

# **CITY OF SALISBURY NORTH CAROLINA**

## **2008-09 BUDGET**

**For the Year Ending June 30, 2009**



### **MAYOR, CITY COUNCIL, AND CITY OFFICIALS**

#### **MAYOR AND CITY COUNCIL**

**Susan W. Kluttz - Mayor**

**Paul B. Woodson, Jr. - Mayor Pro-tem**

**William R. Burgin**

**William R. Kennedy**

**Mark N. Lewis**

#### **OFFICIALS**

**David W. Treme  
City Manager**

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

#### **Budget Prepared By**

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Michele Reapsmith- Finance and Administration Manager  
City Management Team**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Salisbury  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2007**

*Charles S. Cox*

President

*Jeffrey R. Ennis*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2007 (Fiscal Year 2007-2008).

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

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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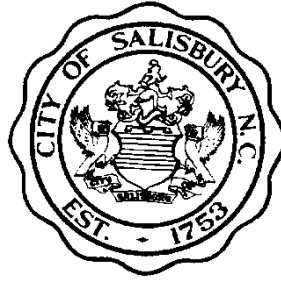
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May 1, 2008

## **BUDGET MESSAGE FISCAL YEAR 2008-09**

### **July 1, 2008-June 30, 2009**

#### **MAYOR, CITY COUNCIL MEMBERS, AND CITIZENS OF SALISBURY**

It is with pleasure that I present to you the City of Salisbury's FY2008-09 Annual Budget totaling \$63,852,019 for all funds.

The twenty-third Annual Future Directions and Goal Setting Conference for the City was held February 14 and 15, 2008 at various locations throughout the City of Salisbury, North Carolina including the Rowan Museum, City Hall and the Rowan Business Alliance. The theme for this conference was **"Rediscovering Our Story, Acquiring Wisdom for the Future."**

**Salisbury: Past, Present, and Future:** After opening remarks by Mayor Susan Kluttz, we launched into a fascinating session about our city's history. Dr. Gary Freeze from Catawba College presented how Salisbury's history is cyclical in nature, involving a series of declines and rebirths. We learned how Salisbury was established as the center of Western North Carolina in 1755 and morphed into an agrarian center by 1810. Salisbury was reborn in 1855 and boomed due to railroad transportation, which enabled the city to not only produce, but also to transport. The region moved from an agrarian focus to a manufacturing focus with the first factory arriving around 1887. By 1890, Salisbury contained three cotton mill villages and was emerging as a city with modern amenities such as paved streets, electricity, hospital facilities, and water & sewer. Dr. Freeze reminded us that we have seen and are still watching a new shift and transition away from traditional manufacturing to a new creative enterprise economy - a new period in our City's cyclical history. Dr. Freeze stated that it is important to determine how we can facilitate this new shift. Just as transportation infrastructure provided the means to shift from an agrarian to a manufacturing base, technology infrastructure might be the means to shift from a manufacturing base to a new creative economy. Armed with this insight, City Council gave direction to city staff to implement the Fiber to the Home business plan.

**Downtown Salisbury:** Randy Hemann and Dick Huffman presented an update on the Downtown Salisbury (DSI) Master Plan. We learned of the seven strategies leveraged by DSI, and also reviewed what has been completed in the master plan and what remains to be done. Of immense excitement is the future redevelopment of the Empire Hotel. The major needs outlined during the update of the master plan included parking and streetscape improvements within the downtown. Within our current Outcome 10: "Improve and Enhance Downtown Salisbury", City Council adopted three additional goals to address our downtown needs. These goals include: developing a downtown parking lot maintenance improvement plan, developing a downtown streetscape maintenance improvement plan, and defining the feasibility and costs of a rail-walk within downtown Salisbury. We are excited about the future projects and possibilities for our

downtown in the upcoming year.

**Better Housing and Commercial Maintenance Code:** During the retreat, we also received an update on the better housing recommendations and commercial property maintenance codes. Fire Chief Parnell presented suggested amendments to our minimum housing code, funding strategies, enforcement strategies, and touched on the need to reorganize our code structure. Planning and Community Development Director Joe Morris presented research and best practices performed by Carol Hickey on the topic of commercial maintenance codes. Further, we were presented with the results of a visual audit on the condition of buildings within our Downtown Mixed Use (DMX) zoning district, and learned that 30% of the lots audited had one or more problems listed in the draft commercial property maintenance code. The City Council agreed that improving the visual appearance and safety of the residential and commercial properties within our city is an important priority, and the city council adopted two new goals to address this priority which include pursuing the implementation of the commercial property maintenance code and implementation of the better housing code.

**Cemetery Strategic Operations Plan:** One of the City of Salisbury's visions includes the completion of all strategic plans successfully and effectively. This year, Cemetery Manager Linda Davis along with Michael Hoosier, Chad Miller, and Doug Paris presented the Cemetery Division's Strategic Plan. The plan established a mission for the Cemetery Division, along with a set of visions that outline where the division wants to be in five years. A set of goals included improving the visual appearance of our cemeteries, providing unrivaled customer service, and making our cemeteries more customer friendly. A local market analysis was performed to see how our cemetery fees stacked up against other providers. Recommendations, including cemetery fee adjustment toward market rate, will be covered in more detail in the Public Services section.

**Employee Recruitment and Retention:** Our Recruitment and Retention Team presented an update on two of our most important goals: implementing strategies to recruit employees from diverse populations and developing strategies to attract and retain quality employees. The team reviewed our current recruitment and retention strategies and outlined new strategies that we need to pursue to remain competitive. Exit interviews have revealed that many employees are leaving for higher salaries provided by surrounding municipalities. To address these market discrepancies, the Human Resources Department will conduct a market compensation study to identify where these gaps exist and to develop recommendations to make us more competitive in our local labor market.

**SRU Customer Service:** Salisbury-Rowan Utilities (SRU) opened the following day with a spirited display of their customer service training program. SRU's training is an example of the shift we are seeing within departments toward achieving our goal of creating a culture of excellent customer service. The training was excellent and very engaging as several of our council members joined in on the training. Achieving our hedgehog principle and creating a culture of excellent customer service for our citizens has been a long journey and the current status of our initiative is working towards custom-tailoring our hedgehog principle to every department. Feedback and my experience have shown that a very positive customer service transformation is taking place within our organization. Given the positive feedback and reception by City employees, I would say that we are continuing to make very good progress and a culture change is at hand.

**Cultural Action Plan:** Another strategy towards enhancing and facilitating the shift to a creative enterprise economy is through creating a cultural action plan to strengthen and unify Salisbury's cultural resources. Mary Berryman Agard presented a status report on our cultural action plan, including her recommendations on cultural development issues and broad directions. Most recently we capped off our efforts with a Cultural Summit at the F&M Trolley Barn. Mary Berryman Agard reviewed her recommendations and solicited public discussion and feedback. The highlight of the Cultural Summit was a "Salisbury's Got Talent" finale featuring the top twelve finalists from our community-wide talent search. The event was a great opportunity to focus on future strategies to improve and unify our cultural resources, while discovering and celebrating our own excellent local talent.

**Creating a New City Utility:** Building on the presentation by Dr. Gary Freeze the day before, Councilman Kennedy and Councilman Lewis gave a "Fiber to the Home" (FTTH) presentation, where we learned that right now and in the near future – it's all about the bandwidth! In order for our City to compete in the new creative and digital economy, we need new infrastructure to match the needs that the new economy demands. Our current copper infrastructure does not provide the speed, capacity, or bandwidth that our citizens and businesses will need as we transition to this new economy. We feel that fiber is the only technology that will deliver enough bandwidth reliably and at a low enough cost to meet the consumer demands of the next decade, and will enable enough capacity and the ability to serve products, uses, and technologies that have yet to be conceived and brought to market. A community-owned and managed fiber utility allows for local determination and local accountability for consumers. The City of Salisbury began investigating fiber to the home in 2005 and adopted a goal to prepare a fiber to the home business plan at the 2006 retreat. The City completed a feasibility study with the help of Uptown Services, and the study showed that the project was feasible and could be self-supporting. A subsequent market study showed that Salisbury citizens desired more bandwidth and lower prices than they are currently receiving from local providers. City Council voted in March to implement the FTTH business plan and to create a new FTTH utility. City staff has addressed all major issues related to rolling out this new utility, and we are currently working with the Local Government Commission to obtain financing.

**Strategic Plan Update:** After receiving an economic outlook for our City presented by John Sofley, Management Services Director, and Teresa Harris, Budget and Performance Manager, the Salisbury City Council concluded the Future Directions and Goal Setting Conference by adopting thirteen outcomes – including one new outcome, eleven new goals, ten one year tactical goals, and twenty-five other goals. A copy of the City of Salisbury's FY2008-09 Outcomes and Goals follows the City Manager's Budget Message.

### **FY 2008-09 BUDGET STRATEGY**

In preparing the City of Salisbury's Fiscal Year 2008-09 General Fund Budget, I have challenged our City Management Team to prepare departmental budgets based on current revenue and to make an honest attempt to first, maintain existing levels of service to the fullest extent possible, second, to address as many deferred maintenance and capital needs as possible, and third, to include as many Council level goals as revenues allow. In doing so, I realized that it would be difficult, if not impossible, to fully cover all areas adequately. In past years in order to keep taxes low, we first addressed nearly all City Council outcomes and goals, but did not adequately address recommended salary adjustments for our employees, levels of service, and deferred maintenance and capital needs. In order to address these outcomes and goals without large tax increases, we by necessity have shifted operational funding to address items contained

in the City's strategic plan. Given a significant increase in costs across the board, especially as it relates to petroleum products, we will no longer be able to use operational funding to address important City Council initiatives without a significant reduction in current levels of service. The City of Salisbury's FY2008-09 General Fund Budget contained herein includes **"no tax increase"**, but does not maintain current levels of service in many instances, and does not adequately address all operational and capital needs. Included in this budget is lease purchase financing which does address many capital items which have been deferred over the past several years. Though this budget contains funding for a comprehensive salary market study, it does not address important salary adjustments that would make us more likely to keep our most valuable asset, which is our talented employees, or address many important City Council initiatives which are important to the continued growth and development of our total community. These items will be fully addressed in our City Council budget work sessions. Setting spending priorities by City Council will be more important this year than ever before. It is clear to me that this will be a most difficult process this year. With that said, I want to pledge your City Manager and management team's full support to assist the City Council in determining the proper balance to provide the most service value for our citizens. We will make every effort to provide the level of services that our citizens want at a price they are willing to pay.

## **HUMAN RESOURCES**

The Human Resources Department continues to strive towards achieving maximum progress affiliated with four Council Level Outcomes. Achieving these outcomes and goals will be hindered without adequate funding resources.

### **Health Insurance**

Included in the City of Salisbury's FY2008-09 General Fund Budget is a 1.9% increase in the cost for Health Insurance for our City employees.

### **Create a culture of excellent Customer Service within the City Organization**

The City of Salisbury's greatest resource is its employees. Providing exceptional customer service is a primary goal for the City of Salisbury and its employees. On a daily basis, our employees provide and deliver high quality services to the citizens of our community. Provision of excellent customer service is Salisbury's hedgehog principle. Funds necessary to continue the City's Customer Service Initiative range from \$50,000 to \$90,000, with \$50,000 being the minimal level of funding to **maintain current customer service effort level**. The level of funding contained in this budget is \$20,000 which will provide only minimal funding for important consultant services, materials, and the cost of employee incentives to reinforce exceptional customer service.

### **Attract, retain and develop high quality City employees**

Salisbury's stated goal is to **attract (recruit) and retain quality employees**. In anticipation of the Future Directions and Goal Setting process, I challenged our Human Resources Department to prepare recommendations for attracting and retaining quality employees. They developed an aggressive program to accomplish this goal which carried a price tag of \$275,179. Included in this request was a recommendation to increase the City's 401(k) contribution from 3% to 4% for all employees and funds to fully participate in career fair events, especially those targeting diverse applicant pools. Additionally, dollars were requested for advertising in non-traditional mediums such as billboards, on-line recruitment sites, television promotional spots, etc. With the \$10,000 funding level contained in this budget, there will be no funding to increase the employees' 401(k) plan, no advertising for non-traditional venues, and only minimum participation in job fairs / career days, etc. Tied to Council's goal of **recruiting and retaining**

**quality employees, and recruiting employees from diverse backgrounds** is the necessity of remaining competitive in the marketplace. This Budget, however, does include funding for an independent Market Analysis Study to determine how our employees' salaries and fringe benefits measure up to comparable employers. A long-stated strategy for the City of Salisbury has been to be in the mid-range of similar employers' salary levels. This goal was maintained for many years. Our Recruitment/Retention Employee Team shared with City Council at this year's Future Directions and Goal Setting Conference that this is no longer the case. They pointed out that in many instances Salisbury is currently at or near the bottom of the range when compared to similar municipalities. This budget, however, could not address the request for \$850,000 to *partially* address market discrepancies. The \$850,000 request is anticipated to cover approximately one-third of our positions with an adjustment to market rate, and is accompanied by a similar projected request for each of the next two fiscal years. Thus, over a period of three fiscal years, Salisbury salary levels could be adjusted to once again be mid-range of comparable employers.

### **Employee Training and Development Plan**

Given existing budget requirements, I was only able to include \$11,000 of the \$65,000 requested to implement the City's Employee Training and Development Program. The funded portion of this budget includes funds for delivery of general development training covering issues such as Harassment Training, FMLA and other mandated training as well as dollars for instituting some level of funds for specific training needs such as typing/keyboarding skills. This training is applicable in a broad spectrum of city positions and includes cost coverage at a minimal coverage for such things as class tuition and books. This type of training assists current employees to prepare for promotions within our organization (succession planning). With the proposed level of funding, the City would be limited to offering one mandated class – probably FMLA training since this is first priority need. This organizational training is separate and apart from individual departmental training.

### **Improve overall strategic management of City and Departments**

As part of our City Plan to develop and implement a High Performance Organization (HPO) Initiative along with continued efforts to incorporate the Good to Great principles in our leadership philosophy, it was my desire to provide full funding for this activity, but this no tax increase budget will not allow us to proceed as planned. The City's current curriculum of "Good to Great" has been delivered at the supervisory and above level. For HPO to grow to fruition, "Good to Great" training must be shared with employees at *every* level of the organization. Absent any funding for this initiative, these tasks will not be achieved this fiscal year. This initiative, however, is of paramount importance to our organization as we go forward. Every effort will be made to implement the basics of "Good To Great" in practice, if not in terms of concrete, funded developmental steps.

### **Personnel Recommendations:**

Funded	Status	Position	GF Cost	Offset Revenue	GF Capital Reserve Costs
No	Maintain Service Level	Human Resources Aide-TPT	\$ 8,842	\$ -	None
No	New	HR Analyst for Compensation	\$ 60,060	\$ -	Computer Equipment
		Human Relations Department Total:	\$ 214,905	\$ -	Computer Equipment
No	New	Human Relations Director			
No	New	Human Relations Specialist			
No	New	Office Assistant			

## **MANAGEMENT SERVICES**

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

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

As in other departments in the City, Management Services is dealing with the lack of funding to cover needs to provide services to our internal customers and will continue to defer projects. Some of the deferrals, such as those discussed below, particularly impacts Information Technology Services and Telecommunications.

### **New Software**

In March 2007, City Council approved the purchase of new financial, work management, and citizen resource management (CRM) software from Cogsdale Corporation. This software will allow the City to better manage its assets and resources while giving the citizens a greatly improved method of interacting with the City. The City will use this package to create and track work orders for everything from pothole repair to limb cutting. The citizens will be able use this package to place and track service requests by phone or online through the web. The package will also better inform our citizens by providing an automated response to our citizens on the status of their requests. Reports will provide a means to track the City's effectiveness and tie into the City's customer service initiative.

Most of the Management Services divisions will be devoting a significant portion of their efforts this year in training, converting, and implementing the new software. Those portions of the software covering general ledger, accounts payable, purchasing and inventory are scheduled to be implemented July 1<sup>st</sup> with an estimated implementation date of September 1<sup>st</sup> for collections, billing, and business licensees. Work management and customer resource management software will be implemented over the following twenty-four months.

### **Accounting**

The Accounting Division is responsible for the day to day financial activities of the City. This Division will be responsible for most of the work related to the implementation of the new financial software.

### **Budget and Performance Management**

The Budget and Performance Management Division manages the City's budgeting process, performance measurement, special analyses/costing projects and strategic planning for the City. Additionally, this division participates in the North Carolina Benchmarking Project along with sixteen other municipalities. The purpose of this project is to both measure and compare local government services and costs and to identify "best practices" for local government.

In FY2007-08, the Division represented Salisbury as one of five North Carolina jurisdictions in a pilot project sponsored jointly through the UNC School of Government and the NC League of Municipalities (NCLM). Funded through the Alfred P. Sloan and Z. Smith Reynolds Foundations, the goal of this project was to engage Salisburians (through a half-day focus group) in the creation and adoption of performance metrics geared specifically toward improving the City's livability and character.



Still under the grant-funded umbrella of the NCLM project, in FY2008-09 the division will serve as a mentor to Hickory, North Carolina to help that jurisdiction involve its citizens in creating and adopting performance measures for specific service areas deemed important for that community. The benefit to Salisbury in participating in this process is multi-dimensional in nature in that it enhances staff experience in a range of activities that are beneficial to the Salisbury community and municipal organization, as well as providing citizen feedback that we would have to pay for otherwise.

The division produced the City's fourth annual performance report and will produce the fifth performance report in FY2008-09.

Recently, the division teamed with Land Management and Development as one of nine North Carolina jurisdictions participating in a two-year project sponsored by Dr. David Ammons at the UNC School of Government to adopt best practices in the area of performance measurement for development services. Salisbury will participate in FY2008-09 in a second project with Dr. Ammons on a service area yet to be identified.

The division also continues to participate as one of seven entities in the southeastern U.S. to sit on a regional steering committee on the use, adoption, and standardization of local government performance measures, with an end-goal of greater transparency and uniformity in local government reporting.

### **Business Office**

The Business Office Division provides direct customer services to the public. Currently, over 16,650 active water and sewer accounts are managed including billing, collection, customer service, and account management. The division manages our privilege license program and the collection of all City miscellaneous billings. This division will spend significant time in implementing the new software as all of its current software is replaced.

### **Facilities Management**

Facilities Management is responsible for maintaining the City's bricks and mortar assets and overseeing the operations of the Plaza. This includes ongoing municipal service contracts, buildings and grounds maintenance and repair projects, and new construction projects. A formal work order system allows Facilities Management to plan for the completion of various projects while addressing repairs and to track resource allocations by division and type.

I am recommending the City include in the FY2008-09 budget \$2,000,000 in lease purchase financing. The majority of these funds are for facility and parking lot related improvements. These improvements have been deferred from prior years due to lack of funding. Many of the improvements included are necessary if the City intends to continue to use some of its facilities. An example of this is the replacement of the elevator at the City Office Building. Currently, existing parts for the elevator are unavailable and must be custom machined and the maintenance costs have gotten excessive.

I have also included funding for the upgrade of two existing parking lots downtown and the construction of a new one. Existing lots scheduled for improvements are the Bernhardt and City Hall lots. A new parking lot off East Fisher Street in the 200 block is recommended.

The complete listing of the projects included in this proposed financing are:

<b>Central City Facilities</b>	
<b>City Office Building</b>	
Misc Facilities Repairs	\$ 92,780
Replace Elevator	150,000
Renovate Business Office	200,000
Paint West/South Walls	24,000
Sealant	18,800
Replace Carpet on 5th Floor	14,000
<b>City Hall</b>	
Storage cabinets-Planning Department	7,000
HVAC Monitoring System	20,250
Central City Lot-Bernhardt Lot	250,000
Parking Lot at Fisher & Lee Sts	125,000
Front Elevator Gearing	21,000
Clean building	20,000
Improve Back Lot	350,000
<b>The Plaza</b>	
Renovation of entry & common areas	35,000
Replace 7th Floor Awnings	25,000
<b>Fire Department</b>	
<b>Fire Station #51</b>	
Window Replacement	15,900
<b>Fire Station #52</b>	
Kitchen Renovation	7,500
Day-room Renovation	8,000
<b>Fire Station #53</b>	
Roof Replacement	81,070
Restroom upgrades	250,000
<b>Telecommunications</b>	
Erect Tower	90,000
Fencing for Tower Site	30,000
<b>Public Services - Streets</b>	
Enclose bay - Street Division	30,000
Street Cleaning Wash Down Building	50,000
<b>Parks &amp; Recreation</b>	
<b>Civic Center</b>	
Roof Replacement	84,700
	<u>\$ 2,000,000</u>

With the City's current debt service schedule, Management Services should be able to issue debt to fund these improvements without requiring any additional funding.

During FY2008-09, Facilities Management will coordinate the construction of a new ADA-compliant passenger platform and trackside canopy adjacent to the Amtrak station to serve departing and arriving passengers. This project was bid last year, but was over budget. Additional funds have been included in the Engineering Division's budget for this project.

A proactive and planned approach to maintenance enables the City to manage costs associated with maintaining City-owned properties. Our facilities are being evaluated to expedite the development of comprehensive maintenance schedules for all properties. During FY2008-09, Facilities Management intends to review its cleaning contracts to verify that this is the best option for the City or if the City needs to look at other options.

### **Purchasing**

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

### **Information Technology Services**

City Council again identified Fiber to the Home (FTTH) as one of Council’s tactical goals for FY2008-09. City Council understands that FTTH would be a big investment, but it could ensure that leading-edge communications and entertainment services will be available to our residents and businesses. In terms of economic development, it would be a big plus for businesses looking to either move here or maintain their presence here. Furthermore, it would keep dollars spent on communications and entertainment locally, rather than leaving our community as profits to shareholders elsewhere. Our citizens and businesses would become our shareholders. This project would provide the City with the means to provide “triple play” (voice, video, and data) services to the citizens using fiber cable to each home or business. Salisbury City Council voted unanimously in March to implement the FTTH business plan and to create a new FTTH utility. The City will be working with our consultants this year to obtain financing and to start issuing Requests for Proposals (RFP) for the design and construction of the cable plant. Another RFP will be for the design and construction of the headend, which is the building containing all the central electronics. One of the early concerns for the project was the availability of pole access from Duke Energy, but the City has negotiated and will soon sign a pole attachment agreement with Duke Energy. The City has not budgeted any funds in the FY2008-09 budget for FTTH. Based on the business plan, full funding for the new utility will be obtained as part of the project’s financing. It is expected that all operational and developmental funds will be obtained through financing. Until this financing is secured, it is anticipated that one of the city’s current funds will loan funds to the new utility.

The City currently has two storage area networks (SAN), one at the City Office Building and the other at the police department. These two units form one of the key components of the City’s computer network. Money has been allocated each of the past several years to update these units to the latest hardware and software. This budget year, it is recommended that the City’s SANs be upgraded with more physical storage. As departments continue to store more data (which will increase even more this year due to the recent implementation of new document imaging systems, a new CRM system, and a new email archiving system), the current capacity of the SANs is being taxed. The money requested will add capacity that will allow departments to operate at the current level without having to start deleting data.

Significant time has been spent this past year and will be spent again this year implementing the new CRM software the City has recently purchased. Technology Services will be working with every area of the City to implement the new financial, work management, and CRM software.

One area that continues to suffer from a lack of funding is the City’s government access channel, ACCESS16. ACCESS16 has proven popular with the citizens, but with the limited funding available there is a concern that its popularity may decrease. Funds have been requested to

provide for new equipment that would allow for the creation of additional content. Due to the lack of funds, this will have to be deferred.

There is also considerable concern that due to limited funding, the City's ability to maintain its existing equipment may be severely affected. Most of the City's computer equipment vendors announced increases this year ranging from 10% to 20%. Due to limited funds, this year's budget was funded essentially at the same level as FY2007-08. Even this year, money had to be moved from other operational line items to the maintenance line item to cover costs. In some cases, there will not be enough money to maintain current contracts which provide for weekly updates for things such as virus definitions, web filtering, and spam definitions. This will greatly impact the City's ability to protect the network against such things as virus attacks or to block spam messages from email. There may also come a time this year that if pieces of equipment break, it will have to be removed from service and that function eliminated from the network.

### **Telecommunications**

I have included the addition of a radio technician position in the recommended FY2008-09 General Fund Budget. The total cost of this position will be offset by additional revenue that Telecommunications will generate from both county and other municipal governments in the area. Not only will this position allow the City to generate additional radio maintenance revenue, but it will allow the Telecommunication Division to improve services to all City departments. This individual will help with the installation of equipment in the City's vehicles, maintenance of the City's radios, and also will help with the reprogramming of radios.

Funding for encryption on twenty of the police radios is also included in this budget. This allows for secure conversations between officers and dispatch. This is mostly used by the detective division. As a result of adding this feature to our 800MHz system, we will be able to offer it to other law enforcement departments for an added monthly charge.

I am also recommending that fencing be installed at the tower site located in Granite Quarry as part of the improvements made from lease purchase financing. Due to recent housing development, the tower site is no longer isolated and is suffering from increased traffic from local residents. Also, with the increased incidents of copper theft, it is only a matter of time before someone tries to remove the copper grounding system from the tower. This money will be used to install fencing around the entire site which should provide additional security to the building and tower.

I have also recommended funding to replace an existing 200 foot tower that is currently 220% over its load capacity. The new tower will increase the load capacity allowing the City to continue renting space to other firms needing antennae space while reducing the liability to the City. This project is also one of the many components of the lease purchase financing discussed earlier.

The City is now in the middle of its rebanding project. Over the past several years, public safety and other "high-site" radio systems - including those used by police, firefighters, emergency services, utilities, businesses, and others operating in the 806-824 MHz/851-869 MHz Band (the "800 MHz Band") - have increasingly been experiencing equipment interference problems and communication "dead zones" as a result of technically incompatible "low-site" commercial wireless systems operating in the same or adjacent spectrum bands.

The 800 MHz interference problem surfaced in large part because the FCC's original 800 MHz Band plan did not anticipate the extent of development and growth of "low-site" cellular-type systems. As these low-site systems (such as those of Sprint Nextel) flourished, and as high-site 800 MHz public safety systems also became more widespread, interference problems became more common. Given the paramount importance of effective first responder and emergency communications, the FCC began addressing this serious issue in April 2000.

On August 6, 2004, the FCC released a Report and Order (R&O) establishing a two-pronged solution to address 800 MHz interference problems in both the short-term and the long-term. The FCC has released additional guidance on the 800 MHz solution in a Supplemental Order on December 22, 2004 and in the October 5, 2005 Memorandum Opinion and Order (MO&O).

The first prong of the FCC's solution is the creation of a technical standard for determining whether an 800 MHz licensee is entitled to interference protection and related procedures for avoiding and eliminating harmful interference. The second prong, the long-term solution, involves a reconfiguration of the 800 MHz Band to separate generally incompatible high-site and low-site technologies.

During this past year, the City worked with Motorola to inventory the system and prepare and submit the frequency reconfiguration agreement (FRA). During April, the City received the final FRA which gives the City the approval to begin the reconfiguration process. During this process the City will have to reprogram 2400 radios, most which will require reprogramming twice. Due to the inability to reprogram some of the older radios, most of which are at least 18 years old, 241 city radios and 301 county radios will have to be replaced.

There is also concern that due to the budget constraints, the ability to keep older radios functioning could be severely affected. There is limited money for items such as repair parts, batteries, and other accessories in this budget. There may come a time in the near future when broken radios may not be able to be repaired and will have to be removed from service.

### **Personnel Recommendations:**

Funded	Status	Position	GF Cost	Offset Revenue	GF Capital Reserve Costs
Yes	Maintain Service Level	Technician for Telecommunications	\$ 53,203	\$ 48,000	Computer Equipment
No	New	Intern for Mgmt Svcs-Admin	\$ 5,757	\$ -	None
No	Maintain Service Level	Technician for Telecommunications	\$ 52,453	\$ -	Computer Equipment
No	In Lieu of Contract *	Staff for in-house cleaning - Facilities: 2 B&G Maintenance Workers 1 TPT B&G Maintenance Worker	\$ 81,611	\$ -	Vehicle

\* Determined that costs & function needs further study

## **POLICE DEPARTMENT**

The Police Department continues to provide 24 hour per day coverage for the citizens of Salisbury as well as for our out of town guests. We continually strive to provide excellent customer service to everyone that we have contact with.

We are in the third year of our Strategic Plan and we continue to face challenges in meeting our goals and being able to do so within the confines of our budget. The third year goals of the plan are 1) Develop New Standards On How to Measure Productivity, 2) Recognize and Plan For Different Cultures Moving Into Salisbury and 3) Improve the Department's Ability to Address Cyber Crime Through Prevention and Investigation. In addition to the new goals, we are continuing to work toward the second-year goals as well. We continue to work on issues associated with gangs and to address juvenile crime issues. We are again asking that our Educational Incentive Plan receive funding in order to address our employee attraction and retention abilities.

The third year goals of the strategic plan will require minimum funding. However, completion of the second year goal of addressing employee retention will require additional funding in order to retain those employees with college degrees and attract new employees of the same or higher caliber. Although addressing the gang issue is an on-going effort for Salisbury as well as an effort for most communities across the nation, I do feel that we are making some progress and the funding is in place to continue those efforts.

We are prepared to meet the challenges this year just as we have in years past and we will continue to provide the very best customer service possible. We continue to see veteran officers leave the department to go to higher paying departments but we are very hopeful that we can address this issue this year through our education incentive program.

### **Personnel Recommendations:**

During FY2007-08, the Community Resource Specialist in the Police Department was reclassified from temporary part-time to permanent full-time upon the receipt of a grant from Project SAFE during FY2007-08. The balance of the FY2007-08 grant revenue is budgeted along with an anticipated new grant for the continuation of the program. These grants offset the cost of the position.

## **FIRE DEPARTMENT**

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

The Fire Department experienced a tragic fire on March 7, 2008 and we are still evaluating our human and physical resources in terms of the impact of that incident. It is possible that the Expert Panel Operational Evaluation, the National Institute for Occupational Safety and Health report and NC Department of Labor (OSHA) report will outline specific items which will be highly recommended in terms of equipment, procedures and personnel that are not addressed in this budget request. Such report findings might be included in the FY2009-10 budget.

This year's Fire Department budget is balanced on current level dollars, with no increase over last year's operational budget funding level. While we continue to maintain the ISO II level of service by outside evaluation, it is anticipated that our current levels of service may decline in

areas of fire and housing inspections, fire prevention activities, and firefighter training and development without specific increases to specialist staff and operational increases. To date, we have experienced an increased need for fire inspections that are governed by the North Carolina Building Codes Council (NCBCC). NCBCC provides a mandated schedule of regulatory fire inspections according to the type of building and occupancy. For example, the NCBCC requires that public and private schools be inspected two times a year and public assembly occupancies such as theaters, assembly halls and university/college buildings must be inspected once a year. Doctor offices and occupancies that are not subject to alter their buildings often are required one inspection every 2 years. Each inspection may consume several on-site and administrative hours. The average full time fire inspector is able to conduct approximately 800 inspections annually as noted by the North Carolina Fire Marshal's Association and this is true in Salisbury. The City of Salisbury has 2,400 business and occupancies in our present area of responsibility. Our inspection staff consists of 1 full time inspector and 2 part-time inspectors. This past year, we had to utilize overtime pay hours (at 1.5 times rate) to stay current, as we must not fall behind in our required inspections.

To maintain our current level of service, the addition of one full time fire inspector is needed to expand the fire department's inspection capacity required to meet our regulatory obligation for inspections.

The training of firefighters and officers is essential to effective fire and rescue operations. Our present Training Officer is inundated with day-to-day operational items and has the capacity to only conduct management and scheduling of training programs. The Fire Department training hours, topics, attendance and evaluations are reviewed annually by the State of North Carolina and periodically by NC Insurance Services Office.

The Fire Department also has a very specific need for a training officer to conduct daily training classes. To maintain our current level of service, this budget request includes a full-time training captain to meet our needs in training and employee development.

To meet the goals specifically outlined by City Council, the Code Enforcement/Minimum Housing program needs updating. This program should be modified to be situated in a stand-alone operation outside of the fire department. Currently, the single Minimum Housing inspector is responsible for housing inspections, fire inspections, fire cause investigations and fire and emergency response. The multiple roles that the inspector maintains causes conflict with the time capacity he needs to spend on each area of responsibility. The minimum housing role is the most time consuming and should be separated from the other roles. Separation would result in more capacity for fire inspections.

### **Personnel Recommendations:**

Funded	Status	Position	GF Cost	Offset Revenue	GF Capital Reserve Costs
No	Maintain Service Level	Staff Fire Inspector	\$ 52,067	\$ -	Vehicle
No	Maintain Service Level	Fire Training Captain	\$ 50,536	\$ -	None
No	Increase Service Level	Minimum Housing Inspector	\$ 39,711	\$ -	None
No	New	Public Educator/Office Assistant	\$ 50,179	\$ -	None

## **PUBLIC SERVICES**

The biggest challenge for Public Services is the continual increase in the cost of materials needed to carry out daily operations. The majority of our operations are fuel and material-intensive. Efforts have been implemented to make each operation more efficient; however, these gains are quickly diminished as the cost of materials and fuel increase. This budget is balanced on current

level dollars, which given the price increases, does not allow us to maintain our current level of service in many areas. Given increased costs, several divisions would need increases in operational funds to continue at the current level of service provided.

### **Administration**

Public Services Administration continues to be the center for all operations of the department, as well as for the nuisance abatement function of Code Enforcement. The office staff is shared by all divisions of the department. Code Enforcement will continue to uphold the nuisance abatement ordinances in all areas of the City. In order to properly patrol for enforcement and maintain our current level of service, an increase in technology is requested to make the Code Enforcement Officer more accessible by computer. One Code Enforcement Officer is needed to cover the growing nuisance problem with properties not being maintained at the proper level. Over time our workload has increased while our technology and manpower has not adjusted to compensate for the increase in demand and workload. Neither the technology nor the additional Code Enforcement Officer is funded in this budget, which will present a continued decrease in the current level of service.

### **Traffic Operations**

Traffic Operations will concentrate on signal maintenance, sign repair, and pavement marking rejuvenation. The division continues to be the internal support group for Technology Services, Engineering, and many others. STOP signs and street name signs need to be upgraded to remain in compliance with the The Manual for Uniformed Traffic Control Devices (MUTCD). Sign reflectivity specifications have been updated by the Federal Highway Administration. These specifications have been adopted by the MUTCD, which governs the way we maintain signs. One mandated function will be a special project to update signs in the next five years. Traffic Operations is also completing a strategic plan with the main emphasis on succession planning, transition management, customer service, and acquiring more efficient equipment and technology.

### **Streets**

The Street Division continues to carry-out installation and maintenance of City-owned roadways and sidewalks. In order to maintain our current level of service, operational funding needs to increase due to the rising cost of fuel, asphalt, and concrete. Given that the budget is balanced on current level dollars, the level of service in terms of sidewalks and paving will decline. This is coming at a time when sidewalk and streetscape concerns have increased in the central business district, and as parking, streetscape, and rail walk improvements have reached council level goals. The ever-rising cost of materials continually diminish the amount of street paving and sidewalk improvements that can be done annually given that we are required to operate on current level funding. In other words, the same amount of money buys less every year.

This budget does not include funding to continue to work on the downtown sidewalks and handicap accesses. Due to tree growth, road salt, construction, and weather changes, the sidewalks in the downtown area are in need of extensive work. The existing budget is used for all areas of the City. Given the lack of funding, the level of service will decrease City-wide. Further, if we use the existing funds for downtown sidewalks and handicap access connections, minimal funding would remain for sidewalks outside of the downtown.

Storm water and drainage improvements are not funded in this budget and the existing system will be maintained at the level it is at right now. This will limit our ability to make improvements during the year and to alleviate citizens' concerns as they arise. Neighborhood improvements are also not funded. These funds are used throughout the year for any



neighborhood pinpointed by City Council and citizen groups. Given that this item is not funded in the existing budget, it will be difficult to address neighborhood concerns in the upcoming fiscal year.

### **Cemetery**

Cemetery Manager Linda Davis outlined her plan for the future of Salisbury's Cemetery Division during the 23<sup>rd</sup> Annual Future Directions and Goal Setting Conference. We learned that our cemeteries house our community's heritage and that it is the division's vision to be the cemetery of choice within Salisbury – the most desirable burial grounds within the community. A local market analysis was conducted that showed our cemeteries provide excellent value, and the plan recommended raising cemetery fees to 20% below the local market average. The fee increase will generate additional revenue that will fund the priorities and goals outlined in the plan. This budget recommends the new fee schedule, along with training funds and a new equipment operator position funded by the new revenue. The position and training funds will enable the Cemetery Division to embark on their journey to achieve the goals and objectives set out in their strategic plan.

The proposed revised fees are:

Burial-adult	\$800
Disinterment	800
Interments - two--one grave-adult	850
Funeral processions entering cemetery after 4:00 P.M. weekdays	200
Funeral processions entering cemetery on weekends and holidays	300
Deed Change	20
Cemetery Lot Fee Schedule:	
Adult, City resident	700
Adult, non-City resident	900
Infant, City resident	400
Infant, non-City resident	600

### **Solid Waste**

Solid Waste will continue to collect residential and commercial refuse. The cost to take waste to a landfill will increase this year due to a \$2 per ton landfill tax implemented by the State of North Carolina. Further, the Solid Waste budget is highly impacted by increases in operations due to the cost of fuel, both on the services we provide and contracted services. The wholesale increase in the cost of gas and oil affects every area of our operation. The recycling and front-end collection cost is directly related to the increase in the wholesale cost of fuel. Contract prices have increased due to fuel surcharges. We are finding that contractors are not willing to sign contracts without the fuel surcharge clause. As a result, fees will have to be adjusted each time the contract price increases. Contracted services, including commercial front-end collection and recycling services, will increase as surcharges increase. Fees will be adjusted to match the cost to provide those services in order to abide by our cost recovery policy. I have included a Section 4 in the Budget Ordinance (page 15-4) that will allow these fees to be adjusted due to changes in fuel surcharges from our vendors.

The proposed revised monthly fees are:

Recycling	\$ 3.14
Landfill fee – residential	3.93 per container
Landfill fee – commercial	7.32 per container
Commercial pickup fee	10.00 per container
Front-end collection fee	74.11 per container

## Landscape

The Landscape Division continues to provide right-of-way mowing, municipal-owned landscaping maintenance, and contractual assistance to Salisbury-Rowan Utilities. Other responsibilities include maintaining various parks in the downtown area as well as the Elizabeth Holmes Hurley Park. Maintenance needs for these parks continue to increase which has an adverse effect on how much can be done yearly. This year's budget does not include requested funds for plant material replacement, educational information & training, irrigation bags, neighborhood trees, or additional employees. The gardens in Hurley Park are in need of plant replacement. The past drought has taken a toll on various plants and funding is needed to bring the gardens back to the original state. Given that this is not funded in the current budget, the gardens will continue to lack the visual impact that they had when originally installed. Educational and training information on how to plant and maintain various trees and vegetation would improve the green canopy of the City. The Landscape Division will not be able to increase the awareness of proper tree and plant maintenance in our City given that the item is not funded. Replacing neighborhood trees in areas hit by the drought will improve the tree canopy in our City to a level consistent to that before the drought. The irrigation bags go along with this as a means of more efficient watering. Our green canopy will not be able to return to the level before the drought occurred and it will take years for the trees to grow and catch up given that the item is not funded.

## Fleet

Fleet Services is responsible for 735 vehicles and equipment. We continue to maintain the Blue Seal of Excellence from ASE. This budget does not include basic shop tools and equipment to work on newer vehicles or for tools and equipment that are reaching the end of their usable life. Further, this budget does not include an office assistant, which is needed to better utilize the parts technicians' time. With over 4,000 invoices monthly on parts, parts technicians spend too much time on the paper trail rather than concentrating efforts to find the correct part at the best price. Due to the need for equipment and vehicles to cover increasing responsibilities of the City, one automotive service technician is funded in this year's budget simply to maintain the current level of service our fleet division is offering to City departments. This position will offset overtime costs and contract labor that was required this year to meet the maintenance needs of the fleet.

## Transit

The Transit Division continues to provide fixed route and ADA compliant "on demand" services to Salisbury, Spencer, and East Spencer. Ridership has increased during the past year due to the cost of fuel and the Ozone Action Day program. We have expanded routes to include a stop in East Spencer which will assist veterans that use the commercial bus systems to get to W.A. Hefner V.A. Center. A further explanation of transit activities is included under the Transit Fund.

## Personnel Recommendations:

Funded	Status	Position	GF Cost	Offset Revenue	GF Capital Reserve Costs
Yes	Maintain Service Level	Grounds Maint Worker-Cemetery	\$ 37,180	\$ 30,995	Portable Radio
Yes	Maintain Service Level	Automotive Service Technician-Fleet	\$ 45,667	\$ -	None
No	Maintain Service Level	Office Assistant-Fleet	\$ 34,947	\$ -	None
No	Maintain Service Level	City Code Inspector-PS Admin	\$ 45,903	\$ -	Computer Equipment & Vehicle
No	Maintain Service Level	Grounds Maint Worker-Hurley Park	\$ 30,204	\$ -	None

## LAND MANAGEMENT AND DEVELOPMENT

There are three areas related to Land Management & Development that the City Council desires to improve:

1. Land Development Ordinance and permit streamlining:  
Implementation of the Land Development Ordinance and continued streamlining of the permitting process can be accommodated by current level funding. The new ordinance will require staff to learn new procedures and develop new applications. It will also require more education and outreach to applicants. However, no additional funds should be required for these efforts. The City of Salisbury has participated with UNC-Chapel Hill's School of Government and eight other North Carolina municipalities in a development review benchmarking study. Results of the study are forthcoming and will be used to help evaluate and adjust current practices.
2. Local permitting authority:  
Now that the Land Development Ordinance is adopted, SRU and Engineering staff will soon be able to seek Local Permitting Authority for water extension permits. This effort can also be accommodated by current level funding. Staff will require some consulting assistance that can be funded from operations.
3. Multi-departmental Code Enforcement:  
Currently, code enforcement is scattered through four different departments. The staff members assigned to enforcement are fully utilized, and most have additional responsibilities that compete for their time. This makes it difficult for citizens to know who to call with a complaint, and it makes it difficult for City staff to provide consistent responses. The situation could be improved with new funding for a Code Enforcement Manager to coordinate multi-departmental inspections/violations and to serve as the primary contact for citizens. Additionally, City Council has adopted goals to adopt a commercial maintenance code and a better housing code. If these codes are adopted, enforcement workload would increase substantially, and funding for a new Code Enforcement Specialist would be necessary. The Code Enforcement Specialist would report directly to the Code Enforcement Manager and would relieve much of the enforcement workload currently conducted by Fire Department personnel.

The Land Management & Development Special Projects reflect existing City commitments and Council-level Goals:

- City Commitments include the second of five tax incentive rebates to National Starch, the second of three payments to NCDOT for noise barriers on I-85 and sidewalks on Innes Street and US 70, and adding or updating 300 street lights throughout the City. NCDOT is funding 90% of a project to install an ADA accessible platform with canopies at the Salisbury Depot.
- Council-level goals include the North Main Street Area "Impact" project which we are attempting to supplement with a Fit Community grant, the next phase of the Greenway, City incentive grants, Branding & Wayfinding, and the Cultural Action Plan.
- The following Council initiatives or Boards and Commissions initiatives have not been funded, or have been funded at reduced amounts: CAC neighborhood parks and entrances, no funds; History & Art Walk, \$10,000 funded; Rail walk streetscape improvements, \$35,000 funded.

Finally, in order to focus all Land Management and Development efforts on our new Local Development Ordinance and improve our overall service delivery, I am recommending that the

current department be divided to form a new Planning and GIS Department headed by our current Planning Manager.

### Personnel Recommendations:

Funded	Status	Position	GF Cost	Offset Revenue	GF Capital Reserve Costs
No	Increase Service Level	Planner	\$ 67,028	\$ -	Computer Equipment
No	Increase Service Level	Code Enforcement Manager	\$ 71,114	\$ -	Computer Equipment
No	Increase Service Level	Code Enforcement Specialist	\$ 48,541	\$ -	& Vehicle Computer Equipment

## PARKS AND RECREATION

Included in this budget are dollars to fund a Needs Assessment of the Lincoln Park Pool and park area for future renovations of that park property. In addition to getting public feedback on the community needs, the Master Plan for Lincoln Park will provide us with the format needed to pursue a PARTF Grant to double our park renovations. Also included is the funding of the Park System Master Plan update in preparation for our reaccreditation in 2010. The System Master Plan must be less than ten years old.

New programs and new park maintenance initiatives are needed to improve our services to the community. Though two new positions are needed in order to accomplish this improvement, a recreation programming position and a grounds maintenance worker are currently not funded in this budget. Though programming for new City Council initiatives may be accomplished in the short run by redirecting existing staff, at some point it would be beneficial to hire an additional Recreation Programmer to handle the aquatic programs at Lincoln Park Pool as well as provide scheduled programming and events at the Salisbury Community Park, along with coordinating transportation for these scheduled programs. Adding this position could improve our services and programming in all of our park locations and free our Center staff to create additional programming in the facilities. Parks and Recreation takes the challenge of providing positive recreation activities for our youth very seriously and feels this position could help to meet the community expectations of recreation activities for youth as designated at the Gang Summit. In the short run, we plan to redirect the effort of current recreation programmers to address City Council's goals. This, by necessity, will mean a reduction in other programming in order to address this priority need.

There is a definite need for maintenance increases to take advantage of the talent within the division to construct small structures, improve our park turf areas, improve our landscaping and provide the needed funding to repair vandalism in the parks. A definite need exists for an additional parks and recreation maintenance position.

An additional position this year could support our current operations which have seen significant user increases as well as prepare our department for the future additions of Hurley Park, Gateway Park, the Bell Tower Park and an additional ¾ miles of Greenway. Significant changes have been made to the buildings and grounds line items to address the material needs for improved park maintenance. Our number of tournaments has increased significantly and materials such as paint for lines, chalk, surface and sand for infields are all in need of an increase to support the increase in activity.

The Maintenance Division has now been separated into four cost centers to reflect the depth and complexity of the Division. The Parks and Recreation Maintenance Manager position is now funded in the Administration cost center, and buildings and grounds costs as well as contract

service costs associated directly to the Recreation facilities have been moved to the appropriate recreation Division cost center.

Capital needs are growing every year. After three years of reduced funding for our general repairs and replacements, we are finding all of our parks and facilities in serious decline. \$88,700 to complete work on six buildings and sixteen parks doesn't go very far. Full funding of \$125,000 is actually needed now if we are to successfully get back to our mission of providing safe and attractive parks and facilities. Many areas within the system have suffered for a long time without adequate turf maintenance. One area in particular is at City Park along the lake area. Years of erosion from water running off of Miller Road have created a bare earth area that is very unattractive and we have received a number of complaints about this area. Full funding of our general repair and replacement request will provide for the seed, fertilizer and landscape materials needed for these projects as well as other areas in the park system. General renovations to our facilities such as bathroom renovations at City Park Center and repairs of the front counter at Miller Center are just a few of the backlogged projects within the Parks and Recreation system.

We are now at the stage of replacing play structures. All are now past the recommended ten year lifespan and will need replacement funds over a five-year period. If we do not start the replacement process soon, we will be dealing with safety issues that could force the removal of play structures from the system. Maintaining and repairing the features in our park system is perhaps the number one need in the Parks and Recreation Department.

#### **Personnel Recommendations:**

Funded	Status	Position	GF Cost	Offset Revenue	GF Capital Reserve Costs
No	Maintain Service Level	B&G Maint Worker	\$ 34,700	\$ -	None
No	Increase Service Level	Recreation Programmer	\$ 48,168	\$ -	Computer Equipment

### **TRANSIT FUND**

Transit is experiencing a large increase in the costs to provide services. At this point there are four options to mitigate these costs: increase the General Fund subsidy of transit operations, reduce route coverage, decrease other departmental funds, or increase fees. This budget does not include a reduction in routes or an increased subsidy; however, this budget does include a new fee structure and savings from other departmental cuts. Capital and other operational funds have been decreased to mitigate increased costs while transit fees will increase this year with individual fees increasing to \$2.00 and handicap/senior citizen fees increasing to \$1.00. Forty ride passes will increase in price to \$75.00 and \$37.50 for reduced fare. ADA paratransit fees will be \$4.00 or \$140 for a forty ride pass.

Many items are not funded in this budget. Increased funds are needed in the part-time and over-time areas to keep our buses running on time and provide "route rescues" that are heavily behind schedule. Due to traffic and various road operations, staying on time is not always achievable. An Express Route to Kannapolis which will link the Salisbury Transit System to the "Rider" system of Concord/Kannapolis area is funded in this budget. This project is a joint effort between Rowan County, China Grove, Landis, Kannapolis, and Salisbury. It is funded by CMAQ funds except for the portion each municipality has pledged.

Salisbury is striving to more effectively serve our handicapped population. This budget does include the cost of a voice annunciation system to be installed on the four buses that are not equipped with one. This system will assist with the visually impaired using the mass transit

system in a more independent manner. However, given the rising costs, funding is not included in this budget to extend the ADA paratransit service offered to the citizens of Salisbury. Currently, there are an estimated 7,246 citizens that live outside our existing coverage area and not offered this service. To use the ADA paratransit system a person must live within a .75 mile radius of the fixed route system. We are estimating that 21 new riders would be eligible to use the system if the service is extended past the current radius. The extended service would be offered three days a week since Rowan Transit Services covers those areas the other two days a week. Since this is not funded in the current budget, the citizens with disabilities living outside our normal ADA paratransit system will have to continue structuring their trips on the two days a week they receive service from Rowan Transit Services, or use alternative transportation services offered by the private sector.

The recommended budget for Administration, Operations, and Capital is as follows:

Personnel	\$ 579,172
Operations	430,206
Capital	<u>960,070</u>
Total	<u>\$1,969,448</u>

### **SPECIAL REVENUE FUNDS**

In FY2008-09, the City of Salisbury will receive \$305,040 in Community Development Block Grant (CDBG) funds, \$118,255 in HOME funds, and \$60,000 in Program Income for a total budget of \$483,295. The following budget represents the requests made by citizens for use of the FY2008-09 CDBG and HOME funds.

<u>CDBG Activities</u>	<u>Funding</u>
Acquisition/Rehabilitation/Resale	\$118,268
Owner Occupied Rehabilitation	50,000
Emergency Rehabilitation	15,000
Program Administration	73,000
Debt Service Section 108 Loan	54,272
Public Services:	
Rowan Helping Ministries (CDBG)	22,500
Family Crisis Council (CDBG)	14,000
Rowan Community Care Clinic (CDBG)	10,000
Salisbury Youth Employment	6,500
West End Youth Garden	1,500
<u>HOME Activities</u>	
New Construction	91,561
Homeownership Assistance	20,000
Program Administration	<u>6,694</u>
TOTAL BUDGET	<u>\$483,295</u>

### **VEHICLE EQUIPMENT REPLACEMENT FUNDS**

It is recommended that \$1,777,294 included in the FY2008-09 General Fund Budget be transferred to the General Fund Capital Reserve Fund. These funds, plus \$45,000 from interest earnings, will be programmed this year for replacement of the General Fund fleet, computer, radio, and camera equipment in accordance with replacement schedules.

It is recommended that \$465,417 be transferred from the Water and Sewer Fund to the Water and Sewer Capital Reserve Fund. These funds, plus \$21,600 from interest earnings, will be programmed to purchase the necessary Water and Sewer Fund vehicles and computer equipment in accordance with replacement schedules.

### **INTERNAL SERVICE FUNDS**

The City maintains two internal service funds: Employee Health Care and Workers' Compensation Funds. These two funds are used to collect insurance premiums from the General, Water and Sewer, and Transit Funds. The Employee Health Care Fund also collects employee contributions to the premium. The North Carolina State Statutes do not require these funds to be part of the budget ordinance and they are not included in it. The Statutes do require a financial plan be presented to the governing board and it is included in section 10.

In the Employee Health Care Fund, the City anticipates receiving \$3,946,014 in health care premiums, \$28,500 in interest earnings, and \$29,104 in drug rebates. Projected disbursements are \$3,948,618 for health insurance payments to Blue Cross/Blue Shield and other health providers and \$40,000 for insurance consulting services.

In the Workers' Compensation Fund, the City anticipates receiving \$212,400 in worker compensation premiums and \$10,000 in interest earnings. Projected disbursements for employee benefits are estimated to be \$184,787. The difference between receipts and disbursements of \$37,613 will be added to the Fund's cash reserves.

### **WATER AND SEWER FUND**

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County. SRU has continued to expand our customer base through partnerships and has sufficient capacity to serve the citizens of Salisbury as well as our client communities and Rowan County. Despite the ongoing drought, the Yadkin River has continued to provide an ample water supply to meet the needs of our customers and the ability to assist our neighboring communities if called upon. Even though our customer base has increased moderately, our actual volume demand has somewhat decreased due to consumer conservation efforts and statewide regulatory restrictions.

As part of the utilities' growth efforts, we continue to work with Rowan County to complete the I-85 Interceptor project. Once Rowan County moves forward with their planned Town Creek Overlay, this partnership project will move forward to construction. Discussions related to water sales between Salisbury and Kannapolis and Concord also continue. SRU staff and our consulting engineers have been evaluating our current water system capacity and the needs of our existing and future customers. Any such agreement with our neighbors will be predicated on a positive rate impact for the existing customers of the utility. These projects will aid in economic development in Rowan County's primary growth corridor as well as aid in stabilizing the rates to our existing customers.

Substantial progress has also been made towards the completion of the first phase of our wastewater treatment plant capital improvement projects. These much needed improvements will allow the utility to utilize the existing infrastructure to their maximum design and permitted potential. We are pleased to report that at this time, all projects are on-schedule and within budget. Considerable resources are also being dedicated to the implementation of the Fats, Oils, and Grease (FOG) program within the Environmental Services Division. Recent sewer

overflows that have been a result of FOG in our collection system have again demonstrated the need for SRU to finish its implementation of this State-mandated program. We anticipate having this Ordinance prepared this summer for consideration by our City Council.

Amidst continued economic downturns and higher operating costs, we have strived to maximize resources to meet the difficult task of stabilizing water and sewer rates. We have looked for external funding sources to assist in minimizing our cost of expansion and operation. Additionally, we have experienced the following issues:

- **Regulatory controls and implementation.** We are consistently receiving new and updated regulations that require upgrades to our system. Up-fitting and replacement of equipment and infrastructure is extremely costly and will lead to exorbitant monetary penalties if not complied with in a timely manner.
- **Consumers are conserving water and other resources.** Due to drought conditions and the trend of practicing conservation of natural resources, we have had less demand and therefore less operational resources. We are making efforts to educate our consumers regarding conservation as well as the fact that our water resource, the Yadkin River, is an abundant resource.
- **Chemical and fuel costs are continually rising.** Market conditions have caused significant cost increases in treatment, transmission, and system maintenance. Chemical prices alone have escalated 81% since last year while fuel costs have escalated almost 67%. SRU is still committed to providing excellent service to our customers and must continue to meet the needs of our system throughout the county.
- **Equipment repair and replacement.** Our water and wastewater facilities continue to age and require regularly scheduled maintenance and replacement. We have come to a critical point in time whereby we need to replace major equipment to maintain compliance and provide the highest possible treatment quality. These equipment repairs and replacements are extremely costly; however, they will maximize the service life of our existing facilities without having to invest significant capital into new facilities.

SRU's service area continues to expand within Rowan County. In order for the Utility to continue to provide excellent service to our customers and still meet all regulatory requirements, a total of three additional positions are being recommended. A new Pretreatment Coordinator will help to ensure that our large industrial users are in compliance with their permits, which will in turn help our wastewater plants operate effectively and meet all treatment and discharge requirements. A Hydrant and Valve Supervisor will work closely in coordination with SRU and Fire Department staff to ensure all hydrants and valves throughout our water distribution system are regularly exercised and properly maintained. This will ensure the performance of these system components in emergency situations (such as fire response and line breaks) as well as assist the Fire Department in sustaining their excellent rating. In addition, a Utility Locator/Inspector will be a dedicated professional that will minimize disruptions in our water/sewer distribution system from other construction-related activities.

Although we are struggling to maintain fair and equitable rates for our consumers, it is extremely costly to treat our water and wastewater while still meeting required regulations and delivering excellent service. As a result, I am recommending a Water and Sewer Fund budget of \$22,275,023 for FY2008-09. This represents a **9.70%** average residential water and sewer increase. Average monthly residential water and sewer utility bills will increase from **\$62.38** to **\$68.43**. The proposed rate will be effective July 1, 2008.



SRU and City staff worked meticulously to lessen the anticipated Utilities budget by over \$3 million while still maintaining our current level of service. Our ultimate goal from the Salisbury Vision 2020 Comprehensive Plan gives consideration to the growth and expansion of the City's water and sewer utilities, and lays out suggested policies reflecting that change. The plan suggests focusing on targeted growth areas, financial incentives, and partnerships to achieve growth that is consistent with the City's policies. Our partnerships with our client communities, Rowan County, the Rowan-Salisbury Schools, and our local development community meet these criteria and are fully consistent with the City's Vision 2020 Plan: "We see a high quality water supply system, sufficient for growth, well-maintained, and financially self-supporting."

## **IN CONCLUSION**

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

In addition, I would like to thank the City Council and the Volunteer Boards and Commissions for their vision and commitment during the Future Directions and Goal Setting Process. I also appreciate the time that each member of City Council will spend in evaluating and finalizing the recommendations contained in this year's Budget. I look forward to working with each of you in adopting the FY2008-09 Budget and appreciate your continued support in implementing the Outcomes, Strategies, Goals and Service Levels contained in this Budget. Please note that the results of the Salisbury City Council's strategic planning efforts follow this Budget Message as Exhibit 1.

Even in changing times, there is one thing that I am certain of: Salisbury will continue to concentrate on our core values, mission, and vision. It is our goal to provide the quality of services that our citizens desire at a cost they are willing to pay. We, in the City government, will strive to provide much needed value to our customers – the citizens of Salisbury and the ratepayers served by Salisbury-Rowan Utilities.

David W. Treme  
City Manager

## **ADDENDUM**

On May 6, 2008, the City Manager presented a balanced FY2008-09 Budget proposal that totaled \$63,852,019 for all funds. The public hearing was set for Tuesday, May 20, 2008. Fifteen citizens spoke at the hearing.

The budget worksession was set for Tuesday, May 27, 2008 and Thursday, May 29, 2008. The discussion related to the budget centered around the following topics:

- The proposed 9.7% increase in water and sewer rates
- Mass Transit and the proposed fare increase
- Fund Balance for General Fund
- Need for enhanced code enforcement and the code enforcement plan
- Review of capital outlay
- Review of special community efforts groups appropriations
- Review of special projects

By consensus, City Council agreed to a 5.7% water and sewer rate increase, no fare increase for Mass Transit, no tax increase, implementation of the code enforcement plan and the addition of funding for certain capital outlay and special programs.

Much discussion focused on the use of fund balance and the City's policy of having a fund balance of 10% of the General Fund operating budget. Based on the current status of the economy and the water and sewer rate increase, City Council wanted no tax increase. City Council agreed to use fund balance from the General Fund to fund the code enforcement plan and the additional items identified by Council.

The final adopted FY2008-09 Budget for all funds was \$63,585,225 which City Council adopted on June 3, 2008.

The full transcript of the budget discussions and public hearings can be read at the City's website: [http://www.salisburync.gov/council/agenda\\_minutes.html](http://www.salisburync.gov/council/agenda_minutes.html).

## Exhibit 1

### **CITY OF SALISBURY City Council**

Outcomes & Goals – FY 2008-09

Revised at Goal Setting Retreat February 15, 2008

Adopted by City Council March 4, 2008



One Year Tactical Plan

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

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

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

1. Implement the Jersey City neighborhood plan.
- ★ 2. Identify and initiate an “impact project” as part of the North Main Street Small Area Plan.
- ★ 3. Pursue implementation of the commercial property maintenance code.
4. Pursue implementation of the better housing code.

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

- ★ 1. Build and implement an employee mentoring policy in support of the action agenda.
2. Study and expand summer youth employment programs through Parks & Recreation and in possible partnership with Rowan Joblink.
3. Explore expansion of summer youth programs and travel options to Salisbury Community Park.

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

- ★ 1. Implement the Fiber To The Home business plan.
2. Strengthen our unified community image through implementation of the wayfinding and signage plan.
3. Create an Airport Development Zone.
4. Create a Cultural Action Plan to strengthen and unify Salisbury’s cultural resources.
5. Initiate actions to implement a 3% occupancy tax for the City of Salisbury.

## **Outcome 5: Provide quality Parks and Recreation services**

1. Complete Master Plans for individual parks.
- ★ 2. Collaborate with the community in a needs assessment and Master Plan for Lincoln Park.

## **Outcome 6: Implement Salisbury Vision 2020 Plan**

## **Outcome 7: Attract, retain and develop high quality City employees**

- ★ 1. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
2. Implement employee training and development plan.
3. Prepare a compensation study plan with financial analysis and recommendation to City Council.

## **Outcome 8: Partner with Rowan-Salisbury Schools**

1. Meet with School officials to determine needs with which the City can assist.
2. Enhance the teaching of the arts within our school system.

## **Outcome 9: Improve overall strategic management of City and departments**

1. Incorporate the “Good to Great” concepts into the City’s culture.

## **Outcome 10: Improve and enhance Downtown Salisbury**

1. Implement the result of the downtown ADA compliance audit.
2. Develop a downtown parking lot maintenance improvement plan.
- ★ 3. Develop a downtown streetscape maintenance improvement plan.
- ★ 4. Define feasibility and costs of a rail-walk within Downtown Salisbury.

## **Outcome 10: Streamline development review process and ordinances**

1. Develop, present and adopt State-mandated plans for Backflow Prevention and Fats, Oils, and Grease (FOG) programs.
- ★ 2. Seek local permitting authority for utility extensions.
3. Review construction standards Phase II.
4. Develop a communication plan for sharing development processes and ordinances with stakeholders.

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

1. Partner with Rowan County to implement the Town Creek/I-85 growth corridor interceptor sewer extension project.
2. Safeguard Salisbury’s interests on the Yadkin River by participating in Federal Energy Regulatory Commission (FERC) relicensing of Alcoa’s Yadkin Project.
3. Fund, design, construct, and complete first phase of Wastewater Facilities Capital Improvements Project.
4. Explore water sales agreements with Kannapolis and Concord.

**Outcome 12: Cultivate the values of inclusion and diversity in Salisbury and Rowan County.**

1. Investigate and implement the National League of Cities Inclusive Cities Program.
2. Develop a strategy for the recruitment and selection of Board and Commission members.

**EXHIBIT 2  
CITY OF SALISBURY  
SPECIAL PROJECTS FOR FY2008-09**

	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>CITY COUNCIL</b>				
Miscellaneous Council Initiatives	\$ 15,000	\$ -	\$ -	\$
Total Special Projects	<u>\$ 15,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Executive Development	\$ 15,000	\$ 10,000	\$ 10,000	\$
Automated Agenda Package	30,000	-	-	
Total Special Projects	<u>\$ 45,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>HUMAN RESOURCES</b>				
Customer Service Initiative				
Consulting Fees & Supplemental Training	\$ 75,000	\$ 20,000	\$ 20,000	\$
City Services Expo	3,600	-	-	
City Services Tours	2,400	-	-	
City Facilities/Location Map Development	1,850	-	-	
Promotional & Marketing Materials & Items	4,200	-	-	
Evaluation & Measurement Feedback	3,000	-	-	
Diversity Recruitment Strategies	79,000	10,000	10,000	
Attracting & Retaining Strategies	275,179	10,000	10,000	
HRIS Software Updates & Training	85,000	-	-	
Market Compensation Study	55,000	55,000	55,000	
Funds to Address Market Discrepancies in Pay	850,000	-	-	
Imaging and Scanning Software for Paper File Conversion	12,000	-	-	
Employee Training & Development Program	65,000	-	-	
High Performance Organization Initiative				
Consulting Fees for High Performance Organization	105,000	-	-	
Performance Evaluation Program	50,000	50,000	50,000	
Additional Training & Teambuilding Facilitation	30,000	-	-	
Coaching & Professional Development	25,000	-	-	
Total Special Projects	<u>\$ 1,721,229</u>	<u>\$ 145,000</u>	<u>\$ 145,000</u>	<u>\$ -</u>
<b>MANAGEMENT SERVICES</b>				
Fifth Annual Performance Report	\$ 8,250	\$ 4,250	\$ 4,250	\$
Comprehensive Citizen Satisfaction Survey	33,700	19,000	19,000	
Southeastern Results Network (SERN)	7,000	3,000	3,000	
Citizen Informed Performance Measurement Project	5,500	-	-	
Comprehensive Employee Satisfaction Survey	14,300	-	-	
Web Applications to Improve Website for Customers	3,000	-	-	
Total Special Projects	<u>\$ 71,750</u>	<u>\$ 26,250</u>	<u>\$ 26,250</u>	<u>\$ -</u>
<b>FACILITIES MANAGEMENT</b>				
Relamp Project - Energy	\$ 10,000	\$ 10,000	\$ 10,000	\$
GF Backflow Prevention Contract	20,000	20,000	20,000	
Total Special Projects	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ -</u>

	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>INFORMATION TECHNOLOGIES</b>				
Additional Storage	\$ 45,000	\$ -	\$ -	\$
Laptop Data Encryption	20,000	20,000	20,000	
Server Virtualization	20,000	10,000	10,000	
Desktop Virtualization	25,000	-	-	
Enterprise Security Assessment	30,000	-	-	
Marketing Web / Access 16	5,000	-	-	
Five Year Long Range Plan Update	20,000	-	-	
SharePoint Portal Training	50,000	-	-	
Total Special Projects	<u>\$ 215,000</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ -</u>
<b>POLICE</b>				
Refuse to Be A Victim Training	\$ 500	\$ -	\$ -	\$
Educational Degree Incentive	94,200	-	-	
Diversity Enhancement	3,000	-	-	
GREAT Grant 2008 - 2009 Match	12,100	12,100	12,100	11,000
NC Crime Control Grant Match	28,641	28,641	28,641	24,741
Security Camera-Surveillance System	5,000	-	-	
Replace 14 Sig Model 239 Pistols	8,120	-	-	
Officer Ballistic Vest Replacement	1,875	1,875	1,875	
Polygraph Examiner & Training	20,000	-	-	
Spanish Language On-Line Tutorial Program	1,000	-	-	
Laser Rangefinder & Crash Zone Software	11,489	-	-	
Total Special Projects	<u>\$ 185,925</u>	<u>\$ 42,616</u>	<u>\$ 42,616</u>	<u>\$ 35,741</u>
<b>FIRE</b>				
Fire Department Accreditation Program	\$ 10,000	\$ 10,000	\$ 10,000	\$
Career Development Program	5,000	-	-	
Total Special Projects	<u>\$ 15,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>LAND MANAGEMENT &amp; DEVELOPMENT-GIS</b>				
Categorize Color Infra-Red Satellite Imagery	\$ 25,000	\$ -	\$ -	\$
Impervious Surface Data Acquisition	20,000	-	-	
Sidewalk & Pedestrian Planning Data Model	10,000	-	-	
Traffic Sign Data Model & Data Collection	20,000	-	-	
Total Special Projects	<u>\$ 75,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>LAND MANAGEMENT &amp; DEVELOPMENT-ENGINEERING</b>				
I-2511 CA I-85 Noise Barrier & Sidewalk	\$ 122,500	\$ 122,500	\$ 122,500	\$
Depot Improvements, 04-ST-005	1,100,000	1,100,000	1,100,000	990,000
East Innes Street Streetscape Improvements	215,000	-	-	
NPDES Compliance	35,000	25,000	25,000	
Greenway, Phase 2	350,000	350,000	350,000	300,000
Drainage Grants	25,000	-	-	
Bicycle Plan Demonstration Project	5,000	5,000	5,000	3,000
Salisbury Incentive Fund	100,000	-	-	
Railwalk Streetscape Improvements	500,000	35,000	35,000	
Traffic Calming	15,000	-	-	
Martin Luther King Jr. Avenue Improvements	100,000	-	-	
Hwy 70 Sidewalks R-2911	40,000	40,000	40,000	
Total Special Projects	<u>\$ 2,607,500</u>	<u>\$ 1,677,500</u>	<u>\$ 1,677,500</u>	<u>\$ 1,293,000</u>

		MANAGER		OFFSETTING
	REQUESTED	RECOMMENDS	ADOPTED	REVENUE
<b>LAND MANAGEMENT &amp; DEVELOPMENT-DEVELOPMENT SERVICES</b>				
Tax Incentive Rebate to National Starch - Year 2	\$ 57,820	\$ 57,820	\$ 57,820	\$
Total Special Projects	\$ 57,820	\$ 57,820	\$ 57,820	\$ -
<b>LAND MANAGEMENT &amp; DEVELOPMENT-PLANNING &amp; COMMUNITY DEVELOPMENT</b>				
East Square Cultural District / Rail Walk	\$ 10,000	\$ -	\$ -	\$
Branding & Wayfinding Signage	20,000	20,000	20,000	
Innes Street Incentive Grant Program	35,000	25,000	25,000	
Historic Preservation Grants	30,000	30,000	30,000	
North Main Street Area Impact Project	85,000	55,000	55,000	30,000
Systematic Annexation	10,000	10,000	10,000	
History & Art Walk	20,000	10,000	10,000	
Innes Street Electrification	2,500	-	-	
"The Square" Improvements	20,000	-	-	
HPC Guidelines	8,000	-	-	
CAC Neighborhood Parks & Entrances	3,200	-	3,200	
CAC Benches & Trash Receptacles	-	-	5,000	
Sidewalk Amenities	15,000	-	-	
Cultural Action Plan	40,000	40,000	40,000	
ETJ Signage	1,000	-	-	
Historic District Expansions	20,000	-	-	
Macay Law Office Project	5,000	-	-	
Small Area Planning	10,000	-	-	
Depot/Festival Plaza Design	10,000	-	-	
Image Archives	38,000	-	-	
On-site Posting for Certificate of Appropriateness	1,000	-	-	
Total Special Projects	\$ 383,700	\$ 190,000	\$ 198,200	\$ 30,000
<b>LAND MANAGEMENT &amp; DEVELOPMENT-STREET LIGHTING</b>				
Add/Upgrade 300 lights per year	\$ 13,900	\$ 13,900	\$ 13,900	\$
Increased Maintenance of City-owned Lights	1,000	-	-	
Total Special Projects	\$ 14,900	\$ 13,900	\$ 13,900	\$ -
<b>PARKS AND RECREATION</b>				
Lincoln Park & Pool Master Plan	\$ 20,000	\$ 20,000	\$ 20,000	\$
Park System Master Plan Update	30,000	\$ 30,000	\$ 30,000	\$
Kelsey Scott Park Master Plan	20,000	\$ -	\$ -	\$
Total Special Projects	\$ 70,000	\$ 50,000	\$ 50,000	\$ -
<b>PUBLIC SERVICES-ADMINISTRATION</b>				
Facility Master Plan	\$ 10,000	\$ 10,000	\$ 10,000	\$
Total Special Projects	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
<b>PUBLIC SERVICES-STREET</b>				
Target Neighborhood Improvements	\$ 10,000	\$ -	\$ -	\$
Storm Water & Drainage Improvements	50,000	-	-	
Downtown Sidewalk & Handicap Access Repairs	20,000	-	-	
Total Special Projects	\$ 80,000	\$ -	\$ -	\$ -



	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
<b>PUBLIC SERVICES-WASTE MANAGEMENT-OTHER</b>				
Pilot Program for Roll-out Yard Debris Carts	\$ 14,000	\$ -	\$ -	\$
Total Special Projects	<u>\$ 14,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-CEMETERY</b>				
Replace outdated water lines in Memorial Park	\$ 3,575	\$ -	\$ -	\$
Add water lines w/ Spigot at Oakwood Cemetery	1,000	-	-	
Replace outdated water lines in Chestnut Hill-South	18,675	18,675	18,675	
Total Special Projects	<u>\$ 23,250</u>	<u>\$ 18,675</u>	<u>\$ 18,675</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-FLEET</b>				
Car Chip Program	\$ 2,500	\$ -	\$ -	\$
Total Special Projects	<u>\$ 2,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-TRAFFIC</b>				
Upgrade STOP Signs to hi-visible material	\$ 15,600	\$ 15,600	\$ 15,600	\$
Upgrade ground mounted street names to larger letters & signs	21,000	-	-	
Total Special Projects	<u>\$ 36,600</u>	<u>\$ 15,600</u>	<u>\$ 15,600</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-LANDS CAPE OPERATIONS</b>				
Educational Information & Training	\$ 3,000	\$ -	\$ -	\$
Neighborhood pilot project	2,500	-	-	
Irrigation Bags	2,500	-	2,500	
Brown Wiseman Boxwood property	5,000	-	-	
Neighborhood Trees	10,000	-	5,000	
Total Special Projects	<u>\$ 23,000</u>	<u>\$ -</u>	<u>\$ 7,500</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-LANDS CAPE OPERATIONS-HURLEY PARK</b>				
Annex-Bridge, Water Fountain & Path	\$ 27,626	\$ 27,626	\$ 27,626	\$ 13,813
Plant Material Replacement	5,000			
Spring Celebration/Summer Lecture	2,000	2,000	2,000	
Total Special Projects	<u>\$ 34,626</u>	<u>\$ 29,626</u>	<u>\$ 29,626</u>	<u>\$ 13,813</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><b>\$ 5,731,800</b></u>	<u><b>\$ 2,356,987</b></u>	<u><b>\$ 2,372,687</b></u>	<u><b>\$ 1,372,554</b></u>
<b>TOTAL OFFSETTING REVENUE</b>	<u><b>\$ 1,372,554</b></u>	<u><b>\$ 1,372,554</b></u>	<u><b>\$ 1,372,554</b></u>	
<b>TOTAL CITY SHARE</b>	<u><b>\$ 4,359,246</b></u>	<u><b>\$ 984,433</b></u>	<u><b>\$ 1,000,133</b></u>	<u><b>\$</b></u>

**EXHIBIT 3**  
**SPECIAL COMMUNITY EFFORTS GROUPS APPROPRIATIONS FOR FY 2008-09**

	<b>FY2007-08</b>	<b>REQUESTED BY</b>	<b>MANAGER</b>	
	<b>ADOPTED</b>	<b>ORGANIZATION</b>	<b>RECOMMENDS</b>	<b>ADOPTED</b>
Human Relations Council	\$ 3,500	\$ 105,500 <sup>1</sup>	\$ 3,500	\$ 3,500
Facade Grants	22,000	35,000	22,000	22,000
Salisbury-Rowan EDC	69,498	69,498	69,498	69,498
Downtown Salisbury, Inc.	90,000 <sup>2</sup>	98,500 <sup>2</sup>	90,000 <sup>2</sup>	98,500 <sup>2</sup>
Rowan County Committee of 100	30,000	30,000 <sup>3</sup>	30,000	30,000
Rowan Museum	6,000	15,000	6,000	6,000
Rowan Arts Council	45,000	55,000	45,000	45,000
Rufty Holmes Senior Center	58,000	58,000	58,000	58,000
Rufty Holmes Senior Center-Capital	10,000 <sup>4</sup>	-	-	-
Horizons Unlimited	42,342	42,342	42,342	42,342
Communities in Schools	-	15,000	-	-
Students in Training (SIT)	-	17,500	-	-
City Council Discretionary Fund	10,000	15,000	15,000	15,000
NC Transportation Museum	5,000	7,500	-	5,000
Gang Prevention Initiative	-	-	-	5,000
Rowan Blues & Jazz Society	-	4,000	-	-
Emmanuel Youth Experience, Inc.	-	1,125	-	-
	<u>\$ 391,340</u>	<u>\$ 568,965</u>	<u>\$ 381,340</u>	<u>\$ 399,840</u>

<sup>1</sup> Includes \$102,500 for Human Relations Department Establishment

<sup>2</sup> Includes \$6,000 for Christmas Lights

<sup>3</sup> Year 5 of 5 year commitment

<sup>4</sup> For one-time capital contribution

**Exhibit 4**  
**Position Listing and Salary Ranges**

<b>Job Class</b>	<b>Grade</b>	<b>Minimum</b>		<b>Maximum</b>	
Account Clerk I	118	\$	21,929	\$	37,993
Account Clerk II	122	\$	24,196	\$	41,920
Accountant I	126	\$	26,698	\$	46,254
Accountant II	131	\$	30,192	\$	52,307
Animal Control Specialist	120	\$	23,035	\$	39,908
Assistant City Manager for Utilities	532E	\$	75,848	\$	119,462
Assistant Customer Service Supervisor	128	\$	28,044	\$	48,586
Assistant Fire Chief	445	\$	55,419	\$	77,980
Assistant Plants Manager	525D	\$	44,900	\$	83,789
Assistant Systems Maintenance Manager	525D	\$	44,900	\$	83,789
Assistant Systems Manager-Admin	521C	\$	29,474	\$	61,895
Assistant Systems Manager-Operations	522C	\$	34,667	\$	72,801
Automotive Service Technician	701	\$	22,531	\$	39,034
Battalion Chief	439	\$	43,422	\$	64,154
Budget & Benchmarking Analyst	143	\$	40,557	\$	70,265
Budget & Performance Management Manager	150	\$	48,176	\$	83,465
Building & Grounds Maintenance Worker I	110	\$	18,012	\$	31,207
Building Maintenance Worker	110	\$	18,012	\$	31,207
Buyer	122	\$	24,196	\$	41,920
Cemetery Operations Manager	136	\$	34,142	\$	59,151
Chemist	520C	\$	36,915	\$	77,522
City Clerk	234	\$	35,648	\$	67,376
City Code Inspector	121	\$	23,609	\$	40,902
City Engineer	153	\$	51,865	\$	89,857
City Manager	---	---		---	
Civil Engineer I	140	\$	37,672	\$	65,267
Civil Engineer II	143	\$	40,557	\$	68,530
Civil Engineer III	147	\$	44,750	\$	77,526
Community Resource Specialist	143	\$	40,557	\$	70,265
Crime Analyst - Civilian	143	\$	40,557	\$	70,265
Customer Service Clerk I	114	\$	19,875	\$	34,433
Customer Service Clerk II	118	\$	21,929	\$	37,993
Customer Service Supervisor	136	\$	34,142	\$	59,151
Department Secretary	126	\$	26,698	\$	46,254
Deputy Clerk	126	\$	26,698	\$	46,254
Deputy Police Chief	349	\$	46,773	\$	78,579
Deputy Utilities Director	531E	\$	68,953	\$	108,601
Development Services Manager	147	\$	44,750	\$	77,529
Development Services Specialist	127	\$	27,363	\$	47,406

<b>Job Class</b>	<b>Grade</b>	<b>Minimum</b>		<b>Maximum</b>	
Engineering Technician - Ut	518C	\$	32,618	\$	68,498
Environmental Services Manager	520D	\$	58,059	\$	91,442
Equipment Operator I	113	\$	19,392	\$	33,596
Equipment Operator II	120	\$	23,035	\$	39,908
Facilities Maintenance Supervisor	128	\$	28,044	\$	48,586
Facilities Management Director	145	\$	42,602	\$	73,807
Facilities Manager	147	\$	44,750	\$	77,529
Finance Manager	155	\$	54,480	\$	102,968
Finance Specialist	126	\$	26,698	\$	46,254
Fire Captain	431	\$	34,963	\$	51,656
Fire Chief	255	\$	59,875	\$	113,163
Fire Control Specialist I	420	\$	24,632	\$	34,660
Fire Control Specialist II	424	\$	27,156	\$	40,123
Fire Engineer	427	\$	28,764	\$	42,497
Fire Investig/Inspec Officer	439	\$	43,422	\$	64,154
Fire Investig/Inspection Specialist	431	\$	34,963	\$	51,656
Fire Logistics Officer	431	\$	34,963	\$	51,656
Fire Projects Analyst	431	\$	34,963	\$	51,656
Fiscal Analyst	143	\$	40,557	\$	70,265
Fleet Services Manager	145	\$	42,602	\$	73,807
Fleet Services Shift Supervisor	134	\$	32,503	\$	56,312
Fleet Services Supervisor	136	\$	34,142	\$	59,151
FOG (Fats, Oils, Grease) Inspector	513C	\$	25,123	\$	52,758
GIS Mapping Technician	517C	\$	28,367	\$	59,571
Grounds Maintenance Worker I	109	\$	17,575	\$	30,448
Grounds Maintenance Worker II	114	\$	19,875	\$	34,433
Human Resources Analyst I	134	\$	32,503	\$	56,312
Human Resources Analyst II	139	\$	36,757	\$	63,681
Human Resources Director	255	\$	59,875	\$	113,163
Human Resources Technician I	126	\$	26,698	\$	46,254
Human Resources Technician II	130	\$	29,458	\$	51,036
Identification Specialist	120	\$	23,035	\$	39,908
Information Technologies Manager	600	\$	57,155	\$	104,530
Laboratory Analyst	513C	\$	25,123	\$	52,758
Laboratory Supervisor	523C	\$	36,953	\$	77,601
Land Mgmt & Dev Director	260	\$	67,743	\$	128,033
Landscape Division Manager	139	\$	36,757	\$	63,681
Landscape Maintenance Supervisor	128	\$	28,044	\$	48,586
Mail Coordinator	115	\$	20,370	\$	35,290
Management Analyst	143	\$	40,557	\$	70,265
Management Services Director	255	\$	59,875	\$	113,163
Marketing & Community Relations Mgr	136	\$	34,142	\$	59,151

<b>Job Class</b>	<b>Grade</b>	<b>Minimum</b>		<b>Maximum</b>	
Master Police Officer	327	\$	35,141	\$	57,192
Mechanic	700	\$	27,036	\$	51,099
Meter Services Supervisor	515C	\$	30,707	\$	64,485
Meter Services Technician	502A	\$	17,544	\$	36,842
Office Assistant	114	\$	19,875	\$	34,433
Park Curator	128	\$	28,044	\$	48,586
Parking Control Specialist	120	\$	23,035	\$	39,908
Parks & Recreation Maintenance Manager	139	\$	36,757	\$	63,681
Parks & Recreation Director	251	\$	54,243	\$	102,520
Parks Maintenance Supervisor	128	\$	28,044	\$	48,586
Parts Clerk	115	\$	20,370	\$	35,290
Parts Manager	126	\$	26,698	\$	46,254
Permit Service Coordinator	121	\$	23,609	\$	40,902
Planner I	140	\$	37,672	\$	65,267
Planner II	143	\$	40,557	\$	70,265
Planning & Community Development Manager	151	\$	49,376	\$	85,544
Plants Maintenance Supervisor	523C	\$	36,953	\$	77,601
Plants Maintenance Technician	505B	\$	25,885	\$	54,358
Police Chief	255	\$	59,875	\$	113,163
Police Information Clerk	115	\$	20,370	\$	35,290
Police Lieutenant	339	\$	42,521	\$	69,203
Police Officer I	322	\$	29,042	\$	47,266
Police Officer II	324	\$	31,947	\$	51,933
Police Planner	143	\$	40,557	\$	70,265
Police Records Clerk	115	\$	20,370	\$	35,290
Police Records Coordinator	123	\$	24,799	\$	42,964
Police Sergeant	333	\$	38,655	\$	62,912
Police Services Supervisor	130	\$	29,458	\$	51,036
Police Telecommunicator	124	\$	25,416	\$	44,034
Productivity Analyst	143	\$	40,557	\$	70,265
Public Information and Communications Mgr	145	\$	42,602	\$	73,807
Public Services Director	251	\$	54,243	\$	102,520
Purchasing Manager	143	\$	40,557	\$	70,265
Recreation Aide	105	\$	15,928	\$	27,596
Recreation Coordinator	134	\$	32,503	\$	56,312
Recreation Program Manager	147	\$	44,750	\$	77,529
Recreation Program Supervisor	136	\$	34,142	\$	59,151
Recreation Programmer	131	\$	30,192	\$	52,307
Regulatory Compliance Technician	506B	\$	30,611	\$	64,284
Residuals Operator	509C	\$	25,895	\$	54,378
Residuals Supervisor	524C	\$	37,685	\$	79,139
Risk Management Assistant	127	\$	27,363	\$	47,406

<b>Job Class</b>	<b>Grade</b>	<b>Minimum</b>		<b>Maximum</b>	
Risk Manager	150	\$	48,176	\$	83,465
Seasonal Worker	117	\$	21,397	\$	37,070
Senior Bldg Maint Worker	119	\$	22,475	\$	38,939
Senior Building & Grounds Maintenance	119	\$	22,475	\$	38,939
Senior Customer Service Clerk	122	\$	24,196	\$	41,920
Senior Grounds Maint Worker	119	\$	22,475	\$	38,939
Senior Meter Mechanic	511C	\$	27,916	\$	58,623
Senior Meter Reader	510C	\$	24,762	\$	52,000
Senior Office Assistant	119	\$	22,475	\$	38,939
Senior Office Assistant	500A	\$	21,068	\$	44,243
Senior Planner	147	\$	44,750	\$	77,529
Senior Wastewater Treatment Plant Operat	512C	\$	37,685	\$	79,139
Senior Water Treatment Plant Operator	512C	\$	37,685	\$	79,139
Signs & Marking Crew Leader	121	\$	23,609	\$	40,902
Signs & Marking Technician I	112	\$	18,921	\$	32,780
Signs & Marking Technician II	116	\$	20,877	\$	36,169
Solid Waste Equipment Operator	119	\$	22,475	\$	38,939
Solid Waste Mgmt Div Manager	136	\$	34,142	\$	59,151
Solid Waste Operations Supervisor	128	\$	28,044	\$	48,586
Street Maintenance Manager	143	\$	40,557	\$	70,265
Street Maintenance Supervisor	128	\$	28,044	\$	48,586
Street Maintenance Worker I	109	\$	17,575	\$	30,448
Street Maintenance Worker II	114	\$	19,875	\$	34,433
Support Services Manager	519D	\$	36,953	\$	77,601
Systems Analyst	601	\$	45,004	\$	82,307
Technical Services Supervisor	143	\$	40,557	\$	70,265
Technologies Services Technical Assist	132	\$	30,943	\$	53,609
Telecommunications Assistant	122	\$	24,196	\$	41,920
Telecommunications Manager	151	\$	49,376	\$	85,544
Telecommunications Technician	132	\$	30,943	\$	53,609
Temporary Worker	105	\$	15,928	\$	27,596
Traffic Operations Manager	139	\$	36,757	\$	63,681
Traffic Signal Technician I	118	\$	21,929	\$	37,993
Traffic Signal Technician II	122	\$	24,196	\$	41,920
Transit Dispatcher	118	\$	21,929	\$	37,993
Transit Manager	136	\$	34,142	\$	59,151
Transit Operator	118	\$	21,929	\$	37,993
Urban Design Planner	147	\$	44,750	\$	77,529
Utilities Construction Inspector	519C	\$	35,735	\$	75,044
Utilities Engineer	526D	\$	51,770	\$	86,666
Utilities Engineering Manager	530E	\$	65,112	\$	102,551
Utilities Maintenance Supervisor	514C	\$	26,974	\$	56,645
Utilities Maintenance Technician	501A	\$	21,403	\$	41,607

<b>Job Class</b>	<b>Grade</b>	<b>Minimum</b>		<b>Maximum</b>	
Utilities Planning Manager	529D	\$	61,484	\$	96,837
Utilities Systems Manager	528D	\$	58,059	\$	91,442
Utility Plants Manager	529D	\$	61,484	\$	96,837
Utility Systems Supervisor	516C	\$	31,418	\$	65,978
Utilities Finance Manager	527D	\$	54,824	\$	89,498
Victim's Advocate	327	\$	35,141	\$	57,192
Wastewater Treatment Plant Operator	508C	\$	25,334	\$	53,200
Wastewater Treatment Plant Supervisor	524C	\$	37,685	\$	79,139
Water Treatment Plant Operator	507C	\$	23,764	\$	49,904
Water Treatment Supervisor	524C	\$	37,685	\$	79,139
Zoning & Code Enforcement Spec	121	\$	23,609	\$	40,902

## **Exhibit 5**

### **City of Salisbury Holiday Schedule FY 2008 – 2009**

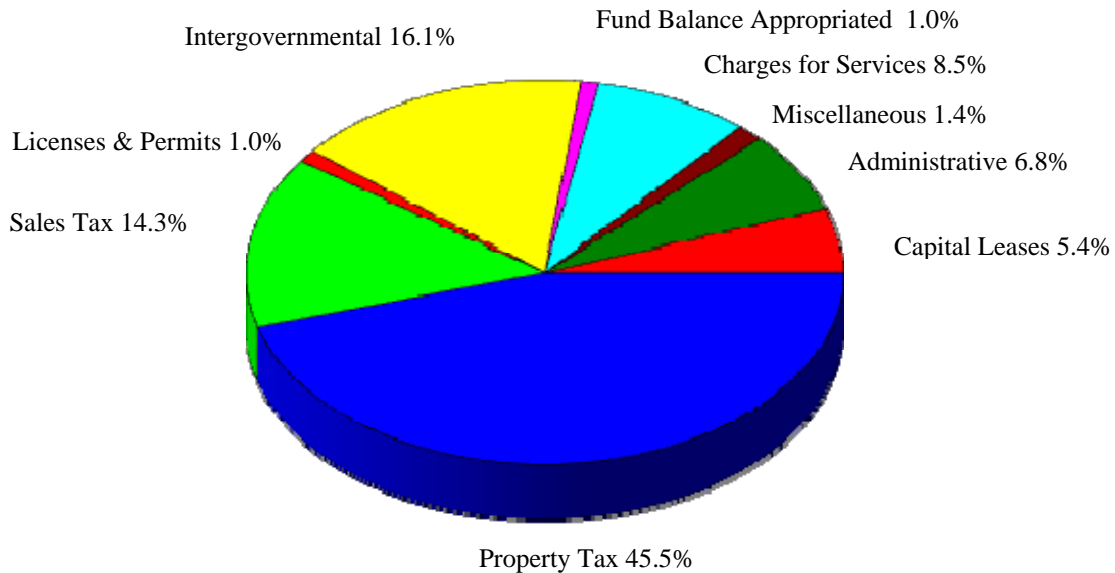
- Independence Day                      Friday, July 4, 2008
- Labor Day                                  Monday, September 1, 2008
- Thanksgiving                            Thursday, November 27, 2008  
Friday, November 28, 2008
- Christmas                                Thursday, December 25, 2008  
Friday, December 26, 2008
- New Year's Day                        Thursday, January 1, 2009
- Martin Luther King, Jr. Day          Monday, January 19, 2009
- Good Friday                               Friday, April 10, 2009
- Memorial Day                            Monday, May 25, 2009



# FY 2008-09 GENERAL FUND

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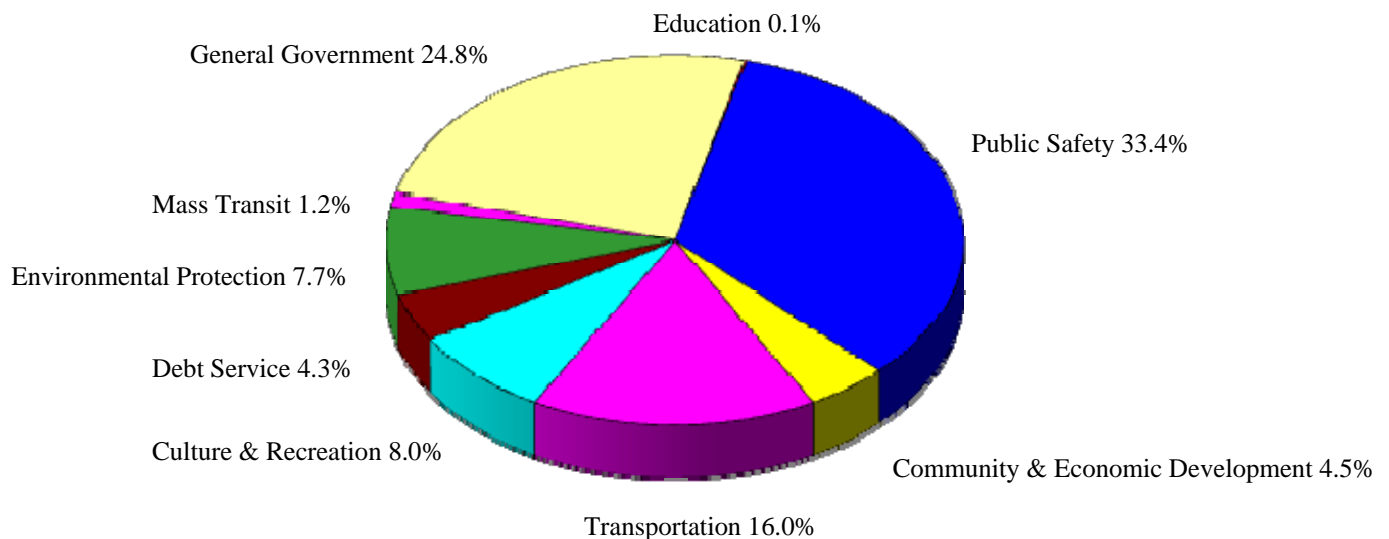
## Revenues - \$37,300,116



## *Where the Money Comes From*

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## Expenditures - \$37,300,116

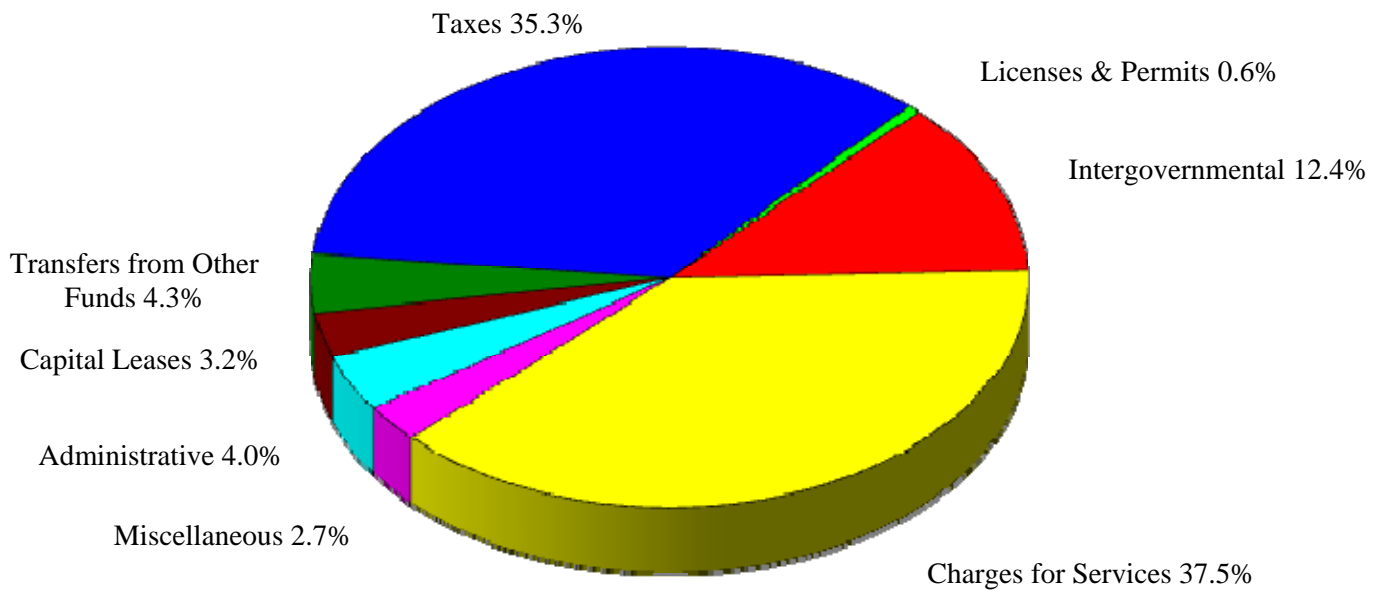


## *Where the Money Goes To*

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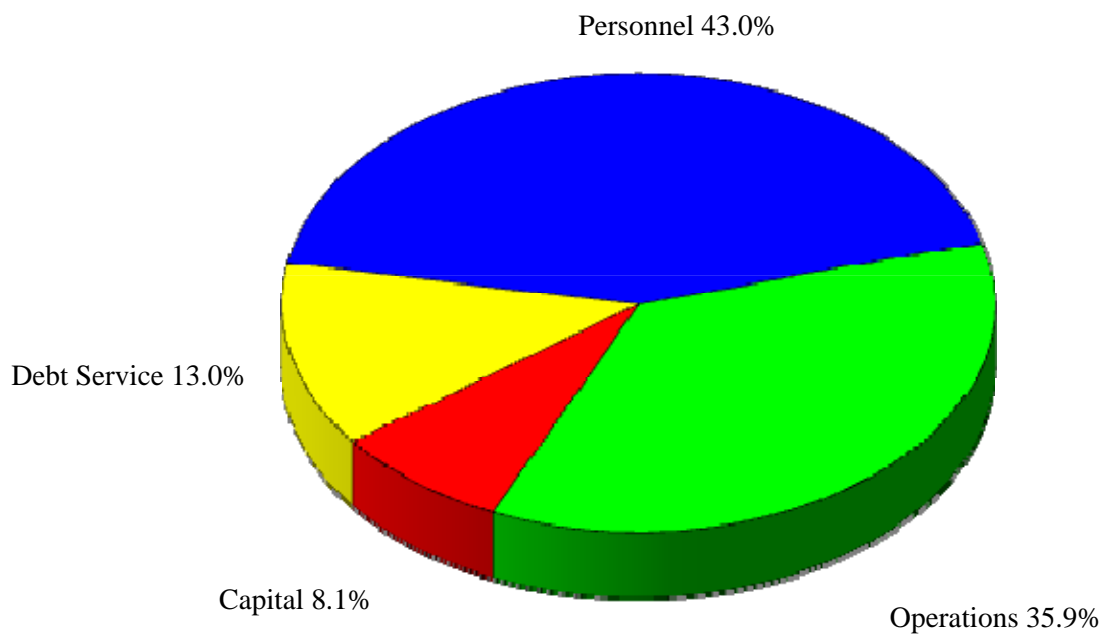
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)

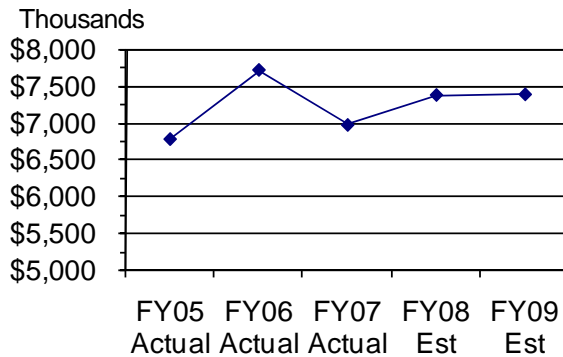


**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2009**

	General/Special Revenue Funds			Enterprise Funds			Total
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	
Estimated Fund Balance/ Net Assets 6/30/08	\$ 4,972,729	\$ 2,400,000	\$ 10,000	\$87,450,368	\$ 412,249	\$ 557,590	\$ 95,802,936
Budgeted Revenues & Other Financing Sources:							
Taxes	\$22,314,382	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,314,382
Licenses and Permits	387,595	-	-	-	-	-	387,595
Intergovernmental	6,007,156	-	423,295	-	-	1,373,351	7,803,802
Charges for Services	3,155,845	-	-	20,461,371	-	81,500	23,698,716
Miscellaneous	491,153	45,000	60,000	1,089,300	21,600	500	1,707,553
Administrative	2,536,683	-	-	-	-	-	2,536,683
Capital leases	2,000,000	-	-	-	-	-	2,000,000
Transfers From Other Funds	-	1,777,294	-	-	465,417	453,381	2,696,092
Total Available Resources	\$36,892,814	\$ 1,822,294	\$ 483,295	\$21,550,671	\$ 487,017	\$ 1,908,732	\$ 63,144,823
Expenditures:							
General Government	\$ 8,510,168	\$ 358,692	\$ -	\$ -	-	\$ -	\$ 8,868,860
Public Safety	11,917,014	521,732	-	-	-	-	12,438,746
Transportation	5,776,511	206,500	-	-	-	-	5,983,011
Environmental Protection	2,857,440	5,200	-	-	-	-	2,862,640
Culture and Recreation	2,915,787	70,973	-	-	-	-	2,986,760
Community & Economic Development	1,681,870	26,876	483,295	-	-	-	2,192,041
Education	42,342	-	-	-	-	-	42,342
Water & Sewer	-	-	-	15,253,487	418,276	-	15,671,763
Mass Transit	-	-	-	-	-	1,986,832	1,986,832
Debt Service:							
Principal	969,144	234,956	-	3,574,798	-	-	4,778,898
Interest	354,165	25,787	-	2,256,969	-	-	2,636,921
Transfers To Other Funds	2,230,675	-	-	465,417	-	-	2,696,092
Total Expenditures	\$37,255,116	\$ 1,450,716	\$ 483,295	\$21,550,671	\$ 418,276	\$ 1,986,832	\$ 63,144,906
Budgeted Increase (Decrease) in Fund Balance	\$ (362,302)	\$ 371,578	\$ -	\$ -	\$ 68,741	\$ (78,100)	\$ (83)
Full Accrual Adjustments: <sup>1</sup>							
Budgeted Capital Outlay	-	-	-	830,720	418,276	960,070	2,209,066
Budgeted Debt Principal	-	-	-	3,574,798	-	-	3,574,798
Estimated Depreciation	-	-	-	(4,034,897)	-	(236,242)	(4,271,139)
Estimated Fund Balance/ Net Assets 6/30/09	<u>\$ 4,610,427</u>	<u>\$ 2,771,578</u>	<u>\$ 10,000</u>	<u>\$87,820,989</u>	<u>\$ 899,266</u>	<u>\$ 1,203,318</u>	<u>\$ 97,315,578</u>

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

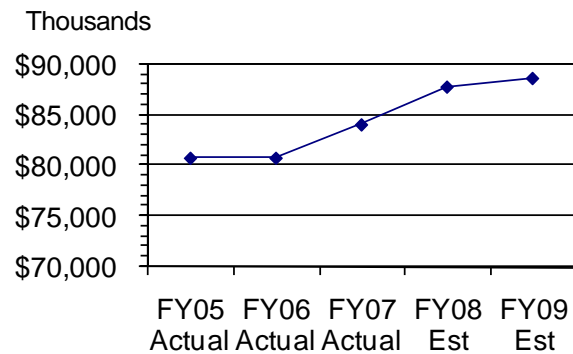
### Fund Balance-General Fund/Capital Reserve



As of June 30, 2008, the City estimates a General Fund balance of almost \$7,400,000. This is higher than stated in the City's Reserve Policy, as explained on page 2-4. In FY06 and FY07, the City budgeted fund balance for construction and equipping of the new fire station on US Highway 70 and in FY07 the City budgeted fund balance to pay the City match for a grant. In FY09 there is a slight increase in fund balance due to capital reserve purchases being less than funding transferred in to the Capital Reserve Fund while fund balance is used to balance General Fund rather than increasing the Ad Valorem tax rate.

Through conservative fiscal management, the City has been able to increase total net assets in the Water and Sewer Fund for the past five years. For FY05, FY06, and FY07, the Water and Sewer Fund has experienced either slightly decreasing or flat consumption. Usage is up slightly in FY08 and is expected to grow slightly in FY09 as economic development continues to increase in the area.

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



### SUMMARY OF INTERFUND TRANSFERS For the Year Ending June 30, 2009

	FUND	TO			
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	TOTAL OUT
FROM	General	\$ 1,777,294	\$ -	\$ 453,381	\$ 2,230,675
	Water & Sewer	-	465,417	-	465,417
	TOTAL IN	\$ 1,777,294	\$ 465,417	\$ 453,381	\$ 2,696,092

**SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS**  
**For FY2007 – FY2009**

	FY2007 <u>ACTUAL</u>	FY2008 <u>ESTIMATE</u>	FY2009 <u>ADOPTED</u>
<b>REVENUES</b>			
<b>GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND</b>			
Taxes	\$ 20,081,392	\$ 21,867,369	\$ 22,314,382
Licenses and Permits	473,488	413,940	387,595
Intergovernmental	4,106,697	5,012,569	6,007,156
Charges for Services	2,592,817	2,508,095	3,155,845
Miscellaneous	1,283,705	895,541	536,153
Administrative	2,275,159	2,417,857	2,536,683
Capital leases		906,934	2,000,000
Appropriated Fund Balance			362,302
Transfers From Other Funds	1,618,871	1,980,739	1,777,294
Total Available Resources	\$ 32,432,129	\$ 36,003,044	\$ 39,077,410
<b>WATER &amp; SEWER FUND/WATER &amp; SEWER CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 18,390,726	\$ 19,849,548	\$ 20,461,371
Miscellaneous	1,153,753	862,662	1,110,900
Transfers From Other Funds	469,366	480,395	465,417
Total Available Resources	\$ 20,013,845	\$ 21,192,605	\$ 22,037,688
<b>MASS TRANSIT FUND</b>			
Intergovernmental	\$ 519,794	\$ 476,934	\$ 1,373,351
Charges for Services	79,166	87,258	81,500
Miscellaneous	7,515	12,659	500
Appropriated Fund Balance			78,100
Transfers From Other Funds	358,569	437,781	453,381
Total Available Resources	\$ 965,044	\$ 1,014,632	\$ 1,986,832
<b>SPECIAL REVENUE FUNDS</b>			
Intergovernmental	\$ 466,524	\$ 260,308	\$ 423,295
Miscellaneous	265,104	182,442	60,000
Total Available Resources	\$ 731,628	\$ 442,750	\$ 483,295
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 20,081,392	\$ 21,867,369	\$ 22,314,382
Licenses and Permits	473,488	413,940	387,595
Intergovernmental	5,093,015	5,749,811	7,803,802
Charges for Services	21,062,709	22,444,901	23,698,716
Miscellaneous	2,710,077	1,953,304	1,707,553
Administrative	2,275,159	2,417,857	2,536,683
Capital leases	-	906,934	2,000,000
Appropriated Fund Balance	-	-	440,402
Transfers From Other Funds	2,446,806	2,898,915	2,696,092
Total Available Resources	\$ 54,142,646	\$ 58,653,031	\$ 63,585,225

	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>
	<u>ACTUAL</u>	<u>ESTIMATE</u>	<u>ADOPTED</u>
<b>EXPENDITURES</b>			
<b>GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND</b>			
General Government	\$ 6,514,696	\$ 7,255,639	\$ 9,240,438
Public Safety	11,584,303	11,856,827	12,438,746
Transportation	4,143,049	5,837,194	5,983,011
Environmental Protection	1,994,245	2,506,369	2,862,640
Culture and Recreation	2,590,253	2,701,010	2,986,760
Community & Economic			
Development	1,602,647	1,325,175	1,708,746
Education	42,342	42,342	42,342
Debt Service:	1,293,525	2,355,207	1,584,052
Transfers To Other Funds	1,977,440	2,418,520	2,230,675
Total Expenditures	\$ 31,742,500	\$ 36,298,283	\$ 39,077,410
<b>WATER &amp; SEWER FUND/WATER &amp; SEWER CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 13,358,179	\$ 13,646,210	\$ 15,740,504
Debt Service:	5,327,924	5,285,000	5,831,767
Transfers To Other Funds	469,366	480,395	465,417
Total Expenditures	\$ 19,155,469	\$ 19,411,605	\$ 22,037,688
<b>MASS TRANSIT FUND</b>			
Mass Transit	\$ 1,194,222	\$ 979,073	\$ 1,986,832
Total Expenditures	\$ 1,194,222	\$ 979,073	\$ 1,986,832
<b>SPECIAL REVENUE FUNDS</b>			
Community & Economic			
Development	\$ 813,516	\$ 544,985	\$ 483,295
Total Expenditures	\$ 813,516	\$ 544,985	\$ 483,295
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 6,514,696	\$ 7,255,639	\$ 9,240,438
Public Safety	11,584,303	11,856,827	12,438,746
Transportation	4,143,049	5,837,194	5,983,011
Environmental Protection	1,994,245	2,506,369	2,862,640
Culture and Recreation	2,590,253	2,701,010	2,986,760
Community & Economic			
Development	2,416,163	1,870,160	2,192,041
Education	42,342	42,342	42,342
Water & Sewer	13,358,179	13,646,210	15,740,504
Mass Transit	1,194,222	979,073	1,986,832
Debt Service:	6,621,449	7,640,207	7,415,819
Transfers To Other Funds	2,446,806	2,898,915	2,696,092
Total Expenditures	\$ 52,905,707	\$ 57,233,946	\$ 63,585,225

## 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 \$2,000 for budgetary purposes (\$5,000 for financial purposes) and an expected life of more than one year. The following tables summarizes capital expenditures by fund:

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Total General Fund	\$ 12,056,456	\$ 3,029,715	\$ 3,046,815
Total General Fund Capital Reserve Fund	\$ 1,290,981	\$ 1,167,197	\$ 1,189,973
Total Water & Sewer Fund	\$ 3,788,570	\$ 1,489,320	\$ 830,720
Total Water/Sewer Capital Reserve Fund	\$ 418,276	\$ 418,276	\$ 418,276
Total Mass Transit Fund	\$ 985,070	\$ 960,070	\$ 960,070
Total All Funds	\$ 18,539,353	\$ 7,064,578	\$ 6,445,854

## GENERAL FUND REVENUE STRUCTURE

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

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

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

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

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

City revenues have in prior years also faced another limitation due to the State tampering with state-shared revenues and reimbursements. In the past, the State has eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangibles taxes, utility franchise taxes, and inventory reimbursements. This cap on utility franchise taxes expired in FY1994-95. However, growth had been

minimal without annexation. Intangibles taxes have been repealed by the General Assembly and replaced with an annual appropriation. Both the intangibles tax and inventory reimbursements were subject annually to the whims of the General Assembly for funding. In FY2002-03, the General Assembly terminated all reimbursements to local governments in North Carolina. They did approve a sales tax of one-half cent to replace them. For Salisbury, the additional one-half cent would only make about half of what the City was losing. Since Salisbury was not the only local government in North Carolina with this problem, the General Assembly did provide a hold-harmless clause which will reimburse some local units like Salisbury for the difference in what the new one-half cent sales tax generates and what was lost in reimbursements. For FY2008-09, the projected amount of the hold-harmless amount is \$546,024.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Enterprise Funds contribution. These four revenue sources are the only ones that City Council can increase or decrease at will. During FY2007-08, these four sources in the General Fund accounted for 69.2% of total revenue. The City lacks control over all other revenues.

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

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

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

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

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

## **REVENUE ASSUMPTIONS FOR FY2008-09**

### **General Fund Revenue**

#### **Taxes:**

**Property Taxes** - Real property was estimated to increase by 2%, personal property by 3.5%, vehicles by 2% and no increase in public service property (0%) over the 2007 assessed values. This estimated growth for real and personal property and public service property is based on historical trend analysis. A 3.0% uncollectible rate was used.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2007 property tax receivable balance projected as of June 30, 2008.

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

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

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

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

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

**Privilege Licenses** - Based on a projection of all currently licensed businesses in Salisbury at the current license rates.

**Franchises** - Based on historical trends for receipts from the cable television company (see graph on page 1-9).



**Intergovernmental:**

**Federal** - Based on anticipated and existing grants. The City will receive a grant to help design a replacement bridge and acquire the necessary right-of-way and another grant for greenway construction.

**State** - Based on FY2007-08 state shared receipts plus anticipated state grants. As mentioned in the previous section, the City receives funding from the State for the difference between the one-half cent sales tax and the lost reimbursements. The City also receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage. The City anticipates receiving a grant for improvements to the Depot. (see graph on page 1-11).

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

**Charges for Services:**

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

**Community Services** - Based on historical trends for fees relating to development and zoning.

**Environmental Protection** - Based primarily on existing user charges for recycling and landfill tipping fees and the fee for all waste collection costs together with an increase in all related fees.

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

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

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2008-09 and estimated interest rates.

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

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

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

**Administrative:**

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

**General Fund Capital Reserve Fund Revenue****Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2008-09 and estimated interest rates.

**Other** - Based on historical trends.

**Other Financing Sources:**

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

**Water and Sewer Fund Revenue****Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2008.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2008-09 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 FY2008-09 and estimated interest rates.

**Other Financing Sources:**

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

## Transit Fund Revenue

### Operating Revenues:

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

### Nonoperating Revenues:

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

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

### Other Financing Sources:

**Fund Balance Appropriated** – Funds accumulated to provide the City's share of the cost of the new buses being ordered.

**Contributed Capital** - The amount of funds provided for purchase of capital items.

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2008-09.

## Special Revenue Funds Revenue

### Intergovernmental:

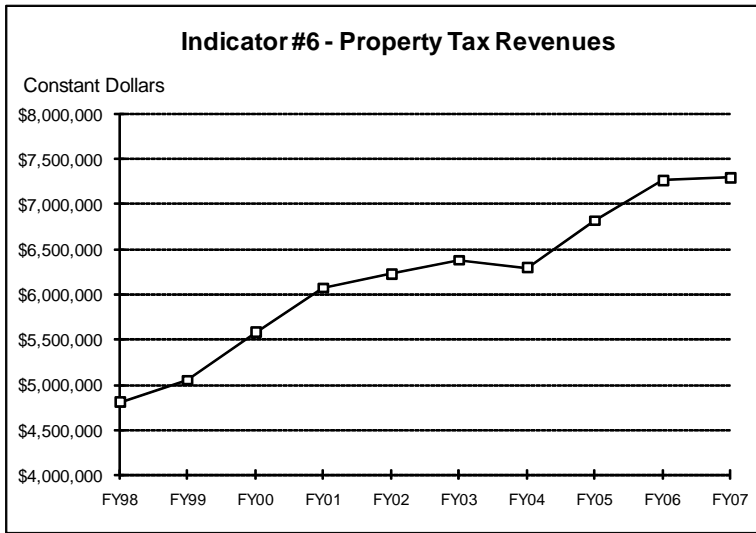
**Federal** - Based on an estimate provided by the U.S. Department of Housing and Urban Development.

### Miscellaneous:

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

## 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.



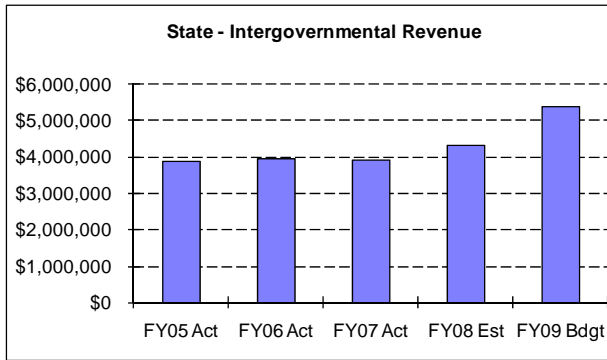
### WARNING TREND:

Decline in property tax revenues (constant dollars)

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

## OTHER REVENUE TRENDS

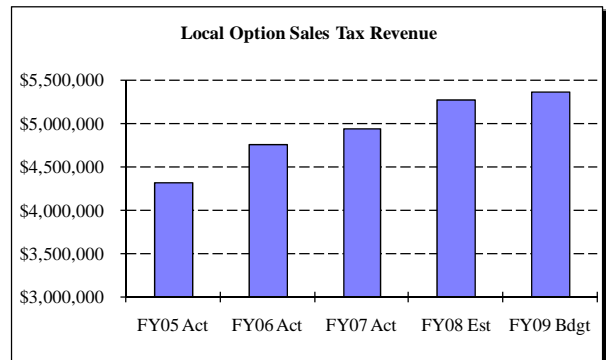
The following graphs are two of the other major revenue sources for the General Fund.



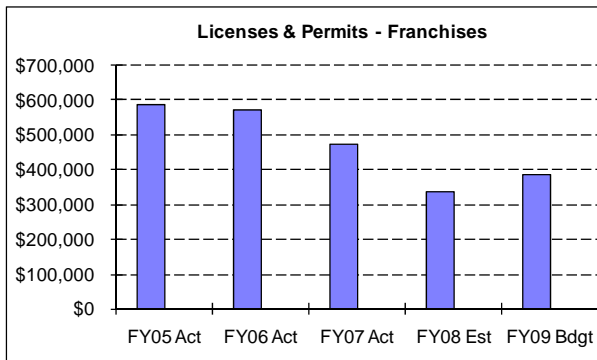
As stated in the assumptions, State intergovernmental revenue is comprised of state-shared receipts and state grants. Due to the North Carolina State budget crisis, the Governor had withheld inventory reimbursements and utilities franchise tax from local governments in FY02. Subsequently, in FY03 the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

ADA-compliant passenger platform and trackside canopy adjacent to the Amtrak station to serve departing and arriving passengers.

Local option sales tax revenue is based on the 1% and ½% local option sales tax. As discussed under General Fund Revenue Structure, this revenue source is elastic. Due to the quickening retail climate and retail construction in the past year, the City is projecting higher growth from the sales tax. Since FY04, the City received the effect of a full year of the one-half cent sales tax, as approved by Rowan County in December 2003.

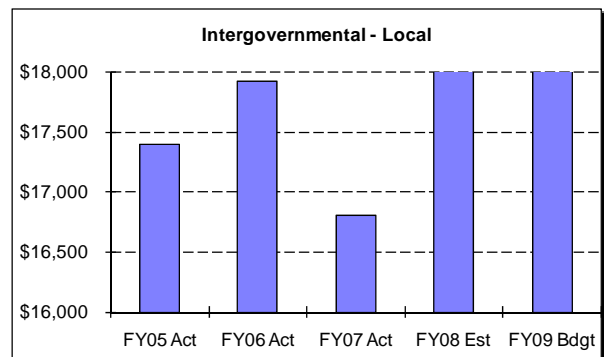


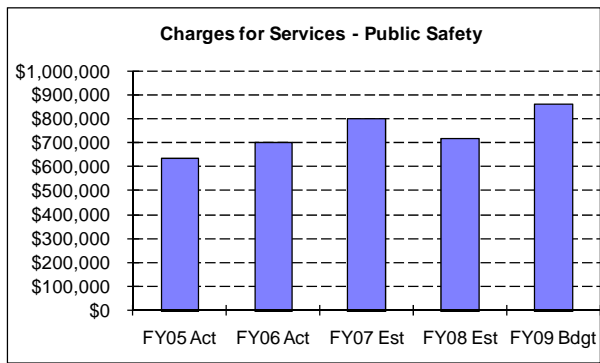
The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



Franchise license and permit revenues are based on gross revenues within the City limits of the cable television company. As the revenue base for the cable company increases, so does the revenue received by the City.

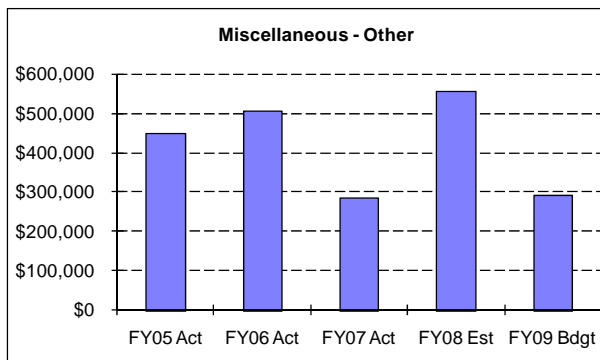
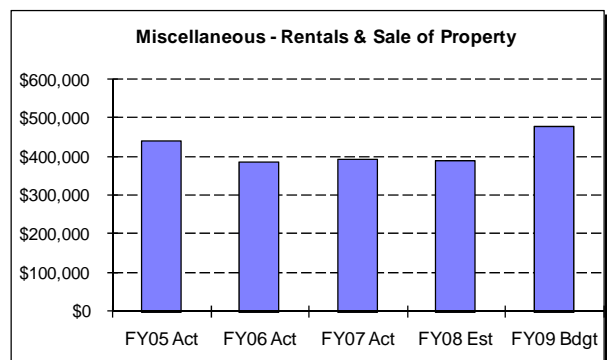
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.





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

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



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



## **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

### **FINANCIAL MANAGEMENT PROGRAM**

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

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

This financial management program allows the City to achieve its goal of expanded and improved services to the citizens of Salisbury. The City issued \$20.4 million Combined Enterprise System revenue bonds in April 2002 and Fitch Ratings assigned an A+ rating to this issue along with rating the system's \$1.8 million in outstanding parity revenue bonds A+. Additionally, the City's bond rating of "A1" by Moody's Investors Service was reaffirmed in July 2003 and "A+" by Standard and Poor's was reaffirmed in March 2006. This is a reflection of the City's continued sound financial condition.

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

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

##### **Governmental Fund Types**

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

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

##### **Proprietary Fund Types**

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

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

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

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

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

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

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

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

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

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

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

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

## **BASIS OF BUDGETING**

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

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

## **FINANCIAL MANAGEMENT POLICIES**

### **INVESTMENT POLICY**

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

#### **Policies**

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

#### **Investments Used By City**

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

#### **Custodial Risk Assumed By City**

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

## **FISCAL POLICIES**

### **Revenue Policy**

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



### **Operating Budget Policy**

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

### **Capital Improvement Policy**

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

### **Accounting Policy**

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

### **Debt Policy**

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

### **Reserve Policy**

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

## **BUDGETS AND BUDGETARY ACCOUNTING**

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

The City follows these procedures in establishing the budgetary data:

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

## **GOAL SETTING AND BUDGETARY PROCESS**

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

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

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

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

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

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

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

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

the departmental goals and needs. Any additional personnel must be justified by the department and then assessed by Human Resources and Management Services for need and appropriate staffing. Operational items are usually held to an increase no greater than that of the inflation rate.

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

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

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

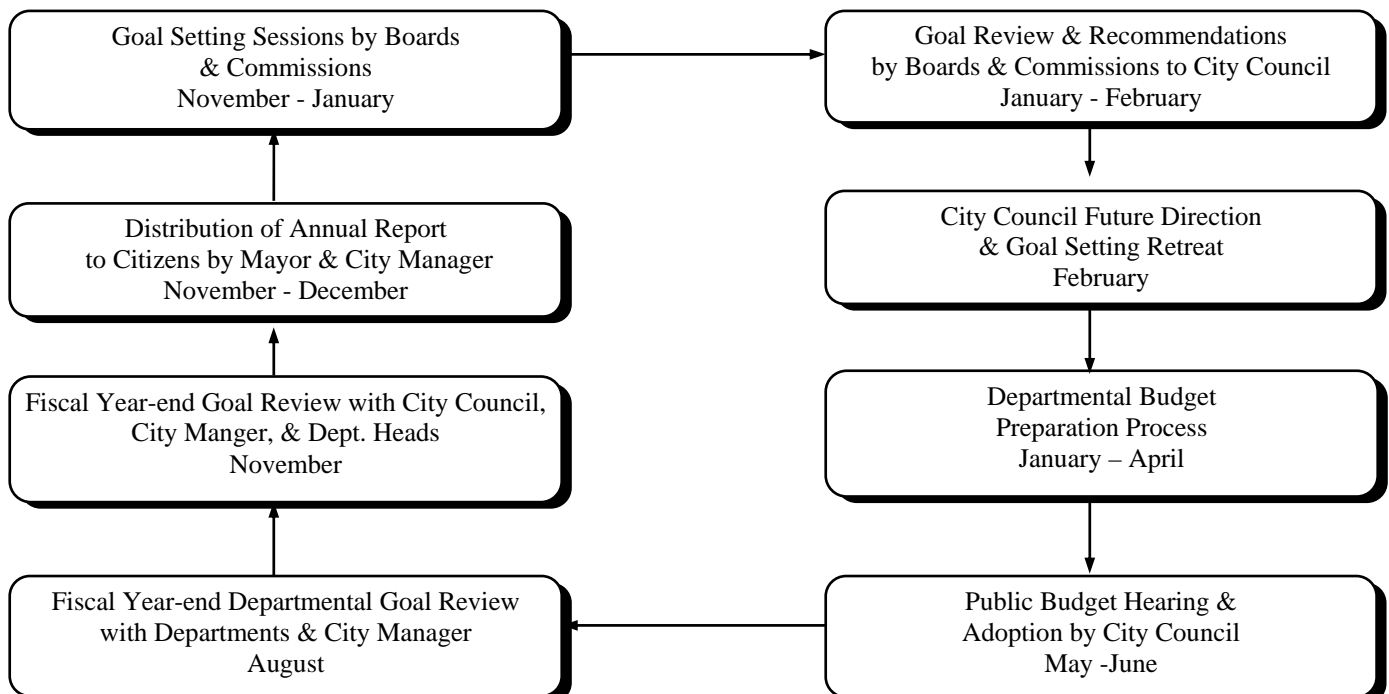
The City Manager submits the budget to City Council and after proper public notice, the City Council conducts public hearings and a budget work session. The City Council then adopts the budget through the passage of an ordinance before June 30.

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

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

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

#### GOAL SETTING/BUDGET CYCLE





# CITY OF SALISBURY

## FY2008-2009 BUDGET CALENDAR

12/10/07	Distribute 5-Year Service Level Report to be completed by Department Managers.	City Manager and Finance Director
1/4/08	Complete 5-Year Service Level Report and return to City Manager.	Management Team and Division Managers
1/1/08 - 1/31/08	Prepare Personnel Request forms; present staffing patterns and Personnel request information.	
Distribute to Mgmt Team on or before 2/5/08	Prepare Operations and Maintenance request sheets. Finance Dept. distributes end of year Budget estimates. The Management Team and/or the appropriate Division Manager will determine departmental line item budget requests.	Management Services
	Prepare FY2008-09 -- 2013-14 Capital Improvement Program request forms.	
TBD	Vehicle Review Committee meeting for evaluation of vehicles.	Vehicle Review Committee
1/2/08		Chairmen of City Boards and Commissions and appropriate City Staff
1/15/08	Chairmen of Boards and Commissions to present goals to City Council.	
2/5/08		
2/5/08	Hold CDBG Public Hearing on citizens' needs and concerns.	Land Management Staff and CDBG Consultant
2/12/08		
2/14/08 - 2/15/08	Hold Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/18/08 - 3/21/08	Prepare FY2007-2008 year-end revenue estimates and FY2008-09 revenue estimates on all funds.	Management Services, Utilities Director and Transit Manager
2/25/08	Assign Retreat Goals to Staff for inclusion in Budget.	City Manager and Staff
3/4/08	Hold CDBG Public Hearing to receive citizens' comments and receive proposals.	City Council
3/4/08	Complete all budget request forms no later than March 4, 2008.	Management Team and Division Managers
3/6/08	Evaluate all Personnel Requests for any changes from current staffing patterns.	Human Resources, Department Heads and Management Services
March / April 2008	Presentation of oral and written Budget requests to Mayor and Council.	Special Community Efforts Groups



# CITY OF SALISBURY

## FY2008-2009 BUDGET CALENDAR

As Returned	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
3/17/08 - 3/27/08	Departmental presentation of Budget requests to City Manager	City Manager, Department Heads, Division Managers
3/18/08	Present draft of 2008-09 CDBG Budget and Home Budget to City Council for review and consideration.	CDBG Consultant
4/1/08	City Council to approve 2008-2009 Action Plan for CDBG and HOME application after second reading.	City Council
4/9/08 - 4/15/08	Departmental budget cuts to balance budget; two or three day turnaround	City Manager, Department Heads, Division Managers
4/16/08 - 4/18/08	Review recommended Budget with Departments.	Management Services Director, City Manager and Staff
5/2/08	Distribution of City Manager's recommended Budget.	City Manager and City Management Team
5/6/08	City Manager to preview recommended Budget for City Council.	City Manager
5/7/08	Place ad in THE SALISBURY POST to advertise one time for public hearing on May 20, 2008.	City Clerk
5/20/08	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Council and City Management Team
6/3/08	City Council to adopt Budget.	City Council
July 2008	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2008	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 30,642 based upon the NC Office of State Planning.

## **HISTORY**

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

The County of Rowan was established in 1753. At this time, Rowan included all territory north to Virginia and east to what we know now as Guilford County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony in 1753.

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

according to Governor Arthur Dobbs who visited here in late 1755.

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

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

*Henderson Law Office*



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

So many legends and lifestyles have been passed down over the passage of time. Daniel Boone began his exploration of the Blue Ridge Mountains from here in Salisbury. Near the present-day library is the

small office where Andrew Jackson studied law and was admitted to the bar before he moved westward.

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

## **GOVERNMENT**

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

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the City Clerk and eight staff departments: Management Services, Human Resources, Fire, Police, Land Management and Development, Public Services, Parks and Recreation, and Public Utilities. 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, and the minimum, recorded one-day flow is 150 million gallons. The Salisbury water system, conventional in design and closely controlled, has a treatment

capacity of 24 million gallons per day. Average daily usage during FY 2007 was 7.4 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the city.

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

Salisbury's three wastewater treatment facilities serve as the area's regional wastewater utility with service expansion to the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry and Rockwell. Total daily treatment capacity in 2007 was 12.5 million gallons. Average daily treatment in FY 2007 was 7.5 million gallons per day.

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

## **TRANSPORTATION**

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

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

Two major commercial airports are within a one-hour drive of Salisbury - Charlotte-Douglas International in Charlotte and Piedmont Triad International (PTI) in Greensboro. With the planned new FedEx package-sorting facility at PTI, Salisbury is well positioned for providing local businesses a critical link in their logistics chain. Additionally, these airports provide regular air passenger service to all parts of the United States via AirTran, American, Continental, Delta, United and US Airways. There are also non-stop, international flight options available from these airports to

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 conventions, Salisbury has fourteen (14) motels, with over 1,100 rooms, and two (2) bed and breakfast establishments in our historic district.

### **EDUCATION**

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

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

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

In addition to the Salisbury-Rowan public school

facilities, there are several private and church related schools.

### **ARTS AND ENTERTAINMENT**

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

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

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

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



## COMMUNITY FACILITIES

Salisbury is served daily by The Salisbury Post. Four (4) radio stations provide for local programming. 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 recreation staff offers activities for both young and old. In addition to organized activities, the City provides several parks and facilities for general use.

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

*City Park*



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

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



*Ball field at the Community Park*

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

## SPECIAL EVENTS

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



*Parks & Recreation Summer Camp*

### MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	19.9
Number of Fire Stations	4	Miles of Streets	225
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	16,650
Number of Parks	15	Miles of Water Line	419
Number of Recreation Centers	4	Miles of Sewer Line	402
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	520	Business Licenses Issued Last Year	1,740
Greenway Miles	2.5		

### FOR THE LAST TEN FISCAL YEARS

Fiscal Year Ended June 30,	Assessed Value of Taxable Property				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
2009	<sup>1</sup> \$2,305,867,750	\$520,349,210	\$60,625,264	\$2,886,842,224	\$0.590
2008	<sup>1</sup> \$2,260,654,657	\$505,422,898	\$60,025,014	\$2,826,102,569	\$0.590
2007	\$1,857,031,883	\$501,753,141	\$57,991,527	\$2,416,776,551	\$0.625
2006	\$1,786,418,491	\$484,829,511	\$61,623,601	\$2,332,871,603	\$0.615
2005	\$1,730,072,663	\$413,623,934	\$61,461,308	\$2,205,157,905	\$0.615
2004	\$1,689,100,448	\$417,032,881	\$65,288,150	\$2,171,421,479	\$0.580
2003	\$1,400,333,436	\$397,573,867	\$64,817,634	\$1,862,724,937	\$0.600
2002	\$1,379,505,572	\$407,822,931	\$67,482,463	\$1,854,810,966	\$0.600
2001	\$1,340,184,501	\$415,578,484	\$64,805,231	\$1,820,568,216	\$0.600
2000	\$1,289,721,396	\$405,627,210	\$67,811,348	\$1,763,159,954	\$0.570

<sup>1</sup>Estimated

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

**SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY**  
**For the Year Ended June 30, 2007**

<b>Business</b>	<b>Type of Enterprise</b>	<b>2007 Assessed Valuation</b>	<b>Percentage Value of Total</b>
Food Lion, Inc.	Commercial	\$ 123,905,778	5.13%
ICI Americas	Industrial	31,577,284	1.31%
Heritage Realty Limited Partnership	Real Estate	27,459,117	1.14%
Norandal USA	Industrial	27,081,181	1.12%
Rowan Regional Medical Center	Hospital	25,534,080	1.06%
Duke Energy Corp.	Utility	24,586,535	1.02%
Bellsouth Telephone	Communication	22,753,914	0.94%
Salisbury Mall Ltd.	Commercial	16,516,161	0.68%
Piedmont Natural Gas	Utility	14,010,161	0.58%
Ball Metal Beverage Container	Manufacturing	12,068,827	0.50%
Totals		<u>\$ 325,493,038</u>	<u>13.48%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2007

**DEMOGRAPHIC STATISTICS CITY OF SALISBURY**  
**For the Year Ended June 30, 2007**

<b>Fiscal Year</b>	<b>Population Estimate (1)</b>	<b>Per Capita Income (2)</b>	<b>Median Age (2)</b>	<b>Unemployment Rate (3)</b>
2007	30,642	\$20,828	37.9	6.6%
2006	29,239	20,320	37.7	5.8%
2005	28,249	19,825	37.5	6.0%
2004	28,199	19,626	37.3	9.0%
2003	28,199	19,433	37.3	5.7%
2002	26,559	19,241	37.1	5.7%
2001	26,462	18,864	36.9	6.5%
2000	27,500	18,487	36.7	3.8%
1999	26,792	18,117	36.5	3.4%
1998	26,884	17,755	36.3	3.0%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2007

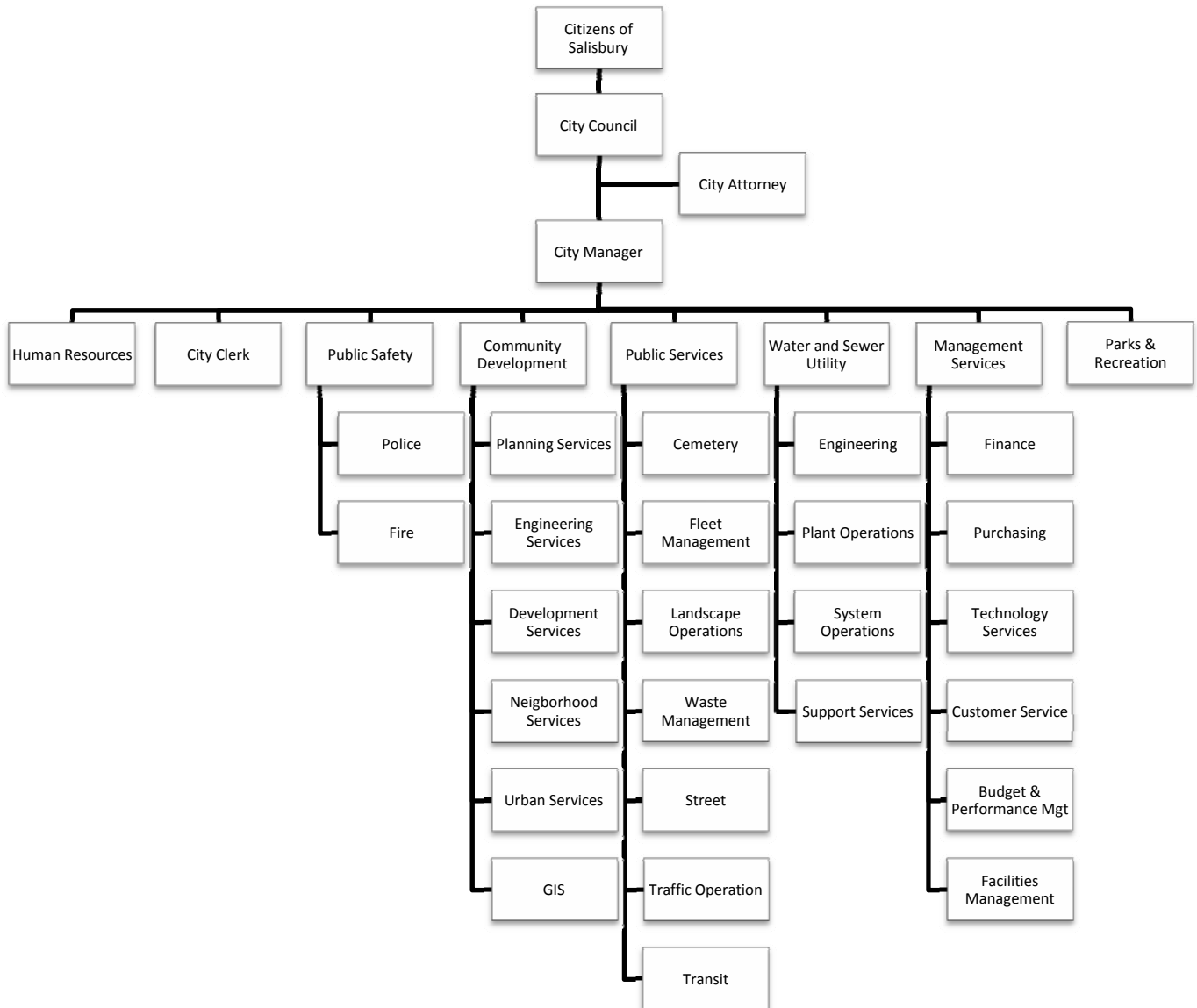
# CITY OF SALISBURY LIST OF PRINCIPAL OFFICIALS

May 1, 2008

Mayor  
Mayor Pro Tem  
Council Member  
Council Member  
Council Member  
City Manager  
Interim Utilities Director  
Fire Chief  
Land Management & Development Director  
Police Chief  
City Clerk  
Public Services Director  
Management Services Director  
Interim Human Resources Director  
Parks and Recreation Director

Susan W. Kluttz  
Paul B. Woodson, Jr.  
William R. Burgin  
William R. Kennedy  
Mark N. Lewis  
David W. Treme  
Jim Behmer  
Robert A. Parnell  
Dan Mikkelson  
L. Mark Wilhelm  
Myra B. Heard  
Tony Cinquemani  
John A. Sofley, Jr.  
Joe Eagle  
Gail Elder-White

## ORGANIZATIONAL CHART



**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS BASED ON HEADCOUNT FOR FY 2007 – 2009**

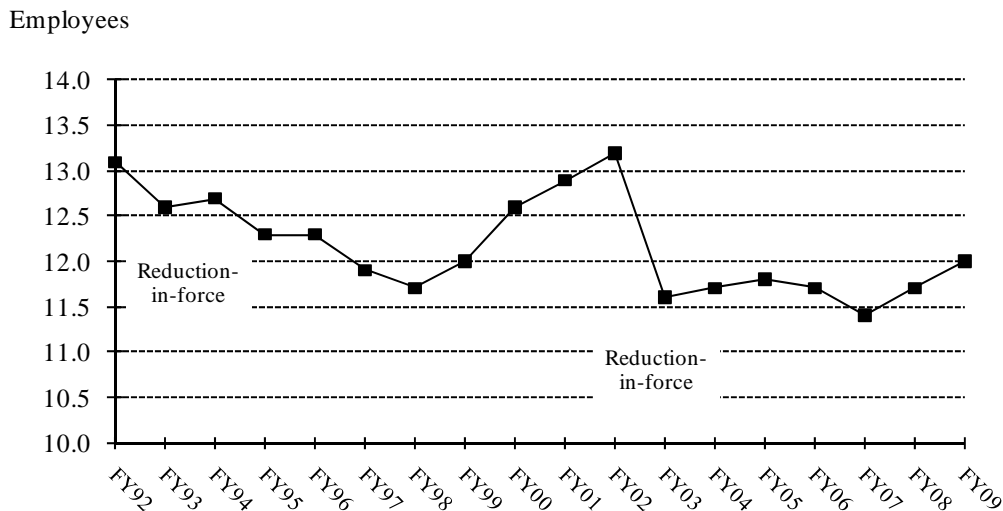
	<u>APPROVED</u> <u>FY 2006-07</u>	<u>APPROVED</u> <u>FY 2007-08</u>	<u>REQUESTED</u> <u>FY 2008-09</u>	<u>RECOMMENDED</u> <u>FY 2008-09</u>	<u>APPROVED</u> <u>FY 2008-09</u>
<b>GENERAL FUND</b>					
City Council	5	5	5	5	5
Management & Administration	8	9	9	9	9
Human Resources	6	7	12	7	7
Management Services	19.5	20	21	20	20
Information Technologies	8	9	9	9	9
Purchasing	2	2	2	2	2
Facilities Management	6	7	10	7	7
Planning & Community Development	5	5	6	5	5
GIS	1	2	2	2	2
Development Services	5	5	6	5	5
Code Services	-	-	-	-	4
Engineering	7	7	7	7	7
Telecommunications	1	1	3	2	2
Police	105	107	110	110	110
Fire	79	84	88	84	84
Public Svcs-Administration	4	4	5	4	3
Public Svcs-Traffic Operations	9	9	9	9	9
Public Svcs-Streets	23	23	24	24	24
Public Svcs-Cemetery	6	6	7	7	7
Public Svcs- Solid Waste Management	11	11	11	11	11
Public Svcs-Waste Management-Other	9	9	10	10	10
Public Svcs-Landscape Operations	13	13	13	13	13
Public Svcs-Landscape-Hurley Park	2	2	3	2	2
Public Svcs-Fleet Management	11	11	13	12	12
Parks and Recreation	57	58	60	58	58
<b>TOTAL</b>	<b>402.5</b>	<b>416</b>	<b>445</b>	<b>424</b>	<b>426</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	12.5	12.0	17	13	13.0
Water Treatment	7	8	8	8	8
Systems Maintenance	25	25	27	27	27
Enviromental Services	10	9	11	10	10
Wastewater Treatment Plants	17	17	18	17	17
Meter Services	11	11	11	11	11
Plants Maintenance	9	9	8	8	8
<b>TOTAL</b>	<b>91.5</b>	<b>91</b>	<b>100</b>	<b>94</b>	<b>94</b>
<b>TRANSIT FUND</b>					
Transit-Operations	12	12	12	12	12
Transit-Administration	2	2	2	2	2
<b>TOTAL</b>	<b>14.0</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>TOTAL ALL FUNDS</b>	<b>508</b>	<b>521</b>	<b>559</b>	<b>532</b>	<b>534</b>
<i>Permanent Full-time</i>	<i>453</i>	<i>461</i>	<i>494</i>	<i>473</i>	<i>475</i>
<i>Permanent Part-time</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>5</i>
<i>Temporary Full-time</i>	<i>24</i>	<i>26</i>	<i>26</i>	<i>26</i>	<i>26</i>
<i>Temporary Part-time</i>	<i>26</i>	<i>29</i>	<i>34</i>	<i>28</i>	<i>28</i>
<b>TOTAL ALL FUNDS</b>	<b>508</b>	<b>521</b>	<b>559</b>	<b>532</b>	<b>534</b>

For the FY2008-09 Recommended Budget, the total number of positions for the City's budgeted funds has increased by eleven over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>	
<i>Positions added during FY2007-08 for 6/30/2007 Annexation:</i>	
Add three Police Officers	Police
Add two Equipment Operators	Public Services-Streets & Waste Management-Other
<i>New Positions funded in FY2008-09 Budget:</i>	
Add Telecommunications Technician	Management Services-Telecommunications
Add one Grounds Maintenance Worker	Public Services-Cemetery
Add one Automotive Service Technician	Public Services-Fleet Management
<b>WATER &amp; SEWER FUND:</b>	
<i>New Positions funded in FY2008-09 Budget:</i>	
Add one Utility Locator Inspector	Systems Maintenance
Add one Systems Maintenance Supervisor	Systems Maintenance
Add one Industrial Pretreatment Coordinator	Environmental Services
<b>TRANSIT FUND:</b>	
No Changes	

Additionally, the Community Resource Specialist in the Police Department was reclassified from temporary part-time to permanent full-time upon the receipt of a grant from Project SAFE during FY2008. The balance of the FY2008 grant revenue is budgeted along with an anticipated new grant for the continuation of the program. These grants offset the cost of the position.

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



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

## RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

## PROGRAM MATRIX OF FY2008-09 BUDGET

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

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

### SELECTED TELEPHONE NUMBERS

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





**CITY OF SALISBURY, NORTH CAROLINA**

**GENERAL FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2009  
With Estimated Actual for Year Ending June 30, 2008 and  
Actual for Year Ended June 30, 2007

REVENUES:	<u>2007 Actual</u>	<u>2008 Estimate</u>	<u>2009 Budget</u>
Taxes:			
General property - current	\$ 14,502,024	\$ 15,885,558	\$ 16,221,398
General property - prior	363,194	458,427	437,200
Interest on delinquent tax	80,028	85,333	80,000
Local option sales tax	4,928,404	5,201,766	5,353,869
Other taxes	207,742	236,284	221,915
	<u>\$ 20,081,392</u>	<u>\$ 21,867,369</u>	<u>\$ 22,314,382</u>
Licenses and permits:			
Privilege licenses	\$ 329,617	\$ 374,546	\$ 347,035
Franchises	143,871	39,394	40,560
	<u>\$ 473,488</u>	<u>\$ 413,940</u>	<u>\$ 387,595</u>
Intergovernmental:			
Federal	\$ 180,056	\$ 446,485	\$ 587,000
State	3,909,840	4,545,485	5,399,470
Local	16,801	20,599	20,686
	<u>\$ 4,106,697</u>	<u>\$ 5,012,569</u>	<u>\$ 6,007,156</u>
Charges for services:			
Environmental protection	\$ 1,017,681	\$ 1,094,597	\$ 1,465,161
Culture and recreation	201,037	175,416	180,000
Public safety	533,582	477,487	468,053
Cemetery	138,710	114,685	180,995
Radio antenna and paging rentals	270,991	212,222	395,000
Rentals and sale of property	253,154	272,348	298,636
Community services	177,662	161,341	168,000
	<u>\$ 2,592,817</u>	<u>\$ 2,508,095</u>	<u>\$ 3,155,845</u>
Miscellaneous:			
Interest earned on investments	\$ 305,737	\$ 355,087	\$ 200,000
Donations	65,508	361,271	127,813
Other	133,449	179,183	163,340
	<u>\$ 504,694</u>	<u>\$ 895,541</u>	<u>\$ 491,153</u>
Administrative charges:			
Interfund revenues	<u>\$ 2,275,159</u>	<u>\$ 2,417,857</u>	<u>\$ 2,536,683</u>
Total revenues	<u>\$ 30,034,247</u>	<u>\$ 33,115,371</u>	<u>\$ 34,892,814</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ 906,934	\$ 2,000,000
Fund balance appropriated	-	-	362,302
Total other financing sources	<u>\$ -</u>	<u>\$ 906,934</u>	<u>\$ 2,362,302</u>
Total revenues and other financing sources	<u>\$ 30,034,247</u>	<u>\$ 34,022,305</u>	<u>\$ 37,255,116</u>

**CITY OF SALISBURY**  
**FY 2008-2009 BUDGET SUMMARY**  
**GENERAL FUND**

		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
		<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>	<b>FY 08-09</b>	<b>FY 08-09</b>
<b>REVENUE</b>	\$	30,034,243	\$	36,003,392	\$	36,317,113	\$ 36,814,942	\$ 37,255,116
<b>EXPENSES</b>		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
		<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>	<b>FY 08-09</b>	<b>FY 08-09</b>
<b>CITY COUNCIL</b>								
Personnel	\$	64,107	\$	79,244	\$	87,213	\$ 86,861	\$ 86,861
Operations		68,779		103,582		106,650	78,376	88,376
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	132,886	\$	182,826	\$	193,863	\$ 165,237	\$ 175,237
<b>MANAGEMENT &amp; ADMINISTRATION</b>								
Personnel	\$	577,283	\$	644,908	\$	684,599	\$ 679,786	\$ 679,786
Operations		276,401		278,815		381,386	280,346	280,754
Capital		-		9,000		14,000	-	-
<b>TOTAL</b>	\$	853,684	\$	932,723	\$	1,079,985	\$ 960,132	\$ 960,540
<b>HUMAN RESOURCES</b>								
Personnel	\$	392,628	\$	430,973	\$	701,193	\$ 439,439	\$ 439,439
Operations		295,143		375,715		2,219,600	434,912	434,912
Capital		1,859		-		73,000	-	-
<b>TOTAL</b>	\$	689,630	\$	806,688	\$	2,993,793	\$ 874,351	\$ 874,351
<b>MANAGEMENT SERVICES - ADMINISTRATION</b>								
Personnel	\$	984,415	\$	1,106,563	\$	1,129,296	\$ 1,117,927	\$ 1,117,927
Operations		258,947		395,898		391,583	309,258	309,357
Capital		3,151		2,000		8,460	3,000	3,000
<b>TOTAL</b>	\$	1,246,513	\$	1,504,461	\$	1,529,339	\$ 1,430,185	\$ 1,430,284
<b>MANAGEMENT SERVICES - INFORMATION TECHNOLOGIES</b>								
Personnel	\$	637,342	\$	677,891	\$	701,292	\$ 697,113	\$ 697,113
Operations		673,218		649,031		1,179,094	676,299	684,933
Capital		19,787		32,000		141,800	42,391	42,391
<b>TOTAL</b>	\$	1,330,347	\$	1,358,922	\$	2,022,186	\$ 1,415,803	\$ 1,424,437
<b>MANAGEMENT SERVICES - PURCHASING</b>								
Personnel	\$	120,986	\$	124,866	\$	130,419	\$ 129,469	\$ 129,469
Operations		9,923		8,654		11,617	9,342	9,342
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	130,909	\$	133,520	\$	142,036	\$ 138,811	\$ 138,811
<b>MANAGEMENT SERVICES - TELECOMMUNICATIONS</b>								
Personnel	\$	67,682	\$	87,016	\$	188,025	\$ 138,689	\$ 138,689
Operations		194,593		176,082		274,741	181,908	182,098
Capital		71,137		125,055		667,500	182,000	182,000
<b>TOTAL</b>	\$	333,412	\$	388,153	\$	1,130,266	\$ 502,597	\$ 502,787

	<b>Actual FY 06-07</b>	<b>Budgeted FY 07-08</b>	<b>Requested FY 08-09</b>	<b>Mgr Recommends FY 08-09</b>	<b>Adopted FY 08-09</b>
<b>MANAGEMENT SERVICES - FACILITIES MANAGEMENT</b>					
Personnel	\$ 299,283	\$ 367,253	\$ 459,972	\$ 379,939	\$ 379,939
Operations	29,277	64,674	96,531	65,443	65,829
Capital	-	8,500	3,500	3,500	3,500
<b>TOTAL</b>	<b>\$ 328,560</b>	<b>\$ 440,427</b>	<b>\$ 560,003</b>	<b>\$ 448,882</b>	<b>\$ 449,268</b>
<b>MANAGEMENT SERVICES - CENTRAL CITY BUILDINGS</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	236,229	222,626	225,372	221,785	221,785
Capital	21,119	39,700	1,744,410	1,301,330	1,301,330
<b>TOTAL</b>	<b>\$ 257,348</b>	<b>\$ 262,326</b>	<b>\$ 1,969,782</b>	<b>\$ 1,523,115</b>	<b>\$ 1,523,115</b>
<b>PLAZA</b>					
Personnel	\$ 13,956	\$ -	\$ -	\$ -	\$ -
Operations	164,672	167,350	134,676	136,982	136,982
Capital	20,662	20,000	1,468,200	177,300	177,300
<b>TOTAL</b>	<b>\$ 199,290</b>	<b>\$ 187,350</b>	<b>\$ 1,602,876</b>	<b>\$ 314,282</b>	<b>\$ 314,282</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - PLANNING &amp; COMMUNITY DEVELOPMENT</b>					
Personnel	\$ 339,516	\$ 354,084	\$ 431,569	\$ 363,449	\$ 363,449
Operations	232,780	345,717	516,942	294,826	303,026
Capital	212,999	-	-	-	-
<b>TOTAL</b>	<b>\$ 785,295</b>	<b>\$ 699,801</b>	<b>\$ 948,511</b>	<b>\$ 658,275</b>	<b>\$ 666,475</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - GIS</b>					
Personnel	\$ 85,834	\$ 113,944	\$ 146,717	\$ 145,936	\$ 145,936
Operations	102,021	95,732	186,014	100,936	100,936
Capital	-	-	42,000	-	-
<b>TOTAL</b>	<b>\$ 187,855</b>	<b>\$ 209,676</b>	<b>\$ 374,731</b>	<b>\$ 246,872</b>	<b>\$ 246,872</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - DEVELOPMENT SERVICES</b>					
Personnel	\$ 225,927	\$ 236,059	\$ 281,478	\$ 240,914	\$ 223,718
Operations	209,837	266,925	275,086	269,118	275,177
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 435,764</b>	<b>\$ 502,984</b>	<b>\$ 556,564</b>	<b>\$ 510,032</b>	<b>\$ 498,895</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - CODE SERVICES</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 183,484
Operations	-	-	-	-	26,532
Capital	-	-	-	-	3,600
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 213,616</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - ENGINEERING</b>					
Personnel	\$ 436,105	\$ 505,040	\$ 545,204	\$ 541,787	\$ 541,787
Operations	228,619	1,789,285	2,699,992	1,760,359	1,760,522
Capital	-	348,000	345,000	345,000	345,000
<b>TOTAL</b>	<b>\$ 664,724</b>	<b>\$ 2,642,325</b>	<b>\$ 3,590,196</b>	<b>\$ 2,647,146</b>	<b>\$ 2,647,309</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - STREET LIGHTING</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	348,687	391,327	388,300	376,500	376,500
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 348,687</b>	<b>\$ 391,327</b>	<b>\$ 388,300</b>	<b>\$ 376,500</b>	<b>\$ 376,500</b>

	Actual FY 06-07	Budgeted FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>POLICE - SERVICES</b>					
Personnel	\$ 1,042,685	\$ 1,167,276	\$ 1,190,339	\$ 1,184,248	\$ 1,184,248
Operations	877,603	270,580	377,188	264,131	266,309
Capital	12,619	24,100	35,500	35,500	35,500
TOTAL	\$ 1,932,907	\$ 1,461,956	\$ 1,603,027	\$ 1,483,879	\$ 1,486,057
<b>POLICE - ADMINISTRATION</b>					
Personnel	\$ 346,242	\$ 382,462	\$ 397,257	\$ 394,929	\$ 394,929
Operations	144,177	158,700	251,360	140,301	140,789
Capital	-	26,950	10,000	10,000	10,000
TOTAL	\$ 490,419	\$ 568,112	\$ 658,617	\$ 545,230	\$ 545,718
<b>POLICE - OPERATIONS</b>					
Personnel	\$ 3,815,720	\$ 4,372,811	\$ 4,487,716	\$ 4,464,703	\$ 4,464,703
Operations	782,998	997,629	1,064,284	894,668	925,957
Capital	88,625	299,979	82,508	5,000	5,000
TOTAL	\$ 4,687,343	\$ 5,670,419	\$ 5,634,508	\$ 5,364,371	\$ 5,395,660
<b>FIRE</b>					
Personnel	\$ 3,589,233	\$ 3,806,461	\$ 4,074,800	\$ 3,867,388	\$ 3,867,388
Operations	2,357,731	975,587	1,265,764	1,006,027	1,021,582
Capital	174,402	91,767	1,513,278	448,694	462,194
TOTAL	\$ 6,121,366	\$ 4,873,815	\$ 6,853,842	\$ 5,322,109	\$ 5,351,164
<b>PUBLIC SERVICES - ADMINISTRATION</b>					
Personnel	\$ 231,963	\$ 244,592	\$ 293,555	\$ 251,565	\$ 196,092
Operations	43,643	40,337	65,482	46,014	27,648
Capital	-	-	-	-	-
TOTAL	\$ 275,606	\$ 284,929	\$ 359,037	\$ 297,579	\$ 223,740
<b>PUBLIC SERVICES - TRAFFIC OPERATIONS</b>					
Personnel	\$ 321,733	\$ 435,014	\$ 482,615	\$ 478,928	\$ 478,928
Operations	172,665	147,179	174,516	153,621	155,236
Capital	19,525	6,000	97,700	97,700	97,700
TOTAL	\$ 513,923	\$ 588,193	\$ 754,831	\$ 730,249	\$ 731,864
<b>PUBLIC SERVICES - STREETS</b>					
Personnel	\$ 955,030	\$ 1,082,213	\$ 1,109,096	\$ 1,102,862	\$ 1,102,862
Operations	1,026,754	1,453,426	1,360,236	981,549	998,789
Capital	16,468	23,000	203,000	113,000	113,000
TOTAL	\$ 1,998,252	\$ 2,558,639	\$ 2,672,332	\$ 2,197,411	\$ 2,214,651
<b>PUBLIC SERVICES - CEMETERY</b>					
Personnel	\$ 180,428	\$ 191,085	\$ 237,501	\$ 236,605	\$ 236,605
Operations	70,432	76,555	97,008	79,146	80,340
Capital	1,399	4,000	4,000	-	-
TOTAL	\$ 252,259	\$ 271,640	\$ 338,509	\$ 315,751	\$ 316,945
<b>PUBLIC SERVICES - SOLID WASTE MANAGEMENT</b>					
Personnel	\$ 520,411	\$ 515,623	\$ 518,638	\$ 505,612	\$ 505,612
Operations	1,290,623	1,400,915	1,548,961	1,554,401	1,644,510
Capital	-	-	44,000	44,000	44,000
TOTAL	\$ 1,811,034	\$ 1,916,538	\$ 2,111,599	\$ 2,104,013	\$ 2,194,122

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 06-07		FY 07-08		FY 08-09		FY 08-09		FY 08-09	
PUBLIC SERVICES - WASTE MANAGEMENT OTHER										
Personnel	\$	403,018	\$	454,866	\$	423,262	\$	421,252	\$	421,252
Operations		121,825		198,849		146,550		152,031		161,488
Capital		-		6,000		-		-		-
TOTAL	\$	524,843	\$	659,715	\$	569,812	\$	573,283	\$	582,740
PUBLIC SERVICES - LANDSCAPE OPERATIONS										
Personnel	\$	428,166	\$	474,568	\$	490,228	\$	487,532	\$	487,532
Operations		152,083		132,391		182,037		152,461		163,488
Capital		-		7,300		31,000		-		-
TOTAL	\$	580,249	\$	614,259	\$	703,265	\$	639,993	\$	651,020
PUBLIC SERVICES - LANDSCAPE - HURLEY PARK										
Personnel	\$	79,090	\$	90,130	\$	123,935	\$	94,101	\$	94,101
Operations		27,464		24,712		71,306		55,534		55,751
Capital		-		-		-		-		-
TOTAL	\$	106,554	\$	114,842	\$	195,241	\$	149,635	\$	149,852
PUBLIC SERVICES - FLEET MANAGEMENT										
Personnel	\$	683,330	\$	704,378	\$	803,821	\$	763,423	\$	763,423
Operations		133,091		93,259		132,308		102,049		103,095
Capital		19,254		14,000		4,065,500		20,500		20,500
TOTAL	\$	835,675	\$	811,637	\$	5,001,629	\$	885,972	\$	887,018
PUBLIC SERVICES - TRANSPORTATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		358,569		437,781		369,377		369,377		453,381
Capital		-		-		-		-		-
TOTAL	\$	358,569	\$	437,781	\$	369,377	\$	369,377	\$	453,381
PARKS & RECREATION										
Personnel	\$	1,228,622	\$	1,361,377	\$	1,486,854	\$	1,399,304	\$	1,399,304
Operations		625,136		636,823		762,620		658,115		662,650
Capital		136,796		521,075		1,462,100		200,800		200,800
TOTAL	\$	1,990,554	\$	2,519,275	\$	3,711,574	\$	2,258,219	\$	2,262,754
EDUCATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		42,342		42,342		42,342		42,342		42,342
Capital		-		-		-		-		-
TOTAL	\$	42,342	\$	42,342	\$	42,342	\$	42,342	\$	42,342
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,214,311		2,086,501		1,323,309		1,323,309		1,323,309
Capital		-		-		-		-		-
TOTAL	\$	1,214,311	\$	2,086,501	\$	1,323,309	\$	1,323,309	\$	1,323,309
GRAND TOTAL										
Personnel	\$	18,070,735	\$	20,010,697	\$	21,606,594	\$	20,613,761	\$	20,724,576
Operations		12,770,573		14,504,979		18,322,232		13,171,466		13,483,725
Capital		819,802		1,608,426		12,056,456		3,029,715		3,046,815
TOTALS	\$	31,661,110	\$	36,124,102	\$	51,985,282	\$	36,814,942	\$	37,255,116

### Statement of Purpose

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

### COUNCIL PERFORMANCE GOALS

1. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
2. Assist to implement the Jersey City neighborhood plan. **Outcome 2.1**
3. Assist to identify and initiate an “impact project” as part of the North Main Street Small Area Plan. **Outcome 2.2**
4. Assist to implement strategies to recruit employees from diverse populations. **Outcome 6.1**
5. Assist to incorporate the “Good to Great” concepts into the City’s culture. **Outcome 9.1**
6. Assist to implement the result of the downtown ADA compliance audit. **Outcome 10.1**
7. Assist to develop a downtown parking lot maintenance/improvement plan. **Outcome 10.2**
8. Assist to develop a downtown sidewalk maintenance improvement plan. **Outcome 10.3**
9. Assist to define feasibility and costs of a rail-walk within Downtown Salisbury. **Outcome 10.4**
10. Assist to develop, present and adopt State-mandated plans for Backflow Prevention and Fats, Oils, and Grease (FOG) programs. **Outcome 11.1**
11. Seek local permitting authority for utility extensions. **Outcome 11.2**
12. Review construction standards Phase II. **Outcome 11.3**
13. Develop a communication plan for sharing development processes and ordinances with stakeholders. **Outcome 11.4**
14. Assist to develop a strategy for the recruitment and selection of Board and Commission members. **Outcome 13.2**

### BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 64,107	\$ 79,244	\$ 87,213	\$ 86,861	\$ 86,861
Operating	68,779	103,582	106,650	78,376	88,376
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 132,886</b>	<b>\$ 182,826</b>	<b>\$ 193,863</b>	<b>\$ 165,237</b>	<b>\$ 175,237</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</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.

### COUNCIL PERFORMANCE GOALS

1. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
2. Identify and initiate an "impact project" as part of the North Main Street Small Area Plan. **Outcome 2.2**
3. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
4. Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
5. Build and implement an employee mentoring policy in support of the action agenda. **Outcome 3.1**
6. Implement the Fiber to the Home business plan. **Outcome 4.1**
7. Strengthen our unified community image through implementation of the wayfinding and signage plan. **Outcome 4.2**
8. Create a Cultural Action Plan to strengthen and unify Salisbury's cultural resources. **Outcome 4.4**
9. Initiate actions to implement a \$.03 occupancy tax for the City of Salisbury. **Outcome 4.5**
10. Create an Airport Development Zone. **Outcome 4.3**
11. Collaborate with the community in a needs assessment and Master Plan for Lincoln Park. **Outcome 5.2**
12. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 7.1**
13. Meet with school officials to determine needs with which the City can assist. **Outcome 8.1**
14. Enhance the teaching of the arts within our school system. **Outcome 8.2**
15. Incorporate the "Good to Great" concepts into the City's culture. **Outcome 9.1**
16. Develop a downtown streetscape maintenance improvement plan. **Outcome 10.3**
17. Define feasibility and costs of a rail-walk within Downtown Salisbury. **Outcome 10.4**

### DEPARTMENTAL PERFORMANCE GOALS

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



## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Risk Management (201)</b>			
<b>Workload</b>			
Number of Workers Compensation Claims Filed	18	20	20
Number of Third-Party Insurance Claims Filed	35	33	35
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
<b>Efficiency</b>			
Cost Per Negotiated Workers Compensation Claim	\$ 2,600	\$ 2,700	\$ 150,000
Cost Per Negotiated Insurance Claim	\$ 800	\$ 800	\$ 900
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	0%	0%	2%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ -	\$ -

## BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 577,283	\$ 644,908	\$ 684,599	\$ 679,786	\$ 679,786
Operating	276,401	278,815	381,386	280,346	280,754
Capital	-	9,000	14,000	-	-
<b>TOTAL</b>	<b>\$ 853,684</b>	<b>\$ 932,723</b>	<b>\$ 1,079,985</b>	<b>\$ 960,132</b>	<b>\$ 960,540</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Senior Office Assistant	2	2	2	2	2
Assistant to the City Manager	0	1 <sup>1</sup>	1	1	1
<b>Risk Management (201)</b>					
Risk Management Officer	1	1	1	1	1
Risk Management Assistant	1	1	1	1	1
<b>Public Information (202)</b>					
Public Information & Communication Manager	$\frac{1}{8}$	$\frac{1}{9}$	$\frac{1}{9}$	$\frac{1}{9}$	$\frac{1}{9}$
<b>TOTAL</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

<sup>1</sup> New position for FY2008

## CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Conference Room Chairs (20)	\$ 10,000	\$ -	\$ -
2nd Floor Conference Room Table	4,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 14,000</b>	<b>\$ -</b>	<b>\$ -</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, compensation and benefits administration and a City-wide multicultural program.

**COUNCIL PERFORMANCE GOALS**

1. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
2. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 7.1**
3. Develop strategies to attract and retain quality employees. **Outcome 6.2**
4. Implement employee training and development plan. **Outcome 7.2**

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Applications Reviewed	1,971	2,000	2,100
Employees Managed	453	450	455
Position Requisitions Received	106	110	115
<b>Effectiveness</b>			
Organization-wide Turnover Percentage	11.3%	12.0%	11.5%

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 392,628	\$ 430,973	\$ 701,193	\$ 439,439	\$ 439,439
Operating	295,143	375,715	2,219,600	434,912	434,912
Capital	1,859	-	73,000	-	-
<b>TOTAL</b>	<b>\$ 689,630</b>	<b>\$ 806,688</b>	<b>\$ 2,993,793</b>	<b>\$ 874,351</b>	<b>\$ 874,351</b>

### PERSONNEL DETAIL

Position Title	Authorized 06-07	Authorized 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	4	4	4	4	4
Human Resources Technician I/II	1	1	1	1	1
Human Resources Analyst I/II Compensation-NEW	0	0	1	0	0
HRC- Human Relations Director- NEW	0	0	1	0	0
HRC- Human Relations Specialist- NEW	0	0	1	0	0
HRC- Office Assistant- NEW	0	0	1	0	0
Personnel Analyst I-Intern (TPT)	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
Human Resources Aide (TPT)-NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
TOTAL	6	7	12	7	7

<sup>1</sup> Budgeted for 520 hours annually

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Desk for additional personnel	\$ 2,000	\$ -	\$ -
Desks for new HRC personnel	6,000	-	-
Renovation of stairwell to HR Office Area	<u>65,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 73,000	\$ -	\$ -

## DEPARTMENT – Management Services – Summary

### STATEMENT OF PURPOSE

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

### BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 2,109,708	\$ 2,363,589	\$ 2,609,004	\$ 2,463,137	\$ 2,463,137
Operating	1,402,187	1,516,965	2,178,938	1,464,035	1,473,344
Capital	<u>115,194</u>	<u>207,255</u>	<u>2,565,670</u>	<u>1,532,221</u>	<u>1,532,221</u>
TOTAL	\$ 3,627,089	\$ 4,087,809	\$ 7,353,612	\$ 5,459,393	\$ 5,468,702

### PERSONNEL DETAIL

	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Permanent Full-Time (PFT)	33.5	35	39	36	36
Temporary Full-Time (TFT)	0	0	1	0	0
Temporary Part-Time (TPT)	<u>3</u>	<u>4</u>	<u>5</u>	<u>4</u>	<u>4</u>
TOTAL	36.5	39	45	40	40

**STATEMENT OF PURPOSE**

To provide a centralized source for handling the financial affairs of the City including: maintain a financial record-keeping system, protect municipal assets as required by the Local Government Budget and Fiscal Control Act, manage the City's debt service program, prepare and monitor the annual and five-year budgets, prepare standards for performance and benchmarking, utilize an investment program for the City's idle cash, provide payroll and disbursement services, collect utility and other revenues, provide a source of information and support related to the purchase/lease of supplies, equipment and contractual services, manage a fixed asset system, and maintain a technology system that provides state-of-the-art data processing, computer, telephone, and telecommunications capability.

**COUNCIL PERFORMANCE GOALS**

1. Implement the Fiber To The Home business plan. **Outcome 4.1**
2. Create an Airport Development Zone. **Outcome 4.3**
3. Implement the result of the downtown ADA compliance audit. **Outcome 10.1**
4. Partner with Rowan County to implement the Town Creek/I-85 growth corridor interceptor sewer extension project. **Outcome 12.1**
5. Fund, design, construct, and complete first phase of Wastewater Facilities Capital Improvements Project. **Outcome 12.3**
6. Explore water sales agreements with Kannapolis and Concord. **Outcome 12.4**

**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.
6. Assist in essential aspects of the systematic annexation plan.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Accounting (101)</b>			
<b>Workload</b>			
Number of Checks Issued	6,353	6,200	6,000
Number of ACH Transactions (Payroll and A/P)	12,161	12,800	13,200
Number of Journal Entries	1,116	1,100	1,100
<b>Efficiency</b>			
Cost Per Check Issued	\$ 8.89	\$ 9.21	\$ 9.28
Cost Per ACH Transaction	\$ 1.74	\$ 1.78	\$ 1.84
<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	25%	24%	20%

<b>Customer Service (102)</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Utility Bills Generated	193,220	200,950	204,969
Number of Teller Transactions	104,434	61,112	52,945
Number of Telephone Transactions	63,320	57,024	48,470
Number of New Businesses Issued Privilege Licenses	315	339	373
<b>Efficiency</b>			
Cost Per Utility Bill Issued	\$ 0.53	\$ 0.55	\$ 0.55
Cost Per Teller Transaction	\$ 0.73	\$ 1.26	\$ 1.45
Cost Per Telephone Transaction	\$ 1.58	\$ 1.83	\$ 2.23
<b>Effectiveness</b>			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%
Total Dollar Value of Tellers' Over & Short Account	16.65	2.96	0.99
Service Complaints Per 1000 Transactions	0.01	0.01	0.01

### BUDGET REQUEST SUMMARY

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY06-07</b>	<b>FY07-08</b>	<b>FY08-09</b>	<b>FY08-09</b>	<b>FY08-09</b>
Personnel	\$ 984,415	\$ 1,106,563	\$ 1,129,296	\$ 1,117,927	\$ 1,117,927
Operating	258,947	395,898	391,583	309,258	309,357
Capital	<u>3,151</u>	<u>2,000</u>	<u>8,460</u>	<u>3,000</u>	<u>3,000</u>
<b>TOTAL</b>	<b>\$ 1,246,513</b>	<b>\$ 1,504,461</b>	<b>\$ 1,529,339</b>	<b>\$ 1,430,185</b>	<b>\$ 1,430,284</b>

### PERSONNEL DETAIL

<b>Position Title</b>	<b>Authorized FY 06-07</b>	<b>Authorized FY 07-08</b>	<b>Requested FY 08-09</b>	<b>Mgr Recommends FY 08-09</b>	<b>Adopted FY 08-09</b>
<b>Administration (000)</b>					
Management Services Director	1	1	1	1	1
Budget & Performance Manager	1	1	1	1	1
Budget & Benchmarking Analyst	1	1	1	1	1
Management Analyst	1	1	1	1	1
Finance Specialist	1	1	1	1	1
Intern - Summer (TFT)	0	0	1	0	0
<b>Accounting (101)</b>					
Finance Manager	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Management Analyst	.5	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
Account Clerk	2	2	2	2	2
<b>Customer Service (102)</b>					
Customer Service Supervisor	1	1	1	1	1
Asst Customer Svc Supervisor	1	1	1	1	1
Customer Service Clerk Sr./I/II	5	5	5	5	5
Customer Service Clerk (TPT)	2 <sup>2</sup>	2	2	2	2
Mail Coordinator (TPT)	<u>1<sup>2</sup></u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>19.5</b>	<b>20</b>	<b>21</b>	<b>20</b>	<b>20</b>

<sup>1</sup> Position was split between GF & W/S Fund. For FY08 fund fully in GF; one-half cost in increase in W/S Fund contribution to GF

<sup>2</sup> Mail Coordinator (Perm/Full-Time) was reclassified and split into two Temp/Part-Time positions with no benefits- Customer Service Clerk and Mail Coordinator

### **CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (000)</b>			
Conference Room Chairs (10)	\$ 5,460	\$ -	\$ -
<b>Accounting (101)</b>			
Desk for Finance Manager	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>
Total Capital Outlay	\$ 8,460	\$ 3,000	\$ 3,000

**STATEMENT OF PURPOSE**

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

**COUNCIL GOALS**

1. Implement the Fiber To The Home business plan. **Outcome 4.1**

**DEPARTMENTAL GOALS**

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

**PERFORMANCE MEASURES**

	FY 2007 Actuals	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Number of Computer Directly Supported	352	470	480
Average Number of Service Requests Per PC	7.1	4.2	4.2
Number of Servers Directly Supported	45	50	52
Average Number of Service Requests Per Server	1.1	1.1	1.1
Number of Applications Directly Supported	133	133	140
Total Number of Helpdesk Requests Received	2,500	1,917	2,000
<b>Efficiency</b>			
Number of PCs Supported Per Analyst	59	78	80
Number of Servers Supported Per Analyst	45	50	52
Number of Applications Supported Per Analyst	22	22	23
Number of Helpdesk Requests Processed Per Analyst	417	320	333
<b>Effectiveness</b>			
Average Repair Time Per PC Service Request (in hours)	1.00	0.52	0.50
Average Repair Time Per Server Service Request (in hours)	2.50	2.50	2.50
Average Annual Network Availability **	99.0%	99.0%	99.0%
Percent of Helpdesk Requests Closed < One Day	49.5%	50.0%	50.0%

\*\* Estimate - Designed to demonstrate network reliability



## BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 637,342	\$ 677,891	\$ 701,292	\$ 697,113	\$ 697,113
Operating	673,218	649,031	1,179,094	676,299	684,933
Capital	19,787	32,000	141,800	42,391	42,391
<b>TOTAL</b>	<b>\$ 1,330,347</b>	<b>\$ 1,358,922</b>	<b>\$ 2,022,186</b>	<b>\$ 1,415,803</b>	<b>\$ 1,424,437</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (000)</b>					
Information Technologies Manager	1	1	1	1	1
Technologies Services Technical Assistant	1	1	1	1	1
<b>Operations (151)</b>					
Systems Analyst	6	6	6	6	6
Intern (TPT)	<u>0</u>	<u>1</u> <sup>1</sup>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

<sup>1</sup> New position for FY2008

## CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Operations (151)</b>			
UPS Upgrade for Phones	\$ 5,000	\$ -	\$ -
Comm Vault Licenses	5,000	-	-
Desktop Virtualization Hardware / Software	45,000	-	-
Firewall	5,000	-	-
Office Furniture	2,500	-	-
Portable Podium	1,800	-	-
Mobile Terminals 30 @ \$800	24,000	-	-
<b>Non-Departmental (155)</b>			
Imaging for Police and HR	25,000	25,000	25,000
Update Audiovisual in Council Chambers	<u>28,500</u>	<u>17,391</u>	<u>17,391</u>
<b>Total Capital Outlay</b>	<b>\$ 141,800</b>	<b>\$ 42,391</b>	<b>\$ 42,391</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.
4. Continue to monitor and train users involving the transition to web-based accounting through a conversion to WORKS software with Suntrust Bank.
5. Develop and expand Purchasing Agent's role in construction contract administration.
6. Improve fuel use availability and accountability through Fleet One program.

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 120,986	\$ 124,866	\$ 130,419	\$ 129,469	\$ 129,469
Operating	9,923	8,654	11,617	9,342	9,342
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 130,909</b>	<b>\$ 133,520</b>	<b>\$ 142,036</b>	<b>\$ 138,811</b>	<b>\$ 138,811</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Purchasing Manager	1	1	1	1	1
Purchasing/Finance Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**DEPARTMENT – Management Services****DIVISION – Telecommunications****550****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. Improve quality of reception and coverage of the 800 trunking system.
2. Prepare for 800 rebanding.
3. Prepare study to determine coverage of our current 800 trunking for rebanding.

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 67,682	\$ 87,016	\$ 188,025	\$ 138,689	\$ 138,689
Operating	194,593	176,082	274,741	181,908	182,098
Capital	<u>71,137</u>	<u>125,055</u>	<u>667,500</u>	<u>182,000</u>	<u>182,000</u>
<b>TOTAL</b>	<b>\$ 333,412</b>	<b>\$ 388,153</b>	<b>\$ 1,130,266</b>	<b>\$ 502,597</b>	<b>\$ 502,787</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Telecommunications Manager	1	1	1	1	1
Technician I - NEW	<u>0</u>	<u>0</u>	<u>2</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
HVAC Replacement	\$ 10,000	\$ 10,000	\$ 10,000
HVAC System Monitor	7,150	7,150	7,150
Roof Replacement	14,850	14,850	14,850
Erect Tower	90,000	90,000	90,000
Fencing for Tower Site	30,000	30,000	30,000
UPS at Police	10,000	-	-
Channel Bank Card	30,000	-	-
Upgrading the Grounding at Tower Site	25,000	-	-
Grounding Protection on Telcomm Lines	25,000	-	-
Trunking System Alarm Reporting	45,000	-	-
Nextel Console Interface	25,000	-	-
Single Mode Fiber to PD	7,500	-	-
Single Mode Fiber Utilities to PD	8,000	-	-
Single Mode Fiber to City Hall	5,000	-	-
Security System Upgrade	75,000	-	-
Replace Moscad for Utilities	170,000	-	-
SecureNet Encryption of Trunking - PD	30,000	30,000	30,000
Radio Upgrade for Encryption (20 Radios)	30,000	-	-
Mobile Repeater for Fire Department	<u>30,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 667,500</b>	<b>\$ 182,000</b>	<b>\$ 182,000</b>

**DEPARTMENT – Management Services**  
**DIVISION – Facilities Management**

**500**

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Implement the result of the ADA compliance audit. **Outcome 10.1**

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 299,283	\$ 367,253	\$ 459,972	\$ 379,939	\$ 379,939
Operating	29,277	64,674	96,531	65,443	65,829
Capital	-	8,500	3,500	3,500	3,500
<b>TOTAL</b>	<b>\$ 328,560</b>	<b>\$ 440,427</b>	<b>\$ 560,003</b>	<b>\$ 448,882</b>	<b>\$ 449,268</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Facilities Manager	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Facilities Maintenance Supervisor	1	1	1	1	1
Building Maintenance Worker Sr/I/II	3	4	4	4	4
Building Maintenance Worker- NEW	0	0	2	0	0
Building Maintenance Worker (TPT)- NEW	0	0	1	0	0
<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>10</b>	<b>7</b>	<b>7</b>

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Carpet Cleaner	\$ 3,500	\$ 3,500	\$ 3,500
<b>Total Capital Outlay</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>

**DEPARTMENT – Management Services****DIVISION – Central City Buildings****501****STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	236,229	222,626	225,372	221,785	221,785
Capital	21,119	39,700	1,744,410	1,301,330	1,301,330
<b>TOTAL</b>	<b>\$ 257,348</b>	<b>\$ 262,326</b>	<b>\$ 1,969,782</b>	<b>\$ 1,523,115</b>	<b>\$ 1,523,115</b>

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>City Office Building (000)</b>			
Miscellaneous Facilities Repairs	\$ 100,000	\$ 92,780	\$ 92,780
Roof Replacement at Price HS	4,000	4,000	4,000
Renovate Business Office	200,000	200,000	200,000
Replace Elevator	150,000	150,000	150,000
Paint West/South Walls	24,000	24,000	24,000
Install fire escape for upper floors	17,500	-	-
Replace windows-Community Svcs Council	175,000	-	-
Sealant	18,800	18,800	18,800
Replace carpet on 5th Floor	14,000	14,000	14,000
Purchase adjacent Building	230,360	-	-
<b>Zimmerman Building (250)</b>			
Add Break Area in Basement	9,000	-	-
Second Floor Carpet	4,500	4,500	4,500
<b>City Hall (251)</b>			
Storage cabinets-Planning Department	7,000	7,000	7,000
HVAC Monitoring System	20,250	20,250	20,250
Central City Lot- Bernhardt Lot	250,000	250,000	250,000
Parking Lot at Fisher & Lee St	125,000	125,000	125,000
Front Elevator Gearing	21,000	21,000	21,000
Clean building	20,000	20,000	20,000
Upholster Council Member Chairs	4,000	-	-
Improve Back Lot	350,000	350,000	350,000
<b>Total Capital Outlay</b>	<b>\$ 1,744,410</b>	<b>\$ 1,301,330</b>	<b>\$ 1,301,330</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 13,956	\$ -	\$ -	\$ -	\$ -
Operating	164,672	167,350	134,676	136,982	136,982
Capital	<u>20,662</u>	<u>20,000</u>	<u>1,468,200</u>	<u>177,300</u>	<u>177,300</u>
TOTAL	\$ 199,290	\$ 187,350	\$ 1,602,876	\$ 314,282	\$ 314,282

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
HVAC Replacement	\$ 47,300	\$ 47,300	\$ 47,300
Exterior Wall Repair	1,250,000	-	-
Apartment Renovations	85,000	50,000	50,000
Renovation of entry & common areas	35,000	35,000	35,000
Appliance Replacement/Apt Renovations at move-out/Carpet	20,000	20,000	20,000
Replace 7th Floor Awnings	25,000	25,000	25,000
Wash Exterior Windows	<u>5,900</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 1,468,200	\$ 177,300	\$ 177,300

## DEPARTMENT – Land Management and Development – Summary

### SUMMARY STATEMENT OF PURPOSE

The Land Management and Development Department serves the citizens of Salisbury with community development, planning, zoning, code enforcement, engineering, and mapping. The Department also provides support for Boards and Commissions.

### BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 1,087,382	\$ 1,209,127	\$ 1,404,968	\$ 1,292,086	\$ 1,458,374
Operating	1,121,944	2,888,986	4,066,334	2,801,739	2,842,693
Capital	<u>212,999</u>	<u>348,000</u>	<u>387,000</u>	<u>345,000</u>	<u>348,600</u>
TOTAL	\$ 2,422,325	\$ 4,446,113	\$ 5,858,302	\$ 4,438,825	\$ 4,649,667

### PERSONNEL DETAIL

	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Permanent Full-Time (PFT)	18	19	21	19	22

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Implement the Jersey City neighborhood plan. **Outcome 2.1**
2. Identify and initiate an “impact project” for the North Main Street neighborhood. **Outcome 2.2**
3. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
4. Pursue implementation of the better housing code. **Outcome 2.4**
5. Strengthen our unified community image through implementation of the wayfinding and signage plan. **Outcome 4.2**
6. Create a Cultural Action Plan to strengthen and unify Salisbury’s cultural resources. **Outcome 4.4**
7. Initiate actions to implement a \$.03 occupancy tax for the City of Salisbury. **Outcome 4.5**
8. Implement Salisbury Vision 2020 Plan. **Outcome 6**
9. Develop a downtown streetscape maintenance improvement plan. **Outcome 10.3**
10. Define feasibility and costs of a rail-walk within Downtown Salisbury. **Outcome 10.4**

**DIVISIONAL PERFORMANCE GOALS**

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Rezoning Requests Processed	13	12	11
Certificates of Appropriateness <b>COA</b> Requested	62	78	75
Certificates of Minor Works <b>CMW</b> (by Committee) Requested	69	85	105
Certificates of Minor Works <b>CMW</b> (by Staff) Requested	111	125	140
<b>Efficiency</b>			
Average Number of Processing Days Per Rezoning Request	40	40	40
Average Number of Days for Issuance a <b>COA</b>	16	16	16
Average Number of Days for Issuance of a <b>CMW</b> (Committee)	3	3	3
Average Number of Days for Issuance of a <b>CMW</b> (Staff)	2	2	2
<b>Effectiveness</b>			
Percent of Rezoning Requests Approved as Presented	62%	50%	45%
Percent of <b>COA</b> Requests Approved	69%	75%	80%
Percent of <b>CMW</b> (by Committee) Requests Approved	99%	98%	98%
Percent of <b>CMW</b> (by Staff) Requests Approved	100%	100%	100%



**PERFORMANCE MEASURES  
BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 339,516	\$ 354,084	\$ 431,569	\$ 363,449	\$ 363,449
Operating	232,780	345,717	516,942	294,826	303,026
Capital	212,999	-	-	-	-
<b>TOTAL</b>	<b>\$ 785,295</b>	<b>\$ 699,801</b>	<b>\$ 948,511</b>	<b>\$ 658,275</b>	<b>\$ 666,475</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Planning & Community Development Manager	1	1	1	1	1
Planner Sr/I/II/Urban Design	3	3	3	3	3
Department Secretary/Office Assistant	1	1	1	1	1
Planner – NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>5</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. Assist with needs assessment to identify additional selected neighborhoods.
2. Assist with identification of properties within the City for future infill development.
3. Assist Downtown Salisbury, Inc. (DSI) with implementation of the Downtown Salisbury Master Plan.
4. Provide input for integration of GIS with project tracking software.
5. Provide input for integration of GIS with Citizen Resource Management software.
6. Implement ArcSDE enterprise GIS data storage solution.
7. Complete priority GIS data layers.
8. Provide GIS training for City staff.
9. Update GIS strategic plan.
10. Assist Utilities GIS with inventory of water and sewer infrastructure.
11. Assist Fire Department with creation of data layers for improved pre-planning and fire response.
12. Assist Police Department with maintenance of data layers for computer aided dispatch.
13. Develop metadata for all City data layers.
14. Maintain international GIS certification through the Geographic Information Systems Certification Institute.
15. Implement online GIS applications.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Number of Parcel Notifications Processed	4,115	4,500	4,500
<b>Efficiency</b>			
Average Processing Time Per Parcel Notification (seconds)	14	14	14
<b>Effectiveness</b>			
Hours Saved by Automating Parcel Notification Process (GIS)	119	130	130

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 85,834	\$ 113,944	\$ 146,717	\$ 145,936	\$ 145,936
Operating	102,021	95,732	186,014	100,936	100,936
Capital	-	-	42,000	-	-
<b>TOTAL</b>	<b>\$ 187,855</b>	<b>\$ 209,676</b>	<b>\$ 374,731</b>	<b>\$ 246,872</b>	<b>\$ 246,872</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Systems Analyst I	1	1	1	1	1
GIS Analyst	0	0	1 <sup>2</sup>	1	1
GIS Mapping Technician	<u>0</u>	<u>1</u> <sup>1</sup>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	1	2	2	2	2

<sup>1</sup> Position reclassified from Civil Engineer & transferred from LMD-Engineering during FY2007

<sup>2</sup> Position reclassified

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Purchase ArcInfo licenses for existing editors	\$ 15,000	\$ -	\$ -
Upgrade to ArcGIS Server Advanced for CRM/GIS Integration	20,000	-	-
Purchase additional GPS and software	<u>7,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ <u>42,000</u>	\$ <u>-</u>	\$ <u>-</u>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
2. Pursue implementation of the better housing code. **Outcome 2.4**
3. Develop, present, and adopt State-mandated plan for Fats, Oils and Grease (FOG) ordinance and program. **Outcome 11.1**
4. Seek local permitting authority for utility extensions. **Outcome 11.2**
5. Develop a communication plan for sharing development processes and ordinances with stakeholders. **Outcome 11.4**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Group Development Plans <b>GDP</b> Submitted	36	21	10
<b>Efficiency</b>			
Average Days Elapsed Between <b>GDP</b> Submittal & Approval	39	40	40
<b>Effectiveness</b>			
Percent of <b>GDP</b> Approved as Presented	5%	0%	0%
Percent of <b>GDP</b> Approved with Modifications	95%	0%	0%
Percent of <b>GDP</b> Denied	0%	0%	0%

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Water / Sewer Connection Permits - Performance Measures</b>			
<b>Workload</b>			
Salisbury Water / Sewer Connection Permits Processed	274/195	325/250	300/225
Granite Quarry Water / Sewer Connection Permits Processed	30/20	40/20	20/10
Rockwell Water / Sewer Connection Permits Processed	7/6	15/10	10/5
Spencer Water / Sewer Connection Permits Processed	8/9	10/5	5/2
East Spencer Water / Sewer Connection Permits Processed	5/4	5/5	2/2
<b>Efficiency / Effectiveness</b>			
Average Processing Days Per Salisbury W/S Permit Request	1	1	1
Average Processing Days Per Granite Quarry W/S Permit Request	1	1	1
Average Processing Days Per Rockwell W/S Permit Request	1	1	1
Average Processing Days Per Spencer W/S Permit Request	1	1	1
Average Processing Days Per East Spencer W/S Permit Request	1	1	1

### BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 225,927	\$ 236,059	\$ 281,478	\$ 240,914	\$ 223,718
Operating	209,837	266,925	275,086	269,118	275,177
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 435,764</b>	<b>\$ 502,984</b>	<b>\$ 556,564</b>	<b>\$ 510,032</b>	<b>\$ 498,895</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Development Services Manager	1	1	1	1	1
Development Services Specialist	1	1	1	1	1
Permit Services Coordinator	1	1	1	1	1
Zoning & Code Enforcement Specialist	1	1	1	1	.5 <sup>1</sup>
Senior Office Assistant	1	1	1	1	1
Zoning & Code Enforcement Officer - NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>4.5</b>

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

**STATEMENT OF PURPOSE**

To provide a centralized source of Code Enforcement including nuisance abatement, minimum housing, commercial maintenance, most violations of the City Code, and investigation of citizen requests. Code Services will also coordinate closely with the Police Department regarding animal control and Chapter 15 offenses.

**COUNCIL PERFORMANCE GOALS**

1. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
2. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
3. Pursue implementation of the better housing code. **Outcome 2.4**
4. Assist to incorporate the “Good to Great” concepts into the City’s culture. **Outcome 9.1**
5. Assist to develop a downtown parking lot maintenance/improvement plan. **Outcome 10.2**

**DIVISIONAL PERFORMANCE GOALS**

1. Prepare office space.
2. Fill vacant positions and transfer existing Nuisance Abatement position.
3. Establish Standard Operating Policies (SOP’s).
4. Train Code Manager and Code Enforcement Specialist in minimum housing.
5. Develop working relationships with the Neighborhood Leaders Alliance and neighborhood organizations.
6. Evaluate the pros and cons of forming a Housing Commission.
7. Cross-train all employees in all codes.

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 183,484
Operating	-	-	-	-	26,532
Capital	-	-	-	-	3,600
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 213,616</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Code Manager	0	0	0	0	1
Code Specialist/Staff Support	0	0	0	0	1
City Code Inspector	0	0	0	0	1 <sup>1</sup>
Zoning & Code Enforcement Specialist	0	0	0	0	.5 <sup>2</sup>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.5</b>

<sup>1</sup> Position transferred from P/S Administration-Code Enforcement

<sup>2</sup> This position is split between LMD Development Services and LMD Code Services (new department) for FY2009 Adopted

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Desks & Chairs for two new positions	\$ -	\$ -	\$ 3,600
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,600</b>

### STATEMENT OF PURPOSE

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

### COUNCIL PERFORMANCE GOALS

1. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
2. Implement the Jersey City neighborhood plan. **Outcome 2.1**
3. Identify and initiate an “impact project” as part of the North Main Street Small Area Plan. **Outcome 2.2**
4. Consider adoption of the City of Salisbury Land Development Ordinance. **Outcome 5.1**
5. Implement strategies to recruit employees from diverse populations. **Outcome 7.1**
6. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 9.1**
7. Implement the result of the downtown ADA compliance audit. **Outcome 10.1**
8. Develop a downtown parking lot maintenance improvement plan. **Outcome 10.2**
9. Develop a downtown streetscape maintenance improvement plan. **Outcome 10.3**
10. Define feasibility and costs of a rail-walk within Downtown Salisbury. **Outcome 10.4**
11. Develop, present and adopt State-mandated plans for Fats, Oils, and Grease (FOG) programs. **Outcome 11.1**
12. Seek local permitting authority for utility extensions. **Outcome 11.2**
13. Review construction standards Phase II. **Outcome 11.3**
14. Develop a communication plan for sharing development processes and ordinances with stakeholders. **Outcome 11.4**
15. Develop a strategy for the recruitment and selection of Boards and Commissions members. **Outcome 13.2**

### DIVISIONAL PERFORMANCE GOALS

1. Implement approved Special Projects.
2. Coordinate projects with NCDOT: I-85 widening; Innes Street bridge replacement; TEA 21 Grants; Highway 70 widening; Ellis Street bridge replacement and Depot platforms.
3. Implement NPDES Phase 2 program.
4. Manage the City’s closed-loop Traffic signal system.
5. Administer Storm Drainage Incentive Grants.
6. Implement recommendations of DSI Parking Committee.
7. Implement a traffic calming program.

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Subdivision Construction Documents CD Submitted	3	4	-
Other CDs Submitted (utility reviews, other SRU communities, etc)	13	15	-
<b>Efficiency</b>			
Average Days Elapsed Between <u>Subdivision</u> CD Submittal & Approval	250	150	160
Average Days Elapsed Between <u>Other</u> CD Submittal & Approval	85	40	50
Average Number of Days <u>Subdivision</u> CDs Reviewed by City Staff	58	60	60
Average Number of Days <u>Subdivision</u> CDs Processed By Developer	192	90	100
Average Number of Days <u>Other</u> CDs Reviewed by City Staff	25	15	20
Average Number of Days <u>Other</u> CDs Processed By Developer	60	25	30

### BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 436,105	\$ 505,040	\$ 545,204	\$ 541,787	\$ 541,787
Operating	228,619	1,789,285	2,699,992	1,760,359	1,760,522
Capital	-	348,000	345,000	345,000	345,000
<b>TOTAL</b>	<b>\$ 664,724</b>	<b>\$ 2,642,325</b>	<b>\$ 3,590,196</b>	<b>\$ 2,647,146</b>	<b>\$ 2,647,309</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Land Management & Dev Director	1	1	1	1	1
Civil Engineer I/II/III	5	4 <sup>1</sup>	4	4	4
Engineering Technician	0	1 <sup>2</sup>	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> One position reclassified and transferred to LMD-GIS in FY2007

<sup>2</sup> Begin 10/1/2007

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Ellis Street Bridge Design <sup>1</sup>	\$ 255,000	\$ 255,000	\$ 255,000
Ellis Street Bridge ROW Acquisition <sup>2</sup>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>
<b>Total Capital Outlay</b>	<b>\$ 345,000</b>	<b>\$ 345,000</b>	<b>\$ 345,000</b>

<sup>1</sup> Offset revenue of \$204,000

<sup>2</sup> Offset revenue of \$72,000



**STATEMENT OF PURPOSE**

To provide for the lighting of the City's streets.

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	348,687	391,327	388,300	376,500	376,500
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 348,687</b>	<b>\$ 391,327</b>	<b>\$ 388,300</b>	<b>\$ 376,500</b>	<b>\$ 376,500</b>

## DEPARTMENT - Police - Summary

### SUMMARY STATEMENT OF PURPOSE

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

### PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Number of Sworn Police Officers (Authorized Positions)	82	84	88
Total Incoming Calls (911, Direct-Dial, Information-Seeking, etc.)	82,647	83,886	85,983
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,676	644	600
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	2,364	2,423	2,483
Departmental Internal Affairs Investigated Complaints	51	34	25
<b>Efficiency</b>			
Number of Sworn Police Officer Vacancies (all causes)	10	7	8
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	35,832	35,652	36,543
Cost Per False Alarm Response	\$ 46.00	\$ 48.00	\$ 49.00
Part I Crimes Investigated By Criminal Investigations (CID) Division^^	237	243	250
Internal Affairs Complaints Sustained	18	12	10
<b>Effectiveness</b>			
Departmental Turn-Over Rate (Sworn Police Officers)	9.0%	9.5%	10.0%
Percent of Incoming Calls That Result in an Officer Dispatch	43.4%	42.5%	43.5%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	7.5%	1.8%	6.0%
CID Part I Case Clearance Rate ^^^	44%	42%	44%
Intertal Affair Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	35.3%	35.3%	35.0%

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

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

### BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 5,204,647	\$ 5,922,549	\$ 6,075,312	\$ 6,043,880	\$ 6,043,880
Operating	1,804,778	1,426,909	1,692,832	1,299,100	1,333,055
Capital	101,244	351,029	128,008	50,500	50,500
<b>TOTAL</b>	<b>\$ 7,110,669</b>	<b>\$ 7,700,487</b>	<b>\$ 7,896,152</b>	<b>\$ 7,393,480</b>	<b>\$ 7,427,435</b>

### PERSONNEL DETAIL

	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Permanent Full-Time (PFT)	102	104	108	108	108
Temporary Part-Time (TPT)	<u>3</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>105</b>	<b>107</b>	<b>110</b>	<b>110</b>	<b>110</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.

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 1,042,685	\$ 1,167,276	\$ 1,190,339	\$ 1,184,248	\$ 1,184,248
Operating	877,603	270,580	377,188	264,131	266,309
Capital	<u>12,619</u>	<u>24,100</u>	<u>35,500</u>	<u>35,500</u>	<u>35,500</u>
<b>TOTAL</b>	<b>\$ 1,932,907</b>	<b>\$ 1,461,956</b>	<b>\$ 1,603,027</b>	<b>\$ 1,483,879</b>	<b>\$ 1,486,057</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Services Administration (000)</b>					
Deputy Police Chief	1	1	1	1	1
Police Lieutenant-Support Services	1	1	1	1	1
<b>Animal Control (300)</b>					
Animal Control Specialist	1	1	1	1	1
Animal Control Specialist (TPT)	1	1	1	1	1
<b>Communications (302)</b>					
Police Telecommunicator	10	10	10	10	10
Police Telecommunicator (TPT)	1	1	1	1	1
<b>Community Service (303)</b>					
Community Services Officer - MPO	1	1	1	1	1
Victim's Advocate - MPO	1	1	1	1	1
<b>Evidence &amp; Identification (304)</b>					
Police Evidence & Property Custodian	1	1	1	1	1

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Information Management (305)</b>					
Police Records Clerk	1	1	1	1	1
Police Records Coordinator	1	1	1	1	1
Police Information Clerk (Expediter)	1	1	1	1	1
Parking Control Specialist	1	1	1	1	1
Police Officer I/II/MPO (Downtown)	1	1	1	1	1
<b>Recruitment/Training (306)</b>					
Police Sergeant	1	2	2	2	2
Senior Office Assistant	<u>1</u>	<u>0<sup>1</sup></u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	25	25	25	25	25

<sup>1</sup> Position moved to Police Administration

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Buildings (301)</b>			
HVAC System Monitor	\$ 20,300	\$ 20,300	\$ 20,300
<b>Communications (302)</b>			
OSSI Mapping upgrade	<u>15,200</u>	<u>15,200</u>	<u>15,200</u>
Total Capital Outlay	\$ 35,500	\$ 35,500	\$ 35,500

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan.  
**Outcome 3**
2. Attract, retain and develop high quality City employees. **Outcome 7**
3. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 7.1**
4. Implement employee training and development plan. **Outcome 7.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 346,242	\$ 382,462	\$ 397,257	\$ 394,929	\$ 394,929
Operating	144,177	158,700	251,360	140,301	140,789
Capital	-	26,950	10,000	10,000	10,000
<b>TOTAL</b>	<b>\$ 490,419</b>	<b>\$ 568,112</b>	<b>\$ 658,617</b>	<b>\$ 545,230</b>	<b>\$ 545,718</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Police Planner	1	0 <sup>1</sup>	0	0	0
Finance Specialist	1	1	1	1	1
Police Lieutenant	1	1	1	1	1
Police Sergeant	0	1 <sup>1</sup>	1	1	1
Senior Office Assistant	0	1 <sup>2</sup>	1	1	1
<b>Project Safe Grant (315)</b>					
Project SAFE Coordinator (TPT)					
Grant Funded	1	1 <sup>1</sup>	0 <sup>3</sup>	0 <sup>3</sup>	0 <sup>3</sup>
Project SAFE Coordinator (PFT)					
Grant Funded	0	0	1 <sup>3</sup>	1 <sup>3</sup>	1 <sup>3</sup>
<b>TOTAL</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup> Police Planner position reclassified

<sup>2</sup> Position transferred from Police Support Services-Recruitment/Training

<sup>3</sup> Position reclassified from TPT to PFT; Full time salary and fringe benefits funded by grants

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (000)</b>			
Replace outdated office furniture	\$ 10,000	\$ 10,000	\$ 10,000
<b>Total Capital Outlay</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</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.

**DIVISIONAL PERFORMANCE GOALS**

1. Increase the clearance rate of major criminal cases.
2. Review our response and delivery of citizen service under our current two (2) police district configuration and consider the implementation of a third (3<sup>rd</sup>) police district to service new municipal growth.
3. Increase enforcement efforts associated with identification, interdiction, suppression and intervention of gang initiated criminal activity. Renewal of the GREAT Grant with US DOJ for 2008-2009. Continue the GREAT program in the Overton and Knox Middle School's curriculum for the academic school year 08-09. Expand our GREAT instruction to Overton Elementary School for school year 2008-2009. Expand our GREAT instructors by 2. Consider using Street Gang Interdiction Officers. Gang Violence Prevention Grant submitted to NC Crime Control to establish a Police Cadet Program.
4. Conduct bi-annual Weapons of Mass Destruction and disaster preparedness exercises with city fire, city public works, Salisbury-Rowan Utilities and Rowan County public safety providers to test, evaluate and maintain our local emergency preparedness.
5. Conduct weekly specialized traffic enforcement operations to address speeding, hazardous-reckless vehicle operation and high collision intersections at specific locations within the city.
6. Continue the on-line Spanish language and cultural awareness course of instruction for Police Officers to enhance the quality and delivery of police services to our citizens.
7. Allocate specific resources, identify, train and certify additional Polygraph Examiner.
8. Allocate specific resources to acquire portable Critical Incident-Hostage Negotiations Communications System
9. Allocate specific investigative resources to concentrate on Computer and Cyber-Crime.

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 3,815,720	\$ 4,372,811	\$ 4,487,716	\$ 4,464,703	\$ 4,464,703
Operating	782,998	997,629	1,064,284	894,668	925,957
Capital	88,625	299,979	82,508	5,000	5,000
<b>TOTAL</b>	<b>\$ 4,687,343</b>	<b>\$ 5,670,419</b>	<b>\$ 5,634,508</b>	<b>\$ 5,364,371</b>	<b>\$ 5,395,660</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Operations Administration (320)</b>					
Deputy Police Chief	1	1	1	1	1
<b>District I (321)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	3	3	2	2	2
Police Officer I/II/MPO	24	22	23	23	23
<b>District II (322)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	3	2	2	2	2
Police Officer I/II/MPO	23	24	26	26	26

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Police Officer I/II/MPO	0	2 <sup>1</sup>	0	0	0
<b>District III (323)</b>					
Police Lieutenant	1	1	1	1	1
Police Officer I/II/MPO	3	4	4	4	4
<b>Criminal Investigations (326)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	2	2	2	2
Police Officer I/II/MPO	11	10	13	13	13
<b>Crime Analysis (330)</b>					
Crime Analyst (Civilian)	1	1	1	1	1
Crime Scene Specialist (Civilian)	1	1	0	0	0
Crime Scene Specialist (Sworn)	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>75</b>	<b>76</b>	<b>79</b>	<b>79</b>	<b>79</b>

Note: Added 3 Sworn Officers for the 6/30/07 Annexation

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (320)</b>			
Hostage Negotiations Communication System	\$ 5,000	\$ 5,000	\$ 5,000
Cyber Crime Software	7,000	-	-
Night Scope for Counter-Sniper Rifle	15,000	-	-
<b>Special Operations (323)</b>			
5 New Portable Radios @ \$3,500 each	17,500	-	-
Motorola Mobile XTL 5000 Astro Digital			
Mobile Radio Trunk Mount W9 Control Head			
with rebanding - 8 @ \$4,751 each	<u>38,008</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 82,508</b>	<b>\$ 5,000</b>	<b>\$ 5,000</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. Develop facility plan to combine maintenance, growth and modernization.
2. Establish Customer Service guidelines (Design Team).
3. Research public education grants and programs.
4. Rewrite Hazmat Response Policy Team Contract.
5. Modernize Firefighter entry physical test.
6. Conduct a Fire Training needs assessment.
7. Enhance child safety seat program/schedule clinic staff.
8. Develop Child lock-in procedure.
9. Develop Regional Rescue Task Force.
10. Conduct an analysis for use of Truck 519.
11. Place new Squad 515 in service.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
EMS / Rescue Responses	2,416	2,668	2,946
Fire Responses	166	220	292
False Alarm Responses	463	429	397
Service Calls	200	180	162
Hazardous Material Responses	212	161	122
Overpressure or Explosion (no fire) Responses	72	69	66
Good Intent Calls	450	405	365
Total Calls	3,979	4,132	4,291
Average Calls Per Day	10.1	11.3	11.8
Average Time Spent Per Call (minutes)	36.2	59.0	49.0
Average Hours of Call Workload (in 24 hours)	6.0	11.1	9.6
Average Training Hours per Firefighter per Day	3.2	3.0	3.1
Total Fire Control Training Hours	25,655	25,420	27,896
Public Education Events	48	80	84
Fire Hydrants Tested	1,765	1,805	1,825
Land Area Serviced (square miles)	20.3	20.3	20.5
People Protected	29,087	30,634	31,250



	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Efficiency</b>			
Annual FD Cost (not including indirect costs)	\$ 4,413,704	\$ 6,320,195	\$ 6,400,000
Cost Per Response (average)	1,109	1,530	1,492
Fire Department Cost Per Citizen Per Day	0.42	0.57	0.56
Fire Stations	4	4	4
Fire Station Coverage (average in square miles)	5	5	5
Firefighters Per Shift Strength	22	23	23
Firefighters Per 100 Calls for Service	0.59	0.57	0.62
Firefighters Per 1,000 Population	0.75	0.75	0.74
Total Dollar Value of All Property Protected	\$2.31 Billion	\$2.35 Billion	\$2.51 Billion
Firefighters Per \$100 Million of Property Protected	0.95	0.98	0.98

<b>Effectiveness</b>			
Fire Injuries - Civilian	2	1	0
Fire Injuries - Firefighter	0	2	0
Fire Deaths - Civilian	1	2	0
Fire Deaths - Firefighter	0	2	0
Fire Loss (Dollars)	\$ 596,235	\$ 4,763,500	\$ 2,400,000
False Alarm Responses As a % of Total Responses	0.09	0.10	0.09
ISO Class Rating	2	2	2
Pre-Fire Plans Completed	1,052	1,060	1,079
On-Scene Time - % within 5 Minutes	53%	45%	49%

### BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 3,589,233	\$ 3,806,461	\$ 4,074,800	\$ 3,867,388	\$ 3,867,388
Operating	2,357,731	975,587	1,265,764	1,006,027	1,021,582
Capital	174,402	91,767	1,513,278	448,694	462,194
<b>TOTAL</b>	<b>\$ 6,121,366</b>	<b>\$ 4,873,815</b>	<b>\$ 6,853,842</b>	<b>\$ 5,322,109</b>	<b>\$ 5,351,164</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Fire Administration (000)</b>					
Fire Chief	1	1	1	1	1
Battalion Chief	1	1	2 <sup>3</sup>	2 <sup>3</sup>	2 <sup>3</sup>
Fire Logistics Officer (Captain)	1	1	0 <sup>3</sup>	0 <sup>3</sup>	0 <sup>3</sup>
Office Assistant	1	1	1	1	1
Fire Projects Analyst	0	1 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>
Public Educator/Office Assistant - NEW	0	0	1	0	0
<b>Fire Station #54 (350)</b>					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	6	6	7	7	7

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Fire Engineer	3	3	3	3	3
Temporary Firefighter (TPT)	1	0 <sup>2</sup>	0	0	0
Temporary Firefighter (TPT)	4	0 <sup>2</sup>	0	0	0
<b>Fire Station #51 (351)</b>					
Battalion Chief	3	3	3	3	3
Fire Captain	6	6	7	7	7
Fire Captain/Investigation/Inspection Specialist	3	3	3	3	3
Fire Control Specialist I/II	12	15	14	14	14
Fire Engineer	6	6	5	5	5
Fire Control Specialist I/II (TPT)	0	5 <sup>2</sup>	5	5	5
<b>Fire Station #52 (352)</b>					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	6	6	6	6	6
Fire Engineer	3	3	3	3	3
<b>Fire Station #53 (353)</b>					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	6	6	6	6	6
Fire Engineer	3	3	3	3	3
<b>Loss Prevention &amp; Investigation (356)</b>					
Fire Marshall	0	0	1	1	1
Battalion Chief	1	0 <sup>3</sup>	0	0	0
Division Chief	0	1	0	0	0
Fire Investigation/Inspection Specialist	1	0 <sup>3</sup>	0	0	0
Assistant Fire Marshall	0	1 <sup>3</sup>	1	1	1
Staff Fire Inspector- NEW	0	0	1	0	0
<b>Training Division (357)</b>					
Battalion Chief	1	0 <sup>3</sup>	0	0	0
Division Chief	0	1 <sup>3</sup>	1	1	1
Fire Projects Analyst	1	0 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>
Fire Training Captain – NEW	0	0	1	0	0
Hydrant Maintenance (TFT)	0	2 <sup>1</sup>	2	2	2
<b>Minimum Housing/Code Enforcement (358)</b>					
Minimum Housing Inspector-NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
TOTAL	79	84	88	84	84

<sup>1</sup> New for FY2008

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

<sup>3</sup> Position reclassified/retitled

# CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Fire Administration (000)</b>			
GIS GTX GPS Unit & Software	\$ 4,750	\$ -	\$ -
Light Bars for Staff Vehicles	11,400	11,400	11,400
Two Sets of Personal Protective Gear	3,300	3,300	3,300
Two SCBA Replacements (\$4,500 ea)	9,000	9,000	9,000
Four SCBA Air Bottles (\$800 ea)	3,200	3,200	3,200
Mobile Repeater	30,000	-	-
<b>Fire Station #54 (350)</b>			
Floor Repair	10,500	-	-
Plymo Vent	70,000	-	-
Shelves & Cabinets for Upstairs	4,500	-	-
Two Smoke Ejectors (\$2,162 ea)	4,324	2,162	2,162
<b>Fire Station #51 (351)</b>			
HVAC Replacement	16,500	16,500	16,500
VHF Pager Recall - Twenty-five Units	10,000	10,000	10,000
Thermal Imaging Camera	11,000	11,000	11,000
Window Replacement	15,900	15,900	15,900
Paint & Repair Training Tower	10,000	-	-
ADA Compliant Entrance to Chief's Old Office	2,000	-	-
Awning Replacement	2,400	-	-
Defibrillator Replacement	2,500	-	2,500
Three Smoke Ejectors (\$2,162 ea)	6,486	2,162	2,162
Station Sign	8,000	-	-
ADA Compliant Downstairs Restroom	4,000	-	-
<b>Fire Station #52 (352)</b>			
Defibrillator Replacement	2,500	2,500	2,500
Kitchen Renovation	7,500	7,500	7,500
Day-room Renovation	8,000	8,000	8,000
Storage Shed Addition	18,000	-	-
Flag Pole Installation	1,200	-	-
Station Sign	8,000	-	-
Two Smoke Ejectors	4,324	-	-
Thermal Imaging Camera	11,000	-	11,000
Rescue Saw Replacement	2,600	-	-
<b>Fire Station #53 (353)</b>			
Roof Replacement	81,070	81,070	81,070
Sets of SCBA Replacemnts (\$4,500 ea)	15,000	15,000	15,000
Station Renovations	980,000	250,000	250,000
Architect's Fee for FD Station Master Plan	100,000	-	-
Driveway Modifications and Improvements	30,000	-	-
Two Smoke Ejectors (\$2,162 ea)	4,324	-	-
	\$ 1,513,278	\$ 448,694	\$ 462,194

## DEPARTMENT - Public Services - Summary

### SUMMARY STATEMENT OF PURPOSE

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

### BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 3,803,169	\$ 4,192,469	\$ 4,482,651	\$ 4,341,880	\$ 4,286,407
Operating	3,397,149	4,005,404	4,147,781	3,646,183	3,843,726
Capital	<u>56,646</u>	<u>60,300</u>	<u>4,445,200</u>	<u>275,200</u>	<u>275,200</u>
TOTAL	\$ 7,256,964	\$ 8,258,173	\$ 13,075,632	\$ 8,263,263	\$ 8,405,333

### PERSONNEL DETAIL

	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Permanent Full-Time (PFT)	84	84	91	88	87
Temporary Full-Time (TFT)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	88	88	95	92	92

**DEPARTMENT - Public Services****DIVISION – Administration****560****STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 231,963	\$ 244,592	\$ 293,555	\$ 251,565	\$ 196,092
Operating	43,643	40,337	65,482	46,014	27,648
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 275,606</b>	<b>\$ 284,929</b>	<b>\$ 359,037</b>	<b>\$ 297,579</b>	<b>\$ 223,740</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (000)</b>					
Public Services Director	1	1	1	1	1
Department Secretary	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Code Enforcement (410)</b>					
City Code Inspector	1	1	1	1	0 <sup>1</sup>
City Code Inspector - NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>3</b>

<sup>1</sup> Position transferred to LMD-Code Services

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Assist the North Carolina DOT with projects and upgrades which pertain to traffic control devices.
2. Continue preventive maintenance and rejuvenation schedules on all traffic control devices.
3. Assist Traffic Engineering with the daily operations of the traffic signal system and traffic studies.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
Miles of Pavement Markings Repainted	12	12	12
Traffic Signal Bulbs Replaced *	780	400	100
Traffic Studies Completed	200	210	250
Signs Repaired	600	650	800

\* 2007 began conversion to LED

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 321,733	\$ 435,014	\$ 482,615	\$ 478,928	\$ 478,928
Operating	172,665	147,179	174,516	153,621	155,236
Capital	19,525	6,000	97,700	97,700	97,700
<b>TOTAL</b>	<b>\$ 513,923</b>	<b>\$ 588,193</b>	<b>\$ 754,831</b>	<b>\$ 730,249</b>	<b>\$ 731,864</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Traffic Operations Manager	1	1	1	1	1
Signs and Marking Crew Leader	1	1	1	1	1
Signs and Marking Technician I/II	3	3	3	3	3
Traffic Signal Technical I/II	3	3	3	3	3
Telecommunications Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Roof Replacement	\$ 51,700	\$ 51,700	\$ 51,700
HVAC Replacement	40,000	40,000	40,000
Replace test Signal for Traffic System	6,000	6,000	6,000
<b>Total Capital Outlay</b>	<b>\$ 97,700</b>	<b>\$ 97,700</b>	<b>\$ 97,700</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Conduct a downtown ADA compliance audit. **Outcome 10.1**

**DIVISIONAL PERFORMANCE GOALS****Administration (000)**

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

**Street Maintenance (420)**

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

**Concrete Construction (421)**

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

**Street Cleaning (422)**

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

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

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

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

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

**Powell Bill Drainage (428)**

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

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

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

**PERFORMANCE MEASURES**

	FY 2007	FY 2008	FY 2009
	Actual	Estimate	Projected
Lane Miles of Streets Paved	9.1	9.8	10.0
Lane Miles of Streets Maintained	321	340	340
Potholes Filled	530	417	400
Driveways	41	37	30
Sidewalks Replaced / Repaired - Feet	6,980	5,934	6,000
Curb & Gutter - Feet	3,000	2,010	2,000
New Handicap Ramps	88	105	100

## BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 955,030	\$ 1,082,213	\$ 1,109,096	\$ 1,102,862	\$ 1,102,862
Operating	1,026,754	1,453,426	1,360,236	981,549	998,789
Capital	16,468	23,000	203,000	113,000	113,000
<b>TOTAL</b>	<b>\$ 1,998,252</b>	<b>\$ 2,558,639</b>	<b>\$ 2,672,332</b>	<b>\$ 2,197,411</b>	<b>\$ 2,214,651</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (000)</b>					
Street Maintenance Manager	1	1	1	1	1
<b>Street Maintenance (420)</b>					
Street Maintenance Supervisor	1	2 <sup>2</sup>	2	2	2
Equipment Operator I/II	3	3	3	3	3
Street Maintenance Worker I/II	2	2	2	2	2
<b>Concrete Construction (421)</b>					
Street Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	2	2	2	2	2
Street Maintenance Worker I/II	2	2	2	2	2
<b>Street Cleaning (422)</b>					
Street Maintenance Supervisor	1	0 <sup>2</sup>	0	0	0
Equipment Operator I/II	4	4	5 <sup>1</sup>	5 <sup>1</sup>	5 <sup>1</sup>
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>					
Street Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	1	1	1	1	1
<b>Powell Bill-Street Maintenance (427)</b>					
Equipment Operator I/II	1	1	1	1	1
<b>Powell Bill-Drainage &amp; Storm Sewers (428)</b>					
Equipment Operator I/II	2	2	2	2	2
<b>Powell Bill-Concrete Construction (429)</b>					
Street Maintenance Worker I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>23</b>	<b>23</b>	<b>24</b>	<b>24</b>	<b>24</b>

<sup>1</sup> Equipment Operator I/II added for 6/30/2007 Annexation

<sup>2</sup> Position transfer

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Street Administration (000)</b>			
Equipment storage - landfill	\$ 60,000	\$ -	\$ -
Enclose bay - Street Division	30,000	30,000	30,000
Street Cleaning Wash Down Building	50,000	50,000	50,000
<b>Street Maintenance (420)</b>			
Compaction tamp	3,000	3,000	3,000
<b>Bridge/Winter Maintenance (427)</b>			
Salt/Sand Spreader Leg Stand	5,000	5,000	5,000
Salt/Sand Box Spreader	25,000	25,000	25,000
Salt Brine System	30,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 203,000</b>	<b>\$ 113,000</b>	<b>\$ 113,000</b>



**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 180,428	\$ 191,085	\$ 237,501	\$ 236,605	\$ 236,605
Operating	70,432	76,555	97,008	79,146	80,340
Capital	<u>1,399</u>	<u>4,000</u>	<u>4,000</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 252,259</b>	<b>\$ 271,640</b>	<b>\$ 338,509</b>	<b>\$ 315,751</b>	<b>\$ 316,945</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Cemetery Operations Manager	1	1	1	1	1
Grounds Maintenance Worker Sr/I/II	1	1	1	1	1
Equipment Operator I/II	2	2	2	2	2
Grounds Maintenance Worker I- NEW	0	0	1	1	1
Seasonal Worker (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Portable Radio for new employee	\$ <u>4,000</u>	\$ <u>-</u>	\$ <u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 4,000</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 disposition of industrial, commercial and residential refuse and other debris using an effective, efficient system of waste management and recycling.

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
City-Collected Garbage - Tons	9,041	9,100	9,150
Commercial Garbage Collection - Tons	9,000	9,000	9,000
Residential Recycling - Tons	1,532	1,657	1,700

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 520,411	\$ 515,623	\$ 518,638	\$ 505,612	\$ 505,612
Operating	1,290,623	1,400,915	1,548,961	1,554,401	1,644,510
Capital	-	-	44,000	44,000	44,000
<b>TOTAL</b>	<b>\$ 1,811,034</b>	<b>\$ 1,916,538</b>	<b>\$ 2,111,599</b>	<b>\$ 2,104,013</b>	<b>\$ 2,194,122</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Solid Waste Manager	1	1	1	1	1
Solid Waste Operations Supervisor	1	1	1	1	1
Solid Waste Equipment Operator	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Roof Replacement	\$ 44,000	\$ 44,000	\$ 44,000
<b>Total Capital Outlay</b>	<b>\$ 44,000</b>	<b>\$ 44,000</b>	<b>\$ 44,000</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

**Limb/Yard Waste (423)**

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

**Leaf Collection (424)**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 403,018	\$ 454,866	\$ 423,262	\$ 421,252	\$ 421,252
Operating	121,825	198,849	146,550	152,031	161,488
Capital	-	6,000	-	-	-
<b>TOTAL</b>	<b>\$ 524,843</b>	<b>\$ 659,715</b>	<b>\$ 569,812</b>	<b>\$ 573,283</b>	<b>\$ 582,740</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Limb/Yard Waste Collection (423)</b>					
Street Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	3	4	4	4	4
Street Maintenance Worker I/II	3	2	2	2	2
<b>Leaf Collection (424)</b>					
Equipment Operator I/II	<u>2</u>	<u>2</u>	<u>3<sup>1</sup></u>	<u>3<sup>1</sup></u>	<u>3<sup>1</sup></u>
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>

<sup>1</sup> Equipment Operator I/II added for 6/30/2007 Annexation

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
Miles of Right-of-Way Maintained	112	125	125
Acres of Contract Mowing Responsibility	59.5	60	60
Trees Maintained	300	350	350
Number of Additional Projects (medians, etc.)	5	3	3

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 428,166	\$ 474,568	\$ 490,228	\$ 487,532	\$ 487,532
Operating	152,083	132,391	182,037	152,461	163,488
Capital	-	7,300	31,000	-	-
<b>TOTAL</b>	<b>\$ 580,249</b>	<b>\$ 614,259</b>	<b>\$ 703,265</b>	<b>\$ 639,993</b>	<b>\$ 651,020</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Landscape (000)</b>					
Landscape Division Manager	1	1	1	1	1
Landscape Maintenance Supervisor	1	1	1	1	1
Grounds Maintenance Worker Sr/I/II	7	7	7	7	7
<b>Contract Mowing (460)</b>					
Grounds Maintenance Worker Sr I/II	2	2	2	2	2
Seasonal Worker (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	13	13	13	13	13

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Tiger Brand 90" Flail Mower	\$ 10,000	\$ -	\$ -
1445 John Deere 4x4 18" front cut mower	<u>21,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 31,000	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 79,090	\$ 90,130	\$ 123,935	\$ 94,101	\$ 94,101
Operating	27,464	24,712	71,306	55,534	55,751
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 106,554</b>	<b>\$ 114,842</b>	<b>\$ 195,241</b>	<b>\$ 149,635</b>	<b>\$ 149,852</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Park Curator	2	2	2	2	2
Grounds Maint. Worker I - NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>

**STATEMENT OF PURPOSE**

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

**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.

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 683,330	\$ 704,378	\$ 803,821	\$ 763,423	\$ 763,423
Operating	133,091	93,259	132,308	102,049	103,095
Capital	19,254	14,000	4,065,500	20,500	20,500
<b>TOTAL</b>	<b>\$ 835,675</b>	<b>\$ 811,637</b>	<b>\$ 5,001,629</b>	<b>\$ 885,972</b>	<b>\$ 887,018</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Mechanic/Master Mechanic	7	6 <sup>1</sup>	5	5	5
Automotive Service Technician	1	1	2	2	2
Automotive Service Technician-NEW	0	0	1	1	1
Parts Manager	1	0 <sup>1</sup>	0	0	0
Parts Technician	0	2 <sup>1</sup>	2	2	2
Office Assistant – NEW	0	0	1	0	0
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>12</b>	<b>12</b>

<sup>1</sup> Reclassified positions to Parts Technician

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Replace the current Fleet Shop	\$ 3,500,000	\$ -	\$ -
VMM Ford Test Equipment	5,000	5,000	5,000
Tool Set	3,500	3,500	3,500
Up fit the new fleet shop	500,000	-	-
On Vehicle Brake Lathe	10,000	-	-
Truck Tire Changer	12,000	12,000	12,000
Alignment Machine	35,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 4,065,500</b>	<b>\$ 20,500</b>	<b>\$ 20,500</b>

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

**553**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	358,569	437,781	369,377	369,377	453,381
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 358,569</b>	<b>\$ 437,781</b>	<b>\$ 369,377</b>	<b>\$ 369,377</b>	<b>\$ 453,381</b>

**DEPARTMENT – Education**

**641**

**STATEMENT OF PURPOSE**

To provide for funding the Supplementary Education System.

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	42,342	42,342	42,342	42,342	42,342
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>

**DEPARTMENT – Debt Service**

**901**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,214,311	2,086,501	1,323,309	1,323,309	1,323,309
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,214,311</b>	<b>\$ 2,086,501</b>	<b>\$ 1,323,309</b>	<b>\$ 1,323,309</b>	<b>\$ 1,323,309</b>



**STATEMENT OF PURPOSE**

To provide the citizens of Salisbury with a variety of quality leisure services through safe, attractive, maintained parks and diversified programs that meet the current and future needs of the community along with our continued commitment of providing excellent customer service.

**COUNCIL PERFORMANCE GOALS**

1. Study and expand summer youth employment programs through Parks & Recreation and in possible partnership with Rowan Joblink. **Outcome 3.2**
2. Explore expansion of summer youth programs and travel options to Salisbury Community Park. **Outcome 3.3**
3. Complete Master Plans for individual parks. **Outcome 5.1**
4. Collaborate with the community in a needs assessment and Master Plan for Lincoln Park. **Outcome 5.2**

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Acres of Park Space Owned	507	520	520
Acres of Park Space Maintained ^	252	313	313
Yards of Greenway Maintained	4,258	9,164	10,254
Number of Athletic Fields and Athletic Surfaces Maintained	28	34	40
Number of Recreational Programs Administered	750	727	800
Number of Recreational Program Participations *	162,000	165,000	169,000
Number of Maintenance and Safety Inspections Conducted	9,600	9,907	10,000
Number of Volunteer Hours Utilized	4,500	4,700	5,000
Number of Inmate Hours Utilized	1,200	1,200	1,250
<b>Efficiency</b>			
Cost Per Acre Maintained	\$ 30	\$ 35	\$ 37
Cost Per 1,000 Yards of Greenway Maintained	\$ 5,250	\$ 5,670	\$ 5,955
Cost Per Athletic Field and Athletic Surface Maintained	\$ 1,687	\$ 1,821	\$ 1,930
Cost Per Recreational Program Administered	\$ 73	\$ 71	\$ 75
Program FTEs Per 1,000 Program Participations	0.1012	0.0993	0.097
Cost per Maintenance and Safety Inspection Performed	\$ 7	\$ 8	\$ 9
Cost Per Inmate Hour	\$ 0.12	\$ 0.13	\$ 0.14

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

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

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Effectiveness</b>			
Percent of City Devoted to Parks, Recreation and Greenway	3.9%	4.1%	4.0%
City-wide Average for Athletic Field / Surface Availability	95%	95%	95%
Participations Per Program	174	164	169
Percent of Program Participants Identified as City Residents	70%	72%	74%
City-wide Average for Equipment & Facilities Availability **	97%	97%	97%
Estimated Departmental Savings Through Use of Volunteers	\$45,000	\$52,000	\$53,000
Estimated Departmental Savings Through Use of Inmates	\$18,000	\$18,000	\$18,000

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

### BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 1,228,622	\$ 1,361,377	\$ 1,486,854	\$ 1,399,304	\$ 1,399,304
Operating	625,136	636,823	762,620	658,115	662,650
Capital	136,796	521,075	1,462,100	200,800	200,800
<b>TOTAL</b>	<b>\$ 1,990,554</b>	<b>\$ 2,519,275</b>	<b>\$ 3,711,574</b>	<b>\$ 2,258,219</b>	<b>\$ 2,262,754</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Department Secretary	1	1	1	1	1
Recreation Program Manager	1	1	1	1	1
Parks & Rec Maint Manager	0	0	1 <sup>3</sup>	1 <sup>3</sup>	1 <sup>3</sup>
<b>Civic Center (601)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	2	2	2	2	2
Recreation Aide-Summer (TFT)	2	2	2	2	2
<b>City Park Center (602)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	3	3	3	3	3
Recreation Aide-Summer (TFT)	7	7	7	7	7
<b>Miller Center (603)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	2	2	2	2	2
Recreation Aide-Summer (TFT)	11	11	11	11	11
<b>Buildings &amp; Grounds (604)</b>					
Parks & Recreation Maintenance Mgr	1	1	0 <sup>3</sup>	0 <sup>3</sup>	0 <sup>3</sup>
Parks Maintenance Supervisor	3	3	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
B&G Maintenance Worker Sr/I/II	7	7	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Greenway Supervisor	1	1	0 <sup>1</sup>	0 <sup>1</sup>	0 <sup>1</sup>
Greenway Maint Worker	1	1	0 <sup>1</sup>	0 <sup>1</sup>	0 <sup>1</sup>
Recreation Aide (TPT)	2	2	0 <sup>1</sup>	0 <sup>1</sup>	0 <sup>1</sup>
<b>Maintenance-Greenway (605) NEW</b>					
Greenway Supervisor	0	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
B&G Maintenance Worker I	0	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
<b>Athletic Programs (606)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	3	3	3	3	3
Recreation Aide-Soccer (TPT)	0	1 <sup>2</sup>	1	1	1
Recreation Programmer – NEW	0	0	1	0	0
<b>Public Relations/Marketing (607)</b>					
Marketing & Community Relations Manager	1	1	1	1	1
<b>Maintenance Community Park (608) NEW</b>					
Parks Maintenance Supervisor	0	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
B&G Maintenance Worker Sr/I/II	0	0	4 <sup>1</sup>	4 <sup>1</sup>	4 <sup>1</sup>
Recreation Aide (TPT)	0	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
<b>Grounds Maintenance (609) NEW</b>					
Parks Maintenance Supervisor	0	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
B&G Maintenance Worker Sr/I/II	0	0	2 <sup>1</sup>	2 <sup>1</sup>	2 <sup>1</sup>
B&G Maintenance Worker - NEW	0	0	1	0	0
Recreation Aide (TPT)	<u>0</u>	<u>0</u>	<u>1<sup>1</sup></u>	<u>1<sup>1</sup></u>	<u>1<sup>1</sup></u>
TOTAL	57	58	60	58	58

<sup>1</sup> Position moved due to newly added divisions <sup>2</sup> New position authorized in FY2008

3 Position moved from Buildings & Grounds to Administration

## CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (100)</b>			
Tables and Chairs for Centers	\$ 23,000	\$ 23,000	\$ 23,000
Park & Facility Repairs and Improvements	125,000	88,700	88,700
Lincoln Park Pool Replacement	500,000	-	-
Hall Gym / Miller Center Parking Lot	35,000	-	-
Play Structure Replacements	40,000	-	-
Salisbury Community Park Maintenance Bldg.	250,000	-	-
Civic Center Foundation Wall	75,000	-	-
Park Land Acquisition	125,000	-	-
Town Creek Park Development	200,000	-	-
<b>Civic Center (601)</b>			
Roof Replacement	84,700	84,700	84,700
<b>Building &amp; Grounds (604)</b>			
Roof Replacement	<u>4,400</u>	<u>4,400</u>	<u>4,400</u>
Total Capital Outlay	\$ 1,462,100	\$ 200,800	\$ 200,800

# CITY OF SALISBURY

## GENERAL FUND CAPITAL RESERVE FUND

### STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2009  
With Estimated Actual for Year Ending June 30, 2008 and  
Actual for Year Ended June 30, 2007

	<b><u>2007</u></b> <b><u>Actual</u></b>	<b><u>2008</u></b> <b><u>Estimate</u></b>	<b><u>2009</u></b> <b><u>Budget</u></b>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 104,586	\$ 122,206	\$ 45,000
Other	<u>674,425</u>	<u>-</u>	<u>-</u>
Total revenues	<u>\$ 779,011</u>	<u>\$ 122,206</u>	<u>\$ 45,000</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ -	\$ -
Operating transfer from General Fund	1,618,871	1,980,739	1,777,294
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>-</u>
Total other financing sources	<u>\$ 1,618,871</u>	<u>\$ 1,980,739</u>	<u>\$ 1,777,294</u>
Total revenues and other financing sources	<u><u>\$ 2,397,882</u></u>	<u><u>\$ 2,102,945</u></u>	<u><u>\$ 1,822,294</u></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 FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	79,214	268,706	531,313	655,097	632,321
Capital	2,151,397	1,732,370	1,290,981	1,167,197	1,189,973
<b>TOTAL</b>	<b>\$ 2,230,611</b>	<b>\$ 2,001,076</b>	<b>\$ 1,822,294</b>	<b>\$ 1,822,294</b>	<b>\$ 1,822,294</b>

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	\$ 5,088	\$ 5,088	\$ 5,088
<b>Total Capital Outlay</b>	<b>\$ 5,088</b>	<b>\$ 5,088</b>	<b>\$ 5,088</b>
<b>Human Resources</b>			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
Add PC for new Human Resources Analyst II	1,200	-	-
Add three PC's for new Human Relations Dept.	3,600	-	-
Add one laptop for new Human Relations Dept.	2,400	-	-
<b>Total Capital Outlay</b>	<b>\$ 8,400</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>
<b>Management Services - Information Technologies</b>			
Computer Equipment Replacement	\$ 129,043	\$ 129,043	\$ 129,043
Speech Server	5,000	-	-
Additional Storage	45,000	45,000	45,000
Laptop-Spare for Police	2,400	-	-
<b>Total Capital Outlay</b>	<b>\$ 181,443</b>	<b>\$ 174,043</b>	<b>\$ 174,043</b>
<b>Management Services - Telecommunications</b>			
Computer Equipment Replacement	\$ 39,000	\$ 39,000	\$ 39,000
Add two laptops for new positions	4,800	2,400	2,400
Add Secure Net for encryption of trunking system	30,000	30,000	30,000
Add Emergency Mobile Generator	18,500	-	-
Add Cargo Van	22,346	22,096	22,096
<b>Total Capital Outlay</b>	<b>\$ 114,646</b>	<b>\$ 93,496</b>	<b>\$ 93,496</b>
<b>Management Services - Administration</b>			
Computer Equipment Replacement	\$ 6,068	\$ 6,068	\$ 6,068
Add laptop with Sprint Card	2,451	2,451	2,451
<b>Total Capital Outlay</b>	<b>\$ 8,519</b>	<b>\$ 8,519</b>	<b>\$ 8,519</b>

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Management Services - Facilities Mgmt</b>			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
Add Cargo Van	22,346	22,096	22,096
<b>Total Capital Outlay</b>	<b>\$ 23,546</b>	<b>\$ 23,296</b>	<b>\$ 23,296</b>
<b>Management Services - City Office Bldg</b>			
Computer Equipment Replacement	\$ 39,350	\$ 39,350	\$ 39,350
<b>Total Capital Outlay</b>	<b>\$ 39,350</b>	<b>\$ 39,350</b>	<b>\$ 39,350</b>
<b>Land Mgmt &amp; Development - Planning</b>			
Computer Equipment Replacement	\$ 4,100	\$ 4,100	\$ 4,100
Add GIS Computer for new position	1,200	-	-
<b>Total Capital Outlay</b>	<b>\$ 5,300</b>	<b>\$ 4,100</b>	<b>\$ 4,100</b>
<b>Land Mgmt &amp; Development - Development Services</b>			
Add PC for new position	\$ 1,200	\$ -	\$ -
Add full size ext cab truck for new position	20,376	-	-
<b>Total Capital Outlay</b>	<b>\$ 21,576</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Land Management &amp; Development - GIS</b>			
Computer Equipment Replacement	\$ 10,100	\$ 10,100	\$ 10,100
<b>Total Capital Outlay</b>	<b>\$ 10,100</b>	<b>\$ 10,100</b>	<b>\$ 10,100</b>
<b>Land Management &amp; Development - Engineering</b>			
Computer Equipment Replacement	\$ 6,900	\$ 6,900	\$ 6,900
Add Computer for CCTV Camera	1,000	1,000	1,000
<b>Total Capital Outlay</b>	<b>\$ 7,900</b>	<b>\$ 7,900</b>	<b>\$ 7,900</b>
<b>Land Management &amp; Development -Code Services</b>			
Laptops for 2 new positions	\$ -	\$ -	\$ 2,400
Vehicle for new positions	-	-	20,376
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,776</b>
<b>Fire</b>			
Computer Equipment Replacement	\$ 64,144	\$ 64,144	\$ 64,144
Add Mobile Repeater	30,000	30,000	30,000
Replace FD09713 1997 Sedan w/4x4 SUV	30,000	30,000	30,000
Add 4x4 SUV for new position-Staff Inspector	30,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 154,144</b>	<b>\$ 124,144</b>	<b>\$ 124,144</b>
<b>Police-Services</b>			
Computer Equipment Replacement	\$ 21,600	\$ 21,600	\$ 21,600
Add PC for Interview Room	1,200	1,200	1,200
Replace PD009711 1997 Patrol Vehicle	24,100	24,115	24,115
Replace PD19719 1997 Ford Ranger; transfer PD19719 to another department	24,082	24,088	24,088
<b>Total Capital Outlay</b>	<b>\$ 70,982</b>	<b>\$ 71,003</b>	<b>\$ 71,003</b>

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Police-Administration</b>			
Computer Equipment Replacement	\$ 27,868	\$ 27,868	\$ 27,868
<b>Total Capital Outlay</b>	<b>\$ 27,868</b>	<b>\$ 27,868</b>	<b>\$ 27,868</b>
<b>Police-Operations</b>			
Computer Equipment Replacement	57,400	57,400	57,400
Add PC for Vacant Sgt Position CID	1,200	-	-
Add laptop for portable camera system	2,400	2,400	2,400
Add 5 new portable radios at \$3,500 each	17,500	17,500	17,500
Laptop-Spare for Police	-	2,400	2,400
Replace Camera ES-16887	5,000	5,000	5,000
Replace Camera ES-16883	5,000	5,000	5,000
Replace Camera ES-20320	5,000	5,000	5,000
Replace Camera ES-16880	5,000	5,000	5,000
Replace Camera ES-20309	5,000	5,000	5,000
Replace Camera ES-14918	5,000	5,000	5,000
Replace Camera ES-8201	5,000	5,000	5,000
Replace Camera ES-8918	5,000	5,000	5,000
Replace PD000018 1997 Patrol Vehicle	26,000	25,817	25,817
Replace PD009715 1997 Patrol Vehicle	26,000	25,817	25,817
Replace PD009717 1997 Patrol Vehicle	26,000	24,115	24,115
Replace PD009902 1999 Patrol Vehicle	26,000	25,817	25,817
Replace PD000001 2000 Patrol Vehicle	26,000	25,817	25,817
Replace PD000008 2000 Patrol Vehicle; totalled	26,000	25,817	25,817
Replace PD000014 2000 Patrol Vehicle	26,000	25,817	25,817
<b>Total Capital Outlay</b>	<b>\$ 300,500</b>	<b>\$ 298,717</b>	<b>\$ 298,717</b>
<b>Public Services - Administration</b>			
Computer Equipment Replacement	\$ 3,600	\$ 3,600	\$ 3,600
Add laptop for new Code Enforcement position	2,400	-	-
Add Hybrid SUV for new Code Enforcement position	29,646	-	-
<b>Total Capital Outlay</b>	<b>\$ 35,646</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>
<b>Public Services - Traffic</b>			
Computer Equipment Replacement	\$ 3,600	\$ 3,600	\$ 3,600
<b>Total Capital Outlay</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>
<b>Public Services - Street</b>			
Add Lowboy Trailer	\$ 65,000	\$ 65,000	\$ 65,000
Add Knuckle Boom Limb Truck	130,000	130,000	130,000
<b>Total Capital Outlay</b>	<b>\$ 195,000</b>	<b>\$ 195,000</b>	<b>\$ 195,000</b>
<b>Public Services - Cemetery</b>			
Add portable radio for new position	\$ 4,000	\$ 4,000	\$ 4,000
<b>Total Capital Outlay</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
<b>Public Services - Solid Waste</b>			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
<b>Total Capital Outlay</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>
<b>Public Services - Landscape Operations</b>			
Replace LS69902 1999 John Deere 7" Bushog	\$ 21,000	\$ 21,000	\$ 21,000
Replace 1999 John Deere 1145 4x4 Front Cut w/90" Flail Mower; attached to LS69707	10,000	10,000	10,000
<b>Total Capital Outlay</b>	<b>\$ 31,000</b>	<b>\$ 31,000</b>	<b>\$ 31,000</b>

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Public Services - Hurley Park</b>			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
<b>Total Capital Outlay</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>
<b>Parks &amp; Recreation</b>			
Add PC for new position - Hall Gym	\$ 1,200	\$ -	\$ -
Add 3 Point Backhoe Attachment	9,785	9,785	9,785
Replace PR60002 2000 John Deere Front Cut	12,100	12,100	12,100
Replace PR60010 2000 John Deere Bunker	16,888	16,888	16,888
<b>Total Capital Outlay</b>	<b>\$ 39,973</b>	<b>\$ 38,773</b>	<b>\$ 38,773</b>
<b>Debt Service</b>			
Principal and Interest	\$ 260,743	\$ 260,743	\$ 260,743
<b>Total Capital Outlay</b>	<b>\$ 260,743</b>	<b>\$ 260,743</b>	<b>\$ 260,743</b>





**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2009  
With Estimated Actual for the Year Ending June 30, 2008 and  
Actual for the Year Ended June 30, 2007

	<b>2007</b>	<b>2008</b>	<b>2009</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 17,912,180	\$ 19,127,438	\$ 19,976,371
Water and sewer taps	<u>478,546</u>	<u>722,110</u>	<u>485,000</u>
Total operating revenues	\$ 18,390,726	\$ 19,849,548	\$ 20,461,371
NONOPERATING REVENUES:			
Interest earned on investments	\$ 135,426	\$ 206,877	\$ 60,000
Capital contributions	-	-	-
Miscellaneous revenues	<u>1,001,666</u>	<u>627,025</u>	<u>1,029,300</u>
Total nonoperating revenues	<u>\$ 1,137,092</u>	<u>\$ 833,902</u>	<u>\$ 1,089,300</u>
Total revenues and other financing sources	<u><u>\$ 19,527,818</u></u>	<u><u>\$ 20,683,450</u></u>	<u><u>\$ 21,550,671</u></u>

**CITY OF SALISBURY**  
**FY 2008-2009 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>	<b>FY 08-09</b>	<b>FY 08-09</b>
<b>REVENUE</b>	\$	19,527,818	\$	19,486,760	\$	22,319,115	\$ 22,275,023 \$ 21,550,671
	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>	<b>FY 08-09</b>	<b>FY 08-09</b>
<b>UTILITIES MGT &amp; ADMINISTRATION</b>							
Personnel	\$	926,056	\$	938,358	\$	1,104,582	\$ 1,000,460 \$ 1,000,460
Operations		7,707,058		3,476,089		4,378,809	3,568,934 3,490,214
Capital		-		108,500		162,100	41,100 9,500
<b>TOTAL</b>	\$	8,633,114	\$	4,522,947	\$	5,645,491	\$ 4,610,494 \$ 4,500,174
<b>PLANT OPERATIONS - WATER TREATMENT</b>							
Personnel	\$	373,228	\$	451,957	\$	455,299	\$ 453,003 \$ 453,003
Operations		783,916		783,750		1,328,973	1,226,556 1,227,902
Capital		-		11,000		800,000	- -
<b>TOTAL</b>	\$	1,157,144	\$	1,246,707	\$	2,584,272	\$ 1,679,559 \$ 1,680,905
<b>SYSTEMS MAINTENANCE</b>							
Personnel	\$	985,841	\$	1,207,619	\$	1,312,206	\$ 1,306,389 \$ 1,306,389
Operations		1,566,585		1,520,498		3,772,782	1,738,499 1,749,435
Capital		185,189		530,000		639,500	639,500 639,500
<b>TOTAL</b>	\$	2,737,615	\$	3,258,117	\$	5,724,488	\$ 3,684,388 \$ 3,695,324
<b>ENVIRONMENTAL SERVICES</b>							
Personnel	\$	457,896	\$	513,880	\$	643,383	\$ 585,697 \$ 585,697
Operations		116,054		103,002		188,165	156,253 150,333
Capital		-		38,100		24,900	24,900 24,900
<b>TOTAL</b>	\$	573,950	\$	654,982	\$	856,448	\$ 766,850 \$ 760,930
<b>PLANT OPERATIONS - WASTEWATER TREATMENT</b>							
Personnel	\$	864,078	\$	904,126	\$	1,017,480	\$ 935,391 \$ 935,391
Operations		1,322,948		1,378,115		1,422,250	1,514,597 1,516,997
Capital		-		-		1,287,000	627,000 -
<b>TOTAL</b>	\$	2,187,026	\$	2,282,241	\$	3,726,730	\$ 3,076,988 \$ 2,452,388
<b>METER SERVICES</b>							
Personnel	\$	422,507	\$	458,888	\$	473,616	\$ 471,285 \$ 471,285
Operations		119,198		132,130		136,901	135,716 139,358
Capital		-		10,400		-	- -
<b>TOTAL</b>	\$	541,705	\$	601,418	\$	610,517	\$ 607,001 \$ 610,643
<b>PLANTS MAINTENANCE</b>							
Personnel	\$	474,552	\$	486,169	\$	458,393	\$ 456,093 \$ 456,093
Operations		1,226,752		1,089,179		1,578,192	1,405,063 1,405,627
Capital		6		60,000		875,070	156,820 156,820
<b>TOTAL</b>	\$	1,701,310	\$	1,635,348	\$	2,911,655	\$ 2,017,976 \$ 2,018,540

	Actual FY 06-07		Budgeted FY 07-08		Requested FY 08-09		Mgr Recommends FY 08-09		Adopted FY 08-09	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,027,000		5,285,000		5,694,267		5,831,767		5,831,767
Capital		-		-		-		-		-
TOTAL	\$	2,027,000	\$	5,285,000	\$	5,694,267	\$	5,831,767	\$	5,831,767
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		51,726		-		-		-		-
TOTAL	\$	51,726	\$	-	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	4,504,158	\$	4,960,997	\$	5,464,959	\$	5,208,318	\$	5,208,318
Operations		14,869,511		13,767,763		18,500,339		15,577,385		15,511,633
Capital		236,921		758,000		3,788,570		1,489,320		830,720
TOTALS	\$	19,610,590	\$	19,486,760	\$	27,753,868	\$	22,275,023	\$	21,550,671

### STATEMENT OF PURPOSE

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

### COUNCIL PERFORMANCE GOALS

1. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
2. Develop, present and adopt State-mandated plans for Backflow Prevention and Fats, Oils and Grease (FOG) programs. **Outcome 11.1**
3. Seek local permitting authority for utility extensions. **Outcome 11.2**
4. Review construction standards Phase II. **Outcome 11.3**
5. Partner with Rowan County to implement the Town Creek/I-85 growth corridor interceptor sewer extension project. **Outcome 12.1**
6. Safeguard Salisbury's interest on the Yadkin River by participating in Federal Energy Regulatory Commission (FERC) relicensing of Yadkin Project. **Outcome 12.2**
7. Fund, design, construct, and complete first phase of Wastewater Facilities Capital Improvements Project. **Outcome 12.3**
8. Explore water sales agreements with Kannapolis and Concord. **Outcome 12.4**
9. Develop a strategy for the recruitment and selection of Board and Commission members. **Outcome 13.2**

### DEPARTMENTAL PERFORMANCE GOALS

1. Pursue appropriate expansion of SRU system.
2. Continue strategic planning efforts resulting in short and long term plans for Utilities expansion and implement major Water and Sewer Capital Improvement Projects.
3. Participate in recruiting efforts to increase diversity within the department.
4. Participate in Cogsdale software implementation throughout the department.
5. Participate in departmental customer service design team and employee training.
6. Update Emergency Response Plan.
7. Complete Emergency Call List.
8. Continue to monitor and report on water supply and drought issues.
9. Assist in cooperative effort with Rowan County to extend water and sewer to growth corridors; coordinate grant funded opportunities to provide new or existing businesses with water and sewer.
10. Participate in NCDENR's High Rock Lake Total Maximum Daily Loads (TMDL) development project.
11. Continue implementation of In-House Engineering Design.
12. Provide construction management for all water and sewer projects; all projects to be fully scoped, on time and within budget.
13. Provide inspection for multiple developer projects; enforce City construction standards.
14. Assist Land Management in pursuit of Local Permit Program for water/sewer extensions within SRU service area.
15. Develop Standard Specifications and Details for use on all projects pertaining to water/sewer (for use by LM&D and SRU).

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Administrative Workload</b>			
FTEs	91	91	94
Total Estimated Population Receiving Water Service (countywide)	47,000	47,500	48,000
Total Estimated Population Receiving Sewer Service (countywide)	44,000	44,500	45,000
Land Area Spanned for Water Service (square miles)	43.9	44.4	45.0
Land Area Spanned for Sewer Service (square miles)	40.2	40.7	41.3
Number of Accounts	16,228	16,650	17,000
Residential Water Rate (per 1 CCF) *	\$ 2.85	\$ 2.93	\$ 3.15
Residential Sewer Rate (per 1 CCF)	\$ 3.75	\$ 3.88	\$ 4.39
<b>Administrative Efficiency</b>			
Employee Turnover Rate	13%	12%	10%
Operating Costs Per 1,000 Population Served (water)	\$ 134,573	\$ 148,440	\$ 155,000
FTEs Per Square Mile Served	2.07	2.04	2.11
Average Elapsed Business Days From Request To Connection	20	20	20
Average Residential Utility Bill as Percent of Median Income	2.09%	2.10%	2.15%
<b>Administrative Effectiveness</b>			
Average Years of Experience	8.47	8.8	9.2
Complaints Per Million Gallons Sold	0.89	0.9	0.88
Service Density (Population Served per Square Mile) - Water	1,070	1,070	1,066
Service Density (Population Served per Square Mile) - Sewer	1,095	1,093	1,090
Average Residential Rate Increase (% over prior year)	7.45	2.92	5.70

\* 1 CCF = 100 cubic feet of water

## BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 926,056	\$ 938,358	\$ 1,104,582	\$ 1,000,460	\$ 1,000,460
Operating	7,707,058	3,476,089	4,378,809	3,568,934	3,490,214
Capital	-	108,500	162,100	41,100	9,500
<b>TOTAL</b>	<b>\$ 8,633,114</b>	<b>\$ 4,522,947</b>	<b>\$ 5,645,491</b>	<b>\$ 4,610,494</b>	<b>\$ 4,500,174</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (100)</b>					
Assistant City Manager for Utilities	1	1	0 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>
Utilities Director	0	0	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>
Deputy Utilities Director	1	1	0 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>
Admin Services Support Manager	0	0	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>
Utilities Finance Manager	1	1	1	1	1
Management Analyst	.5	0 <sup>1</sup>	0 <sup>1</sup>	0 <sup>1</sup>	0 <sup>1</sup>
Dept Secretary/Senior Office Assistant	2	2	2	2	2
Plant Operations Manager	1	1	1	1	1
Interns – NEW	0	0	3	0	0
Utilities Facilities Manager – NEW	0	0	1 <sup>4</sup>	0 <sup>4</sup>	0 <sup>4</sup>
Systems Maintenance Technician	0	0	0	1 <sup>4</sup>	1 <sup>4</sup>
<b>Utilities Engineering (800)</b>					
Utilities Engineering Manager	1	1	1	1	1
Utilities Engineer I/II/III	1	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Utilities Engineer - NEW	0	0	1	0	0
<b>Utilities GIS (801)</b>					
Utilities Planning Manager	1	1	1	1	1
GIS Systems Analyst	0	1 <sup>2</sup>	1	1	1
GIS Mapping Technician	<u>1</u>	<u>0<sup>2</sup></u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	12.5	12	17	13	13

<sup>1</sup> Position fully funded in GF-Management Services; one-half cost in increase in W&S Fund contribution to GF

<sup>2</sup> Reclassification

<sup>3</sup> Position to be funded in Capital Projects Fund and costs allocated to Capital Projects within the Fund

<sup>4</sup> Position moved from Plants Maintenance-Administration; reclassification requested, but not recommended

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Utility Administration (100)</b>			
Security System @ One Water St.	\$ 31,600	\$ 31,600	\$ -
Network Storage (200GB)	20,000	-	-
Renovate Basement at One Water Street	100,000	-	-
HVAC Replacement	4,000	4,000	4,000
<b>Utility GIS (801)</b>			
New GeoXT	<u>6,500</u>	<u>5,500</u>	<u>5,500</u>
Total Capital Outlay	\$ 162,100	\$ 41,100	\$ 9,500

**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. Participate in SRU customer service training.
2. Increase diversity among operational staff.
3. Increase involvement in community service (United Way and local club involvement).
4. Begin mentoring programs for City employee training.
5. Investigate and develop a minority training program.
6. Assist with and complete a cost study for the Water Treatment Plant for the upcoming bond sale.
7. Investigate, prepare and implement maintenance certification program.
8. Investigate blue seal award for training and certification completion.
9. Implement and utilize Cogsdale work order system and related programs.
10. Complete business plans for opportunities outside our core service.
11. Evaluate Water Treatment Plant to determine what is necessary to achieve full 24mgd capacity.
12. Assist with and complete Actiflo basin rehabilitation project.
13. Plan, obtain parts for and install backup polymer system.
14. Complete apron repair at the small reservoir and if feasible, repair the large reservoir simultaneously.
15. Investigate and determine the amount of filter media absent and obtain replacement cost.
16. Investigate Water Treatment Plant storage options for additional chemical containment (fluoride).
17. Determine and outline the future of the Raw Water Booster Pump Station and identify what measures are necessary to utilize the 24" raw water line as an additional supply source.

**PERFORMANCE MEASURES**

	FY 2007	FY 2008	FY 2009
	Actual	Estimate	Projected
<b>Water Treatment Workload</b>			
Number of Water Treatment FTEs (includes lab & maintenance)	10	10	10
Millions of Gallons Potable Water Produced	2,727	2,825	2,900
Number of Water Quality Complaints	65	50	55
Number of Water Analyses Performed	94,880	96,000	98,000
<b>Water Treatment Efficiency</b>			
Number of FTEs Per Water Treatment Plant	10	10	10
Cost Per Million Gallons of Potable Water Produced	\$ 496	\$ 517	\$ 530
Average Cost Per Water Quality Complaint Response	\$ 76.00	\$ 77.00	\$ 78.00
<b>Water Treatment Effectiveness</b>			
Average Water Plant Operational Capacity	31%	32%	33%
Average Daily Potable Water Turbidity (NTU)	0.10	0.06	0.06
Percent of Potable Water Sold to Total Treated	74.5%	75.0%	75.0%
Percent of Complaints Addressed Within 24 Hours	98%	98%	98%
Percent of Water Analyses Meeting or Exceeding Standard	99.9%	100%	100%



## BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 373,228	\$ 451,957	\$ 455,299	\$ 453,003	\$ 453,003
Operating	783,916	783,750	1,328,973	1,226,556	1,227,902
Capital	<u>-</u>	<u>11,000</u>	<u>800,000</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 1,157,144	\$ 1,246,707	\$ 2,584,272	\$ 1,679,559	\$ 1,680,905

## PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Water Treatment Plant (811)</b>					
Water Treatment Supervisor	1	1	1	1	1
Senior Water Treatment Plant Operator	3	2	2	2	2
Water Treatment Plant Operator I/II	3	4	4	4	4
Chemist	<u>0</u>	<u>1</u> <sup>1</sup>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	8	8	8	8

<sup>1</sup> Position transferred from Environmental Services

## CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Water Treatment Plant (810)</b>			
Generator for Raw Water Line (RPS)	\$ <u>800,000</u>	\$ <u>-</u>	\$ <u>-</u>
Total Capital Outlay	\$ 800,000	\$ -	\$ -

**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. Participate in SRU customer service training.
3. Increase diversity among operational staff.
4. Increase involvement in community services such as United Way.
5. Begin mentoring programs as part of the diversity program and as a positive recruitment strategy.
6. Research and develop a minority training program.
7. Research, prepare and implement a maintenance certification program.
8. Implement a blue seal award for training and certification completion.
9. Implement and utilize Cogsdale work order system and related programs.
10. Complete business plans for opportunities outside our core service.
11. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
12. Repair and replace identified wastewater lines.
13. Flush water lines which have water quality problems.
14. Identify and replace water lines in areas of low water pressure which have a high number of repairs.
15. Provide a quick turnaround on installation of new water and sewer taps.
16. Identify and disconnect abandoned facilities with old service connections in order to protect SRU's distribution and collection system.
17. Abandon Old Mocksville Avenue raw water line.

## PERFORMANCE MEASURES

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Distribution &amp; Collection Workload</b>			
Inch Miles of Distribution Line Maintained	3,554	3,560	3,570
Inch Miles of Collection Line Maintained	3,859	3,865	3,880
Number of Pump Stations Maintained	8	9	9
Number of Lift Stations Maintained	36	36	36
Total Water, Sewer & Irrigation Taps Installed by SRU	217	262	280
Distribution Line Failures	122	165	114
Collection Line Failures	47	70	59
<b>Distribution &amp; Collection Efficiency</b>			
Cost Per Inch Mile of Distribution Line Maintained	\$ 164	\$ 189	\$ 197
Cost Per Inch Mile of Collection Line Maintained	\$ 262	\$ 254	\$ 265
Cost Per Pump Station Maintained	\$ 16,553	\$ 12,620	\$ 13,000
Cost Per Lift Station Maintained	\$ 8,310	\$ 10,130	\$ 10,750
Cost Per Tap Installed (3/4" Water)	\$ 1,300	\$ 1,300	\$ 1,300
Cost Per Tap Installed (1" Water)	\$ 1,450	\$ 1,450	\$ 1,450
Cost Per Tap Installed (4" Sewer)	\$ 1,300	\$ 1,300	\$ 1,300
<b>Distribution &amp; Collection Effectiveness</b>			
Failures Per Inch Mile of Distribution Line Maintained	0.034	0.046	0.032
Incidents Per Inch Mile of Collection Line Maintained	0.012	0.018	0.015
Average Tap Installations Per Day (3/4" Water)	1	1	1
Average Tap Installations Per Day (1" Water)	1	1	1
Average Tap Installations Per Day (4" Sewer)	1	1	1

## BUDGET REQUEST SUMMARY

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 985,841	\$ 1,207,619	\$ 1,312,206	\$ 1,306,389	\$ 1,306,389
Operating	1,566,585	1,520,498	3,772,782	1,738,499	1,749,435
Capital	185,189	530,000	639,500	639,500	639,500
<b>TOTAL</b>	<b>\$ 2,737,615</b>	<b>\$ 3,258,117</b>	<b>\$ 5,724,488</b>	<b>\$ 3,684,388</b>	<b>\$ 3,695,324</b>

# PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	2	2	2	2	2
Senior Office Assistant	1	1	1	1	1
<b>Distribution Maint. &amp; Const. (850)</b>					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	2	3	3	3	3
Utilities Locator Inspector - NEW	0	0	1	1	1
<b>New Water/Sewer Connections (851)</b>					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician/Worker	3	4	4	4	4
<b>Water/Sewer Service Replacement (853)</b>					
Assistant Systems Manager	0	1	1	1	1
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	3	3	3	3	3
<b>Preventive Maintenance (854)</b>					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	2	2	2	2	2
<b>Collection Maint. &amp; Construction (856)</b>					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	4	3	3	3	3
<b>Collection Inflow and Infiltration (858)</b>					
Utilities Maintenance Technician	2	0	0	0	0
<b>Hydrant &amp; Valve Maintenance (859)</b>					
Systems Maintenance Supervisor- NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	25	25	27	27	27

## CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (100)</b>			
Roof Replacement	\$ 66,000	\$ 66,000	\$ 66,000
HVAC Replacement	1,500	1,500	1,500
<b>Distribution Maint/Const (850)</b>			
Water Valve Insertion Tool	50,000	50,000	50,000
<b>New Connections (851)</b>			
Pumps, Air Monitoring, Hydraulic Tools	5,000	5,000	5,000
<b>Service Replacement (853)</b>			
Hydraulic Tools & Generator for Remote Locations	5,000	5,000	5,000
<b>Preventive Maintenance (854)</b>			
Hydraulic Tools	2,000	2,000	2,000
<b>Collection Maint/Const (856)</b>			
Hydraulic Tools & Generator for Remote Locations	5,000	5,000	5,000
<b>Water Sewer Extensions (857)</b>			
Water System Extensions	250,000	250,000	250,000
Wastewater System Extensions	250,000	250,000	250,000
<b>Inflow &amp; Infiltration (858)</b>			
Hydraulic Tools & Equipment	5,000	5,000	5,000
Total Capital Outlay	\$ 639,500	\$ 639,500	\$ 639,500

**STATEMENT OF PURPOSE**

To operate the Salisbury-Rowan Utilities wastewater analysis laboratory, effectively operate the City's industrial pretreatment program, and provide technical support to the wastewater and collection systems ensuring regulatory compliance.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Develop, adopt, and administer a comprehensive Fats, Oils and Grease (FOG) ordinance and program which includes educating restaurant owners and the public, and results in a reduction in the number of sanitary sewer overflows (SSOs) caused by FOG.
2. Expand the Environmental Education Program to include mentoring and community involvement.
3. Update the draft Sewer Use Ordinance.
4. Continue to add new analytical parameters to our commercial lab certification.
5. Provide excellent Customer Service in all areas of Division.
6. Provide staff with additional certification and education opportunities.
7. Continue diversity recruitment by researching and developing a minority internship program.
8. Complete business plans as a means to find and implement additional revenue sources.
9. Complete implementation and training of Cogsdale software system.
10. Develop commercial lab function for the water lab and increase revenue for both certified labs.
11. Increase public education efforts through brochures, newsletter, tours, and presentations.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Environmental Services Workload</b>			
Number of Wastewater Analyses Performed-Estimate	16,504	16,800	17,000
Number of Sanitary Sewer Overflows (SSO) *	9	10	10
Number of Industrial Violations Reported or Detected **	14	30	30
<b>Environmental Services Efficiency</b>			
Cost Per Wastewater Analysis	\$ 15.00	\$ 16.00	\$ 17.00
Average Cost Per SSO Response	\$ 121.00	\$ 60.00	\$ 63.00
Average Cost Per Industrial Violation Reported or Detected	\$ 58.00	\$ 60.00	\$ 62.00
<b>Environmental Services Effectiveness</b>			
Percent of Wastewater Analyses Meeting or Exceeding Standard	98%	100%	100%
Percent of SSOs Responded To Within One Hour	95%	100%	100%
Percent of Industrial Violators Notified Within 24 Hours	100%	100%	100%

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

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 457,896	\$ 513,880	\$ 643,383	\$ 585,697	\$ 585,697
Operating	116,054	103,002	188,165	156,253	150,333
Capital	-	38,100	24,900	24,900	24,900
<b>TOTAL</b>	<b>\$ 573,950</b>	<b>\$ 654,982</b>	<b>\$ 856,448</b>	<b>\$ 766,850</b>	<b>\$ 760,930</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Environmental Services Manager	1	1	1	1	1
Laboratory Supervisor	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Laboratory Analyst	4	4	3	2 <sup>2</sup>	2 <sup>2</sup>
Chemist	2	1 <sup>1</sup>	2	2	2
FOG Services Inspector	1	1	1	1	1
FOG Program Coordinator- NEW	0	0	1	0	0
FOG Program Coordinator	0	0	0	1 <sup>2</sup>	1 <sup>2</sup>
Industrial Pretreatment Coordinator – NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	9	11	10	10

<sup>1</sup> Position transferred to Plant Operations-Water Treatment

<sup>2</sup> Position reclassified

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Water Distillation Unit	\$ 8,500	\$ 8,500	\$ 8,500
TKN Digestion Block	5,000	5,000	5,000
Lab Oven	3,500	3,500	3,500
TRC Field Meter	3,200	3,200	3,200
BOD Meter and Probe	1,800	1,800	1,800
Combo Meter with Probes	1,900	1,900	1,900
NO2 + NO3 Column	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Total Capital Outlay	\$ 24,900	\$ 24,900	\$ 24,900

**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. Develop a plan for residuals process changes, identify funding source(s) and schedule implementation for producing a Class A product and eliminating or reducing land application program.
2. Pursue septic hauling operation as expansion of SRU core business.
3. Participate in all SRU customer service training.
4. Complete first phase of wastewater treatment plant upgrades.
5. Keep the wastewater plants and residuals in compliance during construction.
6. Complete start-up and optimization of new belt filter press.
7. Complete study of effluent sampling point and make necessary changes.
8. Assist Technology Services by completing installation of the fiber optic line from Grant Creek to Town Creek.
9. Investigate and implement operational certification program.
10. Continue diversity recruitment.
11. Implement and utilize Cogsdale work order system and related programs.
12. Participate in community services such as United Way.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Wastewater Treatment Workload</b>			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	31	32	32
Millions of Gallons Wastewater Treated	2,839	2,840	2,850
Tons of Dry Bio-Solids Land-Applied	1,538	2,000	2,100
<b>Wastewater Treatment Efficiency</b>			
Number of FTEs Per Wastewater Treatment Plant	15.5	16	16
Cost Per Million Gallons of Wastewater Treated	\$ 1,138	\$ 1,295	\$ 1,350
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$ 325	\$ 360	\$ 395
<b>Wastewater Treatment Effectiveness</b>			
Average Wastewater Plant Operational Capacity	62%	62%	62%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	13.5	10.6	11.0
Percent of Treated Wastewater Billed	74.6%	75%	75%
Gallons of Wastewater Returned Per Potable Gallons Produced	1.04	1.01	0.98
Pounds of Solids Out Per Pounds In (de-water/land apply)	1750/1538	1900/1750	2100/1900

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 864,078	\$ 904,126	\$ 1,017,480	\$ 935,391	\$ 935,391
Operating	1,322,948	1,378,115	1,422,250	1,514,597	1,516,997
Capital	-	-	1,287,000	627,000	-
<b>TOTAL</b>	<b>\$ 2,187,026</b>	<b>\$ 2,282,241</b>	<b>\$ 3,726,730</b>	<b>\$ 3,076,988</b>	<b>\$ 2,452,388</b>



### PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (100)</b>					
Wastewater Treatment Supervisor	1	0	0	0	0
Assistant Plants Manager	0	1	1	1	1
Utilities Engineer – NEW	0	0	1	0	0
<b>Town Creek WWTP (901)</b>					
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	5	5	5	5	5
<b>Grant Creek WWTP (902)</b>					
Wastewater Treatment Supervisor	0	1	1	1	1
Senior Wastewater Plant Operator	1	0	0	0	0
Wastewater Plant Operator	5	5	5	5	5
<b>Residuals Management (903)</b>					
Residuals Supervisor	1	1	1	1	1
Residuals Operator	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	17	17	18	17	17

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Town Creek WWTP (901)</b>			
Chlor/De-Chlor units for TCWWTP's	\$ 300,000	\$ 300,000	\$ -
Security Fencing	27,000	27,000	-
Line Feed System	250,000	-	-
<b>Grant Creek WWTP (902)</b>			
Chlor/De-Chlor units for GCWWTP	300,000	300,000	-
Line Feed System	250,000	-	-
Paved Road and Parking	<u>160,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 1,287,000	\$ 627,000	\$ -

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Research automated meter reading (AMR) technology and develop phased implementation plan.
2. Develop, implement, and maintain a comprehensive backflow prevention program with an emphasis on public education.
3. Assist customers with high bill complaints by identifying the causes and finding resolutions, while maintaining a positive attitude.
4. Work closely and cooperatively with Customer Service Representatives and Finance Department in order to provide outstanding customer service.
5. Continue to attract, recruit and retain diverse and well qualified personnel as Meter Service Technicians and to include research and development of a minority training program.
6. Increase involvement in community services such as United Way.
7. Begin mentoring programs for City employee training.
8. Implement and utilize Cogsdale work order system and related programs and continue to implement the work order system for laptops in all our vehicles.
9. Provide the Meter Service Technicians with additional training and education opportunities.
10. Complete business plans for opportunities outside our core service.
11. Schedule workflow to ensure deadlines are met without the need for overtime.
12. Complete work orders in a timely manner and honor all appointments made by Customer Service Representatives.
13. Ensure that the Meter Service Technicians take exceptional care of their vehicles and equipment.
14. Continue meter change out program by replacing at least 200-250 clocks or split case meters.
15. Test 6, 8 and 10 inch water meters and calibrate when necessary.
16. Respond in a timely manner to reported meter related issues and inform the customer of any repairs and referrals.
17. Prioritize meter complaints reported by Meter Technicians.

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Meter Readings Per Fiscal Year	229,930	233,772	237,675
<b>Efficiency</b>			
Cost Per 100 Meter Readings	\$ 176.44	\$ 189.73	\$ 189.34
<b>Effectiveness</b>			
Percent of Meters Misread	0.17%	0.12%	0.10%

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 422,507	\$ 458,888	\$ 473,616	\$ 471,285	\$ 471,285
Operating	119,198	132,130	136,901	135,716	139,358
Capital	-	10,400	-	-	-
<b>TOTAL</b>	<b>\$ 541,705</b>	<b>\$ 601,418</b>	<b>\$ 610,517</b>	<b>\$ 607,001</b>	<b>\$ 610,643</b>

# PERSONNEL DETAIL

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Meter Maintenance (852)</b>					
Senior Meter Mechanic	1	1	1	1	1
Meter Services Technician	2	2	2	2	2
<b>Meter Reading (855)</b>					
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	1	1	1
Meter Reader/Meter Services Technician	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>
TOTAL	11	11	11	11	11

**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. Participate in all SRU customer service training.
2. Assist with the study and completion of sampling point and make necessary changes.
3. Assist with the installation of the fiber optic line to Town Creek WWTP and install SCADA equipment as needed.
4. Upgrade and rehab the Long Street and Steeplechase lift stations.
5. Evaluate generator needs at all lift stations.
6. Complete East Rowan lift station wet well capacity study and obtain cost estimates.
7. Research and implement a maintenance certification program.
8. Continue diversity recruitment.
9. Implement and utilize Cogsdale work order system and related programs.
10. Participate in community services such as United Way.

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 474,552	\$ 486,169	\$ 458,393	\$ 456,093	\$ 456,093
Operating	1,226,752	1,089,179	1,578,192	1,405,063	1,405,627
Capital	6	60,000	875,070	156,820	156,820
<b>TOTAL</b>	<b>\$ 1,701,310</b>	<b>\$ 1,635,348</b>	<b>\$ 2,911,655</b>	<b>\$ 2,017,976</b>	<b>\$ 2,018,540</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>PM Administration (000)</b>					
Systems Maintenance Technician	1	1	0 <sup>1</sup>	0	0
<b>PM Raw Water Supply (810)</b>					
Plants Maintenance Technician	1	1	1	1	1
<b>PM Water Treatment Plant (811)</b>					
Plants Maintenance Technician	1	1	1	1	1
<b>PM Sewer Maintenance (856)</b>					
Utility Systems Supervisor	1	1	1	1	1
Plants Maintenance Technician	2	2	2	2	2
<b>PM Town Creek WWTP (901)</b>					
Plants Maintenance Technician	1	1	1	1	1
<b>PM Grant Creek WWTP (902)</b>					
Plants Maintenance Supervisor	1	1	1	1	1
Systems Maintenance Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>

<sup>1</sup> For Requested position reclassified and moved to Administration; for Recommended, position not reclassified

## CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration (000)</b>			
Dry Wall Sander	\$ 700	\$ 450	\$ 450
<b>PM Raw Water Supply (810)</b>			
Roof Replacement	21,670	21,670	21,670
<b>PM Raw Water Treatment Plant (811)</b>			
Roof Replacement	30,800	30,800	30,800
<b>PM Distribution Maint/Const (850)</b>			
SCADA RTU Upgrades	187,000	-	-
Granite Quarry Backup Generator 20hp	35,000	-	-
Hwy 29 Booster Station Backup Generator	150,000	-	-
Hwy 29 Booster Station Fencing	78,000	-	-
Morlon Park Tank Fencing	11,600	11,600	11,600
<b>PM Collection Maint/Const (856)</b>			
SCADA RTU Upgrades	175,000	-	-
Hampton Inn Generator	36,000	-	-
Old Hwy 80 Generator	28,000	-	-
North Side Generator	29,000	-	-
<b>PM Grants Creek WWTP (902)</b>			
Roof Replacement	63,800	63,800	63,800
HVAC Replacement	28,500	28,500	28,500
Total Capital Outlay	\$ 875,070	\$ 156,820	\$ 156,820

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,027,000	5,285,000	5,694,267	5,831,767	5,831,767
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,027,000</b>	<b>\$ 5,285,000</b>	<b>\$ 5,694,267</b>	<b>\$ 5,831,767</b>	<b>\$ 5,831,767</b>

**DEPARTMENT - Capital Projects****BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	51,726	-	-	-	-
<b>TOTAL</b>	<b>\$ 51,726</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</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, 2009  
With Estimated Actual for the Year Ending June 30, 2008 and  
Actual for the Year Ended June 30, 2007

	<u><b>2007</b></u> <u><b>Actual</b></u>	<u><b>2008</b></u> <u><b>Estimate</b></u>	<u><b>2009</b></u> <u><b>Budget</b></u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 16,661	\$ 28,760	\$ 21,600
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 469,366	\$ 480,395	\$ 465,417
Total other financing sources	<u>\$ 469,366</u>	<u>\$ 480,395</u>	<u>\$ 465,417</u>
 Total revenues and other financing sources	 <u><u>\$ 486,027</u></u>	 <u><u>\$ 509,155</u></u>	 <u><u>\$ 487,017</u></u>



**FUND - Water and Sewer Capital Reserve****STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	68,741	68,741	68,741
Capital	351,273	491,395	418,276	418,276	418,276
<b>TOTAL</b>	<b>\$ 351,273</b>	<b>\$ 491,395</b>	<b>\$ 487,017</b>	<b>\$ 487,017</b>	<b>\$ 487,017</b>

**CAPITAL OUTLAY**

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
<b>Administration</b>			
Computer Equipment Replacement	\$ 23,858	\$ 23,858	\$ 23,858
Add 4 door Sedan	22,152	22,152	22,152
<b>Total Capital Outlay</b>	<b>\$ 46,010</b>	<b>\$ 46,010</b>	<b>\$ 46,010</b>
<b>W/S Maintenance / Construction</b>			
Replace WS19710 1997 Ford F-150 w/F-250 ext cab 4WD Pickup	\$ 49,537	\$ 49,537	\$ 49,537
Replace WS29105 1991 Ford F-700 w/Tandem Axle Dump Truck	111,407	111,407	111,407
<b>Total Capital Outlay</b>	<b>\$ 160,944</b>	<b>\$ 160,944</b>	<b>\$ 160,944</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 6,600	\$ 6,600	\$ 6,600
Replace UE19716 1997 Jeep Cherokee w/Hybrid SUV	29,397	29,397	29,397
<b>Total Capital Outlay</b>	<b>\$ 35,997</b>	<b>\$ 35,997</b>	<b>\$ 35,997</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 3,000	\$ 3,000	\$ 3,000
<b>Total Capital Outlay</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
Replace MS19725 w/ Hybrid SUV	29,547	29,547	29,547
Replace MS19807 w/ Hybrid SUV	29,547	29,547	29,547
Replace MS19901 w/ Hybrid SUV	29,547	29,547	29,547
Replace MS19907 w/ Hybrid SUV	29,547	29,547	29,547
<b>Total Capital Outlay</b>	<b>\$ 119,388</b>	<b>\$ 119,388</b>	<b>\$ 119,388</b>
<b>Plants Maintenance</b>			
Computer Equipment Replacement	\$ 4,000	\$ 4,000	\$ 4,000
Replace PM19802 1998 Chevrolet C-2500 w/F-250 Ext Cab 4WD Pickup	48,937	48,937	48,937
<b>Total Capital Outlay</b>	<b>\$ 52,937</b>	<b>\$ 52,937</b>	<b>\$ 52,937</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2009  
With Estimated Actual for the Year Ending June 30, 2008 and  
Actual for the Year Ended June 30, 2007

	<b>2007</b>	<b>2008</b>	<b>2009</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 79,166	\$ 87,258	\$ 81,500
Other operating revenues	<u>6,669</u>	<u>12,655</u>	<u>-</u>
Total operating revenues	\$ 85,835	\$ 99,913	\$ 81,500
NONOPERATING REVENUES:			
Intergovernmental	\$ 519,794	\$ 476,934	\$ 1,373,351
Miscellaneous revenues	<u>846</u>	<u>4</u>	<u>500</u>
Total nonoperating revenues	<u>\$ 520,640</u>	<u>\$ 476,938</u>	<u>\$ 1,373,851</u>
OTHER FINANCING SOURCES:			
Operating Transfer from General Fund	\$ 358,569	\$ 437,781	\$ 453,381
Fund equity appropriated	<u>-</u>	<u>-</u>	<u>78,100</u>
Total other financing sources	<u>\$ 358,569</u>	<u>\$ 437,781</u>	<u>\$ 531,481</u>
Total revenues and other financing sources	<u>\$ 965,044</u>	<u>\$ 1,014,632</u>	<u>\$ 1,986,832</u>

**CITY OF SALISBURY**  
**FY 2008-2009 BUDGET SUMMARY**  
**TRANSIT FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>	<b>FY 08-09</b>	<b>FY 08-09</b>
<b>REVENUE</b>	\$	965,044	\$	1,762,085	\$	1,953,631	\$ 1,969,448 \$ 1,986,832
	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>	<b>FY 08-09</b>	<b>FY 08-09</b>
<b>TRANSIT - OPERATIONS</b>							
Personnel	\$	440,649	\$	454,028	\$	461,637	\$ 459,361 \$ 459,361
Operations		215,682		194,400		302,174	288,379 305,763
Capital		-		-		-	-
<b>TOTAL</b>	<b>\$</b>	<b>656,331</b>	<b>\$</b>	<b>648,428</b>	<b>\$</b>	<b>763,811</b>	<b>\$ 747,740 \$ 765,124</b>
<b>TRANSIT - ADMINISTRATION</b>							
Personnel	\$	108,433	\$	113,059	\$	120,443	\$ 119,811 \$ 119,811
Operations		375,373		151,486		178,466	141,827 141,827
Capital		-		-		-	-
<b>TOTAL</b>	<b>\$</b>	<b>483,806</b>	<b>\$</b>	<b>264,545</b>	<b>\$</b>	<b>298,909</b>	<b>\$ 261,638 \$ 261,638</b>
<b>TRANSIT - CAPITAL</b>							
Personnel	\$	-	\$	-	\$	-	\$ - \$ -
Operations		-		-		-	-
Capital		54,085		849,112		985,070	960,070 960,070
<b>TOTAL</b>	<b>\$</b>	<b>54,085</b>	<b>\$</b>	<b>849,112</b>	<b>\$</b>	<b>985,070</b>	<b>\$ 960,070 \$ 960,070</b>
<b>GRAND TOTAL</b>							
Personnel	\$	549,082	\$	567,087	\$	582,080	\$ 579,172 \$ 579,172
Operations		591,055		345,886		480,640	430,206 447,590
Capital		54,085		849,112		985,070	960,070 960,070
<b>TOTALS</b>	<b>\$</b>	<b>1,194,222</b>	<b>\$</b>	<b>1,762,085</b>	<b>\$</b>	<b>2,047,790</b>	<b>\$ 1,969,448 \$ 1,986,832</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Projected
<b>Workload</b>			
Number of Passengers -Fixed Routine	144,978	146,428	147,892
Number of Passengers - ADA	6,906	6,975	7,045
Number of Full-sized Buses	4	4	4
Number of Mini-Buses	2	2	2
Number of Routes	3	3	3
Revenue Miles Driven	124,918	126,738	126,738
Gallons of Fuel Used	29,775	30,139	30,139
Fares Collected (Dollars) - Fixed Route	79,166	88,300	88,313
State Matching Funds Collected	204,820	209,000	209,000
<b>Efficiency</b>			
Average Cost Per Mile	\$ 6.94	\$ 7.43	\$ 7.79
Average Cost Per Passenger - Routine	\$ 5.98	\$ 6.47	\$ 6.71
Average Cost Per Passenger - ADA	\$ 15.82	\$ 17.17	\$ 18.67
<b>Effectiveness</b>			
Complaints Received	12	12	12
Number of Break-Downs	2	0	0
Number of Driver Vacancies	0	0	0
Accidents	0	0	0
Injuries	0	0	0

**BUDGET REQUEST SUMMARY**

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 108,433	\$ 113,059	\$ 120,443	\$ 119,811	\$ 119,811
Operating	375,373	151,486	178,466	141,827	141,827
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 483,806</b>	<b>\$ 264,545</b>	<b>\$ 298,909</b>	<b>\$ 261,638</b>	<b>\$ 261,638</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Transit Manager	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

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

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ 440,649	\$ 454,028	\$ 461,637	\$ 459,361	\$ 459,361
Operating	215,682	194,400	302,174	288,379	305,763
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 656,331	\$ 648,428	\$ 763,811	\$ 747,740	\$ 765,124

**PERSONNEL DETAIL**

Position Title	Authorized FY 06-07	Authorized FY 07-08	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Transit Operator	6	6	6	6	6
Mechanic/Master Mechanic	2	2	2	2	2
Fleet Services Shift Supervisor	1	1	1	1	1
Transit Operator (Temp/Part-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	12	12	12	12	12

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

	Actual FY06-07	Budgeted FY07-08	Requested FY08-09	Mgr Recommends FY08-09	Adopted FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	<u>54,085</u>	<u>849,112</u>	<u>985,070</u>	<u>960,070</u>	<u>960,070</u>
TOTAL	\$ 54,085	\$ 849,112	\$ 985,070	\$ 960,070	\$ 960,070

### CAPITAL OUTLAY

	Requested FY 08-09	Mgr Recommends FY 08-09	Adopted FY 08-09
Bus Repairs/Spare Parts	\$ 25,000	\$ -	\$ -
Shop Equipment	49,075	49,075	49,075
Bus Equipment	117,000	117,000	117,000
2 Heavy Duty Bio-Diesel Buses	781,000	781,000	781,000
Vehicle Lettering and Logo	3,000	3,000	3,000
Copier/Fax/Printer	4,595	4,595	4,595
Personal Computer System (2 replacement)	3,600	3,600	3,600
Personal Computer System (1 new)	1,800	1,800	1,800
Total Capital Outlay	\$ 985,070	\$ 960,070	\$ 960,070



**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2009  
With Estimated Actual for the Year Ending June 30, 2008 and  
Actual for the Year Ended June 30, 2007

	<b>2007</b>	<b>2008</b>	<b>2009</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
REVENUES:			
Intergovernmental:			
Federal	\$ 466,524	\$ 260,308	\$ 423,295
Miscellaneous:			
Other	\$ 265,104	\$ 182,442	\$ 60,000
Total revenues	<u>\$ 731,628</u>	<u>\$ 442,750</u>	<u>\$ 483,295</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	Budgeted	Requested	Mgr Recommends	Adopted
	FY06-07	FY07-08	FY08-09	FY08-09	FY08-09
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	813,516	834,591	483,295	483,295	483,295
Capital	-	-	-	-	-
TOTAL	\$ 813,516	\$ 834,591	\$ 483,295	\$ 483,295	\$ 483,295

# **CITY OF SALISBURY, NORTH CAROLINA**

## **INTERNAL SERVICE FUNDS**

### **FINANCIAL PLAN**

For the Year Ending June 30, 2009

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

Charges for Services	\$ 3,931,014
Interest Earned on Investments	28,500
Miscellaneous Revenues	<u>29,104</u>
Total Revenues	\$ 3,988,618

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

Employee Benefits	\$ 3,948,618
Miscellaneous Expenditures	<u>40,000</u>
Total Expenditures	\$ 3,988,618

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

Charges for Services	\$ 212,400
Interest Earned on Investments	<u>10,000</u>
Total Revenues	\$ 222,400

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

Employee Benefits	<u>\$ 184,787</u>
Total Expenditures	\$ 184,787



## DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

### FISCAL YEARS 2009 – 2013

The Capital Improvement Program (CIP) contains the budgeted and proposed capital improvements by project description, proposed funding source, and scheduled costs. The CIP is a planning and financial tool for the City to prepare for future needs. The City's CIP is in two parts. The first part covers the proposed capital improvements in the General Fund. The second part covers those improvements in the Water and Sewer Fund. A brief narrative is provided for each proposed project. Following the narratives, a detailed CIP schedule for each fund is presented.

#### General Fund CIP

The following projects have been proposed over the next five years in the General Fund. Funding has been provided for the FY2008-09 projects in the budget.

**Roof Replacement for Various Facilities:** The City is continuing the annual roof audit process and is repairing and replacing roofs throughout the City on an 'as-needed' basis.

*Impact on Operations:* There will be no impact on operations.

**HVAC Replacement for Various Facilities:** The City is continuing the scheduled replacement of outdated HVAC systems.

*Impact on Operations:* There will be no impact on operations.

**City Hall:** Current capital needs include the installation of an HVAC monitoring system, cleaning of the building's exterior, replacement of the front elevator gearing, and repaving of both the Bernhardt and Fisher Street parking lots. Future capital needs include the routine replacement of carpeting throughout the building.

*Impact on Operations:* There will be no impact on operations.

**City Office Building:** Current capital needs include the renovation of the business office, the replacement of the elevator, water-proofing the building's exterior, painting the west and south walls, and replacement of the carpeting on the fifth floor.

*Impact on Operations:* There will be no impact on operations.

**Park Avenue Building:** Future capital needs include the tuck point and caulking of the building's exterior.

*Impact on Operations:* There will be no impact on operations.

**The Plaza:** Current capital needs include common area renovations, awning replacements, refurbishing vacant units, and the scheduled replacement of appliances within the individual living units. Future capital needs include significant improvements to the north and west building walls to mitigate an on-going moisture issue.

*Impact on Operations:* There will be no impact on operations.

**Land Management and Development – Engineering Division:** Funding is recommended for the Ellis Street Bridge project, which includes bridge design and right-of-way acquisition. The City will pay the \$345,000 project costs up-front, and then be reimbursed by the North Carolina Department of Transportation for 80% of these costs (\$276,000). It is also anticipated that a new trackside platform with a canopy will be built adjacent to the local Amtrak train station for train travelers to embark and disembark on. This project will be funded 90% by the State of North Carolina.

*Impact on Operations:* There will be no impact on operations.

**Fire Department:** Current capital needs include the renovation of station 53 and replacing the windows at station 51. Future capital needs include the replacement of station 53 and the construction of a new station to serve the rapidly growing Highway 29 and interstate 85 corridors on the southern end of the City.

*Impact on Operations:* There will be no impact on operations.

**Telecommunications:** Current capital needs include the erection of a replacement tower and the installation and repair of fencing at the tower site.

**Impact on Operations:** *There will be no impact on operations.*

**Public Services – Cemetery:** Current capital needs include the replacement of underground water lines on the southern end of the Chestnut Hill cemetery and throughout the Memorial Park cemetery.

**Impact on Operations:** *There will be no impact on operations.*

**Public Services – Landscape Operations and Hurley Park:** Future capital needs include additional parking at the building on South Main Street and updating Bell Tower Park.

**Impact on Operations:** *There will be no impact on operations.*

**Public Services - Streets:** Current capital needs include enclosing an equipment bay, and the construction of a street cleaning vehicle wash-down building.

**Impact on Operations:** *There will be no impact on operations.*

**Public Services – Fleet:** Future capital needs include the construction of a new Fleet facility.

**Impact on Operations:** *Debt will need to be issued and there will be a minor impact in utility costs.*

**Parks and Recreation – Routine Park and Facility Improvements:** Funding is recommended for the on-going improvement and replacement of worn park equipment and facilities.

**Impact on Operations:** *There will be no impact on operations. A constant amount of funding is appropriated annually to improve and renovate park equipment and facilities.*

**Parks and Recreation – Lincoln Park Aquatic Center:** Future capital needs include the replacement of the Lincoln Park Pool.

**Impact on Operations:** *Debt will need to be issued and there will be a minor impact in utility costs.*

**Parks and Recreation – Hall Gym Parking:** Future capital needs include additional citizen parking at Hall Gym.

**Impact on Operations:** *There will be no impact on operations.*

**Parks and Recreation – Play Structure Replacement:** Future capital needs include the systematic replacement of outdated or unsafe play structures.

**Impact on Operations:** *There will be no impact on operations.*

**Parks and Recreation – Civic Center Foundation Wall:** Future capital needs include the repair and moisture mitigation of the foundation wall at the Civic Center.

**Impact on Operations:** *There will be no impact on operations.*

**Parks and Recreation – Park Land Acquisition:** Future capital needs include general park land acquisition to accommodate the City's growth.

**Impact on Operations:** *There will be no impact on operations.*

**Parks and Recreation – New Maintenance Building at the Salisbury Community Park:** Future capital needs include the construction of a maintenance building at the Salisbury Community Park.

**Impact on Operations:** *There will be no impact on operations.*

**Parks and Recreation – New Gym:** Future capital needs include the construction of the Town Creek gym.

**Impact on Operations:** *Debt will need to be issued and there will be a minor impact in utility costs.*

**Impact on Operations in General Fund –** *Most capital improvements scheduled for FY09 will be debt financed and will not have a major impact on the operating costs of the General Fund. Because of the roll-off of existing debt, the City will have capacity to absorb the new debt service costs without impacting funding for operations.*

## Water and Sewer Fund CIP

The Water and Sewer Fund's CIP is divided into Water Improvements and Sewer Improvements. The following projects have been proposed over the next five years. Funding has been provided for the FY2008-09 projects in the budget.

### **Water Improvements**

**Annexation:** The City of Salisbury has annexed several areas in the last two years where water line extensions are required. Salisbury-Rowan Utilities (SRU) has committed to providing both public necessity and public convenience water to serve these annexation areas. The proposed lines will provide our newest citizens with the same quality level of service and fire protection that our current residents enjoy.

**Security Improvements:** The Vulnerability Assessment mandated by the EPA in FY04 identified utility sites and facilities where security improvements need to be implemented.

**New River Pump Station Design:** 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 in the flood plain. 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.

**Emergency Generators:** Currently SRU has only one finished water booster station with stand-by emergency power generation. There are six additional booster stations that need back-up power to ensure that we can maintain water service to all of our customers during emergency conditions.

**Granite Quarry Secondary Supply Line:** There is one main distribution line serving the towns of Granite Quarry and Rockwell. This line would provide a redundant source of water as well as improve the hydraulic characteristics of the distribution system along US Highway 52 South.

**Raw Water Reservoir (30 MG):** This is for a new raw water reservoir. State regulations require a minimum of 5 days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.

**Automated Meter Reading (AMR) System Conversion:** Phased implementation of automated (radio) meter reading. AMR is an acronym referring to the reading of meters using a system of communication (such as radio) to communicate between the meters and the unit performing the "read". This would enable a smaller number of meter readers to repair/troubleshoot all of utility's meters, thereby freeing up personnel for other duties. It will require a significant funding commitment over time, as each meter will require either change-out or adaptation.

### **Water Treatment Plant Renovations:**

- **Back-up Diesel Pump** – If there is an electrical problem at the water treatment plant or if the switchgear fails, a diesel-fueled pump would provide enough pumping capacity to keep the distribution system from completely shutting down.
- **Upgrade Water Plant Filter Venturis** – Currently, the venturis are rated at eighteen million gallons per day. To increase the production capacity of the plant, the venturis assemblies need to be upsized.
- **Electrical System Upgrade** – The majority of the existing water treatment plant was built more than 30 years ago. Technological improvements now control a majority of the plant. Manual devices have been upgraded to automatic devices, and computers monitor portions of the vast treatment process. The original building's electrical service was not designed for this power consumption. Certain circuits need to be upgraded to handle the existing and future demands.

**Elevated Storage Tanks:** The existing tanks were located to accommodate our present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Plant, correct pressure problems, and provide fire protection. Tanks will be needed in the near future along both the Highway 70 and Highway 29 corridors as demand grows.

**Chemical Storage Tanks:** Additional fluoride and brine tanks are needed at the Water Treatment Plant to allow extra capacity and to take advantage of discount pricing on bulk delivery.

### **Sewer Improvements**

**Annexation:** The City of Salisbury has annexed several areas in the last two years where sewer line extensions are required. Salisbury-Rowan Utilities (SRU) has committed to providing both public necessity and public convenience water to serve these annexation areas. The proposed lines will provide our newest citizens with the same quality level of service that our current residents enjoy.

**Wastewater System Security:** Needed improvements to achieve compliance with state and federal anti-terror recommendations related to infrastructure protection. The Vulnerability Assessment mandated by the EPA in FY04 identified utility sites where security needs to be improved.

**Inflow & Infiltration (I&I) Reduction:** Repair of aging infrastructure to be in compliance with state and federal standards after being identified through regular, mandated inspections. I&I is a significant problem, as it taxes existing treatment plant and lift station capacity and also causes occasional overflows and spills. Lines identified by SRU staff may be targeted for major repair or replacement using this funding.

**Emergency Generators:** Currently, many of the sewer lift stations do not have emergency back-up power generation. Having stand-by power or having connections to mount a portable generator would allow the lift stations to operate without significant interruption.

**Elimination of the Biosolids Land Application Program:** With environmental regulations becoming more stringent and the decreasing availability of farmland in this county, SRU is exploring the opportunities of turning the production of biosolids into a “Class A” fertilizer that has no regulatory requirements. This program would consist of:

- Heat dryers at the Town Creek and Grants Creek Wastewater Treatment Plants. These dryers “superheat” the residuals and eliminate virtually all moisture in the final product, with a resultant 5/2 reduction in volume.
- A conveyor system to move the product from the plant to a storage pad.
- A sludge thickener to make the process more efficient by removing as much moisture as possible before the product is entered into the dryers.

### **Wastewater Treatment Plant Equipment Replacement Projects:**

- **Waste Pumps:** Re-plumbing and replacement of existing waste pumps at the existing facilities to accommodate an emergency pump-around solution while maintaining standard plant output. The current pumping system does not allow varying pump rates. New pumps would allow the operator to pump 24 hours per day at lower rate. Re-plumbing would allow the operator to have redundant systems and additional operating capacity.
- **Grant Creek WWTP (GCWWTP) Aeration Basin Rehabilitation:** Rehabilitation of existing aeration basin at GCWWTP including four new aerators and six new mixers.
- **Screw Pumps Replacement:** Replacing ten old screw pumps at both Town Creek and Grant Creek.
- **Digester Aeration Replacement:** Replacement of existing TCWWTP Digester Aeration. Existing digester was installed when the plant was originally built.

**I-85 Corridor Outfall Line:** With the growth explosion along the I-85 corridor from the south, Salisbury-Rowan Utilities needs to extend an outfall line to provide sewer service in this area. This would open development

opportunities in central and southern Rowan County. The cost of this project will be split equally with Rowan County.

**Plant Capacity Expansion:** The Town Creek and Grant Creek Wastewater Treatment trains have a combined effluent discharge of 12.5 MGD. Now that the water treatment plant is completed, we have focused on improvements needed at the wastewater treatment plants. The study was commissioned to determine what upgrades were needed to extend the operations and maximize the current plants. The future plans include:

**Grant Creek Wastewater Treatment Plant:**

- A rotary drum thickener would be added in the process to further thicken the sludge, thereby reducing the processing necessary at the residual belt filter press.

**Town Creek Wastewater Treatment Plant:**

- Rehabilitation of existing clarifiers at Town Creek WWTP. These clarifiers have not had any major rehabilitation since they were installed in 1965. Replacement of the existing plate-frame press with a belt-filter press like the one at Grant Creek.

**Sewer Line Renovations:** In addition to routine sewer line repairs performed annually, some line renovations are needed within the small and moderately-sized trunk lines in the system.

**Alternative Disinfection System:** Alternate means of effluent disinfection to replace the existing ultraviolet (UV) disinfection system. While the UV system is effective, it is expensive in terms of power, maintenance and equipment replacement. An alternate system could significantly reduce overall costs. Plans include installing a chlorination/dechlorination unit as well as relocating the effluent sampling point.

**SCADA Upgrades:** There are several sewer lift stations that do not have any monitoring system on them. The majority of these installations are located in the Town of Spencer. A fiber optic cable has been run to allow these lift stations to be connected. This funding will complete the project by installing the necessary communication boards in each lift station and connect them to the fiber optic network.

**Town Creek Access Road:** Currently, Heiligtown Road is the only point of access to the Town Creek Wastewater Treatment plant. This road is residential and SRU must use this road to operate tanker trucks and other heavy equipment on a daily basis. An access road is proposed to enter the plant from the south to avoid the residential neighborhood.

***Impact on Operations in Water/Sewer Fund*** - *These capital improvements will not have an adverse impact on the operating costs of the Water and Sewer Fund. Currently, no additional staffing is proposed due to any CIP project. The proposed improvements are needed for upgrading aging infrastructure, providing services to new areas, equipping the system with backup and meeting mandates from both state and federal agencies.*

*Debt service requirements for the CIP are calculated in the Water/Sewer rate structure. The City issued debt to pay for its share of the WWTP Improvement Project during FY08. Utility rates, including operations and debt service for residential customers, will increase an average of 5.70% in FY2008-09.*



**CAPITAL IMPROVEMENT PROGRAM (FY 2009-13)**  
**GENERAL FUND SCHEDULE**

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY 09-13	FIVE YEAR SCHEDULE (FY09 - FY13)				
			2008-09	2009-10	2010-11	2011-12	2012-13
Roof Replacements & Repair	General Fund	\$ 760	\$ 281	\$ 176	\$ 303	\$ -	\$ -
HVAC Replacements & Repair	General Fund	728	166	151	236	167	8
City Hall							
Improve Parking Lots	Lease Purchase	725	725	-	-	-	-
Replace Front Elevator Gearing	Lease Purchase	21	21	-	-	-	-
Clean Building Exterior	Lease Purchase	20	20	-	-	-	-
City Office Building							
Renovate Business Office	Lease Purchase	200	200	-	-	-	-
Replace Elevator	Lease Purchase	150	150	-	-	-	-
Seal Building Exterior	Lease Purchase	39	19	-	-	-	20
Replace Carpeting on Fifth Floor	Lease Purchase	14	14	-	-	-	-
Park Avenue Building							
Tuck Point Brick Façade	General Fund	15	-	-	-	15	-
The Plaza							
Awning Replacement	Lease Purchase	25	25	-	-	-	-
Tuck Point and Waterproof Exterior	General Fund	50		50	-	-	-
Renovate Apartments	General Fund	110	50	15	15	15	15
Renovate Entry and Common Areas	Lease Purchase	35	35	-	-	-	-
Clean Exterior	General Fund	35	35	-	-	-	-
Exterior Wall Repair	Debt Issuance	1,250	-	1,250	-	-	-
Land Management & Development							
Engineering Division							
Ellis Street Bridge Design and ROW	General Fund/	345	345	-	-	-	-
	Grants						
Ellis Street Bridge Construction	General Fund/	1,428	-	1,428	-	-	-
	Grants						
Trackside Train Platform and Canapy	General Fund/	1,100	1,100	-	-	-	-
	Grants						
Fire Department							
Station 51 - Window Replacements	Lease Purchase	16	16	-	-	-	-
Station 52 - Renovations	Lease Purchase	16	16	-	-	-	-
Station 53 - Building Renovations	Lease Purchase	1,050	250		800	-	-
Station 54 - Install Second Floor Exit	General Fund	10	-	10	-	-	-
Telecommunications-Tower & Fencing	Lease Purchase	120	120		-	-	-
Public Services							
Cemetery - Replace Water Lines	General Fund	19	19	-	-	-	-
Landscape - Bell Tower Park	General Fund	120	-	120	-	-	-
Streets - Wash-down Building	Lease Purchase	50	50		-	-	-
Streets - Enclose Equipment Bays	Lease Purchase	30	30				
Fleet - Build New Facility	Lease Purchase	3,512	-	12	3,500	-	-
Parks and Recreation							
Park & Facility Repair & Replacement	General Fund	589	89	125	125	125	125
Lincoln Park Aquatic Center	Lease Purchase	1,500	-	1,500	-	-	-
Hall Gym Parking	General Fund	35	-	35	-	-	-
Play Structure Replacement	General Fund	200	-	50	50	50	50
Civic Center Foundation Wall	General Fund	75	-	75	-	-	-
Park Land Acquisition	General Fund	225	-	125	-	100	-
New Maintenance Building - SCP	General Fund	250	-	-	250	-	-
New Gym	Lease Purchase	1,500	-		-	-	1,500
<b>TOTAL GENERAL FUND</b>		<b>\$ 16,367</b>	<b>\$ 3,776</b>	<b>\$ 5,122</b>	<b>\$ 5,279</b>	<b>\$ 472</b>	<b>\$ 1,718</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2009-13)**

**WATER AND SEWER FUND SCHEDULE**

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY 09-13	FIVE YEAR SCHEDULE (FY09 - FY13)				
			2008-09	2009-10	2010-11	2011-12	2012-13
WATER IMPROVEMENTS							
Roof Replacements	W/S/ Fund	\$ 457	\$ 182	\$ 70	\$ 140	\$ 30	\$ 35
HVAC Replacements	W/S/ Fund	75	34	-	41	-	-
Annexation Area	Revenue Bonds	2,400	700	1,700	-	-	-
Security Improvements	W/S Fund	215	-	215	-	-	-
River Pump Station Improvements	W/S Fund	150	-	-	-	-	150
New River Pump Station Design	Revenue Bonds	750	-	-	-	-	750
Emergency Generators	W/S Fund	1,180	-	590	590	-	-
Granite Quarry Secondary Line	W/S Fund	500	-	-	-	-	500
Raw Water Reservoir (30 MG)	Revenue Bonds	6,000	-	-	-	3,000	3,000
Automated Meter Reading	Revenue Bonds	3,000	-	-	1,000	1,000	1,000
Treatment Plant Renovation	Revenue Bonds	2,900		2,000	900	-	-
Elevated Storage Tanks	Revenue Bonds	4,000		-	-	-	4,000
Chemical Storage Tanks	Revenue Bonds	220	220	-	-	-	
TOTAL WATER IMPROVEMENTS		\$ 21,847	\$ 1,136	\$ 4,575	\$ 2,671	\$ 4,030	\$ 9,435
SEWER IMPROVEMENTS							
Annexation	Revenue Bonds	\$ 3,100	\$ 700	\$ 2,400	\$ -	\$ -	\$ -
Security Improvements	W/S Fund	176	-	176		-	-
I&I Reduction	W/S Fund	500	100	100	100	100	100
Emergency Generators	W/S Fund	230	-	230	-	-	-
Elimination of Land Application	W/S Fund	1,800	-	-	800	-	1,000
Plant Equipment Replacement	Revenue Bonds	2,740	-	300	600	1,840	-
I-85 Corridor Outfall Line	Revenue Bonds/ Rowan County	7,000		7,000	-	-	-
Plant Capacity Expansion	Revenue Bonds	8,200	-	-	2,000	5,200	1,000
Sewer Line Renovations	W/S Fund	320	-	120	200	-	-
Alternative Disinfection System	W/S Fund	600	600	-	-	-	-
SCADA Upgrades	W/S Fund	150	150	-	-	-	-
Town Creek Access Road	W/S Fund	200	-	-	-	200	-
TOTAL SEWER IMPROVEMENTS		\$ 25,016	\$ 1,550	\$ 10,326	\$ 3,700	\$ 7,340	\$ 2,100
TOTAL WATER / SEWER IMPROVEMENTS			\$ 2,686	\$ 14,901	\$ 6,371	\$ 11,370	\$ 11,535



## **DEBT MANAGEMENT PROGRAM**

### **OUTSTANDING DEBT**

As of June 30, 2008, the City of Salisbury will have \$59,396,225 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	\$ 1,675,000
Capital leases	<u>4,942,515</u>
	<u>\$ 6,617,515</u>
Water and Sewer Fund:	
General obligation bonds	\$ 8,745,000
Revenue bonds	31,986,308
Capital leases	2,274,848
State Clean Water Revolving Loans	<u>9,772,554</u>
	<u>\$ 52,778,710</u>
Total	<u>\$ 59,396,225</u>

#### **General Fund**

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

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

Lease for capital improvements of facilities from Bank of America, dated December 22, 2000, payable in thirty semi-annual installments varying from \$59,875 on June 22, 2001 to \$34,223 on December 22, 2015 at an effective interest rate of 5.3251%.

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

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

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

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

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

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

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

Year Ending June 30,	General Obligation Bonds		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
2009	200,000	80,550	685,713	181,379	885,713	261,929
2010	200,000	70,950	611,803	155,203	811,803	226,153
2011	200,000	61,350	525,545	134,325	725,545	195,675
2012	200,000	51,750	525,545	115,231	725,545	166,981
2013	200,000	42,150	525,545	96,059	725,545	138,209
2014	200,000	32,550	304,379	78,546	504,379	111,096
2015	200,000	22,950	304,379	65,893	504,379	88,843
2016	200,000	13,350	271,045	53,240	471,045	66,590
2017	75,000	3,750	237,712	43,246	312,712	46,996
2018	-	-	237,712	34,141	237,712	34,141
2019	-	-	237,712	25,037	237,712	25,037
2020	-	-	237,712	15,933	237,712	15,933
2021	-	-	237,712	6,828	237,712	6,828
2022	-	-	-	-	-	-
Totals	<u>\$ 1,675,000</u>	<u>\$ 379,350</u>	<u>\$ 4,942,515</u>	<u>\$ 1,005,059</u>	<u>\$ 6,617,515</u>	<u>\$ 1,384,409</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, 2008</b>
Combined Enterprise Revenue Series 1998A, average rate of 4.87%, issued January 1998, maturing serially to 2018	\$ 1,250,000
Combined Enterprise Revenue Series 2002, average rate of 4.84%, issued April 2002, maturing serially to 2022 with terms in 2020 and 2027	17,640,000
Water Bonds Series 1998, average rate of 4.4%, issued June 1998, maturing serially to 2017	1,500,000
Refunding Water and Sewer Series 2003, average rate of 3.44%, issued August 2003, maturing serially to 2019	7,245,000
Revenue Bonds 2006, average rate of 3.44%, issued December 2006, maturing serially to 2027	5,696,308
Revenue Bonds 2007, average rate of 4.06%, issued October 2007, maturing serially to 2028	<u>7,400,000</u>
	<u><b>\$40,731,308</b></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 can not be less than one hundred twenty percent (120%) of the long-term debt service

requirement for parity indebtedness. The calculations of the City's revenue bond coverage for the last three years are as follows:

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements (3)			Coverage
				Principal	Interest	Total	
2005	16,841,357	10,952,357	5,889,000	1,492,506	1,375,815	2,868,321	205.31%
2006	18,132,373	11,843,353	6,289,020	630,000	980,535	1,610,535	390.49%
2007	19,888,170	12,384,082	7,504,088	749,228	1,079,730	1,828,958	410.29%

(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 and N. C. State Clean Water Bonds in 2005, but only revenue bonds in 2006-2007.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at their fair market value of \$7,898,494. The future minimum lease payments at June 30, 2008 total \$2,274,848, including \$485,749 of interest. Upon completion of these lease payments the City will take ownership of the related assets.

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

	<b><u>Balance June 30, 2008</u></b>
Clean Water Loan for Sewer purposes, average rate of 5.03%, issued July 1989, revised May 1, 2003 to 3.43%, maturing serially to 2017	\$ 2,250,000
Clean Water Loan for Water purposes, average rate of 5.03%, issued January 1992, revised May 1, 2003 to 3.43%, maturing serially to 2017	202,554
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 1998, maturing serially to 2017	5,520,000
Clean Water Loan for Water purposes, average rate of 2.60%, issued January 1999, maturing serially to 2017	<u>1,800,000</u>
	<b><u>\$ 9,772,554</u></b>

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

Year	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2009	1,265,000	318,128	1,159,707	1,432,293	882,506	274,443	267,585	94,604	3,574,798	2,119,467
2010	1,245,000	277,728	1,208,350	1,385,259	882,506	249,236	274,409	83,860	3,610,265	1,996,082
2011	1,225,000	235,788	1,257,749	1,415,624	882,506	224,029	276,324	72,745	3,641,579	1,948,185
2012	1,210,000	192,388	1,312,935	1,278,810	882,506	198,822	283,334	61,480	3,688,775	1,731,499
2013	1,190,000	148,463	1,373,939	1,219,523	882,506	173,615	240,799	50,370	3,687,244	1,591,970
2014	1,175,000	103,794	1,430,796	1,160,956	882,506	148,408	240,799	40,830	3,729,101	1,453,988
2015	1,160,000	58,419	1,493,538	1,098,357	882,506	123,201	240,799	31,260	3,776,843	1,311,237
2016	175,000	12,375	1,557,203	1,032,346	882,506	97,994	240,799	21,690	2,855,508	1,164,405
2017	100,000	4,500	1,626,828	962,712	882,506	72,787	60,000	12,120	2,669,334	1,052,119
2018	-	-	1,702,451	888,984	610,000	47,580	60,000	8,670	2,372,451	945,234
2019	-	-	1,619,113	815,159	610,000	31,720	50,000	5,220	2,279,113	852,099
2020	-	-	1,691,857	740,666	610,000	15,860	30,000	2,320	2,331,857	758,846
2021	-	-	1,770,726	662,797	-	-	10,000	580	1,780,726	663,377
2022	-	-	1,850,765	581,257	-	-	-	-	1,850,765	581,257
2023	-	-	1,937,023	496,000	-	-	-	-	1,937,023	496,000
2024	-	-	2,029,549	406,724	-	-	-	-	2,029,549	406,724
2025	-	-	2,118,393	313,130	-	-	-	-	2,118,393	313,130
2026	-	-	2,218,610	215,413	-	-	-	-	2,218,610	215,413
2027	-	-	2,100,730	114,107	-	-	-	-	2,100,730	114,107
2028	-	-	526,044	21,357	-	-	-	-	526,044	21,357
Totals	<u>\$ 8,745,000</u>	<u>\$ 1,351,580</u>	<u>\$31,986,308</u>	<u>\$16,241,473</u>	<u>\$ 9,772,554</u>	<u>\$ 1,657,693</u>	<u>\$ 2,274,848</u>	<u>\$ 485,749</u>	<u>\$52,778,710</u>	<u>\$19,736,495</u>

## PROPOSED DEBT

The City of Salisbury currently anticipates issuing total debt during late spring of 2008 of \$1,134,759 in the General Fund. Of this total, \$909,759 is proposed for refunding a lease from Farmers and Merchants Bank, dated February 24, 2003 that was used to purchase land in the City's downtown. This land is in the block adjacent to City Hall and will provide for future development. The remaining \$225,000 will be issued with the prior amount to provide funding to replace the existing tennis courts at City Park. The current courts have reached the end of their useful life and need to be demolished and new ones built. The estimated term of the lease is ten years at an estimated interest rate of 5%. Debt service payments for a full year have been included in FY2008-09 budget for this amount.

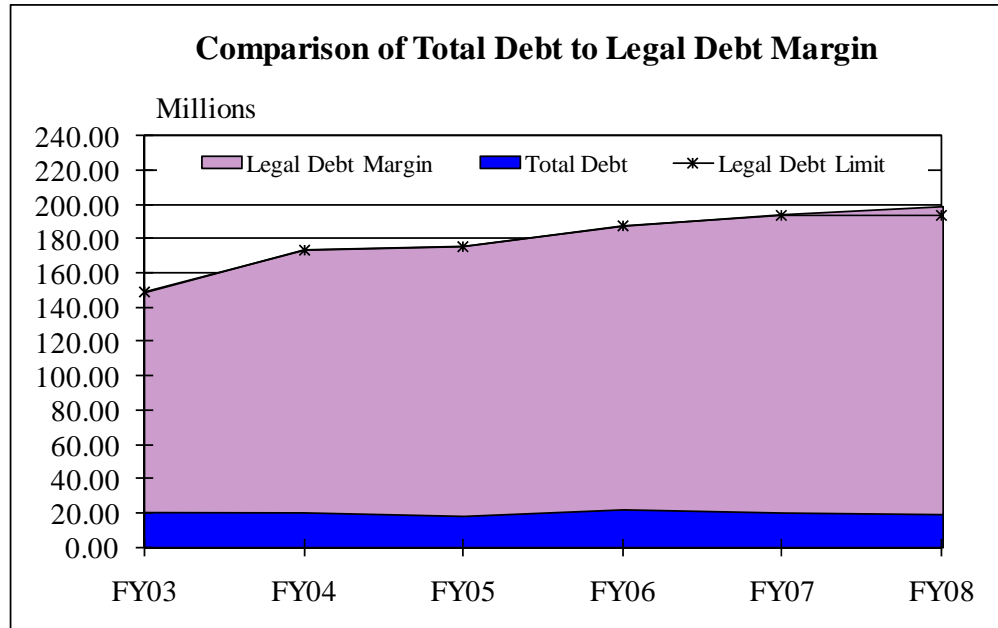
The City of Salisbury currently anticipates issuing an additional \$2,000,000 in debt during FY2008-09. This debt will be used to provide funding for renovations and repairs of several buildings and the upgrading and construction of new downtown parking lots. The exact timing of this debt issue has not yet been established.

The City also anticipates issuing Water and Sewer Revenue Bonds sometime during FY2008-09. The exact amount of this issue is not yet known, but is currently estimated to be \$5,300,000. These bonds will be used to provide funding for the construction of water and sewer lines. Although the exact terms of this debt issue have not been determined, the Water and Sewer Fund has budgeted \$137,500 which can be used towards the debt service of this bond issue for FY2008-09.

In addition to the proposed debt listed above, City Council has approved the establishment of a new utility to provide cable, internet, and phone service to the citizens of the City. This new utility would be based on a comprehensive fiber optic network that would provide fiber to each household. The estimated cost of establishing this new utility including startup costs, capital, and capitalized costs is approximately \$30,000,000. The City plans to finance this total cost. It is currently anticipated that approximately \$15,000,000 in debt will be issued sometime during the fall of 2008 that would provide the first phase of funding to construct the new utility.

## LEGAL DEBT MARGIN

As shown on the below, the City has maintained an ample legal debt margin. This margin is based on a debt limit of eight percent of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed water and sewer infrastructure projects as outlined in Section 11 - CAPITAL IMPROVEMENT PROGRAM. Furthermore, the City complies with the Debt Management Policy as defined in Section 2.



### Computation of Legal Debt Margin at June 30, 2008

Debt limit: Assessed value of \$2,441,050,045 x 8%		\$ 195,284,004
Amount of debt applicable to debt limit:		
Total bonded debt	\$ 8,745,000	
Total capitalized lease obligation	2,274,848	
Total outstanding debt	11,019,848	
Less: Deductions allowed for water bonds issued	1,500,000	
Total amount of debt applicable to debt limit		9,519,848
LEGAL DEBT MARGIN		<u><u>\$ 185,764,156</u></u>



## **DIRECT AND OVERLAPPING DEBT<sup>(1)</sup>**

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2007.

	Net General Obligation Debt <u>Outstanding</u>	Percentage Applicable to City of Salisbury	City of Salisbury's Share of Debt <u></u>
City of Salisbury	\$ 9,884,152	100.00%	\$ 9,884,152
Rowan County <sup>(2)</sup>	106,748,667	23.91%	<u>25,528,716</u>
Total direct and overlapping debt			<u>\$ 35,412,868</u>

<sup>(1)</sup> Based on assessed valuation.

<sup>(2)</sup> Net debt and assessed valuation figures provided by Rowan County.

# **BALANCING COSTS AND SERVICES**

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

### **The Shopping Trip**

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

### **Service Levels**

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

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

The current service level represents the level of service that the department currently provides the public or other City departments. The reduced service level represents a level of service below that which is currently provided. It may include such items as reduced staffing, elimination of capital expenditures, reduced maintenance of equipment and facilities, or elimination of a current program. An enhanced service level represents a level of service that is higher than what is currently provided. This enhanced service level might include such items as additional personnel, additional capital expenditures, or new programs. Using FY2008 as the base year, each level of service was evaluated and cost estimates were developed for a five-year period. These estimates detail personnel, operations, and capital outlay.

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

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

### **Revenue Structure**

The City's General Fund has five major sources of revenues: taxes, licenses and permits, intergovernmental revenues, charges for services, administrative revenue, and miscellaneous revenues.

Taxes are composed of property, sales, auto, and dog taxes. Licenses and permits are composed of privilege licenses and cable television franchise fees. Intergovernmental revenues are composed of grants and state-shared revenues. Charges for services are composed of user fees and reimbursed charges. Administrative revenue represents the Water and Sewer Fund contribution to the operations of the General Fund. Miscellaneous revenues are composed of interest revenue, sales, and revenues not allocated elsewhere.

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

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

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

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

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

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution (which is actually a reimbursement for services performed in the General Fund on behalf of the Water and Sewer Fund). These four revenues are the only ones that City Council can increase or decrease at will. During FY2008, these four sources in the General Fund account for 69.2% of total reoccurring revenue. The City lacks control over all other revenues.

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

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

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

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

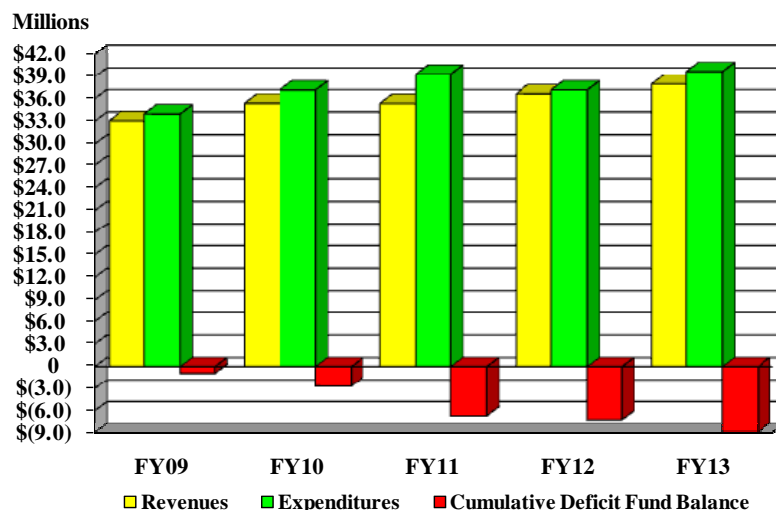
In summary, most City revenues can be characterized as inelastic with no City control. The City controls only property taxes, user fees and charges, privilege licenses, and administrative revenue.

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

As shown in Exhibit 1, projected expenditures are anticipated to exceed projected revenues over the next five years at current service levels. There are several primary reasons for revenues lagging projected expenditures. First, the economy's growth is lagging behind the increasing cost to provide our citizens those services that they desire. Sales tax receipts have been growing at a pace that matches our expenditure growth. Property tax growth has increased in the last two years. These two items comprise over half of the City's revenue. Unfortunately, the other items that comprise our revenues are very stagnant. There are positive signs that point to continued future growth in our property tax base. The final

item that is driving the projected deficits over the next several years is deferred infrastructure maintenance and repairs. Over the past five years due to a sagging revenue growth, many infrastructure projects have been deferred to avoid increasing taxes or cutting services. Many of these projects are reaching a point that they can no longer be deferred or some facilities will either become unusable or fall into a state of disrepair that will actually cost the city significantly more than to renovate or repair. For FY2009, the City Council will face these tough decisions on maintaining the current service level while trying to address capital expenditures that have been deferred over the last

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



several years. The current revenue structure will not support these capital expenditures without modifications to existing service levels or future tax rate increases, increased fees on services, or new fees for services.

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

### **Previous Budget Actions**

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

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

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

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

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

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

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

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

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

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

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

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

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

User fees and charges accounted for 8.5% of FY2008 revenues, a slight increase of .6% from FY2007. Historically, the City has not used this revenue source to generate funds for operations. Advantages to user fees and charges include: charges increase users' awareness of the cost of providing a particular service; they give the City a clear indication of the level of service selected by citizens based on service usage; service charges are equitable in that the benefits of the service are paid for by those using the service; they ensure that service delivery decisions are based on the relationship of service levels to demand; and they focus on the cost of service.

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

Privilege licenses are levied on businesses and professions in the City limits, within the statutory authority of the General Assembly. This revenue accounted for less than 1.0% of the General Fund's revenue in

FY2008. Receipts from this source come from both variable and fixed charges. State Statutes regulate the license rate for certain businesses and professions while exempting others. The City uses rates set forth in the State Statutes. All other businesses fall under the City's gross receipts tax. Under this provision, a business is taxed at a percentage, set by City Council, of its adjusted gross receipts.

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

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

## Exhibit 2

SERVICES FOR WHICH LOCAL GOVERNMENTS COMMONLY CHARGE A FEE	
<b>Recreation and leisure activities</b> Athletic fields (P) Athletic leagues (F)* Auditorium/civic center (F) Concession rental (F) Equipment rental (F) Parks (P) Recreation center rental (F) Recreation classes (F)* Swimming pools (P) Tennis courts (P)	<b>Public works</b> Abandoned-vehicle removal (F) Barricades (F) Cemeteries (P) Curb cuts (F) Maps (F) Sign permits (F) Street cuts (F) Weed cutting (P)
<b>Planning and economic development</b> Annexation (F) Development guide or manual (F) Maps (F) Plat processing (F) Zoning variance (F)	<b>Police protection</b> Accident and offense reports (F) DWI processing (F) Funeral escorts (F) Other special-occasion escorts (F) Police services at special events (F) Serving warrants (F) Vehicle impoundment (F)
<b>Sanitation</b> Landfill (P) Large-item solid-waste pickup (F)* Solid waste collection (F) Street cleaning (P)	<b>Miscellaneous</b> Document search (F) Meeting room rentals (F) Photocopying records (F) Vending machine space rental (F)

"F" means that the fee for service should be set so as to recover the *full* cost of providing the service. An "F\*" indicates that full cost pricing should be required only for certain classes of users; a partial subsidy should be provided for some users, such as the elderly, children, or nonprofit organizations.

"P" means that the fee for service should be set so as to recover only *part* of the cost of the service. A partial subsidy is justified for any one or all of the reasons discussed in the chapter.

Source: Adapted from Robert L. Bland, *Financing City Government in Texas: A Revenue Manual for City Officials* (Austin: Texas Municipal League, 1986)

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

## Conclusion

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

This analysis of local government revenues and the corresponding projection of local government expenditures is updated each year by the City's Management Services Department. This report anticipates

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

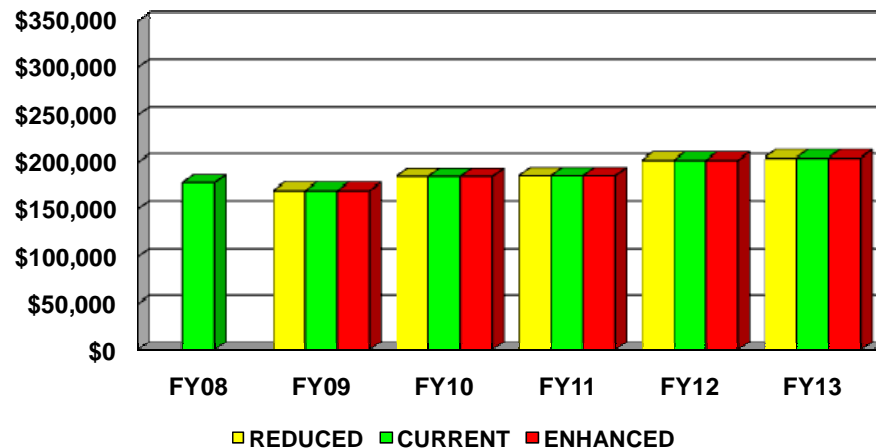


Appendix 1  
**CITY COUNCIL**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

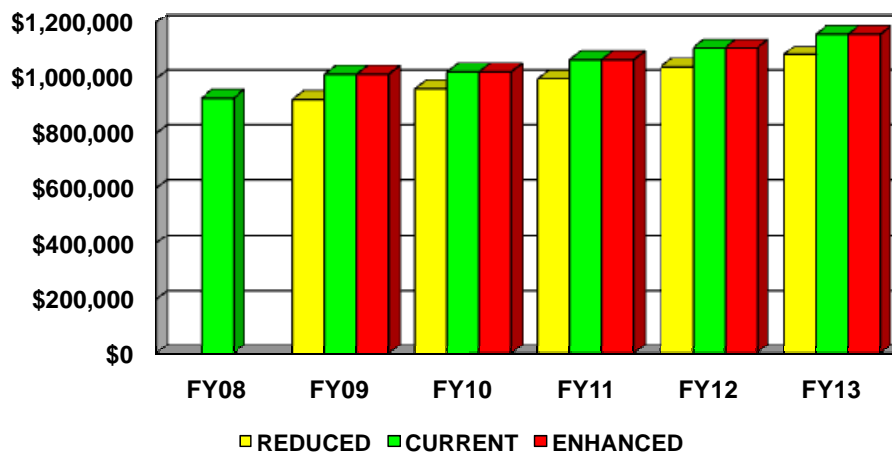
- No enhanced service level is proposed

Appendix 2  
**CITY MANAGEMENT AND ADMINISTRATION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Direct and supervise the administration of all departments, offices and agencies of the City
- Recommend to the City Council policy or other matters affecting the City
- Ensure that all laws of the State, the City Charter, ordinances, resolutions and regulations of the City Council are faithfully executed in the City
- Prepare and submit the annual budget and capital improvements program to the City Council
- Submit annually to the City Council and make available to the public a complete report on the finances and administrative activities of the City
- Present reports to the City Council concerning the operations of City departments
- Award, approve and execute contracts including the acquisition of real property by the City in accordance with state and local laws and ordinances

- Recommend the adoption of a classification and compensation plan, performance appraisals and other personnel ordinances and regulations to the City Council
- Schedule items for and prepare minutes of City Council meetings and other proceedings
- Maintain and safeguard public records and official copies of City documents
- Assist the City Council in a goal setting and goal evaluation process
- Provide for executive development of City Council and City Management Team
- Respond to requests for information from the general public
- Communicate effectively with the media and public
- Provide administrative support to the Mayor, the City Council and the City Manager
- Coordinate activities with various City departments, citizens, other governmental units, outside agencies and organizations
- Direct, oversee, and participate in the development of the departments' work plans
- Monitor and review the City's liability insurance program
- Receive, review, and process annexation petitions and street and alley closing petitions
- Provide for legal assistance for the City Council, Management Team and the Municipal Corporation
- Maintain and update a Code of Ordinances for the City
- Provide a comprehensive safety and risk management program that includes training, inspection, investigation, and accident review
- Provide a Public Information Officer for the City

**Reduced Service Level:**

- Reduce level of clerical support

**Enhanced Service Level:**

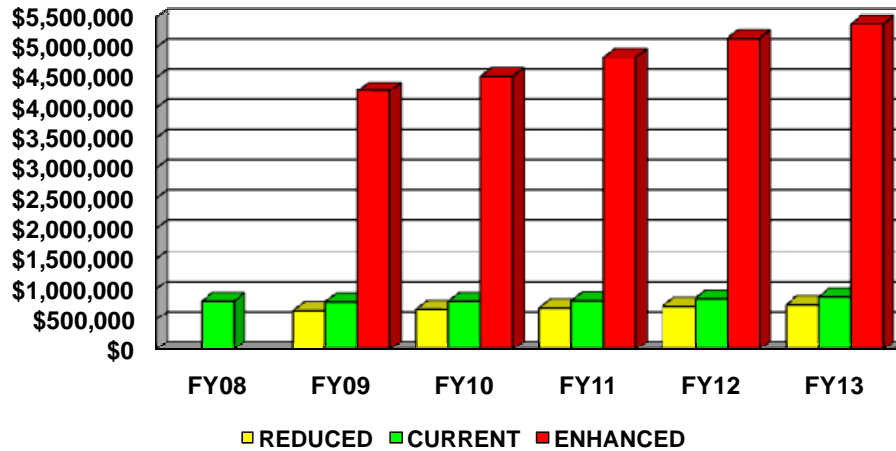
- No enhanced service level is proposed

### Appendix 3 HUMAN RESOURCES

#### Statement of Purpose

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

#### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide systems to recruit, screen, and select City employees
- Coordinate employee separations, promotions, and reclassifications
- Provide a comprehensive employee benefits program
- Manage the employee classification and compensation system
- Manage the employee performance appraisal system
- Provide management, supervisory, and employee training programs
- Provide general employee orientation and coordinate departmental employee orientation
- Provide an annual employee service awards and recognition program
- Provide human resources policy and employee handbooks
- Provide an Employee Assistance Program
- Provide employee relations assistance and consultation to managers, supervisors, and employees
- Manage the City's Affirmative Action Program
- Monitor employment trends relative to the City workforce
- Provide a comprehensive drug testing program
- Coordinate the police officer selection and promotion processes
- Provide a comprehensive Customer Service Program
- Provide staff support for Human Relations Board
- Manage and utilize the Human Resources Information System
- Provide employee health and wellness program
- Provide Citywide multiculturalism program
- Provide a comprehensive Diversity Recruitment Strategies Program

**Reduced Service Level:**

- Eliminate comprehensive employee benefits program
- Provide bimonthly general employee orientation
- Eliminate management, supervisory, and employee training
- Eliminate employee awards and recognition program
- Eliminate employment trends monitoring

**Enhanced Service Level:**

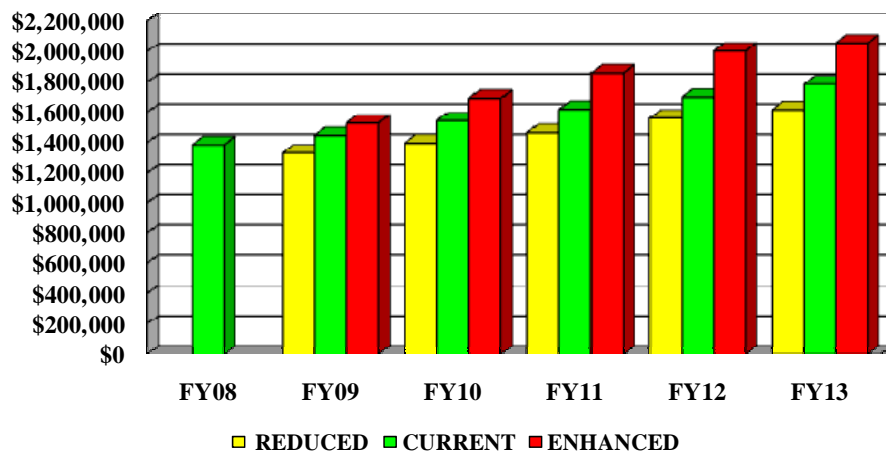
- Provide extensive in-house benefits counseling and administration
- Provide in-house management, supervisor and employee training and career development programs
- Provide extensive in-house occupational health/wellness program
- Provide extensive in-house Employee Assistance Program
- Provide extensive retirement/health benefits
- Provide recruitment incentive
- Provide scheduled salary adjustments annually
- Provide enhanced level of recruitment efforts for all departments
- Provide full broad banding salary plan including career development incentives
- Provide enhanced performance evaluation system
- Provide in-house volunteer recruitment and selection program
- Provide a community-wide multiculturalism program
- Provide an employee community volunteer leave program
- Provide a Customer Service Incentives and Recognition Program
- Provide a Salisbury University Training Program
- Provide a “Good to Go” Training Program
- Provide an expanded “Good to Great” Training Program
- Provide a comprehensive and enhanced Diversity Recruitment Strategies Program

## MANAGEMENT SERVICES-ADMINISTRATION

### Statement of Purpose

To provide a centralized source for handling the financial affairs of the City including: maintain a financial record-keeping system, protect municipal assets as required by the Local Government Budget and Fiscal Control Act, manage the City's debt service program, prepare and monitor the annual and five-year budgets, prepare standards for performance and benchmarking, utilize an investment program for the City's idle cash, provide payroll and disbursement services, collect utility and other revenues, provide a source of information and support related to the purchase/lease of supplies, equipment and contractual services, manage a fixed asset system, and maintain a technology system that provides state-of-the-art data processing, computer, telephone, and telecommunications capability.

### COMPARISON OF SERVICE LEVELS



### Current Service Level:

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

**Reduced Service Level:**

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

**Enhanced Service Level:**

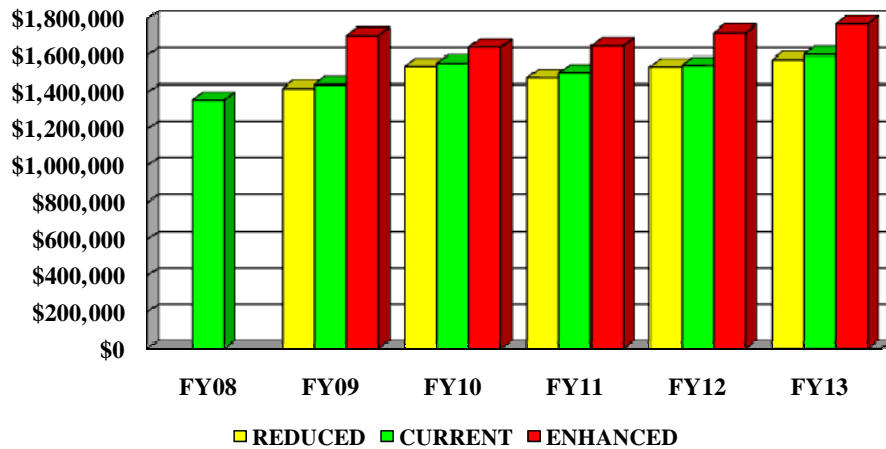
- Provide additional customer service support for utility, privilege license, and miscellaneous receivable billing and collection
- Provide additional collection support for delinquent receivables
- Provide additional support for benchmarking and external projects

Appendix 5  
**MANAGEMENT SERVICES-INFORMATION TECHNOLOGIES**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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



**Current Service Level (Continued):**

- Maintain and monitor internet connections citywide
- Maintain and monitor domain naming system information
- Maintain and monitor active directory
- Maintain and monitor servers citywide
- Implement, maintain and monitor wireless connections
- Install, maintain and repair mobile data units citywide
- Maintain and monitor automated software deployment
- Maintain and monitor firewall
- Maintain and monitor virtual private network
- Maintain and monitor multi-function printers
- Improve survivability of System
- Implement, maintain and monitor new Cogsdale Software
- Study the feasibility of the Fiber To The Home Project

**Reduced Service Level:**

- Reduce scope of implementation of Information System Plan

**Enhanced Service Level:**

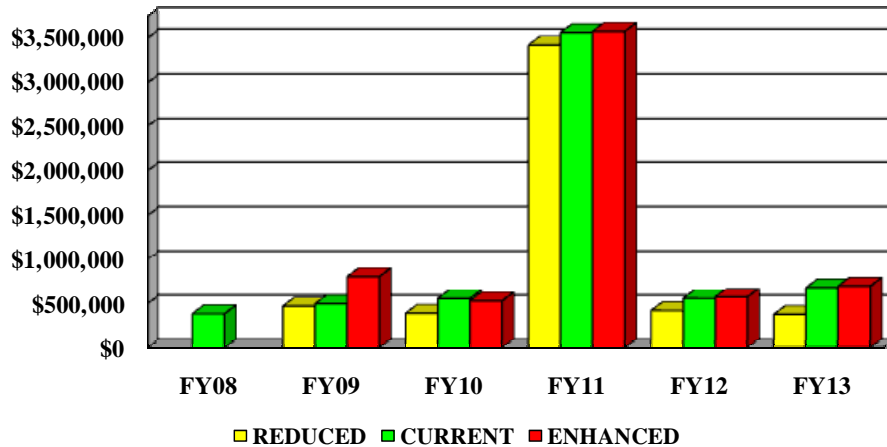
- Develop more in-house programs
- Develop in-house expertise in networking
- Expand implementation of Information System Plan

## MANAGEMENT SERVICES-TELECOMMUNICATIONS

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



### Current Service Level:

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

**Reduced Service Level:**

- Eliminate or defer purchases of telecommunications equipment

**Enhanced Service Level:**

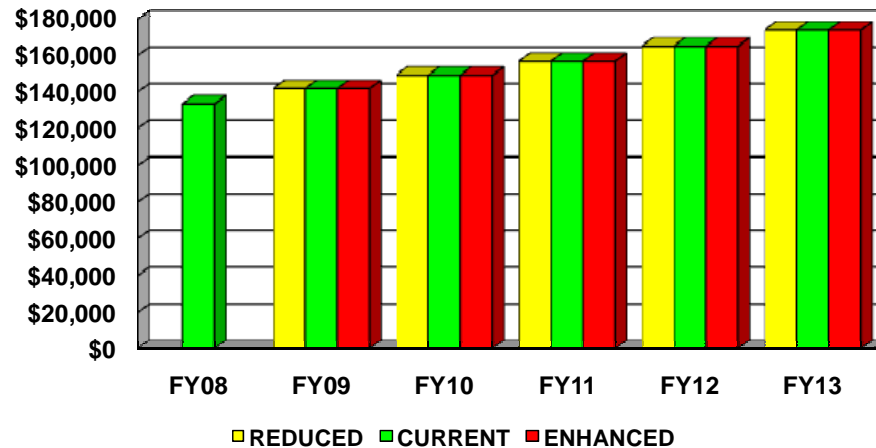
- Add one technician in FY09
- Increase scope of telecommunications upgrades
- Provide fencing for tower site

Appendix 7  
**MANAGEMENT SERVICES-PURCHASING**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Request and receive 141 quotations
- Request and receive 36 formal quotations annually
- Issue 547 purchase orders annually
- Assist in maintaining detailed records on the City's asset inventory
- Provide product knowledge and vendor information to user departments on a daily basis
- Assist in preparation of fleet specifications
- Provide contract administration services for various departments
- Receive, distribute and audit electronically 11,201 weekly transactions generated by the 197 users of the City's purchasing card program
- Receive, distribute, and audit manually 1,596 monthly "paper" statements with receipts for the City's purchasing card program
- Receive, distribute, and audit manually 13,351 weekly fuel statements for the City's fueling requirements for 407 users

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

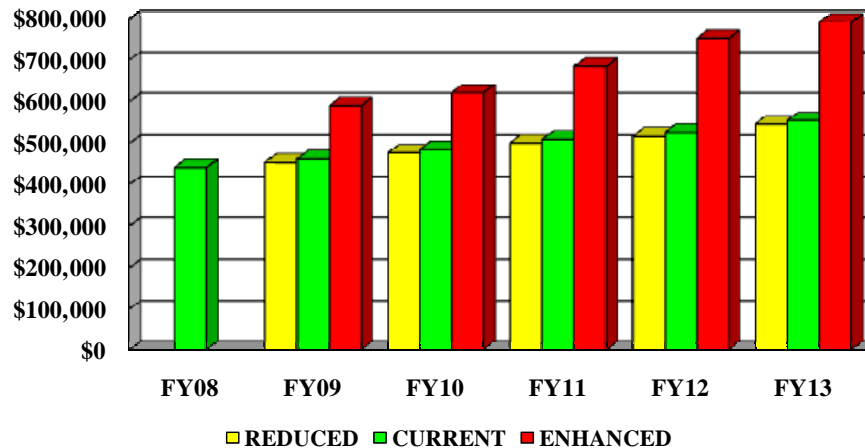
- No enhanced service level is proposed

Appendix 8  
**MANAGEMENT SERVICES-FACILITIES MANAGEMENT**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- Reduce scope of projects

**Enhanced Service Level:**

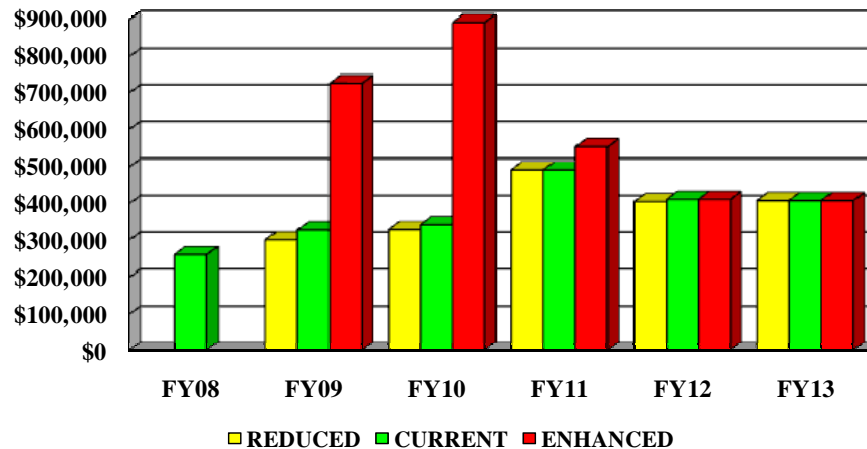
- Provide non-duplicating locks to exterior entrances to increase building security
- Increase maintenance staffing to facilitate maintenance and repair projects necessary to adequately maintain facilities
- Ensure safe water supply by installing back flow prevention at all City owned water taps
- Perform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

## MANAGEMENT SERVICES-CENTRAL CITY BUILDINGS

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

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

#### Reduced Service Level:

- Reduce/defer funding for renovation of office space

#### Enhanced Service Level:

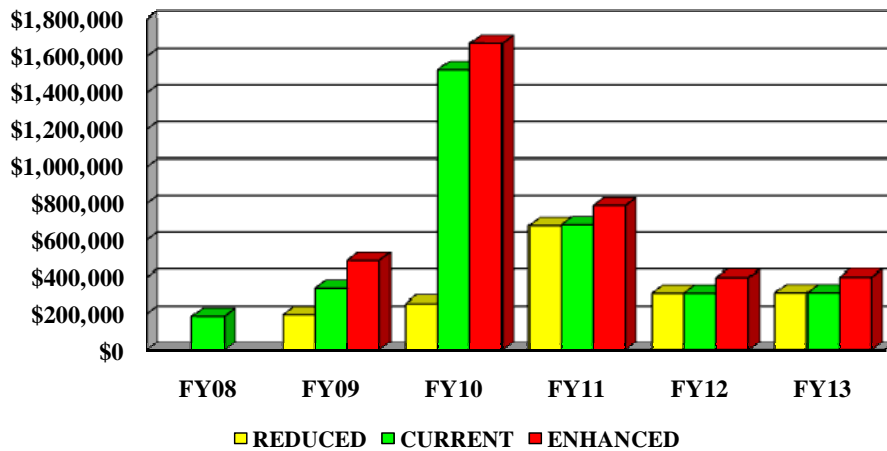
- Provide for further renovation of meeting and office space and exterior enhancements
- Implement the use of a centralized HVAC management system to reduce energy consumption and improve resource allocations

## PLAZA

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

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

#### Reduced Service Level:

- Reduce scope of repairs and maintenance

#### Enhanced Service Level:

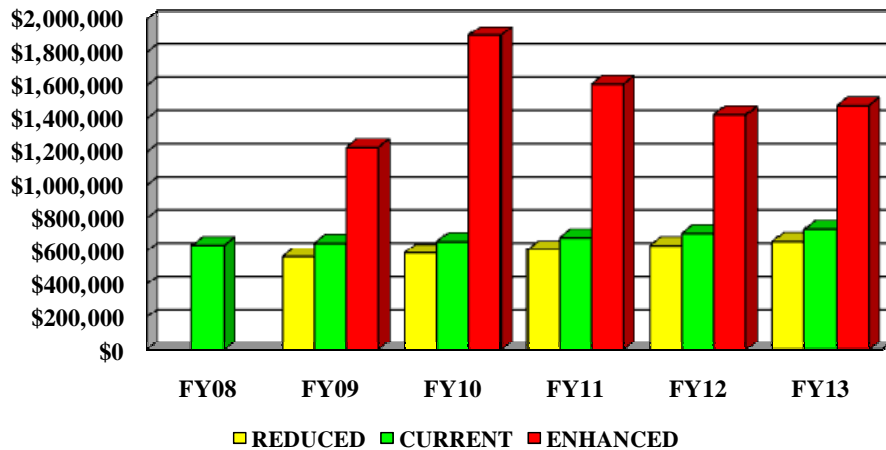
- Increase scope of repairs and maintenance

## LAND MANAGEMENT & DEVELOPMENT-PLANNING & COMMUNITY DEVELOPMENT

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

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

#### Reduced Service Level:

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

#### Enhanced Service Level:

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

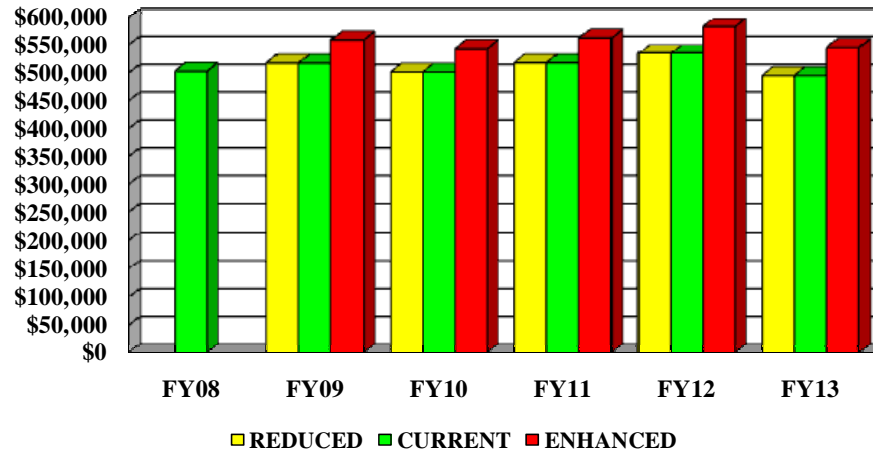


## LAND MANAGEMENT & DEVELOPMENT-DEVELOPMENT SERVICES

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



### Current Service Level:

- Administer and enforce City land development ordinance
- Administer backflow prevention and pretreatment ordinance
- Perform site inspections to ensure compliance with various codes and ordinances
- Issue certificates of compliance for new construction, renovations and additions
- Administer and enforce Historic District ordinance and guidelines
- Issue certificates of appropriateness for the Historic Preservation Commission for new construction, renovations and additions within local historic districts
- Log-in and distribute construction documents to Engineering
- Maintain files for all improvements and work performed, such as water/sewer connections, fees paid, driveway permits, zoning permits, grading permits, and Boards and Commissions meetings
- Provide staff support and administrative work for the Zoning Board of Adjustment, Historic District Commission, Planning Board and City Council
- Receive complaints, investigate problems, and proceed with appropriate action for abatement
- Assist developers, contractors, and the general public in securing the appropriate permits and approvals
- Maintain a street address system as prescribed by City Ordinance and coordinate all addresses with emergency service agencies and the U.S. Postal Service
- Process monthly Technical Review Committee meetings with various City, County, and State representatives
- Continuously update and maintain division files

### Reduced Service Level:

- No reduced service level is proposed

### Enhanced Service Level:

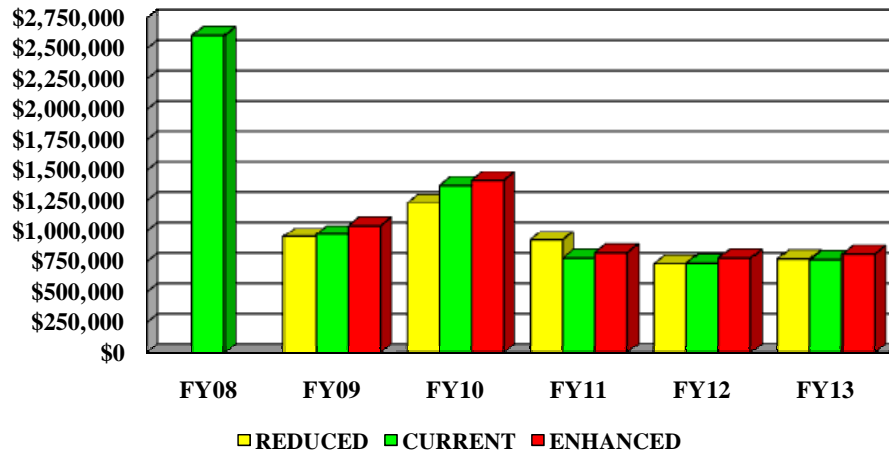
- Add additional Zoning and Code Enforcement officer

## LAND MANAGEMENT & DEVELOPMENT-ENGINEERING

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Prepare annual Powell Bill map and certified statement
- Prepare periodic reports for the City Council and NCDOT concerning traffic and transportation
- Respond to citizen requests concerning traffic, parking and storm drainage
- Administer the subdivision ordinance and the floodway ordinance
- Review designs submitted by outside consultants for conformance with City standards and policies
- Inspect construction projects for conformance with approved plans
- Administer voluntary annexations and alley closings
- Provide current City limits/street maps to all departments
- Participate in Cabarrus-Rowan Metropolitan Planning Organization
- Administer Municipal Agreements involving state funds for transportation improvements
- Administer the design and construction of special projects
- Implement NPDES compliance related to storm water quality
- Conduct traffic signal system efficiency studies in accordance with NCDOT schedule D
- Administer the design and construction of Congestion Mitigation and Air Quality (CMAQ) projects
- Administer replacement of the Ellis Street Bridge

#### Reduced Service Level:

- Reduce the use of consulting advice for National Pollutant Discharge Elimination System (NPDES) compliance
- Delay replacement of the GeoXT (GPS receiver)

#### Enhanced Service Level:

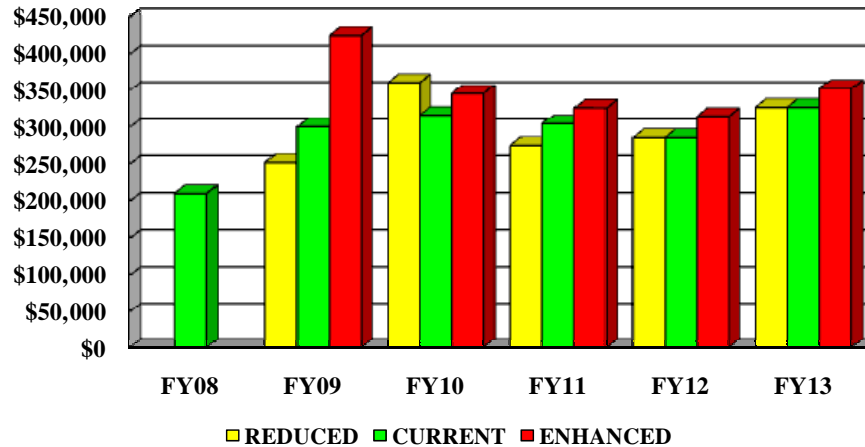
- Increase funding for Trackside Canopies
- Increase the use of consulting advice for NPDES compliance
- Restore funding of storm drainage grants
- Implement a traffic calming program

## LAND MANAGEMENT & DEVELOPMENT-GEOGRAPHIC INFORMATION SYSTEMS (GIS)

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



### Current Service Level:

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

### Reduced Service Level:

- Extend update cycle for CityGREEN data layer (every three years)
- Delay acquisition of ArcGIS Server for integration with CRM software by one year
- Delay update of GIS Strategic Plan for one year
- Delay categorizing color infra-red satellite imagery by one year

**Enhanced Service Level:**

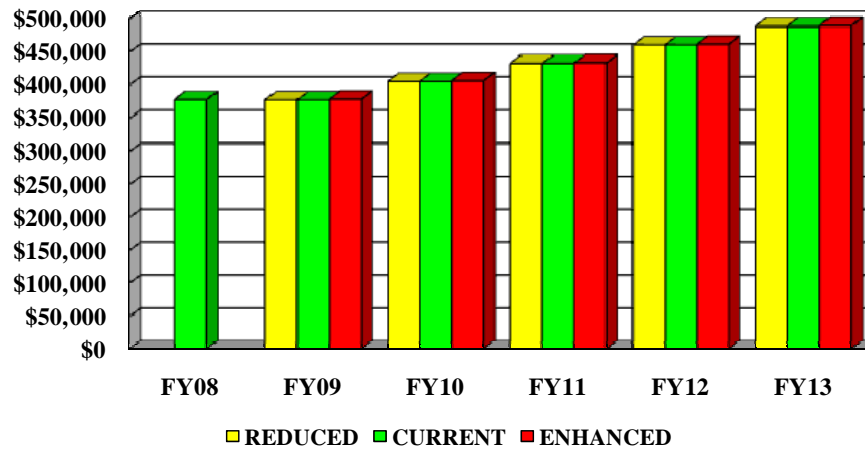
- Add GIS Programmer
- Develop and implement basemap online application for general use by the public
- Develop and implement online application related to urban progress zone
- Develop and implement online application related to Economic Development opportunities within Rowan County and the City of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

## LAND MANAGEMENT & DEVELOPMENT-STREET LIGHTING

### Statement of Purpose

To provide for the lighting of the City's streets.

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Maintain existing street lights
- Add or update 300 lights per year in new subdivisions, existing neighborhoods, annexation areas, and along thoroughfares
- Maintain downtown electrical panels
- Maintain City-owned pedestrian-scale lights

#### Reduced Service Level:

- No reduced service level is proposed

#### Enhanced Service Level:

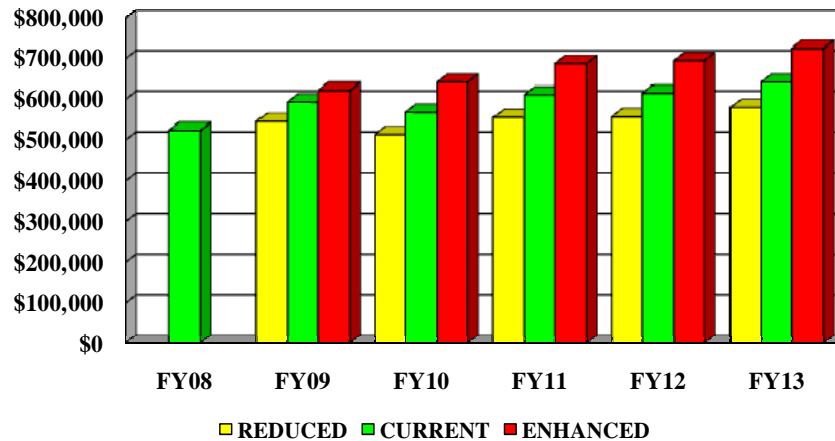
- Increase funding for maintenance of City-owned pedestrian-scale lights

## POLICE DEPARTMENT-ADMINISTRATION

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Conduct internal affairs and complaint investigations
- Manage the rotation of wrecker services
- Manage the inspections function
- Manage the Ride-along Program
- Manage the wellness program
- Coordinate the citizens' police academy
- Analyze vehicle pursuits, citizen complaints, uses of force, grievances and the personnel early warning system
- Provide general administration for Police Department
- Provide fiscal management for Police Department (grants, payroll, inventory, purchasing)
- Plan annual budget for Police Department
- Conduct planning and research for Police Department
- Develop policies and procedures
- Supervise accreditation program
- Administer taxi permits
- Administer Project Safe Salisbury

#### Reduced Service Level:

- Eliminate police chaplain program
- Reduce funding for the Crime Control Plan

#### Enhanced Service Level:

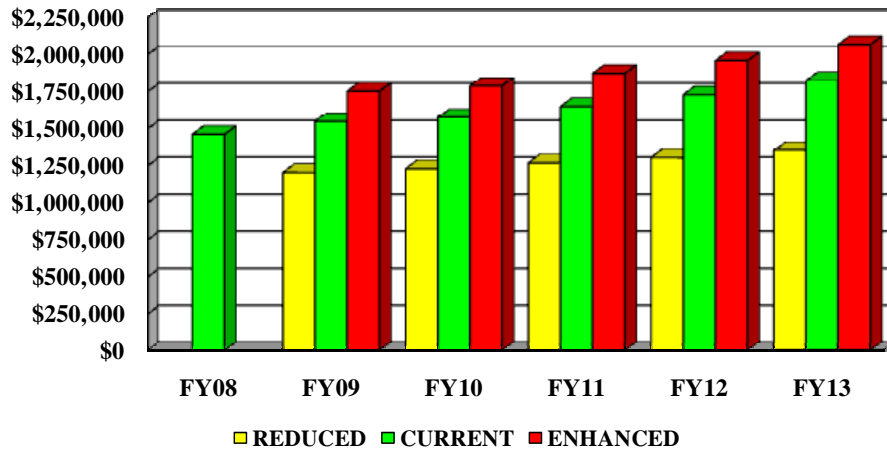
- Increase efforts for Crime Control Plan
- Provide funding for wellness program equipment
- Increase efforts for diversity enhancement
- Continue Project Safe Salisbury and continue funding a position after grant expires

## POLICE DEPARTMENT-SERVICES

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide 24-hour radio and telephone communications
- Conduct records management
- Provide for evidence/property management
- Provide crime prevention and nuisance abatement services to the public
- Conduct Drug Abuse Resistance Education (D.A.R.E.) for local schools
- Provide animal control for City
- Provide downtown officer
- Provide training and recruitment
- Enforce parking control in downtown

#### Reduced Service Level:

- Eliminate parking enforcement officer and part-time animal control specialist
- Eliminate community service officer
- Eliminate part-time Telecommunicator

#### Enhanced Service Level:

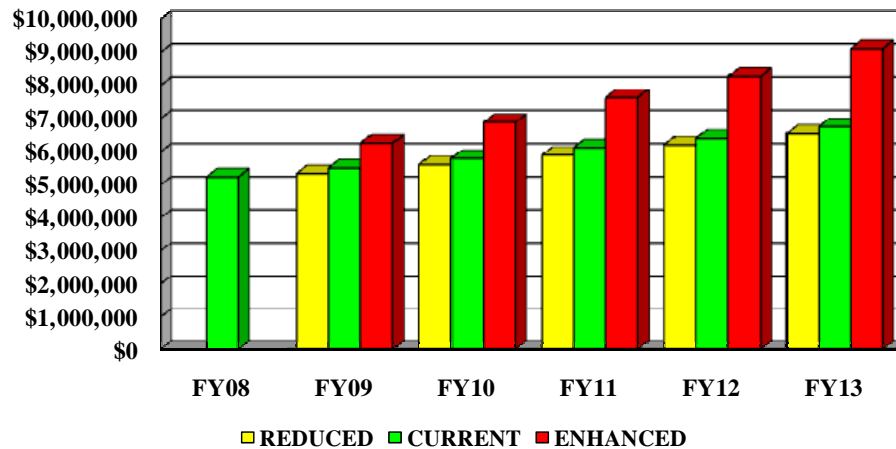
- Reinststate police telecommunications supervisor
- Add two telecommunications positions
- Position additional full-time animal control specialist
- Add two police records clerks

## POLICE DEPARTMENT-OPERATIONS

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide 24-hour police patrol
- Respond to calls for service from citizens
- Provide crime analysis
- Investigate criminal activity
- Provide specialized investigation of criminal activity
- Investigate non-criminal complaints
- Conduct traffic accident investigations
- Provide traffic law enforcement
- Provide special response to high risk situations (e.g. hostage situations)
- Provide for special police operations (stakeouts, etc.)
- Provide for specialized drug enforcement
- Conduct building and property checks
- Enforce state and local laws
- Provide vehicle fleet management
- Provide special permits
- Conduct G.R.E.A.T. Training to City elementary and middle schools
- Provide school resource officers in middle and high schools and the alternative high school

#### Reduced Service Level:

- Reduce patrol component by two officers
- Reduce equipment purchases

#### Enhanced Service Level:

- Create a third police district
- Add one Lieutenant for new district
- Add four Patrol Sergeants in FY09 to increase supervisory coverage
- Add three officers annually to increase patrol coverage and related enforcement activities
- Add one detective annually in the Criminal Investigations Division
- Add one detective annually in the Gang Unit
- Add one detective annually in the Drug Enforcement Unit
- Add one crime scene technician in FY09 to implement 2<sup>nd</sup> shift crime lab-crime scene response

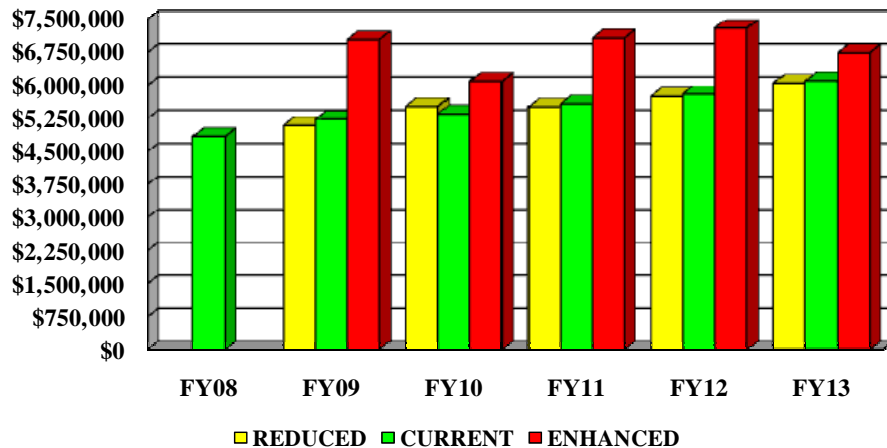


## FIRE DEPARTMENT

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



### Current Service Level:

- Continue implementation and evaluation of the Strategic Plan
- Reclassify one Battalion Chief Position to Division Chief Position
- Coordinate the development and publishing of a City-wide Emergency Preparedness Plan and serve as the emergency management coordination office
- Maintain high customer satisfaction through excellent customer service
- Mitigate hazards and emergencies by rapidly responding to all requests for service with highly skilled, professional members and adequate and effective equipment
- Provide public safety education and hazard prevention services to our community
- Provide member professional development that enhances and ensures professional and proficient services to our citizens including maintenance of up-to-date certification training and provide Officer Certification programs for Company and Chief Officers
- Work in an excellent avocation ever mindful of fiscal responsibility and excellent service to our citizens
- Protect human life from fire and other hazards as a first priority
- Prevent property damage through prevention, inspections and prompt response to fires
- Extinguish fires of all types and investigate fires for cause and origin
- Provide emergency medical care for sick and injured people
- Handle hazardous material and rescue emergencies
- Increase the use of Access 16 to educate the public in emergency preparedness and fire safety
- Work towards National Fire Department Accreditation
- Continue activities to maintain Class II fire rating
- Conduct public fire education for schools and community groups
- Conduct water flow tests as needed for industry and insurance companies
- Provide a blood pressure screening program for citizens
- Install free smoke detectors for the elderly and handicapped
- Conduct product research and analysis
- Provide data management
- Prepare, submit, and administer departmental budget
- Conduct plans review for new developments and industries
- Correct deteriorating conditions of fire department infrastructure
- Improve life safety issues by enforcement of the fire codes and minimum housing codes through inspection services

**Reduced Service Level:**

- Reduce/defer capital purchases and facilities maintenance

**Enhanced Service Level:**

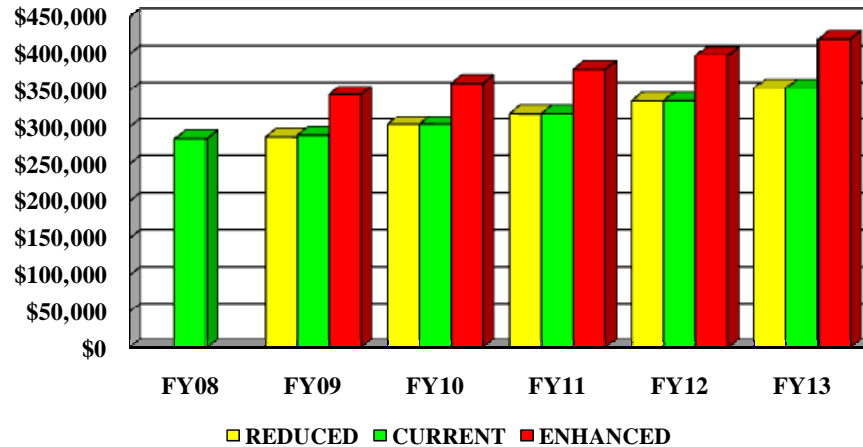
- Increase customer satisfaction through excellent customer service with increased personnel resources
- Employ a Public Education Specialist and increase public education and awareness activities
- Employ a staff Fire Inspector/Investigator to assist with building inspections and awareness activities
- Add a Minimum Housing Inspector to assist with code enforcement and/or demolition
- Become more involved with community activities
- Employ a training captain for more in-house training for State and National certifications
- Improve training facilities with the purchase of flashover rooms
- Construct or lease additional storage facilities

## PUBLIC SERVICES-ADMINISTRATION

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Conduct daily planning/information sessions with division managers
- Maintain office hours for ten hours daily (7:00 am - 5:00 pm)
- Provide administrative and clerical support to seven division managers
- Provide real time response to public inquiries and/or provide immediate notification to division managers
- Provide temporary staffing in reaction to special projects or unforeseen circumstances
- Provide code enforcement

#### Reduced Service Level:

- No reduced service level is proposed

#### Enhanced Service:

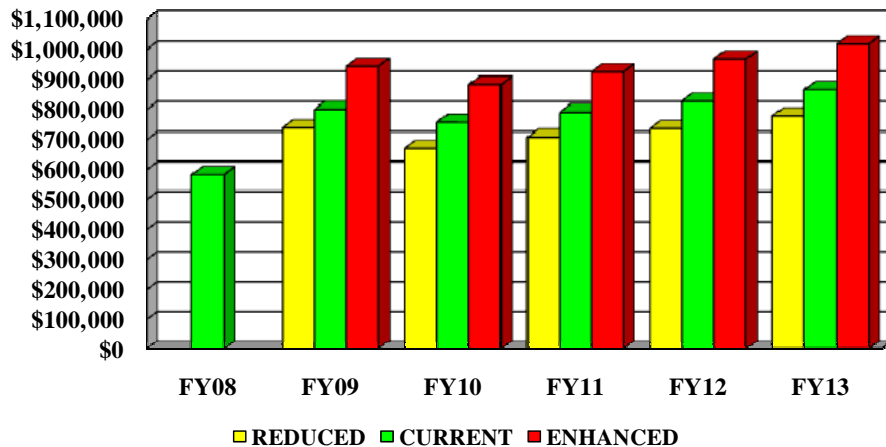
- Add code enforcement officer to provide more effective coverage

Appendix 21  
**PUBLIC SERVICES-TRAFFIC OPERATIONS**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Monitor and evaluate traffic safety, flow and parking as needed
- Maintain and repair 100 traffic signals annually
- Maintain and repair 9,000+ traffic control signs
- Maintain 22,000 feet of crosswalk and stop bar markings
- Maintain 80 miles of yellow center line
- Maintain 700 directional arrows
- Maintain and repair 275 telephone sets
- Maintain and repair 3.2 miles of phone cable
- Install new phone sets and phone systems
- Install and repair computer cabling
- Provide on-call service for after hours repair to traffic signals and signs
- Provide on-call service for problems at tower site in Granite Quarry
- Install and remove mobile and base station radios
- Assist in studies to alleviate citizens' requests and complaints
- Perform electrical projects and repairs within City departments
- Maintain the Brown Street Clock on the Square with assistance from Facilities Management
- Provide troubleshooting and repair assistance to the Plaza
- Fabricate signs for City departments
- Provide traffic control in work zones for City departments

**Reduced Service Level:**

- Maintain City-owned signals, signs, and pavement markings only
- Eliminate in-house repair of City telecommunications systems
- Eliminate fabrication of signs for City departments
- Eliminate traffic control assistance to City departments
- Eliminate thermoplastic markings installation

**Enhanced Service Level:**

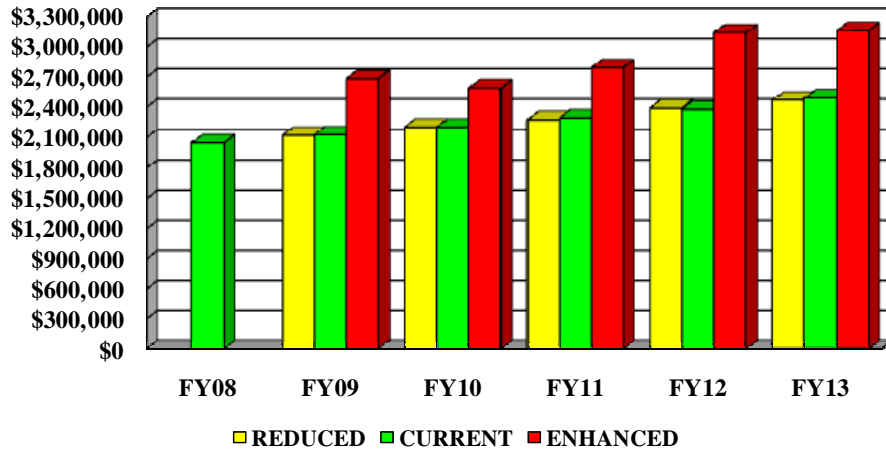
- Add a Traffic Operations Supervisor position
- Add one new crew in FY09 to rejuvenate thermoplastic material biannually
- Upgrade street name signs from 6" to 9"
- Upgrade stop signs to 36" high-intensity minimum
- Take over maintenance of all signals in the county

Appendix 22  
**PUBLIC SERVICES-STREETS**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Install a minimum of 75 new driveway aprons annually
- Replace a minimum of 6,000 feet of sidewalk annually
- Repair approximately 1,200 feet of curb and gutter annually
- Construct, repair, and upgrade drainage systems within rights-of-way as needed
- Remove debris from streets and gutters within 45 working days on a rotating schedule
- Provide passable street conditions during periods of ice and snow, covering all City streets within an eight hour period or as conditions allow
- Provide support to other divisions and departments with equipment and manpower as needed
- Use Powell Bill funds to provide pavement maintenance to 154 miles of city streets, resurface approximately 16 lane miles of city streets annually, and perform road maintenance to four miles of gravel streets
- Perform paving and patching of street cuts as a result of utility connections and service

**Reduced Service Level:**

- Defer purchase of capital equipment

**Enhanced Service:**

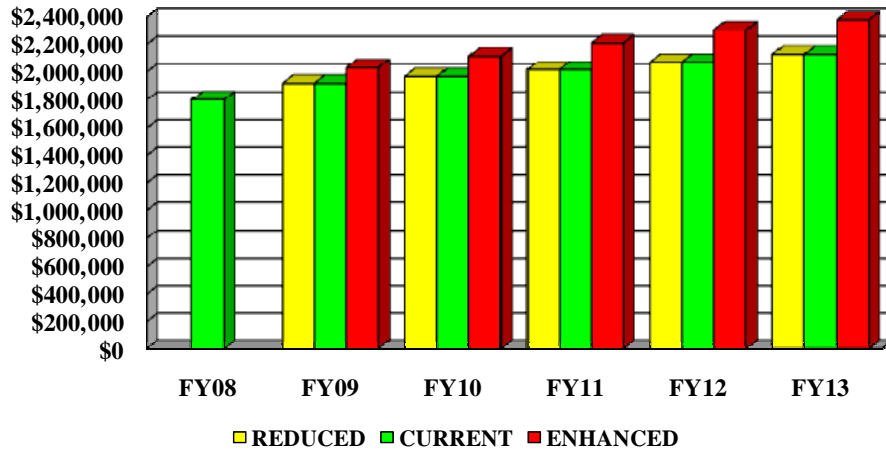
- Provide funding to increase sidewalk repairs/installations
- Add street sweeper to enhance removal of debris from streets and gutters within 30 working days
- Increase manpower and add equipment to upgrade street maintenance and concrete operations
- Enhance dry storage for equipment and materials
- Provide funds for target neighborhoods, utility strips, and drainage improvements
- Build an addition to current facility

Appendix 23  
**PUBLIC SERVICES-WASTE MANAGEMENT**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide once weekly curbside residential garbage and trash collection
- Provide multiple commercial collections by City crews
- Provide once weekly curbside recycling by contractor
- Provide once weekly dumpster collection by contractor

**Reduced Service Level:**

- No reduced level is proposed

**Enhanced Service Level:**

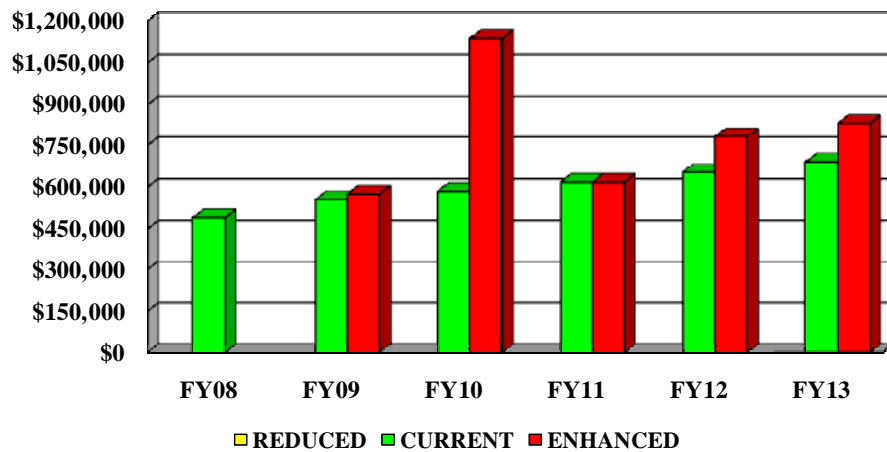
- Use two operators per truck (6 two man crews)

Appendix 24  
**PUBLIC SERVICES-WASTE MANAGEMENT-OTHER**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide yard debris collection weekly on same day as other collections
- Provide leaf collection every three weeks on a rotating schedule from mid October to the end of March using a vacuum machine

**Reduced Service Level:**

- Eliminate loose leaf collection
- Eliminate limb and yard waste collection

**Enhanced Service:**

- Conduct pilot program for yard debris roll-out carts
- Purchase roll-out carts City-wide for yard debris collection

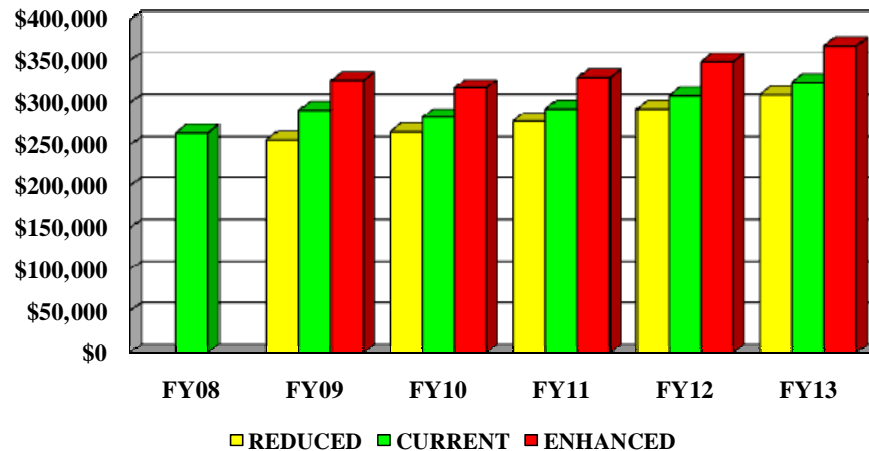


## PUBLIC SERVICES-CEMETERY

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Offer, for sale, grave spaces in three of the seven municipal cemeteries
- Open 136 grave sites annually
- Maintain existing graves as required
- Mow all cemeteries every other week
- Cut perimeter hedges at Chestnut Hill Cemetery two - three times during six-month mowing season

#### Reduced Service Level:

- Reduce frequency of mowing during summer months
- Cut perimeter hedges at Chestnut Hill Cemetery once during the mowing season
- Delay purchase of a mower by one year

#### Enhanced Service Level:

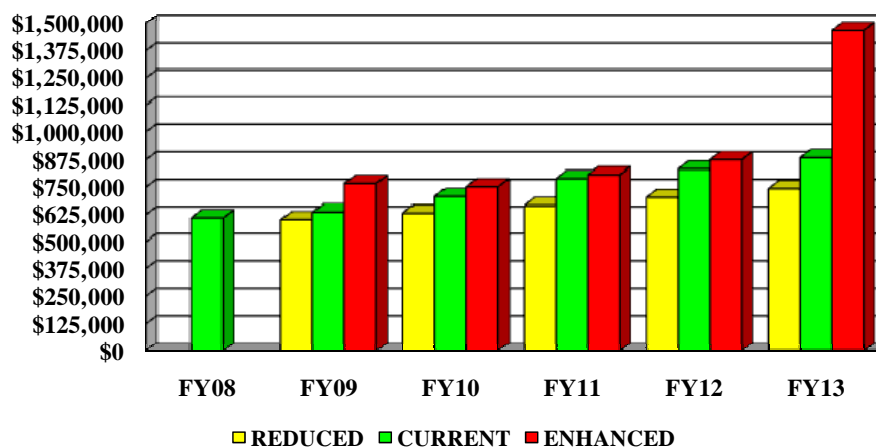
- Mow on nine day cycle
- Hire one additional Grounds Maintenance worker to bring total fulltime employees to five
- Add equipment for additional personnel
- Replace remaining water lines that have not been replaced in Chestnut Hill and Memorial Park Cemeteries because of leaks and burst lines due to the age of galvanized pipes

## PUBLIC SERVICES-LANDSCAPE OPERATIONS DIVISION

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide mowing operations for 154 miles of street rights-of-way every 14 to 21 days and for approximately 100 acres of parks and open space and over 100 parcels of public property every seven to ten days
- Maintain landscaped areas including trees, shrubs, turf grass areas, and City facilities every ten to fourteen days
- Provide aerial lift truck for Christmas decorations, etc.
- Facilitate goals/objectives of Salisbury Tree Board and Community Appearance Commission: plant 100 trees and complete three to four landscape projects annually
- Perform tree safety maintenance along public rights-of-way and parks on a case-by-case basis
- Provide support to Street Division during snow removal and leaf collection
- Provide staff support to Public Services Director for special projects
- Provide maintenance for the Greenway to assist Parks and Recreation twice annually
- Provide maintenance for Eastern Gateway, Bell Tower, Magnolia Park daily
- Provide seasonal color change four times per year
- Provide trash removal along highly visible roadside areas every seven to ten days
- Provide mowing for utilities contract every 10 to 14 days / Jake Alexander Boulevard every 30 days

#### Reduced Service Level:

- Provide mowing operations for street rights-of-way every 21 to 28 days, and parks, open space, and public property every 14 to 21 days
- Implement/maintain landscape areas every 14 to 21 days
- Plant 20 to 30 trees annually and eliminate landscape projects
- Respond to nuisance abatement within 15 days

**Enhanced Service Level:**

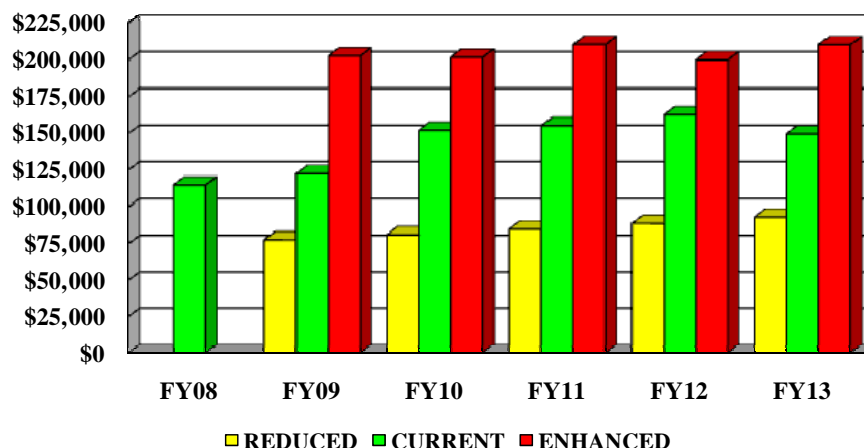
- Provide mowing operations for street rights-of-way every seven to ten days, and parks, open space, and public property every five to seven days
- Implement/maintain landscaped areas every seven to ten days
- Plant 400 to 500 trees and complete four to six landscape projects annually
- Implement a systematic tree safety maintenance program
- Increase scope of special projects
- Construct new shop in FY13

Appendix 27  
**PUBLIC SERVICES-LANDSCAPING-HURLEY PARK**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Maintain plant collections, trails, and display gardens daily
- Maintain records of daily park activities
- Apply agricultural chemicals as needed
- Generate Hurley Park newsletter quarterly
- Administer and monitor park use
- Maintain structures, park furniture, and irrigation systems daily
- Locate and procure plant materials/supplies
- Facilitate goals and objectives of Hurley Park Advisory Committee within the context of the Hurley Park Master Plan, which is to complete three special projects annually

**Reduced Service Level:**

- Maintain plant collections, trails, and display gardens weekly
- Eliminate records maintenance
- Eliminate Hurley Park newsletter
- Maintain structures, park furniture, and irrigation systems weekly
- Complete one special project annually

**Enhanced Service Level:**

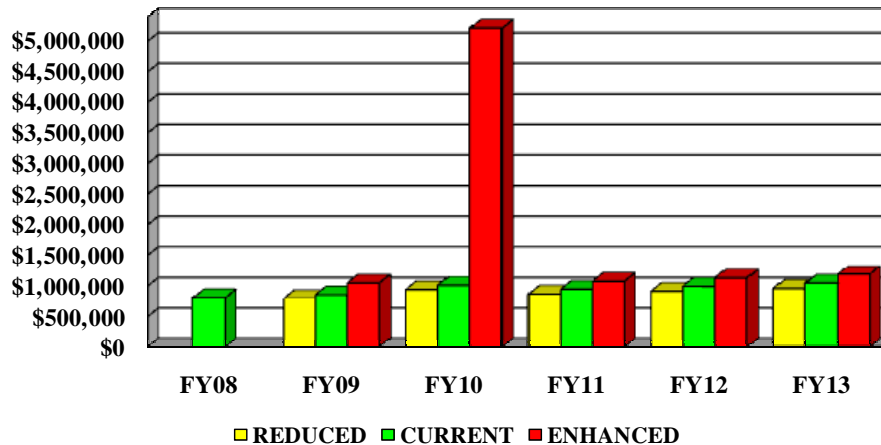
- Provide additional funds for park development
- Add Grounds Maintenance Workers

## PUBLIC SERVICES-FLEET MANAGEMENT

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Repair and maintain the City fleet and provide a comprehensive preventive maintenance program
- Prepare vehicle modifications as needed
- Load test Salisbury-Rowan Utilities generator sets
- Maintain emergency fuel truck and fuel supply
- Make replacement recommendations to the Vehicle Review Committee
- Meet with department personnel regarding fleet vehicle and equipment needs
- Develop vehicle and equipment specifications
- Arrange vehicle and equipment demonstrations
- Obtain bids on vehicles and equipment under \$90,000
- Write purchase orders for vehicles and equipment under \$90,000
- Provide service calls for City of Salisbury and Salisbury-Rowan Utilities
- Maintain titles and licenses for City fleet
- Rebuild vehicle components
- Provide parts and supplies for the City fleet and other divisions' needs
- Provide training for employee development and equipment and vehicle operator training
- Maintain the Salisbury Clean Air Project for vehicles and equipment
- Provide data for the North Carolina Local Government Performance Measurement Project
- Continue implementation of fleet management computerization system to track vehicle maintenance cost, preventive maintenance, repair history, inventory control, productivity and life cycle cost

#### Reduced Service Level:

- Incur longer vehicle/equipment downtime for maintenance

#### Enhanced Service Level:

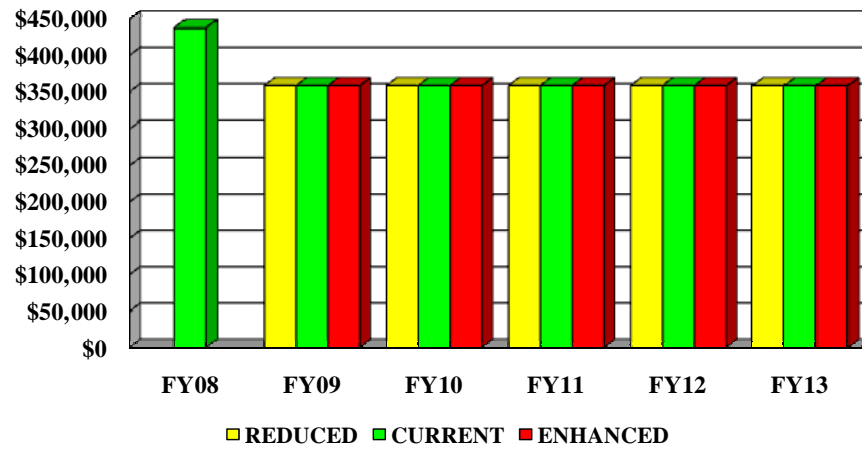
- Increase funding for capital outlay: Ford VMM Module; truck equipment tire changer, and a new alignment machine, replace technician tool sets annually
- Add Service Technician and Mechanic
- Build and upfit joint City-County Shop in FY10

## PUBLIC SERVICES-TRANSPORTATION

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide City supplement to Mass Transit operations

#### Reduced Service Level:

- No reduced service level is proposed

#### Enhanced Service Level:

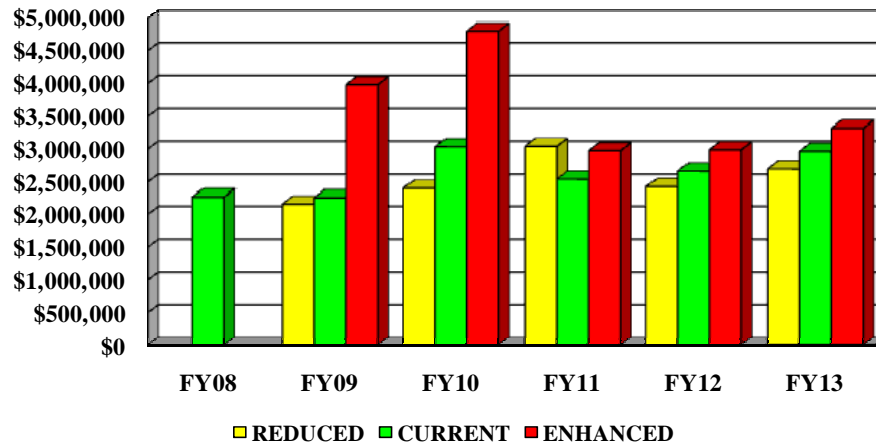
- No enhanced service level is proposed

## PARKS AND RECREATION

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide administration, planning, and development of a comprehensive park system, quality leisure activities, and programming
- Provide comprehensive youth/teen programming in athletics, craft classes, workshops, camps, playgrounds, and after school activities at four facilities
- Provide comprehensive adult programming in athletics, fitness, craft classes, life skills, and enrichment workshops at four facilities
- Provide quality tennis programming for all residents at two locations on ten courts
- Provide special events and services for residents
- Provide senior citizen programming through support of the Rufty-Holmes Senior Center
- Maintain all parkland, facilities, and playground equipment for the safety of all participants
- Make available for public use Parks and Recreation facilities for community events
- Provide a public pool for aquatic activities May - August
- Maintain 506 acres of parkland in 16 locations (mowing, trash collection, and repairs)
- Maintain four sections of the Greenway - approximately two and three quarter miles in length
- Maintain and prepare for public and tournament use - nine ball fields, five soccer fields, nine outdoor basketball courts, four cross country courses, one flag football field and one disc golf course
- Provide maintenance staff for the Salisbury Community Park and the Greenway

#### Reduced Service Level:

- Delay the repair of the Civic Center Foundation wall until FY10

#### Enhanced Service Level:

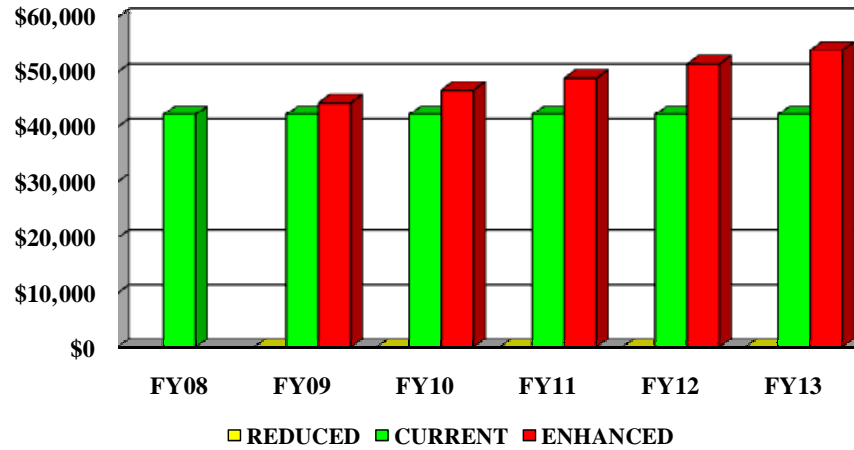
- Increase Program staff in FY09 and Maintenance staff in FY09 and FY10 to support newly added parkland and facilities operations
- Complete Civic Center Foundation wall repairs, Lincoln Park pool conversion, Park Land acquisition, Town Creek Park development, construct a Park Maintenance Building at the Community Park
- Develop Town Creek Park
- Acquire new neighborhood parkland
- Construct permanent maintenance facility at Salisbury Community Park

Appendix 31  
**EDUCATION**

**Statement of Purpose**

To provide for funding the Supplementary Education System.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide a supplement to the Supplementary Education Center at historical levels

**Reduced Service Level:**

- Eliminate any supplement to Supplementary Education Center

**Enhanced Service Level:**

- Increase funding by 5% annually, which could be used to enhance curriculum materials or special projects

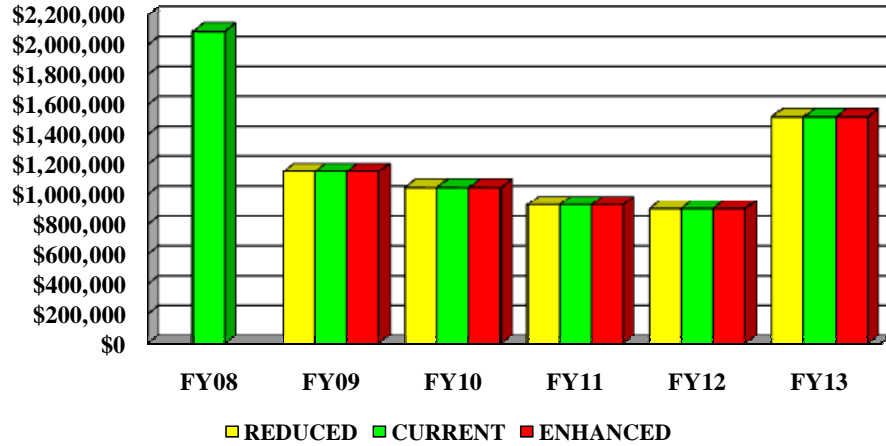


Appendix 32  
**DEBT SERVICE**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide funding for the existing General Fund debt service

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

- No enhanced service level is proposed

## **PERFORMANCE MEASUREMENT**

### **The North Carolina Local Government Performance Measurement Project**

This section summarizes Salisbury's results from the North Carolina Local Government Performance Measurement Project ("the project"). The following pages present performance and cost information for the City of Salisbury in comparison with sixteen other cities participating in the project along with explanatory information about the services. This information is reprinted from the School of Government report entitled "North Carolina Local Government Performance Measurement Project – Final Report on City Services for Fiscal Year 2006-07 Performance and Cost Data", dated February 2008. Specific information on the other cities' results and a discussion about the performance measures can be found in the official publication.

### **The Performance Measurement Project**

The Performance Measurement Project is an ongoing effort by numerous 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 Performance Measurement Project, which includes the cities of Asheville, Burlington, Carrboro, Cary, Charlotte, Concord, Durham, Gastonia, Greensboro, Hickory, High Point, Matthews, Raleigh, Wilmington, Wilson, and Winston-Salem. Coordinated by the School of Government at the University of North Carolina – Chapel Hill, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, fleet maintenance and human resources. The production of drinking water by municipalities is a new service area that is included this year.

The scope and purpose of the Performance Measurement Project includes:

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

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

### **Operationalizing Performance Measurement in Salisbury**

The City of Salisbury has committed to continuing in the North Carolina Local Government Performance Measurement Project in FY2008-09 and beyond. During the February 2006 planning and goal-setting retreat, the City Council made the decision to "operationalize" the City's performance measurement processes, as the Council now views this management practice as routine and expected.

# Salisbury

# Residential Refuse Collection

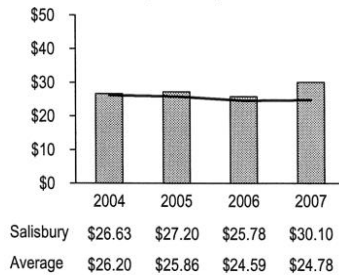
Key: Salisbury ■

Benchmarking Average —

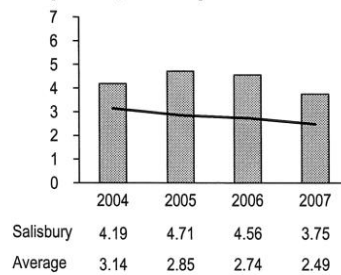
Fiscal Years 2004 through 2007

## RESOURCE Measures

**Residential Refuse Collection  
Costs per Capita**

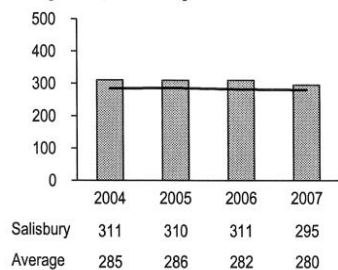


**Residential Refuse Collection FTEs  
per 10,000 Population**

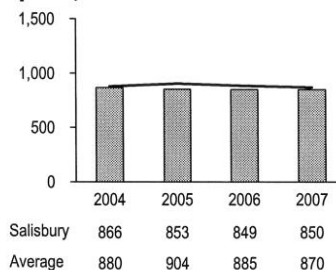


## WORKLOAD Measures

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

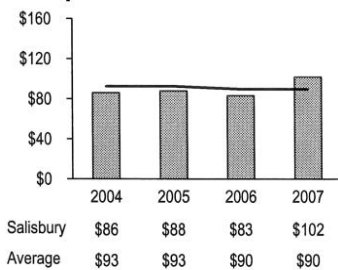


**Residential Refuse Tons  
per 1,000 Collection Points**

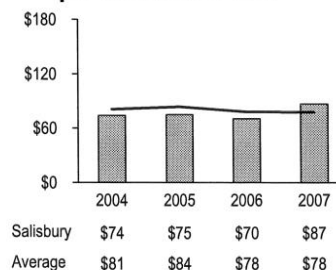


## EFFICIENCY Measures

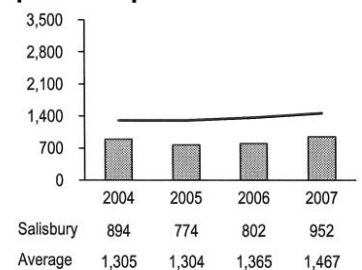
**Residential Refuse Collection Cost  
per Ton Collected**



**Residential Refuse Collection Cost  
per Collection Point**

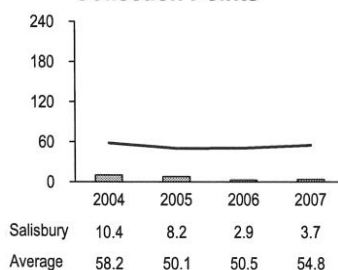


**Refuse Tons Collected  
per Municipal Collection FTE**

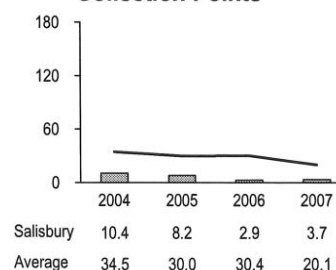


## EFFECTIVENESS Measures

**Complaints per 1,000  
Collection Points**



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



# Residential Refuse Collection

## Salisbury

Fiscal Year 2006–07

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2006)	30,634	<p><b>Service Level and Delivery</b> Salisbury provides residential refuse collection service once per week at curbside. Backyard collection service is provided for disabled customers only. The city charges a monthly fee of \$2.98 for residential collection.</p> <p>The city employed six crews during FY 2006–07, three composed of one driver and three with two driver-operators. Six semi-automated packers were used during the fiscal year. Fifteen collection routes were used with an average of one four-mile trip per route per day to the transfer station.</p> <p>Each resident has one ninety-five-gallon roll-out cart provided and paid for by the city. A second cart may be obtained. The city collected 9,041 tons of residential refuse during FY 2006–07 at a cost per ton of \$102. Not included in the cost per ton was a \$34.50 landfill tipping fee.</p> <p>Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from roll-out carts.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> Salisbury's total tons collected includes bulk trash, which is collected along with residential refuse and cannot be separated for reporting purposes.</p>
Land Area (Square Miles)	20.30	
Persons per Square Mile	1,509	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; little snow and ice	
Median Family Income (US Census 2000)	\$41,108	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	49.3%	
Operating Costs	35.7%	
Capital Costs	15.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 454,825	
Operating Costs	\$ 328,832	
Capital Costs	\$ 138,465	
TOTAL	\$ 922,122	
SERVICE PROFILE		
FTE Positions—Collection	9.50	
FTE Positions—Other	2.00	
Tons Collected	9,041	
Residential Customers (number represents collection points)	10,632	
Collection Location (backyard for disabled)	Curbside	
Collection Frequency	1 x week	
Size of Crews (most commonly used)	1 & 2 person	
Percentage of Service Contracted	0%	
Service Fee (monthly)	\$2.98	
Type of Equipment	6 packers	

# Salisbury

# Household Recycling

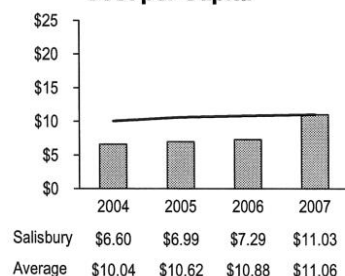
Key: Salisbury ■

Benchmarking Average —

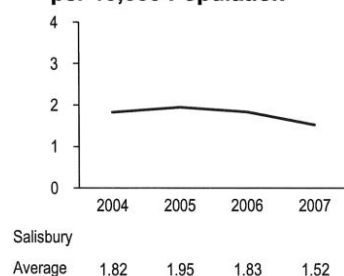
Fiscal Years 2004 through 2007

## RESOURCE Measures

**Recycling Services  
Cost per Capita**

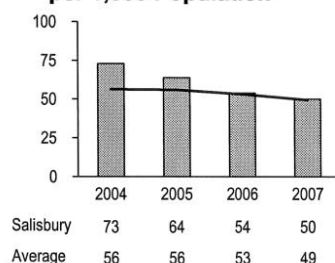


**Recycling Services FTEs  
per 10,000 Population**

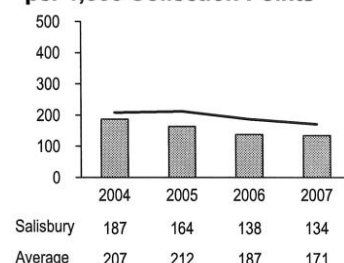


## WORKLOAD Measures

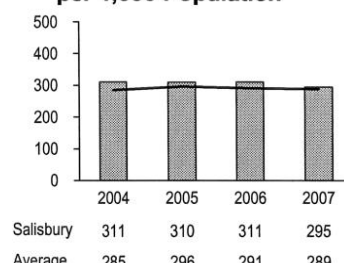
**Tons Recyclables Collected  
per 1,000 Population**



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

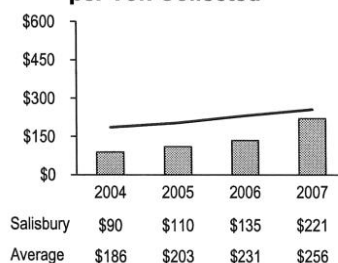


**Tons Solid Waste Landfilled  
per 1,000 Population**

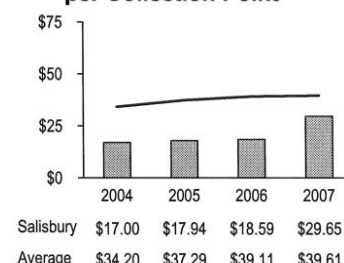


## EFFICIENCY Measures

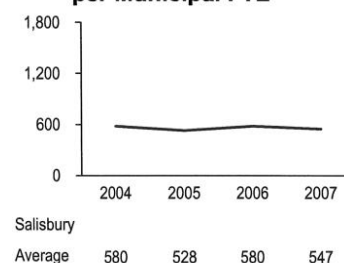
**Recycling Services Cost  
per Ton Collected**



**Recycling Services Cost  
per Collection Point**

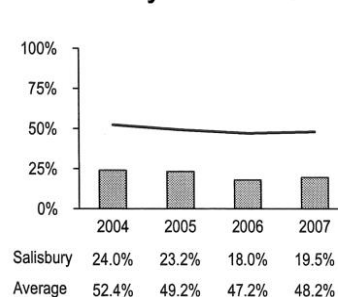


**Tons Collected Curbside  
per Municipal FTE**

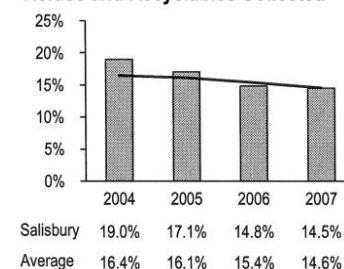


## EFFECTIVENESS Measures

**Community Set-out Rate**



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



# Salisbury

## Household Recycling

Fiscal Year 2006–07

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2006)	30,634	<p><b>Service Level and Delivery</b> Salisbury provides once-a-week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of \$2.81 in FY 2006–07. The city provides and pays for the fourteen-gallon recycling bins that residents use. The city contracts 100 percent of its recycling program. Recyclables are sorted at the curb by the contractor and taken to the county recycling site.</p> <p>The recyclable materials collected include</p> <ul style="list-style-type: none"> <li>glass (all colors)</li> <li>newspaper</li> <li>magazines and catalogs</li> <li>mixed paper and mail</li> <li>telephone books</li> <li>cardboard—broken down and cereal boxes</li> <li>plastics—No. 1 and No. 2</li> <li>aluminum cans</li> <li>steel cans</li> </ul> <p>Salisbury defines all complaints as valid complaints. The contractor missing a bin is the usual complaint.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The set-out rate was reported monthly by the contractor. The city reserves the right to conduct unannounced follow-up inspections of the collection process.</p>
Land Area (Square Miles)	20.30	
Persons per Square Mile	1,509	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; Some snow and ice	
Median Family Income (US Census 2000)	\$41,108	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	0.0%	
Operating Costs	100.0%	
Capital Costs	0.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ -	
Operating Costs	\$ 337,978	
Capital Costs	\$ -	
TOTAL	\$ 337,978	
SERVICE PROFILE		
FTE Positions—Collection	0.0	
FTE Positions—Other	0.0	
Tons Collected	1,532	
Collection Points	11,400	
Collection Location	Curbside	
Collection Frequency	1 x week	
Number of City Drop-off Centers	0	
Percentage of Service Contracted	100%	
Revenue from Recycling	\$0	
Revenue as Percentage of Cost	NA	

# Salisbury

# Yard Waste/Leaf Collection

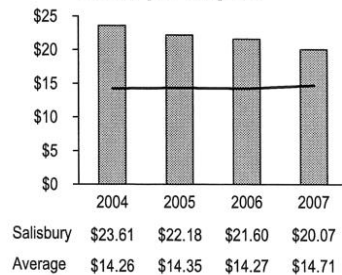
Key: Salisbury ■

Benchmarking Average —

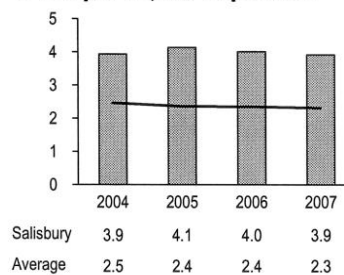
Fiscal Years 2004 through 2007

## RESOURCE Measures

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

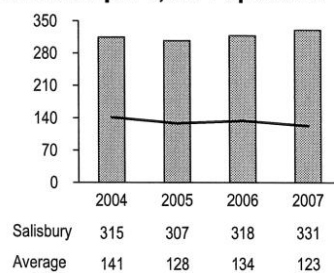


**Yard Waste and Leaf Collection  
FTEs per 10,000 Population**

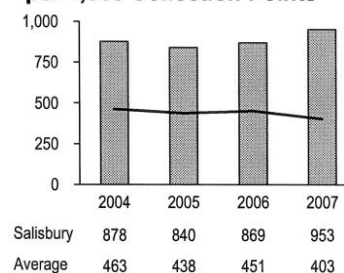


## WORKLOAD Measures

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

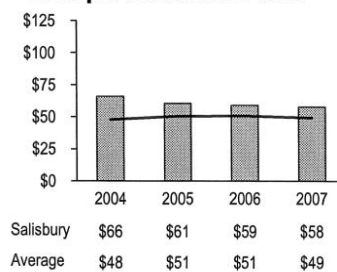


**Yard Waste and Leaf Tons Collected  
per 1,000 Collection Points**

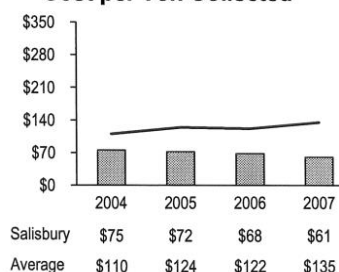


## EFFICIENCY Measures

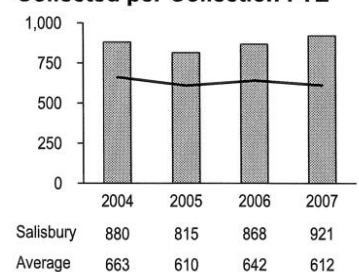
**Yard Waste and Leaf Collection  
Cost per Collection Point**



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

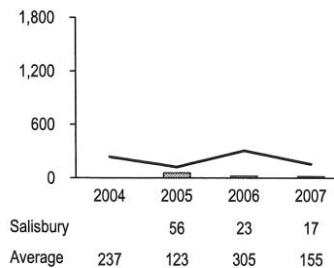


**Yard Waste and Leaf Tons  
Collected per Collection FTE**

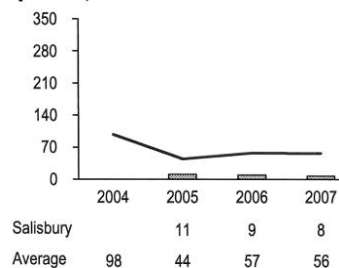


## EFFECTIVENESS Measures

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



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



# Yard Waste/Leaf Collection

## Salisbury

Fiscal Year 2006–07

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2006)	30,634	<p><b>Service Level and Delivery</b> Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.</p> <p>The city uses from two to three two-person crews, each consisting of a driver and laborer, on packer trucks for yard waste collection. One to two additional two-member crews operating two knuckleboom trucks collect large brush piles and limbs. One supervisor patrols the routes throughout the day, coordinating pick-ups, and responding to citizen requests.</p> <p>Loose leaves are collected from curbside during leaf season, which runs from mid-October through March. Loose leaves are collected every third week during leaf season. Bagged leaves are collected as part of the weekly yard waste program.</p> <p>One to seven crews, each composed of an operator, a street maintenance worker, and a seasonal worker, are used for the annual leaf collection program.</p> <p>The city did not charge a fee for its yard waste collection program during FY 2006–07.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b></p>
Land Area (Square Miles)	20.30	
Persons per Square Mile	1,509	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; some snow and ice	
Median Family Income (US Census 2000)	\$41,108	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	66.6%	
Operating Costs	21.7%	
Capital Costs	11.7%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 409,318	
Operating Costs	\$ 133,642	
Capital Costs	\$ 71,751	
TOTAL	\$ 614,711	
SERVICE PROFILE		
FTE Positions—Collection	11.00	
FTE Positions—Other	1.00	
Collection Points		
Yard Waste	10,632	
Leaves	10,632	
Tons Collected		
Yard Waste	7,140	
Leaves	2,988	
Total	10,128	
Collection Frequency		
Yard Waste	1 x week	
Bagged Leaves	1 x week	
Loose Leaves (seasonal collection)	1 x 3 weeks	
Service Fee	No	



# Salisbury

# Police Services

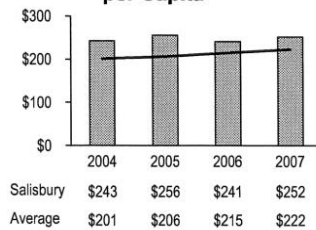
Key: Salisbury ■

Benchmarking Average —

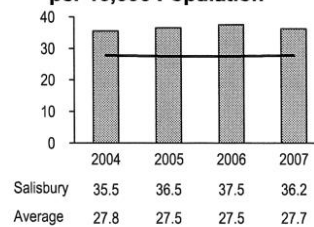
Fiscal Years 2004 through 2007

## RESOURCE Measures

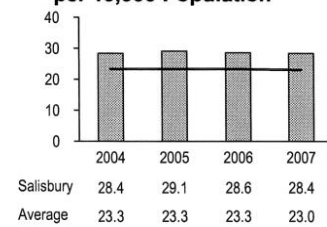
**Police Services Costs  
per Capita**



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

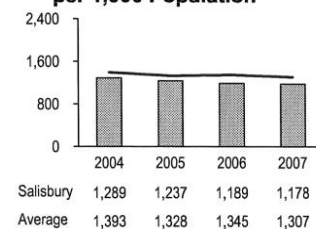


**Sworn Police Officers  
per 10,000 Population**

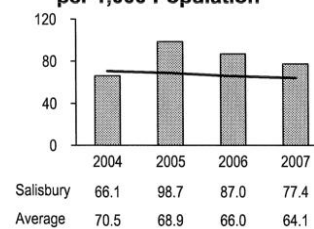


## WORKLOAD Measures

**Calls Dispatched  
per 1,000 Population**

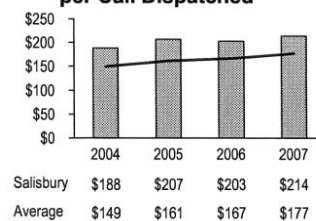


**Part I Crimes  
per 1,000 Population**

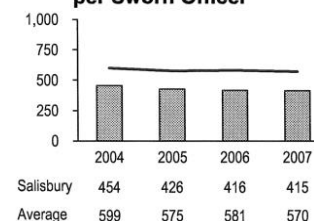


## EFFICIENCY Measures

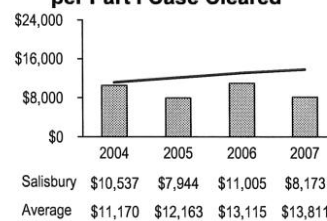
**Police Services Cost  
per Call Dispatched**



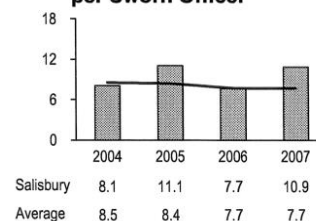
**Calls Dispatched  
per Sworn Officer**



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

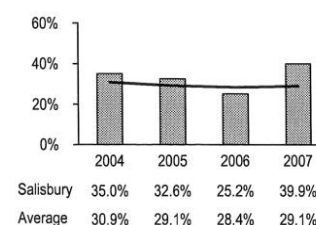


**Part I Cases Cleared  
per Sworn Officer**

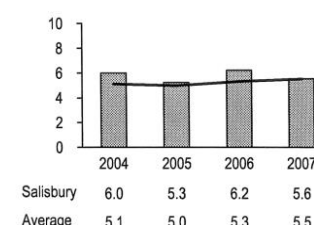


## EFFECTIVENESS Measures

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



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



# Salisbury

## Police Services

Fiscal Year 2006–07

MUNICIPAL PROFILE		EXPLANATORY INFORMATION	
Population (OSBM 2006)	30,634	<b>Service Level and Delivery</b> Salisbury's police department provides an array of police services, including patrol, investigations, traffic, canine, special response, bicycle patrol, drug enforcement units, animal control, a school program, and other programs.	
Land Area (Square Miles)	20.30		
Persons per Square Mile	1,509		
County	Rowan		
Median Family Income (US Census 2000)	\$41,108	The city had eighty-seven sworn officer positions authorized for FY 2006–07, with an average length of service of 10.25 years. The police department is located in a two-story facility and also has two substations. One substation is located in a neighborhood and one substation is office space located at Rowan Regional Medical Center.	
Unemployment Rate (ESC-06)	5.0%		
Part I Crimes Reported			
Homicide	5		
Rape	14	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.	
Robbery	144		
Assault	155		
Burglary	469		
Larceny	1,381		
Auto Theft	192		
Arson	11		
TOTAL	2,371		
<b>FULL COST PROFILE</b>			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.
Cost Breakdown by Percentage			
Personal Services	63.2%		
Operating Costs	28.9%		
Capital Costs	8.0%	The police department was successful in clearing a total of 946 Part I cases in FY 2006–07.	
TOTAL	100.0%		
Cost Breakdown in Dollars			
Personal Services	\$ 4,884,763		
Operating Costs	\$ 2,231,189	The city defines high priority emergency calls as those crimes that are in progress, life threatening, or potentially life threatening circumstances.	
Capital Costs	\$ 616,081		
TOTAL	\$ 7,732,033		
<b>SERVICE PROFILE</b>			<b>Conditions Affecting Service, Performance, and Costs</b> The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.
FTE Positions—Sworn	87.0		
FTE Positions—Other	24.0		
Part I Crimes Cleared			
Persons	250		
Property	696		
Total	946		
Reporting Format	IBR		
Part II Crimes Reported	2,427		
Number of Calls Dispatched	36,091		
Traffic Accidents	1,940		
Property Damage	NA		

# Salisbury

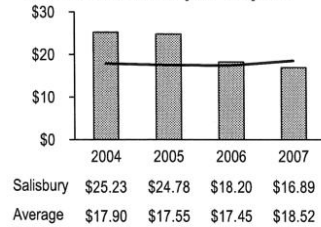
# Emergency Communications

Key: Salisbury ■ Benchmarking Average —

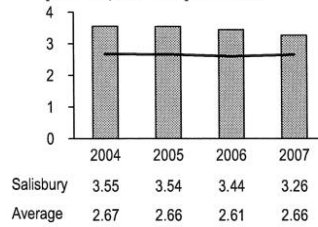
Fiscal Years 2004 through 2007

## RESOURCE Measures

**Emergency Communications Services Costs per Capita**

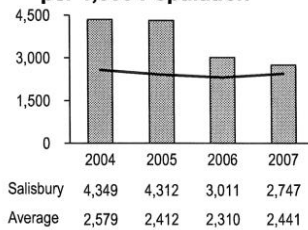


**Emergency Communications FTEs per 10,000 Population**

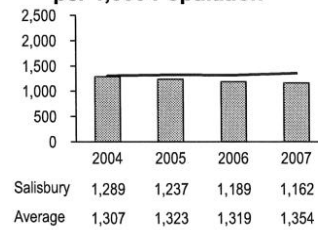


## WORKLOAD Measures

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

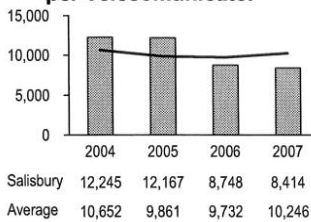


**Calls Dispatched per 1,000 Population**

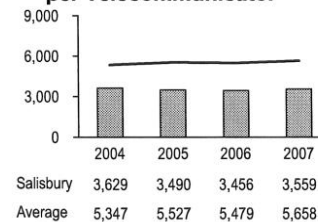


## EFFICIENCY Measures

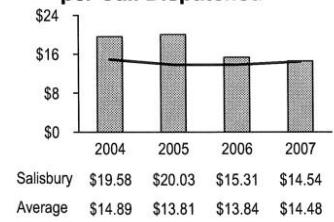
**Calls Answered per Telecommunicator**



**Calls Dispatched per Telecommunicator**

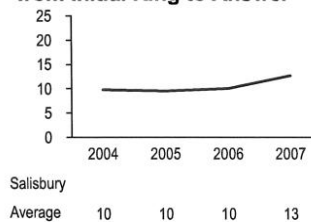


**Emergency Services Cost per Call Dispatched**

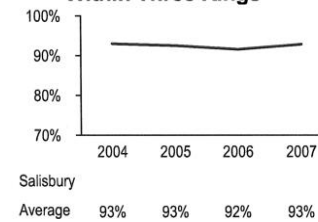


## EFFECTIVENESS Measures

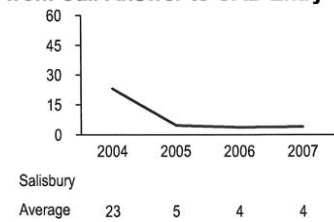
**Number of Seconds from Initial Ring to Answer**



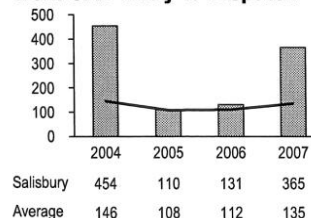
**Percent of Calls Answered Within Three Rings**



**Average Time in Seconds from Call Answer to CAD Entry**



**Average Time in Seconds from CAD Entry to Dispatch**



# Salisbury

## Emergency Communications

Fiscal Year 2006–07

### MUNICIPAL PROFILE

Population (OSBM 2006)	30,634
Land Area (Square Miles)	20.30
Persons per Square Mile	1,509
County	Rowan
Median Family Income (US Census 2000)	\$41,108
Unemployment Rate (ESC-06)	5.0%
Population Growth (OMB 2000–2006)	11.3%

### FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	76.0%
Operating Costs	21.6%
Capital Costs	2.4%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$ 393,384
Operating Costs	\$ 111,921
Capital Costs	\$ 12,245
TOTAL	\$ 517,550

### SERVICE PROFILE

FTE Positions	
Telecommunicators/Call-takers	10.0
Other	0.0
Total Incoming Calls	84,142
Total 911 Calls	14,343
Total Calls Dispatched	35,588
E-911 Fee	\$0.65
Revenue from Fee	NA

### EXPLANATORY INFORMATION

#### Service Level and Delivery

The emergency communications center is located in the police department and processes 911 emergency and nonemergency calls. Fire and EMS calls are handled by Rowan County. Many of the calls come directly to the center. Others from city residents go initially to the Rowan County communications center and are immediately switched to the city's police communications center. The city's center operates twenty-four hours a day, seven days a week.

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 84,142 for FY 2006–07, dispatching 35,588 of them. The city defines highest priority emergency calls as crimes in progress and calls involving injury or imminent injury to a person.

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

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

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

# Salisbury

# Asphalt Maintenance and Repair

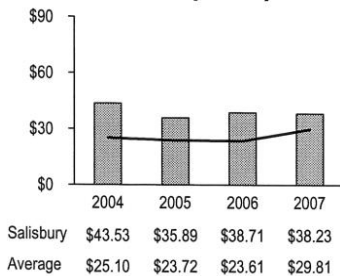
Key: Salisbury ■

Benchmarking Average —

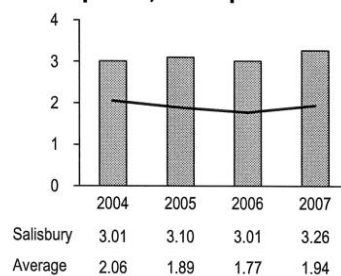
Fiscal Years 2004 through 2007

## RESOURCE Measures

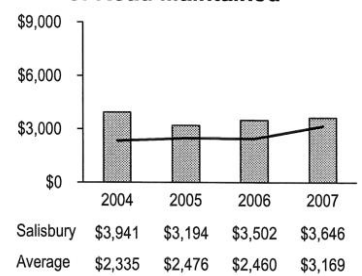
### Asphalt Maintenance and Repair Services Costs per Capita



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

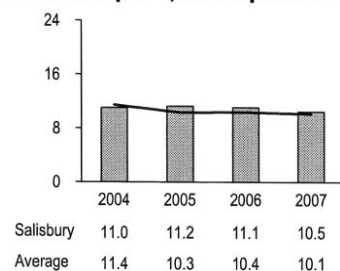


### Service Costs per Lane Mile of Road Maintained

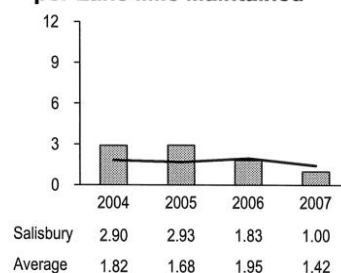


## WORKLOAD Measures

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

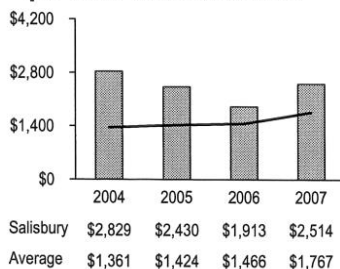


### Reported Pot Holes per Lane Mile Maintained

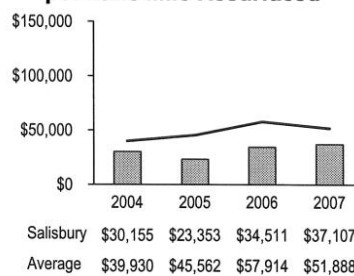


## EFFICIENCY Measures

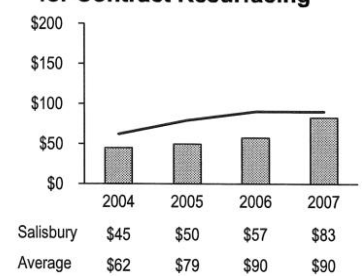
### Cost of Maintenance per Lane Mile Maintained



### Resurfacing Cost per Lane Mile Resurfaced

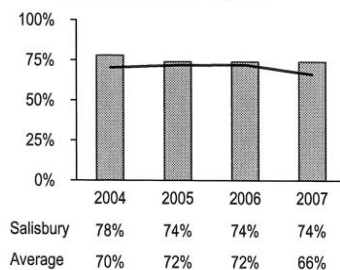


### Cost per Ton for Contract Resurfacing

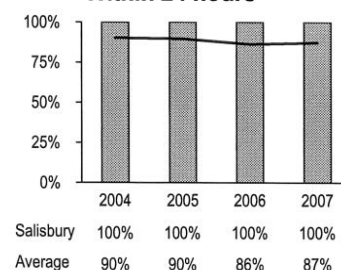


## EFFECTIVENESS Measures

### Street Segments Rated 85 Percent or Better



### Percentage of Pot Holes Repaired Within 24 hours



# Salisbury

## Asphalt Maintenance and Repair

Fiscal Year 2006–07

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2006)	30,634	<p><b>Service Level and Delivery</b> The City of Salisbury was responsible for maintaining 321.16 lane miles during FY 2006–07.</p> <p>The city resurfaced 9.8 lane miles, equating to approximately 3.1 percent of total lane miles. A total of 4,397 tons of asphalt was used during the fiscal year by contractors for resurfacing projects. The average resurfacing depth used by the contractor was 1.5 inches.</p> <p>The city reported that 74 percent of its street segments rated 85 percent or above on its most recent rating conducted in the year 2005. The city used ITRE as its rating system.</p> <p>The number of potholes reported for FY 2006–07 was 321. The percentage of potholes repaired within twenty-four hours was 100 percent. The city reported a resurfacing cycle of fifteen years.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The rising price of oil significantly increased the cost of asphalt used for resurfacing and repair work.</p>
Land Area (Square Miles)	20.30	
Persons per Square Mile	1,509	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; some ice and snow	
Median Family Income (US Census 2000)	\$41,108	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	33.4%	
Operating Costs	53.5%	
Capital Costs	13.1%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 390,824	
Operating Costs	\$ 626,424	
Capital Costs	\$ 153,758	
TOTAL	\$ 1,171,006	
SERVICE PROFILE		
FTE Positions—Crews	9.00	
FTE Positions—Other	1.00	
Lane Miles Maintained	321.2	
Lane Miles Resurfaced—Contract	9.80	
Lane Miles Resurfaced—City	0.00	
Total	9.80	
Tons of Asphalt Used—Resurfacing		
Contractor	4,397	
City Crews	0	
Cost of Repaving—Contract	\$363,648	
Cost of Repaving—City Crews	\$0	
Cost of Maintenance	\$807,358	
Registered Vehicles	21,935	
Registered Vehicles/Square Mile	1,081	

# Salisbury

# Fire Services

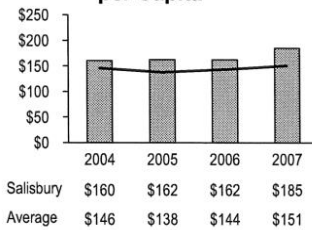
Key: Salisbury ■ Benchmarking Average —

Benchmarking Average —

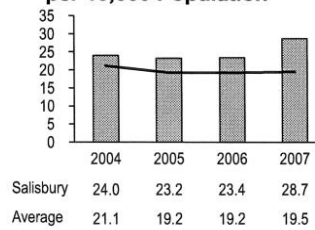
Fiscal Years 2004 through 2007

## RESOURCE Measures

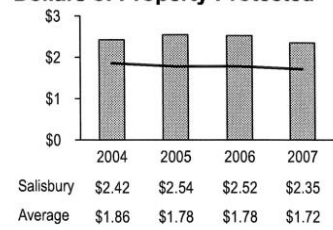
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

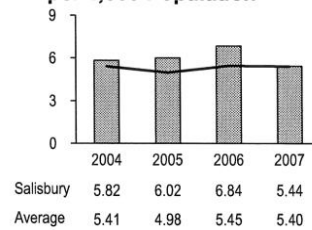


**Fire Services Cost per Thousand Dollars of Property Protected**

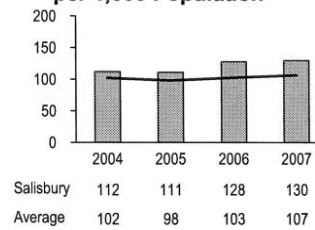


## WORKLOAD Measures

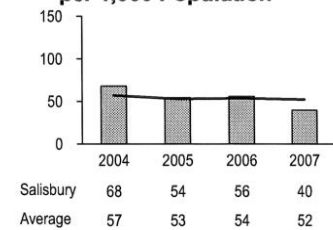
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

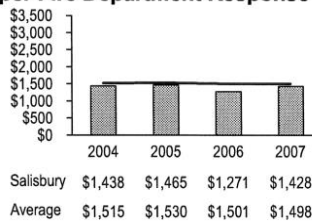


**Fire Inspections Completed per 1,000 Population**

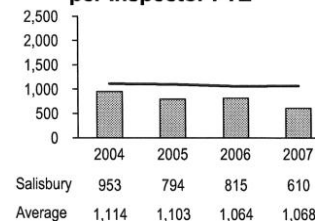


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

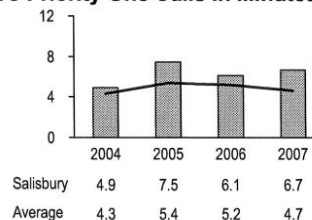


**Inspections Completed per Inspector FTE**

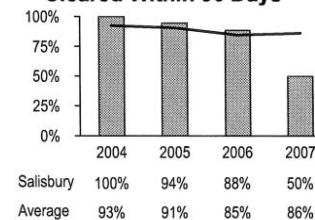


## EFFECTIVENESS Measures

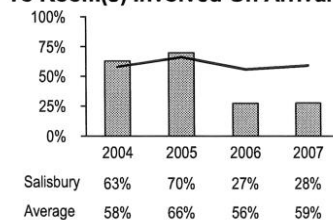
**Average Response Time To Priority One Calls In Minutes**



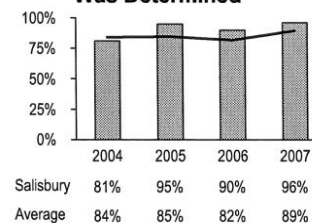
**Percentage of Fire Code Violations Cleared Within 90 Days**



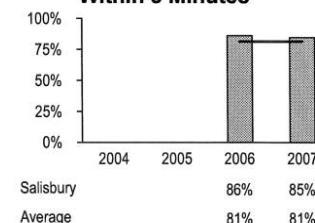
**Percentage of Fires Confined To Room(s) Involved On Arrival**



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



**Percentage of Full Response Within 8 Minutes**





# Salisbury

## Fire Services

Fiscal Year 2006–07

### MUNICIPAL PROFILE

Population Served	30,700
Land Area Served (Square Miles)	21.5
Persons Served per Square Mile	1,428
Topography	Gently rolling
County	Rowan
Climate	Moderate; some ice and snow

### FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	64.1%
Operating Costs	23.6%
Capital Costs	12.2%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$ 3,644,534
Operating Costs	\$ 1,341,205
Capital Costs	\$ 696,000
TOTAL	\$ 5,681,739

### SERVICE PROFILE

FTE Positions—Firefighters	69.0
FTE Positions—Other	19.0
Fire Stations	4
Amount of Property Protected	\$2,416,776,551
Fire Apparatus	
Pumpers	0
Aerial Trucks	4
Reserve Equipment—Other	5
Total	9
Fire Department Responses	
Fires	167
Medical	2,417
False alarms	463
Other	932
Total	3,979
Engine Companies	5
Actual Fires Reported	167
Structural Fires Reported	54

### 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 contained the following divisions in FY 2006–07: 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 fire department reported an average turnout time of one minute and average travel time of 6.66 minutes. Average dispatch time was not available.

Salisbury added a new fire station during the year with operation starting in January 2007.

The city had an ISO rating of 2 for FY 2006–07.

The fire department in Salisbury reported 1,220 fire inspections conducted in FY 2006–07. 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

The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. Previously this had been measured as the percentage within ten minutes but was changed to match NFPA 1710 performance guidelines.



# Salisbury

# Fleet Maintenance

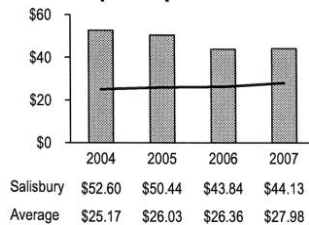
Key: Salisbury ■ Benchmarking Average —

Benchmarking Average —

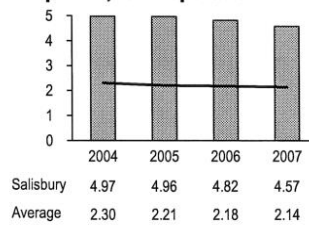
Fiscal Years 2004 through 2007

## RESOURCE Measures

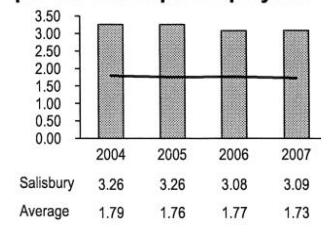
**Fleet Maintenance Services Cost per Capita**



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

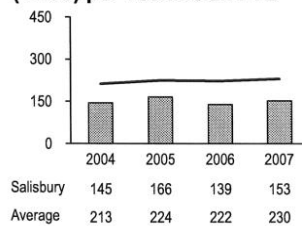


**Fleet Maintenance FTEs per 100 Municipal Employees**

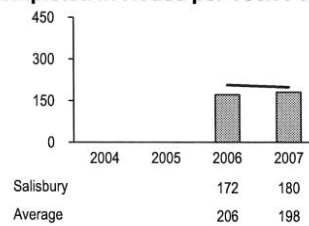


## WORKLOAD Measures

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

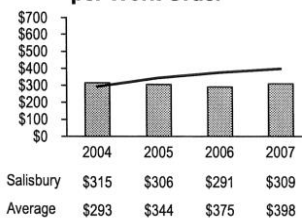


**Preventive Maintenances (PMs) Completed in House per Tech FTE**

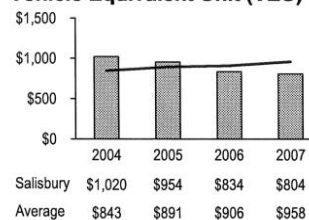


## EFFICIENCY Measures

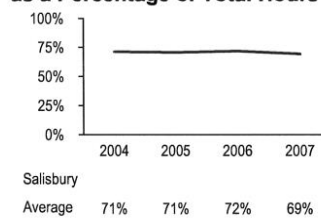
**Fleet Maintenance Cost per Work Order**



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

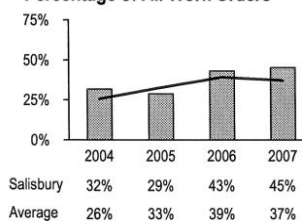


**Hours Billed as a Percentage of Total Hours**

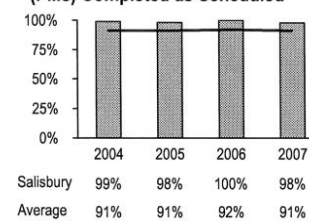


## EFFECTIVENESS Measures

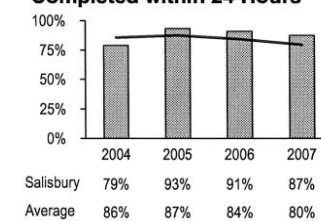
**Preventive Maintenances (PMs) as a Percentage of All Work Orders**



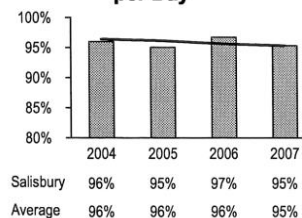
**Percentage of Preventive Maintenances (PMs) Completed as Scheduled**



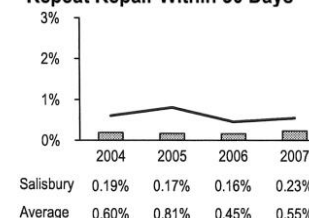
**Percentage of Work Orders Completed within 24 Hours**



**Percentage of Rolling Stock Available per Day**



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



# Salisbury

## Fleet Maintenance

Fiscal Year 2006–07

### MUNICIPAL PROFILE

Population (OSBM 2006)	30,634
Land Area (Square Miles)	20.30
Persons per Square Mile	1,509

County	Rowan
Topography	Gently rolling

Climate	Moderate
---------	----------

Rolling Stock Maintained	No.	Average age
Cars—Normal Usage	13	7.1 Years
Cars—Severe Usage	84	5.2 Years
Light Vehicles	169	8.1 Years
Medium Vehicles	15	9.3 Years
Heavy—Sanitation	10	6.3 Years
Heavy—Sewer	2	4.0 Years
Heavy—Fire Apparatus	16	12.5 Years
Heavy—Other	23	12.0 Years
Trailed Equipment	76	16.6 Years
Off-road/Construction/Tractors	93	17.0 Years
Buses	10	10.6 Years
Total	511	

Vehicle Equivalent Units (VEUs)	1,680
---------------------------------	-------

### FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	51.1%
Operating Costs	44.8%
Capital Costs	4.1%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$ 691,031
Operating Costs	\$ 605,696
Capital Costs	\$ 55,118
TOTAL	\$ 1,351,845

### SERVICE PROFILE

FTE Positions—Technician	11.0
FTE Positions—Other	3.0
Work Bays	14
Average Rolling Stock Units Available Per Day	487
Hours Billed	NA
Work Orders	4,375
Repeat Repairs within 30 Days	10
Work Orders Completed within 24 hours	3,825
Preventive Maintenance (PMs)	1,981
PMs Completed as Scheduled	1,937

### EXPLANATORY INFORMATION

#### Service Level and Delivery

Fleet Maintenance is a division of the Public Services Department and operates the fleet and transit shops. All activities in this operation were accounted for in Salisbury's general fund for FY 2006–07.

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 \$45.34 per hour for labor, has a 10 percent markup on parts, and a 15 percent markup on sublet work. Parts inventory turned over 2.16 times during the fiscal year.

The following services were contracted out during FY 2006–07:

body work  
exhaust system repairs  
towing

In addition to maintenance responsibilities for the city's rolling stock, the fleet maintenance division also maintains vehicles for Rowan County and two trolleys for downtown Salisbury. The division also has responsibility for equipment including generators, water pumps, hydraulic power units, mowers, tamps, weed wackers, jack hammers, rescue equipment, air compressors, sidewalk sweepers, thermo plastic equipment, hydraulic hammers, pavement saws, chain saws, and other city equipment.

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

Vehicle Equivalent Units (VEUs) are a weighted measure of the maintenance effort associated with different classes of vehicles. A normal-use car is considered equal to one VEU. Vehicles such as fire trucks or police cars have higher VEUs reflecting greater expected levels of maintenance.

In Salisbury the preventive maintenance completion standard for "percentage of PMs completed as scheduled" is within thirty days of scheduled maintenance or within defined mileage parameters.

# Salisbury

# Human Resources

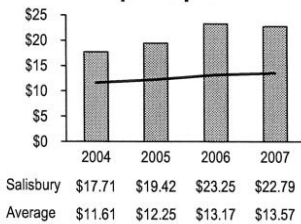
Key: Salisbury ■

Benchmarking Average —

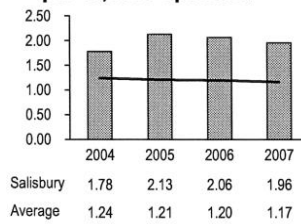
Fiscal Years 2004 through 2007

## RESOURCE Measures

**Human Resources Services  
Cost per Capita**

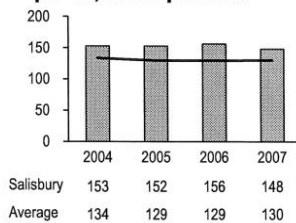


**Human Resources FTEs  
per 10,000 Population**

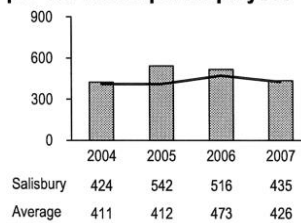


## WORKLOAD Measures

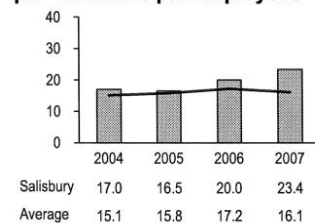
**Total Municipal FTEs  
per 10,000 Population**



**Applications Processed  
per 100 Municipal Employees**

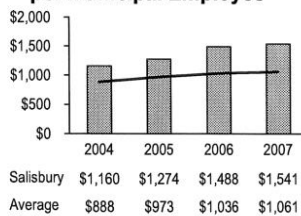


**Position Requisitions  
per 100 Municipal Employees**

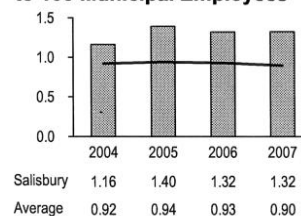


## EFFICIENCY Measures

**Human Resources Cost  
per Municipal Employee**

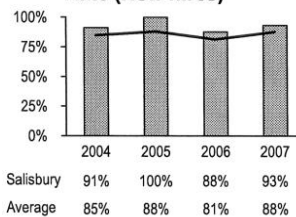


**Ratio of Human Resources Staff  
to 100 Municipal Employees**

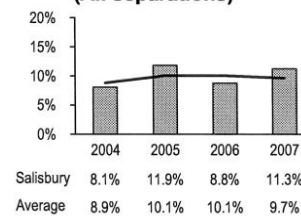


## EFFECTIVENESS Measures

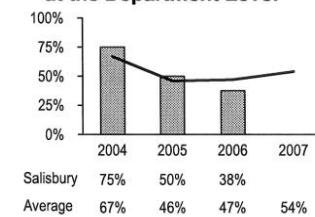
**Probationary Period Completion  
Rate (New Hires)**



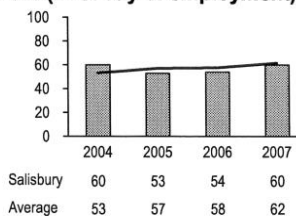
**Employee Turnover Rate  
(All separations)**



**Percentage of Grievances Resolved  
at the Department Level**



**Average Days from Post Date to Hire  
Date (First day of employment)**



# Salisbury

## Human Resources

Fiscal Year 2006–07

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2006)	30,634	<b>Service Level and Delivery</b> The human resources function in Salisbury is a centralized unit that provides internal support and assistance with six staff members, including the director (administration, equal employment opportunity and grievance, and special investigations), an analyst II (benefits administration, HRIS, policy interpretation, and wellness), an analyst II (training and development), an analyst I (recruitment, compensation, classification, and position control), an analyst I (multiculturalism program), and a technician (applicant flow, administrative support, budget preparation, and corporate giving).
Land Area (Square Miles)	20.30	
Persons per Square Mile	1,509	
Unemployment Rate (ESC-05)	5.0%	
County	Rowan	
Topography	Gently rolling	
Climate	Moderate	
<b>FULL COST PROFILE</b>		The city's probationary period was six months for employees during FY 2006–07.
Cost Breakdown by Percentage		
Personal Services	56.8%	<b>Conditions Affecting Service, Performance, and Costs</b>
Operating Costs	43.2%	
Capital Costs	0.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 396,827	
Operating Costs	\$ 301,327	
Capital Costs	\$ -	
TOTAL	\$ 698,154	
<b>SERVICE PROFILE</b>		
FTE Positions		
Administration	1.00	
Generalist/Specialist	4.00	
Staff Support (Clerical)	1.00	
Total Authorized Workforce	453	
Number of Position Requisitions	106	
Number of Recruitment Cycles	40	
Employment Applications Processed	1,971	
Employee Turnover		
Voluntary Separations	44	
Involuntary Separations	7	
Total Separations	51	
Average Length of Service (Months)	NA	
Formal Grievances Filed by Employees	NA	
EEOC Complaints Filed	NA	
Length of Probationary Employment Period	6 months	
Compensation Studies Completed	NA	

# Salisbury

# Water Services

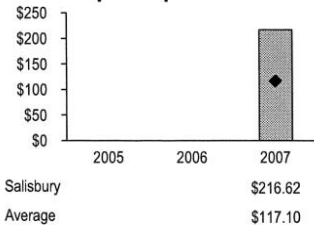
Key: Salisbury ■

Benchmarking Average ◆

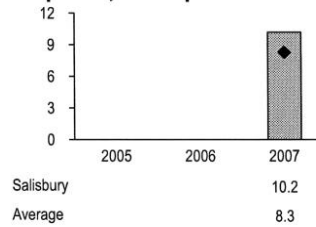
Fiscal Year 2007

## RESOURCE Measures

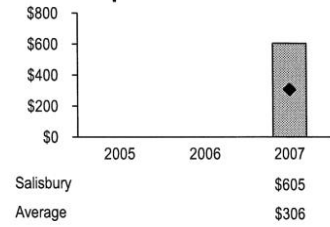
**Water Services Cost per Capita**



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

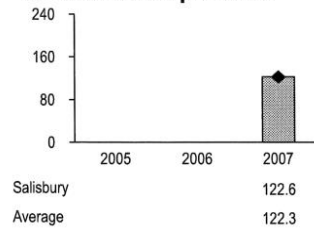


**Water Services Cost per Meter**

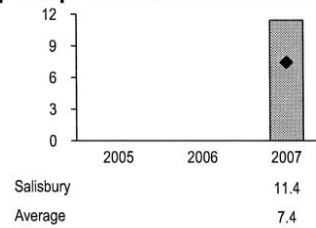


## WORKLOAD Measures

**Thousands of Gallons of Billed Water per Meter**

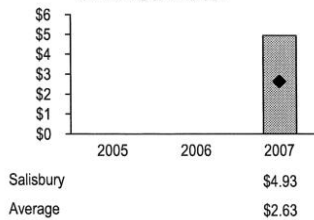


**Miles of Main Line Pipe per Square Mile of Service Area**

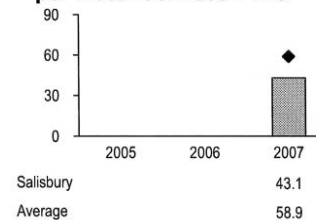


## EFFICIENCY Measures

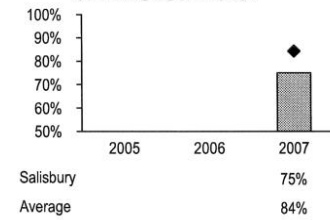
**Total Cost per Thousand Gallons of Billed Water**



**Million Gallons of Billed Water per Water Services FTEs**

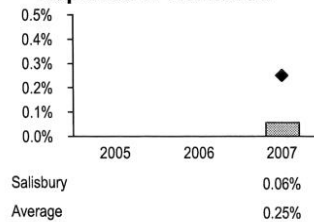


**Billed Water as a Percentage of Finished Water**

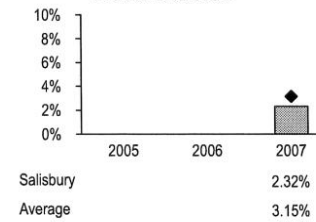


## EFFECTIVENESS Measures

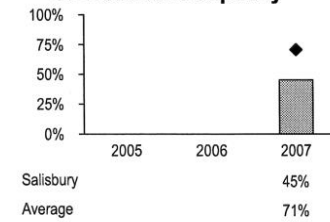
**Percentage of Existing Pipeline Replaced or Rehabbed**



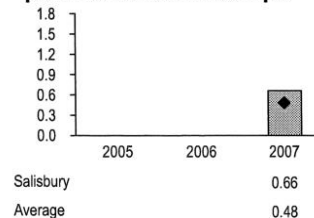
**Percentage of Water Bills Not Collected**



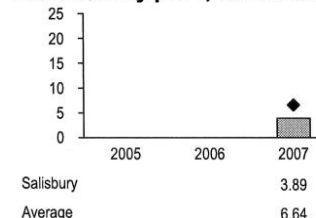
**Peak Daily Demand as a Percentage of Treatment Capacity**



**Breaks and Leaks per Mile of Main Line Pipe**



**Customer Complaints about Water Quality per 1,000 Meters**



# Salisbury

## Water Services

Fiscal Year 2006–07

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Estimated Service Population	46,600	<b>Service Level and Delivery</b> The City of Salisbury provides water service through an enterprise fund department. This department is known as Salisbury-Rowan Utilities. The system covers 31.4 square miles and covers much of Rowan County. Approximately 47,000 people are served. The system was assembled during the late 1990s and early 2000s as the City of Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer, China Grove, Landis, and the City of Kannapolis.
Service Land Area (Square Miles)	31.4	
Persons per Square Mile	1,484	
County	Rowan	
Topography	Gently rolling	
Climate	Temperate; some ice and snow	
Median Family Income (US Census 2000)	\$41,108	<b>Water source for the system is the Yadkin River. The estimated safe yield for the system is 108 million gallons per day. The system has one treatment plant with a capacity of twenty-five million gallons per day. The plant uses an Actiflo pretreatment process followed by a conventional sedimentation and filtration treatment process.</b>  <b>Water meters are read once per month. The system currently does not have any automatic remote read meters. The standard for meter replacement is fifteen years.</b>
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	20.5%	
Operating Costs	43.2%	
Capital Costs	36.3%	
TOTAL	100.0%	
Cost Breakdown in Dollars		<b>Conditions Affecting Service, Performance, and Costs</b> Water Services is a brand new service area for the benchmarking project beginning with Fiscal Year 2006–07.  The costs of water service as captured here do not include debt service but only capture depreciation.
Personal Services	\$ 2,068,485	
Operating Costs	\$ 4,357,384	
Capital Costs	\$ 3,668,427	
TOTAL	\$ 10,094,296	
<b>SERVICE PROFILE</b>		
FTE Staff Positions		
Treatment Plant	8.0	
Line Crews	13.0	
Meter Readers	11.0	
Billing/Collection	4.5	
Other	11.0	
Number of Treatment Plants	1	
Total Treatment Capacity	25.0 MG	
Average Daily Demand in FY07	7.4 MG	
Miles of Mainline Pipe	359	
Average Age of Mainline Pipe	40 years	
Number of Breaks/Leaks in FY 07	238	
Number of Water Meters	16,691	
Percent of Meters Read Automatically	0.0%	
Total Revenues Collected for Water	\$10,222,000	



**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2008, AND ENDING JUNE 30, 2009.**

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, 2008, and ending June 30, 2009, 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	\$ 175,237
Management and Administration	960,540
Human Resources	874,351
Information Technologies	1,424,437
Management Services	1,430,284
Purchasing	138,811
Community Development	666,475
GIS	246,872
Development Services	498,895
Code Enforcement	213,616
Facilities Management	449,268
Central City Buildings	1,523,115
Plaza	314,282
Police Services	1,486,057
Police Administration	545,718
Police Operations	5,395,660
Fire Department	5,351,164
Telecommunications	502,787
Traffic Operations	731,864
Street Lighting	376,500
Transportation	453,381
Engineering	2,647,309
Public Services - Administration	223,740
Streets	2,214,651
Cemetery	316,945
Solid Waste Management	2,194,122
Waste Management - Other	582,740
Landscape Operations	651,020
Hurley Park	149,852
Parks and Recreation	2,262,754
Fleet Management	887,018
Education	42,342
Debt Service	<u>1,323,309</u>

TOTAL GENERAL FUND	<u><u>\$ 37,255,116</u></u>
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- (2) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER FUND the following:

Water and Sewer Debt Service	\$ 5,831,767
Utilities Mgt. and Administration	4,500,174
Plant Operations-Water Treatment	1,680,905
Systems Maintenance	3,695,324
Environmental Services	760,930
Plant Operations-Wastewater Treatment	2,452,388
Meter Services	610,643
Plants Maintenance	<u>2,018,540</u>

TOTAL WATER AND SEWER FUND \$ 21,550,671

- (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

\$ 1,986,832

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

\$ 1,822,294

- (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

\$ 487,017

- (6) That for the 2008-09 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

\$ 365,040

- (7) 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

\$ 118,255

## 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, 2008 and ending June 30, 2009:

General Fund:	
Taxes	\$ 22,314,382
Licenses and permits	387,595
Intergovernmental	6,007,156
Charges for services	3,155,845
Miscellaneous	491,153
Administrative charges	2,536,683
Other financing sources	<u>2,362,302</u>
Total revenues	<u>\$ 37,255,116</u>

Water and Sewer Fund:	
Operating revenues	\$ 20,461,371
Nonoperating revenues	1,089,300
Total revenues and other financing sources	<u>\$ 21,550,671</u>
Transit Fund:	
Charges for services	\$ 81,500
Intergovernmental revenues	1,373,351
Miscellaneous	500
Other financing sources	531,481
Total revenues and other financing sources	<u>\$ 1,986,832</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,777,294
Miscellaneous	45,000
Other financing sources	-
Total revenues	<u>\$ 1,822,294</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 465,417
Miscellaneous	21,600
Total revenues	<u>\$ 487,017</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 305,040
Miscellaneous	60,000
Total revenue	<u>\$ 365,040</u>
Rental Rehab:	
Miscellaneous	\$ 118,255
Total revenue	<u>\$ 118,255</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, 2008 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

#### General Fund:

(For the expense incident to the proper government of the City of Salisbury)

-- \$ .59

#### Municipal Service District:

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

-- \$ .16

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$2,886,842,224 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. Fees shown in Schedule B for items (t) Recycling fee, (u) Landfill fee, and (v) Waste Collection fee are subject to monthly adjustments based on increases for fuel surcharges from vendors. The City Manager is hereby authorized to make this adjustment monthly based on changes in contract prices from vendors providing these services.

Section 5. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2008 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 6. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 7. Copies of this ordinance shall be furnished to the City's Management Services Director, to be kept on file by him, for his direction in the disbursement of City funds.

Section 8. 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:

	<u>Fee</u>
<b>ADMINISTRATION</b>	
Sale of Salisbury Code of Ordinances-soft back binder	\$271.65
Sale of Salisbury Code of Ordinances-hard back binder	\$304.80
Sale of Salisbury City Council meeting recording	\$5 per CD
Sale of Salisbury Code Supplement Updates	\$24.50 per set
Copy Machine Fee	\$0.10 per copy; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing
<b>LAND MANAGEMENT &amp; DEVELOPMENT</b>	
<i>Development Services</i>	
Standards Manual (includes zoning and subdivisions)	\$20
Conditional District Petition:	
Adoption	\$500
Modification	\$250
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$250
Land Development Ordinance Text Amendment	\$250
Zoning Board of Adjustment:	
Administrative appeal	\$100
Variance	\$150
Permits:	
Special Use Permit	\$250
Zoning Permits (remodeling, additions, & signs)	\$10
Zoning Permits Additions (new principal structures & special sign overlays)	\$20
Major Site Plan Review	\$250

### ***Engineering***

#### Subdivision Review:

Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor plat	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500

#### Temporary Dumpster Permit

\$5 per day per parking space

#### Printed Maps

Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$35
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200

#### Media Charges

CD Disk, Each	\$20
DVD Disk, Each	\$20

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

Mobile GIS Using ArcPad	\$595 per person
Intro to ArcGIS I Training	\$300 per person per day
Intro to ArcGIS II Training	\$300 per person per day
Working with ArcGIS Spatial Analyst	\$1000 per person
Introduction to Programming ArcObjects w/ VBA	\$300 per person per day
Geoprocessing Scripts using Python	\$300 per person per day
Learning ARCGIS	\$300 per person per day
Training Room Rental	\$50 per person, per day

### **POLICE**

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

	Fee
<b>FIRE</b>	
Reinspection (for violation correction)	\$30
Fireworks Stand-by	\$100
Firewatch Stand-by	\$100
Assembly Stand-by	\$25
Permits:	
Permit for demolition	\$20
Permit for moving	\$20
Fireworks	\$130
Cutting and Welding (In non-approved areas)	\$25
Burning	\$35
HazMat Operations	\$100
HazMat Storage (as per Tier 11)	\$120
Tent Permits (Funeral Homes and tents less than 700 sq. ft. exempt)	\$40
Plans Review	\$25 + \$1 per 5,000 sq. ft.; \$30 max.
HazMat/Material Recovery	Actual Cost including equipment
Private Hydrant Testing/Maintenance	\$30 per unit
Tank Installation/Removal Inspection	\$50
Fire Flows	\$200
Copies of Reports (First report is free to victims)	\$0.10 per copy; minimum of \$1
<b>PUBLIC SERVICES</b>	
<i>Administration</i>	
Nuisance abatement	Mobilization fee \$125 + \$50 for every hour or portion thereof
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$200 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500
<i>Traffic Operations Division</i>	
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
<i>Solid Waste</i>	
Collection of indoor furniture to include televisions (not other appliances)	\$5 per item paid in advance
Bagged garbage and trash outside of cart (more than 5 bags)	\$10 paid in advance
Unbagged trash (non-yard waste) outside of cart	\$10 paid in advance

	Fee
<b>Street Division</b>	
Cut & remove existing curb & other material	\$4 LF
Cut & remove existing sidewalk (up to 5 ft wide)	\$4 LF
18-inch concrete curb & gutter	\$8 LF
24-inch concrete curb & gutter	\$11 LF
30-inch concrete curb & gutter	\$15 LF
24-inch concrete valley gutter	\$11 LF
2 ft driveway lip only	\$10 LF
6-inch x 2 ft driveway lip with gutter	\$18 LF
6-inch x 5 ft driveway lip with gutter	\$25 LF
4-inch concrete sidewalk	\$17 SY
6-inch concrete driveway for additional area	\$20 SY
Miscellaneous concrete patch	\$125 CY
Miscellaneous asphalt patch	\$25 SY
Install storm drain on right-of-way (owner supply pipe)	\$5 LF
Limbs and cuttings exceeding truck load per week	\$175/load paid in advance
<b>Fleet Management</b>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$49.35/hour
Repair of Hazardous Material Van:	
Labor	\$49.35/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
<b>Cemetery</b>	
Burial-adult	\$800
Burial-infant	\$400
Disinterment	\$800
Interments - two--one grave-adult	\$850
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$375
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 4:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends and holidays	\$300
Monument installation permit	\$20
Deed Change	\$20
Cemetery Lot Fee Schedule:	
Adult, City resident	\$700
Adult, non-City resident	\$900
Infant, City resident	\$400
Infant, non-City resident	\$600
<b>Landscape</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

## ***Transit***

### Individual Fares:

	Fee
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Handicapped & Senior Citizens)	\$0.50
40 Ride pass:	
Regular	\$35
Reduced	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

## **PARKS & RECREATION**

### Civic Center

Multi-purpose room & kitchen - for first eight hours each day,	\$400 + \$100 deposit/
after eight hours - \$75/hour	\$250 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight	\$450 + \$100 deposit/
hours each day, after eight hours: \$75/hour	\$250 if serving alcohol
Small meeting room only (per hour)	\$50 per hour + \$50 deposit

### City Park \*

Arts & craft room	\$30 per hour + \$50 deposit
Multi-purpose room	\$50 per hour + \$50 deposit
Any room with kitchen	\$10/ hr. Additional
Meeting room	\$30 per hour + \$50 deposit
Room A	\$30 per hour + \$50 deposit

### Hall Gym & Lincoln Pool \*

\$30 per hour + \$50 deposit

### Miller Center \*

Arts & craft room	\$30 per hour + \$50 deposit
Multi-purpose room	\$50 per hour + \$50 deposit
Meeting room	\$30 per hour + \$50 deposit
Any room with kitchen	\$10/ hr. Additional

Note: \*Two (2) hour minimum for rentals during non-operational hours

### Shelters & Gazebo Rentals

Cannon Park Gazebo Rental	(Electricity Included)	\$150 security deposit;
	(only available for groups 40 or less)	\$50 (Refundable)

### Shelter Reservation Fee

City Park 1 & 2, Kelsey Scott Park 1 & 2, Town Creek Park,	
Salisbury Community Park Shelters (3) & Decks (2)	
8:00 AM - 12:00 Noon	\$10
1:00 PM - Close	\$10
All Day	\$20
Electricity - Additional (per shelter)	\$15

### Advertising Fees

Salisbury Community Park	\$600 initial fee;
Salisbury Greenway	\$1000 - \$5000

### Athletic Fields

Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.

	<u>Fee</u>
Youth & Adult Softball/Baseball	
Flat Fee	\$12.50/ hr.
Additional per hour charge for lights	\$25
Field Prep Fee	\$65
Tournament Fees (multiple teams/multiple games)	
1/2 day tournament (5 p.m. - 11 p.m.)	\$185
1 day (8 a.m. - 11 p.m.) includes 4 hours lighting	\$300
2 day	\$485
3 day	\$670
Non-refundable deposit of 50% of day rate or \$150	
Rate includes: 1 field/1 field prep (additional preps \$65 each)	
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	
No fee - first come first serve	
Special Event Permits	
1 Day	\$25
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day

#### **PARK AVE COMMUNITY CENTER \***

Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)

Non-profit organizations \$40 per hour + \$50 deposit

Non-profit organizations / fund raiser \$55 per hour + \$50 deposit

For profit organizations \$70 per hour + \$50 deposit

Arts & Crafts Room

Room availabiltiy is subject to Park Ave. activities.

Non-profit organizations \$30 per hour + \$50 deposit

For profit organizations \$40 per hour + \$50 deposit

Note: \*Two (2) hour minimum for rentals

#### **WEST END COMMUNITY CENTER**

Conference Room \$50/hr



## UTILITY ENGINEERING

Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
CD Disk, each	\$20
DVD Disk, each	\$20
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20

## MANAGEMENT SERVICES

Accounts Receivable (30 days past-due)	1.5% per month
Privilege License Gross Sales Schedule:	
Sales not exceeding \$10,000	\$25
More than \$10,000 and not more than \$20,000	\$30
More than \$20,000 and not more than \$30,000	\$45
More than \$30,000 and not more than \$40,000	\$60
More than \$40,000 and not more than \$50,000	\$75
More than \$50,000 and not more than \$60,000	\$90
More than \$60,000 and not more than \$70,000	\$105
More than \$70,000 and not more than \$80,000	\$120
More than \$80,000 and not more than \$90,000	\$135
More than \$90,000 and not more than \$100,000	\$150
More than \$100,000	\$150 plus, per \$1,000 or portion thereof in excess of \$100,000 @ \$0.225
Maximum gross receipts cap other than those with a specific limit	\$3,000
All privilege licenses other than gross sales are calculated at maximum State allowed rate.	
Copy machine fee	\$0.10 per copy; minimum of \$1 \$1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing

**TELECOMMUNICATIONS**

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Fee

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## Dispatch service:

Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25

## Pager System Usage Fee:

Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7

## Radio Programming:

Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$100
Fleet Map Build	\$200
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$75
Repair (Hourly rate)	\$105
Hourly Travel Rate outside City Limits (from City Office Building)	\$60

## Equipment Installation:

Radio Dash Mount	\$75
Radio Dash Removal	\$25
Radio Remote Mount	\$125
Radio Remote Removal	\$35
Ambulance dual installation	\$240
Ambulance dual Removal	\$75
Camera Installation	\$150
Camera Removal	\$75
MDT Mount Installation	\$75
MDT Mount Removal	\$25
Modem Installation	\$75
Modem Removal	\$25
Wig Wag Installation	\$50
Wig Wag Removal	\$25
4 Corner Strobes Installation	\$125
4 Corner Strobes Removal	\$40
Flashlight Installation	\$20
Flashlight Removal	\$10
Charger Installation	\$40
Charger Removal	\$10
Light bar Installation	\$125
Light bar Removal	\$60
Siren Installation	\$75
Siren Removal	\$25

Parts

Actual Cost + 20%

**SCHEDULE A  
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water and/or dischargers of sewage \$150  
Residential owner-occupants including single family townhouses  
and condominiums shall be exempted.
- (b) Commercial, industrial, and institutional recipients \$150  
Local, state, and federal governments or agencies thereof shall be exempted.
- (c) Consumers with more than one account at the same location shall be required to make only one  
deposit if the customer has a good pay history. Commercial or industrial customers who operate  
multiple businesses under one corporate management shall be required to pay a deposit for each  
business or industry.
- (d) Deposits shall be returned at termination of service less any unpaid rates and charges.

**SCHEDULE B  
METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch water meter and tap and backflow prevention device:
  - ¾" Water tap - SRU installed \$1,300
  - ¾" Water tap - Developer installed \$200
  - ¾" Water tap - Crescent \$400
- (b) One-inch water meter and tap and backflow prevention device \$1,450
- (c) Irrigation taps are one-half the cost of regular meter taps and not subject to any discounts.
- (d) Services larger than one 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. Master meter  
installations required for private water or sewer systems shall be charged on the basis of material  
costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
  - 4" Sewer tap - SRU Installed \$1,300
  - 4" Sewer tap – Developer Installed\*: \$250

\*Note: Includes the Crescent Subdivision
- (f) Sewer service larger than four-inch, both inside and outside City shall be charged on the basis of  
labor, materials, 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 (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) Water or sewer connection inspection fee (per connection) \$20
- (p) Should a property owner replace an existing service line 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 \$1,300
- (t) Recycling fee \$3.36/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) Commercial (per 2 yard dumpster) \$79.30/Month
  - (3) Commercial (per 4 yard dumpster) \$79.30/Month
  - (4) Commercial (per 6 yard dumpster) \$79.30/Month
  - (5) Commercial (per 8 yard dumpster) \$79.30/Month
- (w) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$50
- (x) Locking Devices Cut or Damaged \$20
- (y) Meter Yokes Damaged \$100

### **SCHEDULE C WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

#### Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$3.85
	1" =	\$5.65
	1-1/2" =	\$8.65
	2" =	\$12.25
	3" =	\$23.65
	4" =	\$40.45
	6" =	\$86.65
	8" =	\$146.65
	10" =	\$230.65
	12" =	\$302.65
	16" =	\$602.65

#### Volume charge per 100 cubic feet:

Raw water	\$0.60
Finished, potable water	\$3.08
Rowan Power	\$1.58

### **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 at the central fire station. Such purchases, which shall be made at the business office, shall be conditioned upon an advance payment of one hundred dollars (\$100.00) 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 and fire departments 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 dollars (\$100.00).

**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" =	\$4.24
	1" =	\$6.36
	1-1/2" =	\$9.88
	2" =	\$14.11
	3" =	\$27.51
	4" =	\$47.25
	6" =	\$101.53
	8" =	\$172.03
	10" =	\$270.73
	12" =	\$355.33
	16" =	\$707.83

Volume charge per 100 cubic feet	\$4.15
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(2) Flat rate sewer charge	\$37.44
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**SCHEDULE F  
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred nineteen dollars and seventy-four cents (\$119.74) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of one-hundred seventy dollars and forty-two cents (\$170.42) 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 one hundred eighty-two and forty-eight cents (\$1,182.48) per one thousand pounds.
- (d) Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

**SCHEDULE G  
ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

<u>PARAMETER</u>	<u>FEE PER ANALYSIS</u>
Acidity	\$10.00
Alkalinity	\$10.00
Aluminum (Colorimetric)	\$5.00
Aluminum (AAS)	\$20.00
Ammonia Nitrogen	\$17.00
Biochemical Oxygen Demand	\$24.00
Chemical Oxygen Demand	\$30.50
Chloride	\$10.00
Chlorine (Colorimetric)	\$15.00
Coliform (MPN)	\$15.00
Coliform (MF)	\$10.00
Copper (Colorimetric)	\$12.00
Copper Flame (AAS)	\$20.00
Copper Furnace (AAS)	\$30.00
Dissolved Oxygen	\$5.00

<u>PARAMETER</u>	<u>FEE PER ANALYSIS</u>
Dissolved Oxygen (Winkler)	\$10.00
Fecal Coliform (MF)	\$15.00
Fixed Suspended Solids	\$12.00
Fluorides (Specific Ion)	
Water	\$17.00
Wastewater	\$25.00
Hardness (Titrimetric)	\$5.00
Iron (Colorimetric)	\$5.00
Iron Flame (AAS)	\$20.00
Iron Furnace (AAS)	\$30.00
Jar Test	\$10.00
Manganese (Colorimetric)	\$6.50
Manganese Flame (AAS)	\$20.00
Manganese Furnace (AAS)	\$30.00
Mercury 3112B	\$30.00
Metals:	
Antimony - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Cadmium - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Chromium - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Lead - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Nickel - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Zinc - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Silver - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Arsenic - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Selenium - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Titanium	\$35.00
Sulfate	\$27.00
Sampling and Setup	\$15.00
Nitrate Nitrite	\$20.00
Oil Grease 413.1 (Freon)	\$25.00
Percent Solids	\$10.00
pH	\$5.00
Phenols	\$30.00
Phosphate (Colorimetric)	\$15.00
Orthophosphate	\$20.00
Settleable Solids	\$5.00
Specific Conductivity	\$10.00
Total Cyanide	\$25.00
Specific Gravity	\$10.00
Standard Plate Count	\$5.00
Temperature	\$5.00

<u>PARAMETER</u>	<u>FEE PER ANALYSIS</u>
Total Kjeldahl Nitrogen	\$30.00
Total Phosphorus	\$20.00
Total Solids	\$10.00
Total Dissolved Solids	\$10.00
Total Suspended Solids	\$10.00
Total Volatile Solids	\$15.00
Total Volatile Suspended Solids	\$15.00
Turbidity (Nephelometric)	\$5.00
Zeta Potential	\$10.00
Parameters not listed	Case-by-case basis: Consult Environmental Services

Section 8. 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.

**ASSESSED VALUATION:** A value established for real property for use as a basis for levying property taxes.

**BALANCED BUDGET:** Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

**BOND FUNDS:** Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

**BOND REFERENDUM:** An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

**BROADBANDING COMPENSATION PROGRAM:** A classification and pay system that allows similar jobs to be grouped into bands with wide pay ranges. The program creates more organizational flexibility, fosters a flatter organization, and encourages skill development.

**BUDGET:** A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**BUDGET CALENDAR:** The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN):** The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

**BUDGET MESSAGE:** A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

**BUDGET ORDINANCE:** The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

**CAPITAL EQUIPMENT:** Vehicles, equipment, software, and furniture purchased by the City which individually amount to a value in excess of \$5,000 and an expected life of more than one year.

**CAPITAL EXPENDITURES:** Facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$2,000 for budgetary purposes (\$5,000 for financial purposes) and an expected life of more than one year.



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

**CAPITAL IMPROVEMENTS BUDGET:** The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

**CAPITAL IMPROVEMENTS PROGRAM (CIP):** The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

**CAPITAL OUTLAY:** A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND:** A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund and Water and Sewer Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies and Purchasing Divisions.

**CCF:** Acronym for 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.

**COST CENTER:** The smallest unit of activity or area of responsibility for which costs are accumulated.

**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.

**CRM:** Acronym for Citizen Resource Management.

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

**DEBT SERVICE:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DEPARTMENT:** A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

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

**ENCUMBRANCE ACCOUNTING:** The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

**ENTERPRISE FUND:** A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

**EPA:** Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

**FERC:** Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

**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.

**FOG:** Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows.

**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.

**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 BALANCE:** Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

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

**GAAP:** Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**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.

**GEOGRAPHIC INFORMATION SYSTEM (GIS):** A project which will link the City to a city-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by City departments.

**GFOA:** Acronym for Government Finance Officers Association.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community.

**GCWWTP:** Acronym for Grant Creek Wastewater Treatment Plant.

**HOME:** Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO:** Acronym for High Performance Organization. A government working model.

**HRC:** Acronym for Human Relations Council.

**I&I:** Acronym for Inflow and Infiltration.

**INVESTMENT REVENUE:** Revenue earned on investments with a third party. The City uses a pooled cash system. We pool cash from all funds and invest it in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS:** Amounts transferred from one fund to another.

**IRT:** Acronym for Involvement and Response Team. A system for empowering all employees into functional decision-making teams for operational improvements.

**ISO:** Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**LEASE PURCHASE:** Method of financing used for the acquisition or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**MGD:** Acronym for Millions of Gallons per Day.

**MODIFIED ACCRUAL:** The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**NCBCC:** Acronym for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

**NCDOT:** Acronym for North Carolina Department of Transportation.

**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.

**NPDES:** Acronym for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU:** Acronym for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE:** A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET:** The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS:** Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA:** Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF:** Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PFT:** Acronym for Permanent Full-time. Full-time employee with benefits.

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency.

**POWELL BILL FUND:** Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

**PPT:** Acronym for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY:** A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**PROGRAM:** An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**PROPERTY TAX RATE:** The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

**PROPERTY TAXES (AD VALOREM TAXES):** Taxes paid by those owning property in the City. These taxes are based on assessed value.

**RESERVE:** A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

**RESOURCES:** Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**REVENUE:** Income received from various sources used to finance government services; for example, sales tax revenue.

**REVENUE BONDS:** Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

**ROW:** Acronym for Right of Way.

**SCADA:** Acronym for Supervisory Control and Data Acquisition.

**SERVICE LEVEL:** Measurement of services provided by the City to the public.

**TCWWTP:** Acronym for Town Creek Wastewater Treatment Plant.

**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.

**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.

