



HEALTHY ENVIRONMENT SUMMARY

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HEALTHY ENVIRONMENT

STRATEGIC FOCUS AREA MISSION

A healthy environment ensures that the places we live, work, and play are safe and conducive to overall good health. It includes such traditional measures as air and water quality, waste reduction and disposal, and policies that sustain our environment. In the broader context, a healthy environment also includes facilities and activities that foster good physical health.

STRATEGIC FOCUS AREA OBJECTIVES

- Protect Land and Reduce Sprawl
- Enhance Air Quality
- Support Green Initiatives
- Manage Water Quality and Quantity
- Develop Comprehensive Solid Waste Management Strategies

STRATEGIC FOCUS AREA CATEGORIES

Sanitation, Solid Waste Disposal, Stormwater Management, Water and Sewer System, Capital Projects

STRATEGIC FOCUS AREA TOTAL BUDGET

\$255,025,460

STRATEGIC FOCUS AREA PRIORITIES

Short Term Priorities

- 1) Evaluate sustainability needs based on STAR Community rating
- 2) Review policies for business and multi-family recycling
- 3) Create developer incentives for green and transit-oriented development

Mid Term Priorities

- 4) Design guidelines for mixed-use development
- 5) Provide additional recycling education programming
- 6) Address stormwater runoff and urban stream issues
- 7) Modify transportation strategies to mitigate traffic congestion

SANITATION

MISSION STATEMENT

The mission of the Sanitation Department is to ensure an aesthetically pleasant, healthy, and safe environment for the citizens of Winston-Salem, by providing economical and effective collection of refuse, yard waste, and recyclables and by transporting these materials to state-approved disposal sites.

PROGRAM DESCRIPTIONS

Residential Refuse Collection: Provides weekly curbside collection to single-family residences, multi-family residences, and small businesses that generate the same amount of trash as a residential unit.

Central Business District Services: Provides refuse collection six nights per week for businesses and residences in the central business district, using crews who also clean sidewalks, empty trash receptacles, and maintain other common areas around downtown. Provides clean-up services for downtown special events.

Bulk Container Collection: Provides mechanized collection for businesses, churches, non-profit organizations, schools, multi-family residential developments, City departments, and the Housing Authority of Winston-Salem on a schedule designed to meet customers' needs. Charges customers annually based on the size of the container and the frequency of collection. Includes the collection of cardboard from the City's nine drop-off sites and the transportation of the material to a processing facility.

Curbside Collection: Collects brush every 21 working days, except during leaf collection months. Provides loose leaf collection from November 1st until three rounds of collection have been completed. Provides annual curbside bulky item collection from March through August.

Yard Waste Cart Collection: Provides year-round weekly curbside collection of containerized yard waste to residents who purchase the 96-gallon rollout carts and pay an annual fee for the service.

Curbside/Multi-Family Recycling: Administers a contract for single stream, bi-weekly residential curbside recycling and multi-family roll-out cart collection. Materials collected include: newspaper, magazines, junk mail, telephone books, chipboard, aluminum, steel, all plastics, cardboard, glass (clear, brown, and green), and aerosol cans.

Sanitation Code Enforcement: Enforces the City's sanitation ordinances, including the regulation of refuse storage, improperly containerized yard waste, and illegal distribution of handbills and advertisements.

Sanitation Administration: Provides leadership, planning, employee safety training and enforcement, and fiscal stewardship for all sanitation programs.

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	<u>Actual</u> <u>FY 16-17</u>	<u>Budget</u> <u>FY 17-18</u>	<u>Adopted</u> <u>FY 18-19</u>	<u>Percent</u> <u>Change</u>
Residential Refuse Collection	\$7,392,278	\$7,334,560	\$7,376,460	0.6%
Curbside Collection	4,864,000	5,621,700	5,745,190	2.2%
Curbside/Multi-Family Recycling	1,594,640	1,728,050	1,781,100	3.1%

SANITATION

	<u>Actual</u> <u>FY 16-17</u>	<u>Budget</u> <u>FY 17-18</u>	<u>Adopted</u> <u>FY 18-19</u>	<u>Percent</u> <u>Change</u>
EXPENDITURES BY PROGRAM- continued				
Bulk Container Collection	1,768,148	\$2,084,870	\$1,087,930	-47.8%
Yard Waste Cart Collection	1,243,992	1,348,560	1,378,040	2.2%
Sanitation Administration	884,518	843,750	915,730	8.5%
Central Business District Service	627,766	612,620	635,720	3.8%
Sanitation Code Enforcement	121,926	155,140	160,010	3.1%
Subtotal	\$18,497,268	\$19,729,250	\$19,080,180	-3.3%
Interdepartmental Charges	-\$67,368	-\$102,780	-\$102,780	0%
Total Expenditures by Program	\$18,429,900	\$19,626,470	\$18,977,400	-3.3%
RESOURCES BY TYPE				
Bulk Container Service Charges	\$1,155,582	\$1,435,300	\$687,300	-52.1%
Bulk Container Rental/Sales	25,544	22,000	0	-100.0%
Yard Waste Cart Collection Fee	877,620	816,000	816,000	0%
Proceeds from Cart Sales	5,841	17,550	17,550	0%
Other Charges for Service	54,202	30,330	30,330	0%
Proceeds from Recyclables Sales	182,894	277,090	200,000	-27.8%
Miscellaneous Revenues	-3,569	20,000	0	-100.0%
Transfer from Stormwater Management Fund	1,616,684	1,809,350	1,813,920	0.3%
Other General Fund Resources	14,515,102	15,198,850	15,412,300	0.3%
Total Resources by Type	\$18,429,900	\$19,626,470	\$18,977,400	-3.3%

POSITION SUMMARY

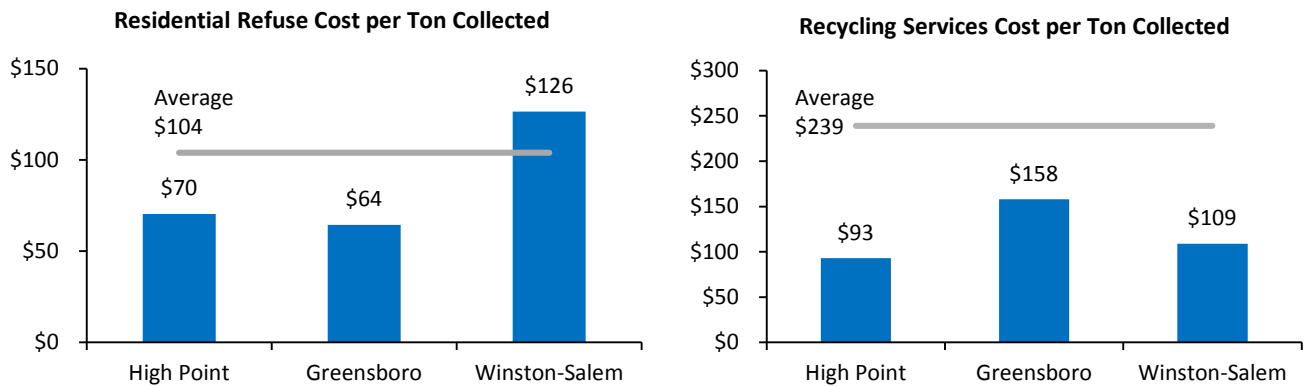
POSITIONS	<u>Amended</u> <u>FY 16-17</u>	<u>Amended</u> <u>FY 17-18</u>	<u>Adopted</u> <u>FY 18-19</u>	<u>Change</u>
Full Time	176	171	156	-15
Part-Time (FTE's)	17.9	17.9	17.9	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	<u>Actual</u> <u>FY 16-17</u>	<u>Estimated</u> <u>FY 17-18</u>	<u>Projected</u> <u>FY 18-19</u>
Effectiveness			
Limit missed garbage collections to less than 0.5% per month	1%	1%	1%
Limit missed yard cart collections to less than 1% per month	1%	1%	1%
Achieve a recycling participation rate of 90% of the total number of eligible households	96.3%	96%	96%
Complete 75% of brush collection routes on time	60%	60%	60%
Complete 75% of leaf collection routes on time	75%	75%	75%
Workload			
Tons of garbage collected	57,707	58,000	58,300

SANITATION

FY 2016-2017 NORTH CAROLINA BENCHMARKING PROJECT RESULTS



*Average is for all participants within the N.C. Benchmarking Project

Source: NC Local Government Performance Measurement Project, *Final Report on City Services for Fiscal Year 2016-2017*, May 2018

BUDGET HIGHLIGHTS

- Vehicle and equipment lease expenses are increased by a net \$112,050 in the adopted FY 2018-19 budget for the replacement of twelve leaf loader pull behinds, three scow bed dump trucks, three rear loaders, and one automated side loader (\$369,800). The equipment will be used in Refuse Collection and Curbside Collection.
- Included in the adopted budget is a \$150,000 increase to operating costs to purchase refuse and recycling carts. In prior years, the department has relied on a surplus of carts remaining from the switch to curbside collection. Now that all existing carts have been put into service, the increase in operating budget will allow Sanitation to purchase additional roll out carts for replacements and requests for new service.
- The adopted budget assumes the Bulk Container program will end effective January 1, 2019. Expenditures and revenues in the adopted budget will allow the program to honor existing contracts through July 1, 2019. Six equipment operator positions and a supervisor position will be eliminated and staff will be moved into vacant positions. One senior equipment operator will remain assigned to the program to collect dumpsters for remaining contracts and City facilities. Ending the program in FY 2018-19 will result in annual savings of \$305,700 to the general fund. An estimated additional savings of \$195,310 will be realized in FY 2019-20 when the program is not in operation.
- The adopted budget includes the elimination of eight vacant sanitation laborer positions in refuse collection. This continues the transition from three-person crews using rear loading trucks to one-person crews using automated side loaders.

SOLID WASTE DISPOSAL

MISSION STATEMENT

The mission of the Solid Waste Disposal Division is to provide, as an enterprise, environmentally sound and cost-effective means of integrated solid waste management and disposal for current and future waste generated in Forsyth County.

PROGRAM DESCRIPTIONS

Municipal Solid Waste Disposal: Operates a state-permitted, active, Subtitle D lined municipal solid waste landfill on Hanes Mill Road. Maintains closed landfills on Ebert Street, Overdale Road, and Martin Luther King, Jr. Drive.

Construction and Demolition Waste Disposal: Operates a state-permitted, active landfill on Old Salisbury Road for construction and demolition materials. Maintains the closed Overdale, Ebert Rd. and Bowman Gray Landfills.

Leaf Composting/Yard Waste Processing: Operates two yard waste processing facilities – one located off Overdale Road and the other located off Highway 65 in the Forum 52 Industrial Park.

County-Wide Waste Reduction Programs: In conjunction with Forsyth County, administers contracts for drop-off recycling sites in Kernersville, Pfafftown, and at the Hanes Mill Road Landfill; operates a school recycling program. Administers a contract for the recycling or disposal of household hazardous materials including paints, pesticides, used oil, solvents, and electronic equipment (e.g., computers and televisions). Provides recycling of “white goods” (used appliances) and scrap tires through private contractors at the Hanes Mill Road Landfill.

Solid Waste Disposal Administration: Provides leadership, planning, and fiscal stewardship for solid waste disposal programs.

EXPENDITURES AND REVENUES SUMMARY

	Actual	Budget	Adopted	Percent
	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>Change</u>
EXPENDITURES BY PROGRAM				
Municipal Solid Waste Disposal	\$6,682,008	\$5,309,580	\$5,390,410	1.5%
Construction and Demolition Waste Disposal	781,484	1,264,890	1,327,170	4.9%
Leaf Composting/Yard Waste Processing	737,965	826,330	912,590	10.4%
County-Wide Waste Reduction Programs	1,526,701	1,425,920	1,679,090	17.8%
Solid Waste Disposal Administration	2,551,941	2,667,600	1,435,160	-46.2%
Total Expenditures by Program	\$12,280,099	\$11,494,320	\$10,744,420	-6.5%
RESOURCES BY TYPE				
Service Charges	\$10,237,547	\$9,993,180	\$10,701,750	7.1%
Resource Recovery	258,164	233,030	253,290	8.7%
State Scrap Tire Disposal Tax	494,386	512,450	501,210	-2.2%
State Solid Waste Disposal Tax	209,457	208,700	218,190	4.6%
State E-Recycling Funds	27,143	27,000	27,000	0%
Forsyth County	190,059	201,420	247,950	23.1%

SOLID WASTE DISPOSAL

RESOURCES BY TYPE - Continued	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19	Percent Change
Interest Income	\$1,990,783	\$0	\$0	N/A
Other/Miscellaneous Revenues	17,861	6,380	6,180	-3.1%
Transfer from Water & Sewer Fund	355,934	328,850	427,310	29.9%
Transfer from Stormwater Management Fund	177,967	164,430	213,650	29.9%
Total Resources by Type	\$13,959,301	\$11,675,440	\$12,596,530	7.9%
Addition to Fund Balance	\$1,679,202	\$181,120	\$1,852,110	922.6%

POSITION SUMMARY

POSITIONS	Amended FY 16-17	Amended FY 17-18	Adopted FY 18-19	Change
Full-Time	38	38	38	0
Part-Time (FTE's)	6.2	6.2	6.2	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 16-17	Estimated FY 17-18	Projected FY 18-19
Effectiveness			
Received notice of violations for all solid waste disposal facilities	0	0	0
Number of operational complaints received for solid waste disposal facilities	0	0	0
Efficiency			
In-place waste density of municipal solid waste landfill airspace	1,400	1,500	1,400
In-place waste density of construction and demolition landfill airspace	880	858	858
Workload			
Tons of waste disposed per capita in Forsyth County	1.05	1.05	1.05

BUDGET HIGHLIGHTS

- On May 14, 2018, the City-County Utility Commission approved a resolution recommending to the Mayor and City Council the adoption of the FY 2018-19 budget for solid waste disposal operations, which includes increases in tipping fees for construction and demolition and yard waste disposal operations.
 - o Old Salisbury Road Landfill: The rate is increased by \$1, to \$33 per ton
 - o Overdale and Forum 52 Yard Waste Facilities: The rate is increased by \$1, to \$32 per ton
- At the request of the county, the drop-off recycling contract has been increased to cover an additional attendant at the Hanes Mill Road drop-off site (approximately \$27,000). The cost of this increase will be fully paid by the county.

SOLID WASTE DISPOSAL

BUDGET HIGHLIGHTS - Continued

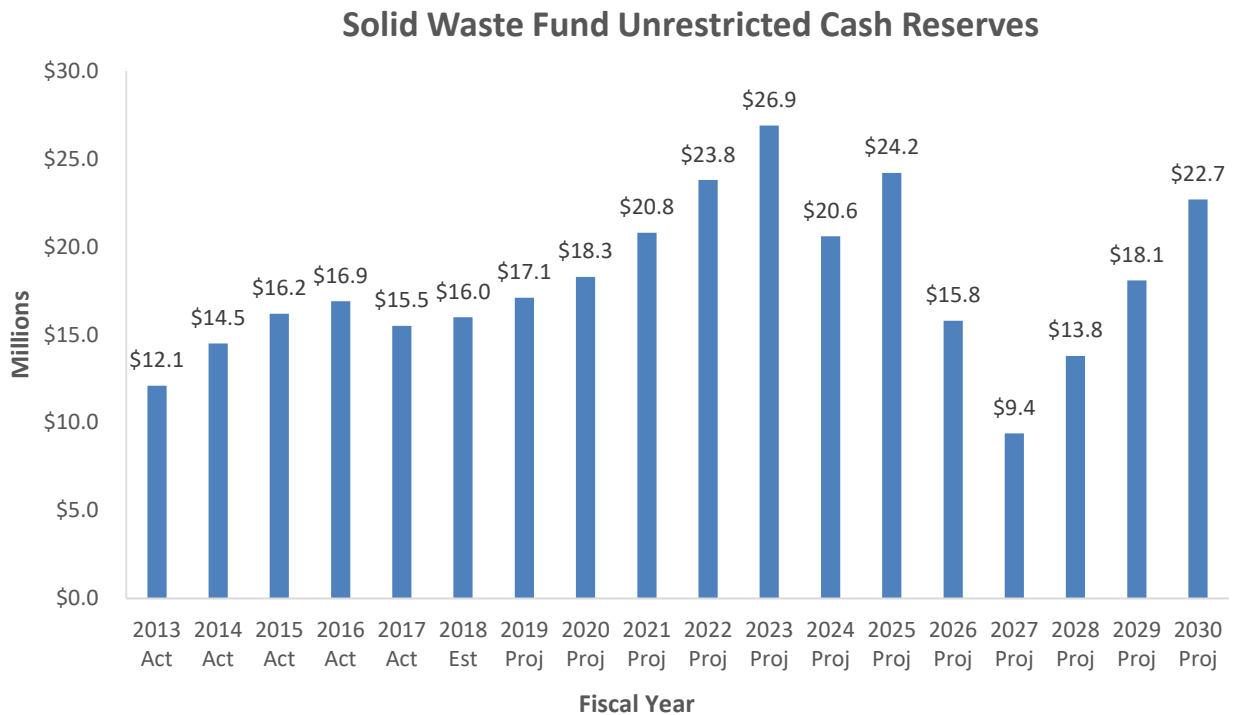
FY 2017-18 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the solid waste disposal fund operations

	Budgeted	Estimated
	<u>FY 17-18</u>	<u>FY 17-18</u>
Operating Revenues	\$10,232,590	\$10,273,598
Operating Expenditures	(8,409,140)	(7,665,323)
Operating Income	\$1,823,450	\$2,608,275
Intergovernmental Revenue	949,570	919,829
Transfers from Other Funds	493,280	547,249
Debt and Lease Expenses	(2,424,106)	(2,312,772)
Net Gain/(Loss)	<u>\$824,194</u>	<u>\$1,762,581</u>

Long-Range Financial Outlook

- The following chart provides a projection of the unrestricted cash reserves for the solid waste disposal fund. This long-range outlook assumes 3% annual increases in personnel costs and 2% annual increases in operations and maintenance costs. It also includes capital improvements for existing facilities and the cost of developing a new disposal facility.



WATER AND SEWER SYSTEM

MISSION STATEMENT

The mission of the Utilities Water and Sewer Division is to treat and distribute water to the public and collect and treat the wastewater in a manner that is in compliance with federal and state regulations.

PROGRAM DESCRIPTIONS

Water Treatment: Operates three conventional water treatment plants, the R.W. Neilson plant, the R.A. Thomas plant, and the P.W. Swann plant, with a combined capacity of 91 million gallons per day. Operates and maintains 14 tanks and seven distribution pump stations for distributing water throughout the system's five pressure zones.

Water Distribution: Supplies potable water to residential, commercial, and industrial customers. Maintains a distribution system consisting of approximately 2,314 miles of water mains. Installs water connections at the request of customers, services and changes water meters, and performs cut-ons and cut-offs at the request of customers and/or the Revenue Division. Oversees the backflow prevention program.

Wastewater Treatment: Operates two wastewater treatment plants, the Archie Elledge plant and the Muddy Creek plant, with a combined capacity of 51 million gallons per day and 49 wastewater lift stations. Manages two programs that impact treatment facilities:

- Regional Dryer Facility – Operates the drying facility, which provides beneficial reuse of biosolids.
- Industrial Waste Control – Regulates commercial and industrial discharges to the wastewater system, determines surcharge bills for commercial and industrial customers, and enforces discharge permits that protect the wastewater treatment facilities.

Wastewater Collection: Provides wastewater collection to residential, commercial, and industrial customers. Maintains a collection system consisting of approximately 1,762 miles of sewer mains. Installs sewer connections, cleans and repairs sewer mains, clears utility right-of-ways, and constructs sewer mains.

Utilities Customer Service: Provides water and sewer billing and customer support. Works closely the Meter Shop, Utilities Administration, and CityLink to provide accurate and timely billing, as well as convenient and timely customer service.

Utilities Administration: Provides leadership, planning, and fiscal stewardship for the Utilities Department.

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19	Percent Change
Water Treatment	\$8,813,978	\$9,652,300	\$9,677,180	0.3%
Water Distribution	10,878,640	11,227,470	11,715,740	4.3%
Wastewater Collection	6,066,395	6,315,710	6,074,570	-3.8%
Wastewater Treatment	12,620,825	13,626,780	14,257,950	4.6%
Utilities Customer Service	3,100,119	3,070,050	2,774,190	-9.6%
Utilities Administration	41,513,711	48,702,390	52,849,140	8.5%
Total Expenditures by Program	\$82,993,668	\$92,594,700	\$97,348,770	5.1%

WATER AND SEWER SYSTEM

RESOURCES BY TYPE	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19	Percent Change
Water Charges	\$51,942,922	\$55,660,260	\$55,961,000	0.5%
Sewer Charges	45,167,455	47,344,530	50,041,440	5.7%
Charges for Service	7,000,928	6,536,410	6,832,400	4.5%
Assessments to Benefit Property	219,774	250,000	250,000	0%
Federal Bond Interest Subsidy	1,609,083	1,610,810	1,607,350	-0.2%
Interest Income	7,535,364	0	0	N/A
Miscellaneous Revenues	151,694	0	0	N/A
Total Resources by Type	\$113,627,220	\$111,402,010	\$114,692,190	3.0%
Addition to Fund Balance	\$30,633,552	\$18,807,310	\$17,343,420	-7.8%

POSITION SUMMARY

POSITIONS	Amended FY 16-17	Amended FY 17-18	Adopted FY 18-19	Change
Full-Time	338	339	339	0

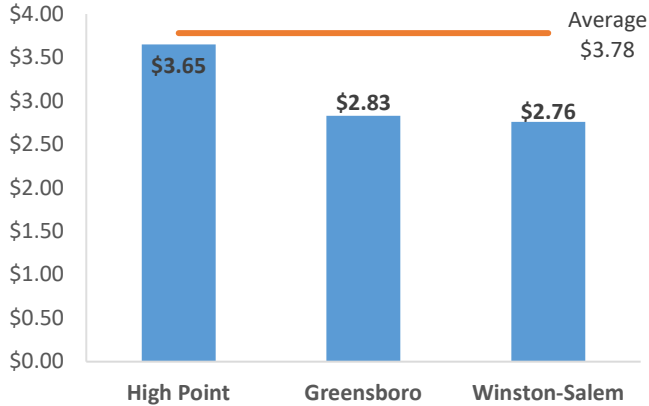
PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 16-17	Estimated FY 17-18	Projected FY 18-19
Effectiveness			
Maintain 100% compliance with federal and state drinking water quality standards	100%	100%	100%
Respond to 100% of sewage overflows within two hours as required by the State Clean Water Act	92%	95%	99%
Receive zero federal and state violations at wastewater treatment plants (returning clean water back to rivers and streams)	0	0	0
Efficiency			
Meet 100% of average daily water demand throughout water system	100%	100%	100%
Meet 100% of average daily sewer demand throughout sanitary sewer system	100%	100%	100%
Collect and treat 100% of wastewater throughout sanitary sewer system (minimize back-ups and overflows)	99.99%	99.99%	99.99%

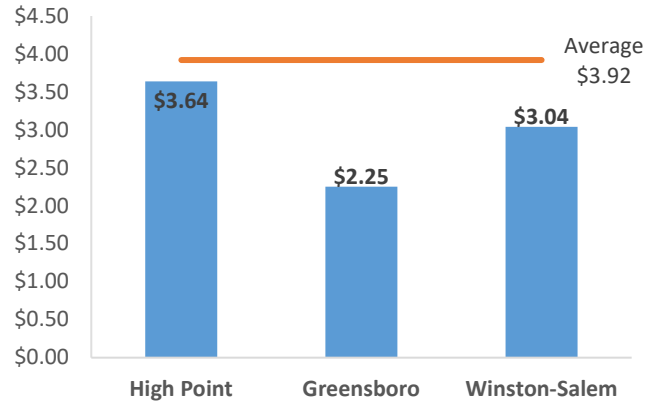
WATER AND SEWER SYSTEM

FY 2016-17 NORTH CAROLINA BENCHMARKING PROJECT RESULTS

**Total Cost per Thousand Gallons
of Treated Water**



**Total Cost per Thousand Gallons
of Treated Wastewater**



*Average is for all participants within the N.C. Benchmarking Project

Source: NC Local Government Performance Management Project, *Final Report on City Services for Fiscal Year 2016-17*, May 2018

BUDGET HIGHLIGHTS

- On May 14, 2018, the City-County Utility Commission approved a resolution recommending to the Mayor and the City Council the adoption of the FY 2018-19 budget for the water and sewer system and approved volumetric rate increases of 3.5% for water service and 5% increase in the sewer volumetric rate, as well as a \$1.41/month increase for water and sewer base charges for residential customers.

These rate increases will generate sufficient revenues to meet the net operating income-to-debt service ratio requirements of approved revenue bonds. These requirements are part of the revenue bond covenants and are intended to ensure that there are sufficient revenues to meet the debt obligations of the water and sewer system. If the system did not generate sufficient revenues to pay off the bonds, the covenants would require the City to increase water and sewer rates. The additional revenue required to meet existing bond obligations will also allow for additional pay-as-you-go financing for future projects. The approved rate increases would be effective July 1, 2018.

- The adopted budget includes reclassifying a vacant utilities maintenance worker position to a utilities public information officer (PIO). The PIO would plan, develop, and coordinate a comprehensive and proactive public information and media relations program to promote and provide information about the Utilities Division to customers, citizens, and the media. The reclassification of this position is timed to support a number of high-visibility projects that will be taking place over the next several years, such as the collection system improvement program and the advanced metering infrastructure project. These will significantly impact customers throughout the system. The cost of this reclassification is approximately \$48,210.

WATER AND SEWER SYSTEM

BUDGET HIGHLIGHTS - Continued

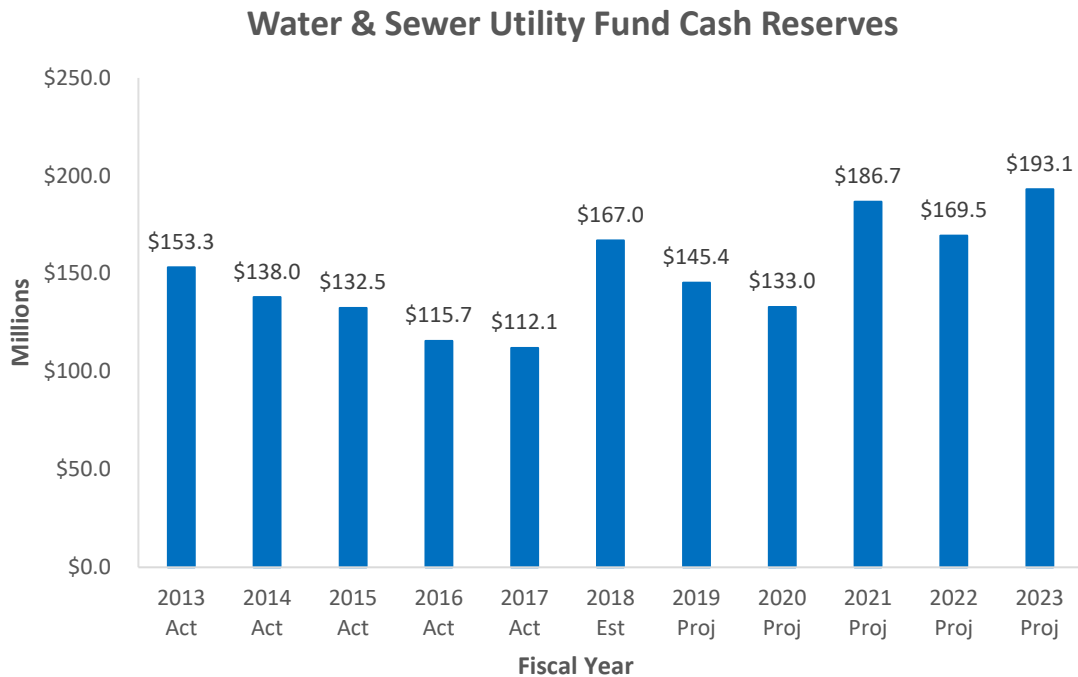
FY 2017-18 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the water and sewer utility fund operations.

	Budgeted FY 17-18	Estimated FY 17-18
Operating Revenues	\$111,402,010	\$105,686,760
Operating Expenditures	(44,358,050)	(43,434,141)
Operating Income	\$67,043,960	\$62,252,619
Federal Bond Interest Subsidy	1,610,810	1,610,810
Debt and Lease Expenses	(36,678,790)	(37,695,007)
Program Support for Vector Control	(16,000)	(16,000)
Program Support for Safety Inspector	(67,010)	(57,010)
Program Support for Household Hazardous Waste Collection	(328,850)	(400,000)
Net Income/(Loss)	<u>\$31,564,120</u>	<u>\$25,695,412</u>

Long-Range Financial Outlook

- The following chart provides the outlook for the water and sewer utility fund's cash reserves for both operations and capital projects. The outlook assumes a future bond issue of \$60 million in FY 2020-21. The outlook also assumes annual revenue increases of 7% for FY 2018-19 and annual revenue increases of 5% thereafter.



STORMWATER MANAGEMENT

MISSION STATEMENT

The mission of Stormwater Management is to restore, protect, and preserve the surface waters within the City of Winston-Salem and to maintain, repair, map, and evaluate drainage systems within the street right-of-ways.

PROGRAM DESCRIPTIONS

Stormwater Monitoring and Administration: Manages the day-to-day operations of the Stormwater Management Program. Implements the requirements of the City’s Municipal Separate Storm Sewer System (MS4) permit. Performs watershed master planning by developing maps and inventories of the entire drainage system within the City. Monitors stormwater run-off as part of the program’s efforts to improve water quality. Provides educational programming to increase public awareness of water quality issues.

Drainage Maintenance: Repairs, replaces, and upgrades the City’s drainage system within street right-of-ways. Provides for drainage system repairs on private property through the 70/30 program in which the City covers 70% of the cost for qualified projects. Removes debris from culverts and bridge abutments with many streams and creeks.

Erosion Control: Provides for the enforcement of regulations pertaining to land-disturbing activity, watershed and floodplain requirements by reviewing development plans and issuing grading permits for all commercial and multi-family sites over 10,000 square feet in all areas of Forsyth County, excluding Kernersville. Monitors single family construction sites to ensure that sediment is controlled. Identifies tree save and potential critical areas, controls sedimentation, and limits the time of exposure on all applicable construction sites through plan review and field inspection. Maintains up-to-date floodway district maps to enforce floodway and floodway fringe regulations contained in the Unified Development Ordinance. Reviews survey and plan information and conducts field inspections to ensure that permitted structures comply with floodplain regulations. Enforces watershed regulations for density and impervious coverage on developed properties.

Street Sweeping: Regenerative street sweepers are used year-around to remove litter, debris, and sediment from roads. Sweeping protects water quality by preventing materials from entering the storm drains. All debris swept is disposed of in the sanitary landfill.

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual	Budget	Adopted	Percent
	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>Change</u>
Monitoring and Administration				
Administration	\$3,073,255	\$3,144,310	\$3,169,560	0.8%
Water Quality Monitoring	6,428,641	1,487,180	1,169,470	-21.4%
Support for Seasonal Leaf Collection	1,616,684	1,809,350	1,813,920	0.3%
Subtotal	\$11,118,581	\$6,440,840	\$6,152,950	-4.5%
Drainage Maintenance	\$2,798,746	\$3,519,850	\$3,588,830	2.0%
Erosion Control	362,100	370,250	379,130	2.4%
Street Sweeping	0	0	418,180	N/A
Total Expenditures by Program	\$14,279,427	\$10,330,940	\$10,539,090	2.0%

STORMWATER MANAGEMENT

RESOURCES BY TYPE	Actual	Budget	Adopted	Percent
	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>Change</u>
Stormwater Fees:				
Residential	\$4,219,356	\$4,250,000	\$4,250,000	0%
Non-Residential	6,129,690	5,950,000	5,950,000	0%
Replacement Fee	94,887	60,000	60,000	0%
Miscellaneous Revenues	60,810	3,000	14,000	366.7%
Interest Income	1,560,335	0	0	N/A
Interfund Charges	171,151	0	0	N/A
Forsyth County	65,066	106,360	106,820	0.4%
Erosion Control Revenues	192,140	173,600	173,600	0%
Fund Balance Appropriation	1,785,993	0	0	N/A
Total Resources by Type	\$14,279,427	\$10,542,960	\$10,554,420	0.1%
Addition to Fund Balance	\$0	\$212,020	\$15,330	-92.8%

POSITION SUMMARY

POSITIONS	Amended	Amended	Adopted	Change
	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>	
Full-Time	54	56	56	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual	Estimated	Projected
	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY 18-19</u>
Effectiveness			
Respond to 100% of illicit discharge complaints by citizens within 24 hours	100%	100%	100%
Complete 100% of compliance schedules for water quality resolutions within 30 days	100%	100%	100%
Complete 100% of plan reviews within 10 days of receipt	100%	100%	100%
Provide 30 federally required educational programs a year	30	30	30
Ensure 100% of stormwater devices are built in accordance with approved plans	100%	100%	100%
Complete 90% of erosion control initial reviews within 10 days for development projects	100%	100%	100%
Keep 80% of active development sites in compliance (when inspected)	86.5%	83%	84%

BUDGET HIGHLIGHTS

- In FY 2017-18, the Mayor and City Council approved bringing street sweeping in house rather than providing the service through a contractor. The 21.4% reduction in budget in Water Quality Monitoring, reflects the switch from a payment to a contractor to bringing the service in house. The annual cost of providing the service in house in FY 2018-19 would be \$418,180 as compared to the \$340,000 budgeted for the contract.

STORMWATER MANAGEMENT

BUDGET HIGHLIGHTS - Continued

- Transfers to the general fund cover the cost of the City's seasonal leaf collection program (\$1,813,920) and the City's vector control program (\$9,200). The FY 2018-19 transfer to the general fund also includes a reimbursement of \$15,000 to Old Salem for street sweeping and leaf removal services they provide within the historic district. The transfer to the solid waste disposal fund (\$213,650) offsets part of the cost of management and disposal of household hazardous wastes including paint, pesticides, used oil, solvents, and other materials at risk for disposal in the stormwater system.

FY 2017-18 Year-End Outlook

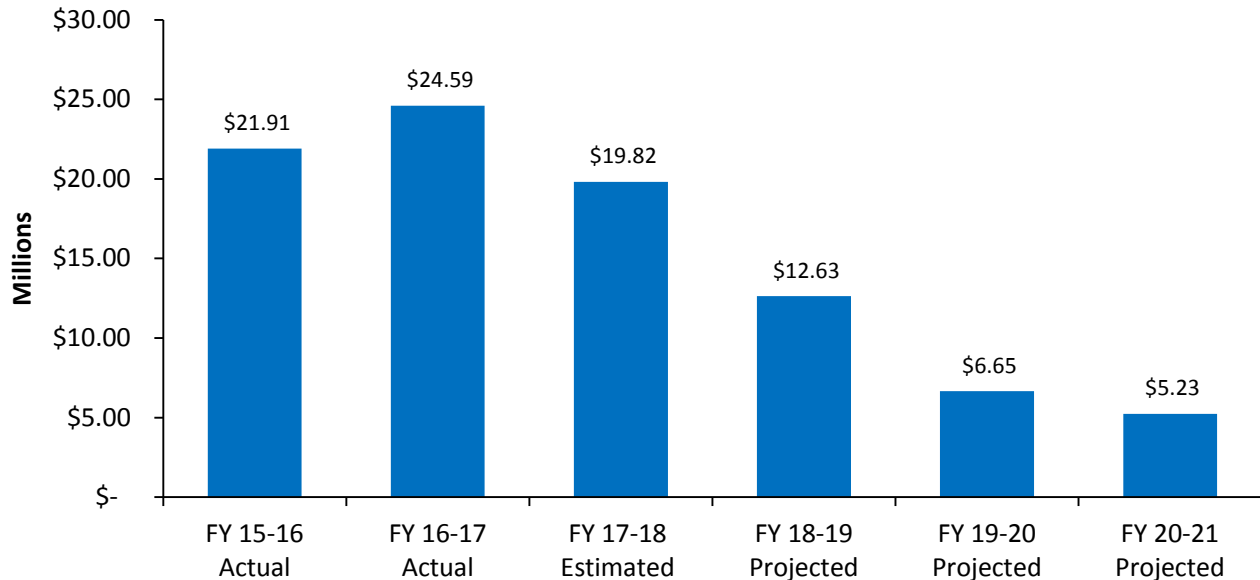
- The following table provides estimated year-end revenues and expenditures for Stormwater Management operations. Capital project revenues and expenditures are not included.

	Budgeted	Estimated
	<u>FY 17-18</u>	<u>FY 17-18</u>
Operating Revenues	\$10,542,960	\$10,792,162
Operating Expenditures	6,688,800	5,578,086
Operating Income	\$3,854,160	\$5,214,076
Debt and Lease Expense	1,652,360	1,704,949
Transfer to General Fund	1,825,350	1,825,350
Transfer to Solid Waste	164,430	164,430
Net Income	\$212,020	\$1,519,347

Long Range Financial Outlook

- The following chart provides a projection of the Stormwater Management fund balance. This outlook includes capital project expenditures, assuming all future projects are pay-as-you-go.

Stormwater Management Fund Balance



HEALTHY ENVIRONMENT CAPITAL PROJECTS

Listed below are the adopted capital projects for the Healthy Environment strategic focus area.

EXPENDITURES	Adopted FY 18-19
<u>Solid Waste Disposal</u>	
Hanes Mill Road Landfill – Development and Upgrades	\$550,000
Hanes Mill Road Landfill – EVO Property Development	853,000
 <u>Water and Wastewater Treatment</u>	
Archie Elledge Wastewater Treatment Plant Rehabilitation and Upgrades	\$500,000
Idols Road Lift Station	5,500,000
Lift Station Capacity / Condition Improvements	1,142,000
Muddy Creek Wastewater Treatment Plant Rehabilitation and Upgrades	250,000
R.W. Neilson Water Treatment Plant – Phase II Modernization	55,000,000
Water Treatment Rehabilitation and Upgrades	250,000
 <u>Water Distribution and Wastewater Collection</u>	
Advanced Meter Infrastructure	\$30,000,000
Asset Management Program / Studies	600,000
Collection System Improvement Program	13,200,000
NCDOT Road Widening Project Utility Relocations	3,000,000
Tomahawk Creek Sewer Extension	2,000,000
Water Distribution System Improvements	3,298,000
 <u>Stormwater Management</u>	
Stormwater Infrastructure Renovations	\$1,170,000
 Total Expenditures	 \$117,313,000
 FUNDING SOURCES	
<u>Bonds</u>	
Revenue Bonds	\$42,500,000
 <u>Intergovernmental</u>	
State:	
State Revolving Loan	\$20,000,000
 <u>Reserves</u>	
Water and Sewer Fund	\$52,240,000
Stormwater Management Fund	1,170,000
Solid Waste Disposal Fund	1,403,000
 Total Funding Sources	 \$117,313,000