

2019 FISCAL YEAR 2020



ADOPTED BUDGET



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Clinton
North Carolina**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Clinton, North Carolina for the Annual Budget beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

FY2019-2020 Adopted Budget

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The purpose of the *Budget Guide* is to introduce readers to the budget process and assist readers in understanding the information in the budget document. The budget serves as an operations guide, financial plan, communications device, policy document, and a resource for information about the City of Clinton. The *Budget Guide* will briefly describe the sections contained within the budget document while explaining how to read charts and graphs and interpret numbers.

The Budget Document

The City of Clinton's FY18-19 Budget consists of nine major sections: Budget Message and Ordinance, Community and Organizational Profile, Financial Summaries, General Fund, Water and Sewer Fund, Other Funds, Capital Improvement Plan, Supplemental Information, and Strategic Plan.

Budget Message & Ordinance

The Budget Message is a letter from the City Manager to City Council that provides an overview of the upcoming fiscal year budget and how it fits with City Council's priorities. The message includes issues facing the development of the budget, significant budgetary items and trends, and the budgetary effect on short and long-term plans. This section also contains the FY18-19 Budget Ordinance, which is the statute legally adopted by the City Council to set the spending limits for the upcoming budget period (July 1 to June 30), and the approved Fee Schedule.

Community & Organizational Profile

This section of the document highlights general information about the Clinton community including historical, geographical, demographic, and economic features. Within the organizational profile, the reader will find information about the city's governmental structure and the financial policies and management systems that guide the budget process.

Financial Summaries

The Financial Summaries provide a summary of revenues, expenditures, fund balance, and debt obligation for the City's funds. Information provided in both numerical and narrative format easily helps the reader determine how much money each fund is spending and generating.

Funds & Line Items

The fund is an independent fiscal and accounting entity. Funds make it easier to keep track of accounts that operate similar types of activity and share the same set of accounting records. The City of Clinton operates two major funds, the General Fund and the Water and Sewer Fund and several non-major governmental funds.

General Fund. The General Fund accounts for most city operations such as general government and public safety. The reader will find information on each department including a description of the department's purpose, prior year accomplishments, coming year initiatives and projects, budget highlights, budget trends, personnel counts, and performance measures.

Water & Sewer Fund. The Water and Sewer Fund is an enterprise fund, which means it operates like a business. Customers pay fees for water consumption and sewer usage to cover the cost of water distribution and wastewater treatment. This fund includes four divisions containing information similar to the department sections in the General Fund.

Other Funds. The City's other funds include a Community Development Fund, a Downtown Tax District Fund, a Cemetery Fund, and a Fire Department Special Fund. Each fund accounts for revenues and expenditures associated with a special function or area.

The budget for each fund consists of individual line items that represent specific expenditures and revenues. Examples of line item expenditures include salaries, insurance, maintenance and repair, supplies, and capital outlay. Examples of line item revenues include property tax revenues, sales tax revenues, grants, and fees. Line items are the most detailed way to list budgeted expenditure and revenue information.

Capital Improvement Plan

The Clinton Capital Improvement Plan (CIP) represents a multiyear forecast of the city's capital needs. The CIP not only identifies capital projects but also the financing required for the projects and their impact on the operating budget. The CIP includes project impact analysis and a description of each project.

Supplemental Information

This section contains other financial information about the City of Clinton, the Pay and Classification Schedule and Personnel Listing, and a glossary of terms used throughout the document.

Strategic Plan

The FY16-17 Budget document was the first to include the City's Strategic Plan. The plan represents the City's intent to align its short- and long-term goals with objectives, tasks, and budget allocations. This section includes objectives, tasks, and performance indicators for each city department.

How to Read the Budget Document

The budget document contains an abundance of diverse and valuable information. With all the information and numbers, wading through the document and deciphering what everything means can be difficult for any reader. This section is meant to assist the reader's understanding of presented data and show how the reader can connect the data with other supporting information.

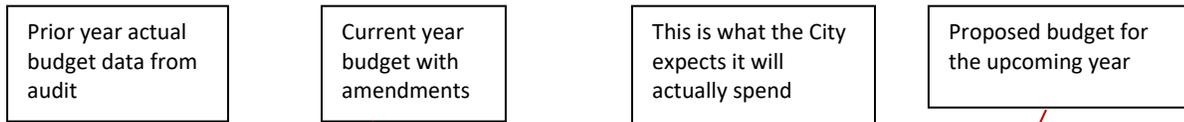
Sections of the budget are identified in the top right corner of each page. These headings identify the subject, fund, department, or division being discussed and assist the reader in locating the information for which they are looking. Within each section, bold and underlined headings identify major topics related to that section. Under these headings, the reader may find written information as well as information presented in table or chart form. The document highlights other important terms and categories by identifying them in bold or italic.

Under the General Fund and Water and Sewer Fund, the reader will find the individual departments and divisions sections. This document places an emphasis on the City’s departments and divisions because these sections represent the operational plans for those responsible for directly providing services to citizens.

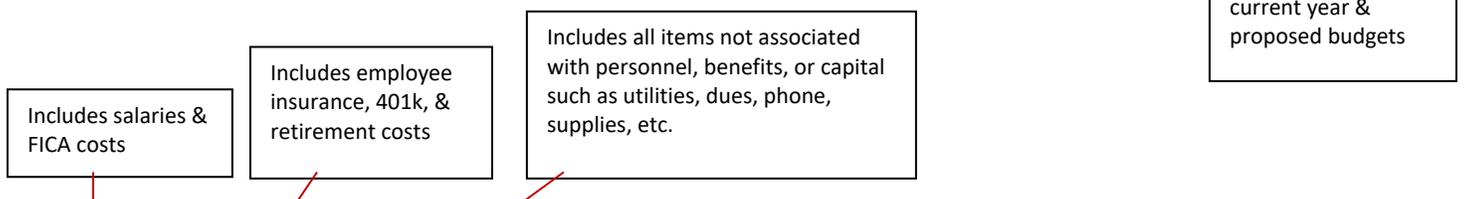
Interpreting Tables & Charts

The budget document uses tables and charts to summarize information through numbers. The tables and charts allow readers to easily compare funds and departments as well as identify trends. Most sections contain tables and charts like the ones below. The diagrams identify the major characteristics of each table and chart and explain what information the reader can find.

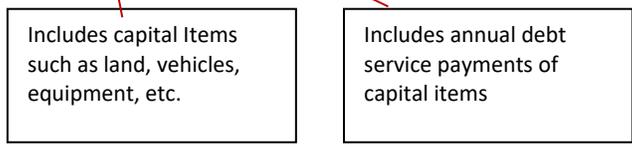
Department Revenue & Expenditure Summary Tables



Total City Expenditures by Type					
Type	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Estimate	FY 18-19 Budget	Percent Change
Personnel	\$5,717,963	\$6,130,200	\$5,971,484	\$6,390,900	4.25%
Benefits	\$1,067,018	\$1,222,800	\$1,178,032	\$1,428,800	16.85%
Operating	\$5,932,972	\$5,172,700	\$4,965,690	\$4,966,700	-3.98%
Capital	\$1,685,359	\$1,410,600	\$1,305,500	\$727,100	-48.45%
Debt Service	\$562,993	\$914,700	\$884,602	\$1,119,600	22.40%
Total	\$14,966,305	\$14,851,000	\$14,305,309	\$14,633,100	-1.47%



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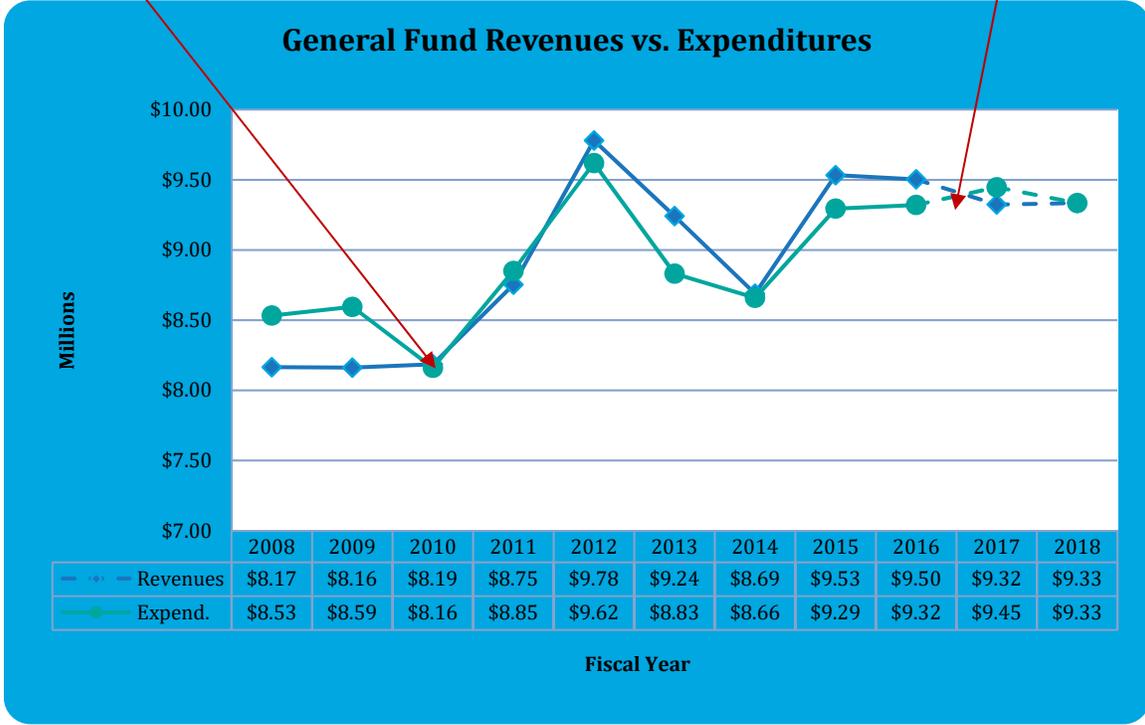


Change between current year & proposed budgets

Fund Revenue & Expenditure Trend Charts

Data from past fiscal years to show historical trends

Dashed or faded lines/bars represent estimated or projected data



Strategic Plan

Introduced in FY16-17, the Strategic Plan represents the city’s attempt to provide a comprehensive strategic plan document to illustrate the alignment of city operations with City Council’s focus areas. During the first workshop every fiscal year, Clinton City Council reevaluates its focus areas and goals. For FY18-19, City Council remains committed to its existing strategic focus areas and goals. At times, City Council may choose to shift some focus to new areas of opportunity within the community for specific projects. Each department also reevaluates its mission, goals, and objectives annually to ensure alignment with Council’s goals and effectiveness of objectives. Linking goals and objectives from top to bottom in the organization will help city staff at all levels maintain proper focus on what citizens deem important. Specific objectives for each goal represent performance indicators that will hold departments accountable for efficient and effective use of public funds. Within each objective are specific tasks or strategies departments plan to implement to achieve their goals.

A table of performance indicators is included for each department and division in the strategic plan. The City hopes the performance indicators will assist the reader in identifying performance trends related to specific goals and objectives. The following illustration is an example of the performance indicator table found in the strategic plan.

Associated goal and objective identified in Strategic Plan

The department's performance indicator

The department's expected level of performance for current year

Actual performance

Goal	Obj.	Indicator	Target	Result
1	1	# of changes to policies or programming as a result of peer community communication	n/a	5
1	2	% of fires contained to room or area of origin	75%	89%
1	2	# of civilian injuries related to fire	<10	5
1	2	# of civilian deaths related to fire	0	1
1	2	Average \$ value lost from fire per \$1,000 of property protected	<\$5	\$.756

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May 29, 2019

The Honorable Mayor Luther D. Starling Jr
Members of City Council
Clinton, North Carolina

FY19-20 ANNUAL BUDGET MANAGER’S BUDGET MESSAGE

INTRODUCTION

In accordance with the North Carolina Budget and Fiscal Control Act (N.C.G.S. 159-11), the recommended Annual Budget for Fiscal Year 2019-2020 (FY19-20) beginning July 1, 2019 and ending June 30, 2020 is submitted for your consideration. The budget is inclusive of all financial obligations and all municipal services remain funded.

Development of the annual budget substantively began in January with the first of two budget workshops. During these sessions, City Council and staff discussions center on the Clinton Strategic Work Plan, the Clinton Capital Improvement Plan, revenue projections, and department expenditures. The annual budget process is influenced by factors including economic trends, service expectations, and emerging community needs identified by City Council, staff, and advisory boards. The budget represents significant consideration and study of these factors and, accordingly, I am confident it will serve the community well.

STRATEGIC PLANNING

A strategic plan provides direction on major initiatives an organization plans to pursue and demonstrates the connection of those initiatives to the organization’s mission and purpose. In 2013 the Clinton City Council adopted their mission statement:

“To be a City rich in tradition and beauty with clean, safe neighborhoods, sound infrastructure, and opportunities for future generations.”

Along with the mission statement, City Council adopted six strategic focus areas:

Quality Job Growth

Maintain business-friendly processes and policies to support existing business and attract a variety of new businesses.

Financial Sustainability

Support fiscal policies and controls that ensure the long-term financial health of the City and enable it to respond to unforeseen challenges and opportunities.

Promote responsible management and use of public resources to ensure efficient and effective delivery of quality services.

Welcoming Neighborhoods & Public Spaces

Ensure public safety and city cleanliness through community-focused public safety, code enforcement, planning policies, and quality maintenance of public spaces and facilities.

Affordable & Varied Housing Opportunities

Encourage housing of different types, densities, sizes, costs, and locations that meet the needs and preferences of an economically and socially diverse community.

Preserve existing housing supply and assure its continued quality and safety.

Sound and Sustainable Infrastructure

Construct and maintain efficient and accessible roadway, sidewalk, and greenway systems to extend internal and regional connectivity.

Provide high quality water and wastewater services while protecting natural resources and ensuring capacity for sustainable growth.

Enhanced Quality of Life

Advance the beauty, diversity, and well-being of Clinton by supporting the community's ability to provide an array of educational, recreational, and cultural activities, events, and programs for residents and visitors of all ages, abilities, and interests.

The City Council's initial mission statement and strategic focus areas developed into the Clinton Strategic Workplan. A comprehensive strategic plan featuring detailed missions and objectives for all the city's departments as well as objectives and indicators. The Clinton Strategic Workplan has a tangible influence in the City's budget process.

BUDGET OVERVIEW

The total operating budget for the City's primary funds are:

General Fund Expenditures	\$ 10,119,000
Water & Sewer Fund Expenditures	\$ 5,608,900
Non-major Fund Expenditures	\$ 129,800
<i>Total Operating Budget</i>	<i>\$15,857,700</i>

At 0.40 per \$100 valuation citywide and 0.18 in the Downtown Special District, property tax rates remain unchanged from FY18-19.

Modest changes are recommended to the vehicle tag, commercial garbage, and fire inspection fees. These changes are in the general fund section of the budget message.

The budget includes are recommended 2.5% increase to the City's Water & Sewer rates.

Water Fees:		Sewer Fees:	
Water Base Current	\$ 13.51	Sewer Base Current	\$ 14.08
Water Base Proposed	\$ 13.84	Sewer Base Proposed	\$ 14.43
Water Consumption Current	\$ 2.03	Sewer Consumption Current	\$ 1.97
Water Consumption Proposed	\$ 2.08	Sewer Consumption Proposed	\$ 2.02

Personnel

In the previous two fiscal years, the City implemented a Classification and Pay Study developed in 2017, by the Management and Personnel Services (MAPS) Group. The City of Clinton is a complex service organization which heavily relies on skilled and motivated employees to deliver high quality public services to citizens. Competitive pay is essential to retaining and recruiting quality team members. The budget includes a 1.5% cost of living adjustment (COLA) and a merit program which allows employees an average of .5% merit pay. The Budget also restores the 401k program by funding a .5% contribution for all City employees. The 5% contribution to the 401k program was defunded during the 2009 economic downturn and management perceives a general desire among employees to see the program restored.

Last year healthcare premiums increased by 9%. This year that cost was contained to a 5% increase. Healthcare costs remain a significant factor in the creation of the budget and containment or reduction of those costs is imperative.

The City's existing part-time Fire Inspector position has been increased to a full-time position to ensure employee recruitment and retention and provide citizens with the highest level of service. The full-time inspector will increase the public education and outreach efforts of the Clinton Fire Department in addition to performing routine fire inspections and plan review.

Fund Balance

The budget includes a \$300,000 appropriation from general fund balance. \$200,000 is devoted to a significant down payment for a new fire engine. The fire department's oldest fire engine is 28 years old, well beyond the industry standard lifespan, and used when other vehicles are under repair. This appropriation represents a significant investment the City's ability to continue providing a high level of fire protection to the citizens of Clinton. The remaining \$100,000 is intended to install backup a generator at the main Public Works facility which also houses the fuel pumps for the City's entire vehicle fleet and a generator at the Police Department which is currently served by an undersized generator for the department's needs. Both generators are intended to keep essential functions running during power outage events.

Water and Sewer Surcharge

Clinton participated in several NC pretreatment consortium rate studies in 2015, with additional information collected in 2017 that presented similar trends. Clinton was found to be below or in the 10th percentile on surcharge rates for all primary pollutants. The three primary pollutants that are charged in Clinton are oxygen demanding compounds (BOD), solids (TSS), and nitrogen compounds in the form of ammonia. Clinton surcharges for only those pollutants which can be removed by treatment process. Industrial users who discharge these larger pollutant loads are charged on a per pound basis. In FY18/19 the City implemented 50% of the recommended surcharge increase effective January 2019. I recommend the City implement the remaining 50% thereby increasing the City's surcharge rates to the rates recommended in the study effective January 2020.

Sewer Surcharge Recommended Rates

Pollutant	BOD	TSS	Ammonia
Existing \$/lb	\$ 0.140	\$ 0.116	\$ 0.554
Proposed \$/lb	\$ 0.193	\$ 0.198	\$ 0.701

GENERAL FUND

The General Fund is used to account for functions traditionally associated with government which are not required to be accounted for in another fund. Typically, the General Fund includes services that cannot be operated as a business enterprise and rely on tax dollars as their primary source of revenue. Expenditures are divided into functional departments.

Revenues

No change is recommended to the \$0.40 ad valorem tax rate. The tax rate is applied to a total estimated tax base of \$846,500,000. This is an 8% increase from the previous year. This year, one penny of the tax rate is projected to generate \$84,650 of revenue.

In 2019, Sampson County conducted a property reappraisal. Per NCGS 159-11(e) the proposed budget submitted to Council is required to include the revenue neutral rate. Based on the current property tax base estimate, the revenue neutral tax rate is projected at \$0.38 per \$100 of valuation.

Keeping the City's current tax rate is anticipated to generate \$180,000. In this year's budget, the revenue generated is assigned to contingency and can add to the City's fund balance. Moving forward, the added revenue will be integral to funding backlogged capital expenses including equipment and improvements to city facilities.

Statewide, local option sales tax revenue is projected to increase approximately 4.5%. Based on historical trends and experience we are using a more modest 3.5% projection.

Residential curbside solid waste fees remain unchanged from the previous fiscal year at \$15.50 per month and the commercial cubic yard rate increase from \$4.75 to \$5.00 per cubic yard. This increase is projected to produce an additional \$45,000 of revenue.

The vehicle tag fee is recommended to increase \$5 from \$20 to \$25. There are no other recommended changes to any rates or fees collected by the city.

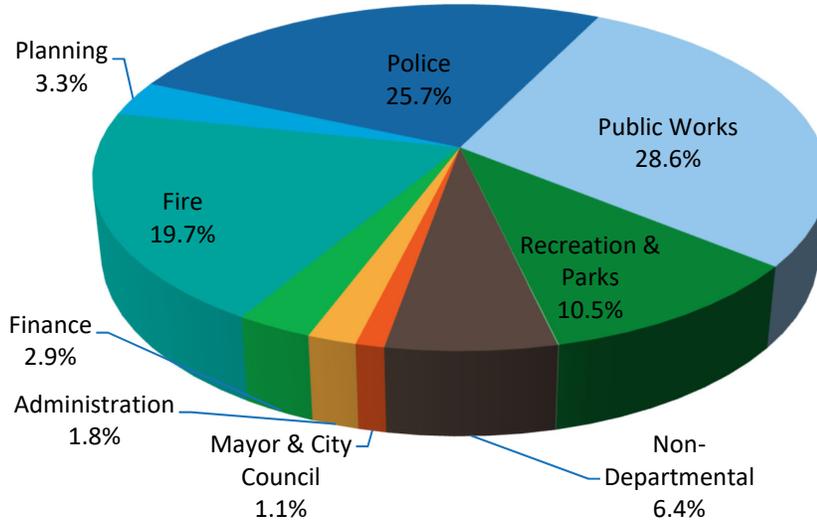
Fire inspection fees are collected based on various factors including building size and type. Each inspection category has been increased \$25 to help offset the cost of the Fire Inspector position. The City's inspection fees remain very competitive for the region.

A \$30,000 appropriation from fire tax reserves is recommended to continue phasing in new radio equipment for the fire department.

Expenditures

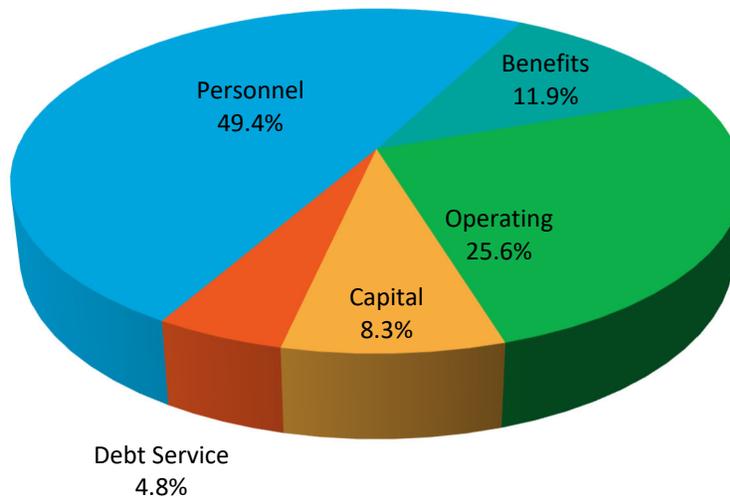
The FY19-20 Recommended Budget for the General Fund totals \$10,119,000. This represents a 5% increase from the FY18-19 amended budget as of May 7, 2019.

GF Expenditures by Department FY19-20



General fund expenditures by type is below. Notably, debt service comprises 4.8% of general fund expenditures for FY19-20.

General Fund Expenditures by Type FY19-20



WATER & SEWER FUND

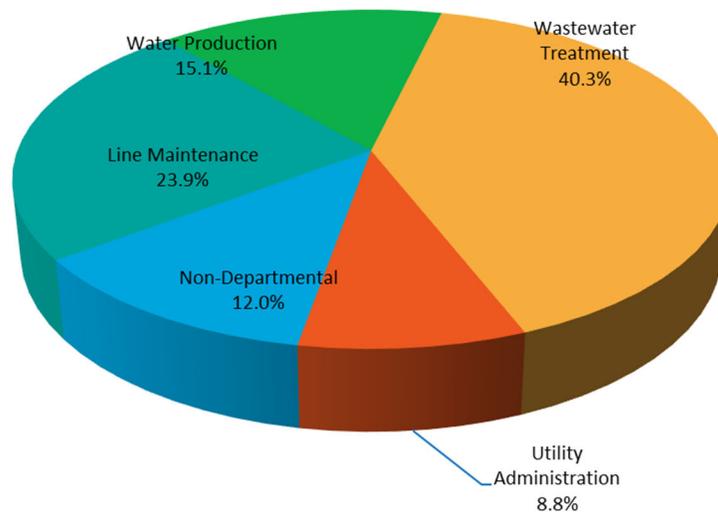
Revenues

Last year, on the heels of a large water treatment plant expansion, utility rates were increased 5% to maintain a progressive posture relative to maintaining infrastructure and maintaining sufficient reserves. This year’s budget includes a more modest 2.5% net increase to the City’s base and volumetric water and sewer rates based on the Consumer Price Index (CPI). The City has historically adjusted these rates with the CPI to maintain a fiscally responsible stance in the city’s Water and Sewer Fund.

Expenditures

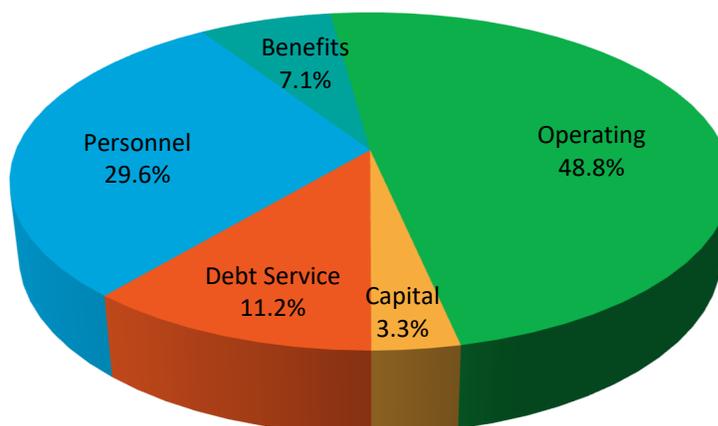
The FY19-20 Recommended Budget for the Water and Sewer Fund totals \$5,608,900 which is 8% less than the FY18-19 amended budget as of May 7, 2019.

W&S Expenditures by Department FY19-20



Water and Sewer fund expenditures by type is below. Debt service comprises 11.2% of water and sewer fund expenditures for FY19-20.

Water & Sewer Fund Expenditures by Type FY19-20



CAPITAL OUTLAY HIGHLIGHTS

Vehicles and Equipment

The recommended budget includes the following vehicles and equipment that are mostly part of a rotation program to replace aging vehicles and equipment. City staff prudently evaluates every vehicle purchase to ensure the City purchases the appropriate vehicles for each department. Where appropriate, the City attempts to downsize or consolidate vehicles to increase cost-effectiveness.

Truck x2 (Utility Lines)	Police Cars x4 (Police)
Jet Aeration Basin pump (PW: Wastewater)	Diagnostic Tool (Public Works)
SCADA phase 5 (PW: Wastewater)	Garbage Truck x2 (PW: Sanitation)
Lift station paving (PW: Wastewater)	Generator x2 (Police, Public Works)
Major Valve refurbishment (PW: Wastewater)	Truck (Grounds)
Mower (Recreation)	Fire Truck (Fire)

Street Resurfacing

The FY19-20 Budget includes \$200,000 for street resurfacing. The City's Pavement Condition Inventory as well as first-hand staff observations indicate most City maintained streets are in good condition with isolated areas being in fair or even poor condition. Accordingly, the budget funds a widespread effort to address tree roots, potholes, and other highly localized impediments to a smooth driving surface citywide. While not resurfacing any full street segments, staff believe this approach will have the largest positive impact on the driving experience in the city.

SPECIAL FUNDS AND PROJECTS

Downtown Special Tax District Fund

In 1978, the City of Clinton established the special tax district in downtown Clinton. Revenues generated from the special tax district are used to fund special projects in downtown Clinton. The current special tax rate remains unchanged at \$0.18 per \$100 valuation. The revenue neutral rate for the special tax district is \$0.18.

Community Development Fund

The Community Development Fund accounts for payments received under the former Community Development Revolving Loan Program and other funds allocated by City Council for community development activities. The loan programs no longer exist and the City uses the remaining funds for various neighborhood improvement and affordable housing efforts. For FY19-20, the Community Development Fund has a budget of \$500. Although the annual appropriation is minimal, the fund contains \$45,000 in reserves for when City Council considers another project.

Cemetery Fund

The Cemetery Fund accounts for payments received for the purchase of cemetery plots in the Sandhill and Springvale Cemeteries. Cemetery fees remain unchanged since they were adjusted in 2014. The FY19-20 Annual Budget allocates \$55,000 to the Cemetery Fund which is used to cover a portion of cemetery operating costs including grounds keeping and administrative services. Both City cemeteries have approximately 10 years of remaining capacity. The City has reserves for the expansion of cemetery grounds and will need to identify possible areas for expansion and evaluate fees to ensure the long-term financial viability of the City's cemetery services.

Fire Department Special Fund

The Fire Department Special Fund accounts for funds donated to the Clinton Fire Department. The local Fireman's Relief Fund uses these funds to assist in the purchase of equipment and supplies not funded in the department's operating budget. The FY19-20 Annual Budget allocates \$500 to the Fire Department Special Fund.

CONCLUSION

The City's stewardship of public funds is among the most important tasks entrusted to us as public servants. This budget reflects commitment to our strategic goals and strong emphasis on maintaining existing service levels, taking care of our infrastructure, and responding to emerging community needs and desires. Accordingly, the FY19-20 Annual Budget is submitted for your consideration and approval.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tom C. Hart". The signature is stylized and includes a flourish at the end.

Tom Hart
City Manager

FISCAL YEAR 2019-2020 BUDGET ORDINANCE**City of Clinton, NC**

Be It Ordained by the City Council of the City of Clinton, NC, that the following anticipated fund revenues and expenditures, fees and charges schedules, with certain restrictions and authorizations, are hereby appropriated and approved for the operation of the city government and its activities for the Fiscal Year beginning July 1, 2019 and ending June 30, 2020:

Section 1. General Fund

Anticipated Revenues:

Prior Year Taxes	\$40,000
Current Year Taxes	\$3,060,000
Fire Tax Collections	\$533,000
Vehicle Taxes	\$260,000
Rental Vehicle Tax	\$17,000
City School Police Officer	\$118,500
HUD Officers	\$45,000
Insurance Revenue	\$10,000
Payment In Lieu Of Taxes	\$6,000
Collection Fee	(\$68,000)
Lot Cleaning	\$20,000
Lot cleaning interest	\$500
Tax Penalties & Interest	\$10,000
Auto License	\$135,000
Privilege License	\$500
Admin. Fee For Intin. Merchants	\$500
Precious Metal Fees	\$500
Utility Tax Video Program	\$38,000
Interest Earned	\$118,000
Miscellaneous Revenue	\$24,400
Rent- Fontana St.	\$48,000
Rent-Cell tower	\$36,000
Sale of Property	\$16,000
Utility Tax Electric	\$795,000
Utility Tax Piped Gas	\$25,000
Utility Tax Telecomm	\$81,400
Beer & Wine	\$38,000
Powell Bill	\$245,200
Local Gov't 1% Sales Tax(39)	\$670,000
Local Gov't 1/2% Sales Tax(40)	\$547,500

Local Gov't 1/2% Sales Tax(42)	\$335,000
Local Gov't 1/2% Sales Tax(44)	\$810,000
ABC Revenues	\$200,000
ABC Revenue-Police	\$11,000
Taxi Permits/Finger Prints	\$500
Court Fees	\$1,500
Parking Violations	\$1,000
Sampson Co Contribution	\$6,900
State Bldg. Fire Protection	\$5,000
False Alarm	\$3,000
Rescue Tech. Revenue/County	\$12,000
Fire Dept. Accident Response	\$10,000
Fire Inspection Fees	\$30,000
Sign/Zoning Permits	\$7,000
Cemetery Markers	\$3,000
Tipping Fee For Dumpsters	\$755,000
Cardboard Container Fees	\$34,000
Garbage Collection	\$585,000
Solid Waste Disposal Tax	\$6,000
Recreation Donations	\$3,000
Rental Fees	\$4,000
Recreation Misc.	\$1,600
Pool Admissions	\$9,000
Concession Fees	\$500
Sponsorship Fees	\$8,000
Sports Registration Fees	\$30,000
Refund on Sales tax	\$6,000
Sale of Recyclables	\$15,000
Transfer from Cemetery Fund	\$55,000
Fund Balance	\$300,000
Total General Fund Revenues	\$10,119,000

Anticipated Expenditures:

Governing Body	\$109,200
Elections	\$3,500
Administration	\$186,900
Finance-HR	\$290,300
Planning & Zoning	\$335,500
Police	\$2,595,900
Fire	\$1,998,300
Street	\$1,223,400
Garage	\$294,400
Sanitation	\$1,076,600
Recreation	\$1,061,700
Grounds Maintenance	\$297,500
Non-Departmental	\$645,800
Total Expenditures	\$10,119,000

Section 2. Water and Sewer Fund

Anticipated Revenues:

Interest Earned	\$15,000
Miscellaneous Revenue	\$10,000
Return Check Charge	\$1,500
Bulk Water/County	\$150,000
Pre-Treatment	\$1,000
Sewer Surcharge	\$630,000
Water & Sewer Charges	\$4,690,500
Water & Sewer Tap Fees	\$20,000
Fireline Fees	\$50,900
Service Fees	\$30,000
Sale of Surplus Property	\$10,000
Total Water & Sewer Fund Revenues	\$5,608,900

Anticipated Expenditures:

Non-Departmental	\$673,200
Utility Line Maintenance	\$1,339,900
Wastewater Treatment	\$2,260,000
Water Production	\$844,700
Utilities Administration	\$491,100
Total Expenditures	\$5,608,900

Section 3. Community Development

Anticipated Revenues:

Interest Earned	\$500
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Total CD Revenues	\$500
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Anticipated Expenditures:

Miscellaneous	\$500
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Total Expenditures	\$500
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Section 4. Cemetery

Anticipated Revenues:

Sale of Lots	\$54,000
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Interest Earned	\$1,000
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Total Cemetery Revenues	\$55,000
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Anticipated Expenditures:

Transfer to GF for Operations	\$55,000
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Total Expenditures	\$55,000
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Section 5. Downtown Special Tax District

Anticipated Revenues:

Current Taxes	\$54,200
Prior Year Taxes	\$2,500
Penalty & Interest	\$400
Vehicle Taxes	\$1,800
Collection Fees	(\$1,100)
Craft Fair Fees	\$13,000
Leased Parking	\$1,000
Interest Earned	\$1,500
Fundraising Revenue	\$500

Total Downtown District Revenues	\$73,800
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Anticipated Expenditures:

Professional Services	\$1,000
Travel & Education	\$3,000
Utilities	\$4,000
Craft Fair	\$15,000
Advertising	\$15,000
Supplies & Materials	\$3,500
Contract Services	\$1,500
Dues & Subscriptions	\$500
Miscellaneous	\$500
Downtown Facade Grant Program	\$7,100
Downtown Incentive Program	\$600
Downtown Mural Grant Program	\$500
Fundraising Expenditures	\$500
Projects	\$5,600
Contingency	\$1,500
Special Events	\$14,000
Total Expenditures	\$73,800

Section 6. Fire Department Special Fund

Anticipated Revenues:

Miscellaneous	\$500
Total Fire Special Revenues	\$500

Anticipated Expenditures:

Miscellaneous	\$500
Total Expenditures	\$500

Section 7. Fee Schedule

There is hereby established for Fiscal Year 2019-2020 various fees, charges, rates, as contained in Clinton Fee Schedule.

Section 8. City Wide Tax Rate Established.

There is hereby levied, for Fiscal Year 2019-2020, an Ad Valorem tax rate of forty cents (\$.40) per one hundred dollars (\$100) assessed valuation of property listed as of January 1, 2019, for the purpose of raising the revenue included in the current Ad Valorem taxes as set forth in Section 1 of this Ordinance, and in order to finance the foregoing applicable appropriations. This property tax is the same rate as compared to the current FY2018-2019. This rate will provide approximately \$3,319,000 in property tax revenues based on an expected collection rate of 97.9%. The Ad Valorem tax base is estimated to be \$846,500,000. The Ad Valorem Tax is the tax paid on real property and personal property, including property of public service companies allocated by the Ad Valorem Tax Division of the State Department of Revenue.

Section 9. Special Downtown Tax District Rate Established.

There is hereby levied, for Fiscal Year 2019-2020, a tax at the rate of eighteen cents (\$.18) per one hundred dollars (\$100.00) assessed valuation of property listed for taxes as of January 1, 2019, located within the Special Downtown Tax District for the raising of revenue for said Special District. This special tax rate is the same rate as the current FY2018-2019.

Section 10. The adoption of this budget ordinance reaffirms all other taxes, penalties, licenses, fines, fees, charges, and rates heretofore adopted and not repealed as of this date.

Section 11. Special Authorization.

1. The budget officer shall be authorized to reallocate department appropriations among the various objects of expenditure as s/he believes necessary without recourse to the Board.
2. The budget officer shall be authorized to reallocate fund specific appropriations among various departments of expenditure as s/he believes necessary without recourse to the Board up to \$5,000.
3. The budget officer shall be authorized to hire personnel in positions authorized by the Board and set the compensation in accordance with the Pay Classification Plan.
4. The budget officer may award merit increases to deserving employees as s/he deems appropriate after consultation with appropriate supervisors subject to the limitations set forth in the personnel policy of the city and appropriations.

Section 12. Utilization of Budget Ordinance.

1. This ordinance shall be the basis of the financial plan for the Clinton municipal government during the FY2019-2020. The budget officer shall administer the budget and s/he shall ensure that operating officials are provided guidance and sufficient details to implement their appropriate portion of the budget.
2. The finance department shall establish and maintain all records, which are in consonance with this budget ordinance, and the appropriate Statutes of the State of North Carolina.

Section 13. Copies of this budget ordinance shall be furnished to the Clerk to the City Council, and to the Budget Officer and Finance Officer to be kept on file by them for their direction in the disbursement of funds.

City of Clinton Fee & Rates Schedule**Fiscal Year 2019-2020**

All fees are subject to change by City Council

Changes from prior year indicated in blue

Utilities, Garbage & Recycling**Water & Wastewater Rates***

Water	Inside City Limits	Outside City Limits
Base Rate (0-300 cu. ft.)	\$13.84	\$27.68
Consumption Rate	\$2.08 per 100 cu. ft.	\$4.16 per 100 cu. ft.
Wastewater		
Base Rate	\$14.43	\$28.86
Consumption Rate	\$2.02 per 100 cu. ft.	\$4.04 per 100 cu. ft.
Flat Rate Sewer	\$23.92	\$47.84

*Water and wastewater use is metered in cubic feet: 1 cubic foot = 7.48 gallons.

A customer utility deposit of \$125 is required on all rental accounts. A 10% late fee will be applied to bills paid after due date (12th) and a \$30 penalty will be applied to all accounts as a result of non-payment (22nd). A \$25 fee will be assessed on all returned checks.**Fireline Rates (Monthly Fee)**

Size	Inside City Limits	Outside City Limits
2" Fireline	\$11.90	\$23.80
4" Fireline	\$35.70	\$71.40
6" Fireline	\$60.00	\$120.00
8" Fireline	\$77.35	\$154.70
10" Fireline	\$109.15	\$218.30
12" Fireline	\$151.75	\$303.50

Tap Fees (per Connection)[†]

Size	Inside City Limits	Outside City Limits
¾" Tap & Set	\$795	\$1,590
¾" Meter Set	\$133	\$266
1" Tap & Set	\$975	\$1,950
1" Meter Set	\$225	\$450
2" Tap & Set	\$3,315	\$6,630
2" Meter Set	\$1,643	\$3,286
4" Sewer Tap	\$720	\$1,440
6" Sewer Tap	\$1,120	\$2,240

[†]Larger connections will be billed at actual cost of materials, labor, and equipment. Deposits are required with the balance upon completion. Deposits are 50% of tap cost as proposed by the Public Works & Utilities Department.

Miscellaneous Utility Fees

	Inside City Limits	Outside City Limits
Hydrant Meter Deposit	\$900	\$1,800
Hydrant Meter Deposit (¾"-1")	\$250	\$500
Hydrant Flow Test	\$150	\$300
Meter Tampering Fee	\$100	\$200

Garbage & Recycling Collection Rates & Tipping Fees

Service	Rate	Notes
Residential Garbage	\$15.50 per month	Weekly collection
Residential Curb-side Recycling	n/a	Bi-weekly collection
Commercial Garbage	\$5 per cubic yard	Fee based on pickup frequency
Special Payload Collections	\$40 per item	As called
Container	Fee	Notes
Rollout Garbage Containers	\$82 each	Residential purchase
Rollout Recycling Containers	n/a	1 Free to residents
Wheeled Dumpster	\$45 per month	Includes one collection, \$40 ea. additional collection up to 3
Cardboard Container	\$30 per month	

Wastewater Industrial User Surcharges

Pollutant	Surcharge (per pound)
Ammonia (NH3N)	\$0.554/lb. when concentration > 25 mg/L
Biochemical Oxygen Demand (BOD)	\$0.140/lb. when concentration > 250 mg/L
Total Suspended Solids (TSS)	\$0.116/lb. when concentration > 250 mg/L

****Effective through December 31, 2019***

Pollutant	Surcharge (per pound)
Ammonia (NH3N)	\$0.701/lb. when concentration > 25 mg/L
Biochemical Oxygen Demand (BOD)	\$0.193/lb. when concentration > 250 mg/L
Total Suspended Solids (TSS)	\$0.198/lb. when concentration > 250 mg/L

****Effective January 1, 2020***

Pollutant / Item	Fee
Sampler Setup	\$10.00/day of sampling
BOD Analysis	\$25.00/sample

TSS Analysis	\$15.00/sample
NH3N Analysis	\$15.00/sample
pH Analysis	\$15.00/sample
Temperature	\$15.00/sample
Metals Analysis	\$15.00/parameter tested
Chloride Analysis	\$15.00/sample
COD Analysis	\$25.00/sample
Total Phosphorous	\$20.00/sample
Oil and Gre	\$50.00/sample

Wastewater Industrial User Monitoring Cost Recovery*

**Current monitoring fees are listed above. Frequency of fee application is dictated by individual permit. Per Article V. Sewers, Chapter 2, Division 3, 22-114, fee schedules for monitoring are established based on the reimbursement of costs incurred in operating and administering the required local pretreatment program in conjunction with 40 CFR 403. Monitoring fees are subject to change based on contract laboratory fee schedules.*

Additional fees for Significant Industrial Users include monetary penalties for specific permit violations. For a schedule of monetary penalties, refer to the City of Clinton Enforcement Response Plan.

Administrative

Service	Fee
Auditorium Rental	Up to 5 hours: \$50 More than 5 hours: \$100 \$100 refundable deposit required
Copies	\$.25 per page
Document Certification	\$3.00
Filing Fees	Mayoral: \$10 Council: \$5
Notary	\$5.00 per signature
Sunshine List	\$10 per year
First Time Taxi/ Taxi Renewal	\$60/\$20

Cemeteries

Springvale & Sandhill Cemeteries Rates & Fees

Service	Rate/Fee
Grave Plot	\$600
Mausoleum	\$805
Columbarium	\$450
Recording of Deed	\$50
Corner Marker	\$45

Finance

Service	Fee
False Alarm Response (per year)	First 3: no charge Second 3: \$50 each \$100 per additional incident
Leased Parking	\$15 per month
Off-street Parking	\$120 per year
Returned Check Fee	\$25

Fire Department

Fire Inspection Fees

Initial Inspection**	Fee
0-50,000 sq. ft.	\$50
50,001-100,000 sq. ft.	\$75
100,001-150,000 sq. ft.	\$125
150,001-200,000 sq. ft.	\$175
>200,000 sq. ft.	\$250
Service	Fee
Follow-Up	No charge
1 st Re-Inspection	\$45
2 nd Re-Inspection	\$65
3 rd Re-Inspection	\$85
Continual Noncompliance	\$100/day

***Initial inspection fees are based on the square footage of the building. The type of use determines the frequency of inspections at 1-, 2-, or 3-year intervals. For more information regarding the required fire inspection frequency, please contact the Clinton Fire Department at 910-299-4902.*

Operating Permit Fees

Operation Type	Fee
Amusement Buildings	\$30
Carnivals & Fairs	\$50
Combustible Dust Operations	\$30
Covered Mall Buildings	\$30
Exhibits & Trade Shows	\$50
Explosives	\$250
Fumigation	\$50
Liquid/ Gas Fueled Vehicles Assembly	\$50
Pyrotechnic/Special Effects	\$250
Spraying or Dipping	\$30
Temporary Membrane Structures	\$50

Special Construction Permits

Construction Type	Fee
Automatic Fire Extinguishment System	\$100
Battery System	\$50
Compressed Gas	\$50
Cryogenic Fluids	\$50
Fire Alarm & Detection Systems	\$100
Fire Pumps & Related Equipment	\$200
Flammable & Combustible Liquids	\$50
Hazardous Materials	\$100
Industrial Ovens	\$50
Private Fire Hydrants	\$50
Spraying or Dipping	\$50
Standpipe System	\$50
Temporary Structures Seating >299	\$25

Plan Reviews

Construction Type	Fee
New Commercial Construction	\$.02/sq. ft. (\$25 min)
Change of Use/Addition/Renovation	\$.01/sq. ft. (\$25 min)

Motor Vehicle & Haz-Mat Response

Service Response	Fee (per incident)
Motor Vehicle Accident- Level 1	\$475
Motor Vehicle Accident- Level 2	\$605
Motor Vehicle Accident- Level 3	\$1,800
Haz-Mat Response	\$700

Level 1 incidents require assessment of hazardous materials and scene stabilization and may include use of sorbents.

Level 2 incidents involve vehicle fires and require scene safety, fire suppression, breathing apparatuses, multiple tools, and structure protection.

Level 3 incidents include Level 1 & 2 services as well as extrications that involve the use of heavy rescue tools.

Haz-mat services include engine response, first responder assignment, perimeter establishment, evacuations, set-up, and command.

Planning & Development

Zoning Fees

Permit	Fee
New Residential Permit	\$50
New Commercial Permit	\$75
Addition, Accessory Building, Deck, etc. Permit	\$25
Moving Mobile Home onto Mobile Home Park Lot	\$30
Zoning Map	\$50
Rezoning Application	\$200

Conditional Use & Other Fees

Service	Fee
Board of Adjustment Filing Fee	\$200
Conditional Use Permit Application	\$200
Lot Mowing (each additional hour)	\$150 minimum (\$50)
Ordinance Copies	\$10
Sign Permit	\$1.00 per square foot
Subdivision Application	\$5.00 per lot or \$75 min. (whichever is greater)

City Market Rates

Service	Fee
Non-profit Organizations	\$100 min. (4 hrs.), \$25 each additional hour \$75 security deposit required
Individuals/Private Groups	\$150 min. (4 hrs.), \$25 each additional hour \$100 security deposit required
Facility Guard Fee	\$11 per hour

Police Department

Service	Fee
Reports	\$.25 per page (walk-in) \$2.00 per page (mailed)
Fingerprints	\$10
Filing False Report	\$154

Recreation & Parks

Youth Athletics Fees (Ages 17 & Under)†

Activity	City Resident	Non-Resident
Baseball, Basketball, Soccer, Softball, & Volleyball	\$15 per first child per sport \$10 each additional child	\$35 per first child per sport \$20 each additional child
Football*	\$15 per child	\$35 per child
Late Registration- Additional \$5 per child		

*Replacement fees apply to any football equipment lost or not returned at the end of the season. Replacements for damaged equipment are at no cost with the return of the damaged equipment.

Youth Football Equipment Replacement Fees

Equipment	Fee
Helmet	\$80.00
Chinstrap	\$3.50
Jersey	\$38.00
Pants	\$18.00
Shoulder Pad	\$50.00

Adult Athletics Fees (Ages 18 & Over)†

Activity	City Resident	Non-Resident
Soccer & Softball	\$500 per team	
Basketball (League)	\$350 per team	
Basketball (Open Play)	\$3/day, \$20/month, \$55/season	\$30/month, \$75/season
Volleyball	\$75 per team	

†Athletics refunds must be requested before the first game has been played and a receipt must be presented for a refund check to be issued. Once play has begun, we will issue credit toward another sport. That credit is good for one year from the date of issuance. Reduced additional child fees apply only for registrations for the same sport, during the same season for children residing in the same household. Further fee reduction or waivers are available to qualified families. Contact the Clinton Recreation Department at 910-299-4906 for more information.



Royal Lane Pool Fees

Activity	Children & Seniors (55 & Over)	Adults (16 & Over)
Daily Admission	\$2.00	\$3.00
Group Rates (15 or more)	\$1.50 per person	\$2.50 per person

Season Pass (City Residents Only)	\$75 per person	\$125 per person
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Non-Swimmers supervising children in the pool may have entry fee waived at staff discretion.

Swimming Instruction and Class Fees

Activity	City Resident	Non-Resident	Notes
Swimming Lessons	\$30 per session	\$40 per session	Classes are limited to 10 students per class. Sessions are one week, Monday through Friday for 45 minutes
Water Acclimation Instruction	\$5 per person	\$10 per person	Includes 25 minutes of personal instruction given based on the participant's needs
Getting to Know H2O	\$2 per person/day	\$4 per person	Includes general water safety information, first aid procedures, breath control under water, using a flotation device & more. New topic each day, 8 separate 1- hour sessions
Fitness Swim/ Stroke Refinement	\$40 per session	\$50 per session	3-week long session. Students are allowed to come to public swim free of charge during their 3 weeks of classes. Class meets on Monday, Wednesday, and Friday for 45 minutes per day

Bellamy Center Program Fees

Activity	City Resident	Non-Resident	Seniors (55 & Over)
Craft & Miscellaneous Classes	\$1 per class	\$2 per class	\$0.50 per person per session
Fitness Classes	\$1 per week	\$2 per week	\$0.50 per person per session



Facility Rental Fees**

Facility	City Resident	Non-Resident	Notes
Picnic Shelters	\$20 1 st hour \$10 each additional hr.	\$25 1 st hour \$15 each additional hr.	8-hour maximum, end at dark when parks close
Park Open Space	\$15 per hour	\$30 per hour	8-hour maximum, end at dark when parks close

Royal Lane Pool	\$130 per hour	\$230 per hour	4-hour maximum, fee includes 2 lifeguards, end at dark when parks close
Baseball/Softball Fields (no lines)	\$15 per hour	\$30 per hour	Field marking- \$35 Lights- \$25 per hour
Multipurpose Fields (no lines)	\$25 per hour	\$50 per hour	Field marking- \$35 Lights- \$45 per hour
Bellamy & Sampson Rec. Centers & Gyms	\$75 per hour	\$112.50 per hour	8-hour maximum

****Rental fees guarantee reservation, cleanup prior to reservation, and staff to provide access. Half of fees are due as security deposit upon reservation. There is an additional \$50 charge for rentals on Sundays. No holiday rentals. Recreation Center, gym, and field rentals must end by 10 pm. After-hours rentals (after 5 pm) and rentals with more than 100 people require a staff member to be present (in addition to lifeguards at pool). Staffing fee is \$20 per hour. If a police presence is requested or recommended by the Recreation Director, the fee is \$20 per hour per officer (1 officer per 100 people). Fundraising activities and for-profit events are prohibited except for sports tournaments approved by the Recreation Director. For sports groups wishing to use fields for an extended period, please refer to the long-term use fee chart below. A separate tournament fee schedule is listed below.**

Facility	Long-term Rental [‡]	Tournaments**
Baseball/Softball Fields	\$50 per field per week	\$150 per field per day
Gym (after hours)	\$75 per week (\$125 per week)	\$750 per gym per day
Bellamy Multipurpose Room	\$35 per week	n/a
Multipurpose/Football Field	\$75 per week	\$250 per day
Park Open Space	\$25 per week	n/a
Soccer Fields (Large/ Middle)	\$50 per field per week	\$250 per field per day
Soccer Fields (Small)	\$30 per field per week	\$150 per field per day
Royal Lane Track	\$50 per week	n/a

‡Long-term rentals are based on maximum facility usage of 6 hours per week for up to 3 months and do not include field markings. Rates may vary for partner programs or agencies. These terms are outlined in the contract or memorandum of agreement between the Clinton Recreation Department and the program/agency. If a police presence is requested or recommended by the Recreation Director, the fee is \$20 per hour per officer (1 officer per 100 people).

****Tournament fees guarantee cleanup & initial field markings each day prior to reservation and staff on duty to provide gate and restroom access. Half of fees are due as security deposit upon reservation. A \$50 cleanup fee will be assessed for each time the gym & restrooms are not restored to good condition after use. If a police presence is requested or recommended by the Recreation Director, the fee is \$20 per hour per officer (1 officer per 100 people).**

Equipment Fees

Equipment	Fee (Due upon Reservation)	Notes
Bleachers	\$50 per day	

Concessions Fees (Vendors with Carts Only)

Activity	Fee
Special Event/Tournament	\$50 per event
Non-event Times	\$25 per week

All online recreation debit & credit card payments require a convenience fee of \$1.95 or 2.5% (whichever is greater).

Demographics

The 2010 U.S. Census population estimate for Clinton was 8,639. The small increase in population represents a .5 percent increase from 2000. The city's population constitutes 13.6 percent of the Sampson County population. Approximately 50,000 people live within 15 miles of the city. Clinton is proud to be a diverse city. The demographic breakdown of Clinton according to the 2010 census is 49 percent white, 41 percent African-American, 6 percent Hispanic, 1 percent American Indian, 1 percent Asian, and 2 percent other. The median age of the Clinton population is 42.1. The average household size is 2.45 with a median household income of \$31,997. The 2016 population estimate from the U.S. Census Bureau is 8,674.

Housing

As of the 2010 Census, Clinton had 3,711 housing units. Of the 3,392 housing units reported as occupied, approximately 51 percent are owner occupied and 49 percent are renter occupied. Owner-occupied households accounted for 3,951 people (46 percent) of the city's population and renter-occupied housing units accounted for 3,753 people (43 percent) of the city's population in 2010. Seventy-three percent (73%) of the city's housing units are pre-1980 construction. Only 5.6 percent of housing units have been built since 2000, less than the 10.2 percent of housing units constructed before 1939. More than 65 percent of homes are valued less than \$150,000 with a median home value of \$120,100. The median gross rent for renter-occupied units is \$513.

Local Economy

Clinton is ideally located to serve the special needs of a variety of industries. Each industry benefits from the availability of a diverse and skilled labor force, exceptionally reasonable tax rates, excellent utilities, and easy access to East Coast markets. Sampson Southeast Business Center is a 76-acre industrial park in Clinton designed to accommodate future industrial development. Major industries already in the Clinton area include Brooks Brothers, Cintas, DuBose Strapping, Rheinfelden-Americas, Sampson-Bladen Oil Company, Steel Technologies, Smithfield Foods, Hog Slat, and Schindler Escalators.

Agriculture plays a major role in the local economy and Clinton functions as a regional agricultural center. In September 2005, *Farm Futures Magazine* rated Sampson County as the **"Best Place to Farm in the United States."** Among the crops grown locally are tobacco, corn, cotton, wheat, and soybeans. Fresh vegetables such as squash, asparagus, cucumbers, peppers, sweet potatoes, and melons also contribute to the area's farm income, which has now reached \$1.2 billion annually in cash receipts. Over the past two decades, the area has become a major center for the production of chickens, hogs, and turkeys.

Several major highways including US 421, US 701, NC 24 and NC 403 serve Clinton. Interstate 95 is less than 30 miles west of Clinton and Interstate 40 is less than 8 miles east of Clinton. The Clinton-Sampson County airport can serve corporate jets and turbine aircraft. Commercial airline service is available at nearby airports in Fayetteville, Raleigh, and Wilmington. Clinton Railroad Service and CSX provide rail service to the area, while seaports at Wilmington and Morehead City can be reached quickly.

Clinton's role as the economic and cultural hub for Sampson County and the region helps maintain a stable economy. As of April 2019, Sampson County's unemployment rate was 3.5 percent, which is down 16 percent from 2018. A strong agriculture base along with regional healthcare facilities bode well for Clinton's growth

and stable economy. Additionally, NCDOT has continued the expansion of NC-24, which will prove beneficial to Clinton with even quicker access to Fayetteville and Fort Bragg.

Ten Largest Tax Payers by Assessed Valuation as of June 30, 2019

Tax Payer	Assessed Value	Percent of Total Assessed Value
Smithfield Clinton Plant, Smithfield Farmland, Smithfield Packing Co. Inc.	\$100,385,032	14.02%
DuBose Industries, Dubose Strapping, DuBose National Energy Service	\$17,373,675	2.43%
Schindler Corporation	\$13,580,306	1.90%
Hog Slat, Inc.	\$10,619,309	1.48%
Wal-mart, Inc.	\$10,008,444	1.40%
Duke Energy Progress Inc.	\$9,443,889	1.32%
Liberty Healthcare/Liberty Home Care	\$8,307,958	1.16%
Faircloth Family Properties	\$6,990,481	0.98%
Lowe's Home Center Inc.	\$6,064,561	0.85%
Jordan Shopping Center	\$5,505,585	0.77%
Total	\$188,279,240	26.30%
Total Assessed Value	\$715,765,679	

Ten Largest Employers for Sampson County as of 4th Quarter of 2018

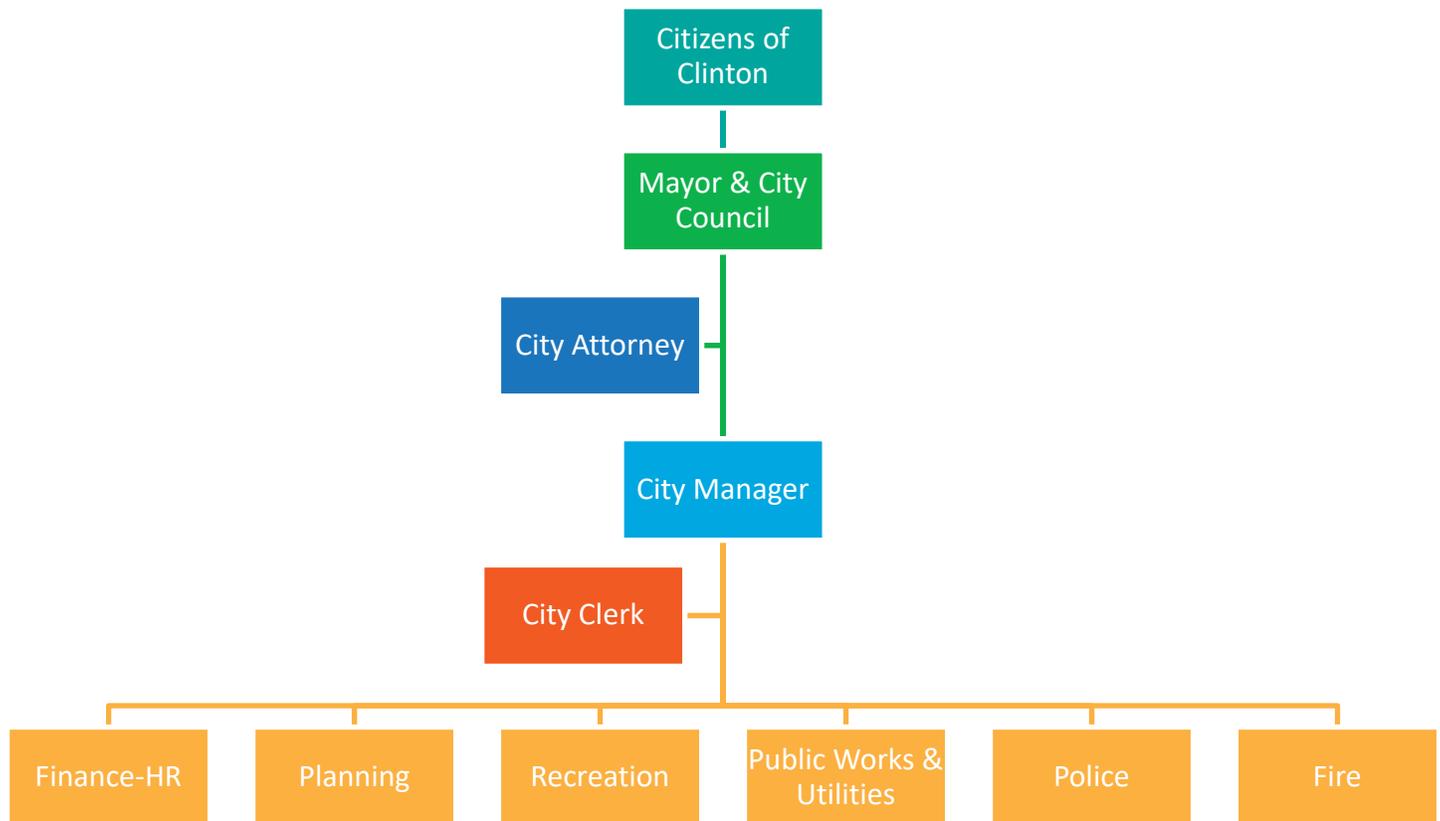
Company Name	Industry	Employment Range
Smithfield Foods, Inc.	Manufacturing	1,000+
Sampson County Schools	Education & Health Services	1,000+
Prestage Farms, Inc.	Natural Resources & Mining	500-999
Hog Slat Co., Inc.	Manufacturing	500-999
County of Sampson	Public Administration	500-999
Sampson Regional Medical Center	Education & Health Services	500-999
Clinton City Schools	Education & Health Services	500-999
Wal-Mart Associates Inc.	Trade, Transportation, & Utilities	250-499
NC Department of Public Safety	Public Administration	250-499
Sampson Community College	Education & Health Services	250-499

Source: NC Dept. of Commerce-Division of Employment Security

Government

The City operates under a council-manager form of government, whereby the Mayor and City Council address the legislative needs of the city with five city council members representing residents within distinct districts. The Mayor is elected every two years and each Councilmember serves four-year terms. The mayor is the presiding officer of the Council. A mayor pro tem is selected from the five council members. The mayor pro tem serves as mayor in the absence or incapacity of the Mayor. Through this arrangement, the City Council sets and directs policy regarding the operations of city government. Clinton's elections are non-partisan and elections are held in odd numbered years. City Council appoints a City Manager to implement its policies and administer the overall city organization. Clinton is a full service city and provides essential public services including fire and police protection, recreation, public works, and water and sewer.

City of Clinton Organizational Chart



City Council Priorities

The City Council annually reviews and defines strategic priorities for the City. The Council's decisions ultimately affect the resource allocations for City projects and services approved with the annual budget ordinance. City Council begins reviewing strategic priorities and financial conditions with city staff each fall. The purpose of these workshops is to ensure a clear direction for the budget process as the CIP begins development in December.

In preparation for the FY19-20 budget, City Council reviewed strategic goals to ensure alignment between priorities and the city's financial standing. The strategic goals drive the budget process. Introduced in FY13-14, the core values correspond with the city's adopted performance evaluation plan. With the strategic focus areas and core values, city departments are able to ensure their missions, goals, and objectives serve a common purpose for the City.

Vision Statement

A city of beauty and opportunity whose leadership is dedicated to providing its diverse citizenry a quality of life unsurpassed in the region.

Mission Statement

To be a city rich in tradition and beauty with clean, safe neighborhoods, sound infrastructure and opportunities for future generations.

Strategic Focus Areas & Goals

- **Quality Job Growth**

Maintain business-friendly processes and policies to support existing businesses and attract a variety of new businesses.

- **Welcoming Neighborhoods & Public Spaces**

Ensure public safety and city cleanliness through community-focused public safety, code enforcement, planning policies, and quality maintenance of public spaces and facilities.

- **Affordable & Varied Housing Opportunities**

Encourage housing of different types, densities, sizes, costs, and locations that meet the needs and preferences of an economically and socially diverse community.

Preserve existing housing supply and assure its continued quality and safety.

- **Sound & Sustainable Infrastructure**

Construct and maintain efficient and accessible roadway, sidewalk, and greenway systems to extend internal and regional connectivity.

Provide high quality water and wastewater services while protecting natural resources and ensuring capacity for sustainable growth.

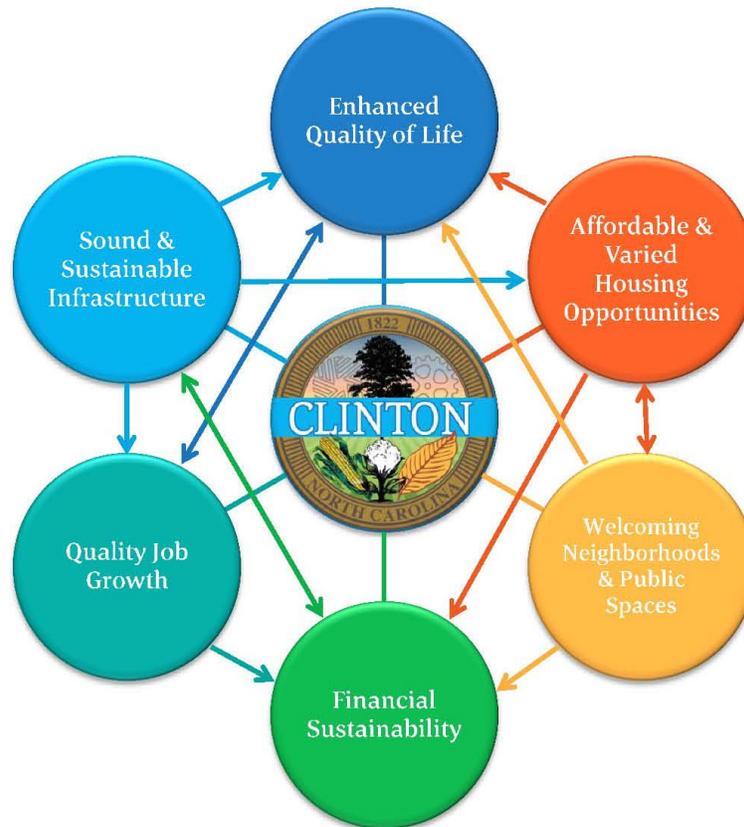
- **Enhanced Quality of Life**

Advance the beauty, diversity, and well-being of Clinton by supporting the community's ability to provide an array of educational, recreational, and cultural activities, events, and programs for residents and visitors of all ages, abilities, and interests.

- **Financial Sustainability**

Support fiscal policies and controls that ensure the long-term financial health of the City and enable it to respond to unforeseen challenges and opportunities.

Promote responsible management and use of public resources to ensure efficient and effective delivery of quality services.



Core Values

- **Honesty/Integrity**

We understand that in order to maintain the public's trust we must hold ourselves accountable to the highest standards of ethical conduct, honesty, and fairness.

- **Respect**

We value all citizens and team members, treating everyone with dignity, courtesy, and professionalism.

- **Equality**

We have a responsibility to treat all citizens and team members fairly and with respect.

- **Diversity**

We strive to be representative, open-minded, and flexible as we recognize and respect the diverse ideas, expressions, traditions, and experiences of our community and team members.

- **Balance**

We recognize the various interests in our community and organization and believe we can achieve stability with realistic expectations regarding service levels, resources, costs, and benefits.

- **Competency**

Our commitment to high-level service begins with a knowledgeable, skilled, and dependable team capable of meeting the community's needs.

- **Teamwork**

We are committed to working with our citizens and team members in an environment where we are supportive of each other's efforts, loyal to one another, and communicate openly.

- **Service Excellence**

We take pride in our community and the services we provide, always doing our best to meet the needs of our residents, businesses, and visitors with care and professionalism.

The following policies are general in nature and set forth basic guidance for sound fiscal management decisions for the City of Clinton. The City's financial policies are founded on responsible fiscal and budgetary principles and they follow a framework established by the North Carolina Local Government Budget and Fiscal Control Act (LGBFCA).

Accounting Policy

The City maintains an accounting system in accordance with the North Carolina Local Government Budget and Fiscal Control Act. The City's accounting system displays details relating to the City's assets, liabilities, equities, revenues, and expenditures. The system shows appropriations and estimated revenues as established in the budget ordinance and each project ordinance as originally adopted and subsequently amended. An annual audit will be performed by an independent certified public accounting firm, which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required. *Prescribed by NC Local Government Budget and Fiscal Control Act*

Budget Amendment Policy

During the fiscal year, the budget must be amended to reflect changes to the original adopted budget ordinance. City Council can amend the budget ordinance at any time after its adoption pursuant to North Carolina General Statute (N.C.G.S) 159-15 as long as the ordinance, as amended, continues to satisfy the requirements of N.C.G.S. 159-8 and 159-13. N.C.G.S. 159-8 requires budgets to be balanced and N.C.G.S. 159-13 describes the form, adoption, limitations, tax levy, and filing of the budget ordinance. Budget amendments cannot increase or decrease the tax levy or alter a taxpayer's liability unless the City is ordered to do so by the courts or an authorized State agency. The Finance Director prepares budget amendments to present to the City Council for their approval. Budget amendments must be made prior to obligating funds in excess of adopted budget appropriations. Total increases in appropriations should equal total increases in revenues if new revenues are involved. In all situations, a brief description of the circumstances surrounding the amendment will be included on the face of the amendment or in the minutes where the amendment was approved. *Prescribed by NC Local Government Budget and Fiscal Control Act*

Capital Improvement Policy

The City will review and update annually a five-year Capital Improvement Plan (CIP), which details each capital project, estimated costs, project descriptions, and anticipated funding sources. Only the current year schedule, when adopted by City Council, becomes part of the operating budget. Future forecasts in the CIP serve the city by helping plan for capital repairs, replacements, and acquisitions, which aids in financial planning to ensure the city's fiscal health and credit. City staff will analyze each proposed project carefully before it is incorporated in CIP. *Adopted with initial CIP June 2009*

Cash Management & Investment Policy

This policy serves as a reference for the handling of all financial transactions in accordance with federal, North Carolina, and other legal requirements, including provisions of the North Carolina General Statutes, specifically The Local Government Budget and Fiscal Control Act. The policy provides guidance for cash receipts, mobilization, investments, disbursements, and monitoring.

Investment earnings are the interest collected on the City's idle cash. The criteria for selecting an investment includes that the maturity of the investment should coincide with the needs of the City to meet short term and long-term obligations and the rate of interest should be at least equivalent to the average rate of return available in the market place, while ensuring safety and liquidity. The City only invests idle cash in accordance with N.C.G.S. 159-30. Typical investments for the City include CDs and interest bearing accounts. *Adopted May 2013*

Debt Policy

In accordance with N.C.G.S. 159-55, the City's bounded indebtedness will not exceed eight (8) percent of the assessed valuation of the taxable property of the City. The term of any City debt issue shall not exceed the useful life of the asset for which the debt is issued. A financial analysis will accompany the CIP to illustrate the City's capacity to repay debt and identify the effects on financial indicators. The City will seek to maintain financial indicators within an acceptable level as compared to peer cities and will strive to maintain a net debt service ratio close to ten (10) percent. To reduce the amount debt incurred, the City will attempt to use pay-as-go financing when possible, particularly for capital assets with costs less than \$75,000. *Adopted with initial CIP June 2009*

Fund Balance Policy

It is necessary for the City to maintain undesignated available fund balance reserves and retained earnings to provide appropriate cash flow for operation of city services, to address emergencies and unexpected opportunities, to increase the potential for investment income, and to enhance the city's credit rating to provide the city the ability to borrow at the lowest possible interest rate.

General Fund. The NC Local Government Commission (LGC) is charged with overseeing the fiscal health of cities and counties and recommends a minimum undesignated available fund balance reserve of no less than eight percent (8%) of expenditures. All revenue in excess of expenditures realized at the end of any given fiscal year will be credited to unassigned fund balance to achieve an accepted level between 35 and 40 percent. The City will adjust this range as appropriate based upon recommendation from the LGC and the current financial outlook. Once the forty percent (40%) mark is realized, all revenue in excess of expenditures realized at the end of any given fiscal year may be assigned as capital reserves.

Water & Sewer Fund. All revenue in excess of expenditures realized at the end of any given fiscal year will be credited to unassigned retained earnings to achieve an accepted level between 47 and 53 percent. The City will adjust this range as appropriate based upon recommendation from the LGC and the current financial outlook. Once the 53 percent mark is realized, all revenue in excess of expenditures realized at the end of any given fiscal year will be transferred to a capital reserve fund.

The City Manager is charged to annually monitor and report to City Council during the preparation of the annual operating budget regarding the status of available fund balance/retained earnings and compliance with the stated acceptable ranges. *Adopted July 2008, Revised June 2013*

Operating Budget Policies

Pursuant to North Carolina General Statutes 159-11, the City will adopt a balanced budget. The North Carolina Local Government Budget and Fiscal Control Act defines a balanced budget as the sum of estimated net revenues and appropriated fund balance in each fund is equal to appropriations in that fund.

The City operates under an annual budget ordinance adopted in accordance with the LGBFCA. The budget ordinance is the legal basis of the budgetary accounting system and the standard by which proposed expenditures are measured. All annual appropriations lapse at the fiscal year-end. City Council must approve and adopt any revisions to the original budget ordinance, which is recorded in the City minutes. Project ordinances are adopted for Governmental Capital Project Funds and the Water & Sewer Capital Project Funds. Project ordinances are ongoing until the project has been completed and closed. *Prescribed by NC Local Government Budget and Fiscal Control Act*

Purchasing Policy

Purchases approved by the Department Director for one thousand dollars (\$1,000.00) or more require a Purchase Order. Any purchase expected to be five thousand dollars (\$5,000.00) or more, will not only require a Purchase Order but will require the City Manager's approval by signature on the Purchase Order. *Adopted January 2010, Revised January 2016*

Revenue Policy

The Finance Director prepares conservative revenue estimates based on revenues reasonably expected to be realized in the upcoming budget year, including amounts to be realized from collections of taxes levied in prior fiscal years. Major estimated revenue sources include ad valorem taxes, privilege licenses, sales taxes (Article 39, 40, 42 and 44) including the hold harmless provision received from the State as a result of repealed reimbursements, ABC distribution, beer and wine taxes, utility franchise taxes, Powell Bill distribution, and sales and services including tipping fees and garbage fees. With each budget, the City Council adopts a fees schedule that the Finance Department reviews annually to determine appropriate fees related to the cost of providing services. *Adopted N/A*

Reporting Entity

The City of Clinton is a municipal corporation that is governed by an elected mayor and a five-member council. As required by generally accepted accounting principles, these financial statements present all funds and account groups that are controlled by or are financially dependent upon the City.

Basis of Presentation

The accounts of the City are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Fund accounting segregates funds according to their intended purpose and it is used to aid management in demonstrating compliance with finance-related legal and contractual provisions.

Governmental Funds

Governmental funds account for the City's governmental functions. The City of Clinton's governmental funds include:

General Fund. The General Fund is the largest and most important governmental fund. It is the primary operating fund of the city. Any transaction that cannot be accounted for in another fund is recorded in the General Fund. The primary revenue sources are ad valorem taxes, state-collected revenues, and various other taxes and licenses. The primary expenditures are for general government, public safety, and public works services.

Special Revenue Funds. Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City's special revenue funds include the Community Development Fund, Cemetery Fund, Downtown Tax District Fund, and the Fire Department Special Fund.

Capital Project Funds. Various Capital Project funds are used to account for financial resources to be used for non-major acquisitions or construction.

Proprietary Funds

Proprietary funds account for the City's business-like activities. There are two types of proprietary funds—enterprise funds and internal service funds. Enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises. Internal service funds are similar to enterprise funds except they account for services performed by one department for another. The City has one enterprise fund:

Water & Sewer Fund. This fund is used to account for the City's water and sewer operations. The major revenue sources in this fund are water and sewer user charges.

Fiduciary Funds

Fiduciary funds account for resources the City holds in trust for individuals or other governments. The City does not maintain any fiduciary funds.

Basis of Accounting & Budgeting

In accordance with the North Carolina Budget and Fiscal Control Act, the budget is developed and adopted under the modified accrual basis of accounting, whereby revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred. During the fiscal year, budgets are maintained using the modified accrual basis. At fiscal year end, the City's Audited Financial Statements are prepared using Generally Accepted Accounting Principles, or GAAP. All governmental funds are reported using the modified accrual basis of accounting. Although the annual financial statements report all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses recognized in the period incurred, for simplicity, the budget document reports all propriety funds' prior year actuals using the modified accrual method.

Fund Type	Fund Category	Class	Basis of Accounting	Budgetary Accounting
General Fund	Governmental	Major	Modified Accrual	Modified Accrual
Special Revenue Fund	Governmental	Non-major	Modified Accrual	Modified Accrual
Capital Projects	Governmental	Non-major	Modified Accrual	Modified Accrual
Enterprise Fund	Proprietary	Major	Full Accrual	Modified Accrual

The City considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Those revenues susceptible to accrual include investments, sales tax, and grants-in-aids earned. On a budgetary basis, revenues are recorded by source of revenue and expenditures are recorded by department, function, or project. Expenditures may not legally exceed appropriations at the departmental level for all annually budgeted funds and at the fund level for multi-year funds. Revenue sources include ad valorem taxes (property taxes), sales taxes, other taxes and licenses, restricted and unrestricted intergovernmental revenues, sales and services, investment earnings, other revenues, utility fees and charges, fund transfers, and fund balance appropriated. Expenditure functions are primarily budgeted at the departmental level but are grouped into five primary categories- general government, public safety, public works, public utilities, and non-departmental.

Department/Division	Fund Type	Function
Mayor & City Council	General Fund	General Government
Administration	General Fund	General Government
Finance-Human Resources	General Fund	General Government
Fire	General Fund	Public Safety
Garage	General Fund	Transportation
Grounds & Cemetery Maint.	General Fund	General Government
Planning & Development	General Fund	Economic & Physical Development
Police	General Fund	Public Safety

Recreation & Parks	General Fund	Cultural & Recreation
Sanitation	General Fund	Environmental Protection
Streets	General Fund	Transportation
Utility Administration	Enterprise Fund	Public Utilities
Utility Line Maintenance	Enterprise Fund	Public Utilities
Wastewater Treatment	Enterprise Fund	Public Utilities
Water Production	Enterprise Fund	Public Utilities
Community Development	Special Revenue Fund	Economic & Physical Development
Cemetery Fund	Special Revenue Fund	General Government
Downtown Special Tax	Special Revenue Fund	Economic & Physical Development
Fire Dept. Special	Special Revenue Fund	Public Safety

Budgetary Data

The City Council adopts the budget as required by the North Carolina General Statutes. An annual budget is adopted for the General Fund, Special Revenues Funds, and the Water & Sewer Fund. All annual appropriations lapse at the fiscal year-end. Project ordinances are adopted for the Capital Project Funds and the Enterprise Capital Projects Funds. Expenditures may not legally exceed appropriations at the department level for all annually budgeted funds. The City Manager is authorized by the Council to transfer appropriations within a fund up to \$5,000 and within a department. Budget amendments are required for any revisions that alter total expenditures of any fund or that change functional appropriations. If necessary, City Council must adopt an interim budget that covers the period from July 1 until the annual budget ordinance can be adopted.

Budget Calendar

North Carolina General Statutes 159-10 through 159-13 set forth requirements for a budget calendar to denote specific days on which certain steps of the budget process are to be performed. The City's complete budget calendar can be viewed under the *Budget Calendar* section of the budget document.

N.C.G.S. prescribed dates:

N.C.G.S. 159-10

Before April 30 of each fiscal year (or an earlier date fixed by the budget officer), each department head shall transmit to the budget officer the budget requests and revenue estimates for his department for the budget year.

N.C.G.S. 159-11 (b)

The budget, together with a budget message, shall be submitted to the governing board no later than June 1.

N.C.G.S. 159-1 (a)

Not earlier than 10 days after the day the budget is presented to the board and not later than July 1, the governing board shall adopt a budget ordinance making appropriations and levying taxes for the budget year in such sums as the board may consider sufficient and proper, whether greater or less than the sums recommended in the budget.

FY 2019-2020 CIP and Budget Schedule

Budget Preparation Steps	Date
Departments begin meeting internally to develop CIP project requests	November 1, 2018
Departments submit CIP project requests to Finance & Administration	November 28, 2018
Department Directors meet with City Manager & Finance staff to discuss CIP project requests	December 3-14, 2018
Budget Breakout Meeting with City Council	December 4, 2018
City Manager & Finance staff rank CIP project requests & establish a priority list	December 18, 2018
CIP Project impact & financial analysis is completed to prepare for operating budget	December 19, 2018-January 9, 2019
Strategic planning and CIP workshop with City Council	January 15, 2019
Budget packages delivered to departments	February 1, 2019
Departments submit budget request	February 28, 2019
City Manager & Finance staff review budget requests & prepare recommendations	March 1 -22, 2019
Budget workshop with City Council	April 16, 2019
Submit CIP & preliminary FY19-20 budget to City Council	May 3, 2019
Budget Breakout Meeting with City Council	May 7, 2019
Submit recommended FY19-20 budget to City Council for review	May 29, 2019
City Council holds public hearing regarding proposed FY19-20 budget	June 4, 2019
City Council adopts FY19-20 Budget	June 18, 2019
Fiscal Year 2019-2020 begins	July 1, 2019

The importance of the budget cannot be overstated. The budget document outlines policy direction, guides management decisions, and provides citizens with an understanding of how the City uses public money, establishing accountability. The City operates under an annual budget ordinance adopted by the City Council in accordance with the provisions of N.C.G.S. 159, also known as the Local Government Budget and Fiscal Control Act (LGBFCA). The City Council must adopt a balanced budget by July 1. Five phases shape the budget process: 1) goal setting and direction, 2) preparation and requests, 3) adoption, 4) implementation, and 5) summary of transactions.

Goal Setting & Direction

Because the budget is such an important tool, it is important that clear goals and direction be established before actual preparation begins. In the fall of each year, City Council and city staff meet to evaluate Council's existing goals and directives and to discuss any needed changes to those goals. By establishing clear goal and directives, City Council provides city staff with direction in setting priorities that help guide budget formulation. Additionally, City Council and staff meet in another workshop setting in the spring as department heads are submitting their requests. The purpose of this meeting is to review the goals and directives and to address other priorities that may have arisen in the months since the initial fall workshop.

Preparation & Requests

Preparation for the City budget begins in December with planning for the Capital Improvement Plan (CIP). Department heads meet with their staff to determine the capital needs within each division. Department heads are responsible for completing the appropriate CIP project forms and submitting their requests by the middle of January. Once CIP requests are made, the City Manager and Finance Department work to develop revenue and expenditure projections to estimate the CIP effects on the city's operating budget and financial condition. The Finance Director meets with the City Manager to prioritize the projects and determine when and how to finance them within the CIP. In mid-February, city staff presents the CIP to City Council at a workshop to receive feedback and further direction in developing the final CIP.

On March 1, the Finance Director provides each department head with a budget packet containing their current operating budget and instructions. Department heads are responsible for estimating departmental expenditures and submitting their requests and proposed departmental budgets by April 1. The Finance Department develops revenue estimates and meets with the City Manager to begin determining department allocations. Allocations are based on City Council priorities and maintaining core services. Once the City Manager, in conjunction with the Finance Director, develops a balanced budget, it is presented to City Council at a budget workshop in May to receive feedback and direction. After the workshop, the City Manager makes the necessary revisions and submits the budget to City Council for a public hearing the first week in June to receive citizen input. Final revisions are then made and the City Council approves the budget at a special meeting in mid- to late-June.

Adoption

In late June, City Council officially adopts the budget by approving a budget ordinance. The budget ordinance establishes the spending limits for each department in the upcoming fiscal year.

The adopted budget document is a guide that provides City Council and management staff with a mechanism for evaluating budgetary and organizational performance.

Implementation

Once the budget is adopted, departments have the ability to submit requisitions and obtain purchase orders from the Finance Department. The purchase orders represent the specific amount of money each department is spending for a specific item or service to perform city services. The implementation phase may also include budget transfers and budget amendments throughout the fiscal year. Changes in revenues and expenditures can occur that require the budget to be amended or funds to be transferred between accounts to adjust to the changes. Transfers and amendments allow City Council and the management staff to be proactive in addressing changes in the economy or taking advantage of unforeseen opportunities. Budget transfers and amendments must adhere to the balanced budget requirements and impose no additional tax levy liability on citizens.

Budget Transfers & Amendments

A budget transfer occurs when allocated resources within the departmental budget are transferred from one line item revenue or expenditure to another line item. A department head may request a transfer or the Finance Director may notice the need for a transfer and make a recommendation to the City Manager for the transfer. If the City Manager approves the transfer, he will notify City Council.

A budget amendment typically involves larger sums of money being transferred between accounts or departments or is needed to address needs for increases in resources. The Finance Director prepares budget amendments and submits them to City Council for approval.

Summary of Transactions

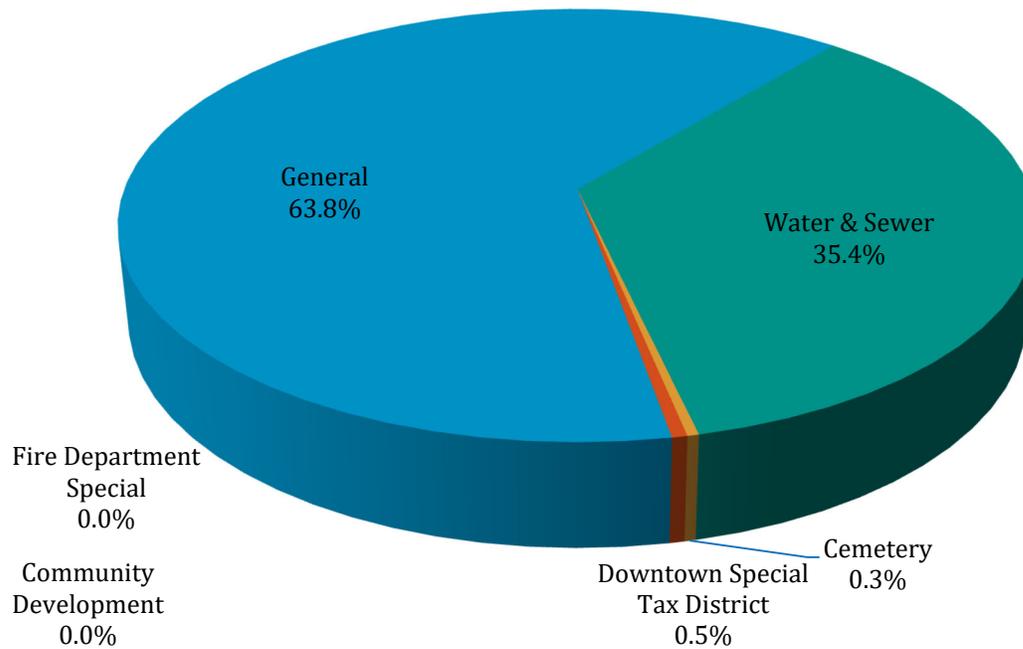
The final phase of the budget process involves reporting on all financial transactions throughout the fiscal year and performing a financial audit. The Finance Director prepares monthly reports throughout the fiscal year so that City Council and management can monitor the city's expenditures and revenues. At the end of the year, the Finance Director is responsible for generating an end-of-year report that details the city's expenditures and revenues for each fund. This is done with the help of an independent auditor who annually reviews the city's finances in order to certify that the final reports materially represent the city's financial condition. The Annual Financial Information Report (AFIR) must be submitted to the NC Department of State Treasurer by November 1, of the following fiscal year. Current and past annual reports are available for citizen review at City Hall or online at the City of Clinton website and through the NC Department of State Treasurer website.

City Revenues

City Revenues by Fund

Fund	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$9,723,135	\$9,566,200	\$9,841,336	\$10,119,000	5.78%
Water & Sewer	\$4,841,262	\$5,311,177	\$5,380,075	\$5,608,900	5.61%
Community Development	\$159	\$500	\$150	\$500	0.00%
Cemetery	\$61,485	\$46,000	\$29,700	\$55,000	19.57%
Downtown Special Tax District	\$82,719	\$83,200	\$74,958	\$73,800	-11.30%
Fire Department Special	\$1,500	\$500	\$500	\$500	0.00%
Total	\$14,710,260	\$15,007,577	\$15,326,719	\$15,857,700	5.66%

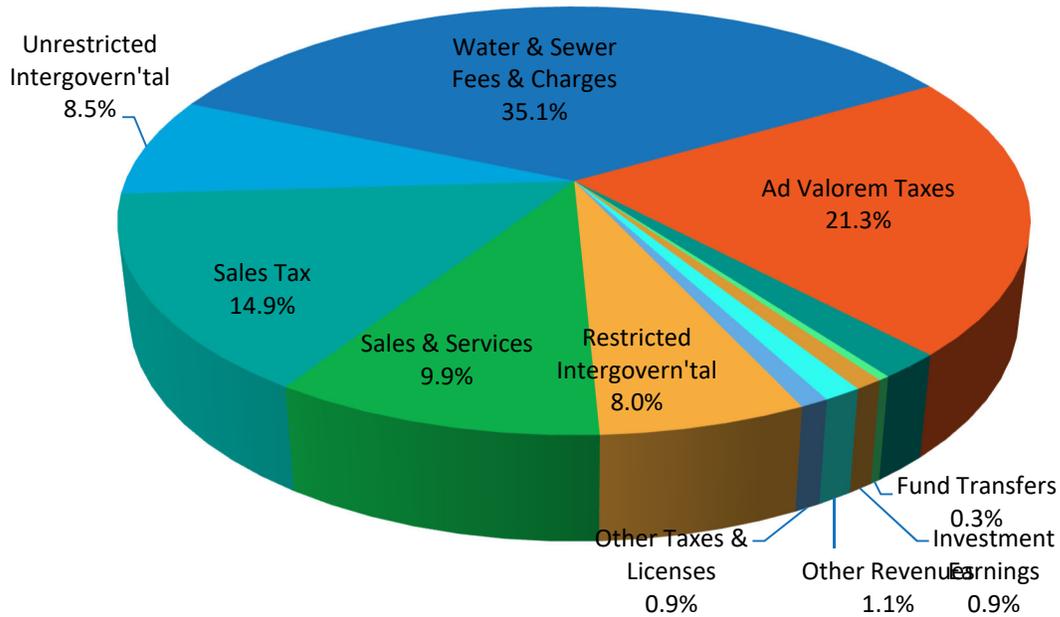
City Revenues by Fund FY19-20



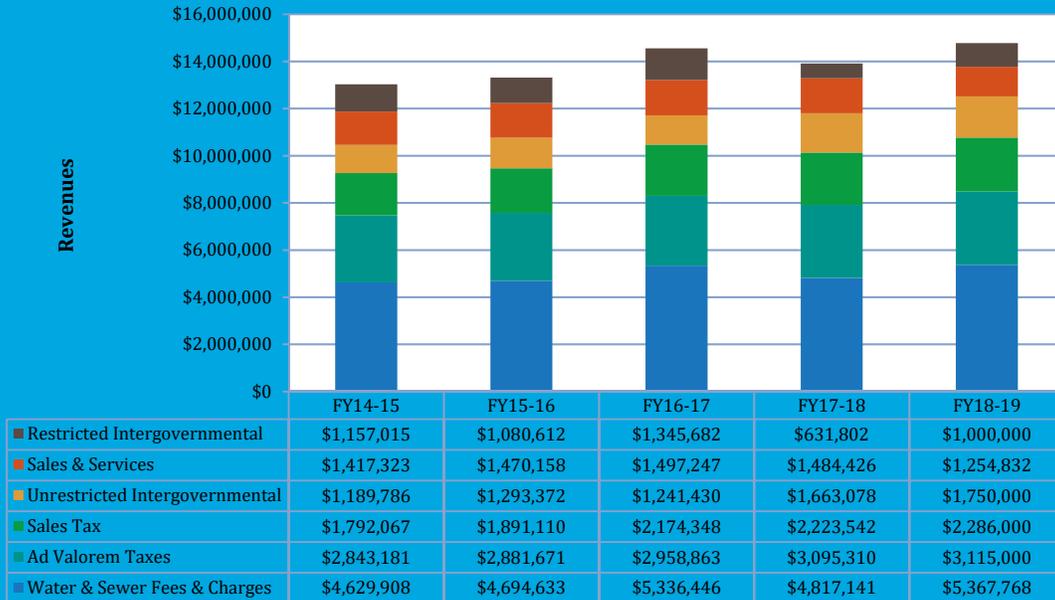
Total City Revenues by Source

Source	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Ad Valorem Taxes	\$3,168,647	\$3,126,600	\$3,125,779	\$3,376,800	8.00%
Fund Balance Appropriated	\$0	\$183,977	\$0	\$300,000	63.06%
Fund Transfers	\$60,000	\$69,200	\$53,704	\$55,000	-20.52%
Investment Earnings	\$63,119	\$53,800	\$127,307	\$136,000	152.79%
Other Revenues	\$493,878	\$367,600	\$512,260	\$182,000	-50.49%
Other Taxes & Licenses	\$86,291	\$113,300	\$106,217	\$136,500	20.48%
Restricted Intergovernmental	\$1,111,588	\$981,300	\$1,252,273	\$982,600	0.13%
Sales & Services	\$1,529,441	\$1,530,500	\$1,444,563	\$1,565,500	2.29%
Sales Tax	\$2,223,542	\$2,277,100	\$2,286,000	\$2,362,500	3.75%
Unrestricted Intergovernmental	\$1,181,078	\$1,178,200	\$1,195,895	\$1,189,400	0.95%
Water & Sewer Fees & Charges	\$4,792,676	\$5,126,000	\$5,222,721	\$5,571,400	8.69%
Total	\$14,710,260	\$15,007,577	\$15,326,719	\$15,857,700	5.66%

City Revenues by Source FY19-20



Major City Revenues by Source: Multiyear Comparison



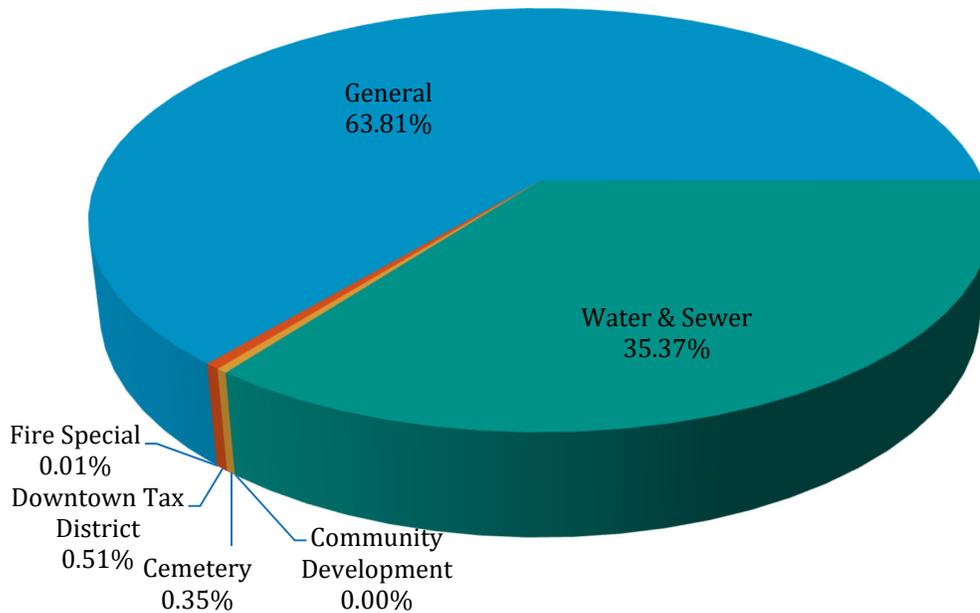
Major City Revenues by Source Projections



City Expenditures

City Expenditures by Fund					
Fund	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$9,449,687	\$9,566,200	\$9,753,957	\$10,119,000	5.78%
Water & Sewer	\$4,733,779	\$6,089,477	\$5,799,482	\$5,608,900	-7.89%
Community Development	\$0	\$500	\$0	\$500	0.00%
Cemetery	\$60,000	\$46,000	\$30,000	\$55,000	19.57%
Downtown Special Tax District	\$69,444	\$83,200	\$83,039	\$73,800	-11.30%
Fire Department Special	\$0	\$500	\$0	\$500	0.00%
Total	\$14,312,910	\$15,785,877	\$15,666,478	\$15,857,700	0.45%

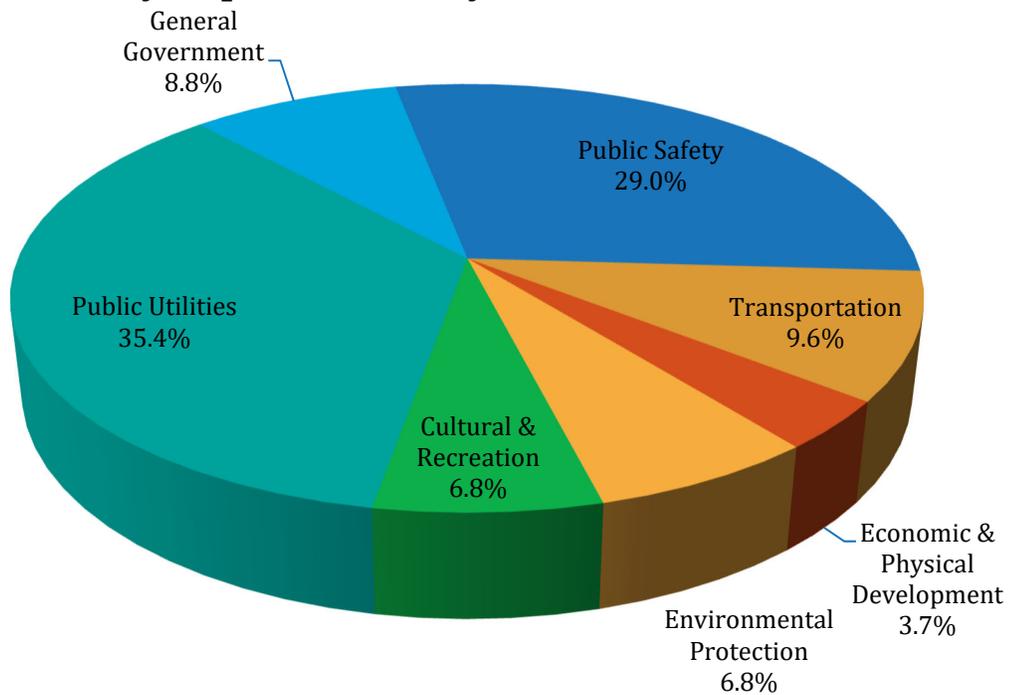
City Expenditures by Fund



Total City Expenditures by Function

Function	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Public Utilities	\$4,733,779	\$6,089,477	\$5,799,482	\$5,608,900	-7.89%
General Government	\$1,580,818	\$1,288,000	\$1,273,448	\$1,398,000	8.54%
Public Safety	\$3,941,427	\$4,173,300	\$4,271,479	\$4,594,700	10.10%
Transportation	\$1,523,818	\$1,606,500	\$1,585,264	\$1,517,800	-5.52%
Economic & Physical Development	\$573,355	\$576,900	\$579,721	\$589,000	2.10%
Environmental Protection	\$1,031,433	\$1,036,500	\$1,214,023	\$1,076,600	3.87%
Cultural & Recreation	\$928,280	\$1,015,200	\$943,061	\$1,072,700	5.66%
Total	\$14,312,910	\$15,785,877	\$15,666,478	\$15,857,700	0.45%

City Expenditures by Function FY19-20



City Expenditures by Function: Multiyear Comparison



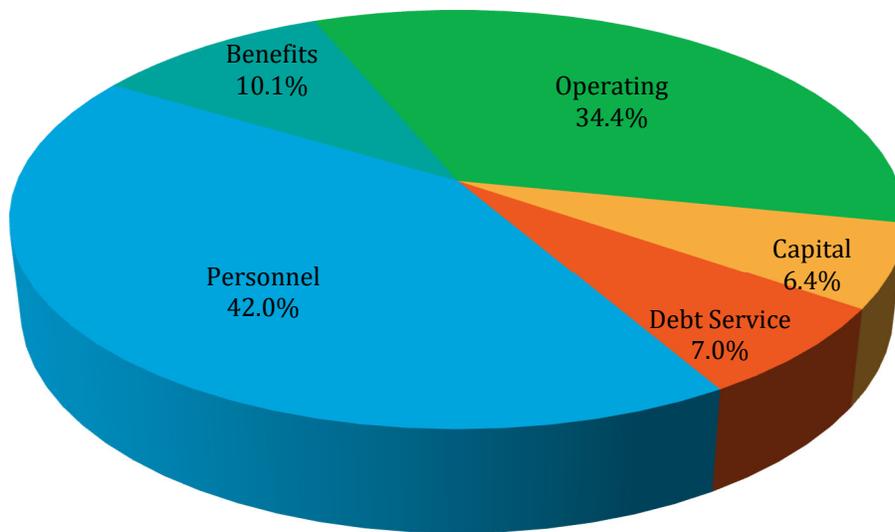
City Expenditures by Function Projections



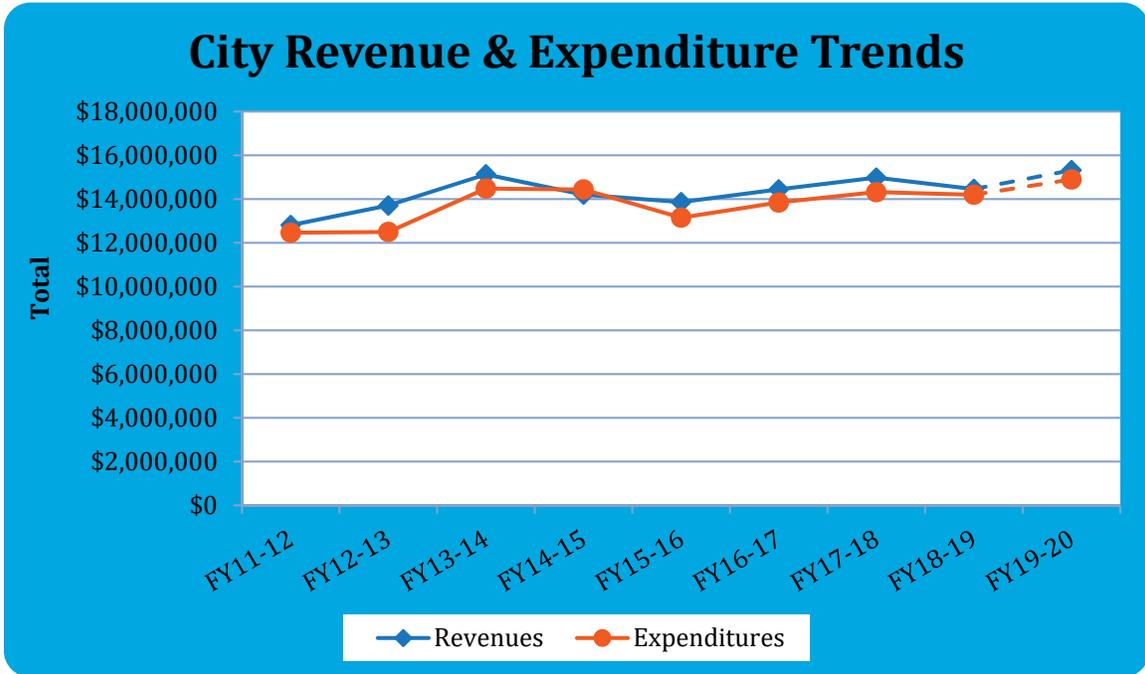
Total City Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$6,027,342	\$6,374,700	\$6,477,552	\$6,658,600	4.45%
Benefits	\$1,200,206	\$1,432,800	\$1,346,508	\$1,604,700	12.00%
Operating	\$4,968,590	\$4,986,400	\$4,916,286	\$5,458,800	9.47%
Capital	\$1,156,412	\$1,872,377	\$1,802,088	\$1,021,000	-45.47%
Debt Service	\$960,360	\$1,119,600	\$1,120,223	\$1,114,600	-0.45%
Total	\$14,312,910	\$15,785,877	\$15,662,657	\$15,857,700	0.45%

Total City Expenditures by Type FY19-20



Revenues vs. Expenditures



Combined Statement of Revenues and Expenditures

Revenue	FY 18-19		
	FY17-18 Actual	Estimate	FY 19-20 Budget
Ad Valorem Taxes	\$ 3,113,522	\$ 3,070,279	\$ 3,319,000
Investment Earnings	60,980	\$ 124,957	133,000
Other Revenues	636,684	856,367	629,300
Other Taxes & Licenses	86,291	106,217	136,500
Restricted Intergovernmental	1,111,588	1,252,273	982,600
Sales & Services	1,469,236	1,416,063	1,511,500
Sales Tax	2,223,542	2,286,000	2,362,500
Unrestricted Intergovernmental	1,181,078	1,195,895	1,189,400
Water & Sewer Fees & Charges	4,827,339	5,018,668	5,593,900
Total Revenues	14,710,260	15,326,719	15,857,700
Expenditure	FY 18-19		
	FY17-18 Actual	Estimate	FY 19-20 Budget
Public Utilities	4,733,779	5,799,482	5,608,900
General Government	1,580,818	1,273,448	1,398,000
Public Safety	3,941,427	4,271,479	4,594,700
Transportation	1,523,818	1,585,264	1,517,800
Economic & Physical Development	573,355	579,721	589,000
Environmental Protection	1,031,433	1,214,023	1,076,600
Cultural & Recreation	928,280	943,061	1,072,700
Total Expenditures	14,312,910	15,666,478	15,857,700
Excess of Revenues Over/(Under) Expenditures	397,350	(339,759)	0
Other Financing Sources			
Transfers In	60,000	30,000	55,000
Transfers Out			
Debt Proceeds	155,700	165,000	
Appropriated Fund Balance			
Total Other Financing Sources	215,700	195,000	55,000
Net Change in Fund Balance	613,050	(144,759)	55,000
Fund Balance Beginning		613,050	468,291
Fund Balance Ending	\$ 613,050	\$ 468,291	\$ 523,291

Ad Valorem Taxes

Ad valorem taxes are based on a \$0.40 tax rate per \$100 of assessed valuation (estimated at \$3.06 million with a 97.9 percent collection rate in the General Fund). The State recently implemented a new vehicle tax and tag program that has increased collection rates of vehicle taxes from the mid-80s percent range to 99 percent. Sampson County underwent revaluation in January 2019, in which the city is anticipating a 9 percent increase in property values over the county's last revaluation in 2011. The city continues to experience minimal growth as the economy recovers, leading to a slight increase projection for ad valorem revenues. Recent assessed valuation growth equates to about 1.7 percent.

Local Option Sales Tax

The North Carolina League of Municipalities (NCLM) expects statewide growth in local sales tax to show an increase of 5 percent for FY18-19 and to increase 4.5 percent for FY19-20. The City projected an increase in sales of 3.5 percent from FY18-19 to FY19-20, which is a conservative estimate based on NCLM statewide projections.

Other Taxes & Licenses

Beginning July 1, 2016, cities without transit systems are allowed to charge up to \$25 for the municipal vehicle tax through North Carolina General Statute 20-97 (b1). Municipalities would be able to use this additional tax for street purposes. The City of Clinton has included an additional \$5 vehicle tax in the FY19-20 budget. This will make the total tax \$25. The total tax revenue expected should be approximately \$135,000.

Unrestricted Intergovernmental

Clinton receives utility sales taxes, video programming revenues, and beer and wine taxes from the State. As of FY14-15, the general sales tax rate was applied to the sale of electricity and natural gas, and a percentage of the proceeds were to be returned to the cities and towns. The utility sales taxes include proceeds from state taxes on electric, gas, and telephone companies. Reports from the NCLM indicate that revenues from the telecommunications, video programming, and piped natural gas sales tax will decrease while electric tax revenues will increase. Collectively, the FY19-20 budget includes revenue estimates for utility sales taxes to increase by 3.8 percent from the FY18-19 revenue estimates.

Video programming revenue is generated from sales tax on video programming, direct-to-home satellite service, and telecommunications. For FY19-20, the City estimates \$38,000 in CATV revenues, corresponding to the expected statewide decrease in video programming revenues.

The Beer and Wine Tax includes an excise tax on beer and wine that is distributed based on a per capita basis. Distributions for FY18-19 were on target with statewide original projections. The NCLM projects FY19-20 to slightly increase.

Restricted Governmental

The NCLM reports that gas tax revenues for FY17-18 Powell Bill allocations were about the same from FY16-17. Total Powell Bill allocations for FY19-20 are expected to realize no change. Seventy-five (75) percent of the Powell Bill distribution is calculated based on municipal populations. The projected per capita allocation for the FY18-19 Powell Bill distribution is \$19.33. The remaining 25 percent of the distribution is allocated based on the number of city-maintained street system miles in each municipality. The projected value of the mileage-based allocation for the FY19-20 Powell Bill distribution is \$1,591.15 per street mile. Using these values, the City estimates its FY19-20 Powell Bill allocation to be \$245,200,

Contributions from other agencies, including Sampson County, Clinton City Schools, and the Eastern Regional Housing Authority are determined by established contracts or agreements. Special rescue services by the Clinton Fire Department outside the city limits will be the only contribution from Sampson County in the general fund. Other county contributions remain consistent. Revenues from the other agencies are for resource officers on respective campuses. These revenues will increase slightly with employee salary increases, increases in health insurance rates, and an increase in retirement contribution rates.

Fire tax collections represent revenues collected from residents within the Clinton Fire District who do not live within the City's corporate limits. The city expects a \$533,000 in this line item for FY19-20. There is a 4.51 percent increase compared to the FY18-19 budget due to requesting \$30,000 in addition to ad valorem estimates for assistance with the radio replacement program. The fire tax rate is \$.10 per \$100 assessed valuation within the Clinton fire tax district. One-third of the City's responses are outside the city limits.

The Solid Waste Disposal Tax is levied by the State on municipal solid waste and construction and demolition debris that is deposited in a landfill in the state or transferred at a transfer station for disposal outside the state. Cities receive 18.75 percent on a per capita basis for solid waste management programs and services. FY18-19 revenues increased 4 percent compared to FY17-18. The NCLM projects revenues for FY19-20 to remain flat for FY19-20.

Sales & Services

Sales and services fees primarily consist of revenues from residential and commercial garbage collection and recreation participation and facility user fees. Collection fees for residential garbage remains unchanged. Commercial collection will see an increase from \$4.75 per cubic yard to \$5 per cubic yard. Residential garbage collection accounts for \$585,000 in the FY19-20 budget and commercial collection and cardboard container rentals account for \$789,000.

Other Revenues

Other revenues represent miscellaneous revenues such as court fees, parking fines, or false alarm fines that do not easily fit into other categories. These revenue estimates are based on past trend.

Investment Earnings

Climbing interest rates have resulted in significant increases in City revenues from investment earnings over the past couple of years. A slow slight increase in interest rates suggests some economic recovery. The estimate for FY19-20 in the General Fund is \$118,000, which is an increase from FY18-19. The estimate for the Water and Sewer Fund for FY19-20 is \$15,000.

Water & Sewer Charges

The City estimates revenues of approximately \$5.6 million from water and sewer charges in FY19-20, a 5.61 percent increase over budgeted revenues for FY18-19. The City is raising water and sewer rates by 2.5 percent to adjust for inflation. The sewer surcharge is increasing by 50% to reach the last phase in of this fee to certain industrial customers.

Fund Transfers

Fund transfers consist of revenues resulting from transfers from other funds. Total fund transfers in FY19-20 are \$55,000 to the General Fund from the Cemetery Fund for cemetery maintenance.

Fund Balances

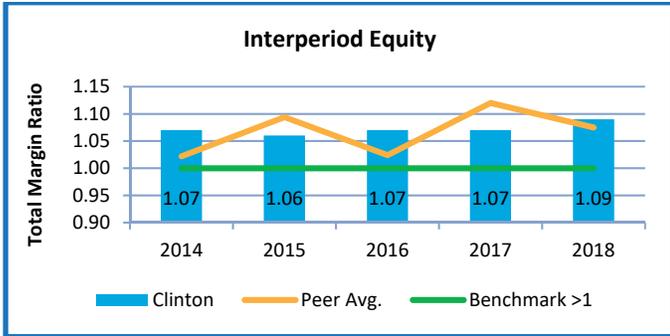
The City does plan to appropriate \$300,000 from the General Fund Balance to put a down payment on a new fire engine and purchase two (2) generators. This will replace an aging apparatus and provide generators to use during an emergency event.

Clinton's strong financial condition is the result of conservative fiscal policies coupled with strong budgetary management. Even during the recession, the City maintained a fund balance percentage above many of its peer cities. In addition, the City has only appropriated fund balance reserves to cover capital project costs. The city's financial condition has earned it credit ratings of A+ from Standard & Poor's Corporation, A3 with Moody's Investors Service Inc., and an 82 from the North Carolina Municipal Council. These ratings represent strong financial standing and are among the highest for municipalities of similar size.

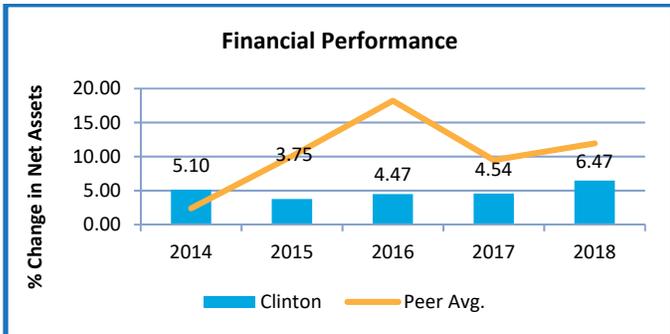
Several financial dimensions and indicators, such as service obligation, dependency, financing obligation, solvency, and leverage illustrate the city's financial condition. This section presents the city's financial condition in terms of these indicators and compare them with peer cities to illustrate Clinton's financial strength. The peer group in these analyses includes five (5) municipalities that share similar characteristics to Clinton in terms of population, geography, assessed value, services provided, and annual operating budget. The data in these analyses are collected from the Local Government Commission (LGC) and, therefore, do not include debt that does not require LGC approval.

For the charts below, blue borders identify resource flow indicators and red borders identify resource stock indicators. The analyses examine governmental activities, the General Fund, and the Water and Sewer Fund.

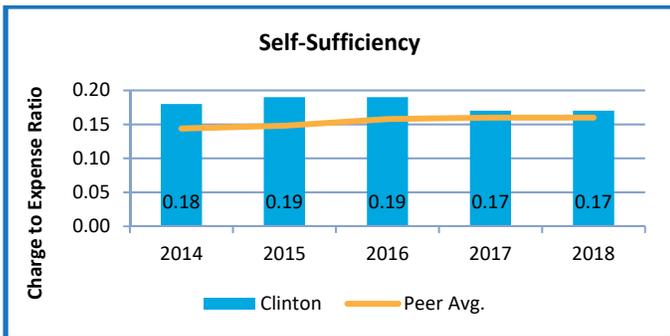
Financial Condition Analysis of Governmental Activities



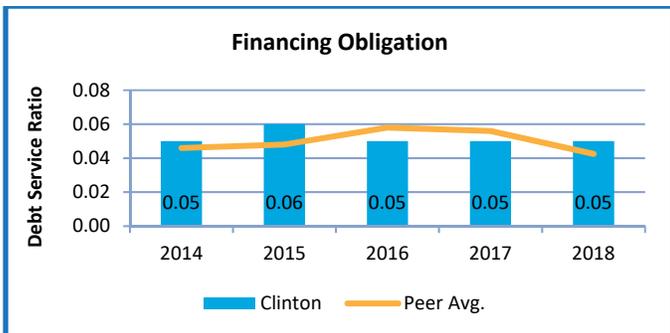
Interperiod equity measures whether or not a local government lived within its financial means. The total margin ratio (total financial resources divided by total financial obligations) is used to analyze this dimension of resource flow. A ratio of one or higher indicates resources met or exceeded obligation.



Financial performance shows how much a government's financial position improved or deteriorated because of resource flow. The percent change in net assets is calculated as the change in net assets divided by net assets, beginning. A positive percent change indicates an improved financial position.

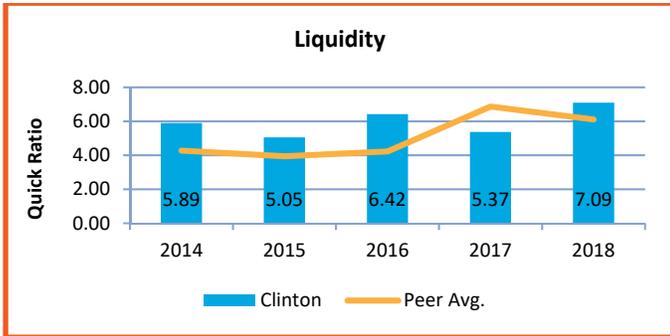


Self-sufficiency addresses the extent to which charges for services covered total expenses. The charge-to-expense ratio is calculated as charges for services divided by total expenses. A ratio of one or higher indicates that service charges cover expenses.

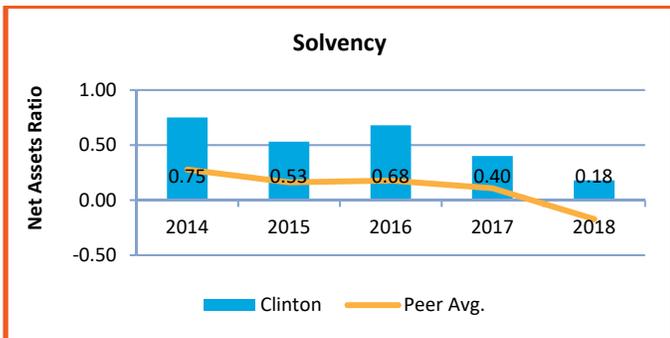


Financing obligation looks at service flexibility by determining the amount of total expenses committed to annual debt service. The debt service ratio is calculated as annual debt service divided by total expenses. A high ratio may restrict the availability of services as resources are committed to debt service.

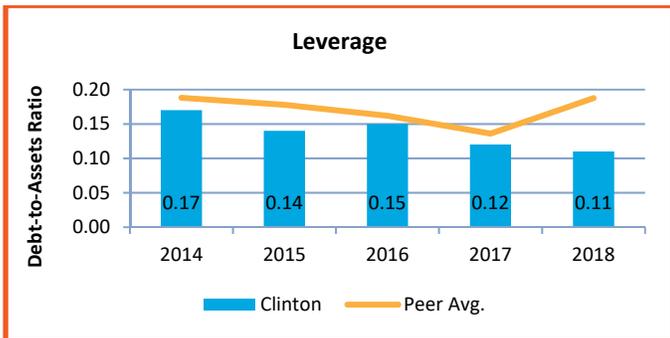
Governmental Activities Continued



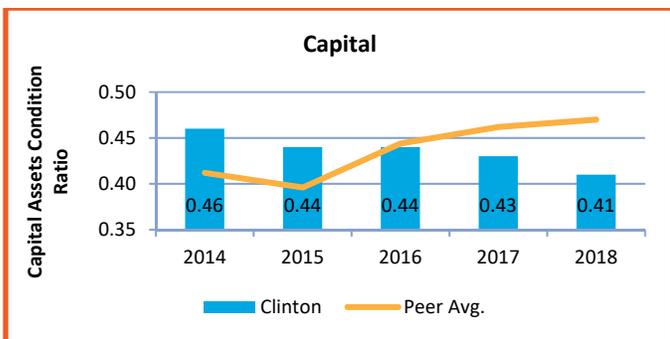
Liquidity measures a government's ability to meet its short-term obligations. The quick ratio (cash & investments divided by current liabilities) is used to analyze this dimension of resource stock. A high ratio indicates the ability to meet short-term obligations.



Solvency measures a government's ability to meet long-term obligations. The net assets ratio is calculated as unrestricted net assets divided by total liabilities. A high ratio indicates the ability to meet long-term obligations.

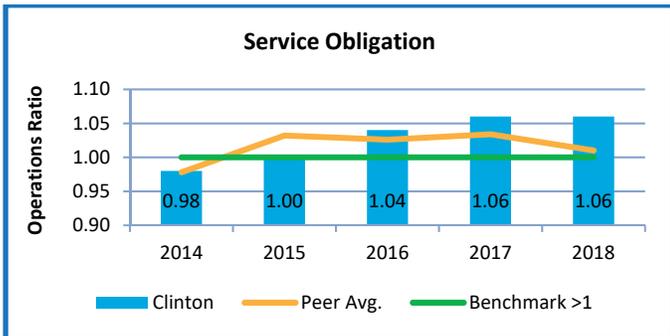


Leverage measures the extent to which total assets are financed with long-term debt. The debt-to-assets ratio is calculated as long-term debt divided by total assets. A high ratio may indicate too much reliance on debt for financing assets.

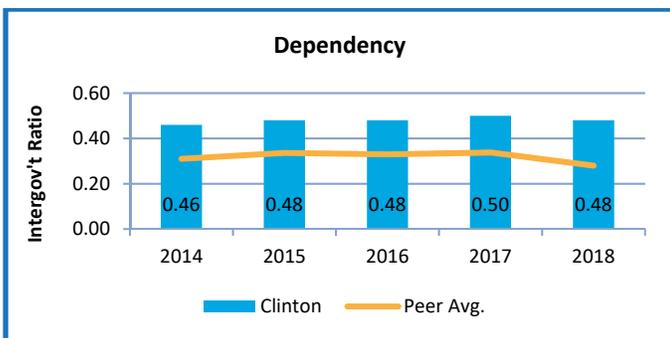


Capital is the condition of capital assets as defined by their remaining useful life. The capital assets condition ratio is calculated as accumulated depreciation divided by capital assets being depreciated. This result is then subtracted from one. Higher ratios indicate adequate investment in capital needs.

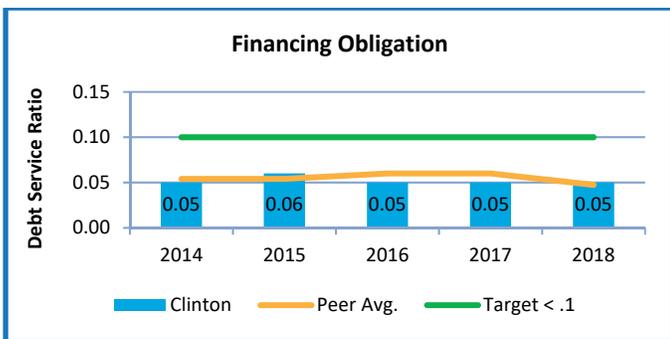
Financial Condition Analysis of the General Fund



Service obligation measures whether or not a government's annual revenues were sufficient to pay for annual operations. The operations ratio is calculated as total revenues divided by total expenditures (plus transfers to debt service fund). A ratio of one or higher indicates revenues are sufficient to cover expenditures.

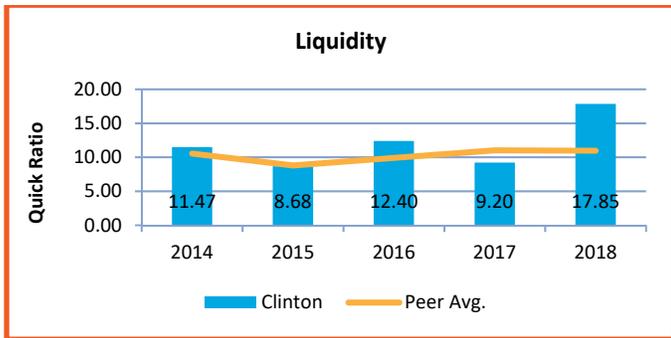


Dependency measures the extent to which a government relies on other governments for resources. The intergovernmental ratio is calculated as total intergovernmental revenue divided by total revenue. Higher ratios may indicate a heavy reliance on other governments for revenues.

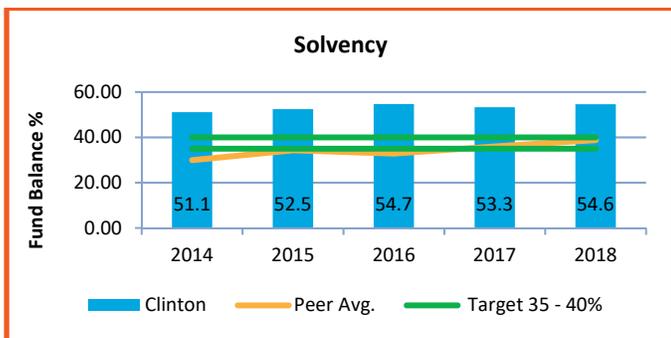


Financing obligation addresses service flexibility or the amount of expenditures committed to annual debt service. The debt service ratio is calculated as debt service divided by total expenditures (plus transfers to debt service fund). A high debt service ratio may reduce the ability to provide other services as resources are committed to debt.

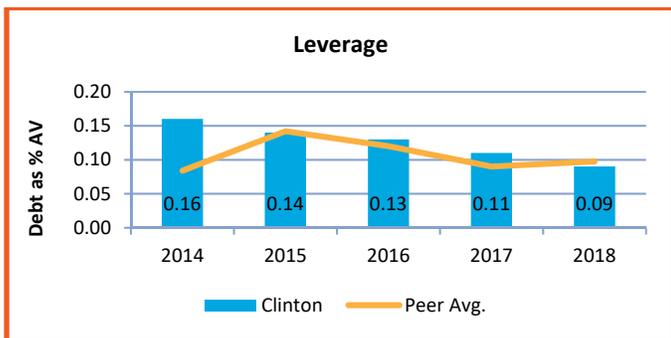
General Fund Continued



Liquidity measures a government's ability to meet its short-term obligations. The quick ratio is calculated as cash & investments divided by current liabilities. A high ratio indicates ability to meet short-term obligations.

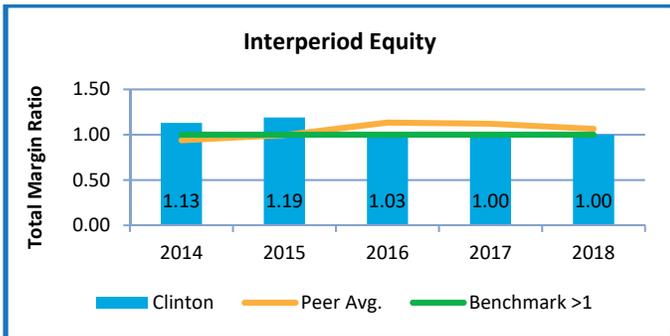


Solvency measures a government's ability to meet long-term obligations. Fund balance as a percentage of expenditures is calculated as available fund balance divided by expenditures plus transfers out. A high percentage indicates ability to meet long-term obligations. For further discussion on fund balance, refer to the fund balance section of the budget.

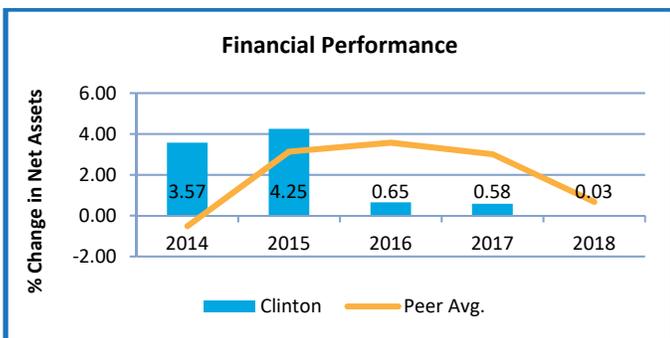


Leverage measures the extent to which a government relies on tax-supported debt. The ratio of debt as a percentage of assessed value is calculated as tax-supported, long-term debt divided by assessed value. A high ratio may indicate over reliance on debt.

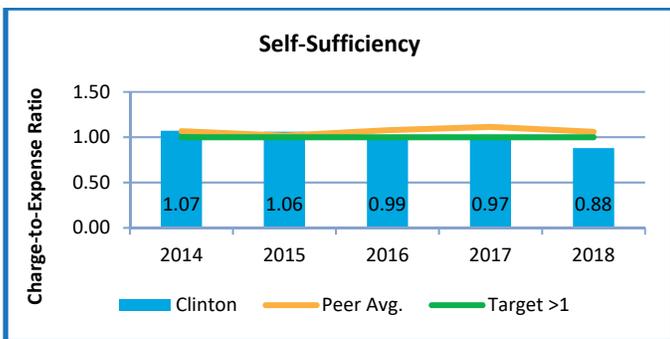
Financial Condition Analysis of the Water & Sewer Fund



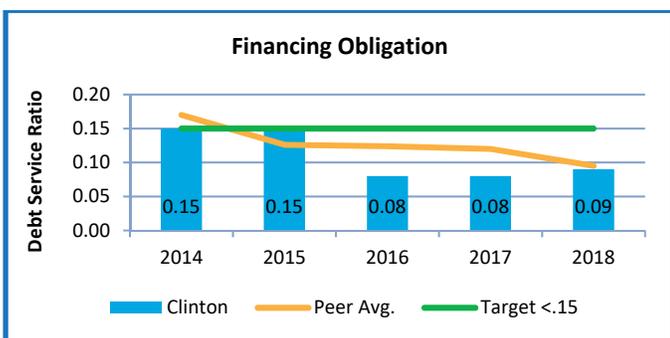
Interperiod equity measures whether a local government lived within its financial means. The total margin ratio (total financial resources divided by total financial obligations) is used to analyze this dimension of resource flow. A ratio of one or higher indicates resources met or exceeded obligation.



Financial performance shows how much a government's financial position improved or deteriorated because of resource flow. The percent change in net assets is calculated as the change in net assets divided by net assets, beginning. A positive percent change indicates an improved financial position.

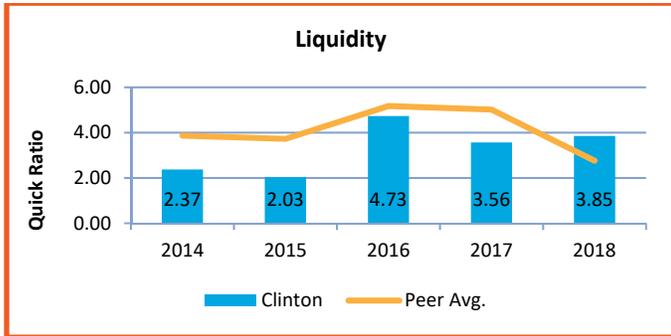


Self-sufficiency addresses the extent to which charges for services covered total expenses. The charge-to-expense ratio is calculated as charges for services divided by total expenses. A ratio of one or higher indicates that service charges cover expenses.

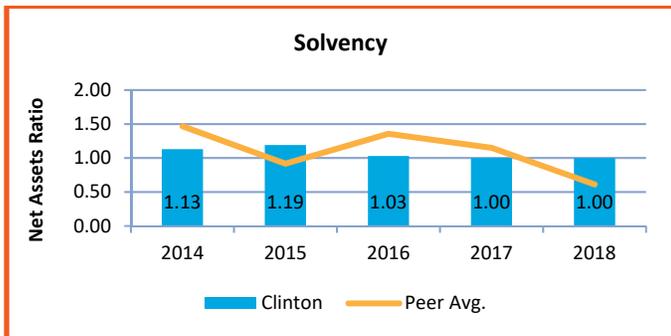


Financing obligation looks at service flexibility by determining the amount of total expenses committed to annual debt service. The debt service ratio is calculated as annual debt service divided by total expenses. A high ratio may restrict the availability of services as resources are committed to debt service.

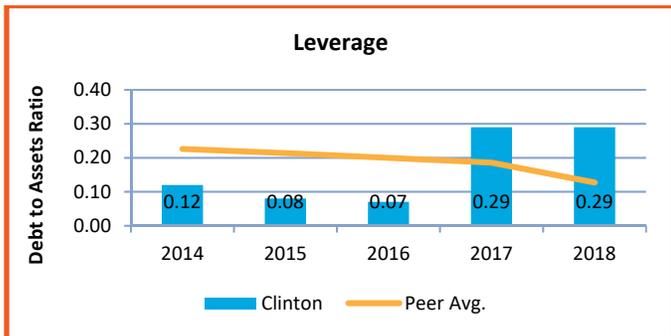
Water and Sewer Fund Continued



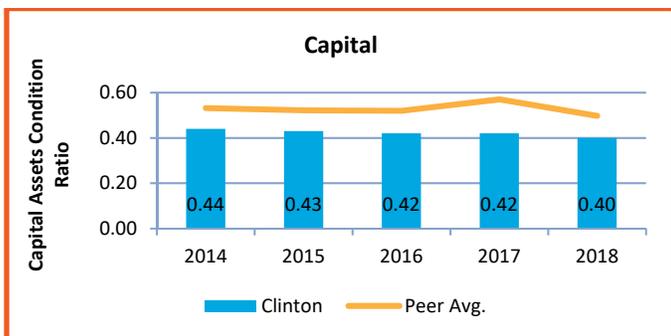
Liquidity measures a government's ability to meet its short-term obligations. The quick ratio (cash & investments divided by current liabilities) is used to analyze this dimension of resource stock. A high ratio indicates the ability to meet short-term obligations.



Solvency measures a government's ability to meet long-term obligations. The net assets ratio is calculated as unrestricted net assets divided by total liabilities. A high ratio indicates the ability to meet long-term obligations.



Leverage measures the extent to which total assets are financed with long-term debt. The debt-to-assets ratio is calculated as long-term debt divided by total assets. A high ratio may indicate too much reliance on debt for financing assets.



Capital is the condition of capital assets as defined by their remaining useful life. The capital assets condition ratio is calculated as accumulated depreciation divided by capital assets being depreciated. This result is then subtracted from one. Higher ratios indicate adequate investment in capital needs.

Fund balance is the difference between the assets and liabilities in a fund. Fund balance acts as a reserve or “rainy day” fund for unanticipated incidents or opportunities. Revenues and expenditures in the budget are estimates for the current fiscal year. Often, revenues and expenditures do not exactly offset each other at the end of the fiscal year. If revenues exceed expenditures, the result is a surplus of money added to the fund balance. If expenditures exceed revenues, the result is a deficit and money is withdrawn from the fund balance to balance the budget.

The North Carolina Local Government Commission (LGC) recommends units of government retain an amount of unreserved fund balance in the General Fund of at least eight (8) percent of appropriations of the fund. Clinton City Council has adopted a policy recommending the City maintain a fund balance between 35 and 40 percent for the General Fund and 47 and 53 percent for the Water and Sewer Fund.

Purpose of Fund Balance

Fund Balance is available to help balance the City’s budget in the event expenditures exceed revenues. A strong fund balance helps the City achieve a solid bond rating but also helps the City in other ways, including:

- paying for unexpected expenses or to make up for revenue shortfalls,
- balancing the budget without increasing taxes or rates,
- responding to emergencies,
- taking advantage of unexpected opportunities, and
- paying for capital projects or needs without needing to borrow money.

Issues Concerning Fund Balance

An inadequate fund balance can lead to cash flow problems, disruption of services, or the inability of the City to respond in an emergency. Building a strong fund balance requires a substantial amount of time and often includes increases in taxes and fees and/or significant expenditure cuts. For these reasons fund balance should be managed effectively to ensure it is not regularly used to offset operating deficits. While a strong fund balance provides the City with flexibility and financial security, excessive fund balance also can be an indicator that taxes or fees are too high or that the City may not be spending money adequately to respond to the needs of citizens or the organization.

Amount of Fund Balance

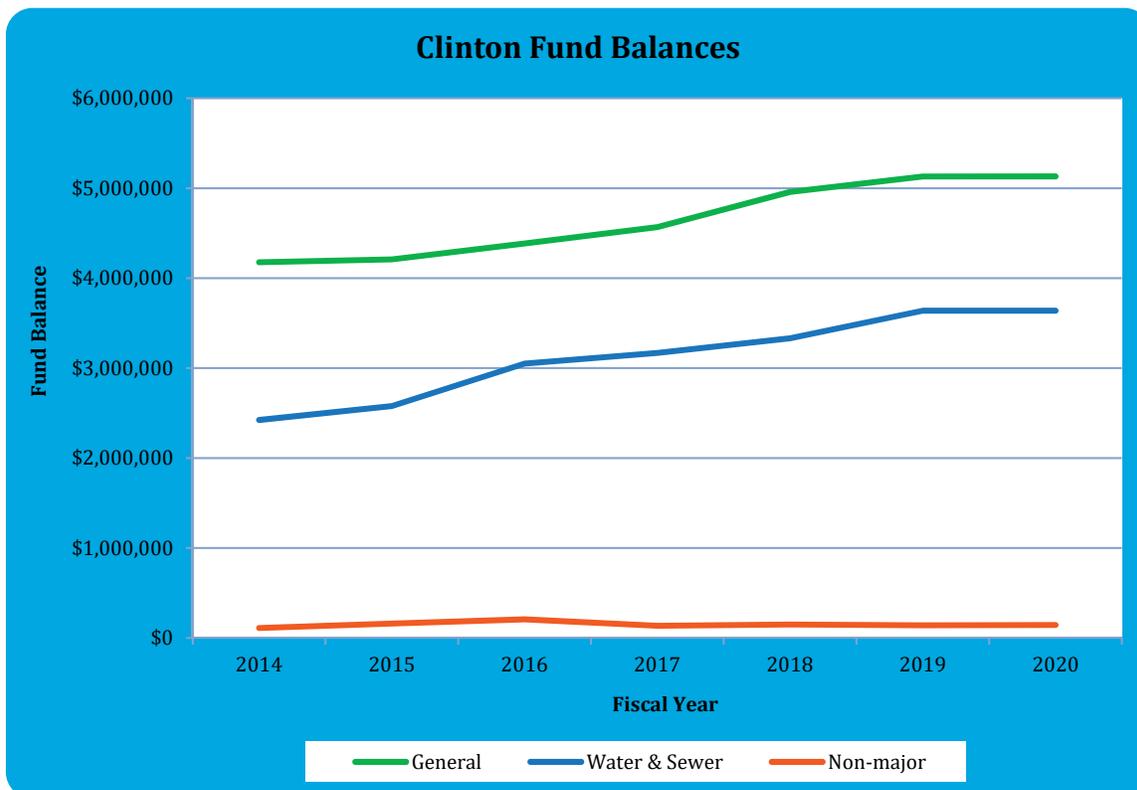
The LGC recommends a minimum fund balance of eight (8) percent but most local governments carry a higher percentage. Good benchmarks for the appropriate amount of fund balance include ensuring enough revenue to avoid cash flow problems, typically about four to six (4-6) months of operating expenses, and the average fund balance percentage within a peer group. The average fund balance for North Carolina municipalities in Clinton’s population range, not operating an electric system, is 73 percent. This group is designated by the LGC as municipalities with populations between 2,500 and 9,999. This percentage is skewed toward a higher value because smaller municipalities often carry higher fund balance percentages because they have smaller budgets. Clinton’s policy for the General Fund is to maintain a fund balance of 35 to 40 percent, which is equivalent to five (5) months of operating expenses. There are no general guidelines for fund balance levels in enterprise funds, such as the Water and Sewer Fund. The City has adopted a 47 to 53 percent (6 months

equivalent) goal for the Water and Sewer Fund. The chart below includes unassigned and assigned fund balance for the General Fund and Non-major Funds and all retained earnings for the Water and Sewer Fund.

The budget discusses the city's use of fund balance for FY19-20 in the revenues sections for each fund.

Clinton Fund Balance

Fund	2014	2015	2016	2017	2018	2019	2020
General	\$4,176,527	\$4,209,054	\$4,385,746	\$4,568,127	\$4,959,217	\$5,130,528	\$5,130,528
% Change	-40.68%	0.78%	4.20%	4.16%	8.56%	3.45%	0.00%
Fund Balance %	43.42%	47.66%	50.65%	49.15%	53.20%	56.27%	52.93%
Months Equiv.	5.21	5.72	6.08	5.90	6.38	6.75	6.35
Water & Sewer	\$2,422,945	\$2,577,629	\$3,049,361	\$3,169,049	\$3,331,063	\$3,637,976	\$3,637,976
% Change	0.60%	6.38%	18.30%	3.93%	5.11%	9.21%	0.00%
Fund Balance %	50.55%	58.20%	62.56%	64.99%	71.34%	71.71%	64.86%
Months Equiv.	6.07	6.98	7.51	7.80	8.56	8.61	7.78
Non-major	\$110,594	\$160,069	\$206,991	\$135,000	\$149,809	\$139,809	\$145,000
% Change	29.35%	44.74%	29.31%	-34.78%	10.97%	-6.68%	3.71%
Fund Balance %	138.58%	200.56%	112.12%	108.00%	115.73%	128.27%	111.71%
Months Equiv.	16.63	24.07	13.45	12.96	13.89	15.39	13.41



The City may choose to take on debt through financing to pay for major projects or large equipment. Issuing debt to pay for major projects and equipment allows the City to reduce its immediate burden to pay for large capital projects. This allows the cost to be spread out over time and shares the financing burden among the taxpayers who receive the most benefit from the project. North Carolina General Statute 159-55 limits local government debt to a maximum of eight (8) percent of the unit's taxable assessed valuation, which is \$61,048,859 for Clinton as of July 2018.

Types of Debt Financing

The following is a common list of financing options used by local governments in North Carolina to issue debt.

General Obligation Bonds

General Obligation (GO) bonds require voter approval because the debt is secured by the taxing power of the local government. When a local government issues GO bonds they promise to pay back the loan by using all revenue available at its disposal, including its ability to raise taxes. GO bonds in North Carolina require approval of the North Carolina Local Government Commission (LGC). GO bonds typically have the lowest interest rates and twenty-year terms. The City will not consider GO bonds for any project unless the cost exceeds \$2 million.

Revenue Bonds

Revenue bonds are secured and repaid from specific revenues and can only be used to finance revenue-producing projects. Revenues earned from these projects repay the bond. These revenues are most often the net earnings from enterprise or self-supporting utilities. Revenue bonds are commonly used to finance water and sewer capital improvements. The LGC requires an independent, nationally recognized consulting firm to conduct a feasibility study and that revenues from the project be 20 percent greater than total debt service costs and operating expenses of the projects. The city will not consider revenue bonds for utility projects unless the cost exceeds \$3 million.

Installment Purchase Agreements

Installment purchase (IP) (or lease-purchase) financing can be either short-term or long-term. IP agreements allow local governments to borrow money at a lower rate than conventional loans because lenders do not have to pay taxes on the interest portion of the payments it receives. This type of financing is typically used for items such as equipment and vehicles. For large IP agreements, the LGC must approve the debt. Installment purchasing presents the best option for most of the city's current capital needs.

Certificates of Participation

Certificates of Participation (COPs) operate similar to revenue bonds and typically have higher interest rates than GO bonds because the debt is secured by funds resulting from project being financed and cannot be secured by the "full faith and credit" of the government. The local government uses revenue to pay off debt on a capital project. Unlike revenue bonds, however, local governments can use the revenue from the entire unit to pay off the debt and are not limited to using revenue only produced by the financed project. COPs are typically financed for ten- to twenty-year terms. This type of financing should be considered for a revenue-generating project.

Tax Increment Financing Bonds

Tax Increment Financing (TIF) bonds are high risk for investors because the debt is secured on anticipated increases in property value. A TIF project begins by designating an area as a TIF district and determining a base property value. The base valuation is set for a specific number of years, during which time public and private investments should improve the property. The increase in value over the base valuation is the increment. Local governments continue to accrue taxes levied on the base valuation for normal operations. Additional taxes levied on the increment are for the repayment of debt service or other qualifying needs associated with the TIF. At the end of the specified time, all debt associated with the TIF is amortized and all tax revenues can be used at the discretion of the local government. A successful TIF project is dependent upon an increase in the property value of the designated district. The inherent risk in TIF is the assumption that property values will increase enough to repay the associated debt. TIF bonds can be financed for up to thirty years.

Clinton's Debt Obligation

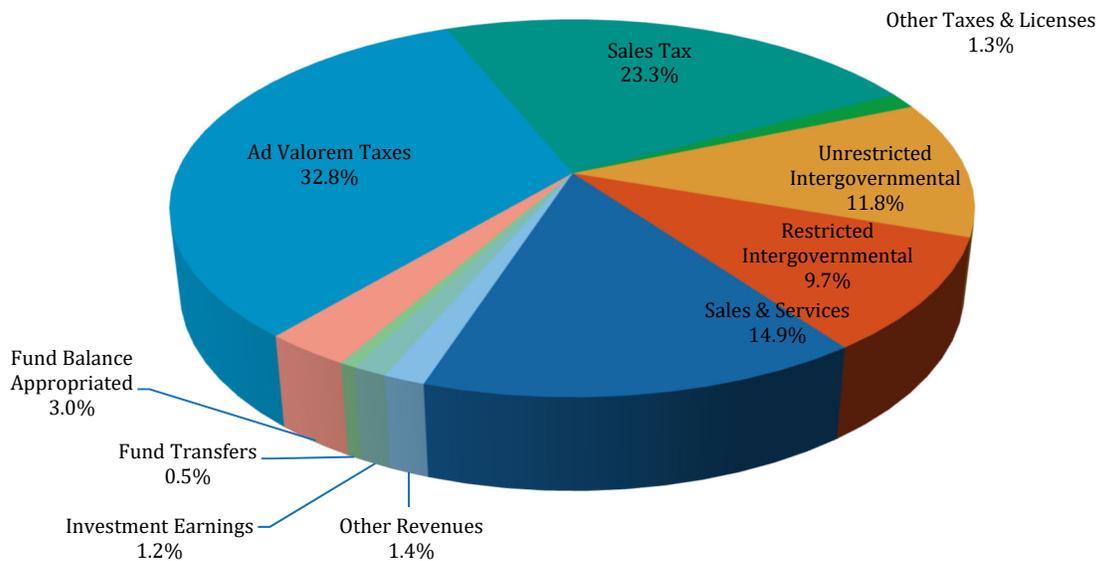
As of June 30, 2019, the City's debt obligation is \$14,759,946. Approximately \$3.8 million is in the General Fund and \$10.9 million in the Water & Sewer Fund. All of the City's General Fund debt is financed through installment purchase agreements. The City intends to issue \$880,000 in the General Fund in FY19-20 for two (2) garbage trucks and a new fire engine. Sixty-four (64) percent of debt in the Water and Sewer Fund is financed through USDA.

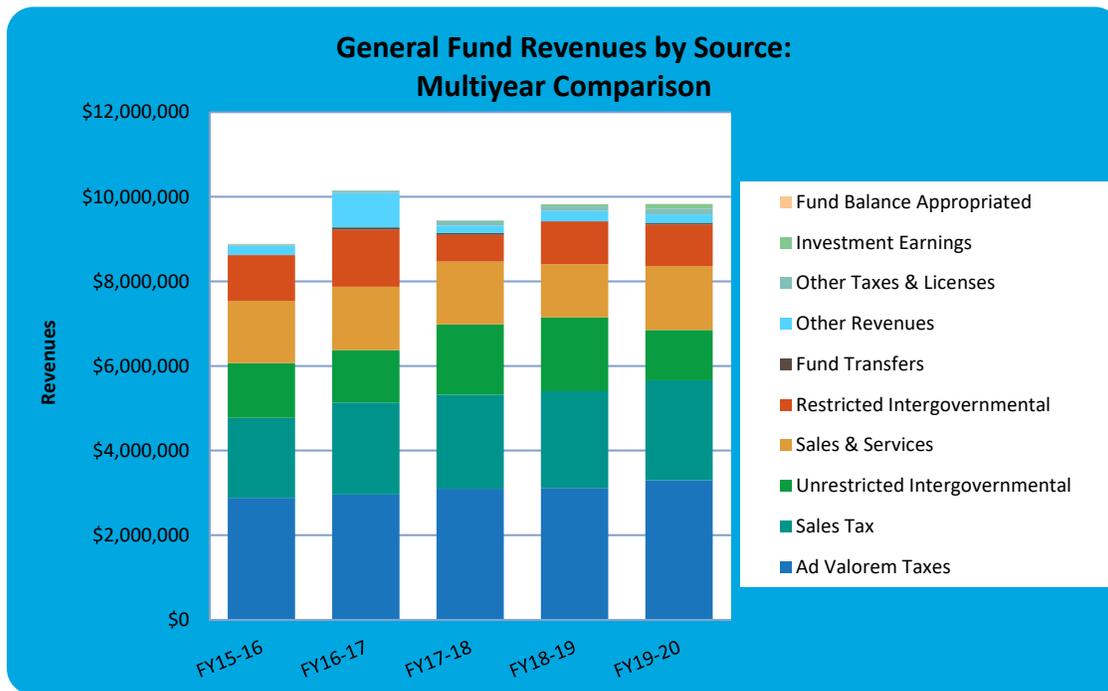
Clinton Debt Obligation										
General Fund										
Issue Year	Project / Equipment	Finance Type	\$ Issued	Term	Rate	Calendar Year Retired	FY19-20 Principal	FY19-20 Interest	FY19-20 Debt Service	
2010	City Hall Renovation	Installment Purchase	\$500,000	10	3.39%	2020	\$50,000	\$3,390	\$53,390	
2015	2 Mack Garbage Trucks	Installment Purchase	\$482,820	4	1.55%	2019	\$120,705	\$1,871	\$122,576	
2018	2 Two-ton trucks	Installment Purchase	\$165,000	4	3.09%	2022	\$41,250	\$5,099	\$46,349	
2017	Front Loader	Installment Purchase	\$155,700	4	1.98%	2021	\$38,536	\$2,335	\$40,871	
2013	Sutphen Fire Truck	Installment Purchase	\$635,000	10	2.27%	2022	\$65,538	\$6,157	\$71,695	
2013	Downtown Ph. 1 & 2 Refinance	Installment Purchase	\$893,066	12	2.19%	2024	\$73,759	\$10,238	\$83,997	
2013	Downtown Phase 3	Installment Purchase	\$1,000,000	20	3.50%	2033	\$43,105	\$27,265	\$70,370	
			\$3,831,586							\$489,248
Water & Sewer Fund										
Issue Year	Project / Equipment	Finance Type	\$ Issued	Term	Rate	Calendar Year Retired	FY19-20 Principal	FY19-20 Interest	FY19-20 Debt Service	
2017	Sewer Vac Truck	Installment Purchase	\$345,400	10	1.72%	2020	\$87,074	\$3,021	\$90,095	
2007	Industrial Sewer Capacity II	State Revolving Loan	\$2,525,098	15	2.10%	2024	\$168,335	\$17,675	\$186,010	
2009	Industrial Sewer Capacity III	State Revolving Loan	\$242,152	20	2.10%	2030	\$11,507	\$2,658	\$14,165	
2010	ARRA Clear Well	Installment Purchase	\$152,016	20	0.00%	2030	\$7,143	\$0	\$7,143	
2015	Southwood Elevated Tank	State Revolving Loan	\$1,669,694	20	0.00%	2035	\$82,317	\$0	\$82,317	
2018	Water Capacity Expansion	Installment Purchase	\$4,836,000	40	2.75%	2057	\$72,000	\$129,250	\$201,250	
2018	Water Capacity Expansion	Installment Purchase	\$1,158,000	40	2.25%	2057	\$19,000	\$25,223	\$44,223	
			\$10,928,360							\$625,202
Total			\$14,759,946							\$1,114,450

Revenues by Source

General Fund Revenues by Source					
Source	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Ad Valorem Taxes	\$3,113,522	\$3,070,000	\$3,070,279	\$3,319,000	8.11%
Sales Tax	\$2,223,542	\$2,277,100	\$2,286,000	\$2,362,500	3.75%
Other Taxes & Licenses	\$86,291	\$113,300	\$106,217	\$136,500	20.48%
Unrestricted Intergovernmental	\$1,181,078	\$1,178,200	\$1,195,895	\$1,189,400	0.95%
Restricted Intergovernmental	\$1,111,588	\$981,300	\$1,252,273	\$982,600	0.13%
Sales & Services	\$1,469,236	\$1,485,500	\$1,416,063	\$1,511,500	1.75%
Other Revenues	\$430,821	\$320,300	\$351,905	\$144,500	-54.89%
Investment Earnings	\$47,057	\$31,300	\$109,000	\$118,000	277.00%
Fund Transfers	\$60,000	\$69,200	\$53,704	\$55,000	-20.52%
Fund Balance Appropriated	\$0	\$40,000	\$0	\$300,000	650.00%
Total	\$9,723,135	\$9,566,200	\$9,841,336	\$10,119,000	5.78%

**General Fund Revenues by Source
FY19-20**





Source Descriptions

Ad Valorem Taxes

Ad valorem taxes are taxes paid on real and personal property located within the Clinton city limits. Taxes for real and personal property are levied based upon the preceding January 1 valuations of the property and the tax rate established by City Council. Sampson County revalues real and personal property every eight years, with the most recent occurring in 2019. The City contracts with the Sampson County Tax Department to levy and collect ad valorem taxes. The City’s average collection is 97.9 percent. Ad valorem taxes typically comprise approximately one-third of all General Fund revenues with an estimated \$3.3 million in FY19-20 at a tax rate of \$.40. The revenue-neutral rate was \$0.38.

Sales Tax

The State of North Carolina collects local option sales tax on behalf of Sampson County. The local option sales tax rate of \$0.0225 consists of four separate taxes authorized by North Carolina General Statutes: Article 39 at \$0.01, Article 40 at \$0.005, Article 42 at \$0.005 and Article 44 at \$0.005. In October of 2008, the State eliminated the per capita portion of the Article 44 sales tax and replaced it with a “hold harmless” reimbursement. This local government sales and use tax is applied to sales made in the county and is allocated among the county and municipalities within the county on a per capita basis. In the past, sales tax revenues have represented the General Fund’s second largest revenue source and the same holds true for FY19-20 at \$2.4 million.

Other Taxes

Automobile and privilege licenses comprise “other taxes and licenses” category. The automobile licenses revenue is from fees paid by Clinton citizens on their vehicle tags. These fees generate \$30,000 to \$35,000 a year. Beginning July 1, 2016, cities are allowed to charge up to \$25 for the municipal vehicle tax through North Carolina General Statute 20-97 (b1). Municipalities would be able to use this additional tax for street purposes. The City of Clinton has included an additional \$5 vehicle tax in the FY19-20 budget. This makes the total vehicle tax \$25 per registered vehicle. The total tax revenue expected will be about \$135,000.

Unrestricted Intergovernmental

The largest portion of unrestricted intergovernmental revenues consists of Utility Sales Taxes (CATV, electric, gas, and telecommunications), ABC revenues, and the Beer and Wine Tax. CATV sales taxes are applied to the gross receipts of cable service and direct-to-home satellite service retailers on the video programming provided to subscribers in the state. Utility sales taxes represent the largest amount of unrestricted intergovernmental revenues at \$1,189,400. The tax is based on gross receipts of the sales of utility companies within the City’s corporate limits. ABC revenues come directly from the Clinton ABC Board and represent 80 percent of ABC profits. Unrestricted ABC revenues represent \$200,000 in the FY19-20 budget. The State levies a beer and wine tax on the sale of malt beverages, fortified wine, and unfortified wine. The State annually distributes a percentage of the tax on the sales of these beverages generated within the City’s corporate limits. Beer and wine tax revenues are \$38,000 in the FY19-20 budget.

Restricted Governmental

Restricted intergovernmental revenues include Powell Bill funds and other federal, state, or local government funds or grants that are restricted for a specific purpose. Powell Bill revenue is the annual appropriation from the State Highway Fund for the proceeds from a one and three-fourth ($1\frac{3}{4}$) cents tax on each gallon of motor fuel sold within the state. The State calculates the annual Powell Bill distribution based on population and the number of road miles maintained by the City. Fire tax collections represent revenues collected from residents within the Clinton Fire District who do not live within the city’s corporate limits. The tax rate is \$.10 as set by the County Commissioners. The City receives annual revenues from the Clinton City School system to cover the costs associated with providing resource officers on school campuses. The City expects to receive \$982,600 in restricted intergovernmental revenues in FY19-20.

Sales & Services

Sales and services fees primarily consist of revenues from residential and commercial garbage collection and recreation participation and facility user fees. Residential garbage collection accounts for \$585,000 in the FY19-20 budget and commercial collection and cardboard container rentals account for \$789,000. The residential garbage and recycling collection rate for FY19-20 is \$15.50. Recreation participation and facility user fees represent \$53,100 in the FY19-20 budget.

Investment Earnings

Investment earnings include the return earned on cash and investment balances. Interest is earned on the cash balances invested with the North Carolina Capital Management Trust (NCCMT). Investment earnings have

increased significantly since the decline in the economy in 2008. Investment earnings account for \$118,000 in the FY19-20 budget.

Fund Transfers

Fund transfers consist of revenues resulting from transfers from other funds. A transfer of \$55,000 from the Cemetery Fund is for equipment and maintenance directly related to upkeep of the city's cemeteries. Transfers represent \$55,000 in the FY19-20 budget.

Other Revenues

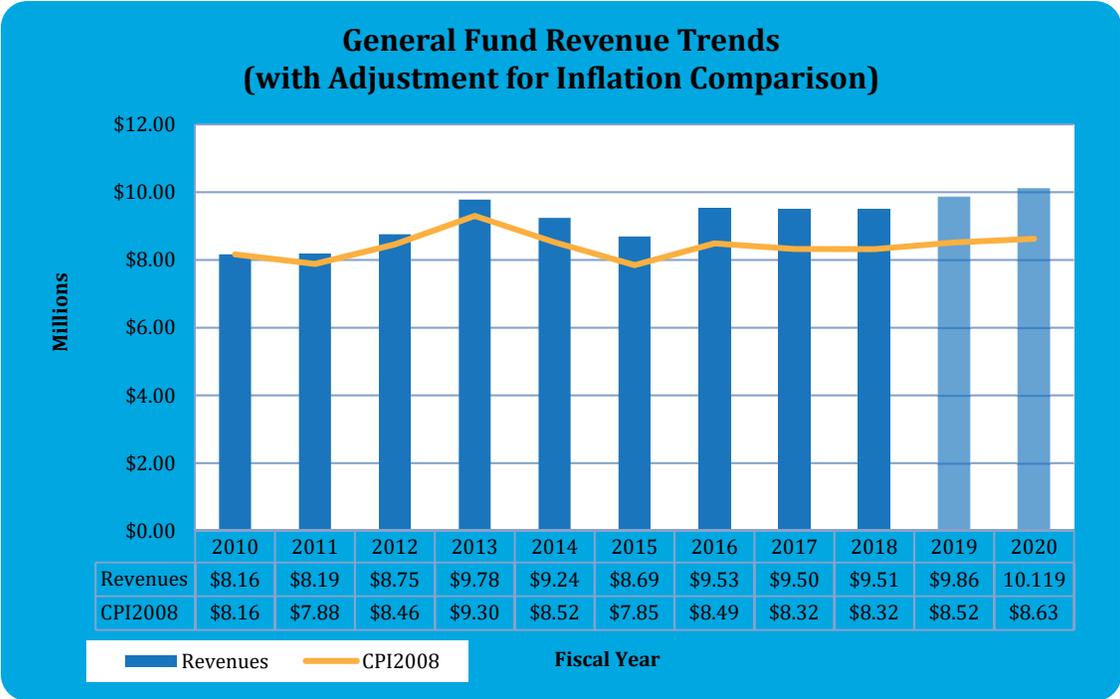
Other revenues represent miscellaneous revenues such as court fees, parking fines, or false alarm fines that do not easily fit into other categories. These revenues account for \$144,500 in the FY19-20 budget.

Revenues by Line Item

General Fund Revenues					
Line Item Description	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Prior Year Taxes	\$39,054	\$45,000	\$37,800	\$40,000	-11.11%
Current Year Taxes	\$2,838,321	\$2,800,000	\$2,795,000	\$3,060,000	9.29%
Fire Tax Collections	\$482,000	\$510,000	\$510,000	\$533,000	4.51%
Vehicle Taxes	\$271,792	\$260,000	\$280,000	\$260,000	0.00%
Rental Vehicle Tax	\$18,212	\$17,000	\$16,481	\$17,000	0.00%
City School Police Officer	\$119,000	\$111,600	\$111,600	\$118,500	6.18%
HUD Officers	\$44,065	\$45,000	\$45,000	\$45,000	0.00%
FEMA Revenue	\$0	\$0	\$300,000	\$0	#DIV/0!
Emergency State Revenue	\$0	\$0	\$0	\$0	#DIV/0!
Insurance Revenue	\$46,158	\$13,700	\$13,905	\$10,000	-27.01%
Payment In Lieu Of Taxes	\$15,525	\$6,000	\$5,900	\$6,000	0.00%
Tax Discounts	\$0	\$0	\$0	\$0	#DIV/0!
Collection Fee	(\$70,273)	(\$66,000)	(\$68,700)	(\$68,000)	3.03%
Lot Cleaning	\$18,362	\$10,500	\$10,000	\$20,000	90.48%
Demolition Reimbursement	\$0	\$10,000	\$0	\$0	-100.00%
Lot Cleaning Interest	\$583	\$0	\$200	\$500	#DIV/0!
Tax Penalties & Interest	\$16,416	\$14,000	\$9,698	\$10,000	-28.57%
Auto License	\$85,631	\$112,500	\$105,240	\$135,000	20.00%
Privilege License	\$635	\$500	\$400	\$500	0.00%
Admin. Fee For Intin Merchants	\$25	\$200	\$100	\$500	150.00%
Precious Metal Fees	\$0	\$100	\$477	\$500	400.00%
Utility Sales Tax Video Program	\$38,371	\$39,300	\$38,000	\$38,000	-3.31%
Interest Earned	\$47,057	\$31,300	\$109,000	\$118,000	277.00%
Miscellaneous Revenue	\$67,026	\$25,000	\$15,000	\$24,400	-2.40%
Return Check Charge	\$0	\$0	\$0	\$0	#DIV/0!
Rent- Fontana St.	\$48,000	\$48,000	\$48,000	\$48,000	0.00%
Rent-Cell tower	\$35,698	\$36,000	\$36,253	\$36,000	0.00%
Sale of Property	\$64,138	\$21,100	\$38,851	\$16,000	-24.17%
Utility Sales Tax Electric	\$769,180	\$763,100	\$785,000	\$795,000	4.18%
Utility Sales Tax Piped Gas	\$34,225	\$28,700	\$25,200	\$25,000	-12.89%
Utility Sales Tax Telecomm	\$87,255	\$89,400	\$84,800	\$81,400	-8.95%
Beer & Wine	\$37,067	\$37,200	\$37,800	\$38,000	2.15%
Powell Bill	\$250,053	\$247,400	\$244,818	\$245,200	-0.89%
Local Gov't 1% Sales Tax(39)	\$631,242	\$641,200	\$639,000	\$670,000	4.49%
Local Gov't 1/2% Sales Tax(40)	\$504,775	\$538,300	\$517,000	\$547,500	1.71%
Local Gov't 1/2% Sales Tax(42)	\$309,642	\$320,600	\$326,000	\$335,000	4.49%
Local Gov't 1/2% Sales Tax(44)	\$777,883	\$777,000	\$804,000	\$810,000	4.25%
ABC Revenues	\$195,200	\$200,000	\$195,200	\$200,000	0.00%

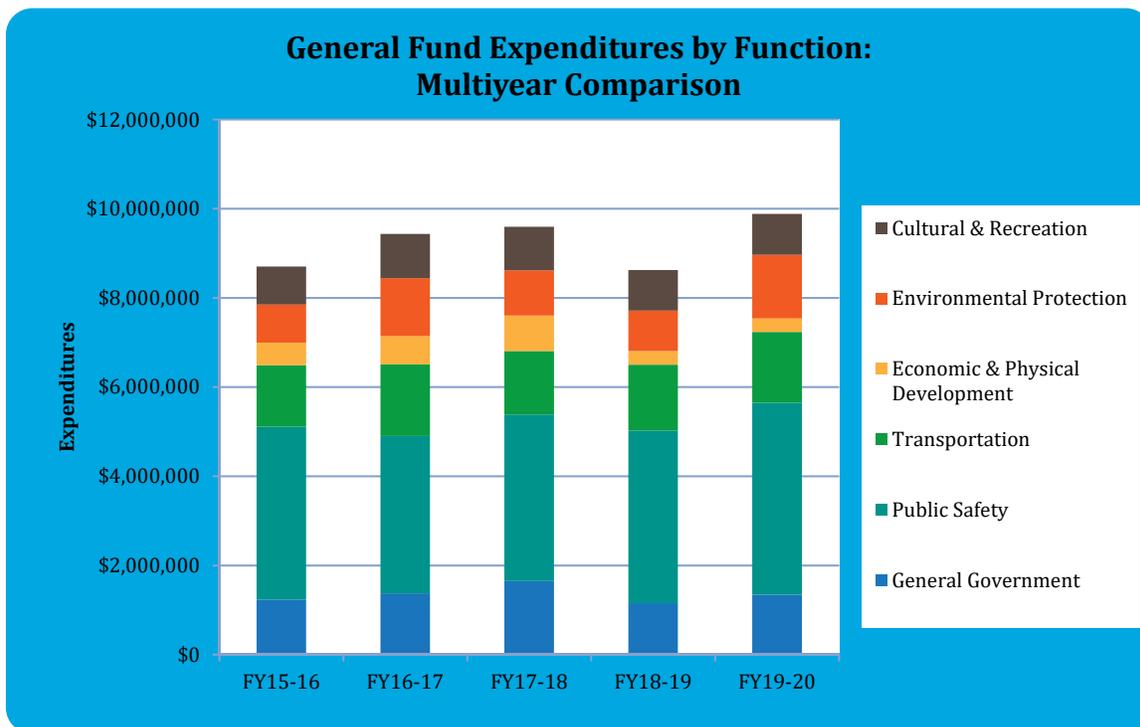
ABC Revenue-Police	\$11,390	\$11,000	\$11,055	\$11,000	0.00%
General Fund Revenues (continued)					
Line Item Description	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Taxi Permits/Finger Prints	\$535	\$500	\$500	\$500	0%
Court Fees	\$4,188	\$1,000	\$1,825	\$1,500	50.00%
Parking Violations	\$340	\$500	\$100	\$1,000	100.00%
Sampson Co Contribution	\$181,950	\$6,900	\$6,900	\$6,900	0.00%
Animal Ordinance Violation	\$0	\$0	\$0	\$0	#DIV/0!
State Bldg. Fire Protection	\$5,444	\$5,000	\$5,000	\$5,000	0.00%
Firemen's Relief Tax	\$0	\$0	\$0	\$0	#DIV/0!
False Alarm	\$3,750	\$3,000	\$2,800	\$3,000	0.00%
Rescue Tech. Revenue/County	\$12,000	\$12,000	\$12,000	\$12,000	0.00%
Fire Dept. Accident Response	\$13,789	\$12,000	\$5,000	\$10,000	-16.67%
Fire Inspection Fees	3270	15000	\$17,000	\$30,000	100.00%
Sign/Zoning Permits	\$9,158	\$8,500	\$6,543	\$7,000	-17.65%
Cemetery Markers	\$4,180	\$5,000	\$2,500	\$3,000	-40.00%
Tipping Fee For Dumpsters	\$703,307	\$712,000	\$708,699	\$755,000	6.04%
Cardboard Container Fees	\$33,573	\$34,000	\$32,850	\$34,000	0.00%
Garbage Collection	\$587,916	\$602,000	\$579,873	\$585,000	-2.82%
Recycling Grant	\$0	\$0	\$0	\$0	#DIV/0!
Solid Waste Disposal Tax	\$5,686	\$6,000	\$5,900	\$6,000	0.00%
Recreation Donations	\$0	\$5,000	\$2,271	\$3,000	-40.00%
Rental Fees	\$7,890	\$8,000	\$3,500	\$4,000	-50.00%
Recreation Misc.	\$5,823	\$2,000	\$1,500	\$1,600	-20.00%
Pool Admissions	\$9,350	\$10,000	\$8,348	\$9,000	-10.00%
Concession Fees	\$340	\$500	\$200	\$500	0.00%
Sponsorship Fees	\$14,667	\$10,000	\$6,350	\$8,000	-20.00%
Sports Registration Fees	\$28,275	\$32,000	\$25,000	\$30,000	-6.25%
Tornament Uniform Reimbursements	\$1,380	\$500	\$0	\$0	-100.00%
Refund On Sales Tax	\$4,255	\$14,500	\$23,995	\$6,000	-58.62%
Sale of Service & Materials	\$0	\$0	\$0	\$0	#DIV/0!
Sale of Recyclables	\$32,661	\$15,000	\$9,500	\$15,000	0.00%
NCDOT Reimbursement	\$0	\$0	\$0	\$0	#DIV/0!
Police Grant Reimbursement	\$0	\$24,700	\$24,700	\$0	-100.00%
DOJ Police Grant	\$0	\$1,700	\$1,700	\$0	-100.00%
Trans From airport reserve	\$0	\$0	\$0	\$0	#DIV/0!
Trans From Cemetery	\$60,000	\$45,000	\$30,000	\$55,000	22.22%
Trans From Community Development	\$0	\$0	\$0	\$0	#DIV/0!
Transfer from PARTF	\$0	\$24,200	\$23,704	\$0	-100.00%
Loan Proceeds	\$155,700	\$165,000	\$165,000	\$0	-100.00%
Fund Balance Appropriated	\$0	\$40,000	\$0	\$300,000	650.00%
Total	\$9,723,135	\$9,566,200	\$9,841,336	\$10,119,000	5.78%

Revenue Trends

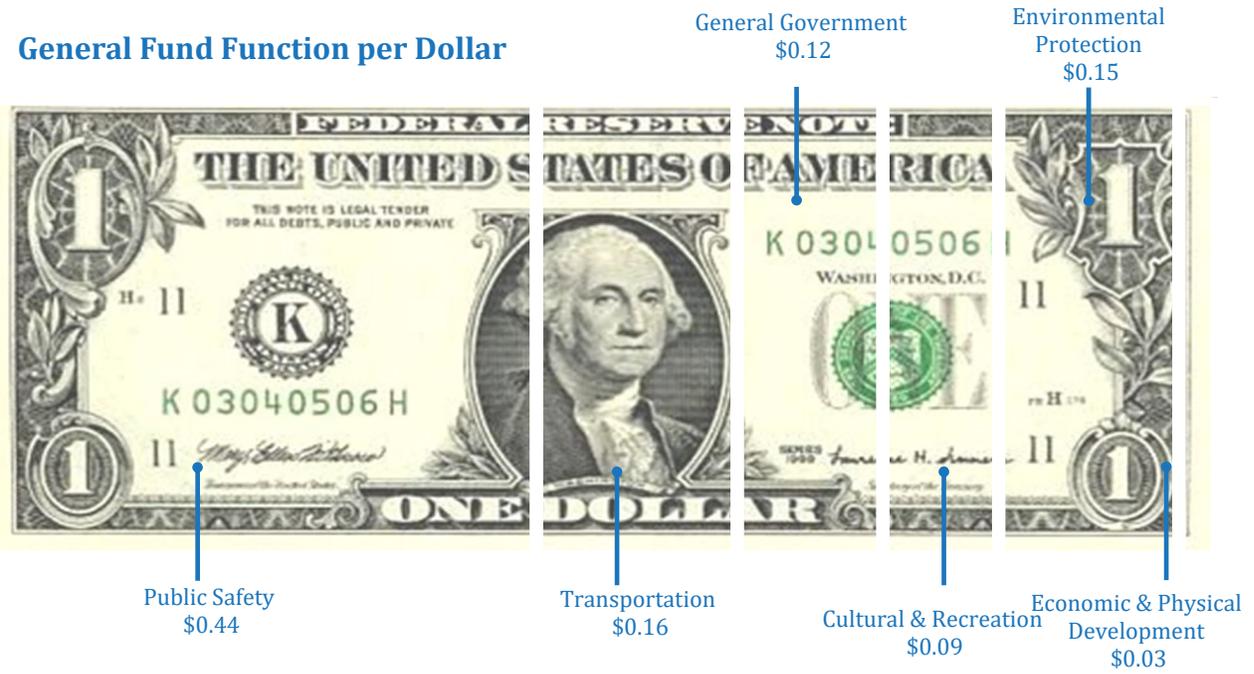


Expenditures by Function

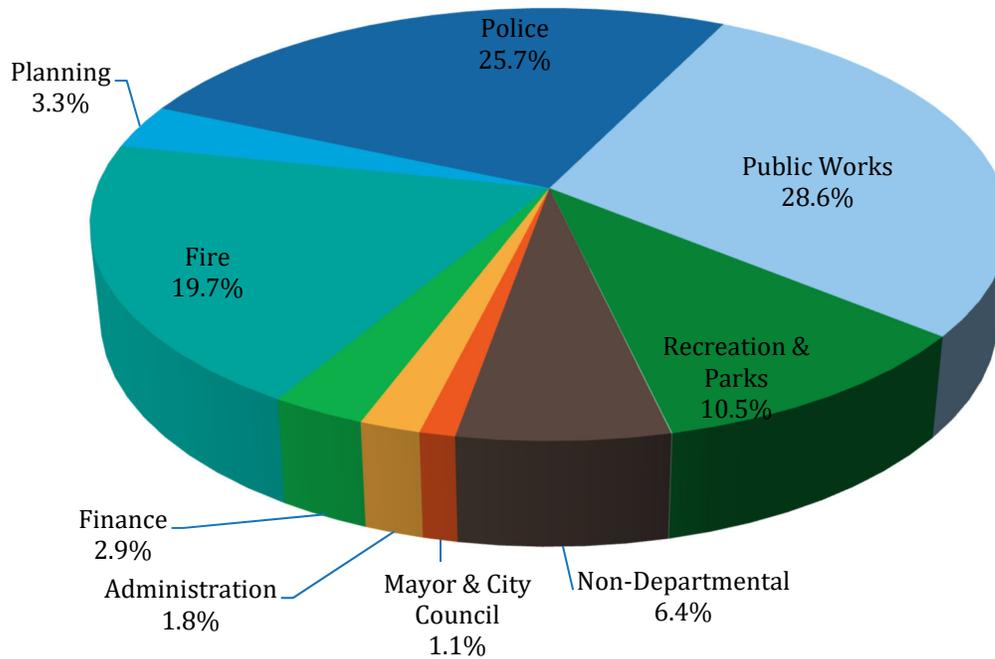
General Fund Expenditures by Function					
Function	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General Government	\$1,520,818	\$1,242,000	\$1,243,448	\$1,343,000	8.13%
Public Safety	\$3,941,427	\$4,172,800	\$4,271,479	\$4,594,200	10.10%
Transportation	\$1,523,818	\$1,606,500	\$1,585,264	\$1,517,800	-5.52%
Economic & Physical Development	\$503,911	\$493,200	\$496,682	\$514,700	4.36%
Environmental Protection	\$1,031,433	\$1,036,500	\$1,214,023	\$1,076,600	3.87%
Cultural & Recreation	\$928,280	\$1,015,200	\$943,061	\$1,072,700	5.66%
Total	\$9,449,687	\$9,566,200	\$9,753,957	\$10,119,000	5.78%



General Fund Function per Dollar



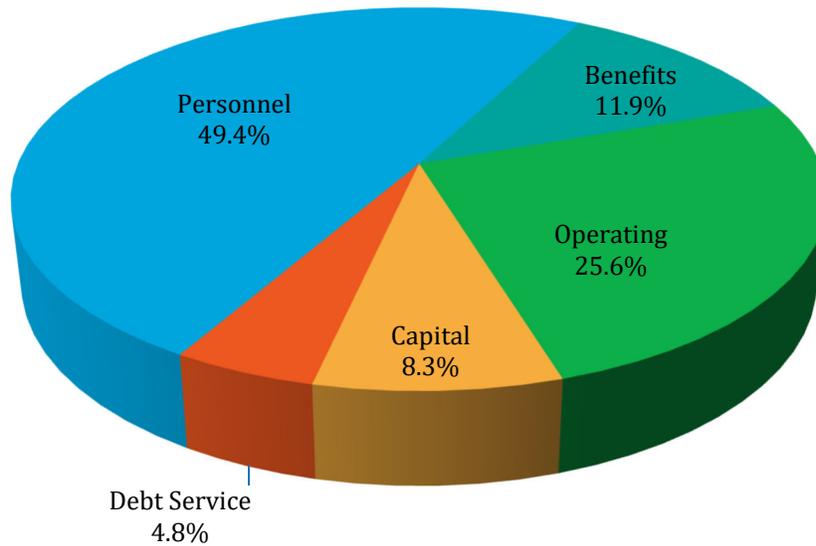
GF Expenditures by Department FY19-20



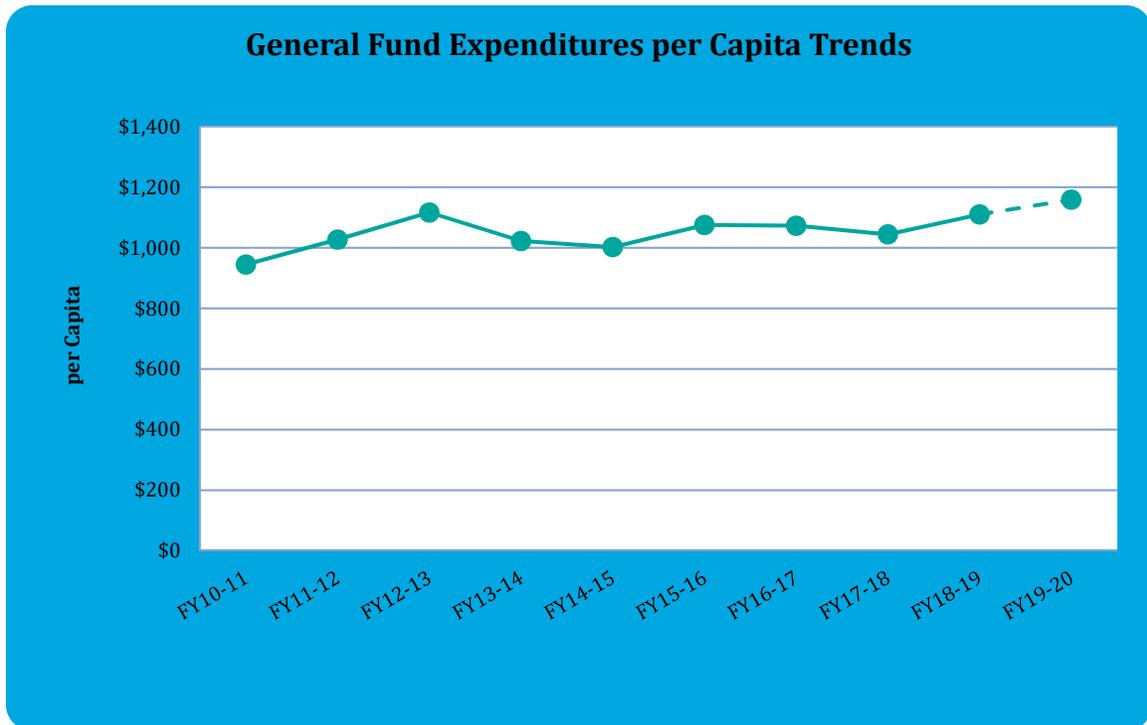
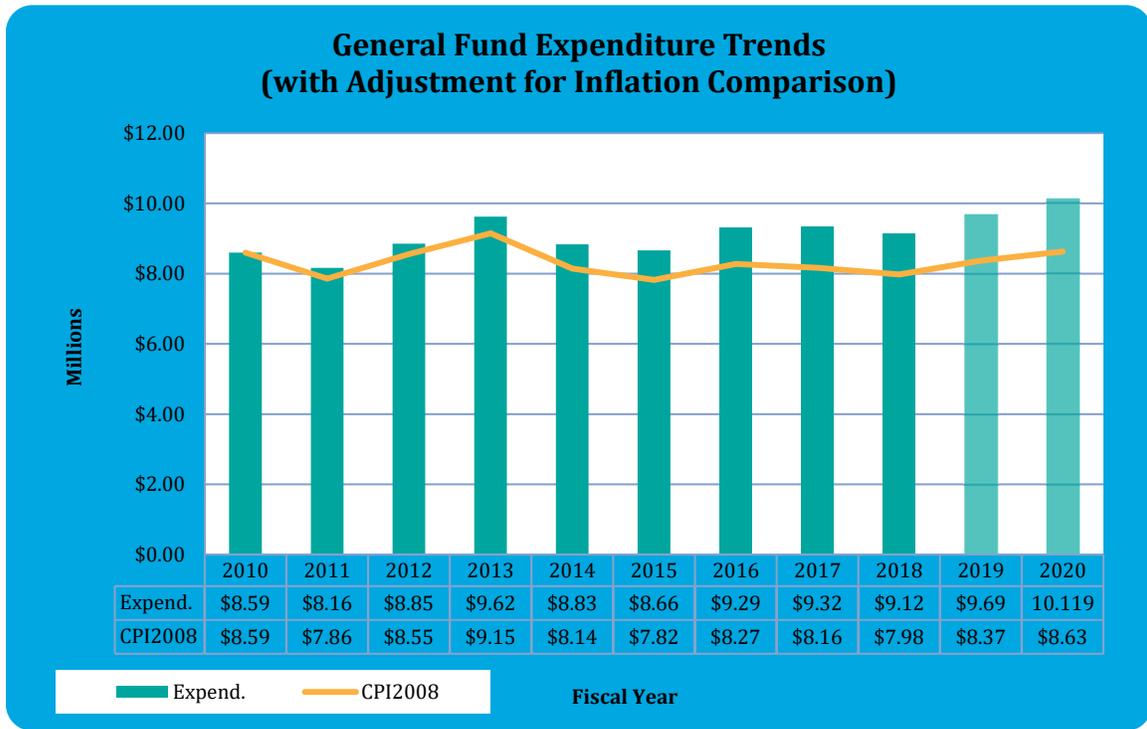
Expenditures by Type

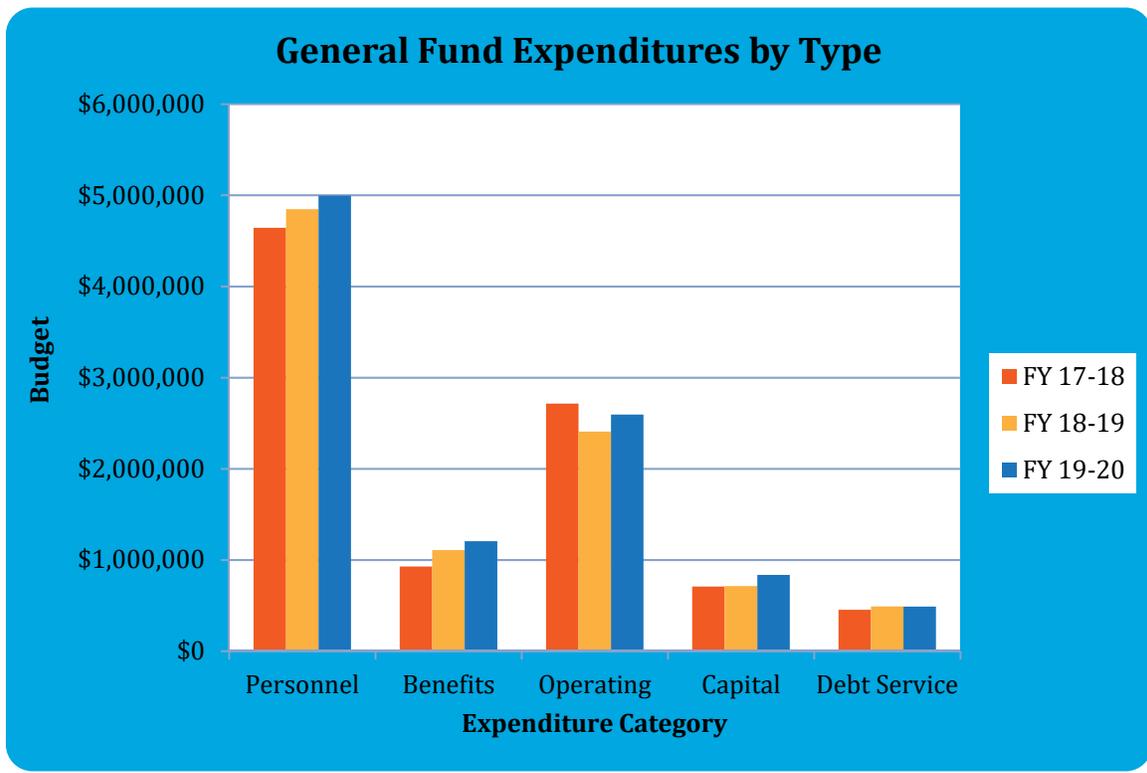
General Fund Expenditures by Type					
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$4,643,490	\$4,846,500	\$4,964,019	\$4,995,900	3.08%
Benefits	\$928,646	\$1,108,100	\$1,046,361	\$1,205,300	8.77%
Operating	\$2,715,659	\$2,407,600	\$2,595,097	\$2,593,700	7.73%
Capital	\$708,318	\$713,700	\$653,740	\$835,000	17.00%
Debt Service	\$453,574	\$490,300	\$490,919	\$489,100	-0.24%
Total	\$9,449,687	\$9,566,200	\$9,750,136	\$10,119,000	5.78%

**General Fund Expenditures by Type
FY19-20**

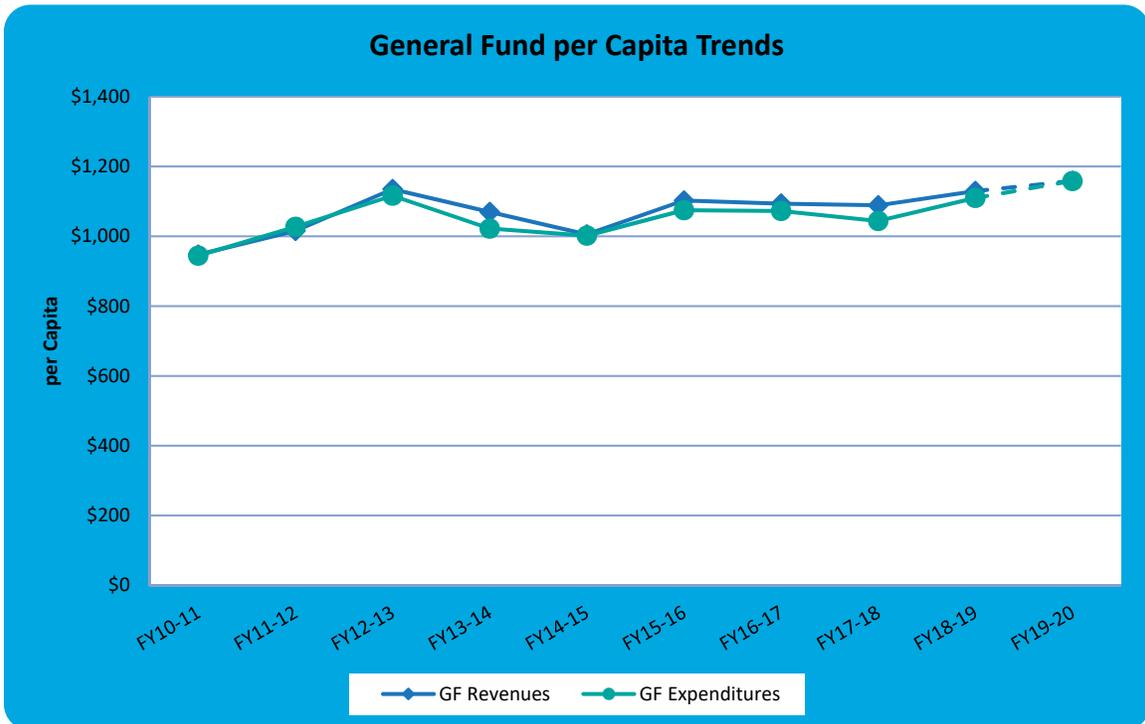
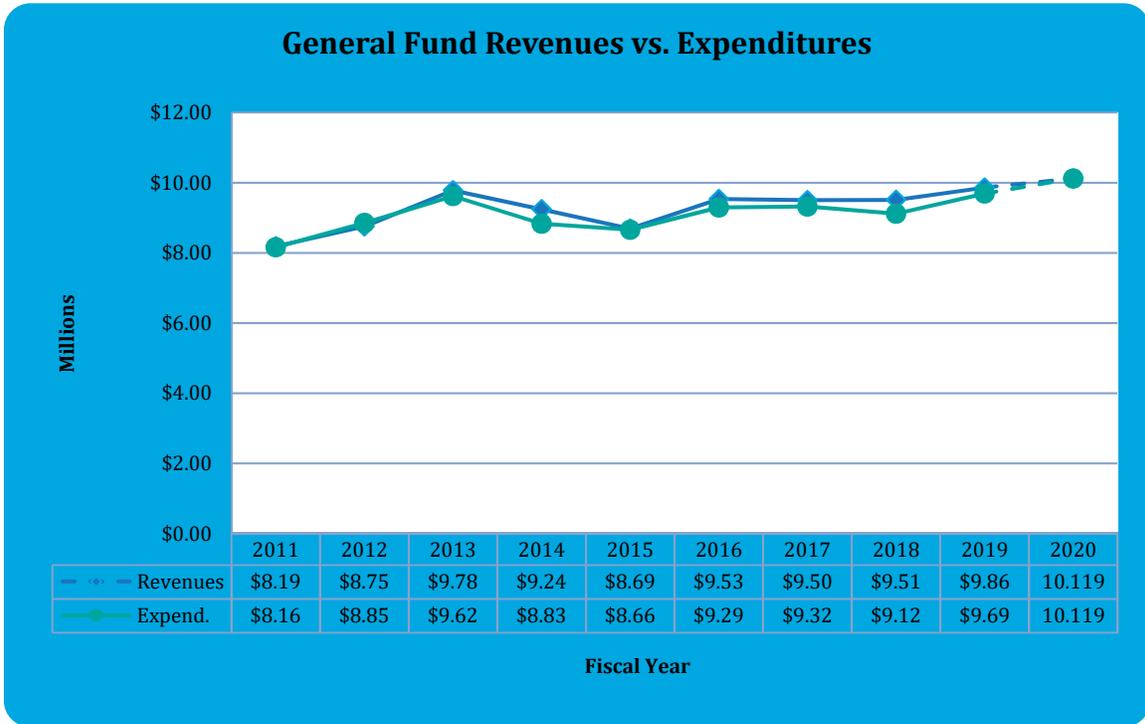


Expenditure Trends

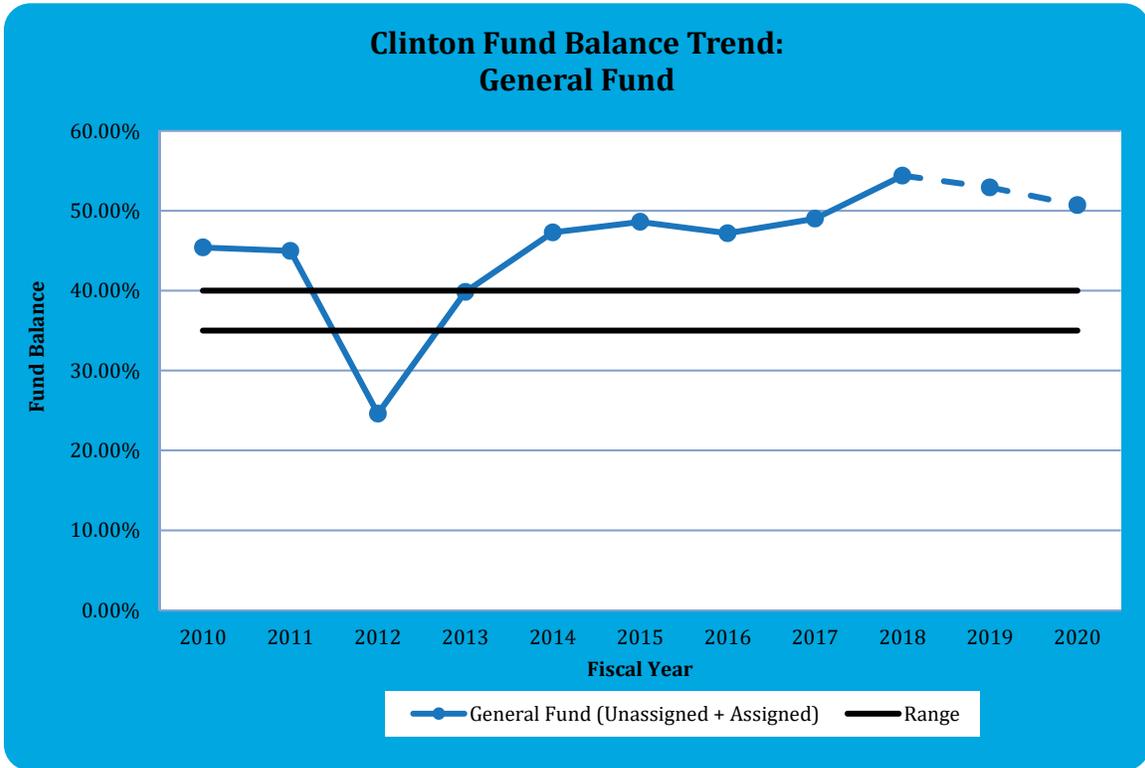




Revenues vs. Expenditures



Fund Balance





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Mission

To be a city rich in tradition and beauty with clean, safe neighborhoods, sound infrastructure and opportunities for future generations.

Description

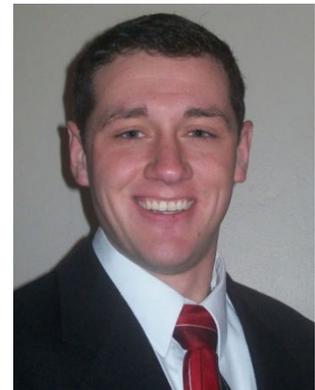
The City Council is the legislative board of city government and includes a mayor and five council members. Citizens elect the Mayor at large to serve a two-year term. Council members each represent electoral districts and serve four-year terms. Clinton's elections are non-partisan and elections occur in odd numbered years. The Mayor is the presiding officer of the Council. The Council selects a mayor pro tem from the five council members to serve as mayor in the absence or incapacity of the mayor. Through this arrangement, the City Council sets and directs policy regarding the operations of city government. The Mayor's office is located at City Hall, 221 Lisbon St., Clinton, NC. City Council meetings are held the first Tuesday of every month in the City Hall auditorium. For more information about the Mayor and City Council, please contact the City Manager at 910-592-1961 or thart@cityofclintonnc.us



Mayor
Mr. Lew Starling



Mayor Pro-Tem
Rev. Marcus Becton
District 3



Councilman
Mr. Daniel Ruggles
District 1



Councilman
Mr. Neal Strickland
District 2



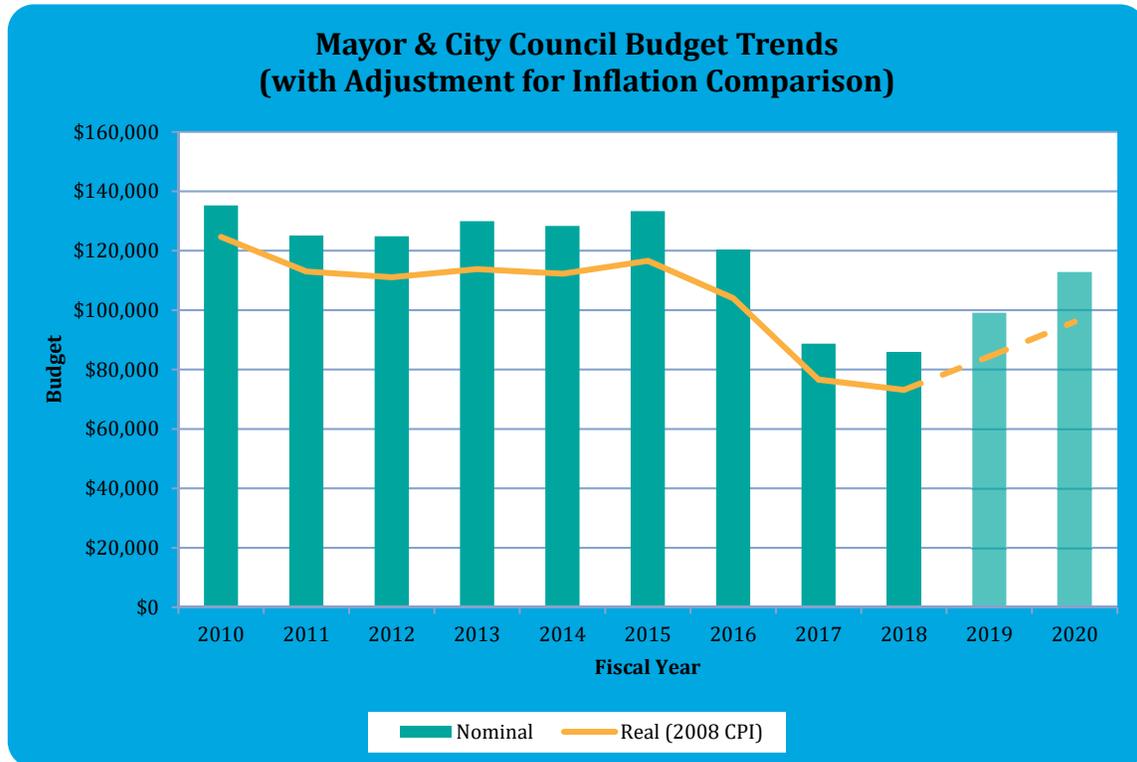
Councilwoman
Ms. Jean Turlington
District 4



Councilman
Mr. Darue Bryant
District 5

FY2019-2020 Budget Highlights

The Mayor and City Council FY19-20 budget reflects a 2.06 percent decrease from FY18-19. At \$109,200, the budget accounts for 1.08 percent of the General Fund budget and is equivalent to \$.013 on the tax rate. The City plans to spend \$12.50 per capita for the governing board in FY19-20.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$32,097	\$32,900	\$32,554	\$33,200	0.91%
Benefits	\$32,085	\$41,900	\$35,520	\$44,000	5.01%
Operating	\$51,103	\$36,700	\$30,928	\$32,000	-12.81%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$115,285	\$111,500	\$99,002	\$109,200	-2.06%

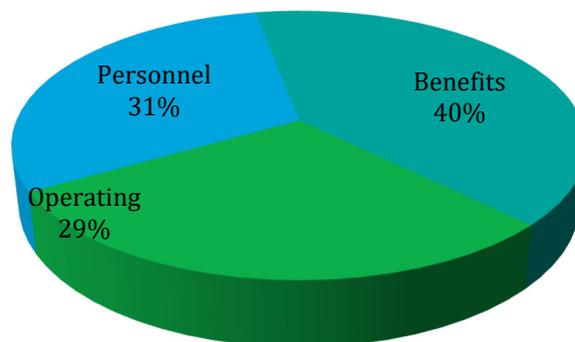
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$115,285	\$111,500	\$99,002	\$109,200	-2.06%
Total	\$115,285	\$111,500	\$99,002	\$109,200	-2.06%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	-	-	-	-	0.00%
Part-time	6.00	6.00	6.00	6.00	0.00%
Total	6.00	6.00	6.00	6.00	0.00%

Mayor & Council Expenditures by Type



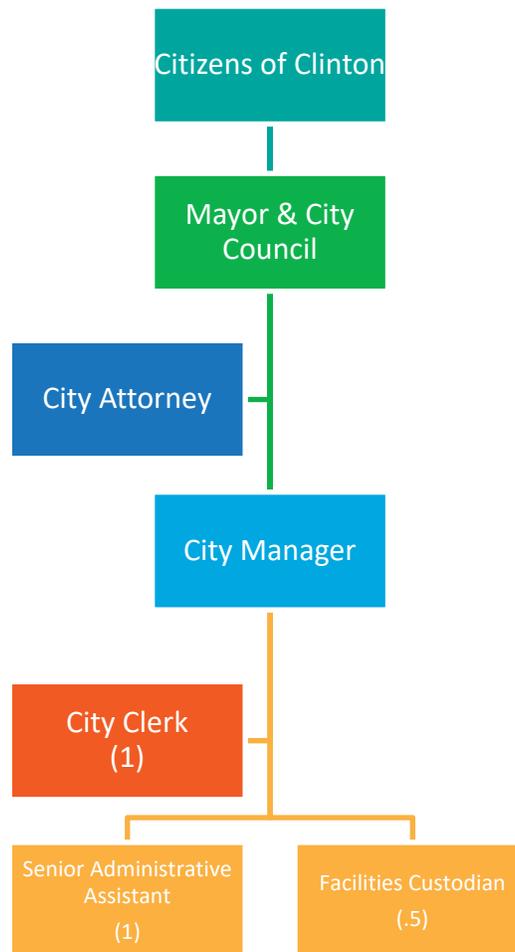
Expenditures by Line Item

Mayor & City Council Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$30,104	\$30,500	\$30,405	\$30,900	1.31%
Professional Services	\$10,250	\$0	\$0	\$0	#DIV/0!
FICA	\$1,993	\$2,400	\$2,149	\$2,300	-4.17%
Group Insurance	\$30,509	\$40,200	\$33,264	\$42,000	4.48%
Vision Insurance	\$122	\$200	\$223	\$200	0.00%
Retirement	\$1,454	\$1,500	\$2,033	\$1,800	20.00%
Travel & Education	\$7,903	\$6,000	\$3,900	\$4,000	-33.33%
Auto Allowance	\$9,142	\$9,200	\$9,380	\$9,000	-2.17%
Advertising	\$1,558	\$2,000	\$1,000	\$1,900	-5.00%
Dues & Subscription	\$14,650	\$16,000	\$13,397	\$14,000	-12.50%
Workman's Comp	\$76	\$100	\$51	\$100	0.00%
Citizen Newsletter	\$891	\$0	\$0	\$0	#DIV/0!
Miscellaneous	\$6,633	\$3,400	\$3,200	\$3,000	-11.76%

Mission

To advocate for the best interests of the community by implementing the policies and objectives of the Mayor and City Council with leadership that encourages the City to achieve the highest standards of fairness, efficiency, effectiveness, and ethics while ensuring public awareness and understanding.

Administration Organization Chart



Description

The administrative office of the City of Clinton consists of the City Manager, City Clerk, and administrative support staff. The City Council appoints the City Manager as the chief executive officer of the city to oversee city organization and operations. The City Manager coordinates the work of department heads and other employees to help ensure efficient delivery of services. The City Clerk also serves as the City's risk manager and coordinates the City's Health and Safety Program. Clinton Administration offices are located at City Hall, 221 Lisbon St., Clinton, NC. For more information about City Administration, please contact the City Manager or City Clerk at 910-592-1961 or thart@cityofclintonnc.us.

FY2018-2019 Accomplishments

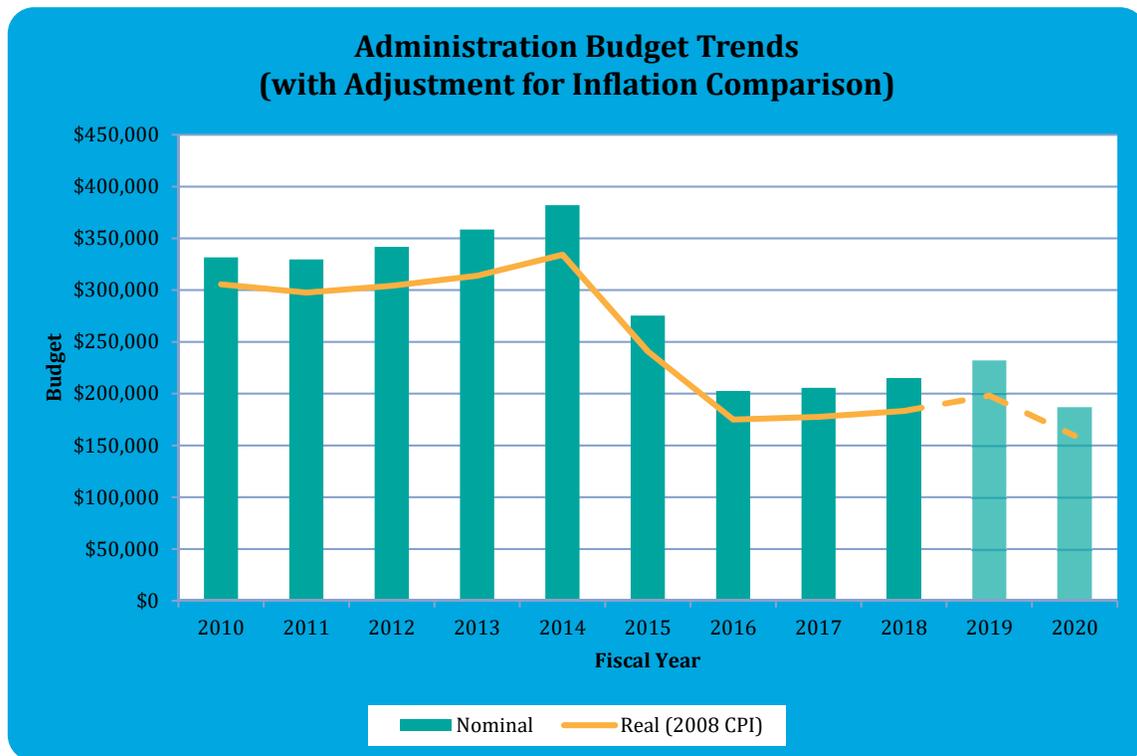
- Increased City's presence and activity on social media
- Streamlined several administrative processes
- Received Incident Command System (ICS) training
- Adopted a more data driven approach to analyze workplace accidents
- Expanded City sponsored events offered to citizens
- Improved electronic data backups
- Increased internships and other employment pipelines into the organization
- Sold Bunting Layton subdivision to private entity to increase housing options for citizens

FY2019-2020 Action Items & Initiatives

- Adopt electronic agenda creation and distribution
- Launch new and more interactive website
- Expand to new social media platforms
- Study policies to create housing options and revitalize neighborhoods
- Continue to streamline administrative processes and policies
- Continue improvements to IT infrastructure including virtualized servers and new email system

FY19-20 Budget Highlights

The FY19-20 administration budget reflects a decrease of 24.24 percent. At \$186,900 the administration budget accounts for 1.85 percent of the General Fund budget and is equivalent to \$.02 on the tax rate. The City plans to spend \$21.38 per capita for administration in FY19-20. The decrease is due to cost sharing personnel costs through the enterprise fund. The FY19-20 administration budget does not include any capital items.



Budget Summary**Expenditures by Type**

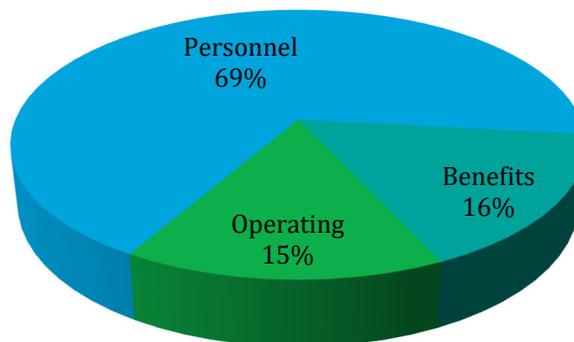
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$177,249	\$179,200	\$175,964	\$127,800	-28.68%
Benefits	\$22,601	\$39,100	\$31,784	\$30,600	-21.74%
Operating	\$27,943	\$28,400	\$24,651	\$28,500	0.35%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$227,793	\$246,700	\$232,399	\$186,900	-24.24%

Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$227,793	\$246,700	\$232,399	\$186,900	-24.24%
Enterprise					#DIV/0!
Total	\$227,793	\$246,700	\$232,399	\$186,900	-24.24%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	5.00	3.00	3.00	3.00	0.00%
Part-time	-	1.00	1.00	1.00	0.00%
Total	5.00	4.00	4.00	4.00	0.00%

**Administration
Expenditures by Type**

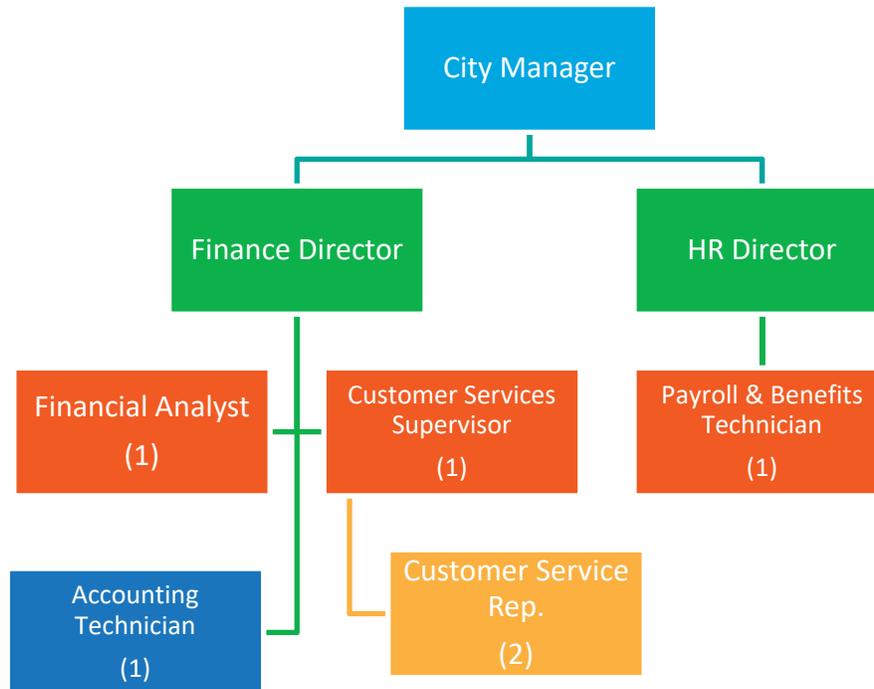
Expenditures by Line Item

Administration Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$112,508	\$148,600	\$147,989	\$100,300	-32.50%
Temporary Salaries	\$51,346	\$17,900	\$15,576	\$18,400	2.79%
Professional Services	\$0	\$1,000	\$0	\$1,000	0.00%
FICA	\$13,395	\$12,700	\$12,399	\$9,100	-28.35%
Group Insurance	\$13,315	\$25,200	\$18,134	\$18,500	-26.59%
Vision Insurance	\$86	\$200	\$179	\$200	0.00%
Dental Insurance	\$431	\$700	\$700	\$700	0.00%
Retirement	\$8,769	\$13,000	\$12,771	\$10,700	-17.69%
401(K)	\$0	\$0	\$0	\$500	#DIV/0!
Telephone	\$2,345	\$4,200	\$4,500	\$3,000	-28.57%
Printing & Office Supplies	\$4,311	\$4,200	\$3,850	\$4,500	7.14%
Travel & Education	\$4,090	\$6,000	\$5,000	\$6,000	0.00%
Auto Allowance	\$3,720	\$3,000	\$3,000	\$3,000	0.00%
Maint. & Repairs/Building	\$0	\$0	\$0	\$1,700	#DIV/0!
Maint. & Repairs/Equipment	\$0	\$0	\$0	\$0	#DIV/0!
Advertising	\$0	\$0	\$0	\$0	#DIV/0!
City Code Update	\$1,437	\$2,000	\$1,000	\$1,500	-25.00%
Departmental Supplies	\$2,360	\$2,900	\$2,628	\$2,500	-13.79%
Uniforms	\$255	\$200	\$0	\$200	0.00%
Contract Services	\$2,523	\$500	\$450	\$500	0.00%
Dues & Subscription	\$1,932	\$2,500	\$2,508	\$2,500	0.00%
Workman's Comp	\$706	\$800	\$891	\$800	0.00%
Insurance	\$567	\$600	\$724	\$800	33.33%
Miscellaneous	\$3,697	\$500	\$100	\$500	0.00%
Capital Outlay/Equipment	\$0	\$0	\$0	\$0	#DIV/0!
Total	\$227,793	\$246,700	\$232,399	\$186,900	-24.24%

Mission

To preserve and maintain the financial stability of the city with integrity, quality service, and leadership while supporting the city with timely, clear information and a strong workforce.

Finance-HR Organization Chart



Description

The Human Resources Department provides comprehensive program support to operating units through a centralized program of personnel administrators, which includes management of the Affirmative Action/EEO program, classification and compensation systems, benefits programs, medical services, recruitment and selection, and employee relations. In conjunction with employee committees, the department provides a range of employee relations activities including employee recognition and awards, outgoing communications programs, and individual assistance for employees experiencing problems on the job. For more information about the Human Resources Department, please contact the Human Resources Director at 910-299-4903 or lac1@cityofclintonnc.us.

The Finance Department provides management of city funds, investments, and debt portfolios. This department performs the city's daily accounting operations and reporting, which includes accounts payable and receivable and collections for fees and services. Finance also assists the City Manager in the preparation and monitoring of the city's annual operations budget and capital budget. The Finance Officer is responsible for the Finance Department, which includes the accounting, payroll, and billing and collections staff. The Finance Department is located at City Hall, 221 Lisbon St., Clinton, NC. For more information about the Finance Department, please contact the Finance Officer at 910-299-4900 or kstafford@cityofclintonnc.us.

FY 2018-2019 Accomplishments

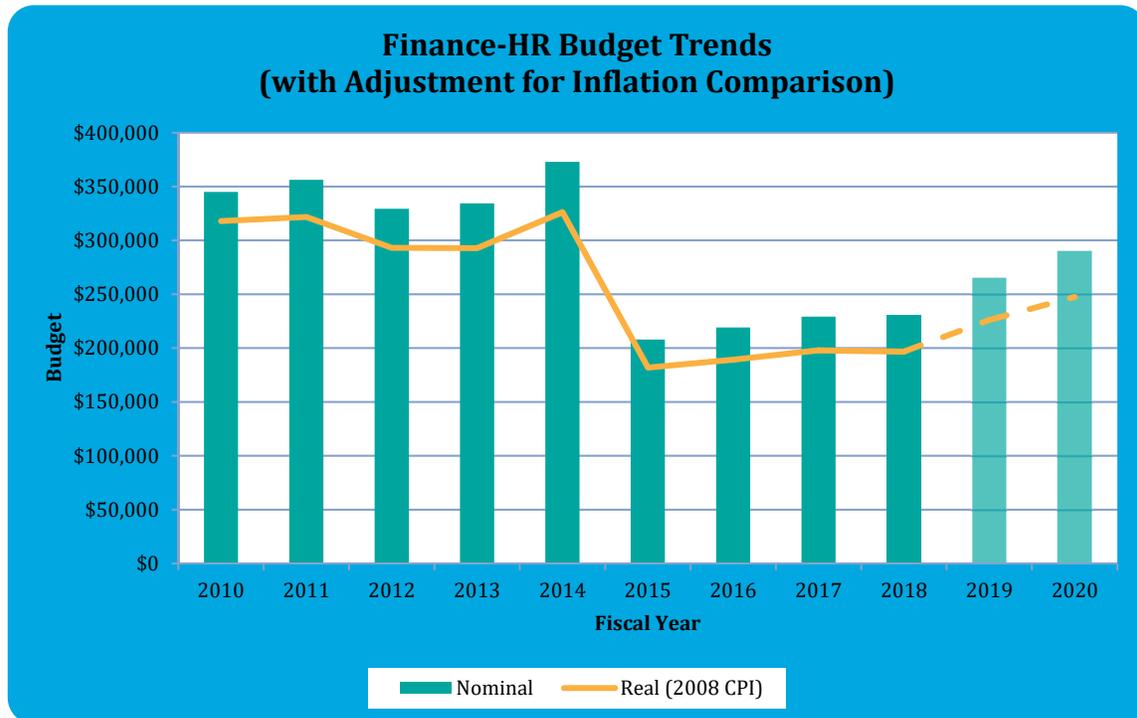
- Implemented Phase 2 of job classification and pay compensation study
- Received GFOA Budget Presentation Award for 9th year in a row
- Developed a purchasing card program to improve departmental customer service
- Exceeded fund balance and retained earning goals
- Coordinated employee team challenge for wellness
- Hosted NC Retirement Workshop
- Hosted 11th annual City Employee Benefit Workshop
- Hosted 9th annual City Employee Appreciation Luncheon
- Implemented purchasing card program
- Created a city employee cost analysis
- Updated the city employee survey

FY 2019-2020 Action Items & Initiatives

- Receive GFOA Budget Presentation Award
- Generate CAFR for GFOA award
- Evaluate current performance measures and strategic plan
- Achieve fund balance and retained earning goals
- Complete FY19 financial statement audit with an unmodified opinion
- Develop internal finance department service survey
- Develop grant and contract management policy and procedures
- Develop revenue manual
- Conduct purchasing workshop
- Revise capital asset policy and procedures
- Update the New Supervisor Orientation
- Update the City employee satisfaction survey
- Conduct a semi-annual City employee financial wellness workshop
- Update the Personnel Policy
- Implement applicant and FMLA tracking systems
- Participate in NC Apprenticeship program and high school CTE programs

FY2019-2020 Budget Highlights

The Finance and HR Department FY19-20 budget represents a 12.69 percent increase compared to the FY18-19 amended budget. The increase is due to assigning non-departmental costs to the respective individual department. At \$290,300, the Finance-HR budget accounts for 2.87 percent of the General Fund budget and is equivalent to \$.03 on the tax rate. The City plans to spend \$33.22 per capita for Finance and Human Resources in FY19-20. The FY19-20 finance budget includes no capital.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$164,278	\$171,100	\$173,750	\$176,300	3.04%
Benefits	\$31,469	\$33,300	\$35,005	\$37,500	12.61%
Operating	\$41,268	\$53,200	\$56,517	\$76,500	43.80%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$237,015	\$257,600	\$265,272	\$290,300	12.69%

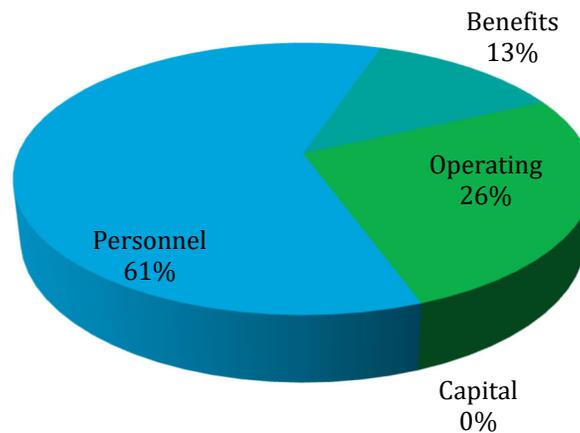
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$87,015	\$257,600	\$265,272	\$290,300	12.69%
Enterprise	\$150,000			\$0	#DIV/0!
Total	\$237,015	\$257,600	\$265,272	\$290,300	12.69%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	6.50	5.00	5.00	5.00	0.00%
Part-time	-	-	-	-	0.00%
Total	6.50	5.00	5.00	5.00	0.00%

Finance Expenditures by Type



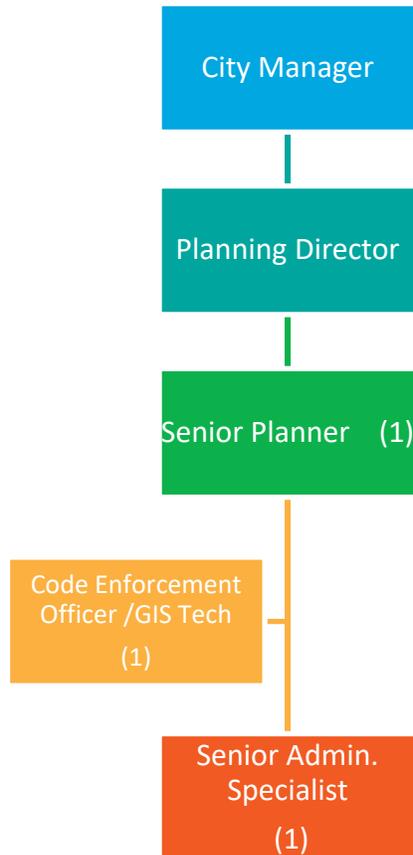
Expenditures by Line Item

Finance-HR Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$151,716	\$159,000	\$161,237	\$163,800	3.02%
Temporary Salaries	\$0	\$0	\$0	\$0	#DIV/0!
Professional Services	\$0	\$0	\$0	\$0	#DIV/0!
FICA	\$12,562	\$12,100	\$12,513	\$12,500	3.31%
Group Insurance	\$18,983	\$20,700	\$21,780	\$21,700	4.83%
Vision Insurance	\$91	\$200	\$175	\$200	0.00%
Retirement	\$12,395	\$12,400	\$13,050	\$14,800	19.35%
401(K)	\$0	\$0	\$0	\$800	#DIV/0!
Telephone	\$2,222	\$3,500	\$3,584	\$4,000	14.29%
Printing & Office Supplies	\$4,030	\$2,600	\$2,796	\$3,000	15.38%
Travel & Education	\$3,781	\$3,000	\$4,441	\$3,700	23.33%
Maint. & Repairs/Building	\$0	\$0	\$0	\$1,500	#DIV/0!
Maint. & Repairs/Equipment	\$0	\$0	\$0	\$0	#DIV/0!
Departmental Supplies	\$2,751	\$4,700	\$5,500	\$4,000	-14.89%
Employee Wellness	\$0	\$0	\$0	\$4,000	#DIV/0!
Employee Relations	\$0	\$0	\$0	\$25,000	#DIV/0!
Contract Services	\$27,213	\$37,500	\$38,531	\$24,500	-34.67%
Dues & Subscription	\$414	\$900	\$780	\$1,000	11.11%
Bond	\$454	\$500	\$510	\$500	0.00%
Workman's Comp	\$403	\$500	\$375	\$500	0.00%
Miscellaneous	\$0	\$0	\$0	\$4,800	#DIV/0!
Total	\$237,015	\$257,600	\$265,272	\$290,300	12.69%

Mission

To enhance the quality of life for the diverse citizenry of Clinton by promoting quality development and redevelopment with use of sound planning principles, land use regulation, historic preservation, permitting, and code enforcement in a customer focused manner that is consistent and fair to all citizens.

Planning Organization Chart



Description

The Clinton-Sampson Planning Department is dedicated to serving the citizens of Clinton through planning, development, and zoning practices. The Planning Department offers staff support to the Planning and Zoning Board, Clinton Historic Preservation Commission and Clinton Main Street Program. The department includes the Planning Director, Senior Planner, Planner, Code Enforcement Officer, and administrative support staff. The Planning Department is located at 227 Lisbon St., Clinton, NC. For more information about the Planning Department, please contact the department at 910-299-4904 or mmr@cityofclintonnc.us.

FY2018-2019 Accomplishments

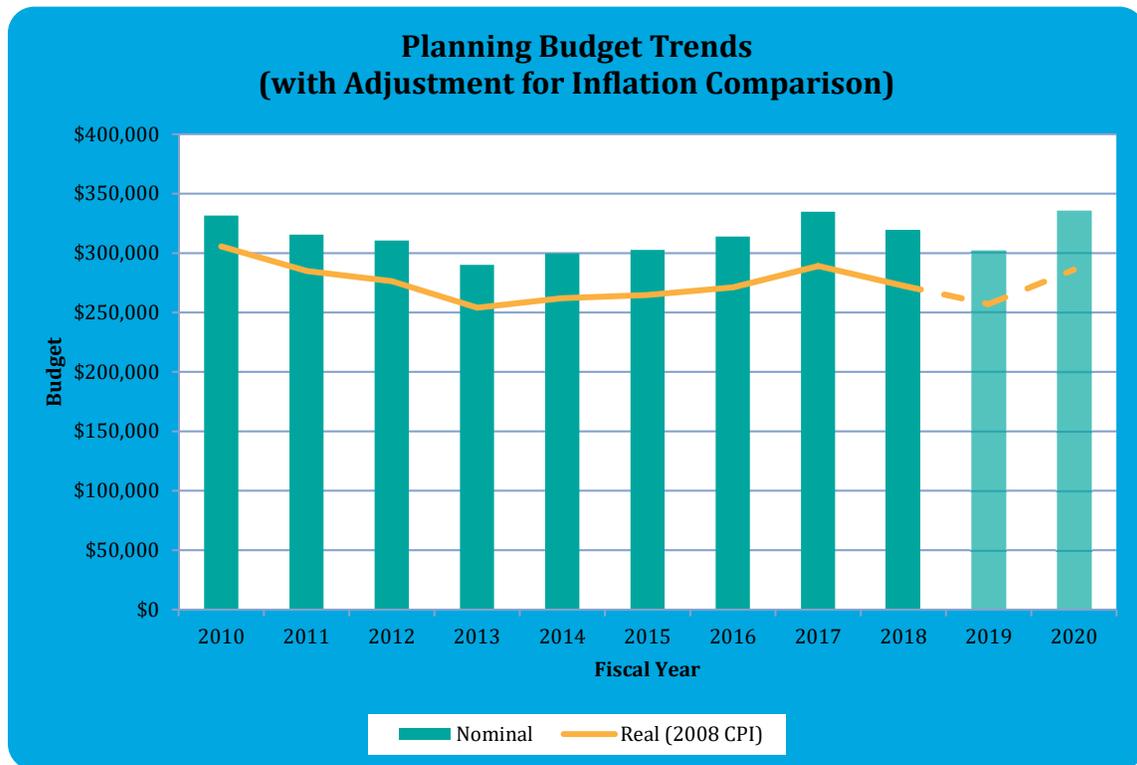
- Accredited by the National Main Street Program Nationally for 5th year
- Organized 32nd Annual Court Square Street Fair and 25th Annual Court Square Barbecue Cook-off
- Organized annual Halloween on the Square
- Organized 8th Annual Christmas in the City
- Partnered with Clinton Main Street Promotion Committee, SCC Small Business Center, Clinton-Sampson Chamber of Commerce, and PNC Bank to organize the first Small Business Saturday Brunch & Bows event
- Partnered with Clinton Main Street Promotion Committee to continue Downtown Clinton Billboard Program by expanding to two billboards (Hwy 24 West and I-40)
- Partnered with Clinton Main Street Promotion Committee hold 2nd Spring Gift Basket Giveaway fundraising effort for “Milling to Melodies”, a sound system which would play music along Downtown sidewalks
- Partnered with the Clinton Main Street Program Design Committee and SCC Welding Program to place additional metal art at DRAW (Downtown Recycle Art Walk)
- Held 3rd annual Clinton Main Street Program Awards Program
- Partnered with Clinton Main Street Program Design Committee to hold the 2nd Mystery Masterpieces event which raised \$3,910 to be used in the pursuit of additional public art Downtown
- Partnered with Clinton Main Street Program Design Committee, Downtown Dash Committee, SCC Welding Program and Master Gardeners to initiate work on first Downtown Clinton alleyway project (DASH Way) to include public art by artist Sarah Rushing

FY2019-2020 Action Items & Initiatives

- Continue 2012 Pedestrian and 2015 Bicycle Plan implementation
- Continue Clinton 2035 Plan implementation
- Develop and begin implementation of Clinton Economic Development Plan in partnership with the newly formed Clinton Economic Development Committee
- Continue work with Clinton Main Street Committees to achieve FY19-20 work plan goals
- Expand Clinton Main Street Program partnerships
- Continue to improve Clinton Community Rating System score

FY2019-2020 Budget Highlights

The FY19-20 Planning budget is 10.87 percent more than FY18-19. At \$335,500, the Planning budget accounts for 3.32 percent of the General Fund budget and is equivalent to \$.04 on the tax rate. The City plans to spend \$38.39 per capita on Planning in FY19-20. There are no capital allocations for FY19-20. The increase is due to re-assigning non-departmental cost to the appropriate department.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$231,811	\$234,900	\$233,443	\$239,800	2.09%
Benefits	\$40,793	\$43,900	\$43,948	\$49,400	12.53%
Operating	\$36,571	\$23,800	\$24,214	\$46,300	94.54%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$309,175	\$302,600	\$301,605	\$335,500	10.87%

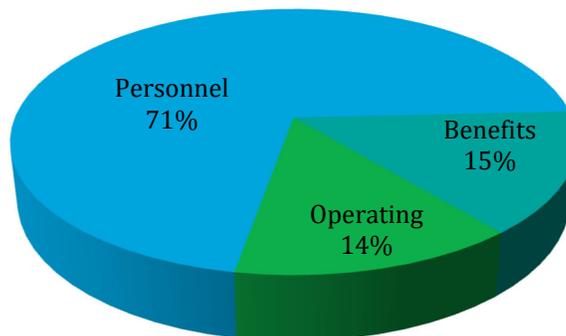
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$309,175	\$302,600	\$301,605	\$335,500	10.87%
Total	\$309,175	\$302,600	\$301,605	\$335,500	10.87%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	5.00	4.00	4.00	4.00	0.00%
Part-time	-	-	-	-	0.00%
Total	5.00	4.00	4.00	4.00	0.00%

Planning Expenditures by Type



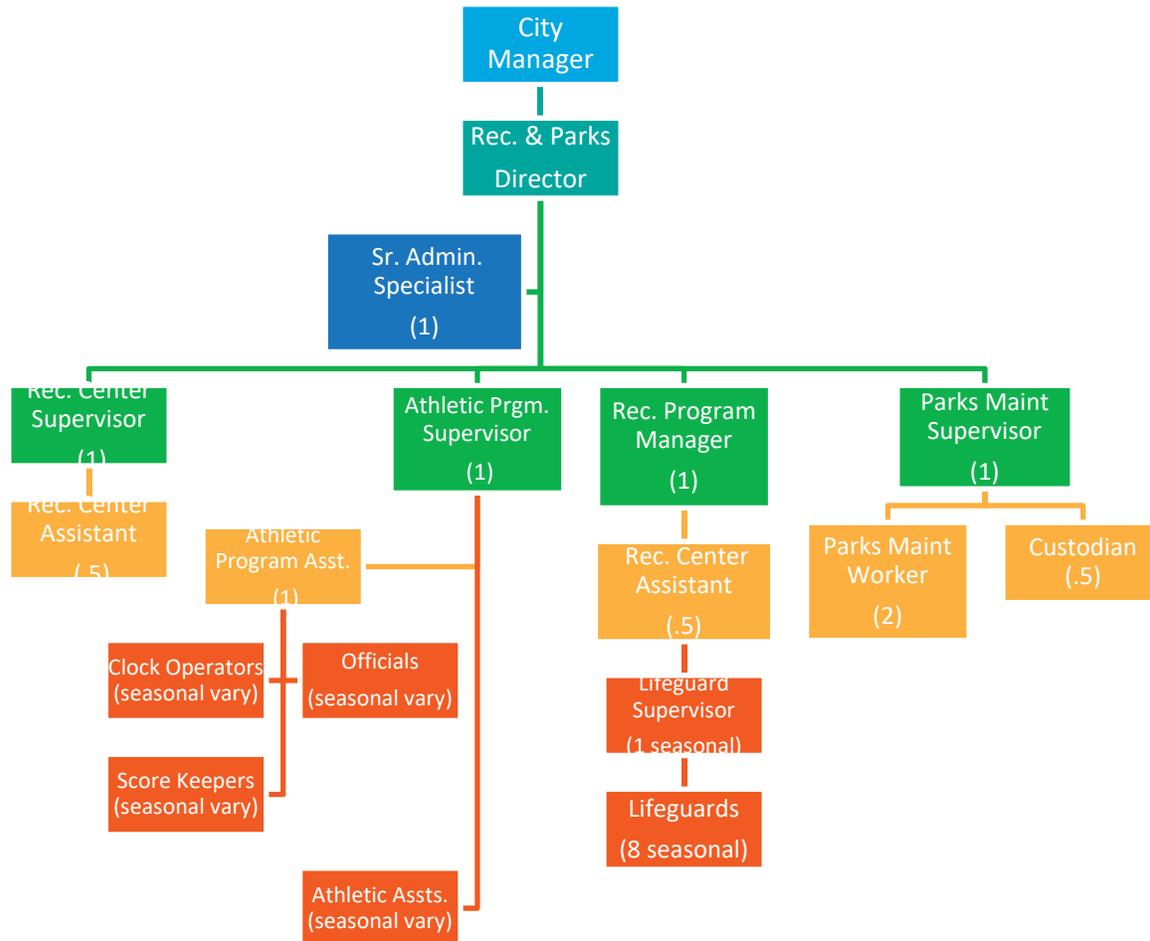
Expenditures by Line Item

Line Item	Planning Expenditures				Percent Change
	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	
Salaries	\$208,834	\$218,200	\$218,676	\$222,800	2.11%
Temporary Salaries	\$8,414	\$0	\$0	\$0	#DIV/0!
Professional Services	\$313	\$0	\$0	\$0	#DIV/0!
FICA	\$14,563	\$16,700	\$14,767	\$17,000	1.80%
Group Insurance	\$24,820	\$26,800	\$26,610	\$28,000	4.48%
Vision Insurance	\$107	\$100	\$215	\$200	100.00%
Retirement	\$15,866	\$17,000	\$17,123	\$20,100	18.24%
401(K)	\$0	\$0	\$0	\$1,100	#DIV/0!
Telephone	\$2,454	\$3,600	\$3,577	\$3,600	0.00%
Printing & Office Supplies	\$4,174	\$2,300	\$2,500	\$2,000	-13.04%
Utilities	\$0	\$0	\$0	\$10,000	#DIV/0!
Travel & Education	\$3,543	\$2,500	\$2,228	\$2,500	0.00%
Board Expense	\$2,998	\$1,300	\$1,242	\$2,000	53.85%
Maint. & Repairs/Building	\$1,406	\$1,000	\$1,084	\$2,000	100.00%
Maint. & Repairs/Auto	\$510	\$500	\$688	\$500	0.00%
Advertising	\$3,251	\$1,700	\$1,951	\$1,500	-11.76%
Fuel	\$498	\$600	\$564	\$500	-16.67%
Departmental Supplies	\$2,605	\$1,000	\$900	\$2,400	140.00%
Contract Services	\$9,978	\$5,100	\$5,000	\$5,000	-1.96%
Lot Maintenance	\$0	\$0	\$0	\$10,000	#DIV/0!
Dues & Subscription	\$1,035	\$700	\$889	\$700	0.00%
Workman's Comp	\$3,418	\$3,000	\$3,108	\$3,100	3.33%
Insurance/Auto	\$388	\$500	\$483	\$500	0.00%
Capital Outlay/Equipment	\$0	\$0	\$0	\$0	#DIV/0!
Total	\$309,175	\$302,600	\$301,605	\$335,500	10.87%

Mission

Clinton Recreation and Parks is dedicated to providing facilities and programs that respond to the changing needs of our community through preservation of open spaces and quality of life for future generations in a clean, safe, and inclusive environment.

Recreation & Parks Organization Chart



Description

The Clinton Recreation and Parks Department provides a variety of services to the citizens of Clinton and Sampson County. Recreation and Parks provides youth sports programs such as baseball, football, soccer, volleyball, softball, and basketball as well as adult sports including softball and basketball. A variety of programs and activities are available to help keep senior citizens active and healthy. Special events such as the July 4 celebration, annual Easter egg hunt, and Relay for Life 5K, help bring the community together. The department maintains four (4) parks, including the 79-acre Royal Lane Park, two activity centers with gymnasiums, and a municipal pool. The Recreation and Parks Director manages the department, which includes center and program supervisors and staff, three fulltime maintenance employees, administrative support staff, and various seasonal positions. The Recreation and Parks Department is located at 119 Leisure Ln., Clinton, NC. For more information about recreational programs or park facilities, please contact the department at 910-299-4906 or jallen@cityofclintonnc.us.

FY 2018-2019 Accomplishments

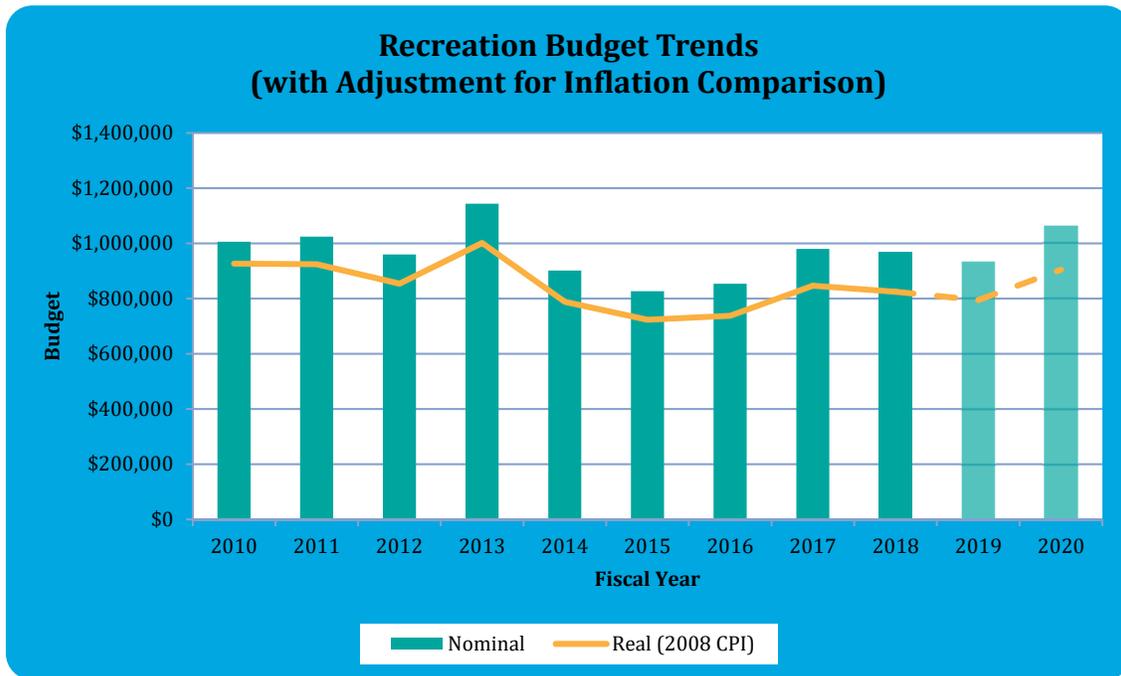
- Hosted a combined Mother/Son & Father Son Dance at the Bellamy Center
- Hosted Mid-Carolina Senior Games horseshoes and shuffleboard at Royal Lane Park
- Partnered with Cooperative Extension, 4-H, Sampson County Arts Council, Clinton Main Street Program, and the Clinton Planning Department to provide Halloween on the Square event
- Conducted the Children's Christmas Toy Program
- Continued the instructional basketball program for ages 5-9 through partnership with the Clinton High School Varsity Boys and Girls Basketball teams
- Offered Fruity Bingo at the Bellamy Center
- Hosted the Dixie Youth Baseball District Coach Pitch (7-8-Year-Old Boys) Tournament at Royal Lane Park
- Implemented signage for marketing programs and events
- Partnered with schools and businesses to advertise programs and events

FY2019-2020 Action Items & Initiatives

- Implement program guides to market classes, events, and athletics
- Implement Recreation Foundation
- Implement naming rights for Royal Lane Park Facilities
- Begin/Complete the first ever Citywide Parks Master Plan
- Expand the number of baseball/softball tournaments
- Obtain pesticides and chemical certifications
- Implement in-house field maintenance practices (spraying, fertilization, aeration, etc.)

FY2019-2020 Budget Highlights

The FY19-20 Recreation and Parks budget reflects a 5.73 percent increase from FY18-19. At \$1,061,700, the Recreation budget accounts for 10.49 percent of the General Fund budget and is equivalent to \$.125 on the tax rate. The City plans to spend \$121.476 per capita for Recreation in FY19-20. The FY19-20 budget includes \$10,000 in capital expenditures for recreation. This includes a mower as part of our equipment rotation program. \$40,000 will be used to complete a Recreation Master Plan.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$470,831	\$515,500	\$471,463	\$558,400	8.32%
Benefits	\$84,852	\$89,800	\$76,000	\$98,800	10.02%
Operating	\$316,807	\$348,900	\$334,483	\$394,500	13.07%
Capital	\$37,290	\$50,000	\$50,115	\$10,000	-80.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$909,780	\$1,004,200	\$932,061	\$1,061,700	5.73%

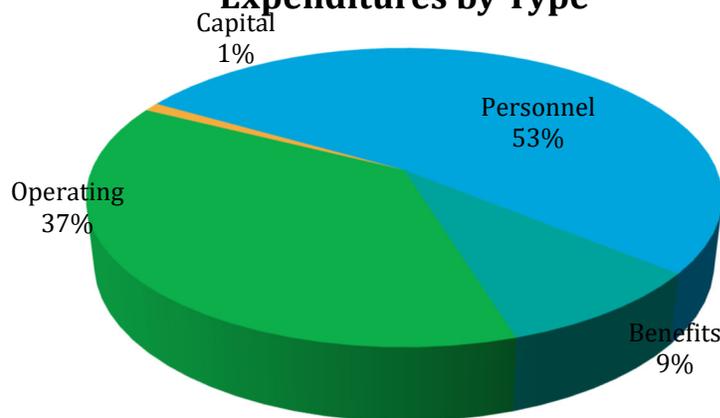
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$909,780	\$1,004,200	\$932,061	\$1,061,700	5.73%
Total	\$909,780	\$1,004,200	\$932,061	\$1,061,700	5.73%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	9.00	9.00	9.00	9.00	0.00%
Part-time	8.00	6.00	6.00	6.00	0.00%
Total	17.00	15.00	15.00	15.00	0.00%

Recreation and Parks Expenditures by Type



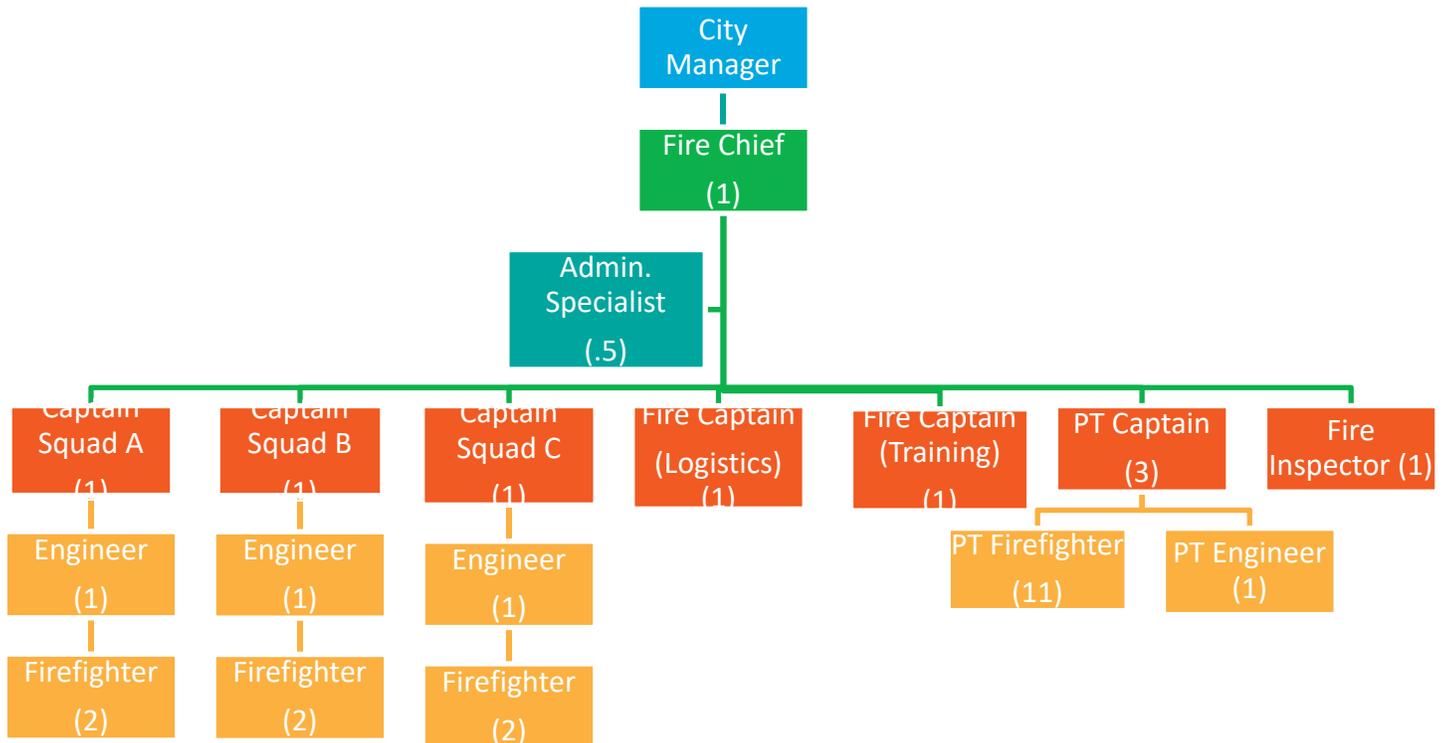
Expenditures by Line Item

Recreation & Parks Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$340,625	\$368,800	\$336,249	\$371,500	0.73%
Salaries/Part-Time	\$98,126	\$109,800	\$104,492	\$147,200	34.06%
Professional Services	\$0	\$0	\$0	\$45,000	#DIV/0!
FICA	\$32,080	\$36,900	\$30,722	\$39,700	7.59%
Group Insurance	\$54,654	\$60,300	\$46,568	\$63,000	4.48%
Vision Insurance	\$227	\$300	\$371	\$400	33.33%
Retirement	\$29,971	\$29,200	\$29,061	\$33,500	14.73%
401(K)	\$0	\$0	\$0	\$1,900	#DIV/0!
Telephone	\$6,310	\$6,500	\$6,791	\$6,000	-7.69%
Printing & Office Supplies	\$6,899	\$15,500	\$13,000	\$16,000	3.23%
Utilities	\$58,437	\$61,000	\$55,783	\$60,000	-1.64%
Utilities- Fields	\$23,975	\$21,000	\$22,632	\$19,000	-9.52%
Travel & Education	\$6,413	\$3,000	\$2,677	\$5,000	66.67%
Maint. & Repairs/Building	\$13,392	\$16,000	\$16,625	\$20,000	25.00%
Maint. & Repairs/Equipment	\$12,859	\$15,000	\$14,000	\$15,000	0.00%
Pool Supplies & Maint.	\$19,283	\$21,200	\$16,843	\$21,000	-0.94%
Maint. & Repairs/Fields	\$24,875	\$28,000	\$28,000	\$25,000	-10.71%
Maint. & Repairs/Auto	\$4,370	\$2,000	\$1,500	\$2,500	25.00%
Advertising	\$5,959	\$7,500	\$9,112	\$4,000	-46.67%
Fuel	\$7,878	\$9,300	\$8,351	\$7,500	-19.35%
Program & Service Supplies	\$16,784	\$19,000	\$19,756	\$30,000	57.89%
Athletic Supplies	\$28,463	\$27,500	\$29,200	\$26,000	-5.45%
Bellamy Center Supplies	\$4,840	\$3,800	\$3,200	\$0	-100.00%
Sampson Center Programs	\$0	\$400	\$250	\$0	-100.00%
Children's Toy Program	\$285	\$100	\$110	\$0	-100.00%
Uniforms	\$1,207	\$5,600	\$2,472	\$6,000	7.14%
Team Uniforms	\$14,262	\$23,100	\$21,304	\$20,000	-13.42%
Contract Services	\$41,643	\$39,400	\$38,103	\$42,500	7.87%
Officials	\$0	\$1,000	\$0	\$0	-100.00%
Dues & Subscription	\$620	\$13,300	\$710	\$1,100	-91.73%
Workman's Comp	\$8,920	\$700	\$13,916	\$13,500	1828.57%
Insurance/Auto	\$736	\$8,000	\$779	\$800	-90.00%
Insurance/Building	\$7,319	\$1,000	\$7,998	\$8,000	700.00%
Miscellaneous	\$1,078	\$50,000	\$1,371	\$600	-98.80%
Capital Outlay/Improvements	\$17,327	\$0	\$0	\$0	#DIV/0!
Capital Outlay/Equipment	\$19,963	\$50,000	\$50,115	\$10,000	-80.00%
Total	\$909,780	\$1,004,200	\$932,061	\$1,061,700	5.73%

Mission

To protect life and property through effective fire suppression, fire prevention, and public education.

Fire Organization Chart



Description

The Clinton Fire Department provides fire and rescue services for the City of Clinton and Sampson County. The ISO rating in the city is 5 for commercial, and 6 for residential. The Clinton Fire Department is a certified heavy rescue provider with the North Carolina Association of Rescue and Emergency Medical Services (EMS), as well as trench rescue, confined space rescue, rope rescue, and structural collapse rescue provider. The Fire Chief directs the Fire Department with the assistance of four (3) fulltime and three (3) part-time captains. The department includes an additional fifteen (15) fulltime firefighters and fifteen (15) part-time firefighters and one (1) full-time fire inspector. The Fire Department main office is located at 222 Wall St., Clinton, NC. For more information about the Fire Department, please contact the department at 910-299-4902 or slovette@cityofclintonnc.us.

FY 2018-2019 Accomplishments

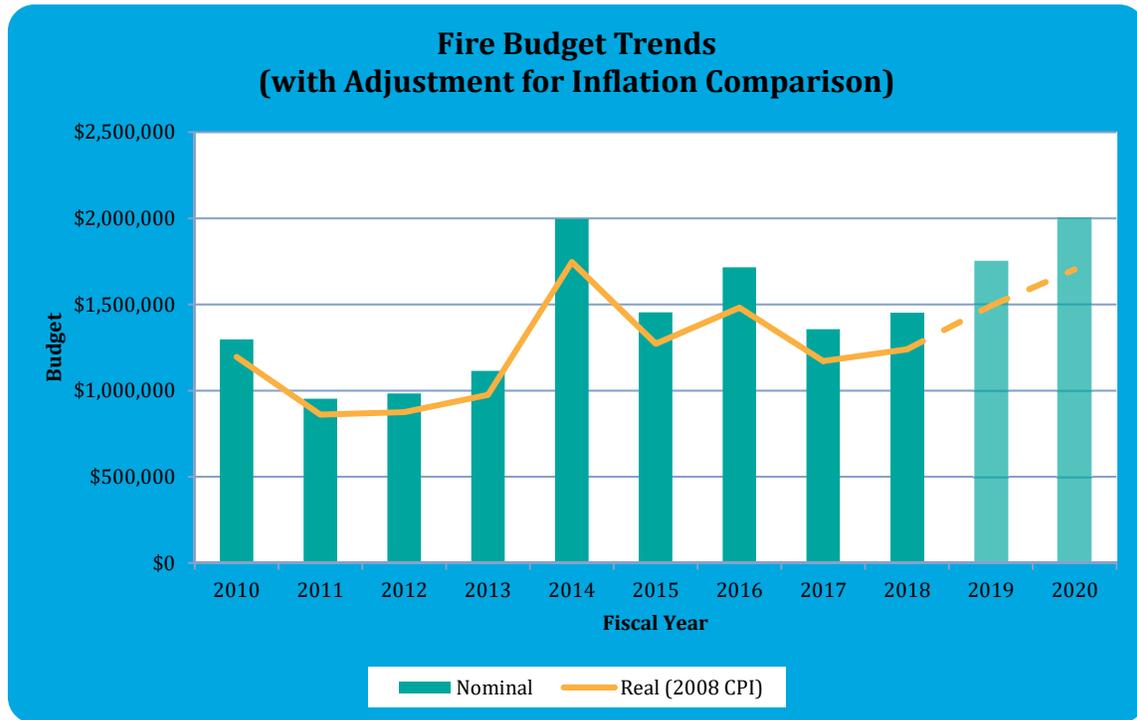
- Responded to 714 calls for service
- Responded to 45 structure fires
- Provided and installed 32 smoke detectors at no cost to residents
- Provided fire safety education to over 3,000 students
- Began providing fire safety education to Latino community
- Partnered with Sampson Community College and Clinton City Schools to develop fire education program and degree
- Continued development of a Fire Inspection program
- Conducted staffing study

FY2019-2020 Action Items & Initiatives

- Continue pre-incident surveys
- Provide community outreach programs
- Revise and improve fire department organizational structure
- Implement a full-time fire inspection program

FY2019-2020 Budget Highlights

The Clinton Fire Department budget reflects a 21.17 percent increase for FY19-20. At \$1,998,300 the Fire budget accounts for 19.75 percent of the General Fund budget and is equivalent to \$.24 on the tax rate. The City plans to spend \$228.64 per capita for Fire in FY19-20. One full-time position has been added to conduct a full-time fire inspection program. Capital items include a new fire engine and radio replacement.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$1,104,195	\$1,079,000	\$1,203,133	\$1,182,100	9.56%
Benefits	\$159,400	\$199,700	\$210,624	\$234,600	17.48%
Operating	\$279,988	\$265,500	\$264,828	\$279,900	5.42%
Capital	\$33,917	\$33,500	\$0	\$230,000	586.57%
Debt Service	\$71,695	\$71,500	\$71,694	\$71,700	0.00%
Total	\$1,649,195	\$1,649,200	\$1,750,279	\$1,998,300	21.17%

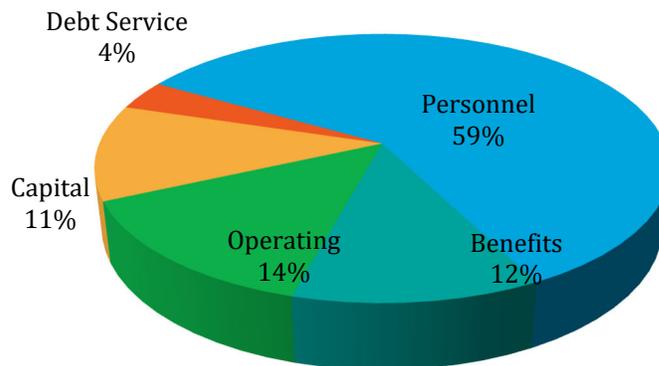
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$1,649,195	\$1,649,200	\$1,750,279	\$1,998,300	21.17%
Special Dept.	\$0	\$0	\$0	\$0	0.00%
Total	\$1,649,195	\$1,649,200	\$1,750,279	\$1,998,300	21.17%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	16.00	19.00	19.00	20.00	5.26%
Part-time	18.00	15.00	15.00	15.00	0.00%
Total	34.00	34.00	34.00	35.00	2.94%

Fire Expenditures by Type



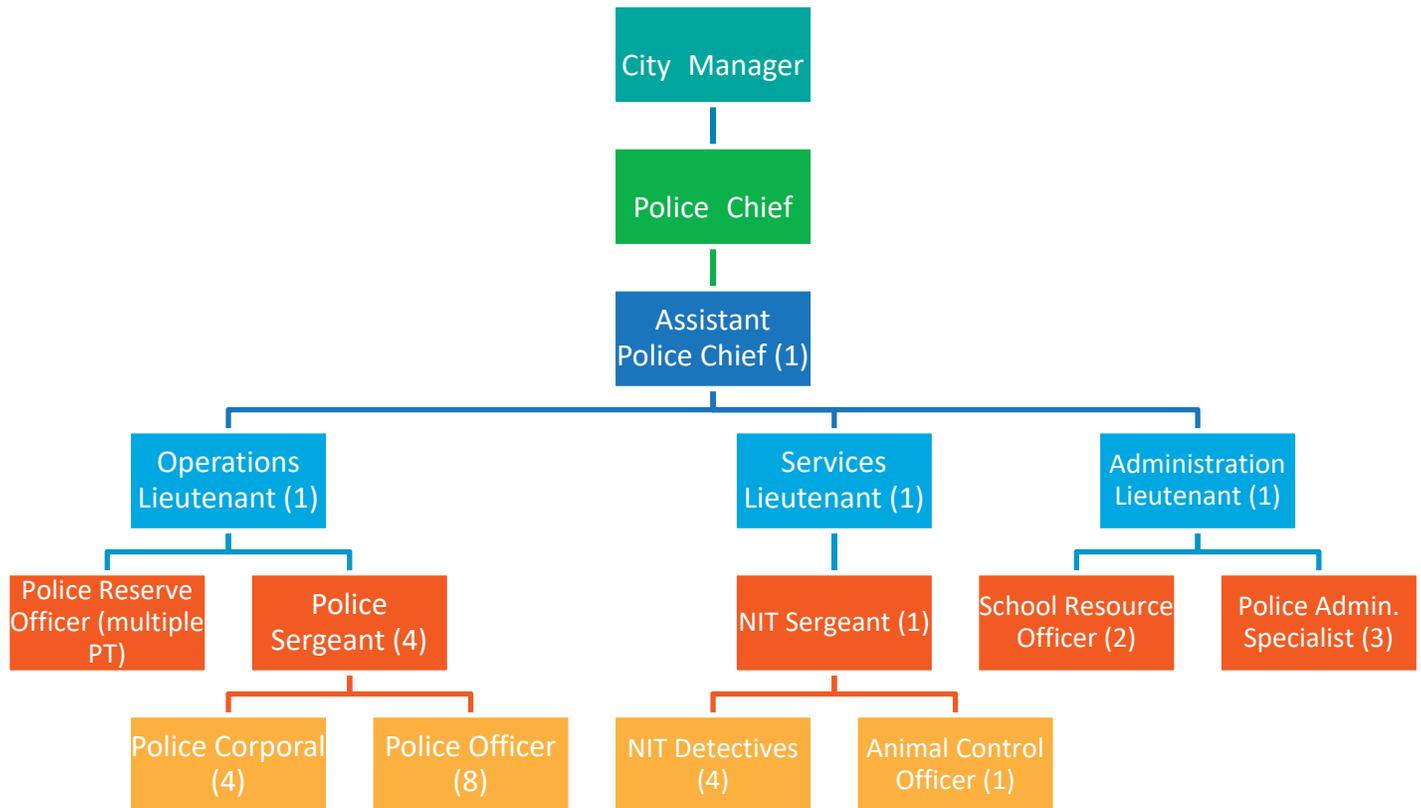
Expenditures by Line Item

Fire Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$708,990	\$841,200	\$926,700	\$877,200	4.28%
Part-Time Workers	\$321,749	\$162,000	\$196,047	\$220,900	36.36%
Professional Services	\$0	\$0	\$0	\$0	#DIV/0!
FICA	\$73,456	\$75,800	\$80,386	\$84,000	10.82%
Group Insurance	\$88,492	\$127,000	\$123,796	\$140,000	10.24%
Vision Insurance	\$416	\$1,000	\$993	\$1,000	0.00%
Retirement	\$70,492	\$71,700	\$85,835	\$89,200	24.41%
401(K)	\$0	\$0	\$0	\$4,400	#DIV/0!
Telephone	\$8,866	\$7,500	\$7,301	\$6,500	-13.33%
Printing & Office Supplies	\$3,107	\$3,500	\$2,900	\$3,000	-14.29%
Utilities	\$22,097	\$20,000	\$20,425	\$20,000	0.00%
Travel & Education	\$12,054	\$14,000	\$4,500	\$10,000	-28.57%
Fire & Life Safety	\$0	\$4,000	\$1,600	\$5,000	25.00%
Maint. & Repairs/Building	\$12,558	\$7,000	\$4,000	\$7,000	0.00%
Maint. & Repairs/Equipment	\$22,276	\$18,000	\$16,000	\$17,200	-4.44%
Maint. & Repairs/Auto	\$21,933	\$19,900	\$22,000	\$20,000	0.50%
Advertising	\$2,236	\$1,000	\$1,202	\$1,000	0.00%
Fuel	\$11,453	\$11,000	\$11,731	\$11,000	0.00%
Departmental Supplies	\$10,069	\$10,000	\$7,000	\$10,000	0.00%
Tools & Equipment	\$31,380	\$32,000	\$32,500	\$40,000	25.00%
Haz-Mat Supplies	\$4,229	\$2,000	\$1,000	\$3,000	50.00%
Uniforms	\$14,808	\$19,100	\$9,500	\$20,000	4.71%
Turn-Out Equipment	\$13,004	\$15,000	\$10,309	\$15,000	0.00%
Contract Services	\$36,846	\$32,000	\$56,900	\$33,500	4.69%
Dues & Subscription	\$3,415	\$2,000	\$3,393	\$3,500	75.00%
Workman's Comp	\$28,841	\$28,000	\$31,900	\$33,200	18.57%
Insurance/Auto	\$9,121	\$9,000	\$8,847	\$9,000	0.00%
Insurance/Building	\$10,308	\$10,000	\$10,460	\$11,000	10.00%
Miscellaneous	\$1,387	\$500	\$1,360	\$1,000	100.00%
Capital Outlay/Equipment	\$33,917	\$33,500	\$0	\$230,000	586.57%
Debt Service Principal	\$62,661	\$64,000	\$64,083	\$65,500	2.34%
Debt Service Interest	\$9,034	\$7,500	\$7,611	\$6,200	-17.33%
Total	\$1,649,195	\$1,649,200	\$1,750,279	\$1,998,300	21.17%

Mission

To enhance the quality of life the community by building partnerships that will help provide a safe, secure community through proactive and impartial enforcement of the laws of North Carolina and the United States Constitution.

Police Organization Chart



Description

The Clinton Police Department is a full-service law enforcement agency and is recognized by CALEA. The department is responsible for the enforcement of all local and state laws and the investigation of any crimes within the city limits of Clinton, North Carolina. The Police Chief directs the department with one captain and two lieutenants who oversee the administrative and operational divisions. The department consists of 28 full-time sworn police officers, three (3) civilian support staff members, one (1) animal control officer (non-sworn), and reserve officers. The Police Department is located at 222 Lisbon St., Clinton, NC. For more information about the Police Department, please contact the department at 910-592-3105 or dedwards@cityofclintonnc.us.

FY 2018-2019 Accomplishments

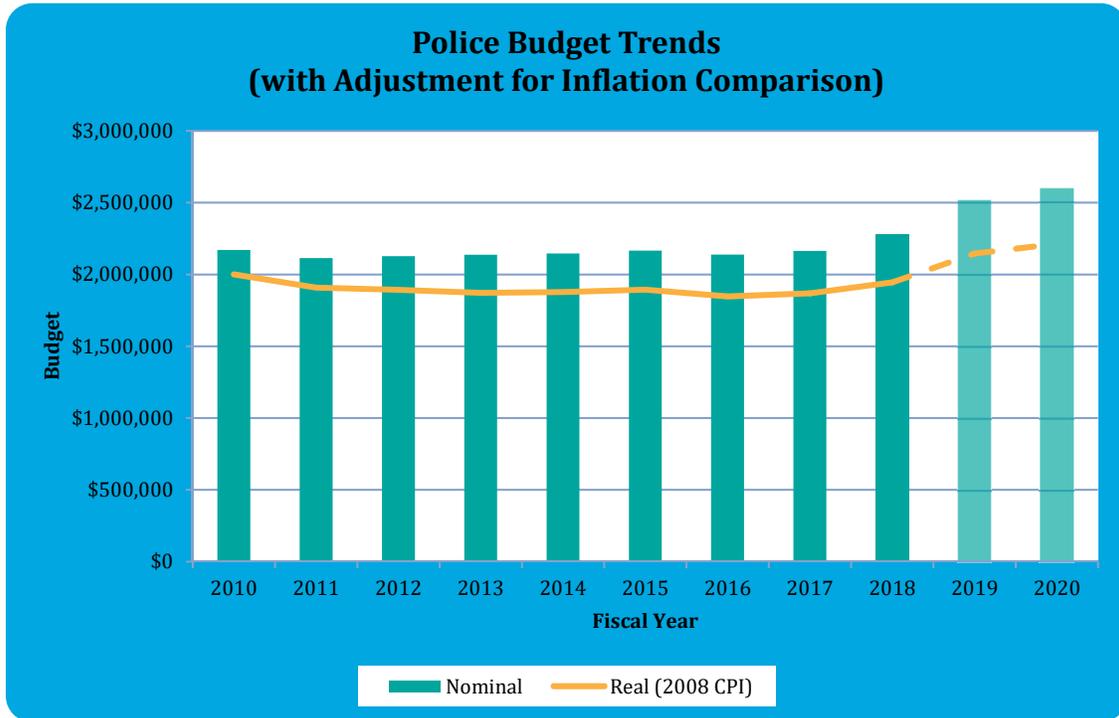
- Implemented a career development model foundation for Clinton Police Department to help recruitment and retention.
- Exceeded the national average for the clearance of violent crime as well as property crime and worked with the citizens to see a 30% reduction in violent crime from 2017.
- Secured second year order of hand held police radios for replacement program and the agency is 2/3 complete.
- Continued implementing integrated Body Worn Cameras and upgrades during annual replacement for sustainable rotation plan.
- Partnered with local churches, schools, community and professional partners to hold our 2nd annual Police Summer Camp.
- Hosted second National Night Out event at Newkirk Park in partnership with community groups.
- Participated in the Opioid Summit as part of the Substance Abuse Coalition to increase awareness of drug abuse and offer hope for families by connecting families to resources.
- Started our third year carrying Narcan so we have the opportunity to provide life saving medication for overdose victims.
- Hosted and participated in events at Dogwood Circle and the Police Substation that allows us to serve citizens, especially our youth, like after school celebrations, meals after the hurricane, and Santa at the Substation.
- Staff worked very closely with other city staff and local community leaders before, during, and after the hurricanes to maintain and actually enhance services during the disaster, to include delivering supplies and food in and around Sampson County.
- Partnered with Clinton City Schools to build programs to target youth by focusing on communication, education, awareness, and safety.
- Continued to promote TIP411 services and received nearly 200 tips for Clinton and Sampson County.
- Hosted our sixth Latino Community Meeting in partnership with Clinton 4-H Juntos Club.
- Presented a strong social media outreach by highlighting events and situations that enhanced communications with our citizens for criminal activity, safety awareness, and other quality of life issues.
- Maintained transparency and public trust by publicly publishing an annual report on Internal Affairs issues like bias base traffic stops, use of force, & citizen complaints.
- Began incorporating crime analysis data in daily operations through command reports and directing patrols.
- Used information from community meetings and engagements related to safety and other community concerns and implemented this in directing police patrols.
- Obtained a small but efficient radar device to discretely analyze traffic patterns and supplement data gathered by collision and enforcement reports and/or the highly visible speed trailer.
- Obtained over 80% department personnel trained in Crisis Intervention Techniques that focuses on de-escalation skills for persons with mental impairments or in crisis.
- Hosted our second bilingual intern again partnering with SCC Translation program
- Initiated partnerships and programs to focus on criminal groups, associations, or gang activity by persons who are engaged in or support various crimes, especially violent crime.

FY2019-2020 Action Items & Initiatives

- Establish incentives through career development to encourage continued personal and professional growth, as well as employee retention and recruitment.
- Increase participation of all employees in professional organizations to enhance their development as well as increasing informational resources and partnerships for the Clinton Police Department.
- Improve surveillance and investigative equipment for services and operational staff to insure staff sustains the highest quality of services they provide for citizens.
- Continue integration of the Body Worn Cameras and upgrades during annual replacement/rotation and seek opportunities to upgrade BWC technology when appropriate.
- Secure third year grant for replacement of police radios. Department is over 2/3 complete with portable radio replacement.
- Develop crime analysis in our internal crime reporting and analysis so it provides accurate, real-time intelligence for all divisions.
- Actively seek opportunities to promote the use of the Dogwood Circle substation, even by our community partners, for programs that truly benefit our communities and enhance the quality of life of our citizens.
- Increase our involvement in events that are directly related to the Governor's Highway Safety Program, with a goal to increase traffic safety awareness and reduce collisions.
- Continue to build the criminal gang response partnerships to address neighborhood concerns, improve safety in any affected community, and enhance criminal prosecutions where criminal associations are known.
- Build upon mental health partnerships in our community to better serve families so they can access local resources.
- Continue or increase our community programs and engagements, especially those that focus on youth. Partnering for National Night Out, Latino Community, Police Summer Camp, etc.
- Expand programs with Clinton City Schools through the SRO program that focus on communication, education, and safety.

FY2019-2020 Budget Highlights

The Police Department budget is 3.27 percent more in FY19-20. At \$2,595,900, the Police budget accounts for 25.65 percent of the General Fund budget and is equivalent to \$.31 on the tax rate. The City plans to spend \$297.01 per capita for Police in FY19-20. Capital expenditures in the FY19-20 Police budget represent four (4) police vehicles as part of the department’s annual replacement program and one (1) generator for the police building to have during emergencies.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$1,491,469	\$1,581,500	\$1,603,015	\$1,604,300	1.44%
Benefits	\$334,245	\$394,000	\$366,477	\$418,000	6.09%
Operating	\$327,446	\$400,100	\$408,854	\$378,600	-5.37%
Capital	\$133,962	\$138,000	\$138,354	\$195,000	41.30%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$2,287,122	\$2,513,600	\$2,516,700	\$2,595,900	3.27%

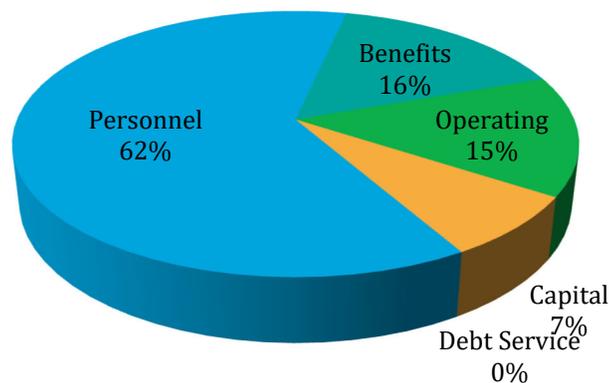
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$2,287,122	\$2,513,600	\$2,516,700	\$2,595,900	3.27%
Total	\$2,287,122	\$2,513,600	\$2,516,700	\$2,595,900	3.27%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	32.00	32.00	32.00	32.00	0.00%
Part-time	-	-	-	-	0.00%
Total	32.00	32.00	32.00	32.00	0.00%

Police Expenditures by Type



Expenditures by Line Item

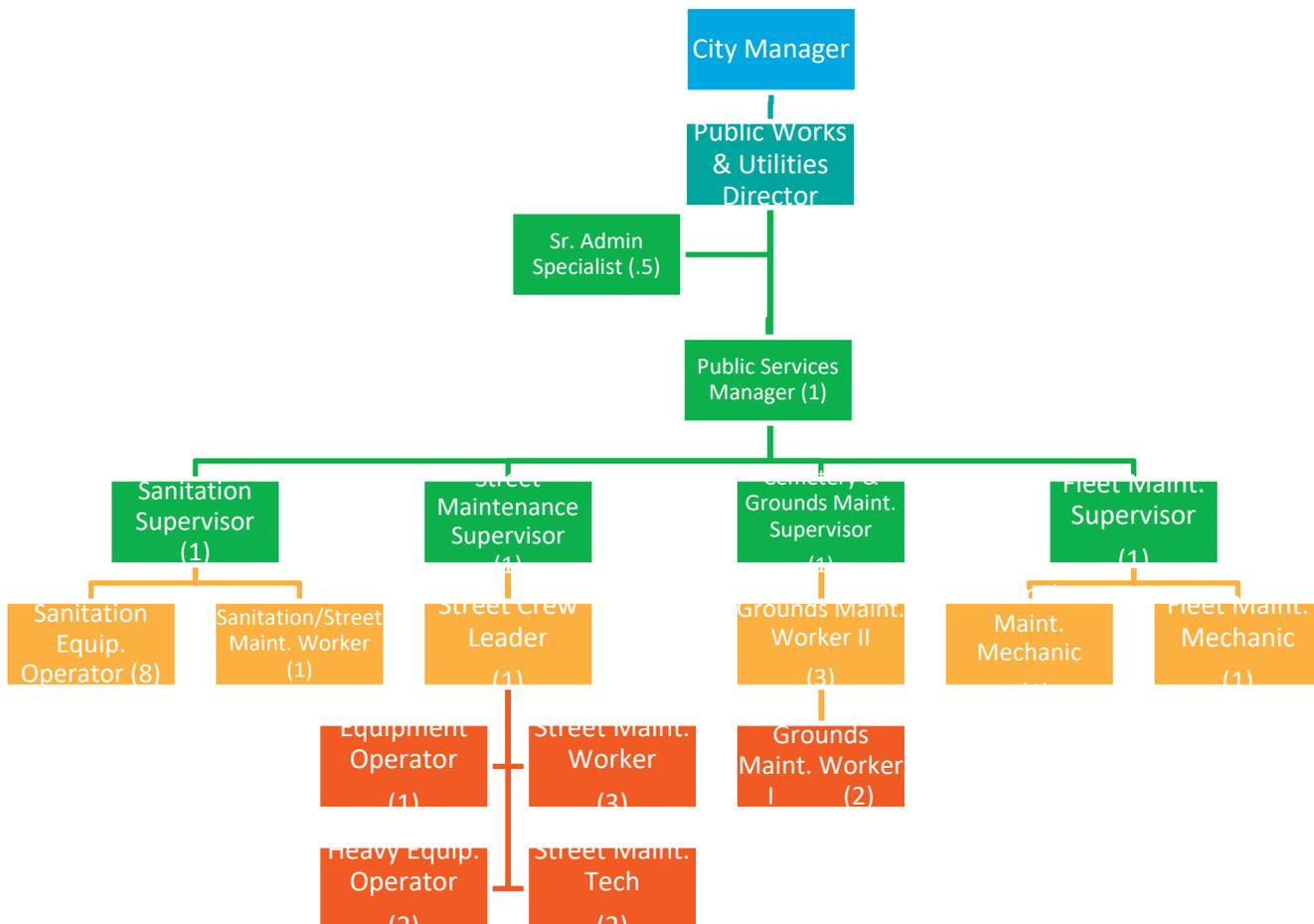
Police Expenditures

Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$1,139,435	\$1,264,100	\$1,276,009	\$1,291,000	2.13%
Salaries/Hud Officers	\$41,916	\$41,700	\$44,165	\$42,600	2.16%
School Officers	\$124,293	\$75,300	\$85,864	\$80,700	7.17%
Separation Allowance Salaries	\$85,150	\$88,000	\$87,969	\$76,000	-13.64%
Professional Services	\$6,585	\$5,000	\$1,500	\$5,000	0.00%
FICA	\$100,675	\$112,400	\$109,008	\$114,000	1.42%
Group Insurance	\$172,865	\$214,400	\$187,431	\$224,000	4.48%
Vision Insurance	\$748	\$1,400	\$1,465	\$1,400	0.00%
Retirement	\$105,287	\$116,400	\$117,772	\$128,700	10.57%
401(K)	\$55,345	\$61,800	\$59,809	\$63,900	3.40%
Telephone	\$22,754	\$25,000	\$31,678	\$25,000	0.00%
Printing & Office Supplies	\$11,032	\$10,000	\$9,000	\$10,300	3.00%
Utilities	\$13,876	\$11,000	\$15,167	\$12,000	9.09%
Travel & Education	\$8,275	\$11,500	\$9,500	\$10,000	-13.04%
Maint. & Repairs/Building	\$10,933	\$8,500	\$10,415	\$5,000	-41.18%
Maint. & Repairs/Equipment	\$3,322	\$5,000	\$5,031	\$5,000	0.00%
Maint. & Repairs/Auto	\$36,276	\$34,000	\$35,000	\$20,000	-41.18%
Equipment Rental	\$0	\$500	\$412	\$0	-100.00%
Advertising	\$350	\$1,000	\$500	\$1,000	0.00%
Fuel	\$56,345	\$60,000	\$68,886	\$60,000	0.00%
Departmental Supplies	\$57,444	\$94,900	\$82,000	\$70,000	-26.24%
Uniforms	\$9,275	\$18,500	\$15,500	\$20,000	8.11%
Contract Services	\$23,411	\$43,400	\$49,500	\$58,000	33.64%
Dues & Subscription	\$1,100	\$1,700	\$1,500	\$1,700	0.00%
CALEA Accreditation Fees	\$4,595	\$4,500	\$4,595	\$4,600	2.22%
Workman's Comp	\$35,513	\$37,000	\$36,900	\$38,000	2.70%
Insurance/Auto	\$10,382	\$10,700	\$12,356	\$12,500	16.82%
Insurance/Building	\$3,073	\$3,200	\$3,402	\$3,500	9.38%
Insurance/Public Liability	\$11,455	\$12,000	\$13,712	\$14,000	16.67%
Miscellaneous	\$290	\$500	\$400	\$0	-100.00%
K-9	\$1,160	\$2,200	\$1,900	\$3,000	36.36%
Capital Outlay/Equipment	\$133,962	\$138,000	\$138,354	\$195,000	41.30%
Debt Service Principal	\$0	\$0	\$0	\$0	#DIV/0!
Debt Service Interest	\$0	\$0	\$0	\$0	#DIV/0!
Total	\$2,287,122	\$2,513,600	\$2,516,700	\$2,595,900	3.27%

The Public Works and Utilities Department provides many essential services for citizens, including refuse collection (both residential and commercial), buildings and grounds maintenance, street and sidewalk construction and maintenance, environmental services, fleet maintenance, cemetery management and maintenance, and pest control. Other important services the department provides are ensuring safe drinking water to the public and the treatment of wastewater. Public Works and Utilities consist of seven divisions: City Garage, Grounds & Cemetery Maintenance, Sanitation, Streets, Utility Line Maintenance, Wastewater Treatment, and Water Production. The four (4) Public Works divisions (City Garage, Grounds & Cemetery Maintenance, Sanitation, and Streets) are funded through the General Fund and the three (3) Public Utilities divisions are funded through the Water and Sewer Fund. Each Public Works and Utilities division has a mission statement but also collectively share a mission statement:

To provide the highest quality of customer service to residents, businesses, and visitors through professional, friendly, efficient, effective, and sustainable delivery of design, construction, maintenance, and operation of City infrastructure and facilities in order to protect the health, safety, and welfare of our community and to be good stewards of our environment and natural and fiscal resources.

Public Works Organization Chart



Mission

To provide safe, reliable, quality vehicle and equipment fleet maintenance and service, while allowing all City departments to operate without undo interruption.

Description

The City Garage ensures the maintenance and repair of over 200 units of equipment and vehicles owned and operated by the City of Clinton. This includes maintenance, repair, and vehicle inspection certification. In addition, the staff assists with the repair of operational equipment located at our water pollution control facility, sanitary sewer lift stations, and well sites. The Garage Supervisor and two mechanics operate the garage. The City Garage is located at 200 John St., Clinton, NC. For more information about the City Garage, please contact the Garage Supervisor at 910-299-4905 or rnaylor@cityofclintonnc.us.

FY2018-2019 Accomplishments

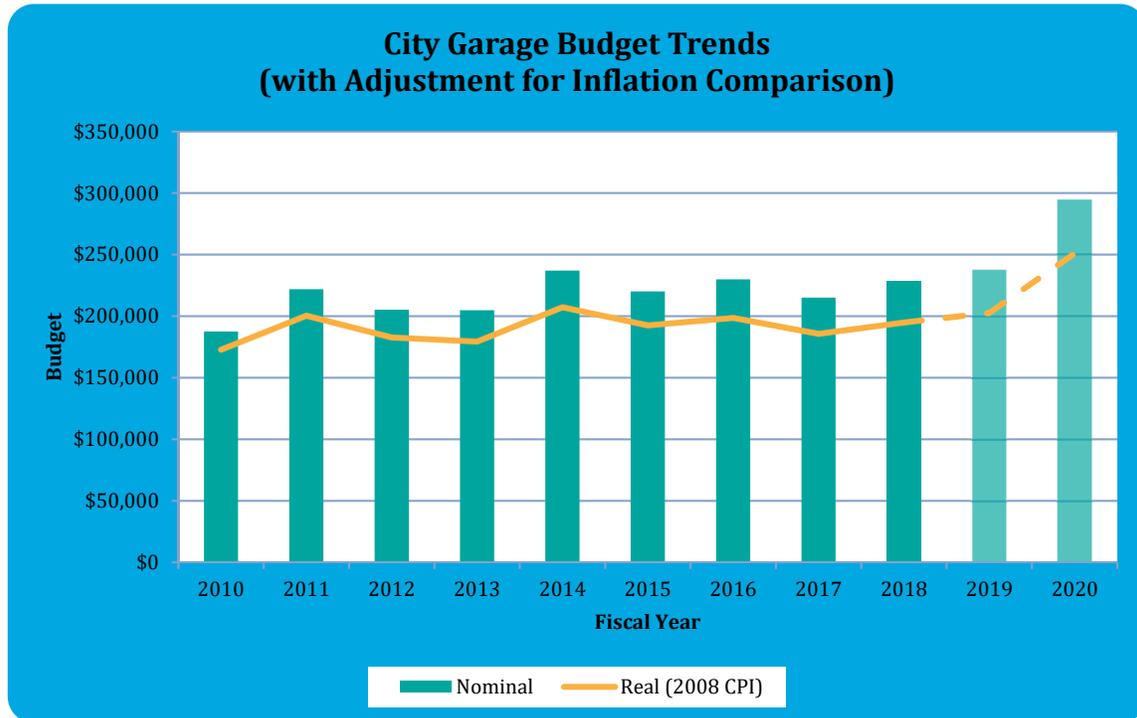
- Continued review and update of tool and equipment inventory
- Continued implementation of vehicle repair and maintenance tracking system
- Continued on time oil changes and vehicle inspections
- Continued repair of cardboard and trash dumpsters
- Rebuilt leaf truck
- Developed pre-trip and post-trip guidelines for all public works vehicles and equipment
- Built manhole covers and storm drain grates
-

FY2019-2020 Action Items & Initiatives

- Continue review and update of tool and equipment inventory
- Continue implementation of vehicle repair and maintenance tracking system
- Continue to perform all vehicle inspections and oil changes on time
- Update, increase, and document training for vehicle operation and maintenance
- Develop checklists operation and maintenance
- Reduce outsource of electronic diagnostic issues with diagnostic tool
- Develop monitoring system for commercial trucks

FY2019-2020 Budget Highlights

The City Garage budget for FY19-20 reflects a 24.38 percent increase. At \$294,400, the Garage budget accounts for 2.91 percent of the General Fund budget and is equivalent to \$.04 on the tax rate. The City plans to spend \$33.68 per capita for Garage operations in FY19-20. The Garage budget includes a diagnostic tool and a generator for the public works building in capital.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$149,925	\$145,100	\$139,675	\$143,400	-1.17%
Benefits	\$29,355	\$30,700	\$26,767	\$33,800	10.10%
Operating	\$59,721	\$60,900	\$71,252	\$57,200	-6.08%
Capital	\$0	\$0	\$0	\$60,000	
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$239,001	\$236,700	\$237,694	\$294,400	24.38%

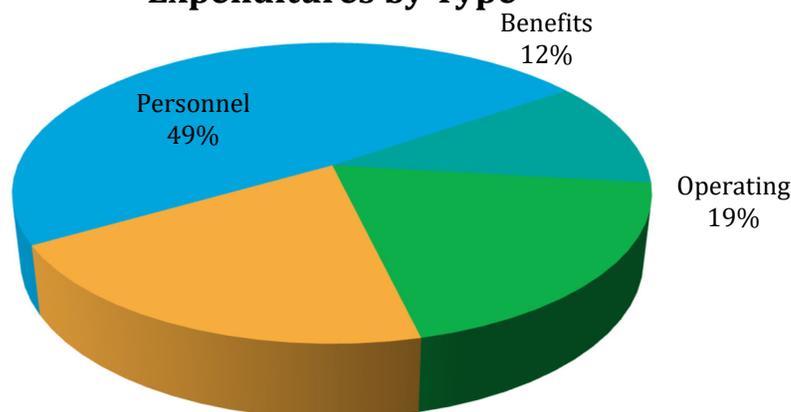
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$239,001	\$236,700	\$237,694	\$294,400	24.38%
Total	\$239,001	\$236,700	\$237,694	\$294,400	24.38%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	3.00	3.00	3.00	3.00	0.00%
Part-time	-	-	-	-	0.00%
Total	3.00	3.00	3.00	3.00	0.00%

**Public Works: City Garage
Expenditures by Type**



Expenditures by Line Item

City Garage Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$139,637	\$134,800	\$130,184	\$133,200	-1.19%
FICA	\$10,288	\$10,300	\$9,491	\$10,200	-0.97%
Group Insurance	\$18,615	\$20,100	\$16,776	\$21,000	4.48%
Vision Insurance	\$80	\$100	\$110	\$100	0.00%
Retirement	\$10,660	\$10,500	\$9,881	\$12,000	14.29%
401(K)	\$0	\$0	\$0	\$700	#DIV/0!
Telephone	\$2,576	\$3,000	\$2,648	\$2,000	-33.33%
Printing & Office Supplies	\$1,311	\$1,500	\$1,450	\$1,200	-20.00%
Utilities	\$17,717	\$15,000	\$19,705	\$18,000	20.00%
Travel & Education	\$568	\$2,000	\$2,147	\$1,000	-50.00%
PW Complex Maint.	\$14,544	\$11,800	\$15,500	\$10,000	-15.25%
Maint. & Repairs/Equipment	\$851	\$3,000	\$3,200	\$2,000	-33.33%
Maint. & Repairs/Auto	\$3,335	\$1,500	\$1,000	\$1,000	-33.33%
Advertising	\$0	\$300	\$114	\$100	-66.67%
Fuel	\$1,943	\$2,000	\$1,848	\$2,000	0.00%
Departmental Supplies	\$3,037	\$4,100	\$4,600	\$4,000	-2.44%
Small Tools	\$3,229	\$3,000	\$3,567	\$3,000	0.00%
Uniforms	\$1,785	\$2,500	\$2,154	\$2,000	-20.00%
Safety Supplies	\$729	\$1,000	\$1,032	\$1,000	0.00%
Contract Services	\$60	\$1,600	\$3,500	\$1,300	-18.75%
Workman's Comp	\$4,016	\$4,400	\$4,500	\$4,500	2.27%
Insurance/Auto	\$128	\$200	\$161	\$100	-50.00%
Insurance/Building	\$3,666	\$3,900	\$4,007	\$4,000	2.56%
Miscellaneous	\$226	\$100	\$119	\$0	-100.00%
Capital Outlay/Equipment	\$0	\$0	\$0	\$60,000	#DIV/0!
Total	\$239,001	\$236,700	\$237,694	\$294,400	24.38%

Mission

To provide quality services, consistent with responsible fiscal and environmental stewardship, to support the landscape maintenance and landscape construction needs of the City and its citizens. To provide professional care and maintenance of cemetery grounds and open spaces to preserve a peaceful and dignified memorial.

Description

The Cemetery and Grounds Maintenance Division is responsible for operations and maintenance of the city's cemeteries (Springvale and Sandhill), the grounds upkeep of city buildings, and pest control throughout the city. The division consists of the Grounds Superintendent and three grounds workers. Grounds and Cemetery Maintenance is located at 200 John St., Clinton, NC. For more information about cemeteries, grounds maintenance, or mosquito control, please contact the Grounds Superintendent at 910-299-4905 or bdraughon@cityofclintonnc.us.

FY2018-2019 Accomplishments

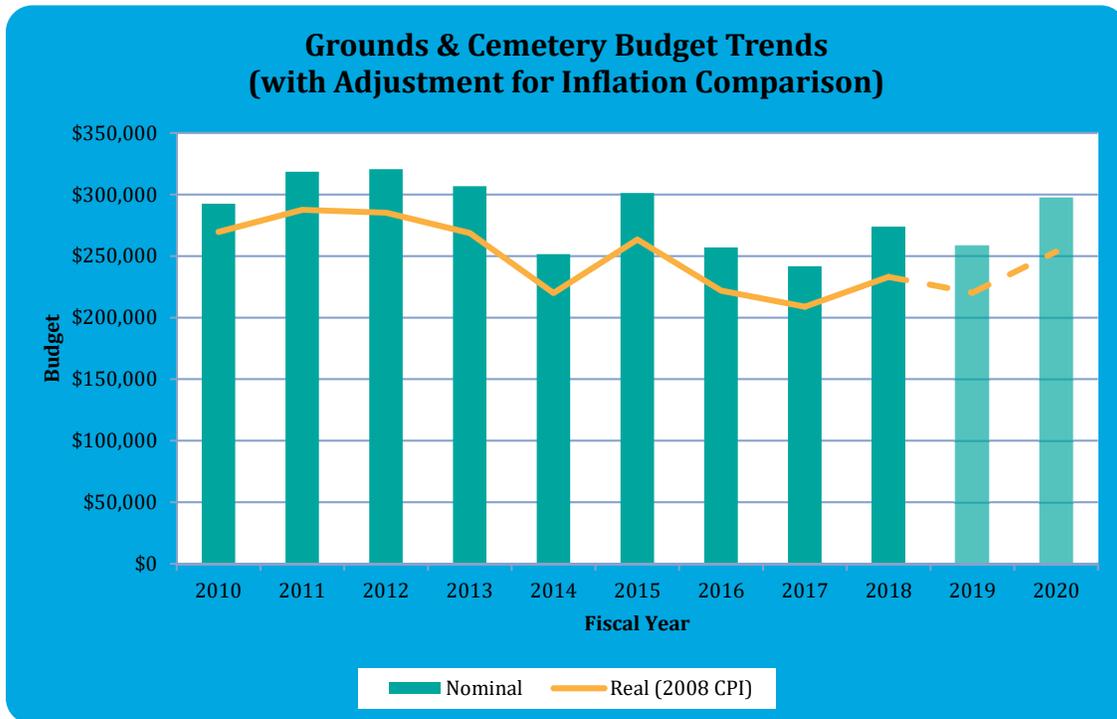
- Removed more than 50 mowing obstructions in cemeteries
- Maintained all grave sites without use of herbicide
- Reduced general cemetery related complaints
- Provided mosquito control city-wide weekly in season utilizing Mobile 311 documentation
- Trained staff and developed shop to conduct in-house maintenance and repair of equipment
- Staff acquired pesticide license
- Continued use of inmate labor program through local DOC
- Maintained mowing cycles to once every ten days

FY2019-2020 Action Items & Initiatives

- Seek pesticide license for all grounds staff
- Implement safety & accident free program
- Implement standards for contracted labor in cemeteries related to internments
- Develop open spaces for public use
- Maintain cemeteries with minimum damages to personal property
- Maintain weed control program for all city properties
- Meet quarterly with cemetery advisory board
- Provide mosquito control weekly city wide once per week July through September
- Upgrade trees around downtown
- Landscape alley behind Professional Eye Care downtown
- Seek turf and ornamental pesticide licenses for all grounds staff
- Build chemical storage area

FY2019-2020 Budget Highlights

The FY19-20 Grounds and Cemetery budget reflects a 10.55 percent increase from FY18-19. At \$297,500, the Grounds and Cemetery budget accounts for 2.94 percent of the General Fund budget and is equivalent to \$.035 on the tax rate. The City plans to spend \$34.04 per capita for Grounds and Cemetery maintenance in FY19-20. The Grounds budget includes capital items such as cemetery road resurfacing program and a truck as part of the vehicle rotation program.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$119,194	\$136,300	\$134,012	\$138,500	1.61%
Benefits	\$31,208	\$36,900	\$36,469	\$40,400	9.49%
Operating	\$75,253	\$75,900	\$69,647	\$68,600	-9.62%
Capital	\$1,300	\$20,000	\$18,239	\$50,000	150.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$226,955	\$269,100	\$258,367	\$297,500	10.55%

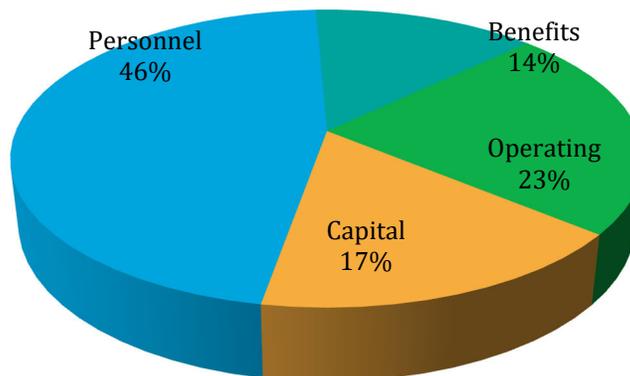
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$201,955	\$209,100	\$214,767	\$252,500	20.76%
Cemetery	\$25,000	\$60,000	\$43,600	\$45,000	-25.00%
Total	\$226,955	\$269,100	\$258,367	\$297,500	10.55%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	4.00	4.00	4.00	4.00	0.00%
Part-time	-	-	-	-	0.00%
Total	4.00	4.00	4.00	4.00	0.00%

**Public Works: Grounds Maintenance
Expenditures by Type**



Expenditures by Line Item

Grounds Maintenance Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$111,223	\$126,600	\$124,008	\$128,700	1.66%
Temporary Salaries	\$0	\$0	\$0	\$0	#DIV/0!
Professional Services	\$6,587	\$6,000	\$0	\$4,000	-33.33%
FICA	\$7,971	\$9,700	\$10,004	\$9,800	1.03%
Group Insurance	\$22,675	\$26,800	\$25,454	\$28,000	4.48%
Vision Insurance	\$87	\$200	\$189	\$200	0.00%
Retirement	\$8,446	\$9,900	\$10,826	\$11,600	17.17%
401(K)	\$0	\$0	\$0	\$600	#DIV/0!
Telephone	\$1,193	\$900	\$1,091	\$900	0.00%
Printing & Office Supplies	\$211	\$200	\$100	\$500	150.00%
Utilities	\$2,900	\$500	\$566	\$600	20.00%
Travel & Education	\$445	\$500	\$280	\$500	0.00%
Maint. & Repairs/Equipment	\$6,465	\$9,000	\$8,930	\$8,500	-5.56%
Maint. & Repairs/Auto	\$2,708	\$2,500	\$4,124	\$2,000	-20.00%
Advertising	\$25	\$500	\$164	\$500	0.00%
Fuel	\$9,512	\$10,000	\$11,601	\$10,000	0.00%
Departmental Supplies	\$19,084	\$22,000	\$21,995	\$19,000	-13.64%
Special Tools	\$2,835	\$2,500	\$1,000	\$2,500	0.00%
Uniforms	\$2,106	\$2,500	\$2,807	\$2,500	0.00%
Safety Supplies	\$1,502	\$1,500	\$1,000	\$1,500	0.00%
Contract Services	\$15,892	\$10,500	\$9,000	\$10,000	-4.76%
Workman's Comp	\$1,484	\$2,500	\$2,800	\$2,000	-20.00%
Insurance/Auto	\$889	\$1,100	\$1,089	\$1,100	0.00%
Miscellaneous	\$402	\$300	\$300	\$500	66.67%
Capital Outlay Improvement	\$1,300	\$0	\$0	\$10,000	#DIV/0!
Capital Outlay/Equipment	\$0	\$20,000	\$18,239	\$40,000	100.00%
Cemetery Markers	\$1,013	\$2,900	\$2,800	\$2,000	-31.03%
Total	\$226,955	\$269,100	\$258,367	\$297,500	10.55%

Mission

To provide efficient, reliable, and safe refuse and recycle collection systems/operations to all residents, businesses, and industries within our area of operation in a timely manner while being sound stewards of our environment, following all federal, state and local laws and guidelines.

Description

The Sanitation Division is responsible for residential and commercial refuse and recycling collection and disposal throughout the city. Sanitation crews also pick-up yard waste and maintain the city's recycling drop-off sites. The Sanitation Supervisor oversees a crew consisting of six equipment operators and two utility workers. The Sanitation Division is located at 200 John St., Clinton, NC. For more information about garbage and recycling collection, please contact the Public Works Department at 910-299-4905 or sray@cityofclintonnc.us.

FY2018-2019 Accomplishments

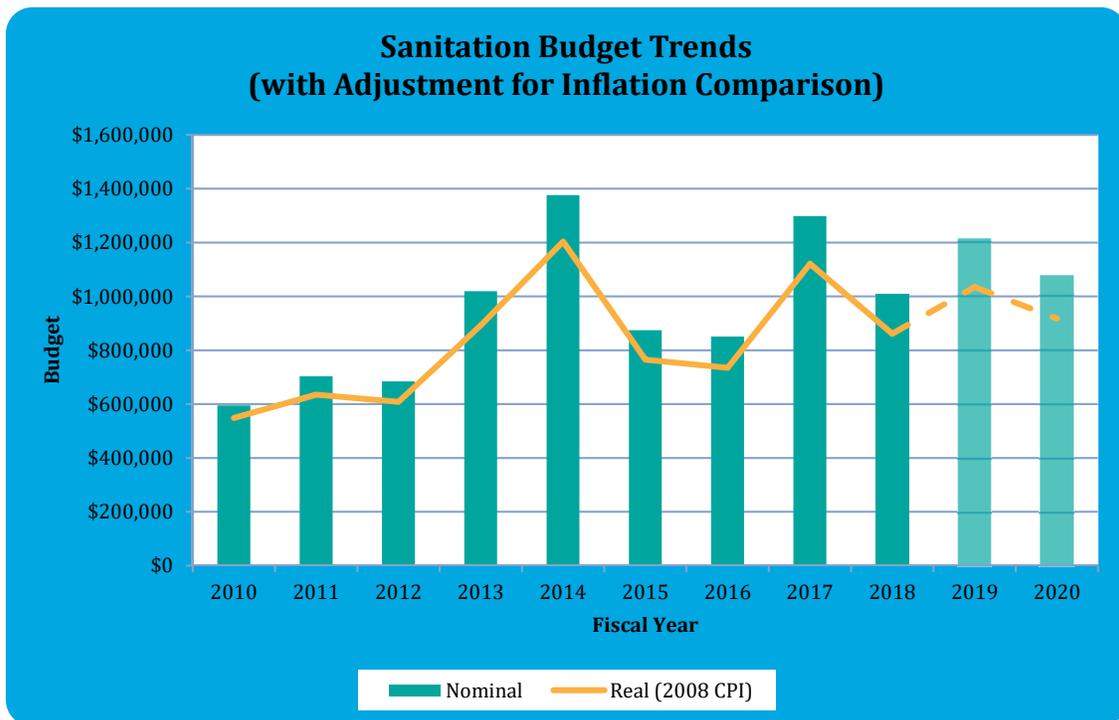
- Maintained 390 commercial waste customers
- Maintained 100 commercial cardboard recycling containers collecting 448 tons of cardboard
- Operated bi-weekly curbside recycle program of 2,800 accounts, collecting 448 tons
- Maintained public schools recycling program
- Maintained single stream and electronics recycling convenience site
- Conducted two city-wide cleanup weeks with 65 tons collected
- Increased public education for curbside recycling
- Maintained weekly loose-leaf collection year round on collection day
- Maintained 100 percent sanitation staff CDL license
- Collected 4,000 tons of commercial solid waste
- Collected 4,200 tons of residential solid waste
- Collected 1,548 tons of residential green waste

FY2019-2020 Action Items & Initiatives

- Continue development of plan to compost leaves
- Continue development for standard operating procedures
- Continue Household Hazardous Waste Collection Day
- Evaluate potential fuel savings
- Consider incentives for commercial garbage collections
- Evaluate fuel savings
- Evaluate efficient commercial collection plan
- Continue development of glass recycling plan

FY2019-2020 Budget Highlights

The Sanitation FY19-20 budget is up 3.87 percent from FY18-19. At \$1,076,600, the Sanitation budget accounts for 10.64 percent of the General Fund budget and is equivalent to \$.13 on the tax rate. The City plans to spend \$123.18 per capita for sanitation collection in FY19-20. Capital expenditures include two (2) sanitation trucks to be 100% financed.



Budget Summary**Expenditures by Type**

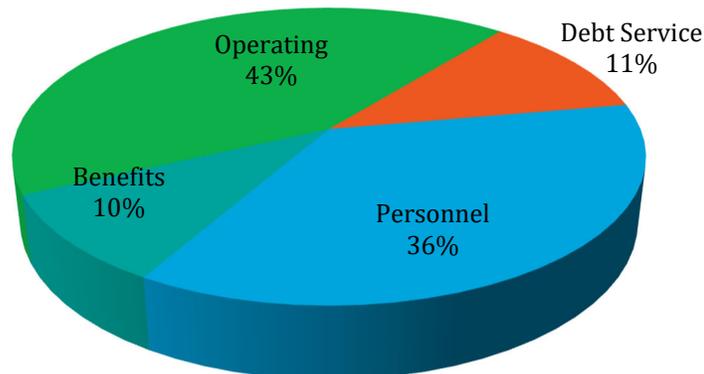
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$363,784	\$387,800	\$413,719	\$388,600	0.21%
Benefits	\$79,857	\$95,700	\$90,559	\$104,900	9.61%
Operating	\$461,495	\$428,600	\$585,278	\$460,500	7.44%
Capital	\$0	\$0	\$0	\$0	#DIV/0!
Debt Service	\$126,297	\$124,400	\$124,467	\$122,600	0.00%
Total	\$1,031,433	\$1,036,500	\$1,214,023	\$1,076,600	3.87%

Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$1,031,433	\$1,036,500	\$1,214,023	\$1,076,600	3.87%
Total	\$1,031,433	\$1,036,500	\$1,214,023	\$1,076,600	3.87%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	8.00	9.00	9.00	9.00	0.00%
Part-time	-	-	-	-	0.00%
Total	8.00	9.00	9.00	9.00	0.00%

**Public Works: Sanitation
Expenditures by Type**

Expenditures by Line Item

Sanitation Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$339,642	\$360,200	\$385,746	\$361,000	0.22%
Professional Services	\$0	\$0	\$0	\$0	#DIV/0!
FICA	\$24,142	\$27,600	\$27,973	\$27,600	0.00%
Group Insurance	\$54,419	\$67,000	\$59,873	\$70,000	4.48%
Vision Insurance	\$241	\$500	\$482	\$500	0.00%
Retirement	\$25,197	\$28,200	\$30,204	\$32,600	15.60%
401(K)	\$0	\$0	\$0	\$1,800	#DIV/0!
Telephone	\$1,809	\$1,700	\$1,681	\$2,000	17.65%
Printing & Office Supplies	\$4,620	\$5,000	\$4,500	\$5,000	0.00%
Travel & Education	\$320	\$700	\$973	\$500	-28.57%
Maint. & Repairs/Equipment	\$586	\$4,600	\$1,293	\$1,500	-67.39%
Recycling Containers	\$0	\$0	\$0	\$0	#DIV/0!
Residential Containers	\$4,303	\$3,300	\$3,290	\$7,000	112.12%
Maint. & Repairs/Comm. Containers	\$2,848	\$4,000	\$3,810	\$5,000	25.00%
Maint. & Repairs/Auto	\$112,104	\$50,000	\$135,000	\$50,000	0.00%
Advertising	\$374	\$500	\$50	\$500	0.00%
Fuel	\$58,305	\$58,000	\$60,229	\$60,000	3.45%
Departmental Supplies	\$3,835	\$4,000	\$3,736	\$4,000	0.00%
Uniforms	\$4,990	\$5,000	\$5,688	\$5,000	0.00%
Safety Supplies	\$1,921	\$1,100	\$1,500	\$1,000	-9.09%
Contract Services	\$25,751	\$54,500	\$98,400	\$54,500	0.00%
Landfill Tipping Fees	\$218,595	\$212,000	\$240,378	\$240,000	13.21%
Workman's Comp	\$14,907	\$16,500	\$17,000	\$17,000	3.03%
Insurance/Auto	\$5,749	\$7,000	\$7,014	\$7,000	0.00%
Miscellaneous	\$478	\$700	\$736	\$500	-28.57%
Capital Outlay/Equipment	\$0	\$0	\$0	\$0	#DIV/0!
Debt Service Principal	\$120,705	\$120,700	\$120,705	\$120,700	0.00%
Debt Service Interest	\$5,592	\$3,700	\$3,762	\$1,900	-48.65%
Total	\$1,031,433	\$1,036,500	\$1,214,023	\$1,076,600	3.87%

Mission

Maintain and develop streets, rights-of-ways (public and sewer), sidewalks, paths, and trails for traveling public both vehicular and pedestrian with an emphasis on aesthetics, quality, and safety, while upholding all federal, state, and local laws/standards.

Description

The Public Works Streets Division is responsible for maintaining the city's 49 miles of roads and assists in maintaining several miles of NCDOT roads. Street maintenance includes all sign maintenance and repair, repair work from utility cuts, annual resurfacing, drainage clearance, storm debris removal, removal of overhanging tree limbs that could pose a hazard to large vehicles or obstruct vision, sweeping, and concrete repair of sidewalks and driveways on city right-of-way. The Street Supervisor supervises the Streets Division, which includes two crew leaders, five utility workers, and three equipment operators. The Streets Division is located at 200 John St., Clinton, NC. For more information about streets, please contact the Public Works Department at 910-299-4905 or sray@cityofclintonnc.us.

FY2018-2019 Accomplishments

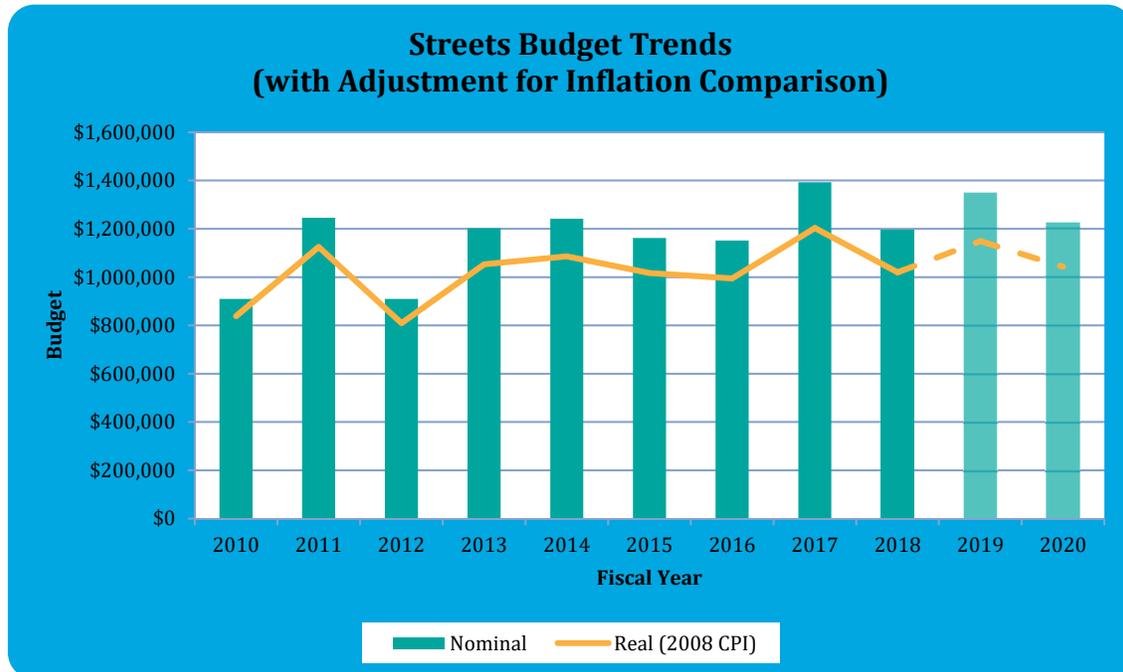
- Completed 1.87 miles of street resurfacing
- Replaced 975 linear feet of sidewalk installation and repair
- Used 40 tons of asphalt hot mix to repair potholes and street root intrusion
- Maintained street right of way, drainage and sewer utility easements
- Maintained all storm drainage
- Maintained an average of 25 hours of street and parking lot sweeping per week
- Installed drainage system at the ~~Sampson County History Museum~~
- Cut and cleaned 5 miles of curb and sidewalk on city and state roads

FY2019-2020 Action Items & Initiatives

- Continue annual resurfacing program
- Continue annual sidewalk repair and replacement program
- Continue reflectivity traffic sign replacement program
- Implement different strategies on street repair and maintenance
- Increase street cleaning efforts
- Initiate electronic pavement management system
- Perform storm drain improvements for Willow, Carolina, and Beaverdam Drive
- Audit street light outages quarterly
- Assist in upgrading Dog Park
- Continue implementation of pavement asset management system
- Continue maintenance of street right of way, drainage and sewer utility easements

FY2019-2020 Budget Highlights

The Streets Division budget for FY19-20 reflects a decrease of 10.69%. At \$1,223,400 the Streets budget accounts for 12.09 percent of the General Fund budget and is equivalent to \$.15 on the tax rate. The City plans to spend \$139.98 per capita for Streets operations in FY19-20. Powell Bill revenues of \$245,200 and municipal vehicle tax of \$135,000 will be used toward the City's street resurfacing program, sidewalks, and storm drainage. Street paving continues to be a high priority for City Council in FY19-20 to maintain the city's infrastructure and appearance. The Streets budget includes \$90,000 for sidewalk and storm drainage work.



Budget Summary**Expenditures by Type**

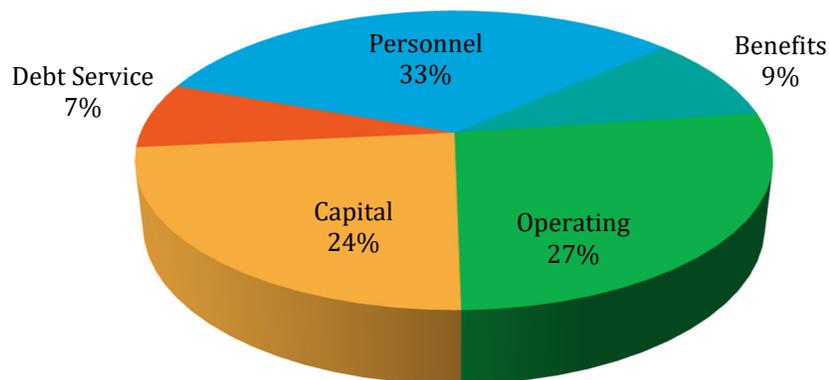
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$338,657	\$383,200	\$383,291	\$403,500	5.30%
Benefits	\$82,781	\$103,100	\$93,208	\$113,300	9.89%
Operating	\$344,084	\$326,400	\$338,733	\$329,400	0.92%
Capital	\$474,860	\$472,200	\$447,032	\$290,000	-38.59%
Debt Service	\$44,435	\$84,900	\$85,306	\$87,200	0.00%
Total	\$1,284,817	\$1,369,800	\$1,347,570	\$1,223,400	-10.69%

Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
General	\$1,034,764	\$1,124,982	\$1,102,752	\$978,200	-13.05%
Powell Bill	\$250,053	\$244,818	\$244,818	\$245,200	0.16%
Total	\$1,284,817	\$1,369,800	\$1,347,570	\$1,223,400	-10.69%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	11.00	11.00	11.00	11.00	0.00%
Part-time	-	-	-	-	0.00%
Total	11.00	11.00	11.00	11.00	0.00%

**Public Works: Streets
Expenditures by Type**

Expenditures by Line Item

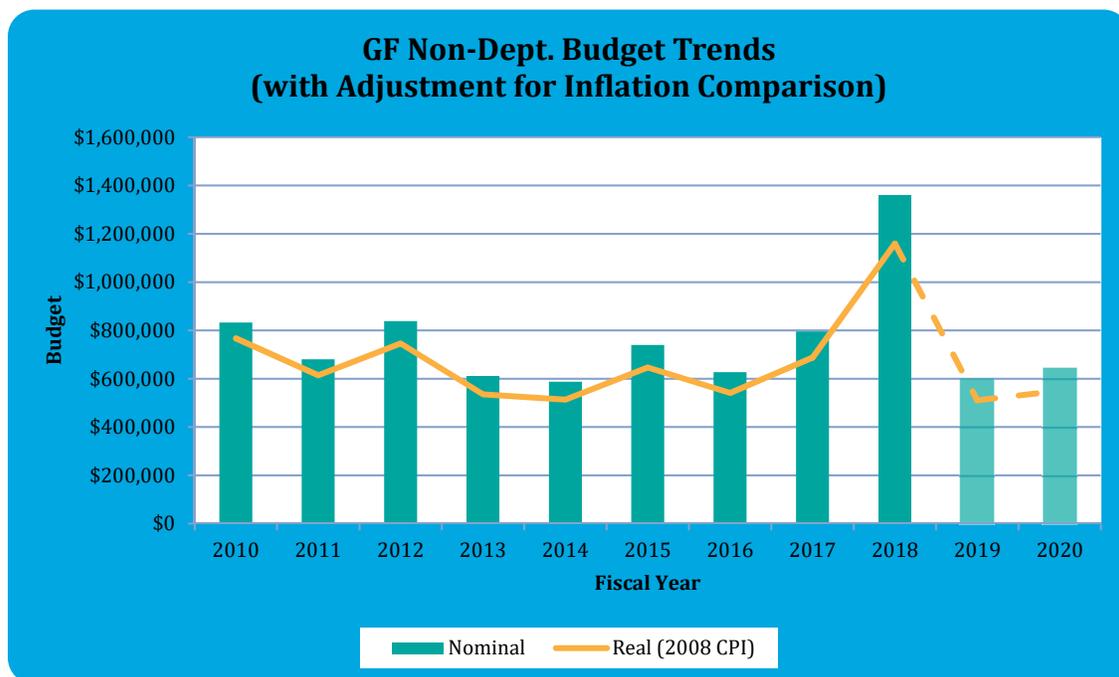
Streets Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$315,498	\$356,000	\$356,054	\$374,800	5.28%
FICA	\$23,159	\$27,200	\$27,237	\$28,700	5.51%
Group Insurance	\$59,407	\$73,700	\$64,646	\$77,000	4.48%
Vision Insurance	\$278	\$500	\$515	\$600	20.00%
Retirement	\$23,096	\$28,900	\$28,047	\$33,800	16.96%
401(K)	\$0	\$0	\$0	\$1,900	#DIV/0!
Telephone	\$784	\$800	\$1,161	\$1,200	50.00%
Travel & Education	\$1,400	\$1,400	\$1,552	\$1,000	-28.57%
Maint. & Repairs/Equipment	\$20,926	\$16,500	\$13,500	\$20,000	21.21%
Maint. & Repairs/Auto	\$12,716	\$15,500	\$15,500	\$10,500	-32.26%
Advertising	\$386	\$500	\$144	\$500	0.00%
Fuel	\$20,268	\$19,500	\$22,494	\$20,000	2.56%
Sandclay & Base Material	\$4,297	\$3,000	\$3,000	\$3,000	0.00%
Asphalt & Concrete	\$18,940	\$9,100	\$7,000	\$6,000	-34.07%
Street Maint./Supplies	\$5,093	\$5,500	\$6,000	\$5,000	-9.09%
Signs/Signals/Paint	\$4,731	\$5,000	\$5,300	\$3,000	-40.00%
Special Tools	\$3,830	\$5,000	\$4,000	\$5,000	0.00%
Uniforms	\$5,139	\$6,000	\$5,942	\$6,000	0.00%
Safety Supplies	\$3,391	\$3,500	\$3,607	\$3,000	-14.29%
Contract Services	\$10,159	\$18,000	\$22,617	\$10,000	-44.44%
Street Lighting Contract	\$215,279	\$197,000	\$206,767	\$215,000	9.14%
Workman's Comp	\$12,340	\$14,000	\$14,000	\$14,500	3.57%
Insurance/Auto	\$3,831	\$5,900	\$5,949	\$5,200	-11.86%
Miscellaneous	\$574	\$200	\$200	\$500	150.00%
Capital Outlay/Paving	\$205,810	\$249,500	\$249,488	\$200,000	-19.84%
Storm Drainage	\$23,520	\$25,000	\$5,378	\$25,000	0.00%
Sidewalks	\$14,573	\$27,400	\$21,791	\$65,000	137.23%
Capital Outlay/Improvements	\$0	\$0	\$0	\$0	#DIV/0!
Capital Outlay/Equipment	\$230,957	\$170,300	\$170,375	\$0	-100.00%
Debt Service Principal	\$42,996	\$81,500	\$81,498	\$79,800	-2.09%
Debt Service Interest	\$1,439	\$3,400	\$3,808	\$7,400	117.65%
Total	\$1,284,817	\$1,369,800	\$1,347,570	\$1,223,400	-10.69%

Description

The General Fund Non-departmental portion of the budget captures expenditures in the General Fund not easily assigned to a specific department or division. Expenditures include personnel costs that cover all departments, economic development, contributions to other agencies, city hall maintenance, and debt service attributed to the entire General Fund.

FY2019-2020 Budget Highlights

The largest expenditure in the FY19-20 non-departmental budget is the \$207,600 combined debt service of the USDA loan, City Hall loan, and debt service line items. The debt service principal and interest line items account for the refinancing of the first two downtown revitalization projects. Originally financed through three USDA loans, the refinancing consolidated the loans, reduced the terms by six years, reduced the annual payments by \$5,000, and saved the city \$200,000 in interest. Retiree medical insurance accounts for \$108,200, an increase of 7.66 percent from last fiscal year due to retirees coming on to the plan and a 5% rate increase. The City pays medical insurance premiums for all retirees with 20 or more years of service with the city until age 65. As of July 1, 2010, the City no longer continues this practice in an attempt to reduce the city’s long-term liabilities. The General Fund Non-departmental budget is 13.56 percent more than the FY18-19 amended budget. At \$645,800, the Non-departmental budget accounts for 6.38 percent of the General Fund budget and is equivalent to \$.076 on the tax rate. The city plans to spend \$73.89 per capita on the non-departmental portion of the budget FY 19-20.



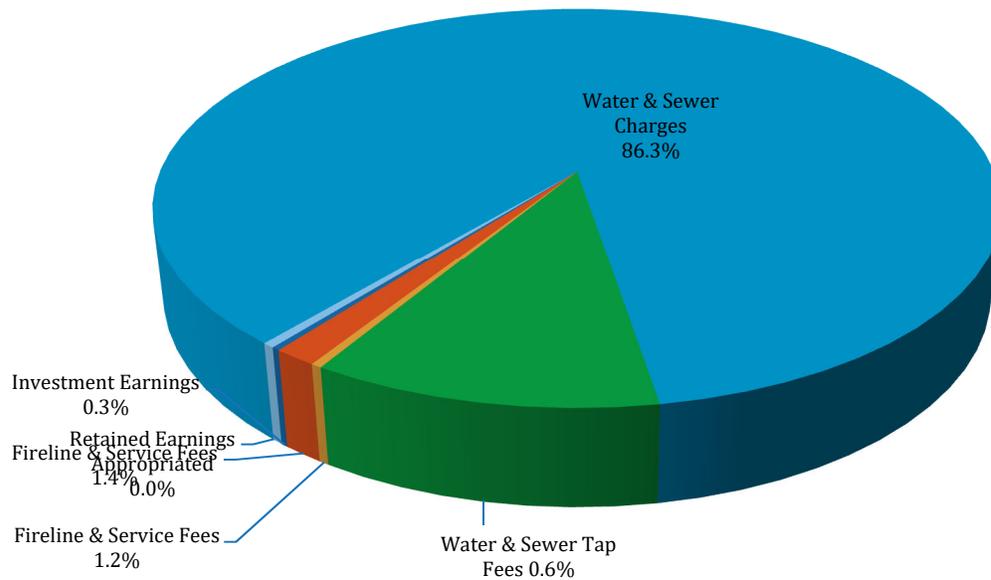
Expenditures by Line Item

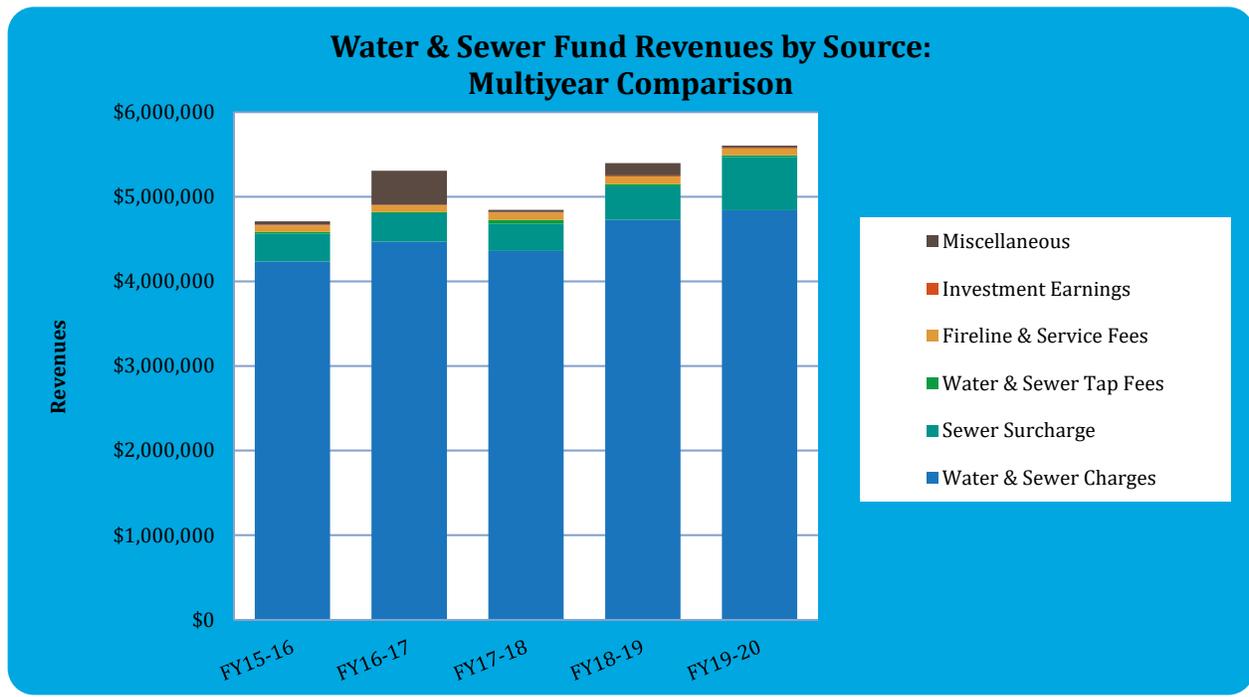
General Fund Non-Departmental Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Tax Refunds	\$1,812	\$4,000	\$3,911	\$1,000	-75.00%
Payment in lieu of tax	\$9,454	\$0	\$12,313	\$0	#DIV/0!
Professional Service	\$21,800	\$30,000	\$23,000	\$25,000	-16.67%
Retiree Medical Insurance	\$96,694	\$100,500	\$97,573	\$108,200	7.66%
Retiree Vision Insurance	\$335	\$800	\$900	\$1,000	25.00%
Employee Wellness	\$5,031	\$4,000	\$2,564	\$0	-100.00%
Ameriflex	\$450	\$500	\$450	\$0	-100.00%
Contributions/Other Agency	\$18,500	\$11,000	\$11,000	\$11,000	0.00%
Postage	\$3,689	\$3,000	\$2,910	\$3,000	0.00%
Utilities	\$13,023	\$12,000	\$11,500	\$10,000	-16.67%
Graham House Utilities	\$13,545	\$9,000	\$10,355	\$0	-100.00%
Maint. City Hall & Graham House	\$13,512	\$10,000	\$12,500	\$0	-100.00%
Reverse 911/Connect CTY	\$5,983	\$6,000	\$5,983	\$3,000	-50.00%
Advertising	\$1,220	\$1,000	\$2,300	\$0	-100.00%
Out Of State Sales Tax	\$13,002	\$5,000	\$7,200	\$5,000	0.00%
Contract Service	\$2,644	\$2,500	\$18,000	\$17,000	580.00%
Blanket Bonds	\$537	\$600	\$618	\$500	-16.67%
Insurance/Building	\$14,384	\$17,100	\$17,184	\$17,500	2.34%
General Liability	\$26,775	\$27,400	\$27,891	\$28,000	2.19%
Unemployment Insurance	\$4,675	\$1,600	\$1,625	\$0	-100.00%
Safety Committee/OSHA	\$659	\$5,000	\$4,000	\$5,000	0.00%
Misc./Non-Departmental	\$19,869	\$15,000	\$26,866	\$1,000	-93.33%
Employee Relations	\$22,808	\$25,000	\$22,180	\$0	-100.00%
Housing Demolitions	\$5,110	\$10,000	\$4,500	\$0	-100.00%
Lot Maintenance	\$7,544	\$10,000	\$14,500	\$0	-100.00%
Hamilton Beach Property	\$0	\$500	\$0	\$0	-100.00%
Economic Development	\$10,010	\$10,000	\$10,010	\$10,000	0.00%
Incentive Program	\$22,815	\$16,200	\$16,200	\$15,000	-7.41%
Transfer to PARTF Grant	\$338,100	\$0	\$0	\$0	#DIV/0!
Capital Outlay/Equipment	\$9,624	\$0	\$0	\$0	#DIV/0!
City Hall Loan Payment	\$50,000	\$50,000	\$50,000	\$50,000	0.00%
City Hall Loan Interest	\$6,780	\$5,100	\$5,085	\$3,400	-33.33%
Capital Outlay/Property Acquisition	\$17,365	\$0	\$0	\$0	#DIV/0!
Contingency	\$0	\$21,500	\$21,500	\$177,000	723.26%
Debt Service Principal	\$70,631	\$72,200	\$72,178	\$73,700	2.08%
Debt Service Interest	\$13,366	\$11,800	\$11,819	\$10,200	-13.56%
USDA Debt Service Principal	\$40,095	\$41,600	\$43,105	\$43,100	3.61%
USDA Debt Service Interest	\$30,275	\$28,800	\$27,265	\$27,200	-5.56%
Total	\$932,116	\$568,700	\$598,985	\$645,800	13.56%

Revenues by Source

Water & Sewer Fund Revenues by Source					
Source	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Water & Sewer Charges	\$4,358,661	\$4,671,000	\$4,726,029	\$4,840,500	3.63%
Sewer Surcharge	\$319,696	\$350,000	\$397,300	\$630,000	80.00%
Water & Sewer Tap Fees	\$26,418	\$20,000	\$19,500	\$20,000	0.00%
Fireline & Service Fees	\$87,901	\$85,000	\$79,892	\$80,900	-4.82%
Investment Earnings	\$13,923	\$20,000	\$15,957	\$15,000	-25.00%
Miscellaneous	\$34,663	\$31,200	\$141,397	\$22,500	-27.88%
Retained Earnings Appropriated	\$0	\$133,977	\$0	\$0	-100.00%
Total	\$4,841,262	\$5,311,177	\$5,380,075	\$5,608,900	5.61%

**Water & Sewer Fund Revenues by Source
FY19-20**





Source Descriptions

Water and Sewer Charges

Water and sewer charges account for 86 percent of Water and Sewer Fund revenues. Water consumption and sewer usage by citizens and other customers generate these revenues. The City has a base rate for the first 300 cubic feet (1 cubic foot equals 7.48 gallons) of water. An additional consumption rate is charged for every 100 cubic feet over 300. Sewer charges include a base rate and a usage rate for every 100 cubic feet. A 2.5 percent rate increase in FY19-20 will allow the City to set aside funds for upcoming capital projects. Water and sewer charges, including bulk rate fees, account for \$4.8 million in the FY19-20 Water and Sewer Fund budget.

Sewer Surcharge

The City collects a sewer surcharge from several large industries that, because of their large sewer discharge, require additional treatment at the wastewater facility. The industries pay the charges based on the pounds of pollutants in excess of the normal amount found in wastewater. Clinton participated in several NC pretreatment consortium rate studies in 2015, with additional information collected in 2017 that presented similar trends. Clinton was found to be below or in the 10th percentile on surcharge rates for all primary pollutants. The three primary pollutants that are charged in Clinton are oxygen demanding compounds (BOD), solids (TSS), and nitrogen compounds in the form of ammonia. Clinton surcharges for only those pollutants which can be removed by treatment process. The rate increases proposed by this study will be phased in over the next fiscal year with the first increase in FY18-19. Sewer surcharges account for \$630,000 in the FY19-20 Water and Sewer Fund budget.

Water and Sewer Tap Fees

New customers establishing connection to the City's system generate water and sewer tap fees revenues. These revenues cover the cost of new meters and the labor required to set the meters and make the connection. Water and sewer tap fees account for \$20,000 in the FY19-20 Water and Sewer Fund budget.

Fireline and Service Fees

Fireline fees cover costs associated with fire suppression systems such as sprinkler systems. The City does not connect sprinkler systems to meters and fireline fees are assessed to cover water lost during the use or testing of the sprinkler systems. Fireline and service fees account for \$80,900 in the FY19-20 Water and Sewer Fund budget.

Investment Earnings

Investment earnings include the return earned on cash and investment balances. Interest is earned on the cash balances invested with the North Carolina Capital Management Trust (NCCMT) and a BB&T interest bearing account. Investment earnings account for \$15,000 in the FY19-20 Water and Sewer Fund budget.

Miscellaneous

Miscellaneous revenues in the Water and Sewer Fund include revenues from, surplus sales of equipment, grants, and other sources. Miscellaneous revenues account for \$22,500 in FY19-20.

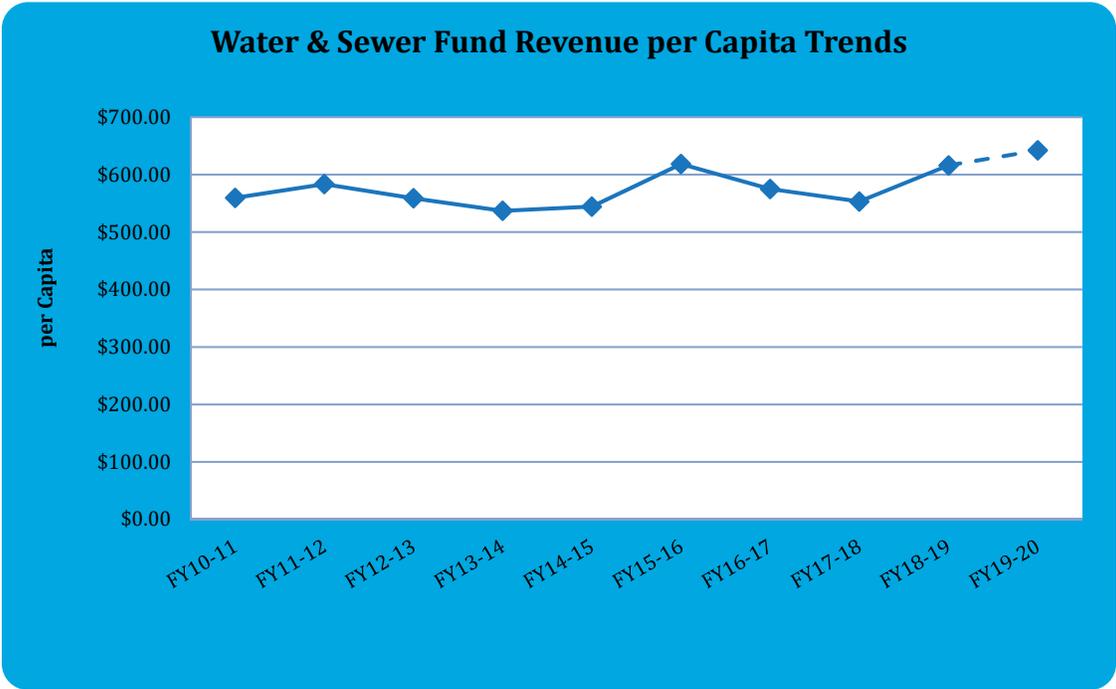
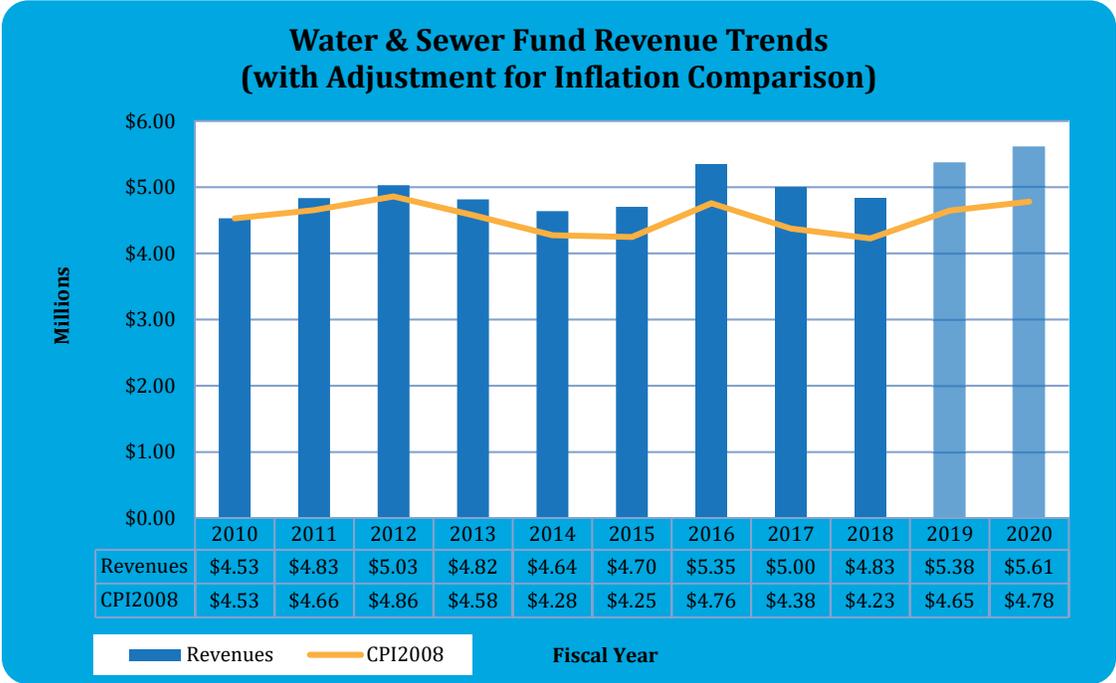
Retained Earnings Appropriated

Allocations from retained earnings represent use of reserve funds. The City typically uses reserves for specific capital projects, onetime opportunities, or emergency operations. There are no retained earnings appropriations for the FY19-20 Water and Sewer Fund budget.

Revenues by Line Item

Water & Sewer Fund Revenues					
Source	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Insurance	\$2,254	\$5,100	\$24,840	\$0	-100.00%
FEMA Revenue	\$0	\$0	\$100,000	\$0	#DIV/0!
Interest Earned	\$13,923	\$20,000	\$15,957	\$15,000	-25.00%
Miscellaneous Revenue	\$19,936	\$13,600	\$15,357	\$10,000	-26.47%
Return Check Charge	\$3,023	\$1,500	\$1,200	\$1,500	0.00%
From Sales Tax	\$0	\$0	\$0	\$0	#DIV/0!
Lift Station Revenue	\$0	\$0	\$0	\$0	#DIV/0!
Bulk Water/County	\$204,418	\$200,000	\$150,000	\$150,000	-25.00%
Pre-Treatment	\$0	\$1,000	\$0	\$1,000	0.00%
Sewer Surcharge	\$319,696	\$350,000	\$397,300	\$630,000	80.00%
Water & Sewer Charges	\$4,154,243	\$4,471,000	\$4,576,029	\$4,690,500	4.91%
Cash Adjustment	(\$746)	\$0	\$0	\$0	#DIV/0!
Water & Sewer Tap Fees	\$26,418	\$20,000	\$19,500	\$20,000	0.00%
Fireline Fees	\$49,291	\$50,000	\$49,652	\$50,900	1.80%
Service Fees	\$38,610	\$35,000	\$30,240	\$30,000	-14.29%
Sale of Surplus Property	\$10,196	\$10,000	\$0	\$10,000	0.00%
Loan Proceeds	\$0	\$0	\$0	\$0	#DIV/0!
Fund Balance Appropriated	\$0	\$133,977	\$0	\$0	-100.00%
Total	\$4,841,262	\$5,311,177	\$5,380,075	\$5,608,900	5.61%

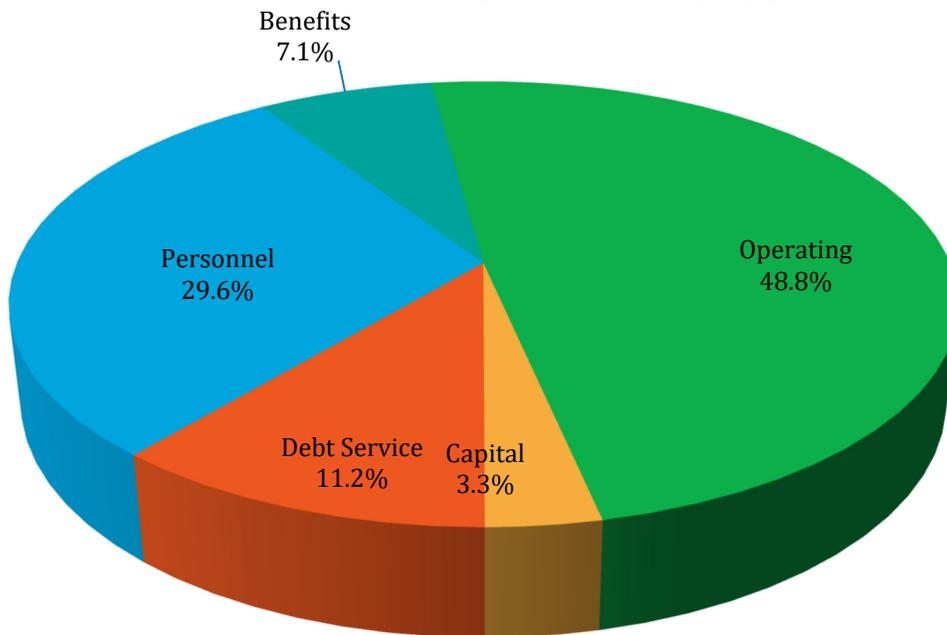
Revenue Trends

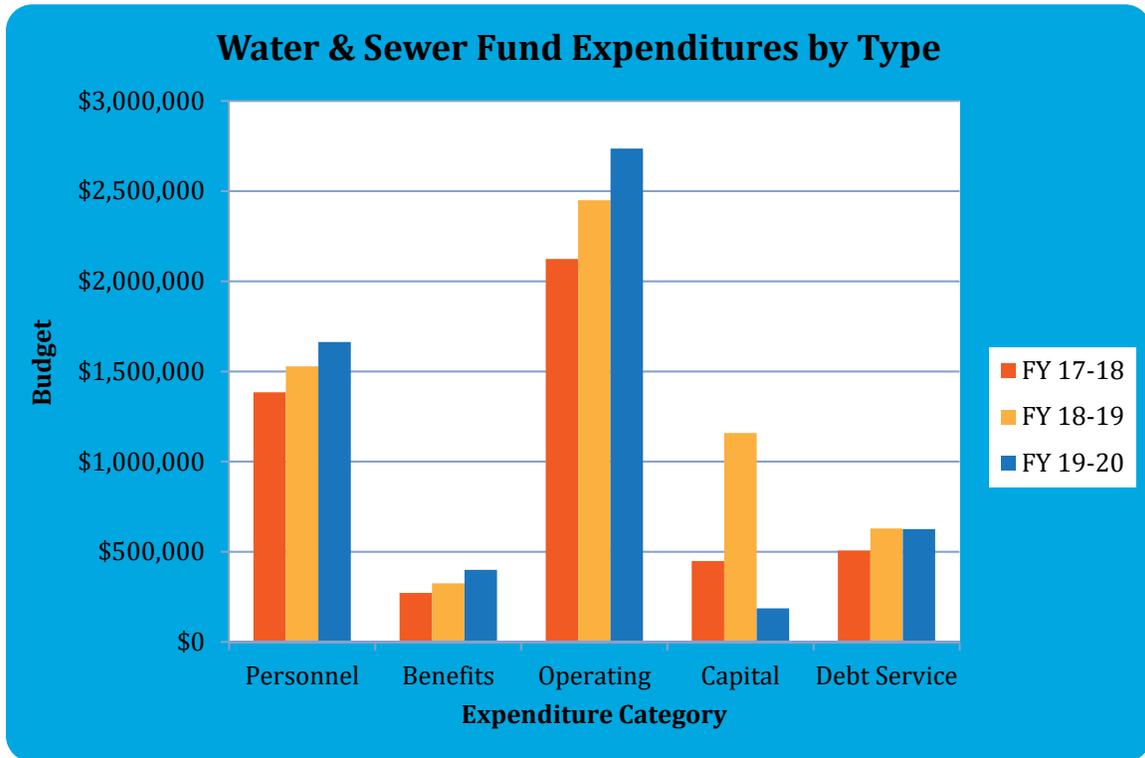


Expenditures by Type

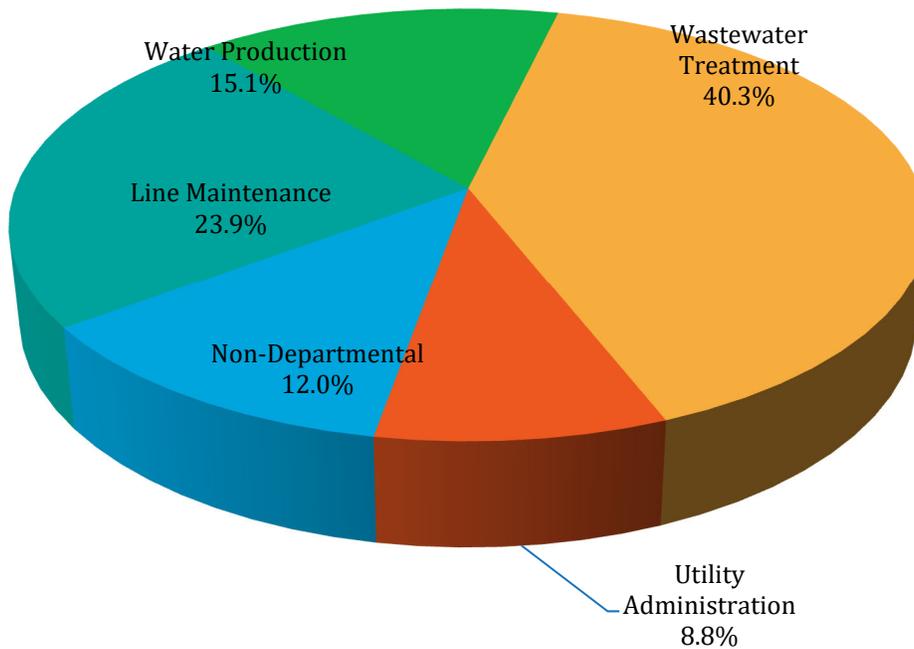
Water & Sewer Fund Expenditures by Type					
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$1,383,852	\$1,528,200	\$1,513,533	\$1,662,700	8.80%
Benefits	\$271,560	\$324,700	\$300,147	\$399,400	23.01%
Operating	\$2,123,487	\$2,448,600	\$2,208,150	\$2,735,300	11.71%
Capital	\$448,094	\$1,158,677	\$1,148,348	\$186,000	-83.95%
Debt Service	\$506,786	\$629,300	\$629,304	\$625,500	-0.60%
Total	\$4,733,779	\$6,089,477	\$5,799,482	\$5,608,900	-7.89%

Water & Sewer Fund Expenditures by Type FY19-20

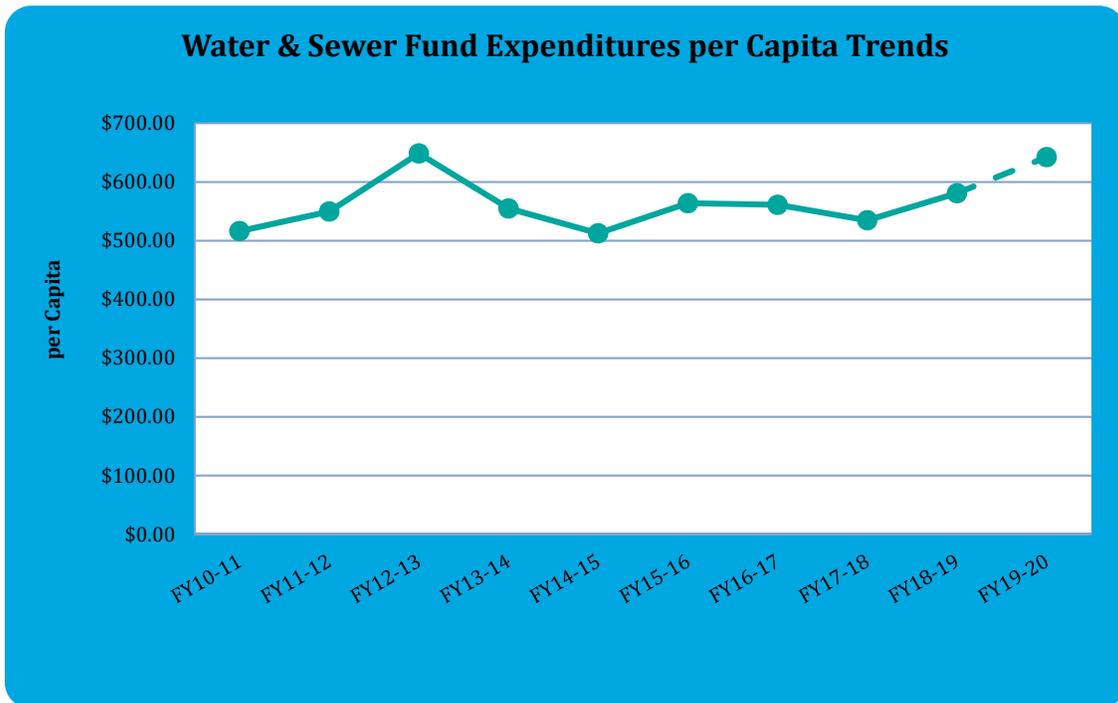
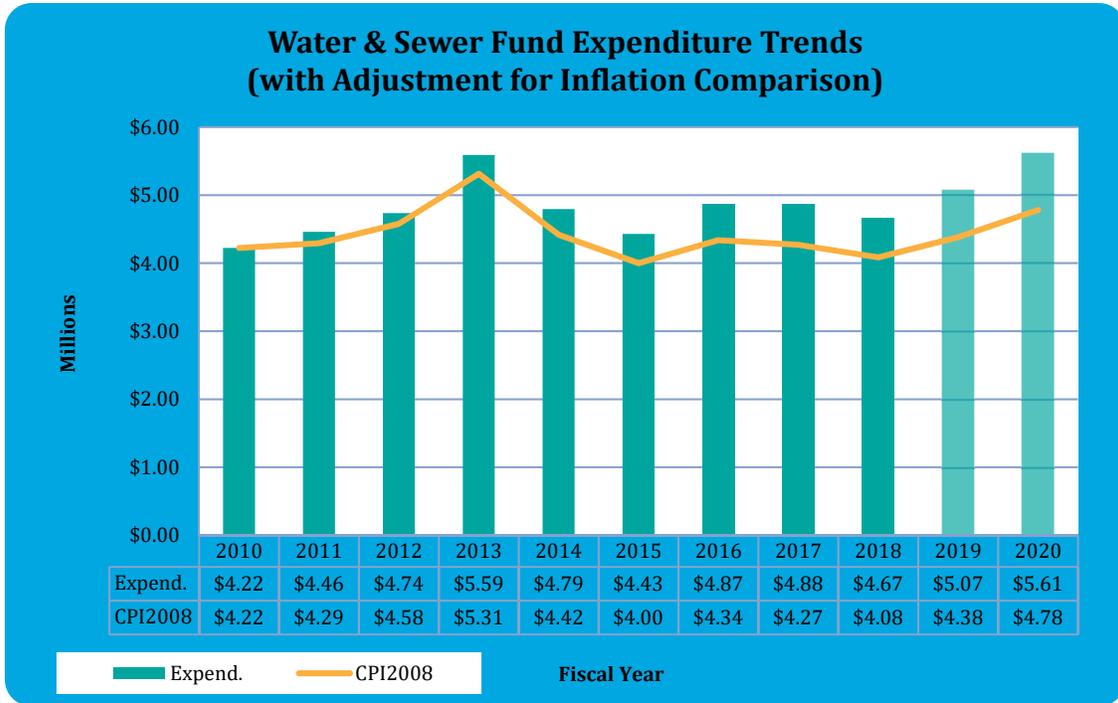




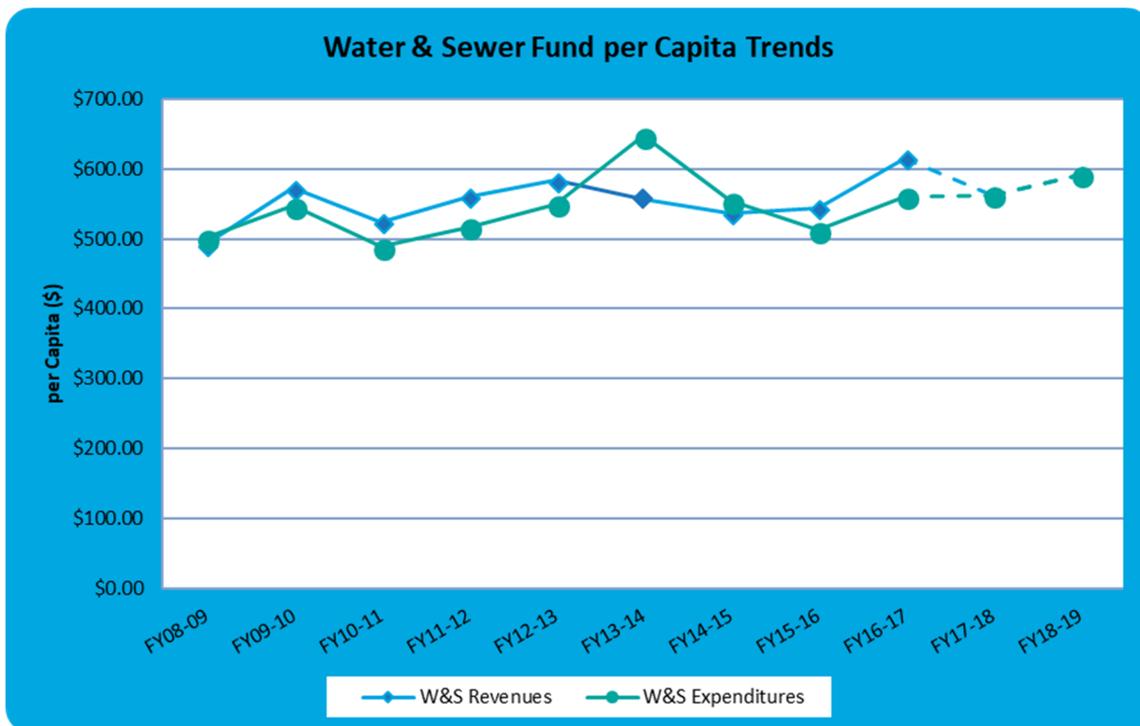
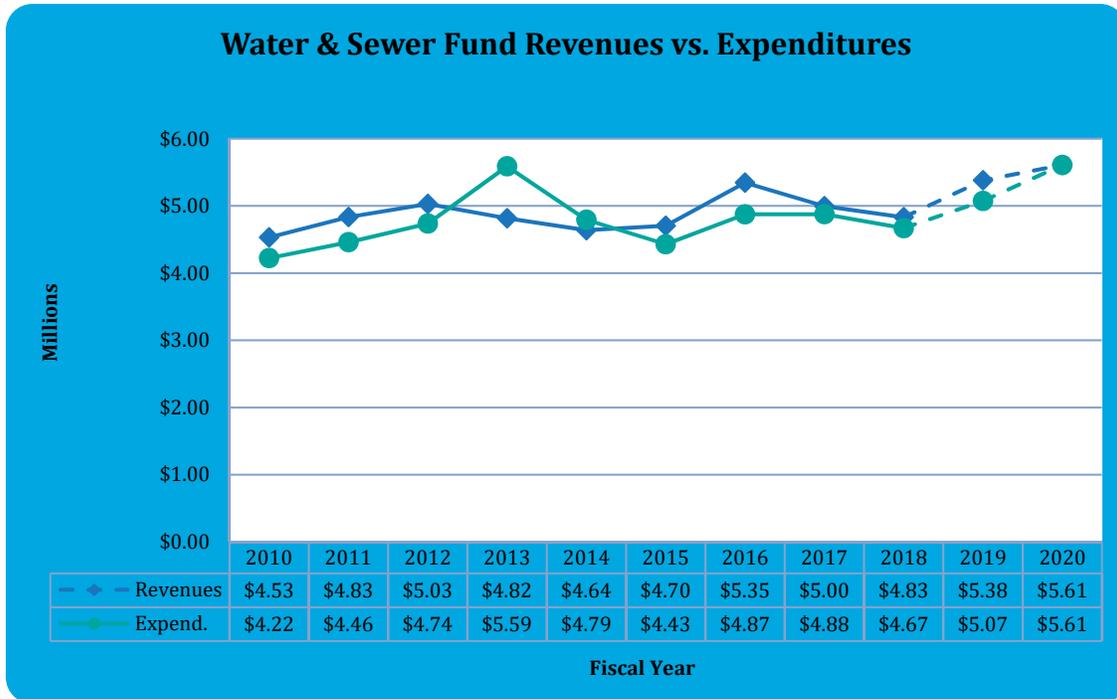
W&S Expenditures by Department FY19-20



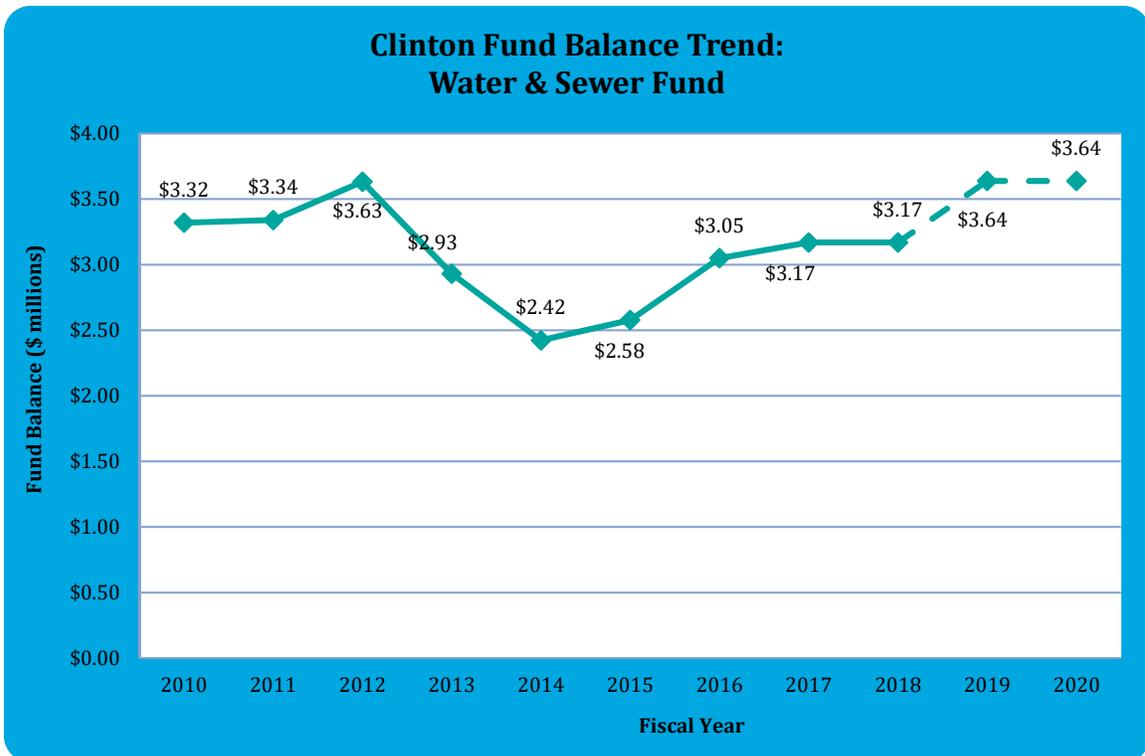
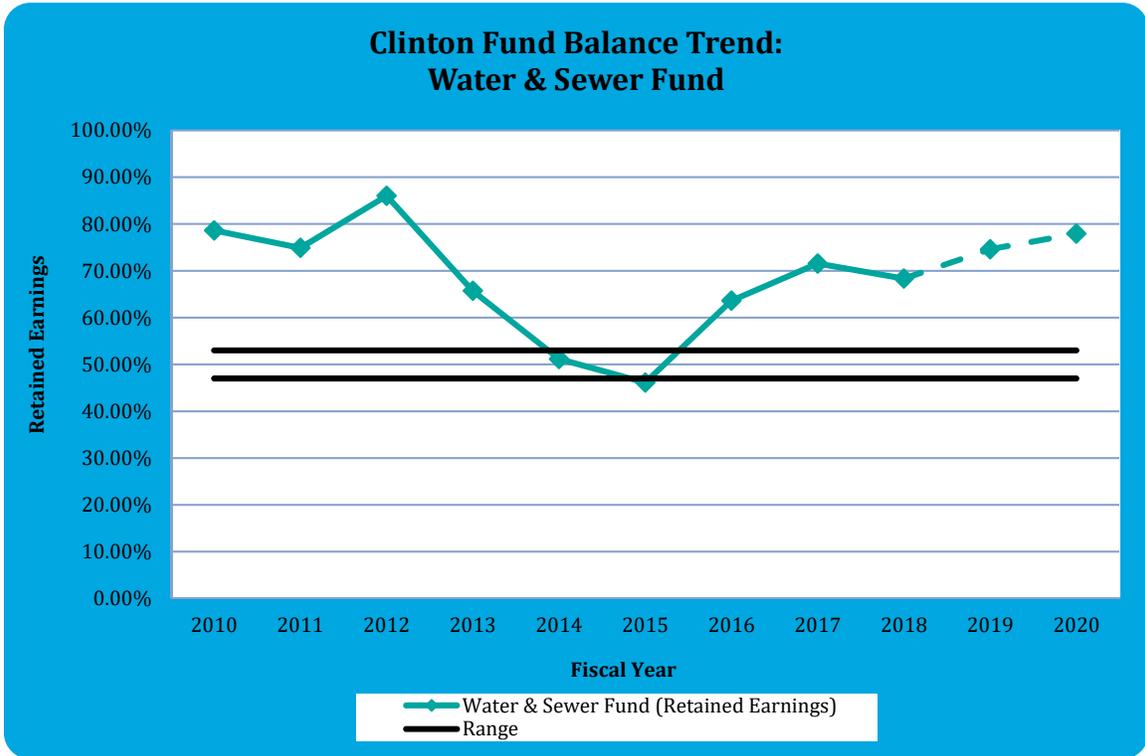
Expenditure Trends



Revenues vs. Expenditures



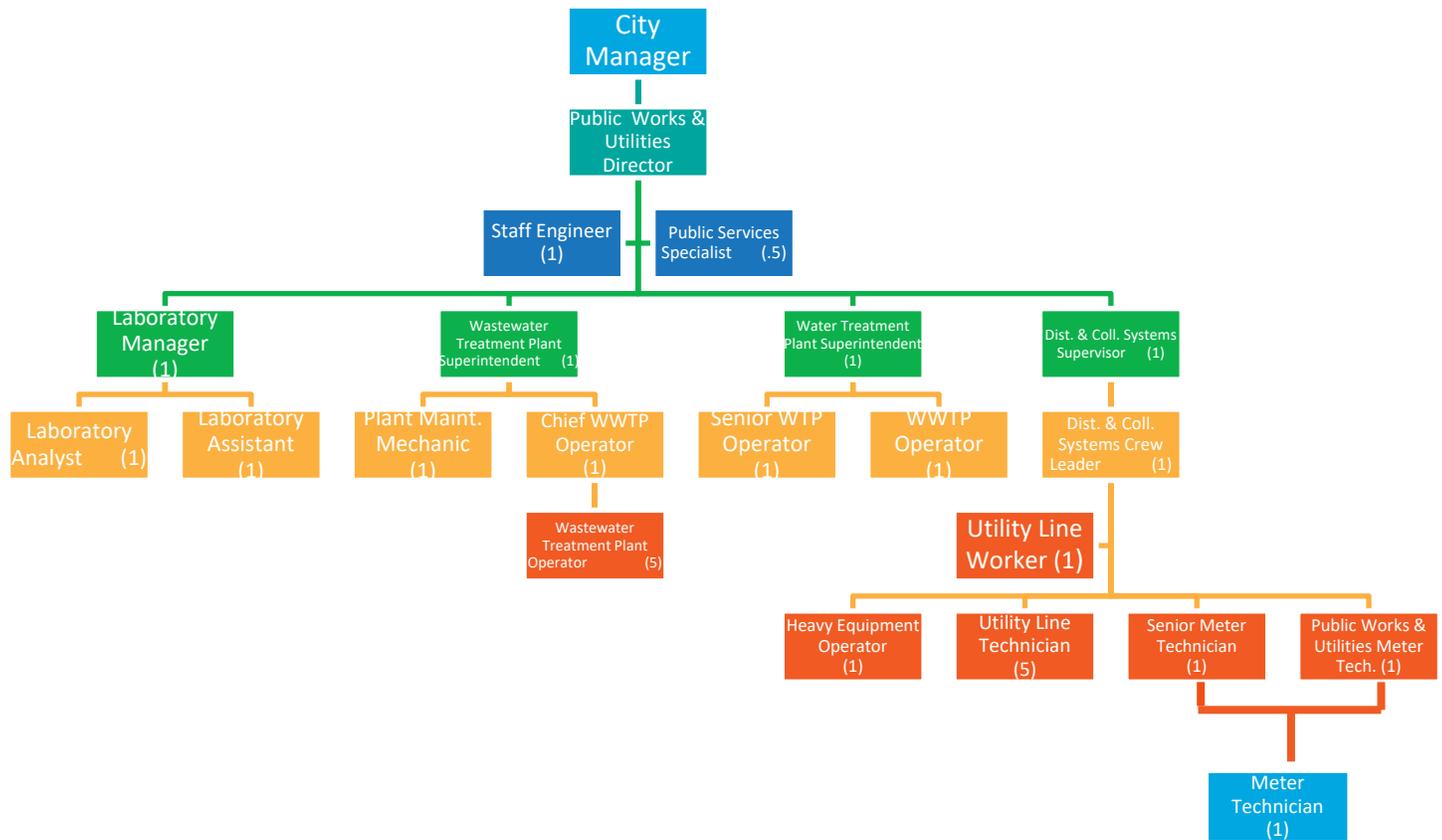
Fund Balance



The Water and Sewer Fund funds three utilities divisions- Utility Line Maintenance, Wastewater Treatment, and Water Production. Additionally, the Finance Billing & Collections division and a Non-departmental budget are funded from the Water and Sewer Fund. Each Public Works and Utilities division has a mission statement but also collectively share a mission statement:

To provide the highest quality of customer service to residents, businesses, and visitors through professional, friendly, efficient, effective, and sustainable delivery of design, construction, maintenance, and operation of City infrastructure and facilities in order to protect the health, safety, and welfare of our community and to be good stewards of our environment and natural and fiscal resources.

Public Utilities Organization Chart



Mission

To safely provide quality potable water and sanitary sewer service and maintenance, meeting or exceeding all federal, state, and local laws and regulations while providing outstanding customer service. To maintain and improve on existing infrastructure, and to strategically promote sustainable growth.

Description

The Utility Line Maintenance division is responsible for the supervision, maintenance, integrity, and repair of approximately 87 miles of sanitary sewer mains, 82 miles of water transmission mains, 3,990 water connections, and 3,250 sewer connections. The division's daily routine involves fixing water leaks, clearing blocked sewer lines, making new connections to the system, hydrant flushing and pressure testing, and the supervision of roadway utility cuts. Division operations are 24 hours a day and 7 days a week. The Distribution & Collection Systems Manager supervises the division, which includes a line maintenance crew of seven and a meter crew of three. Utility Line Maintenance is located at 200 John St., Clinton, NC. For more information about the division and its functions, please contact the Distribution and Collections Manager at 910-299-4905 or utilitylines@cityofclintonnc.us.

FY2018-2019 Accomplishments

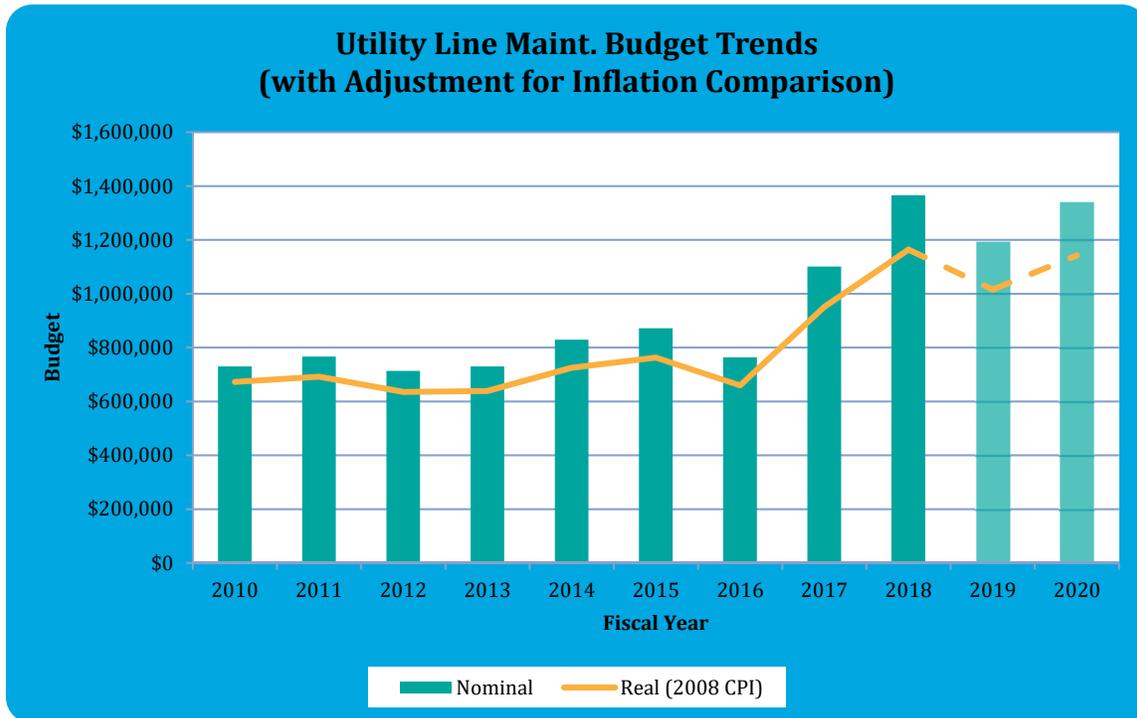
- Maintained and updated city Connect GIS system for locating all valves and manholes
- Maintained all city fire hydrants with quarterly inspections
- Exceeded sewer line flushing requirement cleaning 56,099 feet of sewer
- Replaced 90 water meters
- Continued pipe replacement program (upgraded 700 ft. of 6" watermain)
- Installed 11 new sewer clean outs and 17 new water taps and sewer taps
- Responded to 347 calls for water/sewer related issues
- Provided 647 locates for NC 811
- Passed annual DENR collection system inspection with no violations
- Staff gained Collections and Distribution license from State
- Replaced 33 manhole ring and covers
-

FY2019-2020 Action Items & Initiatives

- Continue replacement program for galvanized substandard waterlines
- Continue fire hydrant inspection and maintenance program
- Implement automated meter reading system for water meters
- Continue Manhole Replacement Program
- Continue updates and maintenance of Mobile 311 for discovered utility features
- Continue daily coordination with NCDOT and contractor regarding NC-24 project
- Continue & expand utilization of Vacuum truck
- Remove City installed Backflow Preventers
- Repair or replace sewer lines (Butler Dr. Woodland Dr., Johnson St, Fisher Dr. etc.)
- Replace manhole ring and covers (Johnson St., Williams St. Fisher Dr. etc.)
- Install water main loop from Village at Sunset to Greenwood Drive.

FY2019-2020 Budget Highlights

The Utility Line Maintenance budget is up 3 percent for FY19-20. At \$1,339,900, the Utility Lines budget accounts for 23.89 percent of the Water and Sewer Fund budget. The City plans to spend \$153.31 per capita for Utility Line Maintenance in FY19-20. The FY19-20 Utility Lines budget includes \$60,000 in capital for two trucks in the City’s vehicle rotation program.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$482,973	\$607,100	\$540,768	\$611,100	0.66%
Benefits	\$107,874	\$131,900	\$115,430	\$144,400	9.48%
Operating	\$267,023	\$415,600	\$389,086	\$433,900	4.40%
Capital	\$230,969	\$56,200	\$56,239	\$60,000	6.76%
Debt Service	\$90,095	\$90,100	\$90,094	\$90,500	0.00%
Total	\$1,178,934	\$1,300,900	\$1,191,617	\$1,339,900	3.00%

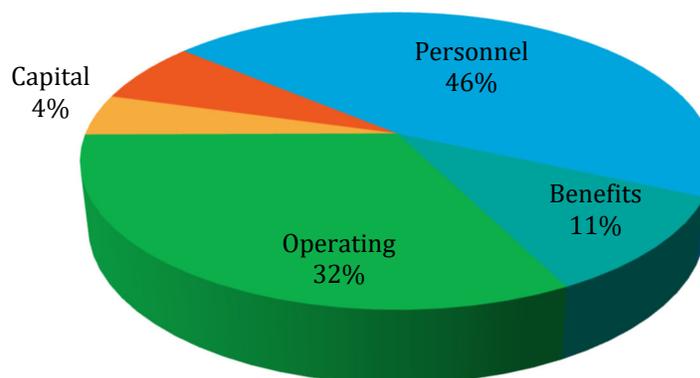
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Enterprise	\$1,178,934	\$1,300,900	\$1,191,617	\$1,339,900	3.00%
Total	\$1,178,934	\$1,300,900	\$1,191,617	\$1,339,900	3.00%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	13.00	13.00	13.00	13.00	0.00%
Part-time	-	-	-	1.00	0.00%
Total	13.00	13.00	13.00	14.00	7.69%

**Public Works: Utility Line Maintenance
Expenditures by Type**



Expenditures by Line Item

Utility Line Maintenance Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$449,039	\$563,900	\$503,813	\$552,400	-2.04%
Part-time salaries	\$0	\$0	\$0	\$15,300	#DIV/0!
Professional Services	\$2,682	\$12,900	\$10,513	\$0	-100.00%
FICA	\$33,934	\$43,200	\$36,955	\$43,400	0.46%
Group Insurance	\$72,322	\$87,100	\$75,782	\$91,000	4.48%
Vision Insurance	\$303	\$600	\$610	\$700	16.67%
Retirement	\$35,249	\$44,200	\$39,038	\$49,900	12.90%
401(K)	\$0	\$0	\$0	\$2,800	#DIV/0!
Telephone	\$4,858	\$4,700	\$5,162	\$10,000	112.77%
Printing & Office Supplies	\$0	\$0	\$0	\$3,000	#DIV/0!
Travel & Education	\$4,067	\$9,400	\$10,247	\$5,000	-46.81%
Maint. & Repairs/Equipment	\$10,953	\$10,000	\$10,387	\$10,000	0.00%
Maint. & Repairs/Auto	\$12,592	\$30,000	\$23,000	\$15,000	-50.00%
Maint & Repair Hydrant	\$5,854	\$8,000	\$2,500	\$8,000	0.00%
Lift Station Installation	\$0	\$0	\$0	\$0	#DIV/0!
Maint & Repair Lift Station	\$9,787	\$12,000	\$11,500	\$12,000	0.00%
Advertising	\$19	\$1,500	\$1,600	\$1,000	-33.33%
Fuel	\$17,871	\$19,100	\$20,629	\$18,000	-5.76%
Departmental Supplies	\$4,225	\$6,000	\$6,700	\$5,500	-8.33%
Equipment & Tools	\$4,942	\$6,000	\$5,296	\$5,000	-16.67%
Cement & Concrete	\$7,778	\$25,300	\$22,506	\$17,500	-30.83%
Serv. Pipe & Meter Box	\$32,668	\$25,000	\$28,997	\$35,000	40.00%
Special Tools	\$3,338	\$6,000	\$6,000	\$6,000	0.00%
Uniforms	\$5,226	\$7,000	\$4,970	\$6,000	-14.29%
Safety Supplies	\$2,939	\$3,500	\$3,800	\$4,000	14.29%
Contract Services	\$23,309	\$20,000	\$20,385	\$40,000	100.00%
Maint./Repair Lines	\$88,193	\$180,000	\$170,974	\$209,400	16.33%
Dues & Subscription	\$200	\$1,500	\$1,000	\$1,500	0.00%
Workman's Comp	\$15,740	\$16,400	\$13,500	\$13,700	-16.46%
Insurance/Auto	\$3,182	\$4,100	\$4,177	\$4,300	4.88%
Insurance/Building	\$5,049	\$4,000	\$1,843	\$2,000	-50.00%
Miscellaneous	\$1,551	\$3,200	\$3,400	\$2,000	-37.50%
Capital Outlay/Improvements	\$0	\$0	\$0	\$0	#DIV/0!
Capital Outlay/Equipment	\$230,969	\$56,200	\$56,239	\$60,000	6.76%
Debt Service Principal	\$84,154	\$85,600	\$85,613	\$87,500	2.22%
Debt Service Interest	\$5,941	\$4,500	\$4,481	\$3,000	-33.33%
Total	\$1,178,934	\$1,300,900	\$1,191,617	\$1,339,900	3.00%

Mission

To provide safe, sanitary and compliant treatment of wastewater for our citizens, businesses, and industries in order to protect public and environmental health. To ensure environmental resources are preserved for our citizens and in order to foster the economic viability of our community.

Description

The City of Clinton owns and operates the Larkins Water Pollution Control Facility, which is permitted for an average daily flow of five (5) million gallons. A state certified operator staffs the facility 24 hours a day and 7 days a week. Certified lab staff routinely conducts approximately 92 analytical tests to monitor the ongoing biological process and the NPDES influent and effluent limit parameters. Overall operations include operation of a state certified lab, land application of bio-solids, an industrial pretreatment program, domestic sampling and analysis, and long-term monitoring. The Wastewater Manager oversees a crew consisting of a Chief Operator, five Plant Operators, and one Utility Maintenance Worker. The Environmental Programs Manager (EPM) and a Lab Technician operate the state certified lab, and the EPM and one Environmental Programs Assistant are responsible for additional reporting and compliance. The Larkins Water Pollution Control Facility is located at 123 Mill Branch Rd., Clinton, NC. For more information about the wastewater treatment process or the plant, please contact the Wastewater Manager at 910-299-4908 or wpcf@cityofclintonnc.us.

FY2018-2019 Accomplishments

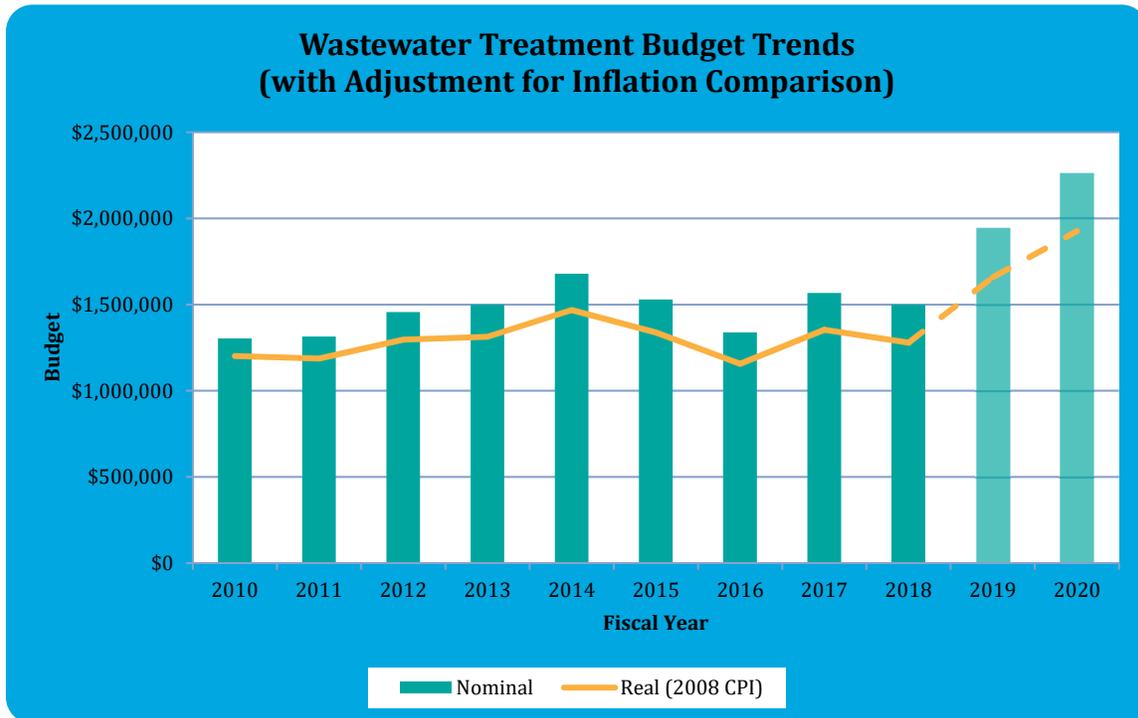
- Treated 1218 million gallons of wastewater
- Continue to work with engineers for prioritizing of plant expansion phases
- Following completion of the PER by Wooten Engineers, reviewed options for future expansion, and prioritized based on need.
- Implemented 50% of surcharge increase
- Completed significant plant upgrades and repairs
- Maintained 99% compliance with NCDEQ for treated wastewater.
- Maintained 100% compliance with Pretreatment Program inspection by state regional office and annual reporting.
- Maintained flood control dike compliance with Army Corps of Engineers.
- Recognized by Environmental Research Associates during the 2018 and 2019 calendar years as a Laboratory of Excellence for achieving 100% acceptable data in proficiency testing.
- Completed all annual calibrations for instrumentation and renewed annual preventative maintenance service contracts.
- Completed Headworks Analysis training
- Set up a PW&U Facebook Page to support public outreach.

FY2019-2020 Action Items & Initiatives

- Maintain compliance for all programs: Laboratory, NPDES, Pretreatment, Potable Water, Dike (Army Corps of Engineers), Storm water, Collections Systems (lift stations).
- Continue work on the Keep Clinton Beautiful Campaign: conduct at a minimum 2 events in support of program; obtain full certification.
- Acquire four Jet Aeration Basin pumps.
- Apply second 50% of surcharge rate increase to Pretreatment surcharge rates.
- Successfully complete all required proficiency testing to maintain lab certification status.
- Research funding sources for plant expansion.
- Replace weirs on Primary Clarifier A.
- Acquisition of four (4) JAB pump guides.
- Pave road at Carter Street and Deer Run Lift Stations.
- Install SCADA for Lift Stations.

FY2019-2020 Budget Highlights

The FY19-20 Wastewater Treatment budget reflects a 15 percent increase. At \$2,260,000, the Wastewater Treatment budget accounts for 40.29 percent of the Water and Sewer Fund budget. The City plans to spend \$258.58 per capita for Wastewater Treatment in FY19-20. The capital improvement budget in Wastewater includes a jet aeration basin pump, SCADA phase 5, filter building valve refurbishment, and lift station paving.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$511,415	\$509,400	\$546,621	\$566,600	11.23%
Benefits	\$98,250	\$111,400	\$109,155	\$134,700	20.92%
Operating	\$1,174,447	\$1,195,700	\$1,150,247	\$1,432,700	19.82%
Capital	\$45,715	\$148,100	\$139,736	\$126,000	-14.92%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$1,829,827	\$1,964,600	\$1,945,759	\$2,260,000	15.04%

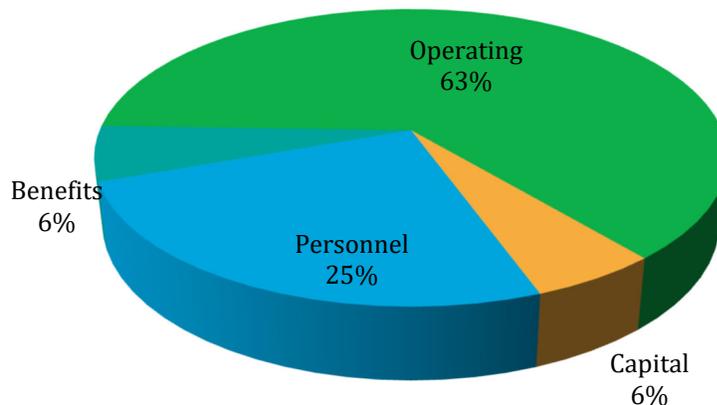
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Enterprise	\$1,829,827	\$1,964,600	\$1,945,759	\$2,260,000	15.04%
Total	\$1,829,827	\$1,964,600	\$1,945,759	\$2,260,000	15.04%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	10.00	12.00	12.00	12.00	0.00%
Part-time	-	-	-	-	0.00%
Total	10.00	12.00	12.00	12.00	0.00%

**Public Works: Wastewater Treatment
Expenditures by Type**



Expenditures by Line Item

Wastewater Treatment Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$476,937	\$473,100	\$509,326	\$526,300	11.24%
Professional Services	\$18,034	\$1,000	\$0	\$1,000	0.00%
FICA	\$34,478	\$36,300	\$37,295	\$40,300	11.02%
Group Insurance	\$62,524	\$73,700	\$69,129	\$84,000	13.98%
Vision Insurance	\$0	\$600	\$558	\$600	0.00%
Retirement	\$35,726	\$37,100	\$39,468	\$47,500	28.03%
401(K)	\$0	\$0	\$0	\$2,600	#DIV/0!
Telephone	\$4,876	\$6,300	\$6,440	\$6,200	-1.59%
Utilities	\$322,412	\$320,000	\$346,086	\$320,000	0.00%
Travel & Education	\$4,389	\$4,400	\$4,074	\$4,700	6.82%
Maint. & Repairs/Building	\$1,896	\$10,000	\$10,500	\$26,000	160.00%
Maint. & Repairs/Equipment	\$188,529	\$196,000	\$182,793	\$215,600	10.00%
Maint. & Repairs/Drying Beds	\$0	\$12,000	\$0	\$60,000	400.00%
Maint. & Repairs/Auto	\$941	\$1,800	\$1,800	\$1,800	0.00%
Advertising	\$723	\$3,000	\$2,500	\$3,000	0.00%
Fuel	\$4,432	\$8,500	\$8,700	\$5,000	-41.18%
Special Sludge Disposal	\$357,342	\$324,000	\$324,612	\$500,000	54.32%
Departmental Supplies	\$13,198	\$11,400	\$9,000	\$9,000	-21.05%
Lab Chem. & Equipment	\$34,280	\$32,200	\$28,000	\$35,000	8.70%
Waste Treatment Chemicals	\$64,658	\$86,000	\$60,428	\$60,000	-30.23%
Sludge Site Compliance	\$4,959	\$7,000	\$3,000	\$8,000	14.29%
Equipment & Tools	\$3,510	\$3,800	\$3,500	\$4,000	5.26%
Uniforms	\$5,347	\$5,500	\$6,347	\$5,500	0.00%
Safety Supplies	\$2,557	\$3,000	\$2,500	\$3,000	0.00%
Contract Services	\$61,130	\$71,700	\$61,756	\$73,500	2.51%
Dues & Subscription	\$1,324	\$1,600	\$1,250	\$1,600	0.00%
Plant Certifications	\$21,252	\$23,000	\$23,498	\$22,800	-0.87%
Workman's Comp	\$11,449	\$12,400	\$12,447	\$13,300	7.26%
Insurance/Auto	\$269	\$300	\$335	\$400	33.33%
Insurance/Building	\$46,543	\$50,300	\$50,299	\$52,800	4.97%
Miscellaneous	\$397	\$500	\$382	\$500	0.00%
Capital Outlay/Improvements	\$45,715	\$101,500	\$87,237	\$126,000	24.14%
Capital Outlay/Equipment	\$0	\$46,600	\$52,499	\$0	-100.00%
Total	\$1,829,827	\$1,964,600	\$1,945,759	\$2,260,000	15.04%

Mission

To produce safe, quality, compliant potable water for our citizens and customers, reliably and in a cost effective manner while adhering to all state and federal regulations. To identify supply needs in order to support economic sustainability and future growth, while striving to conserve one of our vital natural resources for future generations.

Description

2 wells located primarily to the south and east of the City and 6 elevated storage tanks supply the city's water needs. The Parson – Anders Water Treatment Facility located on Clive Jacobs Road, produces a supply of approximately 1.5 million gallons per day to the system and is supplemented by 4 direct injection well sites that have chemical treatment on site. The water production, water storage and water system is the responsibility of the Water Production Superintendent and plant operators. For more information about the plant or the water production and treatment process, please contact the Water Production Superintendent Travis Anderson at 910-299-9151 or anderson@cityofclintonnc.us.

2018-2019 Accomplishments

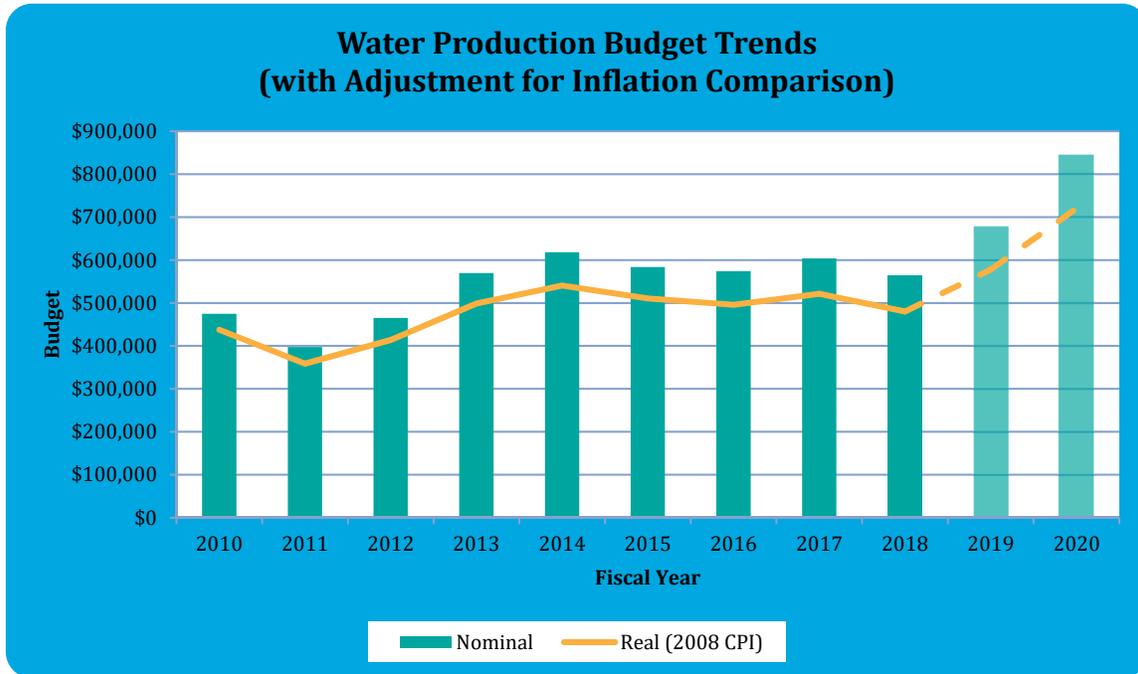
- Completed the fiscal year with no drinking water notice of violations
- Inspected by NCDEQ Fayetteville Region Office of the water plant, well and tank sites, also all files: lab results, reports etc. 100% compliance with all state required sampling of public water system.
- Inspected by NCDEQ Fayetteville Region Office for the lagoons located at the water plant, also all files: lab results, reports etc. 100% compliance.
- Completed the Well Head Protection Plan.
- Updated the Vulnerability Assessment Plan and Emergency Response Plan for the system.
- Updated the annual Local Water Supply Plan.
- Completed the Annual Consumer Confidence Report.
- Reconditioned Well #21 Deep pump and increased pumping rate to 600GPM.
- Well Site 18 Shallow Pump inspected and cleaned and increased pumping rate by 50 GPM.
- Well Site 18 Deep Pump inspected and increased pumping rate to 600 GPM.
- Placed into service Well Sites #25, and #28, certified and approved by NC DEQ

2019-2020 Actions Items & Initiatives

- Recondition Bunting Street Evaluated Water Tank.
- Recondition Well 17.
- Recondition and paint the filters and piping of the existing plant to match the new addition's filters and piping at the Water Treatment Plant.
- Recondition and paint the original shelter behind the Water Treatment Plant to match the new addition.
- Continue the Meter Testing Program, as well as updating non-repairable meters.
- Maintain the high-quality standard of the Water Production Department.
- Complete Closeout of the Water Treatment Plant Expansion Project, including the upgrading of the SCADA Control System.
- Have the Water Treatment Plant expansion side of the plant fully functioning and in use.

FY2019-2020 Budget Highlights

The Water Production budget will increase by 3.86 percent for FY19-20. This increase is due to the increased operating costs of the plant expansion. At \$844,700, the Water Production budget accounts for 15.06 percent of the Water and Sewer Fund budget. The City plans to spend \$96.65 per capita for Water Production in FY19-20. As part of the Water Treatment Plant expansion there is one additional operator position included in the FY19-20 budget to assist with the additional well sites and increased capacity.



Budget Summary**Expenditures by Type**

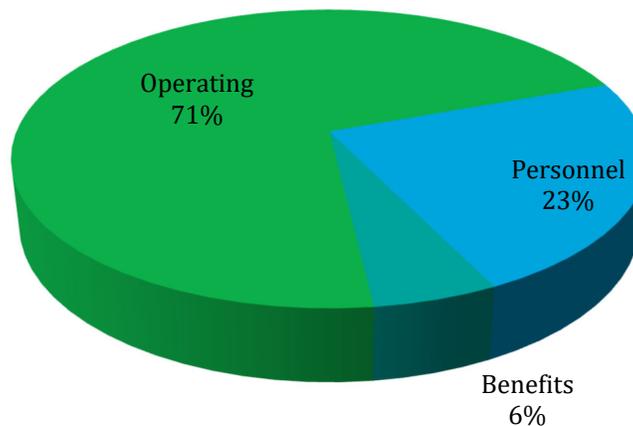
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$155,104	\$151,400	\$172,309	\$196,900	30.05%
Benefits	\$29,476	\$31,200	\$30,466	\$45,500	45.83%
Operating	\$487,633	\$588,600	\$434,796	\$602,300	2.33%
Capital	\$28,286	\$42,100	\$40,135	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Total	\$700,499	\$813,300	\$677,706	\$844,700	3.86%

Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Enterprise	\$700,499	\$813,300	\$677,706	\$844,700	3.86%
Total	\$700,499	\$813,300	\$677,706	\$844,700	3.86%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	2.00	3.00	3.00	4.00	33.33%
Part-time	-	-	-	-	0.00%
Total	2.00	3.00	3.00	4.00	33.33%

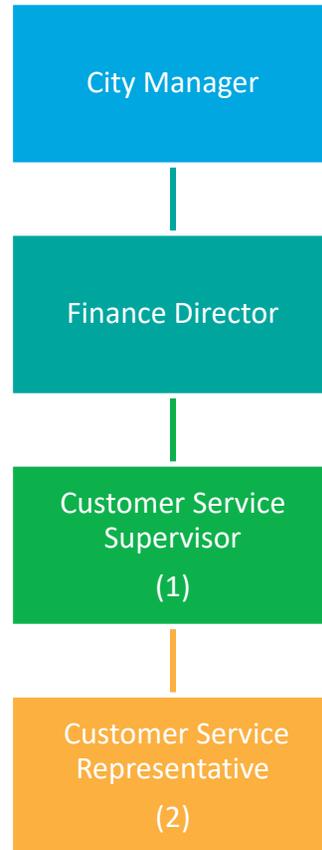
**Public Works: Water Production
Expenditures by Type**

Expenditures by Line Item

Water Production Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$144,427	\$140,600	\$160,157	\$182,900	30.09%
Professional Services	\$0	\$1,600	\$1,500	\$5,000	212.50%
FICA	\$10,677	\$10,800	\$12,152	\$14,000	29.63%
Group Insurance	\$18,615	\$20,100	\$17,933	\$28,000	39.30%
Vision Insurance	\$80	\$100	\$145	\$100	0.00%
Retirement	\$10,781	\$11,000	\$12,388	\$16,500	50.00%
401(K)	\$0	\$0	\$0	\$900	#DIV/0!
Telephone	\$1,510	\$2,000	\$0	\$2,200	10.00%
Utilities	\$135,689	\$143,000	\$0	\$160,000	11.89%
Travel & Education	\$1,489	\$3,000	\$2,029	\$3,000	0.00%
Maint. & Repairs/Building	\$28,738	\$30,000	\$39,182	\$30,000	0.00%
Maint. & Repairs/Wells & Pumps	\$53,251	\$88,000	\$96,040	\$90,000	2.27%
Maintenance/Water Tanks	\$68,983	\$80,000	\$70,228	\$80,000	0.00%
Maint. & Repairs/Meters	\$25,936	\$25,000	\$15,117	\$25,000	0.00%
Maint. & Repairs/Auto	\$2,078	\$2,500	\$1,500	\$2,500	0.00%
Advertising	\$0	\$0	\$144	\$1,000	#DIV/0!
Fuel	\$2,993	\$3,300	\$4,073	\$4,000	21.21%
Departmental Supplies	\$1,460	\$3,000	\$3,300	\$3,000	0.00%
Lab Chem. & Equipment	\$10,217	\$8,500	\$8,200	\$12,500	47.06%
Water Chemicals	\$102,619	\$105,900	\$95,231	\$120,000	13.31%
Water Analysis	\$7,105	\$6,400	\$4,500	\$15,000	134.38%
Special Tools	\$2,416	\$2,000	\$3,500	\$2,000	0.00%
Uniforms	\$1,266	\$2,000	\$0	\$2,600	30.00%
Safety Supplies	\$927	\$1,200	\$1,500	\$1,200	0.00%
Contract Services	\$22,687	\$58,900	\$68,425	\$20,000	-66.04%
Water Certifications	\$3,366	\$5,000	\$3,203	\$5,000	0.00%
Dues & Subscription	\$630	\$1,000	\$690	\$1,000	0.00%
Workman's Comp	\$3,097	\$4,200	\$4,300	\$4,600	9.52%
Insurance/Building	\$11,176	\$12,100	\$12,134	\$12,700	4.96%
Capital Outlay/Improvements	\$0	\$28,100	\$28,100	\$0	-100.00%
Capital Outlay/Equipment	\$28,286	\$14,000	\$12,035	\$0	-100.00%
Total	\$700,499	\$813,300	\$677,706	\$844,700	3.86%

Mission

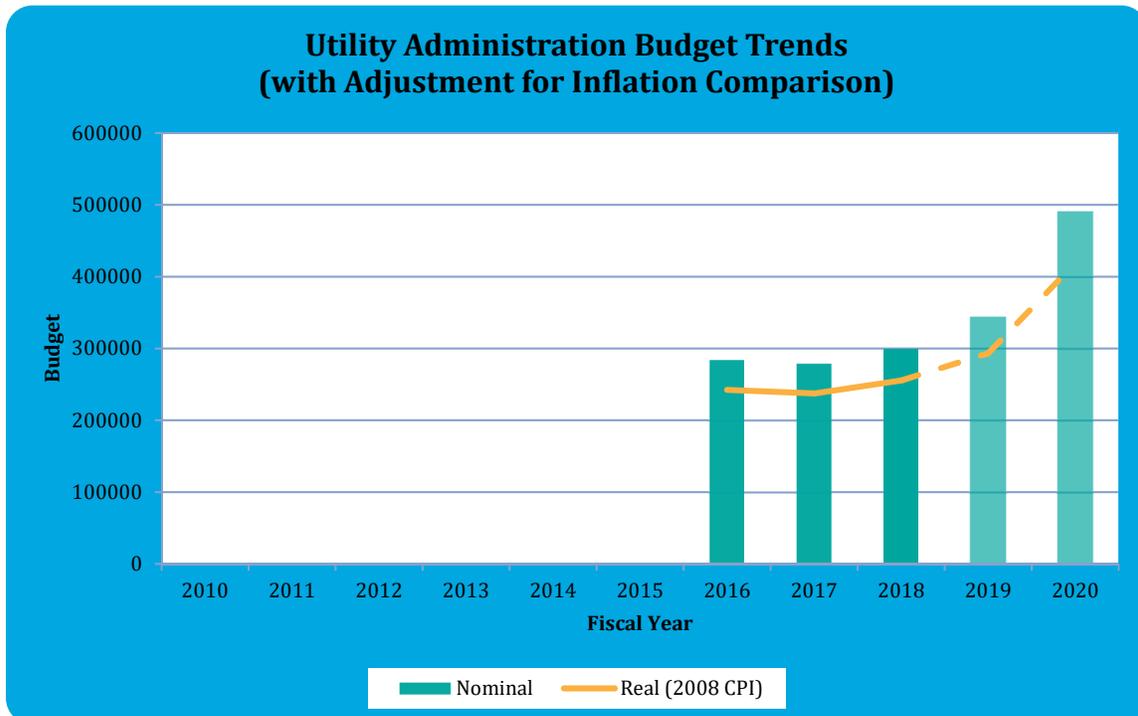
To preserve and maintain the financial stability of the city with integrity, quality service, and leadership while supporting the city with timely and clear information.

Finance-Utility Administration Organization Chart**Description**

The Utility Administration Division is a division within the Finance Department that handles the billing and collecting of revenues for the City. The Finance Director is responsible for this division, which includes the Billing & Collections Supervisor and two Customer Service Representatives. The Utility Collections Department is located at City Hall, 221 Lisbon St., Clinton, NC. For more information about the Utility Collections Department, please contact the Finance Department at 910-299-4909 or kstafford@cityofclintonnc.us.

FY2019-2020 Budget Highlights

At \$491,100, the Utility Administration budget accounts for 8.76 percent of the Water and Sewer Fund budget and has increased 39.04% from FY 18-19. The City plans to spend \$56.19 per capita for Utility Administration in FY19-20. The division budget also accounts for costs incurred under the General Fund but are associated with Water & Sewer Fund operations. The increase is due to re-assigning non-departmental cost to the appropriate department and converting a part-time Customer Service Representative position into full-time to assist with the growing needs of the Utility Billing & Collections Division of Finance. The FY19-20 Utility Administration budget does not include any capital items.



Budget Summary

Expenditures by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Personnel	\$234,360	\$260,300	\$253,835	\$288,100	10.68%
Benefits	\$35,960	\$50,200	\$45,096	\$74,800	49.00%
Operating	\$30,700	\$42,700	\$44,997	\$128,200	200.23%
Capital	\$0	\$0	\$0	\$0	#DIV/0!
Debt Service	\$0	\$0	\$0	\$0	#DIV/0!
Total	\$301,020	\$353,200	\$343,928	\$491,100	39.04%

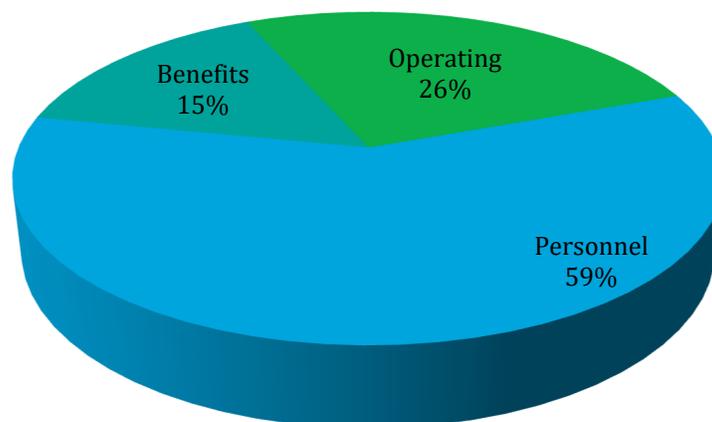
Revenues by Type

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Enterprise	\$301,020	\$353,200	\$343,928	\$491,100	39.04%
Total	\$301,020	\$353,200	\$343,928	\$491,100	39.04%

Personnel

Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Full-time	2.00	2.00	2.00	3.00	0.00%
Part-time	1.00	1.00	1.00		0.00%
Total	3.00	3.00	3.00	3.00	0.00%

**Finance: Utility Administration
Expenditures by Type**



Expenditures by Line Item

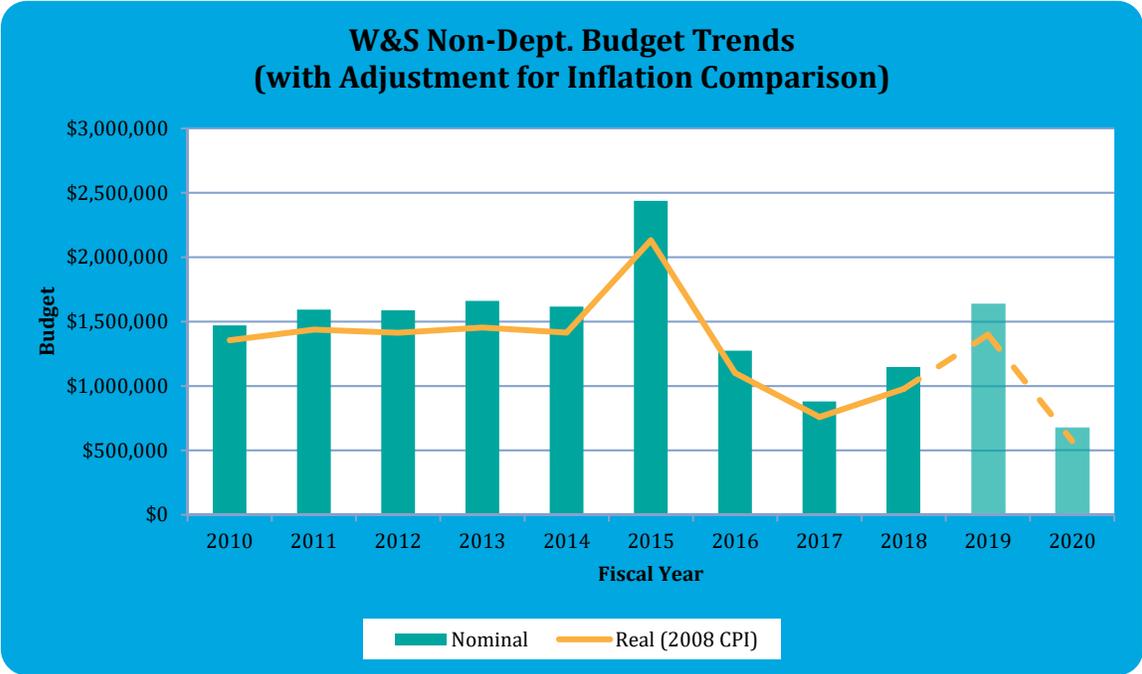
Utility Administration Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Salaries	\$185,917	\$225,900	\$221,719	\$267,600	18.46%
Temporary Salaries	\$34,372	\$15,000	\$14,699	\$0	-100.00%
Professional Services	\$0	\$0	\$0	\$0	#DIV/0!
FICA	\$14,071	\$19,400	\$17,417	\$20,500	5.67%
Group Insurance	\$24,737	\$29,500	\$28,027	\$48,300	63.73%
Vision Insurance	\$130	\$200	\$246	\$300	50.00%
Retirement	\$10,916	\$19,800	\$16,123	\$24,200	22.22%
401(K)	\$0	\$0	\$0	\$1,300	#DIV/0!
Dental Insurance	\$177	\$700	\$700	\$700	0.00%
Telephone	\$337	\$1,200	\$1,189	\$1,200	0.00%
Printing & Office Supplies	\$740	\$2,200	\$2,200	\$2,500	13.64%
Utilities	\$8,500	\$10,000	\$11,438	\$10,000	0.00%
Travel & Education	\$3,880	\$5,300	\$4,925	\$6,000	13.21%
Auto Allowance	\$3,813	\$3,000	\$3,000	\$3,000	0.00%
Utility Billing Maintenance	\$0	\$0	\$0	\$40,000	#DIV/0!
Departmental Supplies	\$4,686	\$12,000	\$13,276	\$7,000	-41.67%
Employee Wellness	\$0	\$0	\$0	\$5,500	#DIV/0!
Employee Relations	\$0	\$0	\$0	\$5,000	#DIV/0!
Contract Services	\$7,809	\$8,000	\$8,969	\$29,000	262.50%
Dues & Subscription	\$532	\$500	\$0	\$500	0.00%
Workman's Comp	\$403	\$500	\$0	\$500	0.00%
Miscellaneous	\$0	\$0	\$0	\$18,000	#DIV/0!
Total	\$301,020	\$353,200	\$343,928	\$491,100	39.04%

Description

The Water and Sewer Non-departmental portion of the budget captures expenditures in the Water and Sewer Fund not easily assigned to a specific division. Expenditures include personnel costs that cover all divisions and debt service attributed to the entire Water and Sewer Fund.

FY2019-2020 Budget Highlights

At \$673,200, the Non-departmental budget accounts for 12 percent of the Water and Sewer Fund budget. Overall, there is a 59.38 percent decrease in the Water and Sewer Non-departmental budget due to a re-assignment of line items to the most appropriate department. The largest portion of non-departmental expenditures in FY19-20 is debt service payments, which accounts for \$535,000 (79 percent) of the total allocation.



Expenditures by Line Item

Water & Sewer Fund Non-Departmental Expenditures					
Line Item	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Professional Services	\$20,308	\$14,000	\$8,800	\$10,000	-28.57%
Retiree's Medical Insurance	\$19,617	\$33,500	\$33,264	\$41,900	25.07%
Retiree Vision Insurance	\$103	\$300	\$268	\$300	0.00%
Employee Wellness	\$2,527	\$4,000	\$1,089	\$0	-100.00%
Ameriflex	\$450	\$500	\$450	\$0	-100.00%
Telephone	\$9,170	\$6,700	\$5,945	\$0	-100.00%
Printing & Office Supplies	\$2,019	\$2,000	\$2,200	\$0	-100.00%
Utility Billing Maintenance	\$31,700	\$40,000	\$36,983	\$0	-100.00%
Reverse 911/Connect CTY	\$5,983	\$6,000	\$5,983	\$6,000	0.00%
Advertising	\$1,579	\$1,000	\$1,800	\$0	-100.00%
Postage	\$2,965	\$3,000	\$3,100	\$3,000	0.00%
Contract Services	\$24,700	\$21,000	\$45,000	\$23,200	10.48%
Public Liability	\$5,659	\$6,000	\$4,017	\$4,200	-30.00%
Unemployment Insurance	\$1,748	\$0	\$1,625	\$0	#DIV/0!
Safety Committee/OSHA	\$524	\$3,000	\$2,500	\$5,000	66.67%
Misc. Expense	\$28,753	\$18,000	\$30,000	\$1,600	-91.11%
Employee Relations	\$5,879	\$7,000	\$6,000	\$0	-100.00%
Non-departmental improvements	\$0	\$0	\$0	\$0	#DIV/0!
Capital Outlay/Equipment	\$9,624	\$0	\$0	\$0	#DIV/0!
Contingency	\$0	\$40,000	\$0	\$43,000	7.50%
Principal Revolving Loan	\$269,300	\$269,300	\$269,300	\$269,300	0.00%
Interest Revolving Loan	\$27,358	\$24,100	\$24,110	\$20,300	-15.77%
USDA Principal	\$84,000	\$89,000	\$89,000	\$91,000	2.25%
USDA Interest	\$36,033	\$156,800	\$156,800	\$154,400	-1.53%
Xfer to Capital Project	\$133,500	\$133,977	\$133,977	\$0	-100.00%
Xfer to Capital Reserve Fund	\$0	\$778,300	\$778,261	\$0	-100.00%
Total	\$723,499	\$1,657,477	\$1,640,472	\$673,200	-59.38%

Description

The purpose of the Cemetery Fund is to account for funds related to the sale and maintenance of city owned cemeteries. The sale of cemetery lots and earned interest on investments account for the revenues received in the fund. A cemetery savings account receives any excess revenues over expenditures for future purchase of land for cemetery development.

Revenues

Cemetery Fund Revenues					
Source	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Sale of Lots	\$60,205	\$45,000	\$28,500	\$54,000	20.00%
Interest Earned	\$1,280	\$1,000	\$1,200	\$1,000	0.00%
From Savings	\$0	\$0	\$0	\$0	#DIV/0!
Total	\$61,485	\$46,000	\$29,700	\$55,000	19.57%

Expenditures

Cemetery Fund Expenditures					
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Transfer to GF for Operations	\$60,000	\$46,000	\$30,000	\$55,000	19.57%
Total	\$60,000	\$46,000	\$30,000	\$55,000	19.57%

Description

The Community Development Fund was established in June 2005. Loan repayments from the Housing Revolving Loan Program generate revenues for the fund. The purpose of the fund is to use the revenues from the revolving loan program for redevelopment activities.

Revenues

Community Development Fund Revenues					
Source	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Revolving Payments	\$0	\$0	\$0	\$0	#DIV/0!
Transfer from Affordable Housing	\$0	\$0	\$0	\$0	#DIV/0!
Interest Earned	\$159	\$500	\$150	\$500	0.00%
Miscellaneous Revenue	\$0	\$0	\$0	\$0	#DIV/0!
Fund Balance Approp.	\$0	\$0	\$0	\$0	#DIV/0!
Total	\$159	\$500	\$150	\$500	0.00%

Expenditures

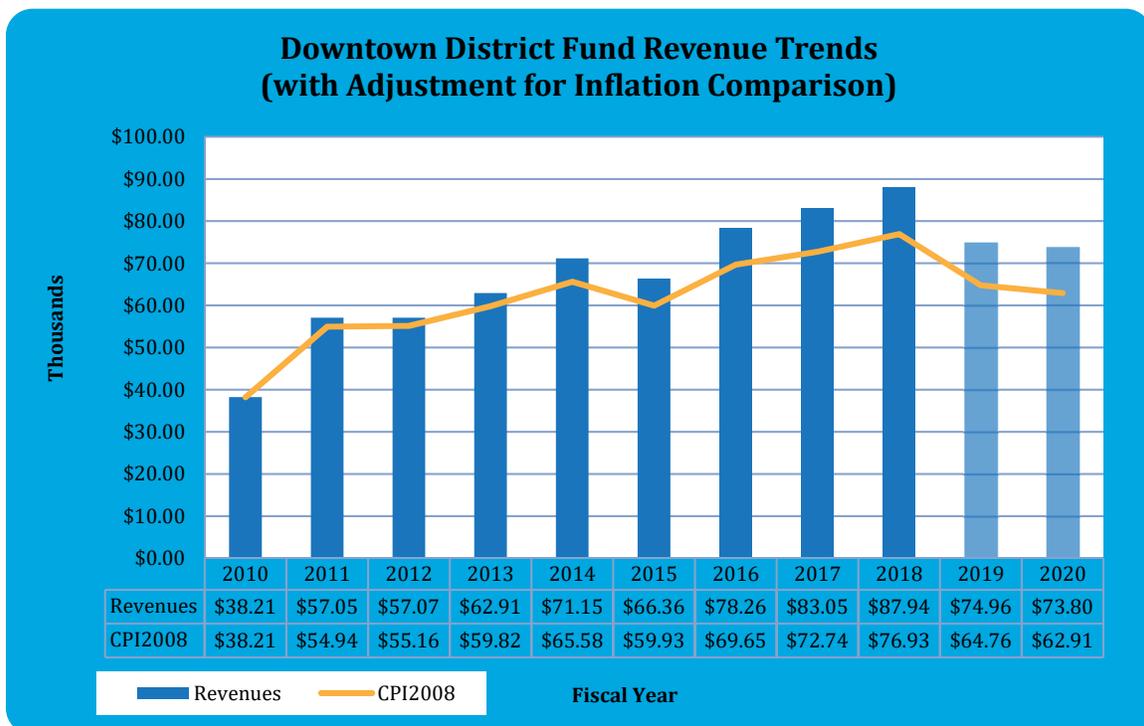
Community Development Fund Expenditures					
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Legal Services	\$0	\$0	\$0	\$0	#DIV/0!
Transfer to General Fund	\$0	\$0	\$0	\$0	#DIV/0!
Transfer to capital project	\$0	\$0	\$0	\$0	#DIV/0!
Miscellaneous	\$0	\$500	\$0	\$500	0.00%
Total	\$0	\$500	\$0	\$500	0.00%

Description

The Downtown Special Tax District was established in 1977 to promote growth and activity in the downtown district. Revenue received in the fund is from ad valorem taxes on real and personal property in the district. The City uses the revenues to host downtown events and support downtown revitalization projects.

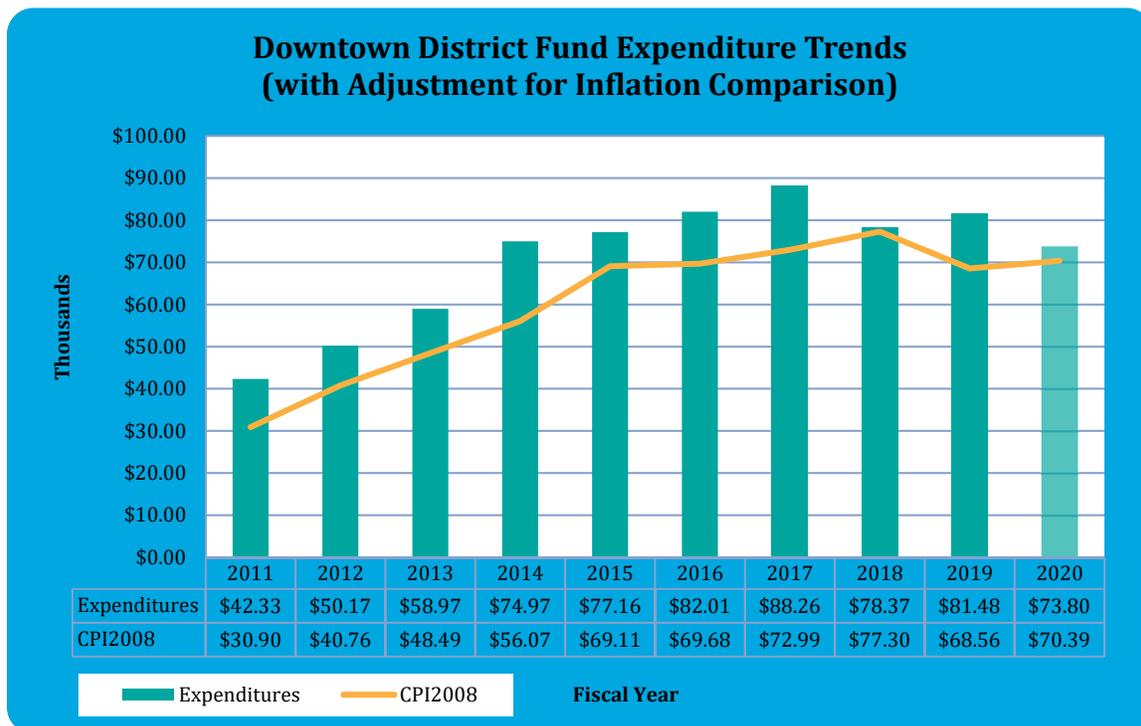
Revenues

Downtown Special Tax District Fund Revenues					
Source	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Current Taxes	\$52,928	\$53,000	\$53,000	\$54,200	2.26%
Prior Year Taxes	\$2,470	\$2,500	\$2,400	\$2,500	0.00%
Penalty & Interest	\$25	\$400	\$200	\$400	0.00%
Vehicle Taxes	\$858	\$1,800	\$1,000	\$1,800	0.00%
Collection Fees	(\$1,156)	(\$1,100)	(\$1,100)	(\$1,100)	0.00%
Craft Fair Fees	\$12,655	\$13,000	\$13,345	\$13,000	0.00%
Holiday Events	\$1,872	\$0	\$2,588	\$0	#DIV/0!
Off Street Parking	\$1,095	\$1,600	\$1,200	\$1,000	-37.50%
City Market Fees	\$0	\$0	\$0	\$0	#DIV/0!
Interest Earned	\$700	\$1,000	\$1,000	\$1,500	50.00%
Miscellaneous	\$400	\$0	\$1,250	\$0	#DIV/0!
Fundraising Revenue	\$10,872	\$1,000	\$75	\$500	-50.00%
Fund Balance	\$0	\$10,000	\$0	\$0	-100.00%
Total	\$82,719	\$83,200	\$74,958	\$73,800	-11.30%



Expenditures

Downtown Special Tax District Fund Expenditures					
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Professional Services	\$0	\$0	\$0	\$1,000	#DIV/0!
Travel & Education	\$1,852	\$3,000	\$2,856	\$3,000	0.00%
Utilities	\$4,150	\$4,000	\$3,995	\$4,000	0.00%
Craft Fair	\$12,394	\$14,200	\$14,218	\$15,000	5.63%
Advertising	\$12,627	\$13,000	\$13,836	\$15,000	15.38%
Supplies & Materials	\$2,032	\$2,000	\$1,383	\$3,500	75.00%
Contract Services	\$1,251	\$0	\$0	\$1,500	#DIV/0!
Dues & Subscriptions	\$903	\$500	\$569	\$500	0.00%
Miscellaneous	\$0	\$500	\$250	\$500	0.00%
Facade Grant Program	\$15,778	\$8,700	\$10,629	\$7,100	-18.39%
Downtown Incentive Program	\$600	\$0	\$0	\$600	#DIV/0!
Downtown Mural Grant Program	\$0	\$0	\$0	\$500	#DIV/0!
Fundraising Expenditures	\$0	\$0	\$0	\$500	#DIV/0!
Projects	\$5,340	\$19,000	\$17,899	\$5,600	-70.53%
Contingency	\$0	\$300	\$0	\$1,500	400.00%
Special Events	\$12,517	\$18,000	\$17,404	\$14,000	-22.22%
Debt reserve	\$0	\$0	\$0	\$0	#DIV/0!
Xfer to Capital Project	\$0	\$0	\$0	\$0	#DIV/0!
Total	\$69,444	\$83,200	\$83,039	\$73,800	-11.30%



Description

The Fire Department Special Fund accounts for the revenues and expenses that the Fire Department receives from donations and holding fund raising events.

Revenues

Fire Department Special Fund Revenues					
Source	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Miscellaneous	\$1,500	\$500	\$500	\$500	0.00%
Special Fees	-	\$0	-	\$0	#DIV/0!
Total	\$1,500	\$500	\$500	\$500	0.00%

Expenditures

Fire Department Special Fund Expenditures					
Type	FY17-18 Actual	FY18-19 Budget	FY 18-19 Estimate	FY 19-20 Budget	Percent Change
Department Supplies	-	-	-	-	#DIV/0!
Miscellaneous	\$0	\$500	\$0	\$500	0.00%
Total	\$0	\$500	\$0	\$500	0.00%

Introduction

The Clinton Capital Improvement Plan (CIP) represents a multiyear forecast of the city's capital needs. The CIP not only identifies capital projects but also the financing required for the projects and their impact on the operating budget. Capital projects differ from annual operating expenses in that they involve large dollar amounts, often require special financing, occur at irregular intervals, and involve development of assets expected to last several years.

The City of Clinton prepares a five-year CIP to function as a planning tool for capital improvements. Only the current year schedule, when adopted by City Council, becomes part of the operating budget. The CIP schedule beyond the current fiscal year is subject to adjustments upon annual review by city staff and Council. Future forecasts in the CIP serve the city by helping plan for capital repairs, replacements, and acquisitions, which aids in financial planning to ensure the city's fiscal health and credit.

Policies and Finance Strategies

The CIP helps the city manage capital expenditures to meet the following goals:

1. Eliminate hazards and risks to public health and safety
2. Promote economic development
3. Improve service effectiveness and efficiency
4. Maintain financial stability

To achieve these goals, the following policies and finance strategies guide city staff in CIP development:

- A capital project is a physical asset with an initial cost greater than \$10,000 and a projected useful life greater than 5 years or a non-recurring operating expenditure greater than \$10,000 directly related to service delivery. Capital assets may include infrastructure, buildings, vehicles, or information technology equipment and software. Planning and design costs associated with the request should be included in the projected costs when applicable.
- Similar projects costing less than \$10,000 should not be lumped together to form a single project greater than \$10,000. Such smaller projects should be included within the upcoming operating budget.
- The term of any city debt issue shall not exceed the useful life of the asset for which the debt is issued.
- The capital program will recognize the borrowing limitation of the city to maintain fiscal stability.
- The city will search for all possible outside funding sources for CIP projects to help offset city debt, including grants, private-partnerships, and intergovernmental agreements.
- A financial analysis will accompany the CIP to illustrate the city's capacity to repay debt and identify the effects on financial indicators.
- The city will seek to maintain financial indicators within an acceptable level as compared to peer cities.

- The city will attempt to use pay-as-go financing when possible, particularly for capital assets with costs less than \$75,000.

The following is a list of financing options for the City to consider when debt financing is required.

General Obligation Bonds. GO bonds require voter approval because the debt is secured by the taxing power of the local government. GO bonds typically have the lowest interest rates and twenty-year terms. The city typically will not consider GO bonds for any project unless the cost exceeds \$2 million.

Revenue Bonds. Revenue bonds are secured and repaid from specific revenues. These revenues are most often the net earnings from enterprise or self-supporting utilities. Revenue bonds are commonly used to finance water and sewer capital improvements. The city typically will not consider revenue bonds for utility projects unless the cost exceeds \$3 million.

Installment Purchase Agreements. IP financing can be either short-term or long-term. This type of financing is typically used for items such as equipment and vehicles. Installment purchasing presents the best option for most of the city's current capital needs.

Certificates of Participation. COPs typically have higher interest rates than GO bonds because the debt is secured by funds resulting from project being financed and not the "full faith and credit" of the government. COPs are typically financed for ten- to twenty-year terms. This type of financing should be considered for a revenue-generating project.

Tax Increment Financing Bonds. TIF bonds are high risk for investors because the debt is secured on anticipated increases in property value. TIF bonds can be financed for up to thirty years. They do not require voter approval despite their reliance on property or sales tax increases. TIF is complicated in North Carolina and requires approval from the Local Government Commission and consent from Sampson County.

Special Assessments. Special assessments are an option if citizens petition for a specific capital project. The government can issue debt to finance the project and the citizens agree to pay part of the project costs through taxes for a set number of years.

Assigned Capital Funds. Assigned capital funds represent money set aside each fiscal year for capital projects. The city's fund balance policy provides for capital funds by committing money for capital projects from the city's fund balance in excess of the city's specified range. Committed capital funds are used typically for project contingency and smaller projects.

General Fund/Capital Outlay. This funding is similar to the capital reserve fund except it is money allocated out of the General Fund from the operating budget. There is no debt associated with this funding. This represents a majority of the city's pay-as-go financing.

Water and Sewer Fund. The water and sewer fund operates as an enterprise fund. Revenues generated by water and sewer operations are designated in the water and sewer fund for the water and sewer operating budget as well as water and sewer associated capital outlay. The city maintains a capital reserve fund for specified water and sewer projects. The city designates retained earnings above the city's specified range for the water and sewer capital reserve fund.

Miscellaneous. Other funding sources include grants or donations from private donors or state and federal government. These funding sources often have to be used for a specific project.

Planning Process and Calendar

City staff reviews the CIP annually as part of the regular budget process. Preparation for the CIP begins in December of the current fiscal year, at which time department heads meet with staff to review capital needs. At the same time, the City Manager and Finance staff meet to review Council goals, CIP policies, finance strategies, and ranking criteria. In mid-January, departments submit their CIP requests and meet with the City Manager and Finance staff to discuss the projects and estimated costs. Once department heads submit all CIP projects, the City Manager and Finance staff rank the projects using the following criteria and point scale.

- | | |
|---|-------------|
| 1. Addresses Public Safety | (20 points) |
| 2. Legally Mandated | (20 points) |
| 3. Achieves Council Goal | (15 points) |
| 4. Achieves Community Goal | (15 points) |
| 5. Availability of Outside Funds | (10 points) |
| 6. Increases Service Efficiency | (10 points) |
| 7. Promotes Economic Development | (10 points) |
| 8. Protects/Maintains City Assets and Financial Stability | (10 points) |
| 9. Receives Economic Payback in Less Than 5 Years | (10 points) |
| 10. Links with Other Projects | (10 points) |

The total points for each project merely represent a guideline and are not the determining factor for project funding. City Council must approve projects, which are subject to change based on shifts in Council priorities and the economy. Each project can receive all, half, or no points for each category.

City staff performs a financial analysis to estimate the impact of capital projects on the operating budget and the city's borrowing capacity and debt tolerance. The financial analysis helps determine which projects to fund in each year. Expected budget surpluses and deficits are considered when calculating the financial impact of the CIP. City staff develops a preliminary CIP by mid-March to present to City Council at a CIP workshop to discuss changes and priorities. The final CIP is adjusted based on Council recommendations and presented to the Council for public approval as part of the annual budget document at the June Council Meeting.

FY 2019-2020 CIP and Budget Schedule

Budget Preparation Steps	Date
Departments begin meeting internally to develop CIP project requests	November 1, 2018
Departments submit CIP project requests to Finance & Administration	November 28, 2018
Department Directors meet with City Manager & Finance staff to discuss CIP project requests	December 3-14, 2018
Budget Breakout Meeting with City Council	December 4, 2018
City Manager & Finance staff rank CIP project requests & establish a priority list	December 18, 2018
CIP Project impact & financial analysis is completed to prepare for operating budget	December 19, 2018-January 9, 2019
Strategic planning and CIP workshop with City Council	January 15, 2019
Budget packages delivered to departments	February 1, 2019
Departments submit budget request	February 28, 2019
City Manager & Finance staff review budget requests & prepare recommendations	March 1 -22, 2019
Budget workshop with City Council	April 16, 2019
Submit CIP & preliminary FY19-20 budget to City Council	May 3, 2019
Budget Breakout Meeting with City Council	May 7, 2019
Submit recommended FY19-20 budget to City Council for review	May 29, 2019
City Council holds public hearing regarding proposed FY19-20 budget	June 4, 2019
City Council adopts FY19-20 Budget	June 18, 2019
Fiscal Year 2019-2020 begins	July 1, 2019

Description

The CIP consists of four sections:

CIP Summary. This section provides a summary of the capital improvement plan in table form. The summary presents the estimated capital costs for each department and the years in which the city expects to assume that debt. There is a summary for the general fund and water and sewer fund.

Individual Project Descriptions. This section explains each CIP project in further detail on the included tables. The tables include the benefits and effects of funding the project as well as the expected method of financing and its impact on the operating budget.

Financial Impact Analysis. City staff performs financial analyses to evaluate the impact of the CIP on the operating budget and the city's debt tolerance. These tables and charts present the potential effects of the CIP on the city's ability to maintain its current fiscal practices and its ability to borrow money while not compromising its strong financial status.

Unfunded Projects. This section provides a brief summary of projects submitted but not included in the current CIP. The summaries include a description of the project and details as to why it is not funded in the CIP.

CIP Summary

General Fund								
Department	Project	FY-19-20	FY20-21	FY-21-22	FY-22-23	FY23-24	Future Years	Total Capital Cost
Admin, Finance, & Planning	Downtown Revitalization Phase IV Elizabeth St. Multi-use Path						\$ 1,200,000 \$ 650,000	\$ 1,200,000 \$ 650,000
Department Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,850,000	\$ 1,850,000
Fire								
	FD Emergency Generator Replacement			\$ 50,000				\$ 50,000
	Fire Apparatus Replacement	\$ 600,000						\$ 600,000
	Fire Vehicle Replacement		\$ 40,000					\$ 40,000
	Wall Street Station Renovations						\$ 1,287,000	\$ 1,287,000
	Radio Replacement	\$ 30,000						
	Fire Station #2						\$ 1,500,000	\$ 1,500,000
Department Total		\$ 630,000	\$ 40,000	\$ 50,000	\$ -	\$ -	\$ 2,787,000	\$ 3,507,000
Police								
	Police Station Addition/Remodel						\$ 1,800,000	\$ 1,800,000
	Police Radio replacement	\$ 30,000						\$ 30,000
	Dash camera video system		\$ 21,000					
	Nuisance vehicle impound lot						\$ 65,000	
	Police Emergency Generator	\$ 50,000						\$ 50,000
	Police Vehicle Replacement	\$ 145,000	\$ 107,200	\$ 110,500	\$ 143,300	\$ 115,000		\$ 621,000
Department Total		\$ 225,000	\$ 128,200	\$ 110,500	\$ 143,300	\$ 115,000	\$ 1,865,000	\$ 2,587,000
Public Works								
	Fleet Vehicle Replacement		\$ 50,000	\$ 30,000	\$ 20,000	\$ 20,000		\$ 120,000
	Public Works building generator	\$ 50,000						\$ 50,000
	Garage shelter			\$ 30,000				\$ 30,000
	Fuel pump system replacement			\$ 27,500				\$ 27,500
	Grounds Cemetery Paving	\$ 10,000	\$ 15,000	\$ 15,000				\$ 40,000
	Grounds Equipment Replacement		\$ 12,000			\$ 12,000		\$ 24,000
	Grounds Vehicle Replacement	\$ 40,000			\$ 35,000		\$ 25,000	\$ 100,000
	Sanitation Vehicle Replacement	\$ 480,000	\$ 125,000					\$ 605,000
	Street Pedestrian Plan Sidewalks	\$ 65,000						\$ 65,000
	Street Equipment Replacement		\$ 17,000					\$ 17,000
	Street Resurfacing	\$ 200,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,325,000
	Street Vehicle Replacement	\$ 250,000	\$ 55,000					\$ 305,000
Department Total		\$ 845,000	\$ 694,000	\$ 382,500	\$ 280,000	\$ 257,000	\$ 250,000	\$ 2,708,500
Recreation								
	Fisher Drive Park Playground		\$ 60,000					\$ 60,000
	Multipurpose field lighting		\$ 215,000					\$ 215,000
	Recreation Master plan	\$ 40,000						
	Recreation Equipment Replacement	\$ 10,000	\$ 14,000					\$ 24,000
	Recreation Vehicle Replacement		\$ 25,000	\$ 25,000				\$ 50,000
	Royal Lane Park Press Box						\$ 200,000	\$ 200,000
	Bellamy Center A/C						\$ 75,000	\$ 75,000
	Royal Lane Park Renovations Ph 2						\$ 1,200,000	\$ 1,200,000
	Pool cover			\$ 25,000				
	Sampson Center A/C						\$ 200,000	\$ 200,000
Department Total		\$ 50,000	\$ 314,000	\$ 50,000	\$ -	\$ -	\$ 1,675,000	\$ 2,089,000

Water and Sewer Fund								
Facility/Division	Project	FY-19-20	FY20-21	FY-21-22	FY-22-23	FY23-24	Future Years	Total Capital Cost
Line Maintenance	NC 24 Expansion Utilities		\$ 2,300,000					\$ 2,300,000
	Fuel system			\$ 27,500				\$ 27,500
	Utility Lines Equipment Replacement							\$ -
	Utility Lines Rehab Program	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
	Utility Lines Vehicle Replacement	\$ 60,000					\$ 28,000	\$ 88,000
Division Total		\$ 260,000	\$ 2,500,000	\$ 227,500	\$ 200,000	\$ 200,000	\$ 228,000	\$ 3,615,500
Water Treatment								
	WTP Vehicle Replacement							\$ -
Division Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste Water Treatment								
	SCADA phase 5	\$ 22,000						\$ 22,000
	Lift station paving (DR&CS)	\$ 45,000						
	WWTP filter building valve refurb	\$ 20,000						
	WWTP JAB pump	\$ 39,000						
	WWTP dry prime pump (2)		\$ 80,000					
	WWTP generator and lift		\$ 104,000					
WWTP Vehicle Replacement				\$ 25,000				\$ 25,000
Division Total		\$ 126,000	\$ 184,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 335,000

	FY-19-20	FY20-21	FY-21-22	FY-22-23	FY23-24	Future Years	Total Capital Costs
General Fund Total	\$ 1,750,000	\$ 1,176,200	\$ 593,000	\$ 423,300	\$ 372,000	\$ 8,427,000	\$ 12,741,500
Water & Sewer Fund Total	\$ 386,000	\$ 2,684,000	\$ 252,500	\$ 200,000	\$ 200,000	\$ 228,000	\$ 3,950,500
CIP Total	\$ 2,136,000	\$ 3,860,200	\$ 845,500	\$ 623,300	\$ 572,000	\$ 8,655,000	\$ 16,692,000

Capital Projects List

Project	Department	Estimated Cost	Outside Funds Available	City's Obligation	FY Funded	Potential Source(s) of Financing	Score
FD Emergency Generator Replacement	Fire	\$ 50,000	\$ -	\$ 50,000	21-22	GF	30.0
Fire Apparatus Replacement	Fire	\$ 600,000	\$ -	\$ 600,000	Program	CR,IP	70.0
Fire Station 2 Construction	Fire	\$ 1,500,000	\$ -	\$ 1,500,000	FY	GO,IP	70.0
Fire Vehicle Replacement	Fire	\$ 40,000	\$ -	\$ 40,000	Program	GF	70.0
Wall Street Station Renovations	Fire	\$ 1,287,000	\$ -	\$ 1,287,000	FY	GO,IP	70.0
Radio Replacement	Fire	\$ 30,000	\$ -	\$ 30,000	Program	GF	55.0
Downtown Revitalization Phase IV	Planning	\$ 1,200,000	\$ 200,000	\$ 1,000,000	FY	GR,IP,IG	25.0
Elizabeth St. Multi-use Path	Planning	\$ 650,000	\$ 200,000	\$ 450,000	FY	GR,IP,IG	25.0
Police Station Addition/Remodel	Police	\$ 1,800,000	\$ -	\$ 1,800,000	FY	GO,IP	70.0
Police Vehicle Replacement	Police	\$ 621,000	\$ -	\$ 621,000	Program	GF	50.0
Police Radio Replacement	Police	\$ 30,000	\$ -	\$ 30,000	Program	GR	55.0
Dash Camera Video System	Police	\$ 21,000	\$ -	\$ 21,000	20-21	GF	35.0
Police Emergency Generator	Police	\$ 50,000	\$ -	\$ 50,000	19-20	GF	30.0
Nuisance Vehicle Impound Lot	Police	\$ 65,000	\$ -	\$ 65,000	FY	GF	35.0
Fleet Vehicle Replacement	PW-Garage	\$ 120,000	\$ -	\$ 120,000	Program	GF	10.0
Public Works Emergency Generator	PW-Garage	\$ 50,000	\$ -	\$ 50,000	19-20	GF	30.0
Fuel Pump System Replacement	PW-Garage	\$ 50,000	\$ -	\$ 50,000	21-22	GF,WS	10.0
Grounds Cemetery Paving	PW-Grounds	\$ 40,000	\$ -	\$ 40,000	19-20 to 21-22	GF	60.0
Grounds Equipment Replacement	PW-Grounds	\$ 24,000	\$ -	\$ 24,000	Program	GF	25.0
Grounds Vehicle Replacement	PW-Grounds	\$ 75,000	\$ -	\$ 75,000	Program	GF	25.0
Sanitation Vehicle Replacement	PW-Sanitation	\$ 605,000	\$ -	\$ 605,000	Program	IP	25.0
Stormwater GIS	PW-Streets	\$ -	\$ -	\$ -	N/A	GF	0.0
Street Pedestrian Plan Sidewalks	PW-Streets	\$ 65,000	\$ -	\$ 65,000	19-20	GF	25.0
Street Equipment Replacement	PW-Streets	\$ 17,000	\$ -	\$ 17,000	Program	GF,IP	25.0
Street Resurfacing	PW-Streets	\$ 1,325,000	\$ 1,325,000	\$ -	Program	IG	80.0
Street Vehicle Replacement	PW-Streets	\$ 305,000	\$ -	\$ 305,000	Program	GF,IP	25.0
Sunset Ave. Parallel Road	PW-Streets	\$ -	\$ -	\$ -	N/A	IP,IG	0.0
Susnet Ave. Connector Road	PW-Streets	\$ -	\$ -	\$ -	N/A	IP,IG	0.0
Automated Meter Reading Sytem	PW-Utility Lines	\$ 1,000,000	\$ -	\$ 1,000,000	19-20 to 22-23	WS	50.0
Hwy 421 Industrial Park Pump Station	PW-Utility Lines	\$ -	\$ -	\$ -	N/A	IP,WS	0.0
NC 24 Expansion Utilities	PW-Utility Lines	\$ 2,300,000	\$ -	\$ 2,300,000	19-20	IP,WS,CR	80.0
NC 24 New Road Utilities	PW-Utility Lines	\$ -	\$ -	\$ -	N/A	IP,WS	0.0
Utility Lines Rehab Program	PW-Utility Lines	\$ 1,000,000	\$ -	\$ 1,000,000	Program	WS	25.0
Utility Lines Vehicle Replacement	PW-Utility Lines	\$ 88,000	\$ -	\$ 88,000	Program	WS	25.0
WWTP Expansion	PW-Wastewater	\$ 5,000,000	\$ -	\$ 5,000,000	FY	PP,RB,GR	60.0
DR & CS Lift Station Paving	PW-Wastewater	\$ 45,000	\$ -	\$ 45,000	19-20	WS	10.0
SCADA Phase 5	PW-Wastewater	\$ 22,000	\$ -	\$ 22,000	19-20	WS	10.0
WWTP Filter Bldg Valve Refurb	PW-Wastewater	\$ 20,000	\$ -	\$ 20,000	19-20	WS	30.0
WWTP JAB pump	PW-Wastewater	\$ 39,000	\$ -	\$ 39,000	19-20	WS	30.0
WWTP Dry Prime Pump (2)	PW-Wastewater	\$ 80,000	\$ -	\$ 80,000	20-21	WS	30.0
WWTP Generator & Lift	PW-Wastewater	\$ 104,000	\$ -	\$ 104,000	20-21	WS	45.0
WWTP UV Disinfection System	PW-Wastewater	\$ -	\$ -	\$ -	N/A	WS	0.0
WWTP Vehicle Replacement	PW-Wastewater	\$ 25,000	\$ -	\$ 25,000	Program	WS	25.0
WTP Vehicle Replacement	PW-Water	\$ 25,000	\$ -	\$ 25,000	Program	WS	25.0
Bellamy Center Addition	Recreation	\$ -	\$ -	\$ -	N/A	IP,GR	0.0
Fisher Drive Park Playground	Recreation	\$ 60,000	\$ -	\$ 60,000	20-21	GF,PP	30.0
Multipurpose Field Lighting	Recreation	\$ 215,000	\$ -	\$ 215,000	20-21	IP	35.0
Recreation Equipment Replacement	Recreation	\$ 24,000	\$ -	\$ 24,000	Program	GF	25.0
Recreation Vehicle Replacement	Recreation	\$ 50,000	\$ -	\$ 50,000	Program	GF	25.0
Royal Lane Park Press Box	Recreation	\$ 200,000	\$ -	\$ 200,000	FY	GF,PP	25.0
Royal Lane Park Renovations Ph 2	Recreation	\$ 1,200,000	\$ -	\$ 1,200,000	FY	GF,GO,GR,PP	60.0
Royal Lane Park Pool Cover	Recreation	\$ 25,000	\$ -	\$ 25,000	21-22	GF	10.0
Sampson Center A/C	Recreation	\$ 200,000	\$ -	\$ 200,000	FY	GF	35.0

CR Capital Designated Funds
 GF General Fund Capital Outlay
 GO General Obligation Bond
 IG Intergovernmental Funds
 IP Installment Purchase
 PP Public-Private Partnership
 RB Revenue Bonds
 SA Special Assessment
 WS Water-Sewer Capital Outlay
 GR Grant

FY=Future Years
 Program=Varying \$ & Years

Not Funded

Full-time equivalent (FTE) employees are the basis for personnel counts. Calculating FTE employees includes all permanent full-time and part-time budgeted positions, seasonal and temporary positions are not included. For most positions, one FTE equals 2080 hours per year per position based on a 40-hour workweek and 52 workweeks per year. Partial FTE counts occur if permanent part-time positions exist or a full-time position is vacant for a portion of the year.

Personnel Classification & Pay Schedule

Grade	Hiring Rate	Minimum	Mid-point	Maximum
3	\$22,073	\$23,177	\$27,592	\$33,110
4	\$23,177	\$24,336	\$28,972	\$34,766
5	\$24,336	\$25,553	\$30,420	\$36,504
6	\$25,553	\$26,831	\$31,942	\$38,330
7	\$26,831	\$28,173	\$33,539	\$40,247
8	\$28,173	\$29,582	\$35,217	\$42,260
9	\$29,582	\$31,061	\$36,978	\$44,373
10	\$31,061	\$32,614	\$38,827	\$46,592
11	\$32,614	\$34,245	\$40,768	\$48,921
12	\$34,245	\$35,957	\$42,807	\$51,368
13	\$35,957	\$37,755	\$44,947	\$53,936
14	\$37,755	\$39,643	\$47,194	\$56,633
15	\$39,643	\$41,625	\$49,554	\$59,465
16	\$41,625	\$43,706	\$52,032	\$62,438
17	\$43,706	\$45,891	\$54,633	\$65,559
18	\$45,891	\$48,186	\$57,364	\$68,837
19	\$48,186	\$50,595	\$60,233	\$72,279
20	\$50,595	\$53,125	\$63,244	\$75,893
21	\$53,125	\$55,781	\$66,407	\$79,688
22	\$55,781	\$58,570	\$69,727	\$83,672
23	\$58,570	\$61,499	\$73,213	\$87,855
24	\$61,499	\$64,574	\$76,874	\$92,249
25	\$64,574	\$67,803	\$80,718	\$96,861
26	\$67,803	\$71,193	\$84,754	\$101,705
27	\$71,193	\$74,753	\$88,992	\$106,790
28	\$74,753	\$78,491	\$93,442	\$112,130
29	\$78,491	\$82,416	\$98,114	\$117,737
30	\$82,416	\$86,537	\$103,020	\$123,624
31	\$86,537	\$90,864	\$108,172	\$129,806
32	\$90,864	\$95,407	\$113,580	\$136,296
33	\$95,407	\$100,177	\$119,259	\$143,111
34	\$100,177	\$105,186	\$125,222	\$150,266
35	\$105,186	\$110,445	\$131,483	\$157,779

Clinton Personnel Summary (FTE)														
General Fund														
Position	General Government	Salary Grade	FY17-18 Actual			FY18-19 Actual			FY19-20 Budget			FY20-21 Proj.		
			FT	PT	FTE	FT	PT	FTE	FT	PT	FTE	FT	PT	FTE
<i>Administration</i>														
City Manager		n/a	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
City Clerk/Risk Manager		21	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Senior Administrative Specialist		11	1.0		1.0	1.0		1.0	1.0		1.0		0.0	0.0
Custodian		4	0.0	1.0	0.5	0.0	1.0	0.5	0.0	1.0	0.5	0.0	1.0	0.5
		<i>Total</i>	<i>3.0</i>	<i>1.0</i>	<i>3.5</i>	<i>3.0</i>	<i>1.0</i>	<i>3.5</i>	<i>3.0</i>	<i>1.0</i>	<i>3.5</i>	<i>2.0</i>	<i>1.0</i>	<i>2.5</i>
<i>Finance-HR</i>														
Finance Director		25	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Human Resources Director		21	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Budget/Financial Analyst		16	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Supervisor / Billing & Collections		13	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Payroll & Benefits Technician		13	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Accounting Technician		11	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Customer Service Representative		9	1.0	1.0	1.5	1.0	1.0	1.5	2.0		2.0	2.0	0.0	2.0
		<i>Total</i>	<i>7.0</i>	<i>1.0</i>	<i>7.5</i>	<i>7.0</i>	<i>1.0</i>	<i>7.5</i>	<i>8.0</i>	<i>0.0</i>	<i>8.0</i>	<i>8.0</i>	<i>0.0</i>	<i>8.0</i>
<i>Planning</i>														
Planning Director		25	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Senior Planner		20	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Code Enf. Officer /GIS Technician		15	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Senior Administrative Specialist		11	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
		<i>Total</i>	<i>4.0</i>	<i>0.0</i>	<i>4.0</i>	<i>4.0</i>	<i>0.0</i>	<i>4.0</i>	<i>4.0</i>	<i>0.0</i>	<i>4.0</i>	<i>4.0</i>	<i>0.0</i>	<i>4.0</i>
<i>Recreation & Parks</i>														
Recreation & Parks Director		23	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Recreation Program Manager		18	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Athletic Program Director		16	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Recreation Center Supervisor		16	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Parks Maintenance Supervisor		13	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Athletic Program Assistant			1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Administrative Specialist		9	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Parks Maintenance Worker		7	2.0	1.0	2.5	2.0	1.0	1.5	2.0	1.0	2.5	2.0	1.0	2.5
Athletics/Program Assistant		n/a		5.0	2.5		5.0	2.5		5.0	2.5		5.0	2.5
		<i>Total</i>	<i>9.0</i>	<i>6.0</i>	<i>12.0</i>	<i>9.0</i>	<i>6.0</i>	<i>11.0</i>	<i>9.0</i>	<i>6.0</i>	<i>12.0</i>	<i>9.0</i>	<i>6.0</i>	<i>12.0</i>
General Government Total			23.0	8.0	27.0	23.0	8.0	26.0	24.0	7.0	27.5	23.0	7.0	26.5

Position	Salary Grade	FY17-18 Actual			FY18-19 Actual			FY19-20 Budget			FY20-21 Proj.		
		FT	PT	FTE	FT	PT	FTE	FT	PT	FTE	FT	PT	FTE
Public Safety													
<i>Fire</i>													
Fire Chief	24	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Administrative Specialist	9	0.0	1.0	0.5	0.0	1.0	0.5	0.0	1.0	0.5	0.0	1.0	0.5
Fire Inspector	15	0.0		0.0	0.0		0.0	1.0		1.0	1.0		1.0
Fire Captain	17	5.0	3.0	6.5	5.0	3.0	6.5	5.0	3.0	6.5	5.0	3.0	6.5
Fire Engineer	14	3.0	1.0	3.5	3.0	1.0	3.5	3.0	1.0	3.5	3.0	1.0	3.5
Firefighter/Driver	13	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Firefighter	12	8.0	11.0	15.5	8.0	11.0	15.5	10.0	11.0	15.5	10.0	11.0	15.5
<i>Total</i>		17.0	16.0	27.0	17.0	16.0	27.0	20.0	16.0	28.0	20.0	16.0	28.0
<i>Police Administration</i>													
Police Chief	26	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Assistant Police Chief	22	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Police Lieutenant	19	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
Senior Administrative Specialist	14	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
<i>Total</i>		8.0	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0	8.0	0.0	8.0
<i>Police Patrol</i>													
Police Sergeant	17	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
Police Officer- Master	16	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Officer- Senior	15	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Corporal	15	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
Police Officer	13	8.0		8.0	8.0		8.0	8.0		8.0	8.0		8.0
<i>Total</i>		16.0	0.0	16.0	16.0	0.0	16.0	16.0	0.0	16.0	16.0	0.0	16.0
<i>Police Neighborhood Improvement</i>													
Police Sergeant	17	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Police Officer- Master		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Officer- Senior		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Detectives*	15	4.0		4.0	4.0		4.0	4.0		4.0	4.0		4.0
Police Officer	13	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Animal Control Officer	10	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
<i>Total</i>		6.0	0.0	6.0	6.0	0.0	6.0	6.0	0.0	6.0	6.0	0.0	6.0
<i>Police School Resource</i>													
Police Sergeant	17	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Officer- Master		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Officer- Senior		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Officer	13	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
School Crossing Guard	n/a	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
<i>Total</i>		2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0
<i>Police Detectives*</i>													
Police Sergeant	17	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Officer- Master		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Officer- Senior		0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
Police Officer	13	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
<i>Total</i>		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<i>Police Total</i>		32.0	0.0	32.0	32.0	0.0	32.0	32.0	0.0	32.0	32.0	0.0	32.0
Public Safety Total		49.0	16.0	59.0	49.0	16.0	59.0	52.0	16.0	60.0	52.0	16.0	60.0

Position	Salary Grade	FY17-18 Actual			FY18-19 Actual			FY19-20 Budget			FY20-21 Proj.		
		FT	PT	FTE	FT	PT	FTE	FT	PT	FTE	FT	PT	FTE
Public Works													
<i>City Garage</i>													
Fleet Maintenance Supervisor	16	1.0		1.0	1.0		1.0		1.0		1.0		1.0
Fleet Maintenance Mechanic II	13	1.0		1.0	1.0		1.0		1.0		1.0		1.0
Fleet Maintenance Mechanic I	11	1.0		1.0	1.0		1.0		1.0		1.0		1.0
<i>Total</i>		3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0
<i>Grounds & Cemetery</i>													
Grounds Supervisor	13	1.0		1.0	1.0		1.0		1.0		1.0		1.0
Cemetery & Grounds Worker II		0.0		0.0	0.0		0.0		0.0		0.0		0.0
Equipment Operator		0.0		0.0	0.0		0.0		0.0		0.0		0.0
Cemetery & Grounds Worker I	6	3.0		3.0	3.0		3.0		3.0		3.0		3.0
<i>Total</i>		4.0	0.0	4.0	4.0	0.0	4.0	4.0	0.0	4.0	4.0	0.0	4.0
<i>Sanitation</i>													
Sanitation Supervisor	14	1.0		1.0	1.0		1.0		1.0		1.0		1.0
Sanitation Equipment Operator	10	6.0		6.0	6.0		6.0		6.0		6.0		6.0
Sanitation/Street Maintenance Worker	7	2.0		2.0	2.0		2.0		2.0		2.0		2.0
<i>Total</i>		9.0	0.0	9.0	9.0	0.0	9.0	9.0	0.0	9.0	9.0	0.0	9.0
<i>Streets</i>													
Public Works Manager		0.0		0.0	0.0		0.0	1.0		1.0	1.0		1.0
Streets Supervisor	14	0.0		0.0	0.0		0.0	1.0		1.0	1.0		1.0
Senior Administrative Specialist	13	1.0		1.0	1.0		1.0	0.0		0.0	0.0		0.0
Street Crew Leader	11	2.0		2.0	2.0		2.0	1.0		1.0	1.0		1.0
Heavy Equipment Operator	10	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
Equipment Operator	8	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Street Maintenance Technician	9	2.0		2.0	2.0		2.0	3.0		3.0	3.0		3.0
Street Maintenance Worker	7	3.0		3.0	3.0		2.0	2.0		2.0	2.0		2.0
<i>Total</i>		11.0	0.0	11.0	11.0	0.0	10.0	11.0	0.0	11.0	11.0	0.0	11.0
Public Works Total		27.0	0.0	27.0	27.0	0.0	26.0	27.0	0.0	27.0	27.0	0.0	27.0
Total General Fund		99.0	24.0	113.0	99.0	24.0	111.0	103.0	23.0	114.5	102.0	23.0	113.5

Water & Sewer Fund														
Position	Salary Grade	FY17-18 Actual			FY18-19 Actual			FY19-20 Budget			FY20-21 Proj.			
		FT	PT	FTE	FT	PT	FTE	FT	PT	FTE	FT	PT	FTE	
Public Utilities														
<i>Line Maintenance</i>														
Public Service Director	27	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Staff Engineer	24	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Distribution & Collection System Supervisor	15	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Utility Line Crew Leader	13	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Heavy Equipment Operator	10	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Meter Services Supervisor	9											0.0		0.0
Senior Meter Technician	11	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Utility Line Technician	9	4.0		4.0	4.0		4.0		4.0	4.0		4.0		4.0
Utility Maintenance Worker	8	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
	<i>Total</i>	<i>11.0</i>	<i>0.0</i>	<i>11.0</i>	<i>11.0</i>	<i>0.0</i>	<i>11.0</i>	<i>11.0</i>	<i>0.0</i>	<i>11.0</i>	<i>11.0</i>	<i>0.0</i>	<i>11.0</i>	
<i>Wastewater Treatment</i>														
Wastewater Treatment Superintendent	20	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Environmental Program Coordinator	18	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Chief Wastewater Plant Operator	15	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Laboratory Technician	13	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Environmental Program Assistant	11	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Plant Maintenance Mechanic	11	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Wastewater Plant Operator	11	5.0		5.0	5.0		5.0		5.0	5.0		5.0		5.0
	<i>Total</i>	<i>11.0</i>	<i>0.0</i>	<i>11.0</i>	<i>11.0</i>	<i>0.0</i>	<i>11.0</i>	<i>11.0</i>	<i>0.0</i>	<i>11.0</i>	<i>11.0</i>	<i>0.0</i>	<i>11.0</i>	
<i>Water Production</i>														
Water Production Superintendent	20	1.0		1.0	1.0		1.0		1.0	1.0		1.0		1.0
Senior Water Treatment Plant Operator	13	0.0		0.0	0.0		0.0		0.0	0.0		0.0		0.0
Water Production Operator	11	2.0		2.0	2.0		2.0		3.0	3.0		3.0		3.0
	<i>Total</i>	<i>3.0</i>	<i>0.0</i>	<i>3.0</i>	<i>3.0</i>	<i>0.0</i>	<i>3.0</i>	<i>4.0</i>	<i>0.0</i>	<i>4.0</i>	<i>4.0</i>	<i>0.0</i>	<i>4.0</i>	
Total Water & Sewer Fund		25.0	0.0	25.0	25.0	0.0	25.0	26.0	0.0	26.0	26.0	0.0	26.0	

Accrual Basis of Accounting (or Full Accrual): Accounting method for proprietary funds that recognizes revenues in the accounting period in which they are earned and become measurable. Expenses are recognized in the period incurred, if measurable.

Ad Valorem Tax: A tax levied in proportion to the value of property.

Amortization: Paying the principal amount of a debt issue through periodic payments. Amortization payments include interest and any payment on principal.

Appropriation: Authorization granted by City Council to obligate and expend resources for purposes specified in the budget document.

Assessed Valuation: The value of real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assigned Fund Balance: Monies over the year that remain unspent after all budgeted expenditures have been made, but which are intended to be used by the City for specific purposes but do not meet the criteria to be classified as restricted or committed.

Authorized Bond: Bonds that have been legally approved but may or may not have been sold.

Balanced Budget: Budget in which planned expenditures equal anticipated revenues. North Carolina state law requires municipalities to adopt a balanced operating budget.

Base Budget: Those resources necessary to meet an established and existing service level.

Basis of Accounting: Accounting method that determines when revenues, expenditures, expenses, and transfers (and the related assets and liabilities) are recognized in accounts and reported in financial statements. The two bases of governmental accounting include accrual (or full accrual) and modified accrual.

Benchmarking: The process of identifying best practices of “best in class” performers that can be adopted or adapted to improve performance.

Bond: A written promise to pay a specific amount of money with interest within a specific time, usually long-term.

Bond Rating: A grade indicating a governmental unit’s investment qualities. Generally, the higher the bond rating, the less risk investors assume resulting in a more favorable interest rate and lower cost of financing capital projects for the governmental unit.

Budget: A plan for the coordination of resources and expenditures. The budget document outlines the City’s financial plan for a fiscal year indicating how the City intends to allocate resources to support goals, objectives, and desired service levels.

Budget Amendment: A legal procedure used by City staff and City Council to revise a budget appropriation.

Budget Calendar: The schedule of key dates that City departments follow in the preparation, adoption, and administration of the budget.

Budget Message: A written overview of the proposed budget from the City Manager to the Mayor and City Council and the public that discusses the major budget items, changes from the current and previous fiscal years, and the City's financial condition.

Budget Ordinance: The official enactment by City Council to establish legal authority for City officials to obligate and expend resources.

Budgetary Control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Assets: Tangible property that is not easily converted into cash and is usually held for a long period, such as property, machinery, vehicles, equipment, etc.

Capital Improvement Plan (CIP): A multi-year plan for the construction or acquisition of major capital items. The plan usually outlines spending needs, the financing source or sources expected, and the impact of the CIP on future annual operating budgets.

Capital Outlay: Expenditure expected to have a useful life greater than one year or a total value of \$10,000 or more resulting in the acquisition of or addition to a fixed asset.

Capital Project: A capital improvement that usually requires a major initial investment, and a significant and continuing financial commitment in the form of operating costs.

Capital Project Fund: A fund used to account for the acquisition and construction of major capital facilities.

Capital Reserve: An account used to indicate that a portion of a fund's balance is restricted for a specific capital purpose and is not available for general appropriation.

Cash Accounting: An accounting method where receipts are recorded during the period they are received, and the expenses in the period in which they are actually paid

Cash Management: The management of cash necessary to pay for governmental services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, and establishing and maintaining banking relationships.

Certificates of Participation (COPS): A security created as a part of a lease-purchase agreement. The lender, the holder of the certificate, owns a right to participate in periodic lease payments (interest and return of principal) as they are paid.

Committed Fund Balance: Monies over the year that remain unspent after all budgeted expenditures have been made, but which can be used only for the specific purposes determined by a formal action of the Mayor and City Council.

Community Development Block Grant (CDBG): An entitlement grant from the U.S. Department of Housing and Urban Development (HUD) to assist low and moderate-income persons of the City in targeted neighborhoods.

Comprehensive Annual Financial Report (CAFR): A complete set of financial statements presented in conformity with generally accepted accounting principles (GAAP) and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Debt Service: The portion of the budget pertaining to payment of principal and interest requirements on outstanding debts.

Deficit: The amount by which expenditures exceed revenues during an accounting period.

Department: An organizational unit of the City responsible for overall management of a major governmental function.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life, or diminution of service from a fixed asset that cannot or will not be restored by repair and must be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to the reserve to replace the item at the end of its useful life.

Disbursement: Payment for goods and services in cash or by check.

Effectiveness Measure: A performance measure identifying outcome quality.

Efficiency Measure: A performance measure identifying inputs used per unit of output, or unit costs.

Encumbrance: A financial commitment of appropriated funds for services, contracts, or goods that have not yet been delivered by a specified time, usually the end of the fiscal year.

Enterprise Fund: A fund that accounts for a governmental activity supported primarily with user fees or charges and operated using business principles.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditures: The measurement focus of governmental fund accounting identifying financial resources expended.

Expenses: The measurement focus of proprietary fund accounting identifying costs expired. Expenses reflect the cost of goods or services used.

FICA: Social Security Tax paid by the City for each permanent and temporary employee.

Fiduciary Funds: Funds used to separate, control, and track financial resources in which the government oversees as a third party, or on behalf of, another public entity. The four fiduciary fund types include: 1) Agency Fund, 2) Pension Trust, 3) Expendable Trust, and 4) Non-Expendable Trust.

Fiscal Policy: The financial plan embracing the general goals and acceptable procedures for managing the City's financial resources.

Fiscal Year (FY): The time designating the beginning and the ending period for recording financial transactions. In North Carolina, a municipal government fiscal year begins July 1 and ends June 30.

Fixed Asset: A long-term tangible piece of property that is not expected to be consumed or converted into cash any sooner than at least one-year's time.

Fringe Benefits: A collection of various benefits provided by an employer, which are exempt from taxation as long as certain conditions are met.

Full Cost Accounting: Type of accounting concerned with accumulating both direct and indirect costs for financial reporting and decision-making purposes.

Full-time Equivalent (FTE): An FTE converts the hours worked by a position into a percentage of a full year's number of hours. Generally, one FTE equals 2080 hours per year per permanent position.

Function: A group of related programs crossing organizational (departmental) boundaries and aimed at accomplishing a similar broad goal or major service such as public safety, environmental protection, cultural activities, etc.

Fund: A fiscal and accounting entity that has a self-balancing set of accounts recording cash and other financial resources, as well as related liabilities and residual equity. These are segregated to carry on specific activities or objectives in accordance with special regulations, restrictions, or limitations as established by State and Federal governments.

Fund Balance: The amount of assets in excess of the liabilities or appropriations for expenditures also known as surplus funds. North Carolina General Statutes require general fund balance reserves of at least 8% of General Fund expenditures at the end of the fiscal year.

GASB 34: The acronym used for Governmental Accounting Standards Board Statement #34: "Basic Financial Statements- Management's Discussion and Analysis – For State and Local Governments."

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices.

General Fund: A governmental fund used to account for financial resources of the City, except those required to be accounted for in another fund. Revenues to support the General Fund are derived from sources such as property tax, sales tax, franchise fees, and service fees. This fund usually includes most of the basic operation services, such as fire and police protection, finance, public works, general administration, planning, and recreation.

General Ledger: A file that contains a listing of the various accounts necessary to reflect the financial position of the government.

General Obligation Bonds (GO Bonds): Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

GFOA: The acronym used for Government Finance Officers Association of the United States and Canada.

Goal: A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless.

Governmental Funds: Funds used to separate, control, and track financial resources of general government operations. The four governmental fund types include 1) General Fund, 2) Special Revenue Funds, 3) Capital Projects Funds, and 4) Debt Service Funds.

Grant: A contribution by a government or other organization to support a particular function.

Inter-fund Transfers: Amounts transferred from one fund to another.

Intergovernmental Revenues: Revenues from other governments (State, Federal or local) that can be in the form of grants, shared revenues, or entitlements.

Internal Service Fund: This fund is used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement, or cost allocation, basis.

Inventory: A detailed listing of property currently held by the government.

Investment Earnings: Revenue earned on investments with a third party.

Lease/Installment-Purchase Financing: A method of purchasing equipment in which payments are spread over time. The purchased equipment serves as collateral.

Line Item: A budgetary account representing a specific object of expenditure.

Local Government Budget and Fiscal Control Act (LGBFCA): This act governs all financial activities of local governments within the State of North Carolina.

Local Government Commission (LGC): A division of the North Carolina Department of State Treasurer, the LGC is responsible for the approval, sale, and delivery of substantially all North Carolina local government bonds and notes as well as monitoring certain fiscal and accounting standards prescribed for units of local government by the Local Government Budget and Fiscal Control Act.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

Maturities: The dates on which the principal or stated values of investments or debt obligations become due and/or may be reclaimed.

Mission: A broad statement outlining a department's purpose for existing.

Modified Accrual Basis of Accounting: Accounting method for governmental funds that recognizes revenues in the accounting period in which they become available and measurable. Expenditures are recognized in the period the fund liability is incurred, if measurable, except for unmatured interest on (and principal of) general long-term debt, which should be recognized when due.

North Carolina General Assembly (NCGA): The legislative body of the State's government

North Carolina General Statutes (N.C.G.S.): Laws governing the State of North Carolina

Objective: A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. An objective should imply a specific standard of performance for a given program.

Occupational Safety and Health Act (OSHA): Regulations passed by the US Department of Occupational Safety and Health Administration to assure safe and healthful working conditions for working men and women by authorizing enforcement of the standards developed under the Act.

Operating Budget: A financial plan for the provision of direct services and support functions.

Operating Expenses: The portion of the budget pertaining to the daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as supplies, utilities, and materials.

Pay-As-You-Go (or Pay-Go): Financial policy of a government unit that finances capital outlays from current revenues rather than from borrowing.

Peer Group: Other municipalities with similar characteristics, such as population, services provided, and tax base used for comparison of financial condition and performance.

Performance-based Budget: A budget wherein expenditures, planning, and management decisions are based primarily upon measurable performance of activities.

Performance Indicator: A performance indicator is a measurement designed to determine whether a service objective has been met. It measures the effectiveness of achieving an objective.

Performance Measurement: The regular collection of quantifiable information regarding the results of service delivery.

Personal Property: Movable property classified within two categories; tangible and intangible.

"Tangible" or touchable property includes items of visible and movable property not permanently affixed to real property. "Intangible" or non-touchable property includes stocks, bonds, notes, cash, bank deposits, accounts receivable, patents, trademarks, copyrights, and similar assets.

Personnel Services: Salaries and wages paid to employees for fulltime, part-time, and temporary work including overtime and similar compensation.

Policy: A definite course or method of action in light of given conditions to guide and determine present and future decisions.

Powell Bill Funds: Funding from state-shared gasoline taxes that are restricted for use on maintenance of local streets and roads.

Productivity Measure: A performance measure combining efficiency and effectiveness measures into a single factor.

Program: An organized set of related work activities that are directed toward accomplishing a common goal.

Property Taxes: Taxes levied on both real and personal property according to the property's valuation and tax rate.

Proprietary Funds: Funds used to separate, control, and track financial resources of business-type activities carried out by a government. The two proprietary fund types include: 1) Enterprise Funds and 2) Internal Service Fund.

Real Property: Land, buildings, and items permanently affixed to land or buildings.

Reclassification: Change in a position title and/or the associated pay range based on changes in the job skills required for a given position.

Reserve: An account designated for a portion of the fund balance that is to be used for a specific purpose.

Resources: Assets that can be used to fund expenditures such as property taxes, user fees, beginning fund balance, or working capital.

Restricted Fund Balance: Monies over the year that remain unspent after all budgeted expenditures have been made, but which can be spent only for the specific purposes stipulated by statutes, external resource providers, or through enabling legislation.

Restricted Intergovernmental Revenues: Grants, entitlements, and shared revenues that are recorded in the appropriate fund and classified by both source and function for which the revenues are to be spent.

Retained Earnings: Amounts shown as retained earnings represent accumulated earnings of proprietary funds after all budgeted business expenses have been made.

Revaluation: The process of revaluing a jurisdiction's real property in order to adjust the tax value to the market value. By North Carolina law, a revaluation must be conducted at a minimum of every eight years.

Revenue: Funds the City receives as income including tax payments, fees from specific services, receipts from other governments, fines, grants, shared revenues, and interest income.

Revenue Bonds: Bonds issued by a government that are backed by a specific revenue source such as water and sewer fees.

Revenue-Neutral Rate: The tax rate that would generate the same amount of ad valorem revenues as before a revaluation while considering growth.

Special Assessment: A compulsory levy made against certain properties to defray part of the cost of a specific improvement or service, which are deemed primarily to benefit those properties.

Special Revenue Fund: A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Surplus: The amount by which revenues exceed expenditures.

Target-based Budget (TBB): A budget wherein departments receive a maximum dollar figure, or target, to provide services.

Tax Base: The assessed valuation of all taxable real and personal property within the City's corporate limits.

Tax Levy: The resultant product when the tax rate per one-hundred dollars valuation is multiplied by the total taxable valuation, or tax base.

Taxes: Compulsory charges levied by a government for financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments or to user charges for enterprise type services.

Unassigned Fund Balance/Retained Earnings: The portion of a fund's unspent monies, or reserves that are not restricted for a specific purpose and are available for general appropriation.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for expenditures.

User Fee/Charge: The payment for direct receipt of a service by the party benefiting from the service.

Workload Measure: A performance measure identifying how much or how many products or services were produced.

Zero-based Budget (ZBB): A budget wherein all expenses must be justified for each new period. Budgeting starts from a "zero base" and every function within an organization is analyzed for its needs and costs.

Common Budget Acronyms

CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
COPS	Certificates of Participation
FTE	Fulltime Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
LGBFCA	Local Government Budget and Fiscal Control Act

LGC	Local Government Commission
NCGA	North Carolina General Assembly
NCGS	North Carolina General Statute
OSHA	Occupational Safety and Health Act
PM	Performance Measurement

Strategic Work Plan



Clinton

The Perfect Place to Call Home



Clinton

The Perfect Place to Call Home.

“To be a City rich in tradition and beauty with clean, safe neighborhoods, sound infrastructure, and opportunities for future generations.”



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What is a Strategic Plan?

A Strategic Plan is a planning document that provides for the goals, objectives, and strategies for an organization. The Strategic Plan gives direction for the major initiatives that an organization plans to pursue and demonstrates the connection of those initiatives to the organization’s mission and purpose. Strategic Planning is used by organizations large and small, public and private to improve



The first step in municipal strategic planning is the development of an organization-wide mission statement, as well as strategic focus areas from which program and policy priorities can be developed. The Clinton City Council developed these elements in 2013, and are listed later in this document. Staff used these elements when developing the department level strategic plans.

The second step in this process is the development of mission statements for all departments and large divisions within an organization. An ideal departmental mission statement will clearly state the purpose for the department’s existence, as well as contain keywords that inform its goals, objectives, and strategies. These ‘keywords’ are taken from Council focus areas and core values. Each department in the City had an existing mission statement, with some needing revision during this process to better represent the department’s purpose and goals.

The third step in strategic planning is the development of goals, objectives, and strategies for each department and division. Below is an example of a goal,

Goal: Provide safe, clean, attractive neighborhoods where citizens can work, live, and conduct business

Council Focus Area (s): Enhanced Quality of Life, Welcoming Neighborhoods & Public Spaces, Affordable & Varied Housing

Objective 1: Reduce the number of abandoned buildings, vehicles, and vacant lots

Strategies:

- 1. Continue to identify, inventory, and prioritize all vacant and abandoned buildings in need of immediate attention and continue remediation efforts**
- 2. Identify, inventory, and prioritize removal of abandoned vehicles in targeted neighborhoods and continue remediation efforts.**
- 3. Identify, inventory, and prioritize vacant lots in need of immediate attention.**

What is a Strategic Plan? (cont.)

Goals, objectives, and strategies for the purpose of strategic planning are defined below:

- **Goals** - A one sentence statement of a desired result or state of affairs that guides much of the work of the unit during the strategic planning period. Goals should be wide in scope and be related to a specific aspect of the department's mission statement.
- **Objectives** - Specific directions, actions, or projects the department will pursue towards the realization of the relevant goal.
- **Strategies** - Specific actions or tasks to be completed to accomplish the objective. Often assigned to individuals or groups, with the results incorporated into performance evaluations.

The final step of a strategic planning process is the development of performance indicators which demonstrate to internal and external stakeholders the progress the organization is making in the realization of its goals. Each department will work with staff to create indicators that will help demonstrate its performance and progress in achieving its goals and objectives. There are three types of indicators which the City of Clinton will be measuring:

- **Outputs/Workloads** - Accounts for the total amount of something done (i.e. cases processed, miles of road paved, vehicles maintained, etc.).
- **Outcomes** - Gauges a departments progress toward an objective or goals (i.e. % of requisitions processed in 24 hours, % increase in athletic program participants, % reduction in vehicle maintenance turnaround time, etc.).
- **Efficiencies** - Combines inputs and outputs to determine the ratio of the cost or time to provide a particular service, with the outputs of that service (i.e. total cost to collect one

City Council Focus Areas and Goals

“To be a City rich in tradition and beauty with clean, safe neighborhoods, sound infrastructure, and opportunities for future generations.”

City of Council Mission Statement

Quality Job Growth

Maintain business-friendly processes and policies to support existing business and attract a variety of new businesses.

Financial Sustainability

Support fiscal policies and controls that ensure the long-term financial health of the City and enable it to respond to unforeseen challenges and opportunities.

Promote responsible management and use of public resources to ensure efficient and effective delivery of quality services.

Welcoming Neighborhoods & Public Spaces

Ensure public safety and city cleanliness through community-focused public safety, code enforcement, planning policies, and quality maintenance of public spaces and facilities.

Affordable & Varied Housing Opportunities

Encourage housing of different types, densities, sizes, costs, and locations that meet the needs and preferences of an economically and socially diverse community.

Preserve existing housing supply and assure its continued quality and safety.

Sound and Sustainable Infrastructure

Construct and maintain efficient and accessible roadway, sidewalk, and greenway systems to extend internal and regional connectivity.

Provide high quality water and wastewater services while protecting natural resources and ensuring capacity for sustainable growth.

Enhanced Quality of Life

City Council Focus Area Web

Note how each focus area directly supports other focus areas. This represents the important team aspect of our organization and how each depart-



Administration

The administrative office of the City of Clinton consists of the City Manager, City Clerk, and administrative support staff. The City Council appoints the City Manager as the chief executive officer of the city to oversee city organization and operations. The City Manager coordinates the work of department heads and other employees to help ensure efficient delivery of services. The City Clerk also serves as the City's risk manager and coordinates the City's Health and Safety Program.

Mission Statement

“To advocate for the best interests of the community by implementing the policies and objectives of the Mayor and City Council with leadership that encourages the City to achieve the

Departmental Goals

1. Promote community prosperity through economic and community development activities.
2. Advance citizen awareness and engagement.
3. Promote safety, health, and quality of life for all citizens, visitors, and employees.
4. Provide sound stewardship of all human, financial, and material resources of the City.
5. Foster an empowering work environment that promotes

Administration (cont.)

Administration Goal One

“Promote community prosperity through economic and community development activities”

Objective 1 - *Encourage growth and expansion of existing business and industry.*

- Strategy 1 - Work with School of Government to devise economic development strategy.
- Strategy 2 - Host focus groups with existing industries to discuss challenges and needs.
- Strategy 3 - Identify and obtain site control for potential industrial site(s), especially in industrial park.
- Strategy 4 - Provide necessary infrastructure to identified industrial sites for quicker development.
- Strategy 5 - Explore additional partnership and incentive programs to encourage development.

Objective 2 - *Increase number of locally owned businesses.*

- Strategy 1 - Partner with SCC Small Business Center to provide assistance programs.
- Strategy 2 - Perform market study to identify economic gaps and leakages.
- Strategy 3 - Support start-ups and entrepreneurs with incubator or office space partner programs.

Objective 3 - *Increase number of commercial and/or retail owned enterprises.*

- Strategy 1 - Perform market study to identify commercial leakages.
- Strategy 2 - Explore new zoning districts and business improvement districts to facilitate commercial (re) development.
- Strategy 3 - Provide necessary infrastructure to commercial redevelopment sites.

Objective 4 - *Maintain housing stock by decreasing City-initiated and voluntary demolition and by increasing rehabilitations.*

- Strategy 1 - Perform cost-benefit for rehabilitation vs. demolition for city-initiated demolitions.
- Strategy 2 - Develop housing rehab program through partnerships with community college and/or private contractors.

Objective 5 - *Increase single and multi-family housing options.*

- Strategy 1 - Work with Development Finance Initiative to redevelop vacant residential parcels.
- Strategy 2 - Expand Affordable Homeownership Program through private partnerships.
- Strategy 3 - Introduce or reduce zoning regulations to encourage residential infill.
- Strategy 4 - Introduce or reduce zoning regulations to facilitate multi-family development.

Administration (cont.)

Administration Goal Two

“Advance citizen awareness and engagement.”

Objective 1 - *Provide opportunities for citizen feedback and engagement with City Council and staff.*

- Strategy 1 - Offer opportunities for feedback and engagement at annual district meetings, including one-on-one if needed.
- Strategy 2 - Redesign City website with clear links to provide feedback to the city.
- Strategy 3 - Develop smartphone app for the City to provide information and facilitate feedback
- Strategy 4 - Provide more regular updates through social media and allow for citizen input.

Objective 2 - *Development community outreach opportunities to strengthen government-citizen relationships.*

- Strategy 1 - Increase notice of district meetings to encourage citizen participation.
- Strategy 2 - Continue annual Latino outreach meetings and include various departments.
- Strategy 3 - Conduct department/service specific forums to solicit feedback and provide citizen education.

Objective 3 - *Ensure appropriate records maintenance and timely response to citizens’ concerns and public records requests.*

- Strategy 1 - Continue conversion of all retained files to electronic format.
- Strategy 2 - Purchase more fire-rated file cabinets.
- Strategy 3 - Create public records request form and make available online.
- Strategy 4 - Increase transparency with more online records.

Objective 4 - *Provide regular updates and information about city events, projects, and programs.*

- Strategy 1 - Increase PEG Channel content.
- Strategy 2 - Redesign newsletter presentation and content.
- Strategy 3 - Redesign website.
- Strategy 4 - Increase social media updates and content.

Objective 5 - *Ensure citizens are aware of City’s long-range planning efforts including strategic plan and comprehensive plans.*

- Strategy 1 - Provide regular updates during long-range plan development through social media, press releases, website, and newsletter.
- Strategy 2 - Provide easy access to long-range plans on website.
- Strategy 3 - Ensure regular mention of plans at Council meetings and provide connection to business items being discussed.
- Strategy 4 - Routinely highlight and link long-range plans on social media.

Administration (cont.)

Administration Goal Three

“Promote safety, health, and quality of life for all citizens, visitors, and employees.”

Objective 1 - *Review the City’s insurance coverage and assess potential exposures in order to reduce hazards, risks, and operation costs.*

Strategy 1 - Annually review policy coverage schedule for consistency and reconciliation.

Strategy 2 - Review case history with provider to identify incidents and related preventative training opportunities.

Strategy 3 - Health & Safety Committee devise training based on assessed risks and incident history.

Objective 2 - *Administer OSHA compliant safety program that promotes workplace safety and reduces injuries.*

Strategy 1 - Develop department/division manuals for new employee training and review.

Strategy 2 - Begin program to place AED in all city facilities.

Strategy 3 - Apply for grant to assist in providing safety classes and materials or supplies.

Strategy 4 - Explore employee safety incentive program .

Objective 3 - *Increase health and safety training opportunities for employees..*

Strategy 1 - Health & Safety Committee devise training program to teach employees to identify risks.

Strategy 2 - Conduct annual safety training and classes for all employees.

Strategy 3 - Provide regular in-service training for new equipment and supplies.

Strategy 4 - Provide Health & Safety Committee members with OSHA certification training.

Objective 4 - *Review all vehicles accidents with the City’s Accident Review Board to assess preventability and determine how to prevent future accidents.*

Strategy 1 - Annually review vehicle use policy with employees.

Strategy 2 - Provide and document additional training for employees found at fault in accident.

Strategy 3 - Increase police officer and firefighter driver training opportunities/hours.

Administration (cont.)

Administration Goal Four

“Provide sound stewardship of human, financial, and material resources of the City.”

Objective 1 - *Provide timely and accurate information to department for coordination and effective use of resources.*

Strategy 1 - Provide weekly email updates for Council and Departments regarding happenings in each department.

Strategy 2 - Ensure opportunity for inter-department coordination at management team meetings.

Strategy 3 - Visit with each department head at least once a week.

Strategy 4 - Provide Council with various staff reports at each Council meeting.

Objective 2 - *Ensure departments achieve established performance measures..*

Strategy 1 - Review department reports monthly to evaluate progress.

Strategy 2 - Discuss departmental performance measure as part of department head performance evaluation.

Objective 3 - *Ensure budget estimates and amendments are accurate.*

Strategy 1 - Review department budget reports with Finance staff monthly beginning in second quarter.

Strategy 2 - Monitor Federal and State legislative effects on revenue.

Administration (cont.)

Administration Goal Five

“Foster an empowering work environment that promotes respect, collaboration, participation, and creativity.”

Objective 1 - *Ensure residents, businesses, and visitors receive outstanding customer service from City employees.*

- Strategy 1 - Conduct citizen/customer surveys to evaluate customer service delivery and receive feedback.
- Strategy 2 - Implement customer friendly website portal for payments and applications.
- Strategy 3 - Provide customer service training and education to employees.
- Strategy 4 - Post core values in all departments to reiterate importance of interactions with citizens/customers and each other.

Objective 2 - *Ensure employees understand how their job supports the City’s mission and goals.*

- Strategy 1 - Post mission, goals, and values in each department.
- Strategy 2 - Create awards program based on employee commitment to mission, goals, and values.
- Strategy 3 - Produce annual report to employees based on each departments accomplishments.

Objective 3 - *Provide opportunities for employees to share and explore ideas to improve services.*

- Strategy 1 - Conduct bimonthly mid-level managers meetings.
- Strategy 2 - Conduct bimonthly employee relations committee meetings.
- Strategy 3 - Provide suggestions box and incentive program for new ideas to improve services.

Objective 4 - *Review Provide opportunities for employees to express concerns and offer suggestions to improve cooperation and maintain and encouraging work environment.*

- Strategy 1 - Have lunch monthly with frontline employees.
- Strategy 2 - Conduct bimonthly employee relations committee meetings.
- Strategy 3 - Increase leadership and management training department heads.

Performance Indicators for Administration

Goal	Obi.	Indicator	Target	FY19
1	1	Total number of new jobs created by exiting industry.	>1	n/a
1	5	# of new residential units built during FY.	10	n/a
1	5	% change in total residential units.	+2%	n/a
1	5	% of new units considered multifamily.	50%	n/a
2	1, 2	% of citizens satisfied that City provide opportunity for feedback.	80%	n/a
2	1, 2	% of citizen satisfied that City is responsive to feedback from citizens.	80%	n/a
2	1, 2	% change in total number of Facebook likes.	+5%	n/a
2	1, 2	% change in attendance at annual district meetings.	+5%	n/a
2	4	% of citizens satisfied with notification about events and programs.	80%	n/a
3	1	% change in City's insurance claims cost.	<10%	n/a
3	1	% change in City's insurance claim incidents.	<10%	n/a
3	2	% change in total Workers Compensation incidents.	0%	n/a
3	2	# of days lost per work related injury claim.	<10	n/a
3	2	# of restricted work days per work related injury,.	<15	n/a
3	2	% of employees who feel they have a safe work environment.	90%	95%
3	3	% of employees satisfied with safety training opportunities.	75%	n/a
3	4	% change in employee at-fault vehicle accidents.	<5%	-17%
4	1	% of Council members who feel they receive adequate information in a timely	100%	100%
4	1	% of employees satisfied with management communication.	75%	80%
5	2	% employees who feel they have clear expectations about job responsibilities.	75%	91%
5	2	% of employees who feel their job supports the City's mission.	80%	80%
5	3	% of employees who feel empowered to offer ideas to improve services.	66%	69%
5	4	% of employees reporting adequate opportunities to provide input.	75%	72%
5	4	% employee who feel management is responsive to their input.	75%	71%

Finance/Human Resources

The Finance Department provides management of city funds, investments, and debt portfolios. This department performs the city's daily accounting operations and reporting, which includes accounts payable and receivable and collections for fees and services.

Finance also assists the City Manager in the preparation and monitoring of the city's annual operations budget and capital budget. The Finance Officer is responsible for the Finance Department, which includes the accounting, payroll, and billing and collections staff.

The Human Resources Department provides comprehensive program support to operating units through a centralized program of personnel administrators, which includes management of the Affirmative Action/EEO program, classified and compensation systems, benefits programs, medical services, recruitment and selection, and employee relations. In conjunction with

Mission Statement

“To preserve and maintain the financial sustainability of the City with integrity, quality service, and leadership while supporting the City with timely, clear

Departmental Goals

1. Provide financial services in an effective and efficient manner to internal and external stakeholders.
2. Provide internal and external customers with innovative, prompt, and accurate service while maintaining financial strength.
3. Create an environment that values employee retention and wellbeing by providing career development plans and wellness education opportunities to all employees.
4. Commit to the principle of “Inclusive Excellence” by developing recruitment, selection, and benefit policies that ensure a diverse and competent workforce for the City of Clinton .

Finance/HR (contd.)

Finance Goal One

“Provide financial services in an effective and efficient manner to internal and external stakeholders.”

Objective 1 - *Report the financial position of the City in an accurate, consistent, timely, and accurate manner.*

Strategy 1 - Report to City Council, each month, on revenues, expenditures, cash, and investments.

Strategy 2 - Complete financial statements and audit by October 31st.

Strategy 3 - Complete month end reconciliations by the 10th of each month.

Strategy 4 - Complete Annual Finance Information Report (AIFR) in a timely manner .

Objective 2 - *Provide increased transparency to external stakeholders.*

Strategy 1 - Increase helpful forms and information on the City website.

Objective 3 - *Provide payments to employees and vendors in a timely and accurate manner.*

Strategy 1 - Educate each City department on payment terms and process.

Strategy 2 - Educate vendors on payment terms and process.

Strategy 3 - Complete each accounts payable check run in a timely and accurate manner.

Strategy 4 - Complete each payroll process in a timely and accurate manner.

Objective 4 - *Provide efficient and effective procurement service to City operations.*

Strategy 1 - Employee practical and legal purchasing methods.

Strategy 2 - Encourage open competition and equal consideration for all vendors.

Strategy 3 - Process all purchase requisitions within 24 hours of departmental approval.

Strategy 4 - Develop and implement a stakeholder satisfaction survey.

Objective 5 - *Operate with best practice standards.*

Strategy 1 - Receive GFOA award in excellence in financial reporting.

Strategy 2 - Receive GFOA Budgeting Award.

Strategy 3 - Monitor local government finance trends and listservs to ensure best practices are implemented.

Finance/HR (contd.)

Finance Goal Two

“Provide internal and external customers with innovative, prompt, and accurate service while maintaining financial strength.”

Objective 1 - *Provide customers with ways to interact through technology.*

- Strategy 1 - Evaluate number of total payments receive through an automated process and strive to increase this number (online, lockbox, credit card, etc.).
- Strategy 2 - Evaluate customer interaction methods (telephone, email, fax, chat service, etc.).
- Strategy 3 - Educate customers on utility billing electronic statements.
- Strategy 4 - Interface online payments with account information.

Objective 2 - *Provide effective customer service to internal and external customers.*

- Strategy 1 - Reply to questions, inquiries, etc. within 24 hours.
- Strategy 2 - Continuously evaluate accounts receivable accounts with discrepancies.
- Strategy 3 - Provide customer service training to all Finance staff.
- Strategy 4 - Continuously evaluate collections procedure and customer service policies and practices.

Objective 3 - *Assess and collect fees in an accurate and timely manner*

- Strategy 1 - Ensure all rate changes are implemented on time.
- Strategy 2 - Develop workflow system that maximized efficiency and effectiveness in payment collection.
- Strategy 3 - Ensure all Finance staff understand and can complete collections processes and inquiries.

Performance Indicators for Finance

Goal	Obj.	Indicator	Target	FY19
1	1	City Bond Ratings	A+ (S&P)	No bonds
1	1	Fund balance as percentage of GF expenditures	35%-40%	42%
1	1	Retained earnings as percentage of WS expenses	47%-53%	60%
1	1	% of financial position reports issued on time	90%	76%
1	2	% of forms and financial statements placed on website	100%	50%
1	3	% of payroll runs completed with less than 5 discrepancies	100%	95%
1	3	% of accounts payable check runs with less than 5 discrepancies	100%	100%
1	3	Maintain % debt service as a percentage of total expenditures per policy	<10%	5.30%
1	3	% of procurements made with at least three quotes	95%	75%
1	4	% of departments satisfied with financial services and responsiveness*	100%	n/a
1	4	% of purchase requisitions approved within 24 hrs of dept director approval	90%	85%
1	4	Maintain General Fund net debt per assessed valuation	<.552	.058%
1	5	Maintain General Fund net debt per capita	<2,129	\$56.02
1	5	Received GFOA Budget Award	Yes	Yes
1	5	Received GFOA Award for Excellence in Financial Reporting	Yes	n/a
2	1	% of utility payments processed through external automated process	>45%	70%
2	2	% of customer requested meter re-checks completed within 24 hours	95%	90%
2	2	% of customer requested meter re-checks resulting in adjustment	<5%	15%
2	2	% of accounts subject to cutoff at least once during FY	<5%	10%
2	3	% of delinquent utility accounts collected with Debt Setoff Program	>15%	n/a
2	3	% of registers reconciled by the 10th of each month	95%	80%
2	3	% of Finance Staff cross-trained in collections process	100%	100%

Finance/HR (contd.)

HR Goal One

“Create an environment that values employee retention and wellbeing by providing career development planning and wellness education opportunities to all employees .”

Objective 1 - *Develop strategies to enhance employee engagement and morale.*

- Strategy 1 - Create employee satisfaction and suggestion survey.
- Strategy 2 - Communicate findings of survey and modify policies and programs when appropriate.
- Strategy 3 - Track improved performance evaluation trends and look to facilitate more ‘exceeds expectations.’
- Strategy 4 - Continue to work with Employee Relations Committee to develop new ideas for employee engagement.

Objective 2 - *Facilitate employee participation in human resources program policy development.*

- Strategy 1 - Develop job shadow program to encourage teamwork and understanding across departments.
- Strategy 2 - Develop and improve certification pay program to encourage continuing education for employees.
- Strategy 3 - Revise New Supervisor’s Orientation Program with updated information and materials.
- Strategy 4 - Retrieve employee participation information from departments on attended workshops, conferences, seminars, training, etc.

Objective 3 - *Establish programs that encourage work-life balance and mental and physical well being.*

- Strategy 1 - Conduct quarterly health assessments for all employees, with incentives to improve health.
- Strategy 2 - Provide literature and periodic wellness seminars for interested employees, incentivize attendance.
- Strategy 3 - Continue to provide discounted Wellness Center membership for employees.
- Strategy 4 - Research mental wellbeing sessions and provide opportunities to employees that made need help.
- Strategy 5 - Encourage employees to take earned vacation time to maintain critical work-life balance.

Objective 4 - *Provide career development opportunities to all employees, especially those employees interested in advancing their career with the City.*

- Strategy 1 - Provide periodic career development sessions to interested employees.
- Strategy 2 - Host employee lunch & learn meetings.
- Strategy 3 - Encourage departments to promote from within whenever possible.
- Strategy 4 - Continue to provide for longevity pay and explore other employee retention programs.

Finance/HR (contd.)

HR Goal Two

“Commit to the principle of “Inclusive Excellence” by developing recruitment, selection, and benefit policies that ensure a diverse and competent workforce for the City of Clinton .”

Objective 1 - *Develop employee recruitment toolkit.*

- Strategy 1 - Coordinate with departments to network with other agencies to advertise
- Strategy 2 - Develop recruitment package that highlights benefits of working for City of Clinton
- Strategy 3 - Consult with recruitment agencies to help develop program.
- Strategy 4 - Research screening processes to ensure competence of potential employees.

Objective 2 - *Ensure pay and benefits are competitive with peer organizations.*

- Strategy 1 - Conduct periodic job classification and compensation studies.
- Strategy 2 - Research peer organization policies to ensure competitiveness.
- Strategy 3 - Adopt reasonable and fiscally responsible increases when possible.

Performance Indicators for HR

Goal	Obj.	Indicator	Target	FY19
1	1	% of employees completing satisfaction and engagement survey	80%	96%
1	1	% of employees receiving 'exceeds expectations' on performance evaluations	30%	43%
1	1	# of Employee Relations Committee meeting held	5	6
1	2	# of employees participating in job shadow and/or cross training program	10	3
1	2	% of employees receiving new professional certification in FY	8%	3%
1	2	% of employees participating in at least one professional training event	40%	70%
1	3	% of employees participating in health assessments	50%	N/A
1	3	% of participating employees reporting overall improvement in health assessment period	75%	N/A
1	3	% of employees taking at least 7 days of earned vacation a during FY	50%	76%
1	3	% of employees participating in City-sponsored wellness/fitness programs	35%	29%
1	4	# of lunch and learn opportunities held	4	N/A
1	4	% of new supervisor or professional positions filled by internal candidates	25%	33%
1	4	Fulltime position employee turnover rate	<25%	8.4%
1	4	# of employee taking advantage of college tuition program	2	2
2	1	# of permanent positions advertised during FY	<12	18
2	1	Average # of applications received per job advertisement	15	N/A
2	1	# of applicants from outside Sampson County	30	N/A
2	2	% of employees participating in City-sponsored retirement savings program	100%	100%
2	2	% of employees participating in other fringe benefit program	85%	85%

Fire

The Clinton Fire Department provides fire and rescue services for the City of Clinton and Sampson County. The ISO rating in the city is 5 for commercial, and 6 for residential. The Clinton Fire Department is a certified heavy rescue provider with the North Carolina Association of Rescue and Emergency Medical Services (EMS), as well as trench rescue, confined space rescue, rope rescue, and structural collapse rescue provider. The Fire Chief directs the Fire Department with the assistance of four (4) fulltime and three (3) part-time captains. The depart-

Mission Statement

“To protect life and property through effective fire suppression, fire prevention, and public education.”

Departmental Goals

1. Work to become a dynamic organization that can meet the changing needs of the citizens of Clinton.
2. Ensure that all departmental equipment, vehicles, and facilities are maintained in a manner to be safe and reliable for the protection of life and property.
3. Establish policies and programs to engage and educate citizens on the importance of fire protection and prevention for their homes and businesses.
4. Work to ensure fire department staff receive proactive and

Fire (cont.)

Fire Goal One

“Work to become a dynamic organization that can meet the changing needs of the citizens of Clinton.”

Objective 1 - *Monitor trends throughout Fire Service to improve efficiency and effectiveness.*

Strategy 1 - Monitor various fire service publications for new and innovative service delivery methods.

Strategy 2 - Periodically contact peer community Fire Departments to discuss challenges and solutions.

Strategy 3 - Review established professional fire protection standards regularly and report to Council and management where City is deficient.

Objective 2 - *Measure performance of agency against peer communities to ensure a high level of service and achievement.*

Strategy 1 - Evaluate and compare established performance indicators versus those of peer communities to report on progress and departmental operations.

Strategy 2 - Develop plan to exceed performance of peer communities where financially feasible.

Objective 3 - *Ensure adequate staffing levels to meet needs of the organization.*

Strategy 1 - Evaluate current staffing level and make recommendations to management regarding need for increased staffing.

Strategy 2 - Work with budget staff to determine budgetary feasibility of new staff, and possible funding options.

Strategy 3 - Develop peer community Fire Department staffing level report to determine if staffing increase is warranted.

Fire (cont.)

Fire Goal Two

“Ensure that all departmental equipment, vehicles, and facilities are maintained in a manner to be safe and reliable for the protection of life and property.”

Objective 1 - *Develop and maintain Fire Department specific CIP and equipment rotation aimed at addressing short and long term needs.*

Strategy 1 - Create inventory of all department equipment and vehicles including age, condition, and replacement timetables.

Strategy 2 - Include replacement schedule in annual budget request.

Strategy 3 - Develop comprehensive maintenance plan for all equipment to ensure safety and reliability.

Strategy 4 - Ensure reserve equipment and apparatus are available and in a working condition for use when needed.

Objective 2 - *Explore possibility of relocation of existing stations, or construction of new stations to maximize fire service coverage to citizens of Clinton and Sampson County.*

Strategy 1 - Determine need for new station with fire protection and service deficiency report.

Strategy 2 - Solicit drawing and plans for potential new fire station to determine cost of construction.

Strategy 3 - Identify potential location for new station, and revenue impacts from construction from fire tax.

Strategy 4 - Work with budget staff to develop budgetary impact assessment.

Objective 3 - *Develop plan to renovate existing facilities to meet the needs of a modern Fire Department.*

Strategy 1 - Solicit drawings and plans for existing fire station renovations and improvements.

Strategy 2 - Determine morale and service delivery improvements to be expected from renovations.

Strategy 2 - Identify budgetary impact from projects with budget staff.

Fire (cont.)

Fire Goal Three

“Establish policies and programs to engage and educate citizens on the importance of fire protection and prevention for their homes and businesses.”

Objective 1 - *Work to improve and expand public education events and program.*

- Strategy 1 - Meet with local civic organizations to provide information about the Fire Department and various services offered.
- Strategy 2 - Ensure important information is released to local media outlets in a prompt manner.
- Strategy 3 - Improve department website to become a more effective communication tool.
- Strategy 4 - Partner with Police and other emergency service organizations for ‘Touch a Truck’ events.
- Strategy 5 - Continue partnership with CCS system to speak with children about fire safety.

Objective 2 - *Increase public awareness of department activities.*

- Strategy 1 - Maintain existing smoke detector program and attempt to expand knowledge and households receiving detectors.
- Strategy 2 - Develop program for outreach to community daycares facilities.
- Strategy 3 - Develop program that emphasizes fire education for seniors in the community.
- Strategy 4 - Utilize social media to educate community about fire programs and emergencies.

Objective 3 - *Strive to lower ISO rating.*

- Strategy 1 - Develop water shuttle plan for rural district.
- Strategy 2 - Maintain proper hydrant testing and flow identification.
- Strategy 3 - Provide back-up engine and equipment.
- Strategy 4 - Ensure adequate staff response to each type of call.

Objective 4 - *Continue to update and maintain pre-incident surveys.*

- Strategy 1 - Develop and distribute updated surveys to area businesses.
- Strategy 2 - Add all information to Firehouse software.
- Strategy 3 - Ensure all existing drawings and schematics are up to date.

Objective 5 - *Prepare for inspections and code enforcement (if necessary).*

- Strategy 1 - Develop program and inspection schedule to meet needs of City.
- Strategy 2 - Ensure businesses are aware of pending inspections, as well as the importance of inspections.
- Strategy 3 - Ensure program emphasizes customer service and allows discretion in enforcement where appropriate.
- Strategy 4 - Work with budget staff to ensure program revenues are maximized, and all expenses are accounted for in operating budget.

Fire (cont.)

Fire Goal Four

“Work to ensure fire department staff receive proactive and innovative training and fitness to be better able to serve the citizens of Clinton.”

Objective 1 - *Develop and maintain physical fitness program.*

Strategy 1 - Implement mandatory workout program for all staff.

Strategy 2 - Continue membership program with LeanBodz Gym.

Strategy 3 - Encourage staff to participate in free wellness education opportunities provide by City.

Strategy 4 - Continue annual physical program and track improvements in wellness anonymously.

Objective 2 - *Develop personnel education and training policy/program.*

Strategy 1 - Develop individual training programs/schedules for all full time staff.

Strategy 2 - Research educational opportunities to ensure a wide variety of opportunities are available.

Strategy 3 - Partner with other organizations to build relationships and teamwork.

Objective 3 - *Perform company-wide training drills*

Strategy 1 - Develop program to work with neighboring department to improve working relationships.

Performance Indicators for Fire

Goal	Obj.	Indicator	Target	FY19
1	1	# of changes to policies or programming as a result of peer communication	20	25
1	2	% of fires contained to room or area of origin	75%	50%
1	2	# of civilian injuries related to fire	<10	0
1	2	# of civilian deaths related to fire	0	0
1	2	Average \$ value lost from fire per \$1,000 of property protected	<5%	3.44
1	2	% of calls involving threat to life or property responded to within 5 minutes	95%	98%
1	2	# of firefighter injuries	<5	3
1	2	\$ amount of damage caused by department while responding to call	<\$500	\$0
1	3	Average # of firefighters per shift	6	4
1	3	% reduction in overtime required vs. previous years	<5%	n/a
2	1	# of equipment/apparatus failures during FY	5	36
3	1	# of fire inspections completed during FY	187	187
3	1	# of public education events held (schools, senior centers, clubs, etc.)	50	62
3	2	# of smoke detectors installed during FY	45	10
3	4	% of occupancies in City with updated pre-plans and drawings	65%	50%
3	5	% of required inspections completed during FY	100%	100%
3	5	% of full time firefighters with at least Level 1 Inspection certification	33%	1%
3	5	# of inspections requiring 3 or more follow ups	<5	n/a

Planning

The Clinton-Sampson Planning Department is dedicated to serving the citizens of Clinton through planning, development, and zoning practices. The Planning Department offers staff support to the Planning and Zoning Board and the Clinton Historic Preservation Commission. The department includes the Planning Director, two planners, a code enforcement officer, and administrative support staff.

Mission Statement

“To enhance the quality of life for the diverse citizenry of Clinton by promoting quality development and redevelopment with use of sound planning principles, land use regulation, historic preservation, permitting, and code enforcement in a customer

Departmental Goals

1. Ensure the highest level of customer service in all areas of planning and community development including permitting, code enforcement, and historic preservation.
2. Provide for safe, clean, and attractive neighborhoods where citizens can work, live, and conduct business.
3. Implement the various long-range plans for the City including the Clinton 2035 Comprehensive Plan, Pedestrian Plan, Bicycle Plan, and Sampson County Transportation Plan.
4. Facilitate the creation of a vibrant downtown with excellent opportunities for commercial and residential development, while empha-

Planning (cont.)

Planning Goal One

“Ensure the highest level of customer service in all areas of planning and community development including permitting, code enforcement, and historic preservation.”

Objective 1 - *Ensure citizens understand permitting process and requirements to avoid miscommunication and dissatisfaction.*

Strategy 1 - Review and update all permit applications to ensure all needed information is requested, and unnecessary information is not required.

Strategy 2 - Assist all citizens with completing applications to avoid miscommunication and ease process.

Strategy 3 - Coordinate with other departments to streamline permitting process. (building inspections, environmental health, public works, fire, etc.)

Strategy 4 - Create and publish Permitting Guide on City and County websites, include in at least one water bill per year, and distribute to various contractors and local home improvement stores.

Objective 2 - *Ensure code enforcement issues are addressed efficiently, effectively, and equitably.*

Strategy 1 - Document all code enforcement complaints from initiation to resolution.

Strategy 2 - Investigate complaints based on severity of issue and availability of time.

Strategy 3 - Prioritize proactive code enforcement based on feedback from citizens and elected boards.

Strategy 4 - Ensure notices of violation letters are mailed with 3 days of investigation and documented effectively.

Objective 3 - *Ensure property owners affected by Historic Preservation Guidelines understand purpose of regulations and requirements for approval.*

Strategy 1 - Develop and distribute informative mailer to be mailed to property owners affected by Historic Preservation Guidelines.

Strategy 2 - Assist applicants with applications to ensure proposed development meets with existing character of downtown and is likely to be approved.

Strategy 3 - Conduct trainings with HPC to ensure members understand their roles and responsibilities.

Strategy 4 - Develop promotional strategy for district.

Objective 4 - *Process all permit applications efficiently and with excellent customer service.*

Strategy 1 - Hold staff meeting after each application deadline to review applications for completeness and address concerns related to approvability.

Strategy 2 - Contact applicants regularly to update on process and any information they may need,

Strategy 3 - Document all correspondence with applicant and citizens requesting information about permit applications.

Strategy 4 - Ensure all permit documents are on website as fillable PDF's to allow easier completion.

Objective 5 - *Provide professional development opportunities to staff to ensure best practices in all areas of the Planning Department.*

Strategy 1 - Monitor various listservs for professional development opportunities.

Strategy 2 - Develop professional development plan for all staff.

Strategy 3 - Designate funds for professional development opportunities in annual department budget.

Planning (cont.)

Planning Goal Two

“Provide for safe, clean, attractive neighborhoods where citizens can work, live, and conduct businesses.”

Objective 1 - *Reduce number of vacant/dilapidated/unsafe structures in the City (i.e. buildings, signs, un-permitted additions, etc.)*

Strategy 1 - Inspect all districts quarterly for code and zoning violations.

Strategy 2 - Develop inventory of all abandoned/unsafe buildings and signs in City to prioritize abatement.

Strategy 3 - Ensure funds are available for the abatement of minimum housing, unsafe buildings, and abandoned signs during annual budget process.

Strategy 4 - Solicit guidance from City Council on abatement policy and prioritization.

Strategy 5 - Continue to provide City Council with monthly Code Report.

Objective 2 - *Reduce number of nuisance lots abated by City contractor to limit costs and promote accountability of property owners.*

Strategy 1 - Identify and document repeat nuisance lot offenders, particularly grass lots.

Strategy 2 - Encourage offenders to schedule grass mowing on their own, with emphasis on cost saving for the property owner.

Strategy 3 - Track improvements in this objective and include in Code Report.

Objective 3 - *Work with the Police Department to identify and remove abandoned/untagged vehicles.*

Strategy 1 - Document nuisance/abandoned vehicles in jurisdiction and forward to Police Department.

Strategy 2 - Track when vehicles are removed to be included in Code Report.

Objective 4 - *Ensure code issues, complaints, and resolutions are tracked and documented.*

Strategy 1 - Continue to utilize existing code complaint tracking form,

Strategy 2 - Include resulting data in Code Report.

Planning (cont.)

Planning Goal Three

“Implement the various long-range plans for the City including the Clinton 2035 Comprehensive Plan, Pedestrian Plan, Bicycle Plan, and Sampson County Transportation Plan.”

Objective 1 - *Continually review Clinton Land Development Ordinance for updates and alterations to reflect recommendations from Clinton 2035 Comprehensive and other planning trends.*

Plan

Strategy 1 - Monitor Planning listserv for trends in professional planning.

Strategy 2 - Discuss proposed changes with developers and colleagues to ensure changes are pragmatic and effective.

Strategy 3 - Forward proposed Land Development Ordinance changes to Planning Board and City Council for review and adoption.

Strategy 4 - Update LDO to reflect approved changes.

Objective 2 - *Ensure property and business owners, as well as local developers, are aware of changes to Zoning and Subdivision Ordinances to facilitate new and innovative development.*

Strategy 1 - Ensure updated LDO is placed on City website.

Strategy 2 - Develop information packet with LDO changes to be distributed to local developers and business owners with emphasis on new development possibilities.

Strategy 3 - Participate in Latino Community Meetings with Clinton Police.

Objective 3 - *Research and track grant and other funding opportunities to assist with bike and pedestrian plan implementation.*

Strategy 1 - Contact NCDOT Division 3 staff quarterly to request any grant or other resource availability.

Strategy 2 - Staff will participate in Mid-Carolina Rural Technical Coordinating Committee to stay informed of project and funding opportunities.

Strategy 3 - Monitor Planning and Main Street listservs for funding availability.

Strategy 4 - Develop partnerships for funding opportunities.

Objective 4 - *Work with NCDOT to incorporate locally adopted plans into state funded projects.*

Strategy 1 - Monitor DOT repaving schedule to incorporate bike and pedestrian plan striping.

Planning (cont.)

Planning Goal Four

“Facilitate the creation of a vibrant Downtown with excellent opportunities for commercial and residential development, while emphasizing the importance of public space investment and improvements.”

Objective 1 - *Work with Downtown Design Committee to achieve it's objectives and strategies.*

- Strategy 1 - Develop D.R.A.W. sub-committee with local artists, art teachers, and Sampson Arts Council.
- Strategy 2 - Complete implementation of Wayfinding project.
- Strategy 3 - Update Downtown Public Space Inventory annually.

Objective 2 - *Work with Downtown Promotion Committee to achieve it's objectives and strategies.*

- Strategy 1 - Call upon businesses to sell Loyalty Cards.
- Strategy 2 - Call upon businesses to sell 'Mill Around' T-Shirts.
- Strategy 3 - Call upon businesses to sell Christmas Ornaments.
- Strategy 4 - Track sales of all fundraising/promotional items.
- Strategy 5 - Issue press releases for all fundraising items and events.

Objective 3 - *Work with Downtown Economic Restructuring Committee to achieve it's objectives and strategies.*

- Strategy 1 - Prepare an outline for ER Committee Feasibility Study exercise and discuss assignment in preparing feasibility study for a downtown property.
- Strategy 2 - Gather necessary data to formulate the site feasibility report and presentation.
- Strategy 3 - Meet with property owner to review findings.
- Strategy 4 - Discuss benefits of exercise and whether to call on another property owner.
- Strategy 5 - Monitor use of Downtown Incentives and report to ER Committee quarterly.

Objective 4 - *Work with Downtown Organization Committee to achieve it's objectives and strategies.*

- Strategy 1 - Meet quarterly with Organization Committee to discuss work plan progress.
- Strategy 2 - Continue existing, and work to develop additional partnerships.
- Strategy 3 - Develop Downtown Special Tax District Budget.

Performance Indicators for Planning

Goal	Obj.	Indicator	Target	FY19
1	1	# of retailers, contractors, and developers receiving Permitting Guides.	5	0
1	1	% of permit applications placed on website as fillable PDF's	25%	100%
1	3	# of cases heard and approved by Historic Preservation Commission during FY	3	6
1	3	Hours of training provided to HPC members during FY	2	0
1	4	# of City Zoning Compliance Permits issued during FY	40	83
1	4	# of Technical Review Committee meetings held during FY	2	3
2	1	# of identified vacant/dilapidated/unsafe structures and signs in City.	10	24
2	1	% of identified structures abated during FY	80%	50%
2	1	% of Code Reports completed on time for City Council meeting	100%	90%
2	2	# of individual lots abated by city contractor at least once during FY	15	89
2	2	% of lots abated by city contractor that were handled privately following city	70%	70%
3	1	# of text amendments to LDO during FY	2	5
3	3	Grant opportunities applied for during FY	1	0
4	1	# of façade improvements completed in FY	1	3
4	1	# of façade designs received from Main Street Center in FY	1	0
4	2	Total amount of money raised through fundraising efforts	\$2,500	\$8,675
4	2	# of visits to www.DowntownClinton.com website	10,000	46,493
4	3	# of net businesses opened in downtown during FY	2	4
4	3	# of investments of more than \$10,000 during FY	1	2
4	3	# of new residential units developed downtown during FY	1	0
4	4	# of new volunteers recruited during FY	2	3
4	4	# of volunteer hours donated during FY	500	1,750

Police

The Clinton Police Department is a full service law enforcement agency and is recognized by CALEA. The department is responsible for the enforcement of all local and state laws and the investigation of any crimes within the city limits of Clinton, North Carolina. The Police Chief directs the department with one captain and two lieutenants who oversee the administrative and operational divisions. The department consists of 28 full-time sworn police officers, three (3) civilian support staff members, one (1) animal control officer (non-sworn), and reserve officers.

Mission Statement

“To enhance the quality of life in the community by building partnerships that will help provide a safe, secure community through proactive and impartial enforcement of the laws of

Departmental Goals

1. Partner with the community to enhance quality of life and resolve neighborhood concerns.
2. Establish a working environment that encourages teamwork, empowerment, communication, and professional development.
3. Utilize resources efficiently and effectively in preventing and suppressing criminal activity.
4. Foster a dynamic organization that utilizes leading edge technology and methods in enhancing community policing.
5. Maintain the highest level of quality service, integrity, and

Police (cont.)

Police Goal One

“Partner with the community to enhance the quality of life and resolve neighborhood concerns.”

Objective 1 - *Maximize citizen satisfaction through community partnerships.*

Strategy 1 - Conduct biannual citizen survey to determine citizen concerns & citizen satisfaction.

Strategy 2 - Conduct ‘state of the neighborhood’ discussion. I.E. Community & District meetings

Strategy 3 - Conduct education programs for citizens with emphasis toward youth.

Objective 2 - *Maximize citizen commitment to partnering with police.*

Strategy 1 - Coordinate with new church to hold Latino community meetings.

Strategy 2 - Develop public service projects with school system and/or City Recreation Department.

Objective 3 - *Partner with other government agencies to address neighborhood concerns..*

Strategy 1 - Work with City Planning Department on expansion of police involvement on nuisance issues involving city code.

Strategy 2 - Establish liaison with housing project managers not under police contract to identify problems & solutions.

Police Goal Two

“Foster a dynamic organization that utilizes leading edge technology and methods in enhancing community policing.”

Objective 1 - *Increase the technical proficiency of all officers.*

Strategy 1 - Have an in-house trainer for all technologies used by CPD.

Strategy 2 - Establish periodic training for all equipment used by CDP.

Objective 2 - *Develop, maintain, and upgrade required technology.*

Strategy 1 - All uniform officers to be issued a body camera.

Strategy 2 - All marked patrol vehicles equipped with in-car cameras.

Strategy 3 - Expand downtown cameras from six to twelve.

Strategy 4 - Obtain crime analysis software.

Strategy 5 - Obtain radar trailer to assist with traffic enforcement.

Police (cont.)

Police Goal Three

“Establish a working environment that encourages teamwork, empowerment, communication, and professional development.”

Objective 1 - *Manage the organization change process.*

Strategy 1 - Conduct yearly reviews of departmental policy along with mission, vision, & values statement.

Strategy 2 - Conduct & publish annual analysis of use of force, citizens complaints, bias base enforcement, & other internal affairs figures.

Strategy 3 - Form a committee of officers on enhancing training & recruitment.

Strategy 4 - Review FTO & mentor program to ensure it covers organizational changes.

Strategy 5 - Have all command staff receive advanced management training.

Objective 2 - *Enhance employee commitment.*

Strategy 1 - Analyze reasons for turnover (exit interviews).

Strategy 2 - Revise career development plan for sworn officers.

Strategy 3 - Evaluate & provide a police facility upgrade plan.

Strategy 4 - Provide employee assistance program.

Objective 3 - *Promote healthy lifestyles amongst department staff.*

Strategy 1 - Implement physical assessment program for in-service personnel.

Strategy 2 - Continue wellness center program.

Objective 4 - *Promote employee development and retention.*

Strategy 1 - Supervisors meet with employees and identify training to enhance skills.

Strategy 2 - Review department process for hiring and promotions annually.

Strategy 3 - Create a career development plan for non-sworn employees.

Strategy 4 - Conduct annual workload assessment.

Strategy 5 - Promote educational opportunities for professional and personal employee development.

Police (cont.)

Police Goal Four

“Utilize resources efficiently and effectively in preventing and suppressing criminal activity.”

Objective 1 - *Develop strategies to meet community needs.*

- Strategy 1 - Report crime for city broken down by established zones.
- Strategy 2 - Establish gang/intelligence database.
- Strategy 3 - Create directed patrols to target ‘hot spots’ in city.
- Strategy 4 - Train civilian employee on crime analysis.
- Strategy 5 - Prepare monthly crime analysis to entire department.

Objective 2 - *Improve calls for service management.*

- Strategy 1 - Analyze number of calls handled by officers to determine manpower needs.
- Strategy 2 - Evaluate effectiveness of TIP411 & Crime Map.
- Strategy 3 - Expand the use of civilian employees taking police reports.

Objective 3 - *Reduce court time.*

- Strategy 1 - Conduct staff inspection on records & case management to determine improvements with prosecution reports.
- Strategy 2 - Meet regularly with judicial community about police interaction with the courts.
- Strategy 3 - Complete video plan (in-car/body cameras) to provide better evidence & reduce officers testifying.

Objective 4 - *Reduce youth crime.*

- Strategy 1 - Increase participation in Sampson Teen Court.
- Strategy 2 - SROs develop conflict resolution program for schools.
- Strategy 3 - Conduct review of juvenile enforcement and prevention programs.

Objective 5 - *Improve employee safety.*

- Strategy 1 - Continue participation in City’s safety committee.
- Strategy 2 - Expand roll call training on officer safety issues.
- Strategy 3 - Conduct biannual officer’s equipment inspection.

Police (cont.)

Police Goal Five

“Maintain highest level of quality of service, integrity, and professionalism.”

Objective 1 - *Define integrity as accountability and responsibility in day to day work and provide training.*

Strategy 1 - Continue department’s supervisory inspection program on various functions.

Strategy 2 - Re-accreditation with CALEA in 2017, obtain advance certification in 2020.

Strategy 3 - Upgraded internal affairs program to give officers a ‘web dashboard’ on administrative issues.

Strategy 4 - Conduct critical incident reviews on all high risk incidents.

Strategy 5 - Seek innovative training to enhance quality of service.

Performance Indicators for Police

Goal	Obj.	Indicator	Target	FY19
1	1	Citizens reporting satisfaction with Police Department on bi-annual survey	75%	82%
1	1	# of community meetings/presentations	36	42
1	2	# of public service projects completed	6	12
1	3	# of nuisance vehicles corrected	35	23
1	N/A	# of UCR violent crimes in 2018	< 45	48
1	N/A	# of UCR property crimes in 2018	< 478	315
1	N/A	Violent crime clearance rate 2018	> 57%	69%
1	N/A	Property crime clearance rate 2018	> 23%	53%
1	N/A	# of collisions 2018	< 579	686
1	N/A	# of impaired driver collisions 2018	< 10	10
1	N/A	# of speed related collisions 2018	< 112	130
2	1	Hours of in-service sworn employee training hours exceed State Standard	18 hrs	18 hrs
2	2	% of uniform patrol officers with body cameras	100%	100%
2	2	# of days speed trailer strategically deployed	250	127
3	1	Conduct analysis on use of force, citizen complaints, bias base enforcement, & other IA functions	Published	Published
3	1	# of events attended by recruitment committee	5	8
3	1	% of officers receive training evaluations	100%	100%
3	2	% of exit interviews conducted during FY	100%	100%
3	3	% of sworn employees pass fitness test	50%	50%
3	4	% of department employees receiving 40 hours professional training in FY	100%	100%
3	4	Turnover rate for sworn positions	< 5%	3%
4	1	"Hot Spot" identified & receiving directed patrol	730	n/a
4	2	Average response time for calls for service	<8 minutes	7.05

Performance Indicators for Police

Goal	Obj.	Indicator	Target	FY19
4	2	# of incidents reported through TIP411	>10	201
4	2	# of calls for service	< 17,248	16,604
4	4	% reduction of incidents at schools with SRO assigned in 2018-2019	-25%	-14%
4	5	% of department equipment inspected for safety during year	100%	100%
5	2	Department accredited by CALEA	Accredited	Achieved
5	5	Department staff have Crisis Intervention Training	75%	87%

3	3	***% of sworn employees participating in City's fitness program	50%	25%
4	1	"Directed Patrol" identified, implemented, & evaluated	12	21

Public Works & Utilities

The Public Works and Utilities Department provides many essential services for citizens, including refuse collection (both residential and commercial), buildings and grounds maintenance, street and sidewalk construction and maintenance, environmental services, fleet maintenance, cemetery management and maintenance, and pest control. One of the most important services the department provides is ensuring safe drinking water to the public and the treatment of wastewater. Public Works and Utilities consist of seven

divisions: City Garage, Grounds & Cemetery Maintenance, Sanitation, Streets, Utility Line Maintenance, Wastewater Treatment, and Water Production. The four (4) Public Works divisions (City Garage, Grounds & Cemetery Maintenance, Sanitation, and Streets) are funded through the General Fund and the three (3) Public Utilities divisions are funded through the

Mission Statement

“To provide the highest quality of customer service to residents, businesses, and visitors through professional, friendly, efficient, effective, and sustainable delivery of design, construction, maintenance, and operation of City infrastructure and facilities in order to protect the health, safety, and welfare of our community and to be good stewards of our

Departmental Goals

1. To provide the resources to the divisions within Public Works and Utilities to support their adopted goals and objectives.
2. Continually develop all Public Works staff to provide a better and more capable workforce that can better achieve the City’s mission.
3. Develop additional and promote existing public outreach and education programs, including achievement of Keep America Beautiful

Public Works & Utilities (cont.)

Public Works Goal One

“To provide the resources to Public Works Divisions in support of individual division goals, objectives, and strategies.”

Objective 1 - *Develop functional CIP for individual divisions.*

Strategy 1 - Conduct routine meetings with division heads to determine division needs.

Strategy 2 - Prioritize division needs and affect plans for greatest needs first.

Strategy 3 - On an as needed basis, enlist consultant, contractor, and staff for development of CIP's.

Objective 2 - *Manage policies in support of division objectives.*

Strategy 1 - Review existing policies annually.

Strategy 2 - Consult other municipality's policies for reference.

Strategy 3 - Revise existing policies as needed.

Strategy 4 - Seek Council support for policy revisions.

Public Works Goal Two

“Develop Public Works staff to ensure each have capacity to help achieve the City's overall mission statement.”

Objective 1 - *Develop and manager existing personnel in support of division objectives.*

Strategy 1 - Evaluate existing staffing for professional development.

Strategy 2 - Continue development of certification and training policy.

Strategy 3 - Advocate for training and development opportunities for existing staff.

Strategy 4 - Maintain and further develop existing internship program.

Public Works & Utilities (cont.)

Public Works Goal Three

“Strive to develop public outreach/education programs, including Keep America Beautiful designation.”

Objective 1 - *Further develop and manage existing public outreach programs.*

- Strategy 1 - Evaluate existing public outreach programs such as FOG, Mosquito Management, Recycling, Backflow & Cross Connection Prevention.
- Strategy 2 - Research other municipalities public outreach programs as well as state and EPA resources.
- Strategy 3 - Support and provide training for staff to further develop these programs.
- Strategy 4 - Explore additional avenues of public outreach with the City (e.g. Street Fair, AA5, etc.).
- Strategy 5 - Affect changes as budget and means allow.

Objective 2 - *Adopt and manage additional public outreach programs within the City*

- Strategy 1 - Provide needed support to Environmental Programs to attain affiliate status in Keep America Beautiful Program.
- Strategy 2 - Investigate additional outreach programs which align with Council Focus Areas.

City Garage

The City Garage ensures the maintenance and repair of over 200 units of equipment and vehicles owned and operated by the City of Clinton. This includes maintenance, repair, and vehicle inspection certification. In addition, the staff assists with the repair of operational equipment located at our water pollution control facility, sanitary sewer lift stations, and well sites. The Garage Supervisor and two mechanics operate the garage.

Mission Statement

“To provide safe, reliable, quality vehicle and equipment fleet maintenance and service, while allowing all City departments to

Division Goals

1. Ensure division training policies and workflow systems allow for all City vehicles to be maintained and repaired in a timely and cost effective manner.

City Garage (contd.)

City Garage Goal One

“Ensure division training policies and workflow systems allow for all City vehicles and equipment to be maintained and repaired in a timely and cost effective manner.”

Objective 1 - *Review and improve policies to maximize efficiency of vehicle and equipment maintenance and repair..*

Strategy 1 - Research other municipal garage policies for best practices to improve performance.

Strategy 2 - Track turnaround times for vehicle repairs to identify problem areas and improve.

Strategy 3 - Develop system that encourages departments to provide proactive maintenance for vehicles where appropriate to allow City Garage employees to focus more on large repairs or maintenance needs.

Strategy 4 - Attempt to provide all maintenance needs internally, only outsourcing repairs when necessary.

Objective 2 - *Inventory current equipment, vehicles, and large assets with aim to improve repair, planning, and budgeting efforts*

Strategy 1 - Develop comprehensive listing of all equipment, vehicles, and other items maintained by City Garage.

Strategy 2 - Update inventory weekly with work completed, turnaround times, observations or concerns.

Strategy 3 - Use inventory to report on any negative patterns or trends on certain types of equipment that could be mediated through better and more careful use.

Strategy 4 - Utilize inventory to also improve predictive budgeting for large purchases or needed repairs.

Objective 3 - *Work to ensure staff are trained and capable of completing majority of needed repairs without outsourcing.*

Strategy 1 - Continually seek to identify training opportunities and classes to improve skillset of staff.

Strategy 2 - Provide training and certification pay to incentivize training.

Strategy 3 - Identify needed tools and equipment to better provide repairs internally, balance cost of equipment with necessity.

Performance Indicators for Garage

Goal	Obj.	Indicator	Target	FY19
1	1	Average turnaround time for normal vehicle maintenance	< 8 hrs	4
1	1	% of vehicle and equipment needs outsourced (goal of decreasing over time)	< 5%	<5%
1	2	Total # of pieces of equipment, vehicles, etc. maintained by City Garage (from inventory)		200
1	3	Training hours completed by Garage staff during FY	20	48

Cemetery & Grounds Maintenance

The Cemetery and Grounds Maintenance Division is responsible for operations and maintenance of the city's cemeteries (Springvale and Sandhill), the grounds upkeep of city buildings, and pest control throughout the city. The division consists of the Grounds Superintendent and three grounds workers.

Mission Statement

“To provide quality services, consistent with responsible fiscal and environmental stewardship, to support the landscape maintenance and landscape construction needs of the City and its citizens. To provide professional care and maintenance of cemetery grounds and open spaces to preserve a peace-

Division Goals

1. Ensure employees are provided training opportunities to obtain pesticide, insecticide, and turf and ornamental certifications.
2. Develop and maintain citizen advisory boards and create additional community outreach venues for the citizens.
3. Identify opportunities for the improvement of existing and potential

Cemetery & Grounds Maintenance (contd.)

Cemetery & Grounds Goal One

“Ensure employees are provided training opportunities to obtain pesticide, insecticide, and turf and ornamental certifications.”

Objective 1 - Offer appropriate licensing courses to all Grounds employees.

- Strategy 1 - Identify available courses and potential employees to attend.
- Strategy 2 - Encourage employees to find and sign up for classes on their own.
- Strategy 3 - Educate employees with regard to existing Certification and Training Policy.

Cemetery & Grounds Goal Two

“Develop and maintain citizen advisory boards and create additional community outreach venues for citizens.”

Objective 1 - Develop additional community outreach tools.

- Strategy 1 - Draft handout for citizens regarding cemetery policies and regulations.
- Strategy 2 - Utilize social media for educating citizens with regard to policies and regulations.

Objective 2 - Develop and maintain existing community outreach items.

- Strategy 1 - Enlarge citizens advisory board by three individuals.
- Strategy 2 - Include Mosquito Prevention brochure in water bills.

Cemetery & Grounds Goal Three

“Identify opportunities for the improvement of existing and potential public spaces the enhance the beauty of the City.”

Objective 1 - Develop the cemetery walking trail and tree park by columbarium.

- Strategy 1 - Plant beautifying trees.
- Strategy 2 - Reserve walking trail space.
- Strategy 3 - Maintain sewer easement corridor.

Objective 2 - Develop CIP request for roadway maintenance in all cemeteries.

- Strategy 1 - Inventory and assess conditions of roadways.
- Strategy 2 - Assess cost of repairs and maintenance of roadways.
- Strategy 3 - Prioritize roadways sections for maintenance need.

Objective 2 - Evaluate tree replacement and installation schedule in urban forest areas.

- Strategy 1 - Inventory urban forest area trees.
- Strategy 2 - Prioritize tree replacement needs.

Performance Indicators for Grounds

Goal	Obj.	Indicator	Target	FY19
1	1	# of certifications achieved by Grounds staff during FY	2	2
1	1	Hours of training attended by Grounds staff during FY	20	30
2	2	# of citizen advisory board meetings held	4	4
3	1	# of trees planted in FY	25	35
3	1	# of trees maintained in FY	300	300
3	1	# of trees removed in FY	< 25	16
3	1	% of walking trails maintained	100%	100%
3	2	# of linear miles of cemetery streets resurfaced during FY	1	1
3	3	Acres of city property maintained during FY	180	181

Sanitation

The Sanitation Division is responsible for residential and commercial refuse and recycling collection and disposal throughout the city. Sanitation crews also pick-up yard waste and maintain the city's recycling drop-off sites. The Public Works Manager oversees a crew consisting of six equipment operators and two utility workers.

Mission Statement

“To provide efficient, reliable, and safe refuse and recycle collection systems/ operations to all residents, businesses, and industries within our area of operation in a timely manner while being sound stewards of our environment, following all federal, state and local laws and guidelines.”

Division Goals

1. Utilize the latest technology to improve service and efficiency in the collection of solid waste.
2. Establish an enforcement response plan for residential green waste volumes and illegal set-aside in violation of the City Ordinance.

Sanitation (contd.)

Sanitation Goal One

“Utilize latest technology to improve service and efficiency in collection of solid waste and recycling.”

Objective 1 - Maintain and improve on Sonrai Information System for commercial solid waste accounts.

Strategy 1 - Install RFID tags on all solid waste trucks.

Strategy 2 - Maintain and upgrade/reinstall.

Strategy 3 - Educate employees with regard to existing Certification and Training Policy.

Strategy 4 - Develop CIP for RFID tagging of household solid waste collection.

Sanitation Goal Two

“Establish an Enforcement Response Plan for residential green waste volumes and illegal set-aside in violation of the City ordinance.”

Objective 1 - Establish enforcement response plan for residential green waste.

Strategy 1 - Review and revise existing ordinance with regard to residential green waste.

Strategy 2 - Consult with other municipalities for existing ordinance for reference.

Strategy 3 - Present options to City Council concerning threshold volumes of green waste per pick-up.

Strategy 4 - Draft, finalize, and obtain Council approval on ERP for enforcement and fine assessment.

Objective 2 - Establish enforcement response plan for illegal set-aside.

Strategy 1 - Review and revise existing ordinance with regard to illegal set-aside.

Performance Indicators for Sanitation

Goal	Obj.	Indicator	Target	FY19
		# of tons of commercial solid waste collected in FY	3,800	4,000
		# of tons of residential solid waste collected in FY	4,000	4,200
		# of tons of green waste collected	3,600	1,545
		# of tons of recyclable material collected	500	863
		# of tons of cardboard recycling collected	450	440
		Diversion rate (recycling as % of total– residential)	15%	15%
		# of tons collected during clean-up weeks	80	65
		% collections on time	100%	99%
		# of valid customer complaints regarding solid waste collection per 100 accounts	< 1	<1

Streets

The Public Works Streets Division is responsible for maintaining the city's 49 miles of roads and assists in maintaining several miles of NCDOT roads. Street maintenance includes all sign maintenance and repair, repair work from utility cuts, annual resurfacing, drainage clearance, storm debris removal, removal of overhanging tree limbs that could pose a hazard to large vehicles or obstruct vision, sweeping, and concrete repair of sidewalks and driveways on city right-of-way. The Public Works Manager supervises the Streets Division, which in-

Mission Statement

“Maintain and develop streets, right-of-ways (public and sewer), sidewalks, paths, and trails for traveling public both vehicular and pedestrian with an emphasis on aesthetics, quality, and safety, while upholding all federal, state, and local laws/standards.”

Division Goals

1. Maintain and continue to develop a comprehensive and sustainable pavement management system.
2. Utilize GIS and other technologies to improve street maintenance inventory and prioritization policies.

Streets (contd.)

Streets Goal One

“Maintain and continue to develop a comprehensive and sustainable pavement management system.”

Objective 1 - Inventory and develop maintenance strategy program for City parking lot and conditions thereof.

- Strategy 1 - Consult GIS for square footage and locations.
- Strategy 2 - Inspect lots for conditions and prioritize based on severity of needed repairs.
- Strategy 3 - Develop City parking lot CIP.

Objective 2 - Inventory and develop maintenance strategy program for City streets.

- Strategy 1 - Review existing Powell Bill inventory.
- Strategy 2 - List past improvements chronologically.
- Strategy 3 - Forecast future needs and strategies to meet those needs.
- Strategy 4 - Solicit citizen input through online and in-person street issue reporting.

Objective 3 - Inventory and develop maintenance strategy for cemetery asphalt paving.

- Strategy 1 - Review existing inventory of cemetery asphalt paving.
- Strategy 2 - Develop 5-year maintenance plan for City Council consideration.
- Strategy 3 - Implement cemetery repaving into CIP.

Objective 4 - Inventory and develop maintenance strategy for City greenways and sidewalks.

- Strategy 1 - Review existing inventory of City sidewalks and greenways.
- Strategy 2 - Develop 5-year maintenance and construction plan for City Council consideration.
- Strategy 3 - Develop sidewalk and greenway CIP.

Streets Goal Two

“Utilize GIS and other technologies to improve street maintenance inventory and prioritization policies.”

Objective 1 - Incorporate pavement management system into existing remote database application.

- Strategy 1 - Identify costs for required professional services.
- Strategy 2 - Complete physical integration of pavement management system in Mobile 311.

Objective 2 - Incorporate recent resurfacing into existing remote database application.

Performance Indicators for Streets

Goal	Obj.	Indicator	Target	FY19
1	2	# of miles City streets maintained by the City during FY	49	49.46
1,2	2	# of miles resurfaced in City during FY	1.5	1.5
1	2,	# of potholes filled in during FY	100%	100%
1	1,2,3	# of tons of asphalt used during FY	> 50	70.5
1	4	# of linear feet of sidewalk installed or repaired during FY	1,000	650

Utility Lines Maintenance

The Utility Line Maintenance division is responsible for the supervision, maintenance, integrity, and repair of approximately 87 miles of sanitary sewer mains, 82 miles of water transmission mains, 3,990 water connections, and 3,250 sewer connections. The division's daily routine involves fixing water leaks, clearing blocked sewer lines, making new connections to the system, hydrant flushing and pressure testing, and the supervision of roadway utility cuts. Division operations are 24 hours a day and 7 days a week. The Distribution & Collection Systems Manager supervises the division, which includes a line maintenance crew of seven and a meter crew of three.

Mission Statement

“To safely provide quality potable water and sanitary sewer service and maintenance, meeting or exceeding all federal, state, and local laws and regulations while providing outstanding customer service. To maintain and improve on existing infrastructure, and to strategically promote sustainable growth.”

Division Goals

1. Ensure all water and sewer infrastructure is in sound condition and establish programs and policies to allow for the replacement of obsolete or damaged lines in an effective and efficient manner.
2. Work to establish and maintain effective working relationships with outside government agencies to ensure successful completion of large projects.

Utility Lines (contd.)

Utility Lines Goal One

“Ensure all water and sewer infrastructure is in sound condition and establish programs and policies to allow for the replacement of obsolete or damaged lines in an effective and efficient manner.”

Objective 1 - Evaluate and strategically rehabilitate existing distribution and collection system infrastructure to meet or exceed state and federal law.

Strategy 1 - Assess vital sewer outfalls and major water trunk mains, and prioritize for rehabilitation based on condition and need.

Strategy 2 - Effect prioritized rehabilitation with existing funding.

Strategy 3 - Develop CIP for future water and sewer line replacements.

Objective 2 - Manage and install water valves to isolate system breaks and reduce customer outages and service disruptions.

Strategy 1 - Place valves in the new redundant water supply lines.

Strategy 2 - Place additional isolation valves in existing water supply lines.

Utility Lines Goal Two

“Work to establish and maintain effective working relationships with outside governmental agencies to ensure successful completion of large projects.”

Objective 1 - Maintain regular and effective communication with state agencies with regard to existing and future projects that could potentially impact City.

Strategy 1 - Successfully coordinate a joint venture with NCDOT, NCDENR, etc. to relocate all utilities along NC HWY 24.

Strategy 2 - Communicate all major traffic or service disruptions to affected parties.

Objective 2 - Negotiate and manage municipal cost share agreement for all projects.

Strategy 1 - Work with state agencies in the planning stages of future projects.

Strategy 2 - Coordinate monthly or regular meetings with state agencies and contractors to discuss and resolve construction issues.

Utility Lines (contd.)

Utility Lines Goal Three

“Improve existing infrastructure to limit the size and severity of unavoidable critical water system failures (i.e. main breaks).”

Objective 1 - Remove and/or replace all galvanized water lines within the City’s existing infrastructure.

Strategy 1 - Evaluate and identify lines for replacement.

Strategy 2 - Effect replacements based on existing budget and severity of need.

Objective 2 - Further develop digital mapping of all utility lines.

Strategy 1 - Require NC24 contractor to provide digital record of utility line locations

Strategy 2 - Relay information to Connect GIS and Mobile 311 for incorporation into existing mapping system.

Objective 3 - Seek standard uniform fire hydrant compliance for ISO standards.

Strategy 1 - Elevate or lower heights of substandard hydrants.

Strategy 2 - Remove obstructions from substandard hydrants.

Strategy 3 - Keep and maintain blue reflectors on all hydrants.

Strategy 4 - Maintain surface coating for all hydrants.

Performance Indicators for Utility Lines

Goal	Obj.	Indicator	Target	FY19
1	1	% of sewer lines inspected at least once a year	15%	16%
1	1	% of sewer lines cleaned at least once a year	15%	12%
1	1	# of sanitary overflows per 1000 customers	.25	0.1
1	1	# of brown water complaints per 1000 customers	2	2
2	1	# of service disruption occurring without prior notice to affected property owners	2	2
2	2	# of meetings held with outside agencies related to future projects and expansion needs	20	23
3	1	Linear feet of substandard distribution lines replaced	1,000	753
3	1	% reliability of 811 locates	100%	100%
3	2	% of new utility lines added to GIS system during FY	100%	100%
3	3	% of fire hydrants meeting ISO standards	75%	80%

Wastewater

The City of Clinton owns and operates the Larkins Water Pollution Control Facility, which is permitted for an average daily flow of five (5) million gallons. A state certified operator staffs the facility 24 hours a day and 7 days a week. Certified lab staff routinely conducts approximately 95 analytical tests to monitor the ongoing biological process, upstream and downstream sampling, and the NC Division of Water Quality influent and effluent limit parameters. Overall operations include operation of a state certified lab, land application of biosolids, an industrial pretreatment program, domestic sampling and analysis, and up and down stream monitoring. The Plant Superintendent oversees a crew consisting of a crew leader, five plant operators, and one utility worker. The Environmental Programs Manager and a lab technician operate the

Mission Statement

“To provide safe, sanitary and compliant treatment of wastewater for our citizens, businesses, and industries in order to protect public and environmental health. To ensure environmental resources are preserved for our citizens and in order to foster the economic

Division Goals

1. Provide the resources and staff to complete major construction and repair projects and to ensure a safe, effective, and reliable wastewater treatment facility.
2. Provide new and existing staff all necessary training and certifications to ensure compliance with state and federal regulations, and allow for a comprehensive community outreach and education plan.

Wastewater (contd.)

Wastewater Goal One

“Provide new and existing staff all necessary training and certifications to ensure compliance with state and federal regulations, and allow for a comprehensive community outreach and education plan.”

Objective 1 - Complete rehabilitation of the second WWTP Primary Clarifier.

Strategy 1 - Determine scope of rehabilitation.

Strategy 2 - Obtain contractor quote for rehabilitation as required.

Strategy 3 - Coordinate treatment unit downtime with staff, local industries, and NCDENR.

Strategy 4 - Effect rehabilitation within established time frame.

Objective 2 - Successfully complete a WWTP expansion engineering plan, including provisions for nutrient removal.

Strategy 1 - Assess current capacity and needed expanded capacity based on current and known, or potential future domestic and industrial needs.

Strategy 2 - Assess current and known or potential future water quality standards and public health requirements.

Strategy 3 - Enlist engineering assistance for expansion design.

Strategy 4 - Provide all relevant data to engineers for completion of the engineering plan.

Objective 3 - Identify and hire new and replacement staff as needed in order to maintain compliance with current law and new water quality standards.

Strategy 1 - Conduct ongoing assessment of need for replacement and additional staff.

Strategy 2 - Identify and hire one Wastewater Operator to replace a retiring Operator.

Strategy 3 - Identify and hire one new Environmental Programs Assistant.

Objective 4 - Inventory and develop maintenance strategy program for City’s 14 lift stations and conditions thereof to avoid unexpected maintenance and down time.

Strategy 1 - Review existing inventory of life stations.

Strategy 2 - Develop maintenance plan for City Council consideration.

Strategy 3 - Develop lift station five year CIP.

Wastewater (contd.)

Wastewater Goal Two

“Provide new and existing staff all necessary training and certifications to ensure compliance with state and federal regulations, and allow for a comprehensive community outreach and education plan.”

Objective 1 - Identify state required education, training, and certification for WWTP staff.

Strategy 1 - Identify available courses and employee required to attend.

Strategy 2 - Ensure course opportunities are known to employees.

Strategy 3 - Schedule and fund training as well as exams and supply required reference material for testing.

Objective 2 - Offer appropriate additional certification course to staff.

Strategy 1 - Identify available courses for further employee development and those potential employees to attend.

Strategy 2 - Ensure course opportunities are known to employees.

Strategy 3 - Enlist engineering assistance for expansion design.

Strategy 4 - Schedule and fund training as well as exams and supply required reference material for testing.

Objective 3 - Expand on existing public outreach and adopt new programs and campaigns where needed.

Strategy 1 - Expand existing FOG Program outreach via social media, radio, staff presence at City Functions, etc.

Strategy 2 - Initiate KAB campaign, begin training, appoint committee, begin assessments.

Strategy 3 - Generate public support for the program.

Performance Indicators for Wastewater

Goal	Obj.	Indicator	Target	FY19
1	2	% of WWTP expansion completed during FY	15%	3%
2	1,2	Laboratory compliance passing rate	100%	100%
2	1,2	% Certification process complete for Keep America Beautiful	100%	90%
2	3	# KAB event held	2	2
		# of wastewater notices of violation	< 3	3
		% compliance of plant discharge	> 92%	99%
		Cost per 1,000 gallons of treated wastewater	< \$1.75	\$1.62

Water Production

The City of Clinton provides approximately 2.20 million gallons of water each day to customers. Ten wells located primarily to the south and east of the city and five elevated storage tanks supply the city's water needs. The city's well site locations are a combination of six deep and four shallow wells. The water plant at Well Field East produces a supply of approximately 1.5 million gallons per day to the system. Water production is the responsibility of the Water Production Supervisor and two plant operators.

Mission Statement

“To produce safe, quality, compliant potable water for our citizens and customers, reliably and in a cost effective manner while adhering to all state and federal regulations. To identify supply needs in order to support economic sustainability and future growth, while striving to conserve one of our vital

Division Goals

1. Successfully complete the Water Production expansion project to include: plant expansion, additional wells, redundant supply lines, and installation of isolation valves strategically throughout system.
2. Development of a comprehensive back flow and cross-connection control database, enforcement response plan to ensure compliance with all state and federal

Water Production (contd.)

Water Production Goal One

“Successfully complete the Water Production expansion project to include: plant expansion, additional wells, redundant supply lines, and installation of isolation valves strategically throughout system.”

Objective 1 - Identify and test to confirm adequate water supply wells.

- Strategy 1 - Acquire list of wells already tested and status thereof
- Strategy 2 - Test additional sites as needed
- Strategy 3 - Seek interagency approval of well sites

Objective 2 - Complete easement and well site acquisition necessary to complete final design.

- Strategy 1 - Seek counsel from consultant for required easement negotiation
- Strategy 2 - Obtain Council approval

Objective 3 - Finalize and acquire permits, bid documents, construction schedule, and budget.

- Strategy 1 - Finalize applications, submit, and obtain all necessary permits
- Strategy 2 - Prepare bid documents to include above mentioned permits
- Strategy 3 - Revise cost estimate and construction schedule

Objective 4 - Complete construction of transmission mains, well sites, wells, and plant expansion.

- Strategy 1 - Manage construction of mains, wells, and expansion
- Strategy 2 - Maintain communication with engineers and contractor as well as City Council members regarding progress of the expansion

Water Production (contd.)

Water Production Goal Two

“Development of a comprehensive back flow and cross-connection control database, enforcement response plan to ensure compliance with all state and federal regulations. Also develop system to disseminate information to affected customers.”

Objective 1 - Review and update current polices and current and future regulatory requirements.

Strategy 1 - Attend regulatory update seminars when offered.

Strategy 2 - Conduct analysis of existing policy with respect to regulator requirements.

Strategy 3 - Solicit and evaluate similar policies from other municipalities for reference.

Strategy 4 - Update existing policy to reflect necessary requirements.

Objective 2 - Develop communication and record keeping protocol for customer updates and requirements.

Strategy 1 - Acquire software for management of record keeping.

Strategy 2 - Import and updates records of existing and new structures.

Strategy 3 - Include requirements for type, size of device, and time lines for installation.

Strategy 4 - Utilize software for notifications to customers with regard to updates and requirements.

Objective 3 - Develop comprehensive Enforcement Response Plan for the BF/CCP Program.

Strategy 1 - Determine necessary requirements for Objective 1.

Strategy 2 - Draft, finalize, and obtain City Council approval for response plan.

Strategy 3 - Provide enforcement information to customers.

Performance Indicators for Water

Goal	Obj.	Indicator	Target	FY18
1	1	# of water production notices of violation	0	0
1	1,2,3,4	% of water expansion project completed	50%	75%
		Cost per 1000 gallons of treated water	< \$1.25	\$1.29
		% of master water meters tested annually	33%	35%
		% of relative water loss	< 8%	20%
		# of existing wells or tanks rehabbed/cleaned	3	3

Recreation & Parks

The Clinton Recreation and Parks Department provides a variety of services to the citizens of Clinton and Sampson County. Recreation and Parks provides youth sports programs such as baseball, football, soccer, volleyball, softball, and basketball as well as adult sports including softball and basketball. A variety of programs and activities are available to help keep senior citizens active and healthy. Special events such as the July 4 celebration, annual Easter egg hunt, and Relay for Life 5K, help bring the community together. The department maintains four (4) parks, including the 79-acre Royal Lane Park, two activity centers with gymnasiums, and a municipal pool. The Recreation and Parks Director manages the department, which includes center and program supervisors and staff, three fulltime

Mission Statement

“Clinton Recreation and Parks is dedicated to providing facilities and programs that respond to the changing needs of our community through preservation of open spaces and quality of life for future generations in a clean, safe, and in-

Departmental Goals

1. Provide for quality and safe recreation and parks facilities.
2. Provide programming and recreation opportunities to meet the various needs and skills of the diverse citizenry of Clinton.
3. Effectively market and promote departmental programs and offerings.
4. Ensure all customers receive the highest level of service from staff and volunteers.

Recreation & Parks (contd.)

Recreation & Parks Goal One

“Provide for quality and safe Recreation and Parks facilities.”

Objective 1 - *Increase safety of Bellamy Center.*

- Strategy 1 - Install new gym floor at Bellamy Center for safety and quality.
- Strategy 2 - Take up any copper wire underneath old flooring to ensure no trip hazards.
- Strategy 3 - Install in-ground volleyball standards for ease of play and safety of floor.
- Strategy 4 - Take out any electrical outlets located underneath floor.

Objective 2 - *Implement Phase 1A of Royal Lane Park Master Plan.*

- Strategy 1 - Apply for PARTF Grant to assist with funding.
- Strategy 2 - Work with the Park Authority to maximize chances of receiving funding.
- Strategy 3 - Work with civic groups and private donors to obtain playground donations.

Objective 3 - *Increase safety at Royal Lane Park and Pool.*

- Strategy 1 - Increase safety signage around the pool area.
- Strategy 2 - Enforce new safety signage directives.
- Strategy 3 - Ensure proper number of staff/lifeguards are at facility.
- Strategy 4 - Develop maintenance schedule/program for evaluating park equipment and facilities for safety.
- Strategy 5 - Solicit feedback from citizens on condition and problem areas of park.

Objective 4 - *Make Sampson Center and Park more inviting the citizens.*

- Strategy 1 - Develop cleaning strategy for Sampson Center and Park.
- Strategy 2 - Increase rule enforcement at the Center.
- Strategy 3 - Increase signage around facility so that citizens know and understand rules.
- Strategy 4 - Increase police presence at Sampson Center and Park to limit unsafe issues.

Objective 5 - *Increase safety and quality of Newkirk Park.*

- Strategy 1 - Develop cleaning program for Newkirk Park restrooms and picnic facilities.
- Strategy 2 - Request directed patrol from Clinton PD.
- Strategy 3 - Increase lighting throughout the park.

Recreation & Parks (contd.)

Recreation & Parks Goal Two

“Provide programming and recreation opportunities to meet the various needs and skills of the diverse citizenry of Clinton.”

Objective 1 - *Implement new athletic activities for citizens.*

- Strategy 1 - Implement new family kickball/activity programs.
- Strategy 2 - Implement new adult basketball league at the Sampson Center.
- Strategy 3 - Explore additional athletic program possibilities.
- Strategy 4 - Evaluate existing programs for need and possibility of discontinuance.

Objective 2 - *Implement new inclusive program options at Bellamy Center.*

- Strategy 1 - Implement new special needs dance Bellamy Center to ensure total inclusion.
- Strategy 2 - Explore additionally programming to allow inclusion of special needs groups.
- Strategy 3 - Explore programming opportunities for individuals between the ages of 25 and 55.
- Strategy 4 - Evaluate need for scholarship program for at-risk children

Objective 3 - *Increase flexibility and promote healthier lifestyles for citizens.*

- Strategy 1 - Expand chair yoga classes to all adults.
- Strategy 2 - Implement new adult basketball league at Sampson Center.
- Strategy 3 - Partner with existing athletic organizations to utilize City facilities and staff to expand these program and add participants.

Objective 4 - *Provide opportunities for youth and seniors to learn from one another.*

- Strategy 1 - Expand knitting class to youth so that they can learn the importance of knitting and sewing from seniors.

Recreation & Parks (contd.)

Recreation & Parks Goal Three

“Work to more effectively market and promote departmental programs and offerings.”

Objective 1 - *Implement more signage for registration and marketing of programs and events.*

Strategy 1 - Improve planning and implementation of signs in strategic locations to make public aware of athletic program options.

Strategy 2 - Work with schools to ensure students and parents are aware of registration time periods by distributing flyers, posters, and handout to children to give to parents.

Objective 2 - *Utilize publicity materials to market programs.*

Strategy 1 - Develop and market program guide to the public.

Strategy 2 - Utilize newspaper and other media outlets to advertise programs and facilities.

Objective 3 - *Utilize social media to market programs.*

Strategy 1 - Use Facebook to advertise programs, facilities, and registrations.

Strategy 2 - Utilize ‘Quickscores.com/Clinton’ to make everyone aware of registration and schedules.

Recreation & Parks Goal Four

“Ensure all customers receive the highest level of service from staff and volunteers.”

Objective 1 - *Recognize outstanding service from volunteers and staff.*

Strategy 1 - Have local newspapers publish “Weekly Insights” to recognize volunteers.

Strategy 2 - Develop “Coach of the Month/Year” program.

Objective 2 - *Utilize systematic tools to provide feedback to our department.*

Strategy 1 - Make improvement/fix picnic shelter #4 at Royal Lane Park based on feedback from citizens.

Strategy 2 - Provide an evaluation for parents/children to complete at end of each program.

Objective 3 - *Ensure staff and volunteers receive customer service and conflict resolution training.*

Strategy 1 - Implement a volunteer training program to enhance service quality.

Performance Indicators for Recreation

Goal	Obj.	Indicator	Target	FY19
1	N/A	# of visitors to Recreation Parks and Facilities during FY	n/a	n/a
2	1	# of total participants in athletic program offerings	1,140	889
2	1	# of new programs developed during FY	1	1
2	1	% of cost to provide programs recovered through fees	8%	5%
2	1	# of 'inclusive' programs offered	2	2
2	1	# of participants in inclusive programs	4	8
2	2	# of participants in following age groups (5-10, 11-17, 18-55, 55+)	1,600	1,000
3	1	% increase in program participants	2	1
3	1	# of flyers sent home with students	2,200	2,200
3	2	# of newspaper advertisements purchased during FY to market programs/events	4	6
3	3	New 'likes' on Recreation and Parks Facebook page	400	525