



STRATEGIC MEASURES

PERFORMANCE MEASURES EXTERNAL COMPARISONS

Performance Measures help determine the quality and the cost efficiency of government services. Performance Measures identify the results achieved, the benefits delivered to citizens, and how well government resources are being used. In addition to external Performance Measures, which enhance accountability to the public, internal performance indicators can assist department heads in making resource allocation decisions, program evaluations, and assessments of goal effectiveness and achievement. Performance indicators are reported for each department throughout this document.

The Performance Measure Project

The North Carolina Local Government Performance Measurement Project (NCLGPMP) is an ongoing effort by several cities in North Carolina to measure and compare local government services and costs. The City of Wilson is a participant in the NCLGPMP, which includes the cities of Apex, Asheville, Chapel Hill, Charlotte, Concord, Goldsboro, Greensboro, Greenville, Hickory, 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 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	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$522,644
Operating Costs	\$486,274
Capital Costs	\$382,079
TOTAL	<u>\$1,390,997</u>

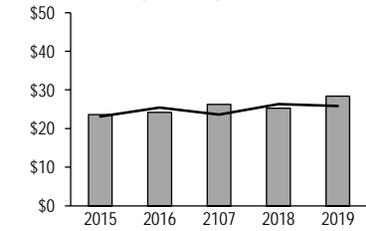
Wilson

Residential Refuse Collection

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

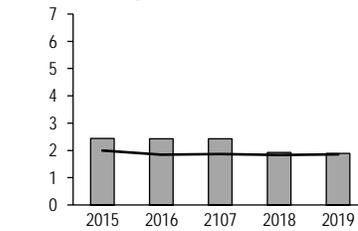
Resource Measures

Residential Refuse Collection Costs per Capita



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

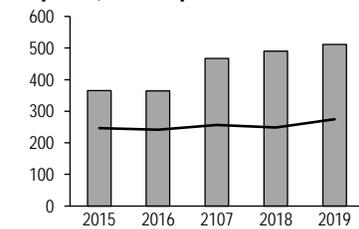
Residential Refuse FTEs per 10,000 Population



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

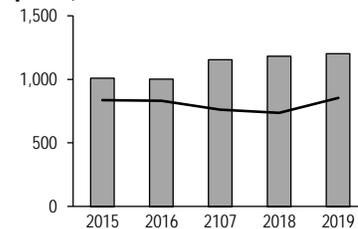
Workload Measures

Residential Refuse Tons per 1,000 Population



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

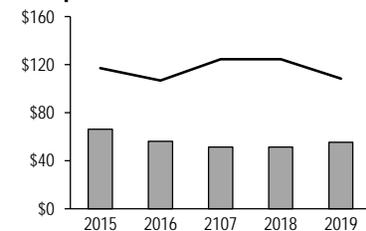
Residential Refuse Tons per 1,000 Collection Points



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

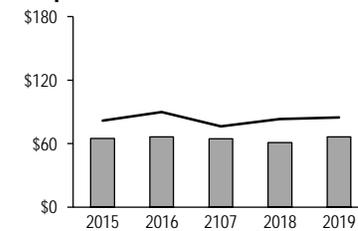
Efficiency Measures

Residential Refuse Collection Cost per Ton Collected



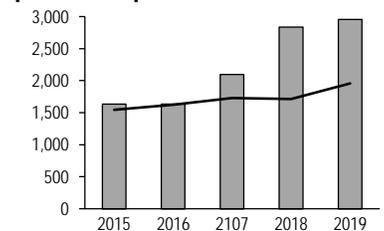
Year	Wilson	Average
2015	\$66	\$117
2016	\$56	\$107
2107	\$51	\$124
2018	\$51	\$124
2019	\$55	\$108

Residential Refuse Collection Cost per Collection Point



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

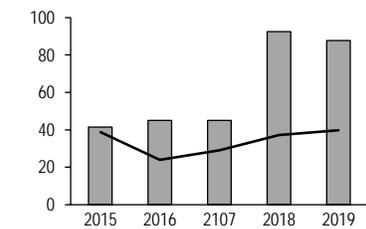
Refuse Tons Collected per Municipal Collection FTE



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

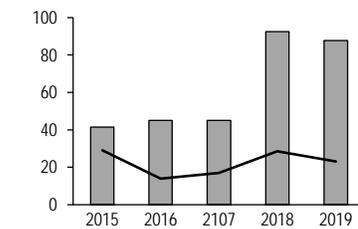
Effectiveness Measures

Complaints per 1,000 Collection Points



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

Valid Complaints per 1,000 Collection Points



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

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

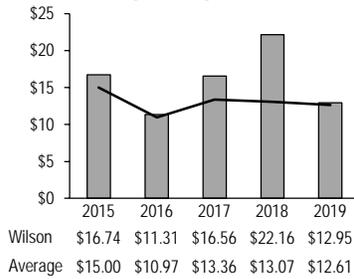
FTE Positions—Collection	4.0
FTE Positions—Other	0.5
Number of City Drop-Off Centers	0
Other Drop-Off Centers	0
Percentage of Service Contracted	0%
Collection Frequency	
for 96-gallon carts	Every 2 weeks
for 18-gallon cart	Every week
General Collection Location	Curbside
Recyclables Sorted at Curb	No
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

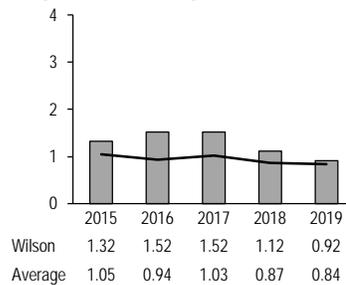
Cost Breakdown by Percentage	
Personal Services	36.8%
Operating Costs	40.8%
Capital Costs	22.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$234,006
Operating Costs	\$259,384
Capital Costs	\$141,847
TOTAL	\$635,237

Resource Measures

Recycling Services Cost per Capita

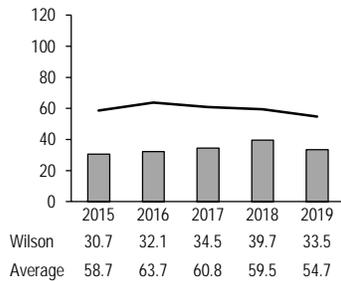


Recycling Services FTEs per 10,000 Population

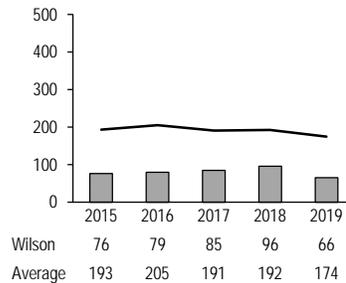


Workload Measures

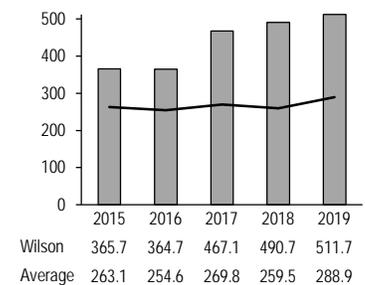
Tons Recyclables Collected per 1,000 Population



Tons Recyclables Collected per 1,000 Collection Points

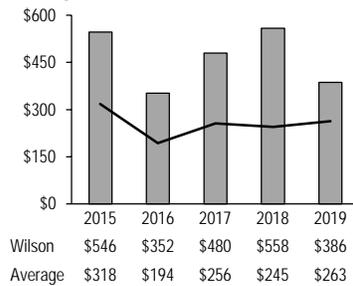


Tons Solid Waste Landfilled per 1,000 Population

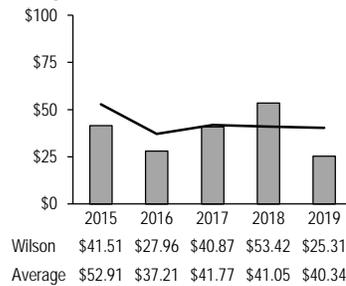


Efficiency Measures

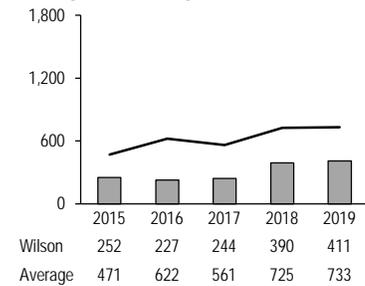
Recycling Services Cost per Ton Collected



Recycling Services Cost per Collection Point

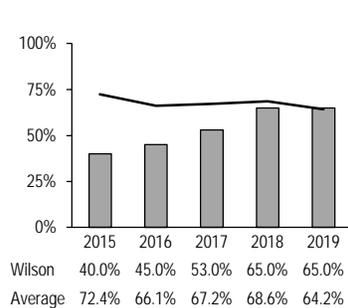


Tons Collected Curbside per Municipal FTE

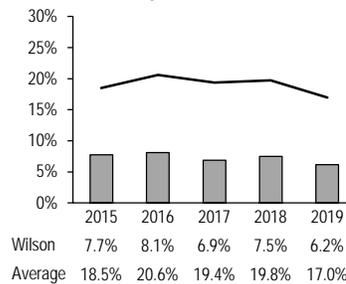


Effectiveness Measures

Community Set-Out Rate



Tons Recycled as Percentage of Tons Refuse and Recyclables Collected



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 calls 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 U.S. Census 2016	\$35,409

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	<u>1,200</u>
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	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$679,633
Operating Costs	\$446,606
Capital Costs	<u>\$246,090</u>
TOTAL	\$1,372,329

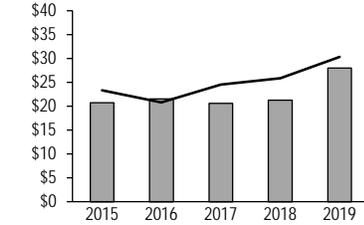
Wilson

Yard Waste/Leaf Collection

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

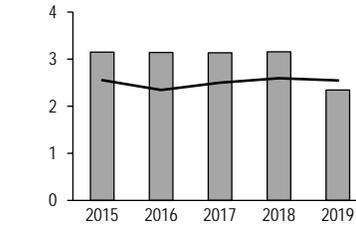
Resource Measures

Yard Waste and Leaf Collection Costs per Capita



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

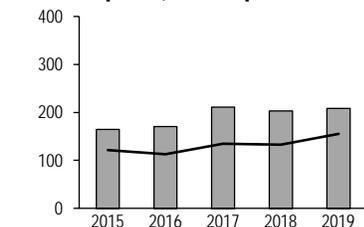
Yard Waste and Leaf Collection FTEs per 10,000 Population



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

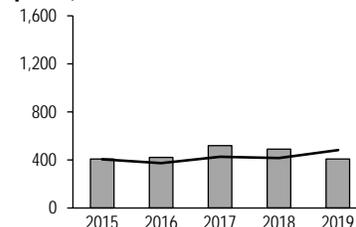
Workload Measures

Yard Waste and Leaf Tons Collected per 1,000 Population



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

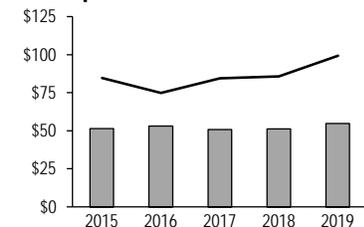
Yard Waste and Leaf Tons Collected per 1,000 Collection Points



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

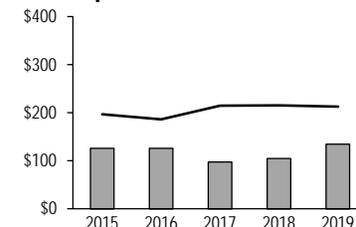
Efficiency Measures

Yard Waste and Leaf Collection Cost per Collection Point



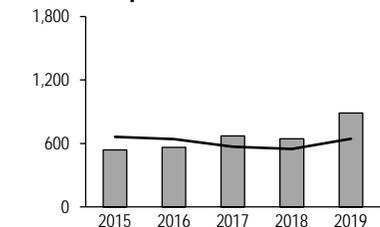
Year	Wilson	Average
2015	\$51	\$85
2016	\$53	\$75
2017	\$51	\$84
2018	\$51	\$86
2019	\$55	\$99

Yard Waste and Leaf Collection Cost per Ton Collected



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

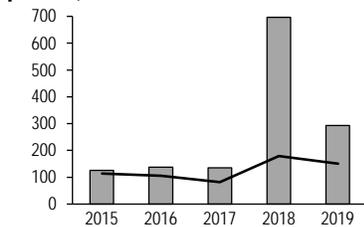
Yard Waste and Leaf Tons Collected per Collection FTE



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

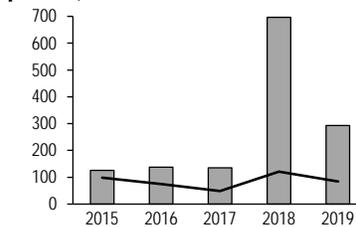
Effectiveness Measures

Collection Complaints per 10,000 Collection Points



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

Valid Complaints per 10,000 Collection Points



Year	Wilson	Average
2015	126	98
2016	137	74
2017	135	49
2018	697	121
2019	293	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 U.S. Census 2016	\$35,409

Service Profile

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

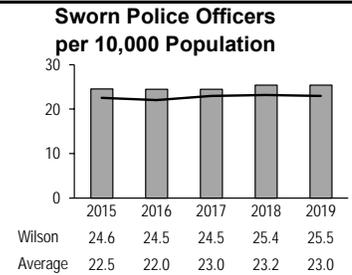
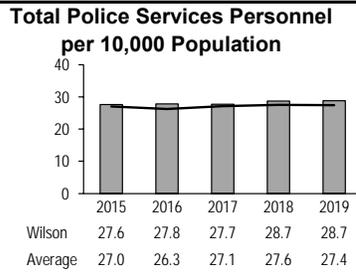
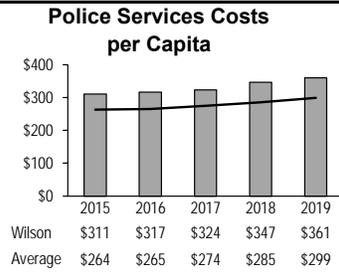
Full Cost Profile

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

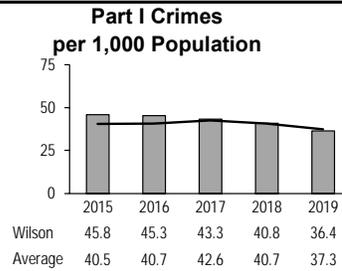
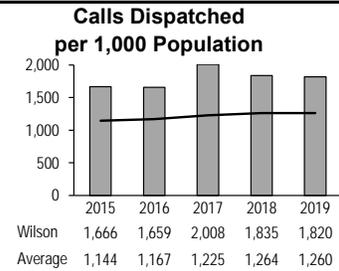
Key: Wilson ■ Benchmarking Average —

Fiscal Years 2015 through 2019

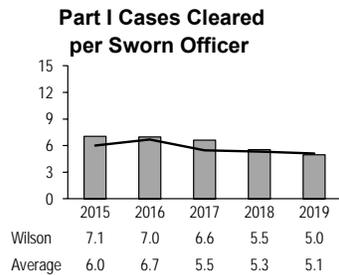
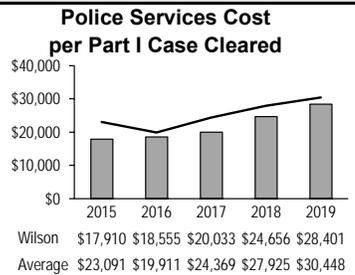
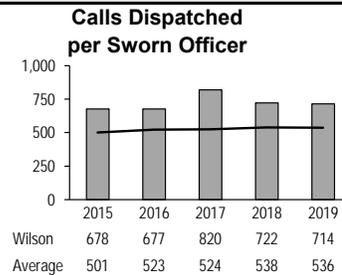
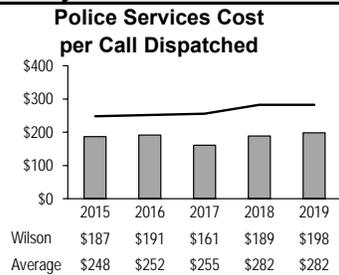
Resource Measures



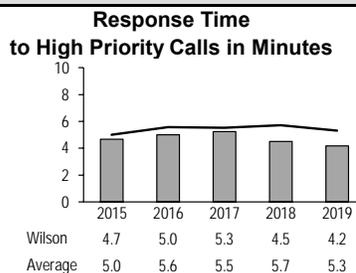
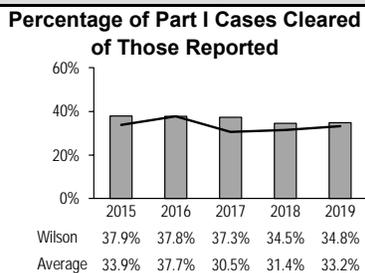
Workload Measures



Efficiency Measures



Effectiveness Measures



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	<u>8.9</u>

Total Costs for All Treatment Types	\$337,767
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Potholes Repaired	2,774
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Number of Utility Cuts	691
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Number of Maintenance Patches (exclusive of potholes and utility cuts)	311
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Average Cost per Ton of Hot Asphalt during Year	\$79.24
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Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	25.7%
Operating Costs	67.5%
Capital Costs	6.7%
TOTAL	<u>100.0%</u>

Cost Breakdown in Dollars	
Personal Services	\$419,949
Operating Costs	\$1,102,651
Capital Costs	\$109,750
TOTAL	<u>\$1,632,350</u>

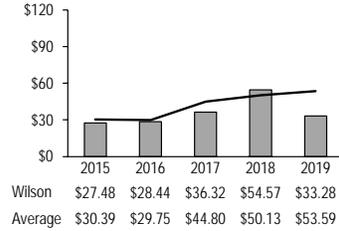
Key: Wilson ■

Benchmarking Average —

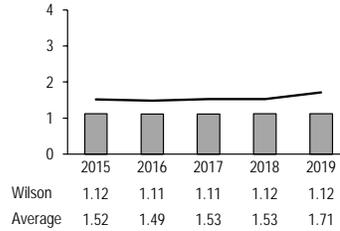
Fiscal Years 2015 through 2019

Resource Measures

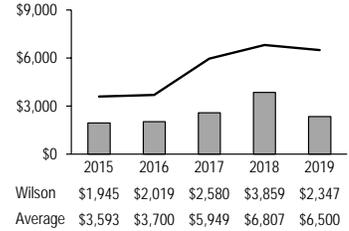
Asphalt Maintenance and Repair Services Costs per Capita



Asphalt Maintenance and Repair FTEs per 10,000 Population

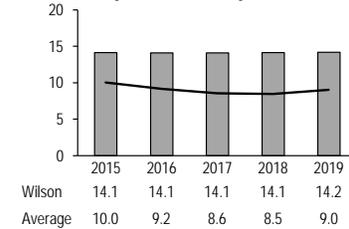


Service Costs per Lane Mile of Road Maintained

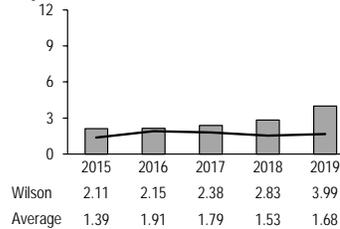


Workload Measures

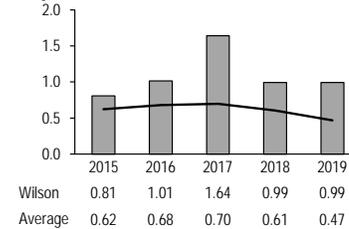
Number of Lane Miles Maintained per 1,000 Population



Reported Potholes per Lane Mile Maintained

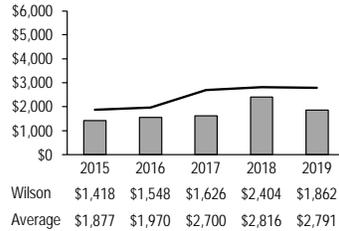


Repaired Utility Cuts per Lane Mile Maintained

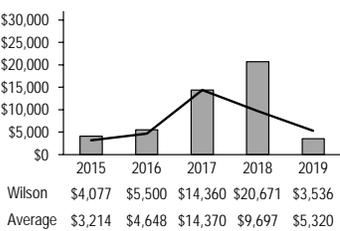


Efficiency Measures

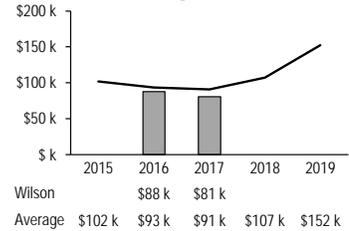
Cost of Maintenance per Lane Mile Maintained



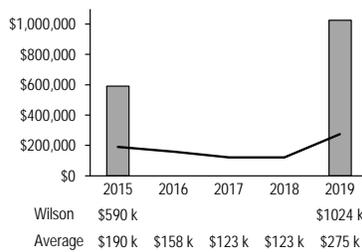
Cost per Lane Mile for Preservation Treatment



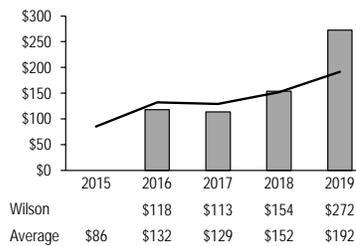
Cost per Lane Mile for Resurfacing Treatment



Cost per Lane Mile for Rehabilitation Treatment

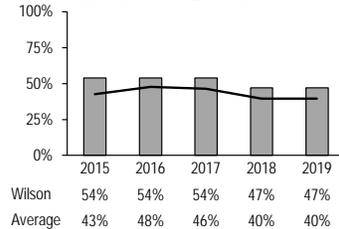


Cost per Ton for Contract Resurfacing

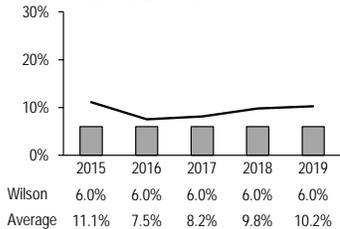


Effectiveness Measures

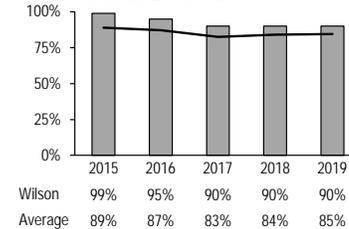
Percent of Lane Miles Rated 85 or Better



Percent of Lane Miles Rated Below 45



Percentage of Potholes Repaired within 24 hours



Fiscal Year 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

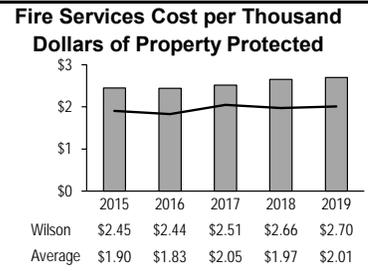
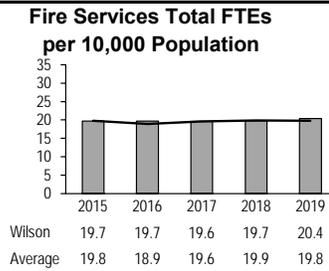
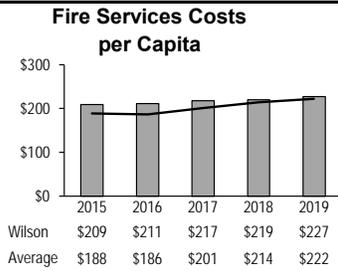
Cost Breakdown by Percentage	
Personal Services	72.5%
Operating Costs	18.3%
Capital Costs	9.2%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$8,065,367
Operating Costs	\$2,037,500
Capital Costs	\$1,026,494
TOTAL	<u>\$11,129,361</u>

Key: Wilson ■

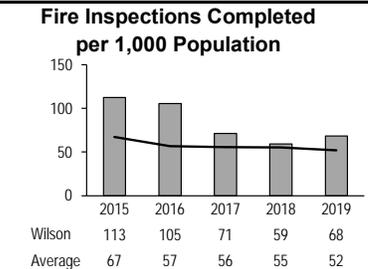
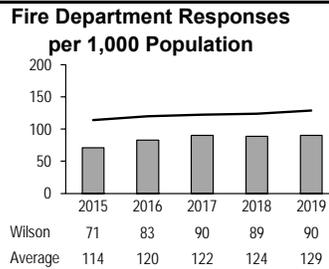
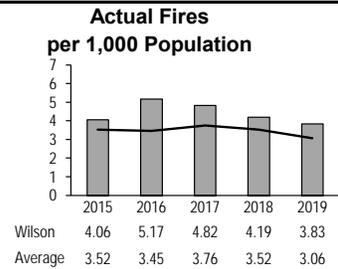
Benchmarking Average —

Fiscal Years 2015 through 2019

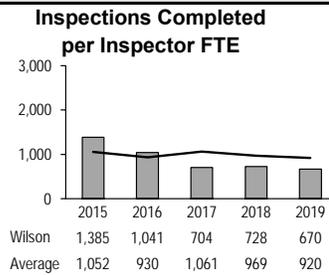
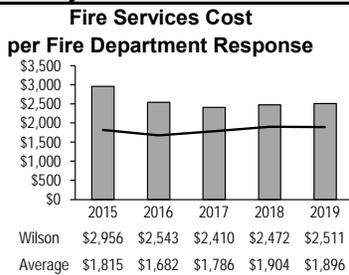
Resource Measures



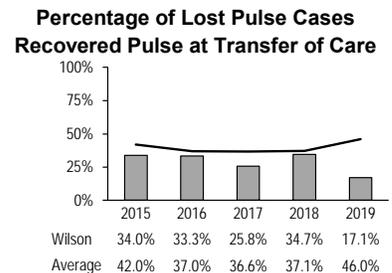
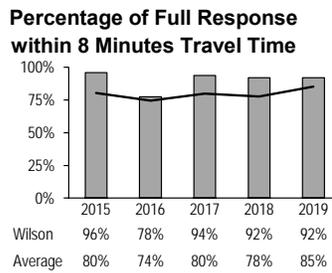
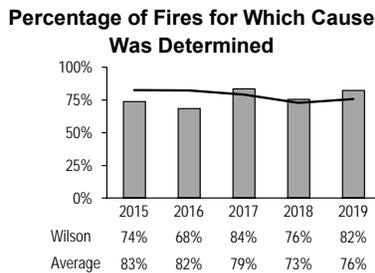
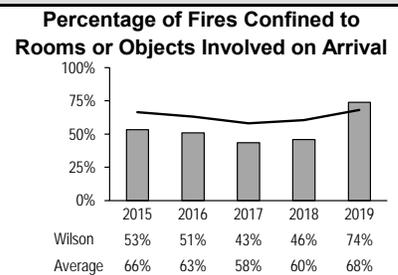
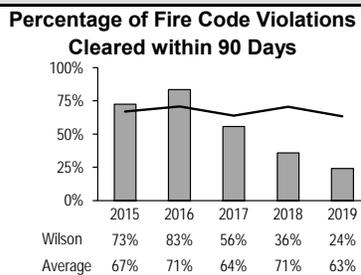
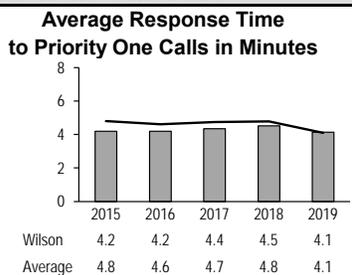
Workload Measures



Efficiency Measures



Effectiveness Measures



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
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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

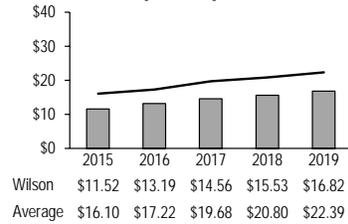
Key: Wilson ■

Benchmarking Average —

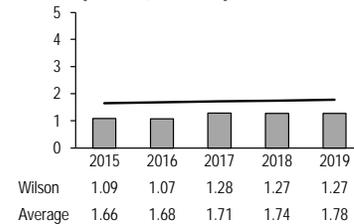
Fiscal Years 2015 through 2019

Resource Measures

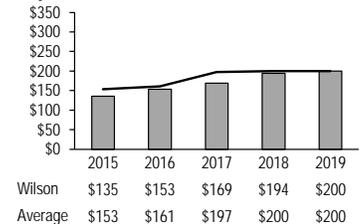
**Building Inspections Services
Costs per Capita**



**Building Inspections Services
FTEs per 10,000 Population**

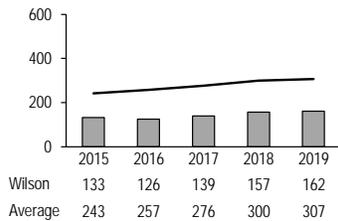


**Building Inspections Services
Cost per Million Dollars of Tax Base**

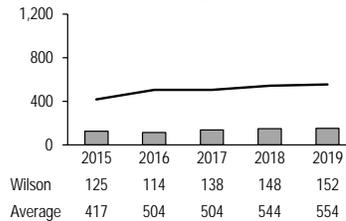


Workload Measures

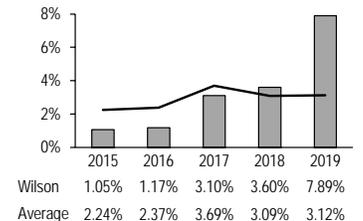
**Inspections per 1,000 Population
in Service Area**



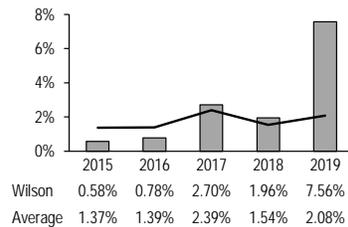
**Inspections per Square Mile
in Service Area**



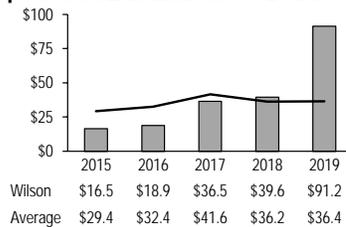
**Value of Building Permits as Percentage of Tax
Base of Area Served**



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

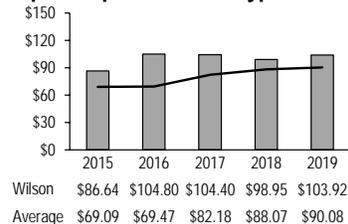


**Value of Building Permits per
Inspector FTE in Millions of Dollars**

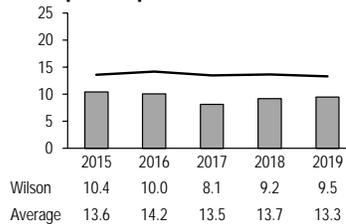


Efficiency Measures

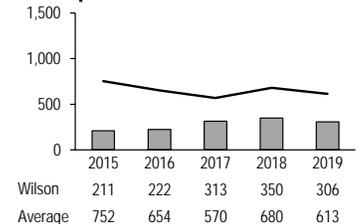
**Building Services Cost
per Inspection—All Types**



**Inspections per Day
per Inspector FTE**

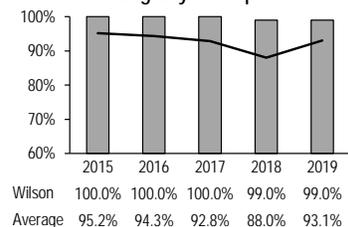


**Plan Reviews per Year
per Reviewer FTE**

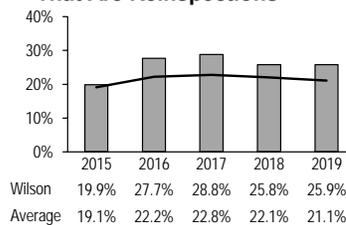


Effectiveness Measures

**Percentage of Inspection Responses within
One Working Day of Request**



**Percentage of Inspections
That Are Reinspections**



Fiscal Year 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
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<u>Rolling Stock Maintained</u>	<u>No.</u>	<u>Average Age</u>
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
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Average Rolling Stock Units	847
Available per Day	

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

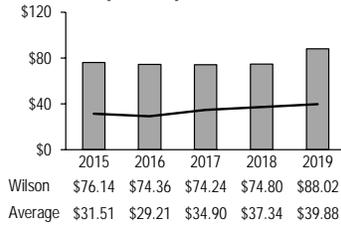
Key: Wilson ■

Benchmarking Average —

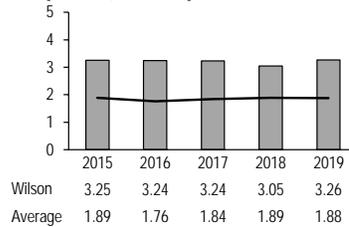
Fiscal Years 2015 through 2019

Resource Measures

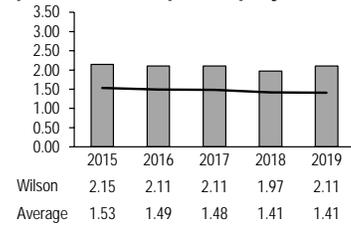
Fleet Maintenance Services Cost per Capita



Fleet Maintenance FTEs per 10,000 Population

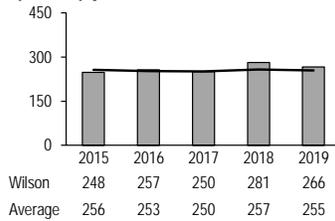


Fleet Maintenance FTEs per 100 Municipal Employees

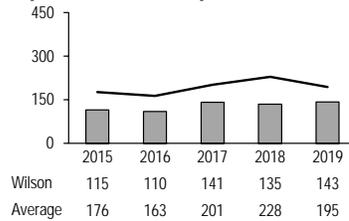


Workload Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE

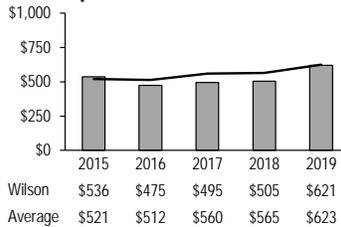


Preventive Maintenance (PMs) Completed In-House per Tech FTE

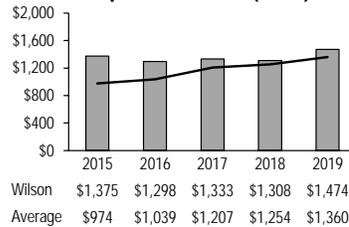


Efficiency Measures

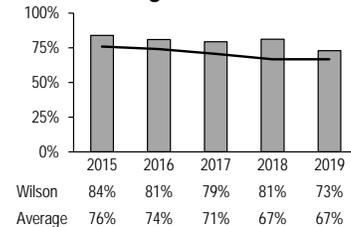
Fleet Maintenance Cost per Work Order



Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)

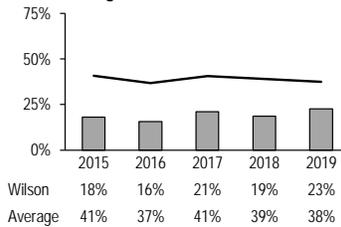


Hours Billed as a Percentage of Total Hours

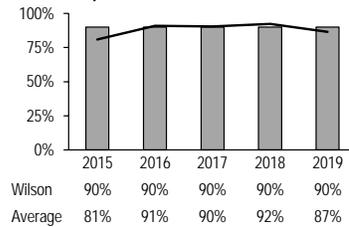


Effectiveness Measures

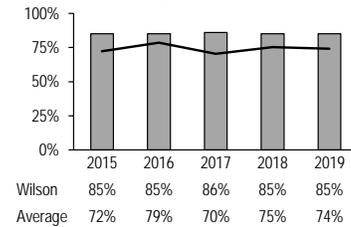
Preventive Maintenance (PMs) as a Percentage of All Work Orders



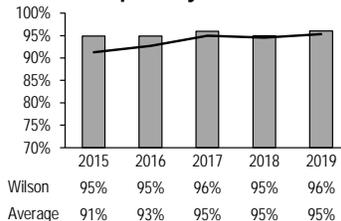
Percentage of Preventive Maintenance (PMs) Completed as Scheduled



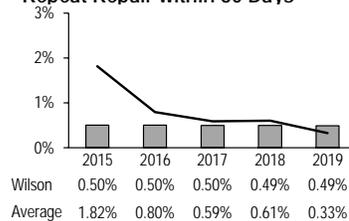
Percentage of Work Orders Completed within 24 Hours



Percentage of Rolling Stock Available per Day



Percentage of Work Orders Requiring Repeat Repair within 30 Days



Fiscal Year 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	\$35,409
U.S. Census 2016	
County Unemployment Rate (2018)	6.2%
U.S. Bureau of Labor Statistics	

Service Profile

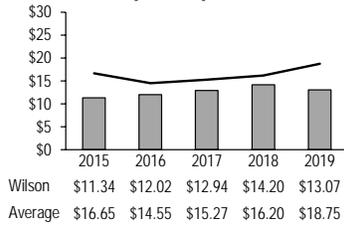
Central HR FTE Positions	
Administration	1.0
Generalist/Specialist	3.0
Staff Support/Clerical	2.0
Total Authorized Workforce	779.0
Authorized FTEs	771.0
Average Length of Service (Months)	114
Number of Position Requisitions	95
Employment Applications Processed	5,600
Length of Probationary	12 months
Employment Period	
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	1
Commission (EEOC) Complaints Filed	

Full Cost Profile

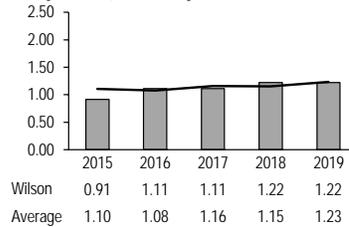
Cost Breakdown by Percentage	
Personal Services	76.0%
Operating Costs	21.6%
Capital Costs	2.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$487,135
Operating Costs	\$138,413
Capital Costs	\$15,437
TOTAL	\$640,985

Resource Measures

Human Resources Services Cost per Capita

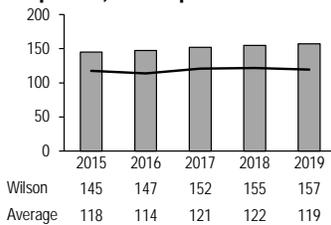


Human Resources FTEs per 10,000 Population

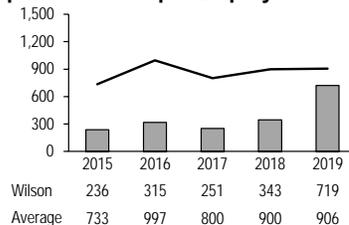


Workload Measures

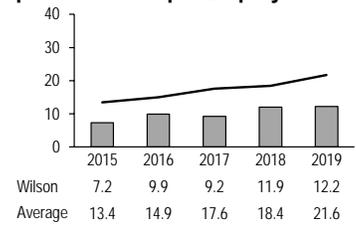
Total Municipal FTEs per 10,000 Population



Applications Processed per 100 Municipal Employees

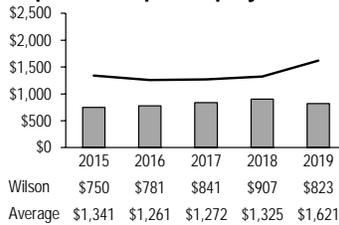


Position Requisitions per 100 Municipal Employees

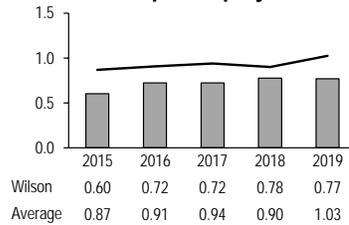


Efficiency Measures

Human Resources Cost per Municipal Employee

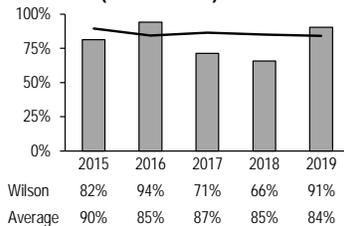


Ratio of Human Resources Staff to 100 Municipal Employees

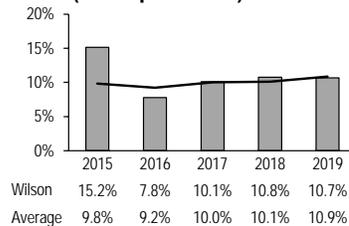


Effectiveness Measures

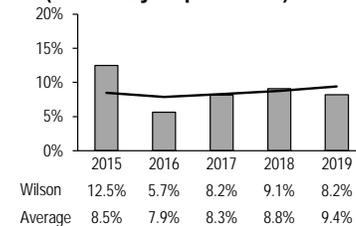
Probationary Period Completion Rate (New Hires)



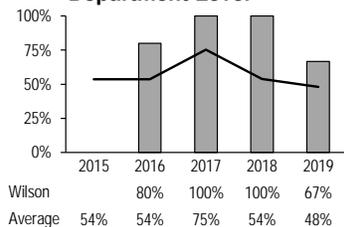
Employee Turnover Rate (All Separations)



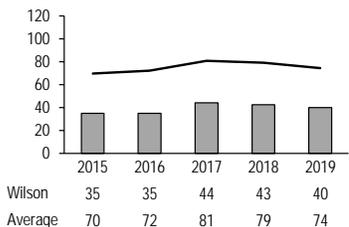
Employee Turnover Rate (Voluntary Separations)



Percentage of Grievances Resolved at Department Level



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



Fiscal Year 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	<u>47.0</u>
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

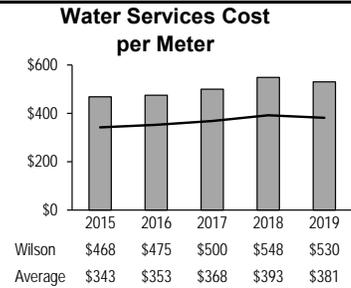
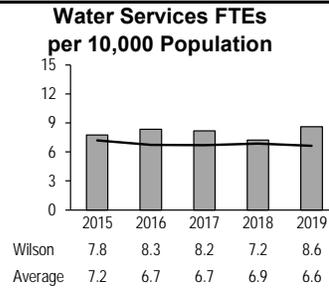
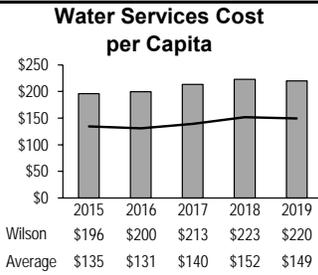
Cost Breakdown by Percentage	
Personal Services	25.4%
Operating Costs	46.8%
Capital Costs	27.8%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$3,050,944
Operating Costs	\$5,615,548
Capital Costs	\$3,339,108
TOTAL	<u>\$12,005,600</u>

Key: Wilson ■

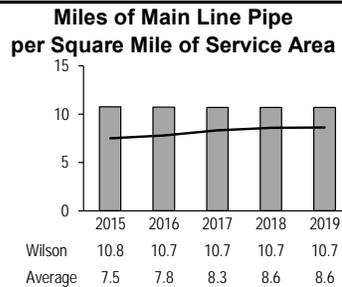
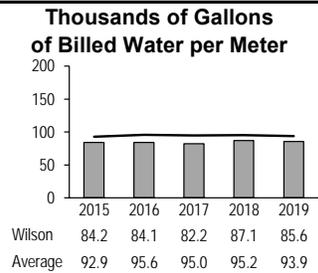
Benchmarking Average —

Fiscal Years 2015 through 2019

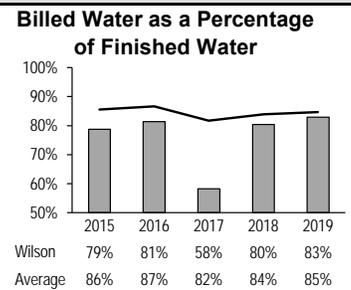
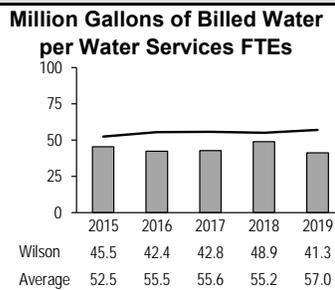
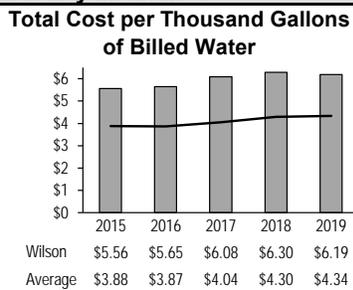
Resource Measures



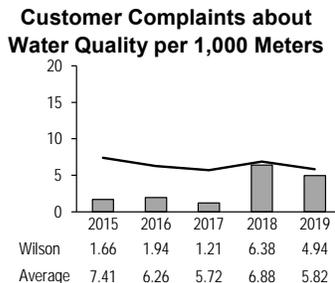
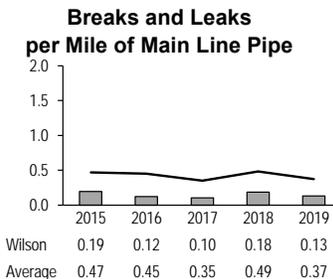
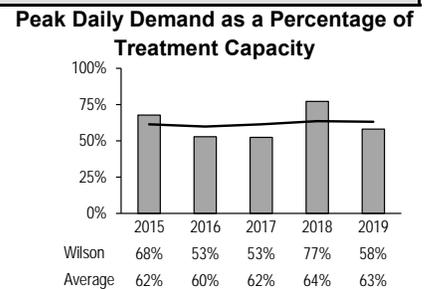
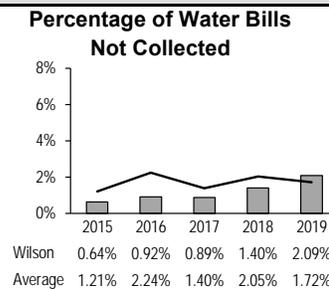
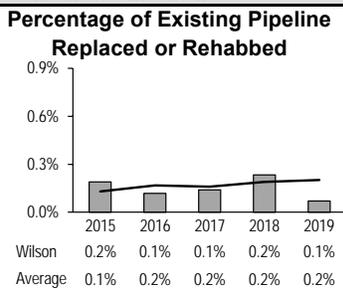
Workload Measures



Efficiency Measures



Effectiveness Measures



Explanatory Information

Service Level and Delivery

Wastewater in Wilson is handled by the Water Reclamation and Wastewater Collection Division, which is part of Water Resources in the Public Services Department. Billing for large customers is handled by Water Resources, but residential customer billing is handled by the Customer Services Division in the Finance Department. The system covers the City of Wilson and several small adjoining areas outside the city in Wilson County.

Water treatment is handled by one plant. The treatment plant uses advanced five-stage biological nutrient removal with deep-bed filters with methanol and biological and chemical phosphorous reduction. The system had very stringent nutrient limits in place to protect water quality in the Neuse River basin. The system produced Class A and B biosolids, with most of this solid waste being composted. A small portion is applied on city land or other permitted farmland.

The system had no reported regulatory violations for either the treatment or collection portion of the system during the fiscal year.

Conditions Affecting Service, Performance, and Costs

The costs of wastewater or sewer services as captured here do not include debt service but do capture depreciation of capital.

Large capital improvements are being made to the Buckhorn Lake Dam and Wastewater Projects, which have been required to meet advanced nutrient removal standards.

Municipal Profile

Estimated Service Population	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

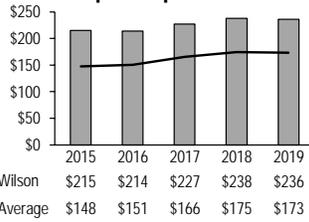
Key: Wilson ■

Benchmarking Average —

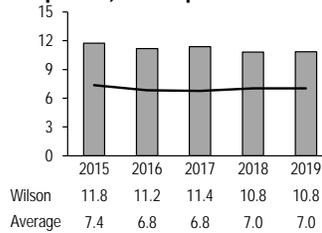
Fiscal Years 2015 through 2019

Resource Measures

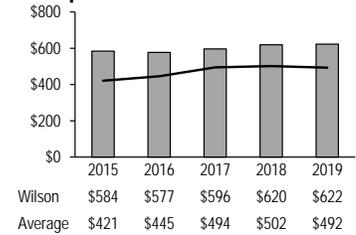
Wastewater Services Cost per Capita



Wastewater Services FTEs per 10,000 Population

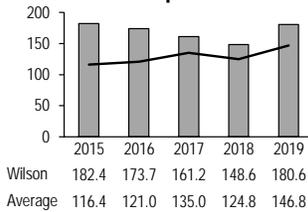


Wastewater Services Cost per Customer Account

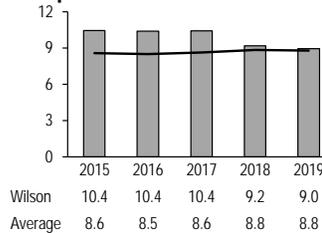


Workload Measures

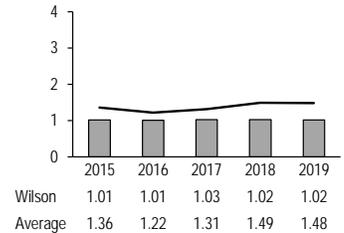
Thousands of Gallons of Wastewater per Account



Miles of Sewer Main Line Pipe per Square Mile of Service Area

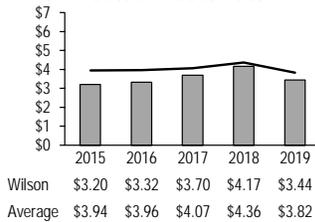


Number of Lift Stations per 1,000 Accounts

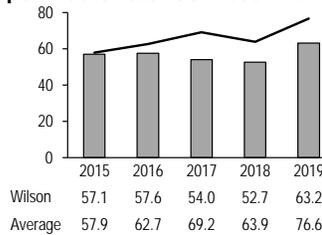


Efficiency Measures

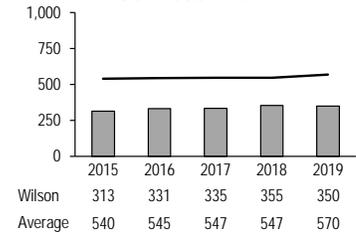
Total Cost per 1,000 Gallons of Treated Wastewater



Million Gallons of Wastewater per Wastewater Services FTE

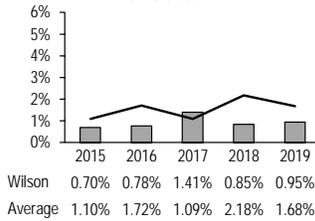


Customer Accounts per Wastewater Services FTE

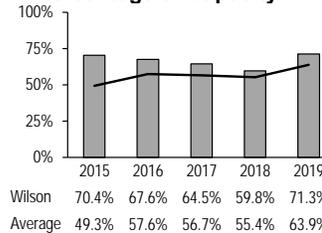


Effectiveness Measures

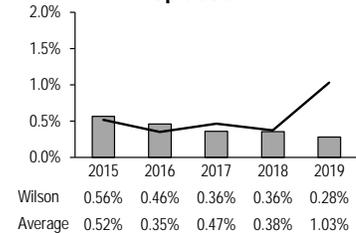
Percentage of Wastewater Bills Not Collected



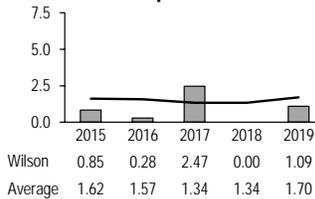
Average Daily Treatment as a Percentage of Capacity



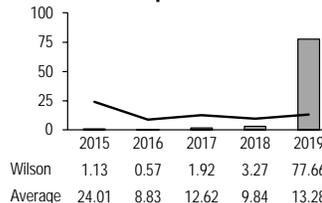
Percent of Main Line Rehabbed or Replaced



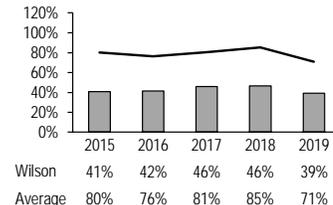
Overflows per 100 Miles of Main Line Pipe



Backups per 100 Miles of Main Line Pipe



Billed Wastewater as a Percent of Treated Effluent



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	
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

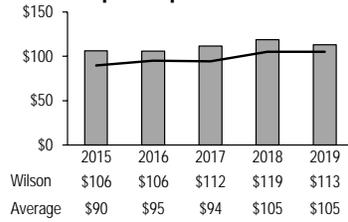
Key: Wilson ■

Benchmarking Average —

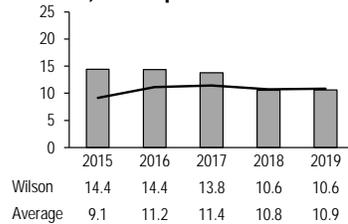
Fiscal Years 2015 through 2019

Resource Measures

Core Parks and Recreation Services per Capita

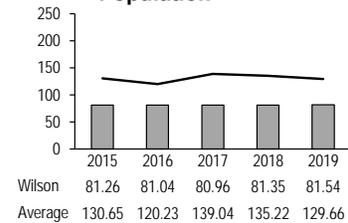


Core Parks and Recreation Staff per 10,000 Population

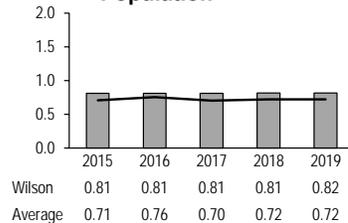


Facilities Measures

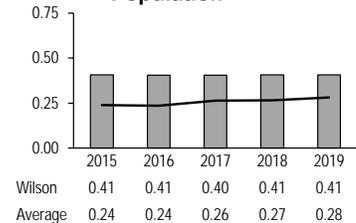
Land Acres of Parks per 10,000 Population



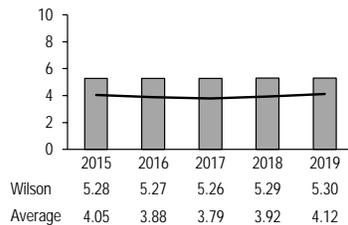
Recreation Centers per 10,000 Population



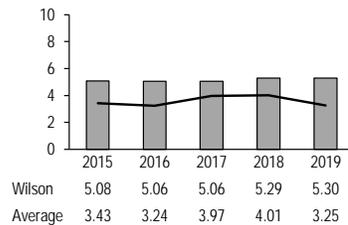
Swimming Pools per 10,000 Population



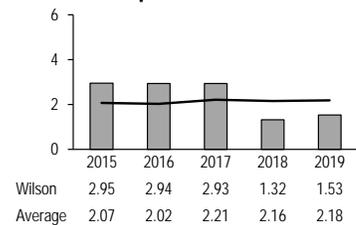
Athletic Fields per 10,000 Population



Playgrounds per 10,000 Population

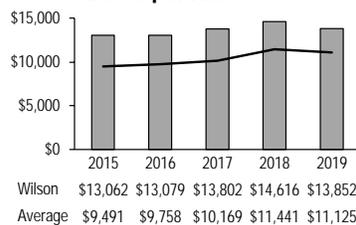


Miles of Land Trails per 10,000 Population

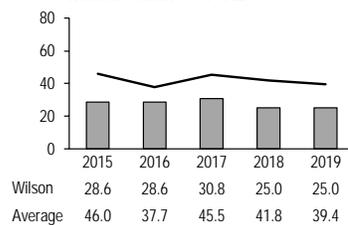


Efficiency Measures

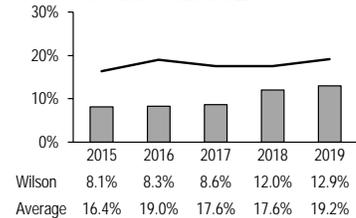
Total Core Parks and Recreation Costs per Acre



Acres of Park Maintained per Maintenance FTE

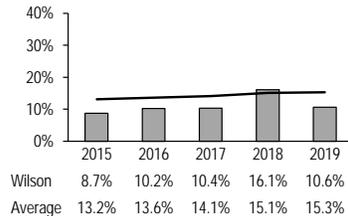


Volunteer Hours in FTEs as a Percent of Paid Staff FTEs

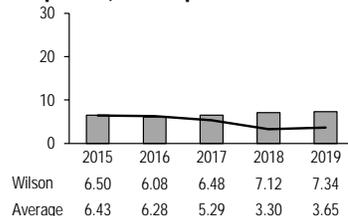


Effectiveness Measures

Revenue Gained as a Percent of Total Core Costs



Acts of Vandalism at Parks Facilities per 10,000 Population



PERFORMANCE MEASURES
INTERNAL MEASURES

In addition to participating in the North Carolina Local Government Performance Measurement Project, the City of Wilson generates an annual departmental outcome indicator report. Departments annually review their purpose and define goals that are synchronized with those goals as set by City Council. The goals are further defined by measurable indicators that are monitored, reported on annually, and chronicled to provide a historical comparison for both our internal and external customers. The following pages represent the results by Department and Operating Indicator.

CITY OF WILSON, NORTH CAROLINA

OPERATING INDICATORS BY FUNCTION (CONTINUED)
LAST TEN FISCAL YEARS (UNAUDITED)

TABLE 20

Function	For the Fiscal Year Ended June 30									
	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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