



CITY OF WILSON

North Carolina

INCORPORATED 1849
27894-0010

OFFICE OF CITY MANAGER

May 16, 2018

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

Dear Mayor and Members of City Council:

Pursuant to Section 159-11 of the North Carolina General Statutes, I am pleased to present the Fiscal Year 2018-19 (FY 2019) 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 2019 Budget totals \$242,400,260, an increase of 3.2% from the current budget, and recommends the City's tax rate increase from 55.5 cents per \$100 of taxable valuation to 57.5 cents per \$100 of taxable valuation. The increase is directly tied to the salary increases Council approved earlier this fiscal year to help address staffing shortages in the Wilson Police Department. The new rate should retain our status as one of the lowest taxed cities in Eastern North Carolina and leave us below our peer group average tax rate. The Municipal Service District rate will remain unchanged at 18 cents per \$100 of taxable valuation.

Wilson Energy has decreased residential electric rates by 22% since 2016, the largest rate decrease among all of the 32 public power communities in Eastern North Carolina. These rate decreases have saved our customers over \$31,933,947 to date. Our goal, which early on seemed more like a dream, has been to reach rate parity with Duke Energy Progress (DEP). I am pleased to announce, that for the first time in decades, Wilson Energy has reached residential rate parity with DEP. It is hard to overstate the economic impact this accomplishment will have on our community and our citizens.

The budget includes a water base rate increase of \$1.00 per month and a sewer base rate increase of \$1.00 per month for residential customers. The Stormwater fee increases \$0.30 per month as recommended by our citizen-led Stormwater Committee to support infrastructure improvements. These rate changes are for residential customers and proportionate adjustments will be made to other rate classes.

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

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

Year-to-date performance for FY 2018 indicates that our year-end financials will continue to be strong, and I intend to request an allocation for employee raises this fall. As has been our practice for the last

few years, I will wait until we receive the results of our annual audit before making a specific recommendation. The City will experience a 2% increase in employee health insurance expenses for FY 2019 at a cost of \$237,150 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 see an average 4.3 percent increase in health benefit costs next year. The City's employer contribution rate to the Local Government Retirement System will increase 0.25%, impacting the citywide budget by \$108,810.

The City has reduced staffing levels in recent years and shifted the level of staffing in Administrative and Financial Services, Planning, Community Revitalization and Development Services, Human Resources, Risk Management, Electric and Broadband. Maintaining a strong team requires us to define strategic roles for each team member and through collaboration bring different strengths to the table. Our continuous staffing management plan takes into consideration not only the staff needed to maintain efficient operations, but also processes that can be improved by technology advances or additional training. As a result, staffing levels may vary from year-to-year as we shift staff between various departments to meet operational needs throughout the year to maximize productivity. Overall, staffing level needs for FY 2019 will result in a net increase of nine positions (one public information specialist in police, three firefighters, one center city event planner, one assistant inspection's manager, one automotive service aide and two traffic technician positions) in the budget.

Budget Priorities

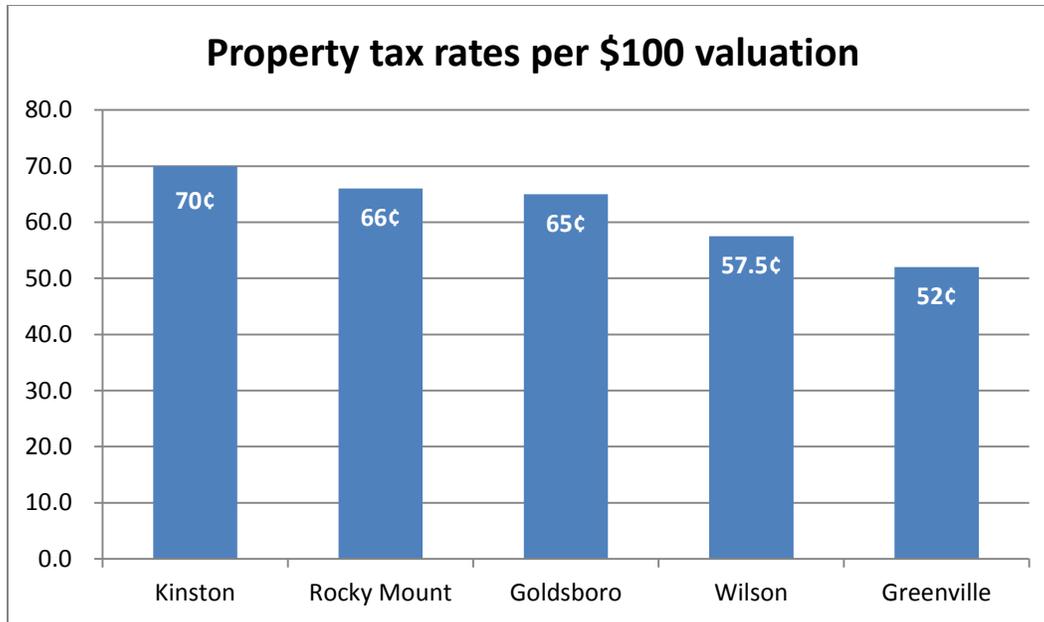
Momentum for an exciting year of growth and development throughout the City will certainly be realized in FY 2019. While maintaining high levels of service is a top priority, Wilson's City Council has been explicit in prioritizing the revitalization of the heart of our city, our Historic Downtown. As we have recovered from the recession, City Council has revived discussions about substantial investments in our recreation and parks facilities and the potential addition of greenway and blueway trail systems. FY 2019 will be a year of development in downtown and a year of planning for future development in Parks and Recreation.

The budget also addresses our on-going focus on police officer call volumes and maintaining shifts at full strength. Council has recently received the Parks and Recreation Master Plan. This study outlines many needs and makes recommendations that will need Council consideration during FY 2019 and future years. Should Council choose to proceed with major projects, funding sources will need to be identified.

GENERAL FUND:

Revenues

The primary revenue source for the General Fund is property taxes at 49% of total revenues. Sales Tax is the second largest contributor to the General Fund at 15%, 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 the FY 2018 budget. Property taxes are budgeted at a rate of \$0.575 per \$100 of valuation. Sales tax revenues, while highly sensitive to economic conditions, are projected to be up 7.8% and sales/charges for services are projected to be up 3.1% over the amount budgeted for FY 2018.

Expenditures

Departmental budgets increased by 6.0% over the FY 2018 budget. In addition to the 2% increase in group health insurance costs, new personnel and capital outlay are substantial contributors to the \$2.88 million increase in expenditures.

Debt Management

No additional new debt is planned for the General Fund in FY 2019. The amount requisite to service outstanding debt will be approximately \$364,670 as we pay down existing obligations, which will be paid off in FY 2023.

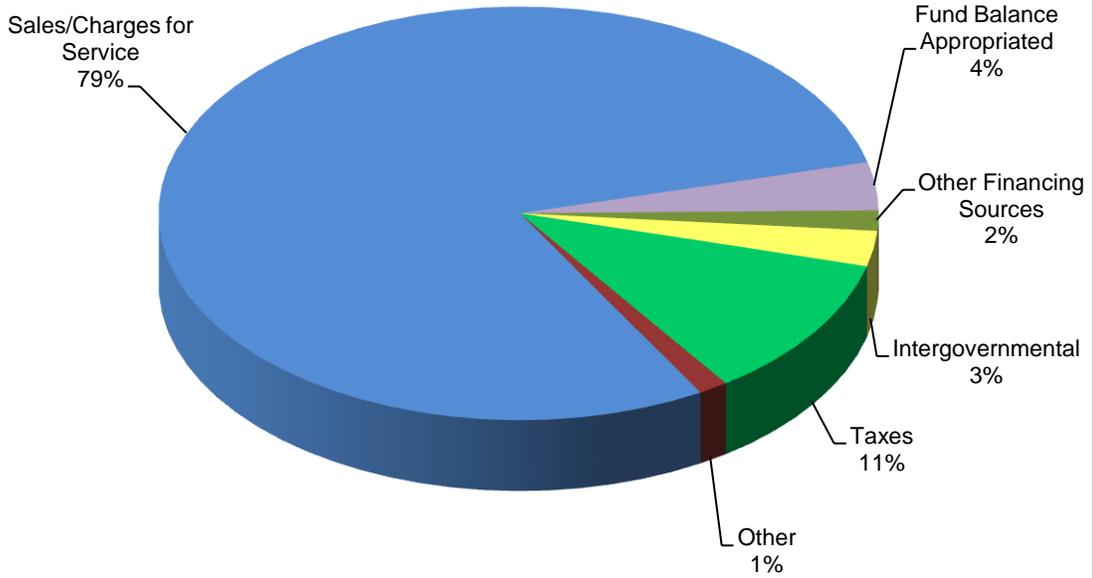
Capital Outlay

Capital in the FY 2019 General Fund budget is \$3,244,800. With initial requests totaling \$16,491,140, the list was vetted with priority given to urgent capital needs. The remaining capital requests are being deferred until FY 2020, however our strong Fund Balance allows us to address urgent needs as they arise during the year with Council-approved budget amendments.

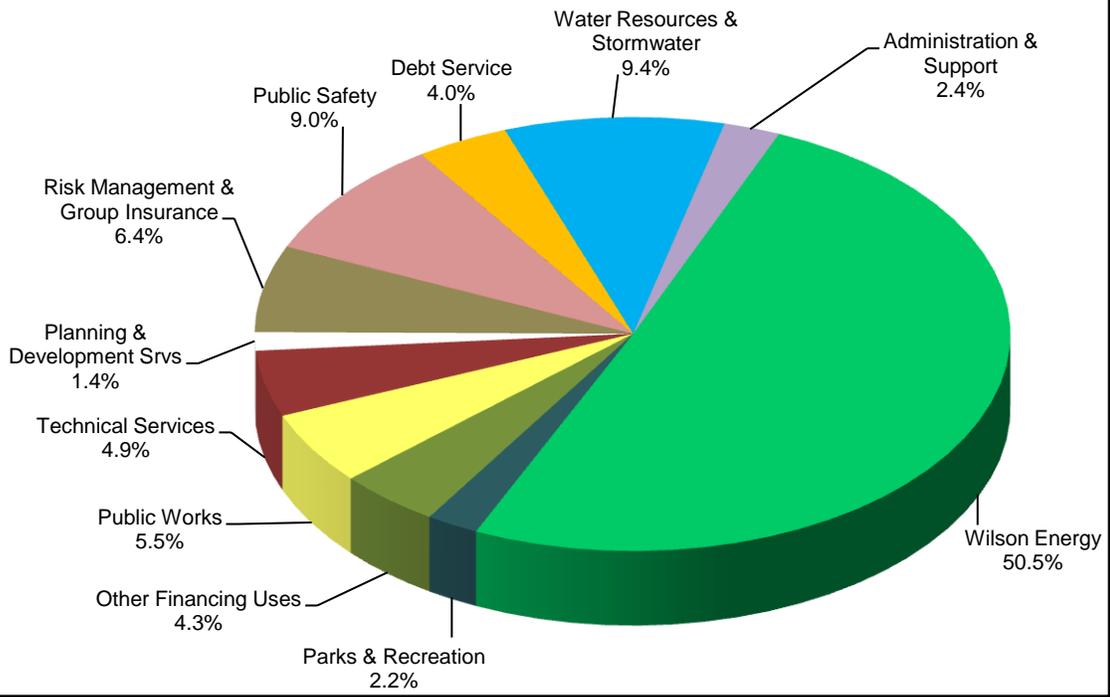
Fund Balance

Fund Balance appropriated for FY 2019 is \$5,857,910. Conservative budgeting and prudent monitoring of revenues and expenditures has allowed the City to maintain a healthy fund balance during slower economies. The City will be slightly below its target fund balance, estimated to be 24.2% at the end of FY 2019.

Revenues / Sources



Expenditures / Uses



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 2019 will be similar to FY 2018. Overall sales and charges for services are slightly higher (1%) for FY 2019.

Expenditures

For budgetary purposes, electric power purchases for resale are 1.0% lower than FY 2018. The remaining operating budget increases by 8.3% over the prior year.

Debt Management

There is no new debt planned for the Electric Fund in FY 2019. The amount requisite to service outstanding debt will be approximately \$1.8 million.

Transfers

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

Fund Balance

No Fund Balance is appropriated for FY 2019.

GAS FUND:

Revenues

We are projecting that weather patterns for FY 2019 will be similar to FY 2018 as we experienced a partial return of colder temperatures this winter. FY 2019 revenues from sales and charges for services are budgeted approximately 4.5% over the FY 2018 budget

Expenditures

Expenditures for gas purchases are expected to decrease 1.2% for FY 2019 compared to estimated expenditures for FY 2018.

Debt Management

There is no new debt planned for the Gas Fund in FY 2019. The amount requisite to service outstanding debt will be \$442,630.

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

No Fund Balance is appropriated for FY 2019.

WATER RESOURCES FUND:

Revenues

We are projecting FY 2019 volume sales for water and sewer will be similar to those in FY 2018, where estimated volume decreased by 2.3% for water and 0.6% for sewer compared to FY 2017. The FY 2019 budget includes a base fee increase of \$1.00 per month for both water and sewer. FY 2019 revenues from sales and charges for service are budgeted approximately 2.7% below the FY 2018 budget.

Expenditures

The total expenditures for the FY 2019 budget increased by 9.3% compared to FY 2018 budgeted expenditures.

Debt Management

There is no new debt planned for the Water Resources Fund in FY 2019. The amount requisite to service outstanding debt will be approximately \$4,084,390.

Transfers

There is \$3,319,000 in transfers from the Water Resources Fund included in FY 2019 to fund capital projects.

Fund Balance

Fund Balance appropriated for FY 2019 is \$3,421,650.

MASS TRANSIT FUND:

Revenues

FY 2019 revenues are budgeted 43.9% over FY 2018 estimated revenues.

Expenditures

Total expenditures for the FY 2019 budget are 42.2% higher in comparison to FY 2018 budgeted expenditures. This is primarily due to planned replacement of six transit buses in the upcoming year at a cost of \$606,000.

Transfers

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

Fund Balance

Fund Balance appropriation for FY 2019 is \$280,280.

COMMUNITY DEVELOPMENT FUND:

Revenues

Estimated revenues for loan repayments are expected to decline by 18% comparing FY 2019 budget to FY 2018.

Expenditures

FY 2019 Expenditures are projected to be flat, with little change from the FY 2018 budget.

Transfers

There are no transfers in the FY 2019 Community Development Fund budget.

Fund Balance

Fund Balance appropriated for FY 2019 is \$121,450.

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 has increased, and we have continual service contracts with other local governments.

Revenues

Estimated total revenues for FY 2018 are projected to increase by 3.2% from last year's revenues. FY 2019 sales/charges for service revenues are budgeted about 6.0% over the FY 2018 budgeted revenues.

Expenditures

FY 2018 expenditures are projected to be approximately 4.0% over the FY 2017 expenditures. Expenditures for FY 2019 are budgeted 6.0% higher than the FY 2018 budgeted expenditures.

Transfers

There are no transfers in the FY 2019 Broadband Fund budget.

STORMWATER MANAGEMENT FUND:

Revenues

FY 2019 revenues from sales and charges for service are budgeted approximately 13.7% over the FY 2018 budget. The FY 2019 budget includes a stormwater fee increase of \$0.30 per month per equivalent residential unit (ERU).

Expenditures

FY 2019 operating expenditures are projected to be approximately 13.6% higher than the FY 2018 estimated.

Transfers

There are no transfers in the FY 2019 Stormwater Management Fund budget.

Fund Balance

No Fund Balance is appropriated for FY 2019.

SUMMARY:

The FY 2019 budget continues the City's tradition of conservative budgeting. It addresses the critical issue of Police staffing levels, proposes a competitive property tax rate, and departmental operating budgets reflect modest increases. Although \$16,491,140 of capital outlay requests are included from the initial requests totaling \$30,060,810, most departmental priorities have been funded.

With competitive electric rates, a low property tax rate, the continuation of high levels of services, support for community policing, and reasonable capital investments, I trust the budget meets City Council's priorities. I look forward to working with you in the coming weeks toward adoption of our FY 2019 Budget.

Respectfully submitted,

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

Grant W. Goings
City Manager

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**LISTING OF CITY OFFICIALS
FISCAL YEAR 2018-2019
CITY OF WILSON, NORTH CAROLINA**

ELECTED OFFICIALS

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

ELECTED MEMBERS OF CITY COUNCIL

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

APPOINTED OFFICIAL

Grant W. Goings..... City Manager



A GUIDE FOR REVIEWING THE BUDGET

Introduction

This budget document describes recommended City services and revenue sources for the fiscal year beginning July 1, 2018 and ending June 30, 2019.

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 2018-2019 by July 1, 2018.

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 2018-2019 fiscal year. Performance indicators are the means of measuring service results so that we may continually evaluate our efforts from one year to the next.

Conclusion

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

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

DEPARTMENT TO FUND RELATIONSHIP

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

The above table excludes internal service funds and component units.

BUDGET PROCESS

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

Budget Calendar

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

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

Budget Adoption

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

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

Implementation and Monitoring

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

Budget Amendment

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

BUDGET PREPARATION TIMELINE 2018-2019

2017 NOV	DEC	2018 JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
City Council review s Goals Program and sets priorities									
	Departments submit requested budgets to Budget Staff								
		City Manager / Leadership Team review preliminary budget requests and the recommended budget is prepared							
						City Manager presents Recommended Budget to Mayor & Council			
						Work sessions and public hearings held for citizen input			
						Preliminary Budget revised			
						Budget adoped by July 1			
							Budget administered through June 30, 2019		
								Council Committee review s requests and recommends funding levels for community agencies	

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

GUIDING FINANCIAL PRINCIPLES

Financial Policy:

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

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

FUND STRUCTURE

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

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

Overview of Major and Non-major Funds

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

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

Governmental Funds

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

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

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

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

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

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

Proprietary Funds

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

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

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

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

FUND STRUCTURE

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

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

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

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

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

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

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

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

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

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

Component Units

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

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

BUDGETARY/ACCOUNTING BASIS

Measurement Focus

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

Basis of Accounting

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

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

Budgetary Accounting

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

differences may be noted as depicted in the following paragraphs.

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

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

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

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

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

PROFILE OF THE CITY

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

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



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

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

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

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

Excellence in Action

A \$1.2 billion sale of minority interest in several power plants reduces NCEMPA's debt by more than 70 percent in FY16. The remaining debt of \$492 million is scheduled to be paid off in 10 years. This debt reduction resulted in the City Council passing the largest electric rate decrease in Wilson's history, decreasing residential rates by 17.6 percent, commercial rates by 15.4 percent, industrial rates by an average of 7.2 percent and wholesale rates by 12.3 percent. In addition to the savings our customers realized as a direct result of the asset sale in FY16, the City expands efficiencies to keep these lower rates in effect.

Greenlight is the City's state-of-the-art, fiber-to-the-premise system providing customers with data, voice, and video services. Since its inception in 2008, Greenlight has grown to provide services to about 9,100 customers and continues to grow enrollment. Greenlight was the first service provider in the state to offer Gigabit Fiber-to-the-Home service making Wilson North Carolina's 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."

Wilson's 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. At the same time, retaining a rich community character and building on local assets, including the community owned Greenlight gigabit network.

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 an early college program affiliated with Wilson Community College. Students are enrolled in a five-year program that culminates with both high school diplomas and associate degrees. The district is part of a countywide system that is a shared responsibility between the County and the State; therefore, the City has no financial responsibility for the public education system. There are several private schools in the area providing basic education similar to the public school system. The City of Wilson has two charter schools funded by the County and State; the Sallie B. Howard School for the Arts is approved to-serve K-8 and Wilson Preparatory Academy is approved as a K-12 school.

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 exceeded 9500 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 has begun on the expansion of the Lee campus, the former site of Lee Motor Company, which donated the land. This campus adds 11 acres of land and 58,000 square feet of existing facilities to Wilson Community College. Lee Campus will eventually house the Advanced Automotive Technology, Applied Engineering Technology, HVAC, and Advanced Manufacturing programs. 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.



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. The academic community includes 887 undergraduate and 73 graduate students and more than 177 faculty and staff. Barton continues to be ranked by U.S. News & World Report as one of the top ten Best Regional Colleges in the South, Best Colleges for Veterans and Best Value Schools. Barton currently supports 22 athletic teams in NCAA Division II and is part of the Conference Carolinas. In January 2018, the school announced plans to add a football program.

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

As part of the school's 50th anniversary, students, community members and leaders banded together to revitalize the school's 10-acre low ropes course and biking trails. State budget cuts over the last few years had left the school with no way to maintain the once renowned course. Thanks to a \$16,000 donation from BB&T to renovate the course, it is now the largest of its kind in the state with 22 initiatives and obstacles. The course is designed to be used for team building and personal growth. Ropes courses also help individuals in leadership, group

dynamics, bonding, problem solving and self-esteem. Those utilizing the course must be guided by one of the 10 certified and trained course facilitators. There are also two miles of tight and challenging biking trails that encircle the property. The bike trails are open to the public.

Health Care

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

Established in 1964, DLP Wilson Medical Center, a private, not-for-profit organization, serves a five-county region with over 125,000 people. Driven with organizational values including respect, integrity, great teamwork, honesty, and trust, DLP Wilson Medical Center offers a continuum of services through a 294 licensed-bed hospital, a 90-bed nursing care and rehabilitation center, home care and hospice care company, child care center and healthcare foundation. It also offers a wound healing center designed to assist people with diabetic or other conditions. The hospital is also a member of the Duke Cancer Network, which is among the top four percent of US cancer centers.



An \$82-million-dollar renovation project is underway that will reduce the number of beds to 178 to make way for larger patient rooms, larger and more accessible bathrooms and areas near patient rooms for staff to sit and work closer with the patients. These plans include the reinstatement of an inpatient behavioral or mental health unit with at least 24 beds. With an average patient population of 85 to 100, administrators feel the 154 medical /surgical rooms will be more than enough to support the area needs. More than 100 active physicians serve on the hospital's medical staff, over 95 percent of who are board-certified, representing 28 specialties. The medical center employs more than 800 full time 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.

Another opportunity for healthcare services is happening. Vidant Health is constructing a \$14 million health-plex in Wilson. The 30,000-square-foot facility will employ about 50 people, including 15 doctors and is scheduled to begin providing an array of healthcare services later in 2018.

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.

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.

The 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 49 destinations on an average of 400 flights daily, including direct flights to more than 30 cities, including London, Toronto, and Paris. The airport served more than 11 million people and moved nearly 100,000 tons of cargo in 2017.

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, 2017, Amtrak reported annual revenue of more than \$3.2 million dollars with an annual ridership exceeding 55,500.

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.

Economic Evolution

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



Wilson is the birthplace of Branch Banking and Trust Corporation (BB&T), which is among the nation's top financial-holding companies with more than \$221 billion in assets as of December 2017. BB&T operates more than 2,100 financial centers in 15 states and Washington D.C. and offers a full range of consumer and commercial banking, security brokerage, asset management, mortgage and insurance products and services. Currently based in Winston-Salem, BB&T remains among Wilson County's top employers with approximately 2,300 people working in various areas of the financial service industry.

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



The 2016 announcement of a five-year, \$164 million investment in the Wilson facility has been increased to a 10-year, \$344 million investment. The continued expansion will allow Bridgestone to meet market demands and invest in newer more efficient technology. In addition to the 167,000 square feet of manufacturing space and new tire assembly machines, material handling systems, curing presses and other equipment already announced, this latest expansion will also add an additional 50,000 square-feet and a new rubber mixer to the facility. Total tire production is expected to grow to 35,000 per day and sixteen new jobs will be added once the expansion is completed in the fall of 2018.

The Sandoz plant in Wilson was awarded the Carolina Star, the highest safety award given by the NC Department of Labor. Sandoz, 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. It received the Rising Star award in 2013 for having good safety and health programs. Sandoz will continue to be audited each year to confirm it continues the high safety standard required to maintain the certification needed for the Carolina Star distinction.

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

Industrial Growth and Development

The county unemployment rate for 2017 averaged 7.91%. As with seasonal employment, unemployment percentages typically increase during the summer and then fall at the year end.

Absolute Plastics announced a layoff of more than half of its 150 employee work force due to a loss of product demand and a need to consolidate operations.

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.

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. Linamar has announced plans to invest \$40 million as it creates 125 new jobs and expands its current facility by 2019.

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

Available industrial space in Wilson County will soon be increased due to a private initiative to construct several shell buildings in the Hackney Industrial Park. The buildings will be marketed to small and medium-sized industries that will be able to utilize sites from 20,000 to 50,000 square feet. A new 100,000-square-foot shell building in the Wilson Corporate Park, the seventh, is complete and the building is being marketed by the Wilson Economic Development Council. Infrastructure in the Wilson Corporate Park is largely complete. Water, Sewer, Natural Gas, Electric, Fiber and Storm water Management Systems are available to all remaining 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 investments in infrastructure have made the community very competitive on a national scale. The industrial park was recently chosen by the North Carolina Railroad as one of the best industrial sites in the state in terms of rail access. The Wilson Economic Development Council, with considerable input from the City and County, continues to actively market Wilson throughout North and South America and Europe.

The City and County are participating in the development of the 830-acre Woodard Parkway mega industrial site, which is located around the interchange of U.S. 264 and N.C. 58. This will be a mixture of residential, industrial, commercial and office spaces that will expand development toward the Greenville, N.C., area. While the master plan for the property is completed, the property is leased for farming. The Golden LEAF Foundation has awarded a grant of \$1 million to the park. This will be added to a \$1.38-million-dollar grant awarded by the NC Industrial Development Fund-Utility Account. The two grants will fund about 80 percent of the parks water and sewer cost. Wilson City Council has approved \$250,000 in funding for the project and matching funds have been approved by the County. An additional \$90,000, contingency fund has been provided by Wilson County Properties. The land continues to be leased for farming as the development continues.

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.

Other new businesses to Wilson include a second regional Arkham Comix location as well as, Sweet Southern Snowballs, To Go Chicken, Farmers Home Furniture, Wild Thangz Southern Style Catering & Grill, Jimmy Johns Subs, Mason's Restaurant, R&R Oyster Bar at Silver Lake, Jimmy Jazz, Smart Choice Café and Market and Marty's BBQ. Hardee's Restaurant opened a second Wilson location which employs 55 people. A second Domino's Pizza has also opened and employs 30 people. Smithfield's Chicken 'N Bar-B-Q has added a Wilson location to its chain. The new store employs 40 people. Construction has begun on a Discount Tire store. The 7,000 square foot location will join nearly 1,000 others in 34 states.

Throughout 2017, there were closings of a few long-standing Wilson businesses: Blue Star Cab Company, Golden Corral, JC Harris Cadillac and The Antique Barn and Hobby Shop. Other closures included Payless Shoe Source, Rue 21, Hamilton Funeral Chapel, Big Harold's Diner, Rugged Warehouse, It's A Girl Thing, and Southeast Medical Oncology.

Construction is continuing on a new senior living apartment complex, the Ravenswood Reserve providing sixty one- and two-bedroom units for those 55-and-older.



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

Plans for a \$12 million redevelopment project of the Hi Dollar warehouse into Whirligig Station are underway. Waukeshaw Development of Petersburg, Virginia initiated the year-long transformation of the 64,000-square-foot former tobacco warehouse, the largest redevelopment project in downtown history. The finished site will provide a combination of 90 loft apartments, commercial spaces for a restaurant, retail and offices as well as the Whirligig Park welcome center. The planned renovations include adding an upper level to the interior of the warehouse which will expand the property to 85,000-square feet. The developer cited 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 is one of several NC cities that received a \$96,107 state grant geared toward downtown revitalization. The city plans to use the grant to support existing projects such as the conversion of the Hi Dollar warehouse and the Vollis Simpson Whirligig Park, as well as supporting other private investments in the area.

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

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

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 is a major participant in a countywide strategic planning process known as Wilson 20/20 Vision. Wilson 20/20 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. 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 20/20 looks to expand upon their three initiatives: the Youth Master Plan, Beyond 21 and the Impact initiative. The Youth Master Plan is a partnership with Wilson County Schools that seeks to improve the future of our youth as they address safety, wellness, workforce development, K-12 education and out-of-school time. Beyond 21 will address the needs of adults. Groups have been formed to study unemployment and underemployment, talent retention and attraction,

community leadership and civic engagement, health and wellness, elderly and aging population and entrepreneurship in the Wilson area. The Impact Initiative is a collaborative effort with the Wilson Chamber of Commerce and Wilson Economic Development Council to offer leadership training and is designed to identify, train and deploy people with an interest in area leadership roles, including political office and service on boards or committees.

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

City leaders and residents have joined together to formulate a plan to revive the US 301 corridor with improvements to intersections, landscaping, crosswalks, sidewalks, drainage and walking paths. The improvements will be paid for by a \$10 million Federal Transportation Investment Generation Economic Recovery or TIGER grant that has been awarded to the City. The NC Department of Transportation allocated \$6.5 million, to go along with an additional \$3 million provided by the City, and an agreement for the City to perform some of the work, which will provide for transportation-related needs, environmental, quality-of-life and economic improvements for the area to encourage new investment and development. The planned improvements will stretch along US 301 from Lipscomb Road to Black Creek Road and has an expected completion date of 2022. The bulk of the money will be used on roadway, shoulder and curb and gutter infrastructure improvements.

Recreation and Tourism



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

The J. Burt Gillette Athletic Complex regularly attracts regional, state and even national sports events to the City. The complex includes eight lighted, regulation soccer fields, six with natural grass and two artificial turf fields. A pavilion area with a shade structure, improved drainage and irrigation systems, sponsorship signage and new lighting have also been added to the soccer complex which plays host to several large events each year, bringing in nearly 500 teams, 8,000 players and 15,000 spectators. In addition to soccer, the complex is also home to a Little League facility that has gained the standing as a superior, well-run facility for hosting various tournaments. It has four lighted fields, including a showcase field that features a stadium that seats over 450 people. Funding for these upgrades was made possible by an increased occupancy tax of rental accommodations approved for Wilson County. The City will receive 1% of the quarterly proceeds from the tax increase to continue these improvements.

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

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

The City Parks and Recreation Department was recently awarded a \$374,170 grant from the NC Parks & Recreation Trust Fund, which will be added to other contributions and City funds to upgrade Cavalier Terrace Park. Plans include an upgrade of the walking trail, playground and parking lot as well as adding a picnic shelter and a pickle ball court.

A new 2-mile walking trail around Lake Wilson is currently under construction with work on a bridge to connect the two sides expected to be completed in June. The trail and bridge, which will cost \$250,000, will be funded in part by a \$50,000 grant from the Merck Foundation. Merck employees are also volunteering their time to the project to help with some of the park upgrades.

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

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

The City leases two buildings in its downtown area to the Wilson Arts Council, a private non-profit agency. Both buildings are of historical significance and have been renovated with a combination of public and private funds. One building, houses the administrative offices of the Wilson Arts Council and is used for various art exhibits and special events. BB&T continues to support the Arts Council and has committed \$500,000 for renovations and restoration of the site. The other building is the Boykin Center for Performing Arts, 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 will be added to \$239,000 that has already been raised by museum volunteers for a 2,000 square-foot expansion of exhibit space. The new space will allow for exhibits on education, medicine, athletics, government, arts and an area dedicated to local organizations and churches.

The North Carolina Whirligig Festival is Wilson's award winning tribute to the work of local folk artist Vollis Simpson and his whirligigs, the State's official folk art. The festival, which began in 2004, is held in the downtown area adjacent to the Vollis Simpson Whirligig Park that opened in November 2017 and displays 30 of the artist's colossal, wind-powered, kinetic creations. The Whirligig Festival is a two-day event that attracts an average of 35,000 people to the downtown area. It features music, dance,

contests, a Whirli-Kidz Zone, the 5K Whirli-Run, and vendor spaces for local artists, food vendors and non-profit organizations. It also supports arts and culture in the Wilson area and provides scholarships for children to attend the Wilson Whirligig Festival Summer Camp.

The whirligigs were already considered the region's top tourist attraction when they were on display in a farm field outside the city limits; now the park is expected to become an important cultural attraction for visitors on a 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. Sponsorship funding has also been provided for specific whirligig structures. First Citizens is providing \$50,000 for Dive Bomber Duck. Southern Bank is providing \$25,000 to sponsor Blue Wind, a structure in the park. Bridgestone Americas is providing \$50,000 to sponsor Milkshake America. The City of Wilson is providing staff support to this project, which has already attracted more than \$4 million in support, including grants from some of the country's most prestigious foundations, such as the Kresge Foundation and ArtPlace America, grants from the National Endowment for the Arts and the North Carolina Arts Council, as well as donations from private corporations and individuals both locally and nationally. A new partnership with the Kohler Foundation, the philanthropic arm of the plumbing products company, has also been announced. The foundation does not release specific monetary information about their partnerships but did confirm it is a "significant amount." A 4,000 square foot multipurpose shelter was added along South Street. The open-air shelter will be used for a farmer's market beginning in April 2018 and can also be used for numerous activities. The shelter was paid for with \$12,000 in local donations as well as \$100,000 from the US Department of Agriculture and \$160,000 from the NC Tobacco Trust Fund. The revitalization of the downtown area and the restoration of the whirligigs and the 25 jobs created by the work, have been included as a case study in a book by the National Endowment for the Arts, "How to Do Creative Placemaking."

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

COMMUNITY FACTS AND STATISTICS

Miscellaneous Statistical Information
(Information as of June 30, 2017, unless otherwise indicated)
(Various Departmental Reporting as of February 28, 2018)*
*(**per NC Department of Commerce as of January 31, 2018)*

Year Established

Wilson	1849
Wilson County	1855

Size (square miles)

Wilson *	32.0
Wilson County	373.0

Climate

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

Police Protection

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

Fire Protection

Number of Stations	5
Number of Fire Personnel (Sworn) *	90
ISO Rating	2

Culture & Recreation

Parks	29
Park Acreage	394
Libraries	1

Other Recreational Facilities

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

Street

Miles of Streets	232
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Electric

Number of Consumers	35,112
Average Daily Usage	3,521,571 KWH
Miles of Distribution Lines *	1,321

Gas

Number of Consumers	13,763
Average Daily Usage	3,360,723 cu. ft.
Miles of Distribution Lines*	398

Water

Number of Consumers	22,387
Average Daily Usage	8.68 MGD
Miles of Distribution Lines*	424

Sewer

Average Daily Flow	9.03 MGD
Miles of Distribution Lines*	359

Sanitation

Annual Refuse Collected	22,730 tons
Annual Recyclables Collected	1,680 tons
Yard waste/leaf collection	8,612 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	108,728
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Stormwater Management

Miles of drainage cleaned	7.96
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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 (2016 US Census Estimates)

City of Wilson	49,620
Wilson County	81,661

Age (2015 projection by NC Dept. of Commerce)

	<u>Percent</u>
Under 20	26.4
20-24	6.5
25-34	11.6
35-44	12.2
45-54	13.9
55-64	13.5
Over 65 years	15.9

Race (2015 US Census Estimates)

	<u>Percent</u>
Black/African-American	47.9
White/Caucasian	42.9
Hispanic	9.4
Asian	1.2

Sex (2010 US Census)

	<u>Percent</u>
Male	46.6
Female	53.4

Median Household Income (2016 projection by US Census)

\$38,046

Housing Occupancy (2015 projection by NC Dept. of Commerce)

Number

Total Housing Units	35,671
Homeownership Rate	60%

Education Attainment (2016 US Census Estimates)

Percent

High School Graduate or Equivalency	80.3
Bachelor's Degree or Higher	22.9



COMMUNITY FACTS AND STATISTICS

Economic Information

Tax Rates

Tax Valuation – 18-19 (est.) - City \$ 4,100,978,140

2018-19 Tax Rate/\$100 Valuation

City .575
 County .730

Wilson County Employment by Industry (2017 2nd Qtr.)

Sector

Agriculture, Forestry, Fishing & Hunting	622
Mining	0
Construction	2,711
Manufacturing	7,084
Wholesale Trade	1,220
Retail Trade	3,901
Transportation and Warehousing	98
Information	762
Finance and Insurance	1,314
Real Estate, Rental, Leasing	312
Professional and Technical Services	795
Management of Companies	1,219
Administrative and Waste Services	1,749
Educational Services	2,185
Health Care and Social Assistance	4,626
Arts, Entertainment, and Recreation	253
Accommodation and Food Services	3,220
Other Services (Ex. Public Administration)	778
Public Administration	2,250

Source: Department of Commerce - Website

Major Employers in Wilson City

Name of Business	Employment Range	Business Type
BB&T	2,318	Financial Activities
Wilson County Schools	1,600	Education
Wilson Medical Center	818	Health Care
City of Wilson	753	Public Administration
UTC Aerospace Systems	735	Manufacturing
County of Wilson	700	Public Administration
Smithfield Packing Company	600	Manufacturing
Sandoz	462	Manufacturing
NC Dept. of Health & Human Resources	250+	Public Administration
NC Dept. of Public Transportation	250+	Public Administration

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

WILSON CITY COUNCIL VISION

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

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

WILSON CITY COUNCIL GOALS AND KEY INITIATIVES

To meet the vision, the 2019 budget focuses on achievement of the seven goals established by the Wilson City Council. Those seven goals areas are:

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

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

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

I. BUILDING A BETTER WILSON

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

II. ECONOMIC DEVELOPMENT

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

III. INFRASTRUCTURE

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

IV. HOMES AND NEIGHBORHOODS

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

V. DOWNTOWN

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

VI. RECREATION AND PARKS

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

VII. COMMUNITY INVOLVEMENT

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

ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
GOVERNMENTAL FUND				
General Fund				
Property Taxes	\$ 20,160,702	\$ 20,022,370	\$ 20,320,160	\$ 20,752,600
Motor Vehicle Property Taxes	2,064,553	1,903,900	2,090,940	2,113,290
Other Taxes	8,582,100	6,306,410	8,733,800	6,797,780
Intergovernmental	7,579,500	6,125,795	6,723,920	6,004,190
Sales/Charges for Services	6,577,975	5,966,810	6,451,446	6,110,730
Licenses, Permits, Etc.	1,402,581	1,083,140	1,446,110	1,111,770
Assessments	72,102	30,500	67,663	30,000
Miscellaneous Income	398,301	816,160	392,170	40,550
Investment Income	(4,663)	125,000	150,000	125,000
Interfund Transfers	3,467,376	3,423,660	3,473,660	3,465,010
Total Revenues	<u>\$ 50,300,527</u>	<u>\$ 46,543,745</u>	<u>\$ 49,849,869</u>	<u>\$ 46,550,920</u>
Total Expenditures	<u>\$ 51,673,500</u>	<u>\$ 54,543,717</u>	<u>\$ 50,849,543</u>	<u>\$ 52,408,830</u>
Revenues over/(under) expenditures	\$ (1,372,973)	\$ (7,999,972)	\$ (999,674)	\$ (5,857,910)
PROPRIETARY FUNDS				
Electric Fund				
Intergovernmental	\$ 157,663	\$ 0	\$ 0	\$ 0
Sales/Charges for Services	124,734,434	122,026,700	123,718,989	123,227,260
Miscellaneous Income	830,541	853,000	1,490,852	878,000
Investment Income	(30,495)	50,000	154,598	0
Proceeds from Debt Refunding	0	19,761,000	19,858,202	0
Interfund Transfers	0	0	1,023,545	0
Total Revenues	<u>\$ 125,692,143</u>	<u>\$ 142,690,700</u>	<u>\$ 146,246,186</u>	<u>\$ 124,105,260</u>
Total Expenditures	<u>\$ 125,735,765</u>	<u>\$ 153,192,426</u>	<u>\$ 150,959,647</u>	<u>\$ 124,105,260</u>
Revenues over/(under) expenditures	\$ (43,622)	\$ (10,501,726)	\$ (4,713,461)	\$ 0
Gas Fund				
Intergovernmental	\$ 1,981	\$ 0	\$ 0	\$ 0
Sales/Charges for Services	14,854,558	17,593,290	17,921,258	17,712,920
Miscellaneous Income	68,723	9,000	75,687	9,000
Investment Income	(8,861)	0	20,721	0
Interfund Transfers	0	0	271,545	0
Interfund Loan Repayment	200,000	0	200,000	0
Total Revenues	<u>\$ 15,116,401</u>	<u>\$ 17,602,290</u>	<u>\$ 18,489,211</u>	<u>\$ 17,721,920</u>
Total Expenditures	<u>\$ 16,717,376</u>	<u>\$ 18,690,925</u>	<u>\$ 17,803,460</u>	<u>\$ 17,721,920</u>
Revenues over/(under) expenditures	\$ (1,600,975)	\$ (1,088,635)	\$ 685,751	\$ 0

ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Water Resources Fund				
Intergovernmental	\$ 325,360	\$ 0	\$ 111,520	\$ 0
Sales/Charges for Services	24,650,938	25,602,570	24,550,343	24,898,500
Miscellaneous Income	494,320	701,940	1,877,363	448,000
Investment Income	(6,042)	0	49,352	0
Interfund Transfers	1,214,000	0	0	0
Total Revenues	\$ 26,678,576	\$ 26,304,510	\$ 26,588,578	\$ 25,346,500
Total Expenditures	\$ 26,518,240	\$ 27,689,227	\$ 25,617,963	\$ 28,768,150
Revenues over/(under) expenditures	\$ 160,336	\$ (1,384,717)	\$ 970,615	\$ (3,421,650)
Broadband Fund				
Intergovernmental	\$ 127,712	\$ 0	\$ 0	\$ 0
Sales/Charges for Services	14,016,980	14,929,860	14,907,906	15,677,860
Miscellaneous Income	1,489,388	1,105,020	1,137,081	636,940
Investment Income	4,685	10,000	12,804	0
Proceeds from Debt Refunding	0	20,085,010	20,172,131	0
Total Revenues	\$ 15,638,765	\$ 36,129,890	\$ 36,229,922	\$ 16,314,800
Total Expenditures	\$ 15,427,264	\$ 36,423,026	\$ 36,131,456	\$ 16,314,800
Revenues over/(under) expenditures	\$ 211,501	\$ (293,136)	\$ 98,466	\$ 0
Mass Transit Fund				
Intergovernmental	\$ 655,755	\$ 907,880	\$ 733,260	\$ 1,310,650
Licenses, Permits, Etc.	136,936	110,000	165,990	150,000
Sales/Charges for Services	73,177	84,200	67,540	73,000
Miscellaneous Income	6,261	6,000	6,000	6,000
Investment Income	186	1,350	1,942	0
Interfund Transfers	289,500	312,500	312,500	312,500
Total Revenues	\$ 1,161,815	\$ 1,421,930	\$ 1,287,232	\$ 1,852,150
Total Expenditures	\$ 1,204,550	\$ 1,733,992	\$ 1,419,530	\$ 2,132,430
Revenues over/(under) expenditures	\$ (42,735)	\$ (312,062)	\$ (132,298)	\$ (280,280)
Industrial Air Center Fund				
Sales/Charges for Services	\$ 26,206	\$ 25,000	\$ 25,360	\$ 33,360
Miscellaneous Income	2,000	7,930	3,500	0
Investment Income	222	0	980	0
Interfund Transfers	118,000	54,880	174,880	54,880
Total Revenues	\$ 146,428	\$ 87,810	\$ 204,720	\$ 88,240
Total Expenditures	\$ 148,405	\$ 429,890	\$ 379,485	\$ 197,990
Revenues over/(under) expenditures	\$ (1,977)	\$ (342,080)	\$ (174,765)	\$ (109,750)

ALL FUNDS RECOGNIZED IN BUDGET ORDINANCE

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Stormwater Management Fund				
Sales/Charges for Services	\$ 3,209,634	\$ 3,488,810	\$ 3,431,856	\$ 3,740,000
Miscellaneous Income	12,302	8,000	3,985	6,000
Investment Income	(3,120)	0	7,966	0
Total Revenues	\$ 3,218,816	\$ 3,496,810	\$ 3,443,807	\$ 3,746,000
Total Expenditures	\$ 2,666,401	\$ 3,641,884	\$ 3,639,563	\$ 3,746,000
Revenues over/(under) expenditures	\$ 552,415	\$ (145,074)	\$ (195,756)	\$ 0
Water Resources Capital Reserve Fund				
Interfund Transfers	\$ 456,600	\$ 0	\$ 369,010	\$ 0
Investment Income	(1,229)	0	2,445	0
Total Revenues	\$ 455,371	\$ 0	\$ 371,455	\$ 0
Total Expenditures	\$ 1,214,000	\$ 1,500,000	\$ 1,500,000	\$ 0
Revenues over/(under) expenditures	\$ (758,629)	\$ (1,500,000)	\$ (1,128,545)	\$ 0
SPECIAL REVENUE FUND				
Community Development Fund				
Miscellaneous Income	\$ (10,973)	\$ 11,000	\$ 13,460	\$ 9,000
Investment Income	843	0	1,030	0
Interfund Transfers	112,895	0	0	0
Total Revenues	\$ 102,765	\$ 11,000	\$ 14,490	\$ 9,000
Total Expenditures	\$ 67,538	\$ 130,420	\$ 47,620	\$ 130,450
Revenues over/(under) expenditures	\$ 35,227	\$ (119,420)	\$ (33,130)	\$ (121,450)
COMPONENT UNITS				
Downtown Development Corporation				
Property Taxes	\$ 63,740	\$ 61,190	\$ 64,800	\$ 61,410
Motor Vehicle Property Taxes	2,243	1,160	2,300	2,000
Intergovernmental	15,750	15,750	15,750	15,750
Miscellaneous Income	51,739	38,790	53,753	40,790
Investment Income	279	0	800	0
Interfund Transfers	255,000	255,000	255,000	235,500
Total Revenues	\$ 388,751	\$ 371,890	\$ 392,403	\$ 355,450
Total Expenditures	\$ 340,424	\$ 402,470	\$ 295,670	\$ 534,120
Revenues over/(under) expenditures	\$ 48,327	\$ (30,580)	\$ 96,733	\$ (178,670)
Wilson Cemetery Commission				
Sales/Charges for Services	\$ 469,761	\$ 416,000	\$ 444,000	\$ 447,000
Miscellaneous Income	11,227	9,000	16,000	10,000
Investment Income	(94)	0	1,200	1,200
Interfund Transfers	0	20,000	20,000	131,900
Total Revenues	\$ 480,894	\$ 445,000	\$ 481,200	\$ 590,100
Total Expenditures	\$ 513,793	\$ 501,100	\$ 478,490	\$ 590,100
Revenues over/(under) expenditures	\$ (32,899)	\$ (56,100)	\$ 2,710	\$ 0

ALL FUNDS RECOGNIZED IN INTERNAL SERVICE FUNDS SPENDING PLANS

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
INTERNAL SERVICE FUNDS				
Operations Center Fund				
Sales/Charges for Services	\$ 1,003,755	\$ 1,156,820	\$ 1,156,820	\$ 1,178,120
Investment Income	3,286	0	11,300	0
Proceeds from Debt Refunding	0	1,661,990	1,669,356	0
Total Revenues	<u>\$ 1,007,041</u>	<u>\$ 2,818,810</u>	<u>\$ 2,837,476</u>	<u>\$ 1,178,120</u>
Total Expenditures	<u>\$ 1,491,991</u>	<u>\$ 3,188,824</u>	<u>\$ 3,445,159</u>	<u>\$ 1,178,120</u>
Revenues over/(under) expenditures	\$ (484,950)	\$ (370,014)	\$ (607,683)	\$ 0
Risk Management Fund				
Sales/Charges for Services	\$ 3,129,330	\$ 3,074,470	\$ 3,074,470	\$ 3,167,060
Miscellaneous Income	173,760	0	239,000	0
Investment Income	190	0	31,000	0
Total Revenues	<u>\$ 3,303,280</u>	<u>\$ 3,074,470</u>	<u>\$ 3,344,470</u>	<u>\$ 3,167,060</u>
Total Expenditures	<u>\$ 2,579,280</u>	<u>\$ 3,159,277</u>	<u>\$ 2,388,210</u>	<u>\$ 3,167,060</u>
Revenues over/(under) expenditures	\$ 724,000	\$ (84,807)	\$ 956,260	\$ 0
Group Insurance Benefits Fund				
Sales/Charges for Services	\$ 12,596,539	\$ 13,643,690	\$ 12,831,670	\$ 13,946,000
Miscellaneous Income	150	0	380	0
Investment Income	5,170	0	42,080	0
Total Revenues	<u>\$ 12,601,859</u>	<u>\$ 13,643,690</u>	<u>\$ 12,874,130</u>	<u>\$ 13,946,000</u>
Total Expenditures	<u>\$ 11,582,044</u>	<u>\$ 13,643,690</u>	<u>\$ 11,172,090</u>	<u>\$ 13,946,000</u>
Revenues over/(under) expenditures	\$ 1,019,815	\$ 0	\$ 1,702,040	\$ 0

BUDGET SUMMARY – ALL FUNDS – 2018-19

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Funding Sources</u>				
Property Taxes	\$ 20,224,442	\$ 20,083,560	\$ 20,384,960	\$ 20,814,010
Motor Vehicle Property Taxes	2,066,796	1,905,060	2,093,240	2,115,290
Other Taxes	8,582,100	6,306,410	8,733,800	6,797,780
Intergovernmental	8,863,721	7,049,425	7,584,450	7,330,590
Sales/Charges for Services	205,343,287	208,008,220	208,581,658	210,211,810
Licenses and Permits	1,539,517	1,083,140	1,612,100	1,261,770
Assessments	72,102	30,500	67,663	30,000
Investment Income	(34,421)	186,350	506,073	126,200
Miscellaneous	3,527,739	3,557,910	5,309,231	2,084,280
Proceeds from Debt Refunding	0	42,248,000	41,699,689	0
Interfund Loan Repayment	200,000	0	200,000	0
Transfers from Other Funds	<u>6,113,371</u>	<u>4,066,040</u>	<u>5,900,140</u>	<u>4,199,790</u>
Total Revenues and Other				
Financing Sources	256,498,654	294,524,615	302,673,004	254,971,520
Beginning Fund Balance Available	72,699,031	69,371,312	69,371,312	72,162,307
Non-budgetary Increase/(Decrease)	<u>(688,317)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Available Resources	<u>\$ 328,509,368</u>	<u>\$ 363,895,927</u>	<u>\$ 372,044,316</u>	<u>\$ 327,133,827</u>
<u>Expenditures</u>				
Administrative Services	\$ 4,526,124	\$ 4,673,099	\$ 4,133,010	\$ 4,772,500
Financial Services	1,175,428	1,260,504	1,195,570	1,268,060
Information Technology Services	317,828	317,830	317,830	317,830
Human Resources	342,255	387,311	375,501	373,690
Police	12,740,357	14,111,709	13,975,050	14,839,330
Fire	9,886,467	9,794,492	8,219,760	8,894,080
Planning, Community Revitalization and Development Services	3,008,020	3,503,004	3,197,730	3,653,660
Parks and Recreation	5,704,759	5,892,047	5,544,590	5,771,740
Public Works	11,587,452	14,724,113	13,964,095	13,865,980
Wilson Energy	131,139,707	143,792,955	141,869,506	133,904,100
Water Resources	19,067,625	22,419,537	20,546,562	21,164,760
Broadband	12,011,051	12,540,066	12,297,651	12,633,570
Stormwater	2,646,201	3,641,884	3,639,563	3,746,000
Wilson Cemetery Commission	513,793	501,100	478,490	590,100
Risk Management & Group Insurance Benefit	14,161,324	16,802,967	13,560,300	17,113,060
Contributions to Other Agencies	1,297,566	1,758,100	1,658,910	1,764,390
Transfers to Other Funds	17,590,565	7,414,790	8,643,780	8,674,790
Debt Service	11,221,534	52,969,220	52,309,988	10,509,040
Interfund Loan Repayment	200,000	200,000	200,000	234,550
Contingency	<u>0</u>	<u>850,000</u>	<u>0</u>	<u>850,000</u>
Total Expenditures and Other				
Financing Uses	259,138,056	317,554,728	306,127,886	264,941,230
Encumbrances Reappropriated		(6,245,877)	(6,245,877)	
Ending Fund Balance Available	<u>69,371,312</u>	<u>52,587,076</u>	<u>72,162,307</u>	<u>62,192,597</u>
Total Fund Commitments and Fund Balance	<u>\$ 328,509,368</u>	<u>\$ 363,895,927</u>	<u>\$ 372,044,316</u>	<u>\$ 327,133,827</u>

BUDGET SUMMARY – ALL FUNDS – 2018-19

	MAJOR FUNDS					NON-MAJOR FUNDS		Component Units	Internal Service Funds	OPERATING TOTAL
	General Fund	Electric Fund	Gas Fund	Water Resources Fund	Broadband Fund	Other Governmental Funds	Other Proprietary Funds			
REVENUES										
Property Taxes	20,752,600							61,410		20,814,010
Motor Vehicle Property Taxes	2,113,290							2,000		2,115,290
Other Taxes	6,797,780									6,797,780
Intergovernmental	6,004,190						1,310,650	15,750		7,330,590
Sales/Charges For Services	6,110,730	123,227,260	17,712,920	24,898,500	15,677,860		3,846,360	447,000	18,291,180	210,211,810
Licenses and Permits	1,111,770						150,000			1,261,770
Assessments	30,000									30,000
Investment Income	125,000							1,200		126,200
Miscellaneous Income	40,550	878,000	9,000	448,000	636,940	9,000	12,000	50,790		2,084,280
Transfers from Other Funds	3,465,010						367,380	367,400		4,199,790
Total Revenues and Other										
Financing Sources	46,550,920	124,105,260	17,721,920	25,346,500	16,314,800	9,000	5,686,390	945,550	18,291,180	254,971,520
Beginning Fund Bal Available	18,523,326	16,413,455	4,972,601	7,881,352	1,066,545	272,921	6,353,037	323,959	16,355,111	72,162,307
Total Available Resources	65,074,246	140,518,715	22,694,521	33,227,852	17,381,345	281,921	12,039,427	1,269,509	34,646,291	327,133,827
EXPENDITURES										
Administrative Services	4,772,500									4,772,500
Financial Services	1,268,060									1,268,060
Information Tech. Services	317,830									317,830
Human Resources	373,690									373,690
Police	14,839,330									14,839,330
Fire	8,894,080									8,894,080
Planning, Community Revitalization and Development Services	2,989,090					130,450		534,120		3,653,660
Parks and Recreation	5,771,740									5,771,740
Public Works	11,535,560						2,330,420			13,865,980
Wilson Energy		117,354,940	15,753,630						795,530	133,904,100
Water Resources				21,164,760						21,164,760
Broadband					12,633,570					12,633,570
Stormwater							3,746,000			3,746,000
Debt Service	364,670	1,788,080	442,630	4,084,390	3,446,680				382,590	10,509,040
Wilson Cemetery Commission								590,100		590,100
Risk Management & Group Ins.									17,113,060	17,113,060
Contribution to Other Agencies		1,754,820	9,570							1,764,390
Transfers to Other Funds	457,280	1,841,500	1,213,920							3,512,700
Transfer to Capital Projects	825,000	281,000		3,319,000						4,425,000
Transfer/Pygmt in lieu of taxes		584,920	152,170							737,090
Loan Repayment					234,550					234,550
Contingency		500,000	150,000	200,000						850,000
Total Expenditures and Other										
Financing Uses	52,408,830	124,105,260	17,721,920	28,768,150	16,314,800	130,450	6,076,420	1,124,220	18,291,180	264,941,230
Ending Fund Balance	12,665,416	16,413,455	4,972,601	4,459,702	1,066,545	151,471	5,963,007	145,289	16,355,111	62,192,597
Total Fund Commitments and										
Fund Balances	65,074,246	140,518,715	22,694,521	33,227,852	17,381,345	281,921	12,039,427	1,269,509	34,646,291	327,133,827

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

Total Expenditures and Other Financing Uses	264,941,230
Less Internal Service Funds	(18,291,180)
Less amount of Transfers out that are funding sources for appropriations in other funds	(4,249,790)
Total Expenditures and Other Financing Uses (Net of intra-activity amounts)	<u>242,400,260</u>

BUDGET COMPARISON BY FUND FOR FISCAL YEAR 2017-2019 (MAJOR FUNDS)

Funding Sources	GENERAL FUND			ELECTRIC FUND			GAS FUND		
	2016-17 Actual	2017-18 Estimated	2018-19 Budget	2016-17 Actual	2017-18 Estimated	2018-19 Budget	2016-17 Actual	2017-18 Estimated	2018-19 Budget
Property Taxes	20,160,702	20,320,160	20,752,600						
Motor Vehicle Property Taxes	2,064,553	2,090,940	2,113,290						
Other Taxes	8,582,100	8,733,800	6,797,780						
Intergovernmental	7,579,500	6,723,920	6,004,190	157,663			1,981		
Sales/Charges For Services	6,577,975	6,451,446	6,110,730	124,734,434	123,718,989	123,227,260	14,854,558	17,921,258	17,712,920
Licenses and Permits	1,402,581	1,446,110	1,111,770						
Assessments	72,102	67,663	30,000						
Investment Income	(4,663)	150,000	125,000	(30,495)	154,598		(8,861)	20,721	
Miscellaneous Income	398,301	392,170	40,550	830,541	1,490,852	878,000	68,723	75,687	9,000
Proceeds from Debt Refunding					19,858,202				
Transfers from Other Funds	3,467,376	3,473,660	3,465,010		1,023,545			271,545	
Interfund Loan Repayment							200,000	200,000	
Beginning Fund Bal Available	20,295,655	18,760,833	18,523,326	17,072,160	16,798,820	16,413,455	5,940,247	4,245,355	4,972,601
Non-budgetary Inc/(Dec)	(161,849)	762,167		(229,718)	4,328,096		(93,917)	41,495	
TOTAL	70,434,333	69,372,869	65,074,246	142,534,585	167,373,102	140,518,715	20,962,731	22,776,061	22,694,521
Expenditures/Other Uses (Grouped by function)									
General Government	6,340,191	6,040,971	6,909,380						
Public Safety	23,706,842	23,409,950	24,955,870						
Public Works	4,414,594	5,613,340	5,530,550						
Environmental Services	5,663,595	6,344,350	5,633,950						
Planning, Community Revitalization and Development Services	1,455,441	1,564,550	1,694,610						
Human Relations	242,351	263,080	265,780						
Parks and Recreation	5,704,759	5,544,590	5,771,740						
Wilson Energy				115,119,596	124,486,228	117,354,940	14,908,151	15,988,348	15,753,630
Debt Service	399,497	343,872	364,670	2,468,143	21,651,079	1,788,080	456,635	446,382	442,630
Contribution to Other Agencies				1,287,996	1,649,340	1,754,820	9,570	9,570	9,570
Transfers to Other Funds	3,746,230	1,724,840	1,282,280	6,860,030	3,173,000	2,707,420	1,343,020	1,359,160	1,366,090
Contingency						500,000			150,000
Ending Fund Balance	18,760,833	18,523,326	12,665,416	16,798,820	16,413,455	16,413,455	4,245,355	4,972,601	4,972,601
Total Fund Commitments and Fund Balances	70,434,333	69,372,869	65,074,246	142,534,585	167,373,102	140,518,715	20,962,731	22,776,061	22,694,521

Funding Sources	WATER RESOURCES FUND			BROADBAND FUND		
	2016-17 Actual	2017-18 Estimated	2018-19 Budget	2016-17 Actual	2017-18 Estimated	2018-19 Budget
Intergovernmental	325,360	111,520		127,712		
Sales/Charges For Services	24,650,938	24,550,343	24,898,500	14,016,980	14,907,906	15,677,860
Investment Income	(6,042)	49,352		4,685	12,804	
Miscellaneous Income	494,320	1,877,363	448,000	1,489,388	1,137,081	636,940
Proceeds from Debt Refunding					20,172,131	
Transfers from Other Funds	1,214,000					
Beginning Fund Bal Available	6,465,092	6,000,480	7,881,352	1,021,085	947,943	1,066,545
Non-budgetary Inc/(Dec)	(624,948)	910,257		(284,643)	20,136	
TOTAL	32,518,720	33,499,315	33,227,852	16,375,207	37,198,001	17,381,345
Expenditures/Other Uses (Grouped by function)						
Water Resources	19,067,625	20,546,562	21,164,760			
Broadband				12,011,051	12,297,651	12,633,570
Debt Service	4,301,015	4,184,621	4,084,390	3,216,213	23,633,805	3,446,680
Transfers to Other Funds	3,149,600	886,780	3,319,000			
Interfund Loan Repayment				200,000	200,000	234,550
Contingency			200,000			
Ending Fund Balance	6,000,480	7,881,352	4,459,702	947,943	1,066,545	1,066,545
Total Fund Commitments and Fund Balances	32,518,720	33,499,315	33,227,852	16,375,207	37,198,001	17,381,345

**BUDGET COMPARISON BY FUND FOR FISCAL YEAR 2017-2019 (NON-MAJOR FUNDS)
with Internal Service Funds**

Funding Sources	GOVERNMENTAL			PROPRIETARY			INTERNAL SERVICE		
	2016-17 Actual	2017-18 Estimated	2018-19 Budget	2016-17 Actual	2017-18 Estimated	2018-19 Budget	2016-17 Actual	2017-18 Estimated	2018-19 Budget
Intergovernmental				655,755	733,260	1,310,650			
Sales/Charges For Services				3,309,017	3,524,756	3,846,360	16,729,624	17,062,960	18,291,180
Licenses and Permits				136,936	165,990	150,000			
Investment Income	4,751	1,030		(2,627)	31,188		8,646	84,380	
Miscellaneous Income	(10,973)	13,460	9,000	20,563	13,485	12,000	173,910	239,380	
Proceeds from Debt Refunding								1,669,356	
Transfers from Other Funds	312,895			864,100	856,390	367,380			
Beginning Fund Bal Available	1,270,897	306,051	272,921	7,963,993	7,792,820	6,353,037	12,484,131	14,304,494	16,355,111
Non-budgetary Inc/(Dec)	53,504			78,439	173,726		561,498		
TOTAL	1,631,074	320,541	281,921	13,026,176	13,291,615	12,039,427	29,957,809	33,360,570	34,646,291
Expenditures/Other Uses (Grouped by function)									
Public Works				1,352,955	1,799,015	2,330,420			
Planning, Community Revitalization and Development Services	67,538	47,620	130,450						
Wilson Energy							1,111,960	1,394,930	795,530
Stormwater				2,646,201	3,639,563	3,746,000			
Debt Service							380,031	2,050,229	382,590
Risk Management & Group Ins.							14,161,324	13,560,300	17,113,060
Contribution to Other Agencies									
Transfers to Other Funds	1,257,485			1,234,200	1,500,000				
Contingency									
Ending Fund Balance	306,051	272,921	151,471	7,792,820	6,353,037	5,963,007	14,304,494	16,355,111	16,355,111
Total Fund Commitments and Fund Balances	1,631,074	320,541	281,921	13,026,176	13,291,615	12,039,427	29,957,809	33,360,570	34,646,291

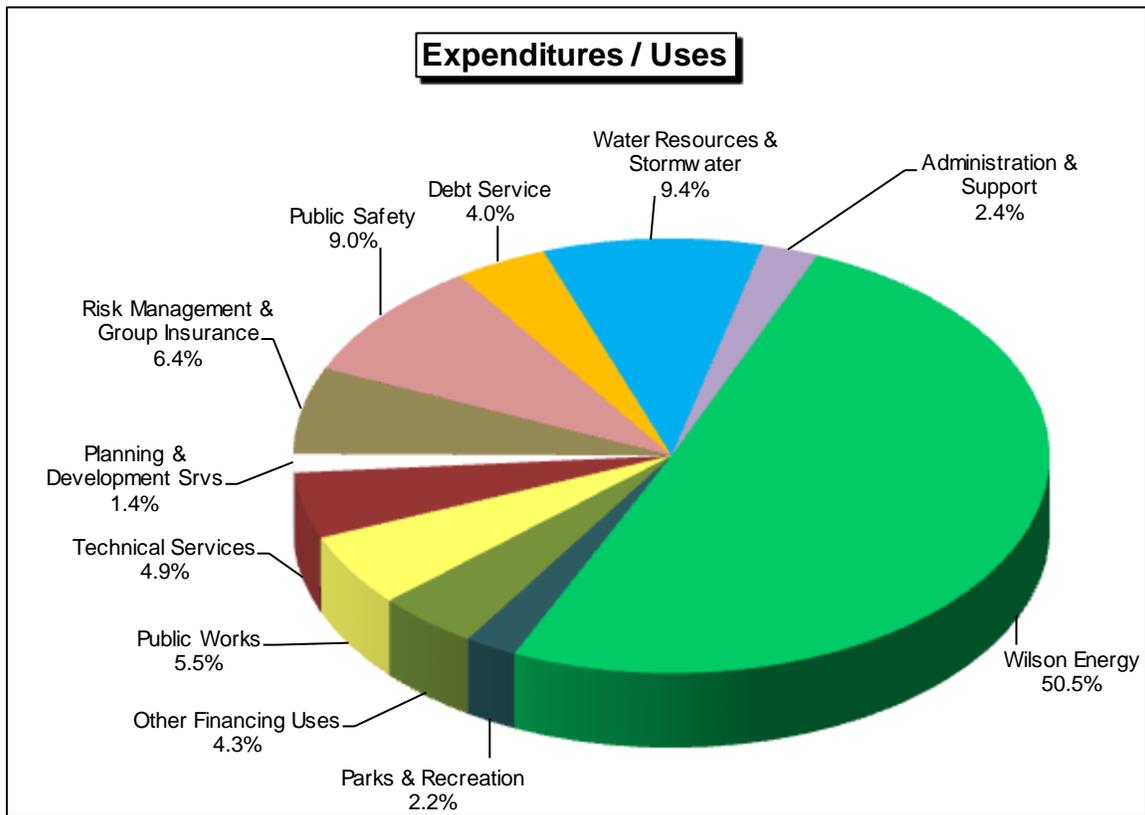
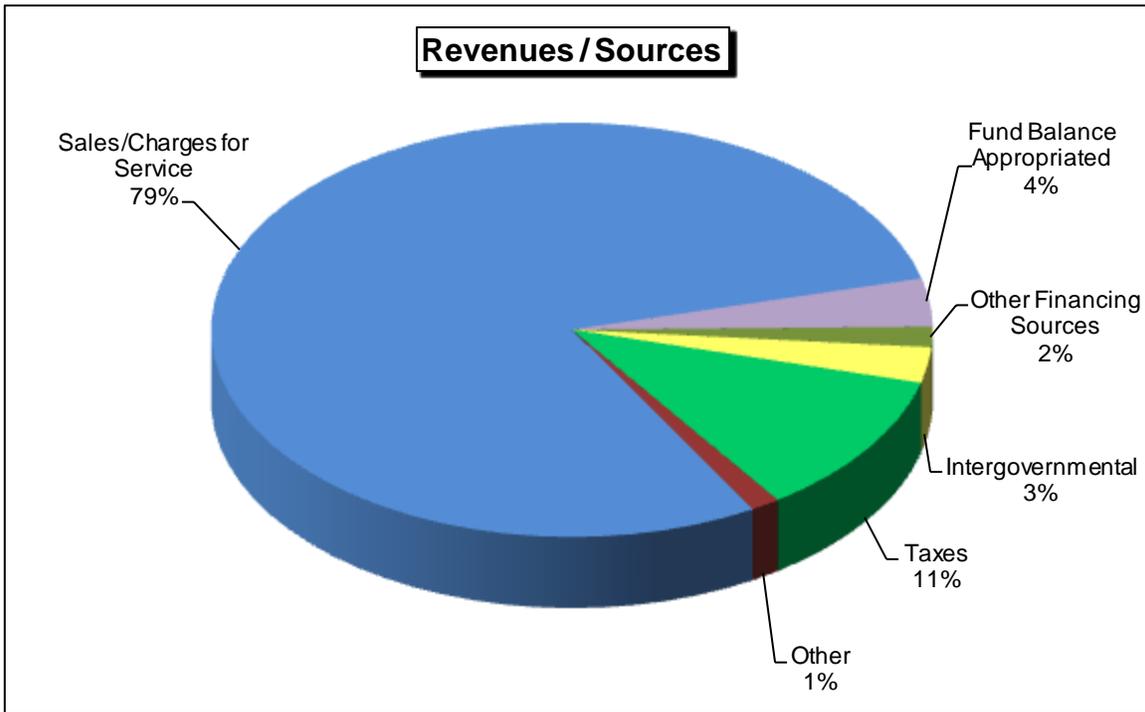
Summary of Changes in Fund Balances - Major / Non-Major Funds

	General Fund	Electric Fund	Gas Fund	Water Resources Fund	Broadband Fund	All Non-Major Funds
FY 2018 Fund Balance (Unassigned, Estimate)	18,523,326	16,413,455	4,972,601	7,881,352	1,066,545	6,625,958
FY 2019 Budgeted Revenues	46,550,920	124,105,260	17,721,920	25,346,500	16,314,800	5,695,390
FY 2019 Budgeted Expenditures	52,408,830	124,105,260	17,721,920	28,768,150	16,314,800	6,206,870
Net Gain(Loss) to Fund Balance	(5,857,910)	0	0	(3,421,650)	0	(511,480)
Projected FY 2019 Yearend Fund Balance	12,665,416	16,413,455	4,972,601	4,459,702	1,066,545	6,114,478
Percentage Inc/(Dec)	-31.6%	0.0%	0.0%	-43.4%	0.0%	-7.7%

Two of the City's major funds are projected to present changes resulting in fund balance exceeding 10% for FY 2019.

The General Fund shows a \$5.8 million reduction in fund balance. Fund balance remains within the policy guidelines established to maintain fund balance available for appropriation of at least 25% or greater of annual expenditures. The proposed budget will utilize this amount to fund much needed capital purchases and startup capital projects previously deferred during the vetting process in recent years. Reserves remain at a sufficient level to support and provide relief during times of downturn. A property tax increase is planned to offset increases experienced in recurring personnel and operating expenditures. Departments continue to review efficiencies and budget conservatively.

The Water Resources Fund will have a reduction in fund balance of about 43.4%. 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. 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.



LONG-TERM DEBT

Outstanding general obligation bonds at June 30, 2018 will total \$4,915,000. 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, 2018 is estimated to be \$99. 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, 2017 was \$267,296,054. The estimated legal debt margin at June 30, 2018 is \$274,201,367.

The estimated long-term debt of the City at June 30, 2018, 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	\$ 750,000	
Carter Building Purchase	324,994	
Carter Building Renovation	<u>220,933</u>	
		<u>1,295,927</u>

ENTERPRISE FUNDS DEBT

Capital Installment Obligations:

MGP Site Cleanup	572,073	
Industrial Development Site	<u>1,047,025</u>	
		<u>1,619,098</u>

General Obligation Bonds:

Buckhorn Reservoir Expansion	<u>4,915,000</u>	<u>4,915,000</u>
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Certificates of Participation:

Electric System Improvements – 2007	9,507,000	
Electric System Improvements – 2008	9,429,000	
Fiber Optic System Infrastructure – 2007	7,952,375	
Fiber Optic System Infrastructure – 2008	<u>9,259,000</u>	
		<u>36,147,375</u>

State Revolving Loans:

Wastewater Management Facility Upgrade (14MGD)	1,963,803	
Water Reuse (Happy Valley)	157,280	
Contentnea Interceptor Reline	340,295	
Wastewater Management Facility Upgrade Phase III	<u>7,745,182</u>	
		<u>10,206,560</u>

Revenue Bonds:

Natural Gas System Improvements	2,203,650	
Water/Sewer System Improvements	<u>7,590,350</u>	
		<u>9,794,000</u>

LONG-TERM DEBT

INTERNAL SERVICE FUNDS DEBT

Certificates of Participation:

Operations Center Building – Meter Shop/Broadband Addition	<u>1,359,625</u>	<u>1,359,625</u>
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GRAND TOTAL of Existing Debt FY 2018-19		<u>\$ 65,337,585</u>
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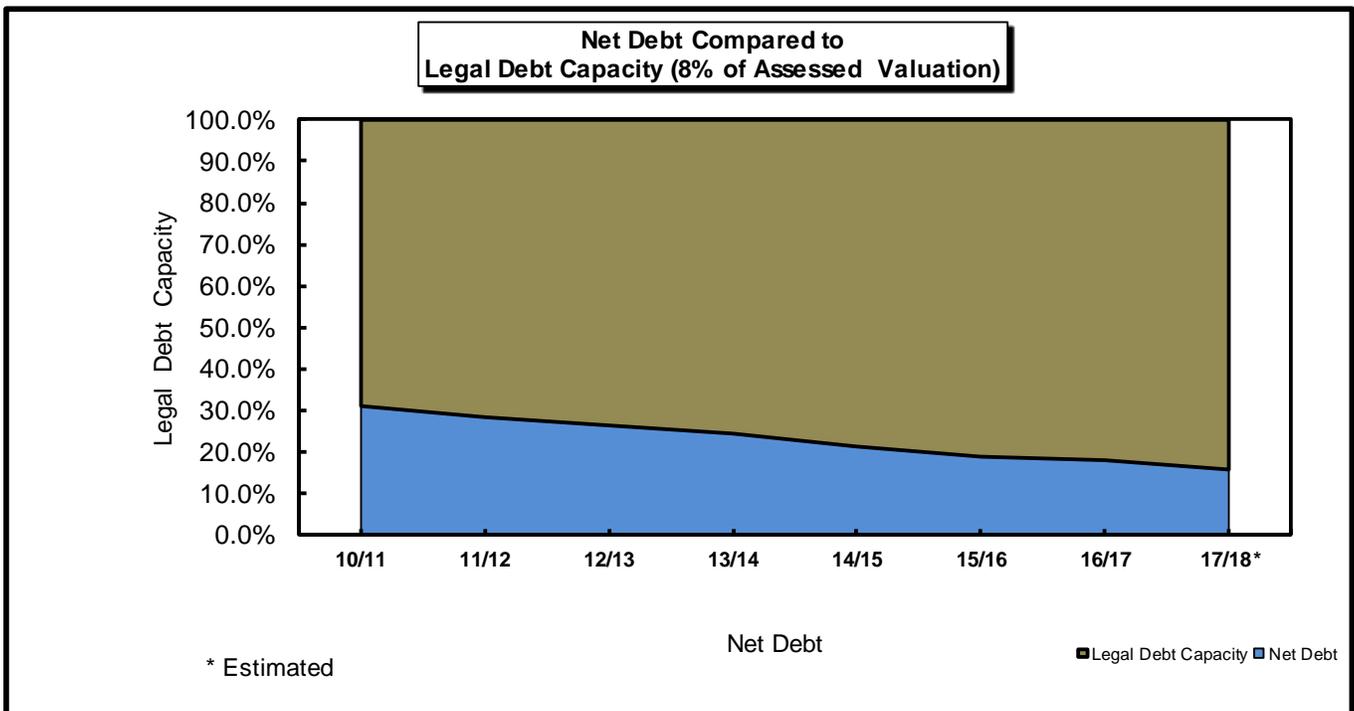
LONG-TERM DEBT

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	
2019	\$ 323,277	\$ 39,369	\$ 8,010,193	\$ 1,741,056	\$ 317,795	\$ 64,803	\$ 13,500	\$ 10,509,993
2020	327,514	29,507	8,226,851	1,518,046	330,135	52,091	13,500	10,497,644
2021	331,775	19,518	8,348,471	1,285,534	347,620	35,585	13,500	10,382,003
2022	154,365	9,401	7,628,656	1,048,509	364,075	18,205	13,500	9,236,711
2023	158,996	4,770	5,103,975	833,351	-	-	13,500	6,114,592
2024-2028			17,272,168	2,452,516			50,500	19,775,184
2029-2033			8,091,719	580,719			26,000	8,698,438
2034-2038							6,000	6,000
Total:	\$ 1,295,927	\$ 102,565	\$ 62,682,033	\$ 9,459,731	\$ 1,359,625	\$ 170,684	\$ 150,000	\$ 75,220,565

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

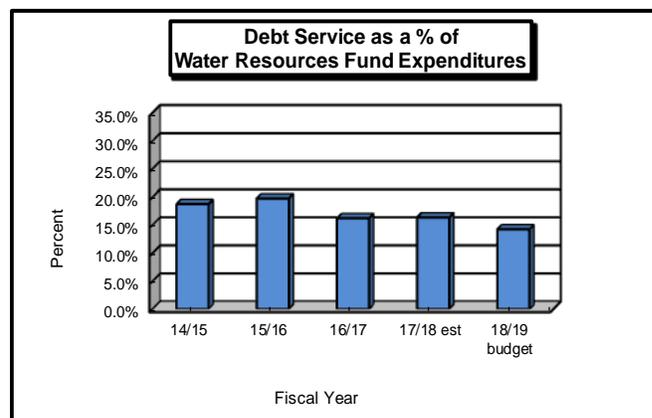
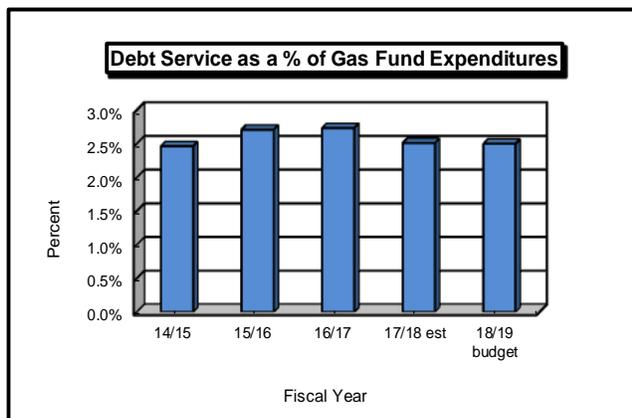
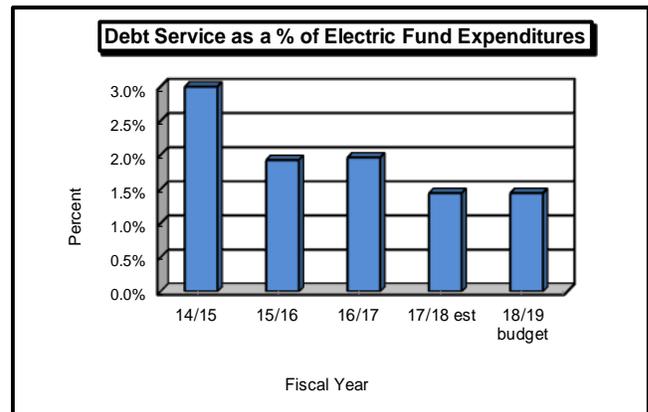
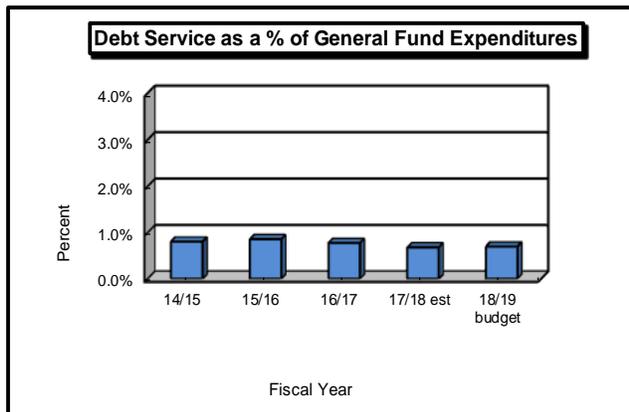
	Estimated Balance June 30, 2018	Estimated Additions	Estimated Retirements	Estimated Balance June 30, 2019
General Fund Long-Term Debt	\$ 1,295,927	\$	\$ 323,277	\$ 972,650
Enterprise Funds Debt	62,682,033		8,010,193	54,671,840
Internal Service Funds Debt	1,359,625		317,795	1,041,830
Total:	\$ 65,337,585	\$	\$ 8,651,265	\$ 56,686,320



LONG-TERM DEBT

Computation of Legal Debt Margin

Estimated Assessed Valuation – June 30, 2018	<u>\$ 4,060,374,400</u>
Debt Limit (at 8% of assessed valuation)	324,829,952
GROSS DEBT: (as of June 30, 2018)	
Outstanding general obligation bonded debt: Water Resources	4,915,000
State Revolving Loan – Water Resources	10,206,560
Notes payable – Capital Installment Obligations	2,915,025
Certificates of Participation	<u>37,507,000</u>
Total	<u>55,543,585</u>
STATUTORY DEDUCTIONS:	
Outstanding general obligation bonded debt: Water Resources	4,915,000
Total	<u>4,915,000</u>
NET DEBT	<u>50,628,585</u>
LEGAL DEBT MARGIN	<u>\$ 274,201,367</u>



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

ITEM	2017-2018		2018-2019
	BUDGET	ESTIMATED	BUDGET
General Fund (City Wide)			
Assessed Value	\$ 4,073,644,630	\$ 4,060,374,400	\$ 4,100,978,140
Tax Rate/Per \$100			
Assessed Value	.555	.555	.575
Tax Levy	22,608,730	22,582,020	23,580,630
Collection Rate	96.6%	96.6%	96.6%
Estimated Net Revenue	\$ 21,840,030	\$ 21,814,230	\$ 22,778,890
Downtown Development Fund			
(Municipal Tax District)			
Assessed Value	\$ 36,851,200	\$ 37,106,210	\$ 37,477,280
Tax Rate/Per \$100			
Assessed Value	.18	.18	.18
Tax Levy	66,330	67,210	67,460
Collection Rate	94.0%	94.0%	94.0%
Estimated Net Revenue	62,350	63,180	63,410

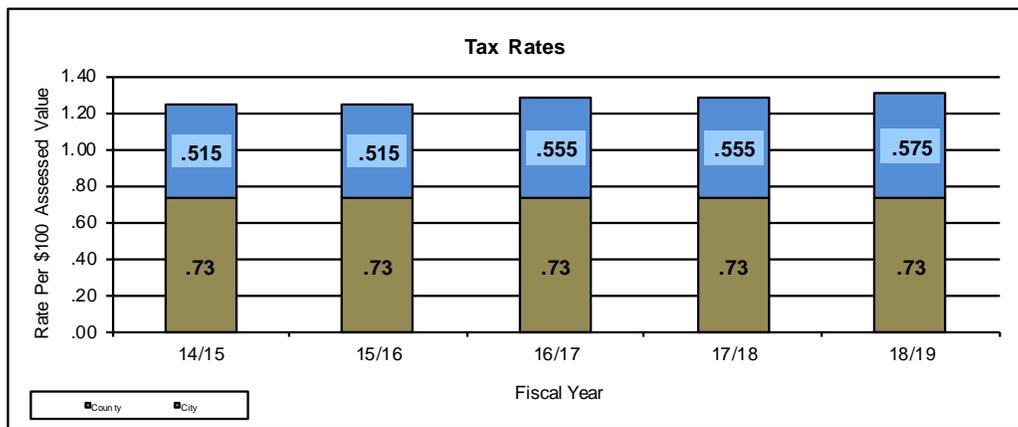
TAX VALUES, RATES, AND COLLECTIONS

Fiscal Year	Assessed Valuation	Percent Change %	Tax Rate (per \$100)	Net Levy (Collected)
2008-2009*	3,804,125,824	+17%	.515	19,675,158
2009-2010	3,855,762,560	+ 2%	.515	19,476,396
2010-2011	3,897,895,993	+ 1%	.515	19,678,805
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 (E)	4,060,374,400	- .2%	.555	21,814,230
2018-2019 (B)	4,100,978,140	+ 1%	.575	22,778,890

(E) Estimated

(B) Budget

* Revaluation



PRINCIPAL TAXPAYERS

As of June 30, 2017

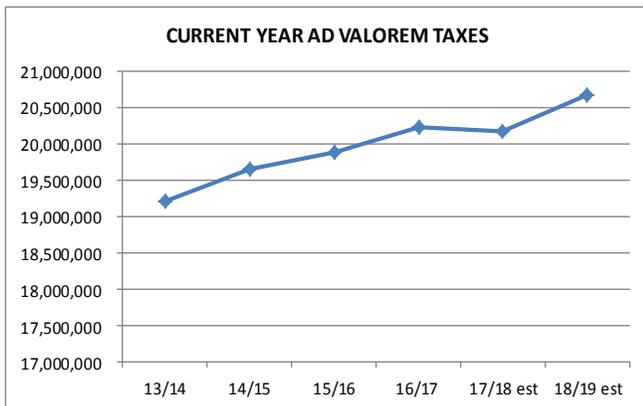
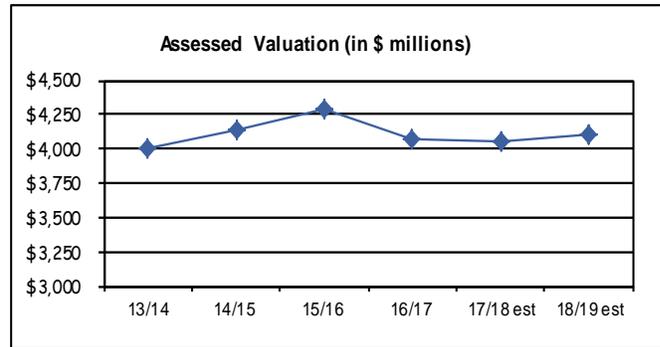
Name	Nature of Business	Assessed Valuation
BB&T	Banking	\$ 164,817,401
Becton Dickinson & Co.	Pharmaceutical	92,908,357
Sandoz Inc.	Pharmaceutical	81,907,955
Alliance One	Tobacco Processor	69,277,120
Purdue Pharmaceuticals	Pharmaceutical	68,057,116
DLP Wilson Medical Center, Inc.	Health Care	62,842,655
Linamar Forgings Inc.	Manufacturing	43,215,059
Inland American Wilson	Retail Management	29,686,939
Sleepy Hollow Development	Development	24,260,057
CSX Transportation Inc.	Transportation	24,180,678

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 2017-18 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) = \$ 20,672,600

The City of Wilson property (ad valorem) tax rate for FY 2019 is 57.5 cents per \$100 of assessed property value. The ad valorem tax on property is the City’s major revenue source, representing 49% of all general fund revenues. Property categories assessed include land, buildings, and improvements (real property), personal property (business machinery and equipment, unlicensed vehicles like boats, etc.), vehicles, and public service (railroads) providers. In accordance with North Carolina General Statute 160A-209, the City levies property (ad valorem) taxes on July 1, the beginning of the City’s fiscal year, for property in place as of January 1 of that same calendar year. Property taxes are assessed and collected by Wilson County and remitted to the City throughout the year. These property taxes are separate from those levied by Wilson County. The taxes are due on September 1, but interest does not accrue until the following January. While the economy continues to improve, the City conservatively estimates the FY 2019 budget for ad valorem taxes.



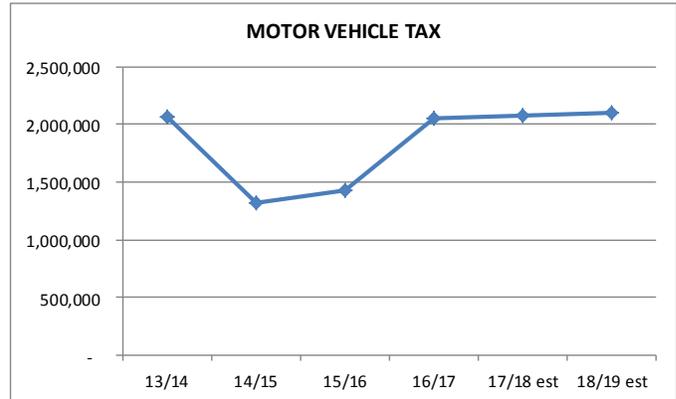
	Current Year Ad Valorem Budget	Current Year Ad Valorem Actual (net of refunds)
2013-2014	19,329,404	19,203,561
2014-2015	19,522,690	19,646,216
2015-2016	19,630,229	19,881,776
2016-2017	19,689,770	20,227,534
2017-2018	19,940,530	20,172,340 (Est.)
2018-2019	20,672,600	

KEY REVENUE SOURCE ANALYSIS

Current Year Motor Vehicle Property Tax = \$ 2,106,290

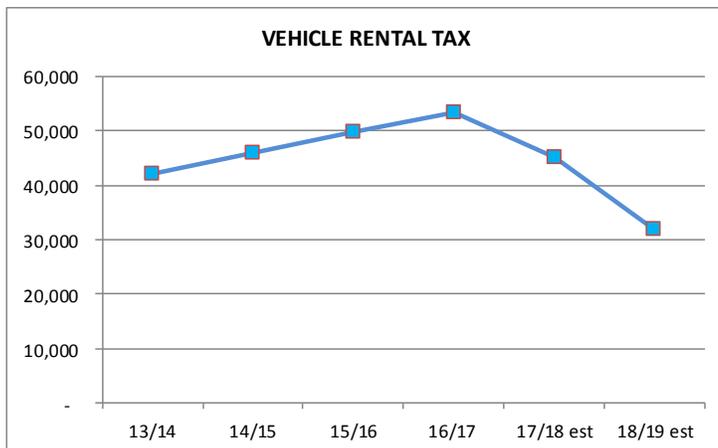
The North Carolina General Assembly passed a law which became effective July 1, 2013 to create a combined motor vehicle registration renewal and property tax collection system (Tag & Tax System). By doing so the new law transfers the responsibility for motor vehicle tax collection from the individual 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)
2013-2014	1,303,386	2,063,237
2014-2015	1,316,420	1,324,749
2015-2016	1,323,671	1,432,815
2016-2017	1,401,810	2,051,230
2017-2018	1,899,500	2,081,520 (Est.)
2018-2019	2,106,290	



Vehicle Rental Tax = \$ 31,780

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 2019 is estimated to decrease 29% below the estimated FY 2018 revenues, which is characteristic of a post-recession environment.

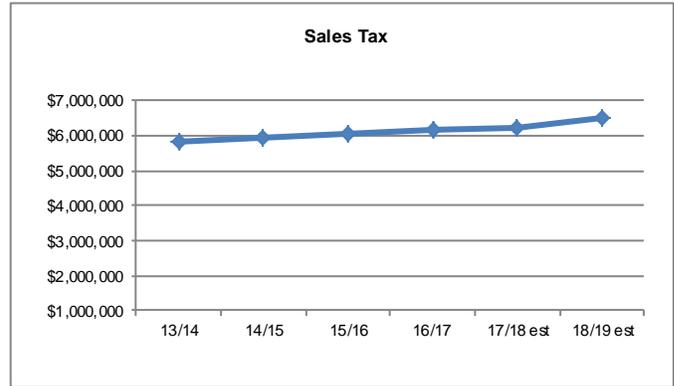


2013-2014	42,014
2014-2015	45,896
2015-2016	49,870
2016-2017	53,459
2017-2018	45,000 (Est.)
2018-2019	31,780 (Budget)

KEY REVENUE SOURCE ANALYSIS

Combined Sales Tax = \$ 6,516,000

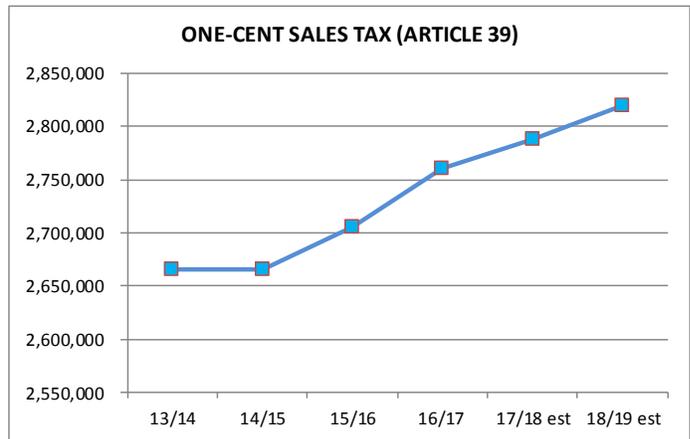
2013-2014	6,656,683
2014-2015	7,163,927
2015-2016	7,139,870
2016-2017	8,260,412
2017-2018	8,438,800 (Est.)
2018-2019	6,516,000 (Budget)



One-Cent Sales Tax (Article 39) = \$ 2,820,000

Wilson County levies a one-cent local sales tax on all retail sales, lease, or rental of tangible personal property, rental of motel or hotel rooms, and rendering of services according to Article 39 of North Carolina General Statute 105. Proceeds of the one-cent sales tax are distributed to municipalities in each respective county by a formula based on county point of sale. Once the county share is determined, municipalities and the county itself receive funding based on population within the respective county as recorded by the North Carolina Office of State Planning. Sales tax receipts are received monthly with the fourth quarter of each calendar year traditionally being the highest and first quarter being the lowest. While consumer confidence is high at this time, we recognize that it can change quickly. The FY 2019 budget for Article 39 is increasing 1.0% over the FY 2018 budget.

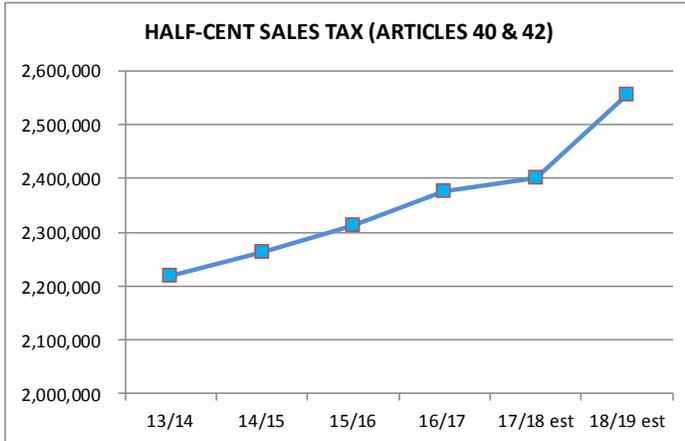
2013-2014	2,726,977
2014-2015	2,915,517
2015-2016	2,980,605
2016-2017	3,389,157
2017-2018	3,534,800 (Est.)
2018-2019	2,820,000 (Budget)



KEY REVENUE SOURCE ANALYSIS

Half-Cent Sales Taxes (Articles 40 and 42) = \$ 2,556,000

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 2019 budget for Article 40 and 42 is increasing 6.0% over the FY 2018 budget.

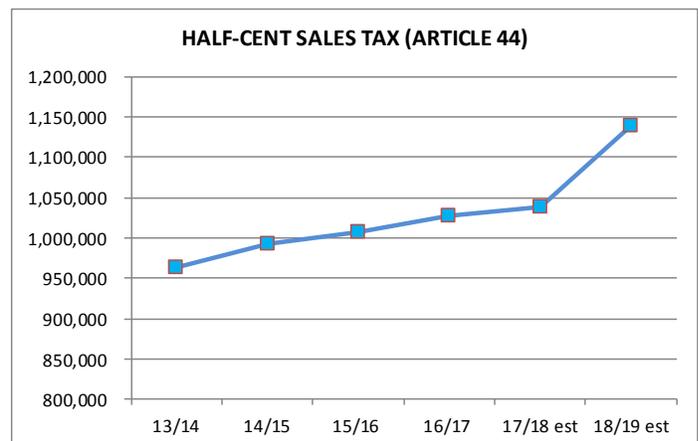


2013-2014	2,695,809
2014-2015	2,896,678
2015-2016	2,883,328
2016-2017	3,275,007
2017-2018	3,307,000 (Est.)
2018-2019	2,556,000 (Budget)

Half-Cent Sales Tax (Article 44) = \$ 1,140,000

The North Carolina General Assembly, as a local county option, authorized this half-cent sales tax with proceeds going to counties and municipalities effective in December 2002 as a replacement for the repealed intangibles tax and inventory tax reimbursements. This tax is different from the other sales taxes because it is not charged on food, and its distribution method is 50% on point of sale and 50% on per capita. In 2007, the state passed legislation to have the state assume county Medicaid costs, thus eliminating the Article 44 local option sales tax. Effective October 1, 2008, the state took over one quarter cent of the Article 44 sales tax as authorized by North Carolina General Statute 105, and effective October 1, 2009, the state took over the remaining one-quarter cent. The legislation provides for municipalities to be completely reimbursed for the loss of their share of tax revenues, accounting for growth. The first one quarter cent has been replaced by a payment equal to 50% of the amount the City receives from the Article 40 sales tax, and the second one-quarter cent has been replaced by a payment equal to 25% of the City's share of the Article 39 sales tax. These payments come from Wilson County's share of sales tax revenues, but and is paid directly to the City by the NC Department of Revenue. The FY 2019 budget for Article 44 is increasing 9.0% over the FY 2018 budget.

2013-2014	1,233,897
2014-2015	1,351,732
2015-2016	1,275,937
2016-2017	1,596,248
2017-2018	1,597,000 (Est.)
2018-2019	1,140,000 (Budget)



KEY REVENUE SOURCE ANALYSIS

Beer and Wine Tax = \$ 195,000

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

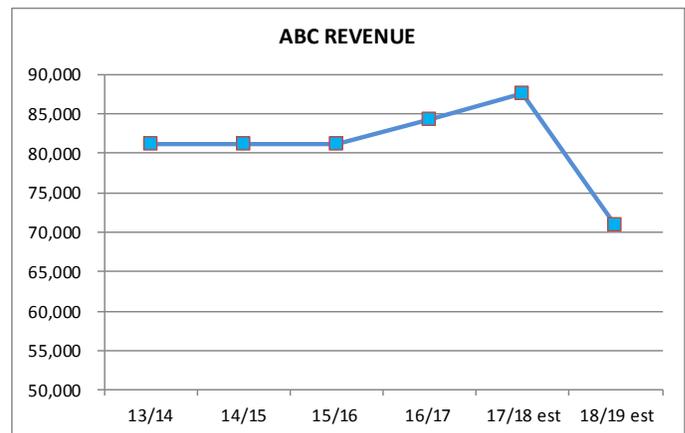


2013-2014	216,265
2014-2015	234,162
2015-2016	216,526
2016-2017	223,417
2017-2018	200,000 (Est.)
2018-2019	195,000 (Budget)

ABC REVENUE = \$ 70,820

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 2019 budget is projected to decrease 19% from the estimated FY 2018. This revenue source fluctuates from year to year and is not related to demographic variables, so a conservative projection is used.

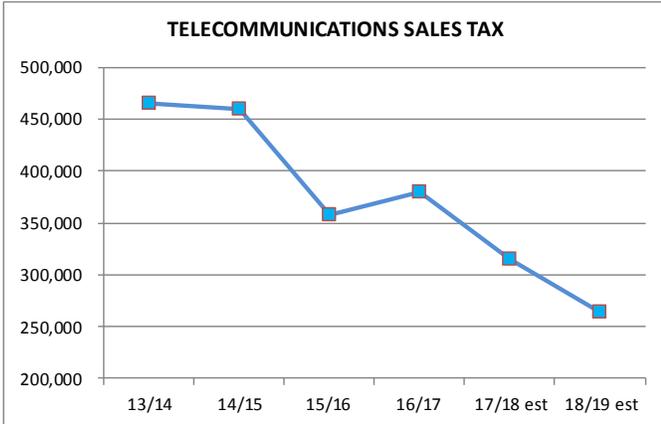
2013-2014	81,250
2014-2015	81,250
2015-2016	81,250
2016-2017	84,375
2017-2018	87,500 (Est.)
2018-2019	70,820 (Budget)



KEY REVENUE SOURCE ANALYSIS

Telecommunications Sales Tax = \$ 264,100

Prior to FY 2004, this revenue was budgeted with the utility franchise tax. 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 2019 budget is projected to decrease by 16% from the estimated FY 2018 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.

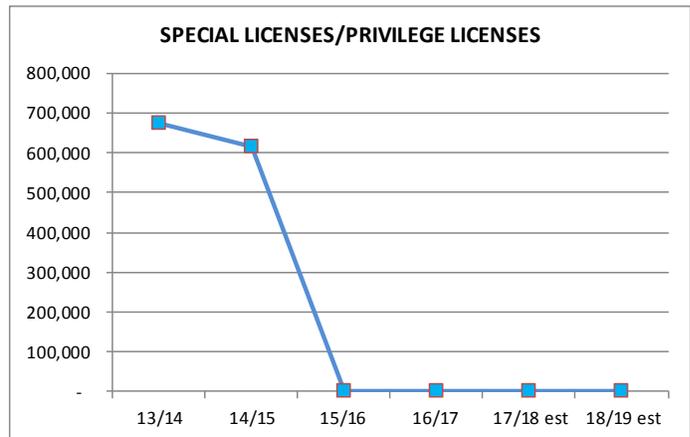


2013-2014	464,681
2014-2015	460,428
2015-2016	357,906
2016-2017	379,601
2017-2018	315,000 (Est.)
2018-2019	264,100 (Budget)

Special License Revenue / Privilege Licenses = \$ 400

Prior to FY 2016, the City levied a privilege license tax on the businesses, trades, and professions operating within its corporate limits. The tax was regulated by State statute, with some businesses exempt, others subject to specified flat fees, and most subject to a tax based on the gross receipts of the business. In FY 2015, the General Assembly limited all municipalities’ privilege tax authority to businesses physically located within the corporate limits. For FY 2016, the authority to levy privilege taxes was eliminated, with the exception of licenses for beer and wine and taxi/van/limo services. Taxes are accrued to the year for which they cover, so a significant loss was realized in FY 2016. This funding loss was not replaced and following FY 2019, will no longer be highlighted as a key revenue source.

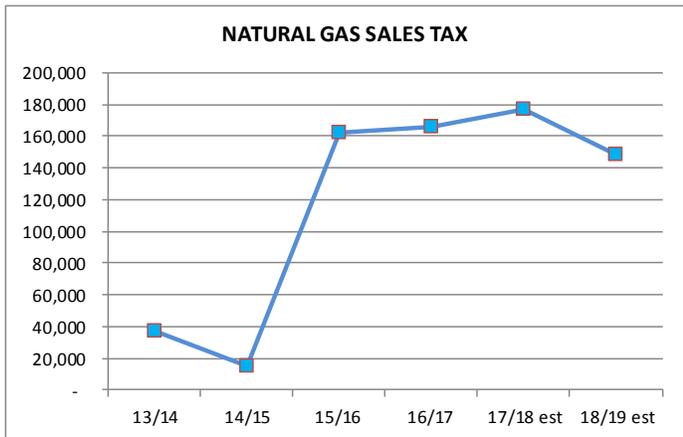
2013-2014	674,910
2014-2015	614,891
2015-2016	2,909
2016-2017	3,183
2017-2018	2,430 (Est.)
2018-2019	400 (Budget)



KEY REVENUE SOURCE ANALYSIS

Natural Gas Sales Tax = \$ 148,470

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.



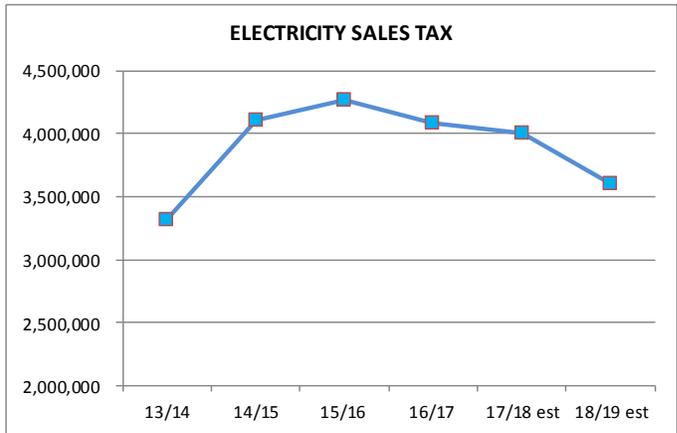
2013-2014	37,200
2014-2015	14,880
2015-2016	162,406
2016-2017	165,716
2017-2018	177,000 (Est.)
2018-2019	148,470 (Budget)

KEY REVENUE SOURCE ANALYSIS

Electricity Sales Tax = \$ 3,607,060

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.

2013-2014	3,315,817
2014-2015	4,113,399
2015-2016	4,267,797
2016-2017	4,083,527
2017-2018	4,004,300 (Est.)
2018-2019	3,607,060 (Budget)

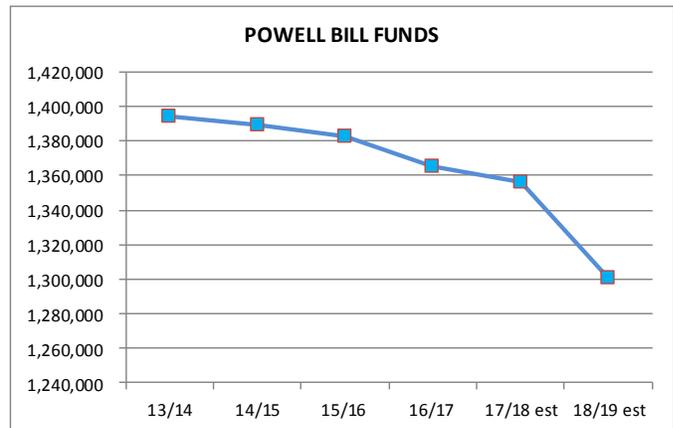


Powell Bill Funds = \$ 1,300,500

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 FY19, when it returns to Raleigh this summer. 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.

2013-2014	1,394,510
2014-2015	1,389,511
2015-2016	1,382,907
2016-2017	1,364,969
2017-2018	1,356,300 (Est.)
2018-2019	1,300,500 (Budget)

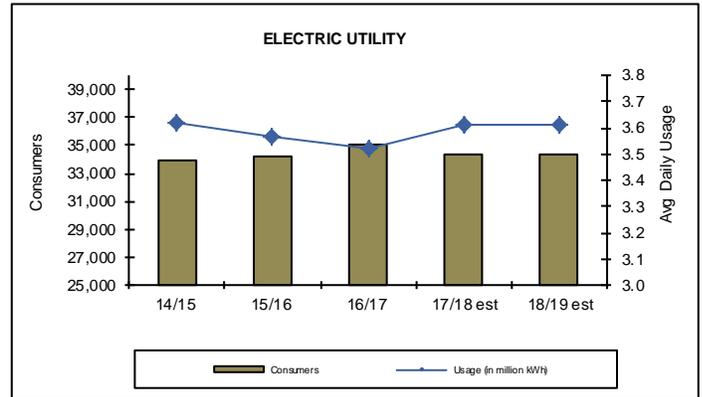


KEY REVENUE SOURCE ANALYSIS

Electric Sales/Charges for Service = \$ 123,227,260

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 2019 are estimated to be approximately .4% lower than FY 2018 sales.

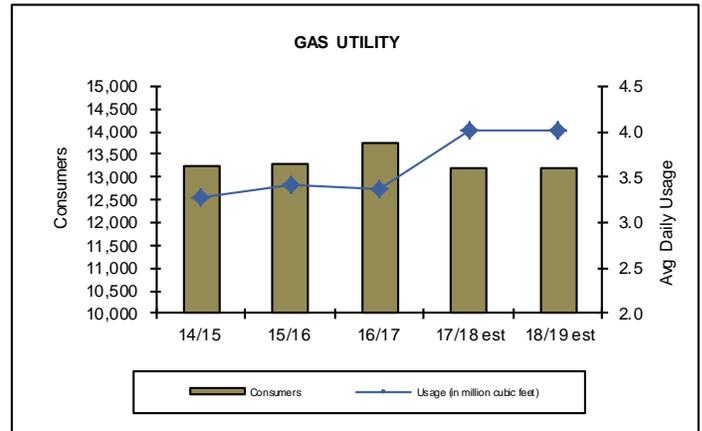
2013-2014	143,740,116
2014-2015	146,012,722
2015-2016	127,934,762
2016-2017	124,734,434
2017-2018	123,718,989 (Est.)
2018-2019	123,227,260 (Budget)



Gas Sales/Charges for Service = \$ 17,712,920

Natural gas sales for FY 2018 increased 20.6% up from sales from FY 2017. 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.

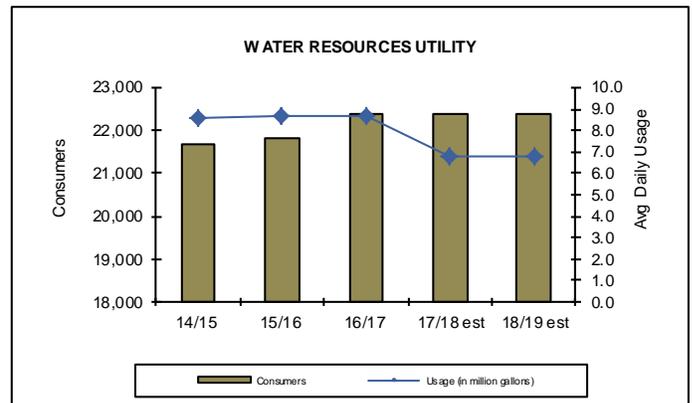
2013-2014	18,576,528
2014-2015	18,969,005
2015-2016	14,829,063
2016-2017	14,854,558
2017-2018	17,921,258 (Est.)
2018-2019	17,712,920 (Budget)



Water Sales/Charges for Service = \$ 11,895,500

The FY 2019 budgeted sales are 1.8% higher than the FY 2018 sales. FY 2019 is budgeted conservatively. Conservation, slowed economic growth and unpredictable weather conditions all directly contribute to the level of sales.

2013-2014	10,767,903
2014-2015	10,886,967
2015-2016	11,342,705
2016-2017	11,733,928
2017-2018	11,688,319 (Est.)
2018-2019	11,895,500 (Budget)

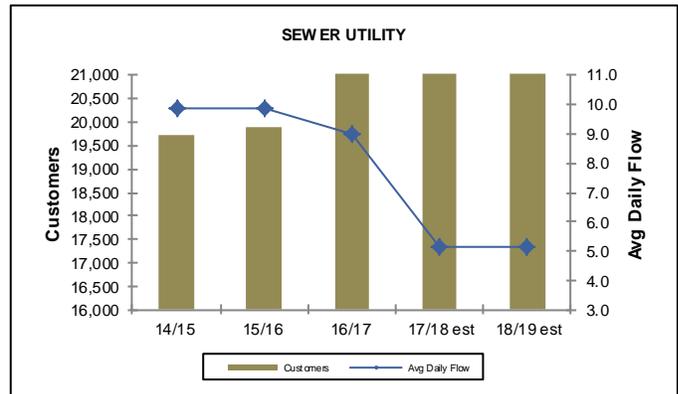


KEY REVENUE SOURCE ANALYSIS

Sewer Sales/Charges for Service = \$ 13,003,000

The FY 2019 sanitary sewer charges are budgeted approximately 1% higher than FY 2018 charges. Conservation, slowed economic growth and fluctuating weather conditions all directly contribute to the level of sales.

2013-2014	11,558,486
2014-2015	12,152,853
2015-2016	12,260,389
2016-2017	12,917,010
2017-2018	12,862,024 (Est.)
2018-2019	13,003,000 (Budget)



FULL-TIME POSITIONS SUMMARY

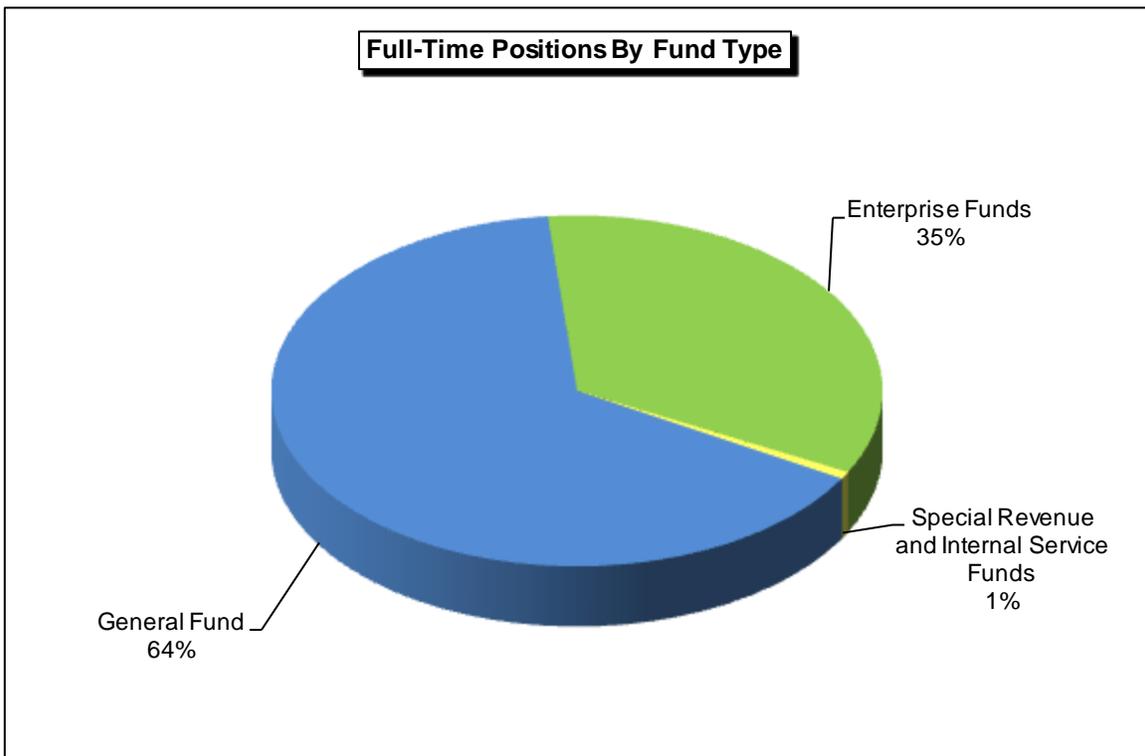
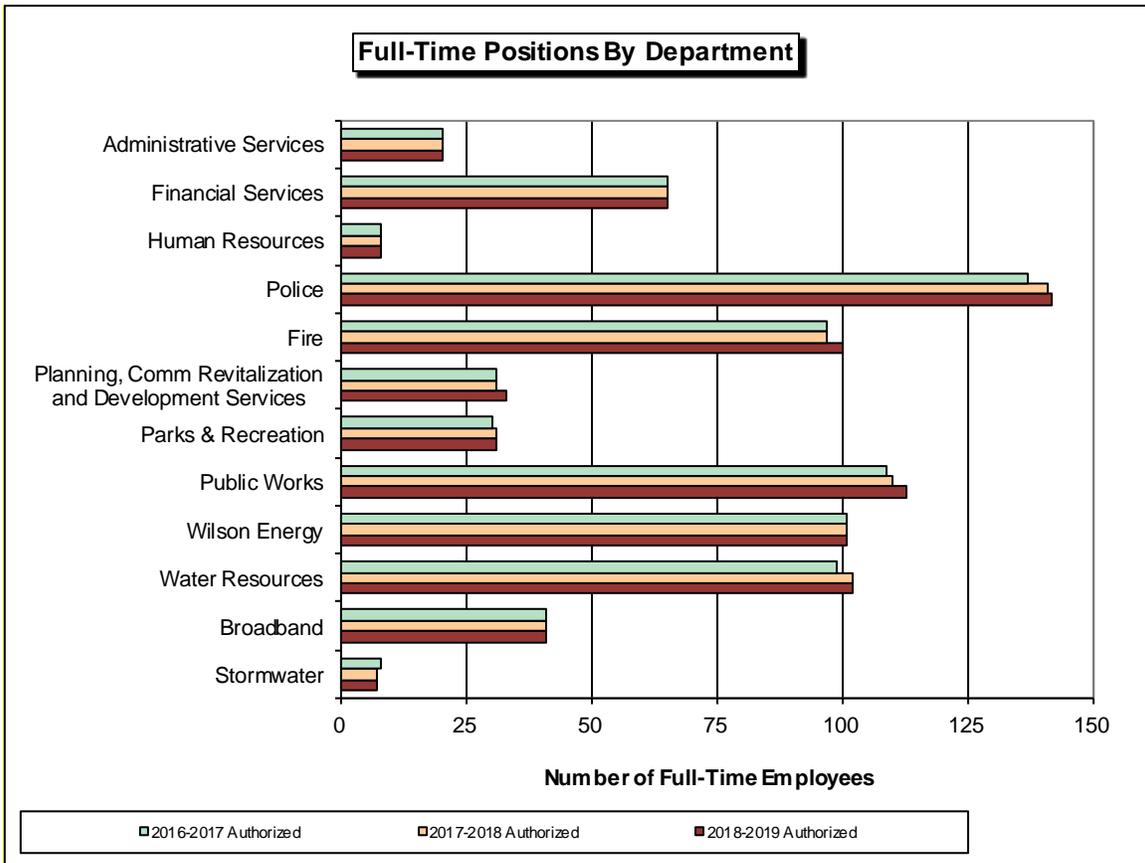
DEPARTMENT	DIVISION		2016-17 POSITIONS (as amended)	2017-18 POSITIONS (as amended)	2018-19 POSITIONS
Administrative Services	Administration	1002	4	4	4
	Public Affairs	1004	3	3	3
	Facility Services	1006	10	10	10
	Human Relations	1020	3	3	3
				20	20
Financial Services	Administration and Accounting	2001	14	14	14
	Purchasing and Warehouse	2004	9	9	9
	Billing, Collections, Customer Service, and Credit	2006	40	40	40
	Print Services	2008	2	2	2
				65	65
Human Resources	Human Resources	2501	6	6	6
			6	6	6
Police	Police	3101	135	139	140
	Police Overhires		2	2	2
			137	141	142
Fire	Fire	3201	94	94	97
	Fire Overhires		3	3	3
			97	97	100
Planning, Community Revitalization, and Development Services	Planning and Community Revitalization	3501	9	9	11
	Construction Standards	3502	8	8	9
	Land Development	3504	4	4	4
	Neighborhood Improvements	3505	4	4	3
	Geographic Information Services	3506	3	3	3
			28	28	30
Parks and Recreation	Recreation	4001	11	11	11
	Parks	4002	16	17	17
	Wedgewood	4045	3	3	3
			30	31	31
Public Works	Public Works Administration	5001	6	7	7
	Street Maintenance	5002	25	25	25
	Environmental Services	5003	40	40	40
	Engineering	5004	4	4	4
	Fleet Maintenance	5005	16	16	17
	Stormwater Compliance	5006	4	4	4
	Parking and Traffic	5008	4	4	6
				99	100

FULL-TIME POSITIONS SUMMARY

DEPARTMENT	DIVISION		2016-17 POSITIONS (as amended)	2017-18 POSITIONS (as amended)	2018-19 POSITIONS
Electric	Electric Administration	6001	5	5	5
	Engineering and System Planning	6002	13	13	13
	System Control and Communications	6003	6	6	6
	Electric Distribution	6005	51	51	51
	Key Accounts and Marketing	6006	1	1	1
				76	76
Gas	Gas Distribution	6502	21	21	21
	Utility Locators	6503	4	4	4
			25	25	25
Water Resources	Water Resources Administration	7001	1	2	2
	Water Treatment	7002	20	21	21
	Water Distribution	7003	20	20	20
	Water Reclamation	7004	31	31	31
	Wastewater Collection	7005	27	28	28
				99	102
Broadband	Broadband Administration	6301	2	2	2
	Broadband Operations	6302	13	13	13
	Broadband Head End Engineering	6303	4	4	4
	Technical Support Services	6306	8	8	8
	Unified Communications Center	6307	14	14	14
				41	41
Stormwater Management	Stormwater Management	7606	8	7	7
			8	7	7
Downtown Development	Administration	8501	3	3	3
			3	3	3
Mass Transit	Administration	5101	3	3	3
	Operations	5102	7	7	7
			10	10	10
Risk Management	Risk Services	2503	2	2	2
			2	2	2
GRAND TOTAL			746	754	763

Note: Maintaining a strong team requires us to define strategic roles for each team member and through collaboration bring different strengths to the table. Our continuous staffing management plan takes into consideration not only the staff needed to maintain efficient operations, but also processes that can be improved by technology advances or additional training. As a result, staffing levels may vary from year-to-year as we shift resources between various departments to meet operational needs throughout the year to maximize productivity. Overall, staffing level shifts for FY 2019 will result in a net increase of nine positions (1 Police Information Specialist, 3 Firefighters, 1 Center City Special Event Coordinator, 1 Assistant Inspections Manager, 2 Traffic Technicians, and 1 Automotive Service Aide going from permanent part-time to full-time) in the budget, with a total of 763 full-time positions.

FULL-TIME POSITIONS SUMMARY



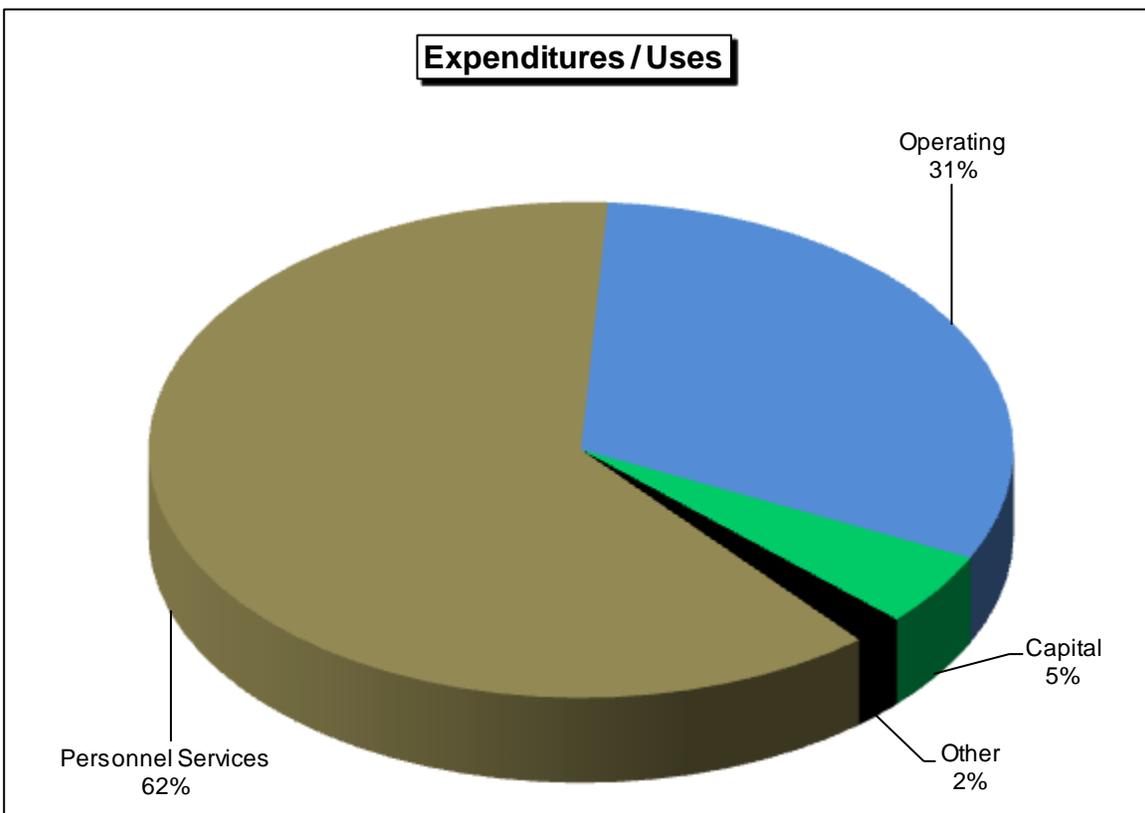
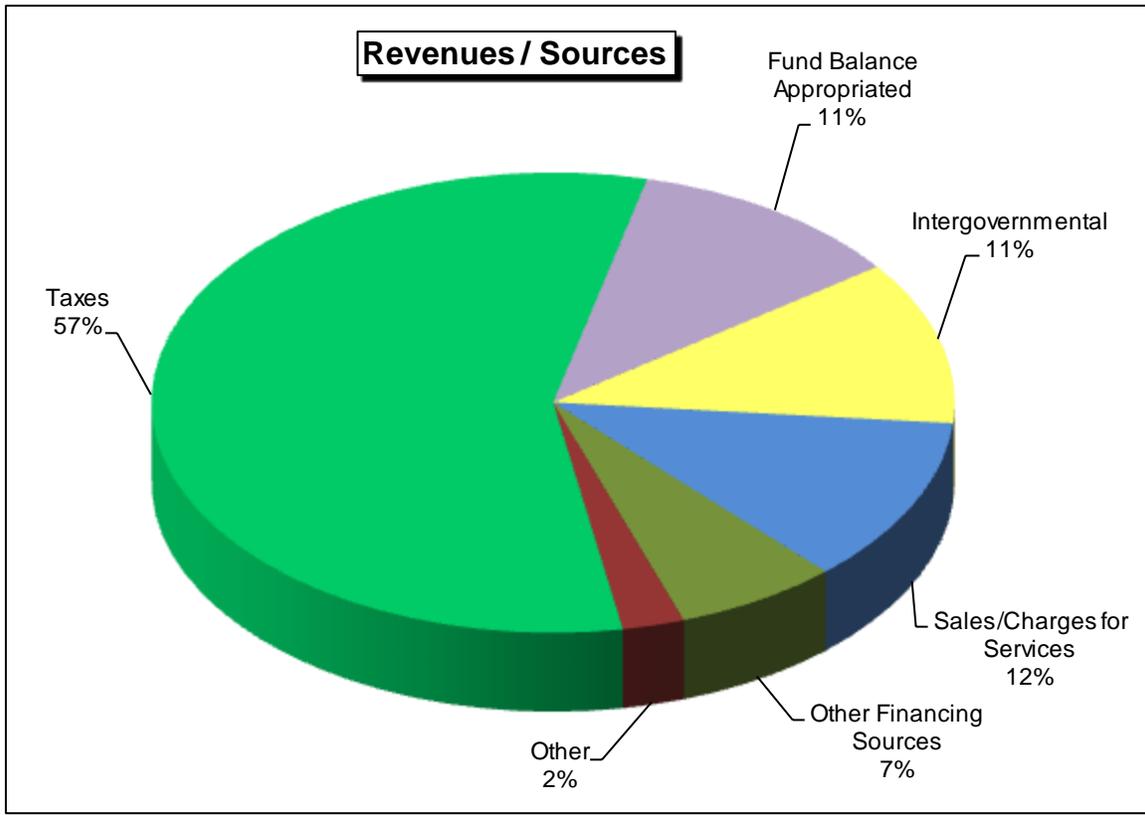
REVENUE AND EXPENDITURE SUMMARY

GENERAL

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Revenues, Other Sources, and Fund Balance</u>				
Property Taxes	\$ 20,160,702	\$ 20,022,370	\$ 20,320,160	\$ 20,752,600
Motor Vehicle Property Taxes	2,064,553	1,903,900	2,090,940	2,113,290
Other Taxes	8,582,100	6,306,410	8,733,800	6,797,780
Intergovernmental	7,579,500	6,125,795	6,723,920	6,004,190
Sales/Charges for Services	6,577,975	5,966,810	6,451,446	6,110,730
Licenses, Permits, Etc.	1,402,581	1,083,140	1,446,110	1,111,770
Assessments	72,102	30,500	67,663	30,000
Miscellaneous Income	398,301	816,160	392,170	40,550
Investment Income	(4,663)	125,000	150,000	125,000
Proceeds from				
Installment Contracts	0	740,000	0	0
Interfund Transfers In	3,467,376	3,423,660	3,473,660	3,465,010
Fund Balance Appropriated	<u>0</u>	<u>7,999,972</u>	<u>0</u>	<u>5,857,910</u>
TOTAL	<u>\$ 50,300,527</u>	<u>\$ 54,543,717</u>	<u>\$ 49,849,869</u>	<u>\$ 52,408,830</u>
<u>Expenditures and Other Uses</u>				
Administrative Services	\$ 4,925,621	\$ 5,424,689	\$ 4,476,882	\$ 5,137,170
Financial Services	1,175,428	1,260,504	1,195,570	1,268,060
Information Technology Services *	317,828	317,830	317,830	317,830
Human Resources	342,255	387,311	375,501	373,690
Police	12,740,357	14,111,709	13,975,050	14,839,330
Fire	9,886,467	9,794,492	8,219,760	8,894,080
Planning & Community Revitalization and Development Services	2,600,058	2,970,114	2,854,440	2,989,090
Parks and Recreation	5,704,759	5,892,047	5,544,590	5,771,740
Public Works	10,234,497	12,560,231	12,165,080	11,535,560
Interfund Transfers Out	<u>3,746,230</u>	<u>1,824,790</u>	<u>1,724,840</u>	<u>1,282,280</u>
TOTAL	<u>\$ 51,673,500</u>	<u>\$ 54,543,717</u>	<u>\$ 50,849,543</u>	<u>\$ 52,408,830</u>

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



REVENUES, OTHER SOURCES, AND FUND BALANCE
GENERAL
ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
PROPERTY TAXES				
Current Year	\$ 20,227,534	\$ 19,940,530	\$ 20,172,340	\$ 20,672,600
Prior Year	390,018	281,840	340,840	280,000
Payments in Lieu of Taxes	6,986	0	6,980	0
Refund of Taxes	<u>(463,836)</u>	<u>(200,000)</u>	<u>(200,000)</u>	<u>(200,000)</u>
Sub-Total	20,160,702	20,022,370	20,320,160	20,752,600
MOTOR VEHICLE PROPERTY TAXES				
Current Year	2,051,230	1,899,500	2,081,520	2,106,290
Prior Year	<u>13,323</u>	<u>4,400</u>	<u>9,420</u>	<u>7,000</u>
Sub-Total	2,064,553	1,903,900	2,090,940	2,113,290
OTHER TAXES				
One Cent Sales Tax	3,389,157	2,787,600	3,534,800	2,820,000
Original Half Cent	1,643,110	1,243,740	1,675,000	1,306,000
Additional Half Cent	1,631,897	1,156,570	1,632,000	1,250,000
Additional Half Cent	1,596,248	1,038,230	1,597,000	1,140,000
Occupancy Tax	268,229	50,000	250,000	250,000
Vehicle Rental Tax	<u>53,459</u>	<u>30,270</u>	<u>45,000</u>	<u>31,780</u>
Sub-Total	8,582,100	6,306,410	8,733,800	6,797,780
INTERGOVERNMENTAL				
Utility Sales Tax	4,249,243	3,643,400	4,181,300	3,755,530
Telecommunications	379,601	278,000	315,000	264,100
Video Programming	375,428	333,930	349,500	317,230
Beer and Wine Excise Tax	223,417	195,000	200,000	195,000
Powell Bill Funds	1,364,969	1,275,000	1,356,300	1,300,500
ABC Store Profits	84,375	65,880	87,500	70,820
Law Enforcement Forfeitures	123,342	121,310	78,890	25,000
PEG Channel Reimbursement	82,738	80,000	82,000	50,000
Solid Waste Tax Distribution	33,619	25,500	33,350	26,010
Grants	<u>662,768</u>	<u>107,775</u>	<u>40,080</u>	<u>0</u>
Sub-Total	7,579,500	6,125,795	6,723,920	6,004,190
SALES/CHARGES FOR SERVICES				
Residential Solid Waste Fees	4,825,668	4,544,440	4,845,500	4,615,600
Income From Recreation	1,239,289	1,015,960	1,129,010	999,720
Fire Protection	72,762	68,200	68,206	68,200
Other	<u>440,256</u>	<u>338,210</u>	<u>408,730</u>	<u>427,210</u>
Sub-Total	6,577,975	5,966,810	6,451,446	6,110,730

REVENUES, OTHER SOURCES, AND FUND BALANCE

GENERAL

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
LICENSES, PERMITS, ETC.				
Special Licenses	3,183	1,000	2,430	400
Motor Vehicle Licenses	726,911	699,770	833,410	715,000
Building Permits	278,334	124,200	210,000	134,140
HVAC Permits	116,969	94,350	121,000	96,000
Planning and Zoning Fees	62,019	45,900	61,030	46,800
Plumbing Inspections	34,715	25,000	52,000	25,000
Electrical Inspections	76,635	46,130	79,000	47,280
Fire Inspection Fees	62,882	30,000	47,000	30,000
Other Permits and Charges	40,933	16,790	40,240	17,150
Sub-Total	1,402,581	1,083,140	1,446,110	1,111,770
ASSESSMENTS	72,102	30,500	67,663	30,000
MISCELLANEOUS INCOME	398,301	816,160	392,170	40,550
INVESTMENT INCOME	(4,663)	125,000	150,000	125,000
PROCEEDS FROM				
INSTALLMENT CONTRACTS	0	740,000	0	0
INTERFUND TRANSFERS IN				
Electric Fund	1,675,000	1,675,000	1,675,000	1,675,000
Gas Fund	1,102,920	1,052,920	1,102,920	1,052,920
Electric and Gas (Payment in lieu of Taxes)	628,830	695,740	695,740	737,090
General Government Capital Reserve Fund	57,485	0	0	0
Transfer from Project Funds	3,141	0	0	0
Sub-Total	3,467,376	3,423,660	3,473,660	3,465,010
FUND BALANCE APPROPRIATED *				
Fund Balance Appropriated -				
(Unassigned)	0	7,237,805	0	5,857,910
Encumbrance Balance	0	762,167	0	0
Sub-Total	0	7,999,972	0	5,857,910
Total	<u>\$ 50,300,527</u>	<u>\$ 54,543,717</u>	<u>\$ 49,849,869</u>	<u>\$ 52,408,830</u>

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

PROPERTY TAXES

<u>Current Year Taxes</u>	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 at the County's revaluation in fiscal year 2016.
<u>Prior Year Taxes</u>	This revenue consists of late property tax payments from previous fiscal years received within the current fiscal year.

MOTOR VEHICLE PROPERTY TAXES

<u>Current Year Taxes</u>	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).
<u>Prior Year Taxes</u>	This revenue consists of late property tax payments from previous fiscal years received within the current fiscal year.

TAXES

<u>One Cent</u>	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.
<u>Original Half Cent</u>	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.
<u>Additional Half Cent</u>	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.
<u>Occupancy Tax</u>	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.
<u>Vehicle Rental Tax</u>	This is a tax levied on the receipts from rental vehicles.

INTERGOVERNMENTAL

<u>Telecommunication Tax</u>	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.
<u>Video Programming</u>	House Bill 2047 regarding video franchising became effective January 1, 2007. This bill makes the state the franchising authority for video services and preempts local government franchising authority. Under this arrangement, franchise fee revenue is

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

Utility Sales Tax

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

Beer and Wine Excise Tax

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

Powell Bill Funds

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

ABC Store Profits

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

Law Enforcement Forfeitures

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

Grants

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

PEG Channel Reimbursement

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

Solid Waste Tax

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

SALES/CHARGES FOR SERVICES

Residential Solid Waste Fee

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

Income from Recreation Facilities

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

Fire Protection

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

Other

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

LICENSES AND PERMITS

Special Licenses Tax

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

Motor Vehicle Licenses

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

Building Permits

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

Planning and Zoning Fees

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

Plumbing Inspection Fees

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

Electrical Inspection Fees

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

Fines and Penalties

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

DESCRIPTION OF REVENUE SOURCES

GENERAL

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

EXPENDITURE SUMMARY**GENERAL**

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Administrative Services				
Personnel Services	\$ 1,888,623	\$ 2,077,340	\$ 1,905,250	\$ 2,145,070
Operating Expenses	4,838,151	5,197,395	4,640,612	4,917,490
Recovered Costs	(2,445,480)	(2,595,980)	(2,289,880)	(2,673,250)
Capital Outlay	<u>644,327</u>	<u>745,934</u>	<u>220,900</u>	<u>747,860</u>
Total	4,925,621	5,424,689	4,476,882	5,137,170
Financial Services				
Personnel Services	4,668,102	4,911,810	4,741,760	5,014,620
Operating Expenses	1,728,888	1,837,644	1,864,220	1,914,000
Recovered Costs	(5,314,749)	(5,586,950)	(5,508,410)	(5,680,560)
Capital Outlay	<u>93,187</u>	<u>98,000</u>	<u>98,000</u>	<u>20,000</u>
Total	1,175,428	1,260,504	1,195,570	1,268,060
Information Technology Services				
Operating Expenses	2,455,263	2,520,860	2,520,860	2,520,860
Recovered Costs	<u>(2,137,435)</u>	<u>(2,203,030)</u>	<u>(2,203,030)</u>	<u>(2,203,030)</u>
Total	317,828	317,830	317,830	317,830
Human Resources				
Personnel Services	467,373	503,080	473,190	517,180
Operating Expenses	103,051	139,351	152,651	105,630
Recovered Costs	<u>(228,169)</u>	<u>(255,120)</u>	<u>(250,340)</u>	<u>(249,120)</u>
Total	342,255	387,311	375,501	373,690
Police				
Personnel Services	10,611,750	11,595,130	11,177,940	12,627,060
Operating Expenses	2,158,390	2,016,799	2,136,570	1,912,450
Recovered Costs	(360,829)	(231,900)	(260,720)	(252,540)
Capital Outlay	<u>331,046</u>	<u>731,680</u>	<u>921,260</u>	<u>552,360</u>
Total	12,740,357	14,111,709	13,975,050	14,839,330

EXPENDITURE SUMMARY**GENERAL**

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Fire				
Personnel Services	7,780,971	7,989,600	7,707,680	8,231,680
Operating Expenses	835,509	854,602	837,460	857,870
Recovered Costs	(389,049)	(399,480)	(385,380)	(411,580)
Capital Outlay	<u>1,659,036</u>	<u>1,349,770</u>	<u>60,000</u>	<u>216,110</u>
Total	9,886,467	9,794,492	8,219,760	8,894,080
Planning & Community Revitalization and Development Services				
Personnel Services	2,513,144	2,532,820	2,644,510	2,881,310
Operating Expenses	465,409	689,294	543,050	572,800
Recovered Costs	(426,388)	(503,150)	(482,120)	(465,020)
Capital Outlay	<u>47,893</u>	<u>251,150</u>	<u>149,000</u>	<u>0</u>
Total	2,600,058	2,970,114	2,854,440	2,989,090
Parks and Recreation				
Personnel Services	3,483,047	3,611,060	3,552,820	3,478,870
Operating Expenses	1,969,097	2,044,183	1,875,830	1,865,370
Recovered Costs	(12,000)	0	(12,000)	(12,000)
Capital Outlay	<u>264,615</u>	<u>236,804</u>	<u>127,940</u>	<u>439,500</u>
Total	5,704,759	5,892,047	5,544,590	5,771,740
Public Works				
Personnel Services	6,725,804	7,161,590	6,609,680	7,263,270
Operating Expenses	5,810,847	7,325,282	7,028,430	6,519,140
Recovered Costs	(2,865,864)	(3,174,930)	(3,109,070)	(3,515,820)
Capital Outlay	<u>563,710</u>	<u>1,248,289</u>	<u>1,636,040</u>	<u>1,268,970</u>
Total	10,234,497	12,560,231	12,165,080	11,535,560

EXPENDITURE SUMMARY

GENERAL

ITEM

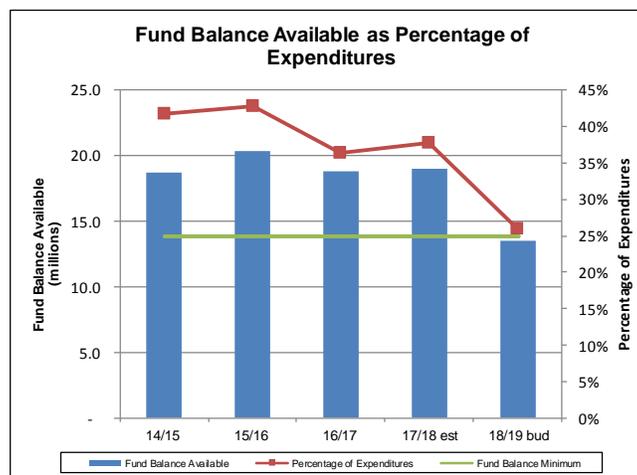
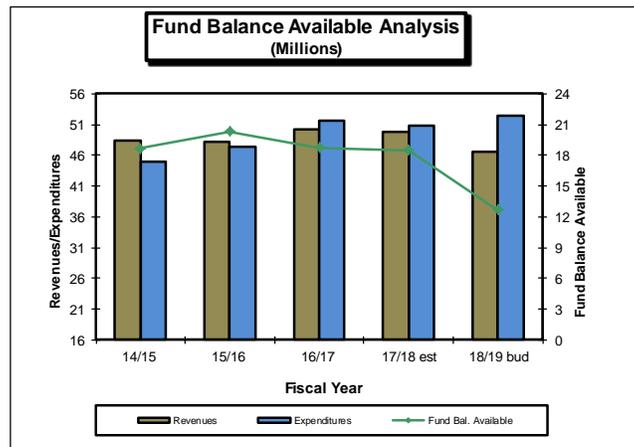
	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Interfund Transfers Out				
Mass Transit Fund	\$ 12,000	\$ 35,000	\$ 35,000	\$ 35,000
Industrial Air Center Fund	118,000	174,880	174,880	54,880
Community Development Fund	112,000	0	0	0
Downtown Development Fund	255,000	255,000	255,000	235,500
Cemetery Fund	0	20,000	20,000	131,900
Rail Station Canopy Replacement Capital				
Project Fund	0	100,000	0	0
Recreation Revitalization Capital Project Fund	0	100,000	100,000	0
Hominy Creek Greenway (Phase One) Capital				
Project Fund	0	50,000	50,000	0
Lake Wilson Walking Trail & Bridge Project	200,000	0	0	0
Public Street Maint. and Construction Project	725,000	550,000	550,000	575,000
Fleming Stadium Improvements Project	20,825	0	0	0
J. Burt Gillette Athletic Complex Grass Soccer				
Fields Capital Project	79,835	0	0	0
J. Burt Gillette Athletic Complex-Stadium, Soccer				
Fields & Site Improvements Capital Project	2,016,070	0	0	0
Grant Project Fund	7,500	15,730	15,780	0
Wiggins Mill Park Improvements Capital				
Project Fund	0	100,000	100,000	100,000
Lake Wilson Park Improvements Capital Project				
Fund	0	150,000	150,000	150,000
Cavalier Terrace Renovations Capital Project				
Fund	0	274,180	274,180	0
General Government Capital				
Project Fund	<u>200,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>3,746,230</u>	<u>1,824,790</u>	<u>1,724,840</u>	<u>1,282,280</u>
Grand Total	<u>\$ 51,673,500</u>	<u>\$ 54,543,717</u>	<u>\$ 50,849,543</u>	<u>\$ 52,408,830</u>

FUND BALANCE AVAILABLE

GENERAL

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 50,300,527	\$ 46,543,745	\$ 49,849,869	\$ 46,550,920
Expenditures/Other Financing Uses	<u>51,673,500</u>	<u>54,543,717</u>	<u>50,849,543</u>	<u>52,408,830</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ (1,372,973)</u>	<u>\$ (7,999,972)</u>	<u>\$ (999,674)</u>	<u>\$ (5,857,910)</u>
Fund Balance Appropriated	<u>\$ 9,537,024</u>	<u>\$ 7,999,972</u>	<u>\$ 7,999,972</u>	<u>\$ 5,857,910</u>
Fund Balance - Beginning of Year	\$ 20,295,655	\$ 18,760,833	\$ 18,760,833	\$ 18,523,326
Increase (Decrease)	<u>(1,534,822)</u>	<u>(7,237,805)</u> *	<u>(237,507)</u> *	<u>(5,857,910)</u>
Fund Balance - End of Year	<u>\$ 18,760,833</u>	<u>\$ 11,523,028</u>	<u>\$ 18,523,326</u>	<u>\$ 12,665,416</u>

* Excludes Encumbrances Reappropriated in the amount of \$ 762,167



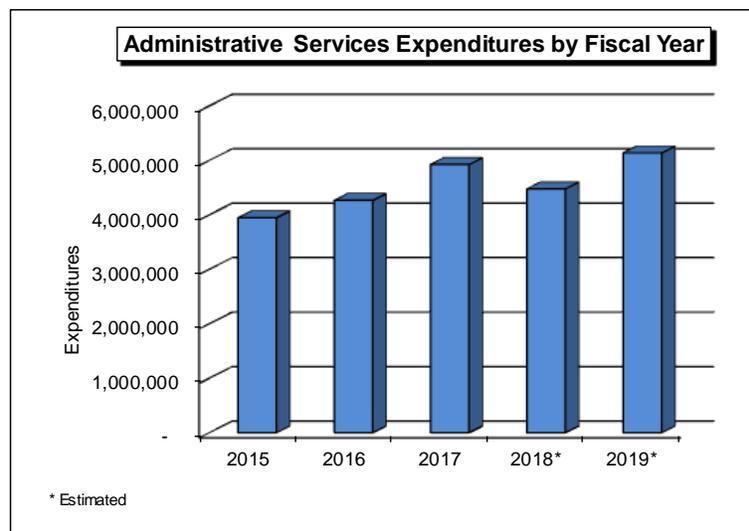
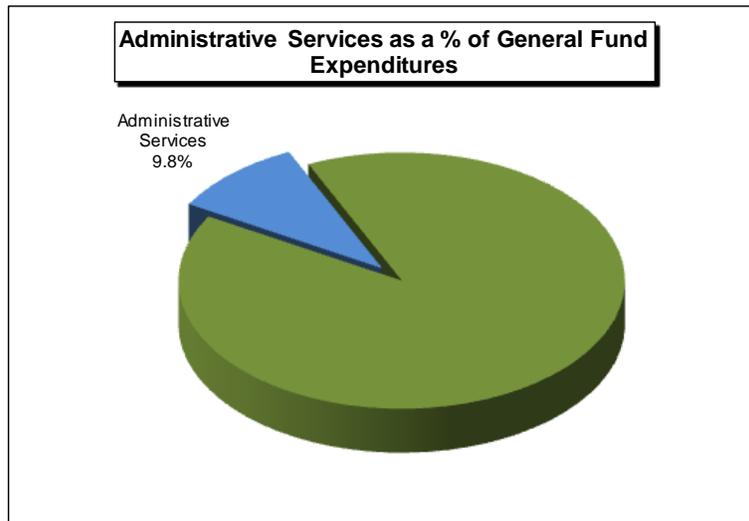
DEPARTMENT SUMMARY

ADMINISTRATIVE SERVICES

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,888,623	\$ 2,077,340	\$ 1,905,250	\$ 2,145,070
Operating Expenses	4,838,151	5,197,395	4,640,612	4,917,490
Recovered Costs	(2,445,480)	(2,595,980)	(2,289,880)	(2,673,250)
Capital Outlay	<u>644,327</u>	<u>745,934</u>	<u>220,900</u>	<u>747,860</u>
TOTAL	<u>\$ 4,925,621</u>	<u>\$ 5,424,689</u>	<u>\$ 4,476,882</u>	<u>\$ 5,137,170</u>
OFFSETTING REVENUES	<u>\$ 1,468</u>	<u>\$ 0</u>	<u>\$ 1,680</u>	<u>\$ 0</u>

EXPENDITURES



PERSONNEL SUMMARY

ADMINISTRATIVE SERVICES

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 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
Public Affairs (1004)				
Director of Communications and Marketing	25	1	1	1
Communications Coordinator	21	1	1	1
Strategic Communications Specialist	15	1	1	1
Facility Services (1006)				
Facility Services Manager	22	1	1	1
Facility Services Supervisor	18	1	1	1
Lead Facility Services Technician	17	1	1	1
Facility Services Technician	15	3	3	3
Facilities Cleaning Crew Leader	13	1	1	1
Facilities Cleaning Technician	7	3	3	3
Part-time Administrative Secretary	10	1	1	1
Part-time Facilities Cleaning Technician	7	2	2	2
Human Relations (1020)				
Human Relations Officer	24	1	1	1
Human Relations Assistant	14	2	2	2
Full-time		20	20	20
Part-time		3	3	3

CAPITAL OUTLAY

ADMINISTRATIVE SERVICES

Item	New/ Replacement	2018-19 Budget
Facility Services (1006)		
HVAC Units at City Hall	R	20,000
HVAC Unit at Utility Billing Office	R	8,000
General Government (1009)		
Innovation Hub Construction (City Match)	N	700,000
City Hall Universal Power Supply	R	19,860
Total		747,860

Impact of Capital Outlay on Operating Budget:

There will be no direct impact on the operating budget from capital items identified in FY 2019.

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 56,336	\$ 75,130	\$ 73,140	\$ 73,140
Operating Expenses	52,671	76,940	76,940	76,590
Recovered Costs	<u>(54,504)</u>	<u>(75,860)</u>	<u>(75,040)</u>	<u>(74,870)</u>
TOTAL	<u>\$ 54,503</u>	<u>\$ 76,210</u>	<u>\$ 75,040</u>	<u>\$ 74,860</u>

ADMINISTRATIVE SERVICES

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 497,413	\$ 611,250	\$ 502,190	\$ 633,400
Operating Expenses	115,374	99,910	98,140	100,820
Recovered Costs	<u>(306,394)</u>	<u>(355,580)</u>	<u>(300,170)</u>	<u>(367,110)</u>
TOTAL	<u>\$ 306,393</u>	<u>\$ 355,580</u>	<u>\$ 300,160</u>	<u>\$ 367,110</u>

CITY ATTORNEY

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 352,162	\$ 231,750	\$ 231,750	\$ 231,750
Recovered Costs	<u>(176,081)</u>	<u>(115,880)</u>	<u>(115,880)</u>	<u>(115,880)</u>
TOTAL	<u>\$ 176,081</u>	<u>\$ 115,870</u>	<u>\$ 115,870</u>	<u>\$ 115,870</u>

COMMUNICATIONS AND MARKETING

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 296,125	\$ 299,220	\$ 306,910	\$ 309,450
Operating Expenses	112,874	85,970	114,930	86,000
Recovered Costs	(273,895)	(284,150)	(333,790)	(292,360)
Capital Outlay	<u>0</u>	<u>60,000</u>	<u>60,000</u>	<u>0</u>
TOTAL	<u>\$ 135,104</u>	<u>\$ 161,040</u>	<u>\$ 148,050</u>	<u>\$ 103,090</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Implement/execute the Strategic Communication Plan (including key communications policies)	80%	100%	100%
Growth in social media and website engagement	30.7% (social media only)	15%	15%
Develop a range of city sponsored events to engage residents in city government (NEW)	N/A	3	10
Execute and refine content calendar to create timely and engaging content for internal and external audiences	100%	100%	100%

FACILITY SERVICES

Description of Services:

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

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
- Manage and clean City of Wilson's buildings

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 766,473	\$ 816,360	\$ 739,790	\$ 844,730
Operating Expenses	230,366	234,996	263,230	251,860
Recovered Costs	(610,654)	(632,660)	(608,380)	(670,660)
Capital Outlay	<u>56,399</u>	<u>0</u>	<u>0</u>	<u>28,000</u>
TOTAL	<u>\$ 442,584</u>	<u>\$ 418,696</u>	<u>\$ 394,640</u>	<u>\$ 453,930</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Work orders completed within established timeline	99%	98%	100%
HVACs preventative maintenance completed annually	95%	99%	100%

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 3,451,368	\$ 3,550,969	\$ 3,370,660	\$ 3,662,440
Recovered Costs	(743,540)	(851,420)	(574,650)	(874,840)
Capital Outlay	<u>587,928</u>	<u>685,934</u>	<u>160,900</u>	<u>719,860</u>
TOTAL	<u>\$ 3,295,756</u>	<u>\$ 3,385,483</u>	<u>\$ 2,956,910</u>	<u>\$ 3,507,460</u>

DEBT SERVICE

Description of Services:

Debt Service activities consist of installment-purchase financings.

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 399,497	\$ 751,590	\$ 343,872	\$ 364,670
Recovered Costs	<u>(199,630)</u>	<u>(194,270)</u>	<u>(194,270)</u>	<u>(188,940)</u>
TOTAL	<u>\$ 199,867</u>	<u>\$ 557,320</u>	<u>\$ 149,602</u>	<u>\$ 175,730</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	<u>\$ 72,982</u>	<u>\$ 96,020</u>	<u>\$ 73,530</u>	<u>\$ 73,340</u>
TOTAL	<u>\$ 72,982</u>	<u>\$ 96,020</u>	<u>\$ 73,530</u>	<u>\$ 73,340</u>

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
- Partner with other community organizations to provide Small Business workshops

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 272,276	\$ 275,380	\$ 283,220	\$ 284,350
Operating Expenses	50,857	69,250	67,560	70,020
Recovered Costs	<u>(80,782)</u>	<u>(86,160)</u>	<u>(87,700)</u>	<u>(88,590)</u>
TOTAL	<u>\$ 242,351</u>	<u>\$ 258,470</u>	<u>\$ 263,080</u>	<u>\$ 265,780</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Intakes	87	100	100
Presentations to public	28	30	30
Sponsored public events/celebrations	21	20	20
Community forums	1	3	3

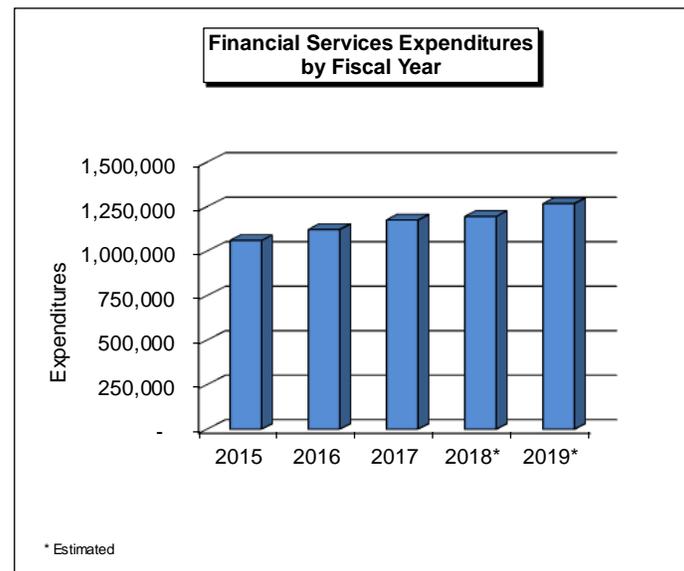
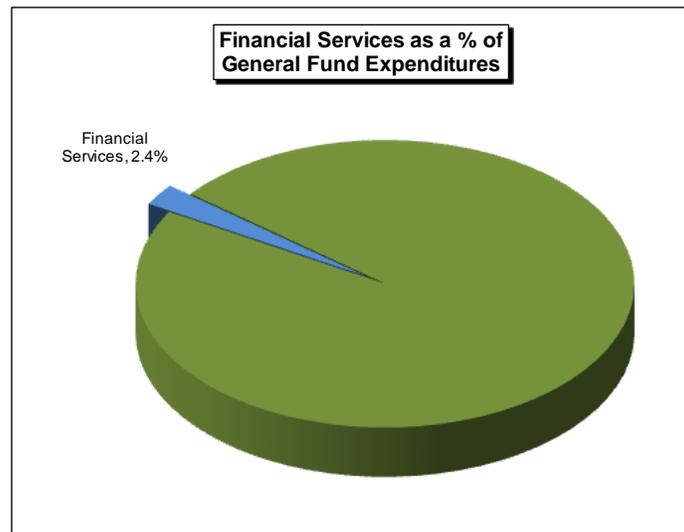
DEPARTMENT SUMMARY

FINANCIAL SERVICES

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 4,668,102	\$ 4,911,810	\$ 4,741,760	\$ 5,014,620
Operating Expenses	1,728,888	1,837,644	1,864,220	1,914,000
Recovered Costs	(5,314,749)	(5,586,950)	(5,508,410)	(5,680,560)
Capital Outlay	<u>93,187</u>	<u>98,000</u>	<u>98,000</u>	<u>20,000</u>
TOTAL	\$ 1,175,428	\$ 1,260,504	\$ 1,195,570	\$ 1,268,060

EXPENDITURES



PERSONNEL SUMMARY

FINANCIAL SERVICES

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Financial Administration and Accounting (2001)				
Chief Financial Officer	27	1	1	1
Controller	24	1	1	1
Senior Fund Accountant	21	1	1	1
Senior Financial Analyst	21	1	1	1
Senior Accountant	21	1	1	1
Financial Analyst	19	2	2	2
Accountant	17	1	1	1
Payroll Administrator	17	1	1	1
Finance and Budget Coordinator	17	1	1	1
Budget Technician	15	1	1	1
Accounts Receivable Technician	12	2	2	2
Accounting Clerk	9	1	1	1
Purchasing and Warehouse (2004)				
Purchasing Manager	23	1	1	1
Buyer	14	2	2	2
Accounts Payable Technician	12	2	2	2
Purchasing Technician	12	1	1	1
Warehouse Technician I-II	9-10	3	3	3
Billing, Collections, Customer Service, Credit (2006)				
Assistant Director of Finance/Business Operations	24	1	1	1
Customer Experience and Business Support Manager	21	1	0	0
Customer Service Manager	21	0	1	1
Billing Manager	21	1	1	1
Billing Supervisor	16	1	1	1
Customer Service Supervisor	16	2	2	2
Field Services Supervisor	16	1	1	1
Collections Supervisor	16	0	1	1
Lead Meter Service Technician	12	1	1	1
Collection Specialist	12	1	0	0
Customer Service Representative I-II	9-10	11	11	11
Utility Billing Clerk I-II	9-10	5	5	5
Meter Service Technician I-II	9-10	6	6	6
Customer Service Technician I-II	9-10	3	3	3
Collection Clerk I-III	9-11	6	6	6
Part-time Customer Service Representative I	9	1	1	1
Part-time Meter Service Technician I	9	1	1	1
Print Services (2008)				
Printing Technician	12	1	1	1
Printing Clerk	9	1	1	1
Part-time Printing Technician	12	1	1	1
Full-time				
		65	65	65
Part-time				
		3	3	3

CAPITAL OUTLAY**FINANCIAL SERVICES**

Item	New/ Replacement	2018-19 Budget
Billing, Collections, Customer Service, Credit (2006)		
Roof at Customer Service Center	R	20,000
Total		20,000

Impact of Capital Outlay on Operating Budget:

None

Note: The direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2019 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction is insignificant and for this reason is not built into the operating budget.

FINANCIAL ADMINISTRATION AND ACCOUNTING
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Description of Services:

Financial Administration and Accounting is responsible for providing financial administration, financial support services in line with Council goals, creating and providing oversight on the annual budget and capital budget, accounting and 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,276,298	\$ 1,302,000	\$ 1,255,870	\$ 1,336,190
Operating Expenses	149,598	204,205	173,670	207,670
Recovered Costs	<u>(855,538)</u>	<u>(903,710)</u>	<u>(857,730)</u>	<u>(926,320)</u>
TOTAL	<u>\$ 570,358</u>	<u>\$ 602,495</u>	<u>\$ 571,810</u>	<u>\$ 617,540</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 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)	75%	92%	100%
Accounts Receivable - collections (% of miscellaneous billings collected)	95%	95%	95%
Accounting - # of internal audits performed annually	14	20	25

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 631,911	\$ 636,040	\$ 650,030	\$ 655,990
Operating Expenses	193,237	198,120	207,760	208,850
Recovered Costs	(521,412)	(500,500)	(518,270)	(518,910)
Capital Outlay	<u>43,870</u>	<u>6,000</u>	<u>6,000</u>	<u>0</u>
TOTAL	<u>\$ 347,606</u>	<u>\$ 339,660</u>	<u>\$ 345,520</u>	<u>\$ 345,930</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 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	126,106.24 (A)	150,000.00	150,000.00
Increase the savings realized on purchase orders	1,249,594.40 (B)	650,000.00	650,000.00

- A. Several large ticket items were sold as surplus last year causing the sales total to spike**
B. Several large purchases accounted for the higher than normal savings total

BILLING, COLLECTIONS, CUSTOMER SERVICE, AND CREDIT

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 2,642,855	\$ 2,832,770	\$ 2,715,730	\$ 2,877,990
Operating Expenses	1,313,111	1,355,289	1,396,890	1,419,480
Recovered Costs	(3,805,020)	(4,049,720)	(3,994,390)	(4,101,600)
Capital Outlay	<u>49,317</u>	<u>92,000</u>	<u>92,000</u>	<u>20,000</u>
TOTAL	<u>\$ 200,263</u>	<u>\$ 230,339</u>	<u>\$ 210,230</u>	<u>\$ 215,870</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Days between read date and bill date	9	8	7
Write Offs	\$181,712	\$200,000	\$180,000
Non-pay order completion (%)	65%	75%	80%
Average lobby wait time (minutes)	6.95	5.5	5.25

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 117,038	\$ 141,000	\$ 120,130	\$ 144,450
Operating Expenses	72,942	80,030	85,900	78,000
Recovered Costs	<u>(132,779)</u>	<u>(133,020)</u>	<u>(138,020)</u>	<u>(133,730)</u>
TOTAL	<u><u>\$ 57,201</u></u>	<u><u>\$ 88,010</u></u>	<u><u>\$ 68,010</u></u>	<u><u>\$ 88,720</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Print jobs filled within requested timeline	100%	100%	100%
Print jobs out sourced - # in color	9	12	14
Print jobs out sourced - # in black and white	4	7	9

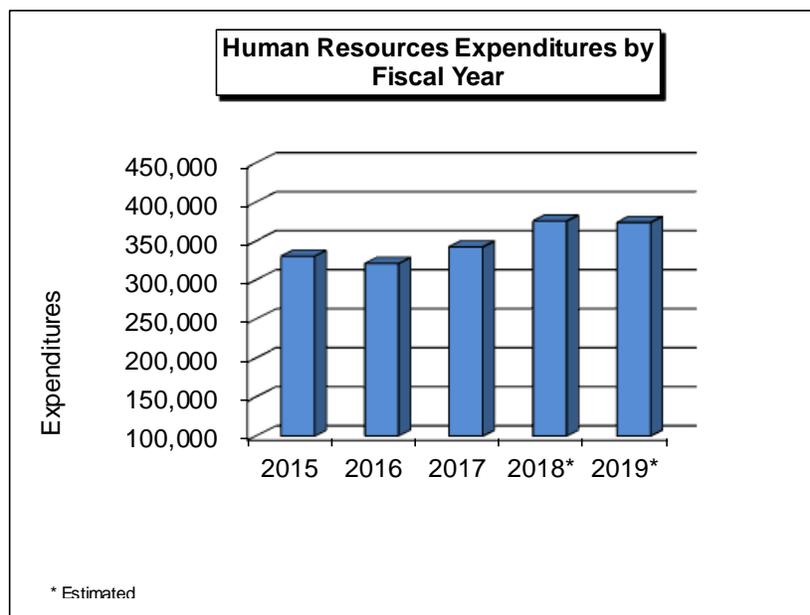
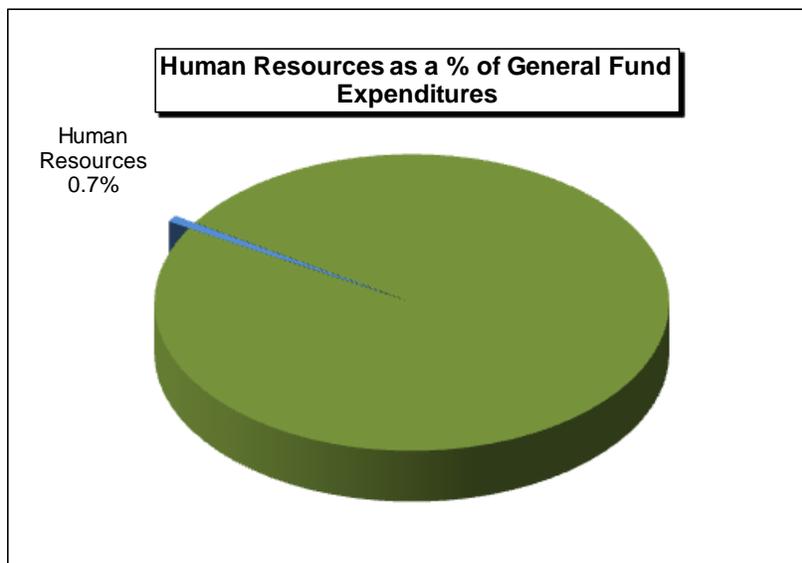
DEPARTMENT SUMMARY

HUMAN RESOURCES

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 467,373	\$ 503,080	\$ 473,190	\$ 517,180
Operating Expenses	103,051	139,351	152,651	105,630
Recovered Costs	<u>(228,169)</u>	<u>(255,120)</u>	<u>(250,340)</u>	<u>(249,120)</u>
TOTAL	<u>\$ 342,255</u>	<u>\$ 387,311</u>	<u>\$ 375,501</u>	<u>\$ 373,690</u>

EXPENDITURES



PERSONNEL SUMMARY

HUMAN RESOURCES

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Human Resources (2501)				
Human Resources Director	25	1	1	1
Human Resources Coordinator	18	1	1	1
Human Resources Generalist I-II	17-18	1	1	1
Human Resources Specialist	14	1	1	1
Human Resources Technician	12	1	1	1
Human Resources Assistant	12	1	1	1
Full-time		6	6	6

Redistribution Notes:

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

HUMAN RESOURCES

Description of Services:

Human Resources administers the City's Human Resources policies on a day-to-day basis as they relate to recruitment, selection, training, career development, position classification, employee relations, performance management, salary and benefits administration in order to maintain an effective and responsible workforce. Partners with departments on employment relations initiatives to assist in City and departmental goals. Administrates an Employee Assistance program, in addition to an Employee Health/Wellness Program.

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 467,373	\$ 503,080	\$ 473,190	\$ 517,180
Operating Expenses	103,051	139,351	152,651	105,630
Recovered Costs	<u>(228,169)</u>	<u>(255,120)</u>	<u>(250,340)</u>	<u>(249,120)</u>
TOTAL	<u><u>\$ 342,255</u></u>	<u><u>\$ 387,311</u></u>	<u><u>\$ 375,501</u></u>	<u><u>\$ 373,690</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Average length of employee service (years)	10.5	10.5	11
Number of recruitment cycles	70	64	65
Turnover rate	10.6%	10%	11%
Average days to fill a position vacancy	44	42	43

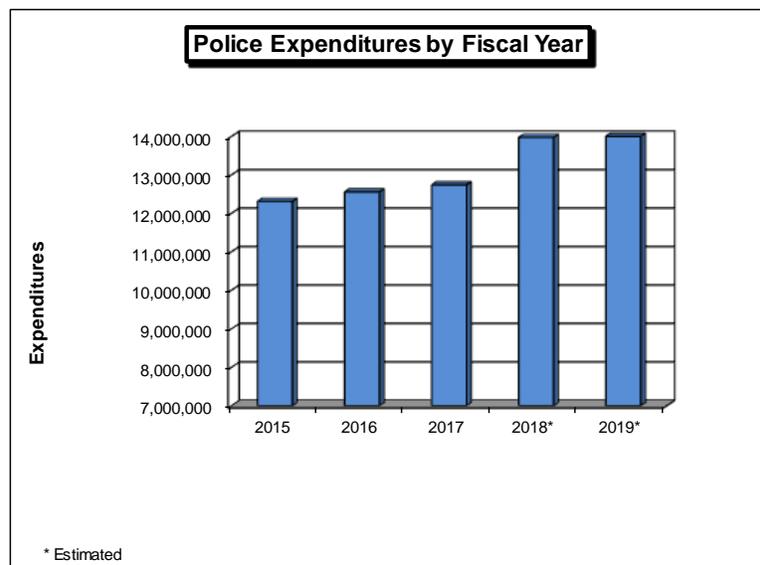
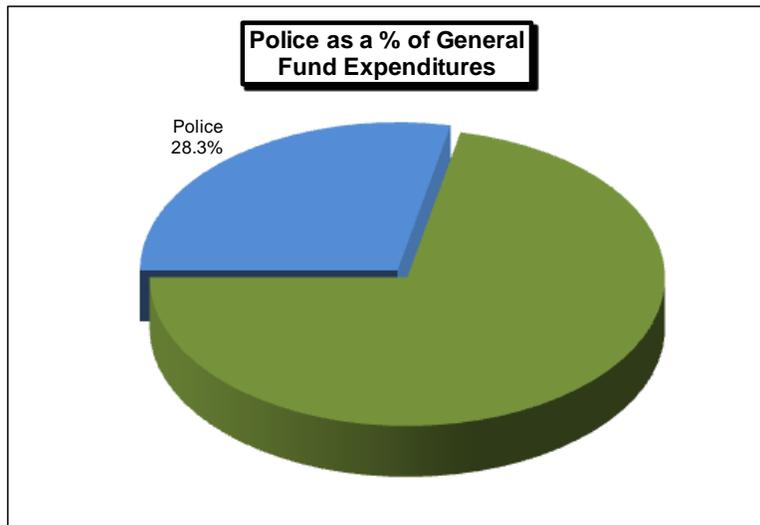
DEPARTMENT SUMMARY

POLICE

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 10,611,750	\$ 11,595,130	\$ 11,177,940	\$ 12,627,060
Operating Expenses	2,158,390	2,016,799	2,136,570	1,912,450
Recovered Costs	(360,829)	(231,900)	(260,720)	(252,540)
Capital Outlay	<u>331,046</u>	<u>731,680</u>	<u>921,260</u>	<u>552,360</u>
TOTAL	<u>\$ 12,740,357</u>	<u>\$ 14,111,709</u>	<u>\$ 13,975,050</u>	<u>\$ 14,839,330</u>
OFFSETTING REVENUES	<u>\$ 585,245</u>	<u>\$ 430,085</u>	<u>\$ 461,360</u>	<u>\$ 405,580</u>

EXPENDITURES



PERSONNEL SUMMARY

POLICE

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Police (3101)				
Police Chief	26	1	1	1
Police Major	23	2	2	2
Police Captain	22	6	6	6
Police Sergeant	20	17	17	17
Public Information Specialist	20	0	0	1
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	84	88	88
Police Officer (Park Ranger)	17-19	2	2	2
Police Officer (GHSP)	17-19	2	2	2
Police Officer (Public Housing)	17-19	1	1	1
Police Officer (Barton)	17-19	4	4	4
Police Officer (Overhire Program)	17	2	2	2
Special Operations Assistant	14	1	1	1
Police Records Supervisor	14	1	1	1
Administrative Assistant	13	2	2	2
Property and Evidence Control Technician	12	1	1	1
Administrative Secretary	10	1	1	1
Parking/Court Coordinator	9	1	1	1
Police Records Technician	9	2	2	2
Full-time		135	139	140
Overhire		2	2	2

Redistribution Notes:

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

CAPITAL OUTLAY

POLICE

Item	New/ Replacement	2018-19 Budget
Police (3101)		
Fourteen (14) Police Vehicles	R	387,060
Twenty-six (26) In-Car Video Systems	R	145,300
Three (3) Tactical Ballistic Gear Sets	R	10,750
One (1) Rifle Optics	N	9,250
Total		552,360

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 2019 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:

2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
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**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	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Calls for service	99,227	95,323	100,000
Accidents investigated	2,673	2,595	2,500
Part I crimes reported	2,138	2,039	2,000
Violent part I crimes reported	262	272	250

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
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**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	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Cases referred for federal prosecution	15	20	25
Community events attended by personnel (hours)	14,395	14,500	16,000
Cases followed up by investigators	1,513	1,350	1,500
Part I cases cleared	805	750	850

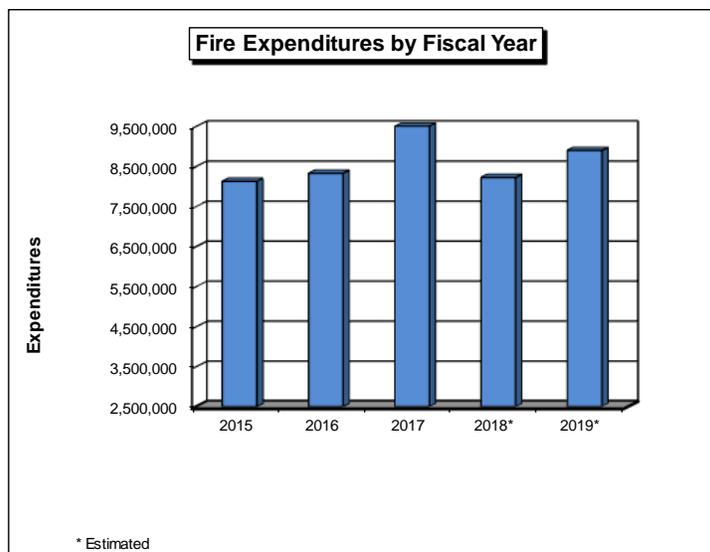
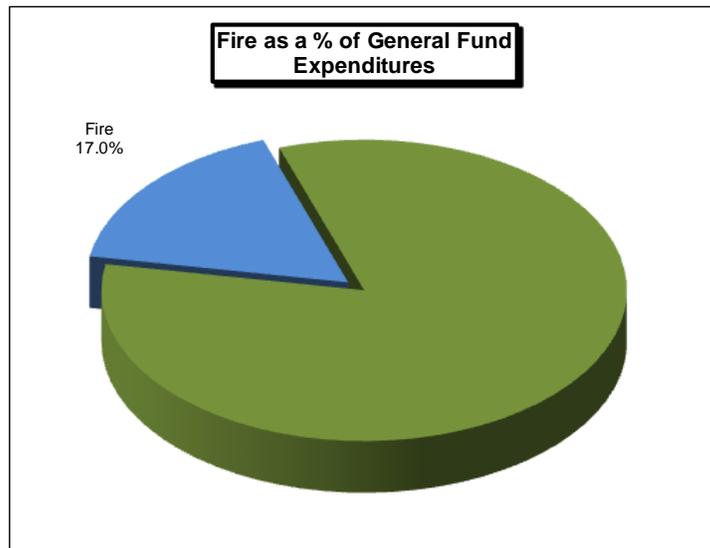
DEPARTMENT SUMMARY

FIRE

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 7,780,971	\$ 7,989,600	\$ 7,707,680	\$ 8,231,680
Operating Expenses	835,509	854,602	837,460	857,870
Recovered Costs	(389,049)	(399,480)	(385,380)	(411,580)
Capital Outlay	<u>1,659,036</u>	<u>1,349,770</u>	<u>60,000</u>	<u>216,110</u>
TOTAL	<u>\$ 9,886,467</u>	<u>\$ 9,794,492</u>	<u>\$ 8,219,760</u>	<u>\$ 8,894,080</u>
OFFSETTING REVENUES	<u>\$ 145,541</u>	<u>\$ 98,200</u>	<u>\$ 115,206</u>	<u>\$ 98,200</u>

EXPENDITURES



PERSONNEL SUMMARY

FIRE

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Fire (3201)				
Fire Chief	26	1	1	1
Deputy Chief	23	4	4	3
Battalion Commander	22	3	2	3
Fire Rescue Compliance Administrator	22	0	0	1
Fire Marshal	22	1	1	1
GIS Analyst	21	1	1	1
Fire Captain	20	16	17	21
Life Safety Educator	20	1	1	1
Assistant Fire Marshal	19	0	0	2
Lieutenant	18	6	4	0
Fire Inspector I-III	16-18	4	3	2
Fire Maintenance Specialist	16	1	1	1
Firefighter Engineer	16	27	30	30
GIS Technician	16	1	1	1
Master Firefighter	15	0	0	7
Senior Firefighter	15	0	0	4
Firefighter	14	27	27	17
Firefighter (Overhire Program)	14	3	3	3
Administrative Assistant	13	1	1	1
Full-time		94	94	97
Overhire		3	3	3

CAPITAL OUTLAY

FIRE

Item	New/ Replacement	2018-19 Budget
Fire (3201)		
Structural Firefighting Protective Clothing	N	75,000
Feasibility Study on Former Fire Station on Douglas Street	R	25,000
Two (2) Passenger Crossover Vehicle	R	34,360
One (1) Full-size Pickup Truck, Diesel, 4x4, crew cab	R	50,000
One (1) Rescue Jacks	N	6,750
Hydraulic Extrication Tools	R	25,000
Total		216,110

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 2019 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
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**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	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Percent of fire incidents with travel time within 4 minutes	73.39%	73%	100%
Percent of EMS incidents with travel time within 4 minutes	76.07%	78%	100%
Actual fire calls	218	210	200
Travel time for 90% of all emergency incidents (min:sec)	5:24	5:25	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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
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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	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Dollar amount of property prior to fire	\$70,666,418	\$58,000,000	\$21,000,000
Annual fire loss	\$1,947,524	\$1,000,000	\$1,000,000
Annual property value saved	\$68,718,894	\$57,000,000	\$20,000,000
Fire related deaths-civilians	2	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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
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**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	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Number of inspections	4,652	5,181	6,500
Number of risk watch schools	9	9	9
Public education contacts	25,830	27,000	28,000
Compliance rate/routine inspections	62%	65%	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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
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**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	2016-17 Actual	2017-18 Estimated	2018-19 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	1

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
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**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	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Staff development conferences available	12	12	12
Personnel development seminars available	27	28	28
Staff development conferences attended	11	11	12
Personnel development seminars attended	15	14	18

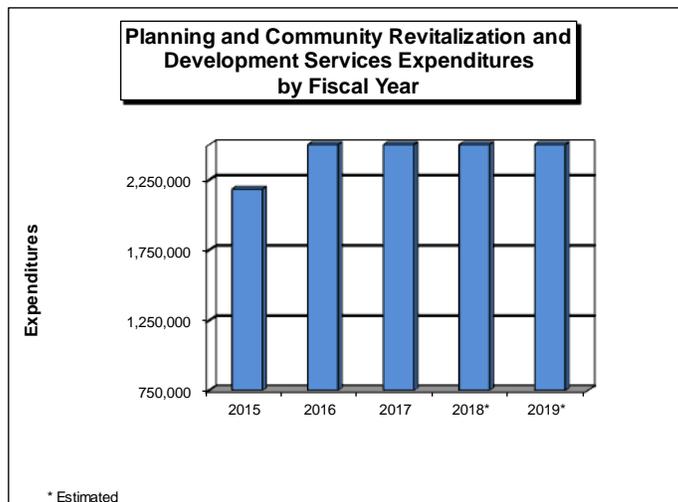
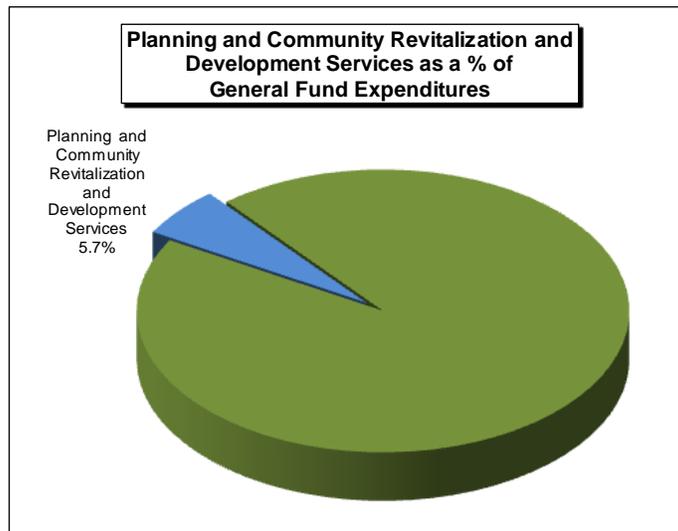
**PLANNING AND COMMUNITY REVITALIZATION
DEVELOPMENT SERVICES**

DEPARTMENT SUMMARY

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 2,513,144	\$ 2,532,820	\$ 2,644,510	\$ 2,881,310
Operating Expenses	465,409	689,294	543,050	572,800
Recovered Costs	(426,388)	(503,150)	(482,120)	(465,020)
Capital Outlay	<u>47,893</u>	<u>251,150</u>	<u>149,000</u>	<u>0</u>
TOTAL	<u>\$ 2,600,058</u>	<u>\$ 2,970,114</u>	<u>\$ 2,854,440</u>	<u>\$ 2,989,090</u>
OFFSETTING REVENUES	<u>\$ 705,275</u>	<u>\$ 397,370</u>	<u>\$ 645,870</u>	<u>\$ 396,370</u>

EXPENDITURES



**PLANNING AND COMMUNITY REVITALIZATION
DEVELOPMENT SERVICES**

PERSONNEL SUMMARY

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Planning and Community Revitalization (3501)				
Chief Planning and Development Officer	26	1	1	1
Planning and Community Development Manager	23	1	1	1
Senior Urban Design Planner	20	1	1	1
Senior Planner	19	1	1	1
Senior Community Development Planner	19	1	1	1
Community Development Project Coordinator	18	0	0	1
Preservation Planner	18	1	1	1
Planner	17	1	1	1
Community Development Planner	17	1	1	1
Center City Special Event Coordinator	16	0	0	1
Administrative Assistant	13	1	1	1
Construction Standards (3502)				
Inspections Manager	23	1	1	1
Assistant Inspections Manager	22	0	0	1
Senior Code Enforcement Officer	21	1	1	1
Code Enforcement Officer I-III	15-20	4	4	4
Senior Inspections Technician	13	1	1	1
Inspections Technician	12	1	1	1
Land Development (3504)				
Land Development Manager	23	1	1	1
Planner	17	2	2	2
Planning Technician	12	1	1	1
Neighborhood Improvement (3505)				
Enforcement Coordinator	18	1	1	1
Neighborhood Improvement Specialist I-II	14-17	3	3	2
Part-time Nuisance Abatement Technician	9	0	0	1
Geographic Information Services (3506)				
Geographic Information Services Manager	23	1	1	1
Geographic Information Services Analyst	21	1	1	1
Geographic Information Services Specialist	18	1	1	1
Full-time		28	28	30
Part-time		0	0	1

Redistribution Notes:

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

PLANNING AND COMMUNITY REVITALIZATION

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

- Support the implementation of the Wilson 20/20, Comprehensive Transportation Plan, 2030 Comprehensive Plan, Bicycle and Pedestrian Comprehensive Plans recommendations
- Proactively plan for Wilson's future
- Plan, support, and implement community economic development, revitalization and redevelopment activities
- Support revitalization efforts for at-risk neighborhoods, downtown and business corridors by offering grants and/or loans to property owners and by redeveloping areas plagued by severe dilapidation and urban blight
- Be a leader in community planning efforts, including preparation of new neighborhood and recreational plans
- Promote and encourage quality rehabilitation of historic districts and landmark properties
- Provide administration, special project guidance and research to the Bicycle and Pedestrian Advisory Board and Wilson Appearance Commission to improve the quality of life for residents of Wilson
- Continue implementation of the Barton Area-Northwest-Old Wilson Neighborhood Plan [BANWOW]
- 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 Forward, 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 TIGER grant in cooperation with Engineering and NCDOT

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 930,783	\$ 928,960	\$ 1,023,740	\$ 1,182,570
Operating Expenses	179,149	189,760	192,330	162,060
Recovered Costs	(16,431)	0	(4,080)	0
Capital Outlay	<u>25,272</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$ 1,118,773</u>	<u>\$ 1,118,720</u>	<u>\$ 1,211,990</u>	<u>\$ 1,344,630</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Historic preservation outreach, technical assistance and cases total	N/A	N/A	100
Special initiatives and plans undertaken	3	3	4
Grants/Loans managed	13	13	10
Brownfield property assessments completed (grant dependent)	0	7	3

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 689,202	\$ 703,830	\$ 725,850	\$ 833,270
Operating Expenses	86,105	278,654	134,360	176,430
Recovered Costs	(151,556)	(207,600)	(179,040)	(176,940)
Capital Outlay	<u>22,621</u>	<u>222,150</u>	<u>120,000</u>	<u>0</u>
TOTAL	<u>\$ 646,372</u>	<u>\$ 997,034</u>	<u>\$ 801,170</u>	<u>\$ 832,760</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Permits issued	3,307	2,310	2,809
Inspections performed	7,646	8,313	7,980
Plans reviewed	308	183	246
Same day inspections if in by 7:30 a.m.	100%	100%	97%

LAND DEVELOPMENT

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 318,087	\$ 321,160	\$ 327,320	\$ 330,840
Operating Expenses	18,581	18,990	16,240	19,140
Capital Outlay	<u>0</u>	<u>9,000</u>	<u>9,000</u>	<u>0</u>
TOTAL	<u>\$ 336,668</u>	<u>\$ 349,150</u>	<u>\$ 352,560</u>	<u>\$ 349,980</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Board cases processed	22	10	15
Plans/Permits reviewed	69/686	30/753	30/750
TRC pre-meetings with clients	32	25	30

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 302,328	\$ 304,520	\$ 286,440	\$ 251,030
Operating Expenses	<u>131,318</u>	<u>126,800</u>	<u>127,530</u>	<u>138,670</u>
TOTAL	<u><u>\$ 433,646</u></u>	<u><u>\$ 431,320</u></u>	<u><u>\$ 413,970</u></u>	<u><u>\$ 389,700</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Power on order housing inspections (Change Per North Carolina General Statute 160A-424).	2,510	717	717
Vehicle/Nuisance complaints investigated	147	165	156
Zoning complaints investigated	492	705	599
Same day inspections if in by 7:30 a.m.	100%	100%	97%

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
- Continually incorporate the service excellence into every interaction of GIS Services

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 272,744	\$ 274,350	\$ 281,160	\$ 283,600
Operating Expenses	50,256	75,090	72,590	76,500
Recovered Costs	(258,401)	(295,550)	(299,000)	(288,080)
Capital Outlay	<u>0</u>	<u>20,000</u>	<u>20,000</u>	<u>0</u>
TOTAL	<u>\$ 64,599</u>	<u>\$ 73,890</u>	<u>\$ 74,750</u>	<u>\$ 72,020</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Helpdesk tickets	301	350	400
Helpdesk response ticket closure time (minutes)	< 90	< 80	< 80
Unplanned system down time (hours)	< 8	< 8	< 8

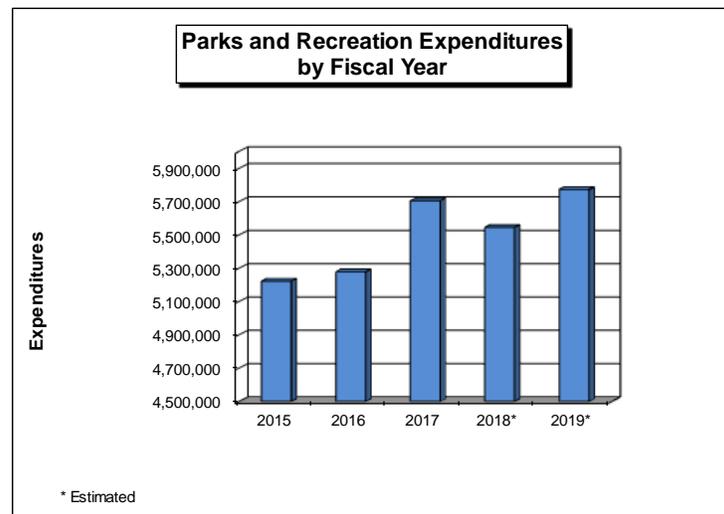
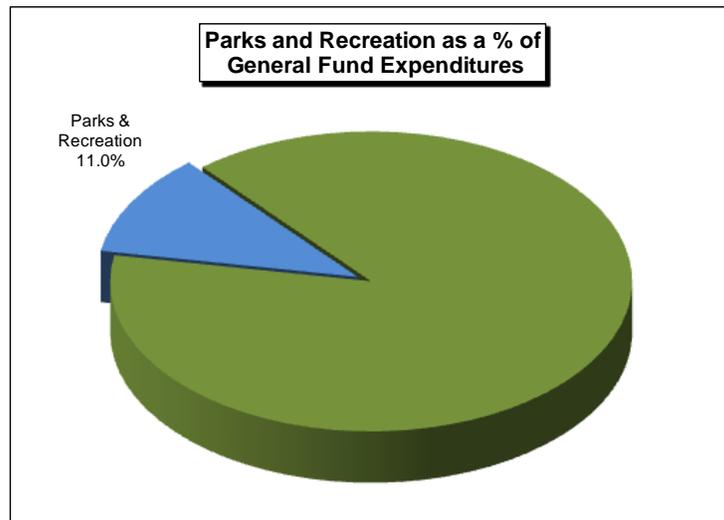
DEPARTMENT SUMMARY

PARKS AND RECREATION

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 3,483,047	\$ 3,611,060	\$ 3,552,820	\$ 3,478,870
Operating Expenses	1,969,097	2,044,183	1,875,830	1,865,370
Recovered Costs	(12,000)	0	(12,000)	(12,000)
Capital Outlay	<u>264,615</u>	<u>236,804</u>	<u>127,940</u>	<u>439,500</u>
TOTAL	<u>\$ 5,704,759</u>	<u>\$ 5,892,047</u>	<u>\$ 5,544,590</u>	<u>\$ 5,771,740</u>
OFFSETTING REVENUES	<u>\$ 1,239,289</u>	<u>\$ 1,015,960</u>	<u>\$ 1,129,010</u>	<u>\$ 999,720</u>

EXPENDITURES



PERSONNEL SUMMARY

PARKS AND RECREATION

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Recreation (4001)				
Director of Parks and Recreation	25	1	1	1
Recreation Manager	23	1	1	1
Programs Supervisor	19	1	1	1
Aquatics Supervisor	19	1	1	1
Athletics Supervisor	19	1	1	1
Athletics Coordinator	15	2	2	2
Recreation Center Coordinator	15	2	2	2
Administrative Assistant	13	1	1	1
Special Population and Senior Specialist	12	1	1	1
Part-time Aquatics Specialist	9	0	1	1
Part-time Administrative Clerk	9	2	3	3
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	0	1	1
Parks Maintenance Worker I-IV	7-13	13	13	13
Wedgewood (4045)				
Golf Course Operations Supervisor	19	1	1	1
Golf Course Supervisor	16	1	1	1
Golf Course Mechanic	12	1	1	1
Full-time		30	31	31
Part-time		2	4	4

Redistribution Notes:

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

CAPITAL OUTLAY

PARKS AND RECREATION

Item	New/ Replacement	2018-19 Budget
Recreation (4001)		
One (1) Sponsorship Board	N	15,000
Parks (4002)		
One (1) Full-size Pickup Truck w/tool body	N	32,000
Pine Street Shelter Renovation	N	10,000
Fence at Warren Street Park	R	15,000
One (1) Dump Trailer	N	8,000
One (1) Storage Building w/Fence at Gillette Park	N	50,000
Downtown Maintenance Equipment for Whirligig Park	N	22,000
One (1) Gym Floor Protector	R	6,500
Pave Belle Meade Parking Lot	N	55,000
Greenway Improvements	N	100,000
One (1) Outfield Fence at Fleming Stadium	R	50,000
Wedgewood (4045)		
Rear Parking Lot	R	76,000
Total		439,500

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 2019 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, Instagram, and Twitter
- Continue to expand and improve athletic programs and facilities
- Continue to host and recruit state and national athletic tournaments that contribute to tourism growth in Wilson
- Expand partnership with Wilson City Little League Board, Wilson Youth Soccer Association and Wilson Travel and Tourism
- Continue to implement service excellence
- Continue the accreditation process for our department
- Continue the education of volunteer coaches for programs such as youth football, baseball and basketball
- Partner with Wilson County Schools and YMCA to bring second grade swim lessons to Recreation Park Pool
- Increase sports related tourism

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,673,200	\$ 1,716,700	\$ 1,661,400	\$ 1,583,500
Operating Expenses	718,454	684,900	636,400	608,170
Capital Outlay	<u>56,282</u>	<u>66,700</u>	<u>0</u>	<u>15,000</u>
TOTAL	<u>\$ 2,447,936</u>	<u>\$ 2,468,300</u>	<u>\$ 2,297,800</u>	<u>\$ 2,206,670</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Number of times facilities rented	1,750	1,800	1,800
Number of recreation programs offered	108	110	112
Rental revenues	50,000	51,000	52,000
Athletic program revenues	190,000	195,000	200,000

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
- 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
- Design master plan for Lake Wilson
- Continue overseeding and grass growing program on athletic fields
- Complete Cavalier Terrace renovations
- Update Toisnot Park Master Plan
- Develop universal parks signs brand

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,383,648	\$ 1,491,310	\$ 1,505,060	\$ 1,501,390
Operating Expenses	815,653	912,170	832,070	820,870
Recovered Costs	(12,000)	0	(12,000)	(12,000)
Capital Outlay	<u>208,333</u>	<u>170,104</u>	<u>119,940</u>	<u>348,500</u>
TOTAL	<u>\$ 2,395,634</u>	<u>\$ 2,573,584</u>	<u>\$ 2,445,070</u>	<u>\$ 2,658,760</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Number of usable acres for parks	269	269	269
Number of parks/playgrounds maintained	27	27	27
Flower beds/planting areas maintained	71	71	75
Number of acres per full-time employee	16	16	16

RESERVOIRS

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 11,817	\$ 12,290	\$ 11,200	\$ 11,200
Operating Expenses	<u>11,026</u>	<u>10,000</u>	<u>8,000</u>	<u>10,000</u>
TOTAL	<u><u>\$ 22,843</u></u>	<u><u>\$ 22,290</u></u>	<u><u>\$ 19,200</u></u>	<u><u>\$ 21,200</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Number of land acres maintained	200	200	200
Number of locations	4	4	4
Number of hours per acre maintained	35	35	35
Gross revenues generated	6,000	6,500	7,000

WEDGEWOOD

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

- Provide and maintain a quality 18-hole golf course, picnic area, playground area, pro shop, clubhouse, golf carts, restrooms, driving range, 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 golf cart lease program
- Improve equipment maintenance as necessary
- Continue to implement service excellence
- Continue to maintain Wedgewood Golf Course Website
- Continue youth and adult golf based programs such as lessons, leagues, and clinics
- Continue active recruitment of local and statewide tournaments
- Increase marketing opportunities through city marketing department
- Increase junior golf players through lessons, clinics, and leagues
- Implement new driving range project to increase revenues

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 414,382	\$ 390,760	\$ 375,160	\$ 382,780
Operating Expenses	423,964	437,113	399,360	426,330
Capital Outlay	<u>0</u>	<u>0</u>	<u>8,000</u>	<u>76,000</u>
TOTAL	<u><u>\$ 838,346</u></u>	<u><u>\$ 827,873</u></u>	<u><u>\$ 782,520</u></u>	<u><u>\$ 885,110</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Number of acres maintained	187	187	187
Number of rounds played annually	32,267	33,000	33,500
Number of participants other than golf	10,000	10,000	10,000
Gross revenues generated	722,000	740,000	750,000

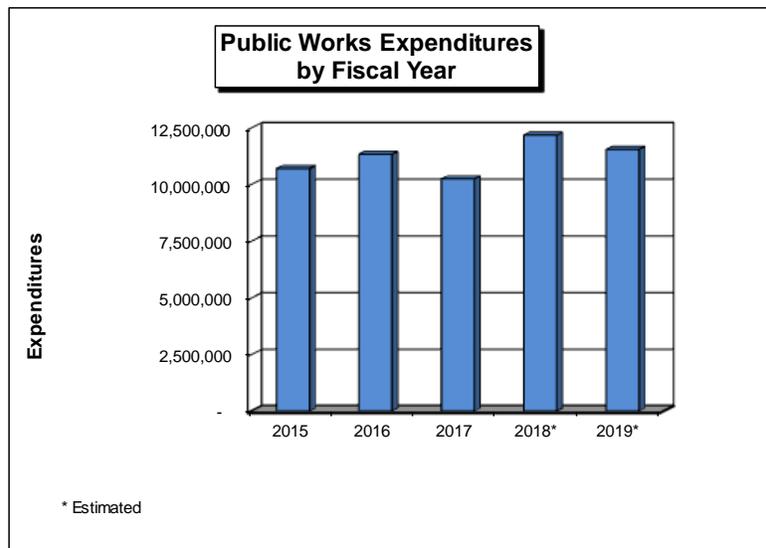
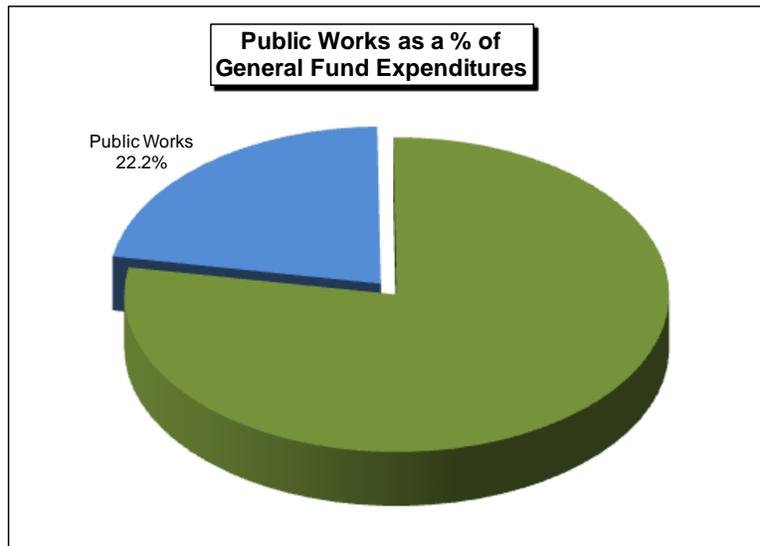
DEPARTMENT SUMMARY

PUBLIC WORKS

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 6,725,804	\$ 7,161,590	\$ 6,609,680	\$ 7,263,270
Operating Expenses	5,810,847	7,325,282	7,028,430	6,519,140
Recovered Costs	(2,865,864)	(3,174,930)	(3,109,070)	(3,515,820)
Capital Outlay	<u>563,710</u>	<u>1,248,289</u>	<u>1,636,040</u>	<u>1,268,970</u>
TOTAL	<u>\$ 10,234,497</u>	<u>\$ 12,560,231</u>	<u>\$ 12,165,080</u>	<u>\$ 11,535,560</u>
OFFSETTING REVENUES	<u>\$ 6,378,385</u>	<u>\$ 6,059,400</u>	<u>\$ 6,459,693</u>	<u>\$ 5,984,840</u>

EXPENDITURES



PERSONNEL SUMMARY

PUBLIC WORKS

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Public Works Administration (5001)				
Deputy City Manager - Operations and Public Works	28	1	1	1
Director of Public Works	25	1	1	1
Assistant Director of Public Works	24	2	1	1
Staff Engineer I-III	19-21	0	1	1
Executive Assistant	15	1	1	1
Administrative Assistant	13	1	2	2
Part-time Public Works Dispatcher	10	0	1	1
Street Maintenance (5002)				
Street Division Manager	22	1	1	1
Street Supervisor	16	0	2	2
Crew Supervisor	16	2	0	0
Crew Leader	14	0	5	5
General Service Technician	7-13	16	10	10
Equipment Operator	10-12	6	7	7
Environmental Services (5003)				
Environmental Services Manager	22	1	1	1
Environmental Services Superintendent	19	0	1	1
Crew Supervisor	16	2	3	3
Equipment Operator	10-12	25	28	28
Environmental Services Technician	8-13	12	6	6
Environmental Services Refuse Collector	7	0	1	1
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	22	1	1	1
Fleet Maintenance Supervisor	18	1	1	1
Fleet Mechanic	12-16	12	12	12
Fleet Maintenance Specialist	14	1	1	1
Service and Parts Technician	10	1	1	1
Automotive Service Aide	7	0	0	1
Part-time Automotive Service Aide	7	1	1	0
Stormwater Compliance (5006)				
Stormwater Compliance Specialist	18	1	1	1
Erosion Control Specialist	18	1	1	1
Engineering Services Technician	18	1	1	1
GIS Technician I-II	16-17	1	1	1

PERSONNEL SUMMARY

PUBLIC WORKS

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Parking and Traffic (5008)				
Traffic Supervisor	16	1	1	1
Traffic Technician	10	3	3	5
Full-time		99	100	103
Part-time		1	2	1

Redistribution Notes:

Position Title:	From:	To:	Percent:
Director of Public Works	Public Works Administration 5001	Stormwater Management 7606 Mass Transit Admin 5101 Industrial Air Center 5601	10% 5% 5%
Assistant Director of Public Works	Public Works Administration 5001	Street Maintenance 5002 Environmental Services 5003 Engineering 5004 Fleet Maintenance 5005 Parking and Traffic 5008 Stormwater Management 7606 Mass Transit 5101 Industrial Air Center 5601	15% 10% 15% 10% 10% 20% 15% 5%
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 Gas Distribution 6502 Water Distribution 7003 Wastewater Collection 7005 Stormwater Management 7606	30% 5% 7.5% 7.5% 15%

CAPITAL OUTLAY

PUBLIC WORKS

Item	New/ Replacement	2018-19 Budget
Public Works Administration (5001)		
One (1) Canopy Restoration at Train Station	R	194,000
Street Maintenance (5002)		
One (1) Asphalt Patch Truck	R	210,000
One (1) Steel Wheel Vibratory Roller	R	39,820
One (1) Street Sweeper	R	133,680
Underground Infrastructure – Douglas St	R	30,110
Bicycle Safety Improvements	N	17,880
Sidewalk Construction Program	N	86,130
Sidewalk Expansions	N/R	50,000
Environmental Services (5003)		
One (1) Pickup Truck, standard cab	N	24,000
One (1) Automated Side Loader	R	264,000
One (1) Rear Loader Truck	R	186,000
Fleet Maintenance (5005)		
Fleet Maintenance Diagnostics Software	R	6,000
One (1) Pickup Truck, extended cab	R	27,350
Total		1,268,970

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 2019 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 providing leadership, guidance, and support to the various Public Works operations (including Mass Transit and the Industrial Air Center); budget development and accountability; work order management; public works dispatch operations; performance measurement; grant administration; data analysis and reporting; employee development, including skill-based training and progression; pay plan administration; contract administration, coordination of the Inmate Labor Program; conducting special projects; and promoting and facilitating department-wide customer service excellence.

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 522,418	\$ 527,560	\$ 550,330	\$ 691,030
Operating Expenses	866,220	1,026,850	1,001,420	1,119,280
Recovered Costs	(394,462)	(445,820)	(494,490)	(639,210)
Capital Outlay	<u>0</u>	<u>0</u>	<u>100,000</u>	<u>194,000</u>
TOTAL	<u>\$ 994,176</u>	<u>\$ 1,108,590</u>	<u>\$ 1,157,260</u>	<u>\$ 1,365,100</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Powell Bill revenue	\$1,364,969	\$1,356,300	\$1,300,500
Inmate labor (hours worked)	16,576	16,512	16,800
Inmate labor (estimated labor benefit)	\$198,912	\$198,144	\$201,600

STREET MAINTENANCE

Description of Services:

Street Maintenance is responsible for maintaining streets and adjacent infrastructure; including patching, crack-sealing, and other surface repairs; curb and gutter construction and repair; sidewalk improvements; street sweeping and curb edging; mowing right-of-ways; inclement weather response and recovery; and providing support to other operations.

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,638,981	\$ 1,767,220	\$ 1,568,690	\$ 1,721,690
Operating Expenses	1,280,661	2,255,005	2,183,630	1,670,090
Recovered Costs	(483,436)	(625,000)	(625,000)	(730,000)
Capital Outlay	<u>74,588</u>	<u>71,519</u>	<u>58,670</u>	<u>567,620</u>
TOTAL	<u>\$ 2,510,794</u>	<u>\$ 3,468,744</u>	<u>\$ 3,185,990</u>	<u>\$ 3,229,400</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Miles swept	7,925	8,100	8,200
Linear feet of curb and gutter repaired	3,998	4,200	4,200
Street Asphalt Maintenance and Pothole Repair (Tons)	1,314	1,610	1,800
Utility Cuts Asphalt Repair (Tons)	3,215	3,940	4,000

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
- Continue the city-wide implementation of the Recycle Rollout Container Program to include all eligible residential customers
- Collect residential waste, including household garbage, recycling, and compost material and safely transport to designated disposal sites
- Conduct annual Leaf Collection Program – November 01 – December 31.
- Monitor contractual services for dumpsters at multi-family dwellings, CBD, and City-owned/controlled sites
- 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 2,375,422	\$ 2,577,870	\$ 2,300,150	\$ 2,610,730
Operating Expenses	3,019,917	3,011,330	3,152,700	2,717,720
Recovered Costs	(168,500)	(168,500)	(168,500)	(168,500)
Capital Outlay	<u>436,756</u>	<u>760,000</u>	<u>1,060,000</u>	<u>474,000</u>
TOTAL	<u>\$ 5,663,595</u>	<u>\$ 6,180,700</u>	<u>\$ 6,344,350</u>	<u>\$ 5,633,950</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Tons of household waste collected/recycling	24,785	25,000	25,250
Tons yard waste/leaves/C&D collected	9,600	10,000	10,250
Household units served/FTE	672	670	668
Complaints resolved within 24 hours	99.8%	100%	100%

ENGINEERING

Description of Services:

Engineering is responsible for site plan development review; technical assistance; geographic information system and mapping; permitting, construction inspection; transportation improvement plan; resurfacing program; right-of-way management; project management, and employee development.

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 Transportation Improvement Plan (TIP) projects and municipal agreements

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 322,114	\$ 323,680	\$ 295,080	\$ 309,930
Operating Expenses	78,725	183,673	117,210	175,600
Capital Outlay	<u>23,463</u>	<u>349,950</u>	<u>349,940</u>	<u>0</u>
TOTAL	<u>\$ 424,302</u>	<u>\$ 857,303</u>	<u>\$ 762,230</u>	<u>\$ 485,530</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Construction inspections per year	1,180	1,300	1,450
Development plans reviewed	72	90	100
Miles of new infrastructure mapped	3	5	7

FLEET MAINTENANCE

Description of Services:

Fleet Maintenance is responsible for managing the city fleet through a wide variety of programs, including acquisition and disposal; vehicle and equipment repairs; preventative maintenance; OSHA and environmental compliance; petroleum and fuels management; parts and inventory control; federal, state, and DOT vehicle/equipment inspections; bus maintenance, cleaning, and fueling; waste oil management; and recycling of shop fluids, batteries, tires, scrap metal, etc.

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,256,578	\$ 1,295,600	\$ 1,262,390	\$ 1,347,910
Operating Expenses	386,654	564,991	384,580	565,860
Recovered Costs	(1,493,206)	(1,541,680)	(1,458,400)	(1,576,060)
Capital Outlay	<u>6,282</u>	<u>18,820</u>	<u>18,820</u>	<u>33,350</u>
TOTAL	<u><u>\$ 156,308</u></u>	<u><u>\$ 337,731</u></u>	<u><u>\$ 207,390</u></u>	<u><u>\$ 371,060</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Units of rolling stock maintained	822	840	865
Work orders completed	7,413	7,650	7,800
Fleet availability/readiness rate	95%	95%	95%

STORMWATER COMPLIANCE

Description of Services:

Stormwater Compliance is responsible for stormwater regulatory compliance; erosion and sediment control programs; 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
- 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 303,037	\$ 345,140	\$ 333,170	\$ 353,130
Operating Expenses	23,223	49,297	28,960	48,920
Recovered Costs	<u>(326,260)</u>	<u>(393,930)</u>	<u>(362,130)</u>	<u>(402,050)</u>
TOTAL	<u><u>\$ 0</u></u>	<u><u>\$ 507</u></u>	<u><u>\$ 0</u></u>	<u><u>\$ 0</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Water Quality BMP's inspected	96	100	110
Erosion Control Inspections	104	120	140
Public Education Projects/Programs	16	20	20

PARKING AND TRAFFIC

Description of Services:

Parking and Traffic is responsible for the City's encroachment program, service requests and complaints, sign installation and maintenance, pavement markings, on-street sign inventory, preparing and reviewing traffic ordinances, parking lot maintenance, sight distance clearance program, site plan review, traffic rule schedule and ordinances, traffic detour planning, street closings with signage, sidewalk closure with signage, any special events needing signage and zoning.

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 307,254	\$ 324,520	\$ 299,870	\$ 228,850
Operating Expenses	155,447	234,136	159,930	221,670
Recovered Costs	0	0	(550)	0
Capital Outlay	<u>22,621</u>	<u>48,000</u>	<u>48,610</u>	<u>0</u>
TOTAL	<u>\$ 485,322</u>	<u>\$ 606,656</u>	<u>\$ 507,860</u>	<u>\$ 450,520</u>

PERFORMANCE INDICATORS:

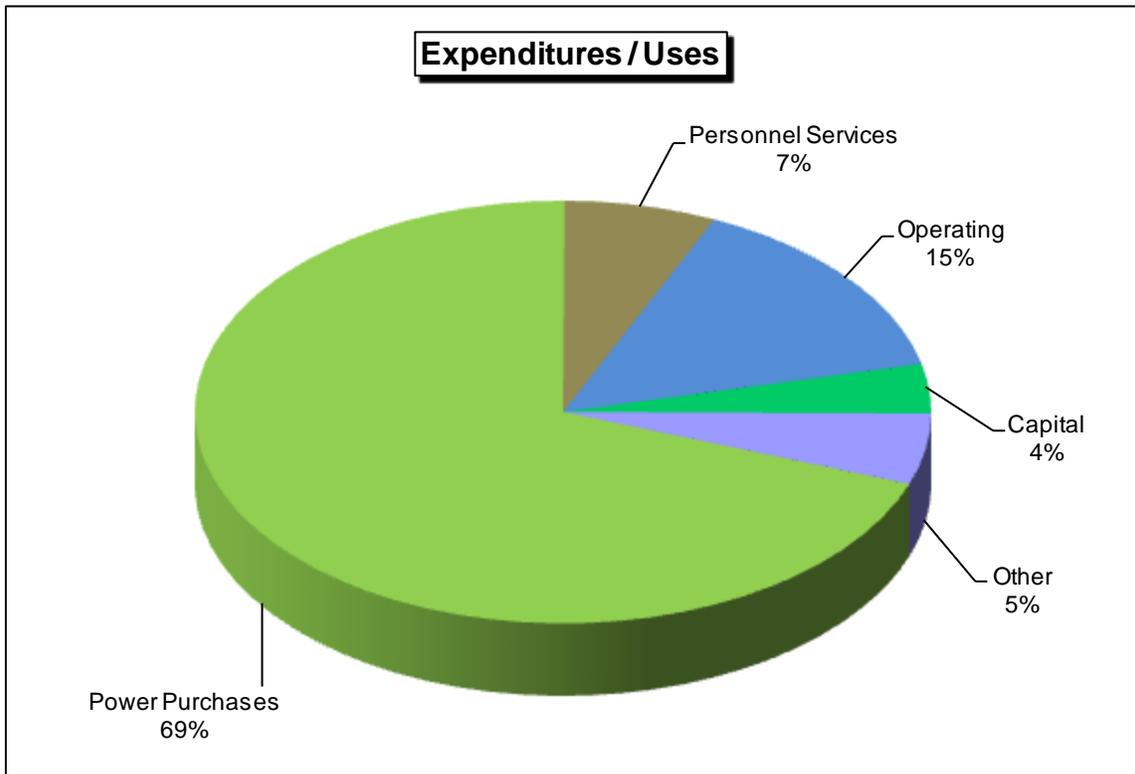
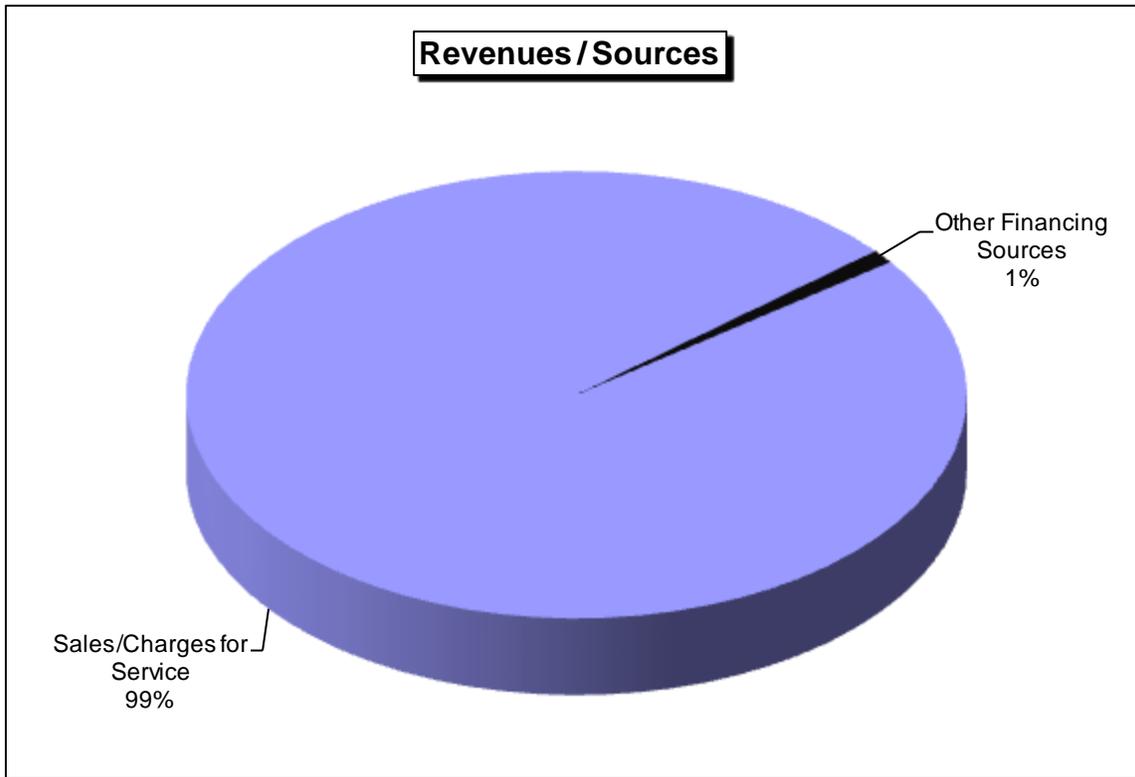
Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Traffic/other signs made/installed	837	910	1,000
Street name signs made/installed	138	155	165
Traffic Control provided for other departments	122	140	155
Average response time for new sign requests	3 days	3 days	3 days

REVENUE AND EXPENDITURE SUMMARY
ELECTRIC
ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Revenues, Other Sources, and Fund Balance</u>				
Intergovernmental	\$ 157,663	\$ 0	\$ 0	\$ 0
Sales/Charges for Services	124,734,434	122,026,700	123,718,989	123,227,260
Miscellaneous Income	830,541	853,000	1,490,852	878,000
Investment Income	(30,495)	50,000	154,598	0
Proceeds from				
Debt Refunding	0	19,761,000	19,858,202	0
Interfund Transfers In	0	0	1,023,545	0
Fund Balance Appropriated	<u>0</u>	<u>10,501,726</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$ 125,692,143</u>	<u>\$ 153,192,426</u>	<u>\$ 146,246,186</u>	<u>\$ 124,105,260</u>

Expenditures and Other Uses

Electric Administration	\$ 10,284,297	\$ 11,267,304	\$ 10,752,570	\$ 11,539,650
Engineering and System Planning	2,039,654	3,506,266	3,446,940	3,393,990
System Control and Communications	3,753,839	7,843,466	8,174,664	3,991,960
Power Purchase	86,460,419	87,283,380	84,000,000	86,360,540
Electric Distribution	12,399,557	15,702,040	17,756,009	11,704,450
Key Accounts and Marketing	181,830	326,280	356,045	364,350
Governmental Projects	581,398	1,006,300	587,340	987,340
Community Projects	706,598	737,480	1,062,000	767,480
Debt Service	2,468,143	21,859,710	21,651,079	1,788,080
Contingency	0	500,000	0	500,000
Interfund Transfers Out	<u>6,860,030</u>	<u>3,160,200</u>	<u>3,173,000</u>	<u>2,707,420</u>
TOTAL	<u>\$ 125,735,765</u>	<u>\$ 153,192,426</u>	<u>\$ 150,959,647</u>	<u>\$ 124,105,260</u>



REVENUES, OTHER SOURCES, AND FUND BALANCE

ELECTRIC

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
INTERGOVERNMENTAL	\$ 157,663	\$ 0	\$ 0	\$ 0
SALES/CHARGES FOR SERVICES				
Sales to General Consumers	118,337,711	115,639,160	116,971,761	116,413,960
Sales to Other Distributors	2,165,282	2,158,460	2,128,413	2,139,300
Sales to Other Utilities	2,010,409	2,021,080	1,939,412	1,984,000
Area Rental Lights	1,871,032	1,858,000	1,939,403	1,940,000
Solar (Renewable Energy)	0	0	390,000	400,000
Municipal Street Lighting	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>	<u>350,000</u>
Sub-Total	124,734,434	122,026,700	123,718,989	123,227,260
MISCELLANEOUS INCOME	830,541	853,000	1,490,852	878,000
INVESTMENT INCOME	(30,495)	50,000	154,598	0
PROCEEDS FROM				
DEBT REFUNDING	0	19,761,000	19,858,202	0
INTERFUND TRANSFERS IN				
Transfer from Capital Projects	0	0	1,023,545	0
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated				
(Unassigned)	0	6,173,630	0	0
Encumbrance Balance	<u>0</u>	<u>4,328,096</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>0</u>	<u>10,501,726</u>	<u>0</u>	<u>0</u>
Total	<u>\$ 125,692,143</u>	<u>\$ 153,192,426</u>	<u>\$ 146,246,186</u>	<u>\$ 124,105,260</u>

CHARGES FOR SALES AND SERVICE

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

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

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

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

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

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

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

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

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

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

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

FUND BALANCE

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

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

EXPENDITURE SUMMARY

ELECTRIC

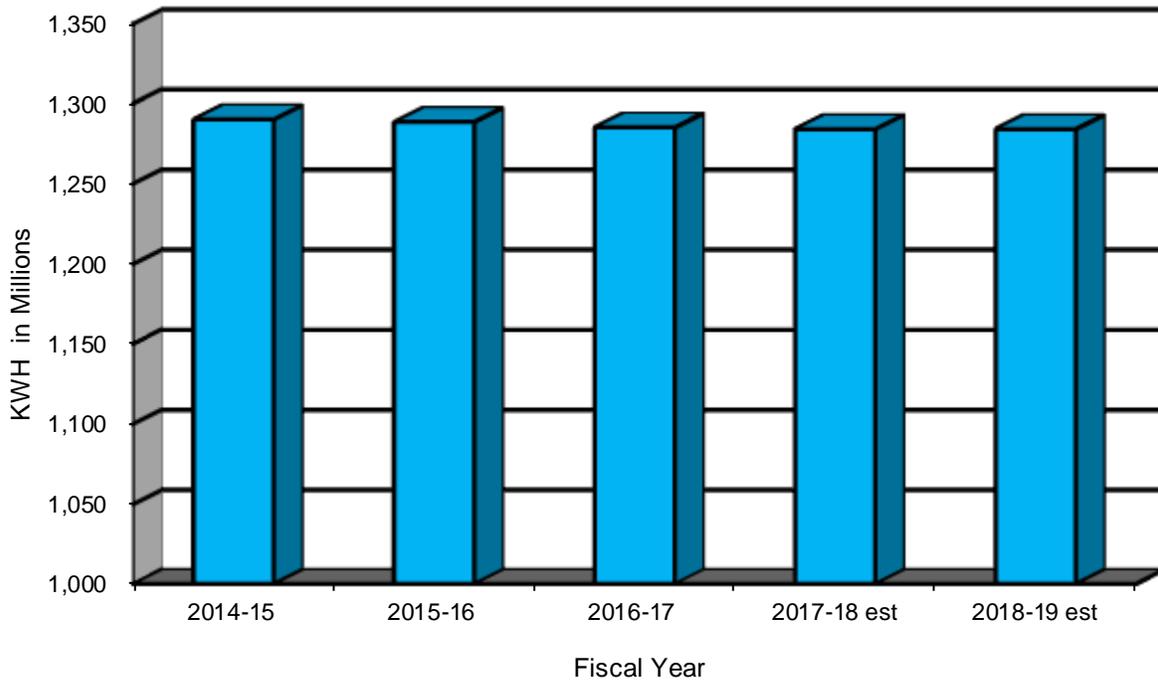
ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Electric Administration				
Personnel Services	\$ 334,213	\$ 511,550	\$ 353,020	\$ 625,200
Operating Expenses	9,864,240	10,755,754	10,399,550	10,914,450
Capital Outlay	<u>85,844</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	10,284,297	11,267,304	10,752,570	11,539,650
Engineering and System Planning				
Personnel Services	1,321,851	1,317,020	1,306,050	1,290,310
Operating Expenses	545,439	1,444,453	1,355,890	1,303,680
Capital Outlay	<u>172,364</u>	<u>744,793</u>	<u>785,000</u>	<u>800,000</u>
Total	2,039,654	3,506,266	3,446,940	3,393,990
System Control and Communications				
Personnel Services	1,186,560	1,212,920	1,227,610	1,252,780
Operating Expenses	1,228,392	1,664,374	1,751,690	1,889,180
Capital Outlay	<u>1,338,887</u>	<u>4,966,172</u>	<u>5,195,364</u>	<u>850,000</u>
Total	3,753,839	7,843,466	8,174,664	3,991,960
Power Purchase				
Operating Expenses	<u>86,460,419</u>	<u>87,283,380</u>	<u>84,000,000</u>	<u>86,360,540</u>
Total	86,460,419	87,283,380	84,000,000	86,360,540
Electric Distribution				
Personnel Services	5,009,962	4,870,190	4,924,730	5,024,190
Operating Expenses	3,924,477	3,337,506	4,798,279	3,774,920
Recovered Costs	0	(130,000)	0	(130,000)
Capital Outlay	<u>3,465,118</u>	<u>7,624,344</u>	<u>8,033,000</u>	<u>3,035,340</u>
Total	12,399,557	15,702,040	17,756,009	11,704,450
Key Accounts/Marketing				
Personnel Services	93,494	94,410	95,670	96,450
Operating Expenses	<u>88,336</u>	<u>231,870</u>	<u>260,375</u>	<u>267,900</u>
Total	181,830	326,280	356,045	364,350

EXPENDITURE SUMMARY

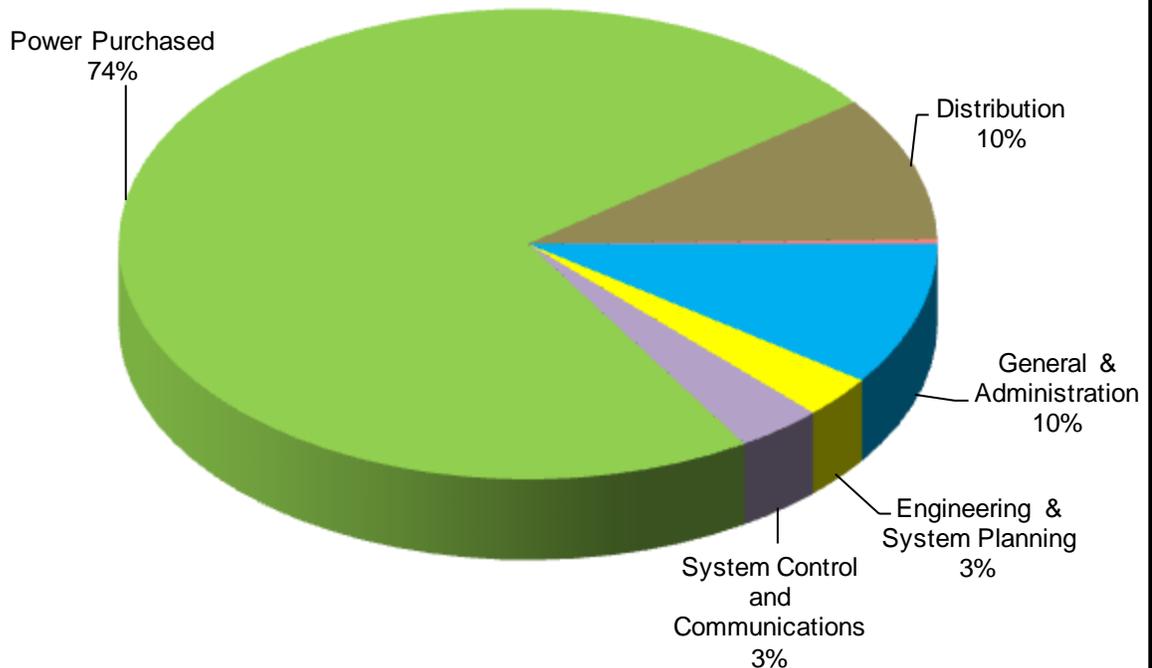
ELECTRIC

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Other Expenditures				
Debt Service	\$ 2,468,143	\$ 21,859,710	\$ 21,651,079	\$ 1,788,080
Contributions to Other Agencies	1,287,996	1,743,780	1,649,340	1,754,820
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)	499,730	550,500	550,500	584,920
Transfer to Mass Transit Fund	166,500	166,500	166,500	166,500
Transfer to Economic Development Reserve Fund	325,000	0	0	0
Transfer to 301 Infrastructure / Corridor Improvements Capital Project Fund	31,000	31,000	31,000	31,000
Transfer to Economic Community Investment TIGER Grant Project Fund	762,800	487,200	500,000	0
Transfer to Advanced Metering Infrastructure Capital Project Fund	3,000,000	0	0	0
Transfer to Economic Community Investment Downtown Building Revitalization Fund	250,000	250,000	250,000	250,000
Transfer to Interconnection Lines to Substations 2,3,4,5,8,10,14, RW (Mt Olive LLC) project	<u>150,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>10,616,169</u>	<u>27,263,690</u>	<u>26,473,419</u>	<u>6,750,320</u>
Grand Total	<u>\$ 125,735,765</u>	<u>\$ 153,192,426</u>	<u>\$ 150,959,647</u>	<u>\$ 124,105,260</u>

Electric Power Sold



Electric Division Estimated Expenditures 2018-2019

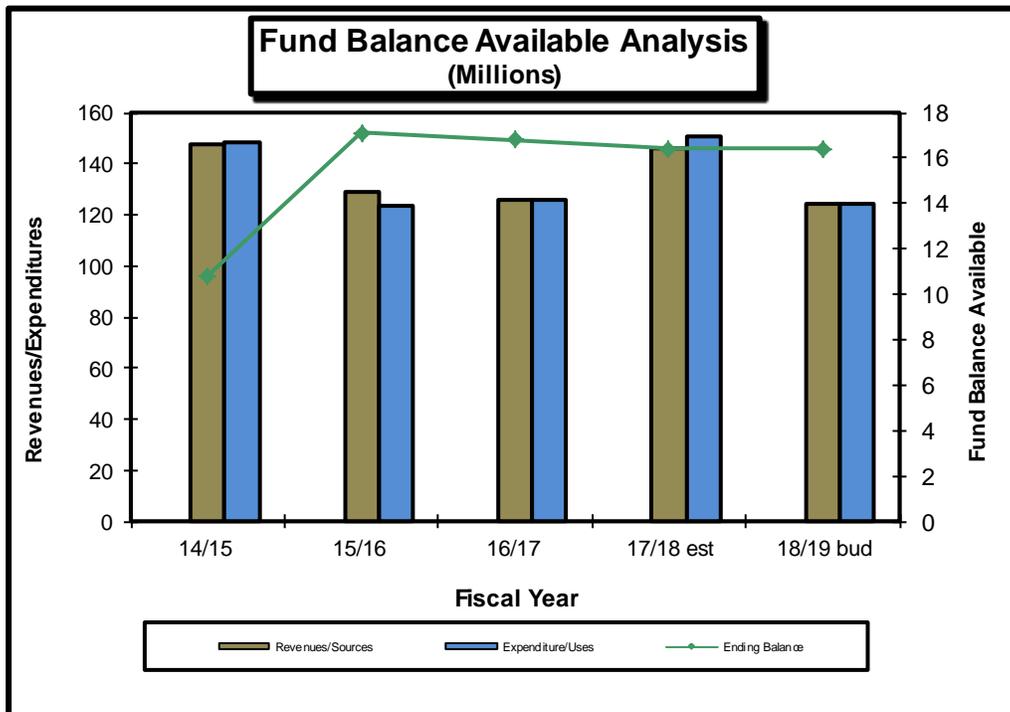


FUND BALANCE AVAILABLE

ELECTRIC

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 125,692,143	\$ 142,690,700	\$ 146,246,186	\$ 124,105,260
Expenditures/Other Financing Uses	<u>125,735,765</u>	<u>153,192,426</u>	<u>150,959,647</u>	<u>124,105,260</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ (43,622)</u>	<u>\$ (10,501,726)</u>	<u>\$ (4,713,461)</u>	<u>\$ 0</u>
Fund Balance Appropriated	<u>\$ 8,043,709</u>	<u>\$ 10,501,726</u>	<u>\$ 10,501,726</u>	<u>\$ 0</u>
Fund Balance - Beginning of Year	\$ 17,072,160	\$ 16,798,820	\$ 16,798,820	\$ 16,413,455
Increase (Decrease)	<u>(273,340)</u>	<u>(6,173,630) *</u>	<u>(385,365) *</u>	<u>0</u>
Fund Balance - End of Year	<u>\$ 16,798,820</u>	<u>\$ 10,625,190</u>	<u>\$ 16,413,455</u>	<u>\$ 16,413,455</u>

* Excludes Encumbrances Reappropriated in the amount of \$ 4,328,096



DEPARTMENT SUMMARY**ELECTRIC**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 7,946,080	\$ 8,006,090	\$ 7,907,080	\$ 8,288,930
Operating Expenses	102,111,303	104,717,337	102,565,784	104,510,670
Recovered Costs	0	(130,000)	0	(130,000)
Capital Outlay	<u>5,062,213</u>	<u>13,335,309</u>	<u>14,013,364</u>	<u>4,685,340</u>
TOTAL	<u>\$ 115,119,596</u>	<u>\$ 125,928,736</u>	<u>\$ 124,486,228</u>	<u>\$ 117,354,940</u>

PERSONNEL SUMMARY

ELECTRIC

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Electric Administration (6001)				
Chief Operations Officer	28	1	1	1
Director of Public Utilities	27	1	1	1
Executive Assistant	15	1	1	1
Administrative Technician I	14	0	1	1
Administrative Secretary	10	2	1	1
Engineering and System Planning (6002)				
Utilities Operations Manager	25	1	1	1
Engineering and System Planning Manager	25	1	1	1
Electrical Engineer I-III	21-23	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	24	1	1	1
System Control Technician	21	1	1	1
Generator Systems Technician I-II	16-21	1	1	1
Load Management Technician I-II	14-15	3	3	3
Electric Distribution (6005)				
Electric Distribution Manager	25	1	1	1
Electric Distribution Supervisor	23	2	2	2
Electric Crew Supervisor	22	7	7	7
Electric Service Worker	19	4	4	4
Line Technician I-III & Lead	14-21	25	22	22
Tree Trimmer Supervisor	16	2	2	2
Tree Trimmer I-III	11-13	7	8	8
Heavy Equipment Operator	11	1	0	0
Ground/Line Worker	10	2	5	5
Key Accounts and Marketing (6006)				
Key Accounts Manager	23	1	1	1
Full-time		76	76	76

PERSONNEL SUMMARY

ELECTRIC

Redistribution Notes:

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

CAPITAL OUTLAY

ELECTRIC

Item	New/ Replacement	2018-19 Budget
Engineering and System Planning (6002)		
Advanced Metering Infrastructure	R	800,000
System Control and Communications (6003)		
Load Management Equipment	R	600,000
SCADA RTU Equipment	R	90,000
Load Management Switches	R	160,000
Electric Distribution (6005)		
One (1) Hydro Ax Tractor	R	400,000
One (1) Bucket Truck	R	250,000
One (1) Knuckle Boom Truck	R	100,000
Underground Conduit	R	100,000
Electric Poles and Fixtures	R	300,000
Overhead Conductors	R	300,000
Underground Conductors	R	325,000
Consumer Meters	R	50,000
Underground Infrastructure – Douglas St	R	90,340
Street and Traffic Lighting	R	120,000
Transformers and Devices	R	400,000
One (1) Electric Substation	R	600,000
Total		4,685,340

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 2019 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 334,213	\$ 511,550	\$ 353,020	\$ 625,200
Operating Expenses	9,864,240	10,755,754	10,399,550	10,914,450
Capital Outlay	<u>85,844</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>\$ 10,284,297</u></u>	<u><u>\$ 11,267,304</u></u>	<u><u>\$ 10,752,570</u></u>	<u><u>\$ 11,539,650</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Total amount of power purchased (MWh)	1,285,000	1,300,000	1,300,000
Active electric services	35,112	35,000	35,000
Average distribution costs/kWh	.022	.022	.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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,321,851	\$ 1,317,020	\$ 1,306,050	\$ 1,290,310
Operating Expenses	545,439	1,444,453	1,355,890	1,303,680
Capital Outlay	<u>172,364</u>	<u>744,793</u>	<u>785,000</u>	<u>800,000</u>
TOTAL	<u>\$ 2,039,654</u>	<u>\$ 3,506,266</u>	<u>\$ 3,446,940</u>	<u>\$ 3,393,990</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Breakers replaced	6	6	6
Relay panels replaced	5	5	5
Control house replaced	1	1	1
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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,186,560	\$ 1,212,920	\$ 1,227,610	\$ 1,252,780
Operating Expenses	1,228,392	1,664,374	1,751,690	1,889,180
Capital Outlay	<u>1,338,887</u>	<u>4,966,172</u>	<u>5,195,364</u>	<u>850,000</u>
TOTAL	<u>\$ 3,753,839</u>	<u>\$ 7,843,466</u>	<u>\$ 8,174,664</u>	<u>\$ 3,991,960</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Generators operated	71	78	80
LM switches installed/removed/inspected/replaced	1,744	1,750	1,800
Perform energy audits	127	135	140
Total power savings cost (including LM)	\$15,213,000	\$15,500,000	\$15,750,000

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 86,460,419	\$ 87,283,380	\$ 84,000,000	\$ 86,360,540
TOTAL	<u>\$ 86,460,419</u>	<u>\$ 87,283,380</u>	<u>\$ 84,000,000</u>	<u>\$ 86,360,540</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Maximum monthly peak (MW)	252,000	255,000	255,000
Maximum monthly coincident peak (MW)	191,000	181,000	185,000
Maximum monthly CP load factor	110	102	110

ELECTRIC DISTRIBUTION

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 5,009,962	\$ 4,870,190	\$ 4,924,730	\$ 5,024,190
Operating Expenses	3,924,477	3,337,506	4,798,279	3,774,920
Recovered Costs	0	(130,000)	0	(130,000)
Capital Outlay	<u>3,465,118</u>	<u>7,624,344</u>	<u>8,033,000</u>	<u>3,035,340</u>
TOTAL	<u>\$ 12,399,557</u>	<u>\$ 15,702,040</u>	<u>\$ 17,756,009</u>	<u>\$ 11,704,450</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Poles installed/replaced	1,150	1,250	1,300
News services	375	400	425
Transformers installed/replaced	550	560	570
Feet primary wire installed	150,000	200,000	225,000

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 93,494	\$ 94,410	\$ 95,670	\$ 96,450
Operating Expenses	<u>88,336</u>	<u>231,870</u>	<u>260,375</u>	<u>267,900</u>
TOTAL	<u>\$ 181,830</u>	<u>\$ 326,280</u>	<u>\$ 356,045</u>	<u>\$ 364,350</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 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	5

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 581,398	\$ 1,006,300	\$ 587,340	\$ 987,340
TOTAL	<u>\$ 581,398</u>	<u>\$ 1,006,300</u>	<u>\$ 587,340</u>	<u>\$ 987,340</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 706,598	\$ 737,480	\$ 1,062,000	\$ 767,480
TOTAL	<u>\$ 706,598</u>	<u>\$ 737,480</u>	<u>\$ 1,062,000</u>	<u>\$ 767,480</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 2,468,143	\$ 21,859,710	\$ 21,651,079	\$ 1,788,080
TOTAL	<u>\$ 2,468,143</u>	<u>\$ 21,859,710</u>	<u>\$ 21,651,079</u>	<u>\$ 1,788,080</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Timely servicing of debt obligation	100%	100%	100%
Compliance to all regulatory guidelines and covenants	100%	100%	100%

REVENUE AND EXPENDITURE SUMMARY

GAS

ITEM

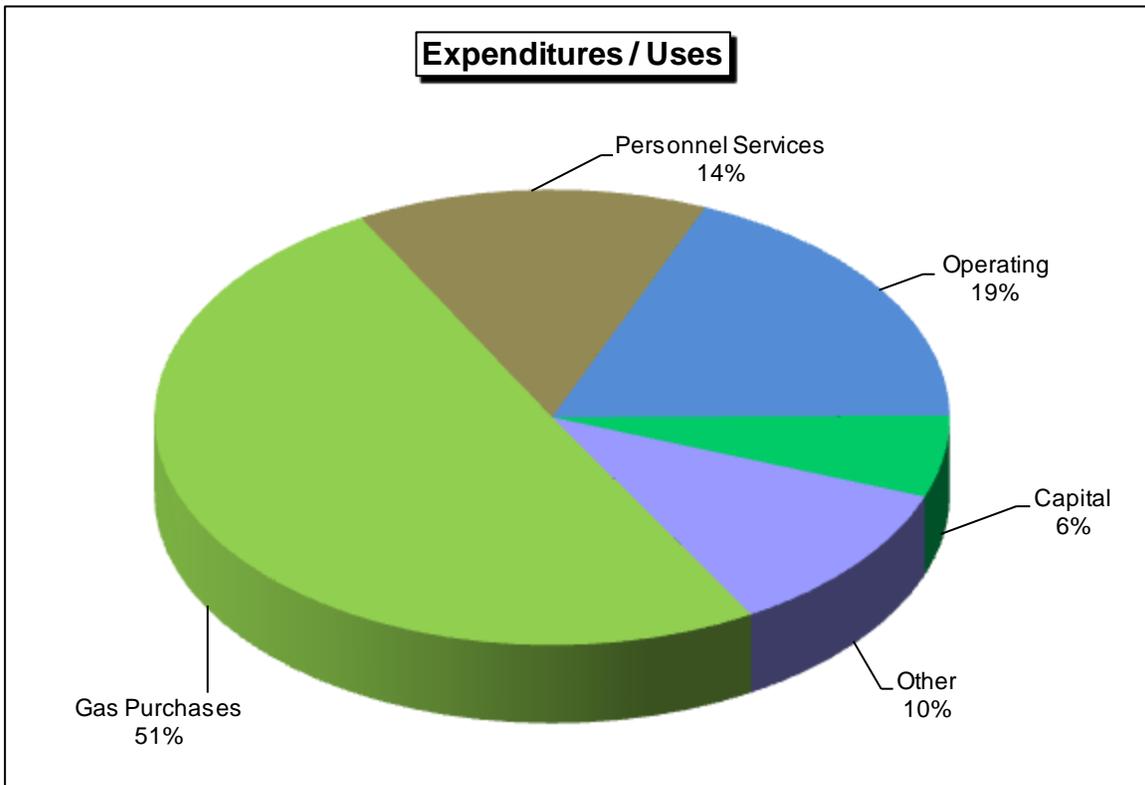
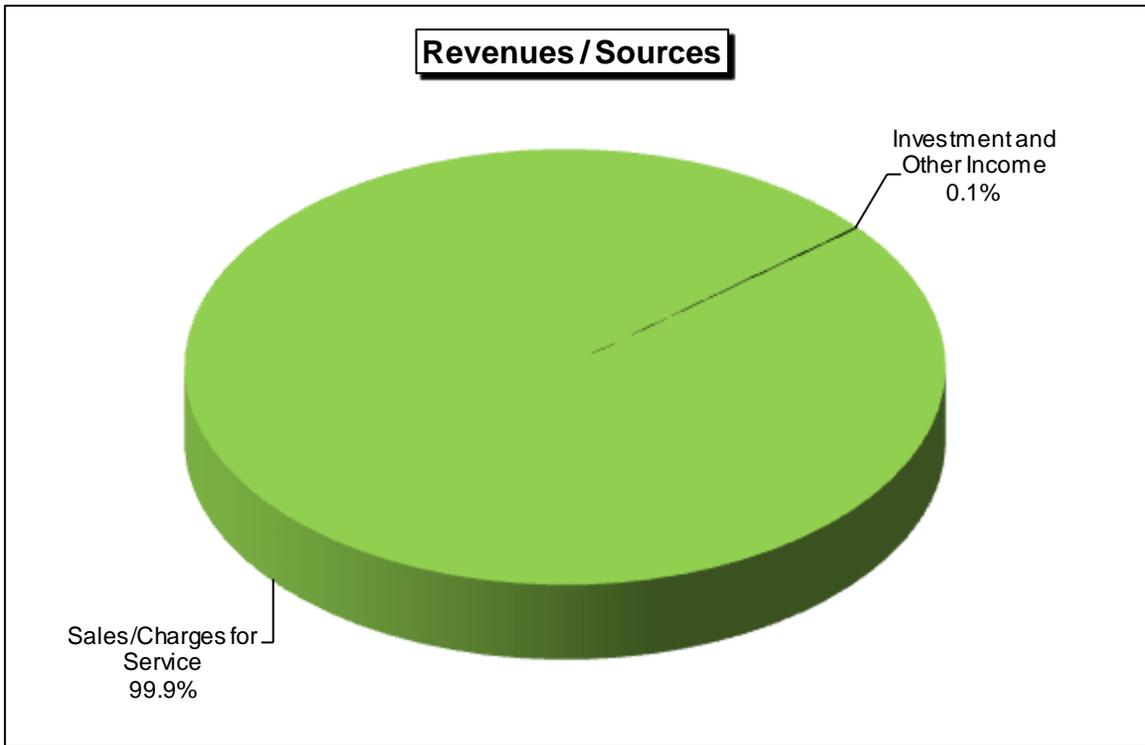
2016-17 Actual 2017-18 Budget 2017-18 Estimated 2018-19 Budget

Revenues, Other Sources, and Fund Balance

Intergovernmental	\$ 1,981	\$ 0	\$ 0	\$ 0
Sales/Charges for Services	14,854,558	17,593,290	17,921,258	17,712,920
Miscellaneous Income	68,723	9,000	75,687	9,000
Investment Income	(8,861)	0	20,721	0
Interfund Transfers In	0	0	271,545	0
Interfund Loan Repayment	200,000	0	200,000	0
Fund Balance Appropriated	<u>0</u>	<u>1,088,635</u>	<u>0</u>	<u>0</u>
 TOTAL	 <u>\$ 15,116,401</u>	 <u>\$ 18,690,925</u>	 <u>\$ 18,489,211</u>	 <u>\$ 17,721,920</u>

Expenditures and Other Uses

Gas Administration	\$ 2,555,518	\$ 2,790,148	\$ 2,626,490	\$ 2,835,860
Gas Distribution	3,927,140	4,160,517	4,050,127	3,704,760
Utility Locators	154,224	144,010	149,651	163,010
Gas Purchases	8,271,269	9,625,000	9,162,080	9,050,000
Governmental Projects	9,570	14,320	9,570	9,570
Debt Service	456,635	447,770	446,382	442,630
Contingency	0	150,000	0	150,000
Interfund Transfers Out	<u>1,343,020</u>	<u>1,359,160</u>	<u>1,359,160</u>	<u>1,366,090</u>
 TOTAL	 <u>\$ 16,717,376</u>	 <u>\$ 18,690,925</u>	 <u>\$ 17,803,460</u>	 <u>\$ 17,721,920</u>



REVENUES, OTHER SOURCES, AND FUND BALANCE
GAS

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
INTERGOVERNMENTAL	\$ 1,981	\$ 0	\$ 0	\$ 0
SALES/CHARGES FOR SERVICES				
Sales to General Consumers	14,718,386	17,462,550	17,747,375	17,538,920
Sales to Other Utilities	<u>136,172</u>	<u>130,740</u>	<u>173,883</u>	<u>174,000</u>
Sub-Total	14,854,558	17,593,290	17,921,258	17,712,920
MISCELLANEOUS INCOME	68,723	9,000	75,687	9,000
INVESTMENT INCOME	(8,861)	0	20,721	0
INTERFUND TRANSFERS IN				
Transfer from Capital Projects	0	0	271,545	0
INTERFUND LOAN REPAYMENT	200,000	0	200,000	0
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated				
(Unassigned)	0	1,047,140	0	0
Encumbrance Balance	<u>0</u>	<u>41,495</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>0</u>	<u>1,088,635</u>	<u>0</u>	<u>0</u>
Total	<u>\$ 15,116,401</u>	<u>\$ 18,690,925</u>	<u>\$ 18,489,211</u>	<u>\$ 17,721,920</u>

DESCRIPTION OF REVENUE SOURCES

GAS

CHARGES FOR SALES AND SERVICE

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

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

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

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

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

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

FUND BALANCE

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

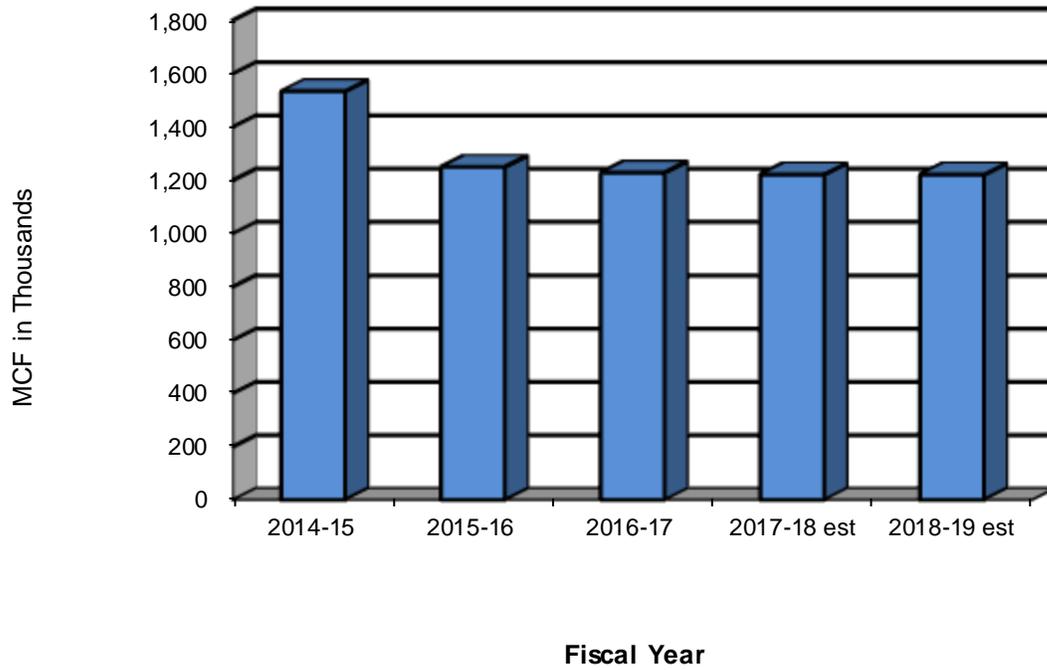
Encumbrance Balance This represents the amount of fund balance at the close of the preceding fiscal year for the financial commitments that are re-appropriated in the subsequent year's budget.

EXPENDITURE SUMMARY

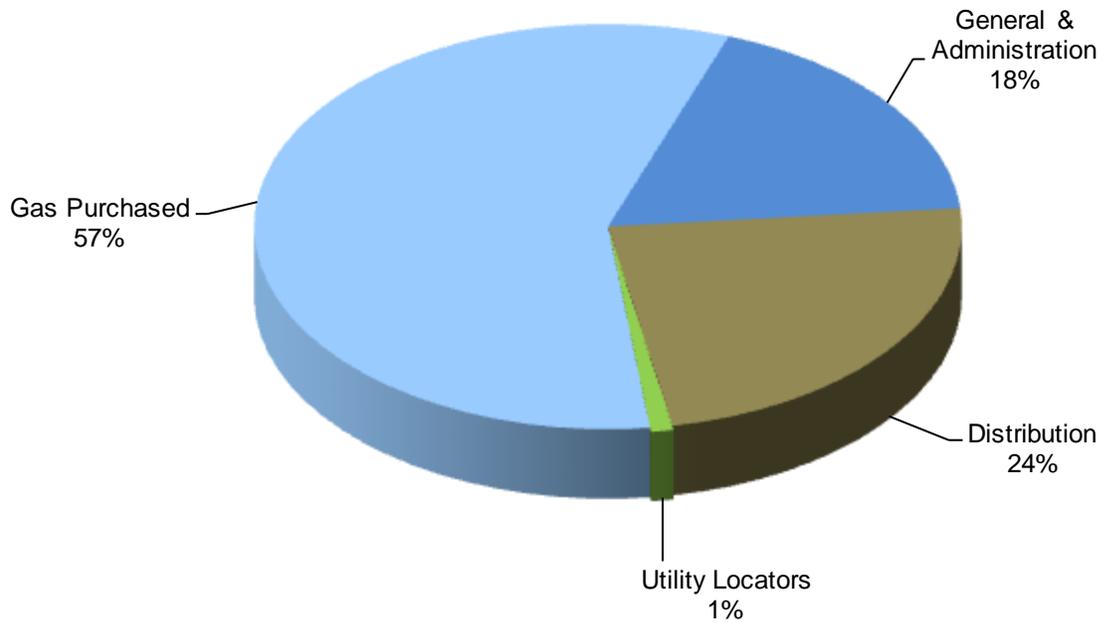
GAS

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Gas Administration				
Personnel Services	\$ 151,768	\$ 190,260	\$ 150,190	\$ 185,730
Operating Expenses	<u>2,403,750</u>	<u>2,599,888</u>	<u>2,476,300</u>	<u>2,650,130</u>
Total	2,555,518	2,790,148	2,626,490	2,835,860
Gas Distribution				
Personnel Services	1,927,888	2,082,790	2,041,440	2,247,650
Operating Expenses	569,714	593,295	575,687	622,110
Recovered Costs	0	(190,000)	0	(190,000)
Capital Outlay	<u>1,429,538</u>	<u>1,674,432</u>	<u>1,433,000</u>	<u>1,025,000</u>
Total	3,927,140	4,160,517	4,050,127	3,704,760
Utility Locators				
Personnel Services	109,837	120,970	125,530	125,340
Operating Costs	53,139	57,590	60,190	64,680
Recovered Costs	(31,883)	(34,550)	(36,069)	(37,010)
Capital Outlay	<u>23,131</u>	<u>0</u>	<u>0</u>	<u>10,000</u>
Total	154,224	144,010	149,651	163,010
Gas Purchases				
Operating Expenses	<u>8,271,269</u>	<u>9,625,000</u>	<u>9,162,080</u>	<u>9,050,000</u>
Total	8,271,269	9,625,000	9,162,080	9,050,000
Other Expenditures				
Debt Service	\$ 456,635	\$ 447,770	\$ 446,382	\$ 442,630
Governmental Projects	9,570	14,320	9,570	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)	129,100	145,240	145,240	152,170
Transfer to Mass Transit Fund	111,000	111,000	111,000	111,000
Contingency	<u>0</u>	<u>150,000</u>	<u>0</u>	<u>150,000</u>
Total	<u>1,809,225</u>	<u>1,971,250</u>	<u>1,815,112</u>	<u>1,968,290</u>
Grand Total	<u>\$ 16,717,376</u>	<u>\$ 18,690,925</u>	<u>\$ 17,803,460</u>	<u>\$ 17,721,920</u>

Gas Sold



Gas Division Estimated Expenditures 2018-2019

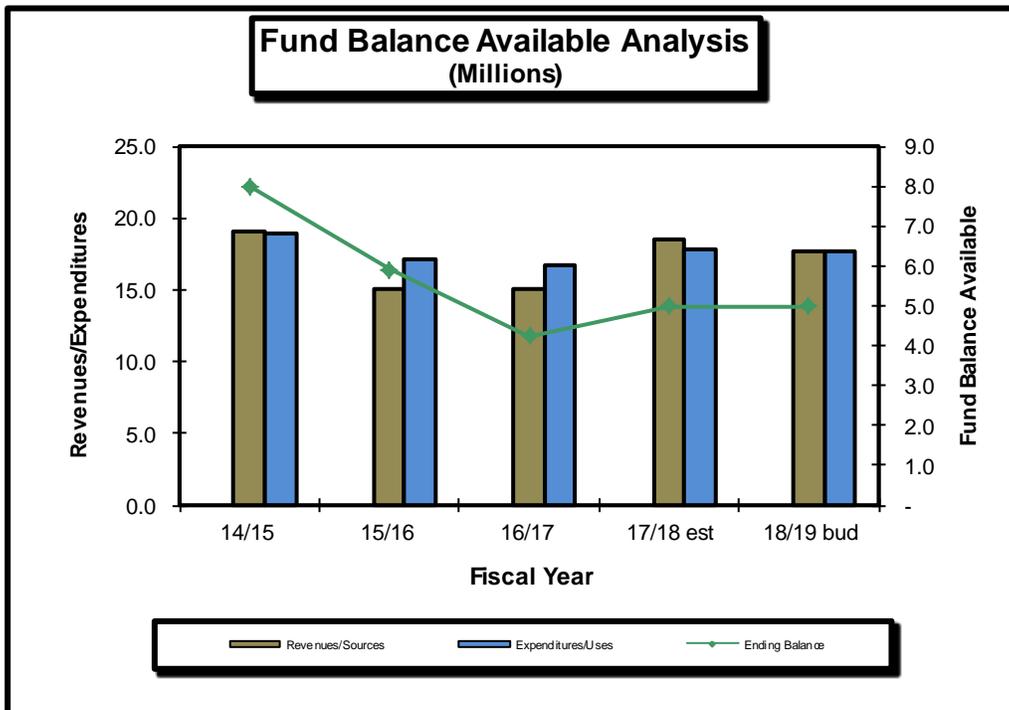


FUND BALANCE AVAILABLE

GAS

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 15,116,401	\$ 17,602,290	\$ 18,489,211	\$ 17,721,920
Expenditures/Other Financing Uses	<u>16,717,376</u>	<u>18,690,925</u>	<u>17,803,460</u>	<u>17,721,920</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ (1,600,975)</u>	<u>\$ (1,088,635)</u>	<u>\$ 685,751</u>	<u>\$ 0</u>
Fund Balance Appropriated	<u>\$ 1,019,398</u>	<u>\$ 1,088,635</u>	<u>\$ 1,088,635</u>	<u>\$ 0</u>
Fund Balance - Beginning of Year	\$ 5,940,247	\$ 4,245,355	\$ 4,245,355	\$ 4,972,601
Increase (Decrease)	<u>(1,694,892)</u>	<u>(1,047,140) *</u>	<u>727,246 *</u>	<u>0</u>
Fund Balance - End of Year	<u>\$ 4,245,355</u>	<u>\$ 3,198,215</u>	<u>\$ 4,972,601</u>	<u>\$ 4,972,601</u>

* Excludes Encumbrances Reappropriated in the amount of \$ 41,495



DEPARTMENT SUMMARY**GAS**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 2,189,493	\$ 2,394,020	\$ 2,317,160	\$ 2,558,720
Operating Expenses	11,297,872	12,875,773	12,274,257	12,386,920
Recovered Costs	(31,883)	(224,550)	(36,069)	(227,010)
Capital Outlay	<u>1,452,669</u>	<u>1,674,432</u>	<u>1,433,000</u>	<u>1,035,000</u>
TOTAL	<u>\$ 14,908,151</u>	<u>\$ 16,719,675</u>	<u>\$ 15,988,348</u>	<u>\$ 15,753,630</u>

PERSONNEL SUMMARY

GAS

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Gas Distribution (6502)				
Gas Distribution Manager	25	1	1	1
Gas Engineer I-III	21-23	1	1	1
Gas Distribution Supervisor	22	1	1	1
Gas Meter and Regulator Supervisor	22	1	1	1
Gas Regulatory Compliance Supervisor	24	1	1	1
GIS Technician I-II	16-17	1	1	1
Welder	20	2	3	3
Gasline Technician I-III & Lead	13-19	13	12	12
Utility Locators (6503)				
Utility Locator I-II	14-15	4	4	4
Full-time		25	25	25

Redistribution Notes:

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

CAPITAL OUTLAY**GAS**

Item	New/ Replacement	2018-19 Budget
Gas Distribution (6502)		
Plastic and Steel Gas Mains	N	200,000
Gas Mains	R	300,000
Gas Services	N	175,000
Consumer Meters	N	350,000
Utility Locators (6503)		
One (1) Acoustic Pipe Locator and Equipment	N	10,000
Total		1,035,000

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 2019 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 151,768	\$ 190,260	\$ 150,190	\$ 185,730
Operating Expenses	<u>2,403,750</u>	<u>2,599,888</u>	<u>2,476,300</u>	<u>2,650,130</u>
TOTAL	<u>\$ 2,555,518</u>	<u>\$ 2,790,148</u>	<u>\$ 2,626,490</u>	<u>\$ 2,835,860</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Gas customers	13,273	13,350	13,475
Key Account Interruptible natural gas customers	6	7	8
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 public 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 to meet current PHMSA regulations

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,927,888	\$ 2,082,790	\$ 2,041,440	\$ 2,247,650
Operating Expenses	569,714	593,295	575,687	622,110
Recovered Costs	0	(190,000)	0	(190,000)
Capital Outlay	<u>1,429,538</u>	<u>1,674,432</u>	<u>1,433,000</u>	<u>1,025,000</u>
TOTAL	<u>\$ 3,927,140</u>	<u>\$ 4,160,517</u>	<u>\$ 4,050,127</u>	<u>\$ 3,704,760</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
New gas services installed	81	95	100
Gas mains installed (miles)	3.21	3.5	4.0
Gas losses on system	2.41%	2.20%	2.00%
Leaks repaired	834	560	500

UTILITY LOCATORS

Description of Services:

Utility Locators are responsible for the timely and accurate response to locate the City's gas, electric, water, sewer, and broadband facilities as requested through the NC 811 system.

PROGRAM GOALS AND INITIATIVES:

- Provide utility locating services for all gas, electric, water, sewer, and broadband infrastructure
- Protect the City's investment in its underground facilities by accurately identifying our assets
- Communicate any deviations/changes to the City's GIS team for proper map placement
- Assist other departments with locating while installing or replacing facilities

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 109,837	\$ 120,970	\$ 125,530	\$ 125,340
Operating Expenses	53,139	57,590	60,190	64,680
Recovered Costs	(31,883)	(34,550)	(36,069)	(37,010)
Capital Outlay	<u>23,131</u>	<u>0</u>	<u>0</u>	<u>10,000</u>
TOTAL	<u>\$ 154,224</u>	<u>\$ 144,010</u>	<u>\$ 149,651</u>	<u>\$ 163,010</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Locates performed annually	10,456	8,524	9,000

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 8,271,269	\$ 9,625,000	\$ 9,162,080	\$ 9,050,000
TOTAL	\$ 8,271,269	\$ 9,625,000	\$ 9,162,080	\$ 9,050,000

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Natural gas accounts	13,273	13,350	13,475
Hedged purchases	75%	75%	75%
Settle price/spot gas purchases	25%	25%	25%
Interruptions of natural gas customers	1	1	1

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 9,570	\$ 14,320	\$ 9,570	\$ 9,570
TOTAL	<u>\$ 9,570</u>	<u>\$ 14,320</u>	<u>\$ 9,570</u>	<u>\$ 9,570</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 456,635	\$ 447,770	\$ 446,382	\$ 442,630
TOTAL	<u>\$ 456,635</u>	<u>\$ 447,770</u>	<u>\$ 446,382</u>	<u>\$ 442,630</u>

PERFORMANCE INDICATORS:

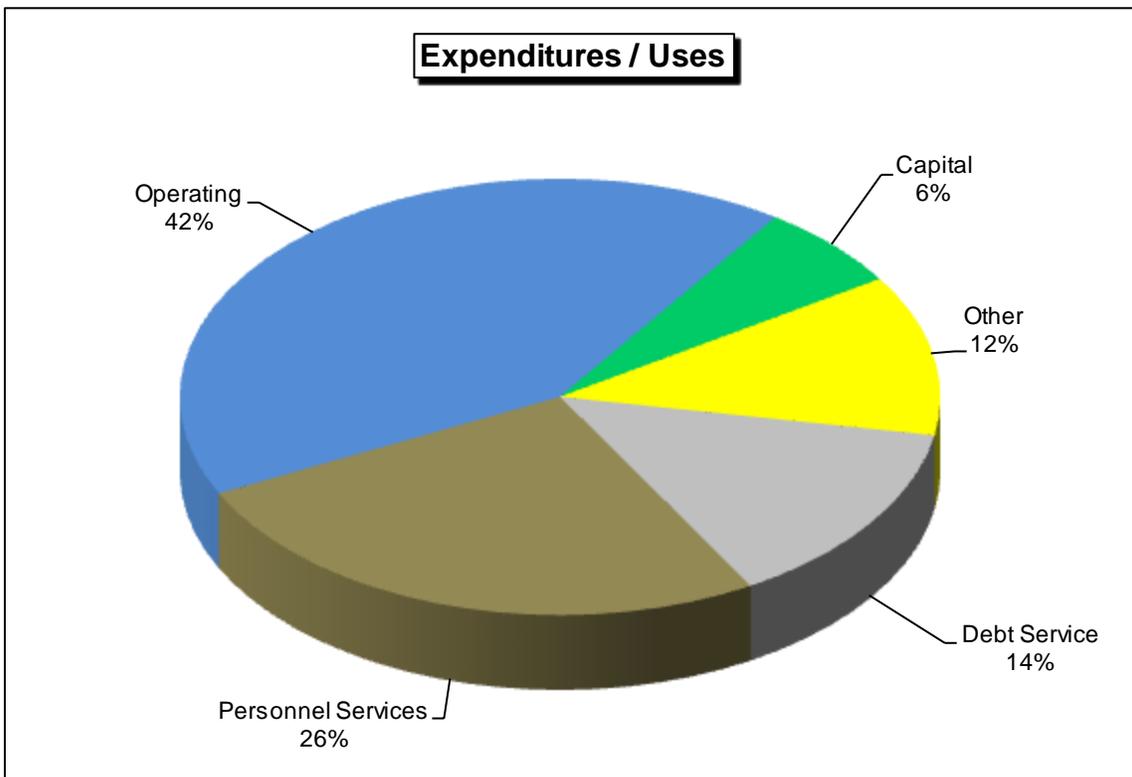
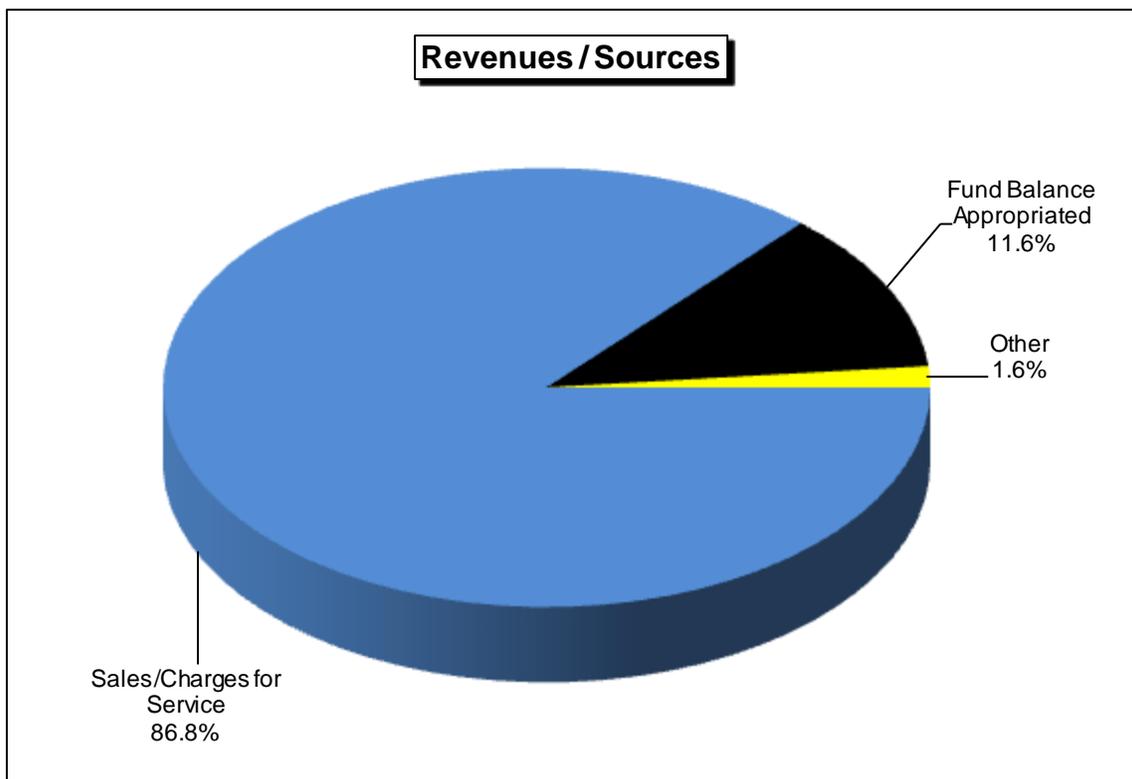
Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Timely servicing of debt obligation	100%	100%	100%
Compliance to all regulatory guidelines and covenants	100%	100%	100%

REVENUE AND EXPENDITURE SUMMARY
WATER RESOURCES
ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Revenues, Other Sources, and Fund Balance</u>				
Intergovernmental	\$ 325,360	\$ 0	\$ 111,520	\$ 0
Sales/Charges for Services	24,650,938	25,602,570	24,550,343	24,898,500
Miscellaneous Income	494,320	701,940	1,877,363	448,000
Investment Income	(6,042)	0	49,352	0
Interfund Transfers In	1,214,000	0	0	0
Fund Balance Appropriated	<u>0</u>	<u>1,384,717</u>	<u>0</u>	<u>3,421,650</u>
TOTAL	<u>\$ 26,678,576</u>	<u>\$ 27,689,227</u>	<u>\$ 26,588,578</u>	<u>\$ 28,768,150</u>

Expenditures and Other Uses

Water Resources Administration	\$ 3,448,637	\$ 3,728,663	\$ 3,549,842	\$ 3,997,110
Water Treatment	4,309,947	5,748,552	4,799,650	4,863,300
Water Distribution	3,714,701	3,779,286	3,782,294	4,031,170
Water Reclamation	5,144,075	5,699,806	5,157,163	5,661,160
Wastewater Collection	2,450,265	3,463,230	3,257,613	2,612,020
Debt Service	4,301,015	4,182,910	4,184,621	4,084,390
Contingency	0	200,000	0	200,000
Interfund Transfers Out	<u>3,149,600</u>	<u>886,780</u>	<u>886,780</u>	<u>3,319,000</u>
TOTAL	<u>\$ 26,518,240</u>	<u>\$ 27,689,227</u>	<u>\$ 25,617,963</u>	<u>\$ 28,768,150</u>



REVENUES, OTHER SOURCES, AND FUND BALANCE
WATER RESOURCES

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
INTERGOVERNMENTAL	\$ 325,360	\$ 0	\$ 111,520	\$ 0
SALES/CHARGES FOR SERVICES				
Sales to General Consumers	11,563,118	12,357,060	11,520,643	11,756,500
Sales to Other Utilities	120,371	100,000	123,510	100,000
Municipal Fire Hydrants	23,814	24,000	23,814	24,000
Water Tap Fees	26,625	15,000	20,352	15,000
Sanitary Sewer Charges	<u>12,917,010</u>	<u>13,106,510</u>	<u>12,862,024</u>	<u>13,003,000</u>
Sub-Total	24,650,938	25,602,570	24,550,343	24,898,500
MISCELLANEOUS INCOME	494,320	701,940	1,877,363	448,000
INVESTMENT INCOME	(6,042)	0	49,352	0
INTERFUND TRANSFERS IN				
Transfer from Water Resource Capital Reserve Fund	<u>1,214,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>1,214,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated				
(Unassigned)	0	474,460	0	3,421,650
Encumbrance Balance	<u>0</u>	<u>910,257</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>0</u>	<u>1,384,717</u>	<u>0</u>	<u>3,421,650</u>
Total	<u>\$ 26,678,576</u>	<u>\$ 27,689,227</u>	<u>\$ 26,588,578</u>	<u>\$ 28,768,150</u>

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.

EXPENDITURE SUMMARY**WATER RESOURCES**

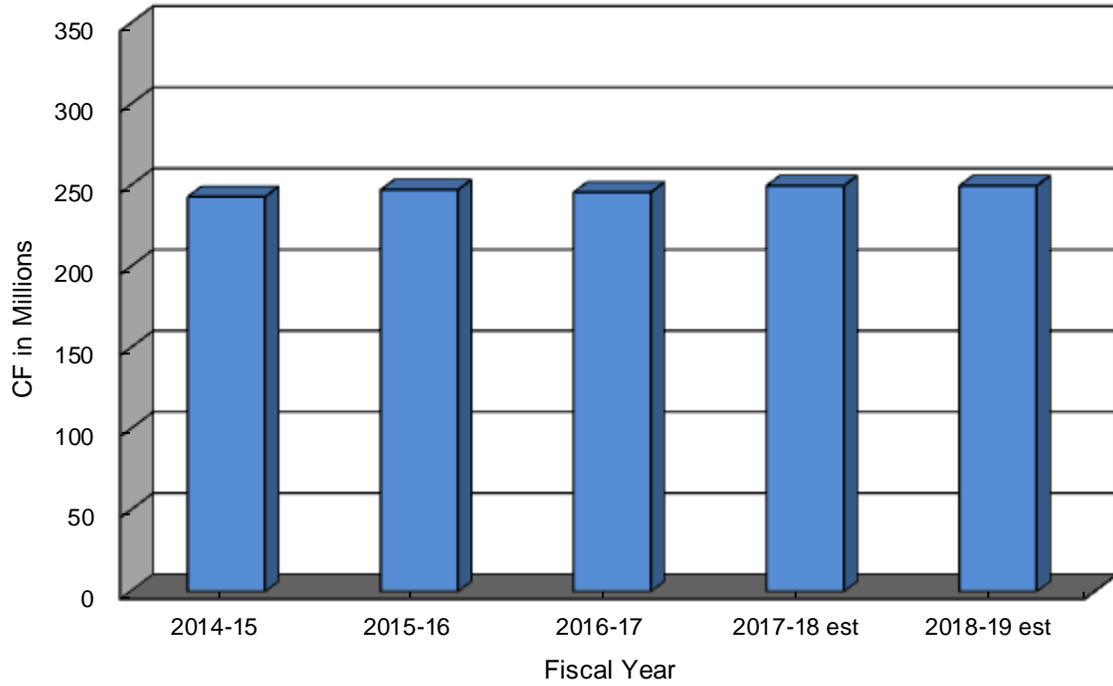
ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Water Resources Administration				
Personnel Services	\$ 146,591	\$ 173,040	\$ 156,320	\$ 283,870
Operating Expenses	<u>3,302,046</u>	<u>3,555,623</u>	<u>3,393,522</u>	<u>3,713,240</u>
Total	3,448,637	3,728,663	3,549,842	3,997,110
Water Treatment				
Personnel Services	1,435,376	1,590,610	1,497,830	1,557,480
Operating Expenses	2,531,996	2,901,486	2,772,285	2,994,820
Capital Outlay	<u>342,575</u>	<u>1,256,456</u>	<u>529,535</u>	<u>311,000</u>
Total	4,309,947	5,748,552	4,799,650	4,863,300
Water Distribution				
Personnel Services	1,389,855	1,518,980	1,375,110	1,546,720
Operating Expenses	1,334,754	1,440,306	1,400,640	1,503,450
Recovered Costs	0	(100,000)	0	(100,000)
Capital Outlay	<u>990,092</u>	<u>920,000</u>	<u>1,006,544</u>	<u>1,081,000</u>
Total	3,714,701	3,779,286	3,782,294	4,031,170
Water Reclamation				
Personnel Services	2,138,632	2,235,810	2,123,860	2,321,800
Operating Expenses	2,462,203	3,123,093	2,699,400	2,995,860
Capital Outlay	<u>543,240</u>	<u>340,903</u>	<u>333,903</u>	<u>343,500</u>
Total	5,144,075	5,699,806	5,157,163	5,661,160
Wastewater Collection				
Personnel Services	1,762,992	1,923,970	1,752,220	1,972,930
Operating Expenses	1,065,385	1,074,678	1,055,393	1,160,590
Recovered Costs	(796,294)	(650,000)	(750,000)	(650,000)
Capital Outlay	<u>418,182</u>	<u>1,114,582</u>	<u>1,200,000</u>	<u>128,500</u>
Total	2,450,265	3,463,230	3,257,613	2,612,020

EXPENDITURE SUMMARY

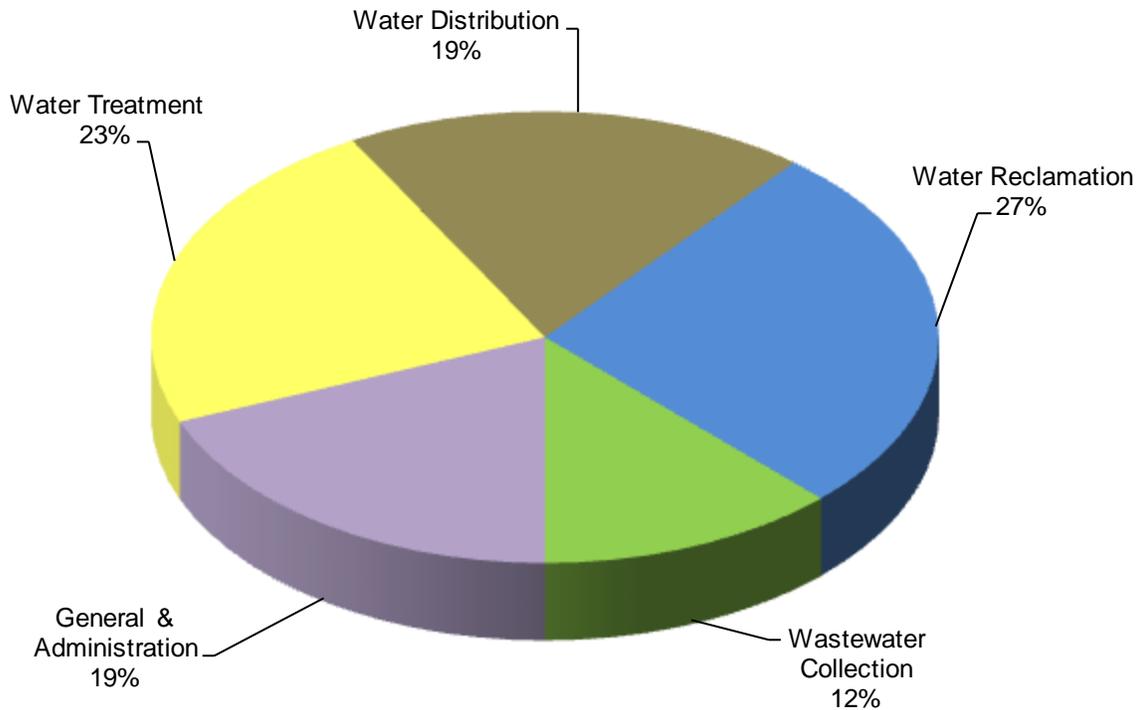
WATER RESOURCES

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Other Expenditures				
Debt Service	\$ 4,301,015	\$ 4,182,910	\$ 4,184,621	\$ 4,084,390
Contingency	0	200,000	0	200,000
Transfer to 12" Water Main Extension Hwy 42 (Airport Road to Lamm Road) Project	0	0	0	419,000
Transfer to Water Resources Capital Reserve Fund	456,600	156,780	156,780	0
Transfer to Woodard Parkway Infrastructure Capital Project Fund	150,000	0	0	0
Transfer to Basin Renovation/Filter Rebuild Wiggins Mill & Toisnot Capital Project Fund	580,000	500,000	500,000	1,200,000
Transfer to New Blower and Aeration Controls Capital Project Fund	1,214,000	230,000	230,000	0
Transfer to Wiggins Mill Dam & Pump Station Mitigation Capital Project Fund	0	0	0	1,400,000
Transfer to Economic Community Investment Whirligig Project Capital Project Fund	80,000	0	0	0
Transfer to Longview and Stantonsburg Pump Stations Upgrade Capital Project Fund	669,000	0	0	0
Transfer to Wiggins Mill Expansion from 12 to 16 MGD and 480 Volt Electrical Conversion Project	0	0	0	300,000
Total	<u>7,450,615</u>	<u>5,269,690</u>	<u>5,071,401</u>	<u>7,603,390</u>
Grand Total	<u>\$ 26,518,240</u>	<u>\$ 27,689,227</u>	<u>\$ 25,617,963</u>	<u>\$ 28,768,150</u>

Water Sold



Water Resources Division Estimated Expenditures 2018-2019



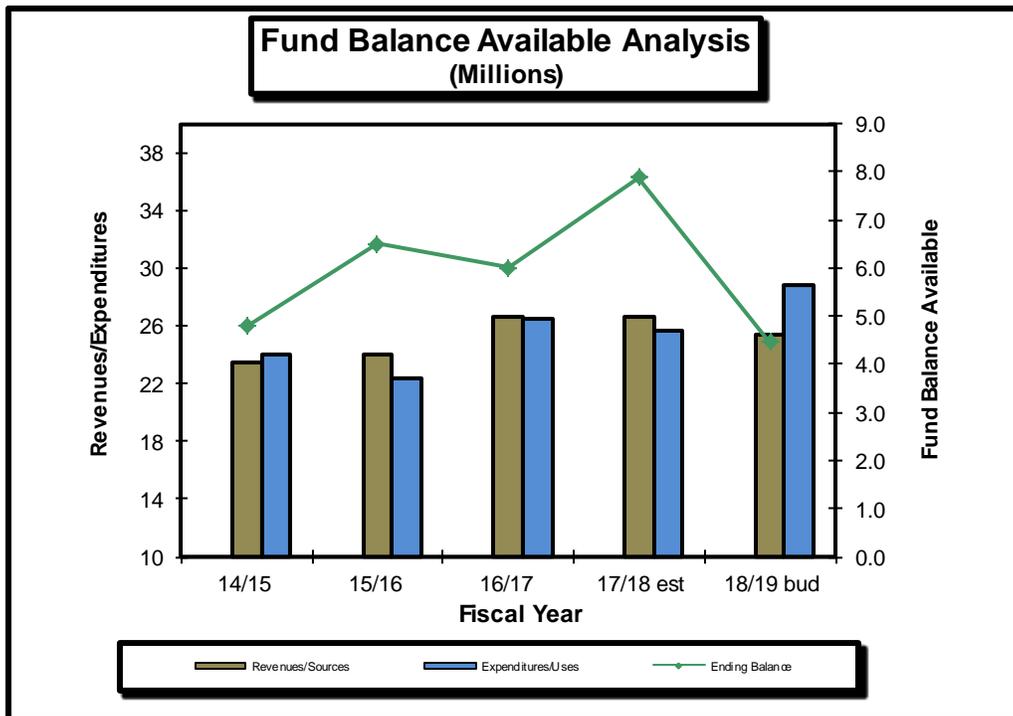
FUND BALANCE AVAILABLE

WATER RESOURCES

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 26,678,576	\$ 26,304,510	\$ 26,588,578	\$ 25,346,500
Expenditures/Other Financing Uses	<u>26,518,240</u>	<u>27,689,227</u>	<u>25,617,963</u>	<u>28,768,150</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ 160,336</u>	<u>\$ (1,384,717)</u>	<u>\$ 970,615</u>	<u>\$ (3,421,650)</u>
Fund Balance Appropriated	<u>\$ 2,096,521</u>	<u>\$ 1,384,717</u>	<u>\$ 1,384,717</u>	<u>\$ 3,421,650</u>
Fund Balance - Beginning of Year	\$ 6,465,092	\$ 6,000,480	\$ 6,000,480	\$ 7,881,352
Increase (Decrease)	<u>(464,612)</u>	<u>(474,460) *</u>	<u>1,880,872 *</u>	<u>(3,421,650) *</u>
Fund Balance - End of Year	<u>\$ 6,000,480</u>	<u>\$ 5,526,020</u>	<u>\$ 7,881,352</u>	<u>\$ 4,459,702</u>

* Excludes Encumbrances Reappropriated in the amount of \$ 910,257



DEPARTMENT SUMMARY**WATER RESOURCES**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 6,873,446	\$ 7,442,410	\$ 6,905,340	\$ 7,682,800
Operating Expenses	10,696,384	12,095,186	11,321,240	12,367,960
Recovered Costs	(796,294)	(750,000)	(750,000)	(750,000)
Capital Outlay	<u>2,294,089</u>	<u>3,631,941</u>	<u>3,069,982</u>	<u>1,864,000</u>
TOTAL	<u>\$ 19,067,625</u>	<u>\$ 22,419,537</u>	<u>\$ 20,546,562</u>	<u>\$ 21,164,760</u>

PERSONNEL SUMMARY

WATER RESOURCES

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Water Resources Administration (7001)				
Director of Water Resources	25	0	1	1
Administrative Assistant	13	1	1	1
Part-time Public Services Dispatcher	10	1	0	0
Water Treatment (7002)				
Director of Water Resources	25	1	0	0
Water Treatment Division Manager	23	1	1	1
Water Treatment Operations & Maintenance Supervisor	19	1	1	1
Water Plant Lead Operator	17	2	1	1
Laboratory Supervisor	16	1	1	1
Water Treatment Plant Mechanic	14	4	4	4
Water Plant Operator I-III *	12-14	8	12	12
Administrative Assistant	13	1	0	0
Water Resources Technician I-II	7-10	1	1	1
Part-time Lab Technician I	12	0	1	1
Water Distribution (7003)				
Water Infrastructure Supervisor	19	1	1	1
Crew Supervisor	16	1	1	1
GIS Technician I-II	16-17	0	0	1
Cross Connection Coordinator	14	1	1	1
Water Meter Coordinator	14	1	1	1
Systems Hydraulic Modeler	14	1	1	0
Special Projects Technician	14	2	2	2
Program Assistant	12	1	1	1
Water Resources Technician I-IV	7-13	9	9	9
Equipment Operator I-III	10-12	3	3	3
Water Reclamation (7004)				
Water Reclamation Division Manager	23	1	1	1
Wastewater Operations/Maintenance Supervisor	19	1	1	1
Chemist	18	1	1	1
Water Reclamation Compliance Coordinator	18	1	1	1
Lead Wastewater Treatment Plant Operator	17	1	1	1
Lead Plant Mechanic	16	1	1	1
Wastewater Plant Mechanic	14	3	3	3
Wastewater Treatment Operator I-III	12-14	10	11	11
Laboratory Technician I-II	12-13	5	4	4
Water Resources Technician I-IV	7-13	6	6	6
Administrative Secretary	10	1	1	1

PERSONNEL SUMMARY

WATER RESOURCES

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Wastewater Collection (7005)				
Water Infrastructure Division Manager	23	0	1	1
Crew Supervisor	16	1	1	1
Sewer Monitoring Technician	14	1	1	1
Grease Trap Coordinator	14	1	1	1
Water Resource Technician I-IV	7-13	21	21	21
Equipment Operator I-II	10-11	3	3	3
Full-time		99	100	100
Overhires for FY 2018 & 2019 only*		0	2	2
Part-time		1	1	1

Redistribution Notes:

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

CAPITAL OUTLAY

WATER RESOURCES

Item	New/ Replacement	2018-19 Budget
Water Treatment (7002)		
SCADA Wiggins Mill/Toisnot – Phase VI	N	100,000
Electrical Switchgear/Motor Control Center at Toisnot	R	100,000
Filter Influent Valves at Wiggins Mill	N	60,000
Upchurch BPS HVAC	N	6,000
One (1) Pump Primer System	R	45,000
Water Distribution (7003)		
AMI Equipment	N	700,000
One (1) Excavator	R	60,000
One (1) Dumptruck	R	122,500
One (1) Pickup Truck w/extended cab	R	28,500
Water Mains	N	100,000
Fire Hydrants	N	15,000
Water Services	N	25,000
Residential Meters	N	15,000
Industrial Meters	N	15,000
Water Reclamation (7004)		
Blower Upgrade Project – Phase III	R	200,000
One (1) Pickup Truck w/extended cab	N	29,500
One (1) Side Cutter	R	9,000
One (1) Copier	R	7,500
One (1) Metal Analysis Lab Instrument	R	97,500
Wastewater Collection (7005)		
Sewer Mains	N	100,000
One (1) Pickup Truck w/extended cab	R	28,500
Total		1,864,000

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 2019 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, economic development, geographic information systems (GIS), rate structure, public relations, contract negotiations, Neuse River Basin Association, the Neuse River Compliance Association, and the Water Quality Association activities, water reclamation and reuse, Buckhorn (economic and recreational potential), and CIP and infrastructure planning.

PROGRAM GOALS AND INITIATIVES:

- Provide administrative, technical, and engineering support to the Water Resources operating divisions
- Promote and plan for economic development
- Develop and maintain a rate structure that supports the current system and provides for future upgrades and expansion as dictated by growth along with replacement of existing infrastructure in a planned manner.
- Recommend a rate structure that supports operating and capital improvement costs without compromising the City's ability to attract economic development
- Provide for redundancy of service for 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, and education
- Coordinate projects between the Water, Water Reclamation, 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 146,591	\$ 173,040	\$ 156,320	\$ 283,870
Operating Expenses	<u>3,302,046</u>	<u>3,555,623</u>	<u>3,393,522</u>	<u>3,713,240</u>
TOTAL	<u>\$ 3,448,637</u>	<u>\$ 3,728,663</u>	<u>\$ 3,549,842</u>	<u>\$ 3,997,110</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Volume water billed (million CF)	246	246	250
Volume of wastewater billed (million CF)	192	192	195
Annual number of tour participants	590	400	500

WATER TREATMENT

Description of Services:

Water Treatment is responsible for operating and maintaining two water plants, complying with State and Federal drinking water 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, Operations 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 customers 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, 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,435,376	\$ 1,590,610	\$ 1,497,830	\$ 1,557,480
Operating Expenses	2,531,996	2,901,486	2,772,285	2,994,820
Capital Outlay	<u>342,575</u>	<u>1,256,456</u>	<u>529,535</u>	<u>311,000</u>
TOTAL	<u>\$ 4,309,947</u>	<u>\$ 5,748,552</u>	<u>\$ 4,799,650</u>	<u>\$ 4,863,300</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Average daily production (MGD)	8.678	8.700	8.750
Operating cost/million gallons produced	\$1,193	\$1,220	\$1,240
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, ULOCO services, 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 99.9998%
- 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, maintenance efforts, and leak detection programs
- Continue to improve GIS capabilities, hydraulic modeling, and condition assessment of the distribution system

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,389,855	\$ 1,518,980	\$ 1,375,110	\$ 1,546,720
Operating Expenses	1,334,754	1,440,306	1,400,640	1,503,450
Recovered Costs	0	(100,000)	0	(100,000)
Capital Outlay	<u>990,092</u>	<u>920,000</u>	<u>1,006,544</u>	<u>1,081,000</u>
TOTAL	<u>\$ 3,714,701</u>	<u>\$ 3,779,286</u>	<u>\$ 3,782,294</u>	<u>\$ 4,031,170</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Miles of water lines maintained (including re-use mains)	423.6	425.6	428
Miles of new water lines installed or replaced	0.6	3.0	3.0
Number of meters changed out	5,673	6,000	6,000
Number of services maintained	21,654	21,800	22,000

WATER RECLAMATION

Description of Services:

Water Reclamation is responsible for operating and maintaining wastewater treatment plant, pump station management, 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, stormwater 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 discharge is among the best in North Carolina and the LNBA.
- 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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 2,138,632	\$ 2,235,810	\$ 2,123,860	\$ 2,321,800
Operating Expenses	2,462,203	3,123,093	2,699,400	2,995,860
Capital Outlay	<u>543,240</u>	<u>340,903</u>	<u>333,903</u>	<u>343,500</u>
TOTAL	<u>\$ 5,144,075</u>	<u>\$ 5,699,806</u>	<u>\$ 5,157,163</u>	<u>\$ 5,661,160</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Average daily flow treated (MGD)	9.03	8.94	8.5
Treatment cost per million gallons treated	\$1,339	\$1,379	\$1,400
Average Total Nitrogen concentration (mg/l)	2.43	2.35	2.1
NCDEQ regulatory compliance (# of violations)	0	0	0

WASTEWATER COLLECTION

Description of Services:

Wastewater Collection is responsible for installing and repairing stormwater mains, sanitary sewer mains, taps, and catch basins, cleaning sewer mains, taps, and stormwater basins, locating and reducing inflow/infiltration, TV inspection of sanitary sewer lines, taps, and stormwater lines, utility locates, NPDES permit compliance, pre-treatment and grease trap programs, and cleaning drainage canals and culverts.

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 water systems
- Continue TV inspection and smoke testing programs to evaluate lines, detect problems, and plan work
- Continue manhole rehab, pipe lining, and pipe bursting programs to more efficiently replace and renovate old infrastructure
- Conduct public relations and educational outreach regarding wastewater issues

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 1,762,992	\$ 1,923,970	\$ 1,752,220	\$ 1,972,930
Operating Expenses	1,065,385	1,074,678	1,055,393	1,160,590
Recovered Costs	(796,294)	(650,000)	(750,000)	(650,000)
Capital Outlay	<u>418,182</u>	<u>1,114,582</u>	<u>1,200,000</u>	<u>128,500</u>
TOTAL	<u>\$ 2,450,265</u>	<u>\$ 3,463,230</u>	<u>\$ 3,257,613</u>	<u>\$ 2,612,020</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Miles sanitary sewer maintained (includes force mains)	354.6	358.6	360
Miles sanitary sewer lines installed or replaced	1.3	5.0	5.0
Total number of services maintained	19,788	19,850	19,900

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 4,301,015	\$ 4,182,910	\$ 4,184,621	\$ 4,084,390
TOTAL	<u>\$ 4,301,015</u>	<u>\$ 4,182,910</u>	<u>\$ 4,184,621</u>	<u>\$ 4,084,390</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Timely servicing of debt obligation	100%	100%	100%
% Compliance to all regulatory guidelines and covenants	100%	100%	100%

REVENUE AND EXPENDITURE SUMMARY

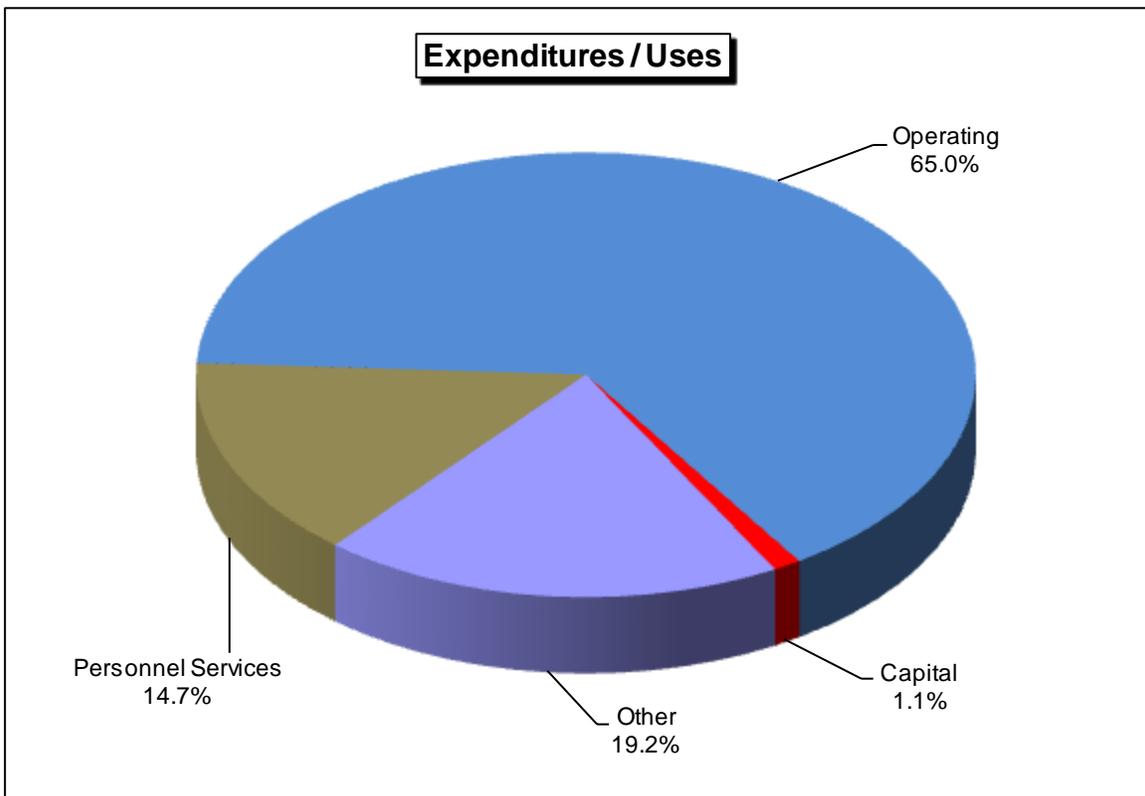
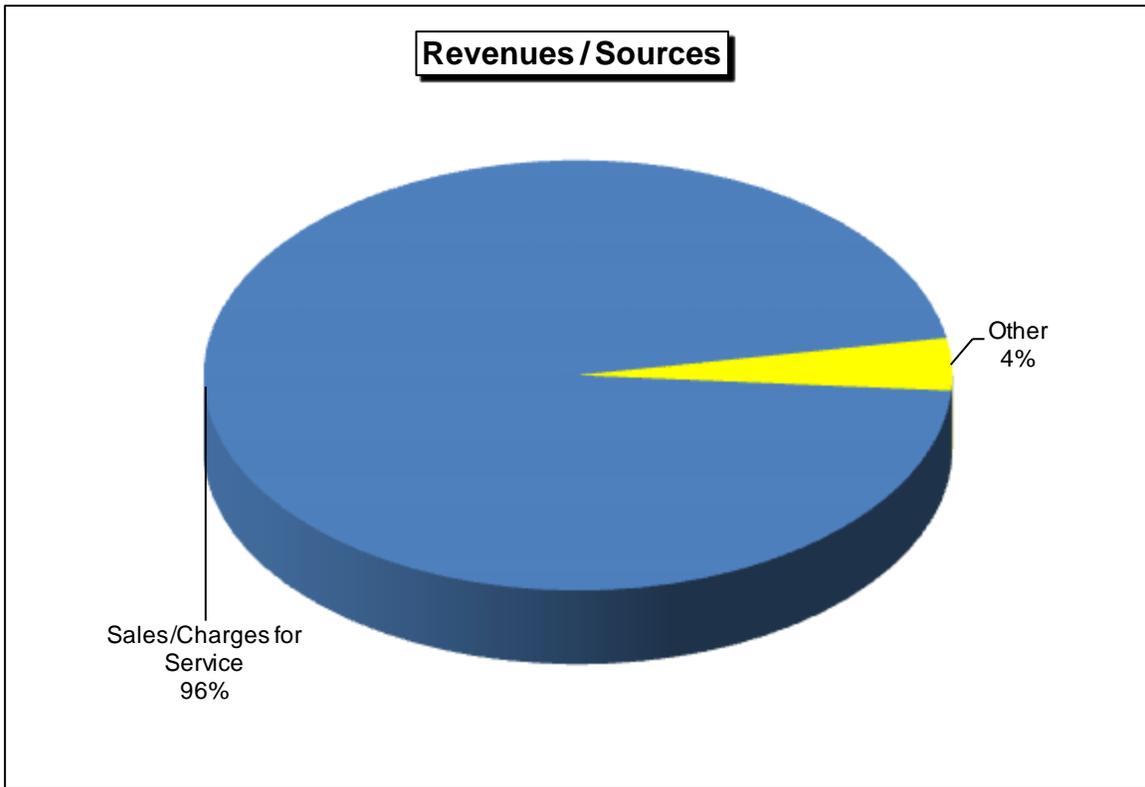
BROADBAND

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Revenues, Other Sources, and Fund Balance</u>				
Intergovernmental	\$ 127,712	\$ 0	\$ 0	\$ 0
Sales/Charges for Services	14,016,980	14,929,860	14,907,906	15,677,860
Miscellaneous Income	1,489,388	1,105,020	1,137,081	636,940
Investment Income	4,685	10,000	12,804	0
Proceeds from Debt Refunding	0	20,085,010	20,172,131	0
Fund Balance Appropriated	<u>0</u>	<u>293,136</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$ 15,638,765</u>	<u>\$ 36,423,026</u>	<u>\$ 36,229,922</u>	<u>\$ 16,314,800</u>

Expenditures and Other Uses

Broadband Administration	\$ 1,104,702	\$ 1,030,356	\$ 1,041,160	\$ 1,070,920
Broadband Operations	3,503,852	3,088,120	3,030,975	2,907,690
Broadband Headend Engineering	905,755	1,012,300	1,123,020	1,055,460
Broadband Programming	6,478,479	7,069,500	6,917,780	7,146,000
Technical Support Services	(119,094)	240,990	85,157	347,410
Unified Communications Center	137,357	98,800	99,559	106,090
Debt Service	3,216,213	23,682,960	23,633,805	3,446,680
Loan Repayment	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>234,550</u>
TOTAL	<u>\$ 15,427,264</u>	<u>\$ 36,423,026</u>	<u>\$ 36,131,456</u>	<u>\$ 16,314,800</u>



REVENUES, OTHER SOURCES, AND FUND BALANCE

BROADBAND

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
INTERGOVERNMENTAL	\$ 127,712	\$ 0	\$ 0	\$ 0
SALES/CHARGES FOR SERVICES				
Video Service Sales	4,946,765	5,488,000	5,409,424	5,587,500
Phone Services Sales	2,644,194	2,688,500	2,700,008	2,767,000
Internet Services Sales	4,111,232	4,400,000	4,487,876	5,000,000
Metronet Services Sales	1,204,913	1,246,160	1,203,869	1,221,160
AMI Infrastructure Charge	1,090,200	1,090,200	1,090,200	1,090,200
Installation/Equipment Charges	<u>19,676</u>	<u>17,000</u>	<u>16,529</u>	<u>12,000</u>
Sub-Total	<u>14,016,980</u>	<u>14,929,860</u>	<u>14,907,906</u>	<u>15,677,860</u>
MISCELLANEOUS INCOME	1,489,388	1,105,020	1,137,081	636,940
INVESTMENT INCOME	4,685	10,000	12,804	0
PROCEEDS FROM				
DEBT REFUNDING	0	20,085,010	20,172,131	0
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated				
(Unassigned)	0	273,000	0	0
Encumbrance Balance	<u>0</u>	<u>20,136</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>0</u>	<u>293,136</u>	<u>0</u>	<u>0</u>
Total	<u>\$ 15,638,765</u>	<u>\$ 36,423,026</u>	<u>\$ 36,229,922</u>	<u>\$ 16,314,800</u>

SALES/CHARGES FOR SERVICE

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

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

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

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

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

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

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

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

FUND BALANCE

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

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

EXPENDITURE SUMMARY**BROADBAND**

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Broadband Administration				
Personnel Services	\$ 384,614	\$ 396,980	\$ 385,630	\$ 394,120
Operating Expenses	<u>720,088</u>	<u>633,376</u>	<u>655,530</u>	<u>676,800</u>
Total	1,104,702	1,030,356	1,041,160	1,070,920
Broadband Operations				
Personnel Services	869,811	1,007,570	952,010	1,006,320
Operating Expenses	1,980,180	2,080,550	2,078,965	1,901,370
Capital Outlay	<u>653,861</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3,503,852	3,088,120	3,030,975	2,907,690
Broadband Headend Engineering				
Personnel Services	419,176	449,840	464,960	471,080
Operating Expenses	<u>486,579</u>	<u>562,460</u>	<u>658,060</u>	<u>584,380</u>
Total	905,755	1,012,300	1,123,020	1,055,460
Broadband Programming				
Operating Expenses	<u>6,478,479</u>	<u>7,069,500</u>	<u>6,917,780</u>	<u>7,146,000</u>
Total	6,478,479	7,069,500	6,917,780	7,146,000
Technical Support Services				
Personnel Services	717,222	815,990	843,430	863,730
Operating Expenses	1,579,835	1,873,000	1,703,877	1,987,500
Recovered Costs	(2,429,300)	(2,462,150)	(2,477,185)	(2,723,350)
Capital Outlay	<u>13,149</u>	<u>14,150</u>	<u>15,035</u>	<u>219,530</u>
Total	(119,094)	240,990	85,157	347,410
Unified Communications Center				
Personnel Services	81,131	88,880	81,290	91,430
Operating Expenses	191,001	124,020	151,595	183,310
Recovered Costs	<u>(134,775)</u>	<u>(114,100)</u>	<u>(133,326)</u>	<u>(168,650)</u>
Total	137,357	98,800	99,559	106,090

EXPENDITURE SUMMARY**BROADBAND**

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Other Expenditures				
Debt Service	3,216,213	23,682,960	23,633,805	3,446,680
Interfund Loan Repayment	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>234,550</u>
Total	<u>3,416,213</u>	<u>23,882,960</u>	<u>23,833,805</u>	<u>3,681,230</u>
Grand Total	<u>\$ 15,427,264</u>	<u>\$ 36,423,026</u>	<u>\$ 36,131,456</u>	<u>\$ 16,314,800</u>

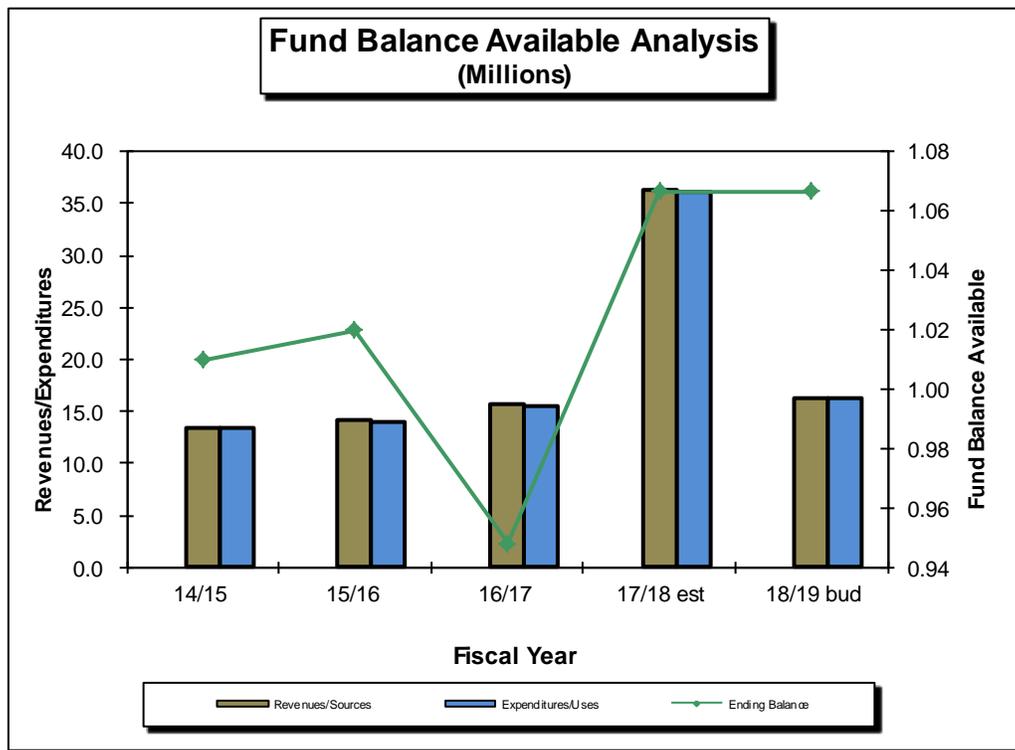
FUND BALANCE AVAILABLE

BROADBAND

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 15,638,765	\$ 36,129,890	\$ 36,229,922	\$ 16,314,800
Expenditures/Other Financing Uses	<u>15,427,264</u>	<u>36,423,026</u>	<u>36,131,456</u>	<u>16,314,800</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ 211,501</u>	<u>\$ (293,136)</u>	<u>\$ 98,466</u>	<u>\$ 0</u>
Fund Balance Appropriated	<u>\$ 8,184</u>	<u>\$ 293,136</u>	<u>\$ 293,136</u>	<u>\$ 0</u>
Fund Balance - Beginning of Year	\$ 1,021,085	\$ 947,943	\$ 947,943	\$ 1,066,545
Increase (Decrease)	<u>(73,142)</u>	<u>(273,000)</u>	<u>* 118,602</u>	<u>* 0</u>
Fund Balance - End of Year	<u>\$ 947,943</u>	<u>\$ 674,943</u>	<u>\$ 1,066,545</u>	<u>\$ 1,066,545</u>

* Excludes Encumbrances Reappropriated in the amount of \$ 20,136



DEPARTMENT SUMMARY**BROADBAND**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 2,471,954	\$ 2,759,260	\$ 2,727,320	\$ 2,826,680
Operating Expenses	11,436,162	12,342,906	12,165,807	12,479,360
Recovered Costs	(2,564,075)	(2,576,250)	(2,610,511)	(2,892,000)
Capital Outlay	<u>667,010</u>	<u>14,150</u>	<u>15,035</u>	<u>219,530</u>
TOTAL	<u>\$ 12,011,051</u>	<u>\$ 12,540,066</u>	<u>\$ 12,297,651</u>	<u>\$ 12,633,570</u>

PERSONNEL SUMMARY

BROADBAND

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Broadband Administration (6301)				
Broadband Sales Executive	24	1	1	1
Marketing and Sales Manager	21	1	1	1
Broadband Operations (6302)				
General Manager OSP	25	1	1	1
Operations Manager	24	0	0	1
OSP Operations Supervisor	21	1	1	0
OSP Cable Supervisor	20	1	1	1
Engineering Records Database Supervisor	19	1	1	1
Assistant OSP Engineer	16	1	1	1
Fiber Optic Field Technician I-IV	12-19	8	8	8
Broadband Headend Engineering (6303)				
Headend Engineering Manager	24	1	1	1
Headend Engineer	23	1	1	1
Database Administrator	23	0	1	1
Head End Technician	21	1	1	1
Server Administrator	21	1	0	0
Technical Support Services (6306)				
General Manager - Greenlight	25	1	1	1
Network Administrator	23	1	1	1
Utility Technology Coordinator	23	1	1	1
Security Engineer	23	1	1	1
Infrastructure Manager	23	0	0	1
Business Systems Analyst	21	2	2	2
Senior Server/Telecommunications Systems Administrator	21	1	1	0
Help Desk Administrator	18	1	1	1
Unified Communications Center (6307)				
Customer Support Manager	24	0	0	1
Unified Command Center Supervisor	21	1	1	0
Technical Service Representative I-III	16-18	13	13	13
Full-time		41	41	41

Redistribution Notes:

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

CAPITAL OUTLAY**BROADBAND**

Item	New/ Replacement	2018-19 Budget
Technical Support Services (6306)		
One (1) Radio Tower Building	R	146,530
Mainframe Upgrade/Replacement	R	73,000
Total		219,530

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2019 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

BROADBAND ADMINISTRATION

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 384,614	\$ 396,980	\$ 385,630	\$ 394,120
Operating Expenses	<u>720,088</u>	<u>633,376</u>	<u>655,530</u>	<u>676,800</u>
TOTAL	<u>\$ 1,104,702</u>	<u>\$ 1,030,356</u>	<u>\$ 1,041,160</u>	<u>\$ 1,070,920</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Residential Growth	573	577	580
Commercial Growth	56	57	60
Total Members	8,766	9,400	10,040

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 869,811	\$ 1,007,570	\$ 952,010	\$ 1,006,320
Operating Expenses	1,980,180	2,080,550	2,078,965	1,901,370
Capital Outlay	<u>653,861</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$ 3,503,852</u>	<u>\$ 3,088,120</u>	<u>\$ 3,030,975</u>	<u>\$ 2,907,690</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Passings Added	321	300	300
Service Calls Completed	3,053	3,000	3,100

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 419,176	\$ 449,840	\$ 464,960	\$ 471,080
Operating Expenses	<u>486,579</u>	<u>562,460</u>	<u>658,060</u>	<u>584,380</u>
TOTAL	<u>\$ 905,755</u>	<u>\$ 1,012,300</u>	<u>\$ 1,123,020</u>	<u>\$ 1,055,460</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Core Data Infrastructure Availability	100%	100%	100%
Core Video Infrastructure Availability	100%	100%	100%

BROADBAND PROGRAMMING

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	<u>\$ 6,478,479</u>	<u>\$ 7,069,500</u>	<u>\$ 6,917,780</u>	<u>\$ 7,146,000</u>
TOTAL	<u>\$ 6,478,479</u>	<u>\$ 7,069,500</u>	<u>\$ 6,917,780</u>	<u>\$ 7,146,000</u>

TECHNICAL SUPPORT SERVICES

Description of Services:

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

PROGRAM GOALS AND INITIATIVES:

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

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 717,222	\$ 815,990	\$ 843,430	\$ 863,730
Operating Expenses	1,579,835	1,873,000	1,703,877	1,987,500
Recovered Costs	(2,429,300)	(2,462,150)	(2,477,185)	(2,723,350)
Capital Outlay	<u>13,149</u>	<u>14,150</u>	<u>15,035</u>	<u>219,530</u>
TOTAL	\$ <u>(119,094)</u>	\$ <u>240,990</u>	\$ <u>85,157</u>	\$ <u>347,410</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Enterprise Network Availability	100%	100%	100%
Security Threats Mitigated	50	10	10

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 81,131	\$ 88,880	\$ 81,290	\$ 91,430
Operating Expenses	191,001	124,020	151,595	183,310
Recovered Costs	<u>(134,775)</u>	<u>(114,100)</u>	<u>(133,326)</u>	<u>(168,650)</u>
TOTAL	<u>\$ 137,357</u>	<u>\$ 98,800</u>	<u>\$ 99,559</u>	<u>\$ 106,090</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Average Monthly Churn Rate	.89%	1.03%	1%
Calls Received	46,135	45,000	45,000
% Calls Answered	88.75%	90%	90%

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 3,216,213	\$ 23,682,960	\$ 23,633,805	\$ 3,446,680
TOTAL	<u>\$ 3,216,213</u>	<u>\$ 23,682,960</u>	<u>\$ 23,633,805</u>	<u>\$ 3,446,680</u>

PERFORMANCE INDICATORS:

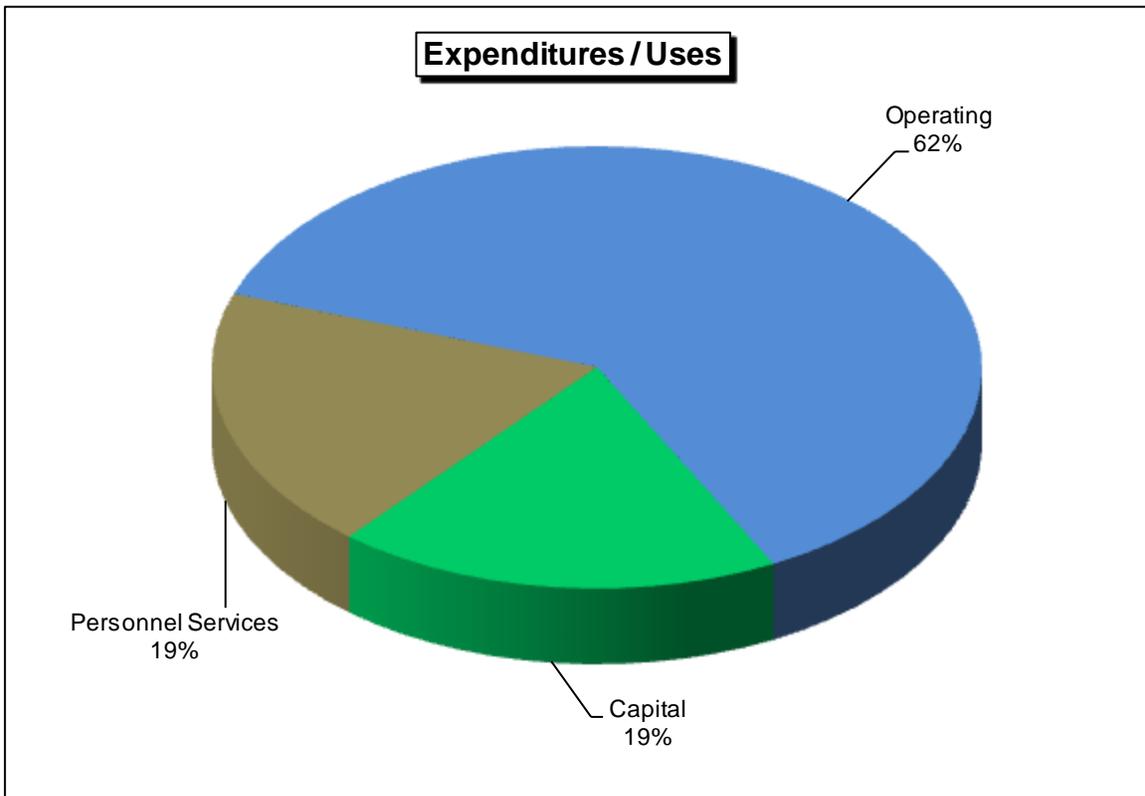
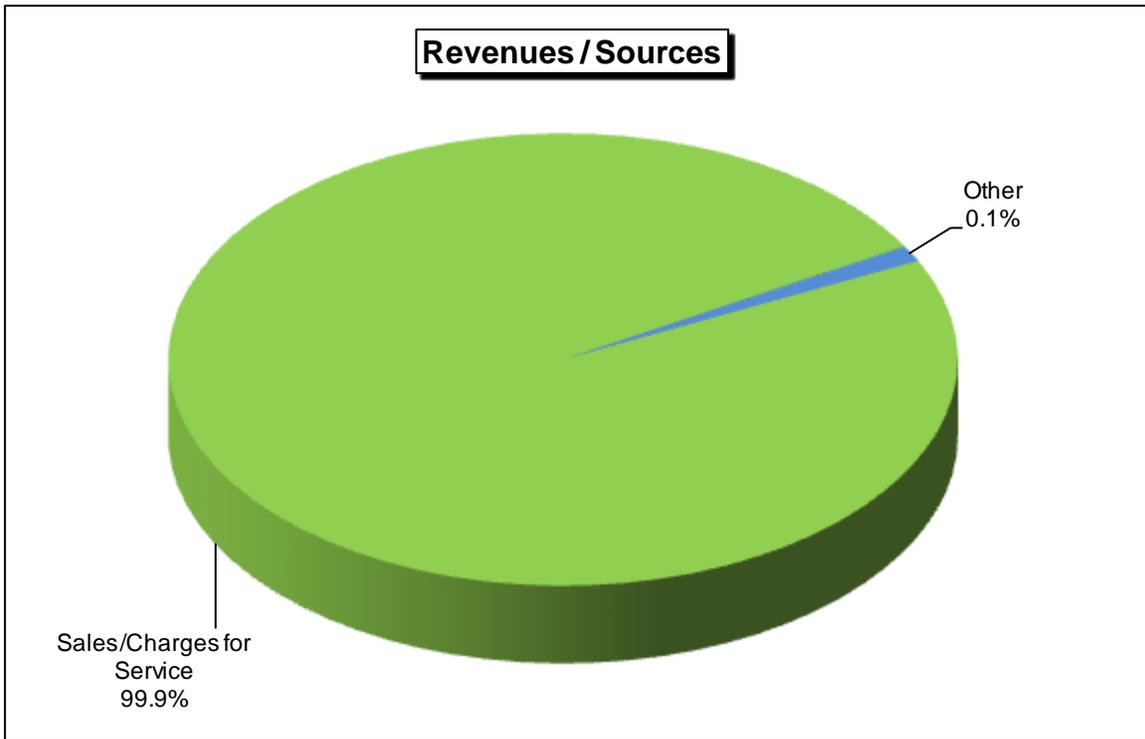
Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Timely servicing of debt obligations	100%	100%	100%
Compliance to all regulatory guidelines and covenants	100%	100%	100%

REVENUE AND EXPENDITURE SUMMARY

STORMWATER MANAGEMENT

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Revenues, Other Sources, and Fund Balance</u>				
Sales/Charges for Services	\$ 3,209,634	\$ 3,488,810	\$ 3,431,856	\$ 3,740,000
Miscellaneous Income	12,302	8,000	3,985	6,000
Investment Income	(3,120)	0	7,966	0
Fund Balance Appropriated	<u>0</u>	<u>145,074</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$ 3,218,816</u>	<u>\$ 3,641,884</u>	<u>\$ 3,443,807</u>	<u>\$ 3,746,000</u>
<u>Expenditures and Other Uses</u>				
Stormwater Management	\$ 2,646,201	\$ 3,641,884	\$ 3,639,563	\$ 3,746,000
Transfers Out	<u>20,200</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$ 2,666,401</u>	<u>\$ 3,641,884</u>	<u>\$ 3,639,563</u>	<u>\$ 3,746,000</u>



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

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
SALES/CHARGES FOR SERVICES				
Stormwater Management Fee	\$ 3,195,264	\$ 3,480,000	\$ 3,417,380	\$ 3,730,000
Erosion Control Permits/Fees	<u>14,370</u>	<u>8,810</u>	<u>14,476</u>	<u>10,000</u>
Sub-Total	<u>3,209,634</u>	<u>3,488,810</u>	<u>3,431,856</u>	<u>3,740,000</u>
MISCELLANEOUS INCOME	12,302	8,000	3,985	6,000
INVESTMENT INCOME	(3,120)	0	7,966	0
FUND BALANCE APPROPRIATED				
Encumbrance Balance	<u>0</u>	<u>145,074</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>0</u>	<u>145,074</u>	<u>0</u>	<u>0</u>
Total	<u>\$ 3,218,816</u>	<u>\$ 3,641,884</u>	<u>\$ 3,443,807</u>	<u>\$ 3,746,000</u>

DESCRIPTION OF REVENUE SOURCES

STORMWATER MANAGEMENT

CHARGES FOR SALES AND SERVICE

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

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

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

INVESTMENT INCOME

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

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

FUND BALANCE

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

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

EXPENDITURE SUMMARY**STORMWATER MANAGEMENT**

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Stormwater Management				
Personnel Services	\$ 590,200	\$ 599,490	\$ 590,250	\$ 721,810
Operating Expenses	1,889,231	1,996,851	2,103,770	2,324,190
Capital Outlay	<u>166,770</u>	<u>1,045,543</u>	<u>945,543</u>	<u>700,000</u>
Total	<u>\$ 2,646,201</u>	<u>\$ 3,641,884</u>	<u>\$ 3,639,563</u>	<u>\$ 3,746,000</u>
Other Expenditures				
Transfer to Woodard Parkway Infrastructure Capital Project Fund	<u>20,200</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>20,200</u>	<u>0</u>	<u>0</u>	<u>0</u>
Grand Total	<u>\$ 2,666,401</u>	<u>\$ 3,641,884</u>	<u>\$ 3,639,563</u>	<u>\$ 3,746,000</u>

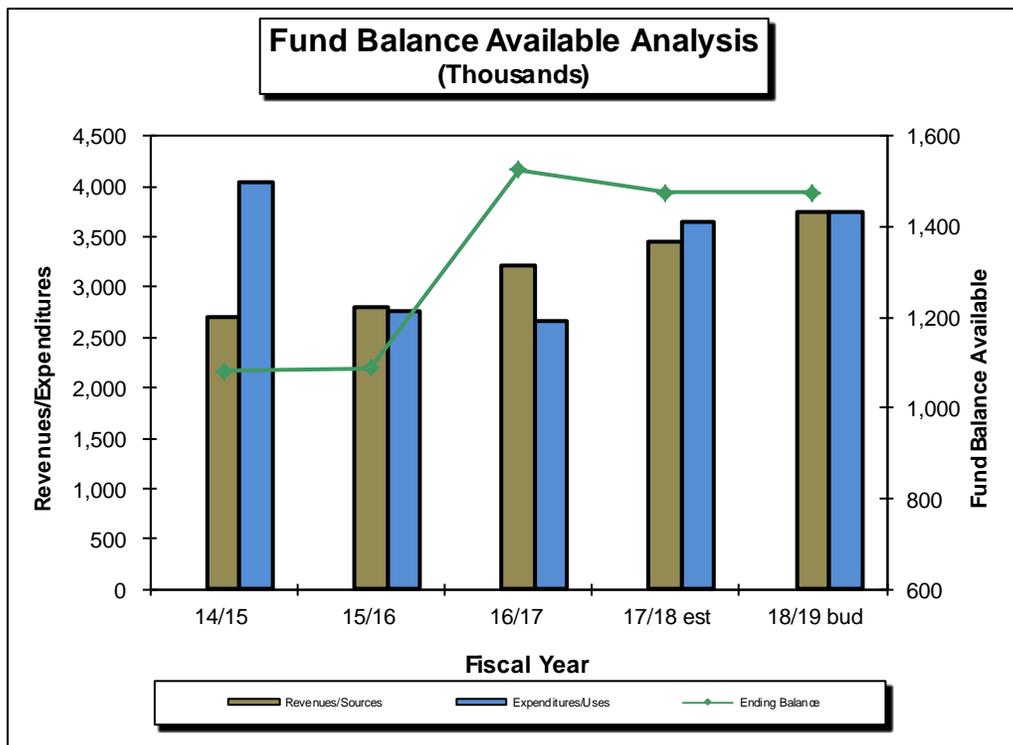
FUND BALANCE AVAILABLE

STORMWATER MANAGEMENT

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 3,218,816	\$ 3,496,810	\$ 3,443,807	\$ 3,746,000
Expenditures/Other Financing Uses	<u>2,666,401</u>	<u>3,641,884</u>	<u>3,639,563</u>	<u>3,746,000</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ 552,415</u>	<u>\$ (145,074)</u>	<u>\$ (195,756)</u>	<u>\$ 0</u>
Fund Balance Appropriated	<u>\$ 50,402</u>	<u>\$ 145,074</u>	<u>\$ 145,074</u>	<u>\$ 0</u>
Fund Balance - Beginning of Year	\$ 1,086,898	\$ 1,525,386	\$ 1,525,386	\$ 1,474,704
Increase (Decrease)	<u>438,488</u>	<u>0</u>	* <u>(50,682)</u>	* <u>0</u>
Fund Balance - End of Year	<u>\$ 1,525,386</u>	<u>\$ 1,525,386</u>	<u>\$ 1,474,704</u>	<u>\$ 1,474,704</u>

* Excludes Encumbrances Reappropriated in the amount of \$ 145,074



DEPARTMENT SUMMARY**STORMWATER MANAGEMENT**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 590,200	\$ 599,490	\$ 590,250	\$ 721,810
Operating Expenses	1,889,231	1,996,851	2,103,770	2,324,190
Capital Outlay	<u>166,770</u>	<u>1,045,543</u>	<u>945,543</u>	<u>700,000</u>
TOTAL	<u>\$ 2,646,201</u>	<u>\$ 3,641,884</u>	<u>\$ 3,639,563</u>	<u>\$ 3,746,000</u>

PERSONNEL SUMMARY

STORMWATER MANAGEMENT

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Stormwater Management (7606)				
Water Infrastructure Division Manager	23	1	0	0
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		8	7	7

Redistribution Notes:

Position Title:	From:	To:	Percent:
Director of Public Works	Public Works Administration 5001	Stormwater Management 7606	10%
Traffic Technicians (5)	Parking and Traffic 5008	Stormwater Management 7606	15%
Water Infrastructure Division Manager	Wastewater Collection 7005	Stormwater Management 7606	33.3%
Crew Supervisor	Stormwater Management 7606	Water Distribution 7003	25%
	Stormwater Management 7606	Wastewater Collection 7005	25%
Assistant Director of Public Works	Public Works Administration 5001	Stormwater Management 7606	20%
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	2018-19 Budget
Stormwater Management (7606)		
Twelve (12) Yard Combo/Vac Truck	R	425,000
Stormwater Infrastructure	N	275,000
Total		700,000

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 2019 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
- Plan for the construction of targeted stormwater projects to reduce flooding and improve water quality
- Administer the stormwater fee allocation to improve stormwater management
- Provide public information and conduct workshops to educate the public about stormwater management
- Oversee the enclosed and open channel maintenance program to address drainage problems
- Detect and eliminate illegal discharge to the stormwater system
- Locate sites for installing best management practices in existing developed areas
- Install stormwater retrofits to help reduce the impact of stormwater runoff to city streams

EXPENDITURE SUMMARY:

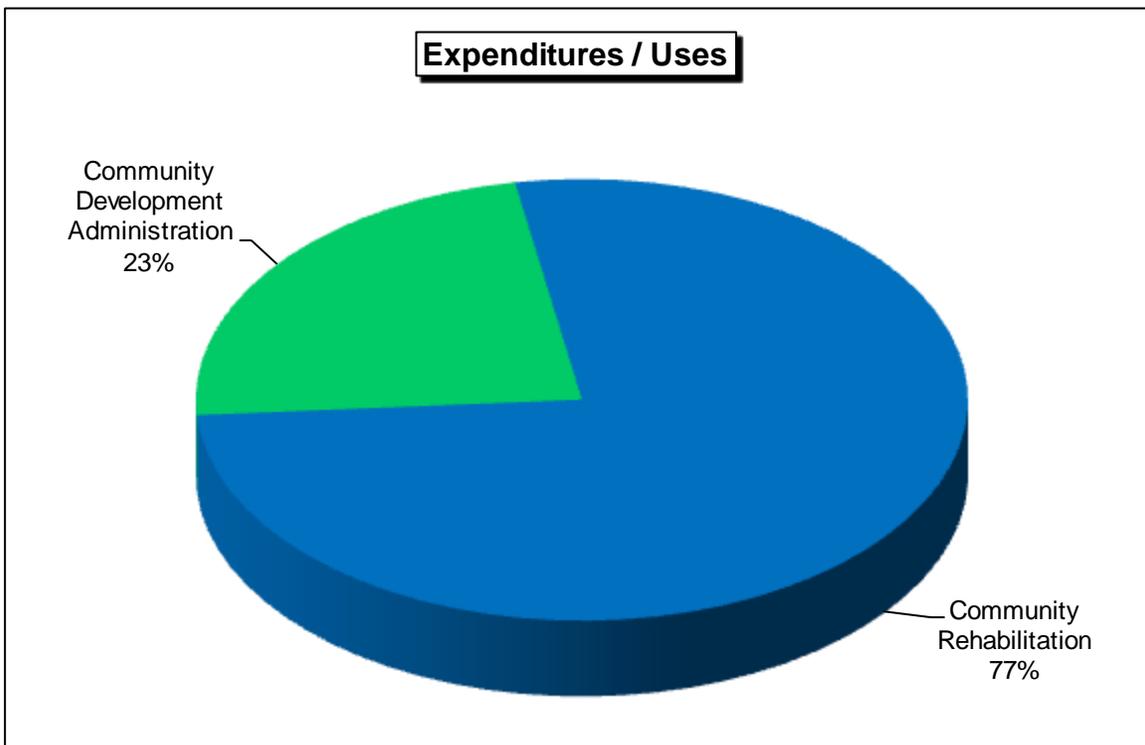
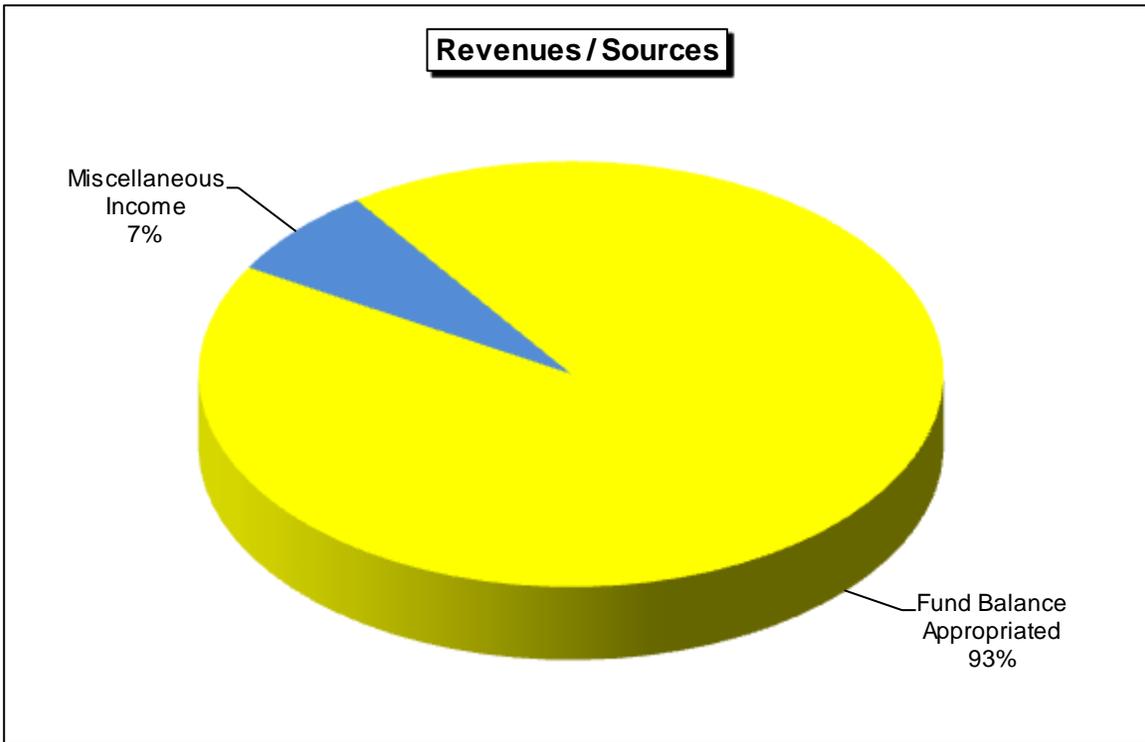
	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 590,200	\$ 599,490	\$ 590,250	\$ 721,810
Operating Expenses	1,889,231	1,996,851	2,103,770	2,324,190
Capital Outlay	<u>166,770</u>	<u>1,045,543</u>	<u>945,543</u>	<u>700,000</u>
TOTAL	<u>\$ 2,646,201</u>	<u>\$ 3,641,884</u>	<u>\$ 3,639,563</u>	<u>\$ 3,746,000</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Miles of Storm Water Pipe Maintained	197.4	197.6	198
Storm drain piping cleaned (footage)	10,488	13,000	15,000
Catch basins cleaned	19,428	25,000	25,000

REVENUE AND EXPENDITURE SUMMARY**COMMUNITY DEVELOPMENT**

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Revenues, Other Sources, and Fund Balance</u>				
Miscellaneous Income	\$ (10,973)	\$ 11,000	\$ 13,460	\$ 9,000
Investment Income	843	0	1,030	0
Interfund Transfers In	112,895	0	0	0
Fund Balance Appropriated	<u>0</u>	<u>119,420</u>	<u>0</u>	<u>121,450</u>
TOTAL	<u>\$ 102,765</u>	<u>\$ 130,420</u>	<u>\$ 14,490</u>	<u>\$ 130,450</u>
<u>Expenditures and Other Uses</u>				
Community Development Administration	\$ 5,571	\$ 30,420	\$ 7,620	\$ 30,450
Community Rehabilitation	<u>61,967</u>	<u>100,000</u>	<u>40,000</u>	<u>100,000</u>
TOTAL	<u>\$ 67,538</u>	<u>\$ 130,420</u>	<u>\$ 47,620</u>	<u>\$ 130,450</u>



REVENUES, OTHER SOURCES, AND FUND BALANCE**COMMUNITY DEVELOPMENT**

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
MISCELLANEOUS INCOME				
Loan Repayments and Related Interest	<u>\$ (10,973)</u>	<u>\$ 11,000</u>	<u>\$ 13,460</u>	<u>\$ 9,000</u>
Sub-Total	<u>(10,973)</u>	<u>11,000</u>	<u>13,460</u>	<u>9,000</u>
INVESTMENT INCOME	843	0	1,030	0
INTERFUND TRANSFERS IN				
Transfer from General Fund	112,000	0	0	0
Transfer from Grant Project Fund	<u>895</u>	<u>0</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>112,895</u>	<u>0</u>	<u>0</u>	<u>0</u>
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	<u>0</u>	<u>119,420</u>	<u>0</u>	<u>121,450</u>
Sub-Total	<u>0</u>	<u>119,420</u>	<u>0</u>	<u>121,450</u>
Total	<u>\$ 102,765</u>	<u>\$ 130,420</u>	<u>\$ 14,490</u>	<u>\$ 130,450</u>

DESCRIPTION OF REVENUE SOURCES

COMMUNITY DEVELOPMENT

INVESTMENT INCOME

Investment Income

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

MISCELLANEOUS INCOME

Loan Repayments and
Related Interest

This revenue consists of the receipt of principal and interest payments under various loan payments administered by the City. These funds become income to the City when repaid by debtors and must be used for additional community development activities.

INTERFUND TRANSFERS

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

FUND BALANCE

Fund Balance Appropriated

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

Encumbrance Balance

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

EXPENDITURE SUMMARY**COMMUNITY DEVELOPMENT**

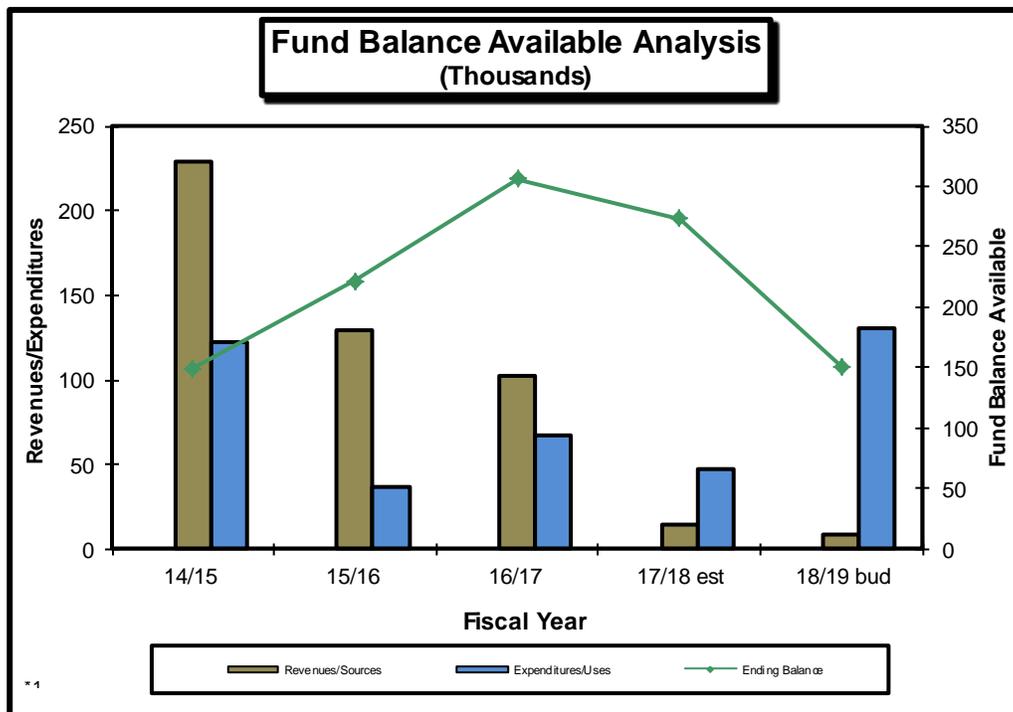
ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Community Development Administration				
Operating Expenses	<u>\$ 5,571</u>	<u>\$ 30,420</u>	<u>\$ 7,620</u>	<u>\$ 30,450</u>
Total	<u>5,571</u>	<u>30,420</u>	<u>7,620</u>	<u>30,450</u>
Community Rehabilitation				
Operating Expenses	<u>61,967</u>	<u>100,000</u>	<u>40,000</u>	<u>100,000</u>
Total	<u>61,967</u>	<u>100,000</u>	<u>40,000</u>	<u>100,000</u>
Grand Total	<u><u>\$ 67,538</u></u>	<u><u>\$ 130,420</u></u>	<u><u>\$ 47,620</u></u>	<u><u>\$ 130,450</u></u>

FUND BALANCE AVAILABLE

COMMUNITY DEVELOPMENT

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 102,765	\$ 11,000	\$ 14,490	\$ 9,000
Expenditures/Other Financing Uses	<u>67,538</u>	<u>130,420</u>	<u>47,620</u>	<u>130,450</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ 35,227</u>	<u>\$ (119,420)</u>	<u>\$ (33,130)</u>	<u>\$ (121,450)</u>
Fund Balance Appropriated	<u>\$ 940</u>	<u>\$ 119,420</u>	<u>\$ 119,420</u>	<u>\$ 121,450</u>
Fund Balance - Beginning of Year	\$ 222,048	\$ 306,051	\$ 306,051	\$ 272,921
Increase (Decrease)	<u>84,003</u>	<u>(119,420)</u>	<u>(33,130)</u>	<u>(121,450)</u>
Fund Balance - End of Year	<u>\$ 306,051</u>	<u>\$ 186,631</u>	<u>\$ 272,921</u>	<u>\$ 151,471</u>



DEPARTMENT SUMMARY**COMMUNITY DEVELOPMENT**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	<u>\$ 67,538</u>	<u>\$ 130,420</u>	<u>\$ 47,620</u>	<u>\$ 130,450</u>
TOTAL	<u><u>\$ 67,538</u></u>	<u><u>\$ 130,420</u></u>	<u><u>\$ 47,620</u></u>	<u><u>\$ 130,450</u></u>

SUMMARY OF COMMUNITY DEVELOPMENT GRANT PROJECTS

**As Budgeted
June 30, 2018**

Urgent Repair Program 2017	110,000
Essential Single-Family Rehabilitation Loan Pool 2016	175,000
Essential Single-Family Rehabilitation Loan Pool - Disaster Recovery	290,990

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Administration:				
Operating Expenses	\$ 5,571	\$ 30,420	\$ 7,620	\$ 30,450
TOTAL	<u>\$ 5,571</u>	<u>\$ 30,420</u>	<u>\$ 7,620</u>	<u>\$ 30,450</u>
Rehabilitation:				
Operating Expenses	\$ 61,967	\$ 100,000	\$ 40,000	\$ 100,000
TOTAL	<u>\$ 61,967</u>	<u>\$ 100,000</u>	<u>\$ 40,000</u>	<u>\$ 100,000</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Grant applications completed	2	2	2
Grants/loans provided	0	20	20
LMI families assisted	19	20	20
Down payment loans provided	0	3	5

URGENT REPAIR PROGRAM 2017

Description of Services:

2017 Urgent Repair Program is responsible for a grant of \$110,000.

PROGRAM GOALS AND INITIATIVES:

- Program funds will be used to address urgent repair needs for LMI owner-occupied homes (a maximum of \$8,000 per unit may be used)
- Revitalize distressed properties
- Address LMI owner-occupied homes that have urgent needs

EXPENDITURE SUMMARY:

		Actual		
	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
2017 Urgent Repair Grant	\$ 100,000	\$	\$ 50,000	\$ 50,000
Investment Income			210	\$ 210
Transfer from General Fund	10,000		10,000	10,000
Total	\$ 110,000	\$	\$ 60,210	\$ 60,210
EXPENDITURES				
Rehabilitation	\$ 99,000	\$	\$ 10,000	\$ 10,000
Administration	11,000			
Total	\$ 110,000	\$	\$ 10,000	\$ 10,000

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Units rehabilitated	0	4	10
Units completed	0	4	10

ESSENTIAL SINGLE-FAMILY REHABILITATION LOAN POOL 2016
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Description of Services:

The Essential Single-Family Rehabilitation Loan Pool 2016 (ESFRLP) funding in the amount of \$175,000 will be used to address comprehensive rehabilitation needs in LMI owner-occupied households in an amount not to exceed \$25,000 per house.

PROGRAM GOALS AND INITIATIVES:

- Address comprehensive rehabilitation needs in LMI owner-occupied households

EXPENDITURE SUMMARY:

	Project Authorization	Prior Years	Actual	
			2017-18 Estimated	Total to Date Estimated
REVENUES				
Essential Single-Family Rehabilitation Loan Pool	\$ 175,000	\$	\$ 80,000	\$ 80,000
Total	<u>\$ 175,000</u>	<u>\$</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>
EXPENDITURES				
Rehabilitation Administration	\$ 157,000 18,000	\$	\$ 80,000	\$ 80,000
Total	<u>\$ 175,000</u>	<u>\$</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Units rehabilitated	0	3	2
Units completed	0	3	2

ESSENTIAL SINGLE-FAMILY REHABILITATION LOAN POOL – DISASTER RECOVERY

Description of Services:

The Essential Single-Family Rehabilitation Loan Pool – Disaster Recovery funding in the amount of \$150,000 will be used to assist homeowners at or below 100% of area median income in safely rehabilitating their flood-damaged homes, in an amount not to exceed \$40,000 per house.

PROGRAM GOALS AND INITIATIVES:

- Address repair and rehabilitation of a single-family residence that was damaged as a result of one of the following disasters: Hurricane Matthew, and for whom all available recovery resources were sought, but deemed insufficient, to adequately address rehabilitation needs.

EXPENDITURE SUMMARY:

		Actual		
	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Essential Single-Family Rehabilitation Loan Pool	\$ 290,990	\$	\$ 120,000	\$ 120,000
Total	\$ 290,990	\$	\$ 120,000	\$ 120,000
EXPENDITURES				
Rehabilitation	\$ 245,990	\$	\$ 120,000	\$ 120,000
Administration	45,000			
Total	\$ 290,990	\$	\$ 120,000	\$ 120,000

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Units rehabilitated	0	6	3
Units completed	0	6	3

REVENUE AND EXPENDITURE SUMMARY

DOWNTOWN DEVELOPMENT

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
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Revenues, Other Sources, and Fund Balance

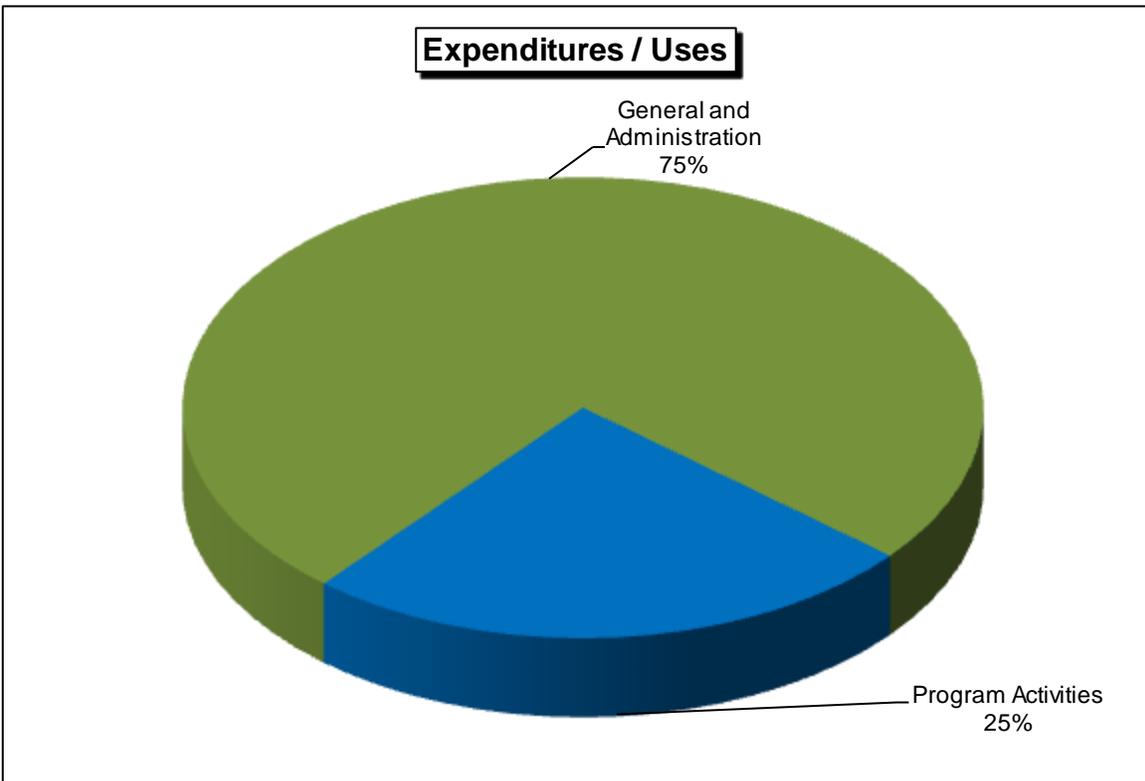
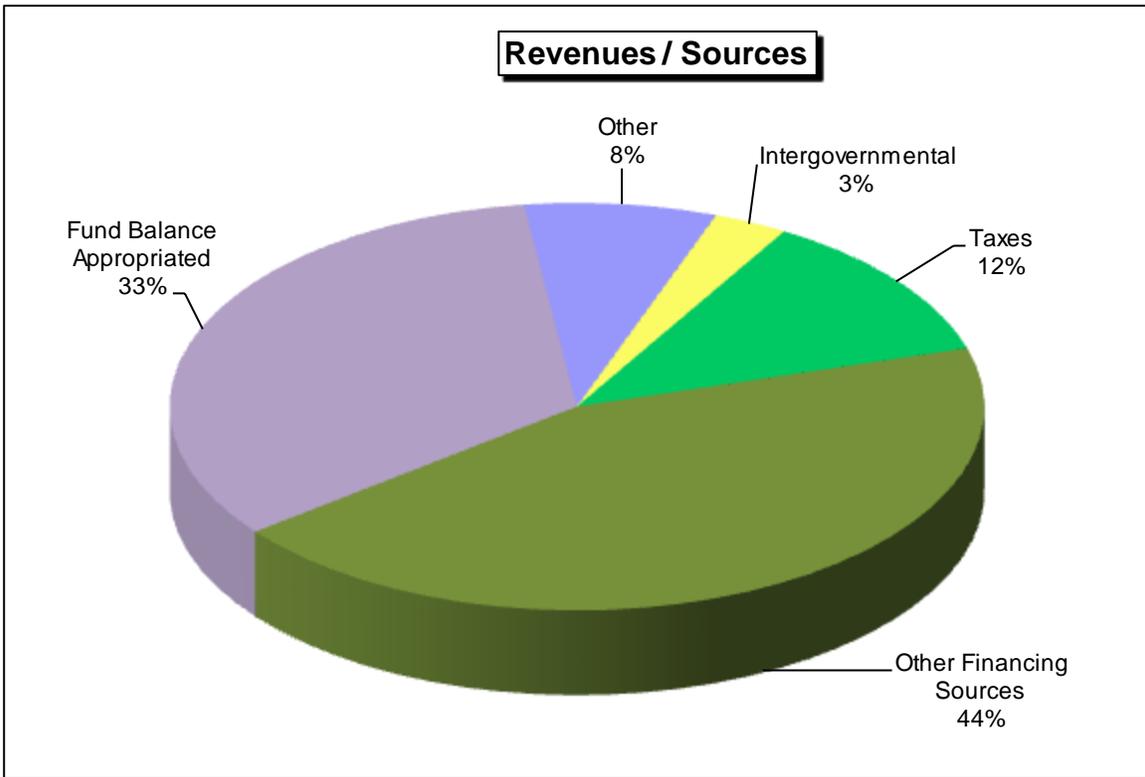
Property Taxes	\$ 63,740	\$ 61,190	\$ 64,800	\$ 61,410
Motor Vehicle Property Taxes	2,243	1,160	2,300	2,000
Intergovernmental	15,750	15,750	15,750	15,750
Miscellaneous Income	51,739	38,790	53,753	40,790
Investment Income	279	0	800	0
Interfund Transfers In	255,000	255,000	255,000	235,500
Fund Balance Appropriated	<u>0</u>	<u>30,580</u>	<u>0</u>	<u>178,670</u>

TOTAL	<u>\$ 388,751</u>	<u>\$ 402,470</u>	<u>\$ 392,403</u>	<u>\$ 534,120</u>
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Expenditures and Other Uses

General Administration	\$ 247,391	\$ 258,570	\$ 188,240	\$ 400,220
Program Activities	<u>93,033</u>	<u>143,900</u>	<u>107,430</u>	<u>133,900</u>

TOTAL	<u>\$ 340,424</u>	<u>\$ 402,470</u>	<u>\$ 295,670</u>	<u>\$ 534,120</u>
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REVENUES, OTHER SOURCES, AND FUND BALANCE

DOWNTOWN DEVELOPMENT

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
PROPERTY TAXES				
Special District Tax	\$ 63,740	\$ 61,190	\$ 64,800	\$ 61,410
MOTOR VEHICLE PROPERTY TAXES				
Special District Tax	2,243	1,160	2,300	2,000
INTERGOVERNMENTAL				
Contributions from County	15,750	15,750	15,750	15,750
MISCELLANEOUS INCOME	51,739	38,790	53,753	40,790
INVESTMENT INCOME	279	0	800	0
INTERFUND TRANSFERS IN				
Transfer from General Fund	255,000	255,000	255,000	235,500
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated				
(Unassigned)	0	20,580	0	178,670
Encumbrance Balance	<u>0</u>	<u>10,000</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>0</u>	<u>30,580</u>	<u>0</u>	<u>178,670</u>
Total	<u>\$ 388,751</u>	<u>\$ 402,470</u>	<u>\$ 392,403</u>	<u>\$ 534,120</u>

PROPERTY TAXES

Special District Tax

This tax represents both current year and prior collections from the property tax based on the assessed value of taxable real and personal property located in a special tax district in the downtown area of the City. The tax is restricted for use towards efforts to revitalize this downtown district. The current tax rate is 18 cents per \$100 valuation. The last change to the property tax rate was at the County's revaluation in fiscal year 2016.

MOTOR VEHICLE PROPERTY TAXES

Special District Tax

The North Carolina General Assembly passed a new law which became effective July 1, 2013, that was designed as a convenient way to pay annual vehicle tag and property tax renewals. This law created a combined motor vehicle registration renewal and property tax collection system (Tag & Tax System). The new law transfers the responsibility for motor vehicle tax collection from the individual counties across North Carolina to the North Carolina Division of Motor Vehicles (NCDMV).

INTERGOVERNMENTAL

Contributions from County

This revenue represents the amounts received from Wilson County to support the downtown development program of the City.

MISCELLANEOUS INCOME

This category includes the late payment penalty, proceeds from the disposal of surplus equipment.

INTERFUND TRANSFER

Interfund Transfer

This category reflects financing sources distributed to the Downtown Development Fund from other funds.

INVESTMENT INCOME

Investment Income

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

FUND BALANCE

Fund Balance Appropriated

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

Encumbrance Balance

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

EXPENDITURE SUMMARY**DOWNTOWN DEVELOPMENT**

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
General Administration				
Personnel Services	\$ 204,255	\$ 206,640	\$ 136,730	\$ 187,940
Operating Expenses	43,136	51,930	51,510	51,750
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>160,530</u>
Total	<u>247,391</u>	<u>258,570</u>	<u>188,240</u>	<u>400,220</u>
Program Activities				
Operating Expenses	<u>93,033</u>	<u>143,900</u>	<u>107,430</u>	<u>133,900</u>
Total	<u>93,033</u>	<u>143,900</u>	<u>107,430</u>	<u>133,900</u>
Grand Total	<u>\$ 340,424</u>	<u>\$ 402,470</u>	<u>\$ 295,670</u>	<u>\$ 534,120</u>

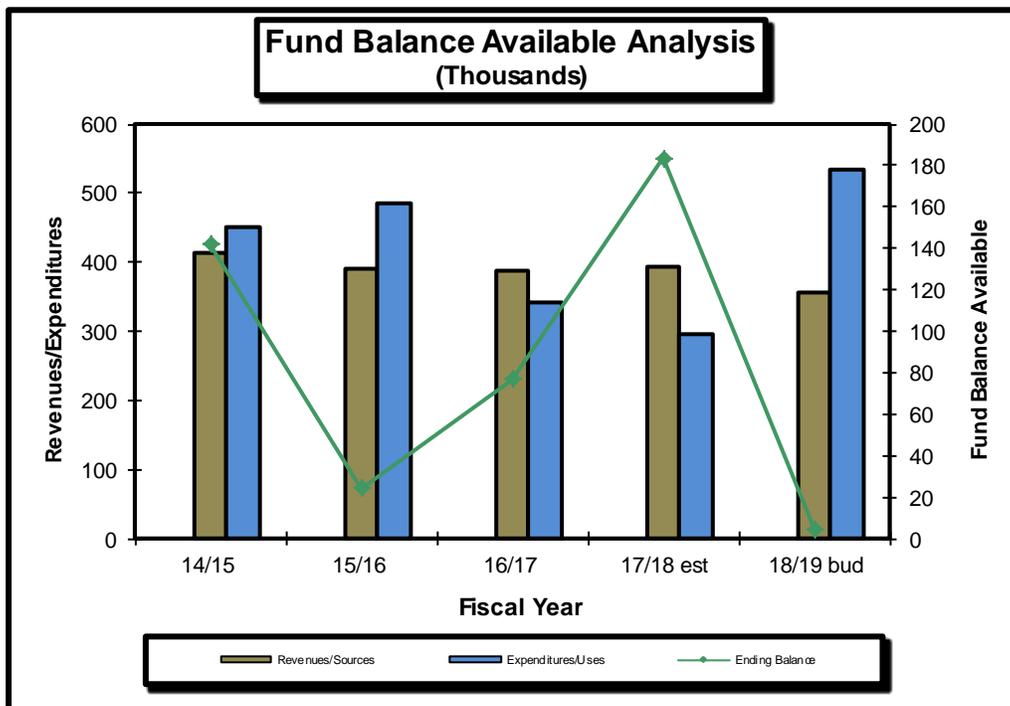
FUND BALANCE AVAILABLE

DOWNTOWN DEVELOPMENT

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 388,751	\$ 371,890	\$ 392,403	\$ 355,450
Expenditures/Other Financing Uses	<u>340,424</u>	<u>402,470</u>	<u>295,670</u>	<u>534,120</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ 48,327</u>	<u>\$ (30,580)</u>	<u>\$ 96,733</u>	<u>\$ (178,670)</u>
Fund Balance Appropriated	<u>\$ 25,296</u>	<u>\$ 30,580</u>	<u>\$ 30,580</u>	<u>\$ 178,670</u>
Fund Balance - Beginning of Year	\$ 23,705	\$ 76,664	\$ 76,664	\$ 183,397
Increase (Decrease)	<u>52,959</u>	<u>(20,580)</u> *	<u>106,733</u> *	<u>(178,670)</u>
Fund Balance - End of Year	<u>\$ 76,664</u>	<u>\$ 56,084</u>	<u>\$ 183,397</u>	<u>\$ 4,727</u>

* Excludes Encumbrances Reappropriated in the amount of \$ 10,000



DEPARTMENT SUMMARY**DOWNTOWN DEVELOPMENT**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 204,255	\$ 206,640	\$ 136,730	\$ 187,940
Operating Expenses	136,169	195,830	158,940	185,650
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>160,530</u>
TOTAL	<u>\$ 340,424</u>	<u>\$ 402,470</u>	<u>\$ 295,670</u>	<u>\$ 534,120</u>

PERSONNEL SUMMARY

DOWNTOWN DEVELOPMENT

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Downtown Development (8501)				
Director of Planning and Community Revitalization	25	1	1	1
Downtown Business Specialist	19	1	1	1
Downtown Marketing and Communications Coordinator	18	1	1	1
Full-time		3	3	3

Redistribution Notes:

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

CAPITAL OUTLAY

DOWNTOWN DEVELOPMENT

Item	New/ Replacement	2018-19 Budget
Downtown Development (8501)		
Wayfinding	N	160,530
Total		160,530

Impact of Capital Outlay on Operating Budget:

None

Note: Any direct impact on the operating budget from capital items identified for replacement or new purchase in FY 2019 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

DOWNTOWN DEVELOPMENT

Description of Services:

Downtown Development is responsible for staffing both Downtown Development division as well as the Wilson Downtown Development Corporation (WDDC) and Wilson Downtown Properties (WDP) nonprofit organizations, which are partners in the downtown redevelopment effort. This includes providing staff support for their boards, committees, and initiatives; providing overall leadership for downtown redevelopment; implementing catalyst projects; historic property renovation and partnerships for redevelopment; downtown master and strategic planning; monitoring ordinance and code compliance in the downtown; providing business recruitment, start-up, relocation and expansion assistance; acting as a liaison for downtown, City, County, and community; promoting the downtown through marketing, advertising, public relations, and special events; providing public space enhancement and private design and infrastructure improvements.

PROGRAM GOALS AND INITIATIVES:

- Provide necessary technical support to implement a comprehensive downtown revitalization program
- Provide downtown economic development and small business development assistance
- Provide dynamic and effective catalyst projects for economic development
- Provide assistance for historic property renovation and partnerships for redevelopment
- Improve appearance, safety, accessibility, and cleanliness of streetscape and public space, as well as properties in downtown
- Positively marketing, advertise and promote downtown through a variety of efforts, including cooperative advertising and marketing, and special events, activities and promotions
- Implement comprehensive business recruitment and retention services
- Offer and develop new economic incentive tools to spur private investment
- Promote the development plan to attract and increase private investment and increase property values in downtown
- Increase utilization of the 501(c)(3) status organization for development alternatives

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 204,255	\$ 206,640	\$ 136,730	\$ 187,940
Operating Expenses	43,136	51,930	51,510	51,750
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>160,530</u>
TOTAL	<u><u>\$ 247,391</u></u>	<u><u>\$ 258,570</u></u>	<u><u>\$ 188,240</u></u>	<u><u>\$ 400,220</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Street/public space design, beautification and improvement projects completed	10	10	10
New businesses opened/expanded	7	7	8
Properties acquired and/or sold for redevelopment	9	3	8
Historic buildings renovated	11	4	8

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Operating Expenses	\$ 93,033	\$ 143,900	\$ 107,430	\$ 133,900
TOTAL	<u>\$ 93,033</u>	<u>\$ 143,900</u>	<u>\$ 107,430</u>	<u>\$ 133,900</u>

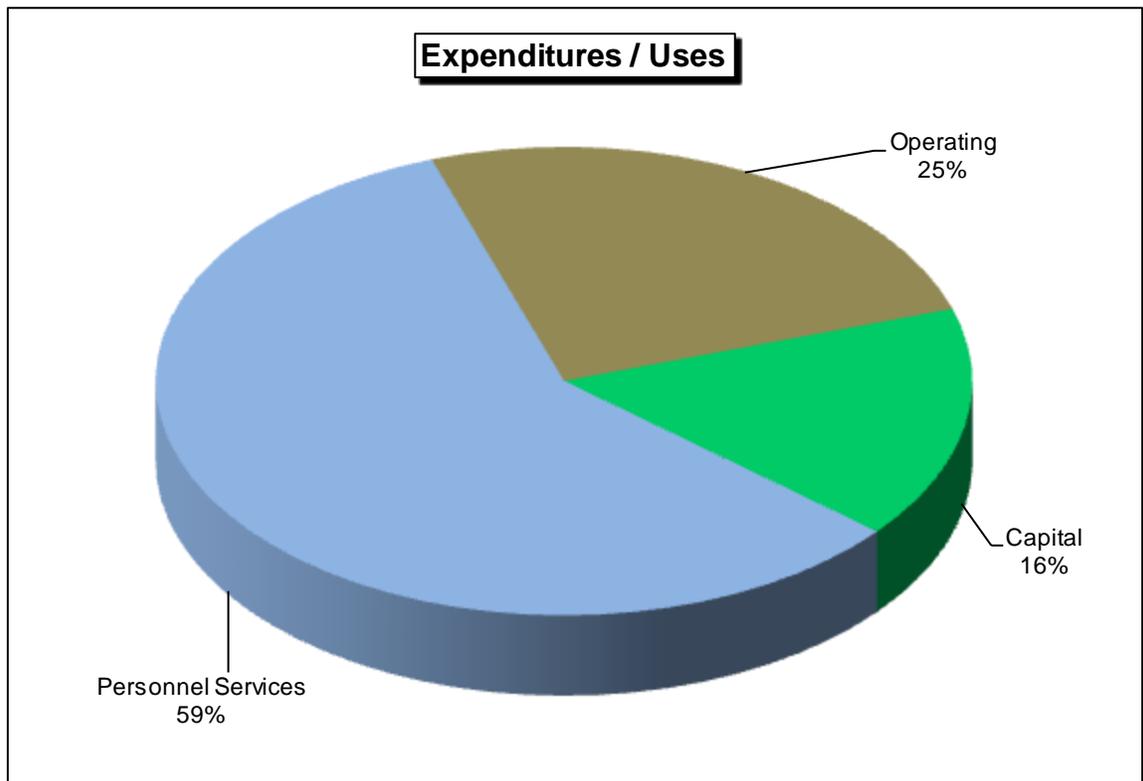
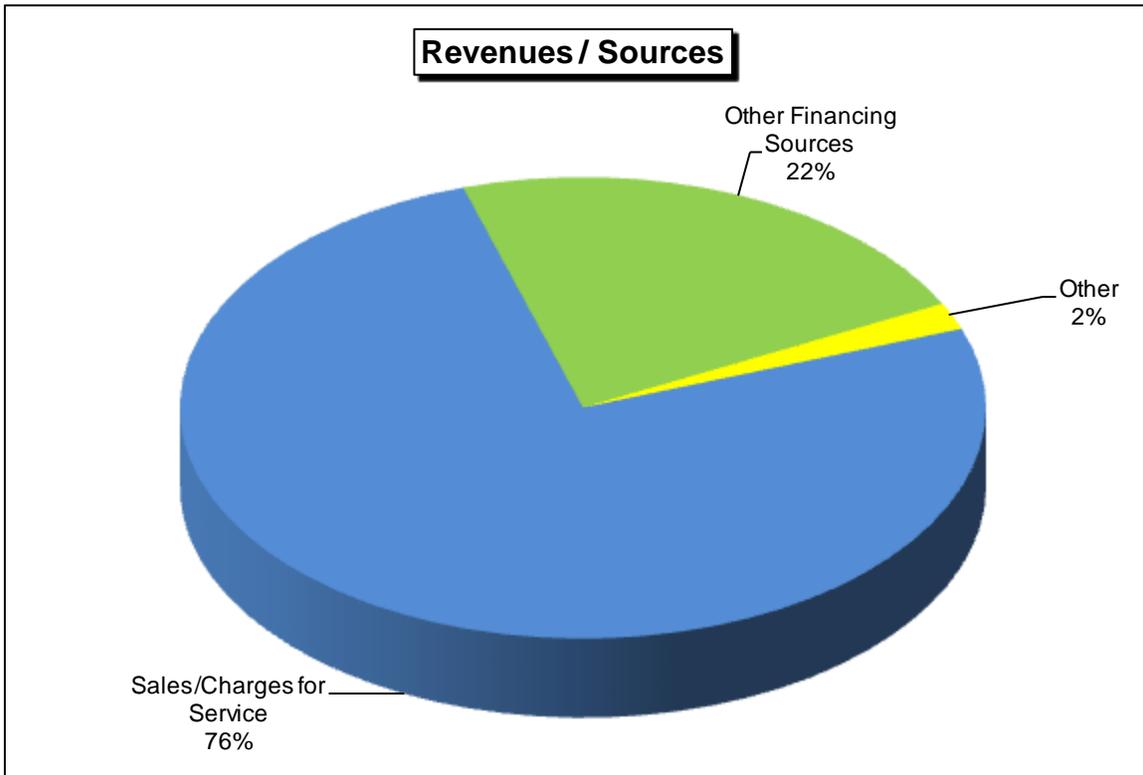
PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Incentive grants awarded	7	8	8
Special events executed	46	50	50
Communication tools utilized	20	20	20
Grants for major special projects	7	5	5

REVENUE AND EXPENDITURE SUMMARY**WILSON CEMETERY COMMISSION**

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Revenues, Other Sources, and Fund Balance</u>				
Sales/Charges for Services	\$ 469,761	\$ 416,000	\$ 444,000	\$ 447,000
Miscellaneous Income	11,227	9,000	16,000	10,000
Investment Income	(94)	0	1,200	1,200
Interfund Transfers In	0	20,000	20,000	131,900
Fund Balance Appropriated	<u>0</u>	<u>56,100</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$ 480,894</u>	<u>\$ 501,100</u>	<u>\$ 481,200</u>	<u>\$ 590,100</u>
<u>Expenditures and Other Uses</u>				
Administration and Operations	<u>\$ 513,793</u>	<u>\$ 501,100</u>	<u>\$ 478,490</u>	<u>\$ 590,100</u>
TOTAL	<u>\$ 513,793</u>	<u>\$ 501,100</u>	<u>\$ 478,490</u>	<u>\$ 590,100</u>



REVENUES, OTHER SOURCES, AND FUND BALANCE

WILSON CEMETERY COMMISSION

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
SALES/CHARGES FOR SERVICES				
Sales of Lots	\$ 132,965	\$ 150,000	\$ 130,000	\$ 165,000
Grave Receipts	<u>336,796</u>	<u>266,000</u>	<u>314,000</u>	<u>282,000</u>
Sub-Total	<u>469,761</u>	<u>416,000</u>	<u>444,000</u>	<u>447,000</u>
MISCELLANEOUS INCOME	11,227	9,000	16,000	10,000
INVESTMENT INCOME	(94)	0	1,200	1,200
INTERFUND TRANSFER IN				
Transfer from General Fund	0	20,000	20,000	131,900
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated (Unassigned)	<u>0</u>	<u>56,100</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>0</u>	<u>56,100</u>	<u>0</u>	<u>0</u>
Total	<u>\$ 480,894</u>	<u>\$ 501,100</u>	<u>\$ 481,200</u>	<u>\$ 590,100</u>

DESCRIPTION OF REVENUE SOURCES

WILSON CEMETERY COMMISSION

SALES CHARGES FOR SERVICES

Sales of Lots This represents the proceeds from the sale of burial plots in the City's cemeteries.

Grave Receipts This category reflects the charges made for the opening and closing of graves for burial purposes.

MISCELLANEOUS INCOME

Miscellaneous Income This represents the proceeds from the disposal of surplus property and other miscellaneous income.

INVESTMENT INCOME

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

FUND BALANCE

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

EXPENDITURE SUMMARY**WILSON CEMETERY COMMISSION**

ITEM

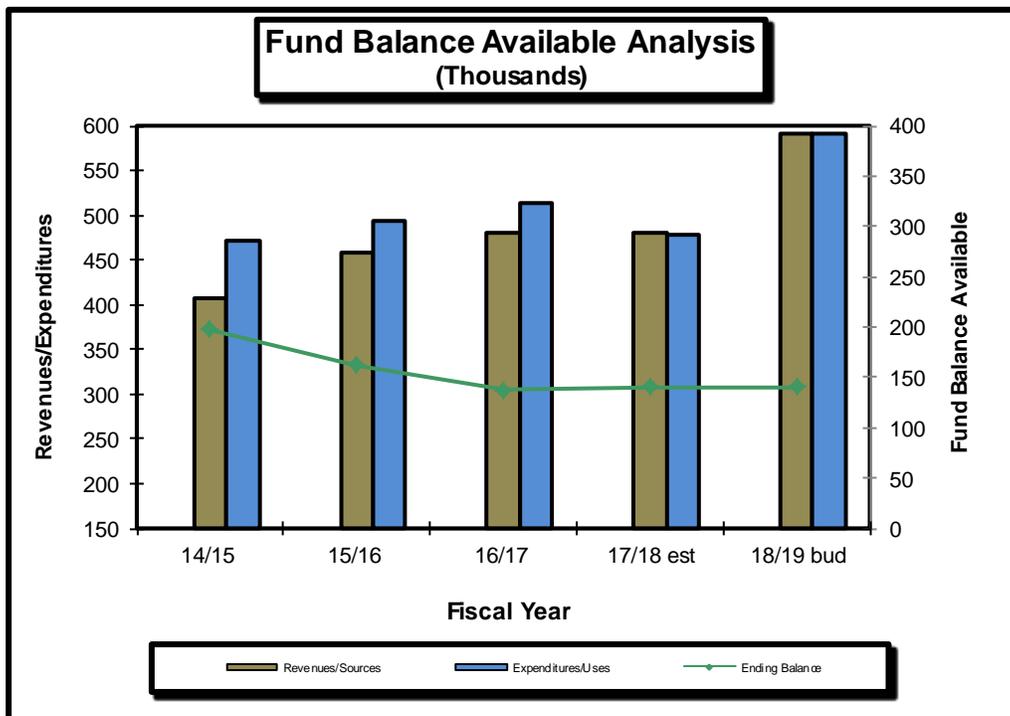
	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Wilson Cemetery Commission				
Personnel Services	\$ 286,118	\$ 313,500	\$ 264,740	\$ 346,000
Operating Expenses	136,321	172,600	210,250	149,100
Capital Outlay	<u>91,354</u>	<u>15,000</u>	<u>3,500</u>	<u>95,000</u>
Grand Total	<u>\$ 513,793</u>	<u>\$ 501,100</u>	<u>\$ 478,490</u>	<u>\$ 590,100</u>

FUND BALANCE AVAILABLE

WILSON CEMETERY COMMISSION

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 480,894	\$ 445,000	\$ 481,200	\$ 590,100
Expenditures/Other Financing Uses	<u>513,793</u>	<u>501,100</u>	<u>478,490</u>	<u>590,100</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ (32,899)</u>	<u>\$ (56,100)</u>	<u>\$ 2,710</u>	<u>\$ 0</u>
Fund Balance Appropriated	<u>\$ 47,350</u>	<u>\$ 56,100</u>	<u>\$ 56,100</u>	<u>\$ 0</u>
Fund Balance - Beginning of Year	\$ 162,066	\$ 137,852	\$ 137,852	\$ 140,562
Increase (Decrease)	<u>(24,214)</u>	<u>(56,100) *</u>	<u>2,710 *</u>	<u>0</u>
Fund Balance - End of Year	<u>\$ 137,852</u>	<u>\$ 81,752</u>	<u>\$ 140,562</u>	<u>\$ 140,562</u>



DEPARTMENT SUMMARY**WILSON CEMETERY COMMISSION**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 286,118	\$ 313,500	\$ 264,740	\$ 346,000
Operating Expenses	136,321	172,600	210,250	149,100
Capital Outlay	<u>91,354</u>	<u>15,000</u>	<u>3,500</u>	<u>95,000</u>
TOTAL	<u>\$ 513,793</u>	<u>\$ 501,100</u>	<u>\$ 478,490</u>	<u>\$ 590,100</u>

CAPITAL OUTLAY**WILSON CEMETERY COMMISSION**

Item	New/ Replacement	2018-19 Budget
Wilson Cemetery Commission (5210)		
One (1) Backhoe	R	75,000
Two (2) Mowers	R	20,000
Total		95,000

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 2019 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

WILSON CEMETERY COMMISSION ADMINISTRATION AND OPERATIONS

Description of Services:

Wilson Cemetery Commission is responsible for maintaining and operating publicly owned cemeteries.

PROGRAM GOALS AND INITIATIVES:

- Maintain and operate the publicly owned cemeteries of the City and provide for the selling of lots, the opening/closing of graves, and the perpetual care of the cemeteries
- Explore new sources of revenues, which may reduce the drain of present operations on fund balances
- Continue to provide cemetery services in an efficient and courteous manner to the citizens of Wilson

EXPENDITURE SUMMARY:

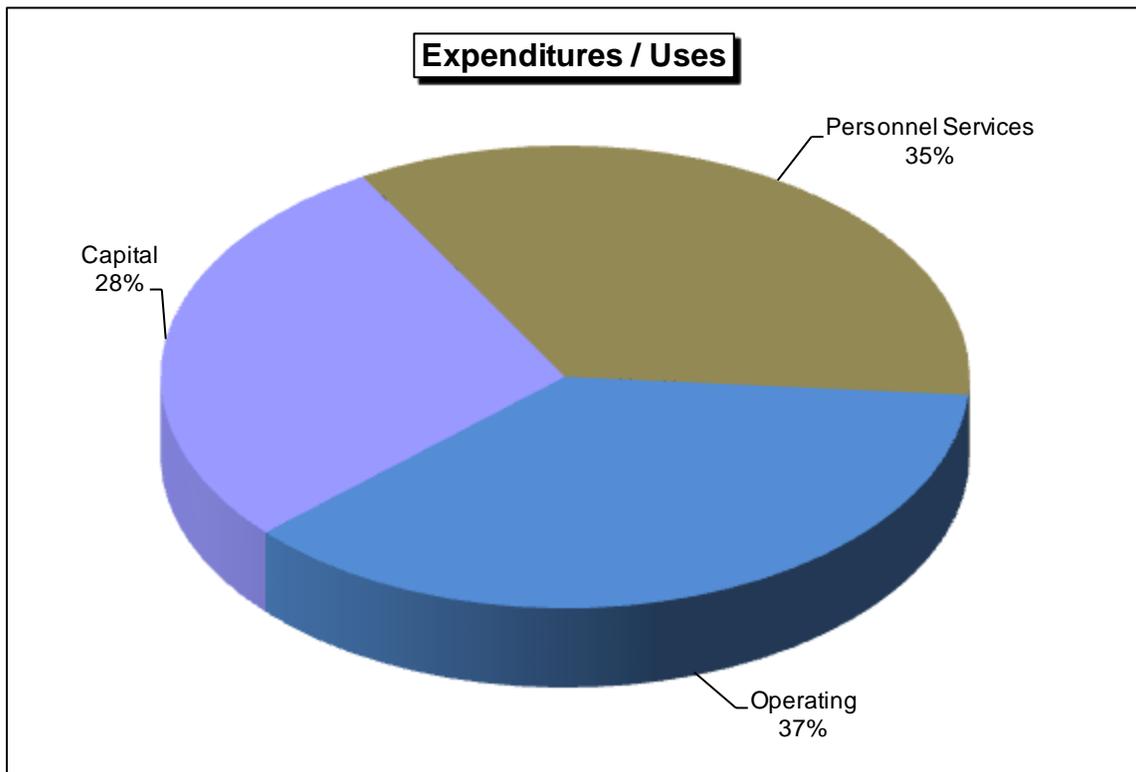
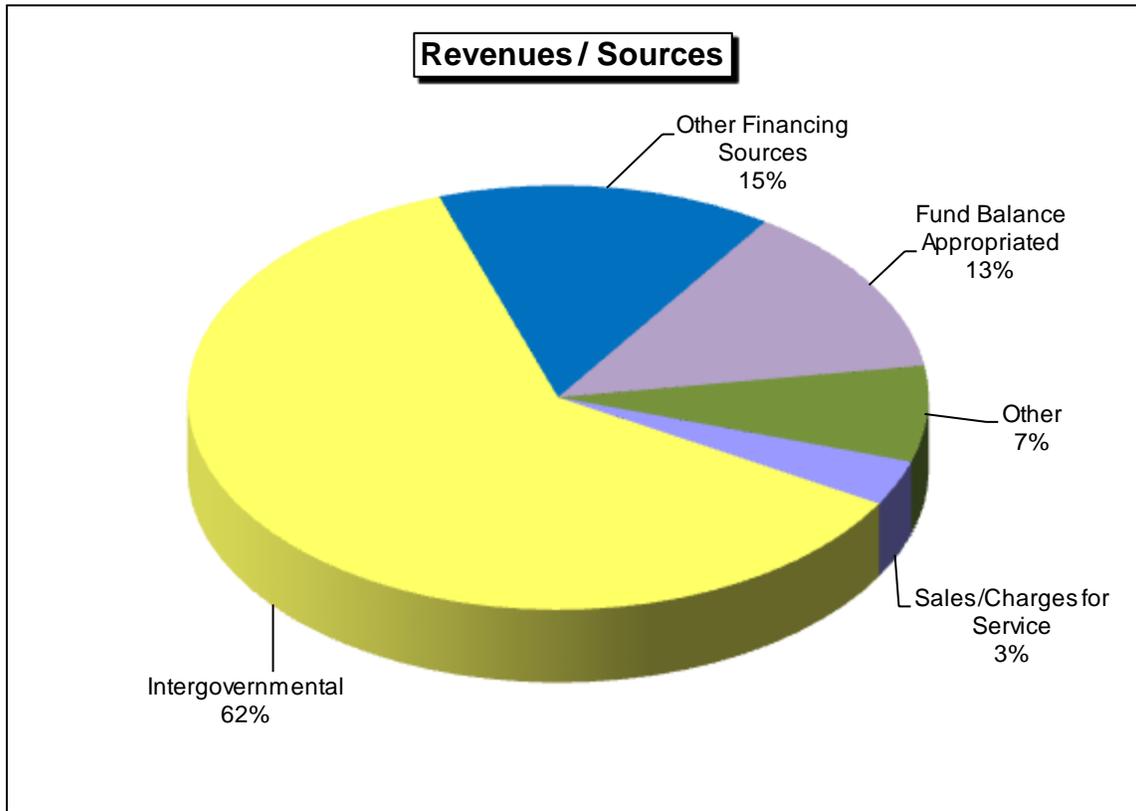
	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 286,118	\$ 313,500	\$ 264,740	\$ 346,000
Operating Expenses	136,321	172,600	210,250	149,100
Capital Outlay	<u>91,354</u>	<u>15,000</u>	<u>3,500</u>	<u>95,000</u>
TOTAL	<u>\$ 513,793</u>	<u>\$ 501,100</u>	<u>\$ 478,490</u>	<u>\$ 590,100</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Opening/Closing of graves per month	27	29	30
Sell of lots per month	14	15	15
Collections/Deposits to City each month (\$)	38,000	42,000	43,000
Deed for lots per month – average	12	12	12

REVENUE AND EXPENDITURE SUMMARY
MASS TRANSIT
ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Revenues, Other Sources, and Fund Balance</u>				
Intergovernmental	\$ 655,755	\$ 907,880	\$ 733,260	\$ 1,310,650
Sales/Charges for Services	73,177	84,200	67,540	73,000
Licenses and Permits	136,936	110,000	165,990	150,000
Miscellaneous Income	6,261	6,000	6,000	6,000
Investment Income	186	1,350	1,942	0
Interfund Transfers In	289,500	312,500	312,500	312,500
Fund Balance Appropriated	<u>0</u>	<u>312,062</u>	<u>0</u>	<u>280,280</u>
TOTAL	<u>\$ 1,161,815</u>	<u>\$ 1,733,992</u>	<u>\$ 1,287,232</u>	<u>\$ 2,132,430</u>
<u>Expenditures and Other Uses</u>				
Mass Transit Administration	\$ 317,303	\$ 672,302	\$ 425,680	\$ 438,530
Mass Transit Operations	878,595	1,040,960	978,820	1,066,670
Special Projects	<u>8,652</u>	<u>20,730</u>	<u>15,030</u>	<u>627,230</u>
TOTAL	<u>\$ 1,204,550</u>	<u>\$ 1,733,992</u>	<u>\$ 1,419,530</u>	<u>\$ 2,132,430</u>



REVENUES, OTHER SOURCES, AND FUND BALANCE

MASS TRANSIT

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
INTERGOVERNMENTAL				
Section 18 Grants-Administration	\$ 244,949	\$ 365,000	\$ 324,920	\$ 337,800
Section 18 Grants-Operating	195,732	252,900	215,340	235,000
Section 18 Grants-Capital	4,114	106,580	0	545,850
Home & Community Care Block Grant	14,999	12,400	10,000	12,000
Wilson County EDTAP Contributions	10,000	10,000	10,000	10,000
State Maintenance Assistance	<u>185,961</u>	<u>161,000</u>	<u>173,000</u>	<u>170,000</u>
Sub-Total	655,755	907,880	733,260	1,310,650
LICENSES AND PERMITS				
Motor Vehicle Licenses	136,936	110,000	165,990	150,000
SALES/CHARGES FOR SERVICES				
Bus Fares	73,177	84,200	67,540	73,000
MISCELLANEOUS INCOME				
	6,261	6,000	6,000	6,000
INVESTMENT INCOME				
	186	1,350	1,942	0
INTERFUND TRANSFERS IN				
Transfer from General Fund	12,000	35,000	35,000	35,000
Transfer from Electric Fund	166,500	166,500	166,500	166,500
Transfer from Gas Fund	<u>111,000</u>	<u>111,000</u>	<u>111,000</u>	<u>111,000</u>
Sub-Total	289,500	312,500	312,500	312,500
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated				
(Unassigned)	0	284,410	0	280,280
Encumbrance Balance	<u>0</u>	<u>27,652</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>0</u>	<u>312,062</u>	<u>0</u>	<u>280,280</u>
Total	<u>\$ 1,161,815</u>	<u>\$ 1,733,992</u>	<u>\$ 1,287,232</u>	<u>\$ 2,132,430</u>

INTERGOVERNMENTAL

Grants

This represents funds received from the State and Federal governments to support the administrative, operating, and capital portions of the transit system. Also included is a grant from the Upper Coastal Plains Council of Governments to support a program providing reduced fares for the elderly population of the City.

SALES CHARGES FOR SERVICES

Bus Fares

This revenue reflects the charges paid by passengers riding buses on the fixed-route bus system as well as charges for certain other special services provided.

LICENSES AND PERMITS

Motor Vehicle Licenses

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

MISCELLANEOUS INCOME

This represents revenue received from the rental of lockers at the Transportation Center, proceeds from the disposal of surplus property, and revenues from the taxi operators using the Transportation Center.

INVESTMENT INCOME

This represents the Mass Transit's share of the interest earned and the capital gains from the sale of the City's investments.

INTERFUND TRANSFERS

This category reflects financing sources distributed to the Mass Transit Fund from other funds.

FUND BALANCE

Fund Balance Appropriated

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

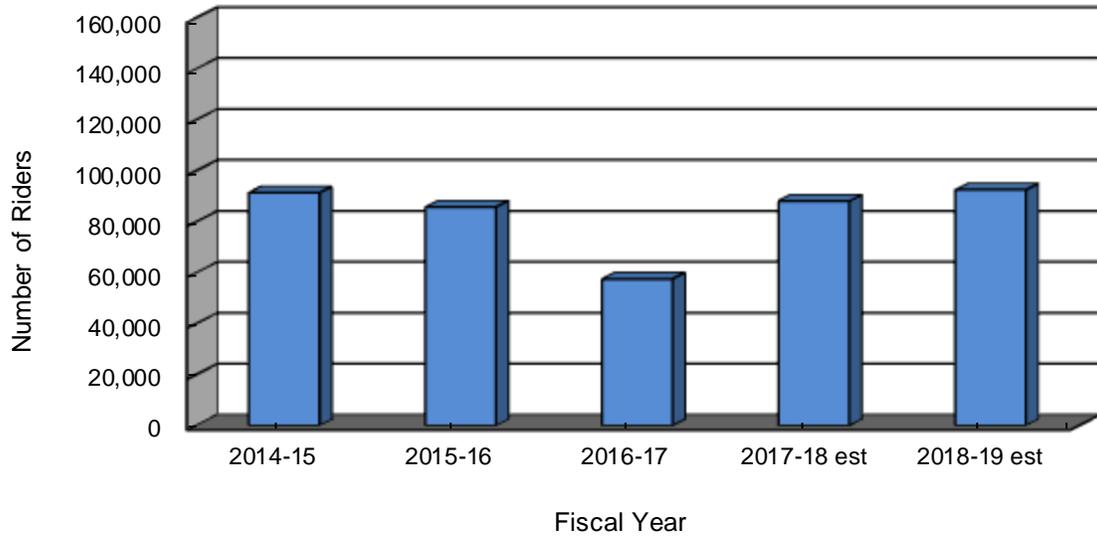
Encumbrance Balance

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

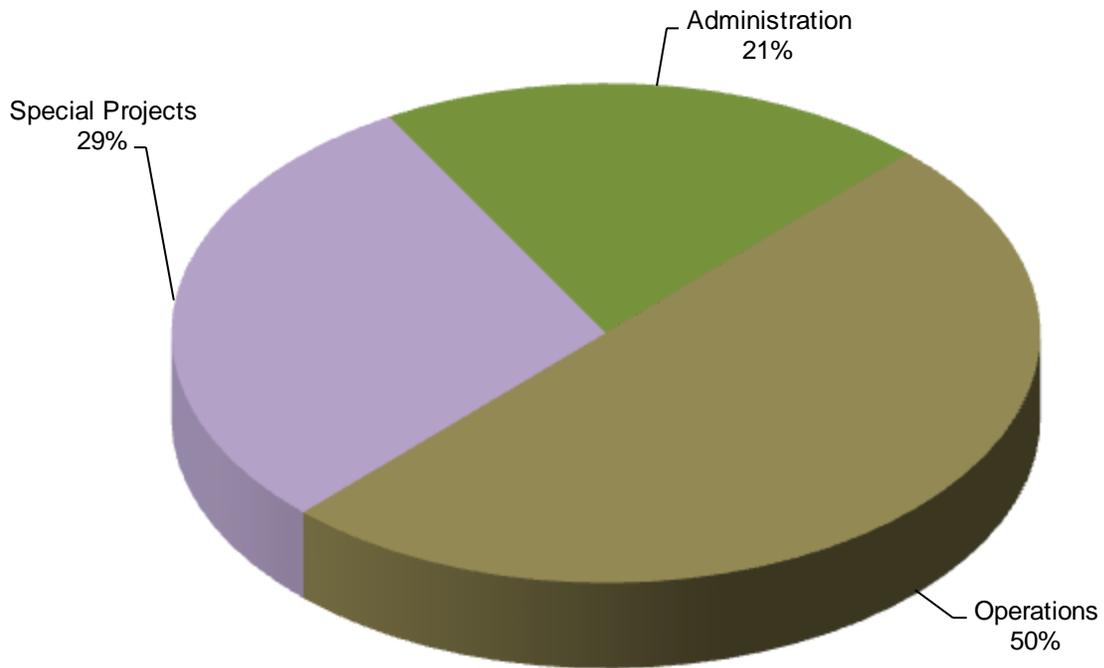
EXPENDITURE SUMMARY**MASS TRANSIT**

ITEM	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Mass Transit Administration				
Personnel Services	\$ 203,629	\$ 267,170	\$ 207,210	\$ 263,800
Operating Expenses	<u>113,674</u>	<u>405,132</u>	<u>218,470</u>	<u>174,730</u>
Total	317,303	672,302	425,680	438,530
Mass Transit Operations				
Personnel Services	373,579	449,270	447,580	473,710
Operating Expenses	<u>505,016</u>	<u>591,690</u>	<u>531,240</u>	<u>592,960</u>
Total	878,595	1,040,960	978,820	1,066,670
Special Projects				
Operating Expenses	8,652	20,730	15,030	21,230
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>606,000</u>
Total	<u>8,652</u>	<u>20,730</u>	<u>15,030</u>	<u>627,230</u>
Grand Total	<u>\$ 1,204,550</u>	<u>\$ 1,733,992</u>	<u>\$ 1,419,530</u>	<u>\$ 2,132,430</u>

Wilson Transit System (In Thousands)



Mass Transit Division Estimated Expenditures 2018-2019



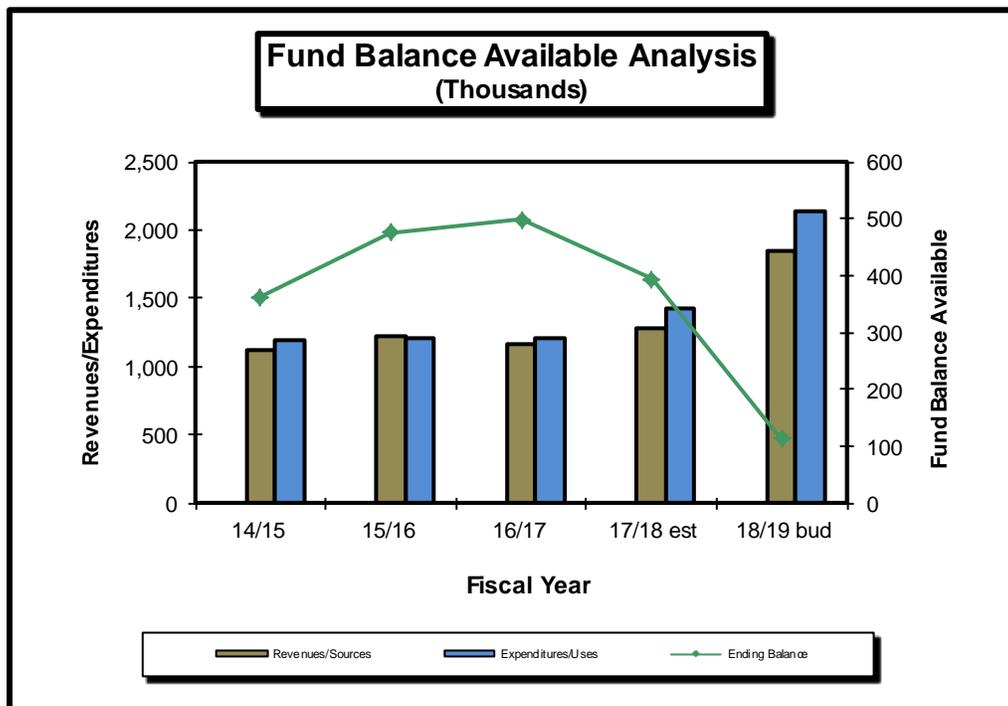
FUND BALANCE AVAILABLE

MASS TRANSIT

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 1,161,815	\$ 1,421,930	\$ 1,287,232	\$ 1,852,150
Expenditures/Other Financing Uses	<u>1,204,550</u>	<u>1,733,992</u>	<u>1,419,530</u>	<u>2,132,430</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ (42,735)</u>	<u>\$ (312,062)</u>	<u>\$ (132,298)</u>	<u>\$ (280,280)</u>
Fund Balance Appropriated	<u>\$ 319,620</u>	<u>\$ 312,062</u>	<u>\$ 312,062</u>	<u>\$ 280,280</u>
Fund Balance - Beginning of Year	\$ 475,140	\$ 498,508	\$ 498,508	\$ 393,862
Increase (Decrease)	<u>23,368</u>	<u>(284,410) *</u>	<u>(104,646) *</u>	<u>(280,280)</u>
Fund Balance - End of Year	<u>\$ 498,508</u>	<u>\$ 214,098</u>	<u>\$ 393,862</u>	<u>\$ 113,582</u>

* Excludes Encumbrances Reappropriated in the amount of \$ 27,652



DEPARTMENT SUMMARY**MASS TRANSIT**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 577,208	\$ 716,440	\$ 654,790	\$ 737,510
Operating Expenses	627,342	1,017,552	764,740	788,920
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>606,000</u>
TOTAL	<u>\$ 1,204,550</u>	<u>\$ 1,733,992</u>	<u>\$ 1,419,530</u>	<u>\$ 2,132,430</u>

PERSONNEL SUMMARY

MASS TRANSIT

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 Authorized
Mass Transit Administration (5101)				
Transportation Manager	22	1	1	1
Administrative Clerk	9	1	1	1
Transit Apprentice*	-	1	1	1
Mass Transit Operations (5102)				
Lead Transit Operator	14	1	1	1
Transit Dispatcher	10	1	1	1
Transit Operator	9	5	5	5
Part-time Transit Operator	9	3	3	3
Full-time		10	10	10
Part-time		3	3	3

Redistribution Notes:

Position Title:	From:	To:	Percent:
Transportation Manager	Mass Transit Administration 5101	Industrial Air Center 5601	5%
Director of Public Works	Public Works Admin 5001	Mass Transit Administration 5101	5%
Assistant Director of Public Works	Public Works Admin 5001	Mass Transit Administration 5101	15%
Transit Apprentice*	Staffing is dependent upon grant funding approval from the North Carolina Department of Transportation to support this position		90%

CAPITAL OUTLAY

MASS TRANSIT

Item	New/ Replacement	2018-19 Budget
Mass Transit Special Projects (5103)		
Six (6) Transit Buses	R	606,000
Total		606,000

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 2019 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

MASS TRANSIT ADMINISTRATION

Description of Services:

Mass Transit Administration is responsible for personnel management and training; budget development and execution; public information and education; grant administration; customer service; Transportation Advisory Committee; taxi, limousine, and van services; and oversight of the on-site restaurant.

PROGRAM GOALS AND INITIATIVES:

- Plan, organize, and supervise all transit operations and related services to meet the public transportation needs of the Wilson community
- Prepare and administer operating budget, including grant funding, with efficiency, accountability, and within compliance of all local and state policies
- Continue to seek grant funds for existing programs and for expanded services as necessitated by annexation and economic development
- Supervise and train all transit personnel
- Develop and execute the transit budget
- Prepare and submit Community Transportation Program Grant to state as required
- Develop and seek new funding sources
- Educate the citizens of Wilson about the transportation services available to them
- Ensure the Wilson Transportation Center is well maintained and within regulatory compliance
- Participate in Transportation Advisory Committee meetings
- Ensure taxi-cab, limousine services, and leased restaurant are operated within ordinance guidelines

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 203,629	\$ 267,170	\$ 207,210	\$ 263,800
Operating Expenses	<u>113,674</u>	<u>405,132</u>	<u>218,470</u>	<u>174,730</u>
TOTAL	<u><u>\$ 317,303</u></u>	<u><u>\$ 672,302</u></u>	<u><u>\$ 425,680</u></u>	<u><u>\$ 438,530</u></u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Revenues (fares)	\$73,176	\$71,688	\$75,275
Revenues (grants)	\$651,641	\$869,237	\$899,237

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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 373,579	\$ 449,270	\$ 447,580	\$ 473,710
Operating Expenses	<u>505,016</u>	<u>591,690</u>	<u>531,240</u>	<u>592,960</u>
TOTAL	<u>\$ 878,595</u>	<u>\$ 1,040,960</u>	<u>\$ 978,820</u>	<u>\$ 1,066,670</u>

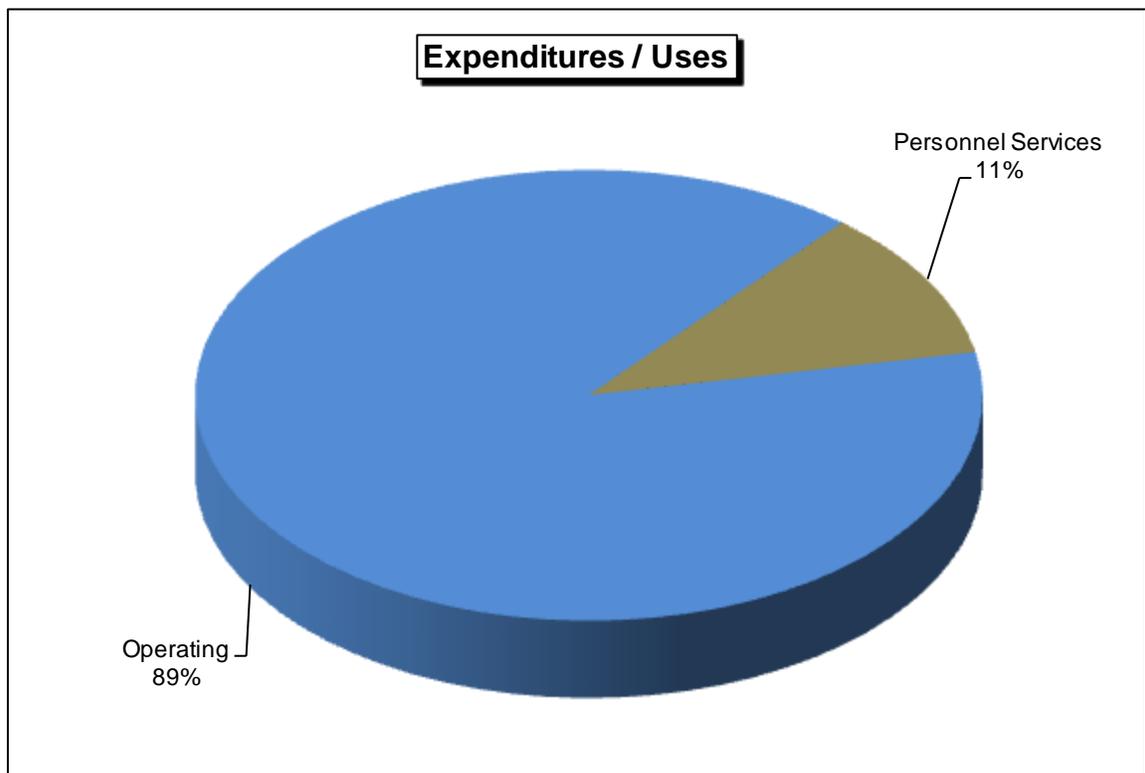
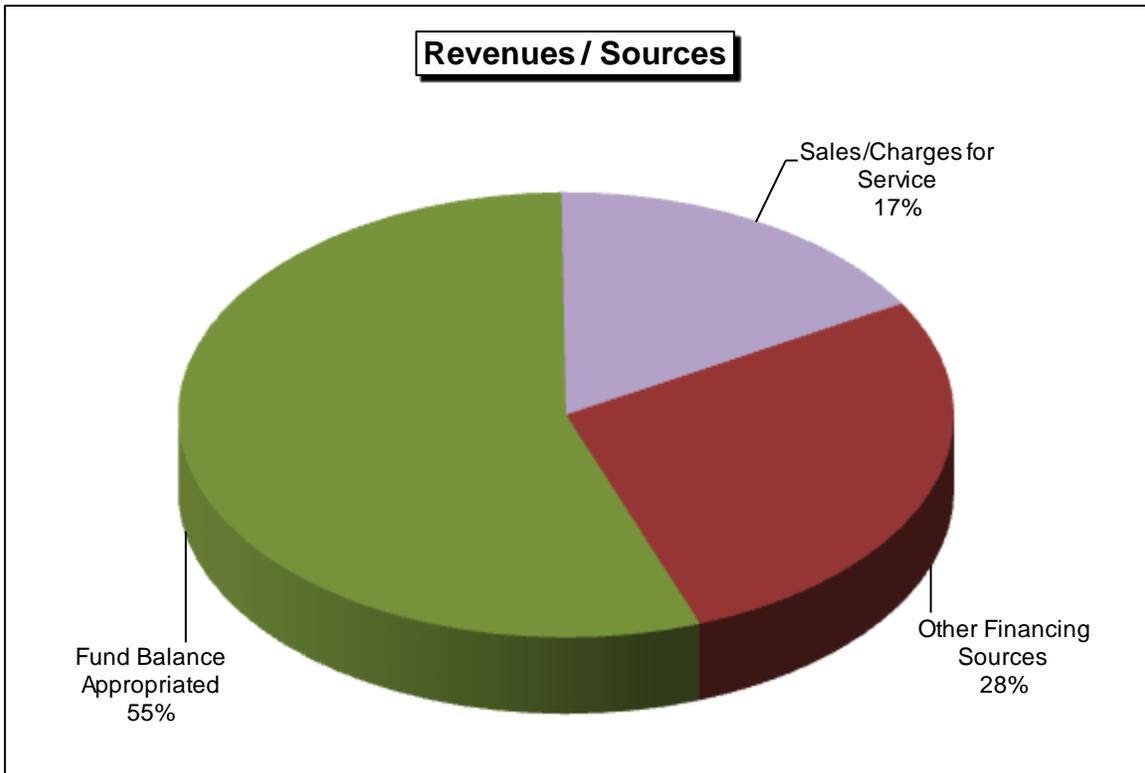
PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Annual ridership	87,548	88,104	92,509
Annual revenue miles	183,806	183,806	183,806

REVENUE AND EXPENDITURE SUMMARY**INDUSTRIAL AIR CENTER**

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
<u>Revenues, Other Sources, and Fund Balance</u>				
Sales/Charges for Services	\$ 26,206	\$ 25,000	\$ 25,360	\$ 33,360
Miscellaneous Income	2,000	7,930	3,500	0
Investment Income	222	0	980	0
Interfund Transfers In	118,000	54,880	174,880	54,880
Fund Balance Appropriated	<u>0</u>	<u>342,080</u>	<u>0</u>	<u>109,750</u>
TOTAL	<u>\$ 146,428</u>	<u>\$ 429,890</u>	<u>\$ 204,720</u>	<u>\$ 197,990</u>
<u>Expenditures and Other Uses</u>				
Industrial Air Center	<u>\$ 148,405</u>	<u>\$ 429,890</u>	<u>\$ 379,485</u>	<u>\$ 197,990</u>
TOTAL	<u>\$ 148,405</u>	<u>\$ 429,890</u>	<u>\$ 379,485</u>	<u>\$ 197,990</u>



REVENUES, OTHER SOURCES, AND FUND BALANCE**INDUSTRIAL AIR CENTER**

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
SALES/CHARGES FOR SERVICES				
Airport Rental Income	\$ 26,206	\$ 25,000	\$ 25,360	\$ 33,360
MISCELLANEOUS INCOME	2,000	7,930	3,500	0
INVESTMENT INCOME	222	0	980	0
INTERFUND TRANSFERS IN				
Transfer from General Fund	118,000	54,880	174,880	54,880
FUND BALANCE APPROPRIATED				
Fund Balance Appropriated				
(Unassigned)	0	341,080	0	109,750
Encumbrance Balance	<u>0</u>	<u>1,000</u>	<u>0</u>	<u>0</u>
Sub-Total	<u>0</u>	<u>342,080</u>	<u>0</u>	<u>109,750</u>
Total	<u>\$ 146,428</u>	<u>\$ 429,890</u>	<u>\$ 204,720</u>	<u>\$ 197,990</u>

DESCRIPTION OF REVENUE SOURCES**INDUSTRIAL AIR CENTER**

INTERGOVERNMENTAL

Grants

This represents funds received from the State to support the operating and capital expenditures of the Industrial Air Center.

SALES CHARGES FOR SERVICES

Airport Rental Income

This represents rental income received from the leasing of hangars located at the Industrial Air Center.

INVESTMENT INCOME

This represents the Industrial Air Center's share of the interest earned and the capital gains from the sale of the City's investments.

INTERFUND TRANSFERS

This category reflects financing sources distributed to the Industrial Air Center Fund from other funds.

FUND BALANCE

Fund Balance Appropriated

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

Encumbrance Balance

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

EXPENDITURE SUMMARY**INDUSTRIAL AIR CENTER**

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Industrial Air Center				
Personnel Services	\$ 38,760	\$ 38,780	\$ 29,810	\$ 21,440
Operating Expenses	102,007	177,860	144,360	176,550
Capital Outlay	<u>7,638</u>	<u>213,250</u>	<u>205,315</u>	<u>0</u>
Grand Total	<u>\$ 148,405</u>	<u>\$ 429,890</u>	<u>\$ 379,485</u>	<u>\$ 197,990</u>

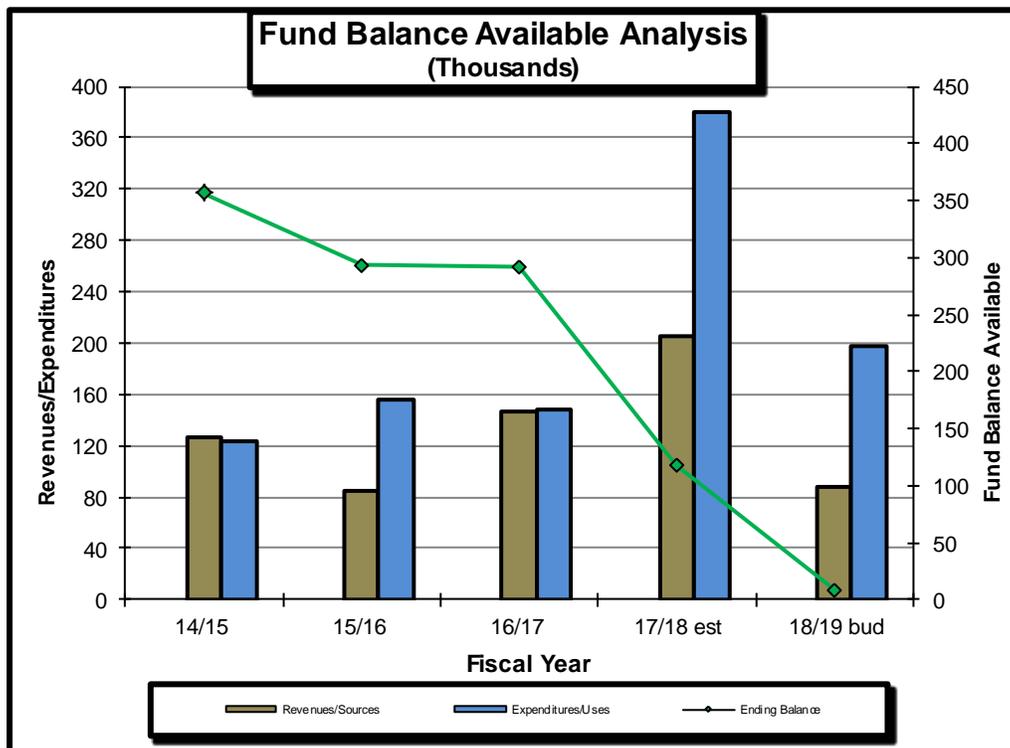
FUND BALANCE AVAILABLE

INDUSTRIAL AIR CENTER

ITEM

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Revenues/Other Financing Sources	\$ 146,428	\$ 87,810	\$ 204,720	\$ 88,240
Expenditures/Other Financing Uses	<u>148,405</u>	<u>429,890</u>	<u>379,485</u>	<u>197,990</u>
Revenues/Other Financing Sources Over (Under) Expenditures/Other Financing Uses	<u>\$ (1,977)</u>	<u>\$ (342,080)</u>	<u>\$ (174,765)</u>	<u>\$ (109,750)</u>
Fund Balance Appropriated	<u>\$ 268,060</u>	<u>\$ 342,080</u>	<u>\$ 342,080</u>	<u>\$ 109,750</u>
Fund Balance - Beginning of Year	\$ 293,415	\$ 291,693	\$ 291,693	\$ 117,928
Increase (Decrease)	<u>(1,722)</u>	<u>(341,080)</u> *	<u>(173,765)</u> *	<u>(109,750)</u>
Fund Balance - End of Year	<u>\$ 291,693</u>	<u>\$ (49,387)</u>	<u>\$ 117,928</u>	<u>\$ 8,178</u>

* Excludes Encumbrances Reappropriated in the amount of \$ 1,000



DEPARTMENT SUMMARY**INDUSTRIAL AIR CENTER**

EXPENDITURE SUMMARY:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 38,760	\$ 38,780	\$ 29,810	\$ 21,440
Operating Expenses	102,007	177,860	144,360	176,550
Capital Outlay	<u>7,638</u>	<u>213,250</u>	<u>205,315</u>	<u>0</u>
TOTAL	<u>\$ 148,405</u>	<u>\$ 429,890</u>	<u>\$ 379,485</u>	<u>\$ 197,990</u>

Industrial Air Center (5601)

Redistribution Notes:

Position Title:	From:	To:	Percent:
Director of Public Works	Public Works Administration 5001	Industrial Air Center 5601	5%
Assistant Director of Public Works	Public Works Administration 5001	Industrial Air Center 5601	5%
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:

	2016-17 Actual	2017-18 Budget	2017-18 Estimated	2018-19 Budget
Personnel Services	\$ 38,760	\$ 38,780	\$ 29,810	\$ 21,440
Operating Expenses	102,007	177,860	144,360	176,550
Capital Outlay	<u>7,638</u>	<u>213,250</u>	<u>205,315</u>	<u>0</u>
TOTAL	<u>\$ 148,405</u>	<u>\$ 429,890</u>	<u>\$ 379,485</u>	<u>\$ 197,990</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Gallons of aviation fuel dispensed	26,046	29,712	31,200
Non-grant revenue (rent, logging, etc.)	\$28,206	\$30,428	\$42,000

REVENUE AND EXPENDITURE SUMMARY**GROUP INSURANCE BENEFITS**

FINANCIAL PLAN:

	2016-17 Actual	2017-18 Plan	2017-18 Estimated	2018-19 Plan
<u>Revenues, Other Sources, and Fund Balance</u>				
Sales/Charges for Services	\$ 12,596,539	\$ 13,643,690	\$ 12,831,670	\$ 13,946,000
Miscellaneous Income	150	0	380	0
Investment Income	<u>5,170</u>	<u>0</u>	<u>42,080</u>	<u>0</u>
TOTAL	<u>\$ 12,601,859</u>	<u>\$ 13,643,690</u>	<u>\$ 12,874,130</u>	<u>\$ 13,946,000</u>
<u>Expenditures and Other Uses</u>				
Health Claims and Insurance	\$ 10,105,120	\$ 12,011,000	\$ 9,664,930	\$ 12,278,400
Dental Claims	491,739	492,340	487,890	520,600
Vision Claims	72,400	69,750	67,880	72,000
Medicare Supplement Insurance	811,258	970,000	850,000	970,000
Life Insurance	<u>101,527</u>	<u>100,600</u>	<u>101,390</u>	<u>105,000</u>
TOTAL	<u>\$ 11,582,044</u>	<u>\$ 13,643,690</u>	<u>\$ 11,172,090</u>	<u>\$ 13,946,000</u>

Group Insurance Benefits

Note: The City of Wilson operates a Health Clinic located at our Operations Center that provides health services to employees. The City of Wilson has professional staff contracted through Wilson Medical Center on duty daily to allow quicker access to care and a faster turn-around for non-life threatening illnesses and/or injuries. There are no co-payments for employees.

Personnel costs (contracted) are found in professional services. All clinic expenses are in the Group Insurance Benefits Fund.

REVENUE AND EXPENDITURE SUMMARY**RISK MANAGEMENT**

FINANCIAL PLAN:

	2016-17 Actual	2017-18 Plan	2017-18 Estimated	2018-19 Plan
<u>Revenues, Other Sources, and Fund Balance</u>				
Sales/Charges for Services	\$ 3,129,330	\$ 3,074,470	\$ 3,074,470	\$ 3,167,060
Miscellaneous Income	173,760	0	239,000	0
Investment Income	190	0	31,000	0
Fund Balance Appropriated	<u>0</u>	<u>84,807</u>	<u>0</u>	<u>0</u>
TOTAL	<u>\$ 3,303,280</u>	<u>\$ 3,159,277</u>	<u>\$ 3,344,470</u>	<u>\$ 3,167,060</u>
<u>Expenditures and Other Uses</u>				
Risk Services	<u>\$ 2,579,280</u>	<u>\$ 3,159,277</u>	<u>\$ 2,388,210</u>	<u>\$ 3,167,060</u>
TOTAL	<u>\$ 2,579,280</u>	<u>\$ 3,159,277</u>	<u>\$ 2,388,210</u>	<u>\$ 3,167,060</u>

PERSONNEL SUMMARY**RISK MANAGEMENT**

Class Title	Salary Range	2016-17 Authorized	2017-18 Authorized	2018-19 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.

CAPITAL OUTLAY**RISK MANAGEMENT**

Item	New/ Replacement	2018-19 Plan
Risk Services (2503)		
Video Surveillance Equipment for Gillette Park	N	35,000
Total		35,000

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 2019 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.

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. Administers the City's occupational health and accident/injury prevention programs and participates in emergency management activities.

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 and 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:

	2016-17 Actual	2017-18 Plan	2017-18 Estimated	2018-19 Plan
Personnel Services	\$ 232,813	\$ 253,090	\$ 235,580	\$ 254,040
Operating Expenses	2,264,657	2,821,380	2,040,320	2,878,020
Capital Outlay	<u>81,810</u>	<u>84,807</u>	<u>112,310</u>	<u>35,000</u>
TOTAL	<u>\$ 2,579,280</u>	<u>\$ 3,159,277</u>	<u>\$ 2,388,210</u>	<u>\$ 3,167,060</u>

PERFORMANCE INDICATORS:

Outputs	2016-17 Actual	2017-18 Estimated	2018-19 Goal
Total cost of insurance coverage – 12 month period	\$633,866	\$605,000	\$610,000
Comply with Safety Regulations	100%	100%	100%

REVENUE AND EXPENDITURE SUMMARY**OPERATIONS CENTER**

FINANCIAL PLAN:

	2016-17 Actual	2017-18 Plan	2017-18 Estimated	2018-19 Plan
<u>Revenues, Other Sources, and Fund Balance</u>				
Sales/Charges for Services	\$ 1,003,755	\$ 1,156,820	\$ 1,156,820	\$ 1,178,120
Investment Income	3,286	0	11,300	0
Proceeds from				
Debt Refunding	0	1,661,990	1,669,356	0
Fund Balance Appropriated	<u>0</u>	<u>370,014</u>	<u>0</u>	<u>0</u>
 TOTAL	 <u>\$ 1,007,041</u>	 <u>\$ 3,188,824</u>	 <u>\$ 2,837,476</u>	 <u>\$ 1,178,120</u>
 <u>Expenditures and Other Uses</u>				
Operations	\$ 340,245	\$ 429,096	\$ 429,090	\$ 435,530
Capital Outlay	771,715	715,448	965,840	360,000
Debt Service	<u>380,031</u>	<u>2,044,280</u>	<u>2,050,229</u>	<u>382,590</u>
 TOTAL	 <u>\$ 1,491,991</u>	 <u>\$ 3,188,824</u>	 <u>\$ 3,445,159</u>	 <u>\$ 1,178,120</u>

CAPITAL OUTLAY**OPERATIONS CENTER**

Item	New/ Replacement	2018-19 Plan
Operations Center (9000)		
Equipment Lot Rehabilitation	R	360,000
Total		360,000

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 2019 will result from a reduction to the maintenance and/or repair costs previously experienced on the older items. This amount of reduction varies and for this reason is not extrapolated and built into the operating budget.

IMPACT OF CAPITAL PROJECTS BUDGET

The Fiscal Year 2018-2019 Annual Operating Budget includes capital outlay expenditures of \$13,005,200 detailed within each department. Items costing at least \$5,000 and that 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 in to the City's operating budget. Some facilities may require additional utilities, such as electricity and water, above current consumption levels; however, an impact may not be readily evident when projects are funded and then constructed over several years. Consequently, the impacts of capital projects on the annual operating budget are estimated when available and noted in the CIP under each project when identified. Most projects will not have an operating impact in the year during which they are funded since this is typically the construction/installation phase. Also, if a project is a renovation which does not include expansion and the operating costs are already captured in the department's annual operating budget, no additional operating costs will be identified.

The City prepares a five-year capital improvement program each year as part of its budgeting and planning process. This capital improvement program is a schedule of capital projects and their priority for the five-year planning period. These projects are for the construction, purchase, replacement, or major renovation of a building, utility system, or other physical structures. These projects include tangible assets with a useful life of more than one year and require an expenditure of at least \$50,000; or, for vehicles and equipment, have a useful life of at least fifteen years and a cost of at least \$150,000. The estimated cost of operating and maintaining the asset, if more than \$10,000, is included in the capital improvement program document.

The five-year capital improvement program serves as a planning tool for management and City Council. The first year of the plan is generally considered for budget adoption purposes each year during the budget process. The capital improvement program is updated each year to meet changing needs, priorities, and financing capabilities. Current capital projects and their relationship to the operating budget are discussed in the following paragraphs.

GENERAL GOVERNMENT PROJECTS

Funding for the 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, economic community investment along highway 301 through the TIGER grant, public street construction and maintenance, assessment of Brownfields sites and the beginnings of various recreation and park improvement projects.

The EPA Brownfields Program awarded Wilson and its coalition partner, Greenville, \$1,000,000 in revolving loan fund grants. \$600,000 is for hazardous substances and \$400,000 for petroleum cleanup. The grants will be used to fund loans and subgrants to support cleanup activities, market the revolving loan fund, conduct cleanup planning and oversight, and perform community outreach activities, as approved. The City is applying for a loan from the EPA Brownfields revolving loan fund to help restore the historic rail station.

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 a \$300,000 2017 Brownfields Assessment & Cleanup Grant.

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. An additional \$575,000 is included in the FY 2019 budget.

The U. S. Department of Transportation awarded the City a Transportation Investment Generating Economic Recovery (TIGER) Grant entitled the "U.S. 301 Road to Opportunity" in the amount of \$10 million dollars. The City contributed a local match of \$2,012,800 as required.

IMPACT OF CAPITAL PROJECTS BUDGET

The City has started the planning and design work for Hominy Creek Greenway. This will establish a trail from Williams Day Camp to Ripley Road.

Cavalier Terrace Park is undergoing improvements and updates. Funding will be spent for an improved walking trail, playground, picnic shelter, parking lot, pickle ball court, and utility upgrades.

Another project in its initial stages is the City's planned Recreation Revitalization which will include a feasibility study of all parks and recreation facilities funded in the amount of \$100,000.

The City has begun improvements to Lake Wilson. Initial efforts of \$300,000 are proposed with \$150,000 of this allotted to fiscal year 2018. 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 are planned.

Improvements have begun by the City at Wiggins Mill Park. The initial efforts of \$200,000 are proposed with \$100,000 allotted to fiscal year 2018. A new boat ramp with area lighting, a new gravel path and gravel parking lot, and relocation of floating docks are planned.

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 \$123.9 million on water supply, treatment, distribution infrastructure, and wastewater collection and treatment improvements. These capital costs have been funded mainly through debt (\$78.7 million). Debt service in the Water Resources Fund now totals \$4.1 million or 14.3% of the budgeted expenditures for FY 2019.

The Longview and Stantonsburg Pump Station Upgrade Project will replace existing pumps, drives, and motors at the 40-year old pump station to improve reliability of service. This project is still in the design phase.

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 55 years old and Toisnot Basins

are 77 years old and in need of repairs to surface. Wiggins Mill filters are in need of rebuilding after 21 years of service. The Engineering study is complete. This project is currently in the preliminary design phase.

The new Blower and Aeration Control project involves installing new LDO sensors and actuator valves to BNR basins for dual zone control, and to connect all to the existing SCADA, in an effort to capture, monitor and analyze data in a more efficient manner.

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 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 an above 500 year flood elevation.

A 12" water main extension is planned from 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.

DOWNTOWN DEVELOPMENT PROJECTS

In FY 2019, the City continues funding of various economic development projects throughout the downtown area. The City budgeted \$250,000 in the Economic Community Investment – Downtown Building Revitalization project to further stimulate economic community growth in the downtown area. This project will be used to rehabilitate infrastructure, sidewalks, and buildings.

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 aid in the improvement and enhancement of the 301 Corridor.

SUMMARY OF CAPITAL PROJECTS BY FUND

**As Budgeted
June 30, 2018**

General

Brownfields EPA Cleanup Revolving Loan Grant (RLV)	1,200,000
2017 Brownfields Assessment and Cleanup - Hazardous & Petroleum Grant	300,000
Public Street Maintenance and Construction - 2019	575,000
Economic Community Investment - TIGER	2,000,000
Hominy Creek Greenway (Phase One)	175,000
Cavalier Terrace Park Renovation	748,350
Recreation Revitalization	100,000
Lake Wilson Park Improvements	300,000
Wiggins Mill Park Improvements	200,000

Water Resources

Longview and Stantonsburg Pump Station Upgrade	2,969,000
Basin Renovation, Filter Rebuild Wiggins Mill and Toisnot	2,280,000
New Blower and Aeration Controls	1,450,000
Wiggins Mill Expansion from 12 to 16 MGD and 480V Electrical Conversion	9,900,000
Wiggins Mill Raw Water Dam and Pump Station Mitigation	2,870,000
Water Main Extension Highway 42 West from Airport to Lamm Road	419,000

Downtown Development

Economic Community Investment - Downtown Building Revitalization	1,106,000
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Electric

301 Infrastructure/Corridor Improvements Capital Project	93,000
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BROWNFIELDS EPA CLEANUP REVOLVING LOAN GRANT - RLV**PROJECT PL0020**

Low costs or no interest loans or subgrants for environmental cleanups at Brownfields' properties contaminated with hazardous substances and petroleum products

Actual

	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Environmental Protection Agency Grant	\$ 1,000,000	\$ 289,990	\$ 22,000	\$ 311,990
Investment Income		1,345	1,000	2,345
Transfer from General Fund	200,000	200,000		200,000
Total	\$ 1,200,000	\$ 491,335	\$ 23,000	\$ 514,335
EXPENDITURES				
Administration	\$ 200,000	\$ 108,525	\$ 22,130	\$ 130,655
Loans - Hazardous	600,000	181,432		181,432
Loans - Petroleum	400,000	32		32
Total	\$ 1,200,000	\$ 289,989	\$ 22,130	\$ 312,119

2017 BROWNFIELDS ASSESSMENT & CLEANUP – HAZARDOUS & PETROLEUM GRANT PROJECT PL0034

Conduct community-wide assessments at Brownfields sites.

Actual

	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
U. S Environmental Protection Agency Grant	\$ 300,000	\$	\$ 66,890	\$ 66,890
Total	\$ 300,000	\$	\$ 66,890	\$ 66,890
EXPENDITURES				
Administration - Hazardous	\$ 200,000	\$	\$ 37,550	\$ 37,550
Adminstration - Petroleum	100,000		29,340	29,340
Total	\$ 300,000	\$	\$ 66,890	\$ 66,890

PUBLIC STREET MAINTENANCE AND CONSTRUCTION**PROJECT PS0026**

Maintaining, repairing, constructing, reconstructing, widening or improving public streets in the City of Wilson that do not form a part of the State Highway Systems

Actual

	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Transfer from General Fund	\$ 575,000	\$	\$	\$
Total	<u>\$ 575,000</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
EXPENDITURES				
Infrastructure Improvement/Maintenance	\$ 575,000	\$	\$	\$
Total	<u>\$ 575,000</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>

ECONOMIC COMMUNITY INVESTMENT - TIGER**PROJECT PL0023**

The City of Wilson's matching contribution for the USDOT's Transportation Investment Generating Economic Recovery (TIGER) grant entitled "US 301 Road to Opportunity" awarded to the City in the amount of \$10 million dollars

Actual

	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Transfer from Electric Fund	\$ 2,000,000	\$ 1,512,800	\$ 500,000	\$ 2,012,800
Investment Income		5,521	900	6,421
Total	<u>\$ 2,000,000</u>	<u>\$ 1,518,321</u>	<u>\$ 500,900</u>	<u>\$ 2,019,221</u>
EXPENDITURES				
Economic Community Investment - TIGER	\$ 2,000,000	\$ 1,107,430	\$ 911,791	\$ 2,019,221
Total	<u>\$ 2,000,000</u>	<u>\$ 1,107,430</u>	<u>\$ 911,791</u>	<u>\$ 2,019,221</u>

HOMINY CREEK GREENWAY (PHASE 1)**PROJECT PK0069**

The initial planning and design of phase one of Hominy Creek Greenway is to establish a trail from Williams Day Camp to Ripley Road.

Actual

	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Investment Income	\$	\$	\$ 82	\$ 82
Grant Income	100,000			
Transfer from General Fund	50,000		50,000	50,000
Contributions	25,000		25,000	25,000
Total	<u>\$ 175,000</u>	<u>\$</u>	<u>\$ 75,082</u>	<u>\$ 75,082</u>
EXPENDITURES				
Engineering	\$ 50,000	\$	\$ 50,000	\$ 50,000
Construction	125,000			
Total	<u>\$ 175,000</u>	<u>\$</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>

CAVALIER TERRACE PARK RENOVATION**PROJECT PK0072**

The site preparation, walking trail, playground, picnic shelter, parking lot, pickle ball court, utilities and planning costs are to improve and update Cavalier Terrace Park.

Actual

	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Investment Income	\$	\$	\$ 377	\$ 377
NC Parks & Recreation Trust Fund (Part F) Grant	374,170			
Transfer from General Fund	274,180		274,180	274,180
Contributions	100,000		20,000	20,000
Total	<u>\$ 748,350</u>	<u>\$</u>	<u>\$ 294,557</u>	<u>\$ 294,557</u>
EXPENDITURES				
Engineering	\$ 50,000	\$	\$ 28,000	\$ 28,000
Construction	698,350		450,981	450,981
Total	<u>\$ 748,350</u>	<u>\$</u>	<u>\$ 478,981</u>	<u>\$ 478,981</u>

RECREATION REVITALIZATION**PROJECT RE0035**

A feasibility study of all parks and recreation facilities funded in the amount of \$100,000.

Actual

	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Transfer from General Fund	\$ 100,000	\$	\$ 100,000	\$ 100,000
Total	<u>\$ 100,000</u>	<u>\$</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>
EXPENDITURES				
Engineering	\$ 100,000	\$	\$ 78,300	\$ 78,300
Total	<u>\$ 100,000</u>	<u>\$</u>	<u>\$ 78,300</u>	<u>\$ 78,300</u>

LAKE WILSON PARK IMPROVEMENTS**PROJECT PK0073**

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

Actual

	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Transfer from General Fund	\$ 300,000	\$	\$ 150,000	\$ 150,000
Total	<u>\$ 300,000</u>	<u>\$</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>
EXPENDITURES				
Construction	\$ 300,000	\$	\$	\$
Total	<u>\$ 300,000</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>

WIGGINS MILL PARK IMPROVEMENTS**PROJECT PK0074**

The boat ramp, floating docks, area lighting, and parking lot renovations are to improve and update Wiggins Mill Park.

	Actual			
	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Transfer from General Fund	\$ 200,000	\$	\$ 100,000	\$ 100,000
Total	<u>\$ 200,000</u>	<u>\$</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>
EXPENDITURES				
Construction	\$ 200,000	\$	\$	\$
Total	<u>\$ 200,000</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>

LONGVIEW AND STANTONSBURG PUMP STATION UPGRADE**PROJECT WM0144**

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

	Actual			
	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Investment Income	\$	\$ 2,018	\$ 9,800	\$ 11,818
Transfer from Water Resources Fund	1,469,000	669,000		669,000
Transfer from Water Resources Capital Reserve Fund	1,500,000		1,500,000	1,500,000
Total	<u>\$ 2,969,000</u>	<u>\$ 671,018</u>	<u>\$ 1,509,800</u>	<u>\$ 2,180,818</u>
EXPENDITURES				
Construction	\$ 2,969,000	\$ 91,949	\$ 143,802	\$ 235,751
Total	<u>\$ 2,969,000</u>	<u>\$ 91,949</u>	<u>\$ 143,802</u>	<u>\$ 235,751</u>

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

Renovating basin walls and rebuilding filters due to deterioration and age

	Actual			
	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Transfer from Water Resources Fund	\$ 2,280,000	\$ 580,000	\$ 500,000	\$ 1,080,000
Investment Income		1,969	5,316	7,285
Total	\$ 2,280,000	\$ 581,969	\$ 505,316	\$ 1,087,285
EXPENDITURES				
Construction	\$ 2,280,000	\$	\$ 886,517	\$ 886,517
Total	\$ 2,280,000	\$	\$ 886,517	\$ 886,517

NEW BLOWER AND AERATION CONTROLS**PROJECT WM0146**

New LDO sensors and actuator valves to BNR basins for dual zone control and to connect to all existing SCADA

	Actual			
	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
REVENUES				
Transfer from Water Resources Fund	\$ 1,444,000	\$ 1,214,000	\$ 230,000	\$ 1,444,000
Investment Income	6,000	1,472	3,721	5,193
Total	\$ 1,450,000	\$ 1,215,472	\$ 233,721	\$ 1,449,193
EXPENDITURES				
Engineering	\$ 122,000	\$	\$ 30,000	\$ 30,000
Construction	1,328,000		1,325,000	1,325,000
Total	\$ 1,450,000	\$	\$ 1,355,000	\$ 1,355,000

WIGGINS MILL EXPANSION 12 TO 16 MGD AND 480V ELECTRICAL CONVERSION**PROJECT WP0100**

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	Prior Years	Actual	
			2017-18 Estimated	Total to Date Estimated
REVENUES				
Transfer from Water Resources Fund	\$ 9,900,000	\$	\$	\$
Total	<u>\$ 9,900,000</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
EXPENDITURES				
Engineering	\$ 300,000	\$	\$	\$
Construction	9,600,000			
Total	<u>\$ 9,900,000</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>

WIGGINS MILL RAW WATER DAM AND PUMP STATION MITIGATION**PROJECT WP9998**

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.

	Proposed Project Authorization	Prior Years	Actual	
			2017-18 Estimated	Total to Date Estimated
REVENUES				
Transfer from Water Resources Fund	\$ 2,870,000	\$	\$ 55,000	\$ 55,000
Total	<u>\$ 2,870,000</u>	<u>\$</u>	<u>\$ 55,000</u>	<u>\$ 55,000</u>
EXPENDITURES				
Engineering	\$ 465,000	\$	\$	\$
Construction	2,400,000			
Contingency	5,000			
Total	<u>\$ 2,870,000</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>

WATER MAIN EXTENSION HWY 42 WEST FROM AIRPORT TO LAMM RD**PROJECT WD0375**

An extension is planned to supply Johnston County pump station and growth in the area.

	Actual			Total to Date Estimated
	Project Authorization	Prior Years	2017-18 Estimated	
REVENUES				
Transfer from Water Resources Fund	\$ 419,000			
Total	\$ 419,000	\$	\$	
EXPENDITURES				
Engineering	\$ 39,000			
Construction	380,000			
Total	\$ 419,000	\$	\$	\$

**ECONOMIC COMMUNITY INVESTMENT
DOWNTOWN BUILDING REVITALIZATION****PROJECT DD0025**

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

	Actual			Total to Date Estimated
	Project Authorization	Prior Years	2017-18 Estimated	
REVENUES				
Transfer from Electric Fund	\$ 1,100,000	\$ 600,000	\$ 250,000	\$ 850,000
Investment Income	6,000	2,708	2,976	5,684
Total	\$ 1,106,000	\$ 602,708	\$ 252,976	\$ 855,684
EXPENDITURES				
Administrative/Operating	\$ 50,000	\$	\$	\$
Project Incentives	250,000	205,264	10,800	216,064
Construction	800,000	18,860	1,200	20,060
Downtown Redevelopment Incentive Grant	6,000		2,809	2,809
Total	\$ 1,106,000	\$ 224,124	\$ 14,809	\$ 238,933

301 INFRASTRUCTURE/CORRIDOR IMPROVEMENTS**PROJECT ED0371**

The economic development and improvement of the 301 Corridor

Actual

	Project Authorization	Prior Years	2017-18 Estimated	Total to Date Estimated
<u>REVENUES</u>				
Transfer from Electric Fund Investment Income	\$ 93,000	\$ 31,000 102	\$ 31,000 295	\$ 62,000 397
Total	<u>\$ 93,000</u>	<u>\$ 31,102</u>	<u>\$ 31,295</u>	<u>\$ 62,397</u>
<u>EXPENDITURES</u>				
Project Development	\$ 93,000	\$	\$	\$
Total	<u>\$ 93,000</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>

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**

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
Revenues						
Property Taxes	\$ 22,865,890	\$ 23,323,208	\$ 25,019,972	\$ 25,520,371	\$ 26,030,778	\$ 26,551,394
Other Taxes	6,797,780	6,933,736	7,072,411	7,213,859	7,358,136	7,505,299
Intergovernmental	6,004,190	6,094,253	6,185,667	6,278,452	6,372,629	6,468,218
Sales/Charges for Services	6,110,730	6,202,391	6,295,427	6,389,858	6,485,706	6,582,992
Licenses, Permits, etc.	1,111,770	1,128,447	1,145,374	1,162,555	1,179,993	1,197,693
Miscellaneous Income	70,550	71,608	72,682	73,772	74,879	76,002
Investment Income	125,000	126,875	128,778	130,710	132,671	134,661
Interfund Transfers In	3,465,010	3,479,751	3,494,787	3,510,124	3,525,768	3,541,725
Fund Balance Appropriated	5,857,910	2,857,894	1,306,479	925,530	563,617	190,484
Total Revenues	\$ 52,408,830	\$ 50,218,163	\$ 50,721,577	\$ 51,205,231	\$ 51,724,177	\$ 52,248,468
Appropriations						
Personnel Services	\$ 42,159,060	\$ 42,686,048	\$ 43,219,624	\$ 43,759,869	\$ 44,306,867	\$ 44,860,703
Operating Expenses	20,820,940	21,027,099	21,237,360	21,449,723	21,664,210	21,880,842
Recovered Costs	(15,462,920)	(15,694,864)	(15,930,287)	(16,169,241)	(16,411,780)	(16,657,957)
Capital Outlay	3,244,800	1,000,000	1,000,000	1,300,000	1,300,000	1,300,000
Debt Service	364,670	335,000	330,000			
Transfers to Other Funds	1,282,280	864,880	864,880	864,880	864,880	864,880
Total Appropriations	\$ 52,408,830	\$ 50,218,163	\$ 50,721,577	\$ 51,205,231	\$ 51,724,177	\$ 52,248,468

GENERAL FUND ASSUMPTIONS

Revenue Assumptions

FY2020 - FY2024

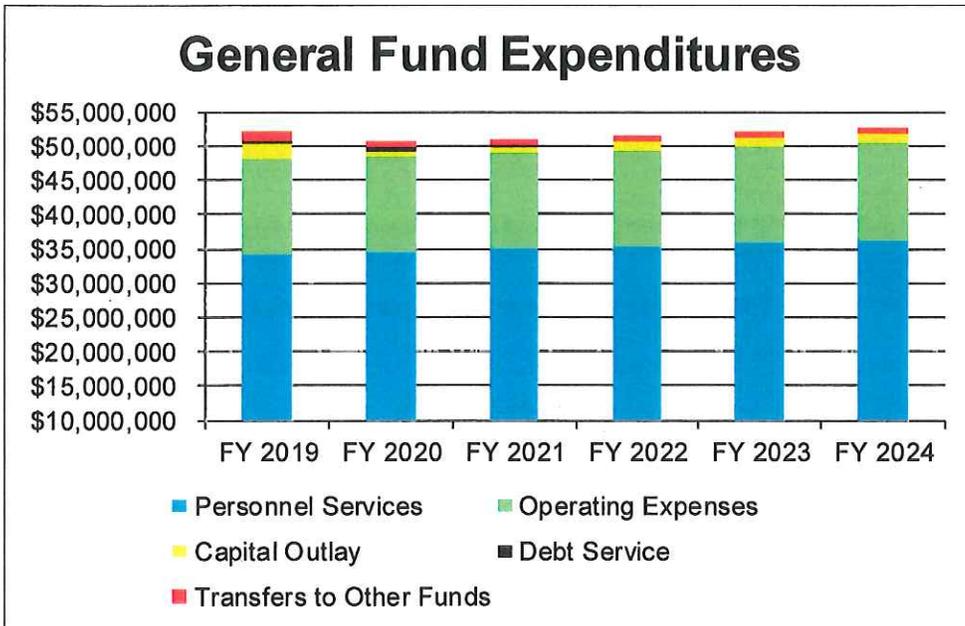
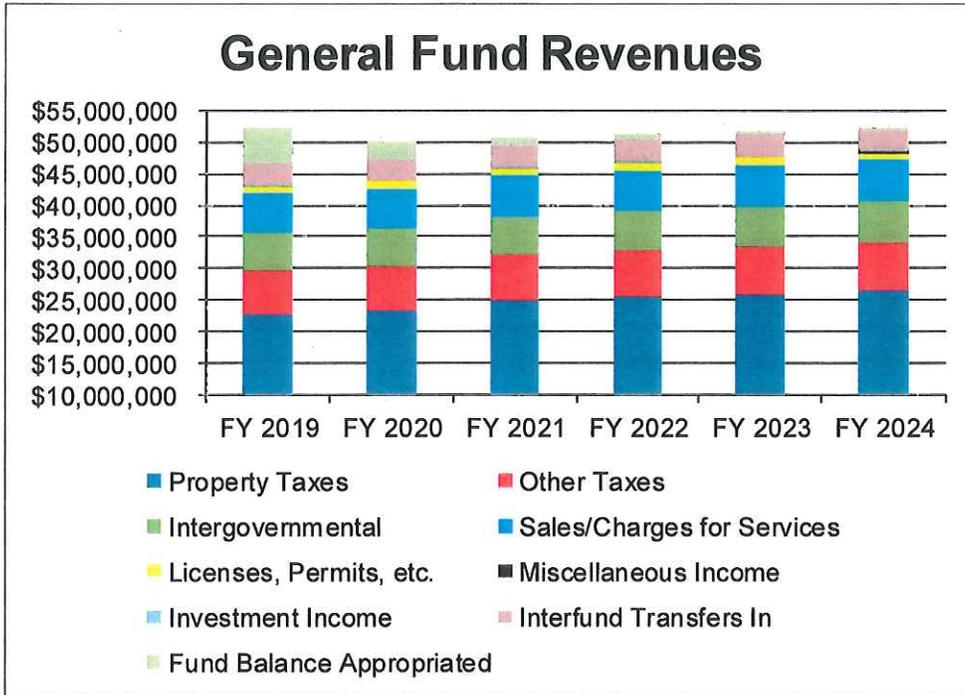
- *Property Tax Base - Projected to grow at average 2.0% annually overall. (Includes 3.0 cent tax increase in 2021).
- *Other taxes (sales taxes) are projected at 2% growth annually.
- *Intergovernmental is projected at 1.5% growth annually.
- *Sales/charges for services, Licenses and permits, Miscellaneous income, and Investment income are projected at 1.5% growth annually.
- *Payment in Lieu of Taxes (PILOT) Transfer In projected at 2.0 growth annually.

Appropriation Assumptions

FY2020 - FY2024

- *Personnel Services - (all salaries and benefits) Appropriations are projected at average 1.25% growth annually.
- *Operating expenses - Appropriations are projected at 1% growth annually.
- *Recovered Costs - Appropriations are projected at 1.5% growth annually.
- *Capital Outlay - Projected to stay flat for first two years and increase as debt service is paid off.
- *Debt Service - Appropriations are projected at actual remaining debt service (no new debt payments projected).
- *Transfers to Other Funds - Projected to remain flat.

GENERAL FUND ASSUMPTIONS



**ELECTRIC FUND
PROJECTION**

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
Revenues						
Sales/Charges for Services	\$ 123,227,260	\$ 124,705,987	\$ 127,823,637	\$ 131,019,228	\$ 132,591,459	\$ 134,182,557
Miscellaneous Income	878,000	886,780	895,648	904,604	913,650	922,787
Investment Income		25,000	25,375	25,756	26,142	26,534
Fund Balance Appropriated		1,497			474,989	507,671
Total Revenues	\$ 124,105,260	\$ 125,619,264	\$ 128,744,660	\$ 131,949,588	\$ 134,006,240	\$ 135,639,549
Appropriations						
Personnel Services	\$ 8,288,930	\$ 8,392,542	\$ 8,497,449	\$ 8,603,667	\$ 8,711,213	\$ 8,820,103
Operating Expenses	18,150,130	18,421,637	18,922,649	19,431,602	19,722,285	20,017,319
Power Purchase	86,360,540	87,440,047	90,063,248	92,765,145	93,924,709	95,098,768
Recovered Costs	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
Capital Outlay	4,685,340	4,755,620	4,826,954	5,399,358	5,480,348	5,562,553
Debt Service	1,788,080	1,765,480	1,578,490	881,775	1,287,230	1,247,688
Other Expenses	2,254,820	2,254,820	2,254,820	2,254,820	2,254,820	2,254,820
Transfers to Other Funds	2,707,420	2,719,118	2,731,050	2,743,221	2,755,635	2,768,298
Total Appropriations	\$ 124,105,260	\$ 125,619,264	\$ 128,744,660	\$ 131,949,588	\$ 134,006,240	\$ 135,639,549

ELECTRIC FUND ASSUMPTIONS

Revenue Assumptions

FY2020 - FY2024

*Sales/Charges for Services are projected at 1.20% growth annually, with exception of 2021 and 2022 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

FY2020 - FY2024

*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 2021 and 2022 at 2.50% growth each.

*Power Purchases - Projected at 1.25% growth annually (with projected rate increases of 3.0% in 2021 and 2022)

*Recovered Costs appropriations - Projected at 0% growth annually.

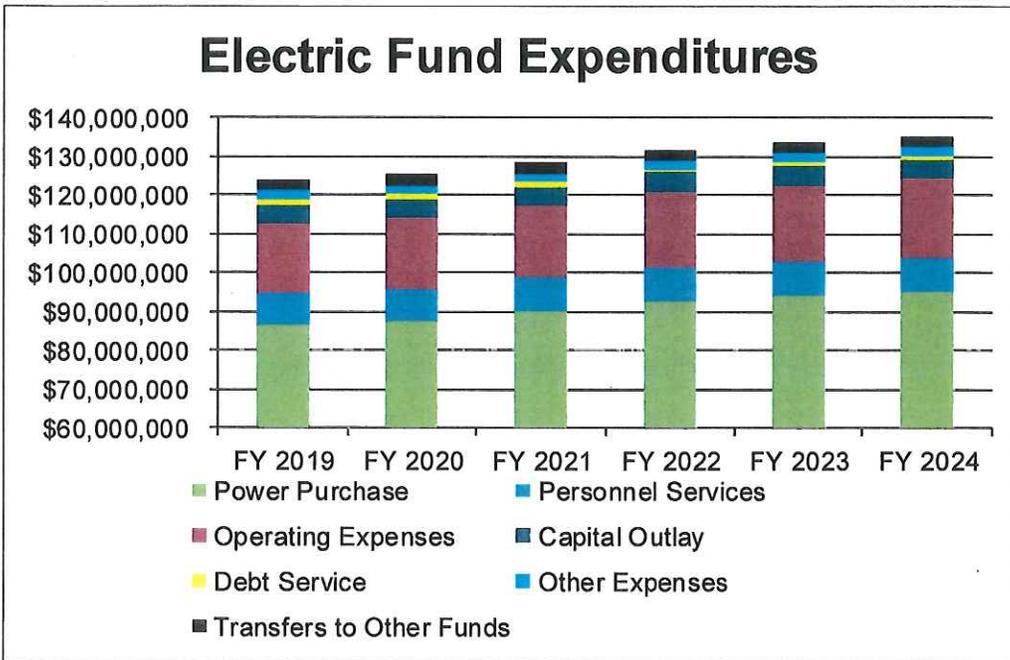
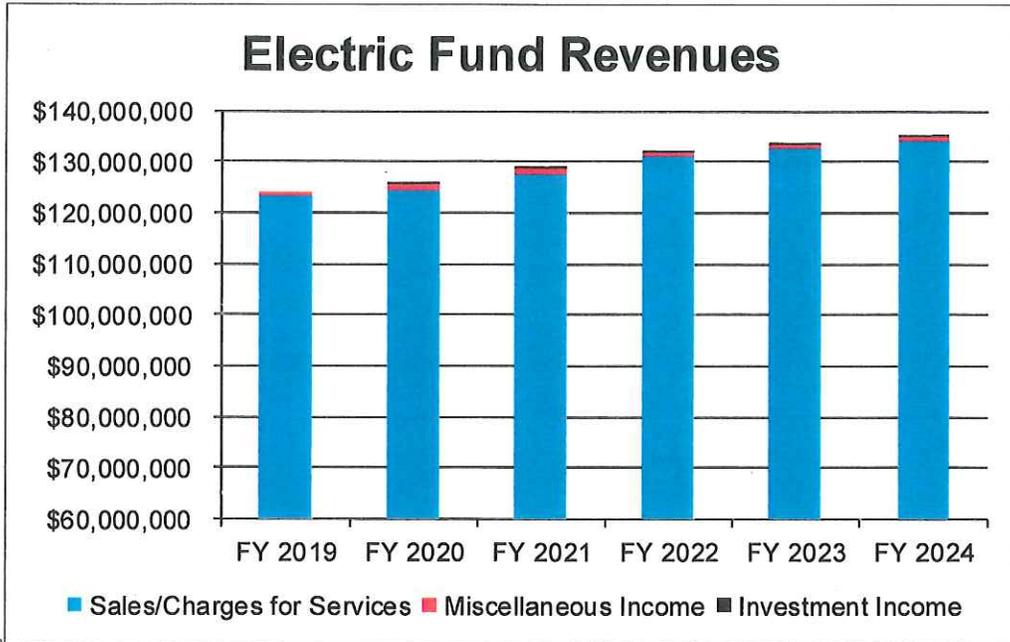
*Capital Outlay - Projected at 1.5% growth annually with exception of 2022 where increase allowed by debt service reduction

*Debt Service appropriations - Projected at actual remaining debt service with no projected new debt payments.

*Other expenses - Projected to stay flat.

*Transfers to Other Funds - Projected at 0% growth annually. (Payment in lieu of taxes transfer is projected at 2% growth annually)

ELECTRIC FUND ASSUMPTIONS



**GAS FUND
PROJECTION**

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
Revenues						
Sales/Charges for Services	\$ 17,712,920	\$ 17,890,049	\$ 18,068,949	\$ 18,249,638	\$ 18,432,134	\$ 18,616,455
Miscellaneous Income	9,000	9,090	9,181	9,273	9,366	9,460
Fund Balance Appropriated		34,069	26,358	4,071	2,486	2,811
Total Revenues	\$ 17,721,920	\$ 17,933,208	\$ 18,104,488	\$ 18,262,982	\$ 18,443,986	\$ 18,628,726
Appropriations						
Personnel Services	\$ 2,558,720	\$ 2,590,704	\$ 2,623,088	\$ 2,655,877	\$ 2,689,075	\$ 2,722,688
Operating Expenses	3,336,920	3,386,796	3,437,418	3,488,798	3,540,947	3,593,876
Gas Purchase	9,050,000	9,140,500	9,231,905	9,324,224	9,417,466	9,511,641
Recovered Costs	(227,010)	(227,010)	(227,010)	(227,010)	(227,010)	(227,010)
Capital Outlay	1,035,000	1,050,000	1,050,000	1,225,000	1,225,000	1,225,000
Debt Service	442,630	463,515	457,280	261,120	260,305	261,034
Other Expenses	159,570	159,570	159,570	159,570	159,570	159,570
Transfers to Other Funds	1,366,090	1,369,133	1,372,237	1,375,403	1,378,633	1,381,927
Total Appropriations	\$ 17,721,920	\$ 17,933,208	\$ 18,104,488	\$ 18,262,982	\$ 18,443,986	\$ 18,628,726

GAS FUND ASSUMPTIONS

Revenue Assumptions

FY2020 - FY2024

*Sales/Charges for Services are projected at 1.0% growth annually.

*Miscellaneous income is projected at 1.0% growth annually.

*Fund Balance appropriated is projected to be needed slightly to cover a minimal amount of expenditures over the period.

Appropriation Assumptions

FY2020 - FY2024

*Personnel Services (all salaries and benefits) appropriations - Projected at average 1.25% growth annually.

*Operating expenses appropriations - Projected at 1.5% growth annually.

*Gas Purchases - Projected at 1.0% growth annually.

*Recovered Costs appropriations - Projected at 0% growth annually.

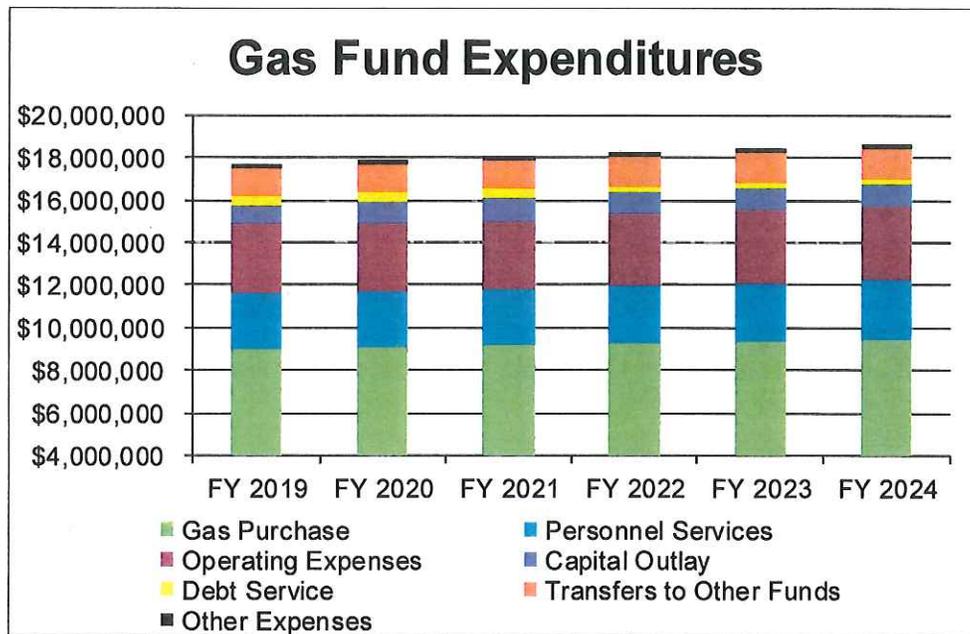
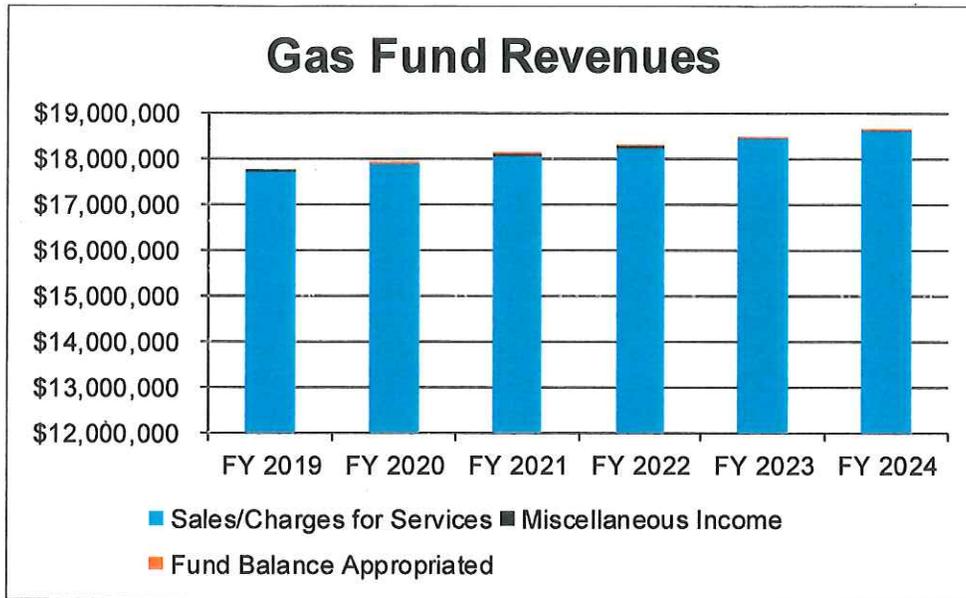
*Capital Outlay - Projected to remain flat until 2022 where increase allowed by debt service reduction out to 2024

*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 2% growth annually)

GAS FUND ASSUMPTIONS



**WATER RESOURCES FUND
PROJECTION**

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
Revenues						
Sales/Charges for Services	\$ 24,898,500	\$ 25,147,485	\$ 25,398,960	\$ 25,652,950	\$ 25,909,480	\$ 26,168,575
Miscellaneous Income	448,000	524,433	530,037	535,703	541,431	547,221
Fund Balance Appropriated	3,421,650	530,251	510,050	515,150	520,301	525,504
Total Revenues	\$ 28,768,150	\$ 26,202,169	\$ 26,439,047	\$ 26,703,803	\$ 26,971,212	\$ 27,241,300
Appropriations						
Personnel Services	\$ 7,682,800	\$ 7,778,835	\$ 7,876,070	\$ 7,974,521	\$ 8,074,203	\$ 8,175,131
Operating Expenses	12,367,960	12,553,479	12,746,852	12,939,002	13,137,889	13,338,649
Recovered Costs	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
Capital Outlay	1,864,000	1,850,000	1,850,000	2,500,000	2,750,000	2,750,000
Debt Service	4,084,390	4,069,855	3,966,125	3,215,280	2,229,120	1,977,520
Other Expenses	200,000	200,000	200,000	200,000	200,000	200,000
Transfers to Other Funds	3,319,000	500,000	550,000	625,000	1,330,000	1,550,000
Total Appropriations	\$ 28,768,150	\$ 26,202,169	\$ 26,439,047	\$ 26,703,803	\$ 26,971,212	\$ 27,241,300

WATER RESOURCES FUND ASSUMPTIONS

Revenue Assumptions

FY2020 - FY2024

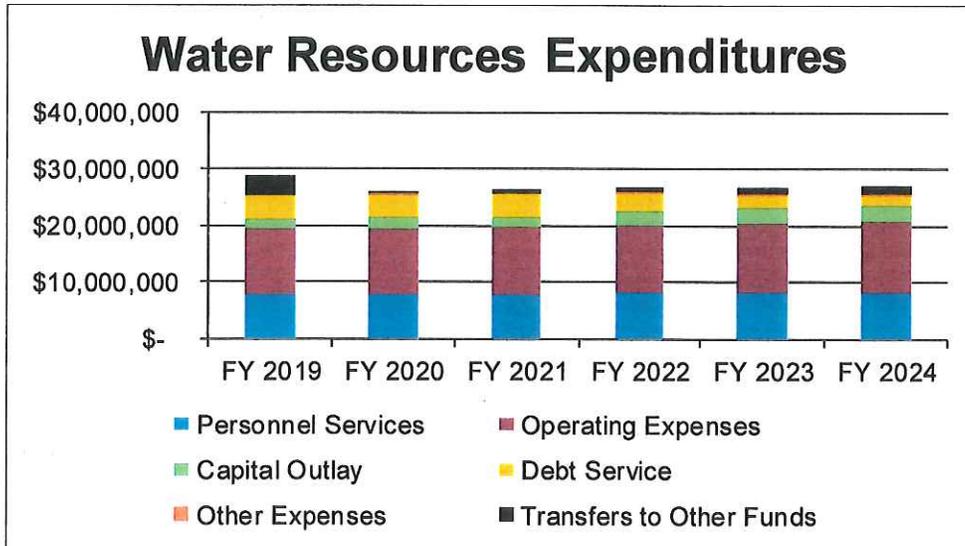
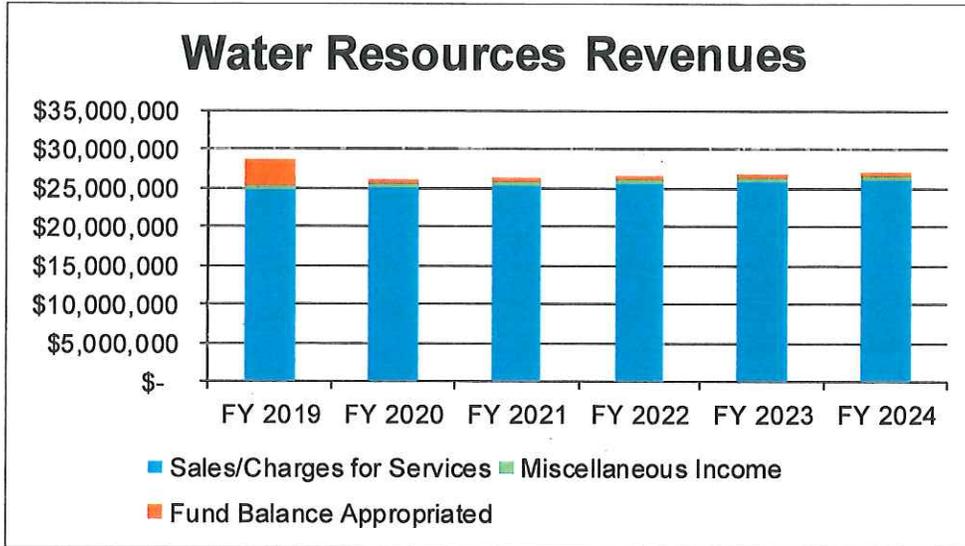
- *Sales/Charges for Services - Projected at 1.0% growth annually.
- *Miscellaneous income - Projected at 1.0% growth annually.
- *Fund Balance appropriated is projected to be needed each year to cover appropriations.

Appropriation Assumptions

FY2020 - FY2024

- *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 stay flat the first two years and increases 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**

	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
Revenues						
Sales/Charges for Services	\$ 15,677,860	\$ 15,834,639	\$ 15,992,985	\$ 16,152,915	\$ 16,314,444	\$ 16,477,588
Miscellaneous Income	636,940	646,494	656,191	666,034	676,025	686,165
Investment Income		8,000	8,120	8,242	8,366	8,491
Fund Balance Appropriated			83,695	829,765		
Total Revenues	\$ 16,314,800	\$ 16,489,133	\$ 16,740,991	\$ 17,656,956	\$ 16,998,835	\$ 17,172,244
Appropriations						
Personnel Services	\$ 2,826,680	\$ 2,862,014	\$ 2,897,789	\$ 2,934,011	\$ 2,970,686	\$ 3,007,820
Operating Expenses	12,479,360	12,667,524	12,857,537	13,050,400	13,243,924	13,449,024
Recovered Costs	(2,892,000)	(2,892,000)	(2,892,000)	(2,892,000)	(2,892,000)	(2,892,000)
Capital Outlay	219,530	160,000			1,270,000	2,460,000
Debt Service	3,446,680	3,457,050	3,643,120	4,330,000	2,171,680	912,855
Interfund Loan Repayment	234,550	234,545	234,545	234,545	234,545	234,545
Total Appropriations	\$ 16,314,800	\$ 16,489,133	\$ 16,740,991	\$ 17,656,956	\$ 16,998,835	\$ 17,172,244

BROADBAND FUND ASSUMPTIONS

Revenue Assumptions

FY2020 - FY2024

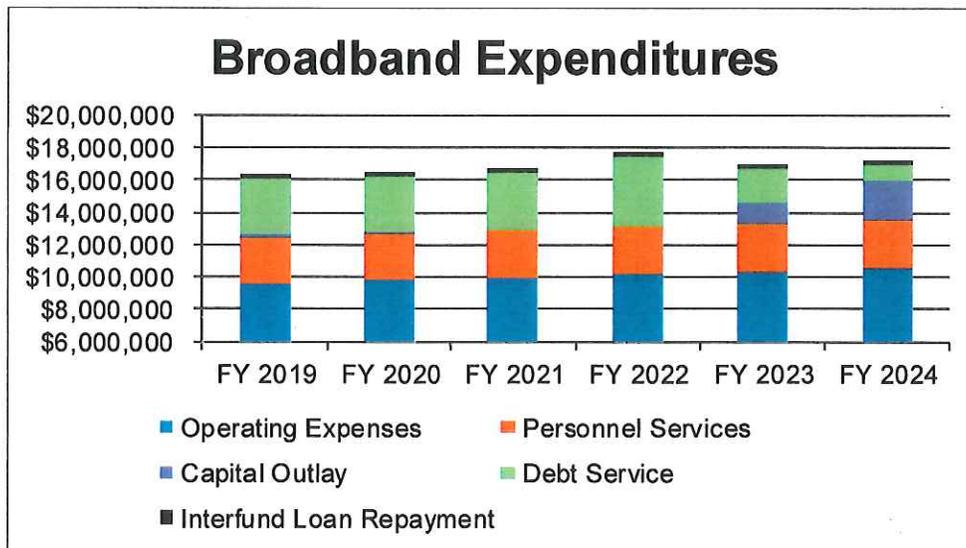
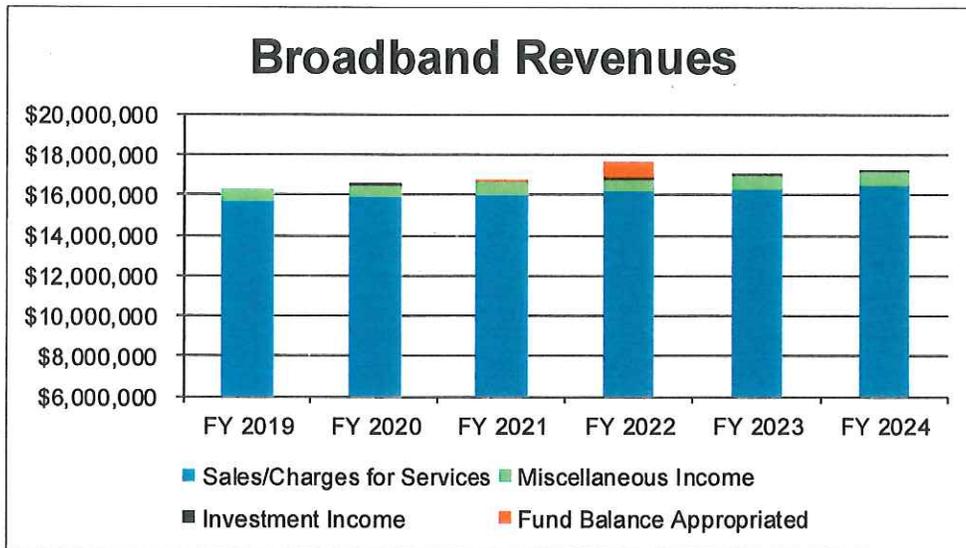
- *Sales/Charges for Services - Projected at 1.0% growth annually.
- *Miscellaneous income - Projected at 1.5% growth annually.
- *Investment income - Projected at 1.5% growth annually.
- *Fund Balance appropriated - Projected to be used slightly in year 2 and to increase substantially in year 3 as debt service increases.

Appropriation Assumptions

FY2020 - FY2024

- *Personnel Services (all salaries and benefits) appropriations - Projected at average 1.25% growth annually.
- *Operating expenses appropriations - Projected at 1.5% growth annually.
- *Recovered Costs appropriations - Projected at 0% growth annually.
- *Capital Outlay - Projected to decrease in year 1 and then increase in year 4 and 5 as debt service requirements decrease.
- *Debt Service appropriations - Projected at actual remaining debt service with no projected new debt payments.
- *Interfund Loan Repayment - Projected at actual remaining repayment schedule.

BROADBAND FUND ASSUMPTIONS





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Capital Improvement Planning



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COMMUNITY INVESTMENT - CAPITAL IMPROVEMENT PLAN EXECUTIVE SUMMARY

A responsibility of local government officials is the preservation, maintenance, and improvement of capital assets. The Capital Improvement Plan (CIP) is the city's long-range strategic planning framework that addresses preservation, maintenance, and improvements to the infrastructure, parks and recreation, and other community facilities within the city. The CIP is used as an instrument to evaluate long-term capital needs and requests of the city and to establish timely and cost-effective funding for the projects that are identified and prioritized based on need and funding availability.

The CIP document covers a five-year span and is reviewed and updated annually. Documentation preparation takes approximately six months. During this time, city staff collects information, develops a draft of the project request for each of the departments - including timelines and costs, and prioritizes each project. The needs greatly outpace the resources available to address adequately, so many projects are deferred each year. Criteria utilized in assessing and prioritizing CIP projects include: City Council goals, public safety, operational efficiency, citizen input, economic growth, availability of funding, condition of existing facilities, protection and conservation, and beautification.

The goals of this community investment CIP are to:

- provide a systematic approach to replacing and repairing deteriorating infrastructure
- add new facilities that will enhance the quality of life for the residents of the City of Wilson
- develop a comprehensive strategy for the replacement of major capital items

This plan is a living document, highly dependent on the present economic conditions and is subject to changes. The operating budget and the CIP are closely related. Capital projects can impact future operating budgets either positively or negatively due to an increase or decrease in staffing, maintenance costs, or by providing capacity for new programs or services. In many cases, the completion of capital projects will impact a department's operating budget as projects are completed and require maintenance and upkeep. Some facilities may require additional utilities, such as electricity and water, above current consumption levels; however, an impact may not be readily evident when projects are funded and then constructed over several years. Consequently, the impacts of capital projects on the annual operating budget are estimated when available and noted in the CIP under each project when identified. While some completed projects may have little to no staffing or operating/maintenance costs associated with them (i.e. replacement of a culvert), others may bear considerable annual costs (i.e. the opening of a newly constructed fire station) that must be built into the City's operating budget. Most projects will not have an operating impact in the year during which they are funded since this is typically the construction/installation phase. Also, if a project is a renovation which does not include expansion and the operating costs are already captured in the department's annual operating budget, no additional operating costs will be identified.

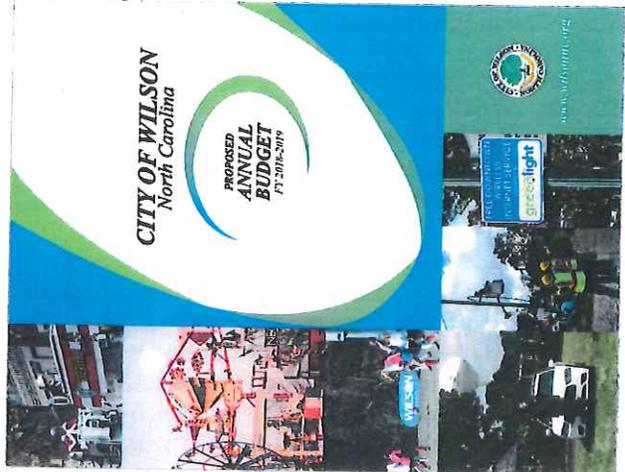
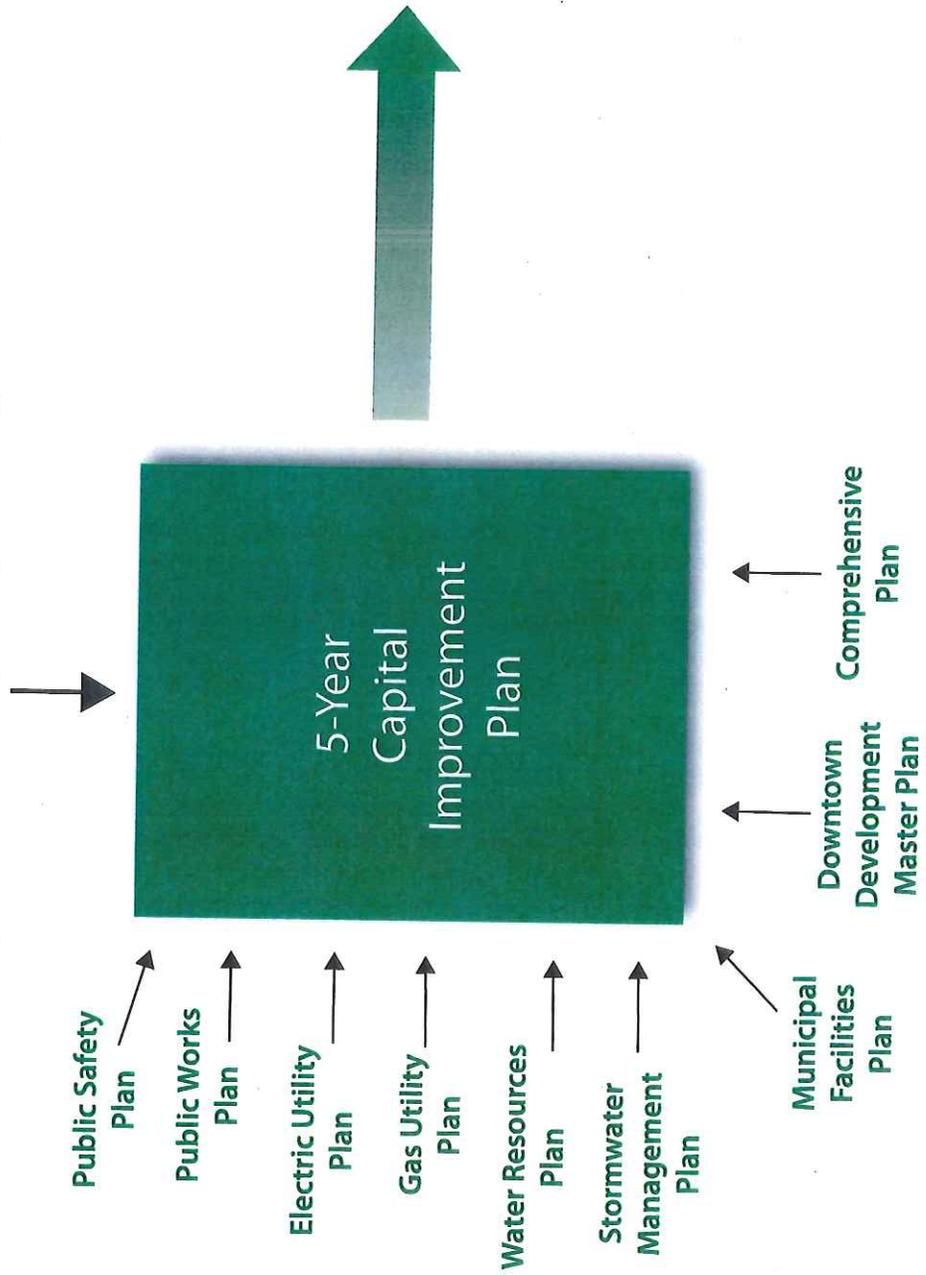
Each project and departmental project summary clearly states the operational impact that will occur if the project transpires. Year one of the five-year CIP is used as the basis for the annual budget for capital projects in their associated departments. Additionally, any operational impact related to a project intended to be carried out in the first budget year of this plan is utilized in building the current year budget. The annual budget process may present further refinement to projects, project costs, and funding, and/or financing alternatives. The CIP does not appropriate money. The City's annual budget sets the appropriation authority levels for the subsequent year.

In summary, the CIP is a five-year community investment strategy for the funding and construction or repair of City buildings, streets, roads, storm drains, parks and recreation centers, drinking and waste water treatment, along with public utilities, energy related, electric, gas and broadband delivery system enhancements. The Capital Improvement Plan for FY 2019 – FY 2023 is shared on the pages that follow. This year's CIP includes projects in the General Fund, Electric Fund, Water Resources Fund, Broadband Fund, Industrial Air Center Fund, Downtown Development Fund, and Operations Center Fund. While uncertainties related to the overall economic outlook remain a concern and an influence for funding all of the projects, each of these projects are identified for planning and will be carried out as funding permits. In those instances that a project is not carried out in the year identified for planning purposes, the project will be re-evaluated in the subsequent year, modified (if warranted) and moved to the next budget year, if still intended. All projects are reviewed annually based on the above criteria.

5-Year Strategic Capital Improvement Plan

Synchronizes Community Investment Projects with the Annual Operating Budget

City Council Visions, Goals, Initiatives



Capital Improvement Plan Introduction

We respectfully submit to you the Capital Improvement Plan (CIP) for fiscal years (FY) 2019 through 2023. 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 make 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

2019- 2023

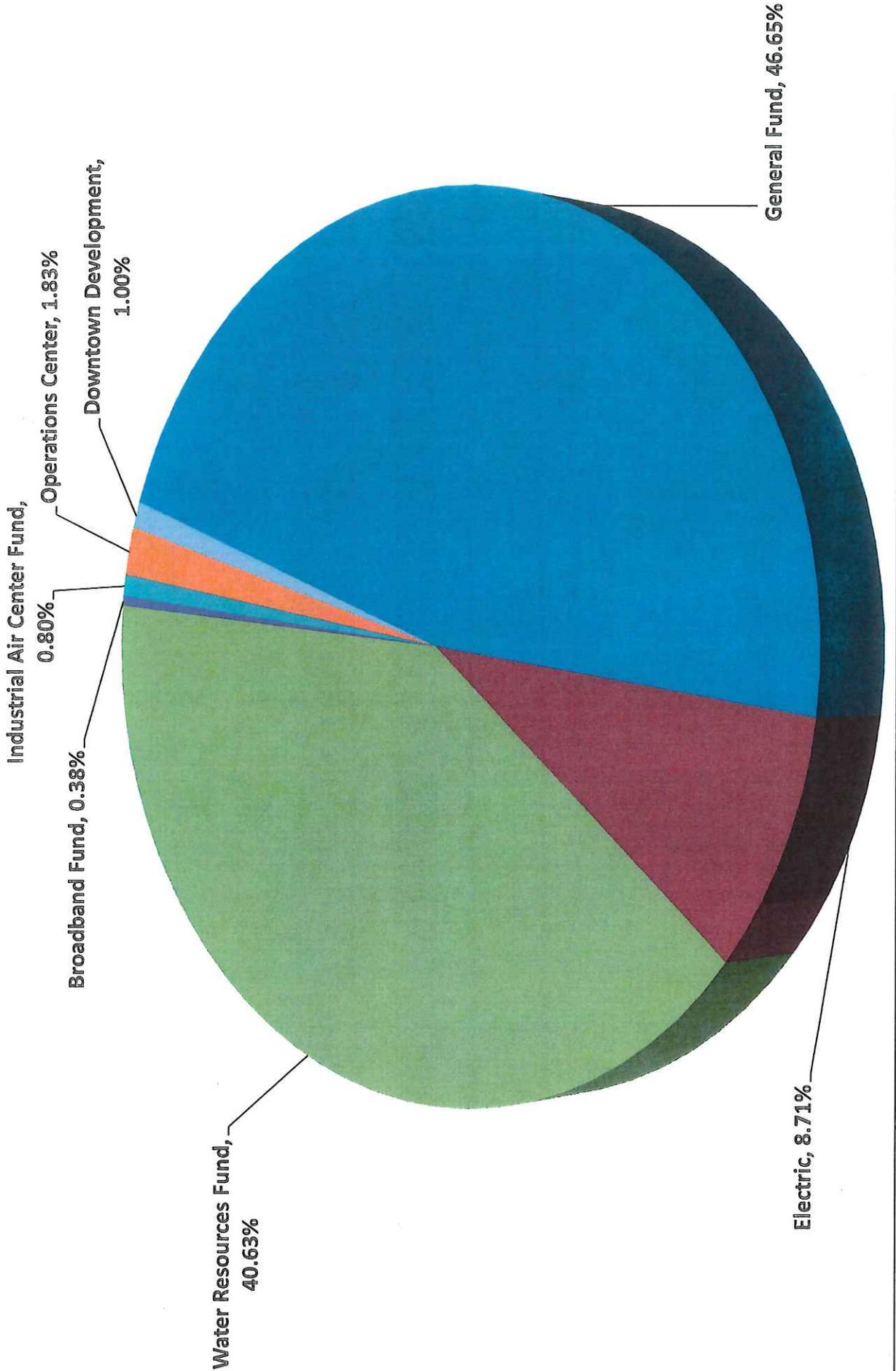
All Funds	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Projects by Department						
Administrative Services	\$ 19,860	\$ -	\$ -	\$ -	\$ -	\$ 19,860
Police	387,060	599,760	1,051,760	8,821,760	331,760	11,192,100
Fire	100,000	1,235,000	1,700,000	250,000		3,285,000
Parks & Recreation	531,000	5,771,000	2,244,600			8,546,600
Public Works	418,460	2,540,540	1,261,620	1,773,360	1,325,320	7,319,300
Electric	1,550,000	1,300,500	893,030	937,720	984,560	5,665,810
Water Resources	4,919,000	6,919,000	7,200,000	3,695,000	3,712,000	26,445,000
Broadband	249,530					249,530
Industrial Air Center		15,000	235,000	275,000		525,000
Downtown Development	160,530	227,440	60,650	200,000		648,620
Operations Center	360,000	480,000	350,000			1,190,000
Total Project Costs	\$ 8,695,440	\$ 19,088,240	\$ 14,996,660	\$ 15,952,840	\$ 6,353,640	\$ 65,086,820

Funding Sources	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Current Revenues	\$ 5,708,870	\$ 4,953,500	\$ 4,230,530	\$ 4,632,720	\$ 4,696,560	\$ 24,222,180
Private Donations			375,000			375,000
Grants: Federal/State/Local	50,000					50,000
Debt: Bond/Installment Purchase Financing	1,100,000	5,301,000	6,720,000	8,490,000		21,611,000
Fund Balance	1,836,570	8,833,740	3,671,130	2,830,120	1,657,080	18,828,640
Total Funding Sources	\$ 8,695,440	\$ 19,088,240	\$ 14,996,660	\$ 15,952,840	\$ 6,353,640	\$ 65,086,820

Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	-	216,090	1,111,290	1,915,390	1,872,160	5,114,930

Grand Total Costs	\$ 8,695,440	\$ 19,304,330	\$ 16,107,950	\$ 17,868,230	\$ 8,225,800	\$ 70,201,750
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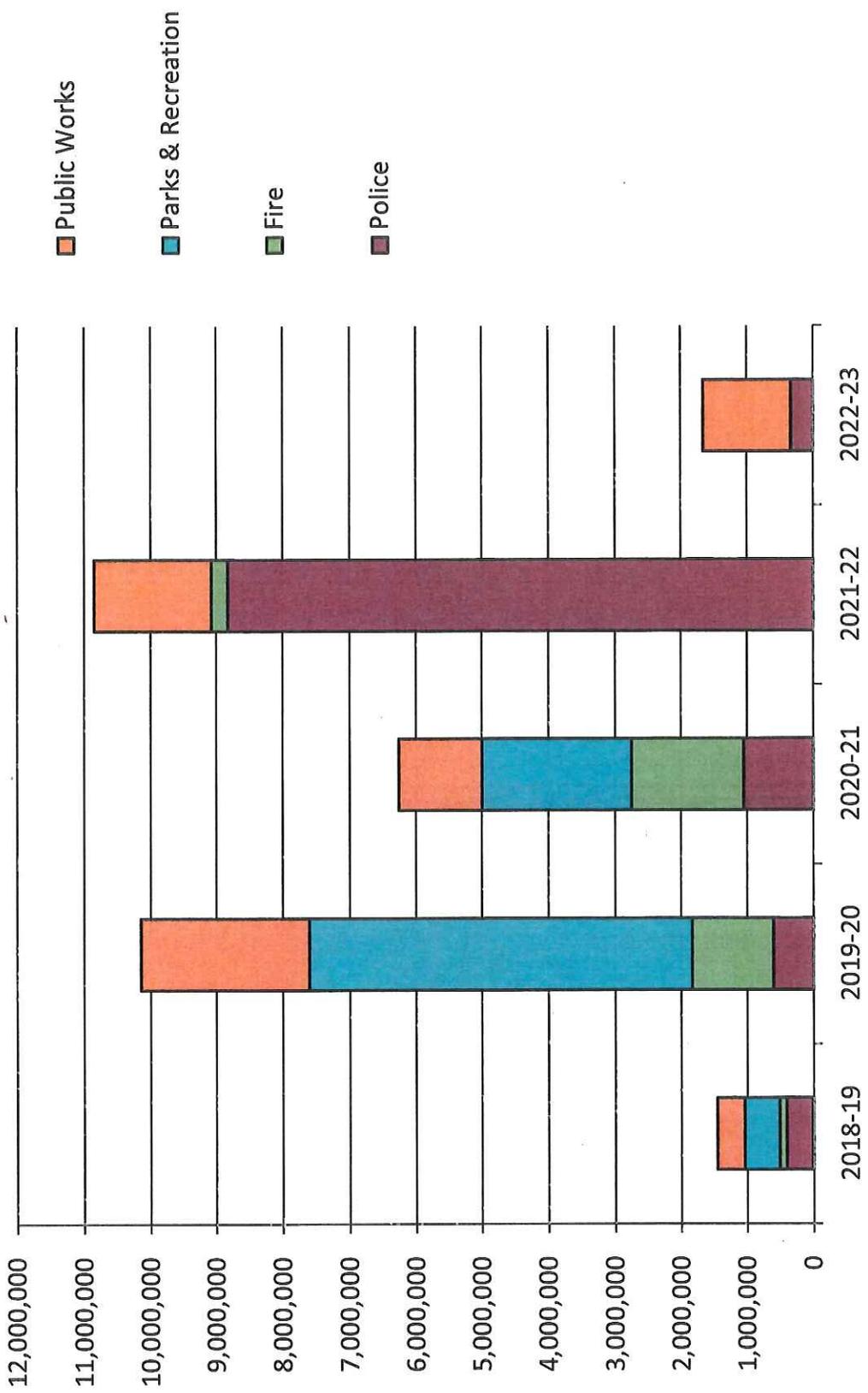
**Capital Improvement Plan Summary
Project Expenditures by Fund
FY 2019 - 2023**



CAPITAL IMPROVEMENTS SUMMARY - GENERAL FUND 2019 - 2023

General Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Total ALL Requests
General Fund Projects Capital by Department						
Administrative Services	\$ 19,860	\$ -	\$ -	\$ -	\$ -	19,860
Police	387,060	599,760	1,051,760	8,821,760	331,760	11,192,100
Fire	100,000	1,235,000	1,700,000	250,000	-	3,285,000
Parks & Recreation	531,000	5,771,000	2,244,600	-	-	8,546,600
Public Works	418,460	2,540,540	1,261,620	1,773,360	1,325,320	7,319,300
Subtotal for Submitted Projects	\$ 1,456,380	\$ 10,146,300	\$ 6,257,980	\$ 10,845,120	\$ 1,657,080	\$ 30,362,860
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ 828,900	\$ 810,480	\$ 1,639,380
Grand Total	\$ 1,456,380	\$ 10,146,300	\$ 6,257,980	\$ 11,674,020	\$ 2,467,560	\$ 32,002,240
FUNDING SOURCES:						
Private Donations	-	-	375,000	-	-	375,000
Grants: Federal/State/Local	50,000	-	-	-	-	50,000
Debt: Bonds/Install. Proceeds	-	-	720,000	8,490,000	-	9,210,000
Fund Balance	1,316,040	8,111,300	3,260,480	2,355,120	1,657,080	16,700,020
Other	90,340	2,035,000	1,902,500	-	-	4,027,840
Subtotal of Funding Sources for Projects	\$ 1,456,380	\$ 10,146,300	\$ 6,257,980	\$ 10,845,120	\$ 1,657,080	\$ 30,362,860
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ 828,900	\$ 810,480	\$ 1,639,380
Grand Total	\$ 1,456,380	\$ 10,146,300	\$ 6,257,980	\$ 11,674,020	\$ 2,467,560	\$ 32,002,240

Capital Improvement Summary General Fund by Department 2019-2023



ADDITIONAL OPERATING IMPACT - GENERAL FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS					Total Years
		2018-19	2019-20	2020-21	2021-22	2022-23	
AS-01	Replace City Hall UPS	-	-	-	-	-	-
PO-01	Police Vehicle Replacement Plan	-	-	-	-	-	-
PO-02	Police Headquarters	-	-	-	-	-	-
PO-03	Police Evidence Storage	-	-	-	-	-	-
FR-01	Structural Firefighting Personal Protective Clothing	-	-	-	-	-	-
FR-02	F0103 Engine 7 Replacement	-	-	-	-	-	-
FR-03	F0111 Support 1 Replacement	-	-	-	-	-	-
FR-04	Quint Replacement (F105)	-	-	-	-	-	-
FR-05	Douglas Street Fire Station Renovation	-	-	-	-	-	-
PR-01	Wiggins Mill Renovation/Relocation	-	-	-	-	-	-
PR-02	Lake Wilson Renovations	-	-	-	-	-	-
PR-03	Outfield Fence at Fleming Stadium	-	-	-	-	-	-
PR-04	Wedgewood Rear Parking Lot Replacement	-	-	-	-	-	-
PR-05	Greenway Improvements	-	-	-	-	-	-
PR-06	Pave Belle Meade Parking Lot	-	-	-	-	-	-
PR-07	Pave Toisnot Parking Lot	-	-	-	-	-	-
PR-08	Wedgewood Golf Green Conversion	-	-	-	-	-	-
PR-09	Wedgewood Putting Green & Driving Range Renovation	-	-	-	-	-	-
PR-10	Lane Street Renovations	-	-	-	-	-	-
PR-11	Dog Park at Toisnot	-	-	-	-	-	-
PR-12	Tennis Court Renovations at Recreation Park	-	-	-	-	-	-
PR-13	Five Points Park Improvements	-	-	-	-	-	-
PR-14	Tennis Court Construction	-	-	-	-	-	-
PR-15	Additional Parking Lot Behind Rec Park Center	-	-	-	-	-	-
PR-16	Fleming Stadium II Renovations	-	-	-	-	-	-
PR-17	J. Burt Gillette Parking Lot Field #7 and #8	-	-	-	-	-	-
PW-01	Canopy Restoration-Train Station Restoration Project Phase III	-	-	-	-	-	-
PW-02	Pine St and Tarboro St One Way/Two Way Conversion	-	-	-	-	-	-
PW-03	Douglas Street Infrastructure Improvements	-	-	-	-	-	-
PW-04	Bicycle Safety Improvements	-	-	-	-	-	-
PW-05	Sidewalk Construction Program	-	-	-	-	-	-
Total Additional Operating Impact		\$	\$	\$	\$	\$	\$

NEW DEBT SERVICE - GENERAL FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
AS-01	Replace City Hall UPS	-	-	-	-	-	-	-
PO-01	Police Vehicle Replacement Plan	-	-	-	-	-	-	-
PO-02	Police Headquarters	-	-	-	-	-	-	-
PO-03	Police Evidence Storage	-	-	-	-	-	-	-
FR-01	Structural Firefighting Personal Protective Clothing	-	-	-	-	-	-	-
FR-02	F0103 Engine 7 Replacement	-	-	-	-	-	-	-
FR-03	F0111 Support 1 Replacement	-	-	-	-	-	-	-
FR-04	Quint Replacement (F105)	-	-	-	-	-	-	-
FR-05	Douglas Street Fire Station Renovation	-	-	-	828,900	-	-	828,900
PR-01	Wiggins Mill Renovation/Relocation	-	-	-	-	-	-	-
PR-02	Lake Wilson Renovations	-	-	-	-	-	-	-
PR-03	Outfield Fence at Fleming Stadium	-	-	-	-	-	-	-
PR-04	Wedgewood Rear Parking Lot Replacement	-	-	-	-	-	-	-
PR-05	Greenway Improvements	-	-	-	-	-	-	-
PR-06	Pave Belle Meade Parking Lot	-	-	-	-	-	-	-
PR-07	Pave Toisnot Parking Lot	-	-	-	-	-	-	-
PR-08	Wedgewood Golf Green Conversion	-	-	-	-	-	-	-
PR-09	Wedgewood Putting Green & Driving Range Renovation	-	-	-	-	-	-	-
PR-10	Lane Street Renovations	-	-	-	-	-	-	-
PR-11	Dog Park at Toisnot	-	-	-	-	-	-	-
PR-12	Tennis Court Renovations at Recreation Park	-	-	-	-	-	-	-
PR-13	Five Points Park Improvements	-	-	-	-	-	-	-
PR-14	Tennis Court Construction	-	-	-	-	-	-	-
PR-15	Additional Parking Lot Behind Rec Park Center	-	-	-	-	-	-	-
PR-16	Fleming Stadium II Renovations	-	-	-	-	-	-	-
PR-17	J. Burt Gillette Parking Lot Field #7 and #8	-	-	-	-	-	-	-
PW-01	Canopy Restoration-Train Station Restoration Project Phase III	-	-	-	-	-	-	-
PW-02	Pine St and Tarboro St One Way/Two Way Conversion	-	-	-	-	-	-	-
PW-03	Douglas Street Infrastructure Improvements	-	-	-	-	-	-	-
PW-04	Bicycle Safety Improvements	-	-	-	-	-	-	-
PW-05	Sidewalk Construction Program	-	-	-	-	-	-	-
	Total New Debt Service					\$ 828,900	\$ 810,480	\$ 1,639,380

**CAPITAL IMPROVEMENTS SUMMARY - ELECTRIC FUND
2019 - 2023**

Electric Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Total ALL Requests
Electric Fund Projects - Capital	\$ 1,550,000	\$ 1,300,500	\$ 893,030	\$ 937,720	\$ 984,560	\$ 5,665,810
Subtotal for Submitted Projects	\$ 1,550,000	\$ 1,300,500	\$ 893,030	\$ 937,720	\$ 984,560	\$ 5,665,810
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,550,000	\$ 1,300,500	\$ 893,030	\$ 937,720	\$ 984,560	\$ 5,665,810

Electric Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Project Total:
FUNDING SOURCES:						
Enterprise Revenue	\$ 1,550,000	\$ 1,300,500	\$ 893,030	\$ 937,720	\$ 984,560	\$ 5,665,810
Subtotal of Funding Sources for Projects	\$ 1,550,000	\$ 1,300,500	\$ 893,030	\$ 937,720	\$ 984,560	\$ 5,665,810
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,550,000	\$ 1,300,500	\$ 893,030	\$ 937,720	\$ 984,560	\$ 5,665,810

PROJECTS SUMMARY - ELECTRIC FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
EL-01	Vehicle Replacement	\$ -	\$ -	\$ 63,000	\$ 66,150	\$ 69,500	\$ 72,930	\$ 271,580
EL-02	Advanced Metering Infrastructure	-	800,000	450,000	-	-	-	1,250,000
EL-03	Heavy Equipment	-	750,000	787,500	826,880	868,220	911,630	4,144,230
Total Projects Summary		\$ -	\$ 1,550,000	\$ 1,300,500	\$ 893,030	\$ 937,720	\$ 984,560	\$ 5,665,810

ADDITIONAL OPERATING IMPACT - ELECTRIC FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
EL-01	Vehicle Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EL-02	Advanced Metering Infrastructure	-	-	-	-	-	-	-
EL-03	Heavy Equipment	-	-	-	-	-	-	-
Total Additional Operating Impact		\$ -						

NEW DEBT SERVICE - ELECTRIC FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
EL-01	Vehicle Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EL-02	Advanced Metering Infrastructure	-	-	-	-	-	-	-
EL-03	Heavy Equipment	-	-	-	-	-	-	-
Total New Debt Service		\$ -						

**CAPITAL IMPROVEMENTS SUMMARY - WATER RESOURCES FUND
2019 - 2023**

Water Resources Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Total ALL Requests
Water Resources Fund Projects - Capital	\$ 4,919,000	\$ 6,919,000	\$ 7,200,000	\$ 3,695,000	\$ 3,712,000	\$ 26,445,000
Subtotal for Submitted Projects	\$ 4,919,000	\$ 6,919,000	\$ 7,200,000	\$ 3,695,000	\$ 3,712,000	\$ 26,445,000
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	-	216,090	1,111,290	1,086,490	1,061,680	3,475,550
Grand Total	\$ 4,919,000	\$ 7,135,090	\$ 8,311,290	\$ 4,781,490	\$ 4,773,680	\$ 29,920,550

Water Resources Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Project Total:
FUNDING SOURCES:						
Enterprise Revenue	\$ 3,819,000	\$ 1,618,000	\$ 1,200,000	\$ 3,695,000	\$ 3,712,000	\$ 14,044,000
Debt/Bonds/Install. Proceeds	1,100,000	5,301,000	6,000,000	-	-	12,401,000
Subtotal of Funding Sources for Projects	\$ 4,919,000	\$ 6,919,000	\$ 7,200,000	\$ 3,695,000	\$ 3,712,000	\$ 26,445,000
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	-	216,090	1,111,290	1,086,490	1,061,680	3,475,550
Grand Total	\$ 4,919,000	\$ 7,135,090	\$ 8,311,290	\$ 4,781,490	\$ 4,773,680	\$ 29,920,550

PROJECTS SUMMARY - WATER RESOURCES FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
			\$	\$	\$	\$	\$	
WR-01	Longview and Stantonsburg Pump Stations Upgrade	-	\$ 800,000	-	-	-	-	\$ 800,000
WR-02	Basin Renovation and Filter Rebuild Wiggins Mill & Toisnot	-	1,100,000	-	-	-	-	1,100,000
WR-03	Wiggins Mill Raw Water Dam and Pump Station Mitigation	-	1,400,000	1,470,000	-	-	-	2,870,000
WR-04	12 Water Main Extension Hwy 42 West Airport to Lamm Road	-	419,000	-	-	-	-	419,000
WR-05	WM Expansion from 12 to 16 MGD and 480 V Electrical Conversion	-	300,000	3,500,000	6,100,000	-	-	9,900,000
WR-06	Flood Protection & Mechanical Bar Screen for Influent Pump Station	-	-	649,000	200,000	-	-	849,000
WR-07	Blower Upgrade Project - Phase III	-	200,000	1,000,000	-	-	-	1,200,000
WR-08	Mechanical Bar Screen Addition for Contentnea Pump Station	-	-	-	-	-	612,000	612,000
WR-09	Flow to EQ Basins at former Bruce Foods Property	-	-	-	-	2,000,000	600,000	2,600,000
WR-10	AMI Project	-	700,000	300,000	-	-	-	1,000,000
WR-11	Master Plan for Infrastructure and Toisnot Replacement	-	-	-	900,000	800,000	2,200,000	3,900,000
WR-12	Steel Water 24 inch Line Replacement Phase II	-	-	-	-	895,000	300,000	1,195,000
Total Projects Summary			\$ 4,919,000	\$ 6,919,000	\$ 7,200,000	\$ 3,695,000	\$ 3,712,000	\$ 26,445,000

NEW DEBT SERVICE - WATER RESOURCES FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS						Total Years
		2018-19	2019-20	2020-21	2021-22	2022-23		
WR-01	Longview and Stantonburg Pump Stations Upgrade	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
WR-02	Basin Renovation and Filter Rebuild Wiggins Mill & Toisnot	-	-	-	-	-	-	
WR-03	Wiggins Mill Raw Water Dam and Pump Station Mitigation	-	216,090	211,290	206,490	201,680	835,550	
WR-04	12 Water Main Extension Hwy 42 West Airport to Lamm Road	-	-	-	-	-	-	
WR-05	WM Expansion from 12 to 16 MGD and 480 V Electrical Conversion	-	-	810,000	792,000	774,000	2,376,000	
WR-06	Flood Protection & Mechanical Bar Screen for Influent Pump Station	-	-	-	-	-	-	
WR-07	Blower Upgrade Project - Phase III	-	-	90,000	88,000	86,000	264,000	
WR-08	Mechanical Bar Screen Addition for Contentnea Pump Station	-	-	-	-	-	-	
WR-09	Flow to EQ Basins at former Bruce Foods Property	-	-	-	-	-	-	
WR-10	AMI Project	-	-	-	-	-	-	
WR-11	Master Plan for Infrastructure and Toisnot Replacement	-	-	-	-	-	-	
WR-12	Steel Water 24 Inch Line Replacement Phase II	-	-	-	-	-	-	
Total New Debt Service		\$ -	\$ 216,090	\$ 1,111,290	\$ 1,086,490	\$ 1,061,680	\$ 3,475,550	

**CAPITAL IMPROVEMENTS SUMMARY - BROADBAND FUND
2019 - 2023**

Broadband Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Total ALL Requests
Broadband Fund Projects - Capital	\$ 249,530	\$ -	\$ -	\$ -	\$ -	\$ 249,530
Subtotal for Submitted Projects	\$ 249,530	\$ -	\$ -	\$ -	\$ -	\$ 249,530
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	-	-	-	-	-	-
Grand Total	\$ 249,530	\$ -	\$ -	\$ -	\$ -	\$ 249,530

Broadband Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Project Total:
FUNDING SOURCES:						
Enterprise Revenue	\$ 249,530	\$ -	\$ -	\$ -	\$ -	\$ 249,530
Subtotal of Funding Sources for Projects	\$ 249,530	\$ -	\$ -	\$ -	\$ -	\$ 249,530
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	-	-	-	-	-	-
Grand Total	\$ 249,530	\$ -	\$ -	\$ -	\$ -	\$ 249,530

PROJECTS SUMMARY - BROADBAND FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
BB-01	SCADA Assessment	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	30,000
BB-02	Radio Tower Building	-	146,530	-	-	-	-	146,530
BB-03	Power 7 Replacement	-	73,000	-	-	-	-	73,000
Total Projects Summary		\$ -	\$ 249,530	\$ -	\$ -	\$ -	\$ -	\$ 249,530

ADDITIONAL OPERATING IMPACT - BROADBAND FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
BB-01	SCADA Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
BB-02	Radio Tower Building	-	-	-	-	-	-	-
BB-03	Power 7 Replacement	-	-	-	-	-	-	-
Total Additional Operating Impact		\$ -						

NEW DEBT SERVICE - BROADBAND FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
BB-01	SCADA Assessment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
BB-02	Radio Tower Building	-	-	-	-	-	-	-
BB-03	Power 7 Replacement	-	-	-	-	-	-	-
Total New Debt Service		\$ -						

CAPITAL IMPROVEMENTS SUMMARY - INDUSTRIAL AIR CENTER FUND
2019 - 2023

Industrial Air Center Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Total ALL Requests
Industrial Air Fund Projects - Capital	\$ -	\$ 15,000	\$ 235,000	\$ 275,000	\$ -	\$ 525,000
Subtotal for Submitted Projects	\$ -	\$ 15,000	\$ 235,000	\$ 275,000	\$ -	\$ 525,000
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	-	-	-	-	-	-
Grand Total	\$ -	\$ 15,000	\$ 235,000	\$ 275,000	\$ -	\$ 525,000

Industrial Air Center Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Project Total:
FUNDING SOURCES:						
Enterprise Revenues	\$ -	\$ -	\$ 235,000	\$ -	\$ -	\$ 235,000
Fund Balance	-	15,000	-	275,000	-	290,000
Subtotal of Funding Sources for Projects	\$ -	\$ 15,000	\$ 235,000	\$ 275,000	\$ -	\$ 525,000
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	-	-	-	-	-	-
Grand Total	\$ -	\$ 15,000	\$ 235,000	\$ 275,000	\$ -	\$ 525,000

PROJECTS SUMMARY - INDUSTRIAL AIR CENTER FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
IA-01	Hangar Lots	-	\$ -	\$ 15,000	\$ 235,000	\$ 275,000	\$ -	\$ 525,000
Total Projects Summary		-	\$ -	\$ 15,000	\$ 235,000	\$ 275,000	\$ -	\$ 525,000

ADDITIONAL OPERATING IMPACT - INDUSTRIAL AIR CENTER FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
IA-01	Runway Expansion	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Additional Operating Impact		-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NEW DEBT SERVICE - INDUSTRIAL AIR CENTER FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS	2018-19	2019-20	2020-21	2021-22	2022-23	Total Years
IA-01	Runway Expansion	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total New Debt Service		-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENTS SUMMARY - DOWNTOWN DEVELOPMENT FUND
2019 - 2023

Downtown Development Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Total ALL Requests
Downtown Development Fund Projects - Capital	\$ 160,530	\$ 227,440	\$ 60,650	\$ 200,000	\$ -	\$ 648,620
Subtotal for Submitted Projects	\$ 160,530	\$ 227,440	\$ 60,650	\$ 200,000	\$ -	\$ 648,620
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 160,530	\$ 227,440	\$ 60,650	\$ 200,000	\$ -	\$ 648,620

Downtown Development Fund	2018-19	2019-20	2020-21	2021-22	2022-23	Project Total:
FUNDING SOURCES:						
Fund Balance	\$ 160,530	\$ 227,440	\$ 60,650	\$ 200,000	\$ -	\$ 648,620
Subtotal of Funding Sources for Projects	\$ 160,530	\$ 227,440	\$ 60,650	\$ 200,000	\$ -	\$ 648,620
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 160,530	\$ 227,440	\$ 60,650	\$ 200,000	\$ -	\$ 648,620

PROJECTS SUMMARY - DOWNTOWN DEVELOPMENT FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS					Total Years
		2018-19	2019-20	2020-21	2021-22	2022-23	
DD-01	Wayfinding	\$ -	\$ 160,530	\$ 227,440	\$ 60,650	\$ 200,000	\$ 648,620
Total Projects Summary		\$ -	\$ 160,530	\$ 227,440	\$ 60,650	\$ 200,000	\$ 648,620

ADDITIONAL OPERATING IMPACT - DOWNTOWN DEVELOPMENT FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS					Total Years
		2018-19	2019-20	2020-21	2021-22	2022-23	
DD-01	Wayfinding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Additional Operating Impact		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NEW DEBT SERVICE - DOWNTOWN DEVELOPMENT FUND

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS					Total Years
		2018-19	2019-20	2020-21	2021-22	2022-23	
DD-01	Wayfinding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total New Debt Service		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENTS SUMMARY - OPERATIONS CENTER
2019 - 2023**

Operations Center	2018-19	2019-20	2020-21	2021-22	2022-23	Total ALL Requests
Operations Center Projects - Capital	\$ 360,000	\$ 480,000	\$ 350,000	\$ -	\$ -	\$ 1,190,000
Subtotal for Submitted Projects	\$ 360,000	\$ 480,000	\$ 350,000	\$ -	\$ -	\$ 1,190,000
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 360,000	\$ 480,000	\$ 350,000	\$ -	\$ -	\$ 1,190,000
Operations Center	2018-19	2019-20	2020-21	2021-22	2022-23	Project Total:
Fund Balance	\$ 360,000	\$ 480,000	\$ 350,000	\$ -	\$ -	\$ 1,190,000
Subtotal of Funding Sources for Projects	\$ 360,000	\$ 480,000	\$ 350,000	\$ -	\$ -	\$ 1,190,000
Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 360,000	\$ 480,000	\$ 350,000	\$ -	\$ -	\$ 1,190,000

FUNDING SOURCES:

Additional Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 360,000	\$ 480,000	\$ 350,000	\$ -	\$ -	\$ 1,190,000

PROJECTS SUMMARY - OPERATIONS CENTER

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS					Total Years
		2018-19	2019-20	2020-21	2021-22	2022-23	
OC-01	Operations Center Equipment Lot Rehabilitation	\$ -	\$ 360,000	\$ 480,000	\$ 350,000	\$ -	\$ 1,190,000
	Total Projects Summary	\$ -	\$ 360,000	\$ 480,000	\$ 350,000	\$ -	\$ 1,190,000

ADDITIONAL OPERATING IMPACT - OPERATIONS CENTER

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS					Total Years
		2018-19	2019-20	2020-21	2021-22	2022-23	
OC-01	Operations Center Equipment Lot Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Additional Operating Impact	\$ -					

NEW DEBT SERVICE - OPERATIONS CENTER

PROJECT NUMBER	CAPITAL PROJECTS	PRIOR YEARS					Total Years
		2018-19	2019-20	2020-21	2021-22	2022-23	
OC-01	Operations Center Equipment Lot Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total New Debt Service	\$ -					

PERFORMANCE MEASURES EXTERNAL COMPARISONS

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

The Performance Measure Project

The North Carolina Local Government Performance Measurement Project (NCLGPMP) is an ongoing effort by several cities in North Carolina to measure and compare local government services and costs. The City of Wilson is a participant in the NCLGPMP, which includes the cities of Apex, Asheville, Chapel Hill, Charlotte, Concord, Goldsboro, Greensboro, Greenville, Hickory, High Point, Raleigh, Salisbury, 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 2016-17 Performance and Cost Data" dated March 2018. 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.

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 FY 2016–17, 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 seventeen collection routes each week during FY 2016–17. The packers made an average of two trips to the disposal facility per day per route, with the distance to the transfer station being ten miles.

Wilson collected 23,080 tons of residential refuse during the fiscal year, at a cost of \$65 per ton. The cost per ton does not include the disposal cost of \$39.32, representing the tipping fee at the transfer station.

Wilson defines automated packers as fully automated trucks requiring one driver. Packers are rear-loading, semi-automated trucks requiring one driver and two collectors.

Conditions Affecting Service, Performance, and Costs

The city of Wilson considers all complaints to be valid complaints.

Municipal Profile

Population (OSBM 2016)	49,406
Land Area (Square Miles)	30.60
Persons per Square Mile	1,615
Median Family Income U.S. Census 2010	\$43,442

Service Profile

FTE Positions—Collection	11.0
FTE Positions—Other	1.0
Type of Equipment	5 automated packers 2 packers
Size of Crews (most commonly used)	1 & 3 person
Weekly Routes	27
Average Distance to Disposal Site	10 miles
Average Daily Trips to Disposal Site	2
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	20,017
Tons Collected	23,080
Monthly Service Fee	\$20.00

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	40.2%
Operating Costs	37.3%
Capital Costs	22.5%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$520,895
Operating Costs	\$483,917
Capital Costs	\$291,006
TOTAL	\$1,295,818

Wilson

Residential Refuse Collection

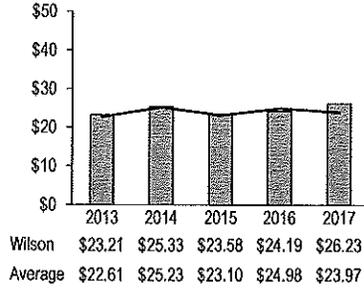
Key: Wilson ■ Benchmarking Average —

Benchmarking Average —

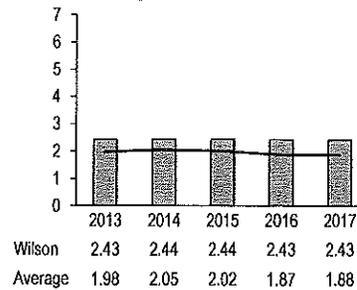
Fiscal Years 2013 through 2017

Resource Measures

Residential Refuse Collection Costs per Capita

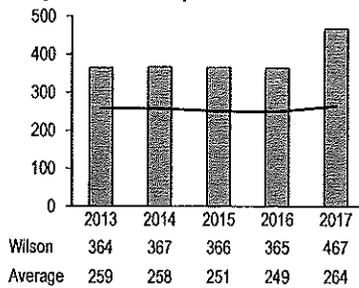


Residential Refuse FTEs per 10,000 Population

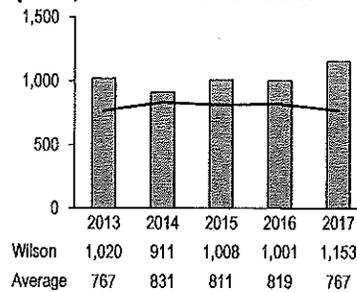


Workload Measures

Residential Refuse Tons per 1,000 Population

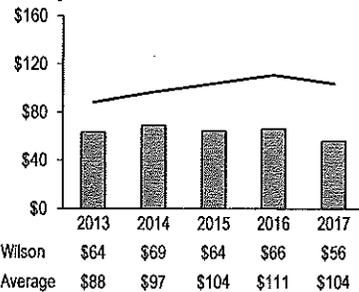


Residential Refuse Tons per 1,000 Collection Points

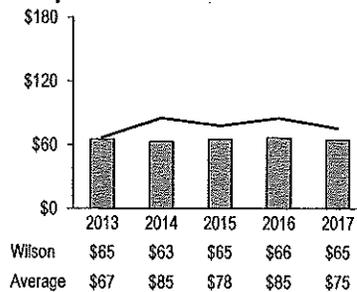


Efficiency Measures

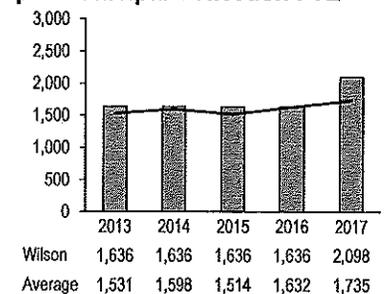
Residential Refuse Collection Cost per Ton Collected



Residential Refuse Collection Cost per Collection Point

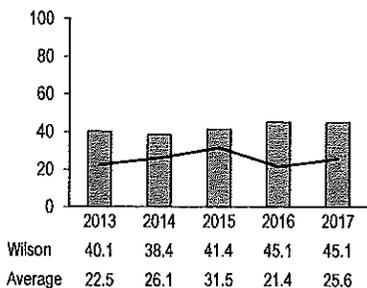


Refuse Tons Collected per Municipal Collection FTE

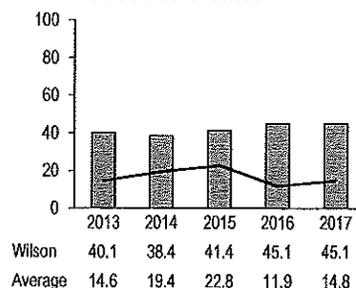


Effectiveness Measures

Complaints per 1,000 Collection Points



Valid Complaints per 1,000 Collection Points



Explanatory Information

Service Level and Delivery

Wilson's household recycling program provides curbside pickup of materials once each week to residents on the same day as residential refuse collection but by different crews. Wilson began a pilot program in July 2015 shifting to collection done once every two weeks. This pilot phase initially covered about 2,800 homes and each received a ninety-six-gallon roll out cart. The transition is continuing for almost half the homes and is expected to be done in the next fiscal year for all households. 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 on a call-in basis.

Wilson used two three-person crews during the year, consisting of one driver and two collectors each.

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 2016)	49,406
Land Area (Square Miles)	30.60
Persons per Square Mile	1,615
Median Family Income U.S. Census 2010	\$43,442

Service Profile

FTE Positions—Collection	7.0
FTE Positions—Other	0.5
Number of City Drop-Off Centers	0
Other Drop-Off Centers	0
Percentage of Service Contracted	0%
Collection Frequency	
for 96-gallon carts	Every 2 weeks
for 18-gallon cart	Every week
General Collection Location	Curbside
Recyclables Sorted at Curb	No
Collection Points	20,017
Tons of Recyclables Collected	
Curbside	1,705
City Drop-Off Centers	0
Total Tons Collected	1,705
Monthly Service Fee	\$20.00
Revenue from Sale of Recyclables	\$0
Sale Revenue as Percentage of Cost	NA

Full Cost Profile

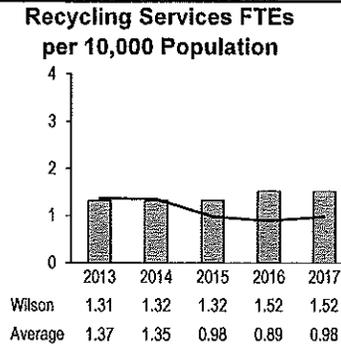
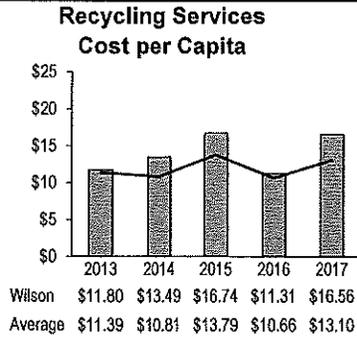
Cost Breakdown by Percentage	
Personal Services	27.9%
Operating Costs	59.7%
Capital Costs	12.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$228,465
Operating Costs	\$488,142
Capital Costs	\$101,394
TOTAL	\$818,001

Key: Wilson

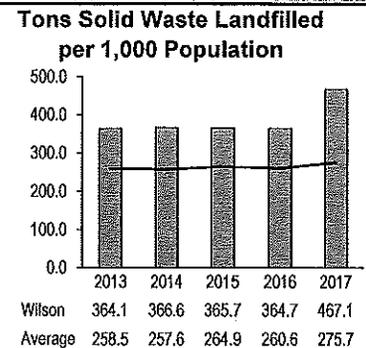
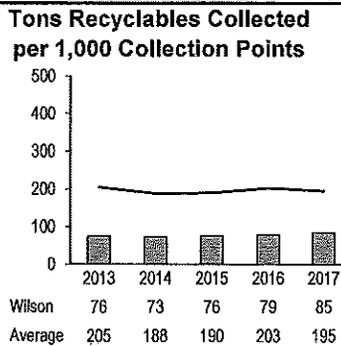
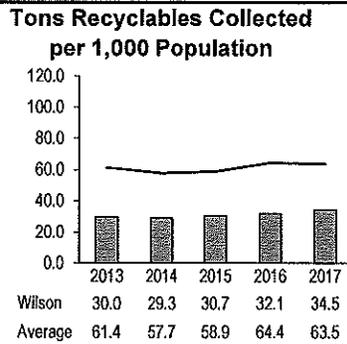
Benchmarking Average

Fiscal Years 2013 through 2017

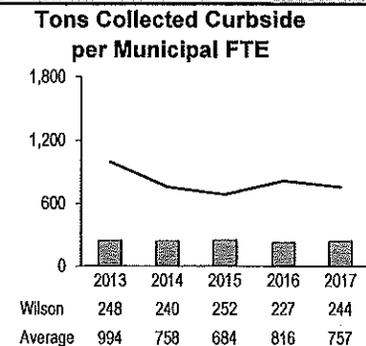
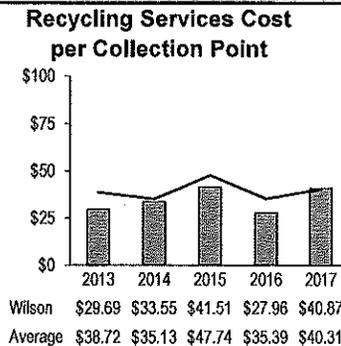
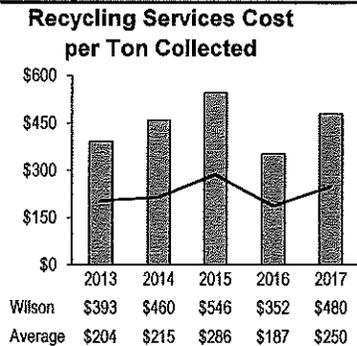
Resource Measures



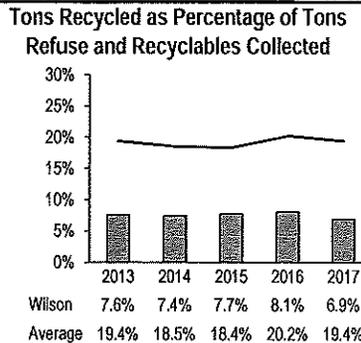
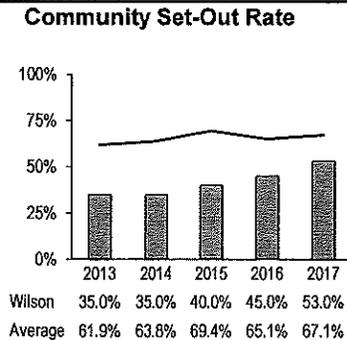
Workload Measures



Efficiency Measures



Effectiveness Measures



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

Municipal Profile

Population (OSBM 2016)	49,406
Land Area (Square Miles)	30.60
Persons per Square Mile	1,615
Median Family Income U.S. Census 2010	\$43,442

Service Profile

FTE Positions—Collection	15.5
FTE Positions—Other	0.0
Collection Frequency	
Yard Waste	1 x week
Seasonal Leaf Collection	1 x 3 weeks
Collection Points	20,017
Tons Collected	
Yard Waste	9,211
Seasonal Leaves	<u>1,204</u>
Total Tons Collected	10,415
Monthly Service Fee	Included in solid waste fee

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	46.9%
Operating Costs	28.8%
Capital Costs	24.2%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$476,956
Operating Costs	\$293,098
Capital Costs	<u>\$246,090</u>
TOTAL	\$1,016,143

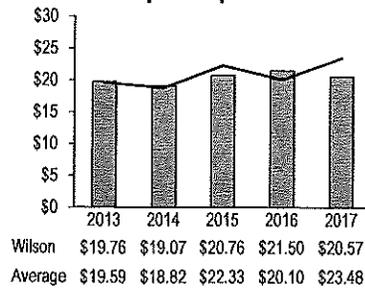
Key: Wilson ■

Benchmarking Average —

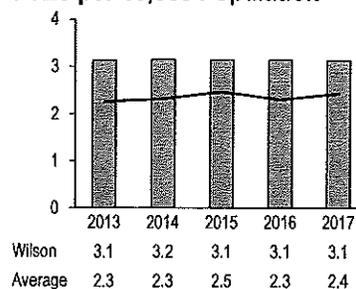
Fiscal Years 2013 through 2017

Resource Measures

Yard Waste and Leaf Collection Costs per Capita

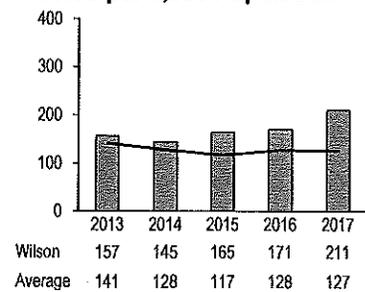


Yard Waste and Leaf Collection FTEs per 10,000 Population

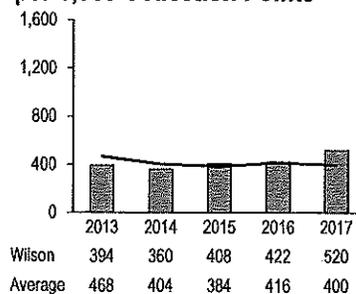


Workload Measures

Yard Waste and Leaf Tons Collected per 1,000 Population

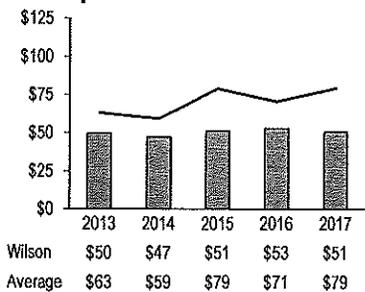


Yard Waste and Leaf Tons Collected per 1,000 Collection Points

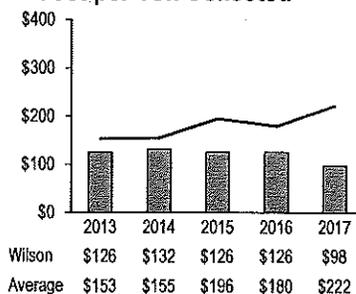


Efficiency Measures

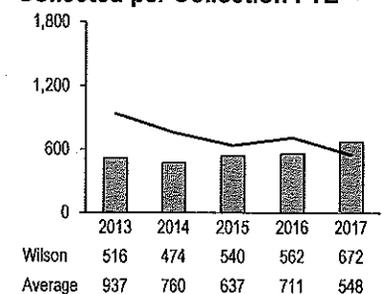
Yard Waste and Leaf Collection Cost per Collection Point



Yard Waste and Leaf Collection Cost per Ton Collected

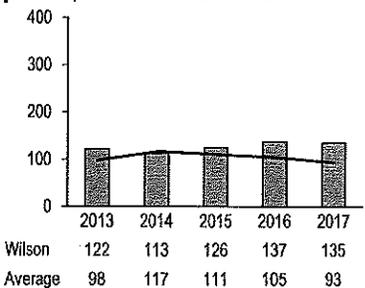


Yard Waste and Leaf Tons Collected per Collection FTE

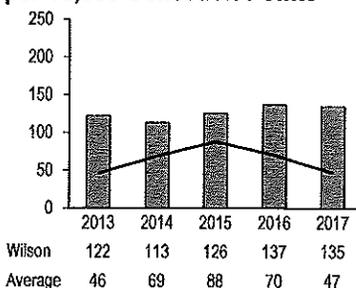


Effectiveness Measures

Collection Complaints per 10,000 Collection Points



Valid Complaints per 10,000 Collection Points



Fiscal Year 2016-17

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 121 sworn officer positions authorized for the fiscal year, with an average length of service of 10.1 years. The main police department headquarters is located in downtown Wilson, housing administration, records, property, major case investigations, police information services, victim services, evidence, and recruitment and training. There are six substations.

Patrol officers work twelve-hour shifts, working fourteen days of a twenty-eight day cycle (168 hours). Shifts are either 7 a.m. to 7 p.m. or 7 p.m. to 7 a.m. and are rotated every two weeks. Department needs may cause shifts to vary. Investigators generally work eight-hour shifts five days per week. Shifts are 8 a.m. to 5 p.m.

Each patrol officer is assigned a vehicle and may take the vehicle home if he or she resides in the city. Officers living outside the city limits park their vehicles at businesses.

The police department was successful in clearing a total of 799 Part I cases in FY 2016-17.

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 2016)	49,406
Land Area (Square Miles)	30.60
Persons per Square Mile	1,615
Median Family Income U.S. Census 2010	\$43,442

Service Profile

FTE Positions—Sworn	121.0
FTE Positions—Other	16.0
Marked and Unmarked Patrol Vehicles	128
Part I Crimes Reported	
Homicide	6
Rape	14
Robbery	94
Assault	148
Burglary	484
Larceny	1,255
Auto Theft	134
Arson	6
TOTAL	<u>2,141</u>
Part II Crimes Reported	2,887
Part I Crimes Cleared	
Persons	167
Property	<u>632</u>
TOTAL	799
Reporting Format	UCR
Number of Calls Dispatched	99,227
Number of Traffic Accidents	2,596
Property Damage for Accidents	NA

Full Cost Profile

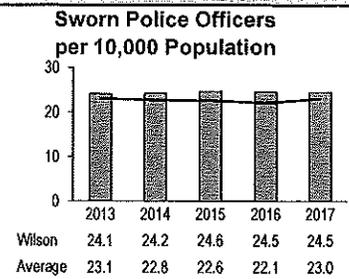
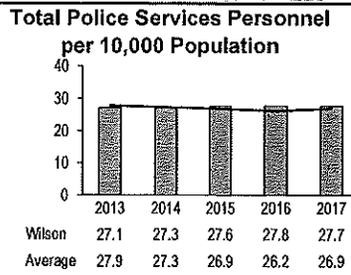
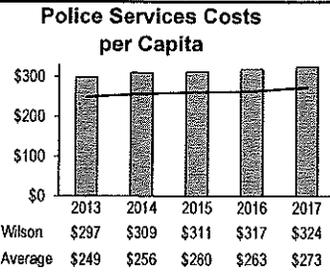
Cost Breakdown by Percentage	
Personal Services	66.8%
Operating Costs	26.0%
Capital Costs	<u>7.2%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$10,688,875
Operating Costs	\$4,167,202
Capital Costs	<u>\$1,150,124</u>
TOTAL	\$16,006,200

Key: Wilson ■

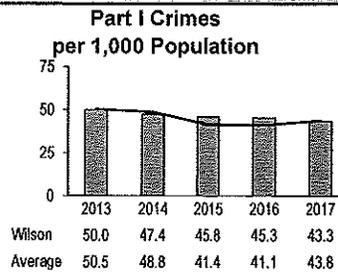
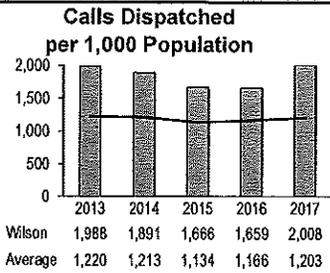
Benchmarking Average —

Fiscal Years 2013 through 2017

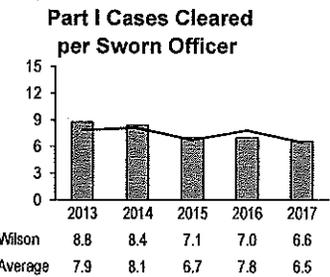
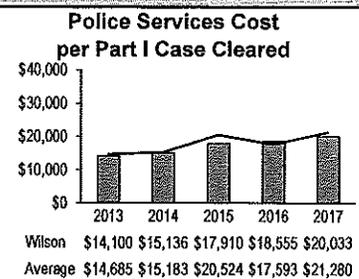
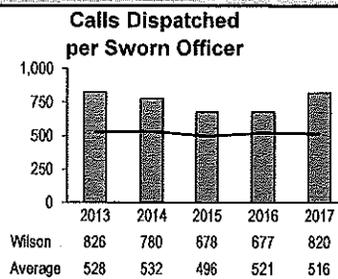
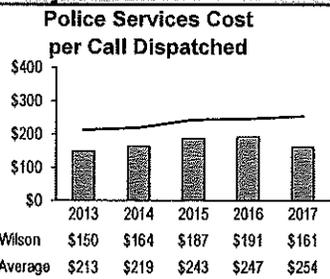
Resource Measures



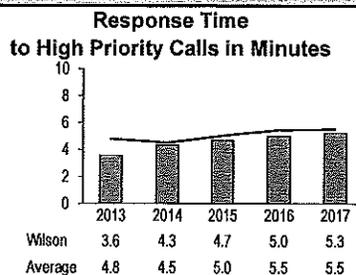
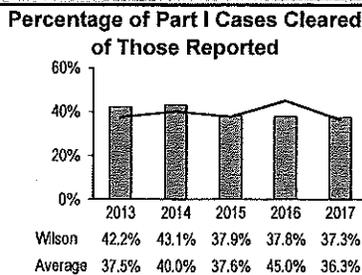
Workload Measures



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 18.5 lane miles during the year, or 2.7 percent of the total lane miles maintained.

Contract crews treated 6.0 lane miles with resurfacing. City crews performed preservation work on 5.5 lane miles and contractors did preservation work on an additional 7.0 lane miles. Preservation techniques include methods such as crack sealing or thin overlays.

The city reported that 54 percent of its lane miles rated 85 or above on its most recent pavement condition rating, conducted in 2014. The city relied on a consultant for the rating, who used a customized rating based on the Institute for Transportation Research and Education (ITRE) system.

The number of potholes reported for the year was 1,652. The percentage of potholes repaired within twenty-four hours was 90 percent. Repairs to 1,142 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 2016)	49,406
Land Area (Square Miles)	30.60
Persons per Square Mile	1,615
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	12.5
Resurfacing	6.0
Rehabilitation	0.0
TOTAL	<u>18.5</u>

Total Costs for All Treatment Types \$663,958

Potholes Repaired 1,652

Number of Utility Cuts 1,142

Number of Maintenance Patches (exclusive of potholes and utility cuts) 890

Average Cost per Ton of Hot Asphalt during Year \$78.00

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	22.4%
Operating Costs	71.7%
Capital Costs	5.9%
TOTAL	<u>100.0%</u>

Cost Breakdown in Dollars	
Personal Services	\$402,246
Operating Costs	\$1,285,715
Capital Costs	\$106,348
TOTAL	<u>\$1,794,308</u>

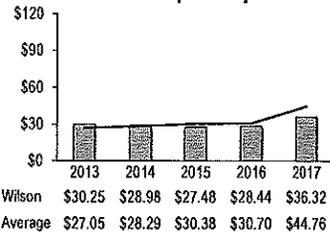
Key: Wilson Benchmarking Average

Benchmarking Average

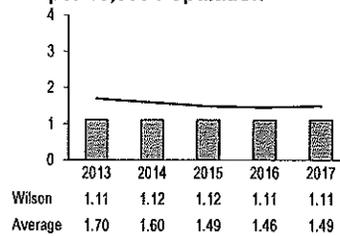
Fiscal Years 2013 through 2017

Resource Measures

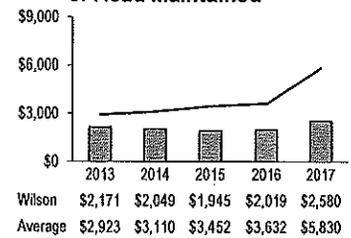
Asphalt Maintenance and Repair Services Costs per Capita



Asphalt Maintenance and Repair FTEs per 10,000 Population

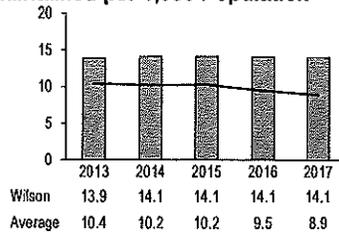


Service Costs per Lane Mile of Road Maintained

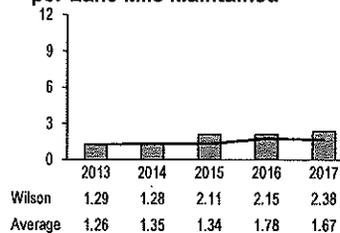


Workload Measures

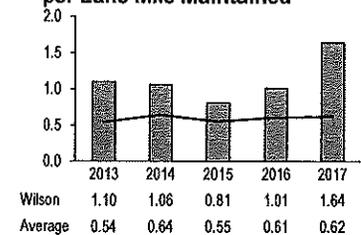
Number of Lane Miles Maintained per 1,000 Population



Reported Potholes per Lane Mile Maintained

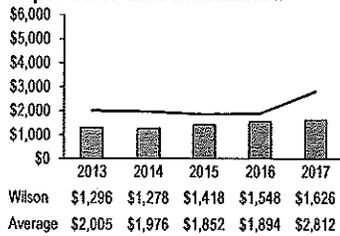


Repaired Utility Cuts per Lane Mile Maintained

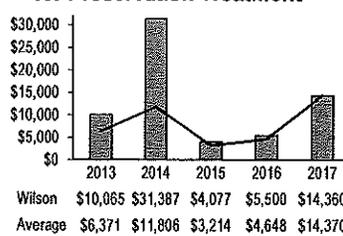


Efficiency Measures

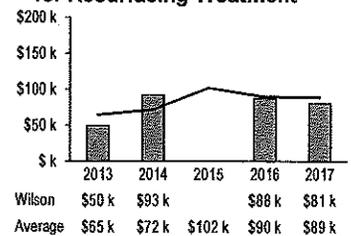
Cost of Maintenance per Lane Mile Maintained



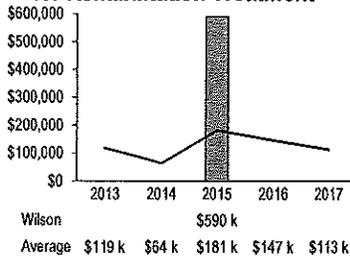
Cost per Lane Mile for Preservation Treatment



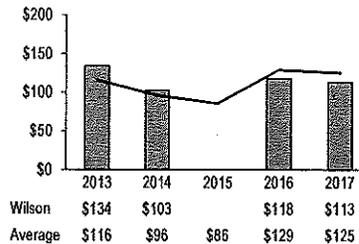
Cost per Lane Mile for Resurfacing Treatment



Cost per Lane Mile for Rehabilitation Treatment

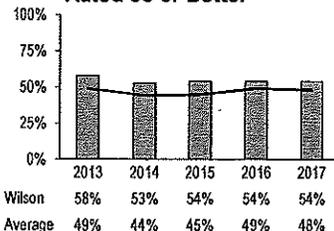


Cost per Ton for Contract Resurfacing

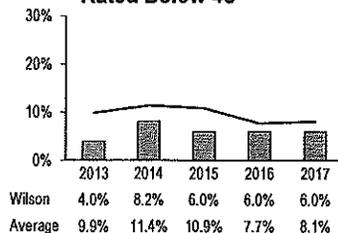


Effectiveness Measures

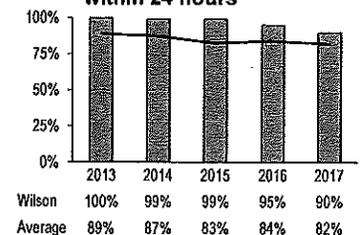
Percent of Lane Miles Rated 85 or Better



Percent of Lane Miles Rated Below 45



Percentage of Potholes Repaired within 24 hours



Explanatory Information

Service Level and Delivery

Wilson Fire/Rescue Services is a public safety organization whose mission is to assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies, and potential disasters or events that affect the community and the environment.

Wilson Fire/Rescue Services has two major divisions. Operations handles emergency responses and equipment maintenance. Support Services handles fire prevention and education, facility maintenance, IM/GIS, and budget.

Firefighters work twenty-four hours on and twenty-four hours off. Each work cycle consists of three twenty-four-hour shifts with a day off between shifts. A four-day break is then provided before the cycle repeats itself.

The city has an ISO rating of 2, as rated in 2005. The Wilson Fire Department has been accredited since 2002.

The fire department in Wilson conducted 3,521 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	49,406
Land Area (Square Miles)	30.60
Persons per Square Mile	1,615
Median Family Income U.S. Census 2010	\$43,442

Service Profile

FTE Positions—Firefighters	81.0
FTE Positions—Other	16.0
Fire Stations	5
First-Line Fire Apparatus	
Pumpers	4
Aerial Trucks	1
Quints	1
Squads	0
Rescue	0
Other	1
Fire Department Responses	4,453
Responses for Fires	238
Structural Fires Reported	69
Inspections Completed for Maintenance, Construction, and Reinspections	3,521
Fire Code Violations Reported	4,626
Estimated Fire Loss (millions)	\$1.95
Amount of Property Protected in Service Area (millions)	\$4,267
Number of Fire Education Programs or Events	790

Full Cost Profile

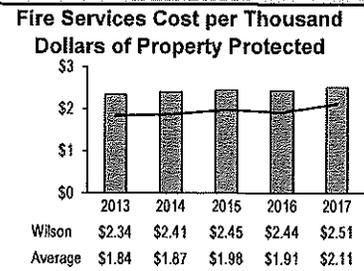
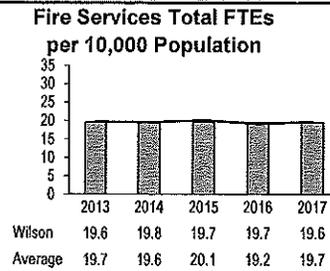
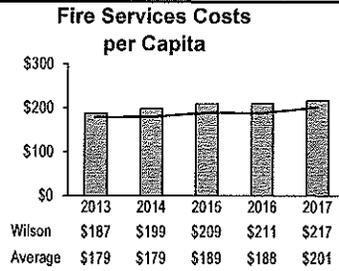
Cost Breakdown by Percentage	
Personal Services	72.5%
Operating Costs	17.9%
Capital Costs	9.6%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$7,780,972
Operating Costs	\$1,923,554
Capital Costs	\$1,026,134
TOTAL	<u>\$10,730,660</u>

Key: Wilson ■

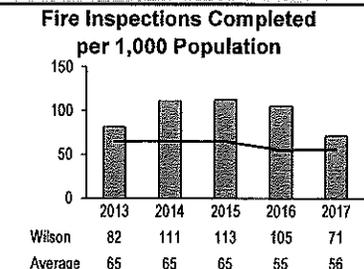
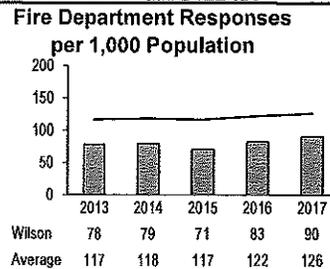
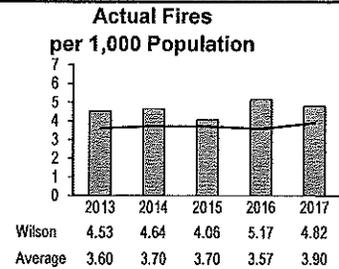
Benchmarking Average —

Fiscal Years 2013 through 2017

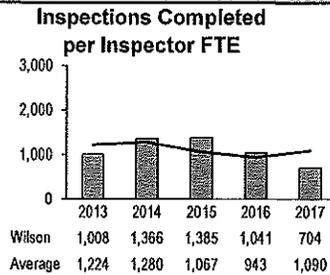
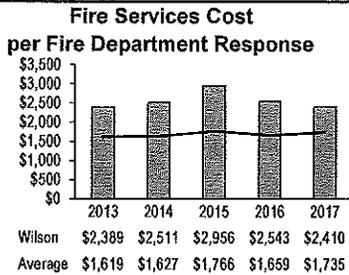
Resource Measures



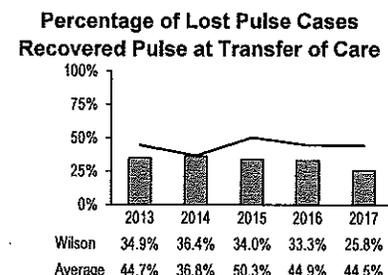
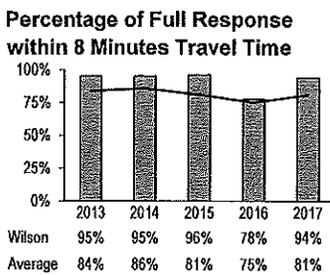
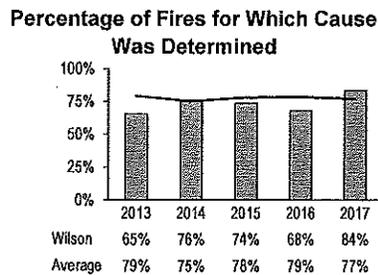
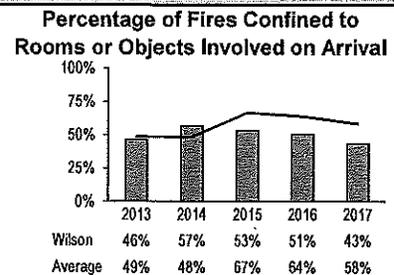
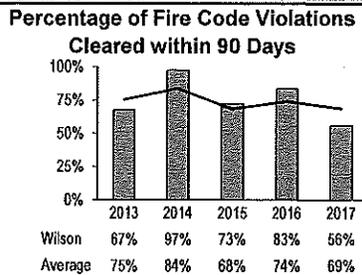
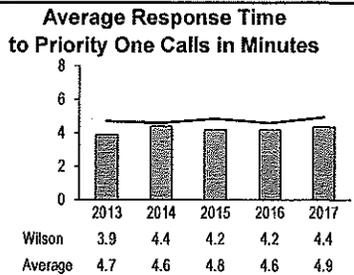
Workload Measures



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 \$537,289 for the fiscal year. Inspection and permit fees depend on the type of construction or work, the value of construction, and other factors. A reinspection fee is assessed when making an inspection for the same trade that had been previously rejected.

Conditions Affecting Service, Performance, and Costs

The population served is calculated by adding the population of Wilson with the population of the ETJ. The tax base served is calculated by adding the tax base of Wilson with the tax base of the ETJ. The population and the tax base of the ETJ are calculated by taking the population and tax base per square mile of Wilson County and multiplying them by the square miles of the ETJ.

The broad downturn in the economy had reduced building activity and the number of requests for inspections.

Municipal Profile

Population Served	54,566
Land Area Inspected (Square Miles)	55.18
Persons per Square Mile	989
Estimated Tax Base in Service Area (billions)	\$4.70
Median Family Income U.S. Census 2010	\$43,442

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	2,440
Electrical	2,280
Mechanical	1,905
Plumbing	986
TOTAL	7,611

Building Permit Values

Residential	\$15,879,332
Multi-Family	\$2,780,000
Commercial	\$127,197,868
TOTAL	\$145,857,200

Inspection Fee Revenue \$537,289

Full Cost Profile

Cost Breakdown by Percentage

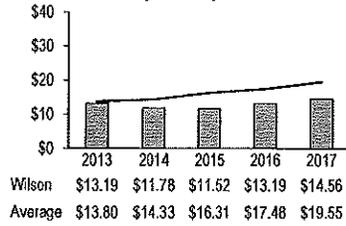
Personal Services	75.3%
Operating Costs	17.9%
Capital Costs	6.8%
TOTAL	100.0%

Cost Breakdown in Dollars

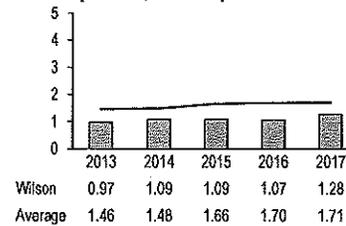
Personal Services	\$598,684
Operating Costs	\$142,171
Capital Costs	\$53,746
TOTAL	\$794,600

Resource Measures

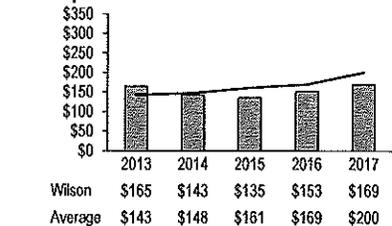
**Building Inspections Services
Costs per Capita**



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

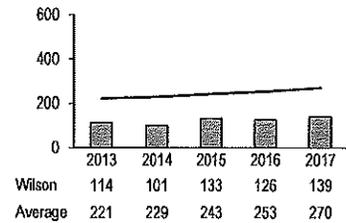


**Building Inspections Services
Cost per Million Dollars of Tax Base**

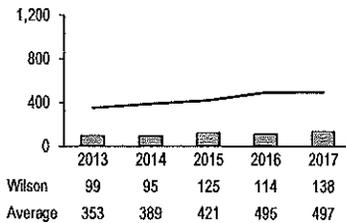


Workload Measures

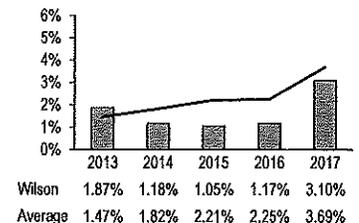
**Inspections per 1,000 Population
in Service Area**



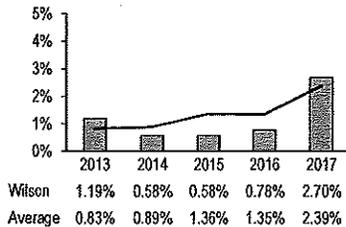
**Inspections per Square Mile
in Service Area**



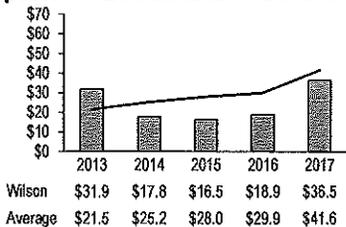
**Value of Building Permits as Percentage of Tax
Base of Area Served**



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

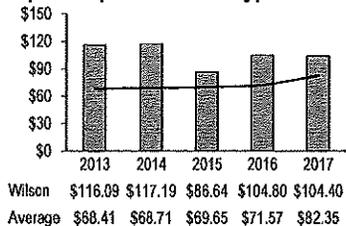


**Value of Building Permits per
Inspector FTE in Millions of Dollars**

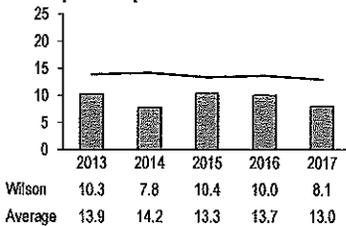


Efficiency Measures

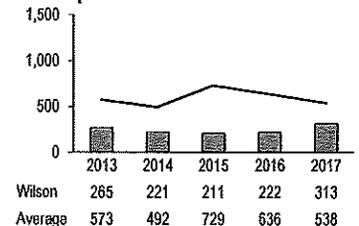
**Building Services Cost
per Inspection—All Types**



**Inspections per Day
per Inspector FTE**

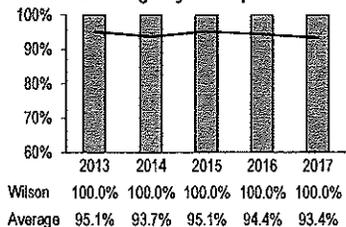


**Plan Reviews per Year
per Reviewer FTE**

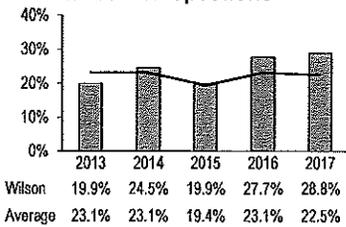


Effectiveness Measures

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



**Percentage of Inspections
That Are Reinspections**



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 2016)	49,406
Land Area (Square Miles)	30.60
Persons per Square Mile	1,615

Service Profile

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

<u>Rolling Stock Maintained</u>	<u>No.</u>	<u>Average Age</u>
Cars—Normal Usage	24	13.7 Years
Cars—Severe Usage	112	7.0 Years
Motorcycles	3	3.0 Years
Light Utility Vehicles	5	3.0 Years
Light Vehicles	194	9.0 Years
Medium Vehicles	59	12.0 Years
Heavy—Sanitation	31	8.5 Years
Heavy—Sewer	5	10.6 Years
Heavy—Fire Apparatus	9	15.3 Years
Heavy—Other	53	11.5 Years
Trailed Equipment	150	14.0 Years
Off-Road/Construction/Tractors	172	14.0 Years
Buses	5	12.0 Years
TOTAL	822	

Vehicle Equivalent Units (VEUs)	2,752
 Average Rolling Stock Units	 789
Available per Day	
Hours Billed	18,154
Work Orders	7,413
Repeat Repairs within 30 Days	37
Work Orders Completed within 24 hours	6,375
 Preventive Maintenance Jobs (PMs)	 1,555
PMs Completed as Scheduled	1,399

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	34.3%
Operating Costs	61.2%
Capital Costs	4.5%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$1,256,578
Operating Costs	\$2,246,327
Capital Costs	\$165,110
TOTAL	\$3,668,015

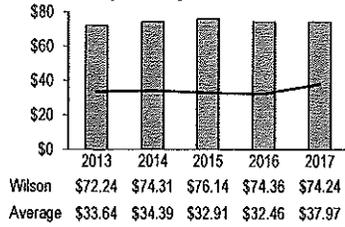
Key: Wilson ■

Benchmarking Average —

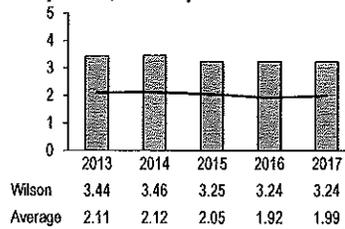
Fiscal Years 2013 through 2017

Resource Measures

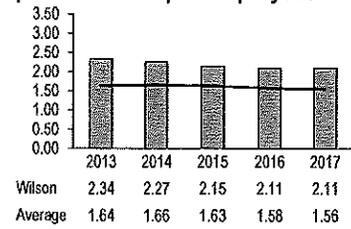
Fleet Maintenance Services Cost per Capita



Fleet Maintenance FTEs per 10,000 Population

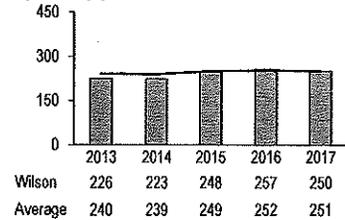


Fleet Maintenance FTEs per 100 Municipal Employees

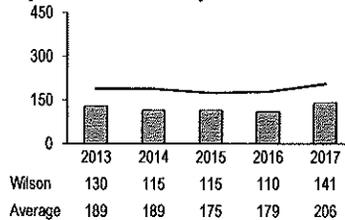


Workload Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE

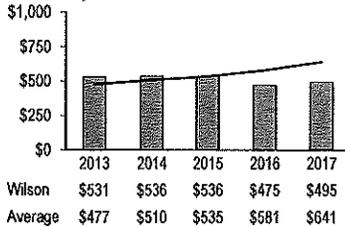


Preventive Maintenances (PMs) Completed In-House per Tech FTE

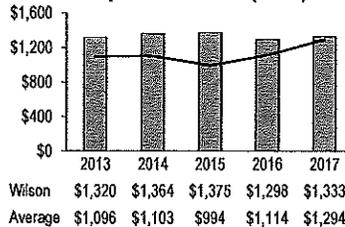


Efficiency Measures

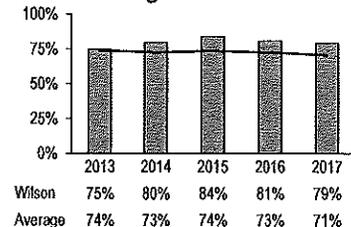
Fleet Maintenance Cost per Work Order



Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)

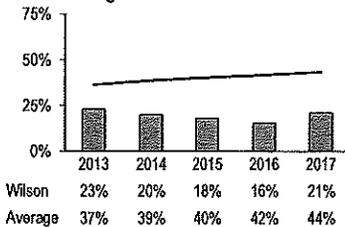


Hours Billed as a Percentage of Total Hours

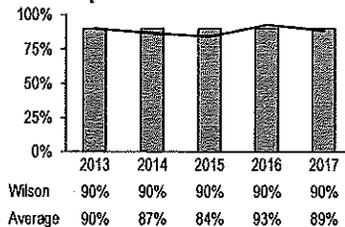


Effectiveness Measures

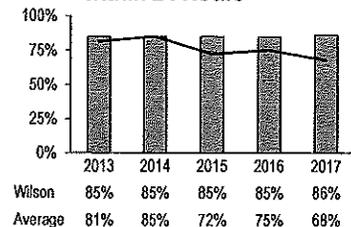
Preventive Maintenances (PMs) as a Percentage of All Work Orders



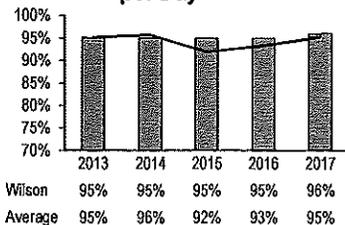
Percentage of Preventive Maintenances (PMs) Completed as Scheduled



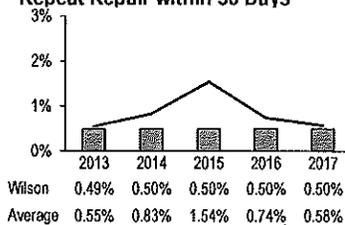
Percentage of Work Orders Completed within 24 Hours



Percentage of Rolling Stock Available per Day



Percentage of Work Orders Requiring Repeat Repair within 30 Days



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 fourteen positions.

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

Conditions Affecting Service, Performance, and Costs

Municipal Profile

Population (OSBM 2016)	49,406
Land Area (Square Miles)	30.60
Persons per Square Mile	1,615
Median Family Income	\$43,442
U.S. Census 2010	
County Unemployment Rate (2016)	8.1%
U.S. Bureau of Labor Statistics	

Service Profile

Central HR FTE Positions	
Administration	0.5
Generalist/Specialist	3.0
Staff Support/Clerical	2.0
Total Authorized Workforce	760.0
Authorized FTEs	751.0
Average Length of Service (Months)	159
Number of Position Requisitions	70
Employment Applications Processed	1,906
Length of Probationary	12 months
Employment Period	
Compensation Studies Completed	1
Positions Studied	14
Employee Turnover	
Voluntary Separations	62
Involuntary Separations	15
TOTAL SEPARATIONS	<u>77</u>
Formal Grievances Filed by Employees	6
Equal Employment Opportunity	1
Commission (EEOC) Complaints Filed	

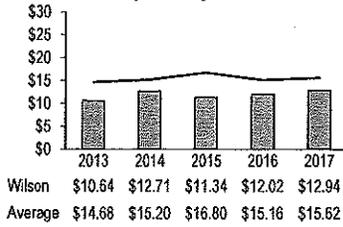
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	73.1%
Operating Costs	24.6%
Capital Costs	2.4%
TOTAL	<u>100.0%</u>

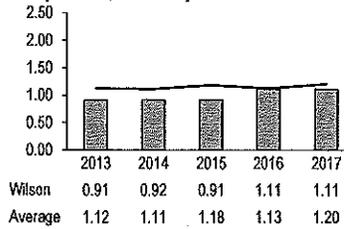
Cost Breakdown in Dollars	
Personal Services	\$467,373
Operating Costs	\$157,017
Capital Costs	\$15,064
TOTAL	<u>\$639,454</u>

Resource Measures

Human Resources Services Cost per Capita

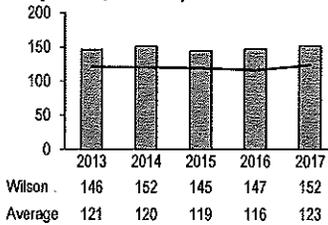


Human Resources FTEs per 10,000 Population

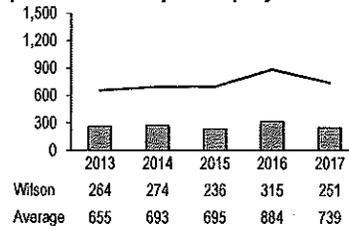


Workload Measures

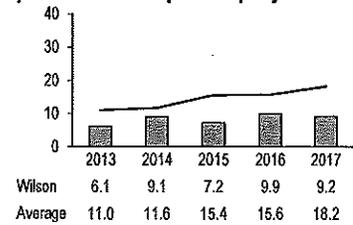
Total Municipal FTEs per 10,000 Population



Applications Processed per 100 Municipal Employees

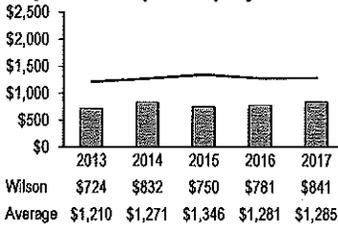


Position Requisitions per 100 Municipal Employees

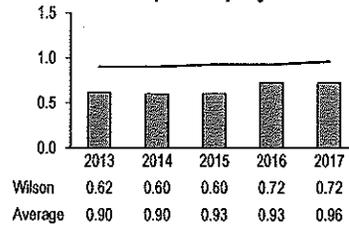


Efficiency Measures

Human Resources Cost per Municipal Employee

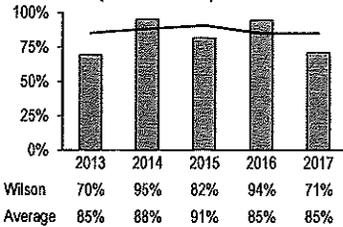


Ratio of Human Resources Staff to 100 Municipal Employees

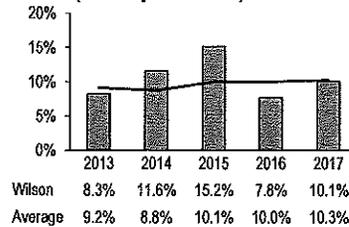


Effectiveness Measures

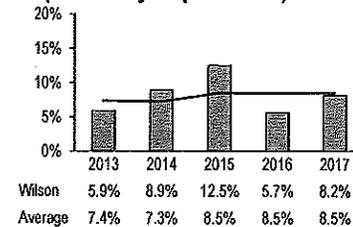
Probationary Period Completion Rate (New Hires)



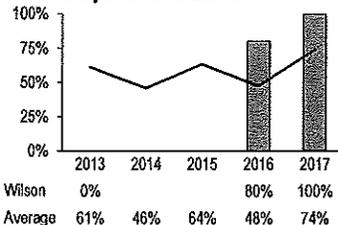
Employee Turnover Rate (All Separations)



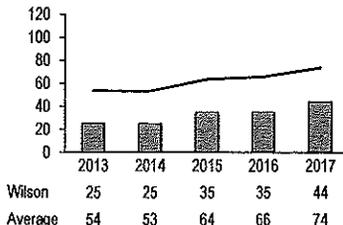
Employee Turnover Rate (Voluntary Separations)



Percentage of Grievances Resolved at Department Level



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



Explanatory Information

Service Level and Delivery

Water services in Wilson are handled by a combined water/sewer division under the Department of Public Works. Billing services are handled by the Wilson Finance Department. The water system serves approximately 52,500 people over forty square miles.

Source water for the system comes from four city-owned reservoirs. Water is also pumped from two different reservoirs in the Neuse River basin. The estimated safe yield for the system is 29 million gallons per day.

The system has two treatment plants with a combined treatment capacity of 22 million gallons per day. The plants use conventional surface water treatment with flocculation, sedimentation, and filtration.

Water meters are read once per month in Wilson. Approximately half of the water meters in the system are read by automatic remote means using a radio system by Itron.

Conditions Affecting Service, Performance, and Costs

The costs of water services as captured here do not include debt service but do capture depreciation. Large capital improvements are being made to the Buckhorn Lake Dam and Wastewater Projects, which have been required to meet advanced nutrient removal.

Due to better mapping accuracy, the reported service area decreased from 99 square miles in earlier years. The improved mapping more precisely defined which areas were in the service area and excluded broader areas that were previously included in the area calculations. This apparent jump in the miles of pipe per square mile in FY 2012-13 is a result of this improved accuracy of the area served and not due to the laying of more pipe.

Municipal Profile

Estimated Service Population	52,500
Service Land Area (Square Miles)	40.0
Persons per Square Mile	1,313
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$43,442

Service Profile

FTE Staff Positions	
Treatment Plant	18.0
Line Crews	20.0
Meter Readers	2.0
Billing/Collection	2.0
Other	1.0
Total	43.0
Number of Treatment Plants	2
Total Treatment Capacity	22.0 MGD
Average Daily Demand	8.7 MGD
Miles of Main Line Pipe	428
Average Age of Main Line Pipe	45 years
Number of Breaks/Leaks	43
Number of Water Meters	22,386
Percent of Meters Read Automatically	50.0%
Total Revenues Collected	\$12,109,000

Full Cost Profile

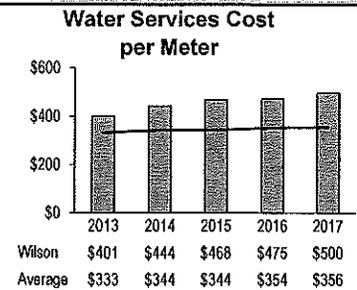
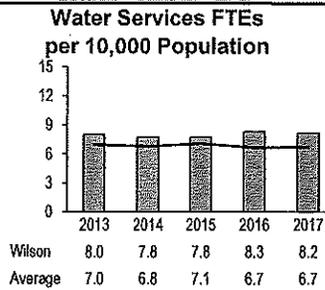
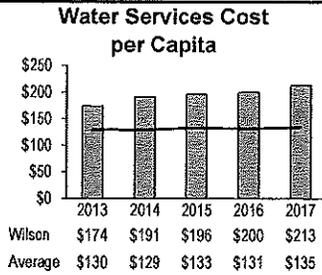
Cost Breakdown by Percentage	
Personal Services	28.1%
Operating Costs	48.3%
Capital Costs	23.6%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$3,148,839
Operating Costs	\$5,402,149
Capital Costs	\$2,644,330
TOTAL	\$11,195,318

Key: Wilson

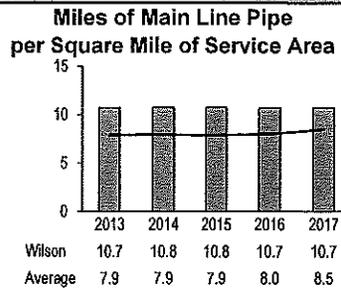
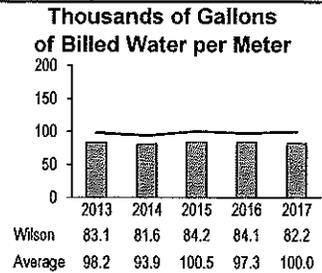
Benchmarking Average

Fiscal Years 2013 through 2017

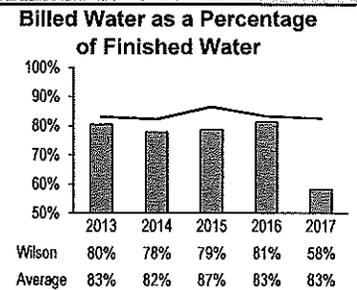
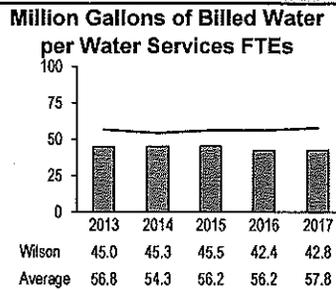
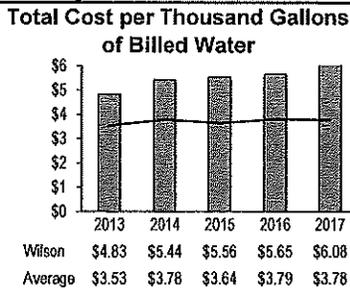
Resource Measures



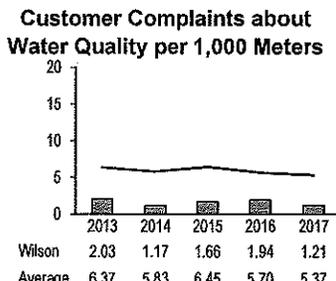
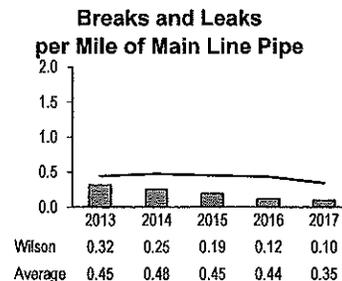
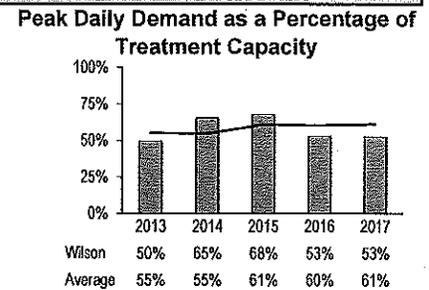
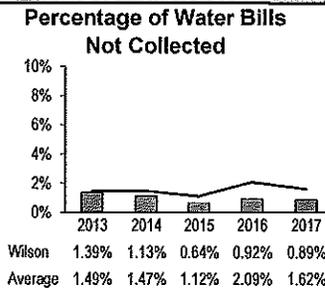
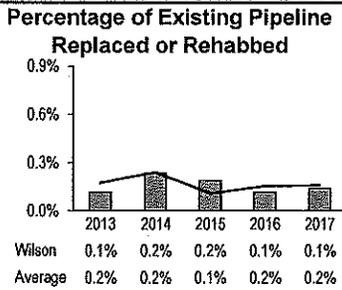
Workload Measures



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	53,600
Service Land Area (Square Miles)	35
Persons per Square Mile	1,531
Topography	Flat
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$43,442

Service Profile

Total FTE Staff Positions	61.0
Treatment Plant	31.0
Line Crews	27.0
Billing/Collection	2.0
Other	1.0
Number of Treatment Plants	1
Total Treatment Capacity	14.0 MGD
Average Daily Flow	9.0 MGD
River Basin into Which System Discharges	Neuse
Miles of Gravity Main Line Pipe	355
Miles of Forced Main Line Pipe	10
Average Age of Main Line Pipe	44 years
Blocks in Sewer Mains	7
Number of System Breaks	7
Sanitary System Overflows	9
Number of Customer Accounts	20,441
Total Revenues Collected	\$13,164,000

Full Cost Profile

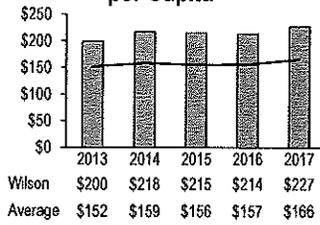
Cost Breakdown by Percentage	
Personal Services	34.7%
Operating Costs	42.1%
Capital Costs	23.2%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$4,225,234
Operating Costs	\$5,128,118
Capital Costs	\$2,832,924
TOTAL	\$12,186,275

Key: Wilson Benchmarking Average

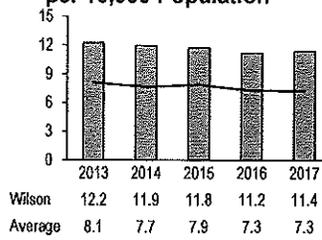
Fiscal Years 2013 through 2017

Resource Measures

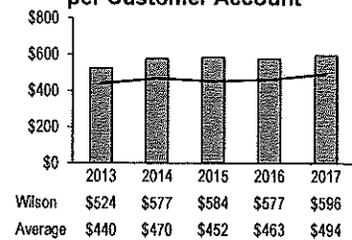
Wastewater Services Cost per Capita



Waterwater Services FTEs per 10,000 Population

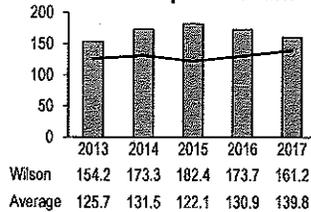


Waterwaste Services Cost per Customer Account

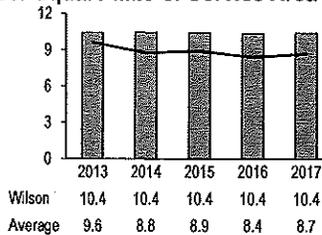


Workload Measures

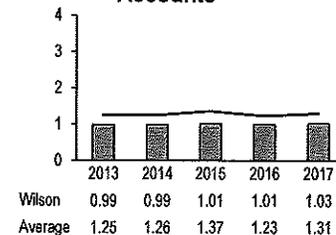
Thousands of Gallons of Wastewater per Account



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

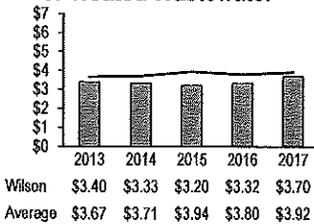


Number of Lift Stations per 1,000 Accounts

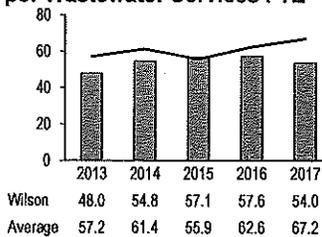


Efficiency Measures

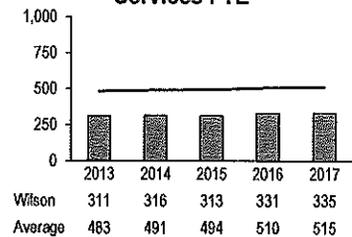
Total Cost per 1,000 Gallons of Treated Wastewater



Million Gallons of Wastewater per Wastewater Services FTE

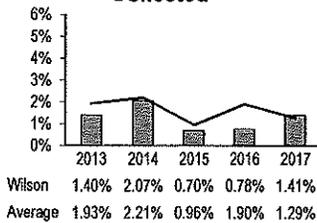


Customer Accounts per Wastewater Services FTE

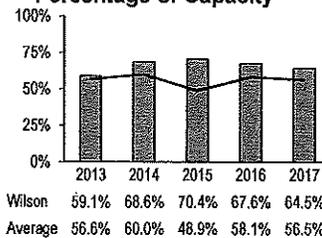


Effectiveness Measures

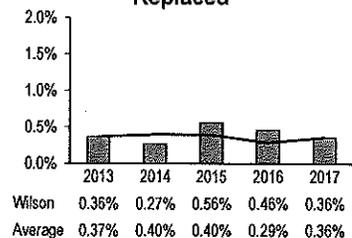
Percentage of Wastewater Bills Not Collected



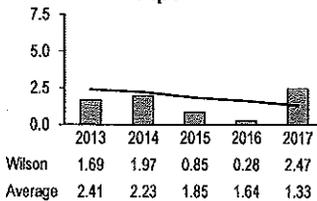
Average Daily Treatment as a Percentage of Capacity



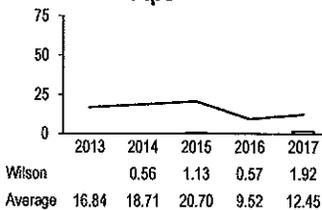
Percent of Main Line Rehabbed or Replaced



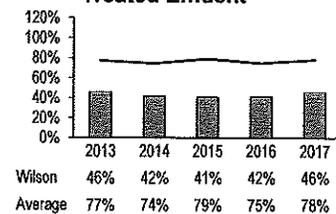
Overflows per 100 Miles of Main Line Pipe



Backups per 100 Miles of Main Line Pipe



Billed Wastewater as a Percent of Treated Effluent



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 fourteen 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

Parks and Recreation is a new service area for the benchmarking project beginning with the FY 2012-13 reporting year.

Municipal Profile

Population (OSBM 2016)	49,406
Land Area (Square Miles)	30.60
Persons per Square Mile	1,615
Topography	Flat
Climate	Temperate; little ice and snow

Service Profile

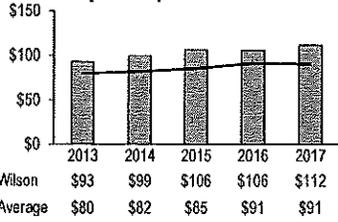
Parks and Recreation Staff	
Administrative Position FTEs	4.0
Maintenance Staff FTEs	13.0
Program and Facility FTEs	47.0
Other Staff FTEs	4.0
TOTAL	68.0
Number of Parks and Sites	28
Total Land Acreage in Parks	400.0
Miles of Trails in Parks	14.5
Recreational Facilities	
Indoor and Outdoor Pools	2
Recreation Centers	4
Outdoor Basketball Courts	7
Outdoor Tennis Courts	16
Playgrounds	25
Diamond Fields	11
Rectangular Fields	14
Other Athletic Fields	1
Picnic Shelters	17
Parks and Recreation Revenues	
User Fees	\$500,000
Grants	\$50,000
Sponsorships	\$22,000
Donations	\$0

Full Cost Profile

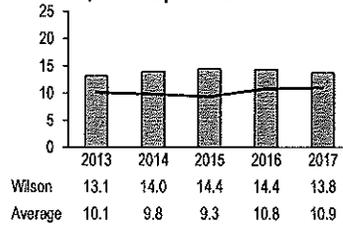
Cost Breakdown by Percentage	
Personal Services	55.4%
Operating Costs	36.5%
Capital Costs	8.2%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$3,056,848
Operating Costs	\$2,013,491
Capital Costs	\$450,658
TOTAL	\$5,520,997

Resource Measures

Core Parks and Recreation Services per Capita

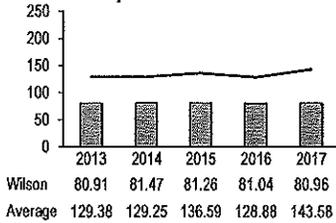


Core Parks and Recreation Staff per 10,000 Population

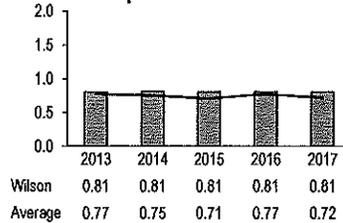


Facilities Measures

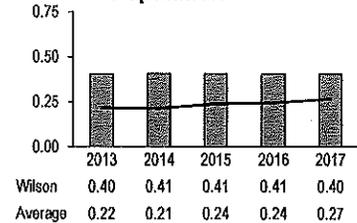
Land Acres of Parks per 10,000 Population



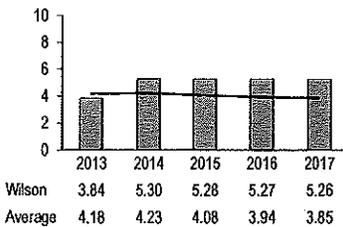
Recreation Centers per 10,000 Population



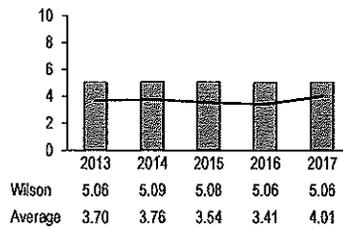
Swimming Pools per 10,000 Population



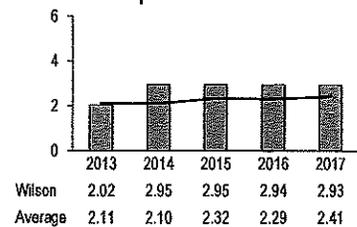
Athletic Fields per 10,000 Population



Playgrounds per 10,000 Population

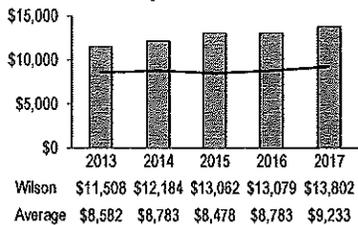


Miles of Land Trails per 10,000 Population

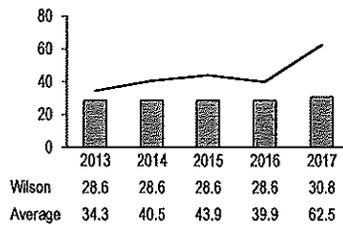


Efficiency Measures

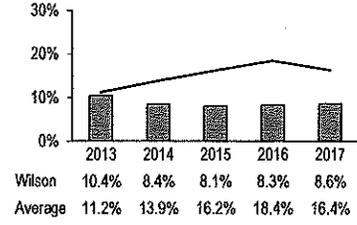
Total Core Parks and Recreation Costs per Acre



Acres of Park Maintained per Maintenance FTE

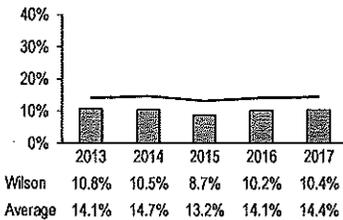


Volunteer Hours in FTEs as a Percent of Paid Staff FTEs

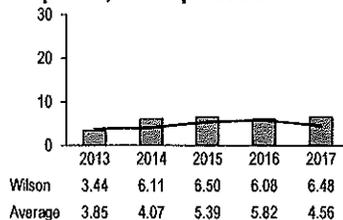


Effectiveness Measures

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									
	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
General government										
Fleet Management										
Rolling stock maintained	832	806	789	775	772	795	755	735	734	725
Work orders completed	6,379	6,984	6,987	6,638	6,730	6,285	5,348	5,332	5,318	4,792
Human Resources										
Employment applications processed	1,906	2,395	1,759	2,056	1,922	525	2,509	2,875	2,024	3,000
Turnover	79	61	65	68	65	16	57	44	74	74
Public Safety										
Police										
Violent Crimes Reported	262	259	257	228	240	251	265	269	254	220
Violent Crimes Cleared	148	153	174	134	163	152	168	160	173	137
Property Crimes Reported	1,875	1,967	2,006	2,104	2,232	2,463	2,300	2,535	2,181	2,319
Property Crimes Cleared	594	579	673	811	830	778	750	866	776	843
Traffic Accidents	2,665	2,612	2,461	2,198	2,253	2,265	2,328	2,324	2,027	2,203
Fire										
Fire responses	236	254	205	228	225	237	274	253	224	314
Medical responses	2,553	2,298	2,211	2,328	2,338	2,226	2,183	2,813	3,330	3,125
Inspections	4,649	6,975	7,530	6,699	5,016	5,087	4,830	5,175	4,898	3,376
Building Inspections										
Number of inspections	7,643	7,081	7,351	6,051	6,576	6,429	6,503	6,368	7,722	11,493
Public Works										
Street resurfacing (lane miles)	7.8	4.2	0	5.76	11.88	0	10.32	7.83	13.95	1.14
Prevention treatment (lane miles)	18.2	19.8	0	5.31	1	0	0	0	0	0
Potholes repaired	516	1,498	119	891	886	561	714	658	598	597

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									
	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Environmental Services										
Refuse collected (tons per year)	22,730	22,613	22,246	22,825	22,793	22,634	22,546	23,523	23,572	22,316
Recyclables collected (tons per year)	1,680	1,586	1,509	1,440	1,485	1,546	1,468	1,344	1,311	1,351
Yard waste/leaf collection (tons per year)	8,612	8,426	8,102	7,110	7,740	7,408	6,954	6,826	7,582	9,228
Electric										
Average daily usage (KWH)	3,521,571	3,575,838	3,623,079	3,582,115	3,433,499	3,381,092	3,478,848	3,360,841	3,391,166	3,413,334
Number of customers	35,112	35,718	35,020	34,765	34,831	34,810	34,781	34,748	36,390	35,553
Gas										
Average daily usage (cubic feet)	3,360,723	3,420,070	3,274,000	4,234,000	4,079,761	3,380,403	4,020,980	3,919,871	3,794,860	3,537,886
Number of customers	13,763	13,753	13,762	13,704	13,671	13,651	13,765	13,732	13,730	14,373
Water and sewer										
Average daily water usage (million gallons)	8.68	8.69	8.61	8.79	8.53	9.04	9.11	8.82	8.64	9.22
Average daily sewer flow (million gallons)	9.03	9.46	9.86	9.61	8.54	7.81	6.48	8.22	8.08	7.13
Number of customers	22,387	22,339	22,337	22,179	22,185	22,086	22,072	21,969	21,936	22,403
Mass Transit										
Annual ridership	108,728	99,444	91,429	129,047	127,769	160,871	159,860	161,883	157,128	137,681
Average passengers per hour	8.69	5.32	5.81	10.30	10.20	10.00	10.00	10.00	12.30	10.77
Stormwater management										
Number of billable control structure inspections	96	87	85	84	72	85	116	119	78	74
Miles of drainage cleaned, open ditches maintained and line replaced	7.96	7.45	7.26	9.41	4	8	8	7	6	8

Source: Various City of Wilson Departments

The following glossary provides a translation of frequently used acronyms and definitions of various specialized terms used throughout this budget document.

Acronym	Description	Acronym	Description
AA	Affirmative Action	LMI	Low to Moderate Income
ADA	American Disabilities Act	LT	Line Terminal
AMR	Automated Meter Reading	MGD	Million Gallons Daily
ATF	Alcohol, Tobacco and Firearms	MH	Mobile Housing
AVL	Automobile Vehicle Location	MPC	Multi-Purpose Closure
BMP	Best Management Practices	MSD	Municipal Service District
BNR	Biological Nutrient Removal	MW	Megawatt
BPS	Booster Pump Station	NCDOT	North Carolina Department of Transportation
CAFR	Comprehensive Annual Financial Report	NCEMPA	North Carolina Eastern Municipal Power Agency
C&D	Construction and Demolition Debris	NCHFA	North Carolina Housing Finance Agency
CBD	Central Business District	NCOC	North Carolina One Call
CDBG	Community Development Block Grant – A federal domestic assistance grant administered by the US Department of Housing and Community Development to develop viable urban communities by providing decent housing & a suitable living environment for persons of low & moderate income	NCUC	North Carolina Utilities Commission
CDL	Commercial Driver's License	NFPA	National Fire Protection Association
CF	Cubic Feet	NPDES	National Pollutant Discharge Elimination System
CIP	Capital Improvement Plan	O&M	Operations and Maintenance
CIS	Customer Information System	OLT	Optical Line Terminal
COA	Certificate of Appropriateness	ONT	Optical Network Terminal
CP	Cathodic Protection	OSHA	Occupational Safety & Health Administration
CUP	Conditional Use Permit	PARTF	Parks and Recreation Trust Fund
DEA	Drug Enforcement Agency	PCI	Purchasing Card Industry
DENR	Department of Environmental Natural Resources	PHMSA	Pipeline and Hazardous Materials Safety Administration
DOT	Department of Transportation	PIO	Public Information Officer
EDC	Economic Development Council	PLC	Programmable Logic Controller
EDFA	Erbium-doped Fiber Amplifier	PM	Preventive Maintenance
EPA	Environmental Protection Agency	RAID	Redundant Array of Independent Disks
ERT	Encoder Receiver Transmitter	RTU	Remote Terminal Unit
ETJ	Extra Territorial Jurisdiction	SCADA	System Control and Data Acquisition
FBO	Fixed Base Operators	SCBA	Self-Contained Breathing Apparatus
FTE	Full Time Equivalent	SFR	Single Family Rehabilitation
FOTP	Fiber to the Premise	TIP	Transportation Improvement Plan
GAAP	Generally Accepted Accounting Principles	TRC	Technical Review Committee
GASB	Governmental Accounting Standards Board	UCC	Unified Communications Center
GFOA	Government Finance Officers Association	ULOCO	Underground Utility Locating Company
GIS	Geographic Information System	URP	Urgent Repair Program
HOSTS	Helping One Student to Succeed	WDDC	Wilson Downtown Development Corp
HVAC	Heating, Ventilation and Air Conditioning	WDP	Wilson Downtown Properties
ISO	Insurance Services Office	WE	Wilson Energy
ITS	Information Technology Services	WEDC	Wilson Economic Development Council
LDH	Large Diameter Hose	WF/RS	Wilson Fire and Rescue Services
LDO	Luminescent Dissolved Oxygen	WO	Work Order
LM	Load Management		

<u>Accrual Basis of Accounting</u>	Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and recognizes expenses in the period incurred
<u>Allocate</u>	To set apart portions of budgeted expenditures that are specifically designated for special activities or purposes
<u>Annual Budget</u>	A financial plan containing estimated expenditures and revenues to cover those expenditures for a single fiscal year (July 1 - June 30)
<u>Appropriation</u>	A legal authorization by City Council to incur obligations and make expenditures for specific purposes
<u>Balanced Budget</u>	Expenditures equal revenues. N.C state statute requires the adoption of a balanced budget.
<u>Bond</u>	A written promise to repay a specific amount of money with interest within a specific time period, usually long term
<u>Budget Ordinance</u>	The official enactment by City Council to establish legal authority for City officials to obligate and expend resources
<u>Budgetary Control</u>	The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues
<u>Capital Improvement Program (CIP)</u>	A strategic plan for capital expenditures to be incurred over a fixed period of five future years, summarizing estimated project costs and sources of financing
<u>Capital Assets</u>	Assets of long-term character which are intended to continue to be held or used by the City, including land, buildings, machinery, furniture and other equipment
<u>Capital Outlay</u>	An expenditure for the acquisition of or addition to fixed assets costing more than \$5,000 (equipment or software) with an expected useful life of more than one year
<u>Capital Project</u>	An undertaking involving the construction, purchase, or major renovation of a building, utility system, or other structure and equipment having a useful life of at least 15 years and an estimated cost of at least \$50,000
<u>Capital Project Fund</u>	A fund used to account for the acquisition or construction of major governmental capital facilities and equipment that are not financed in other funds
<u>Contingency</u>	An appropriation controlled by the City Council intended for emergencies and unforeseen circumstances not otherwise budgeted
<u>Debt Service</u>	The City's obligation to pay principal, interest, and fees associated with all debt instruments according to a pre-determined payment schedule
<u>Department</u>	An organizational unit of the City responsible for carrying out a major governmental function

<u>Depreciation</u>	A non-cash expense that reduces the value of an asset over time. The process of estimating and recording the expired useful life, or diminution of service from a capital asset that cannot or will not be restored by repair and must be replaced. Assets depreciate for two reasons: wear and tear and obsolescence. Assets also decrease in value as they are replaced by newer models
<u>Division</u>	A sub-unit of a department that has responsibility for a specific function within the department
<u>Encumbrance</u>	The commitment of appropriated funds to purchase an item or service. To encumber funds is to set aside, or commit funds for future expenditures
<u>Enterprise Fund</u>	A fund that accounts for governmental activities supported wholly or partially with user fees or charges and is operated using business principals. Examples include the Electric, Gas, Water and Broadband Funds.
<u>Expenditure</u>	The spending of money by the City for the programs or projects included within the approved budget
<u>Fiduciary Funds</u>	Funds used to account for assets held by the city in a trustee capacity or as an agent for individuals, private organizations, or other governments
<u>Financial Plan</u>	A plan balancing estimated expenditures with estimated revenues for the City's internal service funds
<u>Fiscal Year (FY)</u>	A twelve-month period of time to which the annual operating budget applies and at the end of which the financial position and results of operation are determined (July 1 - June 30)
<u>Fund</u>	A fiscal and accounting entity with a self-balancing set of accounts used to record the financial transactions of a specific activity
<u>Fund Balance</u>	The difference between the assets and liabilities of a fund
<u>Fund Balance Appropriated</u>	A budgetary amount representing the fund's equity to be used to offset expenditures. Fund balance appropriated cannot exceed the sum of cash and investments less the sum of liabilities, encumbrances, and deferred revenues arising from cash receipts, as those figures stand at the close of the fiscal year preceding the budget year
<u>Fund Balance Available</u>	The amount of fund balance determined at the end of the preceding fiscal year that is available for appropriation and expenditure in the current year
<u>GASB 34</u>	Governmental Accounting Standards Board Statement #34: "Basic Financial Statements -Management's Discussion and Analysis – For State and Local Governments"
<u>Geo-Spatial Technology</u>	An analysis method, which belongs within the field of exploratory spatial analysis, which relies, to a large degree, on graphical methods of analysis
<u>General Accepted Accounting Principles (GAAP)</u>	Uniform minimum standards of and guidelines for financial accounting and reporting. GAAP encompasses the conventions; rules and procedures necessary to define accepted accounting practices

<u>General Fund</u>	The General Fund accounts for the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes and other types of revenue. This fund includes the public safety services such as fire and police protection, and also includes finance, public services, general administration, planning and inspections, and recreation.
<u>Goal</u>	A broad-ranging but concise statement describing the primary purpose(s) for which a division/program exists
<u>Governmental Fund</u>	Governmental Funds are often referred to as "source and use" funds. These are the funds through which most governmental functions typically are financed. The fund types included in this category are general, special revenue, capital projects, debt service, and special assessment funds.
<u>Grant</u>	A contribution or gift in cash or other assets from another government to be used for a specific purpose
<u>Grant Project</u>	A project financed in whole or part by revenues received from the federal or state government
<u>Internal Service Funds</u>	Funds used to account for the financing of goods or services by one city department to other city departments on a cost reimbursement basis
<u>Major Funds</u>	Funds that present the major activities of the City for the year determined by GASB 34 guidelines, and may change from year to year as a result of changes in the pattern of the City's activities. The General Fund is always a Major Fund.
<u>Modified Accrual Basis of Accounting</u>	A method for recording the receipt and expenditure of funds, in which revenues are recorded when the amount becomes measurable and available to pay current liabilities and expenditures are recorded when the liability is actually incurred
<u>Non Major Funds</u>	Funds as determined by applying GASB 34 that do not meet the criteria as a Major Fund. Non Major Funds may be presented in the aggregate for reporting purposes.
<u>Objective</u>	A specific statement about what is to be accomplished or achieved (result) for a particular program during the fiscal year
<u>Offsetting Revenues</u>	Income generated by various departments in the General Fund
<u>Operating Expenses</u>	Funds budgeted for day-to-day expenses that are necessary to support the city's services and programs
<u>Personnel Services</u>	Expenditures related to the compensation of employees, including full-time and part-time salaried, overtime, longevity pay, and benefits
<u>Placarding</u>	Signage that denotes hazardous chemicals located inside a building
<u>Program</u>	A group of activities or operations with specific purposes or objectives
<u>Project Ordinance</u>	An ordinance adopted by City Council that appropriates revenue for a specific capital project for the life of that project

<u>Property Taxes</u>	Property taxes are levied on both real and personal property according to the property's valuation and tax rate
<u>Proprietary Fund</u>	Funds used to separate, control and track financial resources of business-type activities carried out by a government. The two proprietary fund types include enterprise funds and internal service funds.
<u>Recovered Costs</u>	Expenditures incurred by one city department or division and recovered by way of charging them to the city department or division causing the expenditures
<u>Revaluation</u>	Assignment of value to properties, buildings, vehicles and equipment used for business and residential purposes by the Wilson County's Tax Administrator's Office. State law requires all property to be revalued no less frequently than once every eight (8) years
<u>Revenue</u>	Income received or anticipated by a local government from either tax or non-tax sources
<u>Special Revenue Fund</u>	Fund used to account for the proceeds of special revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specified purposes
<u>Transfer</u>	An amount distributed from one fund to finance activities in another fund
<u>User Fees</u>	Category of revenue that encompasses fees charged primarily for the delivery or use of a public service
<u>Utility Funds</u>	Enterprise funds used to account for the city's electric, natural gas, water, and wastewater operations; i.e., the Electric Fund, Gas Fund, and Water Resources Fund

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