



HEALTHY ENVIRONMENT SUMMARY

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HEALTHY ENVIRONMENT

STRATEGIC FOCUS AREA MISSION

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

STRATEGIC FOCUS AREA OBJECTIVES

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

STRATEGIC FOCUS AREA CATEGORIES

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

STRATEGIC FOCUS AREA TOTAL BUDGET

\$196,432,340

STRATEGIC FOCUS AREA PRIORITIES

Short Term Priorities

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

Mid Term Priorities

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

SANITATION

MISSION STATEMENT

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

PROGRAM DESCRIPTIONS

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

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

Bulk Container Collection: Provides mechanized refuse collection for City departments on a regular schedule. Includes the collection of cardboard from the City's nine drop-off sites and the transportation of the material to a processing facility.

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

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

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

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

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual <u>FY 18-19</u>	Budget <u>FY 19-20</u>	Adopted <u>FY 20-21</u>	Percent <u>Change</u>
Residential Refuse Collection	\$7,556,834	\$7,409,620	\$7,533,930	1.7%
Curbside Collection	5,745,757	6,004,730	5,825,770	-3.0%
Bulk Container Collection	1,187,717	621,920	567,250	-8.8%
Yard Waste Cart Collection	1,231,921	1,215,430	1,220,990	0.5%
Sanitation Administration	833,405	831,610	834,800	0.4%
Central Business District Service	712,740	668,050	693,270	3.8%
Sanitation Code Enforcement	151,311	157,400	158,330	0.6%
Subtotal	\$17,419,684	\$16,908,760	\$16,834,340	-0.4%

SANITATION

EXPENDITURES BY PROGRAM- Continued	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21	Percent Change
Interdepartmental Charges	-\$74,910	-\$102,780	-\$102,780	0%
Total Expenditures by Program	\$17,344,774	\$16,805,980	\$16,731,560	-0.4%
RESOURCES BY TYPE				
Bulk Container Service Charges	\$344,384	\$55,300	\$55,300	0%
Bulk Container Rental/Sales	7,218	0	0	N/A
Yard Waste Cart Collection Fee	888,950	924,000	803,500	-13.0%
Other Charges for Service	45,138	30,330	30,330	0%
Miscellaneous Revenues	120	0	0	N/A
Transfer from Stormwater Management Fund	1,813,920	1,867,520	1,857,630	-0.5%
Other General Fund Resources	14,245,044	13,928,830	13,984,800	0.4%
Total Resources by Type	\$17,344,774	\$16,805,980	\$16,731,560	-0.4%

POSITION SUMMARY

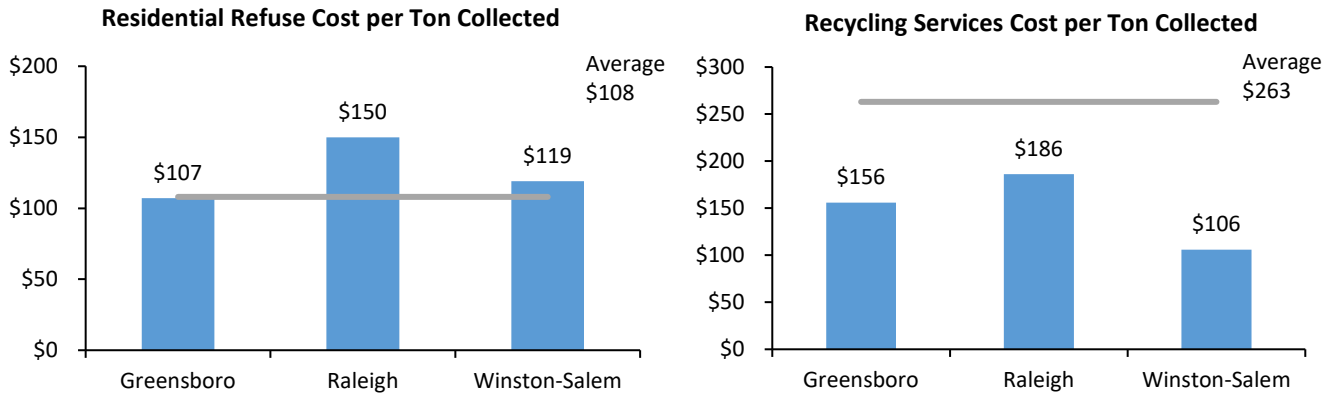
POSITIONS	Amended FY 18-19	Amended FY 19-20	Adopted FY 20-21	Change
Full Time	152	147	145	-2
Part-Time (FTE's)	17.9	17.9	17.9	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Effectiveness			
Limit missed garbage collections to less than 0.5% per month	0.1%	0.1%	0.1%
Limit missed yard cart collections to less than 1% per month	0.2%	0.2%	0.2%
Complete 75% of brush collection routes on time	96%	96%	96%
Complete 75% of leaf collection routes on time	75%	85%	85%
Workload			
Tons of garbage collected	61,398	62,315	64,130

SANITATION

FY 2018-2019 NORTH CAROLINA BENCHMARKING PROJECT RESULTS



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

Source: NC Local Government Performance Measurement Project, *Draft Report on City Services for Fiscal Year 2018-19, March 2020*

BUDGET HIGHLIGHTS

- The adopted budget includes the elimination of two vacant Senior Equipment Operator positions. Total cost for these positions including salaries and benefits is approximately \$109,780.
- Lease payments have been added for the replacement of four automated side loaders (\$232,000) and a grapple loader (\$35,000) for Refuse Collection, as well as two scow bed dump trucks (\$34,000) in Curbside Collection. There was a net decrease for vehicle and equipment lease expenses of \$14,010 for Sanitation.
- During FY 2019-20, the City temporarily suspended Yard Waste Cart service for six weeks during the COVID-19 pandemic response. Customers that are signed up for the service will receive a refund for the time in which the service was not provided. The adopted budget for FY 2020-21 includes a 13.0% reduction in revenue from Yard Waste Carts due to these refunds (-\$115,500).

SUSTAINABILITY

MISSION STATEMENT

The mission of the Office of Sustainability is to provide leadership, direction, and assistance in providing services that enhance the energy and environmental awareness of the citizens of Winston-Salem through public education, recycling services, and volunteer opportunities.

PROGRAM DESCRIPTIONS

Sustainability: Provides supervision and direction of energy, efficiency, and environmental improvements pertaining to sustainability initiatives and policies. Provides services that reflect the city's leadership in energy and environmental awareness.

Keep Winston-Salem Beautiful: Responsible for enhancing the appearance of the city through clean-up events, beautification projects, and educational activities.

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

EXPENDITURES AND REVENUES SUMMARY

	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21	Percent Change
EXPENDITURES BY PROGRAM				
Sustainability	\$164,904	\$205,800	\$211,090	2.6%
Keep Winston-Salem Beautiful	166,281	117,610	119,290	1.4%
Curbside/Multi-Family Recycling	1,627,601	1,784,990	1,784,830	0%
Total Expenditures by Program	\$1,958,786	\$2,108,400	\$2,115,210	0.3%
RESOURCES BY TYPE				
Proceeds from Sale of Recyclables	\$149,574	\$135,000	\$135,000	0%
Other General Fund Revenues	1,809,213	1,973,400	1,980,210	0.3%
Total Resources by Type	\$1,958,786	\$2,108,400	\$2,115,210	0.3%

POSITION SUMMARY

	Amended FY 18-19	Amended FY 19-20	Adopted FY 20-21	Change
POSITIONS				
Full-Time	5	4	4	0

SUSTAINABILITY

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Effectiveness			
Percent of fleet using alternative fuel vehicles	1.25%	1.25%	1.30%
Community Air Quality Score ¹	232	240	245
LEED for Cities Score	N/A	58	58
Achieve a recycling set-out rate of 50% of the total number of eligible households	59.5%	59.8%	60.0%
Recycling tons collected as a percent of refuse tons collected	23.6%	23.1%	24.0%
Efficiency			
CO2 emissions/Carbon footprint from city facilities ²	152,900	153,200	154,000
Workload			
Tons of recycling collected	13,045	14,390	13,720
Pounds of trash collected from the Great American Cleanup	8,060	8,750	9,000
Pounds of trash collected from Big Sweep Program	17,375	14,782	16,080
Number of Native Pollinator plants utilized in landscape maintenance	3	3	4
Number of community recycling presentations	8	8	9
Number of Keep Winston-Salem Beautiful community presentations	5	6	6

¹ Data from EPA, which is annually submitted by Forsyth County; this is specifically measuring the number of "good" days.

² The City's actual use of electricity, fuel, and natural gas is converted into carbon dioxide (CO2) emissions using a multiplier of 2.1 pounds of CO2 emitted for every kilowatt hour of energy consumed (per the ICLEI Local Governments for Sustainability protocol).

SOLID WASTE DISPOSAL

MISSION STATEMENT

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

PROGRAM DESCRIPTIONS

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

Construction and Demolition Waste Management: Operates a state-permitted, active landfill on Old Salisbury Road for construction and demolition materials. Accepts and recycles concrete, brick, and asphalt inert debris.

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

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

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

EXPENDITURES AND REVENUES SUMMARY

	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21	Percent Change
EXPENDITURES BY PROGRAM				
Municipal Solid Waste Disposal	\$4,920,964	\$5,870,860	\$5,778,380	-1.6%
Construction and Demolition Waste Disposal	1,155,731	1,413,510	1,646,740	16.5%
Leaf Composting/Yard Waste Processing	1,091,747	1,034,710	1,051,500	1.6%
County-Wide Waste Reduction Programs	1,778,765	1,620,890	1,668,940	3.0%
Solid Waste Disposal Administration	1,330,963	1,490,300	1,418,690	-4.8%
Total Expenditures by Program	\$10,278,169	\$11,430,720	\$11,564,250	1.2%
RESOURCES BY TYPE				
Service Charges	\$11,558,834	\$10,908,310	\$11,734,320	7.6%
Resource Recovery	286,274	275,020	247,590	-10.0%
State Scrap Tire Disposal Tax	545,550	535,100	545,730	2.0%
State Solid Waste Disposal Tax	222,728	227,840	241,030	5.8%
State E-Recycling Funds	23,322	27,000	23,320	-13.6%
Forsyth County	229,314	236,900	258,910	9.3%

SOLID WASTE DISPOSAL

RESOURCES BY TYPE - Continued	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21	Percent Change
Interest Income	1,898,239	0	0	0%
Other/Miscellaneous Revenues	40,571	8,000	0	-100%
Transfer from Water & Sewer Fund	455,345	379,100	379,100	0%
Transfer from Stormwater Management Fund	227,672	189,540	189,540	0%
Total Resources by Type	\$15,487,849	\$12,786,810	\$13,619,540	6.5%
Addition to Fund Balance	\$5,209,679	\$1,356,540	\$2,055,290	51.5%

POSITION SUMMARY

POSITIONS	Amended FY 18-19	Amended FY 19-20	Adopted FY 20-21	Change
Full-Time	38	38	38	0
Part-Time (FTE's)	6.2	6.2	6.2	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Effectiveness			
Received notice of violations for all solid waste disposal facilities	0	0	0
Number of operational complaints received for solid waste disposal facilities	1	0	0
Efficiency			
In-place waste density of municipal solid waste landfill airspace (pounds per cubic yard)	1,320	1,320	1,350
In-place waste density of construction and demolition landfill airspace (pounds per cubic yard)	1,040	1,020	1,040
Workload			
Tons of waste disposed per capita in Forsyth County	0.84	0.85	0.84

BUDGET HIGHLIGHTS

- On May 11, 2020, the City-County Utility Commission approved a resolution recommending to the Mayor and City Council the adoption of the FY 2020-21 budget for solid waste disposal operations. The recommended budget includes no rate increases.

FY 2019-20 Year-End Outlook

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

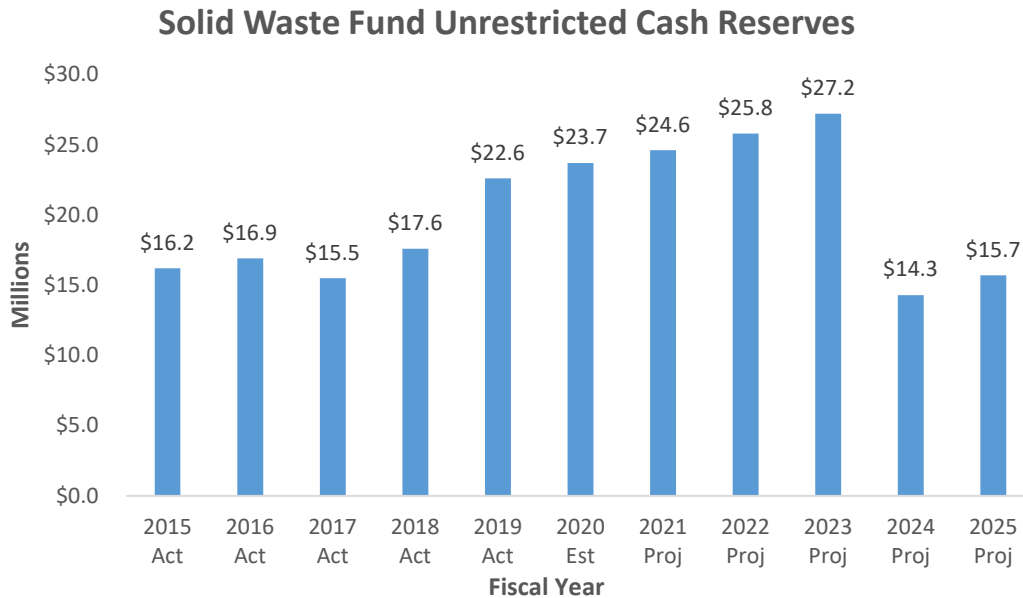
SOLID WASTE DISPOSAL

BUDGET HIGHLIGHTS - Continued

	Budgeted	Estimated
	<u>FY 19-20</u>	<u>FY 19-20</u>
Operating Revenues	\$11,191,330	\$11,477,628
Operating Expenditures	(9,316,120)	(9,244,109)
Operating Income	\$1,875,210	\$2,233,519
Intergovernmental Revenue	1,026,840	731,289
Transfers from Other Funds	568,640	568,640
Debt and Lease Expenses	(2,114,150)	(1,320,169)
Net Gain/(Loss)	<u>\$1,356,540</u>	<u>\$2,213,279</u>

Long-Range Financial Outlook

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



WATER AND SEWER SYSTEM

MISSION STATEMENT

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

PROGRAM DESCRIPTIONS

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

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

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

Field Operations: Provides water distribution and wastewater collection services to residential, commercial, and industrial customers. Maintains a distribution system consisting of approximately 2,324 miles of water mains and a collection system of approximately 1,770 miles of sewer mains. Installs water/wastewater connections at the request of customers and/or Revenue. Field Operations also cleans, rehabilitates, and installs various water and wastewater mains throughout the service area.

Meter Services: Provides meter reading, meter maintenance, and meter-related customer service for approximately 128,000+ water meters throughout the utility.

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

Utilities Administration: Provides leadership, planning, and fiscal stewardship for the Water and Sewer division and the Utilities department.

Debt Service: Provides funding for payment of principal and interest on long-term debt such as revenue bonds and state revolving fund loans.

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual <u>FY 18-19</u>	Budget <u>FY 19-20</u>	Adopted <u>FY 20-21</u>	Percent <u>Change</u>
Water Treatment	\$9,202,224	\$9,906,200	\$10,462,320	5.6%
Wastewater Treatment	13,506,645	14,658,100	15,067,080	2.8%
Field Operations	14,721,019	17,031,950	17,275,330	1.4%
Meter Services	3,899,496	4,082,330	4,116,770	0.8%
Utilities Customer Service	2,080,005	2,377,120	2,431,290	2.3%

WATER AND SEWER SYSTEM

EXPENDITURES BY PROGRAM – Continued	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21	Percent Change
Utilities Administration	2,168,587	2,730,480	2,944,490	7.8%
Debt Service	50,181,459	41,375,780	40,456,180	-2.2%
Total Expenditures by Program	\$95,759,435	\$92,161,960	\$92,753,460	0.6%
RESOURCES BY TYPE				
Water Charges	\$55,437,666	\$56,203,850	\$53,977,720	-4.0%
Sewer Charges	50,787,363	52,307,560	50,456,350	-3.5%
Charges for Service	8,007,438	6,381,770	4,465,600	-30.0%
System Development Fees	411,543	5,000,000	2,000,000	-60.0%
Assessments to Benefit Property	14,871	250,000	0	-100.0%
Federal Bond Interest Subsidy	1,621,182	1,621,180	0	-100.0%
Interest Income	7,070,523	0	0	N/A
Miscellaneous Revenues	161,630	0	30,000	N/A
Transfer from Stormwater Management Fund	0	120,720	120,720	0%
Total Resources by Type	\$123,512,216	\$121,885,080	\$111,050,390	-8.9%
Addition to Fund Balance	\$27,752,782	\$29,723,120	\$18,296,930	-38.4%

POSITION SUMMARY

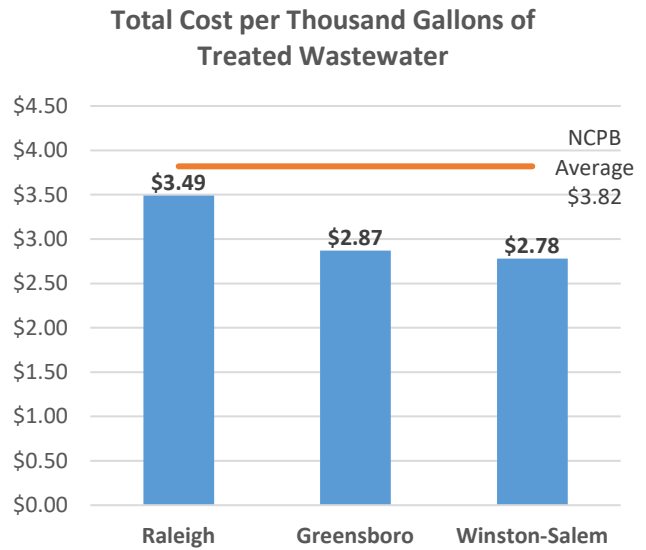
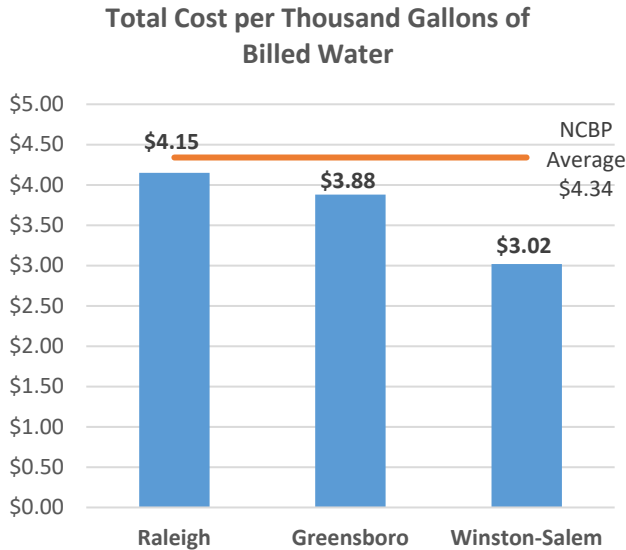
POSITIONS	Amended FY 18-19	Amended FY 19-20	Adopted FY 20-21	Change
Full-Time	339	341	344	3

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Effectiveness			
Maintain 100% compliance with federal and state drinking water quality standards	100%	100%	100%
Respond to 100% of sewage overflows within two hours as required by the State Clean Water Act	94%	96%	100%
Receive zero federal and state violations at wastewater treatment plants (returning clean water back to rivers and streams)	1	0	0
Efficiency			
Meet 100% of average daily water demand throughout water system	100%	100%	100%
Meet 100% of average daily sewer demand throughout sanitary sewer system	100%	100%	100%
Collect and treat 100% of wastewater throughout sanitary sewer system (minimize back-ups and overflows)	99.9%	99.9%	99.9%

WATER AND SEWER SYSTEM

FY 2018-19 NORTH CAROLINA BENCHMARKING PROJECT RESULTS



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

Source: NC Local Government Performance Management Project, *Draft Files for Fiscal Year 2018-19*

BUDGET HIGHLIGHTS

- On May 11, 2020, the City-County Utility Commission approved a resolution recommending to the Mayor and the City Council the adoption of the FY 2020-21 budget for the water and sewer system. The recommended budget includes no rate increases.

The recommended budget will generate sufficient revenues to meet the net operating income-to-debt service ratio requirements of approved revenue bonds. These requirements are part of the revenue bond covenants and are intended to ensure that there are sufficient revenues to meet the debt obligations of the water and sewer system. If the system did not generate sufficient revenues to pay off the bonds, the covenants would require the City to increase water and sewer rates.

- Additions to fund balance are used to fund pay-as-you-go (PAYGO) capital expenses and maintain debt coverage ratios, among other purposes. The ability to fund PAYGO capital projects reduces reliance on revenue bonds and other debt-based funding sources.
- Due to recent changes to state statute, the water and sewer system implemented system development fees charged to new water and sewer connections during the 2019-20 fiscal year. These fees were estimated to generate \$5 million in revenue annually. However, after a full year of implementation, that estimate proved high. The FY 2020-21 budget reduces the budget for system development fees to more closely align with actuals.
- The adopted budgets for water charges, sewer charges, and charges for services have been reduced due to the COVID-19 crisis. A major factor in these reductions is the North Carolina Governor's Executive Order No. 124, which went into effect on March 31, 2020, and disallows utilities to charge late fees or terminate service due to lack of payment. Additionally, non-residential usage is expected to decline due to the crisis.

WATER AND SEWER SYSTEM

- In FY 2019-20, a new state-mandated Cross Connection Control Program was implemented. In order to fully comply with the state regulations for the program, additional staff are needed. The adopted budget includes \$173,910 to fund salaries and benefits for three additional Cross Connection Control positions: one senior engineering technician, one engineering technician, and one senior office assistant. Additional operating expenses for these positions (computer equipment, vehicles, etc.) totals \$13,000.

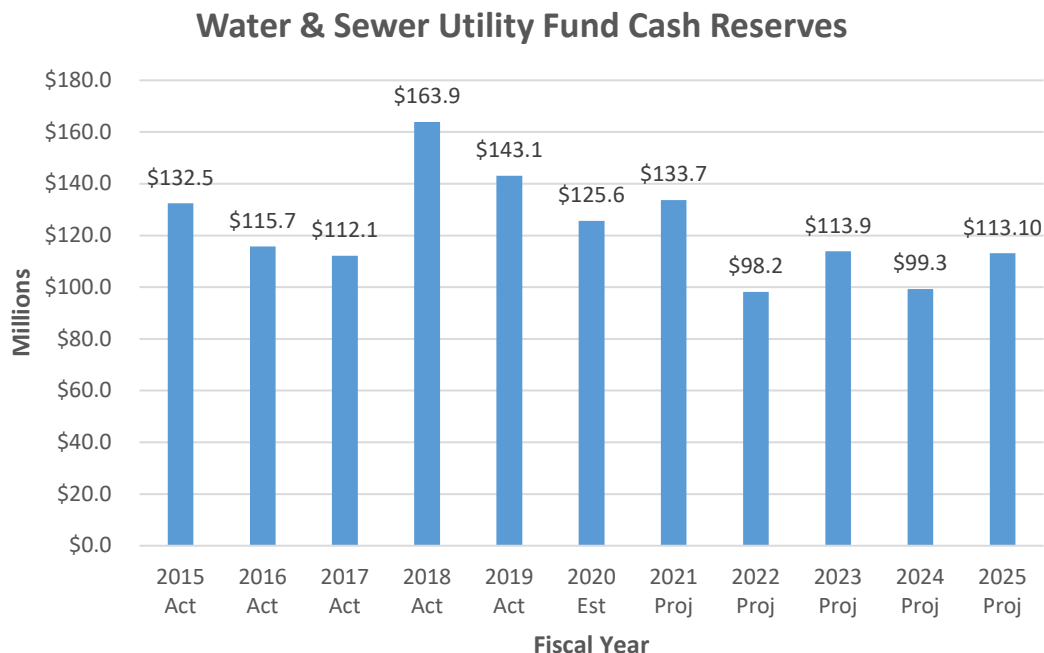
FY 2019-20 Year-End Outlook

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

	Budgeted	Estimated
	<u>FY 19-20</u>	<u>FY 19-20</u>
Operating Revenues	\$120,143,180	\$114,999,588
Operating Expenditures	(48,998,570)	(47,747,673)
Operating Income	\$71,144,610	\$67,251,915
Federal Bond Interest Subsidy	1,621,180	1,215,885
Debt and Lease Expenses	(42,698,620)	(43,720,470)
Program Support for Vector Control	(9,200)	(9,200)
Program Support for Safety Inspector	(76,740)	(76,740)
Program Support for Household Hazardous Waste Collection	(379,100)	(379,100)
Net Income/(Loss)	<u>\$29,602,130</u>	<u>\$24,403,280</u>

Long-Range Financial Outlook

- The following chart provides the outlook for the water and sewer utility fund’s cash reserves for both operations and capital projects. The outlook assumes future bond issuances of \$50 million in FY 2020-21 and \$53.2 million in FY2022-23. The outlook also assumes annual expenditure growth of 3% each year.



STORMWATER MANAGEMENT

MISSION STATEMENT

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

PROGRAM DESCRIPTIONS

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

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

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

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

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual	Budget	Adopted	Percent
	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 20-21</u>	<u>Change</u>
Monitoring and Administration				
Administration	\$3,005,807	\$3,335,450	\$3,474,540	4.2%
Water Quality Monitoring	635,259	1,293,820	1,302,540	0.7%
Support for Seasonal Leaf Collection	1,813,920	1,867,520	1,857,630	0.5%
Subtotal	\$5,454,986	\$6,496,790	\$6,634,710	2.1%
Drainage Maintenance	\$2,788,445	\$3,643,440	\$3,559,550	-2.3%
Erosion Control	373,588	383,690	386,930	0.8%
Street Sweeping	321,290	411,810	408,390	-0.8%
Total Expenditures by Program	\$8,938,309	\$10,935,730	\$10,989,580	0.5%

STORMWATER MANAGEMENT

RESOURCES BY TYPE	Actual	Budget	Adopted	Percent
	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 20-21</u>	<u>Change</u>
Stormwater Fees:				
Residential	\$4,259,986	\$4,250,000	\$4,250,000	0%
Non-Residential	6,071,260	5,950,000	5,950,000	0%
Replacement Fee	70,951	60,000	40,810	-32.0%
Miscellaneous Revenues	50,699	14,000	3,000	-79.0%
Interest Income	1,242,907	0	0	0%
Interfund Charges	58,833	0	0	0%
Forsyth County	98,934	109,350	82,370	-24.7%
Erosion Control Revenues	202,728	173,600	173,600	0%
Fund Balance Appropriation	0	378,780	489,800	29.0%
Total Resources by Type	\$12,056,299	\$10,935,730	\$10,989,580	0.5%
Addition to Fund Balance	\$3,117,990	\$0	\$0	0%

POSITION SUMMARY

POSITIONS	Amended	Amended	Adopted	Change
	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 20-21</u>	
Full-Time	56	56	56	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual	Estimated	Projected
	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>FY 20-21</u>
Effectiveness			
Respond to 100% of illicit discharge complaints by citizens within 24 hours	100%	100%	100%
Complete 100% of compliance schedules for water quality resolutions within 30 days	100%	100%	100%
Complete 100% of plan reviews within 10 days of receipt	100%	100%	100%
Provide 30 federally required educational programs a year	54	45	50
Ensure 100% of stormwater devices are built in accordance with approved plans	100%	100%	100%
Complete 90% of erosion control initial reviews within 10 days for development projects	100%	100%	100%
Keep 80% of active development sites in compliance (when inspected)	86%	83%	83%

STORMWATER MANAGEMENT

BUDGET HIGHLIGHTS – Continued

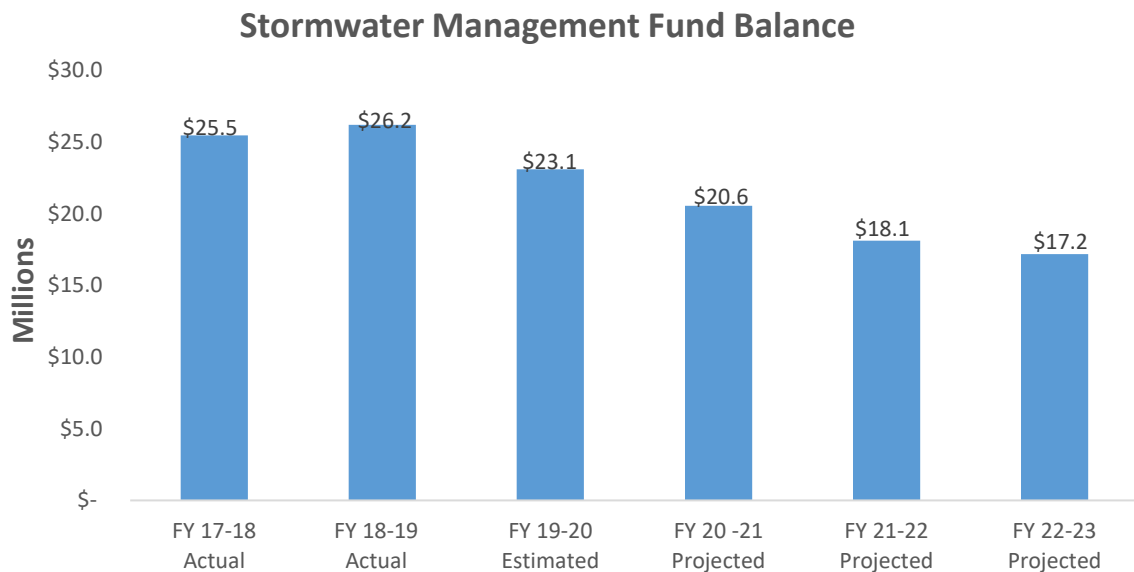
FY 2019-20 Year-End Outlook

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

	Budgeted FY19-20	Estimated FY19-20
Operating Revenues	\$10,935,730	\$11,135,648
Operating Expenditures	(10,935,730)	(10,491,130)
Operating Income	\$0	\$644,518
Debt and Lease Expense	(1,692,150)	(1,692,150)
Transfer to General Fund	(1,876,720)	(2,066,260)
Transfer to Solid Waste	(189,540)	(189,540)
Transfer to Water/Sewer	(120,720)	(120,720)
Net Income	<u>(\$3,879,130)</u>	<u>(\$3,424,152)</u>

Long Range Financial Outlook

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



HEALTHY ENVIRONMENT CAPITAL PROJECTS

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

EXPENDITURES	Adopted FY 20-21
<u>Solid Waste Disposal</u>	
Hanes Mill Road Landfill – Development and Upgrades	\$1,676,060
 <u>Water and Wastewater Treatment</u>	
Archie Elledge Wastewater Treatment Plant Rehabilitation and Upgrades	\$500,000
Biosolids Dryer Facility Upgrade	1,500,000
Muddy Creek Wastewater Treatment Plant Rehabilitation and Upgrades	250,000
Water Treatment Rehabilitation and Upgrades	2,000,000
 <u>Water Distribution and Wastewater Collection</u>	
Asset Management Program / Studies	\$1,500,000
Collection System Improvement Program	15,000,000
Elledge Basin Capacity Improvements	250,000
Facility Improvements Program	2,500,000
Lift Station Capacity/Condition Improvements	2,500,000
Muddy Creek Basin Capacity Improvements	250,000
NCDOT Road Widening Project Utility Relocations	2,000,000
South Fork Basin Capacity Improvements	250,000
Water Distribution System Improvements	10,000,000
 <u>Stormwater Management</u>	
Basin Study Updates	\$300,000
Drainage Improvements on Private Property	250,000
Enclosed Drying Bed Facility	200,000
Stormwater Infrastructure Renovations	1,000,000
 Total Expenditures	 \$41,926,060
 FUNDING SOURCES	
<u>Bonds</u>	
Revenue Bonds	\$1,750,000
 <u>Reserves</u>	
Water and Sewer Fund	\$36,750,000
Stormwater Management Fund	1,750,000
Solid Waste Disposal Fund	1,676,060
 Total Funding Sources	 \$41,926,060