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*Annual Budget*  
*Fiscal Year Ending June 30, 2011*

# CITY OF SALISBURY NORTH CAROLINA

## 2010-11 BUDGET For the Year Ending June 30, 2011



### MAYOR, CITY COUNCIL, AND CITY OFFICIALS

#### MAYOR AND CITY COUNCIL

Susan W. Kluttz - Mayor

Maggie Blackwell- Mayor Pro-tem

William R. Kennedy

Brian Miller

Paul B. Woodson

#### OFFICIALS

David W. Treme  
City Manager

John A. Sofley, Jr.  
Management Services Director

#### Budget Prepared By

David W. Treme - City Manager  
Doug Paris – Assistant to the City Manager  
John A. Sofley, Jr. – Management Services Director  
Teresa P. Harris – Budget and Performance Manager  
S. Wade Furches - Finance Manager  
Evans C. Ballard – Budget and Benchmarking Analyst  
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Mark D. Drye – Management Analyst  
Kizzy N. Lea – Accountant II  
Shannon Moore – SRU Management Analyst  
City Management Team



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Salisbury**

**North Carolina**

For the Fiscal Year Beginning

**July 1, 2009**

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 Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2009 (Fiscal Year 2009-2010).**

**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.**

**The 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.**

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FY 2010-11 BUDGET  
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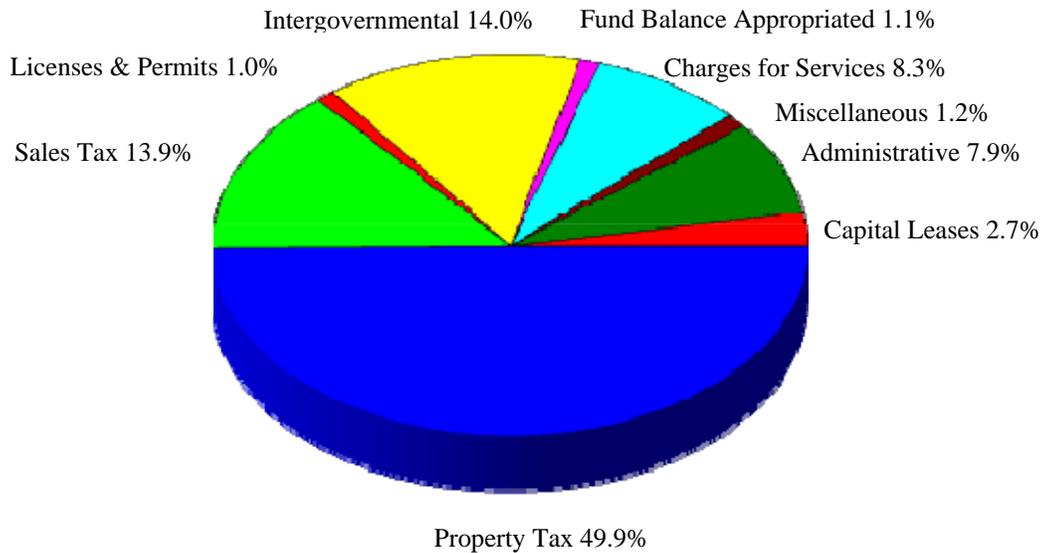
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# FY 2010-11 GENERAL FUND

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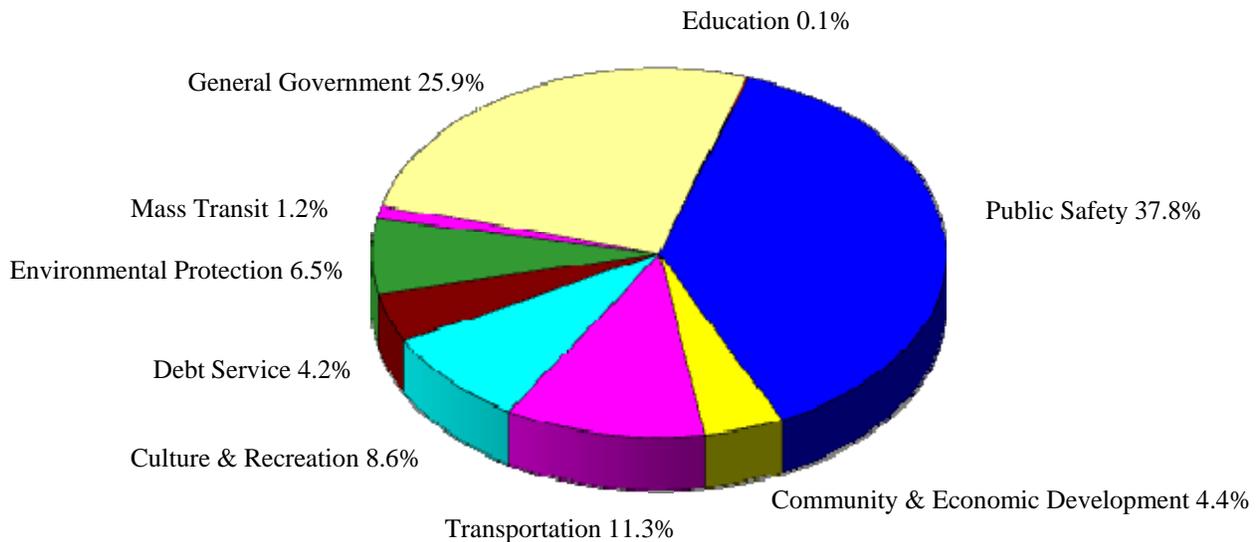
## Revenues - \$35,067,632



### *Where the Money Comes From*

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## Expenditures - \$35,067,632

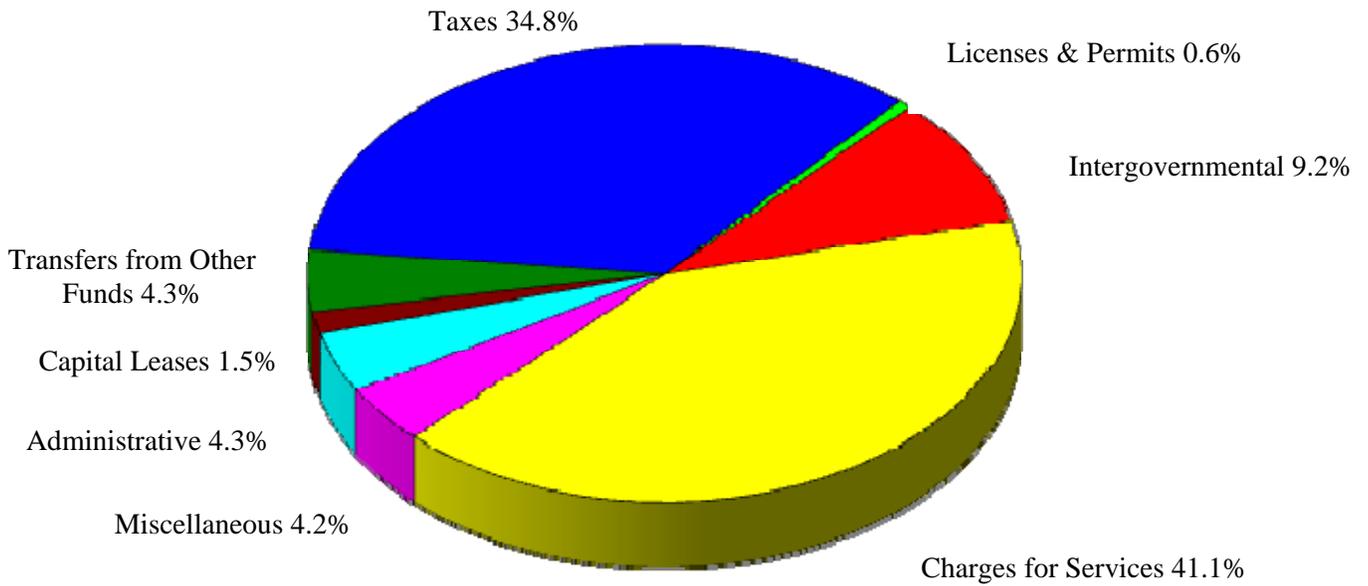


### *Where the Money Goes To*

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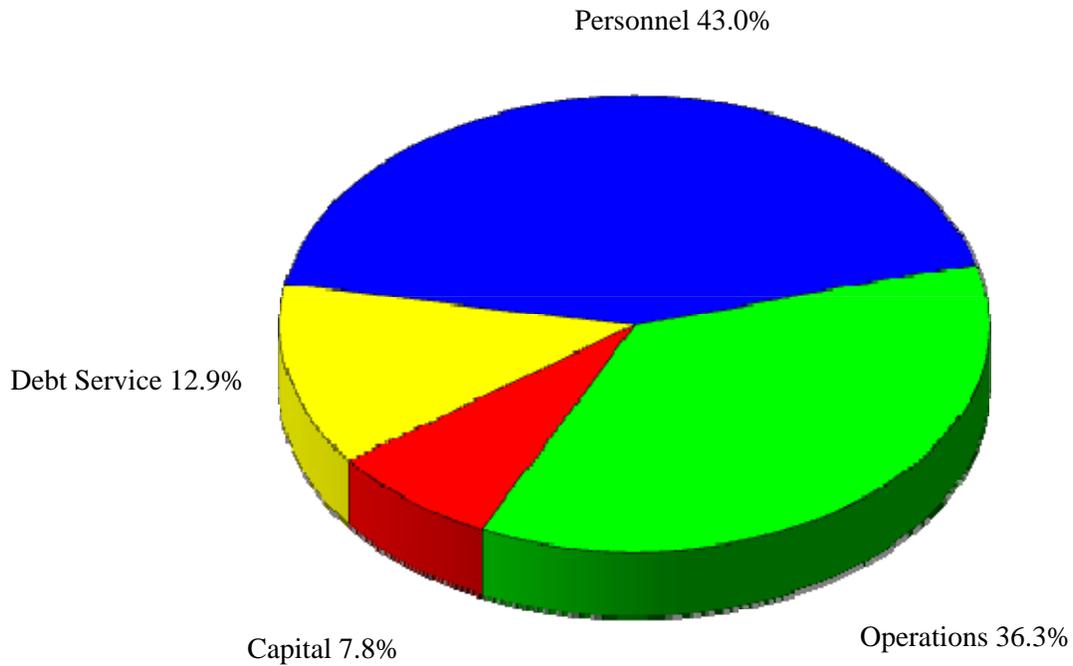
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)

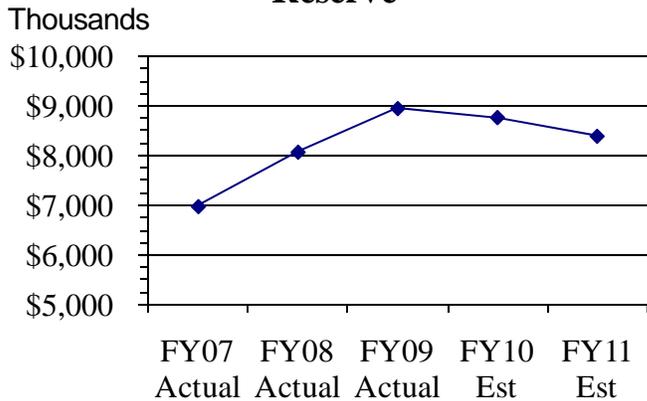


**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2011**

	General/Special Revenue Funds			Enterprise Funds					Total
	General	General Fund	Entitlement	Water/Sewer		Fibrant			
	Fund	Capital Reserve	Fund	Water/Sewer	Capital Reserve	Transit	Communications		
Estimated Fund Balance/ Net Assets 6/30/10	\$ 5,660,000	\$ 3,100,000	\$ 7,094	\$80,058,555	\$ 528,007	\$ 794,395	\$ 500,000	\$90,648,051	
<b>Budgeted Revenues &amp; Other Financing Sources:</b>									
Taxes	\$22,357,181	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$22,357,181	
Licenses and Permits	359,336	-	-	-	-	-	-	359,336	
Intergovernmental	4,912,931	-	449,413	-	-	549,155	-	5,911,499	
Charges for Services	2,921,906	-	-	21,831,803	-	93,500	1,595,188	26,442,397	
Miscellaneous	374,280	40,000	70,000	940,000	30,820	100	1,222,359	2,677,559	
Administrative	2,774,134	-	-	-	-	-	-	2,774,134	
Capital leases	200,000	753,000	-	-	-	-	-	953,000	
Transfers From Other Funds	-	1,844,805	-	-	483,971	416,785	-	2,745,561	
<b>Total Available Resources</b>	<b>\$33,899,768</b>	<b>\$ 2,637,805</b>	<b>\$519,413</b>	<b>\$22,771,803</b>	<b>\$ 514,791</b>	<b>\$ 1,059,540</b>	<b>\$ 2,817,547</b>	<b>\$64,220,667</b>	
<b>Expenditures:</b>									
General Government	\$ 7,884,834	\$ 1,173,003	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,057,837	
Public Safety	11,881,143	1,363,907	-	-	-	-	-	13,245,050	
Transportation	3,826,195	142,806	-	-	-	-	-	3,969,001	
Environmental Protection	2,266,276	6,400	-	-	-	-	-	2,272,676	
Culture and Recreation	2,931,147	77,336	-	-	-	-	-	3,008,483	
Community & Economic Development	1,563,129	4,400	467,589	-	-	-	-	2,035,118	
Education	42,342	-	-	-	-	-	-	42,342	
Water & Sewer	-	-	-	16,240,774	446,961	-	-	16,687,735	
Mass Transit	-	-	-	-	-	1,059,540	-	1,059,540	
Fiber Optic	-	-	-	-	-	-	2,499,288	2,499,288	
Debt Service:									
Principal	939,868	234,956	32,000	3,936,579	-	-	-	5,143,403	
Interest	303,244	9,861	19,824	2,110,479	-	-	818,259	3,261,667	
Transfers To Other Funds	2,261,590	-	-	483,971	-	-	-	2,745,561	
<b>Total Expenditures</b>	<b>\$33,899,768</b>	<b>\$ 3,012,669</b>	<b>\$519,413</b>	<b>\$22,771,803</b>	<b>\$ 446,961</b>	<b>\$ 1,059,540</b>	<b>\$ 3,317,547</b>	<b>\$65,027,701</b>	
<b>Budgeted Increase (Decrease) in Fund Balance</b>	<b>\$ -</b>	<b>\$ (374,864)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 67,830</b>	<b>\$ -</b>	<b>\$ (500,000)</b>	<b>\$ (807,034)</b>	
<b>Full Accrual Adjustments: <sup>1</sup></b>									
Budgeted Capital Outlay	-	-	-	1,002,830	446,961	20,900	-	1,470,691	
Budgeted Debt Principal	-	-	-	3,936,579	-	-	-	3,936,579	
Estimated Depreciation	-	-	-	(4,208,450)	-	(309,665)	-	(4,518,115)	
Estimated Fund Balance/ Net Assets 6/30/11	<u>\$ 5,660,000</u>	<u>\$ 2,725,136</u>	<u>\$ 7,094</u>	<u>\$80,789,514</u>	<u>\$ 1,042,798</u>	<u>\$ 505,630</u>	<u>\$ -</u>	<u>\$90,730,172</u>	

<sup>1</sup> The City's budget is developed on the modified accrual basis. Budgets for the General Fund and special revenue funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the enterprise funds are adopted on a basis consistent with GAAP except that bond principal payments and additions to fixed assets are treated as expenditures, and depreciation expense is not budgeted.

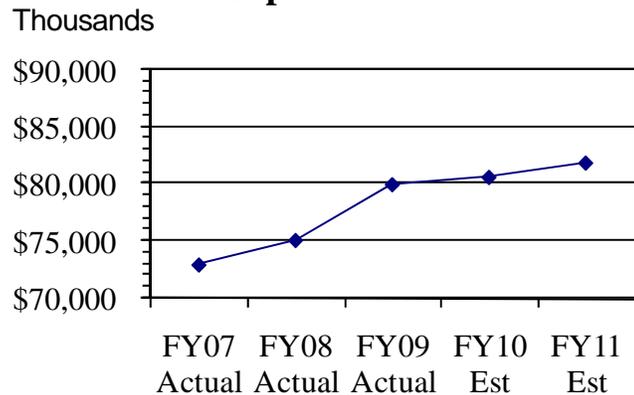
### Fund Balance-General Fund/Capital Reserve



As of June 30, 2010, the City estimates a General Fund balance of almost \$8,800,000. This is higher than stated in the City's Reserve Policy, as explained on page 2-4. In FY09 there is a slight increase in fund balance due to capital reserve purchases being less than funding transferred into the Capital Reserve Fund. In FY10, there was a slight decrease due to the purchase of a pumper for the Fire Department and other equipment. In FY11, the fund balance again decreases due to capital reserve purchases being greater than funding transferred into the Capital Reserve Fund.

Through conservative fiscal management, the City has been able to maintain adequate total net assets in the Water & Sewer Fund for the past several years. A slight increase is anticipated for FY11 due to capital reserve purchases being less than funding transferred into the Capital Reserve Fund.

### Total Net Assets-Water & Sewer Fund/Capital Reserve



### SUMMARY OF INTERFUND TRANSFERS For the Year Ending June 30, 2011

FUND	FUND	TO			
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	TOTAL OUT
FROM	General	\$ 1,844,805	\$ -	\$ 416,785	\$ 2,261,590
	Water & Sewer	-	483,971	-	483,971
	<b>TOTAL IN</b>	<b>\$ 1,844,805</b>	<b>\$ 483,971</b>	<b>\$ 416,785</b>	<b>\$ 2,745,561</b>

**SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS**  
**For FY2009 – FY2011**

	<b>FY2008-09</b>	<b>FY2009-10</b>	<b>FY2010-11</b>
	<b>ACTUAL</b>	<b>ESTIMATE</b>	<b>ADOPTED</b>
<b>REVENUES:</b>			
<b>GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND</b>			
Taxes	\$21,692,766	\$ 21,600,665	\$ 22,357,181
Licenses and Permits	393,755	311,240	359,336
Intergovernmental	5,480,932	5,343,197	4,912,931
Charges for Services	2,938,237	2,409,633	2,921,906
Miscellaneous	1,024,545	578,534	414,280
Administrative	2,536,683	2,554,510	2,774,134
Capital leases	216,413	-	953,000
Appropriated Fund Balance			374,864
Transfers From Other Funds	<u>1,980,739</u>	<u>1,777,294</u>	<u>1,844,805</u>
Total Available Resources	\$36,264,070	\$ 34,575,073	\$ 36,912,437
<b>WATER &amp; SEWER FUND/WATER &amp; SEWER CAPITAL RESERVE FUND</b>			
Charges for Services	\$19,248,504	\$ 20,283,582	\$ 21,831,803
Miscellaneous	1,593,061	986,673	970,820
Appropriated Fund Balance	-	200,000	-
Transfers From Other Funds	<u>465,417</u>	<u>484,645</u>	<u>483,971</u>
Total Available Resources	\$21,306,982	\$ 21,954,900	\$ 23,286,594
<b>MASS TRANSIT FUND</b>			
Intergovernmental	\$ 1,229,249	\$ 505,424	\$ 549,155
Charges for Services	91,923	97,800	93,500
Miscellaneous	13,951	9,000	100
Transfers From Other Funds	<u>453,381</u>	<u>390,319</u>	<u>416,785</u>
Total Available Resources	\$ 1,788,504	\$ 1,002,543	\$ 1,059,540
<b>FIBRANT COMMUNICATIONS FUND</b>			
Charges for Services	\$ 15,201	\$ 13,000	\$ 1,595,188
Miscellaneous	-	-	1,222,359
Appropriated Fund Balance	-	-	500,000
Total Available Resources	\$ 15,201	\$ 13,000	\$ 3,317,547
<b>SPECIAL REVENUE FUNDS</b>			
Intergovernmental	\$ 276,925	\$ 290,000	\$ 449,413
Miscellaneous	<u>64,769</u>	<u>38,100</u>	<u>70,000</u>
Total Available Resources	\$ 341,694	\$ 328,100	\$ 519,413
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$21,692,766	\$ 21,600,665	\$ 22,357,181
Licenses and Permits	393,755	311,240	359,336
Intergovernmental	6,987,106	6,138,621	5,911,499
Charges for Services	22,278,664	22,791,015	26,069,568
Miscellaneous	2,711,527	1,625,307	3,050,388
Administrative	2,536,683	2,554,510	2,774,134
Capital leases	216,413	-	953,000
Appropriated Fund Balance	-	200,000	874,864
Transfers From Other Funds	<u>2,899,537</u>	<u>2,652,258</u>	<u>2,745,561</u>
Total Available Resources	<u>\$59,716,451</u>	<u>\$ 57,873,616</u>	<u>\$ 65,095,531</u>

	<b>FY2008-09 ACTUAL</b>	<b>FY2009-10 ESTIMATE</b>	<b>FY2010-11 ADOPTED</b>
<b>EXPENDITURES</b>			
<b>GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND</b>			
General Government	\$ 7,312,005	\$ 7,921,290	\$ 9,057,837
Public Safety	11,800,925	12,427,659	13,245,050
Transportation	4,969,657	5,326,953	3,969,001
Environmental Protection	2,269,806	2,530,714	2,272,676
Culture and Recreation	3,148,062	3,028,958	3,008,483
Community & Economic Development	1,725,988	1,582,268	1,567,529
Education	42,342	42,342	42,342
Debt Service	1,426,064	1,623,321	1,487,929
Transfers To Other Funds	2,446,156	2,261,939	2,261,590
Total Expenditures	<u>\$ 35,141,005</u>	<u>\$ 36,745,444</u>	<u>\$ 36,912,437</u>
<b>WATER &amp; SEWER FUND/WATER &amp; SEWER CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 15,053,887	\$ 15,603,022	\$ 16,755,565
Debt Service	5,806,880	7,916,347	6,047,058
Transfers To Other Funds	465,417	484,645	483,971
Total Expenditures	<u>\$ 21,326,184</u>	<u>\$ 24,004,014</u>	<u>\$ 23,286,594</u>
<b>MASS TRANSIT FUND</b>			
Mass Transit	<u>\$ 1,347,215</u>	<u>\$ 1,085,473</u>	<u>\$ 1,059,540</u>
Total Expenditures	<u>\$ 1,347,215</u>	<u>\$ 1,085,473</u>	<u>\$ 1,059,540</u>
<b>FIBRANT COMMUNICATIONS FUND</b>			
Fiber Optic Network	\$ 230,474	\$ 1,272,921	\$ 2,499,288
Debt Service	-	-	818,259
Total Expenditures	<u>\$ 230,474</u>	<u>\$ 1,272,921</u>	<u>\$ 3,317,547</u>
<b>SPECIAL REVENUE FUNDS</b>			
Community & Economic Development	\$ 288,712	\$ 441,828	\$ 467,589
Debt Service	54,272	53,099	51,824
Total Expenditures	<u>\$ 342,984</u>	<u>\$ 494,927</u>	<u>\$ 519,413</u>
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 7,312,005	\$ 7,921,290	\$ 9,057,837
Public Safety	11,800,925	12,427,659	13,245,050
Transportation	4,969,657	5,326,953	3,969,001
Environmental Protection	2,269,806	2,530,714	2,272,676
Culture and Recreation	3,148,062	3,028,958	3,008,483
Community & Economic Development	2,014,700	2,024,096	2,035,118
Education	42,342	42,342	42,342
Water & Sewer	15,053,887	15,603,022	16,755,565
Mass Transit	1,347,215	1,085,473	1,059,540
Fiber Optic Network	230,474	1,272,921	2,499,288
Debt Service	7,287,216	9,592,767	8,405,070
Transfers To Other Funds	2,911,573	2,746,584	2,745,561
Total Expenditures	<u><u>\$ 58,387,862</u></u>	<u><u>\$ 63,602,779</u></u>	<u><u>\$ 65,095,531</u></u>

## SUMMARY OF CAPITAL EXPENDITURES

The City defines capital expenditures as facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$3,000 for budgetary purposes (\$5,000 for financial purposes) and an expected life of more than one year. The following table summarizes capital expenditures by fund:

### CAPITAL OUTLAY FOR FY2010-11

	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Total General Fund	\$ 4,862,963	\$ 847,050	\$ 847,050
Total General Fund Capital Reserve Fund	3,282,170	2,767,852	2,767,852
Total Water & Sewer Fund	2,117,830	1,002,830	1,002,830
Total Water/Sewer Capital Reserve Fund	426,961	446,961	446,961
Total Mass Transit Fund	425,912	20,900	20,900
Total Fibrant Communications Fund	-	-	-
Total All Funds	\$11,115,836	\$ 5,085,593	\$ 5,085,593

### GENERAL FUND REVENUE STRUCTURE

The City's General Fund has six major sources of revenue: taxes, licenses and permits, intergovernmental revenue, charges for services, administrative revenue, and miscellaneous revenue. Taxes are composed of property, sales, vehicle, and dog taxes. Licenses and permits are composed of privilege licenses and cable television franchise fees. Intergovernmental revenues are composed of grants, state-shared revenues, and reimbursements. Charges for services are composed of user fees and reimbursed charges. Administrative revenue represents the Enterprise Funds contribution to the operations of the General Fund. Miscellaneous revenues are composed of interest revenue, sales, and revenues not allocated elsewhere.

It would appear that with these various revenue sources, the generation of revenue to meet service level expenditure requirements would be a simple task. This, however, is not the case.

Revenues available to finance our local government can be characterized as either "elastic" or "inelastic." Elastic revenues are highly responsive to changes in the economic base and inflation. As the economic base expands or inflation goes up, elastic revenues rise in roughly proportional or greater amounts. Likewise, they go down during times of deflation and recession. For example, sales tax revenue, though the tax rate remains the same, increases during better economic periods due to the increase in retail business and declines during poor times. Yields from inelastic revenue sources, such as user fees and charges, are somewhat unresponsive to changes in economic conditions and require that government officials change fees and charges to obtain a change in revenue.

Most City revenue sources are inelastic. Two of the few remaining elastic revenues the City has are sales tax revenue and privilege licenses.

Several revenue types such as Powell Bill and sales taxes are distributed within Rowan County based on population. As the population in Rowan County and other County municipalities has increased in proportion to Salisbury's, the City's share of these revenues has decreased. Without annexations or other major growth within the City limits, the City will continue to receive a smaller share of the total revenue pool each year.

City revenues have in prior years also faced another limitation due to the State tampering with state-shared revenues and reimbursements. In the past, the State has eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangibles taxes, utility franchise taxes, and inventory reimbursements. This cap on utility franchise taxes expired in FY1994-95. However, growth had been minimal without annexation. Intangibles taxes have been repealed by the General Assembly and replaced with an annual appropriation. Both the intangibles tax and inventory reimbursements were subject annually to the whims of

the General Assembly for funding. In FY2002-03, the General Assembly terminated all reimbursements to local governments in North Carolina. They did approve a sales tax of one-half cent to replace them. For Salisbury, the additional one-half cent would only make about half of what the City was losing. Since Salisbury was not the only local government in North Carolina with this problem, the General Assembly did provide a hold-harmless clause which will reimburse some local units like Salisbury for the difference in what the new one-half cent sales tax generates and what was lost in reimbursements. For FY2010-11, the projected amount of the hold-harmless amount is \$707,829.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Enterprise Funds contribution. These four revenue sources are the only ones that City Council can increase or decrease at will. During FY2009-10, these four sources in the General Fund accounted for 71% of total revenue. The City lacks control over all other revenues.

Property taxes may be adjusted in two ways. The tax rate can be either changed and/or the assessed value of the property can be raised or lowered. Each year, City Council sets the property tax rate as part of adopting the annual budget ordinance.

User fees and charges for some services have been established to reimburse the City for all or part of the cost for that service. City Council has absolute control over the services for which a fee is levied and the amount of the fee.

Privilege licenses are controlled both by the State and City Council. A city may levy a privilege license on certain types of businesses and professions as established by State Statutes. The State also sets a maximum rate for some businesses and professions. Most businesses, however, do not have a maximum license rate or amount. City Council has the authority to set a license rate and/or amount for these businesses.

Administrative revenue is the Water and Sewer, Fibrant Communications, and Mass Transit Funds' contribution to the operations of the General Fund. It represents the Funds' share of expenses incurred in the General Fund for such things as water and sewer billing, revenue collection and deposit, financial administration, fleet management, purchasing, personnel administration, legal, and general management services. For the Water and Sewer Fund, the funding of the contribution is a component of the water and sewer rates set by City Council. In the funds, the contribution should not exceed the actual costs incurred in the General Fund for the Funds' operations.

In summary, most City revenues can be characterized as inelastic with no City control. The City controls only property taxes, user fees and charges, privilege licenses, and administrative revenue.

## **REVENUE ASSUMPTIONS FOR FY2010-11**

### **General Fund Revenue**

#### **Taxes:**

**Property Taxes** - Real property was estimated to increase by 1 %, personal property by 1%, vehicles by 0% and no increase in public service property (0%) over the 2009 assessed values. This estimated growth for real and personal property and public service property is based on historical trend and current economic growth analysis and the effects the economy has had on the City this last year. A 3.5% uncollectible rate was used.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2009 property tax receivable balance projected as of June 30, 2010 adjusted for the economy.

**Interest on Delinquent Taxes** - Based on historical trends.

**Local Option Sales Tax** - Based on estimates provided by the North Carolina League of Municipalities and last year's sales data (see graph on page 1-11).

**Vehicle Tax** – Based on number of vehicles inside City Limits.

**Other Taxes** - Based on historical trends.

#### **Licenses and Permits:**

**Privilege Licenses** - Based on a projection of all currently licensed businesses in Salisbury at the current license rates with an adjustment for the local business climate.

#### **Intergovernmental:**

**Federal** - Based on anticipated and existing grants. The largest amount is a COPS grant that funds 100% of four officers. This grant was for three years with this being the second year of the grant.

**State** - Based on FY2009-10 state shared receipts plus anticipated state grants. As mentioned in the previous section, the City receives funding from the State for the difference between the one-half cent sales tax and the lost reimbursements. The City also receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-11).

**Local** - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-12).

**Charges for Services:**

**Supportive Court Services** - Based on historical trends.

**Community Services** - Based on historical trends for fees relating to development and zoning adjusted for the current local economy.

**Environmental Protection** - Based primarily on existing user charges for recycling, landfill tipping fees, and the fee for all commercial waste collection costs.

**Culture and Recreation** - Based on projected activities, participation, and fee levels.

**Public Safety** - Based on historical trends for the revenues derived from police and fire protection and charges for radios and pagers to public agencies within the area (see graph on page 1-12).

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2010-11 and estimated interest rates.

**Insurance Proceeds** - Based on historical trends.

**Rentals and Sale of Property** - Based on historical trends (see graph on page 1-12).

**Other** - Based on historical trends and anticipated donations (see graph on page 1-12).

**Administrative:**

**Interfund Revenues** - Based on estimated expenditures for services provided by General Fund departments that are reimbursed by the Enterprise Funds. These expenditures are the sum of the estimated percentage of time each General Fund department expends on behalf of the Enterprise Funds multiplied by the departmental budget. This transfer amount is calculated annually.

### **General Fund Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2010-11 and estimated interest rates.

**Other** - Based on historical trends.

**Other Financing Sources:**

**Operating Transfer from General Fund** - Funding based on vehicle, radio, and computer replacement schedules that the General Fund will place in reserve for future vehicle, radio, and computer purchases.

### **Water and Sewer Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2010.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2010-11 and estimated interest rates.

**Miscellaneous Revenues** - Based on historical trends.

### **Water and Sewer Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2010-11 and estimated interest rates.

**Other Financing Sources:**

**Operating Transfer from Water and Sewer Fund** - Funding based on vehicle and computer replacement schedules that the Water and Sewer Fund will place in reserve for future vehicle and computer purchases.

## Transit Fund Revenue

### Operating Revenues:

**Charges for Services** - Based on estimates using historical ridership, trends, and current fare structure.

### Nonoperating Revenues:

**Intergovernmental** - Based on estimates provided by the State of North Carolina.

**Miscellaneous Revenues** - Based on historical trends.

### Other Financing Sources:

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2010-11.

## Special Revenue Funds Revenue

### Intergovernmental:

**Federal** - Based on an estimate provided by the U.S. Department of Housing and Urban Development.

### Miscellaneous:

**Other** - Based on anticipated program income.

## Fibrant Communications Fund Revenue

### Operating Revenues:

**Charges for Services** - Based on estimates for customers and charges from the Business Plan.

### Nonoperating Revenues:

**Interest Earned on Investments** - Based on estimated cash balances during FY2010-11 and estimated interest rates.

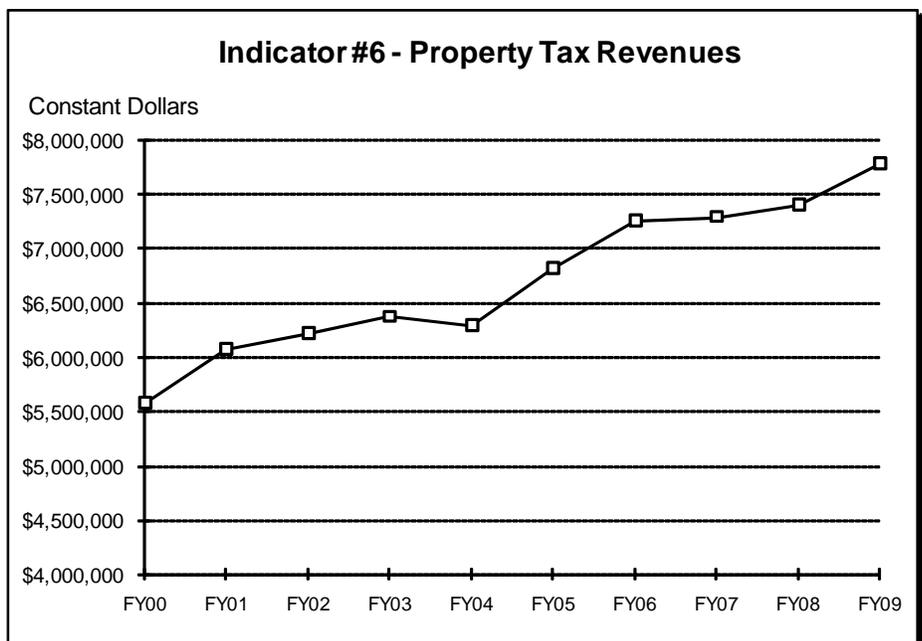
### Other Financing Sources:

**Fund Balance Appropriated** – Funds available as working capital from debt issued last year to construct and begin operation of a new utility based on the feasibility study developed for the new utility.

## TREND MONITORING

As noted previously, many revenues are budgeted based on historical trends. Trend monitoring is an essential element in the budgeting process for the City of Salisbury. Revenue information by line item is available for the current fiscal year, along with actual revenues for the past two fiscal years. The information is then evaluated based on past trends in conjunction with current estimates.

At the end of each fiscal year, trend information is gathered using the Financial Trend Monitoring System, which allows the City to monitor its financial condition. The Financial Trend Monitoring System is based on financial, organizational, and environmental factors that influence the financial condition. The factors are translated into indicators, which are then converted into graphs. Each graph has a warning sign that can necessitate appropriate action from the City. On the right is an example of a trend the City monitors. As shown in the graph, the City has experienced growth in property tax revenues in the past few years.

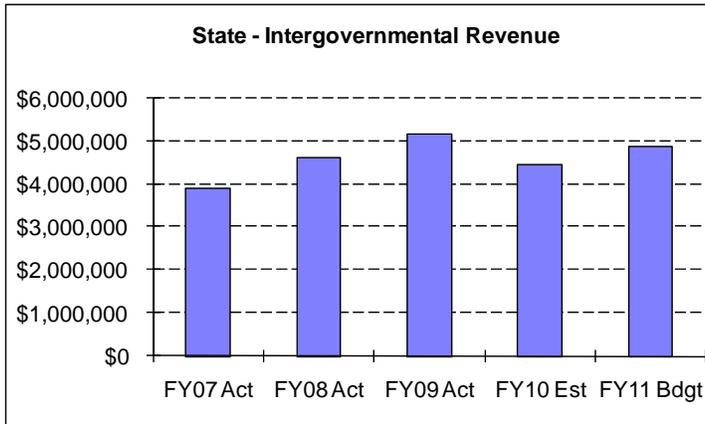


### WARNING TREND:

Decline in property tax revenues (constant dollars)

## OTHER REVENUE TRENDS

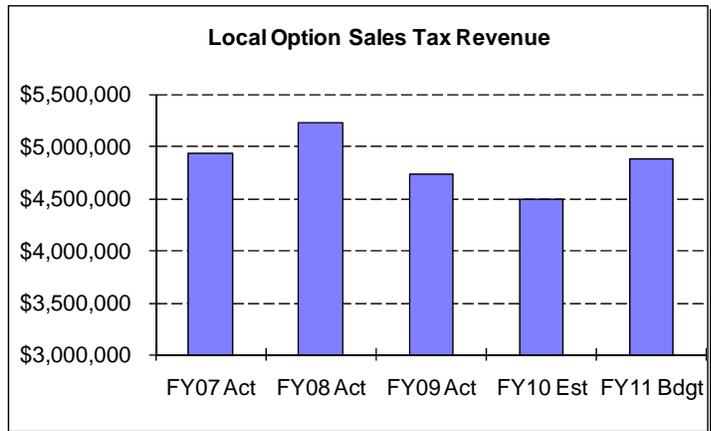
The following graphs are two of the other major revenue sources for the General Fund.



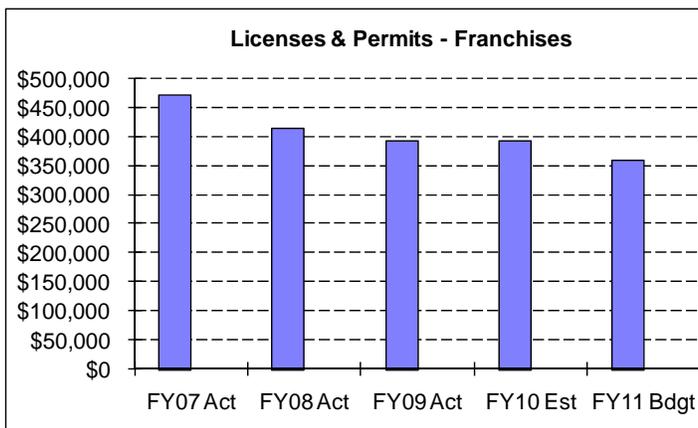
As stated in the assumptions, State intergovernmental revenue is comprised of state-shared receipts and state grants. Due to the North Carolina State budget crisis, the Governor had withheld inventory reimbursements and utilities franchise tax from local governments in FY02. Subsequently, in FY03 the General Assembly terminated all reimbursements to local governments in North Carolina. But since FY04 the State has reimbursed the City for the difference between the reimbursements and the estimated receipts from the new one-half cent sales tax. In FY09, the City received a grant for the construction of an ADA-compliant passenger platform and

trackside canopy adjacent to the Amtrak station to serve departing and arriving passengers.

Local option sales tax revenue is based on the 1% and ½% local option sales tax. As discussed under General Fund Revenue Structure, this revenue source is elastic. Due to the current economic condition, the City had a decline in sales tax revenue in both FY09 and FY10. Based on the current economic forecasts, a modest increase is projected for FY11.

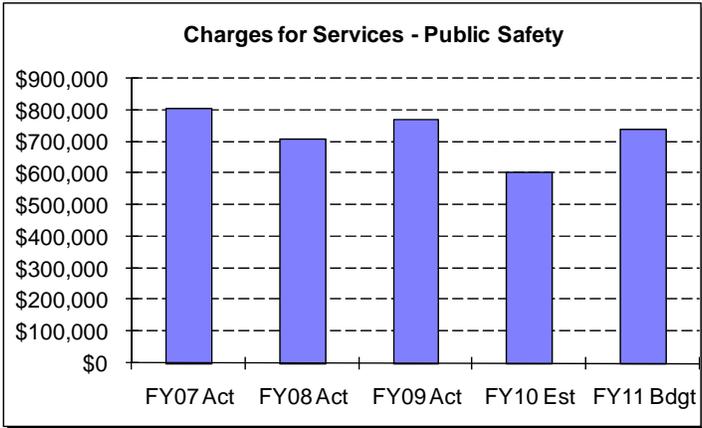
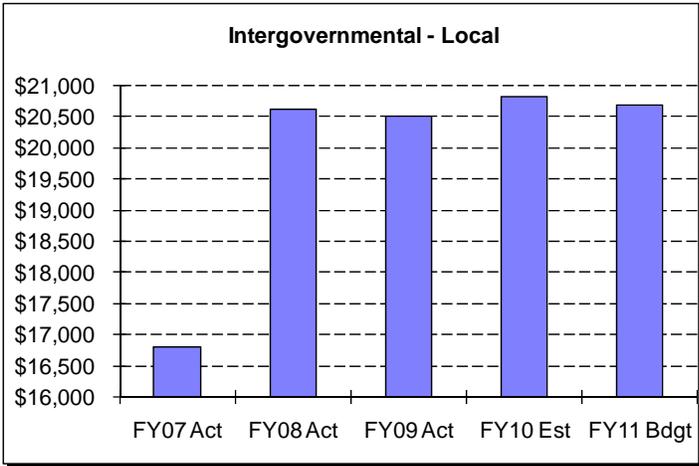


The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



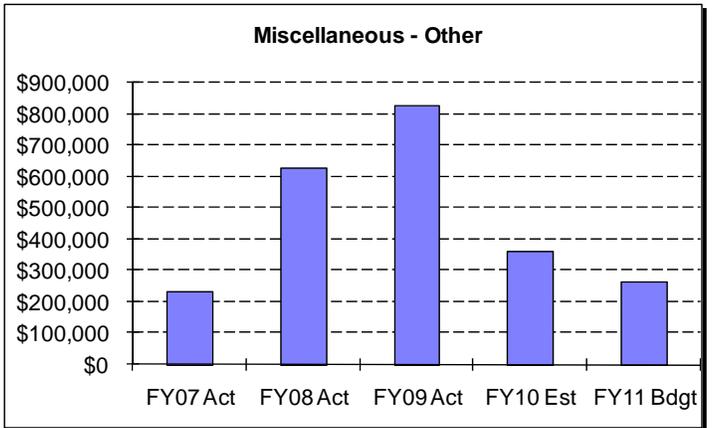
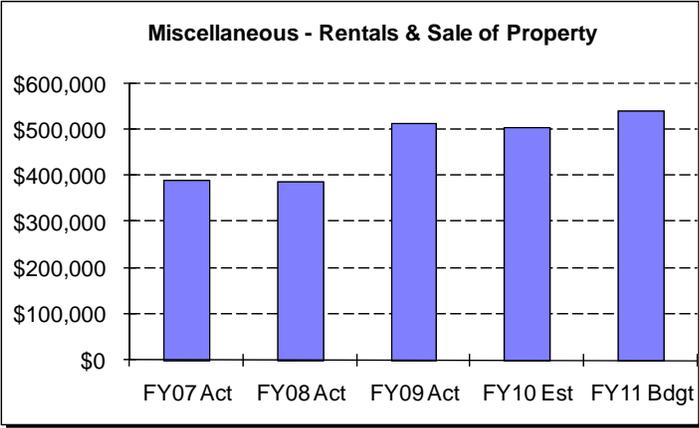
Permit revenues are based on business privilege licenses and the rental vehicle licenses within the City. These revenues are responsive to economic conditions. Franchise license were based on gross revenues within the City limits of the cable television company. Due to a change in how cable television companies are franchised, the City no longer received any franchise fees directly from a local provider, but rather as state shared revenue. This change will be fully implemented with the FY11 budget.

Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.



Revenues from public safety charges for services are derived from police and fire protection, and charges for radios and pagers to public agencies within the area.

For FY09, the major increase in revenue was from an increase in cemetery fees. Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park.



Other miscellaneous revenue is subject to significant fluctuation due to General Fund donations and miscellaneous revenue.

## **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

### **FINANCIAL MANAGEMENT PROGRAM**

The City's financial management program continues to provide the citizens of the City with an approach which has served to enhance the City's excellent financial position by:

1. Investing all available funds not needed on a daily basis in order to maximize interest earnings
2. Allocating City resources only to program areas that meet community needs
3. Monitoring these program areas to ensure they are carried out within authorized levels

This financial management program allows the City to achieve its goal of expanded and improved services to the citizens of Salisbury. The City issued \$20.4 million Combined Enterprise System revenue bonds in April 2002 and Fitch Ratings assigned an "A+" rating to this issue along with rating the system's \$1.8 million in outstanding parity revenue bonds "A+". The City's \$36 million issuance of Certificates of Participation were assigned a rating of "A3" by Moody's and "A" by Standard and Poor's in October 2008. Additionally, the City's bond ratings of "A1" by Moody's Investors Service and "A+" by Standard and Poor's were reaffirmed in October 2008. On May 3, 2010, Fitch Ratings updated its ratings on the 1998A and 2002 Combined Enterprise System revenue bonds to AA- with a stable outlook. This is a reflection of the City's continued sound financial condition.

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

The accounts of the City are organized and operated on the basis of funds and account groups. 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 is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. The budgeted funds are as follows:

#### **Governmental Fund Types**

**General Fund** – The General Fund is the general operating fund of the City. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, State grants, and various other taxes and licenses. The primary expenditures are for public safety, street maintenance and construction, sanitation services, parks and recreation, and economic development. An equipment replacement subfund for the General Fund is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the General Fund.

**Special Revenue Fund** - Special revenue funds account for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund, a Community Development Fund.

#### **Proprietary Fund Types**

**Enterprise Funds** - Enterprise funds are used to account for business-type activities in which fees are charged to the customers to help cover all or most of the cost of the services provided.

The enterprise funds include the Water and Sewer Fund, Fibrant Communications Fund, and Mass Transit Fund. An equipment replacement subfund for Water and Sewer is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the Water and Sewer Fund.

#### **MEASUREMENT FOCUS AND BASIS OF ACCOUNTING**

Governmental funds are those through which governmental functions typically are financed. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities, except those accounted for in the proprietary fund, are accounted for through governmental funds. The governmental fund measurement focus is based upon determination of financial position and changes in financial position (sources, usage, and balances of financial resources), rather than upon net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures, transfers, and other changes in fund balance.

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the

government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds.

In accordance with North Carolina General Statutes, all funds of the City are maintained during the year using the modified accrual basis of accounting.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

The City considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem taxes receivable are not accrued as a revenue because the amount is not susceptible to accrual. At June 30, taxes receivable are materially past due and are not considered to be an available resource to finance the operations of the current year. Also, as of January 1, 1993, State law altered the procedures for the assessment and collection of property taxes on registered motor vehicles in North Carolina. Effective with this change in the law, Rowan County is responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. For motor vehicles registered under the staggered system, property taxes are due the first day of the fourth month after the vehicles are registered. The billed taxes are applicable to the fiscal year in which they become due.

Sales taxes collected and held by the State at year-end on behalf of the City are recognized as revenue. Intergovernmental revenues and sales and services are not susceptible to accrual because generally they are not measurable until received in cash. Grant revenues which are unearned at year-end are recorded as deferred revenues.

The Proprietary Funds are accounted for using the economic resources measurement focus. The generally accepted accounting principles used in these funds are similar to those applicable to private sector businesses where the focus is upon determination of net income, financial position, and cash flows.

The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are considered to be quasi-external transactions and are recorded as revenues and expenses in the appropriate funds.

## **BASIS OF BUDGETING**

The City's budgets are adopted as required by the North Carolina General Statutes. An annual budget ordinance is adopted for the General, Special Revenue, and Enterprise funds. All annual appropriations lapse at fiscal year end. Project ordinances are adopted for the Capital Project Fund and Enterprise Fund Capital Projects Fund, which are consolidated with the operating funds for reporting purposes. These appropriations continue until the project is completed. All budgets are prepared using the modified accrual basis of accounting. Expenditures may not legally exceed appropriations at the functional level for all annually budgeted funds and at the object level for the multi-year funds. Amendments are required for any revisions that alter total expenditures of any fund. All amendments must be approved by the City Council. The budget ordinance must be adopted by July 1 of the fiscal year or the City Council must adopt an interim budget that covers that time until the annual ordinance can be adopted.

The City's budget is developed on the modified accrual basis as explained previously. Budgets for the General Fund and Special Revenue Fund are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the Enterprise funds are adopted on a basis consistent with GAAP except that bond proceeds and contributed capital are treated as other financing sources, bond principal payments and additions to fixed assets are treated as expenditures, depreciation expense is not budgeted, and no accruals are made for interest expense and vacation pay.

## FINANCIAL MANAGEMENT POLICIES

### INVESTMENT POLICY

The City's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits were either insured by federal depository insurance or collateralized. Salisbury City Council has approved this policy.

#### Policies

- Always consider the risk factor of an investment.
- Maintain liquidity in the investment portfolio at all times.
- Consider yield only after risk and liquidity are assured.
- Only purchase investments that can be perfected.
- No purchase of derivatives.
- Use only brokerages with offices in Salisbury.
- Maintain a mix of investments with no over-reliance on a single type of investment.
- Avoid long term investments.
- Always purchase investments with the intent to hold to maturity.
- Investments are made with cash not required to meet current disbursement needs after projecting cash requirements.
- Investments are competitively bid.
- All investments require the approval of two authorized employees to complete the transaction.

#### Investments Used By City

- US fully guaranteed investments.
- NC State Banks' and Savings and Loan Associations' CDs, NOWS, SuperNow, Shares, and Deposits in Savings.
- Obligations of the Federal Farm Credit Bank, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, and the Government National Mortgage Association.
- Prime quality commercial paper and bankers acceptance.
- North Carolina Capital Management Trust.

#### Custodial Risk Assumed By City

- GAAP requires that governments classify their investment's custodial risks into categories with least risk being Category 1 and highest risk being Category 3.
- Category 1 includes investments that are insured or registered, or for which the securities are held by the City or its agent in the City's name.
- All City investments are purchased and held as Category 1 investments.

### FISCAL POLICIES

#### Revenue Policy

1. The cumulative increase of revenue from the levy of property tax will not exceed five (5) percent from the preceding year. The increase excludes: taxable value gained through annexation; the taxable value gained through new construction; tax increases mandated by the voters, courts, State, or federal governments.
2. The City will project revenues for five years and will update the projections annually prior to the beginning of the preparation of the annual budget.
3. The City will utilize user charges in lieu of ad valorem taxes for services that can be individually identified and where the costs are directly related to the level of service:
  - a) Recreational programs will be funded from user charges for all programs in which it is practical to charge. User charges should represent at least 15% of the total recreational budget.
  - b) Cemetery activities should be partially funded from user charges. User charges should represent at least 50% of the total Cemetery budget.
  - c) Waste Management Division's cost to use the County's landfill will be recovered completely from users.
  - d) User charges will pay for the cost of operating a recycling program.
  - e) The user charge fees for water and sewer will be sufficient to finance all operating, capital, and debt service costs for the Water and Sewer Fund.
4. All City charges and fees will be reviewed and updated annually.

### **Operating Budget Policy**

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
4. The City will prepare a five-year operating budget which will include projections of annual growth plus allowances for operating costs of new facilities.
5. The City will develop a program to replace all information systems hardware at least once every three years.
6. The City will establish a Capital Replacement Fund for the replacement of vehicles, information systems hardware, and radio equipment. The Fund will purchase the equipment and lease it back to the appropriate department over its useful life. These lease payments will create a sinking fund to be utilized to purchase new equipment to replace the existing one.
7. The City will establish a Risk Management Program to provide for protection against loss and a reduction in exposure to liability. The City will establish a safety program to minimize the City's exposure to liability and thereby reduce the number of claims against the City.
8. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
9. The City will only use one-time revenues for the funding of capital improvements or other non-recurring expenditures.

### **Capital Improvement Policy**

1. The City will prepare and adopt a five-year Capital Improvement Program which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all manpower, operating costs, and capital outlay required.
3. The City will prepare and update annually a resurfacing and replacement policy for street and sidewalk improvements.

### **Accounting Policy**

1. The City will establish and maintain the accounting systems according to the generally accepted principles and standards of the Government Accounting Standards Board (GASB) and the National Committee on Governmental Accounting.
2. An annual audit will be performed by an independent public accounting firm which will issue an official opinion on the annual financial statements, with a management letter detailing areas that need improvement (if required).
3. Full disclosure will be provided in the financial statements and bond representation.
4. Financial systems will be maintained to monitor expenditures and revenue on a monthly basis with a thorough analysis and adjustment (if required).
4. Interfund loans are authorized according the resolution adopted by City Council on November 17, 2009.
5. All revenue collections will be consolidated under the City's Management Services Department.
6. The City will continue to obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the GFOA.

### **Debt Policy**

1. Capital projects, financed through the issuance of bonds, shall be financed for a period not to exceed the expected useful life of the project.
2. The general obligation debt of the City will not exceed 8 percent of the assessed valuation of the taxable property of the City.
3. Interest, operating and/or maintenance expenses will be capitalized only for facilities or enterprise activities and will be strictly limited to those expenses incurred prior to actual operating of the facilities.

### **Reserve Policy**

1. The City will maintain an unreserved fund balance of 10% of the General Fund Operating Budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating.

2. The City will maintain a two-to-one ratio of total current assets over total current liabilities in the Water and Sewer Utility Fund.

## **BUDGETS AND BUDGETARY ACCOUNTING**

Budgetary control is an essential element of governmental accounting and reporting. The City Council is required by State law to adopt an annual balanced budget for all funds except for the fiduciary funds and to utilize "encumbrance accounting" as defined in the statutes. Budgetary control is maintained at the departmental level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in an overrun of departmental balances are not released until additional appropriations are made available. Open encumbrances lapse at year end and are reinstated against the subsequent year's appropriation. They are shown as a reservation of fund balance in the Comprehensive Annual Financial Report. Appropriations are made at the departmental level and amended as necessary. A portion of fund balance may be appropriated to balance a fund's budget. All annual appropriations lapse at year end.

The City follows these procedures in establishing the budgetary data:

1. Prior to June 1, the City Manager submits to the City Council a proposed operating and capital budget for the fiscal year commencing the following July 1. The budget includes proposed expenditures and the means of financing them.
2. Public hearings are conducted to obtain taxpayer comments.
3. Prior to June 30, the budget is legally enacted through passage of an ordinance.
4. The City Manager is authorized to transfer budgeted amounts between departments; however, any revisions that alter the total expenditures of any fund must be approved by the City Council.
5. Formal budgetary integration is employed as a management control device during the year for the General Fund, special revenue funds, and enterprise funds. Budgetary performance can be quantitatively measured and accounted for throughout the year.

## **GOAL SETTING AND BUDGETARY PROCESS**

The City Council and Management Team meet at an annual Goal Setting Retreat held for the purpose of establishing goals and priorities for the City.

In preparation for this Retreat, the City's Management Team meets with the City's Boards and Commissions for goal setting sessions and with their own departments to clarify and establish goals. Goals from the Boards and Commissions are presented to City Council prior to their Retreat.

At the Retreat, City Council adopts goals in strategic areas, either multi-year or on an annual basis. Goals guide the development of the budget for the upcoming year with the resources of the entire City organization being focused on achieving the goals. These goals are outlined in the Budget Message.

During the Retreat, the report *Balancing Costs and Services: A Five Year Service Level and Revenue Projection with Analysis* is presented to the City Council. This report describes three service levels and the related costs for each budgetary unit within the General Fund. *Balancing Costs and Services* serves as a tool for City Council to determine the financial impact of selecting various levels of municipal services for the citizens of Salisbury. This report is considered an integral part of the budgetary process and is included in its entirety in Section 14 of this budget document.

The City Manager and staff assign Retreat Goals to the staff for inclusion in the upcoming budget after the Retreat. Each department manager begins considering the personnel needed, operational costs and capital outlay associated with performing the goals as set forth by City Council.

The Management Services Director and staff prepare and have available on the City's server the following budgetary request forms in accordance with the Budget Calendar:

- Personnel request forms along with current staffing patterns and request information
- Operations and Maintenance request sheets along with last year's actual expense, this year's budgeted appropriation, and actual expense through seven months
- Five-Year Capital Improvement Program request forms

Upon return of the completed forms, the City Manager and Budget Team meet with each member of the City's

Management Team to review his respective budget requests and justifications. The City Manager and Budget Team then evaluate each department's request for personnel, operational items, and capital outlay. The evaluation process is detailed and time-consuming. For each department, every line item justification is reviewed in light of the departmental goals and needs. Any additional personnel must be justified by the department and then assessed by Human Resources and Management Services for need and appropriate staffing. Operational items are usually held to an increase no greater than that of the inflation rate.

A large impact on budgetary dollars is the amount spent on capital outlay. All departments submit a five-year capital improvement program with each item justified and ranked as to priority. Every capital outlay item is reviewed regarding need and whether the capital acquisition assists in accomplishing the stated goals. The budget document is then assembled using a file downloaded from the financial system and combined with personal computer spreadsheets and word processing files.

The Budget Message is prepared by first outlining the issues facing the City and the results of the Goal Setting Retreat. The City Manager highlights the major budgetary discussions with supporting analyses for his recommendations. Any change in a service level is analyzed and its subsequent effects discussed.

The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at [www.salisburync.gov](http://www.salisburync.gov).

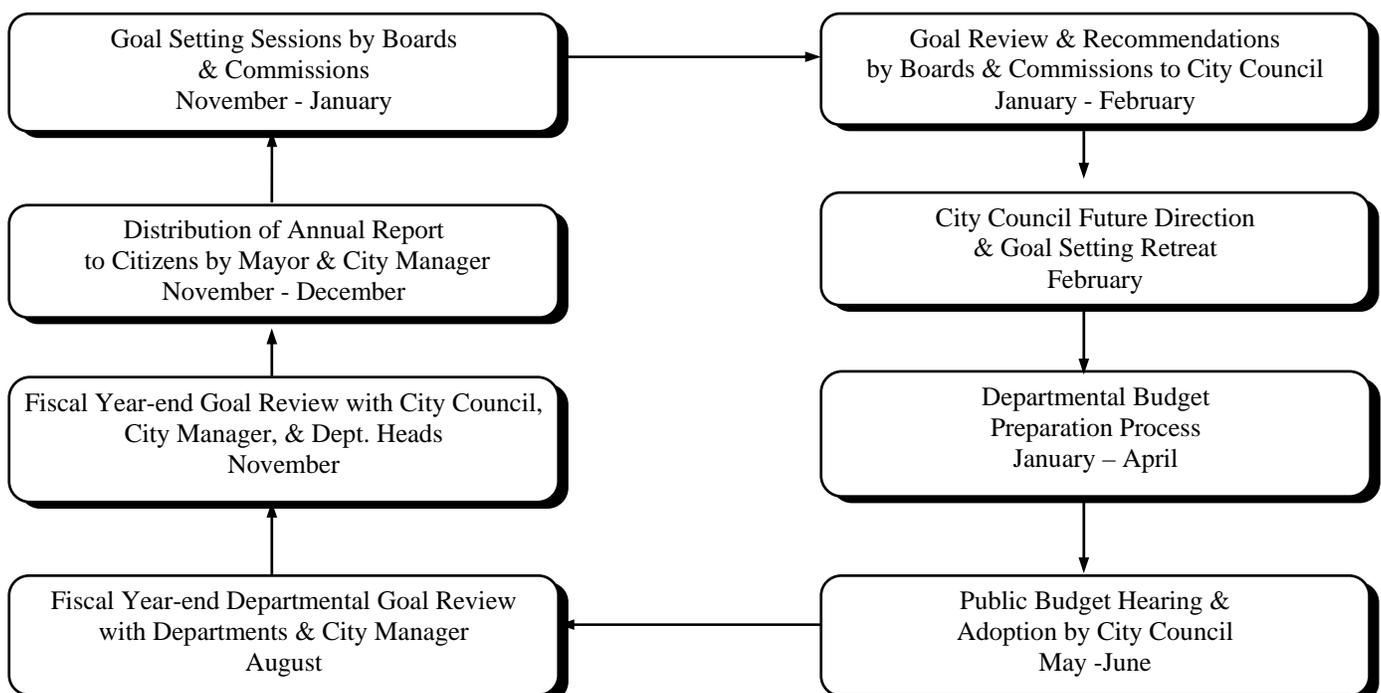
The City Manager submits the budget to City Council and after proper public notice, the City Council conducts public hearings and a budget work session. The City Council then adopts the budget through the passage of an ordinance by June 30.

Even after the budget is adopted, the goal setting process continues. After the fiscal year is ended, each department meets with the City Manager to review its previously established goals. Afterward, the City Manager and Management Team meets with City Council in a goals review session. The status of each goal is identified (i.e. on-target, behind schedule, delayed, needs clarification, rescheduled, or completed).

Based on available funding, in the fall of each year, the City publishes an annual report which highlights information about the various services, departments, and projects of the City.

At this point, the cycle begins again for the goal setting and budgetary process. The various Boards and Commissions meet for their goal setting sessions while the City is gathering input from its citizens via surveys and group meetings. The cycle is shown below.

**GOAL SETTING/BUDGET CYCLE**





**CITY OF SALISBURY  
FY2010-2011 BUDGET CALENDAR**

12/15/09	Distribute 5-Year Service Level Report to be completed by Department Managers.	City Manager and Management Services Director
1/8/10	Complete 5-Year Service Level Report and return to Management Services.	Management Team and Division Managers
1/1/10 - 1/29/10	Prepare Personnel Request forms; present staffing patterns and Personnel request information.	Management Services
Distribute to Mgmt Team on or before 2/2/10	Prepare Operations and Maintenance request sheets. Budget Division distributes end of year Budget estimates. The Management Team and/or the appropriate Division Manager will determine departmental line item budget requests.	
	Prepare FY2010-11 -- 2014-15 Capital Improvement Program request forms.	
TBD	Vehicle Review Committee meeting for evaluation of vehicles.	Vehicle Review Committee
1/5/10 1/19/10 2/2/10	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
1/12/10 1/21/10	Hold Five-Year Consolidated Plan and FY2010 Action Plan Hearing at West End (12 <sup>th</sup> ) and Park Ave (21st) Community Centers.	Land Management Staff and CDBG Consultant
2/2/10	Hold Five-Year Consolidated Plan and FY2010 Action Plan Public Hearing to receive citizens' comments and receive proposals.	City Council
2/10/10 – 2/11/10	Hold Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/15/10 – 3/15/10	Prepare FY2009-2010 year-end revenue estimates and FY2010-11 revenue estimates on all funds.	Management Services, Utilities Director and Transit Manager
2/22/10	Assign Retreat Goals to Staff for inclusion in Budget.	City Manager and Staff
3/2/10	Complete all budget request forms no later than March 2, 2010.	Management Team and Division Managers
3/2/10	Evaluate all Personnel Requests for any changes from current staffing patterns.	Human Resources, Department Heads and Management Services
March / April 2010	Presentation of oral and written Budget requests to Mayor and Council.	Special Community Efforts Groups
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers



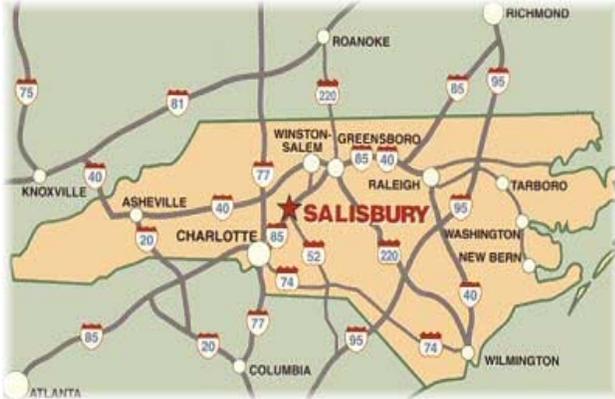
**CITY OF SALISBURY  
FY2010-2011 BUDGET CALENDAR**

3/10/10 - 3/24/10	Departmental presentation of Budget requests to City Manager	City Manager, Department Heads, Division Managers
3/16/10	First reading of Five-Year Consolidated Plan and FY2010 Action Plan to City Council.	CDBG Consultant
4/6/10	City Council to approve Five-Year Consolidated Plan and FY2010 Action Plan application after second reading.	City Council
4/5/10 - 4/12/10	Departmental budget cuts to balance budget; two or three day turnaround	City Manager, Department Heads, Division Managers
4/14/10 - 4/15/10	Review recommended Budget with Departments.	Management Services Director, City Manager and Staff
5/3/10	Distribution of City Manager's recommended Budget.	City Manager and City Management Team
5/4/10	City Manager to preview recommended Budget for City Council.	City Manager
5/5/10	Place ad in THE SALISBURY POST to advertise one time for public hearing on May 18, 2010.	City Clerk
5/18/10	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Council and City Management Team
6/1/10	City Council to adopt Budget.	City Council
July 2010	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2010	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff

# FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

## LOCATION

Salisbury, the county seat of Rowan County, is located in the heart of the beautiful Piedmont area, the industrial heart of the State. Salisbury is located midway between Charlotte and Winston-Salem, 280 miles from Atlanta, Georgia and 360 miles from Washington, D.C.



## CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north, and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter the high temperature is about 50 degrees, with a low around 32 degrees. The total snowfall is normally about 6 inches each year. In the summer, the high averages about 87 degrees, with a low of 66 degrees.

## POPULATION

The City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 31,358 based upon the NC Office of State Planning.

## HISTORY

Scotch-Irish, who originally settled in Lancaster County, Pennsylvania, moved down the "Great Wagon Road" 435 miles to Trading Ford on the Yadkin River to become the first settlers in Rowan County.

The County of Rowan was established in 1753. At this time, Rowan included all territory north to Virginia and east to what we know now as Guilford

County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony in 1753.

The deed for Salisbury is dated February 11, 1755. The court center, called prior to this time Rowan Court House, was a bustling little village of seven or eight log cabins, a courthouse, jail and pillory, according to Governor Arthur Dobbs who visited here in late 1755.

The Court House dates to 1753 and consists of deeds, marriages, and miscellaneous records of value. Papers formerly in the Clerk's Office such as the early court minutes are stored at the State Department of Archives in Raleigh. Familiar names in American history adorn these records.

Andrew Jackson, Archibald Henderson, William R. Davis, Daniel Boone, Lord Cornwallis, Richard Caswell and many other prominent local families as the Barkleys, Hoovers, and Polks, all ancestors of presidents or vice-presidents, appear time and again in the deeds and court minutes of the county.

*Henderson Law Office*



Two years before the national Declaration of Independence and one year before the Mecklenburg Declaration of Independence, a group of patriotic citizens of Rowan County, serving as a Committee of Safety, on August 8, 1774, adopted the Rowan Resolves containing the pioneer element toward liberty and independence from Britain. These resolves reached the highest note of any passed in the colony in calling for the abolishment of the African Slave trade and urging the colonies to "unite in an indissoluble union and association". These

resolves are located in the State Archives and are the only ones of the many passed in this period that are preserved.

So many legends and lifestyles have been passed down over the passage of time. Daniel Boone began his exploration of the Blue Ridge Mountains from here in Salisbury. Near the present-day library is the small office where Andrew Jackson studied law and was admitted to the bar before he moved westward.

For all the struggles and hardships our ancestors endured, they have provided Salisbury with character and a rich heritage.

### **GOVERNMENT**

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the Administration of the City, together with the Mayor, constitutes the governing body of the City. The five (5) members are elected to serve two (2) year terms of office. The Mayor is elected from the five (5) Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five (5) to serve as Mayor during her absence or disability.

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the City Clerk and ten staff departments: Management Services, Human Resources, Fire, Police, Community Planning Services, Engineering/Development Services, Public Services, Parks and Recreation, Salisbury-Rowan Utilities, and Fibrant Communications. The City provides a full range of municipal services allowable under State law including law enforcement, fire protection, zoning and code enforcement, recreation centers and parks, cemeteries, street maintenance, sanitation, and water and sewer systems.

The City of Salisbury is a separate legal entity from Rowan County as permitted by the State of North Carolina. The City is independent of county government, but does provide some overlapping services such as police protection and recreational facilities. The county, not the city, is held responsible by State Statutes to provide health and social services and court services.

### **UTILITIES**

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, conventional in design and closely controlled, has a treatment capacity of up to 24 million gallons per day. Average daily production during FY 2009 was 7.7 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the city.

The Salisbury water system supplies the following towns in Rowan County: Spencer, East Spencer, Granite Quarry, Rockwell, China Grove, Landis and Kannapolis and service has been extended to a number of industrial sites well beyond the city limits. The water supply meets all federal and State quality requirements.

Salisbury's three wastewater treatment facilities serve as the area's regional wastewater utility with service expansion to the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2009 was 6.8 million gallons per day.

Other utilities are provided by Duke Energy, Piedmont Natural Gas, Bellsouth Telephone, Windstream, and Time Warner Cable.

### **TRANSPORTATION**

Salisbury, near the geographic and population center of North Carolina, is located on Interstate 85, 42 miles from Charlotte, 52 miles from Greensboro and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 3.5 million people live within 90 miles of Salisbury, 1.75 million within 55 miles and 60% of the population of the United States within an overnight truck haul. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Rowan County Airport, three (3) miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury - Charlotte-Douglas International in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger service to all parts of the United States via AirTran,

Allegiant, American, Continental, Delta, JetBlue, Northwest, United, and US Airways. There are also non-stop, international flight options available from these airports to Canada, Frankfurt, London, and San Juan, among other global destinations.

Greyhound provides bus service to Salisbury with daily arrivals and departures. Local bus service is provided by the City's Transit System.

*The Depot*



Amtrak provides rail transportation with service on the Piedmont and the Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1907.

### **MOTELS**

An ideal area for meetings and small conventions, Salisbury has eleven (11) motels, with over 1,100 rooms, and two (2) bed and breakfast establishments in our historic district.

### **EDUCATION**

Salisbury is home to two (2) colleges and a technical school. Catawba College was founded in Newton, North Carolina in 1851, and opened in Salisbury in 1925. Catawba College has thirty (30) buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of approximately 1,500 Liberal Arts students and is affiliated with the United Church of Christ.

Livingstone College was founded in 1879, and has approximately 1,000 Liberal Arts students. It is supported by the African Methodist Episcopal Zion Church.

Rowan-Cabarrus Community College offers two-year educational programs leading to the associate's degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students.

In addition to the Salisbury-Rowan public school facilities, there are several private and church related schools.

### **ARTS AND ENTERTAINMENT**

The cultural atmosphere of the Salisbury area is significantly enriched by the outstanding programs of Catawba and Livingstone Colleges and the other colleges in the area. Each year the Catawba College Shuford School of Performing Art brings a minimum of four musical events to Salisbury. Catawba's fine Drama department offers several professional type drama productions each year. Livingstone College also has a cultural series that brings artists to the community as well as an excellent drama group, The Julia B. Duncan Players.

The Piedmont Players, a community little theater organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theater, built in 1905, for their home. The Piedmont Players present five shows each season. In addition to these five shows, all fourth and fifth graders in the Rowan-Salisbury School System attend the theater for an annual production that is cast entirely with children. Piedmont Players has received an award at the North Carolina Theatre Conference for having the best community theatre in the state.

The Salisbury-Rowan Symphony, consisting of musicians from the area, presents four concerts each season. In addition to participation in the regular concert series, the string quartet of the Salisbury Symphony visits the elementary schools to present programs. The object of this mini-concert series is to give the students some knowledge of music and famous composers.

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each year a professional artist is employed and in residence at the college. Concerts and musical programs are provided regularly by many artists throughout the state as well as the Visiting Artist. In addition, Rowan-Cabarrus Community College sponsors a Folk Heritage Center. This center serves as a network for professional and local folk artists and presents classes, concerts, and other folk artist activities for the general public.

## COMMUNITY FACILITIES

Salisbury is served daily by The Salisbury Post. Four (4) radio stations provide for local programming. WBTB has a satellite newsroom located in Salisbury. Local reception provides coverage of all major networks in addition to cable television facilities.

A full-time year-round recreation staff offers activities for both young and old. In addition to organized activities, the City provides several parks and facilities for general use.

City Park has two large playgrounds, tennis courts, a five (5) acre lake for fishing, picnic shelters, and a Recreation Center that offers programs/classes throughout the year. Salisbury has a Civic Center with a weight room, racquetball courts, auditorium, tennis courts and a handicap exercise trail.

*City Park*



Kelsey-Scott Park is a twenty-two (22) acre park located on Old Wilkesboro Road. It includes a nine-hole disc golf course, a baseball/softball field, an outdoor basketball court, and a picnic shelter. The Jaycee Sports Complex is a multi-use area with three (3) ball fields and an outdoor basketball court. The Miller Recreation Center located on West Bank Street has a play structure and an indoor basketball court. The Center offers programs throughout the year.

The Salisbury Community Park and Athletic Complex opened in April 2001. Amenities at the 314 acre park include baseball/softball fields, soccer fields, picnic shelters, play structures and a nine-acre lake suitable for fishing and equipped with a handicap accessible pier.



*Ball field at the Community Park*

Hurley Park is a municipal garden which has a unique collection of plants to the area. The Park provides an educational experience as well as a pleasurable place to stroll.

## SPECIAL EVENTS

Each year, the Salisbury-Rowan Chamber of Commerce presents the National Sportscasters and Sportswriters Awards Program. The program has been a big success. The National Sportscasters and Sportswriters Award Program has attracted national attention to the City. Each year nationally renowned sportscasters and sportswriters visit Salisbury to attend the annual awards program.



*Parks & Recreation Summer Camp*

### MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	19.9
Number of Fire Stations	4	Miles of Streets	225
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	16,840
Number of Parks	16	Miles of Water Line	405
Number of Recreation Centers	4	Miles of Sewer Line	393
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	503	Business Licenses Issued Last Year	1,740
Greenway Miles	2.7		

### FOR THE LAST TEN FISCAL YEARS

Fiscal Year Ended June 30,	Assessed Value of Taxable Property				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
2011	\$2,346,475,857	\$577,020,860	\$56,090,340	\$2,979,587,057	\$0.590
2010	\$2,323,243,423	\$571,307,782	\$56,090,340	\$2,950,641,545	\$0.590
2009	\$2,293,841,532	\$532,405,493	\$63,736,172	\$2,889,983,197	\$0.590
<b>2008</b>	<b>\$2,241,529,763</b>	<b>\$524,542,472</b>	<b>\$60,025,014</b>	<b>\$2,826,097,249</b>	<b>\$0.590</b>
2007	\$1,857,031,883	\$501,753,141	\$57,991,527	\$2,416,776,551	\$0.625
2006	\$1,786,418,491	\$484,829,511	\$61,623,601	\$2,332,871,603	\$0.615
2005	\$1,730,072,663	\$413,623,934	\$61,461,308	\$2,205,157,905	\$0.615
<b>2004</b>	<b>\$1,689,100,448</b>	<b>\$417,032,881</b>	<b>\$65,288,150</b>	<b>\$2,171,421,479</b>	<b>\$0.580</b>
2003	\$1,400,333,436	\$397,573,867	\$64,817,634	\$1,862,724,937	\$0.600
2002	\$1,379,505,572	\$407,822,931	\$67,482,463	\$1,854,810,966	\$0.600

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the year ended June 30, 2004 and June 30, 2008 (in bold) and will be revalued again for the FY2012 assessment. The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

**SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY**  
**For the Year Ended June 30, 2009**

<u>Business</u>	<u>Type of Enterprise</u>	<u>2009 Assessed Valuation</u>	<u>Percentage Value of Total</u>
Food Lion, Inc.	Commercial	\$ 152,147,290	5.26%
ICI Americas	Industrial	45,344,577	1.57%
Norandal USA	Industrial	30,110,433	1.04%
Centro Heritage Innes Street, LLC	Real Estate	24,387,623	0.84%
Duke Energy Corp.	Utility	23,970,321	0.83%
Rowan Regional Medical Center	Hospital	18,337,966	0.63%
Salisbury Mall Ltd.	Commerical	16,530,782	0.57%
Bellsouth Telephone	Communication	15,118,939	0.52%
Wal-Mart Stores	Retail	14,143,271	0.49%
BRC Salisbury LLC	Real Estate	13,890,706	0.48%
Totals		<u>\$ 353,981,908</u>	<u>12.23%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2009

**DEMOGRAPHIC STATISTICS CITY OF SALISBURY**  
**For the Year Ended June 30, 2009**

<u>Fiscal Year</u>	<u>Population Estimate (1)</u>	<u>Per Capita Income (2)</u>	<u>Median Age (2)</u>	<u>Unemployment Rate (3)</u>
2009	31,358	21,882	38.3	10.3%
2008	31,024	21,349	38.1	6.6%
2007	30,642	20,828	37.9	6.6%
2006	29,239	20,320	37.7	5.8%
2005	28,249	19,825	37.5	6.0%
2004	28,199	19,626	37.3	9.0%
2003	28,199	19,433	37.3	5.7%
2002	26,559	19,241	37.1	5.7%
2001	26,462	18,864	36.9	6.5%
2000	27,500	18,487	36.7	3.8%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2009

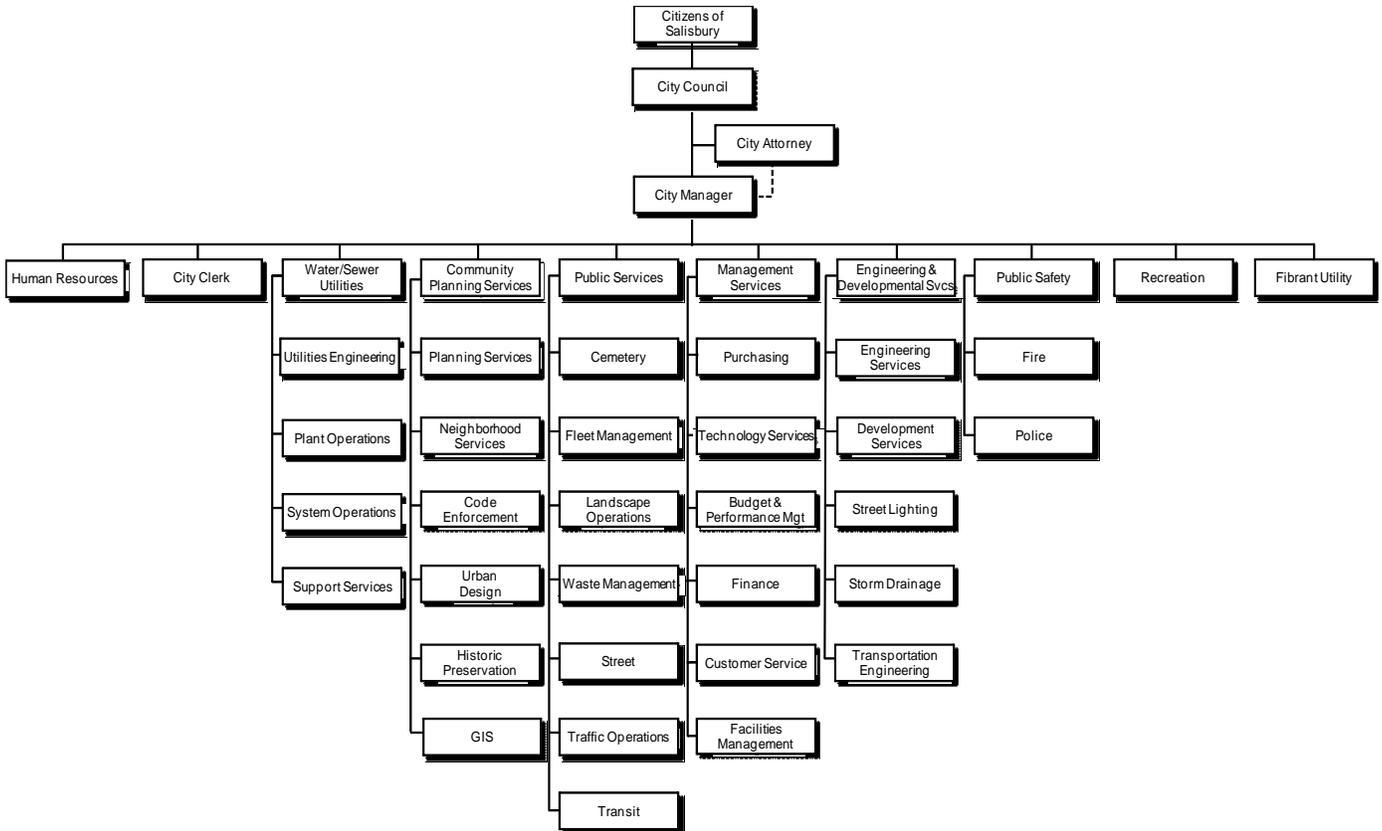
**CITY OF SALISBURY  
LIST OF PRINCIPAL OFFICIALS**

May 1, 2010

Mayor  
 Mayor Pro Tem  
 Council Member  
 Council Member  
 Council Member  
 City Manager  
 City Clerk  
 Management Services Director  
 Human Resources Director  
 Utilities Director  
 Police Chief  
 Fire Chief  
 Engineering and Development Services Director  
 Community Planning Services Director  
 Public Services Director  
 Broadband Services Director  
 Parks and Recreation Director

Susan W. Kluttz  
 Maggie Blackwell  
 William R. Kennedy  
 Paul B. Woodson  
 Brian Miller  
 David W. Treme  
 Myra B. Heard  
 John A. Sofley, Jr.  
 Zack Kyle  
 Jim Behmer  
 Rory B. Collins  
 Robert A. Parnell  
 Dan Mikkelson  
 Joe Morris  
 Tony Cinquemani  
 Michael Crowell  
 Gail Elder-White

**ORGANIZATIONAL CHART**



**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS BASED ON HEADCOUNT FOR FY 2009 – 2011**

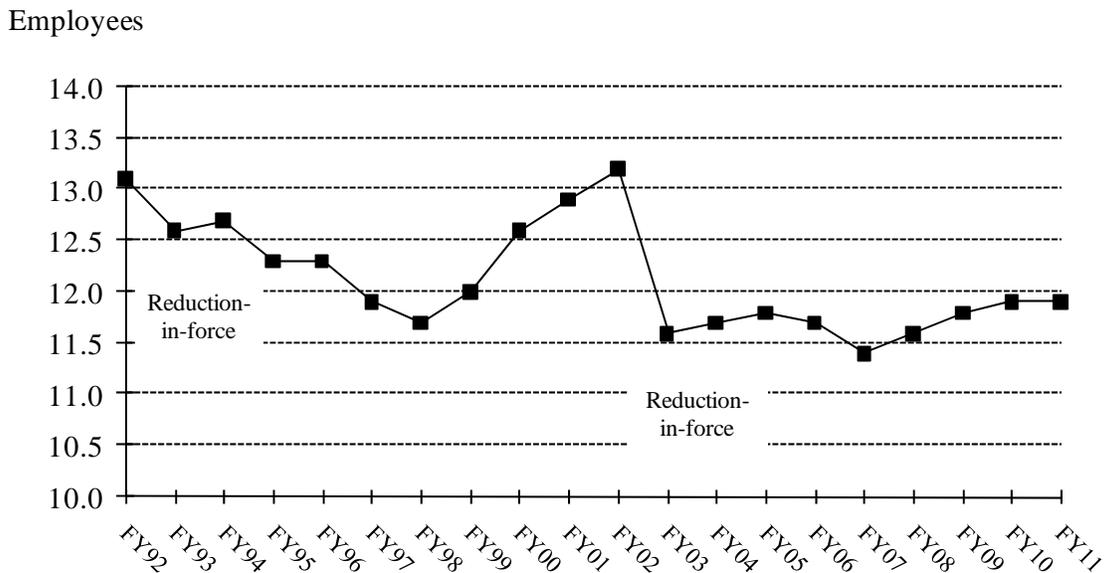
	<u>APPROVED</u> <u>FY 2008-09</u>	<u>APPROVED</u> <u>FY 2009-10</u>	<u>REQUESTED</u> <u>FY 2010-11</u>	<u>RECOMMENDED</u> <u>FY 2010-11</u>	<u>APPROVED</u> <u>FY 2010-11</u>
<b>GENERAL FUND</b>					
City Council	5	5	5	5	5
Management & Administration	9	9	9	9	9
Human Resources	7	7	7	7	7
Management Services	20	22	23	23	23
Information Technologies	9	8	10	8	8
Purchasing	2	2	2	2	2
Facilities Management	7	8	10	8	8
Community Planning Services	5	5	5	5	5
GIS	2	2	2	2	2
Development Services	4.5	4	4	4	4
Code Services	3.5	4	6	4	4
Engineering	7	7	7	7	7
Telecommunications	2	3	5	3	3
Police	110	108	109	108	108
Fire	84	84	90	84	84
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Traffic Operations	9	8	8	8	8
Public Svcs-Streets	24	24	23	23	23
Public Svcs-Cemetery	7	7	7	7	7
Public Svcs- Solid Waste Management	11	11	12	12	12
Public Svcs-Waste Management-Other	10	10	10	10	10
Public Svcs-Landscape Operations	13	13	13	13	13
Public Svcs-Landscape-Hurley Park	2	2	2	2	2
Public Svcs-Fleet Management	12	12	12	12	12
Parks and Recreation	58	59	60	59	59
<b>TOTAL</b>	<b>426</b>	<b>427</b>	<b>444</b>	<b>428</b>	<b>428</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	13	12	12	12	12.0
Water Treatment	8	8	8	8	8
Systems Maintenance	27	27	28	27	27
Environmental Services	10	10	10	10	10
Wastewater Treatment Plants	17	18	17	17	17
Meter Services	11	11	11	11	11
Plants Maintenance	8	8	9	9	9
<b>TOTAL</b>	<b>94</b>	<b>94</b>	<b>95</b>	<b>94</b>	<b>94</b>
<b>TRANSIT FUND</b>					
Transit-Operations	12	12	12	12	12
Transit-Administration	2	2	2	2	2
<b>TOTAL</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>FIBRANT COMMUNICATIONS FUND</b>					
Administration	-	3	4	4	4
Broadband Services	-	3	5	5	5
Service Delivery	-	4	3	3	3
<b>TOTAL</b>	<b>-</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>TOTAL ALL FUNDS</b>	<b>534</b>	<b>545</b>	<b>565</b>	<b>548</b>	<b>548</b>
<i>Permanent Full-time</i>	475	487	507	490	490
<i>Permanent Part-time</i>	5	5	5	5	5
<i>Temporary Full-time</i>	26	26	26	26	26
<i>Temporary Part-time</i>	28	27	27	27	27
<b>TOTAL ALL FUNDS</b>	<b>534</b>	<b>545</b>	<b>565</b>	<b>548</b>	<b>548</b>

For the FY2010-11 Recommended Budget, the total number of positions for the City’s budgeted funds has increased by three over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>	
Add one Customer Service Supervisor to serve Fibrant Communications Fund	Management Services – funded by transfer from Fibrant Communications Fund
<b>WATER &amp; SEWER FUND:</b>	
No new positions funded in FY2010-11 Recommended Budget.	
<b>TRANSIT FUND:</b>	
No new positions funded in FY2010-11 Recommended Budget.	
<b>FIBRANT COMMUNICATIONS FUND</b>	
Sales Representative	Sales/Marketing
Broadband Technician	Service Delivery

Additionally, seven Police Officers were funded in the FY2009-10 Adopted Budget through an anticipated COPS grant. The City was awarded funding for four Police Officers in FY2009-10, but funded the other three Police Officers through savings from other vacant positions. These three positions are included in the FY2010-11 Recommended Budget.

### General and HUD Funds Full-Time Employees per 1000 Population



As mentioned in Section 1 under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY1992-93 (FY93), City Council opted for a 20 position reduction-in-force as an element to balance the budget. Again, in FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor’s actions and the stagnant economy.

## RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

	General/Special Revenue Funds			Enterprise Funds			
	General Fund	General Fund Capital Reserve	Entitlement (HUD)	Water & Sewer	Water & Sewer Capital Reserve	Transit	Fibrant
General Government	X	X					
Public Safety	X	X					
Transportation	X	X				X	
Environmental Protection	X	X					
Culture & Recreation	X	X					
Community & Economic Development	X		X				
Education	X						
Utility				X	X		X

## PROGRAM MATRIX OF FY2010-11 BUDGET

Below is a matrix showing the relationship between the funds/departments and the program classifications. Although some departments may perform activities outside the program classifications as shown, the classifications show the predominant areas in which a department is involved.

	PROGRAMS							
	General Government	Public Safety	Transportation	Environmental Protection	Culture & Recreation	Community & Economic Development	Education	Utility
<b>GENERAL FUND:</b>								
City Council	X	X	X	X	X	X	X	X
Management & Administration	X	X	X	X	X	X	X	X
Human Resources	X	X	X	X	X	X		X
Management Services	X	X	X	X	X	X		X
Information Technologies	X	X	X		X	X		X
Purchasing	X							
Facilities Management	X	X	X	X	X	X		X
City Office Buildings	X							
Plaza						X		
Telecommunications	X	X	X	X	X	X		X
Planning/Community Development						X		
GIS		X	X			X		X
Code Services				X		X		
Development Services						X		
Engineering			X		X			
Street Lighting			X					
Police		X					X	
Fire		X					X	
Public Services Administration	X		X	X	X			
Traffic Operations			X					
Street			X					
Cemetery				X				
Solid Waste Management				X				
Waste Management-Other				X				
Landscape Operations					X			
Hurley Park					X			
Fleet Management	X							
Transportation			X					
Parks & Recreation					X			
Education							X	
<b>ENTERPRISE FUNDS:</b>								
Water & Sewer								X
Mass Transit			X					
Fibrant								
Communications						X		X
<b>SPECIAL REVENUE:</b>								
Entitlement (HUD)						X		

### SELECTED TELEPHONE NUMBERS

City Department Information	(704) 638-5270		<i>Recreation Programs/Info :</i>	
City Manager/Administration	(704) 638-5227		City Park Center	(704) 638-5295
City Clerk	(704) 638-5224		Civic Center	(704) 638-5275
Emergency	911		Hall Gym	(704) 638-5289
Management Services Department	(704) 638-5303		Lincoln Pool	(704) 638-5287
Fire Department–Business	(704) 638-5351		Miller Center	(704) 638-5297
Human Resources	(704) 638-5217		<i>Other :</i>	
Human Resources-Job Hot Line	(704) 638-5355		Code Services	(704) 216-7564
Community Planning Services	(704) 638-5242		Business Licenses	(704) 638-5300
Police Department-Business	(704) 638-5333		City Bus Schedules	(704) 638-5252
Public Services Administration	(704) 638-5260		Garbage/Recycling	(704) 638-5256
Recreation-Administration	(704) 638-5291		Permits/Zoning	(704) 638-5210
Utilities Administration/Engineering	(704) 638-5205		Utility Account Services & Billing	(704) 638-5300
Fibrant	(704) 216-7571		Cemetery Office	(704) 638-5250



**CITY OF SALISBURY, NORTH CAROLINA**

**GENERAL FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2011  
With Estimated Actual for Year Ending June 30, 2010 and  
Actual for Year Ended June 30, 2009

	<u>2009</u>	<u>2010</u>	<u>2011</u>
REVENUES:	Actual	Estimate	Budget
Taxes:			
General property - current	\$ 16,209,266	\$ 16,328,418	\$ 16,664,279
General property - prior	425,774	460,022	471,800
Interest on delinquent tax	90,746	84,555	115,000
Local option sales tax	4,732,043	4,491,527	4,884,230
Other taxes	234,937	236,143	221,872
	<u>\$ 21,692,766</u>	<u>\$ 21,600,665</u>	<u>\$ 22,357,181</u>
Licenses and permits:			
Privilege licenses	\$ 346,863	\$ 300,440	\$ 359,336
Franchises	46,893	10,800	-
	<u>\$ 393,756</u>	<u>\$ 311,240</u>	<u>\$ 359,336</u>
Intergovernmental:			
Federal	\$ 23,434	\$ 576,437	\$ 203,084
State	5,176,381	4,745,957	4,689,161
Local	20,508	20,803	20,686
	<u>\$ 5,220,323</u>	<u>\$ 5,343,197</u>	<u>\$ 4,912,931</u>
Charges for services:			
Environmental protection	\$ 1,388,085	\$ 1,071,368	\$ 1,049,172
Culture and recreation	165,332	151,438	170,000
Public safety	466,875	402,456	406,067
Cemetery	160,970	139,595	165,000
Radio antenna and paging rentals	245,559	201,691	334,775
Rentals and sale of property	353,098	319,322	377,200
Community services	158,318	123,763	419,692
	<u>\$ 2,938,237</u>	<u>\$ 2,409,633</u>	<u>\$ 2,921,906</u>
Miscellaneous:			
Interest earned on investments	\$ 147,625	\$ 72,844	\$ 100,000
Donations	441,656	115,552	82,000
Other	386,755	365,138	192,280
	<u>\$ 976,036</u>	<u>\$ 553,534</u>	<u>\$ 374,280</u>
Administrative charges:			
Interfund revenues	\$ 2,536,683	\$ 2,554,510	\$ 2,774,134
Total revenues	<u>\$ 33,757,801</u>	<u>\$ 32,772,779</u>	<u>\$ 33,699,768</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ 216,413	\$ -	\$ 200,000
Total other financing sources	<u>\$ 216,413</u>	<u>\$ -</u>	<u>\$ 200,000</u>
Total revenues and other financing sources	<u>\$ 33,974,214</u>	<u>\$ 32,772,779</u>	<u>\$ 33,899,768</u>

**CITY OF SALISBURY**  
**FY 2010-2011 BUDGET SUMMARY**  
**GENERAL FUND**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 10-11</b>	<b>FY 10-11</b>
<b>REVENUE</b>	\$ 33,974,213	\$ 35,279,236	\$ 33,566,492	\$ 33,899,768	\$ 33,899,768
<b>EXPENSES</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 10-11</b>	<b>FY 10-11</b>
<b>CITY COUNCIL</b>					
Personnel	\$ 70,495	\$ 84,259	\$ 80,183	\$ 81,077	\$ 81,077
Operations	65,929	113,740	132,266	125,506	126,006
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 136,424</b>	<b>\$ 197,999</b>	<b>\$ 212,449</b>	<b>\$ 206,583</b>	<b>\$ 207,083</b>
<b>MANAGEMENT &amp; ADMINISTRATION</b>					
Personnel	\$ 684,141	\$ 678,769	\$ 713,334	\$ 697,105	\$ 696,163
Operations	241,237	271,478	370,935	311,244	311,244
Capital	-	-	4,000	-	-
<b>TOTAL</b>	<b>\$ 925,378</b>	<b>\$ 950,247</b>	<b>\$ 1,088,269</b>	<b>\$ 1,008,349</b>	<b>\$ 1,007,407</b>
<b>HUMAN RESOURCES</b>					
Personnel	\$ 338,244	\$ 437,404	\$ 464,626	\$ 452,381	\$ 451,648
Operations	288,471	518,742	1,653,159	376,515	380,865
Capital	1,907	-	65,000	-	-
<b>TOTAL</b>	<b>\$ 628,622</b>	<b>\$ 956,146</b>	<b>\$ 2,182,785</b>	<b>\$ 828,896</b>	<b>\$ 832,513</b>
<b>MANAGEMENT SERVICES - ADMINISTRATION</b>					
Personnel	\$ 1,109,308	\$ 1,214,082	\$ 1,308,677	\$ 1,336,950	\$ 1,334,855
Operations	299,754	325,059	354,690	321,795	321,795
Capital	3,745	-	3,000	-	-
<b>TOTAL</b>	<b>\$ 1,412,807</b>	<b>\$ 1,539,141</b>	<b>\$ 1,666,367</b>	<b>\$ 1,658,745</b>	<b>\$ 1,656,650</b>
<b>MANAGEMENT SERVICES - INFORMATION TECHNOLOGIES</b>					
Personnel	\$ 606,507	\$ 693,641	\$ 801,656	\$ 708,240	\$ 707,403
Operations	650,983	741,640	981,954	809,079	809,079
Capital	15,648	11,000	133,500	60,000	60,000
<b>TOTAL</b>	<b>\$ 1,273,138</b>	<b>\$ 1,446,281</b>	<b>\$ 1,917,110</b>	<b>\$ 1,577,319</b>	<b>\$ 1,576,482</b>
<b>MANAGEMENT SERVICES - PURCHASING</b>					
Personnel	\$ 128,294	\$ 127,954	\$ 138,689	\$ 134,419	\$ 134,210
Operations	7,380	11,137	11,894	10,053	10,053
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 135,674</b>	<b>\$ 139,091</b>	<b>\$ 150,583</b>	<b>\$ 144,472</b>	<b>\$ 144,263</b>
<b>MANAGEMENT SERVICES - TELECOMMUNICATIONS</b>					
Personnel	\$ 224,591	\$ 323,083	\$ 299,150	\$ 193,889	\$ 193,575
Operations	235,689	260,833	400,179	248,176	248,176
Capital	32,365	118,000	597,400	200,000	200,000
<b>TOTAL</b>	<b>\$ 492,645</b>	<b>\$ 701,916</b>	<b>\$ 1,296,729</b>	<b>\$ 642,065</b>	<b>\$ 641,751</b>

	<b>Actual FY 08-09</b>	<b>Budgeted FY 09-10</b>	<b>Requested FY 10-11</b>	<b>Mgr Recommends FY 10-11</b>	<b>Adopted FY 10-11</b>
<b>MANAGEMENT SERVICES - FACILITIES MANAGEMENT</b>					
Personnel	\$ 379,373	\$ 415,981	\$ 524,844	\$ 429,527	\$ 428,689
Operations	32,376	93,129	238,090	102,871	102,871
Capital	2,195	-	9,500	-	-
<b>TOTAL</b>	<b>\$ 413,944</b>	<b>\$ 509,110</b>	<b>\$ 772,434</b>	<b>\$ 532,398</b>	<b>\$ 531,560</b>
<b>MANAGEMENT SERVICES - CENTRAL CITY BUILDINGS</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	250,306	168,258	208,206	194,200	194,200
Capital	450,938	92,100	352,500	67,000	67,000
<b>TOTAL</b>	<b>\$ 701,244</b>	<b>\$ 260,358</b>	<b>\$ 560,706</b>	<b>\$ 261,200</b>	<b>\$ 261,200</b>
<b>PLAZA</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	144,856	133,342	139,820	142,530	142,530
Capital	99,233	89,500	123,000	12,000	12,000
<b>TOTAL</b>	<b>\$ 244,089</b>	<b>\$ 222,842</b>	<b>\$ 262,820</b>	<b>\$ 154,530</b>	<b>\$ 154,530</b>
<b>COMMUNITY PLANNING SERVICES - PLANNING &amp; COMMUNITY DEVELOPMENT</b>					
Personnel	\$ 366,819	\$ 371,549	\$ 389,784	\$ 380,655	\$ 380,131
Operations	237,511	298,551	1,046,019	242,849	250,049
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 604,330</b>	<b>\$ 670,100</b>	<b>\$ 1,435,803</b>	<b>\$ 623,504</b>	<b>\$ 630,180</b>
<b>COMMUNITY PLANNING SERVICES - GIS</b>					
Personnel	\$ 144,620	\$ 145,410	\$ 153,155	\$ 149,601	\$ 149,392
Operations	93,412	132,811	277,053	156,138	156,138
Capital	56,621	26,379	17,500	10,500	10,500
<b>TOTAL</b>	<b>\$ 294,653</b>	<b>\$ 304,600</b>	<b>\$ 447,708</b>	<b>\$ 316,239</b>	<b>\$ 316,030</b>
<b>COMMUNITY PLANNING SERVICES - CODE SERVICES</b>					
Personnel	\$ 116,256	\$ 193,637	\$ 316,947	\$ 214,842	\$ 214,423
Operations	42,528	66,829	114,820	100,398	100,398
Capital	4,250	-	-	-	-
<b>TOTAL</b>	<b>\$ 163,034</b>	<b>\$ 260,466</b>	<b>\$ 431,767</b>	<b>\$ 315,240</b>	<b>\$ 314,821</b>
<b>ENGINEERING AND DEVELOPMENTAL SERVICES - DEVELOPMENT SERVICES</b>					
Personnel	\$ 179,213	\$ 196,862	\$ 220,842	\$ 215,276	\$ 214,857
Operations	235,849	243,257	268,546	252,171	268,971
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 415,062</b>	<b>\$ 440,119</b>	<b>\$ 489,388</b>	<b>\$ 467,447</b>	<b>\$ 483,828</b>
<b>ENGINEERING AND DEVELOPMENTAL SERVICES - ENGINEERING</b>					
Personnel	\$ 546,506	\$ 546,514	\$ 574,627	\$ 560,921	\$ 560,188
Operations	1,207,240	2,049,507	831,305	389,517	389,517
Capital	-	-	414,000	-	-
<b>TOTAL</b>	<b>\$ 1,753,746</b>	<b>\$ 2,596,021</b>	<b>\$ 1,819,932</b>	<b>\$ 950,438</b>	<b>\$ 949,705</b>

	<b>Actual FY 08-09</b>	<b>Budgeted FY 09-10</b>	<b>Requested FY 10-11</b>	<b>Mgr Recommends FY 10-11</b>	<b>Adopted FY 10-11</b>
<b>ENGINEERING AND DEVELOPMENTAL SERVICES - STREET LIGHTING</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	377,097	2,049,507	510,025	508,525	508,525
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 377,097</b>	<b>\$ 2,049,507</b>	<b>\$ 510,025</b>	<b>\$ 508,525</b>	<b>\$ 508,525</b>
<b>POLICE - SERVICES</b>					
Personnel	\$ 1,176,132	\$ 1,179,985	\$ 1,345,698	\$ 1,225,868	\$ 1,223,355
Operations	257,310	351,896	354,725	315,953	315,953
Capital	15,200	79,800	112,200	39,800	39,800
<b>TOTAL</b>	<b>\$ 1,448,642</b>	<b>\$ 1,611,681</b>	<b>\$ 1,812,623</b>	<b>\$ 1,581,621</b>	<b>\$ 1,579,108</b>
<b>POLICE - ADMINISTRATION</b>					
Personnel	\$ 384,869	\$ 338,502	\$ 371,936	\$ 344,429	\$ 343,905
Operations	160,383	176,953	299,219	195,249	195,249
Capital	-	9,059	20,000	-	-
<b>TOTAL</b>	<b>\$ 545,252</b>	<b>\$ 524,514</b>	<b>\$ 691,155</b>	<b>\$ 539,678</b>	<b>\$ 539,154</b>
<b>POLICE - OPERATIONS</b>					
Personnel	\$ 4,259,721	\$ 4,429,557	\$ 4,615,122	\$ 4,481,996	\$ 4,473,722
Operations	797,523	936,684	1,079,722	987,299	987,299
Capital	36,560	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,093,804</b>	<b>\$ 5,366,241</b>	<b>\$ 5,694,844</b>	<b>\$ 5,469,295</b>	<b>\$ 5,461,021</b>
<b>FIRE</b>					
Personnel	\$ 3,825,296	\$ 3,831,822	\$ 4,380,469	\$ 3,956,186	\$ 3,947,389
Operations	990,690	1,069,010	1,443,516	1,104,211	1,104,211
Capital	106,159	408,610	1,757,213	138,300	138,300
<b>TOTAL</b>	<b>\$ 4,922,145</b>	<b>\$ 5,309,442</b>	<b>\$ 7,581,198</b>	<b>\$ 5,198,697</b>	<b>\$ 5,189,900</b>
<b>PUBLIC SERVICES - ADMINISTRATION</b>					
Personnel	\$ 195,329	\$ 196,344	\$ 207,381	\$ 202,349	\$ 202,035
Operations	146,554	15,400	21,335	16,585	16,585
Capital	-	-	44,000	-	-
<b>TOTAL</b>	<b>\$ 341,883</b>	<b>\$ 211,744</b>	<b>\$ 272,716</b>	<b>\$ 218,934</b>	<b>\$ 218,620</b>
<b>PUBLIC SERVICES - TRAFFIC OPERATIONS</b>					
Personnel	\$ 338,100	\$ 401,190	\$ 431,384	\$ 418,493	\$ 417,655
Operations	131,623	161,238	164,849	162,262	162,262
Capital	91,109	-	3,500	3,500	3,500
<b>TOTAL</b>	<b>\$ 560,832</b>	<b>\$ 562,428</b>	<b>\$ 599,733</b>	<b>\$ 584,255</b>	<b>\$ 583,417</b>
<b>PUBLIC SERVICES - STREETS</b>					
Personnel	\$ 912,869	\$ 1,120,514	\$ 1,145,780	\$ 1,114,787	\$ 1,112,273
Operations	722,610	809,819	1,126,046	868,292	868,292
Capital	26,273	14,000	126,000	6,000	6,000
<b>TOTAL</b>	<b>\$ 1,661,752</b>	<b>\$ 1,944,333</b>	<b>\$ 2,397,826</b>	<b>\$ 1,989,079</b>	<b>\$ 1,986,565</b>

	<b>Actual FY 08-09</b>	<b>Budgeted FY 09-10</b>	<b>Requested FY 10-11</b>	<b>Mgr Recommends FY 10-11</b>	<b>Adopted FY 10-11</b>
<b>PUBLIC SERVICES - CEMETERY</b>					
Personnel	\$ 212,668	\$ 231,501	\$ 245,448	\$ 238,009	\$ 237,276
Operations	82,408	72,080	76,546	59,115	59,115
Capital	-	3,300	4,500	4,500	4,500
<b>TOTAL</b>	<b>\$ 295,076</b>	<b>\$ 306,881</b>	<b>\$ 326,494</b>	<b>\$ 301,624</b>	<b>\$ 300,891</b>
<b>PUBLIC SERVICES - SOLID WASTE MANAGEMENT</b>					
Personnel	\$ 535,404	\$ 518,546	\$ 603,961	\$ 578,106	\$ 576,954
Operations	1,557,821	1,072,684	1,072,154	1,057,203	1,057,203
Capital	43,647	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,136,872</b>	<b>\$ 1,591,230</b>	<b>\$ 1,676,115</b>	<b>\$ 1,635,309</b>	<b>\$ 1,634,157</b>
<b>PUBLIC SERVICES - WASTE MANAGEMENT OTHER</b>					
Personnel	\$ 480,701	\$ 381,604	\$ 410,257	\$ 398,759	\$ 397,712
Operations	151,002	241,908	283,143	140,393	140,393
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 631,703</b>	<b>\$ 623,512</b>	<b>\$ 693,400</b>	<b>\$ 539,152</b>	<b>\$ 538,105</b>
<b>PUBLIC SERVICES - LANDSCAPE OPERATIONS</b>					
Personnel	\$ 456,650	\$ 475,889	\$ 486,294	\$ 471,668	\$ 470,306
Operations	138,793	134,661	152,167	136,779	136,779
Capital	-	10,150	29,500	13,000	13,000
<b>TOTAL</b>	<b>\$ 595,443</b>	<b>\$ 620,700</b>	<b>\$ 667,961</b>	<b>\$ 621,447</b>	<b>\$ 620,085</b>
<b>PUBLIC SERVICES - LANDSCAPE - HURLEY PARK</b>					
Personnel	\$ 66,188	\$ 92,466	\$ 93,052	\$ 90,468	\$ 90,259
Operations	24,535	37,869	49,453	38,733	38,733
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 90,723</b>	<b>\$ 130,335</b>	<b>\$ 142,505</b>	<b>\$ 129,201</b>	<b>\$ 128,992</b>
<b>PUBLIC SERVICES - FLEET MANAGEMENT</b>					
Personnel	\$ 705,928	\$ 714,200	\$ 755,990	\$ 735,306	\$ 734,049
Operations	126,474	107,497	172,086	125,656	125,656
Capital	8,045	18,900	232,000	28,500	28,500
<b>TOTAL</b>	<b>\$ 840,447</b>	<b>\$ 840,597</b>	<b>\$ 1,160,076</b>	<b>\$ 889,462</b>	<b>\$ 888,205</b>
<b>PUBLIC SERVICES - TRANSPORTATION</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	453,381	390,319	701,569	416,785	416,785
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 453,381</b>	<b>\$ 390,319</b>	<b>\$ 701,569</b>	<b>\$ 416,785</b>	<b>\$ 416,785</b>
<b>PARKS &amp; RECREATION</b>					
Personnel	\$ 1,338,485	\$ 1,411,553	\$ 1,528,324	\$ 1,436,797	\$ 1,430,618
Operations	649,025	632,440	675,682	607,313	618,213
Capital	561,998	301,800	814,650	263,950	263,950
<b>TOTAL</b>	<b>\$ 2,549,508</b>	<b>\$ 2,345,793</b>	<b>\$ 3,018,656</b>	<b>\$ 2,308,060</b>	<b>\$ 2,312,781</b>

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>	
	<b>FY 08-09</b>		<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 10-11</b>		<b>FY 10-11</b>	
<b>EDUCATION</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		42,342		42,342		42,342		38,107		42,342
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>42,342</b>	<b>\$</b>	<b>42,342</b>	<b>\$</b>	<b>42,342</b>	<b>\$</b>	<b>38,107</b>	<b>\$</b>	<b>42,342</b>
<b>DEBT SERVICE</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,165,303		1,370,541		1,243,112		1,243,112		1,243,112
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>1,165,303</b>	<b>\$</b>	<b>1,370,541</b>	<b>\$</b>	<b>1,243,112</b>	<b>\$</b>	<b>1,243,112</b>	<b>\$</b>	<b>1,243,112</b>
<b>GRAND TOTAL</b>										
Personnel	\$	19,782,707	\$	20,752,818	\$	22,607,610	\$	21,248,104	\$	21,204,119
Operations		12,008,395		15,101,161		16,496,627		11,804,614		11,848,599
Capital		1,555,893		1,182,598		4,862,963		847,050		847,050
<b>TOTALS</b>	<b>\$</b>	<b>33,346,995</b>	<b>\$</b>	<b>37,036,577</b>	<b>\$</b>	<b>43,967,200</b>	<b>\$</b>	<b>33,899,768</b>	<b>\$</b>	<b>33,899,768</b>

**STATEMENT OF PURPOSE**

To function as the duly elected representatives of the citizens of Salisbury in creating and maintaining a balanced quality of life in accordance with North Carolina State Statutes and Federal law. To promote positive intergovernmental relationships with federal, state and other local governments. To generate and maintain up-to-date municipal codes, establish public policies, and adopt budgets designed to provide effective, efficient municipal services. To provide safety and security for all citizens, to protect the environment and to improve the overall quality of life in our community. To provide leadership and support for the continued economic development and planned growth of the community.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Develop a fundraising plan in partnership with the Dixonville Task Force. **Outcome 2.5**
5. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
6. Explore the development of a comprehensive neighborhood-based youth initiative. **Outcome 3.1**
7. Continue partnering with Rowan County and municipalities in order to promote the importance of reading among our youth. **Outcome 3.2**
8. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
9. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
10. Implement strategic planning process with Salisbury Tourism Development Authority. **Outcome 4.3**
11. Explore ways to encourage support of local businesses. **Outcome 4.4**
12. Provide quality Parks and Recreation services. **Outcome 5**
13. Attract, retain and develop high quality City employees. **Outcome 6**
14. Implement employee training and development plan. **Outcome 6.2**
15. Partner with Rowan-Salisbury Schools. **Outcome 7**
16. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
17. Meet with Rowan County Commissioners to identify partnership opportunities which would be mutually beneficial. **Outcome 7.2**
18. Improve overall strategic management of City and departments. **Outcome 8**
19. Develop future growth strategies for the community. **Outcome 8.2**
20. Improve and enhance Downtown Salisbury. **Outcome 9**
21. Streamline development review process and ordinances. **Outcome 10**
22. Conduct round table discussions with the local development community to improve communication. **Outcome 10.2**
23. Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust. **Outcome 11**
24. Safeguard Salisbury’s interests on the Yadkin River by participating in relicensing of Alcoa’s Yadkin Project. **Outcome 11.1**

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 70,495	\$ 84,259	\$ 80,183	\$ 81,077	\$ 81,077
Operating	65,929	113,740	132,266	125,506	126,006
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 136,424</b>	<b>\$ 197,999</b>	<b>\$ 212,449</b>	<b>\$ 206,583</b>	<b>\$ 207,083</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	5	5	5

### STATEMENT OF PURPOSE

To serve as a central source of information, advice and support services for the City Council and Management Team. To manage and coordinate preparation and presentation of the annual municipal budget to the City Council, with subsequent responsibility for its implementation, control, and general management. To assist the City Council in the formulation of municipal public policy. To manage and coordinate development and implementation of the City's Strategic Planning and Goal-Setting process. To provide professional leadership and counsel to the City staff in carrying out the work of the municipality in an effective, efficient manner. To provide a central source for the collection, storage and dissemination of official municipal records and documents. To provide professional community relations, marketing and communications to the citizens of Salisbury. To provide Risk Management services for the municipality that includes safety, liability insurance management, worker's compensation, OSHA compliance and third party claims against the City. To implement goals and special projects as may be assigned by the City Council.

### COUNCIL PERFORMANCE GOALS

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
4. Explore the development of a comprehensive neighborhood-based youth initiative. **Outcome 3.1**
5. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
6. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
7. Implement the Fiber To The Home Business Plan. **Outcome 4.1**
8. Explore ways to encourage support of local businesses. **Outcome 4.4**
9. Attract, retain and develop high quality City employees. **Outcome 6**
10. Implement employee training and development plan. **Outcome 6.2**
11. Partner with Rowan-Salisbury Schools. **Outcome 7**
12. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
13. Meet with Rowan County Commissioners to identify partnership opportunities which would be mutually beneficial. **Outcome 7.2**
14. Improve overall strategic management of City and departments. **Outcome 8**
15. Incorporate "Good to Great" and "Servant Leadership" concepts into the City's culture. **Outcome 8.1**
16. Develop future growth strategies for the community. **Outcome 8.2**
17. Streamline development review process and ordinances. **Outcome 10**
18. Conduct round table discussions with the local development community to improve communication. **Outcome 10.2**
19. Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust. **Outcome 11**
20. Safeguard Salisbury's interests on the Yadkin River by participating in relicensing of Alcoa's Yadkin Project. **Outcome 11.1**
21. Explore water sales agreements with Kannapolis and Concord. **Outcome 11.2**

### DEPARTMENTAL PERFORMANCE GOALS

1. Support Rowan County in the promotion and development of the Rowan County airport.
2. Incorporate the "Good to Great" concepts into the City's culture as a foundation for Salisbury becoming a High Performance Organization including the successful completion of all strategic plans.
3. Develop a downtown streetscape maintenance improvement plan.
4. Partner with Rowan County to implement the Town Creek/I-85 growth corridor interceptor sewer extension project.
5. Safeguard Salisbury's interests on the Yadkin River by participating in Federal Energy Regulatory Commission (FERC) relicensing of Alcoa's Yadkin Project.
6. Explore water sales agreement with Kannapolis and Concord.

**PERFORMANCE MEASURES**

	FY 2009	FY 2010	FY 2011
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Risk Management (201)</b>			
<b>Workload</b>			
Number of Workers Compensation Claims Filed	34	32	30
Number of Third-Party Insurance Claims Filed	28	45	35
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
<b>Efficiency</b>			
Cost Per Negotiated Workers Compensation Claim	\$ 2,130	\$ 2,151	\$ 2,000
Cost Per Negotiated Insurance Claim	\$ 900	\$ 500	\$ 500
Cost of all OSHA Imposed Fines & Penalties	\$ 6,563	\$ -	\$ -
<b>Effectiveness</b>			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	2%	2%	1%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ -	\$ -

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY08-09	FY09-10	FY10-11	FY10-11	FY10-11
Personnel	\$ 684,141	\$ 678,769	\$ 713,334	\$ 697,105	\$ 696,163
Operating	241,237	271,478	370,935	311,244	311,244
Capital	-	-	4,000	-	-
<b>TOTAL</b>	\$ 925,378	\$ 950,247	\$ 1,088,269	\$ 1,008,349	\$ 1,007,407

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
Assistant to the City Manager	1	1	1	1	1
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Senior Office Assistant	2	2	2	2	2
<b>Risk Management (201)</b>					
Risk Management Officer	1	1	1	1	1
Risk Management Assistant	1	1	1	1	1
<b>Public Information (202)</b>					
Public Information & Communication Manager	$\frac{1}{9}$	$\frac{1}{9}$	$\frac{1}{9}$	$\frac{1}{9}$	$\frac{1}{9}$
<b>TOTAL</b>	9	9	9	9	9

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Second Floor Conference Room Table	\$ 4,000	\$ -	\$ -
<b>Total Capital Outlay</b>	\$ 4,000	\$ -	\$ -

### STATEMENT OF PURPOSE

To provide a centralized source of support and assistance to the City related to its need for the management of Human Resources. Specific functions include: providing general personnel administration, recruitment and selection, training and development, health and wellness, employee relations, compensation and benefits administration and a City-wide customer service and multicultural program.

### COUNCIL PERFORMANCE GOALS

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
4. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
5. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
6. Explore ways to encourage support of local businesses. **Outcome 4.4**
7. Attract, retain and develop high quality City employees. **Outcome 6**
8. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
9. Implement employee training and development plan. **Outcome 6.2**
10. Partner with Rowan-Salisbury Schools. **Outcome 7**
11. Improve overall strategic management of City and departments. **Outcome 8**
12. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

### DEPARTMENTAL PERFORMANCE GOALS

1. Implement City Council Level Goals as stated.
2. Research, develop and implement Human Resources systems consistent with elements of a High Performance Organization.
3. Incorporate the “Good to Great” principles into the operations of the department.
4. Update Compensation Plan periodically.
5. Develop a Business Plan that explores the feasibility of establishing health insurance savings strategies and a Wellness Program.
6. Participate in the School of Government Performance Measurement Program and identify additional measures of effectiveness and efficiency.
7. Complete implementation of web-based Human Resources Information System.
8. Develop a Strategic Plan inclusive of all stakeholders.
9. Provide staff with resources and opportunities for career development.
10. Provide staff assistance to the Salisbury-Rowan Human Relations Council.

**PERFORMANCE MEASURES**

	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Projected</u>
<b>Workload</b>			
Position Applications Reviewed	2,200	3,167	3,300
Employees Managed (Organization-wide)	508	509	510
Position Requisitions Received from Departments	58	40	50
Total Training Hours Delivered (internal & vendor)	2,100	2,500	3,500
<b>Effectiveness</b>			
Organization-wide Turnover Percentage	12.0%	7.0%	10.0%
Internal Recruitment Rate	20.0%	6.0%	10.0%
External Recruitment Rate	80.0%	94.0%	90.0%

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 338,244	\$ 437,404	\$ 464,626	\$ 452,381	\$ 451,648
Operating	288,471	518,742	1,653,159	376,515	380,865
Capital	<u>1,907</u>	<u>-</u>	<u>65,000</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 628,622</b>	<b>\$ 956,146</b>	<b>\$ 2,182,785</b>	<b>\$ 828,896</b>	<b>\$ 832,513</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	4	4	4	4	4
Senior Administrative Specialist	1	1	1	1	1
Personnel Analyst I-Intern (TPT)	1 <sup>1</sup>	0	0	0	0
Human Resources Aide (TPT)	<u>0</u>	<u>1<sup>1</sup></u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup>Position reclassified

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Renovation of stairwell to HR Office Area	\$ <u>65,000</u>	\$ <u>-</u>	\$ <u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ -</b>

**DEPARTMENT – Management Services – Summary**

**STATEMENT OF PURPOSE**

To provide the majority of internal services to support the operations of the City. These services include fiscal affairs, technology services, and facilities management. The Department also provides some direct services to citizens through its Business Office Division and management of City’s website. Included in Management Services are the Purchasing, Accounting, Budget and Performance Management, Business Office, Facilities Management, Central City Buildings, Information Technologies, and Telecommunications Divisions.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 2,448,073	\$ 2,774,741	\$ 3,073,016	\$ 2,803,025	\$ 2,798,732
Operating	1,476,488	1,600,056	2,195,013	1,686,174	1,686,174
Capital	504,891	221,100	1,095,900	327,000	327,000
<b>TOTAL</b>	<b>\$ 4,429,452</b>	<b>\$ 4,595,897</b>	<b>\$ 6,363,929</b>	<b>\$ 4,816,199</b>	<b>\$ 4,811,906</b>

**PERSONNEL DETAIL**

	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Permanent Full-Time (PFT)	36	40	46	41	41
Temporary Part-Time (TPT)	<u>4</u>	<u>3</u>	<u>4</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>40</b>	<b>43</b>	<b>50</b>	<b>44</b>	<b>44</b>

**STATEMENT OF PURPOSE**

To provide the majority of internal services to support the operations of the City. These services include fiscal affairs, technology services, and facilities management. The Department also provides some direct services to citizens through its Business Office Division and management of City's website. Included in Management Services are the Purchasing, Accounting, Budget and Performance Management, Business Office, Facilities Management, Central City Buildings, Information Technologies, and Telecommunications Divisions.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization. **Outcome 2.2**
5. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
6. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
7. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
8. Implement the Fiber To The Home Business Plan. **Outcome 4.1**
9. Implement strategic planning process with Salisbury Tourism Development Authority. **Outcome 4.3**
10. Explore ways to encourage support of local businesses. **Outcome 4.4**
11. Attract, retain and develop high quality City employees. **Outcome 6**
12. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
13. Partner with Rowan-Salisbury Schools. **Outcome 7**
14. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
15. Partner with Rowan County on joint telecommunications plan. **Outcome 7.3**
16. Improve overall strategic management of City and departments. **Outcome 8**
17. Incorporate "Good to Great" and "Servant Leadership" concepts into the City's culture. **Outcome 8.1**
18. Develop future growth strategies for the community. **Outcome 8.2**
19. Improve and enhance Downtown Salisbury. **Outcome 9**
20. Assess community parking needs (Hall Gym, Lee Street, Rowan Helping Ministries). **Outcome 9.1**
21. Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust. **Outcome 11**
22. Explore water sales agreements with Kannapolis and Concord. **Outcome 11.2**

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue departmental education and training on use of the City's financial systems.
2. Continue participation in the Performance Measurement/Benchmarking Project.
3. Update trend monitoring and costs of service studies annually.
4. Participate in the GFOA's Certificate of Achievement for Financial Reporting Excellence program.
5. Participate in the GFOA's Distinguished Budget Presentation Award.

**PERFORMANCE MEASURES**

	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Projected</u>
<b>Accounting (101)</b>			
<b>Workload</b>			
Number of Checks Issued	5,357	5,200	5,000
Number of ACH Transactions (Payroll and A/P)	13,589	14,000	14,000
Number of Journal Entries	1,089	1,030	1,000
<b>Effectiveness</b>			
Percent of Checks Processed Without Error	99.5%	99.5%	99.5%
Percent of ACH Transactions Processed Without Error	99.9%	99.9%	99.9%
Percent of Journal Entries Reclassified	27%	25%	25%
<b>Customer Service (102)</b>			
<b>Workload</b>			
Number of Utility Bills Generated	202,236	204,258	202,282
Number of Teller Transactions	50,559	42,470	50,088
Number of Telephone Transactions	55,614	56,170	55,415
Number of New Businesses Issued Privilege Licenses	325	341	208
<b>Efficiency</b>			
Cost Per Utility Bill Issued	\$ 0.57	\$ 0.59	\$ 0.57
Cost Per Teller Transaction	\$ 1.50	\$ 1.68	\$ 1.42
Cost Per Telephone Transaction	\$ 1.84	\$ 1.84	\$ 1.87
<b>Effectiveness</b>			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%
Total Dollar Value of Tellers' Over & Short Account	10.55	9.88	7.94
Service Complaints Per 1000 Transactions	0.01	0.01	0.01

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 1,109,308	\$ 1,214,082	\$ 1,308,677	\$ 1,336,950	\$ 1,334,855
Operating	299,754	325,059	354,690	321,795	321,795
Capital	<u>3,745</u>	<u>-</u>	<u>3,000</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 1,412,807</b>	<b>\$ 1,539,141</b>	<b>\$ 1,666,367</b>	<b>\$ 1,658,745</b>	<b>\$ 1,656,650</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (000)</b>					
Management Services Director	1	1	1	1	1
Budget & Performance Manager	1	1	1	1	1
Budget & Benchmarking Analyst	1	1	1	1	1
Management Analyst	1	1	1	1	1
Finance Specialist	1	1	1	1	1
<b>Accounting (101)</b>					
Finance Manager	1	1	1	1	1

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Senior Management Analyst <sup>1</sup>	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk	2	2	2	2	2
<b>Customer Service (102)</b>					
Customer Service Supervisor	1	1	1	1	1
Customer Service Supervisor- Fibrant-NEW	0	0	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>
Asst Customer Svc Supervisor	1	1	1	1	1
Customer Service Clerk Sr./I/II	5	5	5	5	5
Customer Service Clerk (TPT)	2	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Customer Service Representative- Fibrant	<u>0</u>	<u>2<sup>2</sup></u>	<u>2<sup>2</sup></u>	<u>2<sup>2</sup></u>	<u>2<sup>2</sup></u>
<b>TOTAL</b>	<b>20</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>23</b>

<sup>1</sup> Position one-half funded through W/S Fund contribution to GF

<sup>2</sup> Funded through transfer from Fibrant Fund

### CAPITAL OUTLAY

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Accounting (101)</b>			
Desk for Senior Management Analyst	\$ 3,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To provide a centralized source of procedures, information and support related to the storage and electronic processing of data, business transactions, information and other computer-related capability.

**COUNCIL GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Partner with Rowan-Salisbury Schools. **Outcome 7**
6. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
7. Partner with Rowan County on joint telecommunications plan. **Outcome 7.3**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DEPARTMENTAL GOALS**

1. Implement a Citizen Resource Management System.
2. Implement Document Imaging System.
3. Implement a Goals Review and Tracking System.
4. Continue programming of Access 16.
5. Implement next phase of City-wide security system.
6. Continue installation and implementation of mobile data units in emergency fire vehicles.
7. Implement email archiving.
8. Update Police storage area network (SAN) and implement replication/business continuity between SANS.

**PERFORMANCE MEASURES**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<b>Workload</b>			
Number of Computers Directly Supported	470	473	485
Number of Servers Directly Supported	60	62	64
Number of Telephones Managed	360	375	380
Number of Pagers and Radios Managed	2,902	2,900	2,915
Number of Remote Sites Managed	46	47	48
<b>Effectiveness</b>			
Average Annual Network Availability **	99.0%	99.9%	99.9%

\*\* Estimate - Designed to demonstrate network reliability

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 606,507	\$ 693,641	\$ 801,656	\$ 708,240	\$ 707,403
Operating	650,983	741,640	981,954	809,079	809,079
Capital	15,648	11,000	133,500	60,000	60,000
<b>TOTAL</b>	<b>\$ 1,273,138</b>	<b>\$ 1,446,281</b>	<b>\$ 1,917,110</b>	<b>\$ 1,577,319</b>	<b>\$ 1,576,482</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (000)</b>					
Information Technologies Manager	1	1	1	1	1
Senior Administrative Specialist	1	1	1	1	1
<b>Operations (151)</b>					
Systems Analyst/Senior Systems Analyst	6	6	6	6	6
Intern (TPT) - NEW	1	0	1	0	0
Network Engineer - NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
TOTAL	9	8	10	8	8

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Operations (151)</b>			
Internet Bandwidth	\$ 8,500	\$ -	\$ -
UPS Upgrade for Phones	5,000	-	-
Media Safe	5,000	-	-
Video Streaming for Training	5,000	-	-
Network/Server Test Environment	10,000	10,000	10,000
Fire Training Conferencing	20,000	-	-
Replace Speak At Ease	30,000	30,000	30,000
Fax over IP	20,000	20,000	20,000
E911 Support for City Phones	30,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 133,500</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>

**STATEMENT OF PURPOSE**

To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment and contractual services for the City and to manage and maintain a system of fixed asset identification, reporting and accountability.

**COUNCIL GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Improve overall strategic management of City and departments. **Outcome 8**
6. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
2. Continue to seek methods of improved fixed asset accountability.
3. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.
4. Develop and expand Purchasing Agent’s role in construction contract administration.
5. Improve fuel use availability and accountability through Fleet One program.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 128,294	\$ 127,954	\$ 138,689	\$ 134,419	\$ 134,210
Operating	7,380	11,137	11,894	10,053	10,053
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 135,674</b>	<b>\$ 139,091</b>	<b>\$ 150,583</b>	<b>\$ 144,472</b>	<b>\$ 144,263</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Purchasing Manager	1	1	1	1	1
Account Clerk	1	1	1	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**STATEMENT OF PURPOSE**

To manage, coordinate and monitor the City's telecommunications system in the areas of telephone, radio, 9-1-1, cable and emergency services communications, and to specify, recommend and implement solutions to the City's communications needs.

**COUNCIL GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Implement the Fiber To The Home Business Plan. **Outcome 4.1**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan County on joint telecommunications plan. **Outcome 7.3**
7. Improve overall strategic management of City and departments. **Outcome 8**
8. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
9. Develop future growth strategies for the community. **Outcome 8.2**

**DEPARTMENTAL GOALS**

1. Improve quality of reception and coverage of the 800 trunking system.
2. Prepare study to determine coverage of our current 800 trunking for rebanding.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 224,591	\$ 323,083	\$ 299,150	\$ 193,889	\$ 193,575
Operating	235,689	260,833	400,179	248,176	248,176
Capital	32,365	118,000	597,400	200,000	200,000
<b>TOTAL</b>	<b>\$ 492,645</b>	<b>\$ 701,916</b>	<b>\$ 1,296,729</b>	<b>\$ 642,065</b>	<b>\$ 641,751</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Telecommunications Manager	1	1	1	1	1
Radio Installation Technician	1	1	1	1	1
Telecommunications Technician	0	1 <sup>1</sup>	1	1	1
Telecommunications Service Assistant	0	0	1	0	0
- <b>NEW</b>					
Telecommunications Technician - <b>NEW</b>	0	0	1	0	0
<b>TOTAL</b>	<u>2</u>	<u>3</u>	<u>5</u>	<u>3</u>	<u>3</u>

<sup>1</sup> Position transferred from P/S-Traffic Operations during FY2009

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Uninterruptible Power Supply at Police Station	\$ 25,000	\$ -	\$ -
Service Monitor	30,000	-	-
Trunking Alarm System	40,000	-	-
Mobile Repeater for Fire	15,000	-	-
Replace Recorder at Police Station	200,000	200,000 <sup>1</sup>	200,000 <sup>1</sup>
Electric Gate	23,000	-	-
Microwave Test Set	4,800	-	-
Laptop for new employee	1,600	-	-
Grounding Protection on Telecomm Lines	25,000	-	-
Upgrade the Grounding at Tower Site (R-56)	25,000	-	-
Security System Storage Capacity Increase			
Upgrade	75,000	-	-
Video Security	15,000	-	-
Portable vehicle lift for bay area	13,000	-	-
Replace Fiber in City	80,000	-	-
Phone System Upgrade	25,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 597,400</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>

<sup>1</sup> Offset with Lease Purchase Financing

**STATEMENT OF PURPOSE**

To provide facilities maintenance and repair, management of new buildings and grounds projects, and management of ongoing municipal service contracts related to City bricks and mortar assets and to ensure compliance with codes, mandates and ordinances.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Implement the Fiber To The Home Business Plan. **Outcome 4.1**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Improve overall strategic management of City and departments. **Outcome 8**
6. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DEPARTMENTAL PERFORMANCE GOALS**

1. Manage Buildings & Grounds and Building & Grounds Contracted Services line items.
2. Assist as needed to develop the Facility Master Plan for the Public Services Department.
3. Increase knowledge of purchasing policies.
4. Facilitate and manage completion of special projects across departments as needed.
5. Improve customer service to departments served.
6. Provide project management services to renovations at the Plaza.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 379,373	\$ 415,981	\$ 524,844	\$ 429,527	\$ 428,689
Operating	32,376	93,129	238,090	102,871	102,871
Capital	2,195	-	9,500	-	-
<b>TOTAL</b>	<b>\$ 413,944</b>	<b>\$ 509,110</b>	<b>\$ 772,434</b>	<b>\$ 532,398</b>	<b>\$ 531,560</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Facilities Manager	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	4	5 <sup>1</sup>	5	5	5
Maintenance Worker Sr/I/II-NEW-for new Customer Service Center	0	0	1	0	0
Maintenance Worker II-NEW - in lieu of HVAC contracts	0	0	1	0	0
<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>10</b>	<b>8</b>	<b>8</b>

<sup>1</sup> Position added for cleaning in lieu of outside cleaning company

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Purchase Scissor Lift	\$ 9,500	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 9,500</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To provide centrally located facilities for holding meetings of the City Council, its Boards and Commissions and other groups who may from time-to-time need public meeting space. To provide office and conference space for the Mayor, City Manager, Management Services, Human Resources, Recreation Administration, Planning and Land Management and Development and other support staff engaged in the operation of municipal government in Salisbury.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	250,306	168,258	208,206	194,200	194,200
Capital	<u>450,938</u>	<u>92,100</u>	<u>352,500</u>	<u>67,000</u>	<u>67,000</u>
<b>TOTAL</b>	<b>\$ 701,244</b>	<b>\$ 260,358</b>	<b>\$ 560,706</b>	<b>\$ 261,200</b>	<b>\$ 261,200</b>

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>City Office Building (000)</b>			
Roof & HVAC Replacement	\$ 10,000	\$ 10,000	\$ 10,000
First Floor Renovations	120,000	-	-
Install fire escape for upper floors	19,500	-	-
Add shower facility during renovation	15,000	-	-
Repair Steam Line	30,000	-	-
Roof Replacement-Price HS	44,000	44,000	44,000
HVAC System Monitor-Price HS	13,000	-	-
<b>City Hall (251)</b>			
Administration Cabinetry	6,000	-	-
Front Entrance Improvements	20,000	-	-
Repair & seal stone to stone exterior	45,000	-	-
Interior Directional Signage	4,000	-	-
Entry Carpet	8,500	-	-
HVAC Replacement	13,000	13,000	13,000
<b>Salisbury West Community Center (252)</b>			
New flooring in the bank	4,500	-	-
<b>Total Capital Outlay</b>	<b>\$ 352,500</b>	<b>\$ 67,000</b>	<b>\$ 67,000</b>

**STATEMENT OF PURPOSE**

To continue to provide maintenance services to the Plaza. Plaza Management coordinates with the City of Salisbury Maintenance personnel to ensure our efforts continue to satisfy the desire to provide consistent economic vitality in the central business district and ensure that residential, commercial and retail space is available in the downtown area, as well as providing the City with office facilities and meeting space.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	144,856	133,342	139,820	142,530	142,530
Capital	99,233	89,500	123,000	12,000	12,000
<b>TOTAL</b>	<b>\$ 244,089</b>	<b>\$ 222,842</b>	<b>\$ 262,820</b>	<b>\$ 154,530</b>	<b>\$ 154,530</b>

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Apartment Renovations	\$ 85,000	\$ -	-
Appliance Replacement	6,000	6,000	6,000
Refurbish flipped apartments	6,000	6,000	6,000
Replace exterior door hardware	4,000	-	-
Renovate guest quarters	22,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 123,000</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>

**DEPARTMENT – Community Planning Services – Summary**

**SUMMARY STATEMENT OF PURPOSE**

Community Planning Services provides the citizens of Salisbury with current and long range planning, urban design, historic preservation, code enforcement, mapping and community development. The department also provides support for Boards and Commissions.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 627,695	\$ 710,596	\$ 859,886	\$ 745,098	\$ 743,946
Operating	373,451	498,191	1,437,892	499,385	506,585
Capital	60,871	26,379	17,500	10,500	10,500
<b>TOTAL</b>	<b>\$ 1,062,017</b>	<b>\$ 1,235,166</b>	<b>\$ 2,315,278</b>	<b>\$ 1,254,983</b>	<b>\$ 1,261,031</b>

**PERSONNEL DETAIL**

	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Permanent Full-Time (PFT)	10.5	11	13	11	11

**STATEMENT OF PURPOSE**

To provide a coordinated Planning, GIS, and Code Services program to ensure orderly growth within the City. To formulate, develop and recommend policies, plans and local ordinance in a manner consistent with the Vision 2020 Comprehensive Plan. To improve the overall livability, aesthetic value, environmental quality and economic climate within the City. To creatively and resourcefully implement special projects, programs, policies and initiatives to further community ideals related to neighborhood viability, cultural resources, environmental sustainability and a range of economic enterprises.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Complete the North Main Street Small Area Plan “impact project”. **Outcome 2.1**
5. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization. **Outcome 2.2**
6. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
7. Appoint a task force to pursue implementation of the better housing code and formation of a Housing Commission. **Outcome 2.4**
8. Develop a fundraising plan in partnership with the Dixonville Cemetery Task Force. **Outcome 2.5**
9. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
10. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
11. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
12. Attract, retain and develop high quality City employees. **Outcome 6**
13. Implement employee training and development plan. **Outcome 6.2**
14. Partner with Rowan-Salisbury Schools. **Outcome 7**
15. Improve overall strategic management of City and departments. **Outcome 8**
16. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
17. Develop future growth strategies for the community. **Outcome 8.2**
18. Improve and enhance Downtown Salisbury. **Outcome 9**
19. Assess community parking needs (Hall Gym, Lee Street, Rowan Helping Ministries) **Outcome 9.1**
20. Develop downtown streetscape improvements. **Outcome 9.2**

**DIVISIONAL PERFORMANCE GOALS**

1. Cooperate with Downtown Salisbury, Inc. (DSI) to implement the Downtown Master Plan.
2. Participate in the Regional Sustainability Project.
3. Support Rowan County’s development of a land use plan with growth corridors.
4. Adopt standards and ordinances that support implementation of Vision 2020.
5. Evaluate the need for a policy for the development of affordable housing in Salisbury.
6. Provide appropriate training for all boards and commissions.
7. Identify opportunities to support Vision 2020 through city operations.
8. Broker projects to improve housing in selected neighborhoods.
9. Conduct needs assessment to identify additional selected neighborhood(s).
10. Provide staff support to the Planning Board.
11. Provide staff support and assistance to the Community Appearance Commission.

**PERFORMANCE MEASURES**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<b>Workload</b>			
Rezoning Requests Processed	4	11	8
<b>Efficiency</b>			
Average Number of Processing Days Per Rezoning Request	70	70	70
<b>Effectiveness</b>			
Percent of Rezoning Requests Approved as Presented	71%	82%	75%

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 366,819	\$ 371,549	\$ 389,784	\$ 380,655	\$ 380,131
Operating	237,511	298,551	1,046,019	242,849	250,049
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 604,330</b>	<b>\$ 670,100</b>	<b>\$ 1,435,803</b>	<b>\$ 623,504</b>	<b>\$ 630,180</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Planning & Community Development Manager	1	0 <sup>1</sup>	0	0	0
Community Planning Services Director	0	1 <sup>1</sup>	1	1	1
Planner Sr/I/II/Urban Design	3	3	3	3	3
Department Secretary/Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup> Position reclassified

**STATEMENT OF PURPOSE**

To serve as the centralized source of procedures, information, and support related to GIS data development and mapping for the City including data development, project coordination, and application development and support. To coordinate efforts to improve data availability and data quality for City staff.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
4. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
5. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
6. Attract, retain and develop high quality City employees. **Outcome 6**
7. Improve overall strategic management of City and departments. **Outcome 8**
8. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
9. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

1. Assist with needs assessment to identify additional selected neighborhoods.
2. Assist with identification of properties within the City for future infill development.
3. Assist Downtown Salisbury, Inc. (DSI) with implementation of the Downtown Salisbury Master Plan.
4. Provide input for integration of GIS with project tracking software.
5. Provide input for integration of GIS with Citizen Resource Management software.
6. Implement ArcSDE enterprise GIS data storage solution.
7. Complete priority GIS data layers.
8. Provide GIS training for City staff.
9. Update GIS strategic plan.
10. Assist Utilities GIS with inventory of water and sewer infrastructure.
11. Assist Fire Department with creation of data layers for improved pre-planning and fire response.
12. Assist Police Department with maintenance of data layers for computer aided dispatch.
13. Develop metadata for all City data layers.
14. Maintain international GIS certification through the Geographic Information Systems Certification Institute.
15. Implement online GIS applications.

**PERFORMANCE MEASURES**

	FY 2009	FY 2010	FY 2011
	Actual	Estimate	Projected
<b>Workload</b>			
Number of Parcel Notifications Processed ^	1,100	1,500	500
<b>Efficiency</b>			
Average Processing Time Per Parcel Notification (seconds)	0.03	0.03	0.03
<b>Effectiveness</b>			
Hours Saved by Automating Parcel Notification Process (GIS) ^^	21	26	22

^ Note that the number of parcel notifications decreased significantly, which is due to a decrease in development, therefore fewer people being notified.

^^ Note that the Land Development Ordinance (adopted in January 1, 2009) permits more administrative level review, which do not receive letters of notification.

## BUDGET REQUEST SUMMARY

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 144,620	\$ 145,410	\$ 153,155	\$ 149,601	\$ 149,392
Operating	93,412	132,811	277,053	156,138	156,138
Capital	<u>56,621</u>	<u>26,379</u>	<u>17,500</u>	<u>10,500</u>	<u>10,500</u>
<b>TOTAL</b>	<b>\$ 294,653</b>	<b>\$ 304,600</b>	<b>\$ 447,708</b>	<b>\$ 316,239</b>	<b>\$ 316,030</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Systems Analyst I	1	1	1	1	1
GIS Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

### CAPITAL OUTLAY

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Acquire data extraction/feature extraction software	\$ 10,500	\$ 10,500	\$ 10,500
Purchase additional GPS & software	<u>7,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 17,500</b>	<b>\$ 10,500</b>	<b>\$ 10,500</b>

**STATEMENT OF PURPOSE**

To enforce the codes of the City of Salisbury and improve the quality of life within our community through ensuring that our community is visually appealing, clean, and safe.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization. **Outcome 2.2**
5. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
6. Appoint a task force to pursue implementation of the better housing code and formation of a Housing Commission. **Outcome 2.4**
7. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
8. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
9. Explore ways to encourage support of local businesses. **Outcome 4.4**
10. Attract, retain and develop high quality City employees. **Outcome 6**
11. Improve overall strategic management of City and departments. **Outcome 8**
12. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
13. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

1. Establish Standard Operating Policies (SOP’s).
2. Train Code Manager and Code Enforcement Specialist in minimum housing.
3. Develop working relationships with the Neighborhood Leaders Alliance and neighborhood organizations.
4. Evaluate the pros and cons of forming a Housing Commission.
5. Cross-train all employees in all codes.

**PERFORMANCE MEASURES**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<b>Workload</b>			
Number of Proactive Inspections (inspector initiated)	800	3,300	5,000
Number of Reactive Inspections (third-party complaints)	300	1,100	1,000
Number of Citations Issued	1,047	4,000	3,000
Number of Owner Corrected Violations	862	3,200	2,400
<b>Efficiency</b>			
Cost Per Nuisance Abated	\$ 291	\$ 291	\$ 291
Cost Per Inspection	\$ 125	\$ 125	\$ 125
<b>Effectiveness</b>			
Days From Complaint to First Inspection	1	1	2

### BUDGET REQUEST SUMMARY

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 116,256	\$ 193,637	\$ 316,947	\$ 214,842	\$ 214,423
Operating	42,528	66,829	114,820	100,398	100,398
Capital	<u>4,250</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 163,034</b>	<b>\$ 260,466</b>	<b>\$ 431,767</b>	<b>\$ 315,240</b>	<b>\$ 314,821</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Code Manager	1	1	1	1	1
Code Enforcement Officer	2	2	2	2	2
Code Enforcement Officer	.5 <sup>1</sup>	1 <sup>2</sup>	1	1	1
Code Enforcement Officer - <b>NEW</b>	0	0	1	0	0
Sr. Office Assistant/Case Manager - <b>NEW</b>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>3.5</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>4</b>

<sup>1</sup> This position is split between Development Services and Code Services for FY2009 Adopted

<sup>2</sup> Position to be fully funded in Code Services

**DEPARTMENT – Engineering and Development Services – Summary**

**SUMMARY STATEMENT OF PURPOSE**

The Engineering and Development Services Department oversees the private development review process and other engineering functions. Development review includes coordinating the efforts of the Utilities Department, Fire Department, Community Planning Services Department, and Engineering and Development Services Department. Other engineering functions include transportation engineering, street lighting, storm drainage, and special projects.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 725,719	\$ 743,376	\$ 795,469	\$ 776,197	\$ 775,045
Operating	1,820,186	2,707,414	1,609,876	1,150,213	1,167,013
Capital	-	-	414,000	-	-
<b>TOTAL</b>	<b>\$ 2,545,905</b>	<b>\$ 3,450,790</b>	<b>\$ 2,819,345</b>	<b>\$ 1,926,410</b>	<b>\$ 1,942,058</b>

**PERSONNEL DETAIL**

	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Permanent Full-Time (PFT)	11.5	11	11	11	11

**STATEMENT OF PURPOSE**

To provide citizens, builders and developers a centralized source of information, permit services, zoning, and boards support through a centralized Development Services Center.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
5. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
6. Explore ways to encourage support of local businesses. **Outcome 4.4**
7. Attract, retain and develop high quality City employees. **Outcome 6**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**
11. Streamline development review process and ordinances. **Outcome 10**
12. Seek local permitting authority for utility extensions. **Outcome 10.1**
13. Conduct round table discussions with the local development community to improve communication. **Outcome 10.2**

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to review and enforce the Land Development Ordinance.
2. Continue to perform field inspections to ensure compliance with various codes and ordinances.
3. Continue to issue certificates of compliance with all construction.
4. Continue to issue certificates of appropriateness for new construction, renovations and additions within the local historic districts.
5. Continue staffing the Historic Preservation Commission, Planning Board, and the Zoning Board of Adjustment.
6. Continue to administer and enforce Historic District ordinance and guidelines.
7. Continue to assist in the development of the GIS capability within the Division.
8. Continue to monitor and improve plan review.
9. Continue to monitor, improve, and upgrade files.
10. Continue to assist with text amendments to the Land Development Ordinance.
11. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer and portions of Rowan County.
12. Assist with the implementation of the backflow prevention and pretreatment ordinance.
13. Continue to administer and update the City’s street address system.
14. Continue to provide customer service to developers, contractors, and the general public in securing the appropriate permits and approvals.

**PERFORMANCE MEASURES**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<b>Workload</b>			
Group Development Plans (GDP) submitted	N/A	N/A	N/A
Minor Site Plans (MI) submitted	37	60	50
Major Site Plans (MA) submitted	1	1	1
Special Use Permits (SUP) submitted	4	2	2
Certificates of Minor Works (CMW-S)- staff submitted	97	90	100
<b>Efficiency</b>			
GDP: Average days from submittal to approval	N/A	N/A	N/A
MI: Average days from submittal to approval	35	47	30
MA: Average days from submittal to approval	N/A	45	45
CMW-S: Average days from submittal to approval	2	2	2

Water / Sewer Connection Permits - Performance Measures

<b>Workload</b>			
Salisbury Water / Sewer Connection Permits Processed	194/77	64/37	32/18
Granite Quarry Water / Sewer Connection Permits Processed	4/3	2/2	1/1
Rockwell Water / Sewer Connection Permits Processed	16/7	6/4	2/1
Spencer Water / Sewer Connection Permits Processed	12/12	6/2	2/1
East Spencer Water / Sewer Connection Permits Processed	6/4	2/2	0/1
<b>Efficiency / Effectiveness</b>			
Average Processing Days Per Salisbury W/S Permit Request	1	1	1
Average Processing Days Per Granite Quarry W/S Permit Request	1	1	1
Average Processing Days Per Rockwell W/S Permit Request	1	1	1
Average Processing Days Per Spencer W/S Permit Request	1	1	1
Average Processing Days Per East Spencer W/S Permit Request	1	1	1

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 179,213	\$ 196,862	\$ 220,842	\$ 215,276	\$ 214,857
Operating	235,849	243,257	268,546	252,171	268,971
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 415,062</b>	<b>\$ 440,119</b>	<b>\$ 489,388</b>	<b>\$ 467,447</b>	<b>\$ 483,828</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Development Services Manager	1	1	1	1	1
Development Services Specialist	1	1	1	1	1
Permit Services Coordinator	1	1	1	1	1
Zoning & Code Enforcement Specialist	.5 <sup>1</sup>	0 <sup>2</sup>	0	0	0
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4.5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> This position is split between Development Services and Code Services (new department) for FY2009 Adopted

<sup>2</sup> Position to be fully funded in Code Services

**STATEMENT OF PURPOSE**

To provide a centralized source of general engineering services for the City including traffic engineering, review and approval of plans submitted by outside consultants, coordination of project activities initiated between the City and other agencies, and investigation of citizen requests.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization. **Outcome 2.2**
5. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
6. Explore ways to encourage support of local businesses. **Outcome 4.4**
7. Attract, retain and develop high quality City employees. **Outcome 6**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**
11. Improve and enhance Downtown Salisbury. **Outcome 9**
12. Assess community parking needs (Hall Gym, Lee Street, Rowan Helping Ministries). **Outcome 9.1**
13. Develop downtown streetscape improvements. **Outcome 9.2**
14. Streamline development review process and ordinances. **Outcome 10**
15. Seek local permitting authority for utility extensions. **Outcome 10.1**
16. Conduct round table discussions with the local development community to improve communication. **Outcome 10.2**

**DIVISIONAL PERFORMANCE GOALS**

1. Implement approved Special Projects.
2. Coordinate projects with NCDOT.
3. Implement NPDES Phase 2 program.
4. Manage the City’s closed-loop traffic signal system.
5. Administer Storm Drainage Incentive Grants.
6. Implement recommendations of DSI Parking Committee.
7. Implement a traffic calming program.

**PERFORMANCE MEASURES**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<b>Workload</b>			
Minor Site Plan (MI) Engineering review	37	29	30
Major Site Plans (MA) Engineering review	2	0	1
Subdivisions (S) Engineering review	1	1	1
Utility Projects (U) Engineering review	13	28	30
Conditional District (CD) Engineering review	6	4	6
<b>Efficiency</b>			
MI: Average Days reviewed by Engineering	25	26	25
MI: Average Days processed by Developer's representatives	51	46	0
MA: Average Days reviewed by Engineering	65	0	30
MA: Average Days processed by Developer's representatives	9	0	0
S: Average Days reviewed by Engineering	57	37	35
S: Average Days processed by Developer's representatives	101	34	0
U: Average Days reviewed by Engineering	33	12	10
U: Average Days processed by Developer's representatives	73	20	0

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 546,506	\$ 546,514	\$ 574,627	\$ 560,921	\$ 560,188
Operating	1,207,240	2,049,507	831,305	389,517	389,517
Capital	-	-	414,000	-	-
<b>TOTAL</b>	<b>\$ 1,753,746</b>	<b>\$ 2,596,021</b>	<b>\$ 1,819,932</b>	<b>\$ 950,438</b>	<b>\$ 949,705</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Land Management & Dev Director	1	0 <sup>1</sup>	0	0	0
Engineering & Dev Svcs Director	0	1 <sup>1</sup>	1	1	1
Civil Engineer I/II/III	4	4	4	4	4
Engineering Technician	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup>Position reclassified

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Ellis Street Bridge Design	\$ 324,000	\$ -	\$ -
Ellis Street Bridge ROW Acquisition	90,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 414,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To provide for the lighting of the public streets and municipal property.

**DIVISIONAL PERFORMANCE GOALS**

1. Forward citizen notifications of street light outages to Duke Power.
2. Administer citizen requests for improved street lighting in accordance with the City’s neighborhood street lighting petition policy.
3. Improve street lighting along thoroughfares in accordance with approved funding.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	377,097	414,650	510,025	508,525	508,525
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 377,097</b>	<b>\$ 414,650</b>	<b>\$ 510,025</b>	<b>\$ 508,525</b>	<b>\$ 508,525</b>

**DEPARTMENT - Police - Summary**

**SUMMARY STATEMENT OF PURPOSE**

The Police Department protects the citizens of Salisbury with 24-hour law enforcement service. Specific areas of emphasis include preventive patrol, investigations of criminal activity, crime prevention, traffic control, animal control, and internal support services to the operational units.

**PERFORMANCE MEASURES**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<b>Workload</b>			
Number of Sworn Police Officers (Authorized Positions)	88	88	88
Total Incoming Calls (911, Direct-Dial, Information-Seeking, etc.)	88,989	88,700	88,500
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,621	2,450	2,325
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	2,636	2,405	2,400
Departmental Internal Affairs Investigated Complaints	20	20	20
<b>Efficiency</b>			
Number of Sworn Police Officer Vacancies (all causes)	8	5	8
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	41,261	41,000	41,000
Part I Crimes Investigated By Criminal Investigations (CID) Division <sup>^^^</sup>	268	270	250
Internal Affairs Complaints Sustained	7	6	5
<b>Effectiveness</b>			
Departmental Turn-Over Rate (Sworn Police Officers)	9.1%	5.7%	9.1%
Percent of Incoming Calls That Result in an Officer Dispatch	46.4%	46.2%	46.3%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	6.4%	6.0%	5.7%
CID Part I Case Clearance Rate <sup>^^^</sup>	36%	35%	35%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	35.0%	30.0%	35.0%

<sup>^^^</sup> Patrol investigates all crime. CID is used for extreme cases or where limited evidence exists

<sup>^^^</sup> Defined as: cases cleared through arrest, unfounded cases, or when prosecution is declined

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 5,820,722	\$ 5,948,044	\$ 6,332,756	\$ 6,052,293	\$ 6,040,982
Operating	1,215,216	1,465,533	1,733,666	1,498,501	1,498,501
Capital	51,760	88,859	132,200	39,800	39,800
<b>TOTAL</b>	<b>\$ 7,087,698</b>	<b>\$ 7,502,436</b>	<b>\$ 8,198,622</b>	<b>\$ 7,590,594</b>	<b>\$ 7,579,283</b>

**PERSONNEL DETAIL**

	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Permanent Full-Time (PFT)	108	107	108	107	107
Temporary Part-Time (TPT)	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>110</b>	<b>108</b>	<b>109</b>	<b>108</b>	<b>108</b>

**STATEMENT OF PURPOSE**

To serve as the support unit of the Police Department providing telecommunications, clerical and administrative services, evidence storage, animal control and tracking, D.A.R.E., crime prevention, a record-keeping system and building maintenance.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
3. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization. **Outcome 2.2**
4. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
5. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
6. Attract, retain and develop high quality City employees. **Outcome 6**
7. Partner with Rowan-Salisbury Schools. **Outcome 7**
8. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

1. Revise the Telecommunications Standard Operating Procedures Manual to conform to current policy and practices.
2. Evaluate the Department’s Field Training Program. Implement changes to make the program more effective for the participants and the department.
3. Create Power Point programs for the most requested crime prevention topics. This will enable any officer to be able to present these programs.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 1,176,132	\$ 1,179,985	\$ 1,345,698	\$ 1,225,868	\$ 1,223,355
Operating	257,310	351,896	354,725	315,953	315,953
Capital	<u>15,200</u>	<u>79,800</u>	<u>112,200</u>	<u>39,800</u>	<u>39,800</u>
<b>TOTAL</b>	<b>\$ 1,448,642</b>	<b>\$ 1,611,681</b>	<b>\$ 1,812,623</b>	<b>\$ 1,581,621</b>	<b>\$ 1,579,108</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Services Administration (000)</b>					
Deputy Police Chief	1	1	1	1	1
Police Lieutenant-Support Services	1	1	1	1	1
<b>Animal Control (300)</b>					
Animal Control Specialist	1	0 <sup>1</sup>	0	0	0
Animal Control Specialist (TPT)	1	0 <sup>1</sup>	0	0	0
<b>Communications (302)</b>					
Police Telecommunicator	10	10	10	10	10
Police Telecommunicator (TPT)	1	1	1	1	1
Supervisor/Telecommunicator-NEW	0	0	1	0	0

<b>Position Title</b>	<b>Authorized FY 08-09</b>	<b>Authorized FY 09-10</b>	<b>Requested FY 10-11</b>	<b>Mgr Recommends FY 10-11</b>	<b>Adopted FY 10-11</b>
<b>Community Service (303)</b>					
Community Services Officer - MPO	1	1	1	1	1
Victim's Advocate - MPO	1	1	1	1	1
<b>Evidence &amp; Identification (304)</b>					
Police Evidence & Property Custodian	1	1	1	1	1
<b>Information Management (305)</b>					
Police Records Clerk	1	1	1	1	1
Police Records Coordinator	1	1	1	1	1
Police Information Clerk (Expediter)	1	1	1	1	1
Parking Control Specialist	1	1	1	1	1
Police Officer I/II/MPO (Downtown)	1	1	1	1	1
<b>Recruitment/Training (306)</b>					
Police Sergeant	2	2	2	2	2
<b>Project Safe Grant (315)</b>					
Community Resource Specialist (PFT)	<u>0</u>	<u>1</u> <sup>2</sup>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>25</b>	<b>24</b>	<b>25</b>	<b>24</b>	<b>24</b>

<sup>1</sup> Position eliminated due to contract with Rowan County to provide the service

<sup>2</sup> Position transferred from Police-Administration; this position is 75% grant funded for FY2010 and FY2011

### CAPITAL OUTLAY

	<b>Requested FY 10-11</b>	<b>Mgr Recommends FY 10-11</b>	<b>Adopted FY 10-11</b>
<b>Buildings (301)</b>			
HVAC Replacement	\$ 39,800	\$ 39,800	39,800
Foyer HVAC	25,000	-	-
HVAC System Monitor	9,500	-	-
Sound System for PD Training Room	3,000	-	-
Furniture for older section of building	10,000	-	-
<b>Information Management (305)</b>			
Parking Citation Management Software	16,600	-	-
OSSI Canine Tracking/Training Software	8,300	-	-
<b>Total Capital Outlay</b>	<b>\$ 112,200</b>	<b>\$ 39,800</b>	<b>\$ 39,800</b>

**STATEMENT OF PURPOSE**

To serve as the central management for all activities and operations associated with the Police Department.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
5. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
6. Attract, retain and develop high quality City employees. **Outcome 6**
7. Partner with Rowan-Salisbury Schools. **Outcome 7**
8. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
9. Improve overall strategic management of City and departments. **Outcome 8**
10. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

1. Continue the department’s efforts to address juvenile gangs through prevention, intervention and suppression.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 384,869	\$ 338,502	\$ 371,936	\$ 344,429	\$ 343,905
Operating	160,383	176,953	299,219	195,249	195,249
Capital	-	9,059	20,000	-	-
<b>TOTAL</b>	<b>\$ 545,252</b>	<b>\$ 524,514</b>	<b>\$ 691,155</b>	<b>\$ 539,678</b>	<b>\$ 539,154</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Finance Specialist	1	1	1	1	1
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Project Safe Grant (315)</b>					
Community Resource Specialist	<u>1</u> <sup>1</sup>	<u>0</u> <sup>2</sup>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup> Full time salary and fringe benefits funded by grants

<sup>2</sup> Position transferred to Police-Support Services

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Install security cameras at selected areas	\$ 20,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To provide 24-hour law enforcement service for the citizens of Salisbury including: protection of life and property, traffic enforcement, investigation of traffic accidents, investigation of criminal activities, crime lab, school resource officers, crime analysis, and department armory.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
4. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
5. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
6. Attract, retain and develop high quality City employees. **Outcome 6**
7. Improve overall strategic management of City and departments. **Outcome 8**
8. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

1. Increase the clearance rate of major criminal cases.
2. Review our response and delivery of citizen service under our current two police district configuration and consider the implementation of a third police district to service new municipal growth.
3. Increase enforcement efforts associated with identification, interdiction, suppression and intervention of gang initiated criminal activity. Expand our GREAT instructors by two. Consider using Street Gang Interdiction Officers. Gang Violence Prevention Grant submitted to NC Crime Control to establish a Police Cadet Program.
4. Conduct bi-annual Weapons of Mass Destruction and disaster preparedness exercises with City fire, City public works, Salisbury-Rowan Utilities and Rowan County public safety providers to test, evaluate and maintain our local emergency preparedness.
5. Conduct weekly specialized traffic enforcement operations to address speeding, hazardous-reckless vehicle operation and high collision intersections at specific locations within the City.
6. Continue the on-line Spanish language and cultural awareness course of instruction for Police Officers to enhance the quality and delivery of police services to our citizens.
7. Allocate specific resources, identify, train and certify additional Polygraph Examiner.
8. Allocate specific resources to acquire portable Critical Incident - Hostage Negotiations Communications System.
9. Allocate specific investigative resources to concentrate on Computer and Cyber-Crime.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 4,259,721	\$ 4,429,557	\$ 4,615,122	\$ 4,481,996	\$ 4,473,722
Operating	797,523	936,684	1,079,722	987,299	987,299
Capital	36,560	-	-	-	-
<b>TOTAL</b>	<b>\$ 5,093,804</b>	<b>\$ 5,366,241</b>	<b>\$ 5,694,844</b>	<b>\$ 5,469,295</b>	<b>\$ 5,461,021</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Operations Administration (320)</b>					
Deputy Police Chief	1	1	1	1	1
<b>District I (321)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	2	2	2	2	2
Police Officer I/II/MPO	23	23	23	23	23
<b>District II (322)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	2	2	2	2	2
Police Officer I/II/MPO	26	26	26	26	26
<b>Special Operations (323)</b>					
Police Lieutenant	1	1	1	1	1
Police Officer I/II/MPO	4	4	4	4	4
<b>Criminal Investigations (326)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	2	2	2	2	2
Police Officer I/II/MPO	13	13	13	13	13
<b>Crime Analysis (330)</b>					
Crime Analyst (Civilian)	1	1	1	1	1
Crime Scene Specialist (Sworn)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>79</b>

Note: Seven Police Officers were to be funded by COPS Grant for FY2010 Adopted Budget. During FY2010, the grant award was for four Police Officers and subsequently, the City funded the other three Police Officers from vacant positions throughout the fiscal year.

**STATEMENT OF PURPOSE**

To protect the quality of life for present and future generations through interaction with our community, compassionate service and an atmosphere that encourages innovation, professionalism and diversity.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization. **Outcome 2.2**
5. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
6. Appoint a task force to pursue implementation of the better housing code and formation of a Housing Commission. **Outcome 2.4**
7. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
8. Attract, retain and develop high quality City employees. **Outcome 6**
9. Partner with Rowan County on joint telecommunications plan. **Outcome 7.3**
10. Improve overall strategic management of City and departments. **Outcome 8**
11. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
12. Develop future growth strategies for the community. **Outcome 8.2**

**DEPARTMENTAL PERFORMANCE GOALS**

1. Develop facility plan to combine maintenance, growth and modernization.
2. Establish Customer Service guidelines (Design Team).
3. Research public education grants and programs.
4. Rewrite Hazmat Response Policy Team Contract.
5. Modernize Firefighter entry physical test.
6. Conduct a Fire Training needs assessment.
7. Enhance child safety seat program/schedule clinic staff.
8. Develop Child lock-in procedure.
9. Develop Regional Rescue Task Force.
10. Conduct an analysis for use of Truck 519.
11. Place new Squad 515 in service.

**PERFORMANCE MEASURES**

**Workload**

False Alarm Responses	417	427	452
Total Calls	4,223	4,156	4,011
Average Calls Per Day	11.6	11.4	11.0
Average Training Hours per Firefighter per Day	3.7	3.7	3.7

**Efficiency**

Cost Per Response (average)	\$ 1,166	\$ 1,278	\$ 1,296
Firefighters Per Shift Strength	23	23	23
Firefighters Per Shift Per 1,000 Population	0.74	0.74	0.73
Total Dollar Value of All Property Protected	\$2.55 Billion	\$2.60 Billion	\$2.65 Billion

**Effectiveness**

Fire Deaths - Civilian	1	0	0
Fire Deaths - Firefighter	0	0	0
Fire Loss (Dollars)	\$ 740,623	\$ 500,500	\$ 323,575
On-Scene Time - % within 5 Minutes	43%	45%	45%

## BUDGET REQUEST SUMMARY

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 3,825,296	\$ 3,831,822	\$ 4,380,469	\$ 3,956,186	\$ 3,947,389
Operating	990,690	1,069,010	1,443,516	1,104,211	1,104,211
Capital	<u>106,159</u>	<u>408,610</u>	<u>1,757,213</u>	<u>138,300</u>	<u>138,300</u>
<b>TOTAL</b>	<b>\$ 4,922,145</b>	<b>\$ 5,309,442</b>	<b>\$ 7,581,198</b>	<b>\$ 5,198,697</b>	<b>\$ 5,189,900</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Fire Administration (000)</b>					
Fire Chief	1	1	1	1	1
Battalion Chief	2	2	2	2	2
Office Assistant	1	1	1	1	1
<b>Fire Station #54 (350)</b>					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	7	8	9	9	9
Fire Engineer	3	3	3	3	3
<b>Fire Station #51 (351)</b>					
Battalion Chief	3	3	3	3	3
Fire Captain	10	9	9	9	9
Fire Control Specialist I/II	14	7	6	6	6
Fire Control Specialist I/II – <b>NEW</b>	0	0	3	0	0
Fire Engineer	5	5	6	6	6
Fire Control Specialist I/II (TPT)	5	5	5	5	5
<b>Fire Station #52 (352)</b>					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	6	9	9	9	9
Fire Engineer	3	3	3	3	3
<b>Fire Station #53 (353)</b>					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	6	9	9	9	9
Fire Engineer	3	3	3	3	3
<b>Loss Prevention &amp; Investigation (356)</b>					
Battalion Chief/Fire Marshal	1	1	1	1	1
Assistant Fire Marshall	1	1	1	1	1
Fire Captain	0	1	0	0	0
FLSE/Office Assistant - <b>NEW</b>	0	0	1	0	0
Staff Fire Inspector- <b>NEW</b>	0	0	1	0	0
<b>Training Division (357)</b>					
Battalion Chief	1	1	1	1	1
Fire Projects Analyst	1	1	1	1	1
Fire Training Captain – <b>NEW</b>	0	0	1	0	0
Hydrant Maintenance (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>84</b>	<b>84</b>	<b>90</b>	<b>84</b>	<b>84</b>

## CAPITAL OUTLAY

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (000)</b>			
Stairmaster Stepmill Stepper	\$ 4,000	\$ -	\$ -
Supply module software program for inventory record maintenance	10,665	-	-
Fire Operations Center	87,400	-	-
SCBA Replacements (\$5,500 ea)	11,000	11,000	11,000
VHF Pagers for remaining staff members	8,500	-	-
Telestaff- Staffing Management Software	45,000	-	-
<b>Fire Station #54 (350)</b>			
Station Renovations/Repairs/Improvements	25,000	-	-
Industrial Ice Machine for station	5,500	-	-
18" Electric Smoke Ejectors	4,324	-	-
Cardiac Defibrillator Replacement	3,000	3,000	3,000
Thermal Imaging Camera	10,300	-	-
SCBA Replacement (\$5,500 ea.)	11,000	11,000	11,000
<b>Fire Station #51 (351)</b>			
Station Renovations/Repairs/Improvements	103,000	-	-
HVAC Monitoring System	6,500	-	-
HVAC Replacement	117,500	-	-
Buy Adjacent Property	528,600	-	-
Firefighters' Memorial Repair	6,000	-	-
Furniture Replacement	7,500	-	-
Defibrillator Replacement	12,000	12,000	12,000
Rescue Tool, Jaws of Life	20,000	20,000	20,000
Upgrade decon space	4,000	-	-
RES-Q Jacks (\$7,500 ea.)	7,500	-	-
<b>Fire Station #52 (352)</b>			
HVAC Replacement	12,500	12,500	12,500
Station Renovations/Repairs/Improvements	35,000	-	-
Gear Racks	15,000	-	-
Defibrillator Replacement	12,000	12,000	12,000
Jaws of Life	12,500	12,500	12,500
Replacement of SCBA (\$5,000 ea)	10,000	5,000	5,000
<b>Fire Station #53 (353)</b>			
Station Renovations/Repairs/Improvements	105,000	-	-
Compressor replacement	13,000	13,000	13,000
Equipment for New Quint to replace L4	80,000	-	-
SCBA for new quint	37,300	-	-
Buy property for new station	180,000	-	-
18" Electric Smoke Ejectors	4,324	-	-
Jaws of Life	12,000	12,000	12,000
Thermal Imaging Camera	10,300	10,300	10,300

**CAPITAL OUTLAY (Continued)**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>LPI (356)</b>			
HP Design Jet Plot printer for FM office	8,000	-	-
MiniRae 2000 PID Accelerant Detector	4,000	4,000	4,000
Buzz E Smoke Alarm	7,000	-	-
Projector installation & drop down screen	3,500	-	-
<b>Training Division (357)</b>			
Stairmill Stepper	4,000	-	-
Mobile Burn Facility	150,000	-	-
<b>Minimum Housing/Code Enforcement (358)</b>			
HVAC Monitoring System	3,500	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,757,213</b>	<b>\$ 138,300</b>	<b>\$ 138,300</b>

**DEPARTMENT - Public Services - Summary**

**SUMMARY STATEMENT OF PURPOSE**

The Public Services Department provides the citizens of Salisbury with street maintenance, collection and disposal of solid waste, traffic signal maintenance, pavement markings, and landscaping of City property. This Department also provides maintenance of all City vehicles.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 3,903,837	\$ 4,132,254	\$ 4,379,547	\$ 4,247,945	\$ 4,238,519
Operating	3,535,201	3,043,475	3,819,348	3,021,803	3,021,803
Capital	169,074	46,350	439,500	55,500	55,500
<b>TOTAL</b>	<b>\$ 7,608,112</b>	<b>\$ 7,222,079</b>	<b>\$ 8,638,395</b>	<b>\$ 7,325,248</b>	<b>\$ 7,315,822</b>

**PERSONNEL DETAIL**

	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Permanent Full-Time (PFT)	87	86 <sup>1</sup>	86	86	86
Temporary Full-Time (TFT)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>91</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>

<sup>1</sup> Position transferred to Management Services - Telecommunications

**STATEMENT OF PURPOSE**

To serve as the central management and administration source for activities and operations related to the Public Services Department including Fleet Management, Landscape Operations, Cemetery, Hurley Park, Traffic Operations, Solid Waste Management, Street Division and Transit Division.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
4. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
5. Explore ways to encourage support of local businesses. **Outcome 4.4**
6. Attract, retain and develop high quality City employees. **Outcome 6**
7. Implement employee training and development plan. **Outcome 6.2**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 195,329	\$ 196,344	\$ 207,381	\$ 202,349	\$ 202,035
Operating	146,554	15,400	21,335	16,585	16,585
Capital	-	-	44,000	-	-
<b>TOTAL</b>	<b>\$ 341,883</b>	<b>\$ 211,744</b>	<b>\$ 272,716</b>	<b>\$ 218,934</b>	<b>\$ 218,620</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Public Services Director	1	1	1	1	1
Department Secretary	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Roof Replacement	\$ 44,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 44,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To provide the City with a resource capable of effectively monitoring and evaluating municipal traffic safety, traffic flow, and parking needs and to develop and implement programs designed to address those needs through a network of traffic signals, traffic control signs, pavement markings and parking control devices. To provide installation and maintenance of a telecommunications system throughout the organization (excluding public safety telecommunications equipment).

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Strengthen our unified community image through implementation of the wayfinding and signage plan. **Outcome 4.2**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**PERFORMANCE MEASURES**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
Miles of Pavement Markings Repainted	28	33.5	30
Traffic Signal Bulbs Replaced	60	243	60
Traffic Studies Completed	180	55	75
Signs Repaired	580	939	700

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 338,100	\$ 401,190	\$ 431,384	\$ 418,493	\$ 417,655
Operating	131,623	161,238	164,849	162,262	162,262
Capital	<u>91,109</u>	<u>-</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
<b>TOTAL</b>	<b>\$ 560,832</b>	<b>\$ 562,428</b>	<b>\$ 599,733</b>	<b>\$ 584,255</b>	<b>\$ 583,417</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Traffic Operations Manager	1	1	1	1	1
Signs and Marking Crew Leader	1	1	1	1	1
Signs and Marking Technician I/II	3	3	3	3	3
Traffic Signal Technical I/II	3	3	3	3	3
Telecommunications Technician	<u>1</u>	<u>0<sup>1</sup></u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

<sup>1</sup> Position transferred to Management Services-Telecommunication during FY2009

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Replace locator equipment for underground cable locating	\$ <u>3,500</u>	\$ <u>3,500</u>	\$ <u>3,500</u>
<b>Total Capital Outlay</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>

**STATEMENT OF PURPOSE**

To plan, implement and manage the construction and maintenance of all City streets, sidewalks, drainage systems and rights-of-way through a program of maintenance, construction, cleaning, and general beautification. To fund activities associated with street construction, maintenance, cleaning and rights-of-way maintenance as provided for by revenue received from the State of North Carolina through the Powell Bill Fund.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Improve overall strategic management of City and departments. **Outcome 8**
5. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
6. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

**Administration (000)**

Plan, direct and support the construction and maintenance of City streets, sidewalks and drainage systems.

**Street Maintenance (420)**

Perform maintenance to City streets and parking facilities not covered under the guidelines of Powell Bill funding; perform paving and patching to street cuts as a result of the work efforts of various utilities.

**Concrete Construction (421)**

Provide maintenance and repair to City sidewalks, driveways, and curbs; respond to requests from contractors and property owners to install or repair new concrete facilities.

**Street Cleaning (422)**

Routinely sweep, wash, and remove debris from streets to prevent sedimentation of drainage structures and prevent unsafe conditions; clean downtown sidewalks, streets, and City-owned parking facilities nightly to provide aesthetic enhancements to public properties.

**Powell Bill Paving & Resurfacing (426)**

Maintain and upgrade the City’s 164 miles of streets through maintenance programs consisting of crack sealing, base repairs, pavement maintenance, and paving as prioritized from the street condition survey.

**Powell Bill Bridge Maintenance/Snow (427)**

Provide maintenance to the decking, pavement, and related bridge facilities; maintain streets, walks, and parking facilities in a passable condition during periods of ice and snow.

**Powell Bill Drainage (428)**

Clean, construct and repair culverts, catch basins and related drainage structures as needed to ensure effective and efficient run-off of rainwater to minimize local flooding.

**Powell Bill-Concrete Construction (429)**

Provide maintenance, repair, and installation to City curb and gutter, sidewalks, and bike pathways.

**PERFORMANCE MEASURES**

	FY 2009	FY 2010	FY 2011
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Lane Miles of Streets Paved	6.0	6.2	6.0
Lane Miles of Streets Maintained	342	345	345
Potholes Filled	300	287	390
Driveways	40	42	40
Sidewalks Replaced / Repaired - Feet	8,000	7,705	7,600
Curb & Gutter - Feet	1,500	1,280	1,500
New Handicap Ramps	100	82	60

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 912,869	\$ 1,120,514	\$ 1,145,780	\$ 1,114,787	\$ 1,112,273
Operating	722,610	809,819	1,126,046	868,292	868,292
Capital	26,273	14,000	126,000	6,000	6,000
<b>TOTAL</b>	<b>\$ 1,661,752</b>	<b>\$ 1,944,333</b>	<b>\$ 2,397,826</b>	<b>\$ 1,989,079</b>	<b>\$ 1,986,565</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (000)</b>					
Street Division Manager	1	1	1	1	1
<b>Street Maintenance (420)</b>					
Maintenance Supervisor	2	2	2	2	2
Equipment Operator I/II	3	3	3	3	3
Maintenance Worker I/II	2	2	2	2	2
<b>Concrete Construction (421)</b>					
Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	2	2	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
Maintenance Worker I/II	2	2	2	2	2
<b>Street Cleaning (422)</b>					
Equipment Operator I/II	5	5	5	5	5
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>					
Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	1	1	1	1	1
<b>Powell Bill-Bridge Maintenance &amp; Snow (427)</b>					
Equipment Operator I/II	1	1	1	1	1
<b>Powell Bill-Drainage (428)</b>					
Equipment Operator I/II	2	2	2	2	2
<b>Powell Bill-Concrete Construction (429)</b>					
Maintenance Worker I/II	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$
<b>TOTAL</b>	<b>24</b>	<b>24</b>	<b>23</b>	<b>23</b>	<b>23</b>

<sup>1</sup> Position transferred to P/S-Solid Waste Management

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (000)</b>			
HVAC Replacement	\$ 6,000	\$ 6,000	\$ 6,000
Enclose Bay - Street Division	30,000	-	-
Equipment storage - New Compost Center	60,000	-	-
<b>Bridge/Winter Maintenance (427)</b>			
Replace Salt/Sand Spreader Leg Stand	30,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 126,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>

**STATEMENT OF PURPOSE**

To operate, maintain and develop seven municipal cemeteries totaling 79.65 acres of publicly controlled burial grounds.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Develop a fundraising plan in partnership with the Dixonville Cemetery Task Force. **Outcome 2.5**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Improve overall strategic management of City and departments. **Outcome 8**
6. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

1. Perform daily maintenance activities including mowing, leaf collection, pruning and collection of litter in order to maintain a well-groomed appearance of cemetery properties.
2. Provide prompt and courteous service to funeral directors and bereaved families in regard to interments and related services.
3. Assist families with special requests regarding the care of burial plots.
4. Assist public walk-ins with location of graves.
5. Continue staff development in the areas of equipment operation, work safety, and technical expertise.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 212,668	\$ 231,501	\$ 245,448	\$ 238,009	\$ 237,276
Operating	82,408	72,080	76,546	59,115	59,115
Capital	-	3,300	4,500	4,500	4,500
<b>TOTAL</b>	<b>\$ 295,076</b>	<b>\$ 306,881</b>	<b>\$ 326,494</b>	<b>\$ 301,624</b>	<b>\$ 300,891</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Cemetery Operations Manager	1	1	1	1	1
Grounds Maintenance Worker Sr/I/II	1	1	1	1	1
Equipment Operator I/II	2	2	2	2	2
Grounds Maintenance Worker I	1	1	1	1	1
Seasonal Worker (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Roof Replacement	\$ 4,500	\$ 4,500	\$ 4,500
<b>Total Capital Outlay</b>	<b>\$ 4,500</b>	<b>\$ 4,500</b>	<b>\$ 4,500</b>

**STATEMENT OF PURPOSE**

To maintain a clean, healthy environment for the citizens of Salisbury through the regular collection, transportation, and disposal of industrial, commercial and residential refuse and other debris using an effective, efficient system of waste management and recycling.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Improve overall strategic management of City and departments. **Outcome 8**
5. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

1. Continue a tagging system to reduce the number of carts and bins being left on the curb after collection.
2. Review the possibility of rebidding contracts for the collection of dumpsters and recycling containers.
3. Ensure the Solid Waste division can supply service at anytime, even during emergencies.
4. Strive to provide excellent customer service to all our citizens in all areas on a daily basis.

**PERFORMANCE MEASURES**

	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Projected</u>
City-Collected Garbage - Tons	9,082	9,673	9,700
Residential Recycling - Tons	1,495	1,548	1,550
Special Events Supported	7	7	7

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY 10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 535,404	\$ 518,546	\$ 603,961	\$ 578,106	\$ 576,954
Operating	1,557,821	1,072,684	1,072,154	1,057,203	1,057,203
Capital	<u>43,647</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 2,136,872</b>	<b>\$ 1,591,230</b>	<b>\$ 1,676,115</b>	<b>\$ 1,635,309</b>	<b>\$ 1,634,157</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Solid Waste Manager	1	1	1	1	1
Solid Waste Operations Supervisor	1	1	1	1	1
Solid Waste Equipment Operator	<u>2</u>	<u>2</u>	<u>10<sup>1</sup></u>	<u>10<sup>1</sup></u>	<u>10<sup>1</sup></u>
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>

<sup>1</sup> Position transferred from P/S-Streets

**STATEMENT OF PURPOSE**

To provide the citizens of Salisbury with weekly limb and bagged yard debris collection to coincide with the current solid waste and recycling collection, and provide curbside loose leaf collection a minimum of every three weeks during the months of October – March.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Improve overall strategic management of City and departments. **Outcome 8**
5. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

**Limb/Yard Waste (423)**

Provide weekly limb and bagged yard debris collection Citywide to coincide with the solid waste and recycling collection.

**Leaf Collection (424)**

Provide curbside loose-leaf collection during the fall and winter months on a rotating schedule every three weeks.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 480,701	\$ 381,604	\$ 410,257	\$ 398,759	\$ 397,712
Operating	151,002	241,908	283,143	140,393	140,393
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 631,703</b>	<b>\$ 623,512</b>	<b>\$ 693,400</b>	<b>\$ 539,152</b>	<b>\$ 538,105</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Limb/Yard Waste Collection (423)</b>					
Street Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	4	4	4	4	4
Street Maintenance Worker I/II	2	2	2	2	2
<b>Leaf Collection (424)</b>					
Equipment Operator I/II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of City-owned landscapes and urban forest resources. To provide staff support to the Salisbury Tree Board, provide management of vegetation on City properties and rights-of-way, and ensure compliance with community standards regarding vegetative nuisances, unsanitary conditions and junked or abandoned vehicles on private property.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization. **Outcome 2.2**
5. Attract, retain and develop high quality City employees. **Outcome 6**
6. Implement employee training and development plan. **Outcome 6.2**
7. Improve overall strategic management of City and departments. **Outcome 8**
8. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

1. Continue development of a comprehensive tree management program including GIS, City Green® software, educational programs and information, pruning, removal, replacement, new planting, and routine maintenance.
2. Provide staff support to the Salisbury Tree Board, Downtown Salisbury, Inc., and Community Development Corporation for the implementation of goals adopted by the City Council including Arbor Day, Brown-Wiseman Boxwood property development, and the Angel Project at Robertson Gateway Park.
3. Assist the Public Services Director in the implementation of interdepartmental projects.
4. Provide concerted code enforcement and nuisance abatement services within the context of the neighborhood improvement initiative.
5. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resource classes, work safety, and technical expertise.
6. Provide consistent maintenance for the expanding Salisbury-Rowan Utilities and North Carolina DOT contracts with focus on time management and efficiency.

**PERFORMANCE MEASURES**

	FY 2009	FY 2010	FY 2011
	Actual	Estimate	Projected
Miles of Right-of-Way Maintained	125	125	125
Acres of Contract Mowing Responsibility	63	65	65
Trees Maintained	350	350	350
Number of Additional Projects (medians, etc.)	3	3	2

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY08-09	FY09-10	FY10-11	FY10-11	FY10-11
Personnel	\$ 456,650	\$ 475,889	\$ 486,294	\$ 471,668	\$ 470,306
Operating	138,793	134,661	152,167	136,779	136,779
Capital	-	10,150	29,500	13,000	13,000
<b>TOTAL</b>	<b>\$ 595,443</b>	<b>\$ 620,700</b>	<b>\$ 667,961</b>	<b>\$ 621,447</b>	<b>\$ 620,085</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Landscape (000)</b>					
Landscape Division Manager	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	7	7	7	7	7
<b>Contract Mowing (460)</b>					
Maintenance Worker Sr I/II	2	2	2	2	2
Seasonal Worker (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	13	13	13	13	13

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Roof Replacement	\$ 9,000	\$ 9,000	\$ 9,000
Replace bucket on Case Loader	4,000	4,000	4,000
New water tap & service line 1402 S Main	4,500	-	-
Installation of fountain at Bell Tower Park	4,000	-	-
Replace 1/3 of windows at 1402 S. Main	8,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 29,500</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>

**STATEMENT OF PURPOSE**

To maintain and further develop the 15 acre Elizabeth Holmes Hurley Park in conjunction with J.F. Hurley Foundation and the City of Salisbury’s Hurley Park Advisory Commission.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Improve overall strategic management of City and departments. **Outcome 8**
6. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

1. Provide support to the Hurley Park Advisory Commission for the implementation of goals adopted by the City Council:
  - Continue the Spring Celebration and Summer Lecture
  - Provide new plantings for the main entry garden and throughout the Park
  - Replace bridge and water fountain and create path areas in the Annex
2. Maintain records of plantings and donations in conjunction with the Hurley Foundation.
3. Continue staff development in the areas of computer literacy, work safety, and technical expertise.
4. Work closely with internal and external sources to develop promotional, educational and informational relationships (Catawba College, Rowan Regional, Parks & Recreation, GIS and the public).
5. Create a walking tour brochure.
6. Continue to develop website and seek funding through grants.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 66,188	\$ 92,466	\$ 93,052	\$ 90,468	\$ 90,259
Operating	24,535	37,869	49,453	38,733	38,733
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 90,723</b>	<b>\$ 130,335</b>	<b>\$ 142,505</b>	<b>\$ 129,201</b>	<b>\$ 128,992</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Park Curator/Maintenance Worker	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and repair of City vehicles and equipment, including Transit System buses, and to offer expertise in the development of specifications used in the purchase of new vehicles and equipment.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Improve overall strategic management of City and departments. **Outcome 8**
5. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**

**DIVISIONAL PERFORMANCE GOALS**

1. Enhance technical abilities of division personnel through in-house training programs.
2. Increase service life and vehicle dependability by developing an in-depth preventive/scheduled maintenance program.
3. Enhance the technical equipment capability of the division in order to maintain current needs and provide for future needs of the City’s fleet.
4. Develop specifications on vehicles and equipment that meet the needs of the City while lowering the operating cost over the life of the vehicle or equipment.

**PERFORMANCE MEASURES**

	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Projected</u>
Vehicles Maintained	280	290	371
Other Equipment Maintained	509	515	413
Buses Maintained	10	10	10

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 705,928	\$ 714,200	\$ 755,990	\$ 735,306	\$ 734,049
Operating	126,474	107,497	172,086	125,656	125,656
Capital	<u>8,045</u>	<u>18,900</u>	<u>232,000</u>	<u>28,500</u>	<u>28,500</u>
<b>TOTAL</b>	<b>\$ 840,447</b>	<b>\$ 840,597</b>	<b>\$ 1,160,076</b>	<b>\$ 889,462</b>	<b>\$ 888,205</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Mechanic/Master Mechanic	5	5	5	5	5
Automotive Service Technician	3	3	3	3	3
Parts Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

### CAPITAL OUTLAY

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Roof Replacement	\$ 88,000	\$ -	\$ -
Shelving for Hwy 70 Storage Building	4,000	-	-
Fuel Polishing Machine	7,500	-	-
Replace vehicle lift	18,500	-	-
Robert Shaw Radar Monitor for waste oil tanks	6,500	-	-
Replace State Inspection Machine	6,500	6,500	6,500
Material/Fluid Dispensing System	7,500	-	-
Water Oil Separator	30,000	-	-
Alignment Machine	38,000	-	-
Tool Set	3,500	-	-
Heavy Equipment Tire Changer	22,000	22,000	22,000
<b>Total Capital Outlay</b>	<b>\$ 232,000</b>	<b>\$ 28,500</b>	<b>\$ 28,500</b>

**DEPARTMENT – Public Services**  
**DIVISION – Transportation**

**553**

**STATEMENT OF PURPOSE**

To provide funding for the City’s share of the City Transit System.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	453,381	390,319	701,569	416,785	416,785
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 453,381</b>	<b>\$ 390,319</b>	<b>\$ 701,569</b>	<b>\$ 416,785</b>	<b>\$ 416,785</b>

**DEPARTMENT – Education**

**641**

**STATEMENT OF PURPOSE**

To provide for funding the Supplementary Education System.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	42,342	42,342	42,342	38,107	42,342
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 38,107</b>	<b>\$ 42,342</b>

**DEPARTMENT – Debt Service**

**901**

**STATEMENT OF PURPOSE**

To provide for the payment of interest and principal payments on outstanding General Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,165,303	1,370,541	1,243,112	1,243,112	1,243,112
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,165,303</b>	<b>\$ 1,370,541</b>	<b>\$ 1,243,112</b>	<b>\$ 1,243,112</b>	<b>\$ 1,243,112</b>

**STATEMENT OF PURPOSE**

To provide the citizens of Salisbury with a variety of quality leisure services through safe, attractive, maintained parks and diversified programs that meet the current and future needs of the community.

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Complete the North Main Street Small Area Plan “impact project”. **Outcome 2.1**
5. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
6. Explore the development of a comprehensive neighborhood-based youth initiative. **Outcome 3.1**
7. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
8. Attract, retain and develop high quality City employees. **Outcome 6**
9. Partner with Rowan-Salisbury Schools. **Outcome 7**
10. Improve overall strategic management of City and departments. **Outcome 8**
11. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
12. Develop future growth strategies for the community. **Outcome 8.2**
13. Assess community parking needs (Hall Gym, Lee Street, Rowan Helping Ministries) **Outcome 9.1**

**DEPARTMENTAL PERFORMANCE GOALS**

1. Improve the quality and quantity of recreation programs offered to the community.
2. Renovate and repair the current Parks and Recreation facilities through the use of a systematic renovation master plan.
3. Standardize policies and procedures for operations.
4. Support the open space standards review process.
5. Complete the development of Centennial Park.
6. Conduct department assessment through “Good to Great” training, customer service, and develop a strategic plan.

**PERFORMANCE MEASURES**

	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Projected</u>
<b>Workload</b>			
Acres of Park Space Owned	520	503	508
Acres of Park Space Maintained ^	313	224	229
Yards of Greenway Maintained	9,164	4,258	5,786
Number of Athletic Fields and Athletic Surfaces Maintained	35	34	34
Number of Recreational Programs Administered	922	925	920
Number of Recreational Program Participations *	141,538	145,000	135,000
Number of Maintenance and Safety Inspections Conducted	990	1,000	1,000
Number of Volunteer Hours Utilized	2,728	3,000	3,200
Number of Inmate Hours Utilized	1,250	-	-
Salisbury Community Park Visits	-	348,000	360,000

<b>Efficiency</b>	FY 2009	FY 2010	FY 2011
	Actual	Estimate	Projected
Cost Per Acre Maintained	\$ 48	\$ 68	\$ 70
Cost Per 1,000 Yards of Greenway Maintained	\$ 5,745	\$ 8,136	\$ 6,780
Cost Per Athletic Field and Athletic Surface Maintained	\$ 1,945	\$ 1,930	\$ 1,945
Cost Per Recreational Program Administered	\$ 60	\$ 59	\$ 61
Program FTEs Per 1,000 Program Participations	0.0954	0.0931	0.0962
Cost per Maintenance and Safety Inspection Performed	\$ 8	\$ 9	\$ 9
Cost Per Inmate Hour	\$ 0.13	\$ -	\$ -

^ Half of the acreage is either wooded or remains in its 'natural' state.

\* A participation is defined as one individual engaged in P&R programming, on a single occasion. If one person plays softball 3 nights per week, this equals 3 participations.

### Effectiveness

Percent of City Devoted to Parks, Recreation and Greenway	4.1%	4.2%	4.2%
City-wide Average for Athletic Field / Surface Availability	95%	95%	95%
Participations Per Program	154	157	150
Percent of Program Participants Identified as City Residents	70%	72%	72%
City-wide Average for Equipment & Facilities Availability **	97%	97%	97%
Estimated Departmental Savings Through Use of Volunteers	\$27,280	\$30,000	\$32,000
Estimated Departmental Savings Through Use of Inmates	\$18,000	-	-

\*\* Includes both indoor and outdoor facilities, with the availability percentage of outdoor equipment & facilities impacted related to inclement weather.

## BUDGET REQUEST SUMMARY

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 1,338,485	\$ 1,411,553	\$ 1,528,324	\$ 1,436,797	\$ 1,430,618
Operating	649,025	632,440	675,682	607,313	618,213
Capital	561,998	301,800	814,650	263,950	263,950
<b>TOTAL</b>	<b>\$ 2,549,508</b>	<b>\$ 2,345,793</b>	<b>\$ 3,018,656</b>	<b>\$ 2,308,060</b>	<b>\$ 2,312,781</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Department Secretary	1	1	1	1	1
Recreation Program Manager	1	1	1	1	1
Parks & Rec Maint Manager	1	1	1	1	1
<b>Civic Center (601)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	2	2	2	2	2
Recreation Aide-Summer (TFT)	2	2	2	2	2
<b>City Park Center (602)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Recreation Aide (TPT)	3	3	3	3	3
Recreation Aide-Summer (TFT)	7	7	7	7	7
<b>Miller Center (603)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	2	2	2	2	2
Recreation Aide-Summer (TFT)	11	11	11	11	11
<b>Buildings &amp; Grounds (604)</b>					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	1	1	1	1	1
Recr Aide for Cleaning (TPT)	0	1 <sup>1</sup>	1	1	1
<b>Maintenance-Greenway (605)</b>					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	1	1	2 <sup>2</sup>	2 <sup>2</sup>	2 <sup>2</sup>
<b>Athletic Programs (606)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	4	4	4	4	4
<b>Public Relations/Marketing (607)</b>					
Marketing & Community Relations Manager	1	1	1	1	1
<b>Maintenance Community Park (608)</b>					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	4	4	3 <sup>2</sup>	3 <sup>2</sup>	3 <sup>2</sup>
Recreation Aide (TPT)	1	1	1	1	1
<b>Grounds Maintenance (609)</b>					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	2	2	2	2	2
Maintenance Worker – NEW	0	0	1	0	0
Recreation Aide (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	58	59	60	59	59

<sup>1</sup> Position added due to elimination of cleaning contract

<sup>2</sup> Position transferred between cost centers

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (100)</b>			
Sports Complex Phase 2 Development	\$ 50,000	\$ -	\$ -
Play Structure Replacements	40,000	-	-
Park & Facility Repairs & Improvements	100,000	43,700	43,700
Hall Gym / Miller Center Parking Lot	45,000	45,000	45,000
Town Creek Park Development	50,000	-	-
Lincoln Park Pool Renovations	45,000	45,000	45,000
Civic Center Foundation Wall	75,000	-	-
Salisbury Community Park Maintenance Bldg.	250,000	-	-
<b>Civic Center (601)</b>			
HVAC Monitoring System	17,600	-	-
<b>City Park Center (602)</b>			
HVAC Monitoring System	11,800	-	-
<b>Miller Center (603)</b>			
HVAC Replacement	25,000	25,000	25,000
<b>Athletic Programs (606)</b>			
Roof Replacement	96,250	96,250	96,250
HVAC Replacement	9,000	9,000	9,000
<b>Total Capital Outlay</b>	<b>\$ 814,650</b>	<b>\$ 263,950</b>	<b>\$ 263,950</b>



**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2011  
With Estimated Actual for Year Ending June 30, 2010 and  
Actual for Year Ended June 30, 2009

	<b>2009</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 48,509	\$ 25,000	\$ 20,000
Other	-	-	20,000
Total revenues	<u>\$ 48,509</u>	<u>\$ 25,000</u>	<u>\$ 40,000</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ 1,246	\$ -	\$ 753,000
Operating transfer from General Fund	1,777,294	2,199,172	1,844,805
Fund balance appropriated	-	560,172	374,864
Total other financing sources	<u>\$ 1,778,540</u>	<u>\$ 2,759,344</u>	<u>\$ 2,972,669</u>
Total revenues and other financing sources	<u>\$ 1,827,049</u>	<u>\$ 2,784,344</u>	<u>\$ 3,012,669</u>

**FUND - General Fund Capital Reserve**

**STATEMENT OF PURPOSE**

The General Fund Capital Reserve funds replacement cost of General Fund vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	268,707	260,762	244,817	244,817	244,817
Capital	<u>1,526,350</u>	<u>1,272,539</u>	<u>3,282,170</u>	<u>2,767,852</u>	<u>2,767,852</u>
<b>TOTAL</b>	<b>\$ 1,795,057</b>	<b>\$ 1,533,301</b>	<b>\$ 3,526,987</b>	<b>\$ 3,012,669</b>	<b>\$ 3,012,669</b>

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>City Council</b>			
Computer Equipment Replacement	\$ 800	\$ 800	\$ 800
	<b>\$ 800</b>	<b>\$ 800</b>	<b>\$ 800</b>
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	\$ 9,700	\$ 9,700	\$ 9,700
Replace AD10204 2002 Van	35,526	35,526	35,526
<b>Total Capital Outlay</b>	<b>\$ 45,226</b>	<b>\$ 45,226</b>	<b>\$ 45,226</b>
<b>Human Resources</b>			
Computer Equipment Replacement	\$ 7,000	\$ 7,000	\$ 7,000
<b>Total Capital Outlay</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>
<b>Management Services - Information Technologies</b>			
Computer Equipment Replacement	\$ 472,781	\$ 462,381	\$ 462,381
Add SUV	24,726	-	-
SAN Storage	30,000	-	-
SAN - NEW BUILDING; Includes disaster recovery	215,000	215,000 <sup>1</sup>	215,000 <sup>1</sup>
Switch - NEW BUILDING	50,000	50,000	50,000
UPS for NEW BUILDING	25,000	25,000	25,000
Two Laptops w/Docking Stations for 2 NEW POSITIONS	3,200	-	-
<b>Total Capital Outlay</b>	<b>\$ 820,707</b>	<b>\$ 752,381</b>	<b>\$ 752,381</b>
<sup>1</sup> Offsetting revenue of \$20,000 from Fund 31 for Water/Sewer cost of the SAN			
<b>Management Services - Telecommunications</b>			
Computer Equipment Replacement	\$ 29,800	\$ 29,800	\$ 29,800
Add Trailer for 100Kw Generator	10,306	10,306 <sup>2</sup>	10,306 <sup>2</sup>
Add Laptop w/Docking Station for NEW POSITION	1,600	-	-
Replace TC19205 1992 Van w/F150 4x4 King Cab Truck	23,201	23,201	23,201
<b>Total Capital Outlay</b>	<b>\$ 64,907</b>	<b>\$ 63,307</b>	<b>\$ 63,307</b>
<sup>2</sup> Purchase used portable generator			

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Management Services - Administration</b>			
Computer Equipment Replacement	\$ 11,314	\$ 11,314	\$ 11,314
<b>Total Capital Outlay</b>	<b>\$ 11,314</b>	<b>\$ 11,314</b>	<b>\$ 11,314</b>
<b>Management Services - Purchasing</b>			
Computer Equipment Replacement	\$ 1,600	\$ 1,600	\$ 1,600
<b>Total Capital Outlay</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>
<b>Management Services - Facilities Mgmt</b>			
Add laptop for NEW HVAC Maint Postion	\$ 1,500	\$ -	\$ -
Keyscan printer for security badges	9,500	9,500	9,500
Add 750Kw Generator for Salisbury Customer Service Center	223,800	223,800	223,800
Add SUV for NEW POSITION	31,406	-	-
<b>Total Capital Outlay</b>	<b>\$ 266,206</b>	<b>\$ 233,300</b>	<b>\$ 233,300</b>
<b>Management Services - City Office Bldg</b>			
Computer Equipment Replacement	\$ 7,500	\$ 6,500	\$ 6,500
<b>Total Capital Outlay</b>	<b>\$ 7,500</b>	<b>\$ 6,500</b>	<b>\$ 6,500</b>
<b>Community Planning Services - Planning</b>			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
<b>Total Capital Outlay</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>
<b>Community Planning Services - GIS</b>			
Computer Equipment Replacement	\$ 6,775	\$ 6,775	\$ 6,775
<b>Total Capital Outlay</b>	<b>\$ 6,775</b>	<b>\$ 6,775</b>	<b>\$ 6,775</b>
<b>Community Planning Services - Code Services</b>			
Computer Equipment Replacement	\$ 800	\$ 800	\$ 800
Add desktop computer for NEW POSITION	800	-	-
Laptop w/Docking Station for NEW POSITION	1,600	-	-
Add Extended Cab Pickup Truck for NEW POSITION	23,036	-	-
<b>Total Capital Outlay</b>	<b>\$ 26,236</b>	<b>\$ 800</b>	<b>\$ 800</b>
<b>Eng &amp; Dev Services - Development Services</b>			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
<b>Total Capital Outlay</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>
<b>Eng &amp; Dev Services - Engineering</b>			
Computer Equipment Replacement	\$ 5,000	\$ 5,000	\$ 5,000
<b>Total Capital Outlay</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Police-Services</b>			
Computer Equipment Replacement	\$ 20,700	\$ 6,200	\$ 6,200
Replace Generator, Transfer Switch & UPS	250,000	-	-
Replace Uninterruptible Power Supply	100,000	100,000	100,000
Add new computer for PD training room	800	-	-
Replace PD009901 1999 Patrol Vehicle	28,285	28,285	28,285
<b>Total Capital Outlay</b>	<b>\$ 399,785</b>	<b>\$ 134,485</b>	<b>\$ 134,485</b>
<b>Police-Administration</b>			
Computer Equipment Replacement	\$ 38,660	\$ 38,660	\$ 38,660
<b>Total Capital Outlay</b>	<b>\$ 38,660</b>	<b>\$ 38,660</b>	<b>\$ 38,660</b>
<b>Police-Operations</b>			
Computer Equipment Replacement	\$ 73,220	\$ 73,220	\$ 73,220
Replace 8 Video Cameras	40,000	40,000	40,000
Replace four MTS Radios w/ XTS5000 Model III	15,863	15,863	15,863
Replace PD00010 2000 Patrol Vehicle	29,643	29,643	29,643
Replace PD00410 2004 Patrol Vehicle	29,643	29,643	29,643
Replace PD00002 2000 Patrol Vehicle	29,643	29,643	29,643
Replace PD00003 2000 Patrol Vehicle	29,643	29,643	29,643
Replace PD00011 2000 Patrol Vehicle	29,643	29,643	29,643
Replace PD00021 2000 Patrol Vehicle	29,643	29,643	29,643
Replace PD00004 2000 Patrol Vehicle	29,837	29,837	29,837
<b>Total Capital Outlay</b>	<b>\$ 336,778</b>	<b>\$ 336,778</b>	<b>\$ 336,778</b>
<b>Public Services - Administration</b>			
Computer Equipment Replacement	\$ 1,600	\$ 1,600	\$ 1,600
<b>Total Capital Outlay</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>
<b>Fire</b>			
Computer Equipment Replacement	\$ 29,732	\$ 29,732	\$ 29,732
Add Laptop to Response Vehicle	2,100	-	-
Mobile Radio for vehicle C30 for NEW POSITION	4,000	-	-
Portable radios for Reserve Apparatus E3	9,800	-	-
Portable radios for Reserve Apparatus	9,800	-	-
Portable radio XTS5000R for C50	4,900	4,900	4,900
Portable radios XTS500R for Field Com 1	9,800	-	-
Replace FD19704 1997 Van w/F150 Truck	24,576	13,410 <sup>3</sup>	13,410 <sup>3</sup>
Replace FD19705 1997 Van w/F150 Truck	24,576	13,410 <sup>3</sup>	13,410 <sup>3</sup>
Replace FD10011 2000 SUV w/F250 4WD Truck	40,026	40,026	40,026
Replace FD59801 1998 E-One Aerial w/Quint	752,506	752,506	752,506
Add SUV for NEW POSITION	35,906	-	-
<b>Total Capital Outlay</b>	<b>\$ 947,722</b>	<b>\$ 853,984</b>	<b>\$ 853,984</b>

<sup>3</sup> Transfer MS10908 & MS10909 from Water & Sewer Fund; pay residual cost to Fund 31

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Public Services - Traffic</b>			
Replace TF18908 1989 1/2 ton truck	\$ 26,012	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 26,012</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Public Services - Street</b>			
Computer Equipment Replacement	\$ 800	\$ 800	\$ 800
Replace ST29904 1999 Tandem Dump Truck	137,006	137,006	137,006
<b>Total Capital Outlay</b>	<b>\$ 137,806</b>	<b>\$ 137,806</b>	<b>\$ 137,806</b>
<b>Public Services - Cemetery</b>			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
<b>Total Capital Outlay</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>
<b>Public Services - Solid Waste</b>			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
<b>Total Capital Outlay</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>
<b>Public Services - Landscape Operations</b>			
Computer Equipment Replacement	\$ 800	\$ 800	\$ 800
<b>Total Capital Outlay</b>	<b>\$ 800</b>	<b>\$ 800</b>	<b>\$ 800</b>
<b>Public Services - Hurley Park</b>			
Computer Equipment Replacement	\$ 1,600	\$ 1,600	\$ 1,600
<b>Total Capital Outlay</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>
<b>Public Services - Fleet</b>			
Computer Equipment Replacement	\$ 3,800	\$ 3,800	\$ 3,800
Add 100KW Mounted Standby Generator	41,000	41,000	41,000
<b>Total Capital Outlay</b>	<b>\$ 44,800</b>	<b>\$ 44,800</b>	<b>\$ 44,800</b>
<b>Parks &amp; Recreation</b>			
Computer Equipment Replacement	\$ 7,200	\$ 7,200	\$ 7,200
Replace PR19603 1996 Pickup w/Transit Connect Van	23,136	23,136	23,136
Replace PR60101 JD Front Deck Mower w/4WD Front Cut Mower	22,300	22,300	22,300
Replace PR60007 JD Front Deck Mower w/4WD Front Cut Mower	22,300	22,300	22,300
<b>Total Capital Outlay</b>	<b>\$ 74,936</b>	<b>\$ 74,936</b>	<b>\$ 74,936</b>
<b>Debt Service</b>			
Principal and Interest	\$ 244,817	\$ 244,817	\$ 244,817
<b>Total Operating</b>	<b>\$ 244,817</b>	<b>\$ 244,817</b>	<b>\$ 244,817</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2011  
With Estimated Actual for the Year Ending June 30, 2010 and  
Actual for the Year Ended June 30, 2009

	<b>2009</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 18,916,137	\$ 20,283,582	\$ 21,494,803
Water and sewer taps	<u>332,368</u>	<u>295,643</u>	<u>337,000</u>
Total operating revenues	\$ 19,248,505	\$ 20,579,225	\$ 21,831,803
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 91,737	\$ 42,488	\$ 30,000
Miscellaneous revenues	<u>1,489,635</u>	<u>938,886</u>	<u>910,000</u>
Total nonoperating revenues	<u>\$ 1,581,372</u>	<u>\$ 981,374</u>	<u>\$ 940,000</u>
 Total revenues and other financing sources	 <u>\$ 20,829,877</u>	 <u>\$ 21,560,599</u>	 <u>\$ 22,771,803</u>

**CITY OF SALISBURY**  
**FY 2010-2011 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 10-11</b>	<b>FY 10-11</b>
<b>REVENUE</b>	\$ 20,829,875	\$ 22,029,960	\$ 21,526,971	\$ 22,771,803	\$ 22,771,803
<b>EXPENSES</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 10-11</b>	<b>FY 10-11</b>
<b>UTILITIES MGT &amp; ADMINISTRATION</b>					
Personnel	\$ 903,736	\$ 872,778	\$ 920,456	\$ 906,637	\$ 906,637
Operations	7,601,111	3,434,632	3,419,142	3,398,933	3,398,933
Capital	69,592	66,500	56,330	56,330	56,330
<b>TOTAL</b>	<b>\$ 8,574,439</b>	<b>\$ 4,373,910</b>	<b>\$ 4,395,928</b>	<b>\$ 4,361,900</b>	<b>\$ 4,361,900</b>
<b>PLANT OPERATIONS - WATER TREATMENT</b>					
Personnel	\$ 473,258	\$ 476,268	\$ 498,014	\$ 490,757	\$ 490,757
Operations	956,794	1,206,981	1,268,612	1,272,259	1,272,259
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,430,052</b>	<b>\$ 1,683,249</b>	<b>\$ 1,766,626</b>	<b>\$ 1,763,016</b>	<b>\$ 1,763,016</b>
<b>SYSTEMS MAINTENANCE</b>					
Personnel	\$ 1,173,402	\$ 1,293,256	\$ 1,441,362	\$ 1,274,163	\$ 1,274,163
Operations	2,545,142	1,761,771	3,553,551	1,737,440	1,737,440
Capital	265,024	561,050	538,500	523,500	523,500
<b>TOTAL</b>	<b>\$ 3,983,568</b>	<b>\$ 3,616,077</b>	<b>\$ 5,533,413</b>	<b>\$ 3,535,103</b>	<b>\$ 3,535,103</b>
<b>ENVIRONMENTAL SERVICES</b>					
Personnel	\$ 569,324	\$ 594,189	\$ 633,942	\$ 620,278	\$ 620,278
Operations	105,789	139,111	164,598	169,426	169,426
Capital	8,304	13,000	-	-	-
<b>TOTAL</b>	<b>\$ 683,417</b>	<b>\$ 746,300</b>	<b>\$ 798,540</b>	<b>\$ 789,704</b>	<b>\$ 789,704</b>
<b>PLANT OPERATIONS - WASTEWATER TREATMENT</b>					
Personnel	\$ 844,905	\$ 988,638	\$ 983,711	\$ 965,973	\$ 965,973
Operations	1,481,762	1,740,871	2,015,116	1,983,543	1,983,543
Capital	-	27,000	450,000	-	-
<b>TOTAL</b>	<b>\$ 2,326,667</b>	<b>\$ 2,756,509</b>	<b>\$ 3,448,827</b>	<b>\$ 2,949,516</b>	<b>\$ 2,949,516</b>
<b>METER SERVICES</b>					
Personnel	\$ 443,940	\$ 458,571	\$ 492,448	\$ 485,380	\$ 485,380
Operations	121,548	125,098	142,119	148,412	148,412
Capital	1,206	-	-	-	-
<b>TOTAL</b>	<b>\$ 566,694</b>	<b>\$ 583,669</b>	<b>\$ 634,567</b>	<b>\$ 633,792</b>	<b>\$ 633,792</b>
<b>PLANTS MAINTENANCE</b>					
Personnel	\$ 482,838	\$ 443,009	\$ 557,465	\$ 513,988	\$ 513,988
Operations	1,185,256	1,861,070	2,315,835	1,754,726	1,754,726
Capital	15,000	359,820	1,073,000	423,000	423,000
<b>TOTAL</b>	<b>\$ 1,683,094</b>	<b>\$ 2,663,899</b>	<b>\$ 3,946,300</b>	<b>\$ 2,691,714</b>	<b>\$ 2,691,714</b>

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>	
	<b>FY 08-09</b>		<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 10-11</b>		<b>FY 10-11</b>	
<b>DEBT SERVICE</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,232,082		5,606,347		6,047,058		6,047,058		6,047,058
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>2,232,082</b>	<b>\$</b>	<b>5,606,347</b>	<b>\$</b>	<b>6,047,058</b>	<b>\$</b>	<b>6,047,058</b>	<b>\$</b>	<b>6,047,058</b>
<b>CAPITAL PROJECTS</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
<b>GRAND TOTAL</b>										
Personnel	\$	4,891,403	\$	5,126,709	\$	5,527,398	\$	5,257,176	\$	5,257,176
Operations		16,229,484		15,875,881		18,926,031		16,511,797		16,511,797
Capital		359,126		1,027,370		2,117,830		1,002,830		1,002,830
<b>TOTALS</b>	<b>\$</b>	<b>21,480,013</b>	<b>\$</b>	<b>22,029,960</b>	<b>\$</b>	<b>26,571,259</b>	<b>\$</b>	<b>22,771,803</b>	<b>\$</b>	<b>22,771,803</b>

### STATEMENT OF PURPOSE

To serve as the central management and administration source and engineering support for activities, operations, and projects related to Salisbury-Rowan Utilities (SRU).

### COUNCIL PERFORMANCE GOALS

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
4. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
5. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
6. Explore ways to encourage support of local businesses. **Outcome 4.4**
7. Attract, retain and develop high quality City employees. **Outcome 6**
8. Implement employee training and development plan. **Outcome 6.2**
9. Partner with Rowan-Salisbury Schools. **Outcome 7**
10. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
11. Improve overall strategic management of City and departments. **Outcome 8**
12. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
13. Develop future growth strategies for the community. **Outcome 8.2**
14. Streamline development review process and ordinances. **Outcome 10**
15. Seek local permitting authority for utility extensions. **Outcome 10.1**
16. Conduct round table discussions with the local development community to improve communication. **Outcome 10.2**
17. Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust. **Outcome 11**
18. Safeguard Salisbury’s interests on the Yadkin River by participating in relicensing of Alcoa’s Yadkin Project. **Outcome 11.1**
19. Explore water sales agreements with Kannapolis and Concord. **Outcome 11.2**

### DEPARTMENTAL PERFORMANCE GOALS

1. Be proactive in providing excellent customer service.
2. Continue to pursue water sales agreements with Kannapolis and Concord.
3. Implement a comprehensive work-order system to include inventory, maintenance record keeping and system improvements with full integration with the current GIS framework.
4. Relocate wastewater effluent sampling point.
5. Continue and increase Inflow and Infiltration reduction efforts.
6. Continue efforts toward rate stabilization and overall fiscal stability; expand focus and improve utilities fiscal function.
7. Pursue service expansions and business opportunities to add and diversify revenue stream.
8. Attract and retain qualified staff.
9. Increase diversity within Salisbury-Rowan Utilities.
10. Increase stakeholder communications and public education.
11. Protect and defend Salisbury and Rowan County’s water rights and supply.
12. Continue to participate in High Rock Lake Total Maximum Daily Load (TMDL) process.
13. Assist in cooperative effort with County to extend water and sewer to growth corridors.
14. Pursue appropriate expansion of SRU system.
15. Complete first phase of security improvements as identified in the Vulnerability Assessment.
16. Provide improved project design and better construction management resulting in the timely completion of water and sewer extension projects.

**PERFORMANCE MEASURES**

	FY 2009	FY 2010	FY 2011
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Administrative Workload</b>			
FTEs	94	94	94
Total Estimated Population Receiving Water Service (countywide)	50,750	51,050	51,400
Total Estimated Population Receiving Sewer Service (countywide)	49,750	50,200	50,500
Land Area Spanned for Water Service (square miles)	44.5	44.6	44.8
Land Area Spanned for Sewer Service (square miles)	41.1	42.5	43
Number of Accounts	16,750	16,840	16,950
Residential Water Rate (per 1 CCF) *	\$ 3.08	\$ 3.21	\$ 3.40
Residential Sewer Rate (per 1 CCF)	\$ 4.15	\$ 4.37	\$ 4.66
<b>Administrative Efficiency</b>			
Employee Turnover Rate	3.2%	4.2%	5.3%
Operating Costs Per 1,000 Population Served (water)	\$ 153,139	\$ 160,858	\$ 165,000
FTEs Per Square Mile Served	2.11	2.11	2.11
Average Elapsed Business Days From Request To Connection	15	18	18
Average Residential Utility Bill as Percent of Median Income	2.27%	2.37%	2.52%
<b>Administrative Effectiveness</b>			
Average Years of Experience	8.9	9.4	9.9
Complaints Per Million Gallons Sold	0.84	0.82	0.8
Service Density (Population Served per Square Mile) - Water	1,140	1,145	1,147
Service Density (Population Served per Square Mile) - Sewer	1,210	1,181	1,174
Average Residential Rate Increase (% over prior year)	5.70	4.57	6.00
* 1 CCF = 100 cubic feet of water			

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY08-09	FY09-10	FY10-11	FY10-11	FY10-11
Personnel	\$ 903,736	\$ 872,778	\$ 920,456	\$ 906,637	\$ 906,637
Operating	7,601,111	3,434,632	3,419,142	3,398,933	3,398,933
Capital	<u>69,592</u>	<u>66,500</u>	<u>56,330</u>	<u>56,330</u>	<u>56,330</u>
<b>TOTAL</b>	<b>\$ 8,574,439</b>	<b>\$ 4,373,910</b>	<b>\$ 4,395,928</b>	<b>\$ 4,361,900</b>	<b>\$ 4,361,900</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (100)</b>					
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Utilities Finance Manager	1	0 <sup>1</sup>	0	0	0
Management Analyst	0	1 <sup>1</sup>	1	1	1
Senior Office Assistant	2	2	2	2	2
Plant Operations Manager	1	0 <sup>2</sup>	0	0	0
Systems Maintenance Technician	1	1	1	1	1
<b>Utilities Engineering (800)</b>					
Utilities Engineering Manager	1	1	1	1	1
Engineer I/II/III <sup>3</sup>	1	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
<b>Utilities GIS (801)</b>					
Utilities Planning Manager	1	0 <sup>1</sup>	0	0	0
Senior Engineer	0	1 <sup>1</sup>	1	1	1
GIS Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>13</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

<sup>1</sup> Reclassification

<sup>2</sup> Moved to Plant Operations-Wastewater Treatment and reclassified

<sup>3</sup> One Utilities Engineer Position (not shown) is to be funded in Capital Projects Fund and costs allocated to Capital Projects within the Fund

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Utilities Administration (100)</b>			
Roof Replacement	\$ 49,830	\$ 49,830	\$ 49,830
<b>Utilities GIS (801)</b>			
New GeoXT or Similar	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
<b>Total Capital Outlay</b>	<b>\$ 56,330</b>	<b>\$ 56,330</b>	<b>\$ 56,330</b>

**STATEMENT OF PURPOSE**

To provide the customers of Salisbury-Rowan Utilities with a sufficient supply of high quality potable water that meets all regulation standards for purity, taste, appearance, and flow adequacy at a reasonable cost to the consumer.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Provide opportunities for staff training and development.
2. Pursue appropriate expansion of SRU system.
3. Investigate Water Treatment Plant storage options for additional chemical containment (fluoride).
4. Acquire back-up power capability at river pump station.
5. Complete Actiflo basin remediation project.

**PERFORMANCE MEASURES**

	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Projected</u>
<b>Water Treatment Workload</b>			
Number of Water Treatment FTEs (includes lab & maintenance)	10	10	10
Millions of Gallons Potable Water Produced	2,811	2,900	2,950
Number of Water Quality Complaints	66	65	65
Number of Water Analyses Performed	96,110	96,110	96,110
<b>Water Treatment Efficiency</b>			
Number of FTEs Per Water Treatment Plant	10	10	10
Cost Per Million Gallons of Potable Water Produced	\$728	\$867	\$920
Average Cost Per Water Quality Complaint Response	\$78	\$79	\$80
<b>Water Treatment Effectiveness</b>			
Average Water Plant Operational Capacity	32.1%	33.1%	34.0%
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05
Percent of Potable Water Sold to Total Treated	75.0%	75.0%	75.0%
Percent of Complaints Addressed Within 24 Hours	99.0%	99.0%	99.0%
Percent of Water Analyses Meeting or Exceeding Standard	99.9%	99.9%	99.9%

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 473,258	\$ 476,268	\$ 498,014	\$ 490,757	\$ 490,757
Operating	956,794	1,206,981	1,268,612	1,272,259	1,272,259
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,430,052</b>	<b>\$ 1,683,249</b>	<b>\$ 1,766,626</b>	<b>\$ 1,763,016</b>	<b>\$ 1,763,016</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Water Treatment Plant (811)</b>					
Water Treatment Supervisor	1	1	1	1	1
Senior Water Treatment Plant Operator	2	2	2	2	2
Water Treatment Plant Operator I/II	4	4	4	4	4
Chemist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	8	8	8	8

**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with an effective, efficient system for the distribution of potable water and the collection of waste through an equally effective, efficient sewer system.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue to increase Inflow & Infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
2. Implement a comprehensive work-order system to include inventory, maintenance record keeping and system improvements with full integration with the current GIS framework.
3. Assist in enforcing construction standards for outside contractors to eliminate the acceptance of sub-standard work.
4. Provide opportunities for staff training and development.
5. Pursue appropriate expansion of SRU system.
6. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
7. Provide a quick turnaround on installation of new water and sewer taps.

**PERFORMANCE MEASURES**

	FY 2009	FY 2010	FY 2011
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Distribution &amp; Collection Workload</b>			
Inch Miles of Distribution Line Maintained	3,655	3,610	3,630
Inch Miles of Collection Line Maintained	3,885	3,880	3,950
Number of Pump Stations Maintained	9	8	8
Number of Lift Stations Maintained	36	31	30
Total Water, Sewer & Irrigation Taps Installed by SRU	126	89	107
Distribution Line Failures	133	163	138
Collection Line Failures	64	45	54
<b>Distribution &amp; Collection Efficiency</b>			
Cost Per Inch Mile of Distribution Line Maintained	\$ 301	\$ 321	\$ 335
Cost Per Inch Mile of Collection Line Maintained	\$ 298	\$ 264	\$ 273
Cost Per Pump Station Maintained	\$ 15,367	\$ 23,359	\$ 25,000
Cost Per Lift Station Maintained	\$ 10,599	\$ 12,946	\$ 14,000
Cost Per Tap Installed (3/4" Water)	\$ 1,300	\$ 1,650	\$ 1,650
Cost Per Tap Installed (4" Sewer)	\$ 1,300	\$ 1,450	\$ 1,450
<b>Distribution &amp; Collection Effectiveness</b>			
Failures Per Inch Mile of Distribution Line Maintained	0.036	0.045	0.038
Incidents Per Inch Mile of Collection Line Maintained	0.016	0.012	0.014
Average Tap Installations Per Day (3/4" Water)	1	1	1
Average Tap Installations Per Day (1" Water)	1	1	1
Average Tap Installations Per Day (4" Sewer)	1	1	1

## BUDGET REQUEST SUMMARY

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 1,173,402	\$ 1,293,256	\$ 1,441,362	\$ 1,274,163	\$ 1,274,163
Operating	2,545,142	1,761,771	3,553,551	1,737,440	1,737,440
Capital	<u>265,024</u>	<u>561,050</u>	<u>538,500</u>	<u>523,500</u>	<u>523,500</u>
<b>TOTAL</b>	<b>\$ 3,983,568</b>	<b>\$ 3,616,077</b>	<b>\$ 5,533,413</b>	<b>\$ 3,535,103</b>	<b>\$ 3,535,103</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	2	2	2	2	2
Senior Office Assistant	1	1	1	1	1
Senior Office Assistant – NEW	0	0	1	0	0
<b>Distribution Maint. &amp; Const. (850)</b>					
Maintenance Supervisor	1	1	1	1	1
Maintenance Technician	3	4	4	4	4
Utilities Locator	1	1	1	1	1
<b>New Water/Sewer Connections (851)</b>					
Maintenance Supervisor	1	1	1	1	1
Maintenance Technician	4	2	2	2	2
<b>Water/Sewer Service Replacement (853)</b>					
Assistant Systems Manager	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Maintenance Technician	3	3	3	3	3
<b>Preventive Maintenance (854)</b>					
Maintenance Supervisor	1	1	1	1	1
Maintenance Technician	2	3	3	3	3
<b>Collection Maint. &amp; Construction (856)</b>					
Maintenance Supervisor	1	1	1	1	1
Maintenance Technician	3	1	1	1	1
<b>Hydrant &amp; Valve Maintenance (859)</b>					
Maintenance Supervisor	1 <sup>1</sup>	1	1	1	1
Maintenance Technician	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	27	27	28	27	27

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (100)</b>			
Metal Shelving & Storage Racks	\$ 15,000	\$ -	\$ -
<b>Distribution Maint &amp; Constr (850)</b>			
Utility Line Locating Device	4,500	4,500	4,500
<b>New W/S Connections (851)</b>			
Hydraulic Pavement Breaker Attachment for new track hoe	9,000	9,000	9,000
<b>W/S Service Replacement (853)</b>			
Hydraulic Pump	3,000	3,000	3,000
<b>Preventive Maintenance (854)</b>			
Hydraulic Tools	3,000	3,000	3,000
<b>Collection Maint &amp; Constr (856)</b>			
Walk Behind Brush Cutter/Bushhog	4,000	4,000	4,000
<b>Water &amp; Sewer Extensions (857)</b>			
Town of Spencer Sewer Line Extension	25,000	25,000	25,000
Town of Spencer Sewer Line Extension	25,000	25,000	25,000
Town of Granite Quarry Water Line Extension	25,000	25,000	25,000
Town of Granite Quarry Sewer Line Extension	25,000	25,000	25,000
Town of Rockwell Deed Research & Utility Easements	25,000	25,000	25,000
Town of Rockwell Deed Research & Utility Easements	25,000	25,000	25,000
Phase III Forest Glen Water Line Extension	25,869	25,869	25,869
Phase III Forest Glen Sewer Line Extension	25,869	25,869	25,869
Unobligated Water Extensions Funding	149,131	149,131	149,131
Unobligated Sewer Extensions Funding	149,131	149,131	149,131
<b>Total Capital Outlay</b>	<b>\$ 538,500</b>	<b>\$ 523,500</b>	<b>\$ 523,500</b>

**STATEMENT OF PURPOSE**

To operate the Salisbury-Rowan Utilities wastewater laboratory, effectively coordinate the City’s industrial pretreatment and Fats, Oils and Grease (FOG) programs, manage the general storm water permits for the wastewater treatment plants, and provide technical support to the utility ensuring regulatory compliance.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Assist Plant Operations in the relocation of wastewater effluent sampling point.
2. Provide opportunities for staff training and development.
3. Continue implementation of the Fats, Oils and Grease (FOG) program
4. Update the draft Sewer Use Ordinance.
5. Develop commercial lab function for the wastewater lab.
6. Increase public education efforts through brochures, newsletter, tours and presentations.

**PERFORMANCE MEASURES**

	FY 2009 <u>Actual</u>	FY 2010 <u>Estimate</u>	FY 2011 <u>Projected</u>
<b>Environmental Services Workload</b>			
Number of Wastewater Analyses Performed-Estimate	16,800	17,000	17,000
Number of Sanitary Sewer Overflows (SSO) *	9	10	10
Number of Industrial Violations Reported or Detected **	19	30	20
<b>Environmental Services Efficiency</b>			
Cost Per Wastewater Analysis	\$16.00	\$17.00	\$16.00
Average Cost Per SSO Response	\$61.00	\$65.00	\$65.00
Average Cost Per Industrial Violation Reported or Detected	\$60.00	\$60.00	\$60.00
<b>Environmental Services Effectiveness</b>			
Percent of Wastewater Analyses Meeting or Exceeding Standard	98%	98%	98%
Percent of SSOs Responded To Within One Hour	100%	100%	100%
Percent of Industrial Violators Notified Within 24 Hours	100%	100%	100%

\* Number is dependent on rainfall, specifically inflow and infiltration from stormwater; represents all occurrences, regardless of overflow size  
 \*\* Number is contingent on how well each industrial enterprise maintains its system

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 569,324	\$ 594,189	\$ 633,942	\$ 620,278	\$ 620,278
Operating	105,789	139,111	164,598	169,426	169,426
Capital	<u>8,304</u>	<u>13,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 683,417</b>	<b>\$ 746,300</b>	<b>\$ 798,540</b>	<b>\$ 789,704</b>	<b>\$ 789,704</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Environmental Services Manager	1	1	1	1	1
Laboratory Supervisor	1	1	1	1	1
Laboratory Analyst	2	2	2	2	2
Chemist	2	2	2	2	2
FOG Inspector	1	1	1	1	1
FOG Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	10	10

**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with a system capable of treating domestic and industrial waste generated by its customers using methods that satisfy all regulatory standards and requirements.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Relocation of wastewater effluent sampling point.
2. Provide opportunities for staff training and development.
3. Pursue appropriate expansion of SRU system.
4. Plan and prepare for next phase of wastewater treatment plant improvements.

**PERFORMANCE MEASURES**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<b>Wastewater Treatment Workload</b>			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	33	34	34
Millions of Gallons Wastewater Treated	2,815	3,043	3,145
Tons of Dry Bio-Solids Land-Applied	1,449	1,830	1,921
<b>Wastewater Treatment Efficiency</b>			
Number of FTEs Per Wastewater Treatment Plant	16.5	16.5	17.0
Cost Per Million Gallons of Wastewater Treated	\$1,476	\$1,500	\$1,475
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$388	\$390	\$450
<b>Wastewater Treatment Effectiveness</b>			
Average Wastewater Plant Operational Capacity	58%	59%	68%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	8.8	10.0	7.5
Percent of Treated Wastewater Billed	70%	70%	60%
Gallons of Wastewater Returned Per Potable Gallons Produced	0.95	0.95	1.06
Pounds of Solids Out Per Pounds In (de-water/land apply)	3520/2844	3618/2912	4220/3570

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 844,905	\$ 988,638	\$ 983,711	\$ 965,973	\$ 965,973
Operating	1,481,762	1,740,871	2,015,116	1,983,543	1,983,543
Capital	-	27,000	450,000	-	-
<b>TOTAL</b>	<b>\$ 2,326,667</b>	<b>\$ 2,756,509</b>	<b>\$ 3,448,827</b>	<b>\$ 2,949,516</b>	<b>\$ 2,949,516</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (100)</b>					
Plant Operations Manager	0	1 <sup>1</sup>	1	1	1
Assistant Plant Operations Manager	1	0 <sup>2</sup>	0	0	0
SCADA Technician	0	1 <sup>2</sup>	0 <sup>3</sup>	0 <sup>3</sup>	0 <sup>3</sup>
<b>Town Creek WWTP (901)</b>					
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	5	5	5	5	5
<b>Grant Creek WWTP (902)</b>					
Wastewater Treatment Supervisor	1	1	1	1	1
Wastewater Plant Operator	5	5	5	5	5
<b>Residuals Management (903)</b>					
Residuals Supervisor	1	1	1	1	1
Residuals Operator	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	17	18	17	17	17

<sup>1</sup> Position moved from Utilities Administration and reclassified

<sup>2</sup> Position reclassified

<sup>3</sup> Position moved to Plants Maintenance Administration

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Town Creek WWTP (901)</b>			
Lime Feed System	\$ 250,000	\$ -	\$ -
<b>Second Creek Package Plant WWTP (904)</b>			
Equalization Basin for influent from West Rowan Middle School	200,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To efficiently and effectively maintain, test, and read utility meters with a high degree of customer service.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue to evaluate automated meter reading (AMR) options and potential integration with Fibrant network.
2. Continue to maintain and improve the comprehensive backflow prevention program.
3. Assist customers with high bill complaints by identifying the causes and finding resolutions.
4. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
5. Implement and utilize Cogsdale work order system and related programs and continue to implement the work order system for laptops in all our vehicles.
6. Provide the Meter Service Technicians with additional training and education opportunities.

**PERFORMANCE MEASURES**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<b>Workload</b>			
Meter Readings Per Fiscal Year	237,449	132,932	234,097
<b>Efficiency</b>			
Cost Per 100 Meter Readings	\$ 190.33	\$ 186.82	\$ 192.23
<b>Effectiveness</b>			
Percent of Meters Misread	0.12%	0.10%	0.10%

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 443,940	\$ 458,571	\$ 492,448	\$ 485,380	\$ 485,380
Operating	121,548	125,098	142,119	148,412	148,412
Capital	1,206	-	-	-	-
<b>TOTAL</b>	<b>\$ 566,694</b>	<b>\$ 583,669</b>	<b>\$ 634,567</b>	<b>\$ 633,792</b>	<b>\$ 633,792</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Meter Maintenance (852)</b>					
Senior Meter Mechanic	1	1	1	1	1
Meter Services Technician	2	2	2	2	2
<b>Meter Reading (855)</b>					
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	1	1	1
Meter Reader/Meter Services Technician	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

**STATEMENT OF PURPOSE**

To maintain the process equipment for the Salisbury-Rowan Utilities’ water and wastewater facilities and oversee the maintenance of the buildings and grounds of the treatment plants.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue and increase inflow and infiltration reduction efforts.
2. Provide opportunities for staff training and development.
3. Pursue appropriate expansion of SRU system.
4. Continue to implement lift station improvement plan for east Rowan service area.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 482,838	\$ 443,009	\$ 557,465	\$ 513,988	\$ 513,988
Operating	1,185,256	1,861,070	2,315,835	1,754,726	1,754,726
Capital	15,000	359,820	1,073,000	423,000	423,000
<b>TOTAL</b>	<b>\$ 1,683,094</b>	<b>\$ 2,663,899</b>	<b>\$ 3,946,300</b>	<b>\$ 2,691,714</b>	<b>\$ 2,691,714</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>PM Administration (000)</b>					
SCADA Technician	0	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
<b>PM Raw Water Supply (810)</b>					
Maintenance Technician	1	1	0	0	0
<b>PM Water Treatment Plant (811)</b>					
Maintenance Technician	1	1	1	1	1
<b>PM Sewer Maintenance (856)</b>					
Utilities Systems Supervisor	1	1	1	1	1
Maintenance Technician	2	2	2	2	2
<b>PM Town Creek WWTP (901)</b>					
Maintenance Technician	1	1	2 <sup>2</sup>	2 <sup>2</sup>	2 <sup>2</sup>
<b>PM Grant Creek WWTP (902)</b>					
Plants Maintenance Supervisor	1	1	1	1	1
Maintenance Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>

<sup>1</sup> Position moved from Plant Operations – Wastewater Treatment

<sup>2</sup> Position moved between cost centers

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>PM Raw Water Supply (810)</b>			
Replace Concrete Pipe	\$ 150,000	\$ -	\$ -
Backup Diesel Pump	350,000	350,000	350,000
<b>PM Raw Water Treatment Plant (811)</b>			
HVAC Replacement	7,000	7,000	7,000
<b>PM Town Creek WWTP (901)</b>			
Roof Replacement	66,000	66,000	66,000
<b>PM Residuals Management (903)</b>			
Cover Residuals Sludge Pad at Town Creek	500,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,073,000</b>	<b>\$ 423,000</b>	<b>\$ 423,000</b>

**STATEMENT OF PURPOSE**

To provide for principal and interest payments on outstanding Water and Sewer Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,232,082	5,606,347	6,047,058	6,047,058	6,047,058
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,232,082</b>	<b>\$ 5,606,347</b>	<b>\$ 6,047,058</b>	<b>\$ 6,047,058</b>	<b>\$ 6,047,058</b>



**CITY OF SALISBURY, NORTH CAROLINA**  
**WATER AND SEWER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2011  
With Estimated Actual for the Year Ending June 30, 2010 and  
Actual for the Year Ended June 30, 2009

	<b>2009</b>	<b>2010</b>	<b>2011</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
<b>REVENUES:</b>			
Miscellaneous:			
Miscellaneous	\$ -	\$ -	\$ 26,820
Interest earned on investments	11,689	5,299	4,000
Total miscellaneous	<u>\$ 11,689</u>	<u>\$ 5,299</u>	<u>\$ 30,820</u>
 <b>OTHER FINANCING SOURCES:</b>			
Operating transfer from Water and Sewer Fund	\$ 465,417	\$ 484,645	\$ 483,971
Fund balance appropriated	<u>-</u>	<u>200,000</u>	<u>-</u>
Total other financing sources	<u>\$ 465,417</u>	<u>\$ 684,645</u>	<u>\$ 483,971</u>
 Total revenues and other financing sources	<u><u>\$ 477,106</u></u>	<u><u>\$ 689,944</u></u>	<u><u>\$ 514,791</u></u>

**FUND - Water and Sewer Capital Reserve**

**STATEMENT OF PURPOSE**

The Water and Sewer Capital Reserve funds replacement cost of Water and Sewer Utility vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	87,830	67,830	67,830
Capital	<u>520,333</u>	<u>727,941</u>	<u>426,961</u>	<u>446,961</u>	<u>446,961</u>
<b>TOTAL</b>	<b>\$ 520,333</b>	<b>\$ 727,941</b>	<b>\$ 514,791</b>	<b>\$ 514,791</b>	<b>\$ 514,791</b>

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration</b>			
Computer Equipment Replacement	\$ 30,806	\$ 30,806	\$ 30,806
Storage capacity of new SAN in IT	-	20,000 <sup>1</sup>	20,000 <sup>1</sup>
<b>Total Capital Outlay</b>	<b>\$ 30,806</b>	<b>\$ 50,806</b>	<b>\$ 50,806</b>
<sup>1</sup> To pay for W/S portion of new SAN in Fund 11; total cost with offsetting revenue in Fund 11			
<b>Plant Operations - Water Treatment</b>			
Computer Equipment Replacement	\$ 1,600	\$ 1,600	\$ 1,600
<b>Total Capital Outlay</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>	<b>\$ 1,600</b>
<b>Systems Maintenance</b>			
Computer Equipment Replacement	\$ 6,120	\$ 6,120	\$ 6,120
Add Mobile Data Terminal for Supervisor Vehicle	1,300	1,300	1,300
Replace WS49903 1999 Bobcat Excavator w/Trackhoe	70,000	70,000	70,000
Replace WS30104 2001 Sewer Jet Trailer	68,000	68,000	68,000
Replace WS19803 1998 F150 Truck w/F150 4WD extended cab, short bed truck	35,907	35,907	35,907
Replace WS19715 1997 F150 Truck w/F150 4WD extened cab, short bed truck	35,907	35,907	35,907
<b>Total Capital Outlay</b>	<b>\$ 217,234</b>	<b>\$ 217,234</b>	<b>\$ 217,234</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 5,200	\$ 5,200	\$ 5,200
Upgrade Desktop to laptop w/docking station	800	800	800
<b>Total Capital Outlay</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
<b>Total Capital Outlay</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 3,060	\$ 3,060	\$ 3,060
Add three Mobile Data Terminals	3,900	3,900	3,900
Replace MS10909 2009 F150 Truck w/Transit Connect Van <sup>2</sup>	26,777	26,777	26,777
Replace MS10908 2009 F150 Truck w/Transit Connect Van <sup>2</sup>	26,777	26,777	26,777
<b>Total Capital Outlay</b>	<b>\$ 60,514</b>	<b>\$ 60,514</b>	<b>\$ 60,514</b>

<sup>2</sup> Transfer F150 truck to General Fund for Fire Department

<b>Plants Maintenance</b>			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
Replace PM19202 1992 F150 Truck w/F550 Supercab, 4WD Truck w/Crane Mount	106,007	106,007	106,007
<b>Total Capital Outlay</b>	<b>\$ 108,407</b>	<b>\$ 108,407</b>	<b>\$ 108,407</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2011  
With Estimated Actual for the Year Ending June 30, 2010 and  
Actual for the Year Ended June 30, 2009

	<b>2009</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 91,923	\$ 97,800	\$ 93,500
Other operating revenues	<u>13,951</u>	<u>-</u>	<u>-</u>
Total operating revenues	\$ 105,874	\$ 97,800	\$ 93,500
<b>NONOPERATING REVENUES:</b>			
Intergovernmental	\$ 1,229,249	\$ 505,424	\$ 549,155
Miscellaneous revenues	<u>-</u>	<u>9,000</u>	<u>100</u>
Total nonoperating revenues	\$ 1,229,249	\$ 514,424	\$ 549,255
<b>OTHER FINANCING SOURCES:</b>			
Operating Transfer from General Fund	\$ 453,381	\$ 390,319	\$ 416,785
Fund equity appropriated	<u>-</u>	<u>-</u>	<u>-</u>
Total other financing sources	\$ 453,381	\$ 390,319	\$ 416,785
 Total revenues and other financing sources	 <u>\$ 1,788,504</u>	 <u>\$ 1,002,543</u>	 <u>\$ 1,059,540</u>

**CITY OF SALISBURY**  
**FY 2010-2011 BUDGET SUMMARY**  
**TRANSIT FUND**

	<b>Actual FY 08-09</b>	<b>Budgeted FY 09-10</b>	<b>Requested FY 10-11</b>	<b>Mgr Recommends FY 10-11</b>	<b>Adopted FY 10-11</b>
<b>REVENUE</b>	\$ 1,788,504	\$ 1,085,473	\$ 1,954,818	\$ 1,059,540	\$ 1,059,540
<b>EXPENSES</b>	<b>Actual FY 08-09</b>	<b>Budgeted FY 09-10</b>	<b>Requested FY 10-11</b>	<b>Mgr Recommends FY 10-11</b>	<b>Adopted FY 10-11</b>
<b>TRANSIT - OPERATIONS</b>					
Personnel	\$ 472,611	\$ 460,109	\$ 493,531	\$ 475,359	\$ 475,359
Operations	224,418	215,550	719,605	248,965	248,965
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 697,029</b>	<b>\$ 675,659</b>	<b>\$ 1,213,136</b>	<b>\$ 724,324</b>	<b>\$ 724,324</b>
<b>TRANSIT - ADMINISTRATION</b>					
Personnel	\$ 120,460	\$ 119,957	\$ 139,094	\$ 136,479	\$ 136,479
Operations	503,782	168,207	176,979	177,837	177,837
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 624,242</b>	<b>\$ 288,164</b>	<b>\$ 316,073</b>	<b>\$ 314,316</b>	<b>\$ 314,316</b>
<b>TRANSIT - CAPITAL</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	-	-	-
Capital	25,944	121,650	425,912	20,900	20,900
<b>TOTAL</b>	<b>\$ 25,944</b>	<b>\$ 121,650</b>	<b>\$ 425,912</b>	<b>\$ 20,900</b>	<b>\$ 20,900</b>
<b>GRAND TOTAL</b>					
Personnel	\$ 593,071	\$ 580,066	\$ 632,625	\$ 611,838	\$ 611,838
Operations	728,200	383,757	896,584	426,802	426,802
Capital	25,944	121,650	425,912	20,900	20,900
<b>TOTALS</b>	<b>\$ 1,347,215</b>	<b>\$ 1,085,473</b>	<b>\$ 1,955,121</b>	<b>\$ 1,059,540</b>	<b>\$ 1,059,540</b>

**STATEMENT OF PURPOSE**

The Transit Administration Division of the Public Services Department provides a safe, efficient, and affordable transportation alternative to the general public in the cities of Salisbury, Spencer, and East Spencer; thus permitting greater accessibility to employment, social, recreational, educational, and medical facilities. The department also operates an ADA demand response paratransit system that includes three wheelchair lift-equipped vans for citizens unable to access fixed route vehicles because of mental or physical disabilities.

**DIVISIONAL PERFORMANCE GOALS**

1. Consistently provide exceptional customer service to all customers.
2. Continue to work on our strategic plan outcomes.
3. Work towards accreditation for our division and assist in other areas as needed.
4. Create a highly professional and well trained team.

**PERFORMANCE MEASURES**

	FY 2009	FY 2010	FY 2011
	Actual	Estimate	Projected
<b>Workload</b>			
Number of Passengers -Fixed Route	176,856	177,000	178,000
Number of Passengers - ADA	8,379	7,556	8,000
Number of Full-sized Buses	6	6	6
Number of Mini-Buses	-	-	-
Number of Routes	3	3	3
Revenue Miles Driven	129,025	129,025	129,025
Gallons of Fuel Used	30,699	30,699	30,699
Fares Collected (Dollars) - Fixed Route	91,923	91,000	91,500
State Matching Funds Collected	218,899	218,899	218,899
<b>Efficiency</b>			
Average Cost Per Mile	\$ 7.29	\$ 8.00	\$ 8.90
Average Cost Per Passenger - Routine	\$ 5.32	\$ 6.00	\$ 7.00
Average Cost Per Passenger - ADA	\$ 10.50	\$ 12.00	\$ 14.00
<b>Effectiveness</b>			
Complaints Received	12	12	6
Number of Break-Downs	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	1	0	0
Injuries	1	0	0

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY08-09	FY09-10	FY10-11	FY10-11	FY10-11
Personnel	\$ 120,460	\$ 119,957	\$ 139,094	\$ 136,479	\$ 136,479
Operating	503,782	168,207	176,979	177,837	177,837
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 624,242</b>	<b>\$ 288,164</b>	<b>\$ 316,073</b>	<b>\$ 314,316</b>	<b>\$ 314,316</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Transit Manager	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	2	2	2	2	2

**DEPARTMENT - Public Services**

**DIVISION - Transit Operations**

**651**

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 472,611	\$ 460,109	\$ 493,531	\$ 475,359	\$ 475,359
Operating	224,418	215,550	719,605	248,965	248,965
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ 697,029	\$ 675,659	\$ 1,213,136	\$ 724,324	\$ 724,324

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
Transit Operator	6	6	6	6	6
Mechanic	2	2	2	2	2
Fleet Services Shift Supervisor	1	1	1	1	1
Transit Operator (Temp/Part-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	12	12	12	12	12

**DEPARTMENT - Public Services**

**DIVISION- Transit Capital Outlay**

**653**

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	<u>25,944</u>	<u>121,650</u>	<u>425,912</u>	<u>20,900</u>	<u>20,900</u>
<b>TOTAL</b>	\$ 25,944	\$ 121,650	\$ 425,912	\$ 20,900	\$ 20,900

**CAPITAL OUTLAY**

	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
35' Transit Bus	\$ 401,012	\$ -	\$ -
Replace 2 Computers & 1 MDU	2,900	2,900	2,900
Furniture for training room	4,000	-	-
Shop Equipment	10,000	10,000	10,000
Oil Depository inside garage	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>
<b>Total Capital Outlay</b>	\$ 425,912	\$ 20,900	\$ 20,900

**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2011  
With Estimated Actual for the Year Ending June 30, 2010 and  
Actual for the Year Ended June 30, 2009

	<b>2009</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ -	\$ -	\$ 1,595,188
<b>NONOPERATING REVENUES:</b>			
Miscellaneous revenues	\$ 15,201	\$ 13,000	\$ 27,665
<b>OTHER FINANCING SOURCES:</b>			
Interfund Loan	\$ -	\$ -	\$ 1,194,694
Fund equity appropriated	-	-	500,000
Total other financing sources	\$ -	\$ -	\$ 1,694,694
 Total revenues and other financing sources	<u>\$ 15,201</u>	<u>\$ 13,000</u>	<u>\$ 3,317,547</u>

**CITY OF SALISBURY**  
**FY 2010-2011 BUDGET SUMMARY**  
**FIBRANT COMMUNICATIONS FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>	
	<b>FY 08-09</b>		<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 10-11</b>		<b>FY 10-11</b>	
<b>REVENUE</b>	\$	15,201	\$	1,272,921	\$	3,222,853	\$	3,317,547	\$	3,317,547
<b>EXPENSES</b>										
		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
		<b>FY 08-09</b>		<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 10-11</b>		<b>FY 10-11</b>
<b>ADMINISTRATION</b>										
Personnel	\$	77,264	\$	243,559	\$	264,034	\$	307,702	\$	307,702
Operations		95,540		215,353		269,975		326,800		326,800
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	172,804	\$	458,912	\$	534,009	\$	634,502	\$	634,502
<b>PROGRAMMING</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		229,825		216,676		525,552		525,552
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	-	\$	229,825	\$	216,676	\$	525,552	\$	525,552
<b>BROADBAND SYSTEMS</b>										
Personnel	\$	53,872	\$	265,681	\$	388,962	\$	383,211	\$	383,211
Operations		3,225		53,794		797,579		685,561		685,561
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	57,097	\$	319,475	\$	1,186,541	\$	1,068,772	\$	1,068,772
<b>SERVICE DELIVERY</b>										
Personnel	\$	-	\$	223,896	\$	193,812	\$	191,737	\$	191,737
Operations		573		40,813		50,815		51,025		51,025
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	573	\$	264,709	\$	244,627	\$	242,762	\$	242,762
<b>DEBT SERVICE</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		845,959		845,959		845,959
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	-	\$	-	\$	845,959	\$	845,959	\$	845,959
<b>GRAND TOTAL</b>										
Personnel	\$	131,136	\$	733,136	\$	846,808	\$	882,650	\$	882,650
Operations		99,338		539,785		2,181,004		2,434,897		2,434,897
Capital		-		-		-		-		-
<b>TOTALS</b>	\$	230,474	\$	1,272,921	\$	3,027,812	\$	3,317,547	\$	3,317,547

**STATEMENT OF PURPOSE**

To provide reliable, high-speed internet access, voice, video and data services to all the citizens and businesses within the City of Salisbury.

**PERFORMANCE GOALS**

1. Provide universal access to broadband services within the corporate limits for the City of Salisbury.
2. Improve the community’s competitiveness in economic development.
3. Create a connected community in order to ensure that all our citizens have the opportunity to use electronic technology to enhance their personal lives and their economic well-being.
4. Provide well maintained, state-of-the-art public infrastructure.
5. To use municipal resources to catalyze private sector investment.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 77,264	\$ 243,559	\$ 264,034	\$ 307,702	\$ 307,702
Operating	95,540	215,353	269,975	326,800	326,800
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 172,804</b>	<b>\$ 458,912</b>	<b>\$ 534,009</b>	<b>\$ 634,502</b>	<b>\$ 634,502</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (100)</b>					
Director of Broadband Services	0	1	1	1	1
Senior Administrative Specialist	0	1	1	1	1
<b>Sales/Marketing (202)</b>					
Communications Sales & Marketing Analyst	0	1	1	1	1
Sales Representative-NEW POSITION	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>

Note: In FY2009, positions authorized December 2008 through a Budget Ordinance

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	229,825	216,676	525,552	525,552
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 229,825</b>	<b>\$ 216,676</b>	<b>\$ 525,552</b>	<b>\$ 525,552</b>

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 53,872	\$ 265,681	\$ 388,962	\$ 383,211	\$ 383,211
Operating	3,225	53,794	797,579	685,561	685,561
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 57,097</b>	<b>\$ 319,475</b>	<b>\$ 1,186,541</b>	<b>\$ 1,068,772</b>	<b>\$ 1,068,772</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (100)</b>					
System Architect/System Engineer	0 <sup>1</sup>	1	1	1	1
<b>Video (210)</b>					
Systems Analyst – Video	0 <sup>2</sup>	1	1	1	1
<b>Data (211)</b>					
Systems Analyst – Network/Data	0 <sup>2</sup>	1	1	1	1
<b>Technical Services (220)</b>					
Technical Service Representative	0	0	2 <sup>3</sup>	2	2
<b>TOTAL</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup> Position authorized beginning December 2008 through a Budget Ordinance

<sup>2</sup> Position authorized beginning June 2009 through a Budget Ordinance

<sup>3</sup> Positions transferred from Service Delivery and reclassified

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ 223,896	\$ 193,812	\$ 191,737	\$ 191,737
Operating	573	40,813	50,815	51,025	51,025
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 573</b>	<b>\$ 264,709</b>	<b>\$ 244,627</b>	<b>\$ 242,762</b>	<b>\$ 242,762</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 08-09	Authorized FY 09-10	Requested FY 10-11	Mgr Recommends FY 10-11	Adopted FY 10-11
<b>Administration (100)</b>					
Service Delivery Manager	0	1 <sup>2</sup>	1	1	1
<b>Technical Services (220)</b>					
Technical Service Technician	0 <sup>1</sup>	2 <sup>2</sup>	0 <sup>3</sup>	0 <sup>3</sup>	0 <sup>3</sup>
<b>Installation (221)</b>					
Broadband Technician I	0	1 <sup>2</sup>	1	1	1
Broadband Technician I-NEW					
POSITION	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	0	4	3	3	3

<sup>1</sup> Position authorized beginning February 2009 through a Budget Ordinance

<sup>2</sup> New positions for FY2010

<sup>3</sup> Positions transferred to Broadband Systems

**STATEMENT OF PURPOSE**

To provide for principal and interest payments on outstanding Fibrant Communications Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	845,959	845,959	845,959
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 845,959</b>	<b>\$ 845,959</b>	<b>\$ 845,959</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2011  
With Estimated Actual for the Year Ending June 30, 2010 and  
Actual for the Year Ended June 30, 2009

	<b>2009</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Intergovernmental:			
Federal	<u>\$ 276,925</u>	<u>\$ 290,000</u>	<u>\$ 449,413</u>
Miscellaneous:			
Other	<u>\$ 64,769</u>	<u>\$ 38,100</u>	<u>\$ 70,000</u>
Total revenues	<u><u>\$ 341,694</u></u>	<u><u>\$ 328,100</u></u>	<u><u>\$ 519,413</u></u>

**FUND – Special Revenue Funds**

**STATEMENT OF PURPOSE**

The Special Revenue Funds account for the operations of the City's Community Development programs as financed by the U.S. Department of Housing & Urban Development and the Cabarrus/Iredell/Rowan HOME consortium.

**BUDGET REQUEST SUMMARY**

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	341,694	494,924	519,413	519,413	519,413
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 341,694</b>	<b>\$ 494,924</b>	<b>\$ 519,413</b>	<b>\$ 519,413</b>	<b>\$ 519,413</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2011

The following are the estimated revenues and expenditures for Internal Service Fund for Employee Health Care:

**REVENUES**

Charges for Services	\$ 4,229,641
Interest Earned on Investments	10,000
Miscellaneous Revenues	341,270
Total Revenues	<u>\$ 4,580,911</u>

**EXPENDITURES**

Employee Benefits	\$ 4,540,911
Miscellaneous Expenditures	40,000
Total Expenditures	<u>\$ 4,580,911</u>

The following are the estimated revenues and expenditures for Internal Service Fund for Workers' Compensation:

**REVENUES**

Charges for Services	\$ 584,100
Interest Earned on Investments	1,000
Total Revenues	<u>\$ 585,100</u>

**EXPENDITURES**

Employee Benefits	\$ 400,000
Workers Comp Reserve	185,100
Total Expenditures	<u>\$ 585,100</u>



## DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2011 – 2015

### OVERVIEW

The Capital Improvement Program (CIP) section contains each budgeted and proposed capital improvement by project name, description, proposed funding source, impact on operations, and scheduled costs. The CIP is both a planning and a financial tool for the City to prepare for future capital needs. The City's CIP describes General Fund and Water-Sewer Fund capital needs. The first half covers the proposed capital improvements in the General Fund. The second half covers those improvements in the Water and Sewer Fund. A project contact person with telephone number and additional detail describing both the staff and operating impact are also listed with each project.

### CAPITAL IMPROVEMENT DEFINITION

Major construction, repair or addition to buildings, parks, streets, bridges, and other City facilities. Capital improvement projects cost \$10,000 or more and have a useful life of more than three years.

### GENERAL FUND SUMMARY: FY2011-15

		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<b>Capital Totals</b>		650	950	5,675	8,650	2,175	18,100
<b>Operating Impact</b>		-	72	187	522	912	1,693
(in thousands)							
<b>Totals</b>		<b>650</b>	<b>1,022</b>	<b>5,862</b>	<b>9,172</b>	<b>3,087</b>	<b>19,793</b>

### WATER – SEWER FUND SUMMARY: FY2011-15

		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<b>Capital Totals</b>		771	4,500	5,948	11,793	14,290	37,302
<b>Operating Impact</b>		22	190	563	1,319	2,454	4,548
(in thousands)							
<b>Totals</b>		<b>793</b>	<b>4,690</b>	<b>6,511</b>	<b>13,112</b>	<b>16,744</b>	<b>41,850</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>HVAC Replacement</i>	<b>FUND / DEPARTMENT</b> <i>General Fund</i> <i>Various Departments</i>	<b>CONTACT NAME AND NUMBER</b> <i>Deb Young</i> <i>Tel. 704-638-2152</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Replace inefficient HVAC systems at end of useful life.		<b>ADDITIONAL PROJECT DETAIL</b>  					
<b>GOALS &amp; OBJECTIVES</b> <i>Energy savings and scheduled replacement</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition		115	100	100	100	100	515
Other							
<b>Capital Total</b>		<b>115</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>515</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Roof Replacements</i>	<b>FUND / DEPARTMENT</b> <i>General Fund</i> <i>Various Departments</i>	<b>CONTACT NAME AND NUMBER</b> <i>Deb Young</i> <i>Tel. 704-638-2152</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Scheduled replacement of outdated roofs.		<b>ADDITIONAL PROJECT DETAIL</b>  					
<b>GOALS &amp; OBJECTIVES</b> <i>Routine Building Maintenance.</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							
Other		154	100	100	100	100	554
<b>Capital Total</b>		<b>154</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>554</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Renovation of Former GX Fitness Building</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Administration</i>	<b>CONTACT NAME AND NUMBER</b> <i>Deb Young Tel. 704-638-2152</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Retrofit former GX fitness building to serve as meeting and event facility for downtown area.		<b>ADDITIONAL PROJECT DETAIL</b>  					
<b>GOALS &amp; OBJECTIVES</b> <i>Re-Use of Existing Building.</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher operating and debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Debt Issuance</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction				100	3,000		3,100
Acquisition							
Other							-
<b>Capital Total</b>				100	3,000		3,100
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					91	196	287
<b>Operating Total</b>					91	196	287

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Plaza Renovations and Exterior Wall Repair</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Plaza</i>	<b>CONTACT NAME AND NUMBER</b> <i>Deb Young Tel. 704-638-2152</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Various Improvements to commercial and residential spaces. Foundation and wall water-proofing and repair.		<b>ADDITIONAL PROJECT DETAIL</b>  					
<b>GOALS &amp; OBJECTIVES</b> <i>Marketability of Property and Building Foundation and Wall Repair</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							
Other		25	25	25	1,250	25	1,350
<b>Capital Total</b>		<b>25</b>	<b>25</b>	<b>25</b>	<b>1,250</b>	<b>25</b>	<b>1,350</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					46	91	137
<b>Operating Total</b>					<b>46</b>	<b>91</b>	<b>137</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Police Dispatch Recorder</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Police Department</i>	<b>CONTACT NAME AND NUMBER</b> <i>Rory Collins Tel. 704-638-3333</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Existing recorder is eight years old and past the useful life by three years with intermittent technical problems. Spare parts and support are no longer provided by the vendor.		<b>ADDITIONAL PROJECT DETAIL</b> 					
<b>GOALS &amp; OBJECTIVES</b> <i>Replace outdated 'mission critical' equipment.</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Lease-Purchase Financing</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition		200					200
Other							
<b>Capital Total</b>		<b>200</b>	-	-	-	-	<b>200</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>			72	72	72		216
<b>Operating Total</b>			<b>72</b>	<b>72</b>	<b>72</b>		<b>216</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>New Fire Station-5 and Replacement of Station-3</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Fire Department</i>		<b>CONTACT NAME AND NUMBER</b> <i>Robert Parnell Tel. 704-638-4464</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Land acquisition, design and construction of a new fire station to serve growth in south Highway 29 and Interstate-85 areas of city. Replace existing station three building which is past its end of life. Only debt-service costs are shown here, as the full impact of significantly higher operating costs of a new fire station will not be reflected in the operating budget until FY-16. Normal staffing of a new station adds an additional eighteen-plus full-time staff with associated fire-fighting apparatus and equipment. *				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Life Safety and Property Protection</i>							
<b>COMMENTS</b> <i>A significant impact on operations through both higher debt service and future operating costs*</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Debt Issuance</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction			100	1,650	100	1,500	3,350
Acquisition				150			150
Other							
<b>Capital Total</b>		<b>-</b>	<b>100</b>	<b>1,800</b>	<b>100</b>	<b>1,500</b>	<b>3,500</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>				60	120	229	409
<b>Operating Total</b>						229	229

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>800-Trunking System Replacement</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Telecommunications</i>		<b>CONTACT NAME AND NUMBER</b> <i>Terry Buff Tel. 704-638-5399</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Replace analog 800-trunking system for regulatory compliance and compatibility with multiple systems from different agencies.				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Regulatory Compliance and System Compatibility</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Debt Issuance</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction			100				100
Acquisition				3,100			3,100
Other				50			50
<b>Capital Total</b>		<b>0</b>	<b>100</b>	<b>3,150</b>	<b>0</b>	<b>0</b>	<b>3,250</b>
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>				115	229	229	<b>573</b>
<b>Operating Total</b>				<b>115</b>	<b>229</b>	<b>229</b>	<b>573</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Equipment and Material Storage Building</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Public Services</i>		<b>CONTACT NAME AND NUMBER</b> <i>Steve Weatherford Tel. 704-638-5251</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> New material and equipment storage building for street and yard waste divisions.				<b>ADDITIONAL PROJECT DETAIL</b>			
							
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Efficiency</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Debt Issuance</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction					300		300
Acquisition							
Other							
<b>Capital Total</b>			0	0	300	0	300
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					11	22	33
<b>Operating Total</b>					11	22	33

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Heavy Equipment Tire Changer</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Public Services</i>		<b>CONTACT NAME AND NUMBER</b> <i>Jake Sterling Tel. 704-638-5264</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Heavy Equipment Tire Changer Needed				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Accommodate larger vehicles</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction							
Acquisition		22					22
Other							
<b>Capital Total</b>		<b>22</b>					<b>22</b>
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>New Fleet Facility</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Public Services</i>	<b>CONTACT NAME AND NUMBER</b> <i>Jake Sterling Tel. 704-638-5264</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> New fleet facility to replace out-dated and space-confined building.		<b>ADDITIONAL PROJECT DETAIL</b> 					
<b>GOALS &amp; OBJECTIVES</b> <i>Accommodate new, larger vehicles</i>							
<b>COMMENTS</b> <i>Existing facility at end of life. Larger facility will have higher operating and debt service costs.*</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Debt Issuance</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction				100			100
Acquisition					2,000		2,000
Other							
<b>Capital Total</b>				100	2,000	0	2,100
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					73	145	218
<b>Operating Total</b>					73	145	218

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Routine Park Repairs</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Parks and Recreation</i>		<b>CONTACT NAME AND NUMBER</b> <i>Gail Elder-White Tel. 704-638-5299</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> A fixed amount is allocated each fiscal year for park repairs.				<b>ADDITIONAL PROJECT DETAIL</b>			
							
<b>GOALS &amp; OBJECTIVES</b> <i>Safety</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction							
Acquisition							
Other		44	100	100	100	100	444
<b>Capital Total</b>		<b>44</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>444</b>
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Park Land Acquisition &amp; Civic Center Expansion</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Parks and Recreation</i>		<b>CONTACT NAME AND NUMBER</b> <i>Gail Elder-White Tel. 704-638-5299</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> To plan for future growth and re-imagine the uses for the civic center space.				<b>ADDITIONAL PROJECT DETAIL</b>			
							
<b>GOALS &amp; OBJECTIVES</b> <i>Land Acquisition for future growth and Civic Center Expansion</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher operating and debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Debt Issuance</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction			125		1,500		1,625
Acquisition			100			100	200
Other				200	200		400
<b>Capital Total</b>		-	225	200	1,700	100	2,225
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					62	124	186
<b>Operating Total</b>							186

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Hall Gym Parking Lot</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Parks and Recreation</i>	<b>CONTACT NAME AND NUMBER</b> <i>Gail Elder-White Tel. 704-638-5299</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Mill and replace parking lot at end of life.			<b>ADDITIONAL PROJECT DETAIL</b>				
							
<b>GOALS &amp; OBJECTIVES</b> <i>Accommodate parking needs at Hall Gym and Miller Center</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>			<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>				
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction							
Acquisition							
Other		45					45
<b>Capital Total</b>		<b>45</b>	-	-	-	-	<b>45</b>
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Lincoln Park Pool and Area Renovations</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Parks and Recreation</i>		<b>CONTACT NAME AND NUMBER</b> <i>Gail Elder-White Tel. 704-638-5299</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> To extend life of existing pool and update Lincoln park area.				<b>ADDITIONAL PROJECT DETAIL</b>			
							
<b>GOALS &amp; OBJECTIVES</b> <i>Safety and Functionality</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction			200			250	450
Acquisition							
Other		45					45
<b>Capital Total</b>		<b>45</b>	<b>200</b>			<b>250</b>	<b>495</b>
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>HVAC Replacements</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Various Departments</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> The City is continuing the scheduled replacement of outdated and inefficient HVAC systems.		<b>ADDITIONAL PROJECT DETAIL</b> 					
<b>GOALS &amp; OBJECTIVES</b> <i>Energy Savings &amp; Scheduled Replacement</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition		7	8	38	8	15	76
Other							
<b>Capital Total</b>		<b>7</b>	<b>8</b>	<b>38</b>	<b>8</b>	<b>15</b>	<b>76</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Roof Replacements</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Various Departments</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Routine building maintenance and scheduled roof replacement at various water-sewer facilities.				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Scheduled Building Maintenance</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other		116	39			6	161
<b>Capital Total</b>		<b>116</b>	<b>39</b>	-	-	<b>6</b>	<b>161</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Security Improvements</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund</i> <i>Plant Operations - Water</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly</i> <i>Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  The Vulnerability Assessment mandated by the EPA in FY-04 identified utility sites and facilities where security improvements need to be implemented. This includes fencing & electronic security access for the Water Treatment Plant.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Federal Mandate</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition			120	120			240
Other							
<b>Capital Total</b>			<b>120</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>240</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Raw Water Pump and Concrete Piping</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Raw Water Pump- 12 MGD Pump: needs to be rebuilt as it has been in service for 18 years with a 10 year life  Raw Water Concrete Piping: An existing section of concrete pipe that supplies raw water from River to reservoir needs to be removed and replaced (24 inch line).				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Routine Replacement</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction							
Acquisition							
Other		120				150	270
<b>Capital Total</b>		<b>120</b>	-	-	-	<b>150</b>	<b>270</b>
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>New River Pump Station Design and Construction</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  The existing Raw Water Pump Station was constructed in 1917, and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river and sedimentation created by the ALCOA Yadkin project causes more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as to increase withdrawal capacity for future system demands.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Necessity</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction						750	750
Acquisition							-
Other							
<b>Capital Total</b>						<b>750</b>	<b>750</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost						67	67
<b>Operating Total</b>						<b>67</b>	<b>67</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Emergency Power Generation - Water</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Currently SRU has only one finished water booster station with stand-by emergency power generation. There are six additional booster stations that need back-up power to ensure that we can maintain water service to all of our customers during emergency conditions. Three generators are needed at: Hwy. 70, Hurley School Road and Old Concord Rd (in order of preference)				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Redundant Power For Emergency Use</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition			200	200			400
Other							
<b>Capital Total</b>			<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>400</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

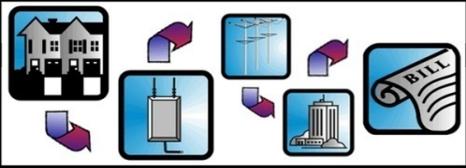
**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Granite Quarry Secondary Line</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  There is one main distribution line serving the towns of Granite Quarry and Rockwell. This line would provide a redundant source of water as well as improve the hydraulic characteristics of the distribution system along US Highway 52 South.			<b>ADDITIONAL PROJECT DETAIL</b>  				
<b>GOALS &amp; OBJECTIVES</b> <i>Redundancy and Improved Hydraulics</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>			<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>				
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other						250	250
<b>Capital Total</b>						<b>250</b>	<b>250</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Raw Water Reservoir (30 MG)</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Water</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  This is for a new thirty-million gallon (30 MG) raw water reservoir. State regulations require a minimum of five days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.			<b>ADDITIONAL PROJECT DETAIL</b>  				
<b>GOALS &amp; OBJECTIVES</b> <i>Additional Capacity</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>			<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>				
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other					3,000	3,000	6,000
<b>Capital Total</b>					<b>3,000</b>	<b>3,000</b>	<b>6,000</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					218	436	654
<b>Operating Total</b>					<b>218</b>	<b>436</b>	<b>654</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Automated Meter Reading (AMR)</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Meter Services</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Phased implementation of automated (radio) meter reading. AMR is an acronym referring to the reading of meters using a system of communication (such as radio) to communicate between the meters and the unit performing the "read". This would enable a smaller number of meter readers to repair/troubleshoot all of utility's meters, thereby freeing up personnel for other duties. It will require a significant funding commitment over time, as each meter will require either change-out or adaptation. SRU is currently investigating the compatibility of AMR technology with the current infrastructure being developed by Fibrant (fiber network)			<b>ADDITIONAL PROJECT DETAIL</b>   <b>Automated Meter Reading and Billing</b>				
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Efficiency</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other				1,500	1,500	1,500	4,500
<b>Capital Total</b>				<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>4,500</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>				91	273	455	819
<b>Operating Total</b>				<b>91</b>	<b>273</b>	<b>455</b>	<b>819</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Water Plant Improvements</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Water</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Back-up Diesel Pump, Electrical System Upgrade Water Plant Secondary Feed, Upgrade Valves & Piping near Water Treatment Plant, Upgrade Water Plant Filter Venturis (filtration technique)			<b>ADDITIONAL PROJECT DETAIL</b>  				
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Efficiency</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>			<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>				
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction							
Acquisition							-
Other		350	600	350		1,000	2,300
<b>Capital Total</b>		<b>350</b>	<b>600</b>	<b>350</b>	<b>-</b>	<b>1,000</b>	<b>2,300</b>
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>		22	79	137	159	220	617
<b>Operating Total</b>		<b>22</b>	<b>79</b>	<b>137</b>	<b>159</b>	<b>220</b>	<b>617</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Elevated Storage Tanks</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  The existing tanks were located to accommodate our present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Plant, correct pressure problems, and provide fire protection. Tanks will be needed in the near future along both the Highway 70 and Highway 29 corridors as demand grows.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Necessity</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition						4,000	4,000
Other							
<b>Capital Total</b>						<b>4,000</b>	<b>4,000</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>						146	146
<b>Operating Total</b>						<b>146</b>	<b>146</b>

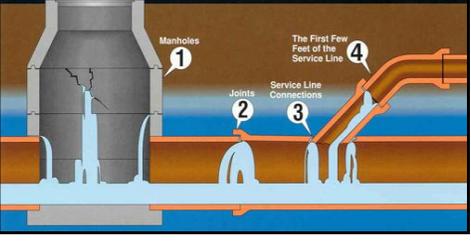
**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Chemical Storage Tanks</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Water</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Additional brine tank is needed at the Water Treatment Plant to allow extra capacity and to take advantage of discount pricing on bulk delivery.			<b>ADDITIONAL PROJECT DETAIL</b>  				
<b>GOALS &amp; OBJECTIVES</b> <i>Bulk purchase of chemicals saves money</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition			110				110
Other							
<b>Capital Total</b>			<b>110</b>				<b>110</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Waste-water security improvements</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Needed improvements to achieve compliance with state and federal anti-terror recommendations related to infrastructure protection. The Vulnerability Assessment mandated by the EPA in FY04 identified utility sites where security needs to be improved.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Federal Mandate</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction							
Acquisition			176				176
Other							
<b>Capital Total</b>			<b>176</b>				<b>176</b>
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Inflow &amp; Infiltration (I&amp;I) Reduction</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Repair of aging infrastructure to be in compliance with state and federal standards after being identified through regular, mandated inspections. I&I is a significant problem, as it taxes existing treatment plant and lift station capacity and also causes occasional overflows and spills. Lines identified by SRU staff may be targeted for major repair or replacement using this funding.			<b>ADDITIONAL PROJECT DETAIL</b>  				
<b>GOALS &amp; OBJECTIVES</b> <i>Treatment Efficiency</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Design / Construction							
Acquisition							-
Other		100	100	100	100	100	500
<b>Capital Total</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>500</b>
<b>OPERATING IMPACT</b>							
		FY-11	FY-12	FY-13	FY-14	FY-15	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Emergency Power Generation - Sewer</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Currently, many of the sewer lift stations do not have emergency back-up power generation. Having stand-by power or having connections to mount a portable generator would allow the lift stations to operate without significant interruption. We need an additional five generators onsite at: St. Lukes, Crowell, Fesperman, Steeple-Chase and Long Ferry lift stations.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Redundant Power for Emergency Use</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition			250	250			500
Other							
<b>Capital Total</b>			<b>250</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Sludge Storage Pad</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund</i> <i>Plant Operations - Wastewater</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly</i> <i>Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  This will allow increased storage area for sludge, which should reduce our hauling costs to the landfill.			<b>ADDITIONAL PROJECT DETAIL</b>  				
<b>GOALS &amp; OBJECTIVES</b> <i>Alleviating the need for frequent hauling</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other			500				500
<b>Capital Total</b>			<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>			18	36	36	36	126
<b>Operating Total</b>			<b>18</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>126</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Elimination of Sludge Land Application</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  With environmental regulations becoming more stringent and the decreasing availability of farmland in this county, SRU is exploring the opportunities of turning the production of biosolids into a "Class A" fertilizer that has no regulatory requirements. This program would consist of: Heat dryers at the Town Creek and Grants Creek Wastewater Treatment Plants. These dryers "superheat" the residuals and eliminate virtually all moisture in the final product, with a resultant 5/2 reduction in volume. A conveyor system to move the product from the plant to a storage pad. A sludge thickener to make the process more efficient by removing as much moisture as possible before the product is entered into the dryers.			<b>ADDITIONAL PROJECT DETAIL</b>  				
<b>GOALS &amp; OBJECTIVES</b> <i>Cost savings and preparing for the day when sludge land-application is no longer an option.</i>							
<b>COMMENTS</b> <i>Will impact operations through debt service. Will save \$75,000 per year in contracted services*</i>			<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>				
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other						1,800	1,800
<b>Capital Total</b>						<b>1,800</b>	<b>1,800</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>						110	110
<b>Operating Total</b>						<b>110</b>	<b>110</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Plant Equipment Replacement - Sewer</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Waste Pumps: Re-plumbing and replacement of existing waste pumps at the existing facilities to accommodate an emergency pump-around solution while maintaining standard plant output. The current pumping system does not allow varying pump rates. New pumps would allow the operator to pump 24 hours per day at lower rate. Re-plumbing would allow the operator to have redundant systems and additional operating capacity. Grant Creek WWTP (GCWWTP) Aeration Basin Rehabilitation: Rehabilitation of existing aeration basin at GCWWTP including four new aerators and six new mixers. Screw Pumps Replacement: Replacing ten old screw pumps at both Town Creek and Grant Creek. Digester Aeration Replacement: Replacement of existing TCWWTP Digester Aeration. Existing digester was installed when the plant was originally built.	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Operational Efficiency*

<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>	<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>
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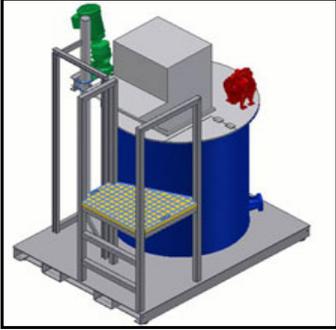
**PLANNED FINANCING**

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-11	FY-12	FY-13	FY-14	FY-15	Total	
Design / Construction							
Acquisition							-
Other		300	600	1,840			2,740
<b>Capital Total</b>		<b>300</b>	<b>600</b>	<b>1,840</b>	<b>0</b>		<b>2,740</b>
<b>OPERATING IMPACT</b>							
	FY-11	FY-12	FY-13	FY-14	FY-15	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>		18	72	134	242		466
<b>Operating Total</b>		<b>18</b>	<b>72</b>	<b>134</b>	<b>242</b>		<b>466</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Wastewater Treatment Plant Renovations</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  The Town Creek and Grant Creek Wastewater Treatment trains have a combined effluent discharge of 12.5 MGD. Now that the water treatment plant is completed, we have focused on improvements needed at the wastewater treatment plants. The study was commissioned to determine what upgrades were needed to extend the operations and maximize the current plants. The future plans include: Grant Creek Wastewater Treatment Plant: A rotary drum thickener would be added in the process to further thicken the sludge, thereby reducing the processing necessary at the residual belt filter press.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Efficiency</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other				2,000	5,200	1,000	8,200
<b>Capital Total</b>				<b>2,000</b>	<b>5,200</b>	<b>1,000</b>	<b>8,200</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost				73	334	559	966
<b>Operating Total</b>				<b>73</b>	<b>334</b>	<b>559</b>	<b>966</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Lime System Feed</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund</i> <i>Plant Operations - Wastewater</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly</i> <i>Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  PH Adjustment for the wastewater treatment plant. We currently have one installed at Grants Creek with overall reduction in our chemical costs. Installing one at Town Creek should net the same effect.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Cost Reduction</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other				250			250
<b>Capital Total</b>				<b>250</b>			<b>250</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Wastewater System Improvements</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Pump Replacement/Rebuild: Seven of ten screw pumps that lift the water for influent flow need to be replaced due to age & wear. Eight effluent pumps at Grants & Town Creek treatment plants need to be rebuilt. EQ basin pump needs to be upgraded. Two effluent variable frequency drives (VFDs) need to be repaired. Aerators & Mixers: Aerate & Mix the biological wastewater. Bar Screen & Grit Chamber Rehab: removes the grit & big solids from wastewater, which reduces wear on other equipment within the treatment system. Electrical Upgrades: rehab and upgrade screw pump controls & generator switchgears.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Efficiency</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition		78	1,321	285	145	184	2,013
Other							
<b>Capital Total</b>		<b>78</b>	<b>1,321</b>	<b>285</b>	<b>145</b>	<b>184</b>	<b>2,013</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>			48	96	96	96	336
<b>Operating Total</b>			<b>48</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>336</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Sewer Line Renovations</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  In addition to routine sewer line repairs performed annually, some line renovations are needed within the small and moderately-sized trunk lines in the system.			<b>ADDITIONAL PROJECT DETAIL</b>  				
<b>GOALS &amp; OBJECTIVES</b> <i>Routine Maintenance</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition			749	200			949
Other							
<b>Capital Total</b>			<b>749</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>949</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>			27	58	69	69	223
<b>Operating Total</b>			<b>27</b>	<b>58</b>	<b>69</b>	<b>69</b>	<b>223</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>SCADA Upgrades</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  SCADA ( <u>supervisory control and data acquisition</u> ): Upgrades are the result of the Windows 7 rollouts/upgrades planned by the city by/during the 2012 PC rollouts. The current version of iFix (brand name) that we use does not support Windows 7, and will neither install nor run on it. <u>MOSCAD (Motorola Supervisory Control and Data Acquisition)</u> : Many of our Lift stations currently use the MOSCAD and MOSCAD-L hardware for monitoring. However, these are legacy products: the MOSCAD hardware was canceled in 2007, and the MOSCAD-L hardware followed in Jan 2009. Parts are becoming harder to get, with most parts currently being used as 'depot level' parts.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Updating Obsolete Equipment</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition			27	55		35	117
Other							
<b>Capital Total</b>			<b>27</b>	<b>55</b>	<b>0</b>	<b>35</b>	<b>117</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2011-15)**

<b>PROJECT NAME</b> <i>Town Creek Access Road</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Currently, Heiligtown Road is the only point of access to the Town Creek Wastewater Treatment plant. This road is residential and SRU must use this road to operate tanker trucks and other heavy equipment on a daily basis. An access road is proposed to enter the plant from the south to avoid the residential neighborhood.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Efficiency and Minimizing Neighborhood Impact</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other						500	500
<b>Capital Total</b>						<b>500</b>	<b>500</b>
<b>OPERATING IMPACT</b>							
		<b>FY-11</b>	<b>FY-12</b>	<b>FY-13</b>	<b>FY-14</b>	<b>FY-15</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost						18	18
<b>Operating Total</b>						<b>18</b>	<b>18</b>



## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2010, the City of Salisbury will have \$93,531,044 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	\$ 1,275,000
Certificates of Participation	2,070,000
Capital leases	<u>4,459,791</u>
	<u>\$ 7,804,791</u>
General Fund Capital Reserve Fund	
Capital leases	<u>\$ 168,606</u>
Water and Sewer Fund:	
General obligation bonds	\$ 6,235,000
Revenue bonds	35,618,251
Capital leases	1,732,854
State Clean Water Revolving Loans	<u>8,007,542</u>
	<u>\$ 51,593,647</u>
Fibrant Communications Fund	
Certificates of Participation	<u>\$ 33,560,000</u>
HUD Fund	
Section 108 Loan	<u>\$ 404,000</u>
Total	<u>\$ 93,531,044</u>

### General Fund

The City has lease agreements to finance the acquisition of various equipment. These agreements qualified as capital leases for accounting purposes (titles transfer at the end of the lease terms) and, therefore, were recorded at the present value of the future minimum lease payments as of the date of their inception. These lease agreements are outlined as follows:

Lease for capital building improvements from BB&T, dated December 29, 1999, payable in twenty semi-annual installments of \$63,331.96 at an effective annual interest rate of 4.73%.

Lease for capital improvements of facilities from Bank of America, dated December 22, 2000, payable in thirty semi-annual installments varying from \$59,875 on June 22, 2001 to \$34,223 on December 22, 2015 at an effective interest rate of 5.25%.

Lease for 800-trunking system upgrade from Wachovia Bank of North Carolina, dated April 12, 2004, payable in eighteen semi-annual installments consisting of \$110,583 principal plus interest at an effective interest rate of 2.93%.

Lease for purchase of 911 equipment from BB&T dated February 3, 2005, payable in fifty-nine monthly installments of \$3,524.25 at an effective annual interest rate of 3.45%.

Lease for construction and renovation of Police Department facilities and City Office Building facilities from Bank of America, dated May 2, 2006, payable in thirty semi-annual installments consisting of \$118,856 principal plus interest at an effective interest rate of 3.83%.

Installment purchase contract from First Bank for the financing of real estate dated June 30, 2008 in the amount of \$906,934, payable in fifty-nine monthly payments of \$6,397 and one final payment of all remaining principal plus accrued interest, which is due in July 2013 at an annual interest rate of 3.25%.

The construction and improvements to facilities funded by these leases are complete. All improvements are recorded at their construction cost upon completion. The property, funded by First Bank, has been recorded at its present value. The purchase of equipment funded by BB&T and Wachovia is complete and recorded at its purchase price.

In December 1997, the City issued \$3,000,000 general obligation bonds for parks and recreational improvements. These bonds were issued at an average rate of 4.79%, maturing serially to 2017.

In December 2008, the City issued \$2,305,000 Series 2008 certificates of participation for facility improvements. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$2,305,000 was issued at an average coupon rate of 4.36%, maturing serially to 2019.

Future maturities and interest on General Fund long-term debt are:

Year Ending June 30,	General Obligation Bonds		Capital Leases		Certificates of Participation		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2011	200,000	61,350	576,218	160,415	230,000	86,825	1,006,218	308,590
2012	200,000	51,750	577,847	139,692	230,000	78,775	1,007,847	270,217
2013	200,000	42,150	579,663	118,554	230,000	70,725	1,009,663	231,429
2014	200,000	32,550	962,078	78,546	230,000	61,525	1,392,078	172,621
2015	200,000	22,950	304,379	65,893	230,000	51,750	734,379	140,593
2016	200,000	13,350	271,045	53,240	230,000	42,550	701,045	109,140
2017	75,000	3,750	237,712	43,246	230,000	32,775	542,712	79,771
2018	-	-	237,712	34,141	230,000	22,425	467,712	56,566
2019	-	-	237,712	25,037	230,000	11,500	467,712	36,537
2020	-	-	237,712	15,933	-	-	237,712	15,933
2021	-	-	237,712	6,828	-	-	237,712	6,828
2022	-	-	-	-	-	-	-	-
Totals	<u>\$1,275,000</u>	<u>\$ 227,850</u>	<u>\$4,459,791</u>	<u>\$ 741,524</u>	<u>\$2,070,000</u>	<u>\$ 458,850</u>	<u>\$7,804,791</u>	<u>\$1,428,224</u>

### General Fund Capital Reserve Fund

The City has a lease agreement to finance the acquisition a fire truck. This agreement qualifies as capital lease for accounting purposes (titles transfer at the end of the lease terms) and, therefore, was recorded at the present value of the future minimum lease payments as of the date of its inception. This lease agreement is outlined as follows:

Installment purchase contract from RBC Centura dated January 2, 2007 in the amount of \$674,425, payable in eight semi-annual installments consisting of \$84,303 principal plus interest at 3.57%.

Future maturities and interest on General Fund Capital Reserve Fund long-term debt are:

Year Ending June 30,	Capital Leases	
	Principal	Interest
2011	<u>168,606</u>	<u>4,514</u>
Totals	<u>\$ 168,606</u>	<u>\$ 4,514</u>

## Water and Sewer Fund

Long-term debt of the Water and Sewer Fund includes the following general obligation and revenue bond issues:

	<b><u>Balance</u></b> <b><u>June 30, 2010</u></b>
Combined Enterprise Revenue Series 1998A, average rate of 4.87%, issued January 1998, maturing serially to 2018	\$ 1,045,000
Combined Enterprise Revenue Series 2002, average rate of 4.84%, issued April 2002, maturing serially to 2027 with terms in 2020 and 2027	16,415,000
Water Bonds Series 1998, average rate of 4.4%, issued June 1998, maturing serially to 2017	1,150,000
Refunding Water and Sewer Series 2003, average rate of 3.44%, issued August 2003, maturing serially to 2019	5,085,000
Revenue Bonds 2006, average rate of 3.44%, issued December 2006, maturing serially to 2027	5,262,201
Revenue Bonds 2007, average rate of 4.06%, issued October 2007, maturing serially to 2028	6,896,050
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2024	<u>6,000,000</u>
	<u>\$41,853,251</u>

The general obligation bonds were issued to finance the construction of facilities utilized in the operations of the water and sewer systems and are being retired by the resources of the Water and Sewer Fund. These bonds bear interest, payable semiannually, and are collateralized by the full faith, credit, and taxing power of the City. The combined enterprise revenue bonds were issued to finance the construction of facilities utilized in the operations of the water and sewer systems and are being retired by the resources of the Water and Sewer Fund. These bonds bear interest, payable semiannually, and are collateralized by the receipts of only the Water and Sewer Fund.

The Revenue Bond General Trust Indenture requires that the City must maintain certain debt covenants relating to reporting requirements, annual budgets, and minimum utility funds revenues. Net revenues available for revenue bond debt service cannot be less than one hundred twenty percent (120%) of the long-term debt service requirement for parity indebtedness. The calculations of the City's revenue bond coverage for the last three years are as follows:

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues	Debt Service Requirements (3)			Coverage
			Available for Revenue Bond Debt Service	Principal	Interest	Total	
2007	19,888,170	12,384,082	7,504,088	749,228	1,079,730	1,828,958	410.29%
2008	20,965,998	13,150,616	7,815,382	879,464	1,253,426	2,132,890	366.42%
2009	20,968,062	13,521,208	7,446,854	1,159,707	1,432,293	2,592,000	287.30%

(1) Total operating revenues plus investment earnings exclusive of revenue bond investment earnings.

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds only.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at their fair

market value of \$7,898,494. The future minimum lease payments at June 30, 2010 total \$1,732,854, including \$307,285 of interest. Upon completion of these lease payments the City will take ownership of the related assets.

In addition to this debt, the City also owes the State of North Carolina for debt issued through its Clean Water Revolving Loan program. Two of these loans were refinanced by the State of North Carolina reducing their average interest rate from 5.03% to 3.43% resulting in total savings over the remaining lives of the loans of \$573,284. Total Clean Water Debt is composed of the following four loans:

	<b>Balance June 30, 2010</b>
Clean Water Loan for Sewer purposes, average rate of 5.03%, issued July 1989, revised May 1, 2003 to 3.43%, maturing serially to 2017	\$ 1,750,000
Clean Water Loan for Water purposes, average rate of 5.03%, issued January 1992, revised May 1, 2003 to 3.43%, maturing serially to 2017	157,542
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 1998, maturing serially to 2017	4,600,000
Clean Water Loan for Water purposes, average rate of 2.60%, issued January 1999, maturing serially to 2017	<u>1,500,000</u>
	<b><u>\$ 8,007,542</u></b>

Future maturities and interest of Water and Sewer Fund for all types of long-term debt are:

Year Ending June 30,	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2011	1,225,000	235,788	1,552,749	1,660,535	882,506	224,029	276,324	72,745	3,936,579	2,193,097
2012	1,210,000	192,388	1,619,935	1,511,381	882,506	198,822	283,334	61,480	3,995,775	1,964,070
2013	1,190,000	148,463	1,693,939	1,439,237	882,506	173,615	240,799	50,370	4,007,244	1,811,685
2014	1,175,000	103,794	1,763,796	1,367,275	882,506	148,408	240,799	40,830	4,062,101	1,660,307
2015	1,160,000	58,419	1,841,538	1,290,762	882,506	123,201	240,799	31,260	4,124,843	1,503,642
2016	175,000	12,375	1,919,203	1,210,237	882,506	97,994	240,799	21,690	3,217,508	1,342,296
2017	100,000	4,500	2,004,828	1,125,406	882,506	72,787	60,000	12,120	3,047,334	1,214,813
2018	-	-	2,096,451	1,035,880	610,000	47,580	60,000	8,670	2,766,451	1,092,130
2019	-	-	2,029,113	941,761	610,000	31,720	50,000	5,220	2,689,113	978,701
2020	-	-	2,119,857	849,920	610,000	15,860	30,000	2,320	2,759,857	868,100
2021	-	-	2,216,726	753,960	-	-	10,000	580	2,226,726	754,540
2022	-	-	2,314,765	653,583	-	-	-	-	2,314,765	653,583
2023	-	-	2,421,023	548,702	-	-	-	-	2,421,023	548,702
2024	-	-	2,534,549	438,954	-	-	-	-	2,534,549	438,954
2025	-	-	2,644,393	324,018	-	-	-	-	2,644,393	324,018
2026	-	-	2,218,610	215,413	-	-	-	-	2,218,610	215,413
2027	-	-	2,100,730	114,107	-	-	-	-	2,100,730	114,107
2028	-	-	526,044	21,357	-	-	-	-	526,044	21,357
2029	-	-	-	-	-	-	-	-	-	-
Totals	<u>\$ 6,235,000</u>	<u>\$ 755,725</u>	<u>\$ 35,618,251</u>	<u>\$ 15,502,488</u>	<u>\$ 8,007,542</u>	<u>\$ 1,134,015</u>	<u>\$ 1,732,854</u>	<u>\$ 307,285</u>	<u>\$ 51,593,647</u>	<u>\$ 17,699,513</u>

### Fibrant Communications Fund

Long-term debt of the Fibrant Communications Fund includes the following certificate of participation debt issue:

	<b>June 30, 2010</b>
Series 2008 Certificates of Participation, average rate of 5.36%, issued December 2008, maturing serially to 2029	<u>\$ 33,560,000</u>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.36%, maturing serially to 2029.

Future maturities and interest on Fibrant Communications Fund long-term debt are:

Year Ending June 30,	Certificates of Participation	
	Principal	Interest
2011	-	1,736,594
2012	-	1,736,594
2013	1,330,000	1,736,594
2014	1,380,000	1,683,394
2015	1,440,000	1,624,744
2016	1,500,000	1,567,144
2017	1,560,000	1,503,394
2018	1,630,000	1,433,194
2019	1,710,000	1,355,769
2020	1,795,000	1,270,269
2021	1,885,000	1,178,275
2022	1,990,000	1,076,956
2023	2,095,000	969,994
2024	2,210,000	854,769
2025	2,330,000	733,219
2026	2,460,000	602,156
2027	2,600,000	463,781
2028	2,745,000	317,531
2029	2,900,000	163,125
2030	-	-
Totals	\$ 33,560,000	\$ 22,007,494

### Special Revenue Fund

The City borrowed funds on loan from the U. S. Department of Housing and Urban Development pursuant to Section 108 of Title I of the Community Development Act of 1974. The loan was used to renovate two buildings to form a new community center. The City borrowed a total of \$596,000 under this loan.

Future maturities and interest on HUD Section 108 loan are:

Year Ending June 30,	Capital Leases	
	Principal	Interest
2011	32,000	19,824
2012	32,000	18,449
2013	32,000	16,993
2014	32,000	15,475
2015	32,000	13,913
2016	32,000	12,313
2017	32,000	10,672
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	\$ 404,000	\$ 135,185

## PROPOSED DEBT

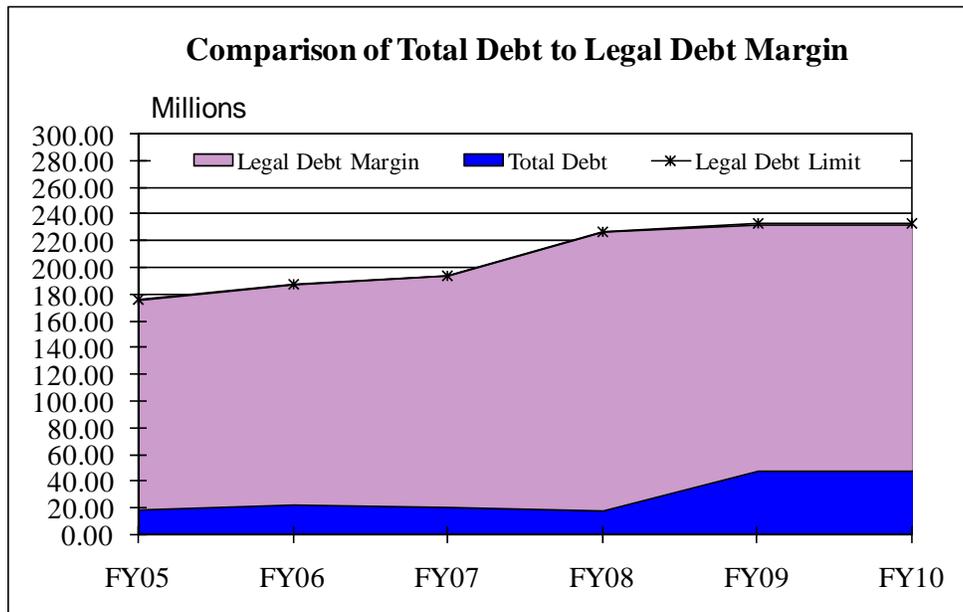
The City of Salisbury anticipates purchasing a new fire truck during FY2010-11. This truck will be replacing an existing truck. The City plans to use lease-purchase financing totaling \$753,000 for this replacement vehicle. Due to the extended length of time from when a fire truck is ordered and actually delivered, the City does not plan on issuing any debt until the vehicle is ready for delivery which is estimated during the final quarter of the fiscal year. With this issue date, no debt service payments on this new debt are anticipated until the following year.

In addition to debt for this fire truck, the City also intends to purchase a police recorder and use lease-purchase financing totaling \$200,000 for this equipment. Since the City does not anticipate issuing this debt during the first half of the year, no debt service payments have been budgeted for this debt during FY2010-11.

There are no other debt issuances planned for FY2010-11.

## LEGAL DEBT MARGIN

As shown on the graph below, the City has maintained an ample legal debt margin. This margin is based on a debt limit of eight percent of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed water and sewer infrastructure projects as outlined in Section 12 - CAPITAL IMPROVEMENT PROGRAM. Furthermore, the City complies with the Debt Management Policy as defined in Section 2.



### Computation of Legal Debt Margin at June 30, 2010

Debt limit: Assessed value of \$2,907,313,783 x 8%		\$ 232,585,103
Amount of debt applicable to debt limit:		
Total bonded debt	\$ 7,510,000	
Total certificates of participation	35,630,000	
Total capitalized lease obligation	6,192,645	
Total outstanding debt	49,332,645	
Less: Deductions allowed for water bonds issued	1,150,000	
Total amount of debt applicable to debt limit		48,182,645
<b>LEGAL DEBT MARGIN</b>		<b><u>\$ 184,402,458</u></b>

## DIRECT AND OVERLAPPING DEBT

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2009.

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes: Rowan County	\$ 99,094,257	24.52%	\$ 24,300,076
City of Salisbury direct debt			<u>9,673,840</u>
Total direct and overlapping debt			<u><u>\$ 33,973,916</u></u>

Sources: Assessed value data used to estimate applicable percentages and outstanding debt data provided by Rowan County Finance Department.

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the city. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the City of Salisbury. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.

# **BALANCING COSTS AND SERVICES**

## **A Five Year Service Level and Revenue Projection With Analysis**

### **The Shopping Trip**

You have just parked in the supermarket's parking lot and gone inside. As you stand at the beginning of the first aisle with your shopping cart, you see a variety of items for sale on the shelves. Some goods are necessities such as bread and milk. Others are luxuries such as smoked salmon or lobster. In selecting items and placing them in your shopping cart, you note the differences in quality, quantity, and price. As you are completing your trip to the supermarket, you arrive at the check-out counter. It is at this point that you have an opportunity to calculate the total cost of the individual selections that were made, and whether or not you have funds available to purchase them. Not wanting to come up short at the check-out counter, you have had to carefully select each item in accordance with your shopping list. Decisions and choices were made. You feel comfortable with the results.

### **Service Levels**

Selecting levels of municipal services for the citizens of Salisbury is a lot like a trip to the supermarket. Decisions on service levels for various municipal services must be made in accordance with our "shopping list". For example, decisions regarding the selection of the City's Insurance Services Office (I.S.O.) fire rating must be made. There are significant differences in the level of fire service offered by a volunteer fire department and a class two I.S.O. rated fire department. Questions regarding the number of lane miles of roads to be resurfaced and the level of police patrol must be decided. Priorities must be set in order to select not only the different kinds of services to be offered the citizens of Salisbury, but the varying levels of services offered. Quality of service and the full spectrum of costs must both be considered.

In the following analysis, each service department has prepared cost estimates to provide three different levels of service. This analysis includes the purpose of the department, a graph of the three expenditure projections, and a description of the services provided, eliminated, or added.

The current service level represents the level of service that the department currently provides the public or other City departments. The reduced service level represents a level of service below that which is currently provided. It may include such items as reduced staffing, elimination of capital expenditures, reduced maintenance of equipment and facilities, or elimination of a current program. An enhanced service level represents a level of service that is higher than what is currently provided. This enhanced service level might include such items as additional personnel, additional capital expenditures, or new programs. Using FY2010 as the base year, each level of service was evaluated and cost estimates were developed for a five-year period. These estimates detail personnel, operations, and capital outlay.

In reviewing each department's three proposed service levels, the City Council has the opportunity to determine the financial impact of selecting various levels of municipal services for our citizens. Some departments' reduced service levels represent the elimination or shifting of personnel, the elimination or deferral of capital outlay, special projects, or specific programs.

This listing of service levels is similar in many respects to the trip to the supermarket. North Carolina General Statutes require the City to provide certain services. Other services may be selected based on the desire of our citizens and their willingness to pay for a particular level of service.

## **Revenue Structure**

The City's General Fund has five major sources of revenues: taxes, licenses and permits, intergovernmental revenues, charges for services, administrative revenue, and miscellaneous revenues. Taxes are composed of property, sales, auto, and dog taxes. Licenses and permits are composed of privilege licenses and additional local cable television franchise fees. Intergovernmental revenues are composed of grants and state-shared revenues. Charges for services are composed of user fees and reimbursed charges. Administrative revenue represents the Water and Sewer Fund's and the Transit Fund's contribution to the operations of the General Fund. Miscellaneous revenues are composed of interest revenue, sales, and revenues not allocated elsewhere.

It would appear that with these various revenue sources, the generation of revenue to meet service level expenditure requirements would be a simple task. This, however, is not the case.

Revenues available to finance our local government can be characterized as either "elastic" or "inelastic". Elastic revenues are highly responsive to changes in the economic base and inflation. As the economic base expands or inflation goes up, elastic revenues rise in roughly proportional or greater amounts. Likewise, they go down during times of deflation and recession. Specifically, as our economy has thrived during the last economic cycle, sales tax revenue increased as the economy grew. However, since the current recession has started, as the economy and consumer confidence has fallen, sales tax receipts have also dropped resulting in reduced revenue to the City. Yields from inelastic revenue sources, such as user fees and charges, are somewhat unresponsive to changes in economic conditions and require that government officials change fees and charges to obtain a change in revenue. Most City revenue sources are inelastic. Two of the few remaining elastic revenues the City has are sales tax revenue and privilege licenses.

Some revenue types such as Powell Bill and sales taxes are distributed within Rowan County based on population. The increased population in the County and in other County municipalities has decreased Salisbury's share of those revenues. The overall share of these revenues will continue to decline without annexation or extensive new growth annually.

The City has also faced the State tampering with state-shared revenues and reimbursements. In the past, the State had eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangible taxes, utility franchise taxes, and inventory reimbursements. The cap on utility franchise taxes expired in FY1995. The intangible property tax was repealed by the General Assembly and replaced with an annual appropriation. Both the intangible property tax and inventory reimbursements were subject annually to the whims of the General Assembly for funding and also subject to being withheld by the Governor to balance the State's budget if needed. The City also discovered in February 2002 that other revenues that are collected by the State and remitted to the City are subject to being withheld by the Governor to balance the State budget.

During the 2002 General Assembly, reimbursements from the State were totally eliminated. This resulted in a loss of revenue to the City in its FY2003 budget of \$1,550,000. The General Assembly did approve an additional one-half cent sales tax for counties to levy. Rowan County passed the additional one-half cent sales tax that provided additional receipts for seven months in FY2003. In addition to granting counties the ability to levy an additional one-half cent sales tax, the General Assembly provided a hold-harmless clause for those governmental units, like Salisbury, where the additional one-half cent sales tax would not generate the same amount of revenue as the lost reimbursements. Unfortunately, this hold-harmless provision did not take effect until FY2004. These actions by the General Assembly forced the City to cut almost \$1.2 million dollars from its FY2003 budget. The City eliminated almost all of its General Fund capital budget and most of its special projects as a result of the loss of these reimbursements.

The City directly controls only property taxes, vehicle taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund's and Transit Fund's contribution (which is actually a reimbursement for services performed in the General Fund on behalf of the those funds). These four revenues are the only ones that City Council can increase or decrease at will. During FY2010, these four sources based on the adopted budget in the General Fund account for 70.4% of total reoccurring revenue. The City lacks control over all other revenues.

Property taxes may be adjusted in two ways. The tax rate can either be changed, and/or the assessed value of the property can be raised or lowered. Each year, City Council sets the property tax rate as part of adopting the annual budget ordinance.

User fees and charges for some services have been established to reimburse the City for all or part of the cost for services. City Council has absolute control over both services for which to levy a fee and the amount of that fee.

Privilege licenses are controlled by both the State and City Council. A city may levy a privilege license on certain types of businesses and professions as established by State Statutes. The State also sets a maximum rate for some businesses and professions. Most businesses, however, do not have a maximum license rate or amount. City Council has the authority to set a license rate and/or amount for these businesses. The ability of the City to continue to utilize this revenue source was a topic of discussion at the 2009 North Carolina General Assembly and is anticipated to be in 2010 again. There is an interest by some to eliminate municipalities having the ability to levy this tax. City Council will need to continue to monitor this current discussion.

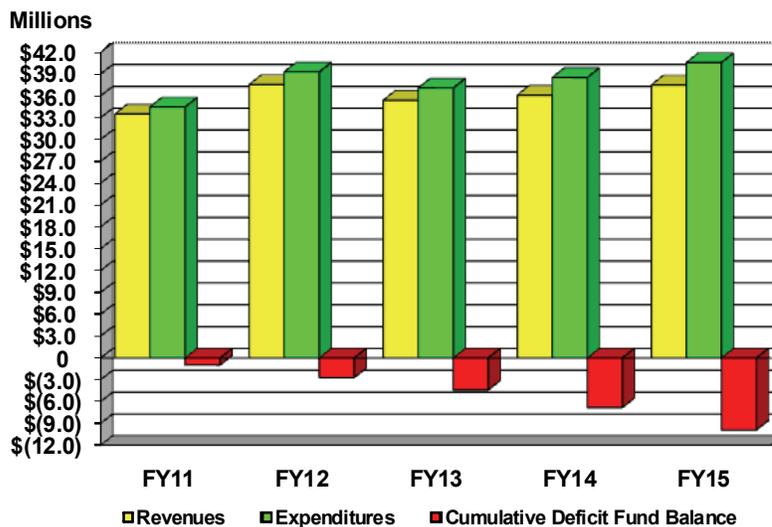
Administrative revenue is the Water and Sewer Fund's and the Transit Fund's contribution to the operations of the General Fund. It represents their share of expenses incurred in the General Fund for services such as billing, financial administration, fleet management, purchasing, personnel administration, legal, and general management services. A portion of the funding for the contribution is a component of the water and sewer rates set by City Council and should not exceed the actual costs incurred in the General Fund for the Water and Sewer Fund's operations.

In summary, most City revenues can be characterized as inelastic with no City control. The City controls only property taxes, user fees and charges, privilege licenses, and administrative revenue.

## Comparison Of Projected Expenditures For Five Years To Forecasted Revenues

As shown in Exhibit 1, projected expenditures are anticipated to exceed projected revenues over the next five years at current service levels. The primary reason for FY2011 and FY2012 is the current recession. Historically, the City has seen annual revenue growth of recurring revenues averaging \$1.1 to \$1.4 annually. Projected reoccurring revenues for FY2011 are projected to be up only \$300,000. This is after they actually dropped over \$700,000 last year. Normal expenditure growth historically has averaged over \$1,000,000 without any changes in service levels provided

**Exhibit 1**  
**REVENUE COMPARED TO**  
**CURRENT LEVEL EXPENDITURES**



by the City. There are several primary reasons for revenues lagging projected expenditures. First, due to the national and local economic downturn, not only are some revenues not growing, they are actually declining. The increasing cost to provide our citizens those services that they desire is outpacing our current revenue stream. Sales tax receipts had been growing at a pace that matches our expenditure growth. Last year, revenues from sales taxes fell over \$500,000 from the prior year and are no

growth is anticipated from what we budgeted last year. We expect growth to only return when consumer confidence begins to improve. We begin to see the impact of the recession in property tax growth last year when it only grew 2%. Recessions generally continue that impact property taxes negatively for several years. This year, we are only projecting an increase in property values of 1%. During the last decade, we normally had growth over 3% annually. These two items comprise over half of the City's revenue. Unfortunately, the other items that comprise our revenues are very stagnant. The growth in the City's property tax base is projected to be very anemic until the City exits this current recession. The final item that is driving the projected deficits over the next several years is deferred infrastructure maintenance and repairs. Although the City did approve \$2,000,000 in infrastructure improvements in the FY2009 budget, significant infrastructure projects remain. Due to sagging revenue growth over the last several years, many infrastructure projects have been deferred to avoid increasing taxes or cutting services. The current revenue structure will struggle to meet current unfunded capital expenditures without modifications to existing service levels or future tax rate increases, increased fees on services, or new fees for services.

For those years after FY2012, projected expenditures include many items that were deferred due to a lack of funding available. These years include many projects that would have been incorporated into earlier budgets had funds been available.

The City also needs to continue to pursue the annexation of qualifying areas surrounding it. Failure to systematically annex eligible areas that financially qualify will result in increased tax rates and/or lower service levels over time since the residents of these areas do increase the demand for services within the City. These areas have significant property valuations and population that will allow the City to continue to grow while meeting the service demands requested by its citizens.

### **Previous Budget Actions**

City Council each year evaluates additional measures that address revenue options, increased productivity measures, increased services, or the elimination of services. Actions taken by City Council included a major step in FY1999 to increase revenues to continue to provide existing service levels. City Council was provided options that would match revenues to expenditures through a combination of revenue enhancements and service reductions. After reviewing their options, City Council trimmed some service level enhancements, increased the property tax rate and added a commercial waste collection fee. This action allowed the City to continue providing current service levels for its citizens.

In FY2001, in response to a request from the citizens to address improving and maintaining viable neighborhoods, City Council increased the tax rate by three cents to fund an increase in service levels in the Fire Department, Police Department, and Community Development.

In FY2002, City Council had each department review its budget for items other than personnel and capital and make a 22% reduction in discretionary line items. These cuts were made to have a minimal impact on the current service level and eliminate the need to increase the tax rate.

The declining economy took its toll on ongoing revenues in the FY2003 budget. Property taxes did not generate a significant increase and most elastic revenues were showing decreases from the prior year. City Council approved a budget that eliminated almost \$1.2 million in ongoing expenditures to match the expenditures of the City to projected revenues. This action included the elimination of seventeen full-time positions, ten summer positions, and one part-time position. Four positions were also frozen.

For FY2004, revenue projections were still flat, but the pent-up budgetary needs were nonetheless evident. Furthermore, the City had committed to repayment to the State of North Carolina for noise barriers and sidewalk improvements along with attaining goals related to the community. The budget proposal was for an effective tax rate increase of \$.04 per \$100 assessed valuation. But due to economic conditions within the area, Council did not feel that the tax increase was acceptable and opted for an increase of \$.02 per \$100 assessed valuation, further deferring needs and goals attainment.

In FY2005, City Council took several bold steps to respond to the national recession that was still severely impacting revenues. In order to maintain the existing level of services to our citizens, City Council approved an increase of \$.035 per \$100 assessed valuation and enacted a \$10 tax on all vehicles. Over the last couple of years, the North Carolina General Assembly had modified the funding formula for municipalities in state-shared revenues for roads. This shifted a share of the revenues that had been distributed to the municipalities back to the state. This action had resulted in a decrease in state-shared revenues of approximately \$200,000. The new \$10 tax on vehicles was expected to generate approximately the same amount.

In FY2006, the big budget issue was whether to construct a new fire station or not. A decision

was made to construct one. The estimated annual cost to operate a new station was estimated to cost two and one half cents. City Council declined to implement additional taxes to fund the construction of the station and decided to use Fund Balance to fund the entire cost of construction.

In FY2007, City Council faced rising costs for providing container pickup and recycling. In addition to these two areas, the City, like everyone else, faced the issue of significantly rising gas and oil costs. The new fire department substation was also due to be opened that year. City Council increased user fees to cover the additional costs of container pickup and recycling. The estimated cost of gas and oil and the operations of the new fire department substation were estimated to cost two and a half additional cents of taxes. City Council approved an increase of one cent in taxes and reduced discretionary spending and special projects to balance the budget.

In FY2008, Rowan County revalued all real property in the county. The revenue neutral tax rate of \$0.59/\$100 assessed valuation was \$0.035 less than the FY2007 rate of \$0.625. A Safety and Crime Prevention Program was proposed to address the neighborhood amenities requested by City Council. The implementation of this Program to increase funding for two police officers to address increasing youth violence, increased capacity to address a backlog of street light requests, and funds to address nagging code enforcement problems came at a cost of an increase of one cent in the tax rate. City Council opted to adopt the revenue neutral tax rate of \$0.59/\$100 assessed valuation. Within those parameters, the City's Management Team developed a list of one-time capital expenditures that would be deferred unless property tax revenues exceeded the budget sufficiently to fund the items.

In FY2009, the City continued to face the issue of significantly rising gas, oil, and natural gas costs. As the cost for energy rose, vendors found new ways to pass these increased costs to the City. In addition to this issue, City Council also wanted to implement enhanced code enforcement along with a new code enforcement division. City Council increased user fees to offset some of the higher costs of providing services due to rising energy costs, but declined to increase the tax rate to fund the new division that was being added. City Council did approve a \$2,000,000 debt issue to fund some of the deferred infrastructure needs the City had.

The FY2010 budget was prepared in the beginning stages of the longest and deepest economic downturn since the Great Depression. City Council made an early decision not to raise property taxes, to continue to provide our current service level, and that there would be no reductions in force or layoffs. The budget was developed around these three cornerstones. Although "elastic" revenues like sales taxes were seeing significant drops, increases in assessed values of property due to new construction and renovations occurred since these projects were completed prior to the start of the economic downturn. The budget for the first time ever did not have any merit or cost of living increases for employees in the budget. Also, with the success of the fitness program that the City had implemented, health insurance did not rise. These two items significantly assisted developing a budget that met the criteria that City Council had established.

### **How Do We Finance Local Government in the Future?**

After City Council selects the desired service levels, the question becomes "how to generate sufficient revenues to finance these levels?" Currently, property taxes, user fees and charges, privilege licenses, and water and sewer rates are the only revenue sources the City controls. Each

of these sources has both advantages and disadvantages.

The property tax possesses several elements which characterize its usefulness: it provides a stable source of revenue; it is easily administered; it is relatively easy to adjust; and it taxes nonresident property owners who benefit from local services.

Conversely, the property tax is ranked as the most unpopular tax along with the federal income tax. Reasons for this unpopularity include: the property tax falls on unrealized capital gains (as opposed to income); it is collected in a large lump-sum amount; and there is anxiety about perceived inequities associated with property reappraisal.

User fees and charges accounted for 8.75% of FY2010 revenues, a decrease of .64% from FY2009. Historically, the City has not used this revenue source to generate funds for operations. Advantages to user fees and charges include: charges increase users' awareness of the cost of providing a particular service; they give the City a clear indication of the level of service selected by citizens based on service usage; service charges are equitable in that the benefits of the service are paid for by those using the service; they ensure that service delivery decisions are based on the relationship of service levels to demand; and they focus on the cost of service.

A negative public reaction to services which have been provided for "free" in the past can generally be expected as user fees and charges are implemented. Generally, revenue to support certain services has gone unnoticed as the support has been derived from many sources of municipal revenue. Cost analysis is the basis for the equitable implementation and administration of user fees and charges. Exhibit 2 shows examples of the types of user fees and charges the City could use. Also included are suggestions on the extent to which user fees and charges should cover the cost of a particular service.

Privilege licenses are levied on businesses and professions in the City limits, within the statutory authority of the General Assembly. This revenue accounted for less than 1.0% of the General Fund's revenue in FY2010. Receipts from this source come from both variable and fixed charges.

## Exhibit 2

SERVICES FOR WHICH LOCAL GOVERNMENTS COMMONLY CHARGE A FEE	
<p><b>Recreation and leisure activities</b>  Athletic fields (P)  Athletic leagues (F)*  Auditorium/civic center (F)  Concession rental (F)  Equipment rental (F)  Parks (P)  Recreation center rental (F)  Recreation classes (F)*  Swimming pools (P)  Tennis courts (P)</p>	<p><b>Public works</b>  Abandoned-vehicle removal (F)  Barricades (F)  Cemeteries (P)  Curb cuts (F)  Maps (F)  Sign permits (F)  Street cuts (F)  Weed cutting (P)</p>
<p><b>Planning and economic development</b>  Annexation (F)  Development guide or manual (F)  Maps (F)  Plat processing (F)  Zoning variance (F)</p>	<p><b>Police protection</b>  Accident and offense reports (F)  DWI processing (F)  Funeral escorts (F)  Other special-occasion escorts (F)  Police services at special events (F)  Serving warrants (F)  Vehicle impoundment (F)</p>
<p><b>Sanitation</b>  Landfill (P)  Large-item solid-waste pickup (F)*  Solid waste collection (F)  Street cleaning (P)</p>	<p><b>Miscellaneous</b>  Document search (F)  Meeting room rentals (F)  Photocopying records (F)  Vending machine space rental (F)</p>
<p>"F" means that the fee for service should be set so as to recover the <i>full</i> cost of providing the service. An "F*" indicates that full cost pricing should be required only for certain classes of users; a partial subsidy should be provided for some users, such as the elderly, children, or nonprofit organizations.</p>	
<p>"P" means that the fee for service should be set so as to recover only <i>part</i> of the cost of the service. A partial subsidy is justified for any one or all of the reasons discussed in the chapter.</p>	
<p>Source: Adapted from Robert L. Bland, <i>Financing City Government in Texas: A Revenue Manual for City Officials</i> (Austin: Texas Municipal League, 1986)</p>	

State Statutes regulate the license rate for certain businesses and professions while exempting others. The City uses rates set forth in the State Statutes. All other businesses fall under the City's gross receipts tax. Under this provision, a business is taxed at a percentage, set by City Council, of its adjusted gross receipts.

Advantages to using privilege licenses as a revenue source to support local government include: the ease of administration; it can be easily adjusted; and changes in privilege license revenue increases proportionally to the local economy.

Administrative revenue represents the Water and Sewer Fund's and Transit Fund's contribution to the operations of the General Fund. Any increases or decreases in this revenue should be the result of a change in the cost of the services provided by the General Fund to the each Fund. This revenue source provides a method to recover the cost of services for the Water and Sewer Fund and Transit Fund provided by the General Fund.

Besides the revenue options reviewed above, City Council may want to consider supporting changes in the NC General Statutes which could provide the City with additional sources of revenue. Four examples of changes in the statutes the City could utilize to increase revenues include a real estate transfer tax, a local income tax, prepared foods tax, and an auto tax. All four sources are used successfully by municipalities in other states. In North Carolina, some municipalities are already using the auto tax and prepared foods tax. The City currently levies a ten dollar charge per vehicle. Authority to levy an additional charge per vehicle must approved by the General Assembly. In addition to changes at the local level, it is apparent that North Carolina local government will need the assistance of our General Assembly in addressing these challenges to finance local government.

## **Conclusion**

The challenge of financing local government is a complex issue. Providing balanced revenues to equitably finance local government services and capital needs is a significant problem facing all local governments across North Carolina and the Country. With declining State and Federal assistance to cities, the citizens of Salisbury will receive the level of local government services for which they are willing to pay. Setting priorities has become more important. We may not be able to "be all things to all people".

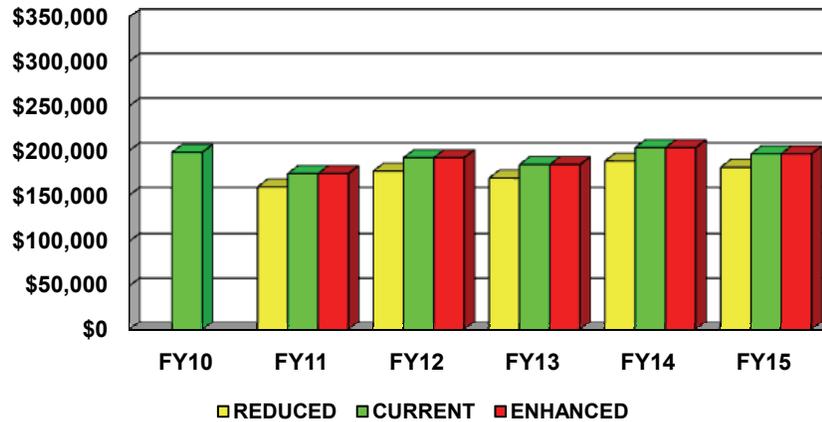
This analysis of local government revenues and the corresponding projection of local government expenditures is updated each year by the City's Management Services Department. This report anticipates local government revenue shortfalls in meeting local government service demands. Simultaneously, it is recommended that the City evaluate all existing and alternative sources of revenue available to finance local government. With this tool in hand, City Council will be in a better position to: equitably raise revenue to support local government services, determine the level of services offered to our citizens, consider certain productivity improvements to reduce local government costs, and determine priorities for the types of local government services offered. This approach offers no easy solutions. However, it provides our local government leaders options for addressing the financing of Salisbury's local government services.

**CITY COUNCIL**

**Statement of Purpose**

To function as the duly elected representatives of the citizens of Salisbury in creating and maintaining a balanced quality of life in accordance with North Carolina State Statutes and Federal law. To promote positive intergovernmental relationships with federal, state and other local governments. To generate and maintain up-to-date municipal codes, establish public policies, and adopt budgets designed to provide effective, efficient municipal services. To provide safety and security for all citizens, to protect the environment and to improve the overall quality of life in our community. To provide leadership and support for the continued economic development and planned growth of the community.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Establish and maintain public services and facilities deemed necessary or desirable for the health, safety, comfort, welfare, convenience and good order of the public
- Provide for the organization of City government
- Provide for a City Manager under the Council/Manager form of government and a City Attorney in accordance with the City Charter
- Create and establish, by ordinance or resolution, Authorities and/or Boards and Commissions as it may deem necessary or appropriate for the administration, regulation, operation, services, activities, and functions which the City is authorized by law to perform, regulate, and continue
- Make and provide for the execution of regulatory ordinances
- Provide for planning, sub-division and building regulations
- Schedule regular and special public meetings and public hearings in order to hear the public and conduct City business
- Provide a Code of Ordinance in accordance with State Statutes

**Reduced Service Level:**

- Decrease funding for discretionary spending

**Enhanced Service Level:**

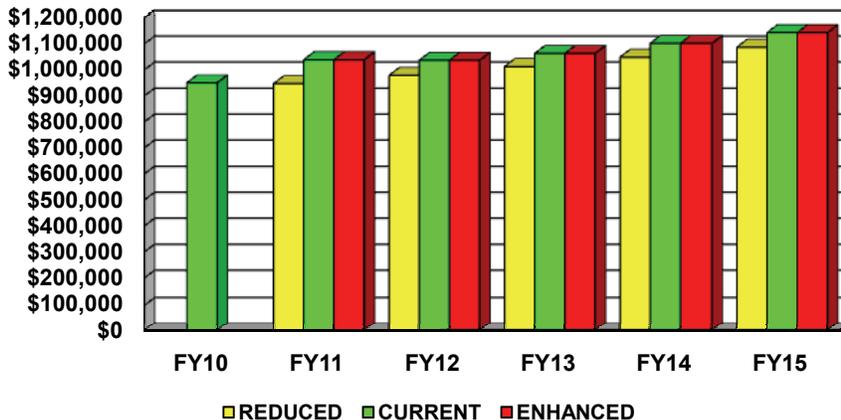
- No enhanced service level is proposed

**CITY MANAGEMENT AND ADMINISTRATION**

**Statement of Purpose**

To serve as a central source of information, advice and support services for the City Council and Management Team. To promote the development and performance of staff and employees throughout the organization. To assist elected officials and other community leaders to identify, work toward, and achieve community outcomes and goals. To provide functional and operational expertise and planning for all City services. To determine citizen needs and provide responsive, equitable services to the community. To promote a culture of customer service by maintaining a consistently high level of quality staff work, operational procedures and service delivery systems. To set an example that urges the organization and community toward experimentation, change, creative problem solving, and prompt action. To demonstrate an understanding of information technology and ensure that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. To demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process. To understand and value the differences among individuals and foster those values throughout the organization and community. To prepare and administer the budget and report the findings of the annual audit to City Council. To interpret financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies. To ensure that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current. To position the organization and community for events and circumstances that are anticipated in the future. To facilitate the flow of ideas, information and understanding between and among individuals, advocating effectively in the community interest. To convey ideas of information effectively to others. To communicate information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the media and public. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities. To provide a central source for the collection, storage and dissemination of official municipal records and documents. To provide Risk Management services for the municipality that includes safety, liability insurance management, worker’s compensation, OSHA compliance and third party claims against the City.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Direct and supervise the administration of all departments, offices and agencies of the City
- Recommend to the City Council policy or other matters affecting the City
- Ensure that all laws of the State, the City Charter, ordinances, resolutions and regulations of the City Council are faithfully executed in the City
- Prepare and submit the annual budget and capital improvements program to the City Council
- Submit annually to the City Council and make available to the public a complete report on the finances and administrative activities of the City
- Present reports to the City Council concerning the operations of City departments
- Award, approve and execute contracts including the acquisition of real property by the City in accordance with state and local laws and ordinances
- Recommend the adoption of a classification and compensation plan, performance appraisals and other personnel ordinances and regulations to the City Council
- Schedule items for and prepare minutes of City Council meetings and other proceedings
- Maintain and safeguard public records and official copies of City documents
- Assist the City Council in a goal setting and goal evaluation process
- Provide for executive development of City Council and City Management Team
- Respond to requests for information from the general public
- Communicate effectively with the media and public
- Provide administrative support to the Mayor, the City Council and the City Manager
- Coordinate activities with various City departments, citizens, other governmental units, outside agencies and organizations
- Direct, oversee, and participate in the development of the departments' work plans
- Monitor and review the City's liability insurance program
- Receive, review, and process annexation petitions and street and alley closing petitions
- Provide for legal assistance for the City Council, Management Team and the Municipal Corporation
- Maintain and update a Code of Ordinances for the City
- Provide a comprehensive safety and risk management program that includes training, inspection, investigation, and accident review
- Provide a Public Information Officer for the City

**Reduced Service Level:**

- Reduce level of clerical support

**Enhanced Service Level:**

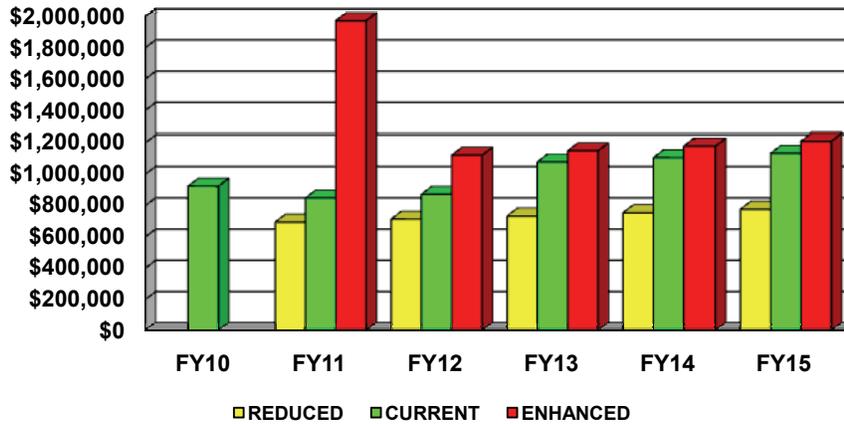
- No enhanced service level is proposed

**HUMAN RESOURCES**

**Statement of Purpose**

To provide a centralized source of support and assistance to the City related to its need for the management of Human Resources. Specific functions include: providing general personnel administration, recruitment and selection, training and development, health and wellness, employee relations, compensation and benefits administration and a city-wide customer service and multicultural program.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide systems to recruit, screen, and assist with selection of City employees
- Coordinate employee separations, promotions, and reclassifications
- Provide a comprehensive employee benefits program
- Manage the employee classification and compensation system
- Manage the employee performance appraisal system
- Provide management, supervisory, and employee training programs
- Provide general employee orientation and coordinate departmental employee orientation
- Provide an annual employee service awards and recognition program
- Provide human resources policy and employee handbooks
- Provide employee relations assistance and consultation to managers, supervisors, and employees
- Monitor employment trends relative to the City workforce
- Provide a drug testing program
- Provide a comprehensive Customer Service Program
- Provide staff support for Human Relations Council
- Manage and utilize the Human Resources Information System
- Provide employee health and wellness program and Employee Assistance Program
- Provide employee multiculturalism program
- Provide a comprehensive Diversity Recruitment and Retention Strategies Program and ensure Equal Employment Opportunity compliance

**Reduced Service Level:**

- Eliminate comprehensive employee benefits program
- Provide bimonthly general employee orientation
- Eliminate employee awards and recognition program
- Eliminate employment trends monitoring
- Eliminate drug testing program
- Reduce employee Multiculturalism program
- Eliminate outside consulting services
- Eliminate HRC community funded activities
- Eliminate further implementation of classification and compensation plan

**Enhanced Service Level:**

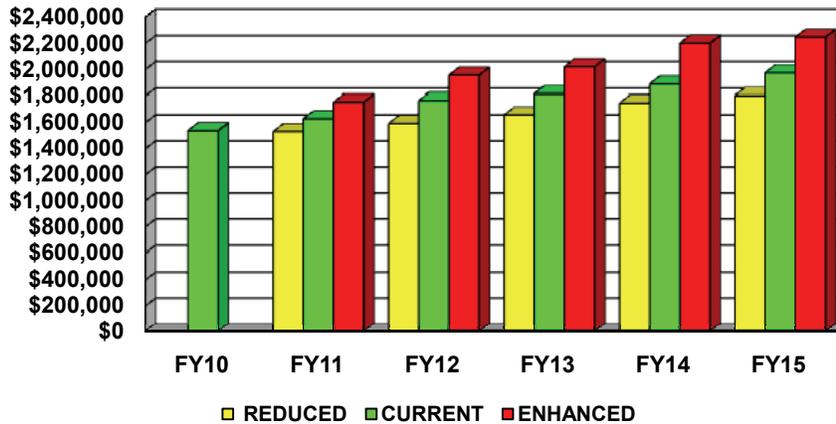
- Administer Council-adopted market-corrected pay scale to all employees
- Provide extensive in-house benefits counseling and administration
- Provide in-house management, supervisor and employee training and career development programs
- Provide extensive retirement/health benefits
- Provide recruitment incentive
- Provide scheduled salary adjustments annually
- Provide enhanced level of recruitment efforts for all departments
- Provide comprehensive career development plan and incentives
- Provide enhanced performance evaluation system
- Provide an expanded Customer Service Incentives and Recognition Program
- Provide an expanded “Good to Great” Training Program
- Provide a comprehensive and enhanced Diversity Recruitment Strategies Program
- Provide assistance to departments for specialized training
- Provide additional recognition and appreciation opportunities for employees
- Provide employee multipurpose resource room
- Provide on-line self service access for employees

**MANAGEMENT SERVICES-ADMINISTRATION**

**Statement of Purpose**

To provide the majority of internal services to support the operations of the City. These services include fiscal affairs, technology services, and facilities management. The Department also provides some direct services to citizens through its Business Office Division and management of City’s website. Included in Management Services are the Purchasing, Accounting, Budget and Performance Management, Business Office, Facilities Management, Central City Buildings, Information Technologies, and Telecommunications Divisions.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide a biweekly payroll
- Provide weekly processing of outstanding accounts payable
- Provide monthly billing of water and sewer services
- Provide billing of business privilege licenses
- Collect receipts for water and sewer, privilege licenses, and other miscellaneous accounts receivable
- Provide daily posting and deposit of City receipts
- Provide assistance for water and sewer customers
- Assist in preparation of annual budget, budget documents, and budget amendments
- Provide assistance to auditors with the annual audit
- Prepare annual financial statements and annual budget
- Provide maintenance of City general ledger and all subsidiary ledgers
- Prepare reports for other governmental entities
- Monitor cash requirements and invest available cash
- Coordinate authorization and issuance of City debt
- Conduct periodic inventory of fixed assets
- Participate in the North Carolina Local Government Performance Measurement Project
- Prepare and maintain fixed asset records
- Prepare annual Powell Bill financial report
- Provide special reports and projects as requested
- Provide part-time grants support

**Current Service Level (Continued):**

- Coordinate bank services, including direct deposit and direct debit
- Provide support to prepare and monitor the budget and produce benchmarking and performance measurement evaluations

**Reduced Service Level:**

- Eliminate ability to prepare for and participate in external projects
- Reduce investment opportunities to low yield overnight markets
- Reduce ability to respond to departments' requests
- Eliminate Mail Coordinator which will require each department to send individuals to other departments for mail and inter-office correspondence

**Enhanced Service Level:**

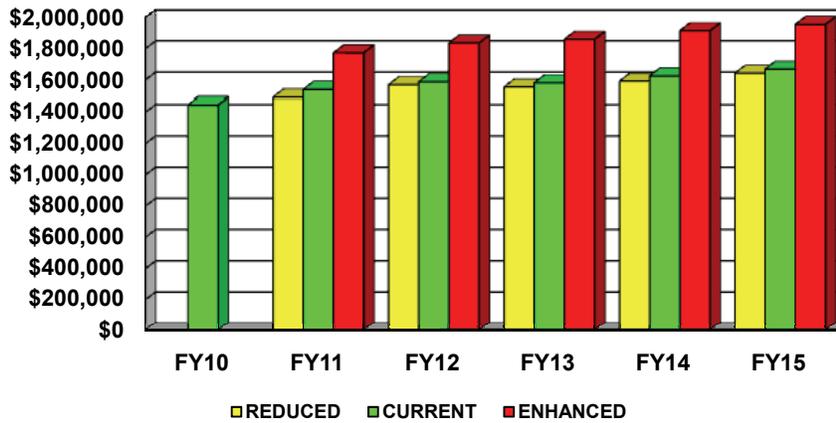
- Provide additional customer service support for utility, privilege license, and miscellaneous receivable billing and collection
- Provide additional collection support for delinquent receivables
- Provide additional support for benchmarking and external projects

**MANAGEMENT SERVICES-INFORMATION TECHNOLOGIES**

**Statement of Purpose**

To provide a centralized source of procedures, information and support related to the storage and electronic processing of data, business transactions, information and other computer-related capability.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Perform daily computer systems backup
- Maintain system security and system passwords
- Diagnose systems or software problems
- Plan and participate in the training of City personnel
- Assist users in resolving systems problems
- Plan and direct installation of new equipment
- Prepare documentation and instruction for users of systems
- Test and debug new software
- Maintain integrity of database
- Conduct feasibility studies
- Maintain efficient hardware configurations
- Design, implement, and monitor disaster recovery plan
- Evaluate and approve requests for computer hardware
- Initiate and monitor contracts for computer maintenance
- Continue implementation of information system plan
- Maintain City’s fiber system network
- Design, implement, and monitor City network infrastructure
- Assist other departments with video applications
- Maintain sound system in Council Chambers
- Sell surplus inventory using online auctions
- Design, implement and monitor City’s web site
- Design, implement, and monitor government/educational access channel
- Maintain and monitor Citywide physical access and building security
- Issue identification badges
- Assist traffic operations with traffic cameras
- Assist traffic operations with maintenance of traffic signals
- Implement efficient and effective spam control
- Maintain and monitor spam software
- Maintain and monitor virus protections on Citywide network

**Current Service Level (Continued):**

- Maintain and monitor internet connections Citywide
- Maintain and monitor domain naming system information
- Maintain and monitor active directory
- Maintain and monitor servers Citywide
- Implement, maintain and monitor wireless connections
- Install, maintain and repair mobile data units Citywide
- Maintain and monitor automated software deployment
- Maintain and monitor firewall
- Maintain and monitor virtual private network
- Maintain and monitor multi-function printers
- Improve survivability of system
- Implement, maintain and monitor new Cogsdale Software
- Network security assessment

**Reduced Service Level:**

- Reduce scope of implementation of Information System Plan

**Enhanced Service Level:**

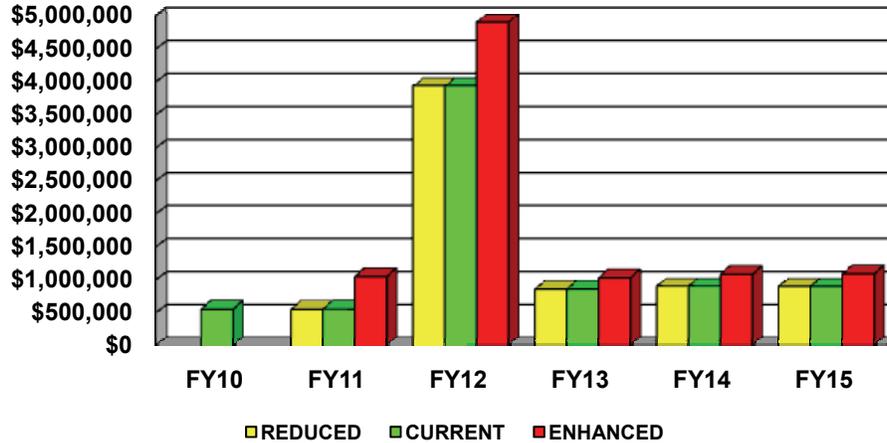
- Develop more in-house programs
- Develop in-house expertise in networking
- Expand implementation of Information System Plan

**MANAGEMENT SERVICES-TELECOMMUNICATIONS**

**Statement of Purpose**

To manage, coordinate and monitor the City's telecommunications system in the areas of telephone, radio, 9-1-1, cable and emergency services communications, and to specify, recommend and implement solutions to the City's communications needs.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide daily 9-1-1 service to City citizens
- Provide daily operation and maintenance for the City's radio systems
- Provide daily installation and repair service for the City's telephone and cable systems
- Operate and manage the tower site
- Manage and monitor Citywide network fax system
- Manage and monitor City's unified messaging system
- Monitor cell phone usage
- Monitor and renegotiate cell phone contracts
- Manage and monitor City's radio system licenses
- Work closely with County telecommunications to develop procedures and policies for 800 Radio Trunking System
- Work closely with County telecommunications on expansion and upgrades to system
- Work closely with County telecommunications in the integrity of the City and County connectivity and disaster recovery needs.
- Manage and monitor City's telecommunications contracts
- Manage and monitor City's water tank, tower site and Plaza's antenna lease agreement
- Bill monthly for radios and pagers
- Issue, maintain, and monitor pagers and radios
- Coordinate 800 rebanding with Nextel to ensure the integrity of the City's 800 system
- Remove and install equipment in City vehicles
- Remove and install equipment in other municipalities' vehicle
- Maintain communications recordings of radio and phone traffic
- Operate and maintain County radio equipment and radio infrastructure
- Maintain City SCADA System
- Maintain mobile video equipment
- Install and maintain fiber optic network

**Reduced Service Level:**

- Eliminate or defer purchases of telecommunications equipment

**Enhanced Service Level:**

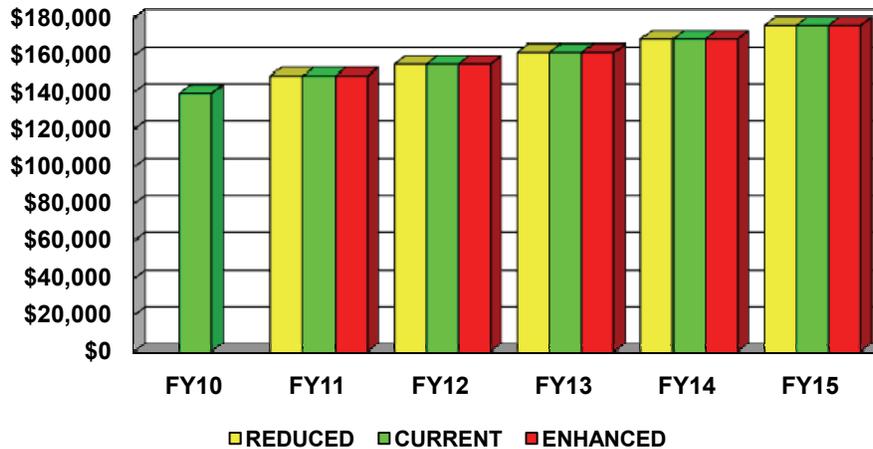
- Increase scope of telecommunications upgrades
- Add one technical assistant and one technician in FY11

**MANAGEMENT SERVICES-PURCHASING**

**Statement of Purpose**

To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment and contractual services for the City and to manage and maintain a system of fixed asset identification, reporting and accountability.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Request and receive 162 quotations
- Request and receive 53 formal quotations annually
- Issue 535 purchase orders annually
- Assist in maintaining detailed records on the City's asset inventory
- Provide product knowledge and vendor information to user departments on a daily basis
- Assist in preparation of fleet specifications
- Provide contract administration services for various departments
- Receive, distribute and audit electronically 14,250 weekly transactions generated by the 209 users of the City’s purchasing card program
- Receive, distribute, and audit manually 2,412 monthly “paper” statements with receipts for the City’s purchasing card program
- Receive, distribute, and audit manually 14,521 weekly fuel statements for the City’s fueling requirements for 431 users

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

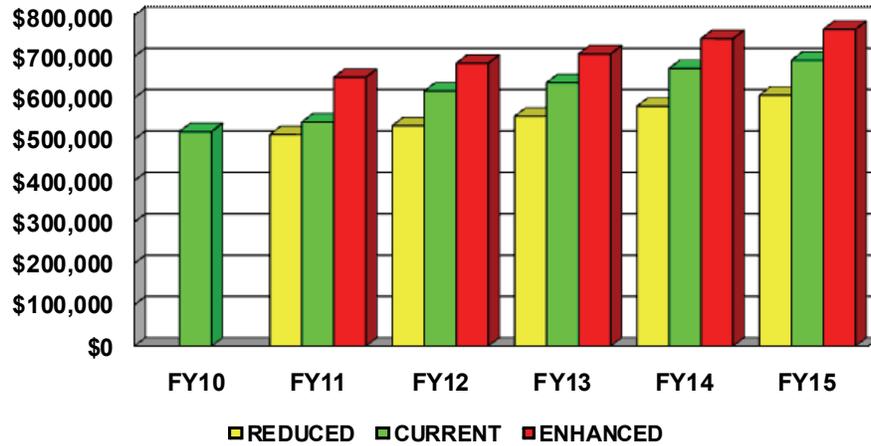
- No enhanced service level is proposed

**MANAGEMENT SERVICES-FACILITIES MANAGEMENT**

**Statement of Purpose**

To provide facilities maintenance and repair, management of new buildings and grounds projects, and management of ongoing municipal service contracts related to City bricks and mortar assets and to ensure compliance with codes, mandates and ordinances.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Manage buildings and grounds contracted services
- Provide facility evaluations that encompass replacement schedule projections, improvements, and repairs
- Provide maintenance and repair services to City facilities
- Provide owner representation for construction and repair projects
- Provide project management for capital and special projects
- Manage contracted services, capital and special projects
- Ensure compliance with regulatory agencies by making required changes to lighting fixtures

**Reduced Service Level:**

- Reduce scope of projects

**Enhanced Service Level:**

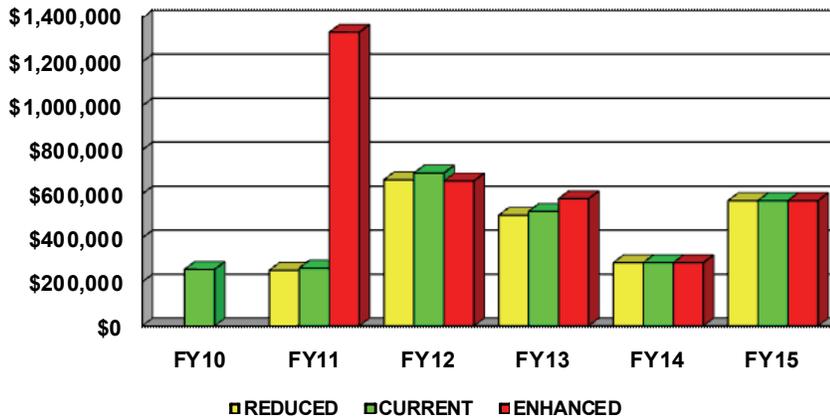
- Increase maintenance staffing to facilitate maintenance and repair projects necessary to adequately maintain facilities
- Ensure safe water supply by installing back flow prevention at all City owned water taps
- Perform functions associated with energy management of all bricks and mortar assets

**MANAGEMENT SERVICES-CENTRAL CITY BUILDINGS**

**Statement of Purpose**

To provide centrally located facilities for holding meetings of the City Council, its Boards and Commissions and other groups who may from time-to-time need public meeting space. To provide office and conference space for the Mayor, City Manager, Management Services, Human Resources, Recreation Administration, Planning and Land Management and Development and other support staff engaged in the operation of municipal government in Salisbury.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide space for public meetings
- Provide central facilities to house administrative and some operating departments
- Provide maintenance and cleaning services for City office buildings

**Reduced Service Level:**

- Reduce/defer funding for renovation of office space

**Enhanced Service Level:**

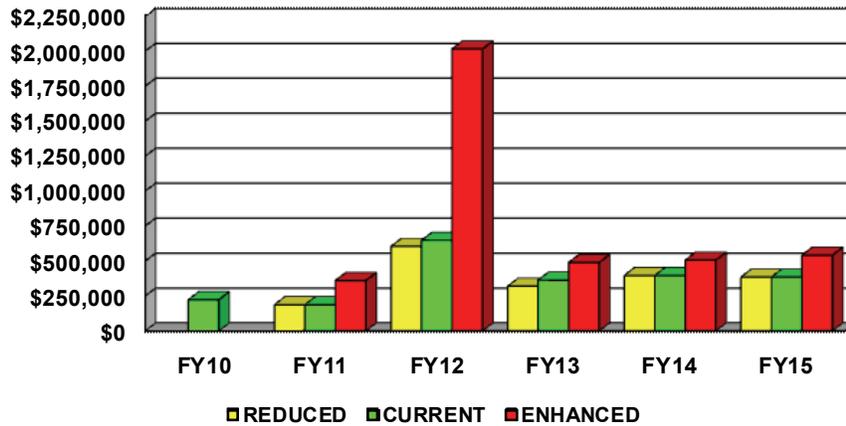
- Provide for further renovation of meeting and office space and exterior enhancements
- Implement the use of a centralized HVAC management system to reduce energy consumption and improve resource allocations

**PLAZA**

**Statement of Purpose**

To continue to provide maintenance services to the Plaza. Plaza Management coordinates with the City of Salisbury Maintenance personnel to ensure our efforts continue to satisfy the desire to provide consistent economic vitality in the central business district and ensure that residential, commercial and retail space is available in the downtown area, as well as providing the City with office facilities and meeting space.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Improve economic vitality of the downtown business district
- Provide additional centralized office, commercial, retail, and meeting space
- Maintain the long term structural integrity of the facility
- Ensure the building remains in good repair and with aesthetic appeal in the downtown and for residents, commercial and retail tenants

**Reduced Service Level:**

- Reduce scope of repairs and maintenance

**Enhanced Service Level:**

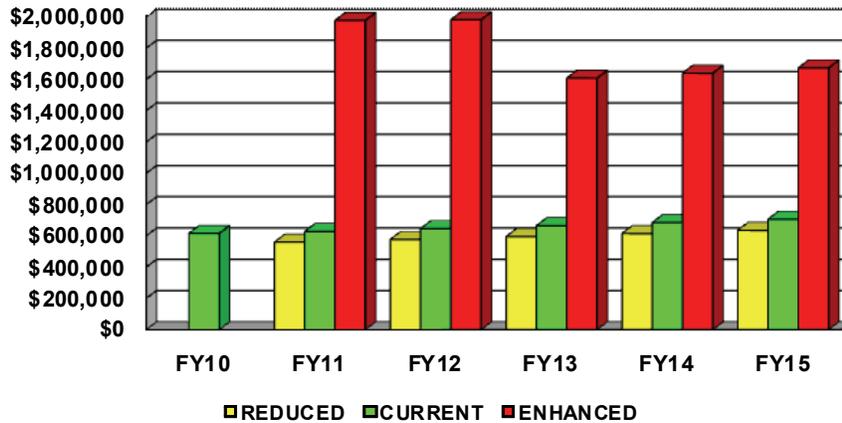
- Increase scope of repairs and maintenance

**COMMUNITY PLANNING SERVICES**

**Statement of Purpose**

To provide a coordinated Planning, GIS and Code Services program to ensure orderly growth within the City. To formulate, develop and recommend policies, plans and local ordinance in a manner consistent with the Vision 2020 Comprehensive Plan. To improve the overall livability, aesthetic value, environmental quality and economic climate within the City. To creatively and resourcefully implement special projects, programs, policies and initiatives to further community ideals related to neighborhood viability, cultural resources, environmental sustainability and a range of economic enterprises.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide administration for Planning, GIS and Code Services functions
- Provide staff for the Salisbury Planning Board, prepare zoning reports and analysis
- Prepare and assimilate statistical and census data
- Prepare ordinances, code updates, and annexation studies
- Conduct Boards and Commissions training
- Carry out comprehensive planning and Vision 2020 implementation
- Promote redevelopment within the central business district
- Staff Community Appearance Commission
- Provide design assistance for appearance issues
- Facilitate public/private development projects
- Staff Historic District Commission
- Administer Municipal Service District, Innes Street and Historic Preservation grant programs
- Acquire and dispose of property related to City development projects
- Administer Community Development programs through the Salisbury Community Development Corporation
- Apply for and administer programs associated with Federal and State grants
- Provide for affordable housing in City
- Develop and implement plans for neighborhood development and assistance
- Participate in regional planning efforts through Sustainable Environment for Quality of Life

**Reduced Service Level:**

- Reduce scope of special projects, grant programs and planning initiatives

**Enhanced Service Level:**

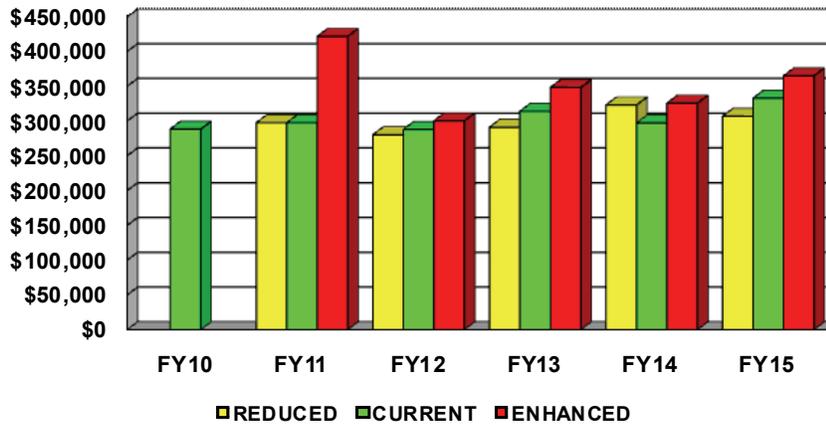
- Increase scope of special projects, grant programs and planning initiatives including updating the Vision 2020 Plan, small area plans, streetscape improvements, public art programs, cultural action planning, branding and wayfinding, annexation, and other capital projects
- Improve historic preservation efforts including updating guidelines and expanding districts
- Enhance neighborhood improvement planning by hiring additional planner

## GEOGRAPHIC INFORMATION SYSTEMS (GIS)

### Statement of Purpose

To serve as the centralized source of procedures, information, and support related to GIS data development and mapping for the City including data development, project coordination, and application development and support. To coordinate efforts to improve data availability and data quality for City staff.

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Develop and maintain centralized enterprise geospatial database
- Assist all City departments with GIS project design, development, and implementation
- Maintain centralized addressing database
- Assist all City departments with GIS data acquisition and development to support City needs
- Maintain data layers for various departments, including Fire, Parks & Recreation, Planning, and Police
- Develop custom ArcPad applications to facilitate improved data collection
- Provide GIS training to City employees
- Implement GIS Strategic Plan
- Integrate GIS with proposed Citizen Resource Management (CRM) software
- Participate in NCOneMap, a comprehensive statewide geographic data resource
- Coordinate with Rowan County and regionally on cooperative data acquisition projects
- Coordinate with Rowan County on regional GIS needs
- Maintain urban progress zone designation
- Maintain metadata for all City GIS data layers
- Compile, edit, and distribute a GIS newsletter to City staff and interested regional parties
- Update CityGREEN data layer (every two years)
- Update aerial photography and building footprint data layers (every four years)
- Maintain basemap online application for general use by the public

#### Reduced Service Level:

- Extend update cycle for CityGREEN data layer (every three years)
- Delay update of GIS Strategic Plan for one year
- Delay categorizing color infra-red satellite imagery by one year

**Enhanced Service Level:**

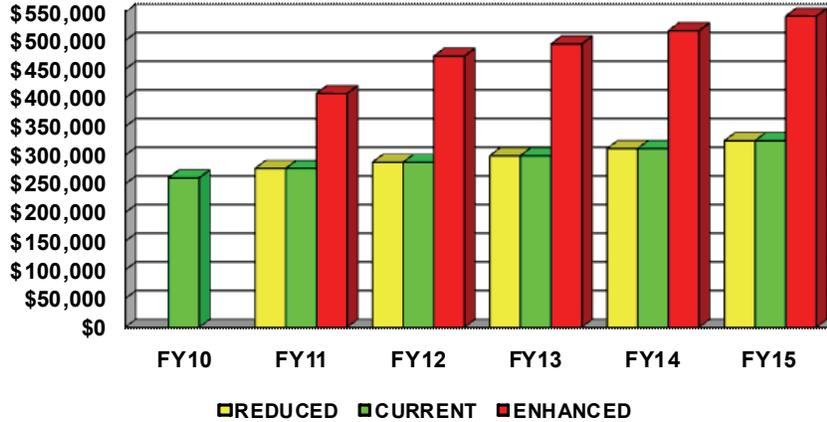
- Add GIS Technician
- Add GIS Programmer
- Develop and implement online application related to urban progress zone
- Develop and implement online application related to Economic Development opportunities within Rowan County and the City of Salisbury
- Develop data model and perform data inventory for sidewalks and pedestrian planning to include proposed bicycle lanes and/or bicycle trails, greenway trails and bus routes/shelters in support of the Sidewalk Prioritization Plan and Bicycle Plan
- Develop data model and perform data inventory for traffic signs
- Develop data model and perform data inventory for street trees
- Develop and implement online application related to NPDES Phase II compliance
- Develop and implement online application related to availability of water and sewer service throughout County
- Develop and implement online application related to park locator and amenity browser
- Develop and implement online application related to availability of public transit
- Develop and implement online application related to Downtown Salisbury
- Obtain impervious surface data to support stormwater management
- Obtain oblique imagery data to support Police and Fire response

**CODE SERVICES**

**Statement of Purpose**

To enforce the codes of the City of Salisbury and improve the quality of life within our community through ensuring that our community is visually appealing, clean, and safe.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Enforce Nuisance abatement and Minimum Housing codes from the City Code of Ordinances
- Provide and supervise abatement services for issues that are not corrected by the person in violation of the codes and ordinances
- Issue demolition permits for voluntary and regulatory compliance
- Perform inspections of properties and dwellings within the City to ensure proper compliance with various codes and ordinances
- Assist Development Services Division with enforcement of specific codes within the Land Development Ordinance (i.e. Signs, Historical Preservation)
- Receive complaints from citizens and public officials, investigate issues and proceed with appropriate action for abatement when necessary
- Keep records on file of all complaints that have been received and acted upon in some manner, either by the owner or by the City
- Mail notices to person(s) in violation of the city codes and ordinances
- Hold public hearings for abatement issues and provide resolutions for issues
- Keep citizens informed of codes and ordinances by creating and distributing informational brochures
- Provide high level of customer service to the residents and public officials of the city
- Work cohesively with the other departments of the City, including Fire and Police, to obtain positive outcomes in every situation
- Update the current and introduce new codes as necessary by situation or council directive

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

- Add full-time Senior Office Assistant position to stabilize current office needs and to increase efficiency of the division overall
- Add full-time Minimum Housing Officer positions to stabilize and gain control of current demands within the City for better housing needs and improvements

**Enhanced Service Level (Continued):**

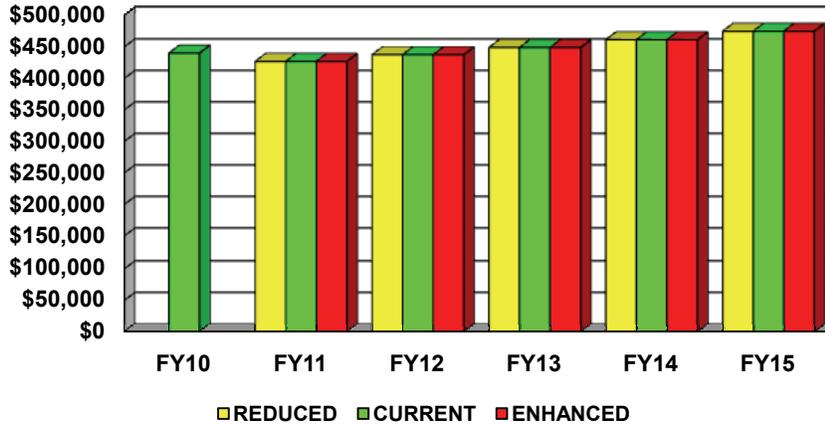
- Provide code enforcement program that will enhance efficiency of all aspects of our division and allow access for the officers from the field
- Provide mobile data capability for Code Enforcement officers

**DEVELOPMENT SERVICES**

**Statement of Purpose**

To provide citizens, builders and developers a centralized source of information, permit services, zoning, and boards support through a centralized Development Services Center.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Administer and enforce City land development ordinance
- Conduct plan review for all development
- Perform site inspections to ensure compliance with various codes and ordinances
- Assist developers, contractors, and the general public in securing the appropriate permits and approvals
- Issue certificates of compliance for new construction, renovations and additions
- Issue water/sewer connection permits and inspection permits in conjunction with SRU
- Assist with the administering of backflow prevention and pretreatment ordinance (FOG)
- Log-in and distribute construction documents to Engineering
- Maintain files for all improvements and work performed, such as water/sewer connections, fees paid, driveway permits, zoning and sign permits, predevelopment grading permits, and Boards and Commissions meetings
- Administer Historic District ordinance and guidelines
- Issue certificates of appropriateness for the Historic Preservation Commission for new construction, renovations and additions within local historic districts
- Provide staff support and administrative work for the Zoning Board of Adjustment, Historic Preservation Commission, Planning Board and City Council
- Maintain a street address system as prescribed by City Ordinance and coordinate all addresses with emergency service agencies, utility companies and the U.S. Postal Service
- Process applications for monthly Technical Review Committee meetings with various City, County, and State representatives
- Continue to assist NCDOT with driveway permitting on state roads as change of uses with commercial properties occur
- Continuously update and maintain division files

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

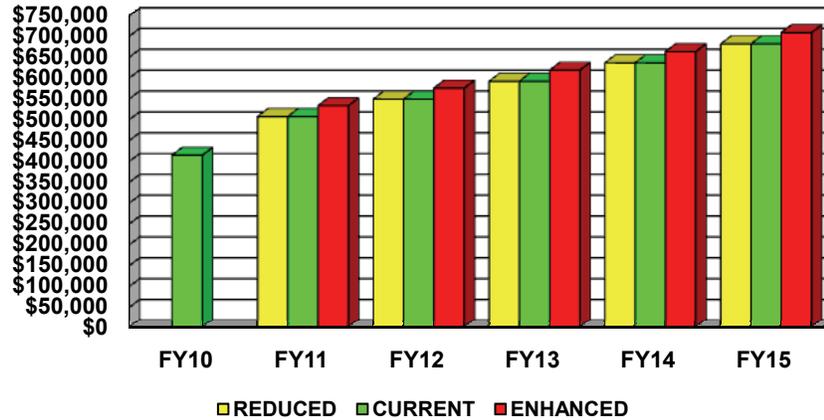
- No enhanced service level is proposed

**STREET LIGHTING**

**Statement of Purpose**

To provide for the lighting of the public streets and municipal property.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Maintain existing street lights (at Duke Energy’s new rate structure)
- Maintain downtown electrical panels (at Duke Energy’s new rate structure)
- Maintain City-owned pedestrian-scale lights
- Increase street light budget \$13,900 per year

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

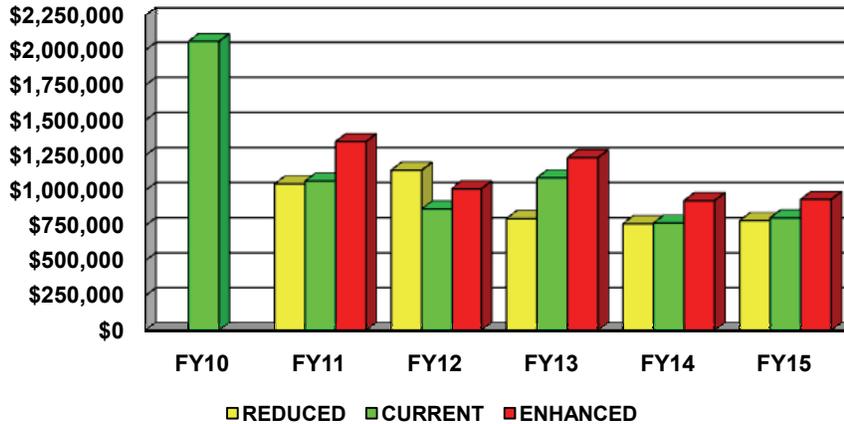
- Upgrade/install 300 lights per year for 6 years (3 years at Duke Energy’s new rate structure)
- Increase funding for maintenance of City-owned pedestrian-scale lights

**ENGINEERING**

**Statement of Purpose**

To provide a centralized source of general engineering services for the City including traffic engineering, review and approval of plans submitted by outside consultants, coordination of project activities initiated between the City and other agencies, and investigation of citizen requests.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Prepare annual Powell Bill map and certified statement
- Prepare periodic reports for the City Council and NCDOT concerning traffic and transportation
- Participate in Cabarrus-Rowan Metropolitan Planning Organization
- Administer Municipal Agreements involving state funds for transportation improvements
- Conduct traffic signal system efficiency studies in accordance with NCDOT schedule D
- Review designs submitted by outside consultants for conformance with City standards and policies
- Inspect construction projects for conformance with approved plans
- Respond to citizen requests concerning traffic, parking and storm drainage
- Administer subdivision, NPDES (storm water quality) and floodway regulations
- Administer voluntary annexations and alley closings
- Administer replacement of the Ellis Street Bridge
- Administer the design and construction of Congestion Mitigation and Air Quality (CMAQ) projects
- Administer construction of Greenway, phase 2 with ARRA funds, if awarded
- Administer repairs to the Fisher Street Bridge
- Install Arlington Street traffic signal in partnership with developer
- Implement Comprehensive Bicycle Plan as funds permit

**Reduced Service Level:**

- Do not construct Greenway, phase 2 if ARRA funds are not awarded
- Reduce the use of consulting advice for NPDES compliance

**Enhanced Service Level:**

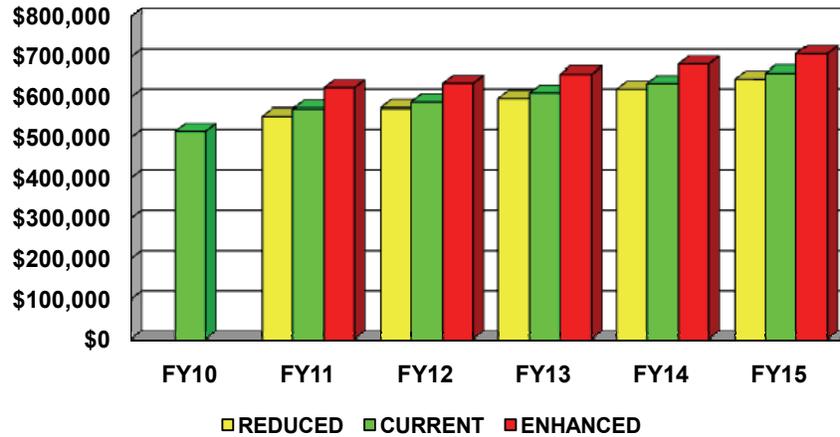
- Upgrade traffic signal software
- Install Arlington Street traffic signal without additional developer contribution
- Increase the use of consulting advice for NPDES compliance
- Restore funding of storm drainage grants
- Implement a traffic calming program
- Install sidewalk on Old Wilkesboro Road from Brenner Avenue to Partee Street
- Share in the cost of constructing a cul-de-sac on Old Plank Road
- Administer Development Incentive Fund

**POLICE DEPARTMENT-ADMINISTRATION**

**Statement of Purpose**

To serve as the central management for all activities and operations associated with the Police Department.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Conduct internal affairs and complaint investigations
- Manage the rotation of wrecker services
- Manage the inspections function
- Manage the Ride-along Program
- Manage the wellness program
- Analyze vehicle pursuits, citizen complaints, uses of force, grievances and the personnel early warning system
- Provide general administration for Police Department
- Provide fiscal management for Police Department (grants, payroll, inventory, purchasing)
- Plan annual budget for Police Department
- Conduct planning and research for Police Department
- Develop policies and procedures
- Supervise accreditation program
- Administer taxi permits

**Reduced Service Level:**

- Reduce funding for the Crime Control Plan

**Enhanced Service Level:**

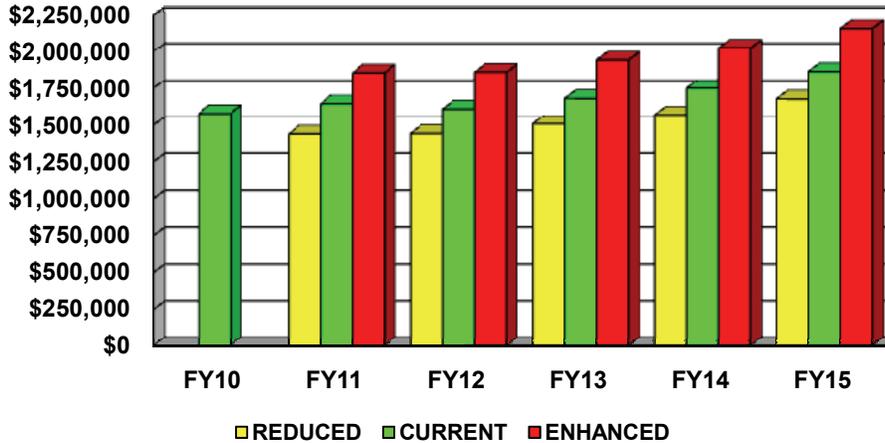
- Increase efforts for Crime Control Plan
- Increase efforts for diversity enhancement

**POLICE DEPARTMENT-SERVICES**

**Statement of Purpose**

To serve as the support unit of the Police Department providing telecommunications, clerical and administrative services, evidence storage, animal control and tracking, D.A.R.E., crime prevention, a record-keeping system and building maintenance.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide 24-hour radio and telephone communications
- Conduct records management
- Provide for evidence/property management
- Provide crime prevention services to the public
- Conduct Drug Abuse Resistance Education (D.A.R.E.) for local schools and Gang Resistance Education and Training (G.R.E.A.T) for local schools
- Provide downtown officer
- Provide training in-house for veteran and newly hired police officers
- Provide Recruitment and Selection services
- Enforce parking control in downtown
- Provide Victim/Witness services
- Provide specialized services to the community (Citizen’s Police Academy, Crime Stoppers, Community Watch programs, etc.)
- Provide a Chaplaincy program to serve the department as well as citizens
- Provide Project SAFE program to reduce violent crime in our community

**Reduced Service Level:**

- Eliminate Parking Enforcement position (civilian)
- Eliminate Community Services Officer
- Eliminate part-time Telecommunicator
- Eliminate Chaplaincy program
- Eliminate Project SAFE program

**Enhanced Service Level:**

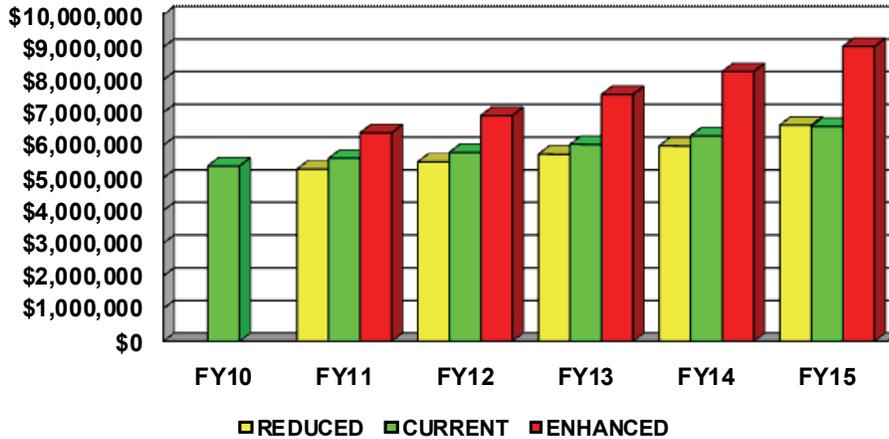
- Add two telecommunications positions
- Add additional part-time Telecommunicators to reduce overtime pay
- Continue Project SAFE program upon expiration of grant in FY2012

**POLICE DEPARTMENT-OPERATIONS**

**Statement of Purpose**

To provide 24-hour law enforcement service for the citizens of Salisbury including: protection of life and property, traffic enforcement, investigation of traffic accidents, investigation of criminal activities, crime lab, school resource officers, crime analysis, and department armory.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide 24-hour police patrol
- Respond to calls for service from citizens
- Provide crime analysis
- Investigate criminal activity
- Provide specialized investigation of criminal activity
- Investigate non-criminal complaints
- Conduct traffic accident investigations
- Provide traffic law enforcement
- Provide special response to high risk situations (e.g. hostage situations)
- Provide for special police operations (stakeouts, etc.)
- Provide for specialized drug enforcement
- Conduct building and property checks
- Enforce state and local laws
- Provide vehicle fleet management
- Provide special permits
- Conduct G.R.E.A.T. Training to City elementary and middle schools
- Provide school resource officers in middle and high schools and the alternative high school
- Manage and maintain department armory

**Reduced Service Level:**

- Reduce patrol component by two officers
- Reduce equipment purchases

**Enhanced Service Level:**

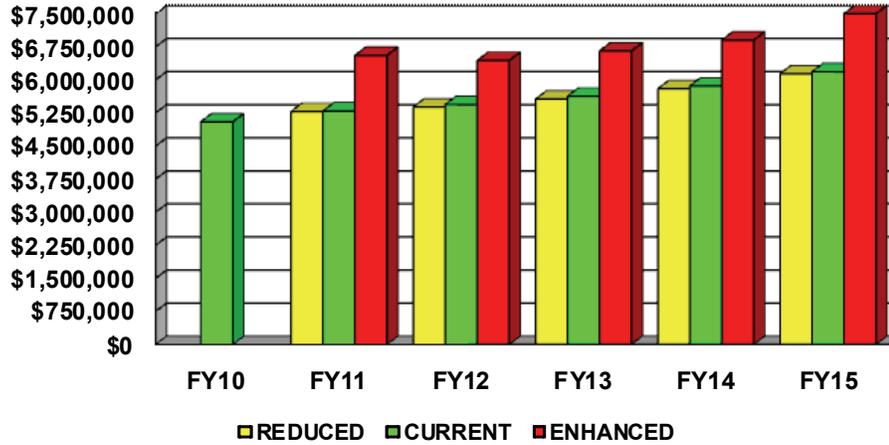
- Create a third police district
- Add one Lieutenant for new district
- Add five Patrol Sergeants in FY11 to increase supervisory coverage
- Add three officers annually to increase patrol coverage and related enforcement activities
- Add one detective annually in the Criminal Investigations Division
- Add one detective annually in the Gang Unit
- Add one detective annually in the Drug Enforcement Unit
- Add one crime scene technician in FY11 to implement 2<sup>nd</sup> shift crime lab-crime scene response

**FIRE DEPARTMENT**

**Statement of Purpose**

To protect the quality of life for present and future generations through interaction with our community, compassionate service and an atmosphere that encourages innovation, professionalism and diversity.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Protect human life from fire and other hazards as a first priority
- Maintain high customer satisfaction through excellent customer service
- Work toward gaining National Fire Department Accreditation
- Mitigate hazards and emergencies by rapid response to all requests for service with highly skilled members and effective equipment
- Provide member career development to ensure professional and proficient services are delivered to our citizens which includes maintenance of certification training, Chief and Company Officer Certifications, and other training opportunities)
- Continue evaluation of Strategic Plan and begin planning future plan goals
- Prevent property damage through prevention, inspections and prompt response to fires
- Extinguish fires of all types and investigate fires for cause and origin
- Provide emergency medical care for sick and injured people
- Handle hazardous material and rescue emergencies
- Provide public safety education and hazard prevention services to our community
- Conduct public fire education for schools and community groups
- Install free smoke detectors for the elderly and handicapped and blood pressure screening for all citizens
- Provide data management
- Prepare, submit, and administer departmental budget
- Conduct plans review for new developments and industries
- Improve life safety issues by enforcement of the fire codes and providing assistance to the Code Enforcement Division (minimum housing) through inspection services

**Reduced Service Level:**

- Reduce/defer capital purchases and facilities maintenance

**Enhanced Service Level:**

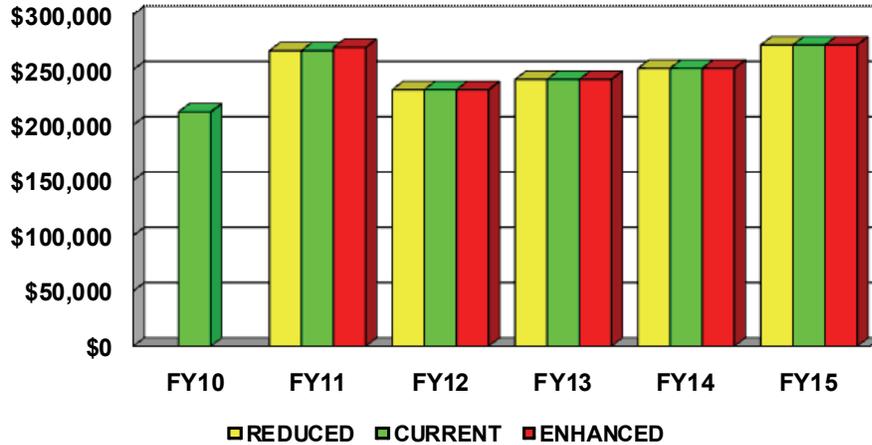
- Increase customer satisfaction through excellent customer service with increased personnel resources
- Add 6 Fire Control Specialist I/II to increase compliance levels with NFPA 1710
- Employ a staff Fire Inspector/Investigator to assist with building inspections and awareness activities
- Employ a training captain for more in-house training for State and National certifications
- Employ a Public Education Specialist and increase public education and awareness activities
- Provide for more effective scheduling by compensating for Kelly Day and Plus 4 hours currently required by FLSA for 28 day pay schedule employees
- Become more involved with community activities
- Improve training facilities by partnering with RCCC to develop a Command Training Center
- Begin a pay for performance program to encourage additional professional development and develop succession planning

**PUBLIC SERVICES-ADMINISTRATION**

**Statement of Purpose**

To serve as the central management and administration source for activities and operations related to the Public Services Department including Fleet Management, Landscape Operations, Cemetery, Hurley Park, Traffic Operations, Solid Waste Management, Street Division and Transit Division.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Conduct daily planning/information sessions with division managers
- Maintain office hours for ten hours daily (7:00 am - 5:00 pm)
- Provide administrative and clerical support to seven division managers
- Provide real time response to public inquiries and/or provide immediate notification to division managers
- Provide temporary staffing in reaction to special projects or unforeseen circumstances

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service:**

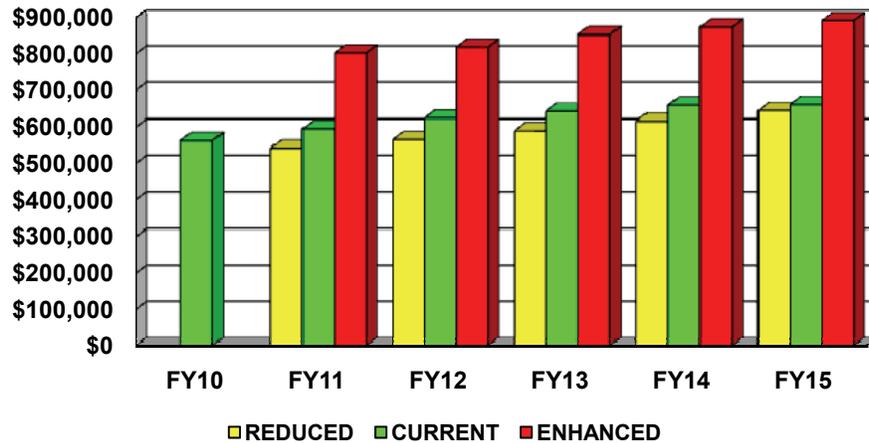
- Remodel kitchen

**PUBLIC SERVICES-TRAFFIC OPERATIONS**

**Statement of Purpose**

To provide the City with a resource capable of effectively monitoring and evaluating municipal traffic safety, traffic flow, and parking needs and to develop and implement programs designed to address those needs through a network of traffic signals, traffic control signs, pavement markings and parking control devices. To provide installation and maintenance of a telecommunications system throughout the organization (excluding public safety telecommunications equipment).

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Monitor and evaluate traffic safety, flow and parking as needed
- Maintain and repair 100 traffic signals annually
- Maintain and repair 9,000+ traffic control signs
- Maintain 22,000 feet of crosswalk and stop bar markings
- Maintain 80 miles of yellow center line
- Maintain 700 directional arrows
- Maintain and repair 275 telephone sets
- Maintain and repair 3.2 miles of phone cable
- Install new phone sets and phone systems
- Install and repair computer cabling
- Provide on-call service for after hours repair to traffic signals and signs
- Provide on-call service for problems at tower site in Granite Quarry
- Install and remove mobile and base station radios
- Assist in studies to alleviate citizens' requests and complaints
- Perform electrical projects and repairs within City departments
- Maintain the Brown Street Clock on the Square with assistance from Facilities Management
- Provide troubleshooting and repair assistance to the Plaza
- Fabricate signs for City departments
- Provide traffic control in work zones for City departments

**Reduced Service Level:**

- Maintain City-owned signals, signs, and pavement markings only
- Eliminate in-house repair of City telecommunications systems
- Eliminate fabrication of signs for City departments
- Eliminate traffic control assistance to City departments
- Eliminate thermoplastic markings installation

**Enhanced Service Level:**

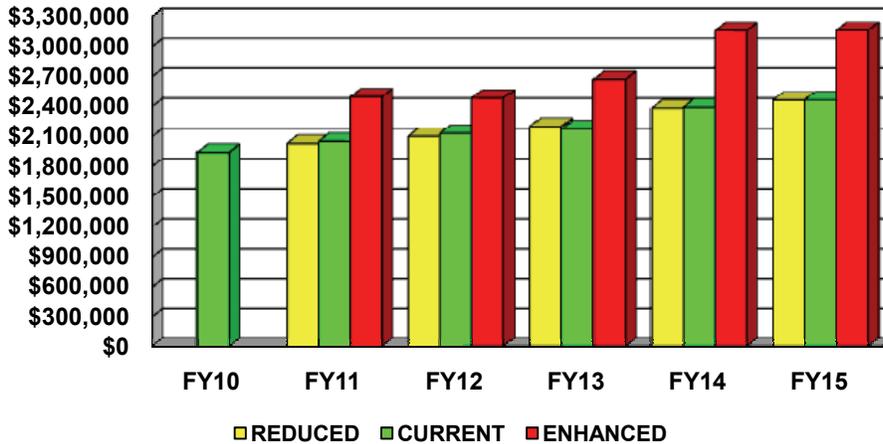
- Add a Traffic Operations Supervisor position
- Add one new crew in FY11 to rejuvenate thermoplastic material biannually
- Take over maintenance of all signals in the county

**PUBLIC SERVICES-STREETS**

**Statement of Purpose**

To plan, implement and manage the construction and maintenance of all City streets, sidewalks, drainage systems and rights-of-way through a program of maintenance, construction, cleaning, and general beautification. To fund activities associated with street construction, maintenance, cleaning and rights-of-way maintenance as provided for by revenue received from the State of North Carolina through the Powell Bill Fund.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Install a minimum of 75 new driveway aprons annually
- Replace a minimum of 6,000 feet of sidewalk annually
- Repair approximately 1,200 feet of curb and gutter annually
- Construct, repair, and upgrade drainage systems within rights-of-way as needed
- Remove debris from streets and gutters within 45 working days on a rotating schedule
- Provide passable street conditions during periods of ice and snow, covering all City streets within an eight hour period or as conditions allow
- Provide support to other divisions and departments with equipment and manpower as needed
- Use Powell Bill funds to provide pavement maintenance to 154 miles of city streets, resurface approximately 16 lane miles of city streets annually, and perform road maintenance to four miles of gravel streets
- Perform paving and patching of street cuts as a result of utility connections and service

**Reduced Service Level:**

- Defer purchase of capital equipment

**Enhanced Service:**

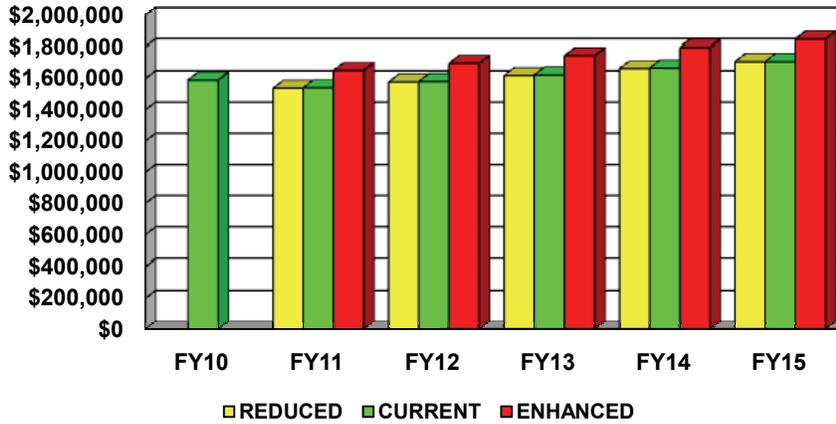
- Provide funding to increase sidewalk repairs/installations
- Add street sweeper to enhance removal of debris from streets and gutters within 30 working days
- Increase manpower and add equipment to upgrade street maintenance and concrete operations
- Enhance dry storage for equipment and materials
- Provide funds for target neighborhoods, utility strips, and drainage improvements
- Build an addition to current facility

**PUBLIC SERVICES-WASTE MANAGEMENT**

**Statement of Purpose**

To maintain a clean, healthy environment for the citizens of Salisbury through the regular collection, transportation, and disposal of industrial, commercial and residential refuse and other debris using an effective, efficient system of waste management and recycling.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide once weekly curbside residential garbage and trash collection
- Provide multiple commercial collections by City crews
- Provide once weekly curbside recycling by contractor

**Reduced Service Level:**

- No reduced level is proposed

**Enhanced Service Level:**

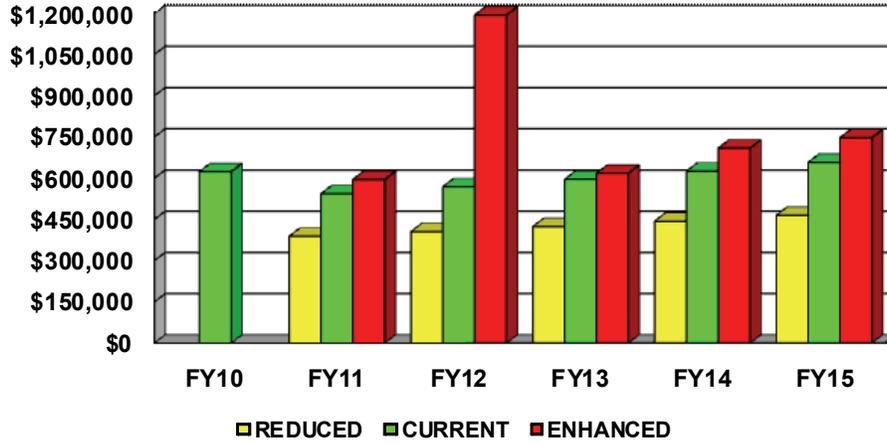
- Use two operators per truck (6 two man crews)

**PUBLIC SERVICES-WASTE MANAGEMENT-OTHER**

**Statement of Purpose**

To provide the citizens of Salisbury with weekly limb and bagged yard debris collection to coincide with the current solid waste and recycling collection, and provide curbside loose leaf collection a minimum of every three weeks during the months of October – March.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide yard debris collection weekly on same day as other collections
- Provide leaf collection every three weeks on a rotating schedule from mid October to the end of March using a vacuum machine

**Reduced Service Level:**

- Eliminate loose leaf collection
- Eliminate limb and yard waste collection

**Enhanced Service:**

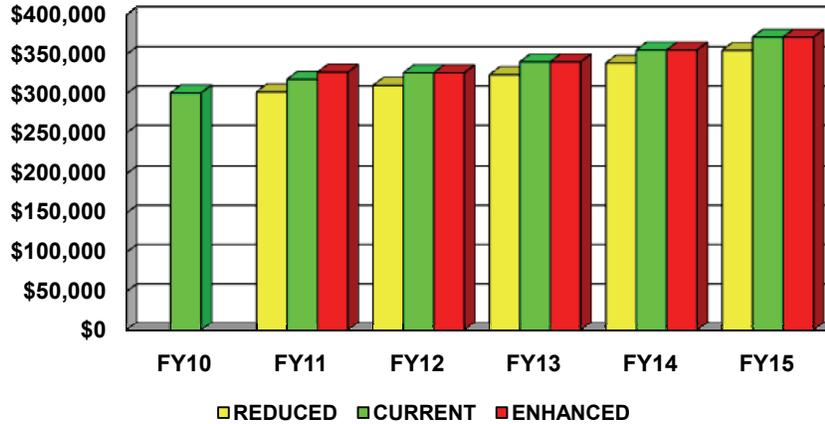
- Conduct pilot program for yard debris roll-out carts
- Purchase roll-out carts City-wide for yard debris collection and implement program

**PUBLIC SERVICES-CEMETERY**

**Statement of Purpose**

To operate, maintain and develop seven municipal cemeteries totaling 79.65 acres of publicly controlled burial grounds.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Offer, for sale, grave spaces in three of the seven municipal cemeteries
- Open approximately 136 grave sites annually
- Maintain existing graves as required
- Mow all cemeteries every other week
- Cut perimeter hedges at Chestnut Hill Cemetery two - three times during six-month mowing season

**Reduced Service Level:**

- Reduce frequency of mowing during summer months
- Cut perimeter hedges at Chestnut Hill Cemetery once during the mowing season

**Enhanced Service Level:**

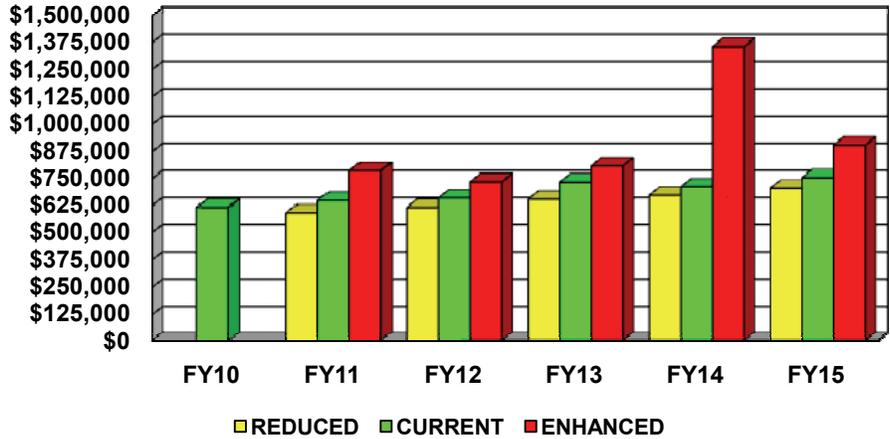
- Mow on nine day cycle
- Replace the outdated galvanized pipe water lines in Memorial Park Cemetery
- Replace outdated inefficient windows in Chestnut Hill Cemetery shop building
- Add a water line with spigot in Oakwood Cemetery

**PUBLIC SERVICES-LANDSCAPE OPERATIONS DIVISION**

**Statement of Purpose**

To provide a centralized resource for the management and development of City-owned landscapes and urban forest resources. To provide staff support to the Salisbury Tree Board, provide management of vegetation on City properties and rights-of-way, and ensure compliance with community standards regarding vegetative nuisances, unsanitary conditions and junked or abandoned vehicles on private property.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide mowing operations for 154 miles of street rights-of-way every 14 to 21 days and for approximately 100 acres of parks and open space and over 100 parcels of public property every seven to ten days
- Maintain landscaped areas including trees, shrubs, turf grass areas, and City facilities every ten to fourteen days
- Provide aerial lift truck for Christmas decorations, etc.
- Facilitate goals/objectives of Salisbury Tree Board and Community Appearance Commission: plant 100 trees and complete two to three landscape projects annually
- Perform tree safety maintenance along public rights-of-way and parks on a case-by-case basis
- Provide support to Street Division during snow removal and leaf collection
- Provide staff support to Public Services Director for special projects
- Provide maintenance for the Greenway to assist Parks and Recreation twice annually
- Provide maintenance for Eastern Gateway, Bell Tower, Magnolia Park daily
- Provide seasonal color change four times per year
- Provide trash removal along highly visible roadside areas every seven to ten days
- Provide mowing for utilities contract every 10 to 14 days / Jake Alexander Boulevard NCDOT contract every 30 days
- Respond to nuisance abatement within 1 to 2 business days

**Reduced Service Level:**

- Provide mowing operations for street rights-of-way every 21 to 28 days, and parks, open space, and public property every 14 to 21 days
- Implement/maintain landscape areas every 14 to 21 days
- Plant 5 to 10 trees annually and eliminate landscape projects
- Respond to nuisance abatement within 15 days

**Enhanced Service Level:**

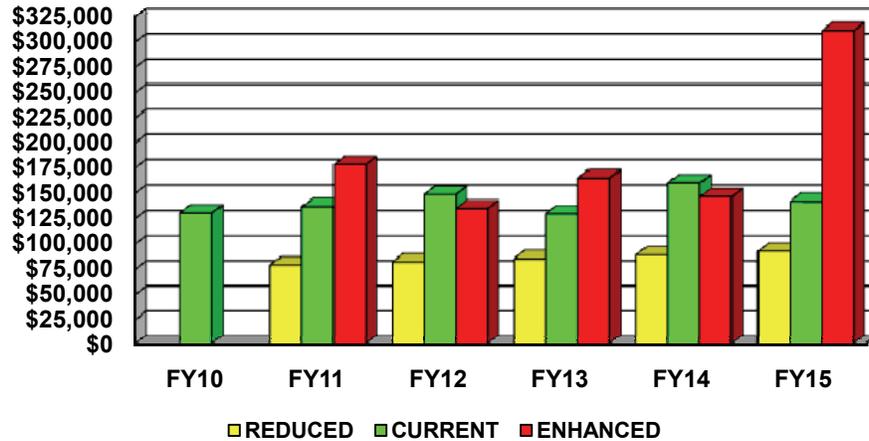
- Provide mowing operations for street rights-of-way every seven to ten days, and parks, open space, and public property every five to seven days
- Implement/maintain landscaped areas every seven to ten days
- Plant 200 to 300 trees and complete four to five landscape projects annually
- Implement a systematic tree safety maintenance program
- Increase scope of special projects
- Construct new shop in FY14
- Purchase parking lot in FY11

**PUBLIC SERVICES-LANDSCAPING-HURLEY PARK**

**Statement of Purpose**

To maintain and further develop the 15 acre Elizabeth Holmes Hurley Park in conjunction with J.F. Hurley Foundation and the City of Salisbury’s Hurley Park Advisory Commission.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Maintain plant collections, trails, and display gardens daily
- Maintain records of daily park activities
- Apply agricultural chemicals as needed
- Generate Hurley Park newsletter quarterly
- Administer and monitor park use
- Maintain structures, park furniture, and irrigation systems daily
- Locate and procure plant materials/supplies
- Facilitate goals and objectives of Hurley Park Advisory Committee within the context of the Hurley Park Master Plan, which is to complete three special projects annually

**Reduced Service Level:**

- Maintain plant collections, trails, and display gardens weekly
- Eliminate records maintenance
- Eliminate Hurley Park newsletter
- Maintain structures, park furniture, and irrigation systems weekly
- Complete one special project annually

**Enhanced Service Level:**

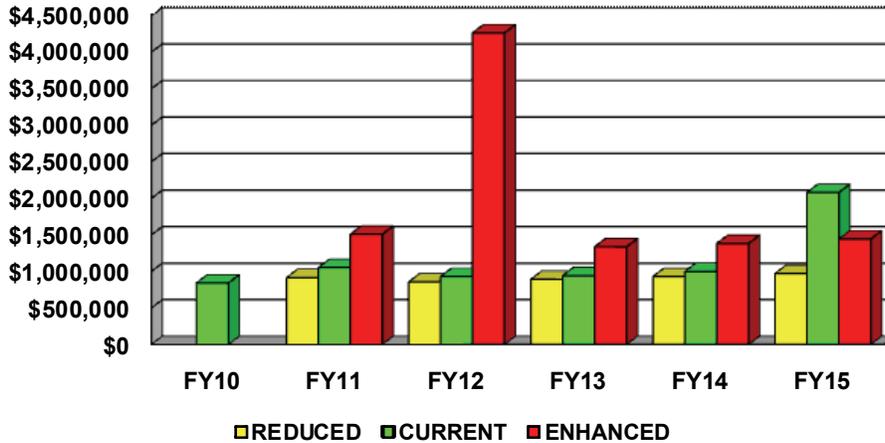
- Provide additional funds for park development
- Add temporary Grounds Maintenance Workers
- Replace Hurley Park office

**PUBLIC SERVICES-FLEET MANAGEMENT**

**Statement of Purpose**

To provide a centralized resource for the management and repair of City vehicles and equipment, including Transit System buses, and to offer expertise in the development of specifications used in the purchase of new vehicles and equipment.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Repair and maintain the City fleet and provide a comprehensive preventive maintenance program
- Prepare vehicle modifications as needed
- Load test Salisbury-Rowan Utilities generator sets
- Maintain emergency fuel truck and fuel supply
- Make replacement recommendations to the Vehicle Review Committee
- Meet with department personnel regarding fleet vehicle and equipment needs
- Develop vehicle and equipment specifications
- Arrange vehicle and equipment demonstrations
- Obtain bids on vehicles and equipment under \$90,000
- Write purchase orders for vehicles and equipment under \$90,000
- Provide service calls for City of Salisbury and Salisbury-Rowan Utilities
- Maintain titles and licenses for City fleet
- Rebuild vehicle components
- Provide parts and supplies for the City fleet and other divisions' needs
- Provide training for employee development and equipment and vehicle operator training
- Maintain the Salisbury Clean Air Project for vehicles and equipment
- Provide data for the North Carolina Local Government Performance Measurement Project
- Continue implementation of fleet management computerization system to track vehicle maintenance cost, preventive maintenance, repair history, inventory control, productivity and life cycle cost

**Reduced Service Level:**

- Incur longer vehicle/equipment downtime for maintenance

**Enhanced Service Level:**

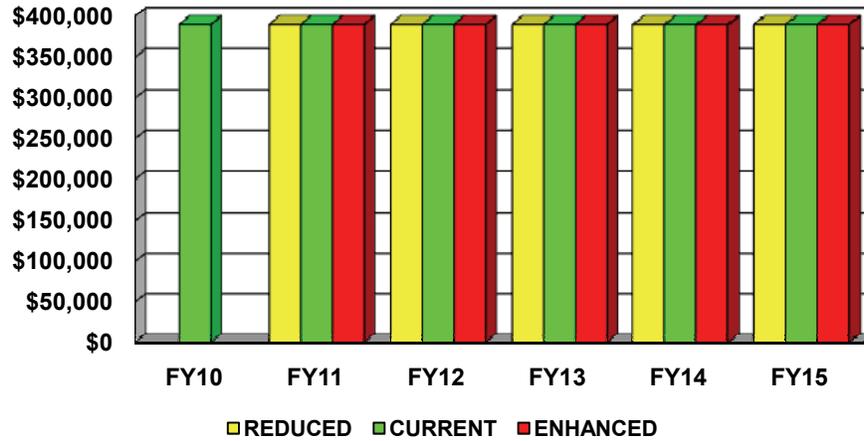
- Build and upfit a new City Shop in FY12
- Add an Office Assistant and a Generator Technician
- Increase funding for capital outlay: on vehicle brake lathe, mobile heavy truck lift, and a fuel polishing machine

### PUBLIC SERVICES-TRANSPORTATION

#### Statement of Purpose

To provide funding for the City's share of the City Transit System.

#### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide City supplement to Mass Transit operations

#### Reduced Service Level:

- No reduced service level is proposed

#### Enhanced Service Level:

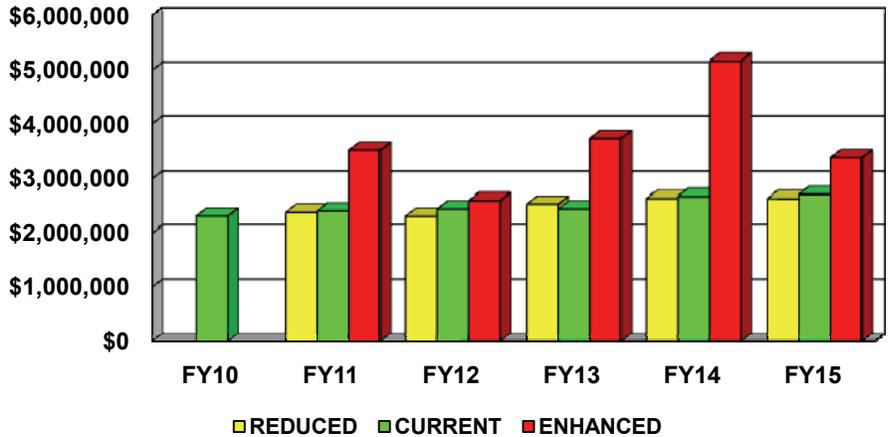
- No enhanced service level is proposed

**PARKS AND RECREATION**

**Statement of Purpose**

To provide the citizens of Salisbury with a variety of quality leisure services through safe, attractive, maintained parks and diversified programs that meet the current and future needs of the community.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide administration, planning, and development of a comprehensive park system, quality leisure activities, and programming
- Provide comprehensive youth/teen programming in athletics, craft classes, workshops, camps, playgrounds, and afterschool activities at four facilities. Supervised programs at Sal. Comm. Park
- Provide comprehensive adult programming in athletics, fitness, craft classes, life skills, and enrichment workshops at four facilities
- Provide quality tennis programming for all residents at two locations on ten courts
- Provide special events and services for residents
- Provide senior citizen programming through support of the Rufty-Holmes Senior Center
- Maintain all parkland, facilities, and playground equipment for the safety of participants
- Make available for public use Parks and Recreation facilities for community events
- Provide a public pool for aquatic activities May - August
- Maintain 503 acres of parkland in 16 locations & 3 other properties (mowing, trash collection, repairs)
- Maintain four sections of the Greenway - approximately two and three quarter miles in length
- Maintain and prepare for public and tournament use - 9 ball fields, 5 soccer fields, 9 outdoor basketball courts, 4 cross country courses, 1 flag football field, 1 disc golf course, 2 bocce courts and 2 horseshoe pits
- Provide maintenance staff for the Salisbury Community Park and the Greenway

**Reduced Service Level:**

- Reduce/defer funding for capital projects

**Enhanced Service Level:**

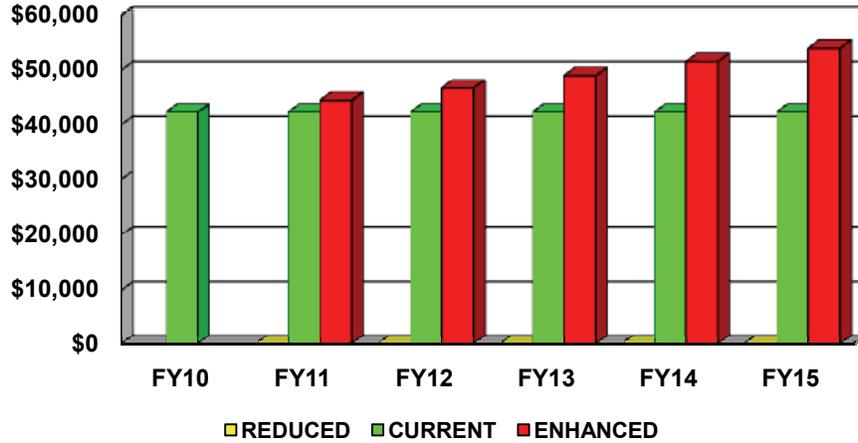
- Increase Program staff for supervised year round programming at the Salisbury Community Park in FY12 and Maintenance staff in FY11 and FY12 to support newly added parkland and greenway additions
- Complete design plan for Hall of Fame/Education Center at Community Park, Lincoln Park renovations –phase 1, Sports Complex – phase 2 design
- Develop Town Creek Park, Hall Gym/Miller Center Parking lot expansion, construct a permanent maintenance facility at Salisbury Community Park, repair Civic Center foundation wall

**EDUCATION**

**Statement of Purpose**

To provide for funding the Supplementary Education System.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide a supplement to the Supplementary Education Center at historical levels

**Reduced Service Level:**

- Eliminate any supplement to Supplementary Education Center

**Enhanced Service Level:**

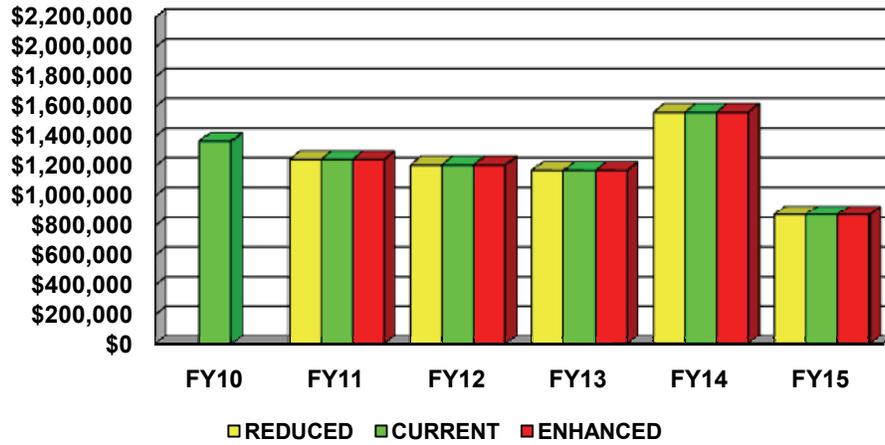
- Increase funding by 5% annually, which could be used to enhance curriculum materials or special projects

### DEBT SERVICE

#### Statement of Purpose

To provide for the payment of interest and principal payments on outstanding General Fund debt.

#### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide funding for the existing General Fund debt service

#### Reduced Service Level:

- No reduced service level is proposed

#### Enhanced Service Level:

- No enhanced service level is proposed



# **PERFORMANCE MEASUREMENT**

## **The North Carolina Benchmarking Project**

This section summarizes Salisbury’s results from the North Carolina Benchmarking Project. The following pages present performance and cost information for the City of Salisbury in comparison with sixteen other cities participating in the project along with explanatory information about the services. This information is reprinted from the School of Government report entitled “North Carolina Benchmarking Project – Final Report on City Services for Fiscal Year 2008-09 Performance and Cost Data”, dated February 2010. Specific information on the other cities’ results and a discussion about the performance measures can be found in the official publication.

### **The Benchmarking Project**

The North Carolina Benchmarking Project is an ongoing effort by a number of cities in North Carolina to both measure and compare local government services and costs and to identify “best practices”. The City of Salisbury is a long-standing participant in the Benchmarking Project, which includes the cities of Asheville, Burlington, Carrboro, Cary, Charlotte, Concord, Durham, Gastonia, Greensboro, Greenville, Hickory, High Point, Raleigh, Wilmington, Wilson, and Winston-Salem. Coordinated by the School of Government at the University of North Carolina, Chapel Hill, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, fleet maintenance, human resources, and potable water production and distribution.

The scope and purpose of the North Carolina Benchmarking Project includes:

- Developing methods that North Carolina’s cities can use in their efforts to measure, assess and improve the performance and costs of public services and test and refine these methods by applying them to a select group of local government services
- Producing reliable data that the participating local jurisdictions can use in assessing the performance and costs of the services studied in the project
- Providing information to help local governments identify performance benchmarks as well as innovative or improved methods of service delivery
- Identifying and adopting best practices

By participating in the Benchmarking Project, local governments have comparative performance and cost data to track their performance and costs in relation to other local governments along with their own historical performance and cost data. By using this information, local governments strive to provide services more efficiently and cost-effectively to the citizens we serve.

### **Performance Measurement as Standard Management Practice in Salisbury**

The City of Salisbury has committed to continuing in the North Carolina Benchmarking Project in FY2010-11 and beyond.

# Salisbury

# Residential Refuse Collection

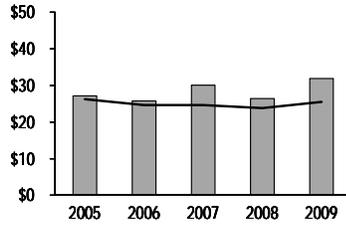
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2005 through 2009

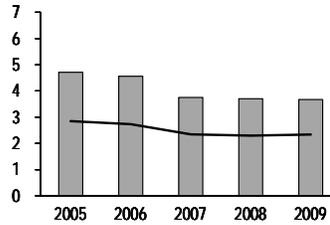
## RESOURCE Measures

**Residential Refuse Collection Costs per Capita**



Salisbury	\$27.20	\$25.78	\$30.10	\$26.46	\$31.91
Average	\$26.26	\$24.68	\$24.65	\$23.83	\$25.55

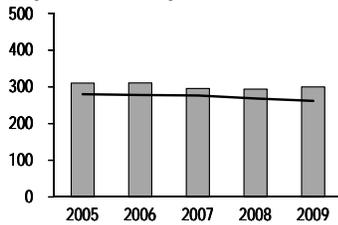
**Residential Refuse Collection FTEs per 10,000 Population**



Salisbury	4.71	4.56	3.75	3.71	3.67
Average	2.85	2.74	2.34	2.30	2.34

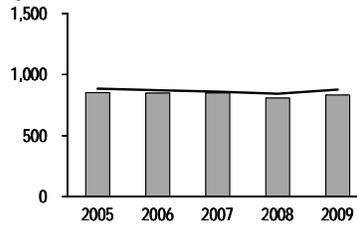
## WORKLOAD Measures

**Residential Refuse Tons per 1,000 Population**



Salisbury	310	311	295	293	300
Average	280	278	276	268	261

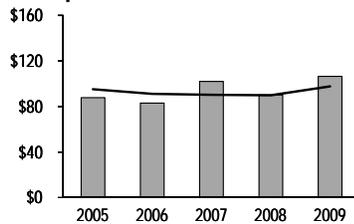
**Residential Refuse Tons per 1,000 Collection Points**



Salisbury	853	849	850	808	833
Average	885	872	860	843	878

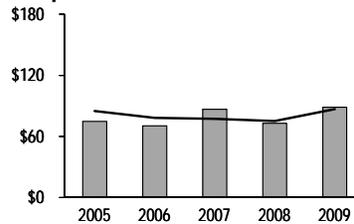
## EFFICIENCY Measures

**Residential Refuse Collection Cost per Ton Collected**



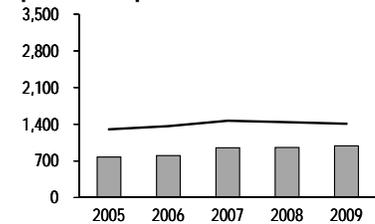
Salisbury	\$88	\$83	\$102	\$90	\$107
Average	\$95	\$91	\$90	\$90	\$98

**Residential Refuse Collection Cost per Collection Point**



Salisbury	\$75	\$70	\$87	\$73	\$89
Average	\$85	\$78	\$77	\$75	\$87

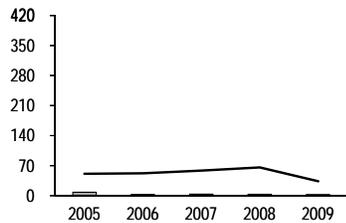
**Refuse Tons Collected per Municipal Collection FTE**



Salisbury	774	802	952	958	987
Average	1,304	1,365	1,467	1,439	1,409

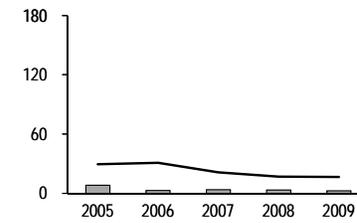
## EFFECTIVENESS Measures

**Complaints per 1,000 Collection Points**



Salisbury	8.2	2.9	3.7	3.5	2.6
Average	51.2	52.4	58.6	65.9	33.9

**Valid Complaints per 1,000 Collection Points**



Salisbury	8.2	2.9	3.7	3.4	2.6
Average	29.5	30.8	21.2	16.8	16.6

# Residential Refuse Collection

# Salisbury

## Fiscal Year 2008–09

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2008)	31,315	<p><b>Service Level and Delivery</b> Salisbury provides residential refuse collection service once per week at curbside. Backyard collection service is provided for disabled customers only. The city charges a monthly fee of \$4.09 for residential collection.</p> <p>The city employed three crews during FY 2008–09 with two driver-operators. Fifteen collection routes were used with an average of one nineteen-mile trip per route per day to the transfer station.</p> <p>Each resident has one ninety-five-gallon roll-out cart provided and paid for by the city. A second cart may be obtained. The city collected 9,380 tons of residential refuse during FY 2008–09 at a cost per ton of \$107. Not included in the cost per ton was a \$32 landfill tipping fee.</p> <p>Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from roll-out carts.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> Salisbury's total tons collected includes bulk trash, which is collected along with residential refuse and cannot be separated for reporting purposes.</p>
Land Area (Square Miles)	21.62	
Persons per Square Mile	1,448	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; little snow and ice	
Median Family Income (US Census 2000)	\$41,108	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	46.4%	
Operating Costs	37.3%	
Capital Costs	16.3%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 463,352	
Operating Costs	\$ 373,066	
Capital Costs	\$ 162,716	
TOTAL	\$ 999,134	
<b>SERVICE PROFILE</b>		
FTE Positions—Collection	9.50	
FTE Positions—Other	2.00	
Tons Collected	9,380	
Residential Customers (number represents collection points)	11,262	
Collection Location (backyard for disabled)	Curbside	
Collection Frequency	1 x week	
Size of Crews (most commonly used)	2 person	
Percentage of Service Contracted	0%	
Service Fee (monthly)	\$4.09	
Type of Equipment	3 packers	

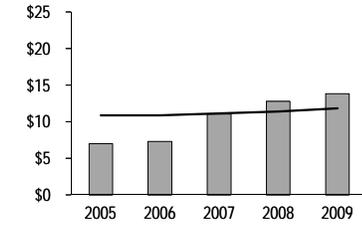
# Salisbury

# Household Recycling

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2005 through 2009

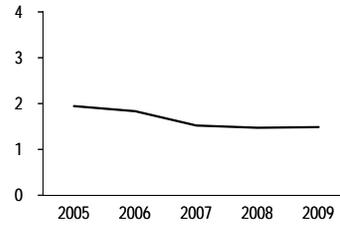
## RESOURCE Measures

**Recycling Services Cost per Capita**



Year	Salisbury	Average
2005	\$6.99	\$10.87
2006	\$7.29	\$10.89
2007	\$11.03	\$11.13
2008	\$12.79	\$11.40
2009	\$13.85	\$11.83

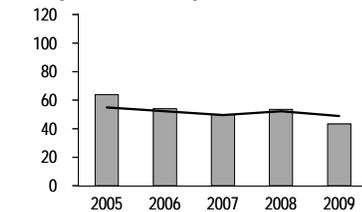
**Recycling Services FTEs per 10,000 Population**



Year	Average
2005	1.95
2006	1.83
2007	1.52
2008	1.47
2009	1.49

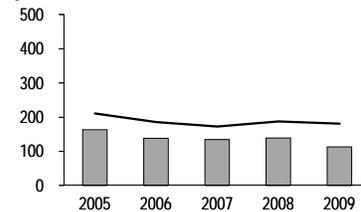
## WORKLOAD Measures

**Tons Recyclables Collected per 1,000 Population**



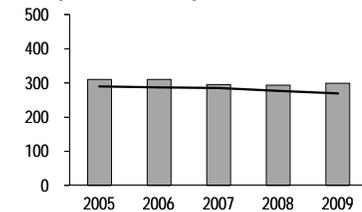
Year	Salisbury	Average
2005	64	55
2006	54	52
2007	50	50
2008	54	52
2009	43	49

**Tons Recyclables Collected per 1,000 Collection Points**



Year	Salisbury	Average
2005	164	211
2006	138	185
2007	134	172
2008	139	187
2009	113	181

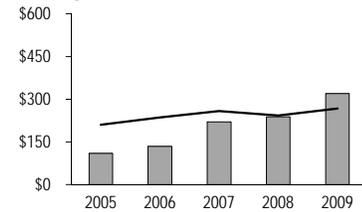
**Tons Solid Waste Landfilled per 1,000 Population**



Year	Salisbury	Average
2005	310	290
2006	311	287
2007	295	285
2008	293	276
2009	300	269

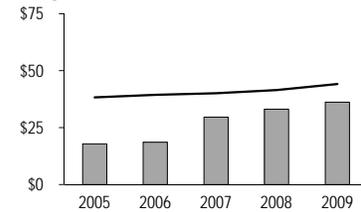
## EFFICIENCY Measures

**Recycling Services Cost per Ton Collected**



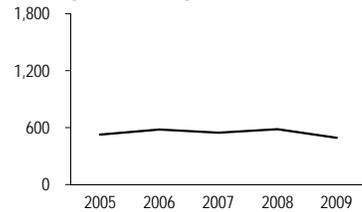
Year	Salisbury	Average
2005	\$110	\$211
2006	\$135	\$236
2007	\$221	\$258
2008	\$238	\$242
2009	\$320	\$268

**Recycling Services Cost per Collection Point**



Year	Salisbury	Average
2005	\$17.94	\$38.33
2006	\$18.59	\$39.48
2007	\$29.65	\$40.17
2008	\$33.17	\$41.51
2009	\$36.25	\$44.25

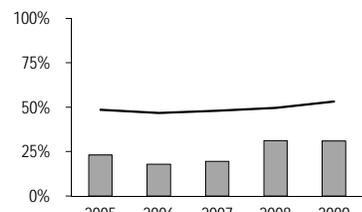
**Tons Collected Curbside per Municipal FTE**



Year	Salisbury	Average
2005	528	528
2006	580	580
2007	547	547
2008	585	585
2009	495	495

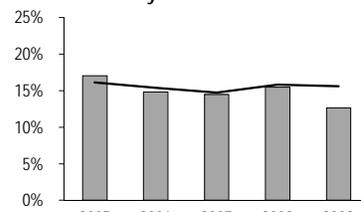
## EFFECTIVENESS Measures

**Community Set-Out Rate**



Year	Salisbury	Average
2005	23.2%	48.6%
2006	18.0%	46.8%
2007	19.5%	47.9%
2008	31.1%	49.6%
2009	31.0%	53.1%

**Tons Recycled as Percentage of Tons Refuse and Recyclables Collected**



Year	Salisbury	Average
2005	17.1%	16.1%
2006	14.8%	15.4%
2007	14.5%	14.7%
2008	15.5%	15.8%
2009	12.6%	15.6%

# Salisbury

## Household Recycling

Fiscal Year 2008–09

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2008)	31,315	<p><b>Service Level and Delivery</b> Salisbury provides once-a-week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of \$3.36 in FY 2008–09. The city provides and pays for the fourteen-gallon recycling bins that residents use. The city contracts 100 percent of its recycling program. Recyclables are sorted at the curb by the contractor and taken to the county recycling site.</p> <p>The recyclable materials collected include</p> <ul style="list-style-type: none"> <li>• glass (all colors)</li> <li>• newspaper</li> <li>• magazines and catalogs</li> <li>• mixed paper and mail</li> <li>• telephone books</li> <li>• cardboard—broken down and cereal boxes</li> <li>• plastics—No. 1 and No. 2</li> <li>• aluminum cans</li> <li>• steel cans</li> </ul> <p><b>Conditions Affecting Service, Performance, and Costs</b> The set-out rate was reported monthly by the contractor. The city reserves the right to conduct unannounced follow-up inspections of the collection process.</p>
Land Area (Square Miles)	21.62	
Persons per Square Mile	1,448	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; Some snow and ice	
Median Family Income (US Census 2000)	\$41,108	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	0.0%	
Operating Costs	100.0%	
Capital Costs	0.0%	
<b>TOTAL</b>	<b>100.0%</b>	
Cost Breakdown in Dollars		
Personal Services	\$ -	
Operating Costs	\$ 433,813	
Capital Costs	\$ -	
<b>TOTAL</b>	<b>\$ 433,813</b>	
<b>SERVICE PROFILE</b>		
FTE Positions—Collection	0.0	
FTE Positions—Other	0.0	
Tons Collected	1,356	
Collection Points	11,967	
Collection Location	Curbside	
Collection Frequency	1 x week	
Number of City Drop-off Centers	0	
Percentage of Service Contracted	100%	
Revenue from Recycling	\$0	
Revenue as Percentage of Cost	NA	

# Salisbury

# Yard Waste/Leaf Collection

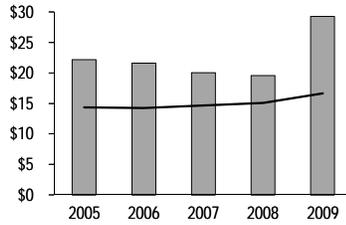
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2005 through 2009

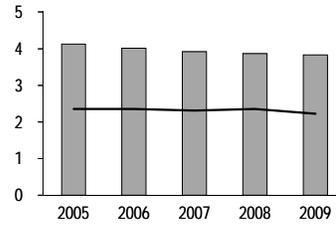
## RESOURCE Measures

**Yard Waste and Leaf Collection Costs per Capita**



Salisbury	\$22.18	\$21.60	\$20.07	\$19.60	\$29.29
Average	\$14.34	\$14.23	\$14.65	\$15.10	\$16.66

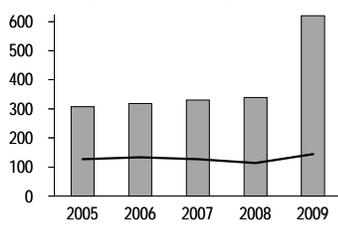
**Yard Waste and Leaf Collection FTEs per 10,000 Population**



Salisbury	4.1	4.0	3.9	3.9	3.8
Average	2.4	2.4	2.3	2.4	2.2

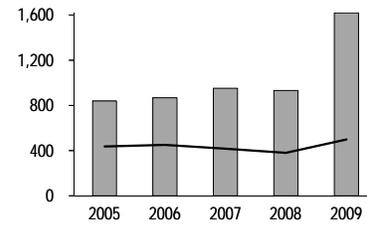
## WORKLOAD Measures

**Yard Waste and Leaf Tons Collected per 1,000 Population**



Salisbury	307	318	331	339	621
Average	127	134	127	114	145

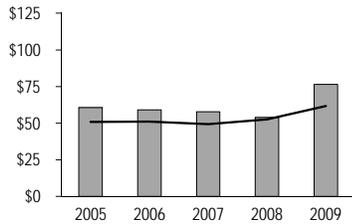
**Yard Waste and Leaf Tons Collected per 1,000 Collection Points**



Salisbury	840	869	953	934	1619
Average	438	453	417	381	499

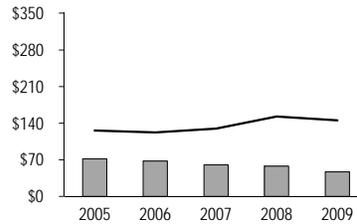
## EFFICIENCY Measures

**Yard Waste and Leaf Collection Cost per Collection Point**



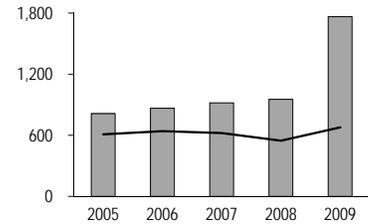
Salisbury	\$61	\$59	\$58	\$54	\$76
Average	\$51	\$51	\$49	\$53	\$62

**Yard Waste and Leaf Collection Cost per Ton Collected**



Salisbury	\$72	\$68	\$61	\$58	\$47
Average	\$126	\$123	\$130	\$153	\$145

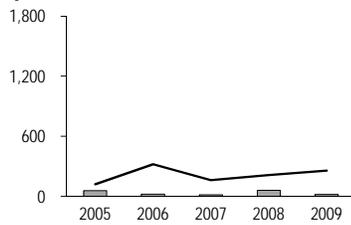
**Yard Waste and Leaf Tons Collected per Collection FTE**



Salisbury	815	868	921	956	1767
Average	610	642	625	547	680

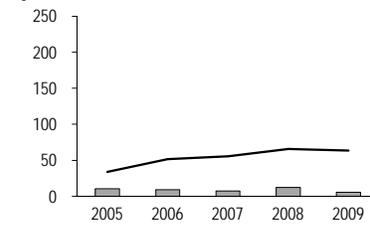
## EFFECTIVENESS Measures

**Collection Complaints per 10,000 Collection Points**



Salisbury	56	23	17	60	18
Average	119	320	163	214	258

**Valid Complaints per 10,000 Collection Points**



Salisbury	11	9	8	12	6
Average	34	52	55	66	64

# Salisbury

## Yard Waste/Leaf Collection

Fiscal Year 2008–09

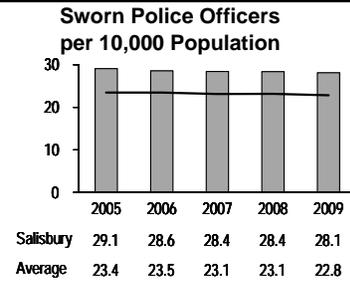
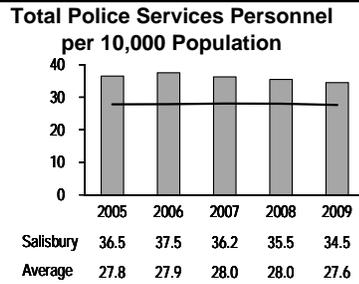
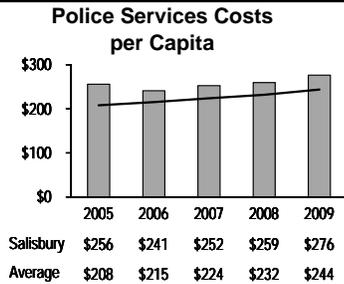
MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2008)	31,315	<p><b>Service Level and Delivery</b> Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.</p> <p>The city uses from two to three two-person crews, each consisting of a driver and laborer, on packer trucks for yard waste collection. One to two additional two-member crews operating two knuckleboom trucks collect large brush piles and limbs. One supervisor patrols the routes throughout the day, coordinating pick-ups, and responding to citizen requests.</p> <p>Loose leaves are collected from curbside during leaf season, which runs from mid-October through March. Loose leaves are collected every third week during leaf season. Bagged leaves are collected as part of the weekly yard waste program.</p> <p>One to seven crews, each composed of an operator, a street maintenance worker, and a seasonal worker, are used for the annual leaf collection program.</p> <p>The city did not charge a fee for its yard waste collection program during FY 2008–09.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b></p>
Land Area (Square Miles)	21.62	
Persons per Square Mile	1,448	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; some snow and ice	
Median Family Income (US Census 2000)	\$41,108	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	51.8%	
Operating Costs	28.7%	
Capital Costs	19.5%	
<b>TOTAL</b>	<b>100.0%</b>	
Cost Breakdown in Dollars		
Personal Services	\$ 475,307	
Operating Costs	\$ 262,930	
Capital Costs	\$ 178,878	
<b>TOTAL</b>	<b>\$ 917,115</b>	
<b>SERVICE PROFILE</b>		
FTE Positions—Collection	11.00	
FTE Positions—Other	1.00	
Collection Points		
Yard Waste	12,000	
Leaves	12,000	
Tons Collected		
Yard Waste	17,241	
Leaves	2,192	
<b>Total</b>	<b>19,433</b>	
Collection Frequency		
Yard Waste	1 x week	
Bagged Leaves	1 x week	
Loose Leaves (seasonal collection)	1 x 3 weeks	
Service Fee	No	

# Salisbury

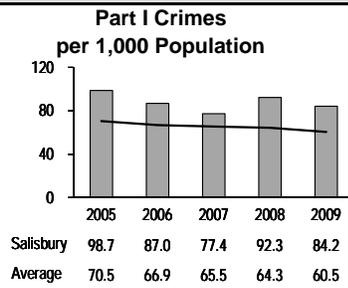
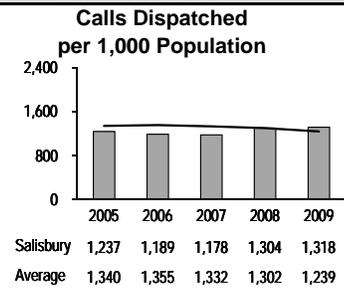
# Police Services

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2005 through 2009

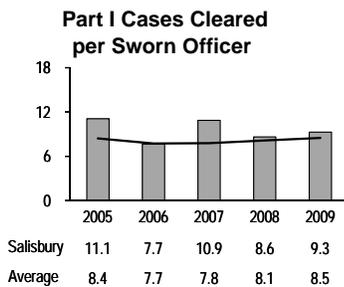
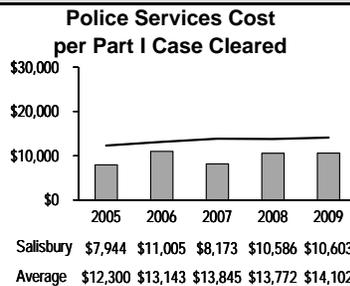
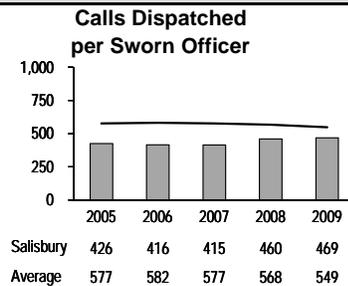
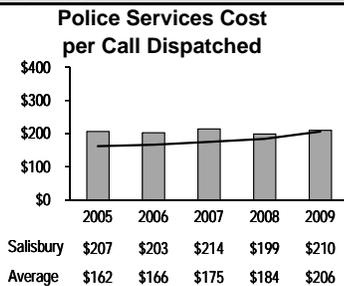
## RESOURCE Measures



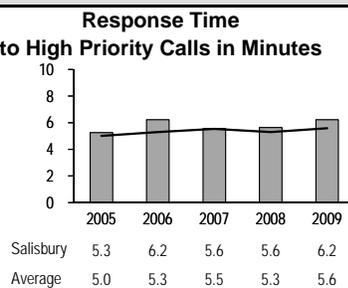
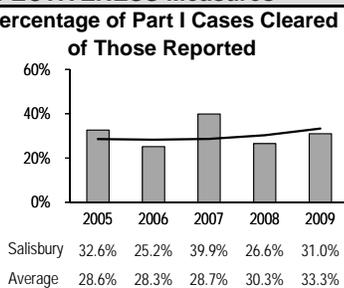
## WORKLOAD Measures



## EFFICIENCY Measures



## EFFECTIVENESS Measures



# Salisbury

## Police Services

Fiscal Year 2008–09

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2008)	31,315	<p><b>Service Level and Delivery</b> Salisbury's police department provides an array of police services, including patrol, investigations, traffic, canine, special response, bicycle patrol, drug enforcement units, animal control, a school program, and other programs.</p> <p>The city had eighty-eight sworn officer positions authorized for FY 2008–09, with an average length of service of 9.8 years. The police department is located in a two-story facility and also has two substations. One substation is located in a neighborhood and one substation is office space located at Rowan Regional Medical Center.</p> <p>Uniformed officers work a variety of shift schedules. The most common schedule is one twelve-hour shift, with two days on and two off, three days on and two off, and then two days on and three off. A few officers work 10.5 hour shifts, with four days on and three off. This 10.5 hour shift serves as flex coverage during the day's heaviest call volume period and can be moved according to departmental need.</p> <p>Officers are assigned a vehicle when hired and are allowed to take it home if they live within Rowan County. If they live within Rowan County but beyond five miles of the city limits, they have to reimburse the city for the cost of mileage in excess of the five miles.</p> <p>The police department was successful in clearing a total of 816 Part I cases in FY 2008–09.</p> <p>The city defines high priority emergency calls as those crimes that are in progress, life threatening, or potentially life threatening circumstances.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.</p>
Land Area (Square Miles)	21.62	
Persons per Square Mile	1,448	
County	Rowan	
Median Family Income (US Census 2000)	\$41,108	
Unemployment Rate (ESC-08)	9.5%	
Part I Crimes Reported		
Homicide	5	
Rape	13	
Robbery	144	
Assault	153	
Burglary	489	
Larceny	1,660	
Auto Theft	158	
Arson	14	
TOTAL	2,636	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	66.4%	
Operating Costs	24.2%	
Capital Costs	9.5%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 5,740,688	
Operating Costs	\$ 2,089,483	
Capital Costs	\$ 821,549	
TOTAL	\$ 8,651,720	
<b>SERVICE PROFILE</b>		
FTE Positions—Sworn	88.0	
FTE Positions—Other	20.0	
Part I Crimes Cleared		
Persons	126	
Property	690	
Total	816	
Reporting Format	IBR	
Part II Crimes Reported	2,703	
Number of Calls Dispatched	41,261	
Traffic Accidents	2,190	
Property Damage	NA	

# Salisbury

# Emergency Communications

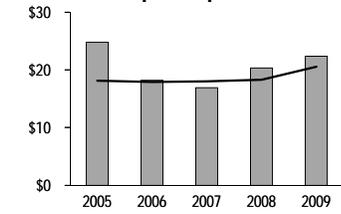
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2005 through 2009

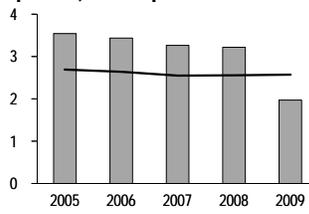
## RESOURCE Measures

**Emergency Communications Services Costs per Capita**



Year	Salisbury	Average
2005	\$24.78	\$18.11
2006	\$18.20	\$17.89
2007	\$16.89	\$18.04
2008	\$20.33	\$18.32
2009	\$22.40	\$20.56

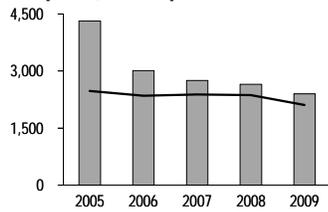
**Emergency Communications FTEs per 10,000 Population**



Year	Salisbury	Average
2005	3.54	2.69
2006	3.44	2.64
2007	3.26	2.55
2008	3.22	2.56
2009	1.97	2.58

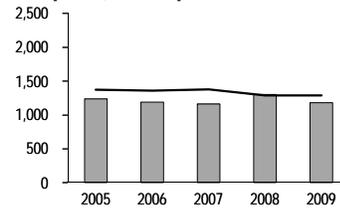
## WORKLOAD Measures

**Total Calls Answered per 1,000 Population**



Year	Salisbury	Average
2005	4,312	2,474
2006	3,011	2,347
2007	2,747	2,382
2008	2,649	2,369
2009	2,396	2,109

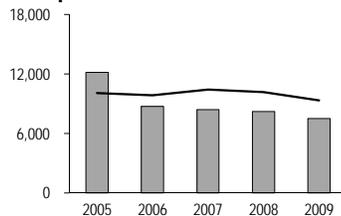
**Calls Dispatched per 1,000 Population**



Year	Salisbury	Average
2005	1,237	1,372
2006	1,189	1,361
2007	1,162	1,377
2008	1,303	1,288
2009	1,179	1,292

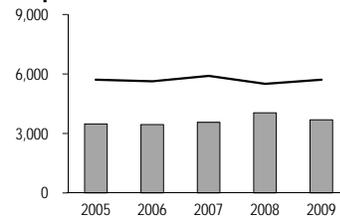
## EFFICIENCY Measures

**Calls Answered per Telecommunicator**



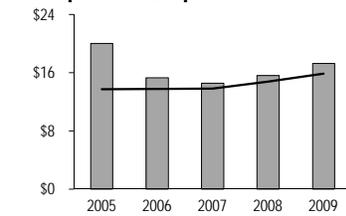
Year	Salisbury	Average
2005	12,167	10,081
2006	8,748	9,848
2007	8,414	10,431
2008	8,219	10,164
2009	7,502	9,338

**Calls Dispatched per Telecommunicator**



Year	Salisbury	Average
2005	3,490	5,723
2006	3,456	5,627
2007	3,559	5,907
2008	4,042	5,505
2009	3,693	5,723

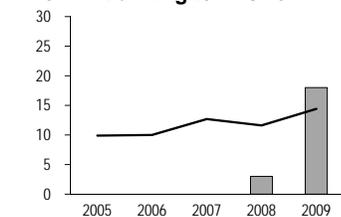
**Emergency Services Cost per Call Dispatched**



Year	Salisbury	Average
2005	\$20.03	\$13.75
2006	\$15.31	\$13.78
2007	\$14.54	\$13.83
2008	\$15.61	\$14.77
2009	\$17.29	\$15.87

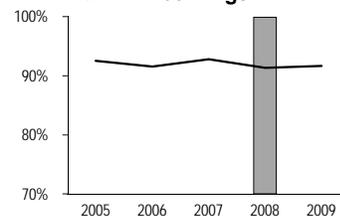
## EFFECTIVENESS Measures

**Number of Seconds from Initial Ring to Answer**



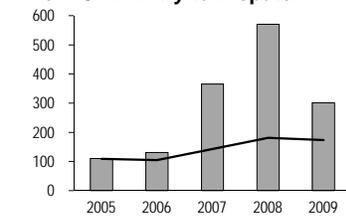
Year	Salisbury	Average
2005	10	10
2006	10	10
2007	13	13
2008	3	12
2009	18	14

**Percent of Calls Answered within Three Rings**



Year	Salisbury	Average
2005	93%	93%
2006	92%	92%
2007	93%	93%
2008	100%	91%
2009	92%	92%

**Average Time in Seconds from CAD Entry to Dispatch**



Year	Salisbury	Average
2005	110	109
2006	131	105
2007	365	143
2008	570	181
2009	301	173

# Emergency Communications

# Salisbury

## Fiscal Year 2008–09

MUNICIPAL PROFILE	EXPLANATORY INFORMATION
Population (OSBM 2008) 31,315	<p><b>Service Level and Delivery</b>                      The emergency communications center is located in the police department and processes 911 emergency and nonemergency calls. Fire and EMS calls are handled by Rowan County. Many of the calls come directly to the center. Others from city residents go initially to the Rowan County communications center and are immediately switched to the city's police communications center. The city's center operates twenty-four hours a day, seven days a week.</p>
Land Area (Square Miles) 21.62	
Persons per Square Mile 1,448	
County Rowan	
Median Family Income (US Census 2000) \$41,108	
Unemployment Rate (ESC-08) 9.5%	<p>The city owns its communications equipment, including infrastructure. The system is a Motorola 800 MHz trunked Smartnet system with a single, twenty-channel analog site and two GHz microwave sites.</p>
Population Growth (OMB 2000–2008) 18.3%	
<b>FULL COST PROFILE</b>	
Cost Breakdown by Percentage	
Personal Services 71.8%	<p>Salisbury's communication center reported total incoming calls of 75,021 for FY 2008–09, dispatching 36,930 of them. The city defines highest priority emergency calls as crimes in progress and calls involving injury or imminent injury to a person.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b>                      Salisbury was unable to provide data for some of the effectiveness measures given the structure of its database.</p> <p>The money collected from the E-911 fee in Salisbury all goes to Rowan County.</p>
Operating Costs 23.2%	
Capital Costs 5.0%	
<b>TOTAL 100.0%</b>	
Cost Breakdown in Dollars	
Personal Services \$ 458,181	
Operating Costs \$ 148,088	
Capital Costs \$ 32,085	
<b>TOTAL \$ 638,354</b>	
<b>SERVICE PROFILE</b>	
FTE Positions	
Telecommunicators/Call-takers 10.0	
Other 0.0	
Total Incoming Calls 75,021	
Total 911 Calls 13,968	
Total Calls Dispatched 36,930	
E-911 Fee Yes	
Revenue from Fee NA	

# Salisbury

# Asphalt Maintenance and Repair

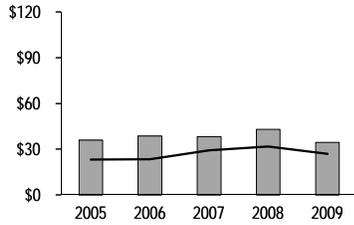
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2005 through 2009

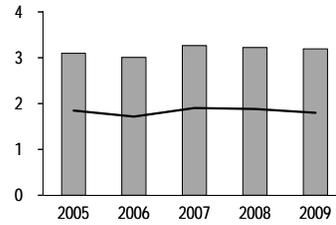
## RESOURCE Measures

**Asphalt Maintenance and Repair Services Costs per Capita**



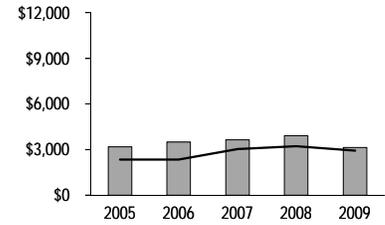
Salisbury	\$35.89	\$38.71	\$38.23	\$42.94	\$34.45
Average	\$23.23	\$23.29	\$29.31	\$31.78	\$26.95

**Asphalt Maintenance and Repair FTEs per 10,000 Population**



Salisbury	3.10	3.01	3.26	3.22	3.19
Average	1.85	1.72	1.91	1.89	1.80

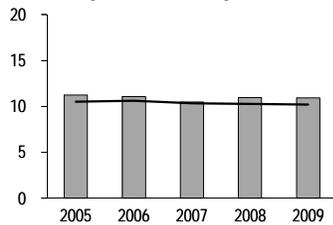
**Service Costs per Lane Mile of Road Maintained**



Salisbury	\$3,194	\$3,502	\$3,646	\$3,922	\$3,154
Average	\$2,347	\$2,355	\$3,031	\$3,227	\$2,941

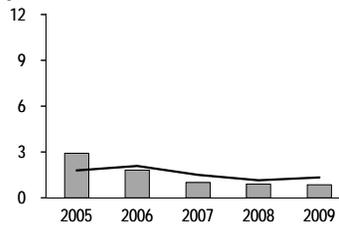
## WORKLOAD Measures

**Number of Lane Miles Maintained per 1,000 Population**



Salisbury	11.2	11.1	10.5	10.9	10.9
Average	10.5	10.6	10.3	10.3	10.2

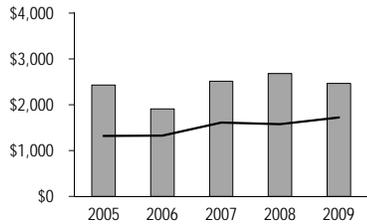
**Reported Pot Holes per Lane Mile Maintained**



Salisbury	2.93	1.83	1.00	0.91	0.87
Average	1.80	2.10	1.51	1.16	1.35

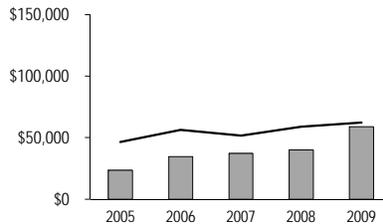
## EFFICIENCY Measures

**Cost of Maintenance per Lane Mile Maintained**



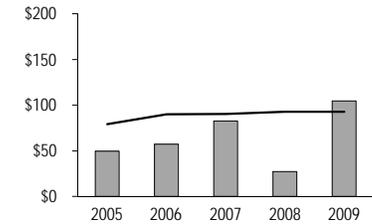
Salisbury	\$2,430	\$1,913	\$2,514	\$2,685	\$2,466
Average	\$1,324	\$1,330	\$1,614	\$1,576	\$1,724

**Resurfacing Cost per Lane Mile Resurfaced**



Salisbury	\$23,353	\$34,511	\$37,107	\$40,002	\$58,837
Average	\$46,384	\$56,197	\$51,503	\$58,824	\$62,110

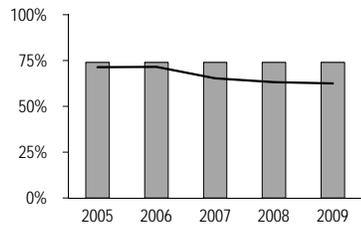
**Cost per Ton for Contract Resurfacing**



Salisbury	\$50	\$57	\$83	\$27	\$105
Average	\$79	\$90	\$90	\$93	\$93

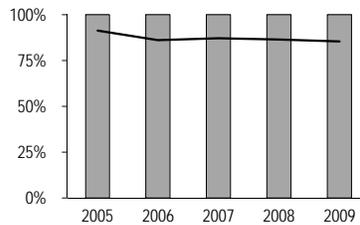
## EFFECTIVENESS Measures

**Street Segments Rated 85 Percent or Better**



Salisbury	74%	74%	74%	74%	74%
Average	71%	72%	65%	63%	63%

**Percentage of Pot Holes Repaired within 24 hours**



Salisbury	100%	100%	100%	100%	100%
Average	91%	86%	87%	87%	85%

# Asphalt Maintenance and Repair

# Salisbury

## Fiscal Year 2008–09

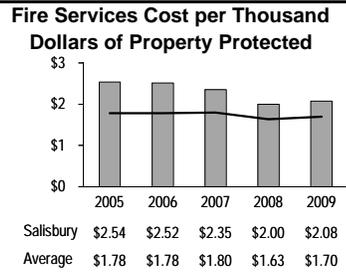
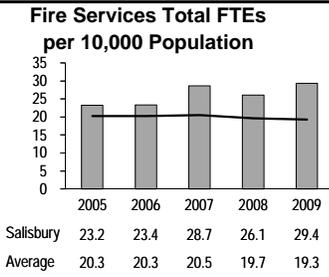
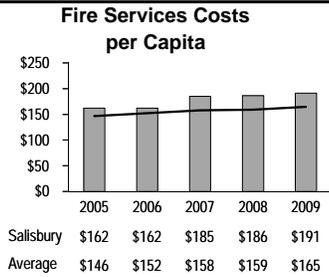
MUNICIPAL PROFILE	EXPLANATORY INFORMATION	
Population (OSBM 2008) 31,315	<p><b>Service Level and Delivery</b> The City of Salisbury was responsible for maintaining 342.1 lane miles during FY 2008–09.</p> <p>The city resurfaced four lane miles, equating to approximately 1.2 percent of total lane miles. A total of 2,250 tons of asphalt was used during the fiscal year by contractors for resurfacing projects. The average resurfacing depth used by the contractor was 1.5 inches.</p> <p>The city reported that 74 percent of its street segments rated 85 percent or above on its most recent rating conducted in the year 2005. The city used ITRE as its rating system.</p> <p>The number of potholes reported for FY 2008–09 was 298. The percentage of potholes repaired within twenty-four hours was 100 percent. The city reported a resurfacing cycle of fifteen years.</p>	
Land Area (Square Miles) 21.62		
Persons per Square Mile 1,448		
Topography Gently rolling		
County Rowan		
Climate Moderate; some ice and snow		
Median Family Income (US Census 2000) \$41,108		
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage	<p><b>Conditions Affecting Service, Performance, and Costs</b> The high price of oil significantly increased the cost of asphalt used for resurfacing and repair work.</p>	
Personal Services 22.8%		
Operating Costs 44.0%		
Capital Costs 33.2%		
TOTAL 100.0%		
Cost Breakdown in Dollars		
Personal Services \$ 245,937		
Operating Costs \$ 474,917		
Capital Costs \$ 358,057		
TOTAL \$ 1,078,911		
<b>SERVICE PROFILE</b>		
FTE Positions—Crews 9.00		
FTE Positions—Other 1.00		
Lane Miles Maintained 342.1		
Lane Miles Resurfaced—Contract 4.00		
Lane Miles Resurfaced—City 0.00		
Total 4.00		
Tons of Asphalt Used—Resurfacing		
Contractor 2,250		
City Crews 0		
Cost of Repaving—Contract \$235,346		
Cost of Repaving—City Crews \$0		
Cost of Maintenance \$843,565		
Registered Vehicles 24,209		
Registered Vehicles/Square Mile 1,120		

# Salisbury

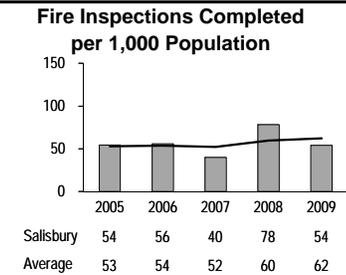
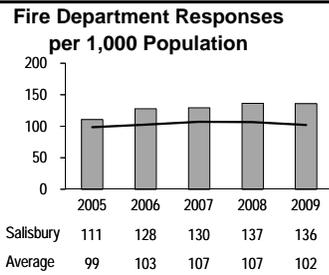
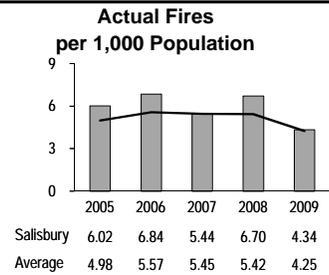
# Fire Services

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2005 through 2009

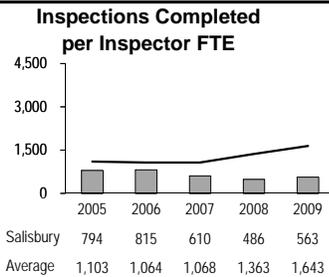
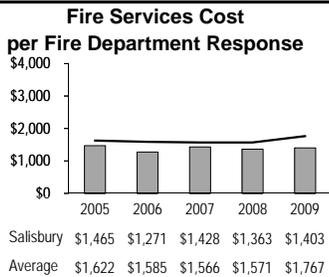
## RESOURCE Measures



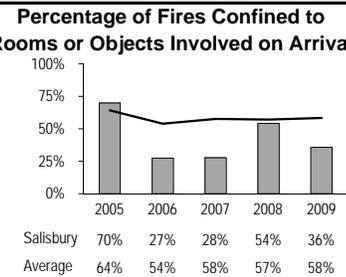
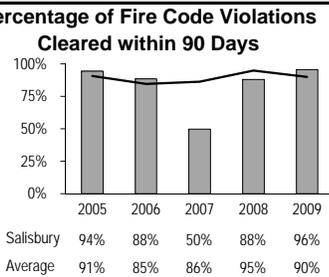
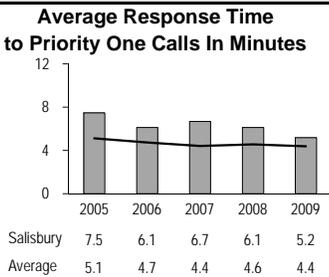
## WORKLOAD Measures



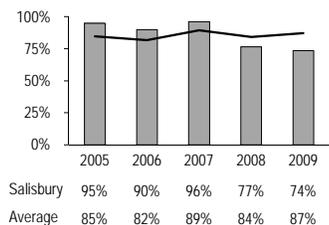
## EFFICIENCY Measures



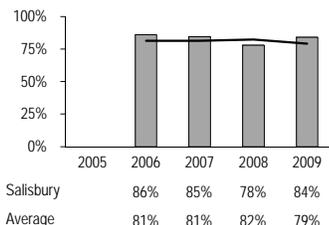
## EFFECTIVENESS Measures



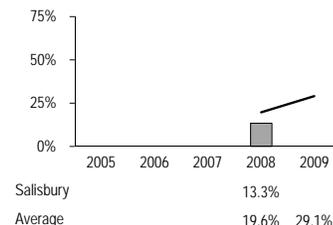
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



# Salisbury

Fiscal Year 2008–09

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	31,315	<p><b>Service Level and Delivery</b>                      The statement of purpose for the Salisbury Fire Department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in the community related to transportation or industry; to provide rescue services as needed and basic life support through an updated First Responder Program; and to work toward a more fire safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.</p>
Land Area Served (Square Miles)	21.6	
Persons Served per Square Mile	1,448	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; some ice and snow	
<b>FULL COST PROFILE</b>		<p>The fire department contained the following divisions: fire control, loss prevention, training, and logistics.</p> <p>The shift schedule for the fire department is twenty-four hours on and forty-eight hours off for three cycles. There are three shifts. Captains and firefighters get a twenty-four hour Kelley day plus four hours off for any twenty-eight-day cycle exceeding 212 hours worked. The city has some part-time personnel working to fill vacant spots on the shifts due to Kelley days. Salisbury now is a quint system of deployment and duty. The quint trucks combine the duties of an engine and a truck company into a single company.</p> <p>The city has an ISO rating of 2.</p> <p>The fire department in Salisbury reported 1,688 fire maintenance, construction, and reinspections conducted in FY 2008–09. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at thirty-day intervals. Fees are assessed at the third inspection.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b>                      The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p>
Cost Breakdown by Percentage		
Personal Services	64.5%	
Operating Costs	22.3%	
Capital Costs	13.2%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 3,857,607	
Operating Costs	\$ 1,335,873	
Capital Costs	\$ 786,514	
TOTAL	\$ 5,979,994	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	69.0	
FTE Positions—Other	23.0	
Fire Stations	4	
First-line Fire Apparatus		
Pumpers	1	
Aerial Trucks	0	
Quints	4	
Squads	0	
Rescue	0	
Other	2	
Fire Department Responses	4,263	
All Fire Responses	136	
Structural Fires Reported	44	
Estimated Fire Loss	\$1,027,072	
Amount of Property Protected	\$2,879,853,728	
Number of Fire Education Programs or Events	21	

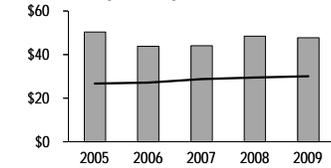
# Salisbury

# Fleet Maintenance

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2005 through 2009

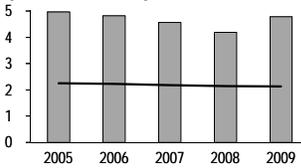
## RESOURCE Measures

**Fleet Maintenance Services Cost per Capita**



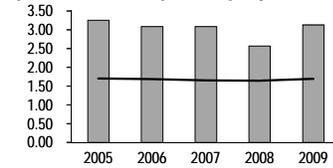
Year	Salisbury	Average
2005	\$50.44	\$26.82
2006	\$43.84	\$27.18
2007	\$44.13	\$28.81
2008	\$48.47	\$29.50
2009	\$47.79	\$30.06

**Fleet Maintenance FTEs per 10,000 Population**



Year	Salisbury	Average
2005	4.96	2.25
2006	4.82	2.22
2007	4.57	2.18
2008	4.19	2.15
2009	4.79	2.12

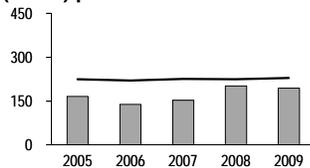
**Fleet Maintenance FTEs per 100 Municipal Employees**



Year	Salisbury	Average
2005	3.26	1.70
2006	3.08	1.69
2007	3.09	1.65
2008	2.57	1.64
2009	3.13	1.69

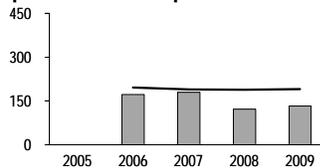
## WORKLOAD Measures

**Number of Vehicle Equivalent Units (VEUs) per Technician FTE**



Year	Salisbury	Average
2005	166	225
2006	139	221
2007	153	226
2008	202	225
2009	194	229

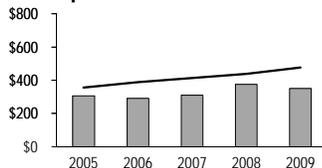
**Preventive Maintenances (PMs) Completed In-House per Tech FTE**



Year	Salisbury	Average
2005	172	196
2006	180	190
2007	122	190
2008	133	188
2009	133	190

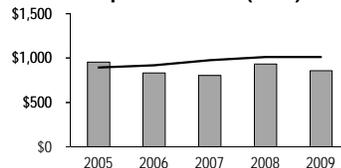
## EFFICIENCY Measures

**Fleet Maintenance Cost per Work Order**



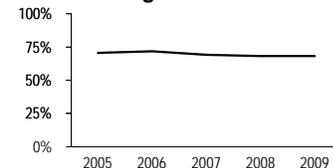
Year	Salisbury	Average
2005	\$306	\$355
2006	\$291	\$389
2007	\$309	\$413
2008	\$375	\$438
2009	\$351	\$476

**Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)**



Year	Salisbury	Average
2005	\$954	\$895
2006	\$834	\$917
2007	\$804	\$975
2008	\$932	\$1,013
2009	\$858	\$1,014

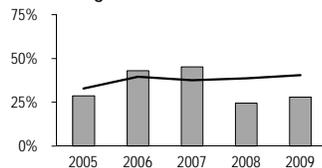
**Hours Billed as a Percentage of Total Hours**



Year	Salisbury	Average
2005	71%	71%
2006	72%	72%
2007	69%	69%
2008	68%	68%
2009	68%	68%

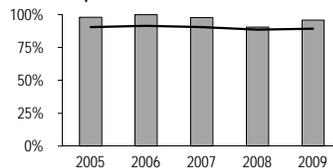
## EFFECTIVENESS Measures

**Preventive Maintenances (PMs) as a Percentage of All Work Orders**



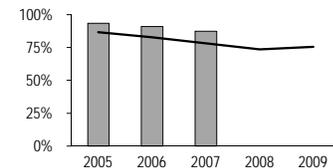
Year	Salisbury	Average
2005	29%	33%
2006	43%	40%
2007	45%	38%
2008	24%	39%
2009	28%	40%

**Percentage of Preventive Maintenances (PMs) Completed as Scheduled**



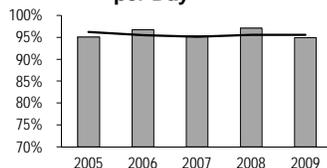
Year	Salisbury	Average
2005	98%	91%
2006	100%	92%
2007	98%	91%
2008	91%	89%
2009	96%	89%

**Percentage of Work Orders Completed within 24 Hours**



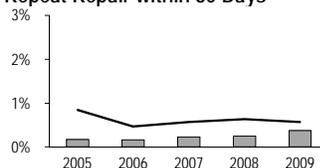
Year	Salisbury	Average
2005	93%	87%
2006	91%	83%
2007	87%	78%
2008	74%	74%
2009	76%	76%

**Percentage of Rolling Stock Available per Day**



Year	Salisbury	Average
2005	95%	96%
2006	97%	96%
2007	95%	95%
2008	97%	96%
2009	95%	96%

**Percentage of Work Orders Requiring Repeat Repair within 30 Days**



Year	Salisbury	Average
2005	0.17%	0.84%
2006	0.16%	0.47%
2007	0.23%	0.57%
2008	0.25%	0.63%
2009	0.38%	0.57%

# Salisbury

## Fleet Maintenance Fiscal Year 2008–09

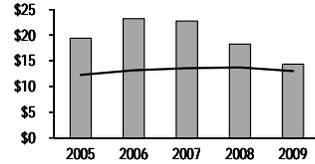
MUNICIPAL PROFILE		
Population (OSBM 2008)		31,315
Land Area (Square Miles)		21.62
Persons per Square Mile		1,448
County		Rowan
Topography		Gently rolling
Climate		Moderate
Rolling Stock Maintained	No.	Average age
Cars—Normal Usage	7	8.6 Years
Cars—Severe Usage	97	4.2 Years
Light Vehicles	166	7.2 Years
Medium Vehicles	20	11.6 Years
Heavy—Sanitation	10	4.4 Years
Heavy—Sewer	3	5.3 Years
Heavy—Fire Apparatus	14	18.1 Years
Heavy—Other	32	12.7 Years
Trailed Equipment	86	13.4 Years
Off-road/Construction/Tractors	88	10.3 Years
Buses	10	11.0 Years
Total	533	
Vehicle Equivalent Units (VEUs)		1,745
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services		47.5%
Operating Costs		47.0%
Capital Costs		5.6%
TOTAL		100.0%
Cost Breakdown in Dollars		
Personal Services	\$	710,502
Operating Costs	\$	702,726
Capital Costs	\$	83,228
TOTAL	\$	1,496,456
SERVICE PROFILE		
FTE Positions—Technician		9.0
FTE Positions—Other		6.0
Work Bays		14
Average Rolling Stock Units Available Per Day		506
Hours Billed		NA
Work Orders		4,265
Repeat Repairs within 30 Days		16
Work Orders Completed within 24 hours		NA
Preventive Maintenance (PMs)		1,193
PMs Completed as Scheduled		1,145

EXPLANATORY INFORMATION	
<b>Service Level and Delivery</b>	Fleet Maintenance is a division of the Public Services Department and operates the fleet and transit shops. All activities in this operation were accounted for in Salisbury's general fund.
	There is no markup on any parts sold or sublet work performed on city vehicles. However for work done on vehicles owned by other local governments such as the county, the city charges for labor and includes a markup on parts and sublet work.
	The following services were contracted out during FY 2008–09: <ul style="list-style-type: none"> <li>• body work</li> <li>• exhaust system repairs</li> <li>• towing</li> </ul>
	In addition to maintenance responsibilities for the city's rolling stock, the fleet maintenance division also maintains vehicles for Rowan County and two trolleys for downtown Salisbury. The division also has responsibility for equipment including generators, water pumps, hydraulic power units, mowers, tamps, weed wackers, jack hammers, rescue equipment, air compressors, sidewalk sweepers, thermo plastic equipment, hydraulic hammers, pavement saws, chain saws, and other city equipment.
<b>Conditions Affecting Service, Performance, and Costs</b>	Vehicle Equivalent Units (VEUs) are a weighted measure of the maintenance effort associated with different classes of vehicles. A normal-use car is considered equal to one VEU. Vehicles such as fire trucks or police cars have higher VEUs reflecting greater expected levels of maintenance.
	In Salisbury the preventive maintenance completion standard for "percentage of PMs completed as scheduled" is within thirty days of scheduled maintenance or within defined mileage parameters.

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2005 through 2009

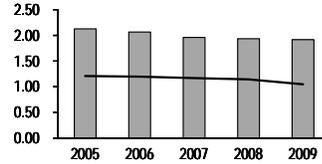
## RESOURCE Measures

**Human Resources Services Cost per Capita**



Salisbury \$19.42 \$23.25 \$22.79 \$18.29 \$14.36  
Average \$12.25 \$13.17 \$13.57 \$13.73 \$13.01

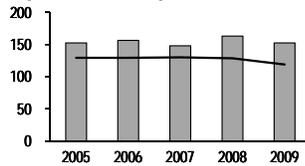
**Human Resources FTEs per 10,000 Population**



Salisbury 2.13 2.06 1.96 1.93 1.92  
Average 1.21 1.20 1.17 1.14 1.05

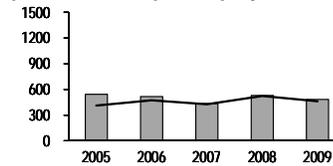
## WORKLOAD Measures

**Total Municipal FTEs per 10,000 Population**



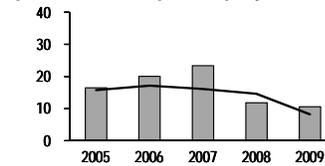
Salisbury 152 156 148 163 152  
Average 129 129 130 129 119

**Applications Processed per 100 Municipal Employees**



Salisbury 542 516 435 529 483  
Average 412 473 426 523 462

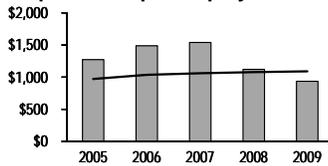
**Position Requisitions per 100 Municipal Employees**



Salisbury 16.5 20.0 23.4 11.9 10.6  
Average 15.8 17.2 16.1 14.6 8.3

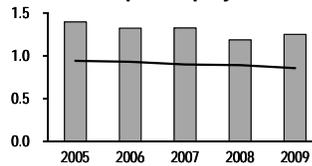
## EFFICIENCY Measures

**Human Resources Cost per Municipal Employee**



Salisbury \$1,274 \$1,488 \$1,541 \$1,121 \$937  
Average \$973 \$1,036 \$1,061 \$1,079 \$1,090

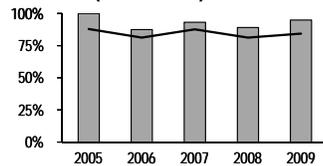
**Ratio of Human Resources Staff to 100 Municipal Employees**



Salisbury 1.40 1.32 1.32 1.19 1.25  
Average 0.94 0.93 0.90 0.89 0.86

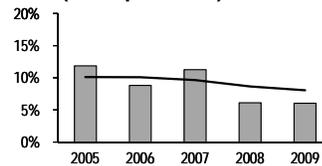
## EFFECTIVENESS Measures

**Probationary Period Completion Rate (New Hires)**



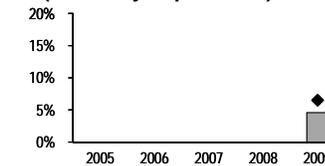
Salisbury 100% 88% 93% 89% 95%  
Average 88% 81% 88% 81% 84%

**Employee Turnover Rate (All Separations)**



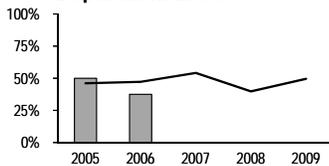
Salisbury 11.9% 8.8% 11.3% 6.1% 6.0%  
Average 10.1% 10.1% 9.7% 8.7% 8.1%

**Employee Turnover Rate (Voluntary Separations)**



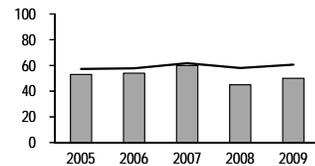
Salisbury 4.6%  
Average 6.5%

**Percentage of Grievances Resolved at Department Level**



Salisbury 50% 38% 0% 0% 0%  
Average 46% 47% 54% 40% 50%

**Average Days from Post Date to Hire Date (First Day of Employment)**



Salisbury 53 54 60 45 50  
Average 57 58 62 58 61

# Salisbury

## Central Human Resources

### Fiscal Year 2008–09

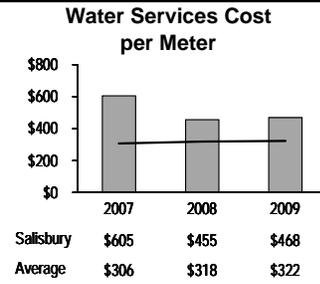
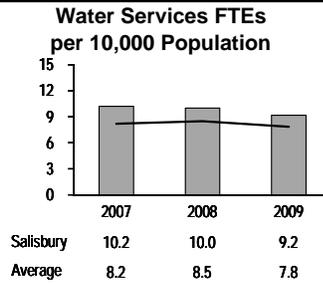
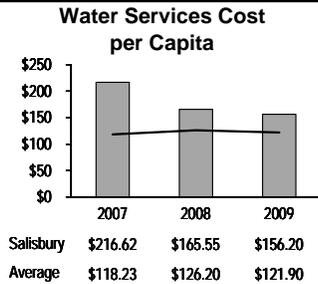
MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2008)	31,315	<p><b>Service Level and Delivery</b> The human resources function in Salisbury is a centralized unit that provides internal support and assistance with six staff members, including the director (administration, equal employment opportunity and grievance, and special investigations), an analyst II (benefits administration, HRIS, policy interpretation, and wellness), an analyst II (training and development), an analyst I (recruitment, compensation, classification, and position control), an analyst I (multiculturalism program), and a technician (applicant flow, administrative support, budget preparation, and corporate giving).</p> <p>The Human Resources Department has been the lead agency in the development of customer service provisions identified by the City Council as the top priority goal for the city.</p> <p>The city has a summer youth employment program that lasts for six weeks and had fifty-four positions.</p> <p>Salisbury completed one compensation study during FY 2008–09 covering 173 positions.</p> <p>The city's probationary period for new employees was six months for employees during FY 2008–09.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b></p>
Land Area (Square Miles)	21.62	
Persons per Square Mile	1,448	
Unemployment Rate (ESC-08)	9.5%	
County	Rowan	
Topography	Gently rolling	
Climate	Moderate	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	75.8%	
Operating Costs	24.2%	
Capital Costs	0.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 340,909	
Operating Costs	\$ 108,775	
Capital Costs	\$ -	
TOTAL	\$ 449,684	
<b>SERVICE PROFILE</b>		
FTE Positions		
Administration	1.00	
Generalist/Specialist	4.00	
Staff Support (Clerical)	1.00	
Total Authorized Workforce	480	
Authorized FTEs	477.5	
Number of Position Requisitions	51	
Employment Applications Processed	2,317	
Employee Turnover		
Voluntary Separations	22	
Involuntary Separations	7	
Total Separations	29	
Average Length of Service (Months)	119.0	
Formal Grievances Filed by Employees	4	
EEOC Complaints Filed	5	
Length of Probationary Employment Period	6 months	
Compensation Studies Completed	1	
Positions Studied	173	

# Salisbury

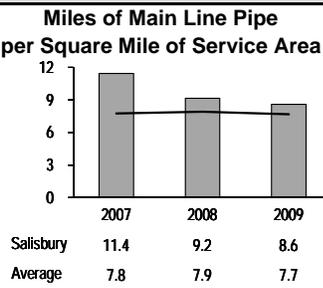
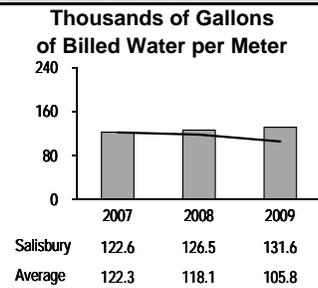
# Water Services

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2007 through 2009

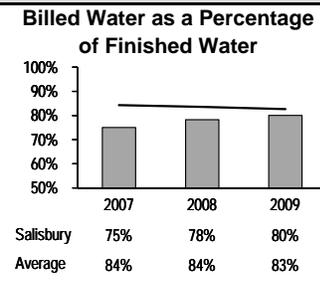
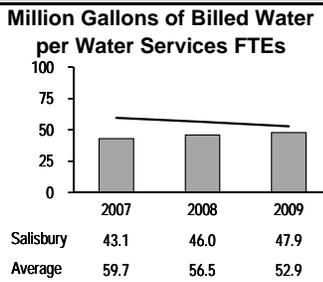
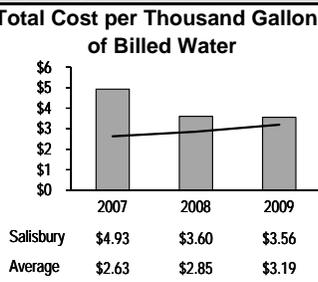
## RESOURCE Measures



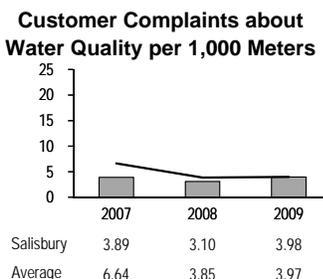
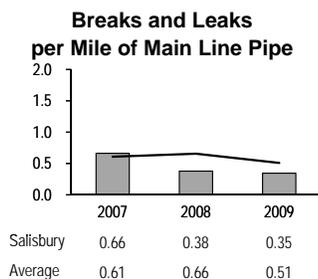
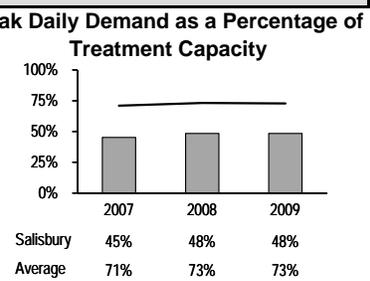
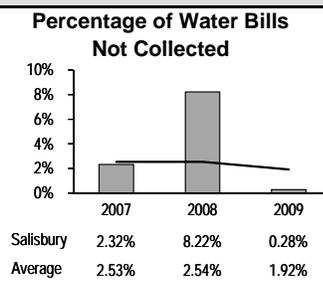
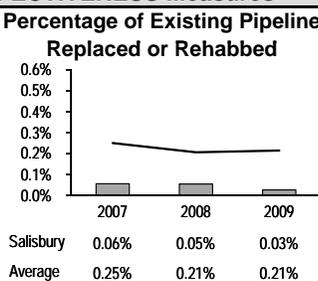
## WORKLOAD Measures



## EFFICIENCY Measures



## EFFECTIVENESS Measures



# Salisbury

Fiscal Year 2008–09

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Estimated Service Population	51,275	<p><b>Service Level and Delivery</b> The City of Salisbury provides water service through an enterprise fund department. This department is known as Salisbury-Rowan Utilities. The system covers 44.5 square miles and covers much of Rowan County. Approximately 51,000 people are served. The system was assembled during the late 1990s and early 2000s as the City of Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer, China Grove, Landis, and the City of Kannapolis.</p> <p>Water source for the system is the Yadkin River. The estimated safe yield for the system is 108 million gallons per day. The system has one treatment plant with a capacity of twenty-five million gallons per day. The plant uses an Actiflo pretreatment process followed by a conventional sedimentation and filtration treatment process.</p> <p>Water meters are read once per month. The system currently does not have any automatic remote read meters. The standard for meter replacement is fifteen years.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> Water Services is a new service area for the benchmarking project beginning with FY 2006–07.</p> <p>The costs of water service as captured here do not include debt service but do capture depreciation.</p>
Service Land Area (Square Miles)	44.5	
Persons per Square Mile	1,152	
County	Rowan	
Topography	Gently rolling	
Climate	Temperate; some ice and snow	
Median Family Income (US Census 2000)	\$41,108	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	28.1%	
Operating Costs	46.0%	
Capital Costs	26.0%	
<b>TOTAL</b>	<b>100.0%</b>	
Cost Breakdown in Dollars		
Personal Services	\$ 2,248,584	
Operating Costs	\$ 3,681,586	
Capital Costs	\$ 2,078,845	
<b>TOTAL</b>	<b>\$ 8,009,015</b>	
<b>SERVICE PROFILE</b>		
FTE Staff Positions		
Treatment Plant	8.0	
Line Crews	13.0	
Meter Readers	11.0	
Billing/Collection	4.5	
Other	10.5	
Number of Treatment Plants	1	
Total Treatment Capacity	25.0 MG	
Average Daily Demand	7.7 MG	
Miles of Mainline Pipe	383	
Average Age of Mainline Pipe	42 years	
Number of Breaks/Leaks	133	
Number of Water Meters	17,100	
Percent of Meters Read Automatically	0.0%	
Total Revenues Collected	\$10,500,000	

**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2010, AND ENDING JUNE 30, 2011.**

Be it ordained by the City Council of the City of Salisbury, North Carolina, as follows:

Section 1.     Appropriations

That for the expense of the City Government and its activities for the fiscal year beginning July 1, 2010, and ending June 30, 2011, the amounts in the following subsections, or so much of each as may be necessary, are hereby appropriated:

(1)     That for said fiscal year there is hereby appropriated out of the GENERAL FUND the following:

City Council	\$ 207,083
Management and Administration	1,007,407
Human Resources	832,513
Information Technologies	1,576,482
Management Services	1,656,650
Purchasing	144,263
Planning & Community Development	630,180
GIS	316,030
Development Services	483,828
Code Services	314,821
Facilities Management	531,560
Central City Buildings	261,200
Plaza	154,530
Police Services	1,579,108
Police Administration	539,154
Police Operations	5,461,021
Fire Department	5,189,900
Telecommunications	641,751
Traffic Operations	583,417
Street Lighting	508,525
Transportation	416,785
Engineering	949,705
Public Services - Administration	218,620
Streets	1,986,565
Cemetery	300,891
Solid Waste Management	1,634,157
Waste Management - Other	538,105
Landscape Operations	620,085
Hurley Park	128,992
Parks and Recreation	2,312,781
Fleet Management	888,205
Education	42,342
Debt Service	<u>1,243,112</u>
 TOTAL GENERAL FUND	 <u>\$ 33,899,768</u>

(2) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER FUND the following:

Utilities Mgt. and Administration	\$ 4,361,900
Plant Operations-Water Treatment	1,763,016
Systems Maintenance	3,535,103
Environmental Services	789,704
Plant Operations-Wastewater Treatment	2,949,516
Meter Services	633,792
Plants Maintenance	2,691,714
Water and Sewer Debt Service	<u>6,047,058</u>
TOTAL WATER AND SEWER FUND	<u>\$ 22,771,803</u>

(3) That for said fiscal year there is hereby appropriated out of the TRANSIT FUND for the purpose of operating Salisbury's Transit System, the sum of

\$ 1,059,540

(4) That for said fiscal year there is hereby appropriated out of the GENERAL FUND CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 3,012,669

(5) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 514,791

(6) That for said fiscal year there is hereby appropriated out of the FIBRANT COMMUNICATIONS FUND for the operating Salisbury's Fiber Optic Network, the sum of

\$ 3,317,547

(7) That for the 2010-11 Community Development Block Grant Entitlement there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes outlined within the grant, the sum of

\$ 405,518

(8) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 113,895

## Section 2. Revenue Estimates

The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 2010 and ending June 30, 2011:

General Fund:	
Taxes	\$ 22,357,181
Licenses and permits	359,336
Intergovernmental	4,912,931
Charges for services	2,921,906
Miscellaneous	374,280
Administrative charges	<u>2,774,134</u>
Total revenues	<u>\$ 33,899,768</u>

Transit Fund:	
Charges for services	\$ 93,500
Intergovernmental revenues	549,155
Miscellaneous	100
Other financing sources	416,785
Total revenues and other financing sources	<u>\$ 1,059,540</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,844,805
Miscellaneous	40,000
Other financing sources	1,127,864
Total revenues	<u>\$ 3,012,669</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 483,971
Miscellaneous	30,820
Total revenues	<u>\$ 514,791</u>
Fibrant Communications Fund:	
Operating revenues	\$ 1,595,188
Miscellaneous	27,665
Other financing sources	1,694,694
Total revenues	<u>\$ 3,317,547</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 335,518
Miscellaneous	70,000
Total revenue	<u>\$ 405,518</u>
Rental Rehab:	
Miscellaneous	\$ 113,895
Total revenue	<u>\$ 113,895</u>

Section 3. Tax Levy

There is hereby levied the following rates of Ad Valorem Tax on each one hundred dollars (\$100.00) valuation of taxable property, as listed for taxes as of January 1, 2010 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

General Fund:

(For the expense incident to the proper government of the City of Salisbury)

-- \$ .59

Municipal Service District:

(To promote, encourage and assist in the revitalization and economic health and stability of the downtown area)

-- \$ .16

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$ 2,979,587,057 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. Fees shown in Schedule B for items (t) Recycling fee, (u) Landfill fee, and (v) Waste Collection fee are subject to monthly adjustments based on increases for fuel surcharges from vendors. The City Manager is hereby authorized to make this adjustment monthly based on changes in contract prices from vendors providing these services.

Section 5. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2010 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 6. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 7. The City hereby adds a new category to its Privilege License Tax schedule for "Electronic Gaming Operations." "Electronic Gaming Operations" is any business enterprise, whether as a principal or an accessory use, where persons utilize electronic machines, including, but not limited to computers and gaming terminals, to conduct games of chance, including sweepstakes, and where cash, merchandise, or other items of value are redeemed or otherwise distributed, whether or not the value of such distribution is determined by electronic games played or by predetermined odds. The term includes, but is not limited to internet sweepstakes, internet sweepstakes café, video sweepstakes, or cybercafés, who have a finite pool of winners. This does not include any lottery endorsed by the State of North Carolina. The privilege license tax for this new category is \$500 per machine plus gross sales under the Merchant's tax fee schedule.

Section 8. Copies of this ordinance shall be furnished to the City's Management Services Director, to be kept on file by him, for his direction in the disbursement of City funds.

Section 9. The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:

	Fee
<b>ADMINISTRATION</b>	
Sale of Salisbury Code of Ordinances-soft back	\$238.64
Sale of Salisbury Code of Ordinances-hard back binder	\$274.64
Sale of Salisbury City Council meeting recording	\$5 per CD
Sale of Salisbury Code Supplement Updates	\$24.50 per set
Copy Machine Fee	\$0.10 per copy; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing
<b>ENGINEERING &amp; DEVELOPMENT SERVICES</b>	
<i>Development Services</i>	
Zoning Board of Adjustment:	
Administrative appeal	\$100
Variance	\$150

	Fee
Special Use Permit	\$250
Minor Site Plans (remodeling, additions, & signs)	\$10
Minor Site Plans (new principal structures & special sign overlays)	\$20
Major Site Plan Review	\$250
Payment in Lieu of Sidewalk Construction	\$22 per liner foot
<b><i>Engineering</i></b>	
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor plat	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$35
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
<b>COMMUNITY PLANNING SERVICES</b>	
Standards Manual (includes zoning and subdivisions)	\$20
Conditional District Petition or General Development Overlay:	
Adoption	\$500
Amendment Revisions	\$250
Revisions	\$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$250
Land Development Ordinance Text Amendment	\$250
<b><i>Geographic Information Systems</i></b>	
ESRI Authorized Training Courses	\$300 per person per day
Mobile GIS Using ArcPad	\$595 per person
Geoprocessing using ArcGIS ModelBuilder	\$300 per person per day
GIS Topic Workshop	\$50 per person, per day
Training Room Rental	\$50 per person, per day
<b><i>Code Enforcement</i></b>	
Nuisance abatement	Mobilization fee \$125 + \$50 for every hour or portion thereof
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$200 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500

**POLICE**

Copies (No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	\$0.10 per copy; minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Picket Permits	\$25
Handicapped Parking Violation	\$250
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
False Alarms (Security and Fire):	
First Two False Alarms in 12 Month Period	Free from 1st Date
False Alarms 3 - 5 within 12 month period	\$50 per Alarm
False Alarms 6 - 7 within 12 month period	\$100 per Alarm
False Alarms 8 - 9 within 12 month period	\$250 per Alarm
False Alarms 10 or more within 12 month period	\$500 per Alarm

**FIRE**

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy; minimum of \$1

**SPECIAL OPERATIONAL USE PERMITS**

Operational permits are required by the NC Fire Code to conduct the following types of operations. A permit fee will be charged for the following Special Operational Use Permits. These permits are not attached to normal procedures and are not covered under a General Inspection Use Permit or Fire Department Construction Permit. Tents and air supported structures requiring a construction permit will be included with the Special Operational Use Permit.

Blasting Permit:	
30 day permit	\$100
2 day permit (48 hours)	\$45
Burning Permit:	
Commercial	\$25
Residential	No charge
Exhibit and Trade Show	\$25
Festivals (fairs, carnivals, etc.)	
Large Festival:	\$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	\$200
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes and tents less than 700 sq. ft. exempt)	\$25

	Fee
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	\$500
7 day permit	\$200
Other Not Listed	\$25
After Hours Inspection (inspections conducted outside of normal work hours)	\$50
*Late Application Fee	\$50

\*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.

#### FIRE DEPARTMENT CONSTRUCTION PERMITS

Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. A permit fee will be charged for the following Fire Department Construction Permit. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.

Automatic Fire-Extinguishing System:	
Installation	\$60
Renovation/Modification	\$50
Automatic Sprinkler System:	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Standpipe System (Not part of a sprinkler system):	
Installation	\$50
Renovation/Modification	\$50
Fire Alarm and Detection System:	
(Includes devices tied into fire alarm system)	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Door Locking Devices:	
(Access-controlled egress, delayed egress, & special locking devices)	
Installation	\$60
Renovation/Modification	\$50
Two-way Communication System:	
(Area of Rescue Assistance)	
Installation	\$60
Renovation/Modification	\$50
Fire Pumps and Related Equipment:	
Installation	\$60
Renovation/Modification	\$50
Private Fire Hydrants (per unit):	
Installation	\$60
Renovation/Modification	\$50
Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)	
Abandon, Remove, Place Temporarily out of Service, or Close	\$50
Flammable and Combustible Liquids Storage Tanks:	
* Tank Installation- (per tank)	\$60
Removal or Place out of Service- (per tank)	\$50

\* If electrical circuitry is involved then an electrical permit must also be obtained from the Rowan County Building inspections Department

	Fee
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by Chapter 27 when amounts listed in Table 105.6.21 are exceeded.	\$60
<b>MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES</b>	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$50
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$100
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	
	\$50
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee
Building:	
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

**PUBLIC SERVICES**

***Traffic Operations Division***

Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

	Fee
Cut & remove existing curb & other material	\$5 LF
Cut & remove existing sidewalk (up to 5 ft wide)	\$5 LF
18-inch concrete curb & gutter	\$9 LF
24-inch concrete curb & gutter	\$12 LF
30-inch concrete curb & gutter	\$18 LF
24-inch concrete valley gutter	\$12 LF
2 ft driveway lip only	\$12 LF
6-inch x 2 ft driveway lip with gutter	\$19 LF
6-inch x 5 ft driveway lip with gutter	\$28 LF
4-inch concrete sidewalk	\$18 SY
6-inch concrete driveway for additional area	\$25 SY
Miscellaneous concrete patch	\$150 CY
Miscellaneous asphalt patch	\$30 SY
Install storm drain on right-of-way (owner supply pipe)	\$6 LF
Limbs and cuttings exceeding truck load per week	\$200/load paid in advance
<b><i>Fleet Management</i></b>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$55.60/hour
Repair of Hazardous Material Van:	
Labor	\$55.60/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
<b><i>Cemetery</i></b>	
Burial-adult	\$800
Burial-infant	\$400
Disinterment	\$800
Interments - two--one grave-adult	\$850
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$375
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 4:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends and holidays	\$300
Monument installation permit	\$20
Deed Change	\$20
Cemetery Lot Fee Schedule:	
Adult, City resident	\$700
Adult, non-City resident	\$900
Infant, City resident	\$400
Infant, non-City resident	\$600
<b><i>Landscape</i></b>	
Cooperative tree planting on public right-of-way	Actual cost of tree
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50 refundable

	Fee
<b>Transit</b>	
Individual Fares:	
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Handicapped & Senior Citizens)	\$0.50
40 Ride pass:	
Regular	\$35
Reduced	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

**PARKS & RECREATION**

Civic Center

Multi-purpose room & kitchen - for first eight hours each day, after eight hours - \$75/hour	\$400 + \$100 deposit/ \$250 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day, after eight hours: \$75/hour	\$450 + \$100 deposit/ \$250 if serving alcohol
Small meeting room only (per hour)	\$50 per hour + \$50 deposit

City Park \*

Arts & craft room	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Meeting room	\$40 per hour + \$75 deposit
Room A	\$40 per hour + \$75 deposit

Hall Gym

Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit

Lincoln Pool (two hour minimum)

Two lifeguards	\$50 per hour + \$50 deposit
Four lifeguards	\$75 per hour + \$50 deposit

Miller Center \*

Computer Lab	\$30 per hour + \$75 deposit
Multi-purpose room	\$70 per hour + \$75 deposit
Meeting room	\$40 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional

Note: \*Three (3) hour minimum for rentals during non-operational hours

Shelters & Gazebo Rentals:

Cannon Park Gazebo Rental	(Electricity Included)	\$150 security deposit;
	(only available for groups 40 or less)	\$50 (Refundable)

Shelter Reservation Fee:

8:00 AM - 12:00 Noon	\$10
1:00 PM - Close	\$10
All Day	\$20
Electricity - Additional (per shelter)	\$15

Advertising Fees

Salisbury Community Park	\$600 initial fee;
Salisbury Greenway	\$1000 - \$5000

	Fee
<b>Athletic Fields</b>	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
<b>Youth &amp; Adult Softball/Baseball</b>	
Flat Fee	\$12.50/ hr.
Additional per hour charge for lights	\$25
Field Prep Fee	\$40
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.)	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$500
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.)	\$150
1 day / 3 fields	\$600
2 day / 3 fields	\$1,200
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$40
<b>Soccer</b>	
Flat Fee	\$25/hr.
Field Prep Fee	\$45
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
<b>Football</b>	
Flat Fee	\$25/hr.
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
<b>Tennis</b>	
Reservation Fee	\$5
<b>Special Event Permits</b>	
1 Day	\$50
<b>Special Event Permits</b>	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day
<b>PARK AVE COMMUNITY CENTER *</b>	
Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)	
Non-profit organizations	\$40 per hour + \$50 deposit
Non-profit organizations / fund raiser	\$55 per hour + \$50 deposit
For profit organizations	\$70 per hour + \$50 deposit
<b>Arts &amp; Crafts Room</b>	
Room availabiltiy is subject to Park Ave. activities.	

Non-profit organizations

Fee  
\$30 per hour + \$50 deposit

For profit organizations

\$40 per hour + \$50 deposit

Note: \*Two (2) hour minimum for rentals

### **WEST END COMMUNITY CENTER**

Conference Room

\$50/hr

### **UTILITY ENGINEERING**

Engineering, Consulting, and Technical Services

Project Manager - Professional Engineer

\$100/hr

Civil Engineer

\$75/hr

Engineering Technician

\$50/hr

Construction Inspector

\$50/hr

Survey Field Crew (2 person)

\$75/hr

Clerical

\$25/hr

Set of Bid Documents, each

\$50

Utility Location Maps

Paper Document

\$15

Digital Format

CD Disk, each

\$20

DVD Disk, each

\$20

Engineering Plan Review Fee (Water Only)

\$200

Engineering Plan Review Fee (Sewer Only)

\$200

Field Inspection of Water Lines

\$1 per ft

Field Inspection of Sewer Lines

\$1 per ft

Xerox/blue prints:

On paper up to 4 ft in length

\$5

On mylar up to 4 ft in length

\$20

### **MANAGEMENT SERVICES**

Accounts Receivable (30 days past-due)

1.5% per month

Privilege License Gross Sales Schedule:

Sales not exceeding \$10,000

\$25

More than \$10,000 and not more than \$20,000

\$30

More than \$20,000 and not more than \$30,000

\$45

More than \$30,000 and not more than \$40,000

\$60

More than \$40,000 and not more than \$50,000

\$75

More than \$50,000 and not more than \$60,000

\$90

More than \$60,000 and not more than \$70,000

\$105

More than \$70,000 and not more than \$80,000

\$120

More than \$80,000 and not more than \$90,000

\$135

More than \$90,000 and not more than \$100,000

\$150

More than \$100,000

\$150 plus, per \$1,000 or  
portion thereof in excess  
of \$100,000 @ \$0.225

Maximum gross receipts cap other than those with a specific limit

\$3,000

All privilege licenses other than gross sales are calculated at maximum State allowed rate.

Copy machine fee

\$0.10 per copy;

minimum of \$1

\$1 extra for mailing

Copy of reports/files

Actual cost of supplies

and mailing

**TELECOMMUNICATIONS**

Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$100
Fleet Map Build	\$200
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$75
Repair (Hourly rate)	\$105
Hourly Travel Rate outside City Limits (from City Office Building)	\$60
Equipment Installation:	
Radio Dash Mount	\$75
Radio Dash Removal	\$25
Radio Remote Mount	\$125
Radio Remote Removal	\$35
Ambulance dual installation	\$240
Ambulance dual Removal	\$75
Camera Installation	\$150
Camera Removal	\$75
MDT Mount Installation	\$75
MDT Mount Removal	\$25
Modem Installation	\$75
Modem Removal	\$25
Wig Wag Installation	\$50
Wig Wag Removal	\$25
4 Corner Strobes Installation	\$125
4 Corner Strobes Removal	\$40
Flashlight Installation	\$20
Flashlight Removal	\$10
Charger Installation	\$40
Charger Removal	\$10
Light bar Installation	\$125
Light bar Removal	\$60
Siren Installation	\$75
Siren Removal	\$25

Parts

Actual Cost + 20%

**SCHEDULE A  
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water and/or dischargers of sewage \$150  
Residential owner-occupants including single family townhouses and condominiums shall be exempted.
- (b) Commercial, industrial, and institutional recipients \$150  
Local, state, and federal governments or agencies thereof shall be exempted.
- (c) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (d) Deposits shall be returned at termination of service less any unpaid rates and charges.

**SCHEDULE B  
METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
  - ¾” Water tap - SRU installed \$1,650
  - ¾” Water tap - Developer installed \$200
  - ¾” Water tap - Crescent \$600
- (b) One-inch residential water tap \$1,850
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1”, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
  - 4” Sewer tap - SRU Installed \$1,450
  - 4” Sewer tap – Developer Installed\*: \$250

\*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Reconnection fee for non-payment during business hours \$50  
Reconnection fee for non-payment after business hours \$100
- (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50  
Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (j) Testing meter if delivered to City facilities (per test) \$15
- (k) Field testing of meters: First test is free and each additional test within twelve months \$50
- (l) Unauthorized use of fire protection system \$100
- (m) Fire protection system testing (per test) \$50
- (n) Meter reinstallation charge (per meter) \$35
- (o) Inspection fee (per connection)
  - Water or sewer connection \$45
  - Backflow \$45
  - Re-inspection of either water, sewer, or backflow \$20
- (p) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.

- (q) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.
- (r) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check.
- (s) Lateral transfer fee \$1,450
- (t) Recycling fee \$3.45/Month
- (u) Landfill fee
  - (1) Residential (per container) \$4.09/Month
  - (2) Commercial (per container) \$7.62/Month
- (v) Waste collection fee
  - (1) Commercial (per container) \$10/Month
- (w) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (x) Locking Devices Cut or Damaged \$20
- (y) Damaged Meter Yokes shall be charged on the basis of labor, material, equipment, and overhead costs a then prevailing or established rates.

**SCHEDULE C  
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$3.95
	1" =	\$5.83
	1-1/2" =	\$8.95
	2" =	\$12.70
	3" =	\$24.58
	4" =	\$42.08
	6" =	\$90.20
	8" =	\$152.70
	10" =	\$240.20
	12" =	\$315.20
	16" =	\$627.70

Volume charge per 100 cubic feet:

Raw water	\$0.67
Finished, potable water	\$3.40
Rowan Power	\$1.75

**SCHEDULE D  
WATER SERVICE CHARGES FOR BULK RATE**

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

**SCHEDULE E  
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.35
	1" =	\$6.53
	1-1/2" =	\$10.15
	2" =	\$14.50
	3" =	\$28.28
	4" =	\$48.58
	6" =	\$104.40
	8" =	\$176.90
	10" =	\$278.40
	12" =	\$365.40
	16" =	\$727.90
Volume charge per 100 cubic feet		\$4.66
(2) Flat rate sewer charge		\$41.63

**SCHEDULE F  
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grand Creek Wastewater Plants:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred nineteen dollars and seventy-four cents (\$119.74) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of one-hundred eighty-three dollars and ten cents (\$183.10) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand six hundred ninety dollars and forty cents (\$1,690.40) per one thousand pounds.

Additionally, surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into the Second Creek Wastewater Treatment Plant:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of twenty-three dollars and seventy-six cents (\$23.76) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of one-hundred eighty-three dollars and ten cents (\$183.10) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one hundred twenty-nine and forty-nine cents (\$129.49) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

**SCHEDULE G  
ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

Test	Fee
Alkalinity	\$10
Ammonia-Nitrogen	\$17
Biochemical Oxygen Demand	\$21
Chemical Oxygen Demand	\$25
Chloride (Titrimetric)	\$12
Coliform, Fecal (MF)-Wastewater	\$17
Coliform, P/A-Water	\$25
Chlorine, Total Residual	\$15
Cyanide, Total	\$30
Dissolved Oxygen	\$5
Metals Digestion Fee (per sample)	\$10
Aluminum, ICP, ppb	\$16
Antimony, ICP, ppb	\$16
Arsenic, ICP, ppb	\$16
Barium, ICP, ppb	\$16
Cadmium, ICP, ppb	\$16
Chromium, ICP, ppb	\$16
Copper, ICP, ppb	\$16
Lead, ICP, ppb	\$16
Molybdenum, ICP, ppb	\$16
Nickel, ICP, ppb	\$16
Selenium, ICP, ppb	\$16
Silver, ICP, ppb	\$16
Zinc, ICP, ppb	\$16
pH	\$5
Phenols	\$25
Phosphorus, Total	\$16
Sampling and Set-up	\$25
Solids, Total	\$15
Solids, Total Suspended	\$12
Sulfate	\$15
Temperature	\$5
Total Kjeldahl Nitrogen	\$20
Turbidity-Water	\$10

Parameters not listed please contact Environmental Services for quote

Section 10. That the hourly rate of \$125 be established for work performed by the City Attorney.

Section 11. That this ordinance shall be effective upon its passage.



## GLOSSARY OF TERMS

**ADA:** The commonly used acronym for the Americans with Disabilities Act.

**ACCRUAL ACCOUNTING:** A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

**ADOPTED BUDGET:** Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

**AMR:** Acronym for Automated Meter Reading. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

**APPROPRIATION (BUDGETING):** An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**ASE:** Acronym for Automotive Service Excellence.

**ASSESSED VALUATION:** A value established for real property for use as a basis for levying property taxes.

**BALANCED BUDGET:** Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

**BOND FUNDS:** Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

**BOND REFERENDUM:** An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

**BROADBANDING COMPENSATION PROGRAM:** A classification and pay system that allows similar jobs to be grouped into bands with wide pay ranges. The program creates more organizational flexibility, fosters a flatter organization, and encourages skill development.

**BUDGET:** A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**BUDGET CALENDAR:** The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN):** The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

**BUDGET MESSAGE:** A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

**BUDGET ORDINANCE:** The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

**CAPITAL EQUIPMENT / EXPENDITURES:** Facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$3,000 for budgetary purposes (\$5,000 for financial purposes) and an expected life of more than one year.

**CAPITAL IMPROVEMENTS:** Major construction, repair of or addition to buildings, parks, streets, bridges and other City facilities. Capital Improvements projects cost \$10,000 or more and have a useful life of more than three years.

**CAPITAL IMPROVEMENTS BUDGET:** The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

**CAPITAL IMPROVEMENTS PROGRAM (CIP):** The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

**CAPITAL OUTLAY:** A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND:** A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund and Water and Sewer Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies and Purchasing Divisions.

**CCF:** Acronym for 100 Cubic Feet of water.

**CD:** Acronym for Construction Documents.

**CDBG:** Acronym for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

**CMAQ:** Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

**CMW:** Acronym for Certificate of Minor Works.

**COA:** Acronym for Certificate of Appropriateness.

**COD:** Acronym for Chemical Oxygen Demand.

**COST CENTER:** The smallest unit of activity or area of responsibility for which costs are accumulated.

**CRM:** Acronym for Citizen Resource Management. A type of software that will allow citizens to have an improved method of interacting with the City of Salisbury.

**DARE:** Acronym for Drug Abuse Resistance Education. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

**DEBT SERVICE:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DEPARTMENT:** A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

**DSI:** Acronym for Downtown Salisbury Incorporated. A component unit that promotes, enhances and manages the development of the central business for the City of Salisbury.

**ENCUMBRANCE ACCOUNTING:** The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

**ENTERPRISE FUND:** A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

**EPA:** Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

**FERC:** Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

**FISCAL YEAR:** The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

**FIXED ASSETS:** Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

**FOG:** Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows.

**FTE:** Acronym for Full-Time Equivalent. The number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law.

**FTTH:** Acronym for Fiber to the Home. A new enterprise fund implemented in FY2009 that will provide high speed broadband services to the citizens of Salisbury.

**FUNCTION:** A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

**FUND BALANCE:** Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

**FUND:** A fund is a fiscal and accounting entity with a self-balancing set of accounts.

**GAAP:** Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**GCWWTP:** Acronym for Grant Creek Wastewater Treatment Plant.

**GDP:** Acronym for Group Development Plans.

**GENERAL FUND:** The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS:** Debt issued by the City, repayment of which is backed by full taxing power.

**GIS:** Acronym for Geographic Information System. A project which will link the City to a city-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by City departments.

**GFOA:** Acronym for Government Finance Officers Association.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community.

**GPON:** Acronym for Gigabit Passive Optical Networking.

**HOME:** Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO:** Acronym for High Performance Organization. A government working model.

**HRC:** Acronym for Human Relations Council.

**I&I:** Acronym for Inflow and Infiltration.

**INVESTMENT REVENUE:** Revenue earned on investments with a third party. The City uses a pooled cash system. We pool cash from all funds and invest it in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS:** Amounts transferred from one fund to another.

**IRT:** Acronym for Involvement and Response Team. A system for empowering all employees into functional decision-making teams for operational improvements.

**ISO:** Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**LCP:** Acronym for Local Convergence Point.

**LEASE PURCHASE:** Method of financing used for the acquisition or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**MGD:** Acronym for Millions of Gallons per Day.

**MODIFIED ACCRUAL:** The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**NCBCC:** Acronym for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

**NCDENR:** Acronym for North Carolina Department of Environment and Natural Resources.

**NCDOT:** Acronym for North Carolina Department of Transportation.

**NCDOL:** Acronym for North Carolina Department of Labor.

**NCLM:** Acronym for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

**NET ASSETS:** The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

**NIOSH:** Acronym for National Institute for Occupational Safety and Health.

**NPDES:** Acronym for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU:** Acronym for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE:** A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET:** The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS:** Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA:** Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF:** Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PFT:** Acronym for Permanent Full-time. Full-time employee with benefits.

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency.

**POWELL BILL FUND:** Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

**PPT:** Acronym for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY:** A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**PROGRAM:** An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**PROPERTY TAX RATE:** The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

**PROPERTY TAXES (AD VALOREM TAXES):** Taxes paid by those owning property in the City. These taxes are based on assessed value.

**RESERVE:** A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

**RESOURCES:** Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**REVENUE:** Income received from various sources used to finance government services; for example, sales tax revenue.

**REVENUE BONDS:** Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

**ROW:** Acronym for Right of Way.

**SCADA:** Acronym for Supervisory Control and Data Acquisition.

**SERVICE LEVEL:** Measurement of services provided by the City to the public.

**TCWWTP:** Acronym for Town Creek Wastewater Treatment Plant.

**TDA:** Acronym for Tourism Development Authority.

**TFT:** Acronym for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

**TKN:** Acronym for Total Kjeldahl Nitrogen.

**TMDL:** Acronym for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

**TPT:** Acronym for Temporary Part-time. Part-time employee working <1000 hours annually with no benefits.

**TSS:** Acronym for Total Suspended Solids.

**USDOJ:** Acronym for United States Department of Justice.

**VENTURIS:** A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

**WWTP:** Acronym for Wastewater Treatment Plant.

