

CITY OF SALISBURY NORTH CAROLINA

2018-2019 BUDGET For the Year Ending June 30, 2019



MAYOR AND CITY COUNCIL

Al Heggins - Mayor

David B. Post - Mayor Pro-tem

Karen Kirks Alexander

Tamara Sheffield

William B. Miller

CITY OFFICIALS

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City Manager

Zack Kyle
Assistant City Manager

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Assistant to the City Manager

Budget Prepared By
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Kaley Ridge - Management Analyst
Melissa Drye - Finance Specialist
Mark D. Drye - Senior Management Analyst
City Management Team



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Salisbury
North Carolina**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

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

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2017 (Fiscal Year 2017-2018).

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.

**THE CITY OF SALISBURY'S
FY 2018-19 BUDGET
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May 15, 2018

**BUDGET MESSAGE FISCAL YEAR 2018-19
July 1, 2018 – June 30, 2019**

Mayor Heggins and City Council:

I am pleased to present you with my recommended budget for FY18-19. This has been a difficult year financially with very little growth in property taxes, but there are positive outlooks on our horizon. The overwhelming approval of the lease of our broadband utility to Hotwire Communications will be a step forward to improve our financial standing. Although the savings from this partnership will not be fully realized until following years, we anticipate reducing the General Fund contribution to the utility and believe revenues previously earmarked for its use will be available in the coming years for General Fund initiatives. With the flat growth of property taxes and increased costs for inflation, I am recommending a 1 cent tax increase to maintain existing services at current levels. The Capital Improvement Plan called for a 2 cent tax increase, but because sales tax has been stronger than the previous two years, and we have increased sales tax revenue approximately \$280,421, to absorb the additional costs. ATTACHMENT A shows the value of 1 cent in neighboring communities and the impact of a 1 cent increase on a median value home in Salisbury.

GENERAL FUND EXPENDITURES

The General Fund budget includes funds to provide a salary adjustment for our Public Services Department. \$110,000 has been budgeted (along with \$24,000 from the Stormwater fund) to provide an increase for these employees. It has been difficult to recruit with the current salaries, and this change help us fill vacancies in the department. We are continuing to look at adjustments in the Fire Department. The Fire Department has hourly employees whose annual salaries are commiserate with surrounding communities, but their hourly rate is lower because of the 24-hour shifts. As we go through the new budget year we will look for savings to make adjustments to salaries in the Fire Department to be implemented January 1, 2019.

This year, I am recommending a Cost of Living Adjustment (COLA) of 1.8% for all employees, and a 1.2% average merit increase for employees whose evaluations reflect their commitment to exceptional service. This is an effort to compensate employees at rates that reflect inflation and to recognize and retain high quality employees.

Our General Fund balance is above average because of sound financial management in previous years, and we are currently at approximately 40%. This is well above the Local Government Commission minimum requirement of 8%. This provides us with the ability to appropriate a portion of the General Fund balance to move forward with several large projects while still maintaining a healthy Fund Balance. The large projects include:

- \$250,000 Newsome Road Extension (reimbursable from Transportation Improvement Funds by 2019/2020)
- \$350,000 Enterprise Resource Planning Software
- \$400,000 Housing Stabilization and Revitalization Plan
- \$350,000 Bell Tower Green Park
- \$361,500 Roof and HVAC replacements
- \$400,000 Fire Station construction (to be reimbursed with future debt)
- \$850,000 Quint Fire Truck
- \$24,240 Additional Police Vehicle

WATER/SEWER UTILITY FUND

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

Our water and wastewater infrastructure and treatment facilities continue to age and require regularly scheduled maintenance and replacement. SRU continues to implement its 10-year Capital Improvement Plan (CIP) that will adequately fund our infrastructure needs while maintaining competitive rates in our region. The water meter change-out project has been completed and this will ensure that all customers are being billed equitably. Our wastewater headworks and influent pump station project at our Grant Creek wastewater facility is beginning the final design phase, and we expect that the Crane Creek sewer lift station and force main improvements project will be under construction later this year. Sanitary sewer rehabilitation and waterline replacement projects are also included in this coming year's budget to repair and replace aging infrastructure. In addition, we propose to continue our incentive fund for public/private fire lines that has stimulated downtown residential development as well as offer more substantial fire protection in this historic district. The funding for this coming year's CIP will be offset by some expected revenue growth from new development within our service area.

Although we strive to maintain fair and equitable rates for our consumers, it is extremely challenging to treat our water and wastewater while still meeting required regulations and delivering excellent service. As a result, I am recommending a 2.15% water and sewer increase based on the Consumer Price Index for urban consumers for the South Region. An average monthly residential water and sewer utility bill, for a customer using 5,000 gallons, would be \$69.76 (an increase of \$1.45 or less than \$0.05 per day). ATTACHMENT B and B-1.

STORMWATER FUND

The proposed budget includes a restructuring of stormwater fees to provide a more equitable distribution of fees between our residential and non-residential customers. Commercial properties with larger areas of impervious surface will pay the equivalent amount per impervious surface as an average home in Salisbury. This will allow for a decrease in the Equivalent Residential Unit (ERU) rate while still providing enough funding for several of the large stormwater projects needed to reduce flooding and pollution to maintain compliance with our existing NPDES permit. ATTACHMENTS C and C-1

FIBRANT FUND

With the successful referendum approving the public/private partnership with Hotwire Communications for the lease of the broadband utility, we have an opportunity to improve both the Fibrant Fund and our General Fund. We look forward to a successful partnership and improving the financial position of this community asset. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. The General Fund contribution has been reduced slightly from FY2017-18 to \$3,000,000 for FY2018-19. We anticipate fully realizing savings from the Hotwire lease in subsequent years. We will continue to work with staff during the transition to place them in positions in the General Fund, but we also anticipate providing severance packages for some employees. Staff will continue to monitor the lease revenues and will only transfer funds when necessary in order to minimize the transfer from the General Fund.

TRANSIT FUND

The City continues to work with our MPO and other transit systems within our MPO to ensure adequate funding for the Transit System. The proposed budget includes bringing ADA transit in-house. I recommend working on a long-term plan for Transit to include alternative transit options and routes to be completed by January 2019.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. I would especially like to thank Finance Director Shannon Moore and Interim Budget & Performance Manager Anna Bumgarner for their hard work in preparing this budget. Our Management Team is committed to working with you to develop a budget that meets the needs of our community and the goals of City Council.

Respectfully Submitted,



W. Lane Bailey
City Manager

ATTACHMENT A – GENERAL FUND

Proposed Tax Increase of 1 cent (\$280,421 in additional GF revenue)

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

Proposed Property Tax Rate Change

<u>Example</u>	<u>Tax Rate</u>	<u>Annual Tax Impact (Average House)</u>
Current City Property Tax Rate	0.7096	\$961.51
With 1 Cent Proposed Tax Increase	0.7196	\$975.06
Annual Difference in Taxes		\$13.55

Value of 1 cent based on 2017 CAFR:

Statesville	\$270,329	FY19 Budget
Salisbury	\$280,421	
Kannapolis	\$384,757	
Mooreville	\$595,319	
Concord	\$934,700	

ATTACHMENT B – SALISBURY-ROWAN UTILITIES

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
1	Town of East Spencer	1,775	699	\$55.74	\$66.48	\$122.22
2	Town of Landis (Electric City)	3,100	1,551	\$52.39	\$56.72	\$109.11
3	OWASA	83,300	21,000	\$39.13	\$44.40	\$83.53
4	City of Thomasville – <i>Inside Rate</i>	26,418	10,515	\$34.90	\$48.35	\$83.25
5	City of Lincolnton – <i>Inside Rate</i>	12,184	5,714	\$29.99	\$46.97	\$76.96
6	City of Wilson – <i>Inside Rate</i>	51,088	21,862	\$34.60	\$41.82	\$76.42
7	City of High Point – <i>Inside Rate</i> (Electric City)	108,000	42,650	\$27.36	\$45.92	\$73.28
8	City of Kannapolis – <i>Inside Rate</i>	49,707	19,579	\$37.70	\$34.05	\$71.75
	<i>Salisbury-Rowan Utilities (proposed)</i>	53,942	21,237	\$30.13	\$39.62	\$69.76
9	Town of Mooresville – <i>Inside Rate</i>	38,003	14,962	\$27.81	\$40.79	\$68.60
10	<i>Salisbury-Rowan Utilities (current)</i>	53,942	21,237	\$28.76	\$37.85	\$66.60
11	City of Concord – <i>Inside Rate</i> (Electric City)	99,352	39,182	\$30.84	\$31.49	\$62.33
12	Charlotte Water	954,644	276,609	\$18.99	\$41.67	\$60.66
13	City of Statesville – <i>Inside Rate</i> (Electric City)	25,712	12,865	\$22.76	\$36.17	\$58.93
14	City of Lexington – <i>Inside Rate</i> (Electric City)	22,415	8,722	\$24.77	\$33.25	\$58.02
15	City of Lenoir – <i>Inside Rate</i>	21,344	9,800	\$23.27	\$24.30	\$47.57
16	City of Albemarle – <i>Inside Rate</i> (Electric City)	16,000	7,111	\$21.84	\$20.20	\$42.04

* Information obtained from UNC Environmental Finance Center (FY17-18)

* Rates based on 5,000 gallons (approx. 6.68 billing units)

* All communities are shown at current rates; projected rate increases are unknown

ATTACHMENT B-1 – SALISBURY-ROWAN UTILITIES

Salisbury-Rowan Utilities Proposed Rate Increase = 2.15%

	<u>FY17-18 Adopted</u>	<u>FY18-19 Proposed</u>
3/4" Minimum Water Charge Per Meter Size	\$4.11	\$4.13
Volume Charge Per 100 Cubic Feet	\$3.80	\$3.89
3/4" Minimum Sewer Charge Per Meter Size	\$4.51	\$4.53
Volume Charge Per 100 Cubic Feet	\$5.13	\$5.25

Proposed Projects

Water Plant Sedimentation Bypass Project	\$1,401,616
Engineering Design for Capital Improvement Projects	\$1,500,000
Sewer Line Repair Projects	\$500,000
Water Line Repair Projects	\$300,000
Lift Station Rehab/Upgrades	\$151,500

ATTACHMENT C - STORMWATER

		As of Feb 2018 Billing			FY19 Proposed Rates		
	Total ERU's (impervious per 2500 sf)	Rates	Per Month	Equates to:	Rates	Per Month	
Residential*	9512	Current \$5.00 per ERU	\$ 45,807.00	\$5.00 Per ERU	\$4.00 Per ERU	\$38,048.00	\$4.00 per ERU
Commercial**	29650	Capped and Tiered	\$ 67,431.00	\$2.27 Equivalent fee generated per ERU	\$4.00 Per ERU	\$118,600.00	\$4.00 per ERU
		Total:					
		Monthly	\$ 113,238.00			\$156,648.00	
		Annual	\$ 1,358,856.00			\$1,879,776.00	
*Residential based on counts of # of homes billed - all at the same rate							
**Commercial based on total ERU billed assuming we would bill a min of 1 ERU and round down to the whole number (NO Partial ERU)							
		FY18 Monthly Rate			FY19 Proposed Monthly Rate		
	Large Industrial						
	Distribution Center	\$360.00			\$3,832.00		
	Industrial						
	Packaging Company	\$360.00			\$452.00		
	School						
	Elementary School	\$180.00			\$260.00		
	Church						
	Local Church	\$90.00			\$192.00		
	Fast Food						
	Fast Food Restaurant	\$30.00			\$60.00		
	Local Donut Shop	\$30.00			\$24.00		
	Small Business						
	Neighborhood Convenience Store	\$12.00			\$4.00		
	Medical Office	\$12.00			\$16.00		
	Residential	\$5.00			\$4.00		

ATTACHMENT C-1

<u>Municipality</u>	<u>Equivalent Rate</u>
Mooresville	\$ 3.40
Monroe	\$ 4.00
High Point	\$ 4.00
Washington	\$ 4.00
Fayetteville	\$ 4.25
Indian Trail	\$ 4.43
Asheville	\$ 4.63
Rocky Mount	\$ 5.00
Raleigh	\$ 5.00
Clemmons	\$ 5.00
Salisbury	\$ 5.00
Concord	\$ 5.16
Greenville	\$ 5.35
Kannapolis	\$ 7.25
Wilmington	\$ 8.11
Charlotte	\$ 9.87
Statesville	None
Lexington	None

UNC School of Government 2017 study from 72 Cities. Median reported residential rate of \$4.00

ADDENDUM

FY2018-2019 ADOPTED BUDGET

On May 15, 2018, the City Manager presented a balanced FY2018-2019 Budget proposal totaling \$85,010,644 for all funds.

The public hearing, as required by N.C.G.S. 159-12, was held on June 5, 2018. The budget work session was held June 13, 2018.

The City Council adopted the FY2018-2019 budget with the following changes to the recommended budget presented by the City Manager:

ADDITIONS:

Add \$26,200 in General Fund - Fund Balance Revenues
Add \$26,200 in General Fund Special Projects for RSSS Expenses

Add \$3,680 in Intergovernmental CDBG Fund Revenues
Add \$3,680 in Intergovernmental CDBG Fund Expenses

Add \$43,944 in Intergovernmental HOME Fund Revenues
Add \$43,944 in Intergovernmental HOME Fund Expenses

CUTS:

Decrease \$27,060 in Stormwater Fund Revenues
Decrease \$27,060 in Stormwater Fund Special Projects Expenses

Delete \$130,000 in General Fund MSD Tax Revenues
Delete \$105,000 in General Fund Downtown Salisbury, Inc Expenses
Delete \$25,000 in General Fund Advertising Expenses

The final adopted FY2018-2019 Budget for all funds totals \$84,927,408, which City Council adopted on June 19, 2018.

The full transcript of the budget discussions and public hearings can be read at:
<http://salisburync.gov/Government/City-Council/Minutes-and-Agendas>

The adopted budget can be reviewed at:
<http://salisburync.gov/Government/Financial-and-Business-Services/Budget>

EXHIBIT 1
City Council Objectives and Goals for FY2018-2019

Sustainable Economic Development

Salisbury will make strategic investments to support a strong economy throughout the entire City and place a targeted focus on the appearance, accessibility and livability of downtown

Revitalize Downtown

• Continue to support efforts for the sale and redevelopment of the Empire Hotel into viable residential commercial and retail space.	HIGH COST/HIGH EFFORT.
• Enhance appearance, accessibility and livability of downtown Salisbury by investing in streetscape and infrastructure improvements that support economic and residential growth efforts including Bell Tower Green, the Empire Hotel and expansion of passenger rail service.	HIGH COST/ HIGH EFFORT
• Complete a comprehensive parking study for the Municipal Service District.	MODERATE COST/ MODERATE EFFORT
• Explore incentives to encourage use of downtown commercial space and reduce vacancies.	LOW COST/MODERATE EFFORT

Promote a strong economy citywide

• Collaborate with partners to support and promote workforce development.	LOW COST/ MODERATE EFFORT
• Support efforts to maintain viable economic development sites available for development.	HIGH COST/MODERATE EFFORT.

Engaged, Connected, Equitable Community Development

Salisbury will have engaged citizens, strong schools and a safe community with equitable treatment of all residents

Engaged Citizens

• Create and promote opportunities for sustainable civic engagement	LOW COST/LOW RESOURCES
• Encourage, support and promote efforts of the Salisbury Youth Council.	LOW COST/LOW RESOURCES

Equitable City

• Improve fair housing policies and programs in order to make them more comprehensive.	LOW COST/MODERATE EFFORT.
• Study creation of an investment fund for small and minority businesses and collaborate with the IDEA Center for its implementation.	COST UNKNOWN/ MODERATE EFFORT
• Review and revise the current Human Relations Ordinance.	LOW COST/MODERATE EFFORT
• Implement a housing rehabilitation pilot program for owner-occupied and rental property (North Main Street/Salisbury High School area)	HIGH COST/HIGH EFFORT
• Adopt and begin implementation of the new Comprehensive Plan, <i>Salisbury Strong</i>	LOW COST/MODERATE EFFORT
• Work with West End Neighborhood and stakeholders to identify priority improvements from the West End Transformation Plan	LOW COST/MODERATE EFFORT

Strong Schools

• Formalize efforts to support schools, including pre-K	LOW COST
• Support partnerships with Rowan-Salisbury School Board and its leadership as well as institutions of higher learning.	MODERATE COST/MODERATE EFFORT
• Collaborate and support RSS efforts including the promotion of trade education in area high schools and exploring a Charter School District.	LOW COST

Safe Community

• Promote and enhance community safety by supporting staffing level efforts for police department	HIGH COST/HIGH EFFORT
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City Council Objectives and Goals for FY2018-2019

Well-Maintained Community Infrastructure

Salisbury will preserve and enhance the infrastructure of our community

Protect our water resources

- Safeguard Salisbury's interest on the Yadkin River by participating in relicensing of Alcoa's Yadkin Project **HIGH COST/HIGH EFFORT**

Virtually Connected City

- Manage the public/private partnership with Hotwire that fully leverages the utility's 10 gig capabilities to attract businesses while seeking ways to provide WiFi in economically disadvantaged neighborhoods. **MODERATE COST/MODERATE EFFORT**

Physically Connected City

- Develop a plan for priority infrastructure improvements along the City's principal gateway corridors **LOW COST/MODERATE EFFORT**
- Continue to seek grants to leverage funds for extension of the Greenway. **MODERATE COST/MODERATE EFFORT**
- Continue efforts to expand sidewalks in neighborhoods including amending the Land Development Ordinance to allow payment in-lieu funds to be spent throughout the city. **LOW COST/LOW RESOURCES** to revise ordinance for reallocation of funds. **HIGH COST/HIGH EFFORT** to install sidewalks throughout City
- Study alternative transit vehicles and update the transit system plan. **LOW COST/MODERATE EFFORT** to study use of alternative vehicles. **HIGH COST/MODERATE EFFORT** for a broader discussion about Transit service routes and areas.

Strong City Organization

Salisbury employees and officials will provide a professional, well trained and inclusive organization

Professional organization

- Continue to improve the City website, including integration of the City marketing plan **LOW COST/MODERATE EFFORT**
- Seek ways to provide a living wage for city employees and increase salary **HIGH COST/MODERATE EFFORT**

Well-trained organization

- Diversity and equity training for staff and Council
- Interpersonal communications training for staff and Council **LOW COST/MODERATE EFFORT**

Inclusive organization

- Ensure the City of Salisbury is inclusive and reflective of all citizens and serves as an open and safe place for all people. **LOW COST/MODERATE EFFORT**
- Seek ways to reach under-represented populations for service on the City's boards and commissions. Promote openness and transparency in all endeavors **LOW COST/MODERATE EFFORT**

**EXHIBIT 2
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY2018-19**

GENERAL FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
CITY COUNCIL				
LDO Codification	\$ 12,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 12,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
MANAGEMENT & ADMINISTRATION				
Citizens Academy	\$ 8,500	\$ 8,500	\$ 8,500	\$ -
Executive Development	6,000	6,000	6,000	-
United Way Day of Caring	2,000	2,000	2,000	-
Community Engagement	4,500	4,500	4,500	-
Public Art Maintenance	10,000	10,000	10,000	
Total Special Projects	<u>\$ 31,000</u>	<u>\$ 31,000</u>	<u>\$ 31,000</u>	<u>\$ -</u>
HUMAN RESOURCES				
Munis - Training	\$ 60,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 60,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
INFORMATION TECHNOLOGIES				
Phase 1 Disadvantaged Neighborhood WiFi	\$ 90,000	\$ -	\$ -	-
Total Special Projects	<u>\$ 90,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
FINANCIAL SERVICES				
New Finance Software	\$ 350,000	\$ 350,000	\$ 350,000	\$ -
Total Special Projects	<u>\$ 350,000</u>	<u>\$ 350,000</u>	<u>\$ 350,000</u>	<u>\$ -</u>
POLICE - SUPPORT SERVICES				
Rowan County Telecommunications Pymnt 6 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
POLICE - ADMINISTRATION				
Community Class Room	\$ 5,000	\$ 3,500	\$ 3,500	\$ -
Game Plan for Life Program	4,000	-	-	-
Total Special Projects	<u>\$ 9,000</u>	<u>\$ 3,500</u>	<u>\$ 3,500</u>	<u>\$ -</u>
POLICE - FIELD OPERATIONS				
Ballistic Vest Replacement	\$ 6,160	\$ 6,160	\$ 6,160	\$ -
Replacement of 2 Radar Units	4,000	-	-	-
K9 Vests	2,000	-	-	-
Total Special Projects	<u>\$ 12,160</u>	<u>\$ 6,160</u>	<u>\$ 6,160</u>	<u>\$ -</u>
FIRE ADMINISTRATION				
MSA Altair 5X gas monitors	\$ 24,567	\$ 14,331	\$ 14,331	\$ -
Helmets needed for turnout gear	6,900	5,750	5,750	-
Firefighter Personal Protective Equipment	223,440	69,825	69,825	-
Level III Tactical & Ballistic First Responder Vest	22,418	-	-	-
Total Special Projects	<u>\$ 277,325</u>	<u>\$ 89,906</u>	<u>\$ 89,906</u>	<u>\$ -</u>

GENERAL FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
ENGINEERING				
Lincolnton Rd Sidewalk - TAP	\$ 84,000	\$ 84,000	\$ 84,000	\$ 67,200
Complete Bike Plan - Confederate to Fulton	9,725	-	-	-
Klumac Rd Sidewalk	35,000	-	-	-
Main Street Sidewalk - CMAQ	134,000	134,000	134,000	107,200
Brenner Ave Sidewalk - CMAQ	360,000	360,000	360,000	288,000
Grants Creek Greenway - TAP	250,000	250,000	250,000	200,000
Old Concord Rd Sidewalk - CMAQ	414,000	160,000	160,000	128,000
Downtown Parking Study	50,000	-	-	-
Update City Construction Standards	40,000	-	-	-
South Long St Traffic Calming	85,000	-	-	-
Newsome Rd Bike Lanes/Sidewalk - CMAQ	600,000	600,000	600,000	480,000
Sidewalk near West End Plaza (Salisbury Mall) - CMAQ	370,000	370,000	370,000	255,000
Newsome Road Extension	250,000	250,000	250,000	-
Neighborhood Sidewalk Projects	115,000	-	-	-
Total Special Projects	<u>\$ 2,796,725</u>	<u>\$ 2,208,000</u>	<u>\$ 2,208,000</u>	<u>\$ 1,525,400</u>
STREET LIGHTING				
Street Light Improvements- 150 Lights	\$ 32,130	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 32,130</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
COMMUNITY PLANNING SERVICES				
Downtown Incentive Program: 121-123 S. Main St	\$ 63,320	\$ 63,320	\$ 63,320	\$ -
Downtown Incentive Program: 126 E. Innes St	156,238	156,238	156,238	-
West End Transformation	400,000	400,000	400,000	-
Historic Preservation Incentive Grant	50,000	20,000	20,000	-
Maxwell Chambers Property Park	350,000	350,000	350,000	-
Housing Stabilization - Year 4 of 5	100,000	100,000	100,000	-
Downtown Holiday Decorations	23,500	23,500	23,500	-
Knox Middle School RSSS Agreement	65,000	65,000	91,200	-
Dixonville-Lincoln Memorial Project	135,000	-	-	-
West End Vocational Training Program	30,000	30,000	30,000	-
Innes Street Incentive Grant	25,000	25,000	25,000	-
Main Street concept design	130,000	-	-	-
Total Special Projects	<u>\$ 1,528,058</u>	<u>\$ 1,233,058</u>	<u>\$ 1,259,258</u>	<u>\$ -</u>
DEVELOPMENT SERVICES				
Integro Incentive Grant	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Total Special Projects	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ -</u>
PARKS AND RECREATION				
Department Master Plan	\$ 70,000	\$ -	\$ -	\$ -
Parks and Rec WiFi	25,000	-	-	-
Total Special Projects	<u>\$ 95,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES STREETS MAINTENANCE				
Pavement Condition Survey	\$ 60,000	\$ -	\$ -	\$ -
Asset Management and work order software	68,000	-	-	-
Innes Street Sidewalk	150,000	-	-	-
Salary Adjustments for Maintenance	-	109,625	109,625	-
Total Special Projects	<u>\$ 278,000</u>	<u>\$ 109,625</u>	<u>\$ 109,625</u>	<u>\$ -</u>

GENERAL FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
PUBLIC SERVICES-WASTE MANAGEMENT				
Garbage receptacle replacement	\$ 21,506	\$ -	\$ -	\$ -
Rollout replacements	80,363	-	-	-
Total Special Projects	<u>\$ 101,869</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
 GRAND TOTAL-SPECIAL PROJECTS	 <u>\$ 5,748,267</u>	 <u>\$ 4,126,249</u>	 <u>\$ 4,152,449</u>	 <u>\$ 1,525,400</u>
 <u>TOTAL OFFSETTING REVENUE</u>	 <u>\$ 1,931,728</u>	 <u>\$ 1,525,400</u>	 <u>\$ 1,525,400</u>	
 <u>TOTAL CITY SHARE</u>	 <u>\$ 3,816,539</u>	 <u>\$ 2,600,849</u>	 <u>\$ 2,627,049</u>	

WATER & SEWER FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
UTILITIES ADMINISTRATION				
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
GRAND TOTAL-SPECIAL PROJECTS	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
TRANSIT FUND				
OPERATIONS				
Rowan Express	\$ 10,700	\$ 10,700	\$ 10,700	\$ -
Ozone Action Days	10,000	-	-	-
GRAND TOTAL-SPECIAL PROJECTS	\$ 20,700	\$ 10,700	\$ 10,700	\$ -
FIBRANT FUND				
BROADBAND SYSTEMS				
MDU1 - 40 Units	\$ 39,436	\$ -	\$ -	\$ -
MDU2 - 66 Units	32,307	-	-	-
MDU3 - 28 Units	25,179	-	-	-
GRAND TOTAL-SPECIAL PROJECTS	\$ 96,922	\$ -	\$ -	\$ -
STORMWATER FUND				
ADMINISTRATION				
Sunset Drive Par Drive Rehab	\$ 358,000	\$ -	\$ -	\$ -
Sunset Drive North Rehab	231,000	-	-	-
Club House Drive Rehab	30,000	-	-	-
Sunset Drive Central Rehab	115,000	-	-	-
Milford Road Rehab	30,000	-	-	-
Rehab Projects/emergency repairs	120,000	9,812	9,812	-
Drainage Grant	25,000	25,000	25,000	-
NPDES Compliance	15,000	15,000	15,000	-
McCoy Road Rehab	379,000	379,000	351,940	-
Vanderford Basin Rehab	72,000	-	-	-
Salary Adjustments for Maintenance	-	23,845	23,845	-
GRAND TOTAL-SPECIAL PROJECTS	\$ 1,375,000	\$ 452,657	\$ 425,597	\$ -

EXHIBIT 3
SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2018-19

	FY2017-18	REQUESTED BY	MANAGER	
	<u>ADOPTED</u>	<u>ORGANIZATION</u>	<u>RECOMMENDS</u>	<u>ADOPTED</u>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Facade Grants	22,000	25,000	22,000	22,000
Salisbury-Rowan EDC	114,088	114,088	114,088	114,088
Downtown Salisbury, Inc.	105,000	105,000	105,000	105,000
Rowan Arts Council	56,250	56,250	56,250	56,250
Horizons Unlimited	40,000	40,000	40,000	40,000
Subtotal	\$ 342,488	\$ 345,488	\$ 342,488	\$ 342,488
Rufty Holmes Senior Center	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
NAACP Banquet	5,000	5,000	5,000	5,000
Salisbury Community Foundation NonProfit Funding	40,000	40,000	40,000	40,000
Art Mural Maintenance	10,000	10,000	10,000	10,000
Subtotal	\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000
TOTAL	\$ 460,488	\$ 463,488	\$ 460,488	\$ 460,488

Exhibit 4

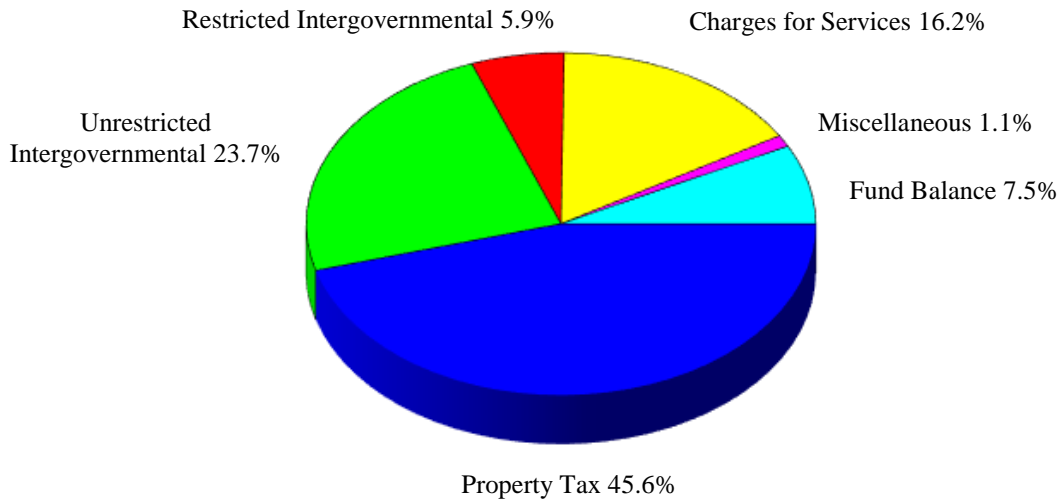
City of Salisbury Holiday Schedule FY 2018 - 2019

- Independence Day Wednesday, July 4, 2018
- Labor Day Monday, September 3, 2018
- Veterans Day Monday, November 12, 2018
- Thanksgiving Thursday, November 22, 2018
Friday, November 23 2018
- Christmas Monday, December 24, 2018
Tuesday, December 25, 2018
Wednesday, December 26, 2018
- New Year's Day Tuesday, January 1, 2019
- Martin Luther King, Jr. Day Monday, January 21, 2019
- President's Day Monday, February 18, 2019
- Good Friday Friday, April 19, 2019
- Memorial Day Monday, May 27, 2019



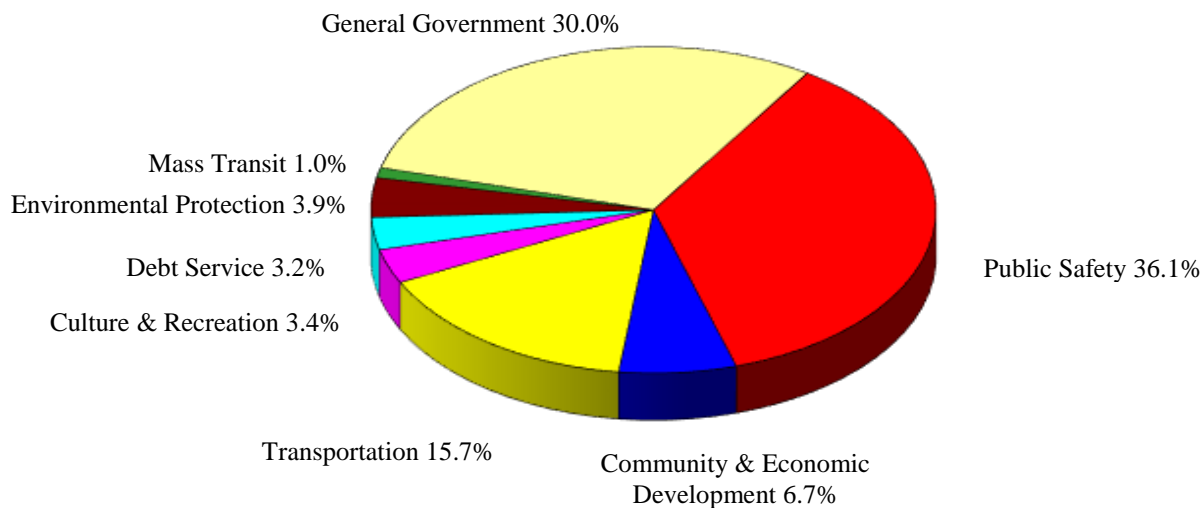
FY 2018-19 GENERAL FUND

Revenues - \$45,141,963



Where the Money Comes From

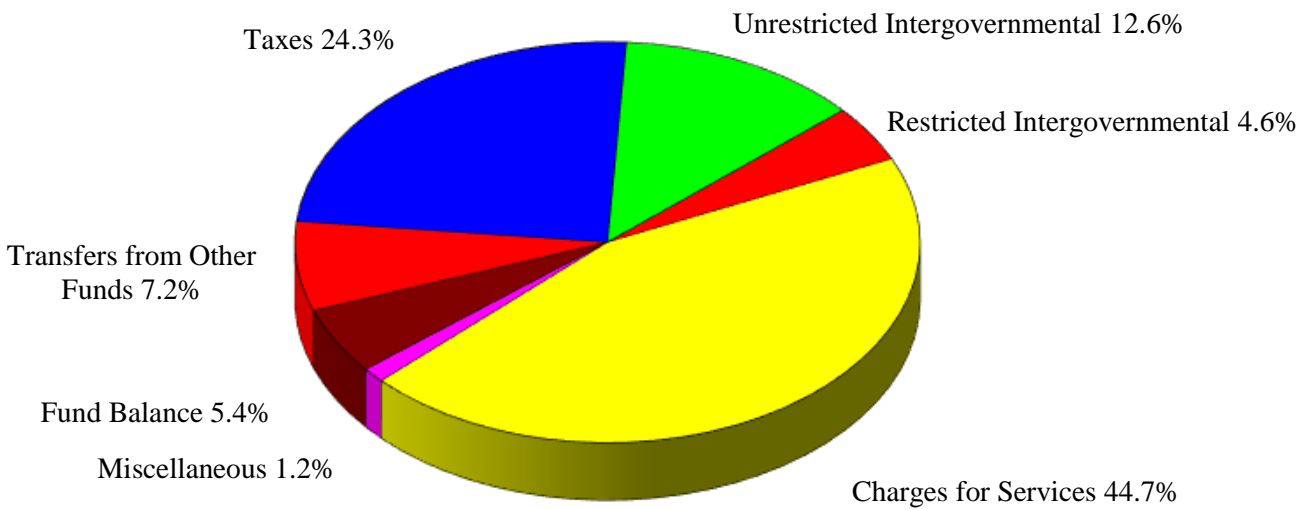
Expenditures - \$45,141,963



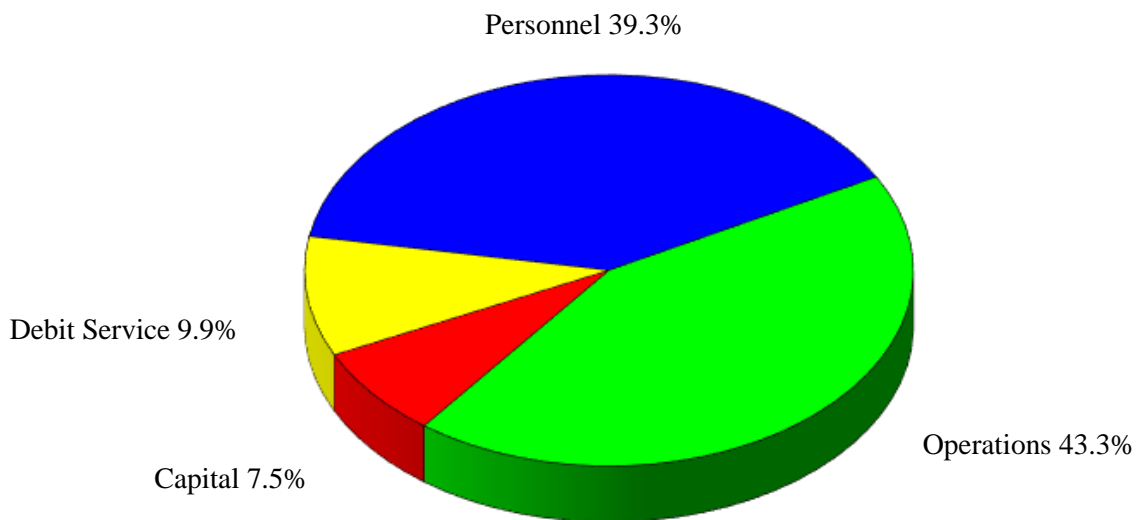
Where the Money Goes To

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

CITY REVENUES BY TYPE (All Funds)



CITY EXPENDITURES BY CATEGORY (All Funds)



CITY OF SALISBURY, NORTH CAROLINA
BUDGET SUMMARY
For the Year Ending June 30, 2019

	General/Special Revenue Funds			Enterprise Funds							Total
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Fibrant Capital Reserve	Stormwater	Stormwater Capital Reserve	
Estimated Fund Balance/											
Net Assets 6/30/18	\$14,302,000	\$ 3,500,000	\$ 7,400	\$ 102,000,000	\$ 2,040,000	\$ 659,000	\$ (10,000,000)	\$ 400,000	\$ 950,000	\$ 350,000	\$ 114,208,400
Budgeted Revenues & Other Financing Sources:											
Taxes	\$20,593,099	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,593,099
Unrestricted Intergovernmental	10,684,201	-	-	-	-	-	-	-	-	-	10,684,201
Restricted Intergovernmental	2,644,470	-	427,661	-	-	836,332	-	-	-	-	3,908,463
Charges for services	7,338,551	-	-	23,838,905	-	159,500	4,819,529	-	1,809,306	-	37,965,791
Miscellaneous	414,500	66,702	30,000	75,000	8,000	4,000	2,000	122,830	25,440	297,506	1,045,978
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-	-
Capital leases	-	-	-	-	-	-	-	-	-	-	-
Capital contributions	-	-	-	-	-	-	-	-	-	-	-
Transfers From Other Funds	-	1,938,386	-	-	480,083	467,822	3,000,000	125,310	-	137,262	6,148,863
Total Available Resources	\$41,674,821	\$ 2,005,088	\$457,661	\$ 23,913,905	\$ 488,083	\$1,467,654	\$ 7,821,529	\$ 248,140	\$ 1,834,746	\$ 434,768	\$ 80,346,395
Expenditures:											
General Government	\$ 9,953,063	\$ 566,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,519,533
Public Safety	14,937,279	1,355,500	-	-	-	-	-	-	-	-	16,292,779
Transportation	6,807,032	281,206	-	-	-	-	-	-	-	-	7,088,238
Environmental Protection	1,709,146	37,466	-	-	-	-	-	-	1,697,484	296,006	3,740,102
Culture and Recreation	1,410,292	128,762	-	-	-	-	-	-	-	-	1,539,054
Community & Economic Development	2,994,290	8,900	418,373	-	-	-	-	-	-	-	3,421,563
Education	40,000	-	-	-	-	-	-	-	-	-	40,000
Water & Sewer	-	-	-	20,300,858	568,443	-	-	-	-	-	20,869,301
Mass Transit	-	-	-	-	-	1,567,867	-	-	-	-	1,567,867
Fiber Optic	-	-	-	-	-	-	4,748,034	181,331	-	-	4,929,365
Debt Service:											
Principal	754,452	439,552	32,000	3,111,848	-	-	2,330,000	-	-	-	6,667,852
Interest	189,259	61,472	7,288	1,021,116	-	-	618,185	-	-	-	1,897,320
Transfers To Other Funds	5,406,208	-	-	480,083	-	-	125,310	-	137,262	-	6,148,863
Total Expenditures	\$44,201,021	\$ 2,879,328	\$457,661	\$ 24,913,905	\$ 568,443	\$1,567,867	\$ 7,821,529	\$ 181,331	\$ 1,834,746	\$ 296,006	\$ 84,721,837
Budgeted Increase (Decrease)											
in Fund Balance	\$ (2,526,200)	\$ (874,240)	\$ -	\$ (1,000,000)	\$ (80,360)	\$ (100,213)	\$ -	\$ 66,809	\$ -	\$ 138,762	\$ (4,375,442)
Full Accrual Adjustments: ¹											
Budgeted Capital Outlay	-	-	-	1,901,616	568,443	321,968	241,574	181,331	-	138,762	3,353,694
Budgeted Debt Principal	-	-	-	3,025,345	-	-	2,330,000	-	-	-	5,355,345
Estimated Depreciation	-	-	-	(5,496,869)	-	(104,298)	(704,606)	-	(25,186)	-	(6,330,959)
Estimated Fund Balance/											
Net Assets 6/30/19	<u>\$11,775,800</u>	<u>\$ 2,625,760</u>	<u>\$ 7,400</u>	<u>\$ 100,430,092</u>	<u>\$ 2,528,083</u>	<u>\$ 776,457</u>	<u>\$ (8,133,032)</u>	<u>\$ 648,140</u>	<u>\$ 924,814</u>	<u>\$ 627,524</u>	<u>\$ 112,211,038</u>

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

SUMMARY OF INTERFUND TRANSFERS
For the Year Ending June 30, 2019

FUND	TO							
	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant Capital Reserve	Fibrant	Fibrant	TOTAL OUT
General	\$ 1,938,386	\$ -	\$ 467,822	\$ -	\$ -	\$ 3,000,000		\$ 5,406,208
Water & Sewer	-	480,083	-	-	-	-		480,083
Stormwater	-	-	-	137,262	-	-		137,262
Fibrant	-	-	-	-	125,310	-		125,310
TOTAL IN	\$ 1,938,386	\$ 480,083	\$ 467,822	\$ 137,262	\$ 125,310	\$ 3,000,000		\$ 6,148,863

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	FY2016-17 ACTUAL	FY2017-18 ESTIMATE	FY2018-19 ADOPTED
REVENUES:			
GENERAL FUND/CAPITAL RESERVE FUND			
Taxes	\$ 19,337,385	\$ 19,935,294	\$ 20,593,099
Unrestricted Intergovernmental	10,573,064	10,612,000	10,684,201
Restricted Intergovernmental	2,032,982	1,726,758	2,644,470
Charges for Services	7,201,349	7,294,186	7,338,551
Miscellaneous	634,499	612,793	481,202
Long-term Debt Issued	690,000	1,962,188	-
Fund Balance Appropriated	-	-	3,400,440
Transfers From Other Funds	<u>1,661,396</u>	<u>1,782,010</u>	<u>1,938,386</u>
Total Available Resources	\$ 42,130,676	\$ 43,925,229	\$ 47,080,349
WATER & SEWER FUND/CAPITAL RESERVE FUND			
Charges for Services	\$ 25,934,277	\$ 25,692,792	\$ 23,838,905
Miscellaneous	88,600	151,515	83,000
Appropriated Fund Balance	-	-	1,080,360
Transfers From Other Funds	<u>504,100</u>	<u>479,807</u>	<u>480,083</u>
Total Available Resources	\$ 26,526,977	\$ 26,324,114	\$ 25,482,348
MASS TRANSIT FUND			
Restricted Intergovernmental	\$ 618,631	\$ 548,726	\$ 836,332
Charges for Services	150,425	151,700	159,500
Miscellaneous	3,431	5,319	4,000
Fund Equity Appropriated	-	75,000	100,213
Transfers From Other Funds	<u>465,322</u>	<u>465,322</u>	<u>467,822</u>
Total Available Resources	\$ 1,237,809	\$ 1,246,067	\$ 1,567,867
FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND			
Charges for Services	\$ 5,615,621	\$ 5,069,126	\$ 4,819,529
Miscellaneous	3,267	8,394	2,000
Transfers From Other Funds	2,467,322	3,491,537	3,248,140
Long-Term Debt Issued	<u>-</u>	<u>26,270,000</u>	<u>-</u>
Total Available Resources	\$ 8,086,210	\$ 34,839,056	\$ 8,069,669
STORMWATER UTILITY FUND & CAPITAL RESERVE FUND			
Charges for Services	\$ 1,307,080	\$ 1,363,282	\$ 1,809,306
Other Operating/Miscellaneous	133,283	153,414	164,202
Transfers From Other Funds	<u>-</u>	<u>-</u>	<u>296,006</u>
Total Available Resources	\$ 1,440,363	\$ 1,516,696	\$ 2,269,514
SPECIAL REVENUE FUNDS			
Restricted Intergovernmental	\$ 334,218	\$ 250,266	\$ 427,661
Miscellaneous	<u>153,494</u>	<u>242,384</u>	<u>30,000</u>
Total Available Resources	\$ 487,712	\$ 492,650	\$ 457,661
TOTAL BUDGETED REVENUES & OTHER FINANCING SOURCES:			
Taxes	\$ 19,337,385	\$ 19,935,294	\$ 20,593,099
Unrestricted Intergovernmental	10,573,064	10,612,000	10,684,201
Restricted Intergovernmental	2,985,831	2,525,750	3,908,463
Charges for Services	40,208,752	39,571,086	37,965,791
Miscellaneous	1,016,574	1,173,818	764,404
Long-term Debt Issued	690,000	28,232,188	-
Fund Balance Appropriated	-	75,000	4,581,013
Transfers From Other Funds	<u>2,630,818</u>	<u>2,727,139</u>	<u>6,430,437</u>
Total Available Resources	<u>\$ 79,909,747</u>	<u>\$ 108,343,812</u>	<u>\$ 84,927,408</u>

	FY2016-17 ACTUAL	FY2017-18 ESTIMATE	FY2018-19 ADOPTED
EXPENDITURES			
GENERAL FUND/CAPITAL RESERVE FUND			
General Government	\$ 6,105,018	\$ 8,892,855	\$ 10,519,533
Public Safety	13,707,675	16,776,412	16,292,779
Transportation	5,005,879	6,092,036	7,088,238
Environmental Protection	1,640,900	1,920,260	1,746,612
Culture and Recreation	1,820,776	1,444,697	1,539,054
Community/Economic Dev	2,470,357	2,597,262	3,003,190
Education	38,107	40,000	40,000
Debt Service	1,229,724	794,206	1,444,735
Transfers To Other Funds	<u>2,780,780</u>	<u>5,532,367</u>	<u>5,406,208</u>
Total Expenditures	\$ 34,799,216	\$ 44,090,095	\$ 47,080,349
WATER & SEWER FUND/CAPITAL RESERVE FUND			
Water & Sewer	\$ 19,022,966	\$ 19,851,073	\$ 20,869,301
Debt Service	5,065,870	4,132,964	4,132,964
Transfers To Other Funds	<u>504,100</u>	<u>479,807</u>	<u>480,083</u>
Total Expenditures	\$ 24,592,936	\$ 24,463,844	\$ 25,482,348
TRANSIT FUND			
Mass Transit	<u>\$ 1,261,923</u>	<u>\$ 1,268,923</u>	<u>\$ 1,567,867</u>
Total Expenditures	\$ 1,261,923	\$ 1,268,923	\$ 1,567,867
FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND			
Fiber Optic Network	\$ 5,219,462	\$ 5,018,681	\$ 4,996,174
Debt Service/Debt Refunding	3,009,530	29,217,582	2,948,185
Transfer To Other Funds	<u>151,864</u>	<u>150,824</u>	<u>125,310</u>
Total Expenditures	\$ 8,380,856	\$ 34,387,087	\$ 8,069,669
STORMWATER UTILITY FUND/CAPITAL RESERVE FUND			
Environmental Protection	\$ 1,044,309	\$ 1,206,809	\$ 2,132,252
Transfers to Other Funds	<u>104,490</u>	<u>116,578</u>	<u>137,262</u>
Total Expenditures	\$ 1,148,799	\$ 1,323,387	\$ 2,269,514
SPECIAL REVENUE FUNDS			
Community/Economic Dev	\$ 444,392	\$ 427,463	\$ 418,373
Debt Service	<u>42,672</u>	<u>42,672</u>	<u>39,288</u>
Total Expenditures	\$ 487,064	\$ 470,135	\$ 457,661
TOTAL BUDGETED EXPENDITURES			
General Government	\$ 6,105,018	\$ 8,892,855	\$ 10,519,533
Public Safety	13,707,675	16,776,412	16,292,779
Transportation	5,005,879	6,092,036	7,088,238
Environmental Protection	2,685,209	3,127,069	3,878,864
Culture and Recreation	1,820,776	1,444,697	1,539,054
Community/Economic Dev	2,914,749	3,024,725	3,421,563
Education	38,107	40,000	40,000
Water & Sewer	19,022,966	19,851,073	20,869,301
Mass Transit	1,261,923	1,268,923	1,567,867
Fiber Optic Network	5,219,462	5,018,681	4,996,174
Debt Service/Debt Refunding	9,347,796	34,187,424	8,565,172
Transfers To Other Funds	<u>3,541,234</u>	<u>6,279,576</u>	<u>6,148,863</u>
Total Expenditures	<u>\$ 70,670,794</u>	<u>\$ 106,003,471</u>	<u>\$ 84,927,408</u>

SUMMARY OF CAPITAL EXPENDITURES

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

	Requested FY 18 -19	Mgr Recommends FY 18 -19	Adopted FY 18 -19
Total General Fund	\$ 3,746,093	\$ 934,642	\$ 934,642
Total General Fund Capital Reserve Fund	3,922,321	1,959,468	1,959,468
Total Water & Sewer Fund	1,901,616	1,901,616	1,901,616
Total Water/Sewer Capital Reserve Fund	568,443	568,443	568,443
Total Mass Transit Fund	2,029,167	321,968	321,968
Total Stormwater Fund	-	-	-
Total Stormwater Capital Reserve Fund	296,006	296,006	296,006
Total Fibrant Communications Fund	474,426	241,574	241,574
Total Fibrant Communications Capital Reserve F	181,331	181,331	181,331
 Total All Funds	 <u>\$ 13,119,403</u>	 <u>\$ 6,405,048</u>	 <u>\$ 6,405,048</u>

REVENUE ASSUMPTIONS FOR FY2018-19

General Fund Revenue

Taxes:

Property Taxes –Property tax values are provided by the Rowan County Tax Assessor’s office. The office projects slight growth in the tax base. A 1.61% uncollectible rate was used.

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

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2017 property tax receivable balance projected as of June 30, 2018 adjusted for the economy.

Interest on Delinquent Taxes - Based on historical trends.

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

Other Taxes - Based on historical trends.

Intergovernmental (Restricted and Unrestricted):

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

State - Based on FY2018-19 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

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

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

Charges for Services:

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

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

Code Services Fees – Based on historical trends.

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

Cemetery - Based on historical trends.

Radio Antenna and Paging Rentals – Based on historical trends.

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

Licenses and Permits – Previously was based on rental vehicle license and a projection of all currently licensed businesses in Salisbury at the current license rates with an adjustment for the local business climate. But the NC General Assembly in the 2014 session repealed the local privilege tax in FY2015-16. At this time, there is no replacement revenue for the loss. (see graph on page 1-9).

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

Other - Based on historical trends.

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2018-19.

Donations - Based on historical trends and anticipated donations.

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

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2018-19.

Other - Based on historical trends.

Other Financing Sources:

Proceeds from Capital Leases – No revenues anticipated in FY2018-19.

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 2018.

Water and Sewer Taps – Based on the projected taps to be completed in FY2018-19.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2018-19.

Miscellaneous Revenues - Based on historical trends.

Water and Sewer Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2018-19.

Other Financing Sources:

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

Transit Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

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

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY2018-19.

Special Revenue Funds Revenue

Intergovernmental:

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

Miscellaneous:

Other - Based on anticipated program income.

Fibrant Communications Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2018-19.

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Fibrant Communications Fund during FY2018-19.

Fibrant Communications Capital Reserve Fund Revenue

Other Financing Sources:

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

Stormwater Fund Revenue

Operating Revenues:

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

Stormwater Capital Reserve Fund Revenue

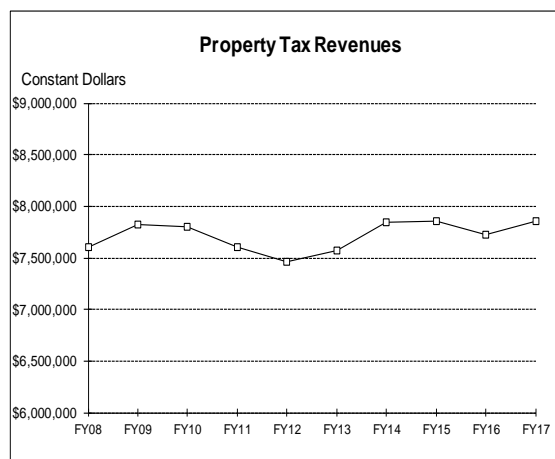
Other Financing Sources:

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

TREND MONITORING

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

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

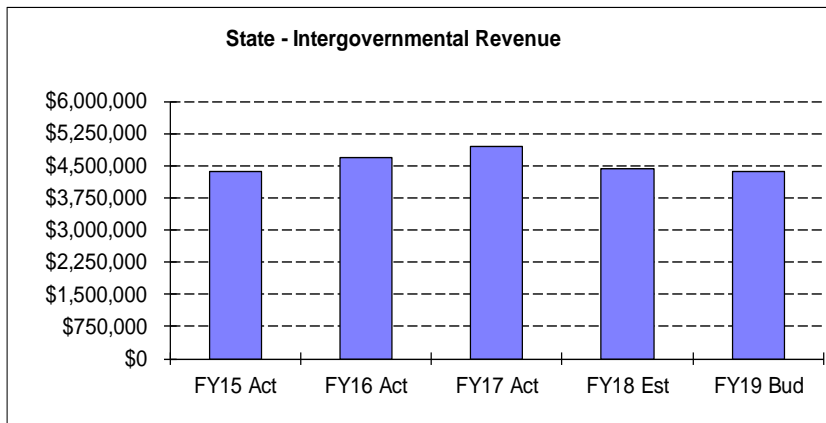


WARNING TREND:

Decline in property tax revenues (constant dollars)

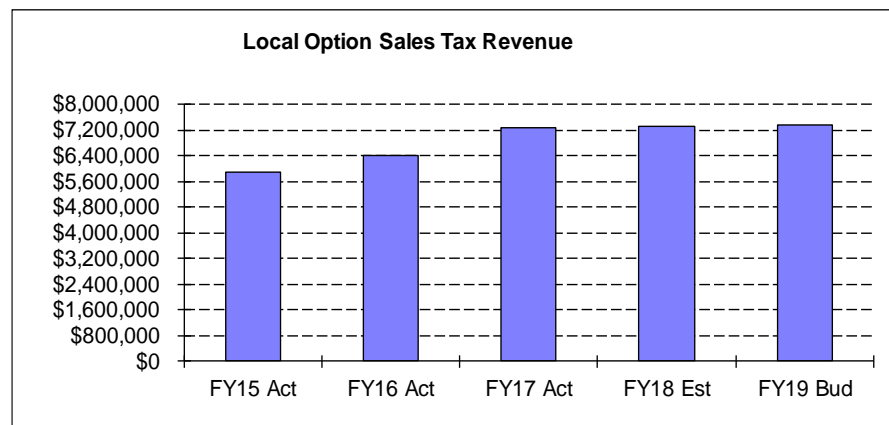
OTHER REVENUE TRENDS

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

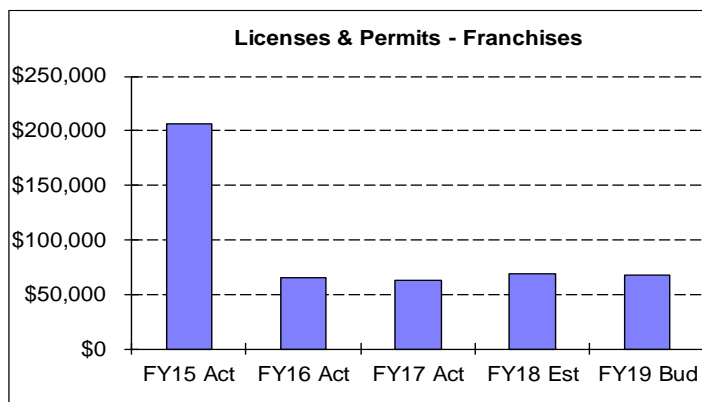


State intergovernmental revenue is comprised to state-shared receipts and grants. As of FY15, the City no longer received Hold Harmless Reimbursements.

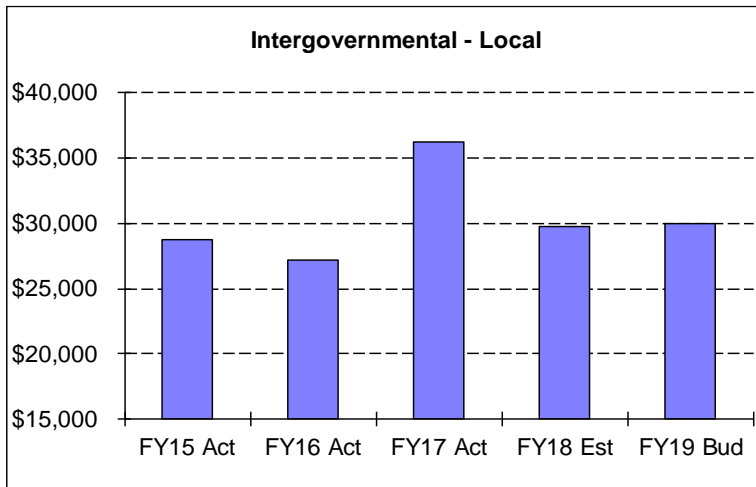
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace. Beginning in the last quarter of FY16, the City started seeing an increase due to the expansion of the tax base, which now includes the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



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

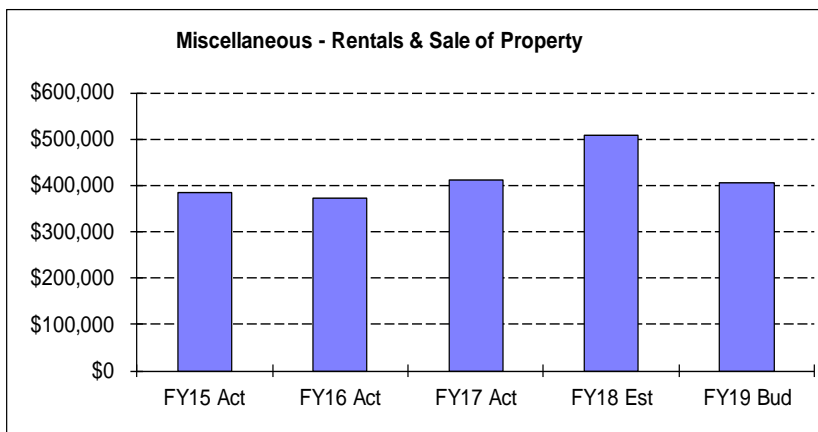
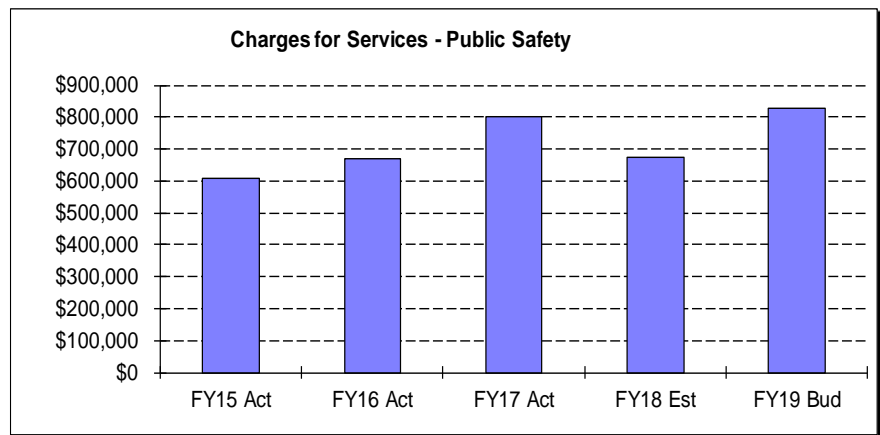


Permit revenues have been based on business privilege licenses and the rental vehicle licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter. In the 2014 session, the NC General Assembly repealed the local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



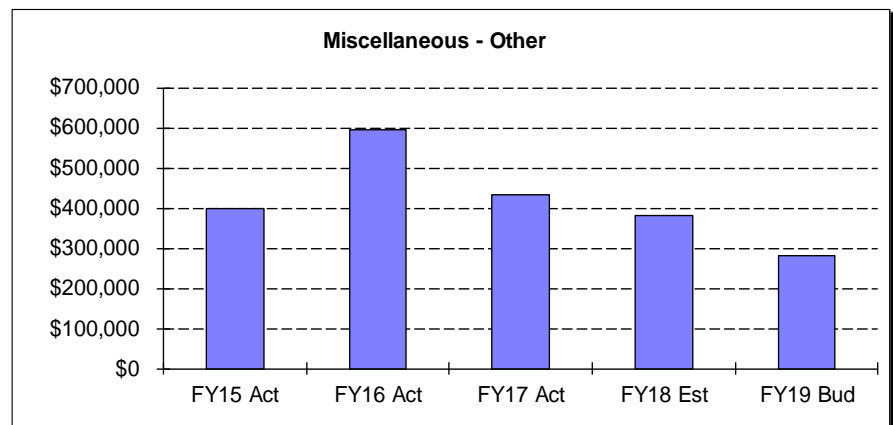
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

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



Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY18 shows an increase in the sale of assets due to a backlog of surplus property.

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



FINANCIAL MANAGEMENT AND BUDGET PROCESS

FINANCIAL MANAGEMENT PROGRAM

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

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

FINANCIAL MANAGEMENT SYSTEMS

FUND ACCOUNTING

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

The budgeted funds are as follows:

Governmental Fund Types

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

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

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

Proprietary Fund Types

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds. The generally accepted accounting principles used here are those applicable to similar businesses in the private sector, and the measurement focus is upon determination of net income, financial position, and cash flows.

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

The enterprise funds include the Water and Sewer Fund, Fibrant Communications Fund, Stormwater Utility Fund and Transit Fund. An equipment replacement subfund for Water and Sewer, Fibrant Communications and for

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

BASIS OF ACCOUNTING

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

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

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

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

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

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

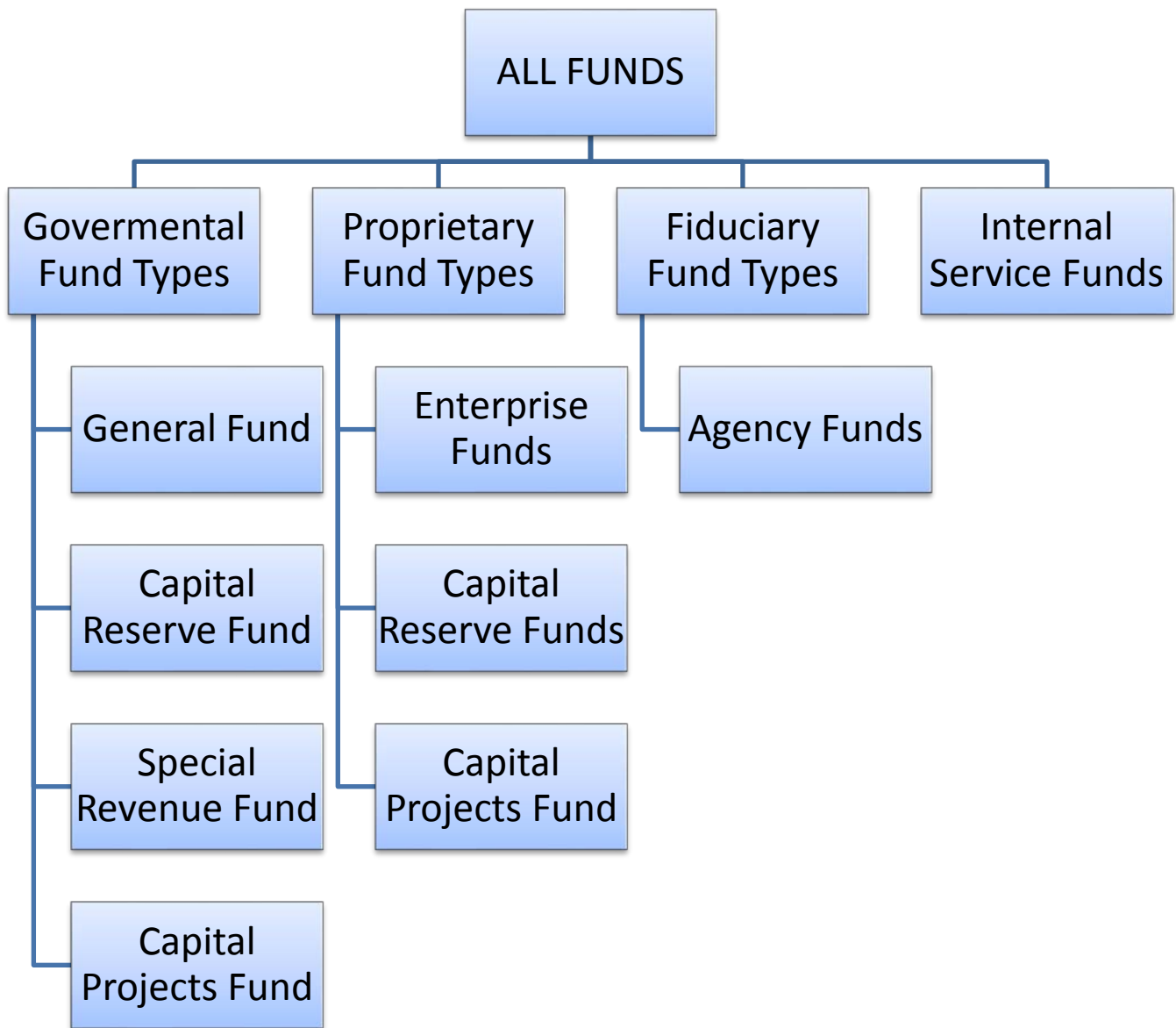
The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

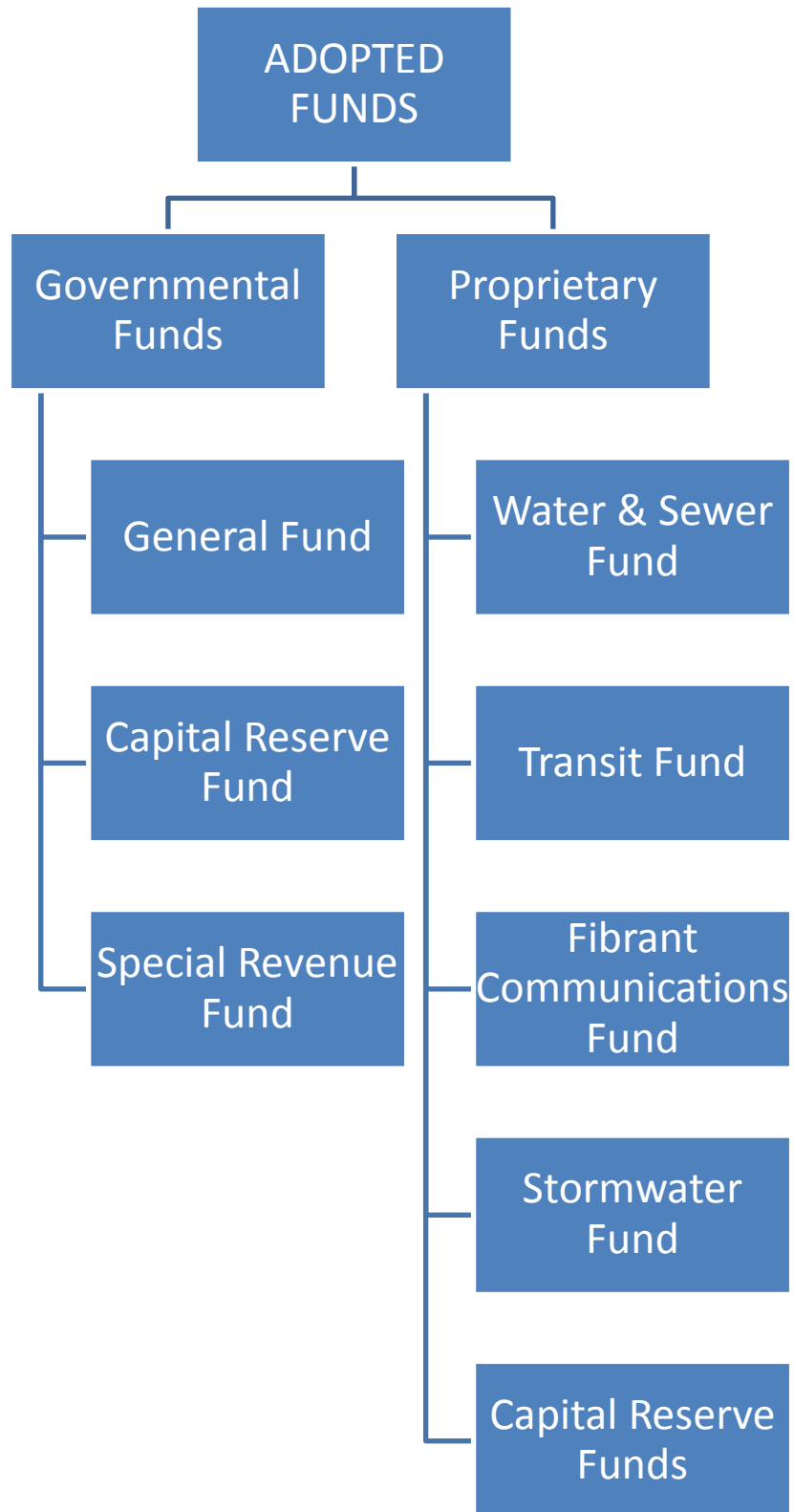
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are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

BASIS OF BUDGETING

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

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





FINANCIAL MANAGEMENT POLICIES

INVESTMENT POLICY

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

Policies

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

Investments Used By City

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

Custodial Risk Assumed By City

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

FISCAL POLICIES

Revenue Policy

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

Operating Budget Policy

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. For programs with multiple revenue sources, the City will adhere to the revenue spending policy: the Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, State funds, local non-city funds, city funds.
4. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
5. The City will develop a program to replace all information systems hardware at least once every four 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 ten-year Capital Improvement Program which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all manpower, operating costs, and capital outlay required.
3. The City will prepare and update annually a resurfacing and replacement policy for street and sidewalk improvements.

Accounting Policy

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

Debt Policy

1. Capital projects, financed through the issuance of bonds, shall be financed for a period not to exceed the expected useful life of the project.
2. The general obligation debt of the City will not exceed 8 percent of the assessed valuation of the taxable property of the City.
3. Interest, operating and/or maintenance expenses will be capitalized only for facilities or enterprise activities and will be strictly limited to those expenses incurred prior to actual operating of the facilities.
4. Interfund loans will be made as needed according to the Resolution approved by the City Council. The interest rate for those loans requiring the repayment with interest was revised as of June 30, 2011 to 1% which is reflective of what the City can currently earn on investments.

Reserve Policy

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

BUDGETS AND BUDGETARY ACCOUNTING

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

The City follows these procedures in establishing the budgetary data:

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

GOAL SETTING AND BUDGETARY PROCESS

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

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

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

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

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

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

The Budget Message is prepared by the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

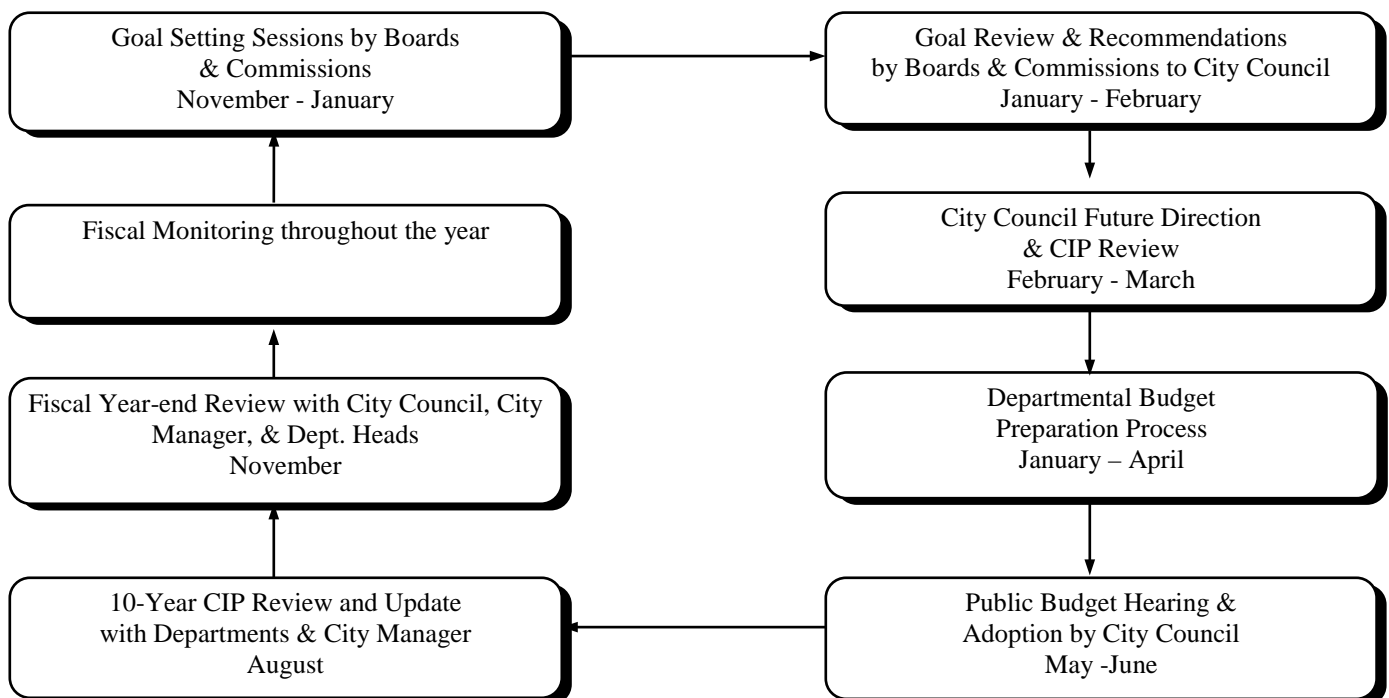
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at www.salisburync.gov.

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

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

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

GOAL SETTING/BUDGET CYCLE



CITY OF SALISBURY

FY2018-2019 BUDGET CALENDAR

1/17/18 - 2/20/18	Prepare personnel request forms; present staffing patterns and personnel request information. Prepare schedules for fixed operational costs. Prepare FY2018-19 – 2027-28 Capital Improvement Program request forms.	Financial Services
January 2018	Vehicle Review Committee meeting for evaluation of vehicles.	Fleet Manager and Purchasing Manager
2/13/2018	Start of budget data entry. Complete all budget request forms no later than March 2, 2018.	Management Team and Division Managers
2/15/18	Hold Information Session at West End Business & Community Center for 2018-19 CDBG & HOME Funds.	Community Planning Services Staff
2/20/18	First reading of 2018-2019 CDBG & HOME; hold Public Hearing on the use of 2018-19 CDBG & HOME Funds.	Community Planning Services Staff
2/1/18 - 2/28/19	Prepare FY2017-2018 year-end revenue estimates and FY2018-19 revenue estimates on all funds.	Financial Services, Utilities Director, Interim Fibrant Director & Transit Director
3/2/2018	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
3/21/18 - 3/22/18	CIP/Goals Retreat	Mayor, City Council, City Manager and Staff
4/20/18 - 4/23/18	Departmental budget cuts to balance budget; two or three-day turnaround.	City Manager, Department Heads, Division Mangers
5/15/18	City Manager to present recommended Budget to City Council.	City Manager
Based on Scheduling	Place ad in THE SALISBURY POST to advertise one time for public hearing.	City Clerk
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
6/14/18	Budget Work Session	Mayor, City Council, City Manager and Staff
TBD	Hold a public hearing on the FY2018-19 Budget.	City Council

CITY OF SALISBURY
FY2018-2019 BUDGET CALENDAR

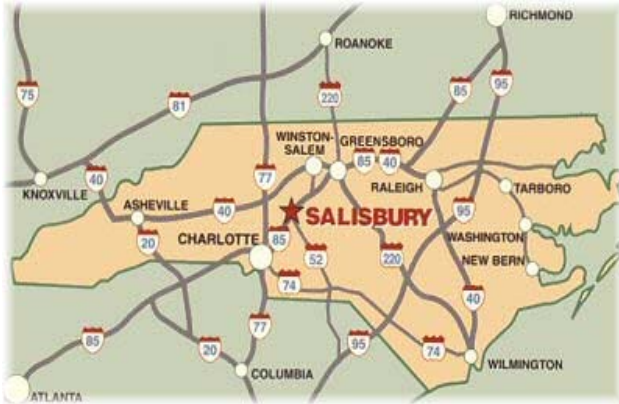
Before July 1, 2018	City Council to adopt Budget.	City Council
July 2018	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2018	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff



FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

LOCATION

Salisbury, the county seat of Rowan County, is located in the heart of the beautiful Piedmont area, the industrial heart of the State. Salisbury is located midway between Charlotte and Winston-Salem, 296 miles from Atlanta, Georgia and 368 miles from Washington, D.C.



CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter, the high temperature is about 53 degrees, with a low around 30 degrees. The total snowfall is normally about 3 inches each year. In the summer, the high averages about 88 degrees, with a low of 67 degrees.

POPULATION

The population of the City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 34,459 based upon estimates from the North Carolina Office of State Planning.

HISTORY

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

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

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

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

Andrew Jackson, Archibald Henderson, William R. Davie, Daniel Boone, Lord Cornwallis, Richard Caswell and many other prominent local families such 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 adopted the Rowan Resolves on August 8, 1774 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 members are elected to serve two-year terms of office. The Mayor is elected from the five Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five to serve as Mayor during their 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 Assistant City Manager and 14 departments: Administration, Business and Financial Services, Human Resources, Communications, Downtown Development, Fire, Police, Community Planning Services, Engineering, Public Services, Transit, Parks and Recreation, Salisbury-Rowan Utilities, and Broadband Services. The City provides a full range of municipal services allowable under state law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, street maintenance, sanitation, and water and sewer systems.

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

responsible by state statutes to provide health and social services and court services.

UTILITIES

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, using the Actiflo high-rate clarification process, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2017 was 9.6 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

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

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2017 was 8.3 million gallons per day.

The City now offers television, high-speed internet, and digital telephone services through Fibrant – the City's Broadband Services Utility. A referendum approving a Public/Private partnership with HotWire Communications for the lease of Fibrant was approved by the voters of Salisbury in May 2018.

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

TRANSPORTATION

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 52 miles from Greensboro, and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 7 million people live within 100 miles of Salisbury, 3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Mid-Carolina Regional Airport, three miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury – Charlotte-Douglas International (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger services to all parts of the United States via various airlines. There are also non-stop, international flight options available to Frankfurt, London, Rome, and San Juan, among other global destinations.

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

The Depot



Amtrak provides rail transportation with service on the Piedmont and the Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from the Historic Salisbury Station formally known as The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1908.

MOTELS

An ideal area for meetings and conventions, Salisbury has 11 motels, with nearly 1,000 rooms, and two bed and breakfast establishments in our historic district.

EDUCATION

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has 30 buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of 1,300 Liberal Arts students and is affiliated with the United Church of Christ. U.S. News and World Report ranked Catawba 15th among Best Regional Colleges in the South for 2016. Livingstone College was founded in 1879 and

has 1,300 Liberal Arts students. It is supported by the African Methodist Episcopal Zion Church. Rowan-Cabarrus Community College offers two-year educational programs leading to the associate's degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students. The City is also home to Hood Theological Seminary, a private graduate school that prepares students for ministry and has grown to 300 students.

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

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

ARTS AND ENTERTAINMENT

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

The Piedmont Players, a community little theatre organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theatre, built in 1905, for their home. The Piedmont Players presents five shows each season. The Norvell Theatre features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year. Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theatre in the state. The arts program has been further enhanced with the addition of the Lee Street Theatre and Performing Arts Center, a 9,000 square foot theatre.

The Salisbury-Rowan Symphony, consisting of musicians from the area, presents four concerts each season. In addition to participation in the regular

concert series, the string quartet of the Salisbury Symphony visits the elementary schools to present programs. The object of this mini-concert series is to give the students some knowledge of music and famous composers.

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

COMMUNITY FACILITIES

Salisbury is served daily by The Salisbury Post. Three radio stations provide local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage from all major networks in addition to cable television facilities.

A full-time, year-round parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, an outdoor seasonal swimming pool and splash pad, a sports complex, and a large community park and athletic complex totaling 518 acres of parkland city wide.

In addition, the department provides many amenities for public enjoyment including four recreation facilities, eight tennis courts, one disc golf course, and five paved sections (5.8 miles) of the Salisbury Greenway.

A new teen center opened March 5, 2018, in the Miller Recreation Center on West Bank Street. Teens receive free membership cards when they sign up, which also gives them free access to city buses. The center offers a place to play pool, foosball, and video games. The members can also receive homework assistance, life skills training, and participate in other specialized programs.

PARK SYSTEMS

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

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



Ball field at the Community Park

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

SPECIAL EVENTS

The Parks and Recreation Department offers a variety of special events throughout the year including: Father Daughter Dance, Earth Day on the Greenway, Touch a Truck, Doggy Dip Swim, Middle School Prom, Movies in the Park, Fall Campouts, Halloween Fun Fest, 5K Run/Walk for the Greenway, Music at the Mural, Fur Fun 5K, Brown Bag Lunch Jam, New Year's Eve at the Bell Tower, Cheerwine Festival and Brunch with Santa. The department also assists Downtown Salisbury, Inc. (DSI) with their scheduled special events. In addition to special events, the department facilitates over 20 softball tournaments that bring players from throughout the southeast to the Salisbury Community Park and Athletic Complex.

Downtown Salisbury Department has 12 events in the Downtown area that bring thousands of residents together for a fun filled evening.

The City of Salisbury, in partnership with Cheerwine, has hosted the Cheerwine Festival in May. The event began with the 100th birthday of Cheerwine in 2017 where more than 30,000 people came to downtown Salisbury to enjoy live music, food vendors, shopping, local craft vendors, and family-friendly activities.

MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	21.8
Number of Fire Stations	5	Miles of Streets	229
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	18,680
Number of Parks	28	Miles of Water Line	441
Number of Recreation Centers	4	Miles of Sewer Line	447
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	518		
Greenway Miles	5.8		



Fiscal Year Ended June 30,	ASSESSED VALUE OF TAXABLE PROPERTY For the Last Ten Fiscal Years				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
2019	¹			\$2,850,097,054	\$0.7196
2018	\$2,200,909,996	\$569,153,769	\$72,407,318	\$2,842,471,083	\$0.7096
2017	\$2,190,395,512	\$581,933,147	\$70,460,904	\$2,842,789,563	\$0.6720
2016	\$2,188,918,181	\$552,224,799	\$69,437,235	\$2,810,580,215	\$0.6600
2015	\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014	\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013	\$2,207,871,524	\$500,854,287	\$61,343,725	\$2,770,069,536	\$0.6374
2012	\$2,177,064,102	\$533,023,437	\$59,819,853	\$2,769,907,392	\$0.6135
2011	\$2,324,996,121	\$530,055,686	\$61,255,822	\$2,916,307,629	\$0.5900
2010	\$2,313,585,514	\$527,795,917	\$60,768,581	\$2,902,150,012	\$0.5900

¹ Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the years ended June 30, 2012 and June 30, 2016 (in bold). The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY For the Year Ended June 30, 2017

Business	Type of Enterprise	2017 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 166,011,887	5.84%
Henkel Corporation	Manufacturing	34,718,585	1.22%
AKZO Nobel	Manufacturing	31,584,456	1.11%
Duke Energy Corp.	Utility	30,669,165	1.08%
Centro Heritage Innes Street, LLC	Real Estate	25,754,169	0.91%
Norandal USA	Industrial	23,107,411	0.81%
Cole Mt. Salisbury, NC LLC	Real Estate	22,958,592	0.81%
Wal-Mart Real Estate Business	Retail	13,002,662	0.46%
BRC Salisbury LLC	Real Estate	12,025,915	0.42%
MFW Associates	Real Estate	10,787,418	0.38%
Totals		<u>\$ 370,620,260</u>	<u>13.04%</u>

**SCHEDULE OF PRINCIPAL EMPLOYERS
IN THE CITY OF SALISBURY
For the Year Ended June 30, 2017**

Employer	Employees	Percentage of Total City Employment
Delhaize Food Lion	3,200	14.55%
Rowan/Salisbury School System	3,000	13.64%
W.G. (Bill) Hefner VA Medical Center	2,100	9.55%
Novant Health Rowan Regional	1,552	7.05%
Rowan County	827	3.76%
Rowan-Cabarrus Community College	770	3.50%
Piedmont Correctional Institute	450	2.05%
City of Salisbury	416	1.89%
Lutheran Services for the Aging	310	1.41%
Wal-Mart	250	1.14%
Total	12,875	58.54%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2017

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

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	Unemployment Rate
2017	34,459	\$ 903,809,921	\$ 26,229	39.7	5.2%
2016	34,285	877,313,318	25,589	39.7	5.8%
2015	33,955	847,677,075	24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,732	762,910,045	22,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%
2008	31,024	703,003,840	22,660	38.1	6.6%

Sources: Population data provided by Office of State Management and Budget.
Personal income, per capital income, and median age data are based on the latest census with estimated fluctuations for non-census years.
Unemployment rates are provided by the NC Employment Security Commission.

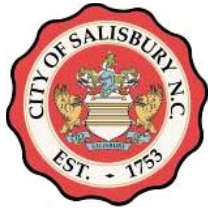
CITY OF SALISBURY
LIST OF PRINCIPAL OFFICIALS

July 1, 2018

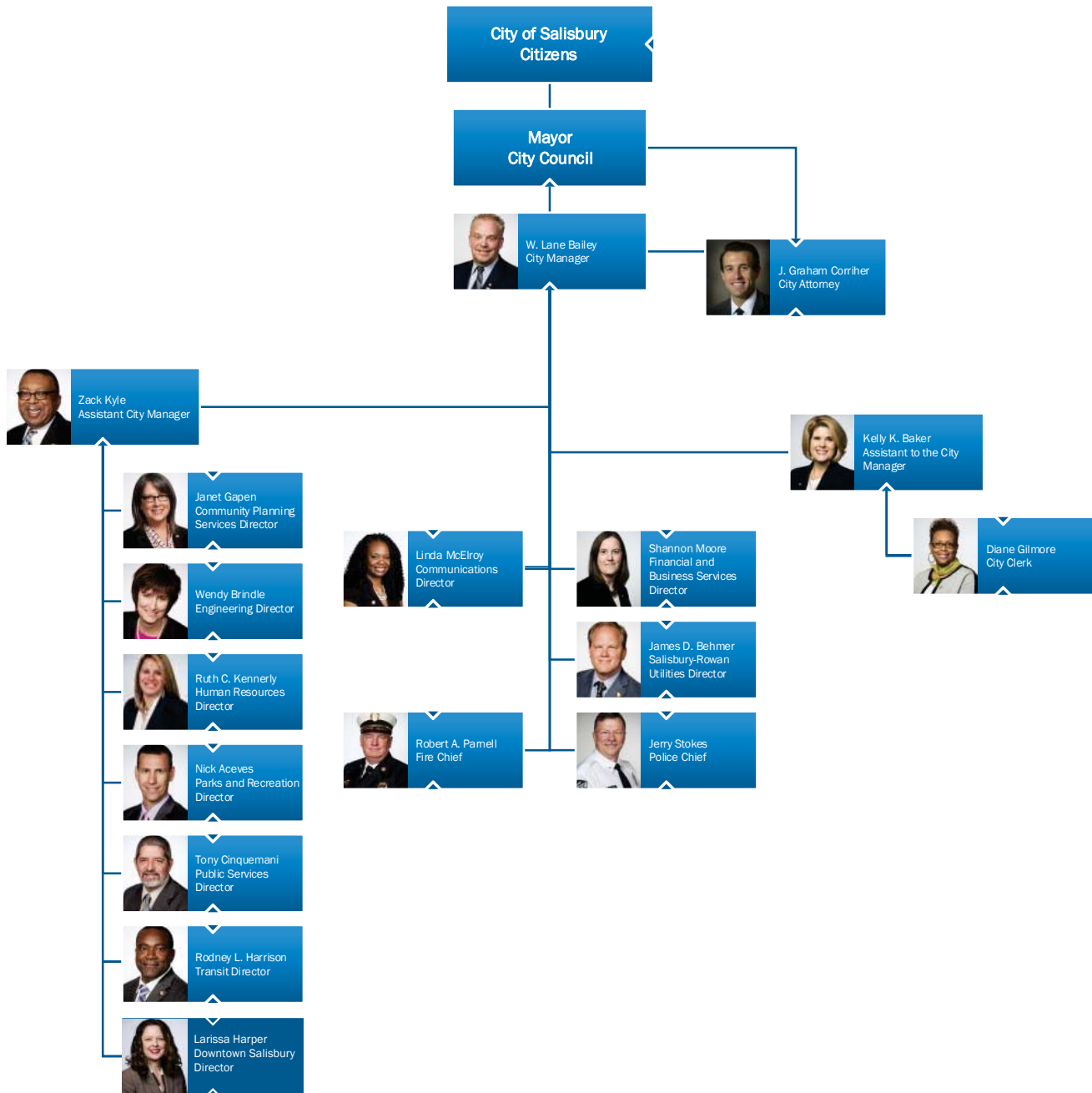
Mayor	Al Heggins
Mayor Pro Tem	David B. Post
Council Member	Karen Kirks Alexander
Council Member	Tamara Sheffield
Council Member	William B. Miller
City Manager	W. Lane Bailey
Assistant City Manager	Zack Kyle
Assistant to the City Manager	Kelly K. Baker
City Attorney	J. Graham Corriher
City Clerk	Diane Gilmore
Communications Director	Linda McElroy
Community Planning Services Director	Janet Gapen
Downtown Salisbury Director	Larissa Harper
Engineering Director	Wendy Brindle
Financial and Business Services Director	Shannon Moore
Fire Chief	Robert A. Parnell
Human Resources Director	Ruth C. Kennerly
Parks and Recreation Director	Nick Aceves
Police Chief	Jerry Stokes
Public Services Director	Tony Cinquemani
Salisbury-Rowan Utilities Director	James D. Behmer
Transit Director	Rodney L. Harrison

SELECTED TELEPHONE NUMBERS

City Department Information	(704) 638-5270	<i>Recreation Programs/Info :</i>	
City Manager/Administration	(704) 638-5234	City Park Center	(704) 638-5295
City Clerk	(704) 638-5224	Civic Center	(704) 638-5275
Downtown Salisbury, Inc. Office	(704) 638-7814	Hall Gym	(704) 638-5289
Business & Financial Services	(704) 638-5303	Fred M. Evans Pool @ Lincoln Park	(704) 754-8303
Fire Department - Business	(704) 638-5351	Miller Center	(704) 638-5297
Human Resources	(704) 638-5217	<i>Other :</i>	
Human Resources - Job Hot Line	(704) 638-5355	Code Services	(704) 216-7559
Community Planning Services	(704) 638-5242	City Bus Schedules	(704) 638-5252
Police Department-Business	(704) 638-5333	Garbage/Recycling	(704) 638-5256
Public Services Administration	(704) 638-5260	Permits	(704) 638-5208
Recreation-Administration	(704) 638-5291	Zoning	(704) 638-5208
Utilities Administration/Engineering	(704) 638-5205	Utility Account Services & Billing	(704) 638-5300
Fibrant	(704) 216-7567	Cemetery Office	(704) 638-5250



City of Salisbury Organization Chart



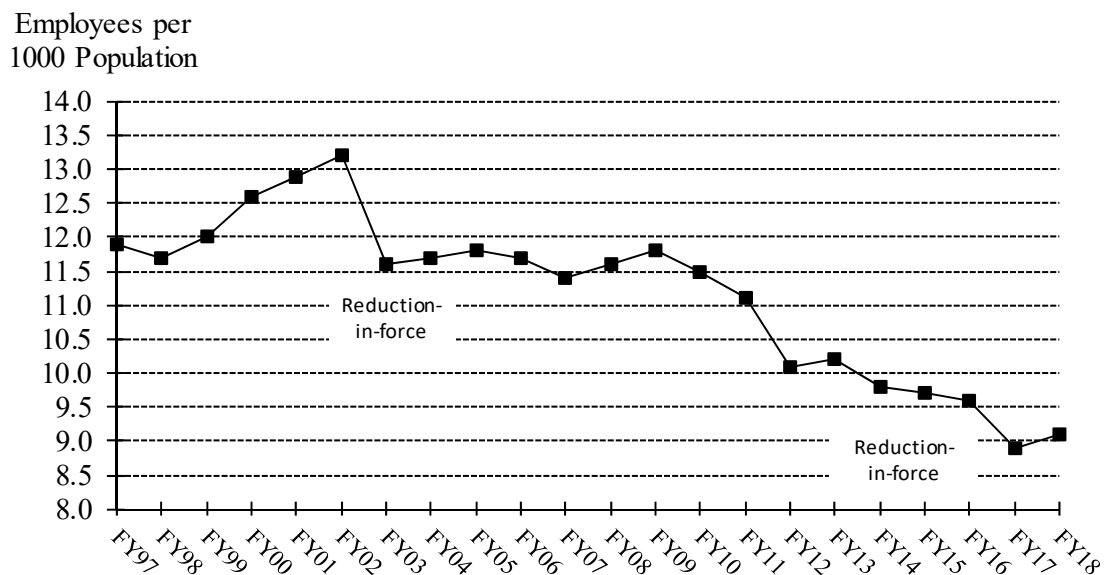
CITY OF SALISBURY
SUMMARY OF POSITIONS FOR FY 2017 – 2019

	<u>APPROVED</u> <u>FY 2016-17</u>	<u>APPROVED</u> <u>FY 2017-18</u>	<u>REQUESTED</u> <u>FY 2018-19</u>	<u>RECOMMENDED</u> <u>FY 2018-19</u>	<u>APPROVED</u> <u>FY 2018-19</u>
GENERAL FUND					
City Council	7	8	8	8	8
Management & Administration	5	6	6	6	6
Communications	3	4	4	4	4
Human Resources	7	6	6	6	6
Financial Services	12	12	12	12	12
Business Services	11	11	11	11	11
Information Technologies	7	7	7	7	7
Community Planning Services	4	4	4	4	4
Code Services	4	4	4	4	4
Development Services	4	4	4	4	4
Downtown Salisbury	-	2	2	2	2
Engineering	6	7	7	7	7
Engineering-Traffic Operations	2	2	2	2	2
Police	88	89	89	89	89
Fire	81	82	81	81	81
Public Svcs-Telecommunications	4	4	4	4	4
Public Svcs-Facilities Maintenance	3	3	5	5	5
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Streets	16	16	18	18	18
Public Svcs-Cemetery	-	1	1	1	1
Public Svcs- Solid Waste Management	7	7	6	6	6
Public Svcs-Waste Management-Other	5	5	5	5	5
Public Svcs-Grounds Maintenance	-	13	16	16	16
Public Svcs-Fleet Management	12	13	13	13	13
Parks and Recreation	41	21	15	15	15
TOTAL	332	334	333	333	333
WATER AND SEWER FUND					
Utility Management	10	10	10	10	10
Water Treatment	8	9	9	9	9
Systems Maintenance	26	26	30	30	30
Enviromental Services	7	7	7	7	7
Wastewater Treatment Plants	25	25	25	25	25
Meter Services	11	10	8	8	8
TOTAL	87	87	89	89	89
TRANSIT FUND	12	14	17	17	17
FIBRANT COMMUNICATIONS FUND	26	24	23	23	23
STORMWATER FUND	10	11	11	11	11
TOTAL ALL FUNDS	467	470	473	473	473
<i>Permanent Full-time</i>	<i>441</i>	<i>448</i>	<i>449</i>	<i>449</i>	<i>449</i>
<i>Permanent Part-time</i>	<i>5</i>	<i>5</i>	<i>8</i>	<i>8</i>	<i>8</i>
<i>Temporary Full</i>	<i>8</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
<i>Temporary Part-time</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>
<i>Part-Time Pools</i>	<i>7</i>	<i>9</i>	<i>8</i>	<i>8</i>	<i>8</i>
TOTAL ALL FUNDS	467	470	473	473	473

For the FY2018-19 Adopted Budget, the total number of full-time positions for the City's budgeted funds has increased by one over the previous fiscal year Adopted Budget. The following table shows the changes.

GENERAL FUND:
<i>Elimination of Fire Captain (1 year addition for FY18)</i>
WATER & SEWER FUND:
<i>Addition of 4 positions for Paving Crew and Elimination of 2 positions in Meter Services</i>
TRANSIT FUND:
<i>Addition of 3 PT Transit Operators for ADA Services</i>
FIBRANT COMMUNICATIONS FUND
<i>Addition of Systems Analyst, Elimination of Broadband Sales Manager and Broadband Sales Specialist</i>
STORMWATER FUND
<i>NO changes in positions.</i>

General Fund Full-Time Employees per 1000 Population



As mentioned in the Introductory Section under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor's actions and the stagnant economy. Subsequently, in FY2012 (FY12), there were 33 net full time positions eliminated due to decreased revenue/increased expenditures. The decrease in FY2017 is related to the Fibrant employees being moved to the Fibrant Communications Fund from the General Fund.

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

PROGRAM MATRIX OF FY2018-19 BUDGET

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

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

CITY OF SALISBURY, NORTH CAROLINA**GENERAL FUND
STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019
 With Estimated Actual for Year Ending June 30, 2018 and
 Actual for Year Ended June 30, 2017

	2017	2018	2019
	Actual	Estimate	Budget
REVENUES:			
Taxes:			
General property - current	\$ 18,635,849	\$ 19,176,494	\$ 19,909,099
General property - prior	356,371	441,000	363,000
Auto tax	237,556	237,000	240,000
Interest on delinquent tax	107,131	80,000	80,000
Other tax	478	800	1,000
	<u>\$ 19,337,385</u>	<u>\$ 19,935,294</u>	<u>\$ 20,593,099</u>
Unrestricted Intergovernmental:			
Local Option Sales Tax	\$ 7,287,305	\$ 7,300,000	\$ 7,353,201
Utilities Franchise Tax	2,987,319	3,000,000	3,015,000
Wine and Beer Tax	155,180	155,000	157,000
Other	143,260	157,000	159,000
	<u>\$ 10,573,064</u>	<u>\$ 10,612,000</u>	<u>\$ 10,684,201</u>
Restricted Intergovernmental:			
State Street Aid - Powell Bill	\$ 967,071	\$ 967,070	\$ 964,070
ARRA - Greenway Grant	10,610	211,952	-
Other	1,055,301	547,736	1,680,400
	<u>\$ 2,032,982</u>	<u>\$ 1,726,758</u>	<u>\$ 2,644,470</u>
Charges for services:			
Environmental protection	\$ 1,997,221	\$ 2,070,632	\$ 2,072,000
Culture and recreation	136,147	135,000	200,000
Code Services fees	22,215	40,000	40,000
Public safety	488,081	420,700	564,721
Cemetery	106,950	120,000	120,000
Radio antenna and paging rentals	288,032	254,000	265,000
Rentals and sale of property	301,849	385,713	282,700
Licenses and Permits	62,735	67,255	67,200
Administrative Charges	3,622,590	3,615,090	3,652,030
Community services	174,125	182,796	71,900
Other	1,405	3,000	3,000
	<u>\$ 7,201,349</u>	<u>\$ 7,294,186</u>	<u>\$ 7,338,551</u>
Miscellaneous:			
Interest earned on investments	\$ 83,484	\$ 130,000	\$ 120,000
Donations	137,578	119,064	105,000
Other	306,557	274,500	189,500
	<u>\$ 527,618</u>	<u>\$ 523,564</u>	<u>\$ 414,500</u>
Total revenues	<u>\$ 39,672,399</u>	<u>\$ 40,091,802</u>	<u>\$ 41,674,821</u>
OTHER FINANCING SOURCES:			
Refunding bonds issued	\$ 690,000	\$ -	\$ -
Fund Balance Appropriated	-	-	2,526,200
Total revenues and other financing sources	<u>\$ 40,362,399</u>	<u>\$ 40,091,802</u>	<u>\$ 44,201,021</u>

CITY OF SALISBURY
FY 2018-2019 BUDGET SUMMARY
GENERAL FUND

		Actual		Budgeted		Requested	Mgr Recommends	Adopted
		FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
REVENUE	\$	40,362,399	\$	43,542,110	\$	41,686,287	\$ 44,304,821	\$ 44,201,021
		Actual		Budgeted		Requested	Mgr Recommends	Adopted
EXPENSES		FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
CITY COUNCIL								
Personnel	\$	295,855	\$	346,521	\$	303,716	\$ 296,851	\$ 296,851
Operations		122,022		177,077		175,224	160,384	160,384
Capital		-		-		-	-	-
TOTAL	\$	417,877	\$	523,598	\$	478,940	\$ 457,235	\$ 457,235
MANAGEMENT & ADMINISTRATION								
Personnel	\$	717,626	\$	741,761	\$	814,402	\$ 799,236	\$ 799,236
Operations		282,538		296,039		342,763	319,020	319,020
Capital		-		-		-	-	-
TOTAL	\$	1,000,164	\$	1,037,800	\$	1,157,165	\$ 1,118,256	\$ 1,118,256
COMMUNICATIONS								
Personnel	\$	273,619	\$	283,268	\$	364,363	\$ 355,231	\$ 355,231
Operations		113,525		102,125		105,608	99,588	99,588
Capital		-		-		-	-	-
TOTAL	\$	387,144	\$	385,393	\$	469,971	\$ 454,819	\$ 454,819
HUMAN RESOURCES								
Personnel	\$	529,885	\$	579,446	\$	562,680	\$ 547,162	\$ 547,162
Operations		785,260		817,852		1,062,940	823,941	823,941
Capital		-		-		-	-	-
TOTAL	\$	1,315,145	\$	1,397,298	\$	1,625,620	\$ 1,371,103	\$ 1,371,103
BUSINESS AND FINANCIAL SERVICES - FINANCIAL SERVICES								
Personnel	\$	902,434	\$	1,001,160	\$	997,955	\$ 981,797	\$ 981,797
Operations		286,040		321,999		682,536	646,784	646,784
Capital		-		-		-	-	-
TOTAL	\$	1,188,474	\$	1,323,159	\$	1,680,491	\$ 1,628,581	\$ 1,628,581
BUSINESS AND FINANCIAL SERVICES - CUSTOMER SERVICE								
Personnel	\$	482,926	\$	517,082	\$	526,991	\$ 514,094	\$ 514,094
Operations		13,385		17,521		19,241	14,421	14,421
Capital		-		-		-	-	-
TOTAL	\$	496,310	\$	534,603	\$	546,232	\$ 528,515	\$ 528,515

	Actual FY 16-17		Budgeted FY 17-18		Requested FY 18-19		Mgr Recommends FY 18-19		Adopted FY 18-19	
INFORMATION TECHNOLOGIES										
Personnel	\$	581,791	\$	626,497	\$	681,877	\$	666,913	\$	666,913
Operations		643,109		795,818		953,561		792,639		792,639
Capital		-		-		50,000		-		-
TOTAL	\$	1,224,900	\$	1,422,315	\$	1,685,438	\$	1,459,552	\$	1,459,552
FIBRANT SUPPORT										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,601,087		3,262,221		3,262,221		3,044,338		3,044,338
Capital		-		-		-		-		-
TOTAL	\$	2,601,087	\$	3,262,221	\$	3,262,221	\$	3,044,338	\$	3,044,338
COMMUNITY PLANNING SERVICES - PLANNING & COMMUNITY DEVELOPMENT										
Personnel	\$	292,712	\$	339,433	\$	352,546	\$	346,784	\$	346,784
Operations		1,103,751		948,990		1,648,914		1,329,390		1,355,590
Capital		-		-		-		-		-
TOTAL	\$	1,396,463	\$	1,288,423	\$	2,001,460	\$	1,676,174	\$	1,702,374
COMMUNITY PLANNING SERVICES - CODE SERVICES										
Personnel	\$	190,835	\$	223,789	\$	247,267	\$	228,177	\$	228,177
Operations		89,589		188,478		155,295		145,670		145,670
Capital		-		-		-		-		-
TOTAL	\$	280,424	\$	412,267	\$	402,562	\$	373,847	\$	373,847
COMMUNITY PLANNING SERVICES - DEVELOPMENT SERVICES										
Personnel	\$	265,964	\$	322,687	\$	324,854	\$	315,992	\$	315,992
Operations		482,777		316,660		158,675		157,675		157,675
Capital		-		-		-		-		-
TOTAL	\$	748,741	\$	639,347	\$	483,529	\$	473,667	\$	473,667
DOWNTOWN DEVELOPMENT										
Personnel	\$	-	\$	185,640	\$	184,695	\$	181,949	\$	181,949
Operations		-		179,800		251,168		185,700		55,700
Capital		-		-		-		-		-
TOTAL	\$	-	\$	365,440	\$	435,863	\$	367,649	\$	237,649
ENGINEERING - TRAFFIC OPERATIONS										
Personnel	\$	118,610	\$	132,279	\$	140,285	\$	137,539	\$	137,539
Operations		71,964		58,493		102,871		65,984		65,984
Capital		-		-		-		-		-
TOTAL	\$	190,574	\$	190,772	\$	243,156	\$	203,523	\$	203,523
ENGINEERING - STREET LIGHTING										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		580,058		614,550		602,500		577,370		577,370
Capital		-		-		-		-		-
TOTAL	\$	580,058	\$	614,550	\$	602,500	\$	577,370	\$	577,370

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
TRAFFIC OPERATIONS - ENGINEERING					
Personnel	\$ 514,190	\$ 665,385	\$ 700,824	\$ 689,325	\$ 689,325
Operations	616,636	2,696,730	2,928,009	2,333,785	2,333,785
Capital	-	-	-	-	-
TOTAL	\$ 1,130,826	\$ 3,362,115	\$ 3,628,833	\$ 3,023,110	\$ 3,023,110
POLICE - SERVICES					
Personnel	\$ 1,608,838	\$ 1,602,093	\$ 2,192,220	\$ 2,134,771	\$ 2,134,771
Operations	218,448	186,196	212,269	176,792	176,792
Capital	-	-	15,431	15,431	15,431
TOTAL	\$ 1,827,285	\$ 1,788,289	\$ 2,419,920	\$ 2,326,994	\$ 2,326,994
POLICE - ADMINISTRATION					
Personnel	\$ 681,487	\$ 1,075,756	\$ 1,128,423	\$ 1,098,710	\$ 1,098,710
Operations	462,632	392,588	489,894	395,496	395,496
Capital	6,849	47,200	129,348	55,000	55,000
TOTAL	\$ 1,150,967	\$ 1,515,544	\$ 1,747,665	\$ 1,549,206	\$ 1,549,206
POLICE - OPERATIONS					
Personnel	\$ 3,278,265	\$ 3,840,636	\$ 4,256,178	\$ 4,162,608	\$ 4,162,608
Operations	1,109,799	1,692,120	1,146,516	1,025,586	1,025,586
Capital	41,263	-	17,500	17,500	17,500
TOTAL	\$ 4,429,327	\$ 5,532,756	\$ 5,420,194	\$ 5,205,694	\$ 5,205,694
FIRE					
Personnel	\$ 4,857,613	\$ 5,008,775	\$ 5,386,086	\$ 5,236,253	\$ 5,236,253
Operations	1,046,376	933,004	1,443,619	1,130,970	1,130,970
Capital	861,582	722,500	618,200	560,500	560,500
TOTAL	\$ 6,765,571	\$ 6,664,279	\$ 7,447,905	\$ 6,927,723	\$ 6,927,723
PUBLIC SERVICES - CENTRAL CITY BUILDINGS					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	755,935	533,374	652,959	556,519	556,519
Capital	20,036	-	378,611	88,211	88,211
TOTAL	\$ 775,971	\$ 533,374	\$ 1,031,570	\$ 644,730	\$ 644,730
PUBLIC SERVICES - PLAZA					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	174,873	127,159	268,648	190,904	190,904
Capital	14,505	79,000	35,000	35,000	35,000
TOTAL	\$ 189,378	\$ 206,159	\$ 303,648	\$ 225,904	\$ 225,904
PUBLIC SERVICES - TELECOMMUNICATIONS					
Personnel	\$ 268,326	\$ 282,033	\$ 272,568	\$ 264,809	\$ 264,809
Operations	400,232	444,527	427,758	419,579	419,579
Capital	21,325	8,891	71,500	-	-
TOTAL	\$ 689,883	\$ 735,451	\$ 771,826	\$ 684,388	\$ 684,388

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
PUBLIC SERVICES - FACILITIES MAINTENANCE					
Personnel	\$ 191,842	\$ 308,349	\$ 311,868	\$ 304,273	\$ 304,273
Operations	7,876	45,500	88,166	28,617	28,617
Capital	-	-	20,000	-	-
TOTAL	\$ 199,717	\$ 353,849	\$ 420,034	\$ 332,890	\$ 332,890
PUBLIC SERVICES - ADMINISTRATION					
Personnel	\$ 247,246	\$ 265,851	\$ 277,436	\$ 273,047	\$ 273,047
Operations	24,150	18,106	20,960	20,152	20,152
Capital	-	-	-	-	-
TOTAL	\$ 271,396	\$ 283,957	\$ 298,396	\$ 293,199	\$ 293,199
PUBLIC SERVICES - STREETS					
Personnel	\$ 1,393,884	\$ 984,134	\$ 1,127,990	\$ 1,094,687	\$ 1,094,687
Operations	1,255,151	1,346,614	1,386,439	1,198,050	1,198,050
Capital	17,032	-	133,201	-	-
TOTAL	\$ 2,666,067	\$ 2,330,748	\$ 2,647,630	\$ 2,292,737	\$ 2,292,737
PUBLIC SERVICES - WASTE MANAGEMENT - OTHER					
Personnel	\$ 357,631	\$ 218,629	\$ 233,349	\$ 225,849	\$ 225,849
Operations	156,753	206,280	251,191	187,754	187,754
Capital	-	-	-	-	-
TOTAL	\$ 514,383	\$ 424,909	\$ 484,540	\$ 413,603	\$ 413,603
PUBLIC SERVICES - CEMETERY					
Personnel	\$ 80,411	\$ 76,424	\$ 79,968	\$ 78,595	\$ 78,595
Operations	19,012	24,338	32,982	20,858	20,858
Capital	35,593	8,000	-	-	-
TOTAL	\$ 135,016	\$ 108,762	\$ 112,950	\$ 99,453	\$ 99,453
PUBLIC SERVICES - SOLID WASTE					
Personnel	\$ 377,850	\$ 387,938	\$ 334,757	\$ 325,884	\$ 325,884
Operations	1,041,160	1,112,880	1,548,179	1,143,752	1,143,752
Capital	-	-	156,200	-	-
TOTAL	\$ 1,419,010	\$ 1,500,818	\$ 2,039,136	\$ 1,469,636	\$ 1,469,636
PUBLIC SERVICES - GROUNDS MAINTENANCE					
Personnel	\$ 74,167	\$ 805,739	\$ 830,100	\$ 804,921	\$ 804,921
Operations	24,270	95,590	296,024	264,453	264,453
Capital	11,156	47,678	172,500	-	-
TOTAL	\$ 109,594	\$ 949,007	\$ 1,298,624	\$ 1,069,374	\$ 1,069,374
PUBLIC SERVICES - FLEET MANAGEMENT					
Personnel	\$ 838,074	\$ 991,608	\$ 999,965	\$ 978,690	\$ 978,690
Operations	83,740	86,730	105,933	87,586	87,586
Capital	-	-	1,109,825	78,000	78,000
TOTAL	\$ 921,815	\$ 1,078,338	\$ 2,215,723	\$ 1,144,276	\$ 1,144,276

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 16-17		FY 17-18		FY 18-19		FY 18-19		FY 18-19	
TRANSPORTATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		465,322		465,322		467,822		467,822		467,822
Capital		-		-		-		-		-
TOTAL	\$	465,322	\$	465,322	\$	467,822	\$	467,822	\$	467,822
PARKS & RECREATION										
Personnel	\$	1,050,061	\$	861,774	\$	929,817	\$	910,963	\$	910,963
Operations		702,478		464,808		618,240		419,779		419,779
Capital		47,272		276,000		838,777		85,000		85,000
TOTAL	\$	1,799,811	\$	1,602,582	\$	2,386,834	\$	1,415,742	\$	1,415,742
EDUCATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		38,107		40,000		40,000		40,000		40,000
Capital		-		-		-		-		-
TOTAL	\$	38,107	\$	40,000	\$	40,000	\$	40,000	\$	40,000
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,004,700		668,665		646,211		943,711		943,711
Capital		-		-		-		-		-
TOTAL	\$	2,004,700	\$	668,665	\$	646,211	\$	943,711	\$	943,711
GRAND TOTAL										
Personnel	\$	20,472,139	\$	22,674,687	\$	24,563,180	\$	23,955,110	\$	23,955,110
Operations		17,782,755		19,678,154		22,595,336		19,415,069		19,311,269
Capital		1,076,616		1,189,269		3,746,093		934,642		934,642
TOTALS	\$	39,331,509	\$	43,542,110	\$	50,904,609	\$	44,304,821	\$	44,201,021

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 a central source for the collection, storage and dissemination of official municipal records and documents. To provide safety and security for all citizens, to protect the environment, and to improve the overall quality of life in our community. To provide leadership and support for the continued economic development and planned growth of the community.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 295,855	\$ 346,521	\$ 303,716	\$ 296,851	\$ 296,851
Operating	122,022	177,077	175,224	160,384	160,384
Capital	-	-	-	-	-
TOTAL	\$ 417,877	\$ 523,598	\$ 478,940	\$ 457,235	\$ 457,235

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
City Council (000)					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
Administration (210)					
City Clerk	1	1	1	1	1
Deputy City Clerk ¹	0	0	1	1	1
Senior Office Assistant ¹	<u>1</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
	7	8	8	8	8

¹ Senior Office Assistant added FY18, Reclassified FY19 to Deputy City Clerk

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 provide staff assistance to the Salisbury Human Relations Council. To provide staff assistance and leadership skill development to the Youth Council members. To convey ideas of information effectively to others. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 717,626	\$ 741,761	\$ 814,402	\$ 799,236	\$ 799,236
Operating	282,538	296,039	342,763	319,020	319,020
Capital	-	-	-	-	-
TOTAL	\$ 1,000,164	\$ 1,037,800	\$ 1,157,165	\$ 1,118,256	\$ 1,118,256

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Administration (000)					
City Manager	1	1	1	1	1
Assistant City Manager	2	2	1	1	1
City Attorney ¹	0	0	1	1	1
Human Relations Manager ²	0	1	1	1	1
Deputy Clerk/Asstist. to City Manager	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	6	6	6	6

¹ Position reclassified from Assistant City Manager

² Position reclassified from Human Resources Analyst I/II (423)

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Promote the City's programs and highlight accomplishments through Salisbury NOW, City of Salisbury external newsletter, social media, the Salisbury city website, ACCESS16 and word of mouth.
2. Manage City of Salisbury brand and marketing standards to ensure compliance by City employees, contractors, appointees and elected officials.
3. Maintain the City social media and mass notification presence and monitor content:
 - Explore up-to-date social media initiatives to share more City content and to inform the public of significant City events and notifications.
 - Monitor inappropriate content listed by posters and employees and forward inappropriate employee content to appropriate contacts.
 - Continue to sponsor City "Like, Share, Comment" Facebook contests.
 - Utilize private Salisbury employees Nixle group to send important alerts.
 - Increase Nixle followers by 25 percent by the end of the fiscal year.
 - Increase Facebook likes by 50 percent by the end of the fiscal year.
 - Increase Twitter followers by 20 percent by the end of the fiscal year.
4. Continue to write and distribute an engaging community newsletter monthly to Salisbury residents.
5. Continue to develop Salisbury NOW television show into a premiere, award-winning, local government channel interview news programming.
6. Research and complete the new Salisbury Employee Portal.
7. Maintain and upgrade the City's television stations (ACCESS16 and Fibrant 17):
 - Explore redesign of the ACCESS16 logo.
 - Continue to encourage city departments and non-profit organizations and adjacent local government agencies to advertise their programs and initiatives on Fibrant 17.
 - Upgrade the station's equipment as needed.
 - Explore additional television programming, such as a "Moments with the Mayor" and Salisbury's Most Wanted.
8. Support internal City departments and City Council with marketing communications as needed:
 - Manage crisis communications as needed.
 - Support departments in emergency and/or urgent situations.
 - Draft talking points and Q and As as needed in emergency or controversial situations.
 - Develop and manage press conferences as necessary for crisis or emergency events.
9. Set up, record, live tweet and live stream Salisbury City Council meetings:
 - Prepare recorded meetings for viewing as soon as possible on ACCESS16.
 - Live tweet City Council meetings.

PERFORMANCE MEASURES

	<u>FY 2017 Actual</u>	<u>FY 2018 Estimate</u>	<u>FY 2019 Projected</u>
Workload			
Social Media Engagement Percentage Increase	60% (FB) 20% (Twitter)	40% (FB) 20% (Twitter)	40% (FB) 20% (Twitter)
Positive News Coverage Reach Percentage Increase	30%	20%	20%
Departments Supported	13	13	12

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 273,619	\$ 283,268	\$ 364,363	\$ 355,231	\$ 355,231
Operating	113,525	102,125	105,608	99,588	99,588
Capital	-	-	-	-	-
TOTAL	\$ 387,144	\$ 385,393	\$ 469,971	\$ 454,819	\$ 454,819

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Public Information (203)					
Public Information Director	1	1	1	1	1
Communications Specialist	0	1	1	1	1
Access 16 (204)					
Systems Analyst	1	1	1	1	1
Web & System Media (205)					
Web/Marketing Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	4	4	4	4



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 program. To provide Risk Management services for the City that includes safety, liability insurance management, worker's compensation, OSHA compliance, and third party claims against the City. To implement goals and special projects as may be assigned by the City Council.

PERFORMANCE GOALS

1. Implement City Council level goals.
2. Research, develop, and implement Human Resources systems consistent with elements of a high performance organization.
3. Update compensation plan periodically.
4. Establish health insurance savings strategies and wellness initiatives.
5. Continue a comprehensive internship program with schools and colleges/universities.
6. Continue to identify and establish employee appreciation efforts.
7. Continue to support our comprehensive customer service plan to better serve our citizens and employees.
8. Continue to support the applicant tracking and advertising software program.
9. Continue to maintain a secured web-based human resources information system.
10. Continue to provide employee self-service through the human resources information system, MUNIS.
11. Attract and retain high quality city employees through non-traditional and one-on-one recruitment efforts.
12. Participate in the School of Government Performance Measurement Program and identify additional measures of effectiveness and efficiency.
13. Continue management and leadership training to further develop human capital.
14. Implement Salisbury University to provide resources and opportunities for career development.
15. Provide Risk Management Programs.

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Human Resources (000)			
Workload			
Position Applications Reviewed	1,554	1,600	1,585
Full-Time Employees in Organization (all funds)	449	450	451
Position Requisitions Received from Departments	90	85	90
Effectiveness			
Percent of Applicants Placed-External	78.8%	80.0%	81.0%
Percent of Applicants Placed-Internal	21.2%	20.0%	19.0%
Organization-wide Turnover Rate	20.00%	19.00%	18.00%
Risk Management (201)			
Workload			
Number of Workers Compensation Claims Filed	35	30	25
Number of Third-Party Insurance Claims Filed	25	20	20
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
Efficiency			
Cost Per Negotiated Workers Compensation Claim	\$ 3,049	\$ 3,000	\$ 2,500
Cost Per Negotiated Insurance Claim	\$ 1,890	\$ 2,000	\$ 1,500
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -
Effectiveness			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	3%	3%	3%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 529,885	\$ 579,446	\$ 562,680	\$ 547,162	\$ 547,162
Operating	785,260	817,852	1,062,940	823,941	823,941
Capital	-	-	-	-	-
TOTAL	\$ 1,315,145	\$ 1,397,298	\$ 1,625,620	\$ 1,371,103	\$ 1,371,103

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Human Resources (000)					
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II ¹	4	3	3	3	3
Administration Specialist	1	1	1	1	1
Risk Management (201)					
Risk Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	6	6	6	6

¹ Position reclassified to Human Relations Manager & moved to Administration (421)

DEPARTMENT – Business and Financial Services – Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 1,385,360	\$ 1,518,242	\$ 1,524,946	\$ 1,495,891	\$ 1,495,891
Operating	299,424	339,520	701,777	661,205	661,205
Capital	-	-	-	-	-
TOTAL	\$ 1,684,784	\$ 1,857,762	\$ 2,226,723	\$ 2,157,096	\$ 2,157,096

STATEMENT OF PURPOSE

To provide fiscal and business services to support the operations of the City. To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment, and contractual services for the City, and to manage and maintain a system of fixed asset identification, reporting, and accountability. Included in Financial Services is Business and Financial Services Administration, Accounting, Budget, Debt Management, Performance Management, and Investment Activities.

PERFORMANCE GOALS

1. Continue departmental education and training on use of the City's financial systems.
2. Continue participation in the Performance Measurement/Benchmarking Project.
3. Participate in the GFOA's Certificate of Achievement for Financial Reporting Excellence program.
4. Participate in the GFOA's Distinguished Budget Presentation Award.
5. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
6. Continue to seek methods of improved fixed asset accountability.
7. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.
8. Manage the investment activities for idle cash.
9. Lead efforts to implement a new financial software system, which can be utilized throughout the City, increasing our efficiency.

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
Accounting	Actual	Estimate	Projected
Workload			
Number of Checks Issued	3,904	3,896	3,900
Number of ACH Transactions (Payroll and A/P)	15,074	15,400	15,500
Number of Journal Entries	1,141	919	1,000
Effectiveness			
Percent of Checks Processed Without Error	99.0%	99.0%	99.0%
Percent of ACH Transactions Processed Without Error	99.0%	99.0%	99.0%
Purchasing			
Workload			
Number of Purchase Orders Fulfilled	753	750	760
Number of Procurement Card Transactions	10,607	9,800	10,000
Number of Contracts Reviewed	101	65	60
Effectiveness			
Percent of POs Completed Without Error	94%	97%	95%
Procurement Card Error Rate	2%	2%	2%

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 902,434	\$ 1,001,160	\$ 997,955	\$ 981,797	\$ 981,797
Operating	286,040	321,999	682,536	646,784	646,784
Capital	-	-	-	-	-
TOTAL	\$ 1,188,474	\$ 1,323,159	\$ 1,680,491	\$ 1,628,581	\$ 1,628,581

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Finance Director	1	1	1	1	1
Budget & Performance Manager	1	1	1	1	1
Budget & Performance Analyst	1	1	1	1	1
Management Analyst/Sr.	2	2	2	2	2
Finance Specialist	1	1	1	1	1
Finance Manager	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II	2	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	12	12	12	12	12



DIVISION – Customer Service

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Workload			
Number of Utility Bills Generated	244,125	247,375	245,000
Number of Teller Transactions	58,560	57,466	58,000
Number of Telephone Transactions*	53,000	54,000	52,000
Effectiveness			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%

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

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 482,926	\$ 517,082	\$ 526,991	\$ 514,094	\$ 514,094
Operating	13,385	17,521	19,241	14,421	14,421
Capital	-	-	-	-	-
TOTAL	\$ 496,310	\$ 534,603	\$ 546,232	\$ 528,515	\$ 528,515

PERSONNEL DETAIL

	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
Position Title	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Customer Service Manager	1	1	1	1	1
Customer Service Clerk	8	8	8	8	8
Customer Service Clerk (TPT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	11	11	11	11	11

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Workload			
Number of Computers Directly Supported	463	463	463
Total Number of IT Helpdesk Requests Received	1,604	1,602	1,600
Number of Remote Sites Supported	47	47	47
Number of Telephones Supported	380	380	380
Efficiency			
Number of PCs Supported Per Analyst	77	112	154
Effectiveness			
Average Annual Network Availability *	99.9%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	66.7%	45.7%	33.4%

* Estimate - Designed to demonstrate network reliability

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 581,791	\$ 626,497	\$ 681,877	\$ 666,913	\$ 666,913
Operating	643,109	795,818	953,561	792,639	792,639
Capital	-	-	50,000	-	-
TOTAL	\$ 1,224,900	\$ 1,422,315	\$ 1,685,438	\$ 1,459,552	\$ 1,459,552

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Administration (000)					
Administrative Specialist	1	1	1	1	1
Operations (151)					
IT Network Manager	1	1	1	1	1
Installation Technician	1	1	1	1	1
Systems Analyst I/II/Sr.	3	3	3	3	3
Network Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Audit Solution for HR	\$ 50,000	\$ -	
Total Capital Outlay	\$ 50,000	\$ -	\$ -



STATEMENT OF PURPOSE

To provide funding for the City's Broadband Fund and Dark Fiber.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,601,087	3,262,221	3,262,221	3,044,338	3,044,338
Capital	-	-	-	-	-
TOTAL	\$ 2,601,087	\$ 3,262,221	\$ 3,262,221	\$ 3,044,338	\$ 3,044,338

DEPARTMENT – Community Planning Services – Summary

SUMMARY STATEMENT OF PURPOSE

Community Planning Services carries out current and long-range planning at all scales – comprehensive or city-wide, transportation corridors, planning districts, downtown, neighborhoods, and at the block level. Central to this work is citizen involvement in the adoption of plans, codes and ordinances to ensure that new development and infill are consistent with the community vision. Specific areas of focus include conditional district and zoning amendments, development plan review, urban design, public art, historic preservation, code enforcement and community development.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 749,510	\$ 885,909	\$ 924,667	\$ 890,953	\$ 890,953
Operating	1,676,117	1,454,128	1,962,884	1,632,735	1,658,935
Capital	-	-	-	-	-
TOTAL	\$ 2,425,627	\$ 2,340,037	\$ 2,887,551	\$ 2,523,688	\$ 2,549,888

STATEMENT OF PURPOSE

Planning and Community Development coordinates long-range planning that identifies place-making opportunities to strengthen neighborhoods, enhance transportation corridors and improve the economic vitality of the downtown.

PERFORMANCE GOALS

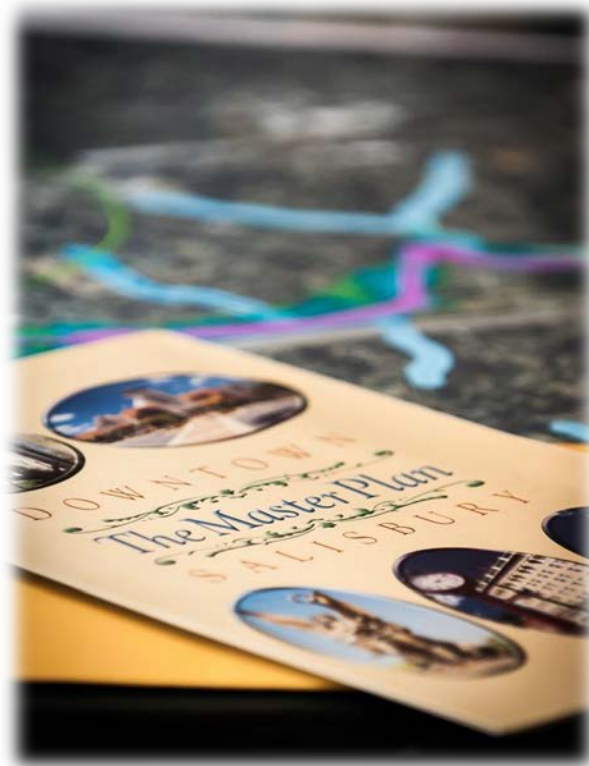
1. To engage citizens, neighborhoods, downtown representatives, other public/government entities, businesses, and non-profit organizations in visioning and planning:
 - Salisbury Comprehensive Plan (update Vision 2020).
 - Brownfield redevelopment planning for Kesler Mill and other sites.
 - Facilitate the work of the Public Art Committee, Community Appearance Commission, and Historic Preservation Commission.
2. To carry out adopted plans and special projects that add value and permanence to downtown, transportation corridors, and neighborhoods:
 - Dixonville-Lincoln Memorial Project.
 - Further development of the Fisher St. Entertainment District to support the new Bell Tower Green park project.
 - Sculpture Show / History & Art Trail.
 - BlockWork and other community appearance initiatives.
 - Innes and Long Complete Streets Plan.
 - Downtown Salisbury Master Plan, West End, Eastern Gateway, Park Avenue, North Main Street, and other area plans.
3. To implement city programs along with leveraged federal, state and local grants to revitalize the downtown and neighborhoods:
 - Façade grants, historic rehabilitation grants, and incentives to increase downtown residential development.
 - Expanded housing improvement programs.
 - Community development and affordable housing programs.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 292,712	\$ 339,433	\$ 352,546	\$ 346,784	\$ 346,784
Operating	1,103,751	948,990	1,648,914	1,329,390	1,355,590
Capital	-	-	-	-	-
TOTAL	\$ 1,396,463	\$ 1,288,423	\$ 2,001,460	\$ 1,676,174	\$ 1,702,374

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Community Planning Services Dir.	1	1	1	1	1
Planner I/II/Sr/Urban Design	2	2	2	2	2
Sr. Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4



STATEMENT OF PURPOSE

To provide citizens, builders, and developers a centralized source of information, permitting, licensing, and enforcement services through planning & zoning, permitting, and inspections. To provide Planning Board, Board of Adjustment, Historic Preservation Commission, Alternate Methods of Design Commission, Technical Review Commission, and City Council board support through a centralized development and code services shop.

PERFORMANCE GOALS

1. Continue implementation of the One Stop Development Shop at the City Office Building by combining multiple development process resources under one roof – Development Services, Fire Marshal, SRU-FOG, as well as providing flex space for Rowan County and the state of North Carolina.
2. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public in securing the appropriate permits, licensing, and requisite approvals.
3. Continue to administer, review, and modify when necessary the Land Development Ordinance and Historic District Guidelines.
4. Continue to perform field inspections to ensure compliance with various codes and ordinances.
5. Continue to coordinate with Rowan County to issue Certificates of Compliance/Occupancy.
6. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
7. Continue liaison staffing to the Planning Board, Board of Adjustment, and Alt. Methods of Design Commission, as well as providing appropriate training for those volunteer members.
8. Although staff liaison to the Historic Preservation Commission is housed in Planning and Community Development (491), this office assists with Certification of Appropriateness issuance, field assistance, and customer assistance.
9. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
10. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove and portions of Rowan County.
11. Assist with the implementation of the backflow prevention and pretreatment ordinance, NPDES Phase 2 Stormwater ordinance, and FOG ordinance.
12. Assist with development of a comprehensive infrastructure improvement plan for downtown.
13. Continue to administer and update the City's street address system in coordination with GIS.
14. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
15. Support and partner with Rowan County in seeking improvements to the development review process.
16. Identify additional opportunities to improve pre-submittal plan review process.
17. Adopt standards and ordinances that support implementation of Vision 2020.

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Workload			
Rezoning Requests Processed	9	7	7
Number of New Businesses Issued 'Business Registry Permits'	72	65	75
Efficiency			
Average Number of Processing Days Per Rezoning Request	45	60	60
Effectiveness			
Percent of Rezoning Requests Approved as Presented	99%	95%	95%

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 265,964	\$ 322,687	\$ 324,854	\$ 315,992	\$ 315,992
Operating	482,777	316,660	158,675	157,675	157,675
Capital	-	-	-	-	-
TOTAL	\$ 748,741	\$ 639,347	\$ 483,529	\$ 473,667	\$ 473,667

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Development Services Manager	1	1	1	1	1
Zoning Administrator ¹	1	0	0	0	0
Development Services Coordinator	1	1	1	1	1
Senior Planner ¹	0	1	1	1	1
Development Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

¹ Zoning Administrator reclassified to Senior Planner



STATEMENT OF PURPOSE

To provide citizens, property owners, landlords, and business owners fair and equitable enforcement of the city's Nuisance, Minimum Housing, and Zoning ordinances in order to safeguard and maintain a clean, safe, and beautiful community. To provide assistance to law enforcement, life-safety agencies, neighborhood advocacy groups, and staff liaison to the Housing Advocacy Commission and City Council through the centralized development and code services shop.

PERFORMANCE GOALS

1. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public.
2. Continue to administer and enforce the Land Development Ordinance and Historic District Guidelines, as well as all Nuisance and Minimum Housing city codes.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County and assist Development Services in the issuance of Certificates of Compliance/Occupancy.
5. Continue liaison staffing of the Housing Advocacy Commission and Neighborhood Leaders Alliance, as well as providing appropriate training for those volunteer members.
6. Continue to assist the Police Department and other law enforcement agencies with homeless camp abstraction and other special projects.
7. Assist Downtown Salisbury, Inc. (DSI) with implementation and enforcement of the Downtown Maintenance Code.
8. Continue to coordinate and assist Purchasing Manager with applicable contract services.
9. Identify additional opportunities to improve (streamline and simplify) the enforcement process while always maintaining the highest of standards and ensuring due process.

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Workload			
Total Number of Nuisance Cases Generated	1,978	2,612	2,680
Efficiency			
Cost Per Nuisance Case Abated (contractor)	\$ 75	\$ 60	\$ 60
Effectiveness			
Percentage of Cases Corrected By Owner	80%	80%	80%

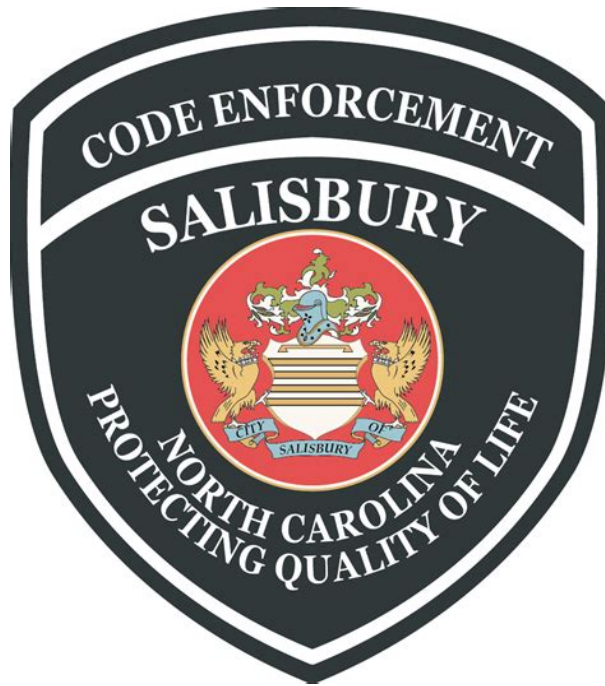
BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 190,835	\$ 223,789	\$ 247,267	\$ 228,177	\$ 228,177
Operating	89,589	188,478	155,295	145,670	145,670
Capital	-	-	-	-	-
TOTAL	\$ 280,424	\$ 412,267	\$ 402,562	\$ 373,847	\$ 373,847

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Code Services Manager	0	1	1	1	1
Code Services Coordinator	0	1	0	0	0
Senior Code Enforcement Officer	1	0	1	1	1
Code Enforcement Officer	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL ¹	4	4	4	4	4

¹ Department reorganization



STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ 185,640	\$ 184,695	\$ 181,949	\$ 181,949
Operating	-	179,800	251,168	185,700	55,700
Capital	-	-	-	-	-
TOTAL	\$ -	\$ 365,440	\$ 435,863	\$ 367,649	\$ 237,649

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Downtown Development Director	0	1	1	1	1
Events Coordinator	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL ¹	0	2	2	2	2

¹ New department for the City in FY18

DEPARTMENT – Engineering-Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 632,801	\$ 797,664	\$ 841,109	\$ 826,864	\$ 826,864
Operating	1,268,658	3,369,773	3,633,380	2,977,139	2,977,139
Capital	-	-	-	-	-
TOTAL	\$ 1,901,459	\$ 4,167,437	\$ 4,474,489	\$ 3,804,003	\$ 3,804,003

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 118,610	\$ 132,279	\$ 140,285	\$ 137,539	\$ 137,539
Operating	71,964	58,493	102,871	65,984	65,984
Capital	-	-	-	-	-
TOTAL	\$ 190,574	\$ 190,772	\$ 243,156	\$ 203,523	\$ 203,523

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Traffic Signal Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	2	2	2	2	2



STATEMENT OF PURPOSE

To provide lighting on public streets and municipal property.

PERFORMANCE GOALS

1. Administer citizen requests for improved street lighting in accordance with the City's neighborhood street lighting petition policy.
2. Improve street lighting along thoroughfares in accordance with approved funding.
3. Schedule replacement of existing metal halide with LED.

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Street Lights			
Duke Energy Leased	4,466	4,510	4,660
City Owned within Public ROW	99	99	99
Citizen Reported Outages	343	364	350
Total Petitions Created	9	4	5
Total Projects Designed	8	7	8

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	580,058	614,550	602,500	577,370	577,370
Capital	-	-	-	-	-
TOTAL	\$ 580,058	\$ 614,550	\$ 602,500	\$ 577,370	\$ 577,370

STATEMENT OF PURPOSE

To provide a centralized source of general engineering and GIS services for the City.

PERFORMANCE GOALS

1. Participate in Technical Review Committee and Plan Review Committee.
2. Manage the Signal System to ensure compliance with NCDOT standards and establish efficient timing plans.
3. Address citizen requests concerning traffic related issues.
4. Administer GIS services.
5. Coordinate efforts with Cabarrus Rowan MPO.
6. Design and manage various grants and construction projects.
7. Coordinate projects with NCDOT.
8. Implement elements of the Comprehensive Bicycle Plan.
9. Prepare Dam Emergency Action Plans in accordance with DENR guidelines.
10. Serve as Subdivision Administrator.
11. Administer National Flood Insurance Program (NFIP).
12. Administer Downtown ROW Use Permits.
13. Administer street and alley closings in accordance with General Statutes.
14. Participate in monthly SNAG meetings.
15. Streamline communications with departments utilizing facilities contracted services.

PERFORMANCE MEASURES

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Engineering Plan Review			
Number of Projects Reviewed	59	46	55
Permits			
Floodplain	12	3	6
Water	20	12	15
Sewer	10	6	8
Stormwater BMP	2	2	4
Right-of-Way Use	5	12	10
Traffic Engineering			
Major Studies	6	12	5
Petitions	1	10	10
Permanent Street/Alley Closings	0	0	0
Geographic Information Services			
Web Applications Created	6	3	3
Web Applications Maintained	24	27	30
Cartographic Products Created/Modified	53	50	50
Citizen Reported Issues Screened	260	300	350
Data Requests Fulfilled	8	5	5
Users Supported	35	35	35
User Support Cases	45	40	35
Data Collection Projects Conducted/Supported	3	4	2
Major Analysis Projects	6	5	5
Minor Analysis Projects	9	10	10
Addresses Input/Corrected	262	150	100
Information Requests Fulfilled	51	50	50

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 514,190	\$ 665,385	\$ 700,824	\$ 689,325	\$ 689,325
Operating	616,636	2,696,730	2,928,009	2,333,785	2,333,785
Capital	-	-	-	-	-
TOTAL	\$ 1,130,826	\$ 3,362,115	\$ 3,628,833	\$ 3,023,110	\$ 3,023,110

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
Project Manager	1	1	1	1	1
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist ¹	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	6	7	7	7	7

¹ New position FY18



DEPARTMENT – Police – Summary

SUMMARY STATEMENT OF PURPOSE

To provide quality and comprehensive law enforcement services with honest, fair and ethical treatment of all, while creating an environment in which citizens and visitors feel safe in all parts of the City. Improving service to citizens and visitors through community partnerships and implementation of new practices and technology.

PERFORMANCE MEASURES

	2017 Actual	2018 Estimate	2019 Projected
Workload			
Number of Sworn Police Officers (Authorized Positions)	81	81	81
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	3,020	3,080	2,990
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	1,948	1,967	1,909
Departmental Internal Affairs Investigated Complaints	43	43	38
Efficiency			
Calls Resulting in a Dispatch (including walk-ins and officer initiated)	37,459	37,833	35,503
Part I Crimes Investigated By Criminal Investigations (CID) Division *	190	195	180
Internal Affairs Complaints Sustained	7	6	4
Effectiveness			
Departmental Turn-Over Rate (Sworn Police Officers)	12.3%	7.4%	3.7%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	8.1%	8.1%	8.4%
CID Part I Case Clearance Rate **	60.6%	61%	70%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	16.3%	14.0%	10.5%

* 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 FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 5,568,589	\$ 6,518,485	\$ 7,576,821	\$ 7,396,089	\$ 7,396,089
Operating	1,790,878	2,270,904	1,848,679	1,597,874	1,597,874
Capital	48,112	47,200	162,279	87,931	87,931
TOTAL	\$ 7,407,580	\$ 8,836,589	\$ 9,587,779	\$ 9,081,894	\$ 9,081,894

STATEMENT OF PURPOSE

Deliver supporting inquiries and follow up of initial incident response or information based on objectively reasonable and logical examinations of reported criminal acts or criminal intelligence. Liaison with external resources and agencies to further collaborate in the investigation of crimes and ongoing criminal enterprises.

PERFORMANCE GOALS

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community.
2. In conjunction with the City supported Community Action Planning Sessions and Action Team efforts, the Department will strive to reduce gun crime (Assault with a Dangerous Weapon – Gun and Homicide) by 5% in 2018 compared to 2017.
3. The Department will further develop the partnership with Office of Justice Programs and implement an effective work plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
4. The Department will fully develop the Project Safe Neighborhoods position and program to an effective level in partnership with Rowan County Sheriff's Office, the Rowan County District Attorney, the US Attorney Middle District of North Carolina, and Federal law enforcement partners.
5. Within the developing partnership with Office of Justice Programs, the Department will further enhance our crime analysis function through training and technical enhancements.
6. The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 1,608,838	\$ 1,602,093	\$ 2,192,220	\$ 2,134,771	\$ 2,134,771
Operating	218,448	186,196	212,269	176,792	176,792
Capital	-	-	15,431	15,431	15,431
TOTAL	\$ 1,827,285	\$ 1,788,289	\$ 2,419,920	\$ 2,326,994	\$ 2,326,994



PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Services Administration (000)					
Deputy Police Chief ¹	0	0	1	1	1
Police Lieutenant	0	0	2	2	2
Police Sergeant	0	0	4	4	4
Police Corporal	0	0	2	2	2
Police I/II/MPO	0	0	12	12	12
Police I/II/MPO (Crime Scene)	0	0	1	1	1
Project Safe Specialist ³	0	1	1	1	1
Evidence Custodian	0	0	1	1	1
Captain ¹	1	1	0	0	0
Community Service (303)					
Community Relations Officer	2	1	0	0	0
Police Officer I/II/MPO	4	5	0	0	0
Police Sergeant	0	1	0	0	0
Evidence & Identification (304)					
Police Evidence & Property Custodian	1	1	0	0	0
Information Management (305)					
Police Records Clerk	1	0	0	0	0
Administrative Specialist	1	0	0	0	0
Recruitment/Training (306)					
Police Officer I/II/MPO	1	0	0	0	0
Parking Control Specialist (TPT)	1	0	0	0	0
CID (326)					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	2	0	0	0
Police Officer I/II/MPO	7	10	0	0	0
Crime Scene (330)					
Police Officer I/II/MPO	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ²	22	24	24	24	24

¹ Position reclassified from Captian to Deputy Chief

² Department Reorganization

³ New position FY18

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Evidence Scanner	\$ 7,431	\$ 7,431	\$ 7,431
Cellebrite Technology	8,000	8,000	8,000
Total Capital Outlay	\$ 15,431	\$ 15,431	\$ 15,431

STATEMENT OF PURPOSE

To serve as the central management point for all activities involving the Police Department. Guiding the department's incorporation of multiple evidence based and practice based strategies using a Stratified Policing Model. Focusing the department's policing efforts toward effective evidence based community collaboration through analysis and accountability. Developing realistic and prioritized goals for crime reduction.

PERFORMANCE GOALS

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community.
2. The Department will further develop the partnership with Office of Justice Programs and implement an effective work plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
3. We will hold quarterly "community classrooms" throughout the year to offer educational opportunities for citizens on police operational, policy, and practice areas for greater understanding and to improve police-community relations.
4. Within the developing partnership with Office of Justice Programs, the Department will further enhance our crime analysis function through training and technical enhancements.
5. The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.
6. The Department will develop a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.
7. The Department will fully staff all authorized sworn positions in FY2019.
8. The Department will never fall below 95% of authorized sworn staffing in any month of FY2020 after achieving full staffing in FY2019.
9. The Department will study and determine effective sworn and civilian support needs and staffing levels for critical functions, such as, patrol force and investigative roles based on dependable principles of workload assessment.
10. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to achieve organizational excellence to provide superior service.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 681,487	\$ 1,075,756	\$ 1,128,423	\$ 1,098,710	\$ 1,098,710
Operating	462,632	392,588	489,894	395,496	395,496
Capital	6,849	47,200	129,348	55,000	55,000
TOTAL	\$ 1,150,967	\$ 1,515,544	\$ 1,747,665	\$ 1,549,206	\$ 1,549,206

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Administration (000)					
Police Chief	1	1	1	1	1
Deputy Police Chief	0	1	0	0	0
Police Sergeant	0	0	1	1	1
Police Lieutenant	1	1	1	1	1
Police Captain	0	1	1	1	1
Police I/II/MPO	0	1	4	4	4
Police Planner	1	1	1	1	1
Training Manager	1	1	0	0	0
Management Analyst	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Recruitment (315)					
Police Sergeant	0	1	0	0	0
Records (325)					
Administrative Specialist	0	1	1	1	1
Police Records Clerk	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL ¹	6	12	13	13	13

¹ Department reorganization

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Police Administration (000)			
Citywide Camera System	\$ 40,000	\$ 40,000	\$ 40,000
Police Administration-Bldg Maintenance (301)			
Replace handrail at entrance & repair brick pavers	13,100	-	-
Relocate card access readers	14,248	-	-
NCAT and Special Investigations Expansion	20,000	15,000	15,000
HVAC Replacement	42,000	-	-
Total Capital Outlay	\$ 129,348	\$ 55,000	\$ 55,000

STATEMENT OF PURPOSE

Deliver 24 hour first responder policing services within the City of Salisbury by proactively and reactively patrolling the community and neighborhoods, providing initial criminal incident investigation, enforcing criminal and traffic laws, deterring crime and improving traffic flow while reducing collisions, and building police-community relations.

PERFORMANCE GOALS

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community.
2. In conjunction with the City supported Community Action Planning Sessions and Action Team efforts, the Department will strive to reduce gun crime (Assault with a Dangerous Weapon – Gun and Homicide) by 5% in 2018 compared to 2017.
3. The Department will further develop the partnership with Office of Justice Programs and implement an effective work plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
4. Within the developing partnership with Office of Justice Programs, the Department will further enhance our crime analysis function through training and technical enhancements.
5. The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.
6. To further the principles in the Building Trust and Legitimacy Pillar of 21st Century Police, the Salisbury Police Department will strive to improve community engagement efforts.
7. To improve upon the efforts in the Technology and Social Media Pillar of 21st Century Policing, the Salisbury Police Department will work to further embrace and integrate crime analysis throughout the Department.
8. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to develop and maintain a quality workforce.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 3,278,265	\$ 3,840,636	\$ 4,256,178	\$ 4,162,608	\$ 4,162,608
Operating	1,109,799	1,692,120	1,146,516	1,025,586	1,025,586
Capital	41,263	-	17,500	17,500	17,500
TOTAL	\$ 4,429,327	\$ 5,532,756	\$ 5,420,194	\$ 5,205,694	\$ 5,205,694



PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Field Operations (000)					
Police Captain	1	1	1	1	1
Police Lieutenant	0	0	3	3	3
Police Sergeant	0	0	4	4	4
Police Corporal	0	0	4	4	4
Police Officer I/II/MPO (SRO)	0	0	3	3	3
Police Officer I/II/MPO	0	0	36	36	36
Parking Attendant (TPT)	0	0	1	1	1
SRO (320)					
Police Officer I/II/MPO	0	2	0	0	0
Police Officer I/II/MPO (SRO)	0	1	0	0	0
Adam Team (321)					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	9	10	0	0	0
Baker Team (322)					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	9	10	0	0	0
Charlie Team (323)					
Police Lieutenant	1	0	0	0	0
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	9	9	0	0	0
Police Officer I/II/MPO (SRO)	0	1	0	0	0
David Team (324)					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	9	10	0	0	0
Downtown (326)					
Parking Control Specialist	0	1	0	0	0
Police Officer I/II/MPO	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ¹	45	53	52	52	52

¹ Department reorganization

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
K9 - Includes dog, training and shelter area	\$ 17,500	\$ 17,500	\$ 17,500
Total Capital Outlay	\$ 17,500	\$ 17,500	\$ 17,500

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Improve community life safety initiatives through response times to emergency incidents.
2. Improve recruiting efforts and improve diversity by increasing live-in base and attending recruiting events at high schools in NC with firefighter based curriculums.
3. Continue to improve supervisory roles and responsibilities through new and continuing education training programs.
4. Monitor Station 6 construction and continue planning for equipping, staffing and in-service date of June 2019.
5. Continue to plan and prep for Station 3 relocation and construction.
6. Continue to explore ALS Paramedic response and pre-hospital community para-medicine program and training options.
7. Update policies and procedures to improve fire ground operations and meet new ISO directives:
 - Recognize and train to modern fire suppressions methods and standards; ISO topics and hours inclusive of all ranks and assignments.
 - Update policies, procedures and directives and response methods.
 - Improve and expand training to incorporate quarterly training with surrounding departments.
 - Improve Rescue certification capabilities to include surface water, technical rescue components.
8. Expand Emergency Management and planning role/efforts by conducting one annual EM training drill for City Officials.
9. Serve as City's EM planning and preparation office.
10. Upgrade and transition to new fire reporting and record keeping software.
11. Continue to prepare for future ISO inspection and update pre-inspection reports and records.
12. Continue to enhance fire department personnel development and training programs to meet OSHA and NCDOL requirements for Confined Space Entry and Hazardous Materials Technician quarterly entry drills.

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Workload			
Total Calls	5,983	6,075	6,150
Fire Alarm Responses	679	685	700
Average Calls Per Day	16	17	17
Average Training Hours per Firefighter per Day	3	3	3
Efficiency			
Firefighters Per Shift Strength	23	23	26
Firefighters (Per Shift) Per 1,000 Population	6.80	6.80	7.20
Total Dollar Value of All Property Protected	\$2.80 B	\$2.82 B	\$2.85 B
Effectiveness			
Fire Deaths (Civilians)	0	0	0
Fire Deaths (Firefighters)	0	0	0
Total Fire Loss (Dollars)	\$ 729,995	\$1,200,000	\$1,300,000
On Scene Time - % within 5 Minutes	37.4%	42.0%	45%

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 4,857,613	\$ 5,008,775	\$ 5,386,086	\$ 5,236,253	\$ 5,236,253
Operating	1,046,376	933,004	1,443,619	1,130,970	1,130,970
Capital	861,582	722,500	618,200	560,500	560,500
TOTAL	\$ 6,765,571	\$ 6,664,279	\$ 7,447,905	\$ 6,927,723	\$ 6,927,723

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Fire Chief	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Battalion Chief	6	6	6	6	6
Fire Captain / District Captain ¹	13	11	10	10	10
Fire Control Specialist I/II	38	34	34	34	34
Fire Engineer	13	17	17	17	17
Fire Lieutenant	5	8	8	8	8
Fire Safety Education Coordinator	1	1	1	1	1
Fire Control Specialist Pool (TPT)	1	1	1	1	1
Hydrant Maintenance (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	81	82	81	81	81

¹ Position temporary add FY18, eliminated FY19

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Fire Administration (000)			
Station 3 soft cost	\$ 400,000	\$ 400,000	\$ 400,000
Fire Station #1 (351)			
Parking/drive along the side of the station	35,000	-	-
Replace 4 garage doors	12,800	-	-
Roof Replacement	162,400	160,500	160,500
Fire Station #3 (353)			
HVAC Replacement	8,000	-	-
Total Capital Outlay	\$ 618,200	\$ 560,500	\$ 560,500



DEPARTMENT – Public Services – Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 3,829,430	\$ 4,320,705	\$ 4,468,001	\$ 4,350,755	\$ 4,350,755
Operating	3,943,151	4,041,098	5,079,239	4,118,224	4,118,224
Capital	<u>119,649</u>	<u>143,569</u>	<u>2,076,837</u>	<u>201,211</u>	<u>201,211</u>
TOTAL	\$ 7,892,230	\$ 8,505,372	\$ 11,624,077	\$ 8,670,190	\$ 8,670,190

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	755,935	533,374	652,959	556,519	556,519
Capital	20,036	-	378,611	88,211	88,211
TOTAL	\$ 775,971	\$ 533,374	\$ 1,031,570	\$ 644,730	\$ 644,730

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
City Office Building (000)			
HVAC for UPS Room on 3rd Floor	\$ 12,000	\$ -	\$ -
Replace Carpet on 3rd Floor	18,500	-	-
HVAC Replacement	66,400	-	-
Zimmerman Building (250)			
Building Renovations	150,000	-	-
HVAC Replacement	26,000	-	-
City Hall (251)			
Paint Windows Outside	9,000	-	-
Install Mini Split HVAC-front conference room	8,500	-	-
HVAC Replacement	58,000	58,000	58,000
Salisbury Customer Service Center (255)			
LED Light Upgrade	22,400	22,400	22,400
Backup Generator Plug	7,811	7,811	7,811
Total Capital Outlay	\$ 378,611	\$ 88,211	\$ 88,211

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	174,873	127,159	268,648	190,904	190,904
Capital	14,505	79,000	35,000	35,000	35,000
TOTAL	\$ 189,378	\$ 206,159	\$ 303,648	\$ 225,904	\$ 225,904

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Building Renovations	\$ 20,000	\$ 20,000	\$ 20,000
HVAC Replacement	15,000	15,000	15,000
Total Capital Outlay	\$ 35,000	\$ 35,000	\$ 35,000



STATEMENT OF PURPOSE

To manage, monitor, and maintain the state of the art Salisbury/Rowan Countywide Telecommunications System in the areas of radio, 9-1-1 cable, and emergency services communications and to specify, recommend, and implement solutions for the city's communications needs.

PERFORMANCE GOALS

1. Radio system is a fully functional 4-Site System with Rowan County. Strive to keep the system performing at its best level.
2. Maintain the County Fire and EMS VHF Systems to its specifications level.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working to support SRU with the SCADA network.
5. Maintain the backup Communication Center in Kannapolis as well as the new console at the Telecommunication's shop.
6. Work with Motorola to obtain proper training for the new radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our City departments and Rowan County customers.
8. Continue to work with and support Rowan County and the Salisbury Police Department on the new consolidated 9-1-1 Communication Center.
9. Major reprogramming of City / County public safety radios to add mutual aid talk groups and updated talk groups.
10. Continue to work with Rowan County on inter-local and maintenance agreements.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 268,326	\$ 282,033	\$ 272,568	\$ 264,809	\$ 264,809
Operating	400,232	444,527	427,758	419,579	419,579
Capital	21,325	8,891	71,500	-	-
TOTAL	\$ 689,883	\$ 735,451	\$ 771,826	\$ 684,388	\$ 684,388

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician	2	2	2	2	2
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
VOIP And Radio Over-the-Air Recorder	\$ 60,000	\$ -	\$ -
Upgrade DiagnostX Box At Tower Site	11,500	-	-
Total Capital Outlay	\$ 71,500	\$ -	\$ -

STATEMENT OF PURPOSE

To provide the City with support services associated with maintaining viable space from which city operations can occur. To manage the preventative maintenance of city facilities. To remain actively involved in capital improvement projects throughout the City for various departments, as projects arise and funding is available.

PERFORMANCE MEASURES

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Projected
Workload			
Square Feet Maintained	190,720	500,000 *	500,000 *
Average Age of Facilities (years)	55	56	57
Square Feet Maintained Per FTE	63,573	83,333	83,333
* Increase due to city-wide consolidation of facility maintenance groups.			

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 191,842	\$ 308,349	\$ 311,868	\$ 304,273	\$ 304,273
Operating	7,876	45,500	88,166	28,617	28,617
Capital	-	-	20,000	-	-
TOTAL	\$ 199,717	\$ 353,849	\$ 420,034	\$ 332,890	\$ 332,890

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Maintenance Supervisor	1	1	2	2	2
Maintenance Worker I/II	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL ¹	3	3	5	5	5

¹ Position transferred from Parks & Recreation (621)

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Remodel building to house Facilities Maintenance	\$ 20,000	\$ -	\$ -
Total Capital Outlay	\$ 20,000	\$ -	\$ -

STATEMENT OF PURPOSE

To serve as the central management and administration source for activities and operations related to the Public Services Department including Fleet Management, Signs and Marking Operations, Cemetery, Facility Maintenance, Grounds Maintenance, Solid Waste Management, Street Division, Stormwater Utility, and Telecommunications services.

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 247,246	\$ 265,851	\$ 277,436	\$ 273,047	\$ 273,047
Operating	24,150	18,106	20,960	20,152	20,152
Capital	-	-	-	-	-
TOTAL	\$ 271,396	\$ 283,957	\$ 298,396	\$ 293,199	\$ 293,199

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Public Services Director	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

Administration (000)

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

Street Maintenance (420)

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

Concrete Construction (421)

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

Signs and Markings (422)

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

Streets Miscellaneous Activities (425)

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

Powell Bill Paving & Resurfacing (426)

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

Powell Bill Bridge Maintenance/Snow (427)

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

Powell Bill-Concrete Construction (429)

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<u>Aphalt Maintenance</u>			
Lane Miles of Streets Paved	6.81	6.47	6.25
Lane Miles of Streets Maintained	347	347	347
Repairs Made by Street Divison	351	105	250
Potholes Filled	366	508	550
<u>Concrete Maintenance</u>			
Sidewalks Installed, LF	2,753	1,926	2,500
Curb & Gutter Installed, LF	616	680	620

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 1,393,884	\$ 984,134	\$ 1,127,990	\$ 1,094,687	\$ 1,094,687
Operating	1,255,151	1,346,614	1,386,439	1,198,050	1,198,050
Capital	<u>17,032</u>	<u>-</u>	<u>133,201</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 2,666,067	\$ 2,330,748	\$ 2,647,630	\$ 2,292,737	\$ 2,292,737

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Administration (000)					
Assistant Public Services Director	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Parks & Recreation Maintenance Manager	0	0	1	1	1
Street Maintenance (420)					
Equipment Operator I/II	1	1	1	1	1
Crew Leader	0	0	2	2	2
Street Maintenance Supervisor	0	0	1	1	1
Street Maintenance Worker I/II	2	2	1	1	1
Concrete Construction (421)					
Crew Leader	1	1	0	0	0
Equipment Operator I/II	3	3	2	2	2
Street Maintenance Worker I/II	0	0	1	1	1
Signs & Marking (422)					
Crew Leader	1	1	0	0	0
Equipment Operator I/II	1	1	1	1	1
Street Misc. Activities (425)					
Crew Leader	2	1	2	2	2
Equipment Operator I/II	0	1	1	1	1
Powell Bill-Paving & Resurfacing (426)					
Maintenance Worker	1	1	1	1	1
Powell Bill-Street Maintenance (427)					
Maintenance Worker	1	1	1	1	1
Powell Bill-Concrete Construction (429)					
Equipment Operator	0	1	1	1	1
Street Maintenance Worker I/II	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total ¹	16	16	18	18	18

¹ Positions transferred from from Parks & Rec (621)

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Public Service-Street Admin (000)			
Brine Mixing Station	\$ 25,000	\$ -	\$ -
Brine Applicator	23,000	-	-
Salt Bin	30,000	-	-
Annual Facility Parking Lot Resurfacing	32,500	-	-
Thermomark 300 and Premelter	16,701	-	-
Public Service-Street Signs & Markings (422)			
Water Drainage Issue	6,000	-	-
Total Capital Outlay	\$ 133,201	\$ -	\$ -

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Yard Debris Collected, Tons	1,743	1,210	1,500
Leaves Collected, Tons	2,541	2,100	2,500

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 357,631	\$ 218,629	\$ 233,349	\$ 225,849	\$ 225,849
Operating	156,753	206,280	251,191	187,754	187,754
Capital	-	-	-	-	-
TOTAL	\$ 514,383	\$ 424,909	\$ 484,540	\$ 413,603	\$ 413,603

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Equipment Operator I/II ¹	2	2	1	1	1
Maintenance Worker ¹	<u>3</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	5	5	5	5	5

¹ Positions reclassified

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Observe conditions of all cemeteries and report anything that needs to be addressed to the Grounds Maintenance Supervisor so he can schedule maintenance. This could include trash pickup, pruning, filling in low graves and requests by plot owners. This ensures that the City maintains well-groomed cemetery properties.
2. Provide prompt and courteous service to funeral directors and bereaved families in regard to interments and related services.
3. Assist families with special requests regarding the care of burial plots.
4. Assist public walk-ins with location of graves.
5. Promote columbarium services and plan future expansions.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 80,411	\$ 76,424	\$ 79,968	\$ 78,595	\$ 78,595
Operating	19,012	24,338	32,982	20,858	20,858
Capital	<u>35,593</u>	<u>8,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 135,016	\$ 108,762	\$ 112,950	\$ 99,453	\$ 99,453

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Cemetery Coordinator ¹	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	0	1	1	1	1

¹ Position transferred from Parks & Recreation (621)

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<u>Solid Waste</u>			
Garbage Collected, Tons	9189	8,613	8,700
Recycling Collected, Tons	1581	1,734	1,600

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 377,850	\$ 387,938	\$ 334,757	\$ 325,884	\$ 325,884
Operating	1,041,160	1,112,880	1,548,179	1,143,752	1,143,752
Capital	-	-	156,200	-	-
TOTAL	\$ 1,419,010	\$ 1,500,818	\$ 2,039,136	\$ 1,469,636	\$ 1,469,636

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Solid Waste Supervisor	1	1	1	1	1
Crew Leader ¹	1	1	0	0	0
Equipment Operator I/II	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	7	7	6	6	6

¹ Department reorganization

CAPITAL OUTLAY

	Requested	Mgr Recommends	Adopted
	FY 18-19	FY 18-19	FY 18-19
Roof Replacement	\$ 156,200	\$ -	\$ -
Total Capital Outlay	\$ 156,200	\$ -	\$ -

STATEMENT OF PURPOSE

To provide a centralized resource for the management and development of City-owned landscapes and parking lots, parks, cemeteries, Salisbury/Rowan utilities, city maintained right of ways and tree canopy maintenance. Involvement in staffing city sponsored and Downtown Salisbury events and Parks and Recreation ball tournaments.

PERFORMANCE GOALS

1. Continue improvement to city park property involving the reconditioning of infrastructures and grounds.
2. Assist the Public Services Director and Assistant Public Services Director in the implementation of interdepartmental projects.
3. Continue effort to preform litter pick up and curb line cleanups throughout city.
4. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resource classes, work safety and technical expertise.
5. Provide improved maintenance of SRU, and right of way maintenance.
6. Further development of city owned landscapes involving removals and replacements.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 74,167	\$ 805,739	\$ 830,100	\$ 804,921	\$ 804,921
Operating	24,270	95,590	296,024	264,453	264,453
Capital	11,156	47,678	172,500	-	-
TOTAL	\$ 109,594	\$ 949,007	\$ 1,298,624	\$ 1,069,374	\$ 1,069,374

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Maintenance Supervisor	0	1	1	1	1
Crew Leader	0	0	1	1	1
Equipment Operator	0	3	2	2	2
Maintnenace Worker	0	8	11	11	11
Part-Time/Temp Pool	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL ¹	0	13	16	16	16

¹ Positions transferred from Parks & Recreation FY18, Department reorganization FY19

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Pave parking lot at Salisbury Community Park	\$ 150,000	\$ -	\$ -
Equipment storage building at Community Park	7,000	-	-
HVAC Replacement	15,500	-	-
Total Capital Outlay	\$ 172,500	\$ -	\$ -

STATEMENT OF PURPOSE

To provide a centralized resource for the management and repair of city vehicles and equipment. Assist in the new vehicle/equipment procurement process with specifications, pricing, pre-delivery inspections, and in-service of vehicle.

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Vehicles Maintained	300	303	295
Other Equipment Maintained	283	287	271
Buses Maintained	9	11	11

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 838,074	\$ 991,608	\$ 999,965	\$ 978,690	\$ 978,690
Operating	83,740	86,730	105,933	87,586	87,586
Capital	-	-	1,109,825	78,000	78,000
TOTAL	\$ 921,815	\$ 1,078,338	\$ 2,215,723	\$ 1,144,276	\$ 1,144,276

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic ¹	6	8	9	9	9
Auto Service Technician ²	2	1	0	0	0
Telecommunications Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	12	13	13	13	13

¹ Position added FY18

² Position reclassified to Mechanic

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Roof Replacement	\$ 78,000	\$ 78,000	\$ 78,000
Property for fuel site	250,000	-	-
Construction & equipment for fuel site	550,000	-	-
Millermatic 252 Mig Welder	5,725	-	-
Truck Tire Changer for the SCSC Shop	22,500	-	-
Two Post Lift with Turf Rail Attachment	8,000	-	-
Mobile Truck Lifts	45,000	-	-
Fleet Management Software	50,000	-	-
Fluid Dispensing System	37,000	-	-
On Car Brake Lathe	30,000	-	-
Replace Fulton St. Shop Air Compressors	33,600	-	-
Total Capital Outlay	\$ 1,109,825	\$ 78,000	\$ 78,000



STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Develop programs and facilities in support of City Council goals and objectives set forth each fiscal year.
2. Continue to monitor and evaluate the department programs, events, and parks for efficient and effective service delivery.
3. Provide staff support to the Greenway Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Continue to improve on engaging the community through meetings, programs, etc.
5. Seek grant opportunities to offset costs on capital or programmatic projects.
6. Explore all opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility and future usage.
7. Continually review staffing structure of the department and how to best utilize budgeted positions.
8. Review and revise current department Mission Statement to better reflect current structure.

PERFORMANCE MEASURES

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Projected
Workload			
Acres of Park Space Owned	518	518	518
Acres of Park Space Maintained *	315	315	315
Yards of Greenway Maintained	7,392	8,448	8,448
Number of Athletic Fields and Athletic Surfaces Maintained **	30	31	31
Effectiveness			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%

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

** 4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 4 clay

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

There are approximately 22 square miles in the city.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 1,050,061	\$ 861,774	\$ 929,817	\$ 910,963	\$ 910,963
Operating	702,478	464,808	618,240	419,779	419,779
Capital	<u>47,272</u>	<u>276,000</u>	<u>838,777</u>	<u>85,000</u>	<u>85,000</u>
TOTAL	\$ 1,799,811	\$ 1,602,582	\$ 2,386,834	\$ 1,415,742	\$ 1,415,742

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Administration (100)					
Parks & Recreation Director	1	1	1	1	1
Parks & Recreation Maint Manager	1	1	1	1	1
Events Coordinator ¹	0	1	1	1	1
Recreation Programmer ¹	1	0	0	0	0
Recreation Specialist	1	1	1	1	1
Civic Center (601)					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
City Park Center (602)					
Recreation Programmer	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
Miller Center (603)					
Recreation Specialist ¹	0	1	1	1	1
Recreation Programmer ¹	1	0	0	0	0
Recreation Aide Pool (TPT)	1	1	1	1	1
Cemeteries (604) ²					
Cemetery Coordinator	1	0	0	0	0
Maintenance Worker I/II	3	0	0	0	0
Seasonal Worker (TFT)	2	0	0	0	0
Greenway / Gardens (605) ²					
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker I/II/ Sr.	2	0	0	0	0
Hall Gym (606)					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
Lincoln Pool (607)					
Recreation Aide Pool (TPT)	1	1	1	1	1
Athletic Maintenance (608) ²					
Maintenance Supervisor	1	2	0	0	0
Maintenance Worker I/II/Sr.	3	3	0	0	0
Seasonal Worker (TFT)	2	1	0	0	0
Grounds Maintenance (609) ²					
Parks Maintenance Supervisor	1	0	0	0	0
Maintenance Worker I/II/Sr.	2	0	0	0	0
Recreation Aide (TPT Pool)	1	0	0	0	0
Seasonal Worker (TFT)	1	0	0	0	0
Contract Mowing (610) ²					
Equipment Operator	1	0	0	0	0
Maintenance Worker	1	0	0	0	0

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Arborist Downtown (611) ²					
Arborist/Landscape Coordinator	1	0	0	0	0
Maintenance Worker	2	0	0	0	0
Seasonal Worker (TFT)	1	0	0	0	0
Hurley Park (612)					
Park Curator	1	1	1	1	1
Assistant Park Curator	0	1	1	1	1
Senior Maintenance Worker	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	41	21	15	15	15

¹ Position reclassified

² Positions transferred to 561/563/590

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Administration (100)			
Dog Park Fence	\$ 15,000	\$ 10,000	\$ 10,000
Cannon Park Play Structure	25,000	25,000	25,000
Resurface Tennis Courts	50,000	-	-
Outdoor Restrooms and Concession Stand-Sports Complex	140,625	-	-
Restroom Facility at Kelsey Scott Park	128,000	-	-
Facility Improvements	30,000	-	-
Civic Center (601)			
Stabilize, compact underlying soils, fill voids	60,000	-	-
Replace flooring on ground floor and basement level	21,642	-	-
Repair outside drainage	80,000	-	-
Landscaping and sidewalk after drainage repaired	70,000	-	-
HVAC Replacement Unit #2	30,000	30,000	30,000
HVAC Replacement Unit #1	32,000	-	-
City Park (602)			
Repair Eaves at City Park	18,000	-	-
HVAC Replacement	20,000	20,000	20,000
Hall Gym (606)			
Roof Replacement	43,000	-	-
Fred Evans Pool (607)			
Plaster Pool	75,510	-	-
Total Capital Outlay	\$ 838,777	\$ 85,000	\$ 85,000

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	465,322	465,322	467,822	467,822	467,822
Capital	-	-	-	-	-
TOTAL	\$ 465,322	\$ 465,322	\$ 467,822	\$ 467,822	\$ 467,822

STATEMENT OF PURPOSE

To provide funding for the Supplementary Education System.

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	38,107	40,000	40,000	40,000	40,000
Capital	-	-	-	-	-
TOTAL	\$ 38,107	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,004,700	668,665	646,211	943,711	943,711
Capital	-	-	-	-	-
TOTAL	\$ 2,004,700	\$ 668,665	\$ 646,211	\$ 943,711	\$ 943,711

CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019
With Estimated Actual for Year Ending June 30, 2018 and
Actual for Year Ended June 30, 2017

	2017 Actual	2018 Estimate	2019 Budget
NONOPERATING REVENUES:			
Interest earned on investments	\$ 18,310	\$ 32,940	\$ 15,000
Other	88,571	56,289	51,702
Total nonoperating revenues	<u>\$ 106,881</u>	<u>\$ 89,229</u>	<u>\$ 66,702</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 1,661,396	\$ 1,782,010	\$ 1,938,386
Proceeds from capital leases	-	1,962,188	-
Fund balance appropriated	-	-	874,240
Total other financing sources	<u>\$ 1,661,396</u>	<u>\$ 3,744,198</u>	<u>\$ 2,812,626</u>
Total revenues and other financing sources	<u><u>\$ 1,768,277</u></u>	<u><u>\$ 3,833,427</u></u>	<u><u>\$ 2,879,328</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 FY 16-17	Budgeted FY 17 -18	Requested FY 18 -19	Mgr Recommends FY 18 -19	Adopted FY 18 -19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	250,225	438,680	956,754	919,860	919,860
Capital	<u>1,415,985</u>	<u>3,619,516</u>	<u>3,922,321</u>	<u>1,959,468</u>	<u>1,959,468</u>
TOTAL	\$ 1,666,210	\$ 4,058,196	\$ 4,879,075	\$ 2,879,328	\$ 2,879,328

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
City Council			
Computer Equipment Replacement	\$ <u>7,801</u>	\$ <u>7,801</u>	\$ <u>7,801</u>
	\$ 7,801	\$ 7,801	\$ 7,801
Management & Administration			
Computer Equipment Replacement	\$ <u>3,200</u>	\$ <u>3,200</u>	\$ <u>3,200</u>
Total Capital Outlay	\$ 3,200	\$ 3,200	\$ 3,200
Communications			
Computer Equipment Replacement	\$ <u>6,851</u>	\$ <u>6,851</u>	\$ <u>6,851</u>
Total Capital Outlay	\$ 6,851	\$ 6,851	\$ 6,851
Human Resources			
Computer Equipment Replacement	\$ <u>6,200</u>	\$ <u>6,200</u>	\$ <u>6,200</u>
Total Capital Outlay	\$ 6,200	\$ 6,200	\$ 6,200
Information Technologies			
Computer Equipment Replacement	\$ 23,882	\$ 23,882	\$ 23,882
Replace SSL VPN	5,000	-	-
Replace Cable Tester	6,000	-	-
ADD 12TB Storage for PD	62,000	62,000	62,000
Replace IT10002 w/ like Transit Connect	<u>26,792</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 123,674	\$ 85,882	\$ 85,882
Financial Services - Administration			
Computer Equipment Replacement	\$ <u>15,400</u>	\$ <u>15,400</u>	\$ <u>15,400</u>
Total Capital Outlay	\$ 15,400	\$ 15,400	\$ 15,400
Financial Services - Business Office			
Computer Equipment Replacement	\$ <u>8,400</u>	\$ <u>8,400</u>	\$ <u>8,400</u>
Total Capital Outlay	\$ 8,400	\$ 8,400	\$ 8,400

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Traffic Operations			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
Total Capital Outlay	\$ 1,400	\$ 1,400	\$ 1,400
Community Planning Services - Planning			
Computer Equipment Replacement	\$ 4,300	\$ 4,300	\$ 4,300
Total Capital Outlay	\$ 4,300	\$ 4,300	\$ 4,300
Community Planning Services - Code Services			
Computer Equipment Replacement	\$ 3,200	\$ 3,200	\$ 3,200
Total Capital Outlay	\$ 3,200	\$ 3,200	\$ 3,200
Community Planning Services - Development Services			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
Total Capital Outlay	\$ 1,400	\$ 1,400	\$ 1,400
Police - Operations			
Computer Equipment Replacement	\$ 47,000	\$ 47,000	\$ 47,000
Replace PD00601 w/ like 4 Door Sedan Unmarked	36,296	36,296	36,296
Replace PD00708 w/ like 4 Door Sedan Unmarked	36,296	36,296	36,296
Replace PD00804 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00809 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00810 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00811 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00812 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00813 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00904 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD01001 w/ like 4 Door Sedan	38,746	38,746	38,746
Total Capital Outlay	\$ 429,560	\$ 429,560	\$ 429,560
Fire			
Computer Equipment Replacement	\$ 12,800	\$ 12,800	\$ 12,800
ADD F150 Crew Cab 4x4	63,140	-	-
ADD F150 Crew Cab 4x4	63,140	63,140	63,140
Replace FD59801 w/ like 75' Quint	850,000	850,000	850,000
Replace FD60401 w/ like Rescue Gator	20,000	-	-
ADD 15 Pass Van	61,806	-	-
Total Capital Outlay	\$ 1,070,886	\$ 925,940	\$ 925,940
Telecommunications			
Computer Equipment Replacement	\$ 9,300	\$ 9,300	\$ 9,300
Total Capital Outlay	\$ 9,300	\$ 9,300	\$ 9,300
Engineering			
Computer Equipment Replacement	\$ 2,800	\$ 2,800	\$ 2,800
Replace ED10503 w/ F-150 Ext Cab 4x4	36,321	-	-
Total Capital Outlay	\$ 39,121	\$ 2,800	\$ 2,800

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Public Services - Administration			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
Total Capital Outlay	\$ 1,400	\$ 1,400	\$ 1,400
Public Services - Building Maintenance			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
Replace BM19707 w/ F250 w/ Utility Bed	49,846	-	-
ADD Transit Connect	25,600	-	-
ADD Aerial Lift	20,000	-	-
ADD Trailer for Aerial Lift	14,220	-	-
Total Capital Outlay	\$ 111,066	\$ 1,400	\$ 1,400
Public Services - Street			
ADD Plotter	\$ 9,000	\$ -	-
Replace ST29505 & SW39803 w/ Auto Leaf Vac	287,006	-	-
Replace ST29902 w/ like Asphalt Patching Truck	187,006	-	-
Replace ST20502 w/ Low Entry Rear Loader Limb	277,006	277,006	277,006
Replace ST20703 w/ Low Entry Rear Loader Limb	277,006	-	-
Replace ST20203 & ST28401 w/ like Road Tractor	147,006	-	-
Replace ST29802 w/ like Contractor Dump	112,006	-	-
Total Capital Outlay	\$ 1,296,036	\$ 277,006	\$ 277,006
Public Services - Solid Waste Mgmt			
Replace WM19703 w/ like F-250 w/ Liftgate	\$ 37,466	\$ 37,466	\$ 37,466
Total Capital Outlay	\$ 37,466	\$ 37,466	\$ 37,466
Public Services - Grounds Maintenance			
Replace CP69401/CP69402/CP60601 w/ Mower	\$ 55,000	\$ -	\$ -
Replace CP61101 w/ Mower & Blower	31,000	-	-
Replace GM60001 w/ Atmax Boom Mower	170,000	-	-
Replace GM69103 & GM69904 w/ Tractor	87,000	-	-
Replace GM19001 & GM10201 w/ F-350	49,846	-	-
Replace GM38804 w/ 5 Ton 16' Tilt Trailer	8,246	-	-
Replace GM60012 w/ like 4300 Utility Tractor	32,000	-	-
Total Capital Outlay	\$ 433,092	\$ -	\$ -
Public Services - Fleet			
Computer Equipment Replacement	\$ 1,800	\$ 1,800	\$ 1,800
Replace FM20001 w/ like Smaller Tanker	182,006	-	-
Total Capital Outlay	\$ 183,806	\$ 1,800	\$ 1,800
Parks & Recreation			
Replace PR88502 w/ 14 Pass Bus	\$ 66,956	\$ 66,956	\$ 66,956
Replace PR10516 & PR19906 w/ 14 Pass Bus	61,806	61,806	61,806
Total Capital Outlay	\$ 128,762	\$ 128,762	\$ 128,762
Debt Service			
Principal and Interest	\$ 537,918	\$ 501,024	\$ 501,024
Total Operating	\$ 537,918	\$ 501,024	\$ 501,024

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019
With Estimated Actual for the Year Ending June 30, 2018 and
Actual for the Year Ended June 30, 2017

	2017	2018	2019
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 24,473,452	\$ 24,077,182	\$ 22,579,905
Water and sewer taps	370,244	601,265	375,000
Other Operating Revenues	<u>1,090,581</u>	<u>1,014,345</u>	<u>884,000</u>
Total operating revenues	<u>\$ 25,934,277</u>	<u>\$ 25,692,792</u>	<u>\$ 23,838,905</u>
NONOPERATING REVENUES:			
Interest earned on investments	<u>\$ 78,383</u>	<u>\$ 131,462</u>	<u>\$ 75,000</u>
Total nonoperating revenues	<u>\$ 78,383</u>	<u>\$ 131,462</u>	<u>\$ 75,000</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
Total other financing sources	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
 Total revenues	 <u>\$ 26,012,660</u>	 <u>\$ 25,824,254</u>	 <u>\$ 24,913,905</u>



CITY OF SALISBURY
FY 2018-2019 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual		Budgeted		Requested	Mgr Recommends	Adopted
	FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
REVENUE	\$ 26,012,660	\$	25,395,725	\$	23,991,701	\$ 24,913,905	\$ 24,913,905
	Actual		Budgeted		Requested	Mgr Recommends	Adopted
EXPENSES	FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
UTILITIES MGT & ADMINISTRATION							
Personnel	\$ 937,751	\$	939,075	\$	982,863	\$ 968,053	\$ 968,053
Operations	9,658,173		5,192,689		4,671,331	4,446,166	4,446,166
Capital	792		-		-	-	-
TOTAL	\$ 10,596,716	\$	6,131,764	\$	5,654,194	\$ 5,414,219	\$ 5,414,219
PLANT OPERATIONS - WATER TREATMENT							
Personnel	\$ 663,237	\$	691,151	\$	726,427	\$ 711,413	\$ 711,413
Operations	1,511,671		1,845,303		2,613,270	1,678,586	1,678,586
Capital	75,478		461,524		1,401,616	1,401,616	1,401,616
TOTAL	\$ 2,250,386	\$	2,997,978	\$	4,741,313	\$ 3,791,615	\$ 3,791,615
SYSTEMS MAINTENANCE							
Personnel	\$ 1,456,395	\$	1,638,534	\$	1,937,929	\$ 1,890,654	\$ 1,890,654
Operations	4,537,897		3,725,583		5,107,533	2,329,749	2,329,749
Capital	60,578		587,816		500,000	500,000	500,000
TOTAL	\$ 6,054,870	\$	5,951,933	\$	7,545,462	\$ 4,720,403	\$ 4,720,403
ENVIRONMENTAL SERVICES							
Personnel	\$ 499,217	\$	544,231	\$	572,521	\$ 562,545	\$ 562,545
Operations	63,872		88,275		102,646	102,451	102,451
Capital	-		-		-	-	-
TOTAL	\$ 563,089	\$	632,506	\$	675,167	\$ 664,996	\$ 664,996
PLANT OPERATIONS - WASTEWATER TREATMENT							
Personnel	\$ 1,659,873	\$	1,750,617	\$	1,806,748	\$ 1,768,995	\$ 1,768,995
Operations	2,566,580		2,978,208		5,926,671	3,815,436	3,815,436
Capital	10,735		-		-	-	-
TOTAL	\$ 4,237,188	\$	4,728,825	\$	7,733,419	\$ 5,584,431	\$ 5,584,431
METER SERVICES							
Personnel	\$ 577,015	\$	590,410	\$	526,541	\$ 512,591	\$ 512,591
Operations	112,327		229,345		277,275	275,060	275,060
Capital	-		-		-	-	-
TOTAL	\$ 689,342	\$	819,755	\$	803,816	\$ 787,651	\$ 787,651

	Actual FY 16-17		Budgeted FY 17-18		Requested FY 18-19		Mgr Recommends FY 18-19		Adopted FY 18-19	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,293,945		4,132,964		3,950,590		3,950,590		3,950,590
Capital		-		-		-		-		-
TOTAL	\$	1,293,945	\$	4,132,964	\$	3,950,590	\$	3,950,590	\$	3,950,590
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	-	\$	-	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	5,793,488	\$	6,154,018	\$	6,553,029	\$	6,414,251	\$	6,414,251
Operations		19,744,465		18,192,367		22,649,316		16,598,038		16,598,038
Capital		147,583		1,049,340		1,901,616		1,901,616		1,901,616
TOTALS	\$	25,685,536	\$	25,395,725	\$	31,103,961	\$	24,913,905	\$	24,913,905

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Projected
Administrative Workload			
FTEs	87	87	89
Total Estimated Population Receiving Water Service (countywide)	51250	51350	51450
Total Estimated Population Receiving Sewer Service (countywide)	53250	53350	53450
Land Area Spanned for Water Service (square miles)	47	47	48
Land Area Spanned for Sewer Service (square miles)	46	46	46
Number of Water Connections	19466	19500	19550
Number of Sewer Connections	17825	17841	17860
Residential Water Rate (per 1 CCF) *	\$3.69	\$3.80	\$3.89
Residential Sewer Rate (per 1 CCF) *	\$4.99	\$5.13	\$5.25
Administrative Efficiency			
Employee Turnover Rate	5.7%	9.3%	8.0%
FTEs Per Square Mile Served	1.84	1.84	1.87
Average Residential Utility Bill as % of Median Household Income	1.83%	1.84%	1.85%
Administrative Effectiveness			
Average Years of Experience	12	12	12
Service Density (Population Served per Square Mile) - Water	1084	1083	1083
Service Density (Population Served per Square Mile) - Sewer	1170	1170	1170
Average Residential Rate Increase (% over prior year)	2.5%	2.6%	2.2%

* 1 CCF = 100 cubic feet

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 937,751	\$ 939,075	\$ 982,863	\$ 968,053	\$ 968,053
Operating	9,658,173	5,192,689	4,671,331	4,446,166	4,446,166
Capital	792	-	-	-	-
TOTAL	\$ 10,596,716	\$ 6,131,764	\$ 5,654,194	\$ 5,414,219	\$ 5,414,219

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician	1	1	1	1	1
Utilities Engineering Manager	1	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Senior Engineer	1	1	1	1	1
Systems Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	10	10



STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Projected
Water Treatment Workload			
Number of Water Treatment FTEs (includes lab)	9	9	9
Millions of Gallons Potable Water Produced	3,522	3,421	3,500
Number of Water Quality Complaints	58	56	60
Number of Water Analyses Performed	95,150	96,000	96,000
Water Treatment Efficiency			
Cost Per Million Gallons of Potable Water Produced	\$542	\$572	\$575
Water Treatment Effectiveness			
Average Water Plant Operational Capacity	38.6%	37.5%	38.4%
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 663,237	\$ 691,151	\$ 726,427	\$ 711,413	\$ 711,413
Operating	1,511,671	1,845,303	2,613,270	1,678,586	1,678,586
Capital	75,478	461,524	1,401,616	1,401,616	1,401,616
TOTAL	\$ 2,250,386	\$ 2,997,978	\$ 4,741,313	\$ 3,791,615	\$ 3,791,615

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Water Treatment Plant (811)					
Plant Operations Manager	1	1	1	1	1
Water Treatment Plant Operator I/II/Sr.	6	6	6	6	6
Maintenance Technician ¹	0	1	1	1	1
Chemist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	9	9	9	9

¹ New position reclassified from Meter Reader (819)

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Sedimentation Basin bypass	\$ 1,401,616	\$ 1,401,616	\$ 1,401,616
Total Capital Outlay	\$ 1,401,616	\$ 1,401,616	\$ 1,401,616

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
2. Continue to implement preventative maintenance program and recommend rehab projects to be included in the CIP.
3. Implement a comprehensive work-order system to include inventory, maintenance record keeping and system improvements with full integration with the current GIS framework.
4. Provide opportunities for staff training and development.
5. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
6. Provide a quick turnaround on installation of new water and sewer taps.

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Distribution & Collection Workload			
Inch Miles of Distribution Line Maintained	3,945	3,985	4,025
Inch Miles of Collection Line Maintained	4,405	4,450	4,500
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	34	34	34
Total Water, Sewer & Irrigation Taps Installed by SRU	119	125	140
Distribution Line Failures	143	150	150
Collection Line Failures	2	5	10
Reported Complaints	530	600	650
Distribution & Collection Efficiency			
Cost Per Inch Mile of Distribution Line Maintained	\$421	\$517	\$500
Cost Per Inch Mile of Collection Line Maintained	\$275	\$380	\$325
Distribution & Collection Effectiveness			
Failures Per Inch Mile of Distribution Line Maintained	0.036	0.038	0.037
Incidents Per Inch Mile of Collection Line Maintained	0.000	0.001	0.002

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 1,456,395	\$ 1,638,534	\$ 1,937,929	\$ 1,890,654	\$ 1,890,654
Operating	4,537,897	3,725,583	5,107,533	2,329,749	2,329,749
Capital	60,578	587,816	500,000	500,000	500,000
TOTAL	\$ 6,054,870	\$ 5,951,933	\$ 7,545,462	\$ 4,720,403	\$ 4,720,403

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Administration (100)					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Distribution Maint. & Const. (850)					
Assistant Systems Manager	1	1	1	1	1
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker	5	5	5	5	5
Utilities Locator	1	1	1	1	1
Preventive Maintenance (854)					
Maintenance Supervisor	3	1	1	1	1
Preventive Maintenance Manager	0	1	1	1	1
Maintenance Worker	6	7	7	7	7
Asphalt Maintenance (858)					
NEW Crew Leader	0	0	1	1	1
NEW Equipment Operator	0	0	2	2	2
NEW Maintenance Worker	0	0	1	1	1
Hydrant & Valve Maintenance (859)					
Construction Foreman	1	1	1	1	1
Maintenance Worker	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	26	26	30	30	30

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Sewer line extension Client Communities	\$ 100,000	\$ 100,000	\$ 100,000
Sewer line extension Salisbury/Rowan Co	150,000	150,000	150,000
Waterline extension Client Communities	100,000	100,000	100,000
Waterline extension Salisbury/Rowan County	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
Total Capital Outlay	\$ 500,000	\$ 500,000	\$ 500,000

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Projected
Environmental Services Workload			
Lab - Number of tests that wastewater lab is certified to perform	29	29	29
Lab - Number of Wastewater Analyses Performed-Estimate	8,900	8,900	9,000
Pretreatment - Number of Permitted Industries (SIUs and Locals)	10	10	10
PT - Number of Inspections completed	10	10	10
PT - Surcharge	\$195,105	\$175,000	\$175,000
PT - Number of NOV's issued	11	10	10
PT - Amount of Penalties issued	\$0	\$500	\$500
FOG - Number of regulated Food Service Establishments (FSEs)	304	300	300
FOG - Number of Inspections completed (includes re-inspections)	404	375	375
FOG - Number of NOV's issued	3	5	5
FOG - Amount of penalties issued	\$0	\$250	\$250

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 499,217	\$ 544,231	\$ 572,521	\$ 562,545	\$ 562,545
Operating	63,872	88,275	102,646	102,451	102,451
Capital	-	-	-	-	-
TOTAL	\$ 563,089	\$ 632,506	\$ 675,167	\$ 664,996	\$ 664,996

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Environmental Services Manager	1	1	1	1	1
Laboratory Supervisor	1	1	1	1	1
Laboratory Analyst	1	1	1	1	1
Chemist	1	1	1	1	1
Fog Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Projected
Wastewater Treatment Workload			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	32	32	32
Millions of Gallons Wastewater Treated	3022	2752	3100
Tons of Dry Bio-Solids Land-Applied or Landfilled	919	1183	1200
Wastewater Treatment Efficiency			
Cost Per Million Gallons of Wastewater Treated	\$951	\$1,060	\$1,000
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$818	\$720	\$605
Wastewater Treatment Effectiveness			
Average Wastewater Plant Operational Capacity	66%	60%	68%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	16.5	16.0	16.0
Gallons of Wastewater Returned Per Potable Gallons Produced	0.86	0.80	0.89

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 1,659,873	\$ 1,750,617	\$ 1,806,748	\$ 1,768,995	\$ 1,768,995
Operating	2,566,580	2,978,208	5,926,671	3,815,436	3,815,436
Capital	10,735	-	-	-	-
TOTAL	\$ 4,237,188	\$ 4,728,825	\$ 7,733,419	\$ 5,584,431	\$ 5,584,431



PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Administration (100)					
Plant Operations Manager	1	1	1	1	1
Wastewater Operations Supervisor	0	0	1	1	1
Town Creek WWTP (901)					
Maintenance Technician	2	2	0	0	0
Lead Wastewater Treatment Plant Operator	0	0	1	1	1
Senior Wastewater Plant Operator	1	2	1	1	1
Wastewater Plant Operator	5	5	4	4	4
Grant Creek WWTP (902)					
Maintenance Technician	2	2	0	0	0
Plant Maint Supervisor Sr	1	1	0	0	0
Lead Wastewater Treatment Plant Operator	0	0	1	1	1
Senior Wastewater Plant Operator	1	0	1	1	1
Wastewater Plant Operator	4	4	3	3	3
Residuals Management (903)					
Residuals Operator/Sr.	3	3	2	2	2
SCADA (905)					
SCADA Technician	1	1	1	1	1
Lift Station (906)					
Maintenance Technician	3	3	8	8	8
Utilities Systems Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL ¹	25	25	25	25	25

¹ Department Reorganization



STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the causes and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
5. Work with other City Departments in identifying and implementing a municipal work order system with real-time data and asset management capability.
6. Provide opportunities for staff training and development.

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Workload			
Meter Readings Per Fiscal Year	259,776	260,000	262,000
Efficiency			
Cost Per 100 Meter Readings	\$288	\$315	\$306
Effectiveness			
Percent of Meters Misread	0.010%	0.005%	0.001%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 577,015	\$ 590,410	\$ 526,541	\$ 512,591	\$ 512,591
Operating	112,327	229,345	277,275	275,060	275,060
Capital	-	-	-	-	-
TOTAL	\$ 689,342	\$ 819,755	\$ 803,816	\$ 787,651	\$ 787,651

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Sr. Meter Mechanic	1	1	1	1	1
Office Assistant	0	1	0	0	0
Backflow Coordinator	0	1	0	0	0
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	0	0	0
Meter Reader/Technician	<u>8</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>6</u>
TOTAL ¹	11	10	8	8	8

¹ Two positions eliminated FY18-19 due to AMI/AMR Project completion

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,293,945	4,132,964	3,950,590	3,950,590	3,950,590
Capital	-	-	-	-	-
TOTAL	\$ 1,293,945	\$ 4,132,964	\$ 3,950,590	\$ 3,950,590	\$ 3,950,590





CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019
With Estimated Actual for the Year Ending June 30, 2018 and
Actual for the Year Ended June 30, 2017

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Estimate</u>	<u>2019</u> <u>Budget</u>
REVENUES:			
Non Operating Revenues:			
Interest earned on investments	\$ 10,217	\$ 20,053	\$ 8,000
Total miscellaneous	\$ 10,217	\$ 20,053	\$ 8,000
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 504,100	\$ 479,807	\$ 480,083
Fund balance appropriated	-	-	80,360
Total other financing sources	\$ 504,100	\$ 479,807	\$ 560,443
Total revenues and other financing sources	\$ 514,317	\$ 499,860	\$ 568,443

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 FY16-17	Budgeted FY17-18	Requested FY18-19	Mgr Recommends FY18-19	Adopted FY18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	219,529	-	-	-
Capital	<u>344,745</u>	<u>266,278</u>	<u>568,443</u>	<u>568,443</u>	<u>568,443</u>
TOTAL	\$ 344,745	\$ 485,807	\$ 568,443	\$ 568,443	\$ 568,443

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Administration			
Computer Equipment Replacement	\$ 15,600	\$ 15,600	\$ 15,600
Replace UA10003 w/ F-150 Crew Cab 4x4	<u>43,932</u>	<u>43,932</u>	<u>43,932</u>
Total Capital Outlay	\$ 59,532	\$ 59,532	\$ 59,532
Plant Operations - Water Treatment			
Computer Equipment Replacement	\$ 14,800	\$ 14,800	\$ 14,800
Replace PO10805 w/ Explorer	<u>29,927</u>	<u>\$ 29,927</u>	<u>\$ 29,927</u>
Total Capital Outlay	\$ 44,727	\$ 44,727	\$ 44,727
Systems Maintenance			
Computer Equipment Replacement	\$ 12,600	\$ 12,600	\$ 12,600
Add Computer for Crew Leader	1,300	1,300	1,300
Replace MS10704 w/ Escape	21,459	21,459	21,459
Replace MS10705 w/ Escape	21,459	21,459	21,459
Add Backhoe	122,000	122,000	122,000
Add Crew Truck	85,000	85,000	85,000
Add Roller	55,000	55,000	55,000
Add Roller Trailer	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Capital Outlay	\$ 328,818	\$ 328,818	\$ 328,818
Environmental Services			
Computer Equipment Replacement	<u>\$ 7,150</u>	<u>\$ 7,150</u>	<u>\$ 7,150</u>
Total Capital Outlay	\$ 7,150	\$ 7,150	\$ 7,150
Plant Operations - Wastewater Treatment			
Computer Equipment Replacement	\$ 7,112	\$ 7,112	\$ 7,112
Replace PO60504 w/ 324K Loader	<u>103,000</u>	<u>103,000</u>	<u>103,000</u>
Total Capital Outlay	\$ 110,112	\$ 110,112	\$ 110,112
Meter Services			
Computer Equipment Replacement	<u>\$ 18,104</u>	<u>\$ 18,104</u>	<u>\$ 18,104</u>
Total Capital Outlay	\$ 18,104	\$ 18,104	\$ 18,104

CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2019
With Estimated Actual for the Year Ending June 30, 2018 and
Actual for the Year Ended June 30, 2017

	2017 Actual	2018 Estimate	2019 Budget
OPERATING REVENUES:			
Charges for services	\$ 140,539	\$ 135,023	\$ 149,000
Other operating revenues	<u>9,886</u>	<u>16,677</u>	<u>10,500</u>
Total operating revenues	<u>\$ 150,425</u>	<u>\$ 151,700</u>	<u>\$ 159,500</u>
NONOPERATING REVENUES:			
Intergovernmental	\$ 618,631	\$ 548,726	\$ 836,332
Interest earned on investments	<u>3,431</u>	<u>5,319</u>	<u>4,000</u>
Total nonoperating revenues	<u>\$ 622,062</u>	<u>\$ 554,045</u>	<u>\$ 840,332</u>
OTHER FINANCING SOURCES:			
Operating Transfer from General Fund	\$ 465,322	\$ 465,322	\$ 467,822
Fund equity appropriated	<u>-</u>	<u>75,000</u>	<u>100,213</u>
Total other financing sources	<u>\$ 465,322</u>	<u>\$ 540,322</u>	<u>\$ 568,035</u>
 Total revenues and other financing sources	 <u>\$ 1,237,809</u>	 <u>\$ 1,246,067</u>	 <u>\$ 1,567,867</u>



CITY OF SALISBURY
FY 2018-2019 BUDGET SUMMARY
TRANSIT FUND

	Actual		Budgeted		Requested	Mgr Recommends	Adopted
	FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
REVENUE	\$ 1,237,809	\$	1,270,075	\$	1,201,075	\$ 1,567,867	\$ 1,567,867
	Actual		Budgeted		Requested	Mgr Recommends	Adopted
EXPENSES	FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
TRANSIT - OPERATIONS							
Personnel	\$ 312,963	\$	348,389	\$	375,976	\$ 361,995	\$ 361,995
Operations	108,784		145,005		163,290	143,444	143,444
Capital	-		-		-	-	-
TOTAL	\$ 421,747	\$	493,394	\$	539,266	\$ 505,439	\$ 505,439
TRANSIT - ADMINISTRATION							
Personnel	\$ 178,045	\$	174,626	\$	183,792	\$ 177,656	\$ 177,656
Operations	282,075		160,217		165,372	163,405	163,405
Capital	-		-		-	-	-
TOTAL	\$ 460,120	\$	334,843	\$	349,164	\$ 341,061	\$ 341,061
TRANSIT - CAPITAL							
Personnel	\$ 226,200	\$	212,012	\$	233,216	\$ 228,827	\$ 228,827
Operations	167,809		159,636		121,897	98,382	98,382
Capital	50,791		70,190		1,812,505	105,306	105,306
TOTAL	\$ 444,800	\$	441,838	\$	2,167,618	\$ 432,515	\$ 432,515
TRANSIT - ADA							
Personnel	\$ -	\$	-	\$	85,007	\$ 50,818	\$ 50,818
Operations	-		-		21,372	21,372	21,372
Capital	-		-		216,662	216,662	216,662
TOTAL	\$ -	\$	-	\$	323,041	\$ 288,852	\$ 288,852
GRAND TOTAL							
Personnel	\$ 717,208	\$	735,027	\$	877,991	\$ 819,296	\$ 819,296
Operations	558,668		464,858		471,931	426,603	426,603
Capital	50,791		70,190		2,029,167	321,968	321,968
TOTALS	\$ 1,326,667	\$	1,270,075	\$	3,379,089	\$ 1,567,867	\$ 1,567,867

STATEMENT OF PURPOSE

To provide a safe, efficient, and affordable transportation alternative to the general public in the cities of Salisbury, Spencer, and East Spencer; thus permitting greater accessibility to employment, social, recreational, educational, and medical facilities. The department also provides an ADA demand responsive paratransit system that includes wheelchair lift-equipped vans to accommodate citizens unable to access our fixed route bus system because of a functional disability.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Workload			
Number of Passengers - Fixed Route	162,345	140,000	146,000
Number of Passengers - ADA	7,140	7,201	7,273
Number of Full - Sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven	155,983	159,000	159,000
Gallons of Fuel Used	40,252	40,252	40,252
Fares Collected (Dollars) - Fixed Route	\$79,539	\$74,023	\$78,000
State Matching Funds Collected	\$202,298	\$189,253	\$189,253
Efficiency			
Average Cost Per Mile	\$7.65	\$9.19	\$11.03
Average Cost Per Passenger - Routine	\$7.35	\$8.38	\$10.06
Average Cost Per Passenger - ADA	\$10.65	\$12.06	\$15.68
Effectiveness			
Complaints Received	5	4	4
Number of Breakdowns	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	0	0	0
Injuries	0	0	0

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 178,045	\$ 174,626	\$ 183,792	\$ 177,656	\$ 177,656
Operating	282,075	160,217	165,372	163,405	163,405
Capital	-	-	-	-	-
TOTAL	\$ 460,120	\$ 334,843	\$ 349,164	\$ 341,061	\$ 341,061

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2



DEPARTMENT – Mass Transit
DIVISION – Transit Operations

651

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 312,963	\$ 348,389	\$ 375,976	\$ 361,995	\$ 361,995
Operating	108,784	145,005	163,290	143,444	143,444
Capital	-	-	-	-	-
TOTAL	\$ 421,747	\$ 493,394	\$ 539,266	\$ 505,439	\$ 505,439

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Transit Operator	5	7	7	7	7
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	6	8	8	8	8



DEPARTMENT – Mass Transit
DIVISION – Transit Capital Outlay

653

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 226,200	\$ 212,012	\$ 233,216	\$ 228,827	\$ 228,827
Operating	167,809	159,636	121,897	98,382	98,382
Capital	<u>50,791</u>	<u>70,190</u>	<u>1,812,505</u>	<u>105,306</u>	<u>105,306</u>
TOTAL	\$ 444,800	\$ 441,838	\$ 2,167,618	\$ 432,515	\$ 432,515

PERSONNEL DETAIL

	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
Position Title	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Mechanic	2	1	1	1	1
Transit Fleet Supervisor	1	1	1	1	1
Service Worker (PT)	1	1	1	1	1
Transit Planner	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

CAPITAL OUTLAY

	Requested	Mgr Recommends	Adopted
	FY 18-19	FY 18-19	FY 18-19
One 30' Heavy Duty Transit Bus (TR80401)	\$ 502,006	\$ -	\$ -
One 30' Heavy Duty Transit Bus (TR80402)	502,006	-	-
One 30' Heavy Duty Transit Bus (TR80403)	502,006	-	-
Bus Surveillance System	13,500	13,500	13,500
Tire Changer	20,000	20,000	20,000
Bump Jack	3,700	-	-
Band Saw	2,800	-	-
Hydraulic Press	3,000	-	-
10 Ton Floor Jack	4,681	-	-
Above Ground Fueling System	55,000	-	-
Mobile Bus Washer	42,000	-	-
Facility Renovation	30,000	-	-
ADA Accessible Minivan Crossover	61,806	61,806	61,806
Mechanic Room/Break Room Renovations	20,000	-	-
Roof Replacement	30,000	-	-
Vehicle Spare Parts	<u>20,000</u>	<u>10,000</u>	<u>10,000</u>
Total Capital Outlay	\$ 1,812,505	\$ 105,306	\$ 105,306

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ -	\$ -	\$ 85,007	\$ 50,818	\$ 50,818
Operating	\$ -	\$ -	\$ 21,372	\$ 21,372	\$ 21,372
Capital	\$ -	\$ -	\$ 216,662	\$ 216,662	\$ 216,662
TOTAL	\$ -	\$ -	\$ 323,041	\$ 288,852	\$ 288,852

PERSONNEL DETAIL

	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
Position Title	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
NEW PT Transit Operator	<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	0	0	3	3	3

CAPITAL OUTLAY

	Requested	Mgr Recommends	Adopted
	FY 18-19	FY 18-19	FY 18-19
ADA Paratransit Transit Vehicle	\$ 74,681	\$ 74,681	\$ 74,681
ADA Paratransit Transit Vehicle	74,681	74,681	74,681
Routhmatch Software (3 year contract)	<u>67,300</u>	<u>67,300</u>	<u>67,300</u>
Total Capital Outlay	\$ 216,662	\$ 216,662	\$ 216,662



CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019
With Estimated Actual for the Year Ending June 30, 2018 and
Actual for the Year Ended June 30, 2017

	2017	2018	2019
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 4,846,808	\$ 4,808,944	\$ 4,512,354
Other operating revenues	<u>768,813</u>	<u>260,182</u>	<u>307,175</u>
Total operating revenues	<u>\$ 5,615,621</u>	<u>\$ 5,069,126</u>	<u>\$ 4,819,529</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 2,571	\$ 5,633	\$ 2,000
Total nonoperating revenues	<u>\$ 2,571</u>	<u>\$ 5,633</u>	<u>\$ 2,000</u>
OTHER FINANCING SOURCES:			
Interfund Revenues	\$ 2,193,087	\$ 3,217,883	\$ 3,000,000
Total Other Financing Sources	<u>\$ 2,193,087</u>	<u>\$ 3,217,883</u>	<u>\$ 3,000,000</u>
Total revenues	<u>\$ 7,811,280</u>	<u>\$ 8,292,641</u>	<u>\$ 7,821,529</u>

fibrant

CITY OF SALISBURY
FY 2018-2019 BUDGET SUMMARY
FIBRANT COMMUNICATIONS FUND

	Actual		Budgeted		Requested	Mgr Recommends	Adopted
	FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
REVENUE	\$	7,811,280	\$	8,603,869	\$	8,039,412	\$ 7,821,529 \$ 7,821,529
	Actual		Budgeted		Requested	Mgr Recommends	Adopted
EXPENSES	FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
ADMINISTRATION							
Personnel	\$	454,610	\$	446,895	\$	271,632	\$ 264,792 \$ 264,792
Operations		1,000,063		377,319		504,030	476,030 476,030
Capital		-		-		-	- -
TOTAL	\$	1,454,673	\$	824,214	\$	775,662	\$ 740,822 \$ 740,822
PROGRAMMING							
Personnel	\$	-	\$	-	\$	-	\$ - \$ -
Operations		1,803,970		1,811,137		1,895,000	1,480,000 1,480,000
Capital		-		-		-	- -
TOTAL	\$	1,803,970	\$	1,811,137	\$	1,895,000	\$ 1,480,000 \$ 1,480,000
BROADBAND SYSTEMS							
Personnel	\$	444,260	\$	425,244	\$	519,199	\$ 508,374 \$ 508,374
Operations		1,051,771		992,021		1,185,070	789,715 789,715
Capital		-		-		-	- -
TOTAL	\$	1,496,030	\$	1,417,265	\$	1,704,269	\$ 1,298,089 \$ 1,298,089
SERVICE DELIVERY							
Personnel	\$	884,164	\$	872,259	\$	899,671	\$ 881,616 \$ 881,616
Operations		297,687		289,383		295,805	227,286 227,286
Capital		385,378		441,426		474,426	241,574 241,574
TOTAL	\$	1,567,229	\$	1,603,068	\$	1,669,902	\$ 1,350,476 \$ 1,350,476
DEBT SERVICE							
Personnel	\$	-	\$	-	\$	-	\$ - \$ -
Operations		1,139,530		2,948,185		2,952,142	2,952,142 2,952,142
Capital		-		-		-	- -
TOTAL	\$	1,139,530	\$	2,948,185	\$	2,952,142	\$ 2,952,142 \$ 2,952,142
GRAND TOTAL							
Personnel	\$	1,783,033	\$	1,744,398	\$	1,690,502	\$ 1,654,782 \$ 1,654,782
Operations		5,293,021		6,418,045		6,832,047	5,925,173 5,925,173
Capital		385,378		441,426		474,426	241,574 241,574
TOTALS	\$	7,461,432	\$	8,603,869	\$	8,996,975	\$ 7,821,529 \$ 7,821,529

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	2019
	Actual	Estimate	Projected
Workload			
Number of Customers Billed	3,481	3,400	3,350

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 454,610	\$ 446,895	\$ 271,632	\$ 264,792	\$ 264,792
Operating	\$ 1,000,063	\$ 377,319	\$ 504,030	\$ 476,030	\$ 476,030
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 1,454,673	\$ 824,214	\$ 775,662	\$ 740,822	\$ 740,822

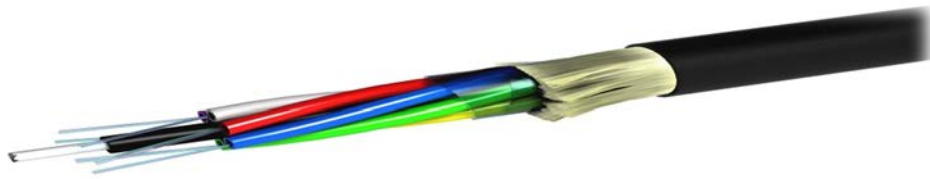
PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Administration (100)					
Director of Broadband	1	1	1	1	1
Administration - Sales (202)					
Broadband Sales Manager ¹	1	1	0	0	0
Broadband Sales Specialist ¹	<u>5</u>	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	7	6	4	4	4

¹ Two positions eliminated to add Systems Analyst (870)

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,803,970	1,811,137	1,895,000	1,480,000	1,480,000
Capital	-	-	-	-	-
TOTAL	\$ 1,803,970	\$ 1,811,137	\$ 1,895,000	\$ 1,480,000	\$ 1,480,000



STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Workload			
Total Number of Inbound Customer Calls to NOC	11,300	11,500	12,200
Total Number of Calls Sourced to NeoNova, Inc.	6,100	6,000	6,300
Effectiveness			
Customer Call Abandon Rate (Inbound to NOC)	4%	4%	4%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 444,260	\$ 425,244	\$ 519,199	\$ 508,374	\$ 508,374
Operating	1,051,771	992,021	1,185,070	789,715	789,715
Capital	-	-	-	-	-
TOTAL	\$ 1,496,030	\$ 1,417,265	\$ 1,704,269	\$ 1,298,089	\$ 1,298,089

PERSONNEL DETAIL

	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Broadband Systems Administration (100)					
Engineering/GIS Manager	1	1	1	1	1
Broadband Systems Videoing (211)					
Head End Technician	1	1	1	1	1
Systems Analyst ¹	0	0	0	1	1
Broadband Systems Tech Serv. & NOC (220)					
NOC I/II	3	3	3	3	3
NOC Manager	1	1	1	1	1
NOC Tech (TPT)	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	8	6	6	7	7

¹ Position added from eliminations in Broadband Sales (850)



STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 884,164	\$ 872,259	\$ 899,671	\$ 881,616	\$ 881,616
Operating	297,687	289,383	295,805	227,286	227,286
Capital	385,378	441,426	474,426	241,574	241,574
TOTAL	\$ 1,567,229	\$ 1,603,068	\$ 1,669,902	\$ 1,350,476	\$ 1,350,476

PERSONNEL DETAIL

	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Service Delivery Tech Serv & Inst (220)					
Infrastructure Technician	7	6	6	6	6
Installation Technician	0	2	2	2	2
Technical Operations Manager	1	1	1	1	1
Warehouse Technician	1	1	1	1	1
Service Delivery Support (221)					
Infrastructure Supervisor	1	1	1	1	1
Systems Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	11	12	12	12	12

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Replacement Boxes	\$ 100,426	\$ 60,235	\$ 60,235
Professional Installation Services	20,000	5,000	5,000
Contruction and materials for deployment	134,000	80,372	80,372
ONTs	150,000	59,979	59,979
Premise Materials	60,000	35,988	35,988
Construction Labor	10,000	-	-
Total Capital Outlay	\$ 474,426	\$ 241,574	\$ 241,574

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,139,530	2,948,185	2,952,142	2,952,142	2,952,142
Capital	-	-	-	-	-
TOTAL	\$ 1,139,530	\$ 2,948,185	\$ 2,952,142	\$ 2,952,142	\$ 2,952,142



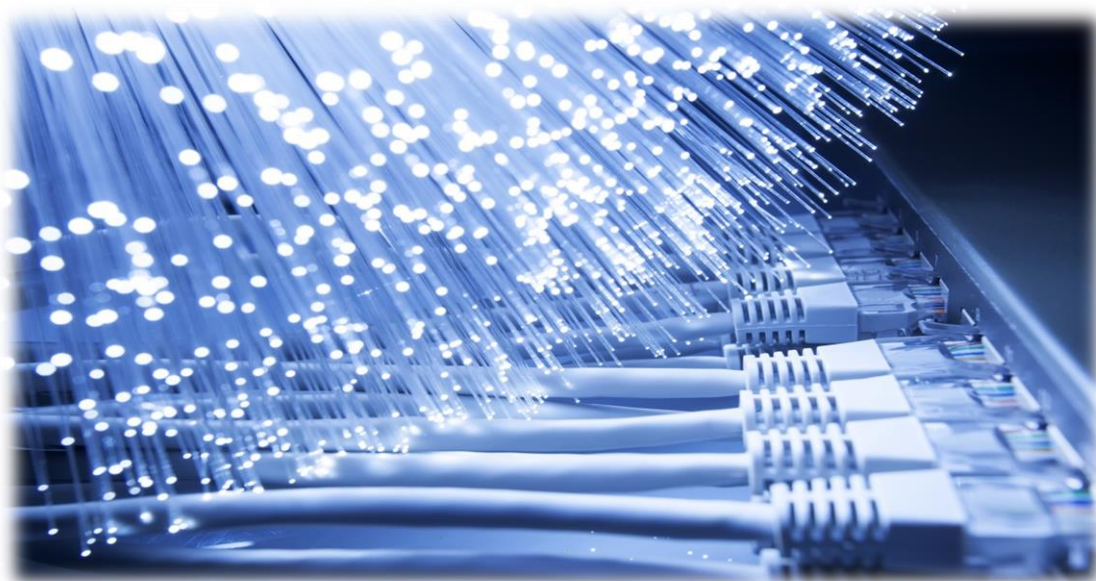
CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019
With Estimated Actual for the Year Ending June 30, 2018 and
Actual for the Year Ended June 30, 2017

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Estimate</u>	<u>2019</u> <u>Budget</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 696	\$ 2,761	\$ -
Total nonoperating revenues	<u>\$ 696</u>	<u>\$ 2,761</u>	<u>\$ -</u>
OTHER FINANCING SOURCES:			
Operating transfer from Fibrant Communications Fund	\$ 151,864	\$ 150,824	\$ 125,310
Interfund Revenues	<u>122,371</u>	<u>122,830</u>	<u>122,830</u>
Total other financing sources	<u>\$ 274,235</u>	<u>\$ 273,654</u>	<u>\$ 248,140</u>
Total revenues and other financing sources	<u><u>\$ 274,931</u></u>	<u><u>\$ 276,415</u></u>	<u><u>\$ 248,140</u></u>



FUND- Fibrant Communications Capital Reserve**STATEMENT OF PURPOSE**

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 19-18	Adopted FY 19-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	4,024	-	66,809	66,809
Capital	<u>46,241</u>	<u>269,630</u>	<u>181,331</u>	<u>181,331</u>	<u>181,331</u>
TOTAL	\$ 46,241	\$ 273,654	\$ 181,331	\$ 248,140	\$ 248,140

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Administration			
Computer Equipment Replacement	\$ 9,500	\$ 9,500	\$ 9,500
Total Capital Outlay	\$ 9,500	\$ 9,500	\$ 9,500
Broadband Systems			
Computer Equipment Replacement	\$ 63,875	\$ 63,875	\$ 63,875
Replace Satellite Receivers	25,000	25,000	25,000
Replace Servers Vmware	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
Total Capital Outlay	\$ 128,875	\$ 128,875	\$ 128,875
Service Delivery			
Computer Equipment Replacement	\$ 13,800	\$ 13,800	\$ 13,800
Replace FH10708 w/ like Installer Van	<u>29,156</u>	<u>29,156</u>	<u>29,156</u>
Total Capital Outlay	\$ 42,956	\$ 42,956	\$ 42,956



CITY OF SALISBURY, NORTH CAROLINA

STORMWATER UTILITY

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019
With Estimated Actual for the Year Ending June 30, 2018 and
Actual for the Year Ended June 30, 2017

	2017 Actual	2018 Estimate	2019 Budget
OPERATING REVENUES:			
Charges for services	\$ 1,307,080	\$ 1,363,282	\$ 1,809,306
Other operating revenues	<u>23,722</u>	<u>25,952</u>	<u>22,017</u>
Total operating revenues	<u>\$ 1,330,802</u>	<u>\$ 1,389,234</u>	<u>\$ 1,831,323</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 3,578	\$ 7,770	\$ 3,423
Total nonoperating revenues	<u>\$ 3,578</u>	<u>\$ 7,770</u>	<u>\$ 3,423</u>
Total revenues	<u><u>\$ 1,334,380</u></u>	<u><u>\$ 1,397,004</u></u>	<u><u>\$ 1,834,746</u></u>



CITY OF SALISBURY
FY 2018-2019 BUDGET SUMMARY
STORMWATER FUND

	Actual		Budgeted		Requested	Mgr Recommends	Adopted
	FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
REVENUE	\$ 1,334,380	\$	1,382,500	\$	1,386,940	\$ 1,861,806	\$ 1,834,746
	Actual		Budgeted		Requested	Mgr Recommends	Adopted
EXPENSES	FY 16-17		FY 17-18		FY 18-19	FY 18-19	FY 18-19
STORMWATER - ADMINISTRATION AND ENGINEERING							
Personnel	\$ 173,811	\$	176,182	\$	185,596	\$ 181,906	\$ 181,906
Operations	557,163		533,225		1,854,951	1,026,500	999,440
Capital	5,492		-		-	-	-
TOTAL	\$ 736,466	\$	709,407	\$	2,040,547	\$ 1,208,406	\$ 1,181,346
STORMWATER - STREET CLEANING							
Personnel	\$ 66,272	\$	165,357	\$	164,544	\$ 159,790	\$ 159,790
Operations	77,141		73,511		79,251	77,614	77,614
Capital	-		-		-	-	-
TOTAL	\$ 143,413	\$	238,868	\$	243,795	\$ 237,404	\$ 237,404
STORMWATER - STORM DRAINAGE							
Personnel	\$ 85,131	\$	111,511	\$	90,411	\$ 87,665	\$ 87,665
Operations	59,240		74,382		75,528	75,691	75,691
Capital	-		-		-	-	-
TOTAL	\$ 144,371	\$	185,893	\$	165,939	\$ 163,356	\$ 163,356
STORMWATER - LEAF COLLECTION							
Personnel	\$ 114,933	\$	161,568	\$	171,801	\$ 169,055	\$ 169,055
Operations	50,339		86,764		84,104	83,585	83,585
Capital	-		-		-	-	-
TOTAL	\$ 165,272	\$	248,332	\$	255,905	\$ 252,640	\$ 252,640
GRAND TOTAL							
Personnel	\$ 440,147	\$	614,618	\$	612,352	\$ 598,416	\$ 598,416
Operations	743,883		767,882		2,093,834	1,263,390	1,236,330
Capital	5,492		-		-	-	-
TOTALS	\$ 1,189,522	\$	1,382,500	\$	2,706,186	\$ 1,861,806	\$ 1,834,746

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2017	FY 2018	FY 2019
	Actual	Estimate	Projected
Workload			
Street Cleaning, Miles Swept / Month	18.30	42.83	60.00
Pipes Cleaned, Liner feet of pipe/month	103.58	91.60	100.00
Illegal Discharge Detections, each month	1.08	1.50	2.00
Impervious surface area added, square foot / month	35,370	26,308	30,000

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 173,811	\$ 176,182	\$ 185,596	\$ 181,906	\$ 181,906
Operating	557,163	533,225	1,854,951	1,026,500	999,440
Capital	5,492	-	-	-	-
TOTAL	\$ 736,466	\$ 709,407	\$ 2,040,547	\$ 1,208,406	\$ 1,181,346

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Stormwater Engineer	1	1	1	1	1
Stormwater Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

DEPARTMENT - Stormwater
DIVISION – Street Cleaning

831

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 66,272	\$ 165,357	\$ 164,544	\$ 159,790	\$ 159,790
Operating	77,141	73,511	79,251	77,614	77,614
Capital	-	-	-	-	-
TOTAL	\$ 143,413	\$ 238,868	\$ 243,795	\$ 237,404	\$ 237,404

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Equipment Operator ¹	2	3	3	3	3
Maintenance Worker Sr I/II ¹	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	3	3	3	3	3

¹ Position reclassified

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 85,131	\$ 111,511	\$ 90,411	\$ 87,665	\$ 87,665
Operating	59,240	74,382	75,528	75,691	75,691
Capital	-	-	-	-	-
TOTAL	\$ 144,371	\$ 185,893	\$ 165,939	\$ 163,356	\$ 163,356

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Crew Leader ¹	0	1	0	0	0
Equipment Operator ¹	<u>2</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	2	2	2	2	2

¹ Position reclassified



DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 114,933	\$ 161,568	\$ 171,801	\$ 169,055	\$ 169,055
Operating	50,339	86,764	84,104	83,585	83,585
Capital	-	-	-	-	-
TOTAL	\$ 165,272	\$ 248,332	\$ 255,905	\$ 252,640	\$ 252,640

PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Equipment Operator	2	1	2	2	2
Crew Leader	1	1	1	1	1
Maintenance Worker Sr I/II ¹	0	1	0	0	0
Seasonal/Part-Time Pool	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	4	4	4	4

¹ Position was reclassified to Equipment Operator



CITY OF SALISBURY, NORTH CAROLINA

STORMWATER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019
With Estimated Actual for the Year Ending June 30, 2018 and
Actual for the Year Ended June 30, 2017

	<u>2017 Actual</u>	<u>2018 Estimate</u>	<u>2019 Budget</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 1,493	\$ 3,113	\$ 1,500
Total miscellaneous	\$ 1,493	\$ 3,113	\$ 1,500
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 104,490	\$ 116,578	\$ 137,262
Interfund Revenues	-	-	296,006
Total other financing sources	\$ 104,490	\$ 116,578	\$ 433,268
 Total revenues and other financing sources	 \$ 105,983	 \$ 119,691	 \$ 434,768



FUND - Stormwater Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	138,762	138,762
Capital	<u>14,632</u>	<u>154,027</u>	<u>296,006</u>	<u>296,006</u>	<u>296,006</u>
TOTAL	\$ 14,632	\$ 154,027	\$ 296,006	\$ 434,768	\$ 434,768

CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Replace SW20801 w/ like Street Sweeper	\$ <u>296,006</u>	\$ <u>296,006</u>	\$ <u>296,006</u>
Total Capital Outlay	\$ 296,006	\$ 296,006	\$ 296,006



CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019
With Estimated Actual for the Year Ending June 30, 2018 and
Actual for the Year Ended June 30, 2017

	<u>2017 Actual</u>	<u>2018 Estimate</u>	<u>2019 Budget</u>
REVENUES:			
Intergovernmental:			
Federal	\$ <u>334,218</u>	\$ <u>250,266</u>	\$ <u>427,661</u>
Miscellaneous:			
Other	\$ <u>153,494</u>	\$ <u>242,384</u>	\$ <u>30,000</u>
 Total revenues	 \$ <u><u>487,712</u></u>	 \$ <u><u>492,650</u></u>	 \$ <u><u>457,661</u></u>

FUND – Special Revenue Funds

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	487,064	410,037	410,037	410,037	457,661
Capital	-	-	-	-	-
TOTAL	\$ 487,064	\$ 410,037	\$ 410,037	\$ 410,037	\$ 457,661



CITY OF SALISBURY, NORTH CAROLINA

INTERNAL SERVICE FUNDS

FINANCIAL PLAN

For the Year Ending June 30, 2019

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

REVENUES

Charges for Services	\$ 6,612,274
Interest Earned on Investments	<u>21,212</u>
Total Revenues	<u>\$ 6,633,486</u>

EXPENDITURES

Employee Benefits	\$ 6,608,486
Miscellaneous Expenditures	<u>25,000</u>
Total Expenditures	<u>\$ 6,633,486</u>

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

REVENUES

Charges for Services	\$ 1,057,500
Interest Earned on Investments	<u>9,352</u>
Total Revenues	<u>\$ 1,066,852</u>

EXPENDITURES

Employee Benefits	\$ 809,200
Addition to Reserves	<u>257,652</u>
Total Expenditures	<u>\$ 1,066,852</u>



City of Salisbury
10 Year Capital Improvement Program

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City of Salisbury
10 Year Capital Improvement Program
General Fund

Department	Project Name	Fiscal Year				
		2019	2020	2021	2022	2023
Community Planning	Housing Stabilization Program	100,000	100,000	-	-	-
Community Planning	Downtown Incentive Program	219,558	150,000	150,000	150,000	150,000
Community Planning	Bell Town Green Park	350,000	-	-	-	-
Community Planning	West End Transformation	400,000	-	-	-	-
Community Planning	Main Street Infrastructure	-	-	5,000,000	5,000,000	5,000,000
Parks and Recreation	Play Structures	25,000	30,000	30,000	30,000	30,000
Engineering	Grant Creek Greenway	250,000	625,000	-	-	-
Engineering	Klumac Road Sidewalk	-	35,000	-	-	-
Engineering	Sidewalk near Salisbury Mall	370,000	-	-	-	-
Engineering	Newsome Road Extension	250,000	-	-	-	-
Engineering	Newsome Road Bike Lanes/Sidewalk	600,000	974,000	-	-	-
Engineering	Main Street Sidewalk	134,000	-	-	-	-
Engineering	Old Concord Rd ~ Ryan Street to JAB	160,000	254,000	-	-	-
Engineering	Street Light Improvements	10,000	32,772	33,428	34,097	34,778
Engineering	Brenner Sidewalk	360,000	400,000	-	-	-
Engineering	Lincolton Road Sidewalk	84,000	-	-	-	-
Engineering	Apartment Renovations - Plaza	20,000	-	-	-	-
Engineering	Redevelopment Services - Plaza	50,000	50,000	-	-	-
Facilities Management	HVAC	108,000	92,500	100,000	100,000	100,000
Facilities Management	Roof	238,500	294,000	287,000	400,000	308,750
Fire Department	Fire Station 6	4,450,000	-	-	-	-
Fire Department	Fire Station 3	-	-	-	3,575,000	-
Fire Department	Thermal Imaging Camera (TIC)	-	-	10,000	-	10,000
Fire Department	Hurst Hydraulic Tools	-	40,000	-	-	-
Fire Department	Breathing Air Compressor	-	-	100,000	-	-
Fire Department	Rescue Air Bags	-	-	-	45,000	-
Public Services	New Spoils Location	-	-	-	-	-
Public Services	Asphalt Resurfacing	500,000	500,000	500,000	500,000	500,000
Public Services	Bridge Maintenance	-	120,000	-	120,000	-
Public Services	Solid Waste Rollouts	-	80,363	-	-	-
Finance	New Finance Software	350,000	-	-	-	-
		9,029,058	3,777,635	6,210,428	9,954,097	6,133,528

City of Salisbury
10 Year Capital Improvement Program
General Fund

Department	Project Name	Fiscal Year					10 Year Total
		2024	2025	2026	2027	2028	
Community Planning	Housing Stabilization Program	-	-	-	-	-	200,000
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000	1,569,558
Community Planning	Bell Town Green Park	-	-	-	-	-	350,000
Community Planning	West End Transformation	-	-	-	-	-	400,000
Community Planning	Main Street Infrastructure	5,000,000	-	-	-	-	20,000,000
Parks and Recreation	Play Structures	30,000	30,000	30,000	30,000	30,000	295,000
Parks and Recreation	Grant Creek Greenway	-	-	-	-	-	875,000
Engineering	Klumac Road Sidewalk	-	-	-	-	-	35,000
Engineering	Sidewalk near Salisbury Mall	-	-	-	-	-	370,000
Engineering	Newsome Road Extension	-	-	-	-	-	250,000
Engineering	Newsome Road Bike Lanes/Sidewalk	-	-	-	-	-	1,574,000
Engineering	Main Street Sidewalk	-	-	-	-	-	134,000
Engineering	Old Concord Rd ~ Ryan Street to JAB	-	-	-	-	-	414,000
Engineering	Street Light Improvements	35,474	36,183	36,907	37,645	38,398	329,682
Engineering	Brenner Sidewalk	-	-	-	-	-	760,000
Engineering	Lincolton Road Sidewalk	-	-	-	-	-	84,000
Engineering	Apartment Renovations - Plaza	-	-	-	-	-	20,000
Engineering	Redevelopment Services - Plaza	-	-	-	-	-	100,000
Facilities Management	HVAC	100,000	188,000	188,000	188,000	188,000	1,352,500
Facilities Management	Roof	308,750	308,750	308,750	308,750	308,750	3,072,000
Fire Department	Fire Station 6	-	-	-	-	-	4,450,000
Fire Department	Fire Station 3	-	-	-	-	-	3,575,000
Fire Department	Thermal Imaging Camera (TIC)	10,000	10,000	-	10,000	-	50,000
Fire Department	Hurst Hydraulic Tools	45,000	-	-	50,000	-	135,000
Fire Department	Breathing Air Compressor	-	100,000	-	-	-	200,000
Fire Department	Hurst Hydraulic Tools and Rescue Air Bags	-	-	-	-	-	45,000
Public Services	New Spoils Location	150,000	-	-	-	-	150,000
Public Services	Asphalt Resurfacing	500,000	500,000	500,000	500,000	500,000	5,000,000
Public Services	Bridge Maintenance	120,000	-	120,000	-	120,000	600,000
Public Services	Solid Waste Rollouts	-	-	-	-	-	80,363
Finance	New Finance Software	-	-	-	-	-	350,000
		6,449,224	1,322,933	1,333,657	1,274,395	1,335,148	46,820,103

Capital Improvement Program FY 2019-28

Project Name: Housing Stabilization Program

Department: Community Planning

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction											-
Other	100	100									200
Capital Total	100	100	-	-	-	-	-	-	-	-	200

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Downtown Incentive Program

Department: Community Planning

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

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction											-
Other	220	150	150	150	150	150	150	150	150	150	1,570
Capital Total	220	150	150	150	150	150	150	150	150	150	1,570

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT (<i>in thousands</i>)											
Operating	(3)	(6)	(9)	(12)	(15)	(18)	(21)	(24)	(27)	(30)	(165)
Debt Cost											
Operating Total	(3)	(6)	(9)	(12)	(15)	(18)	(21)	(24)	(27)	(30)	(165)

Capital Improvement Program FY 2019-28

Project Name: Bell Tower Green Park

Department: Community Planning

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

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction											-
Other	350										350
Capital Total	350	-	-	-	-	-	-	-	-	-	350

Operating Fund Impact: Unknown until definitive scope of project defined, but anticipate operational costs to maintain and upkeep the park.

Capital Improvement Program FY 2019-28

Project Name: West End Transformation

Department: Community Planning

Project Description: This initiative, which would be focused in the West End Neighborhood, will help improve housing and neighborhood conditions by offering homeowners in the pilot area the opportunity to be eligible for deferred loans to use on exterior rehabilitation. If the program proves to be impactful on housing conditions and neighborhood appearance, it may be expanded to other areas in the future as funds are available.

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction											-
Other	400										400
Capital Total	400	-	-	-	-	-	-	-	-	-	400

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Main Street Infrastructure

Department: Community Planning

Project Description: The project includes streetscaping along approximately six blocks of North and South Main Street to provide traffic calming and improve pedestrian safety. Improvements such as wider sidewalks, additional lighting, new street trees, and spots for outside dining will help elevate the downtown as a sought-after destination, boosting commerce and tourism. Replacement or upgrades to underground water and sewer infrastructure and properly-sized tree pits will ensure long-term viability of the project.

Proposed Funding Source: General Fund Installment Financing

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction			5,000	5,000	5,000	5,000					20,000
Other											-
Capital Total	-	-	5,000	5,000	5,000	5,000	-	-	-	-	20,000

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost			520	520	1,040	1,040	1,040	1,040	1,040	1,040	7,280
Operating Total	-	-	520	520	1,040	1,040	1,040	1,040	1,040	1,040	7,280

Capital Improvement Program FY 2019-28

Project Name: Play Structure

Department: Parks & Recreation

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other	25	30	30	30	30	30	30	30	30	30	295
Capital Total	25	30	30	30	30	30	30	30	30	30	295

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Grant Creek Greenway

Department: Engineering

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

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	250	625									875
Other											-
Capital Total	250	625	-	-	-	-	-	-	-	-	875

Operating Fund Impact: Increased maintenance and mowing costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT (<i>in thousands</i>)											
Operating			9	9	9	9	9	9	9	9	69
Debt Cost											
Operating Total	-	-	9	9	9	9	9	9	9	9	69

Capital Improvement Program FY 2019-28

Project Name: Klumac Road Sidewalk

Department: Engineering

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction		35									35
Other											-
Capital Total	-	35	-	-	-	-	-	-	-	-	35

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Sidewalk near Salisbury Mall

Department: Engineering

Project Description: Municipal Agreement to construct sidewalks along Jake Alexander Boulevard and Statesville Boulevard. We estimate construction to start fall 2017. City's cost is 20% plus \$41,000 CEI (Construction Engineering and Inspection).

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	370										370
Other											-
Capital Total	370	-	-	-	-	-	-	-	-	-	370

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Newsome Road Extension

Department: Engineering

Project Description: Three party agreement with the City, developer, and NCDOT to build Newsome Road extension between Innes Street and Faith Road. City will reimburse developer for construction, and NCDOT will reimburse City once STIP (State Transportation Improvement Program) funds are released, no later than 2020.

Proposed Funding Source: State TIP Funds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	250										250
Other											-
Capital Total	250	-	-	-	-	-	-	-	-	-	250

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Newsome Road Bike Lanes and Sidewalk

Department: Engineering

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

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	600	974									1,574
Other											-
Capital Total	600	974	-	-	-	-	-	-	-	-	1,574

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Main Street Sidewalk

Department: Engineering

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

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	134										134
Other											-
Capital Total	134	-	-	-	-	-	-	-	-	-	134

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

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

Department: Engineering

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

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design	160										160
Construction		254									254
Other											-
Capital Total	160	254	-	-	-	-	-	-	-	-	414

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Street Light Improvements

Department: Engineering

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other	10	33	33	34	35	35	36	37	38	39	331
Capital Total	10	33	33	34	35	35	36	37	38	39	331

Operating Fund Impact: Increased cost of Street Lighting charges.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT <i>(in thousands)</i>											
Operating		10	43	76	110	145	181	217	254	291	1,326
Debt Cost											
Operating Total	-	10	43	76	110	145	181	217	254	291	1,326

Capital Improvement Program FY 2019-28

Project Name: Brenner Avenue Sidewalk

Department: Engineering

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

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	360	400									760
Other											-
Capital Total	360	400	-	-	-	-	-	-	-	-	760

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Lincolnton Road Sidewalk

Department: Engineering

Project Description: Pending TAP funds to construct sidewalk on Lincolnton Road from JAB to Villas at Hope Crest Senior Living Apartments. Also this project is for the addition of two ADA accessible ramps with a push-button pedestrian signal in the southeast quadrant of JAB/Lincolnton Road and a push-button pedestrian signal in the northeast quadrant. TAP funds were applied for December 2017. Possibly funded at 100% but could require a 20% match.

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	84										84
Other											-
Capital Total	84	-	-	-	-	-	-	-	-	-	84

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Apartment Renovations – Plaza

Department: Engineering

Project Description: Funds are needed to ensure that appliances, carpet, and plumbing and lighting fixtures are in proper condition when new occupants enter rental units. The majority of apartment units possess original appliances and fixtures from the early 1990's renovation. These funds also facilitate replacement of any appliances, plumbing and lighting fixtures that fail when units are occupied. Carpet is replaced as needed.

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	20										20
Other											-
Capital Total	20	-	-	-	-	-	-	-	-	-	20

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Redevelopment Service for Building – Plaza

Department: Engineering

Project Description: The Plaza was renovated in the early 1990s. Since that time, maintenance and repairs have been consistently addressed. However, after 28 years of ownership, it is appropriate to explore the cost of continued ownership. Considerations in this professional evaluation will include, but will not be limited to, how the building is used and what opportunities for different use may be beneficial to our downtown, renovation costs, ongoing maintenance costs, revenue, and intrinsic value. These funds will assist in the evaluation of these variables and will be leveraged to utilize City staff resources as a complement to this evaluation.

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	50	50									100
Other											-
Capital Total	50	50	-	-	-	-	-	-	-	-	100

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: HVAC Replacements

Department: Facilities Management

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	108	93	100	100	100	100	188	188	188	188	1,353
Other											-
Capital Total	108	93	100	100	100	100	188	188	188	188	1,353

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Roof Replacements

Department: Facilities Management

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	239	294	287	400	309	309	309	309	309	309	3,072
Other											-
Capital Total	239	294	287	400	309	309	309	309	309	309	3,072

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Fire Station 6

Department: Fire Department

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

Proposed Funding Source: General Fund Installment Financing

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	4,450										4,450
Other											-
Capital Total	4,450	-	-	-	-	-	-	-	-	-	4,450

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT (<i>in thousands</i>)											
New Staff (FTEs)		6	6	6	6	6	6	6	6	6	54
New Staff Cost		450	455	459	464	468	473	478	482	487	4,216
Operating		50	50	50	50	50	50	50	50	50	450
Debt Cost		210	420	420	420	420	420	420	420	420	3,568
Operating Total	-	710	924	929	933	938	943	947	952	957	8,233

Capital Improvement Program FY 2019-28

Project Name: Fire Station 3

Department: Fire Department

Project Description: The City of Salisbury has an option on 1.75 acres of land on Mahaley Avenue to build a replacement of Fire Station 3, which will allow better coverage of a larger area. The existing station was built in 1957 and has reached the end of its useful life. Construction is estimated to begin April 2021, with completion around June 2022.

Proposed Funding Source: General Fund Installment Financing

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction				3,575							3,575
Other											-
Capital Total	-	-	-	3,575	-	-	-	-	-	-	3,575

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT <i>(in thousands)</i>											
Operating					50	50	50	50	50	50	300
Debt Cost					191	382	382	382	382	382	2,101
Operating Total	-	-	-	-	241	432	432	432	432	432	2,401

Capital Improvement Program FY 2019-28

Project Name: Thermal Imaging Camera

Department: Fire Department

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction											-
Other			10		10	10	10		10		50
Capital Total	-	-	10	-	10	10	10	-	10	-	50

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Hurst Hydraulic Tools

Department: Fire Department

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other		40				45			50		135
Capital Total	-	40	-	-	-	45	-	-	50	-	135

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Breathing Air Compressor

Department: Fire Department

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other			100				100				200
Capital Total	-	-	100	-	-	-	100	-	-	-	200

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Rescue Air Bags

Department: Fire Department

Project Description: Rescue air bags are used to stabilize and lift heavy objects, vehicles, etc.

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction											-
Other				45							45
Capital Total	-	-	-	45	-	-	-	-	-	-	45

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: New Spoils Location

Department: Public Services

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction											-
Other						150					150
Capital Total	-	-	-	-	-	150	-	-	-	-	150

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Asphalt Resurfacing

Department: Public Services

Project Description: Each year, project funding will pave approximately seven lane miles, which provides for a 50-year resurfacing cycle. Without additional funding, this number will worsen as construction and material costs increase. A 25-year cycle is recommended; therefore, the City can invest in increased resurfacing as fiscally able.

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	500	500	500	500	500	500	500	500	500	500	5,000
Other											-
Capital Total	500	500	500	500	500	500	500	500	500	500	5,000

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Bridge Maintenance

Department: Public Services

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

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other		120		120		120		120		120	600
Capital Total	-	120	-	120	-	120	-	120	-	120	600

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Solid Waste Rollouts

Department: Public Services

Project Description: Fiscal Year 2020 is the final year of a five-year project to replace solid waste rollouts, which are needed to be compatible with our new automated trucks.

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction											-
Other	-	80									80
Capital Total	-	80	-	-	-	-	-	-	-	-	80

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: New Finance Software

Department: Finance

Project Description: Our current budget software was built in-house using Microsoft Access and has limited ability. The City has completed demos on several products and would like to move the City to a system that is multifaceted and built for governmental use. The MUNIS system will allow the City to utilize a single system across multiple functions within the City. Currently, the City is using MUNIS for our HR/Payroll system.

Proposed Funding Source: General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction											-
Other	350										350
Capital Total	350	-	-	-	-	-	-	-	-	-	350

Operating Fund Impact: None

City of Salisbury
10 Year Capital Improvement Program

Water & Sewer Fund

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

Department	Project Name	Fiscal Year				
		2019	2020	2021	2022	2023
Administration	Maintenance Building Up fit (Cemetery Street)	-	100,000	100,000	-	-
Raw Water	Raw Water Pump Station Improvements	-	-	-	-	-
	Raw Water Piping 24" Concrete Pipe	-	150,000	-	-	-
	Electrical System Upgrade	-	100,000	-	-	-
	Intake Wing Wall Rehab	-	220,000	-	-	-
Raw Water	Raw Water Reservoir Dredging	-	200,000	-	-	-
Raw Water	Raw Water NEW Raw Water Pump Station	-	-	-	-	-
	New Raw Water Pump Station Design	-	750,000	-	-	-
	New Raw Water Pump Station Construction	-	-	5,350,000	5,350,000	-
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	3,000,000
Water Treatment Plant	Security Improvements	-	100,000	-	-	-
Water Treatment Plant	Water Treatment Plant Upgrades	-	-	-	-	-
	Residuals Handling Upgrades	-	500,000	-	-	-
	Sedimentation Basins Rehab/by-pass	1,401,616	-	-	-	-
	Control Room Upgrade	-	-	100,000	-	-
	Finished Water Clearwell Storage	-	-	-	-	-
Water Distribution	Water Extensions	-	-	-	-	-
	Water Extensions	250,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	500,000	-	-	-
	Rockwell Secondary Waterline	-	500,000	-	-	-
Water Distribution	Water Line Rehab/Replacement	200,000	350,000	400,000	450,000	500,000
Water Distribution	Galvanized Service Replacement Program	-	-	-	-	-
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Water Distribution Asset Management Contingency	-	-	125,000	125,000	125,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	300,000	350,000	400,000	450,000	500,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation	-	-	-	-	-
	Grant Creek Interceptor Rehab	-	1,000,000	1,000,000	-	2,000,000
	Town Creek Interceptor Rehab	-	-	1,000,000	-	-
	Crane Creek Interceptor Rehab	-	-	-	2,000,000	-
Sanitary Sewer Lift Stations	Upgrades & Eliminations	-	-	-	-	-
	Upgrades (Crane Creek)	1,000,000	-	-	-	-
	Eliminations (Hitachi LS)	-	600,000	-	-	-
	Eliminations (St Luke LS)	500,000	-	-	-	-
Wastewater Treatment Plant	WWTP Improvements	-	-	-	-	-
	Grant Creek Influent Pump Station Replacement	5,000,000	6,750,000	-	-	-
	Town Creek Access Road Remote	500,000	-	-	-	-
	Septage Receiving Station	500,000	-	-	-	-
Wastewater Treatment Plant	Nutrient Removal Facility	-	-	-	-	-
	Wastewater Treatment Asset Management Contingency	-	-	125,000	125,000	125,000
		9,901,616	12,670,000	9,100,000	9,000,000	6,750,000

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

Department	Project Name	Fiscal Year					10 Year Total
		2024	2025	2026	2027	2028	
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	200,000
Raw Water	Raw Water Pump Station Improvements	-	-	-	-	-	-
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	150,000
	Electrical System Upgrade	-	-	-	-	-	100,000
	Intake Wing Wall Rehab	-	-	-	-	-	220,000
	Raw Water Reservoir Dredging	-	-	-	-	-	200,000
Raw Water	Raw Water NEW Raw Water Pump Station	-	-	-	-	-	-
	New Raw Water Pump Station Design	-	-	-	-	-	750,000
	New Raw Water Pump Station Construction	-	-	-	-	-	10,700,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	3,000,000	-	-	-	-	6,000,000
Water Treatment Plant	Security Improvements	-	-	-	-	-	100,000
Water Treatment Plant	Water Treatment Plant Upgrades	-	-	-	-	-	-
	Residuals Handling Upgrades	-	-	-	-	-	500,000
	Sedimentation Basins Rehab/by-pass	-	-	-	-	-	1,401,616
	Control Room Upgrade	-	-	-	-	-	100,000
	Finished Water Clearwell Storage	-	2,000,000	-	-	-	2,000,000
Water Distribution	Water Extensions	-	-	-	-	-	-
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	500,000
	Rockwell Secondary Waterline	-	-	-	-	-	500,000
Water Distribution	Water Line Rehab/Replacement	550,000	600,000	650,000	700,000	700,000	5,100,000
Water Distribution	Galvanized Service Replacement Program	5,000,000	-	-	-	-	5,000,000
Water Distribution	Elevated Water Storage Tanks	-	1,500,000	-	-	-	1,500,000
Water Distribution	Water Distribution Asset Management Contingency	125,000	125,000	125,000	125,000	-	875,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	550,000	600,000	650,000	700,000	750,000	5,250,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation	-	-	-	-	-	-
	Grant Creek Interceptor Rehab	-	-	-	-	-	4,000,000
	Town Creek Interceptor Rehab	-	-	-	-	-	1,000,000
	Crane Creek Interceptor Rehab	-	-	-	-	-	2,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations	-	-	-	-	-	-
	Upgrades (Crane Creek)	-	-	-	-	-	1,000,000
	Eliminations (Hitachi LS)	-	-	-	-	-	600,000
	Eliminations (St Luke LS)	-	-	-	-	-	500,000
Wastewater Treatment Plant	WWTP Improvements	-	-	-	-	-	-
	Grant Creek Influent Pump Station Replacement	-	-	-	-	-	11,750,000
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	500,000
	Nutrient Removal Facility	-	-	6,000,000	6,000,000	-	12,000,000
Wastewater Treatment Plant	Wastewater Treatment Asset Management Contingency	125,000	125,000	125,000	125,000	-	875,000
		9,850,000	5,450,000	8,050,000	8,150,000	1,950,000	80,871,616

Capital Improvement Program FY 2019-28

Project Name: Maintenance Building Upfit (Cemetery St.)

Department: Administration

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction		100	100								200
Other											-
Capital Total	-	100	100	-	-	-	-	-	-	-	200

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Pump Station Improvements

Department: Raw Water

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction		470									470
Other											-
Capital Total	-	470	-	-	-	-	-	-	-	-	470

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Reservoir Dredging

Department: Raw Water

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction											-
Other		200									200
Capital Total	-	200	-	-	-	-	-	-	-	-	200

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: New Raw Water Pump Station

Department: Raw Water

Project Description: The existing Raw Water Pump Station was constructed in 1917 and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river, and sedimentation created by the ALCOA Yadkin project causes more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as increase withdrawal capacity for future system demands.

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design		750									750
Construction			5,350	5,350							10,700
Other											-
Capital Total	-	750	5,350	5,350	-	-	-	-	-	-	11,450

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Raw Water Reservoir (30MG)

Department: Raw Water

Project Description: This project includes the design and construction of a new 30 million gallon (30 MG) raw water reservoir. State regulations require a minimum of five days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Treatment Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											
Construction					3,000	3,000					6,000
Other											-
Capital Total	-	-	-	-	3,000	3,000	-	-	-	-	6,000

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT <i>(in thousands)</i>											
Operating											-
Debt Cost						156	312	312	312	312	1,404
Operating Total	-	-	-	-	-	156	312	312	312	312	1,404

Capital Improvement Program FY 2019-28

Project Name: Water Plant Security Improvements

Department: Water Treatment Plant

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction		100									100
Other											-
Capital Total	-	100	-	-	-	-	-	-	-	-	100

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Water Plant Upgrades

Department: Water Treatment Plant

Project Description: Improvements include rehabilitating or bypassing the sedimentation basins (FY19) in order to improve operational efficiencies. Other upgrades include an improved residual handling facility (FY20), upgrades to the control room (FY21), and the addition of a finished water clearwell (FY25).

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	1,402	500	100				2,000				4,002
Other											-
Capital Total	1,402	500	100	-	-	-	2,000	-	-	-	4,002

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Water Extensions

Department: Water Distribution

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
Capital Total	250	250	250	250	250	250	250	250	250	250	2,500

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Granite Quarry Secondary Water Line

Department: Water Distribution

Project Description: Currently, a single water main feeds the distribution system supplying the Town of Granite Quarry. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system.

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction		500									500
Other											-
Capital Total	-	500	-	-	-	-	-	-	-	-	500

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Rockwell Secondary Water Line

Department: Water Distribution

Project Description: Currently, a single water main feeds the distribution system supplying the Town of Rockwell. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system.

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction		500									500
Other											-
Capital Total	-	500	-	-	-	-	-	-	-	-	500

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Water Line Rehab/Replacement

Department: Water Distribution

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	200	350	400	450	500	550	600	650	700	700	5,100
Other											-
Capital Total	200	350	400	450	500	550	600	650	700	700	5,100

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Galvanized Service Replacement Program

Department: Water Distribution

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

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction						5,000					5,000
Other											-
Capital Total	-	-	-	-	-	5,000	-	-	-	-	5,000

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT <i>(in thousands)</i>											
Operating											-
Debt Cost						130	260	260	260	260	
Operating Total	-	-	-	-	-	130	260	260	260	260	1,170

Capital Improvement Program FY 2019-28

Project Name: Elevated Water Storage Tanks

Department: Water Distribution

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction							1,500				1,500
Other											-
Capital Total	-	-	-	-	-	-	1,500	-	-	-	1,500

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Asset Management Contingency

Department: Water Distribution

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction			125	125	125	125	125	125	125		875
Other											-
Capital Total	-	-	125	125	125	125	125	125	125	-	875

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Sanitary Sewer Extensions

Department: Sanitary Sewer Collections

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
Capital Total	250	250	250	250	250	250	250	250	250	250	2,500

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

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

Department: Sanitary Sewer Collections

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	300	350	400	450	500	550	600	650	700	750	5,250
Other											-
Capital Total	300	350	400	450	500	550	600	650	700	750	5,250

Operating Fund Impact: None

Capital Improvement Program FY 2019-28

Project Name: Sanitary Sewer Interceptor Rehabilitation

Department: Sanitary Sewer Collections

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

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction		1,000	2,000	2,000	2,000						7,000
Other											-
Capital Total	-	1,000	2,000	2,000	2,000	-	-	-	-	-	7,000

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT <i>(in thousands)</i>											
Operating											-
Debt		78	156	156	156	156	156	156	156	156	1,326
Operating Total	-	78	156	156	156	156	156	156	156	156	1,326

Capital Improvement Program FY 2019-28

Project Name: Lift Stations Upgrades & Eliminations

Department: Sewer Lift Stations

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

Proposed Funding Source: Water & Sewer Fund

Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	1,500	600									2,100
Other											-
Capital Total	1,500	600	-	-	-	-	-	-	-	-	2,100

Operating Fund Impact: Replace aging infrastructure, increase capacity, regulatory compliance. Net positive impact on operational costs. Some impact on operations through higher debt service costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT <i>(in thousands)</i>											
Operating		(12)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(228)
Debt Cost	13	26	26	26	26	26	26	26	26	26	247
Operating Total	13	14	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	19

Capital Improvement Program FY 2019-28

Project Name: Wastewater Treatment Plant Improvements

Department: Wastewater Treatment Plant

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

Projects include:

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

Proposed Funding Source: Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	6,000	6,750						6,000	6,000		24,750
Other											-
Capital Total	6,000	6,750	-	-	-	-	-	6,000	6,000	-	24,750

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

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost	312	975	663	1,326	1,326	1,326	1,326	1,326	1,326	1,326	11,232
Operating Total	312	975	663	1,326	1,326	1,326	1,326	1,326	1,326	1,326	11,232

Capital Improvement Program FY 2019-28

Project Name: Asset Management Contingency

Department: Wastewater Treatment Plant

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

Proposed Funding Source: Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction			125	125	125	125	125	125	125		875
Other											-
Capital Total	-	-	125	125	125	125	125	125	125	-	875

Operating Fund Impact: None



DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2018, the City of Salisbury will have \$53,767,731 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	<u>\$ 4,235,005</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 20,674,124
Capital Leases/Installment Purchases	2,350,602
State Clean Water Revolving Loans	<u>1,220,000</u>
	<u>\$ 24,244,726</u>
Fibrant Communications Fund:	
Installment Purchases	<u>\$ 25,140,000</u>
HUD Fund:	
Section 108 Loan	<u>\$ 148,000</u>
Total	<u>\$ 53,767,731</u>

General Fund/General Fund Capital Reserve Fund

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

	<u>Balance</u> <u>June 30, 2018</u>
\$3,565,680 Installment Purchase Contract for construction and facilities improvements, rate of 3.83%, issued May 2006, payable in 30 semi-annual payments of \$118,856 principal plus interest	\$ 713,136
\$690,000 Refunding Installment Purchase Contract dated September 14, 2016, interest rate 2.06%, payable in 3 annual principal payments, plus semi-annual interest payments	230,000
\$2,417,601 Installment Purchase Contract to purchase telecommunications equipment, rate of 1.85%, issued August 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest	1,329,681
\$1,962,188 Installment Purchase Contract to purchase new fire trucks, rate of 2.68%, issued March 2018, payable in 12 semi-annual payments of \$165,515 principal plus interest	<u>1,962,188</u>
	<u>\$ 4,235,005</u>

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

Year Ending	Installment Purchases	
	June 30,	
	Principal	Interest
2019	1,036,503	110,730
2020	806,503	76,827
2021	806,503	54,467
2022	568,791	34,296
2023	568,791	20,997
2024	447,911	7,698
Totals	<u>\$ 4,235,005</u>	<u>\$ 305,015</u>

Water and Sewer Fund

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

	Balance June 30, 2018
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 3,136,124
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	3,263,000
Refunding Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	9,920,000
Refunding Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	<u>4,355,000</u>
	<u>\$20,674,124</u>

The Revenue Bond General Trust Indenture requires that the City must maintain certain debt covenants relating to reporting requirements, annual budgets, and minimum utility funds revenues. Net revenues available for revenue bond debt service cannot be less than 120% of the long-term debt service requirement for parity indebtedness and 100% for all general obligation debt. The calculations of the City's revenue bond coverage for the last three years are as follows:

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues Available for	Debt Service Requirements (3)		Coverage Ratios	
			Revenue Bond Debt Service	Parity Debt	All Debt	Parity Debt	All Debt
2015	24,410,819	14,465,712	9,945,107	3,010,325	6,292,092	330.37%	158.06%
2016	23,734,822	14,690,866	9,043,956	3,012,537	5,218,769	300.21%	173.30%
2017	26,102,355	15,191,893	10,910,462	3,004,086	4,895,495	363.19%	222.87%

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

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds only.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$20,258,125. The future minimum lease payments at June 30, 2018, total \$1,810,506, including \$170,727 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

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

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

	<u>Balance June 30, 2018</u>
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued November 1989, revised May 1, 2003, to 3.43%, maturing serially to 2020	\$ 300,000
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	<u>920,000</u>
	<u>\$ 1,220,000</u>

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

Year	Revenue Bonds		Clean Water Bonds		Caplt Leases/Instmt Purchases		Total	
Ending	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
June 30,								
2019	2,026,435	838,928	610,000	31,720	388,730	54,776	3,025,165	925,424
2020	2,107,251	753,838	610,000	15,860	368,730	44,401	3,085,981	814,099
2021	2,188,586	674,721	-	-	348,730	35,209	2,537,316	709,930
2022	2,280,461	582,587	-	-	338,730	27,130	2,619,191	609,717
2023	2,374,898	486,362	-	-	338,730	19,655	2,713,628	506,017
2024	2,480,920	385,962	-	-	190,203	12,180	2,671,123	398,142
2025	2,577,550	280,842	-	-	125,583	8,684	2,703,133	289,526
2026	2,142,813	182,801	-	-	125,583	5,789	2,268,396	188,590
2027	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,482
2028	485,000	11,737	-	-	-	-	485,000	11,737
Totals	<u>\$ 20,674,124</u>	<u>\$ 4,290,365</u>	<u>\$ 1,220,000</u>	<u>\$ 47,580</u>	<u>\$ 2,350,602</u>	<u>\$ 210,719</u>	<u>\$ 24,244,726</u>	<u>\$ 4,548,664</u>

Fibrant Communications Fund

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

	<u>Balance June 30, 2018</u>
Installment Purchase Refunding, issued December 2008, revised September 2016, rate 2.06%, maturing 2029	<u>\$ 25,140,000</u>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375. On September 14, 2016, the City completed a \$29,680,000 Installment Financing to advance refund the \$30,983,000 outstanding Certificates of Participation above. As a result of this refunding, the Certificates of Participation were considered to be defeased. The City completed the advance refunding and reduced its total debt service payments over 13 years by \$5,599,305.

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

Year Ending June 30,	Installment Purchases	
	Principal	Interest
2019	2,070,000	511,122
2020	2,105,000	475,242
2021	2,145,000	431,879
2022	2,195,000	387,692
2023	2,235,000	342,475
2024	2,280,000	296,434
2025	2,330,000	249,466
2026	2,375,000	201,468
2027	2,425,000	152,543
2028	2,475,000	102,588
2029	2,505,000	51,603
Totals	<u>\$ 25,140,000</u>	<u>\$ 3,202,512</u>

Special Revenue Fund

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

Future maturities and interest are:

Year Ending June 30,	HUD Section 108 Loan	
	Principal	Interest
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	<u>\$ 148,000</u>	<u>\$ 18,552</u>

PROPOSED DEBT

The City of Salisbury anticipates three separate debt issuances during FY2018-2019:

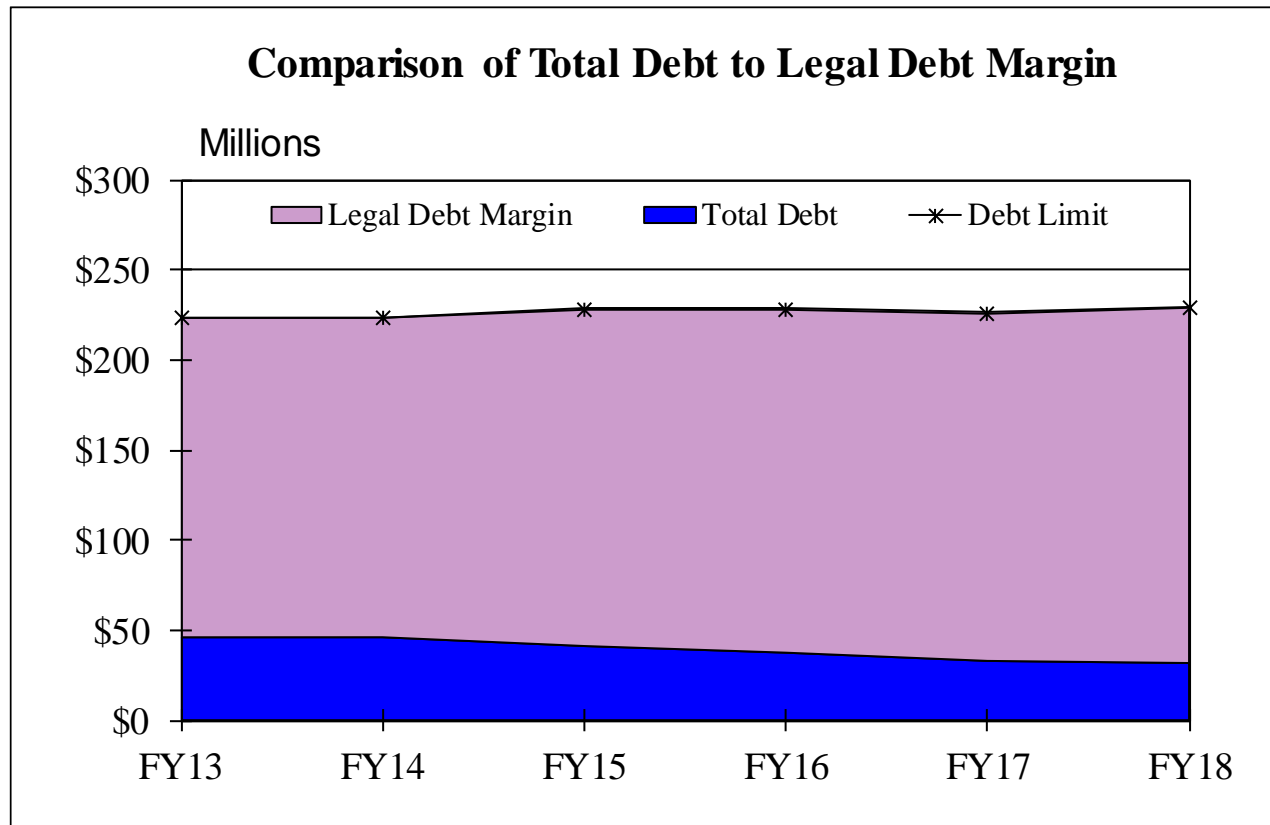
In the General Fund, the City plans to construct a new fire station in order to more efficiently provide fire protection services within the City's limits. The City is in the process of completing the bidding process, but expects to use installment financing of approximately \$6,300,000. The estimated timing for this financing to be completed is in the first quarter of the fiscal year. This debt payment and subsequent interest has been budgeted in the General Fund in FY2018-2019.

In the Water & Sewer Fund, the City anticipates completing several wastewater projects with revenue bond financing. These projects include Grants Creek pump station replacement, Town Creek access road, septage receiving station, and St. Luke's lift station elimination. The City plans to issue revenue bonds totaling \$13,000,000 in the second half of FY2018-2019 for these projects. The first payment for this debt issuance is not anticipated to be paid until FY2019-2020.

In April 2018, the City entered into a lease with a third party entity to provide our City's broadband services. Due to the nature of this lease, the City must refund/refinance the outstanding installment debt to a taxable debt. The City anticipates this transaction will be approximately \$25,370,000 and will be completed in the fourth quarter of FY2017-2018 or first quarter of FY2018-2019. The current tax-exempt debt and increased cost for taxable debt has been budgeted in the current FY2018-2019 budget.

LEGAL DEBT MARGIN

As shown on the graph below, the City has maintained an ample legal debt margin. This margin is based on a debt limit of 8% of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed infrastructure projects and equipment as outlined in the CAPITAL IMPROVEMENT PROGRAM section. Furthermore, the City complies with the Debt Management Policy as defined in the FINANCIAL MANAGEMENT POLICIES.



Computation of Legal Debt Margin at June 30, 2018:

Debt limit: Total assessed value of \$2,866,676,769 x 8%		\$ 229,334,142
Amount of debt applicable to debt limit:		
Total certificates of participation		25,370,000
General Fund	230,000	
Fibrant Communications Fund	25,140,000	
Total capitalized lease obligation		6,355,603
General Fund	4,005,005	
Water & Sewer Fund	2,350,598	
	Total amount of debt applicable to debt limit	<u>31,725,603</u>
LEGAL DEBT MARGIN		<u>\$ 197,608,539</u>

DIRECT AND OVERLAPPING DEBT

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2017.

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes: Rowan County	\$ 63,247,509	23.72%	\$ 14,999,254
City of Salisbury direct debt			<u>2,982,289</u>
Total direct and overlapping debt			<u>\$ 17,981,543</u>

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

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

PERFORMANCE MEASUREMENT

North Carolina Benchmarking Project

This section summarizes Salisbury's results in the North Carolina Benchmarking Project. The following pages present performance and cost information for the City of Salisbury in comparison to 14 other cities participating in the project along with explanatory information about the services. This information is reprinted from the School of Government report entitled "North Carolina Benchmarking Project – Final Report on City Services for Fiscal Year 2016-17 Performance and Cost Data" dated May 2018. Specific information on the other cities' results and a discussion about the performance measures can be found in the official publication.

The Benchmarking Project

The North Carolina Benchmarking Project is an ongoing effort by several cities in North Carolina to both measure and compare local government services and costs and to identify "best practices". The City of Salisbury is a long-standing participant in the Benchmarking Project, which includes the cities of Apex, Asheville, Chapel Hill, Charlotte, Concord, Greensboro, Goldsboro, Greenville, Hickory, High Point, Raleigh, Salisbury, Wilson, Winston-Salem. Coordinated by the School of Government at the University of North Carolina, Chapel Hill, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, fleet maintenance, human resources, water production and distribution, wastewater collection and treatment, and parks and recreation services.

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

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

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

Performance Measurement as Standard Management Practice in Salisbury

The City of Salisbury is looking at other options to replace the North Carolina Benchmarking Project in FY2018-19.

Explanatory Information

Service Level and Delivery

Salisbury provides residential refuse collection service once per week at curbside. Backyard collection service is provided for disabled customers only. The City charges a monthly fee of \$15.12 for all solid waste collection.

The City used one-person crews in FY 2016–17, typically in four trucks. Fifteen collection routes were serviced, with an average of one 10-mile trip per route per day to the landfill.

Each resident has one 96-gallon roll-out cart provided and paid for by the City. A second cart may be obtained. The City collected 9,223 tons of residential refuse during FY 2016–17, at a cost per ton of \$103. Not included in the cost per ton was a \$36 landfill tipping fee.

Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from roll-out carts. The City is relying mostly on one-arm collection trucks.

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Collection	5.0
FTE Positions—Other	1.0
Type of Equipment	3 automated packers 2 packers
Size of Crews (most commonly used)	1 & 2 person
Weekly Routes	15
Average Distance to Disposal Site	10 miles
Average Daily Trips to Disposal Site	1
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	11,095
Tons Collected	9,223
Monthly Service Fee	\$15.12

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	39.6%
Operating Costs	29.9%
Capital Costs	30.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$377,850
Operating Costs	\$285,657
Capital Costs	\$290,793
TOTAL	\$954,299

Salisbury

Residential Refuse Collection

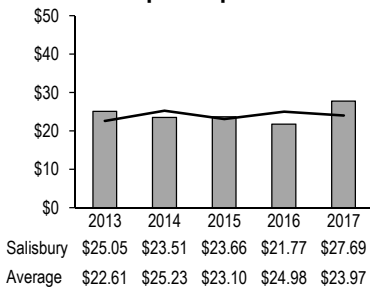
Key: Salisbury ■

Benchmarking Average —

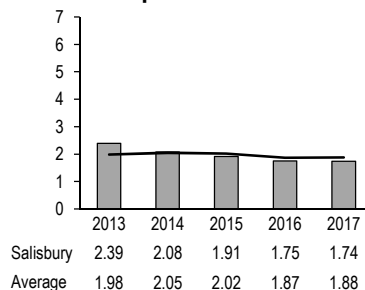
Fiscal Years 2013 through 2017

Resource Measures

**Residential Refuse Collection
Costs per Capita**

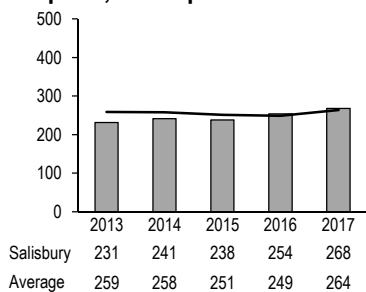


**Residential Refuse FTEs per 10,000
Population**

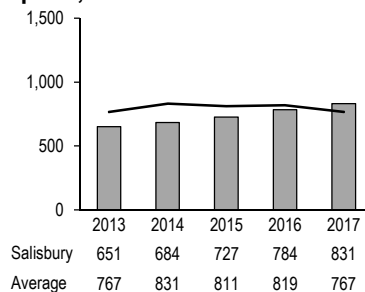


Workload Measures

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

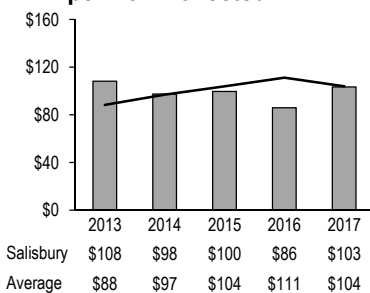


**Residential Refuse Tons
per 1,000 Collection Points**

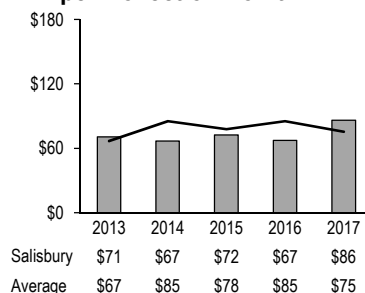


Efficiency Measures

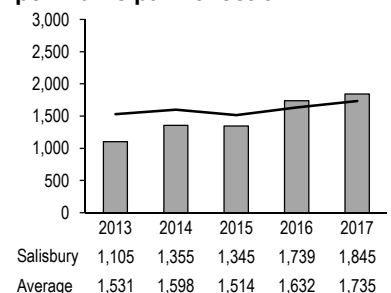
**Residential Refuse Collection Cost
per Ton Collected**



**Residential Refuse Collection Cost
per Collection Point**

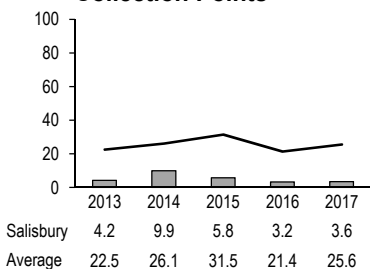


**Refuse Tons Collected
per Municipal Collection FTE**

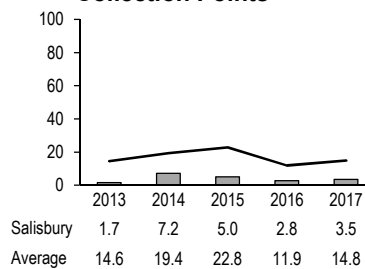


Effectiveness Measures

**Complaints per 1,000
Collection Points**



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



Fiscal Year 2016–17

Explanatory Information**Service Level and Delivery**

Salisbury provides every-other-week curbside collection of recyclable materials from households. The City charged a monthly recycling fee of \$4.03 in FY 2016–17. Through the City contractor residents are provided with a 96-gallon recycling roll-out container. The City contracts 100 percent of its recycling program. Recyclables are collected by the contractor and taken to the recycling site. The recyclable materials collected include:

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

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Collection	Contractor
FTE Positions—Other	Contractor
Number of City Drop-Off Centers	0
Other Drop-Off Centers	0
Percentage of Service Contracted	100%
Collection Frequency	Every 2 weeks
General Collection Location	Curbside
Recyclables Sorted at Curb	No
Collection Points	11,095
Tons of Recyclables Collected	
Curbside	1,581
City Drop-Off Centers	0
Total Tons Collected	1,581
Monthly Service Fee	\$0.00
Revenue from Sale of Recyclables	\$0
Sale Revenue as Percentage of Cost	NA

Full Cost Profile

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

Salisbury

Household Recycling

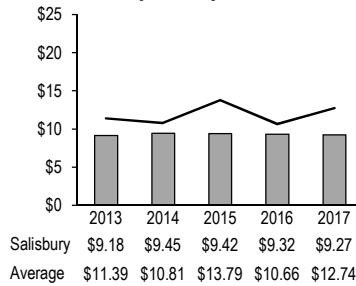
Key: Salisbury ■

Benchmarking Average —

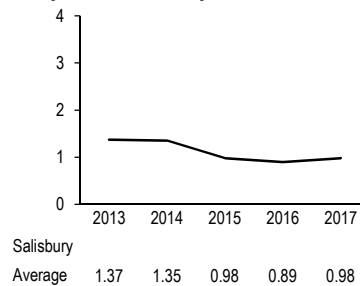
Fiscal Years 2013 through 2017

Resource Measures

**Recycling Services
Cost per Capita**

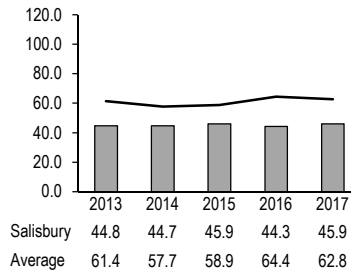


**Recycling Services FTEs
per 10,000 Population**

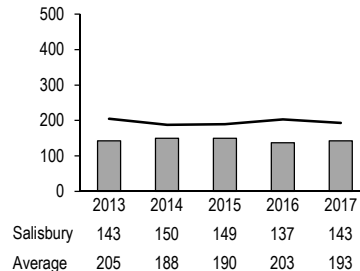


Workload Measures

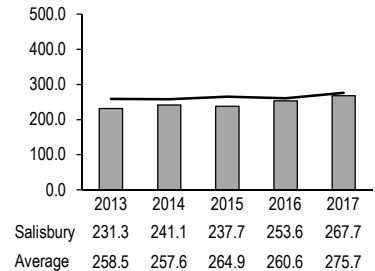
**Tons Recyclables Collected
per 1,000 Population**



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

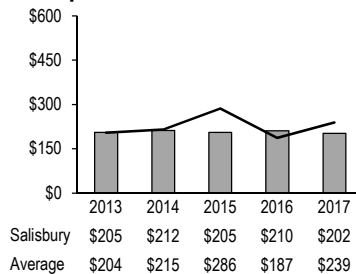


**Tons Solid Waste Landfilled
per 1,000 Population**

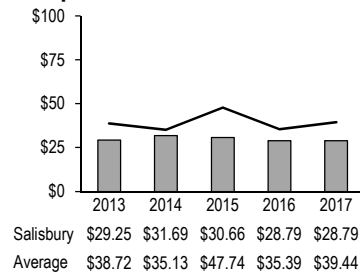


Efficiency Measures

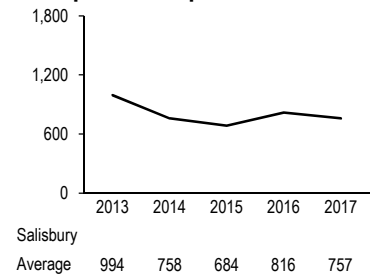
**Recycling Services Cost
per Ton Collected**



**Recycling Services Cost
per Collection Point**

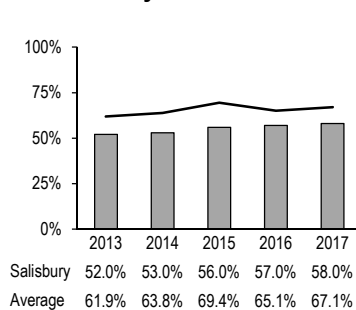


**Tons Collected Curbside
per Municipal FTE**

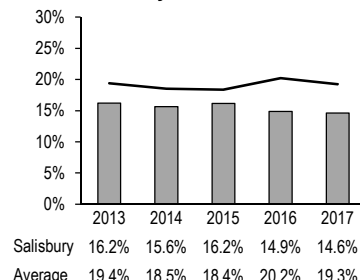


Effectiveness Measures

Community Set-Out Rate



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



Explanatory Information

Service Level and Delivery

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

The City uses two or three two-person crews, each consisting of a driver and laborer, on packer trucks for yard waste collection. One to two additional two-member crews operating two knuckleboom trucks collect large brush piles and limbs. One supervisor patrols the routes throughout the day, coordinating pickups and responding to citizen requests.

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

One to seven crews, each composed of an operator, a street maintenance worker, and a seasonal worker, are used for the annual leaf collection program. This service includes costs to manage a treatment and process site where material is ground up and a composting site. Three positions operate these sites and are included in the positions.

Conditions Affecting Service, Performance, and Costs

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

Yard waste tonnage in the fiscal year was lower than in previous years. This is due to improved accuracy in reporting by better matching volume and estimated weight in the yard waste stream.

Municipal Profile

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Collection	8.0
FTE Positions—Other	0.75
Collection Frequency	
Yard Waste	1 x week
Seasonal Leaf Collection	1 x 3 weeks
Collection Points	10,961
Tons Collected	
Yard Waste	1,743
Seasonal Leaves	<u>2,541</u>
Total Tons Collected	4,283
Monthly Service Fee	No

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	55.8%
Operating Costs	23.9%
Capital Costs	<u>20.3%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$357,631
Operating Costs	\$153,009
Capital Costs	<u>\$130,157</u>
TOTAL	\$640,797

Salisbury

Yard Waste/Leaf Collection

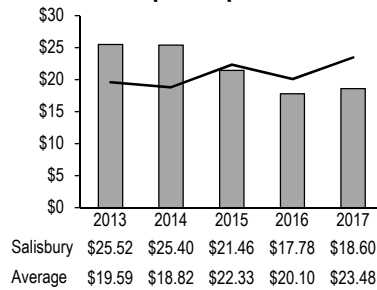
Key: Salisbury ■

Benchmarking Average —

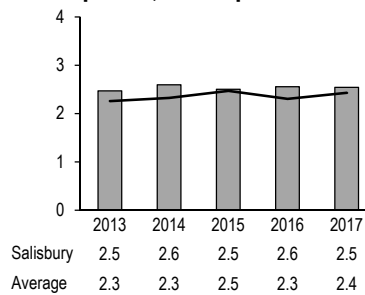
Fiscal Years 2013 through 2017

Resource Measures

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

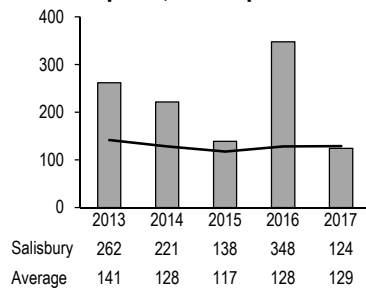


**Yard Waste and Leaf Collection
FTEs per 10,000 Population**

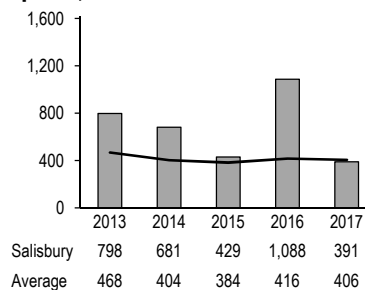


Workload Measures

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

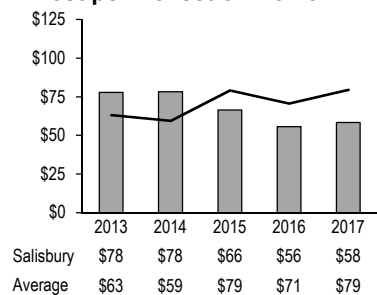


**Yard Waste and Leaf Tons Collected
per 1,000 Collection Points**

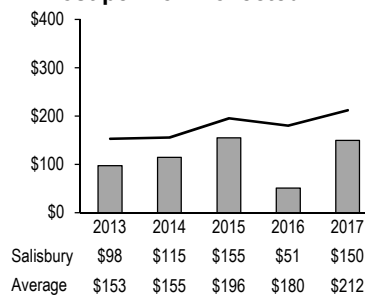


Efficiency Measures

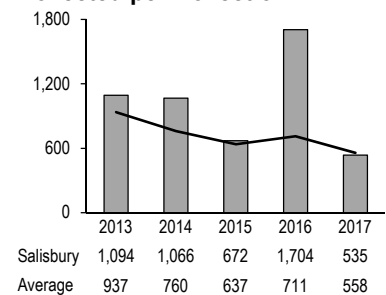
**Yard Waste and Leaf Collection
Cost per Collection Point**



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

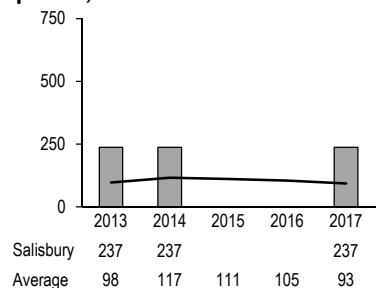


**Yard Waste and Leaf Tons
Collected per Collection FTE**

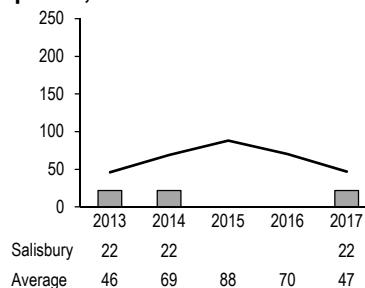


Effectiveness Measures

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



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



Explanatory Information

Service Level and Delivery

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

The City had 81 sworn officer positions authorized for the fiscal year, with an average length of service of 11.9 years. The Police Department is located in a two-story facility.

Uniformed officers work a variety of shift schedules. The most common schedule is one 12-hour shift, with two days on and two off, three days on and two off, and then two days on and three off. A few officers work 10.5-hour shifts, with four days on and three off. This 10.5-hour shift serves as flex coverage during the day's heaviest call volume period and can be moved according to departmental need.

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

The Police Department was successful in clearing a total of 514 Part I cases in FY 2016–17.

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

Conditions Affecting Service, Performance, and Costs

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

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

Municipal Profile

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547

Median Family Income U.S. Census 2010	\$40,192
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Service Profile

FTE Positions—Sworn	81.0
FTE Positions—Other	7.0

Marked and Unmarked Patrol Vehicles	94
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Part I Crimes Reported	
Homicide	7
Rape	17
Robbery	72
Assault	143
Burglary	371
Larceny	1,238
Auto Theft	87
Arson	13
TOTAL	1,948

Part II Crimes Reported	2,035
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Part I Crimes Cleared	
Persons	102
Property	412
TOTAL	514

Reporting Format	IBR
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Number of Calls Dispatched	37,459
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Number of Traffic Accidents	1,965
Property Damage for Accidents	NA

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	65.5%
Operating Costs	22.6%
Capital Costs	11.8%
TOTAL	100.0%

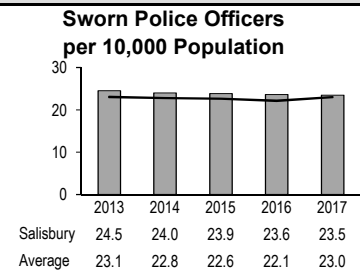
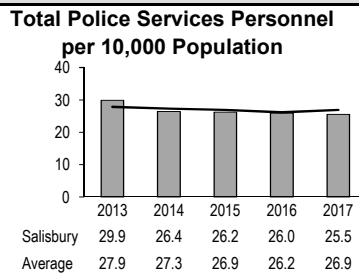
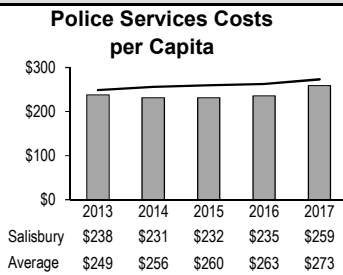
Cost Breakdown in Dollars	
Personal Services	\$5,839,628
Operating Costs	\$2,017,778
Capital Costs	\$1,052,828
TOTAL	\$8,910,233

Key: Salisbury ■

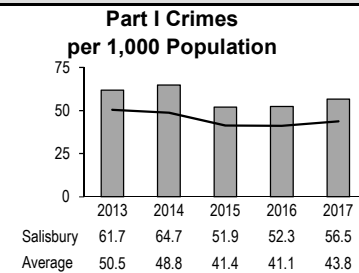
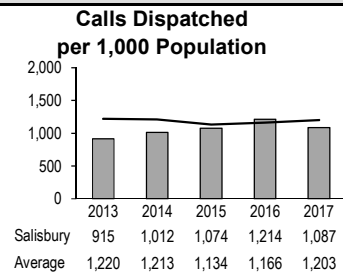
Benchmarking Average —

Fiscal Years 2013 through 2017

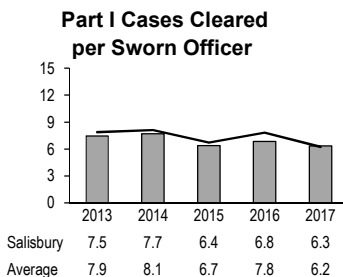
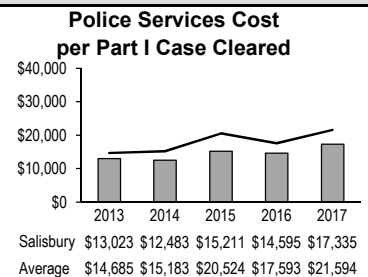
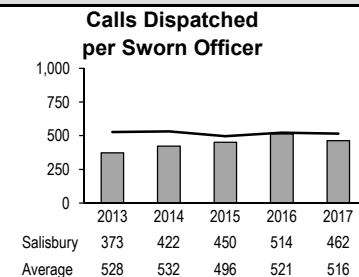
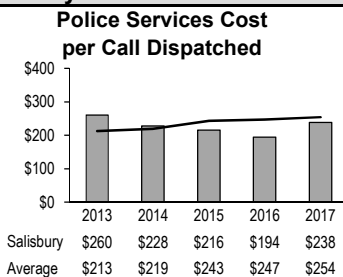
Resource Measures



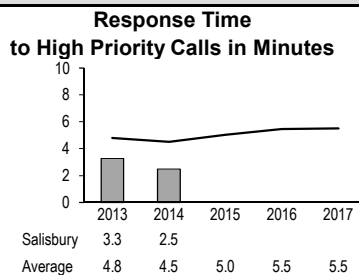
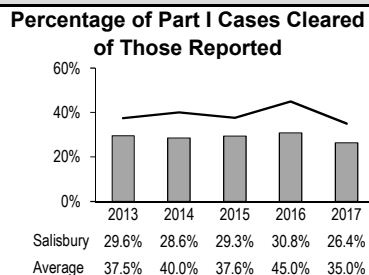
Workload Measures



Efficiency Measures



Effectiveness Measures



Fiscal Year 2016–17

Explanatory Information**Service Level and Delivery**

The City of Salisbury was responsible for maintaining approximately 345 lane miles during the fiscal year. The City treated a total of 8.1 lane miles, or 2.3 percent of total lane miles.

City crews treated a total of 1.3 lane miles with preservation methods which includes crack sealing or thin seal overlays. Contractors resurfaced 1.04 lane miles and a further 5.8 lane miles received rehabilitation, which involves milling before resurfacing. The contractors used a total of 4,738 tons of asphalt, and the average resurfacing depth used by the contractors was 1.5 inches.

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

The number of potholes reported for the year was 366. The percentage of potholes repaired within 24 hours was 100 percent. A total of 63 utility cuts were also made, with the City repairing all of these. Additionally, 109 maintenance patches were done, which are not included in the pothole or utility cut numbers.

Municipal Profile

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547

Topography	Flat; gently rolling
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Climate	Temperate; little ice and snow
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Service Profile

FTE Positions—Crews	4.00
FTE Positions—Other	0.25

Lane Miles Maintained	345.5
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Lane Miles Treated	
Preservation	1.3
Resurfacing	1.0
Rehabilitation	5.8
TOTAL	8.1

Total Costs for All Treatment Types	\$519,825
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Potholes Repaired	366
-------------------	-----

Number of Utility Cuts	63
------------------------	----

Number of Maintenance Patches (exclusive of potholes and utility cuts)	109
---	-----

Average Cost per Ton of Hot Asphalt during Year	\$91.00
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Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	8.1%
Operating Costs	45.9%
Capital Costs	46.0%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$106,165
Operating Costs	\$602,420
Capital Costs	\$604,036
TOTAL	\$1,312,621

Salisbury

Asphalt Maintenance and Repair

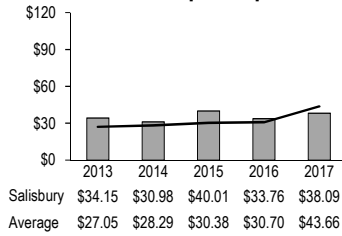
Key: Salisbury ■

Benchmarking Average —

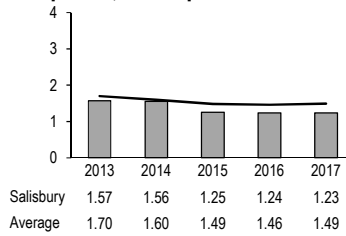
Fiscal Years 2013 through 2017

Resource Measures

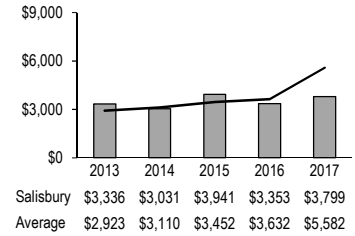
Asphalt Maintenance and Repair Services Costs per Capita



Asphalt Maintenance and Repair FTEs per 10,000 Population

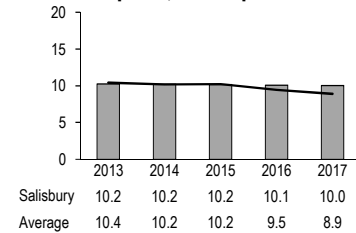


Service Costs per Lane Mile of Road Maintained

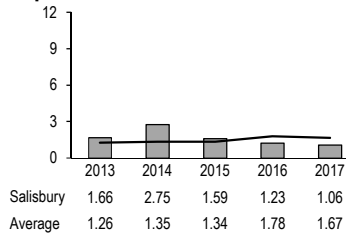


Workload Measures

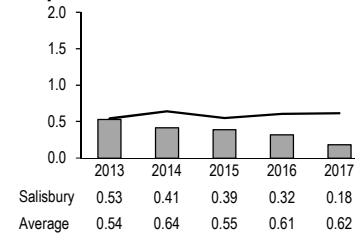
Number of Lane Miles Maintained per 1,000 Population



Reported Potholes per Lane Mile Maintained

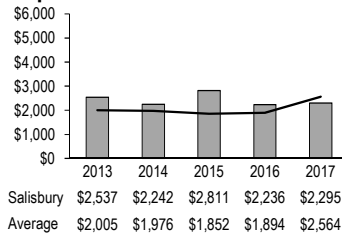


Repaired Utility Cuts per Lane Mile Maintained

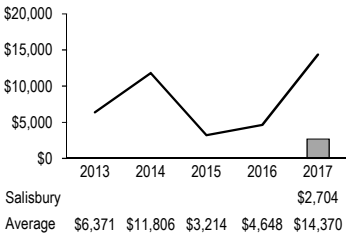


Efficiency Measures

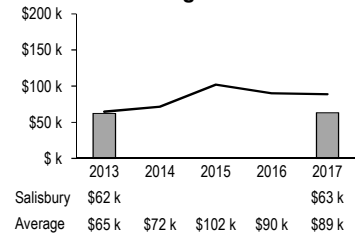
Cost of Maintenance per Lane Mile Maintained



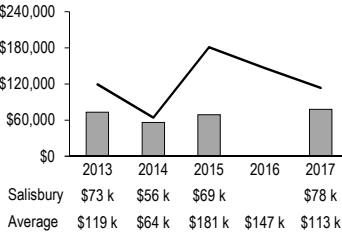
Cost per Lane Mile for Preservation Treatment



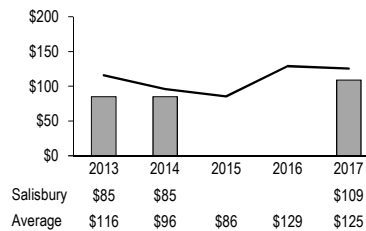
Cost per Lane Mile for Resurfacing Treatment



Cost per Lane Mile for Rehabilitation Treatment

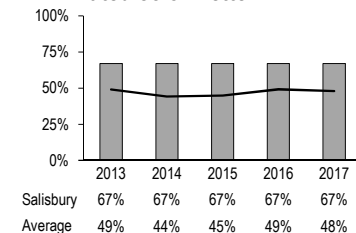


Cost per Ton for Contract Resurfacing

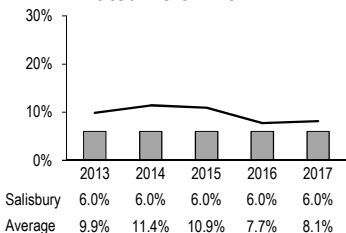


Effectiveness Measures

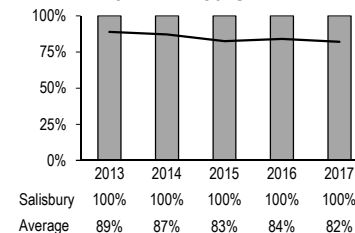
Percent of Lane Miles Rated 85 or Better



Percent of Lane Miles Rated Below 45



Percentage of Potholes Repaired within 24 hours



Fiscal Year 2016–17

Explanatory Information**Service Level and Delivery**

The purpose of the Salisbury Fire Department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in the community related to transportation or industry; to provide rescue services as needed and basic life support through the updated First Responder Program; and to work toward a more fire-safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.

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

The shift schedule for the Fire Department is 24 hours on and 48 hours off rotating between three shifts. Salisbury now is a quint system of deployment and duty. The quint trucks combine the duties of an engine and a truck company into a single company.

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

The Fire Department in Salisbury conducted 1,751 fire maintenance, construction, and reinspections during the fiscal year. The City follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at 30-day intervals. Fees are assessed at the third inspection.

Municipal Profile

Service Population	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Firefighters	67.0
FTE Positions—Other	8.0
Fire Stations	5
First-Line Fire Apparatus	
Pumpers	2
Aerial Trucks	2
Quints	2
Squads	0
Rescue	0
Other	3
Fire Department Responses	5,994
Responses for Fires	172
Structural Fires Reported	60
Inspections Completed for Maintenance, Construction, and Reinspections	1,751
Fire Code Violations Reported	2,691
Estimated Fire Loss (millions)	\$1.44
Amount of Property Protected in Service Area (millions)	\$2,803
Number of Fire Education Programs or Events	85

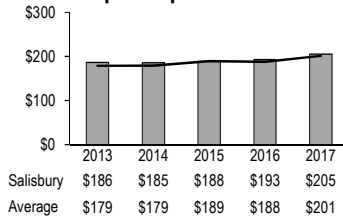
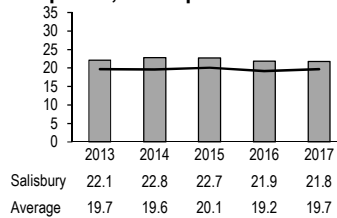
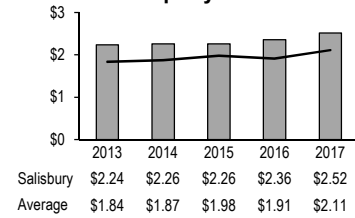
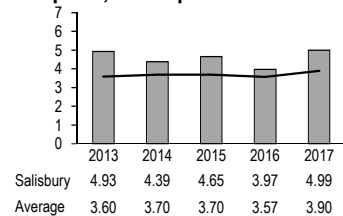
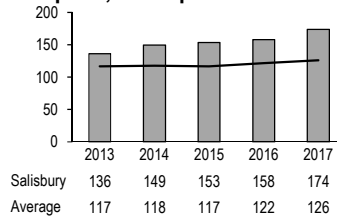
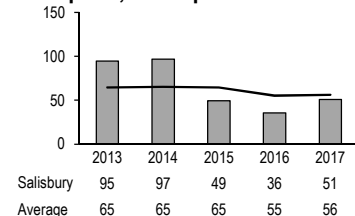
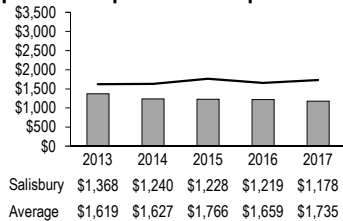
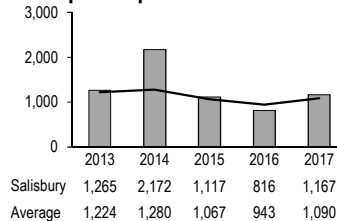
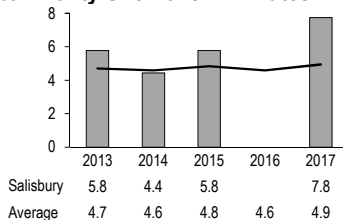
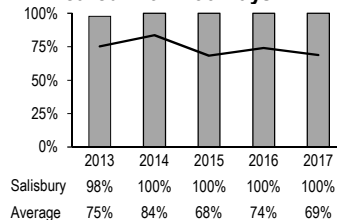
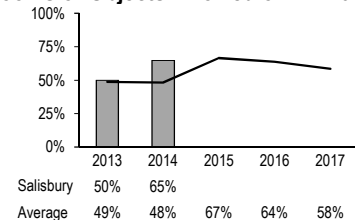
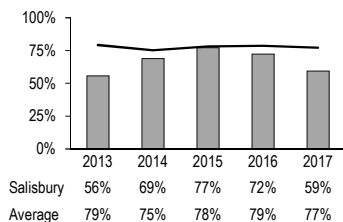
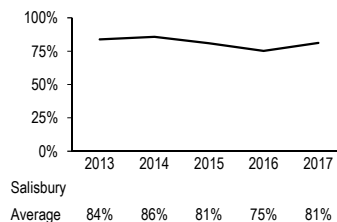
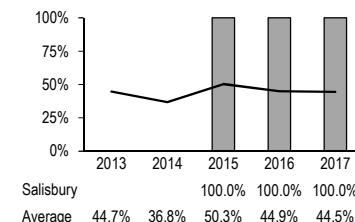
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	68.8%
Operating Costs	16.8%
Capital Costs	14.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$4,857,613
Operating Costs	\$1,188,606
Capital Costs	\$1,013,454
TOTAL	\$7,059,673

Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2013 through 2017

Resource Measures**Fire Services Costs
per Capita****Fire Services Total FTEs
per 10,000 Population****Fire Services Cost per Thousand
Dollars of Property Protected****Workload Measures****Actual Fires
per 1,000 Population****Fire Department Responses
per 1,000 Population****Fire Inspections Completed
per 1,000 Population****Efficiency Measures****Fire Services Cost
per Fire Department Response****Inspections Completed
per Inspector FTE****Effectiveness Measures****Average Response Time
to Priority One Calls in Minutes****Percentage of Fire Code Violations
Cleared within 90 Days****Percentage of Fires Confined to
Rooms or Objects Involved on Arrival****Percentage of Fires for Which Cause
Was Determined****Percentage of Full Response
within 8 Minutes Travel Time****Percentage of Lost Pulse Cases
Recovered Pulse at Transfer of Care**

Fiscal Year 2016–17

Explanatory Information

Service Level and Delivery

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

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

The following services were contracted out:

- body work
- exhaust system repairs
- towing.

Conditions Affecting Service, Performance, and Costs

Vehicle Equivalent Units (VEUs) are a weighted measure of the maintenance effort associated with different classes of vehicles. A normal-use car is considered equal to one VEU. Vehicles such as fire trucks or police cars have higher VEUs, reflecting greater expected levels of maintenance.

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

In addition to maintenance responsibilities for the city's rolling stock, the fleet maintenance division also maintains vehicles for Rowan County and two trolleys for Downtown Salisbury. The division also has responsibility for equipment, including generators, water pumps, hydraulic power units, mowers, tamps, weedwhackers, jack hammers, rescue equipment, air compressors, sidewalk sweepers, thermo plastic equipment, hydraulic hammers, pavement saws, chain saws, and other city equipment.

During the fiscal year, Salisbury had a higher employee turnover in fleet maintenance than usual. Repeat repairs were up due to the higher turnover along with a number of warranty repairs and new equipment installation responsibilities.

Municipal Profile

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547

Service Profile

FTE Positions—Technician	10.0
FTE Positions—Other	4.0

Work Bays	17
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<u>Rolling Stock Maintained</u>	<u>No.</u>	<u>Average Age</u>
Cars—Normal Usage	4	14.8 Years
Cars—Severe Usage	105	6.4 Years
Motorcycles	0	NA
Light Utility Vehicles	9	9.8 Years
Light Vehicles	136	12.3 Years
Medium Vehicles	30	13.6 Years
Heavy—Sanitation	14	9.1 Years
Heavy—Sewer	3	13.3 Years
Heavy—Fire Apparatus	12	20.4 Years
Heavy—Other	28	13.0 Years
Trailed Equipment	98	16.5 Years
Off-Road/Construction/Tractors	74	11.5 Years
Buses	9	12.2 Years
TOTAL	522	

Vehicle Equivalent Units (VEUs)	1,709
---------------------------------	-------

Average Rolling Stock Units	498
Available per Day	

Hours Billed	NA
Work Orders	5,077
Repeat Repairs within 30 Days	16
Work Orders Completed within 24 hours	NA

Preventive Maintenance Jobs (PMs)	2,004
PMs Completed as Scheduled	1,942

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	50.2%
Operating Costs	46.4%
Capital Costs	3.4%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$838,074
Operating Costs	\$773,469
Capital Costs	\$56,654
TOTAL	\$1,668,198

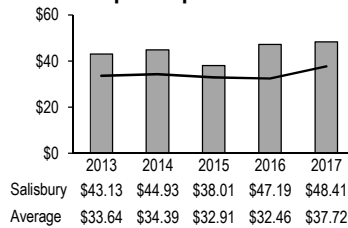
Key: Salisbury ■

Benchmarking Average —

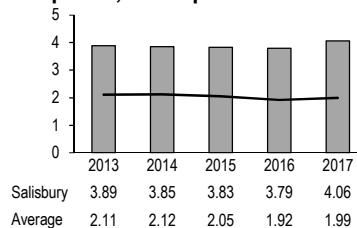
Fiscal Years 2013 through 2017

Resource Measures

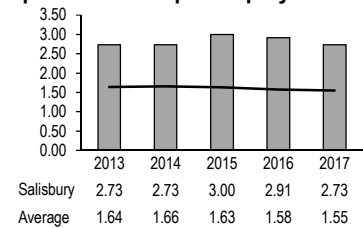
Fleet Maintenance Services Cost per Capita



Fleet Maintenance FTEs per 10,000 Population

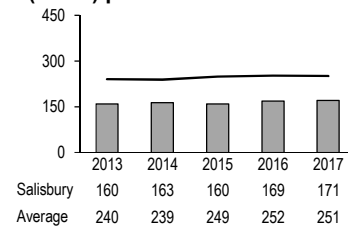


Fleet Maintenance FTEs per 100 Municipal Employees

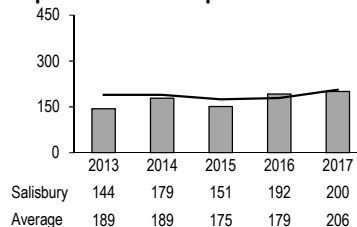


Workload Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE

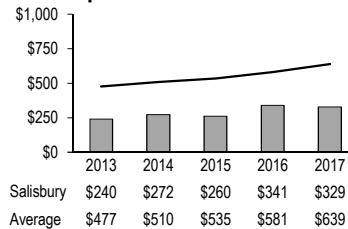


Preventive Maintenance (PMs) Completed In-House per Tech FTE

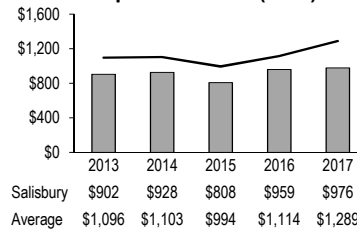


Efficiency Measures

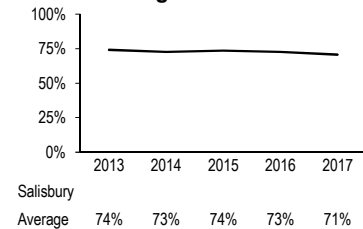
Fleet Maintenance Cost per Work Order



Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)

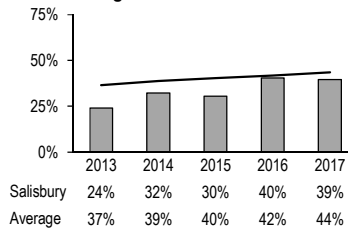


Hours Billed as a Percentage of Total Hours

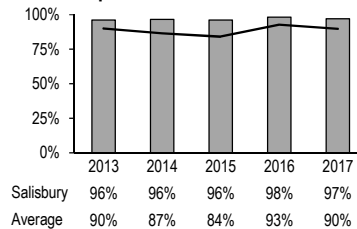


Effectiveness Measures

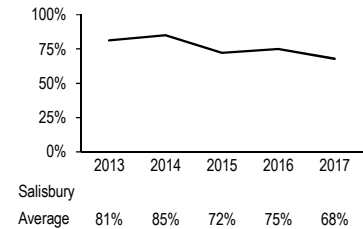
Preventive Maintenance (PMs) as a Percentage of All Work Orders



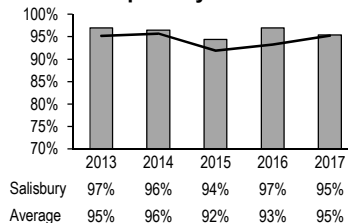
Percentage of Preventive Maintenance (PMs) Completed as Scheduled



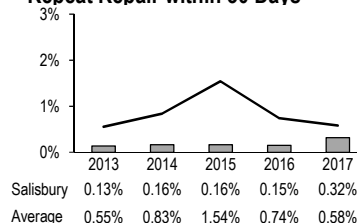
Percentage of Work Orders Completed within 24 Hours



Percentage of Rolling Stock Available per Day



Percentage of Work Orders Requiring Repeat Repair within 30 Days



Fiscal Year 2016–17

Explanatory Information

Service Level and Delivery

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

The Human Resources Department has been the lead agency in the development of customer service provisions identified by the city Council as the top priority for the City.

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

Two compensation studies covering four positions were conducted during the fiscal year.

Municipal Profile

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income	\$40,192
U.S. Census 2010	
County Unemployment Rate (2016)	5.5%
U.S. Bureau of Labor Statistics	

Service Profile

Central HR FTE Positions	
Administration	1.0
Generalist/Specialist	4.0
Staff Support/Clerical	1.0
Total Authorized Workforce	512.0
Authorized FTEs	478.8
Average Length of Service (Months)	96
Number of Position Requisitions	92
Employment Applications Processed	1,581
Length of Probationary	6 & 12 months
Employment Period	
Compensation Studies Completed	2
Positions Studied	4
Employee Turnover	
Voluntary Separations	60
Involuntary Separations	14
TOTAL SEPARATIONS	74
Formal Grievances Filed by Employees	8
Equal Employment Opportunity	1
Commission (EEOC) Complaints Filed	

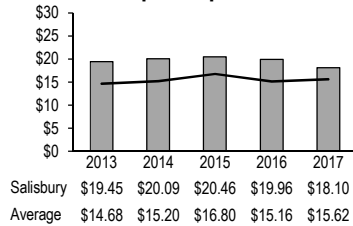
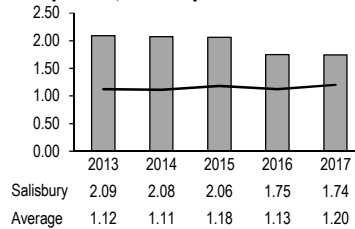
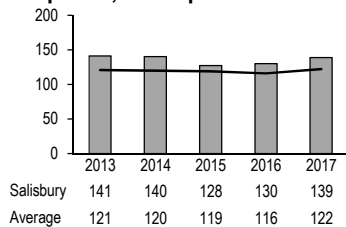
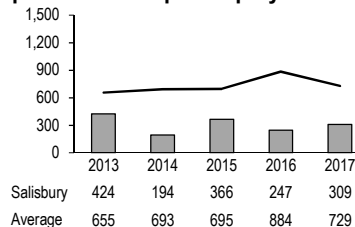
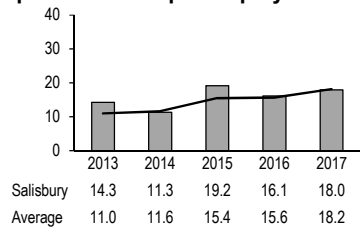
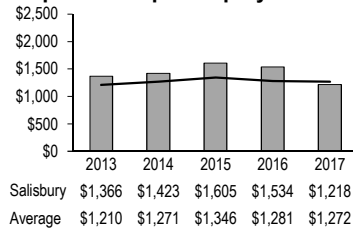
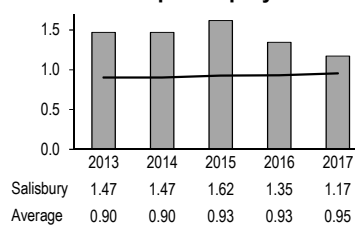
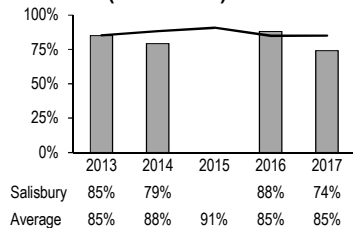
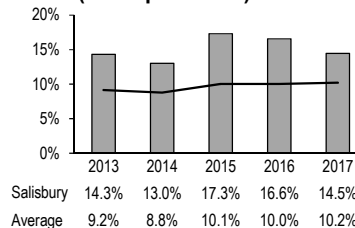
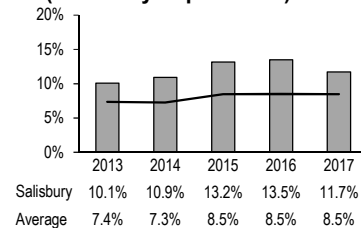
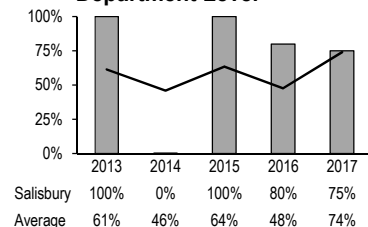
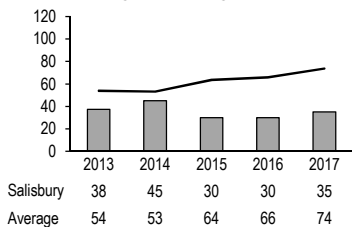
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	71.2%
Operating Costs	28.5%
Capital Costs	0.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$444,311
Operating Costs	\$177,608
Capital Costs	\$1,889
TOTAL	\$623,808

Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2013 through 2017

Resource Measures**Human Resources Services
Cost per Capita****Human Resources FTEs
per 10,000 Population****Workload Measures****Total Municipal FTEs
per 10,000 Population****Applications Processed
per 100 Municipal Employees****Position Requisitions
per 100 Municipal Employees****Efficiency Measures****Human Resources Cost
per Municipal Employee****Ratio of Human Resources Staff
to 100 Municipal Employees****Effectiveness Measures****Probationary Period Completion Rate
(New Hires)****Employee Turnover Rate
(All Separations)****Employee Turnover Rate
(Voluntary Separations)****Percentage of Grievances Resolved at
Department Level****Average Days from Post Date to Hire Date
(First Day of Employment)**

Fiscal Year 2016–17

Explanatory Information**Service Level and Delivery**

The City of Salisbury provides water service through an enterprise fund department. This department is known as Salisbury-Rowan Utilities. The system covers 47.5 square miles and covers much of Rowan County. Approximately 53,600 people are served. In the late 1990s and early 2000s, Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell, followed by China Grove in 2011. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer and China Grove.

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

Water meters are read once per month. Currently, approximately 31 percent of meters are read by automatic means. The standard for meter replacement is 15 years.

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Estimated Service Population	53,600
Service Land Area (Square Miles)	47.5
Persons per Square Mile	1,128
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

Service Profile

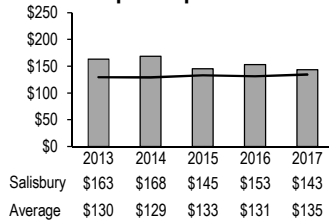
FTE Staff Positions	
Treatment Plant	9.0
Line Crews	11.0
Meter Readers	6.0
Billing/Collection	6.0
Other	8.0
Total	40.0
Number of Treatment Plants	1
Total Treatment Capacity	25.0 MGD
Average Daily Demand	9.6 MGD
Miles of Main Line Pipe	422
Average Age of Main Line Pipe	50 years
Number of Breaks/Leaks	143
Number of Water Meters	19,466
Percent of Meters Read Automatically	30.8%
Total Revenues Collected	\$13,262,032

Full Cost Profile

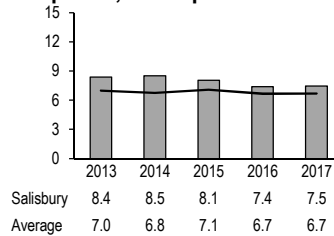
Cost Breakdown by Percentage	
Personal Services	28.3%
Operating Costs	39.0%
Capital Costs	32.7%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$2,171,690
Operating Costs	\$2,995,073
Capital Costs	\$2,513,619
TOTAL	\$7,680,382

Resource Measures

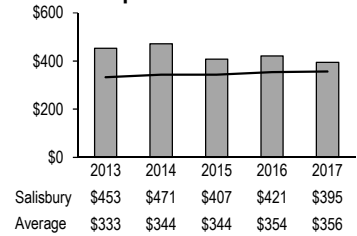
Water Services Cost per Capita



Water Services FTEs per 10,000 Population

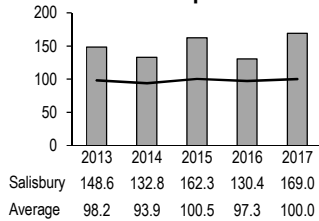


Water Services Cost per Meter

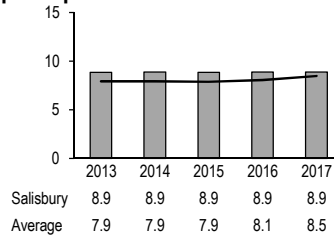


Workload Measures

Thousands of Gallons of Billed Water per Meter

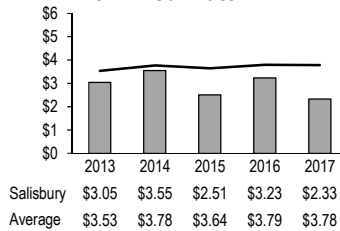


Miles of Main Line Pipe per Square Mile of Service Area

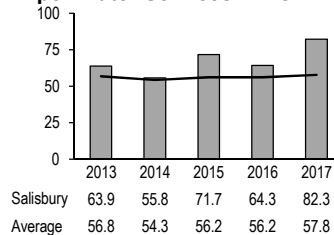


Efficiency Measures

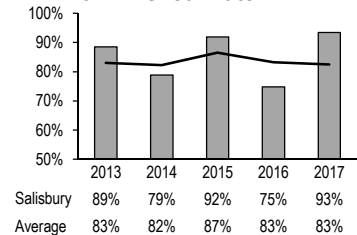
Total Cost per Thousand Gallons of Billed Water



Million Gallons of Billed Water per Water Services FTEs

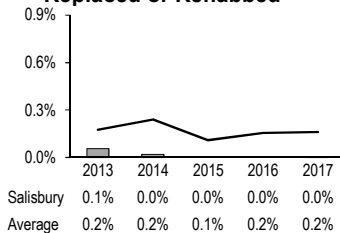


Billed Water as a Percentage of Finished Water

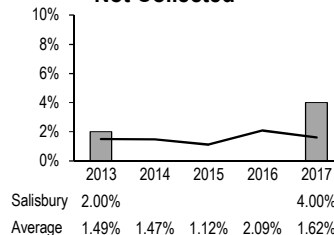


Effectiveness Measures

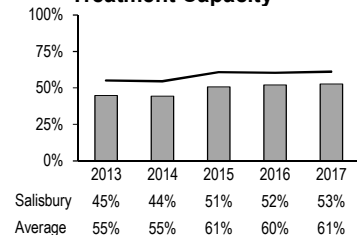
Percentage of Existing Pipeline Replaced or Rehabbed



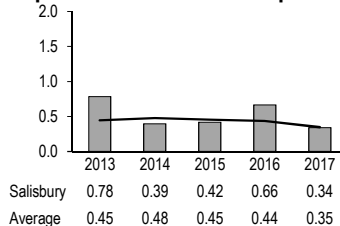
Percentage of Water Bills Not Collected



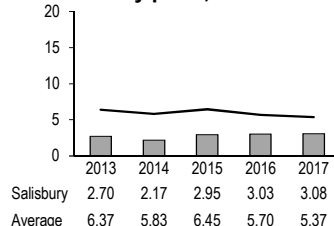
Peak Daily Demand as a Percentage of Treatment Capacity



Breaks and Leaks per Mile of Main Line Pipe



Customer Complaints about Water Quality per 1,000 Meters



Explanatory Information

Service Level and Delivery

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

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

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

Conditions Affecting Service, Performance, and Costs

The costs of wastewater or sewer services as captured here do not include debt service but do capture depreciation of capital.

Municipal Profile

Estimated Service Population	52,500
Service Land Area (Square Miles)	45.5
Persons per Square Mile	1,154
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

Service Profile

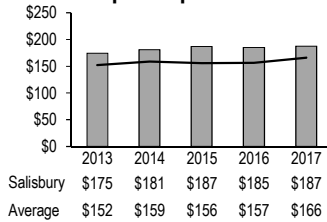
Total FTE Staff Positions	56.0
Treatment Plant	21.0
Line Crews	14.0
Billing/Collection	6.0
Other	15.0
Number of Treatment Plants	2
Total Treatment Capacity	12.5 MGD
Average Daily Flow	8.3 MGD
River Basin into Which System Discharges	Yadkin
Miles of Gravity Main Line Pipe	400
Miles of Forced Main Line Pipe	30
Average Age of Main Line Pipe	45 years
Blocks in Sewer Mains	27
Number of System Breaks	11
Sanitary System Overflows	2
Number of Customer Accounts	16,588
Total Revenues Collected	\$12,750,626

Full Cost Profile

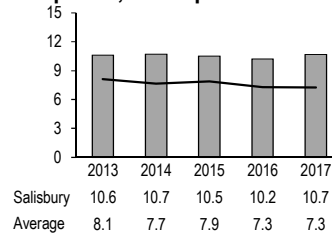
Cost Breakdown by Percentage	
Personal Services	36.5%
Operating Costs	37.9%
Capital Costs	25.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$3,595,381
Operating Costs	\$3,731,595
Capital Costs	\$2,513,619
TOTAL	\$9,840,595

Resource Measures

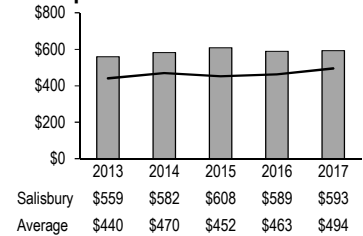
Wastewater Services Cost per Capita



Wastewater Services FTEs per 10,000 Population

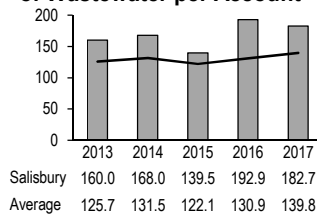


Wastewater Services Cost per Customer Account

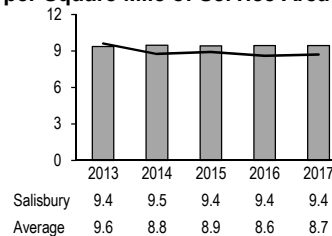


Workload Measures

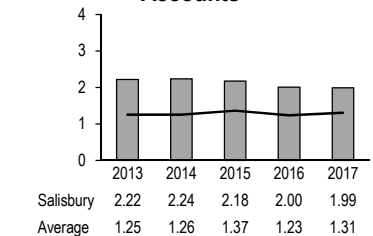
Thousands of Gallons of Wastewater per Account



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

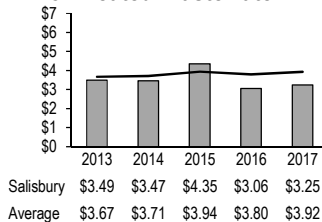


Number of Lift Stations per 1,000 Accounts

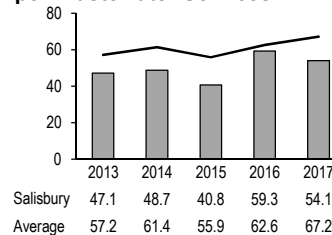


Efficiency Measures

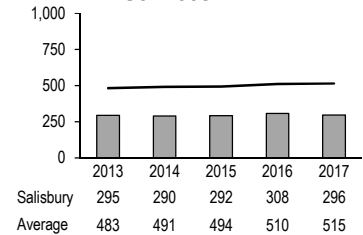
Total Cost per 1,000 Gallons of Treated Wastewater



Million Gallons of Wastewater per Wastewater Services FTE

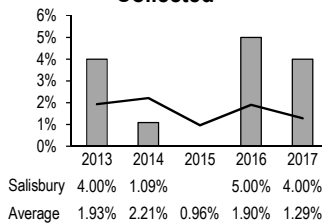


Customer Accounts per Wastewater Services FTE

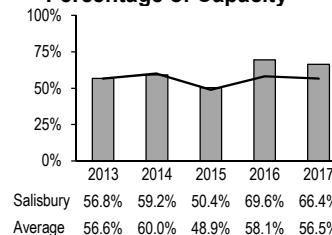


Effectiveness Measures

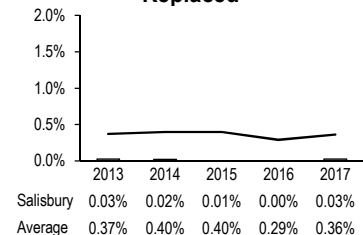
Percentage of Wastewater Bills Not Collected



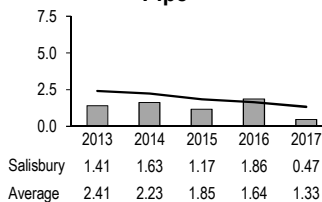
Average Daily Treatment as a Percentage of Capacity



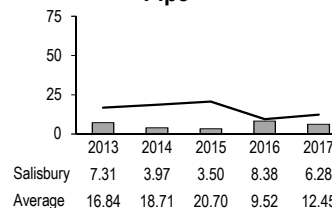
Percent of Main Line Rehabbed or Replaced



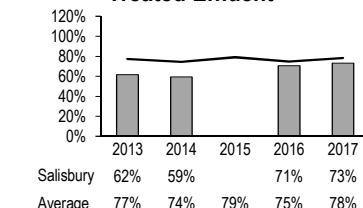
Overflows per 100 Miles of Main Line Pipe



Backups per 100 Miles of Main Line Pipe



Billed Wastewater as a Percent of Treated Effluent



Fiscal Year 2016–17

Explanatory Information**Service Level and Delivery**

The City of Salisbury provides parks and recreation services through a separate department. This department includes other functions, such as services related to landscaping, rights-of-way and trees. These other functions are not counted in the employees or dollars shown here. The City has an agreement with Rowan County for providing certain services for special populations. The City also provides funding for senior recreation services at the Rufty Homes Senior Center.

Salisbury has a full array of recreational facilities available. The City has 518 acres of parks; more than half are developed. The City has 16.9 miles of trails.

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

Conditions Affecting Service, Performance, and Costs

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

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

Municipal Profile

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

Service Profile

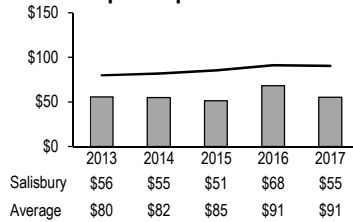
Parks and Recreation Staff	
Administrative Position FTEs	2.0
Maintenance Staff FTEs	2.0
Program and Facility FTEs	9.0
Other Staff FTEs	0.0
TOTAL	13.0
Number of Parks and Sites	28
Total Land Acreage in Parks	518.0
Miles of Trails in Parks	16.9
Recreational Facilities	
Indoor and Outdoor Pools	1
Recreation Centers	4
Outdoor Basketball Courts	12
Outdoor Tennis Courts	10
Playgrounds	18
Diamond Fields	8
Rectangular Fields	4
Other Athletic Fields	0
Picnic Shelters	14
Parks and Recreation Revenues	
User Fees	\$2,500
Grants	\$2,500
Sponsorships	\$5,000
Donations	\$19,167

Full Cost Profile

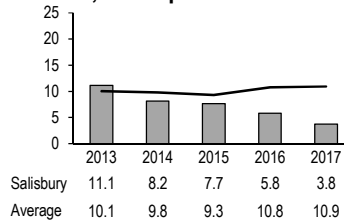
Cost Breakdown by Percentage	
Personal Services	55.1%
Operating Costs	41.1%
Capital Costs	3.8%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$1,049,839
Operating Costs	\$783,983
Capital Costs	\$72,109
TOTAL	\$1,905,931

Resource Measures

Core Parks and Recreation Services per Capita

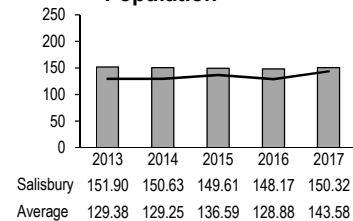


Core Parks and Recreation Staff per 10,000 Population

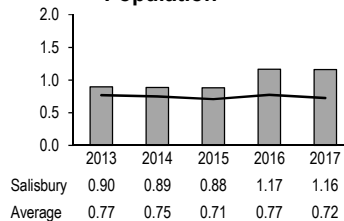


Facilities Measures

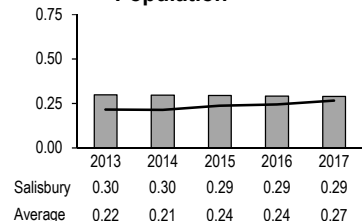
Land Acres of Parks per 10,000 Population



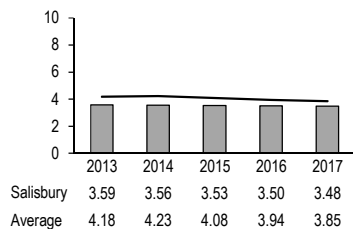
Recreation Centers per 10,000 Population



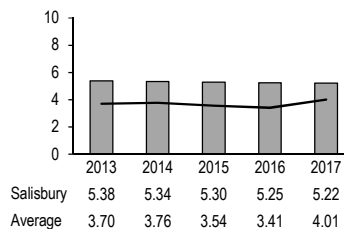
Swimming Pools per 10,000 Population



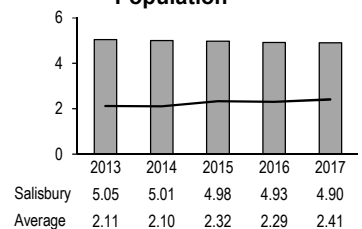
Athletic Fields per 10,000 Population



Playgrounds per 10,000 Population

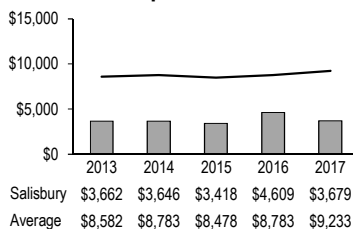


Miles of Land Trails per 10,000 Population

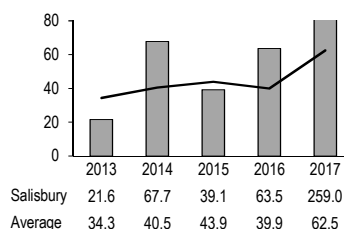


Efficiency Measures

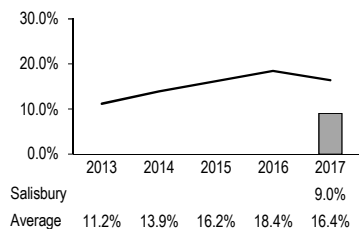
Total Core Parks and Recreation Costs per Acre



Acres of Park Maintained per Maintenance FTE

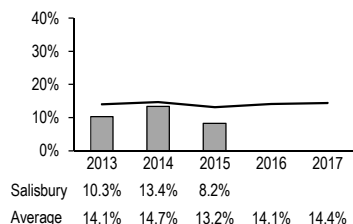


Volunteer Hours in FTEs as a Percent of Paid Staff FTEs

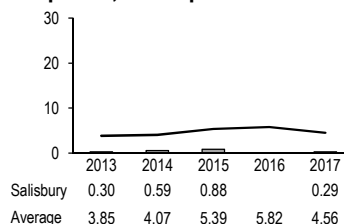


Effectiveness Measures

Revenue Gained as a Percent of Total Core Costs



Acts of Vandalism at Parks Facilities per 10,000 Population





**BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR
BEGINNING JULY 1, 2018, AND ENDING JUNE 30, 2019**

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, 2018, and ending June 30, 2019, 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	\$ 457,235
Management and Administration	1,118,256
Communications	454,819
Human Resources	1,371,103
Financial Services	1,628,581
Business Services	528,515
Planning & Community Development	1,702,374
Information Technology	1,459,552
Development Services	473,667
Code Services	373,847
Downtown Development	237,649
Facilities Maintenance	332,890
Central City Buildings	644,730
Plaza	225,904
Police Services	2,326,994
Police Administration	1,549,206
Police Operations	5,205,694
Fire Department	6,927,723
Telecommunications	684,388
Traffic Operations	203,523
Street Lighting	577,370
Transportation	467,822
Engineering	3,023,110
Public Services Administration	293,199
Streets	2,292,737
Solid Waste	1,469,636
Waste Management - Other	413,603
Cemetery	99,453
Grounds Maintenance	1,069,374
Parks and Recreation	1,415,742
Fleet Management	1,144,276
Education	40,000
Fibrant Support	3,044,338
Debt Service	943,711
	<hr/>
TOTAL GENERAL FUND	\$ 44,201,021

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

Utilities Mgt. and Administration	\$ 5,414,219
Plant Operations-Water Treatment	3,791,615
Systems Maintenance	4,720,403
Environmental Services	664,996
Plant Operations-Wastewater Treatment	5,584,431
Meter Services	787,651
Water and Sewer Debt Service	<u>3,950,590</u>
TOTAL WATER AND SEWER FUND	<u>\$ 24,913,905</u>

(3) That for said fiscal year there is hereby appropriated out of the TRANSIT FUND for the purpose of operating Salisbury's Transit System, the sum of

\$ 1,567,867

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

\$ 2,879,328

(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

\$ 568,443

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

\$ 7,821,529

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

\$ 248,140

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

\$ 1,834,746

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

\$ 434,768

(10) That for the 2018-19 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

\$ 304,883

(11) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 152,778

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, 2018 and ending June 30, 2019:

General Fund:	
Taxes	\$ 20,593,099
Unrestricted governmental	10,684,201
Restricted governmental	2,644,470
Charges for services	7,338,551
Miscellaneous	414,500
Other financing sources	2,526,200
Total revenues and other financing sources	<u>\$ 44,201,021</u>
Water and Sewer Fund:	
Operating revenues	\$ 23,838,905
Nonoperating revenues	75,000
Other financing sources	1,000,000
Total revenues	<u>\$ 24,913,905</u>
Transit Fund:	
Charges for services	\$ 159,500
Intergovernmental revenues	840,332
Other financing sources	568,035
Total revenues and other financing sources	<u>\$ 1,567,867</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,938,386
Nonoperating revenues	66,702
Other financing sources	874,240
Total revenues and other financing sources	<u>\$ 2,879,328</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 480,083
Miscellaneous	8,000
Total revenues and other financing sources	<u>\$ 568,443</u>
Fibrant Communications Fund:	
Operating revenues	\$ 4,819,529
Nonoperating revenues	2,000
Other financing sources	3,000,000
Total revenues	<u>\$ 7,821,529</u>
Fibrant Communications Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 248,140</u>
Stormwater Fund:	
Total revenues	<u>\$ 1,834,746</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 434,768</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 274,883
Miscellaneous	30,000
Total revenue	<u>\$ 304,883</u>
Rental Rehab:	
Total revenue	<u>\$ 152,778</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, 2018 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)

-- \$.7196

Municipal Service District:

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

-- \$.176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$2,850,097,054 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. There is hereby levied a tax of 1.5% on gross receipts derived from retail short-term lease or rental of vehicles to the general public. This tax will be levied, reported, and collected as established under Ordinance 2000-47 as authorized by General Statute 160A-215.1.

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

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

Section 7. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2018 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 8. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 9. Copies of this ordinance shall be furnished to the City's Finance Director, to be kept on file, for direction in the disbursement of City funds.

Section 10. The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:

ADMINISTRATION

Sale of Salisbury Code of Ordinances-soft book binder	\$238.64
Sale of Salisbury City Council meeting recording	\$2 per CD
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing

COMMUNITY PLANNING SERVICES

Development Services

Zoning Board of Adjustment:

Administrative appeal	\$300
Variance	\$300

Conditional District Petition or General Development Overlay:

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

District Map & Text Amendment Petition

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

Vested Rights Extension

\$600 without rezoning

Notifications/Mailing:

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

After-the-fact Certificate of Appropriateness (HPC)

\$250

Major Site Plan Review

\$500

Minor Site Plan Review

\$150

Alternate Methods of Compliance

\$50

Special Use Permit

\$500

Zoning Permit for New Single Family

\$50 (House <5 DU)

Zoning Permit for New Multi-family

\$150

Zoning Permit for New Non-residential

\$300

Zoning Permit for Addition, Accessory, Upfit of Residential

\$25

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

\$100

Zoning Verification Letter

\$60

Predevelopment Permit for Site Grading (LIA)

\$100

Predevelopment Permit for Site Grading (HIA)

\$300

New Telecommunications Tower Special Use Permit Application

\$5,000

Height Addition of Existing Telecommunications Tower Application

\$1,500

Sidewalk Dining Permit (Annually)

\$10

Special Event Permit

\$50

Temporary Sign Permit

\$25

Permit for Sign Panel / Face Change

\$50

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

\$100

Temporary Use Permit

\$50

Temporary Construction Tractor

\$25

	Fee
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$24 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually
Code Enforcement	
Nuisance abatement	Mobilization fee \$250 + contractor & landfill costs
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$250 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200
ENGINEERING	
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25
Engineering Plan Review Fee (Utility Only - New Construction)	\$200
Engineering Plan Review Fee (Utility Only- Upfit)	\$100
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspections of Water Lines	\$1 per ft
Field Inspections of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
TRAFFIC OPERATIONS	
Traffic Count	\$15 per counter per day
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

POLICE

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

FIRE

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

SPECIAL OPERATIONAL USE PERMITS

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

Blasting Permit:	
30 day permit	\$100
2 day permit (48 hours)	\$45
Burning Permit:	
Commercial	\$25
Residential	No charge
Exhibit and Trade Show	\$25
Festivals (fairs, carnivals, etc.)	
Large Festival:	\$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day or	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	\$200

	Fee
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	\$500
7 day permit	\$200
Other Not Listed	\$25
After Hours Inspection (inspections conducted outside of normal work hours)	\$50
*Late Application Fee	\$50

*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.

FIRE DEPARTMENT CONSTRUCTION PERMITS

Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.

Automatic Fire-Extinguishing System:

Installation	\$60
Renovation/Modification	\$50

Automatic Sprinkler System:

Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50

Standpipe System (Not part of a sprinkler system):

Installation	\$50
Renovation/Modification	\$50

Fire Alarm and Detection System:

(Includes devices tied into fire alarm system)

Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50

Door Locking Devices:

(Access-controlled egress, delayed egress, & special locking devices)

Installation	\$60
Renovation/Modification	\$50

Two-way Communication System:

(Area of Rescue Assistance)

Installation	\$60
Renovation/Modification	\$50

Fire Pumps and Related Equipment:

Installation	\$60
Renovation/Modification	\$50

Private Fire Hydrants (per unit):

Installation	\$60
Renovation/Modification	\$50

Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)

Abandon, Remove, Place Temporarily out of Service, or Close	\$50
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Flammable and Combustible Liquids Storage Tanks:

* Tank Installation- (per tank)	\$60
---------------------------------	------

	Fee
Removal or Place out of Service- (per tank)	\$50
* If electrical circuitry is involved then an electrical permit must also be obtained	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated	\$60
MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$50
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$100
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	
	\$50
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee
Building:	
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

PUBLIC SERVICES

Street Division

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

Solid Waste

Bulky Item Collection Fees:

Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (per Pick-up Load)	\$20

	Fee
Mattress	\$20
Box Springs	\$10
Miscellaneous Items (per Pick-up Load)	\$25
Items Requiring Use of Backhoe	\$50
Bulk Brush Removal Minimum Charge (applies to loads over a truck load)	\$50
Charges for specific cases will be calculated by Public Works Director or designee based on site visit.	
All fees must be paid in advance of service.	
<i>Fleet Management</i>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$65.41/hour
Repair of Hazardous Material Van:	
Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
<i>Cemetery</i>	
Burial-adult	\$900
Burial-infant	\$450
Disinterment - Adult	\$1,800
Disinterment - Infant	\$900
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Crematory remains placed inside of marker	\$25
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - non-City registrations	\$25
Funeral processions entering cemetery after 3:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends	\$300
Funeral processions entering cemetery on holidays	\$450
Monument installation permit	\$25
Deed Change	\$25
Cemetery Lot Fee Schedule:	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600
Columbaria fees:	
Niche, City resident	\$1,350
Niche, non-City resident	\$1,550
Weekday Inurnment fee	\$150
Weekend Inurnment fee	\$300
<i>Grounds Maintenance</i>	
Cooperative tree planting on public right-of-way	Actual cost of tree

TRANSIT

Individual Fares:

	Fee
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$0.50
Transfers & Children under 5	FREE
40 Ride pass:	
Regular	\$35
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

PARKS & RECREATION

City Park *

Arts & craft room	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Meeting room	\$40 per hour + \$75 deposit
Room A	\$40 per hour + \$75 deposit

Hall Gym

Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit

Civic Center

Weekend and Full Day Rental:

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

Monday - Thursday Rentals:

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

Fred M. Evans Pool @ Lincoln Park (two hour minimum)

Two lifeguards	\$50 per hour + \$50 deposit
Four lifeguards	\$75 per hour + \$50 deposit

Miller Center *

Computer Lab	\$30 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Meeting room	\$40 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional

Note: *Three (3) hour minimum for rentals during non-operational hours

Shelters & Gazebo Rentals:

Cannon Park Gazebo Rental	(Electricity Included)	\$150 security deposit;
	(only available for groups 40 or less)	\$50 (Refundable)
Peace Haven Gazebo at City Park		\$150 security deposit; \$50 (Refundable)

	Fee
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
Advertising Fees	
Salisbury Community Park	\$600 initial fee; \$300 annual renewal
Salisbury Greenway	\$1000 - \$5000
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Fee	\$20/ hr
Additional per hour charge for lights	\$25
Field Prep Fee	\$60
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$600
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$200
1 day / 3 fields	\$600
2 day / 3 fields	\$1,200
Non-refundable deposit of 50% of day rate or \$200	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$60
Soccer	
Flat Fee	\$25/hr
Field Prep Fee	\$60
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	\$25/hr
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Reservation Fee	\$5
Special Event Permits	
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day

Park Avenue Community Center *

Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)

Non-profit organizations

Non-profit organizations / fund raiser

For profit organizations

4 hours or less Rental

4 hours + All Day Rental

Note: *Two (2) hour minimum for rentals

Fee

\$40 per hour + \$50 deposit

\$55 per hour + \$50 deposit

\$40 per hour + \$50 deposit

\$70 per hour

\$300

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

BUSINESS AND FINANCIAL SERVICES

Accounts Receivable - Not billed on Utility bill (30 days past-due)

1.5% per month

Accounts Receivable - Billed on Utility Bill (24 days after billing)

1.5% per month

Copier or Multifunction Machine Fee

\$0.10 per copy/scanned
page; Minimum of \$1/ \$1

extra for mailing

Copy of reports/files

Actual cost of supplies
and mailing

TELECOMMUNICATIONS

	Fee
Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$150
Fleet Map Build	\$250
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Radio Dash Mount	\$80
Radio Dash Removal	\$30
Radio Remote Mount	\$130
Radio Remote Removal	\$40
Ambulance dual installation	\$245
Ambulance dual Removal	\$80
Camera Installation	\$155
Camera Removal	\$80
MDT Mount Installation	\$80
MDT Mount Removal	\$30
Modem Installation	\$80
Modem Removal	\$30
Wig Wag Installation	\$55
Wig Wag Removal	\$30
4 Corner Strobes Installation	\$130
4 Corner Strobes Removal	\$45
Flashlight Installation	\$25
Flashlight Removal	\$15
Charger Installation	\$45
Charger Removal	\$15
Light bar Installation	\$130
Light bar Removal	\$65
Siren Installation	\$80
Siren Removal	\$30

Parts Actual Cost + 20%

SCHEDULE A CASH DEPOSITS

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment may be required a deposit upon discretion of the Customer Service Manager \$150
- (f) Deposits shall be returned at termination of service less any unpaid rates and charges.

SCHEDULE B METER INSTALLATION AND SEWER CONNECTION CHARGES

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
 - ¾" Water tap - SRU installed \$2,275
 - ¾" Water tap - Developer installed \$350
 - ¾" Water tap - Crescent \$1,150
- (b) One-inch residential water tap \$2,675
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1", both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
 - 4" Sewer tap - SRU Installed \$1,975
 - 4" Sewer tap – Developer Installed*: \$250

*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Reconnection fee for non-payment during business hours \$50
- (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50
Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (j) Unauthorized use of fire protection system \$100
- (k) Fire protection system testing (per test) \$50
- (l) Meter reinstallation charge (per meter) \$35
- (m) Inspection fee (per connection)
 - Water or sewer connection \$45
 - Backflow \$45
 - Re-inspection of either water, sewer, or backflow \$20

- (n) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (o) 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.
- (p) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check. There will be no convenience fees charged on any credit/debit card payments.
Water Service renewal fee shall be charged on the basic labor, material, and overhead costs, not to exceed the fee of a residential ¾" Water top – SRU installed.
- (q) Lateral transfer fee shall be charged on the basis of labor, material, equipment and overhead costs, not to exceed the fee of a residential 4" Sewer tap – SRU Installed.
- (r) Recycling fee \$4.03/Month
- (s) Landfill fee
 - (1) Residential (per container) \$4.09/Month
 - (2) Commercial (per container) \$7.62/Month
- (t) Waste collection fee
 - (1) Commercial (per container) \$10/Month
 - (2) Residential (per container) \$8/Month
 - (3) Removal of containers for nonpayment \$25
- (u) Stormwater fee
 - (1) Residential \$4/Month
 - (2) Commercial/Industrial per ERU with a minimum of one ERU
(Capped at \$2,500/month) \$4/Month
- (v) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (w) Locking Devices Cut or Damaged \$20
- (x) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the equipment.

SCHEDULE C WATER SERVICE CHARGES

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

Monthly Water Rates:

Minimum charge per meter size	¾" =	\$4.13
	1" =	\$6.11
	1-1/2" =	\$9.41
	2" =	\$13.37
	3" =	\$25.91
	4" =	\$44.39
	6" =	\$95.21
	8" =	\$161.21
	10" =	\$253.61
	12" =	\$332.81
	16" =	\$662.81

Volume charge per 100 cubic feet:

Raw water	\$0.77
Finished, potable water	\$3.89
Southern Power	\$1.98

SCHEDULE D
WATER SERVICE CHARGES FOR BULK RATE

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

SCHEDULE E
SEWER SERVICE CHARGES

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.53
	1" =	\$6.81
	1-1/2" =	\$10.61
	2" =	\$15.17
	3" =	\$29.61
	4" =	\$50.89
	6" =	\$109.41
	8" =	\$185.41
	10" =	\$291.81
	12" =	\$383.01
	16" =	\$763.01
Volume charge per 100 cubic feet		\$5.25
(2) Flat rate sewer charge		\$47.85

SCHEDULE F
SEWER SURCHARGE

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grant Creek Wastewater Plants:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred fifty-four dollars and twenty cents (\$154.20) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of two-hundred seventy-two dollars and twenty-six cents (\$272.26) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand eight hundred nineteen dollars and forty-eight cents (\$1,819.48) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

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

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

**SCHEDULE G
ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

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

Parameters not listed please contact Environmental Services for quote

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

Section 13. That this ordinance shall be effective upon its passage.



GLOSSARY OF TERMS

ADA: The commonly used acronym for the Americans with Disabilities Act.

ACCRUAL ACCOUNTING: A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

ADOPTED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

AMI: Acronym for Automated Meter Reading/Infrastructure. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

APPROPRIATION (BUDGETING): An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

ASE: Acronym for Automotive Service Excellence.

ASSESSED VALUATION: A value established for real property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

BMP: Acronym for Best Management Practices.

BOND FUNDS: Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

BOND REFERENDUM: An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

BUDGET: A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

BUDGET CALENDAR: The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN): The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

BUDGET MESSAGE: A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

BUDGET ORDINANCE: The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

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

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

CAPITAL IMPROVEMENTS BUDGET: The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

CAPITAL IMPROVEMENTS PROGRAM (CIP): The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

CAPITAL OUTLAY: A classification consisting of Capital Equipment and Capital Improvement.

CAPITAL RESERVE FUND: A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund, Fibrant Communications Fund, and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

CCF: Acronym for 100 Cubic Feet of water.

CD: Acronym for Construction Documents.

CDBG: Acronym for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

CMAQ: Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

CMW: Acronym for Certificate of Minor Works.

COA: Acronym for Certificate of Appropriateness.

COD: Acronym for Chemical Oxygen Demand.

COST CENTER: The smallest unit of activity or area of responsibility for which costs are accumulated.

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

DEBT SERVICE: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

DEPARTMENT: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

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

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

EDC: Economic Development Commission.

ENCUMBRANCE ACCOUNTING: The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

ENTERPRISE FUND: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

EPA: Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

ERU: Acronym for Equivalent Residential Unit.

FERC: Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

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

FISCAL YEAR: The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

FIXED ASSETS: Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

FOG: Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows (SSO).

FRA: Acronym for Federal Railroad Administration.

FTE: Acronym for Full-Time Equivalent. The number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law.

FTTH: Acronym for Fiber to the Home. The delivery of a communications signal over optical fiber from the operator's switching equipment to a home or business.

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

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

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

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

GAAP: Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

GCWWTP: Acronym for Grant Creek Wastewater Treatment Plant.

GDP: Acronym for Group Development Plans.

GENERAL FUND: The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION (G.O.) BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

GIS: Acronym for Geographic Information System. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential tool by City departments.

GFOA: Acronym for Government Finance Officers Association.

GOAL: A statement of broad direction, purpose or intent based on the needs of the community.

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

GPON: Acronym for Gigabit Passive Optical Networking.

HOME: Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

HPO: Acronym for High Performance Organization. A government working model.

HRC: Acronym for Human Relations Council.

I&I: Acronym for Inflow and Infiltration.

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

INVESTMENT REVENUE: Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

INTERFUND TRANSFERS: Amounts transferred from one fund to another.

ISO: Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

LCP: Acronym for Local Convergence Point.

LEASE PURCHASE: Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

MGD: Acronym for Millions of Gallons per Day.

MODIFIED ACCRUAL: The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

MPO: Metropolitan Planning Organization is the officially designated body responsible for administering the transportation planning process required under Federal Law.

MUTCD: Acronym for Manual on Uniform Traffic Control Devices.

NCBCC: Acronym for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

NCDENR: Acronym for North Carolina Department of Environment and Natural Resources.

NCDOT: Acronym for North Carolina Department of Transportation.

NCDOL: Acronym for North Carolina Department of Labor.

NCLM: Acronym for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

NET ASSETS: The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

NIOSH: Acronym for National Institute for Occupational Safety and Health.

NOC: Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

NPDES: Acronym for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

NTU: Acronym for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

OBJECTIVE: A statement of specific direction, purpose or intent to be accomplished by staff within a program.

OPERATING BUDGET: The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

OPERATING FUNDS: Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

OSHA: Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for

workplace safety and health.

PARTF: Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

PERFORMANCE MEASURES: Descriptions of a program's effectiveness or efficiency.

PFT: Acronym for Permanent Full-time. Full-time employee with benefits.

PIT: Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

POWELL BILL FUND: Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

PPT: Acronym for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

PRODUCTIVITY: A measure of the increase of service output of City programs compared to the per unit of resource input invested.

PROGRAM: An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

PROPERTY TAXES (AD VALOREM TAXES): Taxes paid by those owning property in the City. These taxes are based on assessed value.

RESERVE: A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

RESOURCES: Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

REVENUE: Income received from various sources used to finance government services; for example, sales tax revenue.

REVENUE BONDS: Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

ROW: Acronym for Right of Way.

SCADA: Acronym for Supervisory Control and Data Acquisition.

SERVICE LEVEL: Measurement of services provided by the City to the public.

SNAG: Acronym for Salisbury Neighborhood Action Group.

SPECIAL REVENUE FUND: This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – a Community Development Fund.

SRU: Salisbury Rowan Utilities.

TCWWTP: Acronym for Town Creek Wastewater Treatment Plant.

TDA: Acronym for Tourism Development Authority.

TFT: Acronym for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

TKN: Acronym for Total Kjeldahl Nitrogen.

TMDL: Acronym for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

TPT: Acronym for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

TSS: Acronym for Total Suspended Solids.

USDOJ: Acronym for United States Department of Justice.

VENTURIS: A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

WWTP: Acronym for Wastewater Treatment Plant.

