



Annual Budget
Fiscal Year Ending June 30, 2012

CITY OF SALISBURY NORTH CAROLINA

2011-12 BUDGET For the Year Ending June 30, 2012



MAYOR, CITY COUNCIL, AND CITY OFFICIALS

MAYOR AND CITY COUNCIL

Susan W. Kluttz - Mayor

Maggie Blackwell- Mayor Pro-tem

William R. Kennedy

Brian Miller

Paul B. Woodson

OFFICIALS

**David W. Treme
City Manager**

**John A. Sofley, Jr.
Management Services Director**

Budget Prepared By

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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, 2010

Two handwritten signatures in black ink. The signature on the left is for the President, and the signature on the right is for the Executive Director.

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2010 (Fiscal Year 2010-2011).

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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 2011-12 BUDGET
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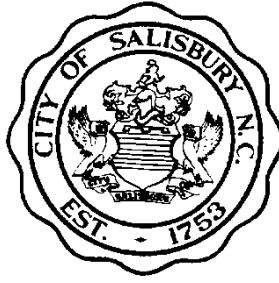
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Budget Message



May 3, 2011

BUDGET MESSAGE FISCAL YEAR 2011-12 **July 1, 2011 - June 30, 2012**

MAYOR, CITY COUNCIL MEMBERS, AND CITIZENS OF SALISBURY

It is with pleasure that I present to you the City of Salisbury's FY2011-12 Annual Budget totaling \$69,681,480 for all funds.

The twenty-sixth Annual Future Directions and Goal Setting Conference for the City was held February 10 and 11, 2011 at various locations throughout the City of Salisbury, North Carolina including the Rowan Museum and City Hall. The theme for this conference was **“Realizing our Community’s Potential in this New Economy”**.

Joint Tourism Report: After opening remarks by Mayor Susan Kluttz, the City Council heard a report on Salisbury's new Tourism and Cultural Development Commission. This was the result of many years of work directed by City Council Goals to form a Cultural Resource Plan and pursue an occupancy tax from the NC General Assembly to better market our community and promote economic growth through tourism. The new Salisbury board has successfully partnered with Rowan County's Convention and Visitors Bureau to fulfill this mission. Although our economy is still recovering, tourism growth has been a bright spot in our community. Over 1,210 Rowan County jobs are directly attributed to the local tourism economy, which has an annual impact of \$118 million and generates \$10.6 million in State and Local taxes. Local hotel market revenue grew over 5% from FY2008-09 to FY2009-10, while sales and occupancy tax revenue from overnight visitors has increased for 14 straight months. City Council reiterated their support for both tourism and the joint board's pursuit of a Tourism Master Plan for our community.

Downtown Salisbury Year in Review: Another bright spot in our community's local economy is its heart, Downtown Salisbury. Ms. Paula Bohland, Downtown Salisbury, Inc. (DSI) Chair, and Mr. Randy Hemann, DSI Executive Director, presented a 30-year review of Downtown Salisbury. Ms. Bohland noted there has been over \$111 million in investment since 1980, with a net gain of over 1,000 new jobs, and with over 280 facades being redone. Further, downtown investment has resulted in a payback in retail sales. Salisbury is now ranked third in the State of North Carolina, behind Asheville and Wilmington, for retail sales per capita. Mr. Hemann announced Salisbury won three awards at the 2010 Main Street Awards, with the Downtown Ghost Walk/Friday Night Out winning Best Event Series; the Norvell Theater winning Best Adaptive Reuse; and Councilman Brian Miller winning the Main Street Champion Award. Mayor Kluttz and the City Council adopted two new goals in support of the downtown: to create a streetscape improvement plan with an initial focus on Lee Street improvements, and enhance traffic flow in the downtown by studying left turns at the Square.

Neighborhood and Preservation Initiatives: The Community Planning Services Department presented an update on three City Council Goals. The Advisory Committee for Better Housing and Neighborhood Stabilization are currently completing their recommendations for City Council. The Historic Preservation Master Plan is also making great progress and will seek additional community input. Also, the Dixonville Cemetery Task Force will pursue and implement a fundraising plan in order to implement a Master Plan for Lincoln Park and Dixonville Cemetery. City Council discussed their continued desire to see these three City Council Goals completed.

The Carolina's Economic Forecast: Dr. John Connaughton, Ph.D., professor of Economics at the University of North Carolina at Charlotte discussed the economic forecast for North Carolina. He reviewed the current recession, which began in 2008-2009, and the loss of jobs, particularly in the construction and housing industry. Dr. Connaughton noted as the recovery begins, jobs are being added, but in sectors where those that lost their job are not qualified or trained to work, and at a much slower rate. Dr. Connaughton indicated the recovery has begun, but it will be several years before the recession ends.

Parks and Recreation Maintenance Strategic Plan: One of the City of Salisbury's visions includes the completion of all strategic plans successfully and effectively. This year, Parks and Recreation Maintenance Manager Stephen Brown, Supervisor Chris Shuping, Supervisor Brad Gorman, and Supervisor Robbie Cochran presented the Parks and Recreation Maintenance Operations Strategic Plan to Council. The division's vision and goals include: ensuring our parks are maintained at the highest level, acquiring land to complete the Salisbury Greenway acquisition and constructing Phase 3 of the Greenway, completing the master plans of several park properties, and coordinating the Maintenance Division with the 10-Year Parks and Recreation Department Comprehensive Master Plan. This division has proven to be an all-star performer, with excellent customer service. As a result of their superior performance the last several years, they will lead the combined landscaping and maintenance division that is a result of this budget's reorganization plan.

Service Excellence: Our City's number one outcome is to create a culture of excellent customer service within the City organization through developing and implementing a comprehensive customer service plan. The City of Salisbury's initiative has become well-known across the state and has spread to other North Carolina local governments. The cities of Concord, Lenoir, Wilson, Winston Salem, and Caldwell County have followed our lead and have begun to implement our customer service model within their organizations. Mr. Joe Eagle, Human Resources Analyst, updated Council on accomplishments during the past year including members of the Customer Service Design Team and the Management Team working together to integrate Customer Service into the City's operating procedures. Customer service is now included in job advertisements, the interview process, and in the evaluation process. The 2009 Salisbury Citizen Survey shows marked improvement in customer service in twelve of thirteen service areas as compared to the 2004 numbers. The credit goes to our excellent employees who are out daily serving our citizens.

The City Council concluded the 26th Annual Future Directions and Goal Setting Conference by adopting a revised set of outcomes and goals for FY2011-12. A copy of the City of Salisbury's FY2011-12 Outcomes and Goals follow the City Manager's Budget Message.

Strategic Plan Update: After receiving an economic outlook for our City presented by John Sofley, Management Services Director and Teresa Harris, Budget and Performance Manager, the Salisbury City Council was informed that staff estimated a preliminary deficit for FY2011-12 of around \$2.7 million in the General Fund. Mr. Sofley stated the deficit was a result continued

lack of growth in property tax revenue and sales tax revenue along with increases in the cost of doing business including: mandatory increases in retirement and health insurance costs; increases in gas, oil and utilities; and the delay of several capital projects including Fisher Street bridge repairs, roofs repairs, HVAC replacement, and other building needs.

Mr. Treme assured Council staff will have a plan in place to address these shortages, and present a balanced budget during the budget process.

The Salisbury City Council discussed the revaluation and the pressure that will be placed on lower valued homes. Councilman Miller noted Council is faced with budget issues and also the levels of service citizens expect, versus what the City can provide within budget. Mayor Pro Tem Blackwell stated it appears the items impacting the budget could include revaluation and rising fuel prices, and pursuing partnerships is more important than ever. Blackwell noted it is important to leverage the City's assets in this stringent economy. Mr. Miller stated the City has Fibrant, and Salisbury-Rowan Utilities with excess capacity and it is important to leverage these assets to their fullest extent to increase the tax base.

Mayor Klutz commented the information that the City Council received assists Council to be more realistic about its goals. She noted there are many wonderful things Council would love to do for the City, but cannot afford to do right now.

REVALUATION

The Rowan County Board of Commissioners decided to move forward with revaluation this year despite Rowan County Staff concerns that there was a lack of sufficient market data to complete an accurate and fair revaluation. The result of the revaluation is that our community's tax base has declined for the first time in our City's history. The previous two revaluations (2003 and 2007) resulted in a tax base that increased.

North Carolina General Statutes require that every local government budget include a revenue neutral tax rate after revaluation occurs. State statute defines the revenue-neutral tax rate as the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year if no revaluation had occurred. In essence, **the tax rate changes but the level of revenue generated stays the same.**

After a revaluation, the state requirement to calculate a new tax rate that brings in roughly the same amount of revenue traditionally results in a reduction of the current rate. The previous two revaluations resulted in a lowering of the tax rate for a revenue neutral budget. In FY2003-04, the Salisbury City Council lowered the tax rate by 2 cents after revaluation. In FY2007-08, the Salisbury City Council lowered the tax rate by 3.5 cents after revaluation. The combined 2003 and 2007 revaluations resulted in a 5.5 cent cumulative tax rate decrease.

Revaluations this year have brought mixed results. Large metropolitan areas like Mecklenburg County and their municipalities have seen enough growth in the tax base to see revenue neutral tax rates that are lower than the current tax rate. Medium sized communities and rural areas have seen the opposite, and have been required to submit revenue neutral tax rates that are higher than the current tax rate. Valuations affecting resort and vacation communities this year have seen the most drastic change in valuations. For instance, a revenue neutral budget Oak Island recently submitted required a revenue neutral tax rate that almost doubled the current tax rate. While Oak Island's tax rate would nearly double, the dollars coming in would stay the same.

For Salisbury, the 2011 revaluation, and subsequent revenue-neutral tax rate requires a 5.2 cent increase. This essentially offsets the 5.5 cent cumulative decrease seen over the last two revaluations. The market has returned us back to where we were pre-recession.

<u>Revaluation Year</u>	<u>Revenue Neutral Rate Change</u>
2003	2 cent decrease
2007	3.5 cent decrease
2011	5.2 cent increase

	<u>Estimated FY2011-12</u>	<u>Projected Growth</u>	<u>Projected Without Revaluation FY2011-12</u>	<u>Percent of Value</u>
Real Property	\$ 2,327,666,638	1%	\$ 2,350,943,304	80%
Vehicles	173,155,048	1.5%	175,752,373	6%
Personal Property	344,749,367	1%	348,196,861	12%
Public Service Property	<u>62,277,740</u>	0%	<u>62,277,740</u>	2%
Estimated Total Valuation	<u>\$ 2,907,848,793</u>		\$ 2,937,170,278	
Tax Rate FY2010-11			<u>0.590</u>	
Projected Levy			\$ 17,329,305	
Divide by Rowan County Tax Assessor's Projected Value			<u>2,701,000,000</u>	
Revenue Neutral Tax Rate			<u>\$ 0.642</u>	

YOUR TAX BILL

If the Rowan County Commissioners had delayed the revaluation like the Union County Commissioners, the property tax rate would have stayed the same, and your tax bill would have stayed the same because every citizen's property valuation would have stayed the same.

The 2011 valuation resulted in a shifting of the tax burden in our community. Under the required 5.2 cent revenue neutral tax rate, some citizens will see smaller tax bills and some citizens will see higher tax bills. It all depends on what occurred to a particular property value.

Every citizen should compare his new property value to his old property value. Under the revenue neutral tax rate, if your property value dropped 8 percent or more your City tax bill will be the same or smaller, however if your property value did not drop by 8 percent your City tax bill will be higher. This is the line of demarcation in the shifting of the tax burden in our community.

FY2011-12 GENERAL FUND BUDGET STRATEGY

For the last four years we have held the line on our community's tax rate. Each year, in order to balance the budget our financial staff has had to prioritize and chip away at the meat of our organization. We are now down to the bone. The 5.2 cent revenue neutral tax rate increase, brings in no additional revenue. When you take into account many mandated cost increases we forecast for the next fiscal year along with several necessary capital projects, this sets the stage for the FY2011-12 budget year.

MAJOR RECOMMENDATIONS

The major recommendations contained in the FY2011-12 Annual Budget are listed below. They are more fully explained in the narrative to follow:

- Reduction of 36 full-time and 11 part-time positions, the majority of which were unfilled
- Realignment and consolidation of several divisions into functional units
- A continued rolling freeze on vacant positions
- Absorption of \$610,622 in mandated cost increases equaling 2.14 cents on the tax rate
- No merit or cost of living increases for the third consecutive year
- A 10% reduction in funding to special community effort groups
- An average 2.86% water and sewer increase in the water and sewer utility rate.

ORGANIZATIONAL REALIGNMENT

The FY2011-12 General Fund Budget marks a new era in local government within the City of Salisbury. The new economy that we are facing today presents significant challenges to our City. Property values have declined based on the most current reassessment performed by Rowan County. Other significant revenues such as sales taxes and State shared revenues such as Powell Bill funds have fallen significantly and have not recovered. Overall, the level of General Fund revenue necessary to support the current level of General Fund services that our City has historically provided is now insufficient. This is occurring while many of the costs of doing business are increasing, most notably gas, oil, and utilities.

This year we have realigned and reset our local government to the new General Fund revenue realities. Our goal is to hold the line and stabilize the budget for the future, and the organizational realignment accomplishes both objectives. The realignment includes a number of organizational changes that will result in the reduction of existing positions, reorganization of functions, streamlining of operations, and prioritization of service levels. Many of these organizational changes I have already implemented in anticipation of the new fiscal year. The balance of the changes will become effective during the upcoming fiscal year. All of these changes will become official with the adoption of the FY2011-12 Budget.

Over the last several years I have implemented a rolling freeze on positions based upon the financial need at the time. As positions were vacated over the last several years they were frozen. This has served a prudent and necessary strategy in balancing the upcoming budget. The proposed budget includes the already implemented reduction of 36 full-time and 11 part-time positions in the General Fund. Due to the ongoing implementation of the rolling freeze, the majority of these positions were unfilled. This along with early retirement incentives has minimized the impact on our current employees and is expected to save the City over \$2 million in the General Fund. Our city has become leaner through a strategy of managed attrition.

Further several organization changes have been implemented to streamline operations and reduce operational costs. Where we have had similar functions in more than one department, I have combined those functions within a single department. These changes include the consolidation of our maintenance and landscaping operations that were spread across four separate divisions to the Maintenance Division of the Parks and Recreation Department. Also, our facility maintenance activities that were spread across several divisions will be consolidated under the Facilities Maintenance Division in the Management Services Department.

The Development Services Division will be relocated under the Community Planning Services Department. This is a continuation of our City Council’s desire to provide excellent customer service to our development community, and is a natural fit given how closely Community Planning Services and Development Services work together on a daily basis. Also, our City’s communications and marketing efforts were previously split over four different divisions, and as such had four different directions they were setting in marketing our community. These efforts will be consolidated under Public Information as a team, and will result in a more effective and cohesive messaging ability for our City. Functions in this group will include Public Information and Communications, General Government and Fibrant Marketing, Access 16 Station Management, and webpage management. I expect a high performing communications team to be up and running over the next few months. Their main goal will be to develop strategies to more effectively and directly communicate with our citizens.

The Public Works Department will take on two additional responsibilities: storm water and traffic management. These were previously placed under the Engineering and Development Services Department. This move will place those activities closer to where the services are actually being performed on a day to day basis for our citizens. Further, the change will add much needed engineering expertise within our Public Works Department.

Further, I plan to assign both the Parks and Recreation Department and the Public Works Department to Mr. John Sofley who will become an Assistant City Manager. John’s tenure with the City has ranged many decades, and his service has been pivotal to moving our City forward. This promotion will also help accomplish one of City Council’s directives to me that I reduce the number of my direct reports.

The organizational realignment while difficult will result in streamlined operations to continue pursuing our mission, vision, and values. We have to be adaptable in this changing environment, while still providing the services our citizens depend on most at a price they can afford. Throughout the fiscal year, I will be looking for further opportunities to restructure departments within our City operation to deliver the most effective and efficient services to our citizens.

The FY2010-11 budget completely exhausted our ability as a City government to absorb additional expenses in such as we see this year without realignment both operations and personnel.

COST INCREASES

State government and institutional entities have the ability to pass down their own costs increases to lower levels of government. Local governments of North Carolina are positioned at the bottom of the barrel in this hierarchy. As such we are the final stop before these costs increases are passed directly to the citizens. For FY2011-12, just under \$610,622 in mandated cost increases will impact us.

<u>Mandated Cost Increases</u>	
Health Insurance	\$287,930
Retirement	75,296
Workers Comp	74,950
Gas and Oil	66,260
Electricity	<u>106,226</u>
Total	<u>\$610,622</u>

Despite the success of our wellness program in saving almost \$900,000 over the last several years, we are looking at a 11.2% increase passed along to us this year. Further, in order to keep the NC State Retirement System funded at an adequate level after a \$4.9B loss in 2008, the system's Board of Trustees has mandated a series of increases in the employer contribution rate effective. This employer only increase is not voluntary and ultimately required by state law. In addition, we are forecasting a large increase in worker's compensation costs for FY2011-12, again due to an atypical number of claims and their severity. Personnel makes up the core of our budget, and these mandated cost increases have a significant impact on our overall ability to balance the budget.

The FY2011-12 General Fund budget is also impacted by operational cost increases. Gas and oil is forecasted to increase, and continued rate increases by Duke Energy in both the general electric rate and governmental street lighting rate will impact us significantly. Simply put, the cost of doing business as a government entity has increased.

Compounding the mandated cost increases is our desire to keep our public safety functions funded at the current level. Two years ago we applied for seven positions to be funded through Federal Stimulus dollars with the Department of Justice COPS program. This program would fund officers' salaries at a 100% level for three years. We were awarded just under \$700,000 in funding for four positions. This award enabled us to balance our budget two years ago without a property tax increase to maintain the level of police service. Two years ago the General Fund absorbed the cost of keeping the three additional officers that were not funded in the COPS award.

The reality is we are looking at \$610,622 in additional costs to the General Fund for FY2011-12, which corresponds to 2.14 cents on the tax rate that this budget absorbs in a revenue neutral fashion. As a City government, when confronted with this reality, we have a tough decision to make – to absorb the mandated cost increases or pass them along to our citizens. At the City Council's directive, we have developed a strategy to absorb this gap – an organizational realignment.

HUMAN RESOURCES

The Human Resources Department is pleased to present a budget that is reflective of our economic times but continues to support our desire to recognize, cultivate, and uplift our employees as we strive to meet the needs of our citizens.

Reduction

This year we were faced with the need to implement our "Reduction in Work Force Plan" which resulted in the streamlining of our departments through early retirement incentives, transfers, and some reductions. Due to the implementation of a rolling freeze on positions the last several years and early retirement incentives, the impact of the reduction on actual employees was minimal. However, this reduction will result in a reduced level of service than provided in previous years.

Rolling Freeze

Included in the FY2011-12 Budget will be an ongoing rolling freeze. This tool has proven vital to managing our financial position during each fiscal year. I will continue to freeze, at my discretion, a set number of vacant positions throughout the year based upon the financial need.

When positions are vacated, they will enter this pool and when the number of positions exceeds the set number that is necessary, they will be released and filled.

Health Insurance

We will experience an increase in our health insurance premiums including increasing employees' costs for dependent coverage. For the first time we will also be adding a surcharge to employees who continue to use tobacco products. Employees were made aware of this surcharge last year and they were given opportunities to attend classes and obtain free medication to assist them in their efforts to quit using tobacco.

Included in the FY2011-12 Budget is a 11.2% increase in the cost of health insurance for the city government and for our City employees. Despite the success of our wellness program in saving almost \$900,000 over the past several years, we have seen increases the last two years. A five year trend of the last 5 proposed increases results in a 7.3% increase per year.

Five Year Insurance Trends

FY2011-12	11.2% increase
FY2010-11	15.0% increase
FY2009-10	4.0% decrease
FY2008-09	1.9% increase
FY2007-08	4.4% increase

Merit Raises and Bonuses

The combination of the recovering economy, the impact of revaluation, mandated cost increases, and the reduction limits our ability to return to standard merit increases, or performance bonuses even though our employees continue to deliver outstanding performance and customer service.

Council Initiatives

This budget includes funds to support our customer service efforts, and training for our employees. Minimal funding is being requested to continue our efforts to Attract and Retain workers, a vital City Council Goal. As the private sector's economic condition improves we will begin to see our employees more heavily recruited by some of these employers. We are providing a budget that continues to support and address the goals outlined by City Council.

MANAGEMENT SERVICES

The Management Services Department provides the majority of internal services to support the operations of the City. These services include fiscal affairs, technology services, and facility management. The Department also provides direct services to citizens through its Business Office Division, management of the City's website, and our Access 16 cable channel.

Included in Management Services are the Purchasing, Accounting, Budget and Performance Management, Business Office, Facilities Management, Central City Buildings, Information Technologies, and Telecommunications Divisions.

Accounting

The Accounting Division is responsible for the day-to-day financial activities of the City, including maintenance of the City's financial system and cash management. The Accounting Division is also responsible for paying all of the City's vendors and employees. This Division

will be responsible for verifying that the new collection and billing software is correctly generating general ledger entries and assisting to determine that accounts are correctly billed.

One of the standard practices of local governments observed over the past several years is the need to loan funds from one fund to another to support projects or operations for a short term. The City has historically used this practice to fund grants and capital projects until the corresponding funding was received from the awarding entity or debt issuance. Almost all grants now require the City to incur expenditures before we can request cash to fund those expenditures. Local governments find it much more cost effective and a better use of citizen resources to loan themselves those interim funds than to seek those interim funds from the market. In response to this standard practice, City Council approved on November 17, 2009 a formal policy for interfund loans. In the coming years, we are expecting to continue the use of this policy to support City projects and City operations, where needed, on an interim basis.

In FY2011-12, the Accounting Division will again prepare the annual financial statements for the City – the Comprehensive Annual Financial Report (CAFR). The City’s CAFR has been awarded the Government Finance Officers Association’s Certificate of Achievement for Excellence in Financial Reporting for eighteen years.

Budget and Performance Management

The Budget and Performance Management Division manages the City’s budgeting process, performance measurement, special analyses and costing projects, citizen satisfaction surveys, and performance reporting for the City. Additionally, this Division participates in the North Carolina Benchmarking Project along with thirteen other North Carolina municipalities. The purpose of this project is to both measure and compare local government services and costs and to identify and apply “best practices” for local government.

Business Office

The Business Office Division provides direct customer services to the public. Currently, over 16,516 active water and sewer accounts and 850 Fibrant accounts are managed including billing, collection, customer service, and account management. The Division manages our privilege license program and the collection of all City miscellaneous billings. This Division will have significant challenges this year as they continue to implement the new software as all of their current software has been replaced.

Facilities Management

Facilities Management is responsible for maintaining the City’s bricks and mortar assets. This includes ongoing municipal service contracts, buildings and grounds maintenance and repair projects, capitol projects, special projects and new construction projects. With the opening the Salisbury Customer Service Center this past year, the Division is working through a few operational issues with the employees located there.

A proactive and planned approach to maintenance enables the City to manage costs associated with maintaining City-owned properties. Our facilities are evaluated to expedite the development of comprehensive maintenance schedules for all properties.

Facilities Management is also proactive in our approach to recognize cost savings associated with improved energy efficiencies thru lighting upgrades, HVAC equipment and management

programs, as well as sustainability concerns associated with building envelope, and other opportunities identified thru the comprehensive building management plans.

Purchasing

The Purchasing Division continues to work with departments on major purchases with assisting in the preparation of bid specifications or the identification of “piggy-back” bid opportunities, consultation of purchasing issues, monitoring changes in the General Statutes, and the management of the City’s purchasing card usage.

Information Technology Services

Information Technology Services will concentrate its focus this year on customer service, business continuity, and security. Projects to be undertaken this year will be evaluated on the following basis: i) does the project promote customer service excellence, ii) does the project create efficiency for City employees reducing cost or risks to the City, and iii) is the project necessary to maintain existing operations or to maintain information in a secure manner.

Our customer service focus will work towards improving the quality of service delivery, integration, security, flexibility, availability and support of all technology offered to the City. Continual efforts will be directed to finding new way to automate processes and improve performance. Business continuity will further be addressed to ensure critical functions and systems will be available from an unplanned incident or interruption. Additional policies and procedures will be applied this year to address more efficient work productivity and security. Security is currently undergoing evaluation. Efforts will continue this year to limit vulnerabilities. These efforts will provide support for stability and control.

The implementation of a new Customer Relationship Management (CRM), Work Management (WM) and Web-enabled solutions has begun. These solutions will be gradually implemented over the next twelve months. It will provide greater access to information and services, improved communication, and streamlining processes for both our citizens and employees. Technology Services will be working with every area of the City to implement this new system.

ACCESS16 continue to be a very popular channel for our citizens. It has provided the City with an excellent tool to communicate with our citizens on a variety of topics. Our capability is only limited by the funding available.

Telecommunications

The City is continuing to progress on the “rebanding” project mandated by the FCC. Reconfiguration of the radios will help solve radio interference in the 800MHz band from commercial wireless systems. This project will require 2,400 radios to be reprogrammed. The first phase of this project has about 85% of these radios reprogrammed. However, all will require reprogramming a second time. It is anticipated this will begin in July with the project being completed by July 2012.

In addition to this project, a preventative maintenance program for all City Fire and Police radios has been implemented. The City is worked this past year with Rowan County in the development of a strategic plan that will include both the needs of the City and those in the County. The finding of this Plan will be shared with City Council this year and the cost contained within the Plan will be built into future budgets.

POLICE DEPARTMENT

The Salisbury Police Department provides law enforcement services along with excellent customer service to our citizens, our fellow workers and our visitors.

This year will be the most challenging year ever for law enforcement. The continued economic woes challenge law enforcement on multiple fronts. While our costs must be controlled due to revenues being down, our work load steadily increases as our citizens continue to struggle with the effects of a lingering poor economy; often manifesting as criminal behavior as a result of frustration, desperation or the absence of options.

In anticipation of the continued economic challenges, we have aggressively implemented a total organizational realignment strategy that ensures superior citizen service through accountability and productivity as the cornerstones.

Specifically, we have streamlined our command structure by assigning a Lieutenant to each patrol team to manage the administrative affairs. This ensures the continuity of our total law enforcement mission and enables the Sergeant to more effectively manage the daily enforcement and citizen service activities.

Likewise, we have implemented a special unit to address unique or reoccurring criminal activity that impacts the quality of life for our communities and businesses. The Police Interdiction Team or "PIT" team represents a diverse group of "hand-picked" officers who aggressively and continuously identify, locate and prosecute on-going criminal activities with an emphasis on street level drugs and gangs.

The Community Resource Specialist for Project SAFE has been funded through a grant which reimburses the City for 75% of the salary and fringe benefits. Based on the projected balance of available grant funding after July 1, 2011, there will be enough left to pay for approximately 2 months. In this Budget, I am recommending this position be budgeted only through the available grant funding period. The Human Resources Department will be working with us in the future to provide some of the assistance to us that this position provided.

We continually strive to be the best in everything that we do. We recently received our 7th advanced reaccreditation from the International Commission on Law Enforcement Accreditation. This represents an enviable and glowing endorsement by our peers as a professional law enforcement organization. Our greatest assets are the officers who embody the essence of our commitment to our citizens. Education incentives and retention continue to represent a major challenge for us in the future.

We have been challenged to do more with less. We will rise to the occasion and provide the very best law enforcement service possible to our citizens and the City of Salisbury.

FIRE DEPARTMENT

It is with pride that the Fire Department continues to provide fire suppression, inspection and emergency services to the citizens of Salisbury.

The Fire Department budget request represents a reduction over last year's operating budget funding level. Every company and essentially every fire officer will be required to do more this coming year as we streamline our service delivery.

Our goal will be to provide a high level of safety for our citizens and firefighters in this challenging economic environment. Staffing will continue to be our most pressing need and we continue to seek grants to help fund positions. In addition to grants, we will continue to seek innovative ways to fill these needed positions including sharing of resources with other fire departments, volunteer administrative positions, and student internships.

The Salisbury Fire Department has made great strides in becoming a Firefighter Safety leader in the state of North Carolina. Grant funds have allowed the purchase of turn-out gear, rescue harnesses and pack-trackers. Further, we have developed and deployed a new location accountability system with all local volunteer fire departments, rescue squads and county law enforcement agencies. This budget request continues our efforts to be the safest fire department that we can be, even under the General Fund revenue realities that our community faces.

PUBLIC WORKS

The Public Works Department has a number of challenges for this budget. Sidewalk and storm water systems need special attention due to age, weather, and vegetative growth. Paving three to six miles of roadway yearly only covers a minimal percentage of our streets. An increase in expectations from NCDOT for maintenance carried out on the State systems has manpower working harder to keep up with obligations. Meeting guidelines by NCDENR and other regulatory agencies, forces the City to spend funds on outside suppliers for various services and spend more manpower on regulating our services. Our department assists with all uptown and special events in the City which has increased as the popularity of downtown has increased. This year's budget reduction will challenge us even more.

Public Works Administration continues to be the center for all operations of the department. The office staff is shared by all divisions of the department. More assistance is being given to the Fleet Services Division to make more efficient use of the mechanics and the Parts Technician.

Fleet Services is responsible for 773 vehicles and equipment. We continue to maintain the Blue Seal of Excellence from ASE. Fleet Services continues to do maintenance and repairs to all equipment used by City staff to carry out daily operations. Due to reductions in the training budget, less ASE certifications will be obtained this year.

The Solid Waste Division is responsible for the collection and disposal of garbage, trash, and refuse within the City of Salisbury. Residences are provided one roll-out garbage cart collection per week and one trash collection per week. Garbage and trash are disposed of at the Rowan County landfill at a charge determined by the county. In addition to residential service, the City also provides commercial service to the downtown business area. The budget reduction will affect waste pickup in the Central Business District. We will collect in the Central Business District on an as-needed basis instead of daily collection. This will allow for more efficient use of manpower and enables us to tailor our service delivery to the needs of our customers.

Residential curbside recycling collections are provided weekly through the use of a private vendor. The City has a contractual agreement which provides for modifications to the base rate

as indicated by the Consumer Price Index. Additionally, there is the potential for a Fuel Recovery Fee based on the costs of fuel to provide the service. Both of those factors have an impact on the FY2011-12 Budget. The base contract is expected to increase 3% and due to the rising cost of fuel, there has been an increasing fuel recovery fee each month. From the onset of the recycling collection program, it has been the policy to fully recover the costs. Therefore, I am recommending an increase in the recycling fee from \$3.45 to \$4.03 monthly; an increase of \$0.58 monthly or 16.8%.

The Street Division continues to carry out installation and maintenance to City owned streets, drainage systems and sidewalks. Yard waste and loose leaf collection along with its disposal is part of this division as well. Public Works and Salisbury-Rowan Utilities continue working together to come up with a solution for the City's yard debris and compost site. Sidewalks remain a concern in the central business district. Repairs are needed downtown where age, trees, road salt, and construction have damaged sidewalks. Material cost continues to rise for street paving. This diminishes the amount of street paving that can be done yearly. The Street Division continues to receive funds through the Powell Bill, although these state funds are in decline. The budget reduction will challenge our ability to sustain service levels.

Traffic Operations will concentrate on signal maintenance, sign repair, and pavement marking rejuvenation. The division continues to be the internal support group for Technology Services, Engineering, and all other Departments. STOP signs and street name signs need to be upgraded to keep in compliance with the "The Manual for Uniformed Traffic Control Devices" (MUTCD). Sign reflectivity specifications have been updated by the Federal Highway Administration. These specifications have been adopted by the MUTCD, which governs the way we maintain signs. This budget contains a special project to update signs. NCDOT has increased the amount of maintenance expected on the Traffic Signal System. Funds are received through the NCDOT Municipal agreement for Maintenance to Traffic Control equipment. The budget reduction will require a prioritization of responsibilities when it comes to traffic signals, signs, and pavement markings.

As part of the organizational realignment we will receive a transfer of engineering expertise in the area of storm water management and traffic management. We look forward to combining this expertise with our current employees that directly deliver these services.

COMMUNITY PLANNING SERVICES

Community Planning Services (CPS) provides planning, code enforcement and geographic information systems based on a strategic planning process that established the mission, vision and values for the department. Specifically the department aims "to serve the public interest by identifying and implementing the community vision" through its core service areas. Council level goals related to better housing, neighborhood improvement, downtown re-development, tourism and cultural development and historic preservation are assigned to CPS for implementation during the coming fiscal year.

Given the community's current financial situation, the departmental challenge for CPS will be to provide a high level of service at reduced funding levels. Salisbury has a long-standing tradition of public / private partnerships and the utilization of grants, when available, to augment a variety of programs that enhance our community's character. The CPS staff will be working to stretch limited funds in order to address the recommendations of the Advisory Committee on Better

Housing and Neighborhood Stabilization, as well as the Historic Preservation Master Plan. By maximizing current resources and building on partnerships with community groups such as Downtown Salisbury Inc., the Historic Salisbury Foundation and the Neighborhood Leaders Alliance – all in the effort to promote community livability.

CPS also provides staff resources for the Planning Board, the Salisbury Community Appearance Commission, the Historic Preservation Commission, the Dixonville Cemetery Committee, and the Salisbury Tourism and Cultural Development Commission. CPS staff also participates in the work of the Salisbury Community Development Corporation, the Public Art Committee and, in an advisory role, to the Salisbury Tree Board. The presence of CPS staff in these organizations helps with coordination and continuity of effort between the various groups working for the benefit of our community,

As an example, the Salisbury Tourism and Cultural Development Commission has allocated a portion of its funding (the 3% hotel occupancy tax) to initiate a Destination Development and Marketing Master Plan. This project will be in conjunction with the Rowan County Convention and Visitors Bureau. The Master Plan will serve as a 10-year “roadmap” for the promotion of tourism in Salisbury and Rowan County. Many community needs, and opportunities to support cultural organizations through marketing and development functions, will be a major component of the Master Plan. Considerable CPS staff time will be allocated to this effort as tourism is emerging as a major economic development strategy for our community.

Another example of community collaboration will be the upcoming West End / Civic Park Apartments Area Plan – which is funded through the HUD Choice Neighborhood Grant that was secured by the Salisbury Housing Authority. This study, which will potentially align Salisbury for a future implementation grant, has the potential to transform this vitally important area of our City. As this program emerges, the opportunities for community partnerships, ranging from the school system to Livingstone College to the VA Medical Center will be boundless. CPS staff will be at the core of this process, especially the community meeting and information gathering phase of the plan.

Code Services will be at the forefront of implementing those programs intended to improve neighborhoods. The new CityView software will provide a much better system for documenting and tracking enforcement work histories, non-compliance patterns and the proper allocation of staff resources for nuisance abatement and minimum housing inspection. The proposed recommendations of the Advisory Committee on Better Housing and Neighborhood Stabilization, based on Council’s intent, could also serve as a “work plan” for this service unit.

Proposed funding for mobile data collection will allow the GIS Division to support numerous mapping projects including on-going tree and sign inventories, NPDES, park amenities, code services and the FOG program. These mapping projects, which are critical to future efficiencies gained by better information and spatial analysis, are sensitive to funding priorities established by other departments. In general, however, the short-term costs of the field collection and data base development are off-set by more informed decision-making and resource allocation.

ENGINEERING SERVICES

The Engineering Services Department will be realigned this year - transferring substantial portions of its expertise to other departments which directly deliver the services to our citizens. This includes transferring storm water and traffic management expertise to the Public Works Department and transferring development services expertise to Community Planning Services. This will allow the Engineering Department to focus more closely on its core function.

Within the FY2011-12 Budget, I am recommending the City fund previous commitments to the Public Infrastructure Plan (\$162,500), NPDES Storm Water Management (\$15,000), CMAQ Signal System replacement (\$366,212 with 80% reimbursement), repairs to the Fisher Street Bridge (\$140,500), Rail Walk sidewalk repairs (\$15,000) and completion of the Ellis Street Bridge Environmental Document (\$20,000 with 80% reimbursement). However, given the current economic conditions, I do not recommend funding for the first Bicycle Plan demonstration project, Old Wilkesboro Road sidewalk, storm drainage grants, traffic calming, Pearl/Tower/Davis Street Railroad Crossing improvements, or the Salisbury Incentive Fund.

The FY2011-12 Budget does recommend incentives for economic development: \$59,000 for the newly created Airport Development Zone and \$25,000 for the Food Lion Tax Incentive Rebate.

In partnership with the Parks and Recreation Department we will continue to oversee the construction of phase 2 of the Salisbury Greenway, which was funded through a stimulus award.

PARKS and RECREATION

The FY2011-12 Parks and Recreation Department budget reflects our commitment to quality services for the residents of Salisbury in spite of these difficult economic times. We have tried to maintain programs and services, however due to a significant budget reduction service delivery impacts will be noticed.

Recreation opportunities are more important than ever in economically challenging times to give the youth of our community positive things to do at a low cost and meet the community expectations of recreation activities as designated in the Gang Summit. We will strive to continue to provide a variety of programs at our centers and in the parks to reach all of the residents of Salisbury, however with the reduced funding and staffing level we will be limiting Center hours of operation, limit team and program registrations for a variety of programs, reduce our free summer playground locations from four to two, and eliminate a number of summer camp programs that require full time staff to operate, which includes programming at Salisbury Community Park. Lincoln Park Pool will continue to operate with open swim time and swimming lessons but no rentals.

Maintenance staff has become a combined unit consisting of Parks and Recreation, Landscape, Hurley Park, and Cemetery Operations. This new operating unit has been reorganized to provide for a more efficient operation. This realignment will allow us to streamline mowing schedules and maintenance operations.

This year's capital funding for renovation and repairs will allow for a few play structure replacements and building and park repairs. With this replacement schedule we will be required to stretch the replacement cycles of many existing structures.

Special Projects funding has been delayed for the Park Master Plan for Kelsey Scott Park and design of an Education Center at the Salisbury Community Park.

Now more than ever, as citizens take advantage of their local amenities, we will strive to continue our commitment to maintaining and repairing the features in our park system, cemeteries and City properties as well as providing positive activities for the youth in our community.

FIBRANT FUND

The City of Salisbury has embarked on one of its largest projects in the City's history, the implementation of a Fiber to the Home (FTTH) system. The City began looking at FTTH many years ago. The original report to City Council occurred on February 9th, 2006. The City Council adopted at its annual retreat that year the goal of "prepare and implement a fiber to the home business plan". The City Council appointed a FTTH subcommittee in March, 2007 and during the next two years, the City hired a consulting firm to develop a business plan, the plan was presented to City Council, and a final report was made to Council at the Council retreat on Feb 15, 2008. The City Council adopted "implement the FTTH plan" as one of its tactical goals for 2008. During the next year steps were taken to secure plan financing. Financing was secured in December 2008. The Broadband Services Enterprise was formed in April of 2009 and tasked with the responsibility of building the FTTH system. Last year, the Enterprise was renamed Fibrant after this name was selected from thousands of names that were considered.

FTTH will ensure that leading-edge communications and entertainment services will be available to our residents and businesses. In terms of economic development, it would be a big plus for businesses looking to either move here or maintain their presence here. Furthermore, it would keep dollars spent on communications and entertainment locally, rather than leaving our community as profits to shareholders elsewhere. Our citizens and businesses would become our shareholders. This project was originally envisioned to provide the City with the means to provide "triple play" (voice, video, and Internet) services to the citizens but that vision has since been expanded to include other services such as gaming, data services such as off-site backup of user's PCs, security services such as video surveillance, and video conferencing services, both to businesses as well as residences.

The City used a technology called Gigabit Passive Optical Networking (GPON). GPON is a passive technology meaning there is no power required in the plant. The only equipment that will require power will be located in the headend and at the customers' premises. Because of this, the system will not be as susceptible to events such as ice storms or inclement weather as the incumbent's systems will be. This type of system will use passive splitters that take a single strand of fiber and split it into as many as 32 separate streams. Each stream can feed one home or business. However, to ensure the City has sufficient bandwidth in the future, the City's fiber plant is built to use 16 way splitters, meaning we already have capability for growth built into the system. These splitters are housed in local convergence point (LCP) cabinets located throughout the City. The FTTH network is now built and in current operation.

Currently the City of Salisbury has over 850 subscribers and is growing every day. Current estimates show it will take four years to be cash positive, although we hope that with the current level of sign ups we can break even in a shorter amount of time. Like any new start up it takes time to grow your business, break even, and make a profit. The current business plan for Fibrant

shows total coverage of all debt that has been incurred to date and additional debt to be incurred to reach cash positive.

WATER AND SEWER FUND

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County. SRU has continued to expand our service area through partnerships and we have sufficient capacity to serve the citizens of Salisbury as well as our client communities and Rowan County. Even though our customer base has remained stable, our actual volume demand has somewhat decreased due to current economic conditions and consumer conservation efforts.

As part of the utilities' growth efforts, we completed construction of the I-85 Sewer Interceptor project; this jointly funded project with Rowan County will enable economic development opportunities along the I-85 corridor from Julian Road to just north of NC-152 near China Grove. In addition, we expect to incorporate the Town of China Grove's water and sewer system into our system; this project will expand SRU's service area as well as offer some rate relief for the current customers within China Grove. We also continue to work closely with our Economic Development Commission in their mission to attract potential employers, tax base, and utility customers for SRU. These projects will aid in economic development in Rowan County's primary growth corridor as well as aid in stabilizing the rates to our existing customers.

City Council adopted the Fats, Oils, and Grease (FOG) Control Program on April 4, 2009. As part of this budget, SRU has included \$25,000 for incentive grants for Food Service Establishments (FSEs) that would like to comply with the program requirements in advance of the April 2012 compliance deadline. FSEs can apply for up to a \$500 matching grant during the third and final year of the incentive grant program if they have an appropriately sized grease interceptor or grease trap approved and installed.

Additionally, we have experienced the following trends:

- **Fuel, Gas and Oil and Electrical costs continue to increase.** Market conditions have caused significant cost increases in treatment, transmission, and system maintenance. To keep with our current trends, we are budgeting for a 32% increase in gas and oil.
- **Aging infrastructure.** Our water and wastewater facilities continue to age and require regularly scheduled maintenance and replacement. These equipment repairs and replacements are extremely costly; however they will maximize the service life of our existing facilities without having to invest significant capital into new facilities. We have been fortunate to be able to fund some of the needs at our wastewater plants in recent years, but current fiscal restraints will result in cutbacks in maintenance and repair this coming year.
- **Consumers are conserving water and other resources.** Due to the difficult economic times and the trend of practicing conservation of natural resources, we have had less demand water and sewer. Fluctuations in rainfall, and the resulting droughts or wet weather conditions make it impossible to predict the demand for irrigation, which has a significant impact on revenues.

- **Personnel Costs and Debt Service.** Debt service represents approximately 25% and personnel costs represent approximately 24% of our total operating budget. Increases in personnel costs accounts for an increase of \$124,768 over last year’s costs.

Amidst continued economic concerns and higher operating costs, we have strived to maximize resources to meet the difficult task of stabilizing water and sewer rates. Just like our customers, we have had to cut costs and defer some maintenance activities to operate within our budget. In addition, we reduced five positions within our organization in order to further reduce the rate impact to our customers. Further, our wastewater laboratory will operate solely as a municipal lab rather than a commercial one; this change was necessary due to a decrease in staffing. We have made these changes in order to hold the line as close as possible in terms of the impact on our consumer.

Our main goal is to maintain fair and equitable rates for our consumers, while ensuring our treated water and wastewater meets required regulations and is delivered to our consumers with excellent customer service. As a result, we are recommending a Water and Sewer Fund Budget of \$23,606,674 for FY2011-2012. This represents a proposed 2.86%* average residential water and sewer rate increase, which would be the lowest rate increase in the last 8 years. We are very proud that this proposed rate increase is much lower than our 5 year and 10 year average.

Historical Trends in Water and Sewer Rate Increases

FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	5 Year Average	10 Year Average
6.54%	6.90%	7.45%	2.92%	5.69%	4.57%	5.57%	2.86%*	5.51%	6.19%

What does this mean for consumers? The average monthly residential water and sewer utility bill for a customer using 8 billing units (or 6,000 gallons) would increase from \$72.78 to \$74.86 under a 2.86% increase. Consumers using less water will see a lower increase. The proposed rate would become effective July 1, 2011.

SRU and City staff worked diligently to reduce operating costs while still maintaining our current level of service. We are still committed to providing excellent service to our customers and must continue to meet the needs of our system throughout our service area. Our ultimate goal from the Salisbury Vision 2020 Comprehensive Plan gives consideration to the growth and expansion of the City’s water and sewer utilities, and lays out suggested policies reflecting that change. The plan suggests focusing on targeted growth areas, financial incentives, and partnerships to achieve growth that is consistent with the City’s policies. Our partnerships with our client communities, Rowan County, and our local development community meet these criteria and are fully consistent with the City’s Vision 2020 Plan: “We see a high quality water supply system, sufficient for growth, well-maintained, and financially self-supporting.”

TRANSIT FUND

The Transit Division continues to serve a fixed route and ADA compliant “on demand” services to Salisbury, Spencer, and East Spencer. This service continues to be subsidized by State and Federal funds.

Ridership has increased the past year due to the cost of individual transportation and the Ozone Action Day program. Funds are requested to continue our support with the Rowan Express Route to Kannapolis which will link the Salisbury Transit System to the “Rider” system of

Concord/Kannapolis area. NCDOT started the process for our Five Year Community Transportation Service Plan. We are hoping to develop a tailored plan for our community that better serves our citizen's transportation needs.

The Transit Division continues to look for ways to expand the service area to meet current citizen requests despite the challenging funding environment. During FY2010-2011 funding was continued for the pilot program to the Lash Drive area and City Council has currently been evaluating the results. The budget reduction does not allow the purchase of a transit vehicle this year. The expansions of routes to the Lash Drive area and other needed areas will have to be done with existing vehicles. This will reduce the life of the fleet and increase the cost of maintenance.

CAPITAL REPLACEMENT FUNDS

It is recommended that \$1,864,578 included in the FY2011-12 General Fund Budget be transferred to the General Fund Capital Reserve Fund. These funds, plus \$20,000 from interest earnings will be programmed this year for replacement of the General Fund fleet, computer, radio, and camera equipment in accordance with replacement schedules.

It is recommended that \$499,253 be transferred from the Water and Sewer Fund to the Water and Sewer Capital Reserve Fund. These funds, plus \$4,000 from interest earnings will be programmed to purchase the necessary Water and Sewer Fund vehicles and computer equipment in accordance with replacement schedules.

SPECIAL REVENUE FUNDS

In FY2011-12, the City of Salisbury will receive \$258,206 in Community Development Block Grant (CDBG) funds, \$97,180 in HOME funds, and \$35,000 in Program Income for a total budget of \$390,386. The following budget represents the proposed funding levels for requests made by citizens for use of the FY2011-12 CDBG and HOME funds.

<u>CDBG Activities</u>	<u>Funding</u>
Acquisition/Rehabilitation/Resale	\$ 60,167
Owner Occupied Rehabilitation	70,000
Emergency Rehabilitation	10,000
Program Administration	58,640
Debt Service Section 108 Loan	50,449
Public Services:	
Rowan Helping Ministries (CDBG)	18,200
Family Crisis Council (CDBG)	11,300
Rowan Community Care Clinic (CDBG)	8,000
Salisbury Youth Employment (CDBG)	5,250
Transportation Vouchers (CDBG)	1,200
<u>HOME Activities</u>	
Family Housing Development Loan	75,000
Foreclosure Acquisition/Rehabilitation or New Construction	17,680
Down Payment Assistance	10,000
Program Administration	<u>4,500</u>
TOTAL BUDGET	<u>\$390,386</u>

INTERNAL SERVICE FUNDS

The City maintains two internal service funds: Employee Health Care and Workers' Compensation Funds. These two funds are used to collect insurance premiums and payments from the General, Water and Sewer, Fibrant Communications, and Transit Funds. The Employee Health Care Fund also collects employee contributions for premiums. The North Carolina State Statutes do not require these funds to be part of the budget ordinance and they are not included in it. The Statutes do require a financial plan be presented to the governing board and it is included in Section 11.

In the Employee Health Care Fund, the City anticipates receiving \$5,032,822 in health care premiums, \$5,000 in interest earnings, and \$53,311 in drug rebates. Projected disbursements are \$5,151,133 for health insurance payments to Blue Cross/Blue Shield and other health providers and \$40,000 for insurance consulting services. The difference between receipts and disbursements of \$100,000 will be funded out of the Fund's cash reserves.

In the Workers' Compensation Fund, the City anticipates receiving \$573,750 in worker compensation premiums and \$1,000 in interest earnings. Projected disbursements for employee benefits are estimated to be \$600,000. The difference between receipts and disbursements of \$25,250 will be funded out of the Fund's cash reserves.

IN CONCLUSION

I want to especially thank John Sofley, Assistant City Manager, Teresa Harris, Budget and Performance Manager, Wade Furches, Finance Manager, Evans Ballard, Budget and Benchmarking Analyst, Renee Pierson, Management Analyst, Melissa Drye, Finance Specialist, Mark Drye, Management Analyst, Kizzy Lea, Accountant, Doug Paris, Assistant City Manager, Myra Heard, City Clerk and the entire Management Services Department staff for an exceptional effort on this very challenging budget. Thanks are also in order for the City Management Team and all Department and Division Managers who have worked so hard to prepare this financial plan.

In addition, I would like to thank the City Council, the Volunteer Boards and Commissions for their vision and commitment during the Future Directions and Goal Setting Process. I also appreciate the time that each member of the City Council will spend in evaluating and finalizing the recommendations contained in this year's Budget. I look forward to working with each of you in adopting the FY2011-12 Budget and appreciate your continued support in implementing the Outcomes, Strategies, Goals and Service Levels contained in this Budget. Please note that the results of the Salisbury City Council's strategic planning efforts follow this Budget Message as Exhibit 1.

Despite the continuation of challenging economic times, we continue to focus on our core values, mission, and vision. Through the organizational realignment we will be able to continue providing the level of service that our citizens desire at a cost they are willing to pay. We reassure you of our commitment to provide the most value and the very best customer service to our customers – the citizens of Salisbury and the ratepayers served by Salisbury-Rowan Utilities and Fibrant.

David W. Treme
City Manager

ADDENDUM

On May 3, 2011, the City Manager presented a balanced FY2011-12 Budget proposal that totaled \$69,681,480 for all funds. The public hearing was set for Tuesday, May 17, 2011. Two citizens spoke at the hearing concerning the need to decrease the ad valorem tax rate, the water and sewer rate increase and the increase in the recycling fee.

The budget worksessions were set for Thursday, June 9, 2011 and Friday, June 10, 2011. The discussion on June 9th related to the budget centered on the following topics from the Recommended Budget:

- Decrease in funding for Community Efforts Groups and Special Projects
- Solid waste fees and increase in recycling fee
- Service levels provided including funding for Transit
- Technology replacement schedule and the Capital Reserve Funds
- A 2.86% increase in the average residential water and sewer rate

On the end of the June 9th discussion, City Council and staff had identified a list of items for possible deferments or cuts along with items to be funded.

On June 10th, several options were presented to City Council. By consensus, City Council agreed to the changes as shown on the following page for General Fund which set the tax rate at \$.6135 per \$100 assessed valuation and a 2.1% average residential water and sewer rate increase.

The final adopted FY2011-12 Budget for all funds was \$68,482,592 which City Council adopted on June 21, 2011.

The full transcript of the budget discussions and public hearings can be read at the City's website: http://www.salisburync.gov/council/agenda_minutes.htm.

City of Salisbury
Changes to FY2011-12 Recommended Budget

EXPENDITURES

Cuts Identified by City Council:

Move from 3yr to 4yr replacement schedule on Computers	\$	113,000
Defer Town Creek Park Development		50,000

Cuts Identified by Staff:

Special Projects:

Defer Fisher Street Bridge Maintenance		144,000
Use grant applied for to fund Railwalk sidewalk repairs		15,000
Delete Ellis Street Environmental Document (Net City Cost)		4,000
Eliminate Proposed Leasing Program for Drug & Street Crime Units		25,000
Defer Fire Department Accreditation		10,000
Defer GIS Strategic Plan Update		2,500
Eliminate funding for Traffic Sign & Street Trees mapping		10,000
Defer funding for implementing left turns at square (Net City Cost)		70,000
Eliminate expansion of new street lights		13,900
Defer funding for Historic Preservation Plan		10,000
Defer funding for CAC Block Work Program		5,000

Deferred Maintenance/Capital:

Eliminate Fire Department Quint Equipment		37,300
Eliminate Electrical upgrade at City Office Building		10,000
Defer Park Avenue Roof replacement		3,500
Defer Public Works roof replacement		44,550
Defer Cemetery roof replacement		11,000
Defer HVAC Monitor for Police Department		9,500
Defer HVAC Monitor for Fire Department		10,000

Utility savings 22,500

Health Insurance rate reduction 88,787

Total expenditure reductions \$ 709,537

Tax Rate Equivalent Decrease from Recommended 2.74

Additions by Council:

Sidewalk Project 71,000

Special Community Efforts Groups 17,850

Net Expenditure reductions \$ 620,687

Tax Rate Equivalent Decrease from Recommended 2.39

REVENUES

Addition by Council:

Waste collection fee - \$1 monthly \$ 117,840

Total changes - Revenues and Expenditures \$ 738,527

Tax Rate Equivalent Decrease from Recommended 2.85

Exhibit 1

CITY OF SALISBURY City Council

Outcomes and Goals – FY2011-12
Revised at Goal Setting Retreat February 11, 2011



One Year Tactical Plan

Outcome 1: Create a culture of excellent customer service within the City organization

1. Develop and implement a comprehensive customer service plan within the City organization.

Outcome 2: Improve neighborhoods and safety for all areas of the City

1. Complete the North Main Street Small Area Plan “impact project”.
2. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization.
3. Pursue implementation of the commercial property maintenance code.
4. Receive and evaluate recommendations from the Advisory Committee on Better Housing and Neighborhood Stabilization.
5. Develop a master plan in partnership with the Dixonville Cemetery Task Force.
6. Complete and implement the Historic Master Plan.

Outcome 3: Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan

1. Seek partners to explore and develop a comprehensive neighborhood-based youth initiative.
- ★ 2. Continue partnering with Rowan County and municipalities in order to promote the importance of reading among our youth and explore strategies to better reach at-risk youth with the reading program.
3. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan.

Outcome 4: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County

- ★ 1. Implement the Fiber To The Home business plan.
2. Strengthen our unified community image through implementation of the wayfinding and signage plan.
3. Continue to support the master plan for the Salisbury and Rowan Joint TDA’s.
4. Explore ways to encourage support of local businesses.
- ★ 5. Develop a focused economic development strategy based on leveraging infrastructure investments.

6. Begin discussion on when it will be appropriated to reaccess and update the Vision 2020 Plan.

Outcome 5: Provide quality Parks and Recreation services

1. Begin implementation of the Comprehensive Master Plan.
- ★ 2. Implement Phase 1 of the Master Plan for Lincoln Park.

Outcome 6: Attract, retain and develop high quality City employees

1. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
2. Implement employee training and development plan.

Outcome 7: Partner with Rowan-Salisbury Schools and Rowan County Government

1. Meet with School officials to determine needs with which the City can assist.
- ★ 2. Actively engage the Rowan County Commissioners to identify partnership opportunities which would be mutually beneficial.
3. Partner with Rowan County on a joint telecommunications plan.

Outcome 8: Improve overall strategic management of City and departments

1. Incorporate the “Good to Great” and “Servant Leadership” concepts into the City’s culture.
2. Develop future growth strategies for the community.

Outcome 9: Improve and enhance Downtown Salisbury

1. Access community parking needs (Hall Gym, Lee Street, Rowan Helping Ministries)
2. Develop a downtown streetscape improvement plan, with a preliminary focus on Lee Street.
- ★ 3. Enhance Downtown Salisbury through studying left turns at the Square.

Outcome 10: Streamline development review process and ordinances

1. Seek local permitting authority for utility extensions.
2. Conduct round table discussions with the local development community to improve communication.

Outcome 11: Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust

1. Safeguard Salisbury’s interests on the Yadkin River by participating in relicensing of Alcoa’s Yadkin Project.
2. Explore water sales agreements with Kannapolis and Concord.

**EXHIBIT 2
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY2011-12**

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
CITY COUNCIL				
Project SAFE Family Day	\$ 12,000	\$ 12,000	\$ 12,000	\$ -
Total Special Projects	<u>\$ 12,000</u>	<u>\$ 12,000</u>	<u>\$ 12,000</u>	<u>\$ -</u>
MANAGEMENT & ADMINISTRATION				
Executive Development	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
HUMAN RESOURCES				
Customer Service Initiative	\$ 22,000	\$ 22,000	\$ 22,000	\$ -
Attracting & Retaining Strategies	11,000	10,000	10,000	
Diversity Recruitment Strategies	11,000	10,000	10,000	
High Performance Organization Initiative	33,000	-	-	
Total Special Projects	<u>\$ 77,000</u>	<u>\$ 42,000</u>	<u>\$ 42,000</u>	<u>\$ -</u>
MANAGEMENT SERVICES				
Web Applications to Improve Website for Customers	\$ 3,000	\$ -	\$ -	\$ -
Seventh Annual Performance Report	3,500	2,500	2,500	
Citizen Informed Performance Measurement Project	5,000	-	-	
Total Special Projects	<u>\$ 11,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ -</u>
FACILITIES MANAGEMENT				
Relamp Project - Energy	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
Security System Upgrades	8,000	-	-	
GF Backflow Prevention Contract	15,000	-	-	
Parking lot improvements various locations	20,000	-	-	
Total Special Projects	<u>\$ 58,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ -</u>
INFORMATION TECHNOLOGIES				
Server Virtualization	\$ 8,000	\$ 8,000	\$ 8,000	\$ -
Desktop Virtualization	64,000	-	-	
Video Streaming for training	25,000	-	-	
Total Special Projects	<u>\$ 97,000</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ -</u>
TELECOMMUNICATIONS				
Replace Police Tower (grounding)	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Upgrade 911 phone switch (4 license at \$10,000 ea)	40,000	20,000	20,000	
Total Special Projects	<u>\$ 65,000</u>	<u>\$ 45,000</u>	<u>\$ 45,000</u>	<u>\$ -</u>
POLICE - SERVICES				
Vehicle Lease for Drug and Street Crime Unit	\$ 25,000	\$ 25,000	\$ -	\$ -
OSSI Mapping Software Upgrades	2,200	2,200	2,200	
General Software Upgrades	25,000	-	-	
Parking Citations Management Software	17,000	17,000	17,000	8,500
Automatic License Plate Reader	18,000	-	-	
Pawn Ticket Management Software	5,800	5,800	5,800	5,800
Total Special Projects	<u>\$ 93,000</u>	<u>\$ 50,000</u>	<u>\$ 25,000</u>	<u>\$ 14,300</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
POLICE - ADMINISTRATION				
Educational Degree Incentive Program	\$ 33,000	\$ -	\$ -	\$
Explorer Program	3,000	3,000	3,000	
OSSI IA Software	20,000	-	-	
Backup Polygraph Operator	20,000	-	-	
	<u>\$ 76,000</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>	<u>\$ -</u>
POLICE - FIELD OPERATIONS				
Ballistic Vest Replacement	\$ 1,905	\$ 1,905	\$ 1,905	\$
Tasers with holster and cartridge (20 @ \$880)	17,600	17,600	17,600	
	<u>\$ 19,505</u>	<u>\$ 19,505</u>	<u>\$ 19,505</u>	<u>\$ -</u>
FIRE				
Fire Department Accreditation Program	\$ 10,000	\$ 10,000	\$ -	\$
Pay for performance plan	35,000	-	-	
Total Special Projects	<u>\$ 45,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>
ENGINEERING				
NPDES Compliance	\$ 25,000	\$ 15,000	\$ 15,000	\$
Public Infrastructure Plan	162,500	162,500	162,500	
CMAQ Traffic Signal Control System	366,212	366,212	366,212	353,761
Fisher Street Bridge Repairs	303,000	140,500	-	
Railwalk Sidewalk Repairs	15,000	15,000	-	
Ellis Street Environmental Document	20,000	20,000	-	-
Bicycle Plan Demonstration Project	4,000	-	-	
Old Wilkesboro Road Sidewalks	287,000	-	71,000	
Drainage Grants	25,000	-	-	
Traffic Calming	15,000	-	-	
Salisbury Incentive Fund	100,000	-	-	
Total Special Projects	<u>\$ 1,322,712</u>	<u>\$ 719,212</u>	<u>\$ 614,712</u>	<u>\$ 353,761</u>
COMMUNITY PLANNING SERVICES				
Innes Street Incentive Grant Program	\$ 35,000	\$ 20,000	\$ 20,000	
History & Art Walk/Sculpture Show	20,000	10,000	10,000	10,000
Historic Preservation Plan	20,000	10,000	-	-
CAC Block Work Program	10,000	5,000	-	
CAC Neighborhood Parks & Entrances	5,000	-	-	
East Square Cultural District / Rail Walk	150,000	150,000	150,000	150,000
Innes Street Corridor Project/Left Turns at the Square	350,000	350,000	-	-
Innes Street Electrification	3,500	-	-	
Small Area Planning	10,000	-	-	
Historic Preservation Grants	25,000	20,000	20,000	
Depot/Festival Plaza Design	10,000	-	-	
On-site Posting for Certificate of Appropriateness	1,000	-	-	
Total Special Projects	<u>\$ 639,500</u>	<u>\$ 565,000</u>	<u>\$ 200,000</u>	<u>\$ 160,000</u>
GIS				
Traffic Sign & Street Trees Data Model & Data Collection	\$ 10,000	\$ 10,000	\$ -	\$
Sidewalk & Pedestrian Planning Data Model	5,000	-	-	
GIS Strategic Plan Update	2,500	2,500	-	
Total Special Projects	<u>\$ 17,500</u>	<u>\$ 12,500</u>	<u>\$ -</u>	<u>\$ -</u>

	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
CODE ENFORCEMENT				
Software Program	\$ 10,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
DEVELOPMENT SERVICES				
Airport Development Zone	\$ 59,000	\$ 59,000	\$ 59,000	\$ -
Norandal Incentive Grant	22,125	22,125	22,125	-
Tax Incentive Rebate - Food Lion	25,000	25,000	25,000	-
Total Special Projects	<u>\$ 106,125</u>	<u>\$ 106,125</u>	<u>\$ 106,125</u>	<u>\$ -</u>
STREET LIGHTING				
Increased Maintenance of City-owned Lights	\$ 1,000	\$ -	\$ -	\$ -
Street Light Improvements	13,900	13,900	-	-
Total Special Projects	<u>\$ 14,900</u>	<u>\$ 13,900</u>	<u>\$ -</u>	<u>\$ -</u>
PARKS AND RECREATION				
Hall of Fame SCP Education Center Design	\$ 40,000	\$ -	\$ -	-
Kelsey Scott Park Master Plan	25,000	-	-	-
Total Special Projects	<u>\$ 65,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES-ADMINISTRATION				
Public Service Department Facility Needs Study	\$ 50,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 50,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES-STREET				
Downtown Sidewalk & Handicap Access Repairs	\$ 25,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 25,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES-WASTE MANAGEMENT				
Replace 300 roll out carts	\$ 6,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 6,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES-FLEET				
Generator Monitoring Program	\$ 8,000	\$ 8,000	\$ 8,000	\$ -
Fleet Dynamics Custom Fuel Transfer Program	8,000	-	-	-
Total Special Projects	<u>\$ 16,000</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>	<u>\$ -</u>
PUBLIC SERVICES-CEMETERY				
Replace outdated water lines in Memorial Park	\$ 3,575	\$ -	\$ -	\$ -
Replace outdated windows in Chestnut Hill-Shop Building	4,500	-	-	-
Add water lines w/ spigot at Oakwood Cemetery	1,000	-	-	-
Total Special Projects	<u>\$ 9,075</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES-TRAFFIC				
Upgrade STOP Signs to hi-visible material	\$ 15,600	\$ 15,600	\$ 15,600	\$ -
Upgrade ground mounted street names to larger letters	21,000	-	-	-
Total Special Projects	<u>\$ 36,600</u>	<u>\$ 15,600</u>	<u>\$ 15,600</u>	<u>\$ -</u>
PUBLIC SERVICES-LANDSCAPE OPERATIONS				
Sponsor Fall Tree Conference	\$ 2,000	\$ -	\$ -	\$ -
Neighborhood Trees/Include Irrigation Bags	7,500	-	-	-
Educational Information and Training/ Staff & Public	2,000	-	-	-
Bell Tower foundation installation	4,000	-	-	-
Total Special Projects	<u>\$ 15,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
PUBLIC SERVICES -LANDS CAPE OPERATIONS -HURLEY PARK				
Plant Material Replacement	\$ 5,000	\$ 2,500	\$ 2,500	\$
Repair Granite Stream Bank, Annex	15,000	15,000	15,000	
Spring Celebration/Summer Lecture	2,000	2,000	2,000	
Total Special Projects	<u>\$ 22,000</u>	<u>\$ 19,500</u>	<u>\$ 19,500</u>	<u>\$ -</u>
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 2,919,917</u>	<u>\$ 1,676,842</u>	<u>\$ 1,145,942</u>	<u>\$ 528,061</u>
TOTAL OFFSETTING REVENUE	<u>\$ 824,061</u>	<u>\$ 824,061</u>	<u>\$ 528,061</u>	
TOTAL CITY SHARE	<u>\$ 2,095,856</u>	<u>\$ 852,781</u>	<u>\$ 617,881</u>	
WATER & SEWER FUND				
ADMINISTRATION (100)				
Fats, Oils & Grease Incentive Grants	\$ 25,000	\$ 25,000	\$ 25,000	
UTILITY ENGINEERING (800)				
Find it/Fix it I&I Program Development	5,000	5,000	5,000	
AMR/AMI Pilot Project	5,000	5,000	5,000	
UTILITY GIS (801)				
Sewer System Study (H&S)-Yr 4 of 6	15,000	15,000	15,000	
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	
TRANSIT FUND				
OPERATIONS (651)				
Lash Drive Connector	\$ 43,260	\$ -	\$ -	
Extended Fixed Route Service	350,000	-	-	
Rowan Express	7,500	7,500	7,500	
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 400,760</u>	<u>\$ 7,500</u>	<u>\$ 7,500</u>	

EXHIBIT 3
SPECIAL COMMUNITY EFFORTS GROUPS APPROPRIATIONS FOR FY2011-12

	FY2010-11	REQUESTED BY	MANAGER	
	<u>ADOPTED</u>	<u>ORGANIZATION</u>	<u>RECOMMENDS</u>	<u>ADOPTED</u>
Human Relations Council	\$ 3,500	\$ 3,500	\$ 3,150	\$ 3,150
Facade Grants	22,000	35,000	19,800	22,000
Salisbury-Rowan EDC	69,498	62,548	62,548	62,548
Downtown Salisbury, Inc.	98,500	98,500	88,650	98,500
Rowan Museum	6,000	10,000	5,400	5,400
Rowan Arts Council	45,000	-	40,500	40,500
Rufty Holmes Senior Center	58,000	58,000	52,200	58,000
Horizons Unlimited	42,342	42,342	38,107	38,107
City Council Discretionary Fund	15,000	15,000	13,500	13,500
NC Transportation Museum	5,000	10,000	4,500	4,500
Smart Start Rowan	-	-	-	-
Gang Prevention Initiative	5,000	5,000	4,500	4,500
	<u>\$ 369,840</u>	<u>\$ 339,890</u>	<u>\$ 332,855</u>	<u>\$ 350,705</u>

¹ No specific amount requested

² No formal request for FY2012

Exhibit 4
Position Listing and Salary Ranges

Job Classification	Grade	Minimum	Maximum
Account Clerk II	12	27,536.46	44,058.34
Accountant II	18	36,901.49	59,042.39
Administrative Services Manager	24	49,451.53	79,122.45
Administrative Specialist	12	27,536.46	44,058.34
Animal Control Specialist	11	26,225.20	41,960.33
Assistant City Manager	32	73,062.44	116,899.90
Assistant Customer Service Supervisor	15	31,876.90	51,003.04
Assistant Systems Maintenance Manager	23	47,096.70	75,354.72
Assistant Systems Manager	19	38,746.57	61,994.51
Assistant Systems Manager - Administration	14	30,358.95	48,574.32
Assistant to the City Manager	21	42,718.09	68,348.95
Automotive Service Technician	11	26,225.20	41,960.33
Battalion Chief	24	49,451.53	79,122.45
Broadband Sales Specialist	13	28,913.29	46,261.26
Broadband Technician I	16	33,470.74	53,553.19
Broadband Technician II	18	36,901.49	59,042.39
Broadband Technician III	20	40,683.90	65,094.24
Budget and Benchmarking Analyst	23	47,096.70	75,354.72
Budget and Performance Management Manager	27	57,246.33	91,594.13
Cemetery Operations Manager	19	38,746.57	61,994.51
Cemetery Supervisor	13	28,913.29	46,261.26
Chemist	18	36,901.49	59,042.39
City Clerk	20	40,683.90	65,094.24
Code Enforcement Officer	16	33,470.74	53,553.19
Code Services Manager	20	40,683.90	65,094.24
Communications Sales and Marketing Analyst	22	44,854.00	71,766.40
Community Resource Specialist	20	40,683.90	65,094.24
Construction Inspector	18	36,901.49	59,042.39
Crime Analyst - Civilian	20	40,683.90	65,094.24
Customer Service Clerk I	8	22,654.32	36,246.91
Customer Service Clerk II	10	24,976.38	39,962.21
Customer Service Supervisor	19	38,746.57	61,994.51
Deputy Clerk	15	31,876.90	51,003.04
Deputy Fire Chief	28	60,108.65	96,173.83
Deputy Police Chief	28	60,108.65	96,173.83
Development Services Manager	22	44,854.00	71,766.40
Director of Broadband Services	31	69,583.27	111,333.24
Director of Public Information and Communications	22	44,854.00	71,766.40
Engineer I	21	42,718.09	68,348.95
Engineer II	24	49,451.53	79,122.45
Engineer III	27	57,246.33	91,594.13

Job Classification	Grade	Minimum	Maximum
Engineering & Development Services Director	31	69,583.27	111,333.24
Engineering and Provisioning Technician	21	42,718.09	68,348.95
Engineering Manager	28	60,108.65	96,173.83
Engineering Technician I	14	30,358.95	48,574.32
Engineering Technician II	16	33,470.74	53,553.19
Environmental Services Manager	26	54,520.31	87,232.50
Equipment Operator I	9	23,787.03	38,059.25
Equipment Operator II	11	26,225.20	41,960.33
Facilities Manager	24	49,451.53	79,122.45
Finance Manager	28	60,108.65	96,173.83
Finance Specialist	17	35,144.28	56,230.85
Fire Captain	20	40,683.90	65,094.24
Fire Captain/Assistant Fire Marshal	20	40,683.90	65,094.24
Fire Captain/Fire Projects Specialist	20	40,683.90	65,094.24
Fire Captain/Loss Prevention Inspector	20	40,683.90	65,094.24
Fire Captain/Training	20	40,683.90	65,094.24
Fire Chief	31	69,583.27	111,333.24
Fire Control Specialist I	13	28,913.29	46,261.26
Fire Control Specialist II	14	30,358.95	48,574.32
Fire Engineer	16	33,470.74	53,553.19
Fire Marshal	24	49,451.53	79,122.45
Fleet Services Division Manager	23	47,096.70	75,354.72
Fleet Services Supervisor	19	38,746.57	61,994.51
FOG Inspector	13	28,913.29	46,261.26
FOG Program Coordinator	15	31,876.90	51,003.04
Head End Technician	24	49,451.53	79,122.45
Human Resources Analyst II	22	44,854.00	71,766.40
Human Resources Director	30	66,269.78	106,031.65
Information Technologies Manager	28	60,108.65	96,173.83
Laboratory Analyst	14	30,358.95	48,574.32
Laboratory Supervisor	20	40,683.90	65,094.24
Landscape Division Manager	22	44,854.00	71,766.40
Mail Coordinator	7	21,575.54	34,520.86
Maintenance Supervisor	15	31,876.90	51,003.04
Maintenance Technician	14	30,358.95	48,574.32
Maintenance Worker I	6	20,548.13	32,877.01
Maintenance Worker II	9	23,787.03	38,059.25
Management Analyst	22	44,854.00	71,766.40
Management Services Director	32	73,062.44	116,899.90
Marketing and Community Relations Manager	20	40,683.90	65,094.24
Master Police Officer	18	36,901.49	59,042.39
Mechanic	14	30,358.95	48,574.32
Meter Reader	9	23,787.03	38,059.25
Meter Services Supervisor	16	33,470.74	53,553.19

Job Classification	Grade	Minimum	Maximum
Meter Services Technician	10	24,976.38	39,962.21
Network Administrator	24	49,451.53	79,122.45
Office Manager	18	36,901.49	59,042.39
Park Curator	16	33,470.74	53,553.19
Parking Control Specialist	9	23,787.03	38,059.25
Parks and Recreation Director	30	66,269.78	106,031.65
Parks and Recreation Maintenance Manager	22	44,854.00	71,766.40
Parts Supervisor	16	33,470.74	53,553.19
Parts Technician	13	28,913.29	46,261.26
Planning and Community Development Director	30	66,269.78	106,031.65
Plant Operations Manager	24	49,451.53	79,122.45
Plants Maintenance Supervisor	21	42,718.09	68,348.95
Police Captain	26	54,520.31	87,232.50
Police Chief	31	69,583.27	111,333.24
Police Evidence and Property Custodian	11	26,225.20	41,960.33
Police Lieutenant	24	49,451.53	79,122.45
Police Officer I	15	31,876.90	51,003.04
Police Officer II	16	33,470.74	53,553.19
Police Records Clerk	10	24,976.38	39,962.21
Police Sergeant	20	40,683.90	65,094.24
Police Telecommunicator	12	27,536.46	44,058.34
Pretreatment Coordinator	16	33,470.74	53,553.19
Public Services Director	31	69,583.27	111,333.24
Purchasing Manager	22	44,854.00	71,766.40
Radio Installation Technician	14	30,358.95	48,574.32
Recreation Aide	6	20,548.13	32,877.01
Recreation Coordinator	18	36,901.49	59,042.39
Recreation Program Manager	24	49,451.53	79,122.45
Recreation Programmer	15	31,876.90	51,003.04
Regulatory Compliance Technician	13	28,913.29	46,261.26
Residuals Operator	13	28,913.29	46,261.26
Residuals Supervisor	18	36,901.49	59,042.39
Risk Manager	23	47,096.70	75,354.72
SCADA Technician/Systems Analyst	21	42,718.09	68,348.95
Senior Administrative Specialist	17	35,144.28	56,230.85
Senior Customer Service Clerk	12	27,536.46	44,058.34
Senior Engineer	28	60,108.65	96,173.83
Senior Maintenance Worker	11	26,225.20	41,960.33
Senior Management Analyst	24	49,451.53	79,122.45
Senior Meter Mechanic	13	28,913.29	46,261.26
Senior Meter Reader	11	26,225.20	41,960.33
Senior Office Assistant	10	24,976.38	39,962.21
Senior Planner	22	44,854.00	71,766.40
Senior Systems Analyst	24	49,451.53	79,122.45

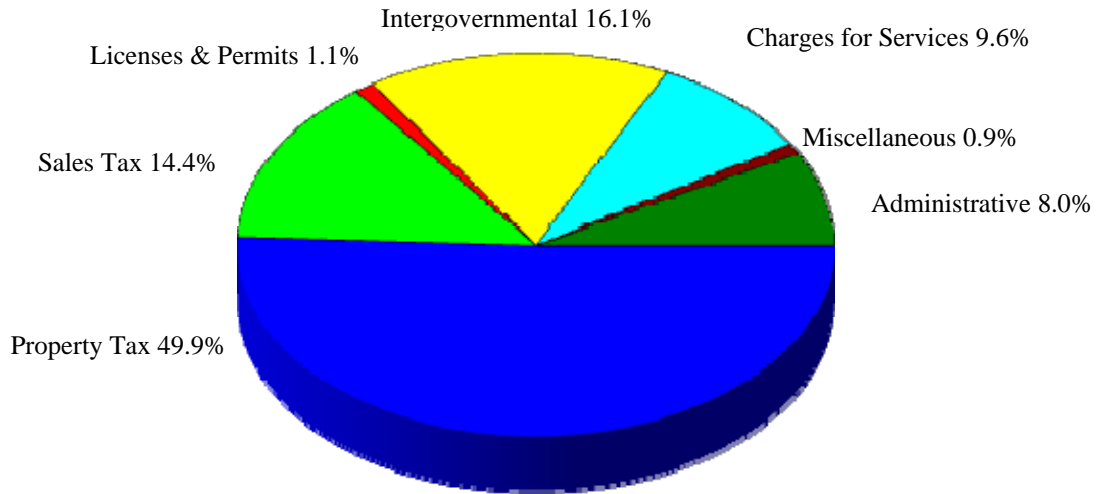
Job Classification	Grade	Minimum	Maximum
Senior Meter Mechanic	13	28,913.29	46,261.26
Senior Meter Reader	11	26,225.20	41,960.33
Senior Office Assistant	10	24,976.38	39,962.21
Senior Planner	22	44,854.00	71,766.40
Senior Systems Analyst	24	49,451.53	79,122.45
Senior Wastewater Treatment Plant Operator	18	36,901.49	59,042.39
Senior Water Treatment Plant Operator	18	36,901.49	59,042.39
Service Delivery Manager	22	44,854.00	71,766.40
Signs and Marking Technician I	8	22,654.32	36,246.91
Signs and Marking Technician II	11	26,225.20	41,960.33
Solid Waste Management Division Manager	22	44,854.00	71,766.40
Solid Waste Operations Supervisor	19	38,746.57	61,994.51
Street Division Manager	22	44,854.00	71,766.40
System Architect/System Engineer	27	57,246.33	91,594.13
Systems Analyst I	21	42,718.09	68,348.95
Systems Analyst II	23	47,096.70	75,354.72
Technical Service Representative	13	28,913.29	46,261.26
Telecommunications Manager	26	54,520.31	87,232.50
Telecommunications Supervisor	16	33,470.74	53,553.19
Telecommunications Technician	15	31,876.90	51,003.04
Traffic Operations Manager	20	40,683.90	65,094.24
Traffic Signal/Communications Technician I	14	30,358.95	48,574.32
Traffic Signal/Communications Technician II	16	33,470.74	53,553.19
Transit Dispatcher	12	27,536.46	44,058.34
Transit Fleet Supervisor	17	35,144.28	56,230.85
Transit Manager	24	49,451.53	79,122.45
Transit Operator	10	24,976.38	39,962.21
Transit Service Worker/Transit Operator	10	24,976.38	39,962.21
Urban Design Planner	23	47,096.70	75,354.72
Utilities Director	31	69,583.27	111,333.24
Utilities Finance Manager	24	49,451.53	79,122.45
Utilities Locator	14	30,358.95	48,574.32
Utilities Systems Manager	26	54,520.31	87,232.50
Utility Systems Supervisor	20	40,683.90	65,094.24
Victim/Witness Advocate	18	36,901.49	59,042.39
Wastewater Treatment Plant Operator	13	28,913.29	46,261.26
Wastewater Treatment Plant Supervisor/ORC	20	40,683.90	65,094.24
Water Treatment Plant Operator	13	28,913.29	46,261.26
Water Treatment Plant Supervisor	21	42,718.09	68,348.95



Introductory Section

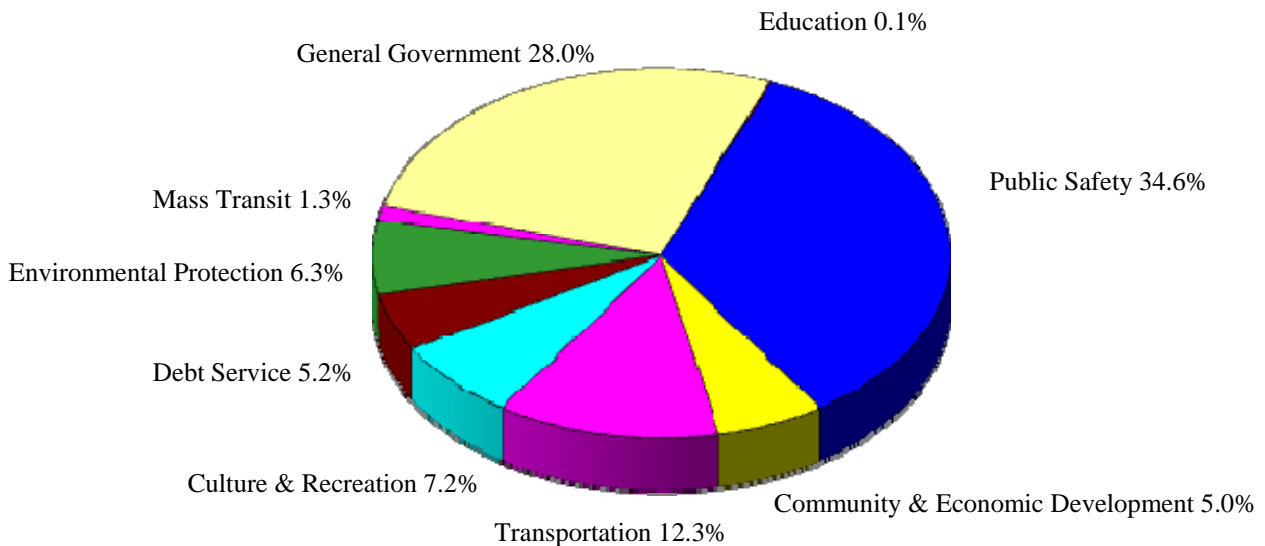
FY 2011-12 GENERAL FUND

Revenues - \$32,974,962



Where the Money Comes From

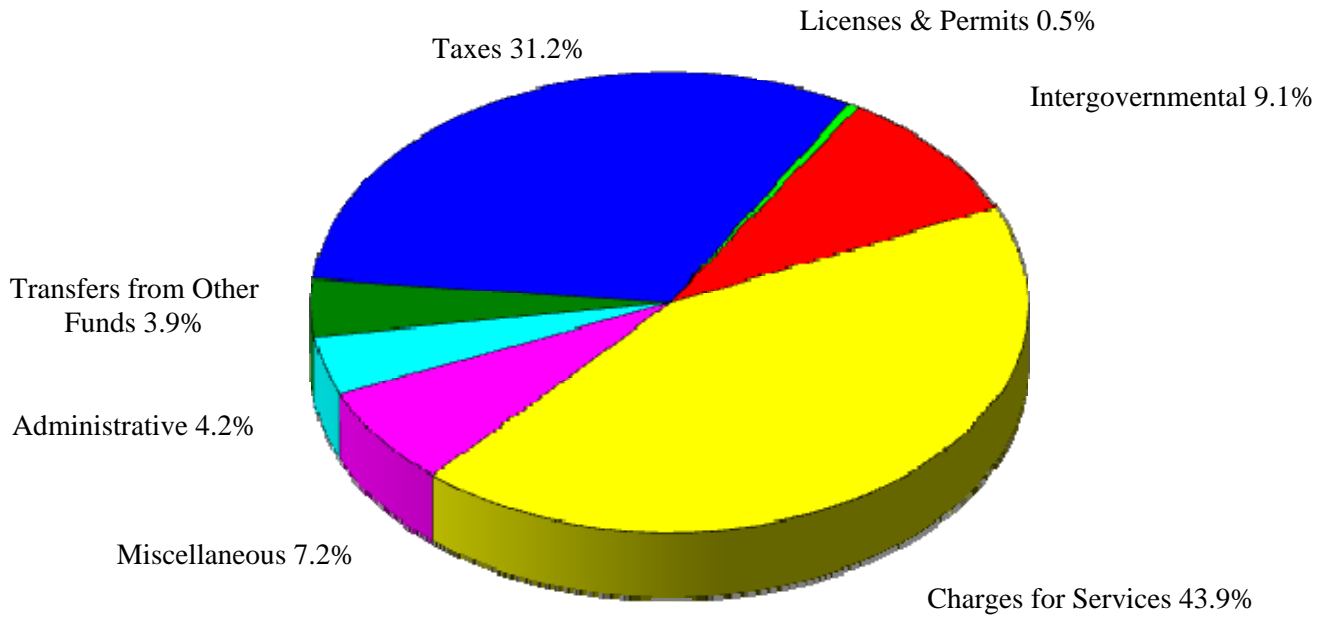
Expenditures - \$32,974,962



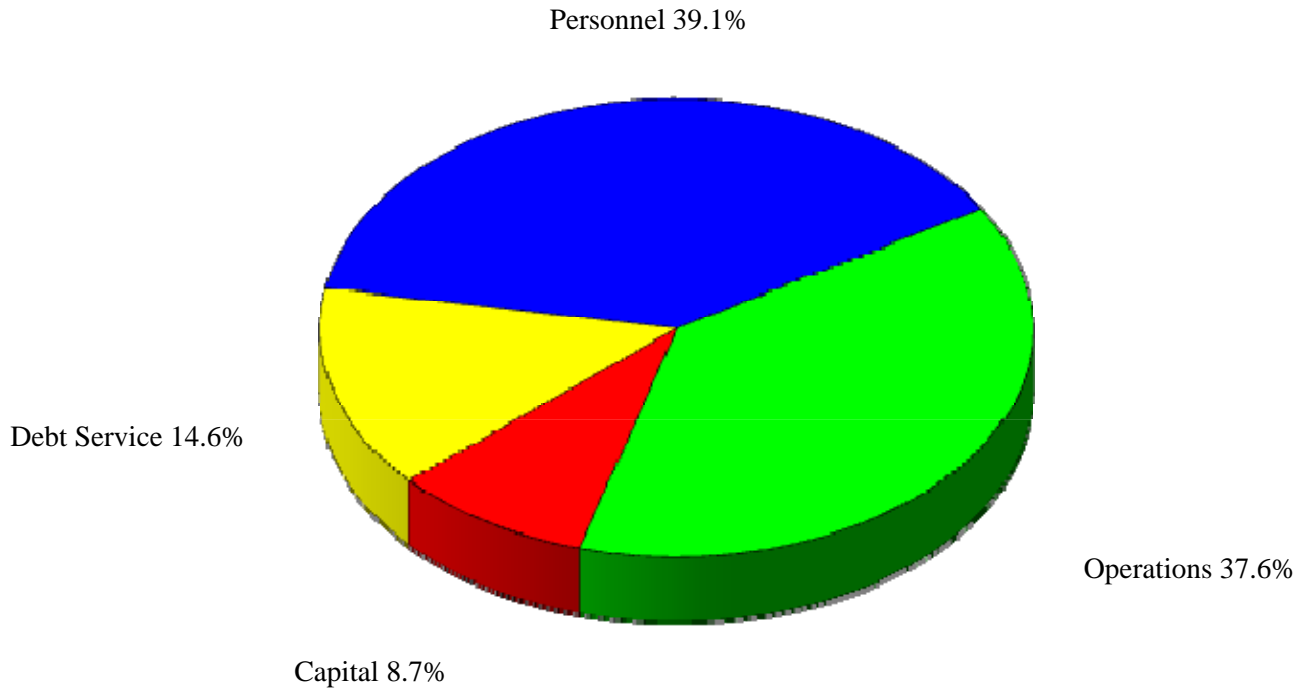
Where the Money Goes To

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

CITY REVENUES BY TYPE (All Funds)



CITY EXPENDITURES BY CATEGORY (All Funds)

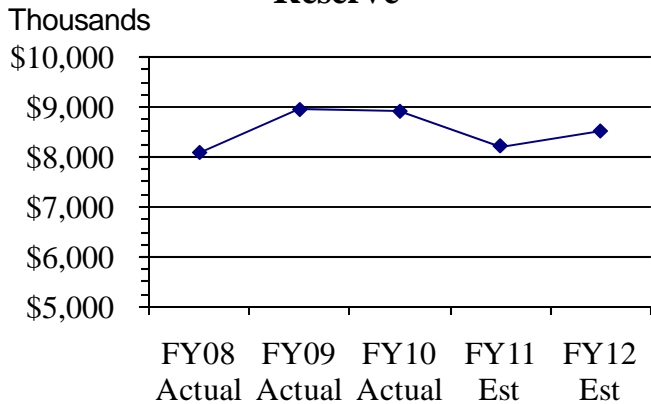


CITY OF SALISBURY, NORTH CAROLINA
BUDGET SUMMARY
For the Year Ending June 30, 2012

	General/Special Revenue Funds			Enterprise Funds					Total
	General	General Fund	Entitlement	Water/Sewer		Transit	Fibrant		
	Fund	Capital Reserve	Fund	Water/Sewer	Capital Reserve		Communications		
Estimated Fund Balance/ Net Assets 6/30/11	\$ 5,300,000	\$ 2,900,000	\$ 9,500	\$ 78,525,799	\$ 485,327	\$ 592,346	\$ (10,050,000)	\$ 77,762,972	
Budgeted Revenues & Other Financing Sources:									
Taxes	\$ 21,207,312	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,207,312	
Licenses and Permits	360,000	-	-	-	-	-	-	360,000	
Intergovernmental	5,287,635	-	355,386	-	-	571,158	-	6,214,179	
Charges for Services	3,170,944	-	-	22,687,974	-	99,655	3,894,782	29,853,355	
Miscellaneous	276,294	20,000	35,000	746,000	4,000	-	3,806,621	4,887,915	
Administrative	2,652,777	-	-	-	-	-	216,625	2,869,402	
Transfers From Other Funds	-	1,751,578	-	-	499,253	416,785	-	2,667,616	
Total Available Resources	\$ 32,954,962	\$ 1,771,578	\$ 390,386	\$ 23,433,974	\$ 503,253	\$ 1,087,598	\$ 7,918,028	\$ 68,059,779	
Expenditures:									
General Government	\$ 8,451,758	\$ 491,630	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,943,388	
Public Safety	11,084,570	309,719	-	-	-	-	-	11,394,289	
Transportation	3,690,959	375,412	-	-	-	-	-	4,066,371	
Environmental Protection	2,075,835	2,400	-	-	-	-	-	2,078,235	
Culture and Recreation	2,362,006	3,600	-	-	-	-	-	2,365,606	
Community & Economic Development	1,650,264	6,660	339,937	-	-	-	-	1,996,861	
Education	38,107	-	-	-	-	-	-	38,107	
Water & Sewer	-	-	-	16,749,430	198,355	-	-	16,947,785	
Mass Transit	-	-	-	-	-	1,087,598	-	1,087,598	
Fiber Optic	-	-	-	-	-	-	6,567,682	6,567,682	
Debt Service:									
Principal	1,160,660	254,600	32,000	4,330,721	-	-	-	5,777,981	
Interest	272,440	24,580	18,449	1,854,570	-	-	1,773,159	3,943,198	
Transfers To Other Funds	2,168,363	-	-	499,253	-	-	-	2,667,616	
Total Expenditures	\$ 32,954,962	\$ 1,468,601	\$ 390,386	\$ 23,433,974	\$ 198,355	\$ 1,087,598	\$ 8,340,841	\$ 67,874,717	
Budgeted Increase (Decrease) in Fund Balance	\$ -	\$ 302,977	\$ -	\$ -	\$ 304,898	\$ -	\$ (422,813)	\$ 185,062	
Full Accrual Adjustments: ¹									
Budgeted Capital Outlay	-	-	-	757,930	198,355	42,080	-	998,365	
Budgeted Debt Principal	-	-	-	4,330,721	-	-	-	4,330,721	
Estimated Depreciation	-	-	-	(4,186,525)	-	(92,692)	(53,233)	(4,332,450)	
Estimated Fund Balance/ Net Assets 6/30/12	\$ 5,300,000	\$ 3,202,977	\$ 9,500	\$ 79,427,925	\$ 988,580	\$ 541,734	\$ (10,526,046)	\$ 78,944,670	

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.

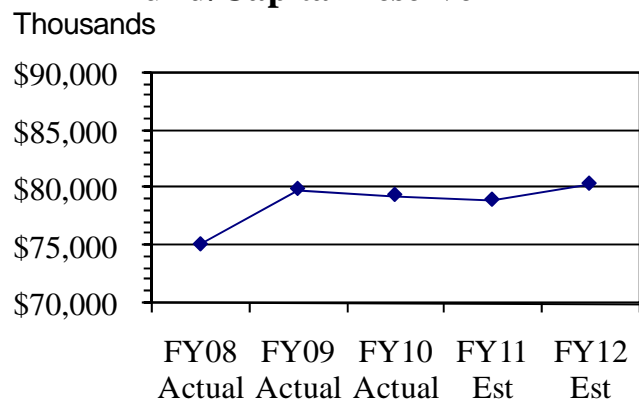
Fund Balance-General Fund/Capital Reserve



As of June 30, 2011, the City estimates a General Fund balance of \$8,200,000. This is higher than stated in the City's Reserve Policy, as explained on page 2-4. In FY12, the fund balance is expected to increase slightly due to capital reserve purchases being less than funding transferred into the Capital Reserve Fund.

Through conservative fiscal management, the City has been able to maintain adequate total net assets in the Water & Sewer Fund for the past several years. A slight increase is anticipated for FY12 due to capital reserve purchases being less than funding transferred into the Capital Reserve Fund.

Total Net Assets-Water & Sewer Fund/Capital Reserve



SUMMARY OF INTERFUND TRANSFERS

For the Year Ending June 30, 2012

FUND	TO				TOTAL OUT
	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit		
General	\$ 1,751,578	\$ -	\$ 416,785		\$ 2,168,363
Water & Sewer	-	499,253	-		499,253
TOTAL IN	\$ 1,751,578	\$ 499,253	\$ 416,785		\$ 2,667,616

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS
For FY2010 – FY2012

	<u>FY2009-10</u> <u>ACTUAL</u>	<u>FY2010-11</u> <u>ESTIMATE</u>	<u>FY2011-12</u> <u>APPROVED</u>
REVENUES:			
GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND			
Taxes	\$ 21,652,762	\$ 21,831,354	\$ 21,207,312
Licenses and Permits	420,876	360,861	360,000
Intergovernmental	5,713,736	5,372,876	5,287,635
Charges for Services	2,693,694	2,808,298	3,170,944
Miscellaneous	513,790	379,749	296,294
Administrative	2,554,510	2,608,011	2,652,777
Capital leases	-	753,000	-
Transfers From Other Funds	<u>1,808,853</u>	<u>1,844,805</u>	<u>1,751,578</u>
Total Available Resources	\$ 35,358,221	\$ 35,958,954	\$ 34,726,540
WATER & SEWER FUND/WATER & SEWER CAPITAL RESERVE FUND			
Charges for Services	\$ 19,729,695	\$ 21,952,521	\$ 22,687,974
Miscellaneous	977,188	429,653	750,000
Appropriated Fund Balance	-	-	-
Transfers From Other Funds	<u>484,645</u>	<u>483,971</u>	<u>499,253</u>
Total Available Resources	\$ 21,191,528	\$ 22,866,145	\$ 23,937,227
MASS TRANSIT FUND			
Intergovernmental	\$ 509,046	\$ 558,383	\$ 571,158
Charges for Services	109,235	102,952	99,655
Miscellaneous	-	-	-
Transfers From Other Funds	<u>390,319</u>	<u>416,785</u>	<u>416,785</u>
Total Available Resources	\$ 1,008,600	\$ 1,078,120	\$ 1,087,598
FIBRANT FUND			
Charges for Services	\$ -	\$ 591,500	\$ 3,894,782
Miscellaneous	1,937	380	323,451
Interfund Loan	-	1,194,694	3,699,795
Appropriated Fund Balance	<u>-</u>	<u>500,000</u>	<u>422,813</u>
Total Available Resources	\$ 1,937	\$ 2,286,574	\$ 8,340,841
SPECIAL REVENUE FUNDS			
Intergovernmental	\$ 378,595	\$ 450,000	\$ 355,386
Miscellaneous	<u>38,851</u>	<u>180,000</u>	<u>35,000</u>
Total Available Resources	\$ 417,446	\$ 630,000	\$ 390,386
TOTAL BUDGETED REVENUES & OTHER FINANCING SOURCES:			
Taxes	\$ 21,652,762	\$ 21,831,354	\$ 21,207,312
Licenses and Permits	420,876	360,861	360,000
Intergovernmental	6,601,377	6,381,259	6,214,179
Charges for Services	22,532,624	24,863,771	26,282,024
Miscellaneous	1,529,829	1,580,902	4,976,076
Administrative	2,554,510	2,608,011	2,652,777
Capital leases	-	753,000	-
Interfund Loan	-	1,194,694	3,699,795
Appropriated Fund Balance	-	500,000	422,813
Transfers From Other Funds	<u>2,683,817</u>	<u>2,745,561</u>	<u>2,667,616</u>
Total Available Resources	\$ <u>57,975,795</u>	\$ <u>62,819,413</u>	\$ <u>68,482,592</u>

	<u>FY2009-10 ACTUAL</u>	<u>FY2010-11 ESTIMATE</u>	<u>FY2011-12 APPROVED</u>
EXPENDITURES			
GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND			
General Government	\$ 7,312,005	\$ 7,921,290	\$ 9,246,365
Public Safety	11,800,925	12,427,659	11,394,289
Transportation	4,969,657	5,326,953	4,066,371
Environmental Protection	2,269,806	2,530,714	2,078,235
Culture and Recreation	3,148,062	3,028,958	2,365,606
Community & Economic Development	1,725,988	1,582,268	1,656,924
Education	42,342	42,342	38,107
Debt Service	1,426,064	1,623,321	1,712,280
Transfers To Other Funds	<u>2,293,498</u>	<u>2,328,776</u>	<u>2,168,363</u>
Total Expenditures	\$ 34,988,347	\$ 36,812,281	\$ 34,726,540
WATER & SEWER FUND/WATER & SEWER CAPITAL RESERVE FUND			
Water & Sewer	\$ 15,053,887	\$ 15,603,022	\$ 17,252,683
Debt Service	5,806,880	7,916,347	6,185,291
Transfers To Other Funds	<u>465,417</u>	<u>484,645</u>	<u>499,253</u>
Total Expenditures	\$ 21,326,184	\$ 24,004,014	\$ 23,937,227
MASS TRANSIT FUND			
Mass Transit	<u>\$ 1,347,215</u>	<u>\$ 1,085,473</u>	<u>\$ 1,087,598</u>
Total Expenditures	\$ 1,347,215	\$ 1,085,473	\$ 1,087,598
FIBRANT FUND			
Fiber Optic Network	\$ 230,474	\$ 1,272,921	\$ 6,567,682
Debt Service	<u>-</u>	<u>-</u>	<u>1,773,159</u>
Total Expenditures	\$ 230,474	\$ 1,272,921	\$ 8,340,841
SPECIAL REVENUE FUNDS			
Community & Economic Development	\$ 288,712	\$ 441,828	\$ 339,937
Debt Service	<u>54,272</u>	<u>53,099</u>	<u>50,449</u>
Total Expenditures	\$ 342,984	\$ 494,927	\$ 390,386
TOTAL BUDGETED EXPENDITURES			
General Government	\$ 7,312,005	\$ 7,921,290	\$ 9,246,365
Public Safety	11,800,925	12,427,659	11,394,289
Transportation	4,969,657	5,326,953	4,066,371
Environmental Protection	2,269,806	2,530,714	2,078,235
Culture and Recreation	3,148,062	3,028,958	2,365,606
Community & Economic Development	2,014,700	2,024,096	1,996,861
Education	42,342	42,342	38,107
Water & Sewer	15,053,887	15,603,022	17,252,683
Mass Transit	1,347,215	1,085,473	1,087,598
Fiber Optic Network	230,474	1,272,921	6,567,682
Debt Service	7,287,216	9,592,767	9,721,179
Transfers To Other Funds	<u>2,758,915</u>	<u>2,813,421</u>	<u>2,667,616</u>
Total Expenditures	<u>\$ 58,235,204</u>	<u>\$ 63,669,616</u>	<u>\$ 68,482,592</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:

CAPITAL OUTLAY FOR FY2011-12

	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Total General Fund	\$ 4,377,600	\$ 997,350	\$ 821,500
Total General Fund Capital Reserve Fund	1,615,916	1,189,421	1,189,421
Total Water & Sewer Fund	1,358,630	930,630	757,930
Total Water/Sewer Capital Reserve Fund	220,561	198,355	198,355
Total Mass Transit Fund	553,154	42,080	42,080
Total Fibrant Fund	2,954,392	2,954,392	2,954,392
 Total All Funds	 \$11,080,253	 \$ 6,312,228	 \$ 5,963,678

GENERAL FUND REVENUE STRUCTURE

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

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

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

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

City revenues have in prior years also faced another limitation due to the State tampering with state-shared revenues and reimbursements. In the past, the State has eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangibles taxes, utility franchise taxes, and inventory reimbursements. This cap on utility franchise taxes expired in FY1994-95. However, growth had been minimal without annexation. Intangibles taxes have been repealed by the General Assembly and replaced with an annual appropriation. Both the intangibles tax and inventory reimbursements were subject annually to the whims of the General Assembly for funding. In FY2002-03, the General Assembly terminated all reimbursements to local

governments in North Carolina. They did approve a sales tax of one-half cent to replace them. For Salisbury, the additional one-half cent would only make about half of what the City was losing. Since Salisbury was not the only local government in North Carolina with this problem, the General Assembly did provide a hold-harmless clause which will reimburse some local units like Salisbury for the difference in what the new one-half cent sales tax generates and what was lost in reimbursements. Last year the state made an additional change in the distribution of sales taxes that resulted in additional hold harmless reimbursements. For FY2011-12, the projected amount of the hold-harmless amount is \$1,113,770.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Enterprise Funds contribution. These four revenue sources are the only ones that City Council can increase or decrease at will. During FY2010-11, these four sources in the General Fund accounted for 71% of total revenue. The City lacks control over all other revenues.

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

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

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

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

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

REVENUE ASSUMPTIONS FOR FY2011-12

General Fund Revenue

Taxes:

Property Taxes – Prior to revaluation by Rowan County, real property was estimated to increase by 1 %, personal property by 1.5%, vehicles by 0% and no increase in public service property (0%) over the 2010 assessed values. This estimated growth for real and personal property and public service property is based on historical trend and current economic growth analysis and the effects the economy has had on the City this last year. Property values were revalued this year by Rowan County. A tax neutral calculation was used and is shown in the budget message that reflects this growth had revaluation not occurred. A 4% uncollectible rate was used.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2010 property tax receivable balance projected as of June 30, 2011 adjusted for the economy.

Interest on Delinquent Taxes - Based on historical trends.

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

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

Other Taxes - Based on historical trends.

Licenses and Permits:

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

Intergovernmental:

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

State - Based on FY2010-11 state shared receipts plus anticipated state grants. A significant grant is anticipated this year for the initial phase of replacing and updating our traffic light system. As mentioned in the previous section, the City receives funding from the State for the difference between the one-half cent sales tax and the lost reimbursements. The City also receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-10).

Local - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-11).

Charges for Services:

Supportive Court Services - Based on historical trends.

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

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

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

Public Safety - Based on historical trends for the revenues derived from police and fire protection and charges for radios and pagers to public agencies within the area (see graph on page 1-11).

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2011-12 and estimated interest rates.

Insurance Proceeds - Based on historical trends.

Rentals and Sale of Property - Based on historical trends (see graph on page 1-11).

Other - Based on historical trends and anticipated donations (see graph on page 1-11).

Administrative:

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

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2011-12 and estimated interest rates.

Other - Based on historical trends.

Other Financing Sources:

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

Water and Sewer Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2012.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY2011-12 and estimated interest rates.

Miscellaneous Revenues - Based on historical trends.

Water and Sewer Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2011-12 and estimated interest rates.

Other Financing Sources:

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

Transit Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

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

Miscellaneous Revenues - Based on historical trends.

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY2011-12.

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 Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY2011-12 in the Debt Service Reserve and estimated interest rates.

Other Financing Sources:

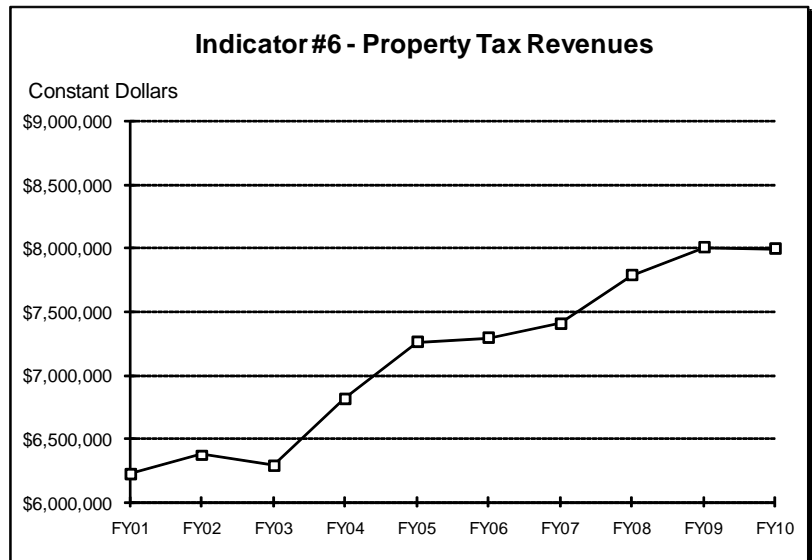
Interfund Loan - As authorized by resolution for providing cash flow on a short-term basis.

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

TREND MONITORING

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

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

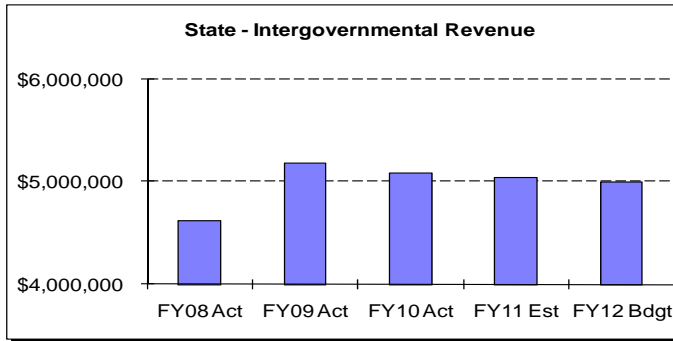


WARNING TREND:

Decline in property tax revenues (constant dollars)

OTHER REVENUE TRENDS

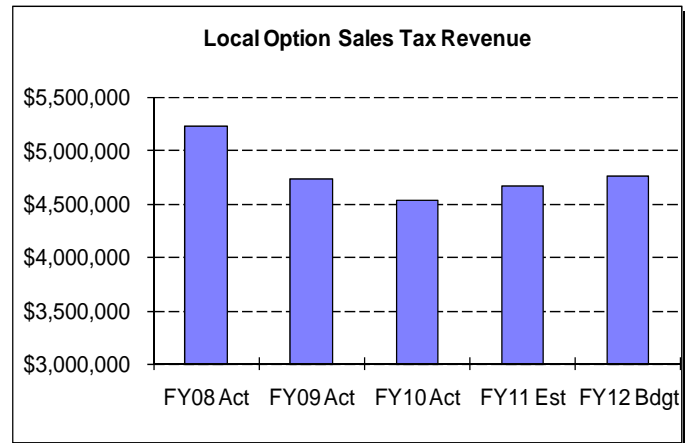
The following graphs are two of the other major revenue sources for the General Fund.



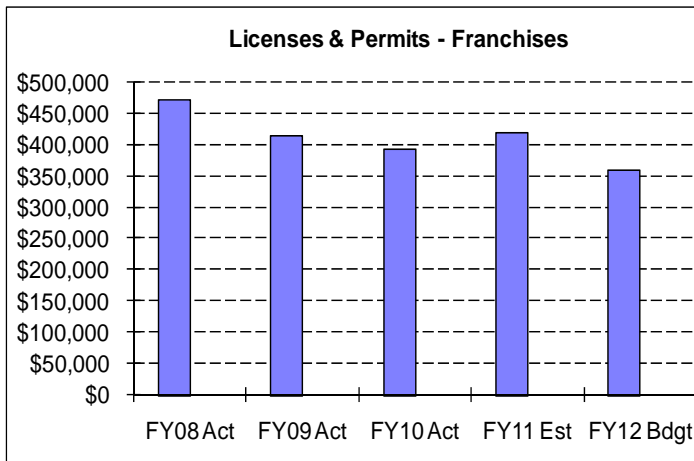
As stated in the assumptions, State intergovernmental revenue is comprised of state-shared receipts and state grants. Due to the North Carolina State budget crisis, the Governor had withheld inventory reimbursements and utilities franchise tax from local governments in FY02. Subsequently, in FY03 the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

FY09, the City received a grant for the construction of an ADA-compliant passenger platform and trackside canopy adjacent to the Amtrak station to serve departing and arriving passengers. In FY12, the City expects to receive grants from the State for transportation-related projects,

Local option sales tax revenue is based on the 1% and ½% local option sales tax. As discussed under General Fund Revenue Structure, this revenue source is elastic. Due to the current economic condition, the City had a decline in sales tax revenue in both FY09 and FY10. Based on the current economic forecasts, a modest increase is projected for FY12.

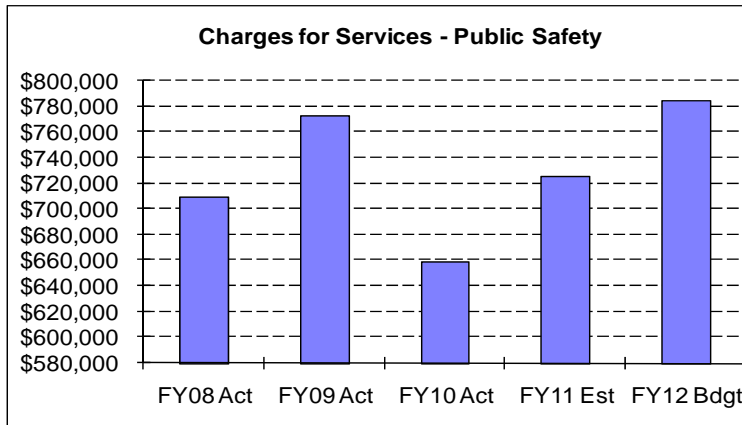
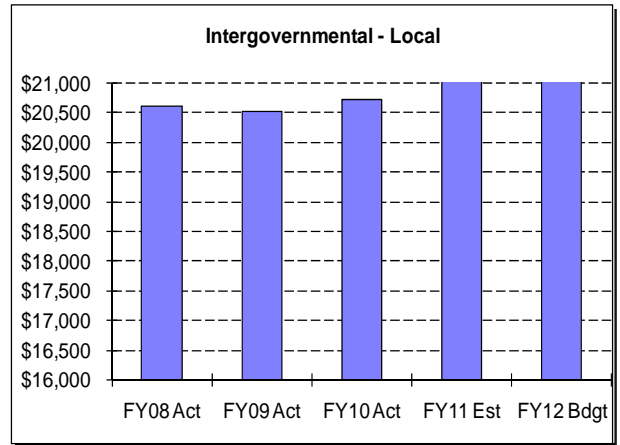


The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



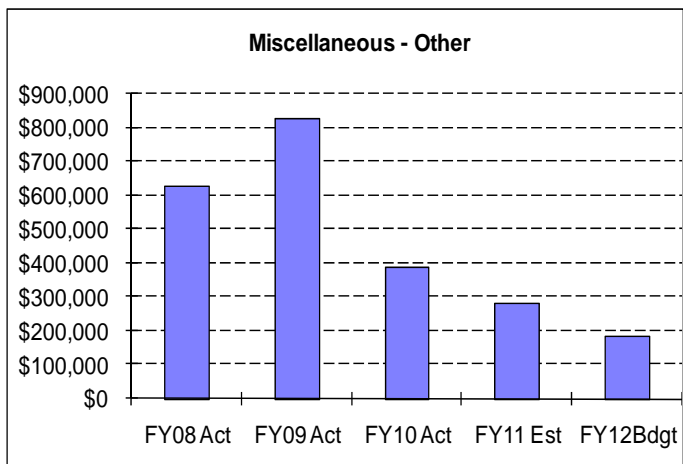
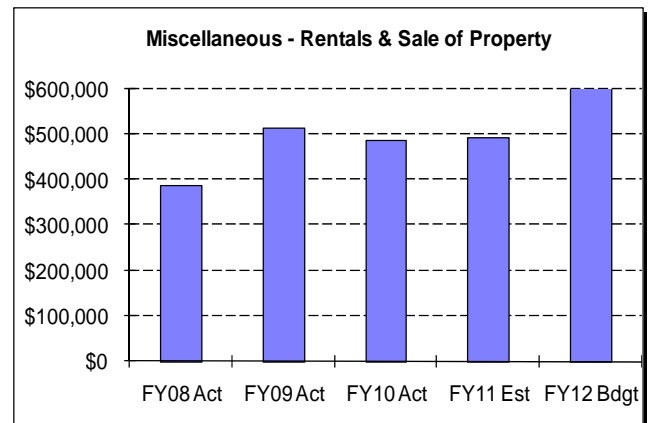
Permit revenues are based on business privilege licenses and the rental vehicle licenses within the City. These revenues are responsive to economic conditions. Franchise license were based on gross revenues within the City limits of the cable television company. Due to a change in how cable television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

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



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

For FY09, the major increase in revenue was from an increase in cemetery fees. Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. In FY12, it is anticipated that the City will sell the Zimmerman Building property to fund renovations to the City Office Building.



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

Financial Management and Budget Process

FINANCIAL MANAGEMENT AND BUDGET PROCESS

FINANCIAL MANAGEMENT PROGRAM

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

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

This financial management program allows the City to achieve its goal of expanded and improved services to the citizens of Salisbury. The City's \$36 million issuance of Certificates of Participation were assigned a rating of "A3" by Moody's and "A" by Standard and Poor's in October 2008. Additionally, the City's bond ratings of "A1" by Moody's Investors Service and "A+" by Standard and Poor's were reaffirmed in October 2008. S&P reaffirmed their rating of A+ with a stable outlook in April 2010. In May 2010, Fitch Ratings affirmed its ratings on the 1998A and 2002 Combined Enterprise System revenue bonds to AA- with a stable outlook and assigned the same rating to the City's \$16 million issuance of Combined Enterprise System Refunding revenue bonds. Moody's assigned this issue a Aa3 rating. This is a reflection of the City's continued sound financial condition.

FINANCIAL MANAGEMENT SYSTEMS

FUND ACCOUNTING

The accounts of the City are organized and operated on the basis of funds and account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. The budgeted funds are as follows:

Governmental Fund Types

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

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

Proprietary Fund Types

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

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

MEASUREMENT FOCUS AND BASIS OF ACCOUNTING

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

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds.

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

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

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

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

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

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

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

BASIS OF BUDGETING

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

The City's budget is developed on the modified accrual basis as explained previously. Budgets for the General Fund and Special Revenue Fund are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the Enterprise funds are adopted on a basis consistent with GAAP except that bond

proceeds and contributed capital are treated as other financing sources, bond principal payments and additions to fixed assets are treated as expenditures, depreciation expense is not budgeted, and no accruals are made for interest expense and vacation pay.

FINANCIAL MANAGEMENT POLICIES

INVESTMENT POLICY

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

Policies

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

Investments Used By City

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

Custodial Risk Assumed By City

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

FISCAL POLICIES

Revenue Policy

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

- d) User charges will pay for the cost of operating a recycling program.
 - e) The user charge fees for water and sewer will be sufficient to finance all operating, capital, and debt service costs for the Water and Sewer Fund.
4. All City charges and fees will be reviewed and updated annually.

Operating Budget Policy

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

Capital Improvement Policy

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

Accounting Policy

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

Debt Policy

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

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

Reserve Policy

1. The City will maintain an unreserved fund balance of 10% of the General Fund Operating Budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating.
2. The City will maintain a two-to-one ratio of total current assets over total current liabilities in the Water and Sewer Utility Fund.

BUDGETS AND BUDGETARY ACCOUNTING

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

The City follows these procedures in establishing the budgetary data:

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

GOAL SETTING AND BUDGETARY PROCESS

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

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

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

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

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

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

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

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

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

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

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

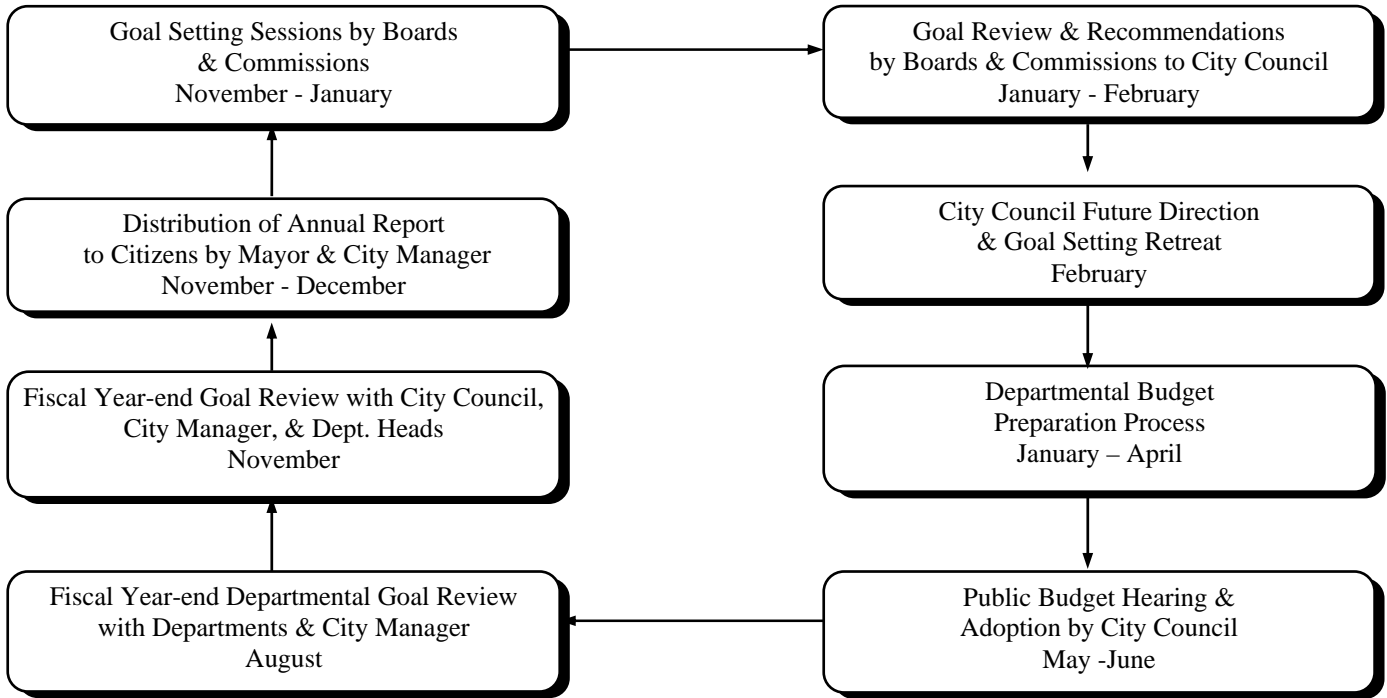
The City Manager submits the budget to City Council and after proper public notice, the City Council conducts public hearings and a budget work session. The City Council then adopts the budget through the passage of an ordinance by June 30.

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

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

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

GOAL SETTING/BUDGET CYCLE



CITY OF SALISBURY FY2011-2012 BUDGET CALENDAR

12/16/10	Distribute 5-Year Service Level Report to be completed by Department Managers.	City Manager and Management Services Director
1/7/11	Complete 5-Year Service Level Report and return to Management Services.	Management Team and Division Managers
1/3/11 - 1/31/11	Prepare Personnel Request forms; present staffing patterns and Personnel request information.	
Distribute to Mgmt Team on or before 2/2/11	Prepare Operations and Maintenance request sheets. Budget Division distributes end of year Budget estimates. The Management Team and/or the appropriate Division Manager will determine departmental line item budget requests.	Management Services
TBD	Prepare FY2011-12 -- 2015-16 Capital Improvement Program request forms.	
	Vehicle Review Committee meeting for evaluation of vehicles.	Vehicle Review Committee
1/4/11		Chairmen of City Boards and Commissions and appropriate City Staff
1/18/11	Chairmen of Boards and Commissions to present goals to City Council.	
2/1/11		City Staff
1/11/11	Hold Five-Year Consolidated Plan and FY2011 Action Plan Hearing at West End (11 th) and Park Ave (25 th) Community Centers.	Community Planning Services Staff
1/25/11		



**CITY OF SALISBURY
FY2011-2012 BUDGET CALENDAR**

2/1/11	Hold Five-Year Consolidated Plan and FY2011 Action Plan Public Hearing to receive citizens' comments and receive proposals.	City Council
2/10/11 – 2/11/11	Hold Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/14/11 – 3/14/11	Prepare FY2010-2011 year-end revenue estimates and FY2011-12 revenue estimates on all funds.	Management Services, Utilities Director and Transit Manager
2/21/11	Assign Retreat Goals to Staff for inclusion in Budget.	City Manager and Staff
2/2/11	Complete all budget request forms no later than March 2, 2011.	Management Team and Division Managers
3/2/11	Evaluate all Personnel Requests for any changes from current staffing patterns.	Human Resources, Department Heads and Management Services
March / April 2011	Presentation of oral and written Budget requests to Mayor and Council.	Special Community Efforts Groups
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
3/9/11 - 3/18/11	Departmental presentation of Budget requests to City Manager	City Manager, Department Heads, Division Managers
3/15/11	First reading of Five-Year Consolidated Plan and FY2011 Action Plan to City Council.	Community Planning Services Staff
4/5/11	City Council to approve Five-Year Consolidated Plan and FY2011 Action Plan application after second reading.	City Council
4/6/11 - 4/15/11	Departmental budget cuts to balance budget; two or three day turnaround	City Manager, Department Heads, Division Managers
4/28/11- 4/29/11	Review recommended Budget with Departments.	Management Services Director, City Manager and Staff
5/3/11	City Manager to preview recommended Budget for City Council.	City Manager
5/4/11	Place ad in THE SALISBURY POST to advertise one time for public hearing on May 17, 2011.	City Clerk



CITY OF SALISBURY FY2011-2012 BUDGET CALENDAR

5/17/11	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Council and City Management Team
6/7/11	City Council to adopt Budget.	City Council
July 2011	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2011	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff

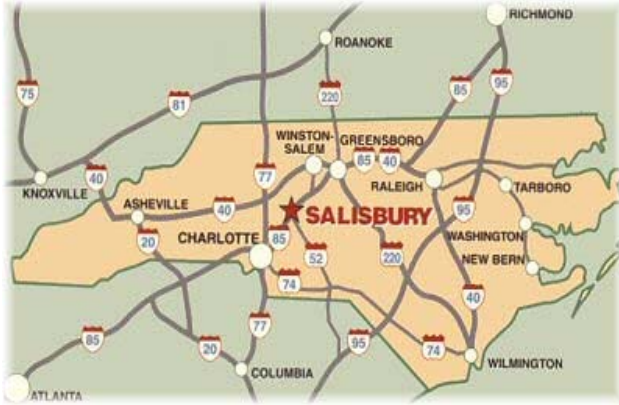


City Overview

FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

LOCATION

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



CLIMATE

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

POPULATION

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

HISTORY

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

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

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

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

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

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

Henderson Law Office



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

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

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

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

GOVERNMENT

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

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

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

UTILITIES

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

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

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

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

TRANSPORTATION

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

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

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

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

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

The Depot



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

MOTELS

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

EDUCATION

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

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

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

Hood Theological Seminary a private graduate school sponsored and supported by the African Methodist Episcopal Zion Church. The Seminary prepares men and women for Christian ministry and has grown to over 300 students since the move to its new campus on I-85.

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

ARTS AND ENTERTAINMENT

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

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

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

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

COMMUNITY FACILITIES

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

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

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

City Park



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

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



Ball field at the Community Park

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

SPECIAL EVENTS

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



Parks & Recreation Summer Camp

MISCELLANEOUS STATISTICS

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

Fiscal Year Ended June 30,	Assessed Value of Taxable Property				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
2012	¹ \$2,120,867,847	\$523,949,234	\$56,182,919	\$2,701,000,000	\$0.6135
2011	¹ \$2,346,475,857	\$577,020,860	\$56,090,340	\$2,979,587,057	\$0.590
2010	\$2,313,585,514	\$527,795,917	\$60,768,581	\$2,902,150,012	\$0.590
2009	\$2,293,841,532	\$532,405,493	\$63,736,172	\$2,889,983,197	\$0.590
2008	\$2,241,529,763	\$524,542,472	\$60,025,014	\$2,826,097,249	\$0.590
2007	\$1,857,031,883	\$501,753,141	\$57,991,527	\$2,416,776,551	\$0.625
2006	\$1,786,418,491	\$484,829,511	\$61,623,601	\$2,332,871,603	\$0.615
2005	\$1,730,072,663	\$413,623,934	\$61,461,308	\$2,205,157,905	\$0.615
2004	\$1,689,100,448	\$417,032,881	\$65,288,150	\$2,171,421,479	\$0.580
2003	\$1,400,333,436	\$397,573,867	\$64,817,634	\$1,862,724,937	\$0.600

¹Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the year ended June 30, 2004, June 30, 2008, and June 30, 2012 (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, 2010

<u>Business</u>	<u>Type of Enterprise</u>	<u>2009 Assessed Valuation</u>	<u>Percentage Value of Total</u>
Food Lion, Inc.	Commercial	\$ 172,563,981	5.95%
AKZO Nobel	Manufacturing	27,997,538	0.96%
Norandal USA	Industrial	27,301,375	0.94%
Duke Energy Corp.	Utility	24,584,197	0.85%
Centro Heritage Innes Street, LLC	Real Estate	24,387,623	0.84%
Henkel Corporation	Manufacturing	16,617,760	0.57%
Salisbury Mall Ltd.	Commerical	16,530,782	0.57%
Bellsouth Telephone	Communication	14,286,370	0.49%
Wal-Mart Stores	Retail	14,143,271	0.49%
Piedmont Natural Gas	Utility	13,403,365	0.46%
Totals		<u>\$ 351,816,262</u>	<u>12.12%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2010

DEMOGRAPHIC AND ECONOMIC STATISTICS
FOR THE CITY OF SALISBURY
Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>Population Estimate (1)</u>	<u>Per Capita Income (2)</u>	<u>Median Age (2)</u>	<u>Unemployment Rate (3)</u>
2010	32,263	22,065	38.5	12.7%
2009	31,358	21,882	38.3	10.3%
2008	31,024	21,349	38.1	6.6%
2007	30,642	20,828	37.9	6.6%
2006	29,239	20,320	37.7	5.8%
2005	28,249	19,825	37.5	6.0%
2004	28,199	19,626	37.3	9.0%
2003	28,199	19,433	37.3	5.7%
2002	26,559	19,241	37.1	5.7%
2001	26,462	18,864	36.9	6.5%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2010

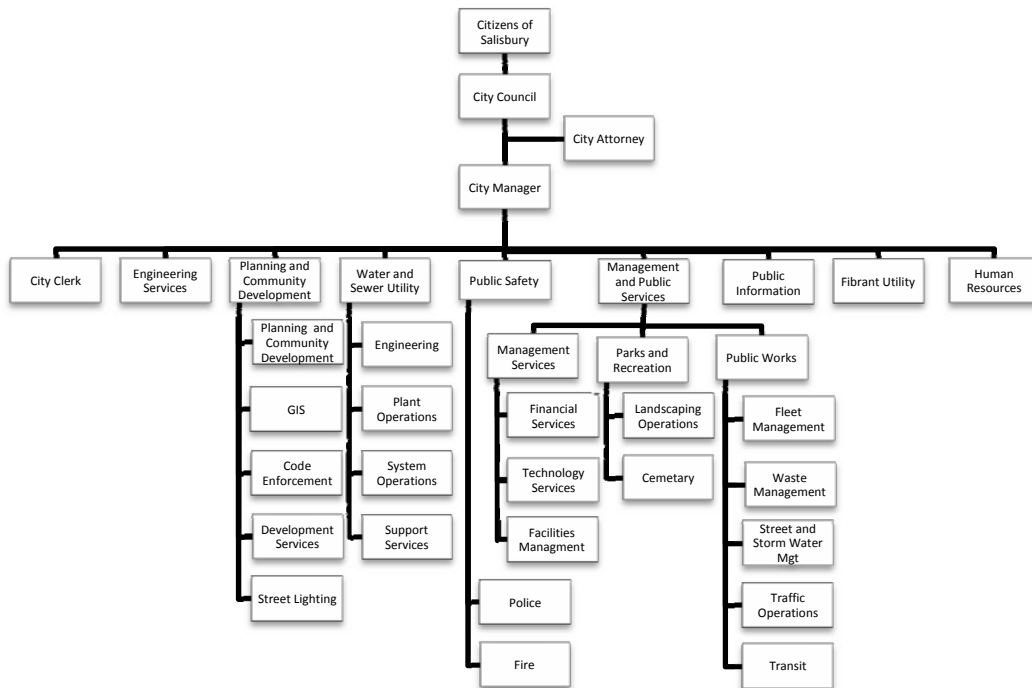
CITY OF SALISBURY LIST OF PRINCIPAL OFFICIALS

May 1, 2011

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

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

ORGANIZATIONAL CHART

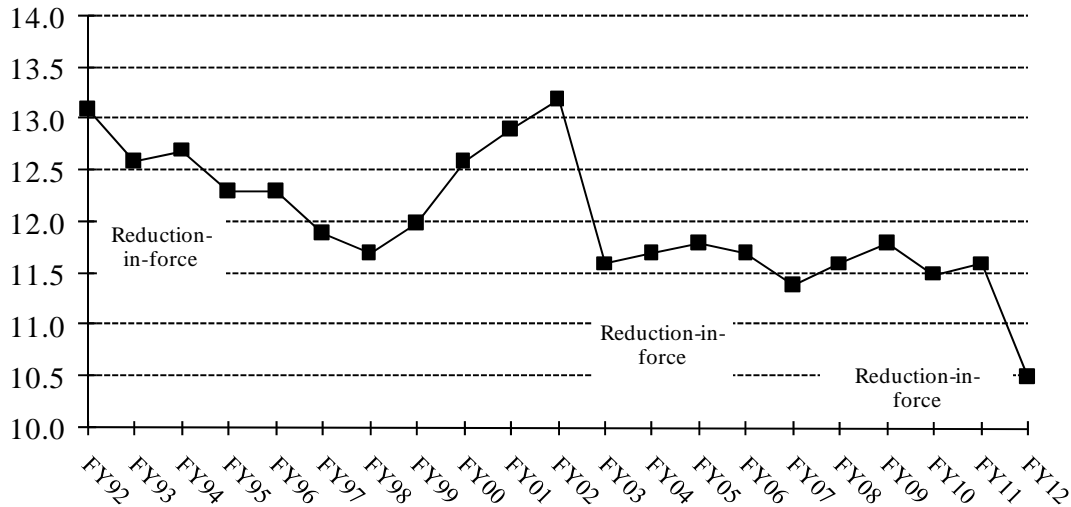


CITY OF SALISBURY
SUMMARY OF POSITIONS BASED ON HEADCOUNT FOR FY 2010 – 2012

	<u>APPROVED</u> FY 2009-10	<u>APPROVED</u> FY 2010-11	<u>REQUESTED</u> FY 2011-12	<u>RECOMMENDED</u> FY 2011-12	<u>APPROVED</u> FY 2011-12
GENERAL FUND					
City Council	5	5	5	5	5
Management & Administration	9	9	9	9	9
Human Resources	7	7	7	6	6
Management Services	22	23	28	28	28
Information Technologies	8	8	8	8	8
Purchasing	2	2	2	2	2
Telecommunications	3	3	3	3	3
Facilities Management	8	8	8	10	10
Community Planning Services	5	5	5	5	5
GIS	2	2	2	1	1
Code Services	4	4	7	3	3
Development Services	4	4	4	4	4
Engineering	7	7	7	4	4
Police	108	108	108	101	101
Fire	84	84	87	78	78
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Traffic Operations	8	8	8	7	7
Public Svcs-Streets	24	23	23	22	22
Public Svcs-Cemetery	7	7	7	6	6
Public Svcs- Solid Waste Management	11	12	12	11	11
Public Svcs-Waste Management-Other	10	10	10	7	7
Public Svcs-Landscape Operations	13	13	13	11	11
Public Svcs-Landscape-Hurley Park	2	2	2	1	1
Public Svcs-Fleet Management	12	12	12	11	11
Parks and Recreation	59	59	59	40	40
TOTAL	427	428	439	386	386
WATER AND SEWER FUND					
Utility Management	12	12	12	11	11
Water Treatment	8	8	8	8	8
Systems Maintenance	27	27	29	29	29
Enviromental Services	10	10	10	7	7
Wastewater Treatment Plants	18	17	17	16	16
Meter Services	11	11	12	12	12
Plants Maintenance	8	9	10	10	10
TOTAL	94	94	98	93	93
TRANSIT FUND					
Transit-Operations	12	12	12	12	12
Transit-Administration	2	2	2	2	2
TOTAL	14	14	14	14	14
FIBRANT FUND					
Administration	3	4	4	3	3
Broadband Services	3	5	5	7	7
Service Delivery	4	3	3	3	3
TOTAL	10	12	12	13	13
TOTAL ALL FUNDS	545	548	563	506	506
<i>Permanent Full-time</i>	487	490	503	457	457
<i>Permanent Part-time</i>	5	5	5	6	6
<i>Temporary Full-time</i>	26	26	28	22	22
<i>Temporary Part-time</i>	27	27	27	21	21
TOTAL ALL FUNDS	545	548	563	506	506

General and HUD Funds Full-Time Employees per 1000 Population

Employees



As mentioned in Section 1 under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY1992-93 (FY93), City Council opted for a 20 position reduction-in-force as an element to balance the budget. Again, in FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor's actions and the stagnant economy. Subsequently, in FY2012 (FY12), there were 33 net full time positions eliminated due to decreased revenue/increased expenditures.

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

PROGRAM MATRIX OF FY2011-12 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	X
Management & Administration	X	X	X	X	X	X	X	X
Human Resources	X	X	X	X	X	X		X
Management Services	X	X	X	X	X	X		X
Information Technologies	X	X	X		X	X		X
Purchasing	X							
Facilities Management	X	X	X	X	X	X		X
City Office Buildings	X							
Plaza						X		
Telecommunications	X	X	X	X	X	X		X
Planning/Community Development						X		
GIS		X	X			X		X
Code Services				X		X		
Development Services						X		
Engineering			X		X			
Street Lighting		X	X					
Police		X					X	
Fire		X					X	
Public Works Administration	X		X	X	X			
Traffic Operations			X					
Street			X					
Cemetery				X				
Solid Waste Management				X				
Waste Management-Other				X				
Landscape Operations					X			
Hurley Park					X			
Fleet Management	X							
Transportation			X					
Parks & Recreation					X			
Education							X	
ENTERPRISE FUNDS:								
Water & Sewer								X
Mass Transit			X					
Fibrant						X		X
SPECIAL REVENUE:								
Entitlement (HUD)						X		

SELECTED TELEPHONE NUMBERS

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



General Fund

CITY OF SALISBURY, NORTH CAROLINA

GENERAL FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2012
With Estimated Actual for Year Ending June 30, 2011 and
Actual for Year Ended June 30, 2010

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Estimate</u>	<u>2012</u> <u>Budget</u>
REVENUES:			
Taxes:			
General property - current	\$ 16,265,211	\$ 16,348,330	\$ 15,607,810
General property - prior	519,341	509,956	501,000
Interest on delinquent tax	108,433	99,471	115,000
Local option sales tax	4,526,014	4,666,303	4,752,430
Other taxes	<u>233,763</u>	<u>207,294</u>	<u>231,072</u>
	<u>\$ 21,652,762</u>	<u>\$ 21,831,354</u>	<u>\$ 21,207,312</u>
Licenses and permits:			
Privilege licenses	<u>\$ 420,876</u>	<u>\$ 360,861</u>	<u>\$ 360,000</u>
	<u>\$ 420,876</u>	<u>\$ 360,861</u>	<u>\$ 360,000</u>
Intergovernmental:			
Federal	\$ 605,897	\$ 300,466	\$ 255,800
State	5,087,125	5,045,221	5,004,645
Local	<u>20,714</u>	<u>27,189</u>	<u>27,190</u>
	<u>\$ 5,713,736</u>	<u>\$ 5,372,876</u>	<u>\$ 5,287,635</u>
Charges for services:			
Environmental protection	\$ 1,078,450	\$ 1,150,925	\$ 1,197,670
Culture and recreation	173,810	308,263	140,500
Public safety	452,802	405,467	409,788
Cemetery	142,830	119,620	135,000
Radio antenna and paging rentals	206,355	320,473	374,294
Rentals and sale of property	342,501	372,432	587,700
Community services	<u>296,946</u>	<u>131,118</u>	<u>325,992</u>
	<u>\$ 2,693,694</u>	<u>\$ 2,808,298</u>	<u>\$ 3,170,944</u>
Miscellaneous:			
Interest earned on investments	\$ 69,739	\$ 52,976	\$ 100,000
Donations	125,899	75,076	68,680
Other	<u>260,159</u>	<u>208,449</u>	<u>107,614</u>
	<u>\$ 455,797</u>	<u>\$ 336,501</u>	<u>\$ 276,294</u>
Administrative charges:			
Interfund revenues	<u>\$ 2,554,510</u>	<u>\$ 2,608,011</u>	<u>\$ 2,652,777</u>
Total revenues	<u>\$ 33,491,375</u>	<u>\$ 33,317,901</u>	<u>\$ 32,954,962</u>
OTHER FINANCING SOURCES:			
Total other financing sources	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total revenues and other financing sources	<u>\$ 33,491,375</u>	<u>\$ 33,317,901</u>	<u>\$ 32,954,962</u>

CITY OF SALISBURY
FY 2011-2012 BUDGET SUMMARY
GENERAL FUND

	Actual FY 09-10	Budgeted FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
REVENUE	\$ 33,491,372	\$ 34,155,231	\$ 34,124,594	\$ 33,868,150	\$ 32,954,962
EXPENSES	Actual FY 09-10	Budgeted FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
CITY COUNCIL					
Personnel	\$ 72,393	\$ 81,077	\$ 80,061	\$ 80,913	\$ 80,262
Operations	103,304	126,006	147,836	132,682	132,471
Capital	-	-	-	-	-
TOTAL	\$ 175,697	\$ 207,083	\$ 227,897	\$ 213,595	\$ 212,733
MANAGEMENT & ADMINISTRATION					
Personnel	\$ 688,916	\$ 696,163	\$ 750,766	\$ 756,529	\$ 754,199
Operations	291,204	311,244	349,740	324,643	323,430
Capital	-	-	-	-	-
TOTAL	\$ 980,120	\$ 1,007,407	\$ 1,100,506	\$ 1,081,172	\$ 1,077,629
HUMAN RESOURCES					
Personnel	\$ 433,018	\$ 451,648	\$ 464,643	\$ 414,420	\$ 413,081
Operations	313,975	380,865	410,287	477,116	475,543
Capital	-	-	65,000	-	-
TOTAL	\$ 746,993	\$ 832,513	\$ 939,930	\$ 891,536	\$ 888,624
MANAGEMENT SERVICES - ADMINISTRATION					
Personnel	\$ 1,147,266	\$ 1,334,855	\$ 1,538,824	\$ 1,539,431	\$ 1,533,404
Operations	278,207	321,795	361,301	336,459	332,530
Capital	(523)	-	-	-	-
TOTAL	\$ 1,424,950	\$ 1,656,650	\$ 1,900,125	\$ 1,875,890	\$ 1,865,934
MANAGEMENT SERVICES - INFORMATION TECHNOLOGIES					
Personnel	\$ 603,075	\$ 707,403	\$ 739,900	\$ 702,720	\$ 700,836
Operations	719,811	809,079	931,170	775,804	721,754
Capital	5,010	60,000	29,000	15,000	15,000
TOTAL	\$ 1,327,896	\$ 1,576,482	\$ 1,700,070	\$ 1,493,524	\$ 1,437,590
MANAGEMENT SERVICES - PURCHASING					
Personnel	\$ 95,889	\$ 134,210	\$ 109,094	\$ 108,630	\$ 108,159
Operations	28,860	10,053	10,678	10,845	10,633
Capital	-	-	-	-	-
TOTAL	\$ 124,749	\$ 144,263	\$ 119,772	\$ 119,475	\$ 118,792
MANAGEMENT SERVICES - TELECOMMUNICATIONS					
Personnel	\$ 248,013	\$ 193,575	\$ 198,601	\$ 196,957	\$ 196,306
Operations	257,146	248,176	305,249	284,529	284,273
Capital	88,492	200,000	910,500	20,000	20,000
TOTAL	\$ 593,651	\$ 641,751	\$ 1,414,350	\$ 501,486	\$ 500,579

	Actual FY 09-10	Budgeted FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
MANAGEMENT SERVICES - FACILITIES MANAGEMENT					
Personnel	\$ 393,296	\$ 428,689	\$ 437,832	\$ 474,689	\$ 472,302
Operations	37,404	98,591	130,756	100,675	100,506
Capital	-	-	-	-	-
TOTAL	\$ 430,700	\$ 527,280	\$ 568,588	\$ 575,364	\$ 572,808
MANAGEMENT SERVICES - CENTRAL CITY BUILDINGS					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	185,656	194,200	316,656	323,650	320,929
Capital	684,905	67,000	1,192,500	482,500	469,000
TOTAL	\$ 870,561	\$ 261,200	\$ 1,509,156	\$ 806,150	\$ 789,929
PLAZA					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	138,762	142,530	168,360	164,092	141,592
Capital	105,072	12,000	595,800	52,000	52,000
TOTAL	\$ 243,834	\$ 154,530	\$ 764,160	\$ 216,092	\$ 193,592
COMMUNITY PLANNING SERVICES - PLANNING & COMMUNITY DEVELOPMENT					
Personnel	\$ 372,775	\$ 380,131	\$ 396,744	\$ 387,548	\$ 386,278
Operations	421,982	250,049	766,717	664,392	300,312
Capital	-	-	-	-	-
TOTAL	\$ 794,757	\$ 630,180	\$ 1,163,461	\$ 1,051,940	\$ 686,590
COMMUNITY PLANNING SERVICES - GIS					
Personnel	\$ 144,712	\$ 149,392	\$ 153,036	\$ 78,271	\$ 78,017
Operations	117,848	156,138	165,636	142,014	127,254
Capital	16,035	10,500	-	-	-
TOTAL	\$ 278,595	\$ 316,030	\$ 318,672	\$ 220,285	\$ 205,271
COMMUNITY PLANNING SERVICES - CODE SERVICES					
Personnel	\$ 195,510	\$ 214,423	\$ 219,533	\$ 171,442	\$ 170,579
Operations	73,152	100,398	111,186	80,748	80,086
Capital	-	-	-	-	-
TOTAL	\$ 268,662	\$ 314,821	\$ 330,719	\$ 252,190	\$ 250,665
ENGINEERING AND DEVELOPMENTAL SERVICES - DEVELOPMENT SERVICES					
Personnel	\$ 161,306	\$ 214,857	\$ 222,897	\$ 256,523	\$ 255,416
Operations	270,649	268,971	291,680	275,230	284,425
Capital	-	-	-	-	-
TOTAL	\$ 431,955	\$ 483,828	\$ 514,577	\$ 531,753	\$ 539,841
ENGINEERING AND DEVELOPMENTAL SERVICES - ENGINEERING					
Personnel	\$ 553,726	\$ 560,188	\$ 578,257	\$ 358,008	\$ 356,965
Operations	611,625	405,865	1,392,048	770,954	663,075
Capital	-	-	-	-	-
TOTAL	\$ 1,165,351	\$ 966,053	\$ 1,970,305	\$ 1,128,962	\$ 1,020,040

	Actual FY 09-10	Budgeted FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
ENGINEERING AND DEVELOPMENTAL SERVICES - STREET LIGHTING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	431,888	508,525	464,500	463,500	449,600
Capital	-	-	-	-	-
TOTAL	\$ 431,888	\$ 508,525	\$ 464,500	\$ 463,500	\$ 449,600
POLICE - SERVICES					
Personnel	\$ 1,143,300	\$ 1,223,355	\$ 1,243,655	\$ 2,458,493	\$ 2,447,042
Operations	319,752	315,953	407,709	441,785	407,268
Capital	57,181	39,800	-	-	-
TOTAL	\$ 1,520,233	\$ 1,579,108	\$ 1,651,364	\$ 2,900,278	\$ 2,854,310
POLICE - ADMINISTRATION					
Personnel	\$ 346,725	\$ 343,905	\$ 343,496	\$ 517,790	\$ 516,012
Operations	183,669	195,249	433,530	308,910	306,589
Capital	-	-	59,500	9,500	-
TOTAL	\$ 530,394	\$ 539,154	\$ 836,526	\$ 836,200	\$ 822,601
POLICE - OPERATIONS					
Personnel	\$ 4,327,639	\$ 4,473,722	\$ 4,611,847	\$ 2,690,598	\$ 2,678,103
Operations	847,141	987,299	988,883	654,859	639,917
Capital	229,675	160,490	-	-	-
TOTAL	\$ 5,404,455	\$ 5,621,511	\$ 5,600,730	\$ 3,345,457	\$ 3,318,020
FIRE					
Personnel	\$ 3,868,627	\$ 3,947,389	\$ 4,090,485	\$ 3,815,286	\$ 3,797,006
Operations	1,004,356	1,104,211	1,323,394	1,093,779	1,076,463
Capital	387,734	138,300	472,250	145,300	98,000
TOTAL	\$ 5,260,717	\$ 5,189,900	\$ 5,886,129	\$ 5,054,365	\$ 4,971,469
PUBLIC SERVICES - ADMINISTRATION					
Personnel	\$ 196,212	\$ 202,035	\$ 207,234	\$ 206,016	\$ 205,291
Operations	30,552	16,585	80,375	20,762	20,294
Capital	-	-	44,550	44,550	-
TOTAL	\$ 226,764	\$ 218,620	\$ 332,159	\$ 271,328	\$ 225,585
PUBLIC SERVICES - TRAFFIC OPERATIONS					
Personnel	\$ 341,918	\$ 417,655	\$ 430,188	\$ 398,111	\$ 396,259
Operations	150,402	162,262	179,215	155,951	155,239
Capital	-	3,500	-	-	-
TOTAL	\$ 492,320	\$ 583,417	\$ 609,403	\$ 554,062	\$ 551,498
PUBLIC SERVICES - STREETS					
Personnel	\$ 914,052	\$ 1,112,273	\$ 1,150,902	\$ 1,063,749	\$ 1,057,922
Operations	755,027	868,292	1,052,440	808,207	807,571
Capital	11,890	6,000	30,000	-	-
TOTAL	\$ 1,680,969	\$ 1,986,565	\$ 2,233,342	\$ 1,871,956	\$ 1,865,493

	Actual FY 09-10	Budgeted FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
PUBLIC SERVICES - CEMETERY					
Personnel	\$ 223,024	\$ 237,276	\$ 242,676	\$ 200,913	\$ 199,870
Operations	72,671	59,115	86,966	60,432	60,282
Capital	-	4,500	11,000	11,000	-
TOTAL	\$ 295,695	\$ 300,891	\$ 340,642	\$ 272,345	\$ 260,152
PUBLIC SERVICES - SOLID WASTE MANAGEMENT					
Personnel	\$ 554,666	\$ 576,954	\$ 594,844	\$ 484,630	\$ 481,799
Operations	1,100,805	1,057,203	1,086,167	1,100,524	1,100,162
Capital	-	-	-	-	-
TOTAL	\$ 1,655,471	\$ 1,634,157	\$ 1,681,011	\$ 1,585,154	\$ 1,581,961
PUBLIC SERVICES - WASTE MANAGEMENT - OTHER					
Personnel	\$ 489,201	\$ 397,712	\$ 410,373	\$ 298,572	\$ 296,609
Operations	227,391	140,393	139,583	135,753	135,753
Capital	-	-	-	-	-
TOTAL	\$ 716,592	\$ 538,105	\$ 549,956	\$ 434,325	\$ 432,362
PUBLIC SERVICES - LANDSCAPE OPERATIONS					
Personnel	\$ 408,616	\$ 470,306	\$ 462,344	\$ 391,785	\$ 389,425
Operations	147,027	136,779	242,327	201,247	201,035
Capital	11,150	13,000	26,000	13,000	13,000
TOTAL	\$ 566,793	\$ 620,085	\$ 730,671	\$ 606,032	\$ 603,460
PUBLIC SERVICES - LANDSCAPE - HURLEY PARK					
Personnel	\$ 73,503	\$ 90,259	\$ 88,393	\$ 53,350	\$ 53,133
Operations	38,001	38,733	58,293	34,011	33,799
Capital	-	-	-	-	-
TOTAL	\$ 111,504	\$ 128,992	\$ 146,686	\$ 87,361	\$ 86,932
PUBLIC SERVICES - FLEET MANAGEMENT					
Personnel	\$ 709,782	\$ 734,049	\$ 757,747	\$ 703,198	\$ 700,192
Operations	105,355	125,656	192,424	131,488	130,565
Capital	-	28,500	238,500	64,000	64,000
TOTAL	\$ 815,137	\$ 888,205	\$ 1,188,671	\$ 898,686	\$ 894,757
PUBLIC SERVICES - TRANSPORTATION					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	390,319	416,785	416,785	416,785	416,785
Capital	-	-	-	-	-
TOTAL	\$ 390,319	\$ 416,785	\$ 416,785	\$ 416,785	\$ 416,785
PARKS & RECREATION					
Personnel	\$ 1,343,078	\$ 1,430,618	\$ 1,465,897	\$ 1,118,796	\$ 1,114,113
Operations	646,651	622,493	705,018	580,399	583,540
Capital	184,273	342,575	703,000	140,500	90,500
TOTAL	\$ 2,174,002	\$ 2,395,686	\$ 2,873,915	\$ 1,839,695	\$ 1,788,153

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 09-10		FY 10-11		FY 11-12		FY 11-12		FY 11-12	
EDUCATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		42,342		42,342		42,342		38,107		38,107
Capital		-		-		-		-		-
TOTAL	\$	42,342	\$	42,342	\$	42,342	\$	38,107	\$	38,107
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,370,692		1,243,112		1,433,100		1,433,100		1,433,100
Capital		-		-		-		-		-
TOTAL	\$	1,370,692	\$	1,243,112	\$	1,433,100	\$	1,433,100	\$	1,433,100
GRAND TOTAL										
Personnel	\$	20,050,238	\$	21,204,119	\$	21,990,269	\$	19,927,368	\$	19,838,580
Operations		11,713,626		11,864,947		15,192,351		12,943,432		12,294,882
Capital		1,780,894		1,086,165		4,377,600		997,350		821,500
TOTALS	\$	33,544,758	\$	34,155,231	\$	41,560,220	\$	33,868,150	\$	32,954,962

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 72,393	\$ 81,077	\$ 80,061	\$ 80,913	\$ 80,262
Operating	103,304	126,006	147,836	132,682	132,471
Capital	-	-	-	-	-
TOTAL	\$ 175,697	\$ 207,083	\$ 227,897	\$ 213,595	\$ 212,733

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	5	5	5

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
4. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
5. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
6. Implement the Fiber To The Home Business Plan. **Outcome 4.1**
7. Explore ways to encourage support of local businesses. **Outcome 4.4**
8. Develop a focused economic development strategy based on leveraging infrastructure investments. **Outcome 4.5**
9. Attract, retain and develop high quality City employees. **Outcome 6**
10. Implement employee training and development plan. **Outcome 6.2**
11. Partner with Rowan-Salisbury Schools. **Outcome 7**
12. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
13. Actively engage the Rowan County Commissioners to identify partnership opportunities which would be mutually beneficial. **Outcome 7.2**
14. Improve overall strategic management of City and departments. **Outcome 8**
15. Incorporate "Good to Great" and "Servant Leadership" concepts into the City's culture. **Outcome 8.1**
16. Develop future growth strategies for the community. **Outcome 8.2**
17. Streamline development review process and ordinances. **Outcome 10**
18. Conduct round table discussions with the local development community to improve communication. **Outcome 10.2**
19. Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust. **Outcome 11**
20. Safeguard Salisbury's interests on the Yadkin River by participating in relicensing of Alcoa's Yadkin Project. **Outcome 11.1**
21. Explore water sales agreements with Kannapolis and Concord. **Outcome 11.2**

DEPARTMENTAL PERFORMANCE GOALS

1. Support Rowan County in the promotion and development of the Rowan County airport.
2. Incorporate the "Good to Great" concepts into the City's culture as a foundation for Salisbury becoming a High Performance Organization including the successful completion of all strategic plans.
3. Develop a downtown streetscape maintenance improvement plan.

4. Partner with Rowan County to implement the Town Creek/I-85 growth corridor interceptor sewer extension project.
5. Safeguard Salisbury's interests on the Yadkin River by participating in Federal Energy Regulatory Commission (FERC) relicensing of Alcoa's Yadkin Project.
6. Explore water sales agreement with Kannapolis and Concord.

PERFORMANCE MEASURES

Risk Management (201)	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Workload			
Number of Workers Compensation Claims Filed	35	30	33
Number of Third-Party Insurance Claims Filed	39	34	36
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
Efficiency			
Cost Per Negotiated Workers Compensation Claim	\$ 2,960	\$ 2,100	\$ 2,300
Cost Per Negotiated Insurance Claim	\$ 432	\$ 900	\$ 1,000
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	3%	2%	3%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ -	\$ -

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 688,916	\$ 696,163	\$ 750,766	\$ 756,529	\$ 754,199
Operating	291,204	311,244	349,740	324,643	323,430
Capital	-	-	-	-	-
TOTAL	\$ 980,120	\$ 1,007,407	\$ 1,100,506	\$ 1,081,172	\$ 1,077,629

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (000)					
City Manager	1	1	1	1	1
Assistant to the City Manager	1	1	0 ¹	0 ¹	0 ¹
Assistant City Manager	0	0	1 ¹	1 ¹	1 ¹
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Senior Office Assistant	2	2	2	2	2
Risk Management (201)					
Risk Manager	1	1	1	1	1
Risk Management Assistant	1	1	1	1	1
Public Information (202)					
Director of Public Information	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	9	9	9	9	9

¹ Position reclassified

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Workload			
Position Applications Reviewed	3,167	2,500	2,500
Full-Time Employees in Organization (all funds)	487	490	457
Position Requisitions Received from Departments	40	46	38
Total Training Hours Delivered (internal & vendor)	2,500	3,700	2,500
Effectiveness			
Organization-wide Turnover Rate	7.0%	8.0%	8.0%
Internal Recruitment Rate	6.0%	7.0%	7.0%
External Recruitment Rate	94.0%	93.0%	93.0%

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 433,018	\$ 451,648	\$ 464,643	\$ 414,420	\$ 413,081
Operating	313,975	380,865	410,287	477,116	475,543
Capital	-	-	65,000	-	-
TOTAL	\$ 746,993	\$ 832,513	\$ 939,930	\$ 891,536	\$ 888,624

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	4	4	4	4	4
Senior Administrative Specialist (PFT)	1	1	1	0 ²	0 ²
Administrative Specialist (PPT)	0	0	0	1 ²	1 ²
Human Resources Aide (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>0¹</u>	<u>0¹</u>
TOTAL	7	7	7	6	6

¹ Reduction in Force

² Reclassified from Permanent Full-time to Permanent Part-time (30 hours weekly with benefits)

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Renovate stairwell for additional storage	\$ 65,000	\$ -	\$ -
Total Capital Outlay	\$ 65,000	\$ -	\$ -

DEPARTMENT – Management Services – Summary

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 2,487,539	\$ 2,798,732	\$ 3,024,251	\$ 3,022,427	\$ 3,011,007
Operating	1,507,084	1,681,894	2,055,810	1,831,962	1,770,625
Capital	<u>777,884</u>	<u>327,000</u>	<u>2,132,000</u>	<u>517,500</u>	<u>504,000</u>
TOTAL	\$ 4,772,507	\$ 4,807,626	\$ 7,212,061	\$ 5,371,889	\$ 5,285,632

PERSONNEL DETAIL

	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Permanent Full-Time (PFT)	40	41	44	45	45
Temporary Full-Time (TPT)	0	0	2	2	2
Temporary Part-Time (TPT)	<u>3</u>	<u>3</u>	<u>3</u>	<u>4</u>	<u>4</u>
TOTAL	43	44	49	51	51

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization. **Outcome 2.2**
5. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
6. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
7. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
8. Implement the Fiber To The Home Business Plan. **Outcome 4.1**
9. Continue to support the master plan for the Salisbury & Rowan Joint TDA's. **Outcome 4.3**
10. Develop a focused economic development strategy based on leveraging infrastructure investments. **Outcome 4.5**
11. Attract, retain and develop high quality City employees. **Outcome 6**
12. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
13. Partner with Rowan-Salisbury Schools. **Outcome 7**
14. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
15. Partner with Rowan County on joint telecommunications plan. **Outcome 7.3**
16. Improve overall strategic management of City and departments. **Outcome 8**
17. Incorporate "Good to Great" and "Servant Leadership" concepts into the City's culture. **Outcome 8.1**
18. Develop future growth strategies for the community. **Outcome 8.2**
19. Improve and enhance Downtown Salisbury. **Outcome 9**
20. Assess community parking needs (Hall Gym, Lee Street, Rowan Helping Ministries). **Outcome 9.1**
21. Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust. **Outcome 11**
22. Explore water sales agreements with Kannapolis and Concord. **Outcome 11.2**

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Accounting (101)			
Workload			
Number of Checks Issued	5,237	5,100	4,900
Number of ACH Transactions (Payroll and A/P)	13,955	14,118	14,225
Number of Journal Entries	998	1,000	1,000
Effectiveness			
Percent of Checks Processed Without Error	99.5%	99.5%	99.5%
Percent of ACH Transactions Processed Without Error	99.9%	99.9%	99.9%
Percent of Journal Entries Reclassified	16%	20%	20%
Customer Service (102)			
Workload			
Number of Utility Bills Generated	204,258	202,282	225,106
Number of Teller Transactions	42,470	50,088	55,597
Number of Telephone Transactions	56,170	55,415	61,511
Number of New Businesses Issued Privilege Licenses	341	208	226
Efficiency			
Cost Per Utility Bill Issued	\$ 0.59	\$ 0.57	\$ 0.64
Cost Per Teller Transaction	\$ 1.68	\$ 1.42	\$ 1.58
Cost Per Telephone Transaction	\$ 1.84	\$ 1.87	\$ 2.08
Effectiveness			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%
Total Dollar Value of Tellers' Over & Short Account	9.88	7.94	26.24
Service Complaints Per 1000 Transactions	0.01	0.01	0.01

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 1,147,266	\$ 1,334,855	\$ 1,538,824	\$ 1,539,431	\$ 1,533,404
Operating	278,207	321,795	361,301	336,459	332,530
Capital	(523)	-	-	-	-
TOTAL	\$ 1,424,950	\$ 1,656,650	\$ 1,900,125	\$ 1,875,890	\$ 1,865,934

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (000)					
Management Services Director	1	1	0 ¹	0 ¹	0 ¹
Assistant City Manager	0	0	1 ¹	1 ¹	1 ¹
Budget & Performance Manager	1	1	1	1	1
Budget & Benchmarking Analyst	1	1	1	1	1
Management Analyst	1	1	1	1	1
Finance Specialist	1	1	1	1	1
Accounting (101)					
Finance Manager	1	1	1	1	1

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Senior Management Analyst	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk	2	2	2	2	2
Customer Service (102)					
Customer Service Supervisor	1	1	1	1	1
Asst Customer Svc Supervisor	1	1	1	1	1
Customer Service Clerk Sr./I/II	6	6	6	6	6
Customer Service Clerk (TPT)	2	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Customer Service Clerk I – China Grove - NEW	0	0	1 ³	1 ³	1 ³
Customer Service Clerk-Fibrant	2	2	2	2	2
Customer Service Clerk-Fibrant- NEW	0	0	2 ²	2 ²	2 ²
Customer Service Clerk (TFT) – Fibrant - NEW	<u>0</u>	<u>0</u>	<u>2²</u>	<u>2²</u>	<u>2²</u>
TOTAL	23	23	28	28	28

¹ Position reclassified

² New positions for Fibrant

³ New positions for China Grove service

STATEMENT OF PURPOSE

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

COUNCIL GOALS

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

DEPARTMENTAL GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Workload			
Number of Computer Directly Supported	470	495	475
Average Number of Service Requests Per PC	3.4	4.3	4
Number of Servers Directly Supported	60	71	74
Number of Applications Directly Supported	140	150	152
Total Number of IT Helpdesk Requests Received	1,617	2,450	1,990
Total Number of Telecom Helpdesk Requests Received		3,008	3,008
Total Number of Projects Supported ***		95	58
Number of Remote Sites Supported	46	48	48
Number of Telephones Supported	360	375	365
Number of Pagers and Radios Supported	2902	2990	2990
Number of Tower/Client Stations Managed		9/14	9/14
Number of Vehicles Supported		165	215

PERFORMANCE MEASURES (cont.)

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Efficiency			
Number of PCs Supported Per Analyst	78	83	119
Number of Servers Supported Per Analyst	60	71	74
Number of Applications Supported Per Analyst	23	25	38
Number of IT Helpdesk Requests Processed Per Analyst	270	408	498
Number of Telecom Helpdesk Requests Processed Per Analyst		1,003	1,003
Number of Project Requests Processed Per Analyst ***		12	11
Number of Pagers and Radios Supported Per Telecom Technician		997	997
Number of Vehicles Supported Per Telecom Technician		55	72
Effectiveness			
Average Repair Time Per IT Helpdesk Request (in hours)	0.50	0.20	0.60
Average Repair Time Per Server Service Request (in hours)	2.50	2.50	1.75
Average Repair Time Per Radio Service Request (in hours)	1.5	1.5	1.5
Average Repair Time Per Vehicle Service Request (in hours)		2	2
Average Annual Network Availability **	99.0%	99.0%	99.9%
Average Annual Telecommunication Availability **	99.0%	99.0%	99.9%
Percent IT Helpdesk Requests Closed < One Day	50.0%	75.0%	50.0%

* Partial Year of Data

** Estimate - Designed to demonstrate network reliability

*** Projects - Collaborative Effort (Research and design needed)

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 603,075	\$ 707,403	\$ 739,900	\$ 702,720	\$ 700,836
Operating	719,811	809,079	931,170	775,804	721,754
Capital	5,010	60,000	29,000	15,000	15,000
TOTAL	\$ 1,327,896	\$ 1,576,482	\$ 1,700,070	\$ 1,493,524	\$ 1,437,590

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (000)					
Information Technologies Manager	1	1	1	1	1
Senior Administrative Specialist	1	1	1	1	1
Operations (151)					
Systems Analyst/Senior Systems Analyst	6	6	6	5 ¹	5 ¹
Technician	0	0	0	1 ²	1 ²
TOTAL	8	8	8	8	8

¹ Reduction in Force

² Position transferred from Public Works-Traffic Operations

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Operations (151)			
Wireless networking	\$ 15,000	\$ 15,000	\$ 15,000
Communication monitors - digital signage	14,000	-	-
Total Capital Outlay	\$ 29,000	\$ 15,000	\$ 15,000

STATEMENT OF PURPOSE

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

COUNCIL GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 95,889	\$ 134,210	\$ 109,094	\$ 108,630	\$ 108,159
Operating	28,860	10,053	10,678	10,845	10,633
Capital	-	-	-	-	-
TOTAL	\$ 124,749	\$ 144,263	\$ 119,772	\$ 119,475	\$ 118,792

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Purchasing Manager	1	1	1	1	1
Account Clerk	1	1	1	1	1
TOTAL	2	2	2	2	2

STATEMENT OF PURPOSE

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

COUNCIL GOALS

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

DEPARTMENTAL GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 248,013	\$ 193,575	\$ 198,601	\$ 196,957	\$ 196,306
Operating	257,146	248,176	305,249	284,529	284,273
Capital	88,492	200,000	910,500	20,000	20,000
TOTAL	\$ 593,651	\$ 641,751	\$ 1,414,350	\$ 501,486	\$ 500,579

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Telecommunications Manager	1	1	1	1	1
Telecommunications Radio Technician	1	1	1	1	1
Telecommunications Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Network connectivity enhancement at Fire Station 4	\$ 25,000	\$ -	\$ -
Antenna analyzer	10,000	10,000	10,000
Microwave test set	10,000	10,000	10,000
Trunking alarm for radio system	40,000	-	-
Additional security cameras at tower site	7,500	-	-
Backup mobile telecommunications trunk	800,000	-	-
Electric security gate w/pass card access	18,000	-	-
Total Capital Outlay	\$ 910,500	\$ 20,000	\$ 20,000

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 393,296	\$ 428,689	\$ 437,832	\$ 474,689	\$ 472,302
Operating	37,404	98,591	130,756	100,675	100,506
Capital	-	-	-	-	-
TOTAL	\$ 430,700	\$ 527,280	\$ 568,588	\$ 575,364	\$ 572,808

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Facilities Manager	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	5	5	5	4 ¹	4 ¹
Maintenance Worker Sr/I/II	0	0	0	2 ²	2 ²
Maintenance Worker (TPT)	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u> ²	<u>1</u> ²
TOTAL	8	8	8	10	10

¹ Reduction in Force

² Positions transferred from Parks & Recreation as part of structural reorganization

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	185,656	194,200	316,656	323,650	320,929
Capital	<u>684,905</u>	<u>67,000</u>	<u>1,192,500</u>	<u>482,500</u>	<u>469,000</u>
TOTAL	\$ 870,561	\$ 261,200	\$ 1,509,156	\$ 806,150	\$ 789,929

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
City Office Building (000)			
Enclose second floor storage/stairwell	\$ 30,000	\$ 30,000 ¹	\$ 30,000 ¹
Install fire escape for upper floors	19,500	-	-
Renovate third floor including carpet	15,000	-	-
Renovate first floor	150,000	140,000 ¹	140,000 ¹
Add shower facility during renovation	15,000	-	-
Improve signage	5,000	-	-
Repair steam line	30,000	30,000 ¹	30,000 ¹
Upgrade electrical service transfer 600/400	10,000	10,000	-
HVAC Replacement	150,000	150,000	150,000
Roof Replacement-Price High School (HeadStart)	119,000	119,000	119,000
City Hall (251)			
Install chamber blinds	12,000	-	-
Replace entry carpet	8,500	-	-
Administration cabinetry	6,000	-	-
Install directional signage	5,500	-	-
Repair & seal stone to stone exterior	45,000	-	-
Roof Replacement at GX Fitness	561,000	-	-
Salisbury West Community Center (252)			
Bank floor & upfit	7,500	-	-
Park Ave-Code Enforcement (254)			
Roof Replacement	3,500	3,500	-
Total Capital Outlay	\$ 1,192,500	\$ 482,500	\$ 469,000

¹ Offset with revenue from sale of Zimmerman Building

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	138,762	142,530	168,360	164,092	141,592
Capital	105,072	12,000	595,800	52,000	52,000
TOTAL	\$ 243,834	\$ 154,530	\$ 764,160	\$ 216,092	\$ 193,592

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Renovate entries/hallways	\$ 66,000	\$ -	\$ -
Repair gutters	30,000	-	-
Refurbish flipped apartments	6,000	6,000	6,000
Replace appliances	6,000	6,000	6,000
Renovate guest quarters	22,000	-	-
Renovate apartments	85,000	-	-
Roof replacement	305,800	-	-
HVAC Replacement	75,000	40,000	40,000
Total Capital Outlay	\$ 595,800	\$ 52,000	\$ 52,000

DEPARTMENT – Community Planning Services – Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 712,997	\$ 743,946	\$ 769,313	\$ 637,261	\$ 634,874
Operating	612,982	506,585	1,043,539	887,154	507,652
Capital	16,035	10,500	-	-	-
TOTAL	\$ 1,342,014	\$ 1,261,031	\$ 1,812,852	\$ 1,524,415	\$ 1,142,526

PERSONNEL DETAIL

	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Permanent Full-Time (PFT)	11	11	14	9	9

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Complete the North Main Street Small Area Plan “impact project”. **Outcome 2.1**
5. Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization. **Outcome 2.2**
6. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
7. Appoint a task force to pursue implementation of the better housing code and formation of a Housing Commission. **Outcome 2.4**
8. Develop a master plan in partnership with the Dixonville Cemetery Task Force. **Outcome 2.5**
9. Complete and implement the Historic Master Plan. **Outcome 2.6**
10. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
11. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
12. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
13. Continue to support the master plan for the Salisbury & Rowan Joint TDA’s. **Outcome 4.3**
14. Develop a focused economic development strategy based on leveraging infrastructure investments. **Outcome 4.5**
15. Begin discussion on when it will be appropriate to reassess and update the Vision 2020 Plan. **Outcome 4.6**
16. Attract, retain and develop high quality City employees. **Outcome 6**
17. Implement employee training and development plan. **Outcome 6.2**
18. Partner with Rowan-Salisbury Schools. **Outcome 7**
19. Improve overall strategic management of City and departments. **Outcome 8**
20. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
21. Develop future growth strategies for the community. **Outcome 8.2**
22. Improve and enhance Downtown Salisbury. **Outcome 9**
23. Assess community parking needs (Hall Gym, Lee Street, Rowan Helping Ministries) **Outcome 9.1**
24. Develop downtown streetscape improvements. **Outcome 9.2**
25. Enhance Downtown Salisbury through studying left turns at the Square. **Outcome 9.3**

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 372,775	\$ 380,131	\$ 396,744	\$ 387,548	\$ 386,278
Operating	421,982	250,049	766,717	664,392	300,312
Capital	-	-	-	-	-
TOTAL	\$ 794,757	\$ 630,180	\$ 1,163,461	\$ 1,051,940	\$ 686,590

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Community Planning Services Director	1	1	1	1	1
Planner Sr/I/II/Urban Design	3	3	3	3 ¹	3 ¹
Senior Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	5	5	5

¹ One position transferred to Development Services and GIS Analyst transferred from GIS and reclassified

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Workload			
Number of Parcel Notifications Processed	1,034	1,400	1,200
Efficiency			
Average Processing Time Per Parcel Notification (seconds)	0.03	0.02	0.03
Effectiveness			
Hours Saved by Automating Parcel Notification Process (GIS) ^^	20	38	32

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 144,712	\$ 149,392	\$ 153,036	\$ 78,271	\$ 78,017
Operating	117,848	156,138	165,636	142,014	127,254
Capital	<u>16,035</u>	<u>10,500</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 278,595	\$ 316,030	\$ 318,672	\$ 220,285	\$ 205,271

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Senior Systems Analyst	1	1	1	1	1
GIS Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>0¹</u>	<u>0¹</u>
TOTAL	2	2	2	1	1

¹ Position transferred to Community Planning Services and reclassified

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Projected</u>
Workload			
Number of Proactive Inspections (inspector initiated)	3,300	5,000	4,500
Number of Reactive Inspections (third-party complaints)	1,100	1,000	1,600
Number of Citations Issued	4,000	3,000	4,000
Number of Owner Corrected Violations	3,200	2,400	2,700
Efficiency			
Cost Per Nuisance Abated	\$ 291	\$ 291	\$ 350
Cost Per Inspection	\$ 125	\$ 125	\$ 175
Effectiveness			
Days From Complaint to First Inspection	1	2	1

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 195,510	\$ 214,423	\$ 219,533	\$ 171,442	\$ 170,579
Operating	73,152	100,398	111,186	80,748	80,086
Capital	-	-	-	-	-
TOTAL	\$ 268,662	\$ 314,821	\$ 330,719	\$ 252,190	\$ 250,665

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Code Manager	1	1	1	1	1
Code Enforcement Officer	3	3	3	2 ¹	2 ¹
Code Enforcement Officer - NEW	0	0	2	0	0
Sr. Office Assistant/Case Manager - NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
TOTAL	4	4	7	3	3

¹ Reduction in Force

DEPARTMENT – Engineering and Development Services – Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 715,032	\$ 775,045	\$ 801,154	\$ 614,531	\$ 612,381
Operating	1,314,162	1,183,361	2,148,228	1,509,684	1,397,100
Capital	-	-	-	-	-
TOTAL	\$ 2,029,194	\$ 1,958,406	\$ 2,949,382	\$ 2,124,215	\$ 2,009,481

PERSONNEL DETAIL

	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Permanent Full-Time (PFT)	11	11	11	8	8

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Workload			
Group Development Plans (GDP) submitted	2	0	0
Minor Site Plans (MI) submitted	60	40	30
Major Site Plans (MA) submitted	0	2	2
Special Use Permits (SUP) submitted	2	2	4
Certificates of Minor Works - staff (CMW-S) submitted	93	80	75
Efficiency			
GDP: average days from submittal to approval	30	N/A	N/A
MI: average days from submittal to approval	30	25	35
MA: average days from submittal to approval	0	45	40
CMW-S: average days from submittal to approval	2	2	2

Water / Sewer Connection Permits - Performance Measures

Workload			
Salisbury Water / Sewer Connection Permits Processed	71/48	42/40	35/30
Granite Quarry Water / Sewer Connection Permits Processed	15/1	5/5	6/6
Rockwell Water / Sewer Connection Permits Processed	5/3	5/5	5/5
Spencer Water / Sewer Connection Permits Processed	6/3	6/6	6/6
East Spencer Water / Sewer Connection Permits Processed	14/2	2/2	2/2
Efficiency / Effectiveness			
Average Processing Days Per Salisbury W/S Permit Request	1	1	1
Average Processing Days Per Granite Quarry W/S Permit Request	1	1	1
Average Processing Days Per Rockwell W/S Permit Request	1	1	1
Average Processing Days Per Spencer W/S Permit Request	1	1	1
Average Processing Days Per East Spencer W/S Permit Request	1	1	1

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 161,306	\$ 214,857	\$ 222,897	\$ 256,523	\$ 255,416
Operating	270,649	268,971	291,680	275,230	284,425
Capital	-	-	-	-	-
TOTAL	\$ 431,955	\$ 483,828	\$ 514,577	\$ 531,753	\$ 539,841

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Development Services Manager	1	1	1	1 ¹	1 ¹
Zoning Administrator	0	0	0	1 ¹	1 ¹
Development Services Specialist	1	1	1	0 ²	0 ²
Permit Services Coordinator	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

¹ Position transferred from Planning & Community Development and reclassified

² Reduction in Force

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Workload			
Minor Site Plan (MI) Engineering review	47	28	30
Major Site Plans (MA) Engineering review	0	1	1
Subdivisions (S) Engineering review	2	1	1
Utility Projects (U) Engineering review	23	25	25
Conditional District (CD) Engineering review	7	6	6

			*
Efficiency			
MI: Average Days reviewed by Engineering	~	25	35
MI: Average Days processed by Developer's representatives	~	35	35
MA: Average Days reviewed by Engineering	~	30	40
MA: Average Days processed by Developer's representatives	~	30	30
S: Average Days reviewed by Engineering	~	45	55
S: Average Days processed by Developer's representatives	~	100	120
U: Average Days reviewed by Engineering	~	10	15
U: Average Days processed by Developer's representatives	~	15	15

* Efficiency projections reflects April 2011 Reduction in Force

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 553,726	\$ 560,188	\$ 578,257	\$ 358,008	\$ 356,965
Operating	611,625	405,865	1,392,048	770,954	663,075
Capital	-	-	-	-	-
TOTAL	\$ 1,165,351	\$ 966,053	\$ 1,970,305	\$ 1,128,962	\$ 1,020,040

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Engineering & Dev Svcs Director	1	1	1	0 ¹	0 ¹
City Engineer	0	0	0	1 ¹	1 ¹
Civil Engineer I/II/III	4	4	4	2 ²	2 ²
Engineering Technician	1	1	1	0 ²	0 ²
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	4	4

¹ Position reclassified

² Reduction in Force

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	431,888	508,525	464,500	463,500	449,600
Capital	-	-	-	-	-
TOTAL	\$ 431,888	\$ 508,525	\$ 464,500	\$ 463,500	\$ 449,600

DEPARTMENT - Police - Summary

SUMMARY STATEMENT OF PURPOSE

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Workload			
Number of Sworn Police Officers (Authorized Positions)	88	88	81
Total Incoming Calls (911, Direct-Dial, Information-Seeking, etc.)	76,125	70,796	68,318
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,280	2,120	2,045
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	1,889	1,756	1,694
Departmental Internal Affairs Investigated Complaints	18	16	14
Efficiency			
Number of Sworn Police Officer Vacancies (all causes)	3	8	4
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	39,553	36,765	35,478
Part I Crimes Investigated By Criminal Investigations (CID) Division^^	180	167	161
Internal Affairs Complaints Sustained	7	5	5
Effectiveness			
Departmental Turn-Over Rate (Sworn Police Officers)	3.8%	8.0%	4.0%
Percent of Incoming Calls That Result in an Officer Dispatch	52.0%	50.0%	50.0%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	5.0%	5.0%	5.0%
CID Part I Case Clearance Rate ^^^	43%	40%	35%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	40.0%	35.0%	35.0%

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

^^^ Defined as: cases cleared through arrest, unfounded cases, or when prosecution is declined

BUDGET REQUEST SUMMARY

	Actual FY08-09	Budgeted FY09-10	Requested FY10-11	Mgr Recommends FY10-11	Adopted FY10-11
Personnel	\$ 5,817,664	\$ 6,040,982	\$ 6,198,998	\$ 5,666,881	\$ 5,641,157
Operating	1,350,562	1,498,501	1,830,122	1,405,554	1,353,774
Capital	286,856	200,290	59,500	9,500	-
TOTAL	\$ 7,455,082	\$ 7,739,773	\$ 8,088,620	\$ 7,081,935	\$ 6,994,931

PERSONNEL DETAIL

	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Permanent Full-Time (PFT)	107	107	107	100	100
Temporary Part-Time (TPT)	1	1	1	1	1
TOTAL	108	108	108	101	101

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 1,143,300	\$ 1,223,355	\$ 1,243,655	\$ 2,458,493	\$ 2,447,042
Operating	319,752	315,953	407,709	441,785	407,268
Capital	<u>57,181</u>	<u>39,800</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 1,520,233	\$ 1,579,108	\$ 1,651,364	\$ 2,900,278	\$ 2,854,310

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Services Administration (000)					
Deputy Police Chief	1	1	0 ⁴	0 ⁴	0 ⁴
Police Lieutenant-Support Services	1	1	0 ⁵	0 ⁵	0 ⁵
Police Captain	0	0	1 ⁴	1 ⁴	1 ⁴
Communications (302)					
Telecommunications Supervisor	0	0	1 ¹	1 ¹	1 ¹
Police Telecommunicator	10	10	10	10	10
Police Telecommunicator (TPT)	1	1	1	1	1

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Community Services (303)					
Community Services Officer - MPO	1	1	1	1	1
Victim's Advocate - MPO	1	1	1	1	1
School Resource Officer	0	0	3 ⁵	3 ⁵	3 ⁵
Evidence (304)					
Police Evidence & Property Custodian	1	1	1	1	1
Information Management (305)					
Police Records Clerk	1	1	1	1	1
Police Records Coordinator	1	1	0	0	0
Administrative Specialist	0	0	1	1	1
Police Information Clerk (Expediter)	1	1	0 ¹	0 ¹	0 ¹
Parking Control Specialist	1	1	0 ⁵	0 ⁵	0 ⁵
Police Officer I/II/MPO (Downtown)	1	1	0 ⁵	0 ⁵	0 ⁵
Training (306)					
Police Sergeant	2	2	1	1	1
Parking Control Specialist	0	0	1 ⁵	1 ⁵	1 ⁵
Police Officer I/II/MPO (Downtown)	0	0	1 ⁵	1 ⁵	1 ⁵
Support Services Management (310)					
Police Lieutenant	0	0	1	0 ²	0 ²
Project Safe Grant (315)					
Community Resource Specialist	1 ³	1 ³	1 ³	1 ³	1 ³
Criminal Investigations (326)					
Police Lieutenant	0	0	1 ⁵	1 ⁵	1 ⁵
Police Sergeant	0	0	3 ⁵	3 ⁵	3 ⁵
Police I/II/MPO	0	0	17 ⁵	16 ²	16 ²
Crime Analysis (330)					
Crime Scene Specialist (Sworn)	<u>0</u>	<u>0</u>	<u>1</u> ⁵	<u>1</u> ⁵	<u>1</u> ⁵
TOTAL	24	24	48	46	46

¹ Position transferred from Police-Information Management and reclassified during FY2011

² Reduction in Force

³ This position is 75% grant funded in FY2010 & FY2011 & for only 2 months in FY2012 due to ending of grant

⁴ Reclassified

⁵ Position moved to/from other department/cost center

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 346,725	\$ 343,905	\$ 343,496	\$ 517,790	\$ 516,012
Operating	183,669	195,249	433,530	308,910	306,589
Capital	-	-	59,500	9,500	-
TOTAL	\$ 530,394	\$ 539,154	\$ 836,526	\$ 836,200	\$ 822,601

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (000)					
Police Chief	1	1	1	1	1
Deputy Police Chief	0	0	1 ¹	1 ¹	1 ¹
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Planner	0	0	1 ²	1 ²	1 ²
Finance Specialist	1	1	1	1	1
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	7	7	7

¹ Position transferred from Field Operations Administration

² Position transferred from Field Operations-Crime Analysis & reclassified

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (000)			
Replace furniture	\$ 30,000	\$ -	\$ -
Install security cameras in selected areas	20,000	-	-
Buildings (301)			
HVAC System Monitor	9,500	9,500	-
Total Capital Outlay	\$ 59,500	\$ 9,500	\$ -

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 4,327,639	\$ 4,473,722	\$ 4,611,847	\$ 2,690,598	\$ 2,678,103
Operating	847,141	987,299	988,883	654,859	639,917
Capital	229,675	160,490	-	-	-
TOTAL	\$ 5,404,455	\$ 5,621,511	\$ 5,600,730	\$ 3,345,457	\$ 3,318,020

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Operations Administration (000)					
Police Captain	0	0	1	1	1
Operations Administration (320)					
Deputy Police Chief	1	1	0 ¹	0 ¹	0 ¹
Adam Team (321)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	2	2	1	1	1
Police Officer I/II/MPO	23	23	10	9 ²	9 ²
Baker Team (322)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	2	2	1	1	1
Police Officer I/II/MPO	26	26	10	9 ²	9 ²
Charlie Team (323)					
Police Lieutenant	0	0	1	1	1
Police Sergeant	0	0	1	1	1
Police Officer I/II/MPO	0	0	10	9 ²	9 ²
David Team (324)					
Police Lieutenant	0	0	1	1	1
Police Sergeant	0	0	1	1	1
Police Officer I/II/MPO	0	0	10	9 ²	9 ²
Special Operations (323)					
Police Lieutenant	1	1	0	0	0
Police Officer I/II/MPO	4	4	0	0	0
Criminal Investigations (326)					
Police Lieutenant	1	1	0	0	0
Police Sergeant	2	2	0	0	0
Police Officer I/II/MPO	13	13	0	0	0
Special Operations/Traffic (327)					
Police Officer I/II/MPO	0	0	4	3 ²	3 ²
Crime Analysis (330)					
Crime Analyst (Civilian)	1	1	0	0	0
Crime Scene Specialist (Sworn)	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	79	79	53	48	48

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

Due to reorganization, positions have been transferred to/from other departments/cost centers

¹ Position moved to Police Administration

² Reduction in Force

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Workload			
False Alarm Responses	461	478	512
Total Calls	4,097	4,134	4,208
Average Calls Per Day	11.2	11.3	11.5
Average Training Hours per Firefighter per Day	3.8	4.0	4.0
Efficiency			
Cost Per Response (average)	\$ 1,265	\$ 1,254	\$ 1,232
Firefighters Per Shift Strength	23	22	22
Firefighters Per Shift Per 1,000 Population	0.71	0.68	0.68
Total Dollar Value of All Property Protected	\$2.5 B	\$2.6 B	\$2.7 B
Effectiveness			
Fire Deaths - Civilian	0	0	0
Fire Deaths - Firefighter	0	0	0
Fire Loss (Dollars)	\$ 521,600	\$ 735,200	\$ 628,400
On-Scene Time - % within 5 Minutes	59%	59%	59%

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 3,868,627	\$ 3,947,389	\$ 4,090,485	\$ 3,815,286	\$ 3,797,006
Operating	1,004,356	1,104,211	1,323,394	1,093,779	1,076,463
Capital	<u>387,734</u>	<u>138,300</u>	<u>472,250</u>	<u>145,300</u>	<u>98,000</u>
TOTAL	\$ 5,260,717	\$ 5,189,900	\$ 5,886,129	\$ 5,054,365	\$ 4,971,469

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Fire Administration (000)					
Fire Chief	1	1	1	1	1
Battalion Chief	2	2	2	1 ¹	1 ¹
Office Assistant	1	1	1	1	1
Fire Station #54 (350)					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	8	9	9	9	9
Fire Engineer	3	3	3	3	3
Fire Station #51 (351)					
Battalion Chief	3	3	3	3	3
Fire Captain	9	9	9	9	9
Fire Control Specialist I/II	7	6	6	6	6
Fire Engineer	5	6	6	6	6
Fire Control Specialist I/II (TPT)	5	5	5	5	5
Fire Station #52 (352)					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	9	9	9	9	9
Fire Engineer	3	3	3	3	3
Fire Station #53 (353)					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	9	9	9	6 ¹	6 ¹
Fire Engineer	3	3	3	3	3
Loss Prevention & Investigation (356)					
Battalion Chief/Fire Marshal	1	1	1	1	1
Fire Investigation Specialist	1	1	1	0 ¹	0 ¹
Fire Captain	1	0	0	0	0
FLSE/Office Assistant - NEW	0	0	1	0	0
Staff Fire Inspector- NEW	0	0	1	0	0
Training Division (357)					
Battalion Chief	1	1	1	1	1
Fire Projects Analyst	1	1	1	0 ¹	0 ¹
Fire Training Captain – NEW	0	0	1	0	0
Hydrant Maintenance (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	84	84	87	78	78

¹ Reduction in Force

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (000)			
Teleconferencing upgrade	\$ 13,000	\$ -	\$ -
SCBA replacement - 2 @ \$5500 each	11,000	-	-
Fire Station #54 (350)			
Industrial ice machine for station	5,000	-	-
SCBA replacement - 2 @ \$5500 each	11,000	-	-
HVAC Replacement	10,000	10,000	-
Upstairs shelves & cabinetry	6,000	-	-
Floor repair	11,500	-	-
Fire Station #51 (351)			
Fence lot	15,000	-	-
Station apron/concrete repairs	20,000	-	-
Replacement defibrillator	6,000	-	-
Furniture replacement	7,500	-	-
HVAC-Add for bay area	117,500	-	-
Fire Station #52 (352)			
Gear racks	15,000	-	-
Replacement defibrillator	6,000	-	-
SCBA replacement - 2 @ \$5500 each	11,000	-	-
HVAC Replacement	11,450	-	-
Fire Station #53 (353)			
Stabilize building	60,000	-	-
Equipment for new Quint 3	85,000	85,000	85,000
SCBA for new quint	37,300	37,300	-
Compressor replacement	13,000	13,000	13,000
Total Capital Outlay	\$ 472,250	\$ 145,300	\$ 98,000

DEPARTMENT - Public Works - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 3,910,974	\$ 4,238,519	\$ 4,344,701	\$ 3,800,324	\$ 3,780,500
Operating	3,017,550	3,021,803	3,534,575	3,065,160	3,061,485
Capital	<u>23,040</u>	<u>55,500</u>	<u>350,050</u>	<u>132,550</u>	<u>77,000</u>
TOTAL	\$ 6,951,564	\$ 7,315,822	\$ 8,229,326	\$ 6,998,034	\$ 6,918,985

PERSONNEL DETAIL

	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Permanent Full-Time (PFT)	86	86	86	75	75
Temporary Full-Time (TFT)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	90	90	90	79	79

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
4. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
5. Explore ways to encourage support of local businesses. **Outcome 4.4**
6. Attract, retain and develop high quality City employees. **Outcome 6**
7. Implement employee training and development plan. **Outcome 6.2**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**
11. Enhance Downtown Salisbury through studying left turns at the Square. **Outcome 9.3**

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 196,212	\$ 202,035	\$ 207,234	\$ 206,016	\$ 205,291
Operating	30,552	16,585	80,375	20,762	20,294
Capital	-	-	44,550	44,550	-
TOTAL	\$ 226,764	\$ 218,620	\$ 332,159	\$ 271,328	\$ 225,585

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Public Works Director	1	1	1	1	1
Department Secretary	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Roof Replacement	\$ 44,550	\$ 44,550	\$ -
Total Capital Outlay	\$ 44,550	\$ 44,550	\$ -

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Strengthen our unified community image through implementation of the wayfinding and signage plan. **Outcome 4.2**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
6. Enhance Downtown Salisbury through studying left turns at the Square. **Outcome 9.3**

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Miles of Pavement Markings Repainted	33.5	13.1	13.0
Traffic Signal Bulbs Replaced	243	480	50
Traffic Studies Completed	55	89	90
Signs Repaired	939	1328	600

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 341,918	\$ 417,655	\$ 430,188	\$ 398,111	\$ 396,259
Operating	150,402	162,262	179,215	155,951	155,239
Capital	-	3,500	-	-	-
TOTAL	\$ 492,320	\$ 583,417	\$ 609,403	\$ 554,062	\$ 551,498

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Traffic Operations Manager	1	1	1	1	1
Signs and Marking Crew Leader	1	1	1	1	1
Signs and Marking Technician I/II	3	3	3	3	3
Traffic Signal Technical I/II	<u>3</u>	<u>3</u>	<u>3</u>	<u>2¹</u>	<u>2¹</u>
TOTAL	8	8	8	7	7

¹ Position transferred to Telecommunications

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

Administration (000)

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

Street Maintenance (420)

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

Concrete Construction (421)

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

Street Cleaning (422)

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

Powell Bill Paving & Resurfacing (426)

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

Powell Bill Bridge Maintenance/Snow (427)

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

Powell Bill Drainage (428)

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

Powell Bill-Concrete Construction (429)

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

PERFORMANCE MEASURES

	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Projected</u>
Lane Miles of Streets Paved	6.2	3.2	6.0
Lane Miles of Streets Maintained	345	345	345
Potholes Filled	287	199	225
Driveways	42	33	33
Sidewalks Replaced / Repaired - Feet	7,705	2,393	2,400
Curb & Gutter - Feet	1,280	269	300
New Handicap Ramps	82	9	10

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 914,052	\$ 1,112,273	\$ 1,150,902	\$ 1,063,749	\$ 1,057,922
Operating	755,027	868,292	1,052,440	808,207	807,571
Capital	<u>11,890</u>	<u>6,000</u>	<u>30,000</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 1,680,969	\$ 1,986,565	\$ 2,233,342	\$ 1,871,956	\$ 1,865,493

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (000)					
Street Division Manager	1	1	1	1	1
Street Maintenance (420)					
Maintenance Supervisor	2	2	2	1 ²	1 ²
Equipment Operator I/II	3	3	3	3	3
Maintenance Worker I/II	2	2	2	2	2
Concrete Construction (421)					
Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	2	1 ¹	1	1	1
Maintenance Worker I/II	2	2	2	2	2
Street Cleaning (422)					
Equipment Operator I/II	5	5	5	5	5
Powell Bill-Paving/Resurfacing (426)					
Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	1	1	1	1	1
Powell Bill-Bridge Maintenance & Snow (427)					
Equipment Operator I/II	1	1	1	1	1
Powell Bill-Drainage (428)					
Equipment Operator I/II	2	2	2	2	2
Powell Bill-Concrete Constr. (429)					
Maintenance Worker I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	24	23	23	22	22

¹ Position transferred to P/S-Solid Waste Management in FY2011

² Reduction in Force

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (000)			
Enclose equipment bay	\$ <u>30,000</u>	\$ <u>-</u>	\$ <u>-</u>
Total Capital Outlay	\$ 30,000	\$ -	\$ -

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 223,024	\$ 237,276	\$ 242,676	\$ 200,913	\$ 199,870
Operating	72,671	59,115	86,966	60,432	60,282
Capital	-	4,500	11,000	11,000	-
TOTAL	\$ 295,695	\$ 300,891	\$ 340,642	\$ 272,345	\$ 260,152

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Cemetery Operations Manager	1	1	1	1	1
Maintenance Supervisor	0	0	1 ¹	1 ¹	1 ¹
Equipment Operator I/II	2	2	1 ¹	1 ¹	1 ¹
Maintenance Worker Sr/I/II	2	2	2	1 ²	1 ²
Seasonal Worker (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	7	7	7	6	6

¹ One position reclassified

² Reduction in Force

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Roof Replacement	\$ 11,000	\$ 11,000	\$ -
Total Capital Outlay	\$ 11,000	\$ 11,000	\$ -

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
City-Collected Garbage - Tons	9,673	9,700	9,430
Residential Recycling - Tons	1,548	1,550	577
Special Events Supported	7	7	7

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 554,666	\$ 576,954	\$ 594,844	\$ 484,630	\$ 481,799
Operating	1,100,805	1,057,203	1,086,167	1,100,524	1,100,162
Capital	-	-	-	-	-
TOTAL	\$ 1,655,471	\$ 1,634,157	\$ 1,681,011	\$ 1,585,154	\$ 1,581,961

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Solid Waste Manager	1	1	1	0 ¹	0 ¹
Solid Waste Operations Supervisor	1	1	1	1	1
Solid Waste Equipment Operator	<u>9</u>	<u>10</u> ²	<u>10</u>	<u>10</u>	<u>10</u>
TOTAL	11	12	12	11	11

¹ Reduction in Force

² Position transferred from P/S-Streets

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

Limb/Yard Waste (423)

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

Leaf Collection (424)

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 489,201	\$ 397,712	\$ 410,373	\$ 298,572	\$ 296,609
Operating	227,391	140,393	139,583	135,753	135,753
Capital	-	-	-	-	-
TOTAL	\$ 716,592	\$ 538,105	\$ 549,956	\$ 434,325	\$ 432,362

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Limb/Yard Waste Collection (423)					
Street Maintenance Supervisor	1	1	1	0 ¹	0 ¹
Equipment Operator I/II	4	4	4	3 ¹	3 ¹
Street Maintenance Worker I/II	2	2	2	1 ¹	1 ¹
Leaf Collection (424)					
Equipment Operator I/II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	10	10	10	7	7

¹ Reduction in Force

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010	FY 2011	FY 2012
	Actual	Estimate	Projected
Miles of Right-of-Way Maintained	125	125	128
Acres of Contract Mowing Responsibility	65	65	66
Trees Maintained	350	298	250
Number of Additional Projects (medians, etc.)	3	2	1

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY09-10	FY10-11	FY11-12	FY11-12	FY11-12
Personnel	\$ 408,616	\$ 470,306	\$ 462,344	\$ 391,785	\$ 389,425
Operating	147,027	136,779	242,327	201,247	201,035
Capital	<u>11,150</u>	<u>13,000</u>	<u>26,000</u>	<u>13,000</u>	<u>13,000</u>
TOTAL	\$ 566,793	\$ 620,085	\$ 730,671	\$ 606,032	\$ 603,460

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Landscape (000)					
Landscape Division Manager	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	7	7	7	5 ¹	5 ¹
Contract Mowing (460)					
Maintenance Worker Sr I/II	2	2	2	2	2
Seasonal Worker (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	13	13	13	11	11

¹Reduction in Force

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Install new water tap & service line	\$ 5,000	\$ -	\$ -
Replace 1/3 of the windows-1402 S Main St	8,000	-	-
Roof Replacement	<u>13,000</u>	<u>13,000</u>	<u>13,000</u>
Total Capital Outlay	\$ 26,000	\$ 13,000	\$ 13,000

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 73,503	\$ 90,259	\$ 88,393	\$ 53,350	\$ 53,133
Operating	38,001	38,733	58,293	34,011	33,799
Capital	-	-	-	-	-
TOTAL	\$ 111,504	\$ 128,992	\$ 146,686	\$ 87,361	\$ 86,932

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Park Curator/Maintenance Worker	1	1	1	1	1
Maintenance Worker	<u>1</u>	<u>1</u>	<u>1</u>	<u>0¹</u>	<u>0¹</u>
TOTAL	2	2	2	1	1

¹ Reduction in Force

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Vehicles Maintained	290	358	353
Other Equipment Maintained	515	431	435
Buses Maintained	10	10	11

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 709,782	\$ 734,049	\$ 757,747	\$ 703,198	\$ 700,192
Operating	105,355	125,656	192,424	131,488	130,565
Capital	-	28,500	238,500	64,000	64,000
TOTAL	\$ 815,137	\$ 888,205	\$ 1,188,671	\$ 898,686	\$ 894,757

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Mechanic/Master Mechanic	5	5	5	5	5
Automotive Service Technician	3	3	3	4 ¹	4 ¹
Parts Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>0^{1,2}</u>	<u>0^{1,2}</u>
TOTAL	12	12	12	11	11

¹ Position reclassified

² Reduction in Force

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Material/fluid dispensing system	\$ 29,000	\$ -	\$ -
Alignment machine (lift & software)	53,000	53,000	53,000
Tool set	5,000	-	-
Auto/light truck tire changer	11,000	11,000	11,000
Fuel polishing machine	8,500	-	-
Roof Replacement	132,000	-	-
Total Capital Outlay	\$ 238,500	\$ 64,000	\$ 64,000

DEPARTMENT – Public Works
DIVISION – Transportation

553

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	390,319	416,785	416,785	416,785	416,785
Capital	-	-	-	-	-
TOTAL	\$ 390,319	\$ 416,785	\$ 416,785	\$ 416,785	\$ 416,785

DEPARTMENT – Education

641

STATEMENT OF PURPOSE

To provide for funding the Supplementary Education System.

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	42,342	42,342	42,342	38,107	38,107
Capital	-	-	-	-	-
TOTAL	\$ 42,342	\$ 42,342	\$ 42,342	\$ 38,107	\$ 38,107

DEPARTMENT – Debt Service

901

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,370,692	1,243,112	1,433,100	1,433,100	1,433,100
Capital	-	-	-	-	-
TOTAL	\$ 1,370,692	\$ 1,243,112	\$ 1,433,100	\$ 1,433,100	\$ 1,433,100

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
4. Complete the North Main Street Small Area Plan “impact project”. **Outcome 2.1**
5. Develop a master plan in partnership with the Dixonville Cemetery Task Force. **Outcome 2.5**
6. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
7. Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan. **Outcome 3.3**
8. Attract, retain and develop high quality City employees. **Outcome 6**
9. Partner with Rowan-Salisbury Schools. **Outcome 7**
10. Improve overall strategic management of City and departments. **Outcome 8**
11. Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture. **Outcome 8.1**
12. Develop future growth strategies for the community. **Outcome 8.2**
13. Assess community parking needs (Hall Gym, Lee Street, Rowan Helping Ministries) **Outcome 9.1**

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Projected</u>
Workload			
Acres of Park Space Owned	503	508	508
Acres of Park Space Maintained	224	228	229
Yards of Greenway Maintained	4,258	5,786	5,786
Number of Athletic Fields and Athletic Surfaces Maintained	34	34	34
Number of Recreational Programs Administered	970	925	920
Number of Recreational Program Participations	157,762	145,000	135,000
Number of Maintenance and Safety Inspections Conducted	998	1,000	1,000
Number of Volunteer Hours Utilized	3,911	3,000	3,200
Salisbury Community Park Visits	337,875	348,000	360,000

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Efficiency			
Cost Per Acre Maintained	\$ 68	\$ 70	\$ 72
Cost Per 1,000 Yards of Greenway Maintained	\$ 8,136	\$ 7,200	\$ 8,200
Cost Per Athletic Field and Athletic Surface Maintained	\$ 1,945	\$ 1,930	\$ 2,100
Cost Per Recreational Program Administered	\$ 60	\$ 55	\$ 51
Program FTEs Per 1,000 Program Participations	0.11	0.10	0.11
Cost per Maintenance and Safety Inspection Performed	\$ 8	\$ 9	\$ 9

Effectiveness			
Percent of City Devoted to Parks, Recreation and Greenway	4.1%	4.2%	4.2%
City-wide Average for Athletic Field / Surface Availability	95%	95%	95%
Participations Per Program	162	156	146
Percent of Program Participants Identified as City Residents	70%	72%	72%
City-wide Average for Equipment & Facilities Availability	97%	97%	97%
Estimated Departmental Savings Through Use of Volunteers	\$39,110	\$30,000	\$32,000

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 1,343,078	\$ 1,430,618	\$ 1,465,897	\$ 1,118,796	\$ 1,114,113
Operating	646,651	622,493	705,018	580,399	583,540
Capital	184,273	342,575	703,000	140,500	90,500
TOTAL	\$ 2,174,002	\$ 2,395,686	\$ 2,873,915	\$ 1,839,695	\$ 1,788,153

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (100)					
Parks & Recreation Director	1	1	1	1	1
Senior Administrative Specialist	1	1	1	1	1
Recreation Program Manager	1	1	1	1	1
Parks & Rec Maint Manager	1	1	1	1	1
Civic Center (601)					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	0 ¹	0 ¹
Recreation Aide (TPT)	2	2	2	2	2
Recreation Aide-Summer (TFT)	2	2	2	0 ¹	0 ¹
City Park Center (602)					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	3	3	3	1 ²	1 ²
Recreation Aide-Summer (TFT)	7	7	7	5 ²	5 ²
Miller Center (603)					
Recreation Coordinator	1	1	1	0 ¹	0 ¹
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	2	2	2	1 ¹	1 ¹
Recreation Aide-Summer (TFT)	11	11	11	9 ¹	9 ¹

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Buildings & Grounds (604)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	1	1	1	0 ³	0 ³
Recr Aide for Cleaning (TPT)	1	1	1	0 ³	0 ³
Maintenance-Greenway (605)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	1	2 ²	2	0 ^{1,3}	0 ^{1,3}
Athletic Programs (606)					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	4	4	4	2 ¹	2 ¹
Public Relations/Marketing (607)					
Marketing & Community Relations Manager	1	1	1	1	1
Maintenance Community Park (608)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	4	3 ²	3	2 ¹	2 ¹
Recreation Aide (TPT)	1	1	1	1	1
Grounds Maintenance (609)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	2	2	2	1 ¹	1 ¹
Recreation Aide (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	59	59	59	40	40

¹ Reduction in Force

² Position transferred between cost centers

³ Position transferred to Management Services-Facilities Management

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (100)			
Civic Center foundation wall	\$ 75,000	\$ -	\$ -
Neighborhood park land acquisition	100,000	-	-
SCP maintenance building	250,000	-	-
Sports Complex Phase 2 development	50,000	-	-
Play structures replacements	54,000	-	-
Parks & facility repairs & improvements	100,000	66,500	66,500
Town Creek park development	50,000	50,000	-
Civic Center (601)			
Roof Replacement	21,000	21,000	21,000
Athletic Programs (606)			
HVAC Replacement-Hall Gym	3,000	3,000	3,000
Total Capital Outlay	\$ 703,000	\$ 140,500	\$ 90,500

General Fund Capital Reserve Fund

CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2012
With Estimated Actual for Year Ending June 30, 2011 and
Actual for Year Ended June 30, 2010

	2010	2011	2012
	Actual	Estimate	Budget
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 24,993	\$ 10,000	\$ 20,000
Other	<u>33,000</u>	<u>33,248</u>	<u>-</u>
Total revenues	<u>\$ 57,993</u>	<u>\$ 43,248</u>	<u>\$ 20,000</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ 753,000	\$ -
Operating transfer from General Fund	1,808,853	1,844,805	1,751,578
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>-</u>
Total other financing sources	<u>\$ 1,808,853</u>	<u>\$ 2,597,805</u>	<u>\$ 1,751,578</u>
Total revenues and other financing sources	<u>\$ 1,866,846</u>	<u>\$ 2,641,053</u>	<u>\$ 1,771,578</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 FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	252,912	244,817	279,180	695,157	582,157
Capital	<u>1,596,648</u>	<u>2,767,852</u>	<u>1,615,916</u>	<u>1,189,421</u>	<u>1,189,421</u>
TOTAL	\$ 1,849,560	\$ 3,012,669	\$ 1,895,096	\$ 1,884,578	\$ 1,771,578

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Admisitration			
Computer Equipment Replacement	\$ <u>10,200</u>	\$ <u>10,200</u>	\$ <u>10,200</u>
	\$ 10,200	\$ 10,200	\$ 10,200
Human Resources			
Computer Equipment Replacement	\$ <u>1,860</u>	\$ <u>1,860</u>	\$ <u>1,860</u>
Total Capital Outlay	\$ 1,860	\$ 1,860	\$ 1,860
Management Services - Information Technologies			
Computer Equipment Replacement	\$ 403,233	\$ 403,233	\$ 403,233
Add SUV	<u>26,786</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 430,019	\$ 403,233	\$ 403,233
Management Services - Telecommunications			
Computer Equipment Replacement	\$ 25,500	\$ 25,500	\$ 25,500
UPS at PD for redundancy	<u>20,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 45,500	\$ 25,500	\$ 25,500
Management Services - Administration			
Computer Equipment Replacement	\$ 7,362	\$ 7,362	\$ 7,362
ADD (5) Desktops and Monitors	<u>6,800</u>	<u>6,800</u>	<u>6,800</u>
Total Capital Outlay	\$ 14,162	\$ 14,162	\$ 14,162
Management Services - Facilities Mgmt			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
Add SUV for NEW POSITION	<u>26,786</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 27,986	\$ 1,200	\$ 1,200
Management Services - City Office Bldg			
Computer Equipment Replacement	\$ <u>35,850</u>	\$ <u>9,700</u>	\$ <u>9,700</u>
Total Capital Outlay	\$ 35,850	\$ 9,700	\$ 9,700

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Community Planning Services - Planning			
Computer Equipment Replacement	\$ 2,160	\$ 2,160	\$ 2,160
Total Capital Outlay	\$ 2,160	\$ 2,160	\$ 2,160
Community Planning Services - GIS			
Computer Equipment Replacement	\$ 24,575	\$ 24,575	\$ 24,575
Total Capital Outlay	\$ 24,575	\$ 24,575	\$ 24,575
Community Planning Services - Code Services			
Computer Equipment Replacement	\$ 4,500	\$ 4,500	\$ 4,500
Add desktop computer for NEW POSITION	800	-	-
Laptop w/Docking Station for NEW POSITION	1,600	-	-
Replace CS11002 2011 Ford Explorer with pickup truck	21,470	-	-
Total Capital Outlay	\$ 28,370	\$ 4,500	\$ 4,500
Eng & Dev Services - Development Services			
Computer Equipment Replacement	\$ -	\$ -	\$ -
Total Capital Outlay	\$ -	\$ -	\$ -
Eng & Dev Services - Engineering			
Computer Equipment Replacement	\$ 27,800	\$ 27,800	\$ 27,800
Total Capital Outlay	\$ 27,800	\$ 27,800	\$ 27,800
Police-Services			
Computer Equipment Replacement	\$ 18,300	\$ 18,300	\$ 18,300
File Server for Data Storage	33,000	-	-
Total Capital Outlay	\$ 51,300	\$ 18,300	\$ 18,300
Police-Administration			
Computer Equipment Replacement	\$ 61,364	\$ 61,364	\$ 61,364
Total Capital Outlay	\$ 61,364	\$ 61,364	\$ 61,364
Police-Operations			
Computer Equipment Replacement	\$ 37,812	\$ 37,812	\$ 37,812
Replace PD00016 2000 Patrol Vehicle w/ Suburban	43,588	-	-
Replace PD00005 2000 Patrol Vehicle w/ Camero	36,083	-	-
Replace PD10203 2002 Patrol Vehicle w/ SUV	29,992	29,992	29,992
ADD SUV to replace court awarded vehicle (PD10013)	30,727	-	-
Replace PD10202 2004 Patrol Vehicle w/ Sedan	30,727	30,727	30,727
Replace PD00302 2003 Patrol Vehicle w/ Sedan	32,059	-	-
Replace PD00409 2004 Patrol Vehicle w/ Sedan	32,059	-	-
Replace PD00416 2004 Patrol Vehicle w/ Sedan	32,059	-	-
Replace PD00017 2000 Patrol Vehicle w/ Sedan	30,196	-	-
Total Capital Outlay	\$ 335,302	\$ 98,531	\$ 98,531
Public Works - Administration			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
Total Capital Outlay	\$ 1,200	\$ 1,200	\$ 1,200

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Fire			
Computer Equipment Replacement	\$ 36,135	\$ 36,135	\$ 36,135
Equipment for Quint 3 Deliver FY10-11	31,176	28,689	28,689
Replace FD10011 2000 Expedition	66,700	66,700	66,700
Total Capital Outlay	\$ 134,011	\$ 131,524	\$ 131,524
Public Works - Traffic			
Computer Equipement Replacement	\$ 2,700	\$ 2,700	\$ 2,700
Total Capital Outlay	\$ 2,700	\$ 2,700	\$ 2,700
Public Works - Street			
Replace ST10005 2000 F-150	\$ 32,406	\$ 32,406	\$ 32,406
Replace ST20104 2001 Street Sweeper	222,006	222,006	222,006
ADD 4x4 JD Backhoe	90,500	90,500	90,500
Total Capital Outlay	\$ 344,912	\$ 344,912	\$ 344,912
Parks & Recreation - Cemetery			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
Total Capital Outlay	\$ 1,200	\$ 1,200	\$ 1,200
Public Works - Solid Waste			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
Total Capital Outlay	\$ 1,200	\$ 1,200	\$ 1,200
Parks & Recreation - Landscape Operations			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
Total Capital Outlay	\$ 1,200	\$ 1,200	\$ 1,200
Parks & Recreation			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
Replace PR69702 1997 JD w/ 4 WD Tractor Mower	30,645	-	-
Total Capital Outlay	\$ 33,045	\$ 2,400	\$ 2,400
Debt Service			
Principal and Interest	\$ 279,180	\$ 279,180	\$ 279,180
Total Operating	\$ 279,180	\$ 279,180	\$ 279,180

Water & Sewer Fund

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2012
With Estimated Actual for the Year Ending June 30, 2011 and
Actual for the Year Ended June 30, 2010

	2010	2011	2012
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 19,450,920	\$ 21,770,601	\$ 22,500,974
Water and sewer taps	<u>278,775</u>	<u>181,920</u>	<u>187,000</u>
Total operating revenues	<u>\$ 19,729,695</u>	<u>\$ 21,952,521</u>	<u>\$ 22,687,974</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 40,100	\$ 49,149	\$ 37,000
Miscellaneous revenues	<u>932,600</u>	<u>372,619</u>	<u>709,000</u>
Total nonoperating revenues	<u>\$ 972,700</u>	<u>\$ 421,768</u>	<u>\$ 746,000</u>
Total revenues and other financing sources	<u><u>\$ 20,702,395</u></u>	<u><u>\$ 22,374,289</u></u>	<u><u>\$ 23,433,974</u></u>

CITY OF SALISBURY
FY 2011-2012 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual		Budgeted		Requested	Mgr Recommends	Adopted
	FY 09-10		FY 10-11		FY 11-12	FY 11-12	FY 11-12
REVENUE	\$	20,702,397	\$	22,771,803	\$	23,606,674	\$ 23,606,674 \$ 23,433,974
	Actual		Budgeted		Requested	Mgr Recommends	Adopted
EXPENSES	FY 09-10		FY 10-11		FY 11-12	FY 11-12	FY 11-12
UTILITIES MGT & ADMINISTRATION							
Personnel	\$	898,165	\$	906,637	\$	918,253	\$ 871,441 \$ 871,441
Operations		7,523,868		3,398,933		3,324,542	3,294,943 3,294,943
Capital		12,977		56,330		68,330	68,330 68,330
TOTAL	\$	8,435,010	\$	4,361,900	\$	4,311,125	\$ 4,234,714 \$ 4,234,714
PLANT OPERATIONS - WATER TREATMENT							
Personnel	\$	477,203	\$	490,757	\$	502,627	\$ 499,937 \$ 499,937
Operations		900,953		1,272,259		1,161,738	1,154,366 1,154,366
Capital		-		-		-	- -
TOTAL	\$	1,378,156	\$	1,763,016	\$	1,664,365	\$ 1,654,303 \$ 1,654,303
SYSTEMS MAINTENANCE							
Personnel	\$	1,253,488	\$	1,274,163	\$	1,498,645	\$ 1,495,583 \$ 1,495,583
Operations		1,770,755		1,737,440		2,687,283	1,909,027 1,909,027
Capital		154,706		523,500		629,000	629,000 547,600
TOTAL	\$	3,178,949	\$	3,535,103	\$	4,814,928	\$ 4,033,610 \$ 3,952,210
ENVIRONMENTAL SERVICES							
Personnel	\$	580,012	\$	620,278	\$	643,105	\$ 469,452 \$ 469,452
Operations		112,659		169,426		177,659	150,801 150,801
Capital		12,998		-		7,000	7,000 7,000
TOTAL	\$	705,669	\$	789,704	\$	827,764	\$ 627,253 \$ 627,253
PLANT OPERATIONS - WASTEWATER TREATMENT							
Personnel	\$	954,155	\$	965,973	\$	985,951	\$ 894,308 \$ 894,308
Operations		1,668,111		1,983,543		2,329,948	1,932,484 1,932,484
Capital		12,183		-		100,000	100,000 100,000
TOTAL	\$	2,634,449	\$	2,949,516	\$	3,415,899	\$ 2,926,792 \$ 2,926,792
METER SERVICES							
Personnel	\$	444,999	\$	485,380	\$	521,458	\$ 535,042 \$ 535,042
Operations		111,928		148,412		167,816	160,700 160,700
Capital		-		-		-	- -
TOTAL	\$	556,927	\$	633,792	\$	689,274	\$ 695,742 \$ 695,742
PLANTS MAINTENANCE							
Personnel	\$	451,276	\$	513,988	\$	620,019	\$ 616,181 \$ 616,181
Operations		1,598,313		1,754,726		2,693,654	2,178,657 2,178,657
Capital		159,476		423,000		554,300	126,300 35,000
TOTAL	\$	2,209,065	\$	2,691,714	\$	3,867,973	\$ 2,921,138 \$ 2,829,838

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 09-10		FY 10-11		FY 11-12		FY 11-12		FY 11-12	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,264,238		6,047,058		5,934,842		6,513,122		6,513,122
Capital		-		-		-		-		-
TOTAL	\$	2,264,238	\$	6,047,058	\$	5,934,842	\$	6,513,122	\$	6,513,122
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	-	\$	-	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	5,059,298	\$	5,257,176	\$	5,690,058	\$	5,381,944	\$	5,381,944
Operations		15,950,825		16,511,797		18,477,482		17,294,100		17,294,100
Capital		352,340		1,002,830		1,358,630		930,630		757,930
TOTALS	\$	21,362,463	\$	22,771,803	\$	25,526,170	\$	23,606,674	\$	23,433,974

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Administrative Workload			
FTEs	94	94	93
Total Estimated Population Receiving Water Service (countywide)	51,050	51,400	52,000
Total Estimated Population Receiving Sewer Service (countywide)	50,200	50,500	50,750
Land Area Spanned for Water Service (square miles)	44.6	44.8	44.9
Land Area Spanned for Sewer Service (square miles)	42.5	43	43.4
Number of Accounts	17,103	17,420	17,768
Residential Water Rate (per 1 CCF) *	\$ 3.21	\$ 3.40	\$ 3.49
Residential Sewer Rate (per 1 CCF)	\$ 4.37	\$ 4.66	\$ 4.76
Administrative Efficiency			
Employee Turnover Rate	4.2%	8.5%	6.0%
Operating Costs Per 1,000 Population Served (water)	\$ 160,858	\$ 162,692	\$ 165,000
FTEs Per Square Mile Served	2.11	2.10	1.98
Average Elapsed Business Days From Request To Connection	18	5	5
Average Residential Utility Bill as Percent of Median Income	2.05%	2.06%	2.15%
Administrative Effectiveness			
Average Years of Experience	9.4	9.1	9.3
Complaints Per Million Gallons Sold	0.55	0.69	0.7
Service Density (Population Served per Square Mile) - Water	1,145	1,147	1,158
Service Density (Population Served per Square Mile) - Sewer	1,181	1,174	1,169
Average Residential Rate Increase (% over prior year)	4.57	5.57	2.5

* 1 CCF = 100 cubic feet of water

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 898,165	\$ 906,637	\$ 918,253	\$ 871,441	\$ 871,441
Operating	7,523,868	3,398,933	3,324,542	3,294,943	3,294,943
Capital	12,977	56,330	68,330	68,330	68,330
TOTAL	\$ 8,435,010	\$ 4,361,900	\$ 4,311,125	\$ 4,234,714	\$ 4,234,714

PERSONNEL DETAIL

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

¹ Reduction in Force

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Utilities Administration (100)			
Roof Replacement	\$ 60,830	\$ 60,830	\$ 60,830
Utilities GIS (801)			
New GeoXH or similar	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>
Total Capital Outlay	\$ 68,330	\$ 68,330	\$ 68,330

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Provide opportunities for staff training and development.
2. Pursue appropriate expansion of SRU system.
3. Complete Actiflo basin remediation project.

PERFORMANCE MEASURES

	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Projected</u>
Water Treatment Workload			
Number of Water Treatment FTEs (includes lab & maintenance)	10	10	10
Millions of Gallons Potable Water Produced	2,892	3035	3050
Number of Water Quality Complaints	71	57	60
Number of Water Analyses Performed	95,000	96,130	96,100
Water Treatment Efficiency			
Number of FTEs Per Water Treatment Plant	10	10	10
Cost Per Million Gallons of Potable Water Produced	\$869	\$853	\$860
Average Cost Per Water Quality Complaint Response	\$79	\$80	\$79
Water Treatment Effectiveness			
Average Water Plant Operational Capacity	33.0%	34.6%	34.8%
Average Daily Potable Water Turbidity (NTU)	0.06	0.06	0.06
Percent of Potable Water Sold to Total Treated	75.0%	75.0%	75.0%
Percent of Complaints Addressed Within 24 Hours	99%	99%	99%
Percent of Water Analyses Meeting or Exceeding Standard	99.9%	99.9%	99.9%

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 477,203	\$ 490,757	\$ 502,627	\$ 499,937	\$ 499,937
Operating	900,953	1,272,259	1,161,738	1,154,366	1,154,366
Capital	-	-	-	-	-
TOTAL	\$ 1,378,156	\$ 1,763,016	\$ 1,664,365	\$ 1,654,303	\$ 1,654,303

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
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 Operator I/II	4	4	4	4	4
Chemist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	8	8	8	8

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Distribution & Collection Workload			
Inch Miles of Distribution Line Maintained	3,645	3,659	3,675
Inch Miles of Collection Line Maintained	3,880	3,978	3,985
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	31	31	30
Total Water, Sewer & Irrigation Taps Installed by SRU	106	65	99
Distribution Line Failures	152	142	140
Collection Line Failures	34	36	35
Distribution & Collection Efficiency			
Cost Per Inch Mile of Distribution Line Maintained	\$ 318	\$ 302	\$ 315
Cost Per Inch Mile of Collection Line Maintained	\$ 264	\$ 256	\$ 265
Cost Per Pump Station Maintained	\$ 23,359	\$ 19,363	\$ 20,000
Cost Per Lift Station Maintained	\$ 12,946	\$ 13,388	\$ 13,800
Cost Per Tap Installed (3/4" Water)	\$ 1,650	\$ 1,650	\$ 1,650
Cost Per Tap Installed (4" Sewer)	\$ 1,450	\$ 1,450	\$ 1,450
Distribution & Collection Effectiveness			
Failures Per Inch Mile of Distribution Line Maintained	0.042	0.039	0.038
Incidents Per Inch Mile of Collection Line Maintained	0.009	0.009	0.009
Average Tap Installations Per Day (3/4" Water)	1	1	1
Average Tap Installations Per Day (1" Water)	1	1	1
Average Tap Installations Per Day (4" Sewer)	1	1	1

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 1,253,488	\$ 1,274,163	\$ 1,498,645	\$ 1,495,583	\$ 1,495,583
Operating	1,770,755	1,737,440	2,687,283	1,909,027	1,909,027
Capital	<u>154,706</u>	<u>523,500</u>	<u>629,000</u>	<u>629,000</u>	<u>547,600</u>
TOTAL	\$ 3,178,949	\$ 3,535,103	\$ 4,814,928	\$ 4,033,610	\$ 3,952,210

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (100)					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	2	2	2	2	2
Senior Office Assistant	1	1	1	1	1
Distribution Maint. & Const. (850)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	4	4	4	4	4
Utilities Locator	1	1	1	1	1
New Water/Sewer Connections (851)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	2	2	2	2	2
Water/Sewer Svc Rplcment (853)					
Assistant Systems Manager	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	3	3	3	3	3
Maintenance Worker – CG- NEW	0	0	1 ¹	1 ¹	1 ¹
Preventive Maintenance (854)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	3	3	3	3	3
Collection Maint. & Construction (856)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	1	1	1	1	1
Maintenance Worker – CG - NEW	0	0	1 ¹	1 ¹	1 ¹
Hydrant & Valve Maintenance (859)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	27	27	29	29	29

¹ New position for China Grove service

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
W-S Maint/Constr (100)			
HVAC Replacement	\$ 7,600	\$ 7,600	\$ 7,600
Roof Repairs/Replacement	81,400	81,400	-
W-S Maint/Constr (854)			
Camera conversion	15,000	15,000	15,000
Water Sewer Extensions (857)			
Town of Spencer Debt Financing-Water	25,000	25,000	25,000
Town of Spencer Debt Financing-Sewer	25,000	25,000	25,000
Town of Granite Quarry Yr 4 of 5 Debt	50,000	50,000	50,000
Town of Granite Quarry Sewer Line Extensior	25,000	25,000	25,000
Town of Rockwell Deed Research & Utility Easements	25,000	25,000	25,000
Town of Rockwell Deed Research & Utility Easements	25,000	25,000	25,000
Phase III Forest Glen Water Line Extension	25,869	25,869	25,869
Phase III Forest Glen Sewer Line Extension	25,869	25,869	25,869
Unobligated Water Extensions Funding	149,131	149,131	149,131
Unobligated Sewer Extensions Funding	149,131	149,131	149,131
Total Capital Outlay	\$ 629,000	\$ 629,000	\$ 547,600

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Provide opportunities for staff training and development.
2. Continue implementation of the Fats, Oils and Grease (FOG) program.
3. Update the draft Sewer Use Ordinance.
4. Increase public education efforts through brochures, newsletter, tours and presentations.

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Environmental Services Workload			
Number of Wastewater Analyses Performed-Estimate	17,000	17,000	16,800
Number of Sanitary Sewer Overflows (SSO) *	10	10	10
Number of Industrial Violations Reported or Detected **	25	25	25
Environmental Services Efficiency			
Cost Per Wastewater Analysis	\$17	\$16	\$16
Average Cost Per SSO Response	\$65	\$65	\$65
Average Cost Per Industrial Violation Reported or Detected	\$60	\$60	\$60
Environmental Services Effectiveness			
Percent of Wastewater Analyses Meeting or Exceeding Standard	98%	98%	98%
Percent of SSOs Responded To Within One Hour	100%	100%	100%
Percent of Industrial Violators Notified Within 24 Hours	100%	100%	100%

* Number is dependent on rainfall, specifically inflow and infiltration from stormwater; represents all occurrences, regardless of overflow size

** Number is contingent on how well each industrial enterprise maintains its system

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 580,012	\$ 620,278	\$ 643,105	\$ 469,452	\$ 469,452
Operating	112,659	169,426	177,659	150,801	150,801
Capital	12,998	-	7,000	7,000	7,000
TOTAL	\$ 705,669	\$ 789,704	\$ 827,764	\$ 627,253	\$ 627,253

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Environmental Services Manager	1	1	1	1	1
Laboratory Supervisor	1	1	1	1	1
Laboratory Analyst	2	2	2	1 ¹	1 ¹
Chemist	2	2	2	1 ¹	1 ¹
FOG Inspector	1	1	1	0 ¹	0 ¹
FOG Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	7	7

¹ Reduction in Force

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Environmental Services (900)			
Barnstead distillation unit	\$ <u>7,000</u>	\$ <u>7,000</u>	\$ <u>7,000</u>
Total Capital Outlay	\$ <u>7,000</u>	\$ <u>7,000</u>	\$ <u>7,000</u>

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Wastewater Treatment Workload			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	35	35	33
Millions of Gallons Wastewater Treated	3,000	2,635	2,800
Tons of Dry Bio-Solids Land-Applied	1,830	1,961	2,015
Wastewater Treatment Efficiency			
Number of FTEs Per Wastewater Treatment Plant	17.5	17.5	16.5
Cost Per Million Gallons of Wastewater Treated	\$1,481	\$1,780	\$1,550
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$433	\$424	\$420
Wastewater Treatment Effectiveness			
Average Wastewater Plant Operational Capacity	66%	59%	66%
Average Daily Wastewater Turbidity (Total Suspended Solids)	7.0	7.2	7.2
Percent of Treated Wastewater Billed	58%	65%	62%
Gallons of Wastewater Returned Per Potable Gallons Produced	1.04	0.87	0.92
Pounds of Solids Out Per Pounds In (de-water/land apply)	4018/3400	4220/3570	4427/3745

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 954,155	\$ 965,973	\$ 985,951	\$ 894,308	\$ 894,308
Operating	1,668,111	1,983,543	2,329,948	1,932,484	1,932,484
Capital	12,183	-	100,000	100,000	100,000
TOTAL	\$ 2,634,449	\$ 2,949,516	\$ 3,415,899	\$ 2,926,792	\$ 2,926,792

PERSONNEL DETAIL

Position Title	Authorized 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (100)					
Plant Operations Manager	1	1	0 ¹	0 ¹	0 ¹
Wastewater Treatment Supervisor	0	0	1 ¹	0 ³	0 ³
SCADA Technician	1	0 ²	0	0	0
Town Creek WWTP (901)					
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	5	5	5	5	5
Grant Creek WWTP (902)					
Wastewater Treatment Supervisor	1	1	0 ¹	0	0
Plant Operations Manager	0	0	1 ¹	1 ¹	1 ¹
Wastewater Plant Operator	5	5	5	5	5
Residuals Management (903)					
Residuals Supervisor	1	1	1	1	1
Residuals Operator	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	18	17	17	16	16

¹ Change in Cost Centers

² Position moved to Plants Maintenance Administration

³ Reduction in Force

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Second Creek Package Plant WWTP (904)			
Equalization basin for influent from West			
Rowan Middle School	\$ 100,000	\$ 100,000	\$ 100,000
Total Capital Outlay	\$ 100,000	\$ 100,000	\$ 100,000

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Workload			
Meter Readings Per Fiscal Year	232,638	233,021	233,250
Efficiency			
Cost Per 100 Meter Readings	\$187.05	\$ 205.45	\$205.25
Effectiveness			
Percent of Meters Misread	0.16%	0.15%	0.15%

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 444,999	\$ 485,380	\$ 521,458	\$ 535,042	\$ 535,042
Operating	111,928	148,412	167,816	160,700	160,700
Capital	-	-	-	-	-
TOTAL	\$ 556,927	\$ 633,792	\$ 689,274	\$ 695,742	\$ 695,742

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Meter Maintenance (852)					
Senior Meter Mechanic	1	1	1	1	1
Meter Services Technician	2	2	2	2	2
Meter Reading (855)					
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	1	1	1
Meter Reader/Meter Services Technician	6	6	6	6	6
Meter Reader – CG - NEW	<u>0</u>	<u>0</u>	<u>1¹</u>	<u>1¹</u>	<u>1¹</u>
TOTAL	11	11	12	12	12

¹ New position for China Grove service

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 451,276	\$ 513,988	\$ 620,019	\$ 616,181	\$ 616,181
Operating	1,598,313	1,754,726	2,693,654	2,178,657	2,178,657
Capital	159,476	423,000	554,300	126,300	35,000
TOTAL	\$ 2,209,065	\$ 2,691,714	\$ 3,867,973	\$ 2,921,138	\$ 2,829,838

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
PM Administration (000)					
SCADA Technician	0	1 ¹	1	1	1
PM Raw Water Supply (810)					
Maintenance Technician	1	0 ²	0	0	0
PM Water Treatment Plant (811)					
Maintenance Technician	1	1	1	1	1
PM Sewer Maintenance (856)					
Utilities Systems Supervisor	1	1	1	1	1
Maintenance Technician	2	2	2	2	2
Maintenance Technician – CG - NEW	0	0	1 ³	1 ³	1 ³
PM Town Creek WWTP (901)					
Maintenance Technician	1	2 ²	2	2	2
PM Grant Creek WWTP (902)					
Plants Maintenance Supervisor	1	1	1	1	1
Maintenance Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	9	10	10	10

¹ Position moved from Plant Operations – Wastewater Treatment

² Position moved between cost centers

³ New position for China Grove service

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
PM Raw Water Supply (810)			
Install rails for sand pump	35,000	35,000	35,000
Replace concrete pipe	160,000	-	-
PM Distribution Maint/Const (850)			
Generator for booster station	250,000	-	-
PM Town Creek WWTP (901)			
Install gate at screw pump station	18,000	-	-
Roof Replacement	66,000	66,000	-
PM Grants Creek WWTP (902)			
Roof Replacement	25,300	25,300	-
Total Capital Outlay	\$ 554,300	\$ 126,300	\$ 35,000

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,264,238	6,047,058	5,934,842	6,513,122	6,513,122
Capital	-	-	-	-	-
TOTAL	\$ 2,264,238	\$ 6,047,058	\$ 5,934,842	\$ 6,513,122	\$ 6,513,122



Water & Sewer Capital Reserve Fund

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

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2012
With Estimated Actual for the Year Ending June 30, 2011 and
Actual for the Year Ended June 30, 2010

	2010	2011	2012
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 4,488	\$ 7,885	\$ 4,000
Total miscellaneous	<u>\$ 4,488</u>	<u>\$ 7,885</u>	<u>\$ 4,000</u>
 OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 484,645	\$ 483,971	\$ 499,253
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>-</u>
Total other financing sources	<u>\$ 484,645</u>	<u>\$ 483,971</u>	<u>\$ 499,253</u>
 Total revenues and other financing sources	<u>\$ 489,133</u>	<u>\$ 491,856</u>	<u>\$ 503,253</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 FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	67,830	-	304,898	304,898
Capital	523,934	446,961	220,561	198,355	198,355
TOTAL	\$ 523,934	\$ 514,791	\$ 220,561	\$ 503,253	\$ 503,253

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration			
Computer Equipment Replacement	\$ 53,200	\$ 30,994	\$ 30,994
Total Capital Outlay	\$ 53,200	\$ 30,994	\$ 30,994
Plant Operations - Water Treatment			
Computer Equipment Replacement	\$ 13,200	\$ 13,200	\$ 13,200
Total Capital Outlay	\$ 13,200	\$ 13,200	\$ 13,200
Systems Maintenance			
Computer Equipment Replacement	\$ 2,001	\$ 2,001	\$ 2,001
Replace SM10401 2004 F-150	35,907	35,907	35,907
Replace SM38201 1982 Traffic Sign/Arrow Board	10,306	10,306	10,306
Replace WS30104 2001 Sewer Jet Trailer	70,046	70,046	70,046
Total Capital Outlay	\$ 118,260	\$ 118,260	\$ 118,260
Environmental Services			
Computer Equipment Replacement	\$ 4,002	\$ 4,002	\$ 4,002
Total Capital Outlay	\$ 4,002	\$ 4,002	\$ 4,002
Plant Operations - Wastewater Treatment			
Computer Equipment Replacement	\$ 3,600	\$ 3,600	\$ 3,600
Total Capital Outlay	\$ 3,600	\$ 3,600	\$ 3,600
Meter Services			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
Replace MS10901 2009 F150 Truck w/Transit Connect Van	25,899	25,899	25,899
Total Capital Outlay	\$ 28,299	\$ 28,299	\$ 28,299

Transit Fund

CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2012
With Estimated Actual for the Year Ending June 30, 2011 and
Actual for the Year Ended June 30, 2010

	2010	2011	2012
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 93,711	\$ 102,952	\$ 84,155
Other operating revenues	<u>15,524</u>	<u>-</u>	<u>15,500</u>
Total operating revenues	<u>\$ 109,235</u>	<u>\$ 102,952</u>	<u>\$ 99,655</u>
NONOPERATING REVENUES:			
Intergovernmental	<u>\$ 509,046</u>	<u>\$ 558,383</u>	<u>\$ 571,158</u>
Total nonoperating revenues	<u>\$ 509,046</u>	<u>\$ 558,383</u>	<u>\$ 571,158</u>
OTHER FINANCING SOURCES:			
Operating Transfer from General Fund	<u>\$ 390,319</u>	<u>\$ 416,785</u>	<u>\$ 416,785</u>
Total other financing sources	<u>\$ 390,319</u>	<u>\$ 416,785</u>	<u>\$ 416,785</u>
Total revenues and other financing sources	<u><u>\$ 1,008,600</u></u>	<u><u>\$ 1,078,120</u></u>	<u><u>\$ 1,087,598</u></u>

CITY OF SALISBURY
FY 2011-2012 BUDGET SUMMARY
TRANSIT FUND

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 09-10		FY 10-11		FY 11-12		FY 11-12		FY 11-12	
REVENUE	\$	1,008,600	\$	1,059,540	\$	1,683,443	\$	1,087,598	\$	1,087,598
EXPENSES		Actual		Budgeted		Requested		Mgr Recommends		Adopted
		FY 09-10		FY 10-11		FY 11-12		FY 11-12		FY 11-12
TRANSIT - OPERATIONS										
Personnel	\$	477,620	\$	494,359	\$	469,383	\$	466,386	\$	466,386
Operations		225,780		265,965		681,090		257,780		257,780
Capital		-		-		-		-		-
TOTAL	\$	703,400	\$	760,324	\$	1,150,473	\$	724,166	\$	724,166
TRANSIT - ADMINISTRATION										
Personnel	\$	126,556	\$	142,479	\$	140,870	\$	139,918	\$	139,918
Operations		384,880		185,337		190,500		181,434		181,434
Capital		-		-		-		-		-
TOTAL	\$	511,436	\$	327,816	\$	331,370	\$	321,352	\$	321,352
TRANSIT - CAPITAL										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		2,767		20,900		553,154		42,080		42,080
TOTAL	\$	2,767	\$	20,900	\$	553,154	\$	42,080	\$	42,080
GRAND TOTAL										
Personnel	\$	604,176	\$	636,838	\$	610,253	\$	606,304	\$	606,304
Operations		610,660		451,302		871,590		439,214		439,214
Capital		2,767		20,900		553,154		42,080		42,080
TOTALS	\$	1,217,603	\$	1,109,040	\$	2,034,997	\$	1,087,598	\$	1,087,598

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Workload			
Number of Passengers -Fixed Route	182,294	205,454	207,508
Number of Passengers - ADA	7,587	7,500	7,425
Number of Full-sized Buses	6	6	6
Number of Mini-Buses	-	-	-
Number of Routes	3	3	3
Revenue Miles Driven	130,135	130,135	131,436
Gallons of Fuel Used	31,834	32,000	32,320
Fares Collected (Dollars) - Fixed Route	93,711	94,000	95,000
State Matching Funds Collected	225,924	225,924	225,924
Efficiency			
Average Cost Per Mile	\$ 7.14	\$ 7.43	\$ 7.73
Average Cost Per Passenger - Routine	\$ 5.10	\$ 5.30	\$ 5.51
Average Cost Per Passenger - ADA	\$ 9.80	\$ 10.19	\$ 10.60
Effectiveness			
Complaints Received	3	2	2
Number of Break-Downs	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	2	0	0
Injuries	0	0	0

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 126,556	\$ 142,479	\$ 140,870	\$ 139,918	\$ 139,918
Operating	384,880	185,337	190,500	181,434	181,434
Capital	-	-	-	-	-
TOTAL	\$ 511,436	\$ 327,816	\$ 331,370	\$ 321,352	\$ 321,352

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Transit Manager	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 - Public Works
DIVISION - Transit Operations

651

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 477,620	\$ 494,359	\$ 469,383	\$ 466,386	\$ 466,386
Operating	225,780	265,965	681,090	257,780	257,780
Capital	-	-	-	-	-
TOTAL	\$ 703,400	\$ 760,324	\$ 1,150,473	\$ 724,166	\$ 724,166

PERSONNEL DETAIL

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

DEPARTMENT - Public Works
DIVISION- Transit Capital Outlay

653

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	<u>2,767</u>	<u>20,900</u>	<u>553,154</u>	<u>42,080</u>	<u>42,080</u>
TOTAL	\$ 2,767	\$ 20,900	\$ 553,154	\$ 42,080	\$ 42,080

CAPITAL OUTLAY

	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
DR600 for voice annunciation system	\$ 6,257	\$ -	\$ -
Verint mDVR6 for surveillance system	5,375	-	-
Vehicle spare parts	19,100	19,100	19,100
Surveillance system spare parts	5,200	5,200	5,200
Bus shelters, benches, installation	84,070	-	-
Repair current shelters, pads, bus stops	10,200	10,200	10,200
Audio visual equipment	600	600	600
Light transit vehicle - ADA accessible	165,200	-	-
Self-contained fuel system	200,000	-	-
Two replacement computers	3,000	3,000	3,000
Fare boxes - 4 replacements	3,980	3,980	3,980
Shop equipment	50,172	-	-
Total Capital Outlay	\$ 553,154	\$ 42,080	\$ 42,080



Fibrant Communications Fund

CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2012
With Estimated Actual for the Year Ending June 30, 2011 and
Actual for the Year Ended June 30, 2010

	2010	2011	2012
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ -	\$ 591,500	\$ 3,894,782
Total operating revenues	<u>\$ -</u>	<u>\$ 591,500</u>	<u>\$ 3,894,782</u>
NONOPERATING REVENUES:			
Interfund revenues	\$ -	\$ -	\$ 216,625
Miscellaneous revenues	<u>1,937</u>	<u>380</u>	<u>106,826</u>
Total nonoperating revenues	<u>\$ 1,937</u>	<u>\$ 380</u>	<u>\$ 323,451</u>
OTHER FINANCING SOURCES:			
Interfund loan	\$ -	\$ 1,229,719	\$ 3,699,795
Fund equity appropriated	<u>-</u>	<u>500,000</u>	<u>422,813</u>
Total other financing sources	<u>\$ -</u>	<u>\$ 1,729,719</u>	<u>\$ 4,122,608</u>
Total revenues and other financing sources	<u><u>\$ 1,937</u></u>	<u><u>\$ 2,321,599</u></u>	<u><u>\$ 8,340,841</u></u>

CITY OF SALISBURY
FY 2011-2012 BUDGET SUMMARY
FIBRANT FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 11-12
REVENUE	\$ 1,937	\$ 3,317,547	\$ 8,141,046	\$ 8,340,841	\$ 8,340,841
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 11-12
ADMINISTRATION					
Personnel	\$ 212,353	\$ 307,702	\$ 319,181	\$ 255,275	\$ 255,275
Operations	193,089	326,800	344,817	169,882	169,882
Capital	-	-	-	-	-
TOTAL	\$ 405,442	\$ 634,502	\$ 663,998	\$ 425,157	\$ 425,157
PROGRAMMING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	35,528	525,552	216,676	1,736,408	1,736,408
Capital	-	-	-	-	-
TOTAL	\$ 35,528	\$ 525,552	\$ 216,676	\$ 1,736,408	\$ 1,736,408
BROADBAND SYSTEMS					
Personnel	\$ 206,534	\$ 383,211	\$ 385,759	\$ 449,305	\$ 449,305
Operations	28,878	685,561	780,472	719,848	719,848
Capital	-	-	271,165	271,165	271,165
TOTAL	\$ 235,412	\$ 1,068,772	\$ 1,437,396	\$ 1,440,318	\$ 1,440,318
SERVICE DELIVERY					
Personnel	\$ 234	\$ 191,737	\$ 241,295	\$ 239,169	\$ 239,169
Operations	72,631	51,025	61,687	43,403	43,403
Capital	-	-	2,683,227	2,683,227	2,683,227
TOTAL	\$ 72,865	\$ 242,762	\$ 2,986,209	\$ 2,965,799	\$ 2,965,799
DEBT SERVICE					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	79,336	845,959	1,773,159	1,773,159	1,773,159
Capital	-	-	-	-	-
TOTAL	\$ 79,336	\$ 845,959	\$ 1,773,159	\$ 1,773,159	\$ 1,773,159
GRAND TOTAL					
Personnel	\$ 419,121	\$ 882,650	\$ 946,235	\$ 943,749	\$ 943,749
Operations	409,462	2,434,897	3,176,811	4,442,700	4,442,700
Capital	-	-	2,954,392	2,954,392	2,954,392
TOTALS	\$ 828,583	\$ 3,317,547	\$ 7,077,438	\$ 8,340,841	\$ 8,340,841

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 212,353	\$ 307,702	\$ 319,181	\$ 255,275	\$ 255,275
Operating	193,089	326,800	344,817	169,882	169,882
Capital	-	-	-	-	-
TOTAL	\$ 405,442	\$ 634,502	\$ 663,998	\$ 425,157	\$ 425,157

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (100)					
Director of Broadband Services	1	1	1	1	1
Senior Administrative Specialist	1	1	1	1	1
Sales/Marketing (202)					
Communications Sales & Marketing Analyst	1	1	1	0 ²	0 ²
Broadband Sales Specialist	<u>0</u>	<u>1¹</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	4	4	3	3

¹ New Position

² Reduction in force

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	35,528	525,552	216,676	1,736,408	1,736,408
Capital	-	-	-	-	-
TOTAL	\$ 35,528	\$ 525,552	\$ 216,676	\$ 1,736,408	\$ 1,736,408

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 206,534	\$ 383,211	\$ 385,759	\$ 449,305	\$ 449,305
Operating	28,878	685,561	780,472	719,848	719,848
Capital	-	-	271,165	271,165	271,165
TOTAL	\$ 235,412	\$ 1,068,772	\$ 1,437,396	\$ 1,440,318	\$ 1,440,318

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (100)					
System Architect/System Engineer	1	1	1	1	1
Video (210)					
Head End Technician	1	1	1	1	1
Data (211)					
Network Administrator	1	1	1	1	1
Systems Analyst	0	0	0	1 ²	1 ²
Technical Services (220)					
Technical Service Representative	<u>0</u>	<u>2</u> ¹	<u>2</u>	<u>3</u> ³	<u>3</u> ³
TOTAL	3	5	5	7	7

¹ Positions transferred from Service Delivery and reclassified² New position beginning May 1, 2012³ Add one new position for FY2012

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 234	\$ 191,737	\$ 241,295	\$ 239,169	\$ 239,169
Operating	72,631	51,025	61,687	43,403	43,403
Capital	-	-	2,683,227	2,683,227	2,683,227
TOTAL	\$ 72,865	\$ 242,762	\$ 2,986,209	\$ 2,965,799	\$ 2,965,799

PERSONNEL DETAIL

Position Title	Authorized FY 09-10	Authorized FY 10-11	Requested FY 11-12	Mgr Recommends FY 11-12	Adopted FY 11-12
Administration (100)					
Service Delivery Manager	1	1	1	1	1
Technical Services (220)					
Technical Service Technician	2	0 ¹	0	0	0
Installation (221)					
Broadband Technician	<u>1</u>	<u>2</u> ²	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	4	3	3	3	3

¹ Positions transferred to Broadband Systems

² One new position for FY2011

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	79,336	845,959	1,773,159	1,773,159	1,773,159
Capital	-	-	-	-	-
TOTAL	\$ 79,336	\$ 845,959	\$ 1,773,159	\$ 1,773,159	\$ 1,773,159



Special Revenue Funds

CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2012
With Estimated Actual for the Year Ending June 30, 2011 and
Actual for the Year Ended June 30, 2010

	2010	2011	2012
	Actual	Estimate	Budget
REVENUES:			
Intergovernmental:			
Federal	<u>\$ 378,595</u>	<u>\$ 450,000</u>	<u>\$ 355,386</u>
Miscellaneous:			
Other	<u>\$ 38,851</u>	<u>\$ 180,000</u>	<u>\$ 35,000</u>
Total revenues	<u>\$ 417,446</u>	<u>\$ 630,000</u>	<u>\$ 390,386</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 FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	418,529	519,413	390,386	390,386	390,386
Capital	-	-	-	-	-
TOTAL	\$ 418,529	\$ 519,413	\$ 390,386	\$ 390,386	\$ 390,386

Internal Service Funds

CITY OF SALISBURY, NORTH CAROLINA

INTERNAL SERVICE FUNDS

FINANCIAL PLAN

For the Year Ending June 30, 2012

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

REVENUES

Charges for Services	\$ 4,870,302
Interest Earned on Investments	5,000
Miscellaneous Revenues	<u>153,311</u>
Total Revenues	<u>\$ 5,028,613</u>

EXPENDITURES

Employee Benefits	\$ 4,988,613
Miscellaneous Expenditures	<u>40,000</u>
Total Expenditures	<u>\$ 5,028,613</u>

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

REVENUES

Charges for Services	\$ 573,750
Interest Earned on Investments	1,000
Appropriate from Reserves	<u>25,250</u>
Total Revenues	<u>\$ 600,000</u>

EXPENDITURES

Employee Benefits	<u>\$ 600,000</u>
Total Expenditures	<u>\$ 600,000</u>



Capital Improvement Program

DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2012 – 2016

OVERVIEW

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

CAPITAL IMPROVEMENT DEFINITION

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

GENERAL FUND SUMMARY: FY2012-16

		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Capital Totals		822	1,513	1,570	8,844	569	13,318
Operating Impact		-	-	83	299	1,635	2,017
(in thousands)							
Totals		822	1,513	1,653	9,143	2,204	15,335

WATER AND SEWER FUND: WATER SUMMARY: FY2012-16

		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Capital Totals		652	3,930	2,741	5,406	7,903	20,632
Operating Impact		-	91	273	673	649	1,686
(in thousands)							
Totals		652	4,021	3,014	6,079	8,552	22,318


WATER AND SEWER FUND: SEWER SUMMARY: FY2012-16

		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Capital Totals		107	6,702	4,880	2,295	6,185	20,169
Operating Impact		-	196	362	427	465	1,450
(in thousands)							
Totals		107	6,898	5,242	2,722	6,650	21,619


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>HVAC Replacement</i>	FUND / DEPARTMENT <i>General Fund</i> <i>Various Departments</i>	CONTACT NAME AND NUMBER <i>Deb Young</i> <i>Tel. 704-638-2152</i>					
PROJECT DESCRIPTION OR JUSTIFICATION Replace inefficient HVAC systems at end of useful life.		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Energy savings and scheduled replacement</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition		193	100	100	100	100	593
Other							
Capital Total		193	100	100	100	100	593
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Roof Replacements</i>		FUND / DEPARTMENT <i>General Fund</i> <i>Various Departments</i>		CONTACT NAME AND NUMBER <i>Deb Young</i> <i>Tel. 704-638-2152</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Scheduled replacement of roofs at end of useful life.				ADDITIONAL PROJECT DETAIL			
							
GOALS & OBJECTIVES <i>Routine Building Maintenance.</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition							
Other		153	111	100	100	100	564
Capital Total		153	111	100	100	100	564
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>City Office Building Renovations</i>	FUND / DEPARTMENT <i>General Fund Office Buildings</i>	CONTACT NAME AND NUMBER <i>Deb Young Tel. 704-638-2152</i>					
PROJECT DESCRIPTION OR JUSTIFICATION Renovate the first and third floors to accommodate the relocation of both Development Services and Engineering from the Zimmerman Building, repair main steam line and upgrade electrical service.		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Consolidating functions in COB to facilitate the sale of the Zimmerman Building.</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Proceeds From Sale of Zimmerman Building</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction		200					200
Acquisition							-
Other							
Capital Total		200	-	-	-	-	200
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							-
Operating Total							-


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Renovation of Former GX Fitness Building</i>		FUND / DEPARTMENT <i>General Fund Administration</i>		CONTACT NAME AND NUMBER <i>Deb Young Tel. 704-638-2152</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Retrofit former GX fitness building to serve as meeting and event facility for downtown area.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Re-Use of Existing Building.</i>							
COMMENTS <i>Some impact on operations through higher operating and debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction				100	3,000		3,100
Acquisition							
Other							-
Capital Total				100	3,000		3,100
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					91	196	287
Operating Total					91	196	287


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Plaza Renovations, Up-fits and Repairs</i>		FUND / DEPARTMENT <i>General Fund Plaza</i>		CONTACT NAME AND NUMBER <i>Deb Young Tel. 704-638-2152</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Various renovations to both commercial and residential spaces. Hallways and entrance-ways renovations, appliance replacement and gutter repairs.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Marketability of Property and General Upkeep</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition							
Other		12	143	143	97	97	492
Capital Total		12	143	143	97	97	492
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							0
Operating Total							0

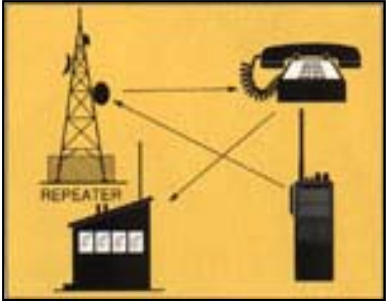
CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Fire-Fighting Equipment for New Quint-3 Truck</i>		FUND / DEPARTMENT <i>General Fund Fire Department</i>		CONTACT NAME AND NUMBER <i>Robert Parnell Tel. 704-638-4464</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Station air compressor and equipment required to completely out-fit new Quint-3.				ADDITIONAL PROJECT DETAIL			
							
GOALS & OBJECTIVES <i>Life Safety and Property Protection</i>							
COMMENTS <i>No material impact on future operating costs</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							-
Acquisition		98					98
Other			37				
Capital Total		98	37	-	-	-	98
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>New Fire Station # 5</i>		FUND / DEPARTMENT <i>General Fund Fire Department</i>		CONTACT NAME AND NUMBER <i>Robert Parnell Tel. 704-638-4464</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Land acquisition, design and construction of a new fire station to serve growth in south Highway 29 and Interstate-85 areas of city. Both debt-service and operating costs are shown here, as the full impact of significantly higher operating costs of a new fire station will be reflected in the operating budget in FY-16. Normal staffing of a new station adds an additional fifteen-plus full-time staff with associated fire-fighting apparatus and equipment. *				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Life Safety and Property Protection</i>							
COMMENTS <i>A significant impact on operations through both higher debt service and future operating costs*</i>				PROPOSED FUNDING SOURCE <i>Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction			0	0	1,750	0	1,750
Acquisition				180			180
Other						175	175
Capital Total		-	-	180	1,750	175	2,105
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>						15	15
<i>New Staff Cost</i>						975	975
<i>Operating / Debt Cost</i>						91	91
Operating Total						1,081	1,081


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Back-up Mobile Telecomm Trunking</i>		FUND / DEPARTMENT <i>General Fund Telecommunications</i>		CONTACT NAME AND NUMBER <i>Terry Buff Tel. 704-638-5399</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Back-up analog 800-trunking system for regulatory compliance and compatibility with multiple systems from different agencies, wireless networking equipment, an antenna analyzer, and a microwave test set.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Redundancy and System Compatibility</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition			800				800
Other		35					35
Capital Total		35	800	0	0	0	835
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost				83	83	83	249
Operating Total				83	83	83	249


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Enclose Equipment Bays</i>		FUND / DEPARTMENT <i>General Fund Public Works - Street Div.</i>		CONTACT NAME AND NUMBER <i>Craig Powers Tel. 704-216-2718</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Enclose equipment bays for secure equipment storage.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Secure Equipment Storage</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction			30	30	30	30	120
Acquisition							
Other							
Capital Total		-	30	30	30	30	120
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							0
Operating Total							0


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Wheel Alignment Machine</i>	FUND / DEPARTMENT <i>General Fund Public Works</i>	CONTACT NAME AND NUMBER <i>Jake Sterling Tel. 704-638-5264</i>					
PROJECT DESCRIPTION OR JUSTIFICATION Wheel Alignment Machine and Supporting Software		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Accommodate broader range of vehicles</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition		53					53
Other							
Capital Total		53					53
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Mobile Heavy Truck Lift</i>		FUND / DEPARTMENT <i>General Fund Public Works</i>		CONTACT NAME AND NUMBER <i>Jake Sterling Tel. 704-638-5264</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Mobile Heavy Truck Lift for use in lifting larger vehicles.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Accommodate the safe lifting of larger vehicles</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition			50				50
Other							
Capital Total		-	50				50
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Tire Changer</i>		FUND / DEPARTMENT <i>General Fund</i> <i>Public Works</i>		CONTACT NAME AND NUMBER <i>Jake Sterling</i> <i>Tel. 704-638-5264</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Tire Changer Needed for use on light trucks and automobiles.				ADDITIONAL PROJECT DETAIL			
							
GOALS & OBJECTIVES <i>Replace Outdated Equipment</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition		11					11
Other							
Capital Total		11					11
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>New Fleet Facility</i>	FUND / DEPARTMENT <i>General Fund Public Works</i>	CONTACT NAME AND NUMBER <i>Jake Sterling Tel. 704-638-5264</i>					
PROJECT DESCRIPTION OR JUSTIFICATION New fleet facility to replace out-dated and space-confined building.		ADDITIONAL PROJECT DETAIL					
							
GOALS & OBJECTIVES <i>Accommodate new, larger vehicles</i>							
COMMENTS <i>Existing facility at end of life. Larger facility will have higher operating and debt service costs.*</i>				PROPOSED FUNDING SOURCE <i>Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction				100			100
Acquisition					2,000		2,000
Other							
Capital Total				100	2,000	0	2,100
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					73	145	218
Operating Total					73	145	218

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)


PROJECT NAME <i>Routine Park Repairs</i>		FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>		CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>			
PROJECT DESCRIPTION OR JUSTIFICATION A fixed amount is allocated each fiscal year for park repairs.				ADDITIONAL PROJECT DETAIL			
							
GOALS & OBJECTIVES <i>Safety</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition							
Other		67	67	67	67	67	335
Capital Total		67	67	67	67	67	335
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Town Creek Park Design and Development</i>		FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>		CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>			
PROJECT DESCRIPTION OR JUSTIFICATION To plan, design and develop Town Creek Park				ADDITIONAL PROJECT DETAIL			
							
GOALS & OBJECTIVES <i>Town Creek Park Design and Development</i>							
COMMENTS <i>Some impact on operations through higher operating and debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction			175				175
Acquisition							-
Other					200		200
Capital Total		-	175	0	200	0	375
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					62	124	186
Operating Total							186

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Civic Center Expansion</i>	FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>	CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>
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PROJECT DESCRIPTION OR JUSTIFICATION To design and expand the civic center for a broader range of uses.	ADDITIONAL PROJECT DETAIL 
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GOALS & OBJECTIVES
To accommodate a broader range of uses.

COMMENTS <i>Some impact on operations through higher operating and debt service costs.</i>	PROPOSED FUNDING SOURCE <i>Debt Issuance</i>
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PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-12	FY-13	FY-14	FY-15	FY-16	Total	
Design / Construction				1,500		1,500	
Acquisition							
Other						-	
Capital Total	-	-	-	1,500	-	1,500	
OPERATING IMPACT							
	FY-12	FY-13	FY-14	FY-15	FY-16	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					78	78	
Operating Total					78	78	


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Aquatic Facility</i>	FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>	CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>					
PROJECT DESCRIPTION OR JUSTIFICATION To develop an aquatic center.		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Safety and Functionality</i>							
COMMENTS <i>Some impact on operations through higher operating and debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction				750			750
Acquisition							
Other							-
Capital Total			0	750		0	750
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					52	52	104
Operating Total					52	52	104


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>HVAC Replacements</i>	FUND / DEPARTMENT <i>Water-Sewer Fund</i> <i>Various Departments</i>	CONTACT NAME AND NUMBER <i>Patrick Kennerly</i> <i>Tel. 704-638-4458</i>					
PROJECT DESCRIPTION OR JUSTIFICATION The city is continuing the scheduled replacement of outdated and inefficient HVAC systems.			ADDITIONAL PROJECT DETAIL 				
GOALS & OBJECTIVES <i>Energy Savings & Scheduled Replacement</i>							
COMMENTS <i>No material impact on future operating costs.</i>			PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>				
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition		8	29	8		16	60
Other							
Capital Total		8	29	8		16	60
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)


PROJECT NAME <i>Roof Replacements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund</i> <i>Various Departments</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly</i> <i>Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Routine building maintenance and scheduled roof replacement at various water-sewer facilities.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Scheduled Building Maintenance</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition							-
Other		61	191	13	6	38	309
Capital Total		61	191	13	6	38	309
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Water Treatment Security Improvements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Water</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION The Vulnerability Assessment mandated by the Environmental Protection Agency (EPA) in FY-04 identified utility sites and facilities where security improvements need to be implemented. This includes continued fencing and electronic access security improvements for the Water Treatment Plant and associated facilities, such as booster pump stations.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Federal Mandate</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition			120	120			240
Other							
Capital Total			120	120			240
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Raw Water Pump Station Improvements</i>	FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>	CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>
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PROJECT DESCRIPTION OR JUSTIFICATION Raw Water Pump (FY - 12): 12 MGD pump needs to be rebuilt as it has been in service beyond the recommended life. Other upgrades include repairs to sleuce gate at wet well, replacing the ladder at wet well and installing rails for the sand pump. Raw Water Concrete Piping (FY - 15): existing section of 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Electrical System Upgrade (FY - 16)	ADDITIONAL PROJECT DETAIL 
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GOALS & OBJECTIVES
Routine Replacement

COMMENTS <i>No material impact on future operating costs.</i>	PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>
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PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-12	FY-13	FY-14	FY-15	FY-16	Total	
Design / Construction							
Acquisition							
Other		355		150	100	605	
Capital Total	-	355		150	100	605	
OPERATING IMPACT							
	FY-12	FY-13	FY-14	FY-15	FY-16	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Water and Sewer Extensions - Various</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Water and Sewer Extensions + Town of Spencer - Water and Sewer Extensions + Town of Granite Quarry - Sewer Line Extension + Town of Rockwell - Various Utility Easements + Pase III of Forest Glen - Water and Sewer Extensions + Unobligated Water and Sewer Extension Funding				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Routine Replacement</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							77
Acquisition		48					50
Other		500					500
Capital Total		548	-	-	-	-	627
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>New Raw Water Pump Station Design</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION The existing Raw Water Pump Station was constructed in 1917, and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river and sedimentation created by the ALCOA Yadkin project causes more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as to increase withdrawal capacity for future system demands.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Necessity</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction						750	750
Acquisition							-
Other		35					35
Capital Total		35				750	785
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost						67	67
Operating Total						67	67


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Emergency Power Generation - Water</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Currently SRU has four out of seven finished water booster pump stations (BPS) with stand-by emergency power generation. There are three additional booster pump stations that need back-up power to ensure that SRU can maintain water service to all customers during emergency conditions. In order of priority, three additional generators are needed: Highway 70 BPS, Hurley School Road BPS and Old Concord Road BPS.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Redundant Power For Emergency Use</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Capital Projects Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition			500	250			750
Other							
Capital Total		0	500	250			750
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Granite Quarry Secondary Water Line</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Currently, a single water main feeds the distribution systems for the towns of Granite Quarry and Rockwell. A redundant source of water would require the installation of approximately one mile of 12" water line along Faith Road. In addition to the secondary water source, the project would also improve the hydraulic characteristics of the distribution system along US Highway 52 South. Design of the water line has been completed.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Redundancy and Improved Hydraulics</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition							
Other					250		250
Capital Total					250		250
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Raw Water Reservoir (30 MG)</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Water</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Project is the design and construction 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.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Additional Capacity</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction					3,000	3,000	6,000
Acquisition							
Other							
Capital Total					3,000	3,000	6,000
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					218	436	654
Operating Total					218	436	654


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Advanced Metering Infrastructure (AMI)</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Meter Services</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Phased implementation of a hybrid Advanced Metering Infrastructure (AMI) system for the water distribution system, consisting of both fixed network and drive-by methods of communication. This would enable a smaller number of meter readers to repair/troubleshoot all of utility's meters, thereby freeing up personnel for other duties. SRU will be able to provide a higher level of customer service, but it will require a significant funding commitment over time, as each meter will require either change-out or adaptation. SRU plans to utilize Fibrant for the backhaul of data from the fixed network collectors, where available.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Efficiency</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition							-
Other			2,000	2,000	2,000		6,000
Capital Total			2,000	2,000	2,000		6,000
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>			91	273	455		819
Operating Total			91	273	455		819


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Water Treatment Plant Improvements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Water</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Electrical System Upgrades (FY 13) will split the power supplies feeding the water plant. Other Upgrades (FY 14) includes a Secondary Feed into the Water Plant and upgrading the valves and piping near the water treatment plant.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Efficiency</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition							
Other			735	350			1,085
Capital Total		-	735	350			1,085
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Elevated Water Storage Tanks</i>	FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>	CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>					
PROJECT DESCRIPTION OR JUSTIFICATION The existing tanks were located to accommodate our present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Treatment Plant, correct pressure problems, and provide fire protection. Tanks will be needed in the near future along both the Highway 70 and Highway 29 corridors as demand grows.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Necessity</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition						4,000	4,000
Other							
Capital Total						4,000	4,000
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>						146	146
Operating Total						146	146


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Wastewater Treatment Security Improvements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Needed improvements to achieve compliance with state and federal anti-terror recommendations related to infrastructure protection. The Vulnerability Assessment mandated by the EPA in FY-04 identified utility sites where security needs to be improved.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Federal Mandate</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition			200				200
Other							
Capital Total			200				200
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)


PROJECT NAME <i>Inflow & Infiltration (I&I) Reduction</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Repair of aging infrastructure to be in compliance with state and federal standards after being identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it taxes existing wastewater treatment plant and sewer lift station capacity and also causes 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.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Wastewater Treatment Efficiency</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition							-
Other			248	200	250	300	998
Capital Total		-	248	200	250	300	998
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Emergency Power Generation - Sewer</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Currently, many of the sanitary sewer lift stations do not have emergency back-up power generation. Having stand-by power or connections to allow for a portable generator would enable the lift stations to operate without significant interruption. SRU has identified the need for five additional on-site generators at: St. Lukes, Crowell, Fesperman, Steeple-Chase and Long Ferry lift stations.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Redundant Power for Emergency Use</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition			300	200			500
Other							
Capital Total			300	200	0	0	500
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Regional Wastewater Treatment Plant</i>	FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>	CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>
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PROJECT DESCRIPTION OR JUSTIFICATION Anticipated effluent nutrient limits, primarily nitrogen and phosphorus, cannot be met with the current treatment process at both plants. As such, the need exists to initiate a multi-phased implementation of a new regional WWTP, capable of biological removal of both nitrogen and phosphorus, that would ultimately replace the current treatment trains. A new WWTP would incorporate renewable energies to offset operational costs, as well as a composting operation that would utilize residuals and yard waste to create a class "A" biosolid that could be a marketable commodity. The initial phase would consist of the design and construction of a new influent pump station that would serve the existing Grant Creek WWTP and eventually the new regional WWTP.	ADDITIONAL PROJECT DETAIL 
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GOALS & OBJECTIVES
Anticipated Regulatory Requirement Changes

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

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-12	FY-13	FY-14	FY-15	FY-16	Total	
Design / Construction							
Acquisition						-	
Other	107	350	3,200	1,450		5,107	
Capital Total	107	350	3,200	1,450		5,107	
OPERATING IMPACT							
	FY-12	FY-13	FY-14	FY-15	FY-16	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>		14	145	220		365	
Operating Total		14	145	220		365	

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

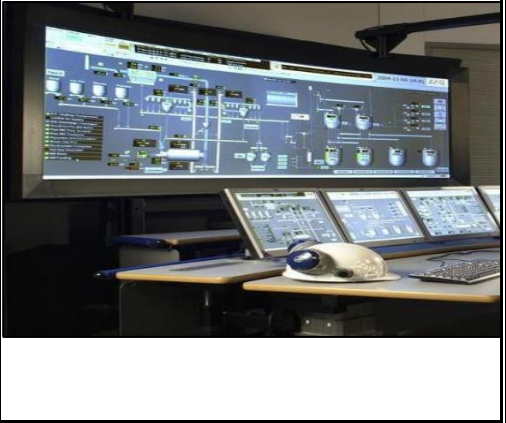
PROJECT NAME <i>Wastewater Treatment Plant Repairs</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Pump Replacement/Rebuild: Several screw pumps that lift the water for influent flow need to be replaced due to age & wear. Effluent pumps at Grants & Town Creek treatment plants need to be rebuilt. EQ basin pump needs to be upgraded. Effluent variable frequency drives (VFDs) need to be repaired. Aerators & Mixers: Aerate & Mix the biological wastewater need to be upgraded.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Efficiency</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water & Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition			666	162	80	560	1,468
Other							
Capital Total		-	666	162	80	560	1,468
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Sanitary Sewer Line Rehabilitation</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION In addition to routine sanitary sewer line repairs performed annually, some line renovations and manhole rehabilitations are needed within the small and moderately-sized trunk lines in the system. Rehabilitation projects may consist of replacement, realignment, trenchless rehab or an upgrade in pipe size to increase capacity.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Routine Maintenance</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction			400	250	250	250	1,150
Acquisition							
Other							
Capital Total		0	400	250	250	250	1,150
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>SCADA Upgrades</i>	FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>	CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>
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PROJECT DESCRIPTION OR JUSTIFICATION <p>MOSCAD/MOSCAD-L – The majority of sites still use Motorola MOSCAD technology for monitoring. These units are obsolete and some parts are no longer made. The current plan is to move away from expensive and hard to support Motorola hardware, and upgrade these stations to off-the-shelf components, using PLCs readily available and supported locally.</p> <p>Visual Wall – We currently use multiple monitors at our Water Plant to display status and information. Operators must still scroll various screens and menus constantly to get to the data they need – there is too much information to display at once on these small monitors. By upgrading to a Visual Wall (basically a large screen-type monitor on the wall), we can display all the crucial information simultaneously and at a glance. In addition, we can scroll/display other information (city news, crucial information, etc) on this same wall.</p> <p>Replace full PC’s with remote terminals - the filter hall of the water plant is not a controlled atmosphere. PC’s in this area require constant repair and cleaning to keep them running. We will replace those units with environmentally sealed Thin Clients, using only 1 PC to run them all from within the operator office.</p>	ADDITIONAL PROJECT DETAIL 
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GOALS & OBJECTIVES
Updating Obsolete Equipment

COMMENTS <i>No material impact on future operating costs.</i>	PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>
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PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-12	FY-13	FY-14	FY-15	FY-16	Total	
Design / Construction							
Acquisition		116	18	75	75	284	
Other							
Capital Total	0	116	18	75	75	284	
OPERATING IMPACT							
	FY-12	FY-13	FY-14	FY-15	FY-16	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Town Creek Access Road</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Currently, Heiligtown Road is the only point of access to the Town Creek Wastewater Treatment Plant. This road is residential and SRU must use this road to operate tanker trucks and other heavy equipment on a daily basis. An access road is proposed to enter the plant from the south to avoid the residential neighborhood.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Efficiency and Minimizing Neighborhood Impact</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction							
Acquisition							
Other				500			500
Capital Total				500			500
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost				20			20
Operating Total				20			20

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Second Creek WWTP Elimination</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION This package plant has had multiple NOVs in the past four years and discharges to a 303(d) listed stream. The NOVs have resulted from inadequate hydraulic capacity during periods of peak demand and does not allow for necessary BOD removal as a result. Stricter limits on ammonia discharge are anticipated at the plant which will ultimately put the plant out of compliance with regulations under the current process train. Additionally, the package plant and small lift stations in the area that serve a nearby school and landfill cause energy and maintenance inefficiencies. SRU proposes to construct a sewer trunk main (~23,000 LF) to collect the wastewater in the Second Creek Sewerage Basin and pump to the adjacent basin through an existing force main where the sewage would be treated by the Salisbury-Rowan WWTP. A new lift station would be required to serve the area but would allow for the elimination of the lift station at the landfill and at West Rowan Middle School as well as the Second Creek WWTP.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Regulatory Compliance</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction			4,122				4,122
Acquisition							
Other							
Capital Total			4,122				4,122
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost			165	165	165	165	660
Operating Total			165	165	165	165	660

CAPITAL IMPROVEMENT PROGRAM (FY 2012-16)

PROJECT NAME <i>Sewer Lift Station Upgrades/Eliminations</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION				ADDITIONAL PROJECT DETAIL			
Upgrade -- St. Lukes LS (FY - 13) Crowell LS (FY - 14) Fesperman LS (FY - 15) Eliminate -- Hampton Inn LS (FY - 13) Grant Street LS (FY - 13) Meroney Lane LS (FY - 14) Springhill LS (FY - 14) Yadkin Street LS (FY - 15) Crane Creek LS (FY - 16)							
GOALS & OBJECTIVES <i>Operational Efficiency</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
Design / Construction			300	350	190	5,000	5,840
Acquisition							
Other							
Capital Total			300	350	190	5,000	5,840
OPERATING IMPACT							
		FY-12	FY-13	FY-14	FY-15	FY-16	Total
<i>New Staff (FTEs)</i>							0
<i>New Staff Cost</i>							0
<i>Operating / Debt Cost</i>			17	32	42	300	391
Operating Total			17	32	42	300	391

Debt Management Program

DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2011, the City of Salisbury will have \$88,092,641 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	\$ 1,075,000
Certificates of Participation	1,840,000
Capital leases	<u>3,883,573</u>
	<u>\$ 6,798,573</u>
Water and Sewer Fund:	
General obligation bonds	\$ 5,010,000
Revenue bonds	33,770,502
Capital leases	6,284,836
State Clean Water Revolving Loans	<u>7,125,036</u>
	<u>\$ 52,190,374</u>
Fibrant Communications Fund	
Certificates of Participation	<u>\$ 33,560,000</u>
HUD Fund	
Section 108 Loan	<u>\$ 372,000</u>
Total	<u>\$ 92,920,947</u>

General Fund/General Fund Capital Reserve Fund

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

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

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

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

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

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

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

The construction and improvements to facilities funded by these leases are complete. All improvements are recorded at their construction cost upon completion. The property, funded by First Bank, has been recorded at its

present value. The purchase of equipment funded by BB&T and Wachovia is complete and recorded at its purchase price.

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

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

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

Year Ending June 30,	General Obligation Bonds		Capital Leases		Certificates of Participation		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2012	200,000	51,750	577,847	139,692	230,000	78,775	1,007,847	270,217
2013	200,000	42,150	579,663	118,554	230,000	70,725	1,009,663	231,429
2014	200,000	32,550	962,078	78,546	230,000	61,525	1,392,078	172,621
2015	200,000	22,950	304,379	65,893	230,000	51,750	734,379	140,593
2016	200,000	13,350	271,045	53,240	230,000	42,550	701,045	109,140
2017	75,000	3,750	237,712	43,246	230,000	32,775	542,712	79,771
2018	-	-	237,712	34,141	230,000	22,425	467,712	56,566
2019	-	-	237,712	25,037	230,000	11,500	467,712	36,537
2020	-	-	237,712	15,933	-	-	237,712	15,933
2021	-	-	237,712	6,828	-	-	237,712	6,828
2022	-	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-	-
Totals	<u>\$1,075,000</u>	<u>\$ 166,500</u>	<u>\$3,883,573</u>	<u>\$ 581,109</u>	<u>\$1,840,000</u>	<u>\$ 372,025</u>	<u>\$6,798,573</u>	<u>\$1,119,634</u>

Water and Sewer Fund

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

	<u>Balance June 30, 2011</u>
Refunding Water and Sewer Series 2010, average rate of 4.25%, issued November 2010, maturing serially to 2027	\$ 15,725,000
Combined Enterprise Revenue Series 2002, average rate of 4.84%, issued April 2002, maturing serially to 2027 with terms in 2020 and 2027	680,000
Water Bonds Series 1998, average rate of 4.4%, issued June 1998, maturing serially to 2017	975,000
Refunding Water and Sewer Series 2003, average rate of 3.44%, issued August 2003, maturing serially to 2019	4,035,000
Revenue Bonds 2006, average rate of 3.44%, issued December 2006, maturing serially to 2027	5,031,874
Revenue Bonds 2007, average rate of 4.06%, issued October 2007, maturing serially to 2028	6,628,628
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2024	5,705,000
Refunding Water and Sewer Series 2010, average rate of 4.25%, issued November 2010, maturing serially to 2027	<u>\$ 15,725,000</u>
	<u>\$38,780,502</u>

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

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

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements (3)		Coverage Ratios	
				Parity Debt	All Debt	Parity Debt	All Debt
2008	20,965,998	13,150,616	7,815,382	2,132,890	5,478,090	366.42%	142.67%
2009	20,968,062	13,521,208	7,446,854	2,592,200	5,687,303	287.28%	130.94%
2010	21,044,751	14,203,262	6,841,489	2,683,309	5,754,927	254.96%	118.88%

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

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds only.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at their fair market value of \$7,898,494. The future minimum lease payments at June 30, 2011 total \$1,456,530, including \$234,540 of interest. Upon completion of these lease payments the City will take ownership of the related assets.

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

	<u>Balance June 30, 2011</u>
Clean Water Loan for Sewer purposes, average rate of 5.03%, issued July 1989, revised May 1, 2003 to 3.43%, maturing serially to 2017	\$ 1,500,000
Clean Water Loan for Water purposes, average rate of 5.03%, issued January 1992, revised May 1, 2003 to 3.43%, maturing serially to 2017	135,036
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 1998, maturing serially to 2017	4,140,000
Clean Water Loan for Water purposes, average rate of 2.60%, issued January 1999, maturing serially to 2017	<u>1,350,000</u>
	<u>\$ 7,125,036</u>

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

Year	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2012	1,210,000	192,388	1,659,935	1,385,600	882,506	198,822	861,614	61,480	4,614,055	1,838,289
2013	1,190,000	148,463	1,733,939	1,330,687	882,506	173,615	717,424	50,370	4,523,870	1,703,134
2014	1,175,000	103,794	1,793,796	1,269,063	882,506	148,408	707,771	40,830	4,559,073	1,562,095
2015	1,160,000	58,419	1,856,538	1,205,224	882,506	123,201	698,119	31,260	4,597,164	1,418,104
2016	175,000	12,375	1,914,203	1,148,362	882,506	97,994	688,466	21,690	3,660,175	1,280,421
2017	100,000	4,500	1,989,828	1,068,119	882,506	72,787	498,014	12,120	3,470,348	1,157,526
2018	-	-	2,076,451	987,316	610,000	47,580	311,375	8,670	2,997,826	1,043,566
2019	-	-	2,004,113	913,261	610,000	31,720	296,324	5,220	2,910,437	950,201
2020	-	-	2,089,857	822,670	610,000	15,860	271,273	2,320	2,971,130	840,850
2021	-	-	2,176,726	737,710	-	-	246,222	580	2,422,948	738,290
2022	-	-	2,274,765	639,333	-	-	231,170	-	2,505,935	639,333
2023	-	-	2,376,023	536,452	-	-	226,119	-	2,602,142	536,452
2024	-	-	2,489,549	428,954	-	-	137,161	-	2,626,710	428,954
2025	-	-	2,594,393	316,268	-	-	134,267	-	2,728,660	316,268
2026	-	-	2,168,610	210,163	-	-	131,372	-	2,299,982	210,163
2027	-	-	2,045,730	111,357	-	-	128,144	-	2,173,874	111,357
2028	-	-	526,044	21,357	-	-	-	-	526,044	21,357
Totals	<u>\$ 5,010,000</u>	<u>\$ 519,938</u>	<u>\$ 33,770,502</u>	<u>\$ 13,131,896</u>	<u>\$ 7,125,036</u>	<u>\$ 909,986</u>	<u>\$ 6,284,836</u>	<u>\$ 234,540</u>	<u>\$ 52,190,374</u>	<u>\$ 14,796,359</u>

Fibrant Communications Fund

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

June 30, 2011

Series 2008 Certificates of Participation, average rate of 5.36%,
issued December 2008, maturing serially to 2029

\$ 33,560,000

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

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

Year Ending	Certificates of Participation	
	Principal	Interest
2012	-	1,736,594
2013	1,330,000	1,736,594
2014	1,380,000	1,683,394
2015	1,440,000	1,624,744
2016	1,500,000	1,567,144
2017	1,560,000	1,503,394
2018	1,630,000	1,433,194
2019	1,710,000	1,355,769
2020	1,795,000	1,270,269
2021	1,885,000	1,178,275
2022	1,990,000	1,076,956
2023	2,095,000	969,994
2024	2,210,000	854,769
2025	2,330,000	733,219
2026	2,460,000	602,156
2027	2,600,000	463,781
2028	2,745,000	317,531
2029	2,900,000	163,125
Totals	<u>\$ 33,560,000</u>	<u>\$ 20,270,900</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 on HUD Section 108 loan are:

Year Ending <u>June 30,</u>	<u>Capital Leases</u>	
	<u>Principal</u>	<u>Interest</u>
2012	32,000	18,449
2013	32,000	16,993
2014	32,000	15,475
2015	32,000	13,913
2016	32,000	12,313
2017	32,000	10,672
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	<u>14,000</u>	<u>395</u>
Totals	<u>\$ 372,000</u>	<u>\$ 115,361</u>

PROPOSED DEBT

The City of Salisbury has purchased a new fire truck during FY2010-11. This truck will be replacing an existing truck. The City plans to use lease-purchase financing totaling \$753,000 for this replacement vehicle. Due to the extended length of time from when a fire truck is ordered and actually delivered, the City does not plan on issuing any debt until the vehicle is ready for delivery which will be in June 2011.

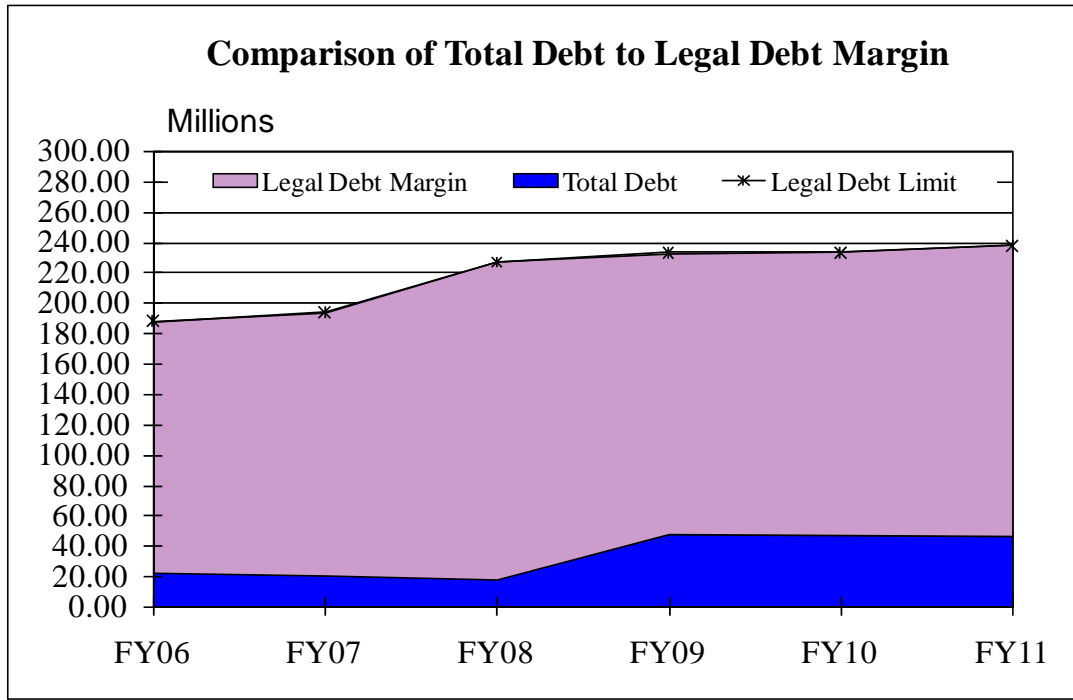
In addition to debt for this fire truck, the City is purchasing a police recorder and will use lease-purchase financing totaling \$200,000 for this equipment.

Since debt has not been issued yet for either purchase, no debt service payments are calculated in the previous schedules.

There are no other debt issuances planned for FY2011-12.

LEGAL DEBT MARGIN

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



Computation of Legal Debt Margin at June 30, 2011

Debt limit: Assessed value of \$2,979,587,075 x 8%		\$ 238,366,965
Amount of debt applicable to debt limit:		
Total bonded debt		\$ 6,085,000
General Fund	\$ 1,075,000	
Water & Sewer Fund	5,010,000	
Total certificates of participation		35,400,000
General Fund	1,840,000	
Fibrant Communications Fund	33,560,000	
Total capitalized lease obligation		5,340,104
General Fund	3,883,573	
Water & Sewer Fund	1,456,531	
	Total amount of debt applicable to debt limit	46,825,104
LEGAL DEBT MARGIN		\$ 191,541,861

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, 2010.

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Debt repaid with property taxes: Rowan County	\$ 93,083,354	24.62%	\$ 22,920,825
City of Salisbury direct debt			<u>8,377,398</u>
Total direct and overlapping debt			<u><u>\$ 31,298,223</u></u>

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

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



Balancing Costs and Services

BALANCING COSTS AND SERVICES

A Five Year Service Level and Revenue Projection With Analysis

The Shopping Trip

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

Service Levels

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

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

The current service level represents the level of service that the department currently provides the public or other City departments. The reduced service level represents a level of service below that which is currently provided. It may include such items as reduced staffing, elimination of capital expenditures, reduced maintenance of equipment and facilities, or elimination of a current program. An enhanced service level represents a level of service that is higher than what is currently provided. This enhanced service level might include such items as additional personnel, additional capital expenditures, or new programs. Using FY2011 as the base year, each level of service was evaluated and cost estimates were developed for a five-year period. These estimates detail personnel, operations, and capital outlay.

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

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

Revenue Structure

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

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

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

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

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

During the 2002 General Assembly, reimbursements from the State were totally eliminated.

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

The City directly controls only property taxes, vehicle taxes, user fees and charges, privilege licenses, and the Enterprise Funds' contribution (which is actually a reimbursement for services performed in the General Fund on behalf of the those funds). These four revenues are the only ones that City Council can increase or decrease at will. During FY2011, these four sources based on the adopted budget in the General Fund account for 71.1% of total reoccurring revenue. The City lacks control over all other revenues.

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

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

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

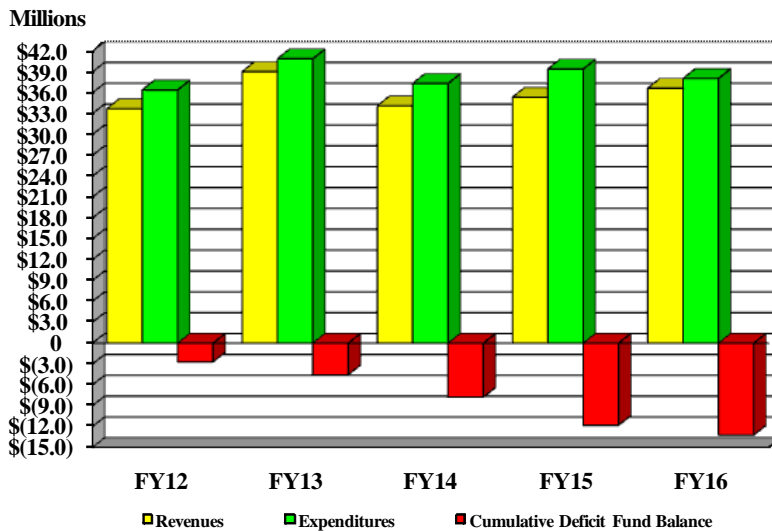
Administrative revenue is the Enterprise Funds' contribution to the operations of the General Fund. It represents their share of expenses incurred in the General Fund for services such as billing, financial administration, fleet management, purchasing, personnel administration, legal, and general management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

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

Comparison Of Projected Expenditures For Five Years To Forecasted Revenues

As shown in Exhibit 1, projected expenditures are anticipated to exceed projected revenues over the next five years at current service levels. The primary reason for FY2011 and FY2012 is the current recession. Historically, the City has seen annual revenue growth of recurring revenues averaging \$1.1 to \$1.4 annually. Projected recurring revenues for FY2012 are projected to be down by more than \$600,000. Normal expenditure growth historically has averaged over \$1,000,000 without any changes in service levels provided by the City. There are several primary

Exhibit 1
REVENUE COMPARED TO
CURRENT LEVEL EXPENDITURES



reasons for projected revenues lagging projected expenditures. First, due to the national and local economic downturn, not only are some revenues not growing, they are actually declining. The increasing cost to provide our citizens those services that they desire is outpacing our current revenue stream. Sales tax receipts had been growing at a pace that matched our expenditure growth. Last year, revenues from sales taxes fell over \$200,000 from the prior year and minimal growth is anticipated from

what we budgeted for FY2011. We expect growth to only return when consumer confidence begins to improve.

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

For those years after FY2011, projected expenditures include many items that were deferred due to a lack of funding available. These years include many projects that would have been incorporated into earlier budgets had funds been available.

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

Previous Budget Actions

City Council each year evaluates additional measures that address revenue options, increased productivity measures, increased services, or the elimination of services. Actions taken by previous City Councils have included increases in property taxes (sometimes major) to maintain services, additional or increased fees, a reduction or elimination of services which has included a reduction in force, and at times, enhancement or additional services.

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

In FY2006, the big budget issue was whether to construct a new fire station or not. A decision was made to construct one. The estimated annual cost to operate a new station was estimated to cost two and one half cents. City Council declined to implement additional taxes to fund the construction of the station and decided to use Fund Balance to fund the entire cost of construction.

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

In FY2008, Rowan County revalued all real property in the county. The revenue neutral tax rate of \$.59/\$100 assessed valuation was \$.035 less than the FY2007 rate of \$.625. A Safety and Crime Prevention Program was proposed to address the neighborhood amenities requested by City Council. The implementation of this Program to increase funding for two police officers to address increasing youth violence, increased capacity to address a backlog of street light requests, and funds to address nagging code enforcement problems came at a cost of an increase of one cent in the tax rate. City Council opted to adopt the revenue neutral tax rate of \$.59/\$100 assessed valuation. Within those parameters, the City's Management Team developed a list of one-time capital expenditures that would be deferred unless property tax revenues exceeded the budget sufficiently to fund the items.

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

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

For FY2011, the recession continued to have an impact in decreasing the revenue stream. Additionally, the City had increases in mandated and fixed operational costs of just under \$1 million that did not have additional revenue to cover. In order to balance the budget, a package of cost savings measures was adopted. The City had substantial cuts in the area of special projects, capital projects, and discretionary spending; implemented a rolling freeze of vacant positions across the City government; and restructure limb pickup service from weekly to biweekly.

How Do We Finance Local Government in the Future?

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

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

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

User fees and charges accounted for 8.25% of FY2011 revenues, a decrease of .50% from FY2010. Historically, the City has not used this revenue source to generate funds for operations. Advantages to user fees and charges include: charges increase users' awareness of the cost of providing a particular service; they give the City a clear indication of the level of service selected

by citizens based on service usage; service charges are equitable in that the benefits of the service are paid for by those using the service; they ensure that service delivery decisions are based on the relationship of service levels to demand; and they focus on the cost of service.

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

Privilege licenses are levied on businesses and professions in the City limits, within the statutory authority of the General Assembly. This revenue accounted for less than 1.0% of the General Fund's revenue in FY2011. Receipts from this source come from both variable and fixed charges. State Statutes regulate the license rate for certain businesses and professions while exempting others. The City uses rates set forth in the State Statutes. All other businesses fall under the City's gross receipts tax. Under this provision, a business is taxed at a percentage, set by City Council, of its adjusted gross receipts.

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

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

Exhibit 2

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

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

Conclusion

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

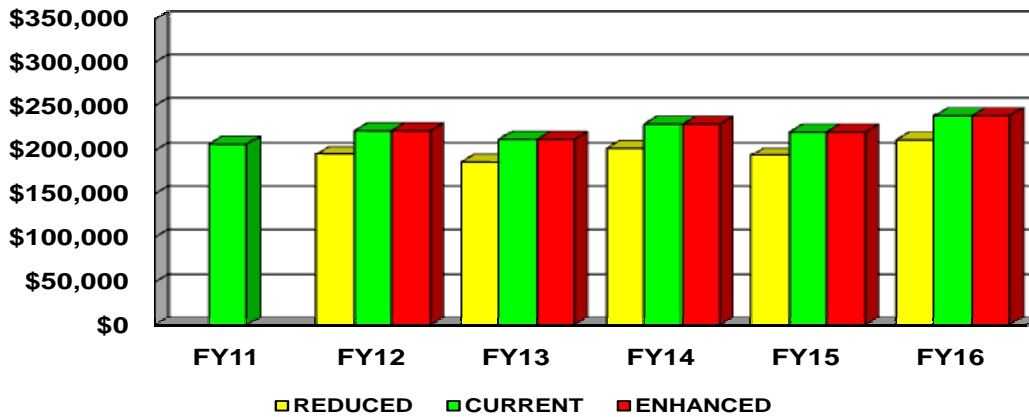
This analysis of local government revenues and the corresponding projection of local government expenditures is updated each year by the City's Management Services Department. This report anticipates local government revenue shortfalls in meeting local government service demands. Simultaneously, it is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

CITY COUNCIL

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Decrease funding for discretionary spending

Enhanced Service Level:

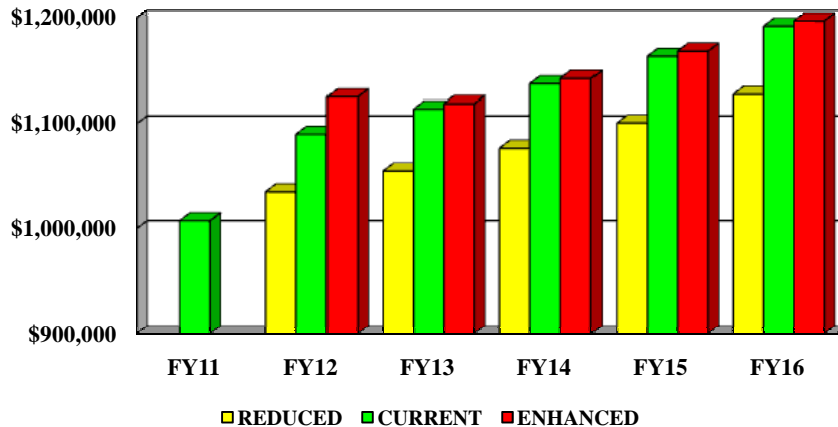
- No enhanced service level is proposed

CITY MANAGEMENT AND ADMINISTRATION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce level of clerical support

Enhanced Service Level:

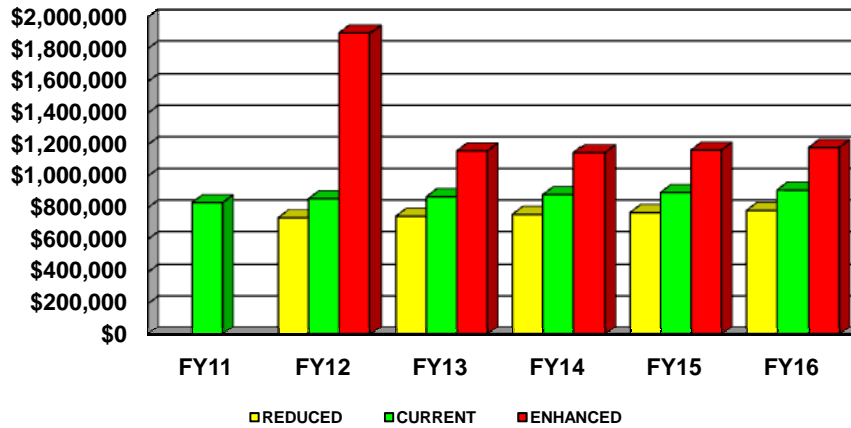
- Increase funding for executive development
- Purchase automated agenda package

HUMAN RESOURCES

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide systems to recruit, screen, and select City employees
- Coordinate employee separations, promotions, and reclassifications
- Provide a comprehensive employee benefits program
- Manage the employee classification and compensation system
- Manage the employee performance appraisal system
- Provide management, supervisory, and employee training programs
- Provide general employee orientation and coordinate departmental employee orientation
- Provide an annual employee service awards and recognition program
- Provide human resources policy and employee handbooks
- Provide an Employee Assistance Program
- Provide employee relations assistance and consultation to managers, supervisors, and employees
- Monitor employment trends relative to the City workforce
- Provide a required drug testing program
- Coordinate the Police Officer/Fire Department selection and promotion processes
- Provide a comprehensive Customer Service Program
- Provide staff support for Human Relations Council
- Manage and utilize the Human Resources Information System
- Provide employee health and wellness program
- Provide Citywide multiculturalism program
- Provide a comprehensive Diversity Recruitment Strategies Program
- Manage Nurse Practitioner and Wellness Clinic

Current Service Level (Continued):

- Provide an internship program for Human Resources
- Provide individualized department support and assistance
- Provide in house benefits counseling
- Provide employer volunteer leave program

Reduced Service Level:

- Reduce comprehensive employee benefits program
- Provide bimonthly general employee orientation
- Reduce management, supervisory, and employee training
- Eliminate employee awards and recognition program
- Eliminate employment trends monitoring
- Reduce Citywide Multiculturalism program
- Limit support of Human Relations Council
- Eliminate community volunteer leave program

Enhanced Service Level:

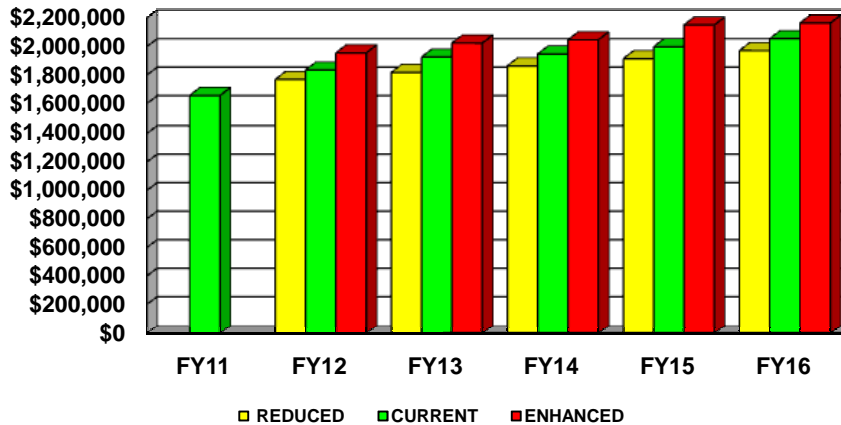
- Provide market-corrected pay scale to all employees
- Provide extensive in-house benefits counseling and administration
- Provide in-house management, supervisor and employee training and career development programs
- Provide extensive in-house Employee Assistance Program
- Provide extensive retirement/health benefits
- Provide recruitment incentive
- Provide scheduled salary adjustments annually
- Provide enhanced level of recruitment efforts for all departments
- Provide career development incentives
- Provide enhanced performance evaluation system
- Provide a community-wide multiculturalism program
- Provide an employee community volunteer leave program
- Provide an expanded Customer Service Incentives and Recognition Program
- Provide a Salisbury University Training Program
- Provide a Succession Planning Program
- Provide an expanded “Good to Great” Training Program
- Provide a comprehensive and enhanced Diversity Recruitment Strategies Program
- Provide additional holidays
- Expand the internship program

MANAGEMENT SERVICES-ADMINISTRATION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Current Service Level (Continued):

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

Reduced Service Level:

- Eliminate ability to prepare for and participate in external projects
- Reduce investment opportunities to low yield overnight markets
- Reduce ability to respond to departments' requests

Enhanced Service Level:

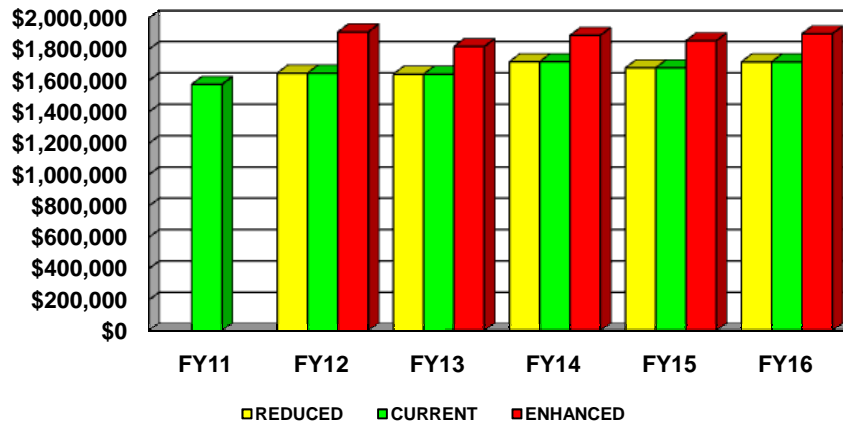
- Provide additional customer service support for utilities, privilege license, and miscellaneous receivable billing and collection
- Provide additional collection support for delinquent receivables
- Provide additional support for benchmarking and external projects

MANAGEMENT SERVICES-INFORMATION TECHNOLOGIES

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Manage data security and threat prevention
- Maintain web security and filtering
- Provide IT incident response and remediation (software and hardware)
- Provide incident management and documentation
- Manage operation and customer assistance
- Maintain a City-wide course management environment
- Provide training opportunities along with training registration services
- Provide training metrics and course reporting
- Schedule and manage computing facilities for system training
- Install and maintain database management software
- Monitor and maintain space usage within the database
- Create or re-create new database instances
- Maintain SQL servers and trouble-shoot issues
- Manage equipment and software licensing
- Manage asset life cycle
- Manage budgeting, perform cost analysis and ROI reviews
- Manage IT compliance
- Manage eDiscovery, data retention, eMail and eFax services
- Adapt green IT efficiencies
- Design and implement new projects
- Manage procurement, installation and maintenance of software services
- Coordinate equipment, video camera & tripod checkout
- Align technology services throughout the City
- Manage IT policies and procedures
- Manage contracts and lease review
- Manage vendors and suppliers

Current Service Level (Continued):

- Control application packaging and deployment
- Manage remote management and terminal services
- Maintain mobile devices
- Maintain data lines and any infrastructure services
- Manage printing services
- Install, configure, monitor and maintain network servers
- Administer network directory services and account management
- Configure and monitor routers and switches
- Manage wireless services for mobile data units
- Set up, install, and maintain phone systems and phone-related equipment
- Manage phone lines and service provider
- Manage resource and capacity needs
- Manage storage virtualization and optimization
- Maintain data archiving
- Manage backup and recovery measures to safeguard data.
- Plan business continuity and disaster recovery
- Maintain high availability
- Administer, monitor and design Website - internal and external
- Monitor and maintain web services and performance
- Document procedures for web administration and editing
- Install, configure, and maintain lab computers
- Coordinate proof of concepts and testing processes
- Maintain ACCESS16 Government Television
- Manage HD Studio Production and coordinate HD on-location shooting
- Handle pre and post-production and editing
- Manage City Hall audio & video equipment
- Manage Blue-Ray, DVD & CD Authoring & Duplication
- Maintain Multimedia Streaming Services (MSS)
- Manage Photo / Video Enhancement and Audio / Video Troubleshooting

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

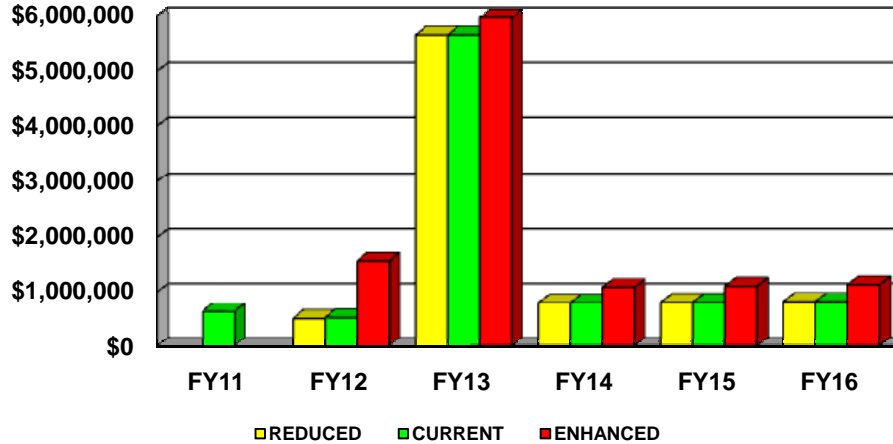
- Manage and monitor data loss prevention
- Increase Customer Assistance
- Provide more efficient project completion, system and software upgrades
- Increase website design effectiveness
- Provide higher level of monitoring of network services

MANAGEMENT SERVICES-TELECOMMUNICATIONS

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Manage video security for all Tower Sites and PD
- Manage operations, security and threat prevention of all tower sites
- Provide radio system incident response and remediation
- Provide incident management and documentation
- Manage operation and customer assistance
- Maintain 911 phone switch
- Manage equipment and software licensing
- Manage assets and procurement
- Manage asset life cycle
- Manage budgeting, performing cost analysis and ROI reviews
- Manage telecommunication compliance
- Manage telecommunication voice discovery and retention, where applicable
- Adapt green IT efficiencies
- Maintain City SCADA radio system
- Maintain communications recorder of radio & phone traffic
- Design and implement new projects
- Procure and install new software
- Service documentation and contingency planning
- Coordinate equipment checkout
- Align telecommunication services throughout the City
- Manage telecommunication policy and procedure review
- Implement and maintain wireless connections
- Plan business continuity and disaster recovery
- Maintain high availability
- Manage leasing of tower and water tank space

Current Service Level (Continued):

- Install and maintain mobile video equipment
- Install and maintain emergency vehicle light fixtures
- Install and maintain laptop mounts

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

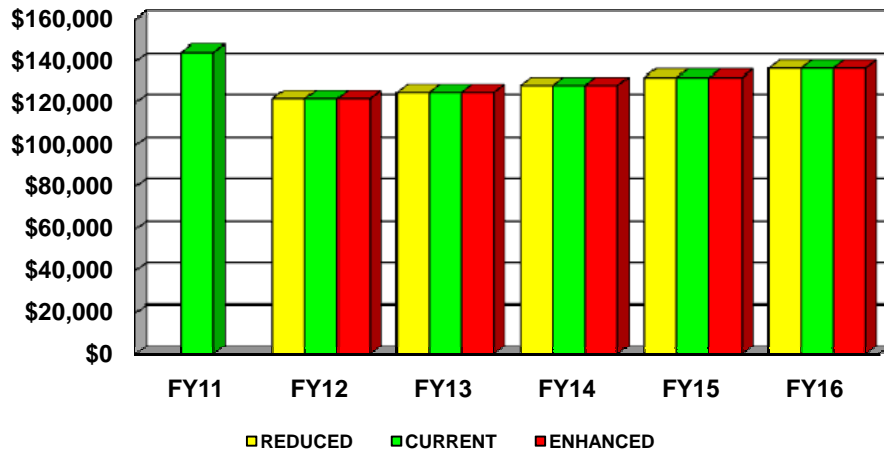
- Increase telecommunication process automation
- Increase Customer Assistance
- Provide higher level of monitoring of telecommunication services
- Add one Administrative Specialist and one Telecomm Technician in FY12
- Add two Telecomm Technicians and one Radio Technician in FY13

MANAGEMENT SERVICES-PURCHASING

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

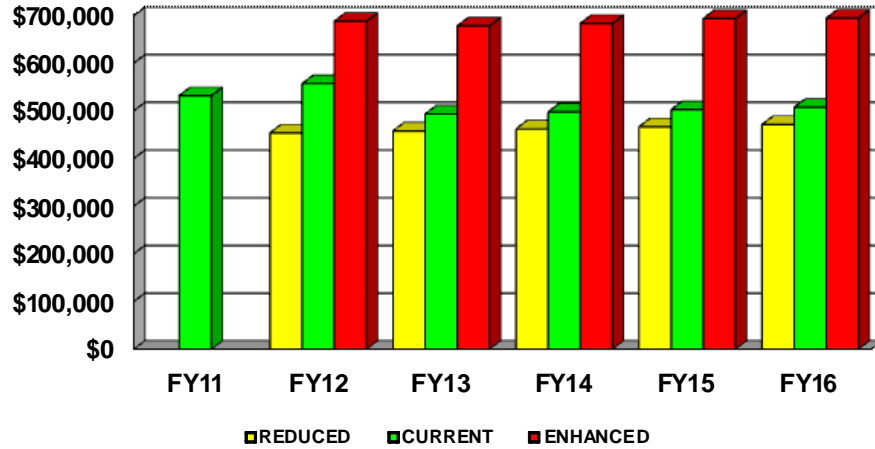
- No enhanced service level is proposed

MANAGEMENT SERVICES-FACILITIES MANAGEMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Manage buildings and grounds contracted services
- Provide facility evaluations that encompass replacement schedule projections, improvements, and repairs
- Provide maintenance and repair services to City facilities
- Provide owner representation for construction and repair projects
- Provide project management for capital and special projects
- Manage contracted services, capital and special projects
- Ensure compliance with regulatory agencies by making required changes to lighting fixtures
- Perform functions associated with LEED standards and energy management of all bricks and mortar assets

Reduced Service Level:

- Reduce scope of projects

Enhanced Service Level:

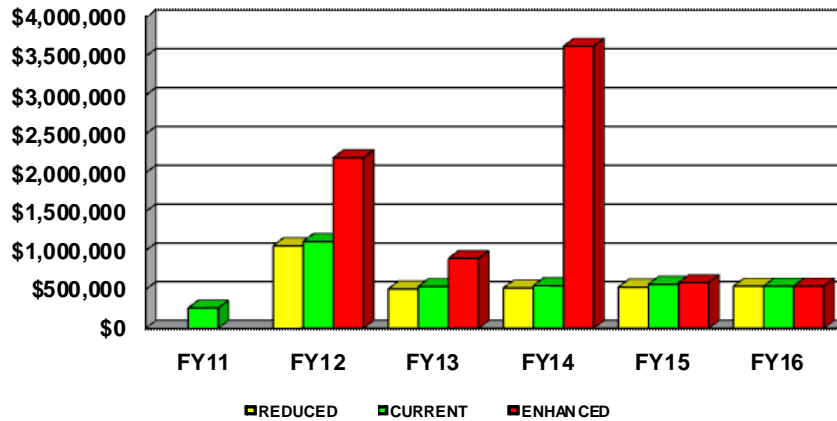
- Increase maintenance staffing to facilitate maintenance and repair projects necessary to adequately maintain facilities
- Ensure safe water supply by installing back flow prevention at all City owned water taps

MANAGEMENT SERVICES-CENTRAL CITY BUILDINGS

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce/defer funding for renovation of office space

Enhanced Service Level:

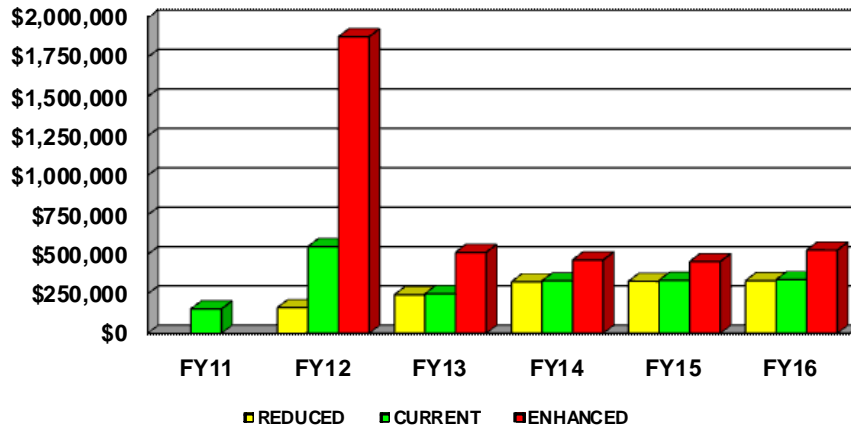
- Provide for further renovation of meeting and office space and exterior enhancements
- Implement the use of a centralized HVAC management systems to reduce energy consumption and improve resource allocations

PLAZA

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce scope of repairs and maintenance

Enhanced Service Level:

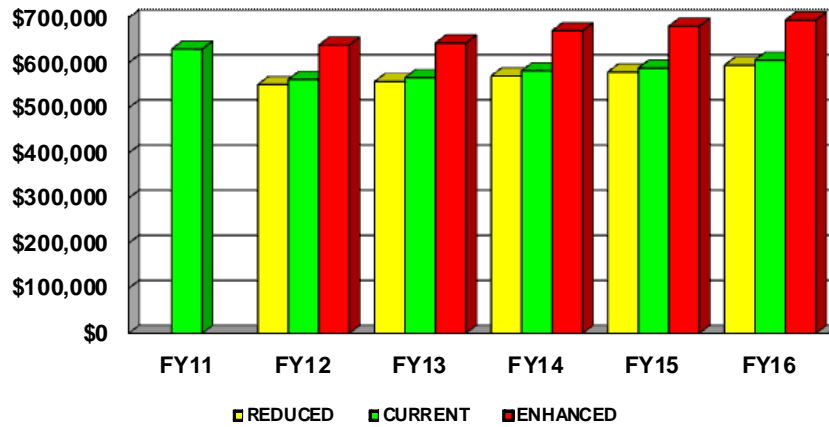
- Increase scope of repairs and maintenance

COMMUNITY PLANNING SERVICES

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

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

Enhanced Service Level:

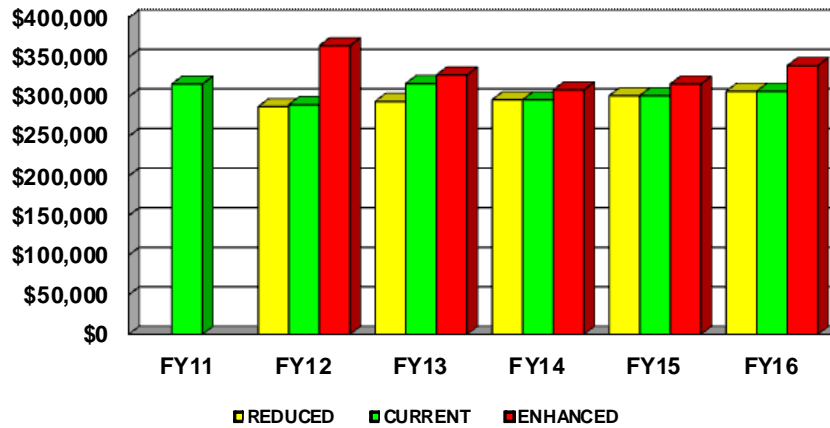
- Increase scope of special projects, grant programs and planning initiatives including updating the Vision 2020 Plan, small area plans, streetscape improvements, public art programs, cultural action planning, branding and wayfinding, annexation, and other capital projects
- Improve historic preservation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

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Delay update of GIS Strategic Plan for one year

Enhanced Service Level:

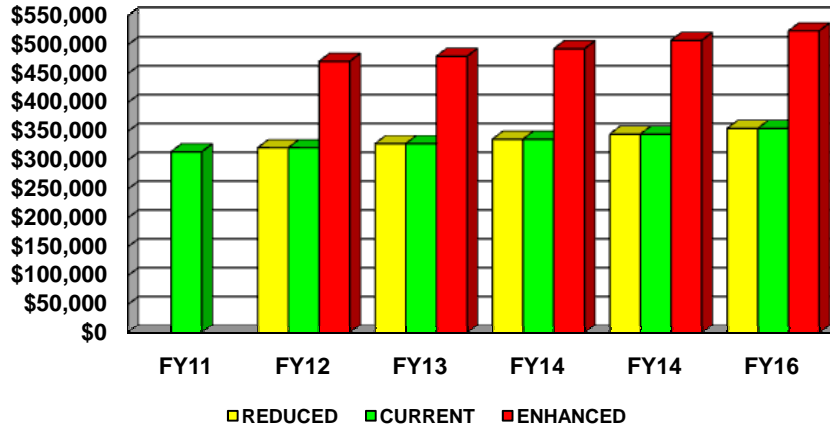
- Add GIS Technician
- Add GIS Programmer
- Develop and implement online application related to urban progress zone
- Develop and implement online application related to Economic Development opportunities within Rowan County and the City of Salisbury
- Develop data model and perform data inventory for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

CODE SERVICES

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

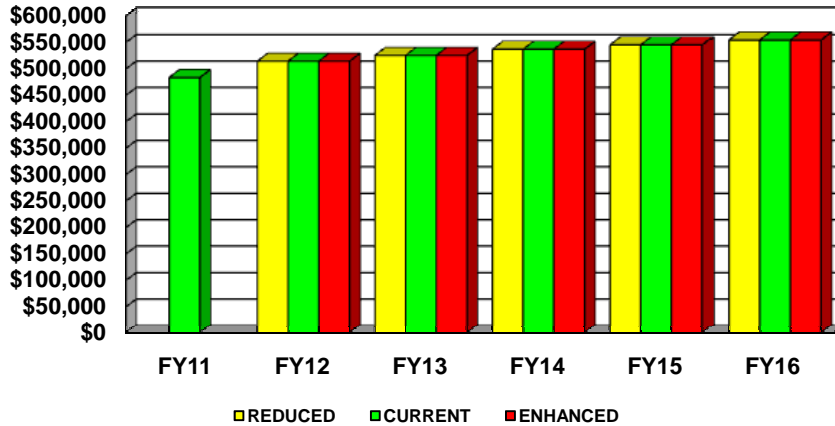
- Add 1 full-time Office Assistant position to stabilize current office needs and to increase efficiency of the division overall, as well as manage workload of rental inspections program
- Add 2 full-time Minimum Housing Officer positions to stabilize and gain control of current demands within the City for better housing needs and improvements

DEVELOPMENT SERVICES

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

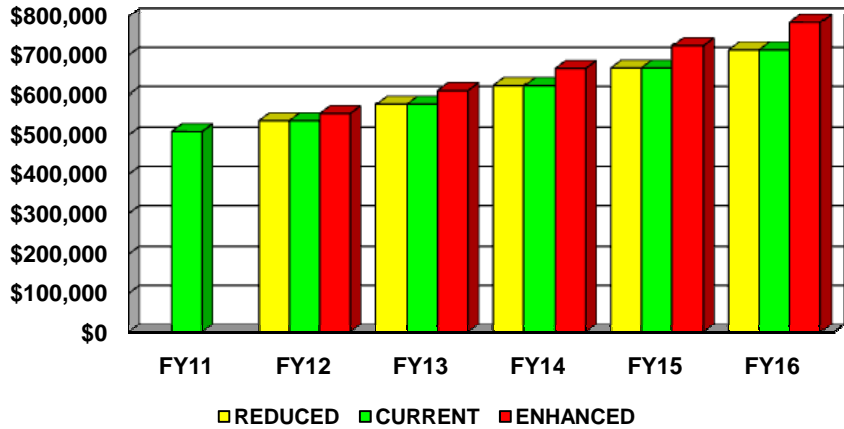
- No enhanced service level is proposed

STREET LIGHTING

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Maintain existing street lights (at Duke Energy’s new rate structure)
- Maintain downtown electrical panels (at Duke Energy’s new rate structure)
- Maintain City-owned pedestrian-scale lights
- Increase street light budget \$13,900 per year

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

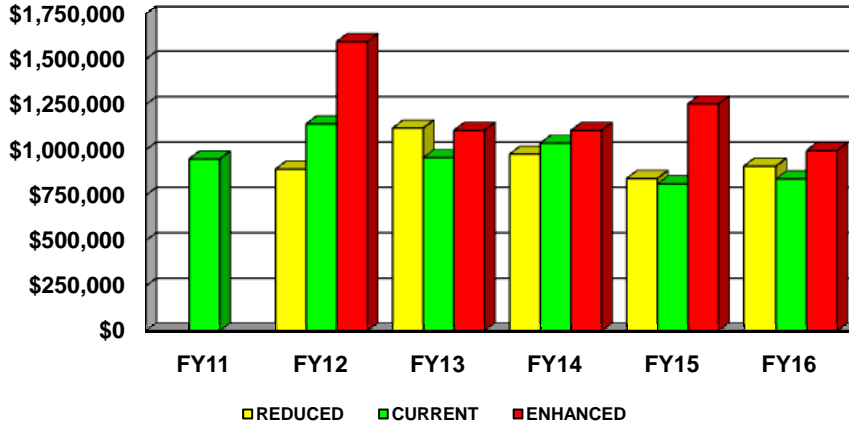
- Upgrade/install 300 lights per year to upgrade entire City (at Duke Energy’s new rate structure)
- Increase funding for maintenance of City-owned pedestrian-scale lights

ENGINEERING

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Prepare annual Powell Bill map and certified statement
- Prepare periodic reports for the City Council and NCDOT concerning traffic and transportation
- Participate in Cabarrus-Rowan Metropolitan Planning Organization
- Conduct traffic signal system efficiency studies in accordance with NCDOT schedule D
- Review designs submitted by outside consultants for conformance with City standards and policies
- Inspect construction projects for conformance with approved plans
- Respond to citizen requests concerning traffic, parking and storm drainage
- Rehabilitate the Ellis Street Bridge in accordance with FHWA guidelines
- Administer Public Infrastructure Plan
- Administer repairs to the Fisher Street Bridge
- Administer NPDES (storm water quality) regulations in accordance with new State permit
- Implement Comprehensive Bicycle Plan as funds permit
- Replace Traffic Signal Control System (CMAQ grant)
- Design and construct CMAQ sidewalk and bike lane projects

Reduced Service Level:

- Delay elements of Public Infrastructure Plan
- Delay painting element of Fisher Street Bridge Repairs
- Delay implementation of Bike Plan
- Delay CMAQ sidewalk projects

Enhanced Service Level:

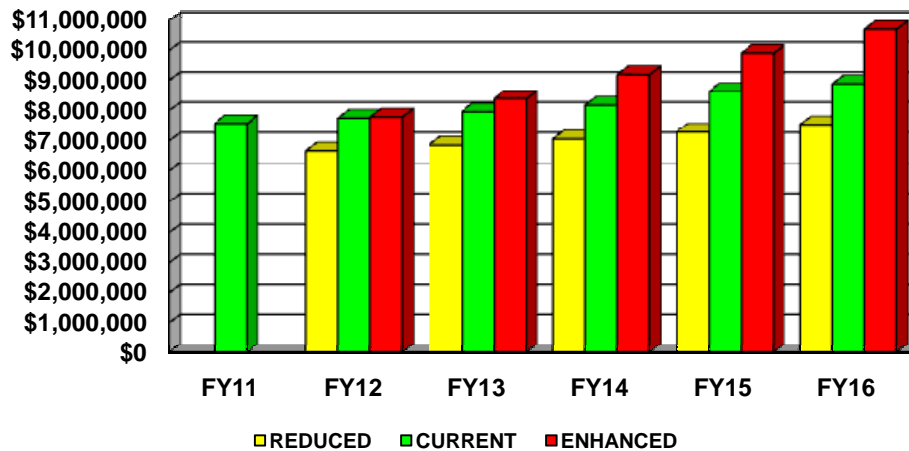
- Increase the use of consulting advice for NPDES compliance
- Accelerate first Bike Plan project
- Construct sidewalks on Old Wilkesboro Road
- Restore funding of storm drainage grants
- Implement a traffic calming program
- Administer Development Incentive Fund

POLICE DEPARTMENT-ADMINISTRATION, OPERATIONS, AND SERVICES

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide general administration for the Police Department
- Develop policies and procedures for the Police Department
- Plan annual budget for Police Department
- Provide fiscal management for Police Department (grants, payroll, inventory, purchasing)
- Conduct planning and research for Police Department
- Conduct internal affairs and complaint investigations
- Analyze vehicle pursuits, citizen complaints, uses of force, grievances and the personnel early warning system
- Manage the inspections function
- Supervise accreditation program
- Provide crime analysis
- Provide vehicle fleet management
- Manage / maintain the department's armory
- Manage the department's wellness program
- Provide and manage Police recruitment and selection program
- Provide and manage the Police Special Response Team
- Provide and manage the Police Honor Guard
- Provide specialized investigations of criminal activity
- Investigate criminal activity
- Provide for special police operations (stakeouts, etc.)
- Provide for specialized drug enforcement
- Enforce state and local laws
- Provide strong pro-active police presence and enforcement within troubled portions of the community
- Provide 24-hour radio and telephone communications
- Conduct records management
- Provide for evidence/property management
- Provide crime prevention services to the public
- Conduct Drug Abuse Resistance Education (D.A.R.E.) for local schools and Gang Resistance Education and Training (G.R.E.A.T) for local schools

Current Service Level (Continued):

- Provide School Resource Officers within our middle school as well as our two high schools
- Provide downtown police officer
- Enforce parking control in downtown
- Provide Victim/Witness services
- Provide specialized services to the community (Citizen's Police Academy, Crime Stoppers, Community Watch programs, etc.)
- Provide a Chaplaincy program to serve the department as well as citizens
- Provide Project SAFE program to reduce violent crime in the community
- Provide Police Ride-Along Program
- Provide Wrecker Program Management
- Provide Wellness and Field Training Officer Program Management
- Provide Police K9 Program Management
- Provide Taxi Program Management
- Provide Grant Program Research and Management
- Provide Crime Laboratory and related forensic science support
- Provide training in-house for veteran and newly hired police officers
- Provide 24-hour police patrol
- Respond to calls for service from citizens
- Investigate criminal activity
- Investigate non-criminal complaints
- Conduct traffic accident investigations
- Provide traffic law enforcement
- Conduct building and property checks
- Enforce state and local laws
- Provide and manage the issuance of special permits
- Provide special response to high risk situations (e.g. hostage situations)

Reduced Service Level:

- Reduce funding for the Crime Control Plan
- Eliminate part-time Telecommunicator
- Eliminate one School Resource Officer
- Eliminate Project SAFE program
- Reduce street crimes unit by one officer
- Reduce patrol component by four officers
- Reduce Traffic Safety Unit team by one officer
- Reduce CID by one detective

Enhanced Service Level:

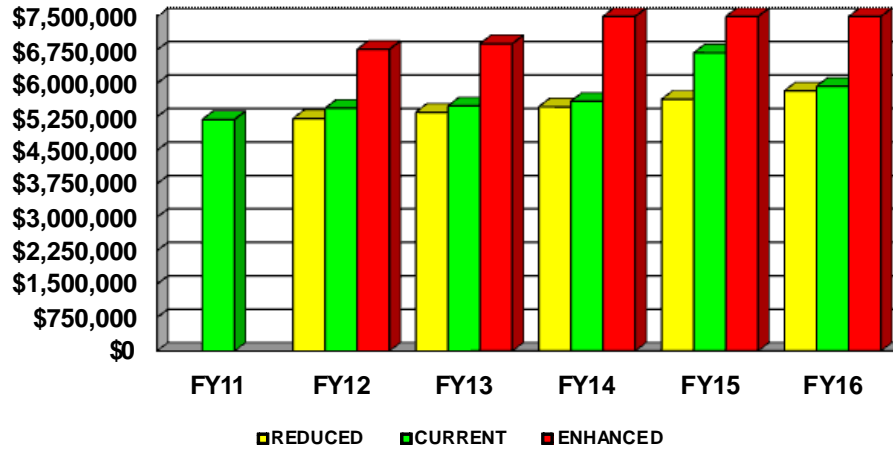
- Increase efforts for Crime Control Plan
- Add one Detective annually to more effectively deal with criminal investigations
- Add one Street Crimes Officer annually to more effectively deal with troubled communities
- Add additional School Resource Officer annually to more effectively deal with juvenile crime / violence
- Add additional Telecommunicator every other year to more effectively deal with communications overtime and volume of calls for service
- Continue Project SAFE program upon expiration of grant (FY 2012)
- Add one police officer per patrol team per year
- Add one police officer for the Traffic Unit per year

FIRE DEPARTMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Protect human life from fire and other hazards as a first priority
- Maintain high customer satisfaction through excellent customer service
- Work on gaining National Fire Department Accreditation
- Update Strategic Plan
- Provide career development to ensure professional and proficient services are delivered to our citizens including maintenance of certification training
- Prevent property damage through prevention, inspections and prompt response to fires
- Extinguish all types of fires and investigate for cause and origin
- Provide emergency medical care for sick and injured people
- Handle hazardous material and rescue emergencies
- Provide public safety education and hazard prevention services to our community
- Conduct public fire education for schools and community groups
- Install free smoke detectors for the elderly and handicapped and provide blood pressure screening
- Prepare, submit, and administer departmental budget
- Conduct plans review for new developments and industries
- Improve life safety issues by enforcement of the fire codes and providing assistance to the Code Enforcement Division (minimum housing) through inspection services

Reduced Service Level:

- Reduce/defer capital purchases and facilities maintenance

Enhanced Service Level:

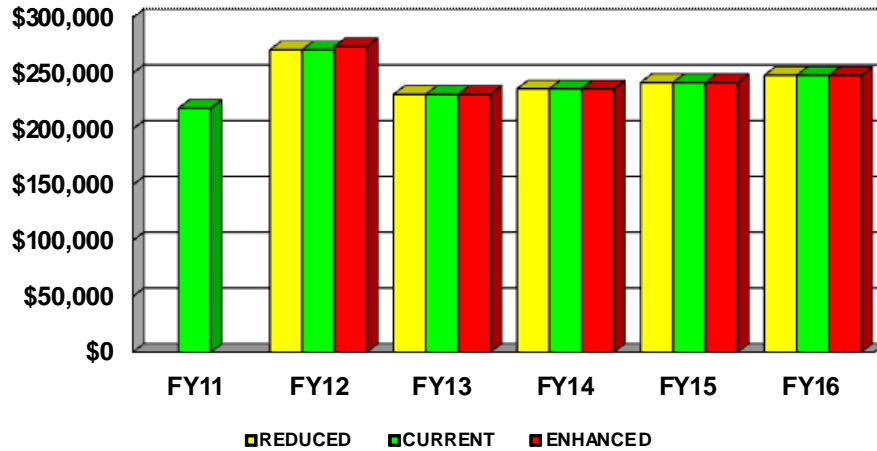
- Increase customer satisfaction through excellent customer service with increased personnel resources
- Add 6 Fire Control Specialist I/II to increase compliance levels with NFPA 1710
- Employ a staff Fire Inspector/Investigator to assist with building inspections and awareness activities
- Employ a training captain for more in-house training for State and National certifications
- Employ a Public Education Specialist and increase public education and awareness activities
- Provide for more effective scheduling by compensating for Kelly Day and Plus 4 hours currently required by FLSA for 28 day pay schedule employees
- Become more involved with community activities
- Improve training facilities by partnering with RCCC to develop a Command Training Center
- Begin a pay for performance program to encourage additional professional development and develop succession planning

PUBLIC WORKS-ADMINISTRATION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Conduct daily planning/information sessions with division managers
- Maintain office hours for ten hours daily (7:00 am - 5:00 pm)
- Provide administrative and clerical support to seven division managers
- Provide real time response to public inquiries and/or provide immediate notification to division managers
- Provide temporary staffing in reaction to special projects or unforeseen circumstances

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service:

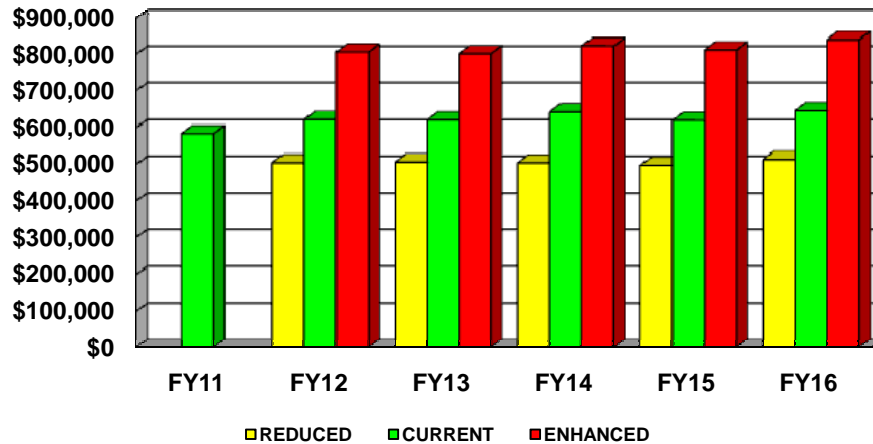
- Remodel kitchen

PUBLIC WORKS-TRAFFIC OPERATIONS

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Monitor and evaluate traffic safety, flow and parking as needed
- Maintain and repair 100 traffic signals annually
- Maintain and repair 9,000+ traffic control signs
- Maintain 22,000 feet of crosswalk and stop bar markings
- Maintain 80 miles of yellow center line
- Maintain 700 directional arrows
- Maintain and repair 275 telephone sets
- Maintain and repair 3.2 miles of phone cable
- Install new phone sets and phone systems
- Install and repair computer cabling
- Provide on-call service for after hours repair to traffic signals and signs
- Provide on-call service for problems at tower site in Granite Quarry
- Install and remove mobile and base station radios
- Assist in studies to alleviate citizens' requests and complaints
- Perform electrical projects and repairs within City departments
- Maintain the Brown Street Clock on the Square with assistance from Facilities Management
- Provide troubleshooting and repair assistance to the Plaza
- Fabricate signs for City departments
- Provide traffic control in work zones for City departments

Reduced Service Level:

- Maintain City-owned signals, signs, and pavement markings only
- Eliminate in-house repair of City telecommunications systems
- Eliminate fabrication of signs for City departments
- Eliminate traffic control assistance to City departments
- Eliminate thermoplastic markings installation

Enhanced Service Level:

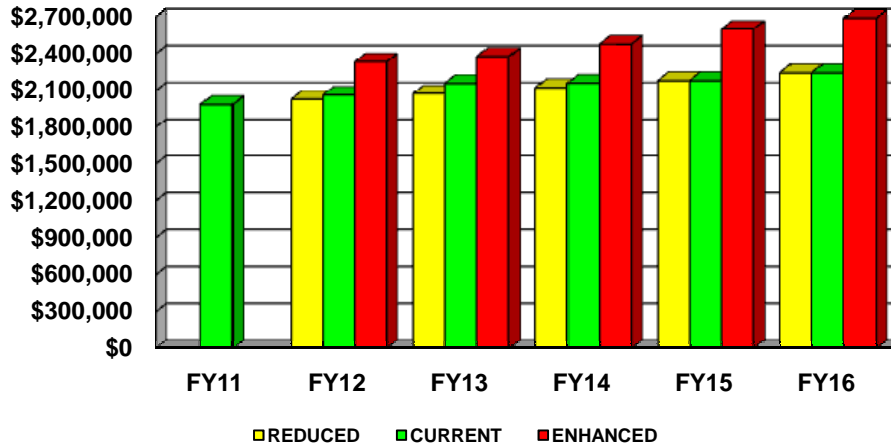
- Add one new crew in FY12 to rejuvenate thermoplastic material biannually
- Take over maintenance of all signals in the county

PUBLIC WORKS-STREETS

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Install a minimum of 75 new driveway aprons annually
- Replace a minimum of 6,000 feet of sidewalk annually
- Repair approximately 1,200 feet of curb and gutter annually
- Construct, repair, and upgrade drainage systems within rights-of-way as needed
- Remove debris from streets and gutters within 45 working days on a rotating schedule
- Provide passable street conditions during periods of ice and snow, covering all City streets within an eight hour period or as conditions allow
- Provide support to other divisions and departments with equipment and manpower as needed
- Use Powell Bill funds to provide pavement maintenance to 154 miles of city streets, resurface approximately 16 lane miles of city streets annually, and perform road maintenance to four miles of gravel streets
- Perform paving and patching of street cuts as a result of utility connections and service

Reduced Service Level:

- Defer purchase of capital equipment

Enhanced Service:

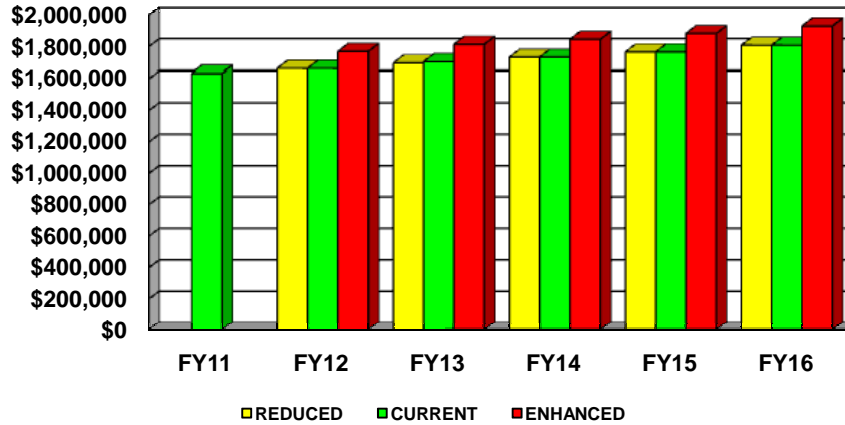
- Provide funding to increase sidewalk repairs/installations
- Enhance dry storage for equipment and materials
- Provide funds for target neighborhoods, utility strips, and drainage improvements

PUBLIC WORKS-WASTE MANAGEMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide once weekly curbside residential garbage and trash collection
- Provide multiple commercial collections by City crews
- Provide once weekly curbside recycling by contractor

Reduced Service Level:

- No reduced level is proposed

Enhanced Service Level:

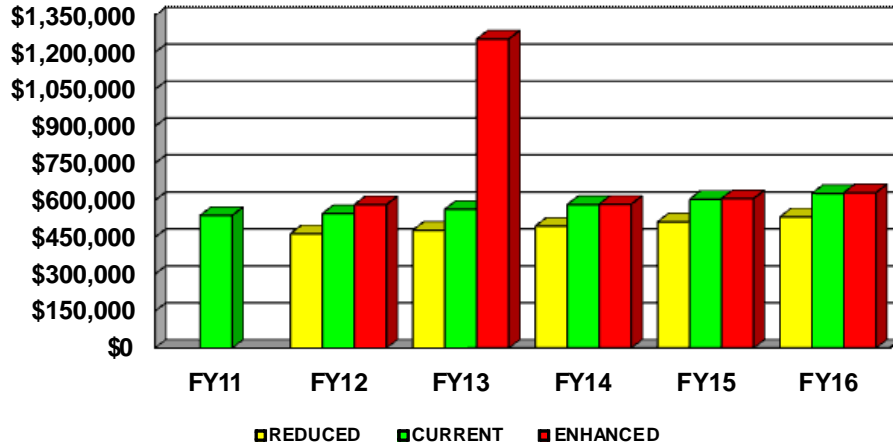
- Use two operators per truck (6 two man crews)

PUBLIC WORKS-WASTE MANAGEMENT-OTHER

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide yard debris collection weekly on same day as other collections
- Provide leaf collection every three weeks on a rotating schedule from mid October to the end of March using a vacuum machine

Reduced Service Level:

- Eliminate loose leaf collection
- Eliminate limb and yard waste collection

Enhanced Service:

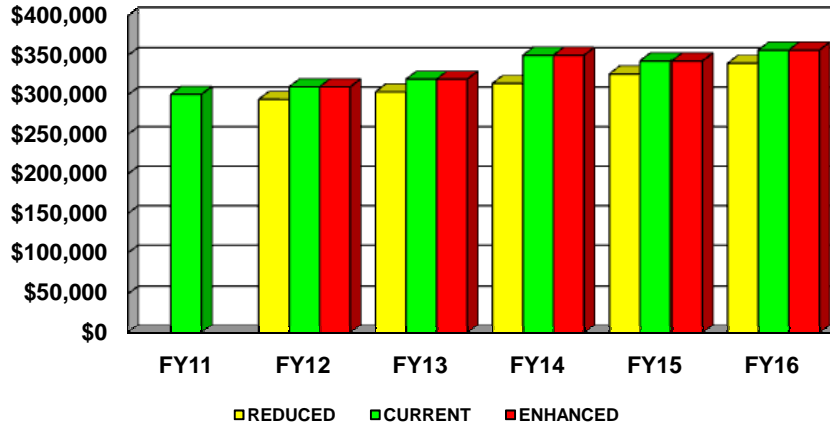
- Conduct pilot program for yard debris roll-out carts
- Purchase roll-out carts City-wide for yard debris collection and implement program

PUBLIC WORKS-CEMETERY

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Offer, for sale, grave spaces in three of the seven municipal cemeteries
- Open approximately 136 grave sites annually
- Maintain existing graves as required
- Mow all cemeteries every other week
- Cut perimeter hedges at Chestnut Hill Cemetery once a month during the six-month mowing season

Reduced Service Level:

- Reduce frequency of mowing during summer months
- Cut perimeter hedges at Chestnut Hill Cemetery once during the mowing season

Enhanced Service Level:

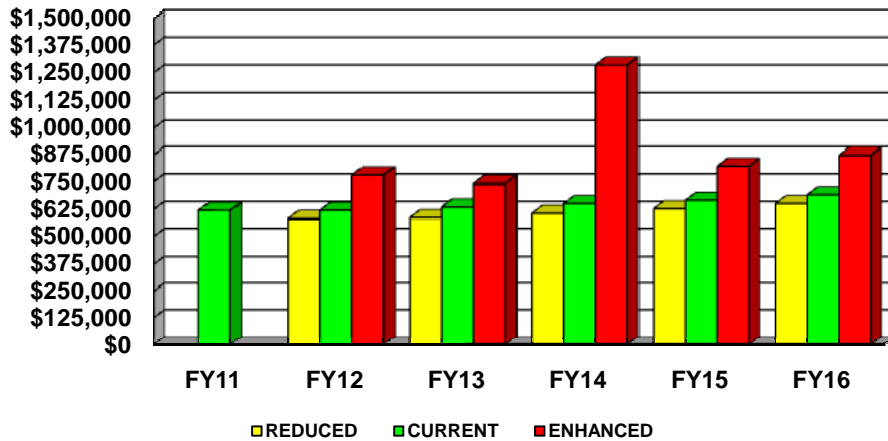
- No enhanced service level is proposed

PUBLIC WORKS-LANDSCAPE OPERATIONS DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide mowing operations for 154 miles of street rights-of-way every 14 to 21 days and for approximately 100 acres of parks and open space and over 100 parcels of public property every seven to ten days
- Maintain landscaped areas including trees, shrubs, turf grass areas, and City facilities every ten to 14 days
- Provide aerial lift truck for Christmas decorations, etc.
- Facilitate goals/objectives of Salisbury Tree Board and Community Appearance Commission: plant 10 trees and complete one landscape project annually
- Perform tree safety maintenance along public rights-of-way and parks on a case-by-case basis
- Provide support to Street Division during snow removal and leaf collection
- Provide staff support to Public Services Director for special projects
- Provide maintenance for the Greenway to assist Parks and Recreation as requested
- Provide maintenance for Eastern Gateway, Bell Tower, Magnolia Park daily
- Provide seasonal color change four times per year
- Provide trash removal along highly visible roadside areas every ten days
- Provide mowing for utilities contract every 10 to 14 days / Jake Alexander Boulevard NCDOT contract every 30 days
- Respond to nuisance abatement within 2 to 4 business days

Reduced Service Level:

- Provide mowing operations for street rights-of-way every 21 to 28 days, and parks, open space, and public property every 14 to 21 days
- Implement/maintain landscape areas every 14 to 21 days
- Plant no trees annually and eliminate landscape projects
- Respond to nuisance abatement within 15 days

Enhanced Service Level:

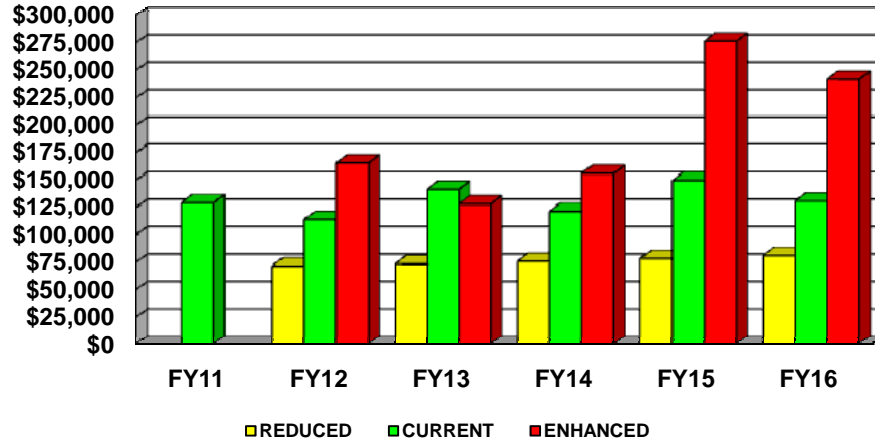
- Provide mowing operations for street rights-of-way every seven to ten days, and parks, open space, and public property every five to seven days
- Implement/maintain landscaped areas every seven to ten days
- Plant 200 to 300 trees and complete four to five landscape projects annually
- Implement a systematic tree safety maintenance program
- Increase scope of special projects
- Construct new shop in FY14
- Purchase parking lot in FY12

PUBLIC WORKS-LANDSCAPING-HURLEY PARK

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Maintain plant collections, trails, and display gardens daily
- Maintain records of daily park activities
- Apply agricultural chemicals as needed
- Generate Hurley Park newsletter quarterly
- Administer and monitor park use
- Maintain structures, park furniture, and irrigation systems daily
- Locate and procure plant materials/supplies
- Facilitate goals and objectives of Hurley Park Advisory Committee within the context of the Hurley Park Master Plan, which is to complete three special projects annually

Reduced Service Level:

- Maintain plant collections, trails, and display gardens weekly
- Eliminate records maintenance
- Eliminate Hurley Park newsletter
- Maintain structures, park furniture, and irrigation systems weekly
- Complete one special project annually

Enhanced Service Level:

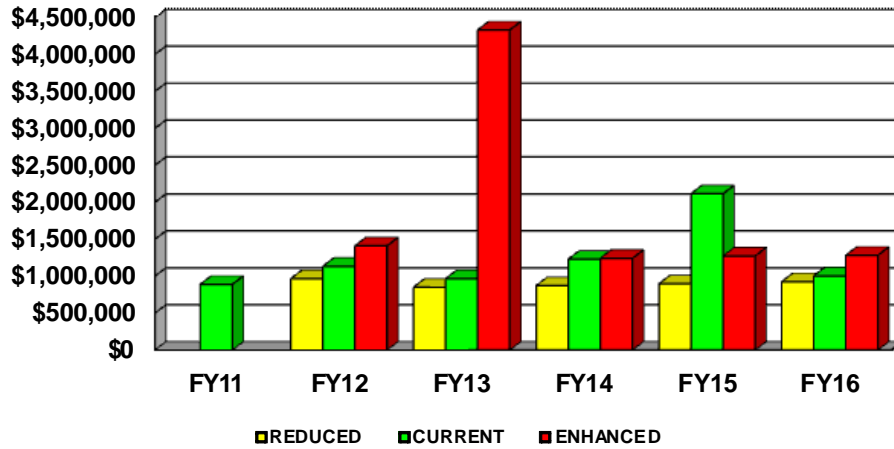
- Provide additional funds for park development
- Add temporary Grounds Maintenance Workers
- Replace Hurley Park office

PUBLIC WORKS-FLEET MANAGEMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Repair and maintain the City fleet and provide a comprehensive preventive maintenance program
- Prepare vehicle modifications as needed
- Load test Salisbury-Rowan Utilities generator sets
- Maintain emergency fuel truck and fuel supply
- Make replacement recommendations to the Vehicle Review Committee
- Meet with department personnel regarding fleet vehicle and equipment needs
- Develop vehicle and equipment specifications
- Arrange vehicle and equipment demonstrations
- Obtain bids on vehicles and equipment under \$90,000
- Write purchase orders for vehicles and equipment under \$90,000
- Provide service calls for City of Salisbury and Salisbury-Rowan Utilities
- Maintain titles and licenses for City fleet
- Rebuild vehicle components
- Provide parts and supplies for the City fleet and other divisions' needs
- Provide training for employee development and equipment and vehicle operator training
- Maintain the Salisbury Clean Air Project for vehicles and equipment
- Provide data for the North Carolina Local Government Performance Measurement Project
- Continue implementation of fleet management computerization system to track vehicle maintenance cost, preventive maintenance, repair history, inventory control, productivity and life cycle cost

Reduced Service Level:

- Incur longer vehicle/equipment downtime for maintenance

Enhanced Service Level:

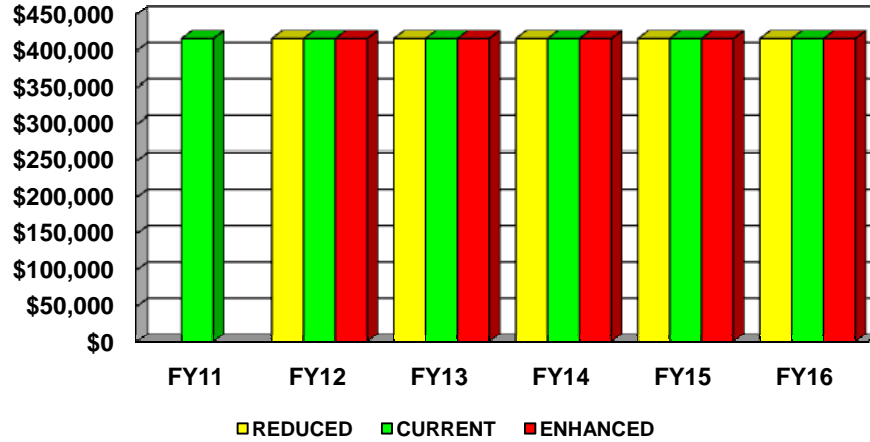
- Build and upfit a new City Shop in FY13
- Increase funding for capital outlay

PUBLIC WORKS-TRANSPORTATION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide City supplement to Mass Transit operations

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

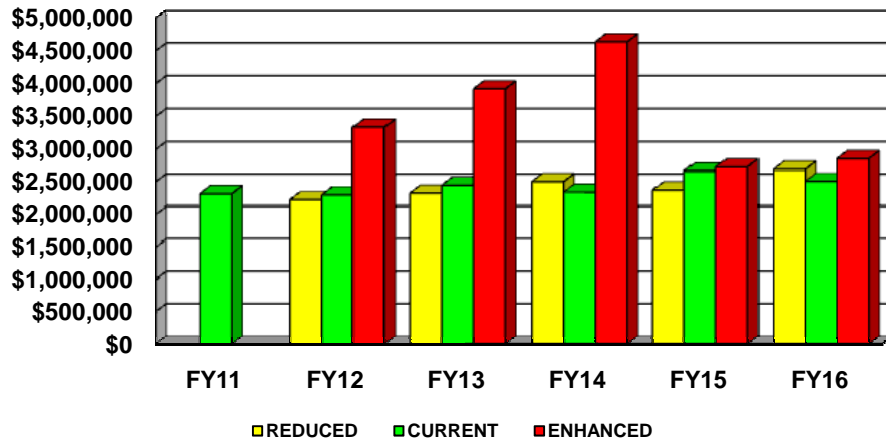
- No enhanced service level is proposed

PARKS AND RECREATION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide administration, planning, and development of a comprehensive park system, quality leisure activities, and programming
- Provide comprehensive youth/teen programming in athletics, craft classes, workshops, camps, playgrounds, and afterschool activities at four facilities. Supervised programs at Salisbury Comm. Park
- Provide comprehensive adult programming in athletics, fitness, craft classes, life skills, and enrichment workshops at four facilities
- Provide quality tennis programming for all residents at two locations on 10 courts
- Provide special events and services for residents
- Provide senior citizen programming through support of the Rufty-Holmes Senior Center
- Maintain all parkland, facilities, and playground equipment for the safety of participants
- Make available for public use Parks and Recreation facilities for community events
- Provide a public pool for aquatic activities June - August
- Maintain 503 acres of parkland in 16 locations & 3 other properties (mowing, trash collection, repairs)
- Maintain five sections of the Greenway - approximately three and one half miles in length
- Maintain and prepare for public and tournament use - 9 ball fields, 4 soccer fields, 9 outdoor basketball courts, 4 cross country courses, 1 flag football field, 1 disc golf course, 2 bocce courts and 4 horseshoe pits
- Provide maintenance staff for the Salisbury Community Park and the Greenway

Reduced Service Level:

- Reduce/defer funding for capital projects

Enhanced Service Level:

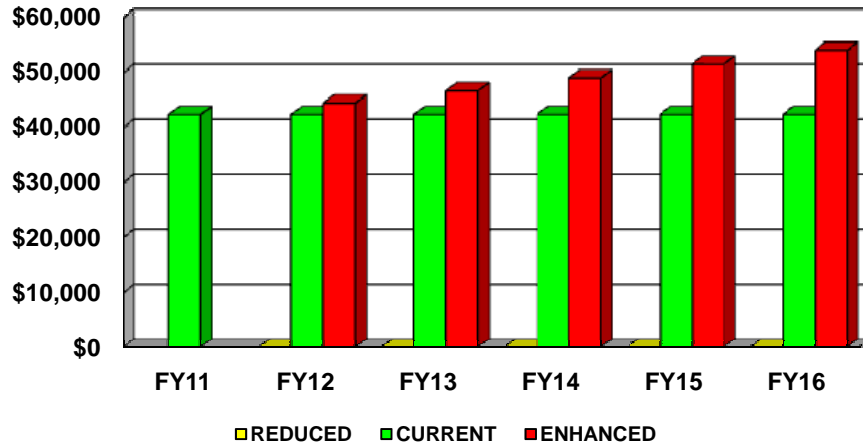
- Increase Program staff for supervised year round programming at the Salisbury Community Park in FY12 and Maintenance staff in FY12 and FY13 to support newly added parkland and greenway additions
- Complete design plan for Hall of Fame/Education Center at Community Park, Lincoln Park renovations –phase 1, Sports Complex – phase 2 design
- Develop Town Creek Park, Hall Gym/Miller Center Parking lot expansion, construct a permanent maintenance facility at Salisbury Community Park, repair Civic Center foundation wall

EDUCATION

Statement of Purpose

To provide for funding the Supplementary Education System.

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide a supplement to the Supplementary Education Center at historical levels

Reduced Service Level:

- Eliminate any supplement to Supplementary Education Center

Enhanced Service Level:

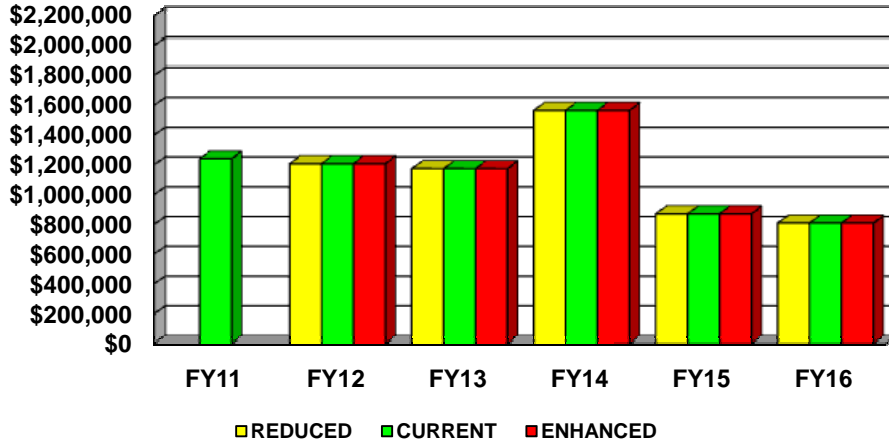
- Increase funding by 5% annually, which could be used to enhance curriculum materials or special projects

DEBT SERVICE

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide funding for the existing General Fund debt service

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

- No enhanced service level is proposed

Performance Measurement

PERFORMANCE MEASUREMENT

The North Carolina Benchmarking Project

This section summarizes Salisbury's results from the North Carolina Benchmarking Project. The following pages present performance and cost information for the City of Salisbury in comparison with thirteen 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 2009-10 Performance and Cost Data" dated April 2011. Specific information on the other cities' results and a discussion about the performance measures can be found in the official publication.

The Benchmarking Project

The North Carolina Benchmarking Project is an ongoing effort by a number of cities in North Carolina to both measure and compare local government services and costs and to identify "best practices". The City of Salisbury is a long-standing participant in the Benchmarking Project, which includes the cities of Asheville, Burlington, Cary, Charlotte, Concord, Durham, Greensboro, Greenville, Hickory, High Point, Wilmington, Wilson, and Winston-Salem. Coordinated by the School of Government at the University of North Carolina, Chapel Hill, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, fleet maintenance, human resources, and potable water production and distribution.

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

- Developing methods that North Carolina's cities can use in their efforts to measure, assess and improve the performance and costs of public services and test and refine these methods by applying them to a select group of local government services
- Producing reliable data that the participating local jurisdictions can use in assessing the performance and costs of the services studied in the project
- Providing information to help local governments identify performance benchmarks as well as innovative or improved methods of service delivery
- Identifying and adopting best practices

By participating in the Benchmarking Project, local governments have comparative performance and cost data to track their performance and costs in relation to other local governments along with their own historical performance and cost data. By using this information, local governments strive to provide services more efficiently and cost-effectively to the citizens we serve.

Performance Measurement as Standard Management Practice in Salisbury

The City of Salisbury has committed to continuing in the North Carolina Benchmarking Project in FY2011-12 and beyond.

Salisbury

Residential Refuse Collection

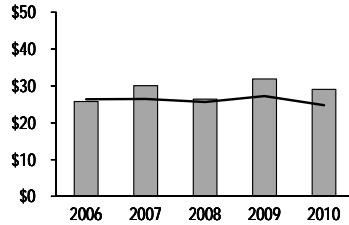
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2006 through 2010

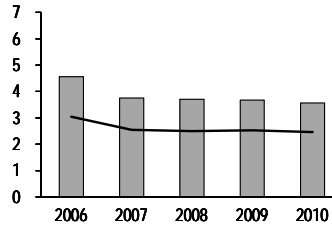
RESOURCE Measures

Residential Refuse Collection Costs per Capita



Salisbury	\$25.78	\$30.10	\$26.46	\$31.91	\$29.08
Average	\$26.39	\$26.50	\$25.67	\$27.25	\$24.81

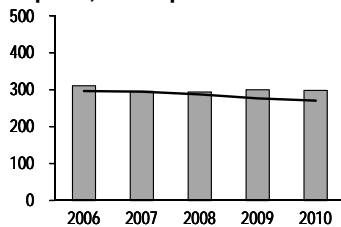
Residential Refuse Collection FTEs per 10,000 Population



Salisbury	4.56	3.75	3.71	3.67	3.56
Average	3.04	2.55	2.50	2.53	2.46

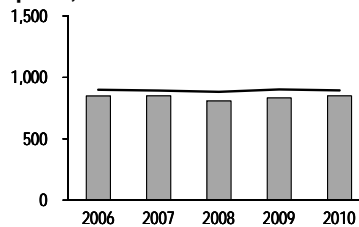
WORKLOAD Measures

Residential Refuse Tons per 1,000 Population



Salisbury	311	295	293	300	298
Average	296	294	287	276	270

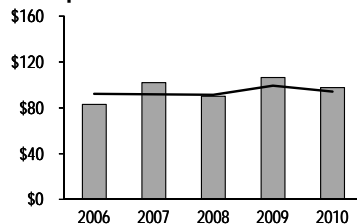
Residential Refuse Tons per 1,000 Collection Points



Salisbury	849	850	808	833	850
Average	899	893	883	902	894

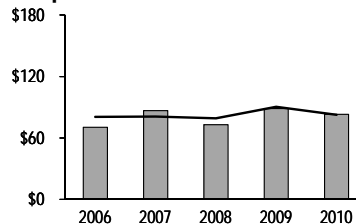
EFFICIENCY Measures

Residential Refuse Collection Cost per Ton Collected



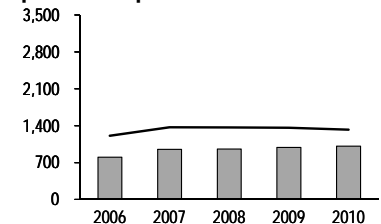
Salisbury	\$83	\$102	\$90	\$107	\$98
Average	\$92	\$92	\$91	\$99	\$94

Residential Refuse Collection Cost per Collection Point



Salisbury	\$70	\$87	\$73	\$89	\$83
Average	\$81	\$81	\$79	\$90	\$83

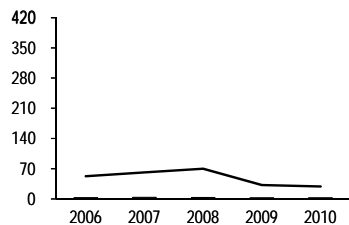
Refuse Tons Collected per Municipal Collection FTE



Salisbury	802	952	958	987	1,011
Average	1,210	1,371	1,368	1,362	1,325

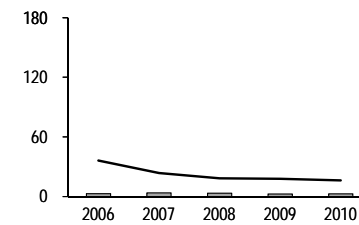
EFFECTIVENESS Measures

Complaints per 1,000 Collection Points



Salisbury	2.9	3.7	3.5	2.6	2.7
Average	52.8	61.5	70.0	32.4	28.9

Valid Complaints per 1,000 Collection Points



Salisbury	2.9	3.7	3.4	2.6	2.7
Average	36.1	23.6	18.3	17.8	16.2

Residential Refuse Collection

Salisbury

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	32,263	
Land Area (Square Miles)	21.93	
Persons per Square Mile	1,471	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; little snow and ice	
Median Family Income (US Census 2000)	\$41,108	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	51.2%	
Operating Costs	31.4%	
Capital Costs	17.4%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 480,292	
Operating Costs	\$ 294,518	
Capital Costs	\$ 163,409	
TOTAL	\$ 938,219	
SERVICE PROFILE		
FTE Positions—Collection	9.50	
FTE Positions—Other	2.00	
Tons Collected	9,609	
Residential Customers (number represents collection points)	11,300	
Collection Location (backyard for disabled)	Curbside	
Collection Frequency	1 x week	
Size of Crews (most commonly used)	1 & 2 person	
Percentage of Service Contracted	0%	
Service Fee (monthly)	\$4.09	
Type of Equipment	3 packers	
		<p>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 \$4.09 for residential collection.</p> <p>The city employed three crews during FY 2009–10 with two driver-operators. Fifteen collection routes were used with an average of one nineteen-mile trip per route per day to the transfer station.</p> <p>Each resident has one ninety-five-gallon roll-out cart provided and paid for by the city. A second cart may be obtained. The city collected 9,609 tons of residential refuse during FY 2009–10 at a cost per ton of \$98. Not included in the cost per ton was a \$34 landfill tipping fee.</p> <p>Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from roll-out carts.</p> <p>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.</p>

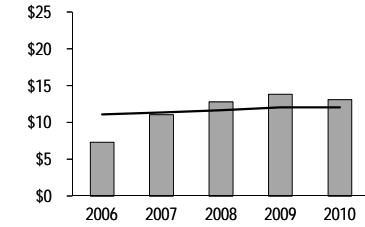
Salisbury

Household Recycling

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2006 through 2010

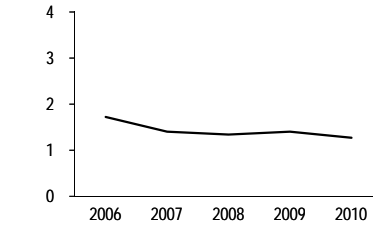
RESOURCE Measures

Recycling Services Cost per Capita



Year	Salisbury	Average
2006	\$7.29	\$11.09
2007	\$11.03	\$11.37
2008	\$12.79	\$11.66
2009	\$13.85	\$12.05
2010	\$13.09	\$12.06

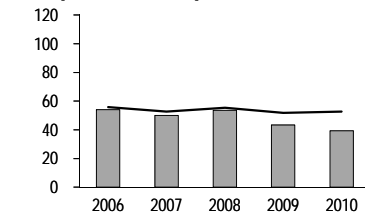
Recycling Services FTEs per 10,000 Population



Year	Salisbury	Average
2006	1.73	1.73
2007	1.40	1.40
2008	1.34	1.34
2009	1.41	1.41
2010	1.27	1.27

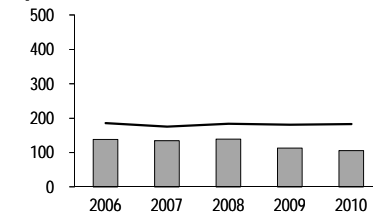
WORKLOAD Measures

Tons Recyclables Collected per 1,000 Population



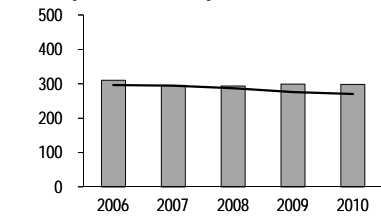
Year	Salisbury	Average
2006	54	56
2007	50	53
2008	54	55
2009	43	52
2010	39	53

Tons Recyclables Collected per 1,000 Collection Points



Year	Salisbury	Average
2006	138	186
2007	134	175
2008	139	184
2009	113	181
2010	106	183

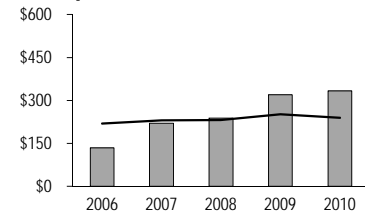
Tons Solid Waste Landfilled per 1,000 Population



Year	Salisbury	Average
2006	311	296
2007	295	294
2008	293	287
2009	300	276
2010	298	270

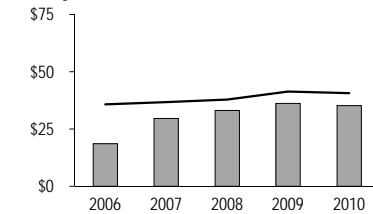
EFFICIENCY Measures

Recycling Services Cost per Ton Collected



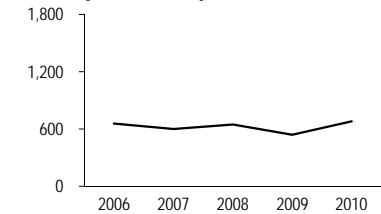
Year	Salisbury	Average
2006	\$135	\$219
2007	\$221	\$231
2008	\$238	\$231
2009	\$320	\$252
2010	\$333	\$239

Recycling Services Cost per Collection Point



Year	Salisbury	Average
2006	\$18.59	\$35.74
2007	\$29.65	\$36.73
2008	\$33.17	\$37.85
2009	\$36.25	\$41.41
2010	\$35.28	\$40.64

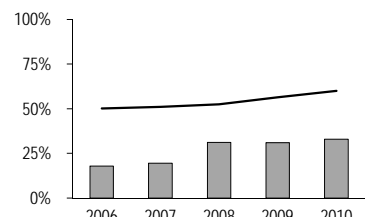
Tons Collected Curbside per Municipal FTE



Year	Salisbury	Average
2006	657	657
2007	602	602
2008	647	647
2009	541	541
2010	681	681

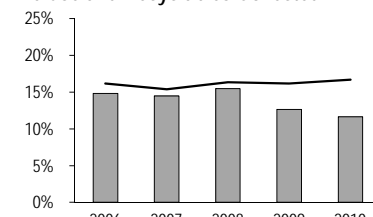
EFFECTIVENESS Measures

Community Set-Out Rate



Year	Salisbury	Average
2006	18.0%	50.1%
2007	19.5%	51.0%
2008	31.1%	52.5%
2009	31.0%	56.4%
2010	33.0%	60.1%

Tons Recycled as Percentage of Tons Refuse and Recyclables Collected



Year	Salisbury	Average
2006	14.8%	16.2%
2007	14.5%	15.4%
2008	15.5%	16.4%
2009	12.6%	16.2%
2010	11.7%	16.7%

Salisbury

Household Recycling

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	32,263	<p>Service Level and Delivery Salisbury provides once-a-week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of \$3.14 in FY 2009–10. The city provides and pays for the fourteen-gallon recycling bins that residents use. The city contracts 100 percent of its recycling program. Recyclables are sorted at the curb by the contractor and taken to the county recycling site.</p> <p>The recyclable materials collected include</p> <ul style="list-style-type: none"> • glass (all colors) • newspaper • magazines and catalogs • mixed paper and mail • telephone books • cardboard—broken down and cereal boxes • plastics—No. 1 and No. 2 • aluminum cans • steel cans <p>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.</p>
Land Area (Square Miles)	21.93	
Persons per Square Mile	1,471	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; Some snow and ice	
Median Family Income (US Census 2000)	\$41,108	
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	\$ -	
Operating Costs	\$ 422,185	
Capital Costs	\$ -	
TOTAL	\$ 422,185	
SERVICE PROFILE		
FTE Positions—Collection	0.0	
FTE Positions—Other	0.0	
Tons Collected	1,268	
Collection Points	11,967	
Collection Location	Curbside	
Collection Frequency	1 x week	
Number of City Drop-off Centers	0	
Percentage of Service Contracted	100%	
Revenue from Recycling	\$0	
Revenue as Percentage of Cost	NA	

Salisbury

Yard Waste/Leaf Collection

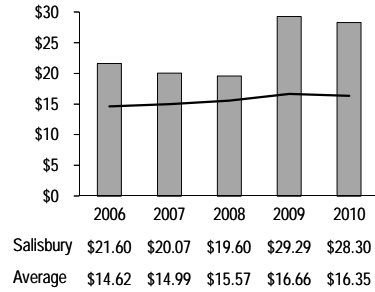
Key: Salisbury ■

Benchmarking Average —

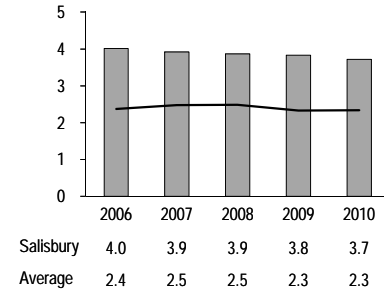
Fiscal Years 2006 through 2010

RESOURCE Measures

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

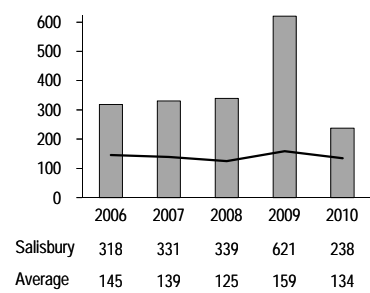


**Yard Waste and Leaf Collection
FTEs per 10,000 Population**

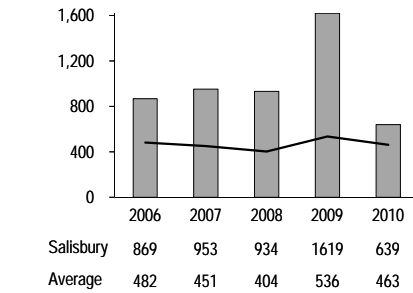


WORKLOAD Measures

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

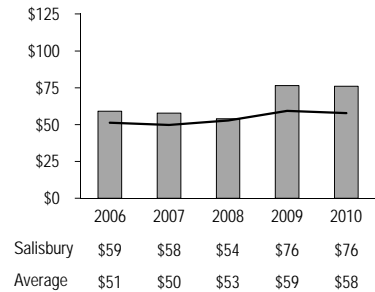


**Yard Waste and Leaf Tons Collected
per 1,000 Collection Points**

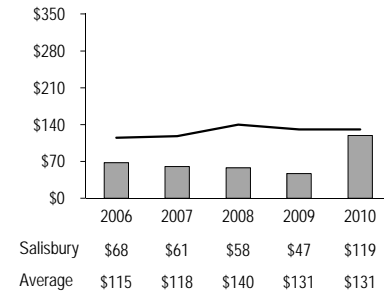


EFFICIENCY Measures

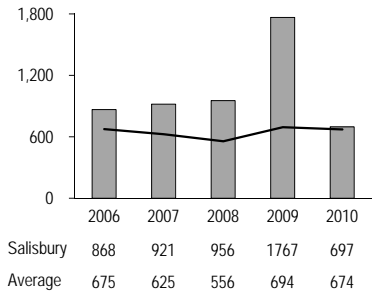
**Yard Waste and Leaf Collection
Cost per Collection Point**



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

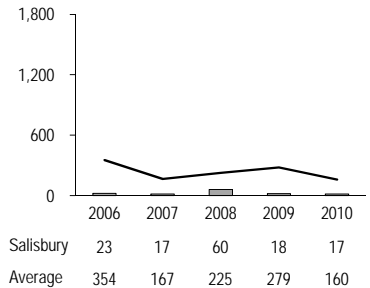


**Yard Waste and Leaf Tons
Collected per Collection FTE**

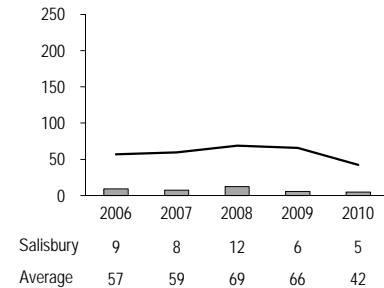


EFFECTIVENESS Measures

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



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



Yard Waste/Leaf Collection

Salisbury

Fiscal Year 2009–10

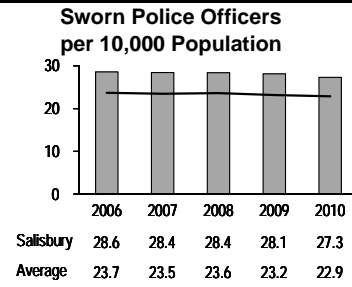
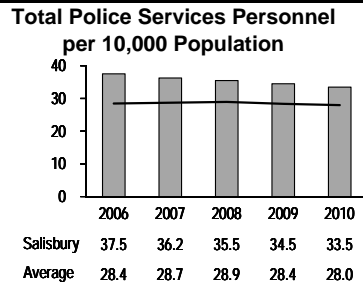
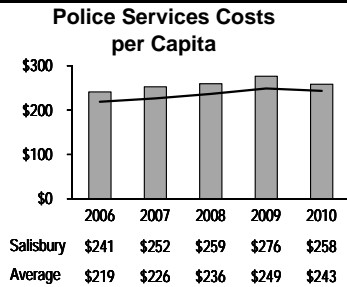
MUNICIPAL PROFILE	EXPLANATORY INFORMATION	
Population (OSBM 2009) 32,263	<p>Service Level and Delivery Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.</p> <p>The city uses from two to three two-person crews, each consisting of a driver and laborer, on packer trucks for yard waste collection. One to two additional two-member crews operating two knuckleboom trucks collect large brush piles and limbs. One supervisor patrols the routes throughout the day, coordinating pick-ups, and responding to citizen requests.</p> <p>Loose leaves are collected from curbside during leaf season, which runs from mid-October through March. Loose leaves are collected every third week during leaf season. Bagged leaves are collected as part of the weekly yard waste program.</p> <p>One to seven crews, each composed of an operator, a street maintenance worker, and a seasonal worker, are used for the annual leaf collection program.</p> <p>The city did not charge a fee for its yard waste collection program during FY 2009–10.</p> <p style="text-align: center;">Conditions Affecting Service, Performance, and Costs</p>	
Land Area (Square Miles) 21.93		
Persons per Square Mile 1,471		
Topography Gently Rolling		
County Rowan		
Climate Moderate; some snow and ice		
Median Family Income (US Census 2000) \$41,108		
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services 54.2%		
Operating Costs 28.3%		
Capital Costs 17.4%		
TOTAL 100.0%		
Cost Breakdown in Dollars		
Personal Services \$ 495,201		
Operating Costs \$ 258,776		
Capital Costs \$ 159,122		
TOTAL \$ 913,099		
SERVICE PROFILE		
FTE Positions—Collection 11.00		
FTE Positions—Other 1.00		
Collection Points		
Yard Waste 12,000		
Leaves 12,000		
Tons Collected		
Yard Waste 4,759		
Leaves 2,911		
Total 7,670		
Collection Frequency		
Yard Waste 1 x week		
Bagged Leaves 1 x week		
Loose Leaves (seasonal collection) 1 x 3 weeks		
Service Fee No		

Salisbury

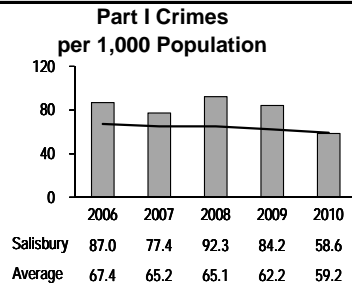
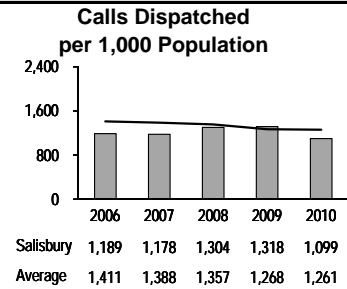
Police Services

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2006 through 2010

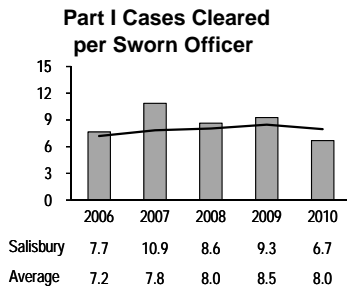
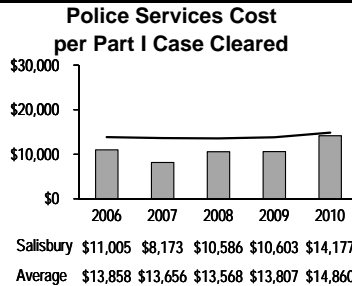
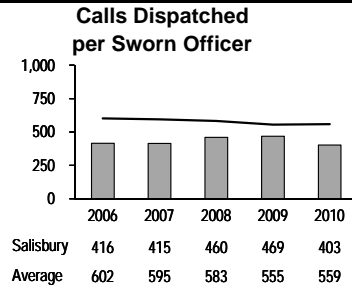
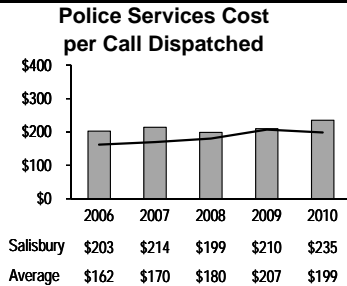
RESOURCE Measures



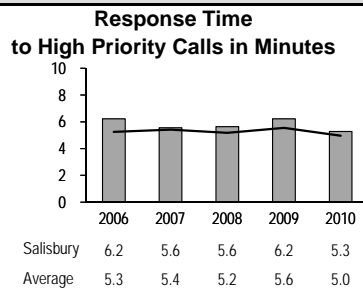
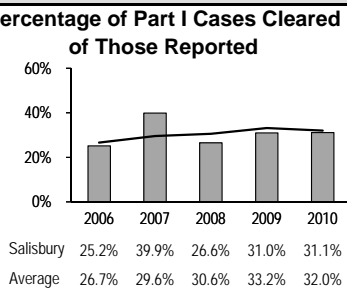
WORKLOAD Measures



EFFICIENCY Measures



EFFECTIVENESS Measures



Salisbury

Police Services

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	32,263	<p>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, animal control, a school program, and other programs.</p> <p>The city had eighty-eight sworn officer positions authorized for FY 2009–10, with an average length of service of 9.8 years. The police department is located in a two-story facility and also has two substations. One substation is located in a neighborhood and one substation is office space located at Rowan Regional Medical Center.</p> <p>Uniformed officers work a variety of shift schedules. The most common schedule is one twelve-hour shift, with two days on and two off, three days on and two off, and then two days on and three off. A few officers work 10.5 hour shifts, with four days on and three off. This 10.5 hour shift serves as flex coverage during the day's heaviest call volume period and can be moved according to departmental need.</p> <p>Officers are assigned a vehicle when hired and are allowed to take it home if they live within Rowan County. If they live within Rowan County but beyond five miles of the city limits, they have to reimburse the city for the cost of mileage in excess of the five miles.</p> <p>The police department was successful in clearing a total of 588 Part I cases in FY 2009–10.</p> <p>The city defines high priority emergency calls as those crimes that are in progress, life threatening, or potentially life threatening circumstances.</p> <p>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.</p> <p>Salisbury has increased special initiatives to reduce crime such as projects aimed at "hot spots" and aggressive prosecutions such as Project Safe.</p>
Land Area (Square Miles)	21.93	
Persons per Square Mile	1,471	
County	Rowan	
Median Family Income (US Census 2000)	\$41,108	
Unemployment Rate (ESC-09)	12.2%	
Part I Crimes Reported		
Homicide	5	
Rape	15	
Robbery	96	
Assault	127	
Burglary	350	
Larceny	1,193	
Auto Theft	94	
Arson	9	
TOTAL	1,889	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	65.1%	
Operating Costs	24.9%	
Capital Costs	10.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 5,427,917	
Operating Costs	\$ 2,073,592	
Capital Costs	\$ 834,698	
TOTAL	\$ 8,336,207	
SERVICE PROFILE		
FTE Positions—Sworn	88.0	
FTE Positions—Other	20.0	
Part I Crimes Cleared		
Persons	115	
Property	473	
Total	588	
Reporting Format	IBR	
Part II Crimes Reported	2,392	
Number of Calls Dispatched	35,447	
Traffic Accidents	1,797	
Property Damage	NA	

Salisbury

Emergency Communications

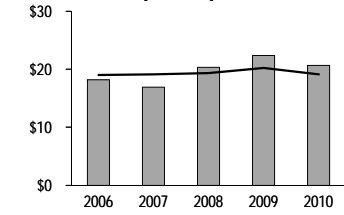
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2006 through 2010

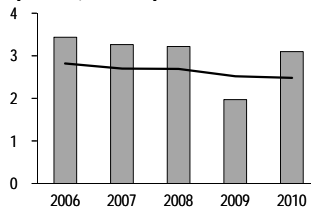
RESOURCE Measures

Emergency Communications Services Costs per Capita



Salisbury	\$18.20	\$16.89	\$20.33	\$22.40	\$20.69
Average	\$19.04	\$19.13	\$19.32	\$20.25	\$19.13

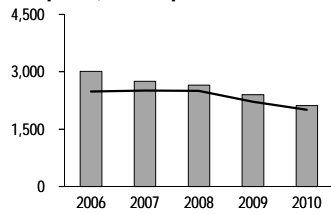
Emergency Communications FTEs per 10,000 Population



Salisbury	3.44	3.26	3.22	1.97	3.10
Average	2.82	2.70	2.69	2.52	2.48

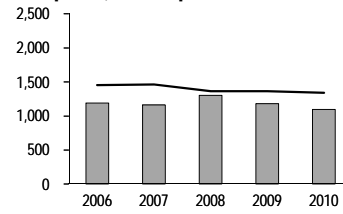
WORKLOAD Measures

Total Calls Answered per 1,000 Population



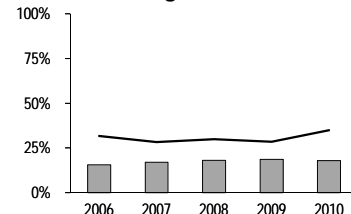
Salisbury	3,011	2,747	2,649	2,396	2,120
Average	2,484	2,511	2,504	2,214	2,011

Calls Dispatched per 1,000 Population



Salisbury	1,189	1,162	1,303	1,179	1,099
Average	1,456	1,461	1,366	1,364	1,342

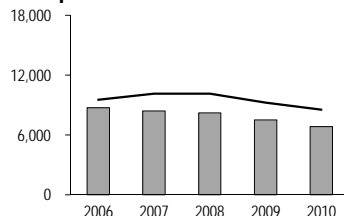
E911 Calls as a Percentage of All Incoming Calls



Salisbury	15.6%	17.0%	18.1%	18.6%	17.8%
Average	31.7%	28.3%	29.9%	28.5%	34.8%

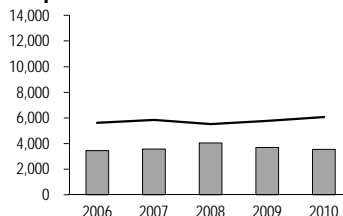
EFFICIENCY Measures

Calls Answered per Telecommunicator



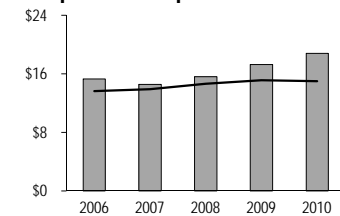
Salisbury	8,748	8,414	8,219	7,502	6,838
Average	9,526	10,153	10,139	9,260	8,531

Calls Dispatched per Telecommunicator



Salisbury	3,456	3,559	4,042	3,693	3,545
Average	5,609	5,849	5,525	5,769	6,065

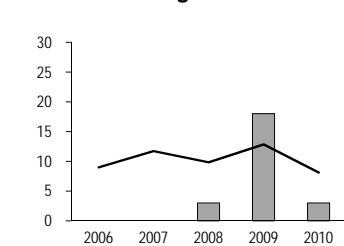
Emergency Communications Cost per Call Dispatched



Salisbury	\$15.31	\$14.54	\$15.61	\$17.29	\$18.83
Average	\$13.66	\$13.89	\$14.66	\$15.12	\$15.00

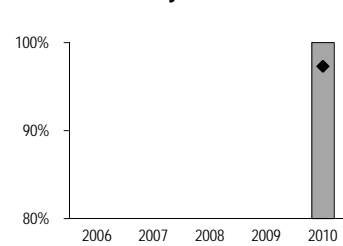
EFFECTIVENESS Measures

Number of Seconds from Initial Ring to Answer



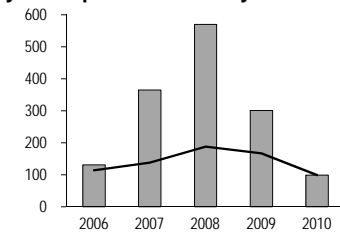
Salisbury			3	18	3
Average	9	12	10	13	8

Percent of E911 Calls Answered within Twenty Seconds



Salisbury					100%
Average					97%

Average Time in Seconds from CAD Entry to Dispatch for Priority One Calls



Salisbury	131	365	570	301	99
Average	114	138	188	167	99

Emergency Communications

Salisbury

Fiscal Year 2009–10

MUNICIPAL PROFILE	EXPLANATORY INFORMATION
Population (OSBM 2009)	32,263
Land Area (Square Miles)	21.93
Persons per Square Mile	1,471
County	Rowan
Median Family Income (US Census 2000)	\$41,108
Unemployment Rate (ESC-09)	12.2%
Population Growth (OMB 2000–2009)	21.9%
FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services	68.4%
Operating Costs	25.3%
Capital Costs	6.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$ 456,207
Operating Costs	\$ 168,577
Capital Costs	\$ 42,637
TOTAL	\$ 667,421
SERVICE PROFILE	
FTE Positions	
Telecommunicators/Call-takers	10.0
Other	0.0
Total Incoming Calls	68,383
Total 911 Calls	12,205
Total Calls Dispatched	35,447
Revenue from E-911 Fees	None
<p>Service Level and Delivery The emergency communications center is located in the police department and processes 911 emergency and nonemergency calls. Fire and EMS calls are handled by Rowan County. Many of the calls come directly to the center. Others from city residents go initially to the Rowan County communications center and are immediately switched to the city's police communications center. The city's center operates twenty-four hours a day, seven days a week.</p> <p>The city owns its communications equipment, including infrastructure. The system is a Motorola 800 MHz trunked Smartnet system with a single, twenty-channel analog site and two GHz microwave sites.</p> <p>Salisbury's communication center reported total incoming calls of 68,383 for FY 2009–10, dispatching 35,447 of them. The city defines highest priority emergency calls as crimes in progress and calls involving injury or imminent injury to a person.</p> <p>Conditions Affecting Service, Performance, and Costs The measure "percent of E911 calls answered within twenty seconds" is a new measure added for FY 2009-10.</p> <p>Salisbury was unable to provide data for some of the effectiveness measures given the structure of its database.</p> <p>The money collected from the E-911 fee in Salisbury all goes to Rowan County.</p>	

Salisbury

Asphalt Maintenance and Repair

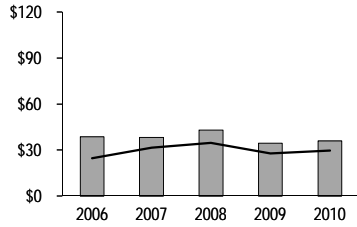
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2006 through 2010

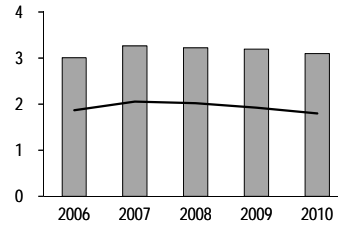
RESOURCE Measures

Asphalt Maintenance and Repair Services Costs per Capita



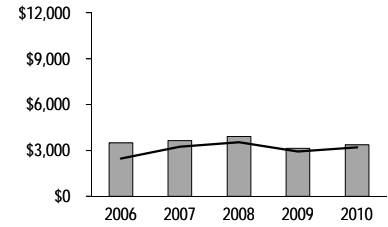
Salisbury	\$38.71	\$38.23	\$42.94	\$34.45	\$36.00
Average	\$24.70	\$31.53	\$34.75	\$27.82	\$29.69

Asphalt Maintenance and Repair FTEs per 10,000 Population



Salisbury	3.01	3.26	3.22	3.19	3.10
Average	1.87	2.06	2.03	1.92	1.80

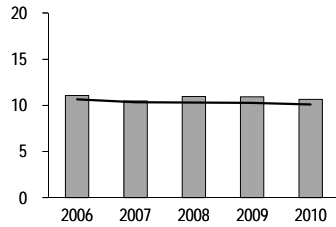
Service Costs per Lane Mile of Road Maintained



Salisbury	\$3,502	\$3,646	\$3,922	\$3,154	\$3,378
Average	\$2,478	\$3,243	\$3,536	\$2,941	\$3,208

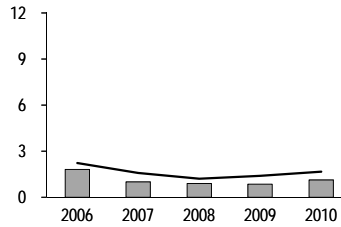
WORKLOAD Measures

Number of Lane Miles Maintained per 1,000 Population



Salisbury	11.1	10.5	10.9	10.9	10.7
Average	10.7	10.3	10.3	10.3	10.1

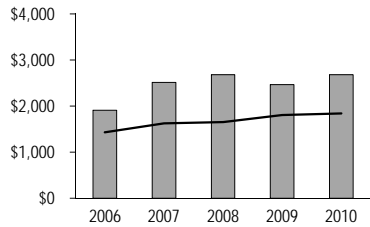
Reported Pot Holes per Lane Mile Maintained



Salisbury	1.83	1.00	0.91	0.87	1.14
Average	2.23	1.58	1.21	1.41	1.67

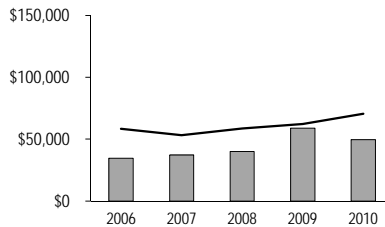
EFFICIENCY Measures

Cost of Maintenance per Lane Mile Maintained



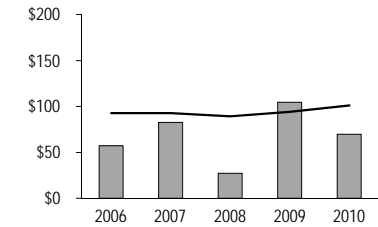
Salisbury	\$1,913	\$2,514	\$2,685	\$2,466	\$2,686
Average	\$1,433	\$1,628	\$1,652	\$1,807	\$1,841

Resurfacing Cost per Lane Mile Resurfaced



Salisbury	\$34,511	\$37,107	\$40,002	\$58,837	\$49,559
Average	\$58,305	\$53,074	\$58,636	\$62,174	\$70,623

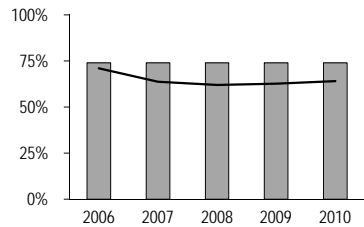
Cost per Ton for Contract Resurfacing



Salisbury	\$57	\$83	\$27	\$105	\$70
Average	\$93	\$93	\$89	\$94	\$101

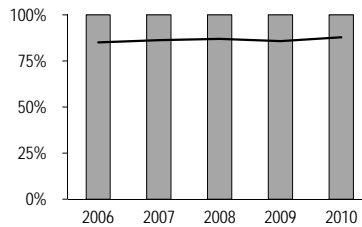
EFFECTIVENESS Measures

Street Segments Rated 85 Percent or Better



Salisbury	74%	74%	74%	74%	74%
Average	71%	64%	62%	63%	64%

Percentage of Pot Holes Repaired within 24 hours



Salisbury	100%	100%	100%	100%	100%
Average	85%	86%	87%	86%	88%

Asphalt Maintenance and Repair

Salisbury

Fiscal Year 2009–10

MUNICIPAL PROFILE	EXPLANATORY INFORMATION
Population (OSBM 2009) 32,263	<p>Service Level and Delivery The City of Salisbury was responsible for maintaining 343.86 lane miles during FY 2009–10.</p> <p>The city resurfaced 4.8 lane miles, equating to approximately 1.4 percent of total lane miles. A total of 3,339 tons of asphalt was used during the fiscal year by contractors for resurfacing projects. The average resurfacing depth used by the contractor was 1.5 inches.</p> <p>The city reported that 74 percent of its street segments rated 85 percent or above on its most recent rating conducted in the year 2005. The city used ITRE as its rating system.</p> <p>The number of potholes reported for FY 2009–10 was 392. The percentage of potholes repaired within twenty-four hours was 100 percent. The city reported a resurfacing cycle of twenty years.</p> <p>Conditions Affecting Service, Performance, and Costs The high price of oil significantly increased the cost of asphalt used for resurfacing and repair work.</p>
Land Area (Square Miles) 21.93	
Persons per Square Mile 1,471	
Topography Gently rolling	
County Rowan	
Climate Moderate; some ice and snow	
Median Family Income (US Census 2000) \$41,108	
FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services 30.4%	
Operating Costs 46.7%	
Capital Costs 22.9%	
TOTAL 100.0%	
Cost Breakdown in Dollars	
Personal Services \$ 352,771	
Operating Costs \$ 542,830	
Capital Costs \$ 265,880	
TOTAL \$ 1,161,481	
SERVICE PROFILE	
FTE Positions—Crews 9.00	
FTE Positions—Other 1.00	
Lane Miles Maintained 343.9	
Lane Miles Resurfaced—Contract 4.80	
Lane Miles Resurfaced—City 0.00	
Total 4.80	
Tons of Asphalt Used—Resurfacing	
Contractor 3,399	
City Crews 0	
Cost of Repaving—Contract \$237,885	
Cost of Repaving—City Crews \$0	
Cost of Maintenance \$923,596	
Registered Vehicles 24,354	
Registered Vehicles/Square Mile 1,111	

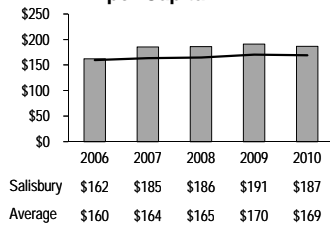
Salisbury

Fire Services

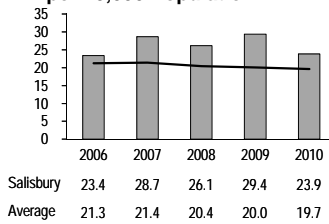
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2006 through 2010

RESOURCE Measures

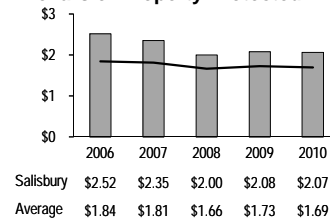
Fire Services Costs per Capita



Fire Services Total FTEs per 10,000 Population

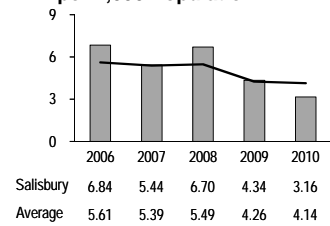


Fire Services Cost per Thousand Dollars of Property Protected

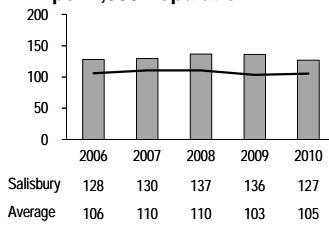


WORKLOAD Measures

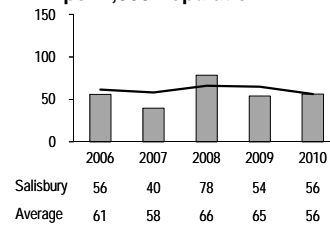
Actual Fires per 1,000 Population



Fire Department Responses per 1,000 Population

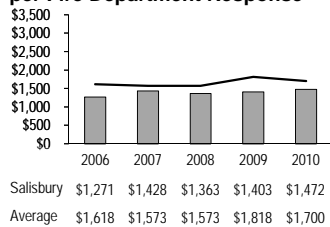


Fire Inspections Completed per 1,000 Population

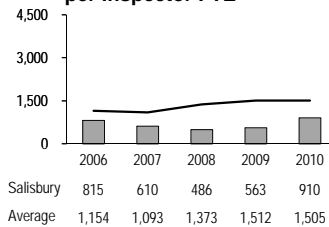


EFFICIENCY Measures

Fire Services Cost per Fire Department Response

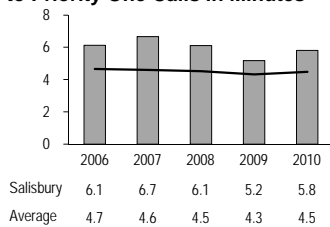


Inspections Completed per Inspector FTE

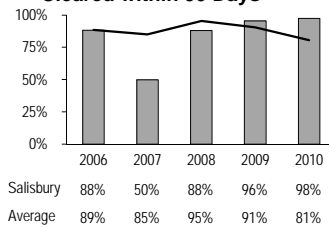


EFFECTIVENESS Measures

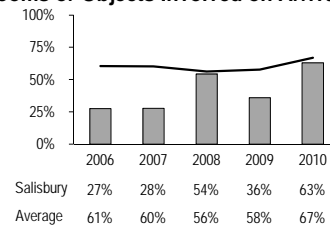
Average Response Time to Priority One Calls In Minutes



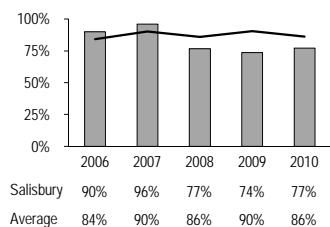
Percentage of Fire Code Violations Cleared within 90 Days



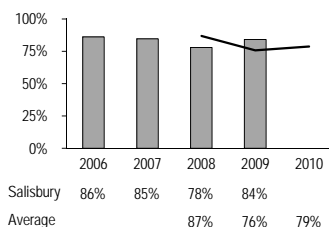
Percentage of Fires Confined to Rooms or Objects Involved on Arrival



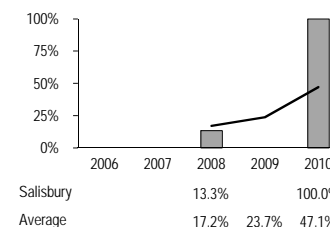
Percentage of Fires for Which Cause Was Determined



Percentage of Full Response Within 8 Minutes Travel Time



Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care



Salisbury

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	32,263	<p>Service Level and Delivery The statement of purpose for the Salisbury Fire Department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in the community related to transportation or industry; to provide rescue services as needed and basic life support through an updated First Responder Program; and to work toward a more fire safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.</p>
Land Area Served (Square Miles)	21.9	
Persons Served per Square Mile	1,471	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; some ice and snow	
FULL COST PROFILE		<p>The fire department contained the following divisions: fire control, loss prevention, training, and logistics.</p> <p>The shift schedule for the fire department is twenty-four hours on and forty-eight hours off for three cycles. There are three shifts. Captains and firefighters get a twenty-four hour Kelley day plus four hours off for any twenty-eight-day cycle exceeding 212 hours worked. The city has some part-time personnel working to fill vacant spots on the shifts due to Kelley days. Salisbury now is a quint system of deployment and duty. The quint trucks combine the duties of an engine and a truck company into a single company.</p> <p>The city has an ISO rating of 2 .</p> <p>The fire department in Salisbury reported 1,819 fire maintenance, construction, and reinspections conducted in FY 2009–10. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at thirty-day intervals. Fees are assessed at the third inspection.</p> <p>Conditions Affecting Service, Performance, and Costs The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007-08</p>
Cost Breakdown by Percentage		
Personal Services	65.0%	
Operating Costs	22.6%	
Capital Costs	12.4%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 3,919,026	
Operating Costs	\$ 1,363,448	
Capital Costs	\$ 746,670	
TOTAL	\$ 6,029,144	
SERVICE PROFILE		
FTE Positions—Firefighters	69.0	
FTE Positions—Other	8.0	
Fire Stations	4	
First-line Fire Apparatus		
Pumpers	0	
Aerial Trucks	0	
Quints	4	
Squads	1	
Rescue	1	
Other	2	
Fire Department Responses	4,097	
All Fire Responses	102	
Structural Fires Reported	32	
Estimated Fire Loss	\$521,600	
Amount of Property Protected	\$2,918,549,619	
Number of Fire Education Programs or Events	24	

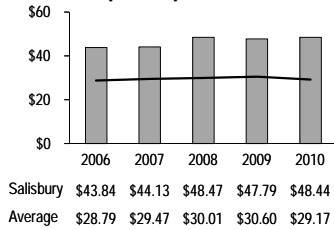
Salisbury

Fleet Maintenance

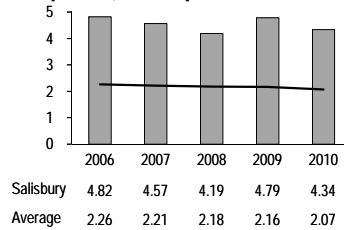
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2006 through 2010

RESOURCE Measures

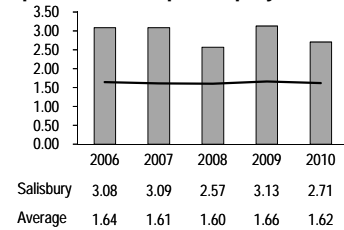
Fleet Maintenance Services Cost per Capita



Fleet Maintenance FTEs per 10,000 Population

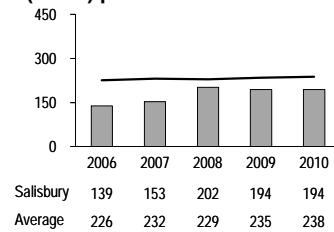


Fleet Maintenance FTEs per 100 Municipal Employees

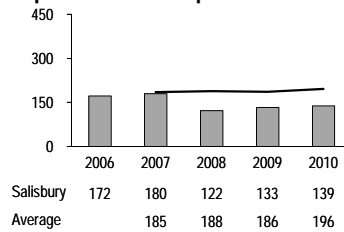


WORKLOAD Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE

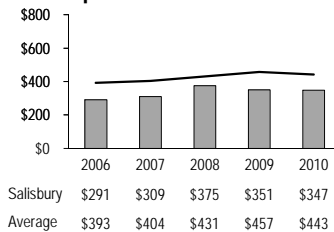


Preventive Maintenances (PMs) Completed In-House per Tech FTE

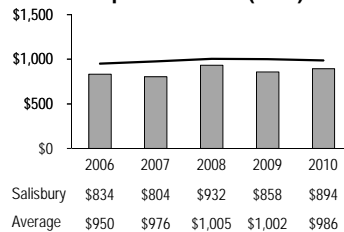


EFFICIENCY Measures

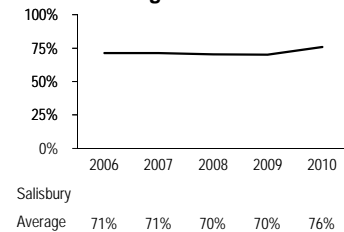
Fleet Maintenance Cost per Work Order



Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)

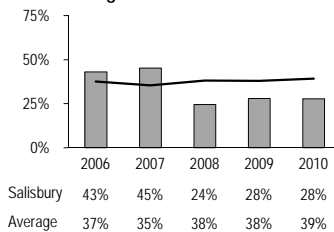


Hours Billed as a Percentage of Total Hours

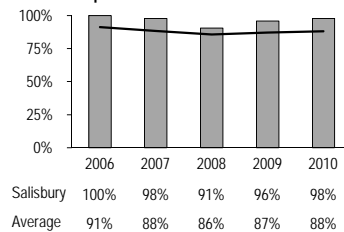


EFFECTIVENESS Measures

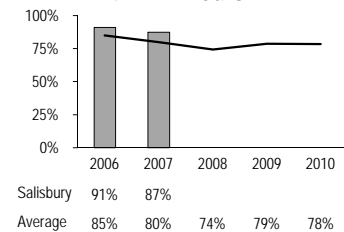
Preventive Maintenances (PMs) as a Percentage of All Work Orders



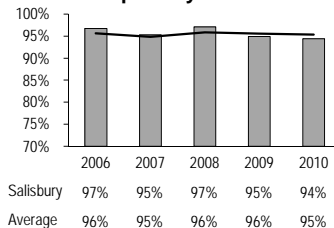
Percentage of Preventive Maintenances (PMs) Completed as Scheduled



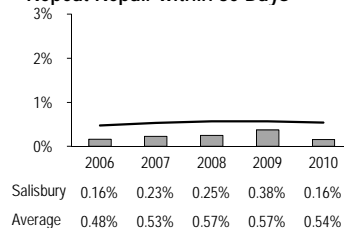
Percentage of Work Orders Completed within 24 Hours



Percentage of Rolling Stock Available per Day



Percentage of Work Orders Requiring Repeat Repair within 30 Days



Salisbury

Fleet Maintenance Fiscal Year 2009–10

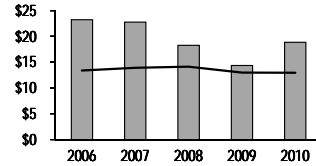
MUNICIPAL PROFILE		
Population (OSBM 2009)		32,263
Land Area (Square Miles)		21.93
Persons per Square Mile		1,471
County		Rowan
Topography		Gently rolling
Climate		Moderate
Rolling Stock Maintained	No.	Average age
Cars—Normal Usage	6	9.7 Years
Cars—Severe Usage	95	4.3 Years
Light Vehicles	166	7.2 Years
Medium Vehicles	25	7.1 Years
Heavy—Sanitation	11	6.6 Years
Heavy—Sewer	3	6.3 Years
Heavy—Fire Apparatus	14	17.5 Years
Heavy—Other	28	11.1 Years
Trailed Equipment	88	13.5 Years
Off-road/Construction/Tractors	87	10.7 Years
Buses	10	12.0 Years
Total	533	
Vehicle Equivalent Units (VEUs)		1,748
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services		45.9%
Operating Costs		50.2%
Capital Costs		3.9%
TOTAL		100.0%
Cost Breakdown in Dollars		
Personal Services	\$	716,981
Operating Costs	\$	784,939
Capital Costs	\$	60,857
TOTAL	\$	1,562,777
SERVICE PROFILE		
FTE Positions—Technician		9.0
FTE Positions—Other		5.0
Work Bays		14
Average Rolling Stock Units Available Per Day		503
Hours Billed		NA
Work Orders		4,500
Repeat Repairs within 30 Days		7
Work Orders Completed within 24 hours		NA
Preventive Maintenance (PMs)		1,247
PMs Completed as Scheduled		1,221

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 were accounted for in Salisbury's general fund.
	There is no markup on any parts sold or sublet work performed on city vehicles. However for work done on vehicles owned by other local governments such as the county, the city charges for labor and includes a markup on parts and sublet work.
	The following services were contracted out during FY 2009–10: <ul style="list-style-type: none"> • body work • exhaust system repairs • towing
	In addition to maintenance responsibilities for the city's rolling stock, the fleet maintenance division also maintains vehicles for Rowan County and two trolleys for downtown Salisbury. The division also has responsibility for equipment including generators, water pumps, hydraulic power units, mowers, tamps, weed wackers, jack hammers, rescue equipment, air compressors, sidewalk sweepers, thermo plastic equipment, hydraulic hammers, pavement saws, chain saws, and other city equipment.
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 completion standard for "percentage of PMs completed as scheduled" is within thirty days of scheduled maintenance or within defined mileage parameters.

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2006 through 2010

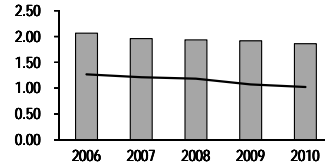
RESOURCE Measures

Human Resources Services Cost per Capita



Salisbury \$23.25 \$22.79 \$18.29 \$14.36 \$18.85
Average \$13.38 \$13.90 \$14.12 \$12.97 \$12.93

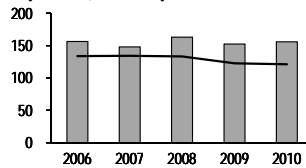
Human Resources FTEs per 10,000 Population



Salisbury 2.06 1.96 1.93 1.92 1.86
Average 1.27 1.21 1.18 1.07 1.02

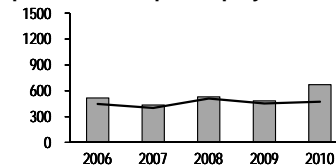
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



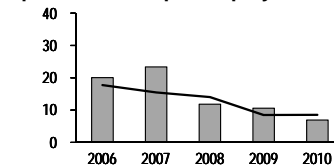
Salisbury 156 148 163 152 156
Average 134 134 133 123 121

Applications Processed per 100 Municipal Employees



Salisbury 516 435 529 483 671
Average 448 401 510 452 473

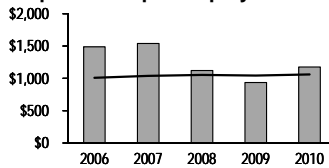
Position Requisitions per 100 Municipal Employees



Salisbury 20.0 23.4 11.9 10.6 7.0
Average 17.7 15.5 14.0 8.5 8.5

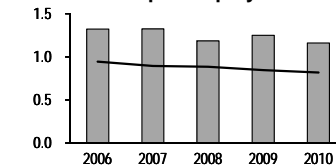
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Salisbury \$1,488 \$1,541 \$1,121 \$937 \$1,176
Average \$1,008 \$1,039 \$1,054 \$1,045 \$1,061

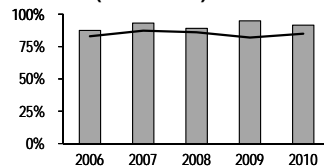
Ratio of Human Resources Staff to 100 Municipal Employees



Salisbury 1.32 1.32 1.19 1.25 1.16
Average 0.95 0.89 0.88 0.85 0.82

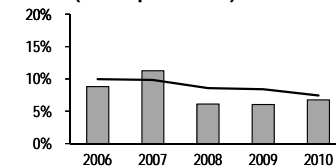
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



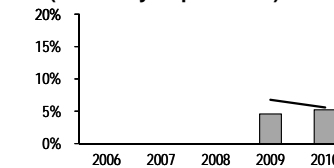
Salisbury 88% 93% 89% 95% 92%
Average 83% 87% 86% 82% 85%

Employee Turnover Rate (All Separations)



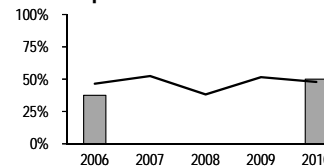
Salisbury 8.8% 11.3% 6.1% 6.0% 6.8%
Average 10.0% 9.8% 8.6% 8.4% 7.4%

Employee Turnover Rate (Voluntary Separations)



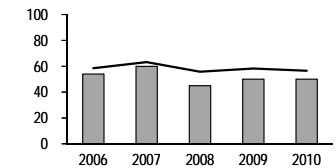
Salisbury 0% 0% 0% 4.6% 5.2%
Average 6.8% 5.6%

Percentage of Grievances Resolved at Department Level



Salisbury 38% 0% 0% 0% 50%
Average 47% 52% 38% 52% 48%

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



Salisbury 54 60 45 50 50
Average 58 63 56 58 57

Salisbury

Central Human Resources

Fiscal Year 2009–10

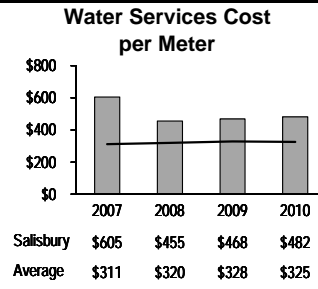
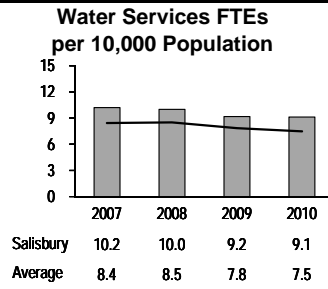
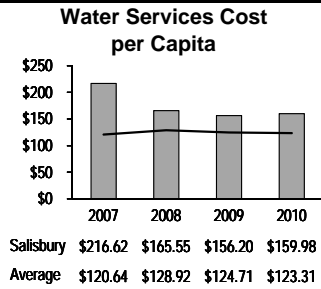
MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	32,263	<p>Service Level and Delivery The human resources function in Salisbury is a centralized unit that provides internal support and assistance with six staff members, including the director (administration, equal employment opportunity and grievance, and special investigations), an analyst II (benefits administration, HRIS, policy interpretation, and wellness), an analyst II (training and development), an analyst I (recruitment, compensation, classification, and position control), an analyst I (multiculturalism program), and a technician (applicant flow, administrative support, budget preparation, and corporate giving).</p> <p>The Human Resources Department has been the lead agency in the development of customer service provisions identified by the City Council as the top priority goal for the city.</p> <p>Salisbury completed one compensation study during FY 2009–10 covering 146 positions.</p> <p>The city's probationary period for new employees was six months.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	21.93	
Persons per Square Mile	1,471	
Unemployment Rate (ESC-09)	12.2%	
County	Rowan	
Topography	Gently rolling	
Climate	Moderate	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	71.9%	
Operating Costs	25.0%	
Capital Costs	3.1%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 437,218	
Operating Costs	\$ 152,107	
Capital Costs	\$ 18,814	
TOTAL	\$ 608,139	
SERVICE PROFILE		
FTE Positions		
Administration	1.00	
Generalist/Specialist	4.00	
Staff Support (Clerical)	3.00	
Total Authorized Workforce	517	
Authorized FTEs	502.5	
Number of Position Requisitions	36	
Employment Applications Processed	3,469	
Employee Turnover		
Voluntary Separations	27	
Involuntary Separations	8	
Total Separations	35	
Average Length of Service (Months)	124.0	
Formal Grievances Filed by Employees	2	
EEOC Complaints Filed	3	
Length of Probationary Employment Period	6 months	
Compensation Studies Completed	1	
Positions Studied	146	

Salisbury

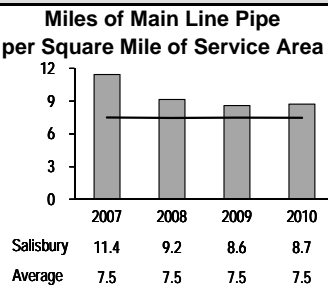
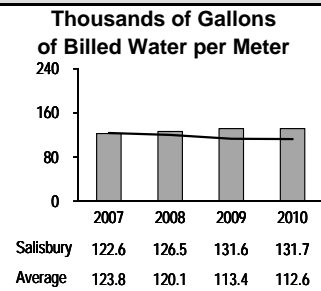
Water Services

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2007 through 2010

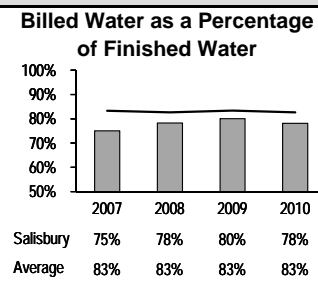
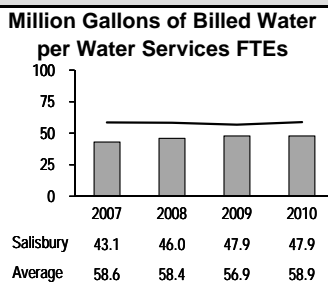
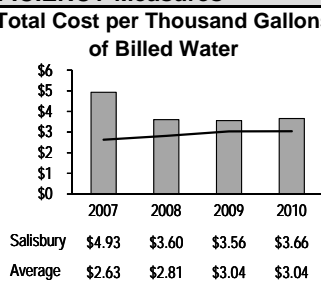
RESOURCE Measures



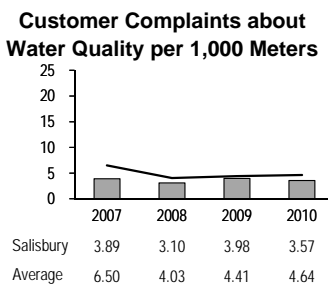
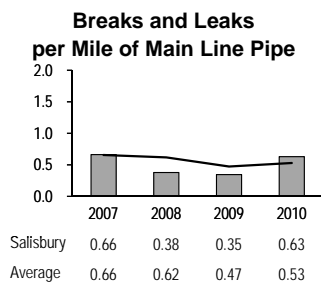
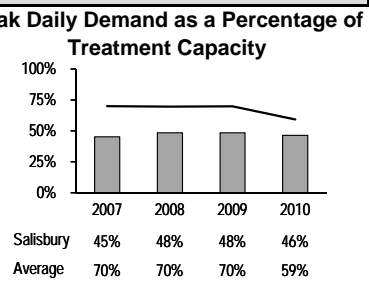
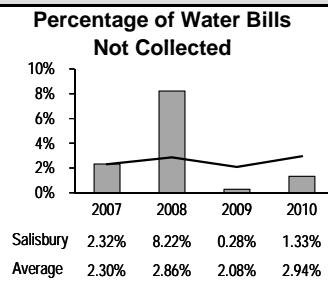
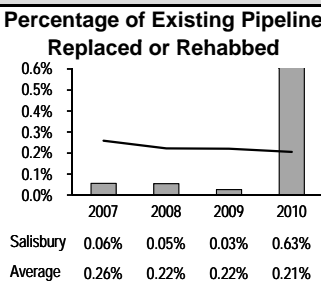
WORKLOAD Measures



EFFICIENCY Measures



EFFECTIVENESS Measures



Salisbury

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Estimated Service Population	51,500	<p>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 44.9 square miles and covers much of Rowan County. Approximately 51,000 people are served. The system was assembled during the late 1990s and early 2000s as the City of Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer, China Grove, Landis, and the City of Kannapolis.</p> <p>Water source for the system is the Yadkin River. The estimated safe yield for the system is 108 million gallons per day. The system has one treatment plant with a capacity of twenty-five million gallons per day. The plant uses an Actiflo pretreatment process followed by a conventional sedimentation and filtration treatment process.</p> <p>Water meters are read once per month. The system currently does not have any automatic remote read meters. The standard for meter replacement is fifteen years.</p> <p>Conditions Affecting Service, Performance, and Costs Water Services is a new service area for the benchmarking project beginning with Fiscal Year 2006–07.</p> <p>The costs of water service as captured here do not include debt service but do capture depreciation.</p> <p>Due to extreme cold coupled with wet ground causing a freeze/thaw cycle, Salisbury experienced a jump in pipe breaks over the prior year.</p>
Service Land Area (Square Miles)	44.9	
Persons per Square Mile	1,147	
County	Rowan	
Topography	Gently rolling	
Climate	Temperate; some ice and snow	
Median Family Income (US Census 2000)	\$41,108	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	28.1%	
Operating Costs	45.8%	
Capital Costs	26.1%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 2,313,062	
Operating Costs	\$ 3,771,567	
Capital Costs	\$ 2,154,336	
TOTAL	\$ 8,238,965	
SERVICE PROFILE		
FTE Staff Positions		
Treatment Plant	8.0	
Line Crews	13.0	
Meter Readers	11.0	
Billing/Collection	4.5	
Other	10.5	
Number of Treatment Plants	1	
Total Treatment Capacity	25.0 MG	
Average Daily Demand	7.9 MG	
Miles of Mainline Pipe	392	
Average Age of Mainline Pipe	43 years	
Number of Breaks/Leaks	247	
Number of Water Meters	17,103	
Percent of Meters Read Automatically	0.0%	
Total Revenues Collected	\$10,174,705	



Budget Ordinance

**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR
BEGINNING JULY 1, 2011, AND ENDING JUNE 30, 2012.**

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, 2011, and ending June 30, 2012, 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	\$ 212,733
Management and Administration	1,077,629
Human Resources	888,624
Information Technologies	1,437,590
Management Services	1,865,934
Purchasing	118,792
Planning & Community Development	686,590
GIS	205,271
Development Services	539,841
Code Services	250,665
Facilities Management	572,808
Central City Buildings	789,929
Plaza	193,592
Police Services	2,854,310
Police Administration	822,601
Police Operations	3,318,020
Fire Department	4,971,469
Telecommunications	500,579
Traffic Operations	551,498
Street Lighting	449,600
Transportation	416,785
Engineering	1,020,040
Public Services - Administration	225,585
Streets	1,865,493
Cemetery	260,152
Solid Waste Management	1,581,961
Waste Management - Other	432,362
Landscape Operations	603,460
Hurley Park	86,932
Parks and Recreation	1,788,153
Fleet Management	894,757
Education	38,107
Debt Service	<u>1,433,100</u>
 TOTAL GENERAL FUND	 <u><u>\$ 32,954,962</u></u>

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

Utilities Mgt. and Administration	\$ 4,234,714
Plant Operations-Water Treatment	1,654,303
Systems Maintenance	3,952,210
Environmental Services	627,253
Plant Operations-Wastewater Treatment	2,926,792
Meter Services	695,742
Plants Maintenance	2,829,838
Water and Sewer Debt Service	<u>6,513,122</u>
TOTAL WATER AND SEWER FUND	<u>\$ 23,433,974</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

\$ 1,087,598

(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

\$ 1,771,578

(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

\$ 503,253

(6) That for said fiscal year there is hereby appropriated out of the FIBRANT FUND for the operating Salisbury's Fiber Optic Network, the sum of

\$ 8,340,841

(7) That for the 2011-12 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

\$ 293,206

(8) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 97,180

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, 2011 and ending June 30, 2012:

General Fund:	
Taxes	\$ 21,207,312
Licenses and permits	360,000
Intergovernmental	5,287,635
Charges for services	3,170,944
Miscellaneous	276,294
Administrative charges	<u>2,652,777</u>
Total revenues	<u>\$ 32,954,962</u>

Water and Sewer Fund:	
Operating revenues	\$ 22,687,974
Nonoperating revenues	746,000
Total revenues and other financing sources	<u>\$ 23,433,974</u>
Transit Fund:	
Charges for services	\$ 99,655
Intergovernmental revenues	571,158
Miscellaneous	-
Other financing sources	416,785
Total revenues and other financing sources	<u>\$ 1,087,598</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,751,578
Miscellaneous	20,000
Other financing sources	-
Total revenues	<u>\$ 1,771,578</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 499,253
Miscellaneous	4,000
Total revenues	<u>\$ 503,253</u>
Fibrant Fund:	
Operating revenues	\$ 3,894,782
Nonoperating revenues	323,451
Other financing sources	4,122,608
Total revenues	<u>\$ 8,340,841</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 258,206
Miscellaneous	35,000
Total revenue	<u>\$ 293,206</u>
Rental Rehab:	
Miscellaneous	\$ 97,180
Total revenue	<u>\$ 97,180</u>

Section 3. Tax Levy

There is hereby levied the following rates of Ad Valorem Tax on each one hundred dollars (\$100.00) valuation of taxable property, as listed for taxes as of January 1, 2010 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

General Fund:

(For the expense incident to the proper government of the City of Salisbury)

-- \$.6135

Municipal Service District:

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

-- \$.175

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$ 2701,000,000 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. Fees shown in Schedule B for items (t) Recycling fee, (u) Landfill fee, and (v) Waste Collection fee are subject to monthly adjustments based on increases for fuel surcharges from vendors. The City Manager is hereby authorized to make this adjustment monthly based on changes in contract prices from vendors providing these services.

Section 5. The City Manager is authorized to establish rates for business services and equipment that are not specifically listed in Appendix F in Article XII. The Management Services Director is also authorized to revised rates for business services listed in Appendix F where market rates change to match competition.

Section 6. That Video on Demand Movies, Pay Per View Events, and other premium services will have their price set based on market price and contractual demands as determined by the Management Services Director.

Section 7. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2011 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 Management Services Director, to be kept on file by him, for his 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:

	Fee
ADMINISTRATION	
Sale of Salisbury Code of Ordinances-soft back	\$238.64
Sale of Salisbury Code of Ordinances-hard back binder	\$274.64
Sale of Salisbury City Council meeting recording	\$5 per CD
Sale of Salisbury Code Supplement Updates	\$24.50 per set
Copy Machine Fee	\$0.10 per copy; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing
ENGINEERING & DEVELOPMENT SERVICES	
<i>Development Services</i>	
Zoning Board of Adjustment:	
Administrative appeal	\$100
Variance	\$150

	Fee
Special Use Permit	\$250
Minor Site Plans (remodeling, additions, & signs)	\$10
Minor Site Plans (new principal structures & special sign overlays)	\$20
Major Site Plan Review	\$250
Payment in Lieu of Sidewalk Construction	\$22 per liner foot
<i>Engineering</i>	
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor plat	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
COMMUNITY PLANNING SERVICES	
Standards Manual (includes zoning and subdivisions)	\$20
Conditional District Petition or General Development Overlay:	
Adoption	\$500
Amendment Revisions	\$250
Revisions	\$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$250
Land Development Ordinance Text Amendment	\$250
<i>Geographic Information Systems</i>	
ESRI Authorized Training Courses	\$300 per person per day
Mobile GIS Using ArcPad	\$595 per person
Geoprocessing using ArcGIS ModelBuilder	\$300 per person per day
GIS Topic Workshop	\$50 per person, per day
Training Room Rental	\$50 per person, per day
<i>Code Enforcement</i>	
Nuisance abatement	Mobilization fee \$125 + contractor and 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

POLICE

Copies	\$0.10 per copy;
(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
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
False Alarms (Security and Fire):	
First Two False Alarms in 12 Month Period	Free from 1st Date
False Alarms 3 - 5 within 12 month period	\$50 per Alarm
False Alarms 6 - 7 within 12 month period	\$100 per Alarm
False Alarms 8 - 9 within 12 month period	\$250 per Alarm
False Alarms 10 or more within 12 month period	\$500 per Alarm

FIRE

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy; minimum of \$1
Lifing 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
Festivals (fairs, carnivals, etc.)	
Large Festival:	\$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	\$200
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25

	Fee
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	\$500
7 day permit	\$200
Other Not Listed	\$25
After Hours Inspection (inspections conducted outside of normal work hours)	\$50
*Late Application Fee	\$50

*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.

FIRE DEPARTMENT CONSTRUCTION PERMITS

Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. A permit fee will be charged for the following Fire Department Construction Permit. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.

Automatic Fire-Extinguishing System:	
Installation	\$60
Renovation/Modification	\$50
Automatic Sprinkler System:	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Standpipe System (Not part of a sprinkler system):	
Installation	\$50
Renovation/Modification	\$50
Fire Alarm and Detection System:	
(Includes devices tied into fire alarm system)	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Door Locking Devices:	
(Access-controlled egress, delayed egress, & special locking devices)	
Installation	\$60
Renovation/Modification	\$50
Two-way Communication System:	
(Area of Rescue Assistance)	
Installation	\$60
Renovation/Modification	\$50
Fire Pumps and Related Equipment:	
Installation	\$60
Renovation/Modification	\$50
Private Fire Hydrants (per unit):	
Installation	\$60
Renovation/Modification	\$50
Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)	
Abandon, Remove, Place Temporarily out of Service, or Close	\$50
Flammable and Combustible Liquids Storage Tanks:	
* Tank Installation- (per tank)	\$60
Removal or Place out of Service- (per tank)	\$50

* If electrical circuitry is involved then an electrical permit must also be obtained from the Rowan County Building inspections Department

	Fee
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by Chapter 27 when amounts listed in Table 105.6.21 are exceeded.	\$60
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

Traffic Operations Division

Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

	Fee
Cut & remove existing curb & other material	\$5 LF
Cut & remove existing sidewalk (up to 5 ft wide)	\$5 LF
18-inch concrete curb & gutter	\$9 LF
24-inch concrete curb & gutter	\$12 LF
30-inch concrete curb & gutter	\$18 LF
24-inch concrete valley gutter	\$12 LF
2 ft driveway lip only	\$12 LF
6-inch x 2 ft driveway lip with gutter	\$19 LF
6-inch x 5 ft driveway lip with gutter	\$28 LF
4-inch concrete sidewalk	\$18 SY
6-inch concrete driveway for additional area	\$25 SY
Miscellaneous concrete patch	\$150 CY
Miscellaneous asphalt patch	\$30 SY
Install storm drain on right-of-way (owner supply pipe)	\$6 LF
Limbs and cuttings exceeding truck load per week	\$200/load paid in advance
<i>Fleet Management</i>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$55.60/hour
Repair of Hazardous Material Van:	
Labor	\$55.60/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
<i>Cemetery</i>	
Burial-adult	\$800
Burial-infant	\$400
Disinterment - Adult	\$800
Disinterment - Infant	\$400
Interments - two--one grave-adult	\$850
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$375
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 4:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends and holidays	\$300
Monument installation permit	\$20
Deed Change	\$20
Cemetery Lot Fee Schedule:	
Adult, City resident	\$700
Adult, non-City resident	\$900
Infant, City resident	\$400
Infant, non-City resident	\$600
<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

Transit

Individual Fares:

	Fee
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Handicapped & Senior Citizens)	\$0.50
40 Ride pass:	
Regular	\$35
Reduced	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

PARKS & RECREATION

Civic Center

Multi-purpose room & kitchen - for first eight hours each day, after eight hours - \$75/hour	\$400 + \$100 deposit/ \$250 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day, after eight hours: \$75/hour	\$450 + \$100 deposit/ \$250 if serving alcohol
Small meeting room only (per hour)	\$50 per hour + \$50 deposit

City Park *

Arts & craft room	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Meeting room	\$40 per hour + \$75 deposit
Room A	\$40 per hour + \$75 deposit

Hall Gym

Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit

Lincoln Pool (two hour minimum)

Two lifeguards	\$50 per hour + \$50 deposit
Four lifeguards	\$75 per hour + \$50 deposit

Miller Center *

Computer Lab	\$30 per hour + \$75 deposit
Multi-purpose room	\$70 per hour + \$75 deposit
Meeting room	\$40 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional

Note: *Three (3) hour minimum for rentals during non-operational hours

Shelters & Gazebo Rentals:

Cannon Park Gazebo Rental	(Electricity Included)	\$150 security deposit;
	(only available for groups 40 or less)	\$50 (Refundable)

Shelter Reservation Fee:

8:00 AM - 12:00 Noon	\$10
1:00 PM - Close	\$10
All Day	\$20
Electricity - Additional (per shelter)	\$15

Advertising Fees

Salisbury Community Park	\$600 initial fee;
Salisbury Greenway	\$1000 - \$5000

	Fee
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Flat Fee	\$12.50/ hr.
Additional per hour charge for lights	\$25
Field Prep Fee	\$40
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.)	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$500
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.)	\$150
1 day / 3 fields	\$600
2 day / 3 fields	\$1,200
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$40
Soccer	
Flat Fee	\$25/hr.
Field Prep Fee	\$45
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
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
PARK AVE 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

Fee
\$30 per hour + \$50 deposit

For profit organizations

\$40 per hour + \$50 deposit

Note: *Two (2) hour minimum for rentals

WEST END COMMUNITY CENTER

Conference Room

\$50/hr

UTILITY ENGINEERING

Engineering, Consulting, and Technical Services

Project Manager - Professional Engineer

\$100/hr

Civil Engineer

\$75/hr

Engineering Technician

\$50/hr

Construction Inspector

\$50/hr

Survey Field Crew (2 person)

\$75/hr

Clerical

\$25/hr

Set of Bid Documents, each

\$50

Utility Location Maps

Paper Document

\$15

Digital Format

CD Disk, each

\$20

DVD Disk, each

\$20

Engineering Plan Review Fee (Water Only)

\$200

Engineering Plan Review Fee (Sewer Only)

\$200

Field Inspection of Water Lines

\$1 per ft

Field Inspection of Sewer Lines

\$1 per ft

Xerox/blue prints:

On paper up to 4 ft in length

\$5

On mylar up to 4 ft in length

\$20

MANAGEMENT SERVICES

Accounts Receivable (30 days past-due)

1.5% per month

Privilege License Gross Sales Schedule:

Sales not exceeding \$10,000

\$25

More than \$10,000 and not more than \$20,000

\$30

More than \$20,000 and not more than \$30,000

\$45

More than \$30,000 and not more than \$40,000

\$60

More than \$40,000 and not more than \$50,000

\$75

More than \$50,000 and not more than \$60,000

\$90

More than \$60,000 and not more than \$70,000

\$105

More than \$70,000 and not more than \$80,000

\$120

More than \$80,000 and not more than \$90,000

\$135

More than \$90,000 and not more than \$100,000

\$150

More than \$100,000

\$150 plus, per \$1,000 or
portion thereof in excess
of \$100,000 @ \$0.225

Maximum gross receipts cap other than those with a specific limit

\$3,000

All privilege licenses other than gross sales are calculated at maximum State allowed rate.

Copy machine fee

\$0.10 per copy;

minimum of \$1

\$1 extra for mailing

Copy of reports/files

Actual cost of supplies

and mailing

TELECOMMUNICATIONS

Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$100
Fleet Map Build	\$200
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$75
Repair (Hourly rate)	\$105
Hourly Travel Rate outside City Limits (from City Office Building)	\$60
Equipment Installation:	
Radio Dash Mount	\$75
Radio Dash Removal	\$25
Radio Remote Mount	\$125
Radio Remote Removal	\$35
Ambulance dual installation	\$240
Ambulance dual Removal	\$75
Camera Installation	\$150
Camera Removal	\$75
MDT Mount Installation	\$75
MDT Mount Removal	\$25
Modem Installation	\$75
Modem Removal	\$25
Wig Wag Installation	\$50
Wig Wag Removal	\$25
4 Corner Strobes Installation	\$125
4 Corner Strobes Removal	\$40
Flashlight Installation	\$20
Flashlight Removal	\$10
Charger Installation	\$40
Charger Removal	\$10
Light bar Installation	\$125
Light bar Removal	\$60
Siren Installation	\$75
Siren Removal	\$25

Parts

Actual Cost + 20%

**APPENDIX F, ARTICLE XII
FIBRANT**

<i>Video Services Residential – stand alone</i>	<i>Per Month</i>
FirstStep with two set top boxes	\$37
Essential with one DVR and one set top box	\$65
Deluxe with one DVR and one set top box	\$85
Classic with one DVR and one set top box	\$93
Brilliant with one DVR and one set top	\$108
All-in! with one DVR and one set top	\$149
<i>Video Service Residential – with internet or telephone</i>	<i>Per Month</i>
FirstStep with two set top boxes	\$27
Essential with one DVR and one set top box	\$55
Deluxe with one DVR and one set top box	\$75
Classic with one DVR and one set top box	\$83
Brilliant with one DVR and one set top	\$98
All-in! with one DVR and one set top	\$139
<i>Telephone Services Residential</i>	<i>Per Month</i>
Fibrant Telephone – single service	\$45
Fibrant Telephone – with video or internet services	\$40
Fibrant Telephone – with both video and internet services	\$35
Fibrant Telephone per additional line	\$25
<i>Internet Services Residential</i>	<i>Per Month</i>
Fibrant Internet 15 – single service	\$45
Fibrant Internet 15 – with video or telephone services	\$40
Fibrant Internet 15 – with both video and telephone services	\$35
Fibrant Internet 25 – upgrade from Fibrant Internet 15	\$20
Fibrant Internet 50 – upgrade from Fibrant Internet 25	\$20
Fibrant Internet 75 – upgrade from Fibrant Internet 50	\$20
Fibrant Internet 100 – upgrade from Fibrant Internet 75	\$20
<i>Fibrant Video Services Business</i>	<i>Per Month</i>
Fibrant Business Lite TV	\$45
Fibrant Business TV	\$75
<i>Fibrant Internet Services Business</i>	<i>Per Month</i>
3Mbps x 3 Mbps Small Business (not dedicated IP address)	\$65
8 Mbps x 8 Mbps Small Business (not dedicated IP address)	\$95
3 Mbps Dedicated with IP address	\$255
6 Mbps Dedicated with IP address	\$450
10 Mbps Dedicated with IP address	\$585
3x3 Mbps Dedicated Point to Point Metronet per location	\$200
5x5 Mbps Dedicated Point to Point Metronet per location	\$300
10x10 Mbps Dedicated Point to Point Metronet per location	\$400
20x20 Mbps Dedicated Point to Point Metronet per location	\$500
50x50 Mbps Dedicated Point to Point Metronet per location	\$900
100x100 Mbps Dedicated Point to Point Metronet per location	\$1,400
500x500 Mbps Dedicated Point to Point Metronet per location	\$1,800
1x1Gbps Dedicated Point to Point Metronet per location	\$2,300
<i>Fibrant Telephone Services Business</i>	
Small Business Services:	<i>Per Month</i>
Telephone Small Business	\$49

Telephone Small Business per additional line	\$44
Fax Service up to 200 minutes	\$25
Toll Free Number	\$6
	<i>Per Minute</i>
Fax Service over 200 minutes	\$.03
Toll Free Minutes	\$.06
Integrated Voice:	<i>Per Month</i>
Session Internet Protocol Trunking	\$20
Direct Inward Dialing	\$.50
Toll Free Number	\$6
Fax Service up to 200 minutes	\$25
	<i>Per Minute</i>
Toll Free Minutes	\$.06
Outbound Minutes	\$.03
Fax Service over 200 minutes	\$.03
Hosted Voice:	<i>Per Month</i>
2000 Minute Seat	\$45
Metered Seat	\$35
Additional Extension	\$10
Fax Line	\$15
Auto Attendant	\$38
Auto Attendant Seat/Extension	\$3
Music on Hold	\$10
Toll Free Number	\$6
	<i>Per Minute</i>
Toll Free Minutes	\$.06
Outbound Minutes	\$.03
<i>Premium Channel Options</i>	<i>Per Month</i>
HBO	\$15
Cinemax	\$15
Starz Plus Encore	\$15
Showtime Plus TMC	\$15
Latino Tier	\$10
<i>Fibrant – Equipment Rental</i>	<i>Per Month</i>
Additional DVR per unit	\$9
Additional Set top box per unit	\$5
Wireless Home Router	\$9
<i>Fibrant – One-time Charges</i>	<i>Non-reoccurring</i>
Pay Per View Adult Movies	\$9.99 per three hours
Standard Installation (waived for one year contracts)	\$360
Custom Wiring (Wall Fish, etc.) per current outlet	\$30
Additional Outlets (floor) same trip	\$25
Additional Outlets requiring Wall Fish same trip	\$50
Additional or Relocate Outlet separate trip	\$45
Additional Outlets requiring Wall Fish separate trip	\$50
Wireless Network Installation	\$30
Reconnect Fee during business hours	\$50
Reconnect Fee during after business hours	\$100
Remote Control Replacement	\$10
Unreturned Set Top Box	\$150
Unreturned DVR	\$300

Fibrant Telephone Directory Assistance (per use)	\$2
Fibrant Telephone Operator Assistance (per use)	\$3
WeeMote	\$20
Fibrant Telephone Activation - Residential	\$15
Fibrant Telephone Activation – Commercial (per line)	\$20

**SCHEDULE A
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- | | |
|--|-------|
| (a) Domestic consumer of water and/or dischargers of sewage
Residential owner-occupants including single family townhouses
and condominiums shall be exempted. | \$150 |
| (b) Commercial, industrial, and institutional recipients
Local, state, and federal governments or agencies thereof shall be exempted. | \$150 |
| (c) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry. | |
| (d) Deposits shall be returned at termination of service less any unpaid rates and charges. | |

**SCHEDULE B
METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- | | |
|---|---------|
| (a) Three-fourths-inch residential water tap: | |
| • ¾” Water tap - SRU installed | \$1,650 |
| • ¾” Water tap - Developer installed | \$200 |
| • ¾” Water tap - Crescent | \$600 |
| (b) One-inch residential water tap | \$1,850 |
| (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts. | |
| (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1”, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code). | |
| (e) Four-inch sewer connections: | |
| • 4” Sewer tap - SRU Installed | \$1,450 |
| • 4” Sewer tap – Developer Installed*: | \$250 |
| *Note: Includes the Crescent Subdivision | |
| (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code). | |
| (g) Reconnection fee for non-payment during business hours | \$50 |
| Reconnection fee for non-payment after business hours | \$100 |
| (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) | \$50 |
| (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid | \$50 |
| Turn on or off after hours; shall be applied to utility bill if not prepaid | \$100 |
| (j) Testing meter if delivered to City facilities (per test) | \$15 |
| (k) Field testing of meters: First test is free and each additional test within twelve months | \$50 |
| (l) Unauthorized use of fire protection system | \$100 |
| (m) Fire protection system testing (per test) | \$50 |
| (n) Meter reinstallation charge (per meter) | \$35 |

- (o) Inspection fee (per connection)
 - Water or sewer connection \$45
 - Backflow \$45
 - Re-inspection of either water, sewer, or backflow \$20
- (p) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (q) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.
- (r) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check.
- (s) Lateral transfer fee \$1,450
- (t) Recycling fee \$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) \$1/Month
- (w) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (x) Locking Devices Cut or Damaged \$20
- (y) Damaged Meter Yokes shall be charged on the basis of labor, material, equipment, and overhead costs a then prevailing or established rates.

**SCHEDULE C
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$3.95
	1" =	\$5.83
	1-1/2" =	\$8.95
	2" =	\$12.70
	3" =	\$24.58
	4" =	\$42.08
	6" =	\$90.20
	8" =	\$152.70
	10" =	\$240.20
	12" =	\$315.20
	16" =	\$627.70

Volume charge per 100 cubic feet:

Raw water	\$0.69
Finished, potable water	\$3.49
Southern Power	\$1.79
China Grove	\$6.18

**SCHEDULE D
WATER SERVICE CHARGES FOR BULK RATE**

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.

- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

**SCHEDULE E
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.35
	1" =	\$6.53
	1-1/2" =	\$10.15
	2" =	\$14.50
	3" =	\$28.28
	4" =	\$48.58
	6" =	\$104.40
	8" =	\$176.90
	10" =	\$278.40
	12" =	\$365.40
	16" =	\$727.90
Volume charge per 100 cubic feet		\$4.76
China Grove volume charge per 100 cubic feet		\$8.42
(2) Flat rate sewer charge		\$42.43

**SCHEDULE F
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grand Creek Wastewater Plants:

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred thirty-seven dollars and fifty-one cents (\$137.51) 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 forty-six dollars and twenty-four cents (\$246.24) 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.

Additionally, surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into the Second Creek Wastewater Treatment Plant:

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of three hundred seventy-two dollars and eighty-seven cents (\$372.87) 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 seven hundred fifty-four dollars and sixty-five cents (\$754.65) 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 two thousand three hundred forty-seven and sixty-four cents (\$2,347.64) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

**SCHEDULE G
ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

Test	Fee
Alkalinity	\$10
Ammonia-Nitrogen	\$17
Biochemical Oxygen Demand	\$21
Chemical Oxygen Demand	\$25
Chloride (Titrimetric)	\$12
Coliform, Fecal (MF)-Wastewater	\$17
Coliform, P/A-Water	\$30
Chlorine, Total Residual	\$15
Cyanide, Total	\$30
Dissolved Oxygen	\$5
Metals Digestion Fee (per sample)	\$10
Aluminum, ICP, ppb	\$16
Antimony, ICP, ppb	\$16
Arsenic, ICP, ppb	\$16
Barium, ICP, ppb	\$16
Cadmium, ICP, ppb	\$16
Chromium, ICP, ppb	\$16
Copper, ICP, ppb	\$16
Lead, ICP, ppb	\$16
Molybdenum, ICP, ppb	\$16
Nickel, ICP, ppb	\$16
Selenium, ICP, ppb	\$16
Silver, ICP, ppb	\$16
Zinc, ICP, ppb	\$16
Nitrate (water)	\$30
Nitrate - Nitrogen (wastewater)	\$15
Nitrite - Nitrogen (wastewater)	\$15
pH	\$5
Phenols	\$25
Phosphorus, Total	\$16
Sampling and Set-up	\$25
Solids, Total	\$15
Solids, Total Suspended	\$12
Sulfate	\$15
Temperature	\$5
Total Kjeldahl Nitrogen	\$20
Turbidity-Water	\$10

Parameters not listed please contact Environmental Services for quote

Section 10. That the hourly rate of \$125 be established for work performed by the City Attorney.

Section 11. That this ordinance shall be effective upon its passage.



Glossary

GLOSSARY OF TERMS

ADA: The commonly used acronym for the Americans with Disabilities Act.

ACCRUAL ACCOUNTING: A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

ADOPTED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

AMR: Acronym for Automated Meter Reading. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

APPROPRIATION (BUDGETING): An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

ASE: Acronym for Automotive Service Excellence.

ASSESSED VALUATION: A value established for real property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

BOND FUNDS: Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

BOND REFERENDUM: An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

BROADBANDING COMPENSATION PROGRAM: A classification and pay system that allows similar jobs to be grouped into bands with wide pay ranges. The program creates more organizational flexibility, fosters a flatter organization, and encourages skill development.

BUDGET: A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

BUDGET CALENDAR: The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN): The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

BUDGET MESSAGE: A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

BUDGET ORDINANCE: The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

CAPITAL EQUIPMENT / EXPENDITURES: Facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$5,000 and an expected life of more than one year.

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

CAPITAL IMPROVEMENTS BUDGET: The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

CAPITAL IMPROVEMENTS PROGRAM (CIP): The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

CAPITAL OUTLAY: A classification consisting of Capital Equipment and Capital Improvement.

CAPITAL RESERVE FUND: A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund and Water and Sewer Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies and Purchasing Divisions.

CCF: Acronym for 100 Cubic Feet of water.

CD: Acronym for Construction Documents.

CDBG: Acronym for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

CMAQ: Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

CMW: Acronym for Certificate of Minor Works.

COA: Acronym for Certificate of Appropriateness.

COD: Acronym for Chemical Oxygen Demand.

COST CENTER: The smallest unit of activity or area of responsibility for which costs are accumulated.

CRM: Acronym for Citizen Resource Management. A type of software that will allow citizens to have an improved method of interacting with the City of Salisbury.

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

DEBT SERVICE: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

DEPARTMENT: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

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

ENCUMBRANCE ACCOUNTING: The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

ENTERPRISE FUND: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

EPA: Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

FERC: Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

FISCAL YEAR: The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

FIXED ASSETS: Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

FOG: Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows.

FTE: Acronym for Full-Time Equivalent. The number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law.

FTTH: Acronym for Fiber to the Home. A new enterprise fund implemented in FY2009 that will provide high speed broadband services to the citizens of Salisbury.

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

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

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

GAAP: Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

GCWWTP: Acronym for Grant Creek Wastewater Treatment Plant.

GDP: Acronym for Group Development Plans.

GENERAL FUND: The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION (G.O.) BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

GIS: Acronym for Geographic Information System. A project which will link the City to a city-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by City departments.

GFOA: Acronym for Government Finance Officers Association.

GOAL: A statement of broad direction, purpose or intent based on the needs of the community.

GPON: Acronym for Gigabit Passive Optical Networking.

HOME: Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

HPO: Acronym for High Performance Organization. A government working model.

HRC: Acronym for Human Relations Council.

I&I: Acronym for Inflow and Infiltration.

INVESTMENT REVENUE: Revenue earned on investments with a third party. The City uses a pooled cash system. We pool cash from all funds and invest it in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

INTERFUND TRANSFERS: Amounts transferred from one fund to another.

IRT: Acronym for Involvement and Response Team. A system for empowering all employees into functional decision-making teams for operational improvements.

ISO: Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

LCP: Acronym for Local Convergence Point.

LEASE PURCHASE: Method of financing used for the acquisition or improvements. Title to the property transfers to the City at the expiration of the lease terms.

MGD: Acronym for Millions of Gallons per Day.

MODIFIED ACCRUAL: The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

NCBCC: Acronym for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

NCDENR: Acronym for North Carolina Department of Environment and Natural Resources.

NCDOT: Acronym for North Carolina Department of Transportation.

NCDOL: Acronym for North Carolina Department of Labor.

NCLM: Acronym for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

NET ASSETS: The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

NIOSH: Acronym for National Institute for Occupational Safety and Health.

NPDES: Acronym for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

NTU: Acronym for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

OBJECTIVE: A statement of specific direction, purpose or intent to be accomplished by staff within a program.

OPERATING BUDGET: The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

OPERATING FUNDS: Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

OSHA: Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

PARTF: Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

PFT: Acronym for Permanent Full-time. Full-time employee with benefits.

PERFORMANCE MEASURES: Descriptions of a program's effectiveness or efficiency.

POWELL BILL FUND: Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

PPT: Acronym for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

PRODUCTIVITY: A measure of the increase of service output of City programs compared to the per unit of resource input invested.

PROGRAM: An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

PROPERTY TAXES (AD VALOREM TAXES): Taxes paid by those owning property in the City. These taxes are based on assessed value.

RESERVE: A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

RESOURCES: Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

REVENUE: Income received from various sources used to finance government services; for example, sales tax revenue.

REVENUE BONDS: Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

ROW: Acronym for Right of Way.

SCADA: Acronym for Supervisory Control and Data Acquisition.

SERVICE LEVEL: Measurement of services provided by the City to the public.

TCWWTP: Acronym for Town Creek Wastewater Treatment Plant.

TDA: Acronym for Tourism Development Authority.

TFT: Acronym for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

TKN: Acronym for Total Kjeldahl Nitrogen.

TMDL: Acronym for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

TPT: Acronym for Temporary Part-time. Part-time employee working <1000 hours annually with no benefits.

TSS: Acronym for Total Suspended Solids.

USDOJ: Acronym for United States Department of Justice.

VENTURIS: A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

WWTP: Acronym for Wastewater Treatment Plant.

