

THE CITY OF  
**Salisbury**  
— North Carolina —

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*Adopted Budget  
Fiscal Year Ending June 30, 2015*

# CITY OF SALISBURY NORTH CAROLINA

## 2014-2015 BUDGET For the Year Ending June 30, 2015



### MAYOR, CITY COUNCIL, AND CITY OFFICIALS

#### MAYOR AND CITY COUNCIL

**Paul B. Woodson - Mayor**

**Maggie Blackwell- Mayor Pro-tem**

**William R. Kennedy**

**Brian Miller**

**Karen K. Alexander**

#### OFFICIALS

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

**Zack Kyle  
Assistant City Manager**

#### Budget Prepared By

**John A. Sofley, Jr. ~ Interim City Manager  
Zack Kyle ~ Assistant City Manager  
Teresa P. Harris ~ Financial Services Manager  
S. Wade Furches ~ Finance Manager  
Shannon Moore ~ Interim Budget & Performance Manager  
Melissa H. Drye ~ Finance Specialist  
Evans C. Ballard ~ Budget and Benchmarking Analyst  
Renee A. Pierson ~ Financial Services Management Analyst  
Mark D. Drye ~ Finance Management Analyst  
Anna R. Bumgarner ~ Purchasing Manager  
City Management Team**



May 30, 2014

Mayor Paul Woodson  
Mayor Pro Tem Maggie Blackwell  
Councilmember Pete Kennedy  
Councilmember Brian Miller  
Councilmember Karen Alexander

Mayor and Councilmembers:

In accordance with §159-11 of the North Carolina General Statutes, the proposed budget for the City of Salisbury is hereby submitted for the fiscal year beginning July 1, 2014 and ending June 30, 2015.

This year's budget will be a challenging one. We are facing two contradictory pressures: the City's revenues from the State of North Carolina will significantly decrease this year due to the General Assembly not continuing sales tax hold harmless funding, while at the same time our community is requesting additional projects and services for the upcoming year.

**SALES TAX HOLD HARMLESS FUNDING:**

Last session at the General Assembly there was a concerted effort in the House of Representatives to extend the sales tax hold harmless funding for a group of cities that included Salisbury. Representative Harry Warren, Representative Julia Howard (Mocksville), and Representative Carl Ford assisted in this effort. The House passed a bill to extend the funding; however the bill did not have support in the Senate. The Senate decided to end the funding, and use the funding historically distributed to those cities to help balance the state budget. The distributions end effective FY 2014-2015.

Our city depended on this revenue stream to provide for General Fund services. The tax rate proposed for next year includes a 2.45 cent increase to replace this revenue. Without this replacement revenue we would be required to cut services and reduce staffing in a year that citizens have requested more services from city government.

## **COMMUNITY IMPROVEMENTS:**

This budget includes requested community improvements comprised of new projects and service expansions for the City of Salisbury:

1. Newsome Road widening and bicycle lane installation (new project)
2. Bringle Ferry Road sidewalk project (new project)
3. Transit expansion presented at the City Council retreat (service expansion)
4. Enhanced street lighting in the West End (service expansion)

These are new projects and service expansions that citizens have communicated interest in at meetings you have attended. They are ultimately projects that improve the quality of life in Salisbury. This budget includes a proposed .45 cent property tax increase to fund these new projects and service expansions.

## **OVERALL IMPACT:**

This budget includes a total property tax increase of 2.9 cents. If the Senate had passed the House version of the sales tax hold harmless bill - we would only be proposing a .45 cent property tax increase this year for the new quality of life projects. The bottom line is that the Senate's action to not take up the House version of the bill will hurt us financially. This is no fault of our staff or our citizens.

While we understand there are additional citizen requests for funding and projects, as well as additional departmental requests for expanded budgets – we did not feel it was appropriate in this economic climate to propose a property tax increase above 2.9 cents. For a benchmarking reference, Kannapolis is proposing a 4 cent increase, Rowan County is proposing 3.75 cent increase, Granite Quarry is proposing a 2 to 2.5 cent increase, and China Grove is proposing a 2 cent increase.

## **SOLID WASTE EFFICIENCY:**

Two years ago we discussed full cost recovery for our Solid Waste operation. At the time, full cost recovery would have required a \$14 per month fee. City Council took the action to set the fee at half cost recovery (\$7 per month) and asked staff to improve the efficiency of the operation. This budget includes continuing this service in-house and recommends an \$8 per month fee, an increase of \$1 per month. Over the last two years the staff in Public Services have become more efficient. The \$1 increase will go to cover the annualized cost of an automated single-arm trash truck and new trash bins for this truck to use. Our old trash bins are dated and lack the lip on them that the newer bins have. When the automated truck raises the bin to dump it the entire bin falls into the trash truck. This causes work stoppages, counter to the goal of improving efficiency, and results in safety issues when removing the bin from the truck. With the direction we are headed, we expect full cost recovery to stabilize around \$8 per month. This is a great value. As a comparison, Granite Quarry charges \$11 per month and Spencer charges \$15 per month.

**EMPLOYEES:**

This is the third year that we have proposed salary increases for employees. Two years ago, the budget included the first proposed salary adjustment in many years, a flat \$1,000 salary increase, added to the base salary, for each employee who has exceeded satisfactory performance during their last performance review. Last year the budget included a proposed 2.25% salary increase, added to the base salary, for each employee who has exceeded satisfactory performance during the last performance review. This year we are proposing a 2.5% merit pool for employees. The 2.5% merit pool is funded through the elimination of vacant positions, not the property tax increase.

**BROADBAND FUND:**

The City of Salisbury continues to operate a broadband utility in challenging market conditions. Over the last several years we have worked to find our sweet spot. During FY 2013-2014 we expect the fund to break even without any interfund loans. This is the result of much hard work by our dedicated staff.

Through the continued hard work of our City team - there are no budgeted interfund loans to the broadband fund this coming fiscal year.

We have been working with programmers to comply with continually changing requirements. As a result of our content providers' requirements, the existing video tiers will be changing, along with their names, and will debut during June. Since we began this utility we have not recommended a rate increase. As the video tiers change, a small rate increase for video programming will become effective to offset the increased cost of programming. We are also now required to pay all local broadcasters to retransmit their programming. The current monthly cost to local broadcasters is \$2.84. We are recommending that we transfer the retransmission fee to our customers, like our competitors. If customers have a concern about the impact on their video bill, customer service representatives will be on standby to help customers switch to a lower priced video tier. More information on the new tiers and prices will be available in a separate handout.

In addition, effective July 1, we will upgrade all residential internet customers to 50Mbps up and down, free of charge. We can offer this benefit to our customer base with a de minimis cost impact. With this upgrade in internet service, we will offer the highest base residential internet speed in North Carolina.

Like last year, let me be clear. It is not time to celebrate. We must continue our hard work in this area. With the new tiers, pricing recommendations, and cost control by our staff – there are no budgeted interfund loans during FY 2014-2015.

**WATER & SEWER FUND:**

Management within Salisbury-Rowan Utilities (SRU) has worked just as hard as our General Fund department heads to manage costs. Over the last 20 years the annual rate increase has averaged 7%. The last two years there was no rate increase for our customers. For FY 2014-2015 we are proposing a 2.9% rate increase to cover ongoing operational cost increases that include: increased operational maintenance to replace broken/leaking sewer infrastructure, the operational cost increase of SRU employee healthcare, and the operational cost of a 2.5% merit pool for SRU employees.

**IN CONCLUSION:**

The goal of this budget is to strike a balance between the cost of new projects and service expansions our citizens desire, while not burdening our citizens with an excessive property tax increase. The largest impact to this budget is the loss of sales tax hold harmless revenue, which necessitates the majority of the proposed property tax increase.

We have been alarmed by the actions of the NC General Assembly to place cities in difficult financial positions. Earlier this week the Senate passed a bill to eliminate privilege license taxes (PLT) beginning in FY 2015-2016. It is my understanding the House will concur with the Senate version of this bill. If the General Assembly does not assist cities with replacement revenue for PLT, we will be required to raise property taxes or cut services in the amount of 1.5 cents during FY 2015-2016.

Respectfully submitted,

Douglas T. Paris, Jr.  
City Manager

## FY2014-2015 ADOPTED BUDGET

On May 30, 2014, the City Manager presented a balanced FY2014-15 Budget proposal that totaled \$70,867,720 for all funds. The public hearing as required by N.C.G.S 159-12 was held on Tuesday June 17, 2014. Twenty-two citizens spoke at the hearing, most speaking in large favor of the additional funds for the expanded Transit Route to serve the Julian Road area and expanded bike lanes included in the budget. Three citizens spoke against any tax increases.

The budget worksessions were set for June 23<sup>rd</sup> and June 24<sup>th</sup>, if necessary. The discussion on June 23<sup>rd</sup> commended staff for finding efficiencies in the waste collections services and only needing a \$1 per month increase to make this service sustainable, but asked staff to find ways to reduce the tax increase, while still funding the necessary improvements to the City's infrastructure.

After lengthy discussion, Council reduced the tax increase from 2.9 cents to 1.95 cents and the Water/Sewer rate from 2.95% increase to a 1.45% increase. The following changes were made to the proposed FY2014-15 budget:

### ADDITIONS

- Add \$20,000 in Sales Tax Revenue
- Add \$45,000 in Utilities Franchise Tax revenue
- Add \$20,000 for Innes Street Grant
- Add \$4,500 for Dixonville Cemetery
- Add \$5,000 for Communities in School
- Add 2,000 for Pops at the Post
- Add \$5,000 for Salisbury Youth Council
- Add \$4,500 for Gang Prevention Initiative

### CUTS

- Decrease \$90,582 in Street Lighting-Special Projects
- Decrease \$45,000 in additional paving
- Decrease \$21,000 floor replacement in Code Enforcement
- Decrease \$24,985 in Systems Analyst Salaries and benefits
- Defer \$33,000 pavement survey
- Delete \$35,000 HPC Planning Grant expense
- Delete \$20,000 HPC Planning Grant revenue
  
- Decrease \$88,092 in Water/Sewer expenses by eliminating 2 vacant positions
- Decrease \$88,092 in Water/Sewer revenue

The final adopted FY2014-2015 Budget for all funds was \$70,571,061 which City Council adopted on June 23, 2014.

The full transcript of the budget discussions and public hearings can be read at:  
<http://www.salisburync.gov/Departments/Administration/Pages/Agendas-and-Minutes.aspx>



# City Council Objectives and Goals FY 2014–2015

Revised at Goal Setting Retreat (March 18–19, 2014)

Adopted by City Council (May 20, 2014)



# City Council Objectives and Goals FY 2014-2015



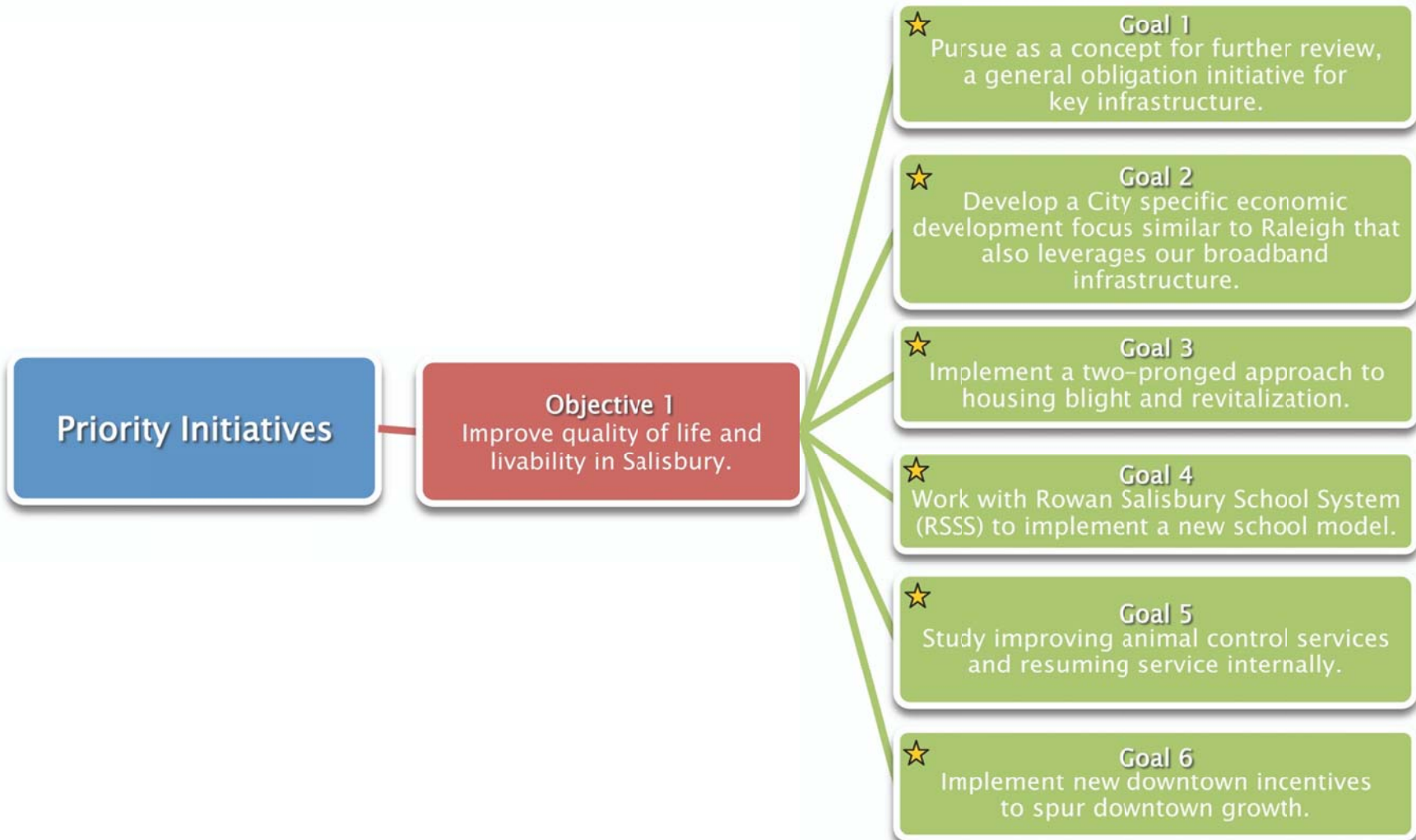
**Priority Initiatives**

**Planning and Development  
Initiatives**

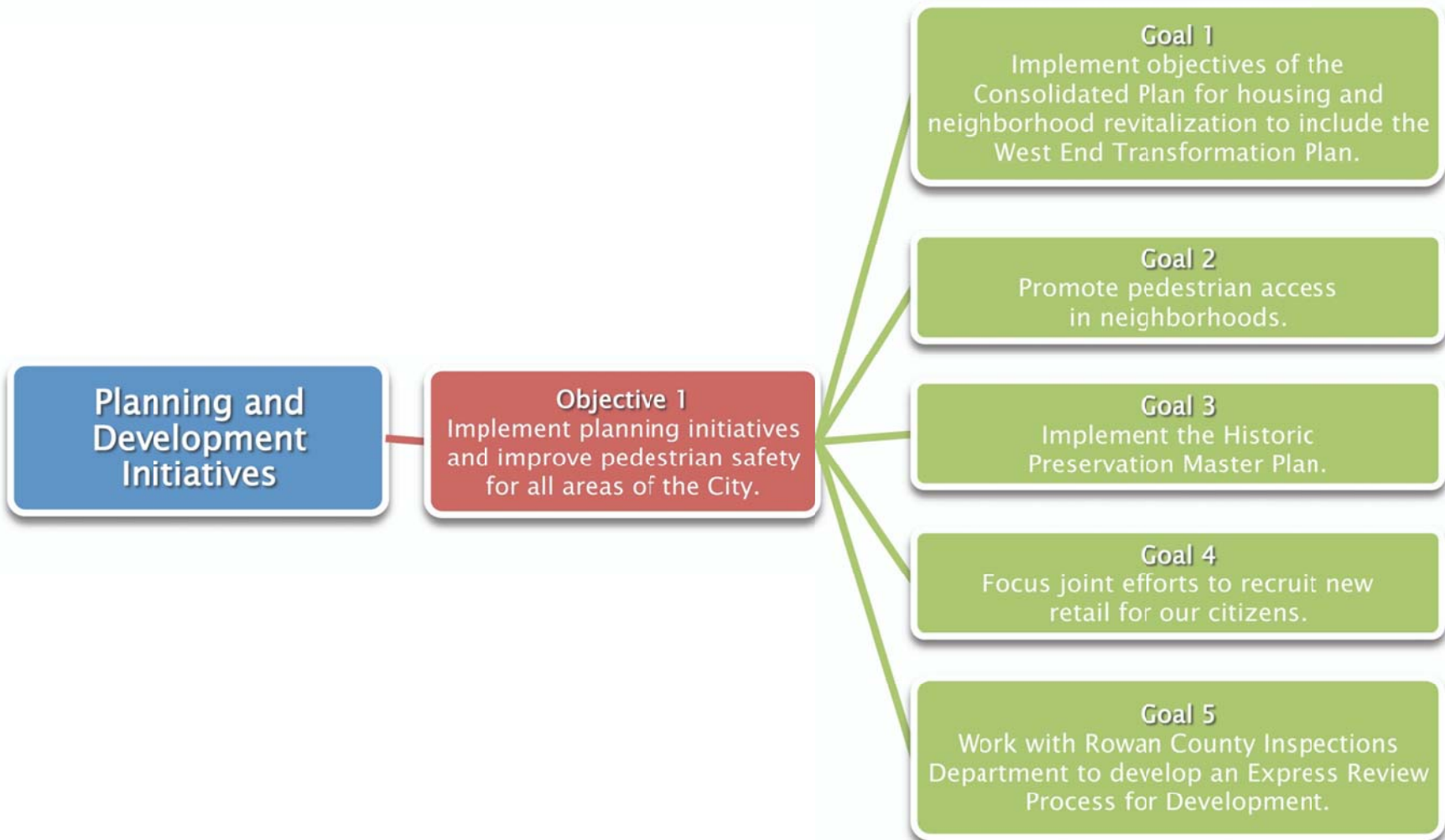
**Financial Sustainability  
and Accountability**

**Utilities and Community  
Infrastructure**

**Organizational Development  
and Partnerships**



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# City Council Objectives and Goals

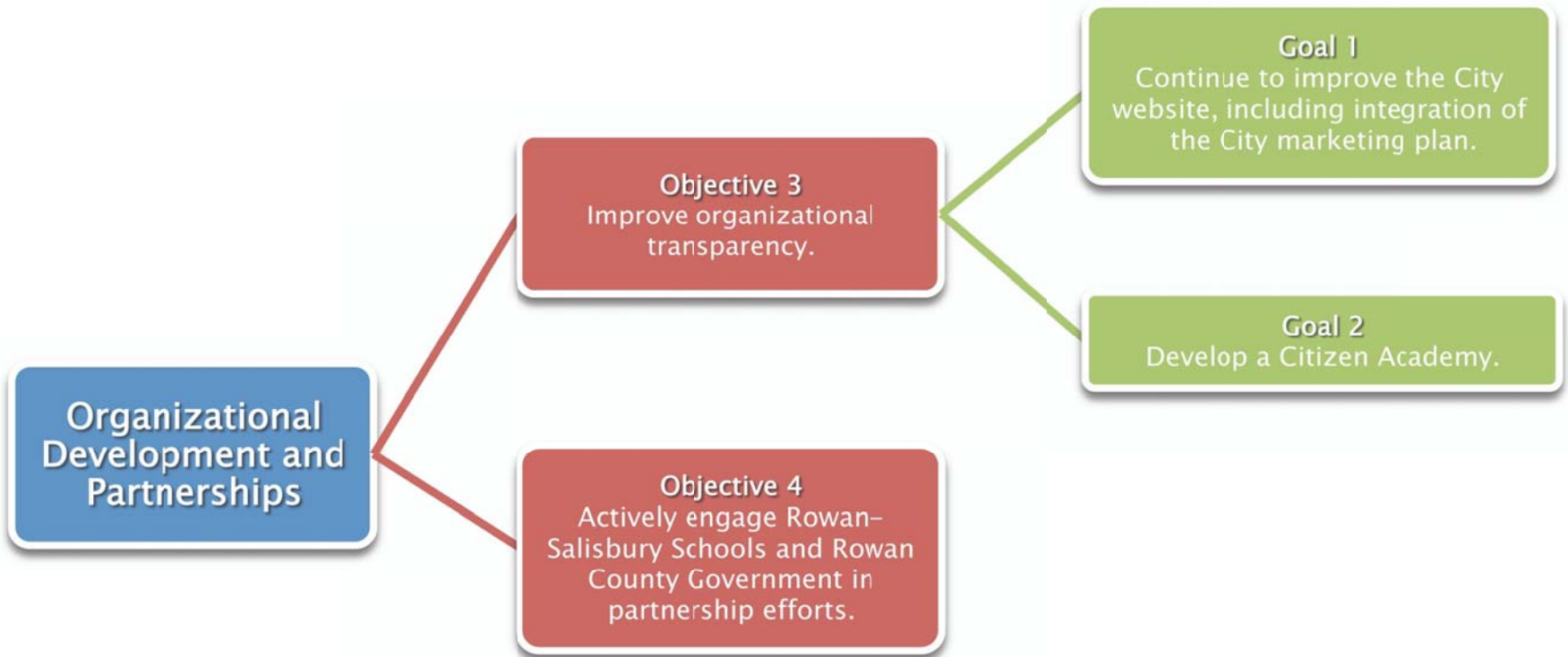
FY 2014-2015

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# City Council Objectives and Goals FY 2014-2015



**EXHIBIT 2  
CITY OF SALISBURY  
SPECIAL PROJECTS FOR FY2014-15**

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
<b>CITY COUNCIL</b>				
Citizen Academy	\$ 8,500	\$ 6,000	\$ 6,000	\$ -
Fetzer Group	60,000	60,000	60,000	-
LDO Codification	12,000	-	-	-
Communities in Schools	-	-	5,000	-
Pops at Post	-	-	2,000	-
Total Special Projects	<u>\$ 80,500</u>	<u>\$ 66,000</u>	<u>\$ 73,000</u>	<u>\$ -</u>
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Executive Development	\$ 10,000	\$ 6,000	\$ 6,000	\$ -
Total Special Projects	<u>\$ 10,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ -</u>
<b>FINANCIAL SERVICES</b>				
Performance Measure Report	\$ 4,500	-	-	-
Total Special Projects	<u>\$ 4,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>INFRASTRUCTURE SERVICES</b>				
Upgrade City owned traffic lights	\$ 25,000	\$ 15,000	\$ 15,000	\$ -
Total Special Projects	<u>\$ 25,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ -</u>
<b>INFORMATION TECHNOLOGIES</b>				
Wireless Network	\$ 40,000	-	-	-
Total Special Projects	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>POLICE - SERVICES</b>				
Rowan County Telecommunications Pymnt 2 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
<b>POLICE - ADMINISTRATION</b>				
Police Athletic League Program	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>POLICE - FIELD OPERATIONS</b>				
Ballistic Vest Replacement (15 @ \$765)	\$ 11,475	\$ 11,475	\$ 11,475	\$ -
Replace Radar Unit 1 of 20	2,475	-	-	-
Total Special Projects	<u>\$ 13,950</u>	<u>\$ 11,475</u>	<u>\$ 11,475</u>	<u>\$ -</u>
<b>FIRE</b>				
Install Imperial/Majolica connector	\$ 140,000	-	-	-
Total Special Projects	<u>\$ 140,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>ENGINEERING</b>				
Public Infrastructure Plan	\$ 122,500	\$ 122,500	\$ 122,500	\$ -
CMAQ Sidewalks on Bringle Ferry Rd	299,000	299,000	299,000	239,200
CMAQ Bike Lanes on Newsome Rd	140,000	140,000	140,000	112,000
Traffic Signal at VA Hospital	80,000	80,000	80,000	40,000
CMAQ Sideswalks near Salisbury Mall	414,000	414,000	414,000	298,400
CMAQ Traffic Signal Control System Project	110,000	110,000	110,000	-
Total Special Projects	<u>\$ 1,165,500</u>	<u>\$ 1,165,500</u>	<u>\$ 1,165,500</u>	<u>\$ 689,600</u>



	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>COMMUNITY PLANNING SERVICES</b>				
Innes Street Incentive Grant Program	\$ 20,000	\$ -	\$ 20,000	\$ -
Bulk Housing Demolitions	-	100,000	100,000	
History & Art Walk/Sculpture Show	10,000	10,000	10,000	
Historic Preservation Grants	20,000	20,000	20,000	
CAC Block Work Program	11,000	11,000	11,000	
Dixonville Cemetery	-	-	4,500	
CAC Sidewalk Amenities for Downtown	5,000	5,000	5,000	
HPC Planning for Chestnut Hill	35,000	35,000	-	-
Total Special Projects	<u>\$ 101,000</u>	<u>\$ 181,000</u>	<u>\$ 170,500</u>	<u>\$ -</u>
<b>GIS</b>				
Street Trees Data Model & Data Collection	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Enghouse- ArcGIS Integration	15,000	-	-	
City Fiber Infrastructure Data Collection	7,500	-	-	
Building Footprints Data Layer Update-Facilities	10,000	-	-	
Infrared Imagery data layer for Impervious Surface	10,000	-	-	
Traffic Sign Data Model & Data Collection	2,500	-	-	
Total Special Projects	<u>\$ 52,500</u>	<u>\$ 7,500</u>	<u>\$ 7,500</u>	<u>\$ 7,500</u>
<b>DEVELOPMENT SERVICES</b>				
Henkle Incentive Grant	\$ 134,000	\$ 134,000	\$ 134,000	\$ -
Norandal Incentive Grant	30,975	30,975	30,975	
Tax Incentive Rebate - Food Lion	25,000	25,000	25,000	
Total Special Projects	<u>\$ 189,975</u>	<u>\$ 189,975</u>	<u>\$ 189,975</u>	<u>\$ -</u>
<b>PARKS AND RECREATION</b>				
Building up fits/Mulching	\$ 95,860	\$ 30,000	\$ 30,000	\$ -
Hurley Park Spring Celebration	2,000	2,000	2,000	
Total Special Projects	<u>\$ 97,860</u>	<u>\$ 32,000</u>	<u>\$ 32,000</u>	<u>\$ -</u>
<b>PUBLIC SERVICES -ADMINISTRATION</b>				
Security for Public Services Compound	\$ 15,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 15,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES -STREET</b>				
Bridge Repairs	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
Pavement Condition Survey	33,000	33,000	-	
Pavement Analysis	12,000	-		
Total Special Projects	<u>\$ 145,000</u>	<u>\$ 133,000</u>	<u>\$ 100,000</u>	<u>\$ -</u>
<b>PUBLIC SERVICES -WASTE MANAGEMENT</b>				
New Rollout Carts	\$ 81,600	\$ 81,600	\$ 81,600	\$ -
Total Special Projects	<u>\$ 81,600</u>	<u>\$ 81,600</u>	<u>\$ 81,600</u>	<u>\$ -</u>
<b>ENGINEERING-STREET LIGHTING</b>				
Additional Street Lighting	\$ -	\$ 120,110	\$ 29,528	\$ -
Street Light Improvements	4,000	4,000	4,000	
Total Special Projects	<u>\$ 4,000</u>	<u>\$ 124,110</u>	<u>\$ 33,528</u>	<u>\$ -</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>				
	<u>\$ 2,226,385</u>	<u>\$ 2,073,160</u>	<u>\$ 1,946,078</u>	<u>\$ 697,100</u>
<b>TOTAL OFFSETTING REVENUE</b>	<u>\$ -</u>	<u>\$ 717,100</u>	<u>\$ 697,100</u>	
<b>TOTAL CITY SHARE</b>	<u>\$ 2,226,385</u>	<u>\$ 1,356,060</u>	<u>\$ 1,248,978</u>	

	<u>REQU</u> <u>ESTED</u>	<u>MANAGER</u> <u>RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING</u> <u>REVENUE</u>
<b>WATER &amp; SEWER FUND</b>				
<b>ADMINISTRATION</b>				
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ 50,000	\$ 50,000	
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	
<b>TRANSIT FUND</b>				
<b>OPERATIONS</b>				
Route Expansion	\$ 40,866	\$ 40,866	\$ 40,866	
Rowan Express	7,500	7,500	7,500	
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 48,366</b>	<b>\$ 48,366</b>	<b>\$ 48,366</b>	
<b>STORMWATER FUND</b>				
NPDES Compliance	\$ 15,000	\$ 15,000	\$ 15,000	
Drainage Grants	25,000	25,000	25,000	
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	

**EXHIBIT 3**  
**SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2014-15**

	<b>FY2013-14</b>	<b>REQUESTED BY</b>	<b>MANAGER</b>	
	<b><u>ADOPTED</u></b>	<b><u>ORGANIZATION</u></b>	<b><u>RECOMMENDS</u></b>	<b><u>ADOPTED</u></b>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Facade Grants	22,000	-	22,000	22,000
Salisbury-Rowan EDC	73,164	78,472	78,164	78,164
Downtown Salisbury, Inc.	129,000	179,000	129,000	129,000
Rowan Museum	5,400	10,000	5,400	5,400
Rowan Arts Council	40,500	45,000	40,500	40,500
Rufty Holmes Senior Center	58,000	-	58,000	58,000
Horizons Unlimited	38,107	-	38,107	38,107
Prevent Child Abuse Rowan	-	5,000	-	-
Communities in Schools	-	10,000	-	-
City Council Discretionary Fund	8,000	-	8,000	8,000
NC Transportation Museum	4,500	10,000	4,500	4,500
Rowan County Crosby Scholars Community Partnership	-	5,000	-	-
Dixonville Cemetery Task Force	-	10,000	-	-
Pops at the Post	-	800	-	-
United Christian Fellowship Church - Nehemiah Enrichment Academy	-	43,898	-	-
Gang Prevention Initiative	4,500	-	-	4,500
	<u>\$ 388,321</u>	<u>\$ 402,320</u>	<u>\$ 388,821</u>	<u>\$ 393,321</u>

## Exhibit 4

### City of Salisbury Holiday Schedule FY 2014 – 2015

- Independence Day Friday, July 4, 2014
- Labor Day Monday, September 1, 2014
- Thanksgiving Thursday, November 27, 2014  
Friday, November 28, 2014
- Christmas Wednesday, December 24, 2014  
Thursday, December 25, 2014  
Friday, December 26, 2014
- New Year's Day Thursday, January 1, 2015
- Martin Luther King., Jr. Day Monday, January 19, 2015
- Good Friday Friday, April 3, 2015
- Memorial Day Monday, May 25, 2015

**Exhibit 5**  
**Position Listing and Salary Ranges**

<b>Job Classification</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Account Clerk I	11	26,815.27	42,904.44
Account Clerk II	12	28,156.03	45,049.65
Accountant I	17	35,935.03	57,496.04
Accountant II	18	37,731.77	60,370.84
Administrative Services Manager	24	50,564.19	80,902.71
Administrative Specialist	12	28,156.03	45,049.65
Arborist/Landscape Coordinator	19	39,618.37	63,389.39
Assist System Maintenance Manager	24	50,564.19	80,902.71
Assist Systems Manager Administration	14	31,042.03	49,667.24
Assist Systems Manager Operations	19	39,618.37	63,389.39
Assistant City Manager	34	82,363.75	131,781.99
Assistant Fire Marshall	20	41,599.29	66,558.86
Assistant Customer Service Manager	15	32,594.13	52,150.61
Assistant To City Manager	22	45,863.22	73,381.14
Automotive Service Technician	11	26,815.27	42,904.44
Battalion Chief	24	50,564.19	80,902.71
Battalion Chief/Fire Marshal	24	50,564.19	80,902.71
Broadband Installer	16	34,223.83	54,758.14
Broadband Sales Specialist	13	29,563.84	47,302.14
Broadband Technician I	16	34,223.83	54,758.14
Broadband Technician II	18	37,731.77	60,370.84
Broadband Technician III	20	41,599.29	66,558.86
Budget & Benchmarking Analyst	23	48,156.38	77,050.20
Budget & Performance Manager	27	58,534.37	93,655.00
Business Manager	24	50,564.19	80,902.71
Cemetery Coordinator	19	39,618.37	63,389.39
Cemetery Supervisor	13	29,563.84	47,302.14
Chemist	18	37,731.77	60,370.84
City Clerk	20	41,599.29	66,558.86
City Engineer	31	71,148.89	113,838.24
City Manager	35	86,481.93	138,371.08
Code Enforcement Officer	16	34,223.83	54,758.14
Code Services Manager	20	41,599.29	66,558.86
Communications Specialist	16	34,223.83	54,758.14
Crime Analyst	20	41,599.29	66,558.86
Customer Service Clerk I	8	23,164.04	37,062.47
Customer Service Clerk II	12	28,156.03	45,049.65
Customer Service Manager	19	39,618.37	63,389.39
Deputy Clerk	15	32,594.13	52,150.61
Deputy Fire Chief	28	61,461.09	98,337.74
Deputy Police Chief	28	61,461.09	98,337.74
Development Services Manager	24	50,564.19	80,902.71
District Fire Captain	22	45,863.22	73,381.14
Engineer I	21	43,679.25	69,886.80

**Exhibit 5**

<b>Job Classification</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Engineer II	24	50,564.19	80,902.71
Engineer III	27	58,534.37	93,655.00
Engineering Manager	28	61,461.09	98,337.74
Engineering Technician I	14	31,042.03	49,667.24
Engineering Technician II	16	34,223.83	54,758.14
Engineering/GIS Manager	22	45,863.22	73,381.14
Environmental Education Specialist	18	37,731.77	60,370.84
Equipment Operator I	9	24,322.24	38,915.58
Equipment Operator II	11	26,815.27	42,904.44
Events Coordinator	15	32,594.13	52,150.61
Finance Manager	28	61,461.09	98,337.74
Finance Specialist	17	35,935.03	57,496.04
Financial Services Manager	29	64,534.15	103,254.64
Fire Captain	20	41,599.29	66,558.86
Fire Chief	31	71,148.89	113,838.24
Fire Control Specialist I	13	29,563.84	47,302.14
Fire Control Specialist II	14	31,042.03	49,667.24
Fire Engineer I	15	32,594.13	52,150.61
Fire Engineer II	16	34,223.83	54,758.14
Fire Lieutenant	18	37,731.77	60,370.84
Fire Projects Specialist	20	41,599.29	66,558.86
Fleet Services Division Manager	23	48,156.38	77,050.20
Fleet Services Supervisor	19	39,618.37	63,389.39
Fog Inspector	13	29,563.84	47,302.14
Fog Program Coordinator	15	32,594.13	52,150.61
Head End Technician	24	50,564.19	80,902.71
Human Resources Planner	19	39,618.37	63,389.39
Human Resources Analyst	20	41,599.29	66,558.86
Human Resources Analyst I	20	41,599.29	66,558.86
Human Resources Analyst II	22	45,863.22	73,381.14
Human Resources Director	30	67,760.85	108,417.36
Human Resources Manager	24	50,564.19	80,902.71
Human Resources Specialist	17	35,935.03	57,496.04
Hydrant Maintenance	20	41,599.29	66,558.86
Information Systems Manager	28	61,461.09	98,337.74
Information Technology Manager	28	61,461.09	98,337.74
Infrastructure Supervisor	22	45,863.22	73,381.14
Infrastructure Technician I	10	25,538.35	40,861.36
Infrastructure Technician II	14	31,042.03	49,667.24
Infrastructure Technician III	18	37,731.77	60,370.84
Intern	1	16,462.25	26,339.60
Laboratory Supervisor	20	41,599.29	66,558.86
Laboratory Analyst	14	31,042.03	49,667.24
Mail Coordinator	7	22,060.99	35,297.58
Maintenance Supervisor	15	32,594.13	52,150.61
Maintenance Technician	14	31,042.03	49,667.24
Maintenance Worker I	6	21,010.46	33,616.74

**Exhibit 5**

<b>Job Classification</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Maintenance Worker II	9	24,322.24	38,915.58
Management Analyst	22	45,863.22	73,381.14
Master Police Officer	18	37,731.77	60,370.84
Mechanic	14	31,042.03	49,667.24
Meter Reader	9	24,322.24	38,915.58
Meter Services Supervisor	16	34,223.83	54,758.14
Meter Services Technician	10	25,538.35	40,861.36
Network Administrator	24	50,564.19	80,902.71
Network Operation Center	13	29,563.84	47,302.14
NOC (Network Operations Center) 1	8	23,164.04	37,062.47
NOC (Network Operations Center) 2	10	25,538.35	40,861.36
NOC Manager (Network Operations Center)	22	45,863.22	73,381.14
Office Assistant	10	25,538.35	40,861.36
Park Curator	16	34,223.83	54,758.14
Parking Control Specialist	9	24,322.24	38,915.58
Parks Rec Main Manager	15	32,594.13	52,150.61
Parts Supervisor	16	34,223.83	54,758.14
Parts Technician	13	29,563.84	47,302.14
Planner	22	45,863.22	73,381.14
Planning & Community Development Director	30	67,760.85	108,417.36
Plants Maintenance Supervisor	21	43,679.25	69,886.80
Plants Operation Manager	24	50,564.19	80,902.71
Police Captain	26	55,747.02	89,195.23
Police Chief	31	71,148.89	113,838.24
Police Community Resource Spec	20	41,599.29	66,558.86
Police Evidence and Property Custodian	11	26,815.27	42,904.44
Police Lieutenant	24	50,564.19	80,902.71
Police Officer I	15	32,594.13	52,150.61
Police Officer II	16	34,223.83	54,758.14
Police Planner	16	34,223.83	54,758.14
Police Records Clerk	10	25,538.35	40,861.36
Police Sergeant	20	41,599.29	66,558.86
Police Support Specialist	10	25,538.35	40,861.36
Pretreatment Coordinator	16	34,223.83	54,758.14
Public Information Director	30	67,760.85	108,417.36
Public Services Director	31	71,148.89	113,838.24
Purchasing Manager	22	45,863.22	73,381.14
Recreation Aide	6	21,010.46	33,616.74
Recreation Coordinator	18	37,731.77	60,370.84
Recreation Programmer	15	32,594.13	52,150.61
Recruiting Manager	20	41,599.29	66,558.86
Regulatory Compliance Technician	13	29,563.84	47,302.14
Residuals Operator	13	29,563.84	47,302.14
Residuals Supervisor	18	37,731.77	60,370.84
Risk Management Assistant	17	35,935.03	57,496.04
Risk Manager	23	48,156.38	77,050.20
Sales & Marketing Manager	18	37,731.77	60,370.84

**Exhibit 5**

<b>Job Classification</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
SCADA Tech Systems Analyst	21	43,679.25	69,886.80
Seasonal Worker	6	21,010.46	33,616.74
Senior Administrative Specialist	17	35,935.03	57,496.04
Senior Customer Service Clerk	12	28,156.03	45,049.65
Senior Engineer	28	61,461.09	98,337.74
Senior Maintenance Supervisor	18	37,731.77	60,370.84
Senior Maintenance Worker	11	26,815.27	42,904.44
Senior Management Analyst	24	50,564.19	80,902.71
Senior Meter Mechanic	13	29,563.84	47,302.14
Senior Meter Reader	11	26,815.27	42,904.44
Senior Office Assistant	13	29,563.84	47,302.14
Senior Planner	22	45,863.22	73,381.14
Senior Systems Analyst	24	50,564.19	80,902.71
Senior Wastewater Treatment Plant Operator	18	37,731.77	60,370.84
Senior Water Treatment Plant Operator	18	37,731.77	60,370.84
Solid Waste Management Division Manager	22	45,863.22	73,381.14
Solid Waste Operations Crew Leader	13	29,563.84	47,302.14
Solid Waste Operations Supervisor	19	39,618.37	63,389.39
Senior Waste Water Treatment Plant Operator	18	37,731.77	60,370.84
Senior Water Treatment Plant Operator	18	37,731.77	60,370.84
Street Division Manager Engineer III	27	58,534.37	93,655.00
Stormwater Technician	16	34,223.83	54,758.14
Street Division Manager	22	45,863.22	73,381.14
Summer Youth Employment	1	16,462.25	26,339.60
Systems Analyst I	21	43,679.25	69,886.80
Systems Analyst II	24	50,564.19	80,902.71
Tech Service Representative	13	29,563.84	47,302.14
Technical Operations Manager	27	58,534.37	93,655.00
Telecommunications Manager	26	55,747.02	89,195.23
Telecommunications Technician	15	32,594.13	52,150.61
Traffic Signal/Communication Technician	14	31,042.03	49,667.24
Transit Dispatcher	12	28,156.03	45,049.65
Transit Fleet Supervisor	17	35,935.03	57,496.04
Transit Manager	24	50,564.19	80,902.71
Transit Operator	10	25,538.35	40,861.36
Transit Service Worker/Transit Operator	10	25,538.35	40,861.36
Utilities Construction Inspector	18	37,731.77	60,370.84
Utilities Construction Foreman	18	37,731.77	60,370.84
Utilities Director	31	71,148.89	113,838.24
Utilities Engineering Manager	26	55,747.02	89,195.23
Utilities Finance Manager	24	50,564.19	80,902.71
Utilities Locator	14	31,042.03	49,667.24
Utilities Systems Manager	26	55,747.02	89,195.23
Utilities Systems Supervisor	20	41,599.29	66,558.86
Wastewater Treatment Plant Operator	13	29,563.84	47,302.14
Water Treatment Plant Operator	21	43,679.25	69,886.80
Water Treatment Plant Supervisor	21	43,679.25	69,886.80



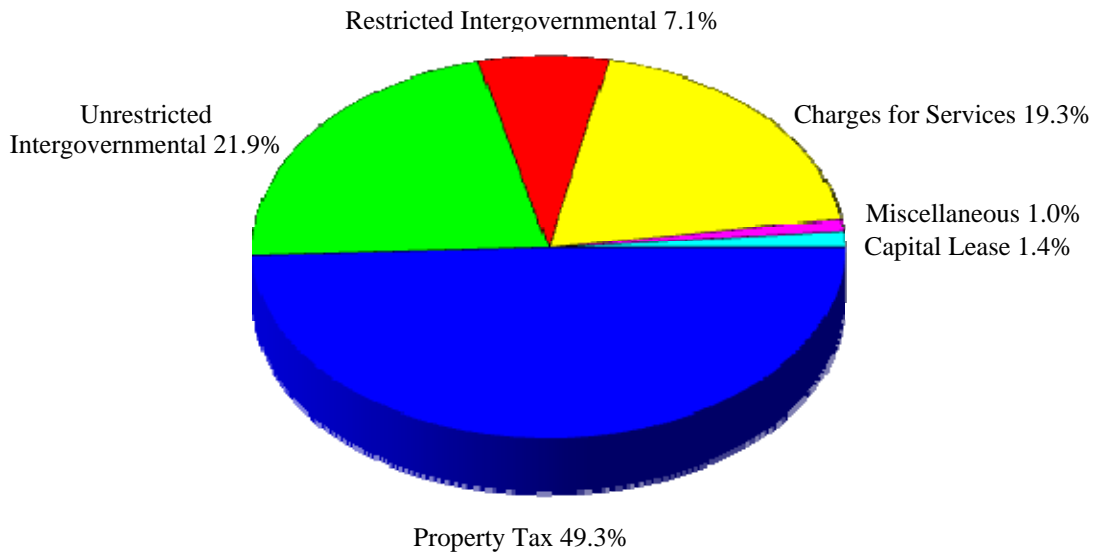
**Exhibit 5**

<b>Job Classification</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Wastewater Treatment Plant Supervisor/Orc	20	41,599.29	66,558.86
Zoning Administrator	22	45,863.22	73,381.14

# FY 2014-15 GENERAL FUND

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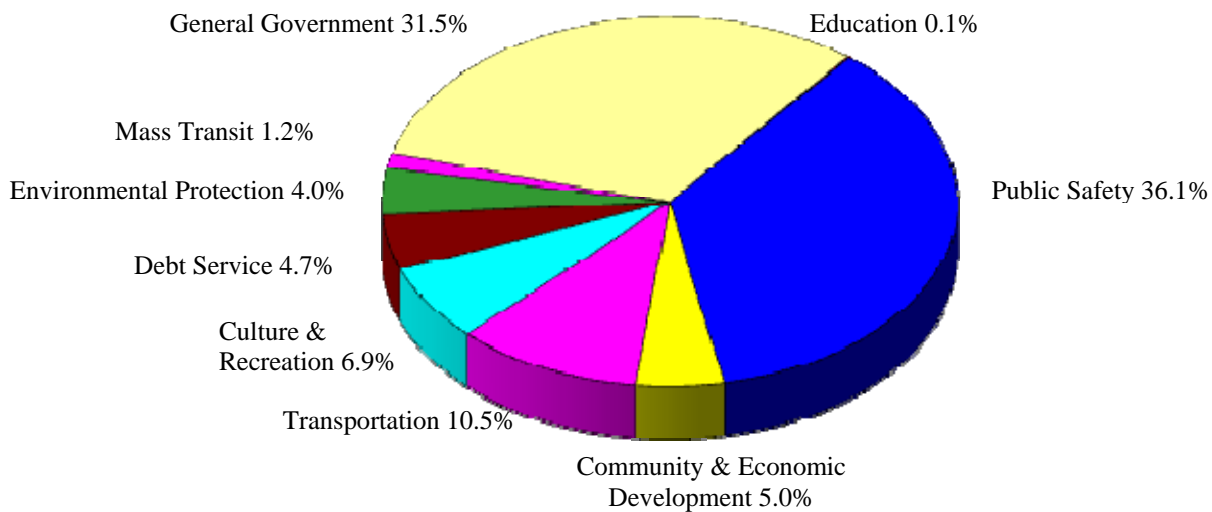
## Revenues - \$36,835,877



## *Where the Money Comes From*

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## Expenditures - \$36,835,877

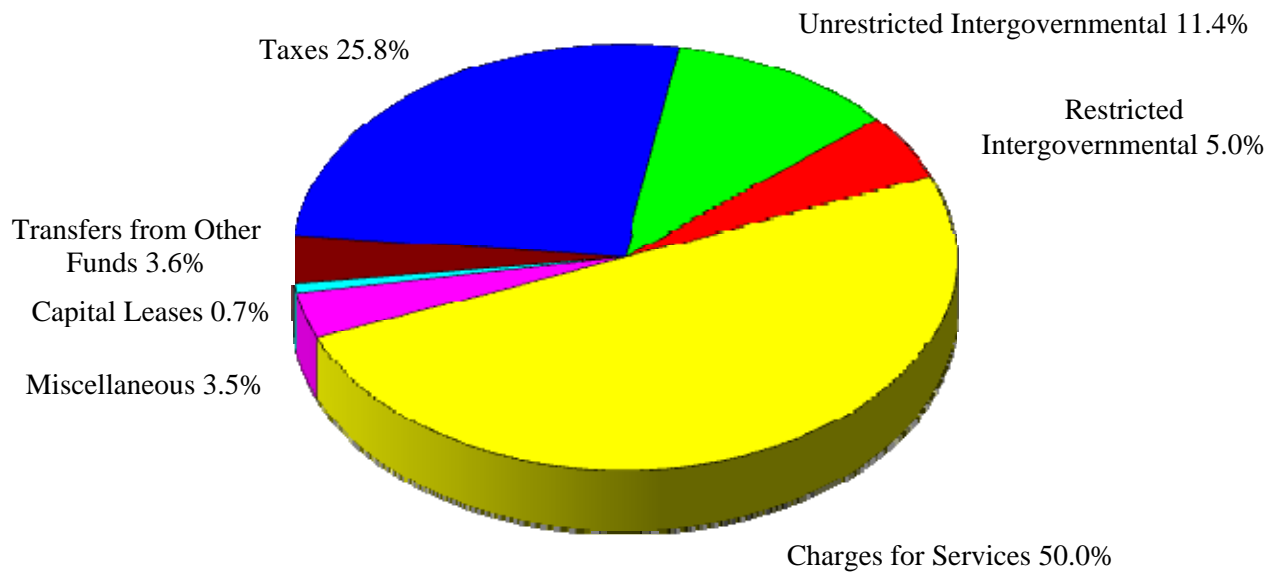


## *Where the Money Goes To*

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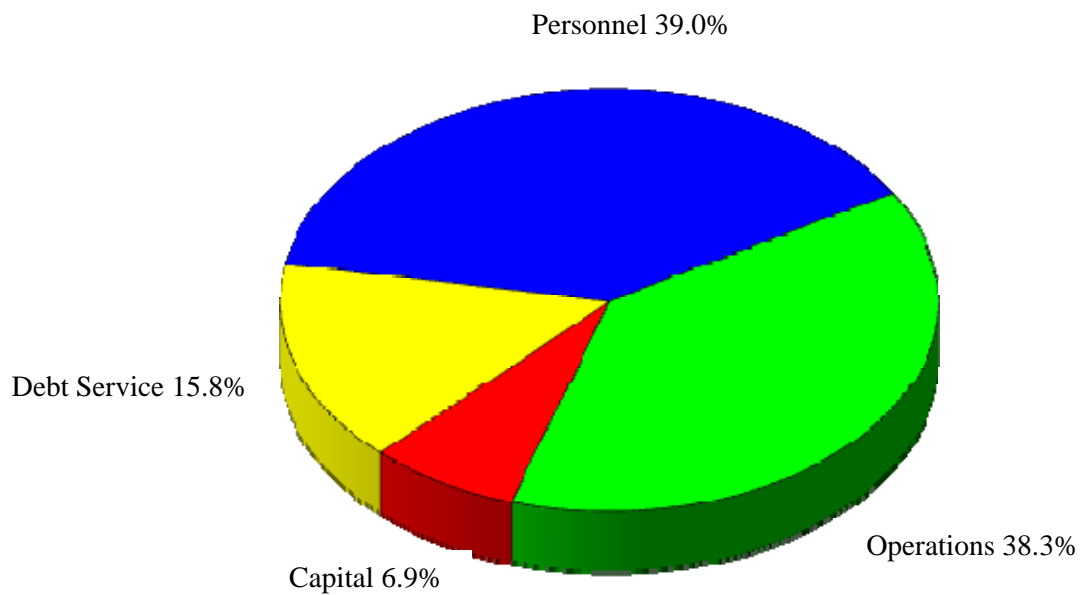
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)



**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2014**

	General/Special Revenue Funds			Enterprise Funds							Total
	General Fund	Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Stormwater	Stormwater Capital Reserve		
Estimated Fund Balance/ Net Assets 6/30/14	\$ 9,820,000	\$ 4,200,000	\$ 5,000	\$90,500,000	\$ 1,300,000	\$ 670,000	\$ (12,477,000)	\$ 500,000	\$ 64,000	\$94,582,000	
<b>Budgeted Revenues &amp; Other Financing Sources:</b>											
Taxes	\$18,159,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$18,159,748	
Unrestricted Intergovernmental	8,060,000	-	-	-	-	-	-	-	-	8,060,000	
Restricted Intergovernmental	2,624,812	-	382,624	-	-	544,596	-	-	-	3,552,032	
Charges for services	7,125,606	-	-	21,570,337	-	118,000	5,305,788	1,146,583	-	35,266,314	
Miscellaneous	285,705	79,000	35,000	1,137,000	4,000	-	935,833	-	-	2,476,538	
Capital leases	-	501,006	-	-	-	-	-	-	-	501,006	
Transfers From Other Funds	-	1,548,801	-	-	488,735	454,340	-	-	63,547	2,555,423	
<b>Total Available Resources</b>	<b>\$36,255,871</b>	<b>\$ 2,128,807</b>	<b>\$417,624</b>	<b>\$22,707,337</b>	<b>\$ 492,735</b>	<b>\$ 1,116,936</b>	<b>\$ 6,241,621</b>	<b>\$ 1,146,583</b>	<b>\$ 63,547</b>	<b>\$70,571,061</b>	
<b>Expenditures:</b>											
General Government	\$11,023,779	\$ 576,641	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$11,600,420	
Public Safety	12,317,186	977,529	-	-	-	-	-	-	-	13,294,715	
Transportation	3,646,511	213,750	-	-	-	-	-	-	-	3,860,261	
Environmental Protection	1,498,726	-	-	-	-	-	-	1,083,036	57,850	2,639,612	
Culture and Recreation	2,501,394	22,256	-	-	-	-	-	-	-	2,523,650	
Community & Economic Development	1,817,613	8,810	371,711	-	-	-	-	-	-	2,198,134	
Education	38,107	-	-	-	-	-	-	-	-	38,107	
Water & Sewer	-	-	-	15,928,509	261,658	-	-	-	-	16,190,167	
Mass Transit	-	-	-	-	-	1,116,936	-	-	-	1,116,936	
Fiber Optic	-	-	-	-	-	-	3,159,735	-	-	3,159,735	
Debt Service:											
Principal	1,117,446	291,020	32,000	4,807,391	-	-	1,743,000	-	-	7,990,857	
Interest	291,968	21,694	13,913	1,482,702	-	-	1,338,886	-	-	3,149,163	
Transfers To Other Funds	2,003,141	-	-	488,735	-	-	-	63,547	-	2,555,423	
<b>Total Expenditures</b>	<b>\$36,255,871</b>	<b>\$ 2,111,700</b>	<b>\$417,624</b>	<b>\$22,707,337</b>	<b>\$ 261,658</b>	<b>\$ 1,116,936</b>	<b>\$ 6,241,621</b>	<b>\$ 1,146,583</b>	<b>\$ 57,850</b>	<b>\$70,317,180</b>	
Budgeted Increase (Decrease) in Fund Balance	\$ -	\$ 17,107	\$ -	\$ -	\$ 231,077	\$ -	\$ -	\$ -	\$ 5,697	\$ 253,881	
<b>Full Accrual Adjustments: <sup>1</sup></b>											
Budgeted Capital Outlay	-	-	-	417,050	261,658	35,126	659,938	-	57,850	1,431,622	
Budgeted Debt Principal	-	-	-	4,807,391	-	-	-	-	-	4,807,391	
Estimated Depreciation	-	-	-	(5,130,083)	-	(93,865)	(756,588)	(2,629)	-	(5,983,165)	
Estimated Fund Balance/ Net Assets 6/30/15	\$ 9,820,000	\$ 4,217,107	\$ 5,000	\$90,594,358	\$ 1,792,735	\$ 611,261	\$ (12,573,650)	\$ 497,371	\$ 127,547	\$95,091,729	

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

**SUMMARY OF INTERFUND TRANSFERS**  
**For the Year Ending June 30, 2015**

FUND	TO					TOTAL OUT
	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve		
General	\$ 1,548,801	\$ -	\$ 454,340	\$ -	\$ -	\$ 2,003,141
Water & Sewer	-	488,735	-	-	-	488,735
Stormwater	-	-	-	63,547	-	63,547
<b>TOTAL IN</b>	<b>\$ 1,548,801</b>	<b>\$ 488,735</b>	<b>\$ 454,340</b>	<b>\$ 63,547</b>	<b>\$ -</b>	<b>\$ 2,555,423</b>

**SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS**

**For FY2013 – FY2015**

	<u>FY2012-2013 ACTUAL</u>	<u>FY2013-14 ESTIMATE</u>	<u>FY2014-15 APPROVED</u>
<b>REVENUES:</b>			
<b>GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND</b>			
Taxes	\$ 17,798,185	\$ 17,808,941	\$ 18,159,748
Unrestricted Intergovernmental	8,728,758	8,531,882	8,060,000
Restricted Intergovernmental	2,495,750	1,430,509	2,624,812
Charges for Services	7,176,765	6,712,696	7,125,606
Miscellaneous	302,227	407,853	364,705
Long-term Debt Issued	-	2,417,601	501,006
Transfers From Other Funds	<u>1,709,358</u>	<u>1,506,200</u>	<u>1,548,801</u>
Total Available Resources	\$ 38,211,043	\$ 38,815,682	\$ 38,384,678
<b>WATER &amp; SEWER FUND/WATER &amp; SEWER CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 21,109,501	\$ 21,158,625	\$ 21,570,337
Miscellaneous	1,466,112	2,318,092	1,141,000
Transfers From Other Funds	<u>493,250</u>	<u>458,604</u>	<u>488,735</u>
Total Available Resources	\$ 23,068,863	\$ 23,935,321	\$ 23,200,072
<b>MASS TRANSIT FUND</b>			
Restricted Intergovernmental	\$ 605,706	\$ 568,886	\$ 544,596
Charges for Services	114,717	109,403	118,000
Transfers From Other Funds	<u>413,474</u>	<u>413,474</u>	<u>454,340</u>
Total Available Resources	\$ 1,133,897	\$ 1,091,763	\$ 1,116,936
<b>FIBRANT COMMUNICATIONS FUND</b>			
Charges for Services	\$ 3,856,910	\$ 4,121,047	\$ 5,407,544
Miscellaneous	445,670	577,224	834,077
Interfund Loan	<u>2,583,397</u>	<u>-</u>	<u>-</u>
Total Available Resources	\$ 6,885,977	\$ 4,698,271	\$ 6,241,621
<b>STORMWATER FUND &amp; STORMWATER CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 1,152,635	\$ 1,155,250	\$ 1,146,583
Miscellaneous	66	60	-
Transfers From Other Funds	<u>39,829</u>	<u>64,260</u>	<u>63,547</u>
Total Available Resources	\$ 1,192,530	\$ 1,219,570	\$ 1,210,130
<b>SPECIAL REVENUE FUNDS</b>			
Restricted Intergovernmental	\$ 222,669	\$ 246,000	\$ 382,624
Miscellaneous	<u>138,700</u>	<u>34,000</u>	<u>35,000</u>
Total Available Resources	\$ 361,369	\$ 280,000	\$ 417,624
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 17,798,185	\$ 17,808,941	\$ 18,159,748
Unrestricted Intergovernmental	8,728,758	8,531,882	8,060,000
Restricted Intergovernmental	3,324,125	2,245,395	3,552,032
Charges for Services	33,410,528	33,257,021	35,368,070
Miscellaneous	2,352,775	3,337,229	2,374,782
Long-term Debt Issued	-	2,417,601	501,006
Interfund Loan	2,583,397	-	-
Transfers From Other Funds	<u>2,655,911</u>	<u>2,442,538</u>	<u>2,555,423</u>
Total Available Resources	<u>\$ 70,853,679</u>	<u>\$ 70,040,607</u>	<u>\$ 70,571,061</u>

	<b>FY2012-2013 ACTUAL</b>	<b>FY2013-14 ESTIMATE</b>	<b>FY2014-15 APPROVED</b>
<b>EXPENDITURES</b>			
<b>GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND</b>			
General Government	\$ 9,797,075	\$ 9,864,341	\$ 11,617,527
Public Safety	11,471,178	11,899,145	13,294,715
Transportation	3,642,785	3,798,645	3,860,261
Environmental Protection	1,446,495	1,760,533	1,498,726
Culture and Recreation	2,225,672	2,472,419	2,523,650
Community & Economic Development	2,920,529	1,898,198	1,826,423
Education	38,107	38,107	38,107
Debt Service	33,392,845	1,215,262	1,722,128
Transfers To Other Funds	2,168,801	2,136,776	2,003,141
Total Expenditures	<u>\$ 67,103,487</u>	<u>\$ 35,083,426</u>	<u>\$ 38,384,678</u>
<b>WATER &amp; SEWER FUND/WATER &amp; SEWER CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 19,477,259	\$ 15,423,264	\$ 16,421,244
Debt Service	1,718,822	6,261,891	6,290,093
Transfers To Other Funds	493,250	493,248	488,735
Total Expenditures	<u>\$ 21,689,331</u>	<u>\$ 22,178,403</u>	<u>\$ 23,200,072</u>
<b>MASS TRANSIT FUND</b>			
Mass Transit	<u>\$ 1,174,735</u>	<u>\$ 968,887</u>	<u>\$ 1,116,936</u>
Total Expenditures	<u>\$ 1,174,735</u>	<u>\$ 968,887</u>	<u>\$ 1,116,936</u>
<b>FIBRANT FUND</b>			
Fiber Optic Network	\$ 738,441	\$ 3,461,064	\$ 3,159,735
Debt Service	<u>1,791,739</u>	<u>19,166,639</u>	<u>3,081,886</u>
Total Expenditures	<u>\$ 2,530,180</u>	<u>\$ 22,627,703</u>	<u>\$ 6,241,621</u>
<b>STORMWATER FUND &amp; STORMWATER CAPITAL RESERVE FUND</b>			
Environmental Protection	\$ -	\$ 956,959	\$ 1,146,583
Transfers to Other Funds	<u>-</u>	<u>-</u>	<u>63,547</u>
Total Expenditures	<u>\$ -</u>	<u>\$ 956,959</u>	<u>\$ 1,210,130</u>
<b>SPECIAL REVENUE FUNDS</b>			
Community & Economic Development	\$ 310,915	\$ 391,000	\$ 371,711
Debt Service	<u>48,993</u>	<u>47,474</u>	<u>45,913</u>
Total Expenditures	<u>\$ 359,908</u>	<u>\$ 438,474</u>	<u>\$ 417,624</u>
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 9,797,075	\$ 9,864,341	\$ 11,617,527
Public Safety	11,471,178	11,899,145	13,294,715
Transportation	3,642,785	3,798,645	3,860,261
Environmental Protection	1,446,495	2,717,492	2,645,309
Culture and Recreation	2,225,672	2,472,419	2,523,650
Community/Economic Dev	3,231,444	2,289,198	2,198,134
Education	38,107	38,107	38,107
Water & Sewer	19,477,259	15,423,264	16,421,244
Mass Transit	1,174,735	968,887	1,116,936
Fiber Optic Network	738,441	3,461,064	3,159,735
Debt Service	36,952,399	26,691,266	11,140,020
Transfers To Other Funds	<u>2,662,051</u>	<u>2,630,024</u>	<u>2,555,423</u>
Total Expenditures	<u><u>\$ 92,857,641</u></u>	<u><u>\$ 82,253,852</u></u>	<u><u>\$ 70,571,061</u></u>

## SUMMARY OF CAPITAL EXPENDITURES

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

	Requested FY14-15	Mgr Recommends FY14-15	Adopted FY14-15
Total General Fund	\$ 2,704,442	\$ 1,664,987	\$ 1,643,987
Total General Fund Capital Reserve Fund	2,568,191	1,798,986	1,798,986
Total Water & Sewer Fund	1,088,788	417,050	417,050
Total Water/Sewer Capital Reserve Fund	236,158	261,658	261,658
Total Mass Transit Fund	35,126	35,126	35,126
Total Stormwater Fund	25,000	-	-
Total Stormwater Capital Reserve Fund	57,850	57,850	57,850
Total Fibrant Fund	<u>841,979</u>	<u>659,938</u>	<u>659,938</u>
 Total All Funds	 <u>\$ 7,557,534</u>	 <u>\$ 4,895,595</u>	 <u>\$ 4,874,595</u>

## REVENUE ASSUMPTIONS FOR FY2014-15

### General Fund Revenue

#### Taxes:

**Property Taxes** – Taxable property was estimated to increase by less than 1% over the 2013 assessed values. This estimated growth for real and personal property and public service property is based on projected current economic growth and the economic effects the economy has had on the City this last year. A 4.04% uncollectible rate was used.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2013 property tax receivable balance projected as of June 30, 2014 adjusted for the economy.

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

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

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

#### Intergovernmental (Restricted and Unrestricted):

**Federal** - Based on anticipated and existing grants. The two largest grants are CMAQ grants to fund sidewalks and bike lanes and Assistance to Firefighters grant to fund 90% of SCBA equipment replacement and upfits to Station 5.

**State** - Based on FY2014-15 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

**Local Option Sales Tax** - Based on estimates provided by the North Carolina League of Municipalities and last year's sales data (see graph on page 1-9).

**Other** - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-9).

#### Charges for Services:

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

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

**Code Services Fees** – Based on historical trends.

**Public Safety** - Based on historical trends for the revenues derived from police and fire protection and charges for radios and pagers to public agencies within the area (see graph on page 1-10).

**Cemetery** - Based on historical trends.

**Radio Antenna and Paging Rentals** – Based on historical trends.

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

**Licenses and Permits** - Based on a projection of all currently licensed businesses in Salisbury at the current license rates with an adjustment for the local business climate (see graph on page 1-9).

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

**Other** - Based on historical trends.

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2014-15 and estimated interest rates.

**Donations** - Based on historical trends and anticipated donations.

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

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

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2014-15 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.

**Lease Purchase Revenue** – Revenue received to fund the purchase of a new fire truck.

### **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 May 2014.

**Water and Sewer Taps** – Based on the projected taps to be completed in FY2014-15.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2014-15 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 FY2014-15 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.

**Other Financing Sources:**

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2014-15.

### **Special Revenue Funds Revenue**

**Intergovernmental:**

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



**Miscellaneous:**

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

**Fibrant Communications Fund Revenue**

**Operating Revenues:**

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

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2014-15 in the Debt Service Reserve and estimated interest rates.

**Stormwater Fund Revenue**

**Operating Revenues:**

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

**Stormwater Capital Reserve Fund Revenue**

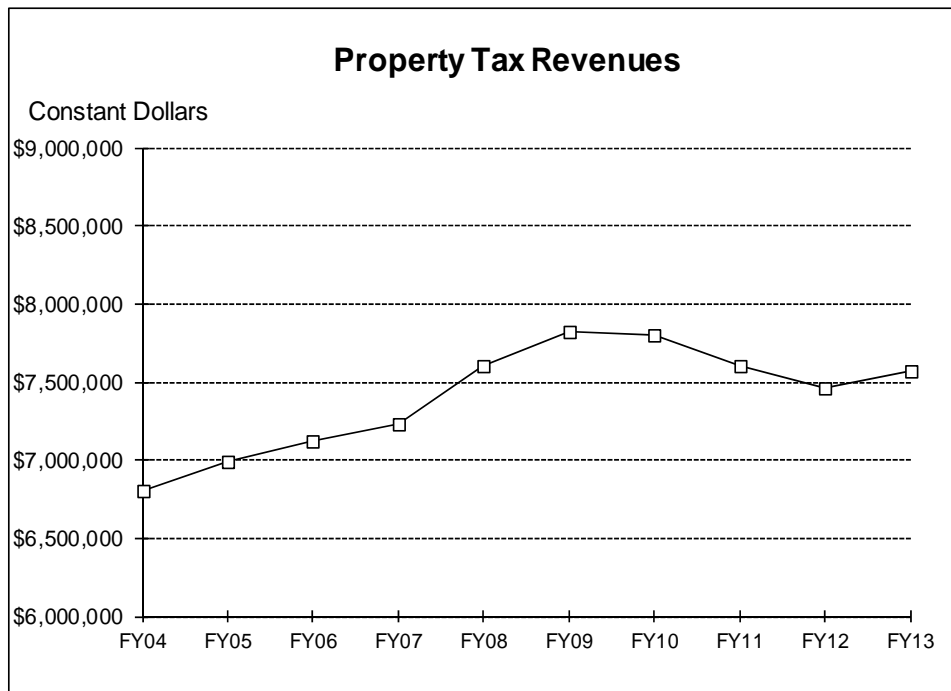
**Other Financing Sources:**

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

**TREND MONITORING**

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

Trend factors are translated into indicators, which are then converted into graphs. As shown below, the graph has a warning sign that can necessitate appropriate action from the City. As shown in the graph, the City experienced growth in property tax revenues until FY10 when the results of the last recession begin to impact the growth of property values.

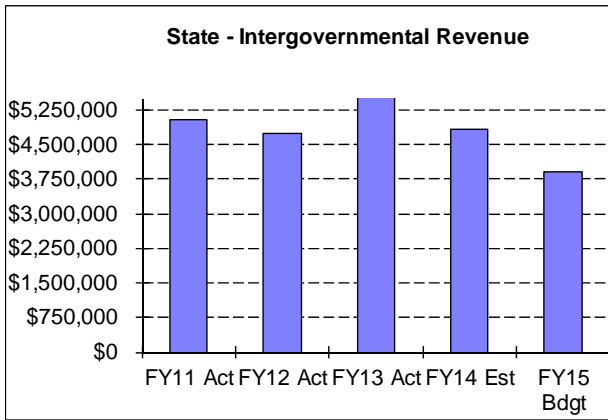


**WARNING TREND:**

Decline in property tax revenues (constant dollars)

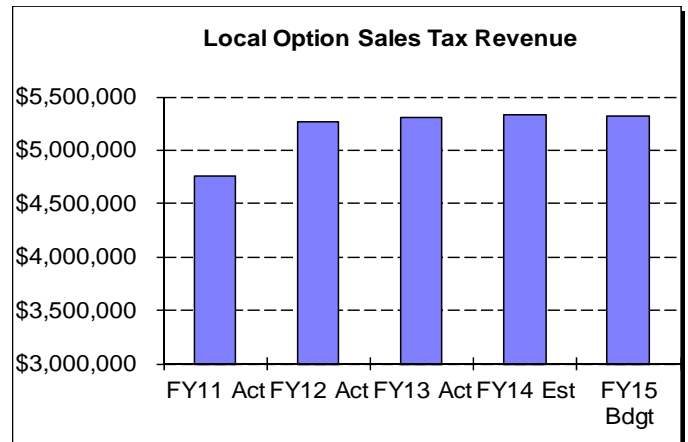
## OTHER REVENUE TRENDS

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

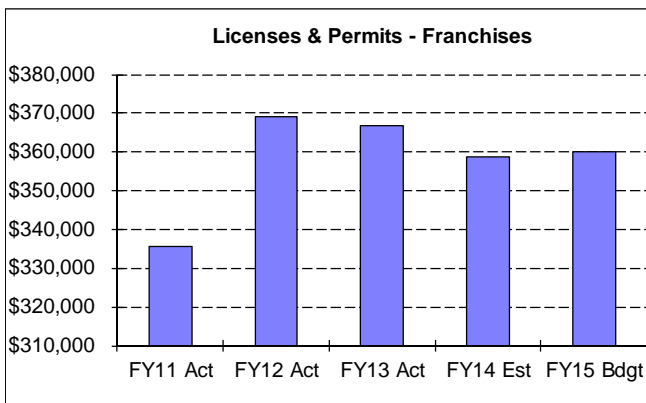


State intergovernmental revenue is comprised of state-shared receipts and grants. Included in the FY14 budget is revenue for sidewalks & bike lane improvements through CMAQ funding. In FY15, the City will no longer receive Hold Harmless Reimbursements.

Local option sales tax revenue is based on the 1% and ½% local option sales tax. Due to the recession, the City had a decline in sales tax revenue starting in FY10. Based on the current economic forecasts, revenues have been modest since FY12 are projected to be flat through FY15.

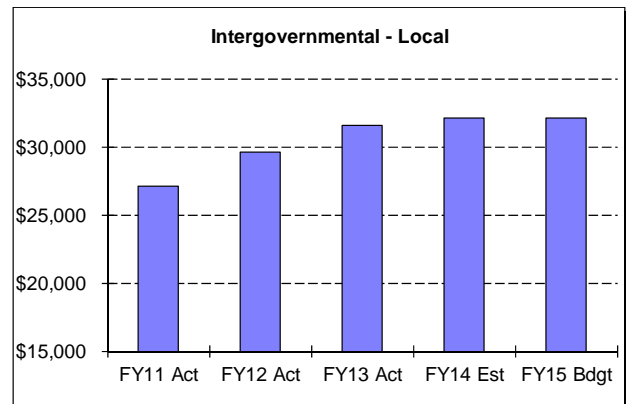


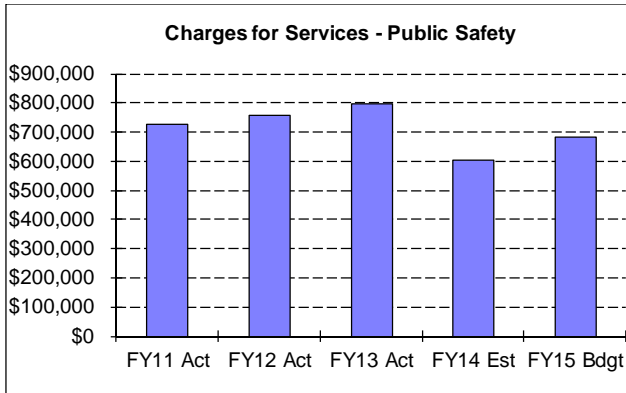
The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



Permit revenues are based on business privilege licenses and the rental vehicle licenses within the City. These revenues are responsive to economic conditions. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter.

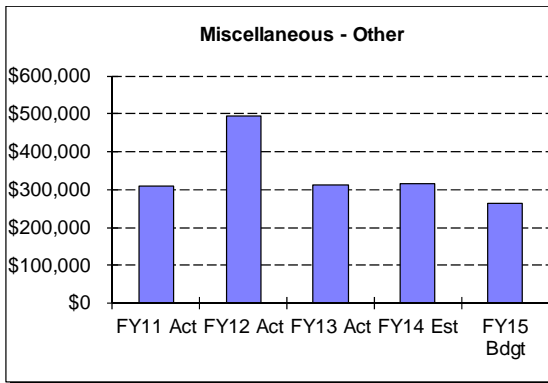
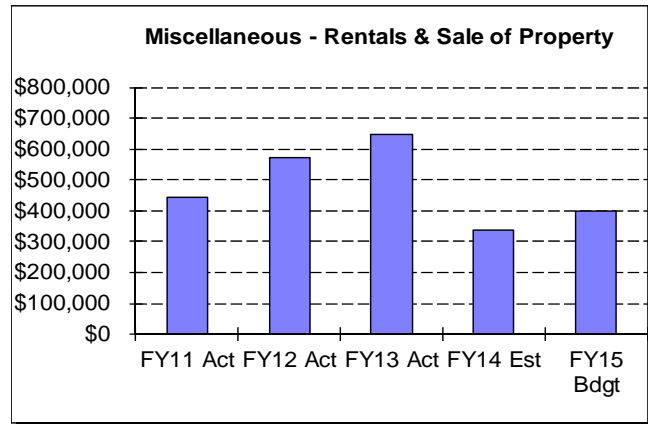
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.





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

Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY13 included the sale of real-estate owned by the city.



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

# **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

## **FINANCIAL MANAGEMENT PROGRAM**

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

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

This financial management program allows the City to achieve its goal of expanded and improved services to the citizens of Salisbury. The City's general obligation bond rating of "A+" was upgraded to "AA-" in August 2013 and upgraded to "AA" in October 2013 by Standard and Poor's. In November 2012, Fitch Ratings affirmed the "AA-" rating to the City's 2010 revenue refunding bonds. In August 2013, the City's 2008 Certificates of Participation rating was upgraded from "A" to "A+" and then upgraded to "AA-" in October 2013 by Standard and Poor's. These ratings are 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, Stormwater Utility Fund and Mass Transit Fund. An equipment replacement subfund for Water and Sewer and for Stormwater Utility is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the Water and Sewer Fund and Stormwater Fund.

### **BASIS OF ACCOUNTING**

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

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

The City considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem taxes receivable are not accrued as revenue because the amount is not susceptible to accrual. At June 30, taxes receivables are materially past due and are not considered to be an available resource to finance the operations of the current year.

Until FY2014, Rowan County was responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. In FY2014, North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, collected and held by the State at year-end on behalf of the City are recognized as revenue. Intergovernmental revenues and sales and services are not susceptible to accrual because generally they are not measurable until received in cash. Grant revenues which are unearned at year-end are recorded as deferred revenues. Under terms of grant agreements, the City funds certain programs with combination of specific cost-reimbursement grants, categorical grants, and general revenues. Thus, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. It is the City's policy to first apply general revenues, followed by categorical block grants, and then cost-reimbursement grants.

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

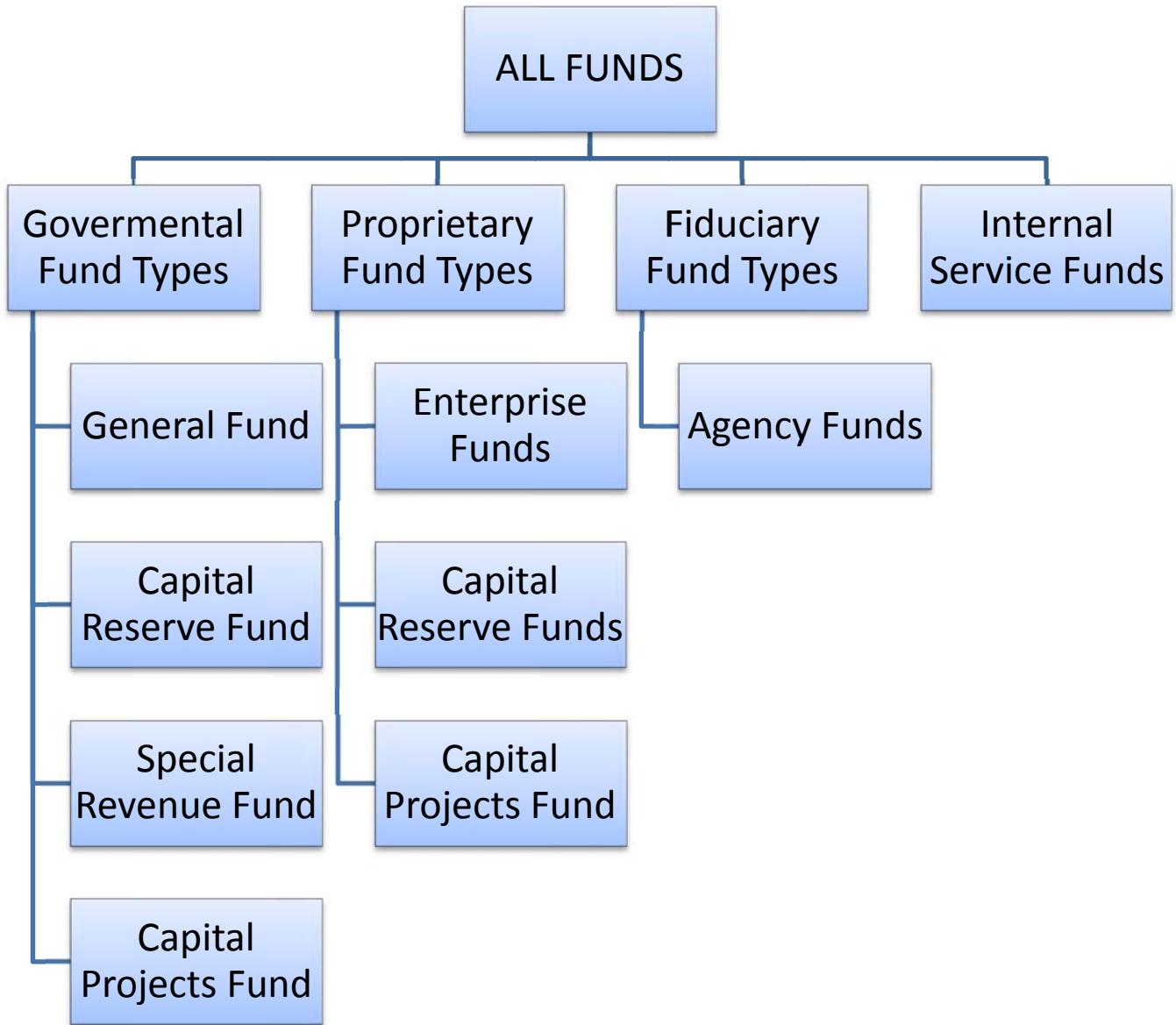
The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

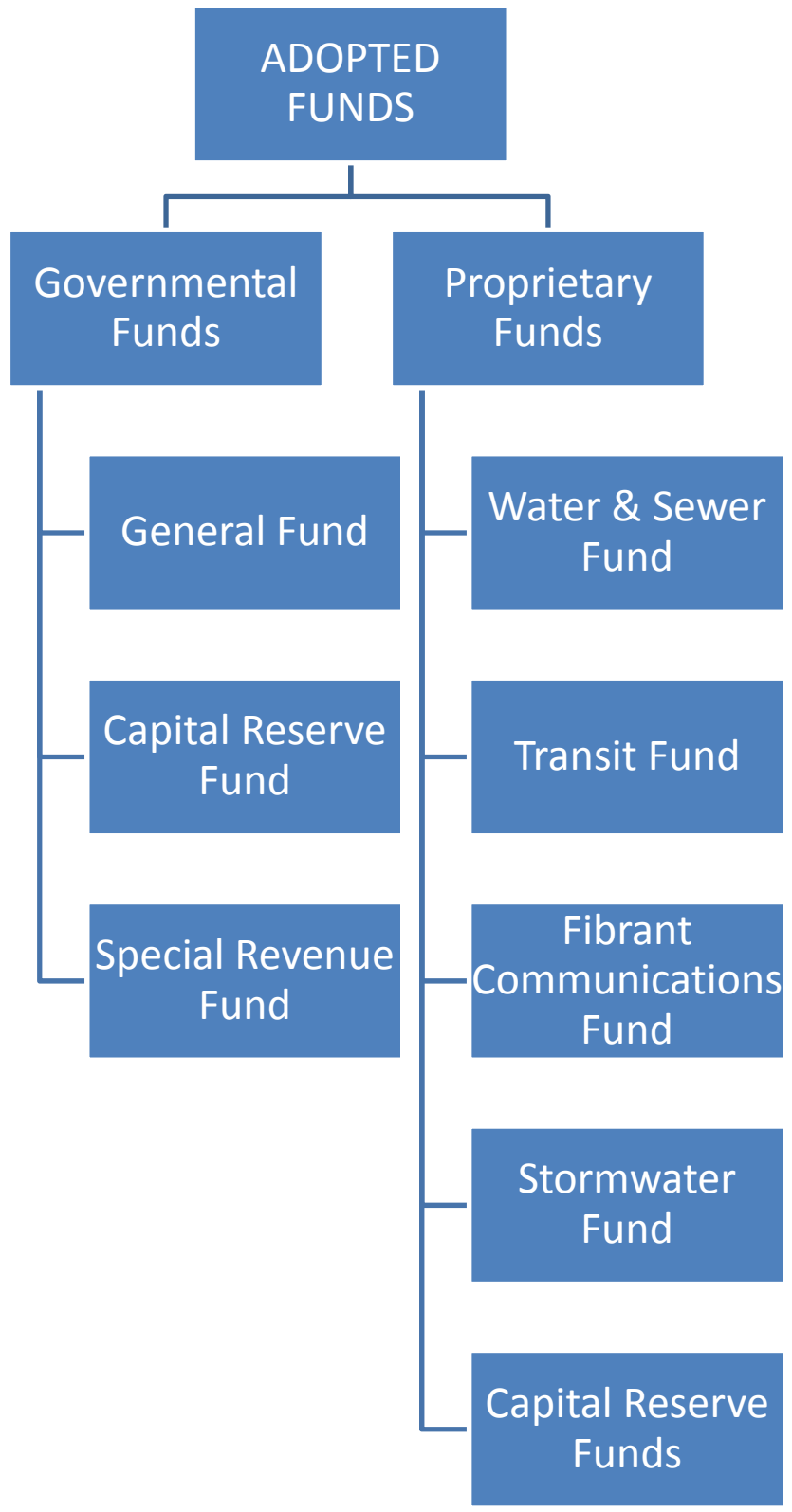
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are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

## **BASIS OF BUDGETING**

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

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





## FINANCIAL MANAGEMENT POLICIES

### INVESTMENT POLICY

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

#### Policies

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

#### Investments Used By City

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

#### Custodial Risk Assumed By City

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

## FISCAL POLICIES

### Revenue Policy

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



### **Operating Budget Policy**

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

### **Capital Improvement Policy**

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

### **Accounting Policy**

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

### **Debt Policy**

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

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

### **Reserve Policy**

1. The City will work to increase unreserved fund balance to 25% of the General Fund Operating Budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating.
2. The City will maintain a two-to-one ratio of total current assets over total current liabilities in the Water and Sewer Utility Fund.

## **BUDGETS AND BUDGETARY ACCOUNTING**

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

The City follows these procedures in establishing the budgetary data:

1. Prior to June 1, the City Manager submits to the City Council a proposed operating and capital budget for the fiscal year commencing the following July 1. The budget includes proposed expenditures and the means of financing them.
2. 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.

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 Assistant City Manager and staff prepare and have available on the City's server budgetary request forms in accordance with the Budget Calendar.

Upon return of the completed forms, and departmental input of budget requests, the City Manager and Budget Team meet with each member of the City's Management Team to review his respective budget requests and justifications. The City Manager and Budget Team then evaluate each department's request for personnel, operational items, and capital outlay. The evaluation process is detailed and time-consuming. For each

department, every line item justification is reviewed in light of the departmental goals and needs. Any additional personnel must be justified by the department and then assessed by Human Resources and Financial Services for need and appropriate staffing. Operational items are usually held to an increase no greater than that of the inflation rate.

A large impact on budgetary dollars is the amount spent on capital outlay. All departments submit a 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 the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

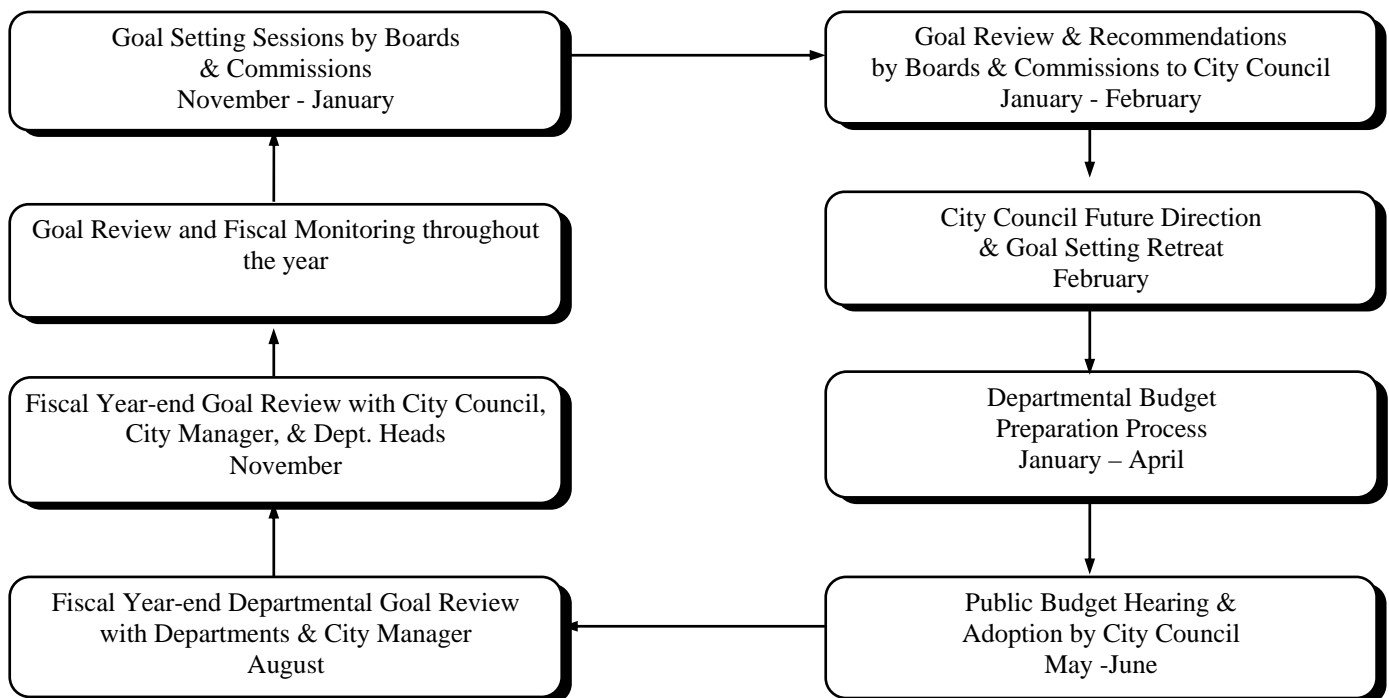
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City’s web site at [www.salisburync.gov](http://www.salisburync.gov).

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

Even after the budget is adopted, the goal setting process continues. After the fiscal year is ended, each department meets with the City Manager to review its previously established goals. Afterward, the City Manager and Management Team 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).

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**  
**FY2014-2015 BUDGET CALENDAR**

1/2/14 - 1/31/14	Prepare Personnel Request forms; present staffing patterns and Personnel request information.  Prepare schedules for fixed operational costs.  Prepare FY2014-15 – 2018-19 Capital Improvement Program request forms.	Business and Financial Services
1/7/14 1/21/14 2/4/14	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
2/7/14	Start of Budget data entry. Complete all budget request forms no later than March 12, 2014	Management Team and Division Managers
2/7/14	Complete 5-Year Revenue and Expenditure Report	Business and Financial Services
2/18/14	Hold Information Session at West End Community Centers for 2014-15 CDBG & HOME Funds.	Community Planning Services Staff
2/12/14 2/13/14	Hold 29 <sup>th</sup> Annual Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
3/18/14	First reading of 2014-2015 CDBG & HOME; hold Public Hearing on the use of 2014-15 CDBG & Home Funds	Community Planning Services Staff
2/13/14 - 3/13/14	Prepare FY2013-2014 year-end revenue estimates and FY2014-15 revenue estimates on all funds.	Business and Financial Services, Utilities Director, Fibrant GM & Transit Manager
March 2014	Vehicle Review Committee meeting for evaluation of vehicles.	Vehicle Review Committee
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
3/22/14 4/2/14	Presentation of oral and written Budget requests to Mayor and Council.	Special Community Organizations Groups
TBD	Assign Retreat Goals to Staff for inclusion in Budget	City Manager and Staff
4/24/14- 4/25/14	Departmental budget cuts to balance budget; two or three day turnaround.	City Manager, Department Heads, Division Managers
Before 5/30/14	City Manager to preview recommended Budget for City Council.	City Manager
Based on Scheduling	Place ad in THE SALISBURY POST to advertise one time for public hearing.	City Clerk

# CITY OF SALISBURY

## FY2014-2015 BUDGET CALENDAR

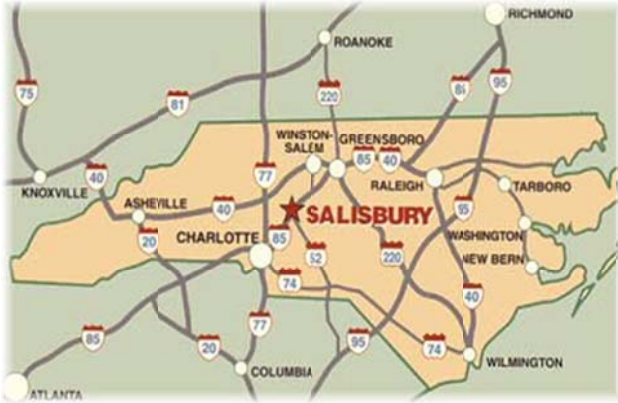
Based on Scheduling	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Council and City Management Team
Before 6/30/14	City Council to adopt Budget.	City Council
July 2014	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2014	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff



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

## LOCATION

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



## CLIMATE

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

## POPULATION

The City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 33,701 based upon the NC Office of State Budget & Management.

## HISTORY

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

The County of Rowan was established in 1753. At this time, Rowan included all territory north to

Virginia and east to what we know now as Guilford County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony in 1753.

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

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

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

*Henderson Law Office*



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

African Slave trade and urging the colonies to "unite in an indissoluble union and association". These resolves are located in the State Archives and are the only ones of the many passed in this period that is preserved.

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

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

### **GOVERNMENT**

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the Administration of the City, together with the Mayor, constitutes the governing body of the City. The five members are elected to serve two year terms of office. The Mayor is elected from the five Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five serve as Mayor during his 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 nine staff departments: Business and Financial Services, Human Resources, Fire, Police, Community Planning Services, Engineering, Public Services, Salisbury-Rowan Utilities, and Infrastructure Services. 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 permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2014 was 8.9 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. Service has been extended along major growth corridors and to a number of industrial sites well beyond the city limits. The water supply meets all federal and State quality requirements.

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2014 was 6.4 million gallons per day.

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

Other utilities are provided by Duke Energy, Piedmont Natural Gas, AT&T, Windstream, and 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 (CLT) 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 Air Canada, AirTran, Allegiant, American, Delta, Insel Air, JetBlue, 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 fourteen motels, with over 1,100 rooms, and two bed and breakfast establishments in our historic district.

### **EDUCATION**

Salisbury is home to two 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 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 is 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. The Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theater in the state. Also, in 2009 the Norvell Children's Theater opened. The Norvell features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year.

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 radio stations provide for local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage of all major networks in addition to cable television facilities.

A full-time year-round parks and recreation staff



offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, an outdoor seasonal swimming pool and splash pad, a Sports Complex, and a large community park and athletic complex totaling 508 acres of parkland city wide.

In addition the department provides many amenities for public enjoyment including four recreation facilities, ten tennis courts, one disc golf course, five paved sections (4.2 miles) of the Salisbury Greenway, seven cemeteries and maintains urban trees, landscape and medians throughout the City.

### **PARK SYSTEMS**

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

The Salisbury Community Park and Athletic Complex opened in April 2001. Amenities at the 306 acre park include baseball/softball fields, soccer fields, picnic shelters, play structures 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 and is reserved for weddings and other special events.

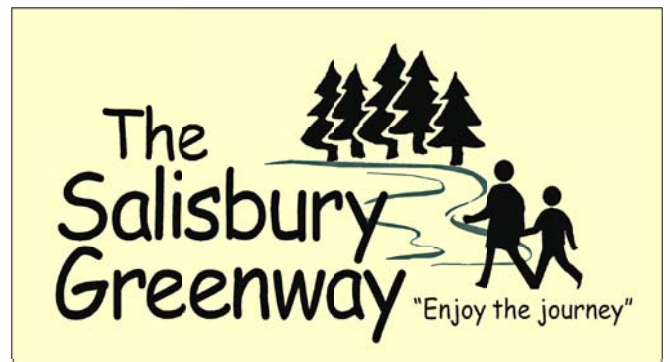
### **SPECIAL EVENTS**

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.

The Parks and Recreation Department offers a variety of special events throughout the year including: Father Daughter Dance, Autumn Craft Show, Earth Day on the Greenway, Touch a Truck, Mother Son Luau, Middle School Prom, Movies in the Park, Spring and Fall Camp outs, Community Fun Days, Tree Lighting, Wool Stock, Halloween Fun Fest, 5K Run Walk for the Greenway, and Brunch with Santa. In addition to special events we facilitate sixteen softball/tournaments that bring players from throughout the southeast to our Salisbury Community Park and Athletic Complex. The Salisbury Rowan Tourism Authority in partnership with Downtown Salisbury conduct eight Friday Night Out events in the Downtown area that bring thousands of residents together for a fun filled evening.

## MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	21.9
Number of Fire Stations	4	Miles of Streets	239
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	21,550
Number of Parks	28	Miles of Water Line	437
Number of Recreation Centers	4	Miles of Sewer Line	440
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	508	Business Licenses Issued Last Year	1,700
Greenway Miles	4.2		



Fiscal Year Ended June 30,	Assessed Value of Taxable Property			Total	Tax Rate
	Real Property	Personal Property	Public Service Property		
2015	\$2,207,871,524	\$514,572,281	\$59,056,195	\$2,781,500,000	\$0.6569
2014	\$2,187,787,844	\$585,015,153	\$59,056,195	\$2,831,859,192	\$0.6374
2013	\$2,177,721,166	\$531,004,645	\$61,343,725	\$2,770,069,536	\$0.6374
<b>2012</b>	<b>\$2,177,064,102</b>	<b>\$533,023,437</b>	<b>\$59,819,853</b>	<b>\$2,769,907,392</b>	<b>\$0.6135</b>
2011	\$2,324,996,121	\$530,055,686	\$61,255,822	\$2,916,307,629	\$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
<b>2008</b>	<b>\$2,241,529,763</b>	<b>\$524,542,472</b>	<b>\$60,025,014</b>	<b>\$2,826,097,249</b>	<b>\$0.590</b>
2007	\$1,857,031,883	\$501,753,141	\$57,991,527	\$2,416,776,551	\$0.625
2006	\$1,786,418,491	\$484,829,511	\$61,623,601	\$2,332,871,603	\$0.615
2005	\$1,730,072,663	\$413,623,934	\$61,461,308	\$2,205,157,905	\$0.615
<b>2004</b>	<b>\$1,689,100,448</b>	<b>\$417,032,881</b>	<b>\$65,288,150</b>	<b>\$2,171,421,479</b>	<b>\$0.580</b>

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, 2013**

Business	Type of Enterprise	2013 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 158,239,324	5.71%
AKZO Nobel	Manufacturing	32,022,982	1.16%
Norandal USA	Industrial	31,810,734	1.15%
Duke Energy Corp.	Utility	26,200,471	0.95%
Centro Heritage Innes Street, LLC	Real Estate	22,881,304	0.83%
Henkel Corporation	Manufacturing	19,463,231	0.70%
Piedmont Natural Gas	Utility	13,878,872	0.50%
Wal-Mart Stores	Retail	12,983,572	0.47%
General Electric	Utility	11,967,125	0.43%
Delhaize America Shared Services	Retail	11,679,227	0.42%
Totals		<u>\$ 341,126,842</u>	<u>12.32%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2013

**SCHEDULE OF PRINCIPAL EMPLOYERS  
IN THE CITY OF SALISBURY  
For the Year Ended June 30, 2013**

<u>Employer</u>	<u>Employees</u>	<u>Percentage of Total City Employment</u>
Rowan/Salisbury School System	3,000	15.38%
W.G. (Bill) Hefner VA Medical Center	2,173	11.14%
Food Lion, Inc.	1,700	8.72%
Rowan Regional Medical Center	1,072	5.50%
Rowan-Cabarrus Community College	970	4.97%
Rowan County	729	3.74%
Piedmont Correctional Institute	450	2.31%
Wal-Mart	434	2.23%
City of Salisbury	428	2.19%
Catawba College	225	1.15%
Total	<u>11,181</u>	<u>57.33%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2013

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

<u>Fiscal Year</u>	<u>Population</u>	<u>Personal Income</u>	<u>Per Capita Personal Income</u>	<u>Median Age</u>	<u>Unemployment Rate</u>
2013	33,622	\$ 798,918,570	\$ 23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,722	762,910,045	20,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%
2008	31,024	703,003,840	22,660	38.1	6.6%
2007	30,642	638,211,576	20,828	37.9	6.6%
2006	29,239	594,136,480	20,320	37.7	5.8%
2005	28,249	560,036,425	19,825	37.5	6.0%
2004	28,199	553,433,574	19,626	37.3	9.0%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2013

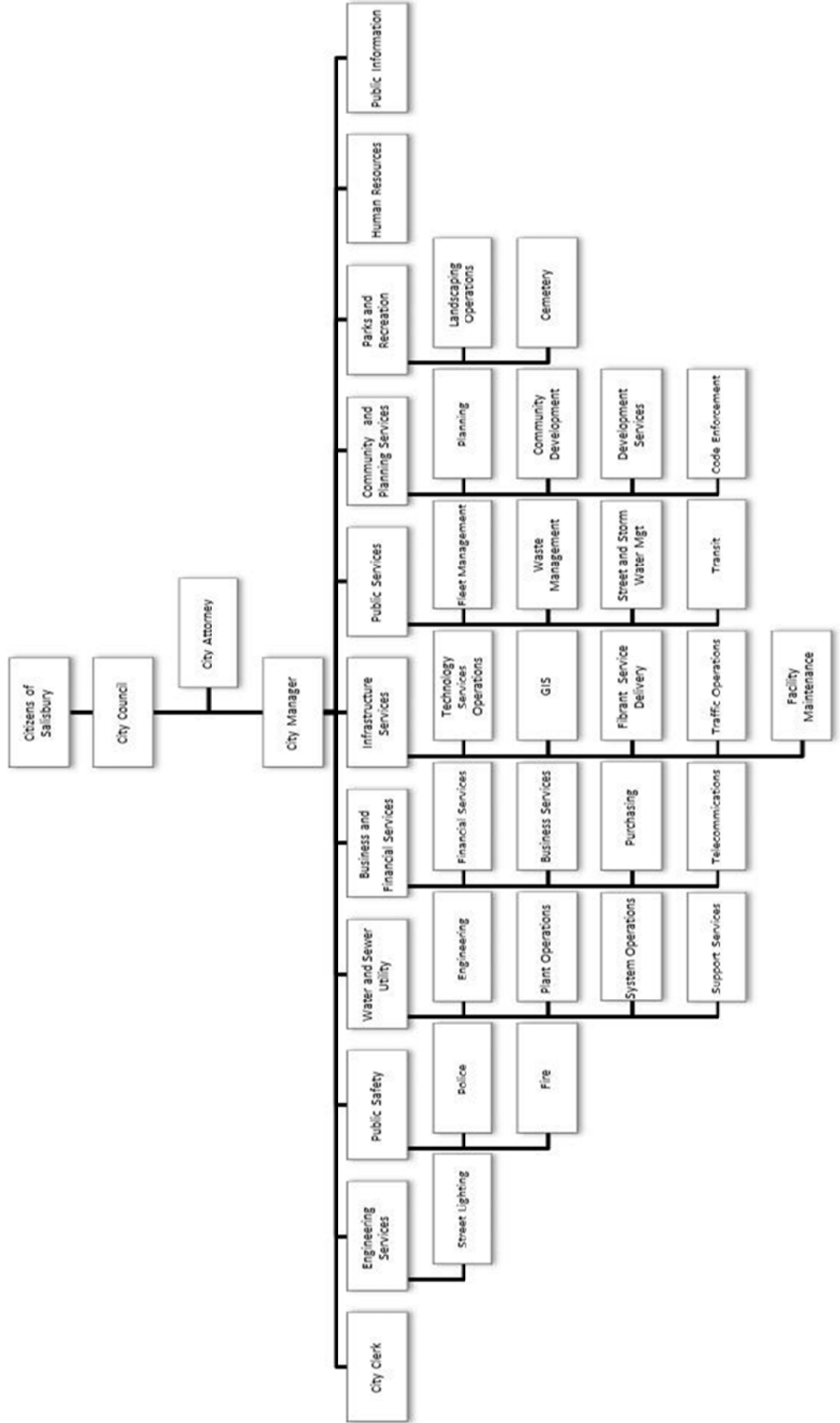
**CITY OF SALISBURY  
LIST OF PRINCIPAL OFFICIALS**

July 1, 2014

Mayor	Paul B. Woodson
Mayor Pro Tem	Maggie Blackwell
Council Member	William R. Kennedy
Council Member	Karen K. Alexander
Council Member	Brian Miller
Interim City Manager	John A. Sofley, Jr.
Assistant City Manager	Zack Kyle
City Clerk/Assistant to the City Manager	Myra B. Heard
Human Resources Director	Ruth Kennerly
City Engineer	Wendy Brindle
Community Planning Services Director	Janet Gapen
Fire Chief	Robert A. Parnell
Police Chief	Rory B. Collins
Public Services Director	Tony Cinquemani
Infrastructure Services Director	Mike Jury
Utilities Director	Jim Behmer



# ORGANIZATIONAL CHART



## PROGRAM MATRIX OF FY2014-15 BUDGET

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

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

### SELECTED TELEPHONE NUMBERS

City Department Information	(704) 638-5270	<i>Recreation Programs/Info :</i>	
City Manager/Administration	(704) 638-5227	City Park Center	(704) 638-5295
City Clerk	(704) 638-5224	Civic Center	(704) 638-5275
Emergency	911	Hall Gym	(704) 638-5289
Business & Financial Services	(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) 638-5311
Police Department-Business	(704) 638-5333	City Bus Schedules	(704) 638-5252
Public Services Administration	(704) 638-5260	Garbage/Recycling	(704) 638-5256
Recreation-Administration	(704) 638-5291	Permits/Zoning	(704) 638-5210
Utilities Administration/Engineering	(704) 638-5205	Utility Account Services & Billing	(704) 638-5300
Fibrant	(704) 216-7567	Cemetery Office	(704) 638-5250

**CITY OF SALISBURY, NORTH CAROLINA**

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

For the Year Ending June 30, 2015  
With Estimated Actual for Year Ending June 30, 2014 and  
Actual for Year Ended June 30, 2013

	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>REVENUES:</b>			
<b>Taxes:</b>			
General property - current	\$ 16,764,657	\$ 16,837,700	\$ 17,233,498
General property - prior	\$ 694,734	605,000	596,000
Auto tax	\$ 217,239	245,000	215,000
Interest on delinquent tax	\$ 121,419	121,000	115,000
Other tax	136	241	250
	<u>\$ 17,798,185</u>	<u>\$ 17,808,941</u>	<u>\$ 18,159,748</u>
<b>Unrestricted Intergovernmental:</b>			
Local Option Sales Tax	\$ 5,303,386	\$ 5,298,938	\$ 5,320,000
Utilities Franchise Tax	2,497,925	2,429,230	2,495,000
Wine and Beer Tax	136,079	72,717	136,000
State Reimbursement Hold Harmless	658,690	313,103	-
Other	132,678	417,894	109,000
	<u>\$ 8,728,758</u>	<u>\$ 8,531,882</u>	<u>\$ 8,060,000</u>
<b>Restricted Intergovernmental:</b>			
State Street Aid - Powell Bill	\$ 965,471	\$ 969,180	\$ 975,000
Other	1,530,279	461,329	1,649,812
	<u>\$ 2,495,750</u>	<u>\$ 1,430,509</u>	<u>\$ 2,624,812</u>
<b>Charges for services:</b>			
Environmental protection	\$ 1,905,938	\$ 1,951,384	\$ 2,004,000
Culture and recreation	166,221	150,526	160,000
Code Services fees	61,603	24,116	60,000
Public safety	537,255	334,910	388,200
Cemetery	128,410	109,421	120,000
Radio antenna and paging rentals	275,688	205,628	295,000
Rentals and sale of property	520,303	286,706	276,900
Licenses and Permits	366,728	320,151	360,000
Administrative Charges	3,043,931	3,177,384	3,317,510
Community services	169,651	144,543	138,496
Other	1,037	7,927	5,500
	<u>\$ 7,176,765</u>	<u>\$ 6,712,696</u>	<u>\$ 7,125,606</u>
<b>Miscellaneous:</b>			
Interest earned on investments	\$ 42,062	\$ 18,938	\$ 12,000
Donations	100,234	80,394	89,200
Other	141,784	234,521	184,505
	<u>\$ 284,080</u>	<u>\$ 333,853</u>	<u>\$ 285,705</u>
Total revenues	<u>\$ 36,483,538</u>	<u>\$ 34,817,881</u>	<u>\$ 36,255,871</u>
<b>OTHER FINANCING SOURCES:</b>			
Lease Purchases Revenue	\$ -	\$ 1,292,399	\$ -
Total revenues and other financing sources	<u>\$ 36,483,538</u>	<u>\$ 36,110,280</u>	<u>\$ 36,255,871</u>



**CITY OF SALISBURY  
FY 2014-2015 BUDGET SUMMARY  
GENERAL FUND**

	<b>Actual FY 12-13</b>	<b>Budgeted FY 13-14</b>	<b>Requested FY 14-15</b>	<b>Mgr Recommends FY 14-15</b>	<b>Adopted FY 14-15</b>
<b>REVENUE</b>	\$ 36,483,535	\$ 37,934,015	\$ 35,508,586	\$ 36,464,438	\$ 36,255,871
<b>EXPENSES</b>	<b>Actual FY 12-13</b>	<b>Budgeted FY 13-14</b>	<b>Requested FY 14-15</b>	<b>Mgr Recommends FY 14-15</b>	<b>Adopted FY 14-15</b>
<b>CITY COUNCIL</b>					
Personnel	\$ 112,314	\$ 103,120	\$ 95,070	\$ 92,922	\$ 92,922
Operations	142,927	176,937	196,310	164,177	175,677
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 255,241</b>	<b>\$ 280,057</b>	<b>\$ 291,380</b>	<b>\$ 257,099</b>	<b>\$ 268,599</b>
<b>MANAGEMENT &amp; ADMINISTRATION</b>					
Personnel	\$ 582,583	\$ 600,011	\$ 606,093	\$ 607,326	\$ 607,326
Operations	430,550	321,110	633,951	426,006	426,006
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,013,133</b>	<b>\$ 921,121</b>	<b>\$ 1,240,044</b>	<b>\$ 1,033,332</b>	<b>\$ 1,033,332</b>
<b>PUBLIC INFORMATION &amp; COMMUNICATION</b>					
Personnel	\$ 275,124	\$ 276,266	\$ 320,278	\$ 321,307	\$ 321,307
Operations	140,068	162,761	177,691	152,045	152,045
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 415,192</b>	<b>\$ 439,027</b>	<b>\$ 497,969</b>	<b>\$ 473,352</b>	<b>\$ 473,352</b>
<b>HUMAN RESOURCES</b>					
Personnel	\$ 478,879	\$ 530,219	\$ 593,603	\$ 594,243	\$ 594,243
Operations	515,652	580,661	874,031	785,420	790,420
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 994,531</b>	<b>\$ 1,110,880</b>	<b>\$ 1,467,634</b>	<b>\$ 1,379,663</b>	<b>\$ 1,384,663</b>
<b>BUSINESS AND FINANCIAL SERVICES - ADMINISTRATION</b>					
Personnel	\$ 1,552,745	\$ 958,004	\$ 992,922	\$ 995,586	\$ 995,586
Operations	338,689	293,378	386,025	365,826	365,826
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,891,434</b>	<b>\$ 1,251,382</b>	<b>\$ 1,378,947</b>	<b>\$ 1,361,412</b>	<b>\$ 1,361,412</b>
<b>BUSINESS AND FINANCIAL SERVICES - BUSINESS SERVICES</b>					
Personnel	\$ -	\$ 1,006,563	\$ 1,063,718	\$ 854,698	\$ 854,698
Operations	-	69,843	87,342	71,284	71,284
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,076,406</b>	<b>\$ 1,151,060</b>	<b>\$ 925,982</b>	<b>\$ 925,982</b>

	<b>Actual FY 12-13</b>	<b>Budgeted FY 13-14</b>	<b>Requested FY 14-15</b>	<b>Mgr Recommends FY 14-15</b>	<b>Adopted FY 14-15</b>
<b>BUSINESS AND FINANCIAL SERVICES - PURCHASING</b>					
Personnel	\$ 92,798	\$ 70,193	\$ 72,050	\$ 71,905	\$ 71,905
Operations	7,874	9,687	9,345	8,745	8,745
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 100,672</b>	<b>\$ 79,880</b>	<b>\$ 81,395</b>	<b>\$ 80,650</b>	<b>\$ 80,650</b>
<b>BUSINESS AND FINANCIAL SERVICES - TELECOMMUNICATIONS</b>					
Personnel	\$ 234,243	\$ 268,661	\$ 267,289	\$ 272,151	\$ 272,151
Operations	242,797	274,632	593,600	485,814	485,814
Capital	-	1,315,399	-	-	-
<b>TOTAL</b>	<b>\$ 477,040</b>	<b>\$ 1,858,692</b>	<b>\$ 860,889</b>	<b>\$ 757,965</b>	<b>\$ 757,965</b>
<b>PLAZA</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	147,371	153,488	163,318	162,509	162,509
Capital	45,194	14,000	480,570	88,750	88,750
<b>TOTAL</b>	<b>\$ 192,565</b>	<b>\$ 167,488</b>	<b>\$ 643,888</b>	<b>\$ 251,259</b>	<b>\$ 251,259</b>
<b>INFRASTRUCTURE SERVICES - NETWORK OPERATIONS CENTER</b>					
Personnel	\$ -	\$ 212,045	\$ 430,068	\$ 430,221	\$ 430,221
Operations	-	11,019	13,738	8,482	8,482
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 223,064</b>	<b>\$ 443,806</b>	<b>\$ 438,703</b>	<b>\$ 438,703</b>
<b>INFRASTRUCTURE SERVICES - INFORMATION SYSTEMS OPERATIONS</b>					
Personnel	\$ 1,018,975	\$ 789,534	\$ 295,798	\$ 279,763	\$ 279,763
Operations	1,485,859	1,733,525	1,381,333	1,314,562	1,314,562
Capital	21,287	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,526,121</b>	<b>\$ 2,523,059</b>	<b>\$ 1,677,131</b>	<b>\$ 1,594,325</b>	<b>\$ 1,594,325</b>
<b>INFRASTRUCTURE SERVICES - GIS</b>					
Personnel	\$ 83,637	\$ 165,986	\$ 455,720	\$ 413,049	\$ 388,064
Operations	92,540	97,195	163,102	92,196	92,196
Capital	6,630	-	-	-	-
<b>TOTAL</b>	<b>\$ 182,807</b>	<b>\$ 263,181</b>	<b>\$ 618,822</b>	<b>\$ 505,245</b>	<b>\$ 480,260</b>
<b>INFRASTRUCTURE SERVICES - INFRASTRUCTURE MANAGEMENT</b>					
Personnel	\$ 449,805	\$ 825,632	\$ 980,980	\$ 1,024,247	\$ 1,024,247
Operations	90,614	277,455	419,111	271,952	271,952
Capital	-	7,000	-	-	-
<b>TOTAL</b>	<b>\$ 540,419</b>	<b>\$ 1,110,087</b>	<b>\$ 1,400,091</b>	<b>\$ 1,296,199</b>	<b>\$ 1,296,199</b>
<b>INFRASTRUCTURE SERVICES - CENTRAL CITY BUILDINGS</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	416,368	387,159	407,827	358,849	358,849
Capital	102,299	9,000	658,000	127,900	106,900
<b>TOTAL</b>	<b>\$ 518,667</b>	<b>\$ 396,159</b>	<b>\$ 1,065,827</b>	<b>\$ 486,749</b>	<b>\$ 465,749</b>

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 14-15</b>	<b>FY 14-15</b>
<b>COMMUNITY PLANNING SERVICES - PLANNING &amp; COMMUNITY DEVELOPMENT</b>					
Personnel	\$ 312,610	\$ 318,482	\$ 342,621	\$ 347,774	\$ 347,774
Operations	1,183,304	316,077	186,692	264,292	253,792
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,495,914</b>	<b>\$ 634,559</b>	<b>\$ 529,313</b>	<b>\$ 612,066</b>	<b>\$ 601,566</b>
<b>COMMUNITY PLANNING SERVICES - CODE SERVICES</b>					
Personnel	\$ 192,822	\$ 231,193	\$ 248,301	\$ 189,914	\$ 189,914
Operations	72,748	78,631	84,693	29,719	29,719
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 265,570</b>	<b>\$ 309,824</b>	<b>\$ 332,994</b>	<b>\$ 219,633</b>	<b>\$ 219,633</b>
<b>COMMUNITY PLANNING SERVICES - DEVELOPMENT SERVICES</b>					
Personnel	\$ 335,863	\$ 347,039	\$ 339,104	\$ 342,596	\$ 342,596
Operations	463,226	483,998	418,965	418,025	418,025
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 799,089</b>	<b>\$ 831,037</b>	<b>\$ 758,069</b>	<b>\$ 760,621</b>	<b>\$ 760,621</b>
<b>ENGINEERING</b>					
Personnel	\$ 352,434	\$ 373,188	\$ 342,192	\$ 342,446	\$ 342,446
Operations	160,973	800,616	1,224,798	1,212,781	1,212,781
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 513,407</b>	<b>\$ 1,173,804</b>	<b>\$ 1,566,990</b>	<b>\$ 1,555,227</b>	<b>\$ 1,555,227</b>
<b>ENGINEERING - STREET LIGHTING</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	513,643	568,253	572,278	692,386	601,804
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 513,643</b>	<b>\$ 568,253</b>	<b>\$ 572,278</b>	<b>\$ 692,386</b>	<b>\$ 601,804</b>
<b>POLICE - SERVICES</b>					
Personnel	\$ 1,900,618	\$ 1,527,166	\$ 1,302,904	\$ 1,296,489	\$ 1,296,489
Operations	279,970	404,993	340,522	318,958	318,958
Capital	80	-	6,285	-	-
<b>TOTAL</b>	<b>\$ 2,180,668</b>	<b>\$ 1,932,159</b>	<b>\$ 1,649,711</b>	<b>\$ 1,615,447</b>	<b>\$ 1,615,447</b>
<b>POLICE - ADMINISTRATION</b>					
Personnel	\$ 494,810	\$ 454,138	\$ 516,093	\$ 506,126	\$ 506,126
Operations	457,478	326,388	445,731	369,510	369,510
Capital	8,454	-	8,400	8,400	8,400
<b>TOTAL</b>	<b>\$ 960,742</b>	<b>\$ 780,526</b>	<b>\$ 970,224</b>	<b>\$ 884,036</b>	<b>\$ 884,036</b>
<b>POLICE - OPERATIONS</b>					
Personnel	\$ 3,195,902	\$ 3,309,472	\$ 2,724,829	\$ 2,713,881	\$ 2,713,881
Operations	616,034	738,194	661,515	617,634	617,634
Capital	55,169	35,092	14,000	14,000	14,000
<b>TOTAL</b>	<b>\$ 3,867,105</b>	<b>\$ 4,082,758</b>	<b>\$ 3,400,344</b>	<b>\$ 3,345,515</b>	<b>\$ 3,345,515</b>

	Actual FY 12-13		Budgeted FY 13-14		Requested FY 14-15		Mgr Recommends FY 14-15		Adopted FY 14-15	
<b>POLICE - SPECIAL OPERATIONS</b>										
Personnel	\$	-	\$	-	\$	956,830	\$	945,114	\$	945,114
Operations		-		-		49,274		36,508		36,508
Capital		-		-		14,000		14,000		14,000
TOTAL	\$	-	\$	-	\$	1,020,104	\$	995,622	\$	995,622
<b>FIRE</b>										
Personnel	\$	3,984,016	\$	4,221,076	\$	4,242,217	\$	4,225,702	\$	4,225,702
Operations		927,114		1,034,074		604,508		859,247		859,247
Capital		32,524		10,000		1,111,430		1,081,430		1,081,430
TOTAL	\$	4,943,654	\$	5,265,150	\$	5,958,155	\$	6,166,379	\$	6,166,379
<b>PUBLIC SERVICES - ADMINISTRATION</b>										
Personnel	\$	214,673	\$	218,824	\$	221,758	\$	222,636	\$	222,636
Operations		39,923		13,137		32,336		15,459		15,459
Capital		-		-		-		-		-
TOTAL	\$	254,596	\$	231,961	\$	254,094	\$	238,095	\$	238,095
<b>PUBLIC SERVICES - TRAFFIC OPERATIONS</b>										
Personnel	\$	351,842	\$	-	\$	-	\$	-	\$	-
Operations		131,525		42,089		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	483,367	\$	42,089	\$	-	\$	-	\$	-
<b>PUBLIC SERVICES - STREETS</b>										
Personnel	\$	576,812	\$	694,230	\$	718,407	\$	704,256	\$	704,256
Operations		1,010,578		715,266		917,278		971,205		893,205
Capital		20,361		-		48,000		-		-
TOTAL	\$	1,607,751	\$	1,409,496	\$	1,683,685	\$	1,675,461	\$	1,597,461
<b>PUBLIC SERVICES - SOLID WASTE MANAGEMENT</b>										
Personnel	\$	433,005	\$	413,320	\$	438,035	\$	326,585	\$	326,585
Operations		899,944		901,951		945,067		924,649		924,649
Capital		-		-		-		-		-
TOTAL	\$	1,332,949	\$	1,315,271	\$	1,383,102	\$	1,251,234	\$	1,251,234
<b>PUBLIC SERVICES - WASTE MANAGEMENT - OTHER</b>										
Personnel	\$	335,632	\$	251,757	\$	260,188	\$	212,246	\$	212,246
Operations		158,801		110,438		112,012		107,676		107,676
Capital		-		-		7,000		7,000		7,000
TOTAL	\$	494,433	\$	362,195	\$	379,200	\$	326,922	\$	326,922
<b>PUBLIC SERVICES - FLEET MANAGEMENT</b>										
Personnel	\$	652,029	\$	685,033	\$	702,903	\$	699,485	\$	699,485
Operations		105,607		108,606		103,275		91,448		91,448
Capital		13,422		-		29,457		29,457		29,457
TOTAL	\$	771,058	\$	793,639	\$	835,635	\$	820,390	\$	820,390

	<b>Actual FY 12-13</b>	<b>Budgeted FY 13-14</b>	<b>Requested FY 14-15</b>	<b>Mgr Recommends FY 14-15</b>	<b>Adopted FY 14-15</b>
<b>PUBLIC SERVICES - TRANSPORTATION</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	413,474	413,474	454,340	454,340	454,340
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 413,474</b>	<b>\$ 413,474</b>	<b>\$ 454,340</b>	<b>\$ 454,340</b>	<b>\$ 454,340</b>
<b>PARKS &amp; RECREATION</b>					
Personnel	\$ 2,113,077	\$ 1,551,536	\$ 1,592,356	\$ 1,523,699	\$ 1,523,699
Operations	1,101,691	880,903	925,050	743,859	743,859
Capital	122,635	164,365	327,300	294,050	294,050
<b>TOTAL</b>	<b>\$ 3,337,403</b>	<b>\$ 2,596,804</b>	<b>\$ 2,844,706</b>	<b>\$ 2,561,608</b>	<b>\$ 2,561,608</b>
<b>EDUCATION</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	38,107	38,107	38,107	38,107	38,107
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 38,107</b>	<b>\$ 38,107</b>	<b>\$ 38,107</b>	<b>\$ 38,107</b>	<b>\$ 38,107</b>
<b>DEBT SERVICE</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	1,596,700	2,087,473	1,407,014	1,409,414	1,409,414
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,596,700</b>	<b>\$ 2,087,473</b>	<b>\$ 1,407,014</b>	<b>\$ 1,409,414</b>	<b>\$ 1,409,414</b>
<b>GRAND TOTAL</b>					
Personnel	\$ 20,327,248	\$ 20,402,688	\$ 21,122,327	\$ 20,556,367	\$ 20,531,382
Operations	14,222,149	14,611,518	15,030,179	14,243,084	14,080,502
Capital	428,055	1,554,856	2,704,442	1,664,987	1,643,987
<b>TOTALS</b>	<b>\$ 34,977,452</b>	<b>\$ 36,569,062</b>	<b>\$ 38,856,948</b>	<b>\$ 36,464,438</b>	<b>\$ 36,255,871</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 112,314	\$ 103,120	\$ 95,070	\$ 92,922	\$ 92,922
Operating	142,927	176,937	196,310	164,177	175,677
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 255,241</b>	<b>\$ 280,057</b>	<b>\$ 291,380</b>	<b>\$ 257,099</b>	<b>\$ 268,599</b>

**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.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
<b>Risk Management (201)</b>	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Projected</u></b>
<b>Workload</b>			
Number of Workers Compensation Claims Filed	30	33	30
Number of Third-Party Insurance Claims Filed	34	36	28
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
<b>Efficiency</b>			
Cost Per Negotiated Workers Compensation Claim	\$ 2,100	\$ 2,300	\$ 1,240
Cost Per Negotiated Insurance Claim	\$ 900	\$ 1,000	\$ 1,500
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -
<b>Effectiveness</b>			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	2%	3%	4%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ -	\$ -

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 14-15</b>	<b>FY 14-15</b>
Personnel	\$ 582,583	\$ 600,011	\$ 606,093	\$ 607,326	\$ 607,326
Operating	430,550	321,110	633,951	426,006	426,006
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,013,133</b>	<b>\$ 921,121</b>	<b>\$ 1,240,044</b>	<b>\$ 1,033,332</b>	<b>\$ 1,033,332</b>

**STATEMENT OF PURPOSE**

To serve as a central source of information by providing a singular voice and facilitating creative communication solutions for the City of Salisbury. To provide professional, timely and accurate public information, marketing and communications services to the citizens of Salisbury. To coordinate distribution of internal communication to City employees. To manage and coordinate the City of Salisbury website, social media communications, television services and print communication. To implement goals and special projects as may be assigned by the City Council.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Manage development of branding and marketing standards for Fibrant as well as production of such materials.
2. Meet quarterly with internal divisions and departments and support their communications needs.
3. Design and facilitate distribution of external communication for the organization.
4. Create long term strategic plan for ACCESS 16, which includes establishment of new station format.
5. Reestablish and expand social media presence and maintain and monitor content.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 275,124	\$ 276,266	\$ 320,278	\$ 321,307	\$ 321,307
Operating	140,068	162,761	177,691	152,045	152,045
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 415,192</b>	<b>\$ 439,027</b>	<b>\$ 497,969</b>	<b>\$ 473,352</b>	<b>\$ 473,352</b>



**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.

**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. Started training of “Good to Great” principles by incorporating the 4 Core Values: Servant Leadership, Customer Service, Goal Setting, and Strategic Planning into the operations of the department.
4. Update Compensation Plan periodically.
5. Establish health insurance savings strategies and wellness initiatives.
6. Develop more comprehensive intern program with schools and colleges/universities.
7. Continue to identify and establish employee appreciation efforts.
8. Develop strategic plan to ensure a higher level culture of customer service.
9. Implement new applicant tracking and advertising software program.
10. Provide a non-traditional, one-on-one recruitment effort.
11. Participate in the School of Government Performance Measurement Program and identify additional measures of effectiveness and efficiency.
12. Secure web-based Human Resources Information System.
13. Provide staff with resources and opportunities for career development.
14. Provide staff assistance to the Salisbury-Rowan Human Relations Council.
15. Provide staff support and guidance to the Youth Council.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Position Applications Reviewed	1,005	949	1,000
Full-Time Employees in Organization (all funds)	400	437	450
Position Requisitions Received from Departments	69	70	70
Internal Recruitment Rate	17.0%	21.0%	19.0%
External Recruitment Rate	83.0%	79.0%	80.0%

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 14-15</b>	<b>FY 14-15</b>
Personnel	\$ 478,879	\$ 530,219	\$ 593,603	\$ 594,243	\$ 594,243
Operating	515,652	580,661	874,031	785,420	790,420
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 994,531</b>	<b>\$ 1,110,880</b>	<b>\$ 1,467,634</b>	<b>\$ 1,379,663</b>	<b>\$ 1,384,663</b>

**DEPARTMENT – Business and Financial Services – Summary**

**SUMMARY STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 1,879,786	\$ 2,303,421	\$ 2,395,979	\$ 2,194,340	\$ 1,922,189
Operating	589,360	647,540	1,076,312	931,669	445,855
Capital	-	1,315,399	-	-	-
<b>TOTAL</b>	<b>\$ 2,469,146</b>	<b>\$ 4,266,360</b>	<b>\$ 3,472,291</b>	<b>\$ 3,126,009</b>	<b>\$ 2,368,044</b>

**STATEMENT OF PURPOSE**

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

**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**

<b>Accounting (101)</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Checks Issued	4,574	3,280	3,300
Number of ACH Transactions (Payroll and A/P)	15,218	15,075	15,000
Number of Journal Entries	1,086	1,372	1,300
<b>Effectiveness</b>			
Percent of Checks Processed Without Error	99.5%	99.5%	99.5%
Percent of ACH Transactions Processed Without Error	99.9%	99.9%	99.9%
Percent of Journal Entries Reclassified	18%	18%	18%

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 14-15</b>	<b>FY 14-15</b>
Personnel	\$ 1,552,745	\$ 958,004	\$ 992,922	\$ 995,586	\$ 995,586
Operating	338,689	293,378	386,025	365,826	365,826
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,891,434</b>	<b>\$ 1,251,382</b>	<b>\$ 1,378,947</b>	<b>\$ 1,361,412</b>	<b>\$ 1,361,412</b>

**STATEMENT OF PURPOSE**

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

**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.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Workload</b>			
Number of Purchase Orders Fulfilled	526	571	600
Number of Procurement Card Transactions	9,717	9,775	10,000
<b>Effectiveness</b>			
Percent of POs Completed Without Error	87%	98%	95%
Procurement Card Error Rate	3%	3%	3%

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ 92,798	\$ 70,193	\$ 72,050	\$ 71,905	\$ 71,905
Operating	7,874	9,687	9,345	8,745	8,745
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 100,672</b>	<b>\$ 79,880</b>	<b>\$ 81,395</b>	<b>\$ 80,650</b>	<b>\$ 80,650</b>

**STATEMENT OF PURPOSE**

To provide for the management of billing, collection, and customer management to the customers of the City’s water and sewer utility, garbage, recycling, stormwater, and Fibrant services. Business Services also includes the sales of Fibrant services.

**DIVISIONAL PERFORMANCE GOALS**

1. Improve telephone answering statistics where 90% of calls are answered within 30 seconds and reduce maximum wait times to less than three minutes.
2. Continue to seek methods to reduce customer service errors.
3. Continue cross-training of employees in all areas.
4. Continue to seek improvements in the Fibrant sales and outside plant processes.
5. Seek to close 35 Fibrant sales per week.
6. Improve Fibrant retention efforts.

**PERFORMANCE MEASURES**

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Customer Service (102)</b>			
<b>Workload</b>			
Number of Utility Bills Generated	227,742	230,000	235,000
Number of Teller Transactions	68,119	69,481	70,175
Number of Telephone Transactions	46,998	47,000	50,000
<b>Efficiency</b>			
Cost Per Utility Bill Issued	\$ 0.75	\$ 0.66	\$ 0.50
Cost Per Teller Transaction	\$ 1.92	\$ 1.92	\$ 1.45
Cost Per Telephone Transaction	\$ 2.00	\$ 2.19	\$ 2.48
<b>Effectiveness</b>			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%
Total Dollar Value of Tellers' Over & Short Account	\$ 813	\$ 200	\$ 100
Service Complaints Per 1000 Transactions	0.01	0.01	0.01

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ -	\$ 1,006,563	\$ 1,063,718	\$ 854,698	\$ 854,698
Operating	-	69,843	87,342	71,284	71,284
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,076,406</b>	<b>\$ 1,151,060</b>	<b>\$ 925,982</b>	<b>\$ 925,982</b>

**NOTE:** In previous fiscal years, this function was budgeted in Management Services (now Business and Financial Services).

**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.

**DEPARTMENTAL GOALS**

1. Radio system has been updated to P25 and Young’s Mountain site has been added. Continue with the upgrade process and improving coverage by adding the South Rowan site and the High Rock site. Enter in a partnership with Rowan County.
2. Continue working to enhance and maintain security at the tower site.
3. Work with SRU on switching SCADA network to P25 and continue support of SCADA, with SRU’s assistance.
4. Deprogram city and county radios to take the old analog system out of their radios.
5. Work with Motorola to obtain proper training for new radio system so that our shop can maintain same.
6. Continue to provide the absolute best quality of service to our city departments and to our Rowan County customers.
7. Continue to work with and support Rowan County and Salisbury Police Department on the new consolidated 911 Communication Center.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 234,243	\$ 268,661	\$ 267,289	\$ 272,151	\$ 272,151
Operating	242,797	274,632	593,600	485,814	485,814
Capital	-	1,315,399	-	-	-
<b>TOTAL</b>	<b>\$ 477,040</b>	<b>\$ 1,858,692</b>	<b>\$ 860,889</b>	<b>\$ 757,965</b>	<b>\$ 757,965</b>

**DEPARTMENT – Infrastructure Services - Summary**

**SUMMARY STATEMENT OF PURPOSE**

To provide leadership, innovation and guidance to all the City business units in the use of new technologies to enhance City services to citizens. Services include strategic IT planning, GIS, installation services, maintenance and repair to City-owned infrastructure including facilities, broadband and traffic signals.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 1,552,417	\$ 1,993,197	\$ 2,162,566	\$ 2,147,280	\$ 2,122,295
Operating	2,085,381	2,506,353	2,385,111	2,046,041	2,046,041
Capital	<u>130,216</u>	<u>16,000</u>	<u>658,000</u>	<u>127,900</u>	<u>106,900</u>
<b>TOTAL</b>	<b>\$ 3,768,014</b>	<b>\$ 4,515,550</b>	<b>\$ 5,205,677</b>	<b>\$ 4,321,221</b>	<b>\$ 4,275,236</b>

**STATEMENT OF PURPOSE**

To provide leadership, innovation and guidance to all the City business units in the use of new technologies to enhance City services to citizens. Services include strategic IT planning, GIS, centralized and optimization of resources, development and implementation of application, and software supporting multiple functional areas.

**DEPARTMENTAL GOALS**

1. Continue implementation of Document Imaging System for other departments.
2. Implement new citizen enabling services.
3. Upgrade Fire Department System services pertaining to ETL.
4. Implement enhanced audio/video conferencing services.
5. Enhance security in order to protect our organization from internal and external threats.
6. Support individual departmental goals and initiatives that require technical involvement.
7. Continue implementing intranet collaboration and communication tools for City Departments.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Computers Directly Supported	513	560	544
Total Number of IT Helpdesk Requests Received	2,150	1,875	1,780
Number of Remote Sites Supported	47	47	47
Number of Telephones Supported	406	380	380
Number of Pagers	2,990	81	81
<b>Efficiency</b>			
Number of PCs Supported Per Analyst	128	140	136
<b>Effectiveness</b>			
Average Annual Network Availability **	99.9%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	50.0%	50.0%	64.9%

\*\* Estimate - Designed to demonstrate network reliability

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

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ 1,018,975	\$ 789,534	\$ 295,798	\$ 279,763	\$ 279,763
Operating	1,485,859	1,733,525	1,381,333	1,314,562	1,314,562
Capital	21,287	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,526,121</b>	<b>\$ 2,523,059</b>	<b>\$ 1,677,131</b>	<b>\$ 1,594,325</b>	<b>\$ 1,594,325</b>



**STATEMENT OF PURPOSE**

To serve as the centralized source of procedures, information, and support related to Network Operations for the City including Fibrant dispatch, Fibrant Technical Service, Fibrant Commercial Sales, Traffic Signal and Signs, Facilities Maintenance and serve as Police Expeditors. Coordinate efforts to improve service delivery and communication throughout the city.

**DIVISIONAL PERFORMANCE GOALS**

1. Maintain support for Fibrant and Infrastructure Service.
2. Coordinate installation schedule.
3. Become 24 hours in-house Network Operations Center.
4. Continue implementation and support of commercial sales order entry.
5. Implement Policy and Procedure manual.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ 212,045	\$ 430,068	\$ 430,221	\$ 430,221
Operating	-	11,019	13,738	8,482	8,482
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 223,064</b>	<b>\$ 443,806</b>	<b>\$ 438,703</b>	<b>\$ 438,703</b>

**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.

**DIVISIONAL PERFORMANCE GOALS**

1. Perform needs assessment/strategic plan to identify GIS needs throughout the City.
2. Implement ArcSDE enterprise GIS data storage solution.
3. Implement both public and secure internal online GIS applications.
4. Provide GIS training for City staff.
5. Complete priority GIS data layers.
6. Develop metadata for all City data layers.
7. Assist Salisbury-Rowan Utilities GIS with inventory of water and sewer infrastructure.
8. Assist Fire Department with creation of data layers for improved pre-planning and fire response.
9. Assist Police Department with maintenance of data layers for computer aided dispatch.
10. Assist Information Technology Services with inventory of City fiber network infrastructure.
11. Assist One Stop Shop - Code Enforcement with GIS data/integration for case tracking software (CityView).
12. Assist Planning with Historic Master Plan.
13. Assist Development Services with maintenance of address and zoning data layers.
14. Assist Public Service Solid Waste Division with implementation of RouteSmart software.
15. Provide input for integration of GIS with Citizen Resource Management software.
16. Maintain international GIS certification through the Geographic Information Systems Certification Institute.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 83,637	\$ 165,986	\$ 455,720	\$ 413,049	\$ 388,064
Operating	92,540	97,195	163,102	92,196	92,196
Capital	<u>6,630</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 182,807</b>	<b>\$ 263,181</b>	<b>\$ 618,822</b>	<b>\$ 505,245</b>	<b>\$ 480,260</b>

**STATEMENT OF PURPOSE**

To provide facilities maintenance and repair, management of new buildings projects, management of ongoing municipal service contracts related to City bricks and mortar assets and to ensure compliance with codes, mandates and ordinances. Manage capital outlay and special projects across all City departments including management and oversight of construction projects. Continuously encourage energy efficient initiatives and sustainable practices across the City by educating personnel through various media and applying concepts to projects as appropriate when funding is available. Assist Broadband Services as needed to ensure completion of scheduled video, phone and internet service. Provide Signs and Markings support to complete projects across the City associated with traffic safety and compliance.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Manage Buildings & Grounds and Building & Grounds Contracted Services line items.
2. Facilitate and manage completion of special projects and capital projects.
3. Continuously improve customer service.
4. Provide project management services as needed.
5. Encourage and implement energy efficient initiatives and sustainable practices.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Square Feet Maintained	190,760	190,760	190,760
Average Age of Facilities (years)	50	55	55
<b>Efficiency</b>			
Square Feet Maintained Per FTE	25,435	25,435	25,435
<b>Effectiveness</b>			
Cost (\$000s) of Unplanned Facilities Expenditures	\$ 60	\$ 60	\$ 60

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ 449,805	\$ 825,632	\$ 980,980	\$ 1,024,247	\$ 1,024,247
Operating	90,614	277,455	419,111	271,952	271,952
Capital	-	7,000	-	-	-
<b>TOTAL</b>	<b>\$ 540,419</b>	<b>\$ 1,110,087</b>	<b>\$ 1,400,091</b>	<b>\$ 1,296,199</b>	<b>\$ 1,296,199</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	416,368	387,159	407,827	358,849	358,849
Capital	<u>102,299</u>	<u>9,000</u>	<u>658,000</u>	<u>127,900</u>	<u>106,900</u>
<b>TOTAL</b>	<b>\$ 518,667</b>	<b>\$ 396,159</b>	<b>\$ 1,065,827</b>	<b>\$ 486,749</b>	<b>\$ 465,749</b>

**CAPITAL OUTLAY**

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
<b>City Office Building (000)</b>			
HVAC Replacement-COB	\$ 65,000	\$ 65,000	\$ 65,000
Price High School HVAC Replacement	20,000	-	-
Price High School Roof Replacement	510,100	-	-
<b>Zimmerman Building (250)</b>			
HVAC Replacement	38,400	38,400	38,400
<b>Park Ave-Code Enforcement (254)</b>			
HVAC Replacement	3,500	3,500	3,500
Replace Floors	<u>21,000</u>	<u>21,000</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 658,000</b>	<b>\$ 127,900</b>	<b>\$ 106,900</b>

**STATEMENT OF PURPOSE**

To provide administrative and maintenance services to the Plaza and its occupants. Ensure efforts continue to provide consistent economic vitality in the central business district and that residential, commercial and retail space is available in the downtown area.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	147,371	153,488	163,318	162,509	162,509
Capital	45,194	14,000	480,570	88,750	88,750
<b>TOTAL</b>	<b>\$ 192,565</b>	<b>\$ 167,488</b>	<b>\$ 643,888</b>	<b>\$ 251,259</b>	<b>\$ 251,259</b>

**CAPITAL OUTLAY**

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
HVAC Replacement	\$ 74,750	\$ 74,750	\$ 74,750
Roof Replacement	391,820	-	-
Refurbished Apartments	8,000	8,000	8,000
Appliance Replacements	6,000	6,000	6,000
<b>Total Capital Outlay</b>	<b>\$ 480,570</b>	<b>\$ 88,750</b>	<b>\$ 88,750</b>

**DEPARTMENT – Community Planning Services – Summary**

**SUMMARY STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 841,295	\$ 896,714	\$ 930,026	\$ 880,284	\$ 880,284
Operating	1,719,278	878,706	690,350	712,036	701,536
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,560,573</b>	<b>\$ 1,775,420</b>	<b>\$ 1,620,376</b>	<b>\$ 1,592,320</b>	<b>\$ 1,581,820</b>

**STATEMENT OF PURPOSE**

Community Planning Services promotes creative place-making through collaborative visioning and planning for community growth, development and reinvestment in downtown, neighborhoods, and transportation corridors. The department develops downtown, neighborhood, corridor and area plans in conjunction with representative stakeholders; works with other city departments, non-profit partners, organizations and citizens to implement adopted plans; leverages city resources with grants and contributions to accomplish the collective goals; and manages the One Stop Shop for Development as well as the Code Services Division.

**DEPARTMENTAL PERFORMANCE GOALS**

1. To engage citizens, neighborhoods, downtown stakeholders, city departments, other public/government entities, businesses and non-profit organizations in visioning and planning for community growth and redevelopment in Salisbury. Initiatives currently active or pending include:
  - Innes and Long Street Complete Streets Study
  - “Centerpiece” Project and related improvements in the East Square (N. Lee Street)
  - Dixonville Cemetery Memorial Design
  - South Main Street Corridor Study
  - West End Transformation
2. To implement sustainable urban planning and design that adds value and permanence to downtown, transportation corridors and neighborhoods through the application of the Land Development Ordinance and as outlined in City Council-adopted plans:
  - Vision 2020 Comprehensive Plan
  - 2010 Downtown Salisbury Master Plan
  - Completion and Connection Tourism Master Plan
  - Historic Preservation Master Plan
  - Bicycle Plan
3. To revitalize the downtown and neighborhoods in coordination with the Salisbury Community Development Corporation, Downtown Salisbury, Inc., the Housing Authority of the City of Salisbury, other city departments, boards and commissions, federal and state agencies, and citizens who stand to benefit, and to improve neighborhood and housing conditions through enforcement of city codes.
  - Downtown Residential Incentives
  - Housing Rehabilitation programs
  - BlockWork, Landscape of the Month and other community appearance initiatives
  - Historic Preservation Incentive Grants
  - Eastern Gateway, Park Avenue, North Main Street and other area plans
  - Nuisance Animal Task Force
4. To lead and collaborate on community endeavors related to economic development, historic preservation, tourism and arts and culture.
  - MSD and Innes Street Incentive Grants for the downtown
  - Public Art Committee / Sculpture Show / History & Art Trail
  - Downtown Salisbury Programs and Events
  - Tourism Development, Marketing and Promotions

### BUDGET REQUEST SUMMARY

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 312,610	\$ 318,482	\$ 342,621	\$ 347,774	\$ 347,774
Operating	1,183,304	316,077	186,692	264,292	253,792
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,495,914</b>	<b>\$ 634,559</b>	<b>\$ 529,313</b>	<b>\$ 612,066</b>	<b>\$ 601,566</b>



**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Rezoning Requests Processed	14	10	13
Number of New Businesses Issued Privilege License	112	125	125
<b>Efficiency</b>			
Average Number of Processing Days Per Rezoning Request	63	63	63
<b>Effectiveness</b>			
Percent of Rezoning Requests Approved as Presented	93%	60%	70%

### **BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 335,863	\$ 347,039	\$ 339,104	\$ 342,596	\$ 342,596
Operating	463,226	483,998	418,965	418,025	418,025
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 799,089</b>	<b>\$ 831,037</b>	<b>\$ 758,069</b>	<b>\$ 760,621</b>	<b>\$ 760,621</b>

**STATEMENT OF PURPOSE**

To enforce the codes of the City of Salisbury and improve the quality of life within our community through ensuring that our community is visually appealing, clean and safe. To uphold the codes and ordinances currently set in place while also updating and formulating new codes that will further the health, safety and welfare of the City. To maintain a high level of customer service to the public while carrying out our duties on a daily basis in an effort to continuously improve the City in which we live and work.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Focus on excellent customer service to all persons that our division comes in contact with or outside of the city limits.
2. Complete and adopt Standard Operating Policies, including a Safety Policy.
3. Continue to cross-train all officers in all areas of the city codes and ordinances.
4. Continue to work with newly formed Housing Advocacy Commission to improve and strengthen city minimum housing ordinances.
5. Continue to cross-train all officers in all areas of the city codes and ordinances.
6. Utilize CityView software to increase officer efficiency thus allowing more time to be spent in the field.
7. Establish communication or technology that will allow Police, Fire, and Code Services to be on one system and therefore become more cohesive with all three departments in order to improve the safety and integrity of neighborhoods.
8. Continue working relationships with Neighborhood Leaders Alliance, SNAG, Community Watch programs and other neighborhood organizations.
9. Provide staff support and assistance to the Housing Advocacy Commission.
10. Provide staff support and assistance to the Nuisance Animal Study Committee.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Total Number of Nuisance Cases Generated	1,000	865	900
<b>Efficiency</b>			
Cost Per Nuisance Case Abated (contractor)	\$ 90	\$ 83	\$ 83
<b>Effectiveness</b>			
Percentage of Cases Corrected By Owner	60%	70%	70%

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 14-15</b>	<b>FY 14-15</b>
Personnel	\$ 192,822	\$ 231,193	\$ 248,301	\$ 189,914	\$ 189,914
Operating	72,748	78,631	84,693	29,719	29,719
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 265,570</b>	<b>\$ 309,824</b>	<b>\$ 332,994</b>	<b>\$ 219,633</b>	<b>\$ 219,633</b>

**STATEMENT OF PURPOSE**

The City Engineering Department provides a centralized source of general engineering services for the City. Primary duties include reviewing engineering for private development, administering special projects, and serving as liaison to the Cabarrus Rowan MPO, NCDOT and NCDENR.

**DEPARTMENTAL PERFORMANCE GOALS - ENGINEERING**

1. Participate in TRC and Plan Review Committee
2. Manage the Closed-Loop Signal System to ensure compliance with NCDOT standards and establish efficient timing plans
3. Address citizen requests concerning traffic related issues
4. Apply for FRA Quiet Zone
5. Coordinate efforts with Cabarrus Rowan MPO
6. Represent City in Carolina Thread Trail County Master Plan
  - CMAQ grants and construction projects
  - Jake Alexander Boulevard Sidewalk near Salisbury Mall
  - Bringle Ferry Rd Sidewalk
  - Newsome Road Bike Lanes
  - Coordinate projects with NCDOT:
    - Salisbury Computerized Traffic Signal System Upgrade, C-5553
    - Klumac Road Grade Separation, U-3459
    - Peeler Road Grade Separation, P-5206A
  - NCDOT resurfacing contract (coordinate with CTP, Bicycle Plan, and City Departments)
  - Implement elements of the Comprehensive Bicycle Plan
7. Prepare Dam Emergency Action Plans in accordance with DENR guidelines
8. Serve as Subdivision Administrator
9. Administer National Flood Insurance Program (NFIP)
10. Administer Downtown R/W Use Permits
11. Administer street and alley closings in accordance with General Statutes
12. Participate in monthly SNAG meetings
13. Assist with citizen requests concerning drainage

**DEPARTMENTAL PERFORMANCE GOALS -STREET LIGHTING**

1. Administer citizen requests for improved street lighting in accordance with the City’s neighborhood street lighting petition policy.
2. Improve street lighting along thoroughfares in accordance with approved funding.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Street Lights</b>			
Duke Energy Leased	4,184	4,216	4,440
City Owned within Public Right-of-Way	90	92	92
Citizen Reported Outages Reported & Corrected	275	241	250
Total Petitions Created	9	54	9
Total Projects Designed	8	7	8
<b>Engineering Plan Review</b>			
Number of Projects Reviewed	50	45	50
Average Days to Approval (incl review by others)	28.2	25.5	22.0
<b>Permits</b>			
Floodplain	0	5	3
Water	8	9	10
Sewer	5	5	6
Right-of-Way Use	5	9	7
<b>Traffic Engineering</b>			
Major Studies	-	15	10
Petitions	13	3	8
Permanent Street/Alley Closings	1	4	2
<b>Special Projects</b>	-	7	4

**BUDGET REQUEST SUMMARY – 555 Engineering**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ 352,434	\$ 373,188	\$ 342,192	\$ 342,446	\$ 342,446
Operating	160,973	800,616	1,224,798	1,212,781	1,212,781
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 513,407</b>	<b>\$ 1,173,804</b>	<b>\$ 1,566,990</b>	<b>\$ 1,555,227</b>	<b>\$ 1,555,227</b>

**BUDGET REQUEST SUMMARY --- 552 Street Lighting**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	513,643	568,253	572,278	692,386	601,804
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 513,643</b>	<b>\$ 568,253</b>	<b>\$ 572,278</b>	<b>\$ 692,386</b>	<b>\$ 601,804</b>

**DEPARTMENT - Police - Summary**

**SUMMARY STATEMENT OF PURPOSE**

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

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Sworn Police Officers (Authorized Positions)	81	81	81
Total Incoming Calls (911, Direct-Dial, Information-Seeking, etc.)	62,007	64,761	66,005
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,381	2,348	2,390
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	2,029	2,156	2,230
Departmental Internal Affairs Investigated Complaints	13	12	12
<b>Efficiency</b>			
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	35,863	34,005	35,600
Part I Crimes Investigated By Criminal Investigations (CID) Division^^	245	264	256
Internal Affairs Complaints Sustained	3	4	4
<b>Effectiveness</b>			
Departmental Turn-Over Rate (Sworn Police Officers)	14.8%	14.8%	14.8%
Percent of Incoming Calls That Result in an Officer Dispatch	57.8%	52.5%	53.9%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	6.6%	6.9%	6.7%
CID Part I Case Clearance Rate ^^^	37%	31%	33%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	23.1%	33.3%	33.3%

^^^ 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**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 14-15</b>	<b>FY 14-15</b>
Personnel	\$ 5,591,330	\$ 5,290,776	\$ 5,500,656	\$ 5,461,610	\$ 5,461,610
Operating	1,353,482	1,469,575	1,497,042	1,342,610	1,342,610
Capital	<u>63,703</u>	<u>35,092</u>	<u>42,685</u>	<u>36,400</u>	<u>36,400</u>
<b>TOTAL</b>	<b>\$ 7,008,515</b>	<b>\$ 6,795,443</b>	<b>\$ 7,040,383</b>	<b>\$ 6,840,620</b>	<b>\$ 6,840,620</b>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Complete 9-1-1 Consolidation process with County.
2. Maintain high clearance rate for major criminal cases.
3. Shift focus from DARE and GREAT programs in our schools to the GREAT program only. Programs are somewhat redundant with each other and one will accomplish the same goal at a financial savings.
4. Expand GREAT program to our private schools, which currently do not receive this program.
5. Complete implementation of new Parking Citation Management Program.
6. Implement Back Up Polygraph Operator.
7. Implement rotational position within CID and Vice/Narcotics for developmental purposes.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 1,900,618	\$ 1,527,166	\$ 1,302,904	\$ 1,296,489	\$ 1,296,489
Operating	279,970	404,993	340,522	318,958	318,958
Capital	<u>80</u>	<u>-</u>	<u>6,285</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 2,180,668</b>	<b>\$ 1,932,159</b>	<b>\$ 1,649,711</b>	<b>\$ 1,615,447</b>	<b>\$ 1,615,447</b>

**CAPITAL OUTLAY**

	FY 14-15	FY 14-15	FY 14-15
<b>Administration (000)</b>			
Portable Alarm System	\$ <u>6,285</u>	\$ <u>-</u>	\$ <u>-</u>
<b>Total Capital Outlay</b>	<b>\$ <u>6,285</u></b>	<b>\$ <u>-</u></b>	<b>\$ <u>-</u></b>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Implement new plan to increase street patrol coverage via the hiring and training of Police Expeditors.
2. Implement new plan to improve upon relationships between department and community/neighborhoods.
3. Re-design geographical patrol grids to more closely mimic those used in Fire Department.
4. Complete plans to enhance Minority Recruiting and build upon new methods already implemented.
5. Implement educational incentive program for all police department employees with college degrees in order to retain current employees and attract other highly quality potential employees.
6. Implement monetary incentives for “State Certification Levels” for all police department employees in order to retain current employees and attract other high quality potential employees.
7. Build upon our new Police Cadet Program.
8. Build upon our newly created Police Athletic League (P.A.L.) in order to provide mentoring opportunities for youth.
9. Continue to improve communications throughout various components of the department.
10. Continued emphasis on the delivery of superior citizen service.
11. Continued emphasis on the professional development for management staff.

**BUDGET REQUEST SUMMARY**

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 494,810	\$ 454,138	\$ 516,093	\$ 506,126	\$ 506,126
Operating	457,478	326,388	445,731	369,510	369,510
Capital	<u>8,454</u>	<u>-</u>	<u>8,400</u>	<u>8,400</u>	<u>8,400</u>
<b>TOTAL</b>	<b>\$ 960,742</b>	<b>\$ 780,526</b>	<b>\$ 970,224</b>	<b>\$ 884,036</b>	<b>\$ 884,036</b>

**CAPITAL OUTLAY**

	FY 14-15	FY 14-15	FY 14-15
<b>Building Maintenance (301)</b>			
HVAC Replacement	\$ <u>8,400</u>	\$ <u>8,400</u>	\$ <u>8,400</u>
<b>Total Capital Outlay</b>	<b>\$ 8,400</b>	<b>\$ 8,400</b>	<b>\$ 8,400</b>



**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Implement the Police Expeditor program on each patrol team.
2. Evaluate the Expeditor program for effectiveness and enhanced street coverage.
3. Implement geographical grids that more closely mimic the Fire Department for patrol coverage.
4. Implement a bi-annual evaluation system to assure right officers are assigned to the PIT Team.
5. Conduct bi-annual mutual aid Weapons of Mass Destruction and Disaster Preparedness exercises to test, evaluate and maintain our emergency preparedness levels of service.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 3,195,902	\$ 3,309,472	\$ 2,724,829	\$ 2,713,881	\$ 2,713,881
Operating	616,034	738,194	661,515	617,634	617,634
Capital	<u>55,169</u>	<u>35,092</u>	<u>14,000</u>	<u>14,000</u>	<u>14,000</u>
<b>TOTAL</b>	<b>\$ 3,867,105</b>	<b>\$ 4,082,758</b>	<b>\$ 3,400,344</b>	<b>\$ 3,345,515</b>	<b>\$ 3,345,515</b>

**CAPITAL OUTLAY**

	FY 14-15	FY 14-15	FY 14-15
<b>Field Operations</b>			
Replace K-9 for David Team	\$ <u>14,000</u>	\$ <u>14,000</u>	\$ <u>14,000</u>
<b>Total Capital Outlay</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>

**STATEMENT OF PURPOSE**

To serve as the support for the Special Operations Division of the Police Department by providing for the Vice/Narcotics unit and the Street Crimes Unit, AKA PIT (Police Interdiction Team). Vice/Narcotics and PIT investigates and enforces complaints of drug, weapon and gang activity.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ 956,830	\$ 945,114	\$ 945,114
Operating	-	-	49,274	36,508	36,508
Capital	-	-	14,000	14,000	14,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,020,104</b>	<b>\$ 995,622</b>	<b>\$ 995,622</b>

**CAPITAL OUTLAY**

	FY 14-15	FY 14-15	FY 14-15
<b>Special Operations</b>			
Replace deceased K-9	\$ 14,000	\$ 14,000	\$ 14,000
<b>Total Capital Outlay</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>

**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.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Improve community life safety initiatives through response times to EMS and fire incidents by relocating a Squad from Station 2 to the Fire Station located at 1402 S. Main St.
  - Reduce average response times for cardiac and other critical medical incidents
  - Improve 2-in 2-out measures with quicker responses to Districts 2 and 3 where minimum staffing is routinely 3 personnel
2. Meet the community needs for special events coverage with medical stand-by crews by replacing current passenger van with an emergency transport unit.
3. Improve recruiting efforts and improve diversity by increasing live-in base and attending recruiting events at high schools in NC with firefighter based curriculums.
4. Continue to improve supervisory roles and responsibilities through new and continuing education training programs.
5. Establish a list of property sites conducive to the relocation of Fire Station.
6. Research ALS Paramedic response program and training schedule.
7. Update policies and procedures to improve fire ground operations and meet new ISO directives.
  - Improve public education events and provide a minimum of four (4) fire safety public announcements annually
  - Inspect all buildings according to NC Fire Code inspection schedule
  - Recognize and train to modern fire suppressions methods and standards; ISO topics and hours inclusive of all ranks and assignments
  - Implement AVL dispatch to incorporate closest unit response
  - Update hydrant maintenance schedule
  - Update policies, procedures and directives and response methods
  - Improve and expand training to incorporate quarterly training with surrounding departments
  - Improve Heavy Rescue certification to include surface water, lifeguard and trench rescue components
8. Expand Emergency Management and planning role/efforts.
9. Serve as City’s EM planning and preparation office.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
<b>Workload</b>	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
Total Calls	4,553	5,000	5,400
Fire Alarm Responses	554	575	650
Average Calls Per Day	12.5	13.7	15.0
Average Training Hours per firefighter per day	3.1	3.5	3.5
<b>Efficiency</b>			
Firefighters Per Shift Strength	22	22	22
Firefighters (Per Shift) Per 1,000 Population	0.67	0.67	0.67
Total Dollar Value of All Property Protected	\$ 2.7B	\$ 2.8B	\$ 2.9B
<b>Effectiveness</b>			
Fire Deaths (Civilians)	1	-	-
Fire Deaths (Firefighters)	-	-	-
Total Fire Loss (Dollars)	\$986,217	\$700,000	\$ 500,000
On Scene Time - % within 5 Minutes	37.6%	30.0%	35.0%

## BUDGET REQUEST SUMMARY

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 3,984,016	\$ 4,221,076	\$ 4,242,217	\$ 4,225,702	\$ 4,225,702
Operating	927,114	1,034,074	604,508	859,247	859,247
Capital	<u>32,524</u>	<u>10,000</u>	<u>1,111,430</u>	<u>1,081,430</u>	<u>1,081,430</u>
<b>TOTAL</b>	<b>\$ 4,943,654</b>	<b>\$ 5,265,150</b>	<b>\$ 5,958,155</b>	<b>\$ 6,166,379</b>	<b>\$ 6,166,379</b>

### CAPITAL OUTLAY

	FY 14-15	FY 14-15	FY 14-15
<b>Administration (000)</b>			
Upgrade interior/exterior at Station 5	\$ 30,000	\$ -	-
Replace SCBA - 90% grant funded	824,890	824,890	824,890
Upgrade Sprinkler & Exhaust at Station 5 - 90% grant funded	95,740	95,740	95,740
<b>Fire Station #51 (351)</b>			
Replace Thermal Image Camera	10,000	10,000	10,000
HVAC Replacement	132,000	132,000	132,000
Roof Repairs	3,000	3,000	3,000
<b>Fire Station #53 (353)</b>			
Roof Repairs	<u>15,800</u>	<u>15,800</u>	<u>15,800</u>
<b>Total Capital Outlay</b>	<b>\$ 1,111,430</b>	<b>\$ 1,081,430</b>	<b>\$ 1,081,430</b>

**DEPARTMENT - Public Services - Summary**

**SUMMARY STATEMENT OF PURPOSE**

To provide the citizens of Salisbury with street maintenance, collection and disposal of solid waste. To oversee the recycling program, and Public Transportation Program. This Department also provides maintenance of all City vehicles.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 2,563,993	\$ 2,263,164	\$ 2,341,291	\$ 2,165,208	\$ 1,465,723
Operating	2,759,852	2,304,961	2,564,308	2,564,777	2,395,329
Capital	<u>33,783</u>	<u>-</u>	<u>84,457</u>	<u>36,457</u>	<u>7,000</u>
<b>TOTAL</b>	<b>\$ 5,357,628</b>	<b>\$ 4,568,125</b>	<b>\$ 4,990,056</b>	<b>\$ 4,766,442</b>	<b>\$ 3,868,052</b>

**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, Solid Waste Management, Street Division and Transit Division.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 214,673	\$ 218,824	\$ 221,758	\$ 222,636	\$ 222,636
Operating	39,923	13,137	32,336	15,459	15,459
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 254,596</b>	<b>\$ 231,961</b>	<b>\$ 254,094</b>	<b>\$ 238,095</b>	<b>\$ 238,095</b>

**STATEMENT OF PURPOSE**

To provide the City with a resource capable of effectively monitoring and evaluating municipal traffic safety, traffic flow, and parking needs and to develop and implement programs designed to address those needs through a network of traffic signals, traffic control signs, pavement markings, parking control devices and engineering evaluations. To also provide for the lighting of the public streets and municipal property.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 351,842	\$ -	\$ -	\$ -	\$ -
Operating	131,525	42,089	-	-	-
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 483,367</b>	<b>\$ 42,089</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: In FY2013-14 Traffic Operations was merged with Infrastructure Services.

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

**Administration (000)**

Plan, design, budget, direct and support the construction and maintenance of City streets, sidewalks and drainage systems. Ensures compliance with all Federal and State storm water regulations. Provides inspections to all new construction. Maintain the City’s Powell Bill records. Coordinate with State inspectors to ensure proper maintenance to all City maintained bridges.

**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 request from contractors and property owners to install or repair new concrete facilities.

**Streets Miscellaneous Activities (425)**

Provide general labor and support to other City Divisions and Departments.

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

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

**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 snow and ice.

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

Provide maintenance and repair to sidewalks, driveways and curbs that is allowed under Powell Bill requirements.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
Lane Miles of Streets Paved	4.0	4.6	4.0
Lane Miles of Streets Maintained	345	342	342
Potholes Filled	570	848	750
Driveways	20	23	23
Sidewalks Replaced / Repaired - Feet	3,580	3,158	3,250
Curb & Gutter - Feet	1,056	1,185	1,100
New Handicap Ramps	18	12	15



**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 576,812	\$ 694,230	\$ 718,407	\$ 704,256	\$ 704,256
Operating	1,010,578	715,266	917,278	971,205	893,205
Capital	<u>20,361</u>	<u>-</u>	<u>48,000</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 1,607,751</b>	<b>\$ 1,409,496</b>	<b>\$ 1,683,685</b>	<b>\$ 1,675,461</b>	<b>\$ 1,597,461</b>

**CAPITAL OUTLAY**

	FY 14-15	FY 14-15	FY 14-15
<b>Snow/Ice Bridge Maint (427)</b>			
Brine Mixing Station	\$ 25,000	\$ -	\$ -
Brine Spray Applicator	<u>23,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 48,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To maintain a clean, healthy environment for the citizens of Salisbury through the regular collection, transportation, and disposal of industrial, commercial and residential refuse and other debris using an effective, efficient system of waste management with more education on recycling. By doing this, we will reduce the amount of solid waste generated and disposed of at the landfill.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue a tagging system to reduce the number of carts and bins being left on the curb after collection.
2. Work closely with the recycling contractor on educating the citizens of Salisbury about recycling.
3. Ensure the Solid Waste division can supply service at anytime, after hours and even during emergencies.
4. Strive to provide excellent customer service to all our citizens in all areas on a daily basis.
5. Assist Code Services in the enforcement of City policy.
6. Continue to work on rollout organization to ensure that every home/business has the right rollout carts and is charged for service.
7. Continue cleaning and repairing old rollouts to give to residents at no charge if their rollout is missing.
8. Protect public health, welfare and the environment.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
City-Collected Garbage - Tons	7,438	7,300	7,600
Contracted Residential Recycling - Tons	1,485	1,600	1,700
Special Events Supported	10	15	18

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 14-15</b>	<b>FY 14-15</b>
Personnel	\$ 433,005	\$ 413,320	\$ 438,035	\$ 326,585	\$ 326,585
Operating	899,944	901,951	945,067	924,649	924,649
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,332,949</b>	<b>\$ 1,315,271</b>	<b>\$ 1,383,102</b>	<b>\$ 1,251,234</b>	<b>\$ 1,251,234</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 335,632	\$ 251,757	\$ 260,188	\$ 212,246	\$ 212,246
Operating	158,801	110,438	112,012	107,676	107,676
Capital	-	-	7,000	7,000	7,000
<b>TOTAL</b>	<b>\$ 494,433</b>	<b>\$ 362,195</b>	<b>\$ 379,200</b>	<b>\$ 326,922</b>	<b>\$ 326,922</b>

**CAPITAL OUTLAY**

		FY 14-15	FY 14-15	FY 14-15
Purchase Log Splitter		\$ 7,000	\$ 7,000	\$ 7,000
<b>Total Capital Outlay</b>		<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>

**STATEMENT OF PURPOSE**

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

**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**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Vehicles Maintained	352	313	301
Other Equipment Maintained	458	472	479
Buses Maintained	10	9	10

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ 652,029	\$ 685,033	\$ 702,903	\$ 699,485	\$ 699,485
Operating	105,607	108,606	103,275	91,448	91,448
Capital	<u>13,422</u>	<u>-</u>	<u>29,457</u>	<u>29,457</u>	<u>29,457</u>
<b>TOTAL</b>	<b>\$ 771,058</b>	<b>\$ 793,639</b>	<b>\$ 835,635</b>	<b>\$ 820,390</b>	<b>\$ 820,390</b>

**CAPITAL OUTLAY**

	Requested	Mgr Recommends	Adopted
	FY 14-15	FY 14-15	FY 14-15
HVAC Replacement	\$ 20,900	\$ 20,900	\$ 20,900
Upgrade Shop Lighting	<u>8,557</u>	<u>8,557</u>	<u>8,557</u>
<b>Total Capital Outlay</b>	<b>\$ 29,457</b>	<b>\$ 29,457</b>	<b>\$ 29,457</b>

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

**553**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	413,474	413,474	454,340	454,340	454,340
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 413,474</b>	<b>\$ 413,474</b>	<b>\$ 454,340</b>	<b>\$ 454,340</b>	<b>\$ 454,340</b>

**DEPARTMENT – Education**

**641**

**STATEMENT OF PURPOSE**

To provide for funding the Supplementary Education System.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	38,107	38,107	38,107	38,107	38,107
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 38,107</b>	<b>\$ 38,107</b>	<b>\$ 38,107</b>	<b>\$ 38,107</b>	<b>\$ 38,107</b>

**DEPARTMENT – Debt Service**

**901**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,596,700	2,087,473	1,407,014	1,409,414	1,409,414
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,596,700</b>	<b>\$ 2,087,473</b>	<b>\$ 1,407,014</b>	<b>\$ 1,409,414</b>	<b>\$ 1,409,414</b>

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of City-owned parks, cemeteries, landscapes and urban forest resources along with diversified programs that meet the current and future needs of the community. To provide staff support to the Salisbury Tree Board, Hurley Park Advisory Committee, Salisbury Greenway Committee and the Salisbury Parks and Recreation Advisory Board.

**DEPARTMENTAL PERFORMANCE GOALS**

1. 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.
2. Develop a downtown streetscape maintenance improvement plan.
3. Develop programs and facilities in support of the Choice Neighborhood Grant and West End Transformation.
4. Continue to monitor and evaluate the department programs, services, parks and cemeteries for efficient and effective service delivery.
5. Provide code enforcement and nuisance abatement services as part of the neighborhood improvement initiative.
6. Provide staff support to the Salisbury Tree Board, Greenway Committee, Hurley Park Advisory Board and Salisbury Parks and Recreation Advisory Board.
7. Provide maintenance for Salisbury-Rowan Utilities and North Carolina DOT contracts.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Acres of Park Space Owned	508	508	508
Acres of Park Space Maintained ^	229	229	229
Yards of Greenway Maintained	7,106	7,106	7,106
Number of Athletic Fields and Athletic Surfaces Maintained	34	34	34
<b>Effectiveness</b>			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%

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

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ 2,113,077	\$ 1,551,536	\$ 1,592,356	\$ 1,523,699	\$ 1,523,699
Operating	1,101,691	880,903	925,050	743,859	743,859
Capital	<u>122,635</u>	<u>164,365</u>	<u>327,300</u>	<u>294,050</u>	<u>294,050</u>
<b>TOTAL</b>	<b>\$ 3,337,403</b>	<b>\$ 2,596,804</b>	<b>\$ 2,844,706</b>	<b>\$ 2,561,608</b>	<b>\$ 2,561,608</b>

## CAPITAL OUTLAY

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
<b>Administration (100)</b>			
Parks & Facilities Repair/Improvement	\$ 66,500	\$ 33,250	\$ 33,250
<b>Civic Center (601)</b>			
HVAC Replacement	21,000	21,000	21,000
<b>City Park (602)</b>			
HVAC Replacement	22,000	22,000	22,000
<b>Hall Gym (606)</b>			
HVAC Replacement-Office & Addition for Gym	190,000	190,000	190,000
<b>Ground Maintenance (609)</b>			
HVAC Replacement	12,800	12,800	12,800
Roof Repairs	15,000	15,000	15,000
<b>Total Capital Outlay</b>	<b>\$ 327,300</b>	<b>\$ 294,050</b>	<b>\$ 294,050</b>



**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2015  
With Estimated Actual for Year Ending June 30, 2014 and  
Actual for Year Ended June 30, 2013

	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Estimate</u>	<u>2015</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 18,147	\$ 10,000	\$ 15,000
Other	<u>-</u>	<u>64,000</u>	<u>64,000</u>
Total revenues	<u>\$ 18,147</u>	<u>\$ 74,000</u>	<u>\$ 79,000</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ 1,125,202	\$ 501,006
Operating transfer from General Fund	<u>1,709,358</u>	<u>1,506,200</u>	<u>1,548,801</u>
Total other financing sources	<u>\$ 1,709,358</u>	<u>\$ 2,631,402</u>	<u>\$ 2,049,807</u>
Total revenues and other financing sources	<u>\$ 1,727,505</u>	<u>\$ 2,705,402</u>	<u>\$ 2,128,807</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 FY12-13	Budgeted FY13-14	Requested FY14-15	Mgr Recommends FY14-15	Adopted FY14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	254,304	426,102	312,714	312,714	312,714
Capital	1,098,042	1,152,139	2,568,191	1,816,093	1,816,093
<b>TOTAL</b>	<b>\$ 1,352,346</b>	<b>\$ 1,578,241</b>	<b>\$ 2,880,905</b>	<b>\$ 2,128,807</b>	<b>\$ 2,128,807</b>

**CAPITAL OUTLAY**

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
<b>City Council</b>			
Computer Equipment Replacement	\$ 33,075	\$ 33,075	\$ 33,075
	<b>\$ 33,075</b>	<b>\$ 33,075</b>	<b>\$ 33,075</b>
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	\$ 2,900	\$ 2,900	\$ 2,900
<b>Total Capital Outlay</b>	<b>\$ 2,900</b>	<b>\$ 2,900</b>	<b>\$ 2,900</b>
<b>Public Information &amp; Marketing</b>			
Computer Equipment Replacement	\$ 20,882	\$ 20,882	\$ 20,882
<b>Total Capital Outlay</b>	<b>\$ 20,882</b>	<b>\$ 20,882</b>	<b>\$ 20,882</b>
<b>Human Resources</b>			
Computer Equipment Replacement	\$ 7,000	\$ 7,000	\$ 7,000
<b>Total Capital Outlay</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>
<b>Network Operations Center</b>			
Computer Equipment Replacement	\$ 2,900	\$ 2,900	\$ 2,900
<b>Total Capital Outlay</b>	<b>\$ 2,900</b>	<b>\$ 2,900</b>	<b>\$ 2,900</b>
<b>Information Technologies</b>			
Computer Equipment Replacement	\$ 256,294	\$ 232,894	\$ 232,894
ADD-CORE End of Life Equipment Replacement	65,825	65,825	65,825
ADD-Provisioning & Management Switch Upgrade	35,412	35,412	35,412
ADD - SAN Storage	50,000	25,000	25,000
<b>Total Capital Outlay</b>	<b>\$ 407,531</b>	<b>\$ 359,131</b>	<b>\$ 359,131</b>
<b>Financial Services - Administration</b>			
Computer Equipment Replacement	\$ 4,817	\$ 4,817	\$ 4,817
<b>Total Capital Outlay</b>	<b>\$ 4,817</b>	<b>\$ 4,817</b>	<b>\$ 4,817</b>
<b>Financial Services-Business and Sales</b>			
Computer Equipment Replacement	\$ 23,158	\$ 23,158	\$ 23,158
<b>Total Capital Outlay</b>	<b>\$ 23,158</b>	<b>\$ 23,158</b>	<b>\$ 23,158</b>

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
<b>Infrastructure Management</b>			
Computer Equipment Replacement	\$ 5,401	\$ 5,401	\$ 5,401
ADD LM42 Drop Plow	46,000	-	-
ADD Trailer for Drop Plow	5,500	-	-
<b>Total Capital Outlay</b>	<b>\$ 56,901</b>	<b>\$ 5,401</b>	<b>\$ 5,401</b>
<b>City Office Buildings</b>			
Computer Equipment Replacement	\$ 4,000	\$ 4,000	\$ 4,000
<b>Total Capital Outlay</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<b>Community Planning Services - Planning</b>			
Computer Equipment Replacement	\$ 4,710	\$ 4,710	\$ 4,710
<b>Total Capital Outlay</b>	<b>\$ 4,710</b>	<b>\$ 4,710</b>	<b>\$ 4,710</b>
<b>GIS</b>			
Computer Equipment Replacement	\$ 12,400	\$ 12,400	\$ 12,400
<b>Total Capital Outlay</b>	<b>\$ 12,400</b>	<b>\$ 12,400</b>	<b>\$ 12,400</b>
<b>Community Planning Services - Code Services</b>			
Computer Equipment Replacement	\$ 1,700	\$ 1,700	\$ 1,700
<b>Total Capital Outlay</b>	<b>\$ 1,700</b>	<b>\$ 1,700</b>	<b>\$ 1,700</b>
<b>Community Planning Services - Development Services</b>			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
<b>Total Capital Outlay</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>
<b>Police-Services</b>			
Computer Equipment Replacement	\$ 29,800	\$ 29,800	\$ 29,800
<b>Total Capital Outlay</b>	<b>\$ 29,800</b>	<b>\$ 29,800</b>	<b>\$ 29,800</b>
<b>Police-Administration</b>			
Computer Equipment Replacement	\$ 9,835	\$ 9,835	\$ 9,835
<b>Total Capital Outlay</b>	<b>\$ 9,835</b>	<b>\$ 9,835</b>	<b>\$ 9,835</b>
<b>Police-Operations</b>			
Computer Equipment Replacement	\$ 43,050	\$ 43,050	\$ 43,050
Replace 8 cameras @ \$5,300 ea. (ES20322; ES14915; ES8197; ES16886; ES20315; ES8199; ES10205; ES20321)	42,400	42,400	42,400
Replace PD00502 2005 Crown Vic w/ Patrol Vehicle	36,006	36,006	36,006
Replace PD00504 2005 Crown Vic w/ Patrol Vehicle	36,006	36,006	36,006
Replace PD00505 2005 Crown Vic w/ Patrol Vehicle	36,006	36,006	36,006
Replace PD00506 2005 Crown Vic w/ Patrol Vehicle	36,006	36,006	36,006
Replace PD00507 2005 Crown Vic w/ Patrol Vehicle	36,006	36,006	36,006
Replace PD00508 2005 Crown Vic w/ Patrol Vehicle	36,006	36,006	36,006
Replace PD00511 2005 Crown Vic w/ Tahoe	34,484	34,484	34,484
Replace PD00512 2005 Crown Vic w/ K-9 Tahoe	37,090	37,090	37,090
Replace PD00603 2006 Crown Vic w/ Patrol Vehicle	36,006	36,006	36,006
<b>Total Capital Outlay</b>	<b>\$ 409,066</b>	<b>\$ 409,066</b>	<b>\$ 409,066</b>

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
<b>Fire</b>			
Computer Equipment Replacement	\$ 27,822	\$ 27,822	\$ 27,822
Replace FD58803 & FD58804 Pumper w/ Pumper	501,006	501,006	501,006
Replace FD19401 Passenger Van w/ Ambulance	87,556	-	-
<b>Total Capital Outlay</b>	<b>\$ 616,384</b>	<b>\$ 528,828</b>	<b>\$ 528,828</b>
<b>Telecommunications</b>			
Computer Equipment Replacement	\$ 84,645	84,645	84,645
ADD - UPS Battery Backup at PD	9,232	9,232	9,232
ADD - Laptop	-	2,500	2,500
<b>Total Capital Outlay</b>	<b>\$ 93,877</b>	<b>\$ 96,377</b>	<b>\$ 84,645</b>
<b>Engineering</b>			
Computer Equipment Replacement	\$ 29,150	\$ 29,150	\$ 29,150
<b>Total Capital Outlay</b>	<b>\$ 29,150</b>	<b>\$ 29,150</b>	<b>\$ 29,150</b>
<b>Public Services - Street</b>			
Computer Equipment Replacement	\$ 3,600	\$ 3,600	\$ 3,600
Replace ST49102 Rubber Tire Loader w/like Equipment	181,000	181,000	181,000
Replace ST29302 Dump Truck & ST39706 Leaf Machine w/ Swaploader	219,007	-	-
<b>Total Capital Outlay</b>	<b>\$ 403,607</b>	<b>\$ 184,600</b>	<b>\$ 184,600</b>
<b>Public Services - Solid Waste Mgmt</b>			
Replace SW10006 & SW10008 F150 w/ 3/4 Ton Truck	\$ 25,880	\$ -	\$ -
Replace SW20401 2004 Crane Carrier Rear Loader Refuse Truck w/ Automated Truck	251,106	-	-
<b>Total Capital Outlay</b>	<b>\$ 276,986</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Public Services - Fleet</b>			
Computer Equipment Replacement	\$ 4,600	\$ 4,600	\$ 4,600
<b>Total Capital Outlay</b>	<b>\$ 4,600</b>	<b>\$ 4,600</b>	<b>\$ 4,600</b>
<b>Parks &amp; Recreation</b>			
Computer Equipment Replacement	\$ 22,256	\$ 22,256	\$ 22,256
Replace PR60902 Exmark w/ Ventrac 4500KT	31,358	-	-
Replace PR60703 Exmark w/ Ventrac 4500KT	28,046	-	-
Replace CD69901 John Deere w/ John Deere 3046R	28,852	-	-
<b>Total Capital Outlay</b>	<b>\$ 110,512</b>	<b>\$ 22,256</b>	<b>\$ 22,256</b>
<b>Debt Service</b>			
Principal and Interest	\$ 312,714	\$ 312,714	\$ 312,714
<b>Total Operating</b>	<b>\$ 312,714</b>	<b>\$ 312,714</b>	<b>\$ 312,714</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2015  
With Estimated Actual for the Year Ending June 30, 2014 and  
Actual for the Year Ended June 30, 2013

	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 20,874,536	\$ 20,877,444	\$ 21,300,337
Water and sewer taps	<u>234,965</u>	<u>281,181</u>	<u>270,000</u>
Total operating revenues	<u>\$ 21,109,501</u>	<u>\$ 21,158,625</u>	<u>\$ 21,570,337</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 26,112	\$ 14,581	\$ 25,000
Miscellaneous revenues	<u>1,435,090</u>	<u>2,301,536</u>	<u>1,112,000</u>
Total nonoperating revenues	<u>\$ 1,461,202</u>	<u>\$ 2,316,117</u>	<u>\$ 1,137,000</u>
Total revenues and other financing sources	<u><u>\$ 22,570,703</u></u>	<u><u>\$ 23,474,742</u></u>	<u><u>\$ 22,707,337</u></u>

**CITY OF SALISBURY**  
**FY 2014-2015 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>	
	<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>		<b>FY 14-15</b>		<b>FY 14-15</b>	
<b>REVENUE</b>	\$	22,570,702	\$	23,891,874	\$	22,795,429	\$	22,795,429	\$	22,707,337
<b>EXPENSES</b>										
		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
		<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>		<b>FY 14-15</b>		<b>FY 14-15</b>
<b>UTILITIES MGT &amp; ADMINISTRATION</b>										
Personnel	\$	759,769	\$	815,009	\$	833,395	\$	832,434	\$	832,434
Operations		8,395,130		3,467,506		4,335,922		3,777,958		3,777,958
Capital		529,698		975,933		9,200		9,200		9,200
<b>TOTAL</b>	\$	9,684,597	\$	5,258,448	\$	5,178,517	\$	4,619,592	\$	4,619,592
<b>PLANT OPERATIONS - WATER TREATMENT</b>										
Personnel	\$	505,262	\$	530,714	\$	547,764	\$	545,407	\$	545,407
Operations		904,507		1,099,226		1,097,734		1,091,899		1,091,899
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	1,409,769	\$	1,629,940	\$	1,645,498	\$	1,637,306	\$	1,637,306
<b>SYSTEMS MAINTENANCE</b>										
Personnel	\$	1,287,266	\$	1,652,268	\$	1,718,071	\$	1,675,389	\$	1,587,297
Operations		1,161,217		1,838,014		2,565,401		1,865,651		1,865,651
Capital		264,514		1,074,131		1,079,588		407,850		407,850
<b>TOTAL</b>	\$	2,712,997	\$	4,564,413	\$	5,363,060	\$	3,948,890	\$	3,860,798
<b>ENVIRONMENTAL SERVICES</b>										
Personnel	\$	474,861	\$	494,360	\$	500,738	\$	505,820	\$	505,820
Operations		99,566		116,216		118,623		112,851		112,851
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	574,427	\$	610,576	\$	619,361	\$	618,671	\$	618,671
<b>PLANT OPERATIONS - WASTEWATER TREATMENT</b>										
Personnel	\$	796,876	\$	826,561	\$	857,559	\$	850,647	\$	850,647
Operations		1,642,500		1,981,766		1,926,332		1,964,869		1,964,869
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	2,439,376	\$	2,808,327	\$	2,783,891	\$	2,815,516	\$	2,815,516
<b>METER SERVICES</b>										
Personnel	\$	538,857	\$	566,255	\$	582,003	\$	579,748	\$	579,748
Operations		124,904		123,870		125,760		117,767		117,767
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	663,761	\$	690,125	\$	707,763	\$	697,515	\$	697,515
<b>PLANTS MAINTENANCE</b>										
Personnel	\$	619,808	\$	663,135	\$	669,284	\$	668,552	\$	668,552
Operations		1,328,625		1,444,506		2,032,058		1,499,294		1,499,294
Capital		43,899		-		-		-		-
<b>TOTAL</b>	\$	1,992,332	\$	2,107,641	\$	2,701,342	\$	2,167,846	\$	2,167,846

	<b>Actual FY 12-13</b>		<b>Budgeted FY 13-14</b>		<b>Requested FY 14-15</b>		<b>Mgr Recommends FY 14-15</b>		<b>Adopted FY 14-15</b>	
<b>DEBT SERVICE</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,718,822		6,222,404		6,290,093		6,290,093		6,290,093
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>1,718,822</b>	<b>\$</b>	<b>6,222,404</b>	<b>\$</b>	<b>6,290,093</b>	<b>\$</b>	<b>6,290,093</b>	<b>\$</b>	<b>6,290,093</b>
<b>CAPITAL PROJECTS</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
<b>GRAND TOTAL</b>										
Personnel	\$	4,982,699	\$	5,548,302	\$	5,708,814	\$	5,657,997	\$	5,569,905
Operations		15,375,271		16,293,508		18,491,923		16,720,382		16,720,382
Capital		838,111		2,050,064		1,088,788		417,050		417,050
<b>TOTALS</b>	<b>\$</b>	<b>21,196,081</b>	<b>\$</b>	<b>23,891,874</b>	<b>\$</b>	<b>25,289,525</b>	<b>\$</b>	<b>22,795,429</b>	<b>\$</b>	<b>22,707,337</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Continue efforts toward rate stabilization and overall fiscal stability.
2. Implement procedures to enable an annual water audit.
3. Increase stakeholder communications and public education.
4. Protect and defend Salisbury and Rowan County’s water rights and supply.
5. Continue to participate in High Rock Lake Total Maximum Daily Load (TMDL) process.
6. Assist in cooperative effort with County to extend water and sewer to growth corridors.
7. Pursue appropriate expansion of SRU system.
8. Complete an update of the Vulnerability Assessment.
9. Provide improved project design and better construction management resulting in the timely completion of water and sewer extension projects.
10. Implement first phase of Automated Metering Infrastructure Program.
11. Develop, fund, and implement a sustainable capital improvement program (CIP).

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Administrative Workload</b>			
FTEs	92	92	90
Total Estimated Population Receiving Water Service (countywide)	52,600	52,700	52,800
Total Estimated Population Receiving Sewer Service (countywide)	51,750	51,850	52,000
Land Area Spanned for Water Service (square miles)	47	47	48
Land Area Spanned for Sewer Service (square miles)	45	45	46
Number of Water Connections	20,569	20,680	20,725
Number of Sewer Connections	17,542	17,650	17,700
Residential Water Rate (per 1 CCF) *	\$ 3.49	\$ 3.49	\$ 3.63
Residential Sewer Rate (per 1 CCF)	\$ 4.76	\$ 4.76	\$ 4.83
<b>Administrative Efficiency</b>			
Employee Turnover Rate	7.6%	5.4%	7.0%
Operating Costs Per 1,000 Population Served (water)	\$ 154,205	\$ 151,324	\$ 152,000
FTEs Per Square Mile Served	2	2	2
Average Residential Utility Bill as Percent of Median Income	2.25%	2.25%	2.30%
<b>Administrative Effectiveness</b>			
Average Years of Experience	11	11	11
Complaints Per Million Gallons Sold	0	0	0
Service Density (Population Served per Square Mile) - Water	1,117	1,117	1,112
Service Density (Population Served per Square Mile) - Sewer	1,142	1,145	1,143
Average Residential Rate Increase (% over prior year)	0	0	2.45

\* 1 CCF = 100 cubic feet of water

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 759,769	\$ 815,009	\$ 833,395	\$ 832,434	\$ 832,434
Operating	8,395,130	3,467,506	4,335,922	3,777,958	3,777,958
Capital	<u>529,698</u>	<u>975,933</u>	<u>9,200</u>	<u>9,200</u>	<u>9,200</u>
<b>TOTAL</b>	<b>\$ 9,684,597</b>	<b>\$ 5,258,448</b>	<b>\$ 5,178,517</b>	<b>\$ 4,619,592</b>	<b>\$ 4,619,592</b>

**CAPITAL OUTLAY**

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
<b>Utilities GIS (801)</b>			
Replace handheld GPS unit	\$ <u>9,200</u>	\$ <u>9,200</u>	\$ <u>9,200</u>
<b>Total Capital Outlay</b>	<b>\$ 9,200</b>	<b>\$ 9,200</b>	<b>\$ 9,200</b>



**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Provide opportunities for staff training and development.
2. Pursue appropriate expansion of SRU system.
3. Implement procedures to enable an annual water audit.

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Water Treatment Workload</b>			
Number of Water Treatment FTEs (includes lab & maintenance)	10	10	10
Millions of Gallons Potable Water Produced	3,055	3,160	3,200
Number of Water Quality Complaints	40	38	38
Number of Water Analyses Performed	95,160	95,150	95,150
<b>Water Treatment Efficiency</b>			
Cost Per Million Gallons of Potable Water Produced	\$602	\$609	\$605
<b>Water Treatment Effectiveness</b>			
Average Water Plant Operational Capacity	34.9%	36.1%	36.5%
Average Daily Potable Water Turbidity (NTU)	0.06	0.06	0.06
Percent of Potable Water Sold to Total Treated	69.8%	72.0%	72.0%

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ 505,262	\$ 530,714	\$ 547,764	\$ 545,407	\$ 545,407
Operating	904,507	1,099,226	1,097,734	1,091,899	1,091,899
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,409,769</b>	<b>\$ 1,629,940</b>	<b>\$ 1,645,498</b>	<b>\$ 1,637,306</b>	<b>\$ 1,637,306</b>

**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**

	<b>FY 2013 Actual</b>	<b>FY 2014 Estimate</b>	<b>FY 2015 Projected</b>
<b>Distribution &amp; Collection Workload</b>			
Inch Miles of Distribution Line Maintained	3,875	3,950	4,025
Inch Miles of Collection Line Maintained	4,260	4,430	4,450
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	35	36	36
Total Water, Sewer & Irrigation Taps Installed by SRU	133	175	175
Distribution Line Failures	102	130	130
Collection Line Failures	31	40	40
Reported Complaints	472	450	450
<b>Distribution &amp; Collection Efficiency</b>			
Cost Per Inch Mile of Distribution Line Maintained	\$ 282	\$ 285	\$ 290
Cost Per Inch Mile of Collection Line Maintained	\$ 298	\$ 202	\$ 240
<b>Distribution &amp; Collection Effectiveness</b>			
Failures Per Inch Mile of Distribution Line Maintained	0.026	0.033	0.032
Incidents Per Inch Mile of Collection Line Maintained	0.007	0.009	0.009

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 1,287,266	\$ 1,652,268	\$ 1,718,071	\$ 1,675,389	\$ 1,587,297
Operating	1,161,217	1,838,014	2,565,401	1,865,651	1,865,651
Capital	<u>\$ 264,514</u>	<u>1,074,131</u>	<u>1,079,588</u>	<u>407,850</u>	<u>407,850</u>
<b>TOTAL</b>	<b>\$ 2,712,997</b>	<b>\$ 4,564,413</b>	<b>\$ 5,363,060</b>	<b>\$ 3,948,890</b>	<b>\$ 3,860,798</b>

**CAPITAL OUTLAY**

	Requested FY 14-15		Mgr Recommends FY 14-15		Adopted FY 14-15
<b>W-S Maint/Constr (100)</b>					
Covered Materials Shelter at Landfill	\$ 29,850	\$	29,850	\$	29,850
<b>W-S Maint/Constr (854)</b>					
Two-SL Sewer Rat Devices	48,000		28,000		28,000
<b>Water Sewer Extensions (857)</b>					
Town of China Grove-Water	25,000		25,000		25,000
Town of Granite Quarry-Water	50,000		50,000		50,000
Town of Rockwell-Water	25,000		25,000		25,000
Town of Spencer-Water	25,000		25,000		25,000
Forest Glen, Phase III-Water	25,869		-		
Water Line Extensions, undesignated	50,000		-		
Town of China Grove-Sewer	25,000		25,000		25,000
Town of Rockwell-Sewer	25,000		25,000		25,000
Town of Spencer-Sewer	25,000		25,000		25,000
Forest Glen, Phase III-Sewer	25,869		-		
Sewer Line Extensions, undesignated	50,000		-		
Centerview Lift Station Outfall	500,000		-		
NCDOT Project (100% Developer Funded)	150,000		150,000		150,000
<b>Total Capital Outlay</b>	<b>\$ 1,079,588</b>	<b>\$</b>	<b>407,850</b>	<b>\$</b>	<b>407,850</b>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Environmental Services Workload</b>			
Lab-Number of tests that wastewater lab is certified to perform	28	28	29
Lab-Number of Wastewater Analyses Performed-Estimate	9,000	9,000	9,000
Pretreatment - Number of Permitted Industries (SIUs and Locals)	11	10	10
PT- Number of Inspections completed	8	10	10
PT- Surcharge	\$269,726	\$200,000	\$200,000
PT-Number of NOV's issued	18	10	10
PT- Amount of Penalties issued	2,500	7,500	2,000
FOG - Number of regulated Food Service Establishments (FSEs)	298	300	305
FOG- Number of Inspections completed	380	305	305
FOG- Number of NOV's issued	11	10	5
FOG- Amount of penalties issued	\$2,100	\$1,500	\$500

SIU= Significant Industrial User

PT = Pre-Treatment

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ 474,861	\$ 494,360	\$ 500,738	\$ 505,820	\$ 505,820
Operating	99,566	116,216	118,623	112,851	112,851
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 574,427</b>	<b>\$ 610,576</b>	<b>\$ 619,361</b>	<b>\$ 618,671</b>	<b>\$ 618,671</b>

**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**

	<u>FY 2013 Actual</u>	<u>FY 2014 Estimate</u>	<u>FY 2015 Projected</u>
<b>Wastewater Treatment Workload</b>			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	31	31	31
Millions of Gallons Wastewater Treated	2,318	2,500	2,400
Tons of Dry Bio-Solids Land-Applied	1,493	1,500	1,500
<b>Wastewater Treatment Efficiency</b>			
Number of FTEs Per Wastewater Treatment Plant	15.5	15.5	15.5
Cost Per Million Gallons of Wastewater Treated	\$1,995	\$1,694	\$1,800
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$565	\$487	\$485
<b>Wastewater Treatment Effectiveness</b>			
Average Wastewater Plant Operational Capacity	51%	55%	53%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	11.7	9.0	8.5
Percent of Treated Wastewater Billed	53%	55%	60%
Gallons of Wastewater Returned Per Potable Gallons Produced	0.76	0.79	0.75
Pounds of Solids Out Per Pounds In (de-water/land apply)	3745/2986	3750/3000	3750/3000

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 796,876	\$ 826,561	\$ 857,559	\$ 850,647	\$ 850,647
Operating	1,642,500	1,981,766	1,926,332	1,964,869	1,964,869
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,439,376</b>	<b>\$ 2,808,327</b>	<b>\$ 2,783,891</b>	<b>\$ 2,815,516</b>	<b>\$ 2,815,516</b>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Meter Readings Per Fiscal Year	254,976	255,000	255,250
<b>Efficiency</b>			
Cost Per 100 Meter Readings	\$ 213	\$ 206	\$ 205
<b>Effectiveness</b>			
Percent of Meters Misread	0.07%	0.06%	0.06%

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 14-15
Personnel	\$ 538,857	\$ 566,255	\$ 582,003	\$ 579,748	\$ 579,748
Operating	124,904	123,870	125,760	117,767	117,767
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 663,761</b>	<b>\$ 690,125</b>	<b>\$ 707,763</b>	<b>\$ 697,515</b>	<b>\$ 697,515</b>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue and increase inflow and infiltration reduction efforts.
2. Provide opportunities for staff training and development.
3. Continue to implement lift station improvement plan for east Rowan and China Grove service areas.

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
Personnel	\$ 619,808	\$ 663,135	\$ 669,284	\$ 668,552	\$ 668,552
Operating	1,328,625	1,444,506	2,032,058	1,499,294	1,499,294
Capital	<u>43,899</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 1,992,332</b>	<b>\$ 2,107,641</b>	<b>\$ 2,701,342</b>	<b>\$ 2,167,846</b>	<b>\$ 2,167,846</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,718,822	6,222,404	6,290,093	6,290,093	6,290,093
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 1,718,822</b>	<b>\$ 6,222,404</b>	<b>\$ 6,290,093</b>	<b>\$ 6,290,093</b>	<b>\$ 6,290,093</b>

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

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2015  
With Estimated Actual for the Year Ending June 30, 2014 and  
Actual for the Year Ended June 30, 2013

	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Estimate</u>	<u>2015</u> <u>Budget</u>
<b>REVENUES:</b>			
Miscellaneous:			
Interest earned on investments	\$ 4,910	\$ 1,975	\$ 4,000
Total miscellaneous	<u>\$ 4,910</u>	<u>\$ 1,975</u>	<u>\$ 4,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating transfer from Water and Sewer Fund	\$ 493,250	\$ 458,604	\$ 488,735
Total other financing sources	<u>\$ 493,250</u>	<u>\$ 458,604</u>	<u>\$ 488,735</u>
 Total revenues and other financing sources	 <u>\$ 498,160</u>	 <u>\$ 460,579</u>	 <u>\$ 492,735</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 FY12-13	Budgeted FY13-14	Requested FY14-15	Mgr Recommends FY14-15	Adopted FY14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	136,940	-	231,077	231,077
Capital	<u>245,390</u>	<u>327,167</u>	<u>236,158</u>	<u>261,658</u>	<u>261,658</u>
<b>TOTAL</b>	<b>\$ 245,390</b>	<b>\$ 464,107</b>	<b>\$ 236,158</b>	<b>\$ 492,735</b>	<b>\$ 492,735</b>

**CAPITAL OUTLAY**

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
<b>Administration</b>			
Computer Equipment Replacement	\$ 69,562	\$ 69,562	\$ 69,562
<b>Total Capital Outlay</b>	<b>\$ 69,562</b>	<b>\$ 69,562</b>	<b>\$ 69,562</b>
<b>Plant Operations - Water Treatment</b>			
Computer Equipment Replacement	\$ 16,800	\$ 16,800	\$ 16,800
<b>Total Capital Outlay</b>	<b>\$ 16,800</b>	<b>\$ 16,800</b>	<b>\$ 16,800</b>
<b>Systems Maintenance</b>			
Computer Equipment Replacement	\$ 15,426	\$ 15,426	\$ 15,426
Replace SM49501 Backhoe w/ Compact Excavator	24,900	24,900	24,900
<b>Total Capital Outlay</b>	<b>\$ 40,326</b>	<b>\$ 40,326</b>	<b>\$ 40,326</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 14,450	\$ 14,450	\$ 14,450
<b>Total Capital Outlay</b>	<b>\$ 14,450</b>	<b>\$ 14,450</b>	<b>\$ 14,450</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 5,300	\$ 5,300	\$ 5,300
Replace PO60603 Global Electric w/ Gator	15,600	15,600	15,600
Replace PO10307 Ranger w/ Gator	15,600	15,600	15,600
ADD 30kw Diesel Powered Generator	-	25,500	25,500
<b>Total Capital Outlay</b>	<b>\$ 36,500</b>	<b>\$ 62,000</b>	<b>\$ 62,000</b>
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 19,100	\$ 19,100	\$ 19,100
<b>Total Capital Outlay</b>	<b>\$ 19,100</b>	<b>\$ 19,100</b>	<b>\$ 19,100</b>
<b>Plants Maintenance</b>			
ADD 125kw Site Mounted Generator	\$ 39,420	\$ 39,420	\$ 39,420
<b>Total Capital Outlay</b>	<b>\$ 39,420</b>	<b>\$ 39,420</b>	<b>\$ 39,420</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2015  
With Estimated Actual for the Year Ending June 30, 2014 and  
Actual for the Year Ended June 30, 2013

	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 103,741	\$ 89,870	\$ 118,000
Other operating revenues	<u>10,976</u>	<u>19,533</u>	<u>-</u>
Total operating revenues	<u>\$ 114,717</u>	<u>\$ 109,403</u>	<u>\$ 118,000</u>
<b>NONOPERATING REVENUES:</b>			
Intergovernmental	<u>\$ 605,706</u>	<u>\$ 568,886</u>	<u>\$ 544,596</u>
Total nonoperating revenues	<u>\$ 605,706</u>	<u>\$ 568,886</u>	<u>\$ 544,596</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating Transfer from General Fund	<u>\$ 413,474</u>	<u>\$ 413,474</u>	<u>\$ 454,340</u>
Total other financing sources	<u>\$ 413,474</u>	<u>\$ 413,474</u>	<u>\$ 454,340</u>
Total revenues and other financing sources	<u><u>\$ 1,133,897</u></u>	<u><u>\$ 1,091,763</u></u>	<u><u>\$ 1,116,936</u></u>

**CITY OF SALISBURY**  
**FY 2014-2015 BUDGET SUMMARY**  
**TRANSIT FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
	<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>		<b>FY 14-15</b>		<b>FY 14-15</b>
<b>REVENUE</b>	\$ 1,133,898	\$	1,163,757	\$	1,117,894	\$	1,116,936	\$	1,116,936
<b>EXPENSES</b>	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
	<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>		<b>FY 14-15</b>		<b>FY 14-15</b>
<b>TRANSIT - OPERATIONS</b>									
Personnel	\$ 407,297	\$	469,072	\$	465,734	\$	460,340	\$	460,340
Operations	264,861		251,085		324,268		310,049		310,049
Capital	-		-		-		-		-
<b>TOTAL</b>	\$ 672,158	\$	720,157	\$	790,002	\$	770,389	\$	770,389
<b>TRANSIT - ADMINISTRATION</b>									
Personnel	\$ 123,929	\$	127,732	\$	131,801	\$	131,911	\$	131,911
Operations	272,582		172,066		180,748		179,510		179,510
Capital	-		-		-		-		-
<b>TOTAL</b>	\$ 396,511	\$	299,798	\$	312,549	\$	311,421	\$	311,421
<b>TRANSIT - CAPITAL</b>									
Personnel	\$ -	\$	-	\$	-	\$	-	\$	-
Operations	-		-		-		-		-
Capital	17,568		143,802		35,126		35,126		35,126
<b>TOTAL</b>	\$ 17,568	\$	143,802	\$	35,126	\$	35,126	\$	35,126
<b>GRAND TOTAL</b>									
Personnel	\$ 531,226	\$	596,804	\$	597,535	\$	592,251	\$	592,251
Operations	537,443		423,151		505,016		489,559		489,559
Capital	17,568		143,802		35,126		35,126		35,126
<b>TOTALS</b>	\$ 1,086,237	\$	1,163,757	\$	1,137,677	\$	1,116,936	\$	1,116,936

**STATEMENT OF PURPOSE**

To provide a safe, efficient, and affordable transportation alternative to the general public in the cities of Salisbury, Spencer, and East Spencer; thus permitting greater accessibility to employment, social, recreational, educational, and medical facilities.

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Workload</b>			
Number of Passengers -Fixed Route	191,981	165,256	166,082
Number of Passengers - ADA	5,594	5,616	5,672
Number of Full-sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven	114,745	114,745	114,745
Gallons of Fuel Used	31,034	31,034	31,034
Fares Collected (Dollars) - Fixed Route	\$103,742	\$86,000	\$86,430
State Matching Funds Collected	\$213,081	\$204,068	\$204,068
<b>Efficiency</b>			
Average Cost Per Mile	\$ 8.00	\$ 9.60	\$ 11.52
Average Cost Per Passenger - Routine	\$ 4.78	\$ 5.74	\$ 6.89
Average Cost Per Passenger - ADA	\$ 11.16	\$ 13.39	\$ 16.07
<b>Effectiveness</b>			
Complaints Received **	44	4	4
Number of Break-Downs	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	1	0	0
Injuries	3	0	0

\*\* Route / schedule changes contributed to increase in complaints.

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 123,929	\$ 127,732	\$ 131,801	\$ 131,911	\$ 131,911
Operating	272,582	172,066	180,748	179,510	179,510
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 396,511</b>	<b>\$ 299,798</b>	<b>\$ 312,549</b>	<b>\$ 311,421</b>	<b>\$ 311,421</b>

**DEPARTMENT - Public Services**  
**DIVISION - Transit Operations**
**651****BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 407,297	\$ 469,072	\$ 465,734	\$ 460,340	\$ 460,340
Operating	264,861	251,085	324,268	310,049	310,049
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 672,158</b>	<b>\$ 720,157</b>	<b>\$ 790,002</b>	<b>\$ 770,389</b>	<b>\$ 770,389</b>

**DEPARTMENT - Public Services**  
**DIVISION- Transit Capital Outlay**
**653****BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	17,568	143,802	35,126	35,126	35,126
<b>TOTAL</b>	<b>\$ 17,568</b>	<b>\$ 143,802</b>	<b>\$ 35,126</b>	<b>\$ 35,126</b>	<b>\$ 35,126</b>

**CAPITAL OUTLAY**

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
HVAC Replacement	\$ 2,500	\$ 2,500	\$ 2,500
Office Furniture	4,997	4,997	4,997
Compact Refrigerator	300	300	300
Combination Board (White & Bulletin)	1,729	1,729	1,729
Spare Parts	4,829	4,829	4,829
Six Foot Table with Chairs	1,481	1,481	1,481
Verient mDVR (for surveillance system)	3,421	3,421	3,421
DR 600 Voice Annunciation System	2,310	2,310	2,310
Surveillance System Hard Drives & Cameras	7,672	7,672	7,672
Google Transit	5,087	5,087	5,087
Bus Stops	800	800	800
<b>Total Capital Outlay</b>	<b>\$ 35,126</b>	<b>\$ 35,126</b>	<b>\$ 35,126</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2015  
With Estimated Actual for the Year Ending June 30, 2014 and  
Actual for the Year Ended June 30, 2013

	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Estimate</u>	<u>2015</u> <u>Budget</u>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 3,417,445	\$ 4,065,949	\$ 5,305,788
Other operating revenues	<u>439,465</u>	<u>55,098</u>	<u>101,756</u>
Total operating revenues	<u>\$ 3,856,910</u>	<u>\$ 4,121,047</u>	<u>\$ 5,407,544</u>
<b>NONOPERATING REVENUES:</b>			
Interfund revenues	\$ 382,531	\$ 382,448	\$ 522,374
Miscellaneous revenues	<u>63,139</u>	<u>194,776</u>	<u>311,703</u>
Total nonoperating revenues	<u>\$ 445,670</u>	<u>\$ 577,224</u>	<u>\$ 834,077</u>
<b>OTHER FINANCING SOURCES:</b>			
Interfund loan	<u>\$ 2,583,397</u>	<u>\$ -</u>	<u>\$ -</u>
Total revenues and other financing sources	<u>\$ 6,885,977</u>	<u>\$ 4,698,271</u>	<u>\$ 6,241,621</u>

**CITY OF SALISBURY**  
**FY 2014-2015 BUDGET SUMMARY**  
**FIBRANT COMMUNICATIONS FUND**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 14-15</b>	<b>FY 14-15</b>
<b>REVENUE</b>	\$ 3,930,189	\$ 5,573,234	\$ 5,872,210	\$ 6,241,621	\$ 6,241,621
<b>EXPENSES</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 12-13</b>	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 14-15</b>	<b>FY 14-15</b>
<b>PROGRAMMING</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	1,745,342	1,644,378	1,799,686	2,014,806	2,014,806
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,745,342</b>	<b>\$ 1,644,378</b>	<b>\$ 1,799,686</b>	<b>\$ 2,014,806</b>	<b>\$ 2,014,806</b>
<b>BROADBAND SYSTEMS</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	152,507	175,864	166,848	166,848	166,848
Capital	17,835	252,000	-	-	-
<b>TOTAL</b>	<b>\$ 170,342</b>	<b>\$ 427,864</b>	<b>\$ 166,848</b>	<b>\$ 166,848</b>	<b>\$ 166,848</b>
<b>SERVICE DELIVERY</b>					
Personnel	\$ 586,143	\$ 244,612	\$ 242,599	\$ 241,842	\$ 241,842
Operations	576,570	97,150	78,101	76,301	76,301
Capital	715,720	1,434,476	841,979	659,938	659,938
<b>TOTAL</b>	<b>\$ 1,878,433</b>	<b>\$ 1,776,238</b>	<b>\$ 1,162,679</b>	<b>\$ 978,081</b>	<b>\$ 978,081</b>
<b>DEBT SERVICE</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	4,026,237	1,724,754	3,081,886	3,081,886	3,081,886
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,026,237</b>	<b>\$ 1,724,754</b>	<b>\$ 3,081,886</b>	<b>\$ 3,081,886</b>	<b>\$ 3,081,886</b>
<b>GRAND TOTAL</b>					
Personnel	\$ 586,143	\$ 244,612	\$ 242,599	\$ 241,842	\$ 241,842
Operations	6,500,656	3,642,146	5,126,521	5,339,841	5,339,841
Capital	733,555	1,686,476	841,979	659,938	659,938
<b>TOTALS</b>	<b>\$ 7,820,354</b>	<b>\$ 5,573,234</b>	<b>\$ 6,211,099</b>	<b>\$ 6,241,621</b>	<b>\$ 6,241,621</b>

**BROADBAND SERVICES**

**STATEMENT OF PURPOSE**

To provide superior internal and external customer service. To deliver reliable, high-speed internet access, voice, video and data services to the citizens and businesses within the City of Salisbury, as well as complement the Mission, Core Values, and Vision of the City of Salisbury with an emphasis on superior internal and external customer service.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Provide universal access to broadband services within the corporate limits of the City of Salisbury.
2. Improve the community’s competitiveness in economic development.
3. Maintain a state-of-the-art public network with 99.999% reliability.
4. Focus on long-term sustainability, achieving lasting success creating value to the community.
5. Provide superior customer service within the fibrant community.

**DEPARTMENT - Programming**

**860**

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,745,342	1,644,378	1,799,686	2,014,806	2,014,806
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,745,342</b>	<b>\$ 1,644,378</b>	<b>\$ 1,799,686</b>	<b>\$ 2,014,806</b>	<b>\$ 2,014,806</b>

**DEPARTMENT – Broadband Systems**

**870**

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	152,507	175,864	166,848	166,848	166,848
Capital	17,835	252,000	-	-	-
<b>TOTAL</b>	<b>\$ 170,342</b>	<b>\$ 427,864</b>	<b>\$ 166,848</b>	<b>\$ 166,848</b>	<b>\$ 166,848</b>

**DEPARTMENT – Service Delivery**

**880**

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 586,143	\$ 244,612	\$ 242,599	\$ 241,842	\$ 241,842
Operating	576,570	97,150	78,101	76,301	76,301
Capital	715,720	1,434,476	841,979	659,938	659,938
<b>TOTAL</b>	<b>\$ 1,878,433</b>	<b>\$ 1,776,238</b>	<b>\$ 1,162,679</b>	<b>\$ 978,081</b>	<b>\$ 978,081</b>



**CAPITAL OUTLAY**

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Satellite Integrated Receiver Decoder Spares	\$ 60,000	\$ -	\$ -
Minerva Encryption Software	8,000	-	-
High Definition Broadcast Encoders	17,000	-	-
Video On Demand upgrades	70,000	-	-
Radio Frequency Overlay	90,000	-	-
Set Top Boxes	13,790	181,106	181,106
Installation Materials	185,509	208,943	208,943
Optic Network Terminal and Power Supplies	347,680	219,889	219,889
Construction Labor	50,000	50,000	50,000
<b>Total Capital Outlay</b>	<b>\$ 841,979</b>	<b>\$ 659,938</b>	<b>\$ 659,938</b>

**DEPARTMENT – Debt Service**

**901**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	4,026,237	1,724,754	3,081,886	3,081,886	3,081,886
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,026,237</b>	<b>\$ 1,724,754</b>	<b>\$ 3,081,886</b>	<b>\$ 3,081,886</b>	<b>\$ 3,081,886</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER UTILITY**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2015  
With Estimated Actual for the Year Ending June 30, 2014 and  
Actual for the Year Ended June 30, 2013

	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
OPERATING REVENUES:			
Charges for services	<u>\$ 1,152,635</u>	<u>\$ 1,155,250</u>	<u>\$ 1,146,583</u>
Total revenues	<u><u>\$ 1,152,635</u></u>	<u><u>\$ 1,155,250</u></u>	<u><u>\$ 1,146,583</u></u>

**CITY OF SALISBURY**  
**FY 2014-2015 BUDGET SUMMARY**  
**STORMWATER FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>	
	<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>		<b>FY 14-15</b>		<b>FY 14-15</b>	
<b>REVENUE</b>	\$	1,152,635	\$	1,157,669	\$	1,146,583	\$	1,146,583	\$	1,146,583
<b>EXPENSES</b>		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
		<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>		<b>FY 14-15</b>		<b>FY 14-15</b>
<b>STORMWATER - ADMINISTRATION AND ENGINEERING</b>										
Personnel	\$	103,849	\$	145,311	\$	150,001	\$	147,081	\$	147,081
Operations		321,990		382,545		382,945		381,701		381,701
Capital		-		15,000		25,000		-		-
<b>TOTAL</b>	\$	425,839	\$	542,856	\$	557,946	\$	528,782	\$	528,782
<b>STORMWATER - STREET CLEANING</b>										
Personnel	\$	83,604	\$	150,959	\$	152,902	\$	151,745	\$	151,745
Operations		85,417		115,659		114,082		112,362		112,362
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	169,021	\$	266,618	\$	266,984	\$	264,107	\$	264,107
<b>STORMWATER - STORM DRAINAGE</b>										
Personnel	\$	109,363	\$	103,367	\$	109,280	\$	108,075	\$	108,075
Operations		39,160		63,687		65,991		64,644		64,644
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	148,523	\$	167,054	\$	175,271	\$	172,719	\$	172,719
<b>STORMWATER - LEAF COLLECTION</b>										
Personnel	\$	130,626	\$	143,385	\$	145,593	\$	143,605	\$	143,605
Operations		49,020		37,756		39,212		37,370		37,370
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	179,646	\$	181,141	\$	184,805	\$	180,975	\$	180,975
<b>GRAND TOTAL</b>										
Personnel	\$	427,442	\$	543,022	\$	557,776	\$	550,506	\$	550,506
Operations		495,587		599,647		602,230		596,077		596,077
Capital		-		15,000		25,000		-		-
<b>TOTALS</b>	\$	923,029	\$	1,157,669	\$	1,185,006	\$	1,146,583	\$	1,146,583

**STATEMENT OF PURPOSE**

To manage the City’s municipal separate storm sewer system (MS4) through a program of engineering, maintenance, construction, cleaning and improvements. Provide Street Sweeping and seasonal Leaf Collection services. Oversee the City’s Public Education and Outreach, Public Involvement and Participation, Illicit Discharge Detection and Elimination, coordinate with Rowan County’s Construction Site Runoff Control, Post Construction Site Runoff Control, and Pollution Prevention and Good Housekeeping for Municipal Operation programs to improve stormwater quality and comply with Federal and State regulations. Ensure compliance with Federal and State Total Maximum Daily Load allocations to impaired waterways located inside the City.

**DIVISIONAL PERFORMANCE GOALS**

**Stormwater Administration & Engineering (830)**

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

**Street Cleaning (831)**

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

**Storm Drainage (832)**

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

**Leaf Collection (833)**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 103,849	\$ 145,311	\$ 150,001	\$ 147,081	\$ 147,081
Operating	321,990	382,545	382,945	381,701	381,701
Capital	-	15,000	25,000	-	-
<b>TOTAL</b>	<b>\$ 425,839</b>	<b>\$ 542,856</b>	<b>\$ 557,946</b>	<b>\$ 528,782</b>	<b>\$ 528,782</b>

**CAPITAL OUTLAY**

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Remodel 210 W. Franklin Street	\$ 25,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>

**DEPARTMENT - Stormwater  
DIVISION – Street Cleaning**

**831**

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 83,604	\$ 150,959	\$ 152,902	\$ 151,745	\$ 151,745
Operating	85,417	115,659	114,082	112,362	112,362
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 169,021</b>	<b>\$ 266,618</b>	<b>\$ 266,984</b>	<b>\$ 264,107</b>	<b>\$ 264,107</b>

**DEPARTMENT - Stormwater  
DIVISION- Storm Drainage**

**832**

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 109,363	\$ 103,367	\$ 109,280	\$ 108,075	\$ 108,075
Operating	39,160	63,687	65,991	64,644	64,644
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 148,523</b>	<b>\$ 167,054</b>	<b>\$ 175,271</b>	<b>\$ 172,719</b>	<b>\$ 172,719</b>

**DEPARTMENT - Stormwater  
DIVISION- Leaf Collection**

**833**

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ 130,626	\$ 143,385	\$ 145,593	\$ 143,605	\$ 143,605
Operating	49,020	37,756	39,212	37,370	37,370
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 179,646</b>	<b>\$ 181,141</b>	<b>\$ 184,805</b>	<b>\$ 180,975</b>	<b>\$ 180,975</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2015  
With Estimated Actual for the Year Ending June 30, 2014 and  
Actual for the Year Ended June 30, 2013

	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Estimate</u>	<u>2015</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 66	\$ 60	\$ -
Total miscellaneous	<u>\$ 66</u>	<u>\$ 60</u>	<u>\$ -</u>
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 39,829	\$ 64,260	\$ 63,547
Total other financing sources	<u>\$ 39,829</u>	<u>\$ 64,260</u>	<u>\$ 63,547</u>
Total revenues and other financing sources	<u>\$ 39,895</u>	<u>\$ 64,320</u>	<u>\$ 63,547</u>

**FUND - Stormwater Capital Reserve**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	61,410	5,697	5,697	5,697
Capital	<u>25,885</u>	<u>2,850</u>	<u>57,850</u>	<u>57,850</u>	<u>57,850</u>
<b>TOTAL</b>	<b>\$ 25,885</b>	<b>\$ 64,260</b>	<b>\$ 63,547</b>	<b>\$ 63,547</b>	<b>\$ 63,547</b>

**CAPITAL OUTLAY**

	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Computer Equipment Replacement	\$ 2,850	\$ 2,850	\$ 2,850
Add Compost Turner CT612	<u>55,000</u>	<u>55,000</u>	<u>55,000</u>
<b>Total Capital Outlay</b>	<b>\$ 57,850</b>	<b>\$ 57,850</b>	<b>\$ 57,850</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2015  
With Estimated Actual for the Year Ending June 30, 2014 and  
Actual for the Year Ended June 30, 2013

	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Intergovernmental:			
Federal	\$ 222,669	\$ 246,000	\$ 382,624
Miscellaneous:			
Other	\$ 138,700	\$ 34,000	\$ 35,000
Total revenues	<u>\$ 361,369</u>	<u>\$ 280,000</u>	<u>\$ 417,624</u>



**FUND – Special Revenue Funds**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY 12-13	Budgeted FY 13-14	Requested FY 14-15	Mgr Recommends FY 14-15	Adopted FY 14-15
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	361,364	364,215	417,624	417,624	417,624
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 361,364</b>	<b>\$ 364,215</b>	<b>\$ 417,624</b>	<b>\$ 417,624</b>	<b>\$ 417,624</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2015

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

**REVENUES**

Charges for Services	\$ 4,189,607
Miscellaneous Revenues	<u>33,826</u>
Total Revenues	<u>\$ 4,223,433</u>

**EXPENDITURES**

Employee Benefits	\$ 4,183,433
Miscellaneous Expenditures	<u>40,000</u>
Total Expenditures	<u>\$ 4,223,433</u>

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

**REVENUES**

Charges for Services	\$ 248,500
Interest Earned on Investments	1,000
Appropriate from Reserves	<u>180,000</u>
Total Revenues	<u>\$ 429,500</u>

**EXPENDITURES**

Employee Benefits	<u>\$ 429,500</u>
Total Expenditures	<u>\$ 429,500</u>



## DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2015 – 2019

### 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: FY2015-19

(in thousands)		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<b>Capital Totals</b>		837	883	1,960	6,895	644	11,219
<b>Operating Impact</b>		-	22	56	378	467	923
<b>Totals</b>		<b>837</b>	<b>905</b>	<b>2,016</b>	<b>7,273</b>	<b>1,111</b>	<b>12,142</b>

### WATER AND SEWER FUND: WATER SUMMARY: FY2015-19

(in thousands)		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<b>Capital Totals</b>		112	1,022	4,550	7,505	7,125	20,314
<b>Operating Impact</b>		-	45	136	603	582	1,366
<b>Totals</b>		<b>112</b>	<b>1,067</b>	<b>4,686</b>	<b>8,108</b>	<b>7,707</b>	<b>21,680</b>


### WATER AND SEWER FUND: SEWER SUMMARY: FY2015-19

(in thousands)		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<b>Capital Totals</b>		968	2,248	3,775	3,635	725	11,351
<b>Operating Impact</b>		-	20	220	220	-	460
<b>Totals</b>		<b>968</b>	<b>2,268</b>	<b>3,995</b>	<b>3,855</b>	<b>725</b>	<b>11,811</b>


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<i>HVAC Replacement</i>	<b>FUND / DEPARTMENT</b> <i>General Fund</i> <i>Various Departments</i>	<b>CONTACT NAME AND NUMBER</b> <i>Rob Cranwell</i> <i>Tel. 704-216-7573</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Replace inefficient HVAC systems at end of useful life.		<b>ADDITIONAL PROJECT DETAIL</b> 					
<b>GOALS &amp; OBJECTIVES</b> <i>Energy savings and scheduled replacement</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							
Acquisition		589	100	100	100	100	989
Other							
<b>Capital Total</b>		<b>589</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>989</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Roof Replacements</i>		<b>FUND / DEPARTMENT</b> <i>General Fund</i> <i>Various Departments</i>		<b>CONTACT NAME AND NUMBER</b> <i>Rob Cranwell</i> <i>Tel. 704-216-7573</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Scheduled replacement of roofs at end of useful life.				<b>ADDITIONAL PROJECT DETAIL</b>			
							
<b>GOALS &amp; OBJECTIVES</b> <i>Routine Building Maintenance.</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition							
Other		34	100	100	100	100	434
<b>Capital Total</b>		<b>34</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>434</b>
<b>OPERATING IMPACT</b>							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**


<b>PROJECT NAME</b> <i>Floor Replacement</i>	<b>FUND / DEPARTMENT</b> <i>General Fund</i> <i>Code Enforcement Building</i>	<b>CONTACT NAME AND NUMBER</b> <i>Rob Cranwell</i> <i>Tel. 704-216-7573</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Demo, framing and replacement of sub-floor and flooring in Code Enforcement building.				<b>ADDITIONAL PROJECT DETAIL</b>			
							
<b>GOALS &amp; OBJECTIVES</b> <i>Routine Building Maintenance.</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition							
Other		21					21
<b>Capital Total</b>		<b>21</b>					<b>21</b>
<b>OPERATING IMPACT</b>							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**


<b>PROJECT NAME</b> <i>Plaza Renovations, Up-fits and Repairs</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Plaza</i>		<b>CONTACT NAME AND NUMBER</b> <i>Zack Kyle Tel. 704-638-5229</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Various renovations to both commercial and residential spaces. Hallways and entrance-way renovations, appliance replacement, exterior wall repair, elevator maintenance, and roof replacement.				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Marketability of Property and General Upkeep</i>							
<b>COMMENTS</b> <i>Some impact on operating costs through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund and Debt Issuance</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							
Acquisition							
Other		14	173	143	1,396	216	1,942
<b>Capital Total</b>		<b>14</b>	<b>173</b>	<b>143</b>	<b>1,396</b>	<b>216</b>	<b>1,942</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					73	145	218
<b>Operating Total</b>					<b>73</b>	<b>145</b>	<b>218</b>




**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Police Canine Replacements (2)</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Police Department</i>		<b>CONTACT NAME AND NUMBER</b> <i>Rory Collins Tel. 704-638-2133</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Two routine canine replacements in FY-15. One for 'David Team' and one for Special Operations (animal acquisition and training). One canine replacement in FY-18 after a scheduled retirement.				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Field Operations Use</i>							
<b>COMMENTS</b> <i>No impact on future operating costs</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							-
Acquisition							-
Other		28			14		42
<b>Capital Total</b>		<b>28</b>	-	-	<b>14</b>	-	<b>42</b>
<b>OPERATING IMPACT</b>							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

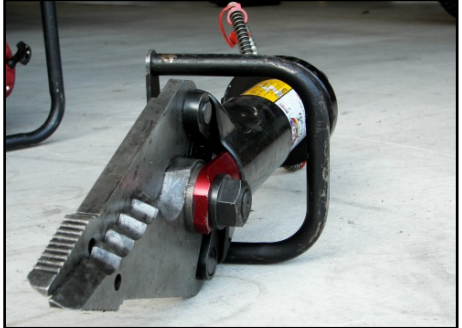
**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Police Smart Trailer</i>		<b>FUND / DEPARTMENT</b> <i>General Fund</i> <i>Police Department</i>		<b>CONTACT NAME AND NUMBER</b> <i>Rory Collins</i> <i>Tel. 704-638-2133</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Scheduled replacement of existing trailer at end of useful life.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Field Operations</i>							
<b>COMMENTS</b>  <i>No impact on future operating costs</i>				<b>PROPOSED FUNDING SOURCE</b>  <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							-
Acquisition						11	11
Other							-
<b>Capital Total</b>		-	-	-	-	11	11
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Thermal Imaging Camera</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Fire Department</i>		<b>CONTACT NAME AND NUMBER</b> <i>Robert Parnell Tel. 704-638-4464</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> To replace thermal imaging cameras at the end of useful life.				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Life Safety and Rescue</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							-
Acquisition		10	10	10	10	10	50
Other							
<b>Capital Total</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>50</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Extrication Tools</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Fire Department</i>	<b>CONTACT NAME AND NUMBER</b> <i>Robert Parnell Tel. 704-638-4464</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Replacement of life safety tools used in vehicle extrication or in building collapse.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Rescue Operations</i>							
<b>COMMENTS</b>  <i>No material impact on future operating costs</i>				<b>PROPOSED FUNDING SOURCE</b>  <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							-
Acquisition (Land)							-
Other (Equipment)			18		18		36
<b>Capital Total</b>			<b>18</b>	-	<b>18</b>	-	<b>36</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							0
<i>New Staff Cost</i>							0
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>SCBA Replacement</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Fire Department</i>		<b>CONTACT NAME AND NUMBER</b> <i>Robert Parnell Tel. 704-638-4464</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Replacement of essential equipment, mostly through grant-funding (\$824,890 is the total cost with a 10% match from General Fund). SCBA (self contained breathing apparatus) is essential equipment and must be inspected and replaced on an on-going basis to be in compliance with regulatory agencies.  This grant would cover the acquisition of approximately 75 units. A unit includes: air bottles, harness, face-piece, air regulator, tracking devices (for downed fire-fighters), low air alarm, and a rapid intervention pack for fire-fighter rescue.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Fire-Fighter Safety</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Grant-Funding and General Fund Match</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							-
Acquisition (Land)		82					82
Other (Equipment)							-
<b>Capital Total</b>		<b>82</b>	-	-	-	-	<b>82</b>
<b>OPERATING IMPACT</b>							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							0
<i>New Staff Cost</i>							0
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>				0	0	0	-


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Sprinkler System and Exhaust Removal</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Fire Department</i>		<b>CONTACT NAME AND NUMBER</b> <i>Robert Parnell Tel. 704-638-4464</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Install sprinkler and plymo vent systems at Station # 5 on South Main Street (\$95,740 is total cost with a 10% match from General Fund).				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Fire-Fighter Safety</i>							
<b>COMMENTS</b>  <i>No material impact on operations</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Grant-Funding and General Fund Match</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							-
Acquisition (Land)		10					10
Other (Equipment)							-
<b>Capital Total</b>		<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>
<b>OPERATING IMPACT</b>							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							0
<i>New Staff Cost</i>							0
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>				0	0	0	-

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**


<b>PROJECT NAME</b> <i>Relocate Fire Station #3</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Fire Department</i>		<b>CONTACT NAME AND NUMBER</b> <i>Robert Parnell Tel. 704-638-4464</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Land acquisition, design and construction to relocate the station for fire district #3. Existing station at end of useful life.				<b>ADDITIONAL PROJECT DETAIL</b>			
							
<b>GOALS &amp; OBJECTIVES</b> <i>Life Safety and Property Protection Through Better Coverage and Response</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Debt Issuance</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction					1,750		1,750
Acquisition (Land)				250			250
Other (Equipment)							-
<b>Capital Total</b>		-	-	250	1,750		2,000
<b>OPERATING IMPACT</b>							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					18	35	53
<b>Operating Total</b>					18	35	53

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**


<b>PROJECT NAME</b> <i>Back-up Mobile Telecomm Trunking</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Telecommunications</i>		<b>CONTACT NAME AND NUMBER</b> <i>Terry Buff Tel. 704-638-5399</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Telecommunications redundancy for contingencies.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Redundancy for Disaster Planning</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Lease Purchase Financing</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							
Acquisition				800			800
Other							
<b>Capital Total</b>			0	800	0	0	800
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>				8	16	16	40
<b>Operating Total</b>				8	16	16	40




**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Log Splitter</i>	<b>FUND / DEPARTMENT</b> <i>General Fund</i> <i>Yard Waste Collection</i>	<b>CONTACT NAME AND NUMBER</b> <i>Craig Powers</i> <i>Tel. 704-216-2718</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> To increase efficiency, maximize organic storage space and prepare items too large for the existing tub-grinder to process.		<b>ADDITIONAL PROJECT DETAIL</b> 					
<b>GOALS &amp; OBJECTIVES</b> <i>Efficiency</i>							
<b>COMMENTS</b> <i>No impact on operations</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							
Acquisition		7					7
Other							
<b>Capital Total</b>		<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>		0	0	0	0	0	0
<b>Operating Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>New Fleet Facility</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Public Services</i>	<b>CONTACT NAME AND NUMBER</b> <i>Jake Sterling Tel. 704-638-5264</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> New fleet facility to replace outdated and space-confined building.		<b>ADDITIONAL PROJECT DETAIL</b>					
							
<b>GOALS &amp; OBJECTIVES</b> <i>Accommodate new, larger vehicles</i>							
<b>COMMENTS</b> <i>Existing facility at end of life. Larger facility will have higher operating and debt service costs.*</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Debt Issuance</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction				300	3,000		<b>3,300</b>
Acquisition (Land)			250				250
Other							
<b>Capital Total</b>			<b>250</b>	<b>300</b>	<b>3,000</b>		<b>3,550</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>			22	48	271	271	612
<b>Operating Total</b>			<b>22</b>	<b>48</b>	<b>271</b>	<b>271</b>	<b>612</b>


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Upgrade Shop Lighting</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Public Services</i>	<b>CONTACT NAME AND NUMBER</b> <i>Jake Sterling Tel. 704-638-5264</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Shop lighting upgrade to improve visibility and increase energy efficiency.		<b>ADDITIONAL PROJECT DETAIL</b> 					
<b>GOALS &amp; OBJECTIVES</b> <i>Safety and Energy Savings</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							
Acquisition		9					9
Other							
<b>Capital Total</b>		<b>9</b>					<b>9</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Recurring Park Maintenance &amp; Repair</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Parks and Recreation</i>		<b>CONTACT NAME AND NUMBER</b> <i>Zack Kyle Tel. 704-638-5229</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> A fixed amount is allocated each fiscal year for park maintenance and repairs (mulch, seed and other material replacement).				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Safety and Upkeep</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition							
Other		33	67	67	67	67	301
<b>Capital Total</b>		<b>33</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>301</b>
<b>OPERATING IMPACT</b>							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Neighborhood Park Land Acquisition</i>		<b>FUND / DEPARTMENT</b> <i>General Fund Parks and Recreation</i>		<b>CONTACT NAME AND NUMBER</b> <i>Zack Kyle Tel. 704-638-5229</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Neighborhood park land acquisition to allow for growth as outlined in the Parks and Recreation comprehensive plan. This land acquisition would purchase future park space east of I-85.				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Growth</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher maintenance costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							
Acquisition				100		100	200
Other							-
<b>Capital Total</b>		-	-	100	-	100	200
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Town Creek Park Design and Development</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Parks and Recreation</i>	<b>CONTACT NAME AND NUMBER</b> <i>Zack Kyle Tel. 704-638-5229</i>
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> To plan, design and develop Town Creek Park.		<b>ADDITIONAL PROJECT DETAIL</b> 

**GOALS & OBJECTIVES**  
*Town Creek Park Design and Development*

<b>COMMENTS</b> <i>Some impact on operations through higher maintenance costs.</i>	<b>PROPOSED FUNDING SOURCE</b> <i>General Fund and Donations</i>
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**PLANNED FINANCING**

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction		125				125	
Acquisition						-	
Other				200		200	
<b>Capital Total</b>	<b>-</b>	<b>125</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>325</b>	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>						0	
<b>Operating Total</b>						0	

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Sports Complex-Phase Two</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Parks and Recreation</i>	<b>CONTACT NAME AND NUMBER</b> <i>Zack Kyle Tel. 704-638-5229</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> To plan, design and develop phase two of the Sports Complex, which includes funding for the design of the restroom/concession building.	<b>ADDITIONAL PROJECT DETAIL</b> 
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**GOALS & OBJECTIVES**  
*Phase two of Sports Complex*

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


<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction			50	200		250	
Acquisition						-	
Other						-	
<b>Capital Total</b>			<b>50</b>	<b>200</b>		<b>250</b>	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>				11	11	22	
<b>Operating Total</b>						<b>22</b>	

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Play Structure Replacements</i>	<b>FUND / DEPARTMENT</b> <i>General Fund Parks and Recreation</i>	<b>CONTACT NAME AND NUMBER</b> <i>Zack Kyle Tel. 704-638-5229</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> Play structures are replaced on a ten year rotation. We have currently been using our repair funds to replace worn out play structures. This reduces the funds available for renovation of existing parks and facilities. There are currently 2 units that were installed in 1997 making them 17 years old.				<b>ADDITIONAL PROJECT DETAIL</b> 			
<b>GOALS &amp; OBJECTIVES</b> <i>Routine replacement for safety and ADA compliance.</i>							
<b>COMMENTS</b> <i>No impact on operations.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>General Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							-
Acquisition			40	40	40	40	160
Other							-
<b>Capital Total</b>		-	40	40	40	40	160
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							




**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Water Treatment Security Improvements</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Water</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  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 acquiring adjacent property and further limiting access to the water plant, as well as real-time monitoring of the distribution system (including Booster Pump Stations).		<b>ADDITIONAL PROJECT DETAIL</b>  					
<b>GOALS &amp; OBJECTIVES</b> <i>Federal Mandate</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction					100		100
Acquisition			50	175			225
Other							
<b>Capital Total</b>			<b>50</b>	<b>175</b>	<b>100</b>		<b>325</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Raw Water Pump Station Improvements</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Raw Water Concrete Piping (FY - 17): 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 - 18)	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Routine Replacement*

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

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition							
Other			150	50		200	
<b>Capital Total</b>			<b>150</b>	<b>50</b>		<b>200</b>	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Water and Sewer Extensions - Various</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Water and Sewer Extensions: + Town of Spencer - Water and Sewer Extensions + Town of Granite Quarry - Water and Sewer Extension + Town of China Grove - Water and Sewer Extensions + Town of Rockwell - Water and Sewer Extensions + Phase III of Forest Glen - Water and Sewer Extensions + Unobligated Water and Sewer Extension Funding		<b>ADDITIONAL PROJECT DETAIL</b>  					
<b>GOALS &amp; OBJECTIVES</b> <i>Routine Replacement</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							
Acquisition							-
Other		125	450	450	450	450	1,925
<b>Capital Total</b>		<b>125</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>450</b>	<b>1,925</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**


<b>PROJECT NAME</b> <i>New Raw Water Pump Station Design</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  The existing Raw Water Pump Station was constructed in 1917, and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river and sedimentation created by the ALCOA Yadkin project causes more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as to increase withdrawal capacity for future system demands.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Necessity</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction					750		750
Acquisition							-
Other							-
<b>Capital Total</b>					<b>750</b>		<b>750</b>
<b>OPERATING IMPACT</b>							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					67		67
<b>Operating Total</b>					<b>67</b>		<b>67</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Emergency Power Generation - Water</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Currently, SRU has six out of seven finished water booster pump stations (BPS) equipped with stand-by emergency power generation. There is one additional booster pump station that needs back-up power to ensure that SRU can maintain water service to all customers during emergency conditions. The remaining station is Hurley School Road BPS (FY 16).		<b>ADDITIONAL PROJECT DETAIL</b>  					
<b>GOALS &amp; OBJECTIVES</b> <i>Redundant Power For Emergency Use</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>		<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Capital Projects Fund</i>					
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction							
Acquisition			50				50
Other							
<b>Capital Total</b>			<b>50</b>				<b>50</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Granite Quarry Secondary Water Line</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  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.	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Redundancy and Improved Hydraulics*

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


<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition							
Other			500			500	
<b>Capital Total</b>			<b>500</b>			<b>500</b>	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Raw Water Reservoir (30 MG)</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Water</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  This project includes the design and construction of a new thirty-million gallon (30 MG) raw water reservoir. State regulations require a minimum of five days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Treatment Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.			<b>ADDITIONAL PROJECT DETAIL</b>  				
<b>GOALS &amp; OBJECTIVES</b> <i>Additional Capacity</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>	<b>PROPOSED FUNDING SOURCE</b> <i>Revenue Bonds</i>						
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction					3,000	3,000	6,000
Acquisition							
Other							
<b>Capital Total</b>					<b>3,000</b>	<b>3,000</b>	<b>6,000</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					218	436	654
<b>Operating Total</b>					<b>218</b>	<b>436</b>	<b>654</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Advanced Metering Infrastructure (AMI)</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Meter Services</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b> <p>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. FY-17 includes replacement of 2,000 meters.</p>	<b>ADDITIONAL PROJECT DETAIL</b> 
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**GOALS & OBJECTIVES**  
*Operational Efficiency*

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

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction		300	3,000	3,000		6,300	
Acquisition							
Other							
<b>Capital Total</b>		<b>300</b>	<b>3,000</b>	<b>3,000</b>		<b>6,300</b>	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>		45	136	318		499	
<b>Operating Total</b>		<b>45</b>	<b>136</b>	<b>318</b>		<b>499</b>	



**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Water Treatment Plant Improvements</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Water</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Upgrades include rebuilding pumps and cleaning out the reservoir to increase off-site storage capacity (FY 16). Secondary feed into the Water Treatment Plant (WTP) and upgrading valves and piping near the WTP (FY 16). Other upgrades (FY 17 & 18) include rehabilitation of the settling basins and flocculator.	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Operational Efficiency*


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

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition							
Other		280	500	380	150	1,310	
<b>Capital Total</b>		<b>280</b>	<b>500</b>	<b>380</b>	<b>150</b>	<b>1,310</b>	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Elevated Water Storage Tanks</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  The existing tanks were located to accommodate our present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water 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.	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Operational Necessity*


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

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition					4,000	4,000	
Other							
<b>Capital Total</b>					<b>4,000</b>	<b>4,000</b>	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					146	146	
<b>Operating Total</b>					<b>146</b>	<b>146</b>	

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Wastewater Treatment Security Improvements</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Needed improvements to achieve compliance with state and federal anti-terror recommendations related to infrastructure protection. The Vulnerability Assessment mandated by the EPA in FY-04 identified utility sites where security needs to be improved.	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Federal Mandate*


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

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction	25	50	40	30		145	
Acquisition							
Other							
<b>Capital Total</b>	<b>25</b>	<b>50</b>	<b>40</b>	<b>30</b>		<b>145</b>	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Inflow &amp; Infiltration (I&amp;I) Reduction</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Repair of aging infrastructure to be in compliance with state and federal standards after being identified through regular, mandated inspections. 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.	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Wastewater Treatment Efficiency*


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

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>	
Design / Construction							
Acquisition							-
Other	300	250	250	250	250	1,300	
<b>Capital Total</b>	<b>300</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>1,300</b>	
<b>OPERATING IMPACT</b>							
	<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Emergency Power Generation - Sewer</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  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.	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Redundant Power for Emergency Use*

<b>COMMENTS</b> <i>No material impact on future operating costs.</i>	<b>PROPOSED FUNDING SOURCE</b> <i>Capital Replacement Fund</i>
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**PLANNED FINANCING**

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition	40	100	100			240	
Other							
<b>Capital Total</b>	<b>40</b>	<b>100</b>	<b>100</b>			<b>240</b>	
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Regional Wastewater Treatment Plant</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  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.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b>							
<i>Anticipated Regulatory Requirement Changes</i>							
<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund Revenue Bonds (FY 17-18)</i>			
<p align="center"><b>PLANNED FINANCING</b></p>							
<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction		350				350	
Acquisition							
Other			2,325	2,325		4,650	
<b>Capital Total</b>	-	350	2,325	2,325		5,000	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost			220	220		440	
<b>Operating Total</b>			220	220		440	

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Wastewater Treatment Plant Repairs</i>		<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>		<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>			
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Pump Replacement/Rebuild: 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 need to be upgraded at Grants Creek.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Operational Efficiency</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water &amp; Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction		200	305	335	305		1,145
Acquisition							-
Other							
<b>Capital Total</b>		<b>200</b>	<b>305</b>	<b>335</b>	<b>305</b>		<b>1,145</b>
<b>OPERATING IMPACT</b>							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							


**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Sanitary Sewer Line Rehabilitation</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>					
<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  In addition to routine 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.				<b>ADDITIONAL PROJECT DETAIL</b>  			
<b>GOALS &amp; OBJECTIVES</b> <i>Routine Maintenance</i>							
<b>COMMENTS</b> <i>No material impact on future operating costs.</i>				<b>PROPOSED FUNDING SOURCE</b> <i>Water and Sewer Fund</i>			
<b>PLANNED FINANCING</b>							
<b>CAPITAL FUNDING</b>							
(in thousands)		<b>FIVE YEAR SCHEDULE</b>					
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
Design / Construction		250	250	250	250		1,000
Acquisition							
Other							
<b>Capital Total</b>		<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>		<b>1,000</b>
<b>OPERATING IMPACT</b>							
		<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							



**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>SCADA Upgrades</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Systems Maintenance</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  <p><b>MOSCAD/MOSCAD-L</b> – 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><b>Visual Wall</b> – 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><b>Replace full PC's with remote terminals</b> - 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>	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Updating Obsolete Equipment*


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

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition	100	235					335
Other							
<b>Capital Total</b>	<b>100</b>	<b>235</b>					<b>335</b>
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Town Creek Access Road</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>  Currently, Heiligtown Road is the only point of access to the Town Creek Wastewater Treatment Plant. This road is residential and SRU must use this road to operate tanker trucks and other heavy equipment on a daily basis. An access road is proposed to enter the plant from the north to avoid the residential neighborhood.	<b>ADDITIONAL PROJECT DETAIL</b>  
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**GOALS & OBJECTIVES**  
*Operational Efficiency and Minimizing Neighborhood Impact*


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

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition							
Other		500				500	
<b>Capital Total</b>		<b>500</b>				<b>500</b>	
<b>OPERATING IMPACT</b>							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>		20				20	
<b>Operating Total</b>		<b>20</b>				<b>20</b>	

**CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)**

<b>PROJECT NAME</b> <i>Sewer Lift Station Upgrades/Eliminations</i>	<b>FUND / DEPARTMENT</b> <i>Water-Sewer Fund Plant Operations - Wastewater</i>	<b>CONTACT NAME AND NUMBER</b> <i>Patrick Kennerly Tel. 704-638-4458</i>
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<b>PROJECT DESCRIPTION OR JUSTIFICATION</b>	<b>ADDITIONAL PROJECT DETAIL</b>
<p>Upgrade --      Crowell LS (FY - 15)                          St. Lukes LS (FY - 16)                          Fesperman LS (FY - 18)</p> <p>Eliminate --    Hampton Inn (FY -16)                          Centerview LS (FY - 16)                          Grant St LS (FY - 16)                          Meroney Lane LS (FY - 16)                          Springhill LS (FY - 17)                          Yadkin Street LS (FY - 17)</p>	

**GOALS & OBJECTIVES**  
*Operational Efficiency*

<b>COMMENTS</b> <i>Some impact on operations through higher debt service costs.</i>	<b>PROPOSED FUNDING SOURCE</b> <i>Water &amp; Sewer Fund (FY 15-19)</i>
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**PLANNED FINANCING**

<b>CAPITAL FUNDING</b>							
(in thousands)	<b>FIVE YEAR SCHEDULE</b>						
	<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>	
Design / Construction	40	500	250	250	250	1,290	
Acquisition							
Other							
<b>Capital Total</b>	<b>40</b>	<b>500</b>	<b>250</b>	<b>250</b>		<b>1,040</b>	
<b>OPERATING IMPACT</b>							
	<b>FY-15</b>	<b>FY-16</b>	<b>FY-17</b>	<b>FY-18</b>	<b>FY-19</b>	<b>Total</b>	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
<b>Operating Total</b>							

## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2014, the City of Salisbury will have \$79,437,194 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	\$ 475,000
Certificates of Participation	1,150,000
Capital leases	<u>4,289,205</u>
	<u>\$ 5,914,205</u>
Water and Sewer Fund:	
General obligation bonds	\$ 1,440,000
Revenue bonds	28,648,396
Capital leases	4,838,075
State Clean Water Revolving Loans	<u>4,477,518</u>
	<u>\$ 39,403,989</u>
Fibrant Communications Fund	
Certificates of Participation	<u>\$ 33,843,000</u>
HUD Fund	
Section 108 Loan	<u>\$ 276,000</u>
Total	<u>\$ 79,437,194</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 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 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 to purchase a fire truck and security equipment in the amount of \$914,000, at a rate of 1.625%, issued June 2011, payable in 8 semi-annual payments of \$114,250 principal plus interest.

Installment purchase contract to purchase telecommunications equipment in the amount of \$2,417,601, at a rate of 1.85%, issued August 7, 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest.

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.

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.

In April 2012, the City issued \$905,000 Refunding Bonds for refunding Parks and Recreation Series Facilities General Obligation Bonds, Series 1997. These bonds were issued at an interest rate of 1.635%, maturing serially to 2017.

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
2015	205,000	7,766	774,639	110,614	230,000	51,750	1,209,639	170,130
2016	200,000	4,415	512,805	90,642	230,000	42,550	942,805	137,606
2017	70,000	1,145	479,472	76,206	230,000	32,775	779,472	110,126
2018	-	-	479,472	62,474	230,000	22,425	709,472	84,899
2019	-	-	479,472	48,835	230,000	11,500	709,472	60,335
2020	-	-	479,472	35,196	-	-	479,472	35,196
2021	-	-	479,472	21,600	-	-	479,472	21,600
2022	-	-	241,760	10,194	-	-	241,760	10,194
2023	-	-	241,760	5,659	-	-	241,760	5,659
2024	-	-	120,880	1,124	-	-	120,880	1,124
Totals	<u>\$ 475,000</u>	<u>\$ 13,325</u>	<u>\$4,289,205</u>	<u>\$ 462,543</u>	<u>\$1,150,000</u>	<u>\$ 161,000</u>	<u>\$5,914,205</u>	<u>\$ 636,868</u>

### Water and Sewer Fund

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

	<b>Balance June 30, 2014</b>
Refunding Water and Sewer Series 2003, average rate of 3.44%, issued August 2003, maturing serially to 2015	\$ 985,000
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	4,283,396
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	4,745,000
Refunding Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	13,795,000
Refunding Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	5,825,000
Refunding General Obligation Water Bonds Series 2012, rate of 1.635%, issued April 2012, maturing serially to 2017	<u>455,000</u>
	<u>\$30,088,396</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 and 100% for all general obligation debt. The calculations of the City's revenue bond coverage for the last three years are as follows:

Fiscal Year	Gross Revenues (1)	Operating Expenditures (2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements (3)		Coverage Ratios	
				Parity Debt	All Debt	Parity Debt	All Debt
2011	22,253,461	14,885,367	7,368,094	3,135,833	5,936,107	234.96%	124.12%
2012	23,758,916	14,643,931	9,114,985	3,061,815	6,391,834	297.70%	142.60%
2013	22,447,556	14,087,147	8,360,409	3,025,353	6,257,965	276.34%	133.60%

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

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds only.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$17,068,063. The future minimum lease payments at June 30, 2013 total \$4,828,822, including \$597,250 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

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

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

	<b>Balance June 30, 2014</b>
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued November 1989, revised May 1, 2003 to 3.43%, maturing serially to 2020	\$ 750,000
Clean Water Loan for Water purposes, average rate of 5.3%, issued November 1997, revised May 1, 2003 to 3.43%, maturing serially to 2017	67,518
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	2,760,000
Clean Water Loan for Water purposes, average rate of 5.3%, issued November 1997, maturing serially to 2017	<u>900,000</u>
	<b><u>\$ 4,477,518</u></b>

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

Year Ending June 30,	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2015	1,165,000	45,608	1,897,970	1,112,356	882,506	123,201	756,515	124,522	4,701,991	1,405,687
2016	180,000	4,496	1,952,904	1,059,634	882,506	97,994	756,515	102,875	3,771,924	1,264,999
2017	95,000	1,553	2,020,280	983,806	882,506	72,787	575,716	81,278	3,573,501	1,139,424
2018	-	-	2,103,118	907,834	610,000	47,580	398,730	65,701	3,111,848	1,021,115
2019	-	-	2,026,435	838,928	610,000	31,720	388,730	54,776	3,025,165	925,424
2020	-	-	2,107,251	753,828	610,000	15,860	368,730	44,401	3,085,981	814,088
2021	-	-	2,188,586	674,721	-	-	348,730	35,209	2,537,316	709,929
2022	-	-	2,280,461	582,587	-	-	338,730	27,130	2,619,191	609,717
2023	-	-	2,374,898	486,362	-	-	338,730	19,655	2,713,628	506,017
2024	-	-	2,480,920	385,962	-	-	190,203	12,180	2,671,123	398,142
2025	-	-	2,577,550	280,842	-	-	125,583	8,684	2,703,133	289,526
2026	-	-	2,142,813	182,801	-	-	125,583	5,789	2,268,396	188,590
2027	-	-	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,481
2028	-	-	485,000	11,737	-	-	-	-	485,000	11,737
Totals	<u>\$ 1,440,000</u>	<u>\$ 51,658</u>	<u>\$ 28,648,396</u>	<u>\$ 8,353,983</u>	<u>\$ 4,477,518</u>	<u>\$ 389,142</u>	<u>\$ 4,838,075</u>	<u>\$ 585,095</u>	<u>\$ 39,403,989</u>	<u>\$ 9,379,877</u>

### Fibrant Communications Fund

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

	<b>Balance June 30, 2014</b>
Series 2008 Certificates of Participation, average rate of 5.33%, issued December 2008, maturing serially to 2029	\$ 17,240,000
Series 2013 Certificates of Participation, average rate of 2.24%, issued April 2013, maturing serially to 2029	<u>16,603,000</u>
	<b><u>\$ 33,843,000</u></b>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375.

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

<b>Year Ending</b>	<b>Certificates of Participation</b>	
	<b>June 30,</b>	<b>Principal</b>
2015	1,743,000	1,273,995
2016	1,809,000	1,209,608
2017	1,852,000	1,163,659
2018	1,900,000	1,115,281
2019	1,986,000	1,031,808
2020	2,077,000	940,126
2021	2,173,000	841,815
2022	2,245,000	774,330
2023	2,294,000	722,474
2024	2,366,000	651,203
2025	2,438,000	577,177
2026	2,570,000	443,696
2027	2,713,000	302,857
2028	2,802,000	212,805
2029	2,875,000	119,406
Totals	<u>\$ 33,843,000</u>	<u>\$ 11,380,240</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:

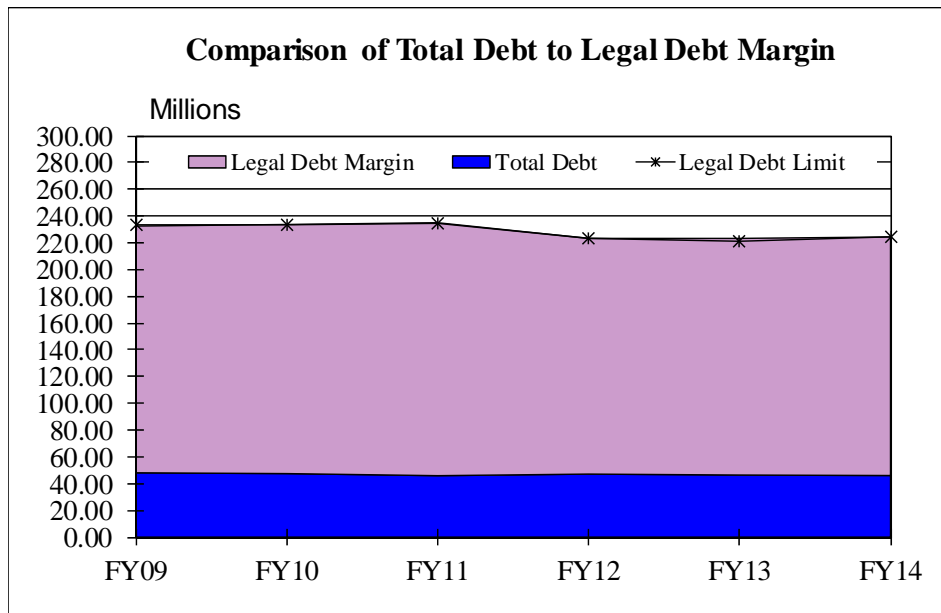
<b>Year Ending</b>	<b>Capital Leases</b>	
	<b>June 30,</b>	<b>Principal</b>
2015	32,000	13,913
2016	32,000	12,313
2017	32,000	10,672
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	<u>\$ 276,000</u>	<u>\$ 64,444</u>

## PROPOSED DEBT

The City of Salisbury plans to purchase a new fire truck. This truck will be replacing an existing truck. The City plans to use lease-purchase financing of \$502,000 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 late in FY 2014-15.

## 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 the CAPITAL IMPROVEMENT PROGRAM section. Furthermore, the City complies with the Debt Management Policy as defined in the FINANCIAL MANAGEMENT POLICIES.





**Computation of Legal Debt Margin at June 30, 2014**

Debt limit: Total assessed value of \$2,807747212 x 8%		\$ 224,299,777
Amount of debt applicable to debt limit:		
Total bonded debt		█ \$ 1,915,000
General Fund	\$ 475,000	
Water & Sewer Fund	1,440,000	
Total certificates of participation		█ 34,993,000
General Fund	1,150,000	
Fibrant Communications Fund	33,843,000	
Total capitalized lease obligation		█ 9,127,280
General Fund	4,289,205	
Water & Sewer Fund	4,838,075	
		█ <u>46,035,280</u>
<b>LEGAL DEBT MARGIN</b>		█ <u><u>\$ 178,264,497</u></u>

**DIRECT AND OVERLAPPING DEBT**

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2013.

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes: Rowan County	\$ 88,983,758	23.79%	\$ 21,172,721
City of Salisbury direct debt			<u>5,485,137</u>
Total direct and overlapping debt			<u><u>\$ 26,657,858</u></u>

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

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

# **PERFORMANCE MEASUREMENT**

## **North Carolina Benchmarking Project**

This section summarizes Salisbury's results in the North Carolina Benchmarking Project. The following pages present performance and cost information for the City of Salisbury in comparison to fourteen 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 2012-13 Performance and Cost Data" dated February 2014. Specific information on the other cities' results and a discussion about the performance measures can be found in the official publication.

### **The Benchmarking Project**

The North Carolina Benchmarking Project is an ongoing effort by several cities in North Carolina to both measure and compare local government services and costs and to identify "best practices". The City of Salisbury is a long-standing participant in the Benchmarking Project, which includes the cities of Apex, Asheville, Burlington, Cary, 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, water production and distribution, waste-water collection and treatment, and parks and recreation services.

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

- Developing methods for North Carolina's cities to use in their efforts to measure, assess and improve the performance and costs of public services and test and refine these methods by applying them to a select group of local government services
- Producing reliable data that the participating local jurisdictions can use in assessing the performance and costs of the services studied in the project
- Providing information to help local governments identify performance benchmarks as well as innovative or improved methods of service delivery
- Identifying and adopting best practices

By participating in the Benchmarking Project, local governments receive comparative performance and cost data to track their performance and costs in relation to other local governments, along with their own historical performance and cost data. By using this information, local governments strive to provide services more efficiently and cost-effectively to the citizens we serve.

### **Performance Measurement as Standard Management Practice in Salisbury**

The City of Salisbury has committed to continuing in the North Carolina Benchmarking Project in FY2014-15 and beyond.

### Explanatory Information

#### Service Level and Delivery

Salisbury provides residential refuse collection service once per week at curbside. Backyard collection service is provided for disabled customers only. The city charges a monthly fee of \$7 for collection and \$4.09 for disposal.

The city employed three crews during FY 2012–13 with two persons on each crew. Fifteen collection routes were used, with an average of one nine-mile trip per route per day to the landfill.

Each resident has one ninety-six-gallon roll-out cart provided and paid for by the city. A second cart may be obtained. The city collected 7,736 tons of residential refuse during FY 2012–13, at a cost per ton of \$108. Not included in the cost per ton was a \$34 landfill fee.

Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from roll-out carts.

#### Conditions Affecting Service, Performance, and Costs

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

### Municipal Profile

Population (OSBM 2012)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506
Median Family Income U.S. Census 2010	\$40,192

### Service Profile

FTE Positions—Collection	7.0
FTE Positions—Other	1.0
Type of Equipment	6 packers
Size of Crews (most commonly used)	2 person
Weekly Routes	15
Average Distance to Disposal Site	9 miles
Average Daily Trips to Disposal Site	1
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	11,878
Tons Collected	7,736.0
Monthly Service Fee	\$11.09

### Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	53.1%
Operating Costs	28.1%
Capital Costs	18.9%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$444,405
Operating Costs	\$235,008
Capital Costs	\$158,236
TOTAL	\$837,649

# Salisbury

# Residential Refuse Collection

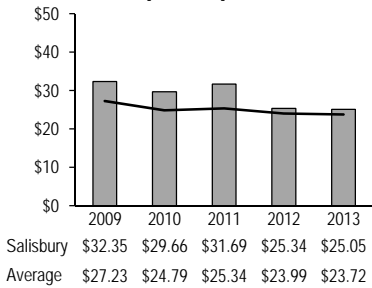
Key: Salisbury ■

Benchmarking Average —

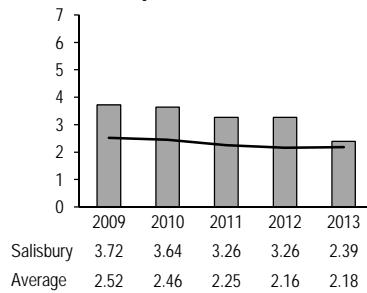
Fiscal Years 2009 through 2013

## Resource Measures

**Residential Refuse Collection Costs per Capita**

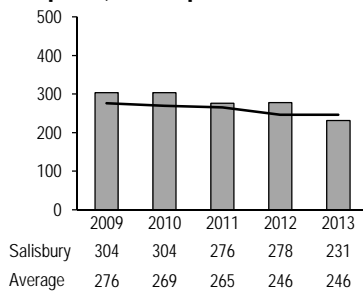


**Residential Refuse FTEs per 10,000 Population**

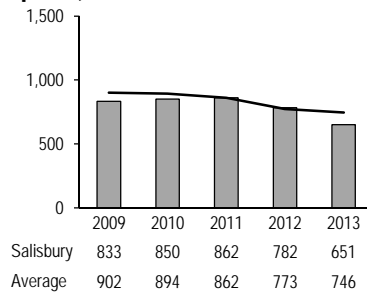


## Workload Measures

**Residential Refuse Tons per 1,000 Population**

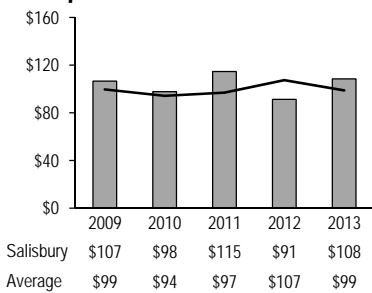


**Residential Refuse Tons per 1,000 Collection Points**

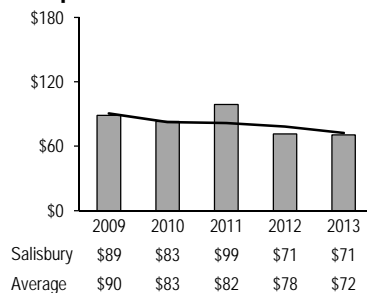


## Efficiency Measures

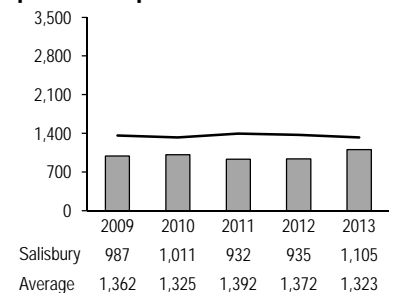
**Residential Refuse Collection Cost per Ton Collected**



**Residential Refuse Collection Cost per Collection Point**

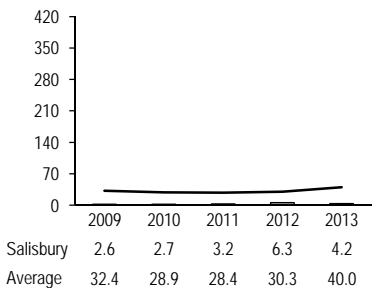


**Refuse Tons Collected per Municipal Collection FTE**

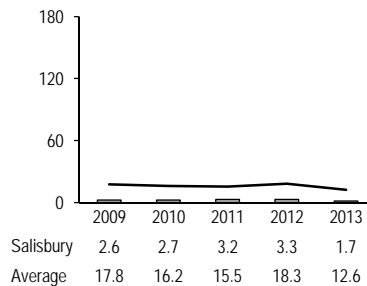


## Effectiveness Measures

**Complaints per 1,000 Collection Points**



**Valid Complaints per 1,000 Collection Points**



### Explanatory Information

#### Service Level and Delivery

Salisbury provides every other week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of \$4.03 in FY 2012–13. The city provides and pays for the ninety-six gallon recycling roll-out containers that residents use. The city contracts 100 percent of its recycling program. Recyclables are collected by the contractor and taken to the recycling site. The recyclable materials collected include:

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

#### Conditions Affecting Service, Performance, and Costs

The set-out rate was reported monthly by the contractor. The city reserves the right to conduct unannounced follow-up inspections of the collection process.

### Municipal Profile

Population (OSBM 2011)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506
Median Family Income U.S. Census 2010	\$40,192

### Service Profile

FTE Positions—Collection	Contractor
FTE Positions—Other	Contractor
Number of City Drop-Off Centers	0
Other Drop-Off Centers	10
Percentage of Service Contracted	100%
Collection Frequency	Every 2 weeks
General Collection Location	Curbside
Recyclables Sorted at Curb	No
Collection Points	10,500
Tons of Recyclables Collected	
Curbside	1,497
City Drop-Off Centers	0
Total Tons Collected	<u>1,497</u>
Monthly Service Fee	\$4.03
Revenue from Sale of Recyclables	\$555
Revenue as Percentage of Cost	0.2%

### Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$0
Operating Costs	\$307,150
Capital Costs	\$0
TOTAL	<u>\$307,150</u>

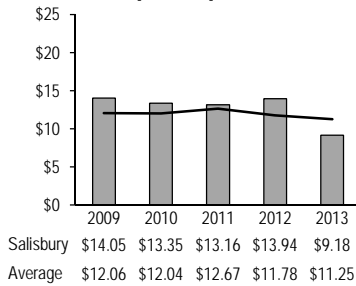
# Salisbury

# Household Recycling

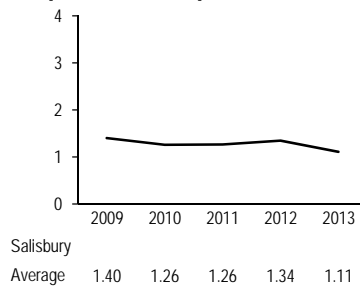
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2009 through 2013

## Resource Measures

**Recycling Services Cost per Capita**

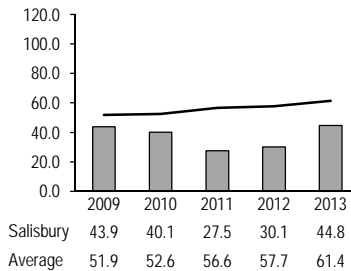


**Recycling Services FTEs per 10,000 Population**

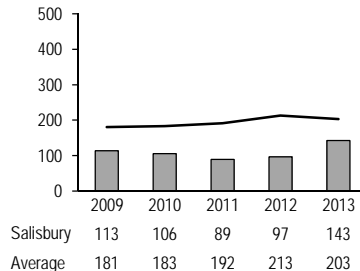


## Workload Measures

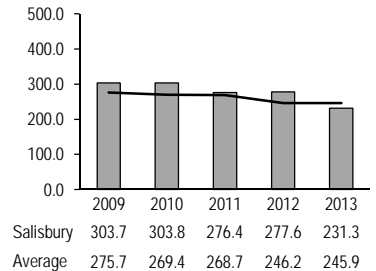
**Tons Recyclables Collected per 1,000 Population**



**Tons Recyclables Collected per 1,000 Collection Points**

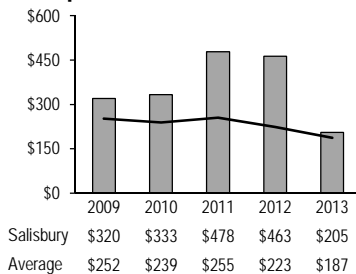


**Tons Solid Waste Landfilled per 1,000 Population**

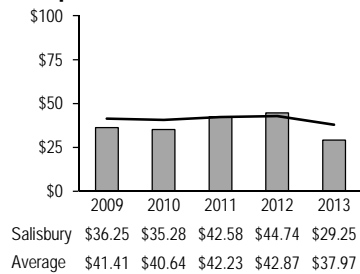


## Efficiency Measures

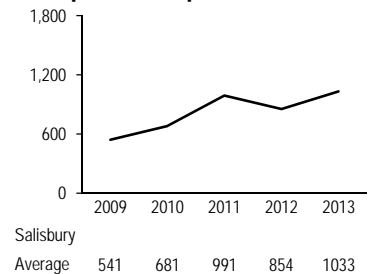
**Recycling Services Cost per Ton Collected**



**Recycling Services Cost per Collection Point**

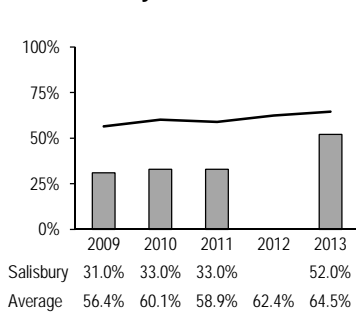


**Tons Collected Curbside per Municipal FTE**

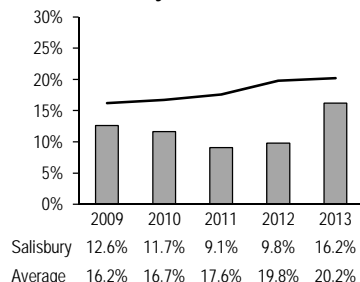


## Effectiveness Measures

**Community Set-Out Rate**



**Tons Recycled as Percentage of Tons Refuse and Recyclables Collected**



### Explanatory Information

#### Service Level and Delivery

Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.

The city uses two 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.

Loose leaves are collected curbside during leaf season, which runs from mid-October through March. Loose leaves are collected every third week during leaf season. Bagged leaves are collected as part of the weekly yard waste program.

One to seven crews, each composed of an operator, a street maintenance worker, and a seasonal worker, are used for the annual leaf collection program.

#### Conditions Affecting Service, Performance, and Costs

### Municipal Profile

Population (OSBM 2012)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506
Median Family Income U.S. Census 2010	\$40,192

### Service Profile

FTE Positions—Collection	8.0
FTE Positions—Other	0.3
Collection Frequency	
Yard Waste	1 x week
Seasonal Leaf Collection	1 x 3 weeks
Collection Points	10,961
Tons Collected	
Yard Waste	6,030
Seasonal Leaves	<u>2,719</u>
Total Tons Collected	8,749
Monthly Service Fee	No

### Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	55.7%
Operating Costs	26.8%
Capital Costs	<u>17.5%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$475,478
Operating Costs	\$228,526
Capital Costs	<u>\$149,293</u>
TOTAL	\$853,297

# Salisbury

# Yard Waste/Leaf Collection

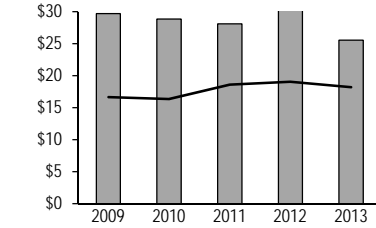
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2009 through 2013

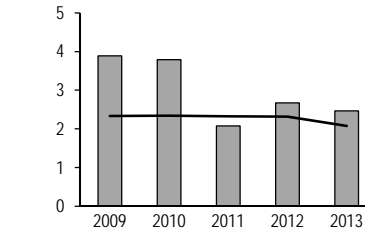
## Resource Measures

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



Year	Salisbury	Average
2009	\$29.69	\$16.65
2010	\$28.86	\$16.35
2011	\$28.10	\$18.59
2012	\$32.47	\$19.04
2013	\$25.52	\$18.19

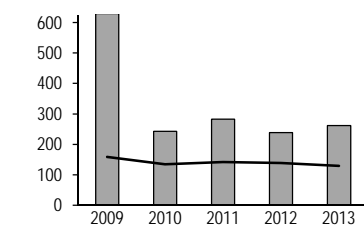
**Yard Waste and Leaf Collection  
FTEs per 10,000 Population**



Year	Salisbury	Average
2009	3.9	2.3
2010	3.8	2.3
2011	2.1	2.3
2012	2.7	2.3
2013	2.5	2.1

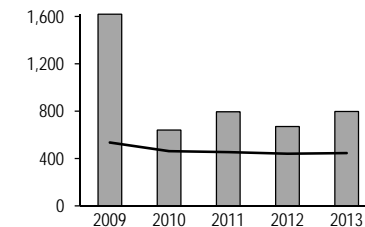
## Workload Measures

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



Year	Salisbury	Average
2009	629	159
2010	242	134
2011	283	142
2012	239	138
2013	262	130

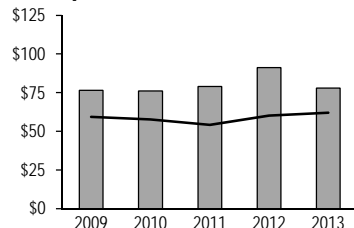
**Yard Waste and Leaf Tons Collected  
per 1,000 Collection Points**



Year	Salisbury	Average
2009	1,619	536
2010	639	463
2011	795	453
2012	671	440
2013	798	446

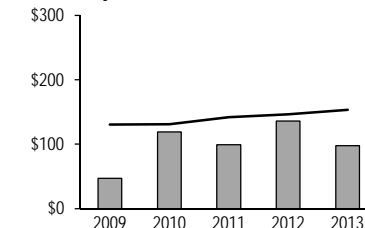
## Efficiency Measures

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



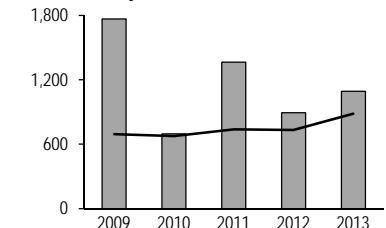
Year	Salisbury	Average
2009	\$76	\$59
2010	\$76	\$58
2011	\$79	\$54
2012	\$91	\$60
2013	\$78	\$62

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



Year	Salisbury	Average
2009	\$47	\$131
2010	\$119	\$131
2011	\$99	\$142
2012	\$136	\$146
2013	\$98	\$153

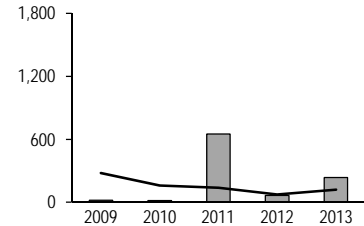
**Yard Waste and Leaf Tons  
Collected per Collection FTE**



Year	Salisbury	Average
2009	1,767	694
2010	697	674
2011	1,363	739
2012	894	732
2013	1,094	884

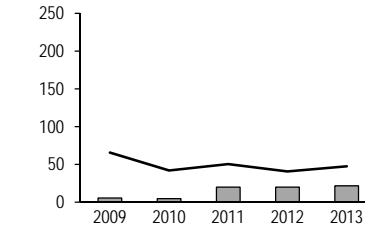
## Effectiveness Measures

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



Year	Salisbury	Average
2009	18	279
2010	17	160
2011	650	139
2012	65	74
2013	237	122

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



Year	Salisbury	Average
2009	6	66
2010	5	42
2011	20	50
2012	20	41
2013	22	48



## Fiscal Year 2012–13

### Explanatory Information

#### Service Level and Delivery

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

The city had eighty-two sworn officer positions authorized for the fiscal year, with an average length of service of 9.6 years. The police department is located in a two-story facility.

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

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.

The police department was successful in clearing a total of 611 Part I cases in FY 2012–13.

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

#### Conditions Affecting Service, Performance, and Costs

The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.

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

### Municipal Profile

Population (OSBM 2012)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506
Median Family Income U.S. Census 2010	\$40,192

### Service Profile

FTE Positions—Sworn	82.0
FTE Positions—Other	18.0
Marked and Unmarked Patrol Vehicles	90
Part I Crimes Reported	
Homicide	2
Rape	8
Robbery	98
Assault	88
Burglary	453
Larceny	1,303
Auto Theft	105
Arson	7
TOTAL	<u>2,064</u>
Part II Crimes Reported	2,188
Part I Crimes Cleared	
Persons	89
Property	<u>522</u>
TOTAL	611
Reporting Format	IBR
Number of Calls Dispatched	30,610
Number of Traffic Accidents	1,720
Property Damage for Accidents	NA

### Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	68.4%
Operating Costs	19.8%
Capital Costs	11.9%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$5,441,601
Operating Costs	\$1,572,371
Capital Costs	<u>\$943,301</u>
TOTAL	\$7,957,273

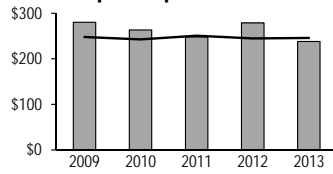
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2009 through 2013

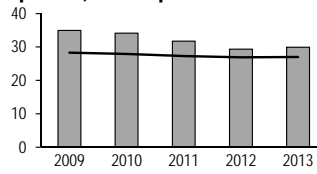
## Resource Measures

**Police Services Costs per Capita**



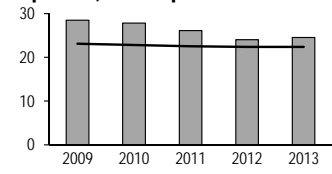
Year	Salisbury	Average
2009	\$280.11	\$248
2010	\$264	\$243
2011	\$248	\$251
2012	\$279	\$245
2013	\$238	\$246

**Total Police Services Personnel per 10,000 Population**



Year	Salisbury	Average
2009	35.0	28.3
2010	34.1	27.9
2011	31.7	27.3
2012	29.4	26.9
2013	29.9	27.0

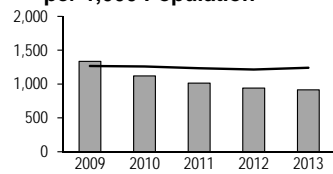
**Sworn Police Officers per 10,000 Population**



Year	Salisbury	Average
2009	28.5	23.1
2010	27.8	22.8
2011	26.1	22.5
2012	24.0	22.4
2013	24.5	22.4

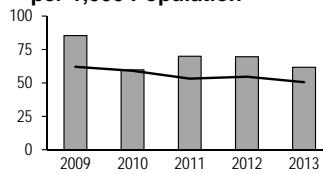
## Workload Measures

**Calls Dispatched per 1,000 Population**



Year	Salisbury	Average
2009	1,336	1,267
2010	1,121	1,259
2011	1,013	1,234
2012	940	1,213
2013	915	1,241

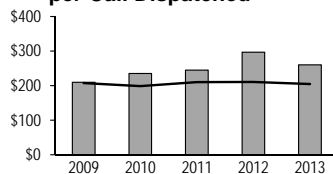
**Part I Crimes per 1,000 Population**



Year	Salisbury	Average
2009	85.3	62.0
2010	59.7	59.0
2011	70.0	53.2
2012	69.6	54.7
2013	61.7	50.5

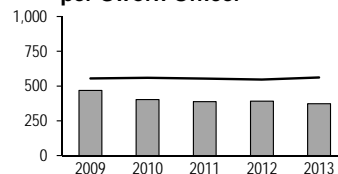
## Efficiency Measures

**Police Services Cost per Call Dispatched**



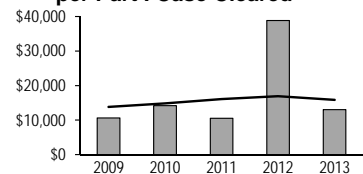
Year	Salisbury	Average
2009	\$210	\$207
2010	\$235	\$199
2011	\$245	\$210
2012	\$297	\$211
2013	\$260	\$204

**Calls Dispatched per Sworn Officer**



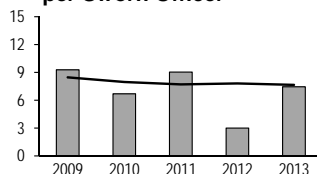
Year	Salisbury	Average
2009	469	555
2010	403	559
2011	388	554
2012	391	547
2013	373	561

**Police Services Cost per Part I Case Cleared**



Year	Salisbury	Average
2009	\$10,603	\$13,807
2010	\$14,177	\$14,860
2011	\$10,523	\$16,069
2012	\$38,821	\$16,930
2013	\$13,023	\$15,876

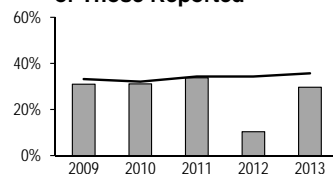
**Part I Cases Cleared per Sworn Officer**



Year	Salisbury	Average
2009	9.3	8.5
2010	6.7	8.0
2011	9.0	7.7
2012	3.0	7.8
2013	7.5	7.7

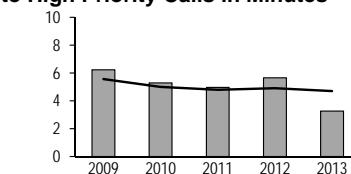
## Effectiveness Measures

**Percentage of Part I Cases Cleared of Those Reported**



Year	Salisbury	Average
2009	31.0%	33.2%
2010	31.1%	32.0%
2011	33.7%	34.3%
2012	10.3%	34.3%
2013	29.6%	35.7%

**Response Time to High Priority Calls in Minutes**



Year	Salisbury	Average
2009	6.2	5.6
2010	5.3	5.0
2011	5.0	4.8
2012	5.7	4.9
2013	3.3	4.7

Fiscal Year 2012–13

## Explanatory Information

### Service Level and Delivery

The emergency communications center is located in the police department and processes 911 emergency and non-emergency 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 then immediately switched to the city's police communications center. The city's center operates twenty-four hours a day, seven days a week.

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.

Salisbury's communication center reported total incoming calls of 64,142 for the fiscal year, dispatching 30,610 calls. The city defines highest priority emergency calls as those involving crimes in progress and calls involving injury or imminent injury to a person.

### Conditions Affecting Service, Performance, and Costs

The measure "percent of E-911 calls answered within twenty seconds" is a new measure added for FY 2009–10.

Salisbury was unable to provide data for some of the effectiveness measures in past years, given the structure of its database.

The money collected from the E-911 fee in Salisbury all goes to Rowan County.

## Municipal Profile

Population (OSBM 2012)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506
Median Family Income U.S. Census 2010	\$40,192
County	Rowan

## Service Profile

Primary or Secondary Answering Point	Secondary
Calls Dispatched	
Police	Yes
Fire	No
Other	No
FTE Positions	
Telecommunicators/Call-Takers	10.0
Other	0.0
Total Positions	<u>10.0</u>
Average Length of Service for Call-Takers	6.3 years
Total Incoming Calls	64,142
Total 911 Calls	11,871
Total Calls Dispatched	30,610
Outgoing Calls Other than Dispatch	NA
Revenue from E-911 Fees	None

## Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	71.9%
Operating Costs	24.5%
Capital Costs	3.6%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$479,638
Operating Costs	\$163,226
Capital Costs	\$23,863
TOTAL	<u>\$666,727</u>

# Salisbury

# Emergency Communications

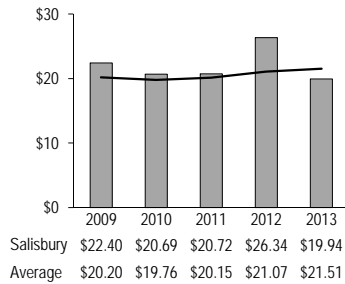
Key: Salisbury ■

Benchmarking Average —

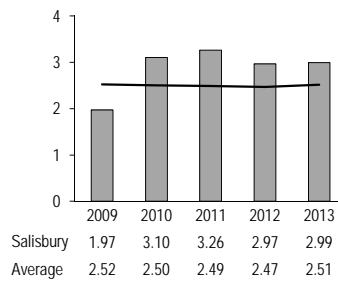
Fiscal Years 2009 through 2013

## Resource Measures

**Emergency Communications Services Costs per Capita**

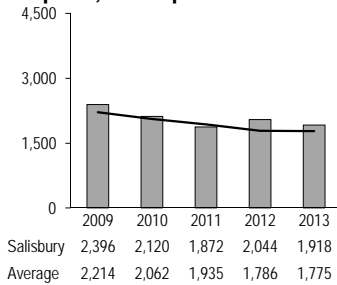


**Emergency Communications FTEs per 10,000 Population**

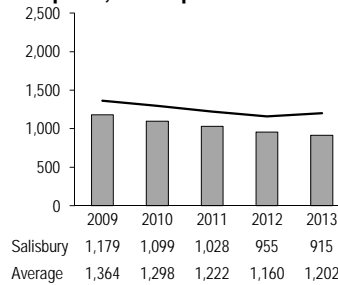


## Workload Measures

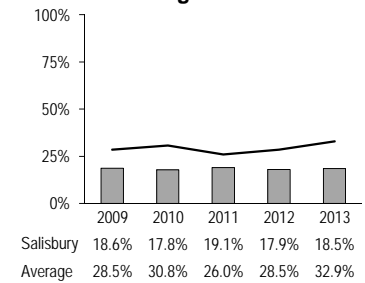
**Total Calls Answered per 1,000 Population**



**Calls Dispatched per 1,000 Population**

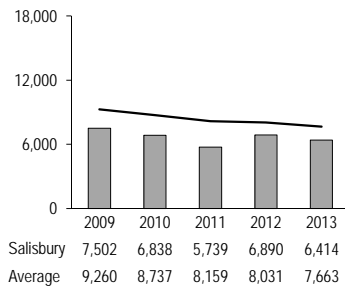


**E-911 Calls as a Percentage of All Incoming Calls**

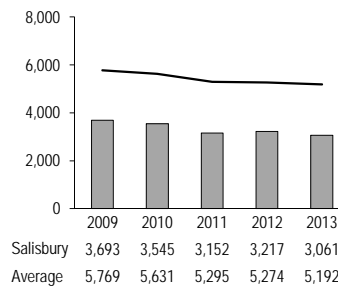


## Efficiency Measures

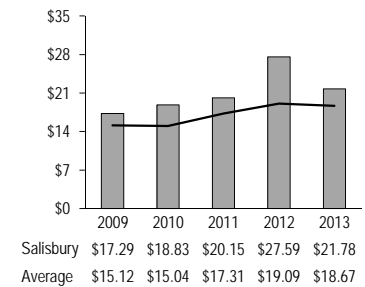
**Calls Answered per Telecommunicator**



**Calls Dispatched per Telecommunicator**

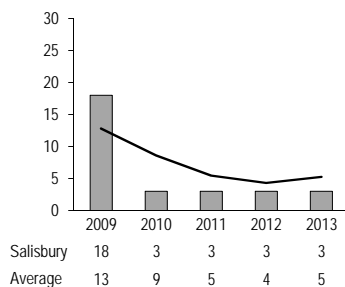


**Emergency Communications Cost per Call Dispatched**

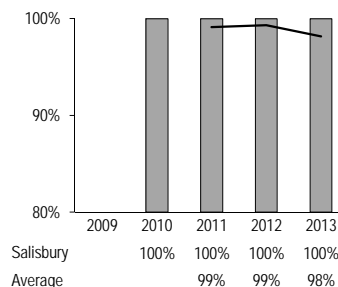


## Effectiveness Measures

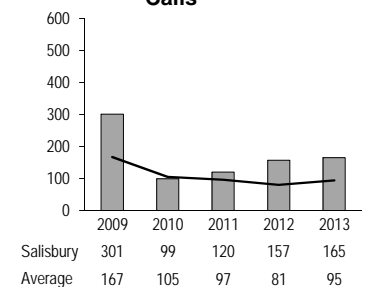
**Number of Seconds from Initial Ring to Answer**



**Percent of E-911 Calls Answered within Twenty Seconds**



**Average Time in Seconds from CAD Entry to Dispatch for Priority One Calls**



## Fiscal Year 2012–13

### Explanatory Information

#### Service Level and Delivery

The City of Salisbury was responsible for maintaining 342.4 lane miles during FY 2012–13. The city treated a total of 4.0 lane miles, or 1.2 percent of total lane miles.

The city lane miles that were treated included both resurfacing and rehabilitation which includes resurfacing following milling. This work was done by contractors. The contractors used a total of 2,556 tons of asphalt, and the average resurfacing depth used by the contractor was 1.5 inches.

The city reported that 67 percent of its lane miles rated 85 or above on its most recent pavement condition rating conducted in the year 2010. The city used a consultant for the rating, who relied on the ITRE rating system.

The number of potholes reported for FY 2012–13 was 570. The percentage of potholes repaired within twenty-four hours was 100 percent. A total of 181 utility cuts were also made, with the city repairing all of these.

#### Conditions Affecting Service, Performance, and Costs

Beginning with the FY 2010–11 reporting year, new performance measures were added to this service area. These include "cost per lane mile for preservation treatment," "cost per lane mile for resurfacing treatment," "cost per lane mile for rehabilitation treatment," and "percent of lane miles rated below 45." In addition, the measure "cost of maintenance per lane mile maintained" has been altered to back out some treatment costs that were formerly counted as maintenance. This means that for some jurisdictions, the "cost of maintenance per lane mile maintained" has dropped in FY 2010–11 due to changes in the definition rather than actual drops in maintenance.

### Municipal Profile

Population (OSBM 2012)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

### Service Profile

FTE Positions—Crews	5.00
FTE Positions—Other	0.25
Lane Miles Maintained	342.4
Lane Miles Treated	
Preservation	0.0
Resurfacing	1.8
Rehabilitation	2.2
TOTAL	4.0
Total Costs for All Treatment Types	\$273,620
Potholes Repaired	570
Number of Utility Cuts	181
Number of Maintenance Patches (exclusive of potholes and utility cuts)	na
Registered Vehicles	na
Registered Vehicles/Square Mile	na
Average Cost per Ton of Hot Asphalt during Year	\$68.00

### Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	10.4%
Operating Costs	58.5%
Capital Costs	31.1%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$118,881
Operating Costs	\$667,617
Capital Costs	\$355,633
TOTAL	\$1,142,131

# Salisbury

# Asphalt Maintenance and Repair

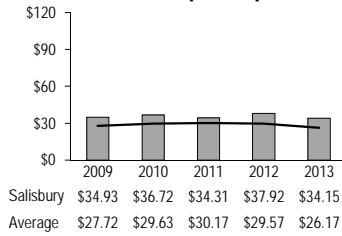
Key: Salisbury ■

Benchmarking Average —

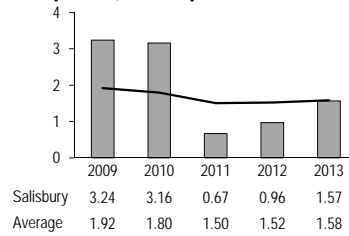
Fiscal Years 2009 through 2013

## Resource Measures

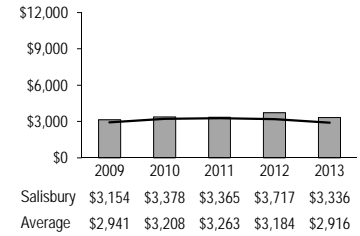
**Asphalt Maintenance and Repair Services Costs per Capita**



**Asphalt Maintenance and Repair FTEs per 10,000 Population**

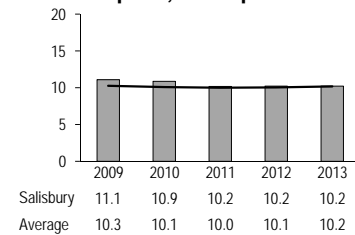


**Service Costs per Lane Mile of Road Maintained**

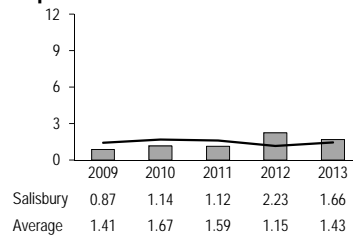


## Workload Measures

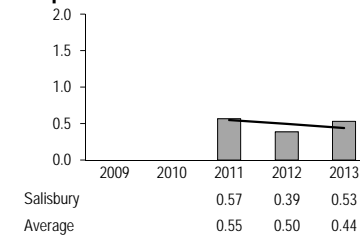
**Number of Lane Miles Maintained per 1,000 Population**



**Reported Potholes per Lane Mile Maintained**

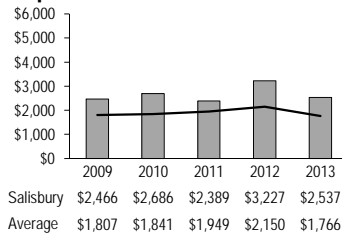


**Repaired Utility Cuts per Lane Mile Maintained**

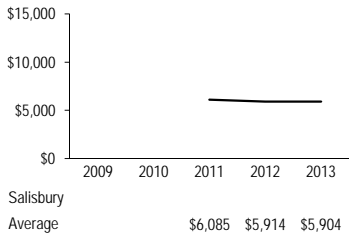


## Efficiency Measures

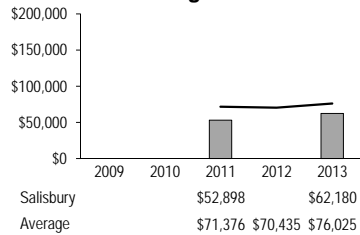
**Cost of Maintenance per Lane Mile Maintained**



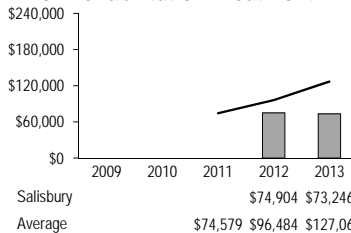
**Cost per Lane Mile for Preservation Treatment**



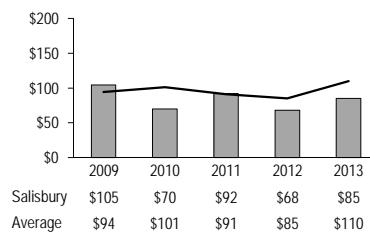
**Cost per Lane Mile for Resurfacing Treatment**



**Cost per Lane Mile for Rehabilitation Treatment**

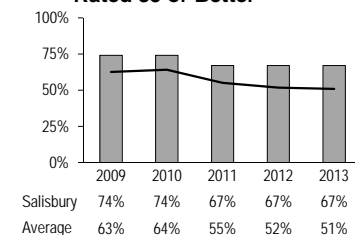


**Cost per Ton for Contract Resurfacing**

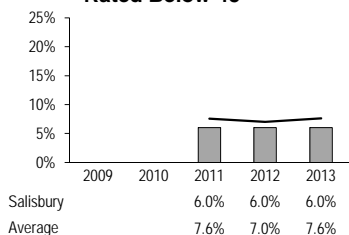


## Effectiveness Measures

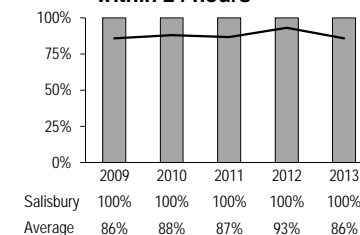
**Percent of Lane Miles Rated 85 or Better**



**Percent of Lane Miles Rated Below 45**



**Percentage of Potholes Repaired within 24 hours**



## Fiscal Year 2012–13

### Explanatory Information

#### 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.

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

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.

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

The fire department in Salisbury reported 3,163 fire maintenance, construction, and reinspections conducted in FY 2012–13. 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.

#### Conditions Affecting Service, Performance, and Costs

### Municipal Profile

Population (OSBM 2011)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506
Median Family Income U.S. Census 2010	\$40,192

### Service Profile

FTE Positions—Firefighters	66.0
FTE Positions—Other	8.0
Fire Stations	4
First-Line Fire Apparatus	
Pumpers	1
Aerial Trucks	1
Quints	3
Squads	1
Rescue	1
Other	5
Fire Department Responses	4,553
Responses for Fires	165
Structural Fires Reported	38
Inspections Completed for Maintenance, Construction, and Reinspections	3,163
Fire Code Violations Reported	3,653
Estimated Fire Loss (millions)	\$0.82
Amount of Property Protected in Service Area (millions)	\$2,782
Number of Fire Education Programs or Events	78

### Full Cost Profile

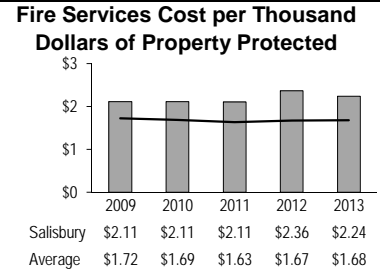
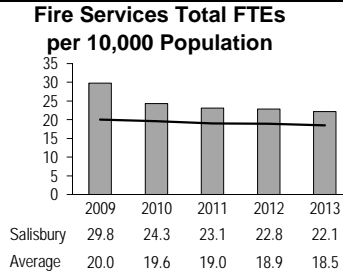
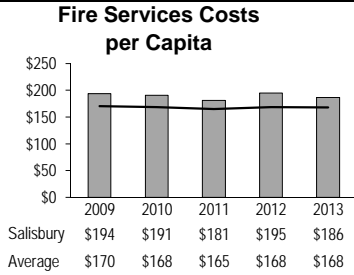
Cost Breakdown by Percentage	
Personal Services	65.2%
Operating Costs	19.9%
Capital Costs	14.9%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$4,063,816
Operating Costs	\$1,238,337
Capital Costs	\$926,357
TOTAL	\$6,228,510

Key: Salisbury ■

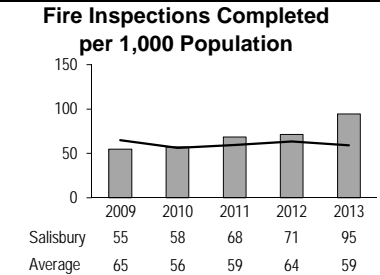
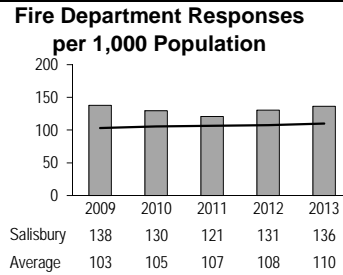
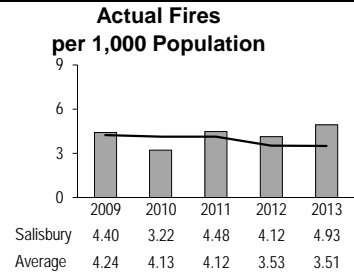
Benchmarking Average —

Fiscal Years 2009 through 2013

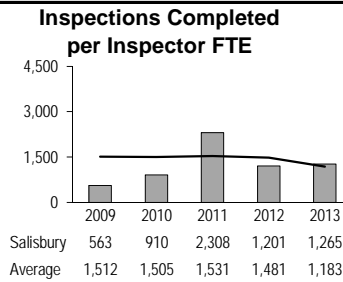
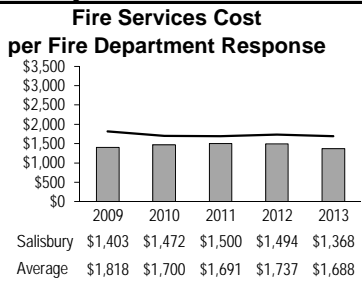
## Resource Measures



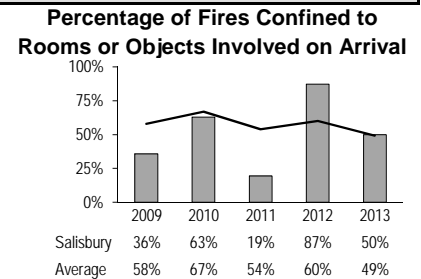
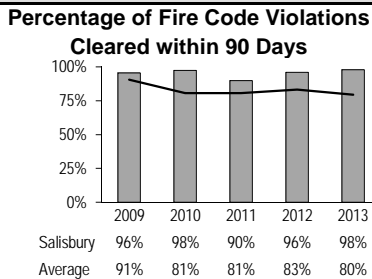
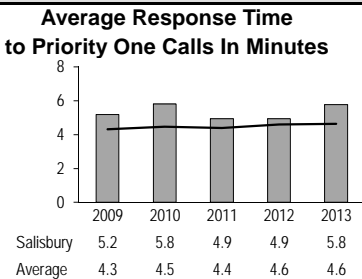
## Workload Measures



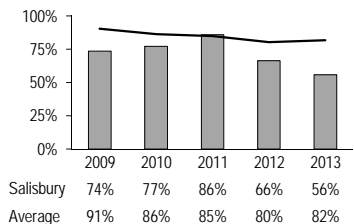
## Efficiency Measures



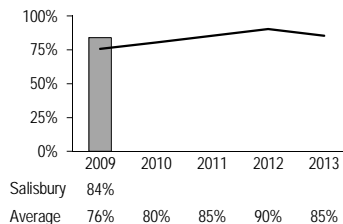
## Effectiveness Measures



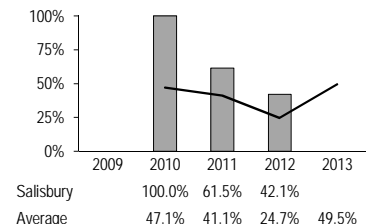
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**





### Explanatory Information

#### Service Level and Delivery

Fleet Maintenance is a division of the Public Services Department and operates the fleet and transit shops. All activities in this operation are accounted for in Salisbury's general fund.

There is no markup on any parts sold or sublet work performed on city vehicles. However, for work done on vehicles owned by other local governments, such as the county, the city charges for labor and includes a markup on parts and sublet work.

The following services were contracted out:

- body work
- exhaust system repairs
- towing.

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

### Municipal Profile

Population (OSBM 2012)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506

### Service Profile

FTE Positions—Technician	10.0
FTE Positions—Other	3.0

Work Bays	14
-----------	----

<u>Rolling Stock Maintained</u>	<u>No.</u>	<u>Average Age</u>
Cars—Normal Usage	12	8.3 Years
Cars—Severe Usage	77	6.0 Years
Light Vehicles	137	8.2 Years
Medium Vehicles	27	8.6 Years
Heavy—Sanitation	11	9.6 Years
Heavy—Sewer	3	9.3 Years
Heavy—Fire Apparatus	13	14.6 Years
Heavy—Other	26	11.7 Years
Trailed Equipment	92	14.0 Years
Off-Road/Construction/Tractors	80	11.8 Years
Buses	9	8.2 Years
<b>TOTAL</b>	<b>487</b>	

Vehicle Equivalent Units (VEUs)	1,596
---------------------------------	-------

Average Rolling Stock Units Available per Day	472
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Hours Billed	NA
--------------	----

Work Orders	6,006
-------------	-------

Repeat Repairs within 30 Days	8
-------------------------------	---

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

Preventive Maintenance Jobs (PMs)	1,440
-----------------------------------	-------

PMs Completed as Scheduled	1,382
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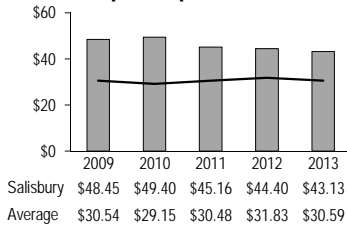
### Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	45.9%
Operating Costs	49.5%
Capital Costs	4.5%
<b>TOTAL</b>	<b>100.0%</b>

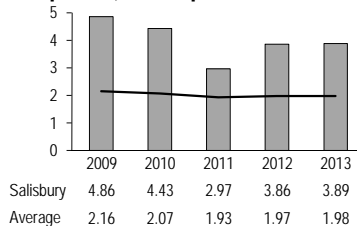
Cost Breakdown in Dollars	
Personal Services	\$662,479
Operating Costs	\$714,310
Capital Costs	\$65,558
<b>TOTAL</b>	<b>\$1,442,347</b>

## Resource Measures

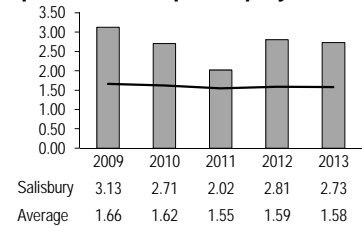
**Fleet Maintenance Services Cost per Capita**



**Fleet Maintenance FTEs per 10,000 Population**

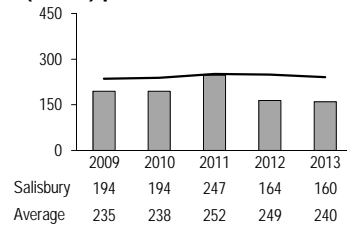


**Fleet Maintenance FTEs per 100 Municipal Employees**

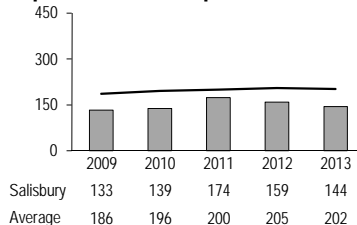


## Workload Measures

**Number of Vehicle Equivalent Units (VEUs) per Technician FTE**

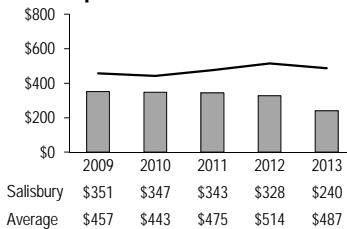


**Preventive Maintenance (PMs) Completed In-House per Tech FTE**

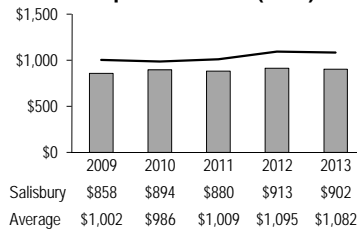


## Efficiency Measures

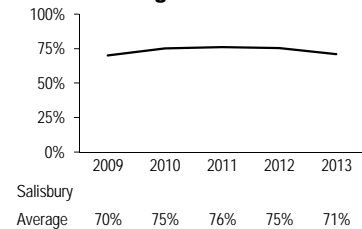
**Fleet Maintenance Cost per Work Order**



**Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)**

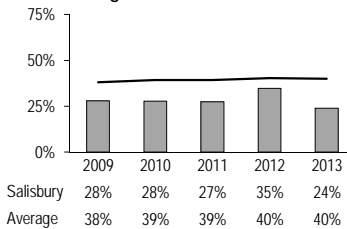


**Hours Billed as a Percentage of Total Hours**

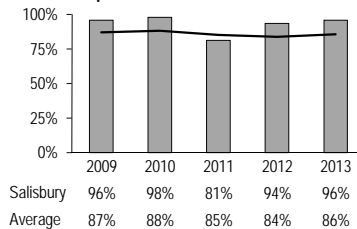


## Effectiveness Measures

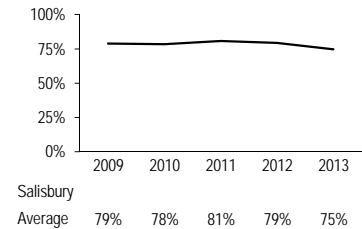
**Preventive Maintenance (PMs) as a Percentage of All Work Orders**



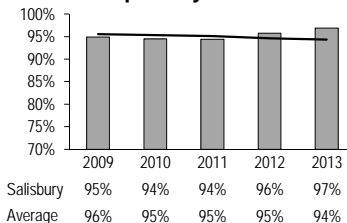
**Percentage of Preventive Maintenance (PMs) Completed as Scheduled**



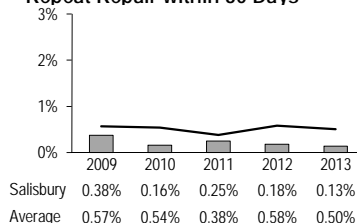
**Percentage of Work Orders Completed within 24 Hours**



**Percentage of Rolling Stock Available per Day**



**Percentage of Work Orders Requiring Repeat Repair within 30 Days**



### Explanatory Information

#### Service Level and Delivery

The human resources function in Salisbury is a centralized unit that provides internal support and assistance with six staff members: 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).

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.

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

#### Conditions Affecting Service, Performance, and Costs

### Municipal Profile

Population (OSBM 2012)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506
Median Family Income	\$40,192
U.S. Census 2010	
County Unemployment Rate (2011)	11.6%
N.C. Employment Security Commission	

### Service Profile

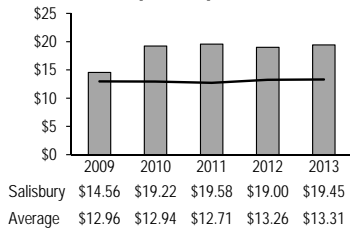
Central HR FTE Positions	
Administration	2.0
Generalist/Specialist	4.0
Staff Support/Clerical	1.0
Total Authorized Workforce	476.0
Authorized FTEs	473.0
Average Length of Service (Months)	125
Number of Position Requisitions	68
Employment Applications Processed	2,018
Length of Probationary	6 or 12 months
Employment Period	
Compensation Studies Completed	NA
Positions Studied	19
Employee Turnover	
Voluntary Separations	48
Involuntary Separations	20
TOTAL SEPARATIONS	68
Formal Grievances Filed by Employees	3
Equal Employment Opportunity	2
Commission (EEOC) Complaints Filed	

### Full Cost Profile

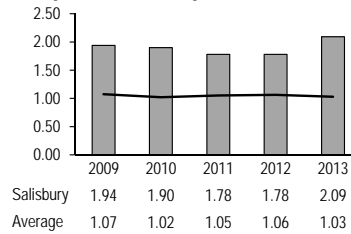
Cost Breakdown by Percentage	
Personal Services	74.5%
Operating Costs	23.2%
Capital Costs	2.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$484,578
Operating Costs	\$151,040
Capital Costs	\$14,682
TOTAL	\$650,300

## Resource Measures

**Human Resources Services Cost per Capita**

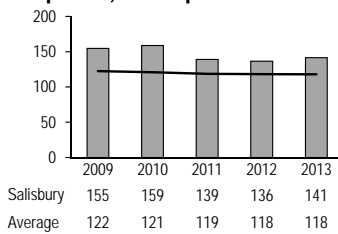


**Human Resources FTEs per 10,000 Population**

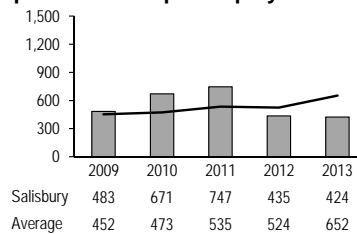


## Workload Measures

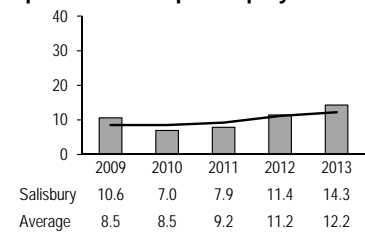
**Total Municipal FTEs per 10,000 Population**



**Applications Processed per 100 Municipal Employees**

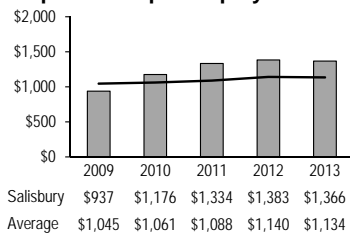


**Position Requisitions per 100 Municipal Employees**

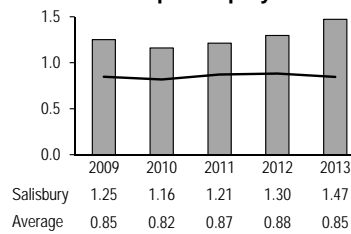


## Efficiency Measures

**Human Resources Cost per Municipal Employee**

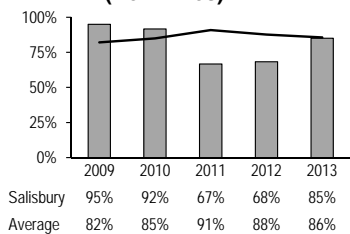


**Ratio of Human Resources Staff to 100 Municipal Employees**

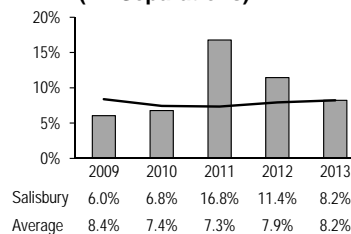


## Effectiveness Measures

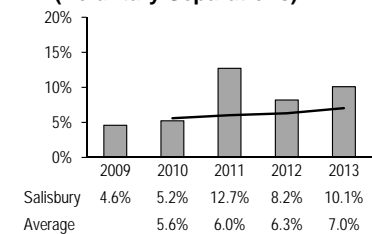
**Probationary Period Completion Rate (New Hires)**



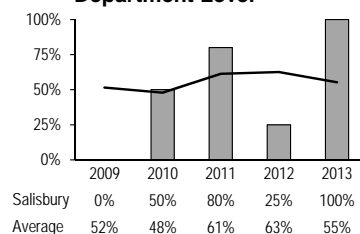
**Employee Turnover Rate (All Separations)**



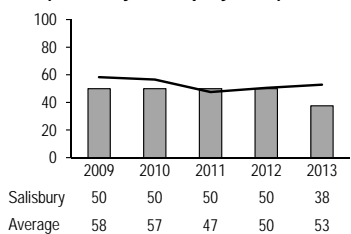
**Employee Turnover Rate (Voluntary Separations)**



**Percentage of Grievances Resolved at Department Level**



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



### Explanatory Information

#### Service Level and Delivery

The City of Salisbury provides water service through an enterprise fund department. This department is known as Salisbury-Rowan Utilities. The system covers 47.2 square miles and covers much of Rowan County. Approximately 53,000 people are served. In the late 1990s and early 2000s, the City of Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell, followed by China Grove in 2011. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer, Landis, and the City of Kannapolis.

The water source for the system is the Yadkin River. The estimated safe yield for the system is 108 million gallons per day. The system has one treatment plant with a capacity of 25 million gallons per day. The plant uses an Actiflo pre-treatment process followed by a conventional sedimentation and filtration treatment process.

Water meters are read once per month. The system currently has approximately 4 percent of meters read by automatic means. The standard for meter replacement is fifteen years.

#### Conditions Affecting Service, Performance, and Costs

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

### Municipal Profile

Estimated Service Population	52,600
Service Land Area (Square Miles)	47.2
Persons per Square Mile	1,114
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

### Service Profile

FTE Staff Positions	
Treatment Plant	8.0
Line Crews	12.5
Meter Readers	11.0
Billing/Collection	5.0
Other	7.5
Total	<u>44.0</u>
Number of Treatment Plants	1
Total Treatment Capacity	25.0 MG
Average Daily Demand	8.7 MG
Miles of Main Line Pipe	418
Average Age of Main Line Pipe	46 years
Number of Breaks/Leaks	327
Number of Water Meters	18,905
Percent of Meters Read Automatically	3.9%
Total Revenues Collected	\$11,930,580

### Full Cost Profile

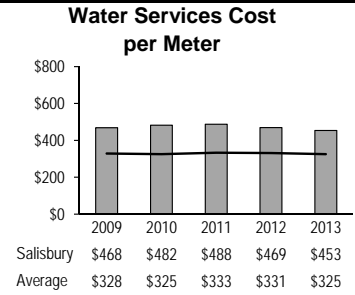
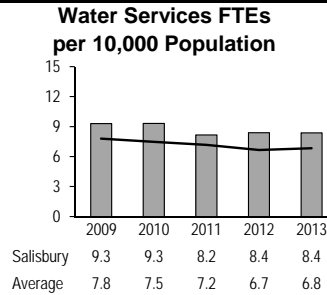
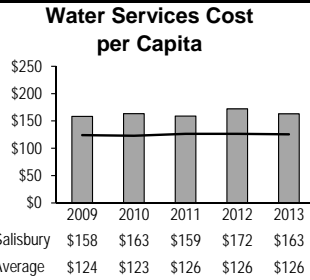
Cost Breakdown by Percentage	
Personal Services	28.9%
Operating Costs	41.5%
Capital Costs	29.6%
TOTAL	<u>100.0%</u>
Cost Breakdown in Dollars	
Personal Services	\$2,475,809
Operating Costs	\$3,552,135
Capital Costs	\$2,539,719
TOTAL	<u>\$8,567,663</u>

Key: Salisbury ■

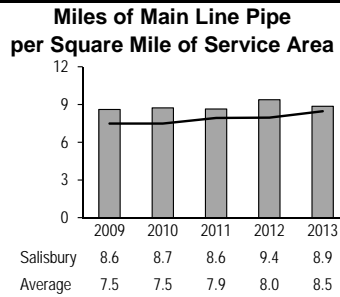
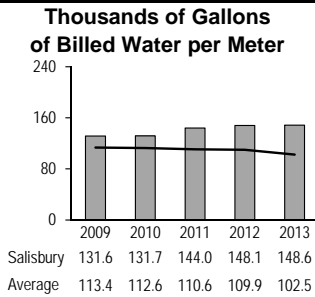
Benchmarking Average —

Fiscal Years 2009 through 2013

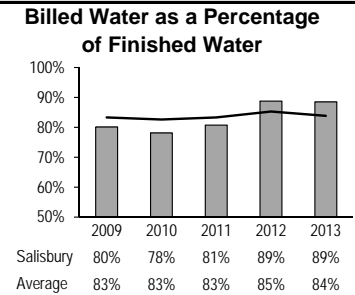
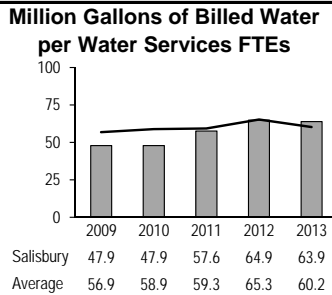
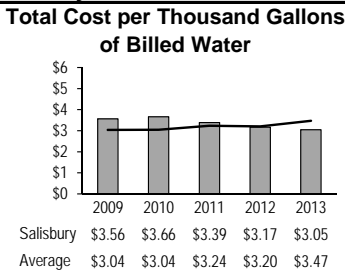
## Resource Measures



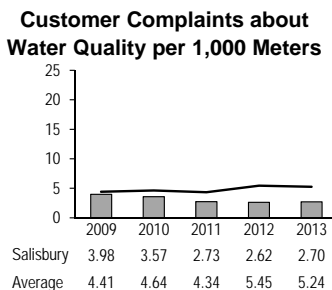
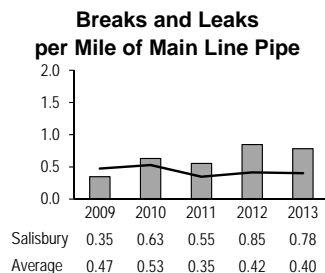
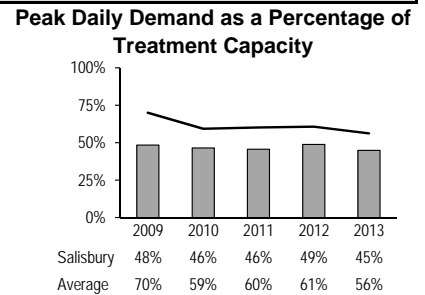
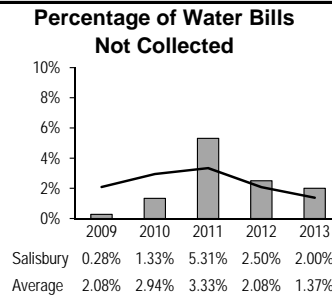
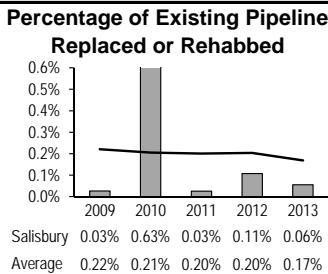
## Workload Measures



## Efficiency Measures



## Effectiveness Measures



### Explanatory Information

#### Service Level and Delivery

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

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

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

#### Conditions Affecting Service, Performance, and Costs

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

### Municipal Profile

Estimated Service Population	51,900
Service Land Area (Square Miles)	45.3
Persons per Square Mile	1,146
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

### Service Profile

FTE Staff Positions	
Treatment Plant	19.0
Line Crews	16.5
Billing/Collection	5.0
Other	14.5
Number of Treatment Plants	2
Total Treatment Capacity	12.5 MGD
Average Daily Flow	7.1 MGD
River Basin into Which System Discharges	Yadkin
Miles of Gravity Main Line Pipe	395
Miles of Forced Main Line Pipe	29
Average Age of Main Line Pipe	41 years
Blocks in Sewer Mains	31
Number of System Breaks	7
Sanitary System Overflows	6
Number of Customer Accounts	16,203
Total Revenues Collected	\$11,565,499

### Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	30.5%
Operating Costs	41.4%
Capital Costs	28.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$2,767,064
Operating Costs	\$3,752,078
Capital Costs	\$2,539,719
TOTAL	\$9,058,861

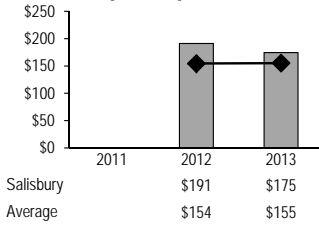
Key: Salisbury ■ Benchmarking Average ◆

Fiscal Years 2011 through 2013

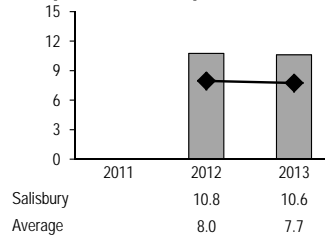
Fiscal Years 2011 through 2013

## Resource Measures

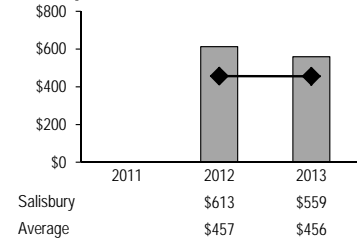
**Wastewater Services Cost per Capita**



**Wastewater Services FTEs per 10,000 Population**

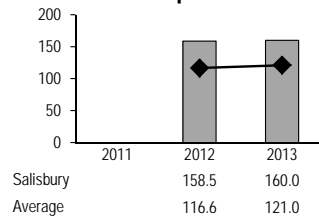


**Wastewater Services Cost per Customer Account**

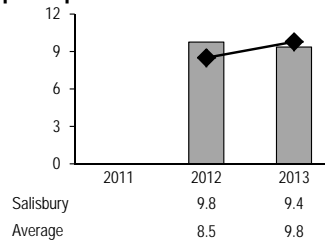


## Workload Measures

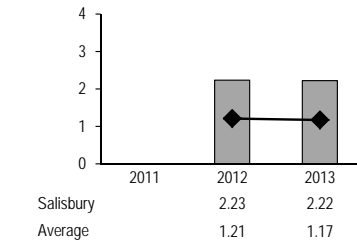
**Thousands of Gallons of Wastewater per Account**



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

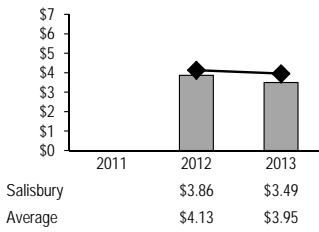


**Number of Lift Stations per 1,000 Accounts**

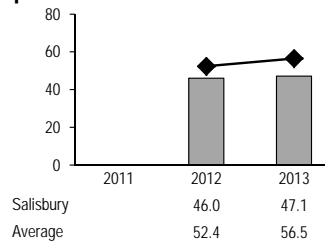


## Efficiency Measures

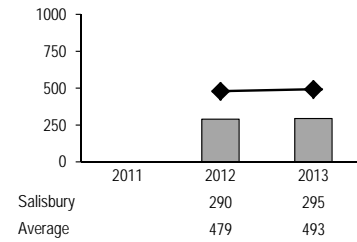
**Total Cost per 1,000 Gallons of Treated Wastewater**



**Million Gallons of Wastewater per Wastewater Services FTE**

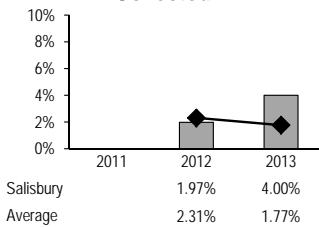


**Customer Accounts per Wastewater Services FTE**

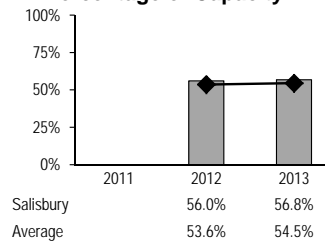


## Effectiveness Measures

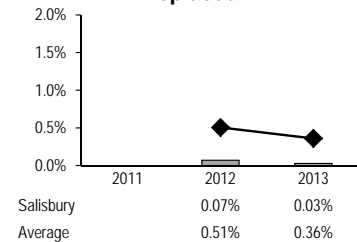
**Percentage of Wastewater Bills Not Collected**



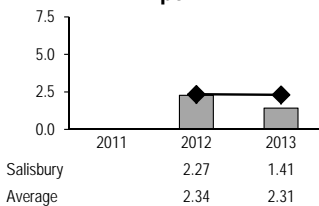
**Average Daily Treatment as a Percentage of Capacity**



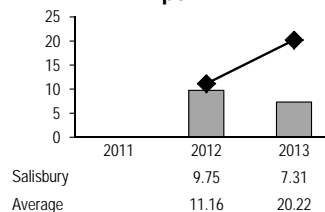
**Percent of Main Line Rehabbed or Replaced**



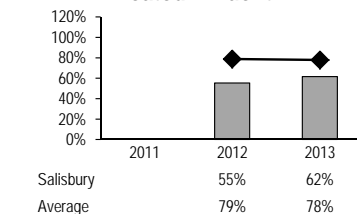
**Overflows per 100 Miles of Main Line Pipe**



**Backups per 100 Miles of Main Line Pipe**



**Billed Wastewater as a Percent of Treated Effluent**





### Explanatory Information

#### Service Level and Delivery

The City of Salisbury provides park and recreation through a separate department. This department also includes other functions including cemeteries, landscape, right of ways, trees, medians, and mowing of city properties.

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

Salisbury has a full array of recreational facilities available. The city has over 508 acres of parks with 308 of those acres developed and 200 undeveloped. The city has 16.9 miles of trails including 5.2 miles which are paved.

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

#### Conditions Affecting Service, Performance, and Costs

Parks and Recreation is a new service for the Benchmarking Project beginning with the FY 2012–13 reporting year.

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

### Municipal Profile

Population (OSBM 2012)	33,442
Land Area (Square Miles)	22.20
Persons per Square Mile	1,506
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

### Service Profile

Parks and Recreation Staff	
Administrative Position FTEs	2.0
Maintenance Staff FTEs	23.5
Program and Facility FTEs	11.7
Other Staff FTEs	0.0
TOTAL	37.2
Number of Parks and Sites	28
Total Land Acreage in Parks	508.0
Miles of Trails in Parks	16.9
Recreational Facilities	
Indoor and Outdoor Pools	1
Recreation Centers	3
Outdoor Basketball Courts	6 full, 6 half
Outdoor Tennis Courts	10
Playgrounds	18
Diamond Fields	8
Rectangular Fields	4
Other Athletic Fields	0
Picnic Shelters	20
Parks and Recreation Revenues	
User Fees	\$167,439
Grants	\$1,250
Sponsorships	\$7,250
Donations	\$14,901

### Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	62.4%
Operating Costs	32.3%
Capital Costs	5.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$1,161,188
Operating Costs	\$600,176
Capital Costs	\$99,128
TOTAL	\$1,860,492

# Salisbury

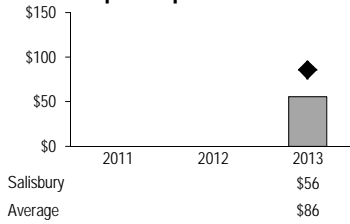
# Core Parks and Recreation

Key: Salisbury ■ Benchmarking Average ◆

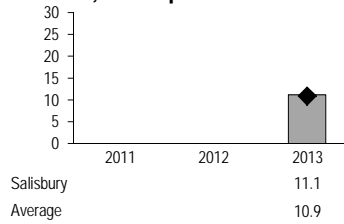
Fiscal Years 2011 through 2013

## Resource Measures

**Core Parks and Recreation Services per Capita**

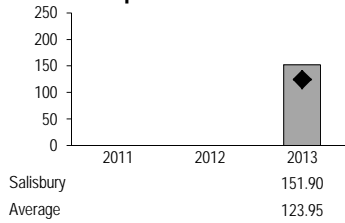


**Core Parks and Recreation Staff per 10,000 Population**

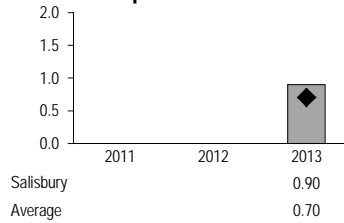


## Facilities Measures

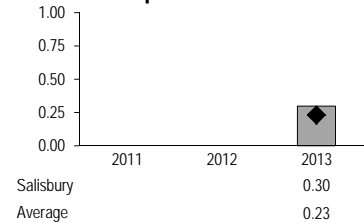
**Land Acres of Parks per 10,000 Population**



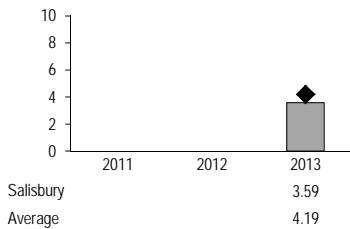
**Recreation Centers per 10,000 Population**



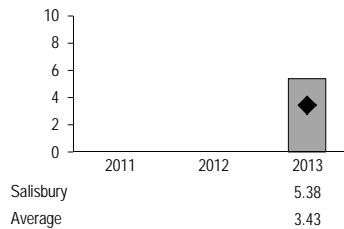
**Swimming Pools per 10,000 Population**



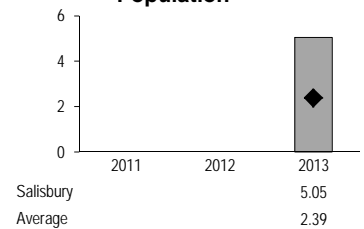
**Athletic Fields per 10,000 Population**



**Playgrounds per 10,000 Population**

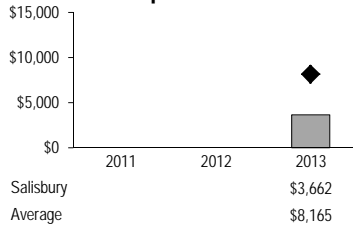


**Miles of Land Trails per 10,000 Population**

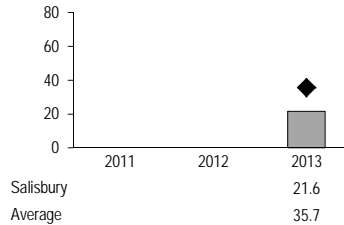


## Efficiency Measures

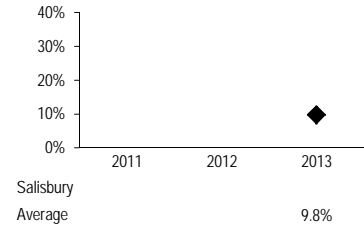
**Total Core Parks and Recreation Costs per Acre**



**Acres of Park Maintained per Maintenance FTE**

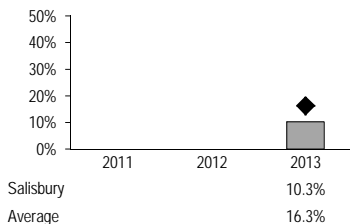


**Volunteer Hours in FTEs as a Percent of Paid Staff FTEs**

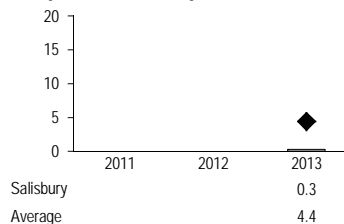


## Effectiveness Measures

**Revenue Gained as a Percent of Total Core Costs**



**Acts of Vandalism at Parks Facilities per 10,000 Population**





**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2014, AND ENDING JUNE 30, 2015.**

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, 2014, and ending June 30, 2015, 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	\$ 268,599
Management and Administration	1,033,332
Public Information & Communication	473,352
Human Resources	1,384,663
Information Systems Operations	1,594,325
Network Operations	438,703
Financial Services	1,361,412
Business Services	925,982
Purchasing	80,650
Planning & Community Development	760,621
GIS	480,260
Development Services	601,566
Code Services	219,633
Infrastructure Management	1,296,199
Central City Buildings	465,749
Plaza	251,259
Police Services	1,615,447
Police Administration	884,036
Police Operations	3,345,515
Police Special Operations	995,622
Fire Department	6,166,379
Telecommunications	757,965
Street Lighting	601,804
Transportation	454,340
Engineering	1,555,227
Public Services - Administration	238,095
Streets	1,597,461
Solid Waste Management	1,251,234
Waste Management - Other	326,922
Parks and Recreation	2,561,608
Fleet Management	820,390
Education	38,107
Debt Service	<u>1,409,414</u>
<b>TOTAL GENERAL FUND</b>	<b><u>\$ 36,255,871</u></b>

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

Utilities Mgt. and Administration	\$ 4,619,592
Plant Operations-Water Treatment	1,637,306
Systems Maintenance	3,860,798
Environmental Services	618,671
Plant Operations-Wastewater Treatment	2,815,516
Meter Services	697,515
Plants Maintenance	2,167,846
Water and Sewer Debt Service	<u>6,290,093</u>
TOTAL WATER AND SEWER FUND	<u>\$ 22,707,337</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

\$ 1,116,936

(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

\$ 2,128,807

(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

\$ 492,735

(6) That for said fiscal year there is hereby appropriated out of the FIBRANT COMMUNICATIONS FUND for the operating Salisbury's Fiber Optic Network, the sum of

\$ 6,241,621

(7) That for said fiscal year there is hereby appropriated out of the STORMWATER FUND for the purpose of operating Salisbury's Stormwater management program, the sum of

\$ 1,146,583

(8) That for said fiscal year there is hereby appropriated out of the STORMWATER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 63,547

(9) That for the 2014-15 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

\$ 311,749

(10) 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

\$ 105,875

## 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, 2014 and ending June 30, 2015:

General Fund:	
Taxes	\$ 18,159,748
Unrestricted governmental	8,060,000
Restricted governmental	2,624,812
Charges for services	7,125,606
Miscellaneous	<u>285,705</u>
Total revenues	<u>\$ 36,255,871</u>
Water and Sewer Fund:	
Operating revenues	\$ 21,570,337
Nonoperating revenues	<u>1,137,000</u>
Total revenues and other financing sources	<u>\$ 22,707,337</u>
Transit Fund:	
Charges for services	\$ 118,000
Intergovernmental revenues	544,596
Other financing sources	<u>454,340</u>
Total revenues and other financing sources	<u>\$ 1,116,936</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,548,801
Miscellaneous	79,000
Other financing sources	<u>501,006</u>
Total revenues	<u>\$ 2,128,807</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 488,735
Miscellaneous	<u>4,000</u>
Total revenues	<u>\$ 492,735</u>
Fibrant Communications Fund:	
Operating revenues	\$ 5,407,544
Nonoperating revenues	<u>834,077</u>
Total revenues	<u>\$ 6,241,621</u>
Stormwater Fund:	
Operating revenues	<u>\$ 1,146,583</u>
Stormwater Capital Reserve Fund:	
Transfer from Stormwater Fund	<u>\$ 63,547</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 276,749
Miscellaneous	<u>35,000</u>
Total revenue	<u>\$ 311,749</u>
Rental Rehab:	
Miscellaneous	<u>\$ 105,875</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, 2014 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)

-- \$ .6569

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 \$2,781,500,000 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. There is hereby levied a tax of 1.5% on gross receipts derived from retail short-term lease or rental of vehicles to the general public. This tax will be levied, reported, and collected as established under Ordinance 2000-47 as authorized by General Statute 160A-215.1.

Section 5. The Fibrant General Manager is authorized to establish rates for business services and equipment that are not specifically listed in Appendix F in Article XII and to modify as necessary 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 Fibrant General Manager.

Section 7. Retransmission Fee identified in Appendix F in Article XII will be revised by the Fibrant General Manager to actual fees charged for the right to rebroadcast local television stations upon change.

Section 8. Section 25-34(c)(5) of the Code of Ordinances is revised to 'Payments made to the city and utility deposits will be applied to utility accounts in the following order: delinquent federal and state fees and taxes, delinquent fees, stormwater prior fees, recycling prior fees, landfill prior fees, Fibrant prior fees, sewer prior fees, water prior fees, federal and state fees and taxes, stormwater fees, recycling current fees, landfill current fees, Fibrant current fees, sewer current fees, and water current fees.

Section 9. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2014 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 10. 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 11. Copies of this ordinance shall be furnished to the City's Assistant City Manager, to be kept on file by him, for his direction in the disbursement of City funds.

Section 12. The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:

	Fee
<b>ADMINISTRATION</b>	
Sale of Salisbury Code of Ordinances-soft back	\$238.64
Sale of Salisbury Code of Ordinances-hard back binder	\$274.64
Sale of Salisbury City Council meeting recording	\$2 per CD
Sale of Salisbury Code Supplement Updates	\$24.50 per set
Parade, Picket Line, or Group Demonstration Permit Application Fee	\$25
Copy Machine Fee	\$0.10 per copy; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing

## COMMUNITY PLANNING SERVICES

### *Development Services*

#### Zoning Board of Adjustment:

Administrative appeal	\$300
Variance	\$300

#### Conditional District Petition or General Development Overlay:

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

#### District Map & Text Amendment Petition

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

Vested Rights Extension \$600 without rezoning

#### Notifications/Mailing:

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

After-the-fact Certificate of Appropriateness (HPC) \$250

Major Site Plan Review \$500

Minor Site Plan Review \$150

Alternate Methods of Compliance \$50

Special Use Permit \$500

Zoning Permit for New Single Family \$50 (House <5 DU)

Zoning Permit for New Multi-family \$150

Zoning Permit for New Non-residential \$300

Zoning Permit for Addition, Accessory, Upfit of Residential \$25

Zoning Permit for Addition, Accessory, Upfit of Non-residential \$100

Zoning Verification Letter \$60

Predevelopment Permit for Site Grading (LIA) \$100

Predevelopment Permit for Site Grading (HIA) \$300

New Telecommunications Tower Special Use Permit Application \$5,000

Height Addition of Existing Telecommunications Tower Application \$1,500

Sidewalk Dining Permit (Annually) \$10

Special Event / Temporary Sign Permit \$25

Permit for Sign Panel / Face Change \$50



	Fee
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Temporary Use Permit	\$50
Temporary Construction Trailor	\$25
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$24 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
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.	
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$.20 per foot annually
<b>Code Enforcement</b>	
Nuisance abatement	Mobilization fee \$125 + contractor & landfill costs
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$200 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200
<b>ENGINEERING</b>	
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25

	Fee
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

## **INFORMATION TECHNOLOGY SERVICES**

### ***Geographic Information Systems***

ESRI Authorized Training Courses	\$375 per person per day
Geoprocessing using ArcGIS ModelBuilder	\$300 per person per day
GIS Topic Workshop	\$100 per person, per day
Training Room Rental	\$50 per person, per day Minimum \$300 per day

## **POLICE**

Copies (No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	\$0.10 per copy; minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Picket Permits	\$25
Handicapped Parking Violation	\$250
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
False Alarms (Security and Fire):	
First Two False Alarms in 12 Month Period	Free from 1st Date
False Alarms 3 - 5 within 12 month period	\$50 per Alarm
False Alarms 6 - 7 within 12 month period	\$100 per Alarm
False Alarms 8 - 9 within 12 month period	\$250 per Alarm
False Alarms 10 or more within 12 month period	\$500 per Alarm
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

## **FIRE**

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

**SPECIAL OPERATIONAL USE PERMITS**

Operational permits are required by the NC Fire Code to conduct the following types of operations. A permit fee will be charged for the following Special Operational Use Permits. These permits are not attached to normal procedures and are not covered under a General Inspection Use Permit or Fire Department Construction Permit. Tents and air supported structures requiring a construction permit will be included with the Special Operational Use Permit.

**Blasting Permit:**

30 day permit	\$100
2 day permit (48 hours)	\$45

**Burning Permit:**

Commercial	\$25
Residential	No charge

**Exhibit and Trade Show**

\$25

**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

**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. 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

	Fee
Fire Alarm and Detection System: (Includes devices tied into fire alarm system)	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Door Locking Devices: (Access-controlled egress, delayed egress, & special locking devices)	
Installation	\$60
Renovation/Modification	\$50
Two-way Communication System: (Area of Rescue Assistance)	
Installation	\$60
Renovation/Modification	\$50
Fire Pumps and Related Equipment:	
Installation	\$60
Renovation/Modification	\$50
Private Fire Hydrants (per unit):	
Installation	\$60
Renovation/Modification	\$50
Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)	
Abandon, Remove, Place Temporarily out of Service, or Close	\$50
Flammable and Combustible Liquids Storage Tanks:	
* Tank Installation- (per tank)	\$60
Removal or Place out of Service- (per tank)	\$50
* If electrical circuitry is involved then an electrical permit must also be obtained from the Rowan County Building inspections Department	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by Chapter 27 when amounts listed in Table 105.6.21 are exceeded.	\$60
<b>MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES</b>	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$50
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$100
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	\$50
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost

Plans Review:

Plans review shall be based on the following computations for construction :

A = Total Gross Building Floor Area of Construction

B = Fee per Square Foot (from table below)

Total Gross Building Floor Area of Construction (square feet)

0 - 5,000                      A x B = Permit Fee

5,001 - 15,000              (A x B x 0.75) + (1,250 x B) = Permit Fee

15,001 and above            (A x B x 0.50) + (5,000 x B) = Permit Fee

Building:

Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

**PUBLIC SERVICES**

***Waste Management***

Bulky Item Collection Fees:

Minimum Charge	\$10
Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (per Pick-up Load)	\$20
Carpet/Padding (per Pick-up Load)	\$20
Mattress	\$20
Box Springs	\$10
Miscellaneous Items (per Pick-up Load)	\$25
Items Requiring Use of Backhoe	\$50
Bulk Brush Removal Minimum Charge (applies to loads over a truck load)	\$50

Charges for specific cases will be calculated by Public Works Director or designee based on site visit.

**All fees must be paid in advance of service.**

***Street Division***

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

***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

***Fleet Management***

Repair of Rowan Transit System Fleet and Trolley Fleet	\$65.41/hour
Repair of Hazardous Material Van:	
Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%

**Transit**

Individual Fares:

	<u>Fee</u>
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**

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

Civic Center

Weekend and Full Day Rental:

Multi-purpose room & kitchen - for first eight hours each day	\$500 + \$100 deposit/ \$300 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day	\$575 + \$100 deposit/ \$300 if serving alcohol
Small meeting room only (per hour)	\$75 per hour + \$50 deposit

Monday - Thursday Rentals:

Multi-purpose room & kitchen - four hour rental between 8 a.m. and 8 p.m.	\$250 + \$100 deposit/ \$300 if serving alcohol
Rental of any rooms after 8 p.m.	\$75 per hour

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)
Peace Haven Gazebo at City Park		\$150 security deposit;
		\$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

	Fee
Advertising Fees	
Salisbury Community Park	\$600 initial fee;
Salisbury Greenway	\$1000 - \$5000
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.) per field	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$600
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.) per field	\$200
1 day / 3 fields	\$600
2 day / 3 fields	\$1,200
Non-refundable deposit of 50% of day rate or \$200	
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
<b>Cemetery</b>	
Burial-adult	\$900
Burial-infant	\$400
Disinterment - Adult	\$900
Disinterment - Infant	\$450

	Fee
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 3:30 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends	\$300
Funeral processions entering cemetery on holidays	\$450
Monument installation permit	\$25
Deed Change	\$25
<b>Cemetery Lot Fee Schedule:</b>	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600
<b><i>Landscape</i></b>	
Cooperative tree planting on public right-of-way	Actual cost of tree
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50 refundable
<b><i>Park Avenue Community Center</i> *</b>	
Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)	
Non-profit organizations	\$40 per hour + \$50 deposit
Non-profit organizations / fund raiser	\$55 per hour + \$50 deposit
For profit organizations	\$70 per hour + \$50 deposit
Arts & Crafts Room	
Room availabiltiy is subject to Park Ave. activities.	
Non-profit organizations	\$30 per hour + \$50 deposit
For profit organizations	\$40 per hour + \$50 deposit
<u>Note: *Two (2) hour minimum for rentals</u>	
<b><i>West End Community Center</i></b>	
Conference Room	\$50/hr
<b>UTILITY ENGINEERING</b>	
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



	Fee
Digital Format	
CD Disk, each	\$20
DVD Disk, each	\$20
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20

**BUSINESS AND FINANCIAL SERVICES**

Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility Bill (24 days after billing)	1.5% per month
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	\$150
Fleet Map Build	\$250
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Radio Dash Mount	\$80
Radio Dash Removal	\$30
Radio Remote Mount	\$130
Radio Remote Removal	\$40
Ambulance dual installation	\$245
Ambulance dual Removal	\$80

	Fee
Camera Installation	\$155
Camera Removal	\$80
MDT Mount Installation	\$80
MDT Mount Removal	\$30
Modem Installation	\$80
Modem Removal	\$30
Wig Wag Installation	\$55
Wig Wag Removal	\$30
4 Corner Strobes Installation	\$130
4 Corner Strobes Removal	\$45
Flashlight Installation	\$25
Flashlight Removal	\$15
Charger Installation	\$45
Charger Removal	\$15
Light bar Installation	\$130
Light bar Removal	\$65
Siren Installation	\$80
Siren Removal	\$30
Parts	Actual Cost + 20%

**APPENDIX F, ARTICLE XII  
FIBRANT**

<i>Video Services Residential – stand alone</i>	<i>Per Month</i>
Basic*	\$39.16
Bronze**	\$73.16
Silver**	\$95.16
Gold**	\$99.16
Platinum**	\$161.16
* Includes either two Amino set top boxes for IPTV service, none for RF service	
** Includes either two Amino set top boxes for IPTV service, or TIVO for RF service	
 <i>Video Service Residential – with internet or telephone</i>	 <i>Per Month</i>
Basic*	\$29.16
Bronze**	\$63.16
Silver**	\$85.16
Gold**	\$89.16
Platinum**	\$151.16
* Includes either two Amino set top boxes for IPTV service, none for RF service	
** Includes either two Amino set top boxes for IPTV service, or TIVO for RF service	
 <i>Video Services – Retransmission Fee Required for all Video Services</i>	 <i>Per Month</i>
Retransmission Fee	\$2.84
 <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 Light – with video or telephone service	\$25
Fibrant Light – with video and telephone service	\$20
Fibrant Internet 50 – single service	\$45
Fibrant Internet 50 – with video or telephone services	\$40
Fibrant Internet 50 – with both video and telephone services	\$35
Fibrant Internet 75 – upgrade from Fibrant Internet 50	\$20
Fibrant Internet 100 – upgrade from Fibrant Internet 75	\$20
Fibrant Internet 1000 – upgrade from Fibrant Internet 100	\$20
 <i>Premium Channel Options</i>	 <i>Per Month</i>
HBO	\$17
Cinemax	\$17
Starz Plus Encore	\$17
Showtime Plus TMC	\$17
Latino Tier	\$12
 <i>Fibrant – Equipment Rental</i>	 <i>Per Month</i>
Additional Amino DVR per unit	\$11
Additional Amino Set Top Box per unit	\$5
TIVO DVR per unit	\$16
Wireless Home Router	\$9.99
 <i>Fibrant – One-time Charges</i>	 <i>Non-reoccurring</i>
Router Purchase	\$50
Pay Per View Adult Movies	\$9.99 per three hours
Standard Residential Installation (waived for one year contracts)	
Video	\$160
Internet	\$100
Phone	\$100
Termination fee for Cancellation of Installation	\$199
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

**SCHEDULE A  
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- |  |       |
|--|-------|
| (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies  | \$150 |
| (b) Waste Collection and/or Stormwater Residential without water service   | \$75  |
| (c) Commercial, industrial, and institutional recipient<br>Local, state, and federal governments or agencies thereof shall be exempted.  | \$150 |
| (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry. |       |
| (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment may be required a deposit upon discretion of the Customer Service Manager   | \$150 |
| (f) Deposits shall be returned at termination of service less any unpaid rates and charges.  |       |

**SCHEDULE B  
METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- |   |         |
|---|---------|
| (a) Three-fourths-inch residential water tap:   |         |
| • ¾" Water tap - SRU installed  | \$1,850 |
| • ¾" Water tap - Developer installed  | \$200   |
| • ¾" Water tap - Crescent   | \$600   |
| (b) One-inch residential water tap  | \$2,100 |
| (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  | \$1,600 |
| • 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 \$1,600
- (t) Recycling fee \$4.03/Month
- (u) Landfill fee
- (1) Residential (per container) \$4.09/Month
  - (2) Commercial (per container) \$7.62/Month
- (v) Waste collection fee
- (1) Commercial (per container) \$10/Month
  - (2) Residential (per container) \$8/Month
  - (3) Removal of containers for nonpayment \$25
- (w) Stormwater fee
- (1) Residential \$4.25
  - (2) Commercial/Industrial per ERU with a minimum of one
    - Commercial Tier 1: 1 – 5 ERU \$10
    - Commercial Tier 2: 6 – 25 ERU \$25
    - Commercial Tier 3: 26 – 50 ERU \$75
    - Commercial Tier 4: 51 – 100 ERU \$150
    - Commercial Tier 5: 101+ ERU \$300
- (x) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (y) Locking Devices Cut or Damaged \$20
- (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" =	\$4.02
	1" =	\$5.96
	1-1/2" =	\$9.18
	2" =	\$13.05
	3" =	\$25.31
	4" =	\$43.37
	6" =	\$93.03
	8" =	\$157.53
	10" =	\$247.83
	12" =	\$325.23
	16" =	\$647.73

Volume charge per 100 cubic feet:

Raw water	\$0.71
Finished, potable water	\$3.63
Southern Power	\$1.83
China Grove	\$5.15

**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" =	\$4.42
	1" =	\$6.66
	1-1/2" =	\$10.38
	2" =	\$14.85
	3" =	\$29.01
	4" =	\$49.87
	6" =	\$107.23
	8" =	\$181.73
	10" =	\$286.03
	12" =	\$375.43
	16" =	\$747.93
Volume charge per 100 cubic feet		\$4.83
China Grove volume charge per 100 cubic feet		\$6.86
(2) Flat rate sewer charge		\$44.54

**SCHEDULE F  
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grant Creek Wastewater Plants:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred 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 (\$1,330.99) 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 (\$9,621.86) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

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

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

### **SCHEDULE G ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

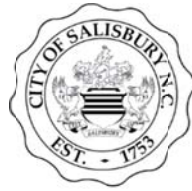
Test	Fee
Alkalinity	\$10
Ammonia-Nitrogen	\$17
Biochemical Oxygen Demand	\$21
Chemical Oxygen Demand	\$25
Chloride (Titrimetric)	\$20
Coliform, Fecal (MF)-Wastewater	\$20
Coliform, P/A-Water	\$30
Chlorine, Total Residual	\$15
Cyanide, Total	\$30
Dissolved Oxygen	\$5
Metals Digestion Fee (per sample)	\$10
Aluminum, ICP, ppb	\$18
Antimony, ICP, ppb	\$18
Arsenic, ICP, ppb	\$18
Barium, ICP, ppb	\$18
Cadmium, ICP, ppb	\$18
Chromium, ICP, ppb	\$18
Copper, ICP, ppb	\$18
Lead, ICP, ppb	\$18
Molybdenum, ICP, ppb	\$18
Nickel, ICP, ppb	\$18
Selenium, ICP, ppb	\$18
Silver, ICP, ppb	\$18
Zinc, ICP, ppb	\$18
Nitrate (water)	\$30
Nitrate - Nitrogen (wastewater)	\$30
pH	\$5
Phenols	\$33
Phosphorus, Total	\$25
Sampling and Set-up	\$25
Solids, Total	\$16
Solids, Total Suspended	\$16
Sulfate	\$15
Temperature	\$5
Total Kjeldahl Nitrogen	\$25
Turbidity-Water	\$10

Parameters not listed please contact Environmental Services for quote

Section 13. That the hourly rate of \$125 be established for work performed by the City Attorney.

Section 14. That this ordinance shall be effective upon its passage.





## GLOSSARY OF TERMS

**ADA:** The commonly used acronym for the Americans with Disabilities Act.

**ACCRUAL ACCOUNTING:** A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

**ADOPTED BUDGET:** Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

**AMR:** Acronym for Automated Meter Reading. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

**APPROPRIATION (BUDGETING):** An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**ASE:** Acronym for Automotive Service Excellence.

**ASSESSED VALUATION:** A value established for real property for use as a basis for levying property taxes.

**BALANCED BUDGET:** Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

**BOND FUNDS:** Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

**BOND REFERENDUM:** An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

**BUDGET:** A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**BUDGET CALENDAR:** The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN):** The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

**BUDGET MESSAGE:** A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

**BUDGET ORDINANCE:** The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

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

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

**CAPITAL IMPROVEMENTS BUDGET:** The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

**CAPITAL IMPROVEMENTS PROGRAM (CIP):** The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

**CAPITAL OUTLAY:** A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND:** A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

**CCF:** Acronym for 100 Cubic Feet of water.

**CD:** Acronym for Construction Documents.

**CDBG:** Acronym for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

**CMAQ:** Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

**CMW:** Acronym for Certificate of Minor Works.

**COA:** Acronym for Certificate of Appropriateness.

**COD:** Acronym for Chemical Oxygen Demand.

**COST CENTER:** The smallest unit of activity or area of responsibility for which costs are accumulated.

**CRM:** Acronym for Citizen Resource Management. A type of software that will allow citizens to have an improved method of interacting with the City.

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

**DEBT SERVICE:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DEPARTMENT:** A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

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

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

**ENCUMBRANCE ACCOUNTING:** The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

**ENTERPRISE FUND:** A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

**EPA:** Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

**FERC:** Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

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

**FISCAL YEAR:** The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

**FIXED ASSETS:** Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

**FOG:** Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows (SSO).

**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.

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

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

**FUND BALANCE:** Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

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

**GAAP:** Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**GCWWTP:** Acronym for Grant Creek Wastewater Treatment Plant.

**GDP:** Acronym for Group Development Plans.

**GENERAL FUND:** The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS:** Debt issued by the City, repayment of which is backed by full taxing power.

**GIS:** Acronym for Geographic Information System. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential tool by City departments.

**GFOA:** Acronym for Government Finance Officers Association.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community.

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

**GPON:** Acronym for Gigabit Passive Optical Networking.

**HOME:** Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO:** Acronym for High Performance Organization. A government working model.

**HRC:** Acronym for Human Relations Council.

**I&I:** Acronym for Inflow and Infiltration.

**INVESTMENT REVENUE:** Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS:** Amounts transferred from one fund to another.

**ISO:** Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**LCP:** Acronym for Local Convergence Point.

**LEASE PURCHASE:** Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**MGD:** Acronym for Millions of Gallons per Day.

**MODIFIED ACCRUAL:** The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**NCBCC:** Acronym for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

**NCDENR:** Acronym for North Carolina Department of Environment and Natural Resources.

**NCDOT:** Acronym for North Carolina Department of Transportation.

**NCDOL:** Acronym for North Carolina Department of Labor.

**NCLM:** Acronym for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

**NET ASSETS:** The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

**NIOSH:** Acronym for National Institute for Occupational Safety and Health.

**NOC:** Acronym for Network Operations Center. A division of Infrastructure Services.

**NPDES:** Acronym for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU:** Acronym for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE:** A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET:** The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS:** Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA:** Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF:** Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency.

**PFT:** Acronym for Permanent Full-time. Full-time employee with benefits.

**PIT:** Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

**POWELL BILL FUND:** Funding from 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.

**SPECIAL REVENUE FUND:** This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – a Community Development Fund.

**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.