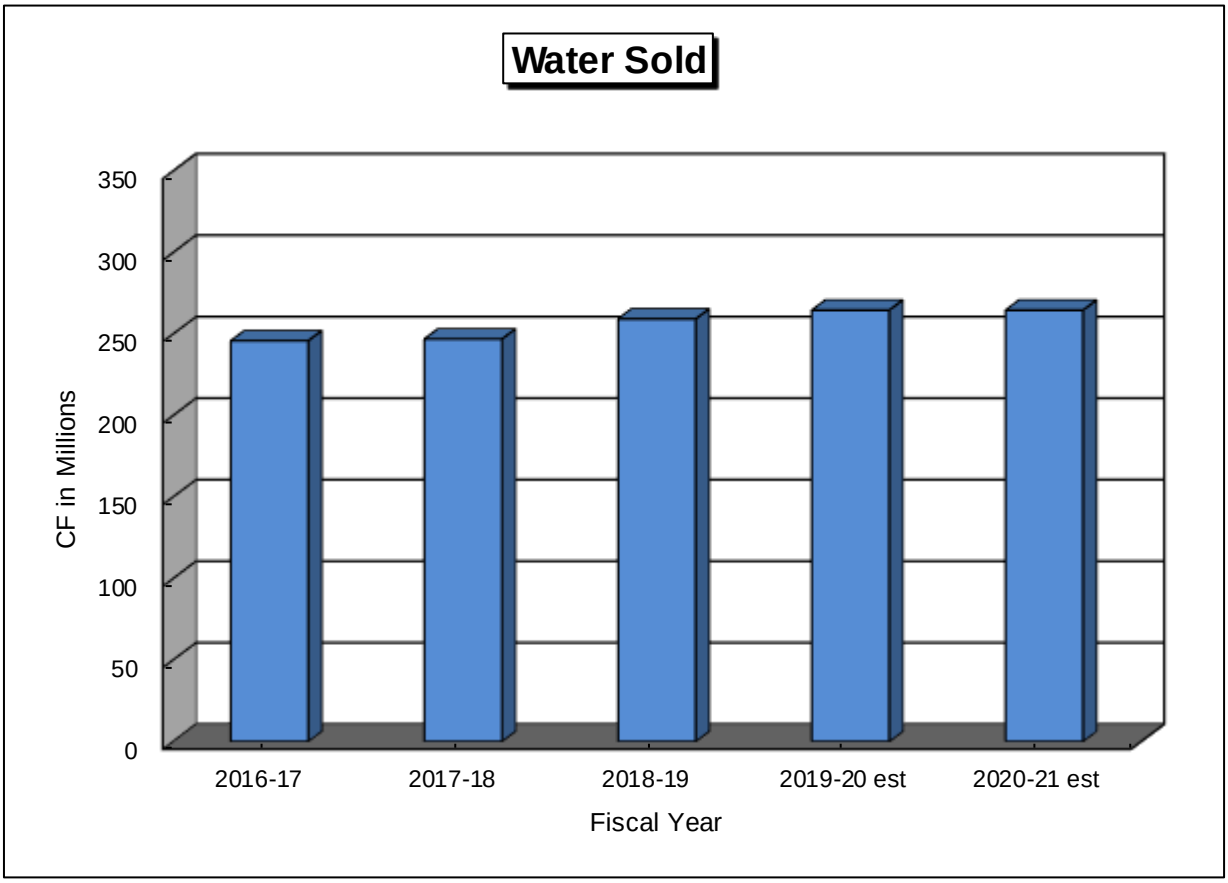

Expenditures / Uses
Operating 45%
Capital 3%
Other 12%
Debt Service 13%
Personnel Services 27%

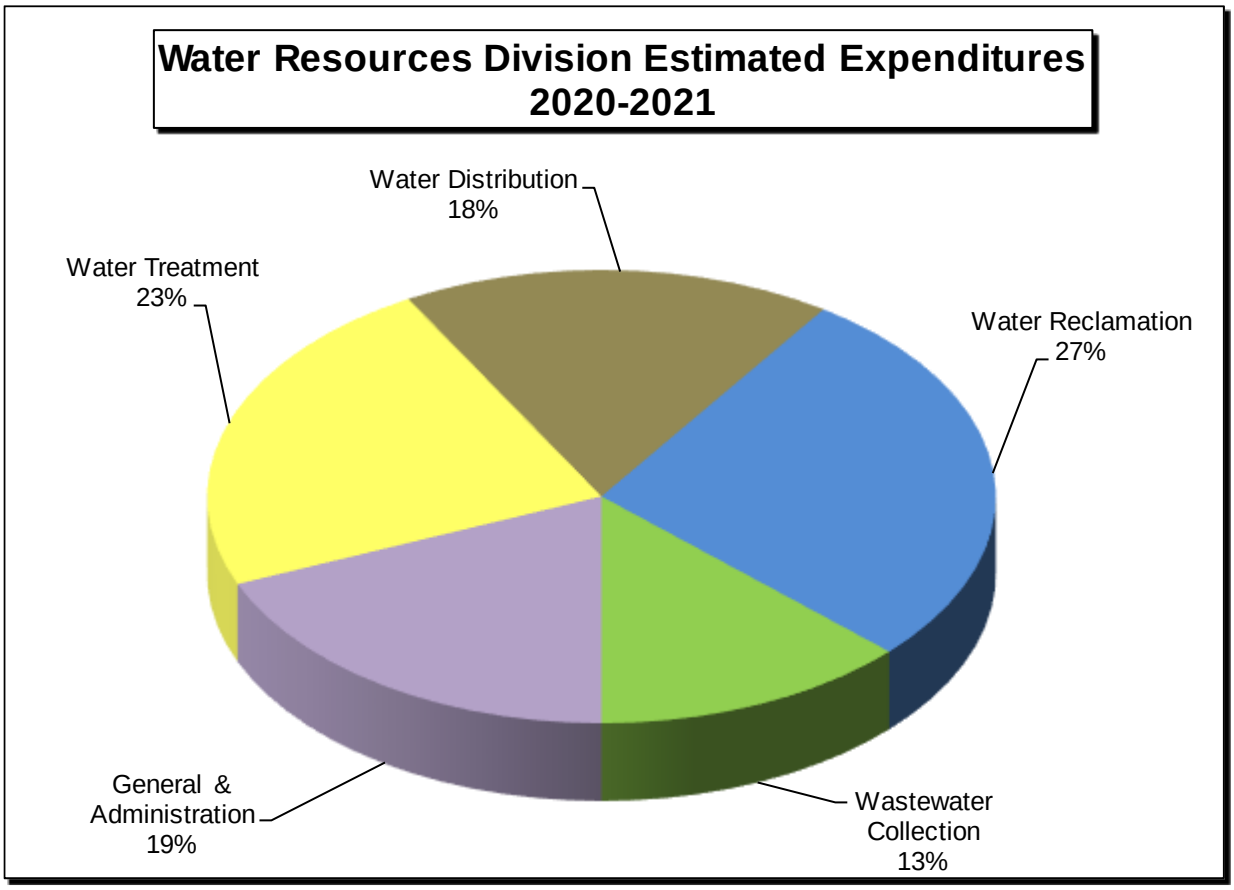
ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
INTERGOVERNMENTAL	$ 135,800	$ 0	$ 0	$ 0
SALES/CHARGES FOR SERVICES				
Sales to General Consumers	12,359,736	12,798,800	12,909,074	13,418,570
Sales to Other Utilities	118,616	110,000	137,250	135,000
Municipal Fire Hydrants	23,814	24,000	23,814	24,000
Water Tap Fees	26,125	15,000	29,475	15,000
Sanitary Sewer Charges	13,653,835	14,151,500	13,790,201	13,910,300
Sub-Total	26,182,126	27,099,300	26,889,814	27,502,870
MISCELLANEOUS INCOME	662,019	545,500	707,696	720,130
INVESTMENT INCOME	248,725	0	154,846	0
INTERFUND TRANSFERS IN				
Transfer from Capital Project Fund	140,245	0	0	0
Sub-Total	140,245	0	0	0
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	0	5,048,930	0	1,045,370
Encumbrance Balance	0	1,038,306	0	0
Sub-Total	0	6,087,236	0	1,045,370
Total	$ 27,368,915	$ 33,732,036	$ 27,752,356	$ 29,268,370

CHARGES FOR SALES AND SERVICE	
Sales to General Consumers	This revenue represents retail water sales to residential, commercial, and industrial customers.
Sanitary Sewer Charges	This reflects the charges for sanitary sewer services for residential, commercial, and industrial customers.
Sales to Other Utilities	This category represents the sale of water to other utility operations of the City.
Municipal Fire Hydrants	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 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.

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Water Resources Administration				
Personnel Services	$ 272,785	$ 290,220	$ 287,690	$ 307,040
Operating Expenses	3,463,813	3,823,824	3,518,692	3,728,470
Total	3,736,598	4,114,044	3,806,382	4,035,510
Water Treatment				
Personnel Services	1,201,314	1,585,700	1,303,220	1,686,840
Operating Expenses	2,553,953	3,198,736	2,823,470	3,278,440
Capital Outlay	198,774	1,139,977	951,772	39,000
Total	3,954,041	5,924,413	5,078,462	5,004,280
Water Distribution				
Personnel Services	1,479,998	1,660,590	1,540,160	1,675,210
Operating Expenses	1,407,815	2,060,786	1,926,904	1,875,170
Recovered Costs	0	(100,000)	0	(100,000)
Capital Outlay	1,259,974	361,460	426,500	370,000
Total	4,147,787	3,982,836	3,893,564	3,820,380
Water Reclamation				
Personnel Services	2,109,852	2,294,160	2,264,530	2,432,660
Operating Expenses	2,544,099	3,614,220	3,111,610	3,290,470
Capital Outlay	372,670	185,000	175,000	210,000
Total	5,026,621	6,093,380	5,551,140	5,933,130
Wastewater Collection				
Personnel Services	1,942,874	1,894,110	1,895,880	2,054,630
Operating Expenses	1,025,870	1,235,284	1,064,790	1,212,790
Recovered Costs	(866,438)	(750,000)	(780,000)	(750,000)
Capital Outlay	459,582	582,019	512,180	291,500
Total	2,561,888	2,961,413	2,692,850	2,808,920

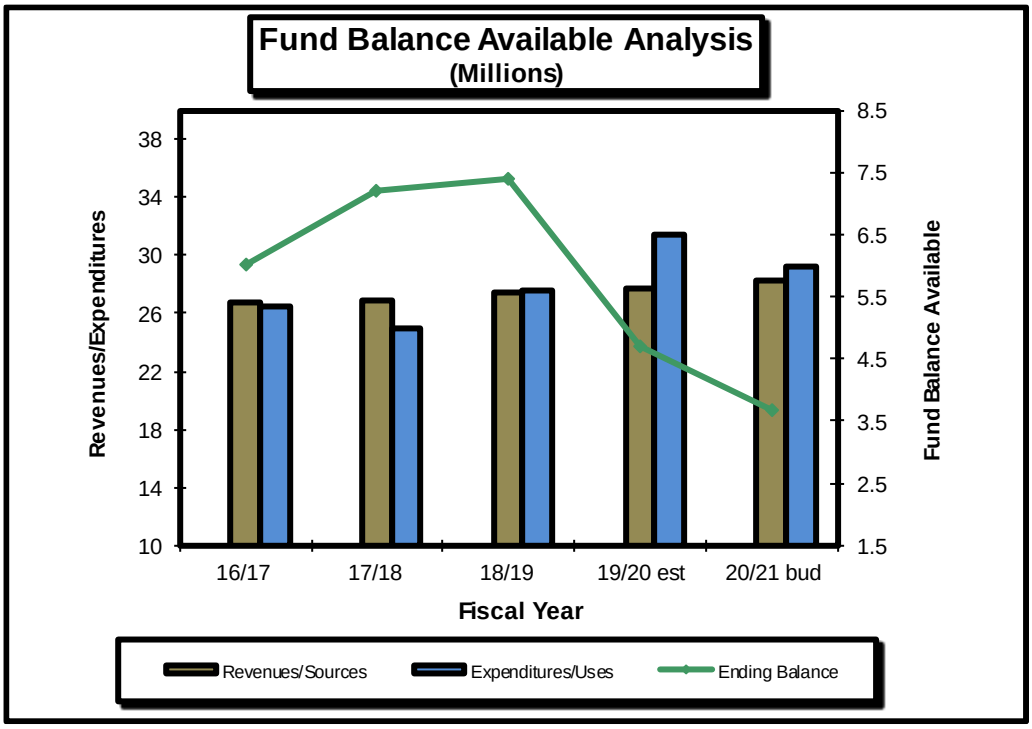
ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Other Expenditures				
Debt Service	$ 4,075,872	$ 4,069,860	$ 4,069,352	$ 3,966,150
Contingency	0	200,000	0	200,000
Transfer to 12" Water Main Extension Hwy 42 (Airport Blvd to Lamm Road) Project	419,000	0	0	0
Transfer to Water Resources Capital Reserve Fund	492,450	67,090	67,090	0
Transfer to Influent Pump Station Bar Screen and Flood Protection Capital Project Fund	0	649,000	649,000	0
Transfer to Basin Renovation/Filter Rebuild Wiggins Mill & Toisnot Capital Project Fund	1,200,000	0	0	0
Transfer to Wiggins Mill Raw Water Dam & Pump Station Mitigation Capital Project Fund	1,400,000	1,870,000	1,870,000	0
Transfer to Hominy Creek Turboblower 3 and 4 Capital Project Fund	200,000	200,000	200,000	900,000
Transfer to Longview and Stantonsburg Pump Stations Upgrade Capital Project Fund	0	1,600,000	1,600,000	600,000
Transfer to Wiggins Mill Expansion from 12 to 16 MGD & 480 Volt Electrical Conversion Project	300,000	2,000,000	2,000,000	2,000,000
Total	8,087,322	10,655,950	10,455,442	7,666,150
Grand Total	$ 27,514,257	$ 33,732,036	$ 31,477,840	$ 29,268,370


Water Sold
350
300
250
200
150
100
50
0
CF in Millions
2016-17
2017-18
2018-19
2019-20 est
2020-21 est
Fiscal Year


Water Resources Division Estimated Expenditures
2020-2021
Water Distribution
18%
Water Treatment
23%
Water Reclamation
27%
General & Administration
19%
Wastewater Collection
13%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 27,368,915	$ 27,644,800	$ 27,752,356	$ 28,223,000
Expenditures/Other Financing Uses	27,514,257	33,732,036	31,477,840	29,268,370
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ (145,342)	$ (6,087,236)	$ (3,725,484)	$ (1,045,370)
Fund Balance Appropriated	$ 6,013,578	$ 6,087,236	$ 6,087,236	$ 1,045,370
Fund Balance - Beginning of Year	$ 7,241,073	$ 7,394,497	$ 7,394,497	$ 4,707,319
Increase (Decrease)	153,424	(5,048,930) *	(2,687,178) *	(1,045,370)
Fund Balance - End of Year	$ 7,394,497	$ 2,345,567	$ 4,707,319	$ 3,661,949

* Excludes Encumbrances Reappropriated in the amount of $ 1,038,306



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 7,006,823	$ 7,724,780	$ 7,291,480	$ 8,156,380
Operating Expenses	10,995,550	13,932,850	12,445,466	13,385,340
Recovered Costs	(866,438)	(850,000)	(780,000)	(850,000)
Capital Outlay	2,291,000	2,268,456	2,065,452	910,500
TOTAL	$ 19,426,935	$ 23,076,086	$ 21,022,398	$ 21,602,220

Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized	2020-21 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
Water Plant Lead Operator	22	1	1	1
Laboratory Supervisor	21	1	1	1
Water Treatment Plant Mechanic	17	4	4	4
Water Plant Operator I-III *	14-17	12	10	10
Lab Technician I-II	13-14	0	0	1
Water Resources Technician I-II	7-10	1	2	2
Part-time Lab Technician I	13-14	1	1	0
Water Distribution (7003)				
Water Infrastructure Supervisor	19	1	1	1
Crew Supervisor	16	1	1	1
GIS Technician I-II	16-17	1	1	1
Cross Connection Coordinator	14	1	1	1
Water Meter Coordinator	14	1	1	1
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 Wastewater Treatment Plant Mechanic	21	1	1	1
Wastewater Plant Mechanic	17	3	3	3
Wastewater Treatment Operator I-III	15-17	10	10	10
Laboratory Technician I-II	14-15	5	5	5
Water Resources Technician I-IV	7-13	6	6	6
Administrative Secretary	10	1	1	1

Class Title	Salary Range	2018-19 Authorized	2019-20 Authorized	2020-21 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	20	20	20
Equipment Operator I-II	10-11	4	4	4
Full-time		**100**	**101**	**102**
Overhires for FY 2018 & 2019 only*		**2**	**0**	**0**
Part-time		**1**	**1**	**0**

Redistribution Notes:

Position Title:	From:	To:	Percent:
Water Infrastructure Supervisor	Water Distribution 7003 Water Distribution 7003	Wastewater Collection 7005 Stormwater Management 7606	33.3% 33.3%
Water Infrastructure Division Manager	Wastewater Collection 7005 Wastewater Collection 7005	Water Distribution 7003 Stormwater Management 7606	33.3% 33.3%
Crew Supervisor	Stormwater Management 7606 Stormwater Management 7606	Water Distribution 7003 Wastewater Collection 7005	25% 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%

Item	New/ Replacement	2020-21 Budget
Water Treatment (7002)		
Wiggins Mill Dam Pump Station Roof	R	30,000
One (1) Gas-Powered Utility Hauler	N	9,000
Water Distribution (7003)		
Water Mains	N	150,000
Fire Hydrants	N	15,000
Water Services	N	25,000
Residential and Commercial Meters	N	15,000
Industrial Meters	N	15,000
One (1) Dump Truck w/single axle	R	115,000
One (1) Vibratory Roller Tamp	R	35,000
Water Reclamation (7004)		
One (1) Nitrogen Recycle Basin Pump	R	40,000
One (1) Mixing Pump for Basin	R	20,000
One (1) Backhoe w/boom extender	R	115,000
One (1) Sport Utility Vehicle	R	35,000
Wastewater Collection (7005)		
One (1) Aluminum Trench Box	N	10,000
Sewer Lines	N	100,000
One (1) Tandem Dump Truck	R	149,500
One (1) Pickup Truck w/extended cab and tool box	R	32,000
Total		**910,500**

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 2021 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, planning, 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 or affordability for our most vulnerable citizens
- 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 272,785	$ 290,220	$ 287,690	$ 307,040
Operating Expenses	3,463,813	3,823,824	3,518,692	3,728,470
TOTAL	$ 3,736,598	$ 4,114,044	$ 3,806,382	$ 4,035,510

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Volume water billed (Million Gallons)	1,940	1,979	2,018
Volume of wastewater billed (Million Gallons)	1,464	1,479	1,494
Annual number of tour participants	217	600	600

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,201,314	$ 1,585,700	$ 1,303,220	$ 1,686,840
Operating Expenses	2,553,953	3,198,736	2,823,470	3,278,440
Capital Outlay	198,774	1,139,977	951,772	39,000
TOTAL	$ 3,954,041	$ 5,924,413	$ 5,078,462	$ 5,004,280

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Average daily production (MGD)	9.141	9.232	9.325
Operating cost/million gallons produced	$1,141	$1,201	$1,237
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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,479,998	$ 1,660,590	$ 1,540,160	$ 1,675,210
Operating Expenses	1,407,815	2,060,786	1,926,904	1,875,170
Recovered Costs	0	(100,000)	0	(100,000)
Capital Outlay	1,259,974	361,460	426,500	370,000
TOTAL	$ 4,147,787	$ 3,982,836	$ 3,893,564	$ 3,820,380

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Miles of water lines maintained (including re-use mains)	427	428	429
Miles of new water lines installed	0.5	1.0	1.2
Number of meters changed out	5,216	3,482	2,400
Number of services maintained	23,200	24,000	24,500

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 2,109,852	$ 2,294,160	$ 2,264,530	$ 2,432,660
Operating Expenses	2,544,099	3,614,220	3,111,610	3,290,470
Capital Outlay	372,670	185,000	175,000	210,000
TOTAL	$ 5,026,621	$ 6,093,380	$ 5,551,140	$ 5,933,130

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Average daily flow treated (MGD)	9.95	9.75	9.55
Treatment cost per million gallons treated	$1,384	$1,412	$1,440
Average Total Nitrogen concentration (mg/l)	1.81	2.00	2.00
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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 1,942,874	$ 1,894,110	$ 1,895,880	$ 2,054,630
Operating Expenses	1,025,870	1,235,284	1,064,790	1,212,790
Recovered Costs	(866,438)	(750,000)	(780,000)	(750,000)
Capital Outlay	459,582	582,019	512,180	291,500
TOTAL	$ 2,561,888	$ 2,961,413	$ 2,692,850	$ 2,808,920

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Miles sanitary sewer maintained (includes force mains)	359	360	361
Miles sanitary sewer installed	1.3	1.5	1.5
Total number of services	20,641	21,400	22,000

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 4,075,872	$ 4,069,860	$ 4,069,352	$ 3,966,150
TOTAL	$ 4,075,872	$ 4,069,860	$ 4,069,352	$ 3,966,150

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Timely servicing of debt obligation	100%	100%	100%
% Compliance to all regulatory guidelines and covenants	100%	100%	100%

BROADBAND FUND

The Broadband Fund provides reliable high-speed internet access, voice, video, and data services to all the citizens and businesses within the City of Wilson.

BROADBAND FUND

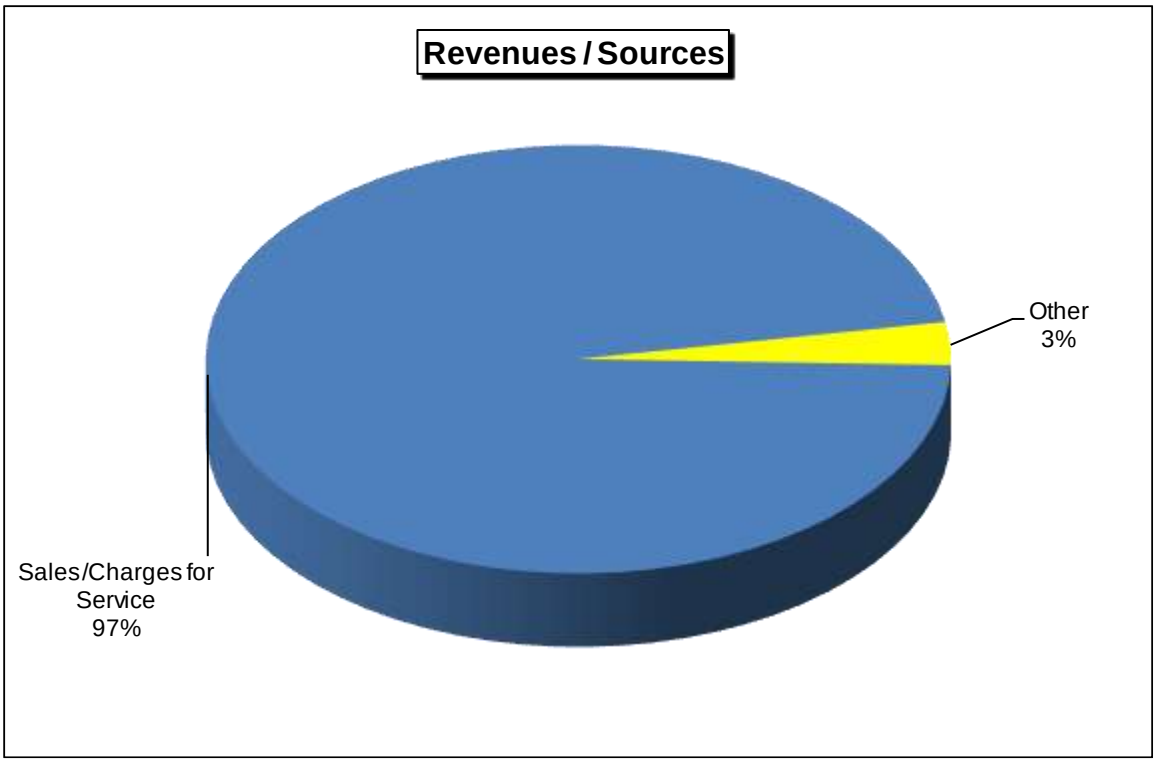
COUNCIL GOALS

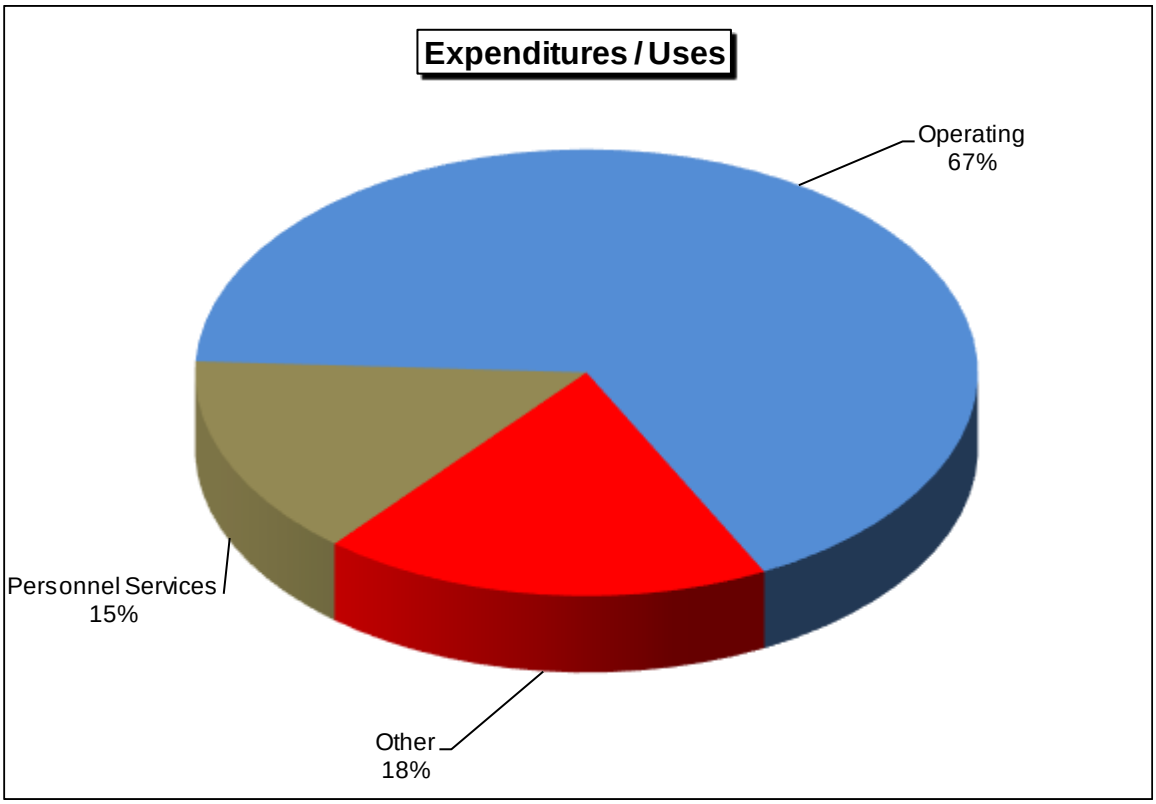
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. Provide universal access to broadband services within the corporate limits of the City of Wilson	1,3
2. Improve the community's competitiveness in economic development	2
3. Create a connected community in order to ensure that all our citizens have the opportunity to use electronic technology to enhance their personal lives and their economic well-being	1,7
4. Provide well-maintained, state-of-the-art public infrastructure	3
5. Use municipal resources to catalyze private sector investment	2

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Intergovernmental	$ 79,202	$ 34,200	$ 4,280	$ 0
Sales/Charges for Services	15,523,802	16,606,350	16,484,318	17,471,110
Miscellaneous Income	1,304,327	652,500	1,201,667	579,000
Investment Income	41,762	35,000	47,056	0
Fund Balance Appropriated	0	229,684	0	0
TOTAL	$ 16,949,093	$ 17,557,734	$ 17,737,321	$ 18,050,110
Expenditures and Other Uses				
Broadband Administration	$ 1,066,366	$ 1,065,364	$ 1,109,830	$ 1,063,080
Broadband Operations	3,022,020	2,602,621	2,930,700	2,612,990
Broadband Headend Engineering	1,220,643	1,470,490	1,451,890	1,442,390
Broadband Programming	7,682,535	8,315,100	8,418,943	8,652,000
Technical Support Services	154,616	305,569	235,190	280,410
Unified Communications Center	107,032	106,990	125,678	121,570
Debt Service	3,542,069	3,457,050	3,457,053	3,643,120
Loan Repayment	234,545	234,550	234,545	234,550
TOTAL	$ 17,029,826	$ 17,557,734	$ 17,963,829	$ 18,050,110


Revenues / Sources
Other
3%
Sales/Charges for
Service
97%


Expenditures / Uses
Operating
67%
Personnel Services
15%
Other
18%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
INTERGOVERNMENTAL	$ 79,202	$ 34,200	$ 4,280	$ 0
SALES/CHARGES FOR SERVICES				
Video Service Sales	5,620,372	6,138,990	6,155,910	6,636,500
Phone Services Sales	2,697,028	2,668,000	2,673,219	2,633,600
Internet Services Sales	4,892,970	5,450,000	5,340,000	5,815,000
Metronet Services Sales	1,208,589	1,234,160	1,207,989	1,281,720
AMI Infrastructure Charge	1,090,200	1,090,200	1,090,200	1,090,200
Installation/Equipment Charges	14,643	25,000	17,000	14,090
Sub-Total	15,523,802	16,606,350	16,484,318	17,471,110
MISCELLANEOUS INCOME	1,304,327	652,500	1,201,667	579,000
INVESTMENT INCOME	41,762	35,000	47,056	0
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated				
(Unassigned)	0	220,000	0	0
Encumbrance Balance	0	9,684	0	0
Sub-Total	0	229,684	0	0
Total	$ 16,949,093	$ 17,557,734	$ 17,737,321	$ 18,050,110

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.

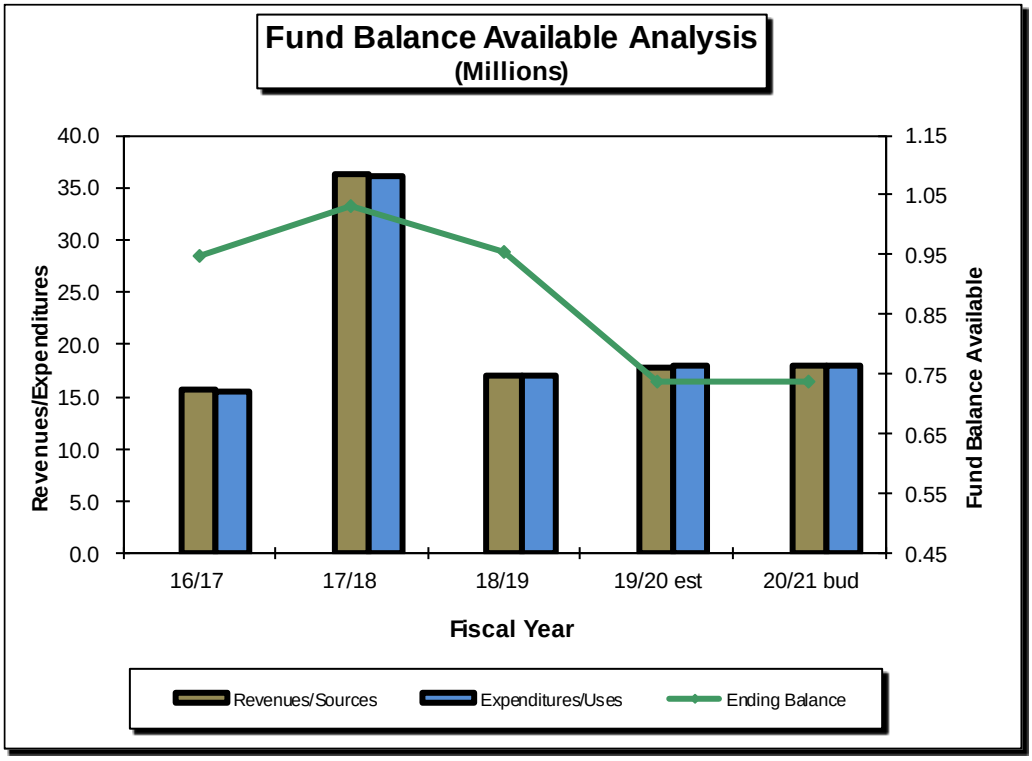
ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Broadband Administration				
Personnel Services	$ 413,907	$ 418,830	$ 436,490	$ 422,160
Operating Expenses	652,459	646,534	673,340	640,920
Total	1,066,366	1,065,364	1,109,830	1,063,080
Broadband Operations				
Personnel Services	961,615	946,270	932,640	971,200
Operating Expenses	1,044,985	1,656,351	1,992,408	1,641,790
Capital Outlay	1,015,420	0	5,652	0
Total	3,022,020	2,602,621	2,930,700	2,612,990
Broadband Headend Engineering				
Personnel Services	521,180	589,860	652,760	617,640
Operating Expenses	699,463	880,630	799,130	824,750
Total	1,220,643	1,470,490	1,451,890	1,442,390
Broadband Programming				
Operating Expenses	7,682,535	8,315,100	8,418,943	8,652,000
Total	7,682,535	8,315,100	8,418,943	8,652,000
Technical Support Services				
Personnel Services	760,809	908,890	917,830	947,350
Operating Expenses	1,906,947	1,937,599	1,858,280	1,914,500
Recovered Costs	(2,534,787)	(2,998,450)	(3,000,920)	(2,581,440)
Capital Outlay	21,647	457,530	460,000	0
Total	154,616	305,569	235,190	280,410
Unified Communications Center				
Personnel Services	88,999	96,080	105,400	103,300
Operating Expenses	225,424	135,940	253,470	228,340
Recovered Costs	(207,391)	(125,030)	(233,192)	(210,070)
Total	107,032	106,990	125,678	121,570

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Other Expenditures				
Debt Service	3,542,069	3,457,050	3,457,053	3,643,120
Interfund Loan Repayment	234,545	234,550	234,545	234,550
Total	3,776,614	3,691,600	3,691,598	3,877,670
Grand Total	$ 17,029,826	$ 17,557,734	$ 17,963,829	$ 18,050,110

ITEM

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 16,949,093	$ 17,328,050	$ 17,737,321	$ 18,050,110
Expenditures/Other Financing Uses	17,029,826	17,557,734	17,963,829	18,050,110
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ (80,733)	$ (229,684)	$ (226,508)	$ 0
Fund Balance Appropriated	$ 215,748	$ 229,684	$ 229,684	$ 0
Fund Balance - Beginning of Year	$ 1,025,625	$ 955,659	$ 955,659	$ 738,835
Increase (Decrease)	(69,966)	(220,000) *	(216,824) *	0
Fund Balance - End of Year	$ 955,659	$ 735,659	$ 738,835	$ 738,835

* Excludes Encumbrances Reappropriated in the amount of $ 9,684



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 2,746,510	$ 2,959,930	$ 3,045,120	$ 3,061,650
Operating Expenses	12,211,813	13,572,154	13,995,571	13,902,300
Recovered Costs	(2,742,178)	(3,123,480)	(3,234,112)	(2,791,510)
Capital Outlay	1,037,067	457,530	465,652	0
TOTAL	$ 13,253,212	$ 13,866,134	$ 14,272,231	$ 14,172,440

Class Title	Salary Range	2018-19 Authorized (as amended)	2019-20 Authorized	2020-21 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	1	1	1
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	7	7
Broadband Headend Engineering (6303)				
Headend Engineering Manager	25	1	1	1
Systems Engineer	24	1	1	1
Headend Engineer	23	1	1	1
Network Analyst	23	1	1	1
Network Technician	20	0	1	1
Technical Support Services (6306)				
General Manager - Greenlight	26	1	1	1
Infrastructure Engineer	24	1	1	1
Network and Security Engineer	24	1	1	1
Network Administrator	23	1	0	0
Network Analyst	23	0	1	1
Infrastructure Administrator	23	1	1	1
Business Systems Analyst	21	2	2	2
Help Desk Administrator	18	1	1	1
Unified Communications Center (6307)				
Customer Support Manager	24	1	1	1
Unified Command Center Supervisor	21	0	1	1
Technical Service Representative I-III	16-18	13	12	12
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 Unified Communications Center 6307 Unified Communications Center 6307	System Control and Comm 6003 Gas Distribution 6502 Water Distribution 7003	58% 29% 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%

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 413,907	$ 418,830	$ 436,490	$ 422,160
Operating Expenses	652,459	646,534	673,340	640,920
TOTAL	$ 1,066,366	$ 1,065,364	$ 1,109,830	$ 1,063,080

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Residential Growth	769	700	600
Commercial Growth	87	90	50
Total Members	10,392	11,182	11,832

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 961,615	$ 946,270	$ 932,640	$ 971,200
Operating Expenses	1,044,985	1,656,351	1,992,408	1,641,790
Capital Outlay	1,015,420	0	5,652	0
TOTAL	$ 3,022,020	$ 2,602,621	$ 2,930,700	$ 2,612,990

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Passings Added	572	599	630
Service Calls Completed	3,250	3,100	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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 521,180	$ 589,860	$ 652,760	$ 617,640
Operating Expenses	699,463	880,630	799,130	824,750
TOTAL	$ 1,220,643	$ 1,470,490	$ 1,451,890	$ 1,442,390

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Core Date 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 7,682,535	$ 8,315,100	$ 8,418,943	$ 8,652,000
TOTAL	$ 7,682,535	$ 8,315,100	$ 8,418,943	$ 8,652,000

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 760,809	$ 908,890	$ 917,830	$ 947,350
Operating Expenses	1,906,947	1,937,599	1,858,280	1,914,500
Recovered Costs	(2,534,787)	(2,998,450)	(3,000,920)	(2,581,440)
Capital Outlay	21,647	457,530	460,000	0
TOTAL	$ 154,616	$ 305,569	$ 235,190	$ 280,410

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Enterprise Network Availability	99.818%	99.95%	99.95%
Security Threats Mitigated	33	25	0

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 88,999	$ 96,080	$ 105,400	$ 103,300
Operating Expenses	225,424	135,940	253,470	228,340
Recovered Costs	(207,391)	(125,030)	(233,192)	(210,070)
TOTAL	$ 107,032	$ 106,990	$ 125,678	$ 121,570

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Average Monthly Churn Rate	1.06%	1.08%	1.00%
Calls Received	91,121	98,489	90,000
% Calls Answered	93.30%	93.74%	94.22%

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 3,542,069	$ 3,457,050	$ 3,457,053	$ 3,643,120
TOTAL	$ 3,542,069	$ 3,457,050	$ 3,457,053	$ 3,643,120

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Timely servicing of debt obligations	100%	100%	100%
Compliance to all regulatory guidelines and covenants	100%	100%	100%

STORMWATER MANAGEMENT FUND

The Stormwater Management Fund ensures compliance with the Neuse stormwater regulations for nitrogen control, the watershed water supply protection regulations, and the upcoming NPDES Phase II regulations mandated by the USEPA; initiates a Local Erosion and Sediment Control Program; manages and oversees drainage channel cleaning initiatives set by the City Council; oversees and manages the stormwater utility fee program; manages and oversees drainage studies and sets direction for future stormwater management projects; promotes the principles of maintaining a viable, clean, and safe stormwater system to help provide a healthy drinking water supply for our community; and promotes ongoing public information and education campaigns.

STORMWATER MANAGEMENT FUND

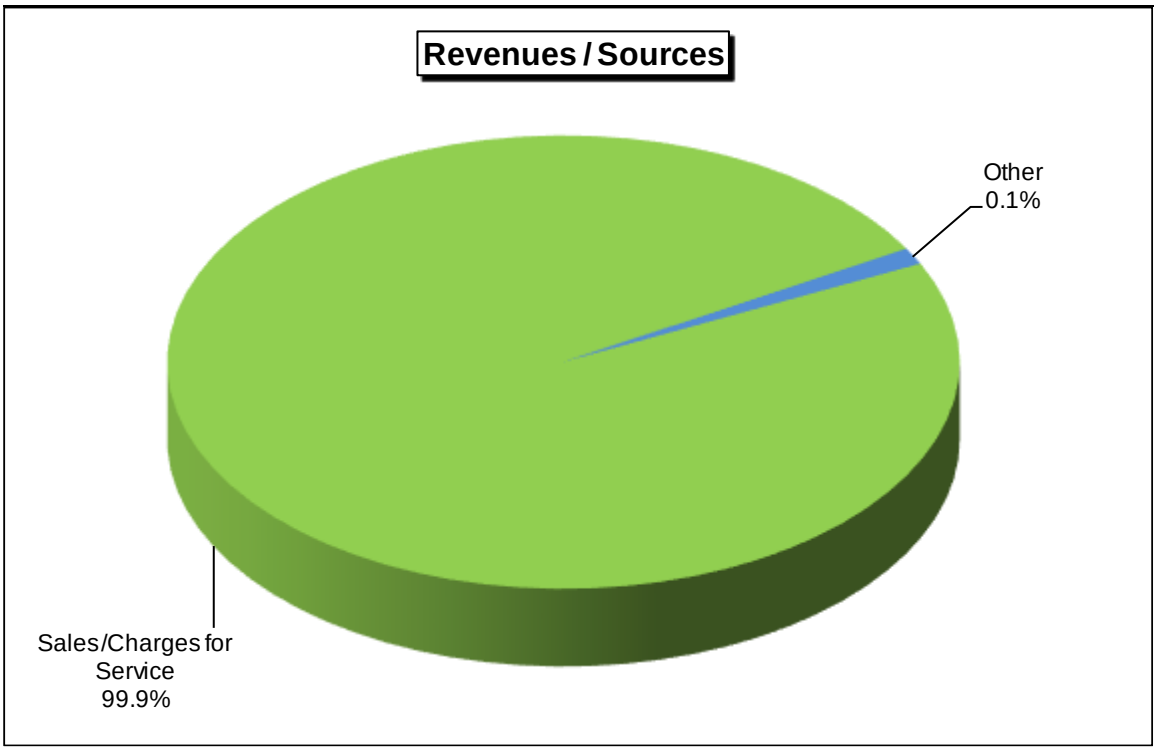
COUNCIL GOALS

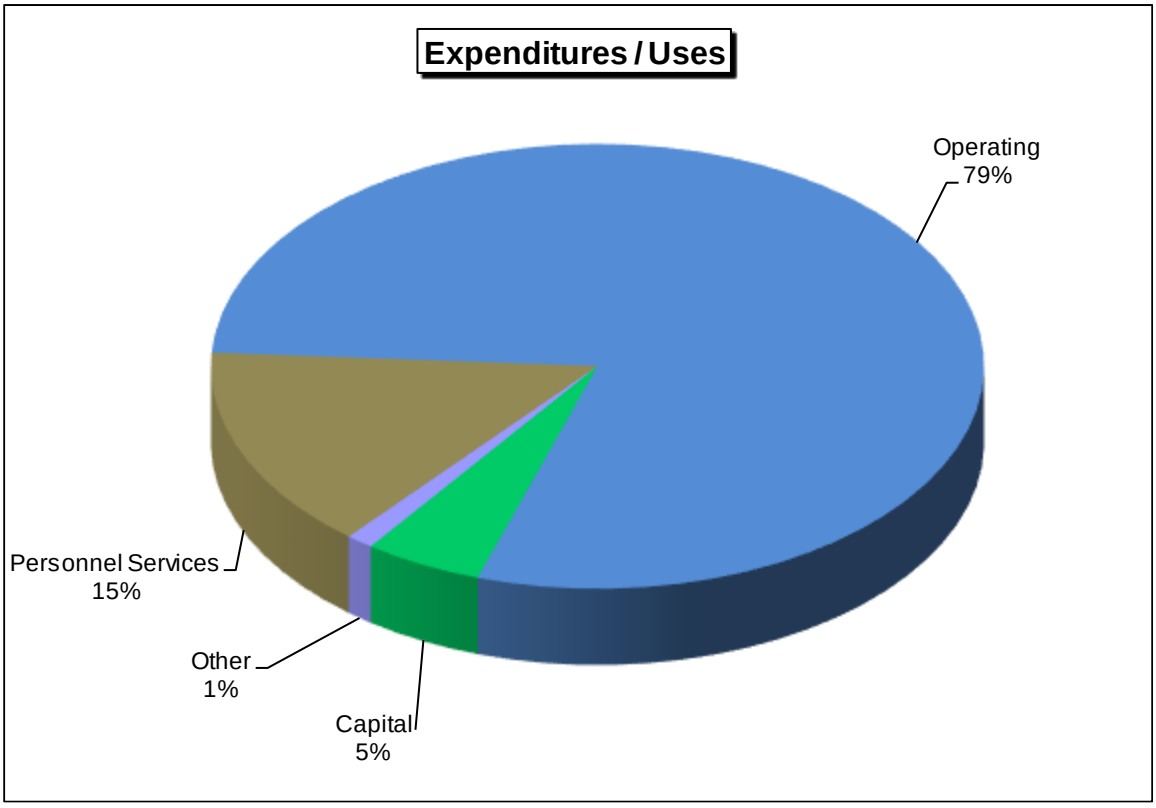
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. Work diligently to insure compliance with the Neuse River regulations, including all reporting requirements to the state and the Watershed Water Supply Protection Agency	3
2. Continue to prepare for the upcoming NPDES II regulations	3
3. Initiate studies to address funding, capital projects, and minor projects to address stormwater issues in a more proactive way and plan to expand the studies in future years to address nuisance flooding	3
4. Continue to expand a systematic program to keep the three major drainage basins (Hominy Swamp, Contentnea Creek, and Toisnot Swamp) relatively free of debris and trash	3
5. Dedicate a vacuum truck and one crew to clean the storm sewer system, which is divided into ten grids, and an additional crew to perform special projects relating to drainage improvements and water quality improvements	3
6. Continue an extensive education campaign, which will include school programs and the distribution of brochures and flyers to the public and holding workshops for developers and contractors working in Wilson	3,7
7. Continue with our stormwater BMP maintenance program to monitor and insure compliance in new developments	3,4
8. Initiate an Erosion and Sediment Control Program to monitor and control the erosion from work sites within the City of Wilson to help keep the waterways clean of sediment and pollutants and to keep the storm drainage flowing properly by keeping our storm drainage free of sediment	3,4

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Intergovernmental	$ 86,588	$ 0	$ 0	$ 0
Sales/Charges for Services	3,857,844	4,161,370	4,269,427	4,396,500
Miscellaneous Income	18,748	6,000	44,780	8,940
Investment Income	44,423	0	45,079	0
Fund Balance Appropriated	0	911,890	0	0
TOTAL	$ 4,007,603	$ 5,079,260	$ 4,359,286	$ 4,405,440
Expenditures and Other Uses				
Stormwater Management	$ 3,711,911	$ 4,129,260	$ 4,082,800	$ 4,355,440
Transfers Out	0	900,000	900,000	0
Contingency	0	50,000	0	50,000
TOTAL	$ 3,711,911	$ 5,079,260	$ 4,982,800	$ 4,405,440


Revenues / Sources
Other
0.1%
Sales/Charges for
Service
99.9%


Expenditures / Uses
Operating
79%
Personnel Services
15%
Other
1%
Capital
5%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
INTERGOVERNMENTAL	$ 86,588	$ 0	$ 0	$ 0
SALES/CHARGES FOR SERVICES				
Stormwater Management Fee	3,843,912	4,150,000	4,253,323	4,385,000
Erosion Control Permits/Fees	13,932	11,370	16,104	11,500
Sub-Total	3,857,844	4,161,370	4,269,427	4,396,500
MISCELLANEOUS INCOME	18,748	6,000	44,780	8,940
INVESTMENT INCOME	44,423	0	45,079	0
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	0	750,000	0	0
Encumbrance Balance	0	161,890	0	0
Sub-Total	0	911,890	0	0
Total	$ 4,007,603	$ 5,079,260	$ 4,359,286	$ 4,405,440

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

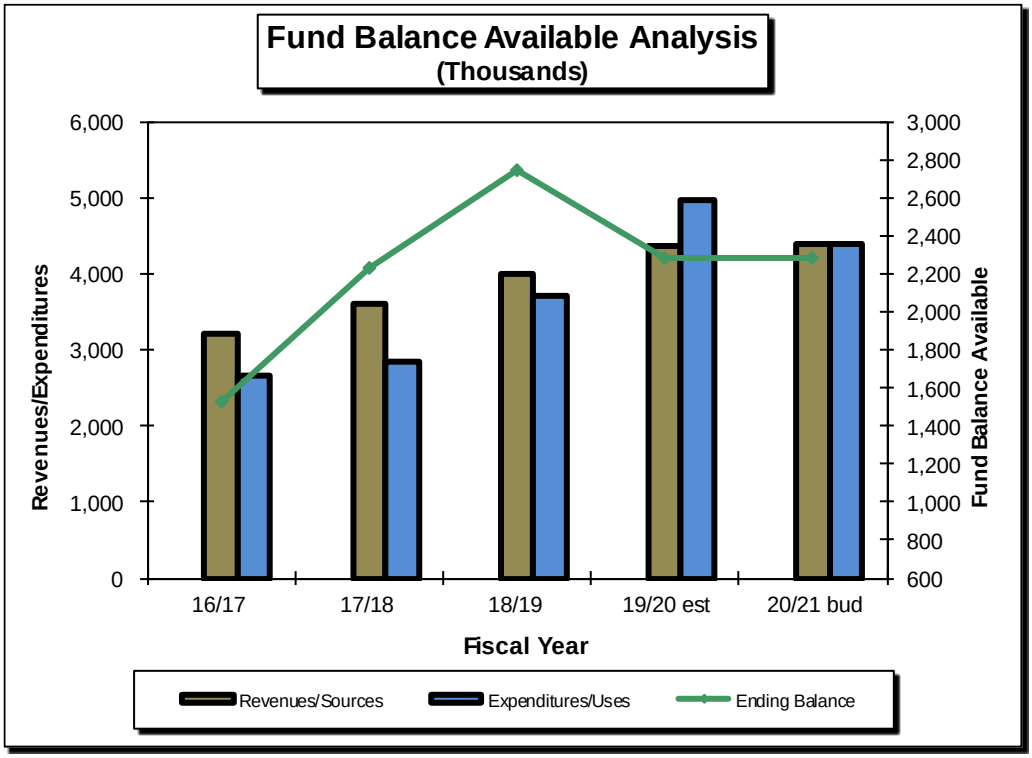
Fund Balance Appropriated	This represents an appropriation of some portion of the fund balance as of the close of the next preceding fiscal year to help finance the activities of the subsequent year.
Encumbrance Balance	This represents the amount of fund balance at the close of the next preceding fiscal year for the financial commitments that are re-appropriated in the subsequent year's budget.

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Stormwater Management				
Personnel Services	$ 637,928	$ 674,090	$ 639,850	$ 647,980
Operating Expenses	2,147,062	3,131,460	2,879,240	3,447,460
Capital Outlay	926,921	323,710	563,710	260,000
Total	$ 3,711,911	$ 4,129,260	$ 4,082,800	$ 4,355,440
Other Expenditures				
Transfer to Centre Brick Parking Lot Re-design and Improvements Capital Project Fund	0	750,000	750,000	0
Transfer to Hominy Greenway and Water Quality Park Capital Project Fund	0	150,000	150,000	0
Contingency	0	50,000	0	50,000
Total	0	950,000	900,000	50,000
Grand Total	$ 3,711,911	$ 5,079,260	$ 4,982,800	$ 4,405,440

ITEM

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 4,007,603	$ 4,167,370	$ 4,359,286	$ 4,405,440
Expenditures/Other Financing Uses	3,711,911	5,079,260	4,982,800	4,405,440
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ 295,692	$ (911,890)	$ (623,514)	$ 0
Fund Balance Appropriated	$ 461,730	$ 911,890	$ 911,890	$ 0
Fund Balance - Beginning of Year	$ 2,231,465	$ 2,744,158	$ 2,744,158	$ 2,282,534
Increase (Decrease)	512,693	(750,000) *	(461,624) *	0
Fund Balance - End of Year	$ 2,744,158	$ 1,994,158	$ 2,282,534	$ 2,282,534

* Excludes Encumbrances Reappropriated in the amount of $ 161,890



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 637,928	$ 674,090	$ 639,850	$ 647,980
Operating Expenses	2,147,062	3,131,460	2,879,240	3,447,460
Capital Outlay	926,921	323,710	563,710	260,000
TOTAL	$ 3,711,911	$ 4,129,260	$ 4,082,800	$ 4,355,440

PERSONNEL SUMMARY — STORMWATER MANAGEMENT

Class Title	Salary Range	2018-19 Authorized	2019-20 Authorized	2020-21 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 Stormwater Management 7606	Water Distribution 7003 Wastewater Collection 7005	25% 25%
Assistant Director of Public Works	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	2020-21 Budget
Stormwater Management (7606)		
One (1) Aluminum Trench Box	N	10,000
Stormwater Infrastructure	N	250,000
Total		**260,000**

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 2021 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 637,928	$ 674,090	$ 639,850	$ 647,980
Operating Expenses	2,147,062	3,131,460	2,879,240	3,447,460
Capital Outlay	926,921	323,710	563,710	260,000
TOTAL	$ 3,711,911	$ 4,129,260	$ 4,082,800	$ 4,355,440

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Miles of stormwater pipe maintained	197.6	197.8	198
Catch basins cleaned	21,365	21,500	22,000
Storm drain piping installed (footage)	2,828	2,900	2,950

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COMMUNITY DEVELOPMENT

Provide community development services within a framework of public excellence and efficient service delivery; promote conservation of man-made resources through housing rehabilitation efforts; foster economic, neighborhood, and community revitalization efforts within several inner-city areas; effectively address housing problems and eliminate urban blight; and seek funding to accomplish these purposes.

COMMUNITY DEVELOPMENT

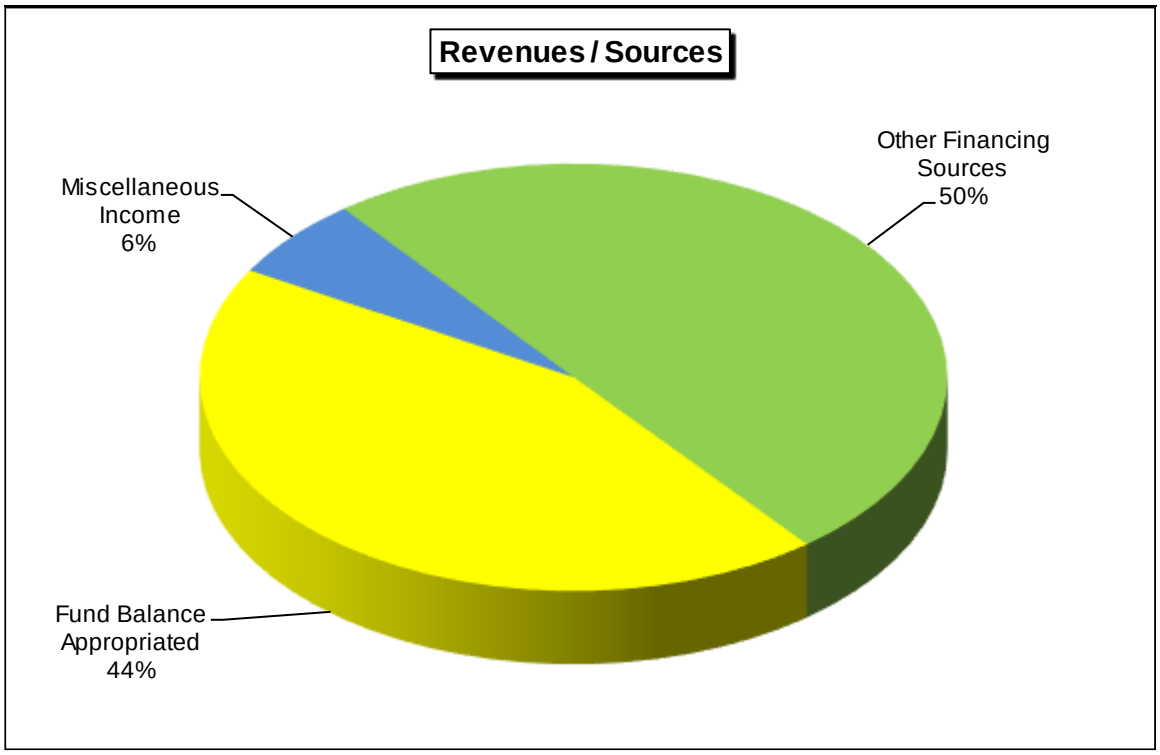
COUNCIL GOALS

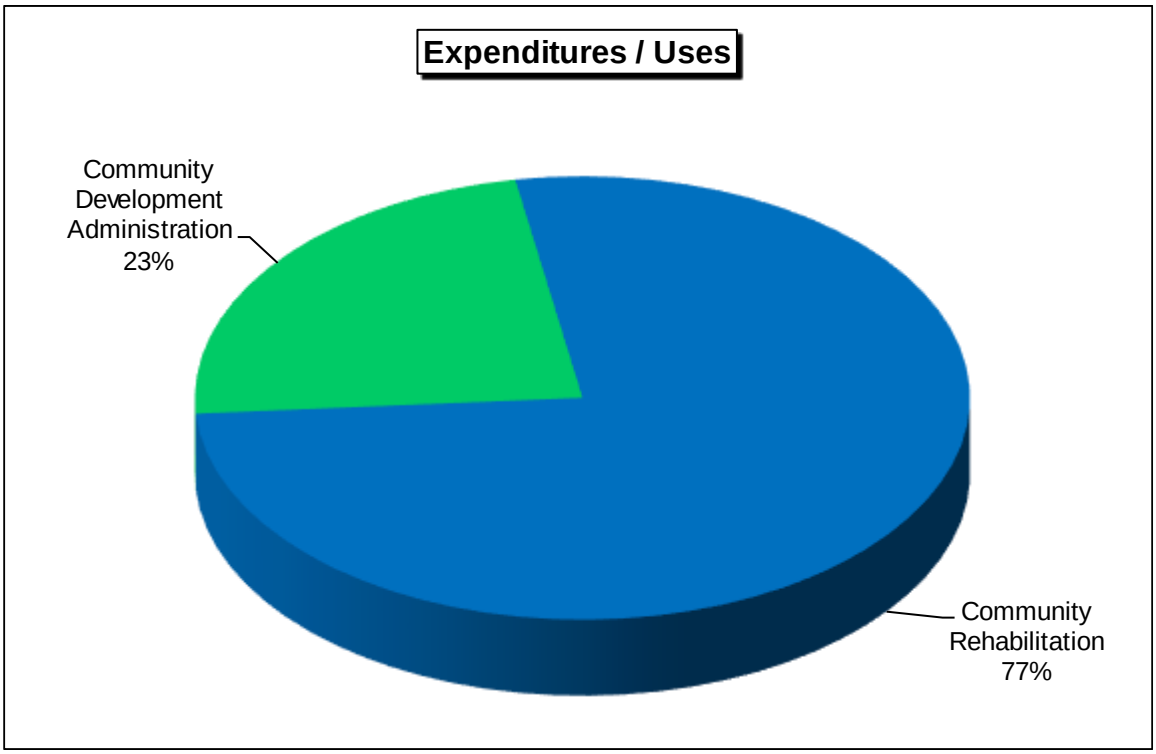
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. Support compatible development that enhances neighborhoods and preserves their integrity and character	1, 3, 4. 6, 7
2. 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	1, 3, 4, 7
3. Support owner-occupied residential housing in established neighborhoods that raise the overall quality of life and neighborhood	1, 4, 7
4. Seek to reduce dilapidated and abandoned housing by encouraging improvements and re-use or demolition	1, 4, 7
5. Support neighborhood infrastructure and aesthetic improvements to help stabilize property values	1, 3, 4, 6, 7

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Miscellaneous Income	$ 2,181	$ 10,500	$ 10,525	$ 8,000
Investment Income	3,571	0	2,600	0
Interfund Transfers In	46	0	0	65,000
Fund Balance Appropriated	0	120,290	0	57,490
TOTAL	$ 5,798	$ 130,790	$ 13,125	$ 130,490
Expenditures and Other Uses				
Community Development Administration	$ 32,016	$ 30,790	$ 30,790	$ 30,490
Community Rehabilitation	83,073	100,000	80,000	100,000
TOTAL	$ 115,089	$ 130,790	$ 110,790	$ 130,490


Revenues / Sources
Other Financing Sources 50%
Miscellaneous Income 6%
Fund Balance Appropriated 44%


Expenditures / Uses
Community Development Administration 23%
Community Rehabilitation 77%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
MISCELLANEOUS INCOME				
Loan Repayments and Related Interest	$ 2,031	$ 10,500	$ 10,500	$ 8,000
Other	150	0	25	0
Sub-Total	2,181	10,500	10,525	8,000
INVESTMENT INCOME	3,571	0	2,600	0
INTERFUND TRANSFERS IN				
Transfer from General Fund	0	0	0	65,000
Transfer from Grant Project Fund	46	0	0	0
Sub-Total	46	0	0	65,000
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	0	120,290	0	57,490
Sub-Total	0	120,290	0	57,490
Total	$ 5,798	$ 130,790	$ 13,125	$ 130,490

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.

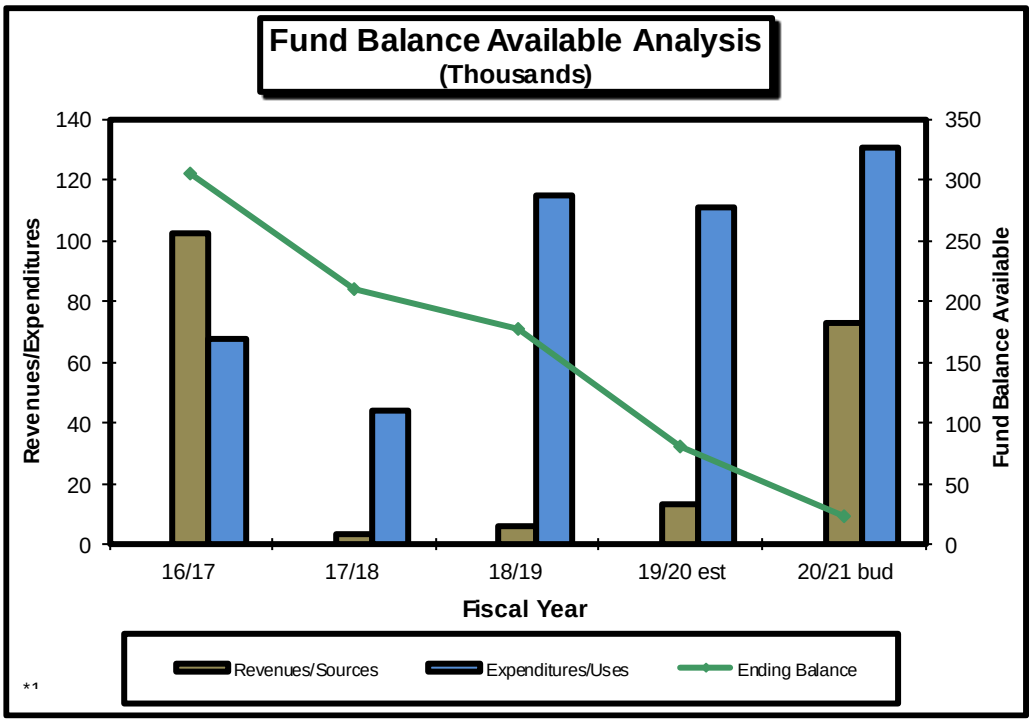
INTERFUND TRANSFERS	This category reflects financing sources distributed to the Community Development Fund from other funds.

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.

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Community Development Administration				
Operating Expenses	$ 32,016	$ 30,790	$ 30,790	$ 30,490
Total	32,016	30,790	30,790	30,490
Community Rehabilitation				
Operating Expenses	83,073	100,000	80,000	100,000
Total	83,073	100,000	80,000	100,000
Grand Total	$ 115,089	$ 130,790	$ 110,790	$ 130,490

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 5,798	$ 10,500	$ 13,125	$ 73,000
Expenditures/Other Financing Uses	115,089	130,790	110,790	130,490
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ (109,291)	$ (120,290)	$ (97,665)	$ (57,490)
Fund Balance Appropriated	$ 193,060	$ 120,290	$ 120,290	$ 57,490
Fund Balance - Beginning of Year	$ 210,563	$ 177,712	$ 177,712	$ 80,047
Increase (Decrease)	(32,851)	(120,290) *	(97,665) *	(57,490)
Fund Balance - End of Year	$ 177,712	$ 57,422	$ 80,047	$ 22,557



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 115,089	$ 130,790	$ 110,790	$ 130,490
TOTAL	$ 115,089	$ 130,790	$ 110,790	$ 130,490

SUMMARY OF COMMUNITY DEVELOPMENT GRANT PROJECTS

	As Budgeted June 30, 2020
Essential Single-Family Rehabilitation Loan Pool 2019	210,000
Urgent Repair Program 2019	110,000
CDBG Neighborhood Revitalization Program	750,000
CDBG Economic Development Building Reuse Project	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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Administration:				
Operating Expenses	$ 32,016	$ 30,790	$ 30,790	$ 30,490
TOTAL	$ 32,016	$ 30,790	$ 30,790	$ 30,490
Rehabilitation:				
Operating Expenses	$ 83,073	$ 100,000	$ 80,000	$ 100,000
TOTAL	$ 83,073	$ 100,000	$ 80,000	$ 100,000

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Grant applications completed	2	2	2
Grants/loans provided	21	24	18
LMI families assisted	21	24	18
Affordable Housing Units Created	24	15	5

ESSENTIAL SINGLE-FAMILY REHABILITATION LOAN POOL 2019

Description of Services:
The Essential Single-Family Rehabilitation Loan Pool (ESFRLP) funding will be used to address comprehensive rehabilitation needs in LMI owner-occupied. The funds are provided by the HUD HOME Investment Partnership program to the NCHFA and passed through to the City.

PROGRAM GOALS AND INITIATIVES:

- Program funds will be used to address repair needs for LMI owner-occupied homes
- Address comprehensive rehabilitation needs in LMI owner-occupied homes
- Revitalize distressed properties

EXPENDITURE SUMMARY:

	Project Authorization		Actual		
	FY 2020 Current	FY 2020 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Transfer from General Fund	$	$ 20,000	$	$ 20,000	$ 20,000
Essential Single-Family Rehabilitation Loan Pool		190,000		60,000	60,000
Total	$	$ 210,000	$	$ 80,000	$ 80,000
EXPENDITURES					
Rehabilitation	$	$ 180,000	$	$ 60,000	$ 60,000
Administration (Soft Costs)		30,000		20,000	20,000
Total	$	$ 210,000	$	$ 80,000	$ 80,000

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Units rehabilitated	0	3	5
Units completed	0	3	5

URGENT REPAIR PROGRAM 2019

Description of Services:
The Urgent Repair Program grant from NCHFA will be used to address urgent rehabilitation needs in LMI owner-occupied homes.

PROGRAM GOALS AND INITIATIVES:

- Program funds will be used to address emergency urgent repair needs for LMI owner-occupied
- Revitalize distressed properties
- Address LMI owner-occupied homes that have urgent needs

EXPENDITURE SUMMARY:

	Project Authorization		Actual		
	FY 2020 Current	FY 2020 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
2019 Urgent Repair Grant	$	$ 100,000	$	$ 50,000	$ 50,000
Transfer from General Fund		10,000		10,000	10,000
Total	$	$ 110,000	$	$ 60,000	$ 60,000
EXPENDITURES					
Rehabilitation	$	$ 100,000	$	$ 30,000	$ 30,000
Administration (Match Funds)		10,000			
Total	$	$ 110,000	$	$ 30,000	$ 30,000

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Units rehabilitated	0	8	5
Units completed	0	8	5

CDBG NEIGHBORHOOD REVITALIZATION PROGRAM

Description of Services:
The NCDOC Rural Economic Development Division – CDBG – Neighborhood Revitalization program 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:

	Project Authorization FY 2020	Actual		
		Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES				
NC Commerce	$ 750,000	$	$ 75,000	$ 75,000
Total	$ 750,000	$	$ 75,000	$ 75,000
EXPENDITURES				
Rehabilitation	$ 750,000	$	$ 75,000	$ 75,000
Total	$ 750,000	$	$ 75,000	$ 75,000

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Whitfield Homes Flood Recovery Rehabilitation	0%	10%	100%
Whitfield Homes Flood Recovery Rehabilitation Units Created	0	0	10

CDBG ECONOMIC DEVELOPMENT BUILDING REUSE PROJECT

Description of Services:
The NCDOC Rural Economic Development Division – CDBG – Building Reuse Project grant will be used to assist with the improvements including office up-fit, restrooms, plumbing, HVAC, sprinkler upgrade and additions at the CleanAire building on Lamm Road (former Stock Building Supply).

PROGRAM GOALS AND INITIATIVES:

- Program funds will be used to promote the creation of 179 jobs in the first two (2) years of operation, enhancing income levels and providing local employment opportunities principally for persons of low and moderate income

EXPENDITURE SUMMARY:

	Project Authorization		Actual		
	FY 2020 Current	FY 2020 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
NC Commerce	$	$ 750,000	$	$ 574,000	$ 574,000
Total	$	$ 750,000	$	$ 574,000	$ 574,000
EXPENDITURES					
Rehabilitation	$	$ 750,000	$	$ 574,000	$ 574,000
Total	$	$ 750,000	$	$ 574,000	$ 574,000

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
CleanAire Building Reuse Project	0%	75%	100%

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DOWNTOWN DEVELOPMENT CORPORATION

Downtown Development provides economic development and comprehensive revitalization of Wilson's historic central business district. This will result in Historic Downtown Wilson being the economic, social and cultural hub of the greater Wilson community. Within a framework of service excellence, the Downtown Development partnership is developing a vibrant "heart of the community" that includes, renovated historic properties, new construction, engaging public spaces, quality public infrastructure, an array of healthy businesses and organizations, employment opportunities, quality goods and services, recreation, entertainment, cultural activities, and new residential opportunities.

DOWNTOWN DEVELOPMENT CORPORATION

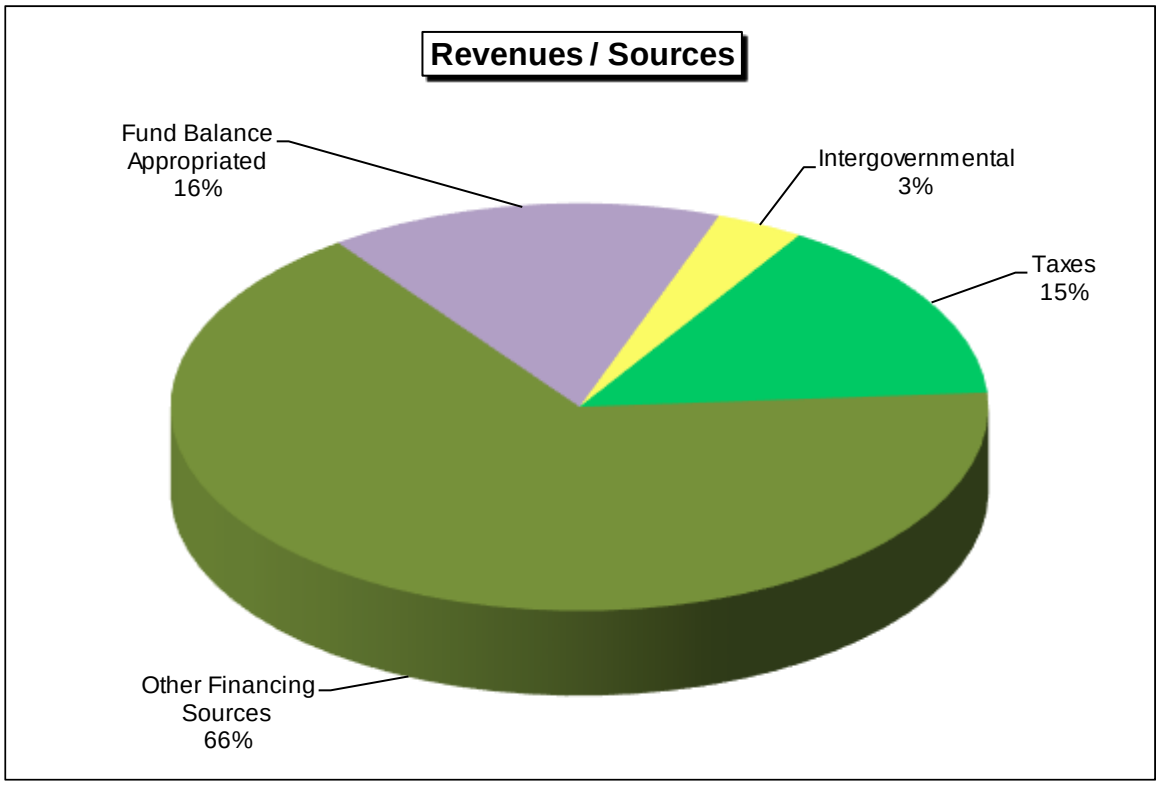
COUNCIL GOALS

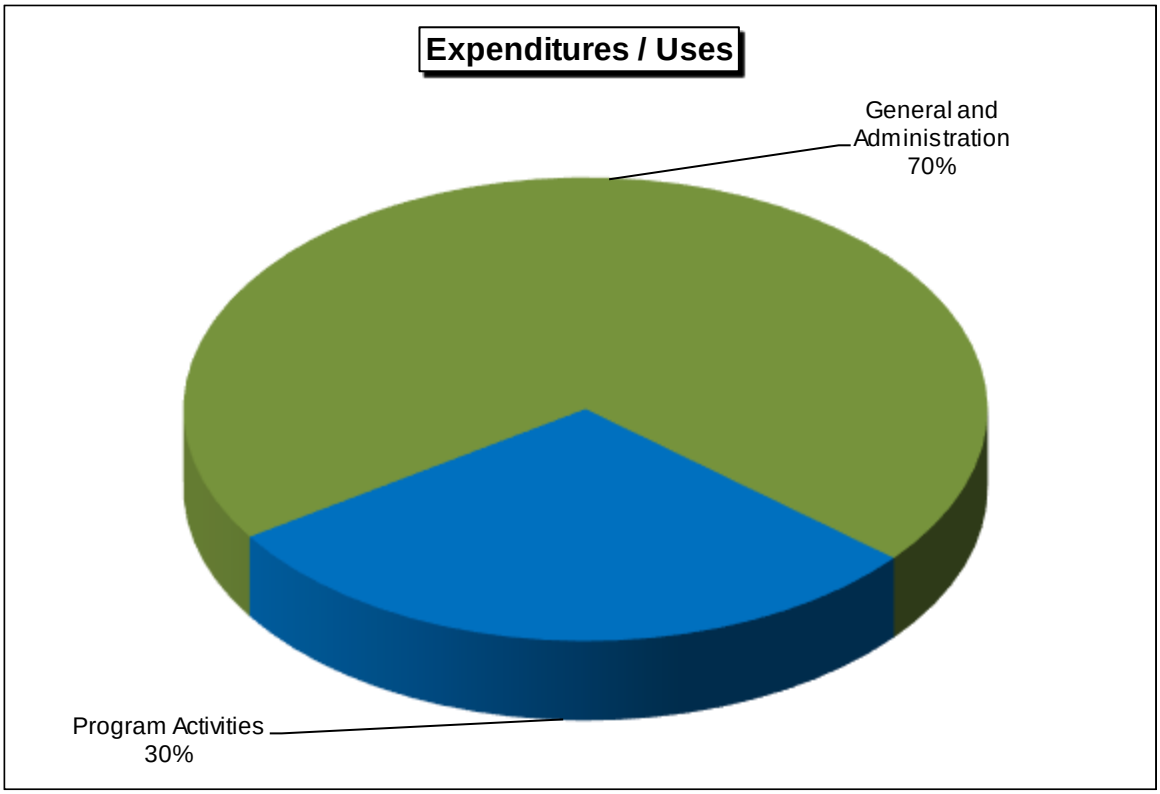
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Goals and Initiatives	Link to Council Goals
1. Promote the importance of a revitalized downtown as a symbol of community economic health, local quality of life, quality of place, civic pride, and community history & culture	1,2,3,5,6,7
2. Continue the public infrastructure program as a means of enhancing appearance, improving safety, promoting multi-modal transit, making improvements to utility infrastructure, and installing underground utility infrastructure	1,2,3,5,6,7
3. Enhance and promote an active, friendly, aesthetically pleasing, and safe atmosphere in order to drive investment and economic development	1,2,3,5,6,7
4. Support initiatives centered on technology, innovation, arts and cultural amenities and increasing a mix of residential and commercial uses	1,2,3,5,6,7
5. Encourage owner-initiated structural improvement to downtown buildings through education, technical assistance and incentive grant programs to increase private sector investment in downtown	1,2,5,7

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Property Taxes	$ 65,597	$ 60,600	$ 68,040	$ 65,100
Motor Vehicle Property Taxes	2,585	2,350	1,930	2,050
Intergovernmental	15,750	15,750	15,750	15,750
Miscellaneous Income	64,172	38,790	44,780	38,790
Investment Income	2,926	0	0	0
Interfund Transfers In	280,500	300,000	300,000	260,000
Fund Balance Appropriated	0	54,290	0	70,720
TOTAL	$ 431,530	$ 471,780	$ 430,500	$ 452,410
Expenditures and Other Uses				
General Administration	$ 258,467	$ 337,880	$ 325,490	$ 318,510
Program Activities	168,195	133,900	149,820	133,900
TOTAL	$ 426,662	$ 471,780	$ 475,310	$ 452,410


Revenues / Sources
Fund Balance Appropriated 16%
Intergovernmental 3%
Taxes 15%
Other Financing Sources 66%


Expenditures / Uses
General and Administration 70%
Program Activities 30%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
PROPERTY TAXES				
Special District Tax	$ 65,597	$ 60,600	$ 68,040	$ 65,100
MOTOR VEHICLE PROPERTY TAXES				
Special District Tax	2,585	2,350	1,930	2,050
INTERGOVERNMENTAL				
Contributions from County	15,750	15,750	15,750	15,750
MISCELLANEOUS INCOME	64,172	38,790	44,780	38,790
INVESTMENT INCOME	2,926	0	0	0
INTERFUND TRANSFERS IN				
Transfer from General Fund	280,500	300,000	300,000	260,000
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	0	54,290	0	70,720
Sub-Total	0	54,290	0	70,720
Total	$ 431,530	$ 471,780	$ 430,500	$ 452,410

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.

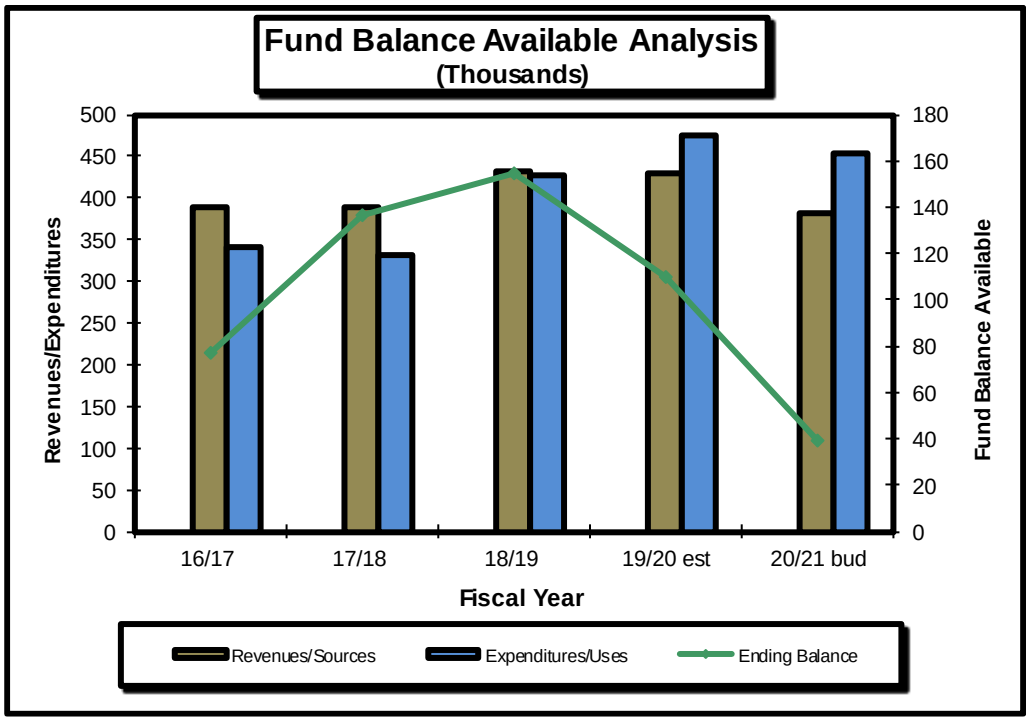
FUND BALANCE

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.

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
General Administration				
Personnel Services	$ 226,764	$ 236,080	$ 228,620	$ 244,010
Operating Expenses	31,703	73,800	68,870	74,500
Capital Outlay	0	28,000	28,000	0
Total	258,467	337,880	325,490	318,510
Program Activities				
Operating Expenses	168,195	133,900	149,820	133,900
Total	168,195	133,900	149,820	133,900
Grand Total	$ 426,662	$ 471,780	$ 475,310	$ 452,410

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 431,530	$ 417,490	$ 430,500	$ 381,690
Expenditures/Other Financing Uses	426,662	471,780	475,310	452,410
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ 4,868	$ (54,290)	$ (44,810)	$ (70,720)
Fund Balance Appropriated	$ 148,670	$ 54,290	$ 54,290	$ 70,720
Fund Balance - Beginning of Year	$ 136,846	$ 154,694	$ 154,694	$ 109,884
Increase (Decrease)	17,848	(54,290) *	(44,810) *	(70,720)
Fund Balance - End of Year	$ 154,694	$ 100,404	$ 109,884	$ 39,164



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 226,764	$ 236,080	$ 228,620	$ 244,010
Operating Expenses	199,898	207,700	218,690	208,400
Capital Outlay	0	28,000	28,000	0
TOTAL	$ 426,662	$ 471,780	$ 475,310	$ 452,410

Class Title	Salary Range	2018-19 Authorized	2019-20 Authorized	2020-21 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%

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 to 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, new construction 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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 226,764	$ 236,080	$ 228,620	$ 244,010
Operating Expenses	31,703	73,800	68,870	74,500
Capital Outlay	0	28,000	28,000	0
TOTAL	$ 258,467	$ 337,880	$ 325,490	$ 318,510

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Street/public space design, beautification and improvement projects completed	6	2	2
New businesses opened/expanded	13	10	10
Properties acquired and/or sold for redevelopment	24	18	10
Historic buildings renovated	8	10	10

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Operating Expenses	$ 168,195	$ 133,900	$ 149,820	$ 133,900
TOTAL	$ 168,195	$ 133,900	$ 149,820	$ 133,900

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Incentive grants awarded	8	6	6
Special events executed	50	50	50
Communication tools utilized	20	20	20
Grants for major special projects	2	1	1

WILSON CEMETERY COMMISSION

The Wilson Cemetery Commission maintains and operates the publicly owned cemeteries of the City and provides for the selling of lots, the opening and closing of graves, and perpetual care of the cemeteries.

WILSON CEMETERY COMMISSION

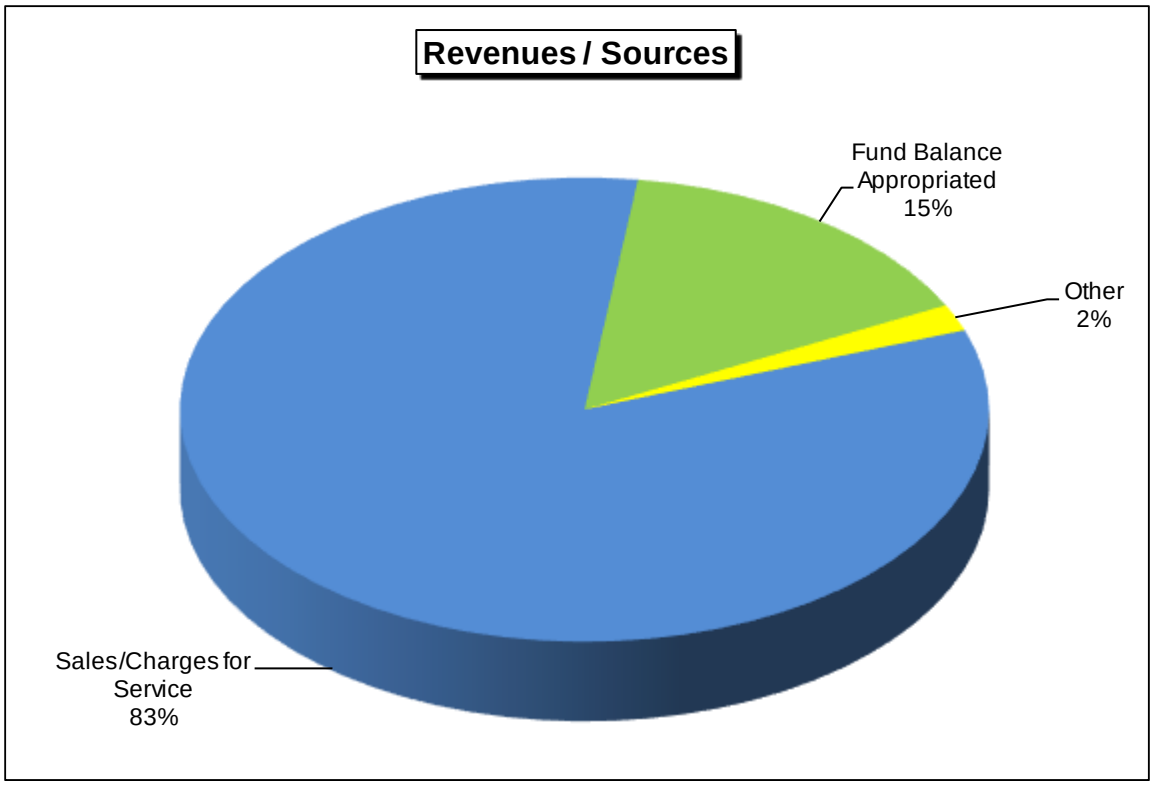
COUNCIL GOALS

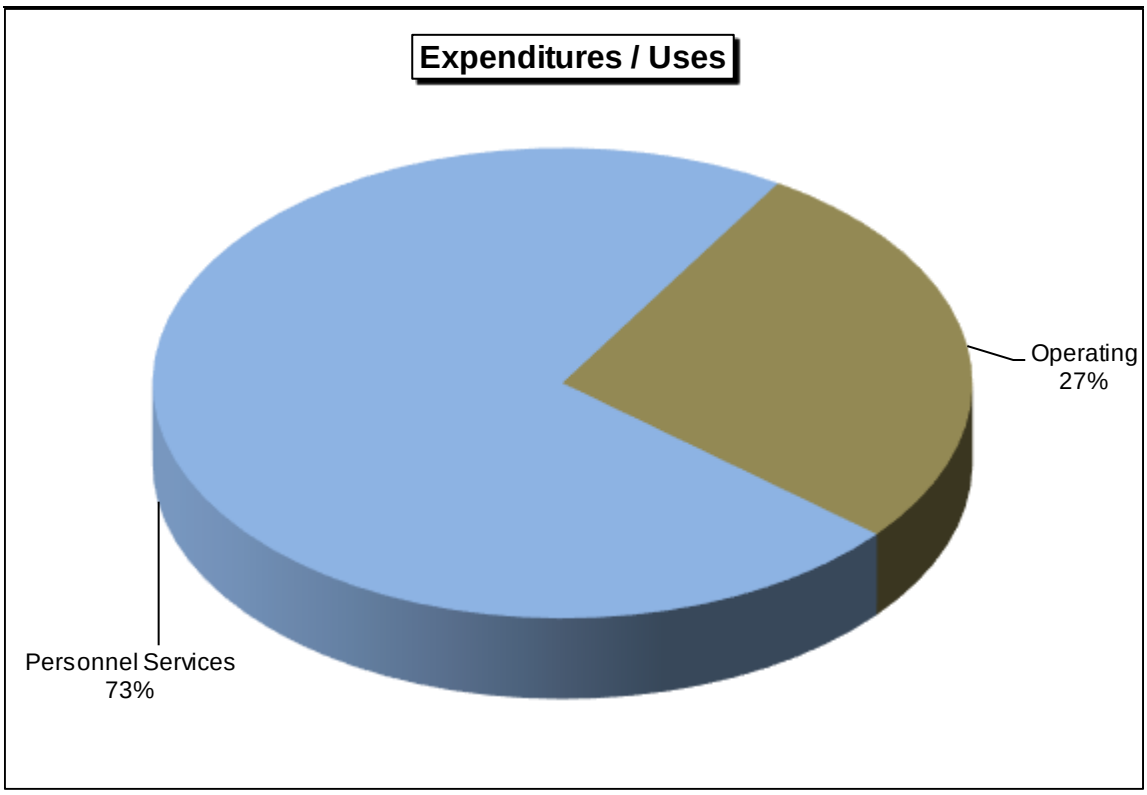
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. Provide cemetery services in an efficient and courteous manner	1,2,3,4,5,6,7
2. Explore new sources of revenues	1,4,7
3. Maintain and operate City cemeteries	1,2,4,7
4. Provide selling of lots and opening/closing of graves	4,7

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Sales/Charges for Services	$ 512,899	$ 444,500	$ 492,500	$ 444,500
Miscellaneous Income	26,715	20,565	18,070	10,000
Investment Income	4,720	1,200	3,000	0
Interfund Transfers In	131,900	0	0	0
Fund Balance Appropriated	0	121,815	0	83,200
TOTAL	$ 676,234	$ 588,080	$ 513,570	$ 537,700
Expenditures and Other Uses				
Administration and Operations	$ 569,283	$ 588,080	$ 570,690	$ 537,700
TOTAL	$ 569,283	$ 588,080	$ 570,690	$ 537,700


Revenues / Sources
Fund Balance Appropriated 15%
Other 2%
Sales/Charges for Service 83%


Expenditures / Uses
Operating 27%
Personnel Services 73%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
SALES/CHARGES FOR SERVICES				
Sales of Lots	$ 157,921	$ 165,000	$ 158,000	$ 165,000
Grave Receipts	354,978	279,500	334,500	279,500
Sub-Total	512,899	444,500	492,500	444,500
MISCELLANEOUS INCOME	26,715	20,565	18,070	10,000
INVESTMENT INCOME	4,720	1,200	3,000	0
INTERFUND TRANSFER IN				
Transfer from General Fund	131,900	0	0	0
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	0	121,815	0	83,200
Sub-Total	0	121,815	0	83,200
Total	$ 676,234	$ 588,080	$ 513,570	$ 537,700

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.

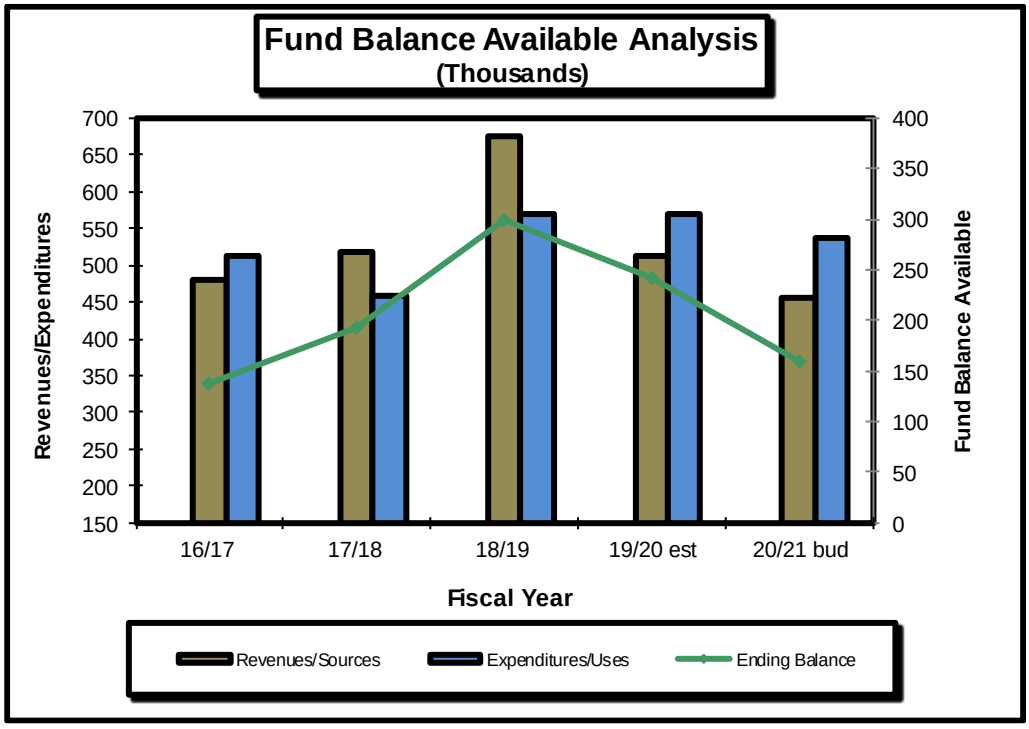
FUND BALANCE

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.

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Wilson Cemetery Commission				
Personnel Services	$ 326,074	$ 391,000	$ 384,250	$ 391,000
Operating Expenses	145,309	143,800	133,960	146,700
Capital Outlay	97,900	53,280	52,480	0
Grand Total	$ 569,283	$ 588,080	$ 570,690	$ 537,700

ITEM

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 676,234	$ 466,265	$ 513,570	$ 454,500
Expenditures/Other Financing Uses	569,283	588,080	570,690	537,700
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ 106,951	$ (121,815)	$ (57,120)	$ (83,200)
Fund Balance Appropriated	$ 7,000	$ 121,815	$ 121,815	$ 83,200
Fund Balance - Beginning of Year	$ 191,656	$ 299,035	$ 299,035	$ 241,915
Increase (Decrease)	107,379	(121,815) *	(57,120) *	(83,200)
Fund Balance - End of Year	$ 299,035	$ 177,220	$ 241,915	$ 158,715



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 326,074	$ 391,000	$ 384,250	$ 391,000
Operating Expenses	145,309	143,800	133,960	146,700
Capital Outlay	97,900	53,280	52,480	0
TOTAL	$ 569,283	$ 588,080	$ 570,690	$ 537,700

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 326,074	$ 391,000	$ 384,250	$ 391,000
Operating Expenses	145,309	143,800	133,960	146,700
Capital Outlay	97,900	53,280	52,480	0
TOTAL	$ 569,283	$ 588,080	$ 570,690	$ 537,700

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Opening/Closing of graves per month	25	26	28
Sale of lots per month	14	13	15
Collections/Deposits to City each month ($)	38,000	38,000	42,000
Deed for lots per month – average	12	14	16

MASS TRANSIT FUND

The Mass Transit Fund provides a safe, convenient, courteous, and efficient transportation system to all citizens of Wilson; provides clean, mechanically-sound buses; maintains a fixed-route service for clients; provides easy access for disabled riders; and maintains an attractive and efficient transportation center for citizens, employees and travelers who utilize or pass through it.

MASS TRANSIT FUND

COUNCIL GOALS

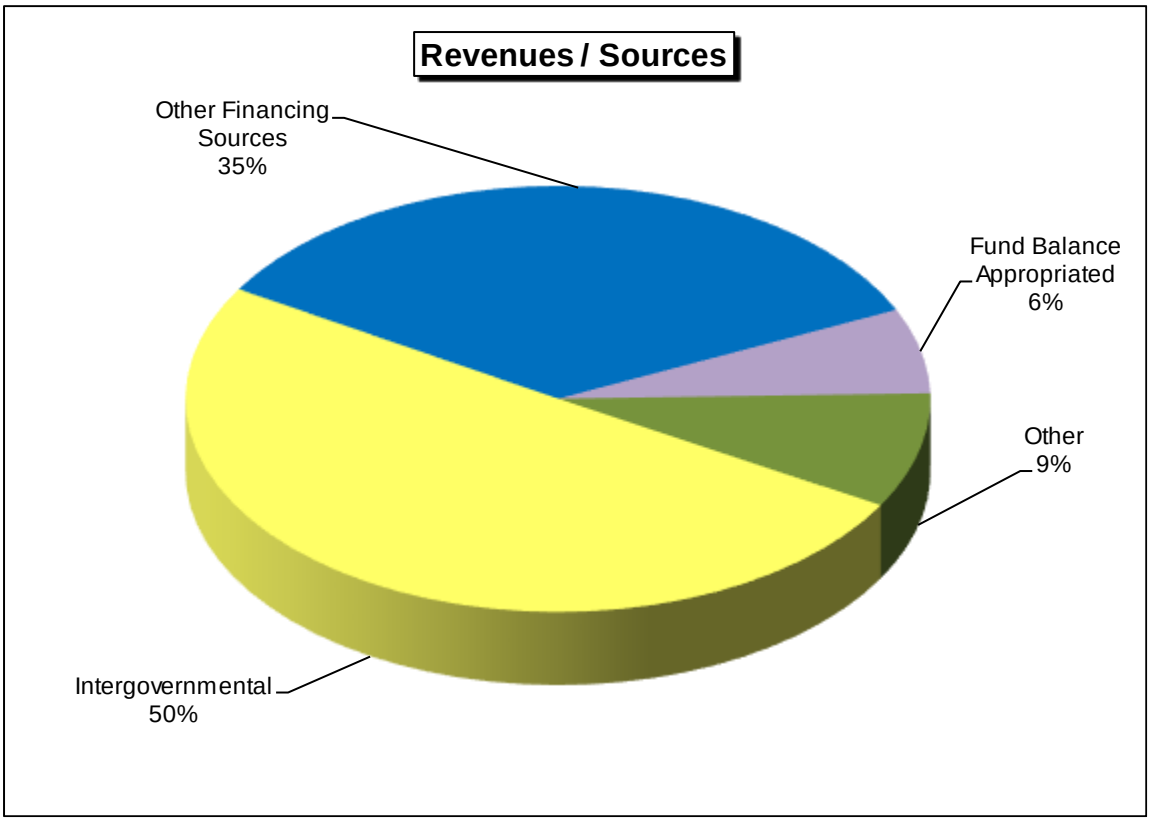
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

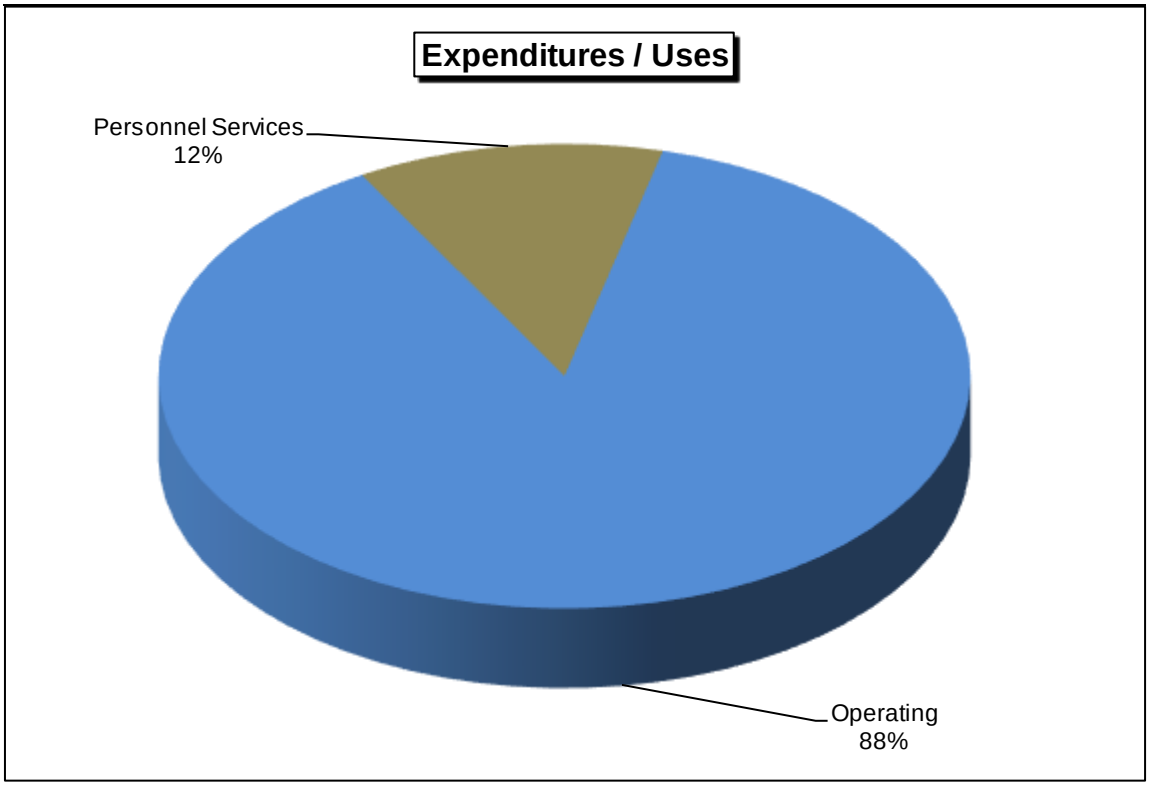
DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. Public transportation can help in the reduction of unemployment by providing transportation for person, who have no other means of getting to and from a job	1,2,3,7
2. Utilize the availability of public transportation as a marketing tool to attract small and medium size businesses to Wilson by informing them that the general public, including customers and employees, will have regular and consistent access to this service	1,2,3,7
3. The transit system helps promote/attract economic development, particularly retail outlets by insuring potential prospects that alternate transportation methods are available that provide consumers access to all shopping areas within the City of Wilson	2,3,7
4. Continue to study expanded bus service to newly developed areas to help address unemployment and to provide consumer access	1,2,3,7

ITEM

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Intergovernmental	$ 1,017,651	$ 2,158,580	$ 949,910	$ 891,630
Sales/Charges for Services	70,663	68,600	74,450	0
Licenses and Permits	180,525	150,000	174,080	150,000
Miscellaneous Income	4,839	5,000	6,045	5,000
Investment Income	9,798	0	7,500	0
Interfund Transfers In	312,500	417,500	417,500	612,500
Fund Balance Appropriated	0	239,150	0	114,480
TOTAL	$ 1,595,976	$ 3,038,830	$ 1,629,485	$ 1,773,610
Expenditures and Other Uses				
Mass Transit Administration	$ 568,515	$ 672,000	$ 453,100	$ 1,668,810
Mass Transit Operations	966,843	1,150,100	1,099,370	83,570
Special Projects	6,443	1,216,730	122,000	21,230
TOTAL	$ 1,541,801	$ 3,038,830	$ 1,674,470	$ 1,773,610

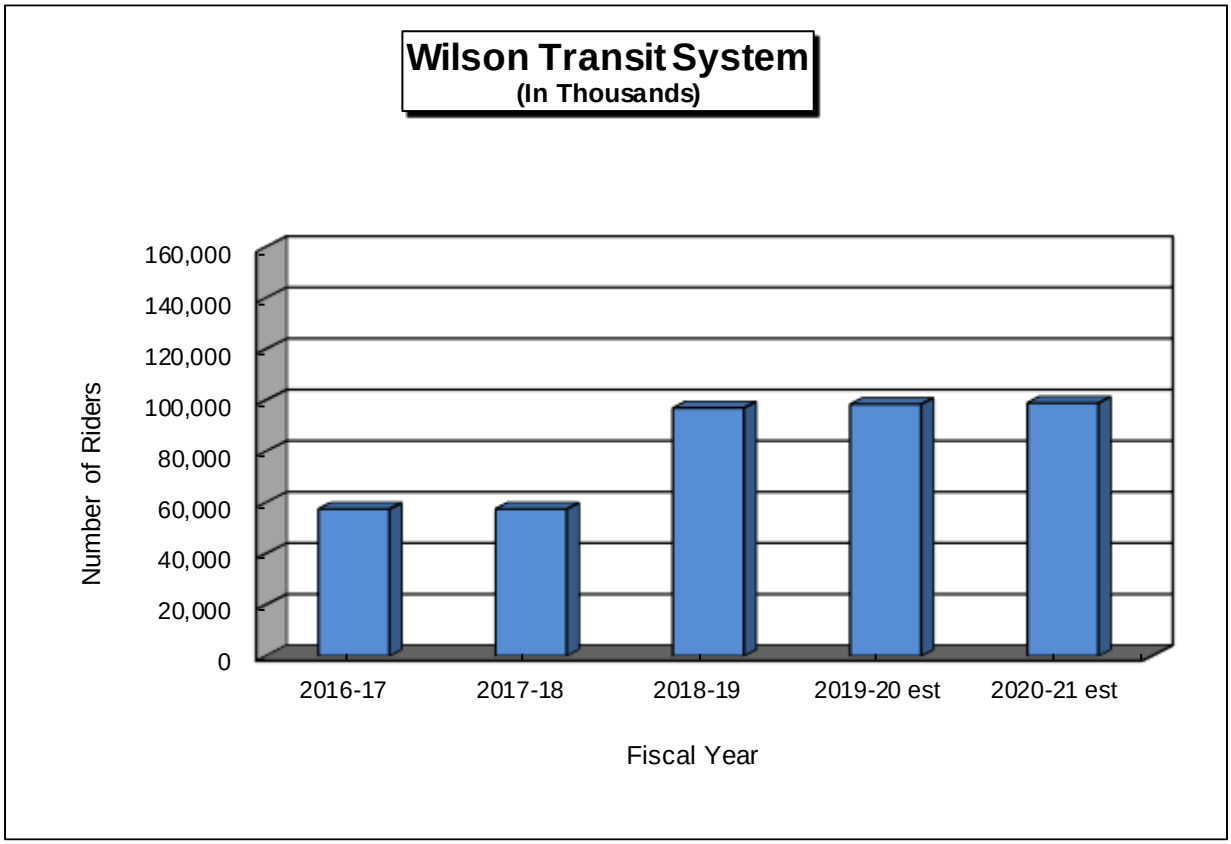

Revenues / Sources
Other Financing Sources 35%
Fund Balance Appropriated 6%
Other 9%
Intergovernmental 50%

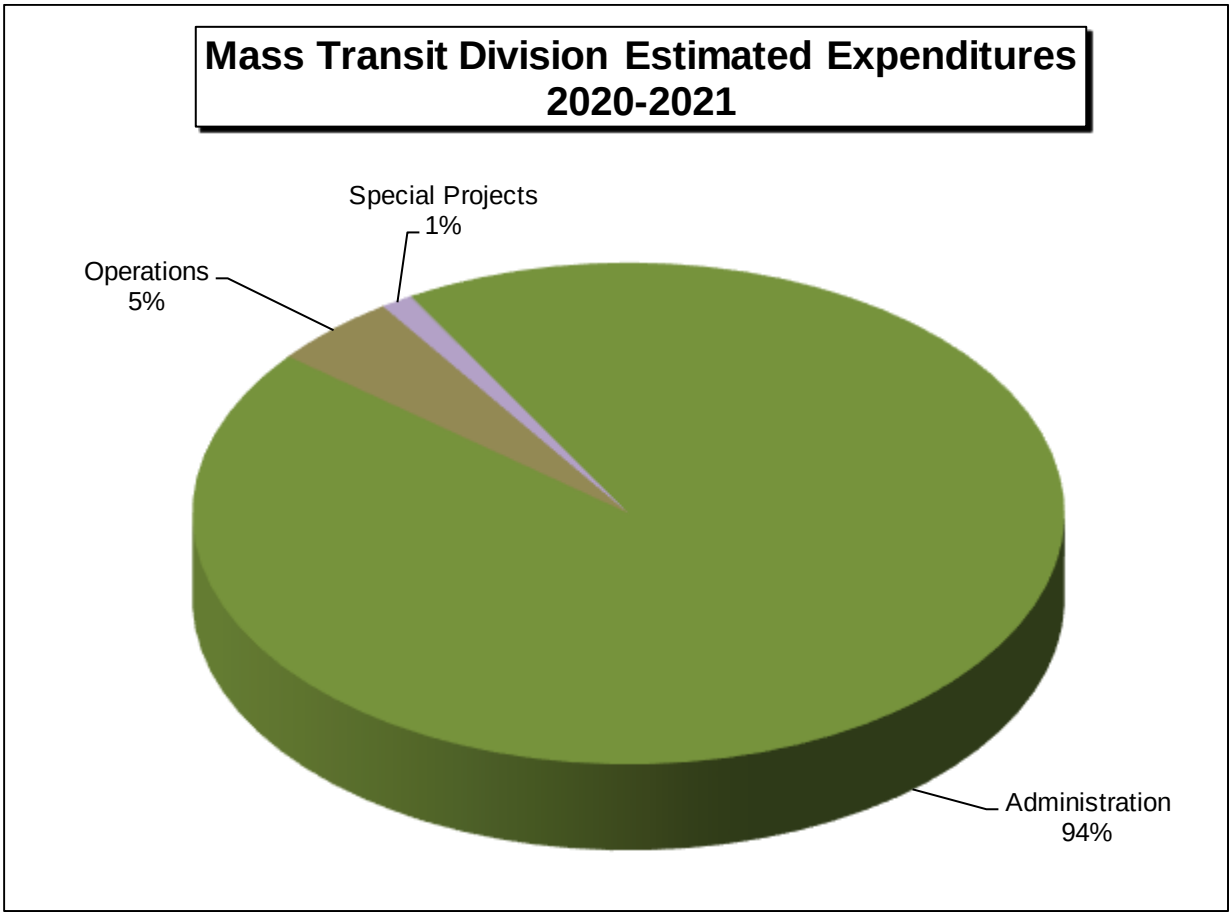

Expenditures / Uses
Personnel Services 12%
Operating 88%

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
INTERGOVERNMENTAL				
Section 18 Grants-Administration	$ 368,754	$ 373,000	$ 321,000	$ 346,000
Section 18 Grants-Capital	110,269	1,239,950	66,850	0
Section 18 Grants-Facility Improvements	0	0	3,050	0
Section 18 Grants-Current YR	350,000	350,000	374,400	350,000
Home & Community Care Block Grant	10,000	12,000	10,000	12,000
Wilson County EDTAP Contributions	5,000	10,000	5,000	10,000
State Maintenance Assistance	173,628	173,630	169,610	173,630
Sub-Total	1,017,651	2,158,580	949,910	891,630
LICENSES AND PERMITS				
Motor Vehicle Licenses	180,525	150,000	174,080	150,000
SALES/CHARGES FOR SERVICES				
Bus Fares	70,663	68,600	74,450	0
MISCELLANEOUS INCOME	4,839	5,000	6,045	5,000
INVESTMENT INCOME	9,798	0	7,500	0
INTERFUND TRANSFERS IN				
Transfer from General Fund	35,000	140,000	140,000	335,000
Transfer from Electric Fund	166,500	166,500	166,500	166,500
Transfer from Gas Fund	111,000	111,000	111,000	111,000
Sub-Total	312,500	417,500	417,500	612,500
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	0	206,150	0	114,480
Encumbrance Balance	0	33,000	0	0
Sub-Total	0	239,150	0	114,480
Total	$ 1,595,976	$ 3,038,830	$ 1,629,485	$ 1,773,610

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.

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Mass Transit Administration				
Personnel Services	$ 215,526	$ 279,090	$ 217,880	$ 216,950
Operating Expenses	352,989	392,910	235,220	1,451,860
Total	568,515	672,000	453,100	1,668,810
Mass Transit Operations				
Personnel Services	434,249	471,600	458,720	0
Operating Expenses	532,594	678,500	640,650	83,570
Total	966,843	1,150,100	1,099,370	83,570
Special Projects				
Operating Expenses	6,443	21,230	17,230	21,230
Capital Outlay	0	1,195,500	104,770	0
Total	6,443	1,216,730	122,000	21,230
Grand Total	$ 1,541,801	$ 3,038,830	$ 1,674,470	$ 1,773,610

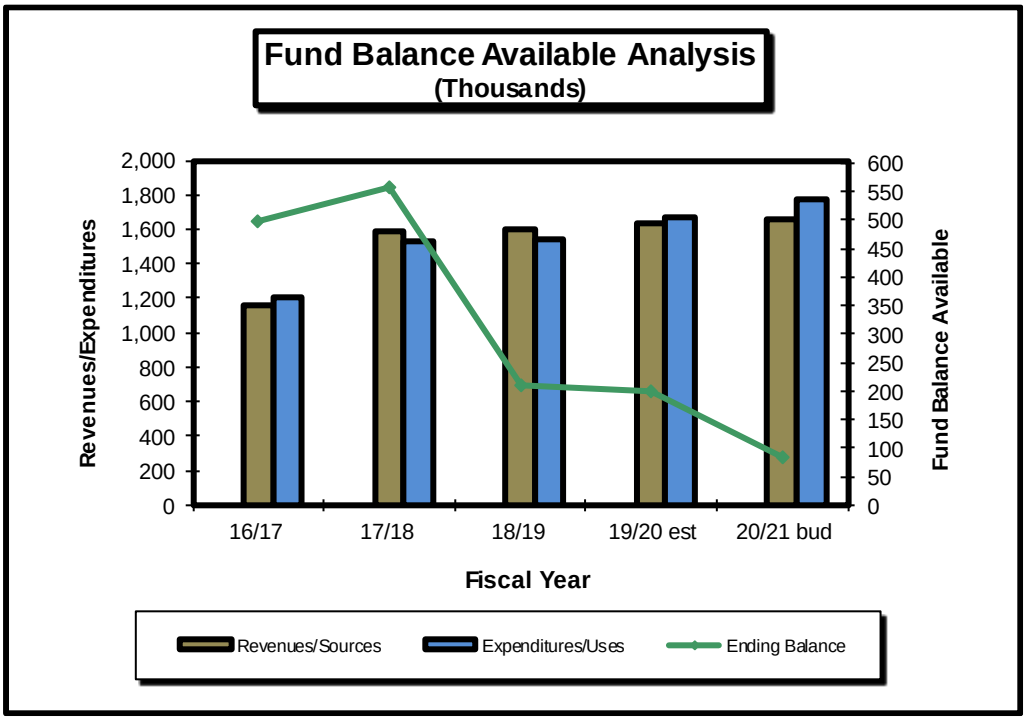

Wilson Transit System
(In Thousands)
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
0
Number of Riders
2016-17
2017-18
2018-19
2019-20 est
2020-21 est
Fiscal Year


Mass Transit Division Estimated Expenditures
2020-2021
Special Projects
1%
Operations
5%
Administration
94%

ITEM

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 1,595,976	$ 2,799,680	$ 1,629,485	$ 1,659,130
Expenditures/Other Financing Uses	1,541,801	3,038,830	1,674,470	1,773,610
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ 54,175	$ (239,150)	$ (44,985)	$ (114,480)
Fund Balance Appropriated	$ 328,916	$ 239,150	$ 239,150	$ 114,480
Fund Balance - Beginning of Year	$ 556,954	$ 210,737	$ 210,737	$ 198,752
Increase (Decrease)	(346,217)	(206,150) *	(11,985) *	(114,480)
Fund Balance - End of Year	$ 210,737	$ 4,587	$ 198,752	$ 84,272

* Excludes Encumbrances Reappropriated in the amount of $ 33,000



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 649,775	$ 750,690	$ 676,600	$ 216,950
Operating Expenses	892,026	1,092,640	893,100	1,556,660
Capital Outlay	0	1,195,500	104,770	0
TOTAL	$ 1,541,801	$ 3,038,830	$ 1,674,470	$ 1,773,610

Class Title	Salary Range	2018-19 Authorized	2019-20 Authorized	2020-21 Authorized
Mass Transit Administration (5101)				
Transportation Manager	22	1	1	1
Administrative Clerk	9	1	1	1
Transit Apprentice*	-	1	1	0
Mass Transit Operations (5102)				
Lead Transit Operator	14	1	1	0
Transit Dispatcher	10	1	1	0
Transit Operator	9	5	5	0
Part-time Transit Operator	9	3	3	0
Full-time		**10**	**10**	**2**
Part-time		**3**	**3**	**0**

Redistribution Notes:

Position Title:	From:	To:	Percent:
Transportation Manager	Mass Transit Administration 5101	Industrial Air Center 5601	5%
Assistant Director of Public Works	Public Works Admin 5001	Mass Transit Administration 5101	20%

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 215,526	$ 279,090	$ 217,880	$ 216,950
Operating Expenses	352,989	392,910	235,220	1,451,860
TOTAL	$ 568,515	$ 672,000	$ 453,100	$ 1,668,810

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Revenues (fares)	$70,662	$72,275	N/A
Revenues (grants)	$912,382	$914,300	$915,300

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 434,249	$ 471,600	$ 458,720	$ 0
Operating Expenses	532,594	678,500	640,650	83,570
TOTAL	$ 966,843	$ 1,150,100	$ 1,099,370	$ 83,570

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Annual ridership	97,074	98,510	99,000
Annual revenue miles	183,806	183,806	183,806

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INDUSTRIAL AIR CENTER FUND

The Industrial Air Center Fund provides a safe, attractive, well-maintained airport for use by general public/industry/governmental agencies, and promotes commercial and industrial development. Proper airport operation is directed through contracted fixed-based operator by providing consistent guidelines to the FBO, tenants, and users; monitors contracts and leases with tenants and contractors; maintains grounds and buildings to provide a safe and attractive facility; promotes industrial development by fostering an environment attractive to industry; provides controlled, safe runway approaches and transition zones by removing obstructions and acquiring easements or real property; and prepares Transportation Improvement Plan and administers grants and special projects.

INDUSTRIAL AIR CENTER FUND

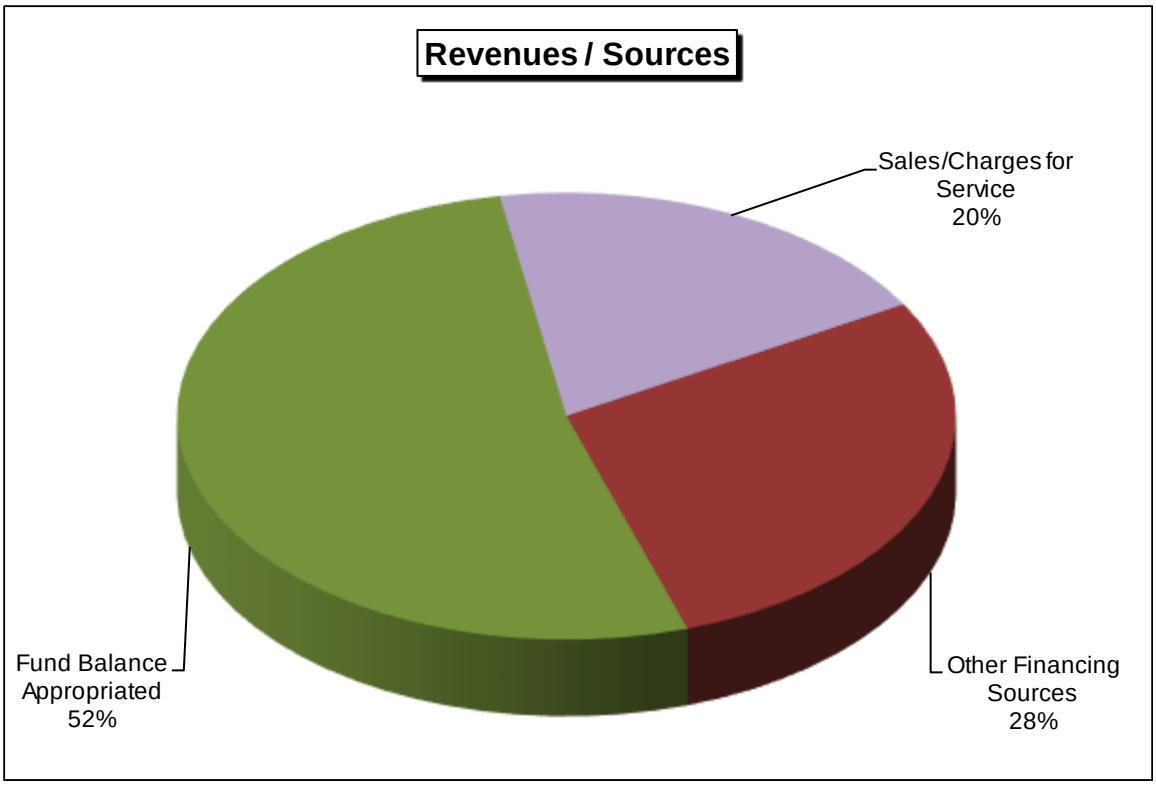
COUNCIL GOALS

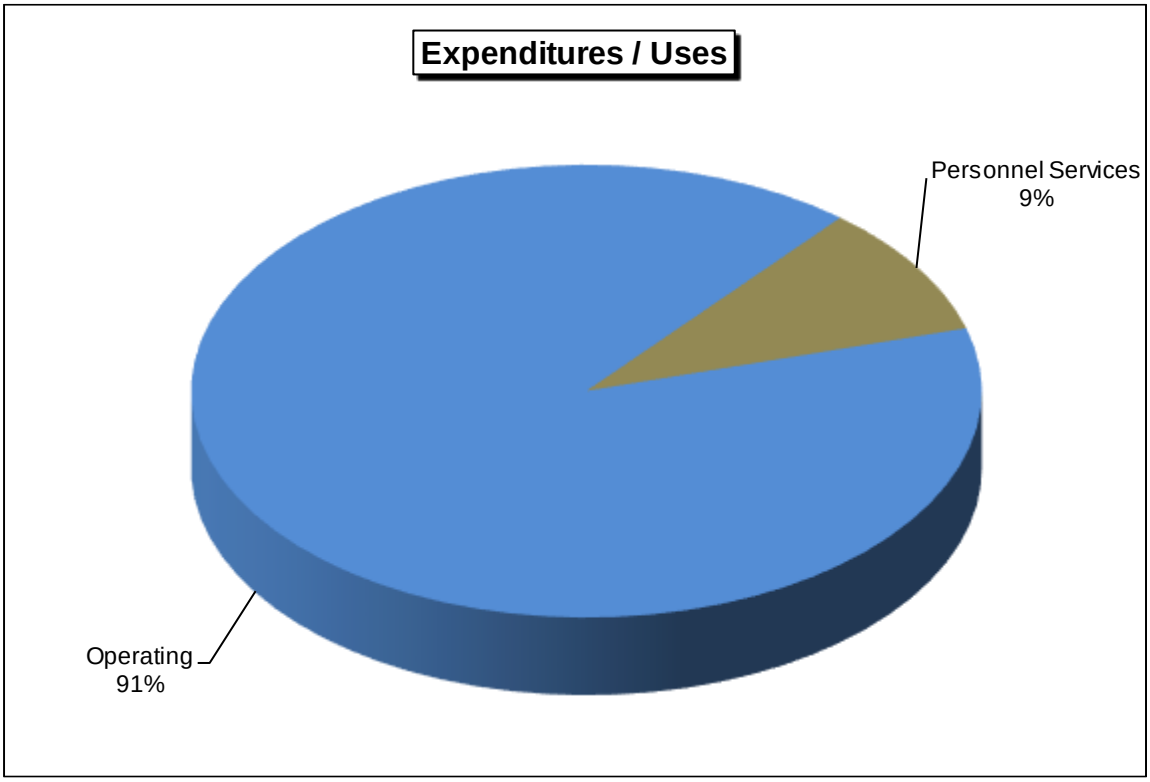
Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. Promote Corporate/Industrial Park to attract businesses that will create jobs	1,2,3,7
2. Create an attitude of intolerance for drugs (Sheriff's drug surveillance plane operates from facility)	1,2,3,4,5,6,7
3. Promote intergovernmental cooperation (Sheriff's plane and UNC Hospital's plane uses airport)	1,2,3,4,5,6,7
4. Encourage public and private partnerships (City contracts with private firms to operate facility and lease ground space to hangar owners)	1,2,3,4,5,6,7
5. Expand facilities to allow access by larger aircraft	2,3,7

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues, Other Sources, and Fund Balance				
Sales/Charges for Services	$ 30,741	$ 37,650	$ 33,510	$ 37,650
Miscellaneous Income	970	0	5,500	0
Investment Income	2,628	0	8,500	0
Interfund Transfers In	54,880	699,000	699,000	54,880
Fund Balance Appropriated	0	23,860	0	101,340
TOTAL	$ 89,219	$ 760,510	$ 746,510	$ 193,870
Expenditures and Other Uses				
Industrial Air Center	$ 274,837	$ 760,510	$ 690,030	$ 193,870
TOTAL	$ 274,837	$ 760,510	$ 690,030	$ 193,870


Revenues / Sources
Sales/Charges for Service 20%
Other Financing Sources 28%
Fund Balance Appropriated 52%


Expenditures / Uses
Personnel Services 9%
Operating 91%

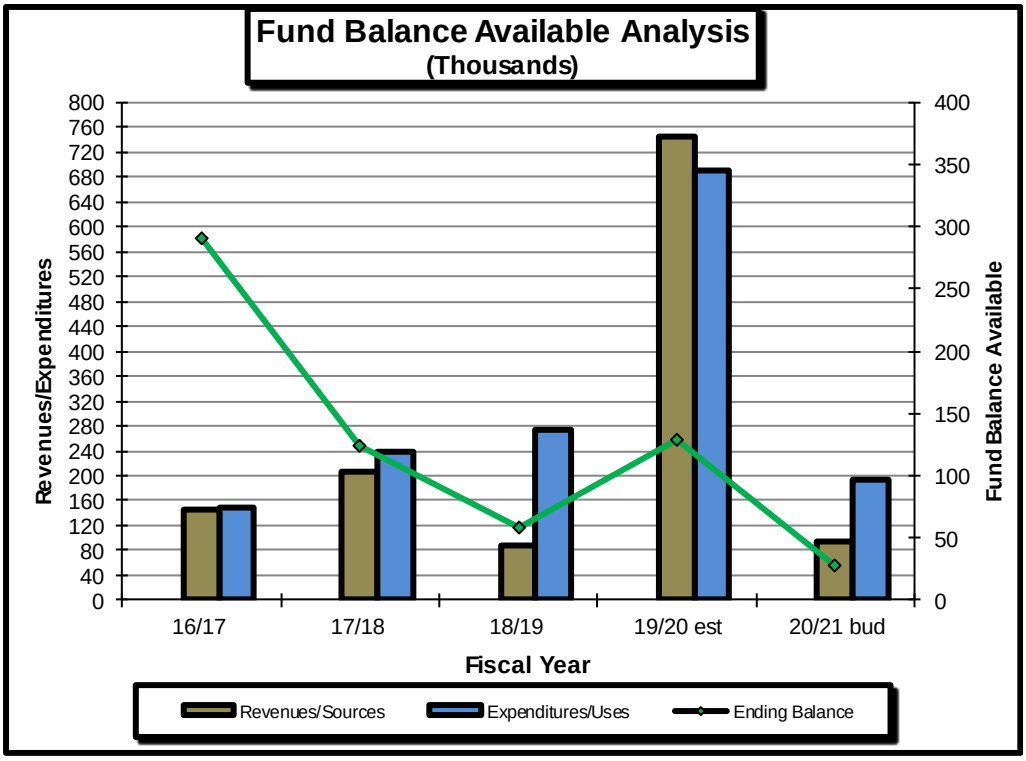
ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
SALES/CHARGES FOR SERVICES				
Airport Rental Income	$ 30,741	$ 37,650	$ 33,510	$ 37,650
MISCELLANEOUS INCOME	970	0	5,500	0
INVESTMENT INCOME	2,628	0	8,500	0
INTERFUND TRANSFERS IN				
Transfer from General Fund	54,880	699,000	699,000	54,880
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated				
(Unassigned)	0	10,100	0	101,340
Encumbrance Balance	0	13,760	0	0
Sub-Total	0	23,860	0	101,340
Total	$ 89,219	$ 760,510	$ 746,510	$ 193,870

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.

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Industrial Air Center				
Personnel Services	$ 23,607	$ 24,970	$ 21,260	$ 18,250
Operating Expenses	123,330	190,540	123,770	175,620
Capital Outlay	127,900	545,000	545,000	0
Grand Total	$ 274,837	$ 760,510	$ 690,030	$ 193,870

ITEM	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Revenues/Other Financing Sources	$ 89,219	$ 736,650	$ 746,510	$ 92,530
Expenditures/Other Financing Uses	274,837	760,510	690,030	193,870
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	$ (185,618)	$ (23,860)	$ 56,480	$ (101,340)
Fund Balance Appropriated	$ 254,989	$ 23,860	$ 23,860	$ 101,340
Fund Balance - Beginning of Year	$ 123,586	$ 58,402	$ 58,402	$ 128,642
Increase (Decrease)	(65,184)	(10,100)	* 70,240	* (101,340)
Fund Balance - End of Year	$ 58,402	$ 48,302	$ 128,642	$ 27,302

* Excludes Encumbrances Reappropriated in the amount of $ 13,760



EXPENDITURE SUMMARY:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 23,607	$ 24,970	$ 21,260	$ 18,250
Operating Expenses	123,330	190,540	123,770	175,620
Capital Outlay	127,900	545,000	545,000	0
TOTAL	$ 274,837	$ 760,510	$ 690,030	$ 193,870

Industrial Air Center (5601)

Redistribution Notes:

Position Title:	From:	To:	Percent:
Assistant 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			

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:

	2018-19 Actual	2019-20 Budget	2019-20 Estimated	2020-21 Budget
Personnel Services	$ 23,607	$ 24,970	$ 21,260	$ 18,250
Operating Expenses	123,330	190,540	123,770	175,620
Capital Outlay	127,900	545,000	545,000	0
TOTAL	$ 274,837	$ 760,510	$ 690,030	$ 193,870

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Gallons of aviation fuel dispensed	31,909	32,000	33,500
Non-grant revenue (rent, logging, etc.)	$31,951	$42,000	$43,500

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INTERNAL SERVICE FUND

GROUP INSURANCE BENEFITS
RISK SERVICES
OPERATIONS CENTER

Group Insurance Benefits accounts for the limited risk self-insurance for health, dental, vision, and life insurance benefits provided to the employees and dependents of the various departments of the City.

Risk Services accounts for the limited risk self-insurance retention program for workers' compensation, general, automobile, police, and public officials' liability and physical damage risk of the City. It also provides a sound risk sharing mechanism through effective safety, risk management programs and high quality administrative services to stabilize the cost of risk for the City of Wilson. It provides Safety and Health training programs to ensure a safe work environment for City employees and also administrates an Employee Assistance Program, in addition to an Employee Health/Wellness Program.

Operations Center accounts for costs of operating and maintaining the Operations Center, which is used by departments of several funds.

INTERNAL SERVICE FUND

COUNCIL GOALS

Building a Better Wilson 1	Economic Development 2	Infrastructure 3	Homes and Neighborhoods 4	Downtown 5	Recreation and Parks 6	Community Involvement 7

DEPARTMENTAL GOALS FOR FISCAL YEAR

Department Goals and Initiatives	Link to Council Goals
1. Manage City's self-insured Risk Services program	1,3,4,7
2. Federal law, industry, and environmental compliance	1,3,4,7
3. Case management	1,3,4,7
4. Coordinate occupational health nursing and screening	1,3,4,7
5. Train/monitor employees regarding safety rules, regulations, policies, and procedures	1,3,4,7
6. Maintain and coordinate safety, security and access controls for the City	1,3,4,7
7. Manage the City Wellness Program	1,2
8. Manage the EAP Program	1,2

FINANCIAL PLAN:

	2018-19 Actual	2019-20 Plan	2019-20 Estimated	2020-21 Plan
Revenues, Other Sources, and Fund Balance				
Sales/Charges for Services	$ 13,173,362	$ 14,579,050	$ 14,574,880	$ 15,112,880
Miscellaneous Income	887	0	450	0
Investment Income	158,226	0	154,180	0
TOTAL	$ 13,332,475	$ 14,579,050	$ 14,729,510	$ 15,112,880
Expenditures and Other Uses				
Health Claims and Insurance	$ 11,905,590	$ 12,902,000	$ 12,950,180	$ 13,427,920
Dental Claims	426,973	520,600	500,000	520,600
Vision Claims	71,421	78,850	75,860	85,410
Medicare Supplement Insurance	833,335	970,000	900,180	970,000
Life Insurance	104,728	107,600	89,650	108,950
TOTAL	$ 13,342,047	$ 14,579,050	$ 14,515,870	$ 15,112,880

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.

FINANCIAL PLAN:

	2018-19 Actual	2019-20 Plan	2019-20 Estimated	2020-21 Plan
Revenues, Other Sources, and Fund Balance				
Sales/Charges for Services	$ 3,167,060	$ 3,226,030	$ 3,226,030	$ 3,311,100
Miscellaneous Income	71,262	0	90,770	0
Investment Income	123,324	0	115,000	0
Fund Balance Appropriated	0	958,815	0	0
TOTAL	$ 3,361,646	$ 4,184,845	$ 3,431,800	$ 3,311,100
Expenditures and Other Uses				
Risk Services	$ 2,460,362	$ 4,184,845	$ 4,043,422	$ 3,311,100
TOTAL	$ 2,460,362	$ 4,184,845	$ 4,043,422	$ 3,311,100

Class Title	Salary Range	2018-19 Authorized	2019-20 Authorized	2020-21 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:

	2018-19 Actual	2019-20 Plan	2019-20 Estimated	2020-21 Plan
Personnel Services	$ 242,895	$ 262,270	$ 255,150	$ 269,750
Operating Expenses	2,217,467	3,922,575	3,697,692	3,041,350
Capital Outlay	0	0	90,580	0
TOTAL	$ 2,460,362	$ 4,184,845	$ 4,043,422	$ 3,311,100

PERFORMANCE INDICATORS:

Outputs	2018-19 Actual	2019-20 Estimated	2020-21 Goal
Total cost of insurance coverage – 12 month period	$663,016	$693,442	$725,000
Comply with Safety Regulations	100%	100%	100%

FINANCIAL PLAN:

	2018-19 Actual	2019-20 Plan	2019-20 Estimated	2020-21 Plan
Revenues, Other Sources, and Fund Balance				
Sales/Charges for Services	$ 1,123,405	$ 1,172,080	$ 1,172,080	$ 1,046,910
Miscellaneous Income	14	0	0	0
Investment Income	37,009	0	35,000	0
Fund Balance Appropriated	0	1,101,378	0	0
TOTAL	$ 1,160,428	$ 2,273,458	$ 1,207,080	$ 1,046,910
Expenditures and Other Uses				
Operations	$ 440,259	$ 433,516	$ 422,000	$ 663,700
Capital Outlay	330,459	1,457,712	1,457,710	0
Debt Service	383,687	382,230	382,227	383,210
TOTAL	$ 1,154,405	$ 2,273,458	$ 2,261,937	$ 1,046,910

CAPITAL PROJECTS

The Fiscal Year 2020-2021 Annual Operating Budget includes capital outlay expenditures of $ 11,870,130 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 or 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 project budget is $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 has a current budget of $200,000 and an additional $200,000 is included in the proposed FY 2021 budget. 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, current budget of $375,000 and an additional $100,000 is included in the proposed FY 2021 budget, 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 has budgeted funds for the Fleming Stadium II Repairs project in the amount of $30,000 in FY 2020 and an additional $50,000 is included in the proposed FY 2021 budget. The purpose is for grandstand major renovations.

Work has begun on Toisnot Park Renovations. The project is allocated at $100,000. The renovations will include an entrance area, parking improvements, a renovated skate park, playgrounds, and better use of natural areas.

The City is working on getting donations for the Miracle Field project, which will provide a baseball field for handicapped participants.

The City is working on the replacement of the rail station canopy located at the rail tracks.

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 and FY 2020 are budgeted and an additional $575,000 is included in the FY 2021 budget.

The EPA Brownfields Program awarded Wilson and its coalition partner, Greenville, $1,450,000 in revolving loan fund grants. $825,000 is for hazardous substances and $625,000 for petroleum cleanup. The grant funds 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 petroleum cleanup of a City owned property: 6432 Ward Blvd. In addition to the remediation at 6432 Ward Blvd, the City's project will include loan repayment to the EPA Brownfields' revolving loan. Last year, the City received a loan from the EPA Brownfields' revolving loan fund for help with the hazardous cleanup 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.

Other projects underway 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 proposing in the FY 2021 budget an amount of $100,000 for the Contentnea Creek Blueway Construction project. The first step will be adding a kayak launch.

The City is redesigning 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 $330,000 for the building renovation.

DOWNTOWN DEVELOPMENT PROJECTS

The City continues funding of various economic development projects throughout the downtown area. The Economic Community Investment – Downtown Building Revitalization project is in progress 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 ($199,660), the Wilson County Tourism Authority ($100,000) 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 are funded mainly through debt ($78.7 million).

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 has begun.

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 is underway.

The Hominy Creek Turboblower 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.

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 42-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 59 years old and Toisnot basin walls are 81 years old and in need of repairs. The filter rebuilding projects are complete. The basin renovation construction is expected to be complete this year.

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.

The Programmable Logic Controllers (PLC) Upgrade of Wastewater Treatment SCADA will replace all existing programmable logic controllers used to control wastewater treatment plant SCADA.

STORMWATER PROJECTS

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, 2020
General	
Lake Wilson Park Improvements - Phase II	891,750
Wiggins Mill Park Improvements	400,000
City-Wide Greenway System	475,000
Fleming Stadium II Repairs	80,000
Toisnot Park Renovations	100,000
Miracle Field	800,000
Rail Station Canopy Replacement	154,970
2019 Public Street Maintenance and Construction	716,885
2020 Public Street Maintenance and Construction	575,000
2021 Public Street Maintenance and Construction	575,000
Brownfields EPA Cleanup Revolving Loan Grant (RLV)	2,840,000
Arts Council Relocation and Renovation	1,197,100
Cherry Hotel	1,430,000
Contentnea Creek Blueway Construction and Kayak Launch	100,000
Centre Brick Parking Lot Re-design and Improvements	1,985,000
GigEast Exchange Building Renovation	1,430,000
Downtown Development	
Economic Community Investment - Downtown Building Revitalization	1,615,000
Wayfinding Signage - USDA	637,230

SUMMARY OF CAPITAL PROJECTS BY FUND

	As Budgeted June 30, 2020
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 Turboblower 3 and 4	1,900,000
Influent Pump Station Bar Screen & Flood Protection	1,449,000
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
PLC Upgrade of Wastewater Treatment SCADA	650,000
Water Resources Capital Reserve Fund	350,000
Stormwater	
Hominy Greenway and Water Quality Park	300,000
Electric	
301 Infrastructure/Corridor Improvements Capital Project	155,000

LAKE WILSON PARK IMPROVEMENTS – PHASE II — PROJECT PK0073

Parking, gates and landscaping renovations are to improve and update Lake Wilson Park.

	Project Authorization		Actual		
	FY 2020 Current	FY 2020 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Investment Income	$	$	$ 1,997	$ 7,208	$ 9,205
Transfer from General Fund	891,750	891,750	445,880	445,870	891,750
Total	$ 891,750	$ 891,750	$ 447,877	$ 453,078	$ 900,955
EXPENDITURES					
Engineering	$ 30,000	$ 104,620	$ 4,615	$ 100,000	$ 104,615
Construction	861,750	467,130	56,742	360,000	416,742
Land Improvements		320,000		320,000	320,000
Total	$ 891,750	$ 891,750	$ 61,357	$ 780,000	$ 841,357

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.

	Project Authorization		Actual		
	FY 2020 Current	FY 2021 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Investment Income	$	$	$ 1,221	$ 2,614	$ 3,835
Transfer from General Fund	200,000	400,000	200,000		200,000
Total	$ 200,000	$ 400,000	$ 201,221	$ 2,614	$ 203,835
EXPENDITURES					
Engineering	$ 60,000	$ 60,000	$ 9,450	$ 50,000	$ 59,450
Construction	140,000	340,000	4,535	60,000	64,535
Total	$ 200,000	$ 400,000	$ 13,985	$ 110,000	$ 123,985

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.

	Project Authorization		Actual		
	FY 2020 Current	FY 2021 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Investment Income	$	$	$ 345	$ 455	$ 800
Grant Income	100,000	100,000	100,000		100,000
Transfer from General Fund	250,000	350,000	150,000	100,000	250,000
Contributions	25,000	25,000	25,000		25,000
Total	$ 375,000	$ 475,000	$ 275,345	$ 100,455	$ 375,800
EXPENDITURES					
Engineering	$ 165,000	$ 165,000	$ 63,496	$ 10,000	$ 73,496
Construction	210,000	310,000	45,716	200,000	245,716
Total	$ 375,000	$ 475,000	$ 109,212	$ 210,000	$ 319,212

FLEMING STADIUM II REPAIRS — PROJECT RE0043

The project is for Fleming Stadium grandstand major renovations.

	Project Authorization		Actual		
	FY 2020 Current	FY 2021 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Transfer from General Fund	$ 30,000	$ 80,000	$	$ 30,000	$ 30,000
Total	$ 30,000	$ 80,000	$	$ 30,000	$ 30,000
EXPENDITURES					
Construction	$ 30,000	$ 80,000	$	$ 30,000	$ 30,000
Total	$ 30,000	$ 80,000	$	$ 30,000	$ 30,000

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.

	Project Authorization FY 2020	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: Total to Date Estimated
REVENUES				
Transfer from General Fund	$ 100,000	$	$ 100,000	$ 100,000
Investment Income			1,200	1,200
Total	$ 100,000	$	$ 101,200	$ 101,200
EXPENDITURES				
Engineering	$ 25,000	$	$ 20,000	$ 20,000
Construction	75,000		25,000	25,000
Total	$ 100,000	$	$ 45,000	$ 45,000

MIRACLE FIELD — PROJECT PK0097

The project is to raise funds for a baseball field for handicapped participants.

	Project Authorization FY 2020 Current	Project Authorization FY 2020 Proposed	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: Total to Date Estimated
REVENUES					
Contributions	$	$ 800,000	$	$	$
Total	$	$ 800,000	$	$	$
EXPENDITURES					
Construction	$	$ 800,000	$	$	$
Total	$	$ 800,000	$	$	$

RAIL STATION CANOPY REPLACEMENT — PROJECT PS0006

The cost of replacing the canopy at the rail station.

	Project Authorization FY 2020	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: Total to Date Estimated
REVENUES				
Transfer from General Fund	$ 147,500	$ 147,500	$	$ 147,500
Investment Income	7,470	8,544	2,260	10,804
Total	$ 154,970	$ 156,044	$ 2,260	$ 158,304
EXPENDITURES				
Engineering	$ 20,000	$	$	$
Construction	134,970			
Total	$ 154,970	$	$	$

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.

	Project Authorization FY 2020	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: 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	141,886		141,886
Investment Income		3,081	9,519	12,600
Total	$ 716,885	$ 719,967	$ 9,519	$ 729,486
EXPENDITURES				
Infrastructure Improvement/Maintenance	$ 716,885	$	$ 420,000	$ 420,000
Total	$ 716,885	$	$ 420,000	$ 420,000

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.

	Project Authorization FY 2020	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: Total to Date Estimated
REVENUES				
Transfer from General Fund	$ 575,000	$	$ 575,000	$ 575,000
Investment Income			6,300	6,300
Total	$ 575,000	$	$ 581,300	$ 581,300
EXPENDITURES				
Infrastructure Improvement/Maintenance	$ 575,000	$	$ 400,000	$ 400,000
Total	$ 575,000	$	$ 400,000	$ 400,000

2021 PUBLIC STREET MAINTENANCE AND CONSTRUCTION — PROJECT PS0030

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.

	Project Authorization FY 2020 Current	Project Authorization FY 2021 Proposed	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: Total to Date Estimated
REVENUES					
Transfer from General Fund	$	$ 575,000	$	$	$
Total	$	$ 575,000	$	$	$
EXPENDITURES					
Infrastructure Improvement/ Maintenance	$	$ 575,000	$	$	$
Total	$	$ 575,000	$	$	$

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.

	Project Authorization		Actual		
	FY 2020 Current	FY 2020 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Loan Repayments	$ 790,310	$ 1,100,000	$ 672,342	$ 130,606	$ 802,948
Environmental Protection Agency Grant	1,000,000	1,450,000	663,303	164,370	827,673
Investment Income			4,229	5,686	9,915
Transfer from General Fund	200,000	290,000	200,000	90,000	290,000
Total	$ 1,990,310	$ 2,840,000	$ 1,539,874	$ 390,662	$ 1,930,536
EXPENDITURES					
Administration	$ 200,000	$ 290,000	$ 197,498	$ 40,000	$ 237,498
Use of Loan Repayments	790,310	1,100,000	237,082		237,082
Loans - Hazardous	600,000	825,000	600,000		600,000
Loans - Petroleum	400,000	625,000	63,412	230,000	293,412
Total	$ 1,990,310	$ 2,840,000	$ 1,097,992	$ 270,000	$ 1,367,992

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.

	Project Authorization		Actual		
	FY 2020 Current	FY 2020 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Transfer from General Fund	$ 1,185,000	$ 1,185,000	$ 635,000	$ 300,000	$ 935,000
Contributions		12,100		12,098	12,098
Investment Income			338	3,362	3,700
Total	$ 1,185,000	$ 1,197,100	$ 635,338	$ 315,460	$ 950,798
EXPENDITURES					
Relocation & Structure Renovation	$ 1,185,000	$ 1,197,100	$ 634,527	$ 300,000	$ 934,527
Total	$ 1,185,000	$ 1,197,100	$ 634,527	$ 300,000	$ 934,527

CHERRY HOTEL — PROJECT GG1033

The project is for loan repayment, parking lot, and infrastructure improvements.

	Project Authorization FY 2020 Current	Project Authorization FY 2021 Proposed	Actual Prior Years	Actual 2019-20 Estimated	Actual Total to Date Estimated
REVENUES					
Transfer from General Fund	$ 930,000	$ 1,430,000	$ 930,000	$	$ 930,000
Investment Income			1,460	3,340	4,800
Total	$ 930,000	$ 1,430,000	$ 931,460	$ 3,340	$ 934,800
EXPENDITURES					
Remediation and Cleanup	$ 780,000	$ 780,000	$ 662,038	$	$ 662,038
Construction		500,000			
Parking Lot Improvements	150,000	150,000		150,000	150,000
Total	$ 930,000	$ 1,430,000	$ 662,038	$ 150,000	$ 812,038

CONTENTNEA CREEK BLUEWAY CONSTRUCTION AND KAYAK LAUNCH — PROJECT PK0099

This project is the beginning of the Contentnea Creek Blueway construction. The first step will be adding a kayak launch.

	Project Authorization FY 2020 Current	Project Authorization FY 2021 Proposed	Actual Prior Years	Actual 2019-20 Estimated	Actual Total to Date Estimated
REVENUES					
Transfer from General Fund	$	$ 100,000	$	$	$
Total	$	$ 100,000	$	$	$
EXPENDITURES					
Construction	$	$ 100,000	$	$	$
Total	$	$ 100,000	$	$	$

CENTRE BRICK PARKING LOT RE-DESIGN AND IMPROVEMENTS — PROJECT PT0008

The project is to redesign a parking lot with 131 parking spaces near Whirligig Park.

	Project Authorization FY 2020 Current	Project Authorization FY 2020 Proposed	Actual Prior Years	Actual 2019-20 Estimated	Actual Total to Date Estimated
REVENUES					
Transfer from General Fund	$ 500,000	$ 1,228,000	$ 500,000	$ 728,000	$ 1,228,000
Transfer from Stormwater Fund		750,000		750,000	750,000
Investment Income		7,000	469	6,331	6,800
Total	$ 500,000	$ 1,985,000	$ 500,469	$ 1,484,331	$ 1,984,800
EXPENDITURES					
Parking Lot Re-design	$ 490,000	$ 1,906,000	$	$ 1,906,000	$ 1,906,000
Engineering	10,000	29,000		29,000	29,000
Contingency		50,000			
Total	$ 500,000	$ 1,985,000	$	$ 1,935,000	$ 1,935,000

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.

	Project Authorization FY 2020	Actual Prior Years	Actual 2019-20 Estimated	Actual Total to Date Estimated
REVENUES				
Contributions - Golden Leaf	$ 1,100,000	$ 97,353	$ 950,000	$ 1,047,353
Investment Income		72	1,650	1,722
Transfer from General Fund	330,000	100,000	230,000	330,000
Total	$ 1,430,000	$ 197,425	$ 1,181,650	$ 1,379,075
EXPENDITURES				
Renovation of Building	$ 1,430,000	$ 97,353	$ 950,000	$ 1,047,353
Total	$ 1,430,000	$ 97,353	$ 950,000	$ 1,047,353

ECONOMIC COMMUNITY INVESTMENT
DOWNTOWN BUILDING REVITALIZATION — PROJECT DD0025

The continuation of projects and efforts to redevelop and rehabilitate structures in the downtown area

	Project Authorization FY 2020 Current	Project Authorization FY 2021 Proposed	Actual Prior Years	Actual 2019-20 Estimated	Actual Total to Date Estimated
REVENUES					
Transfer from Electric Fund	$ 1,350,000	$ 1,600,000	$ 1,100,000	$ 250,000	$ 1,350,000
Investment Income	15,000	15,000	9,960	5,040	15,000
Total	$ 1,365,000	$ 1,615,000	$ 1,109,960	$ 255,040	$ 1,365,000
EXPENDITURES					
Administrative/Operating	$ 50,000	$ 50,000	$	$	$
Project Incentives	585,000	710,000	328,514	30,000	358,514
Construction	315,000	315,000	99,719	40,000	139,719
Structure Renovation and Rehabilitation	400,000	525,000	112,034	390,000	502,034
Downtown Redevelopment Incentive Grant	15,000	15,000	5,618	2,900	8,518
Total	$ 1,365,000	$ 1,615,000	$ 545,885	$ 462,900	$ 1,008,785

WAYFINDING SIGNAGE - USDA — PROJECT DD0007

Install citywide wayfinding system, including welcome signs, major attraction signs, district signs, and pedestrian signs.

	Project Authorization FY 2020 Current	Project Authorization FY 2020 Proposed	Actual Prior Years	Actual 2019-20 Estimated	Actual Total to Date Estimated
REVENUES					
Wilson County Tourism Authority	$ 50,000	$ 100,000	$ 50,000	$ 50,000	$ 100,000
USDA Rural - Business Financial Agreement	199,660	199,660	24,000	175,660	199,660
Investment Income			825	5,075	5,900
Transfer from General Fund	337,570	337,570	337,570		337,570
Total	$ 587,230	$ 637,230	$ 412,395	$ 230,735	$ 643,130
EXPENDITURES					
Architectural	$ 37,500	$ 67,750	$ 24,000	$ 50,000	$ 74,000
Engineering	130,000	149,750			
Construction	419,730	419,730		392,000	392,000
Total	$ 587,230	$ 637,230	$ 24,000	$ 442,000	$ 466,000

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.

	Project Authorization FY 2020 Current	Project Authorization FY 2020 Proposed	Actual Prior Years	Actual 2019-20 Estimated	Actual Total to Date Estimated
REVENUES					
Investment Income	$	$ 56,060	$ 3,141	$ 37,359	$ 40,500
Transfer from Water Resources Fund	9,900,000	7,420,000	300,000	2,000,000	2,300,000
Residual Equity Transfer		2,423,940		2,423,943	2,423,943
Total	$ 9,900,000	$ 9,900,000	$ 303,141	$ 4,461,302	$ 4,764,443
EXPENDITURES					
Engineering	$ 300,000	$ 1,800,000	$	$ 1,757,700	$ 1,757,700
Construction	9,600,000	8,100,000		1,530,000	1,530,000
Total	$ 9,900,000	$ 9,900,000	$	$ 3,287,700	$ 3,287,700

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.

	Project Authorization FY 2020	Actual Prior Years	Actual 2019-20 Estimated	Actual Total to Date Estimated
REVENUES				
Investment Income	$	$ 7,766	$ 18,234	$ 26,000
Transfer from Water Resources Fund	3,270,000	1,400,000	1,870,000	3,270,000
Total	$ 3,270,000	$ 1,407,766	$ 1,888,234	$ 3,296,000
EXPENDITURES				
Engineering	$ 469,000	$ 52,784	$ 190,000	$ 242,784
Construction	2,801,000		2,769,000	2,769,000
Total	$ 3,270,000	$ 52,784	$ 2,959,000	$ 3,011,784

HOMINY CREEK TURBOBLOWER 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.

	Project Authorization		Actual		
	FY 2020 Current	FY 2021 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Investment Income	$	$	$ 204	$ 4,746	$ 4,950
Transfer from Water Resources Fund	1,400,000	1,900,000	200,000	200,000	400,000
Total	$ 1,400,000	$ 1,900,000	$ 200,204	$ 204,746	$ 404,950
EXPENDITURES					
Engineering	$ 200,000	$ 300,000	$	$ 165,000	$ 165,000
Construction	1,200,000	1,600,000		200,000	200,000
Total	$ 1,400,000	$ 1,900,000	$	$ 365,000	$ 365,000

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.

	Project Authorization		Actual		
	FY 2020 Current	FY 2021 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Investment Income	$	$	$	$ 6,500	$ 6,500
Transfer from Water Resources Fund	1,049,000	1,449,000		649,000	649,000
Total	$ 1,049,000	$ 1,449,000	$	$ 655,500	$ 655,500
EXPENDITURES					
Engineering	$ 100,000	$ 100,000	$	$ 20,000	$ 20,000
Construction	949,000	1,349,000			
Total	$ 1,049,000	$ 1,449,000	$	$ 20,000	$ 20,000

LONGVIEW AND STANTONSBURG PUMP STATION UPGRADE — PROJECT WM0144

Replacing existing pumps, drives and motors to improve reliability of service at Longview and Stantonsburg Pump Stations.

	Project Authorization FY 2020	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: Total to Date Estimated
REVENUES				
Investment Income	$	$ 25,119	$ 33,881	$ 59,000
Transfer from Water Resources Fund	2,869,000	669,000	1,600,000	2,269,000
Transfer from Water Resources Capital Reserve Fund	2,300,000	1,500,000	800,000	2,300,000
Total	$ 5,169,000	$ 2,194,119	$ 2,433,881	$ 4,628,000
EXPENDITURES				
Engineering	$ 300,000	$	$ 206,630	$ 206,630
Construction	4,869,000	482,380	1,134,620	1,617,000
Total	$ 5,169,000	$ 482,380	$ 1,341,250	$ 1,823,630

BASIN RENOVATION, FILTER REBUILD WIGGINS MILL AND TOISNOT — PROJECT WP0090

Renovating basin walls and rebuilding filters due to deterioration and age.

	Project Authorization FY 2020	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: Total to Date Estimated
REVENUES				
Transfer from Water Resources Fund	$ 2,280,000	$ 2,280,000	$	$ 2,280,000
Investment Income		13,805	8,195	22,000
Total	$ 2,280,000	$ 2,293,805	$ 8,195	$ 2,302,000
EXPENDITURES				
Construction	$ 2,280,000	$ 1,166,519	$ 1,080,000	$ 2,246,519
Total	$ 2,280,000	$ 1,166,519	$ 1,080,000	$ 2,246,519

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.

	Project Authorization FY 2020	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: Total to Date Estimated
REVENUES				
Investment Income	$	$ 1,767	$ 1,233	$ 3,000
Transfer from Water Resources Fund	419,000	419,000		419,000
Total	$ 419,000	$ 420,767	$ 1,233	$ 422,000
EXPENDITURES				
Engineering	$ 39,000	$ 7,030	$ 4,000	$ 11,030
Construction	380,000	308,235	5,000	313,235
Total	$ 419,000	$ 315,265	$ 9,000	$ 324,265

PLC UPGRADE OF WASTEWATER TREATMENT SCADA — PROJECT WP0349

Replace all existing programmable logic controllers (PLC) used to control wastewater treatment plant SCADA. Existing programmable logic controllers are becoming outdated and will soon be incompatible with SCADA software upgrades.

	Project Authorization: FY 2020 Current	Project Authorization: FY 2021 Proposed	Actual: Prior Years	Actual: 2019-20 Estimated	Actual: Total to Date Estimated
REVENUES					
Transfer from Water Resources Fund	$	$ 300,000	$	$	$
Transfer from Water Resources Capital Reserve Fund		350,000			
Total	$	$ 650,000	$	$	$
EXPENDITURES					
Construction	$	$ 650,000	$	$	$
Total	$	$ 650,000	$	$	$

WATER RESOURCES CAPITAL RESERVE FUND

	2020-21 Budget
REVENUES	
Fund Balance Appropriated	$ 350,000
Total	$ 350,000
EXPENDITURES	
Transfer to Programmable Logic Controllers (PLC) Upgrade of Wastewater Treatment Plant SCADA Capital Project Fund	$ 350,000
Total	$ 350,000

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.

	Project Authorization		Actual		
	FY 2020 Current	FY 2020 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Transfer from Stormwater Fund	$ 150,000	$ 150,000	$	$ 150,000	$ 150,000
Grant Proceeds		150,000			
Total	$ 150,000	$ 300,000	$	$ 150,000	$ 150,000
EXPENDITURES					
Engineering	$ 150,000	$ 300,000	$	$ 45,000	$ 45,000
Total	$ 150,000	$ 300,000	$	$ 45,000	$ 45,000

301 INFRASTRUCTURE/CORRIDOR IMPROVEMENTS — PROJECT ED0371

The economic development and improvement of the 301 Corridor.

	Project Authorization		Actual		
	FY 2020 Current	FY 2021 Proposed	Prior Years	2019-20 Estimated	Total to Date Estimated
REVENUES					
Transfer from Electric Fund	$ 124,000	$ 155,000	$ 93,000	$ 31,000	$ 124,000
Investment Income			1,079	1,421	2,500
Total	$ 124,000	$ 155,000	$ 94,079	$ 32,421	$ 126,500
EXPENDITURES					
Project Development	$ 124,000	$ 155,000	$	$	$
Total	$ 124,000	$ 155,000	$	$	$

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LONG RANGE
CAPITAL PLANNING
(CIP)

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Multi-Year Long-Term Financial Forecasting

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

	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenues						
Property Taxes	$ 23,894,280	$ 25,648,366	$ 26,161,333	$ 26,684,560	$ 27,218,251	$ 27,762,616
Other Taxes	8,130,250	8,292,855	8,458,712	8,627,886	8,800,444	8,976,453
Intergovernmental	6,219,080	6,312,366	6,407,051	6,503,157	6,600,704	6,699,715
Sales/Charges for Services	6,515,740	6,613,476	6,712,678	6,813,368	6,915,569	7,019,303
Licenses, Permits, etc.	1,192,660	1,210,550	1,228,708	1,247,139	1,265,846	1,284,834
Miscellaneous Income	172,940	175,534	178,167	180,840	183,553	186,306
Investment Income	210,000	213,150	216,347	219,592	222,886	226,229
Interfund Transfers In	3,573,790	3,642,813	3,679,409	3,621,467	3,657,201	3,694,382
Fund Balance Appropriated	6,047,230	2,489,140	2,111,407	1,855,007	1,456,279	1,044,510
Total Revenues	**$ 55,955,970**	**$ 54,598,250**	**$ 55,153,812**	**$ 55,753,016**	**$ 56,320,733**	**$ 56,894,348**
Appropriations						
Personnel Services	$ 44,242,450	$ 44,795,481	$ 45,355,425	$ 45,922,368	$ 46,496,398	$ 47,077,603
Operating Expenses	23,033,640	23,263,976	23,497,113	23,732,588	23,970,427	24,210,652
Recovered Costs	(15,565,800)	(15,799,287)	(16,036,276)	(16,276,820)	(16,520,972)	(16,768,787)
Capital Outlay	1,404,630	1,000,000	1,000,000	1,200,000	1,200,000	1,200,000
Debt Service	351,170	163,200	162,670			
Transfers to Other Funds	2,489,880	1,174,880	1,174,880	1,174,880	1,174,880	1,174,880
Total Appropriations	**$ 55,955,970**	**$ 54,598,250**	**$ 55,153,812**	**$ 55,753,016**	**$ 56,320,733**	**$ 56,894,348**

GENERAL FUND ASSUMPTIONS

Revenue Assumptions

FY2022 - FY2026

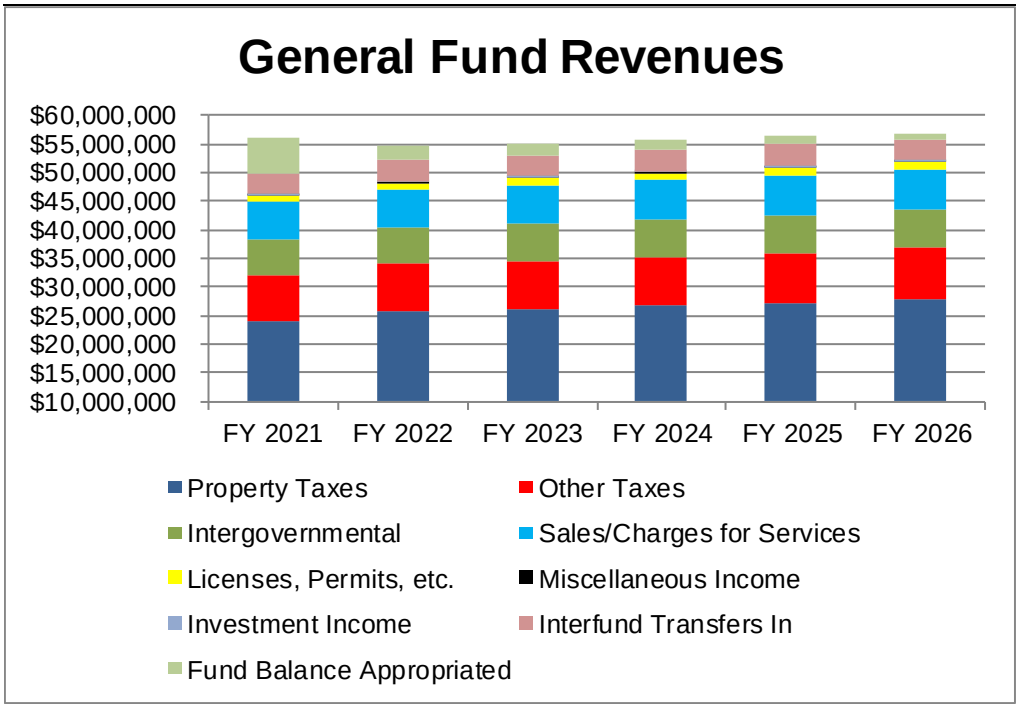
*Property Tax Base - Projected to grow at average 2.0% annually overall. (Includes 3.0 cent tax increase in 2022).
*Other taxes (sales taxes) are projected at 2% growth annually.
*Intergovernmental is projected at 1.5% growth annually.
*Sales/charges for services, Licenses and permits, Miscellaneous 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.

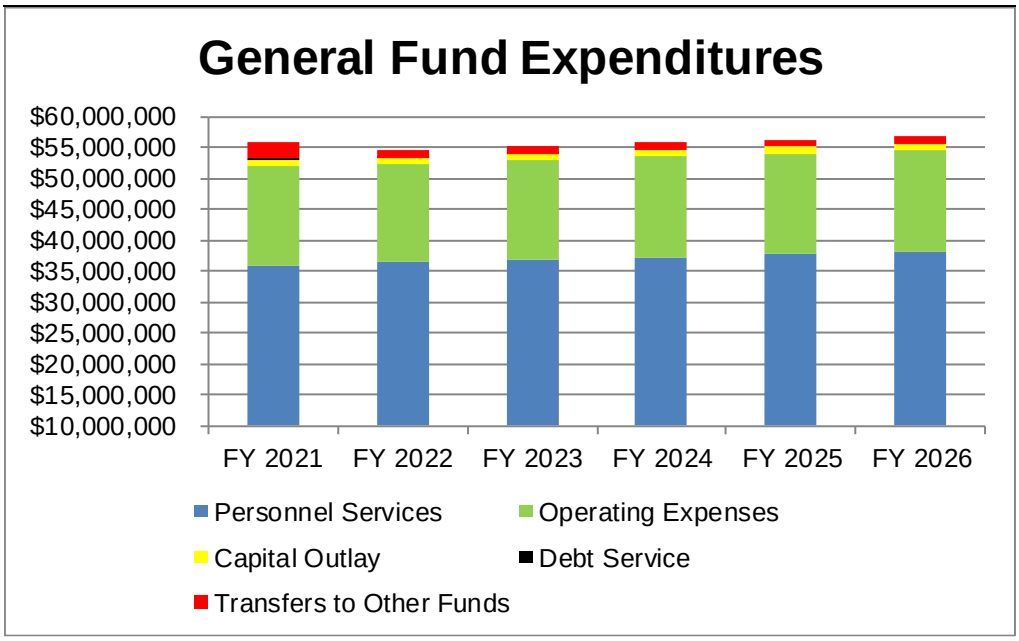
Appropriation Assumptions

FY2022 - FY2026

*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 be reduced the first two years and then increase year 3-5 due to reduction of debt service.
*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

	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenues						
Sales/Charges for Services	$ 125,599,410	$ 127,106,603	$ 130,284,268	$ 133,541,375	$ 135,143,872	$ 136,765,598
Miscellaneous Income	918,000	927,180	936,452	945,817	955,275	964,828
Investment Income		25,000	25,375	25,756	26,142	26,534
Fund Balance Appropriated	-					771,520
Total Revenues	**$ 126,517,410**	**$ 128,058,783**	**$ 131,246,095**	**$ 134,512,948**	**$ 136,125,289**	**$ 138,528,480**
Appropriations						
Personnel Services	$ 8,998,600	$ 9,111,083	$ 9,224,972	$ 9,340,284	$ 9,457,038	$ 9,575,251
Operating Expenses	20,371,060	20,692,830	21,210,326	21,739,595	22,067,526	22,398,540
Power Purchase	82,547,500	83,579,344	86,086,724	88,669,326	89,777,693	90,899,914
Recovered Costs	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
Capital Outlay	7,870,000	8,615,000	8,230,000	8,280,000	8,200,000	8,200,000
Debt Service	1,578,500	881,770	1,287,230	1,247,690	1,356,600	2,156,750
Other Expenses	2,484,090	2,484,090	2,484,090	2,484,090	2,484,090	2,484,090
Transfers to Other Funds	2,797,660	2,824,666	2,852,753	2,881,963	2,912,342	2,943,935
Total Appropriations	**$ 126,517,410**	**$ 128,058,783**	**$ 131,246,095**	**$ 134,512,948**	**$ 136,125,289**	**$ 138,528,480**

ELECTRIC FUND ASSUMPTIONS

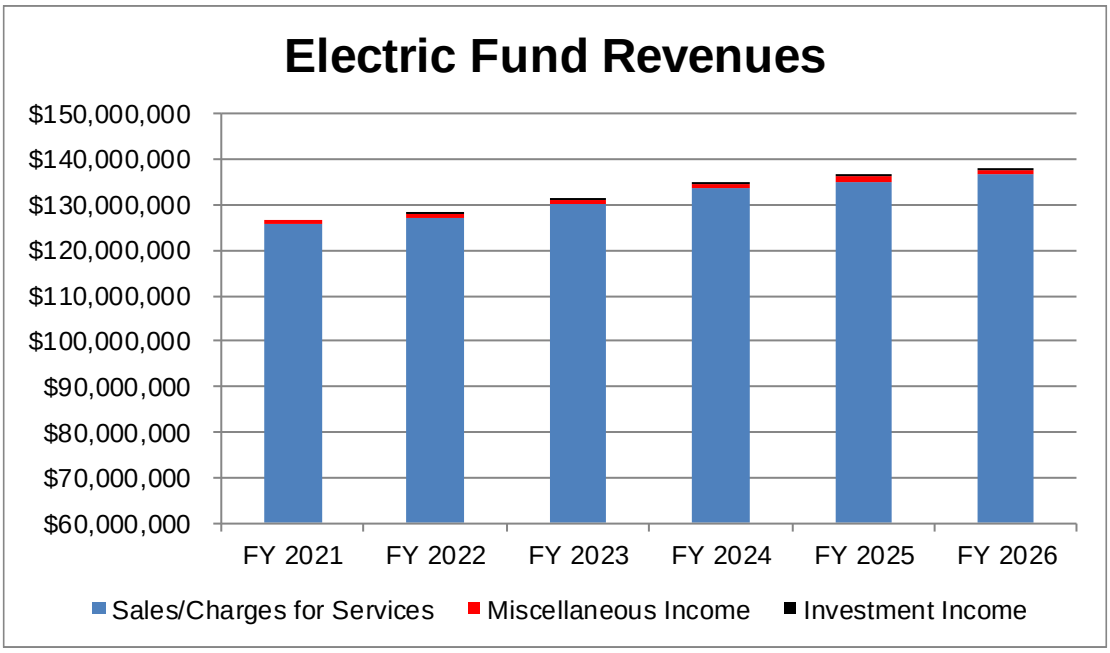
Revenue Assumptions
FY2022 - FY2026

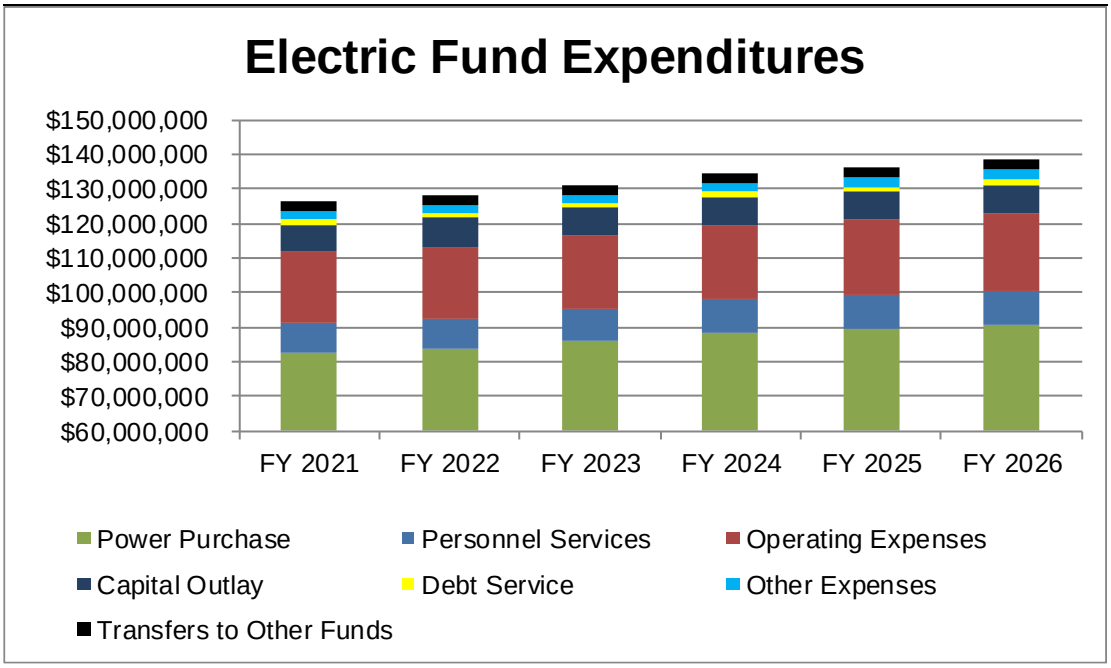
*Sales/Charges for Services are projected at 1.20% growth annually, with exception of 2023 and 2024 at 2.50% growth each
*Miscellaneous income is projected at 1.0% growth annually.
*Investment income is projected at 1.5% growth annually.

Appropriation Assumptions
FY2022 - FY2026

*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 2023 and 2024 at 2.50% growth each.
*Power Purchases - Projected at 1.25% growth annually (with projected rate increases of 3.0% in 2023 and 2024)
*Recovered Costs appropriations - Projected at 0% growth annually.
*Capital Outlay - Projected with slight increase; some variation due to changes in debt service payment by year.
*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

	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenues						
Sales/Charges for Services	$ 17,184,700	$ 17,356,547	$ 17,530,112	$ 17,705,413	$ 17,882,467	$ 18,061,292
Miscellaneous Income	9,000	9,090	9,181	9,273	9,366	9,460
Fund Balance Appropriated	372,060					
Total Revenues	**$ 17,565,760**	**$ 17,365,637**	**$ 17,539,293**	**$ 17,714,686**	**$ 17,891,833**	**$ 18,070,752**
Appropriations						
Personnel Services	$ 2,716,130	$ 2,750,082	$ 2,784,458	$ 2,819,264	$ 2,854,505	$ 2,890,186
Operating Expenses	3,403,380	3,450,630	3,499,796	3,547,592	3,598,030	3,647,713
Gas Purchase	8,250,720	8,333,227	8,416,559	8,500,725	8,585,732	8,671,589
Recovered Costs	(230,450)	(230,450)	(230,450)	(230,450)	(230,450)	(230,450)
Capital Outlay	1,425,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Debt Service	456,780	261,120	260,800	262,040	260,820	260,530
Other Expenses	159,570	159,570	159,570	159,570	159,570	159,570
Transfers to Other Funds	1,384,630	1,391,458	1,398,560	1,405,945	1,413,626	1,421,614
Total Appropriations	**$ 17,565,760**	**$ 17,365,637**	**$ 17,539,293**	**$ 17,714,686**	**$ 17,891,833**	**$ 18,070,752**

GAS FUND ASSUMPTIONS

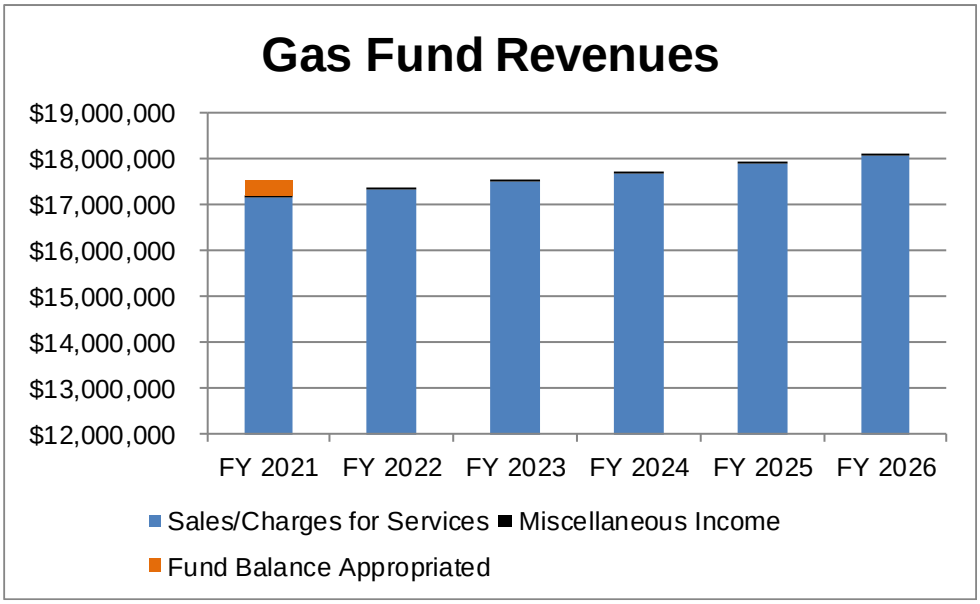
Revenue Assumptions
FY2022 - FY2026

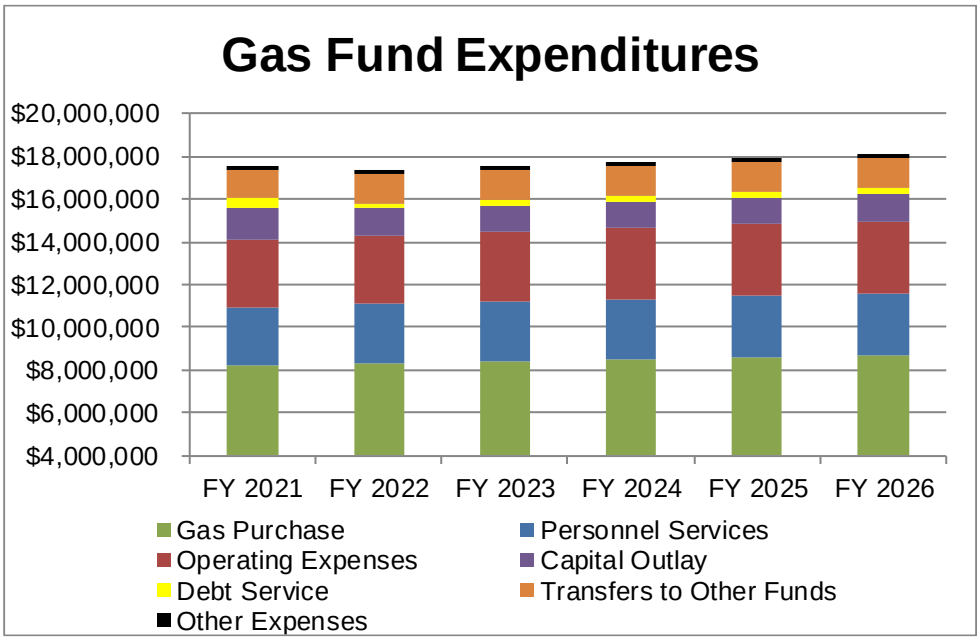
*Sales/Charges for Services are projected at 1.0% growth annually.
*Miscellaneous income is projected at 1.0% growth annually.
*Fund Balance appropriated is projected to be needed sligthly to cover a minimal amount of expenditures over the period.

Appropriation Assumptions
FY2022 - FY2026

*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 reduce slightly year one, then stay flat remaining years.
*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

	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenues						
Sales/Charges for Services	$ 27,502,870	$ 27,777,899	$ 28,055,678	$ 28,336,235	$ 28,619,597	$ 28,905,793
Miscellaneous Income	720,130	727,331	734,604	741,950	749,370	756,864
Fund Balance Appropriated	1,045,370					
Total Revenues	**$ 29,268,370**	**$ 28,505,230**	**$ 28,790,282**	**$ 29,078,185**	**$ 29,368,967**	**$ 29,662,657**
Appropriations						
Personnel Services	$ 8,156,380	$ 8,258,335	$ 8,361,564	$ 8,466,084	$ 8,571,910	$ 8,679,059
Operating Expenses	13,385,340	13,586,615	13,789,598	13,994,581	14,205,587	14,417,398
Recovered Costs	(850,000)	(850,000)	(850,000)	(850,000)	(850,000)	(850,000)
Capital Outlay	910,500	1,295,000	2,260,000	3,290,000	3,290,000	3,310,000
Debt Service	3,966,150	3,215,280	2,229,120	1,977,520	1,951,470	1,906,200
Other Expenses	200,000	200,000	200,000	200,000	200,000	200,000
Transfers to Other Funds	3,500,000	2,800,000	2,800,000	2,000,000	2,000,000	2,000,000
Total Appropriations	**$ 29,268,370**	**$ 28,505,230**	**$ 28,790,282**	**$ 29,078,185**	**$ 29,368,967**	**$ 29,662,657**

WATER RESOURCES FUND ASSUMPTIONS

Revenue Assumptions

FY2022 - FY2026

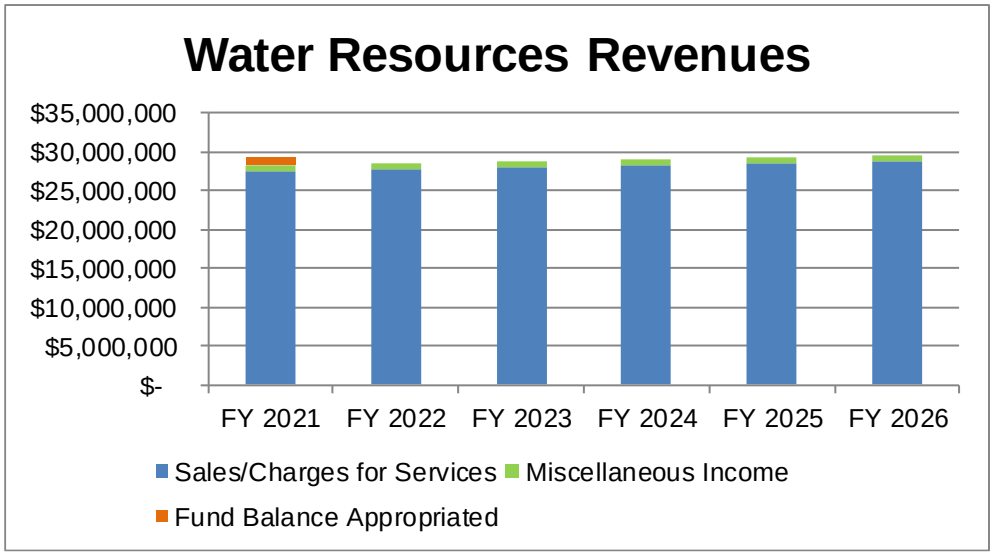
*Sales/Charges for Services - Projected at 1.0% growth annually.
*Miscellaneous income - Projected at 1.0% growth annually.
*Fund Balance appropriated is not projected to be needed after year 2021 based on current projection.

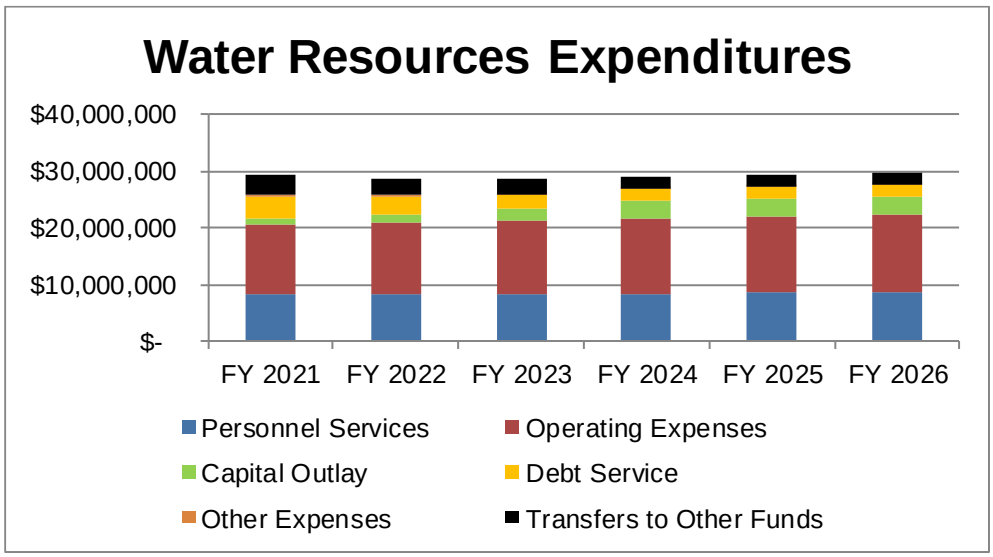
Appropriation Assumptions

FY2022 - FY2026

*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 increase as debt service requirements decrease.
*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

	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26
Revenues						
Sales/Charges for Services	$ 17,471,110	$ 17,645,821	$ 17,822,279	$ 18,000,502	$ 18,180,507	$ 18,362,312
Miscellaneous Income	579,000	837,685	850,250	863,004	875,949	889,088
Investment Income		10,000	10,150	10,302	10,457	10,614
Fund Balance Appropriated		489,878				
Total Revenues	**$ 18,050,110**	**$ 18,983,384**	**$ 18,682,679**	**$ 18,873,808**	**$ 19,066,913**	**$ 19,262,014**
Appropriations						
Personnel Services	$ 3,061,650	$ 3,099,921	$ 3,138,670	$ 3,177,903	$ 3,217,627	$ 3,257,847
Operating Expenses	13,902,300	14,110,428	14,429,294	14,840,010	15,103,051	15,811,132
Recovered Costs	(2,791,510)	(2,791,510)	(2,791,510)	(2,791,510)	(2,791,510)	(2,791,510)
Capital Outlay	-	-	1,500,000	2,500,000	2,500,000	2,750,000
Debt Service	3,643,120	4,330,000	2,171,680	912,860	803,200	
Interfund Loan Repayment	234,550	234,545	234,545	234,545	234,545	234,545
Total Appropriations	**$ 18,050,110**	**$ 18,983,384**	**$ 18,682,679**	**$ 18,873,808**	**$ 19,066,913**	**$ 19,262,014**

BROADBAND FUND ASSUMPTIONS

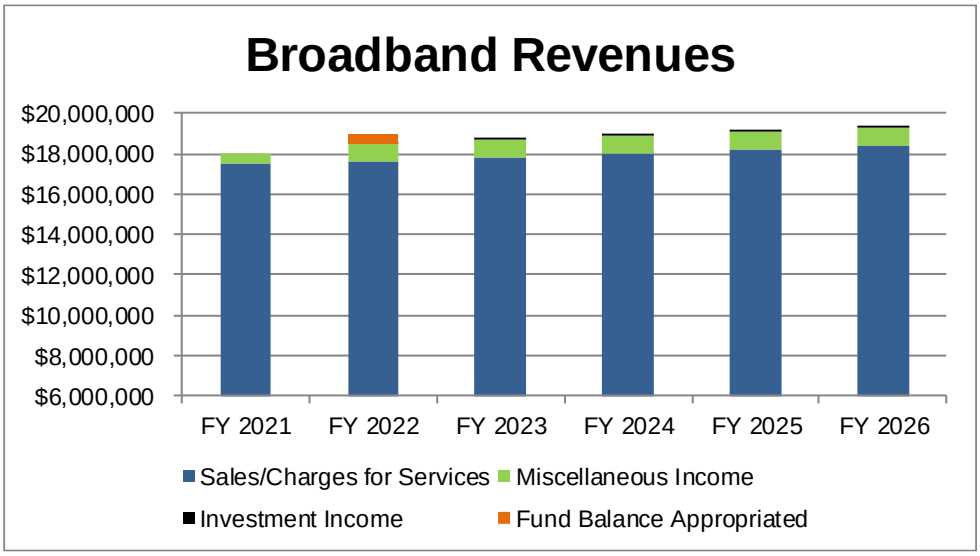
Revenue Assumptions
FY2022 - FY2026

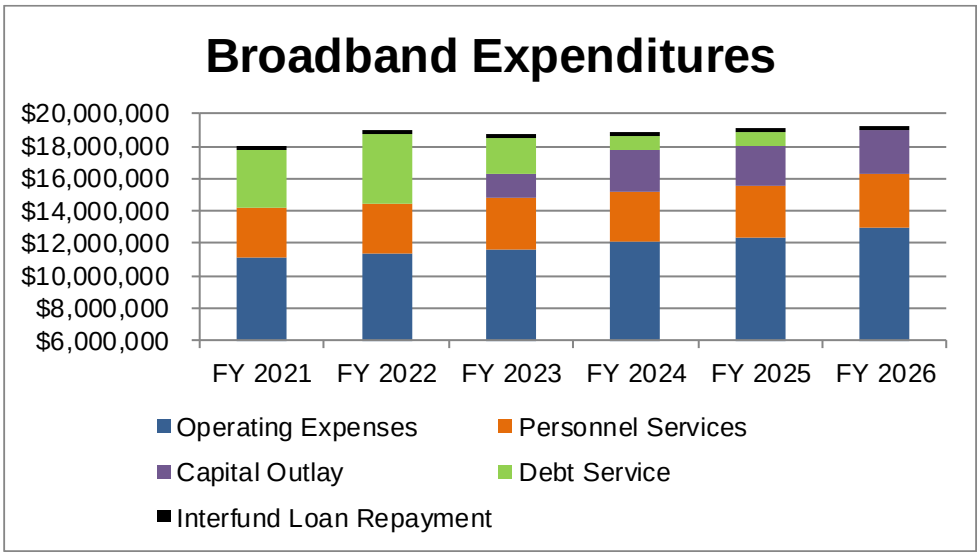
*Sales/Charges for Services - Projected at 1.0% growth annually.
*Miscellaneous income - Projected at 1.5% growth annually.
*Investment income - Projected at 1.5% growth annually.
*Fund Balance appropriated - Projected to be used substantially in year 2 as debt service increases.

Appropriation Assumptions
FY2022 - FY2026

*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 increase 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





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 2021 – FY 2025 is shared on the pages that follow. This year's CIP includes projects in the General Fund, Electric Fund, Gas Fund, Water Resources 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

Public Safety Plan

Public Works Plan

Electric Utility Plan

Water Resources Plan

Broadband Plan

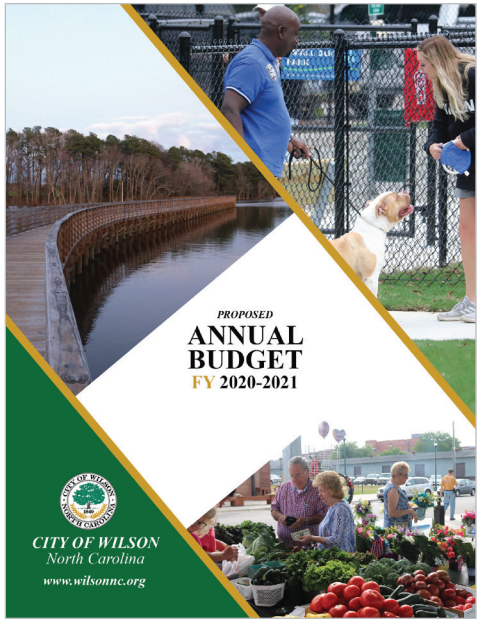
Industrial Air Center Plan

5-Year Capital Improvement Plan

Municipal Facilities Plan

Downtown Development Master Plan

Comprehensive Plan



Capital Improvement Plan Introduction

We respectfully submit to you the Capital Improvement Plan (CIP) for fiscal years (FY) 2021 through 2025. 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.

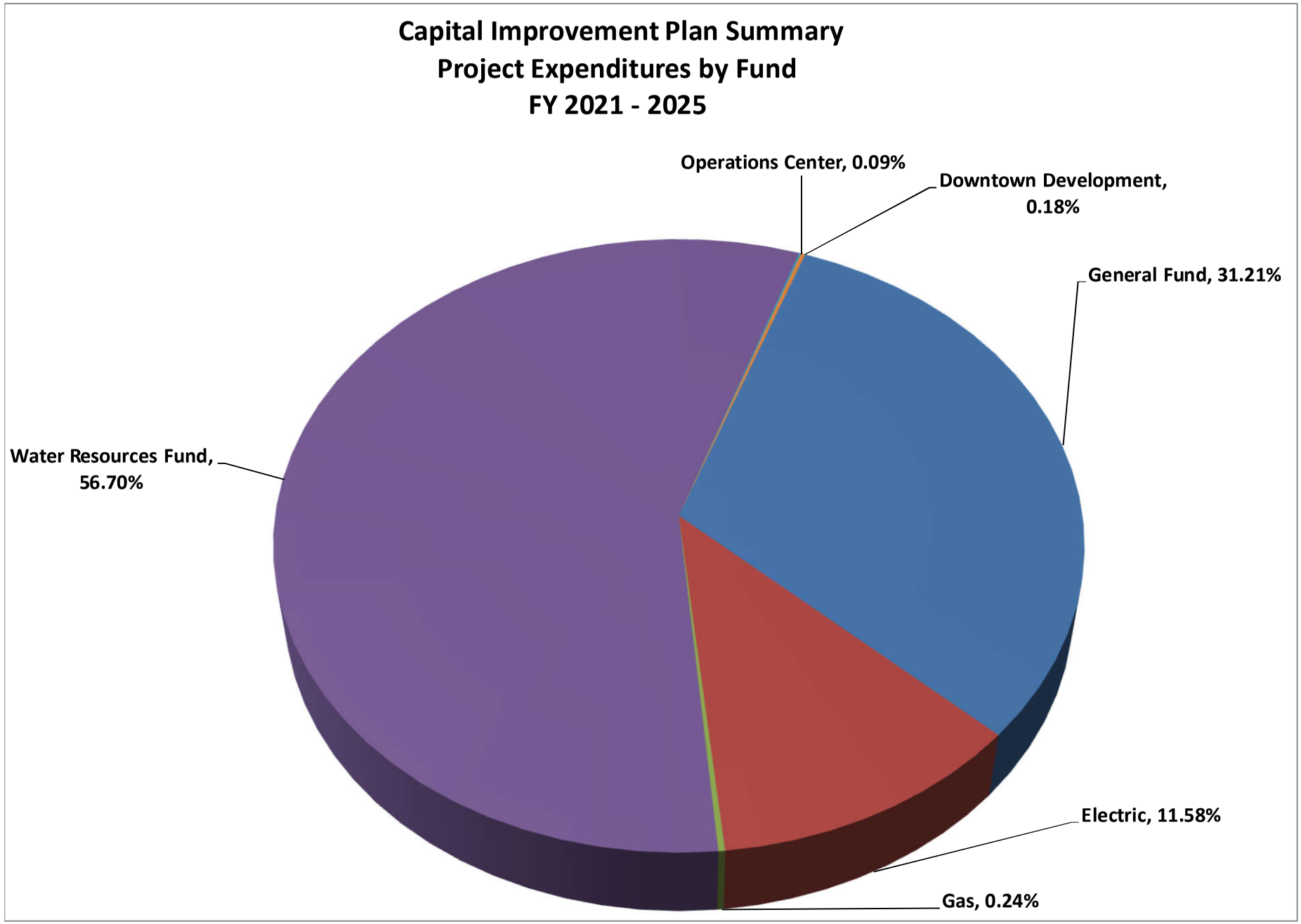
An important criterion to consider when developing a Capital Improvement Plan is the financial impact that a completed capital project will have on a municipality's operating budget. While some completed projects may have little to no staffing or operating/maintenance costs associated with them (i.e. 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
2021 - 2025

All Funds	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Projects by Department						
Administrative Services	$ 102,000	$ -	$ -	$ -	$ -	$ 102,000
Police	221,200	1,611,560	767,840	9,113,460	915,160	12,629,220
Fire	110,000	3,204,870	5,454,870	1,304,870	709,740	10,784,350
Parks & Recreation	1,050,000	6,665,200	1,383,000	750,000	725,000	10,573,200
Public Works	425,000	127,570	81,720	107,000	110,000	851,290
Electric	4,340,000	4,094,500	1,451,410	1,510,860	1,572,940	12,969,710
Gas	270,000					270,000
Water Resources	4,850,000	19,200,000	12,850,000	15,100,000	11,490,000	63,490,000
Downtown Development		200,000				200,000
Operations Center	100,000					100,000
Total Project Costs	**$ 11,468,200**	**$ 35,103,700**	**$ 21,988,840**	**$ 27,886,190**	**$ 15,522,840**	**$ 111,969,770**

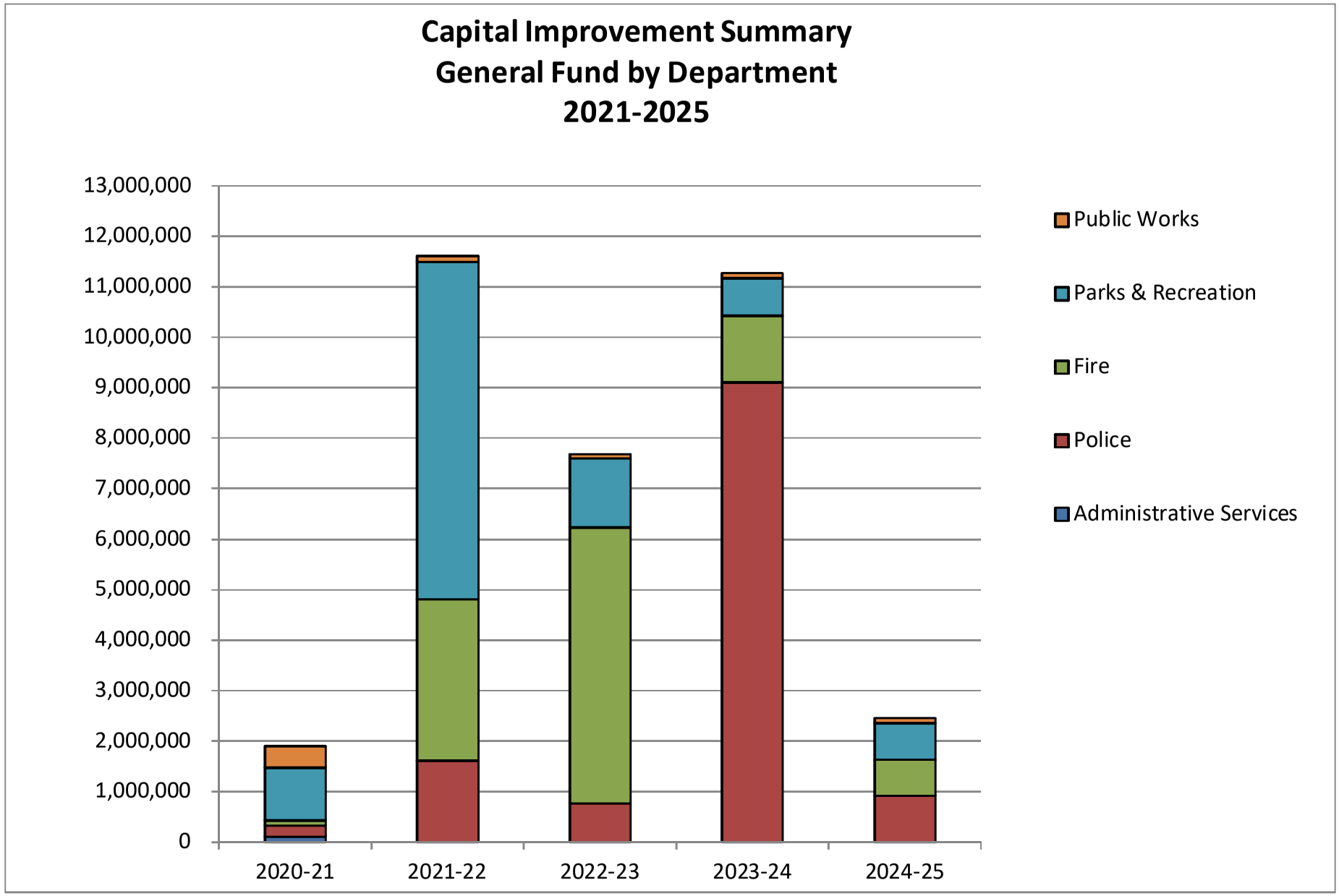
Funding Sources	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Current Revenues	$ 9,110,000	$ 6,494,500	$ 4,201,410	$ 1,510,860	$ 2,462,940	$ 23,779,710
Grants: Federal/State/Local	600,000					600,000
Debt: Bond/Installment Purchase Financing		16,800,000	10,100,000	22,560,000	10,600,000	60,060,000
Capital Project Fund Reserves	350,000					350,000
Fund Balance	1,408,200	11,809,200	7,687,430	3,815,330	2,459,900	27,180,060
Total Funding Sources	**$ 11,468,200**	**$ 35,103,700**	**$ 21,988,840**	**$ 27,886,190**	**$ 15,522,840**	**$ 111,969,770**
Additional Operating Impact	$ -	$ 42,590	$ (8,030)	$ (8,650)	$ (9,260)	$ 16,650
New Debt Service	-	1,836,000	4,208,200	4,954,400	4,839,480	15,838,080
Grand Total Costs	**$ 11,468,200**	**$ 36,982,290**	**$ 26,189,010**	**$ 32,831,940**	**$ 20,353,060**	**$ 127,824,500**


Capital Improvement Plan Summary
Project Expenditures by Fund
FY 2021 - 2025
Operations Center, 0.09%
Downtown Development, 0.18%
General Fund, 31.21%
Water Resources Fund, 56.70%
Electric, 11.58%
Gas, 0.24%

CAPITAL IMPROVEMENTS SUMMARY - GENERAL FUND
2021 - 2025

General Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Total ALL Requests
General Fund Projects Capital by Department						
Administrative Services	$ 102,000	$ -	$ -	$ -	$ -	$ 102,000
Police	221,200	1,611,560	767,840	9,113,460	915,160	12,629,220
Fire	110,000	3,204,870	5,454,870	1,304,870	709,740	10,784,350
Parks & Recreation	1,050,000	6,665,200	1,383,000	750,000	725,000	10,573,200
Public Works	425,000	127,570	81,720	107,000	110,000	851,290
Subtotal for Submitted Projects	**$ 1,908,200**	**$ 11,609,200**	**$ 7,687,430**	**$ 11,275,330**	**$ 2,459,900**	**$ 34,940,060**
Additional Operating Impact	**$ -**	**$ (7,410)**	**$ (8,030)**	**$ (8,650)**	**$ (9,260)**	**$ (33,350)**
New Debt Service	**-**	**-**	**-**	**671,400**	**656,480**	**1,327,880**
Grand Total	**$ 1,908,200**	**$ 11,601,790**	**$ 7,679,400**	**$ 11,938,080**	**$ 3,107,120**	**$ 36,234,590**

General Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Project Total:
FUNDING SOURCES:						
Grants: Federal/State/Local	$ 600,000	$ -	$ -	$ -	$ -	$ 600,000
Debt: Bonds/Install. Proceeds	-	-	-	7,460,000	-	7,460,000
Fund Balance	1,308,200	11,609,200	7,687,430	3,815,330	2,459,900	26,880,060
Subtotal of Funding Sources for Projects	**$ 1,908,200**	**$ 11,609,200**	**$ 7,687,430**	**$ 11,275,330**	**$ 2,459,900**	**$ 34,940,060**
Additional Operating Impact	**$ -**	**$ (7,410)**	**$ (8,030)**	**$ (8,650)**	**$ (9,260)**	**$ (33,350)**
New Debt Service	**-**	**-**	**-**	**671,400**	**656,480**	**1,327,880**
Grand Total	**$ 1,908,200**	**$ 11,601,790**	**$ 7,679,400**	**$ 11,938,080**	**$ 3,107,120**	**$ 36,234,590**


Capital Improvement Summary
General Fund by Department
2021-2025
13,000,000
12,000,000
11,000,000
10,000,000
9,000,000
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
0
2020-21
2021-22
2022-23
2023-24
2024-25
Public Works
Parks & Recreation
Fire
Police
Administrative Services

PROJECTS SUMMARY - GENERAL FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
AS-01	Pointing Up Exterior of City Hall	$ -	$ 102,000	$ -	$ -	$ -	$ -	102,000
PO-01	Police Vehicle Replacement Plan	-	221,200	331,760	331,760	331,760	331,760	1,548,240
PO-02	Police Replacement of Portable Radios	-	-	291,700	291,700	291,700	583,400	1,458,500
PO-03	Police Headquarters	-	-	600,000	120,000	8,490,000	-	9,210,000
PO-04	Police Armored Rescue Vehicle	-	-	353,970	-	-	-	353,970
PO-05	Downtown Cameras	-	-	34,130	24,380	-	-	58,510
FR-01	FO 103 E7 Replacement	-	-	650,000	-	-	-	650,000
FR-02	Replacement of Support 1 FO 111 & Squad 1 FO 030	-	-	550,000	-	-	-	550,000
FR-03	Station Maintenance	-	20,000	50,000	50,000	50,000	50,000	220,000
FR-04	Training Center Upgrades	-	90,000	-	-	-	-	90,000
FR-05	Replacement of F114 Quint	-	-	1,200,000	-	-	-	1,200,000
FR-06	Fire Station 6	-	-	500,000	4,150,000	1,000,000	-	5,650,000
FR-07	Replacement of all 800 MH Radios	-	-	154,870	154,870	154,870	309,740	774,350
FR-08	Structural Firefighting Protective Equipment	-	-	-	100,000	100,000	100,000	300,000
FR-09	Expansion of Fire Safety House to include Community Risk Offices	-	-	100,000	300,000	-	-	400,000
FR-10	Pumper Replacement F116	-	-	-	700,000	-	-	700,000
FR-11	Douglas Street Fire Station Renovation	-	-	-	-	-	250,000	250,000
PR-01	Fleming Stadium II Renovations	30,000	50,000	1,874,000	-	-	-	1,924,000
PR-02	Wiggins Mill Park Improvements	200,000	200,000	2,100,000	-	-	-	2,300,000
PR-03	Toisnot Park Renovations	-	-	450,000	450,000	-	-	900,000
PR-04	J. Burt Gillette Lot Field #7 and #8	-	-	140,000	-	-	-	140,000
PR-05	Tennis Court Renovations	-	-	480,000	-	-	-	480,000
PR-06	Wedgewood Golf Greens Conversion	-	-	135,000	-	-	-	135,000
PR-07	Cart Paths at Wedgewood Golf Course	-	-	125,000	125,000	125,000	125,000	500,000
PR-08	Contentnea Creek Blueway Construction/Kayak Launch	-	100,000	50,000	-	-	-	150,000
PR-09	All Children's Playground Resurface	-	-	127,000	-	-	-	127,000
PR-10	Wedgewood Putting Green & Driving Range Renovations	-	-	75,000	-	-	-	75,000
PR-11	New Signage for all Parks/Facilities	-	-	150,000	-	-	-	150,000
PR-12	Mathis Park Tennis/Pickle ball Resurfacing	-	-	125,000	-	-	-	125,000
PR-13	New Shelters at Vera Pope, Pender St, & Reid St. Facilities	-	-	25,000	25,000	25,000	-	75,000
PR-14	Splash Pad at Reid Street Center	-	-	175,000	175,000	-	-	350,000
PR-15	Playground Combo Replacement	-	-	80,000	80,000	-	-	160,000
PR-16	Pave Toisnot Parking Lot	-	-	75,000	-	-	-	75,000
PR-17	Additional Parking Lot Behind Recreation Park Center	-	-	150,000	-	-	-	150,000
PR-18	City-Wide Greenway System (Hominy Creek Greenway)	365,000	700,000	329,200	528,000	600,000	600,000	2,757,200
PW-01	Barnes Street Parking Lot Redesign	-	300,000	-	-	-	-	300,000
PW-02	Sidewalk Construction Program	-	100,000	83,000	60,000	71,000	70,000	384,000
PW-03	Bicycle Safety Improvements	-	25,000	44,570	21,720	36,000	40,000	167,290
	Total Projects Summary	**$ 595,000**	**$ 1,908,200**	**$ 11,609,200**	**$ 7,687,430**	**$ 11,275,330**	**$ 2,459,900**	**$ 34,940,060**

ADDITIONAL OPERATING IMPACT - GENERAL FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
AS-01	Pointing Up Exterior of City Hall	$ -	$ -	$ -	$ -	$ -	$ -	-
PO-01	Police Vehicle Replacement Plan	-	-	-	-	-	-	-
PO-02	Police Replacement of Portable Radios	-	-	(7,410)	(8,030)	(8,650)	(9,260)	(33,350)
PO-03	Police Headquarters	-	-	-	-	-	-	-
PO-04	Police Armored Rescue Vehicle	-	-	-	-	-	-	-
PO-05	Downtown Cameras	-	-	-	-	-	-	-
FR-01	FO 103 E7 Replacement	-	-	-	-	-	-	-
FR-02	Replacement of Support 1 FO 111 & Squad 1 FO 030	-	-	-	-	-	-	-
FR-03	Station Maintenance	-	-	-	-	-	-	-
FR-04	Training Center Upgrades	-	-	-	-	-	-	-
FR-05	Replacement of F114 Quint	-	-	-	-	-	-	-
FR-06	Fire Station 6	-	-	-	-	-	-	-
FR-07	Replacement of all 800 MH Radios	-	-	-	-	-	-	-
FR-08	Structural Firefighting Protective Equipment	-	-	-	-	-	-	-
FR-09	Expansion of Fire Safety House to include Community Risk Offices	-	-	-	-	-	-	-
FR-10	Pumper Replacement F116	-	-	-	-	-	-	-
FR-11	Douglas Street Fire Station Renovation	-	-	-	-	-	-	-
PR-01	Fleming Stadium II Renovations	-	-	-	-	-	-	-
PR-02	Wiggins Mill Park Improvements	-	-	-	-	-	-	-
PR-03	Toisnot Park Renovations	-	-	-	-	-	-	-
PR-04	J. Burt Gillette Lot Field #7 and #8	-	-	-	-	-	-	-
PR-05	Tennis Court Renovations	-	-	-	-	-	-	-
PR-06	Wedgewood Golf Greens Conversion	-	-	-	-	-	-	-
PR-07	Cart Paths at Wedgewood Golf Course	-	-	-	-	-	-	-
PR-08	Contentnea Creek Blueway Construction/Kayak Launch	-	-	-	-	-	-	-
PR-09	All Children's Playground Resurface	-	-	-	-	-	-	-
PR-10	Wedgewood Putting Green & Driving Range Renovations	-	-	-	-	-	-	-
PR-11	New Signage for all Parks/Facilities	-	-	-	-	-	-	-
PR-12	Mathis Park Tennis/Pickle ball Resurfacing	-	-	-	-	-	-	-
PR-13	New Shelters at Vera Pope, Pender St, & Reid St. Facilities	-	-	-	-	-	-	-
PR-14	Splash Pad at Reid Street Center	-	-	-	-	-	-	-
PR-15	Playground Combo Replacement	-	-	-	-	-	-	-
PR-16	Pave Toisnot Parking Lot	-	-	-	-	-	-	-
PR-17	Additional Parking Lot Behind Recreation Park Center	-	-	-	-	-	-	-
PR-18	City-Wide Greenway System (Hominy Creek Greenway)	-	-	-	-	-	-	-
PW-01	Barnes Street Parking Lot Redesign	-	-	-	-	-	-	-
PW-02	Sidewalk Construction Program	-	-	-	-	-	-	-
PW-03	Bicycle Safety Improvements	-	-	-	-	-	-	-
	Total Additional Operating Impact	**$ -**	**$ -**	**$ (7,410)**	**$ (8,030)**	**$ (8,650)**	**$ (9,260)**	**$ (33,350)**

NEW DEBT SERVICE - GENERAL FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
AS-01	Pointing Up Exterior of City Hall	$ -	$ -	$ -	$ -	$ -	$ -	-
PO-01	Police Vehicle Replacement Plan	-	-	-	-	-	-	-
PO-02	Police Replacement of Portable Radios	-	-	-	-	-	-	-
PO-03	Police Headquarters	-	-	-	-	671,400	656,480	1,327,880
PO-04	Police Armored Rescue Vehicle	-	-	-	-	-	-	-
PO-05	Downtown Cameras	-	-	-	-	-	-	-
FR-01	FO 103 E7 Replacement	-	-	-	-	-	-	-
FR-02	Replacement of Support 1 FO 111 & Squad 1 FO 030	-	-	-	-	-	-	-
FR-03	Station Maintenance	-	-	-	-	-	-	-
FR-04	Training Center Upgrades	-	-	-	-	-	-	-
FR-05	Replacement of F114 Quint	-	-	-	-	-	-	-
FR-06	Fire Station 6	-	-	-	-	-	-	-
FR-07	Replacement of all 800 MH Radios	-	-	-	-	-	-	-
FR-08	Structural Firefighting Protective Equipment	-	-	-	-	-	-	-
FR-09	Expansion of Fire Safety House to include Community Risk Offices	-	-	-	-	-	-	-
FR-10	Pumper Replacement F116	-	-	-	-	-	-	-
FR-11	Douglas Street Fire Station Renovation	-	-	-	-	-	-	-
PR-01	Fleming Stadium II Renovations	-	-	-	-	-	-	-
PR-02	Wiggins Mill Park Improvements	-	-	-	-	-	-	-
PR-03	Toisnot Park Renovations	-	-	-	-	-	-	-
PR-04	J. Burt Gillette Lot Field #7 and #8	-	-	-	-	-	-	-
PR-05	Tennis Court Renovations	-	-	-	-	-	-	-
PR-06	Wedgewood Golf Greens Conversion	-	-	-	-	-	-	-
PR-07	Cart Paths at Wedgewood Golf Course	-	-	-	-	-	-	-
PR-08	Contentnea Creek Blueway Construction/Kayak Launch	-	-	-	-	-	-	-
PR-09	All Children's Playground Resurface	-	-	-	-	-	-	-
PR-10	Wedgewood Putting Green & Driving Range Renovations	-	-	-	-	-	-	-
PR-11	New Signage for all Parks/Facilities	-	-	-	-	-	-	-
PR-12	Mathis Park Tennis/Pickle ball Resurfacing	-	-	-	-	-	-	-
PR-13	New Shelters at Vera Pope, Pender St, & Reid St. Facilities	-	-	-	-	-	-	-
PR-14	Splash Pad at Reid Street Center	-	-	-	-	-	-	-
PR-15	Playground Combo Replacement	-	-	-	-	-	-	-
PR-16	Pave Toisnot Parking Lot	-	-	-	-	-	-	-
PR-17	Additional Parking Lot Behind Recreation Park Center	-	-	-	-	-	-	-
PR-18	City-Wide Greenway System (Hominy Creek Greenway)	-	-	-	-	-	-	-
PW-01	Barnes Street Parking Lot Redesign	-	-	-	-	-	-	-
PW-02	Sidewalk Construction Program	-	-	-	-	-	-	-
PW-03	Bicycle Safety Improvements	-	-	-	-	-	-	-
	Total New Debt Service	**$ -**	**$ -**	**$ -**	**$ -**	**$ 671,400**	**$ 656,480**	**$ 1,327,880**

CAPITAL IMPROVEMENTS SUMMARY - ELECTRIC FUND
2021 - 2025

Electric Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Total ALL Requests
Electric Fund Projects - Capital	$ 4,340,000	$ 4,094,500	$ 1,451,410	$ 1,510,860	$ 1,572,940	$ 12,969,710
Subtotal for Submitted Projects	**$ 4,340,000**	**$ 4,094,500**	**$ 1,451,410**	**$ 1,510,860**	**$ 1,572,940**	**$ 12,969,710**
Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
New Debt Service	**-**	**-**	**-**	**-**	**-**	**-**
Grand Total	**$ 4,340,000**	**$ 4,094,500**	**$ 1,451,410**	**$ 1,510,860**	**$ 1,572,940**	**$ 12,969,710**

Electric Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Project Total:
FUNDING SOURCES:						
Enterprise Revenue	$ 4,340,000	$ 4,094,500	$ 1,451,410	$ 1,510,860	$ 1,572,940	$ 12,969,710
Subtotal of Funding Sources for Projects	**$ 4,340,000**	**$ 4,094,500**	**$ 1,451,410**	**$ 1,510,860**	**$ 1,572,940**	**$ 12,969,710**
Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
New Debt Service	**-**	**-**	**-**	**-**	**-**	**-**
Grand Total	**$ 4,340,000**	**$ 4,094,500**	**$ 1,451,410**	**$ 1,510,860**	**$ 1,572,940**	**$ 12,969,710**

PROJECTS SUMMARY - ELECTRIC FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
EL-01	Advanced Metering Infrastructure (AMI)	$ -	$ 500,000	$ 512,500	$ 525,310	$ 538,450	$ 551,910	$ 2,628,170
EL-02	Heavy Equipment	-	840,000	882,000	926,100	972,410	1,021,030	4,641,540
EL-03	LED Street Lighting	-	2,700,000	2,700,000				5,400,000
EL-04	Transportation Modernization	-	300,000					300,000
	Total Projects Summary	**$ -**	**$ 4,340,000**	**$ 4,094,500**	**$ 1,451,410**	**$ 1,510,860**	**$ 1,572,940**	**$ 12,969,710**

ADDITIONAL OPERATING IMPACT - ELECTRIC FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
EL-01	Advanced Metering Infrastructure (AMI)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
EL-02	Heavy Equipment	-	-	-	-	-	-	-
EL-03	LED Street Lighting	-	-	-	-	-	-	-
EL-04	Transportation Modernization	-	-	-	-	-	-	-
	Total Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

NEW DEBT SERVICE - ELECTRIC FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
EL-01	Advanced Metering Infrastructure (AMI)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
EL-02	Heavy Equipment	-	-	-	-	-	-	-
EL-03	LED Street Lighting	-	-	-	-	-	-	
EL-04	Transportation Modernization	-	-	-	-	-	-	-
	Total New Debt Service	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

CAPITAL IMPROVEMENTS SUMMARY - GAS FUND
2021-2025

Gas Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Total ALL Requests
Gas Fund Projects - Capital	$ 270,000	$ -	$ -	$ -	$ -	$ 270,000
Subtotal for Submitted Projects	**$ 270,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 270,000**
Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
New Debt Service	**-**	**-**	**-**	**-**	**-**	**-**
Grand Total	**$ 270,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 270,000**

Gas Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Project Total:
FUNDING SOURCES:						
Enterprise Revenue	$ 270,000	$ -	$ -	$ -	$ -	$ 270,000
Subtotal of Funding Sources for Projects	**$ 270,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 270,000**
Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
New Debt Service	**-**	**-**	**-**	**-**	**-**	**-**
Grand Total	**$ 270,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 270,000**

PROJECTS SUMMARY - GAS FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
GS-01	Directional Drill	$ -	$ 270,000	$ -	$ -	$ -	$ -	$ 270,000
	Total Projects Summary	**$ -**	**$ 270,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 270,000**

ADDITIONAL OPERATING IMPACT - GAS FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
GS-01	Directional Drill	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

NEW DEBT SERVICE - GAS FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
GS-01	Directional Drill	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total New Debt Service	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

CAPITAL IMPROVEMENTS SUMMARY - WATER RESOURCES FUND
2021 - 2025

Water Resources Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Total ALL Requests
Water Resources Fund Projects - Capital	$ 4,850,000	$ 19,200,000	$ 12,850,000	$ 15,100,000	$ 11,490,000	$ 63,490,000
Subtotal for Submitted Projects	**$ 4,850,000**	**$ 19,200,000**	**$ 12,850,000**	**$ 15,100,000**	**$ 11,490,000**	**$ 63,490,000**
Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
New Debt Service	**-**	**1,836,000**	**4,208,200**	**4,283,000**	**4,183,000**	**14,510,200**
Grand Total	**$ 4,850,000**	**$ 21,036,000**	**$ 17,058,200**	**$ 19,383,000**	**$ 15,673,000**	**$ 78,000,200**

Water Resources Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Project Total:
FUNDING SOURCES:						
Enterprise Revenue	$ 4,500,000	$ 2,400,000	$ 2,750,000	$ -	$ 890,000	$ 10,540,000
Debt/Bonds/Install. Proceeds	-	16,800,000	10,100,000	15,100,000	10,600,000	52,600,000
Capital Reserves	350,000	-	-	-	-	350,000
Subtotal of Funding Sources for Projects	**$ 4,850,000**	**$ 19,200,000**	**$ 12,850,000**	**$ 15,100,000**	**$ 11,490,000**	**$ 63,490,000**
Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
New Debt Service	**-**	**1,836,000**	**4,208,200**	**4,283,000**	**4,183,000**	**14,510,200**
Grand Total	**$ 4,850,000**	**$ 21,036,000**	**$ 17,058,200**	**$ 19,383,000**	**$ 15,673,000**	**$ 78,000,200**

PROJECTS SUMMARY - WATER RESOURCES FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
WR-01	Wiggins Mill Expansion 12 to 16 MGD, 2300V to 480V	$ 2,000,000	$ 3,000,000	$ 15,000,000	$ 6,400,000	$ -	$ -	$ 24,400,000
WR-02	Hominy Creek WWTP Expansion from 14 to 17.3 MGD	-	-	-	2,900,000	13,200,000	10,000,000	26,100,000
WR-03	Stantonsburg WW Pump Station Upgrade	2,400,000	600,000	-	-	-	-	600,000
WR-04	Influent Pump Station Bar Screen and Flood Protection	649,000	-	800,000	-	-	-	800,000
WR-05	Hominy Creek Turboblower 3 and 4	200,000	900,000	800,000	-	-	-	1,700,000
WR-06	Contentnea WW Mechanical Bar Screen	-	-	-	-	-	890,000	890,000
WR-07	Programmable Logic Controllers (PLC) Upgrade of WWTP SCADA	-	350,000	300,000	-	-	-	650,000
WR-08	Steel 24 inch Water Line Replacement Phase II	-	-	-	-	1,300,000	600,000	1,900,000
WR-09	Hominy Creek WWTP - #6 Clarifier & RAS Pump Station	-	-	1,800,000	1,800,000	-	-	3,600,000
WR-10	Sewer Outfall Expansion Contentnea Pump Station to Merck Split	-	-	-	1,000,000	600,000	-	1,600,000
WR-11	Bar Screen Replacement at WWTP Headworks	-	-	500,000	750,000	-	-	1,250,000
	Total Projects Summary	**$ 5,249,000**	**$ 4,850,000**	**$ 19,200,000**	**$ 12,850,000**	**$ 15,100,000**	**$ 11,490,000**	**$ 63,490,000**

ADDITIONAL OPERATING IMPACT - WATER RESOURCES FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
WR-01	Wiggins Mill Expansion 12 to 16 MGD, 2300V to 480V	$ -	$ -	$ -	$ -	$ -	$ -	$ -
WR-02	Hominy Creek WWTP Expansion from 14 to 17.3 MGD	-	-	-	-	-	-	-
WR-03	Stantonsburg WW Pump Station Upgrade	-	-	-	-	-	-	-
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	Programmable Logic Controllers (PLC) Upgrade of WWTP SCADA	-	-	-	-	-	-	-
WR-08	Steel 24 inch Water Line Replacement Phase II	-	-	-	-	-	-	-
WR-09	Hominy Creek WWTP - #6 Clarifier & RAS Pump Station	-	-	-	-	-	-	-
WR-10	Sewer Outfall Expansion Contentnea Pump Station to Merck Split	-	-	-	-	-	-	-
WR-11	Bar Screen Replacement at WWTP Headworks	-	-	-	-	-	-	-
	Total Additional Operating Impact	$ -	$ -	$ -	$ -	$ -	$ -	$ -

NEW DEBT SERVICE - WATER RESOURCES FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
WR-01	Wiggins Mill Expansion 12 to 16 MGD, 2300V to 480V	$ -	$ -	$ 1,512,000	$ 1,478,400	$ 1,444,800	$ 1,411,200	$ 5,846,400
WR-02	Hominy Creek WWTP Expansion from 14 to 17.3 MGD	-	-	-	2,169,000	2,120,800	2,072,600	6,362,400
WR-03	Stantonsburg WW Pump Station Upgrade	-	-	-	-	-	-	-
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	Programmable Logic Controllers (PLC) Upgrade of WWTP SCADA	-	-	-	-	-	-	-
WR-08	Steel 24 inch Water Line Replacement Phase II	-	-	-	-	171,000	167,200	338,200
WR-09	Hominy Creek WWTP - #6 Clarifier & RAS Pump Station	-	-	324,000	316,800	309,600	302,400	1,252,800
WR-10	Sewer Outfall Expansion Contentnea Pump Station to Merck Split	-	-	-	244,000	236,800	229,600	710,400
WR-11	Bar Screen Replacement at WWTP Headworks	-	-	-	-	-	-	-
	Total New Debt Service	**$ -**	**$ -**	**$ 1,836,000**	**$ 4,208,200**	**$ 4,283,000**	**$ 4,183,000**	**$ 14,510,200**

CAPITAL IMPROVEMENTS SUMMARY - DOWNTOWN DEVELOPMENT FUND
2021 - 2025

Downtown Development Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Total ALL Requests
Downtown Development Fund Projects - Capital	$	$ 200,000	$	$	$ -	$ 200,000
Subtotal for Submitted Projects	**$ -**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ 200,000**
Additional Operating Impact	**$ -**	**$ 50,000**	**$ -**	**$ -**	**$ -**	**$ 50,000**
New Debt Service	**-**	**-**	**-**	**-**	**-**	**-**
Grand Total	**$ -**	**$ 250,000**	**$ -**	**$ -**	**$ -**	**$ 250,000**

Downtown Development Fund	2020-21	2021-22	2022-23	2023-24	2024-25	Project Total:
FUNDING SOURCES:						
Fund Balance	$	$ 200,000	$	$	$ -	$ 200,000
Subtotal of Funding Sources for Projects	**$ -**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ 200,000**
Additional Operating Impact	**$ -**	**$ 50,000**	**$ -**	**$ -**	**$ -**	**$ 50,000**
New Debt Service	**-**	**-**	**-**	**-**	**-**	**-**
Grand Total	**$ -**	**$ 250,000**	**$ -**	**$ -**	**$ -**	**$ 250,000**

PROJECTS SUMMARY - DOWNTOWN DEVELOPMENT FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
DD-01	Downtown Parking Management	$ -	$ -	$ 200,000	$ -	$ -	$ -	$ 200,000
	Total Projects Summary	**$ -**	**$ -**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ 200,000**

ADDITIONAL OPERATING IMPACT - DOWNTOWN DEVELOPMENT FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
DD-01	Downtown Parking Management	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ 50,000
	Total Additional Operating Impact	**$ -**	**$ -**	**$ 50,000**	**$ -**	**$ -**	**$ -**	**$ 50,000**

NEW DEBT SERVICE - DOWNTOWN DEVELOPMENT FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
DD-01	Downtown Parking Management	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total New Debt Service	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

CAPITAL IMPROVEMENTS SUMMARY - OPERATIONS CENTER
2021 - 2025

Operations Center	2020-21	2021-22	2022-23	2023-24	2024-25	Total ALL Requests
Operations Center Projects - Capital	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000
Subtotal for Submitted Projects	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**
Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
New Debt Service	**-**	**-**	**-**	**-**	**-**	**-**
Grand Total	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**

Operations Center	2020-21	2021-22	2022-23	2023-24	2024-25	Project Total:
FUNDING SOURCES:						
Fund Balance	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000
Subtotal of Funding Sources for Projects	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**
Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
New Debt Service	**-**	**-**	**-**	**-**	**-**	**-**
Grand Total	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**

PROJECTS SUMMARY - OPERATIONS CENTER

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
OC-01	Miscellaneous Building Renovations - Operations Center	$ -	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000
	Total Projects Summary	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**

ADDITIONAL OPERATING IMPACT - OPERATIONS CENTER

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
OC-01	Miscellaneous Building Renovations - Operations Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total Additional Operating Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

NEW DEBT SERVICE - OPERATIONS CENTER

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2020-21	2021-22	2022-23	2023-24	2024-25	Total Years
OC-01	Miscellaneous Building Renovations - Operations Center	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total New Debt Service	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

STRATEGIC MEASURES

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, 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 2018-19 Performance and Cost Data” dated March 2020. 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 2018–19

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 1.15 trips to the disposal facility per day per route, with the distance to the transfer station being ten miles.

Wilson collected 25,100 tons of residential refuse during the fiscal year, at a cost of $55 per ton. The cost per ton does not include the disposal cost of $40.87, 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 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)	49,054
Land Area (Square Miles)	30.97
Persons per Square Mile	1,584
Median Household Income U.S. Census 2016	$35,409

Service Profile

FTE Positions—Collection	8.5
FTE Positions—Other	0.8
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	1.15
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	20,900
Tons Collected	25,100
Monthly Service Fee	$20.00

Full Cost Profile

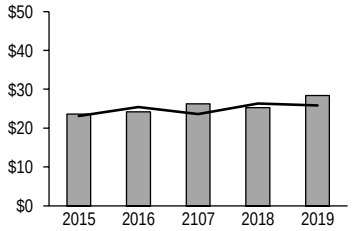
Cost Breakdown by Percentage	
Personal Services	37.6%
Operating Costs	35.0%
Capital Costs	27.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$522,644
Operating Costs	$486,274
Capital Costs	$382,079
TOTAL	$1,390,997

Wilson Residential Refuse Collection

Key: Wilson ■ Benchmarking Average — Fiscal Years 2015 through 2019

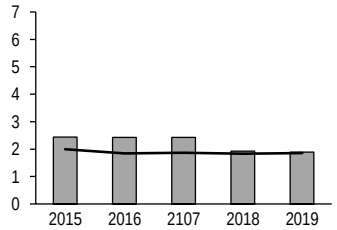
Resource Measures

Residential Refuse Collection Costs per Capita



	2015	2016	2107	2018	2019
Wilson	$23.58	$24.19	$26.23	$25.27	$28.36
Average	$23.14	$25.44	$23.62	$26.38	$25.82

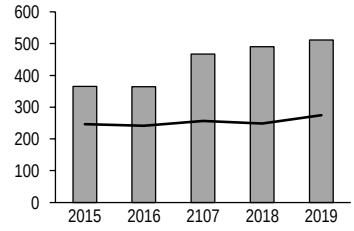
Residential Refuse FTEs per 10,000 Population



	2015	2016	2107	2018	2019
Wilson	2.44	2.43	2.43	1.93	1.89
Average	2.00	1.85	1.86	1.83	1.86

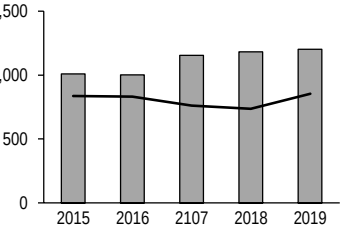
Workload Measures

Residential Refuse Tons per 1,000 Population



	2015	2016	2107	2018	2019
Wilson	366	365	467	491	512
Average	246	242	257	248	275

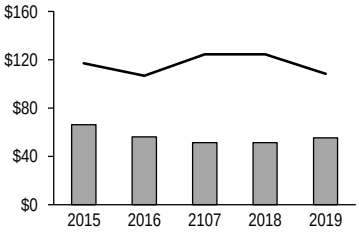
Residential Refuse Tons per 1,000 Collection Points



	2015	2016	2107	2018	2019
Wilson	1,008	1,001	1,153	1,183	1,201
Average	836	831	762	736	853

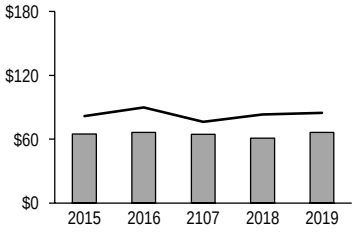
Efficiency Measures

Residential Refuse Collection Cost per Ton Collected



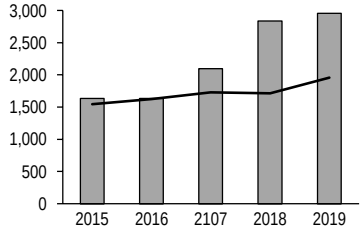
	2015	2016	2107	2018	2019
Wilson	$66	$56	$51	$51	$55
Average	$117	$107	$124	$124	$108

Residential Refuse Collection Cost per Collection Point



	2015	2016	2107	2018	2019
Wilson	$65	$66	$65	$61	$67
Average	$82	$90	$76	$83	$85

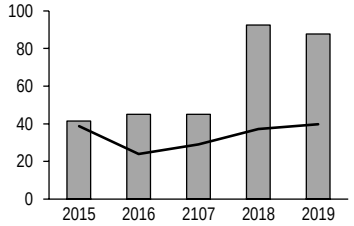
Refuse Tons Collected per Municipal Collection FTE



	2015	2016	2107	2018	2019
Wilson	1,636	1,636	2,098	2,838	2,953
Average	1,543	1,624	1,727	1,713	1,959

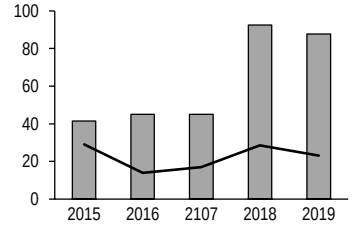
Effectiveness Measures

Complaints per 1,000 Collection Points



	2015	2016	2107	2018	2019
Wilson	41.4	45.1	45.1	92.5	87.8
Average	38.7	24.0	29.0	37.2	39.7

Valid Complaints per 1,000 Collection Points



	2015	2016	2107	2018	2019
Wilson	41.4	45.1	45.1	92.5	87.8
Average	29.1	13.9	16.9	28.6	23.2

Wilson Household Recycling

Fiscal Year 2018–19

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)	49,054
Land Area (Square Miles)	30.60
Persons per Square Mile	1,603
Median Household Income U.S. Census 2016	$35,409

Service Profile

FTE Positions—Collection	4.0
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	25,100
Tons of Recyclables Collected	
Curbside	1,645
City Drop-Off Centers	0
Total Tons Collected	1,645
Monthly Service Fee	$20.00
Revenue from Sale of Recyclables	$0
Sale Revenue as Percentage of Cost	NA

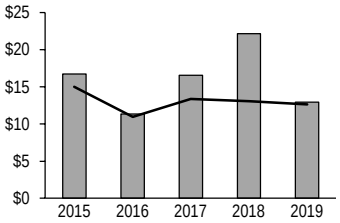
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	36.8%
Operating Costs	40.8%
Capital Costs	22.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$234,006
Operating Costs	$259,384
Capital Costs	$141,847
TOTAL	$635,237

Key: Wilson ■ Benchmarking Average — Fiscal Years 2015 through 2019

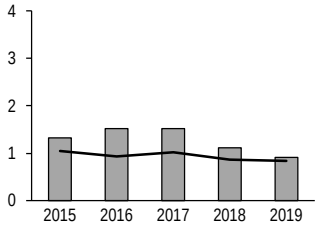
Resource Measures

Recycling Services Cost per Capita



	2015	2016	2017	2018	2019
Wilson	$16.74	$11.31	$16.56	$22.16	$12.95
Average	$15.00	$10.97	$13.36	$13.07	$12.61

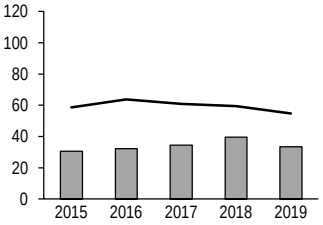
Recycling Services FTEs per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	1.32	1.52	1.52	1.12	0.92
Average	1.05	0.94	1.03	0.87	0.84

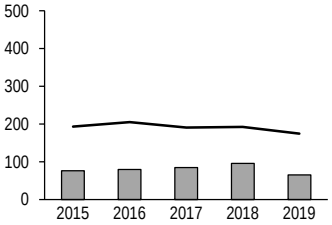
Workload Measures

Tons Recyclables Collected per 1,000 Population



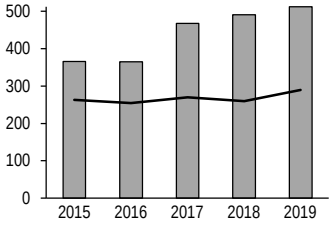
	2015	2016	2017	2018	2019
Wilson	30.7	32.1	34.5	39.7	33.5
Average	58.7	63.7	60.8	59.5	54.7

Tons Recyclables Collected per 1,000 Collection Points



	2015	2016	2017	2018	2019
Wilson	76	79	85	96	66
Average	193	205	191	192	174

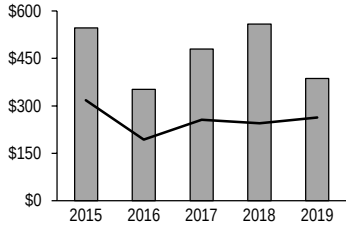
Tons Solid Waste Landfilled per 1,000 Population



	2015	2016	2017	2018	2019
Wilson	365.7	364.7	467.1	490.7	511.7
Average	263.1	254.6	269.8	259.5	288.9

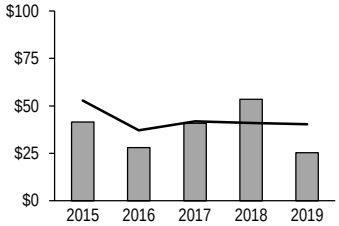
Efficiency Measures

Recycling Services Cost per Ton Collected



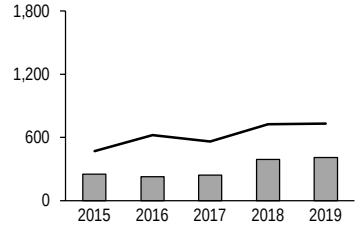
	2015	2016	2017	2018	2019
Wilson	$546	$352	$480	$558	$386
Average	$318	$194	$256	$245	$263

Recycling Services Cost per Collection Point



	2015	2016	2017	2018	2019
Wilson	$41.51	$27.96	$40.87	$53.42	$25.31
Average	$52.91	$37.21	$41.77	$41.05	$40.34

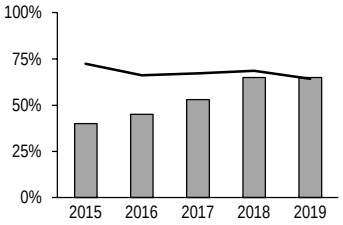
Tons Collected Curbside per Municipal FTE



	2015	2016	2017	2018	2019
Wilson	252	227	244	390	411
Average	471	622	561	725	733

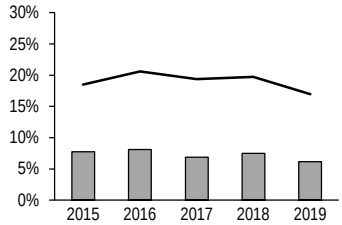
Effectiveness Measures

Community Set-Out Rate



	2015	2016	2017	2018	2019
Wilson	40.0%	45.0%	53.0%	65.0%	65.0%
Average	72.4%	66.1%	67.2%	68.6%	64.2%

Tons Recycled as Percentage of Tons Refuse and Recyclables Collected



	2015	2016	2017	2018	2019
Wilson	7.7%	8.1%	6.9%	7.5%	6.2%
Average	18.5%	20.6%	19.4%	19.8%	17.0%

Fiscal Year 2018–19

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)	49,054
Land Area (Square Miles)	30.97
Persons per Square Mile	1,584
Median Household Income	$35,409
U.S. Census 2016	

Service Profile

FTE Positions—Collection	11.5
FTE Positions—Other	0.0
Collection Frequency	
Yard Waste	1 x week
Seasonal Leaf Collection	1 x 3 weeks
Collection Points	25,100
Tons Collected	
Yard Waste	9,022
Seasonal Leaves	1,200
Total Tons Collected	10,222
Monthly Service Fee	Included in solid waste fee

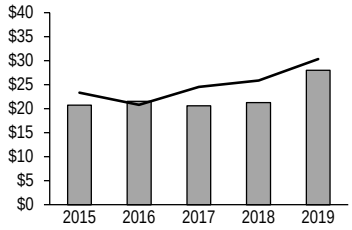
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	49.5%
Operating Costs	32.5%
Capital Costs	17.9%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$679,633
Operating Costs	$446,606
Capital Costs	$246,090
TOTAL	$1,372,329

Key: Wilson ■ Benchmarking Average — Fiscal Years 2015 through 2019

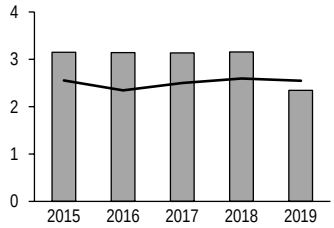
Resource Measures

Yard Waste and Leaf Collection Costs per Capita



	2015	2016	2017	2018	2019
Wilson	$20.76	$21.50	$20.57	$21.28	$27.98
Average	$23.30	$20.78	$24.53	$25.87	$30.37

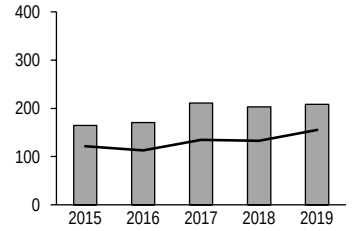
Yard Waste and Leaf Collection FTEs per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	3.1	3.1	3.1	3.2	2.3
Average	2.6	2.3	2.5	2.6	2.5

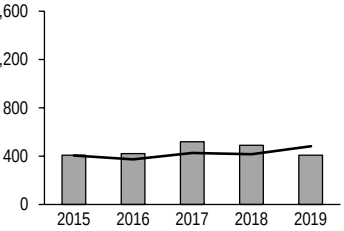
Workload Measures

Yard Waste and Leaf Tons Collected per 1,000 Population



	2015	2016	2017	2018	2019
Wilson	165	171	211	203	208
Average	121	113	135	133	155

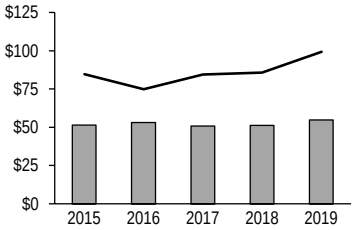
Yard Waste and Leaf Tons Collected per 1,000 Collection Points



	2015	2016	2017	2018	2019
Wilson	408	422	520	489	407
Average	404	374	428	415	483

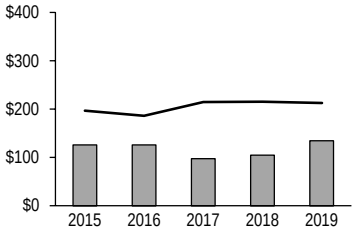
Efficiency Measures

Yard Waste and Leaf Collection Cost per Collection Point



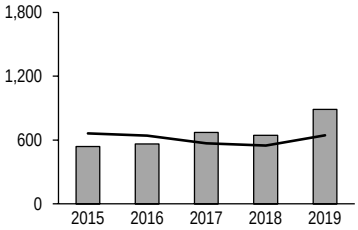
	2015	2016	2017	2018	2019
Wilson	$51	$53	$51	$51	$55
Average	$85	$75	$84	$86	$99

Yard Waste and Leaf Collection Cost per Ton Collected



	2015	2016	2017	2018	2019
Wilson	$126	$126	$98	$105	$134
Average	$196	$186	$215	$215	$212

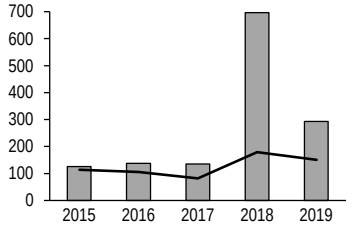
Yard Waste and Leaf Tons Collected per Collection FTE



	2015	2016	2017	2018	2019
Wilson	540	562	672	643	889
Average	662	640	570	547	643

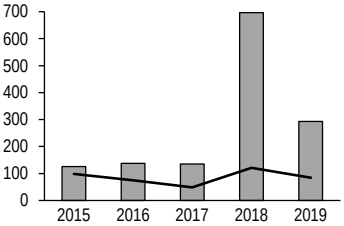
Effectiveness Measures

Collection Complaints per 10,000 Collection Points



	2015	2016	2017	2018	2019
Wilson	126	137	135	697	293
Average	114	105	82	179	150

Valid Complaints per 10,000 Collection Points



	2015	2016	2017	2018	2019
Wilson	126	137	135	697	293
Average	98	74	49	121	85

Fiscal Year 2018–19

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 9.7 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 five 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 623 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)	49,054
Land Area (Square Miles)	30.97
Persons per Square Mile	1,584
Median Household Income	$35,409
U.S. Census 2016	

Service Profile

FTE Positions—Sworn	125.0
FTE Positions—Other	16.0
Marked and Unmarked Patrol Vehicles	128
Part I Crimes Reported	
Homicide	5
Rape	12
Robbery	60
Assault	132
Burglary	356
Larceny	1,106
Auto Theft	111
Arson	6
TOTAL	1,788
Part II Crimes Reported	2,538
Part I Crimes Cleared	
Persons	125
Property	498
TOTAL	623
Reporting Format	UCR
Number of Calls Dispatched	89,274
Number of Traffic Accidents	2,699
Property Damage for Accidents	NA

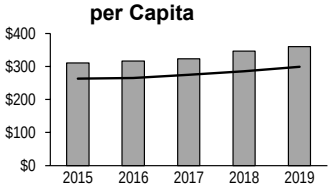
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	68.4%
Operating Costs	25.1%
Capital Costs	6.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$12,098,934
Operating Costs	$4,444,553
Capital Costs	$1,150,124
TOTAL	$17,693,611

Key: Wilson ■ Benchmarking Average — Fiscal Years 2015 through 2019

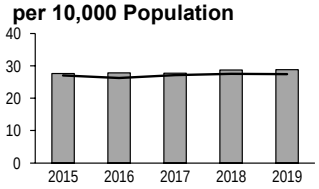
Resource Measures

Police Services Costs per Capita



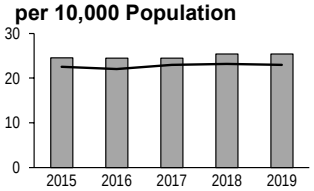
	2015	2016	2017	2018	2019
Wilson	$311	$317	$324	$347	$361
Average	$264	$265	$274	$285	$299

Total Police Services Personnel per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	27.6	27.8	27.7	28.7	28.7
Average	27.0	26.3	27.1	27.6	27.4

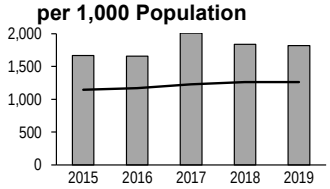
Sworn Police Officers per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	24.6	24.5	24.5	25.4	25.5
Average	22.5	22.0	23.0	23.2	23.0

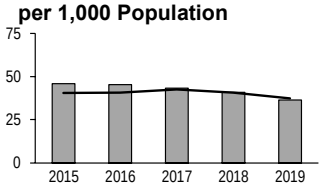
Workload Measures

Calls Dispatched per 1,000 Population



	2015	2016	2017	2018	2019
Wilson	1,666	1,659	2,008	1,835	1,820
Average	1,144	1,167	1,225	1,264	1,260

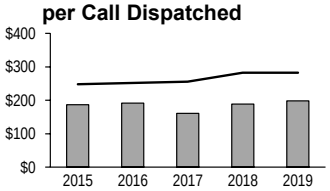
Part I Crimes per 1,000 Population



	2015	2016	2017	2018	2019
Wilson	45.8	45.3	43.3	40.8	36.4
Average	40.5	40.7	42.6	40.7	37.3

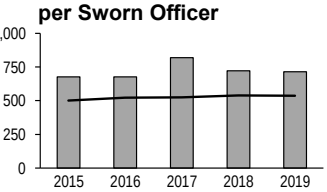
Efficiency Measures

Police Services Cost per Call Dispatched



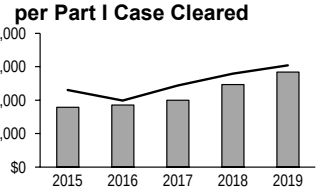
	2015	2016	2017	2018	2019
Wilson	$187	$191	$161	$189	$198
Average	$248	$252	$255	$282	$282

Calls Dispatched per Sworn Officer



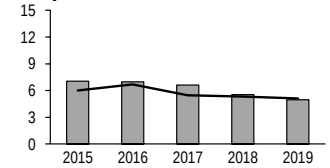
	2015	2016	2017	2018	2019
Wilson	678	677	820	722	714
Average	501	523	524	538	536

Police Services Cost per Part I Case Cleared



	2015	2016	2017	2018	2019
Wilson	$17,910	$18,555	$20,033	$24,656	$28,401
Average	$23,091	$19,911	$24,369	$27,925	$30,448

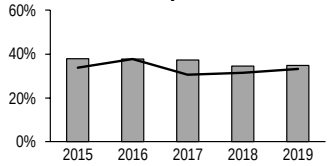
Part I Cases Cleared per Sworn Officer



	2015	2016	2017	2018	2019
Wilson	7.1	7.0	6.6	5.5	5.0
Average	6.0	6.7	5.5	5.3	5.1

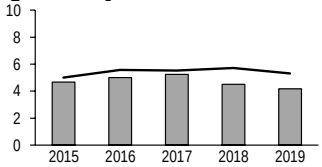
Effectiveness Measures

Percentage of Part I Cases Cleared of Those Reported



	2015	2016	2017	2018	2019
Wilson	37.9%	37.8%	37.3%	34.5%	34.8%
Average	33.9%	37.7%	30.5%	31.4%	33.2%

Response Time to High Priority Calls in Minutes



	2015	2016	2017	2018	2019
Wilson	4.7	5.0	5.3	4.5	4.2
Average	5.0	5.6	5.5	5.7	5.3

Fiscal Year 2018–19

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 8.9 lane miles during the year, or 1.3 percent of the total lane miles maintained.

Contract crews treated 0.3 lane miles with rehabilitation. This project was a complete rebuild with extensive work needed. The road had no stone base requiring a cut of 6" of soil, replaced with aggregate and paved with 3 inches of asphalt. City crews performed preservation work on 8.6 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 2,774. 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)	49,054
Land Area (Square Miles)	30.97
Persons per Square Mile	1,584
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	8.6
Resurfacing	0.0
Rehabilitation	0.3
TOTAL	8.9
Total Costs for All Treatment Types	$337,767
Potholes Repaired	2,774
Number of Utility Cuts	691
Number of Maintenance Patches (exclusive of potholes and utility cuts)	311
Average Cost per Ton of Hot Asphalt during Year	$79.24

Full Cost Profile

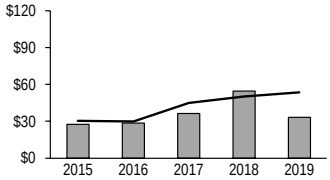
Cost Breakdown by Percentage	
Personal Services	25.7%
Operating Costs	67.5%
Capital Costs	6.7%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$419,949
Operating Costs	$1,102,651
Capital Costs	$109,750
TOTAL	$1,632,350

Wilson — Asphalt Maintenance and Repair

Key: Wilson ■ Benchmarking Average — Fiscal Years 2015 through 2019

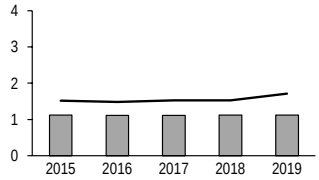
Resource Measures

Asphalt Maintenance and Repair Services Costs per Capita



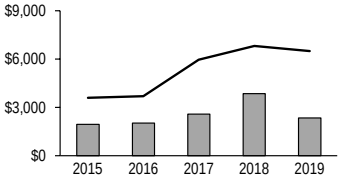
	2015	2016	2017	2018	2019
Wilson	$27.48	$28.44	$36.32	$54.57	$33.28
Average	$30.39	$29.75	$44.80	$50.13	$53.59

Asphalt Maintenance and Repair FTEs per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	1.12	1.11	1.11	1.12	1.12
Average	1.52	1.49	1.53	1.53	1.71

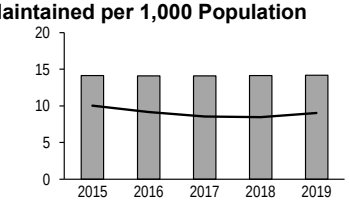
Service Costs per Lane Mile of Road Maintained



	2015	2016	2017	2018	2019
Wilson	$1,945	$2,019	$2,580	$3,859	$2,347
Average	$3,593	$3,700	$5,949	$6,807	$6,500

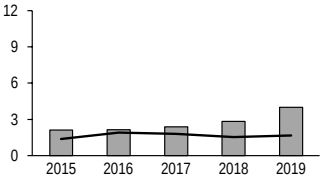
Workload Measures

Number of Lane Miles Maintained per 1,000 Population



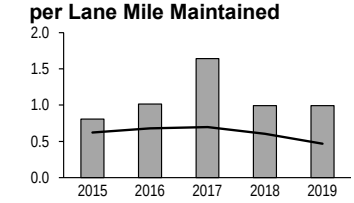
	2015	2016	2017	2018	2019
Wilson	14.1	14.1	14.1	14.1	14.2
Average	10.0	9.2	8.6	8.5	9.0

Reported Potholes per Lane Mile Maintained



	2015	2016	2017	2018	2019
Wilson	2.11	2.15	2.38	2.83	3.99
Average	1.39	1.91	1.79	1.53	1.68

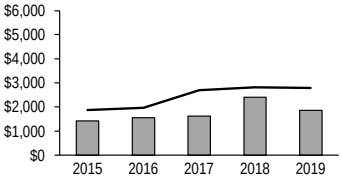
Repaired Utility Cuts per Lane Mile Maintained



	2015	2016	2017	2018	2019
Wilson	0.81	1.01	1.64	0.99	0.99
Average	0.62	0.68	0.70	0.61	0.47

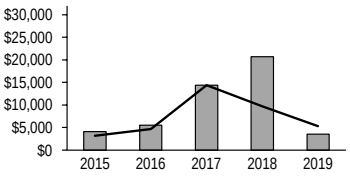
Efficiency Measures

Cost of Maintenance per Lane Mile Maintained



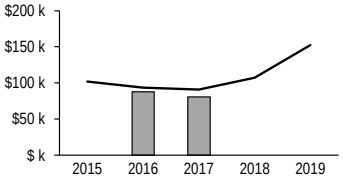
	2015	2016	2017	2018	2019
Wilson	$1,418	$1,548	$1,626	$2,404	$1,862
Average	$1,877	$1,970	$2,700	$2,816	$2,791

Cost per Lane Mile for Preservation Treatment



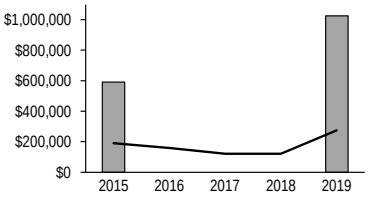
	2015	2016	2017	2018	2019
Wilson	$4,077	$5,500	$14,360	$20,671	$3,536
Average	$3,214	$4,648	$14,370	$9,697	$5,320

Cost per Lane Mile for Resurfacing Treatment



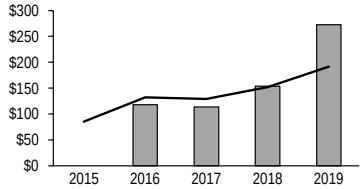
	2015	2016	2017	2018	2019
Wilson		$88 k	$81 k		
Average	$102 k	$93 k	$91 k	$107 k	$152 k

Cost per Lane Mile for Rehabilitation Treatment



	2015	2016	2017	2018	2019
Wilson	$590 k				$1024 k
Average	$190 k	$158 k	$123 k	$123 k	$275 k

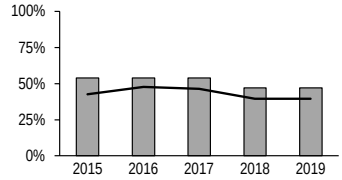
Cost per Ton for Contract Resurfacing



	2015	2016	2017	2018	2019
Wilson		$118	$113	$154	$272
Average	$86	$132	$129	$152	$192

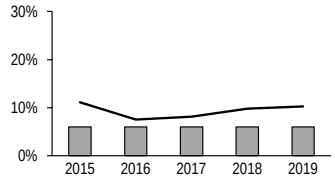
Effectiveness Measures

Percent of Lane Miles Rated 85 or Better



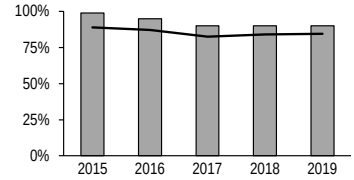
	2015	2016	2017	2018	2019
Wilson	54%	54%	54%	47%	47%
Average	43%	48%	46%	40%	40%

Percent of Lane Miles Rated Below 45



	2015	2016	2017	2018	2019
Wilson	6.0%	6.0%	6.0%	6.0%	6.0%
Average	11.1%	7.5%	8.2%	9.8%	10.2%

Percentage of Potholes Repaired within 24 hours



	2015	2016	2017	2018	2019
Wilson	99%	95%	90%	90%	90%
Average	89%	87%	83%	84%	85%

Fiscal Year 2018–19

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 1, as rated in 2018. This is the highest rating that can be achieved. The Wilson Fire Department has been accredited since 2002.

The fire department in Wilson conducted 3,350 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	49,054
Land Area (Square Miles)	31.01
Persons per Square Mile	1,582
Median Household Income U.S. Census 2016	$35,409

Service Profile

FTE Positions—Firefighters	85.0
FTE Positions—Other	15.0
Fire Stations	5
First-Line Fire Apparatus	
Pumpers	4
Aerial Trucks	1
Quints	1
Squads	0
Rescue	0
Other	1
Fire Department Responses	4,433
Responses for Fires	188
Structural Fires Reported	42
Inspections Completed for Maintenance, Construction, and Reinspections	3,350
Fire Code Violations Reported	4,540
Estimated Fire Loss (millions)	$0.70
Amount of Property Protected in Service Area (millions)	$4,127
Number of Fire Education Programs or Events	70

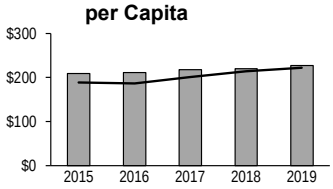
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	72.5%
Operating Costs	18.3%
Capital Costs	9.2%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$8,065,367
Operating Costs	$2,037,500
Capital Costs	$1,026,494
TOTAL	$11,129,361

Key: Wilson ■ Benchmarking Average — Fiscal Years 2015 through 2019

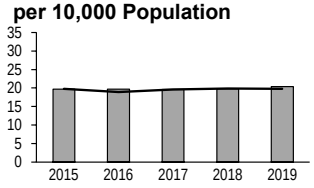
Resource Measures

Fire Services Costs per Capita



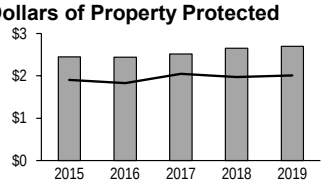
	2015	2016	2017	2018	2019
Wilson	$209	$211	$217	$219	$227
Average	$188	$186	$201	$214	$222

Fire Services Total FTEs per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	19.7	19.7	19.6	19.7	20.4
Average	19.8	18.9	19.6	19.9	19.8

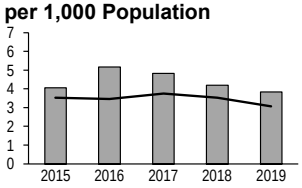
Fire Services Cost per Thousand Dollars of Property Protected



	2015	2016	2017	2018	2019
Wilson	$2.45	$2.44	$2.51	$2.66	$2.70
Average	$1.90	$1.83	$2.05	$1.97	$2.01

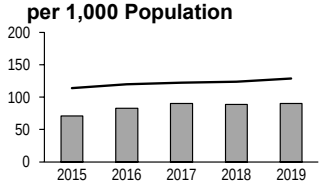
Workload Measures

Actual Fires per 1,000 Population



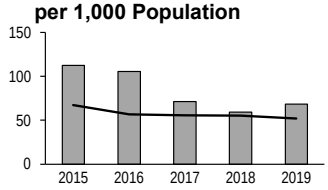
	2015	2016	2017	2018	2019
Wilson	4.06	5.17	4.82	4.19	3.83
Average	3.52	3.45	3.76	3.52	3.06

Fire Department Responses per 1,000 Population



	2015	2016	2017	2018	2019
Wilson	71	83	90	89	90
Average	114	120	122	124	129

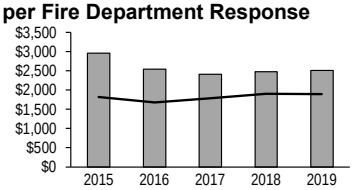
Fire Inspections Completed per 1,000 Population



	2015	2016	2017	2018	2019
Wilson	113	105	71	59	68
Average	67	57	56	55	52

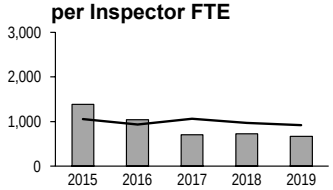
Efficiency Measures

Fire Services Cost per Fire Department Response



	2015	2016	2017	2018	2019
Wilson	$2,956	$2,543	$2,410	$2,472	$2,511
Average	$1,815	$1,682	$1,786	$1,904	$1,896

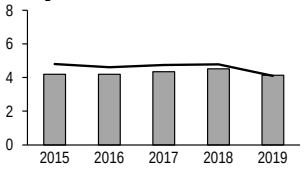
Inspections Completed per Inspector FTE



	2015	2016	2017	2018	2019
Wilson	1,385	1,041	704	728	670
Average	1,052	930	1,061	969	920

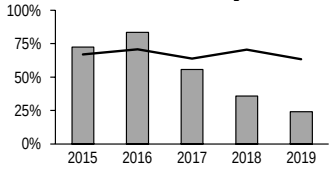
Effectiveness Measures

Average Response Time to Priority One Calls in Minutes



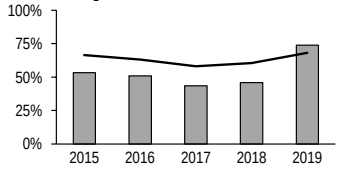
	2015	2016	2017	2018	2019
Wilson	4.2	4.2	4.4	4.5	4.1
Average	4.8	4.6	4.7	4.8	4.1

Percentage of Fire Code Violations Cleared within 90 Days



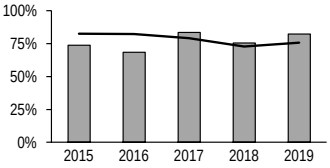
	2015	2016	2017	2018	2019
Wilson	73%	83%	56%	36%	24%
Average	67%	71%	64%	71%	63%

Percentage of Fires Confined to Rooms or Objects Involved on Arrival



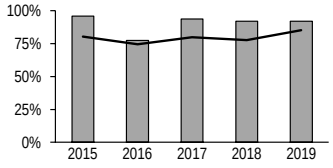
	2015	2016	2017	2018	2019
Wilson	53%	51%	43%	46%	74%
Average	66%	63%	58%	60%	68%

Percentage of Fires for Which Cause Was Determined



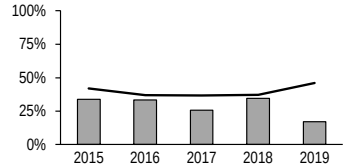
	2015	2016	2017	2018	2019
Wilson	74%	68%	84%	76%	82%
Average	83%	82%	79%	73%	76%

Percentage of Full Response within 8 Minutes Travel Time



	2015	2016	2017	2018	2019
Wilson	96%	78%	94%	92%	92%
Average	80%	74%	80%	78%	85%

Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care



	2015	2016	2017	2018	2019
Wilson	34.0%	33.3%	25.8%	34.7%	17.1%
Average	42.0%	37.0%	36.6%	37.1%	46.0%

Fiscal Year 2018–19

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 $347,018 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 but in FY 2018-19 activity in commercial buildings has picked up.

Municipal Profile

Population Served	54,933
Land Area Inspected (Square Miles)	58.54
Persons per Square Mile	938
Estimated Tax Base in Service Area (billions)	$4.62
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	2,981
Electrical	2,347
Mechanical	2,219
Plumbing	1,346
TOTAL	8,893
Building Permit Values	
Residential	$15,450,047
Multi-Family	$0
Commercial	$349,519,461
TOTAL	$364,969,508
Inspection Fee Revenue	$347,018

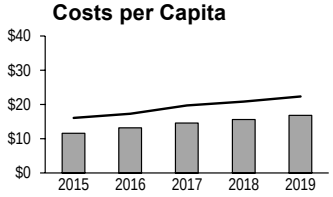
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	75.0%
Operating Costs	18.4%
Capital Costs	6.6%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$693,099
Operating Costs	$169,993
Capital Costs	$61,043
TOTAL	$924,135

Key: Wilson ■ Benchmarking Average — Fiscal Years 2015 through 2019

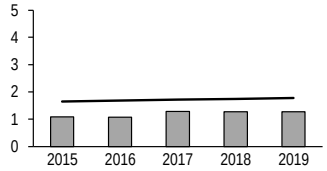
Resource Measures

Building Inspections Services Costs per Capita



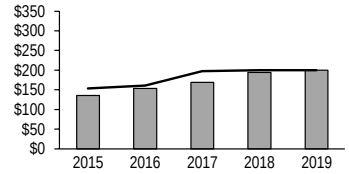
	2015	2016	2017	2018	2019
Wilson	$11.52	$13.19	$14.56	$15.53	$16.82
Average	$16.10	$17.22	$19.68	$20.80	$22.39

Building Inspections Services FTEs per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	1.09	1.07	1.28	1.27	1.27
Average	1.66	1.68	1.71	1.74	1.78

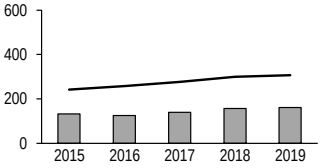
Building Inspections Services Cost per Million Dollars of Tax Base



	2015	2016	2017	2018	2019
Wilson	$135	$153	$169	$194	$200
Average	$153	$161	$197	$200	$200

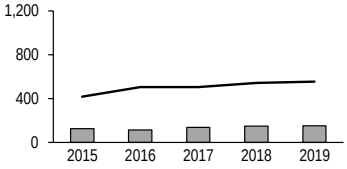
Workload Measures

Inspections per 1,000 Population in Service Area



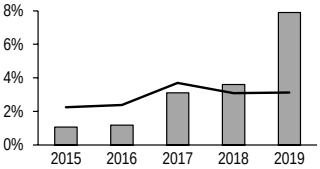
	2015	2016	2017	2018	2019
Wilson	133	126	139	157	162
Average	243	257	276	300	307

Inspections per Square Mile in Service Area



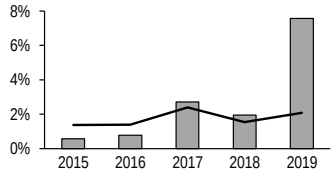
	2015	2016	2017	2018	2019
Wilson	125	114	138	148	152
Average	417	504	504	544	554

Value of Building Permits as Percentage of Tax Base of Area Served



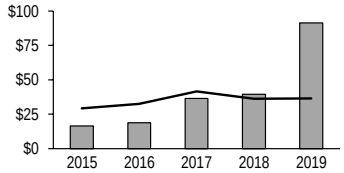
	2015	2016	2017	2018	2019
Wilson	1.05%	1.17%	3.10%	3.60%	7.89%
Average	2.24%	2.37%	3.69%	3.09%	3.12%

Value of Commercial Permits as Percentage of Tax Base of Area Served



	2015	2016	2017	2018	2019
Wilson	0.58%	0.78%	2.70%	1.96%	7.56%
Average	1.37%	1.39%	2.39%	1.54%	2.08%

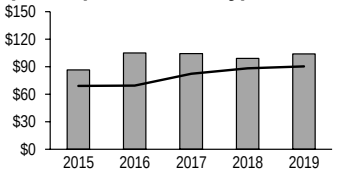
Value of Building Permits per Inspector FTE in Millions of Dollars



	2015	2016	2017	2018	2019
Wilson	$16.5	$18.9	$36.5	$39.6	$91.2
Average	$29.4	$32.4	$41.6	$36.2	$36.4

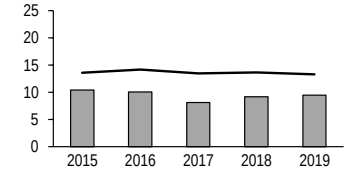
Efficiency Measures

Building Services Cost per Inspection—All Types



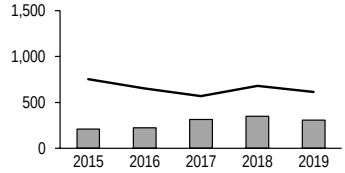
	2015	2016	2017	2018	2019
Wilson	$86.64	$104.80	$104.40	$98.95	$103.92
Average	$69.09	$69.47	$82.18	$88.07	$90.08

Inspections per Day per Inspector FTE



	2015	2016	2017	2018	2019
Wilson	10.4	10.0	8.1	9.2	9.5
Average	13.6	14.2	13.5	13.7	13.3

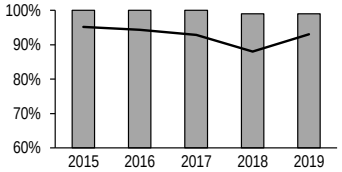
Plan Reviews per Year per Reviewer FTE



	2015	2016	2017	2018	2019
Wilson	211	222	313	350	306
Average	752	654	570	680	613

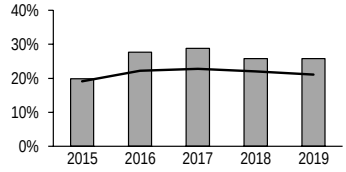
Effectiveness Measures

Percentage of Inspection Responses within One Working Day of Request



	2015	2016	2017	2018	2019
Wilson	100.0%	100.0%	100.0%	99.0%	99.0%
Average	95.2%	94.3%	92.8%	88.0%	93.1%

Percentage of Inspections That Are Reinspections



	2015	2016	2017	2018	2019
Wilson	19.9%	27.7%	28.8%	25.8%	25.9%
Average	19.1%	22.2%	22.8%	22.1%	21.1%

Fiscal Year 2018–19

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)	49,054
Land Area (Square Miles)	30.97
Persons per Square Mile	1,584

Service Profile

FTE Positions—Technician	11.0
FTE Positions—Other	5.0
Work Bays	15

Rolling Stock Maintained	No.	Average Age
Cars—Normal Usage	32	8.7 Years
Cars—Severe Usage	120	7.0 Years
Motorcycles	3	3.0 Years
Light Utility Vehicles	12	8.0 Years
Light Vehicles	202	9.0 Years
Medium Vehicles	59	13.0 Years
Heavy—Sanitation	33	8.5 Years
Heavy—Sewer	5	10.2 Years
Heavy—Fire Apparatus	10	12.6 Years
Heavy—Other	65	9.6 Years
Trailed Equipment	165	14.0 Years
Off-Road/Construction/Tractors	172	14.0 Years
Buses	4	14.0 Years
TOTAL	882	

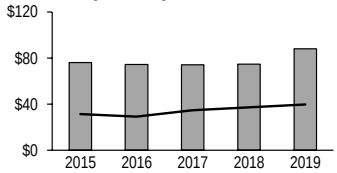
Vehicle Equivalent Units (VEUs)	2,929
Average Rolling Stock Units Available per Day	847
Hours Billed	16,703
Work Orders	6,955
Repeat Repairs within 30 Days	34
Work Orders Completed within 24 hours	5,911
Preventive Maintenance Jobs (PMs)	1,570
PMs Completed as Scheduled	1,413

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	30.3%
Operating Costs	65.3%
Capital Costs	4.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$1,308,397
Operating Costs	$2,820,671
Capital Costs	$188,849
TOTAL	$4,317,917

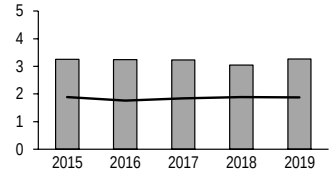
Resource Measures

Fleet Maintenance Services Cost per Capita



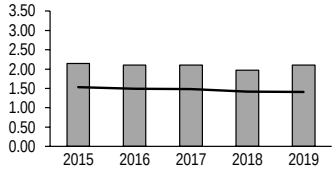
	2015	2016	2017	2018	2019
Wilson	$76.14	$74.36	$74.24	$74.80	$88.02
Average	$31.51	$29.21	$34.90	$37.34	$39.88

Fleet Maintenance FTEs per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	3.25	3.24	3.24	3.05	3.26
Average	1.89	1.76	1.84	1.89	1.88

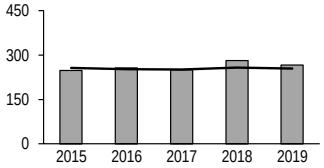
Fleet Maintenance FTEs per 100 Municipal Employees



	2015	2016	2017	2018	2019
Wilson	2.15	2.11	2.11	1.97	2.11
Average	1.53	1.49	1.48	1.41	1.41

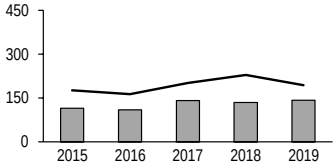
Workload Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE



	2015	2016	2017	2018	2019
Wilson	248	257	250	281	266
Average	256	253	250	257	255

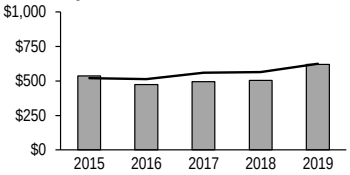
Preventive Maintenances (PMs) Completed In-House per Tech FTE



	2015	2016	2017	2018	2019
Wilson	115	110	141	135	143
Average	176	163	201	228	195

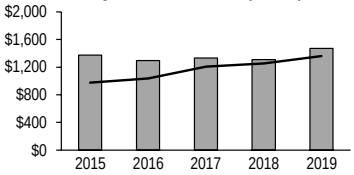
Efficiency Measures

Fleet Maintenance Cost per Work Order



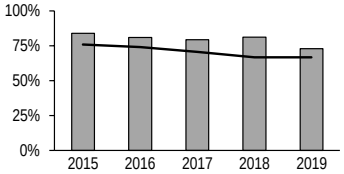
	2015	2016	2017	2018	2019
Wilson	$536	$475	$495	$505	$621
Average	$521	$512	$560	$565	$623

Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)



	2015	2016	2017	2018	2019
Wilson	$1,375	$1,298	$1,333	$1,308	$1,474
Average	$974	$1,039	$1,207	$1,254	$1,360

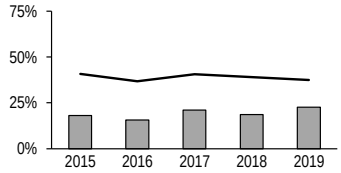
Hours Billed as a Percentage of Total Hours



	2015	2016	2017	2018	2019
Wilson	84%	81%	79%	81%	73%
Average	76%	74%	71%	67%	67%

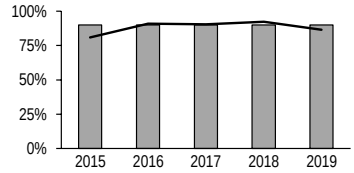
Effectiveness Measures

Preventive Maintenances (PMs) as a Percentage of All Work Orders



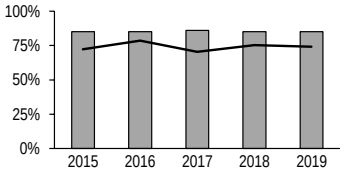
	2015	2016	2017	2018	2019
Wilson	18%	16%	21%	19%	23%
Average	41%	37%	41%	39%	38%

Percentage of Preventive Maintenances (PMs) Completed as Scheduled



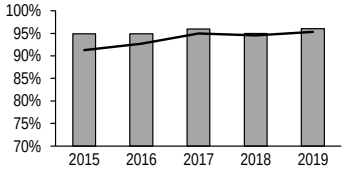
	2015	2016	2017	2018	2019
Wilson	90%	90%	90%	90%	90%
Average	81%	91%	90%	92%	87%

Percentage of Work Orders Completed within 24 Hours



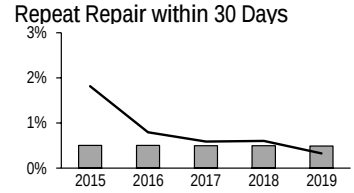
	2015	2016	2017	2018	2019
Wilson	85%	85%	86%	85%	85%
Average	72%	79%	70%	75%	74%

Percentage of Rolling Stock Available per Day



	2015	2016	2017	2018	2019
Wilson	95%	95%	96%	95%	96%
Average	91%	93%	95%	95%	95%

Percentage of Work Orders Requiring Repeat Repair within 30 Days



	2015	2016	2017	2018	2019
Wilson	0.50%	0.50%	0.50%	0.49%	0.49%
Average	1.82%	0.80%	0.59%	0.61%	0.33%

Fiscal Year 2018–19

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 249 positions.

The city's probationary period is twelve months for new city employees.

Conditions Affecting Service, Performance, and Costs

Municipal Profile

Population (OSBM 2017)	49,054
Land Area (Square Miles)	30.97
Persons per Square Mile	1,584
Median Household Income U.S. Census 2016	$35,409
County Unemployment Rate (2018) U.S. Bureau of Labor Statistics	6.2%

Service Profile

Central HR FTE Positions	
Administration	1.0
Generalist/Specialist	3.0
Staff Support/Clerical	2.0
Total Authorized Workforce	779.0
Authorized FTEs	771.0
Average Length of Service (Months)	114
Number of Position Requisitions	95
Employment Applications Processed	5,600
Length of Probationary Employment Period	12 months
Compensation Studies Completed	1
Positions Studied	249
Employee Turnover	
Voluntary Separations	64
Involuntary Separations	19
TOTAL SEPARATIONS	83
Formal Grievances Filed by Employees	3
Equal Employment Opportunity Commission (EEOC) Complaints Filed	1

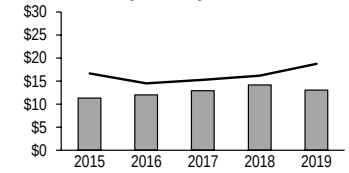
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	76.0%
Operating Costs	21.6%
Capital Costs	2.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$487,135
Operating Costs	$138,413
Capital Costs	$15,437
TOTAL	$640,985

Key: Wilson ■ Benchmarking Average — Fiscal Years 2015 through 2019

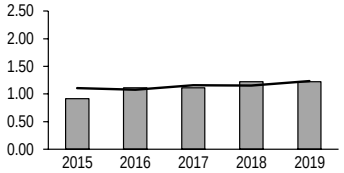
Resource Measures

Human Resources Services Cost per Capita



	2015	2016	2017	2018	2019
Wilson	$11.34	$12.02	$12.94	$14.20	$13.07
Average	$16.65	$14.55	$15.27	$16.20	$18.75

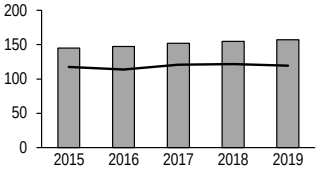
Human Resources FTEs per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	0.91	1.11	1.11	1.22	1.22
Average	1.10	1.08	1.16	1.15	1.23

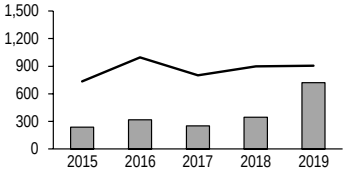
Workload Measures

Total Municipal FTEs per 10,000 Population



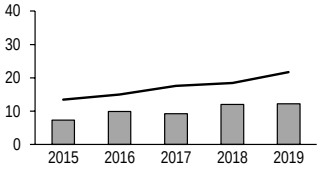
	2015	2016	2017	2018	2019
Wilson	145	147	152	155	157
Average	118	114	121	122	119

Applications Processed per 100 Municipal Employees



	2015	2016	2017	2018	2019
Wilson	236	315	251	343	719
Average	733	997	800	900	906

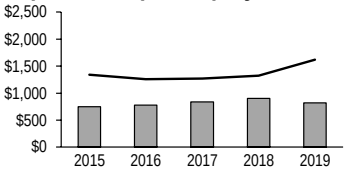
Position Requisitions per 100 Municipal Employees



	2015	2016	2017	2018	2019
Wilson	7.2	9.9	9.2	11.9	12.2
Average	13.4	14.9	17.6	18.4	21.6

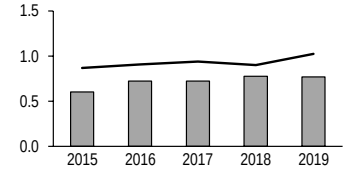
Efficiency Measures

Human Resources Cost per Municipal Employee



	2015	2016	2017	2018	2019
Wilson	$750	$781	$841	$907	$823
Average	$1,341	$1,261	$1,272	$1,325	$1,621

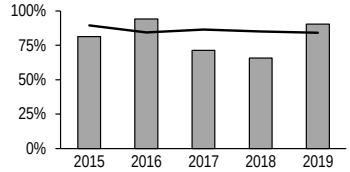
Ratio of Human Resources Staff to 100 Municipal Employees



	2015	2016	2017	2018	2019
Wilson	0.60	0.72	0.72	0.78	0.77
Average	0.87	0.91	0.94	0.90	1.03

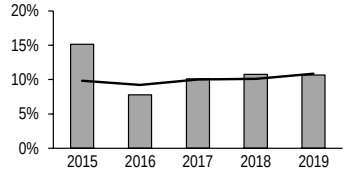
Effectiveness Measures

Probationary Period Completion Rate (New Hires)



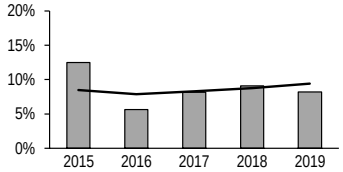
	2015	2016	2017	2018	2019
Wilson	82%	94%	71%	66%	91%
Average	90%	85%	87%	85%	84%

Employee Turnover Rate (All Separations)



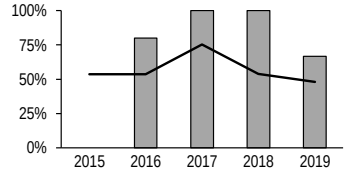
	2015	2016	2017	2018	2019
Wilson	15.2%	7.8%	10.1%	10.8%	10.7%
Average	9.8%	9.2%	10.0%	10.1%	10.9%

Employee Turnover Rate (Voluntary Separations)



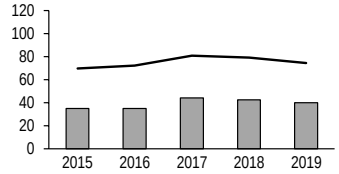
	2015	2016	2017	2018	2019
Wilson	12.5%	5.7%	8.2%	9.1%	8.2%
Average	8.5%	7.9%	8.3%	8.8%	9.4%

Percentage of Grievances Resolved at Department Level



	2015	2016	2017	2018	2019
Wilson		80%	100%	100%	67%
Average	54%	54%	75%	54%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



	2015	2016	2017	2018	2019
Wilson	35	35	44	43	40
Average	70	72	81	79	74

Fiscal Year 2018–19

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 54,500 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.

Municipal Profile

Estimated Service Population	54,500
Service Land Area (Square Miles)	40.0
Persons per Square Mile	1,363
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Household Income U.S. Census 2016	$35,409

Service Profile

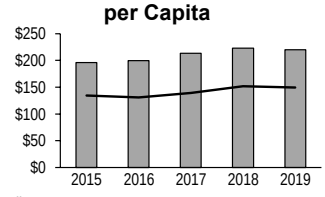
FTE Staff Positions	
Treatment Plant	18.0
Line Crews	20.0
Meter Readers	3.0
Billing/Collection	3.0
Other	3.0
Total	47.0
Number of Treatment Plants	2
Total Treatment Capacity	22.0 MGD
Average Daily Demand	9.1 MGD
Miles of Main Line Pipe	428
Average Age of Main Line Pipe	44 years
Number of Breaks/Leaks	55
Number of Water Meters	22,659
Percent of Meters Read Automatically	44.1%
Total Revenues Collected	$12,721,000

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	25.4%
Operating Costs	46.8%
Capital Costs	27.8%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$3,050,944
Operating Costs	$5,615,548
Capital Costs	$3,339,108
TOTAL	$12,005,600

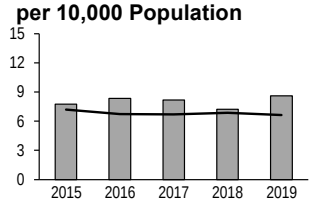
Resource Measures

Water Services Cost per Capita



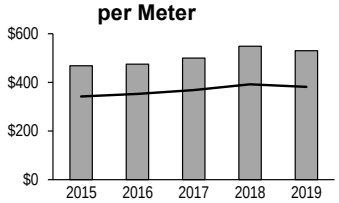
	2015	2016	2017	2018	2019
Wilson	$196	$200	$213	$223	$220
Average	$135	$131	$140	$152	$149

Water Services FTEs per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	7.8	8.3	8.2	7.2	8.6
Average	7.2	6.7	6.7	6.9	6.6

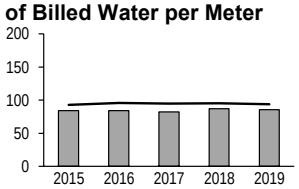
Water Services Cost per Meter



	2015	2016	2017	2018	2019
Wilson	$468	$475	$500	$548	$530
Average	$343	$353	$368	$393	$381

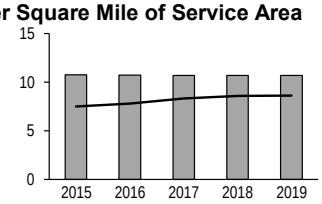
Workload Measures

Thousands of Gallons of Billed Water per Meter



	2015	2016	2017	2018	2019
Wilson	84.2	84.1	82.2	87.1	85.6
Average	92.9	95.6	95.0	95.2	93.9

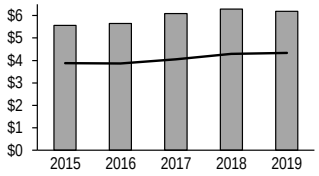
Miles of Main Line Pipe per Square Mile of Service Area



	2015	2016	2017	2018	2019
Wilson	10.8	10.7	10.7	10.7	10.7
Average	7.5	7.8	8.3	8.6	8.6

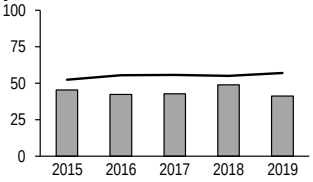
Efficiency Measures

Total Cost per Thousand Gallons of Billed Water



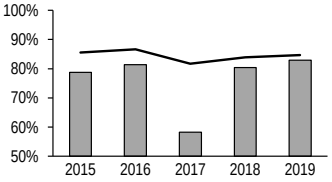
	2015	2016	2017	2018	2019
Wilson	$5.56	$5.65	$6.08	$6.30	$6.19
Average	$3.88	$3.87	$4.04	$4.30	$4.34

Million Gallons of Billed Water per Water Services FTEs



	2015	2016	2017	2018	2019
Wilson	45.5	42.4	42.8	48.9	41.3
Average	52.5	55.5	55.6	55.2	57.0

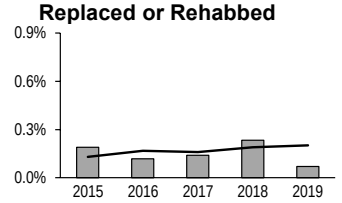
Billed Water as a Percentage of Finished Water



	2015	2016	2017	2018	2019
Wilson	79%	81%	58%	80%	83%
Average	86%	87%	82%	84%	85%

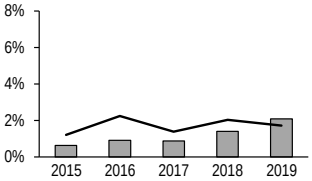
Effectiveness Measures

Percentage of Existing Pipeline Replaced or Rehabbed



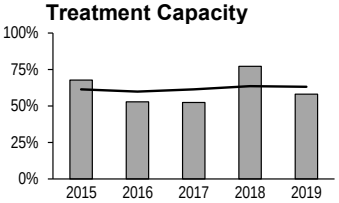
	2015	2016	2017	2018	2019
Wilson	0.2%	0.1%	0.1%	0.2%	0.1%
Average	0.1%	0.2%	0.2%	0.2%	0.2%

Percentage of Water Bills Not Collected



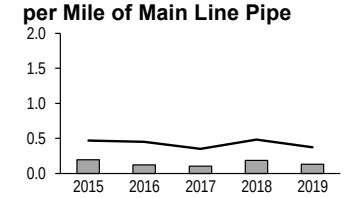
	2015	2016	2017	2018	2019
Wilson	0.64%	0.92%	0.89%	1.40%	2.09%
Average	1.21%	2.24%	1.40%	2.05%	1.72%

Peak Daily Demand as a Percentage of Treatment Capacity



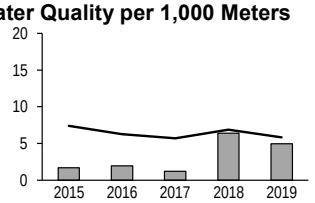
	2015	2016	2017	2018	2019
Wilson	68%	53%	53%	77%	58%
Average	62%	60%	62%	64%	63%

Breaks and Leaks per Mile of Main Line Pipe



	2015	2016	2017	2018	2019
Wilson	0.19	0.12	0.10	0.18	0.13
Average	0.47	0.45	0.35	0.49	0.37

Customer Complaints about Water Quality per 1,000 Meters



	2015	2016	2017	2018	2019
Wilson	1.66	1.94	1.21	6.38	4.94
Average	7.41	6.26	5.72	6.88	5.82

Fiscal Year 2018–19

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.

Waterwater 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	54,400
Service Land Area (Square Miles)	41
Persons per Square Mile	1,327
Topography	Flat
Climate	Temperate; little ice and snow
Median Household Income U.S. Census 2016	$35,409

Service Profile

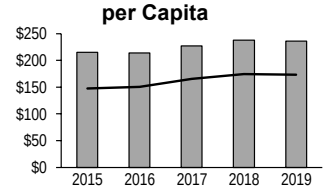
Total FTE Staff Positions	65.0
Treatment Plant	31.0
Line Crews	28.0
Billing/Collection	3.0
Other	3.0
Number of Treatment Plants	1
Total Treatment Capacity	14.0 MGD
Average Daily Flow	10.0 MGD
River Basin into Which System Discharges	Neuse
Miles of Gravity Main Line Pipe	355
Miles of Forced Main Line Pipe	12
Average Age of Main Line Pipe	45 years
Blocks in Sewer Mains	285
Number of System Breaks	4
Sanitary System Overflows	4
Number of Customer Accounts	20,641
Total Revenues Collected	$14,302,000

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	34.5%
Operating Costs	40.7%
Capital Costs	24.8%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$4,422,355
Operating Costs	$5,226,747
Capital Costs	$3,180,234
TOTAL	$12,829,336

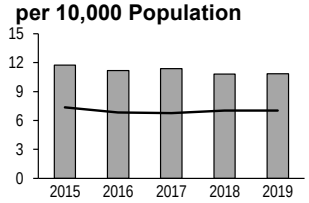
Resource Measures

Wastewater Services Cost per Capita



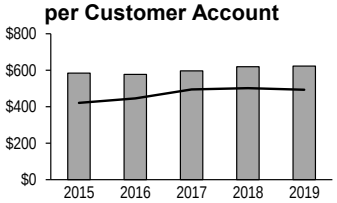
	2015	2016	2017	2018	2019
Wilson	$215	$214	$227	$238	$236
Average	$148	$151	$166	$175	$173

Wastewater Services FTEs per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	11.8	11.2	11.4	10.8	10.8
Average	7.4	6.8	6.8	7.0	7.0

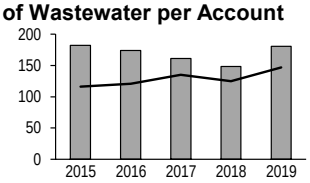
Wastewater Services Cost per Customer Account



	2015	2016	2017	2018	2019
Wilson	$584	$577	$596	$620	$622
Average	$421	$445	$494	$502	$492

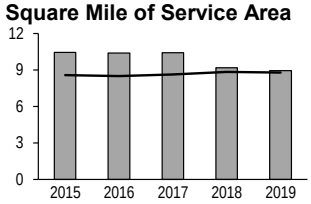
Workload Measures

Thousands of Gallons of Wastewater per Account



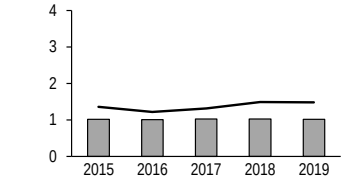
	2015	2016	2017	2018	2019
Wilson	182.4	173.7	161.2	148.6	180.6
Average	116.4	121.0	135.0	124.8	146.8

Miles of Sewer Main Line Pipe per Square Mile of Service Area



	2015	2016	2017	2018	2019
Wilson	10.4	10.4	10.4	9.2	9.0
Average	8.6	8.5	8.6	8.8	8.8

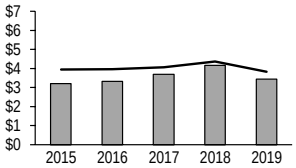
Number of Lift Stations per 1,000 Accounts



	2015	2016	2017	2018	2019
Wilson	1.01	1.01	1.03	1.02	1.02
Average	1.36	1.22	1.31	1.49	1.48

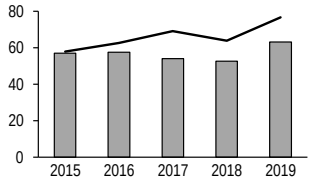
Efficiency Measures

Total Cost per 1,000 Gallons of Treated Wastewater



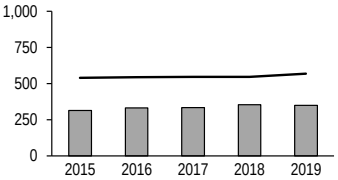
	2015	2016	2017	2018	2019
Wilson	$3.20	$3.32	$3.70	$4.17	$3.44
Average	$3.94	$3.96	$4.07	$4.36	$3.82

Million Gallons of Wastewater per Wastewater Services FTE



	2015	2016	2017	2018	2019
Wilson	57.1	57.6	54.0	52.7	63.2
Average	57.9	62.7	69.2	63.9	76.6

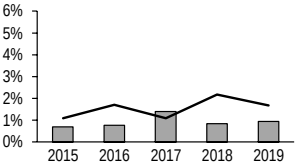
Customer Accounts per Wastewater Services FTE



	2015	2016	2017	2018	2019
Wilson	313	331	335	355	350
Average	540	545	547	547	570

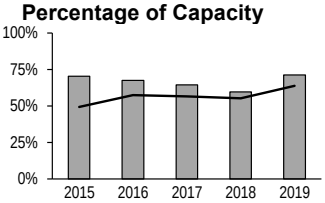
Effectiveness Measures

Percentage of Wastewater Bills Not Collected



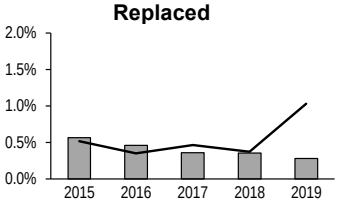
	2015	2016	2017	2018	2019
Wilson	0.70%	0.78%	1.41%	0.85%	0.95%
Average	1.10%	1.72%	1.09%	2.18%	1.68%

Average Daily Treatment as a Percentage of Capacity



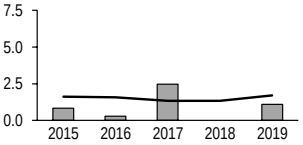
	2015	2016	2017	2018	2019
Wilson	70.4%	67.6%	64.5%	59.8%	71.3%
Average	49.3%	57.6%	56.7%	55.4%	63.9%

Percent of Main Line Rehabbed or Replaced



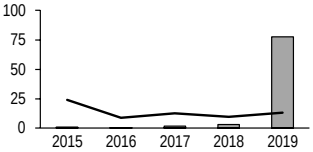
	2015	2016	2017	2018	2019
Wilson	0.56%	0.46%	0.36%	0.36%	0.28%
Average	0.52%	0.35%	0.47%	0.38%	1.03%

Overflows per 100 Miles of Main Line Pipe



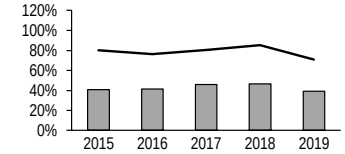
	2015	2016	2017	2018	2019
Wilson	0.85	0.28	2.47	0.00	1.09
Average	1.62	1.57	1.34	1.34	1.70

Backups per 100 Miles of Main Line Pipe



	2015	2016	2017	2018	2019
Wilson	1.13	0.57	1.92	3.27	77.66
Average	24.01	8.83	12.62	9.84	13.28

Billed Wastewater as a Percent of Treated Effluent



	2015	2016	2017	2018	2019
Wilson	41%	42%	46%	46%	39%
Average	80%	76%	81%	85%	71%

Fiscal Year 2018–19

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 seven and half 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)	49,054
Land Area (Square Miles)	30.97
Persons per Square Mile	1,584
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	28.0
Other Staff FTEs	4.0
TOTAL	52.0
Number of Parks and Sites	28
Total Land Acreage in Parks	400.0
Miles of Trails in Parks	7.5
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	19
Parks and Recreation Revenues	
User Fees	$525,000
Grants	$0
Sponsorships	$61,000
Donations	$0

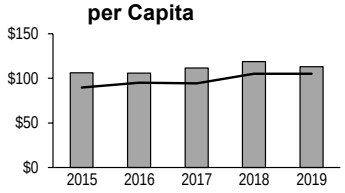
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	57.3%
Operating Costs	34.3%
Capital Costs	8.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$3,174,632
Operating Costs	$1,901,492
Capital Costs	$464,716
TOTAL	$5,540,840

Key: Wilson ■ Benchmarking Average — Fiscal Years 2015 through 2019

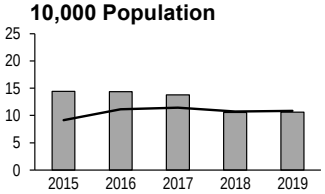
Resource Measures

Core Parks and Recreation Services per Capita



	2015	2016	2017	2018	2019
Wilson	$106	$106	$112	$119	$113
Average	$90	$95	$94	$105	$105

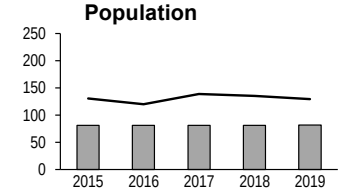
Core Parks and Recreation Staff per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	14.4	14.4	13.8	10.6	10.6
Average	9.1	11.2	11.4	10.8	10.9

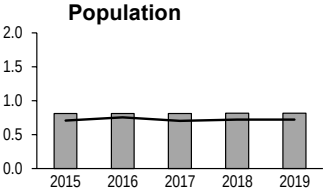
Facilities Measures

Land Acres of Parks per 10,000 Population



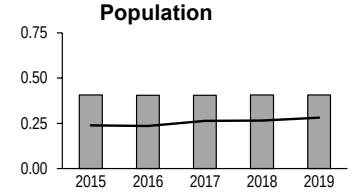
	2015	2016	2017	2018	2019
Wilson	81.26	81.04	80.96	81.35	81.54
Average	130.65	120.23	139.04	135.22	129.66

Recreation Centers per 10,000 Population



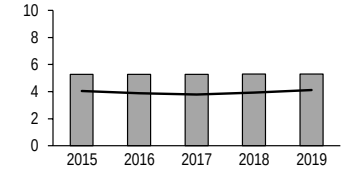
	2015	2016	2017	2018	2019
Wilson	0.81	0.81	0.81	0.81	0.82
Average	0.71	0.76	0.70	0.72	0.72

Swimming Pools per 10,000 Population



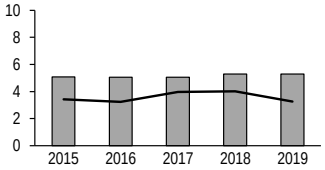
	2015	2016	2017	2018	2019
Wilson	0.41	0.41	0.40	0.41	0.41
Average	0.24	0.24	0.26	0.27	0.28

Athletic Fields per 10,000 Population



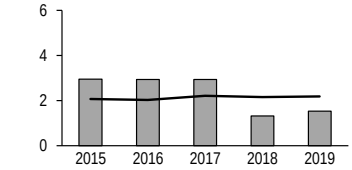
	2015	2016	2017	2018	2019
Wilson	5.28	5.27	5.26	5.29	5.30
Average	4.05	3.88	3.79	3.92	4.12

Playgrounds per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	5.08	5.06	5.06	5.29	5.30
Average	3.43	3.24	3.97	4.01	3.25

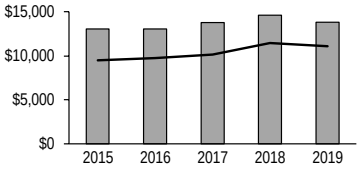
Miles of Land Trails per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	2.95	2.94	2.93	1.32	1.53
Average	2.07	2.02	2.21	2.16	2.18

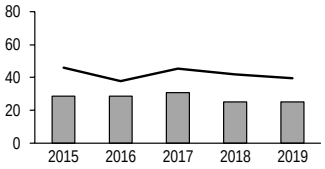
Efficiency Measures

Total Core Parks and Recreation Costs per Acre



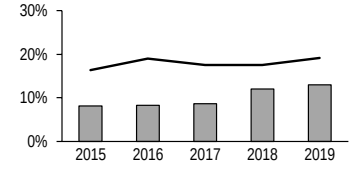
	2015	2016	2017	2018	2019
Wilson	$13,062	$13,079	$13,802	$14,616	$13,852
Average	$9,491	$9,758	$10,169	$11,441	$11,125

Acres of Park Maintained per Maintenance FTE



	2015	2016	2017	2018	2019
Wilson	28.6	28.6	30.8	25.0	25.0
Average	46.0	37.7	45.5	41.8	39.4

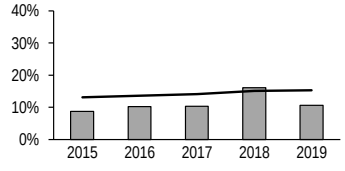
Volunteer Hours in FTEs as a Percent of Paid Staff FTEs



	2015	2016	2017	2018	2019
Wilson	8.1%	8.3%	8.6%	12.0%	12.9%
Average	16.4%	19.0%	17.6%	17.6%	19.2%

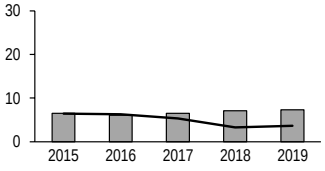
Effectiveness Measures

Revenue Gained as a Percent of Total Core Costs



	2015	2016	2017	2018	2019
Wilson	8.7%	10.2%	10.4%	16.1%	10.6%
Average	13.2%	13.6%	14.1%	15.1%	15.3%

Acts of Vandalism at Parks Facilities per 10,000 Population



	2015	2016	2017	2018	2019
Wilson	6.50	6.08	6.48	7.12	7.34
Average	6.43	6.28	5.29	3.30	3.65

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									
	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
General government										
Fleet Management										
Rolling stock maintained	846	838	832	806	789	775	772	795	755	735
Work orders completed	6,945	7,263	6,379	6,984	6,987	6,638	6,730	6,285	5,348	5,332
Human Resources										
Employment applications processed	5,600	2,644	1,906	2,395	1,759	2,056	1,922	525	2,509	2,875
Turnover	93	76	79	61	65	68	65	16	57	44
Public Safety										
Police										
Violent Crimes Reported	209	276	262	259	257	228	240	251	265	269
Violent Crimes Cleared	106	139	148	153	174	134	163	152	168	160
Property Crimes Reported	1,579	1,759	1,875	1,967	2,006	2,104	2,232	2,463	2,300	2,535
Property Crimes Cleared	466	538	594	579	673	811	830	778	750	866
Traffic Accidents	2,789	2,528	2,665	2,612	2,461	2,198	2,253	2,265	2,328	2,324
Fire										
Fire responses	188	206	236	254	205	228	225	237	274	253
Medical responses	2,759	2,579	2,553	2,298	2,211	2,328	2,338	2,226	2,183	2,813
Inspections	4,086	3,941	4,649	6,975	7,530	6,699	5,016	5,087	4,830	5,175
Building Inspections										
Number of inspections	8,936	8,656	7,643	7,081	7,351	6,051	6,576	6,429	6,503	6,368
Public Works										
Street resurfacing (lane miles)	10.75	11.2	7.8	4.2	0	5.76	11.88	0	10.32	7.83
Preservation treatment (lane miles)	0	0	18.2	19.8	0	5.31	1	0	0	0
Potholes repaired	2,774	1,968	516	1,498	119	891	886	561	714	658

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									
	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Environmental Services										
Refuse collected (tons per year)	25,137	24,127	22,730	22,613	22,246	22,825	22,793	22,634	22,546	23,523
Recyclables collected (tons per year)	1,645	1,952	1,680	1,586	1,509	1,440	1,485	1,546	1,468	1,344
Yard waste/leaf collection (tons per year)	9,022	8,822	8,612	8,426	8,102	7,110	7,740	7,408	6,954	6,826
Electric										
Average daily sales (KWH)	3,494,903	3,435,439	3,530,191	3,505,778	3,486,292	3,419,412	3,433,499	3,390,356	3,478,848	3,360,841
Number of customers	35,806	35,602	35,112	35,718	35,020	34,765	34,831	34,810	34,781	34,748
Gas										
Average daily sales (cubic feet)	3,906,477	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
Number of customers	13,719	13,770	13,763	13,753	13,762	13,704	13,671	13,651	13,765	13,732
Water and sewer										
Average daily water usage (million gallons)	9.14	8.88	8.68	8.69	8.61	8.79	8.53	9.04	9.11	8.82
Average daily sewer flow (million gallons)	9.98	8.36	9.03	9.46	9.86	9.61	8.54	7.81	6.48	8.22
Number of customers	22,659	22,545	22,387	22,339	22,337	22,179	22,185	22,086	22,072	21,969
Mass Transit										
Annual ridership	78,780	79,737	108,728	99,444	91,429	129,047	127,769	160,871	159,860	161,883
Average passengers per hour	7.84	6.75	8.69	5.32	5.81	10.30	10.20	10.00	10.00	10.00
Stormwater management										
Number of billable control structure inspections	97	98	96	87	85	84	72	85	116	119
Miles of drainage cleaned, open ditches maintained and line replaced	6.24	7.53	7.96	7.45	7.26	9.41	4	8	8	7

Source: Various City of Wilson Departments

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GLOSSARY

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
FTTP	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			

Accrual Basis of Accounting	Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and recognizes expenses in the period incurred
Allocate	To set apart portions of budgeted expenditures that are specifically designated for special activities or purposes
Annual Budget	A financial plan containing estimated expenditures and revenues to cover those expenditures for a single fiscal year (July 1 - June 30)
Appropriation	A legal authorization by City Council to incur obligations and make expenditures for specific purposes
Balanced Budget	Expenditures equal revenues. N.C state statute requires the adoption of a balanced budget.
Bond	A written promise to repay a specific amount of money with interest within a specific time period, usually long term
Budget Ordinance	The official enactment by City Council to establish legal authority for City officials to obligate and expend resources
Budgetary Control	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
Capital Improvement Program (CIP)	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
Capital Assets	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
Capital Outlay	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
Capital Project	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
Capital Project Fund	A fund used to account for the acquisition or construction of major governmental capital facilities and equipment that are not financed in other funds
Contingency	An appropriation controlled by the City Council intended for emergencies and unforeseen circumstances not otherwise budgeted
Debt Service	The City's obligation to pay principal, interest, and fees associated with all debt instruments according to a pre-determined payment schedule
Department	An organizational unit of the City responsible for carrying out a major governmental function

Depreciation	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
Division	A sub-unit of a department that has responsibility for a specific function within the department
Encumbrance	The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside, or commit funds for future expenditures
Enterprise Fund	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.
Expenditure	The spending of money by the City for the programs or projects included within the approved budget
Fiduciary Funds	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
Financial Plan	A plan balancing estimated expenditures with estimated revenues for the City's internal service funds
Fiscal Year (FY)	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)
Fund	A fiscal and accounting entity with a self-balancing set of accounts used to record the financial transactions of a specific activity
Fund Balance	The difference between the assets and liabilities of a fund
Fund Balance Appropriated	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
Fund Balance Available	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
GASB 34	Governmental Accounting Standards Board Statement #34: "Basic Financial Statements - Management's Discussion and Analysis – For State and Local Governments"
Geo-Spatial Technology	An analysis method, which belongs within the field of exploratory spatial analysis, which relies, to a large degree, on graphical methods of analysis
General Accepted Accounting Principles (GAAP)	Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP encompasses the conventions; rules and procedures necessary to define accepted accounting practices

General Fund	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.
Goal	A broad-ranging but concise statement describing the primary purpose(s) for which a division/program exists
Governmental Fund	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.
Grant	A contribution or gift in cash or other assets from another government to be used for a specific purpose
Grant Project	A project financed in whole or part by revenues received from the federal or state government
Internal Service Funds	Funds used to account for the financing of goods or services by one city department to other city departments on a cost reimbursement basis
Major Funds	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.
Modified Accrual Basis of Accounting	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
Non Major Funds	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.
Objective	A specific statement about what is to be accomplished or achieved (result) for a particular program during the fiscal year
Offsetting Revenues	Income generated by various departments in the General Fund
Operating Expenses	Funds budgeted for day-to-day expenses that are necessary to support the city's services and programs
Personnel Services	Expenditures related to the compensation of employees, including full-time and part-time salaried, overtime, longevity pay, and benefits
Placarding	Signage that denotes hazardous chemicals located inside a building
Program	A group of activities or operations with specific purposes or objectives
Project Ordinance	An ordinance adopted by City Council that appropriates revenue for a specific capital project for the life of that project

Property Taxes	Property taxes are levied on both real and personal property according to the property's valuation and tax rate
Proprietary Fund	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.
Recovered Costs	Expenditures incurred by one city department or division and recovered by way of charging them to the city department or division causing the expenditures
Revaluation	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
Revenue	Income received or anticipated by a local government from either tax or non-tax sources
Special Revenue Fund	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
Transfer	An amount distributed from one fund to finance activities in another fund
User Fees	Category of revenue that encompasses fees charged primarily for the delivery or use of a public service
Utility Funds	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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