

CITY OF SALISBURY NORTH CAROLINA

2017-2018 BUDGET For the Year Ending June 30, 2018



MAYOR, CITY COUNCIL, AND CITY OFFICIALS

MAYOR AND CITY COUNCIL

Karen K. Alexander - Mayor

Maggie Blackwell - Mayor Pro-tem

David B. Post

William B. Miller

Kenneth L. Hardin

OFFICIALS

**W. Lane Bailey
City Manager**

**John A. Sofley, Jr.
Assistant City Manager**

**Zack Kyle
Assistant City Manager**

Budget Prepared By
Teresa P. Harris - Finance Director
S. Wade Furches - Finance Manager
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Anna R. Bumgarner - Purchasing Manager
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, 2016

Executive Director

This award has been received since the Budget Year beginning July 1, 1992 (Fiscal Year 1992-1993)

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, 2016 (Fiscal Year 2016-2017).

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 2017-18 BUDGET
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May 16, 2017

**BUDGET MESSAGE FISCAL YEAR 2017-18
July 1, 2017 – June 30, 2018**

Mayor Alexander and City Council:

I am pleased to present you with my recommended budget for FY17-18. As we discussed during Council's retreat, the impact of previous budget cuts has been most evident in the Police Department. Council expressed unanimous support to right-size the Police Department budget to address salaries and provide the necessary equipment to improve our community's public safety. To adequately address these needs I am recommending a 3.76 cent increase in property taxes. This would be approximately \$51 per year, or less than \$1 per week, for the average homeowner in Salisbury (Attachment A). 2.25 cents (\$624,250) of the increase will be used to raise officer's salaries, and the remaining 1.51 cents (\$420,035) will fund the related public safety equipment. Even if no changes were made to the current budget, the Capital Improvement Plan called for a 2 cent increase just to maintain existing service levels. We were able to absorb much of those costs through growth revenues and the proposed increase will be used solely for public safety initiatives.

GENERAL FUND EXPENDITURES

We continue to move forward with the relocation of Fire Station 3 and the addition of Fire Station 6. Both will provide a much needed realignment of fire department equipment to improve response times and maintain our ISO rating. The recommended budget includes \$675,000 for design services and land acquisition for Fire Stations 3 and 6. I also believe we will be able to address compression issues in Fire Department salaries with the proposed budget.

The recommended budget incorporates Downtown Salisbury, Inc. into the City organization, although the impact is minimal based on funds previously earmarked for appropriation to DSI. A recently added position in Administration will also provide support to DSI in addition to duties in Administration.

I am also recommending an additional position in Code Enforcement, Fleet and Transit to address work load issues in those areas.

The proposed budget includes several large projects requiring an appropriation from the General Fund including:

- \$850,000 Newsome Road Extension (reimbursable from Transportation Improvement Funds by 2019/2020)
- \$329,300 Pre-Emption System for the Fire Department
- \$392,994 Increase in Fibrant Transfer

There are also several large purchases budgeted from the Capital Replacement Fund:

- \$1,302,885 Pumper Fire Truck
- 865,920 Platform Fire Truck
- \$481,112 for 2 Swaploaders for Public Services
- \$247,406 Automated Garbage Truck

For FY17-18, I recommend we continue to work with the Salisbury Community Foundation to allocate funds for Special Community Organizations. A lump sum for the non-profit requests will be budgeted, and the Salisbury Community Foundation will receive applications and vet the requests to determine the appropriations.

Traditionally, an average percentage is recommended to fund merit increases for employees. This year, I am recommending a change to provide a Cost of Living Adjustment (COLA) of 1.5% for all employees, and a 1% average merit increase for employees whose evaluations reflect their commitment to exceptional service. This change is an effort to compensate employees at rates that reflect inflation while also establishing a true merit system to recognize outstanding service and retain high quality employees

WATER/SEWER UTILITY FUND

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County while providing excellent customer service to our rate payers and our community.

Although it is sometimes challenging to maintain fair and equitable rates for our consumers, it is extremely challenging to treat our water and wastewater while still meeting required regulations and delivering excellent service. As a result, I am recommending a 2.60% water and sewer increase based on the Consumer Price Index for urban consumers for the South Region (CPI-U). An average monthly residential water and sewer utility bill, for a customer using 5,000 gallons, would be \$68.31 (an increase of \$1.71 or \$0.06/day). (Attachment B)

Our water and wastewater infrastructure and treatment facilities continue to age and require regularly scheduled maintenance and replacement. SRU continues to implement its 10-year Capital Improvement Plan (CIP) that will adequately fund our infrastructure needs while

maintaining competitive rates in our region. In this year's budget, there is dedicated funding to complete the change-out of all of our customer water meters to "smart-meters." As we have seen with the current smart meter implementation, these meters allow both customers and staff to better understand water usage and provide quick notification of water leaks or abnormal usage. Our wastewater headworks and influent pump station project at the Grants Creek wastewater facility is in the design phase, and we expect that the Crane Creek sewer lift station and force main improvements project will be under construction this coming fiscal year. In addition, we propose to continue our incentive fund for public/private fire lines that has stimulated downtown residential development while offering substantial fire protection in this historic district. The funding for this coming year's CIP will be offset by some expected revenue growth from new development within our service area.

STORMWATER FUND

The proposed budget maintains existing Stormwater fees. Last year infrastructure needs were addressed in the budget and flood control systems were improved. This investment has allowed staff to monitor and engineer plans that reduce pollution in impaired streams to maintain compliance with our existing NPDES permit.

FIBRANT FUND

As Council continues to work with the Fibrant Advisory Committee to study feasible options for the future of the broadband utility, Fibrant remains one of the most challenging aspects for our organizational budget. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. Staff continues work to improve Fibrant's financial performance, but the contribution from the General Fund increased \$392,994 this year to \$3,262,221. We anticipate a decision regarding the direction of Fibrant during the next fiscal year, and it is important to keep the long-term value of the utility in mind as we move forward. Fibrant remains second to none in terms of speed and reliability.

TRANSIT FUND

The City continues to work with our MPO and other transit systems within our MPO to ensure adequate funding for the Transit System. The City partnered with Livingstone College to provide transit services for students outside of traditional hours and routes. \$61,000 has been budgeted to continue this partnership for the next academic year.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. I would especially like to thank Finance Director Teresa Harris and Budget & Performance Manager Shannon Moore for their hard work in preparing this budget. Our

Management Team is committed to working with you to develop a budget that meet the needs of our community and the goals of City Council.

Respectfully Submitted,

W. Lane Bailey
City Manager

ATTACHMENT A

Proposed Tax Increase of 3.76 cents (\$1,044,285 in additional GF revenue)

Median Value of Home in Salisbury: \$ 135,500

Proposed Property Tax Rate Change

<u>Example</u>	<u>Tax Rate</u>	<u>Annual Tax Impact (Average House)</u>
Current City Property Tax Rate	0.6720	\$910.56
With 3.76 Cent Proposed Tax Increase	0.7096	\$961.51
Annual Difference in Taxes		\$50.95

ATTACHMENT B

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
1	Town of East Spencer	1,514	699	\$54.71	\$65.25	\$119.96
2	Town of Landis (Electric City)	3,137	1,551	\$52.39	\$56.72	\$109.11
3	OWASA	80,000	21,000	\$39.63	\$44.40	\$84.03
4	City of Thomasville - Inside Rate	27,043	10,525	\$33.85	\$46.05	\$79.90
5	City of Wilson - Inside Rate	49,361	21,693	\$33.87	\$45.00	\$78.87
6	City of Lincolnton - Inside Rate	10,558	5,055	\$29.99	\$46.97	\$76.96
7	City of High Point - Inside Rate (Electric City)	109,749	42,650	\$26.29	\$44.14	\$70.44
8	Town of Mooresville - Inside Rate	37,759	14,534	\$27.81	\$40.79	\$68.60
	Salisbury-Rowan Utilities (proposed)	49,000	18,839	\$29.51	\$38.80	\$68.31
9	City of Kannapolis – Inside Rate	45,599	18,927	\$35.70	\$32.05	\$67.75
10	Salisbury-Rowan Utilities (current)	49,000	18,734	\$28.76	\$37.85	\$66.60
11	City of Concord - Inside Rate (Electric City)	87,130	37,929	\$30.84	\$31.49	\$62.33
12	Charlotte Water	818,480	267,664	\$18.34	\$40.59	\$58.92
13	City of Statesville – Inside Rate (Electric City)	25,363	11,724	\$22.07	\$35.10	\$57.17
14	City of Lexington – Inside Rate (Electric City)	18,558	8,722	\$22.49	\$33.25	\$55.74
15	City of Lenoir - Inside Rate	17,848	9,698	\$22.70	\$24.05	\$46.75
16	City of Albemarle – Inside Rate (Electric City)	15,979	7,255	\$21.00	\$19.41	\$40.41
* Information obtained from UNC Environmental Finance Center (FY16-17)						
* Rates based on 5,000 gallons (approx. 6.68 billing units)						
* All communities are shown at current rates; projected rate increases are unknown						

ATTACHMENT C-1

Proposed SRU Rate Increase. Every 1% increase in rate equals \$216,949 in additional W/S Fund Revenue.

Salisbury-Rowan Utilities Proposed Rate Increase

	<u>FY16-17 Adopted</u>	<u>FY17-18 Proposed</u>
3/4" Minimum Water Charge Per Meter Size	\$4.09	\$4.11
Volume Charge Per 100 Cubic Feet	\$3.69	\$3.80
3/4" Minimum Sewer Charge Per Meter Size	\$4.49	\$4.51
Volume Charge Per 100 Cubic Feet	\$4.99	\$5.13

Proposed Projects

Engineering Design for Capital Improvement Projects	\$500,000
Sewer Line Repair Projects	\$450,000
Water Line Repair Projects	\$250,000
Lift Station Rehab/Upgrades	\$151,500

ADDENDUM

FY2017-2018 ADOPTED BUDGET

On May 16, 2017, the City Manager presented a balanced FY2017-2018 Budget proposal totaling \$83,514,922 for all funds.

The budget work session was held May 24, 2017. The discussion started with an explanation on the revenue changes in the General Fund, Water and Sewer Fund, and Fibrant Funds. That was followed by a discussion from the Rowan-Salisbury School System Superintendent on the state of the city schools. The Police Chief provided an update on public safety and the City's proposal to implement pay raises across the Police Department to provide more recruitment and retention in the Police Department.

The public hearing, as required by N.C.G.S. 159-12, was held on June 6, 2017. Two citizens spoke at the hearing: one requesting increases to the Code Enforcement budget to address housing issues, the second requesting a closer look at the Fire Department and Downtown Salisbury Inc.'s budget request.

After some discussion at the public hearing, the budget was adopted with the following changes to the recommended budget presented by the City Manager:

ADDITIONS

- Add \$39,000 Expense in RSSS Funding
- Add \$10,000 Expense for Art Mural Maintenance
- Add \$105,000 Expense for DSI Appropriation
- Add \$74,800 in Downtown Salisbury Expenses
- Add \$49,000 in Fund Balance Appropriation
- Add \$130,000 in MSD Tax Revenues
- Add \$49,800 in Sales Tax Revenues

The final adopted FY2017-2018 Budget for all funds was \$83,743,722, which City Council adopted on June 6, 2017.

The full transcript of the budget discussions and public hearings can be read at:
http://www.salisburync.gov/Departments/Administration/Pages/2016_Agendas_Minutes.aspx

The adopted budget can be reviewed at:
http://www.salisburync.gov/Departments/Administration/Pages/2016_Agendas_Minutes.aspx

**EXHIBIT 1
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY2017-18**

GENERAL FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
CITY COUNCIL				
Citizen's Academy	\$ 8,500	\$ 8,500	\$ 8,500	\$ -
LDO Codification	12,000	10,000	10,000	-
Total Special Projects	<u>\$ 20,500</u>	<u>\$ 18,500</u>	<u>\$ 18,500</u>	<u>\$ -</u>
MANAGEMENT & ADMINISTRATION				
Executive Development	\$ 6,000	\$ 6,000	\$ 6,000	\$ -
Total Special Projects	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ -</u>
POLICE - SUPPORT SERVICES				
Rowan County Telecommunications Pymnt 5 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
POLICE - ADMINISTRATION				
Police Pay Increase - 2.25 cent tax increase	\$ -	\$ 624,250	\$ 624,250	\$ -
Police Athletic League Mentoring Program	10,000	2,500	2,500	-
Game Plan for Life Program	14,000	12,000	12,000	-
POPAT Bonus Certification	80,000	-	-	-
Project SAFE Coordinator - Shared with Rowan Co	50,000	50,000	50,000	-
Total Special Projects	<u>\$ 154,000</u>	<u>\$ 688,750</u>	<u>\$ 688,750</u>	<u>\$ -</u>
POLICE - FIELD OPERATIONS				
Ballistic Vest Replacement (7 @ \$770)	\$ 5,390	\$ 5,390	\$ 5,390	\$ -
Replace Radar Units (4 @ \$2,000)	8,000	8,000	8,000	-
Replace Tasers (30 @ \$1,378)	41,342	41,342	41,342	-
Body Cameras (40 @ \$1,060)	42,400	42,400	42,400	-
Total Special Projects	<u>\$ 97,132</u>	<u>\$ 97,132</u>	<u>\$ 97,132</u>	<u>\$ -</u>
FIRE ADMINISTRATION				
Firefighter Turn Out Gear (17 @ \$3,024)	\$ 51,408	\$ 51,408	\$ 51,408	\$ -
Total Special Projects	<u>\$ 51,408</u>	<u>\$ 51,408</u>	<u>\$ 51,408</u>	<u>\$ -</u>
ENGINEERING				
CMAQ Sidewalks near Salisbury Mall - multiyear	\$ 354,500	\$ 354,500	\$ 354,500	\$ 250,800
CMAQ Sidewalks on Main St - multiyear	134,000	134,000	134,000	107,200
CMAQ Sidewalks on Bringle Ferry Rd - multiyear	299,000	299,000	299,000	239,200
CMAQ Bike Lanes/Sidewalk on Newsome Rd - multiyear	350,000	350,000	350,000	280,000
Klumac Rd Sidewalks	35,000	-	-	-
Update Construction Standards	15,000	-	-	-
Newsome Rd Ext between Innes St & Faith Rd - multiyear	850,000	850,000	850,000	-
Upgrade Emergency Vehicle Preemption System	536,080	239,000	239,000	-
Grants Creek Greenway Phase IV - multiyear	125,000	125,000	125,000	100,000
CMAQ Project on Old Concord Rd	45,000	45,000	45,000	36,000
Gravel Greenway Trail from Kelsey Scott to JAB	91,000	91,000	91,000	91,000
Total Special Projects	<u>\$ 2,834,580</u>	<u>\$ 2,487,500</u>	<u>\$ 2,487,500</u>	<u>\$ 1,104,200</u>

GENERAL FUND	REQU ES TED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
STREET LIGHTING				
Improvements for 150 Lights	\$ 32,130	\$ 32,130	\$ 32,130	\$ -
Special Maintenance of City owned lights	8,000	8,000	8,000	-
Addition of 2 lights to Eastern Greenway	10,000	10,000	10,000	-
Total Special Projects	<u>\$ 50,130</u>	<u>\$ 50,130</u>	<u>\$ 50,130</u>	<u>\$ -</u>
COMMUNITY PLANNING SERVICES				
Innes Street Incentive Grant Program	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
History & Art Walk/Sculpture Show	20,000	10,000	10,000	-
Historic Preservation Grants	40,000	20,000	20,000	-
Block Work Program	10,000	10,000	10,000	-
Dixonville Cemetery Memorial Project	200,000	200,000	200,000	-
Housing Stabilization Initiative - Year 3	100,000	100,000	100,000	-
Holiday Decoration Installation	17,500	17,500	17,500	-
Seasonal Plantings for Downtown Planters	1,000	-	-	-
Maxwell Chambers Property Park	350,000	-	-	-
Knox Middle School RSSS Agreement	100,000	61,000	100,000	-
West End Vocational Training Program	-	100,000	100,000	100,000
Total Special Projects	<u>\$ 863,500</u>	<u>\$ 543,500</u>	<u>\$ 582,500</u>	<u>\$ 100,000</u>
DEVELOPMENT SERVICES				
Incentive Grant for Freshhouse	\$ 18,000	\$ 18,000	\$ 18,000	\$ -
Incentive Grant for Integro	17,000	17,000	17,000	-
Downtown Incentive Program	150,000	150,000	150,000	-
Total Special Projects	<u>\$ 185,000</u>	<u>\$ 185,000</u>	<u>\$ 185,000</u>	<u>\$ -</u>
CODE SERVICES				
Blockwork Project (HAC request)	\$ 5,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 5,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PARKS AND RECREATION				
Symphony Concert (30 yr Celebration)	\$ 3,700	\$ 3,700	\$ 3,700	\$ -
Butterfly Release (30 yr Celebration)	300	300	300	-
Total Special Projects	<u>\$ 4,000</u>	<u>\$ 4,000</u>	<u>\$ 4,000</u>	<u>\$ -</u>
PUBLIC SERVICES STREETS MAINTENANCE				
Reset Granite Sidewalks (S. Fulton/W. Monroe)	\$ 18,000	\$ 18,000	\$ 18,000	\$ -
Sidewalk Repairs	150,000	-	-	-
Bridge Repairs	118,241	118,241	118,241	-
Total Special Projects	<u>\$ 286,241</u>	<u>\$ 136,241</u>	<u>\$ 136,241</u>	<u>\$ -</u>
PUBLIC SERVICES -WASTE MANAGEMENT				
Rollout Replacements	\$ 80,363	\$ 80,363	\$ 80,363	\$ -
Total Special Projects	<u>\$ 80,363</u>	<u>\$ 80,363</u>	<u>\$ 80,363</u>	<u>\$ -</u>
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 4,687,854</u>	<u>\$ 4,398,524</u>	<u>\$ 4,437,524</u>	<u>\$ 1,204,200</u>
TOTAL OFFSETTING REVENUE	<u>\$ 1,204,200</u>	<u>\$ 1,204,200</u>	<u>\$ 1,204,200</u>	
TOTAL CITY SHARE	<u>\$ 3,483,654</u>	<u>\$ 3,194,324</u>	<u>\$ 3,233,324</u>	

	MANAGER		
	<u>REQUESTED</u>	<u>RECOMMENDS</u>	<u>ADOPTED</u>
WATER & SEWER FUND			
ADMINISTRATION			
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ 50,000	\$ 50,000
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>
TRANSIT FUND			
OPERATIONS			
Rowan Express	\$ 10,700	\$ 10,700	\$ 10,700
Ozone Action Days	10,000	1,000	1,000
Planning	38,000	4,218	4,218
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 58,700</u>	<u>\$ 15,918</u>	<u>\$ 15,918</u>
FIBRANT FUND			
BROADBAND SYSTEMS			
MDU1 - 104 Units	\$ 81,000	\$ -	\$ -
MDU2 - 89 Units	89,000	-	-
MDU3 - 61 Units	61,000	-	-
MDU4	70,000	-	-
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 301,000</u>	<u>\$ -</u>	<u>\$ -</u>
STORMWATER FUND			
NPDES Compliance	\$ 15,000	\$ 15,000	\$ 15,000
Drainage Grants	25,000	25,000	25,000
Rehab Projects	165,000	120,000	120,000
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 205,000</u>	<u>\$ 160,000</u>	<u>\$ 160,000</u>

EXHIBIT 2
SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2017-18

	<u>FY2016-17</u> <u>ADOPTED</u>	<u>REQUESTED BY</u> <u>ORGANIZATION</u>	<u>MANAGER</u> <u>RECOMMENDS</u>	<u>ADOPTED</u>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Facade Grants	22,000	25,000	22,000	22,000
Salisbury-Rowan EDC	89,088	114,088	114,088	114,088
Downtown Salisbury, Inc.	131,500	-	-	105,000
Rowan Arts Council	52,500	56,250	56,250	56,250
Horizons Unlimited	38,107	40,000	40,000	40,000
Subtotal	<u>\$ 338,345</u>	<u>\$ 240,488</u>	<u>\$ 237,488</u>	<u>\$ 342,488</u>
Rufty Holmes Senior Center	\$ 58,000	\$ 63,000	\$ 63,000	\$ 63,000
NAACP Banquet	-	5,000	5,000	5,000
Salisbury Community Foundation NonProfit Funding	40,000	40,000	40,000	40,000
Art Mural Maintenance	-	-	-	10,000
Subtotal	<u>\$ 98,000</u>	<u>\$ 108,000</u>	<u>\$ 108,000</u>	<u>\$ 118,000</u>
TOTAL	<u><u>\$ 436,345</u></u>	<u><u>\$ 348,488</u></u>	<u><u>\$ 345,488</u></u>	<u><u>\$ 460,488</u></u>

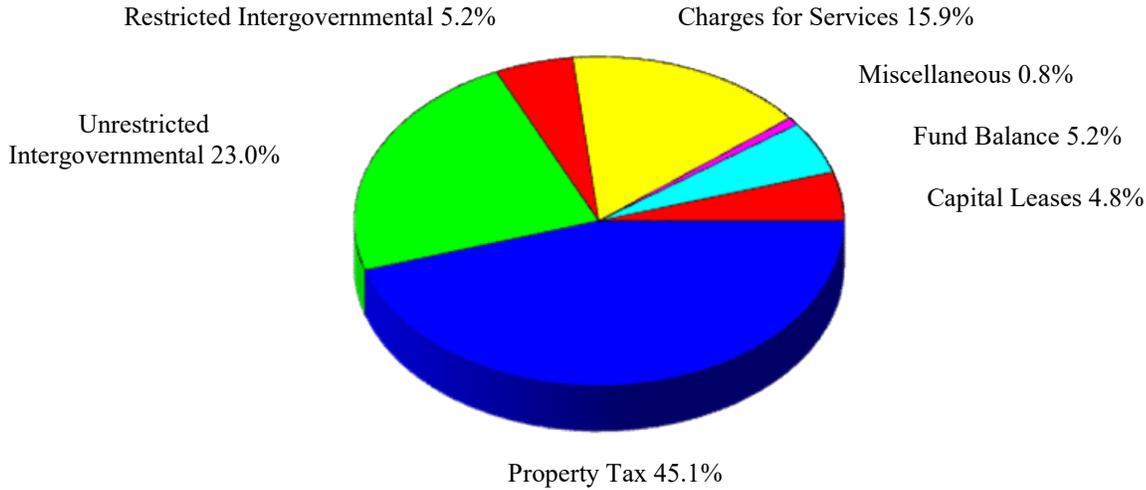
Exhibit 3

City of Salisbury Holiday Schedule FY 2017 -2018

- Independence Day Tuesday, July 4, 2017
- Labor Day Monday, September 4, 2017
- Veterans Day Monday, November 13, 2017
- Thanksgiving Thursday, November 23, 2017
Friday, November 24, 2017
- Christmas Friday, December 22, 2017
Monday, December 25, 2017
Tuesday, December 26, 2017
- New Year's Day Monday, January 1, 2018
- Martin Luther King, Jr. Day Monday, January 15, 2018
- President's Day Monday, February 19, 2018
- Good Friday Friday, March 30, 2018
- Memorial Day Monday, May 28, 2018

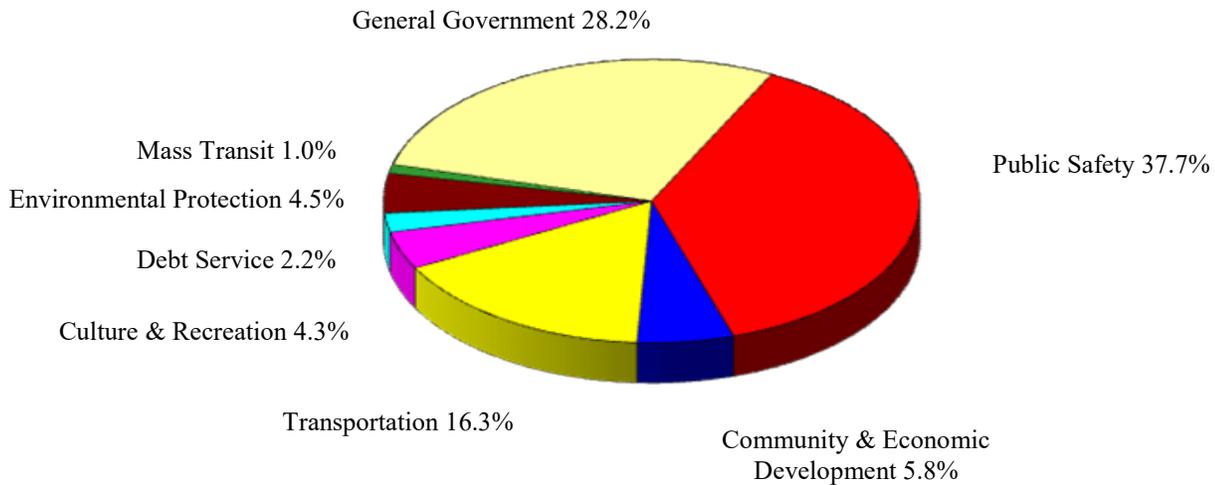
FY 2017-18 GENERAL FUND

Revenues - \$45,124,384



Where the Money Comes From

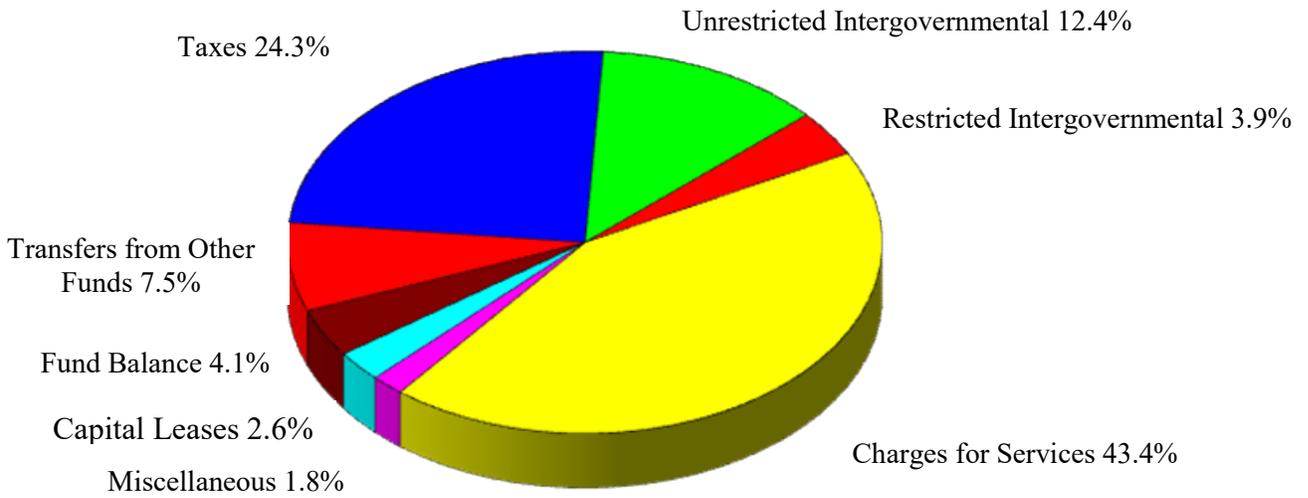
Expenditures - \$45,124,384



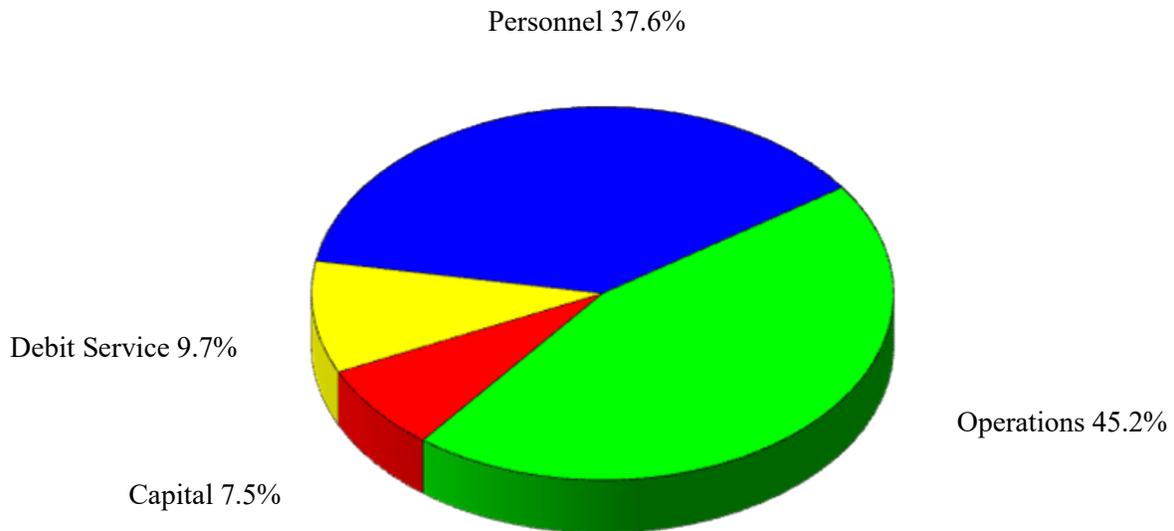
Where the Money Goes To

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

CITY REVENUES BY TYPE (All Funds)



CITY EXPENDITURES BY CATEGORY (All Funds)



CITY OF SALISBURY, NORTH CAROLINA
BUDGET SUMMARY
For the Year Ending June 30, 2018

	General/Special Revenue Funds			Enterprise Funds							Total
	General	General Fund	Entitlement	Water/Sewer			Fibrant	Fibrant	Stormwater		
	Fund	Capital Reserve	Fund	Water/Sewer	Capital Reserve	Transit	Communications	Capital Reserve	Stormwater	Capital Reserve	
Estimated Fund Balance/ Net Assets 6/30/17	\$14,851,000	\$ 3,200,000	\$ 7,400	\$96,800,000	\$ 2,080,000	\$ 930,000	\$ (9,500,000)	\$ 100,000	\$ 850,000	\$ 300,000	\$ 109,618,400
Budgeted Revenues & Other Financing Sources:											
Taxes	\$20,372,599	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,372,599
Unrestricted Intergovernmental	10,374,800	-	-	-	-	-	-	-	-	-	10,374,800
Restricted Intergovernmental	2,330,270	-	368,399	-	-	569,753	-	-	-	-	3,268,422
Charges for services	7,182,686	-	-	22,307,997	-	148,000	5,364,486	-	1,362,000	-	36,365,169
Miscellaneous	291,549	59,702	30,000	961,000	6,000	12,000	21,500	122,830	20,500	750	1,525,831
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-	-
Capital leases	-	2,170,305	-	-	-	-	-	-	-	-	2,170,305
Capital contributions	-	-	-	-	-	-	-	-	-	-	-
Transfers From Other Funds	-	1,782,010	-	-	479,807	465,322	3,217,883	150,824	-	116,578	6,212,424
Total Available Resources	\$40,551,904	\$ 4,012,017	\$398,399	\$23,268,997	\$ 485,807	\$1,195,075	\$ 8,603,869	\$ 273,654	\$ 1,382,500	\$ 117,328	\$ 80,289,550
Expenditures:											
General Government	\$ 9,230,283	\$ 243,857	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,474,140
Public Safety	14,371,801	2,627,855	-	-	-	-	-	-	-	-	16,999,656
Transportation	6,736,525	615,428	-	-	-	-	-	-	-	-	7,351,953
Environmental Protection	1,783,099	247,406	-	-	-	-	-	-	1,265,922	154,027	3,450,454
Culture and Recreation	1,937,694	2,400	-	-	-	-	-	-	-	-	1,940,094
Community & Economic	-	-	-	-	-	-	-	-	-	-	-
Development	2,614,916	5,400	357,404	-	-	-	-	-	-	-	2,977,720
Education	40,000	-	-	-	-	-	-	-	-	-	40,000
Water & Sewer	-	-	-	19,656,226	266,278	-	-	-	-	-	19,922,504
Mass Transit	-	-	-	-	-	1,270,075	-	-	-	-	1,270,075
Fiber Optic	-	-	-	-	-	-	5,504,860	269,630	-	-	5,774,490
Debt Service:	-	-	-	-	-	-	-	-	-	-	-
Principal	596,952	269,663	32,000	3,111,848	-	-	2,330,000	-	-	-	6,340,463
Interest	71,713	46,187	8,995	1,021,116	-	-	618,185	-	-	-	1,766,196
Transfers To Other Funds	5,465,215	-	-	479,807	-	-	150,824	-	116,578	-	6,212,424
Total Expenditures	\$42,848,198	\$ 4,058,196	\$398,399	\$24,268,997	\$ 266,278	\$1,270,075	\$ 8,603,869	\$ 269,630	\$ 1,382,500	\$ 154,027	\$ 83,520,169
Budgeted Increase (Decrease) in Fund Balance	\$ (2,296,294)	\$ (46,179)	\$ -	\$ (1,000,000)	\$ 219,529	\$ (75,000)	\$ -	\$ 4,024	\$ -	\$ (36,699)	\$ (3,230,619)
Full Accrual Adjustments: ¹											
Budgeted Capital Outlay	-	-	-	500,000	266,278	70,190	474,426	269,630	-	154,027	1,734,551
Budgeted Debt Principal	-	-	-	3,111,848	-	-	2,330,000	-	-	-	5,441,848
Estimated Depreciation	-	-	-	(5,320,558)	-	(90,294)	(709,610)	-	(21,776)	-	(6,142,238)
Estimated Fund Balance/ Net Assets 6/30/18	\$12,554,706	\$ 3,153,821	\$ 7,400	\$94,091,290	\$ 2,565,807	\$ 834,896	\$ (7,405,184)	\$ 373,654	\$ 828,224	\$ 417,328	\$ 107,421,942

¹ 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.

SUMMARY OF INTERFUND TRANSFERS
For the Year Ending June 30, 2018

FUND	TO							TOTAL OUT
	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant Capital Reserve	Fibrant		
F R O M	General	\$ 1,782,010	\$ -	\$ 465,322	\$ -	\$ -	\$ 3,217,883	\$ 5,465,215
	Water & Sewer	-	479,807	-	-	-	-	479,807
	Stormwater	-	-	-	116,578	-	-	116,578
	Fibrant	-	-	-	-	150,824	-	150,824
	TOTAL IN	\$ 1,782,010	\$ 479,807	\$ 465,322	\$ 116,578	\$ 150,824	\$ 3,217,883	\$ 6,212,424

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	FY2015-16 ACTUAL	FY2016-17 ESTIMATE	FY2017-18 ADOPTED
REVENUES:			
GENERAL FUND/CAPITAL RESERVE FUND			
Taxes	\$ 18,742,491	\$ 18,937,089	\$ 20,372,599
Unrestricted Intergovernmental	9,865,736	10,455,297	10,374,800
Restricted Intergovernmental	1,432,847	1,782,422	2,330,270
Charges for Services	7,077,726	7,231,799	7,182,686
Miscellaneous	586,261	566,345	351,251
Long-term Debt Issued	-	690,000	2,170,305
Fund Balance Appropriated	-	-	2,342,473
Transfers From Other Funds	<u>1,561,638</u>	<u>1,661,396</u>	<u>1,782,010</u>
Total Available Resources	\$ 39,266,700	\$ 41,324,348	\$ 46,906,394
WATER & SEWER FUND/CAPITAL RESERVE FUND			
Charges for Services	\$ 22,707,432	\$ 24,302,713	\$ 22,307,997
Miscellaneous	950,588	1,114,746	967,000
Appropriated Fund Balance	-	-	1,000,000
Transfers From Other Funds	<u>390,911</u>	<u>514,039</u>	<u>479,807</u>
Total Available Resources	\$ 24,048,931	\$ 25,931,498	\$ 24,754,804
MASS TRANSIT FUND			
Restricted Intergovernmental	\$ 738,351	\$ 682,409	\$ 569,753
Charges for Services	78,012	140,401	148,000
Miscellaneous	8,283	12,771	12,000
Fund Equity Appropriated	-	-	75,000
Transfers From Other Funds	<u>465,322</u>	<u>465,322</u>	<u>465,322</u>
Total Available Resources	\$ 1,289,968	\$ 1,300,903	\$ 1,270,075
FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND			
Charges for Services	\$ 6,050,363	\$ 6,233,139	\$ 5,364,486
Miscellaneous	33,121	136,135	144,330
Transfers From Other Funds	-	2,344,951	3,368,707
Long-Term Debt Issued	-	28,990,000	-
Total Available Resources	\$ 6,083,484	\$ 37,704,225	\$ 8,877,523
STORMWATER UTILITY FUND & CAPITAL RESERVE FUND			
Charges for Services	\$ 1,164,848	\$ 1,363,565	\$ 1,362,000
Other Operating/Miscellaneous	22,864	27,914	21,250
Transfers From Other Funds	93,384	104,490	116,578
Fund Balance Appropriated	-	-	36,699
Total Available Resources	\$ 1,281,096	\$ 1,495,969	\$ 1,536,527
SPECIAL REVENUE FUNDS			
Restricted Intergovernmental	\$ 317,795	\$ 428,144	\$ 368,399
Miscellaneous	<u>24,992</u>	<u>122,485</u>	<u>30,000</u>
Total Available Resources	\$ 342,787	\$ 550,629	\$ 398,399
TOTAL BUDGETED REVENUES & OTHER FINANCING SOURCES:			
Taxes	\$ 18,742,491	\$ 18,937,089	\$ 20,372,599
Unrestricted Intergovernmental	9,865,736	10,455,297	10,374,800
Restricted Intergovernmental	2,488,993	2,892,975	3,268,422
Charges for Services	37,078,381	39,271,617	36,365,169
Miscellaneous	1,617,826	1,967,625	1,525,831
Long-term Debt Issued	-	29,680,000	2,170,305
Fund Balance Appropriated	-	-	3,454,172
Transfers From Other Funds	<u>2,511,255</u>	<u>2,745,247</u>	<u>6,212,424</u>
Total Available Resources	<u>\$ 72,304,683</u>	<u>\$ 108,294,801</u>	<u>\$ 83,743,722</u>

	FY2015-16 ACTUAL	FY2016-17 ESTIMATE	FY2017-18 ADOPTED
EXPENDITURES			
GENERAL FUND/CAPITAL RESERVE FUND			
General Government	\$ 8,569,143	\$ 7,473,512	\$ 9,474,140
Public Safety	12,601,305	12,816,031	16,999,656
Transportation	3,998,967	4,591,320	7,351,953
Environmental Protection	1,860,396	2,449,124	2,030,505
Culture and Recreation	2,474,162	1,789,490	1,940,094
Community/Econ Devlpmt	2,934,490	2,690,761	2,620,316
Education	38,107	38,107	40,000
Debt Service	1,419,487	2,132,555	984,515
Transfers To Other Funds	<u>2,026,960</u>	<u>4,319,805</u>	<u>5,465,215</u>
Total Expenditures	\$ 35,923,017	\$ 38,300,705	\$ 46,906,394
WATER & SEWER FUND/CAPITAL RESERVE FUND			
Water & Sewer	\$ 16,824,223	\$ 21,550,835	\$ 20,142,033
Debt Service	5,190,314	4,895,340	4,132,964
Transfers To Other Funds	<u>390,911</u>	<u>504,100</u>	<u>479,807</u>
Total Expenditures	\$ 22,405,448	\$ 26,950,275	\$ 24,754,804
TRANSIT FUND			
Mass Transit	<u>\$ 1,038,754</u>	<u>\$ 1,160,759</u>	<u>\$ 1,270,075</u>
Total Expenditures	\$ 1,038,754	\$ 1,160,759	\$ 1,270,075
FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND			
Fiber Optic Network	\$ 2,943,897	\$ 5,139,376	\$ 5,778,514
Debt Service/Debt Refunding	3,115,377	34,876,116	2,948,185
Transfer To Other Funds	<u>-</u>	<u>151,864</u>	<u>150,824</u>
Total Expenditures	\$ 6,059,274	\$ 40,167,356	\$ 8,877,523
STORMWATER UTILITY FUND/CAPITAL RESERVE FUND			
Environmental Protection	\$ 947,451	\$ 1,040,651	\$ 1,419,949
Transfers to Other Funds	<u>93,384</u>	<u>104,490</u>	<u>116,578</u>
Total Expenditures	\$ 1,040,835	\$ 1,145,141	\$ 1,536,527
SPECIAL REVENUE FUNDS			
Community/Econ Devlpmt	\$ 302,022	\$ 427,463	\$ 357,404
Debt Service	<u>44,313</u>	<u>42,672</u>	<u>40,995</u>
Total Expenditures	\$ 346,335	\$ 470,135	\$ 398,399
TOTAL BUDGETED EXPENDITURES			
General Government	\$ 8,569,143	\$ 7,473,512	\$ 9,474,140
Public Safety	12,601,305	12,816,031	16,999,656
Transportation	3,998,967	4,591,320	7,351,953
Environmental Protection	2,807,847	3,489,775	3,450,454
Culture and Recreation	2,474,162	1,789,490	1,940,094
Community/Economic Dev	3,236,512	3,118,224	2,977,720
Education	38,107	38,107	40,000
Water & Sewer	16,824,223	21,550,835	20,142,033
Mass Transit	1,038,754	1,160,759	1,270,075
Fiber Optic Network	2,943,897	5,139,376	5,778,514
Debt Service/Debt Refunding	9,769,491	41,946,683	8,106,659
Transfers To Other Funds	<u>2,511,255</u>	<u>5,080,259</u>	<u>6,212,424</u>
Total Expenditures	<u>\$ 66,813,663</u>	<u>\$ 108,194,371</u>	<u>\$ 83,743,722</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 \$5,000 for budgetary purposes and an expected life of more than one year. The following table summarizes capital expenditures by fund:

	Requested FY 17 -18	Mgr Recommends FY 17 -18	Adopted FY 17 -18
Total General Fund	\$ 3,843,717	\$ 1,269,591	\$ 1,269,591
Total General Fund Capital Reserve Fund	6,345,502	3,619,516	3,619,516
Total Water & Sewer Fund	526,000	500,000	500,000
Total Water/Sewer Capital Reserve Fund	396,278	266,278	266,278
Total Mass Transit Fund	70,190	70,190	70,190
Total Stormwater Fund	7,500	-	-
Total Stormwater Capital Reserve Fund	154,027	154,027	154,027
Total Fibrant Communications Fund	514,426	474,426	474,426
Total Fibrant Communications Capital Reserve	<u>704,630</u>	<u>269,630</u>	<u>269,630</u>
 Total All Funds	 <u>\$ 12,562,270</u>	 <u>\$ 6,623,658</u>	 <u>\$ 6,623,658</u>

REVENUE ASSUMPTIONS FOR FY2017-18

General Fund Revenue

Taxes:

Property Taxes –Property tax values are provided by the Rowan County Tax Assessor’s office. The office projects slight growth in the tax base. A 2.17% uncollectible rate was used.

MSD (Municipal Service District) Property Taxes – Property tax values are provided by the Rowan County Tax Assessor’s office. The office projects very slight growth in the tax base.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2016 property tax receivable balance projected as of June 30, 2017 adjusted for the economy.

Interest on Delinquent Taxes - Based on historical trends.

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

Other Taxes - Based on historical trends.

Intergovernmental (Restricted and Unrestricted):

Federal - Based on anticipated and existing grants. The two largest grants are CMAQ grants to fund sidewalks and bike lanes.

State - Based on FY2017-18 state shared receipts plus anticipated state grants. The City 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 1-9).

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 1-9).

Other - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-10).

Charges for Services:

Environmental Protection - Based primarily on existing user charges for recycling, landfill tipping fees, and garbage collection.

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

Code Services Fees – Based on historical trends.

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 1-10).

Cemetery - Based on historical trends.

Radio Antenna and Paging Rentals – Based on historical trends.

Rentals and Sale of Property - Based on historical trends (see graph on page 1-10).

Licenses and Permits – Previously was based on rental vehicle license and a projection of all currently licensed businesses in Salisbury at the current license rates with an adjustment for the local business climate.

But the NC General Assembly in the 2014 session repealed the local privilege tax in FY2015-16. At this time, there is no replacement revenue for the loss. (see graph on page 1-9).

Administrative Revenue - 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.

Other - Based on historical trends.

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2017-18.

Donations - Based on historical trends and anticipated donations.

Other - Based on historical trends (see graph on page 1-10).

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2017-18.

Other - Based on historical trends.

Other Financing Sources:

Proceeds from Capital Leases – Based on financing the replacement of two fire trucks.

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 2017.

Water and Sewer Taps – Based on the projected taps to be completed in FY2017-18.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2017-18.

Miscellaneous Revenues - Based on historical trends.

Water and Sewer Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2017-18.

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.

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY2017-18.

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 and interest rates during FY2017-18.

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Fibrant Communications Fund during FY2017-18.

Fibrant Communications Capital Reserve Fund Revenue

Other Financing Sources:

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

Stormwater Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates for customers and charges from the Stormwater Funding Plan.

Stormwater Capital Reserve Fund Revenue

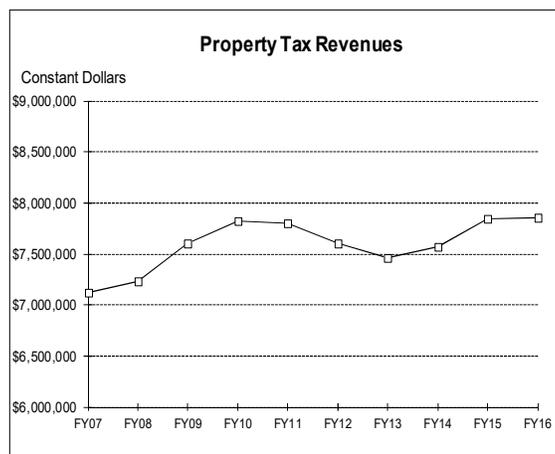
Other Financing Sources:

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

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.

Trend factors are translated into indicators, which are then converted into graphs. As shown below, the graph has a warning sign that can necessitate appropriate action from the City. As shown in the graph, the City experienced growth in property tax revenues until FY11 when the results of the last recession begin to impact the growth of property values.

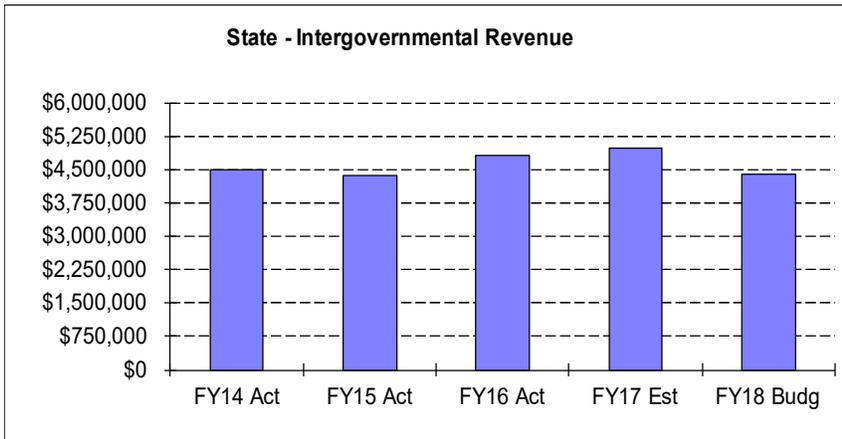


WARNING TREND:

Decline in property tax revenues (constant dollars)

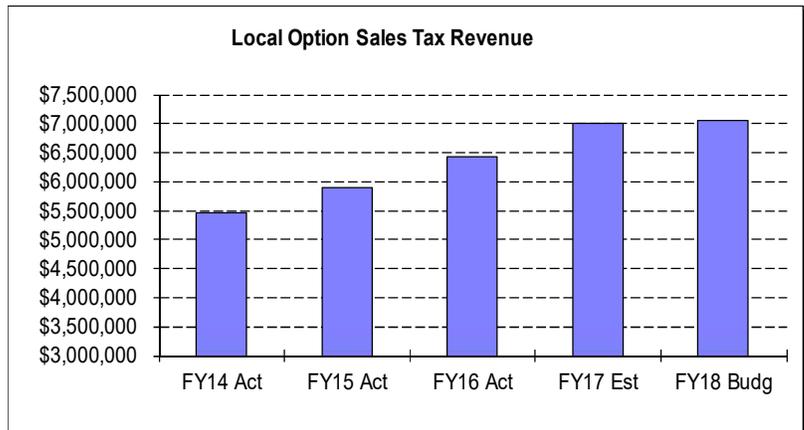
OTHER REVENUE TRENDS

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

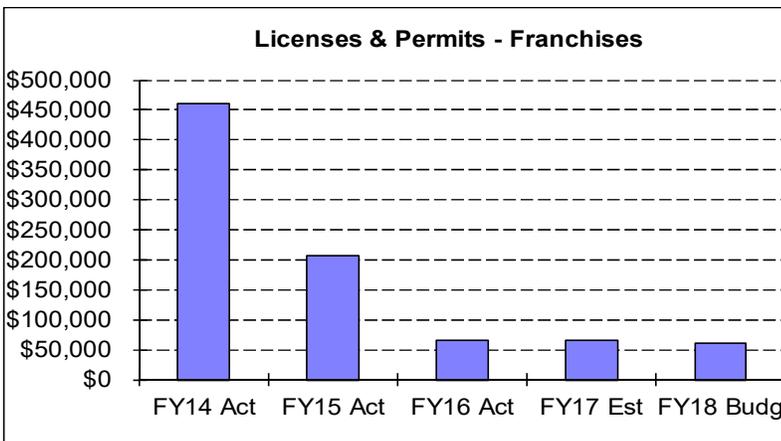


State intergovernmental revenue is comprised of state-shared receipts and grants. As of FY15, the City no longer received Hold Harmless Reimbursements.

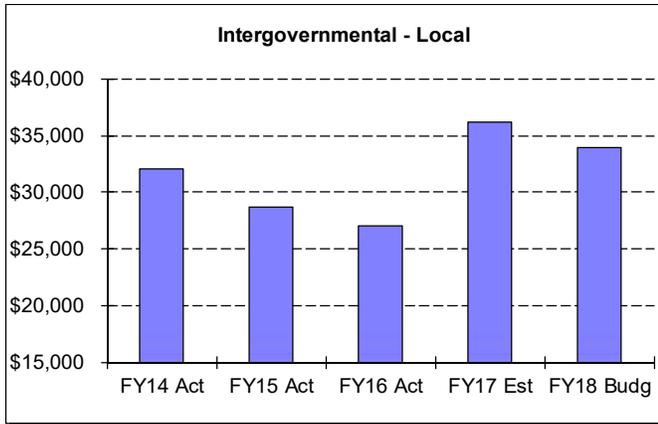
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace since FY14. Beginning in the last quarter of FY16, the City started seeing an increase due to the expansion of the tax base, which now includes the taxation of some services.



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.

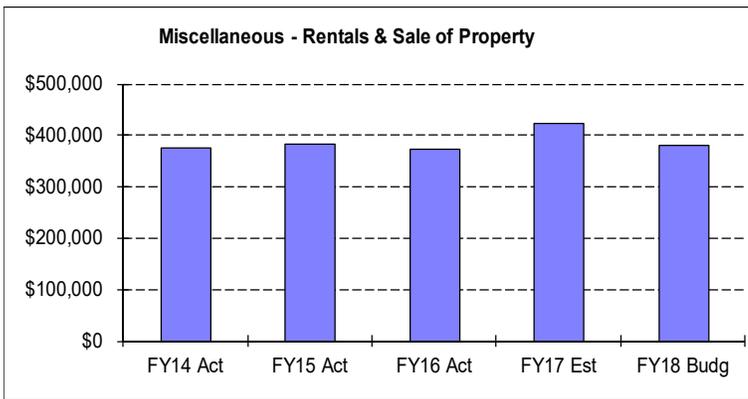
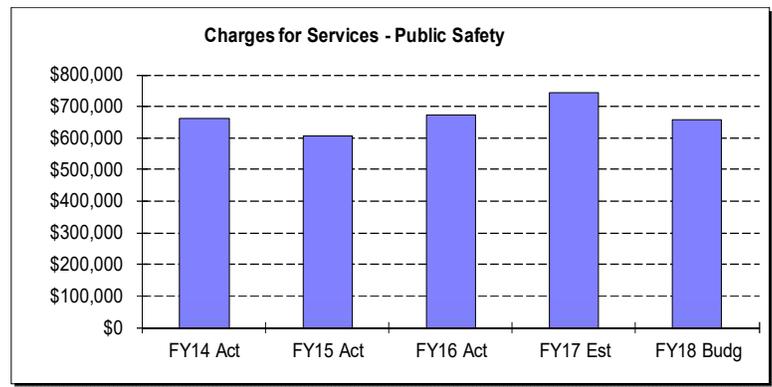


Permit revenues have been based on business privilege licenses and the rental vehicle licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter. In the 2014 session, the NC General Assembly repealed the local privilege tax in FY2015-16. At this time, there is no replacement revenue for the loss.



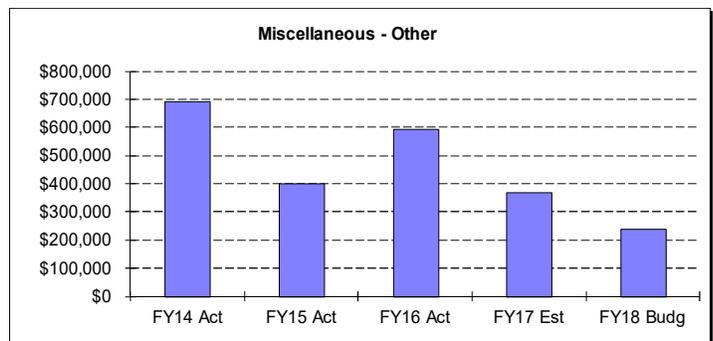
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

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.



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

FINANCIAL MANAGEMENT SYSTEMS

FUND ACCOUNTING

Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, recording cash and other financial resources together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or obtaining certain objectives in accordance with special regulations, restrictions, or limitations. Thus a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functions.

The budgeted funds are as follows:

Governmental Fund Types

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.

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, governmental grants, and various other taxes and fees. 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

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. The generally accepted accounting principles used here are those applicable to similar businesses in the private sector, and the measurement focus is upon determination of net income, financial position, and cash flows.

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

BASIS OF ACCOUNTING

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 revenue because the amount is not susceptible to accrual. At June 30, taxes receivables are materially past due and are not considered to be an available resource to finance the operations of the current year.

Until FY2014, Rowan County was 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. In FY2014, North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, 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. Under terms of grant agreements, the City funds certain programs with combination of specific cost-reimbursement grants, categorical grants, and general revenues. Thus, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. It is the City's policy to first apply general revenues, followed by categorical block grants, and then cost-reimbursement grants.

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.

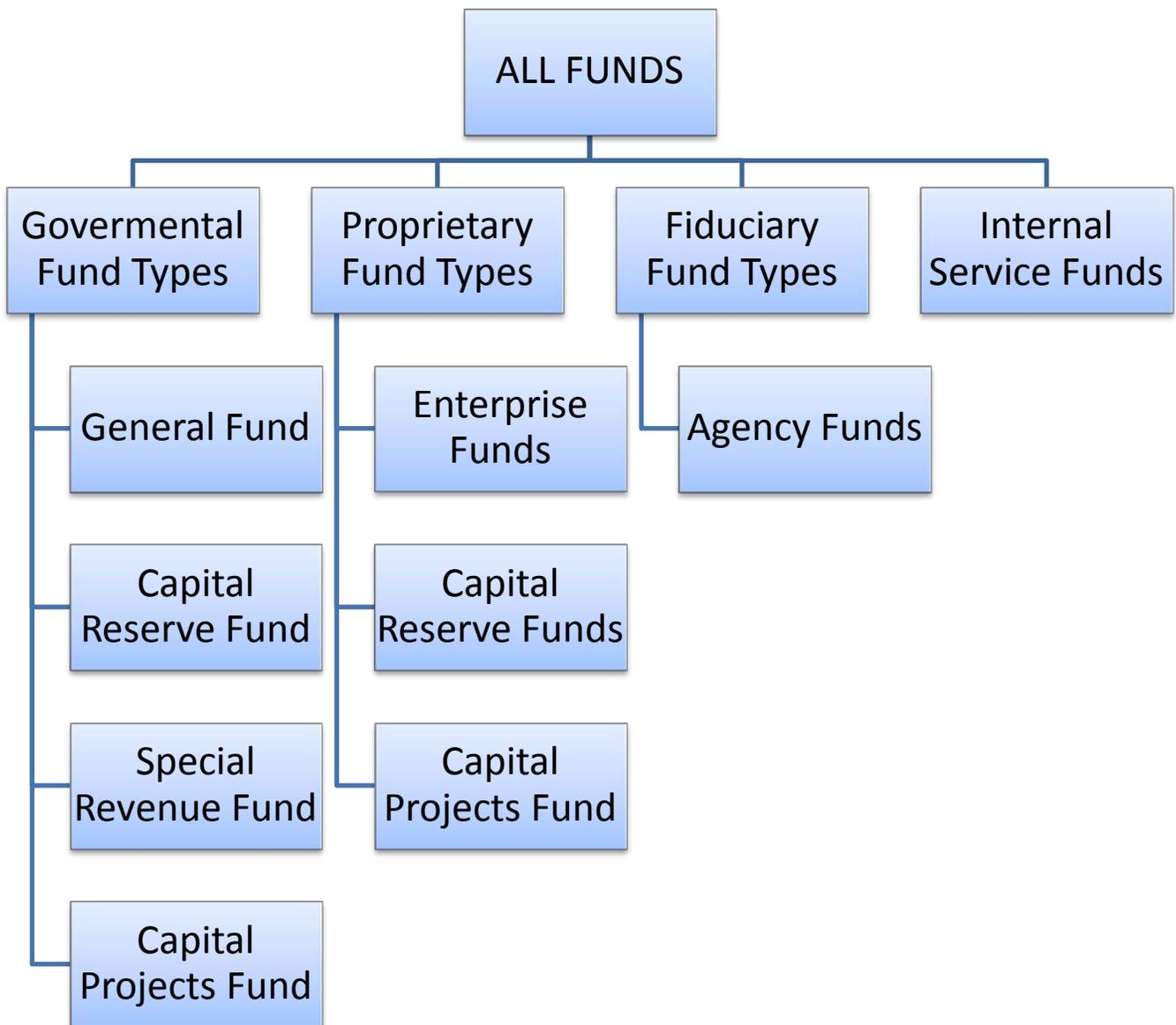
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are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

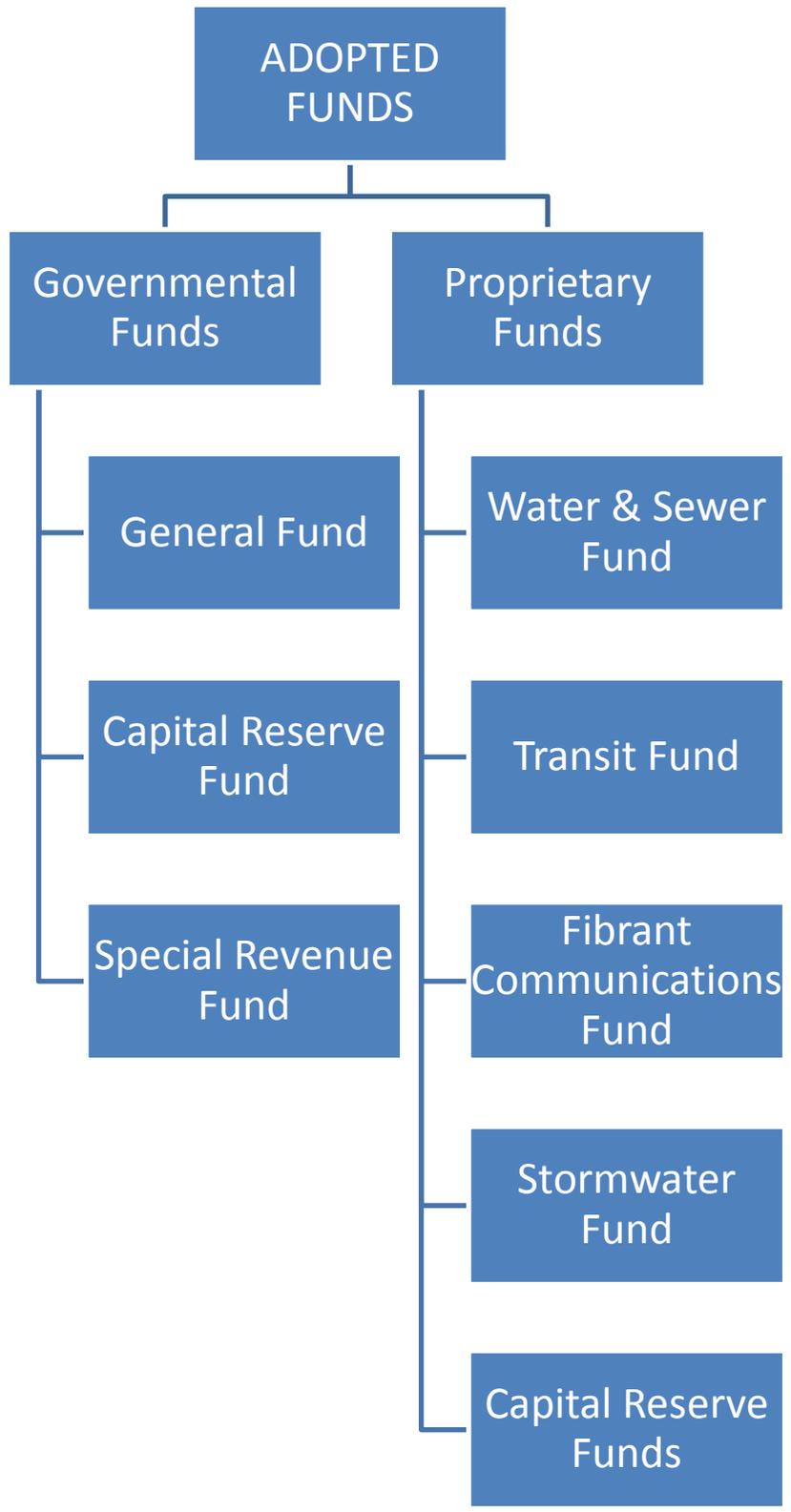
BASIS OF BUDGETING

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. Budget Ordinances are required for any revisions that alter total expenditures of any fund. All ordinances must be approved by the City Council. The annual 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. For programs with multiple revenue sources, the City will adhere to the revenue spending policy: the Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, State funds, local non-city funds, city funds.
4. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
5. The City will prepare a five-year operating budget which will include projections of annual growth plus allowances for operating costs of new facilities.
6. The City will develop a program to replace all information systems hardware at least once every four years.
7. 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.
8. 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.
9. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
10. 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).
5. Interfund loans are authorized according to the resolution adopted by City Council on November 17, 2009.
6. All revenue collections will be consolidated under the City's Financial and Business Services Department.
7. 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.

4. Interfund loans will be made as needed according to the Resolution approved by the City Council. The interest rate for those loans requiring the repayment with interest was revised as of June 30, 2011 to 1% which is reflective of what the City can currently earn on investments.

Reserve Policy

1. The City will work to increase the unreserved fund balance to 25% 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. A public hearing is 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 Budget Retreat held for the purpose of establishing goals and priorities for the City's Budget.

In preparation for this Retreat, the City's Finance Staff contracted with a consultant to prepare a comprehensive 10-Year Capital Improvement Plan (CIP) for both the General Fund and the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget.

Additionally, the City's Management Team meets with the City's Boards and Commissions for goal setting sessions and with their own department to clarify and establish goals. Goals from the Boards and Commissions are presented to City Council to request city funding.

Each department manager begins considering the personnel needed, operational costs and capital outlay associated with performing the goals as set forth by City Council. Budget staff prepare and have available on the City's server budgetary request forms in accordance with the Budget Calendar.

Upon return of the completed forms, and departmental input of budget requests, 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 Financial 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 ten-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 the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

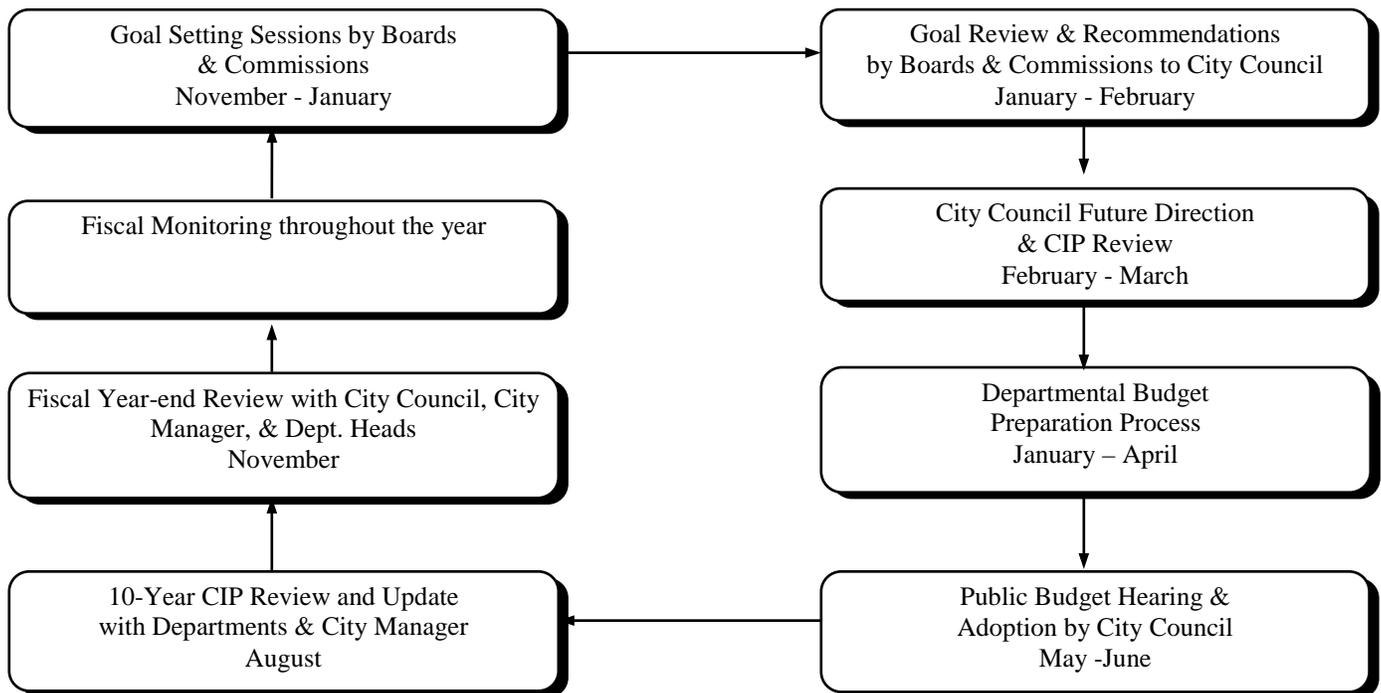
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City’s web site at www.salisburync.gov.

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

During the fiscal year, the City Manager holds quarterly meetings with the City’s Management Team to discuss budget to actual variances, along with any unbudgeted expenses that have been identified after the budget adoption.

At this point, the cycle begins again for the 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
FY2017-2018 BUDGET CALENDAR

1/18/17 - 2/21/17	Prepare personnel request forms; present staffing patterns and personnel request information. Prepare schedules for fixed operational costs. Prepare FY2017-18 – 2026-27 Capital Improvement Program request forms.	Financial Services
January 2017	Vehicle Review Committee meeting for evaluation of vehicles.	Vehicle Review Committee
2/3/17	Start of budget data entry. Complete all budget request forms no later than February 22, 2017.	Management Team and Division Managers
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
2/16/17	Hold Information Session at Park Avenue Community Center for 2017-18 CDBG & HOME Funds.	Community Planning Services Staff
2/21/17	First reading of 2017-2018 CDBG & HOME; hold Public Hearing on the use of 2017-18 CDBG & Home Funds	Community Planning Services Staff
2/28/17	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
TBD	Assign Retreat Goals to Staff for inclusion in Budget	City Manager and Staff
TBD	Complete 10-Year CIP	City Manager, Department Heads, Division Managers
2/1/17- 2/28/17	Prepare FY2016-2017 year-end revenue estimates and FY2017-18 revenue estimates on all funds.	Financial Services, Utilities Director, Fibrant GM & Transit Manager
TBD	Assign Retreat Goals to Staff for inclusion in Budget	City Manager and Staff
3/23/17	CIP/Goals Retreat	Mayor, City Council, City Manager and Staff
4/20/17 - 4/25/17	Departmental budget cuts to balance budget; two- or three-day turnaround.	City Manager, Department Heads, Division Mangers
Before 5/30/17	City Manager to preview recommended Budget for City Council.	City Manager

CITY OF SALISBURY
FY2017-2018 BUDGET CALENDAR

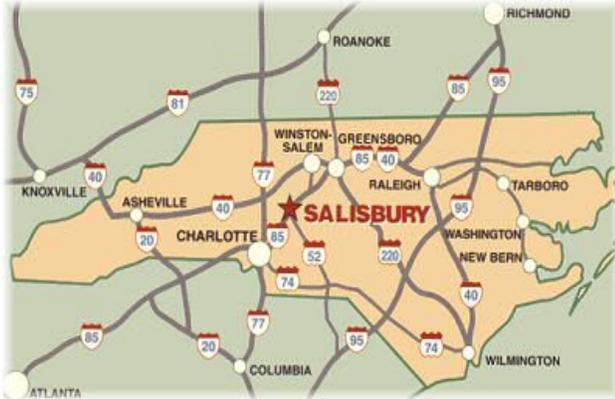
Based on Scheduling	Place ad in THE SALISBURY POST to advertise one time for public hearing.	City Clerk
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
5/24/17	Budget Work Session	Mayor, City Council, City Manager and Staff
6/6/17	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
6/6/17	City Council to adopt Budget.	City Council
July 2017	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2017	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, 296 miles from Atlanta, Georgia and 368 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 53 degrees, with a low around 30 degrees. The total snowfall is normally about 3 inches each year. In the summer, the high averages about 88 degrees, with a low of 67 degrees.

POPULATION

The population of 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 34,285 based upon estimates from the North Carolina 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. Davie, 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 is 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 members are elected to serve two-year terms of office. The Mayor is elected from the five Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five 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 twelve staff departments: Business and Financial Services, Human Resources, Communications, Fire, Police, Community Planning Services, Engineering, Public Services, Transit, Parks and Recreation, Salisbury-Rowan Utilities, and Broadband/Infrastructure Services. The City provides a full range of municipal services allowable under State law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, 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, using the Actiflo high-rate clarification process, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2016 was 9.3 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

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

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes 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 2016 was 8.7 million gallons per day.

The City now offers television, high-speed internet, and digital telephone services through Fibrant – the City's Broadband Services Utility.

Other utilities are provided by Duke Energy, Piedmont Natural Gas, AT&T, Windstream, and Spectrum.

TRANSPORTATION

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 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 7 million people live within 100 miles of Salisbury, 3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Rowan County Airport, three 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 (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger services to all parts of the United States via various airlines. There are also non-stop, international flight options available to Frankfurt, London, Rome, 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 conventions, Salisbury has twelve motels, with nearly 1,000 rooms, and two bed and breakfast establishments in our historic district.

EDUCATION

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has thirty buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of 1,300 Liberal Arts students and is affiliated with the United Church of Christ. U.S. News and World Report ranked Catawba 15th among Best Regional Colleges in the South for 2016. Livingstone College was founded in 1879, and has 1,300 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. The City is also home to Hood Theological Seminary, a private graduate school that prepares students for ministry and has grown to 300 students.

Novant Health Rowan Medical Center and Campbell University have a working agreement that establishes the hospital as a teaching hospital. The partnership includes training in the areas of primary care, family medicine, general surgery, OB/GYN, pediatrics, psychiatry, and other critical services with an emphasis on the unique needs of underserved communities.

In addition to the Salisbury-Rowan public school system, 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 Piedmont Players, a community little theatre 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 Theatre, built in 1905, for their home. The Piedmont Players present five shows each season. The Norvell Theatre features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year. Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theatre in the state. The arts program has been further enhanced with the addition of the Lee Street Theatre and Performing Arts Center, a 9,000 square foot theatre.

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, network for professional and local folk artists.

COMMUNITY FACILITIES

Salisbury is served daily by The Salisbury Post. Three radio stations provide for local programming. WBTV 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 parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, an outdoor seasonal swimming pool and splash pad, a Sports Complex, and a large community park and athletic complex totaling 518 acres of parkland city wide.

In addition, the department provides many amenities for public enjoyment including four recreation facilities, ten tennis courts, one disc golf course, and five paved sections (4.2 miles) of the Salisbury Greenway.

PARK SYSTEMS

Kelsey-Scott Park, City Park and Salisbury Community Park are among the largest parks in our park system providing outdoor recreation and shelter reservations to the citizens of Salisbury. The Jaycee Sports Complex is a multi-use area with two ball fields, outdoor fitness equipment and two outdoor basketball courts. City Park Recreation Center, Miller Recreation Center, Hall Gym and the Salisbury Civic Center offer a variety of programs throughout the year and are also available for rentals.

The Salisbury Community Park and Athletic Complex opened in April 2001. Amenities at the 306 acre park include baseball/softball fields, soccer fields, picnic shelters, play structures, multiple hiking/biking trails, walkways and an eight-acre lake suitable for fishing and equipped with a handicap accessible fishing pier.



Ball field at the Community Park

Hurley Park is a municipal garden which offers a unique collection of plants, native and ornamental, to the area. The park provides an educational experience as well as a pleasurable place to stroll and is reserved for weddings and other special events. The park will be celebrating its 30-year anniversary during the 2017-18 fiscal year.

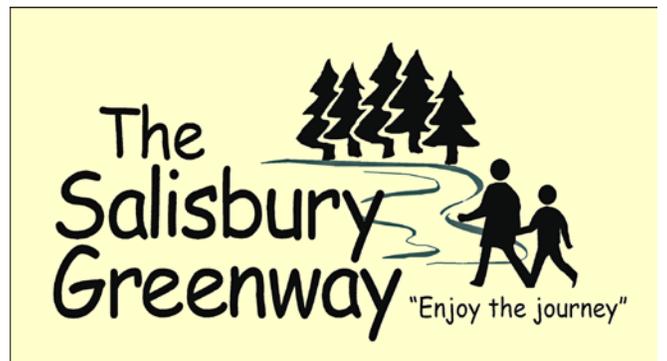
SPECIAL EVENTS

The Parks and Recreation Department offers a variety of special events throughout the year including: Father Daughter Dance, Autumn Craft Show, Earth Day on the Greenway, Touch a Truck, Doggy Dip Swim, Middle School Prom, Movies in the Park, Fall Camp outs, Community Fun Days, Woof Stock, Halloween Fun Fest, 5K Run Walk for the Greenway, Music at the Mural, Easter Egg Hunt, Fur Fun 5K, Brown Bag Lunch Jam, New Year's Eve at the Bell Tower, and Brunch with Santa. In addition to special events, the department facilitates over twenty softball tournaments that bring players from throughout the southeast to the Salisbury Community Park and Athletic Complex.

The Salisbury Rowan Tourism Authority in partnership with Downtown Salisbury conducts eight Friday Night Out events in the Downtown area that bring thousands of residents together for a fun filled evening.

MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	21.8
Number of Fire Stations	5	Miles of Streets	229
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	18,620
Number of Parks	28	Miles of Water Line	440
Number of Recreation Centers	4	Miles of Sewer Line	447
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	518		
Greenway Miles	4.2		



**ASSESSED VALUE OF TAXABLE PROPERTY
For the Last Ten Fiscal Years**

Fiscal Year Ended June 30,	Real Property	Personal Property	Public Service Property	Total	Tax Rate
2018				\$2,832,646,135	\$0.7096
2017	\$2,186,658,847	\$582,030,795	\$70,460,904	\$2,839,150,546	\$0.6720
2016	\$2,188,918,181	\$552,224,799	\$69,437,235	\$2,810,580,215	\$0.6600
2015	\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014	\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013	\$2,177,721,166	\$531,004,645	\$61,343,725	\$2,770,069,536	\$0.6374
2012	\$2,177,064,102	\$533,023,437	\$59,819,853	\$2,769,907,392	\$0.6135
2011	\$2,324,996,121	\$530,055,686	\$61,255,822	\$2,916,307,629	\$0.5900
2010	\$2,313,585,514	\$527,795,917	\$60,768,581	\$2,902,150,012	\$0.5900
2009	\$2,293,841,532	\$532,405,493	\$63,736,172	\$2,889,983,197	\$0.5900

¹ Estimated

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 years ended June 30, 2012 and June 30, 2016 (in bold). 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, 2016**

Business	Type of Enterprise	2016 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 168,306,793	5.99%
AKZO Nobel	Manufacturing	31,974,331	1.14%
Norandal USA	Industrial	24,667,967	0.88%
Duke Energy Corp.	Utility	29,960,139	1.07%
Centro Heritage Innes Street, LLC	Real Estate	25,754,169	0.92%
Henkel Corporation	Manufacturing	33,903,814	1.21%
Wal-Mart Real Estate Business	Retail	13,002,662	0.46%
BRC Salisbury LLC	Real Estate	12,025,915	0.43%
Cole Mt. Salisbury, NC LLC	Real Estate	22,958,592	0.82%
MFW Associates	Real Estate	10,787,418	0.38%
Totals	Real Estate	<u>\$ 373,341,800</u>	<u>13.30%</u>

**SCHEDULE OF PRINCIPAL EMPLOYERS
IN THE CITY OF SALISBURY
For the Year Ended June 30, 2016**

<u>Employer</u>	<u>Employees</u>	<u>Percentage of Total City Employment</u>
Rowan/Salisbury School System	2,847	13.56%
W.G. (Bill) Hefner VA Medical Center	2,100	10.00%
Food Lion, Inc.	2,000	9.52%
Novant Health Rowan Regional	1,449	6.90%
Rowan County	761	3.62%
Piedmont Correctional Institute	448	2.13%
Wal-Mart	434	2.07%
City of Salisbury	414	1.97%
Rowan-Cabarrus Community College	350	1.67%
Catawba College	250	1.19%
Total	<u>11,053</u>	<u>52.63%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2016

**DEMOGRAPHIC AND ECONOMIC STATISTICS
CITY OF SALISBURY
For the Last Ten Fiscal Years**

<u>Fiscal Year</u>	<u>Population</u>	<u>Personal Income</u>	<u>Per Capita Personal Income</u>	<u>Median Age</u>	<u>Unemployment Rate</u>
2016	34,285	\$ 877,313,318	\$ 25,589	39.7	5.8%
2015	33,955	847,677,075	24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,722	762,910,045	20,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%
2008	31,024	703,003,840	22,660	38.1	6.6%
2007	30,642	638,211,576	20,828	37.9	6.6%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2016

CITY OF SALISBURY

LIST OF PRINCIPAL OFFICIALS

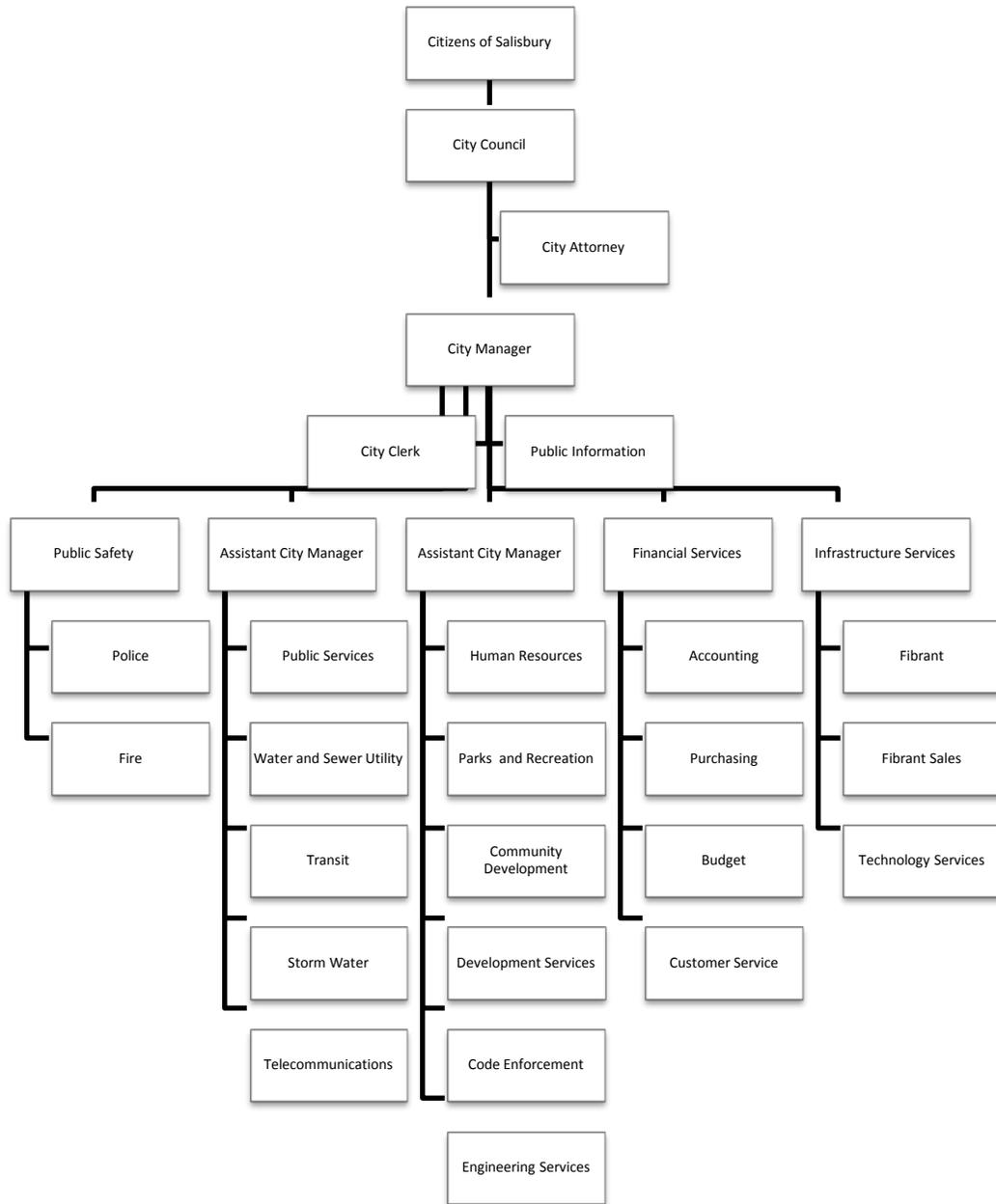
May 1, 2017

Mayor	Karen K. Alexander
Mayor Pro Tem	Maggie Blackwell
Council Member	William B. Miller
Council Member	David B. Post
Council Member	Kenneth L. Hardin
City Manager	W. Lane Bailey
Assistant City Manager	John A. Sofley, Jr.
Assistant City Manager	Zack Kyle
City Clerk	Myra B. Heard
Assistant to the City Manager	Kelly Baker
Communications Director	Linda M. McElroy
Finance Director	Teresa P. Harris
Human Resources Director	Ruth C. Kennerly
City Engineer	Wendy G. Brindle
Community Planning Services Director	Janet S. Gapen
Fire Chief	Robert A. Parnell
Police Chief	Jerome P. Stokes
Public Services Director	Tony Cinquemani
Utilities Director	James D. Behmer
Transit Director	Rodney L. Harrison
Parks and Recreation Director	Nick Aceves
Interim Broadband Services Director	Evans C. Ballard

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
Business & Financial Services	(704) 638-5303	Fred M. Evans Pool @ Lincoln Park	(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	City Bus Schedules	(704) 638-5252
Police Department-Business	(704) 638-5333	Garbage/Recycling	(704) 638-5256
Public Services Administration	(704) 638-5260	Permits	(704) 638-5210
Recreation-Administration	(704) 638-5291	Zoning	(704) 638-5210
Utilities Administration/Engineering	(704) 638-5205	Utility Account Services & Billing	(704) 638-5300
Fibrant	(704) 216-7567	Cemetery Office	(704) 638-5250

ORGANIZATIONAL CHART



CITY OF SALISBURY
SUMMARY OF POSITIONS FOR FY 2016 – 2018

	<u>APPROVED</u> <u>FY 2015-16</u>	<u>APPROVED</u> <u>FY 2016-17</u>	<u>REQUESTED</u> <u>FY 2017-18</u>	<u>RECOMMENDED</u> <u>FY 2017-18</u>	<u>APPROVED</u> <u>FY 2017-18</u>
GENERAL FUND					
City Council	5	7	7	8	8
Management & Administration	7	5	5	5	5
Communications	3	3	3	3	3
Human Resources	7	7	7	7	7
Financial Services	12	12	12	12	12
Business Services	17	11	11	11	11
Purchasing	1		-	-	
Telecommunications	5	4	4	4	4
Network Operations Center	6			-	
Information Technologies	7	7	7	7	7
Infrastructure Services	17			-	
Community Planning Services	4	4	4	4	4
Code Services	3	4	4	4	4
Development Services	4	4	4	4	4
Downtown Salisbury				2	2
Engineering	7	6	6	7	7
Engineering-Traffic Operations	-	2	2	2	2
Engineering-Facilities Maintenance	-	3	3	3	3
Police	90	88	88	88	88
Fire	81	81	82	82	82
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Streets	16	16	29	29	29
Public Svcs-Cemetery			1	1	1
Public Svcs- Solid Waste Management	7	7	7	7	7
Public Svcs-Waste Management-Other	5	5	5	5	5
Public Svcs-Landscape Operations			1	1	1
Public Svcs-Fleet Management	11	12	12	13	13
Parks and Recreation	37	41	21	21	21
TOTAL	355	332	328	333	333
WATER AND SEWER FUND					
Utility Management	10	10	10	10	10
Water Treatment	8	8	9	9	9
Systems Maintenance	27	26	26	26	26
Environmental Services	7	7	7	7	7
Wastewater Treatment Plants	15	25	25	25	25
Meter Services	12	11	10	10	10
Plants Maintenance	10		-	-	
TOTAL	89	87	87	87	87
TRANSIT FUND	12	12	13	14	14
FIBRANT COMMUNICATIONS FUND	3	26	26	24	24
STORMWATER FUND	10	10	11	11	11
TOTAL ALL FUNDS	469	467	465	469	469
<i>Permanent Full-time</i>	441	441	440	446	446
<i>Permanent Part-time</i>	5	5	5	5	5
<i>Temporary Full/Part-time</i>	8	8	2	2	2
<i>Temporary Part-time</i>	10	6	8	6	6
<i>Part-Time Pools</i>	5	7	10	10	10
TOTAL ALL FUNDS	469	467	465	469	469

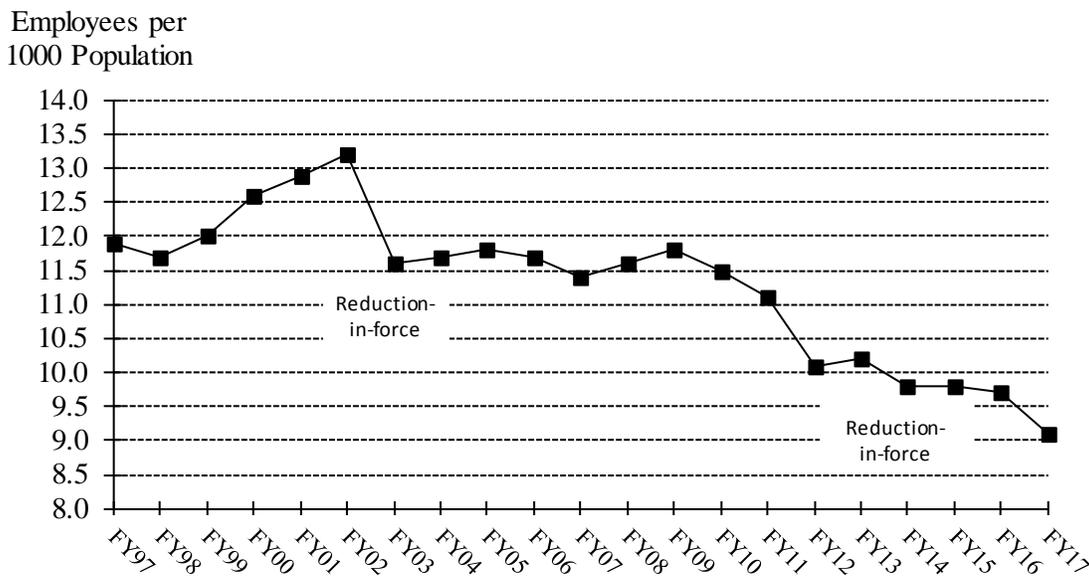
FY18 Budget includes 6 Temporary FT/PT positions moved into 2 PT Pools Ger

Note: FY18 Budget includes 6 Temporary FT/PT positions moved into 2 PT Pools General Fund & 1 Part-time pool added in Stormwater Fund

For the FY2017-18 Adopted Budget, the total number of full-time positions for the City’s budgeted funds has decreased by two over the previous fiscal year Adopted Budget. The following table shows the changes.

GENERAL FUND:
<i>Addition of Office Assistant in Administration; Downtown Director and Events/Marketing Coordinator for Downtown Salisbury; Code Services Manager; Fleet Mechanic. Eliminated Part-Time positions with part-time pools.</i>
WATER & SEWER FUND:
<i>No changes in positions.</i>
TRANSIT FUND:
<i>Addition of 2 positions: Transit Operator; Transit Planner.</i>
FIBRANT COMMUNICATIONS FUND
<i>Eliminated 2 part-time Network Operations Technicians.</i>
STORMWATER FUND
<i>Part-time pool added where previously used outside temporary agencies.</i>

General Fund Full-Time Employees per 1000 Population



As mentioned in the Introductory Section 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 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. Subsequently, in FY2012 (FY12), there were 33 net full time positions eliminated due to decreased revenue/increased expenditures. The decrease in FY2018 is related to the Fibrant employees being moved to the Fibrant Communications Fund from the General Fund.

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

PROGRAM MATRIX OF FY2017-18 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
GENERAL FUND:								
City Council	X	X	X	X	X	X		X
Management & Administration	X	X	X	X	X	X		X
Communications	X	X	X	X	X	X		X
Human Resources	X	X	X	X	X	X		X
Business & Financial Services	X	X	X	X	X	X		X
Purchasing	X							
Telecommunications	X	X	X	X	X	X		X
Information Systems Operations	X	X	X		X	X		X
Central City Buildings Plaza	X					X		
Community Planning Services						X		
Code Services				X		X		
Development Services						X		
Engineering	X		X		X			
Street Lighting		X	X					
GIS	X	X	X	X	X	X		X
Police		X					X	
Fire		X					X	
Public Services Administration	X		X	X				
Street			X					
Solid Waste Management				X				
Waste Management- Other				X				
Fleet Management	X							
Transportation			X					
Parks & Recreation					X			
Education							X	
ENTERPRISE FUNDS:								
Water & Sewer								X
Mass Transit			X					
Fibrant						X		X
Stormwater				X				X
SPECIAL REVENUE:								
Entitlement (HUD)						X		

CITY OF SALISBURY, NORTH CAROLINA

**GENERAL FUND
STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for Year Ending June 30, 2017 and
Actual for Year Ended June 30, 2016

	2016	2017	2018
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
REVENUES:			
Taxes:			
General property - current	\$ 17,991,668	\$ 18,167,217	\$ 19,371,599
General property - prior	395,532	417,500	630,000
Auto tax	237,477	234,900	235,000
Interest on delinquent tax	114,738	116,972	135,000
Other tax	3,076	500	1,000
	<u>\$ 18,742,491</u>	<u>\$ 18,937,089</u>	<u>\$ 20,372,599</u>
Unrestricted Intergovernmental:			
Local Option Sales Tax	\$ 6,433,260	\$ 7,000,000	\$ 7,049,800
Utilities Franchise Tax	3,029,521	3,162,884	3,015,000
Wine and Beer Tax	149,367	149,366	160,000
Other	253,588	143,047	150,000
	<u>\$ 9,865,736</u>	<u>\$ 10,455,297</u>	<u>\$ 10,374,800</u>
Restricted Intergovernmental:			
State Street Aid - Powell Bill	\$ 974,470	\$ 967,070	\$ 967,070
Other	458,377	815,352	1,272,200
	<u>\$ 1,432,847</u>	<u>\$ 1,782,422</u>	<u>\$ 2,330,270</u>
Charges for services:			
Environmental protection	\$ 2,042,159	\$ 2,068,067	\$ 2,063,000
Culture and recreation	136,509	113,500	200,000
Code Services fees	46,105	34,000	40,000
Public safety	469,182	479,552	387,500
Cemetery	121,075	106,260	120,000
Radio antenna and paging rentals	246,788	265,000	270,000
Rentals and sale of property	252,047	313,945	257,700
Licenses and Permits	65,615	65,319	62,200
Administrative Charges	3,533,804	3,622,590	3,615,090
Community services	160,197	160,566	164,196
Other	4,245	3,000	3,000
	<u>\$ 7,077,726</u>	<u>\$ 7,231,799</u>	<u>\$ 7,182,686</u>
Miscellaneous:			
Interest earned on investments	\$ 32,399	\$ 83,232	\$ 40,000
Donations	169,759	113,120	80,000
Other	309,446	264,580	171,549
	<u>\$ 511,604</u>	<u>\$ 460,932</u>	<u>\$ 291,549</u>
Total revenues	<u>\$ 37,630,404</u>	<u>\$ 38,867,539</u>	<u>\$ 40,551,904</u>
OTHER FINANCING SOURCES:			
Refunding bonds issued	-	690,000.0	-
Fund Balance Appropriated	\$ -	\$ -	\$ 2,296,294
Total revenues and other financing sources	<u>\$ 37,630,404</u>	<u>\$ 39,557,539</u>	<u>\$ 42,848,198</u>

CITY OF SALISBURY
FY 2017-2018 BUDGET SUMMARY
GENERAL FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
REVENUE	\$ 37,630,404	\$ 42,469,025	\$ 40,725,281	\$ 42,619,398	\$ 42,848,198
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
CITY COUNCIL					
Personnel	\$ 125,755	\$ 291,915	\$ 293,006	\$ 332,559	\$ 332,559
Operations	135,778	138,877	190,761	181,039	191,039
Capital	-	-	-	-	-
TOTAL	\$ 261,533	\$ 430,792	\$ 483,767	\$ 513,598	\$ 523,598
MANAGEMENT & ADMINISTRATION					
Personnel	\$ 493,375	\$ 713,573	\$ 738,332	\$ 724,083	\$ 724,083
Operations	356,323	269,038	333,862	311,722	311,722
Capital	-	-	-	-	-
TOTAL	\$ 849,698	\$ 982,611	\$ 1,072,194	\$ 1,035,805	\$ 1,035,805
COMMUNICATIONS					
Personnel	\$ 237,127	\$ 276,175	\$ 288,825	\$ 282,224	\$ 282,224
Operations	197,705	110,789	104,239	103,169	103,169
Capital	-	-	-	-	-
TOTAL	\$ 434,832	\$ 386,964	\$ 393,064	\$ 385,393	\$ 385,393
HUMAN RESOURCES					
Personnel	\$ 651,537	\$ 545,032	\$ 591,536	\$ 576,254	\$ 576,254
Operations	810,455	753,373	1,048,611	821,044	821,044
Capital	-	-	-	-	-
TOTAL	\$ 1,461,992	\$ 1,298,405	\$ 1,640,147	\$ 1,397,298	\$ 1,397,298
BUSINESS AND FINANCIAL SERVICES - ADMINISTRATION					
Personnel	\$ 917,551	\$ 985,823	\$ 1,037,554	\$ 1,008,811	\$ 1,008,811
Operations	333,196	313,201	331,783	323,967	323,967
Capital	-	-	-	-	-
TOTAL	\$ 1,250,747	\$ 1,299,024	\$ 1,369,337	\$ 1,332,778	\$ 1,332,778
BUSINESS AND FINANCIAL SERVICES - BUSINESS SERVICES					
Personnel	\$ 810,623	\$ 502,359	\$ 532,953	\$ 520,682	\$ 520,682
Operations	34,354	15,298	14,270	13,921	13,921
Capital	-	-	-	-	-
TOTAL	\$ 844,977	\$ 517,657	\$ 547,223	\$ 534,603	\$ 534,603

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
TELECOMMUNICATIONS					
Personnel	\$ 289,910	\$ 275,248	\$ 287,097	\$ 279,885	\$ 279,885
Operations	395,229	450,962	453,665	446,675	446,675
Capital	9,299	21,361	95,391	8,891	8,891
TOTAL	\$ 694,438	\$ 747,571	\$ 836,153	\$ 735,451	\$ 735,451
INFORMATION TECHNOLOGIES					
Personnel	\$ 776,575	\$ 650,886	\$ 643,106	\$ 624,997	\$ 624,997
Operations	1,598,224	684,120	822,340	797,318	797,318
Capital	-	-	223,000	-	-
TOTAL	\$ 2,374,799	\$ 1,335,006	\$ 1,688,446	\$ 1,422,315	\$ 1,422,315
INFORMATION TECHNOLOGIES - NETWORK OPERATIONS CENTER					
Personnel	\$ 250,705	\$ -	\$ -	\$ -	\$ -
Operations	4,034	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 254,739	\$ -	\$ -	\$ -	\$ -
FIBRANT SUPPORT					
Personnel	\$ 332,984	\$ -	\$ -	\$ -	\$ -
Operations	110,231	2,529,087	2,869,227	3,262,221	3,262,221
Capital	-	-	-	-	-
TOTAL	\$ 443,215	\$ 2,529,087	\$ 2,869,227	\$ 3,262,221	\$ 3,262,221
COMMUNITY PLANNING SERVICES - PLANNING & COMMUNITY DEVELOPMENT					
Personnel	\$ 342,962	\$ 342,069	\$ 347,070	\$ 338,389	\$ 338,389
Operations	1,153,689	860,865	956,629	624,410	663,410
Capital	-	-	-	-	-
TOTAL	\$ 1,496,651	\$ 1,202,934	\$ 1,303,699	\$ 962,799	\$ 1,001,799
COMMUNITY PLANNING SERVICES - CODE SERVICES					
Personnel	\$ 149,040	\$ 236,818	\$ 254,214	\$ 274,209	\$ 274,209
Operations	62,048	71,424	185,288	145,238	145,238
Capital	-	-	-	-	-
TOTAL	\$ 211,088	\$ 308,242	\$ 439,502	\$ 419,447	\$ 419,447
COMMUNITY PLANNING SERVICES - DEVELOPMENT SERVICES					
Personnel	\$ 277,057	\$ 301,032	\$ 332,071	\$ 323,263	\$ 323,263
Operations	899,624	792,485	449,084	317,584	422,584
Capital	-	-	-	-	-
TOTAL	\$ 1,176,681	\$ 1,093,517	\$ 781,155	\$ 640,847	\$ 745,847
DOWNTOWN SALISBURY					
Personnel	\$ -	\$ -	\$ -	\$ 185,640	\$ 185,640
Operations	-	-	-	-	74,800
Capital	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ 185,640	\$ 260,440

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
ENGINEERING					
Personnel	\$ 542,545	\$ 549,732	\$ 612,700	\$ 663,441	\$ 663,441
Operations	741,870	3,006,009	2,936,908	2,577,722	2,577,722
Capital	-	-	-	-	-
TOTAL	\$ 1,284,415	\$ 3,555,741	\$ 3,549,608	\$ 3,241,163	\$ 3,241,163
ENGINEERING - STREET LIGHTING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	566,219	597,220	614,550	614,550	614,550
Capital	-	-	-	-	-
TOTAL	\$ 566,219	\$ 597,220	\$ 614,550	\$ 614,550	\$ 614,550
ENGINEERING - TRAFFIC OPERATIONS					
Personnel	\$ 567,532	\$ 117,352	\$ 140,565	\$ 131,679	\$ 131,679
Operations	470,014	88,605	75,333	59,093	59,093
Capital	-	-	-	-	-
TOTAL	\$ 1,037,546	\$ 205,957	\$ 215,898	\$ 190,772	\$ 190,772
ENGINEERING - CENTRAL CITY BUILDINGS					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	521,252	708,646	508,188	441,571	441,571
Capital	118,240	34,372	411,400	-	-
TOTAL	\$ 639,492	\$ 743,018	\$ 919,588	\$ 441,571	\$ 441,571
ENGINEERING - PLAZA					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	164,135	161,311	185,020	127,159	127,159
Capital	21,871	20,000	300,000	79,000	79,000
TOTAL	\$ 186,006	\$ 181,311	\$ 485,020	\$ 206,159	\$ 206,159
ENGINEERING - FACILITIES MAINTENANCE					
Personnel	\$ 172,135	\$ 193,558	\$ 220,089	\$ 206,554	\$ 206,554
Operations	7,776	8,938	70,706	50,395	50,395
Capital	-	-	-	-	-
TOTAL	\$ 179,911	\$ 202,496	\$ 290,795	\$ 256,949	\$ 256,949
POLICE - SERVICES					
Personnel	\$ 1,246,858	\$ 1,571,826	\$ 1,840,632	\$ 1,616,797	\$ 1,616,797
Operations	129,594	226,408	185,492	185,492	185,492
Capital	-	-	-	-	-
TOTAL	\$ 1,376,452	\$ 1,798,234	\$ 2,026,124	\$ 1,802,289	\$ 1,802,289
POLICE - ADMINISTRATION					
Personnel	\$ 594,297	\$ 582,749	\$ 848,745	\$ 1,052,888	\$ 1,052,888
Operations	523,994	372,299	619,251	1,069,706	1,069,706
Capital	-	6,864	182,700	47,200	47,200
TOTAL	\$ 1,118,291	\$ 961,912	\$ 1,650,696	\$ 2,169,794	\$ 2,169,794

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
POLICE - OPERATIONS					
Personnel	\$ 2,854,524	\$ 3,309,781	\$ 3,815,631	\$ 3,676,288	\$ 3,676,288
Operations	754,219	815,289	1,056,933	998,907	998,907
Capital	10,820	59,073	-	-	-
TOTAL	\$ 3,619,563	\$ 4,184,143	\$ 4,872,564	\$ 4,675,195	\$ 4,675,195
POLICE - SPECIAL OPERATIONS					
Personnel	\$ 622,529	\$ 700,547	\$ -	\$ -	\$ -
Operations	9,929	29,205	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 632,458	\$ 729,752	\$ -	\$ -	\$ -
FIRE					
Personnel	\$ 4,455,166	\$ 4,774,073	\$ 5,076,223	\$ 4,924,059	\$ 4,924,059
Operations	879,618	950,055	1,017,087	937,720	937,720
Capital	73,407	911,840	899,300	802,500	802,500
TOTAL	\$ 5,408,191	\$ 6,635,968	\$ 6,992,610	\$ 6,664,279	\$ 6,664,279
PUBLIC SERVICES - ADMINISTRATION					
Personnel	\$ 235,627	\$ 253,032	\$ 268,623	\$ 262,022	\$ 262,022
Operations	8,733	14,320	27,228	21,935	21,935
Capital	-	-	-	-	-
TOTAL	\$ 244,360	\$ 267,352	\$ 295,851	\$ 283,957	\$ 283,957
PUBLIC SERVICES - STREETS					
Personnel	\$ 669,254	\$ 1,492,443	\$ 1,593,578	\$ 1,521,947	\$ 1,521,947
Operations	929,667	1,383,538	1,516,049	1,346,037	1,346,037
Capital	51,771	15,000	158,701	-	-
TOTAL	\$ 1,650,692	\$ 2,890,981	\$ 3,268,328	\$ 2,867,984	\$ 2,867,984
PUBLIC SERVICES - SOLID WASTE					
Personnel	\$ 360,325	\$ 372,610	\$ 402,939	\$ 379,014	\$ 379,014
Operations	954,457	1,017,202	1,180,391	1,108,804	1,108,804
Capital	-	-	-	-	-
TOTAL	\$ 1,314,782	\$ 1,389,812	\$ 1,583,330	\$ 1,487,818	\$ 1,487,818
PUBLIC SERVICES - WASTE MANAGEMENT - OTHER					
Personnel	\$ 356,970	\$ 227,215	\$ 232,476	\$ 218,629	\$ 218,629
Operations	118,892	148,620	217,351	206,280	206,280
Capital	-	-	-	-	-
TOTAL	\$ 475,862	\$ 375,835	\$ 449,827	\$ 424,909	\$ 424,909
PUBLIC SERVICES - FLEET MANAGEMENT					
Personnel	\$ 699,279	\$ 796,889	\$ 955,132	\$ 989,760	\$ 989,760
Operations	82,427	108,312	96,284	88,578	88,578
Capital	50,341	-	226,600	-	-
TOTAL	\$ 832,047	\$ 905,201	\$ 1,278,016	\$ 1,078,338	\$ 1,078,338

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 15-16		FY 16-17		FY 17-18		FY 17-18		FY 17-18	
PUBLIC SERVICES - CEMETERY										
Personnel	\$	-	\$	86,837	\$	78,504	\$	76,424	\$	76,424
Operations		-		170,258		28,878		21,926		21,926
Capital		-		-		17,000		8,000		8,000
TOTAL	\$	-	\$	257,095	\$	124,382	\$	106,350	\$	106,350
PUBLIC SERVICES - DOWNTOWN LANDSCAPING										
Personnel	\$	-	\$	75,443	\$	79,041	\$	76,961	\$	76,961
Operations		-		23,639		26,259		24,967		24,967
Capital		-		10,230		48,000		48,000		48,000
TOTAL	\$	-	\$	109,312	\$	153,300	\$	149,928	\$	149,928
TRANSPORTATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		465,322		465,322		540,322		465,322		465,322
Capital		-		-		-		-		-
TOTAL	\$	465,322	\$	465,322	\$	540,322	\$	465,322	\$	465,322
PARKS & RECREATION										
Personnel	\$	2,061,558	\$	1,066,625	\$	1,143,762	\$	1,096,598	\$	1,096,598
Operations		1,086,490		720,442		744,843		582,613		582,613
Capital		238,880		47,088		1,281,625		276,000		276,000
TOTAL	\$	3,386,928	\$	1,834,155	\$	3,170,230	\$	1,955,211	\$	1,955,211
EDUCATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		38,107		38,107		40,000		40,000		40,000
Capital		-		-		-		-		-
TOTAL	\$	38,107	\$	38,107	\$	40,000	\$	40,000	\$	40,000
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,290,055		2,008,291		1,008,805		668,665		668,665
Capital		-		-		-		-		-
TOTAL	\$	1,290,055	\$	2,008,291	\$	1,008,805	\$	668,665	\$	668,665
GRAND TOTAL										
Personnel	\$	21,093,800	\$	21,291,642	\$	22,654,404	\$	22,364,057	\$	22,364,057
Operations		15,833,660		20,051,555		20,455,637		18,985,750		19,214,550
Capital		574,629		1,125,828		3,843,717		1,269,591		1,269,591
TOTALS	\$	37,502,089	\$	42,469,025	\$	46,953,758	\$	42,619,398	\$	42,848,198

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. To provide a central source for the collection, storage and dissemination of official municipal records and documents.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 125,755	\$ 291,915	\$ 293,006	\$ 332,559	\$ 332,559
Operating	135,778	138,877	190,761	181,039	191,039
Capital	-	-	-	-	-
TOTAL	\$ 261,533	\$ 430,792	\$ 483,767	\$ 513,598	\$ 523,598

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
City Council (000)					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
Administration (210)					
City Clerk	0	1	1	1	1
Senior Office Assistant -NEW ^{1, 2}	<u>0</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
	5	7	8	8	8

¹ Position transferred from 421 Administration

² Position added

STATEMENT OF PURPOSE

To serve as a central source of information, advice and support services for the City Council and Management Team. 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 ensure that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current. To facilitate the flow of ideas, information and understanding between and among individuals, advocating effectively in the community interest. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 493,375	\$ 713,573	\$ 738,332	\$ 724,083	\$ 724,083
Operating	356,323	269,038	333,862	311,722	311,722
Capital	-	-	-	-	-
TOTAL	\$ 849,698	\$ 982,611	\$ 1,072,194	\$ 1,035,805	\$ 1,035,805

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (000)					
City Manager	1	1	1	1	1
Assistant City Manager ³	0	2	2	2	2
City Clerk ¹	1	0	0	0	0
Deputy City Clerk/Asst. to City Mgr	1	1	1	1	1
Administrative Specialist ⁴	0	0	1	1	1
Senior Office Assistant ¹	2	1	0	0	0
Risk Management (201)					
Risk Management Officer ²	1	0	0	0	0
Risk Management Assistant ²	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	7	5	5	5	5

¹ Position transferred to City Council (411)
² Department transferred to Human Resources (423)
³ (1) position transferred from Human Resources (423)
³ (1) position transferred from Financial Services - Administration (443-000)
⁴ Position reclassified from Senior Office Assistant

STATEMENT OF PURPOSE

To serve as the central source of City information by providing a singular voice and facilitating creative communication solutions for the City of Salisbury. To provide professional, timely and accurate information, marketing and communication services to the citizens of Salisbury, and in some instances, Rowan County. To assist in the coordination of internal communications to all City employees. To manage and coordinate the City of Salisbury website, media relations, social media, crisis communications, television services and print communications. To implement goals and special projects as assigned by the City Council and City Manager.

PERFORMANCE GOALS

1. Promote the City’s programs and highlight accomplishments through Salisbury NOW, City of Salisbury external newsletter, social media, the Salisbury city website, ACCESS16 and word of mouth.
2. Manage City of Salisbury and Fibrant brand and marketing standards to ensure compliance by City employees, contractors, appointees and elected officials.
3. Provide support for marketing efforts of departments, when requested.
4. Maintain the City and Fibrant social media and mass notification presence and monitor content.
 - Explore up-to-date social media initiatives to share more City content and to inform the public of significant City events and notifications
 - Monitor inappropriate content posted by posters and employees and forward inappropriate employee content to appropriate contacts
 - Continue to sponsor City and Fibrant, “Like, Share, Comment” Facebook contests
 - Train all departments on Nixle mass notification posting
 - Increase participation in the private Nixle group of Salisbury employees
 - Increase Nixle followers by 50 percent by the end of the fiscal year
 - Increase Facebook likes by 60 percent by the end of the fiscal year
 - Increase Twitter followers by 20 percent by the end of the fiscal year
5. Manage Fibrant branding and marketing.
 - Explore contracting, and if successful, manage an outside advertising agency with the intent to receive tangible deliverables regarding Fibrant
 - Work collaboratively with Director of Broadband and RowanWORKS Economic Development Director on regional and national outreach to draw businesses to Salisbury
 - Draft and execute approved marketing plan
6. Continue to write and distribute an engaging community newsletter monthly to Salisbury residents.
7. Continue to develop Salisbury NOW television show into a premiere, award-winning, local government channel interview news programming.
8. Complete and go live with the new City of Salisbury website.
9. Maintain and upgrade the City’s television stations (ACCESS16 and Fibrant 17).
 - Explore redesign of the ACCESS16 logo
 - Continue to encourage city departments and non-profit organizations and adjacent local government agencies to advertise their programs and initiatives on Fibrant 17
 - Upgrade the stations equipment as needed
 - Explore additional television programming, such as a “A Minute with the Mayor” and Salisbury’s Most Wanted
10. Support internal City departments and City Council with their communications as needed.
 - Manage crisis communications as needed
 - Support departments in emergency and/or urgent situations
 - Draft talking points and Q and As as needed in emergency or controversial situations
 - Develop and manage press conferences as necessary for crisis or emergency events
11. Set up, record, live tweet and live stream Salisbury City Council meetings.
 - Prepare recorded meetings for viewing as soon as possible on ACCESS16
 - Live tweet City Council meetings while in progress

PERFORMANCE MEASURES

	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Workload			
Social Media Engagement Percentage Increase	n/a	n/a	60% (FB,) 20% (Twitter)
Positive News Coverage Reach Percentage Increase	n/a	n/a	30%
Departments Supported	14	13	13

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 237,127	\$ 276,175	\$ 288,825	\$ 282,224	\$ 282,224
Operating	197,705	110,789	104,239	103,169	103,169
Capital	-	-	-	-	-
TOTAL	\$ 434,832	\$ 386,964	\$ 393,064	\$ 385,393	\$ 385,393

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Public Information (203)					
Public Information Director	1	1	1	1	1
Access 16 (204)					
Systems Analyst	1	1	1	1	1
Web & System Media (205)					
Web/Marketing Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

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, Human Relations Council, Youth Council, and a city-wide customer service program. 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.

PERFORMANCE GOALS

1. Implement City Council level goals.
2. Research, develop, and implement Human Resources systems consistent with elements of a high performance organization.
3. Support the 4 core values - servant leadership, customer service, goal setting, and strategic planning - into the operations of the departments.
4. Update compensation plan periodically.
5. Establish health insurance savings strategies and wellness initiatives.
6. Implement a comprehensive internship program with schools and colleges/universities.
7. Continue to identify and establish employee appreciation efforts.
8. Continue to support our comprehensive customer service plan to better serve our citizens and employees.
9. Continue to support the applicant tracking and advertising software program.
10. Continue to maintain a secured web-based human resources information system.
11. Continue to provide employee self-service through the human resources information system, MUNIS.
12. Attract and retain high quality city employees through non-traditional and one-on-one recruitment efforts.
13. Participate in the School of Government Performance Measurement Program and identify additional measures of effectiveness and efficiency.
14. Continue management and leadership training to further develop human capital
15. Develop and implement Salisbury University to provide resources and opportunities for career development.
16. Continue to provide staff assistance to the Salisbury Human Relations Council.
17. Continue to provide staff assistance and leadership skill development to the Youth Council members.
18. Provide Risk Management Programs.
19. Provide federal and state mandated safety training.
20. Provide city wide safety training.
21. Continue to support and maintain a Safety Committee to review trends and losses to further educate current employees.
22. Update recruiting initiatives for public safety departments (Fire and Police).

PERFORMANCE MEASURES

Human Resources (000)	FY 2016 Actual	FY 2017 Estimate	FY 2018 Projected
Workload			
Position Applications Reviewed	1,101	1,200	1,300
Full-Time Employees in Organization (all funds)	430	425	435
Position Requisitions Received from Departments	83	90	95
Effectiveness			
	External 83%	External 85%	External 82.5%
Percent of Applicants Placed	Internal 17%	Internal 15%	Internal 17.5%
Organization-wide Turnover Rate	19.70%	18.00%	15.00%
Risk Management (201)			
Workload			
Number of Workers Compensation Claims Filed	45	40	35
Number of Third-Party Insurance Claims Filed	35	30	25
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
Efficiency			
Cost Per Negotiated Workers Compensation Claim	\$ 4,184	\$ 3,000	\$ 2,500
Cost Per Negotiated Insurance Claim	\$ 2,330	\$ 2,000	\$ 1,500
Cost of all OSHA Imposed Fines & Penalties	-	-	-
Effectiveness			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	2%	3%	3%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	-	-	-

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 651,537	\$ 545,032	\$ 591,536	\$ 576,254	\$ 576,254
Operating	810,455	753,373	1,048,611	821,044	821,044
Capital	-	-	-	-	-
TOTAL	\$ 1,461,992	\$ 1,298,405	\$ 1,640,147	\$ 1,397,298	\$ 1,397,298

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Human Resources (000)					
Assistant City Manager ²	1	0	0	0	0
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	2	3	3	3	3
HR Analyst (Public Safety Recruiter) ³	0	1	1	1	1
Senior Office Assistant	1	1	0	0	0
Human Resources Specialist	1	0	1	1	1
Human Resources Planner	1	0	0	0	0
Risk Management (201)					
Risk Management Officer ¹	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

¹ Department moved due to reorganization (421-201)

² Position transferred to Administration (421-000)

³ Position moved from Police Administration (514)

DEPARTMENT – Business and Financial Services – Summary

SUMMARY STATEMENT OF PURPOSE

To provide internal services to support the operations of the City. The Department also provides some direct services to citizens through its Business Office Division and City’s website. Included in Business and Financial Services are the Purchasing, Accounting, Budget and Performance Management, and Business Office.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 2,018,084	\$ 1,763,430	\$ 1,857,604	\$ 1,809,378	\$ 1,809,378
Operating	762,779	779,461	799,718	784,563	784,563
Capital	9,299	21,361	95,391	8,891	8,891
TOTAL	\$ 2,790,162	\$ 2,564,252	\$ 2,752,713	\$ 2,602,832	\$ 2,602,832

STATEMENT OF PURPOSE

To provide fiscal and business services to support the operations of the City. 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. The Department also provides some direct services to citizens through its Business Office Division and the City’s website. Included in Administration are Business and Financial Services Administration, Accounting, Budget, Debt, and Performance Management.

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. Participate in the GFOA’s Certificate of Achievement for Financial Reporting Excellence program.
4. Participate in the GFOA’s Distinguished Budget Presentation Award.
5. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
6. Continue to seek methods of improved fixed asset accountability.
7. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.

PERFORMANCE MEASURES

	FY 2016	FY 2017	FY 2018
Accounting	Actual	Estimate	Projected
Workload			
Number of Checks Issued	4,449	3,781	3,600
Number of ACH Transactions (Payroll and A/P)	15,531	16,272	16,500
Number of Journal Entries	872	850	850
Effectiveness			
Percent of Checks Processed Without Error	99.0%	99.0%	99.0%
Percent of ACH Transactions Processed Without Error	99.0%	99.0%	99.0%
Purchasing			
Workload			
Number of Purchase Orders Fulfilled	749	650	700
Number of Procurement Card Transactions	10,390	10,000	10,000
Number of Contracts Reviewed	50	85	90
Effectiveness			
Percent of POs Completed Without Error	95%	96%	95%
Procurement Card Error Rate	3%	3%	3%

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 917,551	\$ 985,823	\$ 1,037,554	\$ 1,008,811	\$ 1,008,811
Operating	333,196	313,201	331,783	323,967	323,967
Capital	-	-	-	-	-
TOTAL	\$ 1,250,747	\$ 1,299,024	\$ 1,369,337	\$ 1,332,778	\$ 1,332,778

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (000)					
Assistant City Manager ³	1	0	0	0	0
Financial Services Manager ¹	1	0	0	0	0
Finance Director ¹	0	1	1	1	1
Budget & Performance Manager	1	1	1	1	1
Budget & Performance Analyst	1	1	1	1	1
Management Analyst	1	1	1	1	1
Finance Specialist	1	1	1	1	1
Finance Manager	1	1	1	1	1
Senior Management Analyst	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II	2	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Manager ²	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	12	12	12	12	12

¹ Position reclassified to Finance Director

² Restructured Purchasing (444) with BFS/ Administration

³ Position transferred to Administration (421)

STATEMENT OF PURPOSE

To provide for the management of billing, collection, and customer management to the customers of the City’s water and sewer utility, garbage, recycling, storm water, and Fibrant services.

DIVISIONAL PERFORMANCE GOALS

1. Continue to improve the collection process to reduce past due balances by implementing a 30 day cutoff cycle.
2. Continue training efforts to improve upon customer service satisfaction with online training modules to be completed by all staff members.
3. Continue cross-training efforts with the front counter and call center staff in other areas such as the NOC, Meter Services, and Sales.

PERFORMANCE MEASURES

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Projected
Workload			
Number of Utility Bills Generated	231,523	233,000	235,000
Number of Teller Transactions			
Number of Telephone Transactions*	52,800	52,900	53,000
Effectiveness			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%

* These are estimates, as Audiolog Call Statistics Reporting System was not always functional.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 810,623	\$ 502,359	\$ 532,953	\$ 520,682	\$ 520,682
Operating	34,354	15,298	14,270	13,921	13,921
Capital	-	-	-	-	-
TOTAL	\$ 844,977	\$ 517,657	\$ 547,223	\$ 534,603	\$ 534,603

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Business Services (102)					
Customer Service Manager	1	1	1	1	1
Customer Service Clerk	8	8	8	8	8
Customer Service Clerk (TPT)	2	2	2	2	2
Sales and Marketing (103) ¹					
Broadband Sales Manager ¹	1	0	0	0	0
Broadband Sales Specialist ¹	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	17	11	11	11	11

¹ Department transferred to Fund (036) Fibrant - Fibrant Sales

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.

PERFORMANCE GOALS

1. Strive to keep the system operating at the best level since radio system is a fully functional 4-Site System with Rowan County.
2. Major upgrade to the radio system in the summer of 2017.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working and support SRU with the SCADA network.
5. Help install and maintain backup Communication Center in Kannapolis as well as the new console at the Telecommunication shop.
6. Work with Motorola to obtain proper training for the new radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our City departments and to our Rowan County customers.
8. Continue to work with and support Rowan County and the Salisbury Police Department on the new consolidated 9-1-1 Communication Center.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 289,910	\$ 275,248	\$ 287,097	\$ 279,885	\$ 279,885
Operating	395,229	450,962	453,665	446,675	446,675
Capital	9,299	21,361	95,391	8,891	8,891
TOTAL	\$ 694,438	\$ 747,571	\$ 836,153	\$ 735,451	\$ 735,451

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician ¹	3	2	2	2	2
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	4	4	4	4

¹ Position transferred to Fleet (661-000)

CAPITAL OUTLAY

	FY 17-18	FY 17-18	FY 17-18
Water Proof Building at Tower Site	\$ 15,000	\$ -	\$ -
Full Fan & Capacitor	8,891	8,891	8,891
Upgrade DiagnostX Box at Tower Site	11,500	-	-
VOIP & Radio Recorder	60,000	-	-
Total Capital Outlay	\$ 95,391	\$ 8,891	\$ 8,891

DEPARTMENT – Information Technologies - Summary

SUMMARY STATEMENT OF PURPOSE

To provide leadership, innovation, and guidance to all the City’s business units in the use of new technologies to enhance city services to citizens.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 583,689	\$ -	\$ -	\$ -	\$ -
Operating	114,265	2,529,087	2,869,227	3,262,221	3,262,221
Capital	-	-	-	-	-
TOTAL	\$ 697,954	\$ 2,529,087	\$ 2,869,227	\$ 3,262,221	\$ 3,262,221

STATEMENT OF PURPOSE

To provide excellent enterprise level customer service and support as the centralized authority on technology solutions by managing current and future technology requirements. Provide the correct resources to enable consistent data and communications access to every City employee, ensuring they can efficiently and seamlessly perform their duties to the citizens of the City of Salisbury.

PERFORMANCE GOALS

1. Maintain support for all departments within the City of Salisbury.
2. Become the sole source for technology solutions within the city.
3. Maintain all software, software support, and hardware support contracts.
4. Continue upgrading equipment as dictated by the replacement schedule.
5. Coordinate scheduled maintenance and upgrades.
6. Monitor all network activity, and mitigate any risks.
7. Identify areas within departments where IT can provide solutions.
8. Identify and reduce unnecessary technology expenditures.
9. Implement policy and procedure manual.

PERFORMANCE MEASURES

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Projected
Workload			
Number of Computers Directly Supported	463	463	463
Total Number of IT Helpdesk Requests Received	1,127	1,145	1,163
Number of Remote Sites Supported	47	47	47
Number of Telephones Supported	380	380	380
Efficiency			
Number of PCs Supported Per Analyst	116	116	116
Effectiveness			
Average Annual Network Availability *	99.9%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	54.6%	66.7%	68.0%

* Estimate - Designed to demonstrate network reliability

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 776,575	\$ 650,886	\$ 643,106	\$ 624,997	\$ 624,997
Operating	1,598,224	684,120	822,340	797,318	797,318
Capital	-	-	223,000	-	-
TOTAL	\$ 2,374,799	\$ 1,335,006	\$ 1,688,446	\$ 1,422,315	\$ 1,422,315

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (000)					
Director Broadband Services ¹	1	0	0	0	0
Senior Office Assistant/Admin	1	1	1	1	1
Operations (151)					
IT Network Manager	1	1	1	1	1
Installation Technician	0	1	1	1	1
Systems Analyst	3	3	3	3	3
Network Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

¹ Moved to Fibrant Fund (036)

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Citywide Camera System	\$ 90,000	\$ -	\$ -
User Security and Monitoring	90,000	-	-
Inventory Control Equipment	25,000	-	-
Modular IT Shelving	18,000	-	-
Total Capital Outlay	\$ 223,000	\$ -	\$ -

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 250,705	\$ -	\$ -	\$ -	\$ -
Operating	4,034	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 254,739	\$ -	\$ -	\$ -	\$ -

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Network Operations Center Mgr ¹	1	0	0	0	0
NOC Tech I/II ¹	3	0	0	0	0
NOC Tech I/II (TPT) ¹	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	6	0	0	0	0

¹ Department restructure moved to Fibrant Fund (870-220)

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 332,984	\$ -	\$ -	\$ -	\$ -
Operating	110,231	2,529,087	2,869,227	3,262,221	3,262,221
Capital	-	-	-	-	-
TOTAL	\$ 443,215	\$ 2,529,087	\$ 2,869,227	\$ 3,262,221	\$ 3,262,221

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Engineer/GIS Manager ⁵	1	0	0	0	0
Head End Technician ⁴	1	0	0	0	0
System Architect/Engineer	0	0	0	0	0
Infrastructure Supervisor ⁶	1	0	0	0	0
Infrastructure Tech ³	7	0	0	0	0
Infrastructure Tech - Traffic Signals	2	0	0	0	0
Infrastructure Tech - Facilities ⁶	2	0	0	0	0
Installation Technician ³	1	0	0	0	0
Network Communications Tech	0	0	0	0	0
Technical Operations Manager ³	1	0	0	0	0
Warehouse Technician ³	1	0	0	0	0
Network Administrator ²	0	0	0	0	0
Senior Systems Analyst (GIS) ¹	0	0	0	0	0
Information System Analyst	0	0	0	0	0
IT Technician	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	17	0	0	0	0

¹ Moved to Engineering Department

² Moved to IT Operations (442-151)

³ Moved to Fibrant Fund (880-220) from Infrastructure Services (500)

⁴ Moved to Fibrant Communications Fund (870-211)

⁵ Moved to Fibrant Communications Fund (870-100)

⁶ Moved to Engineering - Facilities Maintenance (551)

⁷ Moved to Engineering - Traffic Operations (500)

Note: In FY2015-16 and previous fiscal years, the division included expenditures for Fibrant employees and operational expenditures. Beginning in FY2016-17, this department is comprised of the subsidy transfer to the Fibrant Fund.

DEPARTMENT – Community Planning Services – Summary

SUMMARY STATEMENT OF PURPOSE

To provide the citizens of Salisbury with current and long-range planning, urban design, historic preservation, code enforcement, and community development. The department also provides support for boards and commissions.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 769,059	\$ 879,919	\$ 933,355	\$ 935,861	\$ 935,861
Operating	2,115,361	1,724,774	1,591,001	1,087,232	1,231,232
Capital	-	-	-	-	-
TOTAL	\$ 2,884,420	\$ 2,604,693	\$ 2,524,356	\$ 2,023,093	\$ 2,167,093

STATEMENT OF PURPOSE

To promote creative place-making through collaborative visioning and planning for community growth, development, and reinvestment in downtown, neighborhoods, and transportation corridors. To develop downtown, neighborhood, corridor, and area plans in conjunction with representative stakeholders; work with other city departments, non-profit partners, organizations, and citizens to implement adopted plans; leverage city resources with grants and contributions to accomplish the collective goals.

PERFORMANCE GOALS

1. To engage citizens, neighborhoods, downtown stakeholders, city departments, other public/government entities, businesses, and non-profit organizations in visioning and planning for community growth and redevelopment in Salisbury. Initiatives currently active or pending include:
 - Vision Salisbury Comprehensive Plan (update Vision 2020)
 - Greenspace planning development in the downtown
 - Brownfield redevelopment plan for Kesler Mill site and other site assessments
 - Dixonville Cemetery Memorial
 - West End Transformation
2. To implement sustainable urban planning and design that adds value and permanence to downtown, transportation corridors, and neighborhoods through the application of the Land Development Ordinance and as outlined in City Council-adopted plans:
 - Innes and Long Complete Streets Plan
 - 2010 Downtown Salisbury Master Plan
 - Completion and Connection Tourism Master Plan
 - Historic Preservation Master Plan
 - Salisbury Bicycle Plan
3. To revitalize the downtown and neighborhoods in coordination with the Salisbury Community Development Corporation, Downtown Salisbury, Inc., the Housing Authority of the City of Salisbury, other city departments, boards and commissions, federal and state agencies, and citizens who stand to benefit, and to improve neighborhood and housing conditions through enforcement of city codes.
 - MSD and Innes Street Incentive Grants; Historic preservation grants
 - Economic Development Incentives
 - Brownfields Assessment and Redevelopment Planning
 - Community Development and Housing Stabilization Programs
 - BlockWork, Landscape of the Month, and other community appearance initiatives
 - Eastern Gateway, Park Avenue, North Main Street, and other area plans
4. To lead and collaborate on community endeavors related to economic development, historic preservation, community appearance, tourism and arts & culture.
 - Provide staff support to Community Appearance Commission
 - Public Art Committee / Sculpture Show / History & Art Trail
 - Downtown Salisbury initiatives and strategic goals
 - Wayfinding signage and other Tourism Development activities

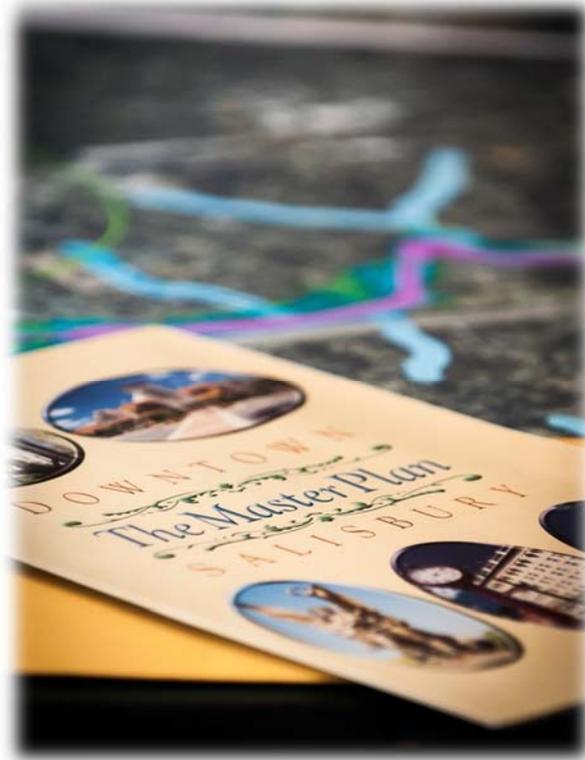
BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 342,962	\$ 342,069	\$ 347,070	\$ 338,389	\$ 338,389
Operating	1,153,689	860,865	956,629	624,410	663,410
Capital	-	-	-	-	-
TOTAL	\$ 1,496,651	\$ 1,202,934	\$ 1,303,699	\$ 962,799	\$ 1,001,799

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Community Planning Services Dir.	1	1	1	1	1
Planner Sr I/II Urban Design	2	2	2	2	2
Sr. Office Assistant	1	1	0	0	0
Sr. Administrative Specialist ¹	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

¹ Reclassed from Sr. Office Assistant



STATEMENT OF PURPOSE

To provide citizens, builders, and developers a centralized source of information, permitting, and licensing services through planning & zoning, permitting, and inspections, as well as providing Planning Board, Board of Adjustment, Historic Preservation Commission, Alternate Methods of Design Commission, Technical Review Commission, and City Council support through a centralized One Stop Development Shop.

PERFORMANCE GOALS

1. Continue implementation of the One Stop Development Shop at the City Office Building by combining multiple development process resources under one roof – Development Services, Fire Marshal, SRU-FOG, as well as providing flex space for Rowan County and the State of North Carolina.
2. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public in securing the appropriate permits, licensing, and requisite approvals.
3. Continue to administer, review, modify when necessary, and enforce the Land Development Ordinance, Historic District Guidelines, and other municipal ordinances.
4. Continue to perform field inspections to ensure compliance with various codes and ordinances.
5. Continue to coordinate with Rowan County and issue Certificates of Compliance/Occupancy.
6. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
7. Continue liaison staffing of the Historic Preservation Commission, Planning Board, Board of Adjustment, and Alternate Methods of Design Commission, as well as providing appropriate training for those volunteer members.
8. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
9. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove and portions of Rowan County.
10. Assist with the implementation of the backflow prevention and pretreatment ordinance, NPDES Phase 2 Stormwater ordinance, and FOG ordinance.
11. Assist with development of a comprehensive infrastructure improvement plan for downtown.
12. Continue to administer and update the City’s street address system in coordination with GIS.
13. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
14. Support and partner with Rowan County in seeking improvements to the development review process.
15. Identify additional opportunities to improve pre-submittal plan review process.
16. Adopt standards and ordinances that support implementation of Vision 2020.

PERFORMANCE MEASURES

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Projected
Workload			
Rezoning Requests Processed	2	17	12
Number of New Businesses Issued 'Business Registry Permits'	95	47	50
Efficiency			
Average Number of Processing Days Per Rezoning Request	45	45	45
Effectiveness			
Percent of Rezoning Requests Approved as Presented	100%	100%	100%

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 277,057	\$ 301,032	\$ 332,071	\$ 323,263	\$ 323,263
Operating	899,624	792,485	449,084	317,584	422,584
Capital	-	-	-	-	-
TOTAL	\$ 1,176,681	\$ 1,093,517	\$ 781,155	\$ 640,847	\$ 745,847

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Development Services Manager	1	1	1	1	1
Zoning Administrator	1	1	0	0	0
Development Services Coordinator ²	0	1	1	1	1
Senior Planner	1	0	1	1	1
Development Technician ³	0	1	1	1	1
Senior Office Assistant ³	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	4	4	4	4	4

¹ Position eliminated due to loss of Privilege Licenses

² Position Title Change from Senior Planner

³ Position was reclassified from Senior Office Assistant



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. To uphold the codes and ordinances currently set in place while also updating and formulating new codes that will further the health, safety, and welfare of the City. To maintain a high level of customer service to the public while carrying out our duties on a daily basis in an effort to continuously improve the City in which we live and work.

PERFORMANCE GOALS

1. Focus on excellent customer service to all persons that our division meets in or outside of the city limits.
2. Complete and adopt Standard Operating Policies, including a Safety Policy.
3. Continue to cross-train all officers in all areas of the city codes and ordinances.
4. Continue working relationships with Neighborhood Leaders Alliance, SNAG, Community Watch programs and other neighborhood organizations.
5. Work in collaboration with Downtown Salisbury, Inc. (DSI) to implement the Downtown Master Plan and to provide staff support on initiatives such as a graffiti removal task force.
6. Provide staff support and assistance to the Housing Advocacy Commission.
7. Continue working with the Housing Advocacy Commission to strengthen the Minimum Housing Code and assess the need for a vacant property registration ordinance.
8. Establish communication system and/or technology that will allow police, fire, and code enforcement to be on one system and therefore become more cohesive with all three departments in order to improve the safety and integrity of neighborhoods, as well as response times.

PERFORMANCE MEASURES

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Projected
Workload			
Total Number of Nuisance Cases Generated	1,296	1,350	1,400
Efficiency			
Cost Per Nuisance Case Abated (contractor)	\$ 75	\$ 75	\$ 75
Effectiveness			
Percentage of Cases Corrected By Owner	82%	80%	80%

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 149,040	\$ 236,818	\$ 254,214	\$ 274,209	\$ 274,209
Operating	62,048	71,424	185,288	145,238	145,238
Capital	-	-	-	-	-
TOTAL	\$ 211,088	\$ 308,242	\$ 439,502	\$ 419,447	\$ 419,447

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Code Services Manager ^{2, 4}	1	0	0	1	1
Code Coordinator ³	0	0	1	1	1
Senior Code Enforcement Officer ²	0	1	0	0	0
Code Enforcement Officer ¹	<u>2</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	3	4	3	4	4

¹ Position moved from Police Administration (514)

² Position reclassified from Code Services Manager

³ Position reclassified from Senior Code Enforcement Officer

⁴ Position reclassified

STATEMENT OF PURPOSE

To promote, enhance and manage the development of the central business district in a manner which will make the district the economic, governmental, social, and cultural center of Rowan County. To address the needs of impacting neighborhoods and businesses within and adjacent to the Municipal Service District. To accomplish the above by promoting activity in economic restructuring, design, promotions, and building partnerships.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ 185,640	\$ 185,640
Operating	-	-	-	-	74,800
Capital	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ 185,640	\$ 260,440

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Downtown Development Director - NEW	0	0	1	1	1
Events Coordinator - NEW	0	0	1	1	1
TOTAL	0	0	2	2	2

STATEMENT OF PURPOSE

To provide a centralized source of general engineering services for the City. Primary duties include traffic engineering, GIS services, reviewing plans for private development, administering special projects and street lighting, and serving as liaison to the Cabarrus Rowan MPO, NCDOT, and NCDENR.

DEPARTMENTAL PERFORMANCE GOALS - ENGINEERING

1. Participate in Technical Review Committee and Plan Review Committee.
2. Manage the Closed-Loop Signal System to ensure compliance with NCDOT standards and establish efficient timing plans.
3. Address citizen requests concerning traffic related issues.
4. Administer GIS services.
5. Coordinate efforts with Cabarrus Rowan MPO.
6. CMAQ grants and construction projects:
 - Jake Alexander Boulevard Sidewalk near Salisbury Mall
 - Bringle Ferry Rd Sidewalk
 - South Main St Sidewalk
 - Newsome Road Bike Lanes
 - Old Concord Rd Sidewalk from Ryan St to JAB
 - Phase IV Grants Creek Greenway (TAP funds)
 - Brenner Ave Sidewalk from Statesville Blvd to Horah St (& Brenner Ave/Link Ave Intersection Improvements)
7. Coordinate projects with NCDOT:
 - NCDOT resurfacing contract (coordinate with CTP, Bicycle Plan, and City Departments)
 - Newsome Rd Extension between Innes St and Faith Rd
8. Implement elements of the Comprehensive Bicycle Plan.
9. Prepare Dam Emergency Action Plans in accordance with DENR guidelines.
10. Serve as Subdivision Administrator.
11. Administer National Flood Insurance Program (NFIP).
12. Administer Downtown R/W Use Permits.
13. Administer street and alley closings in accordance with General Statutes.
14. Participate in monthly SNAG meetings.

DEPARTMENTAL PERFORMANCE GOALS - STREET LIGHTING

1. Administer citizen requests for improved street lighting in accordance with the City’s neighborhood street lighting petition policy.
2. Improve street lighting along thoroughfares in accordance with approved funding.
3. Recommend schedule for replacing existing metal halide with LED to include in future budgets.

PERFORMANCE MEASURES

	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Street Lights			
Duke Energy Leased	4,446	4,546	4,671
City Owned within Public R/W	99	99	99
Citizen Reported Outages Reported/Corrected	344	265	265
Total Petitions Created	5	9	9
Total Projects Designed	4	10	6
Engineering Plan Review			
Number of Projects Reviewed	44	47	50
Permits			
Floodplain	4	11	6
Water	12	20	16
Sewer	4	9	7
Stormwater BMP	3	5	5
Right-of-Way Use	9	7	8
Traffic Engineering			
Major Studies	5	8	10
Petitions	6	10	8
Permanent Street/Alley Closings	1	2	2
Special Projects	5	8	6
Geographic Information Services			
Web Applications Created	5	4	4
Web Applications Maintained	15	20	25
Cartographic Products Created/Modified	65	50	45
Citizen Reported Issues Screened	500	600	650
Data Requests Fulfilled	5	4	3
Users Supported	35	38	40
User Support Cases	80	75	75
Data Collection Projects Conducted/Supported	4	2	2
Major Analysis Projects	4	5	5
Minor Analysis Projects	5	10	15
Addresses Input/Corrected	450	250	200
Information Requests Fulfilled	50	45	35

BUDGET REQUEST SUMMARY --- 555 Engineering

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 542,545	\$ 549,732	\$ 612,700	\$ 663,441	\$ 663,441
Operating	741,870	3,006,009	2,936,908	2,577,722	2,577,722
Capital	-	-	-	-	-
TOTAL	\$ 1,284,415	\$ 3,555,741	\$ 3,549,608	\$ 3,241,163	\$ 3,241,163

BUDGET REQUEST SUMMARY --- 552 Street Lighting

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	566,219	597,220	614,550	614,550	614,550
Capital	-	-	-	-	-
TOTAL	\$ 566,219	\$ 597,220	\$ 614,550	\$ 614,550	\$ 614,550

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	1	1	1	1	1
GIS Coordinator ¹	1	1	1	1	1
Project Manager ²	1	1	1	1	1
Intern ³	1	0	0	0	0
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist ⁴	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	6	7	7	7

¹ Position moved from Infrastructure Services Management (442) & reclassified

² Position moved from Information Technologies Systems (442)

³ Position eliminated

⁴ Position moved from Code Enforcement (495)



STATEMENT OF PURPOSE

To provide the City with a resource capable of effectively monitoring and evaluating municipal traffic safety and traffic flow, and to develop and implement programs designed to address those needs through a network of traffic signals, traffic control signs and engineering evaluations.

DEPARTMENTAL PERFORMANCE GOALS

1. Provide quarterly maintenance and documentation in accordance with NCDOT standards to ensure maximum reimbursement through Maintenance Municipal Agreements.
2. Maintain City-owned street lighting to minimize outages.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 567,532	\$ 117,352	\$ 140,565	\$ 131,679	\$ 131,679
Operating	470,014	88,605	75,333	59,093	59,093
Capital	-	-	-	-	-
TOTAL	\$ 1,037,546	\$ 205,957	\$ 215,898	\$ 190,772	\$ 190,772

NOTE: Actual FY15-16 is for Infrastructure Services.

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Traffic Signal Tech	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	0	2	2	2	2

¹ Positions moved from Infrastructure Services (492)

STATEMENT OF PURPOSE

The City of Salisbury utilizes buildings throughout the City for offices to support our organization. City Office Building houses Development Services, Human Resources, Code Enforcement, Engineering, Administration, and Financial Services. City Hall houses Council Chambers, Planning, Communications, the Mayor’s office and Council Administration. Customer Service Center has offices and operations to support Fibrant, Business Office, Information Technology and Telecommunications. Park Avenue is used as the location for the Fire Marshall’s office and Parks and Recreation Administration. Adjacent to the Park Avenue property is the Park Avenue Community Center, and West End Community Development is located within the West End Community property. These properties provide space for offices, meeting rooms, and required storage of documentation necessary for daily operations. The property formerly referred to as the Zimmerman Building is vacant at this time.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	521,252	708,646	508,188	441,571	441,571
Capital	118,240	34,372	411,400	-	-
TOTAL	\$ 639,492	\$ 743,018	\$ 919,588	\$ 441,571	\$ 441,571

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
City Office Building (000)			
HVAC Replacement	\$ 165,000	\$ -	\$ -
Zimmerman Building (250)			
HVAC Replacement	25,500	-	-
Roof Replacement	26,400	-	-
City Hall (251)			
HVAC Replacement	75,000	-	-
Park Ave Comm Center (253)			
HVAC Replacement Unit 1	13,500	-	-
HVAC Replacement Unit 2	12,000	-	-
Customer Service Center (253)			
Redundant Cooling System	65,000	-	-
Air Lock Head End	7,000	-	-
Front Lobby Improvements	22,000	-	-
Total Capital Outlay	\$ 411,400	\$ -	\$ -

STATEMENT OF PURPOSE

This property serves as an anchor for our downtown area and exemplifies the elements necessary for a robust downtown community – retail, commercial, and residential. The property has retail on the first floor and commercial space on the second and third floor. Fourth through seventh floors are residential units. By maintaining and administering the Plaza, the City continues to provide consistent economic vitality in the central business district.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	164,135	161,311	185,020	127,159	127,159
Capital	<u>21,871</u>	<u>20,000</u>	<u>300,000</u>	<u>79,000</u>	<u>79,000</u>
TOTAL	\$ 186,006	\$ 181,311	\$ 485,020	\$ 206,159	\$ 206,159

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Trellis	\$ 45,000	\$ 45,000	\$ 45,000
Apartment Renovations	120,000	20,000	20,000
Elevator Upgrades	75,000	-	-
Awnings & Lobby Improvements	18,000	-	-
HVAC Replacement	<u>42,000</u>	<u>14,000</u>	<u>14,000</u>
Total Capital Outlay	\$ 300,000	\$ 79,000	\$ 79,000

STATEMENT OF PURPOSE

To provide the City with support services associated with maintaining viable space from which operations can occur. In addition to these services, preventative maintenance services are managed along with active involvement in the management and execution of contracted services. This includes elevator operations and inspections, HVAC, roof maintenance, pressure vessel inspections, fire sprinkler and fire monitoring, security and access control, cleaning, and pest control. Maintenance is also actively involved in many capital improvement projects throughout the City for various departments as projects arise and funding is available.

PERFORMANCE MEASURES

Workload	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Square Feet Maintained	190,760	190,760	190,760
Average Age of Facilities (years)	55	55	55

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 172,135	\$ 193,558	\$ 220,089	\$ 206,554	\$ 206,554
Operating	7,776	8,938	70,706	50,395	50,395
Capital	-	-	-	-	-
TOTAL	\$ 179,911	\$ 202,496	\$ 290,795	\$ 256,949	\$ 256,949

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Maintenance Supervisor ¹	0	1	1	1	1
Maintenance Wkr I/II ¹	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	0	3	3	3	3

¹ Positions transferred from 500-000 Infrastructure Services

DEPARTMENT - Police - Summary

SUMMARY STATEMENT OF PURPOSE

To protect 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 2016 Actual	FY 2017 Estimate	FY 2018 Projected
Workload			
Number of Sworn Police Officers (Authorized Positions)	81	81	81
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,906	2,738	2,822
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	1,927	1,948	1,937
Departmental Internal Affairs Investigated Complaints	21	19	19
Efficiency			
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	36,518	36,487	36,507
Part I Crimes Investigated By Criminal Investigations (CID) Division^^	190	185	189
Internal Affairs Complaints Sustained	3	2	2
Effectiveness			
Departmental Turn-Over Rate (Sworn Police Officers)	3.7%	14.8%	6.2%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	8.0%	7.5%	7.7%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	14.3%	10.5%	10.5%

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

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 5,318,208	\$ 6,164,903	\$ 6,505,008	\$ 6,345,973	\$ 6,345,973
Operating	1,417,736	1,443,201	1,861,676	2,254,105	2,254,105
Capital	10,820	65,937	182,700	47,200	47,200
TOTAL	\$ 6,746,764	\$ 7,674,041	\$ 8,549,384	\$ 8,647,278	\$ 8,647,278

STATEMENT OF PURPOSE

To serve as the support and investigative unit of the Police Department providing for criminal investigations, crime scene, crime prevention services, community relations services, youth crime prevention services, Victim Advocate service, and evidence storage.

PERFORMANCE GOALS

1. Use innovative and traditional methods to continue to build bridges between the police department and our community. This will be carried out, not only by personal contacts with all of our department’s officers, but also by utilizing the agency’s Community Relations Officers.
2. Continue to pursue innovative as well as traditional methods designed for the purpose of enabling our agency to successfully solve and prosecute major criminal cases.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 1,246,858	\$ 1,571,826	\$ 1,840,632	\$ 1,616,797	\$ 1,616,797
Operating	129,594	226,408	185,492	185,492	185,492
Capital	-	-	-	-	-
TOTAL	\$ 1,376,452	\$ 1,798,234	\$ 2,026,124	\$ 1,802,289	\$ 1,802,289

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Services Administration (000)					
Captain	1	1	1	1	1
Community Service (303)					
Community Relations Officer	0	0	1	1	1
Police Officer I/II/MPO ¹	6	6	5	5	5
Police Sergeant	0	0	1	1	1
Evidence & Identification (304)					
Police Evidence & Property Custodian	1	1	1	1	1
Information Management (305)					
Police Records Clerk	1	1	0	0	0
Administrative Specialist	1	1	0	0	0
Recruitment/Training (306)					
Police Officer I/II/MPO	1	1	0	0	0
Parking Control Specialist (TPT)	1	1	0	0	0
CID (326)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	2	2	2
Police Officer I/II/MPO	7	7	10	10	10
Crime Scene (330)					
Police Officer I/II/MPO ²	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	22	22	23	23	23

¹ Officers (3) assigned as SRO

² Position used for Crime Scene



STATEMENT OF PURPOSE

To serve as the central management point for all activities involving the Police Department. Highlights of these activities include all matters pertaining to community safety, efforts to enhance police/community relations, crime deterrence efforts, solutions to crime-induced quality of life issues, neighborhood patrol operations, criminal investigative efforts, departmental staff development, departmental goals and objectives, agency budgetary matters, agency accreditation, internal affairs matters, and any other matters associated with the Police Department.

PERFORMANCE GOALS

1. Develop and maintain a strong relationship with the City HR Public Safety Recruiter to assist with finding talented police officer recruit candidates.
2. Continue ongoing efforts to improve upon the recruitment of diverse candidates in order to better reflect the demographics of the Salisbury community and meet the goal of achieving 90% staffing by the end of CY2017.
3. Continue efforts to develop and improve upon the quality of leadership and level of leadership accountability within our agency’s existing Command structure.
4. Implement an effective means of permitting and staffing city events such as special events, road races, and public street festivals in coordination with a rewrite of city ordinance.
5. Develop a process by which ongoing crime statistics are available, real time, in order to monitor crime trends.
6. Develop a scientific assessment means to redraw police beat boundaries and how the patrol force is deployed for a more effective and efficient response.
7. Review and update all departmental directives to ensure policies are current and reflect department operations.
8. Review the current policy and practices of the department disciplinary system and work to develop a transparent and straightforward procedure for dealing with internal discipline.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 594,297	\$ 582,749	\$ 848,745	\$ 1,052,888	\$ 1,052,888
Operating	523,994	372,299	619,251	1,069,706	1,069,706
Capital	-	6,864	182,700	47,200	47,200
TOTAL	\$ 1,118,291	\$ 961,912	\$ 1,650,696	\$ 2,169,794	\$ 2,169,794

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (000)					
Police Chief	1	1	1	1	1
Deputy Police Chief ¹	0	0	1	1	1
Police Lieutenant	1	1	1	1	1
Police Captain	0	0	1	1	1
Police Officer	0	0	1	1	1
Police Planner	1	1	1	1	1
Recruitment Manager ²	1	0	0	0	0
Training Manager	1	1	1	1	1
Management Analyst	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Code Enforcement Officer ³	1	0	0	0	0
Recruitment (315)					
Police Sergeant	0	0	1	1	1
Records (325)					
Administrative Specialist	0	0	1	1	1
Police Records Clerk	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	6	12	12	12

¹ Position was reclassified when Police Department was reorganized to include a third Police Captain (511/516/517)

² Position moved to Human Resources (423)

³ Position moved to CPS-Code Enforcement (495)

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
JACE	\$ 7,200	\$ 7,200	\$ 7,200
Front Glass	7,500	-	-
Citywide Camera System	40,000	40,000	40,000
HVAC Replacement	128,000	-	-
Total Capital Outlay	\$ 182,700	\$ 47,200	\$ 47,200



STATEMENT OF PURPOSE

To provide 24-hour law enforcement services for the citizens of Salisbury including community/neighborhood patrols, investigation of criminal incidents, crime deterrence efforts, citizen contacts and relationship building efforts, school resource officers, downtown patrols and parking control, traffic enforcement efforts, investigation of traffic accidents, and the overall protection of life and property.

PERFORMANCE GOALS

1. Seek innovative methods to increase officer’s ability to spend greater time conducting crime deterring patrols and providing a greater amount of visibility/presence within the neighborhoods.
2. Seek ways to improve upon relationship and trust building efforts by officers in the field as they encounter citizens while patrolling neighborhoods.
3. Improve command and supervisory accountability at the team level by holding them more responsible for work quality, better shift coverage scheduling, and career path development.
4. Review data and develop a patrol beat system that uses weighted call load as the measure for the boundaries.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 2,854,524	\$ 3,309,781	\$ 3,815,631	\$ 3,676,288	\$ 3,676,288
Operating	754,219	815,289	1,056,933	998,907	998,907
Capital	10,820	59,073	-	-	-
TOTAL	\$ 3,619,563	\$ 4,184,143	\$ 4,872,564	\$ 4,675,195	\$ 4,675,195



PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Field Operations (000)					
Captain	1	1	1	1	1
SRO (320)					
Police Officer I/II/MPO	0	0	2	2	2
School Resource Officer	0	0	1	1	1
Adam Team (321)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	10	10	10
Baker Team (322)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	10	10	10
Charlie Team (323)					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	9	9	9
School Resource Officer	0	0	1	1	1
David Team (324)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	10	10	10
Downtown (326)					
Parking Control Specialist	0	0	1	1	1
Police Officer I/II/MPO	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	45	45	53	53	53

DEPARTMENT – Police
DIVISION – Special Operations

517

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 622,529	\$ 700,547	\$ -	\$ -	\$ -
Operating	9,929	29,205	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 632,458	\$ 729,752	\$ -	\$ -	\$ -

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Special Operations Admin (000)					
Captain	1	1	0	0	0
PIT Team 1 (331)					
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	4	4	0	0	0
PIT Team 2 (332)					
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	4	4	0	0	0
Drug Unit (333)					
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	15	15	0	0	0

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.

PERFORMANCE GOALS

1. Improve community life safety initiatives through response times to emergency incidents.
2. Improve recruiting efforts and improve diversity by increasing live-in base and attending recruiting events at high schools in NC with firefighter based curriculums.
3. Continue to improve supervisory roles and responsibilities through new and continuing education training programs.
4. Break ground on Station 6 and complete site, plan and prints for Station 3 relocation.
5. Continue to explore ALS Paramedic response and pre-hospital community para-medicine program and training options.
6. Update policies and procedures to improve fire ground operations and meet new ISO directives:
 - Improve public education events and provide a minimum of four fire safety public announcements annually
 - Inspect all buildings according to NC Fire Code and Building Code Council inspection schedule
 - Recognize and train to modern fire suppressions methods and standards; ISO topics and hours inclusive of all ranks and assignments
 - Update policies, procedures and directives and response methods
 - Improve and expand training to incorporate quarterly training with surrounding departments
 - Improve Rescue certification capabilities to include surface water, trench rescue, technical rescue, components
7. Expand Emergency Management and planning role/efforts- conduct one annual EM training drill for City Officials.
8. Serve as City's EM planning and preparation office.
9. Take delivery, train and place in service new Platform Aerial Ladder Truck and Fire Engine.
10. Celebrate the department's 200th anniversary with neighborhood demonstrations, open houses, and a fire apparatus parade.
11. Upgrade to new fire reporting and record keeping software.
12. Continue to prepare for future ISO inspection and update pre-inspection reports and records.
13. Complete recertification for NC Association of Rescue & Emergency Medical Services Inc., as Medical Responder Unit, Heavy Rescue Provider and Confined Space Rescue.

PERFORMANCE MEASURES

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Projected
Workload			
Total Calls	5,719	5,940	6,000
Fire Alarm Responses	637	792	800
Average Calls Per Day	16	17	17
Average Training Hours per Firefighter per Day	3	3	3
Efficiency			
Firefighters Per Shift Strength	23	23	24
Firefighters (Per Shift) Per 1,000 Population	0.68	0.68	0.71
Total Dollar Value of All Property Protected	\$2.80 B	\$2.81 B	\$2.82 B
Effectiveness			
Fire Deaths (Civilians)	0	0	0
Fire Deaths (Firefighters)	0	0	0
Total Fire Loss (Dollars)	\$1,557,398	\$1,200,000	\$1,350,000
On Scene Time - % within 5 Minutes	33.0%	41.0%	50%

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 4,455,166	\$ 4,774,073	\$ 5,076,223	\$ 4,924,059	\$ 4,924,059
Operating	879,618	950,055	1,017,087	937,720	937,720
Capital	73,407	911,840	899,300	802,500	802,500
TOTAL	\$ 5,408,191	\$ 6,635,968	\$ 6,992,610	\$ 6,664,279	\$ 6,664,279

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (000)					
Battalion Chief	1	0	0	0	0
Fire Chief	1	0	0	0	0
Senior Office Assistant	1	0	0	0	0
Fire Personnel (350) ²					
Fire Chief	0	1	1	1	1
Administrative Specialist	0	1	1	1	1
Battalion Chief	0	6	6	6	6
Fire Captain / District Captain	0	13	11	11	11
Fire Control Specialist I/II	0	38	34	34	34
Fire Engineer	0	13	17	17	17
Fire Lieutenant	0	5	8	8	8
Fire Safety Education Coordinator	0	1	1	1	1
Fire Control Specialist Pool (TPT) ¹	0	1	1	1	1
Hydrant Maintenance (TFT)	0	2	2	2	2
Station 1 (351)					
Battalion Chief	3	0	0	0	0
Fire Captain	9	0	0	0	0
Fire Engineer	6	0	0	0	0
Fire Control Specialist I/II	12	0	0	0	0
Fire Control Specialist (TPT) ¹	1	0	0	0	0
Station 2 (352)					
Fire Captain	3	0	0	0	0
Fire Control Specialist I/II	9	0	0	0	0
Fire Engineer	4	0	0	0	0
Station 3 (353)					
District Fire Captain	1	0	0	0	0
Fire Captain	2	0	0	0	0
Fire Engineer	3	0	0	0	0
Fire Control Specialist I/II	6	0	0	0	0
Station 4 (354)					
Fire Captain	2	0	0	0	0
Fire Engineer	4	0	0	0	0
Fire Control Specialist I/II	9	0	0	0	0
Loss Prevention & Investigations (356)					
Battalion Chief	1	0	0	0	0
Training (357)					
Battalion Chief	1	0	0	0	0
Hydrant Maintenance (TFT)	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ³	81	81	82	82	82

¹ Positions combined into one Part Time Pool ~ 5 TPT positions into 1 position

² All positions consolidated into Fire Personnel (350)

³ FY18 One position budgeted partial year, then eliminated

CAPITAL OUTLAY

	FY 17-18	FY 17-18	FY 17-18
Fire Administration (000)			
Station 3 Land Acquisition	\$ 250,000	\$ 250,000	\$ 250,000
Station 6 Architecture Fees	250,000	250,000	250,000
Station 3 Architecture Fees & Assessments	175,000	175,000	175,000
Mobile Breathing Air Compressor System	80,000	80,000	80,000
Hurst Recue Quad Pump & Tools	35,000	35,000	35,000
Fire Station #1 (351)			
Station 1 Bay Door Replacement	12,800	-	-
HVAC Replacement	14,000	-	-
Fire Station #2 (352)			
Thermal Image Camera	10,000	-	-
Fire Station #4 (354)			
Thermal Image Camera	10,000	-	-
Fire Station #5 (355)			
Station 5 Sprinkler System	50,000	-	-
HVAC Replacement	12,500	12,500	12,500
Total Capital Outlay	\$ 899,300	\$ 802,500	\$ 802,500



DEPARTMENT - Public Services - Summary

SUMMARY STATEMENT OF PURPOSE

To provide citizens of Salisbury with street, sidewalk, traffic sign, and pavement marking maintenance on city and state right of ways. Collection and disposal of residential garbage and yard waste. Oversee the residential recycling service contract. Manage the equipment and vehicles used by city forces. Implement stormwater regulations imposed by NCDENR and supply services to the stormwater infrastructure in city right of way.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 2,085,828	\$ 3,051,437	\$ 3,341,670	\$ 3,262,735	\$ 3,262,735
Operating	\$ 2,550,765	\$ 3,316,891	\$ 3,605,534	\$ 3,261,914	\$ 3,261,914
Capital	<u>102,112</u>	<u>25,230</u>	<u>450,301</u>	<u>56,000</u>	<u>56,000</u>
TOTAL	\$ 4,738,705	\$ 6,393,558	\$ 7,397,505	\$ 6,580,649	\$ 6,580,649

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, Signs and Marking Operations, Cemetery, City Arborist, Grounds Maintenance, Solid Waste Management, Street Division and Stormwater Utility.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 235,627	\$ 253,032	\$ 268,623	\$ 262,022	\$ 262,022
Operating	8,733	14,320	27,228	21,935	21,935
Capital	-	-	-	-	-
TOTAL	\$ 244,360	\$ 267,352	\$ 295,851	\$ 283,957	\$ 283,957

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Public Services Director	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

STATEMENT OF PURPOSE

To manage the maintenance and improvements to infrastructure including pavement, sidewalks, traffic signs, street signs, pavement markings, bridges, and curbing inside of city maintained rights-of-way. Ensures compliance with Federal ADA accessibility regulations for city maintained sidewalks. Administers maintenance projects with revenue received from the State of North Carolina through the Powell Bill Fund. Removes snow and ice during inclement weather. Assist other departments with maintenance, construction, and general labor as needed.

PERFORMANCE GOALS

Administration (000)

1. Plan, design, budget, direct, and support the construction and maintenance of city streets, traffic signs, street signs, pavement markings, and sidewalks.
2. Provide inspections for all new construction.
3. Maintain the City’s Powell Bill records.
4. Coordinate with state inspectors to ensure proper maintenance to all city maintained bridges.
5. Oversee Stormwater Utility.
6. Oversee the collection and disposal of solid waste and recycling.
7. Oversee operational responses during inclement weather.

Street Maintenance (420)

1. Perform maintenance to city streets and parking facilities not covered under the guidelines of Powell Bill Funding.
2. Perform paving and patching to street cuts as a result of the work efforts of various utilities.

Concrete Construction (421)

1. Provide maintenance and repair to city sidewalks, driveways and curbs.
2. Respond to request from contractors and property owners to install or repair new concrete facilities.

Signs and Markings (422)

1. Provide maintenance and repair to traffic control signs, street signs, and pavement markings per MUTCD standards.

Streets Miscellaneous Activities (425)

1. Provide general labor and support to other city divisions and departments.

Powell Bill Paving & Resurfacing (426)

1. Provide maintenance, repairs, and paving to the City’s 172 miles of streets as defined by budget funding.

Powell Bill Bridge Maintenance/Snow (427)

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

Powell Bill-Concrete Construction (429)

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

PERFORMANCE MEASURES

	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Lane Miles of Streets Paved	6.7	7.0	7.0
Lane Miles of Streets Maintained	346	346	347
Potholes Filled	424	376	400
Driveways	20	16	18
Sidewalks Replaced / Repaired - Feet	3,442	2,600	3,000
Curb & Gutter - Feet	196	619	500
New Handicap Ramps	11	37	25
Miles of Right-of-Way Maintained	18	18	18
Acres of Contract Mowing Responsibility	62	62	62

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 669,254	\$ 1,492,443	\$ 1,593,578	\$ 1,521,947	\$ 1,521,947
Operating	929,667	1,383,538	1,516,049	1,346,037	1,346,037
Capital	<u>51,771</u>	<u>15,000</u>	<u>158,701</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 1,650,692	\$ 2,890,981	\$ 3,268,328	\$ 2,867,984	\$ 2,867,984

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (000)					
Street Division Manager	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Street Maintenance (420)					
Equipment Operator I/II	2	1	1	1	1
Street Maintenance Worker I/II	1	2	2	2	2
Concrete Construction (421)					
Crew Leader	1	1	1	1	1
Equipment Operator I/II	3	2	3	3	3
Street Maintenance Worker I/II	0	1	0	0	0
Signs & Marking (422)					
Crew Leader	0	0	1	1	1
Equipment Operator I/II ¹	2	2	1	1	1
Mowing (424) ³					
Equipment Operator I/II	0	0	3	3	3
Maintenance Supervisor	0	0	1	1	1
Maintenance Worker	0	0	8	8	8
Seasonal/PT Pool	0	0	1	1	1
Street Misc. Activities (425)					
Crew Leader ²	2	2	1	1	1
Equipment Operator	0	0	1	1	1
Powell Bill - Paving & Resurfacing (426)					
Maintenance Worker	1	1	1	1	1
Powell Bill Street Maintenance (427)					
Maintenance Worker	1	1	1	1	1
Powell Bill -Concrete-Construction (429)					
Equipment Operator ²	0	0	1	1	1
Street Maintenance Worker I/II	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	16	16	29	29	29

¹ Positions transferred from Infrastructure Services (500)

² Positions reclassified

³ Positions transferred from Parks & Rec (621)

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
HVAC Replacement	\$ 14,000	\$ -	\$ -
Brine Mixing Station	25,000	-	-
Brine Applicator	23,000	-	-
Salt Bin	30,000	-	-
Snow Blowers	10,000	-	-
Bays Material Handling Site	40,000	-	-
Thermomark 300 & Premelter	16,701	-	-
Total Capital Outlay	\$ 158,701	\$ -	\$ -

STATEMENT OF PURPOSE

To manage the collection and disposal of solid waste and recyclable material inside the city in compliance with federal and state regulations. Educate the public on sustainable practices to increase recycling and minimize material that is disposed of at the Rowan County Landfill.

PERFORMANCE GOALS

1. Protect the public health, safety, and welfare by collecting and disposing solid waste and recycling material efficiently and in compliance with federal and state regulations.
2. Improve citywide recycling efforts and promote sustainable practices.

PERFORMANCE MEASURES

	FY 2016	FY 2017	FY 2018
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
City-Collected Garbage - Tons	8,694	8,896	8,800
Contracted Residential Recycling - Tons	1,519	1,239	1,650
Special Events Supported	23	12	20

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 360,325	\$ 372,610	\$ 402,939	\$ 379,014	\$ 379,014
Operating	954,457	1,017,202	1,180,391	1,108,804	1,108,804
Capital	-	-	-	-	-
TOTAL	\$ 1,314,782	\$ 1,389,812	\$ 1,583,330	\$ 1,487,818	\$ 1,487,818

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Solid Waste Supervisor ²	1	1	0	0	0
Crew Leader ²	1	1	1	1	1
Equipment Operator I/II ^{1 2}	4	5	5	5	5
Equipment Operator (PT/Pool) ³	1	0	0	0	0
Maintenance Supervisor ²	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

¹ One position eliminated FY16

² Position reclassified

³ Part-time Pool was converted to Equipment Operator FY17

STATEMENT OF PURPOSE

To manage the collection and disposal of yard waste inside the city in compliance with federal and state regulations.

PERFORMANCE GOALS

1. Provide weekly limb and bagged yard debris collection citywide to coincide with the solid waste and recycling collection. Process and dispose of material within DENR regulations as cost efficient as possible.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 356,970	\$ 227,215	\$ 232,476	\$ 218,629	\$ 218,629
Operating	118,892	148,620	217,351	206,280	206,280
Capital	-	-	-	-	-
TOTAL	\$ 475,862	\$ 375,835	\$ 449,827	\$ 424,909	\$ 424,909

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Equipment Operator I/II	2	2	2	2	2
Maintenance Worker	<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 provide a centralized resource for the management and repair of city vehicles and equipment and Transit System buses. Offer expertise in the development of specifications used in the purchase of new vehicles and equipment.

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 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Vehicles Maintained	299	302	302
Other Equipment Maintained	537	542	542
Buses Maintained	9	9	9

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 699,279	\$ 796,889	\$ 955,132	\$ 989,760	\$ 989,760
Operating	82,427	108,312	96,284	88,578	88,578
Capital	<u>50,341</u>	<u>-</u>	<u>226,600</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 832,047	\$ 905,201	\$ 1,278,016	\$ 1,078,338	\$ 1,078,338

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic ²	6	6	8	8	8
Auto Service Tech	2	2	1	1	1
Telecommunications Technician ¹	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	11	12	13	13	13

¹ Position transferred from Telecommunications (550)

² Added new position for FY18

CAPITAL OUTLAY

	Requested	Mgr Recommends	Adopted
	FY 17-18	FY 17-18	FY 17-18
HVAC Replacement	\$ 7,500	\$ -	\$ -
Truck tire changer for the SCSC shop	19,100	-	-
Above Ground Fueling System	<u>200,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 226,600	\$ -	\$ -

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Oversee 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. Promote columbarium services and plan future expansions.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ 86,837	\$ 78,504	\$ 76,424	\$ 76,424
Operating	-	170,258	28,878	21,926	21,926
Capital	-	-	17,000	8,000	8,000
TOTAL	\$ -	\$ 257,095	\$ 124,382	\$ 106,350	\$ 106,350

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Cemetery Coordinator ¹	0	0	1	1	1
TOTAL	0	0	1	1	1

¹ Position transferred from Parks & Rec (621)

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Roof Replacement	\$ 17,000	\$ 8,000	\$ 8,000
Total Capital Outlay	\$ 17,000	\$ 8,000	\$ 8,000

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 standards regarding vegetative nuisances, unsanitary conditions and junked or abandoned vehicles on private property.

PERFORMANCE GOALS

1. Continue development of a comprehensive tree management program including GIS, City Green software, education 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 GOALS

	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Trees Maintained	310	450	350

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ 75,443	\$ 79,041	\$ 76,961	\$ 76,961
Operating	-	23,639	26,259	24,967	24,967
Capital	-	10,230	48,000	48,000	48,000
TOTAL	\$ -	\$ 109,312	\$ 153,300	\$ 149,928	\$ 149,928

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Arborist/Landscape Coordinator ¹	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	0	0	1	1	1

¹ Position transferred from Parks & Rec (621)

STATEMENT OF PURPOSE

To provide a centralized resource for the management and development of city-owned parks, landscapes, indoor recreation facilities, aquatic opportunities and special events along with diversified programs that meet the current and future needs of the community.

PERFORMANCE GOALS

1. Develop programs and facilities in support of City Council goals and objectives set forth per fiscal year.
2. Continue to monitor and evaluate the department programs, events, parks, and cemeteries for efficient and effective service delivery.
3. Provide staff support to the Greenway Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Continue to improve on engaging the community through meetings, programs, etc.
5. Seek grant opportunities to offset costs on capital or programmatic projects.
6. Increase revenue opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility.

PERFORMANCE MEASURES

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Projected
Workload			
Acres of Park Space Owned	508	518	518
Acres of Park Space Maintained *	308	313	313
Yards of Greenway Maintained	7,392	7,392	7,392
Number of Athletic Fields and Athletic Surfaces Maintained **	30	30	30
Effectiveness			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%

* Half of the acreage is either wooded or remains in a natural state.

** 4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 4 clay

Basketball Courts - (7) Full Courts and (5) 3 on 3

There are approximately 22 square miles in the city.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 2,061,558	\$ 1,066,625	\$ 1,143,762	\$ 1,096,598	\$ 1,096,598
Operating	1,086,490	720,442	744,843	582,613	582,613
Capital	<u>238,880</u>	<u>47,088</u>	<u>1,281,625</u>	<u>276,000</u>	<u>276,000</u>
TOTAL	\$ 3,386,928	\$ 1,834,155	\$ 3,170,230	\$ 1,955,211	\$ 1,955,211

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (100)					
Parks & Recreation Director	1	1	1	1	1
Parks & Recreation Maint Manager	1	1	1	1	1
Events Coordinator ⁶	0	0	1	1	1
Recreation Coordinator ³	3	0	0	0	0
Recreation Programmer ³	2	1	0	0	0
Seasonal Worker (TFT)	1	0	0	0	0
Recreation Aide (TPT) ²	1	0	0	0	0
Recreation Specialist ¹	0	1	1	1	1
Civic Center (601)					
Recreation Coordinator ³	0	1	1	1	1
Recreation Aide (TPT) ²	0	1	1	1	1
City Park Center (602)					
Recreation Programmer ³	0	1	1	1	1
Recreation Aide (TPT) ²	0	1	1	1	1
Miller Center (603)					
Recreation Specialist ⁴	0	0	1	1	1
Recreation Programmer ^{3 4}	0	1	0	0	0
Recreation Aide (TPT) ²	0	1	1	1	1
Cemeteries (604)⁵					
Cemetery Coordinator	1	1	0	0	0
Maintenance Worker I/II	3	3	0	0	0
Seasonal Worker (TFT)	2	2	0	0	0
Greenway / Gardens (605)⁵					
Maintenance Supervisor	1	1	0	0	0
Maintenance Worker I/II/ Sr.	2	2	0	0	0
Hall Gym (606)					
Recreation Coordinator ³	0	1	1	1	1
Recreation Aide (TPT) ²	0	1	1	1	1
Lincoln Pool (607)					
Recreation Aide (TPT) ²	0	1	1	1	1
Athletic Maintenance (608)					
Maintenance Supervisor	1	1	2	2	2
Maintenance Worker I/II/Sr.	3	3	3	3	3
Seasonal Worker (TFT)	2	2	1	1	1
Grounds Maintenance (609)⁵					
Parks Maintenance Supervisor	1	1	0	0	0
Maintenance Worker I/II/Sr.	2	2	0	0	0
Recreation Aide (TPT)	1	1	0	0	0
Seasonal Worker (TFT)	1	1	0	0	0

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Contract Mowing (610) ⁵					
Equipment Operator	1	1	0	0	0
Maintenance Worker I	1	1	0	0	0
Arborist Downtown (611) ⁵					
Arborist/Landscape Coordinator	1	1	0	0	0
Maintenance Worker	2	2	0	0	0
Seasonal Worker (TFT)	1	1	0	0	0
Hurley Park (612)					
Park Curator	1	1	1	1	1
Assistant Park Curator ⁴	0	0	1	1	1
Senior Maintenance Worker ⁴	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	37	41	21	21	21

¹ Position added due to the elimination of the Risk Assistant in Human Resources (423)

² Part-time pools - changed from 1 PT Pool in 621-100 to 5 PT Pools in 621-601/602/603/606/607

³ Recreation Coordinator / Programmer moved from 621-100 to 621-601/602/603/606

⁴ Position reclassified

⁵ Positions transferred to 561/563/590

⁶ Position reclassified from Recreation Programmer

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Civic Center (601)			
New Floor Civic Center	\$ 30,000	\$ -	\$ -
HVAC Replacement	30,000	30,000	30,000
City Park (602)			
City Park Lake Dredging	250,000	-	-
Repair Eaves at City Park	15,000	-	-
Roof Replacement	181,500	181,500	181,500
Hall Gym (606)			
HVAC Replacement	34,500	34,500	34,500
Fred Evans Pool (607)			
Picnic Shelter at Fred M. Evans Pool	45,000	-	-
Community Park (608)			
Facilities Landscaping & Irrigation	60,000	-	-
Dog Park	50,000	-	-
Cannon Park Play Structure	25,000	30,000	30,000
Community Park Play Structure	25,000	-	-
Resurface Tennis Courts	50,000	-	-
Restrooms & Concessions-Sports Complex	140,625	-	-
Restroom Facility at Kelsey Scott Park	128,000	-	-
Pickle Ball Courts	50,000	-	-
Skate Park Spot	160,000	-	-
HVAC Replacement	7,000	-	-
Total Capital Outlay	\$ 1,281,625	\$ 276,000	\$ 276,000

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	465,322	465,322	540,322	465,322	465,322
Capital	-	-	-	-	-
TOTAL	\$ 465,322	\$ 465,322	\$ 540,322	\$ 465,322	\$ 465,322

STATEMENT OF PURPOSE

To provide for funding the Supplementary Education System.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	38,107	38,107	40,000	40,000	40,000
Capital	-	-	-	-	-
TOTAL	\$ 38,107	\$ 38,107	\$ 40,000	\$ 40,000	\$ 40,000

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,290,055	2,008,291	1,008,805	668,665	668,665
Capital	-	-	-	-	-
TOTAL	\$ 1,290,055	\$ 2,008,291	\$ 1,008,805	\$ 668,665	\$ 668,665

CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for Year Ending June 30, 2017 and
Actual for Year Ended June 30, 2016

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Estimate</u>	<u>2018</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 8,091	\$ 16,843	\$ 8,000
Other	<u>66,566</u>	<u>88,570</u>	<u>51,702</u>
Total revenues	<u>\$ 74,657</u>	<u>\$ 105,413</u>	<u>\$ 59,702</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ -	\$ 2,170,305
Operating transfer from General Fund	1,561,638	\$ 1,661,396	1,782,010
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>46,179</u>
Total other financing sources	<u>\$ 1,561,638</u>	<u>\$ 1,661,396</u>	<u>\$ 3,998,494</u>
Total revenues and other financing sources	<u>\$ 1,636,295</u>	<u>\$ 1,766,809</u>	<u>\$ 4,058,196</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 FY 15-16	Budgeted FY 16-17	Requested FY 17 -18	Mgr Recommends FY 17 -18	Adopted FY 17 -18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	129,432	250,232	248,537	438,680	438,680
Capital	<u>2,554,178</u>	<u>3,598,378</u>	<u>6,345,502</u>	<u>3,619,516</u>	<u>3,619,516</u>
TOTAL	\$ 2,683,610	\$ 3,848,610	\$ 6,594,039	\$ 4,058,196	\$ 4,058,196

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
City Council			
Computer Equipment Replacement	\$ <u>3,701</u>	\$ <u>3,701</u>	\$ <u>3,701</u>
	\$ 3,701	\$ 3,701	\$ 3,701
Management & Administration			
Computer Equipment Replacement	\$ <u>4,600</u>	\$ <u>4,600</u>	\$ <u>4,600</u>
Total Capital Outlay	\$ 4,600	\$ 4,600	\$ 4,600
Communications			
Computer Equipment Replacement	\$ <u>12,000</u>	\$ <u>12,000</u>	\$ <u>12,000</u>
Total Capital Outlay	\$ 12,000	\$ 12,000	\$ 12,000
Human Resources			
Computer Equipment Replacement	\$ <u>7,000</u>	\$ <u>7,000</u>	\$ <u>7,000</u>
Total Capital Outlay	\$ 7,000	\$ 7,000	\$ 7,000
Information Technologies			
Computer Equipment Replacement	\$ 38,087	\$ 38,087	\$ 38,087
Expand City WiFi	50,000	15,000	15,000
Replace Desktop Monitors	20,000	-	-
ADD Public Wifi System	90,000	15,000	15,000
Expand SAN Storage	50,000	-	-
Upgrade Server for Security Access	11,000	-	-
Replace IT10002 w/ like SUV	<u>28,225</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 287,312	\$ 68,087	\$ 68,087

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Financial Services - Administration			
Computer Equipment Replacement	\$ <u>7,371</u>	\$ <u>7,371</u>	\$ <u>7,371</u>
Total Capital Outlay	\$ 7,371	\$ 7,371	\$ 7,371
Financial Services - Business Office			
Computer Equipment Replacement	\$ <u>7,425</u>	\$ <u>7,425</u>	\$ <u>7,425</u>
Total Capital Outlay	\$ 7,425	\$ 7,425	\$ 7,425
Traffic Operations			
Computer Equipment Replacement	\$ <u>2,900</u>	\$ <u>2,900</u>	\$ <u>2,900</u>
Total Capital Outlay	\$ 2,900	\$ 2,900	\$ 2,900
Community Planning Services - Planning			
Computer Equipment Replacement	\$ <u>3,000</u>	\$ <u>3,000</u>	\$ <u>3,000</u>
Total Capital Outlay	\$ 3,000	\$ 3,000	\$ 3,000
Community Planning Services - Code Services			
Computer Equipment Replacement	\$ <u>1,200</u>	\$ <u>1,200</u>	\$ <u>1,200</u>
Total Capital Outlay	\$ 1,200	\$ 1,200	\$ 1,200
Community Planning Services - Development Services			
Computer Equipment Replacement	\$ <u>1,200</u>	\$ <u>1,200</u>	\$ <u>1,200</u>
Total Capital Outlay	\$ 1,200	\$ 1,200	\$ 1,200
Police - Operations			
Computer Equipment Replacement	\$ 67,475	\$ 67,475	\$ 67,475
Replace PD00405 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00406 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00802 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00805 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00807 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00812 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00814 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD01108 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD01412 w/ like 4 Door Sedan	38,656	37,000	37,000
Replace PD10504 w/ like SUV	38,656	37,000	37,000
Replace PD00601 w/ like 4 Door Sedan	38,616	-	-
Replace PD01001 w/ like 4 Door Sedan	38,616	-	-
Total Capital Outlay	\$ 530,947	\$ 437,475	\$ 437,475

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Fire			
Computer Equipment Replacement	\$ 21,575	\$ 21,575	\$ 21,575
Replace FD58804 w/ like Pumper	865,920	865,920	865,920
Replace FD50001 w/ like Platform Ladder	1,302,885	1,302,885	1,302,885
Replace FD59801 w/ like 75' Quint	817,006	-	-
Replace FD50201 w/ like 75' Quint	817,006	-	-
Add Ford Focus Hatch Back	17,025	-	-
Add Ford Focus Hatch Back	17,025	-	-
Total Capital Outlay	\$ 3,858,442	\$ 2,190,380	\$ 2,190,380
Telecommunications			
APX7000 Digital Dual Band Radio	\$ 7,443	\$ 7,443	\$ 7,443
Total Capital Outlay	\$ 7,443	\$ 7,443	\$ 7,443
Engineering			
Computer Equipment Replacement	\$ 7,000	\$ 7,000	\$ 7,000
Replace ED10503 w/ F-150 Pickup	33,455	-	-
Total Capital Outlay	\$ 40,455	\$ 7,000	\$ 7,000
Public Services - Street			
Computer Equipment Replacement	\$ 3,600	\$ 3,600	\$ 3,600
Replace ST29902 w/ like Asphalt Patching Truck	212,006	-	-
Replace ST19723 w/ Super Duty Crew Utility Bed	73,616	73,616	73,616
Replace ST29507 and ST39706 w/ Swap Loader	246,606	246,606	246,606
Replace GM49101 w/ Mini Excavator	47,200	47,200	47,200
Replace GM60903 w/ like Front Deck Mower	28,800	-	-
Replace GM61102 w/ like Front Deck Mower	28,800	-	-
Replace GM60802 w/ like Zero Turn Mower	12,845	-	-
Replace GM68701 w/ Ventrac	45,500	-	-
Replace GM29301 w/ Swap Loader	234,506	234,506	234,506
Replace GM49905 w/ Articulating Loader 4x4	97,800	-	-
ADD Sweeper	170,600	-	-
ADD Asphalt Recycler	80,000	-	-
Total Capital Outlay	\$ 1,281,879	\$ 605,528	\$ 605,528
Public Services - Solid Waste Mgmt			
Replace WM19703 w/ like 3/4 Ton w/ Liftgate	\$ 35,421	\$ -	\$ -
Replace WM20702 w/ 31 yd. Automated	247,406	247,406	247,406
Total Capital Outlay	\$ 282,827	\$ 247,406	\$ 247,406

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Public Services - Fleet			
Computer Equipment Replacement	\$ <u>3,400</u>	\$ <u>3,400</u>	\$ <u>3,400</u>
Total Capital Outlay	\$ 3,400	\$ 3,400	\$ 3,400
Parks & Recreation			
Computer Equipment Replacement	\$ <u>2,400</u>	\$ <u>2,400</u>	\$ <u>2,400</u>
Total Capital Outlay	\$ 2,400	\$ 2,400	\$ 2,400
Debt Service			
Principal and Interest	\$ <u>125,707</u>	\$ <u>315,850</u>	\$ <u>315,850</u>
Total Operating	\$ 125,707	\$ 315,850	\$ 315,850



CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for the Year Ending June 30, 2017 and
Actual for the Year Ended June 30, 2016

	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
OPERATING REVENUES:			
Charges for services	\$ 22,401,447	\$ 23,945,307	\$ 21,957,997
Water and sewer taps	305,985	357,406	350,000
Total operating revenues	<u>\$ 22,707,432</u>	<u>\$ 24,302,713</u>	<u>\$ 22,307,997</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 25,215	\$ 64,123	\$ 38,000
Fund balance Appropriated	-	-	1,000,000
Miscellaneous revenues	917,587	1,050,623	923,000
Total nonoperating revenues	<u>\$ 942,802</u>	<u>\$ 1,114,746</u>	<u>\$ 1,961,000</u>
 Total revenues	 <u>\$ 23,650,234</u>	 <u>\$ 25,417,459</u>	 <u>\$ 24,268,997</u>



CITY OF SALISBURY
FY 2017-2018 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
REVENUE	\$ 23,650,235	\$ 23,389,034	\$ 23,268,997	\$ 24,268,997	\$ 24,268,997
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
UTILITIES MGT & ADMINISTRATION					
Personnel	\$ 774,009	\$ 920,764	\$ 957,456	\$ 934,673	\$ 934,673
Operations	9,251,288	4,612,118	4,770,260	4,796,098	4,796,098
Capital	(1,125)	150,845	-	-	-
TOTAL	\$ 10,024,172	\$ 5,683,727	\$ 5,727,716	\$ 5,730,771	\$ 5,730,771
PLANT OPERATIONS - WATER TREATMENT					
Personnel	\$ 631,057	\$ 627,266	\$ 713,396	\$ 690,227	\$ 690,227
Operations	1,603,087	1,724,211	2,305,327	1,784,227	1,784,227
Capital	-	74,000	-	-	-
TOTAL	\$ 2,234,144	\$ 2,425,477	\$ 3,018,723	\$ 2,474,454	\$ 2,474,454
SYSTEMS MAINTENANCE					
Personnel	\$ 1,359,174	\$ 1,572,820	\$ 1,700,751	\$ 1,640,392	\$ 1,640,392
Operations	2,125,325	2,483,398	4,120,858	3,627,658	3,627,658
Capital	147,969	227,000	500,000	500,000	500,000
TOTAL	\$ 3,632,468	\$ 4,283,218	\$ 6,321,609	\$ 5,768,050	\$ 5,768,050
ENVIRONMENTAL SERVICES					
Personnel	\$ 481,236	\$ 542,306	\$ 565,907	\$ 544,231	\$ 544,231
Operations	60,786	91,956	88,275	88,275	88,275
Capital	-	-	-	-	-
TOTAL	\$ 542,022	\$ 634,262	\$ 654,182	\$ 632,506	\$ 632,506
PLANT OPERATIONS - WASTEWATER TREATMENT					
Personnel	\$ 1,498,014	\$ 1,689,171	\$ 1,805,950	\$ 1,748,469	\$ 1,748,469
Operations	2,662,096	3,031,497	3,749,878	2,962,028	2,962,028
Capital	-	-	26,000	-	-
TOTAL	\$ 4,160,110	\$ 4,720,668	\$ 5,581,828	\$ 4,710,497	\$ 4,710,497
METER SERVICES					
Personnel	\$ 564,708	\$ 621,398	\$ 613,320	\$ 590,410	\$ 590,410
Operations	98,480	124,944	229,345	229,345	229,345
Capital	-	-	-	-	-
TOTAL	\$ 663,188	\$ 746,342	\$ 842,665	\$ 819,755	\$ 819,755

	Actual FY 15-16		Budgeted FY 16-17		Requested FY 17-18		Mgr Recommends FY 17-18		Adopted FY 17-18	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,418,389		4,895,340		4,315,378		4,132,964		4,132,964
Capital		-		-		-		-		-
TOTAL	\$	1,418,389	\$	4,895,340	\$	4,315,378	\$	4,132,964	\$	4,132,964
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	-	\$	-	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	5,308,198	\$	5,973,725	\$	6,356,780	\$	6,148,402	\$	6,148,402
Operations		17,219,451		16,963,464		19,579,321		17,620,595		17,620,595
Capital		146,844		451,845		526,000		500,000		500,000
TOTALS	\$	22,674,493	\$	23,389,034	\$	26,462,101	\$	24,268,997	\$	24,268,997

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).

DIVISIONAL PERFORMANCE GOALS

1. Continue efforts toward rate stabilization and overall fiscal stability.
2. Implement procedures to enable an annual water audit.
3. Provide timely stakeholder communications and public education.
4. Protect and defend Salisbury and Rowan County’s water rights and supply.
5. Continue to participate in High Rock Lake Total Maximum Daily Load (TMDL) process.
6. Assist in cooperative effort with the County to extend water and sewer to growth corridors.
7. Pursue appropriate expansion of SRU system.
8. Complete an update of the Vulnerability Assessment.
9. Continue the phased rollout of automated metering infrastructure (AMI).
10. Manage and fund a sustainable capital improvement program (CIP).

PERFORMANCE MEASURES

	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Administrative Workload			
FTEs	89	87	87
Total Estimated Population Receiving Water Service (countywide)	53,500	50,650	51,000
Total Estimated Population Receiving Sewer Service (countywide)	52,400	52,500	52,600
Land Area Spanned for Water Service (square miles)	47	47	48
Land Area Spanned for Sewer Service (square miles)	45	45	46
Number of Water Connections	19,474	19,600	19,750
Number of Sewer Connections	17,789	17,850	17,900
Residential Water Rate (per 1 CCF) *	\$3.63	\$3.69	\$3.80
Residential Sewer Rate (per 1 CCF)	\$4.83	\$4.99	\$5.13
Administrative Efficiency			
Employee Turnover Rate	11.2%	4.6%	8.0%
Operating Costs Per 1,000 Population Served (water)	\$164	\$180	\$181
FTEs Per Square Mile Served	1.89	1.84	1.81
Average Residential Utility Bill as % of Median Household Income	2.18%	2.23%	2.25%
Administrative Effectiveness			
Average Years of Experience	11.6	11.7	12.0
Service Density (Population Served per Square Mile) - Water	1,138	1,071	1,063
Service Density (Population Served per Square Mile) - Sewer	1,164	1,156	1,143
Average Residential Rate Increase (% over prior year)	0.0%	2.5%	2.6%

* 1 CCF = 100 cubic feet of water

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 774,009	\$ 920,764	\$ 957,456	\$ 934,673	\$ 934,673
Operating	9,251,288	4,612,118	4,770,260	4,796,098	4,796,098
Capital	(1,125)	150,845	-	-	-
TOTAL	\$ 10,024,172	\$ 5,683,727	\$ 5,727,716	\$ 5,730,771	\$ 5,730,771

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Adopted FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (100)					
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician	1	1	1	1	1
Utilities Engineering Manager	0	1	1	1	1
Engineering Technician I/II/III	0	1	1	1	1
Utilities Construction Inspector	0	1	1	1	1
Senior Engineer	0	1	1	1	1
GIS Analyst	0	1	1	1	1
Utilities Engineering (800)					
Utilities Engineering Manager	1	0	0	0	0
Engineering Technician I/II/III	1	0	0	0	0
Utilities Construction Inspector	1	0	0	0	0
Utilities GIS (801)					
Senior Engineer	1	0	0	0	0
GIS Analyst	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	10	10	10	10	10

Department Reorganization and Consolidation FY17



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.

DIVISIONAL PERFORMANCE GOALS

1. Continue to exceed State and Federal drinking water standards.
2. Implement procedures to enable an annual water audit.
3. Provide opportunities for staff training and development.

PERFORMANCE MEASURES

	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Water Treatment Workload			
Number of Water Treatment FTEs (includes lab)	8	9	9
Millions of Gallons Potable Water Produced	3,410	3,560	3,700
Number of Water Quality Complaints	61	61	65
Number of Water Analyses Performed	95,150	100,000	100,000
Water Treatment Efficiency			
Cost Per Million Gallons of Potable Water Produced	\$575	\$655	\$650
Water Treatment Effectiveness			
Average Water Plant Operational Capacity	37.4%	39.0%	40.6%
Average Daily Potable Water Turbidity (NTU)	0.06	0.06	0.06

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 631,057	\$ 627,266	\$ 713,396	\$ 690,227	\$ 690,227
Operating	1,603,087	1,724,211	2,305,327	1,784,227	1,784,227
Capital	-	74,000	-	-	-
TOTAL	\$ 2,234,144	\$ 2,425,477	\$ 3,018,723	\$ 2,474,454	\$ 2,474,454

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Water Treatment Plant (811)					
Plant Operations Manager	1	1	1	1	1
Senior Water Treatment Plant Operator	2	2	2	2	2
Water Treatment Plant Operators	4	4	4	4	4
Maintenance Technician ¹	0	0	1	1	1
Chemist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	8	9	9	9

¹ New position reclassified from Meter Reader (819)

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.

DIVISIONAL PERFORMANCE GOALS

1. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
2. Continue to implement preventative maintenance program and recommend rehab projects to be included in the CIP.
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. Provide opportunities for staff training and development.
5. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
6. Provide a quick turnaround on installation of new water and sewer taps.

PERFORMANCE MEASURES

	<u>FY 2016 Actual</u>	<u>FY 2017 Estimate</u>	<u>FY 2018 Projected</u>
Distribution & Collection Workload			
Inch Miles of Distribution Line Maintained	3,905	3,915	3,930
Inch Miles of Collection Line Maintained	4,265	4,277	4,285
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	35	34	34
Total Water, Sewer & Irrigation Taps Installed by SRU	134	75	100
Distribution Line Failures	89	80	90
Collection Line Failures	10	8	10
Reported Complaints	501	516	500
Distribution & Collection Efficiency			
Cost Per Inch Mile of Distribution Line Maintained	\$363	\$426	\$400
Cost Per Inch Mile of Collection Line Maintained	\$265	\$284	\$285
Distribution & Collection Effectiveness			
Failures Per Inch Mile of Distribution Line Maintained	0.023	0.020	0.023
Incidents Per Inch Mile of Collection Line Maintained	0.002	0.002	0.002

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 1,359,174	\$ 1,572,820	\$ 1,700,751	\$ 1,640,392	\$ 1,640,392
Operating	2,125,325	2,483,398	4,120,858	3,627,658	3,627,658
Capital	147,969	227,000	500,000	500,000	500,000
TOTAL	\$ 3,632,468	\$ 4,283,218	\$ 6,321,609	\$ 5,768,050	\$ 5,768,050

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (100)					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager ¹	2	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Distribution Maint. & Const. (850)					
Assistant Systems Manager	0	1	1	1	1
Maintenance Supervisor	0	2	2	2	2
Construction Foreman	1	0	0	0	0
Maintenance Worker	2	5	5	5	5
Utilities Locator	2	1	1	1	1
New Water/Sewer Connections (851)					
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker	2	0	0	0	0
Water/Sewer Svc Replacement (853)					
Assistant Systems Manager	1	0	0	0	0
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker	4	0	0	0	0
Preventive Maintenance (854)					
Maintenance Supervisor ²	1	3	2	1	1
Preventive Maintenance Manager	0	0	1	1	1
Maintenance Worker ²	3	6	6	7	7
Collection Maint. & Construction (856)					
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker	2	0	0	0	0
Hydrant & Valve Maintenance (859)					
Construction Foreman	0	1	1	1	1
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker	<u>2</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	28	26	26	26	26

Department Reorganization and Consolidation FY17

¹ Position eliminated

² One position reclassified from Maintenance Supervisor

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
W/S Maint/Construction-Utility (859)			
Sewer Line Extension Client Communities	\$ 100,000	\$ 100,000	\$ 100,000
Sewer Line Extension Salisbury/Rowan	150,000	150,000	150,000
Waterline Extension Client Communities	100,000	100,000	100,000
Waterline Extension Salisbury/Rowan	150,000	150,000	150,000
Total Capital Outlay	\$ 500,000	\$ 500,000	\$ 500,000



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 stormwater permits for the wastewater treatment plants, and provide technical support to the utility ensuring regulatory compliance.

DIVISIONAL PERFORMANCE GOALS

1. Provide opportunities for staff training and development.
2. Continue implementation and educational efforts with the Fats, Oils and Grease (FOG) program.
3. Increase public education efforts through brochures, newsletter, tours and presentations.

PERFORMANCE MEASURES

	<u>FY 2016 Actual</u>	<u>FY 2017 Estimate</u>	<u>FY 2018 Projected</u>
Environmental Services Workload			
Lab-Number of tests that wastewater lab is certified to perform	28	29	29
Lab-Number of Wastewater Analyses Performed-Estimate	9,000	8,800	8,800
Pretreatment - Number of Permitted Industries (SIUs and Locals)	11	10	10
PT- Number of Inspections completed	11	10	10
PT- Surcharge	\$189,447	\$190,000	\$190,000
PT-Number of NOVs issued	7	10	10
PT- Amount of Penalties issued	\$0	\$500	\$500
FOG - Number of regulated Food Service Establishments (FSEs)	305	300	300
FOG- Number of Inspections completed	428	450	450
FOG- Number of NOVs issued	2	5	5
FOG- Amount of penalties issued	\$0	\$250	\$250

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 481,236	\$ 542,306	\$ 565,907	\$ 544,231	\$ 544,231
Operating	60,786	91,956	88,275	88,275	88,275
Capital	-	-	-	-	-
TOTAL	\$ 542,022	\$ 634,262	\$ 654,182	\$ 632,506	\$ 632,506

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Environmental Services Manager	1	1	1	1	1
Laboratory Supervisor	1	1	1	1	1
Laboratory Analyst	1	1	1	1	1
Chemist	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	7	7	7	7	7

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.

DIVISIONAL PERFORMANCE GOALS

1. Provide opportunities for staff training and development.
2. Plan and prepare for next phase of wastewater treatment plant improvements.
3. Continue to implement lift station improvement plan and elimination where feasible.

PERFORMANCE MEASURES

	<u>FY 2016 Actual</u>	<u>FY 2017 Estimate</u>	<u>FY 2018 Projected</u>
Wastewater Treatment Workload			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	32	32	32
Millions of Gallons Wastewater Treated	3,172	2,950	3,000
Tons of Dry Bio-Solids Land-Applied	1,222	1,500	1,500
Wastewater Treatment Efficiency			
Cost Per Million Gallons of Wastewater Treated	\$1,113	\$1,264	\$1,260
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$516	\$501	\$500
Wastewater Treatment Effectiveness			
Average Wastewater Plant Operational Capacity	70%	65%	66%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	12.8	14.5	15.0
Gallons of Wastewater Returned Per Potable Gallons Produced	0.93	0.83	0.81

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 1,498,014	\$ 1,689,171	\$ 1,805,950	\$ 1,748,469	\$ 1,748,469
Operating	2,662,096	3,031,497	3,749,878	2,962,028	2,962,028
Capital	-	-	26,000	-	-
TOTAL	\$ 4,160,110	\$ 4,720,668	\$ 5,581,828	\$ 4,710,497	\$ 4,710,497

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (100)					
Plant Operations Manager	1	1	1	1	1
Town Creek WWTP (901)					
Maintenance Technician	2	2	2	2	2
Senior Wastewater Plant Operator	1	1	2	2	2
Wastewater Plant Operator	5	5	5	5	5
Grant Creek WWTP (902)					
Maintenance Technician	2	2	2	2	2
Plant Maint Supervisor Sr	1	1	1	1	1
Senior Wastewater Plant Operator	1	1	0	0	0
Wastewater Plant Operator	4	4	4	4	4
Residuals Management (903)					
Sr. Residuals Operator	1	1	1	1	1
Residuals Operator	2	2	2	2	2
SCADA (905)					
SCADA Technician	1	1	1	1	1
Lift Station (906)					
Maintenance Technician	3	3	3	3	3
Utilities Systems Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	25	25	25	25	25
Department consolidation with Plants Maintenance (821)					

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
SCADA (905)			
Video Display Wall	\$ 26,000	\$ -	\$ -
Total Capital Outlay	\$ 26,000	\$ -	\$ -



STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the causes and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. Continue the phased rollout of automated metering infrastructure (AMI).
5. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
6. Implement and utilize Cogsdale work order system and related programs and continue to implement the work order system for laptops in all our vehicles.
7. Provide opportunities for staff training and development.

PERFORMANCE MEASURES

	<u>FY 2016 Actual</u>	<u>FY 2017 Estimate</u>	<u>FY 2018 Projected</u>
Workload			
Meter Readings Per Fiscal Year	256,800	257,500	256,600
Efficiency			
Cost Per 100 Meter Readings	\$214	\$290	\$275
Effectiveness			
Percent of Meters Misread	0.050%	0.050%	0.025%

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 564,708	\$ 621,398	\$ 613,320	\$ 590,410	\$ 590,410
Operating	98,480	124,944	229,345	229,345	229,345
Capital	-	-	-	-	-
TOTAL	\$ 663,188	\$ 746,342	\$ 842,665	\$ 819,755	\$ 819,755

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Meter Maintenance (852)					
Senior Meter Mechanic	1	0	0	0	0
Meter Services Technician	2	0	0	0	0
Meter Reading (855)					
Sr. Meter Mechanic	0	1	1	1	1
Office Assistant	0	1	1	1	1
Backflow Coordinator	0	1	1	1	1
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	1	1	1
Meter Reader/Technician ¹	<u>7</u>	<u>6</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	12	11	10	10	10

Department consolidation

¹ Positions eliminated due to AMI/AMR Project



STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,418,389	4,895,340	4,315,378	4,132,964	4,132,964
Capital	-	-	-	-	-
TOTAL	\$ 1,418,389	\$ 4,895,340	\$ 4,315,378	\$ 4,132,964	\$ 4,132,964





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

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for the Year Ending June 30, 2017 and
Actual for the Year Ended June 30, 2016

	<u>2016</u>	<u>2017</u>	<u>2018</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 3,420	\$ 9,939	\$ 6,000
Other	<u>4,366</u>	<u>-</u>	<u>-</u>
Total miscellaneous	<u>\$ 7,786</u>	<u>\$ 9,939</u>	<u>\$ 6,000</u>
 OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	<u>\$ 390,911</u>	<u>\$ 504,100</u>	<u>\$ 479,807</u>
Total other financing sources	<u>\$ 390,911</u>	<u>\$ 504,100</u>	<u>\$ 479,807</u>
 Total revenues and other financing sources	 <u><u>\$ 398,697</u></u>	 <u><u>\$ 514,039</u></u>	 <u><u>\$ 485,807</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 FY15-16	Budgeted FY16-17	Requested FY17-18	Mgr Recommends FY17-18	Adopted FY17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	196,508	-	219,529	219,529
Capital	<u>278,971</u>	<u>309,592</u>	<u>396,278</u>	<u>266,278</u>	<u>266,278</u>
TOTAL	\$ 278,971	\$ 506,100	\$ 396,278	\$ 485,807	\$ 485,807

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Administration			
Computer Equipment Replacement	\$ 17,900	\$ 17,900	\$ 17,900
Replace PO19402 w/ like F-150	<u>29,314</u>	<u>29,314</u>	<u>29,314</u>
Total Capital Outlay	\$ 47,214	\$ 47,214	\$ 47,214
Plant Operations - Water Treatment			
Computer Equipment Replacement	\$ <u>2,400</u>	\$ <u>2,400</u>	\$ <u>2,400</u>
Total Capital Outlay	\$ 2,400	\$ 2,400	\$ 2,400
Systems Maintenance			
Computer Equipment Replacement	\$ 11,100	\$ 11,100	\$ 11,100
ADD CCTV Portable Reel	40,000	-	-
ADD CCTV Lateral Launch Tractor	<u>120,000</u>	<u>120,000</u>	<u>120,000</u>
Total Capital Outlay	\$ 171,100	\$ 131,100	\$ 131,100
Environmental Services			
Computer Equipment Replacement	\$ <u>6,950</u>	\$ <u>6,950</u>	\$ <u>6,950</u>
Total Capital Outlay	\$ 6,950	\$ 6,950	\$ 6,950
Plant Operations - Wastewater Treatment			
Computer Equipment Replacement	\$ 3,600	\$ 3,600	\$ 3,600
Replace PO10405 w/ like F-150	29,314	29,314	29,314
ADD 100KW Generator - Sides Acre	30,000	-	-
ADD 100KW Generator - Crowell	30,000	-	-
ADD 100KW Generator - Granite Commons	30,000	-	-
ADD 100KW Generator - Nazareth	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
Total Capital Outlay	\$ 152,914	\$ 62,914	\$ 62,914
Meter Services			
Computer Equipment Replacement	\$ <u>15,700</u>	\$ <u>15,700</u>	\$ <u>15,700</u>
Total Capital Outlay	\$ 15,700	\$ 15,700	\$ 15,700

CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for the Year Ending June 30, 2017 and
Actual for the Year Ended June 30, 2016

	<u>2016 Actual</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
OPERATING REVENUES:			
Charges for services	\$ 78,012	\$ 140,401	\$ 148,000
Total operating revenues	<u>\$ 78,012</u>	<u>\$ 140,401</u>	<u>\$ 148,000</u>
NONOPERATING REVENUES:			
Intergovernmental	\$ 738,351	\$ 682,409	\$ 569,753
Interest earned on investments	1,042	3,199	2,500
Miscellaneous revenues	7,241	9,572	9,500
Total nonoperating revenues	<u>\$ 746,634</u>	<u>\$ 695,180</u>	<u>\$ 581,753</u>
OTHER FINANCING SOURCES:			
Operating Transfer from General Fund	\$ 465,322	\$ 465,322	\$ 465,322
Fund equity appropriated	<u>-</u>	<u>-</u>	<u>75,000</u>
Total other financing sources	<u>\$ 465,322</u>	<u>\$ 465,322</u>	<u>\$ 540,322</u>
 Total revenues and other financing sources	 <u>\$ 1,289,968</u>	 <u>\$ 1,300,903</u>	 <u>\$ 1,270,075</u>



CITY OF SALISBURY
FY 2017-2018 BUDGET SUMMARY
TRANSIT FUND

	Actual		Budgeted		Requested	Mgr Recommends		Adopted
	FY 15-16		FY 16-17		FY 17-18	FY 17-18		FY 17-18
REVENUE	\$ 1,289,968	\$	1,696,848	\$	1,270,075	1,270,075	\$	1,270,075
EXPENSES	Actual		Budgeted		Requested	Mgr Recommends		Adopted
	FY 15-16		FY 16-17		FY 17-18	FY 17-18		FY 17-18
TRANSIT - OPERATIONS								
Personnel	\$ 262,985	\$	293,183	\$	320,852	348,389	\$	348,389
Operations	89,320		135,020		182,262	145,005		145,005
Capital	-		-		-	-		-
TOTAL	\$ 352,305	\$	428,203	\$	503,114	493,394	\$	493,394
TRANSIT - ADMINISTRATION								
Personnel	\$ 148,698	\$	170,240	\$	178,103	173,582	\$	173,582
Operations	262,663		175,119		163,476	161,261		161,261
Capital	-		-		-	-		-
TOTAL	\$ 411,361	\$	345,359	\$	341,579	334,843	\$	334,843
TRANSIT - CAPITAL								
Personnel	\$ 218,159	\$	289,333	\$	218,863	212,012	\$	212,012
Operations	103,749		166,659		137,136	159,636		159,636
Capital	17,895		467,294		70,190	70,190		70,190
TOTAL	\$ 339,803	\$	923,286	\$	426,189	441,838	\$	441,838
GRAND TOTAL								
Personnel	\$ 629,842	\$	752,756	\$	717,818	733,983	\$	733,983
Operations	455,732		476,798		482,874	465,902		465,902
Capital	17,895		467,294		70,190	70,190		70,190
TOTALS	\$ 1,103,469	\$	1,696,848	\$	1,270,882	1,270,075	\$	1,270,075

STATEMENT OF PURPOSE

To provide 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 provides an ADA demand responsive paratransit system that includes wheelchair lift-equipped vans to accommodate citizens unable to access our fixed route bus system because of a functional disability.

DEPARTMENTAL PERFORMANCE GOALS

1. Consistently provide exceptional service to all customers.
2. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
3. Better market and spreading the word about public transit by “telling the story through a benefits campaign” to local elected bodies and the community at large.
4. Improve transit connectivity inside and outside the City of Salisbury by focusing on connecting customers to places.
5. Maintain transit infrastructure at a high level and improve the aesthetic appeal of shelters, bus stops, benches, and signs.

PERFORMANCE MEASURES

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Projected
Workload			
Number of Passengers -Fixed Route	146,418	149,000	149,745
Number of Passengers - ADA	7,066	7,130	7,201
Number of Full-sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven **	133,535	159,000	159,000
Gallons of Fuel Used **	35,605	37,921	37,921
Fares Collected (Dollars) - Fixed Route	\$86,295	\$86,726	\$87,160
State Matching Funds Collected	\$374,292	\$374,292	\$374,292
Efficiency			
Average Cost Per Mile	\$ 7.66	\$ 9.19	\$ 11.03
Average Cost Per Passenger - Routine	\$ 6.98	\$ 8.38	\$ 10.06
Average Cost Per Passenger - ADA	\$ 9.28	\$ 12.06	\$ 15.68
Effectiveness			
Complaints Received	10	4	4
Number of Break-Downs	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	0	0	0
Injuries	0	0	0

** Increase in fuel & miles is from Weekend Express

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 148,698	\$ 170,240	\$ 178,103	\$ 173,582	\$ 173,582
Operating	262,663	175,119	163,476	161,261	161,261
Capital	-	-	-	-	-
TOTAL	\$ 411,361	\$ 345,359	\$ 341,579	\$ 334,843	\$ 334,843

PERSONNEL DETAIL

	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Transit Administration (652)					
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

**DEPARTMENT – Mass Transit
DIVISION – Transit Operations**

651

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 262,985	\$ 293,183	\$ 320,852	\$ 348,389	\$ 348,389
Operating	89,320	135,020	182,262	145,005	145,005
Capital	-	-	-	-	-
TOTAL	\$ 352,305	\$ 428,203	\$ 503,114	\$ 493,394	\$ 493,394

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Transit Operations (651)					
Transit Operator	6	5	7	7	7
Mechanic ¹	2	0	0	0	0
Fleet Services Shift Supervisor ¹	1	0	0	0	0
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	6	8	8	8

¹ Position moved to Transit Capital (653)

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 218,159	\$ 289,333	\$ 218,863	\$ 212,012	\$ 212,012
Operating	103,749	166,659	137,136	159,636	159,636
Capital	<u>17,895</u>	<u>467,294</u>	<u>70,190</u>	<u>70,190</u>	<u>70,190</u>
TOTAL	\$ 339,803	\$ 923,286	\$ 426,189	\$ 441,838	\$ 441,838

PERSONNEL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Transit Capital (653)					
Mechanic ^{1 3}	0	2	2	1	1
Transit Fleet Supervisor ¹	0	1	0	1	1
Service Worker (PT)	0	1	1	1	1
Transit Planner ²	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	0	4	4	4	4

¹ Position moved from Transit Operations FY17 (651)

² Position reclassified from Transit Fleet Supervisor

³ One Position reclassified to Transit Fleet Supervisor



CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Transit - Capital			
Various Vehicle Spare Parts	\$ 18,000	\$ 18,000	\$ 18,000
mDVR-Surveillance System	3,800	3,800	3,800
Surveillance System Hard Drive	3,000	3,000	3,000
DR 600-Voice Annunciation System	2,541	2,541	2,541
Bus Stop Signs	2,000	2,000	2,000
Bus Shelter & Amenities	38,659	38,659	38,659
Computer & 24" Monitor	1,570	1,570	1,570
Phone	620	620	620
Total Capital Outlay	\$ 70,190	\$ 70,190	\$ 70,190



CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for the Year Ending June 30, 2017 and
Actual for the Year Ended June 30, 2016

	2016	2017	2018
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 5,527,809	\$ 5,710,585	\$ 5,364,486
Other operating revenues	<u>522,554</u>	<u>522,554</u>	<u>-</u>
Total operating revenues	<u>\$ 6,050,363</u>	<u>\$ 6,233,139</u>	<u>\$ 5,364,486</u>
NONOPERATING REVENUES:			
Interfund revenues	\$ -	\$ 2,193,087	\$ 3,217,883
Miscellaneous revenues	<u>33,121</u>	<u>13,149</u>	<u>21,500</u>
Total nonoperating revenues	<u>\$ 33,121</u>	<u>\$ 2,206,236</u>	<u>\$ 3,239,383</u>
Total other financing sources	<u>\$ -</u>	<u>\$ 28,990,000</u>	<u>\$ -</u>
Total revenues	<u>\$ 6,083,484</u>	<u>\$ 37,429,375</u>	<u>\$ 8,603,869</u>

The logo for Fibrant, featuring the word "fibrant" in a lowercase, blue, sans-serif font.

CITY OF SALISBURY
FY 2017-2018 BUDGET SUMMARY
FIBRANT COMMUNICATIONS FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
REVENUE	\$ 5,560,930	\$ 37,773,746	\$ 8,095,375	\$ 8,603,869	\$ 8,603,869
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
ADMINISTRATION					
Personnel	\$ -	\$ -	\$ 379,331	\$ 365,051	\$ 365,051
Operations	2,074,073	2,090,092	418,643	306,163	306,163
Capital	-	-	-	-	-
TOTAL	\$ 2,074,073	\$ 2,090,092	\$ 797,974	\$ 671,214	\$ 671,214
PROGRAMMING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	2,074,073	2,090,092	2,094,000	1,811,137	1,811,137
Capital	-	-	-	-	-
TOTAL	\$ 2,074,073	\$ 2,090,092	\$ 2,094,000	\$ 1,811,137	\$ 1,811,137
BROADBAND SYSTEMS					
Personnel	\$ -	\$ 472,669	\$ 482,653	\$ 427,874	\$ 427,874
Operations	288,895	1,430,554	1,428,853	1,092,621	1,092,621
Capital	-	-	-	-	-
TOTAL	\$ 288,895	\$ 1,903,223	\$ 1,911,506	\$ 1,520,495	\$ 1,520,495
SERVICE DELIVERY					
Personnel	\$ 172,283	\$ 773,976	\$ 892,860	\$ 865,429	\$ 865,429
Operations	310,871	291,697	312,983	312,983	312,983
Capital	592,994	438,314	514,426	474,426	474,426
TOTAL	\$ 1,076,148	\$ 1,503,987	\$ 1,720,269	\$ 1,652,838	\$ 1,652,838
DEBT SERVICE					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	1,296,233	35,236,506	2,948,185	2,948,185	2,948,185
Capital	-	-	-	-	-
TOTAL	\$ 1,296,233	\$ 35,236,506	\$ 2,948,185	\$ 2,948,185	\$ 2,948,185
GRAND TOTAL					
Personnel	\$ 172,283	\$ 1,246,645	\$ 1,375,513	\$ 1,658,354	\$ 1,658,354
Operations	3,970,072	39,048,849	6,784,021	6,471,089	6,471,089
Capital	592,994	438,314	514,426	474,426	474,426
TOTALS	\$ 4,735,349	\$ 40,733,808	\$ 8,673,960	\$ 8,603,869	\$ 8,603,869

Note: FY16-17 Debt Service includes a refunding of the outstanding COPS debt.

STATEMENT OF PURPOSE

To provide reliable, high speed internet access, voice, and video to the citizens and businesses with the City of Salisbury, as well as complement the mission, core values, and vision of the City of Salisbury with an emphasis on excellent internal and external customer service.

DEPARTMENTAL PERFORMANCE GOALS

1. Provide access to broadband service within the corporate limits of the City of Salisbury.
2. Improve the community's competitiveness in economic development.
3. Maintain a state of the art network with 99.999% reliability.
4. Focus on long-term sustainability, achieving lasting success, and creating value to the community.
5. Provide excellent customer service within the Fibrant community.
6. Continue to pursue the latest in technological advancements.
7. Continue to seek improvements in Fibrant sales and customer retention efforts.

PERFORMANCE MEASURES

	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Workload			
Number of Customers Billed	3,476	3,501	3,575

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ -	\$ -	\$ 379,331	\$ 365,051	\$ 365,051
Operating	2,074,073	2,090,092	418,643	306,163	306,163
Capital	-	-	-	-	-
TOTAL	\$ 2,074,073	\$ 2,090,092	\$ 797,974	\$ 671,214	\$ 671,214

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Administration (100)					
Director of Broadband ¹	0	1	1	1	1
Administration - Sales (202)					
Broadband Sales Manager ²	0	1	1	1	1
Broadband Sales Specialist ^{2,3}	<u>0</u>	<u>5</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	0	7	6	6	6

¹ Position transferred from General Fund IT (442)

² Position transferred from General Fund Sales (445) FY17

³ For FY18, one Broadband Sales Specialist was reclassified and transferred to Service Delivery (880)

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,074,073	2,090,092	2,094,000	1,811,137	1,811,137
Capital	-	-	-	-	-
TOTAL	\$ 2,074,073	\$ 2,090,092	\$ 2,094,000	\$ 1,811,137	\$ 1,811,137



STATEMENT OF PURPOSE

To utilize the City’s Fibrant FTTH network to deliver the best broadband product possible for our citizens and customers. To serve as the centralized source of procedures, information, and support related to broadband engineering, design and planning for the City’s Fibrant network. Review and coordinate efforts to help improve efficiencies. To serve as the centralized source of procedures, information, and support related to Network Operations for the City including Fibrant Dispatch, Fibrant Technical Service and Fibrant Commercial Sales. Coordinate efforts to maximize and improve service delivery and communication throughout the city.

PERFORMANCE GOALS

1. Coordinate with management to identify and effectively plan for future Fibrant needs.
2. Support enterprise fiber GIS data management solution.
3. Assist with asset management and the protection of the City’s fiber network infrastructure.
4. Coordinate deployment schedules to optimize quota and deliverables.
5. Maintain fiber records, fiber management standards and enforce broadband engineering standards.
6. Become 24-hour in-house Network Operation Center.
7. Maintain support for Fibrant residential and commercial installations, technical support, sales and deployment.
8. Implement policy procedure and training manuals.
9. Continue implementation and support of commercial and residential sales order entry.
10. Continue to assist and support Customer Service during disconnections.

PERFORMANCE MEASURES

	FY 2016	FY 2017	FY 2018
	Actual	Estimate	Projected
Workload			
Total Number of Inbound Customer Calls to NOC	10,471	11,500	12,000
Total Number of Calls Sourced to NeoNova, Inc.	5,434	6,000	6,100
Effectiveness			
Customer Call Abandon Rate (Inbound to NOC)	4%	4%	4%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ -	\$ 472,669	\$ 482,653	\$ 427,874	\$ 427,874
Operating	288,895	1,430,554	1,428,853	1,092,621	1,092,621
Capital	-	-	-	-	-
TOTAL	\$ 288,895	\$ 1,903,223	\$ 1,911,506	\$ 1,520,495	\$ 1,520,495

PERSONNEL DETAIL

	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Broadband Systems Administration (100)					
Engineering/GIS Manager ¹	0	1	1	1	1
Broadband Systems Videoing (211)					
Head End Technician ²	0	1	1	1	1
Broadband Systems Tech Serv. & NOC (220)					
NOC I/II ³	0	3	3	3	3
NOC Manager ³	0	1	1	1	1
NOC Tech (TPT) ³	<u>0</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>
TOTAL	0	8	8	6	6

¹ Position transferred from General Fund Systems (492)

² Position transferred from General Fund Infrastructure Services (500)

³ Positions transferred from General Fund NOC (441) FY17, positions eliminated FY18

STATEMENT OF PURPOSE

To provide the City with the resources and expertise to support the installation and maintenance of the City and NCDOT network systems. To utilize the City’s Fibrant FTTH network to deliver the best broadband product possible for our citizens and customers

PERFORMANCE GOALS

1. Assist with asset management and the protection of the City’s fiber network infrastructure.
2. Maintain assistance, training, and technical support for Fibrant personnel.
3. Coordinate with Traffic Engineering to ensure that all NCDOT and City standards and objects are met.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 172,283	\$ 773,976	\$ 892,860	\$ 865,429	\$ 865,429
Operating	310,871	291,697	312,983	312,983	312,983
Capital	592,994	438,314	514,426	474,426	474,426
TOTAL	\$ 1,076,148	\$ 1,503,987	\$ 1,720,269	\$ 1,652,838	\$ 1,652,838

PERSONNEL DETAIL

	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Service Delivery Tech Serv & Inst (220)					
Infrastructure Tech ¹	0	6	6	6	6
Installation Tech ^{1, 3}	0	1	2	2	2
Tech Operations Manager ¹	0	1	1	1	1
Warehouse Tech ¹	0	1	1	1	1
Service Delivery Support (221)					
Infrastructure Supervisor	1	1	1	1	1
Outside Plant Supervisor ²	1	0	0	0	0
Systems Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	11	12	12	12

¹ Position transferred from General Fund Infrastructure Services (500)

² Position eliminated

³ Position reclassified from Fibrant Sales (850)

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Set-top Boxes	\$ 100,426	\$ 100,426	\$ 100,426
Installation Labor	60,000	20,000	20,000
Fiber Drops & Powering	134,000	134,000	134,000
ONTs	150,000	150,000	150,000
Construction Labor	10,000	10,000	10,000
Premise Installation Materials	60,000	60,000	60,000
Total Capital Outlay	\$ 514,426	\$ 474,426	\$ 474,426

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,296,233	35,236,506	2,948,185	2,948,185	2,948,185
Capital	-	-	-	-	-
TOTAL	\$ 1,296,233	\$ 35,236,506	\$ 2,948,185	\$ 2,948,185	\$ 2,948,185



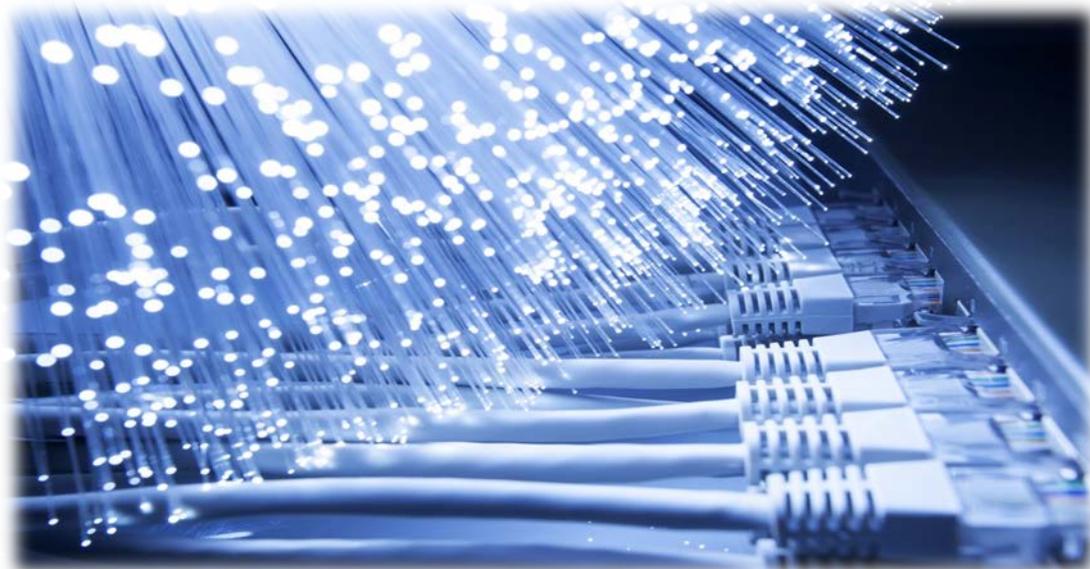
CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for the Year Ending June 30, 2017 and
Actual for the Year Ended June 30, 2016

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Estimate</u>	<u>2018</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ -	\$ 615	\$ -
Miscellaneous	-	122,371	122,830
Total miscellaneous	<u>\$ -</u>	<u>\$ 122,986</u>	<u>\$ 122,830</u>
OTHER FINANCING SOURCES:			
Operating transfer from Fibrant Communications Fund	<u>\$ -</u>	<u>\$ 151,864</u>	<u>\$ 150,824</u>
Total other financing sources	<u>\$ -</u>	<u>\$ 151,864</u>	<u>\$ 150,824</u>
 Total revenues and other financing sources	 <u><u>\$ -</u></u>	 <u><u>\$ 274,850</u></u>	 <u><u>\$ 273,654</u></u>



FUND- Fibrant Communications Capital Reserve

STATEMENT OF PURPOSE

The Fibrant Capital Reserve funds replacement cost of Fibrant Utility Fund vehicles and computers and accrues reserves for future purposes.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	167,935	-	4,024	4,024
Capital	-	106,300	704,630	269,630	269,630
TOTAL	\$ -	\$ 274,235	\$ 704,630	\$ 273,654	\$ 273,654

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Administration			
Computer Equipment Replacement	\$ 6,730	\$ 6,730	\$ 6,730
Total Capital Outlay	\$ 6,730	\$ 6,730	\$ 6,730
Broadband Systems			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
GPON Zhone Equipment	90,000	25,000	25,000
Video on Demand	110,000	110,000	110,000
Commercial WiFi System	50,000	-	-
NGPON Zhone Equipment	100,000	100,000	100,000
DWDM Optics - Replace end of life video traspor	85,000	25,000	25,000
Digital Video Recorders	200,000	-	-
10 Gig Aggragation Switches	60,000	-	-
Total Capital Outlay	\$ 696,200	\$ 261,200	\$ 261,200
Service Delivery			
Computer Equipment Replacement	\$ 1,700	\$ 1,700	\$ 1,700
Total Capital Outlay	\$ 1,700	\$ 1,700	\$ 1,700



CITY OF SALISBURY, NORTH CAROLINA

STORMWATER UTILITY

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for the Year Ending June 30, 2017 and
Actual for the Year Ended June 30, 2016

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Estimate</u>	<u>2018</u> <u>Budget</u>
OPERATING REVENUES:			
Charges for services	\$ 1,164,848	\$ 1,363,565	\$ 1,362,000
Other operating revenues	<u>18,737</u>	<u>21,832</u>	<u>18,000</u>
Total operating revenues	<u>\$ 1,183,585</u>	<u>\$ 1,385,397</u>	<u>\$ 1,380,000</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 1,105	\$ 3,196	\$ 1,500
Miscellaneous revenues	<u>2,733</u>	<u>1,582</u>	<u>1,000</u>
Total nonoperating revenues	<u>\$ 3,838</u>	<u>\$ 4,778</u>	<u>\$ 2,500</u>
 Total revenues	 <u>\$ 1,187,423</u>	 <u>\$ 1,390,175</u>	 <u>\$ 1,382,500</u>



CITY OF SALISBURY
FY 2017-2018 BUDGET SUMMARY
STORMWATER FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
REVENUE	\$ 1,187,015	\$ 1,380,498	\$ 1,382,500	\$ 1,382,500	\$ 1,382,500
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
STORMWATER - ADMINISTRATION AND ENGINEERING					
Personnel	\$ 106,666	\$ 170,098	\$ 179,755	\$ 174,334	\$ 174,334
Operations	409,790	536,525	580,073	535,073	535,073
Capital	-	13,000	7,500	-	-
TOTAL	\$ 516,456	\$ 719,623	\$ 767,328	\$ 709,407	\$ 709,407
STORMWATER - STREET CLEANING					
Personnel	\$ 59,077	\$ 159,059	\$ 172,446	\$ 165,357	\$ 165,357
Operations	102,256	94,166	73,511	73,511	73,511
Capital	-	-	-	-	-
TOTAL	\$ 161,333	\$ 253,225	\$ 245,957	\$ 238,868	\$ 238,868
STORMWATER - STORM DRAINAGE					
Personnel	\$ 78,726	\$ 98,445	\$ 115,671	\$ 111,511	\$ 111,511
Operations	56,900	71,953	74,382	74,382	74,382
Capital	-	-	-	-	-
TOTAL	\$ 135,626	\$ 170,398	\$ 190,053	\$ 185,893	\$ 185,893
STORMWATER - LEAF COLLECTION					
Personnel	\$ 136,749	\$ 177,347	\$ 168,958	\$ 161,568	\$ 161,568
Operations	38,217	59,905	86,764	86,764	86,764
Capital	-	-	-	-	-
TOTAL	\$ 174,966	\$ 237,252	\$ 255,722	\$ 248,332	\$ 248,332
GRAND TOTAL					
Personnel	\$ 381,218	\$ 604,949	\$ 636,830	\$ 612,770	\$ 612,770
Operations	607,163	762,549	814,730	769,730	769,730
Capital	-	13,000	7,500	-	-
TOTALS	\$ 988,381	\$ 1,380,498	\$ 1,459,060	\$ 1,382,500	\$ 1,382,500

STATEMENT OF PURPOSE

To manage the City’s municipal separate storm sewer system (MS4) through a program of engineering, maintenance, construction, cleaning and improvements. Provide Street Sweeping and seasonal Leaf Collection services.

DEPARTMENTAL PERFORMANCE GOALS

1. Oversee the City’s Public Education and Outreach, Public Involvement and Participation, Illicit Discharge Detection and Elimination.
2. Coordinate with Rowan County’s Construction Site Runoff Control, Post Construction Site Runoff Control, and Pollution Prevention and Good Housekeeping for Municipal Operation programs to improve stormwater quality and comply with federal and state regulations.
3. Ensure compliance with federal and state Total Maximum Daily Load allocations to impaired waterways located inside the City.
4. Provide engineering design for capital and infrastructure improvements to the City’s stormwater system.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 106,666	\$ 170,098	\$ 179,755	\$ 174,334	\$ 174,334
Operating	409,790	536,525	580,073	535,073	535,073
Capital	-	13,000	7,500	-	-
TOTAL	\$ 516,456	\$ 719,623	\$ 767,328	\$ 709,407	\$ 709,407

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Stormwater Engineer	1	1	1	1	1
Stormwater Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Inventory Software	\$ 7,500	\$ -	\$ -
Total Capital Outlay	\$ 7,500	\$ -	\$ -

**DEPARTMENT - Stormwater
DIVISION – Street Cleaning**

831

DEPARTMENTAL PERFORMANCE GOALS

Routinely sweep, wash and remove debris from streets to prevent sedimentation of drainage structures and prevent unsafe conditions. Clean downtown sidewalks, streets, and city parking facilities to provide aesthetic enhancements to public properties.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 59,077	\$ 159,059	\$ 172,446	\$ 165,357	\$ 165,357
Operating	102,256	94,166	73,511	73,511	73,511
Capital	-	-	-	-	-
TOTAL	\$ 161,333	\$ 253,225	\$ 245,957	\$ 238,868	\$ 238,868

PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Equipment Operator ¹	2	2	3	3	3
Maintenance Worker Sr I/II ¹	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	3	3	3	3	3

¹ Position reclassified

**DEPARTMENT - Stormwater
DIVISION- Storm Drainage**

832

DEPARTMENTAL PERFORMANCE GOALS

Provide a maintenance program to clean, construct and repair culverts, catch basins and related drainage structures on a regular maintenance schedule to ensure effective and efficient run-off of rain water to minimize local flooding.

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 78,726	\$ 98,445	\$ 115,671	\$ 111,511	\$ 111,511
Operating	56,900	71,953	74,382	74,382	74,382
Capital	-	-	-	-	-
TOTAL	\$ 135,626	\$ 170,398	\$ 190,053	\$ 185,893	\$ 185,893

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Crew Leader ¹	0	0	1	1	1
Equipment Operator ¹	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

¹ Position reclassified

DEPARTMENT - Stormwater
DIVISION- Leaf Collection

833

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 136,749	\$ 177,347	\$ 168,958	\$ 161,568	\$ 161,568
Operating	38,217	59,905	86,764	86,764	86,764
Capital	-	-	-	-	-
TOTAL	\$ 174,966	\$ 237,252	\$ 255,722	\$ 248,332	\$ 248,332

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Equipment Operator	2	2	1	1	1
Crew Leader ¹	0	1	1	1	1
Maintenance Worker Sr I/II	1	0	1	1	1
Seasonal/Part-Time ¹	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	4	4	4

¹ Position was reclassified to Crew Leader

² Reclassified from outside temporary workers





CITY OF SALISBURY, NORTH CAROLINA

STORMWATER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for the Year Ending June 30, 2017 and
Actual for the Year Ended June 30, 2016

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Estimate</u>	<u>2018</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 289	\$ 1,304	\$ 750
Total miscellaneous	<u>\$ 289</u>	<u>\$ 1,304</u>	<u>\$ 750</u>
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 93,384	\$ 104,490	\$ 116,578
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>36,699</u>
Total other financing sources	<u>\$ 93,384</u>	<u>\$ 104,490</u>	<u>\$ 153,277</u>
 Total revenues and other financing sources	 <u>\$ 93,673</u>	 <u>\$ 105,794</u>	 <u>\$ 154,027</u>



FUND - Stormwater Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	12,763	-	-	-
Capital	<u>90,950</u>	<u>91,727</u>	<u>154,027</u>	<u>154,027</u>	<u>154,027</u>
TOTAL	\$ 90,950	\$ 104,490	\$ 154,027	\$ 154,027	\$ 154,027

CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Administration			
Replace ST19717 w/ like Super Duty Flat Bed			
Dump	\$ 80,411	\$ 80,411	\$ 80,411
Replace ST19714 w/ like Super Duty Crew			
Utility Bed	<u>73,616</u>	<u>73,616</u>	<u>73,616</u>
Total Capital Outlay	\$ 154,027	\$ 154,027	\$ 154,027



CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018
With Estimated Actual for the Year Ending June 30, 2017 and
Actual for the Year Ended June 30, 2016

	2016	2017	2018
	Actual	Estimate	Budget
REVENUES:			
Intergovernmental:			
Federal	\$ 317,795	\$ 428,144	\$ 368,399
Miscellaneous:			
Other	\$ 24,992	\$ 122,485	\$ 30,000
Total revenues	<u>\$ 342,787</u>	<u>\$ 550,629</u>	<u>\$ 398,399</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 FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	346,335	690,764	398,399	398,399	398,399
Capital	-	-	-	-	-
TOTAL	\$ 346,335	\$ 690,764	\$ 398,399	\$ 398,399	\$ 398,399



CITY OF SALISBURY, NORTH CAROLINA

INTERNAL SERVICE FUNDS

FINANCIAL PLAN

For the Year Ending June 30, 2018

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

REVENUES

Charges for Services	\$ 5,778,072
Interest Earned on Investments	2,000
Miscellaneous Revenues	<u>41,883</u>
Total Revenues	<u>\$ 5,821,955</u>

EXPENDITURES

Employee Benefits	\$ 5,796,955
Miscellaneous Expenditures	<u>25,000</u>
Total Expenditures	<u>\$ 5,821,955</u>

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

REVENUES

Charges for Services	\$ 984,900
Interest Earned on Investments	<u>1,500</u>
Total Revenues	<u>\$ 986,400</u>

EXPENDITURES

Employee Benefits	\$ 684,200
Addition to Reserves	<u>302,200</u>
Total Expenditures	<u>\$ 986,400</u>



City of Salisbury
10 Year Capital Improvement Program

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City of Salisbury
10 Year Capital Improvement Program
General Fund

Department	Project Name	Fiscal Year				
		2018	2019	2020	2021	2022
Community Planning	Housing Stabilization Program	100,000	100,000	100,000	-	-
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000
Community Planning	Maxwell Chambers Property Park	350,000	-	-	-	-
Community Planning	West End Transformation	-	400,000	-	-	-
Community Planning	West End Vocational Training	100,000	-	-	-	-
Community Planning	Dixonville Cemetery	200,000	-	-	-	-
Community Planning	Ketner Corner	100,000	-	-	-	-
Parks and Recreation	Grant Creek Greenway	125,000	700,000	-	-	-
Parks and Recreation	Play Structures	30,000	30,000	30,000	30,000	30,000
Engineering	Klumac Road Sidewalk	35,000	-	-	-	-
Engineering	Sidewalk near Salisbury Mall	354,500	-	-	-	-
Engineering	Newsome Road Extension	850,000	-	-	-	-
Engineering	Newsome Road Bike Lanes/Sidewalk	350,000	1,148,644	-	-	-
Engineering	Bringle Ferry Road Sidewalk	299,000	-	-	-	-
Engineering	Main Street Sidewalk	134,000	-	-	-	-
Engineering	Old Concord Rd ~ Ryan Street to JAB	45,000	370,000	-	-	-
Engineering	Greenway Trail ~ Kelsey Scott Park to JAB	91,000	-	-	-	-
Engineering	Street Light Improvements	32,130	32,130	32,130	32,130	32,130
Engineering	Upgrade Failing Signal Infrastructure	355,264	-	-	-	-
Engineering	Brenner Sidewalk	-	760,000	-	-	-
Solid Waste	Solid Waste Rollouts	80,363	80,363	-	-	-
Facilities Management	HVAC	-	-	-	-	469,000
Facilities Management	Roof	-	-	-	-	1,389,000
Fire Department	Fire Station 6	250,000	4,450,000	-	-	-
Fire Department	Fire Station 3	425,000	-	-	-	3,575,000
Fire Department	Thermal Imaging Camera (TIC)	-	-	-	10,000	-
Fire Department	Hurst Hydraulic Tools	35,000	-	40,000	-	-
Fire Department	Breathing Air Compressor	80,000	-	-	100,000	-
Fire Department	Hurst Hydraulic Tools and Rescue Air Bags	-	-	-	-	45,000
Public Services	New Spoils Location	-	-	-	-	-
Public Services	Asphalt Resurfacing	500,000	500,000	500,000	500,000	500,000
Public Services	Bridge Maintenance	-	118,241	-	118,241	-
		5,071,257	8,839,378	852,130	940,371	6,190,130

City of Salisbury
10 Year Capital Improvement Program
General Fund

Department	Project Name	Fiscal Year					10 Year Total
		2023	2024	2025	2026	2027	
Community Planning	Housing Stabilization Program	-	-	-	-	-	300,000
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000	1,500,000
Community Planning	Maxwell Chambers Property Park	-	-	-	-	-	350,000
Community Planning	West End Transformation	-	-	-	-	-	400,000
Community Planning	West End Vocational Training	-	-	-	-	-	100,000
Community Planning	Dixonville Cemetery	-	-	-	-	-	200,000
Community Planning	Ketner Corner	-	-	-	-	-	100,000
Parks and Recreation	Grant Creek Greenway	-	-	-	-	-	825,000
Parks and Recreation	Play Structures	30,000	30,000	30,000	30,000	30,000	300,000
Engineering	Klumac Road Sidewalk	-	-	-	-	-	35,000
Engineering	Sidewalk near Salisbury Mall	-	-	-	-	-	354,500
Engineering	Newsome Road Extension	-	-	-	-	-	850,000
Engineering	Newsome Road Bike Lanes/Sidewalk	-	-	-	-	-	1,498,644
Engineering	Bringle Ferry Road Sidewalk	-	-	-	-	-	299,000
Engineering	Main Street Sidewalk	-	-	-	-	-	134,000
Engineering	Old Concord Rd ~ Ryan Street to JAB	-	-	-	-	-	415,000
Engineering	Greenway Trail ~ Kelsey Scott Park to JAB	-	-	-	-	-	91,000
Engineering	Street Light Improvements	32,130	32,130	32,130	32,130	32,130	321,300
Engineering	Upgrade Failing Signal Infrastructure	-	-	-	-	-	355,264
Engineering	Brenner Sidewalk	-	-	-	-	-	760,000
Public Services	Solid Waste Rollouts	-	-	-	-	-	160,726
Facilities Management	HVAC	-	-	-	-	-	469,000
Facilities Management	Roof	-	-	-	-	-	1,389,000
Fire Department	Fire Station 6	-	-	-	-	-	4,700,000
Fire Department	Fire Station 3	-	-	-	-	-	4,000,000
Fire Department	Thermal Imaging Camera (TIC)	10,000	10,000	10,000	-	10,000	50,000
Fire Department	Hurst Hydraulic Tools	-	45,000	-	-	50,000	170,000
Fire Department	Breathing Air Compressor	-	-	100,000	-	-	280,000
Fire Department	Hurst Hydraulic Tools and Rescue Air Bags	-	-	-	-	-	45,000
Public Services	New Spoils Location	-	150,000	-	-	-	150,000
Public Services	Asphalt Resurfacing	500,000	500,000	500,000	500,000	500,000	5,000,000
Public Services	Bridge Maintenance	118,241	-	118,241	-	118,241	591,205
		840,371	917,130	940,371	712,130	890,371	26,193,639

Capital Improvement Program FY 2018-27

Project Name: Housing Stabilization Program

Department: Community Planning

Project Description: The Housing Stabilization Fund (HSF) assists in the production and preservation of affordable housing for low-income families, individuals and eligible applicants. It helps revitalize housing in addition to the work performed by Salisbury Community Development Corporation, Downtown Salisbury Inc., and the Housing Authority of the City of Salisbury. This initiative helps improve neighborhood and housing conditions in the City.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction											-
Other	100	100	100								300
Capital Total	100	100	100	-	-	-	-	-	-	-	300

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Downtown Incentive Program

Department: Community Planning

Project Description: The program serves as an economic development tool to promote, reuse and rehabilitate underutilized historic buildings and create additional residential units.

Outcomes the City hopes to achieve are: Increase City's tax base; bring 24/7 vitality to the downtown with increased tourism and visitation; boost the market base for retail and restaurants; preserve the historic fabric of downtown; encourage the use of fire suppression systems, thereby reducing the chances of catastrophic fire impacting multiple buildings.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction											-
Other	150	150	150	150	150	150	150	150	150	150	1,500
Capital Total	150	1,500									

Operating Fund Impact: Increase expected in tax revenues generated through higher tax base for rehabilitated property.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating	(3)	(6)	(9)	(12)	(15)	(18)	(21)	(24)	(27)	(30)	(165)
Debt Cost											
Operating Total	(3)	(6)	(9)	(12)	(15)	(18)	(21)	(24)	(27)	(30)	(165)

Capital Improvement Program FY 2018-27

Project Name: Maxwell Chambers Property Park

Department: Community Planning

Project Description: Partnership with private foundation and donors in the development of a downtown park. Funds would help match Federal and State grants.

Outcomes the City hopes to achieve are: Catalytic project to enhance the downtown, provide much-needed greenspace for events, serve as a driver for tourism and future development of the downtown, support mixed use redevelopment of the Empire Hotel.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other	350										350
Capital Total	350	-	-	-	-	-	-	-	-	-	350

Operating Fund Impact: Unknown until definitive scope of project defined

Capital Improvement Program FY 2018-27

Project Name: West End Transformation

Department: Community Planning

Project Description: This initiative helps improve housing and neighborhood conditions in the West End Neighborhood by offering grants and/or loans for owner-occupied and rental rehab. It also implements a goal of the West End Transformation Plan.

Outcomes the City hopes to achieve are: Remove blight, improve overall living conditions, preserve and retain existing housing stock, enhance community appearance, promote a more positive impression of the neighborhood.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other		400									400
Capital Total	-	400	-	-	-	-	-	-	-	-	400

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: West End Vocational Training

Department: Community Planning

Project Description: This project will provide vocational training opportunities for at risk individuals specifically in our West End Community. This would be a partnership with the local community colleges and the county.

Proposed Funding Source: State and Federal Grant Program

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction											-
Other	100										100
Capital Total	100	-	-	-	-	-	-	-	-	-	100

Capital Improvement Program FY 2018-27

Project Name: Dixonville Cemetery

Department: Community Planning

Project Description: This project is to memorialize the individuals interred in the historic Dixonville Cemetery and to recognize the generations of families who were associated with the former Dixonville neighborhood and educated at Lincoln School. Phase I, to be completed with FY18 funds, will enhance the streetscape on Old Concord Rd. Future plans include improvements along the edge adjacent to the Fred P. Evans Pool site and a redevelopment plan for the Lincoln School.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other	200										200
Capital Total	200	-	-	-	-	-	-	-	-	-	200

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Ketner Corner

Department: Community Planning

Project Description: Ketner Corner will recognize Food Lion founder and long-time community leader Ralph Ketner (dec.) through public art, set within a pocket park. This will enhance the streetscape and provide a greenspace amenity for city residents and visitors.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	100										100
Other											-
Capital Total	100	-	-	-	-	-	-	-	-	-	100

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Grant Creek Greenway

Department: Parks & Recreation

Project Description: This project will design and construct a paved trail from Forestdale, near Catawba College, to Kelsey Scott Park located off Old Wilkesboro Road. This is a TAP (Transportation Alternatives Program) project with an 80/20 match.

Proposed Funding Source: 20% General Fund / 80% Greenway Grant

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	125	700									825
Other											-
Capital Total	125	700	-	825							

Operating Fund Impact: Increased maintenance and mowing costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating			9	9	9	9	9	9	9	9	69
Debt Cost											
Operating Total	-	-	9	69							

Capital Improvement Program FY 2018-27

Project Name: Play Structure

Department: Parks & Recreation

Project Description: The schedule is designed to replace each play structure every 10-12 years.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other	30	30	30	30	30	30	30	30	30	30	300
Capital Total	30	300									

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Klumac Road Sidewalk

Department: Engineering

Project Description: This project is for the City’s portion of sidewalk constructed at the Klumac Road underpass.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	35										35
Other											-
Capital Total	35	-	35								

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Sidewalk near Salisbury Mall

Department: Engineering

Project Description: Municipal Agreement to construct sidewalks along Jake Alexander Boulevard and Statesville Boulevard. Due to unforeseen problems with easement obtainment, we have had to hire an appraiser for several properties and must go through the proper procedure for acquisition. Anticipate construction to begin as soon as possible, once easements are finished. We estimate construction to start fall 2017. City's cost is 20% plus \$41,000 CEI. (Construction Engineering and Inspection)

Proposed Funding Source: 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	355										355
Other											-
Capital Total	355	-	355								

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Newsome Road Extension

Department: Engineering

Project Description: Three party agreement with the City, developer, and NCDOT to build Newsome Road extension between Innes Street and Faith Road. City will reimburse developer for construction, and NCDOT will reimburse City once STIP (State Transportation Improvement Program) funds are released, no later than 2019. Anticipate construction to be complete prior to December 2017 (FY18).

Proposed Funding Source: State TIP Funds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	850										850
Other											-
Capital Total	850	-	850								

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Newsome Road Bike Lanes and Sidewalk

Department: Engineering

Project Description: CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to widen Newsome Road between Stokes Ferry Road and Bringle Ferry Road. Project includes curb, gutter, and bicycle lanes on both sides, sidewalks on one side, storm drain, and a complete overlay of the street. Anticipate construction in Summer 2018.

Proposed Funding Source: 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	350	1,149									1,499
Other											-
Capital Total	350	1,149	-	-	-	-	-	-	-	-	1,499

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Bringle Ferry Road Sidewalk

Department: Engineering

Project Description: CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to construct sidewalk on Bringle Ferry Road between Long Street and Newsome Road. Anticipate construction to begin in July 2017.

Proposed Funding Source: 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	299										299
Other											-
Capital Total	299	-	299								

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Main Street Sidewalk

Department: Engineering

Project Description: CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to construct sidewalk on Main Street between B Avenue and Rowan Mills Road.

Proposed Funding Source: 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	134										134
Other											-
Capital Total	134	-	-	-	-	-	-	-	-	-	134

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Old Concord Road - Ryan Street to Jake Alexander Blvd Sidewalk

Department: Engineering

Project Description: CMAQ (Congestion Mitigation and Air Quality) sidewalk project on one side of Old Concord Road, from Ryan Street to Jake Alexander Boulevard, will include curb, gutter, storm drain, and sidewalk. Anticipate survey, design, and easement acquisition in FY18 and construction in FY19.

Proposed Funding Source: 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	45	370									415
Other											-
Capital Total	45	370	-	-	-	-	-	-	-	-	415

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Greenway Trail – Kelsey Scott Park to Jake Alexander Blvd

Department: Engineering

Project Description: Through Carolina Thread Trail (CTT) funding, the City will construct a gravel trail along City-owned property from Kelsey Scott Park to Jake Alexander Blvd. City crews will provide in-kind services for the construction. Carolina Thread Trail to fund \$91,000.

Proposed Funding Source: Thread Trail Grant

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	91										91
Other											-
Capital Total	91	-	91								

Operating Fund Impact: Increased maintenance and mowing costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating		6	6	6	6	6	6	6	6	6	57
Debt Cost											
Operating Total	-	6	57								

Capital Improvement Program FY 2018-27

Project Name: Street Light Improvements

Department: Engineering

Project Description: We plan to add 150 new street lights per fiscal year. Street lights within neighborhoods are installed by petition and scheduled in the order in which they are received. Petitions are not required for the addition of streetlights on major thoroughfares, which is addressed when there are no pending neighborhood petitions. After installation, the operations budget must be increased the same amount for the future year.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction											-
Other	32	32	32	32	32	32	32	32	32	32	321
Capital Total	32	321									
	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total

Operating Fund Impact: Increased cost of Street Lighting charges.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating		32	64	96	128	160	192	224	256	288	1,440
Debt Cost											
Operating Total	-	32	64	96	128	160	192	224	256	288	1,440

Capital Improvement Program FY 2018-27

Project Name: Upgrade Emergency Vehicle Preemption System

Department: Engineering

Project Description: Upgrade EVP (Emergency Vehicle Preemption) throughout the city as current system is becoming unreliable. There are 32 vehicles and 56 intersections that operate emergency vehicle preemption. Project costs includes updates to Fire, Fleet, and intersections.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other	355										355
Capital Total	355	-	355								

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Brenner Avenue Sidewalk

Department: Engineering

Project Description: CMAQ (Congestion Mitigation and Air Quality) project to add sidewalk to the north side of Brenner Avenue. This project will include curb, gutter, storm drain from Statesville Blvd to Horah Street along with intersection improvement at Link and Brenner Ave.

Proposed Funding Source: 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction		760									760
Other											-
Capital Total	-	760	-	-	-	-	-	-	-	-	760

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Solid Waste Rollouts

Department: Public Services

Project Description: We are in the final 2 years of a 5-year project to replace solid waste rollouts, which are needed to be compatible with our new automated trucks.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other	80	80									161
Capital Total	80	80	-	-	-	-	-	-	-	-	161

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: HVAC Replacements

Department: Facilities

Project Description: The City maintains an inventory of all HVAC equipment. Unit replacements are recommended based on age, maintenance demand, and changes in operations that impact the utilization of the unit. A replacement schedule is developed annually, with some HVAC unit replacements being deferred for several years. The inventory of aging units continues to increase.

Proposed Funding Source: General Fund Installment Financing

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction					469						469
Other											-
Capital Total	-	-	-	-	469	-	-	-	-	-	469

Operating Fund Impact: Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost					37	75	75	75	75	75	411
Operating Total	-	-	-	-	37	75	75	75	75	75	411

Capital Improvement Program FY 2018-27

Project Name: Roof Replacements

Department: Facilities

Project Description: The City maintains an inventory of roof sections, type of assembly, and photos for all buildings. Audits are performed at each property on a three year rotation, which identifies maintenance issues to be addressed and determines recommendations for replacements. Roof replacements are scheduled based on age, condition of existing assembly, demand for repairs, and active leaks that continue to arise. Roof replacements have been deferred for several years; therefore, the inventory of aging roof assemblies continues to increase

Proposed Funding Source: General Fund Installment Financing

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction					1,389						1,389
Other											-
Capital Total	-	-	-	-	1,389	-	-	-	-	-	1,389

Operating Fund Impact: Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost					111	221	221	221	221	221	1,218
Operating Total	-	-	-	-	111	221	221	221	221	221	1,218

Capital Improvement Program FY 2018-27

Project Name: Fire Station 6

Department: Fire Department

Project Description: The City of Salisbury has purchased land located on Cedar Springs Road for the purpose of building an additional Fire Station. Construction of Station 6 is estimated to begin April 2018 with completion by June 2019.

Proposed Funding Source: General Fund Installment Financing

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design	250	33									283
Construction		4,417									4,417
Other											-
Capital Total	250	4,450	-	4,700							

Operating Fund Impact: Some impact on operations through added new personnel, building maintenance costs and higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
New Staff (FTEs)			6	6	6	6	6	6	6	6	48
New Staff Cost			400	400	400	400	400	400	400	400	3,200
Operating			50	50	50	50	50	50	50	50	400
Debt Cost			334	334	334	334	334	334	334	334	2,674
Operating Total	-	-	784	6,274							

Capital Improvement Program FY 2018-27

Project Name: Fire Station 3

Department: Fire Department

Project Description: The City of Salisbury has an option on 1.75 acres of land adjacent to Mahaley Avenue to build a new Fire Station. Building a new station will allow better coverage of a larger area. The existing station was built in 1957 and has reached the end of its useful life. Construction is estimated to begin April 2021, with completion around June 2022.

Proposed Funding Source: General Fund Installment Financing

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design	288										288
Construction					3,575						3,575
Other	137										137
Capital Total	425	-	-	-	3,575	-	-	-	-	-	4,000

Operating Fund Impact: Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost						267	267	267	267	267	1,337
Operating Total	-	-	-	-	-	267	267	267	267	267	1,337

Capital Improvement Program FY 2018-27

Project Name: Thermal Imaging Camera

Department: Fire Department

Project Description: Thermal image cameras are utilized by firefighters to help locate trapped victims and locate the seat of a fire. Images also help detect the heat in rooms or buildings, which is an early indicator of flashover, as well as compromised structural members. The life span of a camera is 5-6 years, and at that point the core must be replaced. It is more cost effective to replace TICs at the end of their useful life, rather than replacing only the core.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other				10		10	10	10		10	50
Capital Total	-	-	-	10	-	10	10	10	-	10	50

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Hurst Hydraulic Tools

Department: Fire Department

Project Description: Hydraulic tools are used to extricate patients trapped or pinned in a vehicle as a result of an accident. Those tools are required by ISO to be carried on Rescue Trucks, Ladder Trucks, and Quints to receive maximum points. The Quad pump has the ability to run multiple tools without losing a significant amount of cutting and spreading force. The goal is to have a patient removed from a vehicle and transported to a trauma unit within one hour, which is also referred to as the “golden hour”.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction											-
Other	35		40				45			50	170
Capital Total	35	-	40	-	-	-	45	-	-	50	170

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Breathing Air Compressor

Department: Fire Department

Project Description: Breathing Air Compressors are utilized to fill the breathing air cylinders used by firefighters in emergency operations and training. The air must be grade D air that is monitored quarterly by the Department of Labor. As units age, the compressor begins to experience problems with compressor oil leaking internally into the system and often requires rebuilding or replacement to maintain safe breathing air.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction											-
Other	80			100				100			280
Capital Total	80	-	-	100	-	-	-	100	-	-	280

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Hurst Hydraulic Tools and Rescue Air Bags

Department: Fire Department

Project Description: Hydraulic tools (FY22) are used to extricate patients trapped or pinned in a vehicle as a result of an accident. These tools are required by ISO to be carried on Rescue Trucks, Ladder Trucks, and Quints to receive maximum points. The goal is to have a patient removed from a vehicle and transported to a trauma unit within 1 hour, which is referred to as the golden hour. Rescue air bags (FY27) are used to stabilize and lift heavy objects, vehicles, etc.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other					45						45
Capital Total	-	-	-	-	45	-	-	-	-	-	45

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: New Spoils Location

Department: Streets

Project Description: The current location for our discarded materials is almost at capacity; therefore, the City needs to expand to a new location. The location will be divided into disposal sections (i.e., concrete busted with dirt, fill dirt, recycle roll-out carts, mulch, limbs and leaves).

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other							150				150
Capital Total	-	-	-	-	-	-	150	-	-	-	150

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Asphalt Resurfacing

Department: Streets

Project Description: Each year, project funding will pave approximately 7.5 lane miles, which provides for a 46-year resurfacing cycle. A 25-year cycle is recommended; therefore, the City will invest in increased resurfacing as fiscally able.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
	500	500	500	500	500	500	500	500	500	500	5,000
Other											-
Capital Total	500	5,000									

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Bridge Maintenance

Department: Streets

Project Description: NCDOT will contract Engineers to do an inspection of all bridges. Once the inspections are complete, we apply for permitting to start the recommended repairs. Permitting approval could take up to one year for approval. The City is responsible for maintenance on five bridges. They are located on Arlington Street, Ryan Street, Shober Bridge on Ellis Street, Bank Street, and Fisher Street. We are also responsible for two bridges on the greenway, which are built to withstand the weight of a small maintenance vehicle.

Proposed Funding Source: General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other		118		118		118		118		118	591
Capital Total	-	118	-	118	-	118	-	118	-	118	591

Operating Fund Impact: None

City of Salisbury
10 Year Capital Improvement Program
Water & Sewer Fund

Department	Project Name	Fiscal Year				
		2018	2019	2020	2021	2022
Administration	Maintenance Building Up fit (Cemetery Street)	100,000	100,000	-	-	-
Raw Water	Raw Water Pump Station Improvements	-	-	-	-	-
	Raw Water Piping 24" Concrete Pipe	-	150,000	-	-	-
	Electrical System Upgrade	-	100,000	-	-	-
	Intake Wing Wall Rehab	-	220,000	-	-	-
Raw Water	Raw Water Reservoir Dredging	200,000	-	-	-	-
Raw Water	Reservoir Covers	375,000	-	-	-	-
Raw Water	Raw Water NEW Raw Water Pump Station	-	-	-	-	-
	New Raw Water Pump Station Design	-	-	750,000	-	-
	New Raw Water Pump Station Construction	-	-	-	5,350,000	5,350,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	-
Water Treatment Plant	Security Improvements	-	100,000	-	-	-
Water Treatment Plant	Water Treatment Plant Upgrades	-	-	-	-	-
	Residuals Handling Upgrades	-	-	500,000	-	-
	Sedimentation Basins Rehab/by-pass	300,000	-	-	-	-
	Filter Media Addition	50,000	-	-	-	-
	Control Room Upgrade	-	-	-	100,000	-
	Finished Water Clearwell Storage	-	-	-	-	-
Water Distribution	Advanced Metering Infrastructure	2,000,000	-	-	-	-
Water Distribution	Water Extensions	-	-	-	-	-
	Water Extensions	250,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	-	500,000	-	-
	Rockwell Secondary Waterline	-	-	500,000	-	-
Water Distribution	Water Line Rehab/Replacement	250,000	300,000	350,000	400,000	450,000
Water Distribution	Galvanized Service Replacement Program	-	-	-	-	1,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Asset Management Contingency	-	-	-	-	125,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	250,000	300,000	350,000	400,000	450,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation	-	-	-	-	-
	Grant Creek Interceptor Rehab	-	-	-	-	-
	Town Creek Interceptor Rehab	-	1,000,000	-	-	-
	Crane Creek Interceptor Rehab	-	-	2,000,000	-	-
Sanitary Sewer Lift Stations	Upgrades & Eliminations	-	-	-	-	-
	Upgrades (Crane Creek)	500,000	325,000	-	-	-
	Eliminations (Hitachi LS)	-	600,000	-	-	-
	Eliminations (St Luke LS)	-	-	500,000	-	-
Wastewater Treatment Plant	WWTP Improvements	-	-	-	-	-
	Grant Creek Influent Pump Station Replacement	5,000,000	5,000,000	1,750,000	-	-
	Town Creek Access Road Remote	500,000	-	-	-	-
	Septage Receiving Station	-	500,000	-	-	-
	Nutrient Removal Facility	-	-	-	-	-
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	-	-	-	-	125,000
		10,025,000	9,195,000	7,700,000	6,750,000	8,000,000

City of Salisbury
10 Year Capital Improvement Program
Water & Sewer Fund

Department	Project Name	Fiscal Year					10 Year Total
		2023	2024	2025	2026	2027	
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	200,000
Raw Water	Raw Water Pump Station Improvements	-	-	-	-	-	-
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	150,000
	Electrical System Upgrade	-	-	-	-	-	100,000
	Intake Wing Wall Rehab	-	-	-	-	-	220,000
Raw Water	Raw Water Reservoir Dredging	-	-	-	-	-	200,000
Raw Water	Reservoir Covers	-	-	-	-	-	375,000
Raw Water	Raw Water NEW Raw Water Pump Station	-	-	-	-	-	-
	New Raw Water Pump Station Design	-	-	-	-	-	750,000
	New Raw Water Pump Station Construction	-	-	-	-	-	10,700,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	3,000,000	3,000,000	-	-	-	6,000,000
Water Treatment Plant	Security Improvements	-	-	-	-	-	100,000
Water Treatment Plant	Water Treatment Plant Upgrades	-	-	-	-	-	-
	Residuals Handling Upgrades	-	-	-	-	-	500,000
	Sedimentation Basins Rehab/by-pass	-	-	-	-	-	300,000
	Filter Media Addition	-	-	-	-	-	50,000
	Control Room Upgrade	-	-	-	-	-	100,000
	Finished Water Clearwell Storage	-	-	2,000,000	-	-	2,000,000
Water Distribution	Advanced Metering Infrastructure	-	-	-	-	-	2,000,000
Water Distribution	Water Extensions	-	-	-	-	-	-
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	500,000
	Rockwell Secondary Waterline	-	-	-	-	-	500,000
Water Distribution	Water Line Rehab/Replacement	500,000	550,000	600,000	650,000	700,000	4,750,000
Water Distribution	Galvanized Service Replacement Program	1,000,000	1,000,000	1,000,000	1,000,000	-	5,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	1,500,000	-	-	1,500,000
Water Distribution	Asset Management Contingency	125,000	125,000	125,000	125,000	125,000	750,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	500,000	550,000	600,000	650,000	700,000	4,750,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation	-	-	-	-	-	-
	Grant Creek Interceptor Rehab	2,000,000	2,000,000	-	-	-	4,000,000
	Town Creek Interceptor Rehab	-	-	-	-	-	1,000,000
	Crane Creek Interceptor Rehab	-	-	-	-	-	2,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations	-	-	-	-	-	-
	Upgrades (Crane Creek)	-	-	-	-	-	825,000
	Eliminations (Hitachi LS)	-	-	-	-	-	600,000
	Eliminations (St Luke LS)	-	-	-	-	-	500,000
Wastewater Treatment Plant	WWTP Improvements	-	-	-	-	-	-
	Grant Creek Influent Pump Station Replacement	-	-	-	-	-	11,750,000
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	500,000
	Nutrient Removal Facility	-	-	6,000,000	6,000,000	-	12,000,000
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	125,000	125,000	125,000	125,000	125,000	750,000
		7,750,000	7,850,000	12,450,000	9,050,000	2,150,000	80,920,000

Capital Improvement Program FY 2018-27

Project Name: Maintenance Building Upfit (Cemetery St.)

Department: Administration

Project Description: The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	100	100									200
Other											-
Capital Total	100	100	-	-	-	-	-	-	-	-	200

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Pump Station Improvements

Department: Raw Water

Project Description: An existing section of the 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Additionally, the electrical system needs to be upgraded. Finally, the intake wing wall is scheduled for rehabilitation.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction		470									470
Other											-
Capital Total	-	470	-	-	-	-	-	-	-	-	470

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Reservoir Dredging

Department: Raw Water

Project Description: Both raw water reservoirs have accumulated sediment over the years and will require dredging. Removing the accumulated sediment will increase current raw water storage capacities.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction											-
Other	200										200
Capital Total	200	-	-	-	-	-	-	-	-	-	200

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Reservoir Covers

Department: Raw Water

Project Description: Algae growth due to sunlight exposure on the open-air raw water reservoirs produces challenges throughout the water treatment and distribution processes. By covering the reservoirs, the sunlight can be blocked, and the promotion of algae growth is significantly reduced. A recent Engineering Alternatives Analysis (EAA) resulted in the recommendation of modular floating covers consisting of 4" diameter HDPE ballasted spheres.

Proposed Funding Source: Water & Sewer Fund Balance

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction											-
Other	375										375
Capital Total	375	-	375								

Operating Fund Impact: Reduction in chemical cost and lower cost due to reduced algacide demand. Limit algae growth, improve water quality, reduce treatment cost.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating		(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(225)
Debt Cost											
Operating Total	-	(25)	(225)								

Capital Improvement Program FY 2018-27

Project Name: New Raw Water Pump Station Construction

Department: Raw Water

Project Description: 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 increase withdrawal capacity for future system demands.

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design			750								750
Construction				5,350	5,350						10,700
Other											-
Capital Total	-	-	750	5,350	5,350	-	-	-	-	-	11,450

Operating Fund Impact: Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operation											-
Debt Cost					358	715	715	715	715	715	3,934
Operating Total	-	-	-	-	358	715	715	715	715	715	3,934

Capital Improvement Program FY 2018-27

Project Name: Raw Water Reservoir (30MG)

Department: Raw Water

Project Description: This project includes the design and construction of 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 Treatment Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											
Construction						3,000	3,000				6,000
Other											-
Capital Total	-	-	-	-	-	3,000	3,000	-	-	-	6,000

Operating Fund Impact: Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost							201	401	401	401	1,404
Operating Total	-	-	-	-	-	-	201	401	401	401	1,404

Capital Improvement Program FY 2018-27

Project Name Water Plant Security Improvements

Department: Water Treatment

Project Description: The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction											-
Other		100									100
Capital Total	-	100	-	-	-	-	-	-	-	-	100

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Water Plant Upgrades

Department: Water Treatment

Project Description: Improvements include rehabilitating or by passing the sedimentation basins (FY18) in order to improve operational efficiencies. Other upgrades include an improved residual handling facility (FY20), filter media addition (FY18), upgrades to the control room (FY21), and the addition of a finished water clearwell (FY25).

Proposed Funding Source: Water & Sewer Fund
Water & Revenue Bonds (FY25)

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	350		500	100				2,000			2,950
Other											-
Capital Total	350	-	500	100	-	-	-	2,000	-	-	2,950

Operating Fund Impact: Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost									134	134	-
Operating Total	-										

Capital Improvement Program FY 2018-27

Project Name: Advanced Metering Infrastructure (AMI)

Department: Water Distribution

Project Description: Implementation of an Advanced Metering Infrastructure (AMI) system for the water distribution system will enable a smaller number of meter readers to repair/troubleshoot all utility meters. SRU will be able to provide a higher level of customer service, increase operational efficiencies and develop more accurate projections for future demands based on available data from the new metering system.

Proposed Funding Source: Water & Sewer Fund Balance

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	2,000										2,000
Other											-
Capital Total	2,000	-	-	-	-	-	-	-	-	-	2,000

Operating Fund Impact: Improvement for meter accuracy should result in higher revenue generated based on project's ROI. Operational efficiencies will include an increased level of customer service.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating	(822)	(822)	(822)	(822)	(822)	(822)	(822)	(822)	(822)	(822)	(8,220)
Debt Cost											
Operating Total	(822)	(8,220)									

Capital Improvement Program FY 2018-27

Project Name: Water Extensions

Department: Water Distribution

Project Description: Currently, a single water main feeds the distribution system supplying the towns of Granite Quarry and Rockwell. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system (FY20). Funding for future waterline extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is also proposed.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	250	250	1,250	250	250	250	250	250	250	250	3,500
Other											-
Capital Total	250	250	1,250	250	3,500						

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Water Line Rehab/Replacement

Department: Water Distribution

Project Description: Much of the existing distribution system, installed 50-70 years ago, is approaching the end of its useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	250	300	350	400	450	500	550	600	650	700	4,750
Other											-
Capital Total	250	300	350	400	450	500	550	600	650	700	4,750

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Galvanized Service Replacement Program

Department: Water Distribution

Project Description: Due to recent national incidents involving lead in drinking water, it is anticipated that future regulatory action will require an elimination of lead piping in drinking water systems. While lead services do not exist in the distribution system, lead "goosenecks" were previously used to connect galvanized service lines to the water main. SRU is in the process of identifying galvanized service lines throughout the system, in preparation for a future replacement initiative.

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction					1,000	1,000	1,000	1,000	1,000		5,000
Other											-
Capital Total	-	-	-	-	1,000	1,000	1,000	1,000	1,000	-	5,000

Operating Fund Impact: Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost						67	134	201	267	334	
Operating Total	-	-	-	-	-	-	-	-	-	-	-

Capital Improvement Program FY 2018-27

Project Name: Elevated Water Storage Tanks

Department: Water Distribution

Project Description: The existing tanks were located to accommodate the 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 Treatment Plant, correct pressure problems, and provide fire protection. Tanks will be needed in the future along Highway 70 and Highway 29 corridors, as demand grows.

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction								1,500			1,500
Other											-
Capital Total	-	-	-	-	-	-	-	1,500	-	-	1,500

Operating Fund Impact: Some impact on operations through higher debit service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost									100	100	201
Operating Total	-	-	-	-	-	-	-	-	100	100	201

Capital Improvement Program FY 2018-27

Project Name: Asset Management Contingency-Water

Department: Water Distribution

Project Description: SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction					125	125	125	125	125	125	750
Other											-
Capital Total	-	-	-	-	125	125	125	125	125	125	750

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Sanitary Sewer Extensions

Department: Sanitary Sewer Collections

Project Description: Economic development and environmentally sensitive areas will require the extension of sanitary sewer service. Funding for future sewer extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is proposed.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
Capital Total	250	2,500									

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name Sanitary Sewer Line Rehabilitation (I&I Reduction)

Department: Sanitary Sewer Collections

Project Description: Repair aging infrastructure to be in compliance with state and federal standards once identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it strains existing wastewater treatment plant and sewer lift station capacity, causing occasional overflows and spills. Manholes, sanitary sewer mains, and cross connections identified by SRU staff may be targeted for major repair or replacement using this funding. Rehabilitation projects may consist of replacement, realignment, trenchless rehab, or an upgrade in pipe size to increase capacity.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	250	300	350	400	450	500	550	600	650	700	4,750
Other											-
Capital Total	250	300	350	400	450	500	550	600	650	700	4,750

Operating Fund Impact: None

Capital Improvement Program FY 2018-27

Project Name: Sanitary Sewer Interceptor Rehabilitation

Department: Sanitary Sewer Collections

Project Description: Much of the existing gravity interceptors were installed 30-40 years ago and are approaching the end of useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction. Assessments are planned for the older sections of the Grant Creek, Town Creek, and Crane Creek interceptors in the next 1-2 years.

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction		1,000	2,000			2,000	2,000				7,000
Other											-
Capital Total	-	1,000	2,000	-	-	2,000	2,000	-	-	-	7,000

Operating Fund Impact: Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt			67	201	201	201	334	468	468	468	2,407
Operating Total	-	-	67	201	201	201	334	468	468	468	2,407

Capital Improvement Program FY 2018-27

Project Name: Lift Stations Upgrades & Eliminations

Department: Sewer Lift Stations

Project Description: Sanitary sewer lift stations create a single point of failure and often limit capacity in the collection system, with higher operational and maintenance costs. When possible, lift stations are eliminated through the installation of gravity sewer extensions. Hitachi (FY19) and St. Luke's (FY20) are scheduled for elimination. Crane Creek lift station cannot be eliminated and is currently under design for improvements that will increase efficiency and capacity, as well as operational redundancy.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	500	925	500								1,925
Other											-
Capital Total	500	925	500	-	1,925						

Operating Fund Impact: Replace aging infrastructure, increase capacity, regulatory compliance. Net positive impact on operational costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating		(15)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(231)
Debt Cost											
Operating Total	-	(15)	(27)	(231)							

Capital Improvement Program FY 2018-27

Project Name: Wastewater Treatment Plant Improvements

Department: Wastewater Treatment

Project Description: Improvements and upgrades to the wastewater treatment facilities are required in order to maintain regulatory compliance and repair/replace aging equipment.

Projects include:

- Grant Creek influent pump station and headworks replacement
- Town Creek access road re-route
- Septage receiving station
- Nutrient removal upgrades
- Flow equalization

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	5,500	5,500	1,750					6,000	6,000		24,750
Other											-
Capital Total	5,500	5,500	1,750	-	-	-	-	6,000	6,000	-	24,750

Operating Fund Impact: Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost		368	735	852	852	852	852	852	1,254	1,655	8,273
Operating Total	-	368	735	852	852	852	852	852	1,254	1,655	8,273

Capital Improvement Program FY 2018-27

Project Name: Asset Management Contingency-Wastewater

Department: Wastewater Treatment

Project Description: SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

Proposed Funding Source: Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction					125	125	125	125	125	125	750
Other											-
Capital Total					125	125	125	125	125	125	750

Operating Fund Impact: None



DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2017, the City of Salisbury will have \$57,688,859 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	\$ <u>2,982,289</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 22,777,242
Capital Leases/Installment Purchases	2,749,328
State Clean Water Revolving Loans	<u>1,830,000</u>
	\$ <u>27,356,570</u>
Fibrant Communications Fund:	
Installment Purchases	\$ <u>27,170,000</u>
HUD Fund:	
Section 108 Loan	\$ <u>180,000</u>
Total	\$ <u>57,688,859</u>

General Fund/General Fund Capital Reserve Fund

The City has entered into various installment purchase contracts to finance the acquisition and renovation of various equipment and facilities. These installment purchase contracts are as follows:

	Balance June 30, 2017
\$3,565,680 Installment Purchase Contract for construction and facilities, improvements, rate of 3.83%, issued May 2006, payable in 30 semi-annual payments of \$118,856 principal plus interest	\$ 950,848
\$690,000 Refunding Installment Purchase Contract dated September 14, 2016, interest rate 2.06%, payable in 3 annual principal payments, plus semi-annual interest payments	460,000
\$2,417,601 Installment Purchase Contract to purchase telecommunications equipment, rate of 1.85%, issued August 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest	<u>1,571,441</u>
	<u>\$ 2,982,289</u>

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

Year Ending June 30,	Installment Purchases	
	Principal	Interest
2018	709,472	84,899
2019	709,472	60,335
2020	479,472	35,196
2021	479,472	21,600
2022	241,760	10,194
2023	241,760	5,659
2024	<u>120,880</u>	<u>1,124</u>
Totals	<u>\$ 2,982,289</u>	<u>\$ 219,007</u>

Water and Sewer Fund

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

	<u>Balance June 30, 2017</u>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 3,440,242
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	3,657,000
Refunding Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	10,945,000
Refunding Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	<u>4,735,000</u>
	<u><u>\$22,777,242</u></u>

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 120% of the long-term debt service requirement for parity indebtedness and 100% for all general obligation debt. 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 Available for Debt Service Requirements (3)			Coverage Ratios	
			Revenue Bond Debt Service	Parity Debt	All Debt	Parity Debt	All Debt
2014	22,861,204	14,238,470	8,622,734	3,009,771	6,216,842	286.49%	138.70%
2015	24,410,819	14,465,712	9,945,107	3,010,325	6,292,092	330.37%	158.06%
2016	23,734,822	14,690,866	9,043,956	3,012,537	5,218,769	300.21%	173.30%

- (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 the City's cost of \$17,068,063. The future minimum lease payments at June 30, 2017 total \$1,909,269, including \$221,282 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

On August 7, 2013, the City entered into an installment purchase contract for telecommunications equipment in the amount of \$1,292,399, at a rate of 1.85%, payable in 20 semi-annual payments of \$64,620 principal, plus interest.

In addition to this debt, the City also owes the State of North Carolina for debt issued through its Clean Water Revolving Loan program. One 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 two loans:

	<u>Balance June 30, 2017</u>
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued November 1989, revised May 1, 2003, to 3.43%, maturing serially to 2020	\$ 450,000
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	<u>1,380,000</u>
	<u><u>\$ 1,830,000</u></u>

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

Year Ending June 30,	Revenue Bonds		Clean Water Bonds		Captl Leases/Instmt Purchases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	2,103,118	907,834	610,000	47,580	398,730	65,701	3,111,847	1,021,115
2019	2,026,435	838,928	610,000	31,720	388,730	54,776	3,025,165	925,424
2020	2,107,251	753,838	610,000	15,860	368,730	44,401	3,085,981	814,098
2021	2,188,586	674,721	-	-	348,730	35,209	2,537,316	709,929
2022	2,280,461	582,587	-	-	338,729	27,130	2,619,190	609,717
2023	2,374,898	486,362	-	-	338,729	19,655	2,713,627	506,017
2024	2,480,920	385,962	-	-	190,203	12,180	2,671,123	398,142
2025	2,577,550	280,842	-	-	125,582	8,684	2,703,132	289,526
2026	2,142,813	182,801	-	-	125,582	5,789	2,268,396	188,590
2027	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,481
2028	485,000	11,737	-	-	-	-	485,000	11,737
Totals	<u>\$ 22,777,242</u>	<u>\$ 5,198,198</u>	<u>\$ 1,830,000</u>	<u>\$ 95,160</u>	<u>\$ 2,749,328</u>	<u>\$ 276,420</u>	<u>\$ 27,356,571</u>	<u>\$ 5,569,777</u>

Fibrant Communications Fund

Long-term debt of the Fibrant Communications Fund includes the following installment purchase debt issue:

	Balance
	June 30, 2017
Installment Purchase Refunding, issued December 2008, revised September 2016, rate 2.06%, maturing 2029	<u>\$ 27,170,000</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 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375. On September 14, 2016, the City completed a \$29.68 million Installment Financing refunding to advanced refund the \$30.983 million outstanding Certificates of Participation above. As a result of this refunding, the Certificates of Participation were considered to be defeased. The City completed the advance refunding to reduce its total debt service payments over 13 years by \$5,599,305.

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

Year Ending June 30,	Installment Purchases	
	Principal	Interest
2018	2,030,000	546,753
2019	2,070,000	511,122
2020	2,105,000	475,242
2021	2,145,000	431,879
2022	2,195,000	387,692
2023	2,235,000	532,475
2024	2,280,000	296,434
2025	2,330,000	249,466
2026	2,375,000	201,468
2027	2,425,000	152,543
2028	2,475,000	102,588
2029	<u>2,505,000</u>	<u>51,603</u>
Totals	<u>\$ 27,170,000</u>	<u>\$ 3,939,265</u>

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 are:

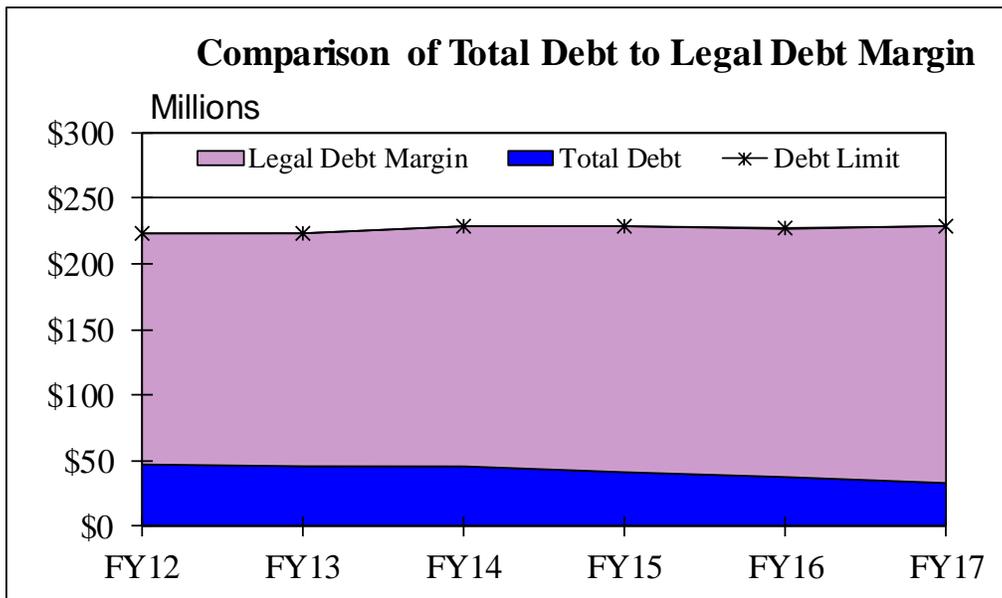
Year Ending <u>June 30,</u>	<u>HUD Section 108 Loan</u>	
	<u>Principal</u>	<u>Interest</u>
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	<u>\$ 180,000</u>	<u>\$ 27,546</u>

PROPOSED DEBT

The City of Salisbury anticipates purchasing two fire trucks, to replace existing trucks, during FY2017-18. The City plans to use lease purchase financing totaling \$2,170,305 for these replacement vehicles. The estimated funding for this lease is September 2017 and \$190,143 has been budgeted, in the General Fund, for one half of a year’s principal and interest for this lease.

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 8% 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 infrastructure projects and equipment as outlined in the CAPITAL IMPROVEMENT PROGRAM section. Furthermore, the City complies with the Debt Management Policy as defined in the FINANCIAL MANAGEMENT POLICIES.



Computation of Legal Debt Margin at June 30, 2017

Debt limit: Total assessed value of \$2,861,904,252 x 8%	\$ 228,952,340
Amount of debt applicable to debt limit:	
Total capitalized lease & installment purchase obligations	
General Fund	\$ 2,982,289
Water & Sewer Fund	2,749,328
Fibrant Communications Fund	<u>27,170,000</u>
Total amount of debt applicable to debt limit	<u>32,901,617</u>
 LEGAL DEBT MARGIN	 <u><u>\$ 196,050,723</u></u>

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, 2016.

<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	\$ 63,247,509	23.50%	\$ 14,864,311
City of Salisbury direct debt			<u>8,438,898</u>
Total direct and overlapping debt			<u><u>\$ 23,303,209</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.



PERFORMANCE MEASUREMENT

North Carolina Benchmarking Project

This section summarizes Salisbury's results in the North Carolina Benchmarking Project. The following pages present performance and cost information for the City of Salisbury in comparison to 15 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 2016-17 Performance and Cost Data" dated February 2017. 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 several 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 Apex, Asheville, Burlington, Cary, Chapel Hill, Charlotte, Concord, Greensboro, Greenville, Hickory, High Point, Raleigh, Salisbury, Wilson, 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, water production and distribution, wastewater collection and treatment, and parks and recreation services.

The scope and purpose of the North Carolina Benchmarking Project includes the following:

- Developing methods for North Carolina's cities to 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 receive 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 FY2017-18 and beyond.

Explanatory Information

Service Level and Delivery

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 \$15.12 for all solid waste collection.

The City employed collection workers going out with one person during FY 2015–16 typically in four trucks. Fifteen collection routes were used, with an average of one ten-mile trip per route per day to the landfill.

Each resident has one 96 gallon roll-out cart provided and paid for by the City. A second cart may be obtained. The city collected 8,694 tons of residential refuse during FY 2015–16, at a cost per ton of \$86. Not included in the cost per ton was a \$36 landfill tipping fee.

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. The City is relying mostly on one-arm collection trucks.

Conditions Affecting Service, Performance, and Costs

Salisbury's total tons collected includes bulk trash, which is collected along with residential refuse and cannot be separated for reporting purposes.

Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Collection	5.0
FTE Positions—Other	1.0
Type of Equipment	3 automated packers 1 packers
Size of Crews (most commonly used)	1 & 2 person
Weekly Routes	15
Average Distance to Disposal Site	10 miles
Average Daily Trips to Disposal Site	1
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	11,095
Tons Collected	8,694
Monthly Service Fee	\$15.12

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	48.3%
Operating Costs	23.7%
Capital Costs	28.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$360,326
Operating Costs	\$176,883
Capital Costs	\$209,157
TOTAL	\$746,366

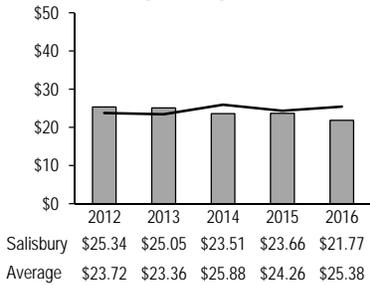
Salisbury

Residential Refuse Collection

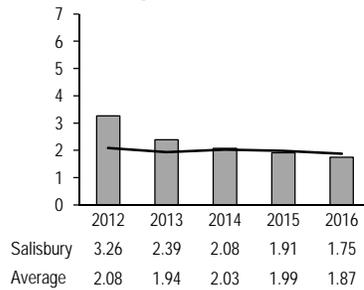
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2012 through 2016

Resource Measures

Residential Refuse Collection Costs per Capita

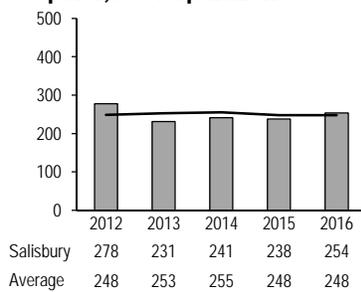


Residential Refuse FTEs per 10,000 Population

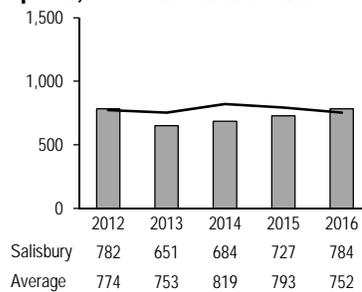


Workload Measures

Residential Refuse Tons per 1,000 Population

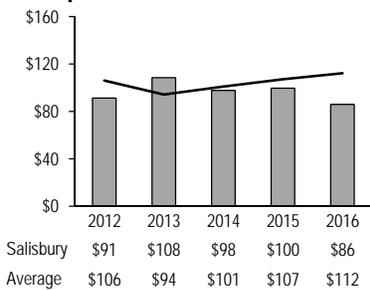


Residential Refuse Tons per 1,000 Collection Points

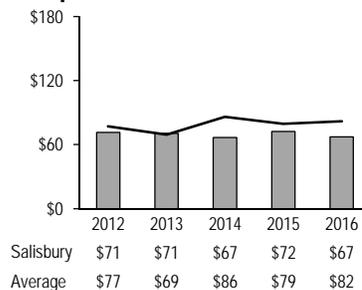


Efficiency Measures

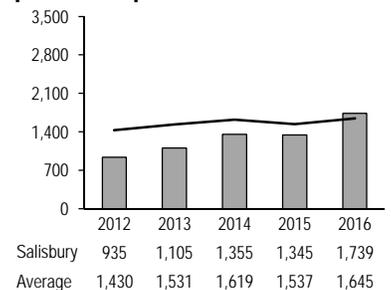
Residential Refuse Collection Cost per Ton Collected



Residential Refuse Collection Cost per Collection Point

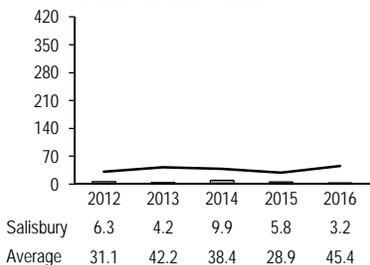


Refuse Tons Collected per Municipal Collection FTE

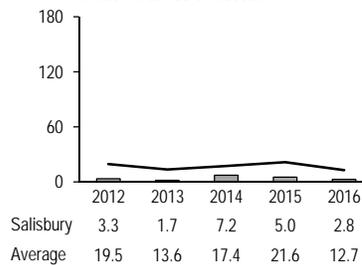


Effectiveness Measures

Complaints per 1,000 Collection Points



Valid Complaints per 1,000 Collection Points



Explanatory Information

Service Level and Delivery

Salisbury provides every other week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of \$4.03 in FY 2015–16. The city provides and pays for the 96 gallon recycling roll-out containers that residents use. The city contracts 100 percent of its recycling program. Recyclables are collected by the contractor and taken to the recycling site.

The recyclable materials collected include:

- glass (all colors)
- newspaper
- magazines and catalogs
- mixed paper and mail
- telephone books
- cardboard—broken down and cereal boxes
- all plastics
- aluminum cans
- steel cans.

Conditions Affecting Service, Performance, and Costs

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.

Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Collection	Contractor
FTE Positions—Other	Contractor
Number of City Drop-Off Centers	0
Other Drop-Off Centers	0
Percentage of Service Contracted	100%
Collection Frequency	Every 2 weeks
General Collection Location	Curbside
Recyclables Sorted at Curb	No
Collection Points	11,095
Tons of Recyclables Collected	
Curbside	1,519
City Drop-Off Centers	0
Total Tons Collected	1,519
Monthly Service Fee	\$4.03
Revenue from Sale of Recyclables	\$0
Sale Revenue as Percentage of Cost	NA

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$0
Operating Costs	\$319,466
Capital Costs	\$0
TOTAL	\$319,466

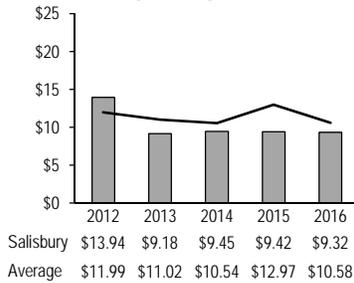
Salisbury

Household Recycling

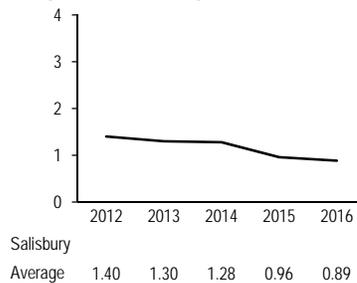
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2012 through 2016

Resource Measures

Recycling Services Cost per Capita

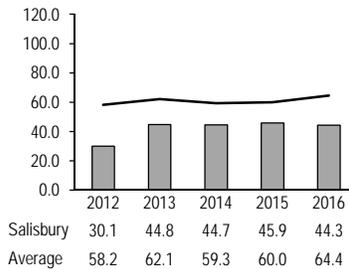


Recycling Services FTEs per 10,000 Population

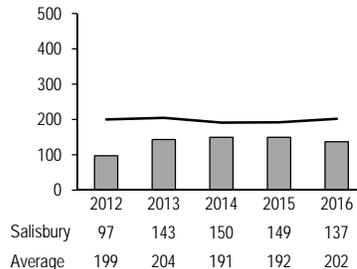


Workload Measures

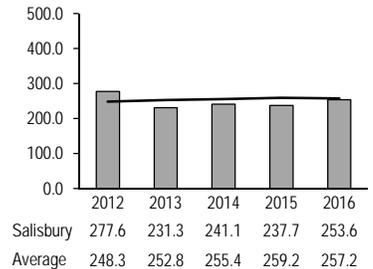
Tons Recyclables Collected per 1,000 Population



Tons Recyclables Collected per 1,000 Collection Points

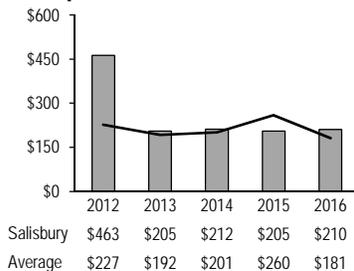


Tons Solid Waste Landfilled per 1,000 Population

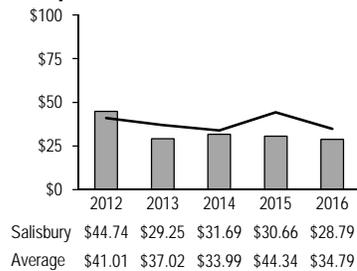


Efficiency Measures

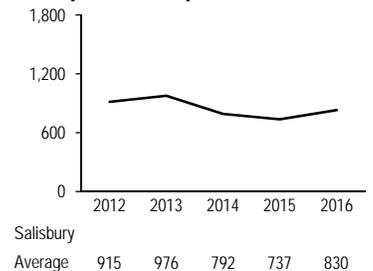
Recycling Services Cost per Ton Collected



Recycling Services Cost per Collection Point

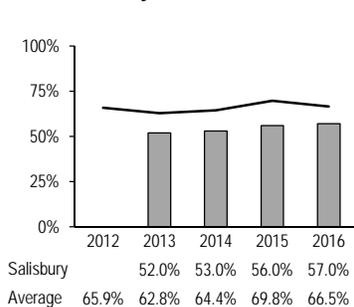


Tons Collected Curbside per Municipal FTE

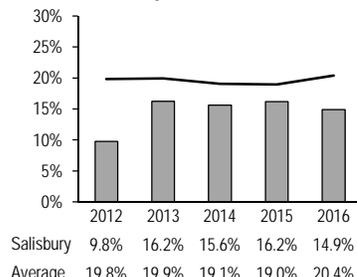


Effectiveness Measures

Community Set-Out Rate



Tons Recycled as Percentage of Tons Refuse and Recyclables Collected



Explanatory Information

Service Level and Delivery

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.

The City uses two or 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.

Loose leaves are collected 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.

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. This service includes costs to manage a treatment and process site where material is ground up and a composting site. Three positions operate these sites and are included in the positions.

Conditions Affecting Service, Performance, and Costs

The startup of the Salisbury composting site caused some of the data on tons of material collected to be lost during the transition. The tonnage numbers reported for FY2014–15 are lower than the actual but an adjustment was not possible.

Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Collection	8.0
FTE Positions—Other	0.75
Collection Frequency	
Yard Waste	1 x week
Seasonal Leaf Collection	1 x 3 weeks
Collection Points	10,961
Tons Collected	
Yard Waste	9,562
Seasonal Leaves	<u>2,366</u>
Total Tons Collected	11,928
Monthly Service Fee	No

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	58.5%
Operating Costs	30.1%
Capital Costs	<u>11.3%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$356,970
Operating Costs	\$183,708
Capital Costs	<u>\$69,048</u>
TOTAL	\$609,726

Salisbury

Yard Waste/Leaf Collection

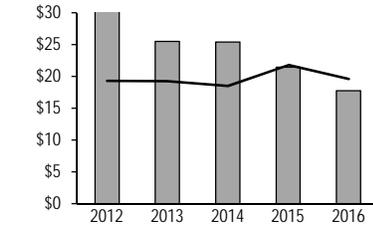
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2012 through 2016

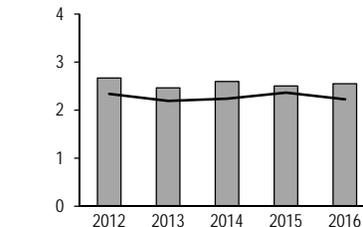
Resource Measures

**Yard Waste and Leaf Collection
Costs per Capita**



Year	Salisbury	Average
2012	\$32.47	\$19.32
2013	\$25.52	\$19.28
2014	\$25.40	\$18.49
2015	\$21.46	\$21.78
2016	\$17.78	\$19.61

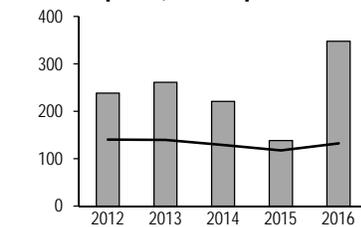
**Yard Waste and Leaf Collection
FTEs per 10,000 Population**



Year	Salisbury	Average
2012	2.7	2.3
2013	2.5	2.2
2014	2.6	2.2
2015	2.5	2.4
2016	2.6	2.2

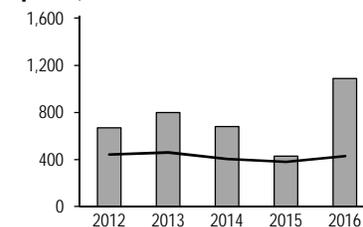
Workload Measures

**Yard Waste and Leaf Tons
Collected per 1,000 Population**



Year	Salisbury	Average
2012	239	140
2013	262	140
2014	221	129
2015	138	117
2016	348	133

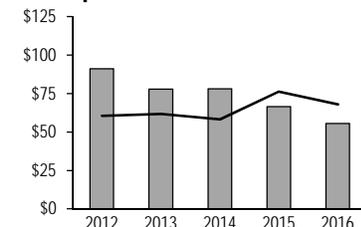
**Yard Waste and Leaf Tons Collected
per 1,000 Collection Points**



Year	Salisbury	Average
2012	671	442
2013	798	459
2014	681	405
2015	429	380
2016	1,088	428

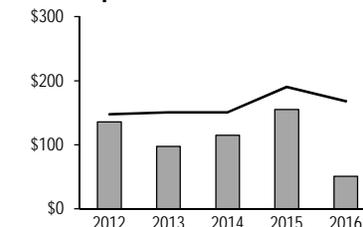
Efficiency Measures

**Yard Waste and Leaf Collection
Cost per Collection Point**



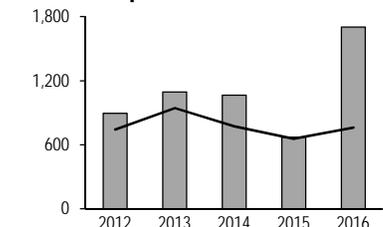
Year	Salisbury	Average
2012	\$91	\$60
2013	\$78	\$62
2014	\$78	\$58
2015	\$66	\$76
2016	\$56	\$68

**Yard Waste and Leaf Collection
Cost per Ton Collected**



Year	Salisbury	Average
2012	\$136	\$147
2013	\$98	\$150
2014	\$115	\$151
2015	\$155	\$190
2016	\$51	\$168

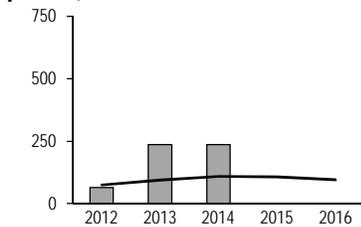
**Yard Waste and Leaf Tons
Collected per Collection FTE**



Year	Salisbury	Average
2012	894	742
2013	1,094	943
2014	1,066	774
2015	672	655
2016	1,704	763

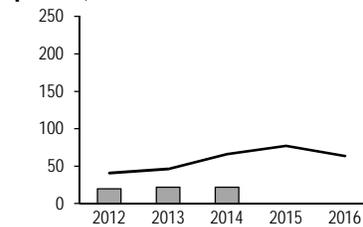
Effectiveness Measures

**Collection Complaints
per 10,000 Collection Points**



Year	Salisbury	Average
2012	65	75
2013	237	94
2014	237	109
2015		107
2016		95

**Valid Complaints
per 10,000 Collection Points**



Year	Salisbury	Average
2012	20	41
2013	22	46
2014	22	66
2015		77
2016		64

Fiscal Year 2015–16

Explanatory Information

Service Level and Delivery

Salisbury's police department provides an array of police services, including patrol, investigations, traffic, canine, special response, bicycle patrol, drug enforcement units, a school program, and other programs.

The city had 81 sworn officer positions authorized for the fiscal year, with an average length of service of 9.7 years. The police department is located in a two-story facility.

Uniformed officers work a variety of shift schedules. The most common schedule is one 12 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.

Sworn officers who serve in an on-call capacity are permitted to take their assigned vehicles to their residence up to a maximum of a 30 mile radius from the Police Department. Sworn officers not serving in an on-call capacity who reside anywhere within Rowan County regardless or those who live outside of Rowan County but within 15 miles are able to have the benefit without charge of driving their assigned vehicle to their residence.

The police department was successful in clearing a total of 553 Part I cases in FY 2015–16.

The city defines high priority emergency calls as those involving crimes that are in progress or calls that are life-threatening or potentially life-threatening.

Conditions Affecting Service, Performance, and Costs

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.

Salisbury has increased special initiatives to reduce crime, such as through projects aimed at "hot spots" and aggressive prosecutions through Project Safe.

Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Sworn	81.0
FTE Positions—Other	8.0
Marked and Unmarked Patrol Vehicles	92
Part I Crimes Reported	
Homicide	7
Rape	10
Robbery	75
Assault	110
Burglary	344
Larceny	1,184
Auto Theft	57
Arson	6
TOTAL	<u>1,793</u>
Part II Crimes Reported	2,521
Part I Crimes Cleared	
Persons	77
Property	<u>476</u>
TOTAL	553
Reporting Format	IBR
Number of Calls Dispatched	41,606
Number of Traffic Accidents	1,867
Property Damage for Accidents	NA

Full Cost Profile

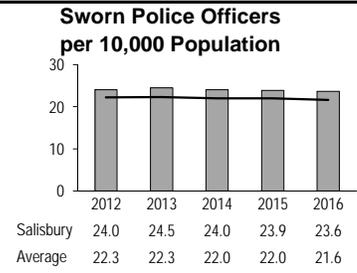
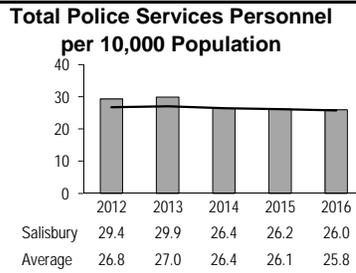
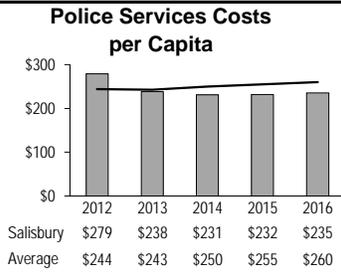
Cost Breakdown by Percentage	
Personal Services	69.0%
Operating Costs	19.5%
Capital Costs	<u>11.5%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$5,571,270
Operating Costs	\$1,571,067
Capital Costs	<u>\$928,651</u>
TOTAL	\$8,070,988

Key: Salisbury ■

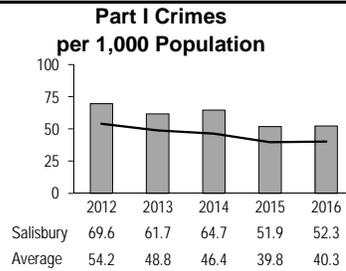
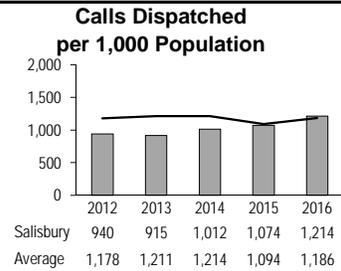
Benchmarking Average —

Fiscal Years 2012 through 2016

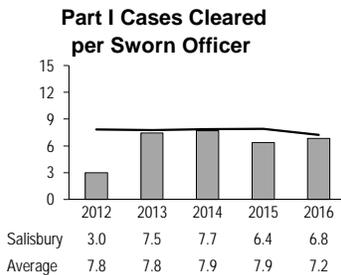
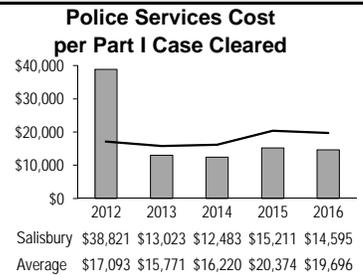
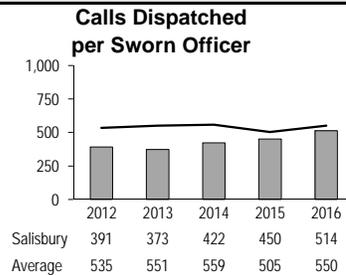
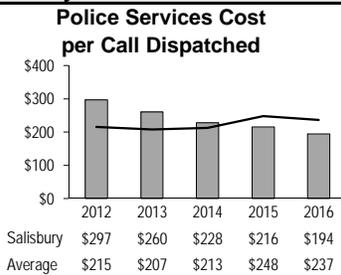
Resource Measures



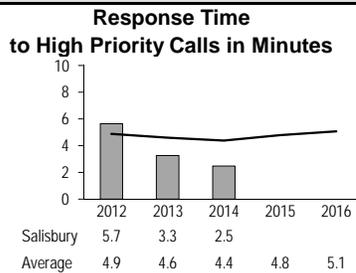
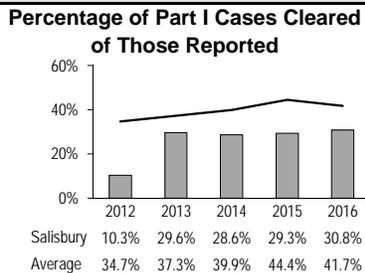
Workload Measures



Efficiency Measures



Effectiveness Measures



Fiscal Year 2015–16

Explanatory Information

Service Level and Delivery

The City of Salisbury was responsible for maintaining approximately 345 lane miles during FY 2015–16. The city treated a total of 6.7 lane miles, or 1.9 percent of total lane miles.

The city lane miles that were treated used rehabilitation, which includes resurfacing following milling. This work was done by contractors. The contractors used a total of 3,480 tons of asphalt, and the average resurfacing depth used by the contractors was 1.5 inches.

The City reported that 67 percent of its lane miles rated 85 or above on its most recent pavement condition rating, conducted in 2010. The City used a consultant for the rating, who relied on the Institute for Transportation Research and Education (ITRE) rating system.

The number of potholes reported for FY 2015–16 was 424. The percentage of potholes repaired within 24 hours was 95 percent. A total of 109 utility cuts were also made, with the city repairing all of these. Additionally, 263 maintenance patches were done, which are not included in the pothole or utility cut numbers.

Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

Service Profile

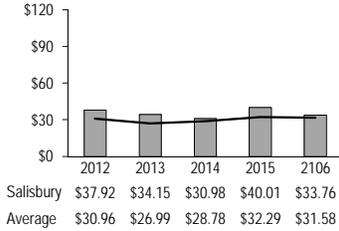
FTE Positions—Crews	4.00
FTE Positions—Other	0.25
Lane Miles Maintained	345.2
Lane Miles Treated	
Preservation	0.0
Resurfacing	0.0
Rehabilitation	6.7
TOTAL	<u>6.7</u>
Total Costs for All Treatment Types	\$385,765
Potholes Repaired	424
Number of Utility Cuts	109
Number of Maintenance Patches (exclusive of potholes and utility cuts)	263
Average Cost per Ton of Hot Asphalt during Year	\$90.00

Full Cost Profile

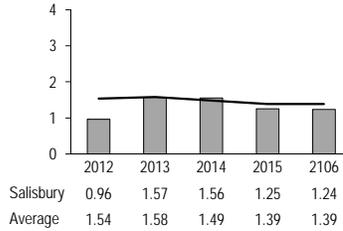
Cost Breakdown by Percentage	
Personal Services	10.1%
Operating Costs	55.9%
Capital Costs	34.1%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$116,611
Operating Costs	\$646,583
Capital Costs	\$394,274
TOTAL	<u>\$1,157,468</u>

Resource Measures

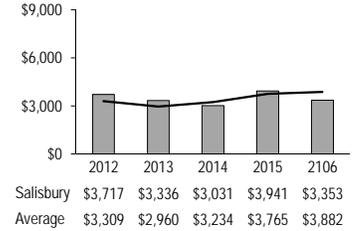
Asphalt Maintenance and Repair Services Costs per Capita



Asphalt Maintenance and Repair FTEs per 10,000 Population

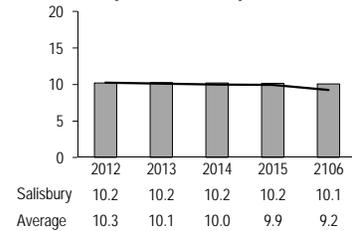


Service Costs per Lane Mile of Road Maintained

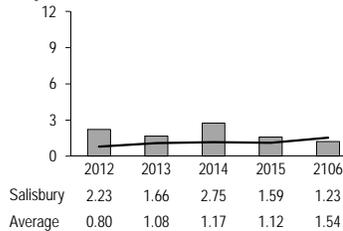


Workload Measures

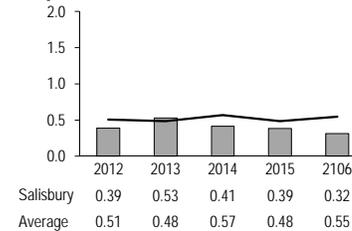
Number of Lane Miles Maintained per 1,000 Population



Reported Potholes per Lane Mile Maintained

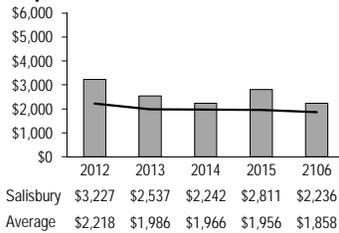


Repaired Utility Cuts per Lane Mile Maintained

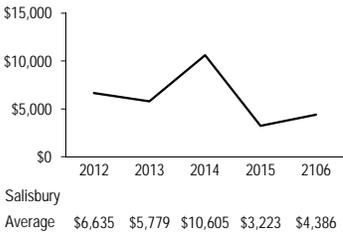


Efficiency Measures

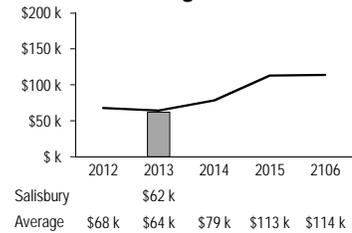
Cost of Maintenance per Lane Mile Maintained



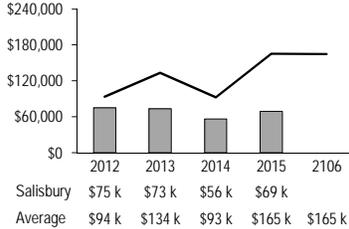
Cost per Lane Mile for Preservation Treatment



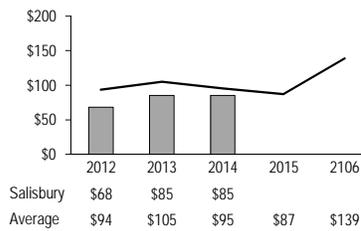
Cost per Lane Mile for Resurfacing Treatment



Cost per Lane Mile for Rehabilitation Treatment

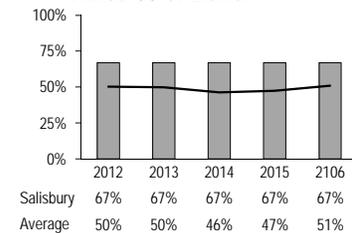


Cost per Ton for Contract Resurfacing

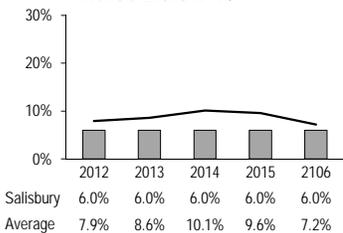


Effectiveness Measures

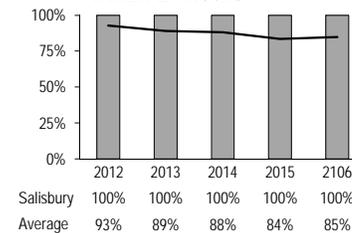
Percent of Lane Miles Rated 85 or Better



Percent of Lane Miles Rated Below 45



Percentage of Potholes Repaired within 24 hours



Fiscal Year 2015–16

Explanatory Information

Service Level and Delivery

The purpose of 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.

The fire department contains the following divisions: fire control, loss prevention, training, and logistics.

The shift schedule for the fire department is 24 hours on and 48 hours off for three cycles. There are three shifts. Captains and firefighters get a 24 hour Kelley day plus four hours off for any 28 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.

The city has an ISO rating of 2, as rated in 2008.

The fire department in Salisbury conducted 1,224 fire maintenance, construction, and reinspections in FY 2015–16. 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 30 day intervals. Fees are assessed at the third inspection.

Municipal Profile

Service Population	34,278
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Firefighters	66.0
FTE Positions—Other	9.0
Fire Stations	5
First-Line Fire Apparatus	
Pumpers	2
Aerial Trucks	2
Quints	2
Squads	0
Rescue	0
Other	3
Fire Department Responses	5,416
Responses for Fires	136
Structural Fires Reported	47
Inspections Completed for Maintenance, Construction, and Reinspections	1,224
Fire Code Violations Reported	1,660
Estimated Fire Loss (millions)	\$1.06
Amount of Property Protected in Service Area (millions)	\$2,803
Number of Fire Education Programs or Events	48

Full Cost Profile

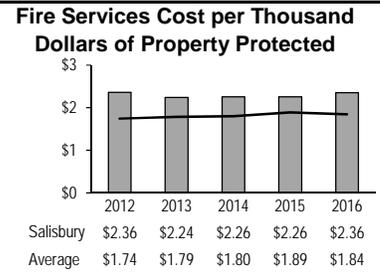
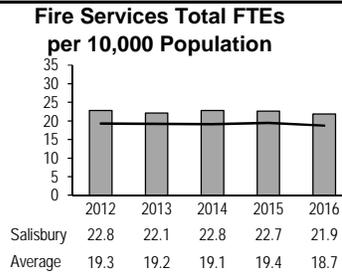
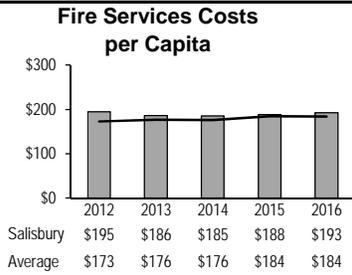
Cost Breakdown by Percentage	
Personal Services	67.5%
Operating Costs	20.3%
Capital Costs	12.2%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$4,455,166
Operating Costs	\$1,340,565
Capital Costs	\$807,017
TOTAL	\$6,602,748

Key: Salisbury ■

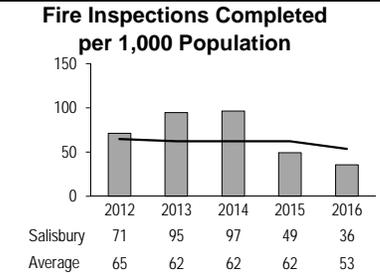
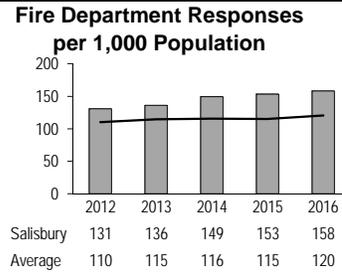
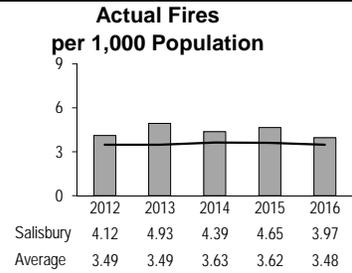
Benchmarking Average —

Fiscal Years 2012 through 2016

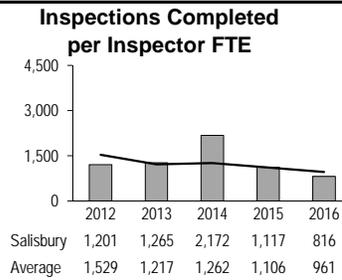
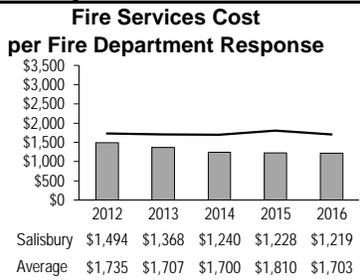
Resource Measures



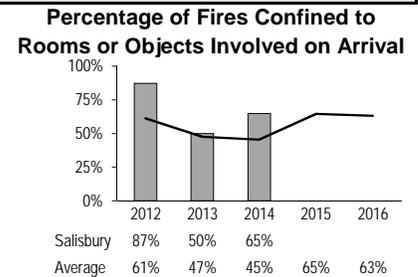
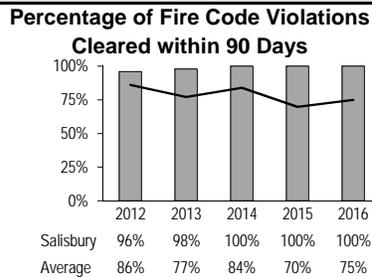
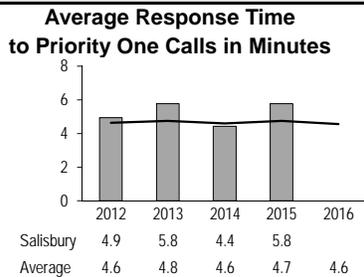
Workload Measures



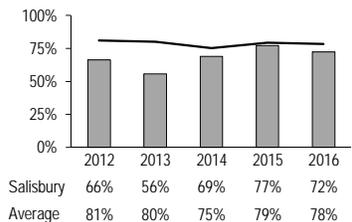
Efficiency Measures



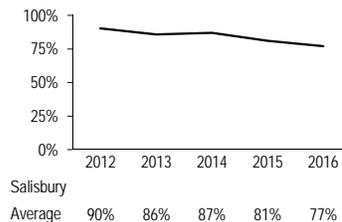
Effectiveness Measures



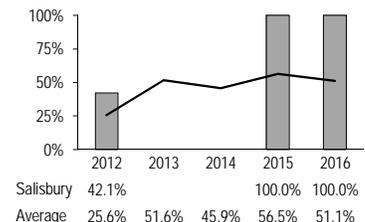
Percentage of Fires for Which Cause Was Determined



Percentage of Full Response within 8 Minutes Travel Time



Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care



Explanatory Information

Service Level and Delivery

Fleet Maintenance is a division of the Public Services Department and operates the fleet and transit shops. All activities in this operation are 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:

- body work
- exhaust system repairs
- towing.

Conditions Affecting Service, Performance, and Costs

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 (PM) completion standard for "percentage of PMs completed as scheduled" is within 30 days of scheduled maintenance or within defined mileage parameters.

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, weedwhackers, jackhammers, rescue equipment, air compressors, sidewalk sweepers, thermo plastic equipment, hydraulic hammers, pavement saws, chain saws, and other city equipment.

Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543

Service Profile

FTE Positions—Technician	10.0
FTE Positions—Other	3.0

Work Bays	17
-----------	----

<u>Rolling Stock Maintained</u>	<u>No.</u>	<u>Average Age</u>
Cars—Normal Usage	4	13.8 Years
Cars—Severe Usage	105	5.9 Years
Light Vehicles	135	11.5 Years
Medium Vehicles	30	13.4 Years
Heavy—Sanitation	13	8.9 Years
Heavy—Sewer	3	12.3 Years
Heavy—Fire Apparatus	11	14.4 Years
Heavy—Other	27	13.3 Years
Trailed Equipment	97	14.0 Years
Off-Road/Construction/Tractors	81	11.7 Years
Buses	9	11.2 Years
TOTAL	515	

Vehicle Equivalent Units (VEUs)	1,686
---------------------------------	-------

Average Rolling Stock Units Available per Day	499
---	-----

Hours Billed	NA
--------------	----

Work Orders	4,751
-------------	-------

Repeat Repairs within 30 Days	7
-------------------------------	---

Work Orders Completed within 24 hours	NA
---------------------------------------	----

Preventive Maintenance Jobs (PMs)	1,923
-----------------------------------	-------

PMs Completed as Scheduled	1,886
----------------------------	-------

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	43.2%
Operating Costs	53.2%
Capital Costs	3.5%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$699,280
Operating Costs	\$861,263
Capital Costs	\$57,427
TOTAL	\$1,617,970

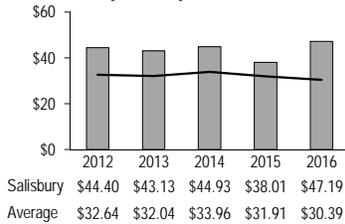
Key: Salisbury ■

Benchmarking Average —

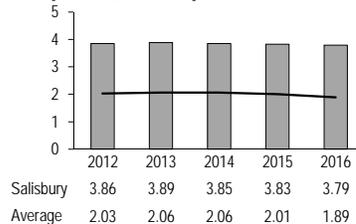
Fiscal Years 2012 through 2016

Resource Measures

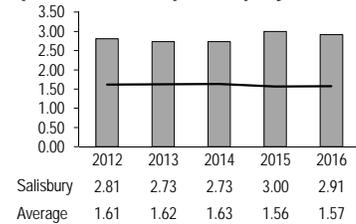
Fleet Maintenance Services Cost per Capita



Fleet Maintenance FTEs per 10,000 Population

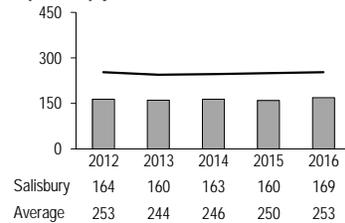


Fleet Maintenance FTEs per 100 Municipal Employees

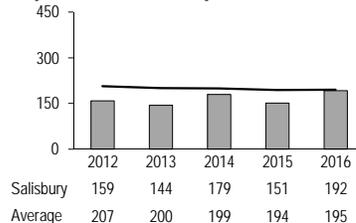


Workload Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE

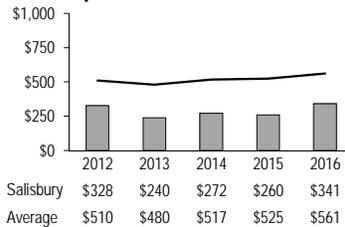


Preventive Maintenance (PMs) Completed In-House per Tech FTE

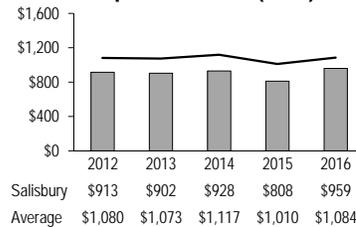


Efficiency Measures

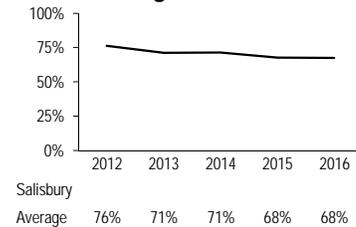
Fleet Maintenance Cost per Work Order



Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)

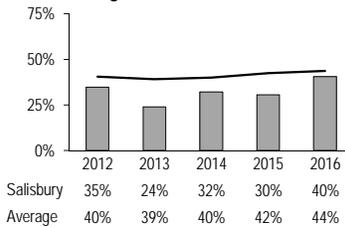


Hours Billed as a Percentage of Total Hours

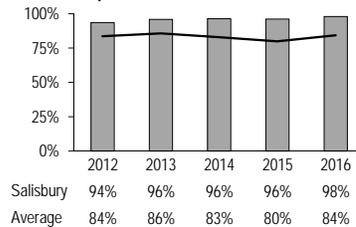


Effectiveness Measures

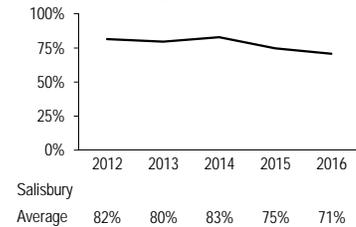
Preventive Maintenance (PMs) as a Percentage of All Work Orders



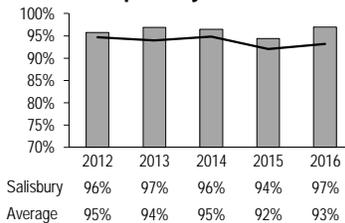
Percentage of Preventive Maintenance (PMs) Completed as Scheduled



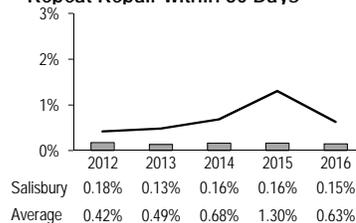
Percentage of Work Orders Completed within 24 Hours



Percentage of Rolling Stock Available per Day



Percentage of Work Orders Requiring Repeat Repair within 30 Days



Explanatory Information

Service Level and Delivery

The City of Salisbury's Human Resource Department operates as an internal support service reporting directly to the Assistant City Manager for Human Resources. Human Resources handles the daily management of human capital while also helping to support community functions such as the Human Relations Council and the Salisbury Youth Council. The human resources function in Salisbury is a centralized unit with seven staff members

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 for the City.

The City's probationary period for new general employees is six months and 12 months for police and fire employees.

Compensation studies covering five positions were conducted during the fiscal year.

Municipal Profile

Population (OSBM 2015)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
Median Family Income U.S. Census 2010	\$40,192
County Unemployment Rate (2013) N.C. Employment Security Commission	8.6%

Service Profile

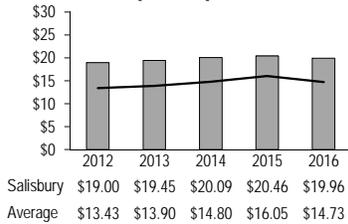
Central HR FTE Positions	
Administration	2.0
Generalist/Specialist	4.0
Staff Support/Clerical	1.0
Total Authorized Workforce	433.0
Authorized FTEs	433.0
Average Length of Service (Months)	108
Number of Position Requisitions	83
Employment Applications Processed	1,586
Length of Probationary Employment Period	6 or 12 months
Compensation Studies Completed	0
Positions Studied	5
Employee Turnover	
Voluntary Separations	57
Involuntary Separations	18
TOTAL SEPARATIONS	75
Formal Grievances Filed by Employees	4
Equal Employment Opportunity Commission (EEOC) Complaints Filed	0

Full Cost Profile

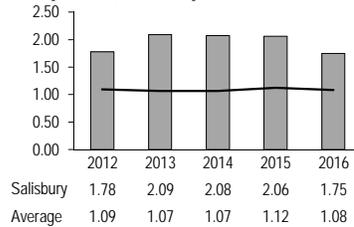
Cost Breakdown by Percentage	
Personal Services	77.6%
Operating Costs	22.4%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$530,894
Operating Costs	\$153,414
Capital Costs	\$0
TOTAL	\$684,308

Resource Measures

Human Resources Services Cost per Capita

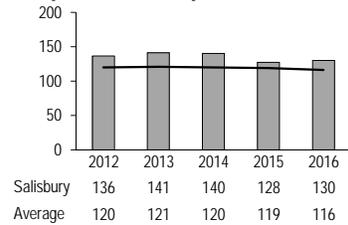


Human Resources FTEs per 10,000 Population

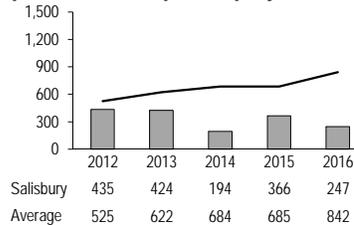


Workload Measures

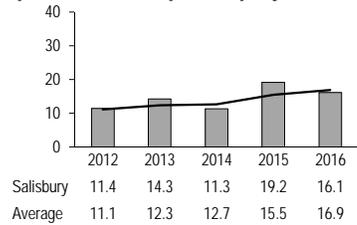
Total Municipal FTEs per 10,000 Population



Applications Processed per 100 Municipal Employees

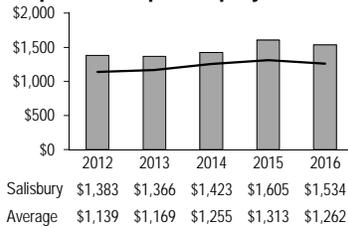


Position Requisitions per 100 Municipal Employees

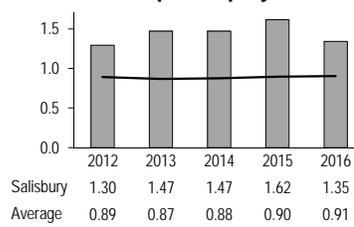


Efficiency Measures

Human Resources Cost per Municipal Employee

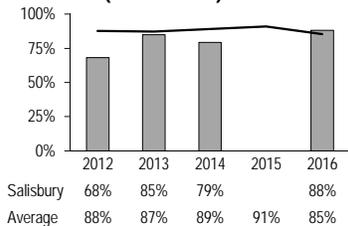


Ratio of Human Resources Staff to 100 Municipal Employees

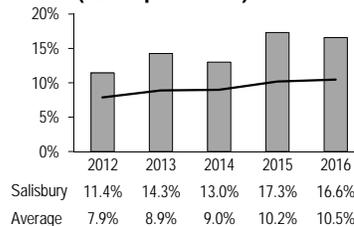


Effectiveness Measures

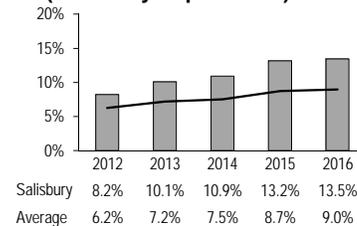
Probationary Period Completion Rate (New Hires)



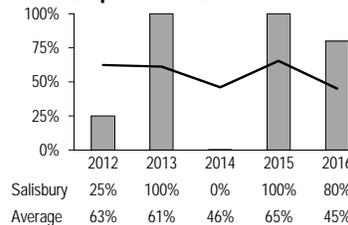
Employee Turnover Rate (All Separations)



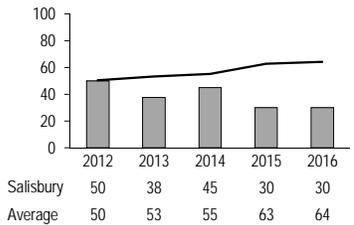
Employee Turnover Rate (Voluntary Separations)



Percentage of Grievances Resolved at Department Level



Average Days from Post Date to Hire Date (First Day of Employment)



Explanatory Information

Service Level and Delivery

The City of Salisbury provides water service through an enterprise fund department. This department is known as Salisbury-Rowan Utilities. The system covers 47.5 square miles and covers much of Rowan County. Approximately 53,500 people are served. In the late 1990s and early 2000s, Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell, followed by China Grove in 2011. 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 to the City of Kannapolis.

The 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 25 million gallons per day. The plant uses an Actiflo pre-treatment process followed by a conventional sedimentation and filtration treatment process.

Water meters are read once per month. Currently, approximately 15 percent of meters are read by automatic means. The standard for meter replacement is 15 years.

Conditions Affecting Service, Performance, and Costs

The costs of water services as captured here do not include debt service but do capture depreciation.

Municipal Profile

Estimated Service Population	53,500
Service Land Area (Square Miles)	47.5
Persons per Square Mile	1,126
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Staff Positions	
Treatment Plant	8.0
Line Crews	11.5
Meter Readers	6.0
Billing/Collection	6.0
Other	8.0
Total	<u>39.5</u>
Number of Treatment Plants	1
Total Treatment Capacity	25.0 MG
Average Daily Demand	9.3 MG
Miles of Main Line Pipe	421
Average Age of Main Line Pipe	49 years
Number of Breaks/Leaks	280
Number of Water Meters	19,474
Percent of Meters Read Automatically	15.4%
Total Revenues Collected	\$12,555,613

Full Cost Profile

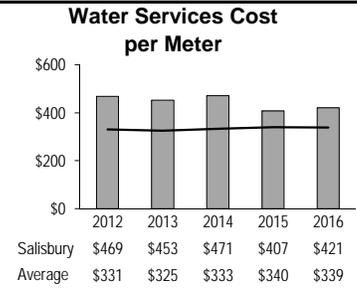
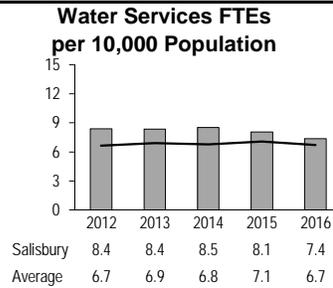
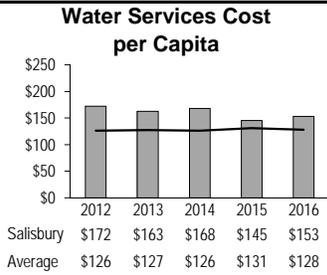
Cost Breakdown by Percentage	
Personal Services	26.8%
Operating Costs	42.9%
Capital Costs	30.3%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$2,196,180
Operating Costs	\$3,517,699
Capital Costs	\$2,482,569
TOTAL	<u>\$8,196,448</u>

Key: Salisbury ■

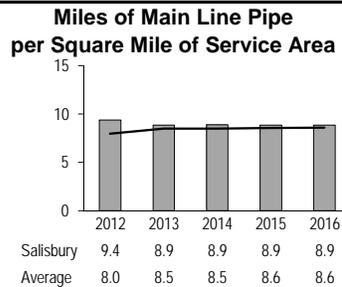
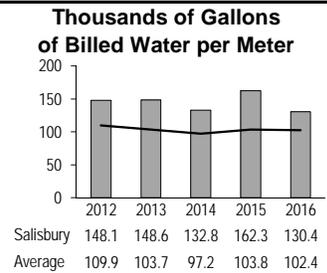
Benchmarking Average —

Fiscal Years 2012 through 2016

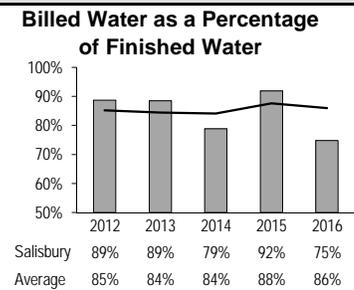
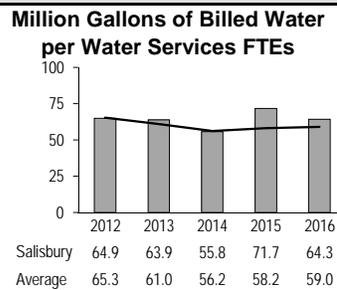
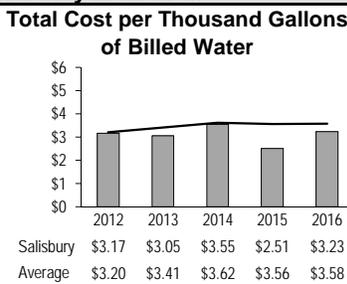
Resource Measures



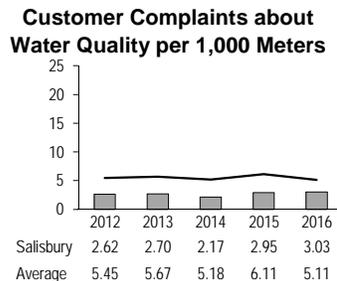
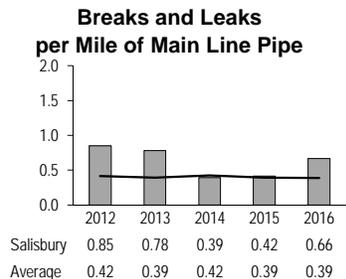
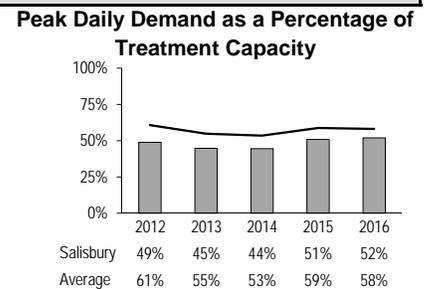
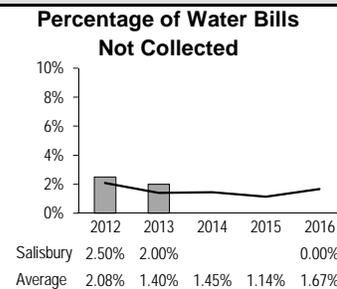
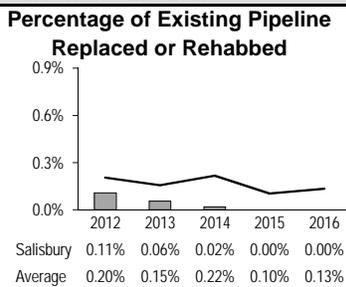
Workload Measures



Efficiency Measures



Effectiveness Measures



Explanatory Information

Service Level and Delivery

The City of Salisbury provides water and sewer service through a combined enterprise fund department known as the Salisbury-Rowan Utilities. The system covers Salisbury and much of Rowan County as well.

Wastewater is treated at two plants. Both plants use biological activated sludge process for treatment. The treatment process includes mechanical bar screens, grit removal chambers, primary and secondary clarifiers, aeration basins, and liquid chlorine disinfection. The system does not currently have nutrient regulatory limits. Biosolids produced as a result of treatment are applied to farmland in Rowan County.

The system had no regulatory violations during the year for issues related to treatment and eight violations connected to collections related to sanitary system overflows.

Conditions Affecting Service, Performance, and Costs

Wastewater Services was added as a new service area for the benchmarking project beginning with FY 2011–12. The costs of wastewater or sewer services as captured here do not include debt service but do capture depreciation of capital.

Municipal Profile

Estimated Service Population	52,400
Service Land Area (Square Miles)	45.5
Persons per Square Mile	1,152
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

Service Profile

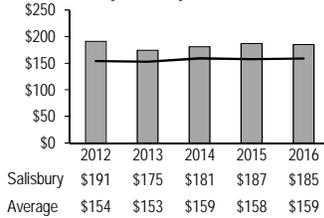
FTE Staff Positions	
Treatment Plant	19.0
Line Crews	14.5
Billing/Collection	5.5
Other	14.5
Number of Treatment Plants	2
Total Treatment Capacity	12.5 MGD
Average Daily Flow	8.7 MGD
River Basin into Which System Discharges	Yadkin
Miles of Gravity Main Line Pipe	400
Miles of Forced Main Line Pipe	30
Average Age of Main Line Pipe	44 years
Blocks in Sewer Mains	36
Number of System Breaks	10
Sanitary System Overflows	8
Number of Customer Accounts	16,462
Total Revenues Collected	\$11,695,562

Full Cost Profile

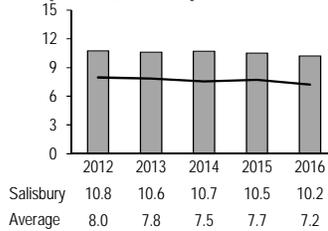
Cost Breakdown by Percentage	
Personal Services	33.0%
Operating Costs	41.4%
Capital Costs	25.6%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$3,202,261
Operating Costs	\$4,015,702
Capital Costs	\$2,482,569
TOTAL	\$9,700,532

Resource Measures

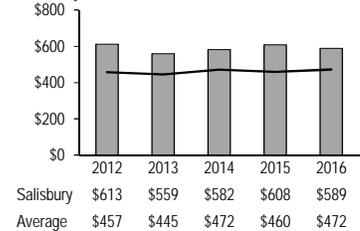
Wastewater Services Cost per Capita



Waterwater Services FTEs per 10,000 Population

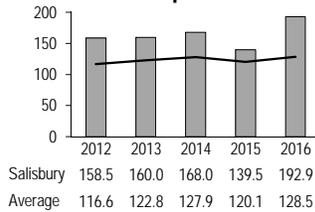


Waterwaste Services Cost per Customer Account

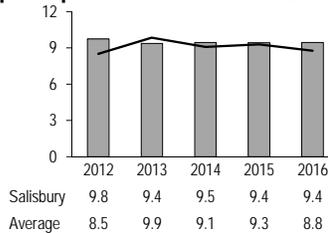


Workload Measures

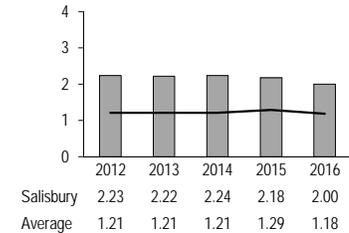
Thousands of Gallons of Wastewater per Account



Miles of Sewer Main Line Pipe per Square Mile of Service Area

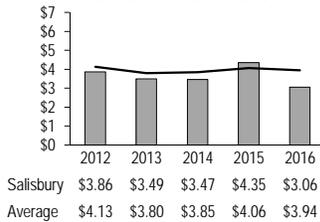


Number of Lift Stations per 1,000 Accounts

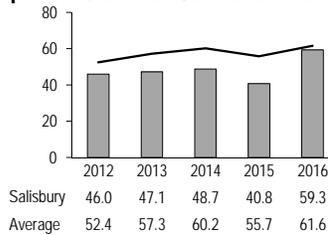


Efficiency Measures

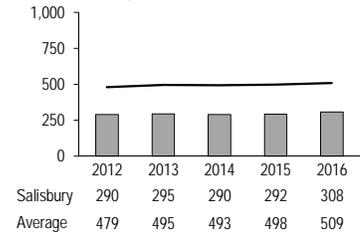
Total Cost per 1,000 Gallons of Treated Wastewater



Million Gallons of Wastewater per Wastewater Services FTE

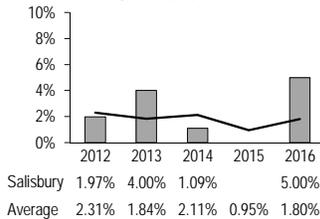


Customer Accounts per Wastewater Services FTE

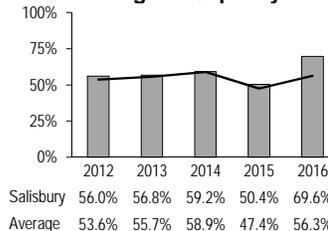


Effectiveness Measures

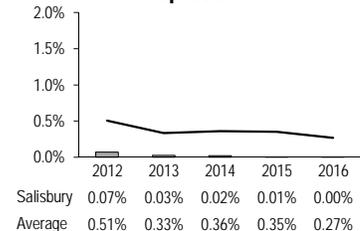
Percentage of Wastewater Bills Not Collected



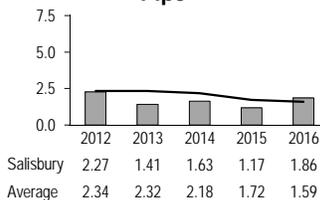
Average Daily Treatment as a Percentage of Capacity



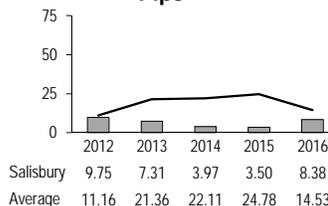
Percent of Main Line Rehabbed or Replaced



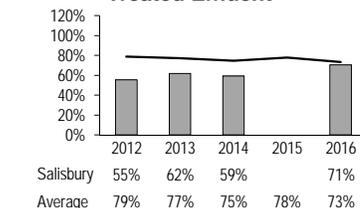
Overflows per 100 Miles of Main Line Pipe



Backups per 100 Miles of Main Line Pipe



Billed Wastewater as a Percent of Treated Effluent



Explanatory Information

Service Level and Delivery

The City of Salisbury provides parks and recreation services through a separate department. This department includes other functions, such as services related to cemeteries, landscaping, right-of-ways, trees, medians, and mowing.

These other functions are not counted in the employees or dollars shown here. The city has an agreement with Rowan County for providing certain services for special populations. The city also provides funding for senior recreation services at the Rufty Homes Senior Center.

Salisbury has a full array of recreational facilities available. The City has 508 acres of parks; more than half are developed. The City has 16.9 miles of trails.

In addition to traditional recreational facilities, Salisbury has a large outdoor performance event site and six historic sites. These facilities are not included here in dollars or staff as part of core parks and recreation facilities and activities.

Conditions Affecting Service, Performance, and Costs

Parks and Recreation is a new service area for the benchmarking project beginning with the FY 2012–13 reporting year.

Many of Salisbury's neighborhood recreational facilities are 40 years or older and somewhat dated. There is a YMCA in the city for paying members. The city programs primarily serve those who cannot afford the YMCA programs.

Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

Service Profile

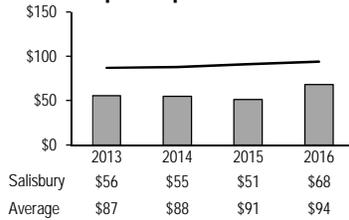
Parks and Recreation Staff	
Administrative Position FTEs	3.0
Maintenance Staff FTEs	8.0
Program and Facility FTEs	9.0
Other Staff FTEs	0.0
TOTAL	20.0
Number of Parks and Sites	
Total Land Acreage in Parks	508.0
Miles of Trails in Parks	16.9
Recreational Facilities	
Indoor and Outdoor Pools	1
Recreation Centers	4
Outdoor Basketball Courts	12
Outdoor Tennis Courts	10
Playgrounds	18
Diamond Fields	8
Rectangular Fields	4
Other Athletic Fields	0
Picnic Shelters	14
Parks and Recreation Revenues	
User Fees	NA
Grants	NA
Sponsorships	NA
Donations	NA

Full Cost Profile

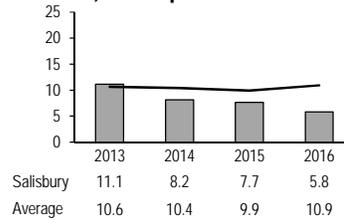
Cost Breakdown by Percentage	
Personal Services	66.2%
Operating Costs	29.7%
Capital Costs	4.1%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$1,550,316
Operating Costs	\$694,278
Capital Costs	\$96,892
TOTAL	\$2,341,486

Resource Measures

Core Parks and Recreation Services per Capita

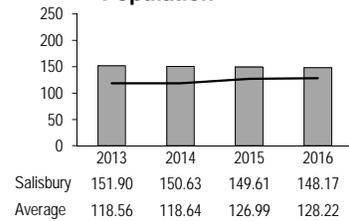


Core Parks and Recreation Staff per 10,000 Population

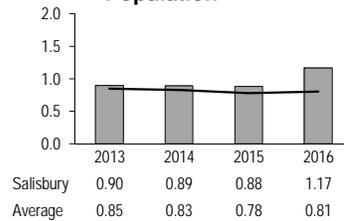


Facilities Measures

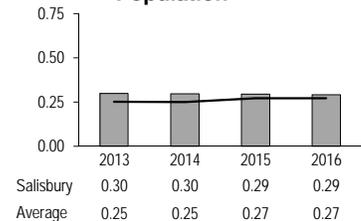
Land Acres of Parks per 10,000 Population



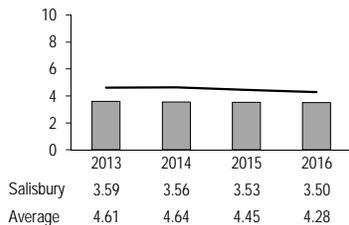
Recreation Centers per 10,000 Population



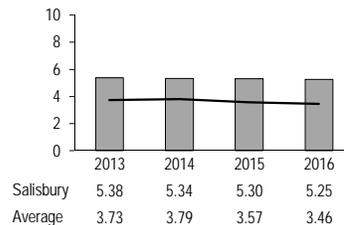
Swimming Pools per 10,000 Population



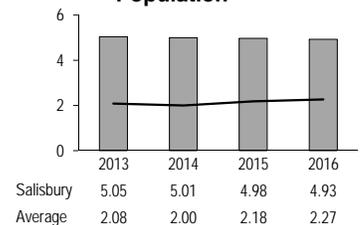
Athletic Fields per 10,000 Population



Playgrounds per 10,000 Population

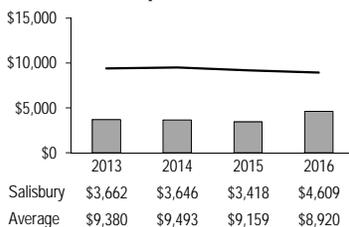


Miles of Land Trails per 10,000 Population

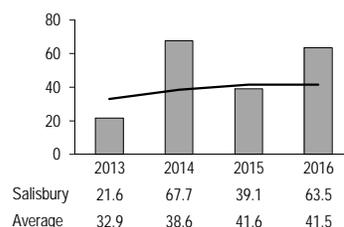


Efficiency Measures

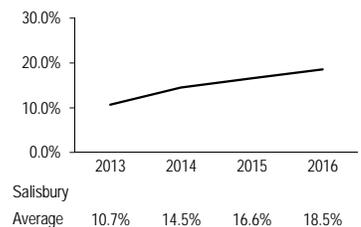
Total Core Parks and Recreation Costs per Acre



Acres of Park Maintained per Maintenance FTE

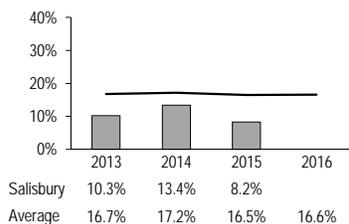


Volunteer Hours in FTEs as a Percent of Paid Staff FTEs

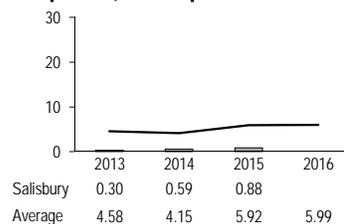


Effectiveness Measures

Revenue Gained as a Percent of Total Core Costs



Acts of Vandalism at Parks Facilities per 10,000 Population





**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR
BEGINNING JULY 1, 2017, AND ENDING JUNE 30, 2018.**

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, 2017, and ending June 30, 2018, 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	\$ 523,598
Management and Administration	1,035,805
Communications	385,393
Human Resources	1,397,298
Financial Services	1,332,778
Business Services	534,603
Planning & Community Development	1,001,799
Information Technology	1,422,315
Development Services	745,847
Code Services	419,447
Downtown Salisbury	260,440
Facilities Maintenance	256,949
Central City Buildings	441,571
Plaza	206,159
Police Services	1,802,289
Police Administration	2,169,794
Police Operations	4,675,195
Fire Department	6,664,279
Telecommunications	735,451
Traffic Operations	190,772
Street Lighting	614,550
Transportation	465,322
Engineering	3,241,163
Public Services - Administration	283,957
Streets	2,867,984
Solid Waste	424,909
Waste Management - Other	1,487,818
Cemetery	106,350
Downtown Landscaping	149,928
Parks and Recreation	1,955,211
Fleet Management	1,078,338
Education	40,000
Fibrant Support	3,262,221
Debt Service	668,665
TOTAL GENERAL FUND	\$ 42,848,198

(2) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER FUND the following:

Utilities Mgt. and Administration	\$ 5,730,771
Plant Operations-Water Treatment	2,474,454
Systems Maintenance	5,768,050
Environmental Services	632,506
Plant Operations-Wastewater Treatment	4,710,497
Meter Services	819,755
Water and Sewer Debt Service	<u>4,132,964</u>
TOTAL WATER AND SEWER FUND	<u>\$ 24,268,997</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
\$ 1,270,075

(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
\$ 4,058,196

(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
\$ 485,807

(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
\$ 8,603,869

(7) That for said fiscal year there is hereby appropriated out of the FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of
\$ 273,654

(8) That for said fiscal year there is hereby appropriated out of the STORMWATER FUND for the purpose of operating Salisbury's Stormwater management program, the sum of
\$ 1,382,500

(9) That for said fiscal year there is hereby appropriated out of the STORMWATER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of
\$ 154,027

(10) That for the 2017-18 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
\$ 302,910

(11) 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
\$ 95,489

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, 2017 and ending June 30, 2018:

General Fund:	
Taxes	\$ 20,372,599
Unrestricted governmental	10,374,800
Restricted governmental	2,330,270
Charges for services	7,182,686
Miscellaneous	291,549
Other financing sources	2,296,294
Total revenues and other financing sources	<u>\$ 42,848,198</u>
Water and Sewer Fund:	
Operating revenues	\$ 22,307,997
Nonoperating revenues	961,000
Other financing sources	1,000,000
Total revenues	<u>\$ 24,268,997</u>
Transit Fund:	
Charges for services	\$ 148,000
Intergovernmental revenues	569,753
Miscellaneous	12,000
Other financing sources	540,322
Total revenues and other financing sources	<u>\$ 1,270,075</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,782,010
Miscellaneous	59,702
Other financing sources	2,216,484
Total revenues and other financing sources	<u>\$ 4,058,196</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 479,807
Miscellaneous	6,000
Total revenues and other financing sources	<u>\$ 485,807</u>
Fibrant Communications Fund:	
Operating revenues	\$ 5,364,486
Nonoperating revenues	3,239,383
Total revenues	<u>\$ 8,603,869</u>
Fibrant Communications Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 273,654</u>
Stormwater Fund:	
Total revenues	<u>\$ 1,382,500</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 154,027</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 272,910
Miscellaneous	30,000
Total revenue	<u>\$ 302,910</u>
Rental Rehab:	
Total revenue	<u>\$ 95,489</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, 2017 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)

-- \$.7096

Municipal Service District:

(To promote, encourage and assist in the revitalization and economic health and stability of the downtown area)

-- \$.176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$2,832,646,135 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. There is hereby levied a tax of 1.5% on gross receipts derived from retail short-term lease or rental of vehicles to the general public. This tax will be levied, reported, and collected as established under Ordinance 2000-47 as authorized by General Statute 160A-215.1.

Section 5. The Director of Broadband Services is authorized to establish rates for business services, residential services, and equipment and to modify as necessary based on market conditions.

Section 6. Retransmission Fee will be revised by the Director of Broadband Services to actual fees charged for the right to rebroadcast local television stations upon change.

Section 7. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2017 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 8. 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 9. Copies of this ordinance shall be furnished to the City's Finance Director, to be kept on file, for direction in the disbursement of City funds.

Section 10. 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:

ADMINISTRATION

Sale of Salisbury Code of Ordinances-hard back binder	\$359.95
Sale of Salisbury City Council meeting recording	\$2 per CD
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing

COMMUNITY PLANNING SERVICES

Development Services

Zoning Board of Adjustment:

Administrative appeal	\$300
Variance	\$300

Conditional District Petition or General Development Overlay:

Adoption	\$1,000
Amendment	\$750
Revisions	\$50

District Map & Text Amendment Petition

Land Development Ordinance Map Amendment (Rezoning)	\$600
Land Development Ordinance Text Amendment	\$600

Vested Rights Extension

\$600 without rezoning

Notifications/Mailing:

1 - 20	\$25
21 - 50	\$75
51 - 100	\$150
Greater than 100	\$300

After-the-fact Certificate of Appropriateness (HPC)

\$250

Major Site Plan Review

\$500

Minor Site Plan Review

\$150

Alternate Methods of Compliance

\$50

Special Use Permit

\$500

Zoning Permit for New Single Family

\$50 (House <5 DU)

Zoning Permit for New Multi-family

\$150

Zoning Permit for New Non-residential

\$300

Zoning Permit for Addition, Accessory, Upfit of Residential

\$25

Zoning Permit for Addition, Accessory, Upfit of Non-residential

\$100

Zoning Verification Letter

\$60

Predevelopment Permit for Site Grading (LIA)

\$100

Predevelopment Permit for Site Grading (HIA)

\$300

New Telecommunications Tower Special Use Permit Application

\$5,000

Height Addition of Existing Telecommunications Tower Application

\$1,500

Sidewalk Dining Permit (Annually)

\$10

Special Event / Temporary Sign Permit

\$25

Permit for Sign Panel / Face Change

\$50

Permit for New Wall, Canopy, Proj., Ground Sign

\$100

Temporary Use Permit

\$50

Temporary Construction Tractor

\$25

	Fee
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$24 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually

Code Enforcement

Nuisance abatement	Mobilization fee \$125 + contractor & landfill costs
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
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200

ENGINEERING

Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$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	\$25
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$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

POLICE

Copies	\$0.10 per copy/scanned page;
(No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	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

	Fee
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
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
Parade, Picket Line, or Group Demonstration Permit Application Fee	\$25

FIRE

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy/scanned page; minimum of \$1
Lifting Assistance	\$250 per Call
Lifting Assistance Standby	\$95 per Hour Stand-by

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
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Festivals (fairs, carnivals, etc.)

Large Festival:	\$175
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1. Festival with an attendance of more than 6,000 on any given day or
2. Outdoor circus or carnival

Small Festival:	\$50
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1. Festival with an attendance of 6,000 or less each day or
2. Indoor circus or carnival

Firework/Pyrotechnic Display (per display)	\$200
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Fumigation or Thermal Insecticidal Fogging	\$25
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Special Amusement Building	\$25
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Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25
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Tent, Structure or Stand for Fireworks Sales:

21 day permit	\$500
7 day permit	\$200

Other Not Listed	\$25
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After Hours Inspection (inspections conducted outside of normal work hours)	\$50
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	Fee
*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. 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	
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

	Fee
MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES	
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

Street Division

Installation and Removal of curbing, driveways, storm drains, and sidewalks Actual Cost plus 10%

Solid Waste

Bulky Item Collection Fees:

Minimum Charge	\$10
Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (per Pick-up Load)	\$20
Carpet/Padding (per Pick-up Load)	\$20
Mattress	\$20

	Fee
Box Springs	\$10
Miscellaneous Items (per Pick-up Load)	\$25
Items Requiring Use of Backhoe	\$50
Bulk Brush Removal Minimum Charge (applies to loads over a truck load)	\$50
Charges for specific cases will be calculated by Public Works Director or designee based on site visit.	
All fees must be paid in advance of service.	
<i>Fleet Management</i>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$65.41/hour
Repair of Hazardous Material Van:	
Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
TRAFFIC OPERATIONS	
Traffic Count	\$15 per counter per day
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
TRANSIT	
Individual Fares:	
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Handicapped, Senior Citizens, and Students)	\$0.50
40 Ride pass:	
Regular	\$35
Reduced	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70
PARKS & RECREATION	
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
Civic Center	
Weekend and Full Day Rental:	
Multi-purpose room & kitchen - for first eight hours each day	\$500 + \$100 deposit/ \$300 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day	\$575 + \$100 deposit/ \$300 if serving alcohol
Small meeting room only (per hour)	\$75 per hour + \$50 deposit
Monday - Thursday Rentals:	
Multi-purpose room & kitchen - four hour rental between 8 a.m. and 8 p.m.	\$250 + \$100 deposit/ \$300 if serving alcohol
Rental of any rooms after 8 p.m.	\$75 per hour

	Fee
Football	
Flat Fee	\$25/hr.
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Reservation Fee	\$5
Special Event Permits	
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day
<i>Cemetery</i>	
Burial-adult	\$900
Burial-infant	\$450
Disinterment - Adult	\$900
Disinterment - Infant	\$450
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Crematory remains placed inside of marker	\$25
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 3:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends	\$300
Funeral processions entering cemetery on holidays	\$450
Monument installation permit	\$25
Deed Change	\$25
Cemetery Lot Fee Schedule:	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600
Columbaria fees:	
Niche, City resident	\$1,350
Niche, non-City resident	\$1,550
Weekday Inurnment fee	\$150
<i>Landscape</i>	
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

Park Avenue Community Center *

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
Arts & Crafts Room	
Room availabilty is subject to Park Ave. activities.	
Non-profit organizations	\$30 per hour + \$50 deposit
For profit organizations	\$40 per hour + \$50 deposit
<u>Note: *Two (2) hour minimum for rentals</u>	

West End Community Center

Conference Room	\$50/hr
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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

BUSINESS AND FINANCIAL SERVICES

Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility Bill (24 days after billing)	1.5% per month
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1 \$1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing

Park Avenue Community Center *

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
Arts & Crafts Room	
Room availabiltiy is subject to Park Ave. activities.	
Non-profit organizations	\$30 per hour + \$50 deposit
For profit organizations	\$40 per hour + \$50 deposit
<u>Note: *Two (2) hour minimum for rentals</u>	

West End Community Center

Conference Room	\$50/hr
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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
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BUSINESS AND FINANCIAL SERVICES

Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility Bill (24 days after billing)	1.5% per month
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; 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	\$150
Fleet Map Build	\$250
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60

Equipment Installation:

Radio Dash Mount	\$80
Radio Dash Removal	\$30
Radio Remote Mount	\$130
Radio Remote Removal	\$40
Ambulance dual installation	\$245
Ambulance dual Removal	\$80
Camera Installation	\$155
Camera Removal	\$80
MDT Mount Installation	\$80
MDT Mount Removal	\$30
Modem Installation	\$80
Modem Removal	\$30
Wig Wag Installation	\$55
Wig Wag Removal	\$30
4 Corner Strobes Installation	\$130
4 Corner Strobes Removal	\$45
Flashlight Installation	\$25
Flashlight Removal	\$15
Charger Installation	\$45
Charger Removal	\$15
Light bar Installation	\$130
Light bar Removal	\$65
Siren Installation	\$80
Siren Removal	\$30

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, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) 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.
- (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment may be required a deposit upon discretion of the Customer Service Manager \$150
- (f) 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 \$2,275
 - ¾” Water tap - Developer installed \$350
 - ¾” Water tap - Crescent \$1,150
- (b) One-inch residential water tap \$2,675
- (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 \$1,975
 - 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. There will be no convenience fees charged on any credit/debit card payments.
- (s) Lateral transfer fee shall be charged on the basis of labor, material, equipment and overhead costs, not to exceed the fee of a residential 4" Sewer tap – SRU Installed.
- (t) Recycling fee \$4.03/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
 - (2) Residential (per container) \$8/Month
 - (3) Removal of containers for nonpayment \$25
- (w) Stormwater fee
- (1) Residential \$5
 - (2) Commercial/Industrial per ERU with a minimum of one
 - Commercial Tier 1: 1 – 5 ERU \$12
 - Commercial Tier 2: 6 – 25 ERU \$30
 - Commercial Tier 3: 26 – 50 ERU \$90
 - Commercial Tier 4: 51 – 100 ERU \$180
 - Commercial Tier 5: 101+ ERU \$360
- (x) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (y) Locking Devices Cut or Damaged \$20
- (z) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the equipment.

**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" =	\$4.11
	1" =	\$6.08
	1-1/2" =	\$9.35
	2" =	\$13.28
	3" =	\$25.73
	4" =	\$44.07
	6" =	\$94.50
	8" =	\$160.00
	10" =	\$251.70
	12" =	\$330.30
	16" =	\$657.80

Volume charge per 100 cubic feet:

Raw water	\$0.75
Finished, potable water	\$3.80
Southern Power	\$1.93
China Grove	\$4.03

**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" =	\$4.51
	1" =	\$6.78
	1-1/2" =	\$10.55
	2" =	\$15.08
	3" =	\$29.43
	4" =	\$50.57
	6" =	\$108.70
	8" =	\$184.20
	10" =	\$289.90
	12" =	\$380.50
	16" =	\$758.00
Volume charge per 100 cubic feet		\$5.13
China Grove volume charge per 100 cubic feet		\$5.44
(2) Flat rate sewer charge		\$46.85

**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 Grant 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 fifty-four dollars and twenty cents (\$154.20) 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 two-hundred seventy-two dollars and twenty-six cents (\$272.26) 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 eight hundred nineteen dollars and forty-eight cents (\$1,819.48) 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.

Pretreatment Permit Fees shall be assessed at \$250 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request.

**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
Coliform, P/A-Water	\$30
Nitrate (water)	\$30

Parameters not listed please contact Environmental Services for quote

Section 12. That the hourly rate of \$125 be established for work performed by the City Attorney.

Section 13. 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.

AMI: Acronym for Automated Meter Reading/Infrastructure. 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.

BMP: Acronym for Best Management Practices.

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.

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 ASSETS: Assets with an initial, individual cost of more than a certain amount and an estimated useful life in excess of two years. Minimum capitalization costs are as follows: buildings, \$10,000; furniture and equipment, \$5,000; infrastructure, \$100,000; and improvements other than buildings or infrastructure, \$5,000. All land is recorded as a capital asset without regard to any significant value.

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, Water and Sewer Fund, Fibrant Communications Fund, and Stormwater 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, Telecommunications, 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.

CTP GRANT: Acronym for Community Transportation Program Grant. A funding source for the City's Mass Transit System.

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.

DEPRECIATION: The reduction in value of a capital asset over its estimated useful life. The City uses the straight-line method of depreciation over the useful life as determined by the asset class.

DSI: Acronym for Downtown Salisbury Incorporated. A component unit that promotes, enhances and manages the development of the central business for the City.

EDC: Economic Development Commission.

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.

FIBRANT: The enterprise fund implemented in FY2009 that provides high speed broadband services to the citizens of Salisbury.

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 (SSO).

FRA: Acronym for Federal Railroad Administration.

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. The delivery of a communications signal over optical fiber from the operator's switching equipment to a home or business.

FUNCTION: A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

FUND: A fund is a fiscal and accounting entity with a self-balancing set of accounts.

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.

GREAT: Acronym for Gang Resistance Education and Training. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

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. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential 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.

GOVERNMENTAL FUNDS: Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

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.

INCH MILE: The length of pipeline in miles, multiplied by the diameter of the pipe in inches.

INVESTMENT REVENUE: Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested 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.

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 acquisitions 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.

MPO: Metropolitan Planning Organization is the officially designated body responsible for administering the transportation planning process required under Federal Law.

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.

NOC: Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

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.

PERFORMANCE MEASURES: Descriptions of a program's effectiveness or efficiency.

PFT: Acronym for Permanent Full-time. Full-time employee with benefits.

PIT: Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

POWELL BILL FUND: Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

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.

SNAG: Acronym for Salisbury Neighborhood Action Group.

SPECIAL REVENUE FUND: This fund accounts 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.

SRU: Salisbury Rowan Utilities.

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 less than 1,000 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.

