



HEALTHY ENVIRONMENT SUMMARY

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HEALTHY ENVIRONMENT

STRATEGIC FOCUS AREA MISSION

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

STRATEGIC FOCUS AREA OBJECTIVES

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

STRATEGIC FOCUS AREA CATEGORIES

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

STRATEGIC FOCUS AREA TOTAL BUDGET

\$200,924,940

STRATEGIC FOCUS AREA PRIORITIES

Short Term Priorities

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

Mid Term Priorities

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

SANITATION

MISSION STATEMENT

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

PROGRAM DESCRIPTIONS

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

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

Bulk Container Collection: Provides mechanized refuse collection for City departments and the Housing Authority of Winston-Salem on a regular schedule. Charges customers annually based on the size of the container and the frequency of collection. Includes the collection of cardboard from the City's nine drop-off sites and the transportation of the material to a processing facility.

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

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

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 17-18</u>	Budget <u>FY 18-19</u>	Proposed <u>FY 19-20</u>	Percent <u>Change</u>
Residential Refuse Collection	\$8,053,777	\$7,394,020	\$7,409,620	0.2%
Curbside Collection	5,661,979	5,731,060	6,004,730	4.8%
Bulk Container Collection	1,881,899	1,087,930	621,920	-42.8%
Yard Waste Cart Collection	1,453,072	1,378,040	1,215,430	-11.8%
Sanitation Administration	1,151,737	915,730	831,610	-9.2%
Central Business District Service	671,030	632,720	668,050	5.6%
Sanitation Code Enforcement	155,350	160,010	157,400	-1.6%
Subtotal	\$19,028,844	\$17,299,510	\$16,908,760	-2.3%

SANITATION

EXPENDITURES BY PROGRAM- Continued	Actual FY 17-18	Budget FY 18-19	Proposed FY 19-20	Percent Change
Interdepartmental Charges	-\$74,910	-\$102,780	-\$102,780	0%
Total Expenditures by Program	\$18,953,934	\$17,196,730	\$16,805,980	-2.3%
RESOURCES BY TYPE				
Bulk Container Service Charges	\$1,182,636	\$687,300	\$55,300	-92.0%
Bulk Container Rental/Sales	34,416	0	0	N/A
Yard Waste Cart Collection Fee	866,890	833,550	924,000	10.9%
Other Charges for Service	61,235	30,330	30,330	0%
Miscellaneous Revenues	-5,667	0	0	N/A
Transfer from Stormwater Management Fund	1,808,857	1,813,920	1,867,520	3.0%
Other General Fund Resources	15,005,568	13,831,630	13,928,830	0.7%
Total Resources by Type	\$18,953,934	\$17,196,730	\$16,805,980	-2.3%

POSITION SUMMARY

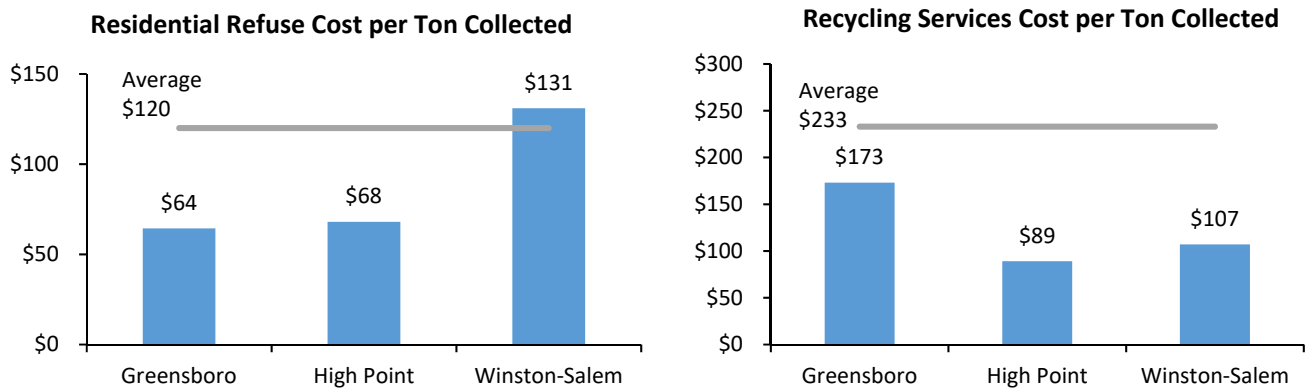
POSITIONS	Amended FY 17-18	Amended FY 18-19	Proposed FY 19-20	Change
Full Time	171	152	148	-4
Part-Time (FTE's)	17.9	17.9	17.9	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
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	0.3%	0.2%	0.2%
Complete 75% of brush collection routes on time	96%	96%	96%
Complete 75% of leaf collection routes on time	65%	75%	75%
Workload			
Tons of garbage collected	59,587	60,500	62,315

SANITATION

FY 2017-2018 NORTH CAROLINA BENCHMARKING PROJECT RESULTS



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

Source: NC Local Government Performance Measurement Project, *Final Report on City Services for Fiscal Year FY 2017-2018*, May 2019

BUDGET HIGHLIGHTS

- Effective January 2019, the Bulk Container Collection program was eliminated. The proposed operating budget is reduced by \$466,000 primarily in salaries, fuel, and landfill fees to account for the elimination of service. There is one full-time Senior Equipment operator remaining in the program, which will continue to collect dumpsters for City facilities.
- The proposed budget includes the elimination of four vacant positions, including a Sanitation Operations Supervisor, Fleet Data Technician, and two Senior Equipment Operators for a total savings of \$231,450. An additional Financial Analyst position was moved from Sanitation Administration to the Operations department, resulting in no net change to the general fund position count.
- The Multifamily/Curbside Recycling program, which was included here in prior years, is now a part of the Sustainability department. The Program Administrator position was moved to Sustainability in the current FY 2018-19.
- Lease payments have been added for the replacement of three automated side loaders (\$171,510) and 3,000 rollout carts (\$30,000) for Refuse Collection, as well as three hoist trucks (\$111,000) and two automated leaf loaders (\$72,240) in Curbside Collection. There was a net decrease for vehicle and equipment lease expenses of \$73,930 for Sanitation.
- Included in the proposed budget is an \$85,000 increase for garage services to cover the cost of vehicle and equipment repairs trending higher, as well as \$2,210 for a contractual increase in the lease for the leaf mulching site.

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	Budget	Proposed	Percent
	<u>FY 17-18</u>	<u>FY 18-19</u>	<u>FY 19-20</u>	<u>Change</u>
EXPENDITURES BY PROGRAM				
Municipal Solid Waste Disposal	\$4,843,997	\$5,390,410	\$5,870,860	8.9%
Construction and Demolition Waste Disposal	861,946	1,327,170	1,413,510	6.5%
Leaf Composting/Yard Waste Processing	796,083	912,590	1,034,710	13.4%
County-Wide Waste Reduction Programs	1,493,009	1,679,090	1,620,890	-3.5%
Solid Waste Disposal Administration	2,516,660	1,435,160	1,490,300	3.8%
Total Expenditures by Program	\$10,511,696	\$10,744,420	\$11,430,270	6.4%
RESOURCES BY TYPE				
Service Charges	\$11,153,921	\$10,701,750	\$10,908,310	1.9%
Resource Recovery	296,625	253,290	275,020	8.6%
State Scrap Tire Disposal Tax	533,441	501,210	535,100	6.8%
State Solid Waste Disposal Tax	214,720	218,190	227,840	4.4%
State E-Recycling Funds	29,441	27,000	27,000	0%
Forsyth County	211,152	247,950	236,900	-4.5%

SOLID WASTE DISPOSAL

RESOURCES BY TYPE - Continued	Actual FY 17-18	Budget FY 18-19	Proposed FY 19-20	Percent Change
Interest Income	\$1,569,572	\$0	\$0	N/A
Other/Miscellaneous Revenues	643,405	6,180	8,000	29.4%
Transfer from Water & Sewer Fund	362,213	427,310	379,100	-11.3%
Transfer from Stormwater Management Fund	181,160	213,650	189,540	-11.3%
Total Resources by Type	\$15,195,605	\$12,596,530	\$12,786,810	1.5%
Addition to Fund Balance	\$4,683,909	\$1,852,110	\$1,356,540	-26.8%

POSITION SUMMARY

POSITIONS	Amended FY 17-18	Amended FY 18-19	Proposed FY 19-20	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 17-18	Estimated FY 18-19	Projected FY 19-20
Effectiveness			
Received notice of violations for all solid waste disposal facilities	0	0	0
Number of operational complaints received for solid waste disposal facilities	0	1	0
Efficiency			
In-place waste density of municipal solid waste landfill airspace	1,320	1,220	1,080
In-place waste density of construction and demolition landfill airspace	858	1,060	1,080
Workload			
Tons of waste disposed per capita in Forsyth County	0.79	0.81	0.81

BUDGET HIGHLIGHTS

- On May 13, 2019, the City-County Utility Commission approved a resolution recommending to the Mayor and City Council the adoption of the FY 2019-20 budget for solid waste disposal operations. The recommended budget includes no rate increases.

FY 2017-18 Year-End Outlook

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

SOLID WASTE DISPOSAL

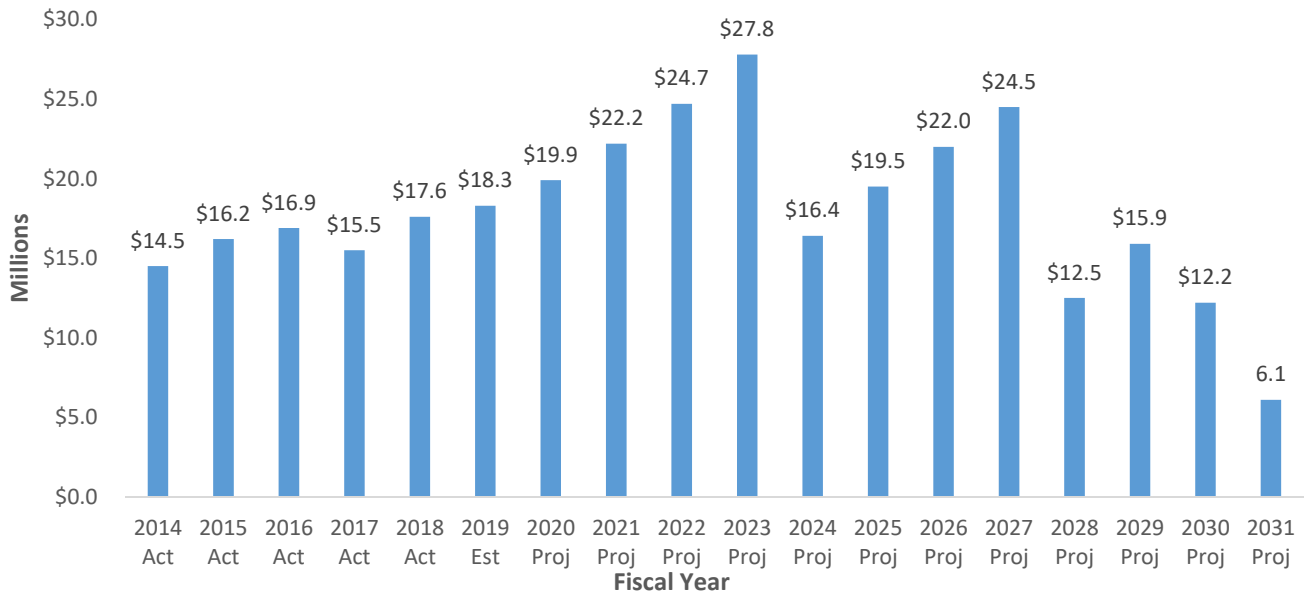
BUDGET HIGHLIGHTS - Continued

	Budgeted	Estimated
	<u>FY 18-19</u>	<u>FY 18-19</u>
Operating Revenues	\$10,961,220	\$10,653,808
Operating Expenditures	(8,842,220)	(7,704,020)
Operating Income	\$2,119,000	\$2,949,788
Intergovernmental Revenue	994,350	998,697
Transfers from Other Funds	640,960	556,902
Debt and Lease Expenses	(1,902,200)	(1,100,802)
Net Gain/(Loss)	<u>\$1,852,110</u>	<u>\$3,404,585</u>

Long-Range Financial Outlook

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

Solid Waste Fund Unrestricted Cash Reserves



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 the Meter Shop, Utilities Administration, and CityLink to provide accurate and timely billing, as well as convenient and timely customer service.

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

EXPENDITURES AND REVENUES SUMMARY

EXPENDITURES BY PROGRAM	Actual FY 17-18	Budget FY 18-19	Proposed FY 19-20	Percent Change
Water Treatment	\$8,772,665	\$9,677,180	\$9,906,200	2.4%
Wastewater Treatment	12,689,520	14,257,950	14,658,100	2.8%
Field Operations	15,305,212	14,770,880	17,031,950	15.3%
Meter Services	3,579,114	3,718,650	4,082,330	9.8%
Utilities Customer Service	2,238,765	2,074,970	2,377,120	14.6%
Utilities Administration	50,290,490	52,849,140	44,106,260	-16.5%
Total Expenditures by Program	\$92,875,766	\$97,348,770	\$92,161,960	-5.3%

WATER AND SEWER SYSTEM

RESOURCES BY TYPE	Actual FY 17-18	Budget FY 18-19	Proposed FY 19-20	Percent Change
Water Charges	\$53,628,117	\$55,961,000	\$56,203,850	0.4%
Sewer Charges	47,962,898	50,041,440	52,307,560	4.5%
Charges for Service	7,391,917	6,832,400	6,381,770	-6.6%
System Development Fees	0	0	5,000,000	N/A
Assessments to Benefit Property	176,838	250,000	250,000	0%
Federal Bond Interest Subsidy	1,614,268	1,607,350	1,621,180	0.9%
Interest Income	6,798,237	0	0	N/A
Miscellaneous Revenues	2,626,029	0	0	N/A
Transfer from Stormwater Management Fund	0	0	120,720	N/A
Total Resources by Type	\$120,198,305	\$114,692,190	\$121,885,080	6.3%
Addition to Fund Balance	\$27,322,538	\$17,343,420	\$29,723,120	71.4%

POSITION SUMMARY

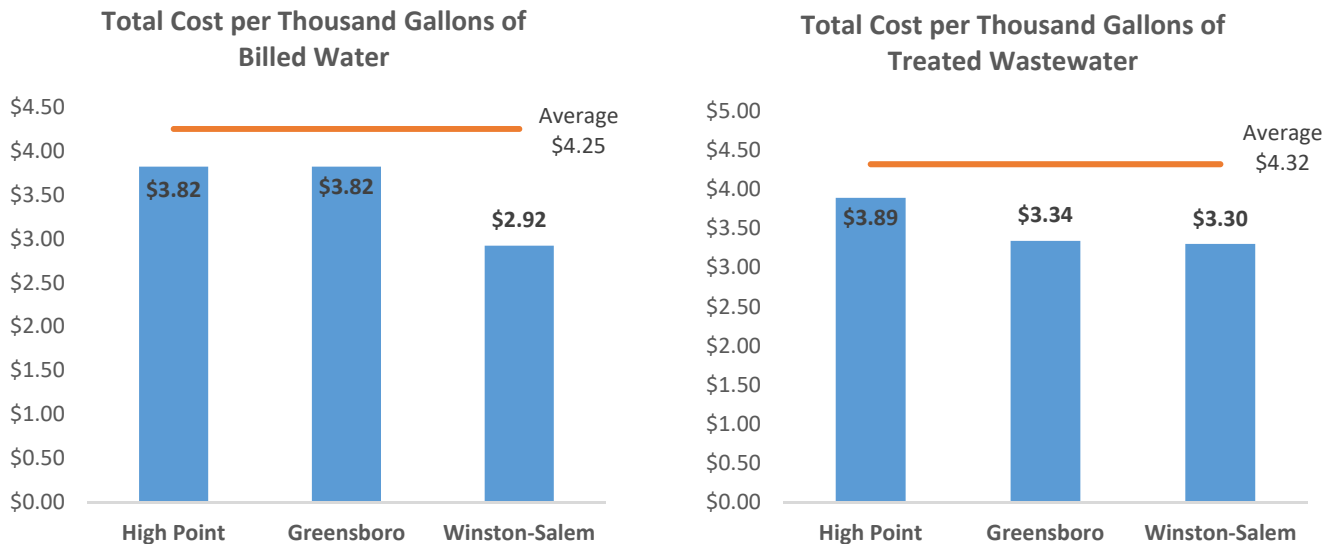
POSITIONS	Amended FY 17-18	Amended FY 18-19	Proposed FY 19-20	Change
Full-Time	339	339	341	+2

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
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	97%	97%	100%
Receive zero federal and state violations at wastewater treatment plants (returning clean water back to rivers and streams)	0	1	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 2017-18 NORTH CAROLINA BENCHMARKING PROJECT RESULTS



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

Source: NC Local Government Performance Management Project, *Final Report on City Services for Fiscal Year 2017-18*, May 2019

BUDGET HIGHLIGHTS

- On May 13, 2019, the City-County Utility Commission approved a resolution recommending to the Mayor and the City Council the adoption of the FY 2019-20 budget for the water and sewer system and approved a \$1.02/month increase for water and sewer base charges for residential customers. No volumetric increase is recommended.

This rate increase will generate sufficient revenues to meet the net operating income-to-debt service ratio requirements of approved revenue bonds. These requirements are part of the revenue bond covenants and are intended to ensure that there are sufficient revenues to meet the debt obligations of the water and sewer system. If the system did not generate sufficient revenues to pay off the bonds, the covenants would require the City to increase water and sewer rates. The additional revenue required to meet existing bond obligations will also allow for additional pay-as-you-go financing for future projects. The approved rate increase would be effective July 1, 2019.

- Due to recent changes to state statute, the water and sewer system will be implementing system development fees charged to new water and sewer connections. These fees are estimated to generate at least \$5 million in revenue annually.
- The proposed budget includes \$401,140 to implement a new state-mandated Cross Connection Control Program. Increases for this program include salaries and benefits for two new personnel (\$143,540), contractual expenses (\$250,000), and other operating costs (\$7,600).

WATER AND SEWER SYSTEM

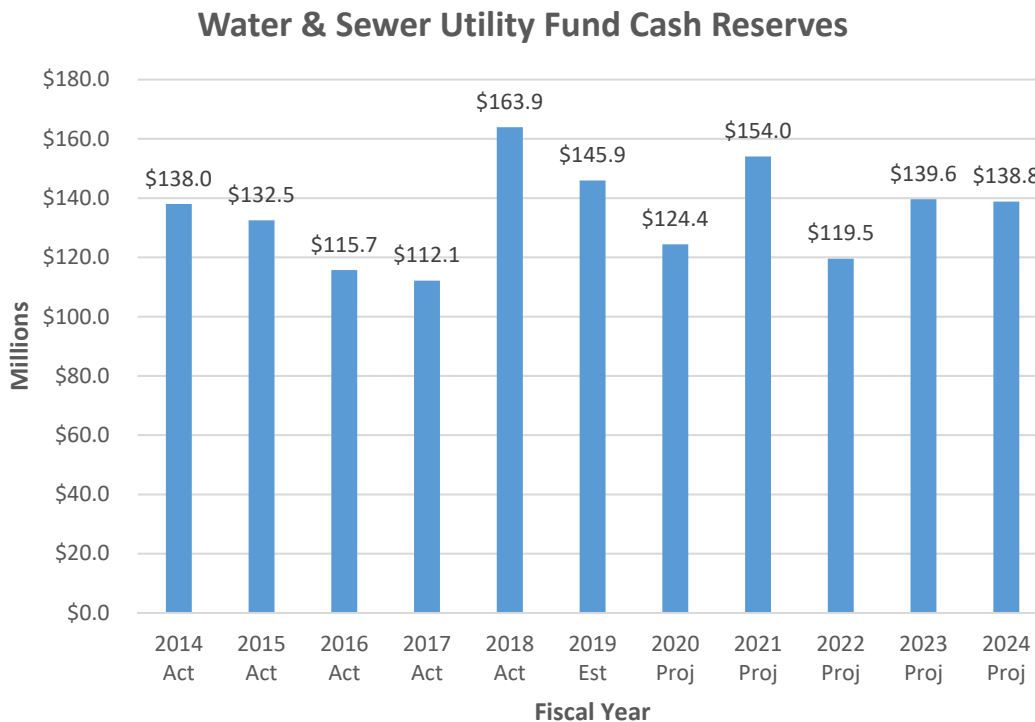
FY 2018-19 Year-End Outlook

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

	Budgeted	Estimated
	<u>FY 17-18</u>	<u>FY 17-18</u>
Operating Revenues	\$113,084,840	\$113,084,840
Operating Expenditures	(45,326,670)	(45,326,670)
Operating Income	\$67,758,170	\$67,758,170
Federal Bond Interest Subsidy	1,607,350	1,607,350
Debt and Lease Expenses	(51,516,580)	(47,382,277)
Program Support for Vector Control	(9,200)	(9,200)
Program Support for Safety Inspector	(69,010)	(69,010)
Program Support for Household Hazardous Waste Collection	(427,310)	(427,310)
Net Income/(Loss)	<u>\$17,343,420</u>	<u>\$21,477,723</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 \$67 million in FY 2020-21 and \$45 million in FY2022-23. The outlook also assumes annual expenditure growth of 4% 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 FY 17-18	Budget FY 18-19	Proposed FY 19-20	Percent Change
Monitoring and Administration				
Administration	\$3,037,661	\$3,169,560	\$3,335,450	5.2%
Water Quality Monitoring	970,566	1,169,470	1,293,820	10.6%
Support for Seasonal Leaf Collection	1,808,857	1,813,920	1,867,520	3.0%
Subtotal	\$5,817,084	\$6,152,950	\$6,496,790	5.6%
Drainage Maintenance	\$3,162,238	\$3,588,830	\$3,643,440	1.5%
Erosion Control	365,554	379,130	383,690	1.2%
Street Sweeping	177,497	418,180	411,810	-1.5%
Total Expenditures by Program	\$9,522,373	\$10,539,090	\$10,935,730	3.8%

STORMWATER MANAGEMENT

RESOURCES BY TYPE	Actual FY 17-18	Budget FY 18-19	Proposed FY 19-20	Percent Change
Stormwater Fees:				
Residential	\$4,213,585	\$4,250,000	\$4,250,000	0%
Non-Residential	6,019,253	5,950,000	5,950,000	0%
Replacement Fee	71,420	60,000	60,000	0%
Miscellaneous Revenues	24,674	14,000	14,000	0%
Interest Income	1,271,066	0	0	N/A
Interfund Charges	379,641	0	0	N/A
Forsyth County	71,447	106,820	109,350	2.4%
Erosion Control Revenues	230,904	173,600	173,600	0%
Fund Balance Appropriation	0	0	378,780	N/A
Total Resources by Type	\$12,281,989	\$10,554,420	\$10,935,730	3.6%
Addition to Fund Balance	\$2,759,616	\$15,330	\$0	-100.0%

POSITION SUMMARY

POSITIONS	Amended FY 17-18	Amended FY 18-19	Proposed FY 19-20	Change
Full-Time	56	56	56	0

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
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	30	45
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%	84%

BUDGET HIGHLIGHTS

FY 2017-18 Year-End Outlook

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

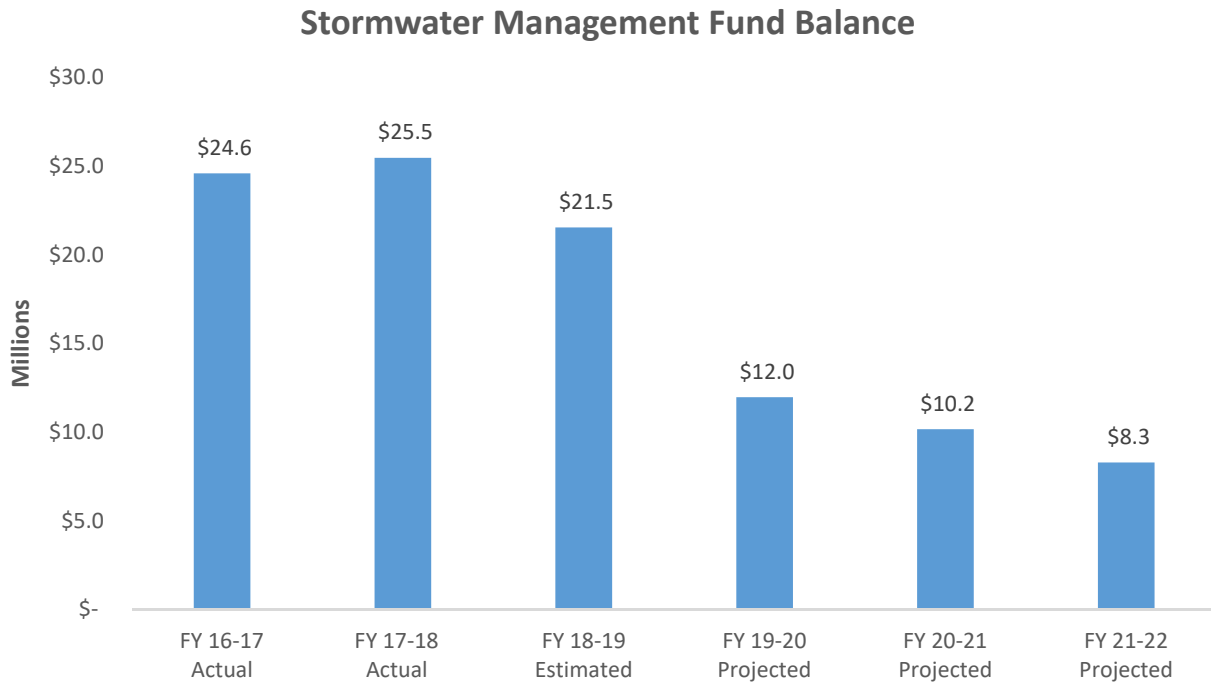
STORMWATER MANAGEMENT

BUDGET HIGHLIGHTS - Continued

	Budgeted FY 18-19	Estimated FY 18-19
Operating Revenues	\$10,554,420	\$10,831,183
Operating Expenditures	(6,797,400)	(5,825,829)
Operating Income	\$3,757,020	\$5,005,354
Debt and Lease Expense	(1,704,920)	(1,641,449)
Transfer to General Fund	(1,823,120)	(1,823,120)
Transfer to Solid Waste	(213,650)	(213,650)
Net Income	<u>\$15,330</u>	<u>\$1,327,135</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 proposed capital projects for the Healthy Environment strategic focus area.

EXPENDITURES	Proposed FY 19-20
<u>Solid Waste Disposal</u>	
Hanes Mill Road Landfill – Development and Upgrades	\$750,000
Hanes Mill Road Landfill – Mechanically Stabilized Earthen Retaining Wall	541,000
 <u>Water and Wastewater Treatment</u>	
Archie Elledge Wastewater Treatment Plant Rehabilitation and Upgrades	\$400,000
Biosolids Dryer Facility Upgrade	1,500,000
Muddy Creek Wastewater Treatment Plant Rehabilitation and Upgrades	100,000
R.W. Neilson Water Treatment Plant – Phase II Modernization	20,000,000
Water Treatment Rehabilitation and Upgrades	250,000
 <u>Water Distribution and Wastewater Collection</u>	
Asset Management Program / Studies	\$500,000
Collection System Improvement Program	15,000,000
Elledge Basin Capacity Improvements	6,000,000
Facility Improvements Program	1,000,000
Lift Station Capacity/Condition Improvements	3,000,000
NCDOT Road Widening Project Utility Relocations	6,000,000
South Fork Basin Capacity Improvements	7,000,000
Water Distribution System Improvements	6,000,000
 <u>Stormwater Management</u>	
Stormwater Infrastructure Renovations	\$1,000,000
Basin Study Updates	300,000
Drainage Improvements on Private Property	250,000
 Total Expenditures	 \$69,591,000
 FUNDING SOURCES	
<u>Bonds</u>	
Revenue Bonds	\$35,000,000
 <u>Reserves</u>	
Water and Sewer Fund	\$31,750,000
Stormwater Management Fund	1,550,000
Solid Waste Disposal Fund	1,291,000
 Total Funding Sources	 \$69,591,000