

# City of Clinton, NC

Adopted Budget FY12-13



# About the Cover

## **Milling Around**

Dedicated May 17, 2012

Heidi Lippman

Artist

In 2009, the Sampson Arts Council in partnership with the City of Clinton appointed a Public Art Project Committee to study and develop a plan for Sampson County's first public art project. In 2010, the committee selected artist Heidi Lippman and landscape architect Kofi Boone to study the community, its history, and its downtown revitalization project in order to present proposals for a public art project that would exemplify the community and its heritage. The team proposed focusing a glass art installation as the centerpiece for a new park in the historic downtown district.

In 2011, Lippman was commissioned to create the art piece "Milling Around". Lippman provided her original artwork images to Mayer of Munich, the world's premier stained glass and mosaic-art glass fabricator. A silk screen template was created that provided a skeletal structure for the intricate hand painting on glass, which was then fired to 1,100 degrees creating a vibrant, light fast and durable finish. Combinations of transparent and opaque colors were applied to the interior glass surface of the laminated panes to create the final millstone depiction.

For more than 10,000 years, millstones have provided a way to grind grains, nuts, and corn. Prior to 1900, there were at least two hundred water-powered mills in Sampson County. Because of the mills' importance in creating flour for food, they became essential to the life and growth of a community. In the pre-Revolutionary era, John Sampson, Sampson County's namesake, owned a gristmill along the Beaver Dam Branch. The mill became a focal point of the community, and a town that would become Clinton began to grow around it. The millstone represents hard work, community, cooperation, and innovation - all qualities exemplified by the people of Clinton and Sampson County.

Funding for the project was provided by the North Carolina Arts Council, the National Endowment for the Arts and private donations.

*Photo courtesy of Brownie Harris Productions*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Clinton  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Davison Jeffrey R. Egan*

President

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, 2011. 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.



# FY2012-2013 Adopted Budget

## **Budget Guide**

Budget Guide .....	1
Budget Message .....	6
Budget Ordinance .....	21
Fee Schedule .....	28

## **Community & Organizational Profile**

History .....	39
Geography .....	39
Demographics .....	40
Local Economy .....	40
Government .....	42
Council Priorities .....	43
Financial Policies .....	48
Financial Management System .....	51
Budget Process .....	56

## **Financial Summaries**

Revenues & Expenditures .....	58
Revenue Assumptions .....	66
Financial Condition .....	69
Fund Balance .....	75
Debt Obligation.....	77

## **General Fund**

Revenues .....	80
Expenditures .....	87

### **General Government Expenditures**

Mayor & Council .....	93
Administration .....	99
Finance-HR .....	106
Planning .....	113
Recreation & Parks .....	120

### **Public Safety Expenditures**

Fire .....	126
Police .....	132

### **Public Works Expenditures**

City Garage .....	140
Grounds & Cemetery Maintenance .....	145
Sanitation .....	150
Streets .....	155

### **Non-Departmental Expenditures**

Non-Departmental .....	160
------------------------	-----



**Water & Sewer Fund**

Revenues ..... 162  
Expenditures ..... 166

**Public Utilities Expenditures**

Utility Line Maintenance ..... 172  
Wastewater Treatment ..... 177  
Water Production ..... 182

**Non-Departmental Expenditures**

Non-Departmental ..... 187

**Other Funds**

Cemetery Fund ..... 189  
Community Development Fund ..... 190  
Downtown Special Tax District Fund ..... 191  
Fire Department Special Fund ..... 193

**Capital Improvement Plan**

CIP Message ..... 194  
Introduction ..... 197  
Policies & Finance Strategies ..... 197  
Planning Process & Calendar ..... 199  
CIP Description ..... 201  
CIP Summary ..... 202  
Capital Projects List ..... 204  
Capital Project Descriptions ..... 205  
Financial Impact Analysis ..... 237  
Unfunded Capital Projects ..... 244

**Supplemental Information**

Personnel Summary ..... 245  
Glossary ..... 250



This page intentionally left blank.



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 FY12-13 Budget consists of eight major sections: Budget Message and Ordinance, Community and Organizational Profile, Financial Summaries, General Fund, Water and Sewer Fund, Other Funds, Capital Improvement Plan, and Supplemental Information.

### **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 FY12-13 Budget Ordinance, which is the statute legally adopted by the Council to set the spending limits for the FY12-13 budget period (July 1, 2012 to June 30, 2013), and the approved Fee Schedule for FY12-13.

### **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.

### **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.

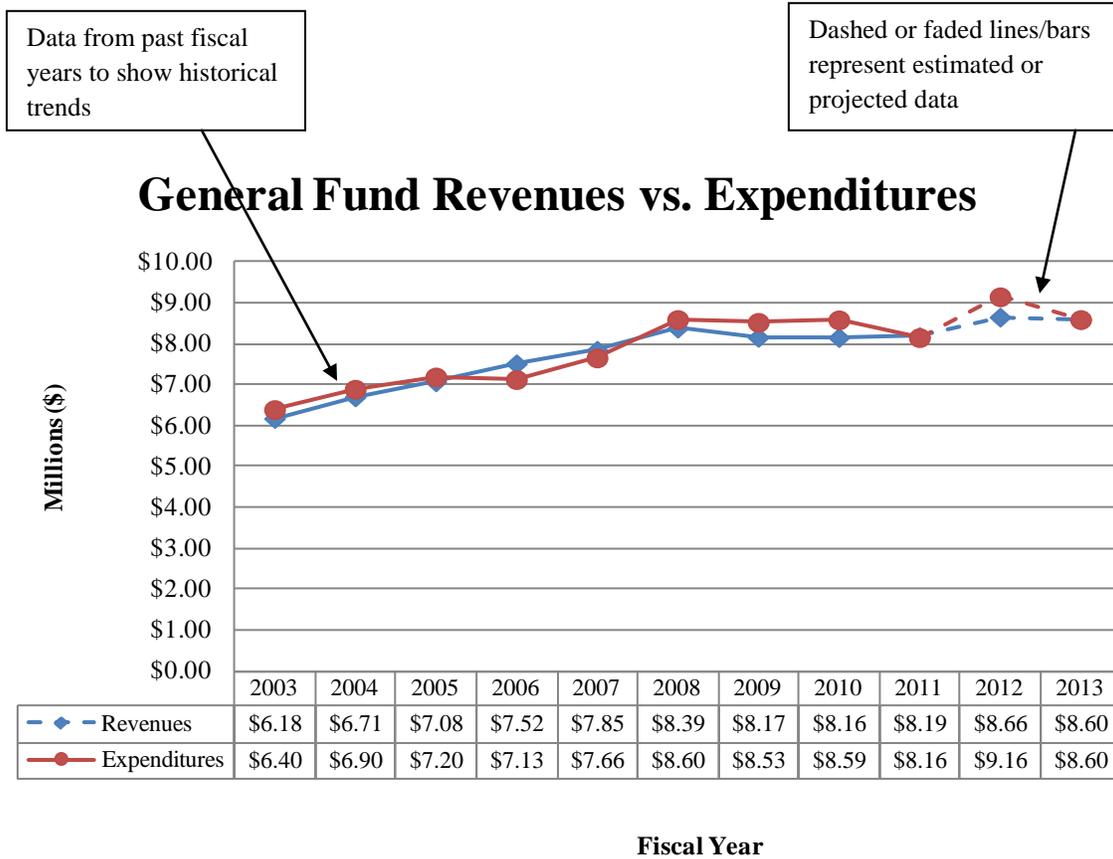
*Department Revenue & Expenditure Summary Tables*

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$607,689	\$699,200	\$695,419	\$757,800	8.38%
Benefits	\$85,270	\$94,700	\$97,191	\$106,700	12.67%
Operating	\$217,822	\$298,150	\$301,453	\$344,200	15.45%
Capital	\$72,286	\$72,300	\$72,286	\$40,000	-44.67%
Debt Service	\$0	\$0	\$0	\$73,300	0.00%
<b>Total</b>	<b>\$983,067</b>	<b>\$1,164,350</b>	<b>\$1,166,349</b>	<b>\$1,322,000</b>	<b>13.54%</b>

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$607,689	\$699,200	\$695,419	\$757,800	8.38%
Benefits	\$85,270	\$94,700	\$97,191	\$106,700	12.67%
Operating	\$217,822	\$298,150	\$301,453	\$344,200	15.45%
Capital	\$72,286	\$72,300	\$72,286	\$40,000	-44.67%
Debt Service	\$0	\$0	\$0	\$73,300	0.00%
<b>Total</b>	<b>\$983,067</b>	<b>\$1,164,350</b>	<b>\$1,166,349</b>	<b>\$1,322,000</b>	<b>13.54%</b>



Fund Revenue & Expenditure Trend Charts



Performance Measures

During FY11-12, Clinton City Council reevaluated its focus areas and goals. While Council remained committed to and expanded several focus areas and goals, they chose to shift some focus to new areas of opportunity within the community. As a result, each department reevaluated its mission, goals, and objectives to ensure alignment with Council’s goals. 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 measures that will hold departments accountable for efficient and effective use of public funds.

New measures mean some historical data may not be available and a trend will not be identifiable until three to five years of data collection. A table of performance measures is included for each department and division to show progress toward the stated goals and objectives. If performance measure data was not available for previous years, it is marked “n/a” in the performance measures table. The City hopes the performance measure tables will assist the reader in identifying performance trends related to specific goals and objectives. The following illustration is an example of the performance measure table found in the department and division sections.



Department Performance Measure Tables

Objective	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Goal	Target
# of accidents per 1,000 population	n/a	80	78	75	<75
% reduction in reportable traffic crashes	n/a	n/a	15%	20%	20%
% accidents involving DWI	n/a	n/a	12%	10%	<10%
% accidents involving pedestrians	n/a	1%	5%	10%	<10%

Specific performance measure related to goal

Historical data

The department's expected level of performance for current year

Department's goal for the upcoming fiscal year

Ultimate result the department is seeking to achieve



May 22, 2012

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

Dear Mayor Starling and Members of the City Council:

Pursuant to Section 159-11 of the North Carolina General Statutes, I am pleased to present the recommended budget for Fiscal Year (FY) 2012-2013 for your review and consideration.

The FY2012-2013 Budget is based upon information presented and discussed during five City Council planning sessions. During these sessions, City Council and staff discussed developing sustainable programs and services, improving recreational services, and reorganizing of the Clinton Fire Department. These items are reflected in the major initiatives of the 2012-2013 Budget.

At the completion of the aforementioned planning sessions, the City Council directed staff to develop a proactive budget that will allow the City of Clinton to develop and maintain programs and services that are sustainable for future generations. The City Council asked staff to formulate goals and objectives that address five critical focus areas. These focus areas are listed below and departmental goals and objectives are described in the departmental sections later in the budget document.

### **Focus Areas**

#### **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.

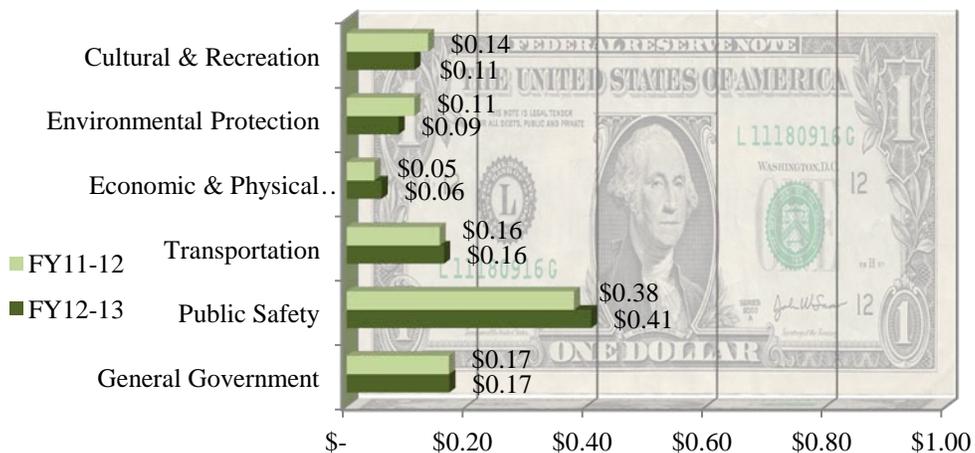
**Enhanced Quality of Life:**

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.

This recommended budget provides a financial plan for the ensuing fiscal year and it has been developed in accordance with the City Council’s focus areas. The City Council Focus Areas serve as the foundation for all governmental activities for the upcoming fiscal year.

Prior to presenting the 2012-2013 Budget, I would like to take this time to review some of our accomplishments for the 2011-2012 Fiscal Year. We undertook several significant capital projects during the past twelve months. These projects include Phase III of the Downtown Revitalization Project, construction of a new restroom facility at Royal Lane Park, construction of a walking trail at Newkirk Park, and resurfacing of seven miles of city streets. In addition, we completed the Pugh Road CDBG and Russell Street Phase II CDBG projects and began planning for the Eliza Lane CDBG project. We fulfilled two long-standing goals with the installation of Sampson County’s first public art project and adoption our Comprehensive Pedestrian Improvement Plan. This list is not inclusive of all of our accomplishments this year, but it is a good sample of the types of projects and activities the city has undertaken in the past twelve months.

**Amount of Dollar Used per General Fund Function:  
Current Budget vs. Proposed Budget**

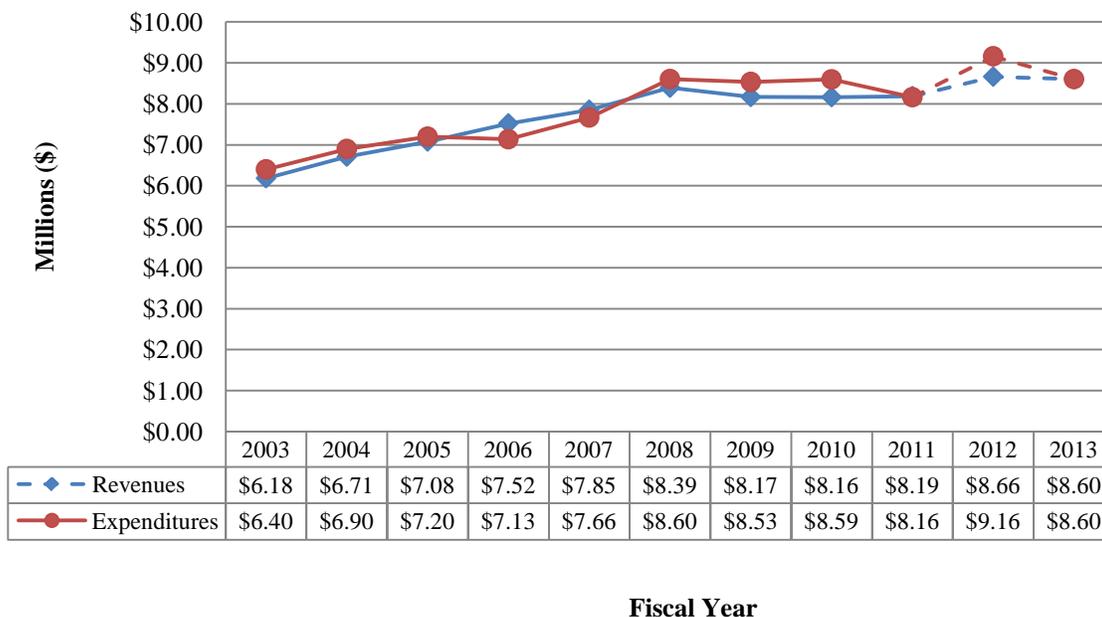




## EXPENDITURES

The FY2012-2013 Recommended Budget totals \$13,455,300 for all City operations, capital improvements, and debt service requirements. This is a decrease of \$851,739 or -5.96% from the 2011-2012 Amended Budget.

### General Fund Revenues vs. Expenditures



## FUNDS OF THE RECOMMENDED BUDGET

### General Fund

The General Fund is used to account for resources that are not required legally or by sound financial management 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.

The 2012-2013 Recommended Budget for the General Fund totals \$8,601,650 or 7.31% less than the amended 2011-2012 Fiscal Year Budget of \$9,280,202 as of May 22, 2012.

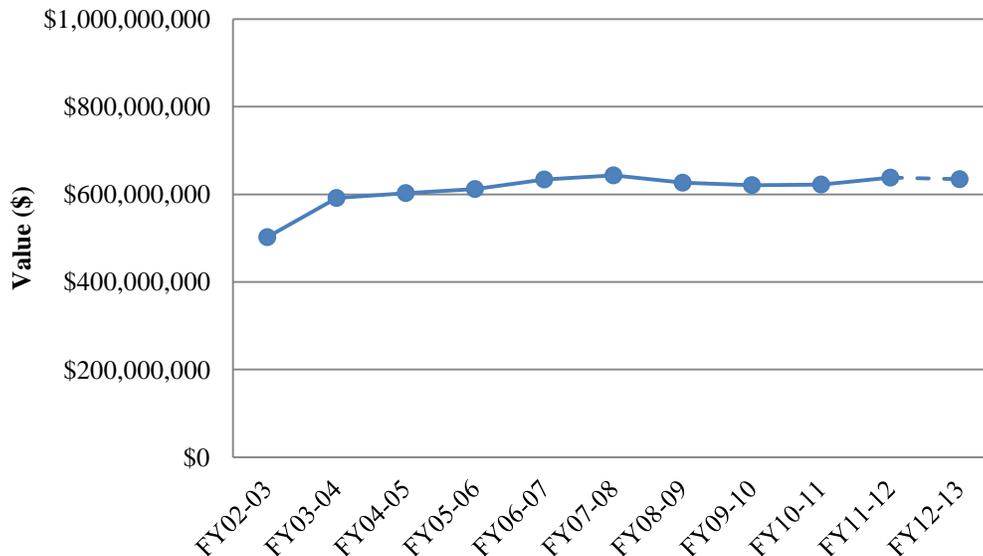
### General Fund Revenues

Ad Valorem Tax: The General Fund budget is balanced with a property tax rate of \$0.40 per \$100 valuation, which is the same rate as the current fiscal year. This rate will provide approximately \$2,726,000 in property tax revenues based on an expected collection rate of 97.5%. The ad valorem tax base is estimated to be \$690,600,000. The ad valorem tax revenues as well as other governmental revenues fund the general government operations for the City of Clinton. 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.

### Assessed Value by Year



Sales Taxes: Two and half percent of sales tax paid on retail sales in North Carolina represents the local sales tax portion levied by the City and County. These taxes consist of a one percent tax that was first levied in 1971, a one-half cent levied in 1983, a one-half cent levied in 1986, and a one-half cent levied in 2003. Effective October 1, 2008, the state repealed one quarter of the Article 44 local option sales tax authorized in 2003 and effective October 1, 2009, the state repealed the remaining one-quarter cent of that local tax. The first one-quarter cent will be replaced by a payment equal to 50% of the amount each municipality receives from the Article 40 (1983) local sales tax, and the second one-quarter cent will be replaced by a payment equal to 25% of the amount each municipality receives for the Article 39 (1971) local sales tax. The legislation provides for municipalities to be completely reimbursed for the loss of their share of these tax revenues, including growth. The State of North Carolina collects the sales tax and distributes it to the local units. Sales tax revenues are distributed on a proportional population basis in Sampson County. The City of Clinton is the largest municipality in Sampson County and receives the second largest proportional share of sales tax revenues behind Sampson County. Sales tax revenues are estimated to be \$1,585,000 in FY2012-2013.

Utility Franchise Tax: All electric, local telephone, including cellular phones, and natural gas providers pay franchise taxes. These funds are collected by the State and are distributed to the City based on the actual receipts from the providers for services provided within the city limits. This revenue source is expected to be \$807,000 for FY2012-2013.

Powell Bill Street Allocation: These funds represent redistribution by the State of a portion of the motor fuels tax. The use of these funds is restricted to maintaining, repairing, constructing, reconstructing, or widening any public street or thoroughfare within the city limits. Bridges, drainage improvements, curb and gutter and other necessary appurtenances also are approved uses of these funds. One quarter of the distribution is based on the number of miles of local streets in the city and



the remainder is distributed on a population basis. These funds are expected to be \$250,000 in FY2012-2013.

*Privilege License Taxes:* Each business that conducts activity within the city limits is required to purchase a privilege license to conduct such business. These taxes are a revenue measure provided to cities by the North Carolina General Statutes. These funds are expected to be \$115,000 in FY2012-2013.

*Solid Waste Fee:* The solid waste fee was established in 1995 to offset the increasing cost of providing garbage, trash, and recycling collection to the citizens of Clinton. Due to the rising cost of disposal of these items, we are proposing to increase the fees from **\$ 13.50 to \$14.50 per month**. These fees are expected to generate \$550,000 in FY2012-2013.

*Commercial Solid Waste Collection:* These revenues include fees from the collection of solid waste from commercial businesses and industries. The commercial collection rates will remain at \$4.75 per cubic yard. However, the City of Clinton currently provides cardboard recycling containers for commercial establishments at no cost. We are proposing to establish a **\$30.00 per month** fee for the rental of the cardboard recycling containers. All commercial solid waste fees are expected to generate \$700,000 in FY2012-2013.

*Fire Tax Collections:* The Clinton Fire Department provides fire protection services in the Clinton Rural Fire District. The residents in this district pay a fire tax, which is collected by Sampson County. The Sampson County Board of Commissioners establishes the fire district tax rate. The current fire district tax rate is \$0.085 per \$100.00 of property valuation. We have requested Sampson County to raise the fire district tax rate by **\$0.01 per \$100.00** of property valuation to assist with the cost of providing twenty-four hour coverage out of Station 2 on Beaman Street. We expect to receive \$450,000 from Sampson County for FY2012-2013.

*Fire Department Recovery Fees:* The Fire Department Recovery Fee is being established to cover the Fire Departments costs for responding to motor vehicle accidents, vehicle fires, and hazmat situations. The fees will range from **\$475.00 per incident to \$1800.00 per incident** and will be on a sliding scale based on the level of response needed by the department. These fees will not be assessed for any structure fire response. This fee is expected to generate \$25,000 in FY2012-2013.

*Hold Harmless Funds:* In exchange for the repeal of the local government reimbursements, the local governments in North Carolina supported the establishment of an additional one-half cent sales tax. However, for many local governments the sales tax would not generate enough revenue to offset the loss of the reimbursements. The General Assembly agreed to establish hold harmless funding to make up the difference between the sales tax and reimbursements. These funds are expected to generate \$70,000 in FY2012-2013.

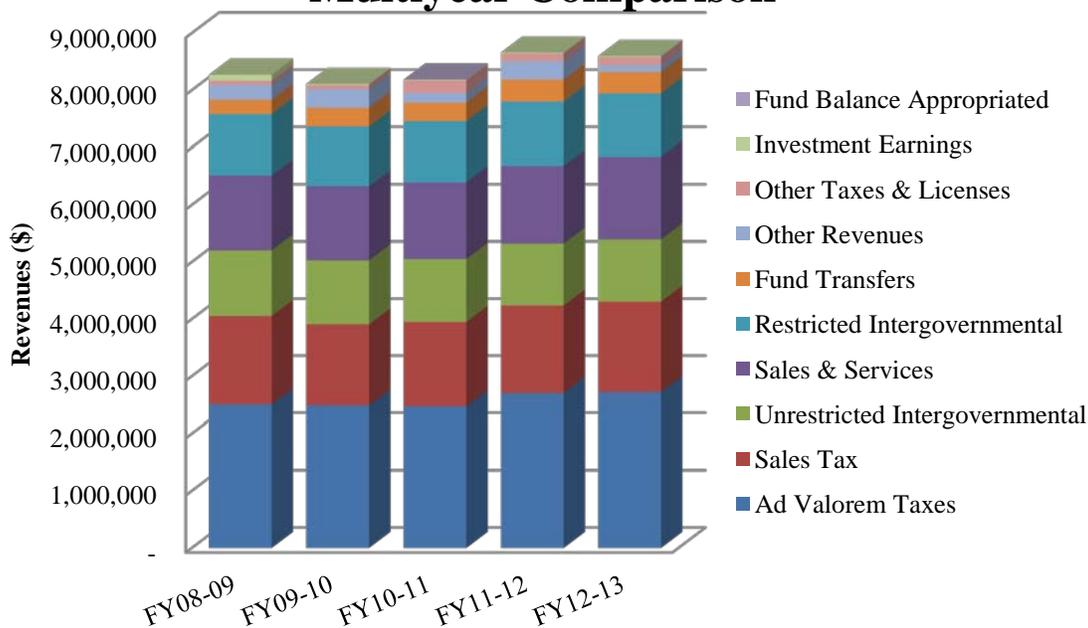
*County Planning Contribution* – We currently operate a joint City/County Planning Department. The Department is managed under the umbrella of the City of Clinton with Sampson County covering 50% of the costs. Sampson County is expected to contribute \$152,450 in FY2012-2013.



Park Shelter Rental Fees – We currently charge a rental fee for the use of our picnic areas of \$20.00 for the first hour and \$10.00 for each additional hour for residents and \$25.00 for first hour and \$15.00 for each additional hour for non-residents. As part of this fee, Clinton Recreation and Parks staff inspects the picnic area one hour before the rental to ensure the area is clean and available for use. These fees are expected to generate \$12,000 in FY2012-2013.

Youth Sports Registration Fee - We currently charge city and non-city residents to participate in our youth sports programs. The city resident fee is \$15.00 per child and county resident fee is \$35.00 per child. All sports with the exception of football have discounts for families with multiple children. Fee waivers are available for children who cannot afford to pay the registration fee. These fees are expected to generate \$43,000.

### General Fund Revenues by Source: Multiyear Comparison



### Water and Sewer Enterprise Fund

The Water and Sewer Fund accounts for all revenues generated and expenditures incurred as a result of the activity of the City’s water and sewer utility. This fund is financed through user charges paid by customers of the water and sewer utility. Because it is an enterprise fund, it must generate revenues through its sales and services to support its operations. The Water and Sewer Fund’s rates are set at a level that supports the operation of the utility.

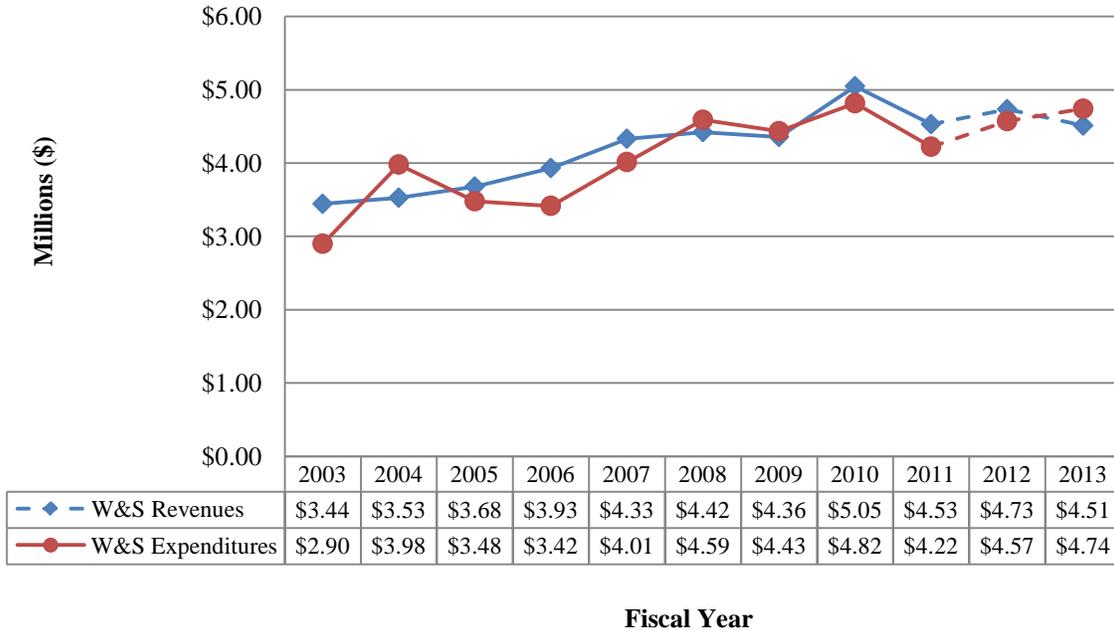
The 2012-2013 Recommended Budget for the Water and Sewer Fund totals \$4,737,150 or 2.95% less than the amended 2011-2012 Fiscal Year Budget of \$4,881,337 as of May 22, 2012.



**Water and Sewer Fund Revenues**

Water and sewer charges are expected to provide \$3,785,000 in revenues for the FY2012-2013. These revenues along with revenues from tap fees, fire line fees and the sale of water to Sampson County will fund all expenditures for the Water and Sewer Fund. We are proposing no rate increases for the FY2012-2013.

**Water & Sewer Fund Revenues vs. Expenditures**



**Community Development Fund**

The Community Development Fund accounts for payments received under the former Community Development Revolving Loan Programs. The loan programs have been closed and upon final repayment of all loans, this fund will cease to exist.

The 2012-2013 Recommended Budget for the Community Development Fund totals \$7,000 or 112.12% more than the amended 2011-2012 Fiscal Year Budget of \$3,300 as of May 22, 2012.

**Cemetery Fund**

The Cemetery Fund accounts for payments received for the purchase of cemetery plots in the Sandhill and Springvale Cemeteries. These funds are used to purchase land for and maintain the City’s two public cemeteries.

The 2012-2013 Recommended Budget for the Cemetery Fund totals \$40,000, which is \$20,000 or 33.33% less than the amended 2011-2012 Fiscal Year Budget of \$60,000 as of May 22, 2012.



### **Downtown Special Tax District Fund**

The Downtown Special Tax District Fund accounts for funds received from the Downtown Special Tax District. This District was established in 1978 to fund special projects in the downtown area. The current special tax rate is \$0.20 per \$100 valuation.

The 2012-2013 Recommended Budget for the Downtown Special Tax District Fund totals \$63,500 or 17.20% less than the amended 2011-2012 Fiscal Year Budget of \$76,700 as of May 22, 2012.

### **Fire Department Special Fund**

The Fire Department Special Fund accounts for funds received by the Clinton Fire Department through donations. These funds are utilized to fund the local Firemen's Relief Fund and to assist in the purchase of equipment and supplies not funded in the General Fund Budget.

The 2012-2013 Recommended Budget for the Fire Department Special Fund totals \$3,000 or 25.00% less than the amended 2011-2012 Fiscal Year Budget of \$4,000 as of May 22, 2012.

## DEPARTMENTAL EXPENDITURES

For specific departmental expenditure information, please see the Departmental Information section or Line Item Budget sections of the budget document.

## FIRE DEPARTMENT REORGANIZATION

A major component of the FY2012-2013 Budget is the reorganization of the Clinton Fire Department. This reorganization will be a multi-year process with the primary focus being that we maintain our current ISO rating. The reorganization will occur as follows:

**Twenty-Four Hour Shifts** - Effective May 11, 2012, fulltime employees of the Fire Department began working twenty-four hour shifts. The twenty-four hour shifts will allow the department to begin to develop continuity among the fulltime and part-time employees.

**Staffing** - We are establishing a minimum staffing level of six firefighters during the daytime hours and seven firefighters during the nighttime hours. The daytime shifts will consist of three fulltime firefighters and one part-time firefighter plus two administrative positions. The nighttime shift will consist of three fulltime firefighters and four part-time firefighters. On January 1, 2013, we will evaluate the daytime staffing levels for the past six months. If the department is unable to provide a sufficient number of part-time firefighters to work during the day, three additional fulltime firefighters will be added to ensure the daytime shift will consist of four firefighters, and two administrative positions. The nighttime shift will consist of four fulltime firefighters and three part-time firefighters. The Department has applied for a FEMA Safer Grant. If we receive this grant, we will receive funding to hire four new firefighters at no cost to the City of Clinton for two years. These funds will be used to add the additional fulltime staff that is proposed to be hired as of January 1, 2013.



**Officer Reclassification** - In order to meet the aforementioned staffing needs, we are proposing to reclassify the Deputy Chief's position to a Shift Captain and proposing to reclassify the Training Lieutenant to an Administrative Captain. Therefore, the Fire Department officers will consist of the Fire Chief and eight Captains (4 FT and 4PT). The Fire Chief and Administrative Captain will work normal office hours, plus call back. All other officers will be assigned to work twelve or twenty-four hour shifts.

**Staffing of Station 2 (Beaman Street)** - In order to maintain our current ISO rating, we must begin to staffing Station 2 on a twenty-four hour basis. The staffing of this station will require renovating the station to accommodate a new kitchen and sleeping quarters. We expect to move forward with renovations to this station during the 2012-2013 Fiscal Year. We are also exploring options for temporary housing at Station 2.

#### SERVICE REDUCTION/CONSOLIDATIONS/EFFICIENCIES

**Position(s) Elimination** - We are proposing to eliminate the following fulltime positions (2) within the organization: one police officer and one grounds maintenance worker. These two positions are being eliminated as the result of one retirements and one resignation. The duties of these individuals will be assumed within the organization by existing staff and inmate labor.

#### PERSONNEL HIGHLIGHTS

**Employer Retirement Contribution** - The North Carolina Local Government Retirement System has notified local governments that the Annual Contribution Rate (ACR) will decrease by 0.24% due to local governments' efforts over the last couple of years to ensure the sustainability of the system. This employer contribution will be reduced to 6.74% for regular employees and 6.78% for law enforcement officers. Local government employees currently contribute 6.00% of their salary to the System. This decrease is included in the FY2012-2013 Budget, providing a savings of \$ 8,300.

**Pay and Classification Study** - In the 2012-2013 Fiscal Year Budget, we are proposing to fund an update to our pay and classification plan. The pay and classification plan will ensure the salaries for the general administrative positions are at market rates. These market rates are based on similar jobs within our community and region. This is the third and final year of this program. The total cost of implementing this program is \$76,487 in the General Fund and \$2,091 in the Water and Sewer Fund.

**401(k) Contribution Suspension** - The City's 401(k) contribution was suspended in 2010 to fund the retirement system ACR increases (1.55% in 2010 and .53% in 2011). We are not proposing to reinstate the City's 401(k) contribution for general employees in the 2012-2013 Fiscal Year. However, sworn law enforcement 401(k) contributions will be maintained at its current 5% rate as required by the North Carolina General Statutes.

**Hiring Freeze** - We will continue our two-month hiring freeze on any fulltime position that is vacated during the 2012-2013 Fiscal Year. This two-month freeze will allow us to evaluate the need for the position and determine if it should be filled or eliminated.



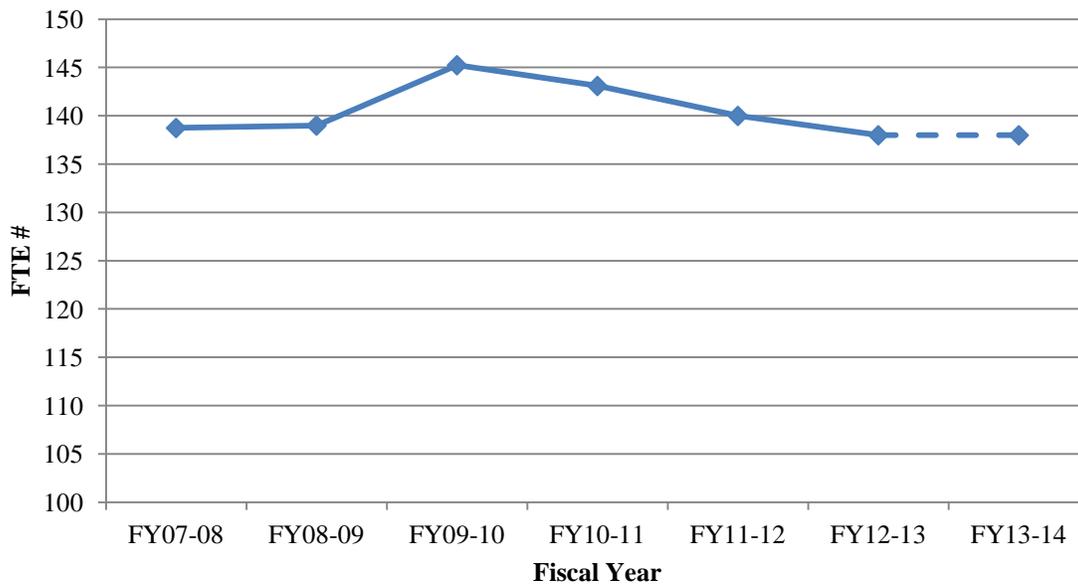
**Employee Salary and Benefits** - We are proposing to provide a 1% COLA increase for the 2012-2013 Fiscal Year. Employee health insurance is budgeted with a 0% increase for 2012-13.

**Retiree Medical Insurance** - Retiree medical insurance benefits were eliminated for any employee who was hired after July 1, 2010. Any employee hired prior to this date and has twenty years of service upon retirement will be eligible for the employee medical insurance benefit until they qualify for the Federal Medicare Insurance Program. The elimination of this benefit will gradually reduce the City of Clinton’s unfunded retiree medical insurance liability as specified in GASB Statements 43 and 45. FY2012-2013 includes \$66,500 to cover the cost of Retiree Medical Insurance.

**Police Special Separation Allowance** - If a law enforcement officer retires below the age of sixty-two (62) and has served at least five years of creditable service, the North Carolina General Statutes require the City of Clinton to compensate the officer until they reach the age of sixty-two. The officer’s compensation is based on an established formula. FY2012-2013 includes \$65,192 to cover the cost of Police Special Separation Allowances for 2012-2013.

**Additional Positions** - No additional positions were requested in the 2012-13 Budget.

### Total Budgeted Full-time Equivalent Employees



### CAPITAL OUTLAY HIGHLIGHTS

**Vehicles and Equipment** - The following vehicles and equipment will be purchased to replace aging vehicles and equipment within our fleet or improve the efficiency of our operations:

- 2 Police Vehicles (Police)



- 1 Mini-van (Fleet)
- 1 Knuckle Boom Truck (Sanitation)
- 1 Pick Up Truck (Cemetery)
- 2 Small flatbed dump trucks ( Street and Recreation)
- 1 Commercial Sanitation Truck ( Sanitation)
- 1 Quint Fire Apparatus ( Fire )
- Infield Rake (Recreation)

Vehicle purchases have been heavily scrutinized to ensure we are purchasing the appropriate vehicles for each department. Where appropriate, we are downsizing our vehicles to make certain we purchase the most fuel-efficient vehicles.

**Eliza Lane CDBG Project** - The 2012-2013 Fiscal Year Budget includes \$109,000 as matching funds for the Eliza Lane CDBG project. We are proposing to allocate \$25,000 from the General Fund and \$84,000 from the Water and Sewer Fund.

**Police Video Cameras** - We are recommending the start of a multi-year project to replace the video cameras in all police patrol vehicles. \$44,000 has been allocated for this project.

**Water Treatment Improvements** - In addition to the pending Water Treatment Plant expansion, we have allocated \$95,000 for capital improvements to the Water Treatment System. These improvements include a backup generator for one of our well sites and a new computerized monitoring system (SCADA) for the Overland Road Water Tank.

**Waste Water Treatment Improvements** - We have allocated \$253,000 for capital improvements to the Waste Water Treatment Plant. These improvements include impeller replacement, computerized monitoring (SCADA) upgrades, and reconstruction of the Trickle Filter.

**Capital Improvement Program** - The 2012-2013 Fiscal Year Budget incorporates a formalized Capital Improvement Program (CIP). The CIP provides a projection of our capital needs over the next five (5) years. This program will allow us to match our capital needs with our projected revenues. The CIP is reviewed on an annual basis to make sure the plan is consistent with City Council priorities.

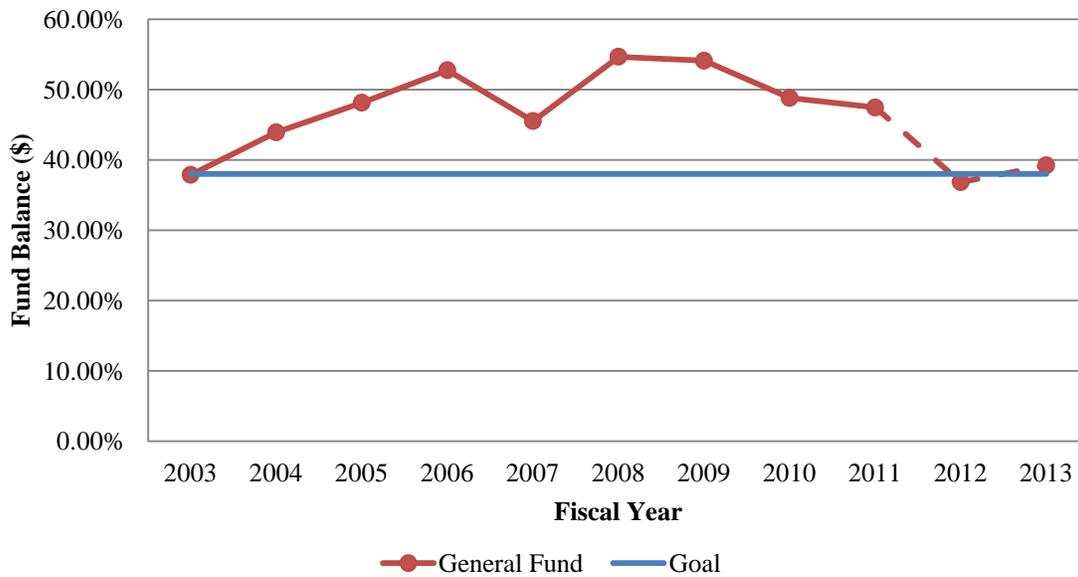
The 2012-2013 Fiscal Year expenditures are more fully described in the line item budget sections of the budget document. As required by the North Carolina General Statutes, the expenditures for the 2012-2013 Fiscal Year are equal to the projected revenues. For specific information regarding departmental operations, please feel free to contact the department head responsible for that department.



### Fund Balance

The North Carolina Local Government Commission recommends that local governments maintain a minimum undesignated fund balance of no less than eight percent (8%) of expenditures. The City of Clinton has adopted a formal fund balance policy establishing a goal of maintaining a fund balance of at least thirty-eight percent (38%) of expenditures. Any funds in excess of the 38% may be designated for capital purchases. The City of Clinton’s estimated undesignated fund balance on June 30, 2012 is \$3,373,715 or 36.83% of expenditures.

### Clinton Fund Balance Trend: General Fund

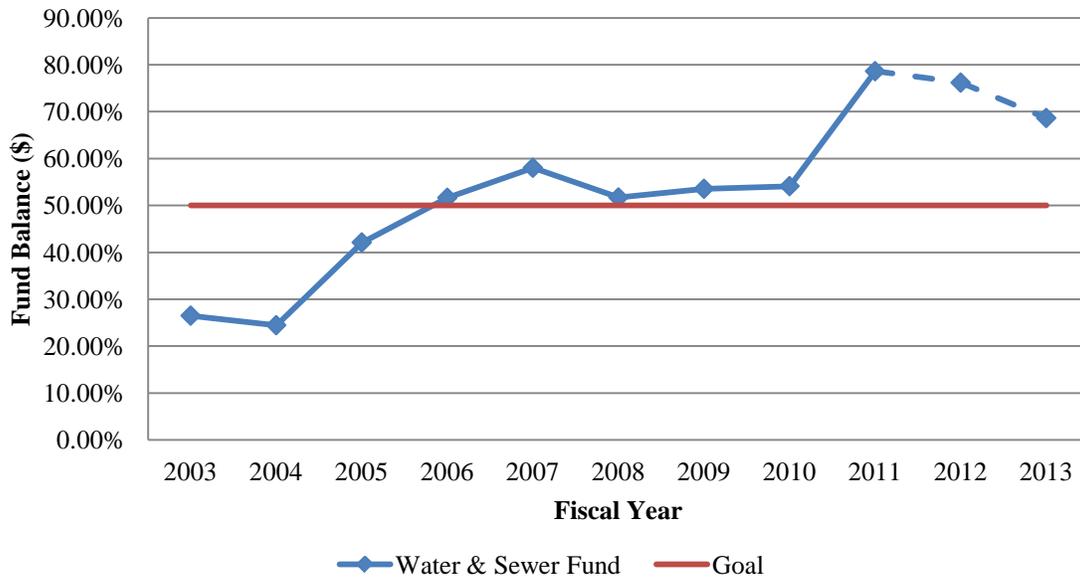


### Retained Earnings

The North Carolina Local Government Commission does not have a specific recommendation regarding how much fund balance or retained earnings a local government enterprise operation shall maintain. However, the City of Clinton has adopted a formal retained earnings policy establishing a goal of maintaining a minimum reserve of at least 50% of expenditures within the Water and Sewer Fund. Any funds in excess of the 50% may be designated for capital purchases. The City of Clinton’s estimated retained earnings on June 30, 2012 is \$3,482,533 or 76.18% of expenditures.



### Clinton Fund Balance Trend: Water & Sewer Fund



### UNFUNDED PROJECTS

In our attempts to develop a sustainable organization, I believe that it is just as important to identify projects or programs that are not funded in the 2012-2013 Budget as those projects and programs that are funded. The following is a list of items that our departments initially included in their budgets or would like to pursue, but current funding levels required us to cut them from the budget or prohibit their implementation.

Fire Department:

Station 1 Renovations                      Station 2 Expansion                      Various equipment needs

General Government

City Hall Generator                      Branding and Marketing Analysis

Police Department:

New Police Headquarters                      1 Police Vehicle                      2 Video Cameras

Employee Training



Public Works:

Asphalt Roller	Curbside Recycling	Public Works Facility Upgrades
Sidewalk Improvements	Additional Street Resurfacing	Household Hazardous Waste Program

Recreation:

Tennis Court Repair	Baseball Field Rehabilitation	Playground Replacement
Newkirk Park Improvements	Greenway Development	Gym and Office Expansion

**FORECAST**

The long-term revenue picture for the City of Clinton is improving, but still somewhat uncertain. Three of our vacant industrial buildings have been purchased and are close to being fully occupied and our largest employer continues to expand its operations. We are seeing an increase in commercial growth and I expect this activity to continue for the next sixty months as NC 24 is improved between Clinton and the Fayetteville Metropolitan Area. In the past, we have expanded the city through a proactive annexation program. However, recent legislation has made annexation more difficult and will require us to formulate new ways to grow the city. We must put a greater emphasis on economic development activities that will allow us to fill our remaining vacant industrial and commercial structures over the next several years. In addition, we must move forward with infrastructure improvements that will increase our capacity to support existing and new industrial and commercial growth. The City of Clinton staff is continuing to work with Sampson County Economic Development Commission and property owners to develop potential industrial and commercial sites to diversify our expanding tax base. Our desire is to take advantage of our location and workforce to generate growth opportunities.

One of the many areas I would like to focus on during the 2012-2013 Fiscal Year is the development of new low to moderate-income housing. Over the last ten years, the City has spent a great deal of time and money removing substandard properties. The removal of these structures has improved the appearance of the city and safety of our citizens. However, we have reduced the number of rental and ownership opportunities for our low to moderate-income citizens. As our commercial and industrial grows, we must also provide safe and affordable housing to ensure the sustainability of our city.

In planning for the future, we must be vigilant in understanding how existing service and program costs directly affect the long-term health of the City of Clinton. It is important that in these economic times we evaluate every service and program to determine if they are needed. The City Council and staff must realize that we may not be able to continue to do the things we have done in the past. Under current economic constraints, we must focus on the critical service areas and look for opportunities to improve the efficiency of our services or look for consolidation opportunities.

In summary, this proposed budget is balanced in accordance with state statues and attempts to address the priorities, which have been set by the City Council for the 2012 -2013 Fiscal Year. The budget is fiscally sound, and although it does not fund all the requests made by departments or external groups,



it does address the top priority needs of the city and is set at a level to maintain a high level of service for Clinton citizens.

My appreciation is expressed to the staff members who helped in preparing this budget.

I recommend this proposed budget for Fiscal Year 2012-2013 to the City Council.

Respectfully submitted,

A handwritten signature in cursive script that reads "John F. Connet".

John F. Connet  
City Manager



FISCAL YEAR 2012-2013 BUDGET ORDINANCE
City of Clinton, NC

2012.06.01

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, 2012 and ending June 30, 2013:

Section 1. General Fund

Anticipated Revenues:

Table with 2 columns: Revenue Category and Amount. Categories include Prior Years Taxes, Current Years Taxes, Fire Tax Collections, Vehicle Taxes, Rental Vehicle Taxes, City School Police Officers, HUD Officer(s), Federal Drug Forfeiture, State Substance Abuse Tax, Community College Police Officer, FEMA Revenue, Insurance Revenue, Payment in Lieu of Taxes, Tax Discounts, Collection Fee, Lot Cleaning Cemetery, Demolition Reimbursement, Tax Penalties & Interest, Auto License, Privilege License, Adm. Fee for Itinerant Merchants, Precious Metal Fees, Hold Harmless Funds, CATV Franchise Fees, Interest Earned, Miscellaneous Revenue, Rent/Steel Technology, Sale of Property, Franchise Tax Electric, Franchise Tax Piped Gas, Franchise Tax Telecom.



Beer & Wine	39,500
Powell Bill	250,000
Local Govt. 1% Sales Tax (39)	495,000
Local Govt. ½% Sales Tax (40)	410,000
Local Govt. ½% Sales Tax (42)	245,000
Local Govt. ½% Sales Tax (44)	435,000
ABC Revenues	100,000
ABC Revenue – Police	5,000
NC Dept. of Health	2,000
Taxi Permits/Finger Prints	500
Court Fees	3,500
Parking Violations	1,000
Sampson Co. Contribution	160,000
Animal Ordinance Violation	0
State Bldg Fire Protection	6,000
Firemen’s Relief Tax	14,000
Fire & Life Safety	0
False Alarm	12,000
Rescue Tech Revenue/County	12,000
Fire Dept. Accident Response	25,000
SREC Grant	0
Sign/Zoning Cemetery Permits	9,000
Cemetery Markers	5,000
Tipping Fees for Dumpsters	700,000
Garbage Collections	550,000
Solid Waste Disposal Tax	6,000
Recreation Donations	12,000
Rental Fees	12,000
Rental Staff Fees	4,000
Region “M”	2,000
Recreation Miscellaneous	2,000
Pool Admissions	10,000
Concession Fees	400
Sponsorship Fees	10,000
Sports Registration Fees	43,000
Day Camp	0
Take Me Fishing Grant	0
Recreation Community Grant	0
Refund on Gas Sales Tax	6,000
Over/Short Adjustment	0
Sales of Service & Materials	0
Sale of Recyclables	45,000
Sale of Fixed Assets	0
NCDOT ROW	0
Relay for Life	0
United Way Funds	0



Transfer from Water & Sewer Fund	335,000
Transfer from Cemetery	40,000
Loan Proceeds	0
Proctor Silex Revenue	0
Fund Balance Appropriated	0

**Total General Fund Revenues** **\$8,601,650**

Anticipated Expenditures:

Governing Body	\$ 132,100
Administration	367,900
Elections	0
Finance	344,950
Planning & Zoning	304,100
Police	2,168,300
Fire	1,322,000
Street	1,193,600
Garage & Shop	204,700
Sanitation	745,400
Recreation	967,200
Cemetery & Grounds	270,200
Non-Departmental	581,200

**Total Expenditures** **\$8,601,650**

Section 2. Water and Sewer Fund

Anticipated Revenues:

Insurance	\$ 5,000
FEMA Revenue	0
NCRC Grant	0
Interest Earned	16,000
Miscellaneous Revenue	5,000
Return Check Charge	3,100
From Sales Tax	1,500
Water Tank Rent	29,000
Bulk Water/County	185,500
Pre-Treatment	3,500
Sewer Surcharge	328,000
Water & Sewer Charges	3,785,000
Cash Adjustment	0
Water & Sewer Tap Fees	20,000
Fire Line Fees	23,000
Service Fees	28,250



Capacity Fees for Wastewater	78,300
Sale of Service & Materials	0
Sale of Surplus Property	0
Loan Proceeds	0
Fund Balance Appropriated	229,000
<b>Total Water &amp; Sewer Fund Revenues</b>	<b>\$4,740,150</b>

Anticipated Expenditures:

Non Departmental	\$ 1,508,400
Line Maintenance & Meters	870,800
Wastewater Treatment	1,724,550
Water Production	636,400
<b>Total Water &amp; Sewer Fund Expenditures</b>	<b>\$4,740,150</b>

Section 3. CD—Revolving Loan

Anticipated Revenues:

Revolving Loan Payments	\$ 7,000
Interest Earned	0
<b>Total CD-Revolving Loan Revenues</b>	<b>\$7,000</b>

Anticipated Expenditures:

Legal Service	\$ 2,000
Miscellaneous	5,000
<b>Total CD – Revolving Loan Expenditures</b>	<b>\$7,000</b>

Section 4. Cemetery

Sale of Lots	\$ 38,500
Interest Earned	1,500
From Savings	0
<b>Total Cemetery Expenditures</b>	<b>\$40,000</b>

Anticipated Revenues:

Sale of Lots	\$ 38,500
Interest Earned	1,500
From Savings	0



**Total Cemetery Revenues \$40,000**

Section 5. Downtown Special Tax District

Anticipated Revenues:

Current Year Taxes	\$ 51,600
Prior Years Taxes	1,000
Penalty & Interest	200
Vehicle Taxes	1,500
Collection Fee	-1,100
Craft Street Fees	3,500
Downtown Holiday Events	5,000
Off Street Parking	800
Interest Earned	500
Miscellaneous	500
Fund Balance	0

**Total Downtown Spec District Revenues \$63,500**

Anticipated Expenditures:

Professional Services	\$ 11,500
Travel & Education	800
Utilities	1,300
Craft Fair	6,000
Advertising	3,500
Supplies & Materials	3,000
Contract Services	1,000
Miscellaneous	500
Downtown Façade Grant Program	5,000
Downtown Incentive Program	2,400
Projects	1,500
Contingency	1,000
Special Events	8,000
Court Square Revital Payment	18,000

**Total Downtown Spec District Expenditures \$63,500**

Section 6. Fire Department Special Fund

Anticipated Revenues:

Miscellaneous Revenue	\$ 500
Special Fees	2,500



Ashes Donations	0
<b>Total Fire Department/Special Revenues</b>	<b>\$3,000</b>

Anticipated Expenditures:

Ashes Expense	\$ 0
Department Supplies	500
Miscellaneous	2,500
<b>Total Fire Department Special Expenditures</b>	<b>\$3,000</b>

Section 7. Fee Schedule

There is hereby established for Fiscal Year 2012-2013 various fees, charges, rates, as contained in Clinton Fee Schedule.

Section 8. City Wide Tax Rate Established.

There is hereby levied, for fiscal year 2012-2013, an Ad Valorem tax rate of forty cents (\$.40) per one hundred dollars (\$100) assessed valuation of property listed as of January 1, 2012, 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 FY2011-2012. This rate will provide approximately \$2,721,650 in property tax revenues based on an expected collection rate of 97.5%. The Ad Valorem tax base is estimated to be \$690,600,000. 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 2012-2013, 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, 2012, 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 FY2011-2012. This rate of tax is based on an estimated total re-evaluation of property for the purpose of taxation of \$31,900,000 and an estimated collection rate of 97.5%.

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 he believes necessary without recourse to the Board.



2. 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.
3. The budget officer may award merit increases to deserving employees as 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 FY2012-2013. The budget officer shall administer the budget and 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 Council, and to the Budget Officer and Finance Officer to be kept on file by them for their direction in the disbursement of funds.

**Adopted this the 19<sup>th</sup> day of June, 2012.**

---

Lew Starling, Mayor

ATTEST:

---

Elaine F. Hunt, MMC, City Clerk



City of Clinton Fee & Rates Schedule  
Fiscal Year 2012-2013

All fees are subject to change by City Council

Changes from prior year indicated in blue

UTILITIES & GARBAGE

Water & Wastewater Rates

**Water Rates**

	<u>Inside City Limits</u>	<u>Outside City Limits</u>
Base Rate (0-300 cu. ft.)	\$12.00	\$24.00
Consumption Rate	\$1.80 per 100 cu. ft.	\$3.60 per 100 cu. ft.
Bulk Wholesale Rate	\$1.60 per 100 cu. ft.	\$3.20 per 100 cu. ft.

**Wastewater Rates**

	<u>Inside City Limits</u>	<u>Outside City Limits</u>
Base Rate	\$12.50	\$25.00
Consumption Rate	\$1.75 per 100 cu. ft.	\$3.50 per 100 cu. ft.

*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 (12<sup>th</sup>) and a \$30 cutoff penalty will be applied to all accounts cutoff as a result of non-payment. A \$25 fee will be assessed on all returned checks.*

**Fireline Rates (Monthly Fee)**

	<u>Inside City Limits</u>	<u>Outside City Limits</u>
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



**Tapping Fees (per Connection)**

	<u>Inside City Limits</u>	<u>Outside City Limits</u>
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**

	<u>Inside City Limits</u>	<u>Outside City Limits</u>
Hydrant Meter Deposit	\$900	\$1,800
Hydrant Meter Deposit (¾”-1”)	\$250	\$500
Hydrant Flow Test	\$150	\$300
Meter Recheck	\$50	\$100
Meter Test	\$100	\$200
Meter Tampering Fee	\$100	\$200
After Hours Turn-on	\$75	\$150

**Garbage Collection Rates**

**Collection Rates & Tipping Fees (Monthly)**

		<u>Notes</u>
Residential Collection	\$14.50	Weekly collection
Commercial Collection	\$4.75 per container cu. yd.	Fees vary depending on collection frequency
Special Payload	\$40 per item	



**Container Fees**

		<u>Notes</u>
Rollout Garbage Containers	\$82 each	Up to 2 per location
Can on Wheels	\$45 per month	One dump included \$40 each additional up to 3
Cardboard Container	\$30 per month	

**ADMINISTRATIVE**

Auditorium Rental	Less than 5 hours: \$50 Greater than 5 hours: \$100 Deposit: \$100
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	\$60
Taxi Renewal	\$20

**CEMETERY**

**Springvale Cemetery**

	<u>Resident</u>	<u>Non-resident</u>
Grave Plot	\$300	\$600
Mausoleum	\$805	\$1,610
Recording of Deed	\$50	\$50
Corner Marker	\$45	\$45

**Sandhill Cemetery**

	<u>Resident</u>	<u>Non-resident</u>
Grave Plot	\$300	\$600
Recording of Deed	\$50	\$50
Corner Marker	\$45	\$45



**FINANCE**

False Alarm Fees (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

For privilege license fees, please contact the finance office (910-299-4901) or view the fee listing online at the city website- [www.cityofclintonnc.us/finance-licenses.html](http://www.cityofclintonnc.us/finance-licenses.html)

**FIRE DEPARTMENT**

**Response Fees (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 extrication that involves the use of heavy rescue tools.*

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

**PLANNING & ZONING**

**Zoning Compliance**

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**

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

**City Market**

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

**POLICE DEPARTMENT**

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



**RECREATION & PARKS**

**Admission & Participation Fees**

**Youth Athletics (Ages 17 & Under)**

	<u>City Resident</u>	<u>Non-Resident</u>
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
Mixed Martial Arts Class	\$35 per child per month	\$35 per child per month

Late Registration- \$5 per child

Birth certificate and current insurance are required for registration.

**\*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:**

<u>Equipment</u>	<u>Replacement Cost</u>	<u>Equipment</u>	<u>Replacement Cost</u>
Helmet	\$80.00	Helmet Pads	\$3.50
Chinstrap	\$3.50	Helmet Decals	\$5.50
Jersey	\$38.00	Shoulder Pads	\$50.00
Shoulder Pad Hardware	\$1.00 per piece	Shoulder Pad Straps	\$3.50 each
Pants	\$18.00	Pants Pads	\$15.00

*Youth 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 299-4906, for more information.*

**Adult Athletics (Ages 18 & Over)**

	<u>Leagues</u>	<u>Sampson Center (County)</u>
Soccer & Softball	\$500 per team	N/A
Basketball	\$350 per team	\$3/day, \$20(\$30)/month, \$55(\$75)/season
Volleyball (no officials)	\$75 per team	N/A

*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.*



**Royal Lane Pool**

	<u>Children &amp; Seniors (55 &amp; Over)</u>	<u>Adults (16 &amp; Over)</u>
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

*Non-Swimmers supervising children in the pool may have entry fee waived at staff discretion. Swimming Diapers for infants are \$1.00 each.*

	<u>City Resident</u>	<u>Non-Resident</u>
Swimming Lessons	\$30 per session	\$40 per session
Water Acclimation Instruction	\$5 per person	\$10 per person
Getting to Know H2O	\$2 per person per day	\$4 per person
Fitness Swim/Stroke Refinement	\$40 per session	\$50 per session

*Swim lesson classes are limited to 10 students per class. Sessions are one week, Monday through Friday for 45 minutes.*

*Water Acclimation Guided Instruction includes 25 minutes of personal, individualized instruction given based on the needs of the patron.*

*Getting to Know H2O includes general water safety information, first aid procedures, breathe control under water, using a flotation device & more. New topic each day, 8 separate 1- hour sessions.*

*Fitness Swim/Stroke Refinement is a 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.*

**City Sponsored Programs**

	<u>City Resident</u>	<u>Non-Resident</u>
Canoe & Paddle Trips	\$10 per person, \$30 per family of four	
Craft & Miscellaneous Classes	\$1 per class	\$2 per class
Fitness Classes	\$1 per week	\$2 per week
Senior Programs	\$0.50 per person per session	
Senior Adult Trips	Varies by Trip	Varies by Trip
Summer Day Camp (ages 6-12)	\$75 per session	\$100 per session

*Summer Day Camp sessions last one week. Camp will not be held on July 4 and there is no discount for that day. City residents will have priority in registering their children for camp. Fees for each session must be paid before a slot can be reserved.*



**Non-City Sponsored Programs**

	<u>City Resident</u>	<u>Non-Resident</u>
Fitness Classes	\$0.50 per person per session	
Craft & Miscellaneous Classes	\$0.50 per person per session	
Senior Programs	\$0.50 per person per session	
Senior Adult Trips	Varies by Trip	

*Use of the Bellamy Center Kitchen is an additional \$0.25 per person per session for the entire group. This does not include use of the coffee machine.*

*If an outside instructor wishes to charge an additional fee, the Recreation Department will collect the fee and retain 25% of the proceeds.*

**Rental Fees\*\***

**Picnic Shelters (Hourly Rate, 8 Hours Maximum)**

	<u>City Resident</u>	<u>Non-Resident</u>
All Parks	\$20 1 <sup>st</sup> hr, \$10 each add. hr	\$25 1 <sup>st</sup> hr., \$15 each add. hr.

*Rental fees guarantee a cleanup prior to reservation and gate access. Fees are due in full upon reservation. There is an additional \$50 charge for rentals on Sundays and holidays. Picnic area rentals end at dark when parks close. Rentals with more than 100 people require a staff member to be present. Staffing fee is \$20 per hour. Fundraising activities are prohibited at picnic shelters.*

**Parks & Open Space (Hourly Rate, 8 Hours Maximum)**

	<u>City Resident</u>	<u>Non-Resident</u>
Fisher Drive Park (Open Space)	\$15	\$30
Newkirk Park	\$100	\$150
Royal Lane Park (Open Space)	\$15	\$30

*Rental fees guarantee a cleanup prior to reservation and staff on duty to provide gate and restroom access (at Newkirk Park). Half of fees are due as security deposit upon reservation. There is an additional \$50 charge for rentals on Sundays and holidays. Rentals end at dark when parks close. Rentals with more than 100 people require a staff member to be present. 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). For sports groups wishing to use open space for an extended period, please refer to the long-term use fee chart below.*

**Royal Lane Pool (Hourly Rate, 4 Hours Maximum)**

	<u>City Resident</u>	<u>Non-Resident</u>
Pool Rental	\$100	\$200
Lifeguard (x2)	\$15	\$15

*Rental Notes on Next Page*



Rental fees guarantee pool reservation. Half of fees are due as security deposit upon reservation. There is an additional \$50 charge for rentals on Sundays and holidays. Rentals with more than 100 people require a staff member other than a lifeguard to be present. 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). For-profit events are not permitted at Royal Lane Pool.

**Fields (Hourly Rate, 8 Hours Maximum)**

	<u>City Resident</u>	<u>Non-Resident</u>
Baseball/Softball (no lines)	\$15	\$30
Multipurpose/Football (no lines)	\$25	\$50
Press Box	\$20	\$40
Soccer (no lines)	\$15	\$30

Additional (Optional) Field Fees

Field Marking	\$35 per field
Baseball/Softball Lights	\$25 per hour
Multipurpose/Soccer Lights	\$45 per hour
Soccer Nets	\$20 per field

Rental fees guarantee a cleanup prior to reservation. Half of fees are due as security deposit upon reservation. There is an additional \$50 charge for rentals on Sundays and holidays. 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.

**Tennis & Shuffleboard Courts, Track, & Amphitheater (Hourly Rate, 8 Hours Maximum)**

	<u>City Resident</u>	<u>Non-Resident</u>
Tennis Courts (for 3 courts)	\$10	\$20
Shuffleboard Courts	\$5	\$10
Royal Lane Track	\$25	\$50
Royal Lane Amphitheater	\$50	\$100

Additional (Optional) Court & Track Fees

Tennis Court Lights	\$25 per hour
Track Lights	\$45 per hour

Rental fees guarantee a cleanup prior to reservation. Half of fees are due as security deposit upon reservation. There is an additional \$50 charge for rentals on Sundays and holidays. Rentals with more than 100 people require a staff member to be present. 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). Renters may be required to provide portable toilets for their event as directed by recreation staff. For sports groups wishing to use courts or track for an extended period, please refer to the long-term use fee chart below.



**Recreation Centers & Gyms (Hourly Rate, 8 Hours Maximum) †**

	<u>City Resident</u>	<u>Non-Resident</u>
Bellamy Center Program Room	\$50	\$75
Bellamy Center Gym	\$75	\$100
Sampson Center Gym	\$75	\$100

Rental fees guarantee a cleanup prior to reservation. Half of fees are due as security deposit upon reservation. There is an additional \$50 charge for rentals on Sundays and holidays. Recreation Center and Gym 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. 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). For sports groups wishing to use gym space for an extended period, please refer to the long-term use fee chart below.

† For senior citizen programs using the Bellamy Center, please refer to the program fee section above.

**Long-term Rentals (6 Hours per Week, 3 Month Maximum) & Tournaments**

	<u>Long-Term Rental (No Markings) ‡</u>	<u>Tournament Rental</u> (includes 1 <sup>st</sup> field marking each day)
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
Open Space	\$25 per week	N/A
Soccer Fields- Large & Middle	\$50 per field per week	\$250 per field per day
Small Fields	\$30 per field per week	\$150 per field per day
Tennis Courts (3 courts)	\$30 per week	\$100 per day
Royal Lane Track	\$50 per week	N/A

Additional Lighting Fees

Track	\$45 per hour
Baseball/Softball/Tennis	\$25 per hour
Multipurpose/Soccer	\$45 per hour

Rental fees guarantee a cleanup & tournament marking 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).

‡ Long-term rental 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.

**\*\*All rates double for profit events. Groups charging admission to events will be required to verify their receipts and remit 10% of the receipts to the Recreation Department in addition to the rental fees.**



**Sponsorship Fees**

Company Banner- All Sports	\$75 per banner	Banner displayed at field/gym
Baseball/Softball	\$350 per team	MLB replica hats & shirts with company logo
Basketball	\$350 per team	Jerseys with company logo
Football	\$500 per team	Jerseys
Soccer	\$275 per team	Shirts with Company Logo
Volleyball	\$200 per team	Shirts with company logo
League Title Sponsor	\$200	Name on league schedule, listed in sports reports to news media, name on league trophies, trophy to league sponsor with the winning team name and photo

**Equipment Fees**

<u>Equipment</u>	<u>Rental Fee (Deposit)</u>	<u>Additional Fees</u>
Portable Stage	\$100 per day (\$50)	\$50 transport fee up to 5 miles outside city limits
Public Address System (city property only)	\$75 per day (\$75)	\$30 per additional microphone
Sports Bag (horseshoes, volleyball & net, soccer ball, softball & bat)	\$30 (\$30)	
Portable Volleyball	\$60 (\$60)	\$50 transport fee up to 5 miles outside city limits
Bleachers	\$50 per day (\$50)	Inside city limits only

**Concessions (for Vendors with Carts Only)**

Special Event/Tournament	\$50 per event
Non-event times	\$25 per week

**ATTENTION:**  
 City residents must reside within the city limits to receive the city charges.  
 This does not include the city school district.  
 Proof of residency is required to ensure correct fees.



## **History of Clinton**

Clinton, the county seat of Sampson County, is the largest and oldest city in the county. The first European settlers to come to the Sampson County area were Scotch-Irish immigrants from North Ireland around 1740. One of the many Scotch-Irish drawn to the area in search of rich farmland and flowing rivers was John Sampson. Sampson was Duplin County's first Register of Deeds. He served as a Lt. Colonel, and then a Lt. General in the county's militia and was later the first mayor of Wilmington, North Carolina. In April of 1784, the North Carolina General Assembly established Sampson County from land taken from neighboring Duplin County.

Immigrating to North Carolina with John Sampson was his fifteen-year-old stepson, Richard Clinton. Like his stepfather, Richard Clinton soon distinguished himself in governmental and military service, serving as Duplin County Register of Deeds for ten years, and then in the Provincial Congress held at Hillsborough. In 1776, Richard Clinton organized a company of militia minutemen from upper Duplin and led them as captain in the defense of Wilmington against the British. He was later appointed Colonel of Cavalry and Brigadier General of the Fayetteville District. Upon the establishment of the state government of North Carolina by the Halifax Constitution of 1776, Richard Clinton served as one of the first members of the House of Commons, representing Duplin County. Clinton continued as a representative of Duplin County until the creation of Sampson County in 1784. Clinton secured the passage of the act creating the new county, and proposed the name "Sampson" in honor of John Sampson, his stepfather and benefactor. By 1790, the town of Clinton Courthouse was established as the county seat.

If not for a financial panic in 1819, Clinton could still be Clinton Courthouse. The town moved to drop the "Courthouse" after an earlier incorporated town of Clinton in old Rowan County (now Davie) folded in 1822. The town of Clinton was incorporated in 1852. The General Assembly appointed five commissioners, James Moseley, Isaac Boykin, Dr. Henry Bizzell, John Beaman, and Alfred Johnson, when they ratified the act clarifying procedures for the Town of Clinton. The corporate limits of the town at that time extended a half mile each way from the courthouse. The first records of an election were in February 1852 and the first tax rate was .50 cents on the \$100 valuation of real property. Since that time, the town has become a city and grown to its present day limits while thriving as the commercial and cultural center of Sampson County.

## **Geography**

Clinton is located in the center of Sampson County in North Carolina's fertile Coastal Plain Region. The city is approximately 7.75 square miles (4,960 acres). Within easy commuting distance of Fayetteville and Fort Bragg, Raleigh and Research Triangle, and Wilmington and the NC beaches, Clinton residents can take advantage of many cultural, economic, and recreational offerings while still enjoying life in a smaller community.





## **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 2.3 with a median household income of \$30,500.

## **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 DuBose Strapping, Steel Technologies, Smithfield Foods, 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 billion annually in cash receipts. Over the past decade, 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 2012, Sampson County's unemployment rate was 8.1 percent, which was lower than the state rate of 9.1 percent. A strong agriculture base along with regional healthcare facilities bode well for Clinton's growth and stable economy. Additionally, the planned expansion of NC 24 will prove beneficial to Clinton with even quicker access to Fayetteville and Fort Bragg, which is experiencing growth from the U.S. Department of Defense's Base Realignment and Closure efforts.



**Ten Largest Tax Payers by Assessed Valuation as of June 30, 2011**

<u>Tax Payer</u>	<u>Assessed Value</u>	<u>Percent of Total Assessed Value</u>
LPC Transport Clinton Plant, LLC		
M-B Farms Sub, LLC	\$56,304,100	9.05%
Smithfield Packing		
Schindler Corporation	\$15,700,047	2.52%
DuBose Industries		
DuBose National Energy Service	\$9,634,006	1.55%
Liberty Healthcare/Liberty Home Care	\$8,655,828	1.39%
Progress Energy	\$7,973,379	1.28%
Wal-Mart Stores, Inc.	\$7,844,190	1.26%
Carolina Telephone & Telegraph	\$7,219,685	1.16%
Lowe's Home Center, Inc.	\$6,122,608	0.98%
First Citizen Bank	\$5,812,253	0.93%
Sampson Crossing LP	\$5,149,246	0.83%
<b>Total</b>	<b>\$130,415,342</b>	<b>20.96%</b>
<b>Total Assessed Value</b>	<b>\$622,354,011</b>	

**Ten Largest Employers for Sampson County as of 3<sup>rd</sup> Quarter 2011**

<u>Company Name</u>	<u>Industry</u>	<u>Employment Range</u>
Smithfield Foods, Inc.	Manufacturing	1,000+
Sampson County Schools	Education & Health Services	1,000+
Prestage Farms, Inc.	Natural Resources & Mining	500-999
Sampson Regional Medical Center	Education & Health Services	500-999
County of Sampson	Public Administration	500-999
Burch Equip., LLC	Natural Resources & Mining	500-999
Hog Slat Co., Inc	Manufacturing	500-999
Clinton City Schools	Education & Health Services	500-999
Mossberg Sanitation, Inc.	Professional & Business Services	250-499
Liberty Healthcare Group, LLC	Education & Health Services	250-499

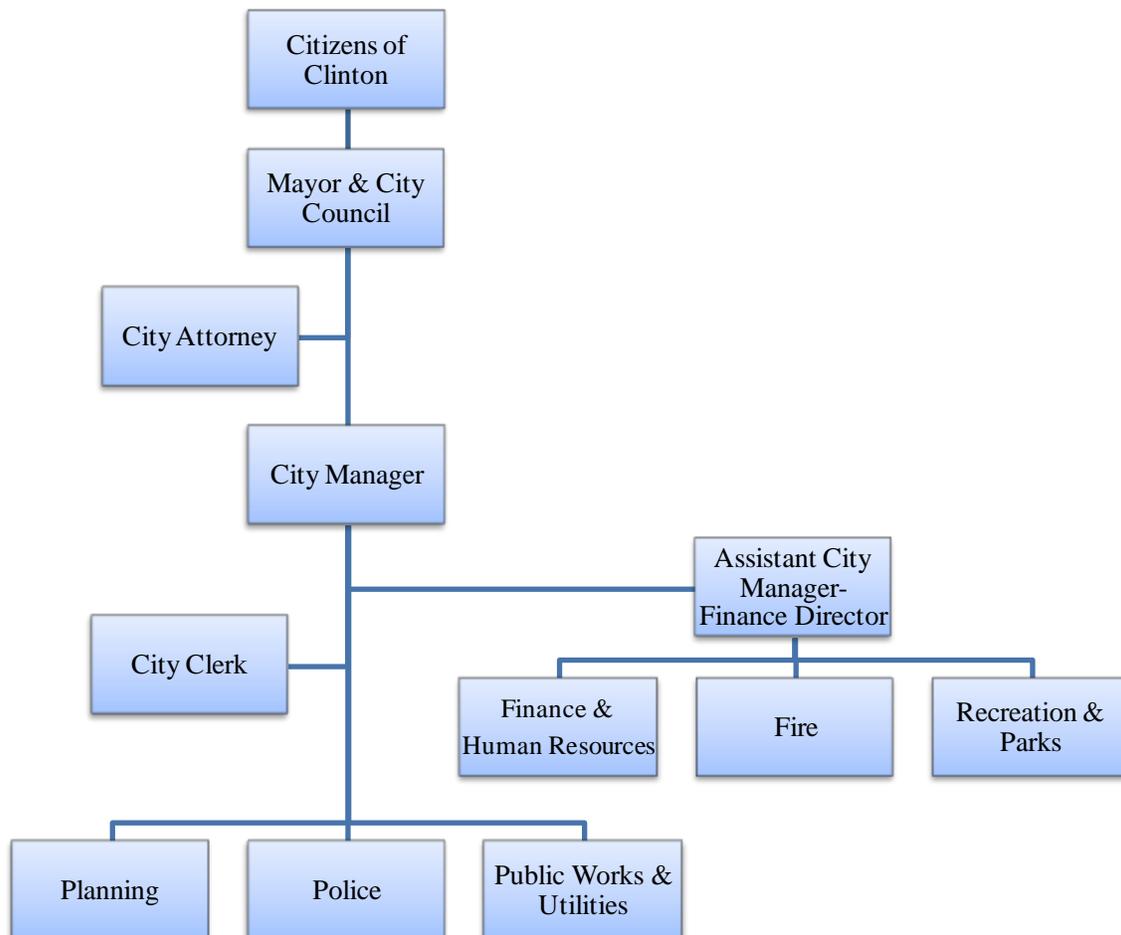
*Source: NC Employment Security Commission*



## 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 FY12-13 budget, City Council modified several strategic goals to create a better alignment between priorities and the City's vision and mission statements. City Council and staff also recommitted to ensuring the financial sustainability of the city. The strategic and financial sustainability goals drive the budget process. From the revised strategic focus areas and financial sustainability goals, city departments were able to revise their missions, goals, and objectives to ensure 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 Goals**

The City of Clinton continues to take a conservative approach in budgeting to promote financial sustainability. Financial sustainability is an important issue for the city, especially taking into account the current economic climate, Clinton's rural geography, and the city's slow growth from 2000 to present despite the economic boom in the middle of the last decade. Currently, city staff is examining service delivery, personnel costs, and tax base growth as ways to maintain financial sustainability. In 2011, City Council and staff worked to establish the financial sustainability goals below. Updates are provided in *italic* following the goal.

### **Service Delivery**

The city takes a lot of pride in providing quality services to its citizens. Budget constraints make it increasingly difficult to maintain the high level of services Clinton residents and visitors have come to expect. City staff will evaluate all services and programs with a directive that if the service does not meet certain expectations in terms of efficiency and effectiveness it may be eliminated to provide funding for services that are more important. To address service quantity and quality and promote financial sustainability, the city will explore ways to increase efficiency to eliminate costs without sacrificing quality of core services.

#### *Short-term goals*

- Implement 311 System to improve solid waste collection efficiency- *Public Works implemented a 311 system for the Sanitation Division and some Street Division programs. Overtime has been significantly reduced with more efficient routes and identification of tasks.*
- Implement new green waste collection program with new staging area and leaf vacuum truck to reduce necessary man-hours- *The leaf vacuum truck and green waste staging area has reduced overtime and fuel cost by reducing the number of trips to the landfill.*
- Evaluate existing response practices of public safety in regards to number of personnel and type of vehicle dispatched in relationship to the type of emergency- *Fire and Police personnel worked with Emergency Management Services to modify the types of calls to which each department is dispatched.*
- Revise performance measure program based on new City Council focus areas- *Each department revised performance measures based on new priorities.*

#### *Long-term goals*

- Implement performance management to evaluate true effectiveness of programs and services- *The City will continue to work toward this as trend data become available with established performance measures.*



- Evaluate the number of people benefiting from specific programs and services and the cost of that program- *This was performed for recreation services and sanitation programs in FY11-12.*
- Evaluate the costs and return on investment of expanding the city's water production capabilities- *Currently under review as the City looks to double its water capacity.*

### **Personnel Costs**

Personnel costs account for 63.4 percent of expenditures in the General Fund in FY11-12. Existing high personnel costs make it difficult to increase compensation or employee positions without affecting operating and capital costs. The city continues to provide a high level of service and has demand for new services. In addition, capital costs for improved infrastructure and repair or replacement of aging facilities and equipment become increasingly expensive each year. To counter these issues and promote financial sustainability, the city will explore ways to increase efficiency in order to reduce personnel costs.

#### *Short-term goals*

- Implement new programs and processes at Public Works to increase efficiency and increase expendable man-hours- *311 system and green waste practices have reduced overtime.*
- Suspend hiring for each position that becomes vacant for at least two months to evaluate the positions classification and/or necessity- *This policy has been instituted with exceptions granted by the City Manager for critical positions.*

#### *Long-term goals*

- Implement new technology to increase efficiency and employee productivity- *City expects to expand 311 system uses to several departments and explore other software solutions.*
- Reduce personnel costs by 5 percent over the next 5-7 years- *General Fund personnel costs in the FY12-13 budget represent 59.7 percent, a 3.7 percent decrease from FY11-12. This is primarily due to cutting two vacant positions and establishing an inmate-labor work program.*

### **Tax Base Growth**

The City of Clinton increased in population by 39 people between 2000 and 2010, a growth rate of .45 percent. Meanwhile, the areas immediately surrounding the city increased in population by 7.7 percent or nearly 700 people. Clinton also experienced industrial loss and has six vacant industrial buildings. The result of slow growth and loss of industry in the city limits created a decrease in the city's assessed value from 2008 until revaluation in 2011. To counter these



effects and promote financial sustainability, the city will explore ways to increase and diversify its tax base.

### *Short-term goals*

- Promote economic development downtown with improved infrastructure and public art and beautification, pedestrian, and tax incentive programs- *The City completed its third Downtown Revitalization project and has experienced private investment in the downtown district.*
- Partner with Sampson County Economic Development Commission to market vacant industrial buildings- *The Planning Department is working with the Sampson EDC and NC Main Street Program to develop a list of available properties in the downtown area.*
- Offer tax incentives to promote industrial growth for new and existing industries- *Policy is in place.*

### *Long-term goals*

- Examine existing city limits and evaluate potential areas of future growth outside the city that may be eligible for annexation- *New annexation laws in NC have made it difficult for cities to undertake involuntary annexation. Two neighborhoods, which the City has revitalized through CDBG, adjacent the city may consider voluntary annexation.*
- Extend utilities outside corporate limits to areas of high growth- *The City is preparing to expand utilities to the north and east of the City to accommodate prospective industrial growth.*



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.

### **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.

### **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.



## **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.

## **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 until a minimum goal of thirty percent (38%) is realized. The City will adjust this minimum as appropriate based upon recommendation from the LGC and the current financial outlook. Once the thirty percent (38%) goal 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 until a minimum goal of fifty percent (50%) is realized. The City will adjust this minimum as appropriate based upon recommendation from the LGC and the current financial outlook. Once the fifty percent (50%) goal is realized, all revenue in excess of expenditures realized at the end of any given fiscal year may be assigned to the capital reserves.

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 thirty percent (38%) and fifty (50%) goals.

## **Investment Policy**

Investment earnings are the interest collected on the City's idle cash. The criteria for selecting an investment will include safety, liquidity, and yield. The City only invests idle cash in accordance with N.C.G.S. 159-30, which is part of the Local Government Budget and Fiscal Control Act. Typical investments for the City include CDs and interest bearing accounts.



## **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 on going until the project has been completed and closed.

## **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.



## **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.

<b>Fund Type</b>	<b>Fund Category</b>	<b>Class</b>	<b>Basis of Accounting</b>	<b>Budgetary Accounting</b>
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.



<b>Department/Division</b>	<b>Fund Type</b>	<b>Function</b>
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 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 \$2,500. Budget amendments are required for any revisions that alter total expenditures of any fund or that change functional appropriations by more than \$2,500. All amendments must be approved by City Council. 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.

**City of Clinton  
Fiscal Year 2012-2013 Preparation  
Budget Calendar**

<b>Thursday, September 15, 2011</b>	Financial condition & sustainability workshop
<b>Thursday, November 17, 2011</b>	Strategic planning, goal & priority setting/confirmation workshop with City Council
<b>Thursday, December 1, 2011</b>	Departments begin meeting internally to develop CIP project requests
<b>Wednesday, January 11, 2012</b>	Departments submit CIP project requests to Finance & Administration
<b>Wednesday, January 11 – 20, 2012</b>	City Manager & Assistant Manager-Finance Director review CIP project requests
<b>Monday, January 23 – 27, 2012</b>	Department Heads meet with City Manager & Assistant Manager-Finance Director to discuss CIP project requests



<b>Monday, February 6, 2012</b>	City Manager & Assistant Manager-Finance Director rank CIP project requests & establish a priority list
<b>Monday, February 6 – 20, 2012</b>	CIP project impact & financial analysis is completed to prepare for operating budget
<b>Tuesday, February 21, 2012</b>	CIP workshop with City Council
<b>Thursday, March 1, 2012</b>	Budget packages delivered to departments
<b>Monday, April 2, 2012</b>	Departments submit budget request
<b>Monday, April 2 – April 30, 2012</b>	City Manager & Assistant Manager-Finance Director review budget requests & prepare recommendations
<b>Monday, April 16, 2012</b>	Water & Sewer capital projects & financial sustainability review & workshop
<b>Tuesday, May 15, 2012</b>	Budget workshop with City Council
<b>Wednesday, May 23, 2012</b>	Budget workshop with City Council
<b>Friday, June 1, 2012</b>	Submit proposed FY12-13 budget to City Council for review
<b>Tuesday, June 5, 2012</b>	City Council holds public hearing regarding proposed FY12-13 budget
<b>Tuesday, June 19, 2012</b>	City Council adopts FY2012-2013 Budget
<b>Sunday, July 1, 2012</b>	Fiscal Year 2012-2013 begins



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 Assistant City Manager-Finance Director work to develop revenue and expenditure projections to estimate the CIP effects on the city's operating budget and financial condition. The Assistant City Manager-Finance Director meets with the City Manager to prioritize the projects and determine when and how to finance them within the CIP. In mid-March, 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 Assistant City Manager-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 Assistant City Manager-Finance Director develops revenues 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 Assistant City Manager-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 Manager officially submits the budget to City Council for approval 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**

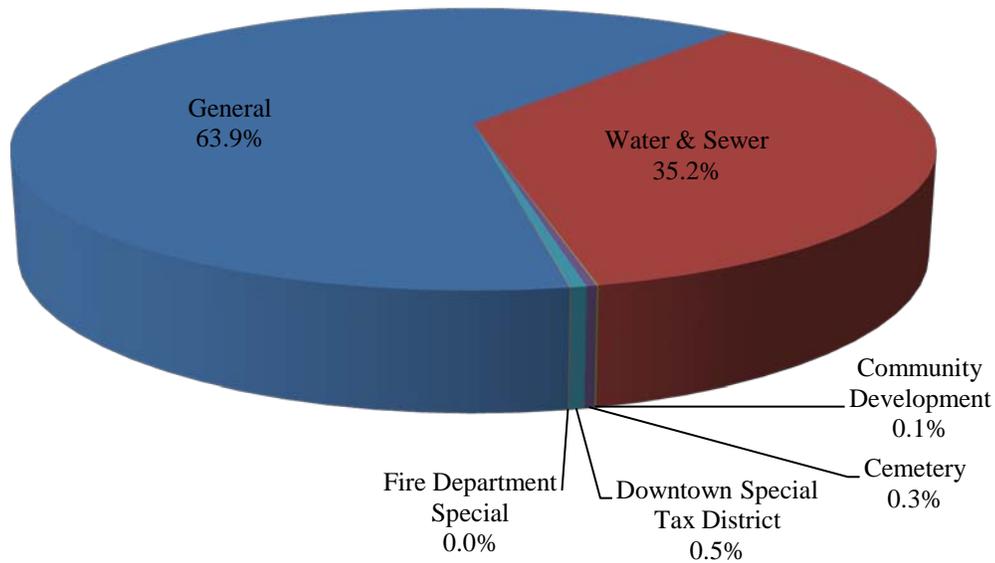
The final phase of the budget process involves reporting on all financial transactions throughout the fiscal year and performing a financial audit. The Finance Director prepares monthly reports throughout the fiscal year so that City Council and management can monitor the city's expenditures and revenues. 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 accurately 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 for the past six (6) years through the NC Department of State Treasurer website.



**City Revenues**

<b>City Revenues by Fund</b>					
<b>Fund</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
General	\$8,185,780	\$9,281,702	\$8,661,269	\$8,601,650	-7.33%
Water & Sewer	\$4,530,112	\$4,881,337	\$4,734,074	\$4,740,150	-2.89%
Community Development	\$6,442	\$3,300	\$7,300	\$7,000	112.12%
Cemetery	\$25,428	\$60,000	\$79,800	\$40,000	-33.33%
Downtown Special Tax	\$57,071	\$76,700	\$61,381	\$63,500	-17.21%
Fire Department Special	\$2,654	\$4,000	\$500	\$3,000	-25.00%
<b>Total</b>	<b>\$12,807,487</b>	<b>\$14,307,039</b>	<b>\$13,544,324</b>	<b>\$13,455,300</b>	<b>-5.95%</b>

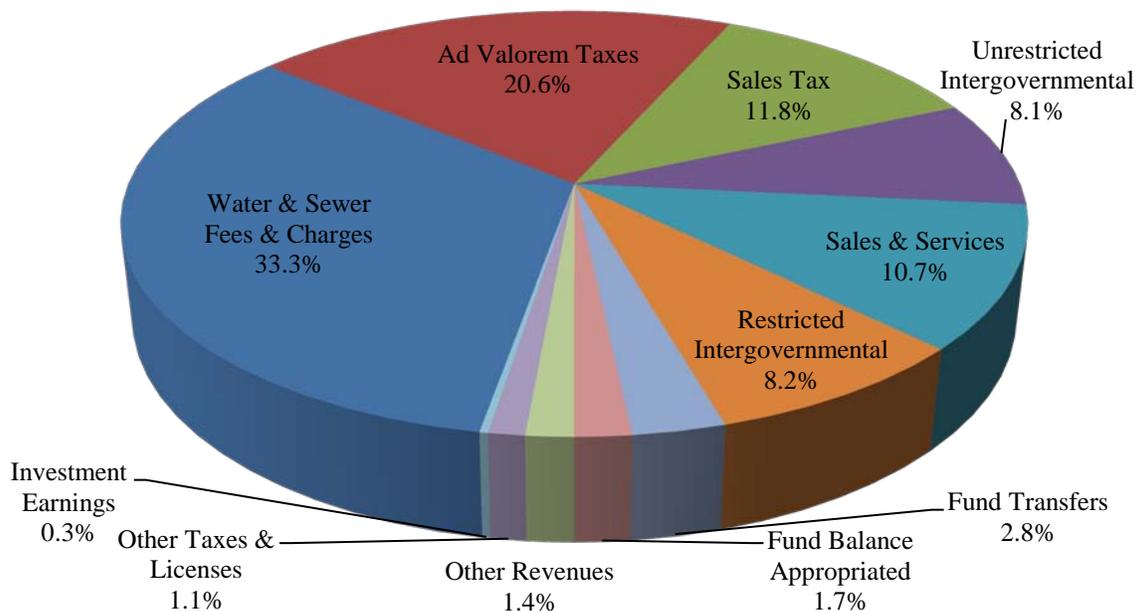
**City Revenues by Fund FY12-13**





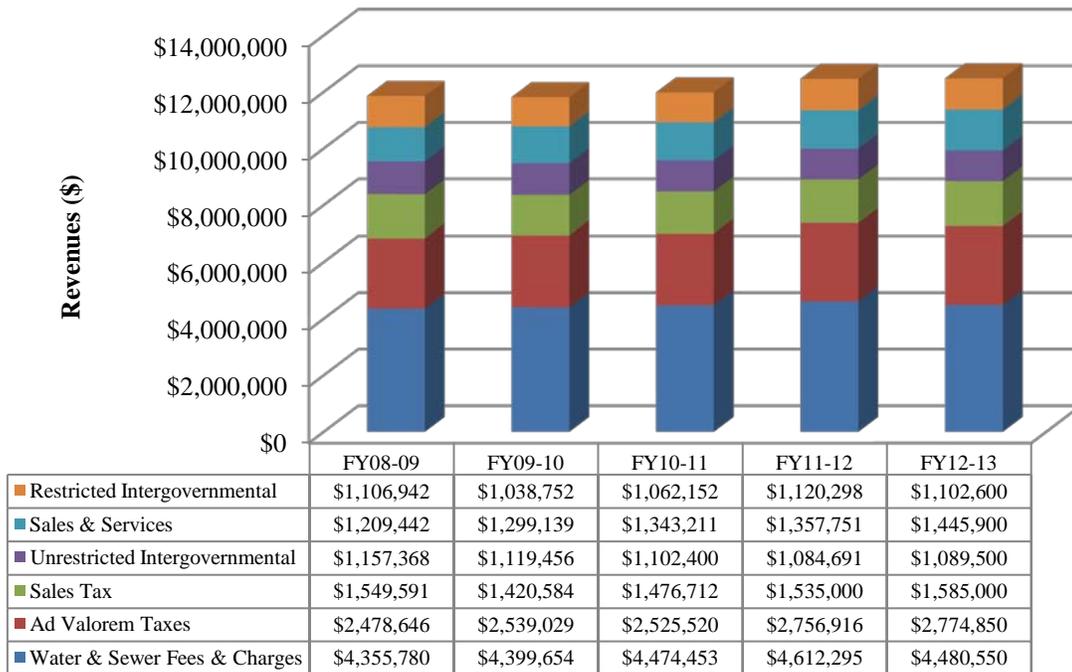
Total City Revenues by Source					
Source	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Water & Sewer Fees & Charges	\$4,474,453	\$4,505,000	\$4,612,295	\$4,480,550	-0.54%
Ad Valorem Taxes	\$2,525,520	\$2,786,170	\$2,756,916	\$2,774,850	-0.41%
Sales Tax	\$1,476,712	\$1,512,000	\$1,535,000	\$1,585,000	4.83%
Unrestricted Intergovernmental	\$1,102,400	\$1,120,000	\$1,084,691	\$1,089,500	-2.72%
Sales & Services	\$1,343,211	\$1,422,076	\$1,357,751	\$1,445,900	1.68%
Restricted Intergovernmental	\$1,062,152	\$1,106,934	\$1,120,298	\$1,102,600	-0.39%
Fund Transfers	\$325,000	\$382,317	\$385,000	\$375,000	-1.91%
Fund Balance Appropriated	\$0	\$784,241	\$0	\$229,000	-70.80%
Other Revenues	\$244,497	\$517,001	\$516,603	\$192,400	-62.79%
Other Taxes & Licenses	\$222,506	\$125,500	\$142,620	\$146,500	16.73%
Investment Earnings	\$31,036	\$45,800	\$33,150	\$34,000	-25.76%
<b>Total</b>	<b>\$12,807,487</b>	<b>\$14,307,039</b>	<b>\$13,544,324</b>	<b>\$13,455,300</b>	<b>-5.95%</b>

### City Revenues by Source FY12-13

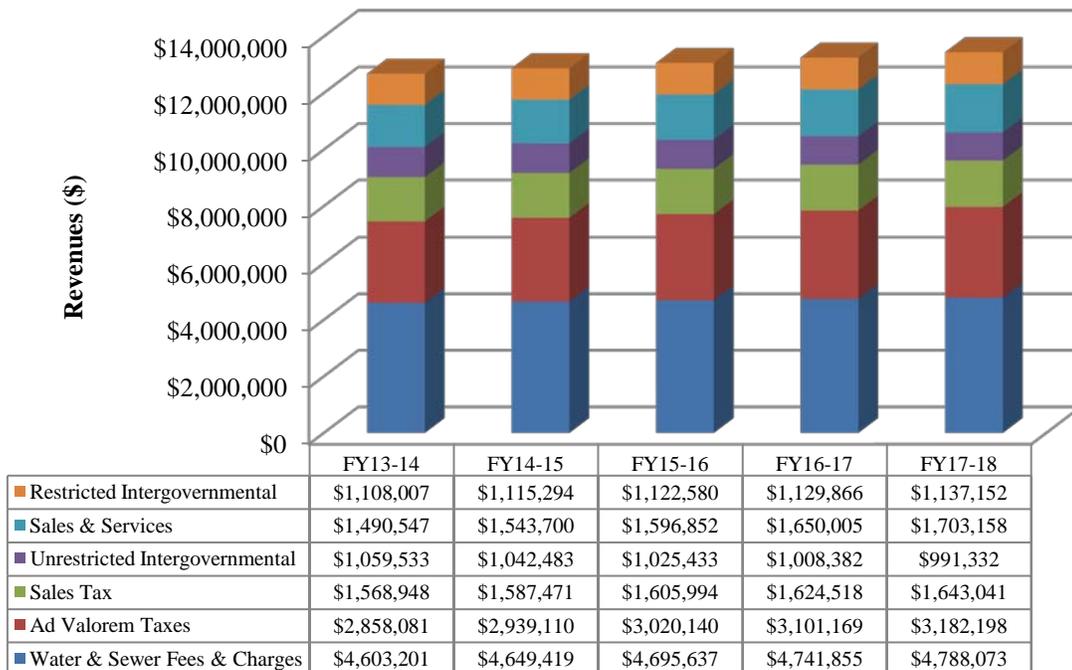




### Major City Revenues by Source: Multiyear Comparison



### Major City Revenues by Source Projections

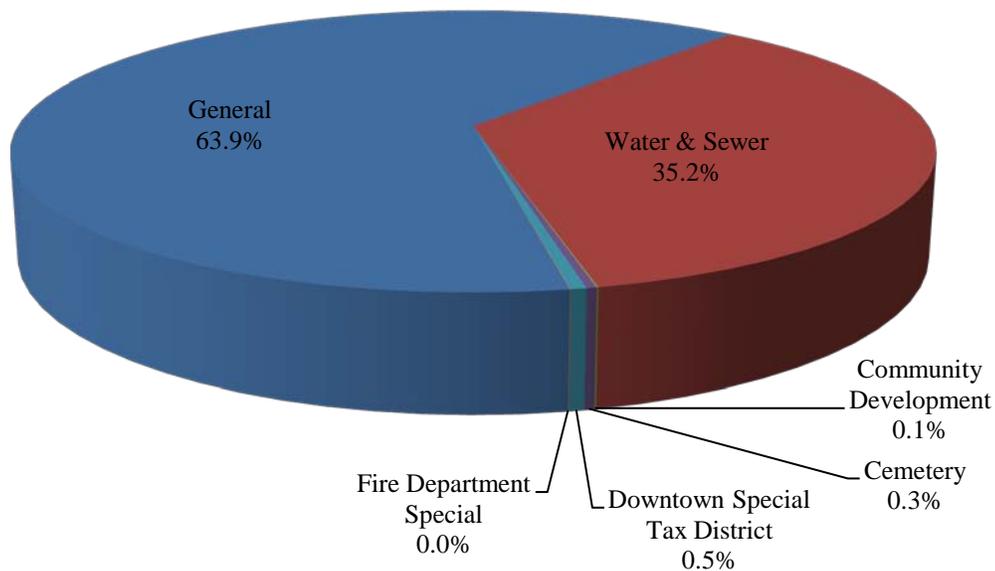




**City Expenditures**

<b>City Expenditures by Fund</b>					
<b>Fund</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
General	\$8,160,795	\$9,281,702	\$9,159,103	\$8,601,650	-7.33%
Water & Sewer	\$4,223,199	\$4,881,337	\$4,571,630	\$4,740,150	-2.89%
Community Development	\$0	\$3,300	\$0	\$7,000	112.12%
Cemetery	\$25,000	\$60,000	\$60,000	\$40,000	-33.33%
Downtown Special Tax	\$50,168	\$76,700	\$55,826	\$63,500	-17.21%
Fire Department Special	\$3,699	\$4,000	\$2,400	\$3,000	-25.00%
<b>Total</b>	<b>\$12,462,861</b>	<b>\$14,307,039</b>	<b>\$13,848,959</b>	<b>\$13,455,300</b>	<b>-5.95%</b>

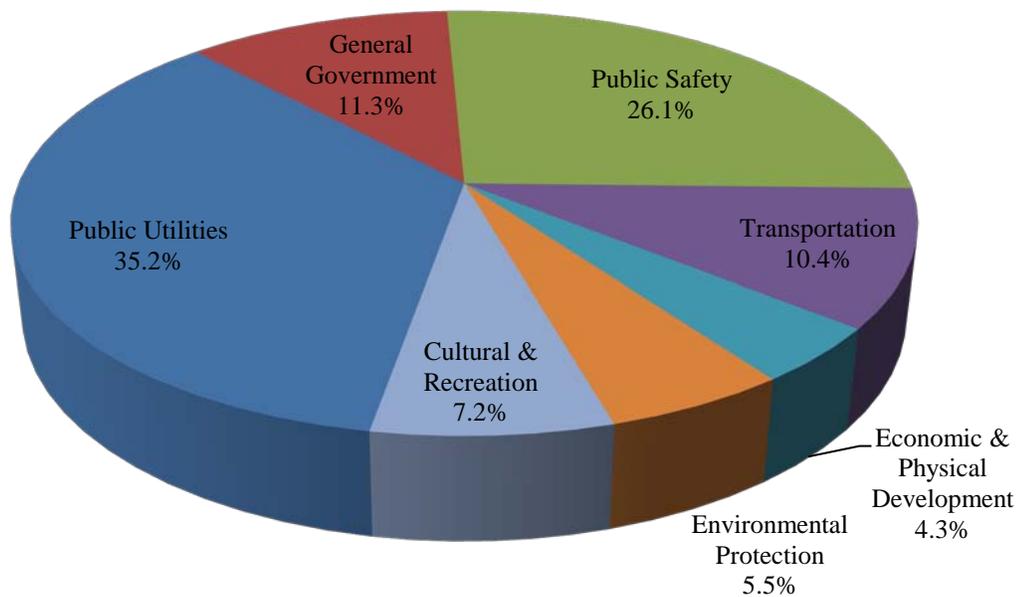
**City Expenditures by Fund FY12-13**





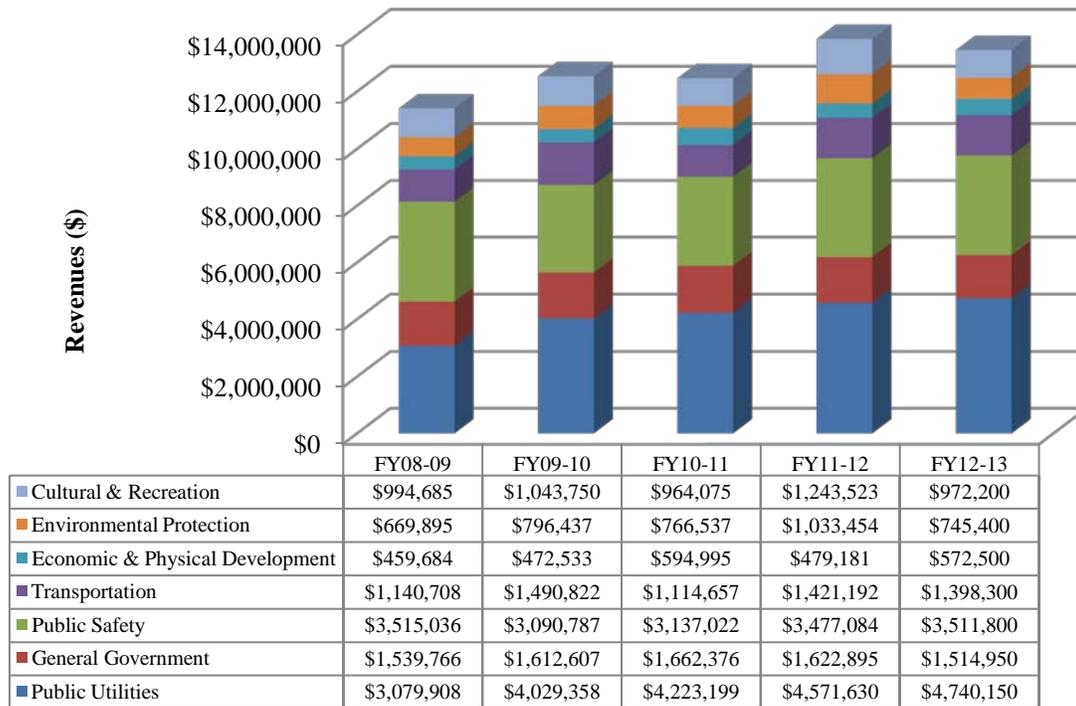
<b>Total City Expenditures by Function</b>					
<b>Function</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Public Utilities	\$4,223,199	\$4,881,337	\$4,571,630	\$4,740,150	-2.89%
General Government	\$1,662,376	\$1,666,395	\$1,622,895	\$1,514,950	-9.09%
Public Safety	\$3,137,022	\$3,490,650	\$3,477,084	\$3,511,800	0.61%
Transportation	\$1,114,657	\$1,425,505	\$1,421,192	\$1,398,300	-1.91%
Economic & Physical Dev.	\$594,995	\$505,918	\$479,181	\$572,500	13.16%
Environmental Protection	\$766,537	\$1,068,624	\$1,033,454	\$745,400	-30.25%
Cultural & Recreation	\$964,075	\$1,268,610	\$1,243,523	\$972,200	-23.36%
<b>Total</b>	<b>\$12,462,861</b>	<b>\$14,307,039</b>	<b>\$13,848,959</b>	<b>\$13,455,300</b>	<b>-5.95%</b>

### City Expenditures by Function FY12-13

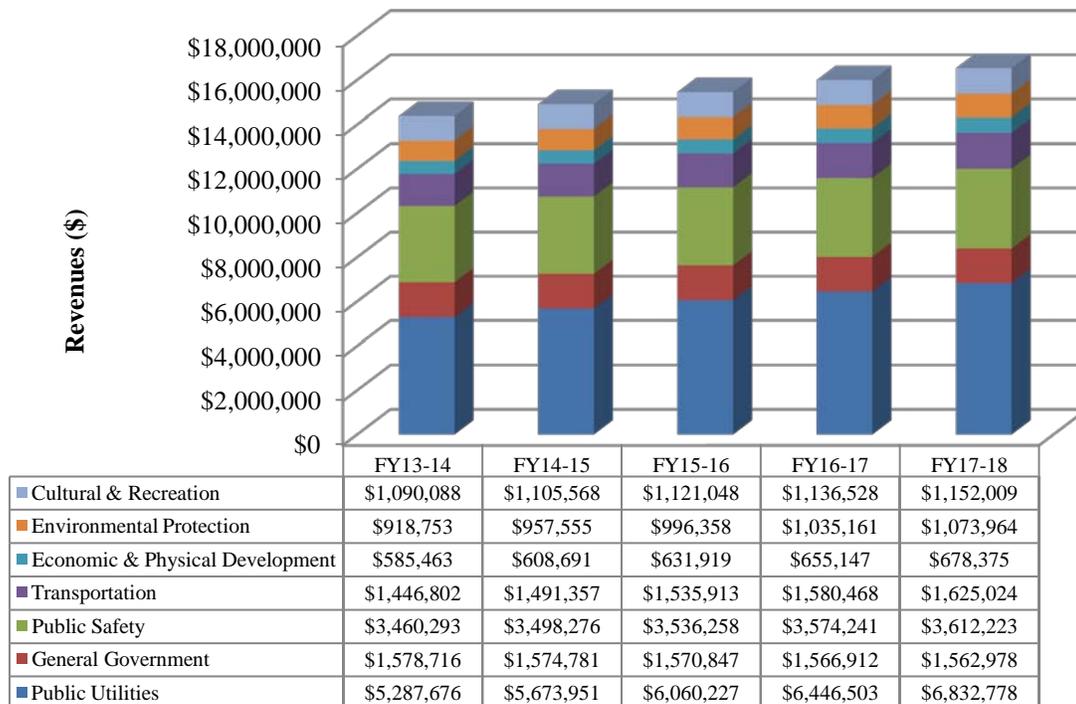




### City Expenditures by Function: Multiyear Comparison



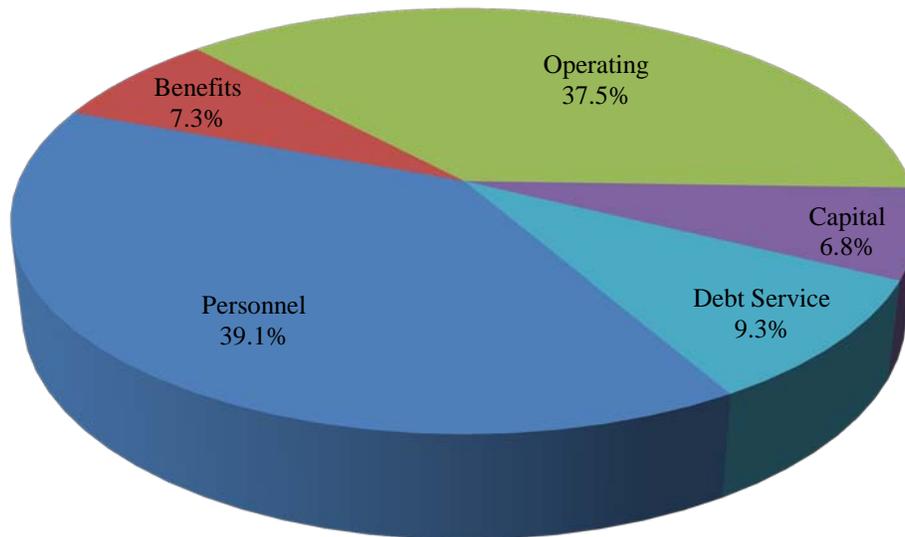
### City Expenditures by Function Projections





Total City Expenditures by Type					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$5,077,677	\$5,320,550	\$5,270,463	\$5,263,600	-1.07%
Benefits	\$903,908	\$985,385	\$979,861	\$976,000	-0.95%
Operating	\$4,429,376	\$5,411,068	\$5,061,816	\$5,041,100	-6.84%
Capital	\$860,959	\$1,354,706	\$1,301,487	\$919,000	-32.16%
Debt Service	\$1,190,941	\$1,235,330	\$1,235,332	\$1,255,600	1.64%
<b>Total</b>	<b>\$12,462,861</b>	<b>\$14,307,039</b>	<b>\$13,848,959</b>	<b>\$13,455,300</b>	<b>-5.95%</b>

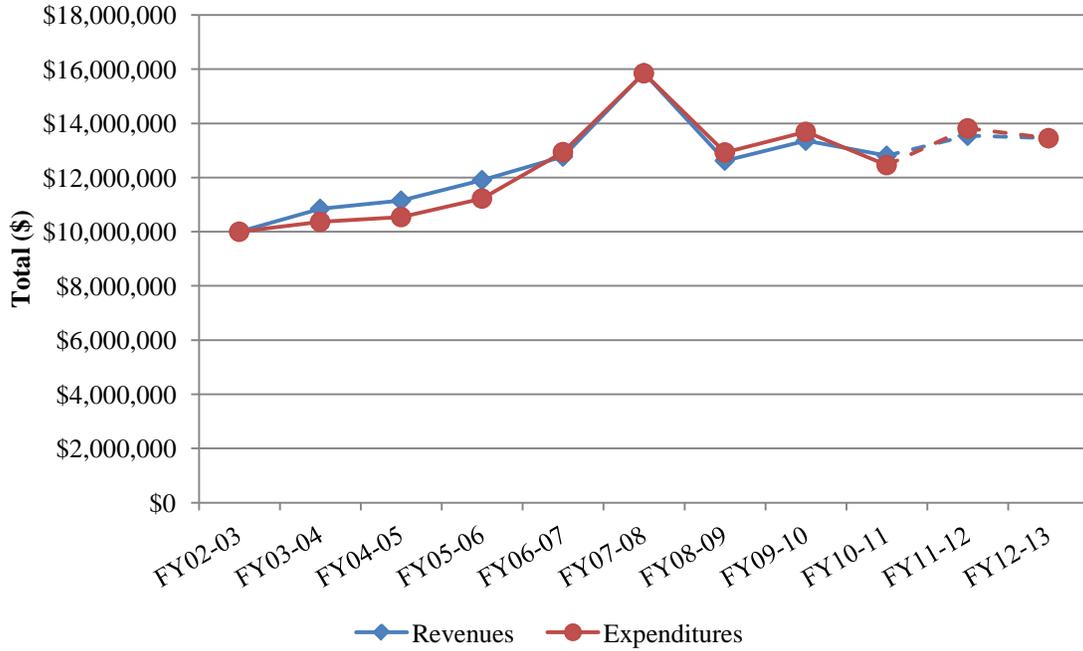
### Total City Expenditures by Type FY12-13



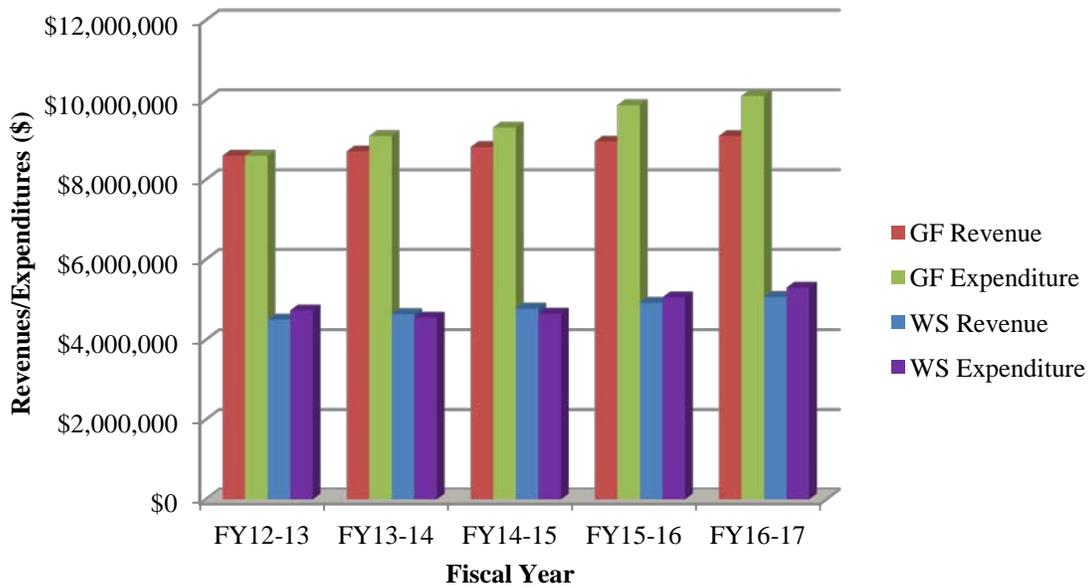


**Revenues vs. Expenditures**

**City Revenue & Expenditure Trends**



**Forecasted City Revenues vs. Expenditures (Major Funds)**





## **Ad Valorem Taxes**

Ad valorem taxes are based on a \$0.40 tax rate per \$100 of assessed valuation (estimated at \$2,721,650 with a 97.5 percent collection rate). This amount is slightly lower than the FY11-12 budget amount but higher than the expected ad valorem revenue for FY11-12. Sampson County underwent revaluation in January 2011, in which the city experienced an 11 percent increase in property values over the county's last revaluation in 2003. The city continues to experience minimal growth during the slow economy, leading to a relatively flat projection for ad valorem revenues.

## **Local Option Sales Tax**

The NCLM expects statewide growth in local sales tax to be approximately three (3) percent. Sampson County experienced an increase of 5.4 percent from 2010 to 2011. The City projected an increase in sales of 2.5 percent from FY10-11 to FY11-12. That projection, however, appears to be low as sales tax revenues are on pace to be four (4) percent higher than FY10-11 for the current budget. With that in mind, sales tax revenue estimates for FY12-13 represent a 3.25 percent increase over actual revenue estimates for FY11-12.

## **Other Taxes & Licenses**

Automobile licenses have been around \$30,000 consistently for several years. There is no indication this will change for FY12-13. The largest portion of other taxes and licenses is privilege license revenue. Privilege licenses fees have seen an increase each of the past two fiscal years. An influx in new small business and interest in news sweepstakes units accounts for a 21 percent increase in privilege license fees for FY12-13.

## **Unrestricted Intergovernmental**

Clinton receives utility franchise taxes, video programming revenues, and beer and wine taxes from the State. The utility franchise taxes include proceeds from state taxes on electric, gas, and telephone companies. Reports from the North Carolina League of Municipalities (NCLM) indicate that revenues from the electric and telecommunications franchise taxes will increase while piped natural gas tax revenues will also increase but only to offset a downturn in FY11-12 to return to FY10-11 levels. Collectively, the FY12-13 budget includes revenue estimates for utility franchise taxes to be similar to FY10-11. This conservative estimate is in part due to the extremely mild winter in 2011 that resulted in lower utility tax revenues than originally projected.

Video programming revenues, generated from sales tax on video programming, direct-to-home satellite service, and telecommunications, have been flat for the City in recent years despite a statewide growth of six (6) percent in FY11-12. For FY12-13, the City estimates \$49,000 in CATV revenues, maintaining a level trend from FY08-09 to FY12-13.

The Beer and Wine Tax includes an excise tax on beer and wine that is distributed based on a per capita basis. Distributions for FY11-12 were 4.5 percent higher statewide and the NCLM



projects an additional three (3) percent increase for FY12-13. Clinton, however, did not experience an increase in beer and wine tax revenues for FY11-12. The FY12-13 budget represents an increase of \$1,500 over FY11-12.

### **Restricted Governmental**

The NCLM reports that gas tax revenues for FY11-12 Powell Bill allocations were down by less than one (1) percent from FY10-11. Total Powell Bill allocations for FY12-13 are expected to increase by about 1.5 percent. Seventy-five (75) percent of the Powell Bill distribution is calculated based on municipal populations. The projected per capita allocation for the FY12-13 Powell Bill distribution is \$20.13. 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 FY12-13 Powell Bill distribution is between \$1,578.99 per street mile. Both of these values represent slight increases over FY11-12. Using these values, the City estimates its 2012 Powell Bill allocation to be \$250,000, less than .25 percent increase over the FY11-12 budgeted amount.

Contributions from other agencies, including Sampson County, Clinton City Schools, Sampson Community College, and the Eastern Regional Housing Authority are determined by established contracts or agreements. Sampson County provides revenues for planning services and special rescue services by the Clinton Fire Department outside the city limits. The county's planning contribution is decreased slightly as the planning department budget is less than FY11-12. Other county contributions remain consistent. Revenues from the other agencies are for resource officers on respective campuses. These revenues will increase minimally with the one (1) percent cost of living increase in employee salaries.

As part of the agreement to provide Sampson County with planning and zoning services, Sampson County provides funds for half the Planning Department budget. The department's budget has remained relatively the same with only modest cuts over the past few years. The County's contribution for planning services for FY12-13 will be \$152,000.

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 \$100,000 (29 percent) increase in this line item, primarily from an increase in the district tax rate from \$.085 to \$.095 per \$100 valuation.

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. FY11-12 revenues were comparable to FY10-11. The NCLM projects revenues for FY12-13 to four (4) percent above FY11-12. Because this revenue was up three (3) percent state-wide in FY11-12 and Clinton did not experience an increase, the FY12-13 budget includes no increase with an amount of \$6,000.



## **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 \$550,000 in the FY12-13 budget and commercial collection accounts for \$700,000. The residential garbage collection rate for FY12-13 is \$14.50, a \$1.00 increase from FY11-12. The City lost a large commercial garbage account in FY11-12. This account was responsible for \$36,000 in annual revenue. For FY12-13, the City is implementing a monthly rental fee of \$30 for commercial cardboard containers, which is expected to generate \$36,000 in annual revenue.

## **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 \$119,500 in the FY12-13 budget. This amount is down compared to FY11-12 because of grant revenues and loan proceeds in the previous fiscal year.

## **Investment Earnings**

Low interest rates have resulted in significant decreases in City revenues from investment earnings over the past few years. The estimate for FY12-13 in the General Fund is \$16,000, which represents a decrease from FY11-12. The estimate for the Water and Sewer Fund for FY12-13 is also \$16,000. The lack of interest rates capable of producing a significant yield has led to conservative investment earnings estimates. Significant investment revenues will not be available until the national economy has rebounded considerably from the recession.

## **Water & Sewer Charges**

The City estimates revenues of approximately \$4.05 million from water and sewer charges in FY12-13, a one (1) percent increase over budgeted revenues for FY11-12. Although the City is not raising water and sewer rates, the growth is based on a new meter-testing program that has already generated increased revenues and projected actual revenues for FY11-12 are above the original budget amount.

## **Fund Transfers**

Fund transfers consist of revenues resulting from transfers from other funds. The largest transfer is from the Water and Sewer Fund to General Fund to account for water and sewer related expenses in the finance and administration departments.

## **Fund Balances**

The City does not plan to appropriate and fund balance from the General Fund as it adopts the FY12-13 budget. The FY12-13 budget does allocate \$229,000 from Water and Sewer Fund retained earnings to provide for capital improvements to the wastewater treatment plant.



Clinton’s strong financial condition is the result of conservative fiscal policies coupled with strong budgetary management. Even during the current recession, the City maintains 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 illustrate the city’s financial condition:

- service obligation,
- dependency,
- financing obligation,
- solvency, and
- leverage.

Establishing goals for each indicator and comparing them with peer cities further illustrates Clinton’s financial strength. The peer group in these analyses includes four (4) 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.

<b>Clinton General Fund Fiscal Indicators</b>							
<b>Financial Dimension</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Service Obligation	1.04	1.06	1.04	1.06	0.98	0.95	1.01
Dependency	21.71%	22.85%	18.34%	25.22%	20.00%	35.40%	32.77%
Financing Obligation	0.00%	0.34%	0.45%	1.85%	1.14%	1.13%	1.31%
Solvency	48.12%	52.74%	45.52%	54.66%	54.09%	48.80%	46.94%
Leverage	0.011%	0.008%	0.005%	0.003%	0.000%	0.000%	0.081%

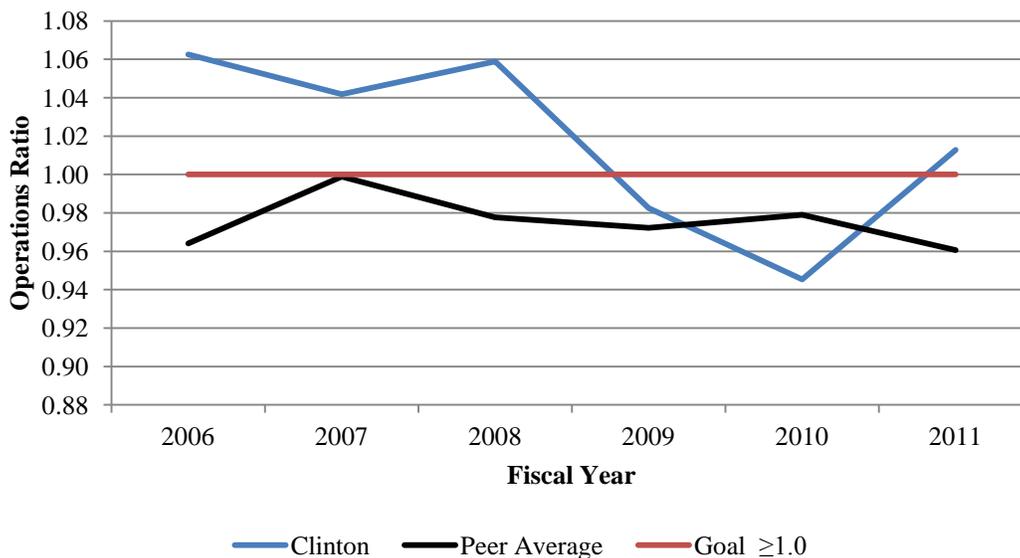


### Service Obligation

Service obligation is a measure of resource flow. A corresponding indicator is the operations ratio, which is calculated by dividing total revenues by total expenditures within a fund. The ratio indicates whether annual revenues are sufficient to pay for annual operations. A ratio of one (1.0) or higher reflects a balanced budget or possible surplus. To maintain an operations ratio close to one (1.0), the City monitors the economic climate and adjusts its budget accordingly to provide services within its means without using fund balance reserves for operating costs. In 2010, Clinton’s operations ratio dropped below the peer average and the furthest it has been from the goal of 1.0 since 2004. This is the result of the recession as well as implementation of several capital projects the City was willing to pursue because of a healthy fund balance. With revaluation in 2011 and increasing sales tax revenues, the City’s operations ratio returned over 1.0.

General Fund Financial Condition						
Dimension: Service Obligation	Indicator: Operations Ratio					
	2006	2007	2008	2009	2010	2011
Clinton	1.06	1.04	1.06	0.98	0.95	1.01
Peer 1	0.96	0.98	1.00	1.02	1.01	1.02
Peer 2	0.97	1.00	0.94	0.95	0.92	0.93
Peer 3	0.83	0.99	1.02	0.94	1.02	1.00
Peer 4	1.01	1.07	0.94	0.98	0.96	0.96
Peer 5	1.05	0.95	0.99	0.98	0.99	0.89
Peer Average	0.96	1.00	0.98	0.97	0.98	0.96

### Clinton Financial Condition: Service Obligation



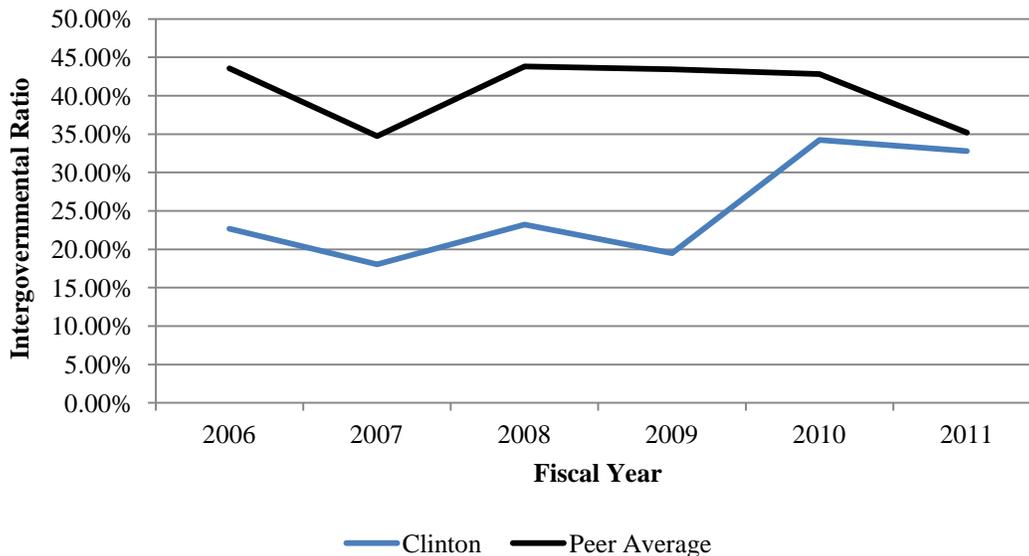


## Dependency

Dependency is a measure of resource flow. A corresponding indicator is the intergovernmental ratio, which is calculated by dividing intergovernmental revenues by total revenues within a fund. The ratio indicates the extent to which a government is reliant on other governments for resources. An acceptable ratio is based on policy or a peer benchmark. Too high of a percentage may indicate that a government is too reliant on outside funds that may not always be available. The intergovernmental ratio is subject to wide variation each year due to occasional receipt of large grants. Clinton’s intergovernmental ratio has averaged 25 percent over the past six years, which is less than the peer average of 40.6 percent. This ratio indicates that a quarter of the city’s revenues come from other governments. The high ratios in 2010 and 2011 correspond to the City’s receipt of CDBG funding and FEMA funds, both of which are for specific projects and not routine operations.

General Fund Financial Condition						
<i>Dimension: Dependency</i>	<i>Indicator: Intergovernmental Ratio</i>					
	2006	2007	2008	2009	2010	2011
Clinton	22.67%	18.04%	23.24%	19.48%	34.24%	32.77%
Peer 1	95.83%	97.68%	100.45%	101.51%	100.79%	101.98%
Peer 2	9.74%	10.88%	16.75%	23.00%	22.10%	19.19%
Peer 3	51.77%	25.24%	27.85%	33.76%	38.33%	34.28%
Peer 4	27.15%	16.86%	16.61%	19.48%	27.94%	0.00%
Peer 5	33.26%	23.01%	57.43%	39.38%	25.01%	20.50%
Peer Average	43.55%	34.74%	43.82%	43.43%	42.83%	35.19%

### Clinton Financial Condition: Dependency



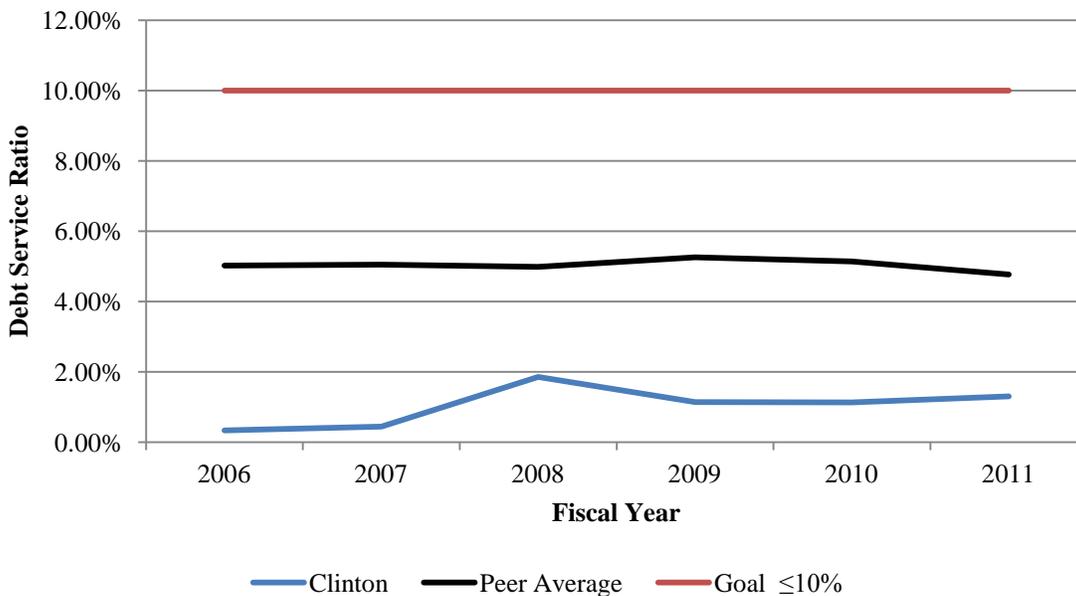


## Financing Obligation

Financing obligation also is a measure of resource flow. A corresponding indicator is the debt service ratio, which is calculated by dividing annual debt service by total annual expenditures within a fund. Too much debt service may indicate excessive debt and fiscal strain. Bond rating agencies consider a net debt service percentage between 15 and 20 percent to be high. A ratio below five (5) percent indicates capacity for significant new debt. The city will strive to maintain a net debt service ratio close to 10 percent if necessary. Based on LGC data, the city's debt service ratio as of 2011 is 1.31 percent. This ratio indicates the city does not have a heavy debt burden and can afford to incur debt if need be for large projects.

General Fund Financial Condition						
<i>Dimension: Financing Obligation</i>	<i>Indicator: Debt Service Ratio</i>					
	2006	2007	2008	2009	2010	2011
Clinton	0.34%	0.45%	1.85%	1.14%	1.13%	1.31%
Peer 1	3.86%	3.38%	3.17%	3.73%	3.58%	5.75%
Peer 2	2.35%	1.78%	2.05%	2.04%	3.03%	2.92%
Peer 3	5.03%	6.25%	5.47%	5.59%	5.80%	4.99%
Peer 4	7.01%	7.37%	7.00%	8.91%	8.00%	6.50%
Peer 5	6.84%	6.45%	7.22%	6.01%	5.28%	3.67%
Peer Average	5.02%	5.05%	4.98%	5.26%	5.14%	4.77%

### Clinton Financial Condition: Financing Obligation



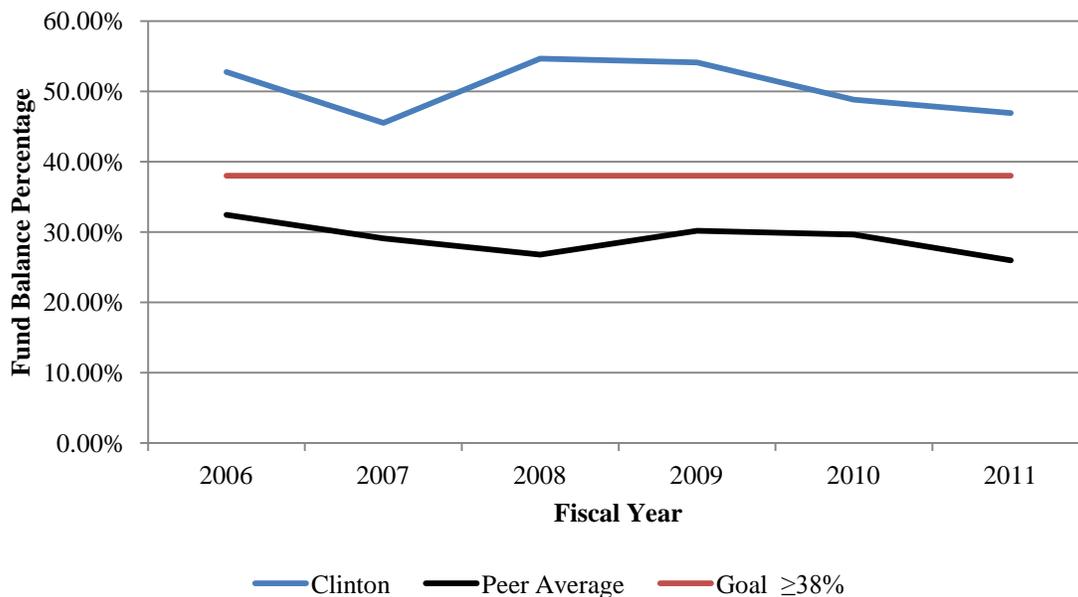


**Solvency**

Solvency is a measure of resource availability. A corresponding indicator is available fund balance percentage, which is calculated by dividing available fund balance by total expenditures within a fund. The ratio indicates the government’s ability to meet its obligations. A high ratio suggests a government can meet its long-term obligations. An acceptable ratio is based on policy or a peer benchmark. Clinton has a fund balance goal of 38 percent. The city maintains a fund balance percentage higher than any other city within the presented peer group.

General Fund Financial Condition						
Dimension: Solvency	Indicator: Fund Balance Percentage					
	2006	2007	2008	2009	2010	2011
Clinton	52.74%	45.52%	54.66%	54.09%	48.80%	46.94%
Peer 1	33.11%	20.07%	20.94%	29.92%	27.82%	28.49%
Peer 2	29.39%	30.44%	20.31%	21.33%	21.91%	16.59%
Peer 3	25.62%	25.81%	26.44%	25.26%	29.04%	30.27%
Peer 4	31.35%	32.11%	26.24%	29.81%	25.49%	21.82%
Peer 5	42.81%	37.09%	40.06%	44.70%	43.94%	32.71%
Peer Average	32.46%	29.10%	26.80%	30.20%	29.64%	25.98%

**Clinton Financial Condition:  
Solvency**



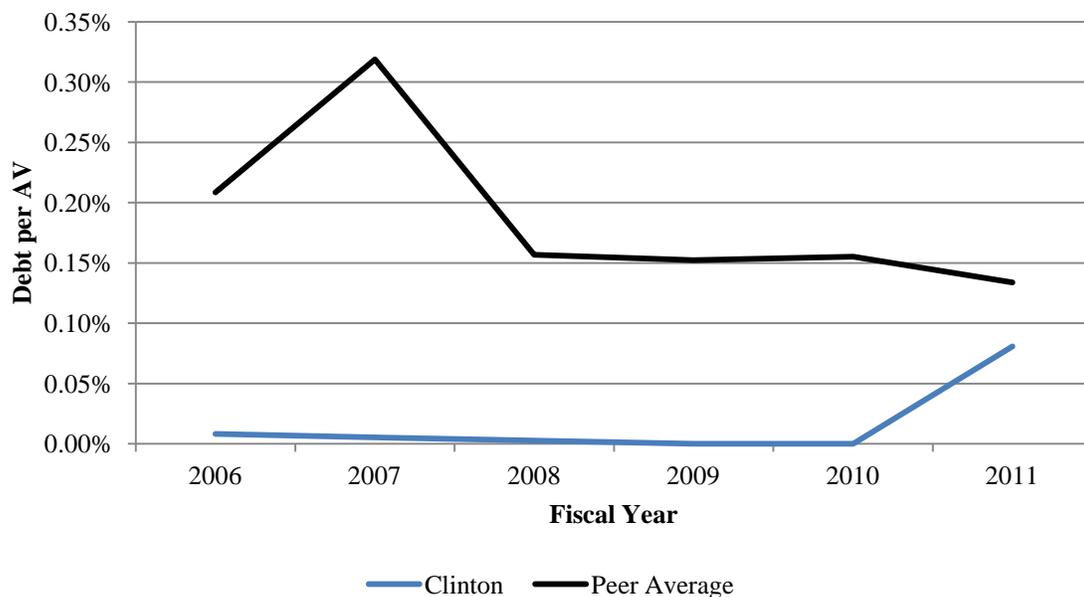


## Leverage

Leverage also is a measure of resource availability and represents the extent to which a government relies on tax-supported debt. This also is a measure of debt capacity and debt burden. A corresponding indicator is debt as a percentage of assessed valuation, which is calculated by dividing tax-supported debt by the city’s assessed value. A high ratio suggests a government relies too heavily on debt. Net debt per assessed valuation is an important indicator because it takes into account the city’s largest revenue source and greatest means for repaying debt. By North Carolina State law, net debt per assessed valuation cannot exceed eight (8) percent. Clinton currently has \$500,000 in General Fund debt requiring LGC approval in this analysis. This accounts for the City Hall renovations completed in FY10-11.

General Fund Financial Condition						
Dimension: Leverage	Indicator: Debt as Percent of Assessed Value					
	2006	2007	2008	2009	2010	2011
Clinton	0.01%	0.01%	0.00%	0.00%	0.00%	0.08%
Peer 1	0.23%	0.21%	0.19%	0.17%	0.26%	0.24%
Peer 2	0.00%	0.00%	0.00%	0.10%	0.09%	0.07%
Peer 3	0.36%	0.51%	0.27%	0.21%	0.18%	0.16%
Peer 4	0.27%	0.71%	0.19%	0.16%	0.13%	0.10%
Peer 5	0.18%	0.16%	0.14%	0.13%	0.11%	0.09%
Peer Average	0.21%	0.32%	0.16%	0.15%	0.16%	0.13%

### Clinton Financial Condition: Leverage





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 of at least 38 percent for the General Fund and 50 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 expenditures 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**

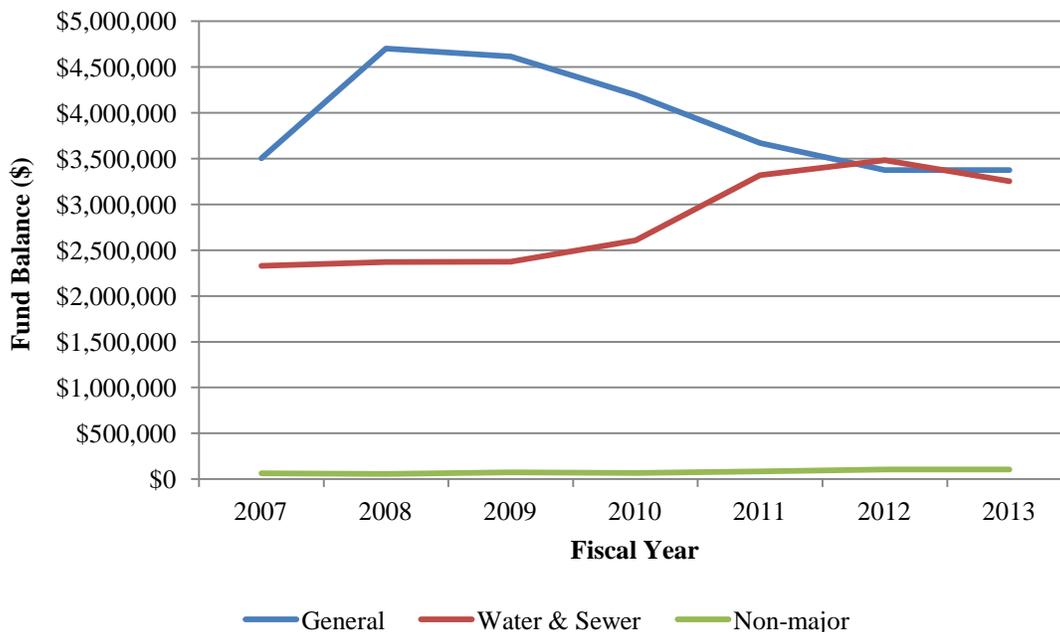
The LGC recommends a minimum fund balance of eight (8) percent but most local governments carry a higher percentage. Good benchmarks for the appropriate amount of fund balance include ensuring enough revenue to avoid cash flow problems, typically about four to six (4-6) months of operating expenses, 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 68.70 percent. This group is designated by the LGC as municipalities with



populations between 2,500 and 10,000. This percentage is skewed toward a higher value because smaller municipalities often carry higher fund balances percentages because they have smaller budgets. Clinton’s policy for the General Fund is to maintain a fund balance of at least 38 percent, which is equivalent to four (4) 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 50 percent (6 months equivalent) goal for the Water and Sewer Fund.

Clinton Fund Balance							
Fund	2007	2008	2009	2010	2011	2012	2013
<b>General</b>	\$3,503,551	\$4,702,510	\$4,615,678	\$4,194,440	\$3,670,722	\$3,373,715	\$3,373,715
% Change	-7.29%	34.22%	-1.85%	-9.13%	-12.49%	-8.09%	0.00%
Fund Balance %	45.72%	54.66%	54.09%	48.80%	44.98%	36.83%	39.22%
Months Equiv.	5.49	6.56	6.49	5.86	5.40	4.42	4.71
<b>Water &amp; Sewer</b>	\$2,329,265	\$2,372,062	\$2,374,353	\$2,606,010	\$3,320,089	\$3,482,533	\$3,253,533
% Change	32.07%	1.84%	0.10%	9.76%	27.40%	4.89%	-6.58%
Fund Balance %	58.03%	51.69%	53.55%	54.11%	78.62%	76.18%	68.64%
Months Equiv.	6.96	6.20	6.43	6.49	9.43	9.14	8.24
<b>Non-major</b>	\$64,744	\$55,092	\$75,072	\$68,392	\$85,501	\$103,821	\$103,821
% Change	-40.33%	-14.91%	36.27%	-8.90%	25.02%	21.43%	0.00%
Fund Balance %	54.78%	29.11%	242.92%	106.31%	170.44%	203.65%	147.26%
Months Equiv.	6.57	3.49	29.15	12.76	20.45	24.44	17.67

### Clinton Fund Balances





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 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 \$49,788,321 for Clinton as of July 2011.

### **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 \$5 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 are used to 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. However, unlike revenue bonds, 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.

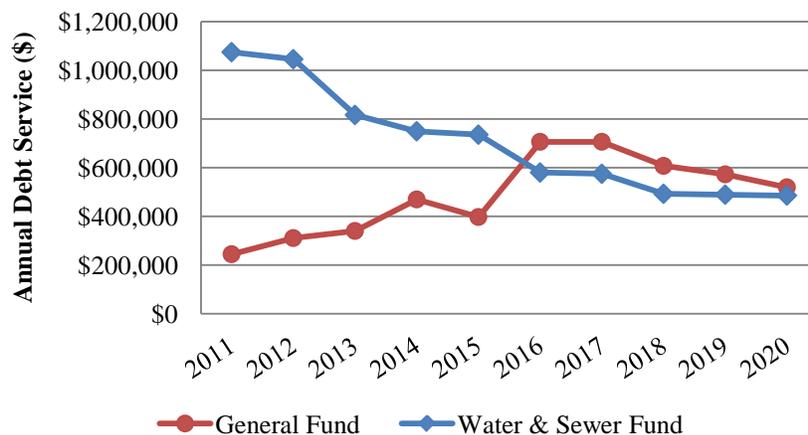
**Tax Increment Financing Bonds**

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, 2011, the City’s debt obligation was \$6,756,642. Approximately \$1.8 million was in the General Fund and \$5 million in the Water & Sewer Fund. During FY2011-2012, the City closed out its downtown revitalization project that will add one million in USDA loans to the General Fund debt obligation. All of the City’s General Fund debt is financed through installment purchase agreements. The City intends to use installment purchase agreements in FY2012-2013 to finance a quint fire truck, a knuckle boom truck, and a garbage truck. Seventy-eight (78) percent of debt in the Water and Sewer Fund is financed through state revolving loans. The FY2012-2013 budget does not include financing for any water and sewer projects.

**Clinton Annual Debt Service  
(Including Future CIP Projects)**





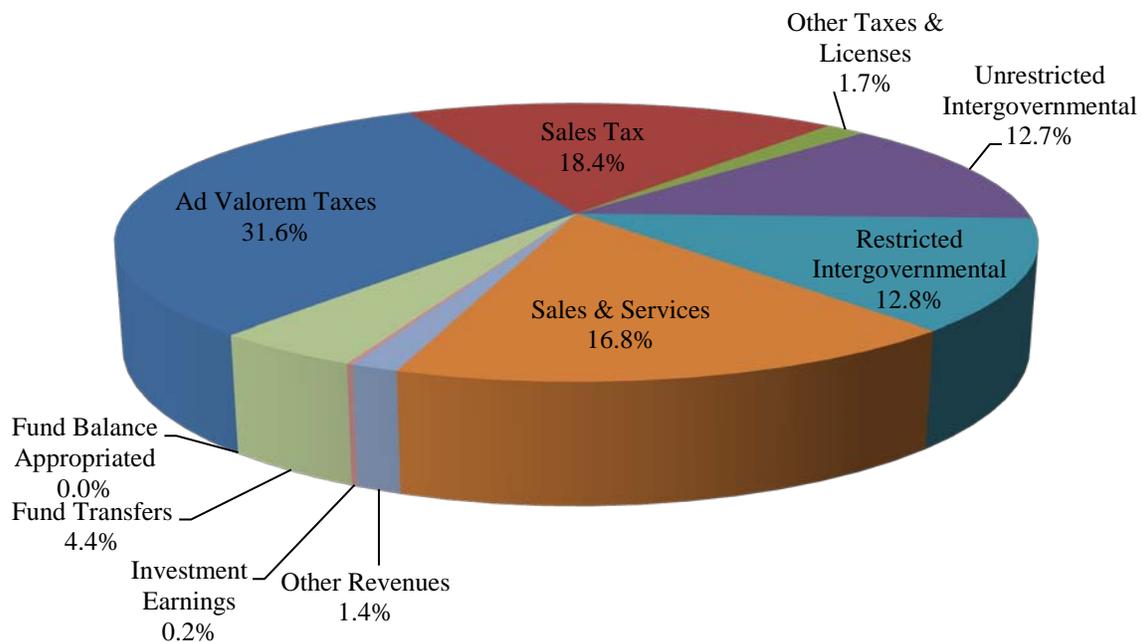
<b>Clinton Debt Obligation</b>							
<b>General Fund</b>							
<b>Issue Year</b>	<b>Project / Equipment</b>	<b>Finance Type</b>	<b>\$ Issued</b>	<b>Term</b>	<b>Rate</b>	<b>Calendar Year Retired</b>	<b>FY 12-13 Debt Service</b>
2003	Downtown Phase I	Installment Purchase	\$425,000	20	4.25%	2023	\$31,969
2008	Downtown Phase II	Installment Purchase	\$750,000	20	4.38%	2028	\$57,034
2008	Rosenbauer Fire Pumper	Installment Purchase	\$328,886	5	3.23%	2013	\$72,286
2009	Heil Garbage Truck	Installment Purchase	\$116,431	3	3.04%	2012	\$41,194
2010	City Hall Renovation	Installment Purchase	\$500,000	10	3.88%	2020	\$44,634
2011	Vacuum Truck & Track Loader	Installment Purchase	\$168,234	3	1.66%	2014	\$57,950
2012	Downtown Phase III	Installment Purchase	\$1,000,000	20	3.75%	2031	\$71,147
			<b>\$3,288,551</b>				<b>\$376,214</b>
<b>Water &amp; Sewer Fund</b>							
<b>Issue Year</b>	<b>Project / Equipment</b>	<b>Finance Type</b>	<b>\$ Issued</b>	<b>Term</b>	<b>Rate</b>	<b>Calendar Year Retired</b>	<b>FY 12-13 Debt Service</b>
1994	Sanitary Sewer	General Obligation	\$2,500,000	20	5%-6%	2013	\$53,000
1994	Wastewater Plant Expansion	State Revolving Loan	\$5,134,658	20	3.39%	2014	\$282,804
1999/2003	Well Fill Purification	Installment Purchase	\$2,000,000	15	3.83%	2014	\$184,091
2006	Industrial Sewer Capacity I	State Revolving Loan	\$768,373	10	2.31%	2017	\$85,693
2007	Industrial Sewer Capacity II	State Revolving Loan	\$2,525,098	15	2.10%	2024	\$210,755
2009	Industrial Sewer Capacity III	State Revolving Loan	\$242,152	20	2.10%	2030	\$15,856
2010	ARRA Clear Well	Installment Purchase	\$152,016	20	0.00%	2030	\$7,143
			<b>\$13,322,297</b>				<b>\$839,342</b>
<b>Total</b>			<b>\$16,610,848</b>				<b>\$1,215,556</b>



**Revenues by Source**

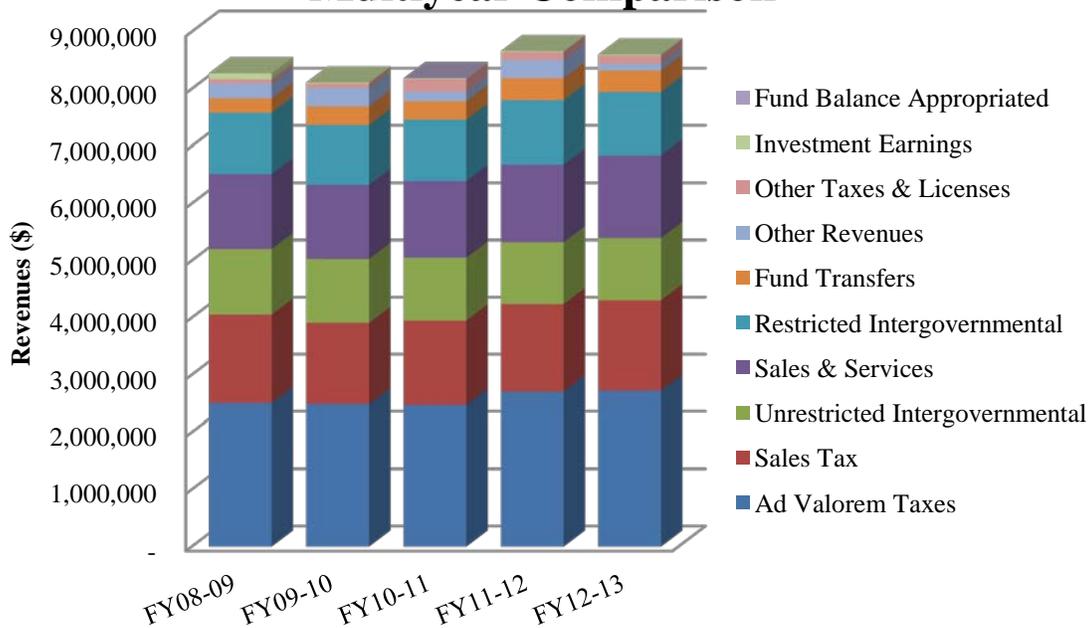
<b>General Fund Revenues by Source</b>					
<b>Source</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Ad Valorem Taxes	\$2,474,212	\$2,736,220	\$2,704,366	\$2,721,650	-0.53%
Sales Tax	\$1,476,712	\$1,512,000	\$1,535,000	\$1,585,000	4.83%
Other Taxes & Licenses	\$222,506	\$125,500	\$142,620	\$146,500	16.73%
Unrestricted Intergovernmental	\$1,102,400	\$1,120,000	\$1,084,691	\$1,089,500	-2.72%
Restricted Intergovernmental	\$1,062,152	\$1,106,934	\$1,120,298	\$1,102,600	-0.39%
Sales & Services	\$1,343,211	\$1,422,076	\$1,357,751	\$1,445,900	1.68%
Other Revenues	\$166,447	\$330,770	\$316,543	\$119,500	-63.87%
Investment Earnings	\$13,140	\$25,000	\$15,000	\$16,000	-36.00%
Fund Transfers	\$325,000	\$382,317	\$385,000	\$375,000	-1.91%
Fund Balance Appropriated	\$0	\$520,885	\$0	\$0	-100.00%
<b>Total</b>	<b>\$8,185,780</b>	<b>\$9,281,702</b>	<b>\$8,661,269</b>	<b>\$8,601,650</b>	<b>-7.33%</b>

**General Fund Revenues by Source FY12-13**





### General Fund Revenues by Source: Multiyear Comparison



### 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 one recently occurring in 2011. The City contracts with the Sampson County Tax Department to levy and collect ad valorem taxes. The City’s average collection is 97.5 percent. Ad valorem taxes typically comprise approximately one-third of all General Fund revenues with an estimated \$2.7 million in FY12-13 at a tax rate of \$.40.

#### Sales Tax

The State of North Carolina collects local option sales tax on behalf of Sampson County. The local option sales tax rate of \$0.025 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 City’s second largest revenue source and the same holds true for FY12-13 at \$1.6 million.



### **Other Taxes & Licenses**

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. Privilege licenses fees are paid by citizens and businesses who wish to conduct business activities in the city. Privilege licenses represent \$115,000 in the FY12-13 budget.

### **Unrestricted Intergovernmental**

The largest portion of unrestricted intergovernmental revenues consists of Fire Tax collections, Utility Franchise Taxes (CATV, electric, gas, and telecommunications), ABC revenues, and the Beer and Wine Tax. CATV franchise 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 franchise taxes represent the largest amount of unrestricted intergovernmental revenues at \$856,000. 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. 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.

### **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 \$.095 as set by the County Commissioners, \$.01 increase from FY11-12. The City receives annual revenues from the Clinton City School system and Sampson Community College to cover the costs associated with providing resource officers on school campuses. Sampson County contracts with the City to provide planning services for the county and provides funds for half the department’s costs. The City expects to receive \$1.1 million in restricted intergovernmental revenues in FY12-13.

### **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 \$550,000 in the FY12-13 budget and commercial collection accounts for \$700,000. The residential garbage collection rate for FY12-13 is \$14.50, a \$1.00 increase from FY11-12. Recreation participation and facility user fees represent \$69,000 in the FY12-13 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), a First Citizens Bank money market account, and CDs. Investment earnings are down significantly since the decline in the economy in 2008. Investment earnings account for \$16,000 in the FY12-13 budget.

### **Fund Transfers**

Fund transfers consist of revenues resulting from transfers from other funds. The largest transfer is from the Water and Sewer Fund to account for water and sewer related expenses in the finance and administration departments. Transfers of \$40,000 from the Cemetery Fund are for equipment and maintenance directly related to upkeep of the City's cemeteries. Transfers represent \$375,000 in the FY12-13 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 \$119,500 in the FY12-13 budget.



**Revenues by Line Item**

General Fund Revenues						
Line Item Description	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Dollar Change	Percent Change
Prior Year Taxes	\$37,467	\$27,000	\$37,400	\$38,000	\$11,000	40.74%
Current Year Taxes	\$2,260,973	\$2,514,000	\$2,480,000	\$2,494,000	(\$20,000)	-0.80%
Fire Tax Collections	\$348,091	\$350,000	\$357,000	\$450,000	\$100,000	28.57%
Vehicle Taxes	\$238,579	\$230,000	\$214,700	\$215,000	(\$15,000)	-6.52%
Rental Vehicle Tax	\$0	\$12,000	\$11,000	\$12,000	\$0	0.00%
City School Police Officer	\$94,348	\$94,000	\$96,000	\$95,600	\$1,600	1.70%
HUD Officers	\$42,565	\$45,000	\$42,565	\$46,500	\$1,500	3.33%
Federal Drug Forfeiture	\$0	\$100	\$0	\$0	(\$100)	-100.00%
State Substance Abuse Tax	\$3,288	\$100	\$0	\$0	(\$100)	-100.00%
Community College Officer	\$44,823	\$45,000	\$54,400	\$53,500	\$8,500	0.00%
FEMA Revenue	\$46,282	\$100,000	\$98,308	\$0	(\$100,000)	-100.00%
Insurance Revenue	\$7,718	\$55,360	\$26,000	\$10,000	(\$45,360)	-81.94%
Payment In Lieu Of Taxes	\$18,422	\$18,000	\$18,291	\$18,000	\$0	0.00%
Tax Discounts	(\$30,123)	\$0	\$0	\$0	\$0	
Collection Fee	(\$49,985)	(\$61,780)	(\$53,734)	(\$54,350)	\$7,430	-12.03%
Lot Cleaning	\$889	\$10,000	\$11,000	\$10,000	\$0	0.00%
Demolition Reimbursement	\$0	\$56,000	\$15,000	\$10,000	(\$46,000)	-82.14%
Tax Penalties & Interest	\$17,301	\$15,000	\$15,000	\$17,000	\$2,000	13.33%
Auto License	\$30,172	\$30,000	\$30,300	\$30,000	\$0	0.00%
Privilege License	\$190,994	\$95,000	\$110,000	\$115,000	\$20,000	21.05%
Fee For Itinerant Merchants	\$800	\$250	\$1,600	\$1,000	\$750	300.00%
Precious Metal Fees	\$540	\$250	\$720	\$500	\$250	100.00%
Hold Harmless Funds	\$66,920	\$85,000	\$85,764	\$70,000	(\$15,000)	-17.65%
CATV Franchise Fee	\$48,688	\$50,000	\$48,000	\$49,000	(\$1,000)	-2.00%
Interest Earned	\$13,140	\$25,000	\$15,000	\$16,000	(\$9,000)	-36.00%
Miscellaneous Revenue	\$25,376	\$36,250	\$42,000	\$26,000	(\$10,250)	0.00%
Rent/Steel Tech	\$81,912	\$80,900	\$80,900	\$48,000	(\$32,900)	0.00%
Sale of Property	\$4,532	\$18,000	\$21,000	\$17,000	(\$1,000)	-5.56%
Franchise Tax Electric	\$813,688	\$645,000	\$620,000	\$635,000	(\$10,000)	-1.55%
Franchise Tax Piped Gas	\$0	\$40,000	\$32,000	\$33,000	(\$7,000)	-17.50%
Franchise Tax Telecomm	\$0	\$130,000	\$136,500	\$139,000	\$9,000	6.92%
Beer & Wine	\$38,829	\$38,000	\$38,000	\$39,500	\$1,500	3.95%
Powell Bill	\$247,940	\$249,500	\$249,735	\$250,000	\$500	0.20%
Local Gov't 1% Sales Tax(39)	\$467,196	\$451,000	\$490,000	\$495,000	\$44,000	9.76%
Local Gov't 1/2% Sales Tax(40)	\$376,176	\$398,000	\$387,000	\$410,000	\$12,000	3.02%
Local Gov't 1/2% Sales Tax(42)	\$237,852	\$238,000	\$248,000	\$245,000	\$7,000	2.94%
Local Gov't 1/2% Sales Tax(44)	\$395,488	\$425,000	\$410,000	\$435,000	\$10,000	2.35%
ABC Revenues	\$112,000	\$110,000	\$99,200	\$100,000	(\$10,000)	-9.09%



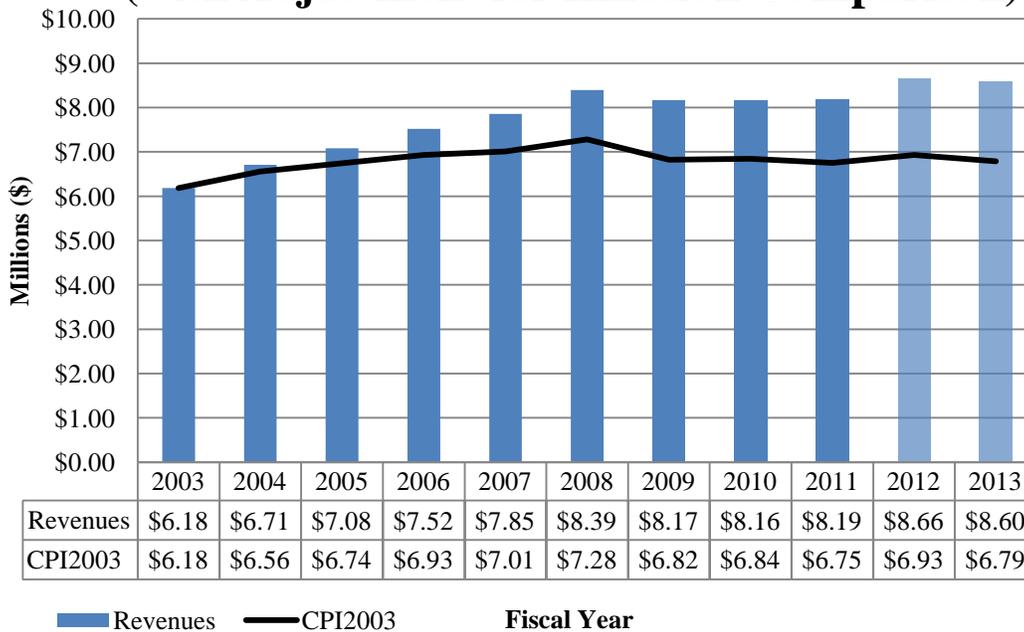
*General Fund Revenues*

<b>General Fund Revenues (continued)</b>						
<b>Line Item Description</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Dollar Change</b>	<b>Percent Change</b>
ABC Revenue-Police	\$5,100	\$5,000	\$5,000	\$5,000	\$0	0.00%
NC Dept Of Health	\$0	\$2,100	\$2,220	\$2,000	(\$100)	-4.76%
Taxi Permits/Finger Prints	\$764	\$500	\$900	\$500	\$0	0.00%
Court Fees	\$4,678	\$3,500	\$5,000	\$3,500	\$0	0.00%
Parking Violations	\$455	\$750	\$2,000	\$1,000	\$250	33.33%
Sampson Co Contribution	\$170,719	\$158,000	\$159,700	\$160,000	\$2,000	1.27%
State Bldg Fire Protection	\$7,834	\$7,834	\$6,088	\$6,000	(\$1,834)	-23.41%
Firemen's Relief Tax	\$14,034	\$14,000	\$14,034	\$14,000	\$0	0.00%
Fire & Life Safety	\$0	\$5,500	\$0	\$0	(\$5,500)	-100.00%
False Alarm	\$12,500	\$10,000	\$16,500	\$12,000	\$2,000	20.00%
Rescue Tech. Revenue/County	\$12,000	\$12,000	\$12,000	\$12,000	\$0	0.00%
Fire Dept. Accident Response	\$0	\$0	\$0	\$25,000	\$25,000	
Fire Dept. Grant	\$5,000	\$5,000	\$7,500	\$0	(\$5,000)	-100.00%
Sign/Zoning Permits Cemetery	\$5,453	\$8,000	\$9,000	\$9,000	\$1,000	12.50%
Cemetery Markers	\$6,010	\$5,000	\$6,000	\$5,000	\$0	0.00%
Tipping Fee For Dumpsters	\$703,782	\$708,000	\$678,112	\$700,000	(\$8,000)	-1.13%
Garbage Collection	\$501,135	\$518,500	\$521,400	\$550,000	\$31,500	6.08%
Solid Waste Disposal Tax	\$5,972	\$5,000	\$5,918	\$6,000	\$1,000	20.00%
Recreation Donations	\$3,318	\$2,000	\$3,000	\$12,000	\$10,000	500.00%
Rental Fees	\$9,936	\$11,000	\$9,000	\$12,000	\$1,000	9.09%
Rental Staff Fees	\$6,326	\$6,000	\$6,500	\$4,000	(\$2,000)	-33.33%
Region "M"	\$4,001	\$4,000	\$2,000	\$2,000	(\$2,000)	-50.00%
Recreation Misc.	\$1,563	\$2,000	\$2,000	\$2,000	\$0	0.00%
Pool Admissions	\$9,312	\$10,000	\$8,000	\$10,000	\$0	0.00%
Concession Fees	\$450	\$500	\$350	\$400	(\$100)	-20.00%
Sponsorship Fees	\$9,450	\$10,000	\$8,400	\$10,000	\$0	0.00%
Sports Registration Fees	\$40,921	\$37,000	\$38,000	\$43,000	\$6,000	0.00%
Day camp	\$9,353	\$0	\$1,089	\$0	\$0	
Take Me Fishing Grant	\$5,390	\$0	\$50	\$0	\$0	
Recreation Community Grant	\$0	\$3,100	\$3,100	\$0	(\$3,100)	-100.00%
Refund On Gas Sales Tax	\$3,853	\$4,000	\$6,936	\$6,000	\$2,000	50.00%
Sale of Service & Materials	\$1	\$2,000	\$0	\$0	(\$2,000)	0.00%
Sale of Recyclables	\$36,111	\$37,576	\$42,000	\$45,000	\$7,424	19.76%
NCDOT ROW	\$15,105	\$15,300	\$15,330	\$0	(\$15,300)	0.00%
Relay for Life	\$457	\$210	\$209	\$0	(\$210)	-100.00%
United Way Funds	\$2	\$0	\$84	\$0	\$0	0.00%
Trans From Water & Sewer	\$300,000	\$322,317	\$325,000	\$335,000	\$12,683	0.00%
Trans From Cemetery	\$25,000	\$60,000	\$60,000	\$40,000	(\$20,000)	0.00%
Loan Proceeds	\$0	\$110,200	\$110,200	\$0	(\$110,200)	100.00%
Proctor Silex Revenue	\$18,000	\$0	\$0	\$0	\$0	200.00%
Fund Balance Appropriated	\$0	\$520,885	\$0	\$0	(\$520,885)	-100.00%
<b>Total</b>	<b>\$8,185,780</b>	<b>\$9,281,702</b>	<b>\$8,661,269</b>	<b>\$8,601,650</b>	<b>(\$680,052)</b>	<b>-7.33%</b>

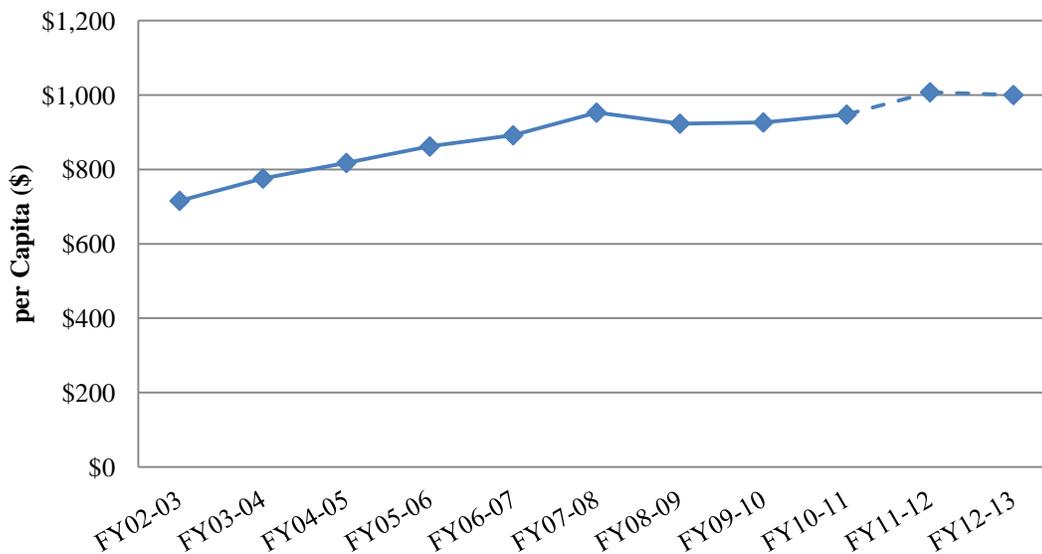


**Revenue Trends**

**General Fund Revenue Trends  
(with Adjustment for Inflation Comparison)**



**General Fund Revenue per Capita Trends**

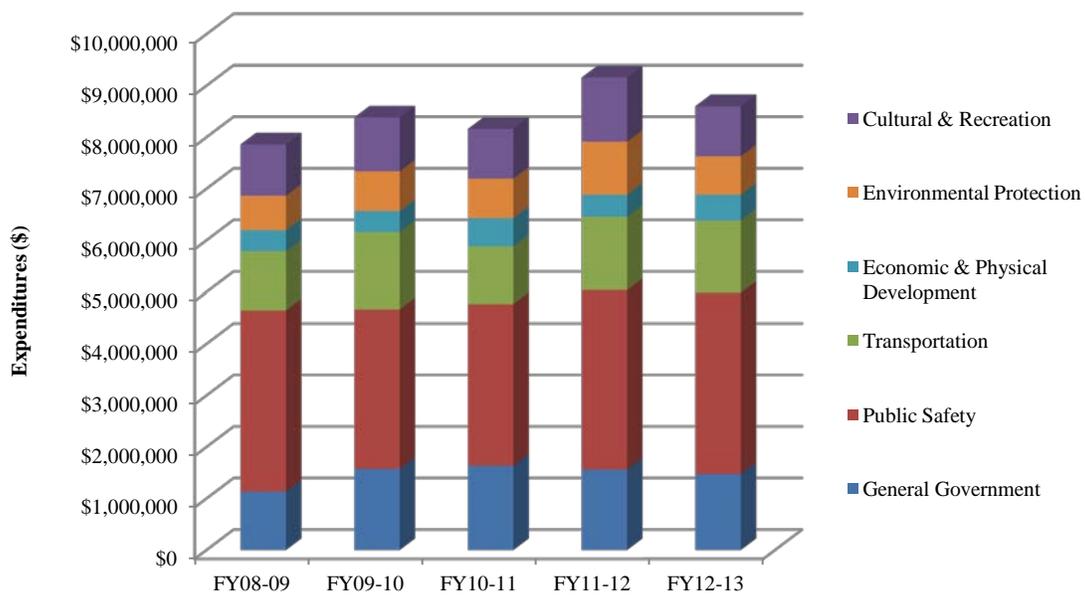




**Expenditures by Function**

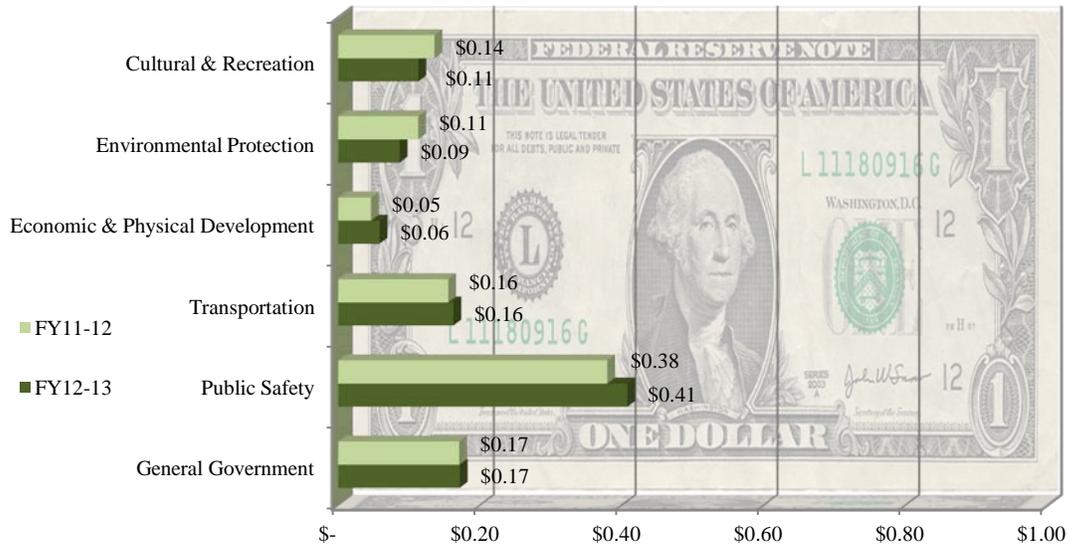
General Fund Expenditures by Function					
Function	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General Government	\$1,637,376	\$1,606,395	\$1,562,895	\$1,474,950	-8.18%
Public Safety	\$3,133,323	\$3,486,650	\$3,474,684	\$3,508,800	0.64%
Transportation	\$1,114,657	\$1,425,505	\$1,421,192	\$1,398,300	-1.91%
Economic & Physical Dev.	\$544,827	\$425,918	\$423,355	\$502,000	17.86%
Environmental Protection	\$766,537	\$1,068,624	\$1,033,454	\$745,400	-30.25%
Cultural & Recreation	\$964,075	\$1,268,610	\$1,243,523	\$972,200	-23.36%
<b>Total</b>	<b>\$8,160,795</b>	<b>\$9,281,702</b>	<b>\$9,159,103</b>	<b>\$8,601,650</b>	<b>-7.33%</b>

**General Fund Expenditures by Function:  
Multiyear Comparison**

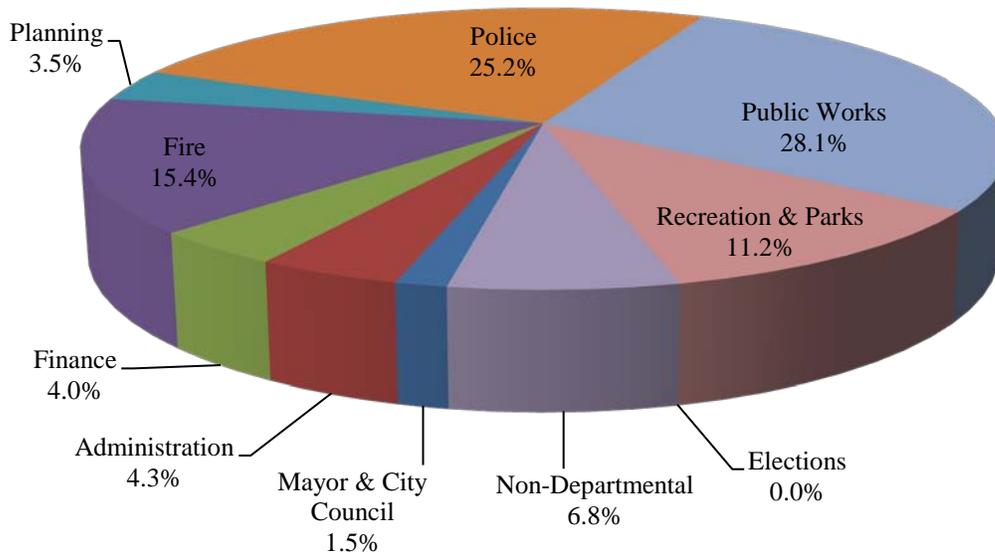




### Amount of Dollar Used per General Fund Function: Current Budget vs. Proposed Budget



### GF Expenditures by Department FY12-13

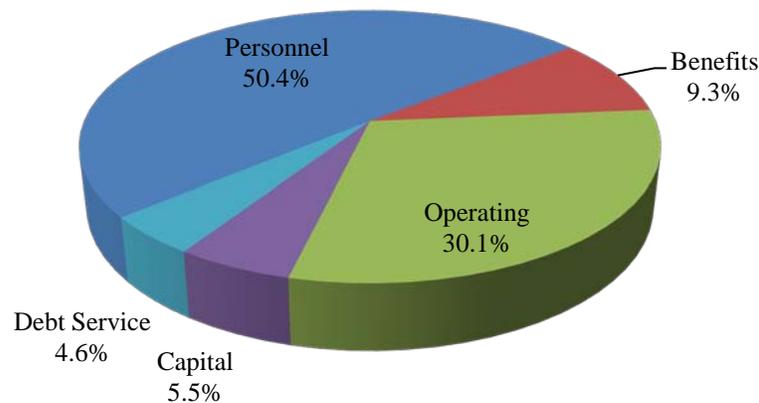




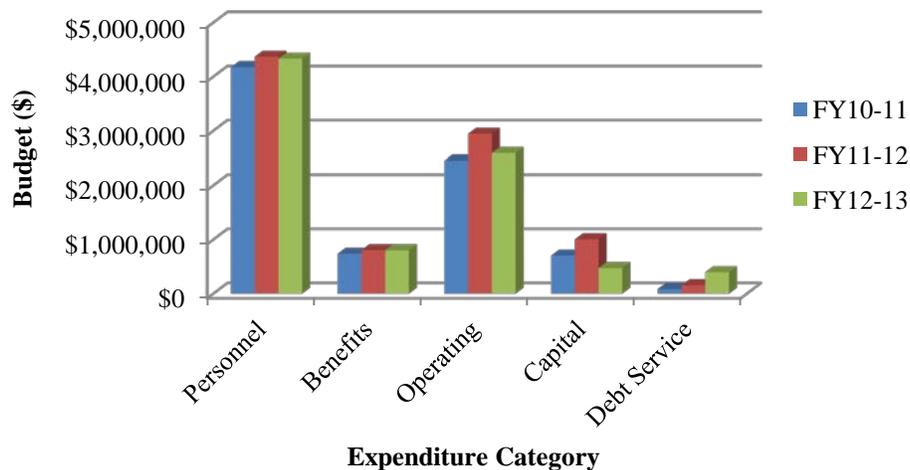
**Expenditures by Type**

<b>General Fund Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$4,175,748	\$4,369,050	\$4,352,549	\$4,334,600	-0.79%
Benefits	\$739,473	\$805,099	\$799,575	\$802,600	-0.31%
Operating	\$2,454,218	\$2,947,014	\$2,847,677	\$2,592,850	-12.02%
Capital	\$704,234	\$1,004,585	\$1,003,345	\$473,500	-52.87%
Debt Service	\$87,122	\$155,954	\$155,957	\$398,100	155.27%
<b>Total</b>	<b>\$8,160,795</b>	<b>\$9,281,702</b>	<b>\$9,159,103</b>	<b>\$8,601,650</b>	<b>-7.33%</b>

**General Fund Expenditures by Type  
FY12-13**



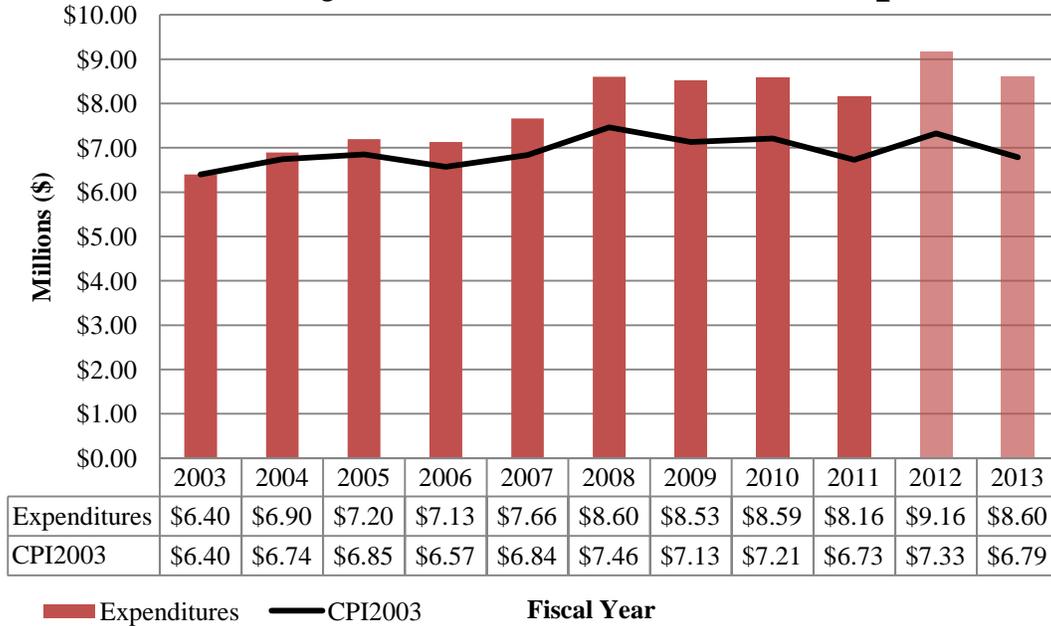
**General Fund Expenditures by Type**



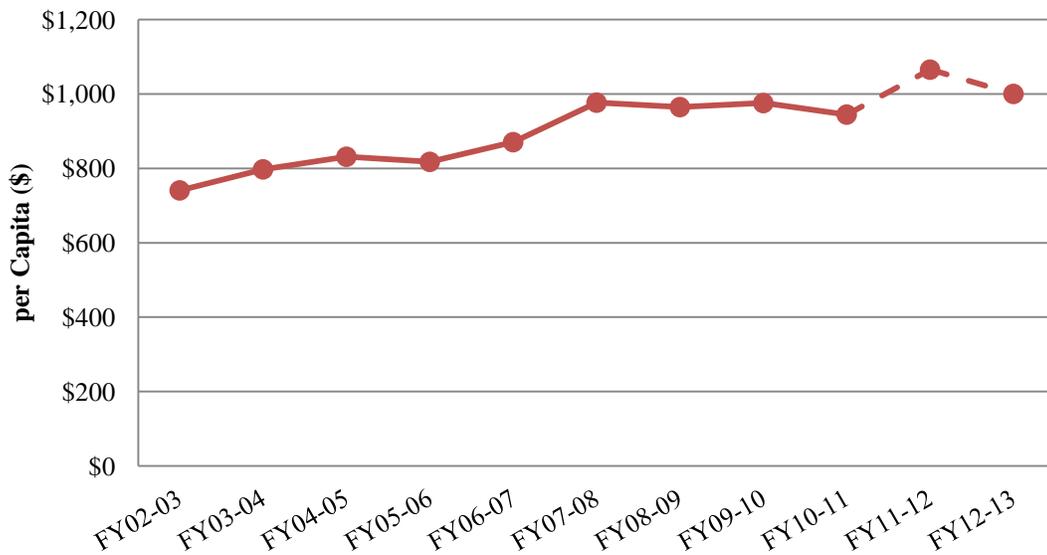


**Expenditure Trends**

**General Fund Expenditure Trends  
(with Adjustment for Inflation Comparison)**



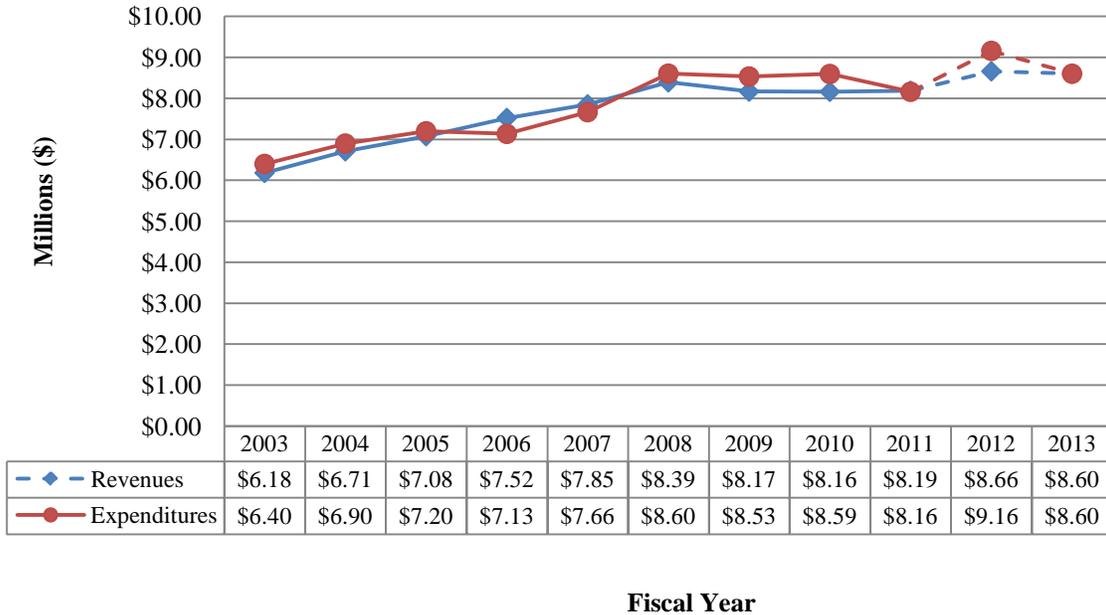
**General Fund Expenditures per Capita Trends**



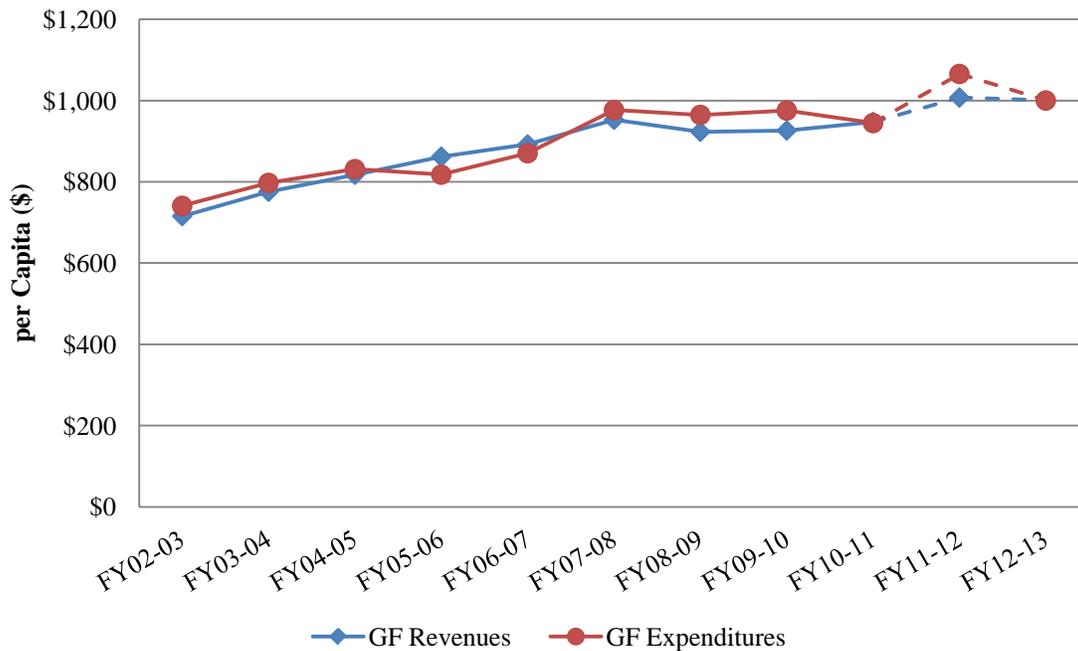


**Revenues vs. Expenditures**

**General Fund Revenues vs. Expenditures**



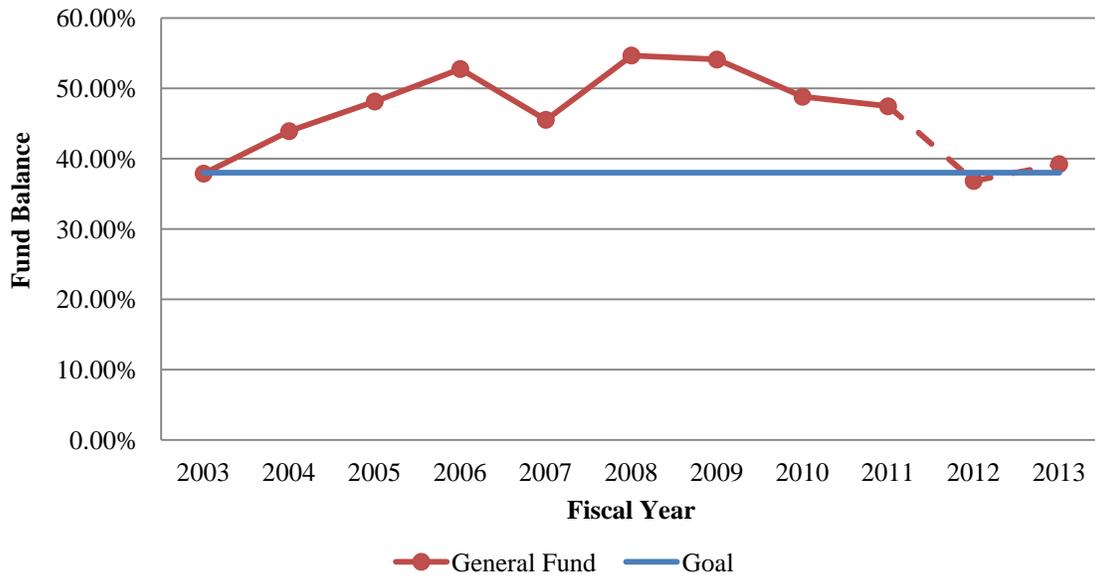
**General Fund per Capita Trends**



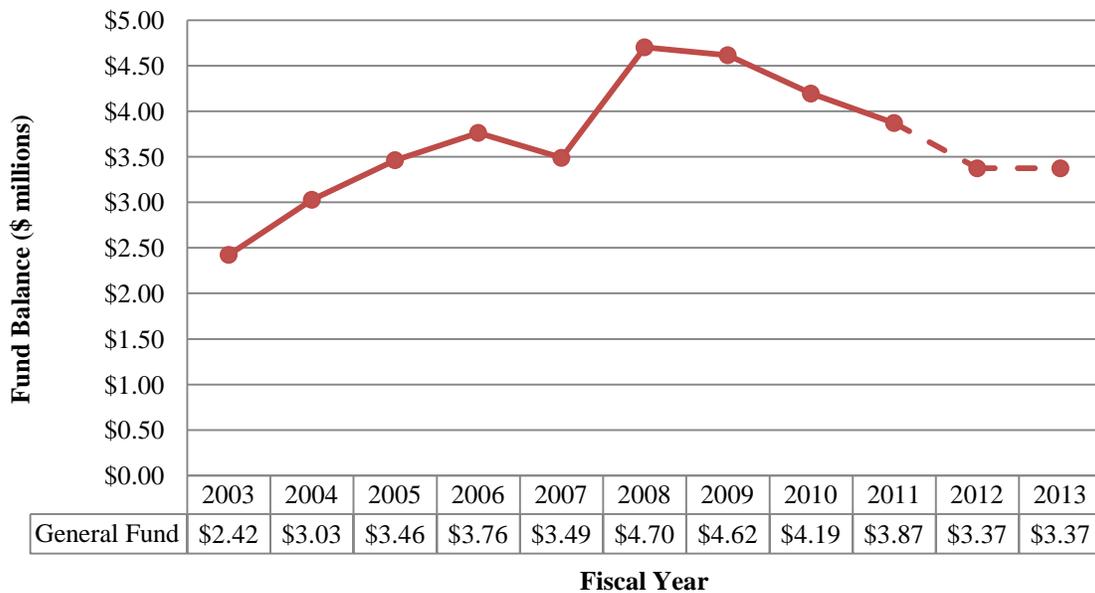


**Fund Balance**

**Clinton Fund Balance Trend:  
General Fund**



**Clinton Fund Balance Trend:  
General Fund**





## **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 [jconnet@cityofclintonnc.us](mailto:jconnet@cityofclintonnc.us).





Mayor  
Mr. Lew Starling



Mayor Pro-Tem  
Ms. Maxine Harris  
District 5



Councilman  
Mr. Steve Stefanovich  
District 1



Councilman  
Mr. Neal Strickland  
District 2



Councilman  
Rev. Marcus Becton  
District 3



Councilwoman  
Ms. Jean Turlington  
District 4



### **FY2011-2012 Accomplishments**

- Promoted economic development by completing the Downtown Revitalization Phase III project and partnering with Sampson Arts Council to install “Milling Around” public art
- Promoted construction of sound infrastructure with an award of \$885,000 Rural Center Grant for water system improvements
- Held four workshops/planning meetings that resulted in development of new City Council priorities and long-range planning discussions for the Fire and Recreation Departments
- Promoted clean and safe neighborhoods with the reorganization of the Fire Department
- Promoted sound infrastructure with the street resurfacing program
- Increased annual district meeting attendance

### **FY2012-2013 Action Items & Initiatives**

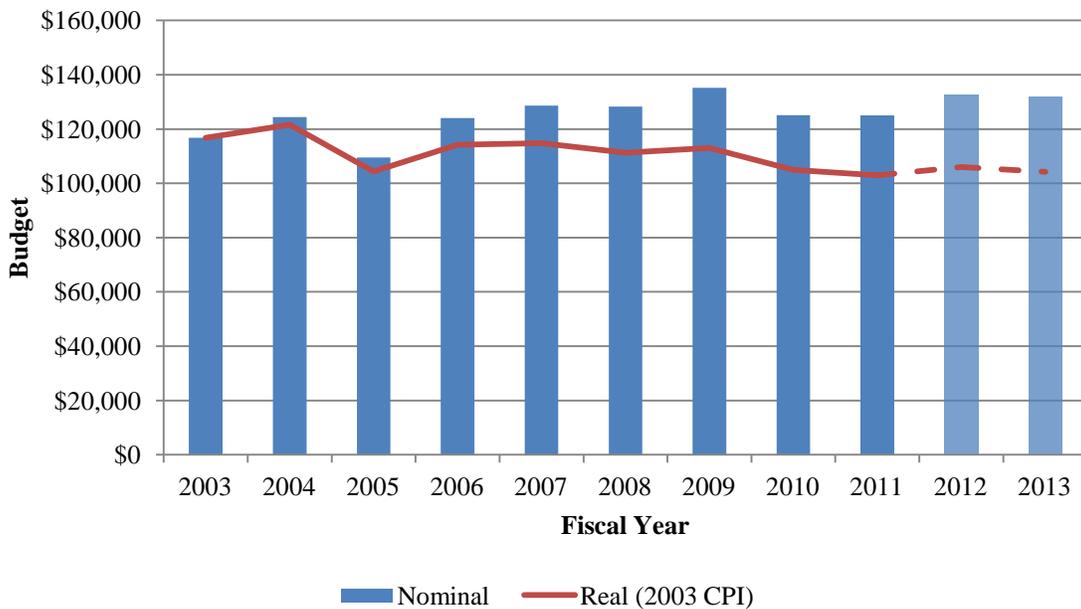
- Promote sound and sustainable infrastructure with the expansion of water production facilities
- Promote quality job growth through the development of business friendly zoning policies and processes
- Promote welcoming neighborhoods and public spaces with three new gateway projects and continued emphasis on quality maintenance of public spaces
- Promote affordable and varied housing opportunities through new residential development, which includes multifamily housing
- Promote an enhanced quality of life through such events such as Alive After Five, Christmas in the City and the BBQ Cook-off
- Promote fiscal responsibility by adopting a conservative budget and monitoring the economy
- Examine new growth areas within and immediately adjacent the city



### **FY2012-2013 Budget Highlights**

The Mayor and City Council FY12-13 budget is 4.29 percent less than FY11-12. At \$132,100, the budget accounts for 1.5 percent of the General Fund budget and is equivalent to \$.021 on the tax rate. The City plans to spend \$15.37 per capita for the governing board in FY12-13. The primary decrease is in travel and education at 37.50 percent. The City council budget does not include any capital items for FY12-13.

### **Mayor & City Council Budget Trends (with Adjustment for Inflation Comparison)**





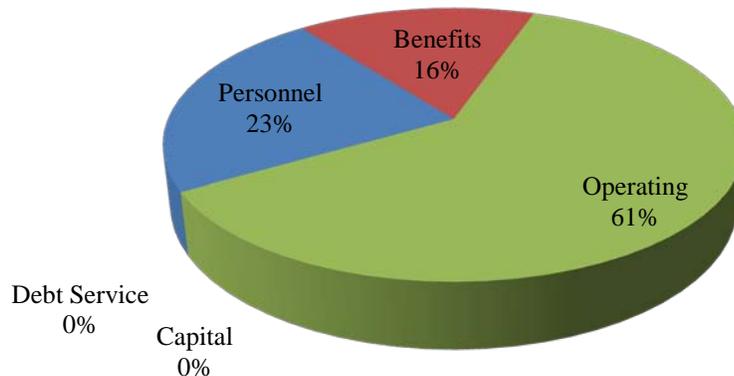
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$29,409	\$30,950	\$30,485	\$30,200	-2.42%
Benefits	\$20,369	\$20,872	\$20,842	\$20,900	0.13%
Operating	\$75,044	\$86,204	\$81,245	\$81,000	-6.04%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$124,822</b>	<b>\$138,026</b>	<b>\$132,572</b>	<b>\$132,100</b>	<b>-4.29%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$124,822	\$138,026	\$132,572	\$132,100	-4.29%
<b>Total</b>	<b>\$124,822</b>	<b>\$138,026</b>	<b>\$132,572</b>	<b>\$132,100</b>	<b>-4.29%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	-	-	-	-	0.00%
Part-time	6.00	6.00	6.00	6.00	0.00%
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00%</b>

**Mayor & Council Expenditures by Type**





**Expenditures by Line Item**

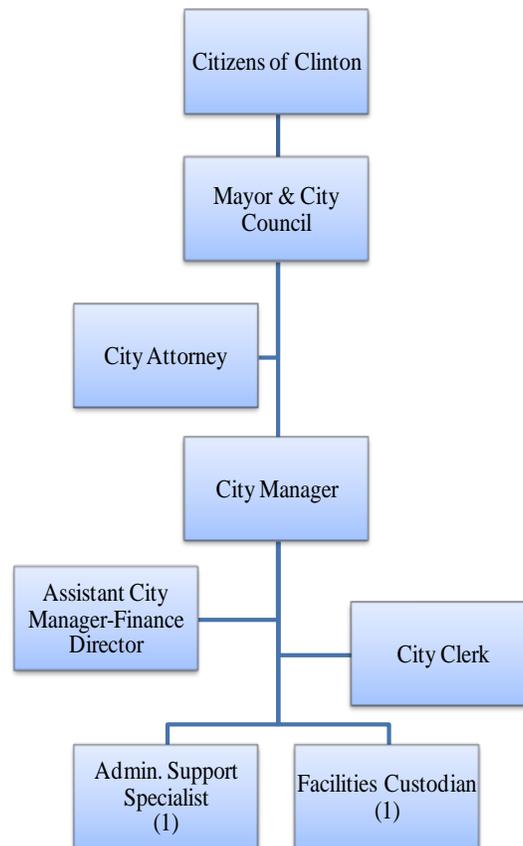
<b>Mayor &amp; City Council Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$27,652	\$28,000	\$27,652	\$28,000	0.00%
Professional Services	\$46,047	\$53,000	\$49,790	\$48,500	-8.49%
FICA	\$1,757	\$2,950	\$2,833	\$2,200	-25.42%
Group Insurance	\$18,987	\$18,912	\$18,912	\$19,000	0.47%
Retirement	\$1,382	\$1,960	\$1,930	\$1,900	-3.06%
Travel & Education	\$1,576	\$4,000	\$4,100	\$2,500	-37.50%
Auto Allowance	\$8,500	\$9,400	\$9,380	\$9,400	0.00%
Advertising	\$1,606	\$1,200	\$150	\$1,500	25.00%
Dues & Subscription	\$12,035	\$12,500	\$11,900	\$13,000	4.00%
Workman's Comp	\$97	\$104	\$75	\$100	-3.85%
Citizen Newsletter	\$1,969	\$2,000	\$1,950	\$2,000	0.00%
Miscellaneous	\$3,214	\$4,000	\$3,900	\$4,000	0.00%
<b>Total</b>	<b>\$124,822</b>	<b>\$138,026</b>	<b>\$132,572</b>	<b>\$132,100</b>	<b>-4.29%</b>



## Mission

To implement the goals and objectives of the Mayor and City Council by providing open communication, efficient city services, and strong organization leadership.

## Administration Organization Chart



## Description

The administrative office of the City of Clinton consists of the City Manager, Assistant City Manager-Finance Director, 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 [efhunt@cityofclintonnc.us](mailto:efhunt@cityofclintonnc.us).



### **FY2011-2012 Accomplishments**

- Conducted safety training for departments (personal protective equipment)
- Received safety grants for city's Health & Safety Program
- Implemented citywide file server to improve security and access to public documents
- Oversaw preparation and recovery from Hurricane Irene
- Transitioned to paperless agendas for department heads
- Implement citizen satisfaction survey for performance measurement
- Conducted Manager's lunches with employees
- Conducted mid-level manager meetings

### **FY2012-2013 Action Items & Initiatives**

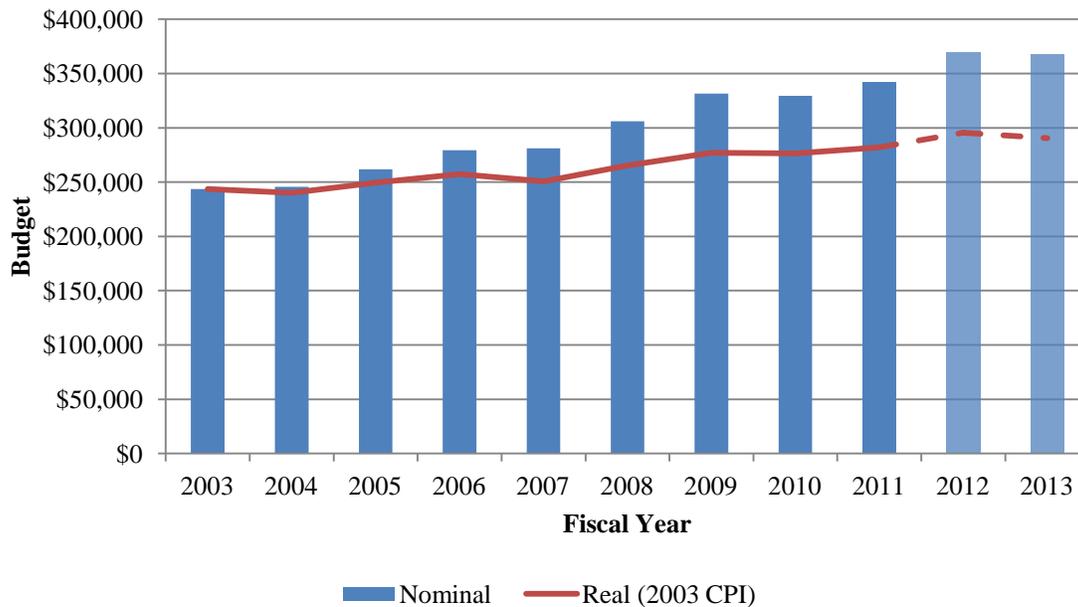
- Continue electronic indexing of minutes and resolutions
- Implement electronic indexing of ordinances
- Develop household survey to gauge citizen awareness
- Develop employee surveys
- Consider paperless agendas for Mayor & City Council
- Provide additional safety training for all departments
- Explore all opportunities to improve efficiency of organization (data analysis, hybrid vehicles, VOIP)



### **FY2012-2013 Budget Highlights**

The FY12-13 administration budget reflects an increase of .22 percent. At \$367,900, the administration budget accounts for 4.3 percent of the General Fund budget and is equivalent to \$.058 on the tax rate. The City plans to spend \$42.80 per capita for administration in FY12-13. Reductions in various line items largely offset an increase in salaries from the third phase of the City’s pay and classification study and a one (1) percent cost of living increase. The largest increase in the department’s budget is for updating the city code in print and online. A new departmental supplies line item will help track supplies not related to printing and office supplies. The FY12-13 administration budget does not include any capital items.

### **Administration Budget Trends (with Adjustment for Inflation Comparison)**





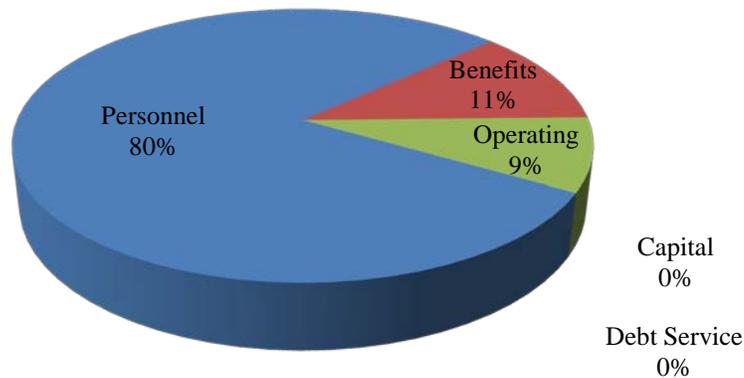
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$266,996	\$289,250	\$289,483	\$294,200	1.71%
Benefits	\$41,084	\$41,785	\$44,831	\$41,800	0.04%
Operating	\$33,696	\$34,875	\$33,785	\$31,900	-8.53%
Capital	\$0	\$1,200	\$1,175	\$0	-100.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$341,776</b>	<b>\$367,110</b>	<b>\$369,274</b>	<b>\$367,900</b>	<b>0.22%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$251,776	\$274,110	\$274,274	\$267,900	-2.27%
Enterprise	\$90,000	\$93,000	\$95,000	\$100,000	7.53%
<b>Total</b>	<b>\$341,776</b>	<b>\$367,110</b>	<b>\$369,274</b>	<b>\$367,900</b>	<b>0.22%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	5.00	5.00	5.00	5.00	0.00%
Part-time	-	-	-	-	0.00%
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00%</b>

**Administration Expenditures by Type**





**Expenditures by Line Item**

<b>Administration Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$239,912	\$258,850	\$258,785	\$268,300	3.65%
Temporary Salaries	\$8,597	\$10,600	\$10,127	\$5,000	-52.83%
FICA	\$18,487	\$19,800	\$20,571	\$20,900	5.56%
Group Insurance	\$25,777	\$23,640	\$26,768	\$23,700	0.25%
Retirement	\$15,307	\$18,145	\$18,063	\$18,100	-0.25%
Telephone	\$3,784	\$3,500	\$3,550	\$3,000	-14.29%
Printing & Office Supplies	\$6,400	\$7,400	\$6,500	\$6,000	-18.92%
Travel & Education	\$5,070	\$7,300	\$8,200	\$6,000	-17.81%
Auto Allowance	\$8,414	\$6,000	\$6,000	\$6,000	0.00%
Maint. & Repairs/Equipment	\$754	\$1,500	\$800	\$600	-60.00%
Advertising	\$0	\$500	\$0	\$300	-40.00%
City Code Update	\$1,497	\$700	\$650	\$1,400	100.00%
Departmental Supplies	\$0	\$0	\$0	\$1,500	
Uniforms	\$117	\$300	\$250	\$250	-16.67%
Dues & Subscription	\$2,214	\$2,100	\$2,673	\$2,000	-4.76%
Workman's Comp	\$4,194	\$3,600	\$3,496	\$3,600	0.00%
Insurance	\$735	\$975	\$916	\$750	-23.08%
Miscellaneous	\$517	\$1,000	\$750	\$500	-50.00%
Capital Outlay/Equipment	\$0	\$1,200	\$1,175	\$0	-100.00%
<b>Total</b>	<b>\$341,776</b>	<b>\$367,110</b>	<b>\$369,274</b>	<b>\$367,900</b>	<b>0.22%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Overall Mission

**Department Goal:** Promote Clinton and support the mission and goals of the Mayor and City Council.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of Council Members who feel administration is positively supporting the city's initiatives	n/a	n/a	n/a	100%	100%
% of Council Members who feel they receive adequate information in a timely manner	n/a	100%	100%	100%	100%
% of Council Members rating overall satisfaction with administration	n/a	n/a	100%	100%	100%
% of residents rating Clinton as a great place to live (>6 on 1-10 scale)	n/a	n/a	n/a	70%	75%

**Council Goal/Focus:** Overall Mission

**Department Goal:** Advance citizen awareness and encourage citizen input.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of residents reporting satisfaction with city communication	n/a	n/a	93%	75%	75%
% of residents reporting adequate opportunities to provide input	n/a	n/a	n/a	60%	75%
% of residents who feel the city is responsive to their input	n/a	n/a	n/a	65%	75%



**Council Goal/Focus:** Financial Sustainability

**Department Goal:** Examine overall efficiency and effectiveness of city departments.

Objective	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Goal	Target
% of residents satisfied with each city service	n/a	n/a	n/a	80%	80%
Average variance between original department budget and actual department budget	-4.99%	-4.07%	10.18%	+/- 5%	+/- 5%
% of department performance goals met	n/a	n/a	42%	60%	85%

**Council Goal/Focus:** N/A

**Department Goal:** Reduce risks and maintain a safe work environment.

Objective	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Goal	Target
Average number of days lost per work related injury claim	2	0	14	<14	<14
Average number of restricted work days per work related injury claim	15	7	2	<10	<10

**Council Goal/Focus:** Overall Mission

**Department Goal:** Ensure open communication between management and employees.

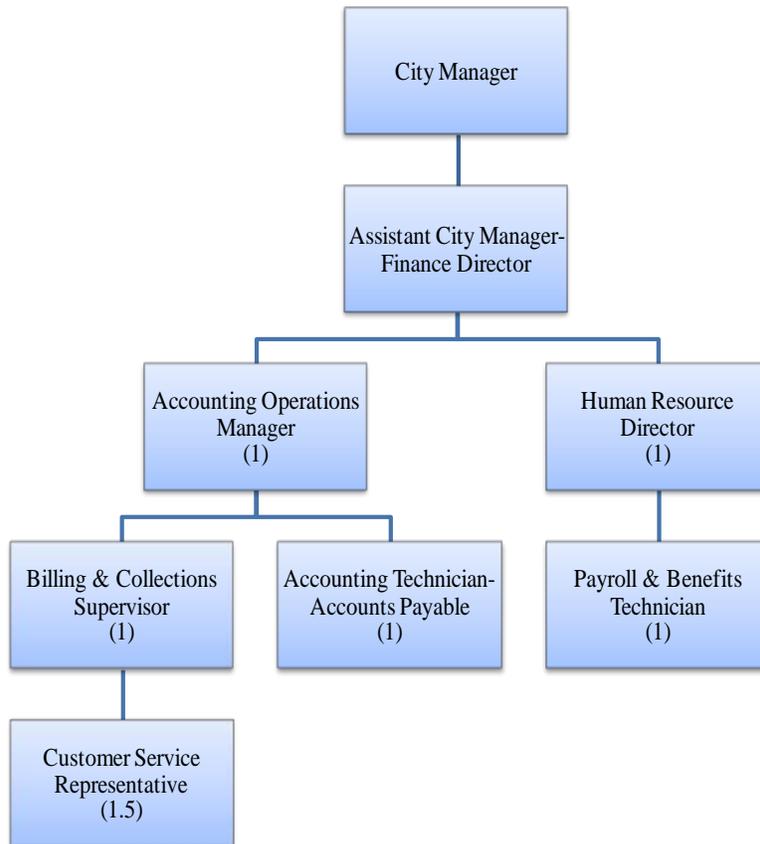
Objective	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Goal	Target
% of employees reporting satisfaction with management communication	n/a	n/a	n/a	75%	75%
% of employees reporting adequate opportunities to provide input	n/a	n/a	n/a	75%	75%
% of employees who feel management is responsive to their input	n/a	n/a	n/a	75%	75%



**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 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 operation budget and capital budget. In January 2011, the Finance Director and Assistant City Manager positions were consolidated. This position is accounted for in the Administration department but is responsible for the Finance Department, which includes the Human Resource Director and 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 or Human Resources, please contact the Finance Officer at 910-299-4901 or [spurvis@cityofclintonnc.us](mailto:spurvis@cityofclintonnc.us).



### **FY2011-2012 Accomplishments**

- Received GFOA Budget Presentation Award
- Completed 3<sup>rd</sup> and final phase of job classification study
- Held Employee Benefit Enrollment with luncheon sponsored by vendors
- Completed 3<sup>rd</sup> year of employee annual health screenings with United Healthcare
- Conducted the annual employee's benefits workshop
- Implemented E-Verify
- Assisted Public Works in developing skill based training and certification program
- Implemented New Supervisor's Orientation program
- Created new employment application
- Transferred revolving loan and nuisance lots accounts to billing and collections system
- HR Director completed Clinton-Sampson Chamber Leadership Program
- Implemented new Travel Policy
- Upgraded billing and collections software

### **FY2012-2013 Action Items & Initiatives**

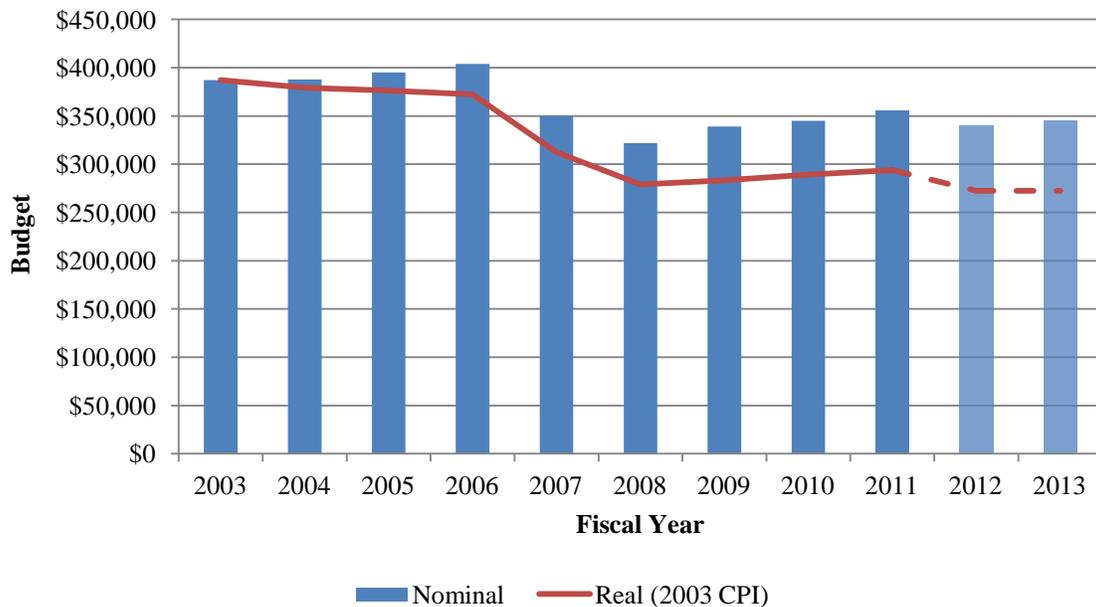
- Implement online bill pay for customers paying utility bills
- Design and implement new performance evaluation system
- Implement new human resource computer software
- Host NC Retirement workshop
- Produce new employees' benefit handbook
- Update Customer Service Policy
- Receive GFOA Budget Presentation Award
- Submit CAFR for GFOA award
- Implement new fixed asset software
- Develop new cash management policy
- Develop revenue spending policy
- Develop grant management policy
- Host finance, HR, and budget workshop for department heads and supervisors



### **FY2012-2013 Budget Highlights**

The Finance and HR Department budget represents for a 2.4 percent decrease from the FY11-12 budget. At \$344,950, the Finance-HR budget accounts for four (4) percent of the General Fund budget and is equivalent to \$.054 on the tax rate. The City plans to spend \$40.13 per capita for finance and human resources in FY12-13. The decrease is primarily due to reductions in maintenance and repairs and contract services. Increases in salaries and FICA are the result of the City’s pay and classification study and cost of living increases. Additionally affecting FICA, the part-time customer service representative has previously been hired through a temporary work agency. For the same cost, the City can increase the number of hours worked by the position by 25 percent by making it a permanent part-time position. The FY12-13 finance budget does not include any capital items.

**Finance-HR Budget Trends  
(with Adjustment for Inflation Comparison)**





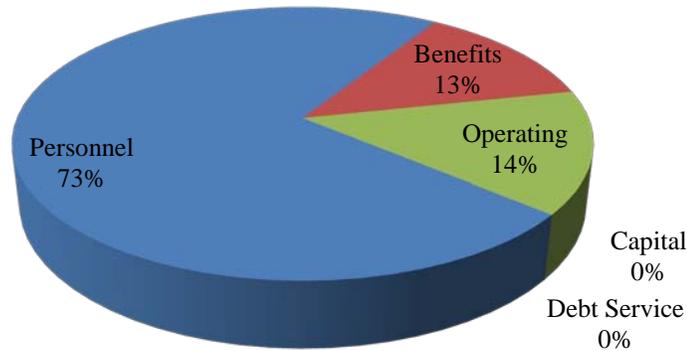
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$254,415	\$247,200	\$246,630	\$251,500	1.74%
Benefits	\$41,780	\$43,968	\$39,775	\$43,600	-0.84%
Operating	\$57,397	\$62,300	\$54,042	\$49,850	-19.98%
Capital	\$2,650	\$0	\$0	\$0	
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$356,242</b>	<b>\$353,468</b>	<b>\$340,447</b>	<b>\$344,950</b>	<b>-2.41%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$196,242	\$203,468	\$190,447	\$193,950	-4.68%
Enterprise	\$160,000	\$150,000	\$150,000	\$151,000	0.67%
<b>Total</b>	<b>\$356,242</b>	<b>\$353,468</b>	<b>\$340,447</b>	<b>\$344,950</b>	<b>-2.41%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	6.50	6.00	6.00	6.00	0.00%
Part-time	-	-	-	1.00	0.00%
<b>Total</b>	<b>6.50</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>16.67%</b>

**Finance Expenditures by Type**





**Expenditures by Line Item**

<b>Finance-HR Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$236,869	\$222,150	\$222,044	\$225,600	1.55%
Temporary Salaries	\$0	\$8,000	\$7,600	\$8,000	0.00%
FICA	\$17,546	\$17,050	\$16,986	\$17,900	4.99%
Group Insurance	\$26,732	\$28,368	\$24,550	\$28,400	0.11%
Retirement	\$15,048	\$15,600	\$15,225	\$15,200	-2.56%
Telephone	\$1,884	\$2,100	\$1,896	\$1,800	-14.29%
Printing & Office Supplies	\$12,699	\$12,000	\$12,000	\$11,800	-1.67%
Travel & Education	\$3,811	\$5,500	\$5,200	\$5,800	5.45%
Maint. & Repairs/Equipment	\$5,743	\$5,000	\$2,900	\$3,000	-40.00%
Departmental Supplies	\$8,040	\$7,000	\$7,500	\$7,000	0.00%
Contract Services	\$23,530	\$26,500	\$22,000	\$17,600	-33.58%
Dues & Subscription	\$339	\$2,700	\$1,300	\$1,500	-44.44%
Bond	\$594	\$650	\$586	\$650	0.00%
Workman's Comp	\$757	\$850	\$660	\$700	-17.65%
Capital Outlay/Software	\$2,650	\$0	\$0	\$0	
<b>Total</b>	<b>\$356,242</b>	<b>\$353,468</b>	<b>\$340,447</b>	<b>\$344,950</b>	<b>-2.41%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Financial Sustainability

**Department Goal:** Maintain financial strength and sustainability of city funds.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
Maintain General Fund balance goal	48.8%	45%	37%	38%	>38%
Maintain Water & Sewer Fund balance goal	54.11%	78.6%	76.2%	50%	50%
Maintain operations ratio greater than 1.0	.95	1.01	.95	1.0	>1.0
Maintain % debt service as a percentage of total expenditures per policy	2.52%	3.15%	3.87%	5%	<10%
Maintain net debt per assessed valuation per policy	.264	.234	.273	.550	<.552
Maintain net debt per capita per policy	\$191	\$168	\$203	\$427	<\$2,129
% of delinquent utility accounts collected through Debt Setoff program	n/a	n/a	13.2%	15%	>25%

**Council Goal/Focus:** Financial Sustainability

**Department Goal:** Provide timely financial services to officials and departments.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of purchase orders approved within 24 hours	90%	95%	95%	90%	90%
% of time monthly reports completed by deadline	100%	86%	93%	100%	92%
% of statements and accounts reconciled by 10 <sup>th</sup> of each month	83%	92%	95%	95%	95%



**Council Goal/Focus:** N/A

**Department Goal:** Provide customers with prompt and accurate service.

Objective	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Goal	Target
% of customers satisfied with billing and collections service	n/a	n/a	n/a	80%	85%
% of meter re-reads proving an incorrect initial reading	3%	4%	9.7%	<5%	<5%
% of payments received by online or automated payments	18%	19%	21.9%	23%	>25%

**Council Goal/Focus:** Overall Mission

**Department Goal:** Maintain a dedicated and productive workforce.

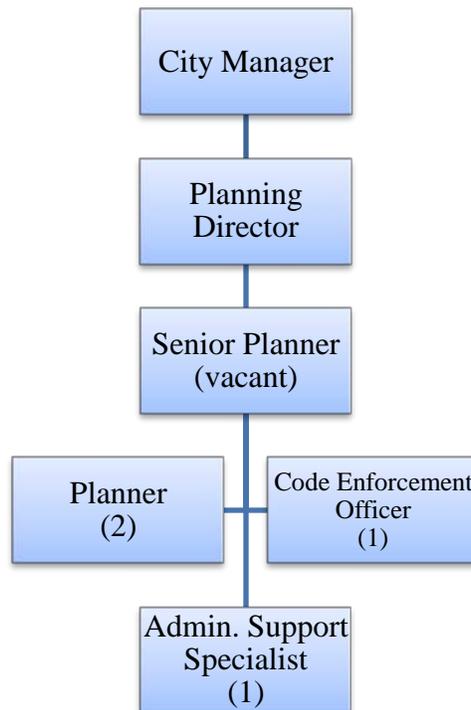
Objective	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Goal	Target
% of positions receiving annual compensation analysis	57%	36%	24%	25%	25%
% of city employees participating in annual health screenings	50%	44%	50%	75%	75%
% of city employees satisfied with their job	n/a	n/a	n/a	75%	75%
% new employees completing probationary period	n/a	n/a	97%	90%	100%
Maintain low employee turnover rate (permanent positions)	n/a	n/a	3.63%	10%	<10%
# of employee appeals and grievances per 100 FTE	n/a	n/a	.74	2	2



**Mission**

To guide the physical development of Clinton in a manner that will preserve its unique characteristics and enhance the quality of life for the city's present and future residents.

**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 and the Clinton Historic Preservation Commission. The department includes the Planning Director, two planners, a 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](mailto:mmr@cityofclintonnc.us).



## **FY2011-2012 Accomplishments**

- Completed City of Clinton Pedestrian Plan
- Completed of Phase III Downtown Revitalization Project
- Implemented Downtown Façade Grant Program
- Established Downtown Stakeholder Group with monthly meetings
- Held 1<sup>st</sup> Annual “Christmas in the City” event
- Held 1<sup>st</sup> Annual “Sampson County Drive-In to Drive Out Drugs” event
- Successfully concluded first annual Alive After Five Event
- Completed Pugh Road Infrastructure CDBG project
- Completed Russell Street Phase II CDBG project
- Sponsored the 25<sup>th</sup> Annual Court Square Street Fair and 18<sup>th</sup> Annual Court Square Barbecue Cook-off

## **FY2012-2013 Action Items & Initiatives**

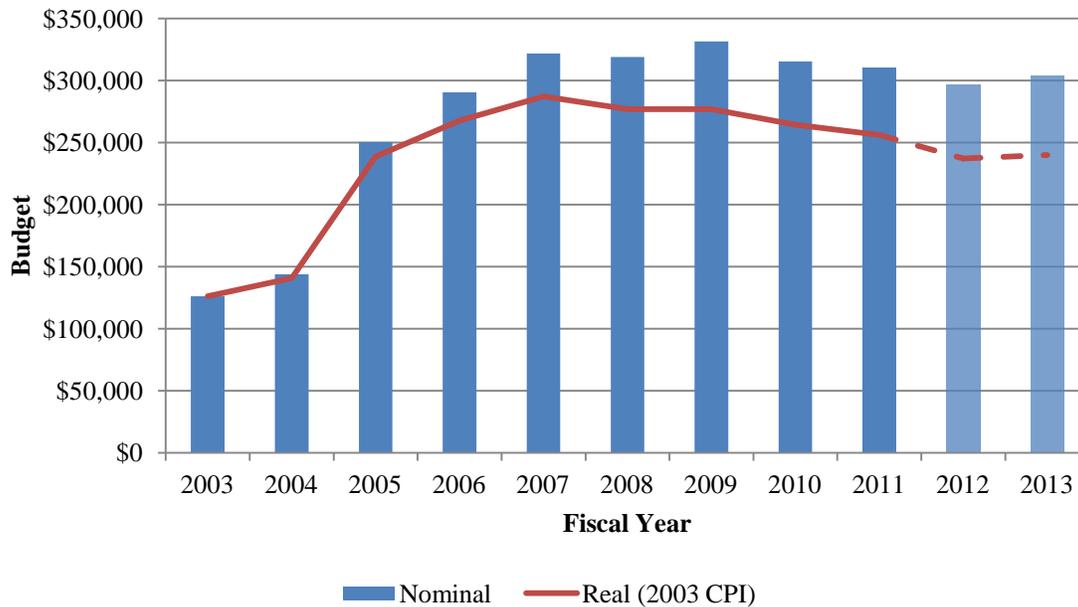
- Develop Downtown Master Plan
- Develop brand for Downtown Clinton
- Update Land Use Plan
- Develop Bicycle Plan
- Develop Comprehensive Transportation Plan
- Partner with Recreation Department to secure PARTF grant for greenways



### **FY2012-2013 Budget Highlights**

The FY12-13 planning budget is 1.46 percent more than FY11-12. At \$304,100, the planning budget accounts for 3.54 percent of the General Fund budget and is equivalent to \$.048 on the tax rate. The City plans to spend \$35.38 per capita on planning in FY12-13. The primary reason for the budget increase is the increase in salaries and benefits resulting from the city’s pay and classification study. Half of the Planning Department budget is paid for by Sampson County. The FY12-13 planning budget does not include any capital items.

### **Planning Budget Trends (with Adjustment for Inflation Comparison)**





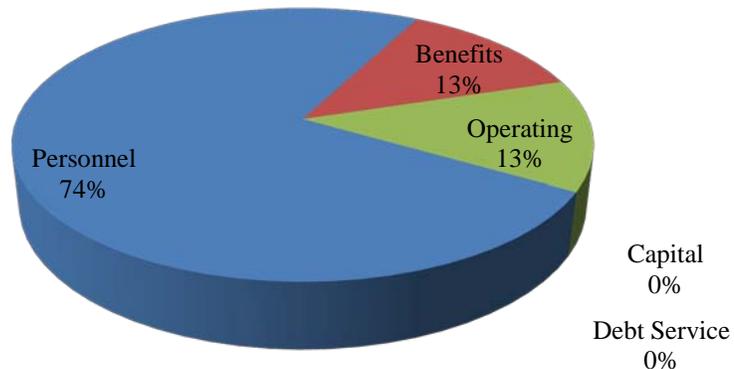
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$236,897	\$214,400	\$214,400	\$226,200	5.50%
Benefits	\$33,396	\$37,540	\$37,540	\$37,900	0.96%
Operating	\$40,039	\$47,775	\$44,776	\$40,000	-16.27%
Capital	\$221	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$310,553</b>	<b>\$299,715</b>	<b>\$296,716</b>	<b>\$304,100</b>	<b>1.46%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$310,553	\$299,715	\$296,716	\$304,100	1.46%
<b>Total</b>	<b>\$310,553</b>	<b>\$299,715</b>	<b>\$296,716</b>	<b>\$304,100</b>	<b>1.46%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	5.00	5.00	5.00	5.00	0.00%
Part-time	-	-	-	-	0.00%
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>0.00%</b>

**Planning Expenditures by Type**





**Expenditures by Line Item**

<b>Planning Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$220,701	\$199,000	\$199,000	\$210,100	5.58%
Temporary Salaries	\$0	\$0	\$0	\$0	
Professional Services	\$0	\$7,000	\$6,000	\$1,800	-74.29%
FICA	\$16,196	\$15,400	\$15,400	\$16,100	4.55%
Group Insurance	\$22,601	\$23,640	\$23,640	\$23,700	0.25%
Retirement	\$10,795	\$13,900	\$13,900	\$14,200	2.16%
Telephone	\$0	\$2,000	\$1,850	\$1,800	-10.00%
Printing & Office Supplies	\$2,169	\$6,000	\$6,000	\$4,500	-25.00%
Travel & Education	\$5,683	\$4,000	\$3,000	\$3,000	-25.00%
Auto Allowance	\$2,524	\$0	\$0	\$0	
Board Expense	\$4,800	\$2,875	\$2,875	\$3,500	21.74%
Maint. & Repairs/Building	\$2,700	\$5,000	\$4,500	\$3,800	-24.00%
Maint. & Repairs/Auto	\$3,969	\$1,000	\$800	\$1,000	0.00%
Advertising	\$0	\$5,925	\$6,800	\$5,300	-10.55%
Fuel	\$3,681	\$1,000	\$700	\$800	-20.00%
Departmental Supplies	\$809	\$2,500	\$2,300	\$3,000	20.00%
Contract Services	\$2,619	\$6,500	\$6,400	\$7,700	18.46%
Dues & Subscription	\$6,300	\$700	\$700	\$700	0.00%
Workman's Comp	\$554	\$3,000	\$2,594	\$2,800	-6.67%
Insurance/Auto	\$4,231	\$275	\$257	\$300	9.09%
Capital Outlay/Equipment	\$221	\$0	\$0	\$0	
<b>Total</b>	<b>\$310,553</b>	<b>\$299,715</b>	<b>\$296,716</b>	<b>\$304,100</b>	<b>1.46%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Welcoming Neighborhoods & Public Spaces

**Department Goal:** Provide fair and comprehensive enforcement of city codes.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of violations brought into voluntary compliance	n/a	75.8%	54.2%	75%	75%
% decrease in multiple nuisance lot offenses	n/a	n/a	-39.2%	10%	10%

**Council Goal/Focus:** Affordable & Varied Housing Opportunities

**Department Goal:** Encourage infill and downtown development of various housing types.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of residential development occurring on infill lots	n/a	n/a	40%	40%	50%
% of residential development occurring downtown	n/a	n/a	0%	5%	5%
% increase in residential units in downtown district	n/a	n/a	0%	10%	15%
% of residential development represented by multifamily housing	n/a	n/a	0%	5%	25%



**Council Goal/Focus:** Quality Job Growth

**Department Goal:** Facilitate permitting process to growth of existing businesses and the development of new businesses.

Objective	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Goal	Target
% of customers satisfied with permitting process	n/a	n/a	n/a	85%	85%
% of customers who feel planning staff is helpful and cooperative	n/a	n/a	n/a	85%	85%
% increase in commercial and industrial assessed value	.64%	3.02%	18%	5%	5%

**Council Goal/Focus:** Enhanced Quality of Life; Welcoming Neighborhoods & Public Spaces

**Department Goal:** Promote Downtown Clinton as the commercial and cultural center of the city.

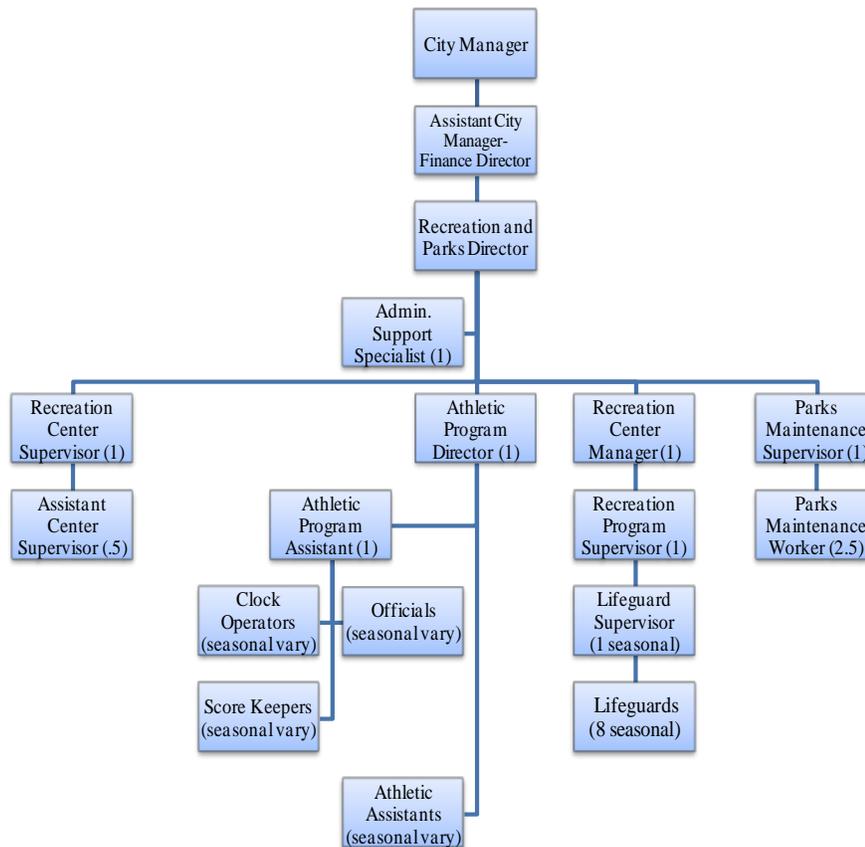
Objective	FY09-10 Actual	FY10-11 Actual	FY11-12 Estimate	FY12-13 Goal	Target
Downtown commercial & office occupancy rate	n/a	n/a	88.7%	90%	95%
% increase in assessed value of downtown special district	50.3%	17.5%	15.7%	10%	10%
% increase in downtown event attendance	n/a	n/a	n/a	10%	10%
% residents and businesses who feel downtown events are positive	n/a	n/a	n/a	85%	85%



### Mission

Clinton Recreation and Parks is dedicated to the physical and mental wellbeing of the community by maximizing quality leisure opportunities for all ages in clean, safe facilities.

### 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 [nicholsonjk@cityofclintonnc.us](mailto:nicholsonjk@cityofclintonnc.us).



## **FY2011-2012 Accomplishments**

- Increased the number of city resident participants in youth programs
- Certified all staff in CPR, First Aid, and AED use
- Hosted Halloween in the Park with Clinton Police Department
- Hosted SWAC Baseball Tournament
- Hosted Local and Sectional Pitch, Hit & Run Competitions
- Hosted Local and Sectional Punt, Pass & Kick Competitions
- Worked with Healthy Carolinian partners to expand Walk Across Sampson County Day to a month long challenge
- Constructed new restroom facility to accommodate tournaments and increased park use at Royal Lane Park
- Constructed walking trail at Newkirk Park
- Moved mirrors from Royal Lane Center to Bellamy Center Activity Room
- Added an informational kiosk outside front entrance of the Bellamy Center
- Painted interior of Bellamy Center
- Implemented emergency action plan
- Mounted AED box and unit, first aid kit, and MSDS box in Bellamy Center foyer
- Developed a parent's information packet for athletics
- Re-introduced machine pitch baseball to replace coach pitch
- Hosted opening day event for baseball and softball

## **FY2012-2013 Action Items & Initiatives**

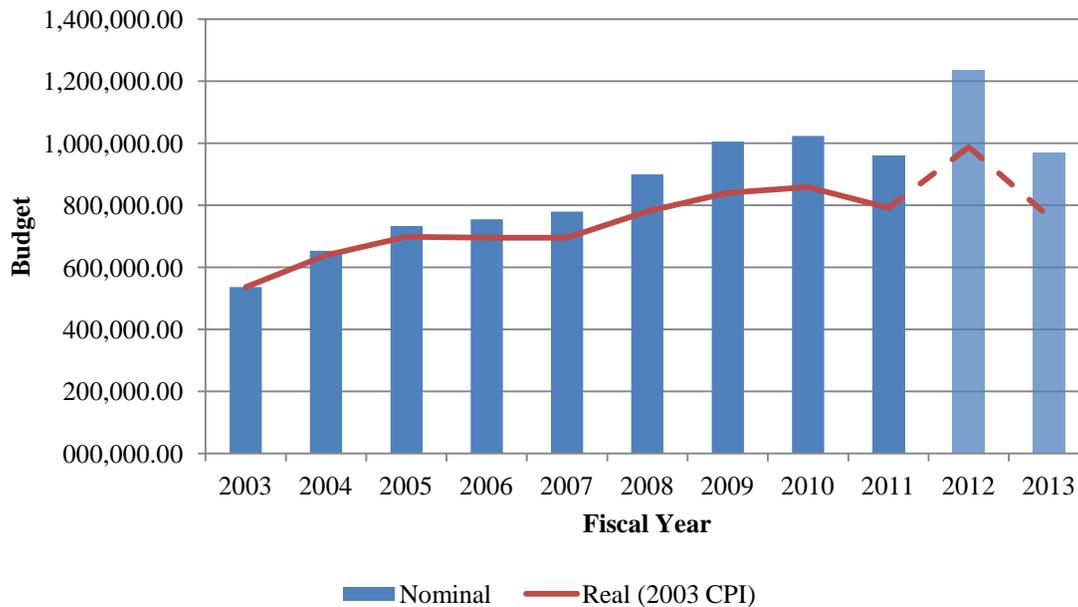
- Offer new programs and opportunities for to enrich the lives of our citizens
- Develop maps of Clinton and areas of Sampson County detailing walking, running and bike riding routes
- Plan workout session to train for specific events, such as triathlons, Cycle NC events, and road races
- Continue work on Hazard Communication Plan
- Continue work on Asset Inventory
- Explore new sources and opportunities for revenue generation
- Partner with Planning Department to secure PARTF grant for greenways



### **FY2012-2013 Budget Highlights**

The FY12-13 Recreation and Parks budget reflects a 23.25 percent decrease from FY11-12. This decrease is primarily the result of \$270,000 in capital projects reflected in the amended FY11-12 budget. At \$967,200, the recreation budget accounts for 11.2 percent of the General Fund budget and is equivalent to \$.153 on the tax rate. The City plans to spend \$112.52 per capita on recreation in FY12-13. Collectively, Recreation Department staff benefited from the pay and classification study more than any other department. Much of the increase, however, is offset by a reduction in part-time salaries for FY12-13. In the past, field maintenance was grouped with equipment maintenance and repair. Field maintenance has now been separated to better track expenditures associated with field upkeep. The department has many capital needs that have been regularly delayed due to economic conditions. The professional services line item contains \$20,000 for the first half of a planning study to redesign Royal Lane Park. The goal is to consolidate amenities to provide fewer at a higher standard. Capital expenditures for FY12-13 include \$35,000 for a ton truck and \$11,000 for a field rake. The field rake is contingent upon a fund raiser that is expected to generate \$11,000. If these funds are not realized, the department will not purchase the field rake.

### **Recreation Budget Trends (with Adjustment for Inflation Comparison)**





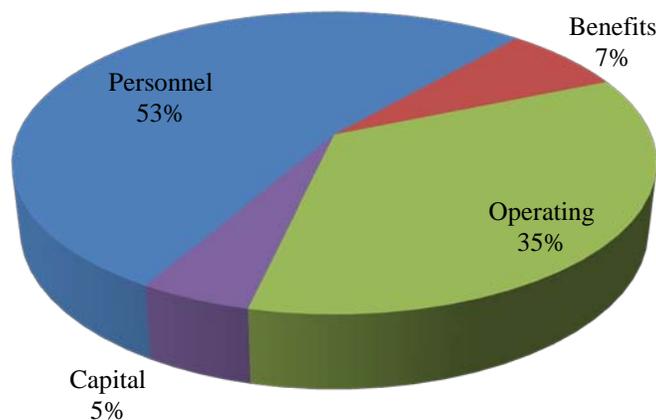
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$507,276	\$522,000	\$513,569	\$513,300	-1.67%
Benefits	\$56,508	\$70,400	\$70,454	\$70,300	-0.14%
Operating	\$315,539	\$370,750	\$354,345	\$337,600	-8.94%
Capital	\$80,581	\$297,000	\$297,000	\$46,000	-84.51%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$959,904</b>	<b>\$1,260,150</b>	<b>\$1,235,368</b>	<b>\$967,200</b>	<b>-23.25%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$959,904	\$1,260,150	\$1,235,368	\$967,200	-23.25%
<b>Total</b>	<b>\$959,904</b>	<b>\$1,260,150</b>	<b>\$1,235,368</b>	<b>\$967,200</b>	<b>-23.25%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	10.00	10.00	10.00	10.00	0.00%
Part-time	8.00	8.00	8.00	8.00	0.00%
<b>Total</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>0.00%</b>

**Recreation and Parks Expenditures by Type**





**Expenditures by Line Item**

<b>Recreation &amp; Parks Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$305,786	\$332,250	\$331,721	\$340,800	2.57%
Salaries/Part-Time	\$153,913	\$144,000	\$138,500	\$130,000	-9.72%
Salaries/Contract	\$7,118	\$1,700	\$1,648	\$0	-100.00%
Rental Staff Salaries	\$4,692	\$7,000	\$5,600	\$6,000	-14.29%
Professional Services	\$0	\$0	\$0	\$20,000	
FICA	\$35,767	\$37,050	\$36,100	\$36,500	-1.48%
Group Insurance	\$36,645	\$47,300	\$47,300	\$47,300	0.00%
Retirement	\$19,863	\$23,100	\$23,154	\$23,000	-0.43%
Telephone	\$8,386	\$8,500	\$8,500	\$8,000	-5.88%
Printing & Office Supplies	\$12,308	\$13,300	\$13,300	\$12,500	-6.02%
Utilities	\$72,150	\$68,000	\$57,816	\$93,500	37.50%
Tipping Fee	\$21,260	\$20,000	\$21,100	\$0	-100.00%
Travel & Education	\$2,803	\$4,000	\$3,000	\$4,000	0.00%
Auto Allowance	\$3,600	\$3,600	\$3,600	\$3,600	0.00%
Maint. & Repairs/Building	\$16,067	\$13,000	\$13,000	\$14,000	7.69%
ADA/OSHA Mandates	\$3,907	\$7,300	\$7,332	\$5,000	-31.51%
Maint. & Repairs/Equipment	\$25,924	\$80,000	\$80,000	\$9,000	-88.75%
Pool Supplies & Maint.	\$29,009	\$27,500	\$27,500	\$23,000	-16.36%
Maint. & Repairs/Fields	\$0	\$0	\$0	\$30,000	
Maint. & Repairs/Auto	\$0	\$4,000	\$3,500	\$4,000	0.00%
Advertising	\$3,399	\$2,500	\$2,805	\$2,500	0.00%
Fuel	\$9,096	\$8,000	\$9,000	\$11,000	37.50%
Departmental Supplies	\$14,748	\$15,000	\$15,000	\$15,000	0.00%
Athletic Supplies	\$28,109	\$24,000	\$24,000	\$23,000	-4.17%
Bellamy Center Programs	\$5,750	\$4,150	\$4,100	\$4,500	8.43%
Sampson Center Programs	\$1,330	\$3,000	\$3,000	\$2,000	-33.33%
Children's Toy Program	\$0	\$5,000	\$5,000	\$5,000	0.00%
Safety Grant	\$1,250	\$0	\$0	\$0	
Day Camp Expenses	\$1,390	\$0	\$0	\$0	
Take Me Fishing Grant	\$5,285	\$3,100	\$3,100	\$0	-100.00%
Uniforms	\$4,281	\$4,500	\$4,500	\$4,500	0.00%
Team Uniforms	\$15,288	\$18,000	\$13,000	\$12,000	-33.33%
Contract Services	\$4,596	\$10,500	\$10,000	\$8,500	-19.05%
Officials	\$420	\$1,000	\$0	\$0	-100.00%
Dues & Subscription	\$631	\$900	\$800	\$1,000	11.11%
Workman's Comp	\$14,608	\$11,500	\$11,750	\$11,900	3.48%
Insurance/Auto	\$1,019	\$1,200	\$989	\$1,200	0.00%
Insurance/Building	\$7,608	\$7,700	\$7,153	\$7,900	2.60%
Miscellaneous	\$1,317	\$1,500	\$1,500	\$1,000	-33.33%
Capital Outlay/Improvements	\$57,999	\$297,000	\$297,000	\$0	-100.00%
Capital Outlay/Equipment	\$22,582	\$0	\$0	\$46,000	
<b>Total</b>	<b>\$959,904</b>	<b>\$1,260,150</b>	<b>\$1,235,368</b>	<b>\$967,200</b>	<b>-23.25%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Enhanced Quality of Life

**Department Goal:** Provide enjoyable, healthy programs and opportunities for people of all ages and abilities.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of parents who believe their child was treated fairly and learned good sportsmanship	n/a	n/a	n/a	75%	85%
% of residents satisfied with recreation programs and opportunities	n/a	n/a	n/a	75%	85%
% increase in non-athletic program participation	n/a	n/a	18%	10%	10%
% increase in athletic program participation	-18.2%	3.0%	-6.2%	5%	5%
% of local youth participating in athletic programs	n/a	56.1%	59.4%	60%	60%
% increase in senior program participation	n/a	n/a	26%	20%	20%

**Council Goal/Focus:** Welcoming Neighborhoods & Public Spaces

**Department Goal:** Provide clean and safe facilities and amenities.

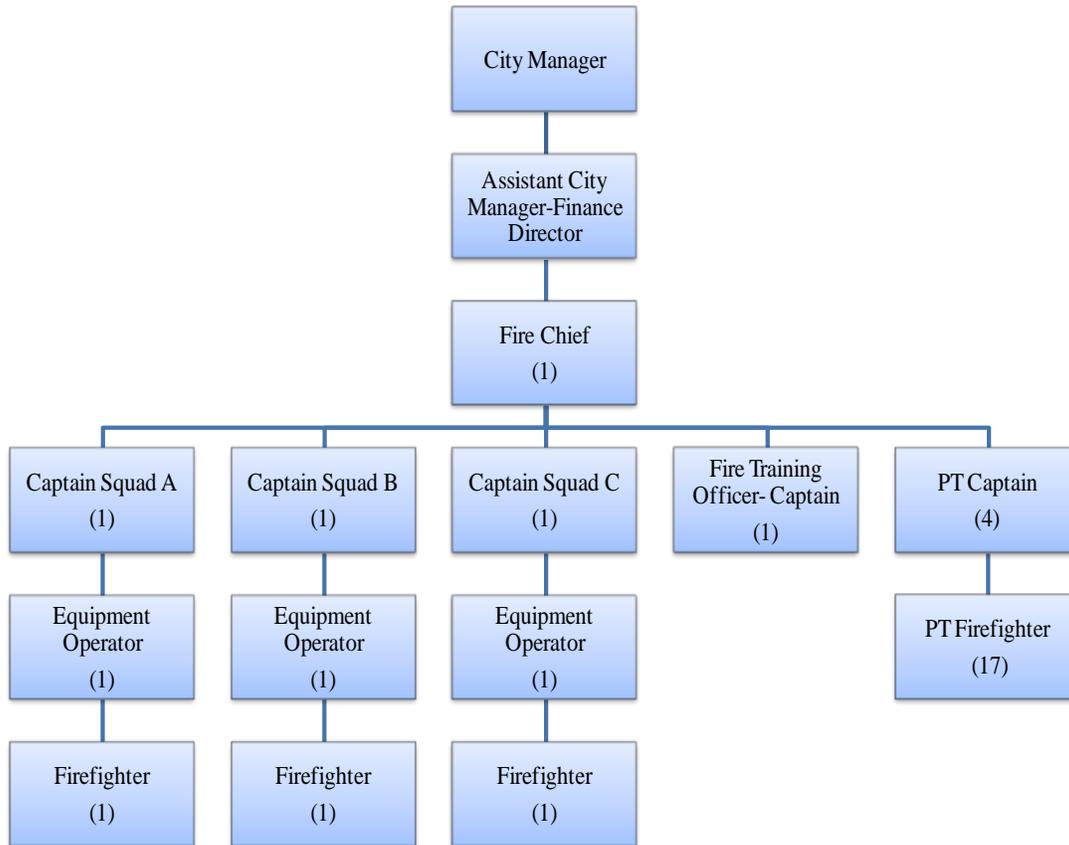
<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of residents satisfied with overall quality of city parks	n/a	n/a	n/a	70%	80%
% of residents satisfied with safety of park equipment and amenities	n/a	n/a	n/a	75%	90%
% of residents who feel safe at city parks and facilities	n/a	n/a	n/a	85%	90%
% of residents satisfied with city park and facilities cleanliness	n/a	n/a	n/a	70%	80%



**Mission**

To protect life and property through effective fire prevention and public education with professional and courteous service.

**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 EMS, as well as a trench rescue, confined space, and structural collapse rescue provider. The Fire Chief directs the Fire Department with the assistance of four fulltime and four part-time captains. The department includes eight full-time firefighters, a fulltime training officer, and twenty-one part-time firefighters. 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 [rswiger@cityofclintonnc.us](mailto:rswiger@cityofclintonnc.us).



### **FY2011-2012 Accomplishments**

- Transitioned from 12-hour shifts to 24-hour shift rotation
- Restructured the department by eliminating the deputy chief position and assigning three fulltime captain positions
- Re-classified Training Officer to Administrative Captain/Training Officer
- Revised Standard Operating Guidelines/Policies
- Established a standard training night for personnel and set a minimum number of training hours per year
- Conducted a training assessment of staff to assess training program
- Performed distribution and staffing studies
- Received three community grants for equipment
- Received Council approval to purchase a 95 foot Quint Aerial
- Received increased funding to purchase personal protective equipment
- Implemented new career ladder with department

### **FY2012-2013 Action Items & Initiatives**

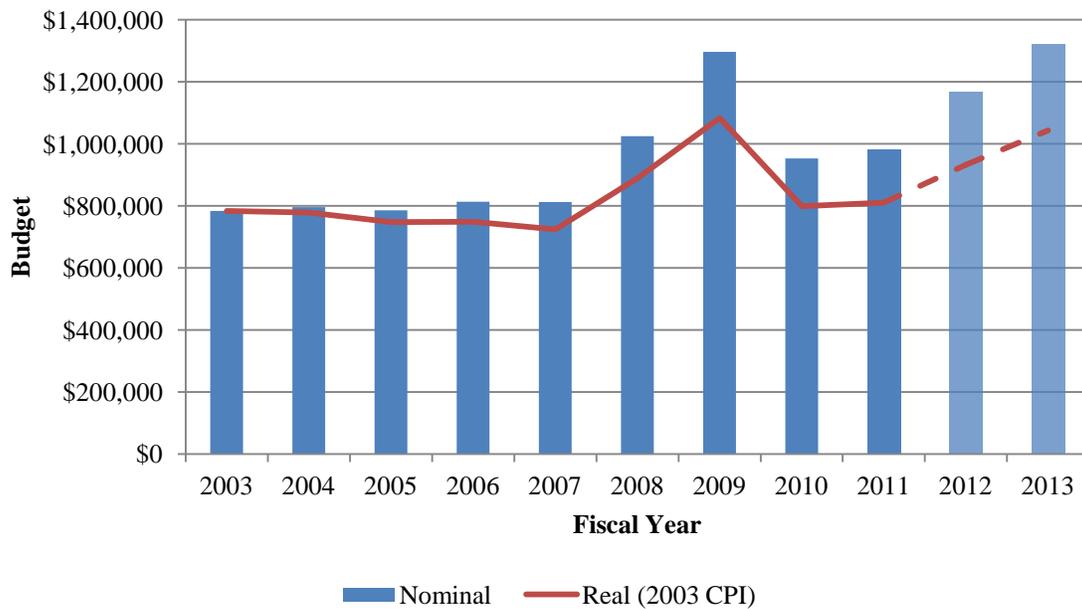
- Transition to new Fire Chief
- Develop 10-year master plan for department
- Outfit quint for service
- Staff second station at Beaman Street 24 hours
- Upgrade our current fire programs to Firehouse Software



### **FY2012-2013 Budget Highlights**

The Clinton Fire Department budget reflects a 13.54 percent increase for FY12-13, the largest increase for any department. At \$1,322,000, the fire budget accounts for 15.37 percent of the General Fund budget and is equivalent to \$.209 on the tax rate. The City plans to spend \$153.79 per capita for fire in FY12-13. The largest increases are reflected in personnel, benefits, tools and equipment, and turnout gear as the department prepares to increase shift-staffing levels, purchase a quint engine, and staff a second station. The tools and equipment line item includes \$18,000 as part of a replacement schedule of self-contained breathing apparatuses (SCBA). Debt service includes the final payment on a 2008 fire engine. The City intends to purchase a quint aerial for \$675,000 in FY12-13. This will be reflected in the budget once loan proceeds are available. The debt service will begin in FY13-14.

**Fire Budget Trends  
(with Adjustment for Inflation Comparison)**





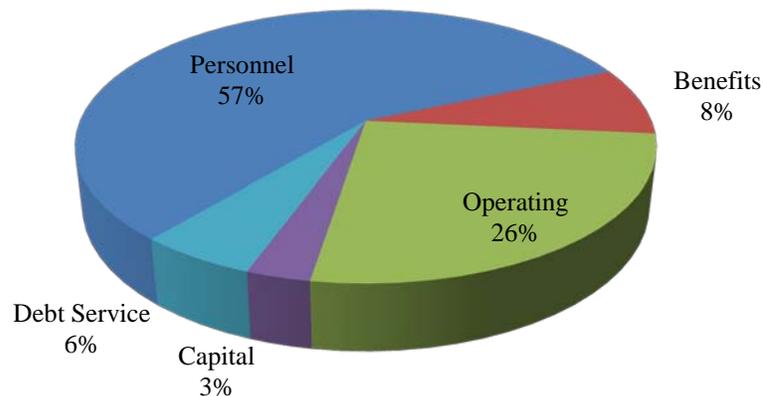
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$607,689	\$699,200	\$695,419	\$757,800	8.38%
Benefits	\$85,270	\$94,700	\$97,191	\$106,700	12.67%
Operating	\$217,822	\$298,150	\$301,453	\$344,200	15.45%
Capital	\$72,286	\$72,300	\$72,286	\$40,000	-44.67%
Debt Service	\$0	\$0	\$0	\$73,300	0.00%
<b>Total</b>	<b>\$983,067</b>	<b>\$1,164,350</b>	<b>\$1,166,349</b>	<b>\$1,322,000</b>	<b>13.54%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$983,067	\$1,164,350	\$1,166,349	\$1,322,000	13.54%
Special Dept.	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$983,067</b>	<b>\$1,164,350</b>	<b>\$1,166,349</b>	<b>\$1,322,000</b>	<b>13.54%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	10.00	11.00	10.50	11.00	0.00%
Part-time	18.00	17.00	18.00	21.00	23.53%
<b>Total</b>	<b>28.00</b>	<b>28.00</b>	<b>28.50</b>	<b>32.00</b>	<b>14.29%</b>

**Fire Expenditures by Type**





**Expenditures by Line Item**

<b>Fire Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$382,904	\$444,500	\$441,000	\$465,800	4.79%
Part-Time Workers	\$183,255	\$208,000	\$205,000	\$238,000	14.42%
FICA	\$41,530	\$46,700	\$49,419	\$54,000	15.63%
Group Insurance	\$49,827	\$49,600	\$52,100	\$59,100	19.15%
Retirement	\$35,443	\$45,100	\$45,091	\$47,600	5.54%
Transfer To Fireman Fund	\$21,840	\$20,000	\$20,050	\$20,000	0.00%
Telephone	\$2,570	\$2,500	\$2,500	\$3,000	20.00%
Printing & Office Supplies	\$3,325	\$3,000	\$3,500	\$3,000	0.00%
Utilities	\$16,220	\$14,000	\$13,700	\$22,000	57.14%
Training	\$3,460	\$4,300	\$4,500	\$8,500	97.67%
Fire & Life Safety	\$219	\$100	\$100	\$500	400.00%
Maint. & Repairs/Building	\$4,657	\$5,500	\$5,500	\$7,800	41.82%
Maint. & Repairs/Equipment	\$34,217	\$29,000	\$17,500	\$20,000	-31.03%
Maint. & Repairs/Auto	\$0	\$19,000	\$30,000	\$35,000	84.21%
Advertising	\$753	\$2,000	\$2,000	\$1,500	-25.00%
Fuel	\$20,208	\$27,000	\$26,000	\$29,000	7.41%
Departmental Supplies	\$11,383	\$35,400	\$36,000	\$8,500	-75.99%
Tools & Equipment	\$8,826	\$4,500	\$5,000	\$38,850	763.33%
Haz-Mat Supplies	\$854	\$1,400	\$2,500	\$2,000	42.86%
Uniforms	\$5,403	\$6,000	\$6,500	\$10,250	70.83%
Turn-Out Equipment	\$8,343	\$21,100	\$19,650	\$57,300	171.56%
Contract Services	\$14,481	\$47,500	\$49,000	\$32,000	-32.63%
Dues & Subscription	\$1,009	\$3,250	\$3,264	\$2,700	-16.92%
Workman's Comp	\$28,815	\$20,500	\$19,711	\$27,000	31.71%
Insurance/Auto	\$6,978	\$7,100	\$7,002	\$7,800	9.86%
Insurance/Building	\$6,989	\$7,000	\$6,976	\$7,500	7.14%
Miscellaneous	\$2,273	\$3,000	\$3,000	\$0	-100.00%
Fire Grant	\$4,999	\$5,000	\$7,500	\$0	-100.00%
Building Payment	\$10,000	\$10,000	\$10,000	\$0	-100.00%
Capital Outlay/Equipment	\$72,286	\$72,300	\$72,286	\$40,000	-44.67%
Debt Service Principle	\$0	\$0	\$0	\$71,000	
Debt Service Interest	\$0	\$0	\$0	\$2,300	
<b>Total</b>	<b>\$983,067</b>	<b>\$1,164,350</b>	<b>\$1,166,349</b>	<b>\$1,322,000</b>	<b>13.54%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Welcoming Neighborhoods & Public Spaces

**Department Goal:** Mitigate the loss of life and property due to fire.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of fires contained to room or area of origin	n/a	45%	50%	60%	75%
Number of civilian injuries related to fire per 1,000 residents	n/a	.11	.12	10.00	10.00
Number of civilian deaths related to fire per 1,000 residents	0.00	0.00	0.00	0.00	0.00
Average \$ value lost from fire per \$1,000 in property protected	n/a	\$1.54	n/a	<\$2.00	<\$5.00

**Council Goal/Focus:** Welcoming Neighborhoods & Public Spaces

**Department Goal:** Respond to calls for service in safe and efficient manner.

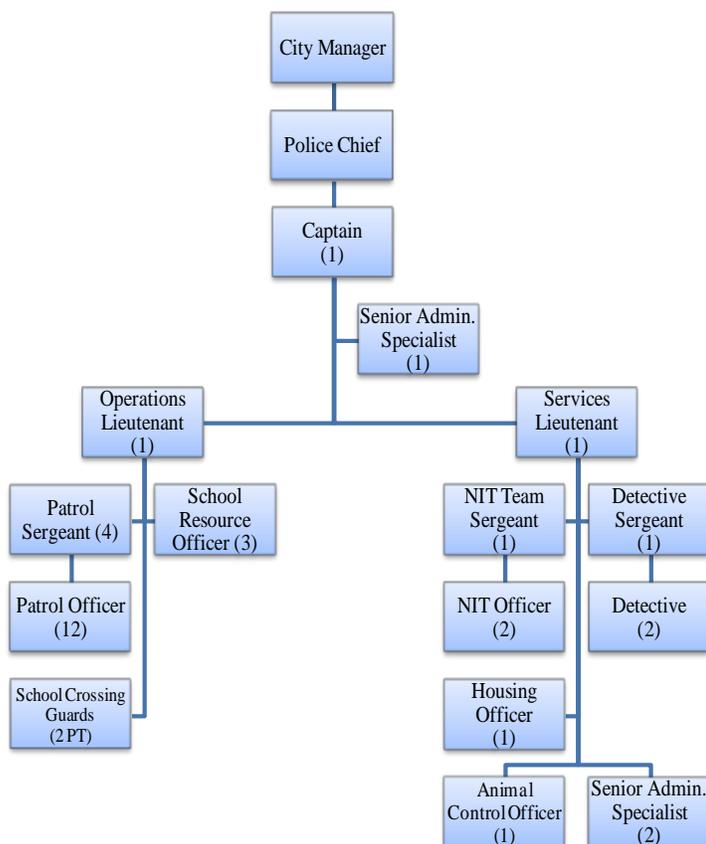
<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of calls involving threat to life or property responded to within 5 minutes	n/a	50%	73%	95%	95%
Number of firefighter injuries per 100 calls	n/a	.26	0.0	5.00	5.00
\$ value per call of damage caused by department while responding to a call	n/a	\$0.00	\$0.00	\$500.00	\$500.00



### 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 31 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 [jtilley@cityofclintonnc.us](mailto:jtilley@cityofclintonnc.us).



### **FY2011-2012 Accomplishments**

- Reduced crime by 8 percent
- Responded to 19,640 calls for service
- Experienced 33 percent reduction in traffic accidents
- Police Captain attended and graduated from FBI academy
- NIT Team recovered \$12,000 in property and seized over \$18,000 in currency
- K-9 units recovered \$4,600 in stolen property and seized \$8,400 in drugs

### **FY2012-2013 Action Items & Initiatives**

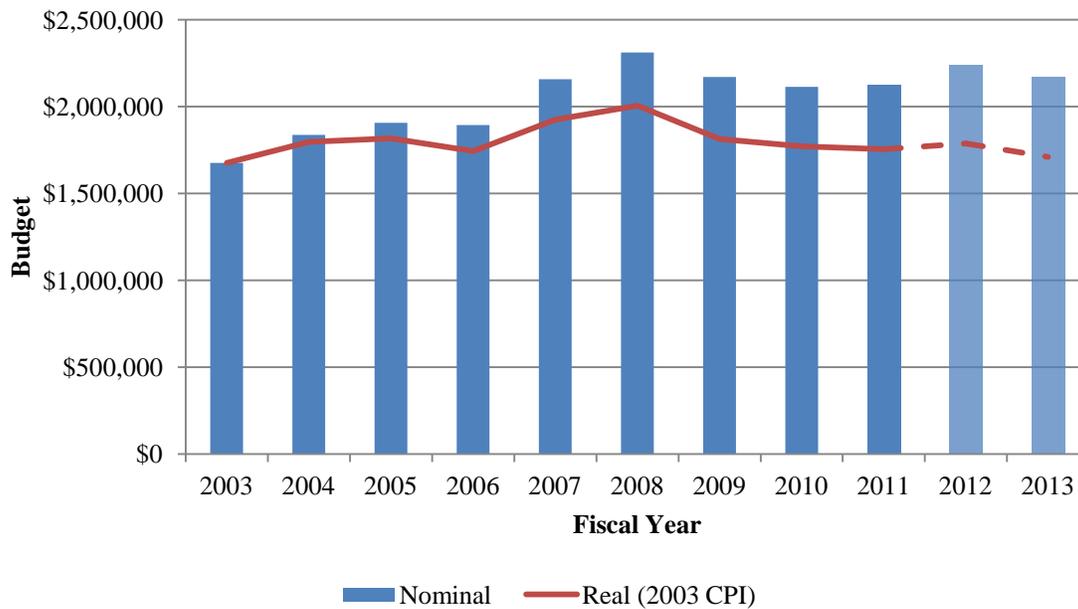
- Achieve full CALEA accreditation
- Purchase new K-9
- Transition to new police chief
- Continue vehicle replacement program
- Implement vehicle video installation program
- Upgrade software



### **FY2012-2013 Budget Highlights**

The Police Department budget is 3.55 percent less in FY12-13 primarily due to a reduction in personnel and supplies. At \$2,168,300, the police budget accounts for 25.21 percent of the General Fund budget and is equivalent to \$.342 on the tax rate. The City plans to spend \$252.25 per capita for police in FY12-13. A significant increase (49.4 percent) in fuel represents increases in fuel use and the potential rise in fuel prices during the fiscal year. With the retirement of the police chief in FY12-13, the City plans to restructure the department and reduce sworn officer positions by one. Capital expenditures in the FY12-13 police budget represent two (2) new police vehicles as part of the department’s annual replacement program and \$44,000 for the initial phase of a vehicle camera installation program.

### **Police Budget Trends (with Adjustment for Inflation Comparison)**





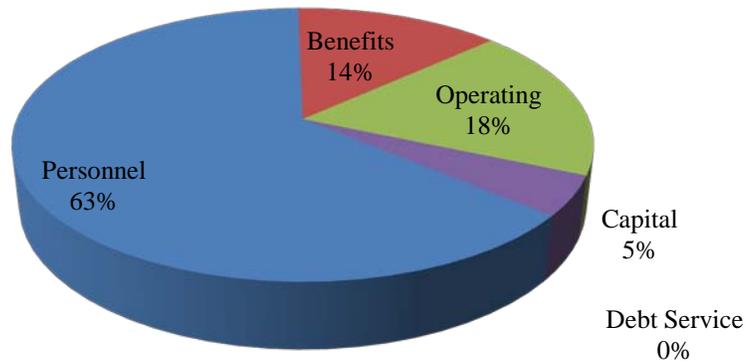
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$1,370,622	\$1,442,300	\$1,440,881	\$1,378,800	-4.40%
Benefits	\$286,940	\$306,100	\$300,210	\$294,700	-3.72%
Operating	\$391,035	\$425,300	\$420,410	\$394,800	-7.17%
Capital	\$78,099	\$74,500	\$74,455	\$100,000	34.23%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$2,126,696</b>	<b>\$2,248,200</b>	<b>\$2,235,956</b>	<b>\$2,168,300</b>	<b>-3.55%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$2,126,696	\$2,248,200	\$2,235,956	\$2,168,300	-3.55%
<b>Total</b>	<b>\$2,126,696</b>	<b>\$2,248,200</b>	<b>\$2,235,956</b>	<b>\$2,168,300</b>	<b>-3.55%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	36.00	34.00	34.00	33.00	-2.94%
Part-time	2.00	2.00	2.00	2.00	0.00%
<b>Total</b>	<b>38.00</b>	<b>36.00</b>	<b>36.00</b>	<b>35.00</b>	<b>-2.78%</b>

**Police Expenditures by Type**





**Expenditures by Line Item**

<b>Police Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$1,120,350	\$1,194,000	\$1,192,800	\$1,134,000	-5.03%
Salaries/HUD Officer	\$32,121	\$34,300	\$34,300	\$33,000	-3.79%
School Officers	\$123,623	\$111,500	\$111,386	\$113,800	2.06%
Professional Services	\$5,694	\$20,000	\$25,000	\$20,000	0.00%
FICA	\$94,528	\$102,500	\$102,395	\$98,000	-4.39%
Group Insurance	\$155,118	\$161,000	\$154,935	\$158,000	-1.86%
Retirement	\$76,624	\$89,100	\$87,940	\$82,000	-7.97%
401(K)	\$55,198	\$56,000	\$57,335	\$54,700	-2.32%
Employee Training	\$6,043	\$8,000	\$6,500	\$4,000	-50.00%
Telephone	\$19,365	\$18,000	\$17,650	\$18,000	0.00%
Printing & Office Supplies	\$3,725	\$6,000	\$8,000	\$6,000	0.00%
Utilities	\$11,644	\$14,500	\$10,455	\$13,000	-10.34%
Tipping Fee	\$1,111	\$1,200	\$1,350	\$0	-100.00%
Travel & Education	\$5,508	\$5,000	\$3,500	\$3,000	-40.00%
Maint. & Repairs/Building	\$24,125	\$10,000	\$6,917	\$7,500	-25.00%
Maint. & Repairs/Equipment	\$8,894	\$14,000	\$13,750	\$10,000	-28.57%
Maint. & Repairs/Auto	\$23,860	\$45,000	\$42,000	\$40,000	-11.11%
Equipment Rental	\$8,755	\$5,000	\$2,500	\$1,500	-70.00%
Advertising	\$3,165	\$1,000	\$1,900	\$1,000	0.00%
Fuel	\$101,501	\$87,000	\$102,000	\$130,000	49.43%
Departmental Supplies	\$42,828	\$65,000	\$58,000	\$32,000	-50.77%
Uniforms	\$25,284	\$26,000	\$19,525	\$13,500	-48.08%
Contract Services	\$7,802	\$19,000	\$22,803	\$22,000	15.79%
Dues & Subscription	\$605	\$1,000	\$400	\$400	-60.00%
CALEA Accreditation Fees	\$6,470	\$500	\$251	\$3,500	600.00%
Workman's Comp	\$44,691	\$33,500	\$33,067	\$34,000	1.49%
Insurance/Auto	\$15,110	\$14,500	\$14,326	\$15,500	6.90%
Insurance/Building	\$4,065	\$4,300	\$3,910	\$4,300	0.00%
Insurance/Public Liability	\$16,860	\$11,300	\$11,106	\$14,000	23.89%
Miscellaneous	\$1,373	\$1,000	\$1,000	\$600	-40.00%
Special Funds	\$1,000	\$3,000	\$3,000	\$0	-100.00%
K-9	\$1,557	\$11,500	\$11,500	\$1,000	-91.30%
Capital Outlay/Equipment	\$78,099	\$74,500	\$74,455	\$100,000	34.23%
<b>Total</b>	<b>\$2,126,696</b>	<b>\$2,248,200</b>	<b>\$2,235,956</b>	<b>\$2,168,300</b>	<b>-3.55%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Welcoming Neighborhoods & Public Spaces

**Department Goal:** Promote community partnerships with our citizens to maintain public confidence and resolve neighborhood concerns.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of residents satisfied with police services in each district	n/a	n/a	98%	75%	75%
% of residents who feel the police are trustworthy	n/a	n/a	98%	75%	75%
% of residents and businesses who feel police are helpful and cooperative	n/a	n/a	98%	75%	75%
Value of drugs seized by NIT team	n/a	\$10,645	\$11,287	n/a	n/a

**Council Goal/Focus:** Welcoming Neighborhoods & Public Spaces

**Department Goal:** Reduce crimes against persons and property by conducting proactive patrols and operations.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
Part I crimes per 1,000 population	63.6	74.4	68.4	<50	<50
Clearance rate for reported Part I offenses – Violent Crimes	n/a	n/a	56%	55%	55%
Clearance rate for reported Part I offenses – Property Crimes	n/a	n/a	26%	35%	35%
Average response time to priority calls	n/a	n/a	2:03	<5 min	<5 min



**Council Goal/Focus:** Welcoming Neighborhoods & Public Spaces

**Department Goal:** Improve traffic safety by addressing speeding, moving violations, DWI, and other driving offenses.

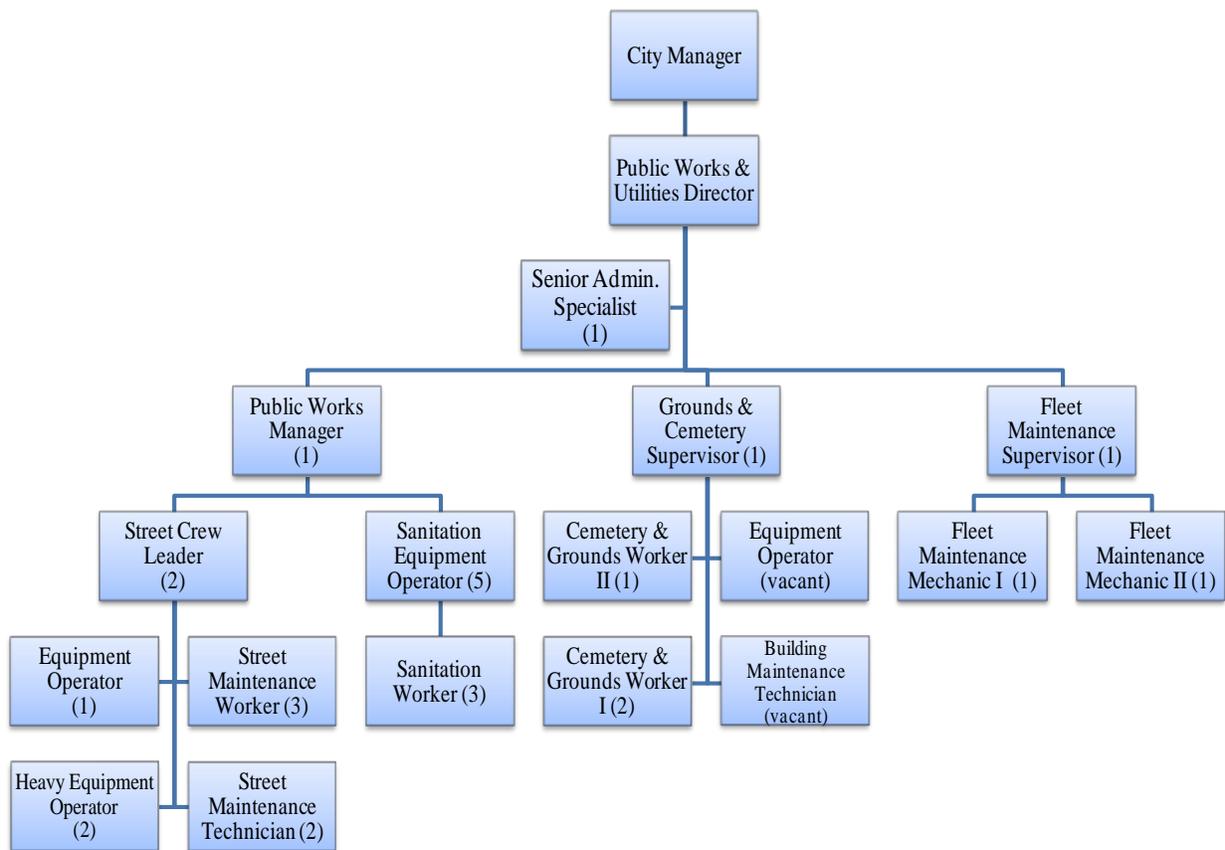
<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
# of accidents per 1,000 population	n/a	n/a	64.3	<75	<75
% reduction in reportable traffic crashes	n/a	n/a	33%	25%	25%
% reduction in accidents involving DWI	n/a	n/a	52%	<25%	<25%
% accidents involving pedestrians	n/a	n/a	1%	5%	<5%



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 consists 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. As part of the Public Works and Utilities Department, all divisions share a common **mission statement**:

To improve the quality of life for Clinton residents, businesses, and visitors through responsive, efficient, and effective services that maintain city facilities, provide a safe and friendly transportation system for motorists and pedestrians, provide a safe and reliable water supply, and properly dispose of wastewater and solid waste.

**Public Works Organization Chart**





## **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](mailto:rnaylor@cityofclintonnc.us).

## **FY2011-2012 Accomplishments**

- Maintained timely repairs with record number of repairs completed
- Developed practices to assist other departments in field
- Implemented program to train Sanitation Department to assist with repairs

## **FY2012-2013 Action Items & Initiatives**

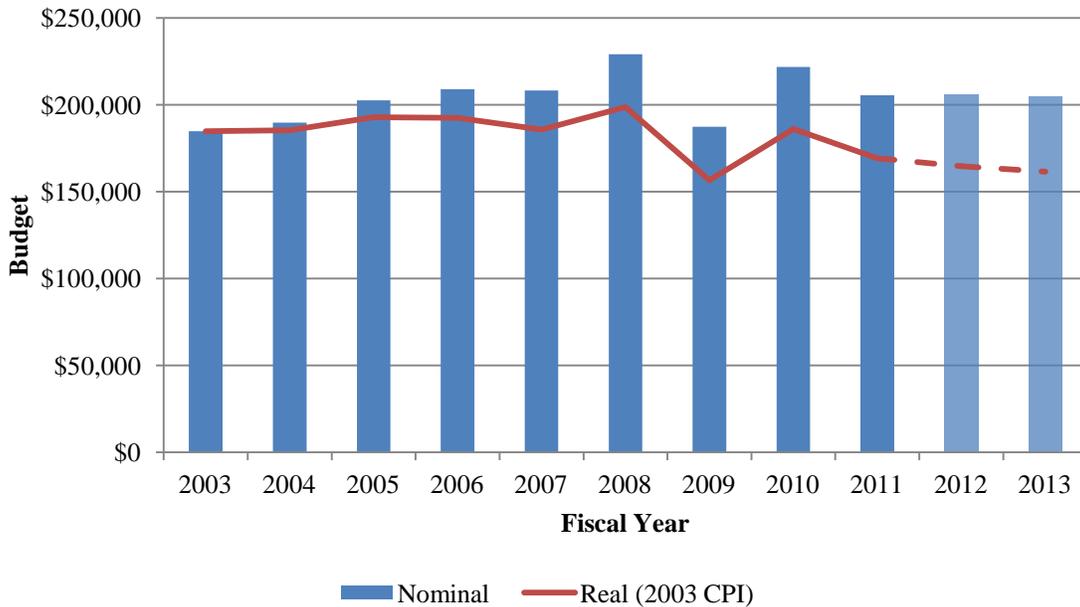
- Review and update tool and equipment inventory
- Implement AC recovery plan with new equipment
- Design new vehicle repair and maintenance tracking system for performance measures



### **FY2012-2013 Budget Highlights**

The City Garage budget for FY12-13 reflects a 2.36 percent decrease. At \$204,700, the garage budget accounts for 2.38 percent of the General Fund budget and is equivalent to \$.032 on the tax rate. The City plans to spend \$23.81 per capita for garage operations in FY12-13. Most changes are small decreases in individual line items. Increases in vehicle maintenance and repair and fuel are the result of new fleet vehicles as the City transitions away from vehicle allowances. The FY12-13 garage budget does not include any capital expenses.

### **City Garage Budget Trends (with Adjustment for Inflation Comparison)**





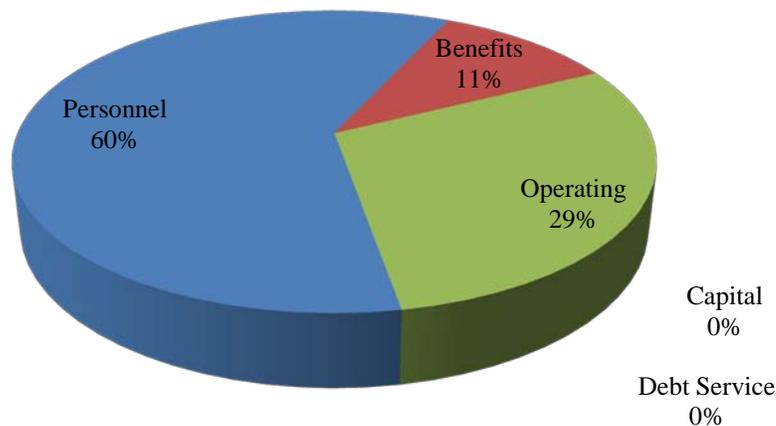
**Budget Summary**

<b>Expenditures by Type</b>					
<b>Type</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Personnel	\$119,751	\$128,650	\$126,900	\$122,200	-5.01%
Benefits	\$21,373	\$22,534	\$22,414	\$21,900	-2.81%
Operating	\$64,073	\$58,460	\$56,607	\$60,600	3.66%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$205,197</b>	<b>\$209,644</b>	<b>\$205,921</b>	<b>\$204,700</b>	<b>-2.36%</b>

<b>Revenues by Type</b>					
<b>Type</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
General	\$205,197	\$209,644	\$205,921	\$204,700	-2.36%
<b>Total</b>	<b>\$205,197</b>	<b>\$209,644</b>	<b>\$205,921</b>	<b>\$204,700</b>	<b>-2.36%</b>

<b>Personnel</b>					
<b>Type</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Full-time	3.00	3.00	3.00	3.00	0.00%
Part-time	-	-	-	-	0.00%
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00%</b>

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





**Expenditures by Line Item**

<b>City Garage Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$111,762	\$119,500	\$117,880	\$113,500	-5.02%
FICA	\$7,989	\$9,150	\$9,020	\$8,700	-4.92%
Group Insurance	\$14,184	\$14,184	\$14,184	\$14,200	0.11%
Retirement	\$7,189	\$8,350	\$8,230	\$7,700	-7.78%
Telephone	\$2,512	\$2,500	\$2,500	\$2,000	-20.00%
Printing & Office Supplies	\$0	\$0	\$0	\$1,500	
Utilities	\$12,422	\$13,000	\$10,500	\$13,000	0.00%
Tipping Fee	\$1,305	\$1,500	\$1,800	\$0	-100.00%
Travel & Education	\$1,775	\$2,000	\$1,400	\$2,000	0.00%
Maint. & Repairs/Building	\$13,560	\$9,360	\$13,000	\$10,900	16.45%
Maint. & Repairs/Equipment	\$4,229	\$5,000	\$5,000	\$2,000	-60.00%
Maint. & Repairs/Auto	\$0	\$1,050	\$1,050	\$3,000	185.71%
Fuel	\$3,528	\$2,500	\$2,500	\$5,500	120.00%
Office Supplies	\$1,822	\$1,500	\$0	\$0	-100.00%
Departmental Supplies	\$9,708	\$7,000	\$7,500	\$7,000	0.00%
Special Tools	\$2,308	\$2,000	\$2,000	\$3,700	85.00%
Uniforms	\$2,227	\$2,000	\$2,500	\$2,300	15.00%
Safety Supplies	\$1,574	\$500	\$500	\$500	0.00%
Workman's Comp	\$3,671	\$4,850	\$2,960	\$3,500	-27.84%
Insurance/Auto	\$271	\$300	\$255	\$300	0.00%
Insurance/Building	\$3,161	\$3,400	\$3,142	\$3,400	0.00%
<b>Total</b>	<b>\$205,197</b>	<b>\$209,644</b>	<b>\$205,921</b>	<b>\$204,700</b>	<b>-2.36%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Financial Sustainability

**Department Goal:** Perform preventative maintenance on all vehicles to minimize emergency repairs and reduce costs.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
Average annual maintenance cost per vehicle	n/a	n/a	\$1,293.10	<\$900.00	<\$900.00
Cost per mile driven of heavy vehicles	n/a	n/a	n/a	<\$1.00	<\$1.00
Cost per mile driven of light vehicles	n/a	n/a	n/a	<\$.20	<\$.20
Cost per mile driven of police vehicles	n/a	n/a	n/a	<\$.25	<\$.25

**Council Goal/Focus:** Financial Sustainability

**Department Goal:** Perform effective repairs on vehicles in a timely manner to reduce downtime.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of services completed within scheduled time	n/a	n/a	90%	90%	90%
% of repairs requiring additional work within 60 days	n/a	n/a	n/a	<1%	<1%
Average number of days heavy vehicles are unavailable due to repairs	n/a	n/a	n/a	<3.0	<3.0
Average number of days light vehicles are unavailable due to repairs	n/a	n/a	2.0	<2.0	<2.0
Average number of days police vehicles are unavailable due to repairs	n/a	n/a	2.0	<2.0	<2.0



## **Description**

The Cemetery and Grounds Maintenance Division is responsible for operations and maintenance of the city's three cemeteries (Springvale, Sandhill, and Clinton Cemetery), the grounds upkeep of city buildings, and pest control throughout the city. The division consists of the Grounds Superintendent and three grounds workers. Cemetery and Ground 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](mailto:bdraughon@cityofclintonnc.us).

## **FY2011-2012 Accomplishments**

- Completed landscaping for Downtown Phase III project
- Implemented tree clearance program in lower portion of Springvale Cemetery
- Implemented inmate labor program to reduce labor costs

## **FY2012-2013 Action Items & Initiatives**

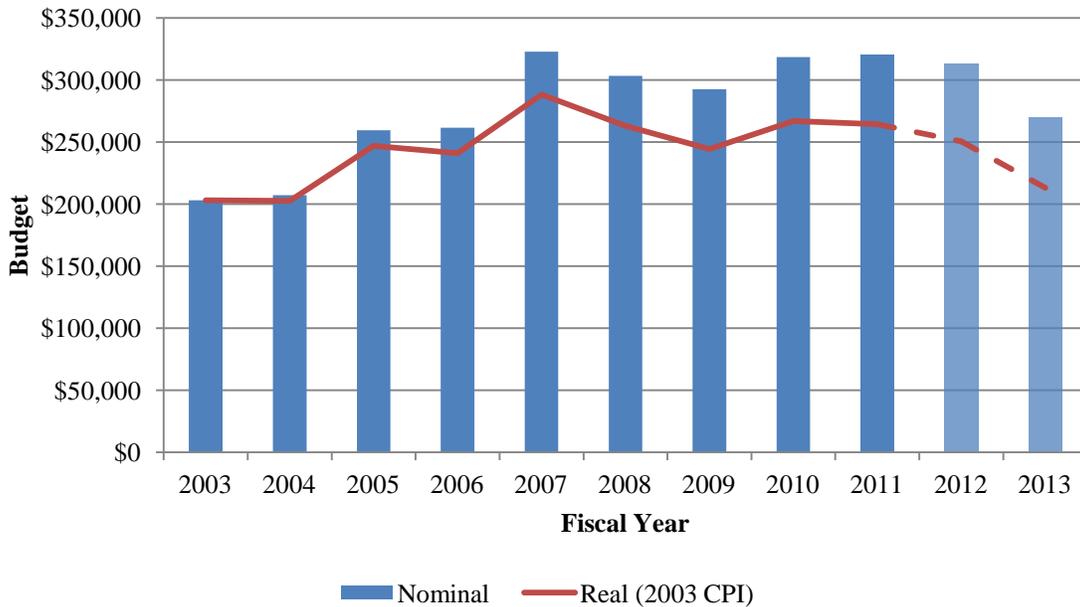
- Increase efficiency with revised maintenance schedule
- Develop small engine repair program
- Implement safety & accident free program



### **FY2012-2013 Budget Highlights**

The FY12-13 Grounds and Cemetery budget reflects a 15.02 percent decrease from FY11-12. At \$270,200, the grounds and cemetery budget accounts for 3.14 percent of the General Fund budget and is equivalent to \$.043 on the tax rate. The City plans to spend \$31.43 per capita for grounds and cemetery maintenance in FY12-13. The largest decrease in the grounds budget is due to the reduction in fulltime and part-time salaries. A grounds worker position was eliminated through attrition and part-time salaries are reduced due to the implementation of an inmate labor program. The grounds budget includes \$24,000 in capital expenses for a new truck.

### **Grounds & Cemetery Budget Trends (with Adjustment for Inflation Comparison)**





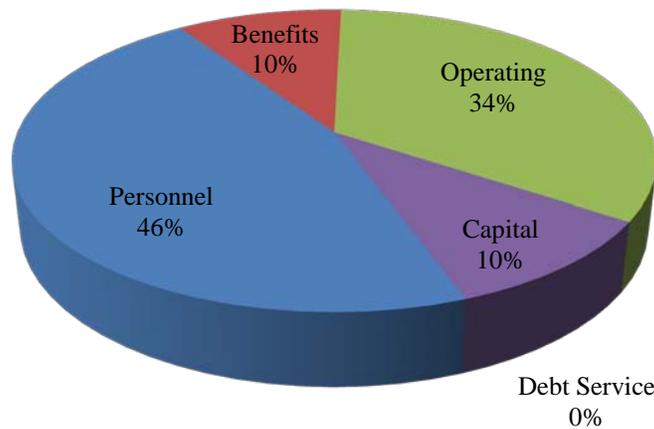
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$179,665	\$146,600	\$142,049	\$124,400	-15.14%
Benefits	\$22,036	\$30,340	\$29,684	\$26,800	-11.67%
Operating	\$96,293	\$100,950	\$101,711	\$91,500	-9.36%
Capital	\$22,565	\$40,050	\$40,009	\$27,500	-31.34%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$320,559</b>	<b>\$317,940</b>	<b>\$313,453</b>	<b>\$270,200</b>	<b>-15.02%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$295,559	\$257,940	\$253,453	\$230,200	-10.75%
Cemetery	\$25,000	\$60,000	\$60,000	\$40,000	-33.33%
<b>Total</b>	<b>\$320,559</b>	<b>\$317,940</b>	<b>\$313,453</b>	<b>\$270,200</b>	<b>-44.09%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	4.00	5.00	5.00	4.00	-20.00%
Part-time	-	-	-	-	0.00%
<b>Total</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>-20.00%</b>

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





**Expenditures by Line Item**

<b>Grounds Maintenance Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$95,693	\$123,000	\$115,233	\$114,600	-6.83%
Temporary Salaries	\$77,022	\$14,000	\$18,000	\$1,000	-92.86%
Recording Deeds	\$3,949	\$3,500	\$3,500	\$5,000	42.86%
FICA	\$6,950	\$9,600	\$8,816	\$8,800	-8.33%
Group Insurance	\$16,003	\$21,640	\$21,640	\$19,000	-12.20%
Retirement	\$6,033	\$8,700	\$8,044	\$7,800	-10.34%
Telephone	\$644	\$700	\$700	\$700	0.00%
Utilities	\$144	\$200	\$200	\$200	0.00%
Travel & Education	\$888	\$2,000	\$1,500	\$1,000	-50.00%
Maint. & Repairs/Equipment	\$7,960	\$13,000	\$13,000	\$15,000	15.38%
Maint. & Repairs/Auto	\$0	\$6,000	\$5,000	\$5,000	-16.67%
Fuel	\$15,651	\$16,000	\$16,000	\$21,700	35.63%
Departmental Supplies	\$22,583	\$19,000	\$22,000	\$16,000	-15.79%
Special Tools	\$4,322	\$3,000	\$3,000	\$4,000	33.33%
Uniforms	\$2,109	\$3,500	\$2,750	\$2,500	-28.57%
Safety Supplies	\$1,182	\$500	\$555	\$3,000	500.00%
Contract Services	\$28,233	\$24,000	\$24,000	\$7,500	-68.75%
Workman's Comp	\$7,848	\$8,150	\$8,145	\$8,400	3.07%
Insurance/Auto	\$780	\$1,400	\$1,361	\$1,500	7.14%
Capital Outlay/Equipment	\$20,117	\$34,700	\$34,659	\$24,000	-30.84%
Capital Project/Markers	\$2,448	\$5,350	\$5,350	\$3,500	-34.58%
<b>Total</b>	<b>\$320,559</b>	<b>\$317,940</b>	<b>\$313,453</b>	<b>\$270,200</b>	<b>-15.02%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Welcoming Neighborhoods & Public Spaces

**Department Goal:** Provide professional cemetery services while maintaining cemetery grounds at the highest standard.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of cemetery mowing complete on time without damages	n/a	n/a	95%	90%	90%
Average cost per damage	n/a	n/a	\$155.98	\$100	<\$100
% of funeral homes satisfied with cemetery services	n/a	n/a	100%	90%	90%
% of residents satisfied with cemetery services	n/a	n/a	n/a	85%	85%



## **Description**

The Sanitation Division is responsible for residential and commercial refuse 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. The Sanitation Division is located at 200 John St., Clinton, NC. For more information about garbage and recycling collection, please contact the Public Works Manager at 910-299-4905 or [tsteffen@cityofclintonnc.us](mailto:tsteffen@cityofclintonnc.us).

## **FY2011-2012 Accomplishments**

- Successfully collected and disposed of over 9,00 tons of garbage in accordance with all regulations
- Completed the special Spring and Fall clean up weeks
- Completed annual Solid Waste Management Report
- Implemented Mobile 311 routing for commercial accounts
- Implemented e-recycle program
- Develop city-wide address based GIS file for 311 system
- Develop green waste staging site and new disposal program

## **FY2012-2013 Action Items & Initiatives**

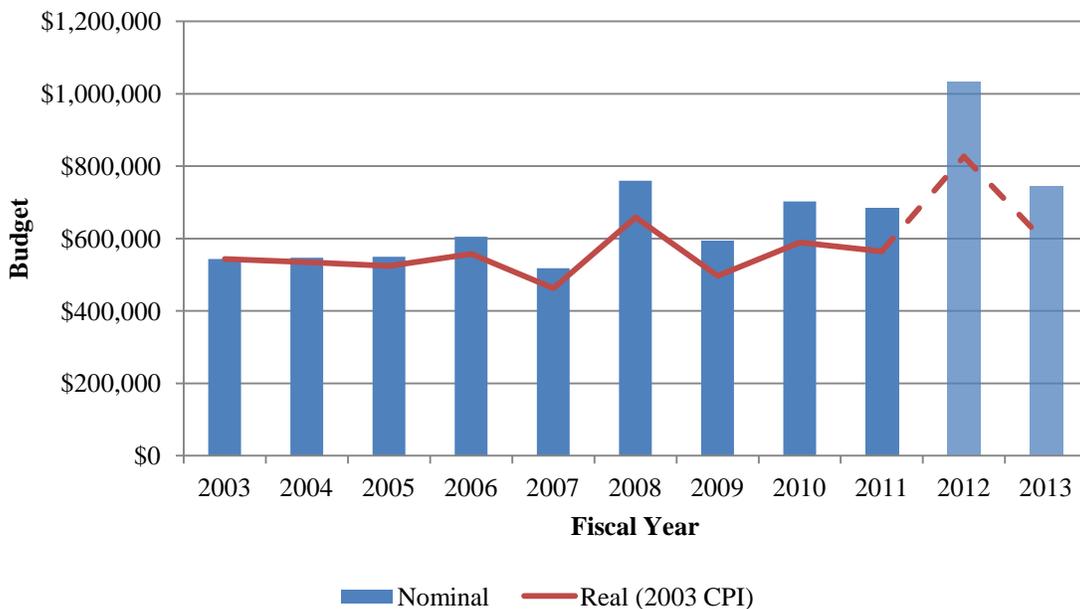
- Expand 311 system to residential and cardboard accounts
- Research possibility of transitioning to curbside recycling



### **FY2012-2013 Budget Highlights**

The Sanitation FY12-13 budget is down 30.25 percent from FY11-12. At \$745,400, the sanitation budget accounts for 8.67 percent of the General Fund budget and is equivalent to \$.117 on the tax rate. The City plans to spend \$86.71 per capita for sanitation collection in FY12-13. The sanitation budget decrease is primarily due to the decreases in tipping fees and capital outlay. The tipping fees for FY11-12 are inflated in response to the excess debris from Hurricane Irene in September 2011. The capital outlay costs reflect loans proceeds for a truck and debt service on existing vehicles. The FY12-13 budget lists debt service in a separate line item. The City plans to purchase a knuckle boom truck and sanitation collection truck in FY12-13. The total cost for these vehicles will be \$380,000. This cost will be realized through loan proceeds in FY12-13 and debt service payments will begin in FY13-14.

**Sanitation Budget Trends  
(with Adjustment for Inflation Comparison)**





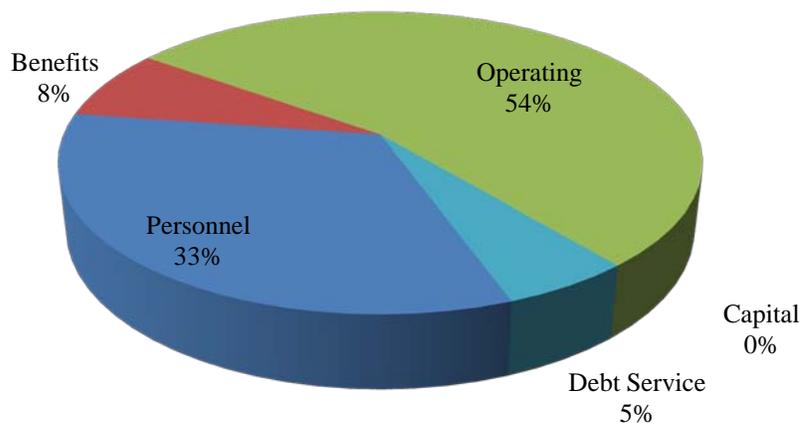
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$213,490	\$228,000	\$228,752	\$245,000	7.46%
Benefits	\$51,067	\$55,324	\$55,324	\$56,400	1.94%
Operating	\$336,297	\$564,350	\$528,445	\$402,700	-28.64%
Capital	\$83,063	\$220,950	\$220,933	\$0	-100.00%
Debt Service	\$0	\$0	\$0	\$41,300	0.00%
<b>Total</b>	<b>\$683,917</b>	<b>\$1,068,624</b>	<b>\$1,033,454</b>	<b>\$745,400</b>	<b>-30.25%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$683,917	\$1,068,624	\$1,033,454	\$745,400	-30.25%
<b>Total</b>	<b>\$683,917</b>	<b>\$1,068,624</b>	<b>\$1,033,454</b>	<b>\$745,400</b>	<b>-30.25%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	8.00	8.00	8.00	8.00	0.00%
Part-time	-	-	-	-	0.00%
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00%</b>

**Public Works: Sanitation  
Expenditures by Type**





**Expenditures by Line Item**

<b>Sanitation Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$213,490	\$228,000	\$228,752	\$239,000	4.82%
Professional Services	\$0	\$0	\$0	\$6,000	
FICA	\$15,495	\$17,500	\$17,500	\$18,400	5.14%
Group Insurance	\$35,572	\$37,824	\$37,824	\$38,000	0.47%
Retirement	\$13,663	\$16,000	\$15,970	\$16,200	1.25%
Telephone	\$0	\$6,000	\$3,500	\$4,500	-25.00%
Printing & Office Supplies	\$585	\$1,000	\$1,000	\$4,000	300.00%
Travel & Education	\$1,571	\$2,000	\$1,650	\$2,000	0.00%
Maint. & Repairs/Equipment	\$13,867	\$14,000	\$15,000	\$0	-100.00%
Recycling Containers	\$7,754	\$0	\$0	\$0	
Residential Containers	\$2,248	\$1,000	\$1,000	\$500	-50.00%
Comm. Containers	\$906	\$2,000	\$1,500	\$2,700	35.00%
Maint. & Repairs/Auto	\$0	\$43,000	\$50,000	\$30,000	-30.23%
Fuel	\$79,413	\$79,000	\$76,350	\$90,000	13.92%
Departmental Supplies	\$1,980	\$2,000	\$2,000	\$2,000	0.00%
Uniforms	\$3,599	\$3,500	\$3,900	\$3,500	0.00%
Safety Supplies	\$1,440	\$1,000	\$1,000	\$1,000	0.00%
Contract Services	\$0	\$91,500	\$91,500	\$35,000	-61.75%
Landfill Tipping Fees	\$187,571	\$283,950	\$245,440	\$192,000	-32.38%
Workman's Comp	\$15,988	\$12,100	\$12,364	\$12,500	3.31%
Insurance/Auto	\$5,291	\$6,000	\$5,971	\$6,300	5.00%
Miscellaneous	\$421	\$300	\$300	\$500	66.67%
Capital Outlay/Equipment	\$83,063	\$220,950	\$220,933	\$0	-100.00%
Debt Service Principle	\$0	\$0	\$0	\$40,000	
Debt Service Interest	\$0	\$0	\$0	\$1,300	
<b>Total</b>	<b>\$683,917</b>	<b>\$1,068,624</b>	<b>\$1,033,454</b>	<b>\$745,400</b>	<b>-30.25%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Welcoming Neighborhoods & Public Spaces

**Department Goal:** Provide efficient and convenient recycling and solid waste collection.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
Complaints per 1,000 collection points	n/a	9.69	10.3	<10.0	<10.0
Average pounds of recyclables collected per HH	n/a	n/a	128.00	>300.00	>300.00
Tons of solid waste collected per 1,000 residents	536.14	949.24	872.09	<500.00	<400.00
% of residents satisfied with solid waste services	n/a	n/a	n/a	95%	95%



## **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 Public Works Manager supervises the Streets Division, which includes two crew leaders, five utility workers, and three equipment operators. The Public Works administrative assistant also is funded through the streets budget. The Streets Division is located at 200 John St., Clinton, NC. For more information about streets, please contact the Public Works Manager at 910-299-4905 or [tsteffen@cityofclintonnc.us](mailto:tsteffen@cityofclintonnc.us).

## **FY2011-2012 Accomplishments**

- Responded to Hurricane Irene for debris removal
- Cut, cleared, and cleaned sewer right-of-ways
- Edged all curbed streets in city limits
- Edged all sidewalks in city limits
- Resurfaced 7.5 miles of streets
- Completed Clive Jacobs & Rackley Road storm drainage project

## **FY2012-2013 Action Items & Initiatives**

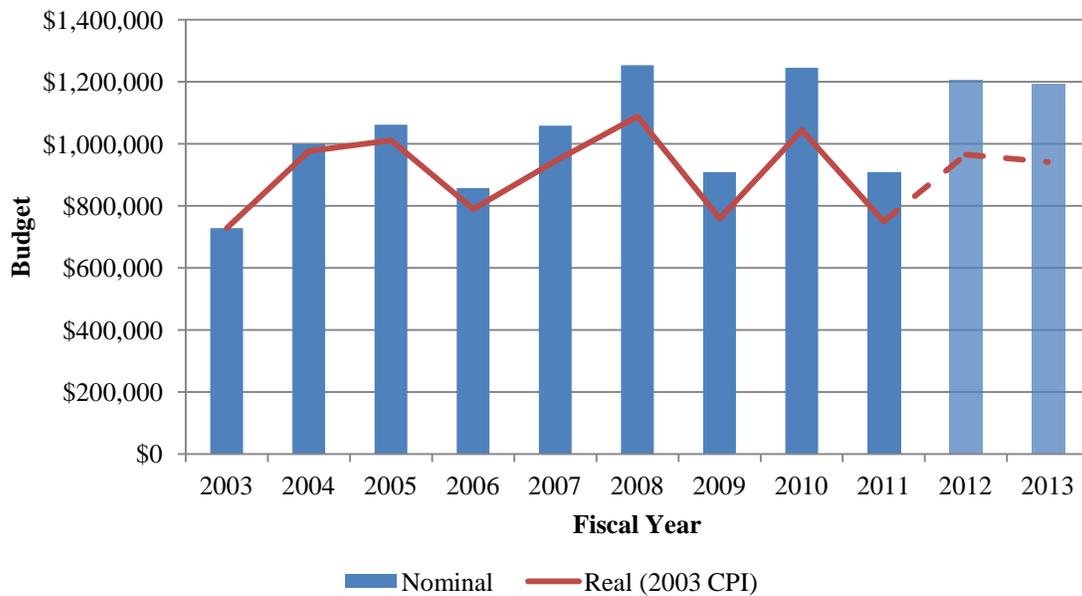
- Continue annual paving and resurfacing program
- Continue sidewalk repair and replacement program
- Continue reflectivity traffic sign replacement program
- Implement inmate labor program



### **FY2012-2013 Budget Highlights**

The Streets Division budget for FY12-13 reflects a decrease of 1.18 percent. At \$1,193,600, the streets budget accounts for 13.88 percent of the General Fund budget and is equivalent to \$.188 on the tax rate. The City plans to spend \$138.86 per capita for streets operations in FY12-13. The largest decrease in the street budget is in the temporary salaries line item where an inmate labor program is being implemented to reduce cost. An increase in debt service payments for a leaf vacuum truck and compact track loader purchased in FY11-12, more than offset the temporary salary decrease. Powell Bill revenues of \$250,000 will be used to continue the City’s street resurfacing program. Street paving continues to be a high priority for City Council in FY12-13 to maintain the city’s infrastructure and appearance. The street budget includes \$35,000 in capital outlay for a dump body truck.

**Streets Budget Trends  
(with Adjustment for Inflation Comparison)**





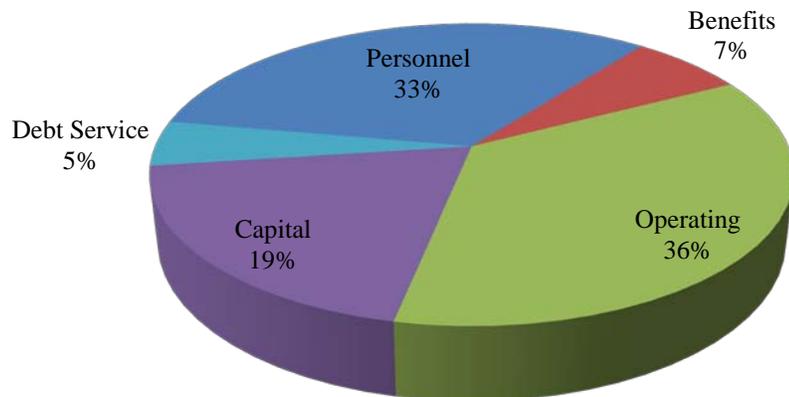
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$389,538	\$420,500	\$423,981	\$391,000	-7.02%
Benefits	\$79,650	\$81,536	\$81,310	\$81,600	0.08%
Operating	\$409,634	\$448,240	\$445,165	\$428,000	-4.52%
Capital	\$30,638	\$257,585	\$256,815	\$235,000	-8.77%
Debt Service	\$0	\$0	\$0	\$58,000	0.00%
<b>Total</b>	<b>\$909,460</b>	<b>\$1,207,861</b>	<b>\$1,207,271</b>	<b>\$1,193,600</b>	<b>-1.18%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
General	\$661,520	\$958,361	\$957,536	\$943,600	-1.54%
Powell Bill	\$247,940	\$249,500	\$249,735	\$250,000	0.20%
<b>Total</b>	<b>\$909,460</b>	<b>\$1,207,861</b>	<b>\$1,207,271</b>	<b>\$1,193,600</b>	<b>-1.18%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	12.00	12.00	12.00	12.00	0.00%
Part-time	-	-	-	-	0.00%
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00%</b>

**Public Works: Streets  
Expenditures by Type**





**Expenditures by Line Item**

<b>Streets Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$363,156	\$353,800	\$352,050	\$362,000	2.32%
Temporary Salaries	\$313	\$39,500	\$45,000	\$1,000	-97.47%
Professional Services	\$3,989	\$0	\$0	\$0	
FICA	\$26,069	\$27,200	\$26,931	\$28,000	2.94%
Group Insurance	\$56,935	\$56,736	\$56,736	\$57,000	0.47%
Retirement	\$22,715	\$24,800	\$24,574	\$24,600	-0.81%
Telephone	\$410	\$540	\$540	\$600	11.11%
Travel & Education	\$923	\$2,500	\$2,800	\$2,000	-20.00%
Maint. & Repairs/Equipment	\$30,555	\$28,000	\$30,000	\$25,000	-10.71%
Maint. & Repairs/Auto	\$0	\$12,500	\$15,000	\$20,000	60.00%
Advertising	\$444	\$0	\$298	\$0	
Fuel	\$50,471	\$48,000	\$43,000	\$40,000	-16.67%
Sandclay & Base Material	\$1,439	\$1,000	\$453	\$5,000	400.00%
Asphalt & Concrete	\$13,864	\$15,000	\$15,765	\$15,000	0.00%
Street Maint./Supplies	\$4,782	\$5,000	\$5,000	\$3,000	-40.00%
Signs/Signals/Paint	\$12,949	\$8,000	\$8,000	\$5,000	-37.50%
Special Tools	\$10,971	\$16,600	\$16,200	\$10,200	-38.55%
Uniforms	\$8,323	\$8,700	\$8,700	\$8,500	-2.30%
Safety Supplies	\$5,158	\$3,250	\$3,500	\$3,000	-7.69%
Contract Services	\$0	\$38,000	\$38,000	\$30,000	-21.05%
Street Lighting Contract	\$240,833	\$240,000	\$238,000	\$240,000	0.00%
Workman's Comp	\$19,809	\$16,000	\$15,098	\$16,000	0.00%
Insurance/Auto	\$4,428	\$4,700	\$4,375	\$4,700	0.00%
Miscellaneous	\$286	\$450	\$436	\$0	-100.00%
Capital Outlay/Paving	\$0	\$230,000	\$229,230	\$200,000	-13.04%
Capital Outlay/Improvements	\$10,000	\$0	\$0	\$0	
Capital Outlay/Equipment	\$20,638	\$27,585	\$27,585	\$35,000	26.88%
Debt Service Principle	\$0	\$0	\$0	\$55,200	
Debt Service Interest	\$0	\$0	\$0	\$2,800	
<b>Total</b>	<b>\$909,460</b>	<b>\$1,207,861</b>	<b>\$1,207,271</b>	<b>\$1,193,600</b>	<b>-1.18%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Sound & Sustainable Infrastructure

**Department Goal:** Maintain safe, adequate sidewalks.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of poor sidewalk repaired or replaced	n/a	25%	25%	50%	50%
% of residents satisfied with condition and adequacy of sidewalks	n/a	n/a	n/a	85%	85%
Linear feet of new sidewalk constructed	n/a	n/a	0 lf	10 lf	10 lf

**Council Goal/Focus:** Sound & Sustainable Infrastructure

**Department Goal:** Provide effective storm drainage maintenance.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of storm drains inspected monthly	n/a	n/a	30%	15%	15%
% of storm drains cleaned annually	n/a	n/a	30%	15%	15%
Number of storm water flooding complaints/issues	n/a	n/a	5	<5	<5

**Council Goal/Focus:** Sound & Sustainable Infrastructure

**Department Goal:** Efficiently maintain safe, drivable roads.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
Road maintenance cost per lane mile maintained	\$8,620	\$5,173	\$7,500	<\$10,000	<\$10,000
% of residents satisfied with condition of streets	n/a	n/a	n/a	85%	85%
Average number of days to repair potholes once reported	n/a	n/a	1.5	<2.0	<2.0



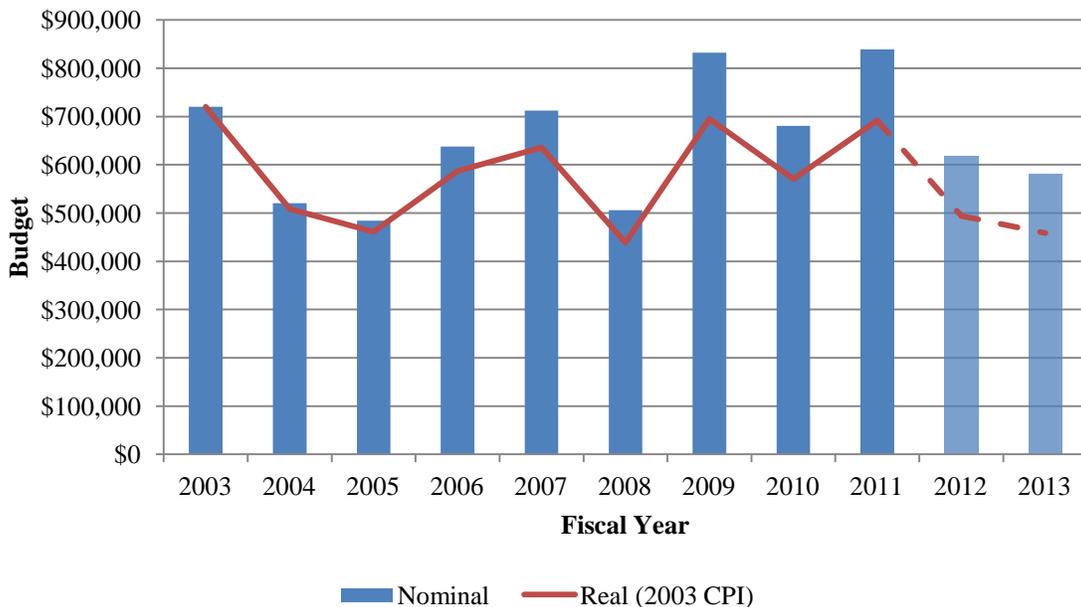
**Description**

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.

**FY2012-2013 Budget Highlights**

The largest line item in non-departmental expenditures in FY12-13 is debt service of \$225,500 for Downtown Revitalization Projects I-III and the city hall renovations. The second highest line item is retiree medical insurance, which accounts for \$66,500, a decrease of 11 percent from last fiscal year. 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. Capital expenditures for FY12-13 consist of \$25,000 as part of the City’s contribution for street construction for the Eliza Lane CDBG. The General Fund Non-Departmental budget is 9.4 percent less than the FY11-12 amended budget. At \$581,200, the non-departmental budget accounts for 6.8 percent of the General Fund budget and is equivalent to \$.092 on the tax rate.

**GF Non-Dept. Budget Trends  
(with Adjustment for Inflation Comparison)**





**Expenditures by Line Item**

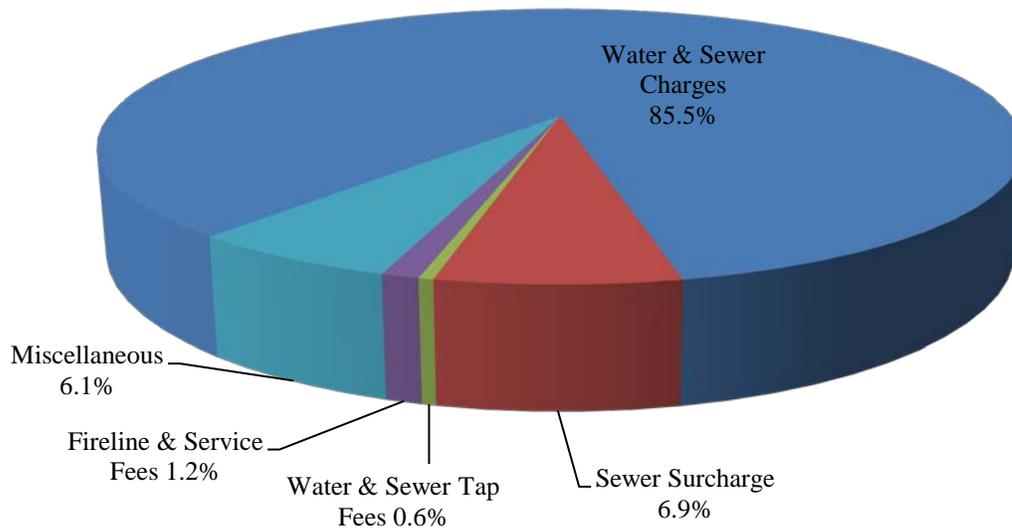
<b>General Fund Non-Departmental Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Rescue Squad Expense	\$4,980	\$7,550	\$6,000	\$2,500	-66.89%
Overpayment On Taxes	\$1,121	\$1,000	\$950	\$1,000	0.00%
Professional Service	\$38,976	\$30,000	\$26,500	\$20,000	-33.33%
Retiree Medical Insurance	\$62,646	\$75,000	\$68,950	\$66,500	-11.33%
Employee Wellness	\$908	\$2,500	\$1,750	\$1,500	-40.00%
Ameriflex	\$390	\$1,000	\$640	\$800	-20.00%
Contributions/Other Agency	\$4,171	\$8,460	\$8,155	\$5,000	-40.90%
Postage	\$6,936	\$9,000	\$9,000	\$9,000	0.00%
Utilities	\$17,491	\$19,300	\$17,000	\$18,000	-6.74%
Tipping Fees	\$2,099	\$2,700	\$2,700	\$0	-100.00%
Maint. City Hall & Graham House	\$37,943	\$25,000	\$23,500	\$18,000	-28.00%
Reverse 911/Connect CTY	\$5,983	\$6,000	\$5,983	\$6,000	0.00%
Out Of State Sales Tax	\$3,974	\$3,500	\$2,750	\$3,500	0.00%
Blanket Bonds	\$589	\$600	\$539	\$600	0.00%
Insurance/Building	\$18,880	\$29,500	\$19,117	\$20,100	-31.86%
General Liability	\$29,829	\$30,000	\$29,604	\$36,500	21.67%
Unemployment Insurance	\$6,484	\$10,700	\$10,679	\$0	-100.00%
Safety Committee/OSHA	\$7,115	\$12,100	\$12,600	\$9,000	-25.62%
Misc./Non-Departmental	\$38,236	\$34,000	\$34,000	\$12,000	-64.71%
Employee Relations	\$16,998	\$18,000	\$18,320	\$20,000	11.11%
Housing Demolitions	\$12,597	\$56,000	\$55,926	\$10,000	-82.14%
Lot Maintenance	\$0	\$10,000	\$12,000	\$10,000	0.00%
Hamilton Beach Property	\$87,836	\$10,000	\$11,500	\$8,000	-20.00%
Transfer Storm Drainage	\$82,620	\$0	\$0	\$0	
Economic Development	\$10,010	\$11,000	\$11,000	\$11,000	0.00%
Downtown Incentive Program	\$1,157	\$1,200	\$1,632	\$1,700	41.67%
Capital Outlay/Equipment	\$3,600	\$8,000	\$7,672	\$0	-100.00%
Transfer To Airport Grant Reserve	\$0	\$8,000	\$8,000	\$0	-100.00%
City Hall Loan Payment	\$0	\$50,001	\$50,000	\$50,000	0.00%
City Hall Loan Interest	\$0	\$16,950	\$16,950	\$15,300	-9.73%
Capital Outlay/Property Acquisition	\$53,754	\$0	\$0	\$0	
Theater Wiring	\$58,172	\$0	\$0	\$0	
Transfer Downtown Phase III	\$105,092	\$0	\$0	\$0	
Contingency	\$0	\$26,000	\$26,000	\$40,000	53.85%
Transfer CDBG Project	\$30,893	\$25,000	\$25,000	\$25,000	0.00%
USDA Loan Payment	\$87,122	\$89,003	\$89,007	\$160,200	79.99%
Transfer to Police Supp. Fund	\$0	\$4,550	\$4,470	\$0	-100.00%
<b>Total</b>	<b>\$838,602</b>	<b>\$641,614</b>	<b>\$617,894</b>	<b>\$581,200</b>	<b>-9.42%</b>



**Revenues by Source**

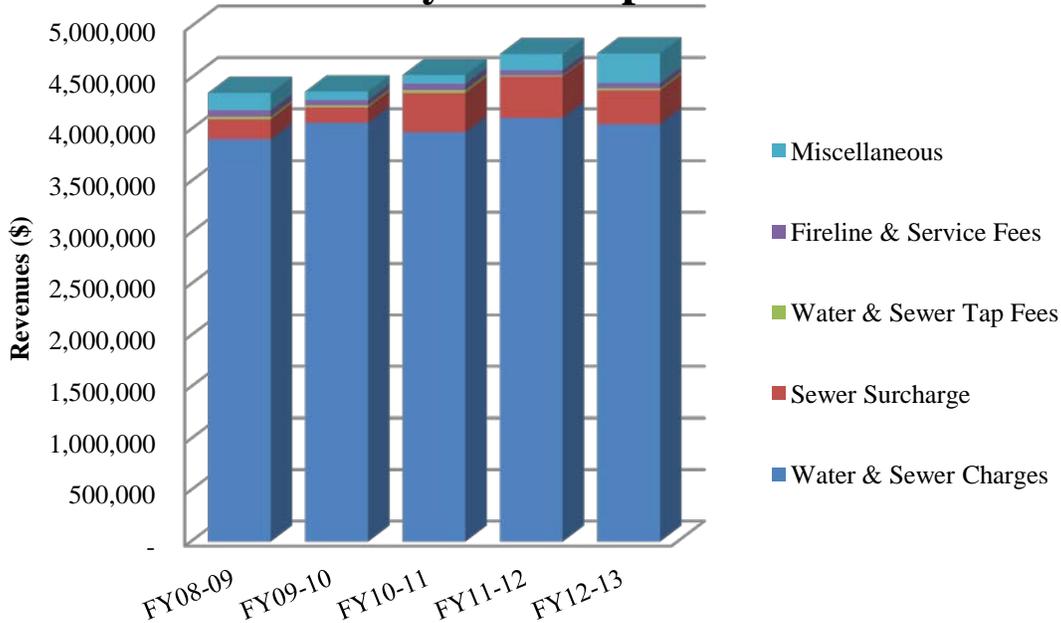
<b>Water &amp; Sewer Fund Revenues by Source</b>					
<b>Fund</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Water & Sewer Charges	\$3,972,703	\$4,018,800	\$4,113,223	\$4,052,300	0.83%
Sewer Surcharge	\$382,195	\$372,200	\$402,000	\$328,000	-11.88%
Water & Sewer Tap Fees	\$28,528	\$25,000	\$11,500	\$20,000	-20.00%
Fireline & Service Fees	\$62,408	\$58,000	\$49,569	\$51,250	-11.64%
Miscellaneous	\$84,278	\$407,337	\$157,782	\$288,600	-29.15%
<b>Total</b>	<b>\$4,530,112</b>	<b>\$4,881,337</b>	<b>\$4,734,074</b>	<b>\$4,740,150</b>	<b>-2.89%</b>

**Water & Sewer Fund Revenues by Source  
FY12-13**





### Water & Sewer Fund Revenues by Source: Multiyear Comparison



### Source Descriptions

#### **Water and Sewer Charges**

Water and sewer charges account for 85.5 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 and sewer. An additional rate is charged for every cubic foot over 300. Water and sewer charges, including bulk rate fees and capacity fees, account for \$4 million in the FY12-13 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. Sewer surcharges account for \$328,000 in the FY12-13 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 FY12-13 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 \$51,250 in the FY12-13 Water and Sewer Fund budget.

**Miscellaneous**

Miscellaneous revenues in the Water and Sewer Fund include revenues from tank rental, surplus sales of equipment, grants, reserves appropriation, and other sources. The \$288,600 in miscellaneous revenues in the FY12-13 Water and Sewer Fund budget include \$16,000 in interest earnings, \$29,000 in water tank rental fees, and \$229,000 from reserves for capital associated with the wastewater plant.

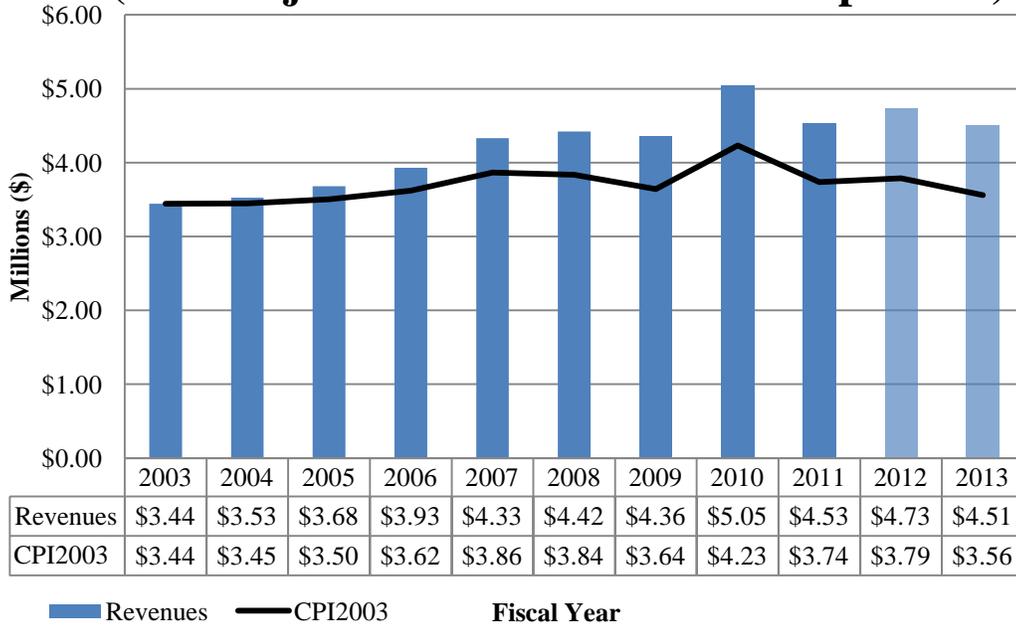
**Revenues by Line Item**

<b>Water &amp; Sewer Fund Revenues</b>						
<b>Source</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Insurance	4,134	\$10,981	\$10,679	\$5,000	(\$5,981)	-54.47%
FEMA Revenue	\$0	\$32,000	\$28,000	\$0	(\$32,000)	-100.00%
NCRC Grant	\$0	\$0	\$0	\$0	\$0	
Interest Earned	\$14,780	\$20,000	\$16,000	\$16,000	(\$4,000)	-20.00%
Miscellaneous Revenue	\$30,598	\$3,000	\$4,500	\$5,000	\$2,000	66.67%
Return Check Charge	\$3,745	\$3,000	\$3,100	\$3,100	\$100	3.33%
From Sales Tax	\$1,550	\$2,000	\$1,301	\$1,500	(\$500)	-25.00%
Water Tank Rent	\$28,619	\$31,000	\$36,003	\$29,000	(\$2,000)	-6.45%
Bulk Water/County	\$138,939	\$180,300	\$184,906	\$185,500	\$5,200	2.88%
Pre-Treatment	\$2,012	\$5,000	\$3,750	\$3,500	(\$1,500)	-30.00%
Sewer Surcharge	\$382,195	\$372,200	\$402,000	\$328,000	(\$44,200)	-11.88%
Water & Sewer Charges	\$3,697,630	\$3,705,000	\$3,796,112	\$3,785,000	\$80,000	2.16%
Cash Adjustment	(\$46)	\$0	(\$45)	\$0	\$0	
Water & Sewer Tap Fees	\$28,528	\$25,000	\$11,500	\$20,000	(\$5,000)	-20.00%
Fireline Fees	\$23,337	\$23,000	\$22,057	\$23,000	\$0	0.00%
Service Fees	\$39,071	\$35,000	\$27,512	\$28,250	(\$6,750)	-19.29%
Capacity Fees- Wastewater	\$134,168	\$128,500	\$128,500	\$78,300	(\$50,200)	-39.07%
Sale of Service & Materials	\$852	\$500	\$0	\$0	(\$500)	-100.00%
Sale of Surplus Property	\$0	\$0	\$115	\$0	\$0	
Loan Proceeds	\$0	\$58,000	\$58,084	\$0	(\$58,000)	-100.00%
Fund Balance Appropriated	\$0	\$246,856	\$0	\$229,000	(\$17,856)	-7.23%
<b>Total</b>	<b>\$4,530,112</b>	<b>\$4,881,337</b>	<b>\$4,734,074</b>	<b>\$4,740,150</b>	<b>(\$141,187)</b>	<b>-2.89%</b>

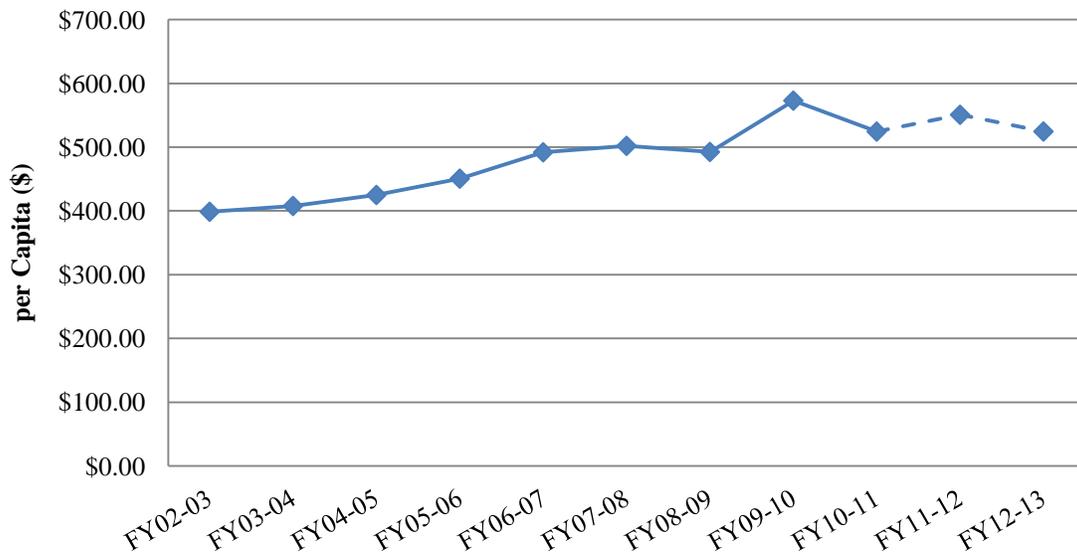


**Revenue Trends**

**Water & Sewer Fund Revenue Trends  
(with Adjustment for Inflation Comparison)**



**Water & Sewer Fund Revenue per Capita Trends**

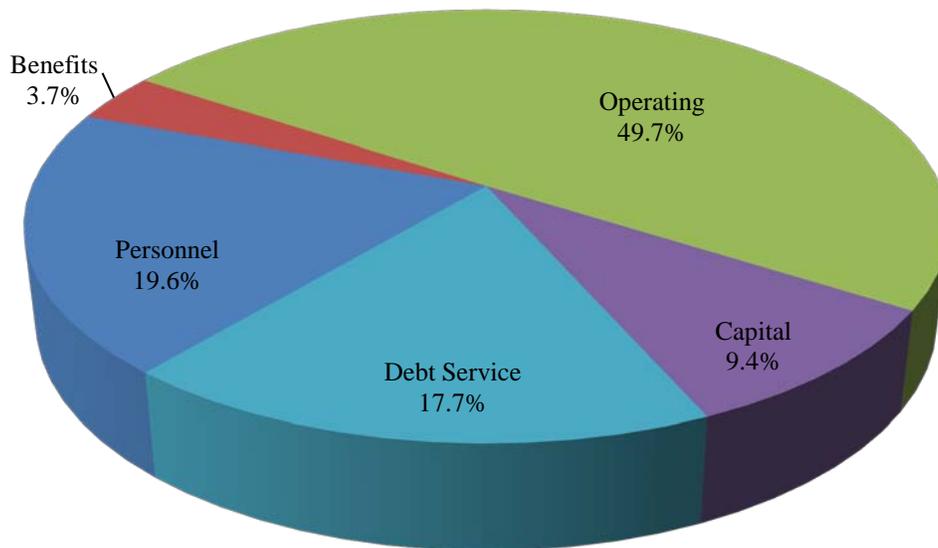




**Expenditures by Type**

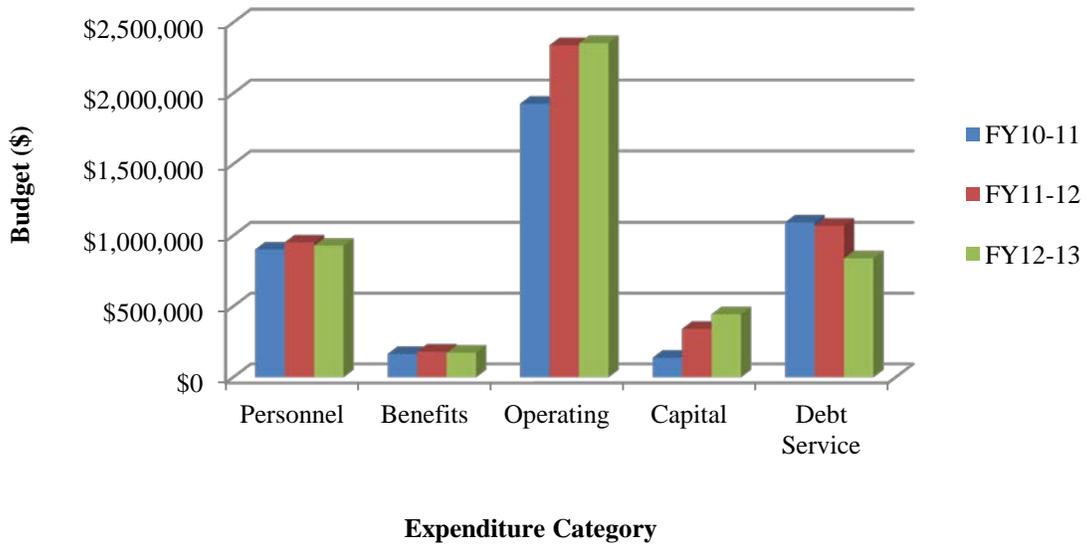
<b>Water &amp; Sewer Fund Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$901,929	\$951,500	\$917,914	\$929,000	-2.36%
Benefits	\$164,435	\$180,286	\$180,286	\$173,400	-3.82%
Operating	\$1,926,562	\$2,339,849	\$2,107,708	\$2,354,250	0.62%
Capital	\$137,247	\$341,121	\$297,142	\$444,000	30.16%
Debt Service	\$1,093,026	\$1,068,581	\$1,068,580	\$839,500	-21.44%
<b>Total</b>	<b>\$4,223,199</b>	<b>\$4,881,337</b>	<b>\$4,571,630</b>	<b>\$4,740,150</b>	<b>-2.89%</b>

**Water & Sewer Fund Expenditures by Type FY12-13**

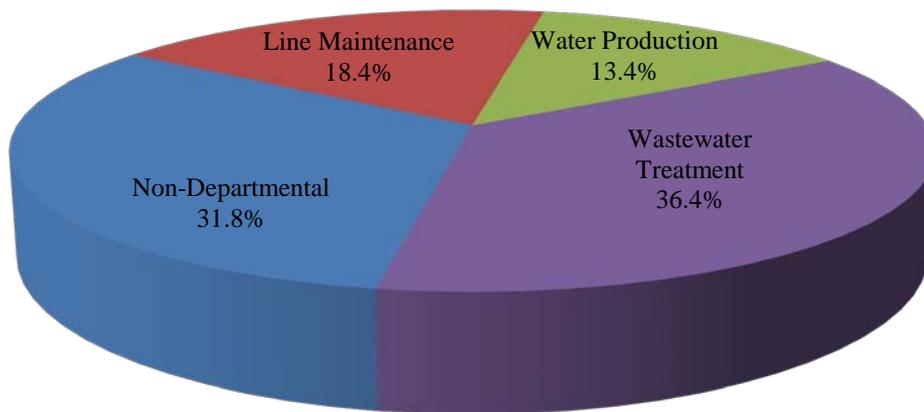




### Water & Sewer Fund Expenditures by Type



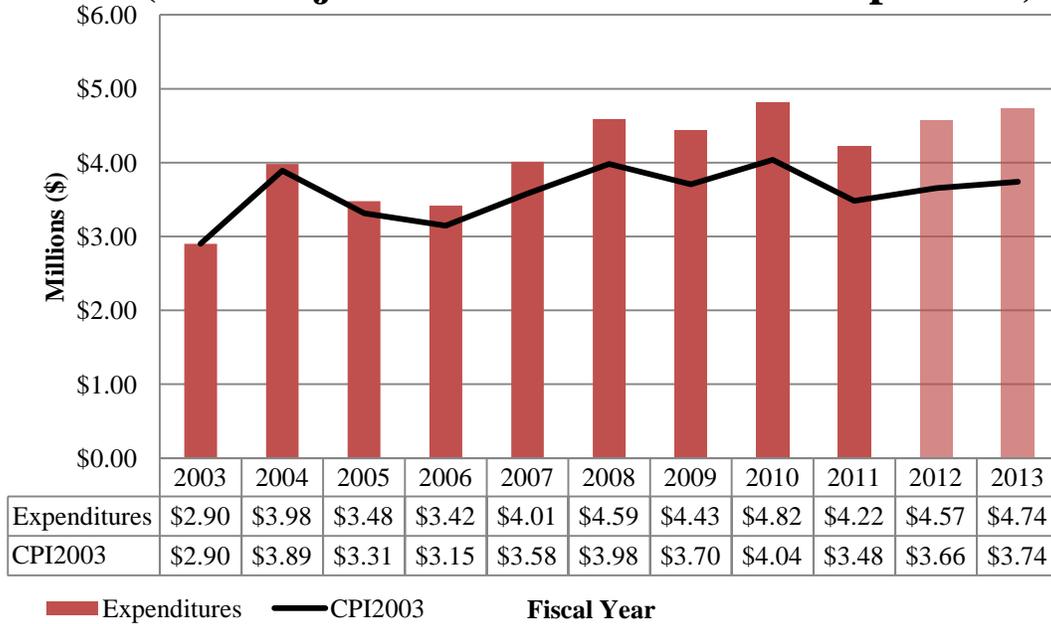
### Water & Sewer Expenditures by Department FY12-13



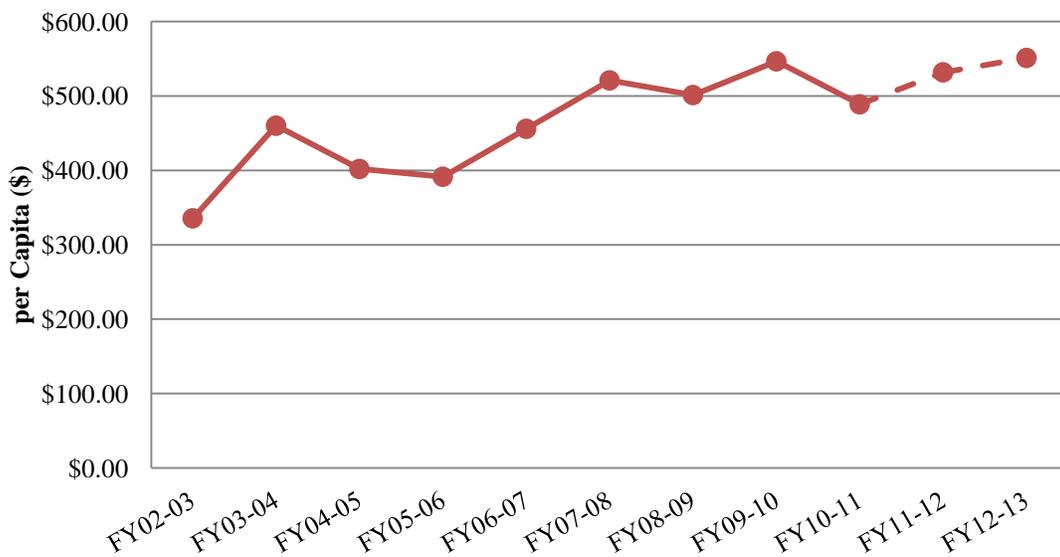


**Expenditure Trends**

**Water & Sewer Fund Expenditure Trends  
(with Adjustment for Inflation Comparison)**



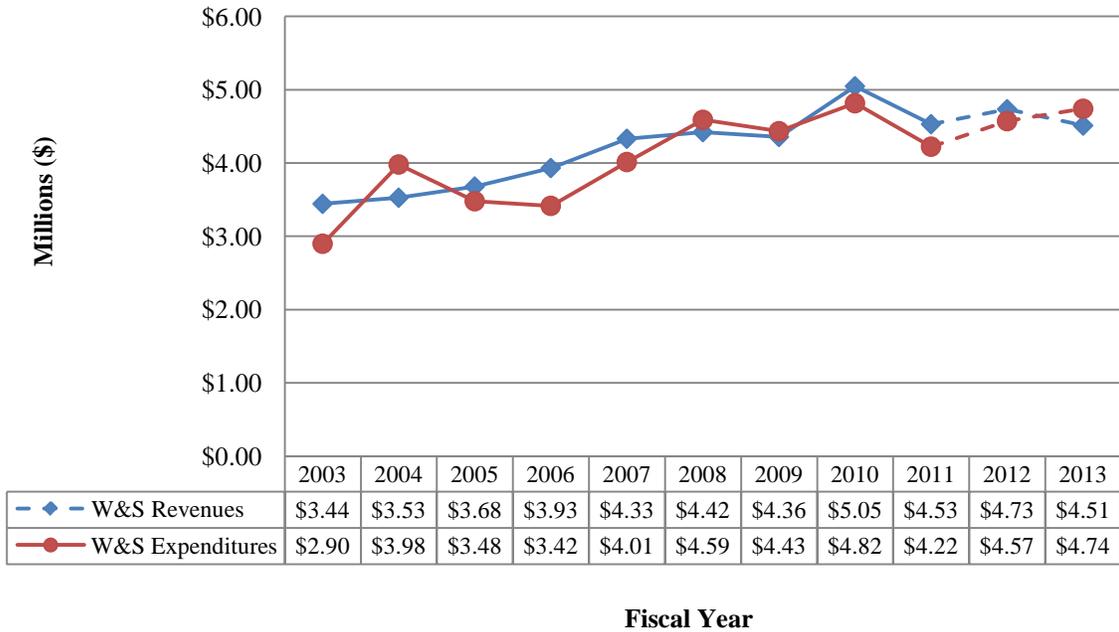
**Water & Sewer Fund Expenditures per Capita Trends**



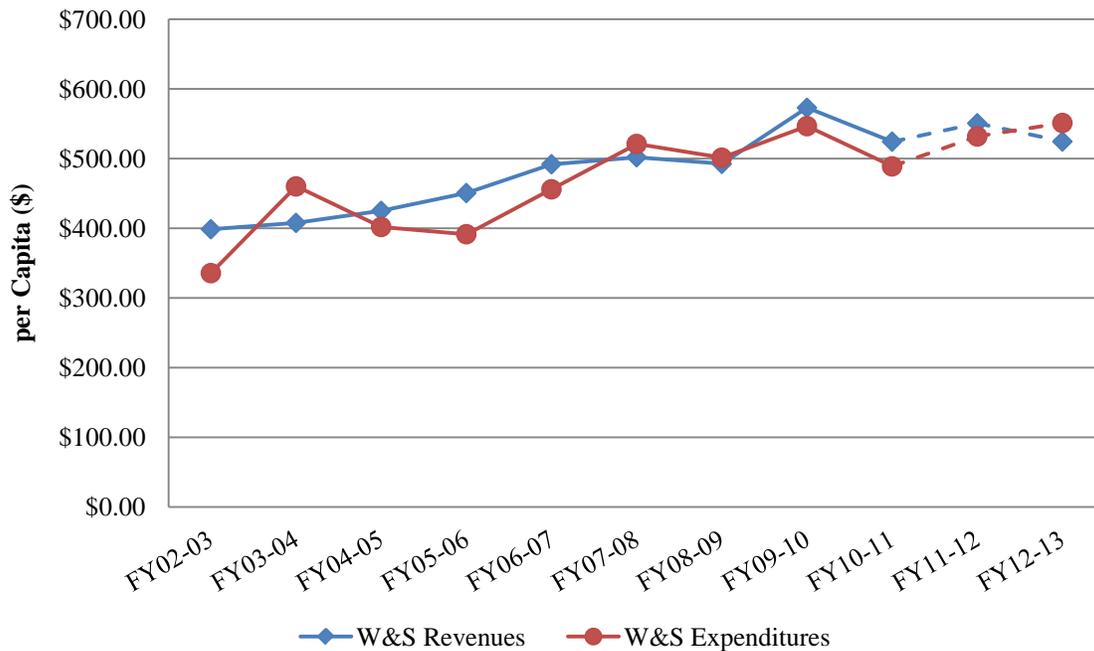


**Revenues vs. Expenditures**

**Water & Sewer Fund Revenues vs. Expenditures**



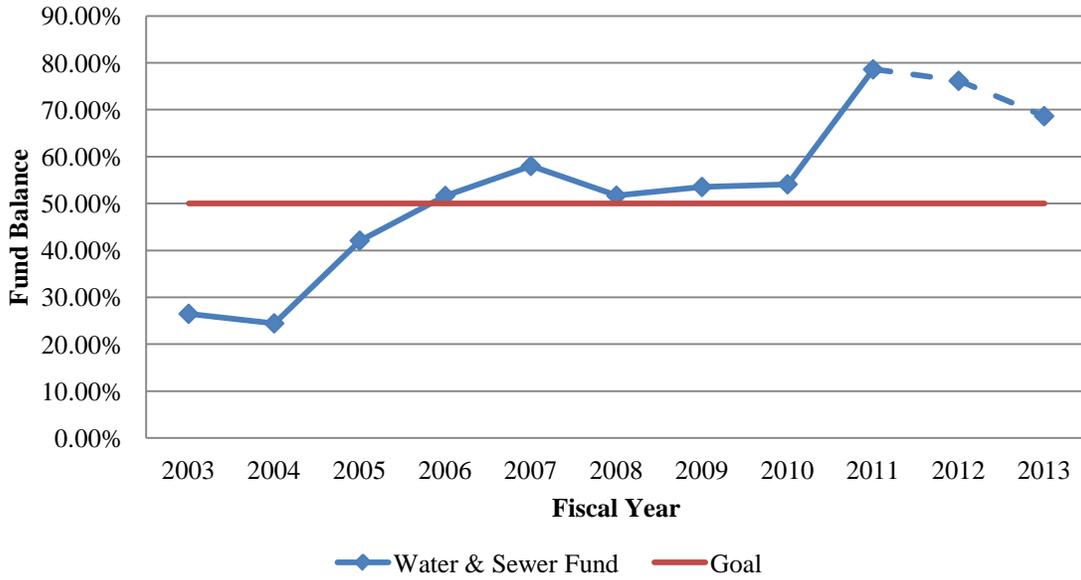
**Water & Sewer Fund per Capita Trends**



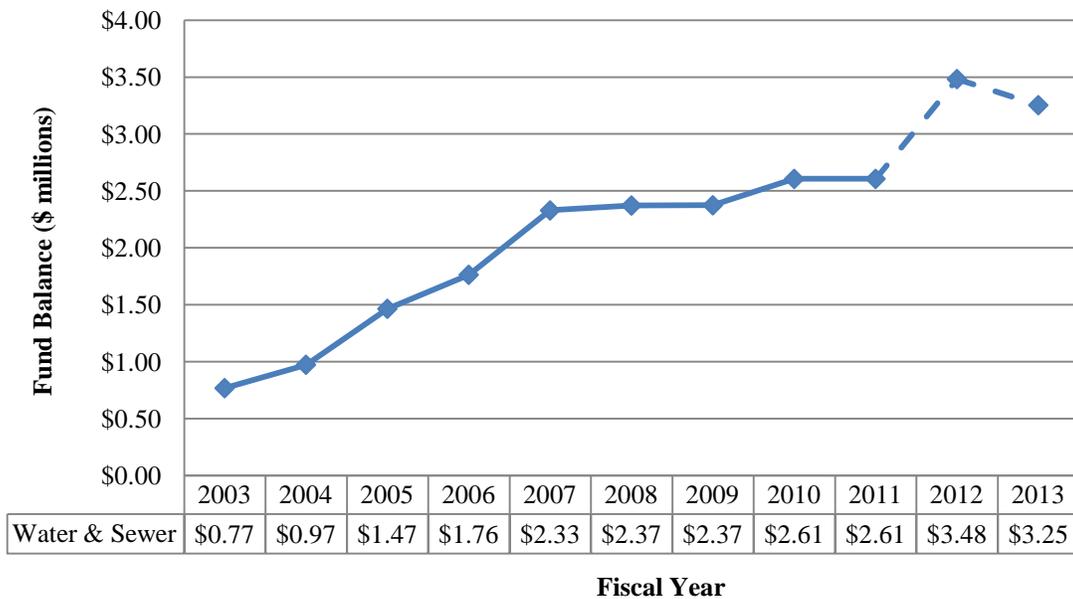


**Fund Balance**

**Clinton Fund Balance Trend:  
Water & Sewer Fund**



**Clinton Fund Balance Trend:  
Water & Sewer Fund**

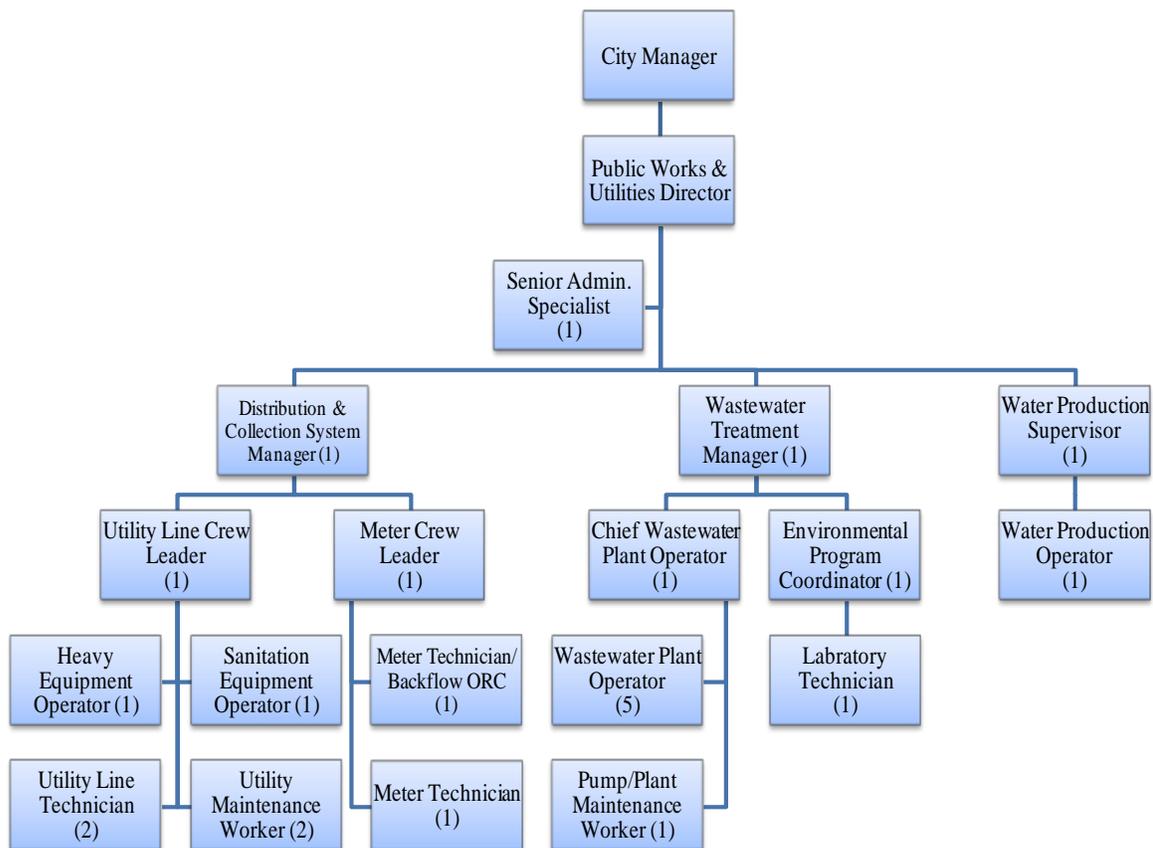




The Water and Sewer Fund funds three divisions- Utility Line Maintenance, Wastewater Treatment, and Water Production- and a Non-Departmental budget. Each division falls under the purview of the Public Works and Utilities Department and shares the same **mission statement**:

To improve the quality of life for Clinton residents, businesses, and visitors through responsive, efficient, and effective services that maintain city facilities, provide a safe and friendly transportation system for motorists and pedestrians, provide a safe and reliable water supply, and properly dispose of wastewater and solid waste.

**Public Utilities Organization Chart**





## **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 Public Utilities 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 [eddiep@cityofclintonnc.us](mailto:eddiep@cityofclintonnc.us).

## **FY2011-2012 Accomplishments**

- Flushed entire water system twice
- Washed and cleaned 20.7 miles of sewer
- Changed out 308 meters
- Cleaned out 367 meters
- Repaired 84 leaks throughout the city
- Marked 958 locate tickets through 811 system
- Performed 74 sewer repairs
- Relocated 2 fire hydrants in the downtown project

## **FY2012-2013 Action Items & Initiatives**

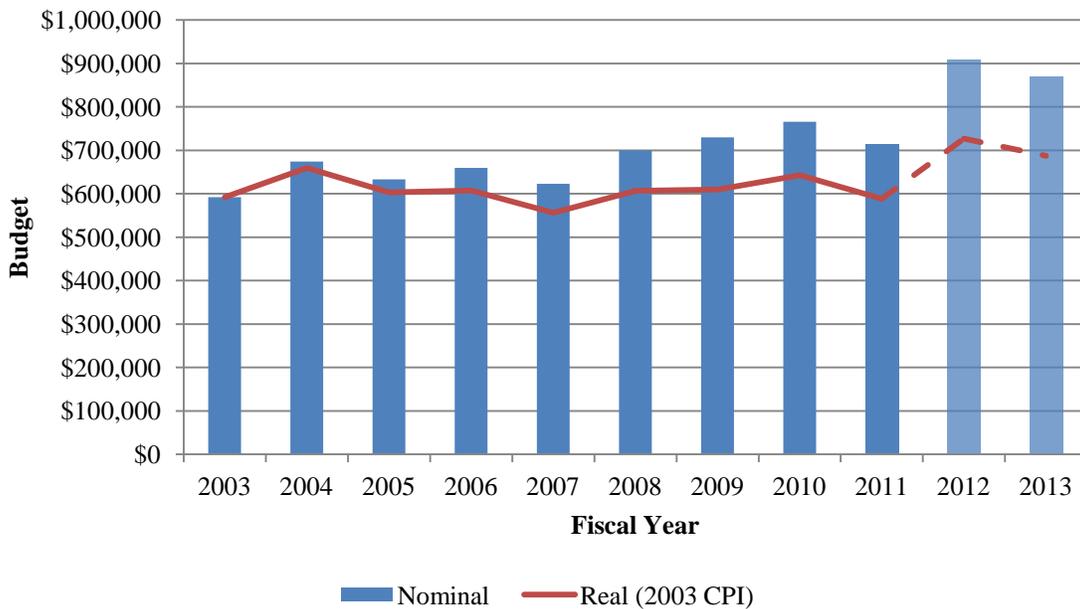
- Create digital maps of entire water and sewer system
- Implement 311 system for line maintenance
- Continue hydrant replacement program



### **FY2012-2013 Budget Highlights**

The Utility Line Maintenance budget is down 12.14 percent for FY12-13. At \$870,800, the utility line budget accounts for 18.4 percent of the Water and Sewer Fund budget. The City plans to spend \$101.30 per capita for utility line maintenance in FY12-13. The largest decreases are in meter repairs and capital outlay. The meter maintenance program has been transferred to the Water Production division and there are no capital outlay items in the FY12-13 budget for Utility Line Maintenance. The City plans to begin a comprehensive sewer line maintenance program in FY12-13 with \$100,000 budgeted for the program.

**Utility Line Maint. Budget Trends  
(with Adjustment for Inflation Comparison)**





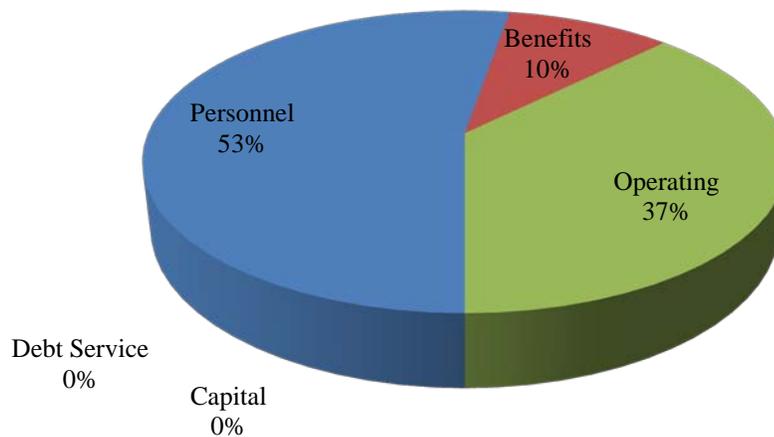
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$436,970	\$470,000	\$450,897	\$458,800	-2.38%
Benefits	\$79,846	\$89,980	\$89,980	\$86,300	-4.09%
Operating	\$197,354	\$282,959	\$220,455	\$325,700	15.11%
Capital	-\$700	\$148,221	\$147,570	\$0	-100.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$713,470</b>	<b>\$991,160</b>	<b>\$908,902</b>	<b>\$870,800</b>	<b>-12.14%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Enterprise	\$713,470	\$991,160	\$908,902	\$870,800	-12.14%
<b>Total</b>	<b>\$713,470</b>	<b>\$991,160</b>	<b>\$908,902</b>	<b>\$870,800</b>	<b>-12.14%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	13.00	12.00	12.00	12.00	0.00%
Part-time	-	-	-	-	0.00%
<b>Total</b>	<b>13.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00%</b>

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





**Expenditures by Line Item**

<b>Utility Line Maintenance Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$398,259	\$434,700	\$417,597	\$426,000	-2.00%
Temporary Salaries	\$9,649	\$2,000	\$0	\$0	-100.00%
Professional Services	\$21,007	\$22,500	\$22,500	\$30,000	33.33%
FICA	\$29,062	\$33,300	\$33,300	\$32,800	-1.50%
Group Insurance	\$54,594	\$59,580	\$59,580	\$57,000	-4.33%
Retirement	\$25,252	\$30,400	\$30,400	\$29,300	-3.62%
Telephone	\$1,422	\$3,000	\$3,000	\$3,000	0.00%
Travel & Education	\$683	\$5,000	\$3,000	\$3,000	-40.00%
Auto Allowance	\$2,700	\$3,600	\$0	\$0	-100.00%
Maint. & Repairs/Equipment	\$10,031	\$10,500	\$8,000	\$8,000	-23.81%
Maint. & Repairs/Auto	\$0	\$3,000	\$5,000	\$6,000	100.00%
Hydrant Maintenance	\$4,995	\$5,000	\$5,000	\$10,000	100.00%
Maint. & Repairs/Lift Station	\$0	\$0	\$0	\$20,000	
Fuel	\$24,244	\$24,000	\$20,000	\$28,000	16.67%
Meters & Repairs	\$29,712	\$49,500	\$49,500	\$2,500	-94.95%
Special Tools & Equipment	\$10,894	\$0	\$285	\$5,000	
Cement & Concrete	\$6,998	\$8,000	\$8,000	\$8,000	0.00%
Serv. Pipe & Meter Box	\$43,044	\$40,000	\$40,000	\$50,000	25.00%
Special Tools	\$0	\$9,000	\$7,000	\$7,000	-22.22%
Uniforms	\$7,333	\$7,500	\$7,500	\$7,500	0.00%
Safety Supplies	\$2,353	\$2,500	\$2,500	\$2,500	0.00%
Contract Services	\$12,463	\$16,000	\$18,000	\$18,000	12.50%
Sewer Main Inspection	\$0	\$53,000	\$0	\$100,000	88.68%
Dues & Subscription	\$3,261	\$5,000	\$3,500	\$3,500	-30.00%
Workman's Comp	\$11,508	\$10,500	\$13,000	\$8,700	-17.14%
Insurance/Auto	\$2,285	\$2,800	\$2,752	\$2,900	3.57%
Insurance/Building	\$2,056	\$2,159	\$1,518	\$1,600	-25.89%
Miscellaneous	\$365	\$400	\$400	\$500	25.00%
Capital Outlay/Improvements	-\$706	\$60,621	\$60,000	\$0	-100.00%
Capital Outlay/Equipment	\$6	\$87,600	\$87,570	\$0	-100.00%
<b>Total</b>	<b>\$713,470</b>	<b>\$991,160</b>	<b>\$908,902</b>	<b>\$870,800</b>	<b>-12.14%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Sound & Sustainable Infrastructure

**Department Goal:** Ensure maintenance and effectiveness of fire hydrants.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of fire hydrants meeting pressure requirements	n/a	100%	n/a	100%	100%

**Council Goal/Focus:** Sound & Sustainable Infrastructure

**Department Goal:** Perform water and sewer-line preventative maintenance to ensure clean water and reduce occurrence of sanitary overflows.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
% of sewer lines inspected monthly	18.5%	6.4%	n/a	15%	15%
% of sewer lines cleaned annually	18.1%	56.7%	n/a	15%	15%
Number of sanitary overflows per 1000 customers	n/a	n/a	1.53	<5	<5
Number of brown water complaints per 1000 customers	n/a	n/a	250.6	100	<50



## **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 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 bio-solids, 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 state certified lab. 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 Plant Superintendent at 910-299-4908 or [wpcf@cityofclintonnc.us](mailto:wpcf@cityofclintonnc.us).

## **FY2011-2012 Accomplishments**

- Completed annual Sewer Treatment and Collection Annual Report
- Completed annual Pretreatment Report
- Completed annual Land Application Annual Report
- Completed testing for, and 5-year renewal of, WWTP NPDES Discharge Permit
- Acquired new laboratory spectrophotometer for use in compliance testing
- Placed all required laboratory equipment on accepted calibration and routine maintenance schedules
- Completed annual laboratory certification proficiency testing for 13 parameters
- Transitioned utility worker position into a plant operator position for better coverage
- Rebuilt clarifier
- Installed new security gate
- Adjusted JAB process to accommodate increased loading from industries

## **FY2012-2013 Action Items & Initiatives**

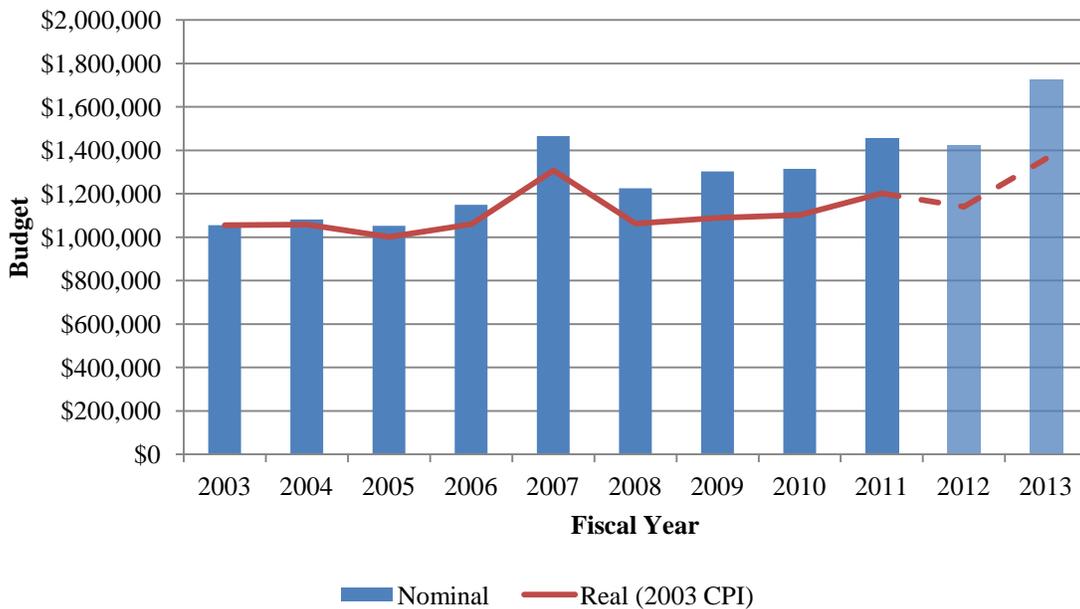
- Complete work on dike per Army Corps of Engineers.
- Reconstruct trickle filter
- Upgrade SCADA system
- Upgrade Fontana St. lift station
- Continue impeller replacement program
- Complete 5-year Industrial User Survey
- Revise Grease Trap Inspection Program
- Complete Laboratory Safety Manual
- Complete Laboratory QA/QC Plan
- Update current SIU permits and Sewer Use Ordinance to align with revisions to NC Pretreatment code



### **FY2012-2013 Budget Highlights**

The FY12-13 Wastewater Treatment budget reflects a 4.62 percent increase. At \$1,724,550, the wastewater treatment budget accounts for 36.4 percent of the Water and Sewer Fund budget. The City plans to spend \$200.62 per capita for wastewater treatment in FY12-13. As the city’s largest employer has increased its production, the wastewater plant has increased its treatment process, which has resulted in increase utility usage. Capital outlay in the wastewater budget represents \$24,000 for year three of the five-year impeller replacement program, \$44,000 for SCADA upgrades, and \$185,000 for reconstruction of the trickle filter.

### **Wastewater Treatment Budget Trends (with Adjustment for Inflation Comparison)**





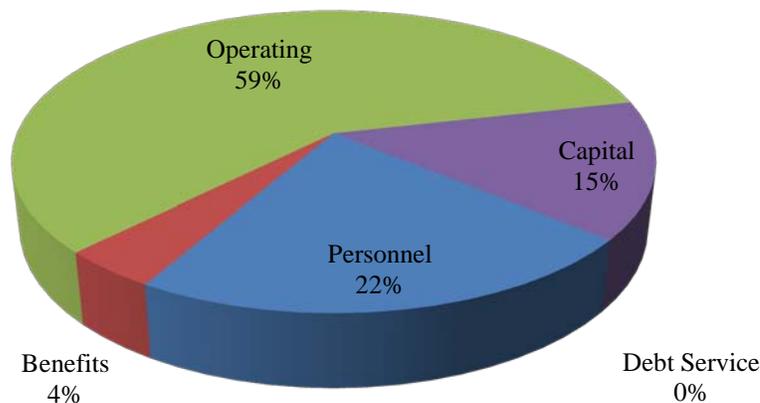
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$380,964	\$391,800	\$380,317	\$383,000	-2.25%
Benefits	\$70,158	\$75,150	\$75,150	\$72,000	-4.19%
Operating	\$981,936	\$1,157,491	\$969,775	\$1,016,550	-12.18%
Capital	\$23,850	\$24,000	\$0	\$253,000	954.17%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$1,456,908</b>	<b>\$1,648,441</b>	<b>\$1,425,242</b>	<b>\$1,724,550</b>	<b>4.62%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Enterprise	\$1,456,908	\$1,648,441	\$1,425,242	\$1,724,550	4.62%
<b>Total</b>	<b>\$1,456,908</b>	<b>\$1,648,441</b>	<b>\$1,425,242</b>	<b>\$1,724,550</b>	<b>4.62%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	10.00	10.00	10.00	10.00	0.00%
Part-time	-	-	-	-	0.00%
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00%</b>

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





**Expenditures by Line Item**

<b>Wastewater Treatment Expenditures</b>					
<b>Line Item</b>	<b>FY 09-10 Actual</b>	<b>FY 10-11 Budget</b>	<b>FY 10-11 Estimate</b>	<b>FY 11-12 Budget</b>	<b>Percent Change</b>
Salaries	\$355,024	\$364,000	\$352,517	\$355,500	-2.34%
Professional Services	\$11,320	\$25,000	\$25,000	\$25,000	0.00%
FICA	\$25,940	\$27,800	\$27,800	\$27,500	-1.08%
Group Insurance	\$47,281	\$49,650	\$49,650	\$47,500	-4.33%
Retirement	\$22,877	\$25,500	\$25,500	\$24,500	-3.92%
Telephone	\$4,537	\$4,500	\$4,500	\$4,500	0.00%
Utilities	\$365,028	\$344,000	\$334,000	\$374,000	8.72%
Tipping Fee	\$29,308	\$25,000	\$45,000	\$0	-100.00%
Travel & Education	\$1,803	\$1,500	\$1,287	\$1,500	0.00%
Maint. & Repairs/Building	\$29,098	\$5,000	\$10,500	\$25,000	400.00%
Maint. & Repairs/Equipment	\$144,255	\$250,000	\$135,000	\$140,000	-44.00%
Maint. & Repairs/Drying Beds	\$24	\$5,000	\$0	\$25,000	400.00%
Maint. & Repairs/Auto	\$0	\$3,000	\$1,977	\$2,000	-33.33%
Fuel	\$8,298	\$11,000	\$9,500	\$9,500	-13.64%
Special Sludge Disposal	\$215,021	\$270,000	\$215,000	\$215,000	-20.37%
Departmental Supplies	\$6,012	\$6,000	\$6,000	\$6,000	0.00%
Lab Chem. & Equipment	\$22,379	\$39,000	\$35,000	\$46,500	19.23%
Waste Treatment Chemicals	\$45,026	\$69,000	\$55,000	\$55,000	-20.29%
Water Chem. & Analysis	\$18,316	\$0	\$0	\$0	
Sludge Site Compliance	\$10,971	\$27,600	\$20,000	\$10,000	-63.77%
Special Tools	\$2,226	\$2,500	\$2,500	\$2,500	0.00%
Uniforms	\$5,819	\$5,500	\$5,500	\$5,500	0.00%
Safety Supplies	\$0	\$500	\$500	\$1,000	100.00%
Contract Services	\$0	\$7,000	\$7,006	\$10,000	42.86%
Dues & Subscription	\$25	\$250	\$250	\$250	0.00%
Plant Certifications	\$11,355	\$10,000	\$10,000	\$10,000	0.00%
Workman's Comp	\$12,409	\$9,800	\$10,000	\$10,100	3.06%
Insurance/Auto	\$504	\$529	\$485	\$600	13.42%
Insurance/Building	\$38,202	\$35,812	\$35,770	\$37,600	4.99%
Capital Outlay/Equipment	\$23,850	\$24,000	\$0	\$253,000	954.17%
<b>Total</b>	<b>\$1,456,908</b>	<b>\$1,648,441</b>	<b>\$1,425,242</b>	<b>\$1,724,550</b>	<b>4.62%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Sound & Sustainable Infrastructure

**Department Goal:** Maintain safe and compliant wastewater treatment plant.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
# of wastewater NOV	1	7	0	<1	<1
% compliance of plant discharge	99.7%	62.5%	83.3%	100%	100%
Cost per 1,000 gallon of treated wastewater	\$1.94	\$2.18	\$2.68	<\$2.35	<\$2.00



## **Description**

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 a plant operator. The Water Production Plant is located at 900 Clive Jacobs Rd., Clinton, NC. For more information about the plant or the water production and treatment process, please contact the Water Production Supervisor at 910-299-9151 or [anderson@cityofclintonnc.us](mailto:anderson@cityofclintonnc.us).

## **FY2011-2012 Accomplishments**

- Completed annual Local Water Supply Plan (LWSP)
- Completed annual Consumer Confidence Report (CCR)
- Installed backup generator at well site 18
- Upgraded well sites 12 and 17
- Repainted all water tanks
- Retrofitted fill pipe inside ground storage tank
- Implemented commercial meter testing program
- Tested and repaired 40 commercial meters
- Tested every 1' irrigation meter in the city

## **FY2012-2013 Action Items & Initiatives**

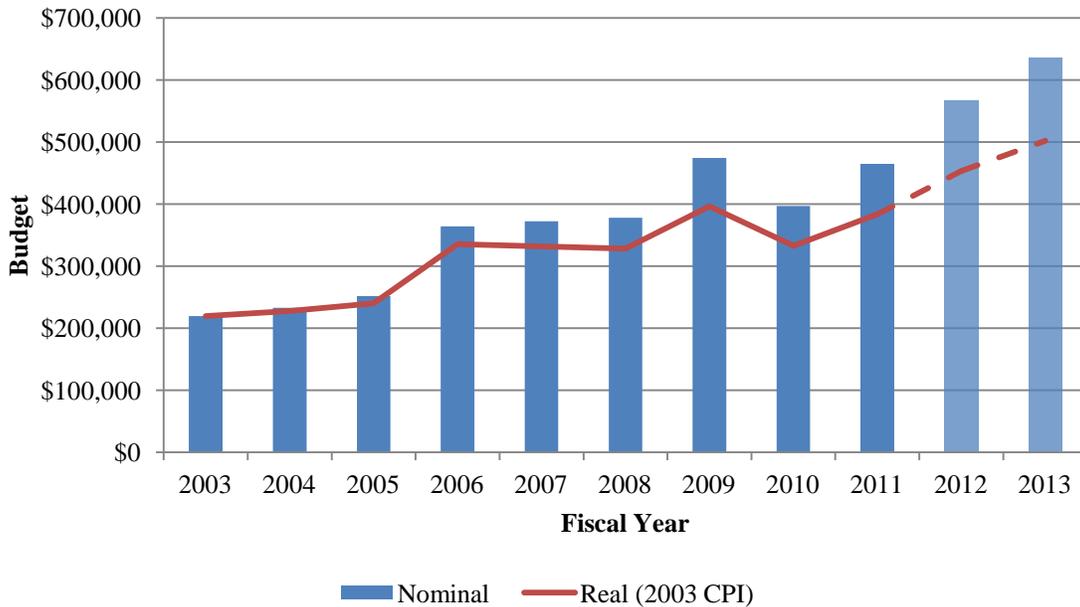
- Upgrade well site 13 including new generator
- Prepare for water plant expansion in FY14-15
- Expand meter testing program
- Implement new meter reading routes/programs with new equipment



### **FY2012-2013 Budget Highlights**

The Water Production budget will increase by 9.85 percent for FY12-13. At \$636,400, the water production budget accounts for 13.4 percent of the Water and Sewer Fund budget. The City plans to spend \$74.03 per capita for water production in FY12-13. The largest increases are in maintenance and repairs of meters and capital outlay. The \$40,000 for meter maintenance is the result of the meter program being transferred from the Utility Line Maintenance division to the Water Production division in FY11-12. Capital expenditures for water production represent a backup well-site generator (\$40,000) and SCADA upgrades for tanks and well sites (\$45,000).

### **Water Production Budget Trends (with Adjustment for Inflation Comparison)**





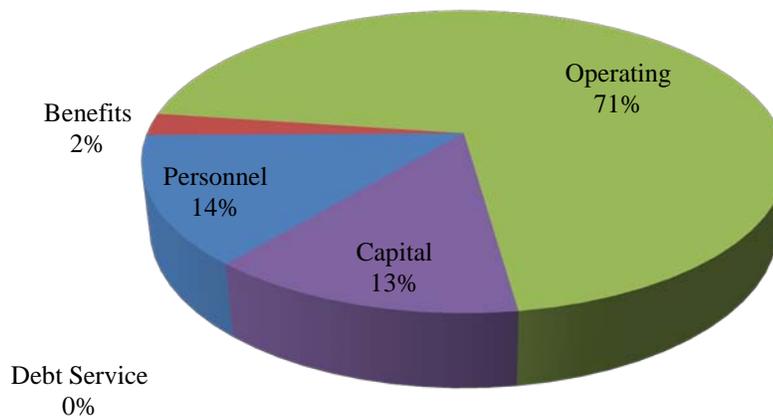
**Budget Summary**

<b>Expenditures by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Personnel	\$83,995	\$89,700	\$86,700	\$87,200	-2.79%
Benefits	\$14,431	\$15,156	\$15,156	\$15,100	-0.37%
Operating	\$311,707	\$409,062	\$418,740	\$449,100	9.79%
Capital	\$54,952	\$65,415	\$46,415	\$85,000	29.94%
Debt Service	\$0	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$465,085</b>	<b>\$579,333</b>	<b>\$567,011</b>	<b>\$636,400</b>	<b>9.85%</b>

<b>Revenues by Type</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Enterprise	\$465,085	\$579,333	\$567,011	\$636,400	9.85%
<b>Total</b>	<b>\$465,085</b>	<b>\$579,333</b>	<b>\$567,011</b>	<b>\$636,400</b>	<b>9.85%</b>

<b>Personnel</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Full-time	2.00	2.00	2.00	2.00	0.00%
Part-time	-	-	-	-	0.00%
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00%</b>

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





**Expenditures by Line Item**

<b>Water Production Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Salaries	\$78,129	\$83,500	\$80,500	\$81,000	-2.99%
Professional Services	\$1,160	\$6,000	\$25,000	\$10,000	66.67%
FICA	\$5,866	\$6,200	\$6,200	\$6,200	0.00%
Group Insurance	\$9,456	\$9,456	\$9,456	\$9,500	0.47%
Retirement	\$4,975	\$5,700	\$5,700	\$5,600	-1.75%
Telephone	\$1,034	\$1,200	\$1,200	\$1,200	0.00%
Utilities	\$111,225	\$110,000	\$110,000	\$112,000	1.82%
Travel & Education	\$1,507	\$1,500	\$1,500	\$1,500	0.00%
Maint. & Repairs/Building	\$32,934	\$17,000	\$16,371	\$12,000	-29.41%
Maint. & Repairs/Wells & Pumps	-\$888	\$82,000	\$82,000	\$80,000	-2.44%
Maintenance/Water Tanks	\$57,499	\$73,000	\$72,523	\$82,000	12.33%
Maint. & Repairs/Meters	\$0	\$0	\$0	\$40,000	
Maint. & Repairs/Auto	\$0	\$3,000	\$3,500	\$3,000	0.00%
Fuel	\$6,709	\$5,500	\$3,800	\$4,000	-27.27%
Departmental Supplies	\$4,158	\$5,000	\$2,000	\$2,000	-60.00%
Lab Chem. & Equipment	\$8,639	\$12,000	\$9,332	\$9,000	-25.00%
Water Chemicals	\$58,206	\$50,000	\$50,000	\$50,000	0.00%
Water Analysis	\$8,411	\$9,000	\$9,000	\$9,000	0.00%
Special Tools	\$1,623	\$2,000	\$1,500	\$1,000	-50.00%
Uniforms	\$1,797	\$2,100	\$2,000	\$2,000	-4.76%
Safety Supplies	\$460	\$800	\$800	\$800	0.00%
Contract Services	\$0	\$10,000	\$10,000	\$10,000	0.00%
Water Certifications	\$2,200	\$4,600	\$1,952	\$4,600	0.00%
Dues & Subscription	\$45	\$500	\$500	\$500	0.00%
Workman's Comp	\$4,453	\$3,500	\$4,700	\$3,600	2.86%
Insurance/Building	\$10,535	\$10,362	\$11,062	\$10,900	5.19%
Capital Outlay/Equipment	\$54,952	\$65,415	\$46,415	\$85,000	29.94%
<b>Total</b>	<b>\$465,085</b>	<b>\$579,333</b>	<b>\$567,011</b>	<b>\$636,400</b>	<b>9.85%</b>



**FY2012-2013 Goals & Objectives**

**Council Goal/Focus:** Sound & Sustainable Infrastructure

**Department Goal:** Maintain safe and adequate water production.

<b>Objective</b>	<b>FY09-10 Actual</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Estimate</b>	<b>FY12-13 Goal</b>	<b>Target</b>
# of water production NOV	0	0	1	0	<1
Cost per 1,000 gallon of treated water	n/a	n/a	\$3.20	<\$3.00	<\$3.00
% of master water meters tested annually	n/a	n/a	51%	33%	33%
Reduce relative water loss	n/a	18%	15%	10%	8%



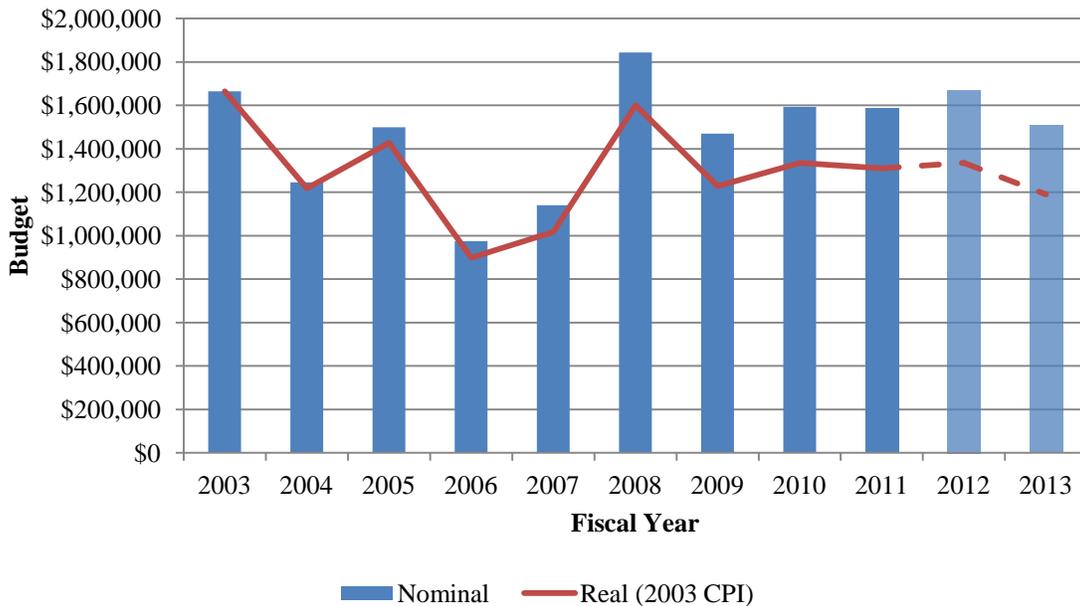
### Description

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.

### FY2012-2013 Budget Highlights

The largest portion of non-departmental expenditures in FY12-13 is debt service, which accounts for \$839,500 (56 percent) of the total allocation. A transfer of \$335,000 to the General Fund to cover administration and finance costs associated with the Water and Sewer Fund represents the second largest line item and accounts for 22 percent of non-departmental expenditures. Capital costs in the non-departmental budget include \$84,000 for infrastructure improvements as part of the Eliza Lane CDBG project and \$22,000 for a new fleet vehicle. At \$1,508,400, the non-departmental budget accounts for 31.8 percent of the Water and Sewer Fund budget.

### W&S Non-Dept. Budget Trends (with Adjustment for Inflation Comparison)





**Expenditures by Line Item**

<b>Water &amp; Sewer Fund Non-Departmental Expenditures</b>					
<b>Line Item</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Professional Services	\$50,542	\$19,000	\$19,000	\$16,100	-15.26%
Employee Wellness	\$535	\$1,000	\$232	\$1,000	0.00%
Ameriflex	\$330	\$1,000	\$360	\$1,000	0.00%
Telephone	\$12,840	\$12,500	\$12,500	\$12,500	0.00%
Printing & Office Supplies	\$1,710	\$2,000	\$1,900	\$2,000	0.00%
Utility Billing Maintenance	\$37,560	\$54,000	\$45,420	\$58,100	7.59%
Reverse 911/Connect CTY	\$5,983	\$6,000	\$5,982	\$6,000	0.00%
Advertising	\$2,168	\$3,000	\$2,400	\$2,500	-16.67%
Postage	\$1,500	\$3,000	\$3,000	\$3,000	0.00%
Public Liability	\$9,182	\$8,800	\$8,545	\$10,600	20.45%
Safety Committee/OSHA	\$6,810	\$8,000	\$7,500	\$8,100	1.25%
Misc. Expense	\$6,405	\$41,720	\$41,500	\$10,000	-76.03%
Employee Relations	\$0	\$8,000	\$8,082	\$17,000	112.50%
Transfer to General Fund	\$300,000	\$322,317	\$322,317	\$335,000	3.93%
Capital Outlay/Equipment	\$0	\$8,000	\$7,672	\$22,000	175.00%
City Hall Loan Payment	\$0	\$0	\$0	\$0	
City Hall Loan Interest	\$0	\$0	\$0	\$0	
Transfer to Downtown Phase III	\$41,145	\$0	\$0	\$0	
Contingency	\$0	\$0	\$20,000	\$40,000	
Principal Revolving Loan	\$520,554	\$520,554	\$520,554	\$520,600	0.01%
Interest Revolving Loan	\$108,442	\$95,935	\$95,935	\$81,700	-14.84%
Principal Well Field Loan	\$158,395	\$158,395	\$158,395	\$164,500	3.85%
Interest Well Field Loan	\$26,368	\$25,697	\$25,696	\$19,700	-23.34%
Principal GO Bond	\$250,000	\$250,000	\$250,000	\$50,000	-80.00%
Interest GO Bond	\$29,267	\$18,000	\$18,000	\$3,000	-83.33%
Transfer to CDBG project	\$18,000	\$83,785	\$83,785	\$84,000	0.26%
Transfer to CDBG College St.	\$0	\$11,700	\$11,700	\$0	-100.00%
Transfer to Rural Center Grant	\$0	\$0	\$0	\$40,000	
<b>Total</b>	<b>\$1,587,736</b>	<b>\$1,662,403</b>	<b>\$1,670,475</b>	<b>\$1,508,400</b>	<b>-9.26%</b>



**Description**

The purpose of the Cemetery Fund is to account for funds related to the sell 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**

<b>Cemetery Fund Revenues</b>					
<b>Source</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Sale of Lots	\$22,725	\$0	\$18,000	\$38,500	
Interest Earned	\$2,703	\$0	\$1,800	\$1,500	
From Savings	\$0	\$60,000	\$60,000	\$0	-100.00%
<b>Total</b>	<b>\$25,428</b>	<b>\$60,000</b>	<b>\$79,800</b>	<b>\$40,000</b>	<b>-33.33%</b>

**Expenditures**

<b>Cemetery Fund Expenditures</b>					
<b>Type</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Transfer to GF for Operations	\$25,000	\$60,000	\$60,000	\$40,000	-33.33%
<b>Total</b>	<b>\$25,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$40,000</b>	<b>-33.33%</b>



**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**

<b>Community Development Fund Revenues</b>					
<b>Source</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Revolving Payments	\$6,442	\$3,000	\$7,300	\$7,000	133.33%
Interest Earned	\$0	\$300	\$0	\$0	-100.00%
<b>Total</b>	<b>\$6,442</b>	<b>\$3,300</b>	<b>\$7,300</b>	<b>\$7,000</b>	<b>112.12%</b>

**Expenditures**

<b>Community Development Fund Expenditures</b>					
<b>Type</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Legal Services	\$0	\$2,000	\$0	\$2,000	0.00%
Miscellaneous	\$0	\$1,300	\$0	\$5,000	284.62%
<b>Total</b>	<b>\$0</b>	<b>\$3,300</b>	<b>\$0</b>	<b>\$7,000</b>	<b>112.12%</b>



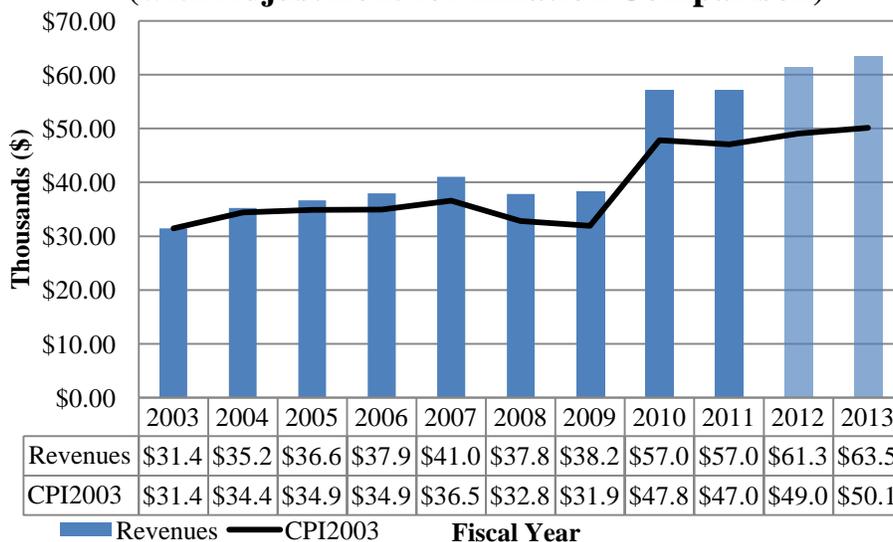
**Description**

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. The Downtown budget includes two new expenditure line items for FY12-13- professional services and travel and education. The professional services line item contains funds allocated for downtown planning and the travel and education line item contains allocations for downtown board members and staff to attend conferences.

**Revenues**

<b>Downtown Special Tax District Fund Revenues</b>					
<b>Source</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Current Taxes	\$49,342	\$49,000	\$50,500	\$51,600	5.31%
Prior Year Taxes	\$816	\$150	\$1,400	\$1,000	566.67%
Penalty & Interest	\$272	\$100	\$250	\$200	100.00%
Vehicle Taxes	\$1,915	\$1,800	\$1,500	\$1,500	-16.67%
Collection Fees	-\$1,037)	-\$1,100)	-\$1,100)	-\$1,100	0.00%
Craft Fair Fees	\$2,215	\$2,000	\$3,140	\$3,500	75.00%
Holiday Events	\$0	\$5,000	\$4,381	\$5,000	0.00%
Off Street Parking	\$3,135	\$2,500	\$810	\$800	-68.00%
Interest Earned	413	\$500	\$350	\$500	0.00%
Miscellaneous	\$0	\$250	\$150	\$500	100.00%
Fund Balance	\$0	\$16,500	\$0	\$0	-100.00%
<b>Total</b>	<b>\$57,071</b>	<b>\$76,700</b>	<b>\$61,381</b>	<b>\$63,500</b>	<b>-17.21%</b>

**Downtown District Fund Revenue Trends  
(with Adjustment for Inflation Comparison)**

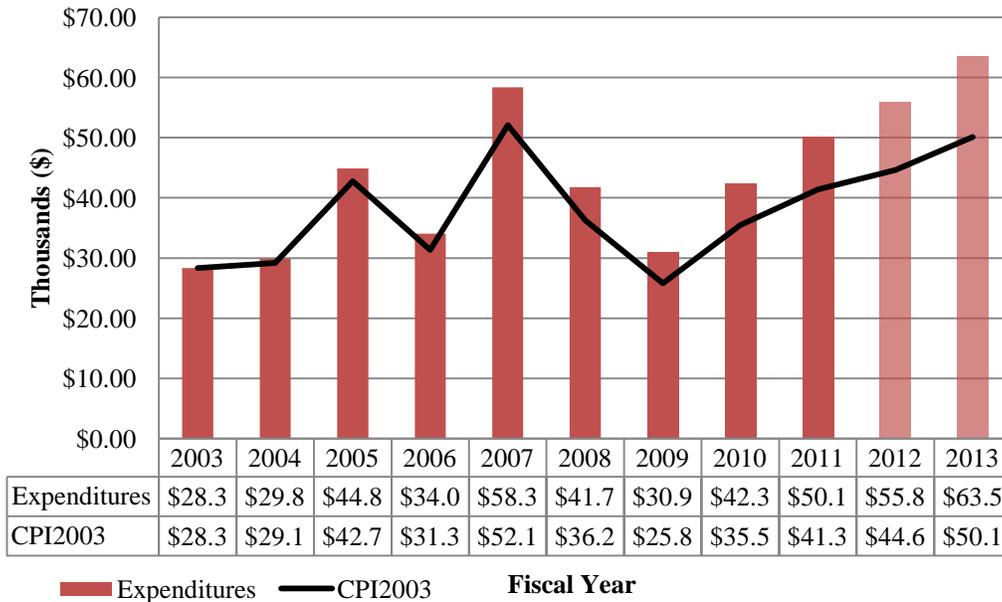




**Expenditures**

<b>Downtown Special Tax District Fund Expenditures</b>					
Type	FY 10-11 Actual	FY 11-12 Budget	FY 11-12 Estimate	FY 12-13 Budget	Percent Change
Professional Services				\$11,500	
Travel & Education				\$800	
Utilities	\$1,272	\$1,805	\$1,200	\$1,300	-27.98%
Craft Fair	\$6,925	\$6,000	\$5,966	\$6,000	0.00%
Advertising	\$2,630	\$4,000	\$3,500	\$3,500	-12.50%
Supplies & Materials	\$1,644	\$17,500	\$15,000	\$3,000	-82.86%
Contract Services	\$1,450	\$3,000	\$500	\$1,000	-66.67%
Miscellaneous	\$569	\$1,500	\$500	\$500	-66.67%
Facade Grant Program		\$5,000	\$5,000	\$5,000	0.00%
Downtown Incentive Program	\$565	\$600	\$2,365	\$2,400	300.00%
Projects	\$19,478	\$9,000	\$1,000	\$1,500	-83.33%
Contingency	\$0	\$5,000	\$0	\$1,000	-80.00%
Special Events	\$4,842	\$12,500	\$10,000	\$8,000	-36.00%
Court Square Rev. Payment	\$10,793	\$10,795	\$10,795	\$18,000	66.74%
<b>Total</b>	<b>\$50,168</b>	<b>\$76,700</b>	<b>\$55,826</b>	<b>\$63,500</b>	<b>-17.21%</b>

**Downtown District Fund Expenditure Trends  
(with Adjustment for Inflation Comparison)**





**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**

<b>Fire Department Special Fund Revenues</b>					
<b>Source</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Ashes Donations	\$0	\$0	\$0	\$0	0.00%
Special Fees	\$0	\$3,500	\$0	\$500	-85.71%
Miscellaneous	\$3,699	\$500	\$2,400	\$2,500	400.00%
<b>Total</b>	<b>\$3,699</b>	<b>\$4,000</b>	<b>\$2,400</b>	<b>\$3,000</b>	<b>-25.00%</b>

**Expenditures**

<b>Fire Department Special Fund Expenditures</b>					
<b>Type</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Budget</b>	<b>FY 11-12 Estimate</b>	<b>FY 12-13 Budget</b>	<b>Percent Change</b>
Ashes Expenses	\$0	\$0	\$0	\$0	0.00%
Department Supplies	\$2,654	\$3,500	\$0	\$2,500	-28.57%
Miscellaneous	\$0	\$500	\$500	\$500	0.00%
<b>Total</b>	<b>\$2,654</b>	<b>\$4,000</b>	<b>\$500</b>	<b>\$3,000</b>	<b>-25.00%</b>



April 30, 2012



Dear Mayor Starling and Members of the City Council:

I am pleased to present the Recommended FY2012-2013 Capital Improvement Plan (CIP) for your review and consideration. The City's CIP represents a guide for maintenance and acquisition of capital assets. The CIP is an important management tool as it evaluates the effects of large capital costs on the City's operating budget and financial standing in terms of debt burden and capacity. The entire CIP is not an adopted budget. Only the first year of the CIP (FY12-13) will become part of the City's annual budget document once approved. The CIP also is not a static planning tool as it is evaluated annually and adjusted according to City Council's goals and financial considerations.

### **FY12-13 CIP Overview**

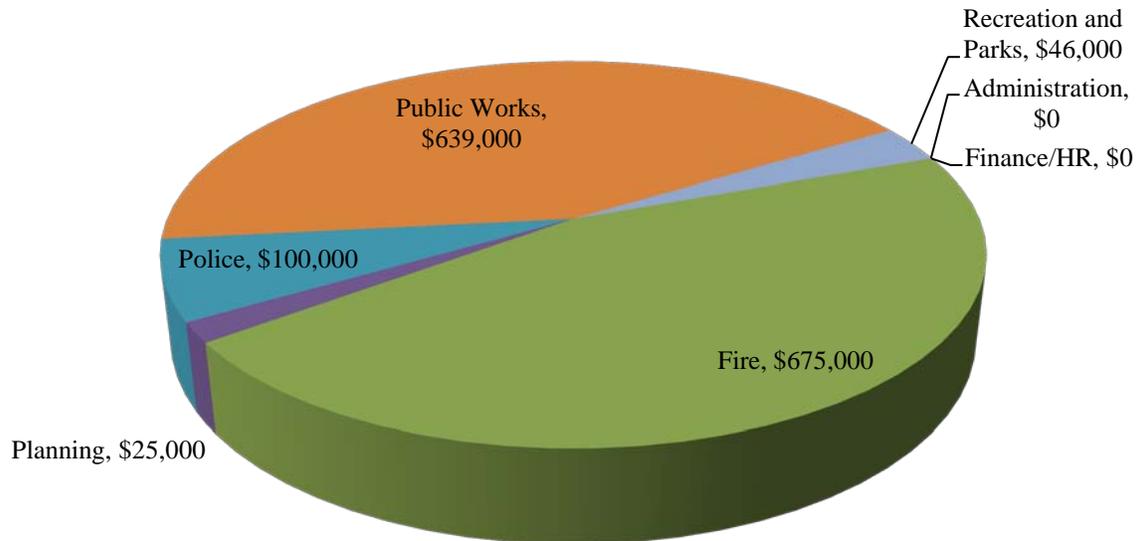
The Recommended FY12-13 CIP includes 17 projects totaling \$1,931,000 for the General Fund and Water and Sewer Fund. That amount is \$429 thousand (18 percent) less than the FY11-12 proposed CIP. This is the second year in a row in which the recommended CIP is more than \$400 thousand dollars less than the previous year. Ten capital projects in the General Fund total \$1,487,000. A quint fire truck and sanitation truck represent the greatest portion of the General Fund CIP, although the operating budget only reflects \$80,000 for down payments rather than the \$915,000 total costs. The other large projects are street paving at \$200,000 and a knuckle boom truck at \$140,000. Other vehicle purchases in the FY12-13 CIP total \$163,000. The annual police vehicle rotation accounts for \$56,000 of this total. Finance staff and department heads thoroughly evaluate vehicle purchases to ensure departments purchase the most efficient vehicle. By ensuring the right vehicle for a specific department or service, maintenance and fuel costs are kept to a minimum.

Water and sewer projects total \$444,000, a 35 percent decrease from last year. The large decrease is the result of the \$766,000 Eliza Lane CDBG project, of which all but \$84,000 was included in the FY11-12 budget. Of the total project cost, \$570,000 is grant funding. The most costly project in the Water and Sewer Fund CIP FY12-13 is the reconstruction of the trickle filter at the wastewater plant- \$185,000. The largest water and sewer project will conclude two years from now in FY14-15. This project is the expansion of our water production capabilities.

The proposed CIP should not have any significant impact on the operating budget as there is no net gain in equipment and vehicles and surplus equipment and vehicles should offset any new recurring costs for FY12-13.



## General Fund CIP Project Costs by Department FY12-13



### Financial Impact

Debt burden and capacity ratios remain within acceptable levels for FY12-13 with the exception of debt per assessed value. This indicator is high relative to our peer group because of large projects such as our Downtown Revitalization Phase III and our minimal growth in assessed value. Our net debt service to expenditures ratio is only 4.67 percent for FY12-13. This indicates the city’s debt is a small percentage of its overall expenditures. Our debt per capita is higher than the average but remains lower than our population group’s high value. It is important to keep in mind that municipalities with fewer people are in our group. Many of these municipalities do not carry debt or implement large capital projects, which skews the average downward. The following table depicts the city’s ratios for FY12-13 alongside the ranges for our population group identified by the LGC.

**General Fund Fiscal Indicators and Key Debt Ratios**

	Clinton	LGC Low	LGC Avg.	LGC High
Net debt per capita	\$427	\$0	\$195	\$2,129
Net debt per assessed valuation	0.570%	0.005%	0.164%	0.552%
Net debt service to expenditures	4.61%	N/A	N/A	N/A

While the proposed FY12-13 CIP does not significantly affect the operating budget, it does compete with other priorities in the annual budget process and will have future impacts. Capital projects require substantial funding and support, which is also required for other services and priorities. The current economic conditions present the city with difficult decisions in regards to balancing a budget to remain financially sound and responding to citizen needs and concerns. Many projects have been pushed to future years to accommodate operating budget needs. The



proposed FY12-13 CIP addresses City Council's goals with projects focusing on welcoming neighborhoods and public spaces, sound and sustainable infrastructure, and enhanced quality of life. A sanitation truck and knuckle boom truck will greatly improve our efficiency and allow our staff to keep the city clean. The quint fire truck will ensure our department's efficient response and help us maintain our fire safety and insurance ratings. The Eliza Lane CDBG project displays the city's commitment to improving the quality of life for its citizens. A well site generator, impeller replacement program, and the trickle filter repairs will ensure our water production and wastewater treatment facilities are up to standard.

Balancing capital projects with services and other priorities can have a significant strain on city revenues. The potential impact on the tax rate is of concern when prioritizing capital projects and operating costs. The CIP provides a tax impact analysis. Revenues from fees and grants can help diminish the potential impact on the tax rate. As the economy rebounds, increases in sales tax revenue and revenue from investments will help offset the revenue needs as well.

Although capital projects can increase the city's debt burden, the projects may be able to offset some of their cost if aligned with City Council goals. Increasing the city's appeal with beautification projects, a focus on public safety, and sound infrastructure can improve the city's economic condition, which can result in an increased tax base and diversified revenue sources. Increases in assessed value and economic activity will generate more revenue and can decrease the city's debt to assessed valuation ratio. In this respect, capital projects in line with City Council goals can be viewed as investments in the city's economic viability and financial stability.

In summary, the proposed FY12-13 CIP includes ten projects in the General Fund and seven in the Water and Sewer Fund. The capital projects address city needs while adhering to the City Council's mission and goals. If implemented, the CIP will provide the city with a plan to maintain and acquire capital assets to improve the city's efficiency and effectiveness as well as providing the foundation for future economic growth. The CIP addresses concerns related to debt management and the effects on the operating budget. Although it does not fund all requests made by departments, it does include priority needs of the city and is set not to interrupt a high level of service for Clinton citizens. If the city realizes more revenue than projected, City Council may wish to pursue some future projects during the upcoming fiscal year, such as additional equipment for the Streets Division or additional cameras for our police vehicles.

I wish to express my appreciation to the staff members who helped in preparing this capital improvement plan.

I recommend this proposed CIP for FY2012-2013 to the City Council.

Respectfully submitted,

A handwritten signature in cursive script that reads "John F. Connet".

John Connet  
City Manager



## **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 will not consider GO bonds for any project unless the cost exceeds \$5 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 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.



*Designated Capital Funds.* Designated capital funds represent money set aside each fiscal year for capital projects. The city’s fund balance policy provides for designated capital funds by designating money for capital projects from the city’s fund balance in excess of 38 percent. Designated capital funds are typically used 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 retained in the water and sewer fund for the water and sewer operating budget as well as water and sewer associated capital outlay.

*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 Assistant City Manager-Finance Director 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 Assistant City Manager-Finance Director to discuss the projects and estimated costs. Once department heads submit all CIP projects, the City Manager and Assistant City Manager-Finance Director 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 2012-2013 CIP and Budget Schedule**

<b>Thursday, September 15, 2011</b>	Financial condition & sustainability workshop
<b>Thursday, November 17, 2011</b>	Strategic planning, goal & priority setting/confirmation workshop with City Council
<b>Thursday, December 1, 2011</b>	Departments begin meeting internally to develop CIP project requests
<b>Wednesday, January 11, 2012</b>	Departments submit CIP project requests to Finance & Administration
<b>Wednesday, January 11 – 20, 2012</b>	City Manager & Assistant Manager-Finance Director review CIP project requests
<b>Monday, January 23 – 27, 2012</b>	Department Heads meet with City Manager & Assistant Manager-Finance Director to discuss CIP project requests
<b>Monday, February 6, 2012</b>	City Manager & Assistant Manager-Finance Director rank CIP project requests & establish a priority list
<b>Monday, February 6 – 20, 2012</b>	CIP project impact & financial analysis is completed to prepare for operating budget
<b>Tuesday, February 21, 2012</b>	CIP workshop with City Council
<b>Thursday, March 1, 2012</b>	Budget packages delivered to departments
<b>Monday, April 2, 2012</b>	Departments submit budget request
<b>Monday, April 2 – April 30, 2012</b>	City Manager & Assistant Manager-Finance Director review budget requests & prepare recommendations
<b>Monday, April 16, 2012</b>	Water & Sewer capital projects & financial sustainability review & workshop



<b>Tuesday, May 15, 2012</b>	Budget workshop with City Council
<b>Wednesday, May 23, 2012</b>	Budget workshop with City Council
<b>Friday, June 1, 2012</b>	Submit proposed FY12-13 budget to City Council for review
<b>Tuesday, June 5, 2012</b>	City Council holds public hearing regarding proposed FY12-13 budget
<b>Tuesday, June 19, 2012</b>	City Council adopts FY2012-2013 Budget
<b>Sunday, July 1, 2012</b>	Fiscal Year 2012-2013 begins

### **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	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Years	Total Capital Cost
<b>Admin/Non-dept.</b>								
	CDBG- Eliza Ln City Hall Generator	\$ 25,000						\$ 25,000
			\$ 40,000					\$ 40,000
<b>Department Total</b>		\$ 25,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
<b>Fire</b>								
	Fire Truck Replacement	\$ 675,000			\$ 400,000			\$ 1,075,000
<b>Department Total</b>		\$ 675,000	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ 1,075,000
<b>Police</b>								
	Police Station Renovation/Construction			\$ 3,400,000				\$ 3,400,000
	Police Vehicle Replacement Program	\$ 56,000	\$ 87,000	\$ 90,000	\$ 93,000	\$ 95,000	\$ 98,000	\$ 519,000
	Police Vehicle Video Cameras	\$ 44,000	\$ 44,000			\$ 50,000	\$ 50,000	\$ 188,000
<b>Department Total</b>		\$ 100,000	\$ 131,000	\$ 3,490,000	\$ 93,000	\$ 145,000	\$ 148,000	\$ 4,107,000
<b>Public Works</b>								
	Asphalt Roller		\$ 40,000					\$ 40,000
	Fleet Vehicle Replacement		\$ 8,500					\$ 8,500
	Grounds Compact Tractor		\$ 35,000					\$ 35,000
	Grounds Vehicle Replacement	\$ 24,000						\$ 24,000
	Knuckle Boom Truck	\$ 140,000						\$ 140,000
	NC 24 Sidewalks		\$ 53,000					\$ 53,000
	PW Facility Renovations					\$ 150,000		\$ 150,000
	Sanitation Vehicle Replacement	\$ 240,000		\$ 240,000			\$ 240,000	\$ 720,000
	Street Vehicle Replacement	\$ 35,000		\$ 160,000	\$ 70,000	\$ 65,000	\$ 60,000	\$ 390,000
	Streets Resurface	\$ 200,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000		\$ 1,100,000
	Tractor & Brush Cutter				\$ 85,000			\$ 85,000
<b>Department Total</b>		\$ 639,000	\$ 361,500	\$ 625,000	\$ 380,000	\$ 440,000	\$ 300,000	\$ 2,745,500
<b>Recreation</b>								
	Bellamy Center Addition						\$ 3,500,000	\$ 3,500,000
	Newkirk Park Improvements							\$ -
	Playground Replacement							\$ -
	Recreation Vehicle Replacement	\$ 46,000	\$ 17,000		\$ 20,000		\$ 25,000	\$ 108,000
	Royal Lane Park Renovations Phase 1		\$ 250,000	\$ 250,000	\$ 300,000			\$ 800,000
<b>Department Total</b>		\$ 46,000	\$ 267,000	\$ 250,000	\$ 320,000	\$ -	\$ 3,525,000	\$ 4,408,000



Water and Sewer Fund								Total Capital Cost
Facility/Function	Project	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Years	
<b>Non-departmental</b>								
	CDBG- Eliza Lane	\$ 84,000						\$ 84,000
	Fleet Vehicle Replacement	\$ 22,000	\$ 8,500					\$ 30,500
Function Total		\$ 106,000	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ 114,500
<b>Line Maintenance</b>								
	Automated Meters						\$ 1,000,000	\$ 1,000,000
	Deer Track Water Line Loop		\$ 300,000					\$ 300,000
	Line Vehicle Repalcement		\$ 50,000	\$ 60,000	\$ 50,000	\$ 35,000		\$ 195,000
	PW Facility Renovations				\$ 200,000			\$ 200,000
Function Total		\$ -	\$ 350,000	\$ 60,000	\$ 250,000	\$ 35,000	\$ 1,000,000	\$ 1,695,000
<b>Water Treatment</b>								
	Well Field East Expansion			\$ 6,570,000				\$ 6,570,000
	Well Site Generators	\$ 40,000						\$ 40,000
	Well/Elevated Tank SCADA	\$ 45,000						\$ 45,000
	WTP Vehicle Replacement			\$ 24,000		\$ 24,000		\$ 48,000
Function Total		\$ 85,000	\$ -	\$ 6,594,000	\$ -	\$ 24,000	\$ -	\$ 6,703,000
<b>Waste Water Treatment</b>								
	Impeller Replacement	\$ 24,000	\$ 24,000	\$ 24,000				\$ 72,000
	SCADA Upgrade	\$ 44,000						\$ 44,000
	Trickle Filter Reconstruction	\$ 185,000						\$ 185,000
	UV Disinfection System						\$ 600,000	\$ 600,000
	WWTP Vehicle Replacement					\$ 24,000	\$ 24,000	\$ 48,000
Function Total		\$ 253,000	\$ 24,000	\$ 24,000	\$ -	\$ 24,000	\$ 624,000	\$ 949,000

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Years	Total Capital Costs
General Fund Total	\$ 1,487,000	\$ 799,500	\$ 4,365,000	\$ 1,193,000	\$ 585,000	\$ 3,973,000	\$ 12,402,500
Water & Sewer Fund Total	\$ 444,000	\$ 382,500	\$ 6,678,000	\$ 250,000	\$ 83,000	\$ 1,624,000	\$ 9,461,500
<b>CIP Total</b>	<b>\$ 1,931,000</b>	<b>\$ 1,182,000</b>	<b>\$ 11,043,000</b>	<b>\$ 1,443,000</b>	<b>\$ 668,000</b>	<b>\$ 5,597,000</b>	<b>\$ 21,864,000</b>



**Capital Projects List**

Project	Department	Estimated Cost	Outside Funds Available	City's Obligation	FY Funded	Potential Source(s) of Financing	Score
City Hall Generator	Administration	\$ 40,000	\$ -	\$ 40,000	13-14	CR	25.0
Fire Truck Replacement	Fire	\$ 1,075,000	\$ 40,000	\$ 1,035,000	12-13,15-16	IP	60.0
Fire Department Renovations	Fire	\$ -	\$ -	\$ -	TBD	GF	20.0
Police Data Software	Police	\$ -	\$ -	\$ -	TBD	GF, IP	50.0
Police Station	Police	\$ 3,400,000	\$ -	\$ 3,400,000	14-15	IP	40.0
Police Vehicle Replacement	Police	\$ 423,000	\$ -	\$ 423,000	Program	GF	35.0
Vehicle Video Cameras	Police	\$ 88,000	\$ -	\$ 88,000	12-13,13-14,FY	IG	60.0
Fleet Vehicle Replacement	PW-Garage	\$ 39,000	\$ -	\$ 39,000	12-13,13-14	GF, WS	25.0
Grounds Compact Tractor	PW-Grounds	\$ 35,000	\$ -	\$ 35,000	13-14	CR, GF	10.0
Grounds Vehicle Replacement	PW-Grounds	\$ 24,000	\$ -	\$ 24,000	12-13,FY	CR, GF	20.0
Tractor & Brush Cutter	PW-Grounds	\$ 85,000	\$ -	\$ 85,000	15-16	CR, GF	25.0
PW Facility Renovations	PW-Nondepartmental	\$ 350,000	\$ -	\$ 350,000	15-16,16-17	CR, GF, WS	15.0
Asphalt Roller	PW-Streets & Sanitation	\$ 40,000	\$ -	\$ 40,000	13-14	CR	10.0
Knuckle Boom Truck	PW-Streets & Sanitation	\$ 140,000	\$ -	\$ 140,000	12-13	CR, GF	35.0
NC 24 Sidewalks	PW-Streets & Sanitation	\$ 53,000	\$ -	\$ 53,000	13-14	IP	80.0
Sanitation Vehicle Replacement	PW-Streets & Sanitation	\$ 720,000	\$ -	\$ 720,000	12-13,14-15,FY	CR	20.0
Street Vehicle Replacement	PW-Streets & Sanitation	\$ 330,000	\$ -	\$ 330,000	Program	IP	20.0
Streets Resurface	PW-Streets & Sanitation	\$ 225,000	\$ 225,000	\$ -	Annual	GF	75.0
Automated Meters	PW-Utility Line Maint.	\$ 1,000,000	\$ -	\$ 1,000,000	FY	IG	25.0
Deer Track Water Line Loop	PW-Utility Line Maint.	\$ 300,000	\$ -	\$ 300,000	13-14	IP, WS	35.0
Eliza Lane CDBG	PW-Utility Line Maint.	\$ 790,550	\$ 572,765	\$ 217,785	12-13	WS	85.0
Industrial Park Pump Station	PW-Utility Line Maint.	\$ 1,025,000	\$ -	\$ 1,025,000	FY	GF, IG, WS	25.0
Line Vehicle Replacement	PW-Utility Line Maint.	\$ 195,000	\$ -	\$ 195,000	Program	IP, WS	20.0
Impeller Replacement	PW-Wastewater	\$ 72,000	\$ -	\$ 72,000	Program	WS	55.0
SCADA Upgrade	PW-Wastewater	\$ 44,000	\$ -	\$ 44,000	12-13	WS	45.0
Trickle Filter Reconstruction	PW-Wastewater	\$ 185,000	\$ -	\$ 185,000	12-13	WS	45.0
UV Disinfection System	PW-Wastewater	\$ 600,000	\$ -	\$ 600,000	FY	WS	35.0
WWTP Vehicle Replacement	PW-Wastewater	\$ 48,000	\$ -	\$ 48,000	Program	IP, WS	20.0
Well Field East Expansion	PW-Water	\$ 6,570,000	\$ -	\$ 6,570,000	14-15	IP	105.0
Well Site Generators	PW-Water	\$ 40,000	\$ -	\$ 40,000	12-13	WS	45.0
Well/Elevated Tank SCADA	PW-Water	\$ 45,000	\$ -	\$ 45,000	12-14	WS	45.0
WTP Vehicle Replacement	PW-Water	\$ 48,000	\$ -	\$ 48,000	Program	WS	20.0
Bellamy Center Addition	Recreation	\$ 3,500,000	\$ -	\$ 3,500,000	FY	IP	52.5
Newkirk Park Improvements	Recreation	\$ -	\$ -	\$ -	TBD	GF	22.5
Playground Replacement	Recreation	\$ -	\$ -	\$ -	TBD	GF	30.0
Recreation Resource Center	Recreation	\$ 1,400,000	\$ -	\$ 1,400,000	TBD	IP	25.0
Recreation Vehicle Replacement	Recreation	\$ 83,000	\$ -	\$ 83,000	Program	CR, GF	20.0
Royal Lane Park Renovations Phase 1	Recreation	\$ 800,000	\$ 400,000	\$ 400,000	12-13 to 15-16	GF, IG	57.5
Trails Resurfacing	Recreation	\$ 88,500	\$ 71,500	\$ 17,000	TBD	GF, IG	35.0

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

FY=Future Years  
 Annual=Same \$ Each Year  
 Program=Varying \$ & Years

Not Funded



City of Clinton Capital Project Form							
Project Title	City Hall Generator						
Department	Administration & Finance	Division	Non-departmental				
Budget Code(s)	10-6600-1500						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods		<input type="checkbox"/> Quality of Life		Score	
<input type="checkbox"/> Affordable/Varied Housing		<input type="checkbox"/> Sound/Sustainable Infrastructure		<input type="checkbox"/> Quality Job Growth		25	
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$50,000			\$40,000				
Project Description							
Purchase a 50kw generator to maintain city hall operations in the event of power loss.							
Project Justification							
City Hall does not have any backup power source. The city's servers are housed at City Hall as well as the training room, which also serves as the city's EOC during an emergency. Interstar currently uses City Hall as a hub for its fiber operations, which requires constant power. Annual operating cost would consist of typical maintenance and fuel costs in the event the generator is used in an emergency.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$10,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery		\$40,000					\$40,000
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$42,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$50,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay		\$40,000					\$40,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>



City of Clinton Capital Project Form							
Project Title	Fire Vehicle Replacement						
Department	Fire	Division					
Budget Code(s)	10-5300-7400, 7403, 7404						
<b>Council Goals Addressed</b>		<input checked="" type="checkbox"/> Welcoming Neighborhoods		<input type="checkbox"/> Quality of Life		Score	
<input type="checkbox"/> Affordable/Varied Housing		<input type="checkbox"/> Sound/Sustainable Infrastructure		<input type="checkbox"/> Quality Job Growth		60	
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$1,502,856		\$675,000			\$350,000		
Project Description							
Establish a fire vehicle replacement schedule to include engines, pumpers, rescue trucks, etc.							
Project Justification							
The Fire Department purchased a new pumper in 2008 with the final payment coming in FY12-13. All other fire trucks are 13 years old or older and have required significant maintenance over the past several years. The department is seeking to purchase a quint in FY12-13 to serve a dual role. The truck will be financed for 10 years at 2.5%. The department will not be bale to wait another ten years for a truck and hopes to be able to purchase an additional engine in FY15-16 with the first debt service payment in FY16-17. Financing is calculated at 3.25% for 5 years. Operating cost are expected to increase slightly with the larger quint while the standard engine will replace an existing one and is not expected to generate any additional cost. The city hopes to receive \$10,000 by surplusung and each old engine.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Repair & Maintenance		\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$12,500
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$37,500</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$675,000						\$675,000
<b>Total Capital Cost</b>	<b>\$675,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$675,000</b>
<i>Operating + Capital</i>	<i>\$675,000</i>	<i>\$7,500</i>	<i>\$7,500</i>	<i>\$7,500</i>	<i>\$7,500</i>	<i>\$7,500</i>	<i>\$712,500</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Rural District Reserve	\$40,000						\$40,000
Installment Purchase		\$71,834	\$71,834	\$71,834	\$147,770	\$1,022,084	\$1,385,356
GF Capital Outlay				\$40,000			\$40,000
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$40,000</b>	<b>\$71,834</b>	<b>\$71,834</b>	<b>\$111,834</b>	<b>\$147,770</b>	<b>\$1,022,084</b>	<b>\$1,465,356</b>



City of Clinton Capital Project Form							
Project Title	Police Station						
Department	Police	Division					
Budget Code(s)	10-5100-0400, 10-5100-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods		<input type="checkbox"/> Quality of Life		Score	
<input type="checkbox"/> Affordable/Varied Housing		<input type="checkbox"/> Sound/Sustainable Infrastructure		<input type="checkbox"/> Quality Job Growth		40	
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$5,548,225				\$3,400,000			
Project Description							
Construct new police station to adequately accommodate current staff and operations and prepare for potential growth.							
Project Justification							
The current police station is a former bank and, therefore, not appropriately designed to meet modern police operation needs. This has been noted in our CALEA recognition specifically regarding evidence and meetings standards. Our evidence currently has to be stored and monitored at another location. The station does not have a true sally-port. The roof has been patched multiple times, most recently to stop substantial leaking into the department IT-server room. Grant money may be available from USDA. The longer the project is delayed the more money we put into a building that does not meet our needs. The projected would be financed for 25 years and an estimated rate of 4.25%. The future impact of a larger station on the operating budget is not yet known, but is expected to be between \$5,000 and \$10,000.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies				\$2,500	\$2,500	\$2,500	\$7,500
Repair & Maintenance				\$5,000	\$5,000	\$5,000	\$15,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$22,500</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services			\$313,204				\$313,204
Land / ROW / Easement							\$0
Construction			\$2,849,402				\$2,849,402
Equipment / Machinery			\$188,866				\$188,866
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,351,472</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,351,472</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$3,351,472</i>	<i>\$7,500</i>	<i>\$7,500</i>	<i>\$7,500</i>	<i>\$3,373,972</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Installment Purchase				\$221,029	\$221,029	\$5,083,667	\$5,525,725
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$221,029</b>	<b>\$221,029</b>	<b>\$5,083,667</b>	<b>\$5,525,725</b>



City of Clinton Capital Project Form							
Project Title	Police Vehicle Replacement Program						
Department	Police	Division					
Budget Code(s)	10-5100-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		35			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$421,000		\$56,000	\$87,000	\$90,000	\$93,000	\$95,000	
Project Description							
Rotation of police vehicles at 3 per year, 2 in FY12-13							
Project Justification							
Police vehicles accumulate wear and breakdown through normal use. A replacement program allows the police department to rotate through several new vehicles each year, ensuring all vehicles are functional and capable of performing properly. New operating cost are expected to be minimal as newer vehicles will require less maintenance and be more fuel efficient.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$56,000	\$87,000	\$90,000	\$93,000	\$95,000		\$421,000
<b>Total Capital Cost</b>	<b>\$56,000</b>	<b>\$87,000</b>	<b>\$90,000</b>	<b>\$93,000</b>	<b>\$95,000</b>	<b>\$0</b>	<b>\$421,000</b>
<i>Operating + Capital</i>	<i>\$56,000</i>	<i>\$87,000</i>	<i>\$90,000</i>	<i>\$93,000</i>	<i>\$95,000</i>	<i>\$0</i>	<i>\$421,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay	\$56,000	\$87,000	\$90,000	\$93,000	\$95,000		\$421,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$56,000</b>	<b>\$87,000</b>	<b>\$90,000</b>	<b>\$93,000</b>	<b>\$95,000</b>	<b>\$0</b>	<b>\$421,000</b>



City of Clinton Capital Project Form							
Project Title	Police Vehicle Cameras						
Department	Police	Division					
Budget Code(s)	10-5100-7400						
<b>Council Goals Addressed</b>		<input checked="" type="checkbox"/> Welcoming Neighborhoods		<input type="checkbox"/> Quality of Life		Score	
<input type="checkbox"/> Affordable/Varied Housing		<input type="checkbox"/> Sound/Sustainable Infrastructure		<input type="checkbox"/> Quality Job Growth		60	
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$199,000		\$44,000	\$44,000			\$50,000	\$50,000
Project Description							
New video cameras for patrol vehicles							
Project Justification							
The department only has 8 working camera at present, 20 are needed. The current system is outdated and the vendor is no longer in operation. A new system would protect our officers and citizens and assist in liability cases. A phase program of 10 per year and then a 4-year cycle may be possible. Annual maintenance should be minimum as the first year is under warranty.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other	\$1,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$11,000
<b>Total Operating Impact</b>	<b>\$1,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$11,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$44,000	\$44,000			\$50,000		\$138,000
<b>Total Capital Cost</b>	<b>\$44,000</b>	<b>\$44,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$138,000</b>
<i>Operating + Capital</i>	<i>\$45,000</i>	<i>\$46,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$52,000</i>	<i>\$2,000</i>	<i>\$149,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay	\$44,000	\$44,000			\$50,000	\$50,000	\$188,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$44,000</b>	<b>\$44,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$188,000</b>



City of Clinton Capital Project Form							
Project Title	Fleet Vehicle Replacement						
Department	Public Works & Utilities	Division	Garage				
Budget Code(s)	10-6600-7400, 30-6600-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		25			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$83,000	\$16,000	\$22,000	\$17,000				\$20,000
Project Description							
Replacement of two high-mileage fleet vehicles and purchase of a third for fleet pool. Vehicles would be purchased to end auto allowances.							
Project Justification							
The current fleet consist of two high-mileage cars, 91k miles and 130k miles, and no high-occupancy vehicle. The city has been paying auto-allowances to select department heads over the past 8 years but that cost is not justified. Providing pool cars for the collective department (including department head) will prove a more efficient use of funds. Based on the current amount of auto allowances, the payback is only 4 years and the vehicles should last 8-10, providing a significant savings from year 5 on. Vehicles in years 1-2 would replace auto allowances and the highest mileage vehicle in the pool. A high-occupancy vehicle, i.e. mini-van, would be purchased in FY12-13. operating costs will increase in years 1-4 for each car but are negligible once payback is realized from the auto allowances in year 5-8/10. Maint. cost of 5 percent plus fuel will add to operating cost in years 1-4.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies	\$1,000	\$2,500	\$2,500	\$3,000	\$3,000		\$12,000
Repair & Maintenance	\$1,000	\$2,500	\$2,500	\$3,000	\$3,000		\$12,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$2,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$24,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$22,000	\$17,000				\$20,000	\$59,000
<b>Total Capital Cost</b>	<b>\$22,000</b>	<b>\$17,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$59,000</b>
<i>Operating + Capital</i>	<i>\$24,000</i>	<i>\$22,000</i>	<i>\$5,000</i>	<i>\$6,000</i>	<i>\$6,000</i>	<i>\$20,000</i>	<i>\$83,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay		\$8,500				\$10,000	\$18,500
WS Capital Outlay	\$22,000	\$8,500				\$10,000	\$40,500
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$22,000</b>	<b>\$17,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$59,000</b>



City of Clinton Capital Project Form							
Project Title	Ventrac Multi-purpose compact tractor						
Department	Public Works & Utilities	Division	Grounds				
Budget Code(s)	10-6400-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		10			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$45,000			\$35,000				\$20,000
Project Description							
Purchase a Ventrac multi-purpose mowing, edger, blower machine compact tractor. Over 30 attachments available for future versatility.							
Project Justification							
Extend life of existing mowers, enable more frequent curb maintenance, enable extreme mowing in sewer easements, DOT hillsides at overpasses, leaf maintenance within cemeteries, herbicide treatment in sewer easement areas, reduce manpower needed for sewer easement maintenance and sidewalk and curb maintenance. Proven Municipal applications.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$10,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$35,000						\$35,000
<b>Total Capital Cost</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,000</b>
<i>Operating + Capital</i>	<i>\$35,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$45,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay		\$35,000					\$35,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,000</b>



City of Clinton Capital Project Form							
Project Title	Grounds Vehicle Replacement						
Department	Public Works & Utilities	Division	Grounds				
Budget Code(s)	10-6400-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		20			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$24,000	\$25,000	\$24,000					
Project Description							
Replace 2001 Dodge Ram with 139,000 miles for Grounds Maintenance Supervisor. Vehicle gets poor fuel mileage.							
Project Justification							
Replacing the Dodge Ram will be the final piece of this program for several years. A crew cab was purchased in FY11-12. The result has been a reduction in the number of grounds vehicles and they are more efficient. The reduction in the number of needed vehicles offsets any increase in operating cost.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$24,000						\$24,000
<b>Total Capital Cost</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,000</b>
<i>Operating + Capital</i>	<i>\$24,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$24,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay	\$24,000						\$24,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,000</b>



City of Clinton Capital Project Form							
Project Title	Tractor & Side Cutter						
Department	Public Works & Utilities	Division	Grounds				
Budget Code(s)	10-6400-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		25			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$24,000					\$85,000		
Project Description							
Purchase of a new side cutter (\$30k) and 4x4 tractor (\$55k)							
Project Justification							
The condition of the current side cutter creates various risks and safety concerns. A 4x4 tractor would enable crews to perform better and more frequent ROW mowing. Operating and maint. costs of 5% for tractor are expected.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance					\$2,500	\$2,500	\$5,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$5,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery				\$85,000			\$85,000
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$85,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$85,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$85,000</i>	<i>\$2,500</i>	<i>\$2,500</i>	<i>\$90,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay				\$85,000			\$85,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$85,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$85,000</b>



City of Clinton Capital Project Form							
Project Title	PW Facility Renovation						
Department	Public Works & Utilities	Division	Non-departmental				
Budget Code(s)	10-5600-7400, 30-6600-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		15			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$366,500					\$200,000	\$150,000	
Project Description							
Expansion of break room and restroom facilities and re-design of office space in existing offices to accommodate 3 offices and receiving area.							
Project Justification							
Project would accommodate the office and break room needs for the next 20 years. Current employee numbers are within 10% of what they were in 1990. Storage areas can be addressed with minor upgrades to the Caisson Building across the street. Includes resurfacing.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance				\$1,500	\$2,000	\$2,000	\$5,500
Other				\$3,000	\$4,000	\$4,000	\$11,000
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$16,500</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction				\$200,000	\$150,000		\$350,000
Equipment / Machinery							\$0
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$350,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$204,500</i>	<i>\$156,000</i>	<i>\$6,000</i>	<i>\$366,500</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay					\$150,000		\$150,000
WS Capital Outlay				\$200,000			\$200,000
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$350,000</b>



City of Clinton Capital Project Form							
Project Title	Asphalt Roller Addition						
Department	Public Works & Utilities	Division	Streets				
Budget Code(s)	10-5600-7300						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		10			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$48,000			\$40,000				
Project Description							
Purchase an asphalt roller to add to inventory.							
Project Justification							
An asphalt roller would enable the Streets Department to make more durable repairs to road cuts. City staff currently makes all utility cut, pot hole, and small paving repairs. In 2011 the city expended \$4,500.00 renting a asphalt roller. Additionally, staff made repairs to parking lot behind graham house and Vance St. alley we would not have been able to do without the rental equipment. This equipment eliminates hiring outside contractors for minor works and the equipment will have a very long life expectancy.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance			\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$8,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery		\$40,000					\$40,000
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$40,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$48,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay		\$40,000					\$40,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>



City of Clinton Capital Project Form							
Project Title	Knuckle Boom Truck						
Department	Public Works & Utilities	Division	Sanitation				
Budget Code(s)	10-5900-7400						
<b>Council Goals Addressed</b>		<input checked="" type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing		<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		35		
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$163,792		\$140,000					
Project Description							
New knuckle boom truck for residential green waste and debris collection.							
Project Justification							
Existing knuckle boom truck is a 2005 with 11,668 hours as of January 9, 2012 and operates four to five days per week. It would be beneficial if we could purchase a new truck for routine use and keep our existing truck for back up and in the event of major weather event clean up when two trucks are needed. The truck would be financed 4 years at 2%.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$18,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$18,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$140,000						\$140,000
<b>Total Capital Cost</b>	<b>\$140,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$140,000</b>
<i>Operating + Capital</i>	<i>\$143,000</i>	<i>\$3,000</i>	<i>\$3,000</i>	<i>\$3,000</i>	<i>\$3,000</i>	<i>\$3,000</i>	<i>\$158,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Installment Purchase		\$36,448	\$36,448	\$36,448	\$36,448		\$145,792
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$36,448</b>	<b>\$36,448</b>	<b>\$36,448</b>	<b>\$36,448</b>	<b>\$0</b>	<b>\$145,792</b>



City of Clinton Capital Project Form							
Project Title	NC 24 Sidewalks						
Department	Public Works & Utilities	Division	Streets				
Budget Code(s)	10-5600-7300						
<b>Council Goals Addressed</b>		<input checked="" type="checkbox"/> Welcoming Neighborhoods	<input checked="" type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing		<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		80		
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$63,000			\$53,000				
Project Description							
Construct sidewalks along NC 24 as part of NCDOT's widening project. The sidewalks would run from the by-pass to the Community College on both sides of the highway.							
Project Justification							
The project would provide much needed sidewalks along a major thoroughfare in the city. The total project cost is \$265k but the city's contribution is only \$53k. This is a perfect project to meet Council's infrastructure goals and would greatly improve safety along the busiest road in Clinton.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance			\$2,500	\$2,500	\$2,500	\$2,500	\$10,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$10,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery							\$0
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$2,500</i>	<i>\$2,500</i>	<i>\$2,500</i>	<i>\$2,500</i>	<i>\$10,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay		\$53,000					\$53,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$53,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,000</b>



City of Clinton Capital Project Form							
Project Title	Sanitation Truck Replacement						
Department	Public Works & Utilities	Division	Sanitation				
Budget Code(s)	10-5900-7400						
Council Goals Addressed		<input checked="" type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing		<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		20		
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$494,294		\$240,000		\$240,000			\$240,000
Project Description							
Additional front load sanitation truck for commercial and cardboard collection.							
Project Justification							
We currently have a <b>2001 Mack V III with 13,415</b> hours as of January 9, 2012. This truck is used daily for commercial collections and when other truck is down runs both routes for a 16 hour day. It would be beneficial to keep this older truck for cardboard collections only and the new truck would be used for daily collections. This will add to operating costs for maintenance and fuel. Our second truck which is a <b>2008 Mac MR with 6,542</b> hours as of January 9, 2012, was down 50 days the previous year for repairs. A third truck would eliminate extreme use of one truck and improve collections scheduling. Financing in FY12-13 would be for 4 years at 2%. The second truck is expected to be 4 years at 3%.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$15,000
Other	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
<b>Total Operating Impact</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$45,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$240,000		\$240,000			\$240,000	\$720,000
<b>Total Capital Cost</b>	<b>\$240,000</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$720,000</b>
<i>Operating + Capital</i>	<i>\$247,500</i>	<i>\$7,500</i>	<i>\$247,500</i>	<i>\$7,500</i>	<i>\$7,500</i>	<i>\$247,500</i>	<i>\$765,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay			\$40,000				\$40,000
Installment Purchase		\$62,482	\$62,482	\$115,604	\$115,604	\$53,122	\$409,294
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$62,482</b>	<b>\$102,482</b>	<b>\$115,604</b>	<b>\$115,604</b>	<b>\$53,122</b>	<b>\$449,294</b>



City of Clinton Capital Project Form							
Project Title	Street Vehicle Replacement Program						
Department	Public Works & Utilities	Division	Streets				
Budget Code(s)	10-5600-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		20			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$412,691		\$35,000		\$160,000	\$70,000	\$65,000	\$60,000
Project Description							
Establish vehicle replacement program for street vehicles							
Project Justification							
Street vehicles receive heavy use and a replacement schedule is necessary to ensure properly working vehicles and equipment. The current schedule includes replacements of a crew cab trucks and dump body trucks in combination for most years. FY12-13 is a dump body truck. FY14-15 includes a new tractor along with dump body trucks. This will add to the departments vehicle inventory and increase operating costs. All other vehicles should replace older ones, resulting in lower maintenance cost and revenue form the vehicle surplus sale.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance			\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Other			\$2,500	\$2,500	\$2,500	\$2,500	\$10,000
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$18,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$35,000		\$160,000	\$70,000	\$65,000	\$60,000	\$390,000
<b>Total Capital Cost</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$160,000</b>	<b>\$70,000</b>	<b>\$65,000</b>	<b>\$60,000</b>	<b>\$390,000</b>
<i>Operating + Capital</i>	<i>\$35,000</i>	<i>\$0</i>	<i>\$164,500</i>	<i>\$74,500</i>	<i>\$69,500</i>	<i>\$64,500</i>	<i>\$408,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay	\$35,000		\$60,000	\$70,000	\$65,000	\$60,000	\$290,000
Installment Purchase				\$34,897	\$34,897	\$34,897	\$104,691
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$104,897</b>	<b>\$99,897</b>	<b>\$94,897</b>	<b>\$394,691</b>



City of Clinton Capital Project Form							
Project Title	Street Resurfacing						
Department	Public Works & Utilities	Division	Streets				
Budget Code(s)	10-5600-7000						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing		<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		75		
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$1,325,000		\$200,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000
Project Description							
Street paving based on paving and schedule and need							
Project Justification							
Due to economic factors the city did not allocate for paving in FY10-11. Powell Bills funds were used for street maintenance and sidewalk maintenance. The city cannot continue to delay its paving schedule or roads will deteriorate further and repair costs will be even more expensive. The city performed paving again in FY11-12 but is still behind in maintenance. Paving fits with primary Council objectives and costs are primarily covered with Powell Bill funds.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery							\$0
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Intergovernmental	\$200,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,325,000
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$200,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$1,325,000</b>



City of Clinton Capital Project Form							
Project Title	Automated Meter Reading System						
Department	Public Works & Utilities	Division	Utility Line Maintenance				
Budget Code(s)	30-8100-3300						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods		<input type="checkbox"/> Quality of Life		Score	
<input type="checkbox"/> Affordable/Varied Housing		<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure		<input type="checkbox"/> Quality Job Growth		25	
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$1,000,000							\$1,000,000
Project Description							
Replace meters with automated system and create a per gallon accounting system							
Project Justification							
The city is researching the possibility of performance contracting for this service. This type of contracting would result in a self-financing project and the debt accrued would be paid with the annual savings of switching to the new meter system.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery						\$1,000,000	\$1,000,000
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$1,000,000</i>	<i>\$1,000,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Performance Contracting						\$1,000,000	\$1,000,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>



City of Clinton Capital Project Form							
Project Title	Deer Track Water Line Loop						
Department	Public Works & Utilities	Division	Utility Line Maintenance				
Budget Code(s)	30-8100-7300						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		35			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$300,000			\$300,000				
Project Description							
Loop water line for increased service and fire protection							
Project Justification							
Looping the line will improve fire protection and increase pressure while providing a redundant source of water if major break on existing service.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction		\$300,000					\$300,000
Equipment / Machinery							\$0
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$300,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$300,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Outlay		\$300,000					\$300,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>



City of Clinton Capital Project Form							
Project Title	Eliza Lane CDBG						
Department	Planning/Public Works & Utilities	Division	Streets, Utility Line Maintenance				
Budget Code(s)	10-6600-9000, 30-6600-9500						
<b>Council Goals Addressed</b>		<input checked="" type="checkbox"/> Welcoming Neighborhoods	<input checked="" type="checkbox"/> Quality of Life			Score	
<input type="checkbox"/> Affordable/Varied Housing		<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth			85	
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$109,000	\$681,550	\$109,000					
Project Description							
Expand water/sewer system and pave streets within the Eliza Lane, Abron Street, and Jerome Street neighborhood							
Project Justification							
This area is located immediately adjacent the city limits. The neighborhood consists of 22 residences that do not have city water or sewer services. all three roads are dirt and in extremely bad condition. Some are impassible after a heavy rain. A CDBG grant for \$572,765 has been awarded requiring a city match of \$217,785 to be split between FY11-12 and FY12-13. This is an excellent community development project and will allow the city to annex the area and grow to the northeast.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services	\$10,000						\$10,000
Land / ROW / Easement	\$5,000						\$5,000
Construction	\$94,000						\$94,000
Equipment / Machinery							\$0
<b>Total Capital Cost</b>	<b>\$109,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$109,000</b>
<i>Operating + Capital</i>	<i>\$109,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$109,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Outlay	\$84,000						\$84,000
GF Capital Outlay	\$25,000						\$25,000
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$109,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$109,000</b>



City of Clinton Capital Project Form							
Project Title	Utility Line Vehicle Replacement						
Department	Public Works & Utilities	Division	Utility Line Maintenance				
Budget Code(s)	30-8100-7300						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		20			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$220,000			\$50,000	\$60,000	\$50,000	\$35,000	
Project Description							
Line maintenance vehicle replacement program							
Line maintenance vehicles receive heavy use and a replacement schedule is necessary to ensure properly working vehicles and equipment. The current schedule includes replacements of a crew cab trucks and dump body trucks in combination for most years. FY13-14 includes a dump body truck and vehicle for the director. All vehicles should replace older ones, resulting in lower maintenance cost and revenue form the vehicle surplus sale.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance		\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000
Other		\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$25,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery		\$50,000	\$60,000	\$50,000	\$35,000		\$195,000
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$60,000</b>	<b>\$50,000</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$195,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$55,000</i>	<i>\$65,000</i>	<i>\$55,000</i>	<i>\$40,000</i>	<i>\$5,000</i>	<i>\$220,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Outlay		\$50,000	\$60,000	\$50,000	\$35,000		\$195,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$60,000</b>	<b>\$50,000</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$195,000</b>



City of Clinton Capital Project Form							
Project Title	Wastewater Plant Impeller Replacement Program						
Department	Public Works & Utilities	Division	Wastewater Treatment				
Budget Code(s)	30-8200-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing		<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		55		
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$72,000	\$48,000	\$24,000	\$24,000	\$24,000			
Project Description							
Replacement of impellers at JAB							
Project Justification							
This program will replace 3-4 impellers a year over a five-year period to ensure a smooth running plant and reduce the number of potential NOV's. FY12-13 will be year three.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$24,000	\$24,000	\$24,000				\$72,000
<b>Total Capital Cost</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$72,000</b>
<i>Operating + Capital</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$72,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Outlay	\$24,000	\$24,000	\$24,000				\$72,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$72,000</b>



City of Clinton Capital Project Form							
Project Title	Wastewater Treatment SCADA upgrade						
Department	Public Works & Utilities	Division	Wastewater Treatment				
Budget Code(s)	30-8200-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		45			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$74,000		\$44,000					
Project Description							
New SCADA system at the wastewater plant							
Project Justification							
The current system is dated and we can no longer find anyone to perform regular maintenance. It operates on a Windows platform that predates Windows 95.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$30,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$44,000						\$44,000
<b>Total Capital Cost</b>	<b>\$44,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$44,000</b>
<i>Operating + Capital</i>	<i>\$49,000</i>	<i>\$5,000</i>	<i>\$5,000</i>	<i>\$5,000</i>	<i>\$5,000</i>	<i>\$5,000</i>	<i>\$74,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Outlay	\$44,000						\$44,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$44,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$44,000</b>



City of Clinton Capital Project Form							
Project Title	Wastewater Treatment Trickle Filter Repair/Construction						
Department	Public Works & Utilities	Division	Wastewater Treatment				
Budget Code(s)	30-8200-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing		<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		45		
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$185,000	\$185,000						
Project Description							
Reconstruct the trickle filter at the wastewater plant							
Project Justification							
The trickling filter center bearings need to be replaced and both arms rebuilt. The center bearing supports the weight of the arms as they turn. Over the years the bearing has worn the support and it is cheaper to replace the complete center support than the bearings and races. The arms' bolts that connect the sections together are rusty and need to be replaced. Once the bolts are replaced the arms will be painted and placed back in service. The pumps that send the water to the center will also need to be rebuilt during the time the trickling filter is out of service for repairs. This is a major part of the treatment for the removal of the BOD.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services	\$15,000						\$15,000
Land / ROW / Easement							\$0
Construction	\$170,000						\$170,000
Equipment / Machinery							\$0
<b>Total Capital Cost</b>	<b>\$185,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$185,000</b>
<i>Operating + Capital</i>	<i>\$185,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$185,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Reserves	\$185,000						\$185,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$185,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$185,000</b>



City of Clinton Capital Project Form							
Project Title	Wastewater UV Disinfection System						
Department	Public Works & Utilities	Division	Wastewater Treatment				
Budget Code(s)	30-8200-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		35			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$600,000							\$600,000
Project Description							
Installation of UV disinfection system at WWTP							
Project Justification							
This would allow us to discontinue the use of our chlorine system, which is costly and dangerous.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery						\$600,000	\$600,000
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$600,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$600,000</i>	<i>\$600,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Installment Purchase						\$600,000	\$600,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$600,000</b>



City of Clinton Capital Project Form							
Project Title	Wastewater Vehicle Replacement Program						
Department	Public Works & Utilities	Division	Wastewater Treatment				
Budget Code(s)	30-8200-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		20			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$48,000						\$24,000	\$24,000
Project Description							
Implement vehicle replacement program at the wastewater plant							
Project Justification							
Current vehicles at the wastewater plant are in good condition. However, a program needs to be in place so that they are included in future planning. It is easy to forget about the few vehicles at the plant because it not located near other facilities. The first vehicle needed is not until FY16-17, a crew cab truck.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery					\$24,000	\$24,000	\$48,000
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$48,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$24,000</i>	<i>\$24,000</i>	<i>\$48,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Outlay					\$24,000	\$24,000	\$48,000
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$48,000</b>



City of Clinton Capital Project Form							
Project Title	Water plant & Well Field Expansion						
Department	Public Works & Utilities	Division	Water Production				
Budget Code(s)	30-8300-7300						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing		<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input checked="" type="checkbox"/> Quality Job Growth		105		
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$10,941,750				\$6,570,000			
Project Description							
Installation of six new wells and doubling size of water production plant, loop water system and replace US701 tank							
Project Justification							
The city has almost reached its current water production capacity if the MOA for 1 mgd with Smithfield is included. Increasing the city's water capacity will provide room for economic growth as well as improve the system by looping the main line. USDA and Rural Center grant money is available. the project also includes a new water tank. The timing of the project coincides with the city's amortization of its bonds and nearly \$300k in annual debt service and other final debt service payments. The addition will require increased operating cost and a new employee. New revenues will help offset most of those costs. The plant addition will be finance through USDA for 40 years at 2.75%. The water tank will be paid partly through a Rural Center grant and half by the city through private financing estimated at 2.75% for 10 years.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits			\$41,000	\$41,000	\$41,000	\$41,000	\$164,000
Materials & Supplies			\$180,000	\$180,000	\$180,000	\$180,000	\$720,000
Repair & Maintenance			\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Other			\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$281,000</b>	<b>\$281,000</b>	<b>\$281,000</b>	<b>\$281,000</b>	<b>\$1,124,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services			\$821,000				\$821,000
Land / ROW / Easement			\$105,000				\$105,000
Construction			\$5,347,000				\$5,347,000
Equipment / Machinery			\$16,000				\$16,000
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,289,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,289,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$6,570,000</i>	<i>\$281,000</i>	<i>\$281,000</i>	<i>\$281,000</i>	<i>\$7,413,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Installment Purchase				\$299,314	\$299,314	\$8,334,122	\$8,932,750
Rural Center Grant			\$885,000				\$885,000
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$885,000</b>	<b>\$299,314</b>	<b>\$299,314</b>	<b>\$8,334,122</b>	<b>\$9,817,750</b>



City of Clinton Capital Project Form							
Project Title	Well Site Generators						
Department	Public Works & Utilities	Division	Water Production				
Budget Code(s)	30-8300-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		45			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$52,000		\$40,000					
Project Description							
Back up generator for well site 17							
Project Justification							
Provide dependable delivery of water supply during well repair or emergency operations. All wells will have a backup power supply with this installation.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$6,000
Other	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$6,000
<b>Total Operating Impact</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$12,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$40,000						\$40,000
<b>Total Capital Cost</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>
<i>Operating + Capital</i>	<i>\$42,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$52,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Outlay	\$40,000						\$40,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>



City of Clinton Capital Project Form							
Project Title	Elevated Tank SCADA						
Department	Public Works & Utilities	Division	Water Production				
Budget Code(s)	30-8300-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		45			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$60,000		\$45,000					
Project Description							
Install SCADA system for Overland Road tank and wells							
Project Justification							
System will help ensure water during hazardous weather and reduce risk when wells are offline for maintenance. It increases our ability to monitor water levels during emergency or drought situations, provides accurate elevated tank data. Project includes displays to determine if wells are being operated on AC or DC power to avoid incorrect assumptions during off site monitoring.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$15,000
Other							\$0
<b>Total Operating Impact</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$15,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$45,000						\$45,000
<b>Total Capital Cost</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,000</b>
<i>Operating + Capital</i>	<i>\$47,500</i>	<i>\$2,500</i>	<i>\$2,500</i>	<i>\$2,500</i>	<i>\$2,500</i>	<i>\$2,500</i>	<i>\$60,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Outlay	\$45,000						\$45,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,000</b>



City of Clinton Capital Project Form							
Project Title	Water Production Vehicle Replacement						
Department	Public Works & Utilities	Division	Water Production				
Budget Code(s)	30-8300-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input type="checkbox"/> Quality of Life		Score		
<input type="checkbox"/> Affordable/Varied Housing	<input checked="" type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth		20			
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$48,000				\$24,000		\$24,000	
Project Description							
Implement vehicle replacement program at the water plant							
Project Justification							
Current vehicles at the water plant are in good condition. However, a program needs to be in place so that they are included in future planning. It is easy to forget about the few vehicles at the plant because it not located near other facilities. The first vehicle needed is not until FY14-15, a crew cab truck.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery			\$24,000		\$24,000		\$48,000
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$48,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$24,000</i>	<i>\$0</i>	<i>\$24,000</i>	<i>\$0</i>	<i>\$48,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
WS Capital Outlay			\$24,000		\$24,000		\$48,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$24,000</b>	<b>\$0</b>	<b>\$48,000</b>



City of Clinton Capital Project Form							
Project Title	Bellamy Center Addition						
Department	Recreation & Parks	Division	Royal Lane Park				
Budget Code(s)	10-6200-7300						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods		<input checked="" type="checkbox"/> Quality of Life		Score	
<input type="checkbox"/> Affordable/Varied Housing		<input type="checkbox"/> Sound/Sustainable Infrastructure		<input type="checkbox"/> Quality Job Growth		52.5	
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$3,523,000	\$15,000						\$3,500,000
Project Description							
Enlarge program areas to meet demands and to expand program offerings, add second gym							
Project Justification							
We currently have to use space at Sunset School to meet all our space needs for volleyball and basketball. With growing numbers of participants of all ages, we want to be able to meet the needs of all age groups in the future. Utility costs are expected to rise with the increased square footage. Preliminary design has already been completed. With the delay of the resource center, staff may look to redesign the Bellamy Addition to add office space. This would consolidate facilities and reduce long-term costs.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies						\$1,000	\$1,000
Repair & Maintenance						\$10,000	\$10,000
Other						\$12,000	\$12,000
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,000</b>	<b>\$23,000</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services						\$75,000	\$75,000
Land / ROW / Easement							\$0
Construction						\$3,425,000	\$3,425,000
Equipment / Machinery							\$0
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,500,000</b>	<b>\$3,500,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$3,523,000</i>	<i>\$3,523,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Installment Purchase						\$3,500,000	\$3,500,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,500,000</b>	<b>\$3,500,000</b>



City of Clinton Capital Project Form							
Project Title	Recreation Vehicle Replacement						
Department	Recreation & Parks	Division					
Budget Code(s)	10-6200-7400						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods		<input type="checkbox"/> Quality of Life		Score	
<input type="checkbox"/> Affordable/Varied Housing		<input type="checkbox"/> Sound/Sustainable Infrastructure		<input type="checkbox"/> Quality Job Growth		20	
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$137,500		\$46,000	\$17,000		\$20,000		\$25,000
Project Description							
Implement vehicle replacement program for recreation and parks department							
Project Justification							
Most recreation vehicles are past their useful life. A plan needs to be implemented to ensure proper rotation of vehicles and equipment. FY12-13 includes a new ton truck (\$35K) and a field rake (\$11K). FY13-14 expenses represent a pool car for the department that will also replace the car allowance for the director. The expected payback period between the new car and the allowance is 4 years.							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance	\$1,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$13,500
Other	\$1,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$16,000
<b>Total Operating Impact</b>	<b>\$2,000</b>	<b>\$5,500</b>	<b>\$5,500</b>	<b>\$5,500</b>	<b>\$5,500</b>	<b>\$5,500</b>	<b>\$29,500</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services							\$0
Land / ROW / Easement							\$0
Construction							\$0
Equipment / Machinery	\$46,000	\$17,000		\$20,000		\$25,000	\$108,000
<b>Total Capital Cost</b>	<b>\$46,000</b>	<b>\$17,000</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$108,000</b>
<i>Operating + Capital</i>	<i>\$48,000</i>	<i>\$22,500</i>	<i>\$5,500</i>	<i>\$25,500</i>	<i>\$5,500</i>	<i>\$30,500</i>	<i>\$137,500</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay	\$46,000	\$17,000		\$20,000		\$25,000	\$108,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$46,000</b>	<b>\$17,000</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$108,000</b>



City of Clinton Capital Project Form							
Project Title	Royal Lane Park Renovations Phase I						
Department	Recreation & Parks	Division	Royal Lane Park				
Budget Code(s)	10-6200-7300						
<b>Council Goals Addressed</b>		<input type="checkbox"/> Welcoming Neighborhoods	<input checked="" type="checkbox"/> Quality of Life			Score	
<input type="checkbox"/> Affordable/Varied Housing	<input type="checkbox"/> Sound/Sustainable Infrastructure	<input type="checkbox"/> Quality Job Growth			57.5		
Total Funds Requested (including interest)	Approp. to Date	Year 1 FY12-13	Year 2 FY13-14	Year 3 FY14-15	Year 4 FY15-16	Year 5 FY16-17	Future Years 2017+
\$800,000			\$250,000	\$250,000	\$300,000		
Project Description							
Renovations and refurbishment of Royal Lane Park							
Project Justification							
<p>Project would include refurbishment of fields 1, 2 &amp; 3 by rotating each field 180 degrees to facilitate better maintenance and access to new restroom/concession building. Fields would be extended and have new light poles. The tennis courts would be resurfaced &amp; new fence installed. Perimeter fencing of phase 1 area would facilitate security &amp; access for special events and tournaments. New restroom/concession/storage building would be easily accessible from all fields. A new playground would be installed and central to the area. The old Putt-Putt building would be demoed and the area landscaped and used for parking. New picnic tables and facilities would be installed and walking/connector trails would be built. Citizen surveys support these improvements &amp; repairs. This project will address serious health &amp; safety issues such as inadequate restrooms and broken field fences. If we are awarded a PARTF grant, we can pay \$125 for three years to meet our match, otherwise we would have to look at financing the entire project of \$773,200 for 10 years at 4%.</p>							
Impact on Operating Budget							
Expenditure	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Salaries & Benefits							\$0
Materials & Supplies							\$0
Repair & Maintenance							\$0
Other							\$0
<b>Total Operating Impact</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Project Costs							
Activity	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
Professional Services		\$35,000					\$35,000
Land / ROW / Easement							\$0
Construction		\$215,000	\$250,000	\$300,000			\$765,000
Equipment / Machinery							\$0
<b>Total Capital Cost</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>
<i>Operating + Capital</i>	<i>\$0</i>	<i>\$250,000</i>	<i>\$250,000</i>	<i>\$300,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$800,000</i>
Financing Method(s)							
Funding Source(s)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	Future Yrs	Total
GF Capital Outlay		\$250,000	\$250,000	\$300,000			\$800,000
							\$0
							\$0
							\$0
							\$0
<b>Total Project Financing</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>



## **Financial Impact Analysis**

A key element of the CIP is the financial impact analysis that discusses the effects of capital spending on the city's operation costs, debt capacity, and other important debt ratios. It is important to understand how capital spending affects these indicators because the Local Government Commission (LGC) and bond rating agencies use them to evaluate the city's financial condition and to issue ratings. Clinton currently has a credit rating of A+ with Standard & Poor's Corporation, an 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.

## **Projections and Estimates**

Proper financial planning requires projections and estimates for expenditures, revenues, and other financial indicators. Expenditure and revenue estimates require forecasts for changes in population, assessed property value, and other factors such as changes in the economy. These analyses use an inflation factor of three percent for growth in expenditures and recurring project costs. As the economy improves, this percentage may increase to reflect a more conservative estimate. Estimated growth in assessed property value is based on a .7 percent annual increase. For projects subject to financing in FY12-13, interest rates between two and three percent are accurate for estimates the City has already received. For future years, a half percent has been added to the interest rate per year beginning in FY14-15. That rate may vary depending on the size of the project and length of term. All financing in this CIP is installment financing.

## **Debt Ratios**

The large costs associated with capital projects often require financing, which results in debt obligation for the City. The LGC and bond rating agencies assess the City's ability to accrue and repay debt through various debt capacity ratios and indicators. The City uses peer cities designated by the LGC to compare debt ratios for benchmarks to assess debt capacity and ability to pay debt service. The LGC group that includes Clinton is the municipalities with populations of 5,000 to 10,000 people. When assessing the City's debt burden and capacity based on LGC debt ratio ranges, it is important to keep in mind that Clinton is at the upper level of the population group. Many municipalities at the low end of the population group may not implement large capital projects or do not issue debt. The ratios from these municipalities skew the average toward a lower value. Additionally, some debt such as financing a garbage truck does not require LGC approval and is not included in the LGC debt information. This also skews the numbers toward lower values. To be as accurate as possible, City staff has included *all* debt to calculate debt ratios for Clinton.

For net debt per capita and net debt per assessed valuation, the LGC indicates low, average, and high values based on the population group. The City's goal is to remain close to the average for each debt ratio. The impact summary table indicates the LGC values as well as the City's expected value resulting from CIP expenditures. LGC values are subject to change annually as municipalities adjust spending, address debt, and revise budgets.



*Net debt per capita* does not indicate debt capacity, it is, however, widely used as a comparison between jurisdictions when assessing debt burden. This ratio divides the City's net debt by its permanent population. For FY12-13, Clinton's net debt per capita will be \$427, which is above the population group average of \$195. This value, however, is well below the population group high value of \$2,129.

*Net debt per assessed valuation* relates debt to the City's primary source of revenue. This is a measure of debt capacity as well as debt burden. This ratio divides the City's net debt by its total assessed value. Net debt per assessed valuation is an important indicator because it takes into account the City's largest revenue source and greatest means for repaying debt. Clinton has an expected debt-to-assessed valuation ratio for FY12-13 is .570 percent, which will place the city as the high mark for the population group. The city's current slow growth rate contributes to this high value, which is subject to change as planned industrial and commercial development actually occurs. Larger projects in the CIP will require more installment or lease purchase financing and will increase the City's ratio to a high of one percent by FY14-15. This is still below the legal limit set forth by N.C. G.S. 159-55, which limits net debt to eight (8) percent or less of a local government's total property valuation. Clinton's legal margin, based on the July 1, 2011 audited valuation is \$49,788,321.

*Debt service as a percentage of total expenditures* measures annual debt service payments of non-self-supporting projects as a portion of the City's general fund expenditures. Debt service payments can become a large portion of a city's budget and should be monitored to ensure acceptable levels. Too much debt service may indicate excessive debt and fiscal strain. Bond rating agencies consider a net debt service percentage between 15 and 20 percent to be high. A ratio below five (5) percent indicates capacity for significant new debt. The city will strive to maintain a net debt service ratio close to 10 percent or lower. For FY12-13, the debt service ratio is 4.61 percent and does not surpass the five (5) percent mark until FY15-16 (7.13 percent). Without significant changes to the CIP, the debt service ratio will remain below ten (10) percent for the length of the current CIP. Keeping this ratio below ten (10) percent provides the City with opportunities to finance more projects and potentially decrease its annual operating budget by reducing large one-time payments into smaller annual debt service payments.

*Pay-as-go financing* can help keep key debt ratios in acceptable range by eliminating new debt obligations and annual debt service payments. The proposed CIP indicates differences from year to year in pay-as-go financing over the five-year period. This is due to the significant costs associated with some larger projects such as a new police department. If debt ratios begin to approach unacceptable ranges, delaying projects or using pay-as-go financing should be considered to keep the City in good financial standing and reduce fiscal strain.

Other factors bond rating agencies consider when assessing a city's financial condition may include the community's wealth, tax base, sources of revenues, and the overall economy. Without a change in the growth rate of assessed value or an improvement in the economy to boost revenues, the city may have to consider delaying some larger projects occurring in later years, most notably the proposed police station, to ensure its debt ratios remain acceptable.



Summary of CIP Impact on General Fund Debt Ratios and Fiscal Indicators

Debt Obligations	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
GO Bond Debt	\$0	\$0	\$0	\$0	\$0	\$0
Installment Purchase & Lease Debt	\$1,749,364	\$3,679,889	\$3,365,656	\$6,600,843	\$6,586,030	\$6,057,962
<b>Total Net Debt Obligations</b>	<b>\$1,749,364</b>	<b>\$3,679,889</b>	<b>\$3,365,656</b>	<b>\$6,600,843</b>	<b>\$6,586,030</b>	<b>\$6,057,962</b>
Debt Service						
GO Bond Principal	\$0	\$0	\$0	\$0	\$0	\$0
GO Bond Interest	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total GO Bond Debt Service</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
IP & Lease Principal	\$252,816	\$314,233	\$364,813	\$364,813	\$528,068	\$598,068
IP & Lease Interest	\$68,499	\$82,436	\$87,445	\$87,445	\$175,458	\$181,394
<b>Total IP Debt Service</b>	<b>\$321,315</b>	<b>\$396,669</b>	<b>\$452,258</b>	<b>\$452,258</b>	<b>\$703,526</b>	<b>\$779,462</b>
<b>Total GF Debt Service</b>	<b>\$321,315</b>	<b>\$396,669</b>	<b>\$452,258</b>	<b>\$452,258</b>	<b>\$703,526</b>	<b>\$779,462</b>

General Fund Fiscal Indicators (no additional debt)	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Fund Balance	\$3,670,722	\$3,670,722	\$3,674,518	\$3,537,056	\$3,336,063	\$3,008,532
Fund Balance Percentage	42.54%	43.42%	42.82%	40.06%	36.95%	32.38%
Capital Designated Fund Balance	\$391,454	\$458,201	\$413,910	\$181,838	\$0	\$0
Revenue per capita	\$1,003	\$982	\$997	\$1,009	\$1,024	\$1,039
% Property Tax Revenue	28.98%	29.80%	29.56%	29.41%	29.17%	28.94%
Net debt per capita (0 < 195 < 2,129)	\$203	\$310	\$273	\$249	\$225	\$207
Net debt per assessed valuation (0.005 < 0.164 < 0.552)	0.273%	0.413%	0.361%	0.327%	0.293%	0.269%
Net debt service to expenditures (<10%)	3.72%	4.69%	3.28%	3.19%	2.48%	2.41%

General Fund Debt Ratios & Fiscal Indicators	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Fund Balance	\$3,670,722	\$3,670,722	\$3,284,377	\$2,794,067	\$1,880,941	\$875,068
Fund Balance Percentage	42.54%	42.67%	36.11%	30.01%	19.06%	8.66%
Impact on Capital Designated Funds	\$0	\$0	\$0	\$0	\$0	\$0
Impact on Operating Budget	\$0	(\$8,000)	\$2,000	\$10,000	\$10,000	\$10,000
Revenue per capita	\$1,003	\$999	\$1,011	\$1,023	\$1,039	\$1,055
% Property Tax Revenue	28.98%	29.28%	29.14%	28.99%	28.75%	28.52%
Net debt per capita (0 < 195 < 2,129)	\$203	\$427	\$391	\$766	\$764	\$702
Net debt per assessed valuation (0.005 < 0.164 < 0.552)	0.273%	0.570%	0.517%	1.007%	0.997%	0.911%
Net debt service to expenditures (<10%)	3.72%	4.61%	4.97%	4.86%	7.13%	7.71%
PAYGO percent	0.00%	31.65%	100.00%	17.52%	70.64%	100.00%



Summary of CIP Impact on Water & Sewer Fiscal Indicators

Debt Obligations	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
GO Bond Debt	\$300,000	\$50,000	\$0	\$0	\$0	\$0
Installment Purchase & Lease Debt	\$4,710,265	\$4,031,316	\$3,352,367	\$8,358,418	\$7,679,469	\$7,415,648
<b>Total Net Debt Obligations</b>	<b>\$5,010,265</b>	<b>\$4,081,316</b>	<b>\$3,352,367</b>	<b>\$8,358,418</b>	<b>\$7,679,469</b>	<b>\$7,415,648</b>
Debt Service						
GO Bond Principal	\$250,000	\$50,000	\$0	\$0	\$0	\$0
GO Bond Interest	\$18,000	\$3,000	\$0	\$0	\$0	\$0
<b>Total GO Bond Debt Service</b>	<b>\$268,000</b>	<b>\$53,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
IP & Lease Principal	\$678,949	\$678,949	\$678,949	\$678,949	\$472,321	\$472,321
IP & Lease Interest	\$121,631	\$101,326	\$80,789	\$60,011	\$129,796	\$124,248
<b>Total IP Debt Service</b>	<b>\$800,580</b>	<b>\$780,275</b>	<b>\$759,738</b>	<b>\$738,960</b>	<b>\$602,117</b>	<b>\$596,569</b>
<b>Total Debt Service</b>	<b>\$1,068,580</b>	<b>\$833,275</b>	<b>\$759,738</b>	<b>\$738,960</b>	<b>\$602,117</b>	<b>\$596,569</b>

W&S Fund Fiscal Indicators (Current)	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Retained Earnings	\$3,320,089	\$3,757,830	\$4,403,508	\$5,146,877	\$6,379,873	\$7,673,491
Retained Earnings Percentage	75.67%	91.08%	108.60%	125.60%	169.97%	199.70%
Capital Designated Retained Earnings	\$1,126,199	\$1,694,993	\$2,376,189	\$3,097,899	\$4,503,088	\$5,752,218
Revenue per capita	\$510	\$530	\$546	\$562	\$578	\$595
Net debt per capita	\$582	\$474	\$389	\$310	\$231	\$201
Net debt service to expenditures (<15%)	20.60%	16.83%	15.49%	14.86%	6.51%	6.23%

W&S Fund Fiscal Indicators (Impact)	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Retained Earnings	\$3,357,532	\$3,128,532	\$3,213,787	\$3,341,895	\$3,203,848	\$2,970,522
Retained Earnings Percentage	71.49%	66.00%	70.46%	71.75%	63.22%	55.94%
Impact on Capital Designated Funds	\$0	(\$200,000)	(\$300,000)	\$0	\$0	\$0
Impact on W&S Fund Operating Budget	\$0	\$0	\$0	\$299,000	\$300,000	\$299,000
Revenue per capita	\$550	\$524	\$539	\$555	\$572	\$589
Net debt per capita	\$582	\$474	\$389	\$970	\$891	\$860
Net debt service to expenditures	22.75%	17.58%	16.66%	15.87%	11.88%	11.23%
PAYGO percent	0.00%	100.00%	100.00%	14.87%	100.00%	100.00%



## **Operating Budget Impact**

Some capital projects have recurring costs that can affect the operating budget. It is important to consider these costs to ensure adequate funding for both the CIP and operating budgets is available.

*General Fund.* The CIP impact summary table indicates an operating impact of (\$8,000) for FY12-13. The negative indicates a positive for the operating budget. This is due to the expected revenue from the surplus of several pieces of equipment and vehicles. Most of this revenue will come from the surplus of a fire engine. Future years indicate a negative impact on the operating budget. Most of these effects are due to maintenance, repair, and fuel costs associated with new pieces of equipment and vehicles.

*Water & Sewer Fund.* The CIP impact summary table for the water and sewer fund indicates no impact on operating costs for FY12-13 and FY3-14. This is due to revenues from vehicle surplus offsetting new maintenance and service costs. The largest effect on the water and sewer operating budget will result from expanding the water plant in FY14-15. City staff estimates the plant expansion will require approximately \$300,000 for additional personnel and operating costs.

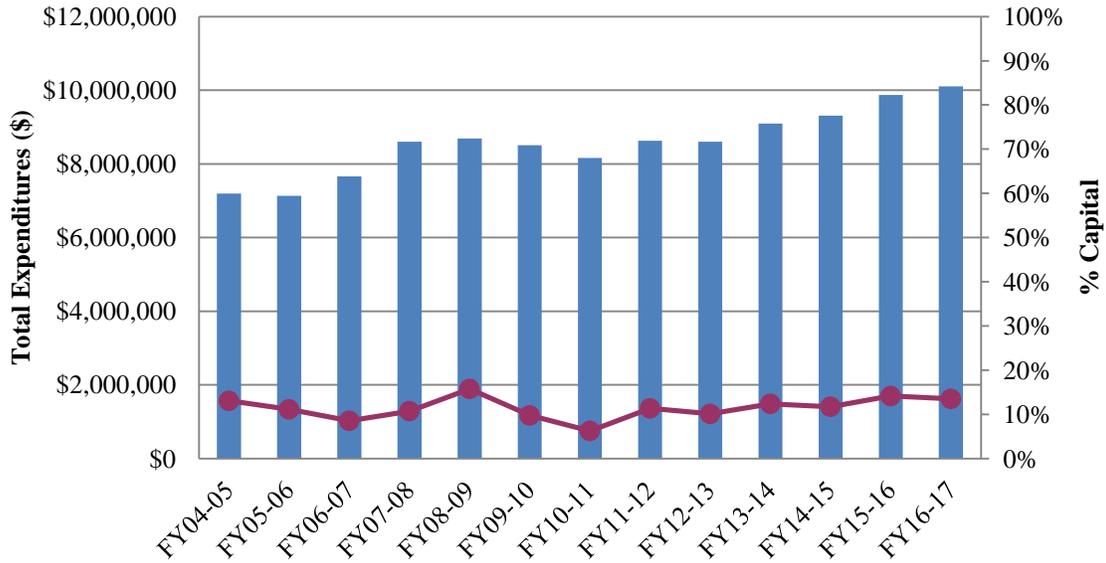
## **Tax Rate Analysis**

A second part of assessing the CIP impact on the operating budget illustrates the effects in terms of the tax rate. The table and graphs below depict the potential tax rate needed to generate enough revenue to account for General Fund CIP project costs beyond the City's typical capital and operating expenditures. This calculation is dependent on the City's assessed value and the revenue generated by a penny. The formula does not take into account increases or decreases in revenues from other sources such as sales tax or service fees. In addition, it does not address changes in operational needs for the City unless addressed in the CIP. For this analysis, the City's capital expenditures do not include grant funding except required local contributions.

Between FY04-05 and FY11-12, the city's average capital expenditures represented 10.8 percent of total general fund expenditures. The percentage of capital expenditures peaked in FY08-09 at 15.8 percent. Capital projects in FY12-13 account for 10.1 percent of the General Fund budget. The proposed CIP is above the trend average at a 12.4 percent average over the next five years with FY15-16 being the highest at 14.14 percent. The increased average corresponds with the major projects such as a new police department as well as establishing replacement schedules for large items such as fire engines and garbage trucks. The capital expenditure percentage also rises as the city reduces operating costs but continues to pursue capital items.

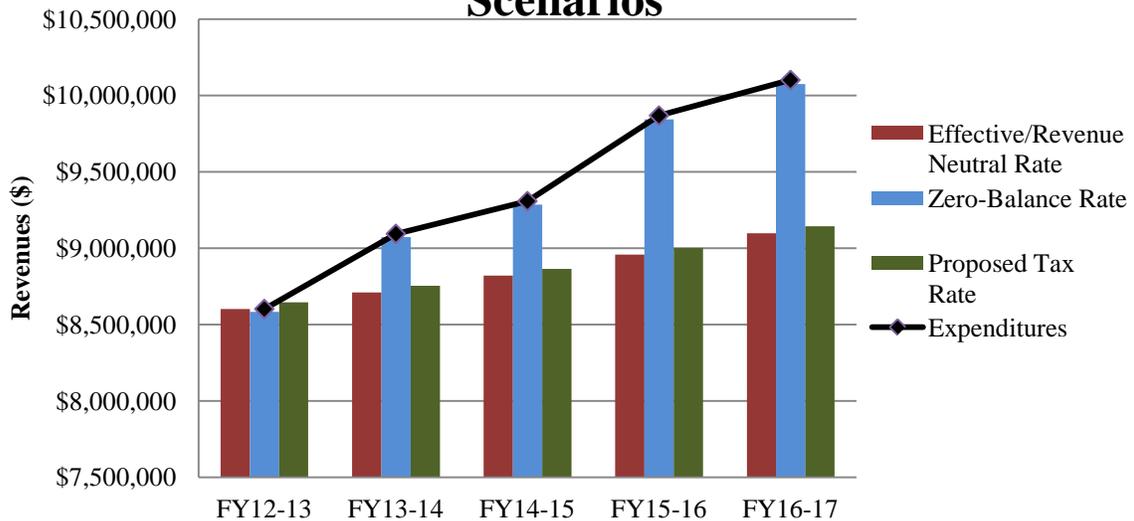


### GF Expenditure Trends



If projections are accurate, CIP projects will not create funding gaps in the FY12-13 General Fund, meaning no additional fund balance is required to balance the budget. Future year projections, however, indicate funding gaps of \$386,344 in FY13-14, \$490,310 in FY14-15, \$913,126 in FY15-16, and \$1 million in FY16-17. The five-year tax rate assessment table indicates the change in tax rate needed to account for the potential funding gaps and maintain existing fund balance levels. Estimated expenditures and tax rate scenarios are depicted in the chart below. This does not account for any potential increases in other revenues sources or cuts in the operating budget may offset the gap.

### Projected GF Revenues vs. Expenditures Scenarios





5-Year Tax Rate Assessment

Forecasted Expenditures (Including CIP Projects)	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Operating Budget	\$7,734,981	\$7,969,030	\$8,218,101	\$8,474,644	\$8,738,884
Capital Outlay	\$470,000	\$674,500	\$639,610	\$692,298	\$585,067
Debt Service	\$396,669	\$452,258	\$452,258	\$703,526	\$779,462
Transfers Out	\$0	\$0	\$0	\$0	\$0
<i>Total Expenditures</i>	<i>\$8,601,650</i>	<i>\$9,095,788</i>	<i>\$9,309,969</i>	<i>\$9,870,468</i>	<i>\$10,103,413</i>
<b>Total Capital</b>	<b>\$866,669</b>	<b>\$1,126,758</b>	<b>\$1,091,868</b>	<b>\$1,395,824</b>	<b>\$1,364,529</b>
<b>Capital Expenditures %</b>	<b>10.08%</b>	<b>12.39%</b>	<b>11.73%</b>	<b>14.14%</b>	<b>13.51%</b>
Forecasted Revenues					
Property Tax (Revenue Neutral Adjusted)	\$2,518,962	\$2,537,602	\$2,556,381	\$2,575,298	\$2,594,355
Other Taxes, Fees, Charges	\$5,707,688	\$5,821,842	\$5,938,279	\$6,057,044	\$6,178,185
Transfers In	\$375,000	\$350,000	\$325,000	\$325,000	\$325,000
<i>Total Revenues</i>	<i>\$8,601,650</i>	<i>\$8,709,444</i>	<i>\$8,819,659</i>	<i>\$8,957,342</i>	<i>\$9,097,540</i>
<b>Difference</b>	<b>\$0</b>	<b>(\$386,344)</b>	<b>(\$490,310)</b>	<b>(\$913,126)</b>	<b>(\$1,005,873)</b>
Projected Fund Balance	\$3,670,722	\$3,284,377	\$2,794,067	\$1,880,941	\$875,068
Capital Impact on Fund Balance	\$0	(\$386,344)	(\$490,310)	(\$913,126)	(\$1,005,873)
Fund Balance Impact Percentage	42.67%	36.11%	30.01%	19.06%	8.66%
Assessed Property Value	\$641,143,250	\$645,887,710	\$650,667,279	\$655,482,217	\$660,332,785
\$.01 Property Tax Increase =	\$62,511	\$62,974	\$63,440	\$63,910	\$64,382
Tax Rate (Revenue Neutral Adjusted)	\$0.400	\$0.400	\$0.400	\$0.400	\$0.400
Change in Tax Rate Needed for Difference	(\$0.000)	\$0.061	\$0.077	\$0.142	\$0.155
<b>Zero-Balance Tax Rate</b>	<b>\$0.400</b>	<b>\$0.461</b>	<b>\$0.477</b>	<b>\$0.542</b>	<b>\$0.555</b>
Projected Fund Balance with Tax Rate Adjustment	\$3,670,722	\$3,670,722	\$3,284,377	\$2,794,067	\$1,880,941
Projected Fund Balance % with tax Rate Adjustment	42.67%	40.36%	35.28%	28.31%	18.62%



## **Unfunded Projects**

**Fire Department Renovations.** Reorganization at the Fire Department has resulted in the need for more firefighters per shift and for 24-hours staffing of the Beaman Street station. Some minor renovations at the Wall Street station can be delayed, but the Beaman Street station requires the addition of sleeping and cooking quarters to house firefighters for 24-hour shifts. The city is still awaiting estimates for this construction but does not anticipate construction during FY12-13 unless City Council chooses to allocate fund balance. *\$TBD*

**Industrial Park Pump Station.** The pump station in the industrial park is only necessary if new industry locates to the park. The large cost makes this project cost-prohibitive unless an industry indicates it intent to build and requires sewer. *\$1,025,000*

**Newkirk Park Improvements.** The FY11-12 CIP saw the institution of a four-year improvement plan for Newkirk Park with an annual cost of \$15,000 to \$25,000. A new playground apparatus and paved walking trail have proven successful at the park. With other more pressing needs within the Recreation Department, staff has elected to suspend the Newkirk program. *\$70,000*

**Playground Replacement Program.** The playground replacement program began in FY09-10. During that time, the City has replaced equipment at Newkirk Park, Sampson Center Park, and Royal Lane Park. Recreation staff is preparing a master plan for renovations at Royal Lane Park, which includes most of the city's playgrounds. The Royal Lane renovations will include playground replacement and repairs, allowing for the suspension of this program over the next three years. *\$69,000*

**Police Data Software.** Southern Software is the current software provider for the Police Department. The department requires several upgrades to ensure compatibility with the County's system and to continue providing efficient service. The County is planning to upgrade its system in fall 2012, and the City intends to determine the upgrades necessary upon completion of the County upgrade. Once a cost estimate is available, the City may choose to allocate fund balance, use additional revenues earned, or postpone until next fiscal year. *\$TBD (\$50,000-\$75,000)*

**Royal Lane Recreation Resource Center.** While the Recreation Department would benefit from a large office and more program space, other pressing needs take priority such as field reconstruction and a new gym. The inability to receive PARTF grants and the cost of the building currently makes it cost-prohibitive. *\$1,400,000*

**Trails Resurfacing.** The City maintains a fitness trail and a nature trail at Royal Lane Park. Both trails are in need of resurfacing, and the Recreation Director has applied for grant funding. The City has elected not to fund this project unless it receives a grant, at which time it will determine from where to allocate the necessary matching funds. *\$17,000*



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**

<b>Grade</b>	<b>Hiring Rate</b>	<b>Minimum</b>	<b>Mid-point</b>	<b>Maximum</b>
5	\$19,054	\$20,006	\$23,818	\$28,581
6	\$20,006	\$21,006	\$25,008	\$30,009
7	\$21,006	\$22,056	\$26,258	\$31,509
8	\$22,056	\$23,159	\$27,571	\$33,085
9	\$23,159	\$24,318	\$28,950	\$34,739
10	\$24,318	\$25,534	\$30,398	\$36,477
11	\$25,534	\$26,810	\$31,918	\$38,301
12	\$26,810	\$28,151	\$33,514	\$40,216
13	\$28,151	\$29,559	\$35,188	\$42,226
14	\$29,559	\$31,036	\$36,949	\$44,338
15	\$31,036	\$32,588	\$38,796	\$46,555
16	\$32,588	\$34,217	\$40,735	\$48,882
17	\$34,217	\$35,928	\$42,771	\$51,325
18	\$35,928	\$37,725	\$44,910	\$53,892
19	\$37,725	\$39,611	\$47,156	\$56,587
20	\$39,611	\$41,592	\$49,514	\$59,417
21	\$41,592	\$43,671	\$51,990	\$62,388
22	\$43,671	\$45,855	\$54,589	\$65,508
23	\$45,855	\$48,148	\$57,320	\$68,783
24	\$48,148	\$50,556	\$60,185	\$72,222
25	\$50,556	\$53,084	\$63,195	\$75,834
26	\$53,084	\$55,738	\$66,355	\$79,625
27	\$55,738	\$58,524	\$69,673	\$83,607
28	\$58,524	\$61,450	\$73,156	\$87,787
29	\$61,450	\$64,523	\$76,814	\$92,176
30	\$64,523	\$67,749	\$80,654	\$96,784
31	\$67,749	\$71,136	\$84,686	\$101,623
32	\$71,136	\$74,694	\$88,920	\$106,704
33	\$74,694	\$78,429	\$93,367	\$112,040
34	\$78,429	\$82,350	\$98,036	\$117,643
35	\$82,350	\$86,468	\$102,938	\$123,526
36	\$86,468	\$90,792	\$108,085	\$129,702
37	\$90,792	\$95,332	\$113,491	\$136,188



*Personnel Summary*

		General Fund														
Position General Government	Salary Grade	FY09-10 Actual			FY10-11 Actual			FY11-12 Budget			FY12-13 Budget			FY13-14 Proj.		
		FT	PT	FTE	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		1.0	1.0
Asst. City Manager-Finance Dir.*	31	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0		1.0	1.0
City Clerk	23	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0		1.0	1.0
Administrative Specialists	12	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0		1.0	1.0
Custodian	6	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0		1.0	0.5
<i>Total</i>		5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	4.5
<i>Finance-HR</i>																
Finance Director	25	1.0		1.0	1.0		0.5	0.0		0.0	0.0		0.0		0.0	0.0
Human Resources Director	23	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Accounting Operations Manager	21	0.0		0.0	1.0		0.6	1.0		1.0	1.0		1.0		1.0	1.0
Supervisor / Billing & Collections	16	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Payroll & Benefits Technician	16	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Accounting Technician	15	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Customer Service Representative	11	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0	1.0	1.0	1.5	1.5
<i>Total</i>		6.0	0.0	6.0	7.0	0.0	6.1	6.0	0.0	6.0	6.0	1.0	6.5	6.0	1.0	6.5
<i>Planning</i>																
Planning Director	27	1.0		1.0	1.0		0.5	1.0		1.0	1.0		1.0		1.0	1.0
Senior Planner	22	1.0		1.0	1.0		1.0	0.0		0.0	0.0		0.0		0.0	0.0
Planner	19	1.0		1.0	1.0		1.0	2.0		1.8	2.0		2.0		2.0	2.0
Code Enf. Officer /GIS Technician	18	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Administrative Specialist	12	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
<i>Total</i>		5.0	0.0	5.0	5.0	0.0	4.5	5.0	0.0	4.8	5.0	0.0	5.0	5.0	0.0	5.0
<i>Recreation &amp; Parks</i>																
Recreation & Parks Director	25	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Recreation Center Manager	18	0.0		0.0	0.0		0.0	0.0		0.0	1.0		1.0		1.0	1.0
Athletic Program Director	17	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Recreation Center Supervisor	16	3.0		3.0	3.0		2.5	2.0		2.0	1.0		1.0		1.0	1.0
Recreation Program Supervisor	15	0.0		0.0	0.0		0.0	1.0		1.0	1.0		1.0		1.0	1.0
Parks Maintenance Supervisor	14	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Athletic Program Assistant	13	2.0		1.8	2.0		1.5	1.0		1.0	1.0		1.0		1.0	1.0
Administrative Specialist	12	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0		1.0	1.0
Parks Maintenance Worker	10	2.0	1.0	2.8	2.0	1.0	2.8	2.0	1.0	2.8	2.0		2.0		2.0	2.0
Health Promoter	n/a		1.0	0.5		1.0	0.5		0.0	0.0		0.0	0.0		0.0	0.0
Athletics/Program Assistant	n/a		9.0	3.8		9.0	3.8		8.0	3.5		8.0	3.5		8.0	3.5
Custodian	n/a											1.0	0.5		1.0	0.5
<i>Total</i>		11.0	11.0	15.9	11.0	11.0	15.1	10.0	9.0	14.3	10.0	9.0	14.0	10.0	9.0	14.0
<b>General Government Total</b>		<b>27.0</b>	<b>11.0</b>	<b>31.9</b>	<b>28.0</b>	<b>11.0</b>	<b>30.7</b>	<b>26.0</b>	<b>9.0</b>	<b>30.1</b>	<b>26.0</b>	<b>10.0</b>	<b>30.5</b>	<b>26.0</b>	<b>10.0</b>	<b>30.0</b>



*Personnel Summary*

Position Public Safety	Salary Grade	FY09-10 Actual			FY10-11 Actual			FY11-12 Budget			FY12-13 Budget			FY13-14 Proj.		
		FT	PT	FTE	FT	PT	FTE									
<i>Fire</i>																
Fire Chief	25	1.0		1.0	1.0		1.0		0.5	1.0		1.0		1.0		1.0
Deputy Fire Chief	22	1.0		1.0	1.0		1.0		1.0	0.0		0.0		0.0		0.0
Fire Captain	18	2.0	2.0	3.0	2.0	2.0	3.0	2.0	2.0	3.0	3.0	4.0	5.0	3.0	4.0	5.0
Fire Captain- Training Officer	18	0.0		0.0	0.0		0.0		0.0	1.0		1.0		1.0		1.0
Fire Lieutenant	17		2.0	1.0		2.0	1.0	1.0	2.0	2.0	0.0		0.0	0.0		0.0
Firefighter- Equipment Operator	16	0.0		0.0	0.0		0.0		1.0	3.0		3.0		3.0		3.0
Firefighter	13	6.0	14.0	16.5	6.0	14.0	16.5	4.0	14.0	14.0	3.0	17.0	12.5	6.0	14.0	11.5
<i>Total</i>		10.0	18.0	22.5	10.0	18.0	22.5	11.0	18.0	21.5	11.0	21.0	22.5	14.0	18.0	21.5
<i>Police Administration</i>																
Police Chief	28	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0	1.0		1.0
Police Captain	23	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0	1.0		1.0
Police Lieutenant	21				2.0		2.0	2.0	2.0	2.0	2.0		2.0	2.0		2.0
Senior Administrative Specialist	14	2.0		2.0	2.0		2.0	2.5	2.5	3.0		3.0		3.0		3.0
Community Outreach Coordinator	n/a	1.0		1.0	1.0		1.0	0.0	0.0	0.0		0.0		0.0		0.0
<i>Total</i>		5.0	0.0	5.0	7.0	0.0	7.0	6.5	0.0	6.5	7.0	0.0	7.0	7.0	0.0	7.0
<i>Police Patrol</i>																
Police Sergeant	18	4.0		4.0	4.0		4.0		4.0	4.0	4.0		4.0	4.0		4.0
Police Officer- Master	16	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0	1.0		1.0
Police Officer- Senior	15	2.0		2.0	2.0		2.0		2.0	2.0	2.0		2.0	2.0		2.0
Police Officer	14	9.0		8.6	9.0		8.3		8.7	9.0		9.0		9.0		9.0
Animal Control Officer	12	1.0		1.0	1.0		0.7		1.0	1.0	1.0		1.0	1.0		1.0
<i>Total</i>		17.0	0.0	16.6	17.0	0.0	16.0	17.0	0.0	16.7	17.0	0.0	17.0	17.0	0.0	17.0
<i>Police Neighborhood Improvement</i>																
Police Sergeant	18	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0	1.0		1.0
Police Officer- Master	16	0.0		0.0	0.0		0.0		0.0	0.0	0.0		0.0	0.0		0.0
Police Officer- Senior	15	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0	1.0		1.0
Police Officer	14	2.0		2.0	2.0		2.0		2.0	2.0	2.0		2.0	2.0		2.0
<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	4.0	0.0	4.0
<i>Police School Resource</i>																
Police Sergeant	18	0.0		0.0	0.0		0.0		0.0	0.0	0.0		0.0	0.0		0.0
Police Officer- Master	16	2.0		2.0	2.0		2.0		2.0	2.0	2.0		2.0	2.0		2.0
Police Officer- Senior	15	0.0		0.0	0.0		0.0		0.0	0.0	0.0		0.0	0.0		0.0
Police Officer	14	1.0		1.0	1.0		1.0		1.0	1.0	1.0		1.0	1.0		1.0
School Crossing Guard	n/a		2.0	0.5		2.0	0.5		2.0	0.5		2.0	0.5		2.0	0.5
<i>Total</i>		3.0	2.0	3.5	3.0	2.0	3.5	3.0	2.0	3.5	3.0	2.0	3.5	3.0	2.0	3.5
<i>Police Detectives</i>																
Police Sergeant	18	1.0		1.0	1.0		1.0		1.0	1.0	1.0		0.5	0.0		0.0



*Personnel Summary*

Police Officer- Master	16	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Police Officer- Senior	15	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Police Officer	14	0.0	0.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
<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>3.0</i>	<i>0.0</i>	<i>3.0</i>	<i>3.0</i>	<i>0.0</i>	<i>2.5</i>	<i>2.0</i>	<i>0.0</i>	<i>2.0</i>
<i>Police Total</i>		<i>33.0</i>	<i>2.0</i>	<i>33.1</i>	<i>35.0</i>	<i>2.0</i>	<i>34.5</i>	<i>33.5</i>	<i>2.0</i>	<i>33.7</i>	<i>34.0</i>	<i>2.0</i>	<i>34.0</i>	<i>33.0</i>	<i>2.0</i>	<i>33.5</i>
<b>Public Safety Total</b>		<b>43.0</b>	<b>20.0</b>	<b>55.6</b>	<b>45.0</b>	<b>20.0</b>	<b>57.0</b>	<b>44.5</b>	<b>20.0</b>	<b>55.2</b>	<b>45.0</b>	<b>23.0</b>	<b>56.5</b>	<b>47.0</b>	<b>20.0</b>	<b>55.0</b>
<b>Position</b>	<b>Salary Grade</b>	<b>FY09-10 Actual</b>			<b>FY10-11 Actual</b>			<b>FY11-12 Budget</b>			<b>FY12-13 Budget</b>			<b>FY13-14 Proj.</b>		
		FT	PT	FTE	FT	PT	FTE									
<b>Public Works</b>																
<i>Building Maintenance</i>																
Building Maint. Technician	11	1.0		0.3	0.0		0.0	0.0		0.0	0.0		0.0	0.0		0.0
<i>Total</i>		<i>1.0</i>	<i>0.0</i>	<i>0.3</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>
<i>City Garage</i>																
Fleet Maintenance Supervisor	18	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Fleet Maintenance Mechanic II	15	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Fleet Maintenance Mechanic I	13	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
<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>Grounds &amp; Cemetery</i>																
Grounds Supervisor	16	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Cemetery & Grounds Worker II	12	0.0		0.0	0.0		0.0	1.0		0.6	1.0		1.0	1.0		1.0
Equipment Operator	10	1.0		1.0	1.0		1.0	1.0		0.5	0.0		0.0	0.0		0.0
Cemetery & Grounds Worker I	9	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
<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>5.0</i>	<i>0.0</i>	<i>4.1</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>Sanitation</i>																
Sr. Sanitation Equipment Operator	13	6.0		6.0	6.0		6.0	6.0		5.5	6.0		6.0	6.0		6.0
Sanitation Worker	9	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
<i>Total</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>8.0</i>	<i>0.0</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>Streets</i>																
Public Works Manager	21	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Senior Administrative Specialist	14	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Heavy Equipment Operator	13	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
Street Crew Leader	13	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
Equipment Operator	10	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Street Maintenance Technician	10	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0	2.0		2.0
Street Maintenance Worker	8	3.0		2.5	3.0		3.0	3.0		3.0	3.0		3.0	3.0		3.0
<i>Total</i>		<i>12.0</i>	<i>0.0</i>	<i>11.5</i>	<i>12.0</i>	<i>0.0</i>	<i>12.0</i>	<i>12.0</i>	<i>0.0</i>	<i>12.0</i>	<i>12.0</i>	<i>0.0</i>	<i>12.0</i>	<i>12.0</i>	<i>0.0</i>	<i>12.0</i>
<b>Public Works Total</b>		<b>28.0</b>	<b>0.0</b>	<b>26.8</b>	<b>27.0</b>	<b>0.0</b>	<b>27.0</b>	<b>28.0</b>	<b>0.0</b>	<b>26.6</b>	<b>27.0</b>	<b>0.0</b>	<b>27.0</b>	<b>27.0</b>	<b>0.0</b>	<b>27.0</b>
<b>Total General Fund</b>		<b>98.0</b>	<b>31.0</b>	<b>114.3</b>	<b>100.0</b>	<b>31.0</b>	<b>114.7</b>	<b>98.5</b>	<b>29.0</b>	<b>111.9</b>	<b>98.0</b>	<b>33.0</b>	<b>114.0</b>	<b>100.0</b>	<b>30.0</b>	<b>112.0</b>



*Personnel Summary*

<b>Water &amp; Sewer Fund</b>																	
<b>Position</b>	<b>Salary Grade</b>	<b>FY09-10 Actual</b>			<b>FY10-11 Actual</b>			<b>FY11-12 Budget</b>			<b>FY12-13 Budget</b>			<b>FY13-14 Proj.</b>			
		<b>FT</b>	<b>PT</b>	<b>FTE</b>	<b>FT</b>	<b>PT</b>	<b>FTE</b>										
<i>Public Utilities</i>																	
<i>Line Maintenance</i>																	
Public Works & Utilities Director	28	1.0		1.0	1.0		0.7	1.0		1.0	1.0	1.0		1.0		1.0	
Public Utilities Manager	21	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Utility Line Crew Leader	16	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Meter Crew Leader	14	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Heavy Equipment Operator	13	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Senior Meter Technician	12	0.0		0.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Meter Technician	11	2.0		2.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Utility Line Technician	11	3.0		3.0	3.0		2.7	3.0		2.5	3.0	3.0		3.0		3.0	
Utility Maintenance Worker	8	2.0		2.0	2.0		1.5	2.0		2.0	2.0	2.0		2.0		2.0	
<i>Total</i>		<i>12.0</i>	<i>0.0</i>	<i>12.0</i>	<i>12.0</i>	<i>0.0</i>	<i>10.9</i>	<i>12.0</i>	<i>0.0</i>	<i>11.5</i>	<i>12.0</i>	<i>0.0</i>	<i>12.0</i>	<i>12.0</i>	<i>0.0</i>	<i>12.0</i>	
<i>Wastewater Treatment</i>																	
Wastewater Treatment Manager	23	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Environmental Prog. Coordinator	19	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Chief Wastewater Plant Operator	17	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Laboratory Technician	14	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Wastewater Plant Operator	13	4.0		4.0	4.0		4.0	4.0		4.3	5.0	5.0		5.0		5.0	
Pump/Plant Maintenance Worker	12	2.0		2.0	2.0		2.0	2.0		1.5	1.0	1.0		1.0		1.0	
<i>Total</i>		<i>10.0</i>	<i>0.0</i>	<i>10.0</i>	<i>10.0</i>	<i>0.0</i>	<i>10.0</i>	<i>10.0</i>	<i>0.0</i>	<i>9.8</i>	<i>10.0</i>	<i>0.0</i>	<i>10.0</i>	<i>10.0</i>	<i>0.0</i>	<i>10.0</i>	
<i>Water Production</i>																	
Water Production Supervisor	21	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
Water Production Operator	13	1.0		1.0	1.0		1.0	1.0		1.0	1.0	1.0		1.0		1.0	
<i>Total</i>		<i>2.0</i>	<i>0.0</i>	<i>2.0</i>	<i>2.0</i>	<i>0.0</i>	<i>2.0</i>	<i>2.0</i>	<i>0.0</i>	<i>2.0</i>	<i>2.0</i>	<i>2.0</i>		<i>2.0</i>	<i>0.0</i>	<i>2.0</i>	
<b>Total Water &amp; Sewer Fund</b>		<b>24.0</b>	<b>0.0</b>	<b>24.0</b>	<b>24.0</b>	<b>0.0</b>	<b>22.9</b>	<b>24.0</b>	<b>0.0</b>	<b>23.3</b>	<b>24.0</b>	<b>0.0</b>	<b>24.0</b>	<b>24.0</b>	<b>0.0</b>	<b>24.0</b>	
<b>City Totals</b>		<b>122.0</b>	<b>31.0</b>	<b>138.3</b>	<b>124.0</b>	<b>31.0</b>	<b>137.6</b>	<b>122.5</b>	<b>29.0</b>	<b>135.2</b>	<b>122.0</b>	<b>33.0</b>	<b>138.0</b>	<b>124.0</b>	<b>30.0</b>	<b>136.0</b>	
<i>FTE Employees per 1,000 Population</i>			<i>15.7</i>			<i>15.9</i>			<i>15.7</i>			<i>16.0</i>			<i>15.8</i>		

\* The positions of Assistant City Manager and Finance Director were merged as of January 1, 2011



**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.

**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.

**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.

**Designated Fund Balance:** Monies over the years that remain unspent after all budgeted expenditures have been made, but which are reserved for specific purposes and are unavailable for appropriation.

**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. The City of Clinton has a fund balance policy to target a minimum 38 percent General Fund fund balance.

**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 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.

**Undesignated Fund Balance/Undesignated 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*

<b>CDBG</b>	Community Development Block Grant
<b>CIP</b>	Capital Improvement Plan
<b>COPS</b>	Certificates of Participation
<b>FTE</b>	Fulltime Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>LGBFCA</b>	Local Government Budget and Fiscal Control Act
<b>LGC</b>	Local Government Commission
<b>NCGA</b>	North Carolina General Assembly
<b>NCGS</b>	North Carolina General Statute
<b>OSHA</b>	Occupational Safety and Health Act
<b>PM</b>	Performance Measurement