

City of  
**Salisbury**  
NORTH CAROLINA



---

*Annual Budget*  
*Fiscal Year Ending June 30, 2010*

# CITY OF SALISBURY NORTH CAROLINA

## 2009-10 BUDGET For the Year Ending June 30, 2010



### MAYOR, CITY COUNCIL, AND CITY OFFICIALS

#### MAYOR AND CITY COUNCIL

Susan W. Kluttz - Mayor

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

William R. Burgin

William R. Kennedy

Mark N. Lewis

#### OFFICIALS

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City Manager

John A. Sofley, Jr.  
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City Management Team



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Salisbury  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2008**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2008 (Fiscal Year 2008-2009).

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

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

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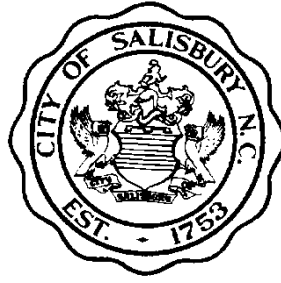
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May 19, 2009

## **BUDGET MESSAGE FISCAL YEAR 2009-10** **July 1, 2009-June 30, 2010**

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

It is with pleasure that I present to you the City of Salisbury's FY2009-10 Annual Budget totaling \$62,307,427 for all funds.

The twenty-fourth Annual Future Directions and Goal Setting Conference for the City was held February 12 and 13, 2009 at various locations throughout the City of Salisbury, North Carolina including the Rowan Museum, City Hall and the Heritage Room. The theme for this conference was **"Embracing Community Challenges, Discovering our Opportunities."**

**Inventing a Brighter Future – Discovering Natural Linkages for Community Collaboration:** After opening remarks by Mayor Susan Kluttz and a video depicting milestones and growth of the City of Salisbury, Warren Miller reviewed the results of a community leaders' focus group that offered short-term and long-term ideas to address the current economic crises. Mr. Bob Lippard, Executive Director of Rowan County United Way, and Mr. Robert Van Geons, Executive Director of the Salisbury-Rowan Economic Development Commission, shared the main recommendation from the community leaders' focus group: to connect those in need of help with agencies that can provide support through holding a Salisbury-Rowan Recovery Summit. City Council agreed and adopted a new outcome for FY2009-10 to "initiate efforts to assist in the economic recovery of the community" and a new goal to "hold a Salisbury-Rowan Recovery Summit in partnership with Rowan County."

**Smart Communities – Working Together, Building on Strengths, Growing Leaders, and Practicing Democracy:** Dr. Suzanne Morse, author of *Smart Communities*, spoke to City Council regarding her research on what makes communities successful. She identified seven key strategies: investing right the first time, working together, building on community strengths, practicing democracy, preserving the past, growing leaders, and inventing a brighter future. In talking about the Fiber to the Home initiative, Dr. Morse mentioned Fiber to the Home was a prime example of two key strategies – investing right the first time and inventing a brighter future. Dr. Morse reviewed her findings for Salisbury and stated that our community is strong in affordable housing, access to health care, cultural arts, recreation, social capital, transportation, and a reasonable tax burden. Dr. Morse stated that our major area for improvement is education and cited that third-grade test scores are a direct indication of high-school drop-out rates. Further, Dr. Morse recommended that City Council identify ways to support the school and community in addressing education. Based upon Dr. Morse's research on our community, City Council adopted a new outcome for FY2009-10 to "determine ways the City can assist in



reducing childhood poverty” and a new goal to “explore the feasibility of a neighborhood-based Salisbury reading & math academy.” City Council also adopted a new goal to “explore the possibility of partnering with Cheerwine, Downtown Salisbury Inc., and Salisbury-Rowan Tourism Authority on a Salisbury Cheerwine Festival”.

**Fleet Services Strategic Operations Plan:** One of the City of Salisbury’s visions includes the completion of all strategic plans successfully and effectively. This year, Fleet Services Manager Jake Sterling along with Keith Redman, Jimmy Coulter, and Doug Paris presented the Fleet Division’s Strategic Plan. The plan established a mission for the Fleet Services Division, along with a set of visions that outline where the Division wants to be in five years. A set of goals included preparing for the future through developing and operating a new facility that will increase productivity and that would be adequate to meet the future needs of the City of Salisbury. Mr. Coulter presented a conceptual design for a new facility to City Council for their review. City Council instructed the Fleet Division to work with the Management Services Department on a plan for implementation.

**Customer Service Update:** Tom Westall and Joe Eagle updated City Council on the City of Salisbury’s customer service initiative. Our City’s number one outcome is creating a culture of excellent customer service within the City organization through developing and implementing a comprehensive customer service plan. Achieving our hedgehog principle through creating a culture of excellent customer service for our citizens is a continuous journey that is spreading across other North Carolina local governments. The cities of Concord, Lenoir, and Winston-Salem have followed our lead and have begun to implement our customer service model within their organizations. Feedback and my experience have shown that a very positive customer service transformation is taking place within our organization. Given the positive feedback and reception by City employees, I would say that we are continuing to make excellent progress and a culture change is in hand.

**GIS Strategic Plan:** In addition to the Fleet Services Division, the GIS Division presented the fourth update of the GIS Strategic Plan. In order to provide excellent customer service, the division invited both internal and external customers to guide and direct the division’s focus over the next several years. GIS Manager Kathryn Clifton along with Trey Cleaton, Wendy Spry, Elaney Hasselman, Mike West, and Brian Moore led us through the new GIS Plan. The GIS Division is a perfect example of our City’s commitment to excellent customer service.

**Inventing a Brighter Future with Fiber:** Building off the presentation by Dr. Suzanne Morse on investing right the first time and inventing a brighter future, Director of Broadband Services Michael Crowell reviewed our status on the Fiber to the Home initiative and introduced three panel members: James Salter, Chief Strategy Officer for Atlantic Engineering Group; Terry Huval, Director of Utilities for Lafayette, Louisiana; and Don Cope, President and CEO of Dalton Utilities, Dalton, Georgia. The panel reviewed the history of local governments in building new infrastructure including water, sewer, electricity, natural gas, and the new shift toward local governments providing communication infrastructure. Mr. Salter explained the leap in capacity between coaxial copper infrastructure and fiber infrastructure by stating that a single copper pair is capable of carrying six simultaneous phone calls while a single fiber pair is capable of carrying 2.5 million simultaneous phone calls. Mr. Salter further stated that the theoretical limit of a fiber optic cable is 100 Tbps (terabits/sec), which would allow 33 million DSL or Cable Modem Customers on a single fiber line. These facts along with discussion that fiber is scalable affirmed that investing in fiber optic infrastructure is consistent with the smart community tenet of investing right the first time. Mr. Cope stated that investing in fiber optic

infrastructure would provide Salisbury with the same infrastructure as a tier one world-class city, giving the residents of Salisbury tomorrow's technology today. Fiber to the Home (FTTH) is the only infrastructure that will deliver enough bandwidth and reliability at a low enough cost, to meet the consumer demands of the future and the ability to serve products, uses, and technologies that have not yet been conceived and brought to market. A community-owned and managed fiber utility allows for local determination and local accountability for consumers. The City of Salisbury began investigating fiber to the home in 2005 and adopted a goal to prepare a fiber to the home business plan at the 2006 retreat. The City completed a feasibility study that showed that the project was feasible and could be self-supporting. A subsequent market study showed that Salisbury citizens desired higher speeds at lower prices with better customer service than they are currently receiving from incumbent providers. City Council voted in March, 2008 to implement the FTTH business plan and to create a new FTTH utility. Currently, fiber optic lines are being deployed throughout the community and staff is working to finish the head-end facility design.

**Market Study Results:** One of the goals developed and adopted at the previous year's retreat was to prepare a market study plan with financial analysis and recommendation to the City Council. John Maxwell with the Springsted Company, reviewed the findings of the study. Albemarle, Concord, Hickory, High Point, Huntersville, Kannapolis, Monroe, Morganton, Mooresville, Statesville, Rowan County, and the Cabarrus County Water/Sewer Authority were used as comparison cities. Mr. Maxwell recommended a new salary schedule for the City and strategies to get salaries up to market. With savings from our health/wellness program, this budget recommends implementation of a strategy to make adjustments to positions in the lower third of our compensation range.

The City Council concluded the Future Directions and Goal Setting Conference by adopting thirteen outcomes – including two new outcomes, three new goals, seven one year tactical goals, and twenty-seven other goals. A copy of the City of Salisbury's FY2009-10 Outcomes and Goals follows the Budget Message.

### **FY2009-10 BUDGET STRATEGY**

**Strategic Plan Update:** After receiving an economic outlook for our City presented by John Sofley, Management Services Director and Teresa Harris, Budget and Performance Manager, the Salisbury City Council was informed that staff estimated a deficit for FY2009-10 of around \$1.5 million. The City Council provided the following guidelines to the City Manager in preparing the FY2009-10 budget:

- No reductions in force or salary cuts for full-time employees
- No tax increase
- Maintain current level of service as much as possible
- Determine a strategy to implement part of the market study results
- Only use fund balance judiciously to bolster current services

The preparation of the City of Salisbury's FY2009-10 General Fund Budget has presented even more of a challenge than in previous years. The major reason has been the uncertainty of our national and state economy triggered by the events of October 2008. We, in the City, have taken a close look at our City's mission, vision, and values and have established priorities to guide choices in providing programs and services. We have continued to define our key service

delivery areas, using performance indicators to measure results. We have to adapt our municipal organization to guide us through this fiscal crisis. It is my firm belief that our local government can more effectively serve our citizens by continuing to offer solid services and programs rather than to totally rely on reducing revenues and cutting services indiscriminately.

We are also undertaking many proactive efforts aimed to improve our local economy and provide jobs for the future. The City of Salisbury and Rowan County have jointly taken actions to provide both water and sewer service to the I-85/29 corridor. The bids on the sewer line extension project were less than the \$6.5 million dollar budget established in 2006 and were enough to fund the full project with alternates. This project should be coming on line when our state and national economy begins to recover. The National League of Cities reports that there is typically an 18-24 month lag between the change in economic conditions and the impact on municipal revenue collections. I agree with the economic forecasts that 2010 and 2011 will be even tougher on local governments than the current year. For this reason and the fact that the City of Salisbury has not traditionally built up large reserves, I am not calling for the use of the City's reserves to fund this current recommended budget. We may need to rely on these funds if the City is not successful in receiving federal stimulus funds for law enforcement and public works projects.

Creating and implementing a Fiber to the Home Utility in Salisbury is another major local economic stimulus initiative that will provide our citizens and businesses the bandwidth needed to successfully compete both locally and globally in a 21<sup>st</sup> century economy. We can ill afford to wait for an entrenched monopoly to provide this level of service in Salisbury. Superior quality, competitive prices, community collaboration, and outstanding customer service will make our citizens' business more than successful.

As the City's solid waste collection system is a business area that is most adaptable to measurement and performance tracking, I am recommending the beginning of the creation of a self-sustaining Solid Waste Enterprise Fund. To begin this three-year transition, I am recommending that City Council replace a one cent tax reduction in the current tax rate with a three dollars a month collection fee. It would be our goal to totally support this new enterprise with fees for service.

Of course a major concern for North Carolina municipalities is our reliance on state collected local revenues. In times past, our state, which by some reports is approximately three to four billion dollars short of balancing their budget, has shortchanged local governments by withholding these funds. To date we are not aware of any efforts to repeat their actions of 2001.

The major recommendations contained in the FY2009-10 Budget are listed below. They are more fully explained in the narrative to follow.

- No new positions other than those that can be justified through cost savings or funded by the City's Fiber Optic Network Fund
- No merit raises for City employees this year
- To use \$180,000 savings derived from the City's wellness plan to adjust the salaries of those employees in the bottom third of our salary schedule

- To seek stimulus funds in the amount of \$350,000 under the Community Oriented Policing Services (COPS) grant program for seven Police Officers
- A reduction in street maintenance funding to reflect reduced state Powell Bill funding
- The transfer of two Street Department employees to the Solid Waste Division to help provide services to new areas of our City limits
- A reduction in funding for capital projects, special projects, and special efforts groups
- A one cent reduction in the tax rate and an implementation of a three dollars a month solid waste collection fee
- The elimination of the City's front end garbage collection contract on or before October 1, 2009
- A new fee schedule for the Fire Department that includes inspection fees in the City's extraterritorial jurisdiction area
- No reduction in force
- The creation of a new Enterprise Fund - the Fiber Optic Network Fund
- The beginning of the creation of another new Enterprise Fund – the Solid Waste Fund
- An average 4.57 percent water and sewer rate increase in the water and sewer utility rate

## **HUMAN RESOURCES**

We reaffirm that our employees are our most valuable asset; however the economic situation this year presents a challenge in the area of compensation. It is our goal under the City Council's direction to ensure that we do not add anyone to the unemployment line this year. There is no recommendation for reductions in force or furloughs included in this budget; however, if the State withholds funding during FY2009-10, we will be required to look at those options.

### **Health Insurance**

Included in the City of Salisbury's FY2009-10 General Fund Budget is a 4% decrease in the cost of health insurance for our City employees due to the success of our wellness program. The success of this wellness program and the utilization by employees of the City's nurse practitioner has resulted over the last three years in savings of almost \$900,000 from expected claims. The City intends to use approximately \$300,000 of these savings to reduce the City's cost of health insurance for FY2009-10.

### **New Positions**

I am recommending no new positions other than those that can be justified through cost savings, and those required by our Fiber to the Home business plan and funded through the Fiber Optic

Network Fund. We will have two fewer employees in the Police Department due to a merger with Rowan County in the Animal Control service area.

### **Merit Raises**

Challenging economic conditions prohibit our ability to recognize outstanding performance with any merit adjustments this fiscal year. Funding does remain in place to honor those workers reaching milestones in their careers with the City.

### **Market Study**

At City Council's direction, we have developed a strategy to begin the process of addressing deficiencies identified in our market study. Savings from the Wellness Plan will allow adjustments to be made to employees that fall in the lower third of our salary schedule. Closely tied to the desired Council goal of attracting and retaining quality employees, we will need to develop a more comprehensive long-term strategy to adjust salaries in the future.

The market study also indicated a deficiency in the number of paid holidays for employees. Most localities allow 12 paid holidays and we currently only recognize 10. I am recommending the allowance of one floating holiday effective FY2009-10.

### **Council Initiatives**

Providing excellent customer service is the top goal of the City of Salisbury, and each and every day our employees provide high quality services to the citizens of our community. The Human Resources Department serves the citizens through our community through fostering a customer service culture change, attracting, developing, and retaining high quality employees, and improving the overall strategic management of the City and departments. Though smaller in scope than desired, funding is proposed for programs to attract and retain workers, develop a High Performance Organization, and to continue the customer service initiative. Our employees have demonstrated a true commitment to our citizens and community in their provision of excellent customer service.

## **MANAGEMENT SERVICES**

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

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

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

### **New Software**

In March 2007, City Council approved the purchase of new financial, work management, and citizen resource management (CRM) software from Cogsdale Corporation. This software will

allow the City to better manage its assets and resources while giving the citizens a greatly improved method of interacting with the City. The City will use this package to create and track work orders for everything from pothole repair to limb cutting. The citizens will be able use this package to place and track service requests by phone or online through the web. The package will also better inform our citizens by providing an automated response to our citizens on the status of their requests. Reports will provide a means to track the City's effectiveness and tie into the City's customer service initiative.

Those portions of the software covering general ledger, accounts payable, purchasing and inventory were implemented July 1<sup>st</sup>, 2008. Work began in October for collections, billing, and business licenses. Significant work has been completed on the software setup and data conversion. Currently, implementations of these modules are scheduled this fall with significant support from the Technology and Accounting Divisions this year in training, converting, and implementing the new software. Work management and customer resource management software will be implemented over the following twenty-four months.

### **New Facility**

With the creation of the new Fiber Optic Network Utility, we will begin construction of a new facility this fall that will house the operations of this utility. The facility is being designed by the architectural firm of KKA Architecture (KKA). The building will be located at 1214 Martin Luther King Jr. Avenue on property the City purchased in December 2008. In addition to housing this new utility, the facility is being designed to house the operation of the City's Business Office, Technology Services Division, and Telecommunications Division. The Wellness Clinic will also be housed in a lower section of the building providing greater access and security to employees. This new facility has been tentatively named Salisbury Customer Service Center. Significant time is being spent by the Facilities Maintenance Division working with the architect and consultants on the design of the facility and eventual construction. Special consideration was given to the needs of the Fiber Optic Network in the building's design and proposed construction schedule.

### **Accounting**

The Accounting Division is responsible for the day to day financial activities of the City. This Division will be responsible for verifying that the new collection and billing software is correctly generating general ledger entries and assisting to determine that accounts are correctly billed.

### **Budget and Performance Management**

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

In FY2009-10, the Division will represent Salisbury as one of six southern US jurisdictions in the Southeastern Results Network (SERN). The goal of SERN is to develop and disseminate, in this region, the best practices related to the integration of the performance measures that citizens and communities value with those metrics that best capture organizational workload, efficiency and effectiveness.

In FY2009-10 the Division will continue to serve as a mentor to the budget and evaluation staff of Hickory, North Carolina to help that jurisdiction involve its citizens in creating and adopting performance measures for specific service areas deemed important for that community. The benefit to Salisbury in participating in this process is comprehensive, in that it enhances staff experience in a range of activities that are beneficial to the Salisbury community and municipal organization.

The Division will produce the City's sixth annual performance report in FY2009-10.

Last year, the Division was one of nine North Carolina jurisdictions participating in a two-year project sponsored by Dr. David Ammons at the University of North Carolina School of Government to adopt best practices in the area of performance measurement for development services. Salisbury will participate in either FY2009-10 or FY2010-11 in a second project with Dr. Ammons on incorporating performance measures with budgets and strategic plans.

### **Business Office**

The Business Office Division provides direct customer services to the public. Currently, over 16,823 active water and sewer accounts are managed including billing, collection, customer service, and account management. The Division manages our privilege license program and the collection of all City miscellaneous billings. This Division will have significant challenges this year as they implement the new software as all of their current software is replaced.

### **Facilities Management**

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

In addition to the new Salisbury Customer Service Center discussed above, the Facilities Division is managing \$2,000,000 in construction and renovation projects that was funded during FY2008-09 in the General Fund. The City issued long term debt to fund these improvements. Facilities Management will be spending a significant amount of time this year managing these projects also.

A proactive and planned approach to maintenance enables the City to manage costs associated with maintaining City-owned properties. Our facilities are evaluated to expedite the development of comprehensive maintenance schedules for all properties. During FY2008-09, Facilities Management reviewed its cleaning contracts to verify that this is the best option for the City or if the City needs to look at other options. Based on that review, it was determined that it would be more cost effective to eliminate the cleaning contracts and provide that service directly. As a result of this change, one full time building maintenance worker has been added to the Facilities budget and one part time building maintenance worker has been added to the Parks and Recreation budget. Total projected savings from this change is \$39,437.

### **Purchasing**

The Purchasing Division continues to work with departments on major purchases with assisting in the preparation of bid specifications or the identification of "piggy-back" bid opportunities,

consultation of purchasing issues, monitoring changes in the General Statutes, and the management of the City's purchasing card usage.

### **Information Technology Services**

The creation of the new Fiber Optic Network Utility has resulted in the transfer of both the Technology Services Manager and Network Administrator to the new Utility. The loss of these two individuals will impact the ability of the Technology Services Division to provide services to our customers until their replacements are fully acclimated.

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

One area that continues to suffer from a lack of funding is the City's government access channel, ACCESS16. ACCESS16 has proven popular with the citizens, but with the limited funding available there is a concern that its popularity may decrease. Funds were provided during FY2008-09 for new equipment that would allow for the creation of additional content. With the receipt of this new equipment more content will be able to be generated this year.

### **Telecommunications**

There are several projects I am recommending for funding for FY2009-10 that revolve around the City's 800 trunking radio network. First, the City needs to develop a strategic plan for upgrading our radio system. Included in this would be going to an all digital, P25 platform together with a time frame. Also included the plan would be a method to increase coverage through the addition of additional tower sites in areas of Rowan County that either lack coverage or have poor coverage. We also been notified that we will have to comply with the FCC mandated Narrowbanding approach once it is required. The City plans to work with Rowan County in the development of this strategic plan.

In addition to the funding of this strategic plan, funding is also provided for encryption on twenty additional police radios, providing additional grounding of the City's 800 trunking tower and to add additional security at the tower site with both video monitoring and an alarm system to monitor systems.

The City is continuing to progress on the rebanding project. The City continues to work with Motorola, Sprint, and FCC to address equipment interference problems and communication "dead zones" as a result of technically incompatible "low-site" commercial wireless systems operating in the same or adjacent spectrum bands. The City is in the process of reconfiguration of the 800 MHz Band to separate generally incompatible high-site and low-site technologies. During this process the City will have to reprogram 2,400 radios, most which will require reprogramming twice. Due to the inability to reprogram some of the older radios, most of which are at least 18 years old, 241 City radios and 301 County radios will be replaced.

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



## **POLICE DEPARTMENT**

The Salisbury Police Department provides law enforcement services along with excellent customer service to our citizens, our fellow workers and our visitors. We continually strive to be better at everything that we do.

We are entering into our fourth year of our five-year strategic plan in the upcoming budget year. Our fourth year goal in the strategic plan is to “install security cameras in areas in some of our communities”. No funding is provided this year for this goal due to the current costs to provide these cameras. Once the new Fiber Optic Utility is operational, the cost to provide these cameras will decrease and we will once again evaluate their addition. This coming year, more so than ever, we will be faced with many challenges. The economic downturn hits law enforcement especially hard in more ways than one. While our costs have to be controlled due to revenues being down, our work load increases. The economy is certainly having an impact on our business. We are seeing increases in calls for service for everything from general misdemeanor crimes to major crimes to domestic violence types of incidents.

This year will be very challenging for law enforcement. While we stand to lose some positions such as middle school resource officers across our County, it is very probable that this will lead to an increase in juvenile crime and gang violence.

We have applied for a COPS grant to fund officer positions from the American Recovery and Reinvestment Act. We are relying on this funding to maintain our current level of service. If we are fortunate enough to receive this grant, we will be able to maintain our current number of employees, including the middle school resource officer position that we currently have at Knox Middle School. We have also applied for a Byrne stimulus grant to fund capital and equipment needs of our Department. We are very pleased to announce that we have received grant funding authorized under the gang legislation that passed last session, which will enable us to continue our Project Safe initiative.

The Rowan County Board of Commissioners and Salisbury City Council approved an agreement to merge our Animal Control services with the County animal control services. We feel this will raise the level of service our citizens receive and equalize the tax burden between our citizens and those that live in unincorporated areas. The agreement requires us to fund Rowan County with decreasing payments until the fourth year when Rowan County will assume all costs associated with providing services within our corporate limits.

We will provide the best law enforcement service possible to the City of Salisbury.

## **FIRE DEPARTMENT**

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

Surpassing the one year mark after the tragic fire of March 7, 2008, SFD is still evaluating our human and physical resources in terms of impact and affect of that incident. Having received the NC DOL (OSHA) report and completed the After Action Report, changes have been made at the Operations Level and more are in progress. Still further recommended changes are anticipated

with the receipt of the NIOSH report and the findings of the Expert Panel Operational Evaluation.

Our focus will be on addressing findings and implementing recommendations from these reports to ensure we have the highest level of safety within our fire Department. The expert panel identified the following focus areas, which we have been working on and will continue to work on over the upcoming fiscal year:

- Increase staffing levels on all units to a minimum of 4 personnel
- Enhance documentation of reviews of Standard Operating Procedures to demonstrate periodic reviews
- Utilize technology to increase access to pre-plans and inspection information
- Regionalize the fire scene accountability system
- Expand list of equipment used by Rapid Intervention Crew teams to include a firefighter drag device
- Expand portable radios testing and maintenance
- Meet National Fire Protection Association (NFPA) 1582 standard
- Expand training of officers to include brand new officer certification programs and continue to work with Community College system in live fire firefighting programs to identified state standards.

This year's Fire Department budget is balanced on current level dollars with little increase over last year's operational budget funding level and it is our goal to continue to maintain the ISO II level rating that our City has earned. In terms of personnel, it is our vision to staff Rescue 1 and Quint 1 with four personnel each. This would require the addition of six firefighters. Further, it is our vision to add an additional fire inspector to meet increased inspection demands, and one fire captain to focus on training requirements.

While we recognize the economic reality our community is facing and that funding is not available this year for those positions, we will continue to seek grants and other outside funding opportunities to achieve this vision.

Our recent Officers Safety Leadership Retreat identified, through an employee participative exercise, the following items to be considered in our efforts to be the best fire department we can be; and we will focus on achieving these items during the upcoming fiscal year.

- Increase fire staffing levels on Quint 1 and Rescue from one to four personnel
- Provide optimum scheduling of tasks to avoid disruption of training programs
- Improve fire scene communications hardware and usage
- Develop a regional fire scene accountability system to tie into SFD's existing operational standards
- Increase training specific to our mutual aid departments
- Expand Level I fire inspections to crew level officers
- Continue company officer level training to develop a culture of "Leadership by example"
- Expand and increase overall training
- Expedite the process to ensure we have the right employees on "the bus"
- Develop process to maximize firefighter assignments to fire stations

This year we are also recommending a new fee schedule. After completing a comparative study that looked at fire service fees in cities we benchmark with, we found that many of our fees were substantially lower or nonexistent. Many of these fees cover services that are outside our core mission, yet that have taken up much of our workload over the last several years. Further, the fees address services that we are required to provide where the City receives no revenue to offset the cost of the service, such as inspections within the ETJ area.

## **PUBLIC SERVICES**

The Public Services Department has a number of challenges facing us this fiscal year. We are forecasting a significant decline in Powell Bill revenue from the state this year that will require adjustments within the Department. Further, we will be recommending and implementing a change in the way Solid Waste is structured both financially and operationally.

Other challenges include additional planted areas to maintain, and vegetation damage due to past drought conditions that require a lot of manpower. Sidewalk and storm water systems that need special attention due to age, weather, and vegetation growth is another manpower hungry responsibility. Increased expectations from NCDOT for maintenance carried out on the State road systems, has our manpower working harder to keep up with obligations. Meeting guidelines by NCDENR and other regulatory agencies, forces us to spend funds on outside suppliers for various services and spend more manpower on regulating our services. Each division needs increases in operational costs to continue at the level of service provided.

### **Administration**

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

### **Traffic Operations**

Traffic Operations will concentrate on signal maintenance, sign repair, and pavement marking rejuvenation. The Division continues to be the internal support group for Technology Services, Engineering, and all other Departments. STOP signs and street name signs need to be upgraded to keep in compliance with the "The Manual For Uniformed Traffic Control Devices" (MUTCD). Sign reflectivity specifications have been updated by the Federal Highway Administration. These specifications have been adopted by the MUTCD, which governs the way we maintain signs. This budget contains a special project to update signs in the next five years. This special project was funded in the FY2008-09 budget for one year. NCDOT has increased the amount of maintenance expected on the Traffic Signal System. Funds are received through the NCDOT Municipal agreement for Maintenance to Traffic Control equipment.

### **Streets**

Street Division continues to carry out installation and maintenance to City-owned roadways and sidewalks. Yard waste collection and disposal is part of this Division as well. A new site for the yard waste compost operation will be started this year. The Street Division will build a new site on property owned by the Salisbury-Rowan Utilities. A road and detention pond will have to be built on site this year.

Powell Bill revenues are forecasted to be down significantly this year, while at the same time we have experienced increases in the cost of asphalt and concrete. Due to declining Powell Bill

funds, we will not be able to pave as much as in past years. The Street Division will refocus on projects that are less material-intensive and more labor-intensive, including working on repairing sidewalks within the central business district, which has become a Council level goal.

Further, the Street Division will begin sharing staff with the Solid Waste Division in order to assist with increased service demands that the Solid Waste Division will be experiencing this fiscal year.

### **Cemetery**

Cemetery Division continues to perform daily maintenance to seven municipal cemeteries as well as interment/disinterment in three of the cemeteries. The existing water lines in Chestnut Hill and Memorial Park Cemeteries need to be replaced per the Salisbury-Rowan Utilities Department. This has been split up into three phases. Phase 1 Chestnut Hill has been completed, Phase 2 Chestnut Hill will be completed by the end of this budget year and Phase 3 Memorial Park will be requested again in FY2010-11 if monies are available. The Cemetery Division will increase its customer service this year by working on information delivery to the property owners in our cemeteries on proper methods and policies for grave sites.

### **Solid Waste**

Solid Waste will continue to collect residential and commercial refuse as last year, and will pick up additional areas currently served by contracts. This will provide the City of Salisbury with significant cost savings. I am recommending that two Street Division employees be reassigned to the Solid Waste Division to help service these new areas. Solid Waste is one of our business areas that is most adaptable to measurement and performance tracking. To assist in making our routes as efficient as possible, the City has purchased routing software. The use of this software will provide more efficient service to our community and that allows the Division to begin a pilot program through the leasing and testing of a hydraulic arm truck. The overall goal this year is to begin the transition of Solid Waste from the General Fund operation to a self-sustaining Enterprise Fund operation. I am recommending a three dollars a month garbage fee to begin this transition, which will be offset by a one cent reduction in the tax rate.

Further, I am recommending that we transition the current commercial front end collection service back to the private sector. We will notify current customers and work to ensure that the transition is smooth and does not negatively impact current customers. The opportunity for competition between vendors may bring a better price for consumers.

### **Landscape**

The Landscape Division continues to provide right-of-way mowing, municipal owned landscaping maintenance, mowing of public owned properties and contractual assistance to Salisbury-Rowan Utilities facilities. Other responsibilities include maintaining various parks in the uptown area as well as the Elizabeth Holmes Hurley Park. Maintenance needs for these parks continue to increase which has an adverse effect on how much can be done yearly. The maintenance to the park continues to grow due to the extensive vegetation planted in the many different gardens and all through the 16 acre park. Hurley Park is jointly funded by the J.F. Hurley Foundation and the City of Salisbury.

### **Fleet**

Fleet Services is responsible for 735 vehicles and equipment. We continue to maintain the Blue Seal of Excellence from ASE. The need for tools and equipment to repair vehicles is still a

concern. Basic shop tools and equipment to work on newer vehicles need to be replaced. With the paper work increasing, assistance from Administration will be given to better utilize the mechanics' and parts technicians' time. With over 4,000 invoices monthly on parts, parts technicians spend too much time in the paper trail to concentrate efforts on finding the correct part at the best price. This responsibility is spread out among the Manager, Supervisors, and Parts Technicians. It needs to be centralized to one person for more efficient operation. With assistance from staff in Public Services Administration, this feat will be accomplished.

### **Transit**

The Transit Division continues to serve a fixed route and ADA compliant "on demand" service to Salisbury, Spencer, and East Spencer. A further explanation of transit activities is included under the Transit Fund.

## **COMMUNITY PLANNING SERVICES**

The newly formed Community Planning Services (CPS) Department is the result of an organizational realignment originally proposed in the FY2008-09 Budget. The Department organizes Planning, Code Enforcement, and Geographic Information Systems (GIS) as a coherent operational unit. Since January 2009, the Department has focused on delivery of several Council-level goals associated with improving the community's physical environment, economic well-being and cultural identity. Sustainable planning practices and excellent customer service are core values of the CPS Department. Currently, the Department is engaged in a strategic planning process and will present the new Department plan to the City Council during the upcoming fiscal year.

Last year, the City Council approved the addition of a Code Services Division in accordance with several Council level goals and at the urging of many neighborhood groups. City Council directed the City Manager to fund this Division from fund balance during FY2008-09; however, the Division's costs have been absorbed into the FY2009-10 budget, adding an additional challenge in balancing the budget with revenues down.

The Special Projects line item for the Planning Division includes reductions in the Innes Street, Municipal Service District and Historic Preservation Grant Programs. While these grants have continued to be appreciated and popular, anticipated reductions in development activities in the coming year may off-set demand as compared to recent funding cycles. The North Main Street Impact Project, which includes streetscape and pedestrian improvements linking North Main Street to City Park, is matched by a multi-year Fit Communities Grant. Reductions in funding to the History and Art Walk, Branding & Wayfinding and Cultural Action Plan are also proposed. While the GIS Division submitted requests for several worthwhile data gathering projects, only funding for updating a GIS building data layer related to building footprints is included as a recommendation in the proposed budget.

## **ENGINEERING & DEVELOPMENT SERVICES**

Based on a recommendation from last year's budget message, the former Land Management & Development Department expanded to include a new Code Services Division, and then was split into two smaller departments. The resulting Engineering & Development Services Department includes the Engineering Division and the Development Services Division. Their revised focus became overseeing the Development Review Process and other engineering functions such as

transportation engineering, street lighting, storm drainage, and special projects.

The reorganization will allow the new Department to focus on the City Council outcome of “streamlining the development review process and ordinances”. It is our intent to make significant progress on two Council level goals: local permitting authority for utility extensions, and updating of construction standards. Due to the economy, our normal workload has decreased which will allow more time to focus on these important council goals.

The Special Projects line items for Development Services, Engineering, and Street Lighting include several significant expenditures that reflect existing City commitments. City commitments include the third of five tax incentive rebates to National Starch, the second of three payments to NCDOT for noise barriers on I-85 and sidewalks on Innes Street and US 70, and adding or updating 300 street lights throughout the City. CMAQ sidewalks and the Greenway will receive 100% offsetting revenue, so they will not require local funds. I recommend the City fund repairs to the Bank Street Bridge, NPDES Storm Water Management, half the cost of a new traffic signal on Arlington Street, and the first project from the City’s Comprehensive Bicycle Plan. However, given the current economic conditions, I do not recommend funding for storm drainage grants, traffic calming, Martin Luther King Jr. Avenue improvements, or the Salisbury Incentive Fund for private development.

## **PARKS AND RECREATION**

The Parks and Recreation Department strives to continue its comprehensive services that meet the needs of the community and contribute to the quality of life through a combination of neighborhood, community and regional facilities. The Department supports 17 park properties, four recreation facilities and two maintenance facilities. Local Parks and Recreation programs and facilities become more important in these economically challenged times, due to the fact that more people are staying home and taking advantage of the local parks and program offerings.

Recreation program staff will provide a variety of activities for youth, seniors and everyone in between. Through City funding and a variety of grants, we will provide an expanded summer youth activity schedule in support of the City Council goals and community request of increased recreation activities for gang prevention.

The contract cleaning services for the recreation facilities has been cancelled in a cost saving effort and replaced with a part-time position within the Department for cleaning our facilities. Our plans are to coordinate the facility cleaning to complement the programming efforts.

The Parks and Recreation Department will be working this year with the Meadowbrook and Milford Knoll neighborhoods to design a new neighborhood park on McCoy Road. Parks and Recreation in cooperation with the Engineering Department will be assisting in the development of Phase 2 of the Salisbury Greenway.

Though capital funding has remained static, the parks and recreation facilities continue to age creating a backlog of repair/replacement projects throughout the system. General capital funds will be used to replace some of our older play structures in order to maintain safe facilities for the public.

Special project funding has been provided in support of the ten-year reaccreditation of the Department. The team of visitors will be in Salisbury in the spring of 2010.

## WATER AND SEWER FUND

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

As part of the Utilities' growth efforts, we continue to work with Rowan County to complete the I-85 Interceptor project, the six miles of gravity sewer that will enable economic development opportunities along the I-85 corridor from Julian Road to just north of NC-152 near China Grove. Construction should begin in June 2009 and the entire project may be completed by the end of 2010. Discussions related to water sales between Salisbury and Kannapolis and Concord also continue. These projects will aid in economic development in Rowan County's primary growth corridor as well as aid in stabilizing the rates to our existing customers.

City Council adopted the Fats, Oils, and Grease (FOG) Control Program on April 4, 2009 and all Food Service Establishments (FSEs) have until April 4, 2012 to install an appropriately sized grease interceptor or grease trap. As part of this budget, SRU has included \$75,000 for incentive grants for FSEs that would like to comply with the program requirements in advance of the 2012 deadline. FSEs can apply for up to a \$1,500 matching grant during the first year if they have an appropriately sized device approved and installed.

SRU is also proposing several changes to our fee schedule. These changes will better reflect the actual cost of services. One significant change is that SRU is proposing that all commercial water and sewer connections be charged at a "time and materials" cost; these connections often cost more than the previously approved \$1,300 per connection charge and should help offset future increases to residential customers. The proposed residential ¾" water connection fee is \$1,650 and residential 4" sewer connection fee is \$1,450; these moderate increases are primarily due to the increased cost of materials and asphalt.

Amidst continued economic concerns and higher operating costs, we have strived to maximize resources to meet the difficult task of stabilizing water and sewer rates. We have looked for external funding sources (including the American Recovery and Reinvestment Act of 2009) to assist in minimizing our costs of expansion and operations. Additionally, we have experienced the following issues:

- **Regulatory controls and implementation.** We are consistently receiving new and updated regulations that require upgrades to our system. Upfitting and replacement of equipment and infrastructure is extremely costly and will lead to monetary penalties if not complied with in a timely manner. Emergency generators are being added to three sewer lift stations and two water booster stations; this is an increased capital and operational expense.
- **Consumers are conserving water and other resources.** Due to the difficult economic times and the trend of practicing conservation of natural resources, we have had less demand and therefore less operational resources. While our water supply, the Yadkin

River, remains an abundant resource, we continue to make efforts to educate our consumers regarding conservation and being good stewards of this resource.

- **Chemical and electrical costs are continually rising.** Market conditions have caused significant cost increases in treatment, transmission, and system maintenance. Chemical prices alone have escalated 33% since last year while electrical costs have escalated almost 11%. SRU is still committed to providing excellent service to our customers and must continue to meet the needs of our system throughout the county.
- **Equipment repair and replacement.** Our water and wastewater facilities continue to age and require regularly scheduled maintenance and replacement. We have come to a critical point in time whereby we need to replace major equipment to maintain compliance and provide the highest possible treatment quality. These equipment repairs and replacements are extremely costly; however, they will maximize the service life of our existing facilities without having to invest significant capital into new facilities. We have recently completed phase 1 of our wastewater treatment plant capital improvement project; these much needed improvements will allow the utility to utilize the existing infrastructure to their maximum design and permitted potential.

No additional positions are requested in this year's budget. Due to the complexities and compliance issues related to water and wastewater, SRU is proposing a realignment of the water and wastewater operations. The current Plant Operations Manager will refocus his efforts solely on wastewater operations and plants maintenance. The current Water Treatment Plant Supervisor will become the Water Treatment Plant Operations Manager and be responsible for all aspects of the water system including compliance. The current vacant Assistant Plant Operations Manager position will be reclassified in an effort to provide SCADA and technical support to both areas.

Although we are struggling 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, we are recommending a Water and Sewer Fund Budget of \$22,029,960 for FY2009-10. This represents a 4.57% average residential water and sewer rate increase. Average monthly residential water and sewer utility bills will increase from \$65.93 to \$68.94. The proposed rate will be effective July 1, 2009.

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

## **TRANSIT FUND**

The Transit Division continues to serve a fixed route and ADA compliant "on demand" services to Salisbury, Spencer, and East Spencer. Funds are needed in the part-time and overtime areas to



help with efficiencies of running these routes. These funds will be used to keep our buses running on time. Due to traffic and various road operations, staying on time is not always achievable. We need to have extra manpower to “rescue” routes when they are heavy or behind schedule. This service continues to be subsidized by State and Federal funds. We are recommending no changes in fees this year.

Ridership has increased the past year due to the cost of individual transportation and the Ozone Action Day program. Funds are included to assist with the Express Route to Kannapolis which will link the Salisbury Transit System to the “Rider” system of Concord/Kannapolis area.

NCDOT has started the process for the Five Year Transit Plan study. We hope to develop a tailored plan for our community that fully satisfies our citizens’ transportation needs. With routing that is more efficient and demand-focused, we hope to be able to expand services into the Lash Drive and Salisbury Community Park areas. Although there are no local funds currently budgeted in the Transit Fund, I am committed to securing funds for the City’s match during FY2009-10. The Division will continue to look for short-term solutions to expand service to the Lash Drive area and Salisbury Community Park.

The Division recently completed an application for funding under the American Recovery and Reinvestment Act and we are awaiting word on if funding will be awarded to our system.

### **FIBER OPTIC NETWORK FUND**

The City of Salisbury has embarked on one of its largest projects in the City’s history, the implementation of a Fiber to the Home (FTTH) system. The City began looking at FTTH almost four years ago. The original report to City Council occurred on February 9<sup>th</sup>, 2006. The City Council adopted at its annual retreat that year the goal of “prepare and implement a fiber to the home business plan”. The City Council appointed a FTTH subcommittee in March, 2007, consisting of Councilmembers Pete Kennedy and Mark Lewis. During the next two years, the City hired a consulting firm to develop a business plan, the plan was presented to City Council, and a final report was made to Council at the Council retreat on Feb 15, 2008. The City Council adopted “implement the FTTH plan” as one of its tactical goals for 2008. During the next year steps were taken to secure plan financing. Financing was secured in December 2008. The Broadband Services Department was formed in April of 2009 and tasked with the responsibility of building the FTTH system.

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

The City has decided to use a technology called Gigabit Passive Optical Networking (GPON). GPON is a passive technology meaning there is no power required in the plant. The only

equipment that will require power will be located in the headend (the building containing the video equipment) and at the customers' premises. Because of this, the system will not be as susceptible to events such as ice storms or inclement weather as the incumbent's systems will be. This type of system will use passive splitters that take a single strand of fiber and split it into as many as 32 separate streams. Each stream can feed one home or business. However, to ensure the City has sufficient bandwidth in the future, the City's fiber plant is being built to use 16 way splitters, meaning we already have capability for growth built into the system. These splitters will be housed in local convergence point (LCP) cabinets located throughout the City.

The City issued a contract for the design and building of the fiber plant in December 2008. The contract was awarded to Atlantic Engineering and they began construction in February 2009. Currently the entire City has been mapped and underground construction has started. The City has been divided into 68 areas defined by the LCP cabinets. Each cabinet is designed to feed approximately 256 homes/businesses. As of May 2009, four of the LCP areas have been completed and all conduit and fiber has been installed. It is expected that all fiber construction will be completed by the end of 2009.

The City is also in the process of designing and building a new building to house the FTTH operation. This is being done in cooperation with the Facilities Management Division and the architectural firm of KKA as discussed previously. It is hoped that the first phase of this building, the headend, will be available to begin installing the electronics in December 2009. The building should be available for occupancy near the end of 2010.

The proposed budget for the fiber utility is based on the original bond issue of \$36 million. Approximately \$33.5 million of this money will be used for the FTTH system. Of this total, approximately \$1.8 million is for working capital, \$25.6 million for the construction of the fiber optic system and new building; \$3 million for capitalized interest and \$3.2 million is set aside for a debt service reserve fund. The proposed budget is also based on the original business plan developed by the City's consultant. Many of the line item amounts in the proposed budget are based on early estimates of what will be required. These line items will be updated as the project progresses.

The next major steps are to determine a brand name, to finalize the content lineups (what channels are going to be offered), and to determine which vendor will be used to provide the middleware (the software that provides the user guide and controls the set top boxes) and electronics. These decisions will be made by the end of June 2009 and contracts issued in the third quarter of 2009.

### **CAPITAL REPLACEMENT FUNDS**

It is recommended that \$1,808,853 included in the FY2009-10 General Fund Budget be transferred to the General Fund Capital Reserve Fund. These funds, plus \$36,000 from interest earnings and a fund balance appropriation of \$560,172, will be programmed this year for replacement of the General Fund fleet, computer, radio, and camera equipment in accordance with replacement schedules.

It is recommended that \$484,645 be transferred from the Water and Sewer Fund to the Water and Sewer Capital Reserve Fund. These funds, plus \$10,000 from interest earnings and a fund

balance appropriation of \$233,296, will be programmed to purchase the necessary Water and Sewer Fund vehicles and computer equipment in accordance with replacement schedules.

### **SPECIAL REVENUE FUNDS**

In FY2009-10, the City of Salisbury will receive \$308,695 in Community Development Block Grant (CDBG) funds, \$116,229 in HOME funds, and \$70,000 in Program Income for a total budget of \$494,924. The following budget represents the requests made by citizens for use of the FY2009-10 CDBG and HOME funds.

<u>CDBG Activities</u>	<u>Funding</u>
Acquisition/Rehabilitation/Resale	\$120,096
Owner Occupied Rehabilitation	50,000
Emergency Rehabilitation	15,000
Sidewalk Construction – West End	11,000
Program Administration	75,000
Debt Service Section 108 Loan	53,099
Public Services:	
Rowan Helping Ministries (CDBG)	22,500
Family Crisis Council (CDBG)	14,000
Rowan Community Care Clinic (CDBG)	10,000
Salisbury Youth Employment (CDBG)	6,500
Community Youth Garden (CDBG)	1,500
 <u>HOME Activities</u>	
New Construction	99,650
Homeownership Assistance	10,000
Program Administration	<u>6,579</u>
<b>TOTAL BUDGET</b>	<b><u>\$494,924</u></b>

### **INTERNAL SERVICE FUNDS**

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

In the Employee Health Care Fund, the City anticipates receiving \$3,547,878 in health care premiums, \$10,000 in interest earnings, and \$37,920 in drug rebates. Projected disbursements are \$3,849,719 for health insurance payments to Blue Cross/Blue Shield and other health providers and \$40,000 for insurance consulting services. The difference between receipts and disbursements of \$293,921 will be funded out of the Fund's cash reserves.

In the Workers' Compensation Fund, the City anticipates receiving \$327,000 in worker compensation premiums and \$3,600 in interest earnings. Projected disbursements for employee benefits are estimated to be \$334,000. The difference between receipts and disbursements of \$3,400 will be funded out of the Fund's cash reserves.

## IN CONCLUSION

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

In addition, I would like to thank the City Council, the Volunteer Boards and Commissions for their vision and commitment during the Future Directions and Goal Setting Process. I also appreciate the time that each member of the City Council will spend in evaluating and finalizing the recommendations contained in this year's Budget. I look forward to working with each of you in adopting the FY2009-10 Budget and appreciate your continued support in implementing the Outcomes, Strategies, Goals and Service Levels contained in this Budget. Please note that the results of the Salisbury City Council's strategic planning efforts follow this Budget Message as Exhibit 1.

As we continue to focus on our core values, mission, and vision, it is our goal to provide the quality of services that our citizens desire at a cost they are willing to pay. We, in the City government, will strive to provide much needed value and excellent customer service to our customers – the citizens of Salisbury and the ratepayers served by Salisbury-Rowan Utilities.

David W. Treme  
City Manager

## ADDENDUM

On May 19, 2009, the City Manager presented a balanced FY2009-10 Budget proposal that totaled \$62,307,427 for all funds. The public hearing was set for Tuesday, June 2, 2009. Six citizens spoke at the hearing, with the majority not wanting to add a garbage fee.

The budget worksession was set for Thursday, June 4, 2009 and, if necessary, Friday, June 5, 2009. The discussion related to the budget centered around the following topics:

- Garbage Fee with a one-cent decrease in the tax rate
- Funding levels for Community Efforts Groups
- A new floating holiday
- The proposed 4.57% increase in the average residential water and sewer rates

By consensus, City Council agreed to leaving the tax rate the same as FY2008-09, not implementing a separate garbage fee; not implement a new floating holiday; increasing the water and sewer rates as in the City Manager's Recommended Budget and increasing the funding levels of the Community Efforts Groups to the FY2008-09 level along with funding Project SAFE Family Days for \$12,000. No worksession was needed for June 5<sup>th</sup>.

The final adopted FY2009-10 Budget for all funds was \$62,293,896 which City Council adopted on June 16, 2009.

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

## Exhibit 1

### CITY OF SALISBURY City Council

Outcomes & Goals – FY2009-10

Revised at Goal Setting Retreat February 13, 2009

Adopted by City Council March 3, 2009



One Year Tactical Plan

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

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

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

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

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

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

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

- ★ 1. Implement the Fiber To The Home business plan.
2. Strengthen our unified community image through implementation of the wayfinding and signage plan.
3. Create an Airport Development Zone.
- ★ 4. Initiate actions to implement a \$.03 occupancy tax for the City of Salisbury.
5. Explore the possibility of partnering with Cheerwine, DSI, & TDA on a Salisbury Cheerwine Festival.

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

1. Complete the Comprehensive Master Plan.
2. Collaborate with the community in a needs assessment and Master Plan for Lincoln Park.

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

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

## **Outcome 7: Partner with Rowan-Salisbury Schools**

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

## **Outcome 8: Improve overall strategic management of City and departments**

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

## **Outcome 9: Improve and enhance Downtown Salisbury**

1. Develop a downtown parking lot maintenance improvement plan.
2. Develop a downtown streetscape maintenance improvement plan.

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

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

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

1. Partner with Rowan County to implement the Town Creek/I-85 growth corridor interceptor sewer extension project.
2. Safeguard Salisbury’s interests on the Yadkin River by participating in relicensing of Alcoa’s Yadkin Project.
3. Explore water sales agreements with Kannapolis and Concord.

**Outcome 12: Initiate efforts to assist in the economic recovery of the community.**

- ★ 1. Hold a Rowan Recovery Summit in partnership with Rowan County.

**Outcome 13: Determine ways the City can assist in reducing childhood poverty.**

- ★ 1. Explore the feasibility of a neighborhood-based Salisbury Reading & Math Academy.



**EXHIBIT 2  
CITY OF SALISBURY  
SPECIAL PROJECTS FOR FY2009-10**

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
<b>CITY COUNCIL</b>				
Participation in Family Day at YMCA	\$ -	\$ -	\$ 12,000	\$ -
Total Special Projects	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 12,000</u>	<u>\$ -</u>
<b>GENERAL FUND</b>				
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Executive Development	\$ 15,000	\$ 10,000	\$ 10,000	\$ -
Automated Agenda Package	30,000	-	-	-
Total Special Projects	<u>\$ 45,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>HUMAN RESOURCES</b>				
Funds to address Market Study	\$ 952,048	\$ 180,430	\$ 120,287	\$ -
Customer Service Initiative	70,050	20,000	20,000	-
Attracting & Retaining Strategies	116,000	10,000	10,000	-
Diversity Recruitment Strategies	79,000	10,000	10,000	-
Employee Training & Development Program	65,000	-	-	-
High Performance Organization Initiative	110,000	30,000	30,000	-
Imaging & Scanning Software for Paper File Conversion	12,000	-	-	-
HRIS Software Updates & Training	85,000	-	-	-
Total Special Projects	<u>\$ 1,489,098</u>	<u>\$ 250,430</u>	<u>\$ 190,287</u>	<u>\$ -</u>
<b>MANAGEMENT SERVICES</b>				
Southeastern Results Network (SERN)	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Citizen Informed Performance Measurement Project	8,000	8,000	8,000	-
Sixth Annual Performance Report	7,500	2,500	2,500	-
Web Applications to Improve Website for Customers	3,000	3,000	3,000	-
Comprehensive Employee Satisfaction Survey	16,500	-	-	-
Total Special Projects	<u>\$ 40,000</u>	<u>\$ 18,500</u>	<u>\$ 18,500</u>	<u>\$ -</u>
<b>FACILITIES MANAGEMENT</b>				
RPZ Inspections	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Relamp Project - Energy	15,000	15,000	15,000	-
GF Backflow Prevention Contract	15,000	15,000	15,000	-
Security System Upgrades	5,000	5,000	5,000	-
Access Control	10,000	10,000	10,000	-
Plumbing Fixture Improvements	4,500	-	-	-
Total Special Projects	<u>\$ 51,000</u>	<u>\$ 46,500</u>	<u>\$ 46,500</u>	<u>\$ -</u>
<b>INFORMATION TECHNOLOGIES</b>				
E911 Support for City Phone System	\$ 30,000	\$ -	\$ -	\$ -
Desktop Virtualization	25,000	-	-	-
Access 16 Improvements	10,000	-	-	-
Total Special Projects	<u>\$ 65,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TELECOMMUNICATIONS</b>				
Trunking System Alarm Reporting	\$ 40,000	\$ 10,000	\$ 10,000	\$ -
800 Strategic Plan	25,000	25,000	25,000	12,500
Upgrade Recorder (4 licenses at \$10,000 ea)	40,000	-	-	-
Upgrade 911 phone switch (4 license at \$10,000 ea)	40,000	-	-	-
Total Special Projects	<u>\$ 145,000</u>	<u>\$ 35,000</u>	<u>\$ 35,000</u>	<u>\$ 12,500</u>

	<u>REQU</u> <u>ESTED</u>	<u>MANAGER</u> <u>RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING</u> <u>REVENUE</u>
<b>POLICE</b>				
Educational Degree Incentive	\$ 103,465	\$ -	\$ -	\$
Ballistic Vest Replacements - 18 @ \$625 each	11,250	11,250	11,250	
Heavy Level III Assault Vest for SRT	66,200	66,200	66,200	49,650
Police Cadet Program - Partial Grant funded	16,547	16,547	16,547	13,237
Diversity Enhancement	3,500	-	-	
Poly graph Examiner & Training	20,000	-	-	
Total Special Projects	\$ 220,962	\$ 93,997	\$ 93,997	\$ 62,887
<b>FIRE</b>				
Station Uniform Compliance with NFPA 1975	\$ 50,000	\$ 50,000	\$ 50,000	\$
Implement Pay for Performance Plan	27,303	-	-	
Fire Department Accreditation Program	10,000	10,000	10,000	
Total Special Projects	\$ 87,303	\$ 60,000	\$ 60,000	\$ -
<b>ENGINEERING</b>				
Hwy 70 Sidewalks R-2911	\$ 40,000	\$ 40,000	\$ 40,000	\$
I-2511 CA I-85 Noise Barrier & Sidewalk	122,500	122,500	122,500	
CMAQ Sidewalks (Congestion Mitigation & Air Quality)	664,000	664,000	664,000	664,000
Bank Street Bridge Repairs	161,000	161,000	161,000	
NPDES Compliance	35,000	25,000	25,000	
Traffic Signal Arlington and Freeland Drive	80,000	80,000	80,000	40,000
Depot Improvements, 04-ST-005	172,483	-	-	-
Bicycle Plan Demonstration Project	5,000	5,000	5,000	1,000
Drainage Grants	25,000	-	-	
Traffic Calming	15,000	-	-	
Greenway, Phase 2	350,000	350,000	350,000	350,000
Martin Luther King Jr. Avenue Improvements	100,000	-	-	
Salisbury Incentive Fund	100,000	-	-	
Total Special Projects	\$ 1,869,983	\$ 1,447,500	\$ 1,447,500	\$ 1,055,000
<b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>				
Innes Street Incentive Grant Program	\$ 35,000	\$ 23,125	\$ 25,000	\$
Historic Preservation Grants	30,000	25,000	25,000	
North Main Street Area Impact Project	30,000	30,000	30,000	30,000
History & Art Walk	20,000	9,250	9,250	
Branding & Wayfinding Signage	20,000	15,000	15,000	
Cultural Action Plan	40,000	30,000	30,000	
East Square Cultural District / Rail Walk	10,000	-	-	
Innes Street Electrification	3,000	-	-	
"The Square" Improvements	20,000	-	-	
CAC Neighborhood Parks & Entrances	3,200	-	-	
On-site Posting for Certificate of Appropriateness	1,000	-	-	
CAC-Downtown Sidewalk Amenities- Yr 2 of 3	15,000	-	5,000	
ETJ Signage	1,000	-	-	
Historic District Expansions	20,000	-	-	
Macay Law Office Project	5,000	-	-	
Small Area Planning	10,000	-	-	
Depot/Festival Plaza Design	10,000	-	-	
Image Archives	38,000	-	-	
Total Special Projects	\$ 311,200	\$ 132,375	\$ 139,250	\$ 30,000

	<b>REQU ES TED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>GIS</b>				
Update building footprints (GIS Basemap data layer)	\$ 15,000	\$ 15,000	\$ 15,000	\$
Traffic Sign & Street Trees Data Model & Data Collection	20,000	-	-	
Sidewalk & Pedestrian Planning Data Model	10,000	-	-	
Oblique imagery data acquisition	50,000	-	-	
Impervious Surface Data Acquisition	20,000	-	-	
Categorize Color Infra-Red Satellite Imagery	25,000	-	-	
Total Special Projects	<u>\$ 140,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ -</u>
<b>DEVELOPMENT SERVICES</b>				
Tax Incentive Rebate to National Starch - Year 3 of 5	\$ 57,820	\$ 57,820	\$ 57,820	\$
Total Special Projects	<u>\$ 57,820</u>	<u>\$ 57,820</u>	<u>\$ 57,820</u>	<u>\$ -</u>
<b>STREET LIGHTING</b>				
Add/Upgrade 300 lights per year	\$ 13,900	\$ 13,900	\$ 13,900	\$
Increased Maintenance of City-owned Lights	1,000	-	-	
Total Special Projects	<u>\$ 14,900</u>	<u>\$ 13,900</u>	<u>\$ 13,900</u>	<u>\$ -</u>
<b>PARKS AND RECREATION</b>				
NRPA Accreditation	\$ 10,000	\$ 6,000	\$ 6,000	\$
Kelsey Scott Park Master Plan	20,000	-	-	
Hall of Fame SCP Education Center Design	40,000	-	-	
Total Special Projects	<u>\$ 70,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-STREET</b>				
Downtown Sidewalk & Handicap Access Repairs	\$ 20,000	\$ -	\$ -	\$
Total Special Projects	<u>\$ 20,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-WASTE MANAGEMENT-OTHER</b>				
Materials Handling Site - includes road & detention pond	\$ 105,000	\$ 105,000	\$ 105,000	\$
Total Special Projects	<u>\$ 105,000</u>	<u>\$ 105,000</u>	<u>\$ 105,000</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-WASTE MANAGEMENT</b>				
Replace VCT floor in office	\$ 1,500	\$ -	\$ -	\$
Replace 500 roll out carts	6,000	6,000	6,000	
Replace kitchen cabinets	1,500	-	-	
Total Special Projects	<u>\$ 9,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-CEMETERY</b>				
Replace outdated water lines in Memorial Park	\$ 3,575	\$ -	\$ -	\$
Replace outdated windows in Chestnut Hill-Shop Building	4,500	-	-	
Add water lines w/ spigot at Oakwood Cemetery	1,000	-	-	
Total Special Projects	<u>\$ 9,075</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-TRAFFIC</b>				
Upgrade STOP Signs to hi-visible material	\$ 15,600	\$ 15,600	\$ 15,600	\$
Upgrade ground mounted street names to larger letters &	21,000	21,000	21,000	
Total Special Projects	<u>\$ 36,600</u>	<u>\$ 36,600</u>	<u>\$ 36,600</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-LANDSCAPE OPERATIONS</b>				
Educational Information & Training for Staff & Public	\$ 2,000	\$ -	\$ -	\$
Neighborhood Trees	7,500	-	-	
Sponsor Fall Tree Conference	2,000	-	-	
Total Special Projects	<u>\$ 11,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

	<u>REQU</u> <u>ESTED</u>	<u>MANAGER</u> <u>RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING</u> <u>REVENUE</u>
<b>PUBLIC SERVICES-LANDS CAPE OPERATIONS -HURLEY PARK</b>				
Spring Celebration/Summer Lecture	\$ 2,000	\$ 2,000	\$ 2,000	\$
Annex-Bridge Installation	12,500	12,500	12,500	12,500
Plant Material Replacement	5,000	-	-	
Total Special Projects	<u>\$ 19,500</u>	<u>\$ 14,500</u>	<u>\$ 14,500</u>	<u>\$ 12,500</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b><u>\$ 4,817,941</u></b>	<b><u>\$ 2,349,122</u></b>	<b><u>\$ 2,307,854</u></b>	<b><u>\$ 1,172,887</u></b>
<b>TOTAL OFFSETTING REVENUE</b>	<b><u>\$ 1,172,887</u></b>	<b><u>\$ 1,172,887</u></b>	<b><u>\$ 1,172,887</u></b>	
<b>TOTAL CITY SHARE</b>	<b><u>\$ 3,645,054</u></b>	<b><u>\$ 1,176,235</u></b>	<b><u>\$ 1,134,967</u></b>	<b><u>\$</u></b>

**WATER & SEWER FUND**

**ADMINISTRATION (100)**

Fats, Oils & Grease Incentive Grants	\$ 75,000	\$ 75,000	\$ 75,000	\$
Water Treatment Plant Pocket Park	30,000	30,000	30,000	
Partial Implementation of Class & Comp Plan	-	46,880	46,880	
<b>UTILITLY GIS (801)</b>				
Sewer System Study (H&S)-Yr 2 of 6	15,000	15,000	15,000	
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b><u>\$ 120,000</u></b>	<b><u>\$ 166,880</u></b>	<b><u>\$ 166,880</u></b>	<b><u>\$ -</u></b>

**TRANSIT FUND**

**OPERATIONS (651)**

Fat Five Year Community Transportation Plan	\$ 20,000	\$ -	\$ -	\$
Rowan Express	10,000	7,500	7,500	
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b><u>\$ 30,000</u></b>	<b><u>\$ 7,500</u></b>	<b><u>\$ 7,500</u></b>	<b><u>\$ -</u></b>

**EXHIBIT 3**  
**SPECIAL COMMUNITY EFFORTS GROUPS APPROPRIATIONS FOR FY2009-10**

	<b>FY2008-09</b>	<b>REQUESTED BY</b>	<b>MANAGER</b>	
	<b><u>ADOPTED</u></b>	<b><u>ORGANIZATION</u></b>	<b><u>RECOMMENDS</u></b>	<b><u>ADOPTED</u></b>
Human Relations Council	\$ 3,500	\$ 15,350	\$ 3,238	\$ 3,500
Facade Grants	22,000	35,000	20,350	22,000
Salisbury-Rowan EDC	69,498	69,498	64,286	69,498
Downtown Salisbury, Inc.	98,500	<sup>1</sup> 101,455	91,113	<sup>1</sup> 98,500
Rowan County Committee of 100	30,000	<sup>2</sup> -	-	-
Waterworks Gallery	-	11,250	-	-
Rowan Museum	6,000	15,000	5,550	6,000
Rowan Arts Council	45,000	55,000	41,625	45,000
Rufty Holmes Senior Center	58,000	58,000	53,650	58,000
Horizons Unlimited	42,342	42,342	39,166	42,342
Communities in Schools	-	15,000	-	-
Students in Training (SIT)	-	15,000	-	-
City Council Discretionary Fund	15,000	15,000	13,875	15,000
NC Transportation Museum	5,000	7,500	4,625	5,000
Smart Start Rowan	-	12,600	-	-
Gang Prevention Initiative	5,000	5,000	4,625	5,000
Rowan Blues & Jazz Society	-	3,000	-	-
	<u>\$ 399,840</u>	<u>\$ 475,995</u>	<u>\$ 342,103</u>	<u>\$ 369,840</u>

<sup>1</sup> Includes funding for Christmas Lights (\$6,000)

<sup>2</sup> Year 5 of 5 year commitment

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

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

<b>Job Class</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Engineering Technician - Ut	518C	\$ 32,618	\$ 68,498
Environmental Services Manager	520D	\$ 58,059	\$ 91,442
Equipment Operator I	113	\$ 19,392	\$ 33,596
Equipment Operator II	120	\$ 23,035	\$ 39,908
Facilities Maintenance Supervisor	128	\$ 28,044	\$ 48,586
Facilities Management Director	145	\$ 42,602	\$ 73,807
Facilities Manager	147	\$ 44,750	\$ 77,529
Finance Manager	155	\$ 54,480	\$ 102,968
Finance Specialist	126	\$ 26,698	\$ 46,254
Fire Captain	431	\$ 34,963	\$ 51,656
Fire Chief	255	\$ 59,875	\$ 113,163
Fire Control Specialist I	420	\$ 24,632	\$ 34,660
Fire Control Specialist II	424	\$ 27,156	\$ 40,123
Fire Engineer	427	\$ 28,764	\$ 42,497
Fire Investig/Inspec Officer	439	\$ 43,422	\$ 64,154
Fire Investig/Inspection Specialist	431	\$ 34,963	\$ 51,656
Fire Logistics Officer	431	\$ 34,963	\$ 51,656
Fire Projects Analyst	431	\$ 34,963	\$ 51,656
Fiscal Analyst	143	\$ 40,557	\$ 70,265
Fleet Services Manager	145	\$ 42,602	\$ 73,807
Fleet Services Shift Supervisor	134	\$ 32,503	\$ 56,313
Fleet Services Supervisor	136	\$ 34,142	\$ 59,151
FOG (Fats, Oils, Grease) Inspector	513C	\$ 25,123	\$ 52,758
GIS Mapping Technician	517C	\$ 28,367	\$ 59,571
Grounds Maintenance Worker I	109	\$ 17,575	\$ 30,448
Grounds Maintenance Worker II	114	\$ 19,875	\$ 34,433
Human Resources Analyst I	134	\$ 32,503	\$ 56,312
Human Resources Analyst II	139	\$ 36,757	\$ 63,681
Human Resources Director	255	\$ 59,875	\$ 113,163
Human Resources Technician I	126	\$ 26,698	\$ 46,254
Human Resources Technician II	130	\$ 29,458	\$ 51,036
Identification Specialist	120	\$ 23,035	\$ 39,908
Information Technologies Manager	600	\$ 57,155	\$ 104,530
Laboratory Analyst	513C	\$ 25,123	\$ 52,758
Laboratory Supervisor	523C	\$ 36,953	\$ 77,601
Land Mgmt & Dev Director	260	\$ 67,743	\$ 128,033
Landscape Division Manager	139	\$ 36,757	\$ 63,681
Landscape Maintenance Supervisor	128	\$ 28,044	\$ 48,586
Mail Coordinator	115	\$ 20,370	\$ 35,290
Management Analyst	143	\$ 40,557	\$ 70,265
Management Services Director	255	\$ 59,875	\$ 113,163
Marketing & Community Relations Mgr	136	\$ 34,142	\$ 59,151

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



<b>Job Class</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Risk Manager	150	\$ 48,176	\$ 83,465
Seasonal Worker	117	\$ 21,397	\$ 37,070
Senior Bldg Maint Worker	119	\$ 22,475	\$ 38,939
Senior Building & Grounds Maintenance	119	\$ 22,475	\$ 38,939
Senior Customer Service Clerk	122	\$ 24,196	\$ 41,920
Senior Grounds Maint Worker	119	\$ 22,475	\$ 38,939
Senior Meter Mechanic	511C	\$ 27,916	\$ 58,623
Senior Meter Reader	510C	\$ 24,762	\$ 52,000
Senior Office Assistant	119	\$ 22,475	\$ 38,939
Senior Office Assistant	500A	\$ 21,068	\$ 44,243
Senior Planner	147	\$ 44,750	\$ 77,529
Senior Wastewater Treatment Plant Operat	512C	\$ 37,685	\$ 79,139
Senior Water Treatment Plant Operator	512C	\$ 37,685	\$ 79,139
Signs & Marking Crew Leader	121	\$ 23,609	\$ 40,902
Signs & Marking Technician I	112	\$ 18,921	\$ 32,780
Signs & Marking Technician II	116	\$ 20,877	\$ 36,169
Solid Waste Equipment Operator	119	\$ 22,475	\$ 38,939
Solid Waste Mgmt Div Manager	136	\$ 34,142	\$ 59,151
Solid Waste Operations Supervisor	128	\$ 28,044	\$ 48,586
Street Maintenance Manager	143	\$ 40,557	\$ 70,265
Street Maintenance Supervisor	128	\$ 28,044	\$ 48,586
Street Maintenance Worker I	109	\$ 17,575	\$ 30,448
Street Maintenance Worker II	114	\$ 19,875	\$ 34,433
Support Services Manager	519D	\$ 36,953	\$ 77,601
Systems Analyst	601	\$ 45,004	\$ 82,307
Technical Services Supervisor	143	\$ 40,557	\$ 70,265
Technologies Services Technical Assist	132	\$ 30,943	\$ 53,609
Telecommunications Assistant	122	\$ 24,196	\$ 41,920
Telecommunications Manager	151	\$ 49,376	\$ 85,544
Telecommunications Technician	132	\$ 30,943	\$ 53,609
Temporary Worker	105	\$ 15,928	\$ 27,596
Traffic Operations Manager	139	\$ 36,757	\$ 63,681
Traffic Signal Technician I	118	\$ 21,929	\$ 37,993
Traffic Signal Technician II	122	\$ 24,196	\$ 41,920
Transit Dispatcher	118	\$ 21,929	\$ 37,993
Transit Manager	136	\$ 34,142	\$ 59,151
Transit Operator	118	\$ 21,929	\$ 37,993
Urban Design Planner	147	\$ 44,750	\$ 77,529
Utilities Construction Inspector	519C	\$ 35,735	\$ 75,044
Utilities Engineer	526D	\$ 51,770	\$ 86,666
Utilities Engineering Manager	530E	\$ 65,112	\$ 102,551
Utilities Maintenance Supervisor	514C	\$ 26,974	\$ 56,645
Utilities Maintenance Technician	501A	\$ 19,813	\$ 41,607

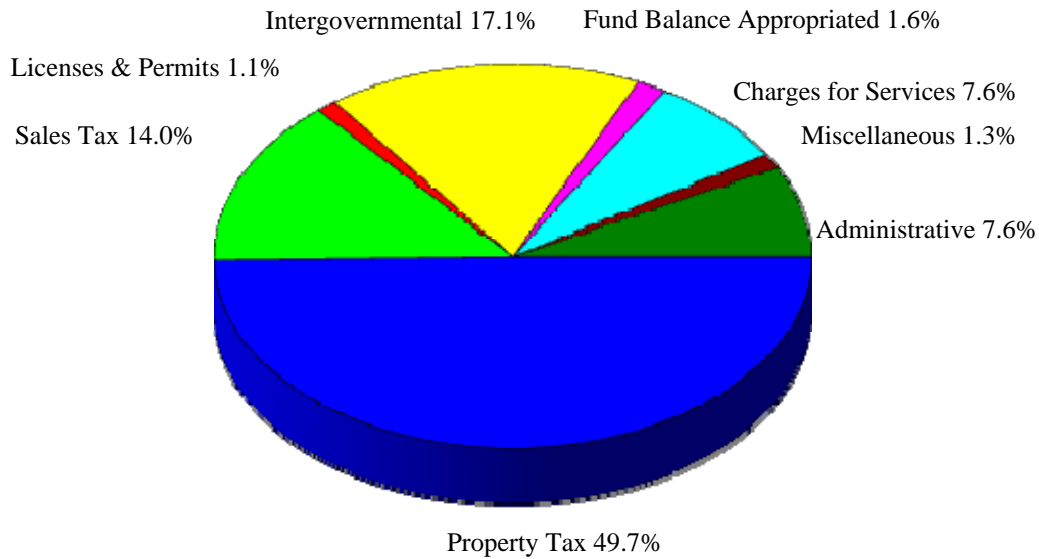
<b>Job Class</b>	<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
Utilities Planning Manager	529D	\$ 61,484	\$ 96,837
Utilities Systems Manager	528D	\$ 58,059	\$ 91,442
Utility Plants Manager	529D	\$ 61,484	\$ 96,837
Utility Systems Supervisor	516C	\$ 31,418	\$ 65,978
Utilities Finance Manager	527D	\$ 54,824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



# FY 2009-10 GENERAL FUND

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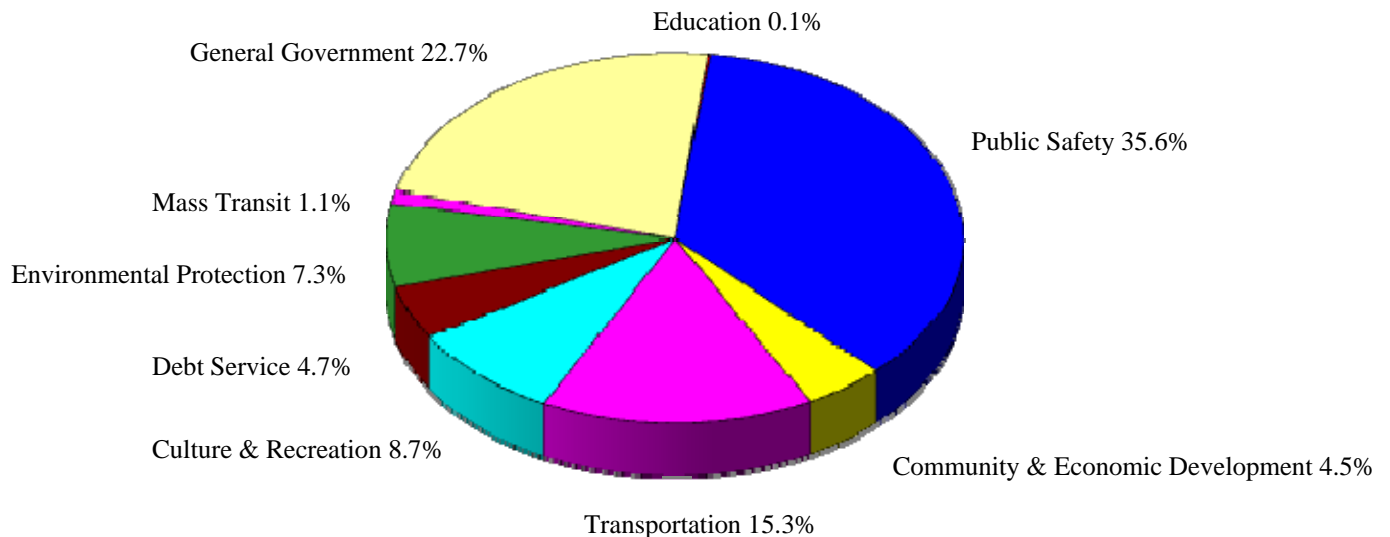
## Revenues - \$34,873,824



### *Where the Money Comes From*

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## Expenditures - \$34,873,824

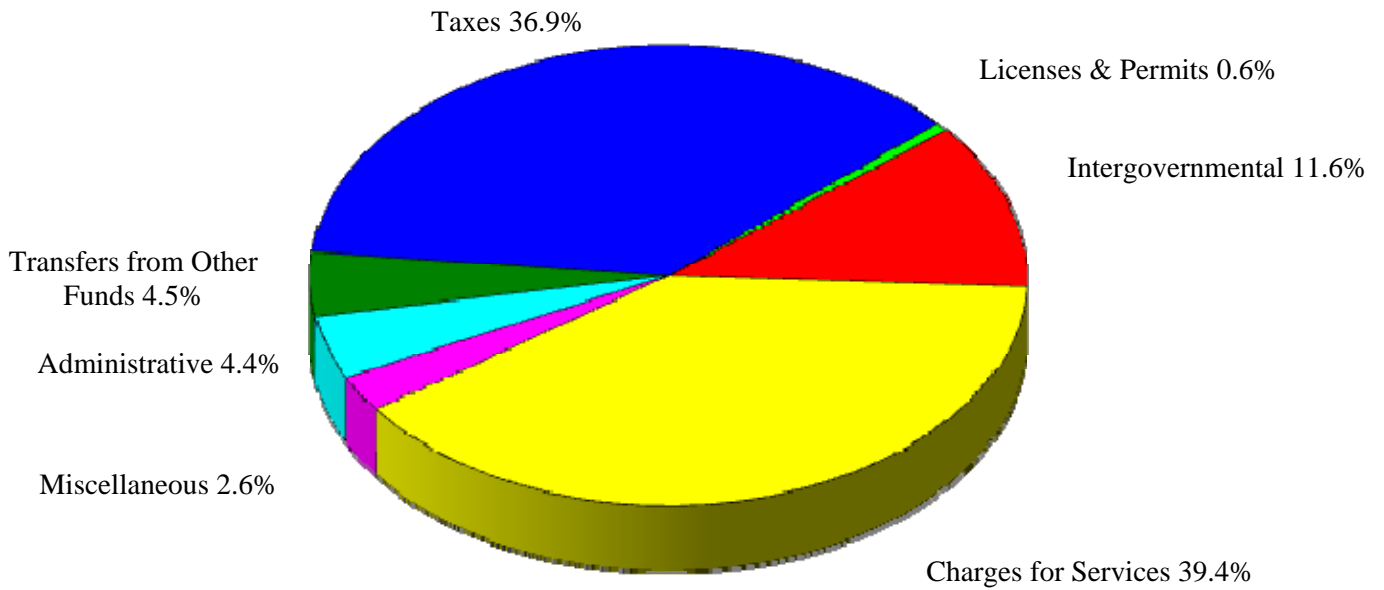


### *Where the Money Goes To*

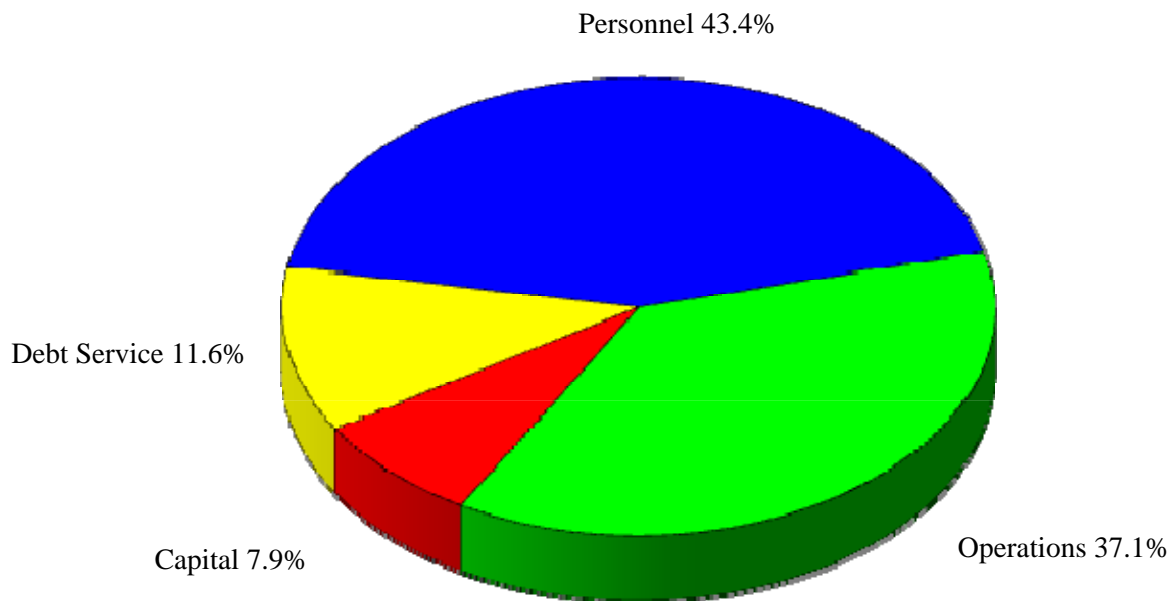
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*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



## CITY EXPENDITURES BY CATEGORY (All Funds)

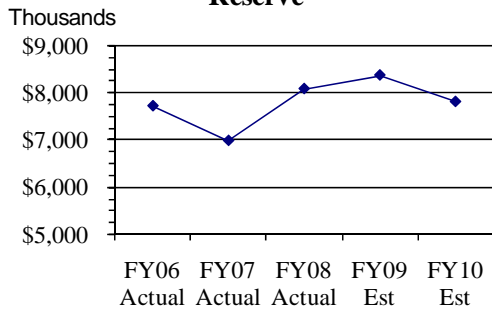


**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2010**

	General/Special Revenue Funds			Enterprise Funds				Total
	General	General Fund	Entitlement	Water/Sewer		Transit	Fiber Optic	
	Fund	Capital Reserve	Fund	Water/Sewer	Capital Reserve			
Estimated Fund Balance/ Net Assets 6/30/09	\$ 5,730,000	\$ 2,628,000	\$ 5,990	\$ 72,310,838	\$ 262,897	\$ 263,380	\$ 4,680,000	\$ 85,881,105
Budgeted Revenues & Other Financing Sources:								
Taxes	\$ 22,226,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,226,108
Licenses and Permits	383,539	-	-	-	-	-	-	383,539
Intergovernmental	5,962,684	-	424,924	-	-	600,082	-	6,987,690
Charges for Services	2,652,051	-	-	20,966,766	-	95,000	-	23,713,817
Miscellaneous	400,450	36,000	70,000	1,063,194	10,000	72	13,000	1,592,716
Administrative	2,652,820	-	-	-	-	-	-	2,652,820
Transfers From Other Funds	-	1,808,853	-	-	484,645	390,319	-	2,683,817
<b>Total Available Resources</b>	<b>\$ 34,277,652</b>	<b>\$ 1,844,853</b>	<b>\$ 494,924</b>	<b>\$ 22,029,960</b>	<b>\$ 494,645</b>	<b>\$ 1,085,473</b>	<b>\$ 13,000</b>	<b>\$ 60,240,507</b>
Expenditures:								
General Government	\$ 7,540,882	\$ 380,408	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,921,290
Public Safety	11,601,758	825,901	-	-	-	-	-	12,427,659
Transportation	4,787,975	538,978	-	-	-	-	-	5,326,953
Environmental Protection	2,290,714	240,000	-	-	-	-	-	2,530,714
Culture and Recreation	2,918,924	110,034	-	-	-	-	-	3,028,958
Community & Economic								
Development	1,525,344	56,924	494,924	-	-	-	-	2,077,192
Education	42,342	-	-	-	-	-	-	42,342
Water & Sewer	-	-	-	13,628,968	727,941	-	-	14,356,909
Mass Transit	-	-	-	-	-	1,085,473	-	1,085,473
Fiber Optic	-	-	-	-	-	-	1,272,921	1,272,921
Debt Service:								
Principal	1,029,485	234,956	-	5,910,265	-	-	-	7,174,706
Interest	341,056	17,824	-	2,006,082	-	-	-	2,364,962
Transfers To Other Funds	2,199,172	-	-	484,645	-	-	-	2,683,817
<b>Total Expenditures</b>	<b>\$ 34,277,652</b>	<b>\$ 2,405,025</b>	<b>\$ 494,924</b>	<b>\$ 22,029,960</b>	<b>\$ 727,941</b>	<b>\$ 1,085,473</b>	<b>\$ 1,272,921</b>	<b>\$ 62,293,896</b>
Budgeted Increase (Decrease) in Fund Balance	\$ -	\$ (560,172)	\$ -	\$ -	\$ (233,296)	\$ -	\$ (1,259,921)	\$ (2,053,389)
Full Accrual Adjustments: <sup>1</sup>								
Budgeted Capital Outlay	-	-	-	727,941	727,941	121,650	-	1,577,532
Budgeted Debt Principal	-	-	-	5,910,265	-	-	-	5,910,265
Estimated Depreciation	-	-	-	(4,138,966)	-	(236,242)	-	(4,375,208)
Estimated Fund Balance/ Net Assets 6/30/10	\$ 5,730,000	\$ 2,067,828	\$ 5,990	\$ 74,810,078	\$ 757,542	\$ 148,788	\$ 3,420,079	\$ 86,940,305

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

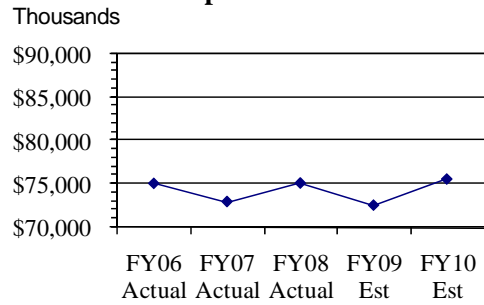
**Fund Balance-General Fund/Capital Reserve**



As of June 30, 2009, the City estimates a General Fund balance of almost \$8,400,000. This is higher than stated in the City's Reserve Policy, as explained on page 2-4. In FY06 and FY07, the City budgeted fund balance for construction and equipping of the new fire station on US Highway 70 and in FY07 the City budgeted fund balance to pay the City match for a grant. In FY09 there is a slight increase in fund balance due to capital reserve purchases being less than funding transferred in to the Capital Reserve Fund. Again, in FY10, there is a slight decrease due to the purchase of a pumper for the Fire Department and other equipment.

Through conservative fiscal management, the City has been able to maintain adequate total net assets in the Water & Sewer Fund for the past five years. FY07 had a slight decrease due to drought conditions and conservation efforts by users. Usage for FY09 is expected to decrease due to current economic conditions and continued conservation by users.

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



**SUMMARY OF INTERFUND TRANSFERS  
For the Year Ending June 30, 2010**

FUND		TO			
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	TOTAL OUT
FROM	General	\$ 1,808,853	\$ -	\$ 390,319	\$ 2,199,172
	Water & Sewer	-	484,645	-	484,645
	<b>TOTAL IN</b>	<b>\$ 1,808,853</b>	<b>\$ 484,645</b>	<b>\$ 390,319</b>	<b>\$ 2,683,817</b>

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

For FY2008 – FY2010

	<u>FY2007-08</u> <u>ACTUAL</u>	<u>FY2008-09</u> <u>ESTIMATE</u>	<u>FY2009-10</u> <u>RECOMMENDED</u>
<b>REVENUES:</b>			
<b>GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND</b>			
Taxes	\$ 21,951,921	\$ 21,660,047	\$ 22,226,108
Licenses and Permits	413,940	449,191	383,539
Intergovernmental	5,087,074	5,586,269	5,962,684
Charges for Services	2,708,861	2,951,329	2,652,051
Miscellaneous	840,721	583,014	436,450
Administrative	2,417,857	2,536,683	2,652,820
Capital leases	906,934	216,413	-
Appropriated Fund Balance			560,172
Transfers From Other Funds	<u>1,980,739</u>	<u>1,777,294</u>	<u>1,808,853</u>
Total Available Resources	\$ 36,308,047	\$ 35,760,240	\$ 36,682,677
<b>WATER &amp; SEWER FUND/WATER &amp; SEWER CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 19,714,149	\$ 19,434,006	\$ 20,966,766
Miscellaneous	940,459	1,380,725	1,073,194
Appropriated Fund Balance	-	244,932	233,296
Transfers From Other Funds	<u>480,395</u>	<u>465,417</u>	<u>484,645</u>
Total Available Resources	\$ 21,135,003	\$ 21,525,080	\$ 22,757,901
<b>MASS TRANSIT FUND</b>			
Intergovernmental	\$ 516,329	\$ 1,386,351	\$ 600,082
Charges for Services	87,258	94,496	95,000
Miscellaneous	1,379	17,900	72
Appropriated Fund Balance			-
Transfers From Other Funds	<u>437,781</u>	<u>453,381</u>	<u>390,319</u>
Total Available Resources	\$ 1,042,747	\$ 1,952,128	\$ 1,085,473
<b>FIBER OPTIC FUND</b>			
Miscellaneous	\$ -	\$ 13,000	\$ 13,000
Appropriated Fund Balance	<u>-</u>	<u>-</u>	<u>1,259,921</u>
Total Available Resources	\$ -	\$ 13,000	\$ 1,272,921
<b>SPECIAL REVENUE FUNDS</b>			
Intergovernmental	\$ 368,029	\$ 260,308	\$ 424,924
Miscellaneous	<u>82,374</u>	<u>182,442</u>	<u>70,000</u>
Total Available Resources	\$ 450,403	\$ 442,750	\$ 494,924
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 21,951,921	\$ 21,660,047	\$ 22,226,108
Licenses and Permits	413,940	449,191	383,539
Intergovernmental	5,971,432	7,232,928	6,987,690
Charges for Services	22,510,268	22,479,831	23,713,817
Miscellaneous	1,864,933	2,177,081	1,592,716
Administrative	2,417,857	2,536,683	2,652,820
Capital leases	906,934	216,413	-
Appropriated Fund Balance	-	244,932	2,053,389
Transfers From Other Funds	<u>2,898,915</u>	<u>2,696,092</u>	<u>2,683,817</u>
Total Available Resources	<u>\$ 58,936,200</u>	<u>\$ 59,693,198</u>	<u>\$ 62,293,896</u>



	<b>FY2007-08 ACTUAL</b>	<b>FY2008-09 ESTIMATE</b>	<b>FY2009-10 RECOMMENDED</b>
<b>EXPENDITURES</b>			
<b>GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND</b>			
General Government	\$ 6,994,906	\$ 8,868,860	\$ 7,921,290
Public Safety	11,591,654	12,438,746	12,427,659
Transportation	4,844,531	5,983,011	5,326,953
Environmental Protection	2,198,012	2,862,640	2,530,714
Culture and Recreation	3,031,619	2,986,760	3,028,958
Community & Economic Development	1,672,597	1,708,746	1,582,268
Education	42,342	42,342	42,342
Debt Service	2,321,698	1,584,052	1,623,321
Transfers To Other Funds	<u>2,461,134</u>	<u>2,242,711</u>	<u>2,199,172</u>
Total Expenditures	<u>\$ 35,158,493</u>	<u>\$ 38,717,868</u>	<u>\$ 36,682,677</u>
<b>WATER &amp; SEWER FUND/WATER &amp; SEWER CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 13,834,590	\$ 15,603,022	\$ 14,123,613
Debt Service	5,597,664	5,831,767	7,916,347
Transfers To Other Funds	<u>480,395</u>	<u>465,417</u>	<u>717,941</u>
Total Expenditures	<u>\$ 19,912,649</u>	<u>\$ 21,900,206</u>	<u>\$ 22,757,901</u>
<b>MASS TRANSIT FUND</b>			
Mass Transit	<u>\$ 1,258,857</u>	<u>\$ 1,986,832</u>	<u>\$ 1,085,473</u>
Total Expenditures	<u>\$ 1,258,857</u>	<u>\$ 1,986,832</u>	<u>\$ 1,085,473</u>
<b>FIBER OPTIC FUND</b>			
Fiber Optic	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,272,921</u>
Total Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,272,921</u>
<b>SPECIAL REVENUE FUNDS</b>			
Community & Economic Development	<u>\$ 544,984</u>	<u>\$ 483,295</u>	<u>\$ 494,924</u>
Total Expenditures	<u>\$ 544,984</u>	<u>\$ 483,295</u>	<u>\$ 494,924</u>
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 6,994,906	\$ 8,868,860	\$ 7,921,290
Public Safety	11,591,654	12,438,746	12,427,659
Transportation	4,844,531	5,983,011	5,326,953
Environmental Protection	2,198,012	2,862,640	2,530,714
Culture and Recreation	3,031,619	2,986,760	3,028,958
Community & Economic Development	2,217,581	2,192,041	2,077,192
Education	42,342	42,342	42,342
Water & Sewer	13,834,590	15,603,022	14,123,613
Mass Transit	1,258,857	1,986,832	1,085,473
Fiber Optic	-	-	1,272,921
Debt Service:	7,919,362	7,415,819	9,539,668
Transfers To Other Funds	<u>2,941,529</u>	<u>2,708,128</u>	<u>2,917,113</u>
Total Expenditures	<u><u>\$ 56,874,983</u></u>	<u><u>\$ 63,088,201</u></u>	<u><u>\$ 62,293,896</u></u>

## SUMMARY OF CAPITAL EXPENDITURES

The City defines capital expenditures as facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$2,000 for budgetary purposes (\$5,000 for financial purposes) and an expected life of more than one year. The following table summarizes capital expenditures by fund:

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Total General Fund	\$ 4,184,028	\$ 885,660	\$ 885,660
Total General Fund Capital Reserve Fund	2,932,853	2,152,245	2,152,245
Total Water & Sewer Fund	3,214,885	1,027,370	1,027,370
Total Water/Sewer Capital Reserve Fund	754,341	727,941	727,941
Total Mass Transit Fund	121,650	121,650	121,650
Total Fiber Optic Network Fund	-	-	-
 Total All Funds	 <u>\$11,207,757</u>	 <u>\$ 4,914,866</u>	 <u>\$ 4,914,866</u>

## GENERAL FUND REVENUE STRUCTURE

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

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

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

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

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

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

additional one-half cent would only make about half of what the City was losing. Since Salisbury was not the only local government in North Carolina with this problem, the General Assembly did provide a hold-harmless clause which will reimburse some local units like Salisbury for the difference in what the new one-half cent sales tax generates and what was lost in reimbursements. For FY2009-10, the projected amount of the hold-harmless amount is \$633,923.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Enterprise Funds contribution. These four revenue sources are the only ones that City Council can increase or decrease at will. During FY2008-09, these four sources in the General Fund accounted for 71% of total revenue. The City lacks control over all other revenues.

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

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

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

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

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

## **REVENUE ASSUMPTIONS FOR FY2009-10**

### **General Fund Revenue**

#### **Taxes:**

**Property Taxes** - Real property was estimated to increase by 1.5%, personal property by 1%, vehicles by 1% and no increase in public service property (0%) over the 2008 assessed values. This estimated growth for real and personal property and public service property is based on historical trend analysis and the effects the economy has had on the City this last year. A 3.5% uncollectible rate was used.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2008 property tax receivable balance projected as of June 30, 2009 adjusted for the economy.

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

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

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

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

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

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

**Franchises** - Based on historical trends for receipts from the cable television company (see graph on page 1-11).

#### **Intergovernmental:**

**Federal** - Based on anticipated and existing grants. The City will receive a grant to for greenway construction. Funding is also anticipated for the receipt of a new COP's grant to fund seven police officers.

**State** - Based on FY2008-09 state shared receipts plus anticipated state grants. As mentioned in the previous section, the City receives funding from the State for the difference between the one-half cent sales tax and the lost reimbursements. The City also receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage. (see graph on page 1-11).

**Local** - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-12).

**Charges for Services:**

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

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

**Environmental Protection** - Based primarily on existing user charges for recycling, landfill tipping fees, and the fee for all commercial waste collection costs with the addition this year of a new residential collection fee.

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

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

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2009-10 and estimated interest rates.

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

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

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

**Administrative:**

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

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

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2009-10 and estimated interest rates.

**Other** - Based on historical trends.

**Other Financing Sources:**

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

### **Water and Sewer Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2009.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2009-10 and estimated interest rates.

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

### **Water and Sewer Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2009-10 and estimated interest rates.

**Other Financing Sources:**

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

## Transit Fund Revenue

### Operating Revenues:

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

### Nonoperating Revenues:

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

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

### Other Financing Sources:

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

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

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2009-10.

## 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.

## Fiber Optic Network Revenue

### Nonoperating Revenues:

**Interest Earned on Investments** - Based on estimated cash balances during FY2009-10 and estimated interest rates.

### Other Financing Sources:

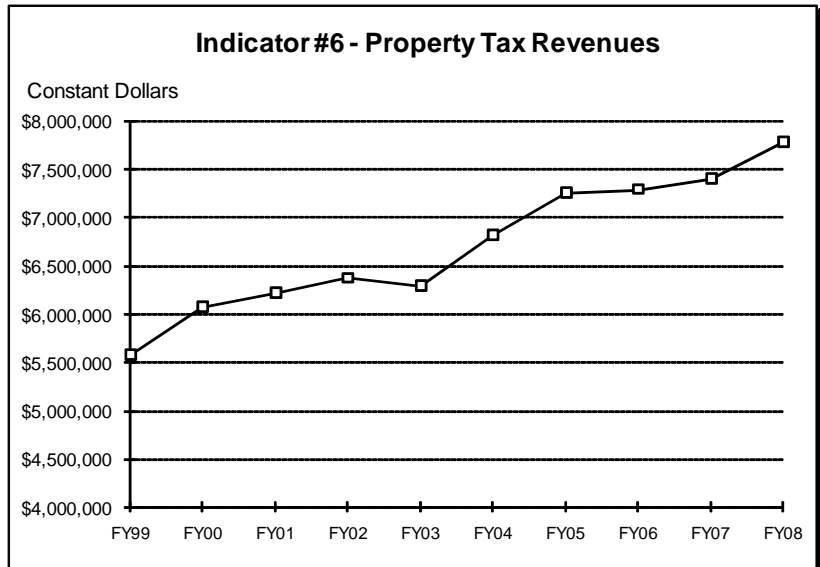
**Fund Balance Appropriated** – Funds available as working capital from debt issued last year to construct and begin operation of a new utility based on the feasibility study developed for the new utility.

## TREND MONITORING

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

At the end of each fiscal year, trend information is gathered using the Financial Trend Monitoring System, which allows the City to monitor its financial condition. The Financial Trend Monitoring System is based on financial, organizational, and environmental factors that influence the financial condition. The factors are translated into indicators, which are then converted into graphs.

Each graph has a warning sign that can necessitate appropriate action from the City. On the right is an example of a trend the City monitors. As shown in the graph, the City has experienced growth in property tax revenues in the past few years.

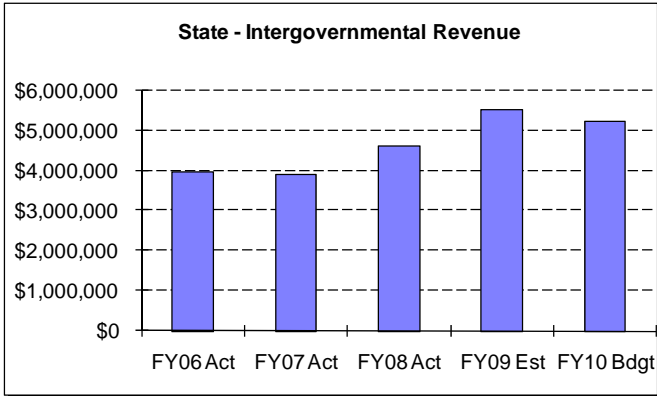


### WARNING TREND:

Decline in property tax revenues (constant dollars)

## OTHER REVENUE TRENDS

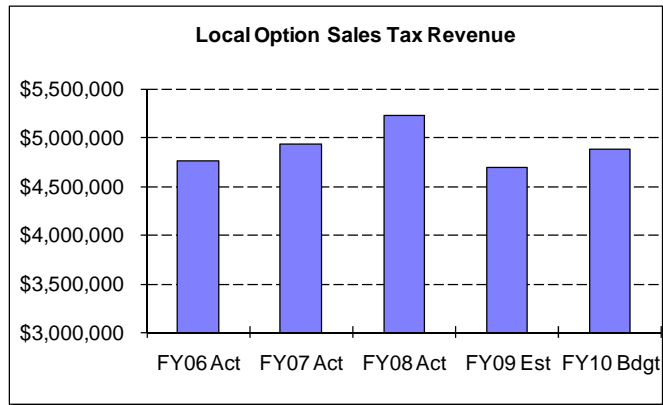
The following graphs are two of the other major revenue sources for the General Fund.



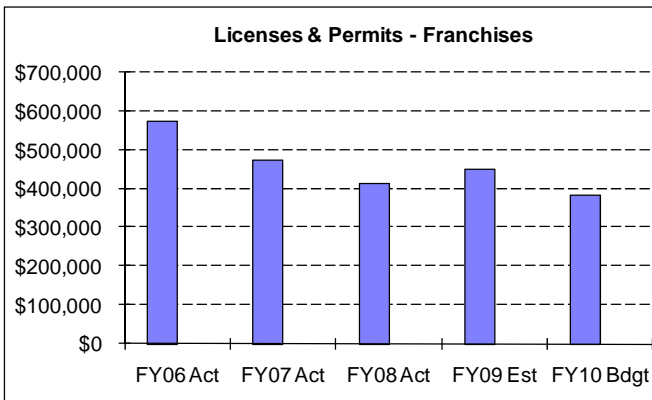
As stated in the assumptions, State intergovernmental revenue is comprised of state-shared receipts and state grants. Due to the North Carolina State budget crisis, the Governor had withheld inventory reimbursements and utilities franchise tax from local governments in FY02. Subsequently, in FY03 the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

Amtrak station to serve departing and arriving passengers.

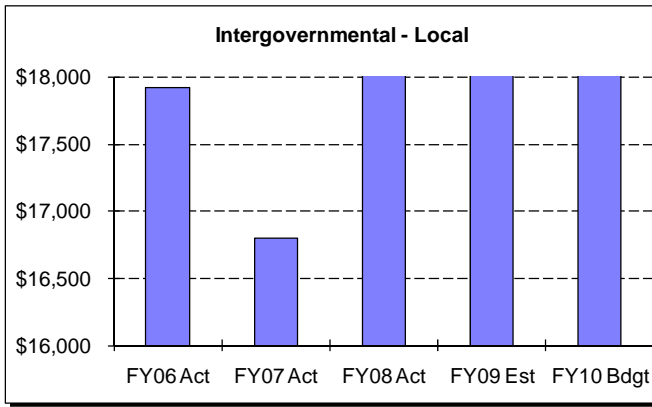
Local option sales tax revenue is based on the 1% and ½% local option sales tax. As discussed under General Fund Revenue Structure, this revenue source is elastic. Due to the current economic condition, the City is projecting a decline in sales tax revenue in FY09. Since FY04, the City received the effect of a full year of the one-half cent sales tax, as approved by Rowan County in December 2003.



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

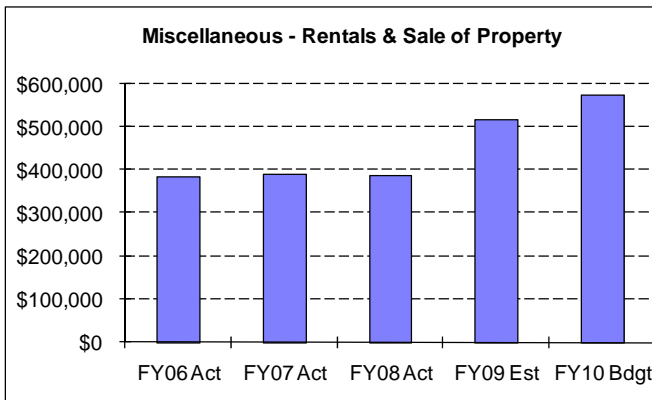
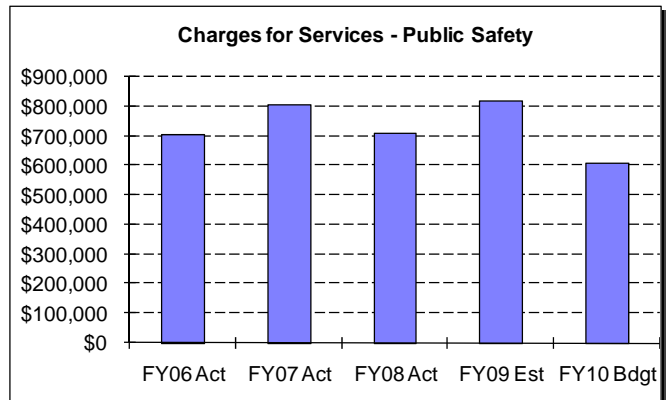


Franchise license are based on gross revenues within the City limits of the cable television company. As the revenue base for the cable company increases, so does the revenue received by the City. Permit revenues are based on business privilege licenses and the rental vehicle licenses within the City. These revenues are responsive to economic conditions



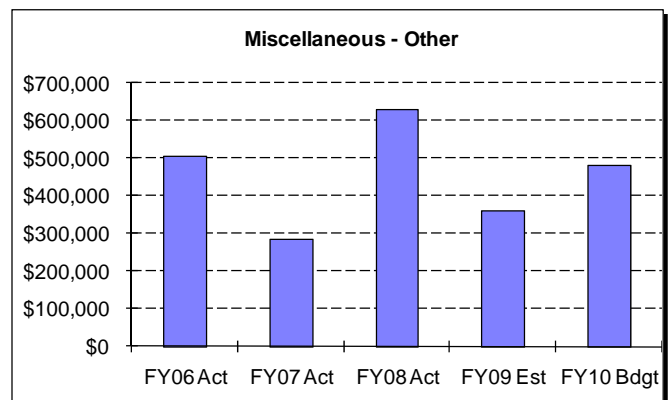
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

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



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

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



## **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

### **FINANCIAL MANAGEMENT PROGRAM**

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

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

This financial management program allows the City to achieve its goal of expanded and improved services to the citizens of Salisbury. The City issued \$20.4 million Combined Enterprise System revenue bonds in April 2002 and Fitch Ratings assigned an "A+" rating to this issue along with rating the system's \$1.8 million in outstanding parity revenue bonds "A+". The City's \$36 million issuance of Certificates of Participation were assigned a rating of "A3" by Moody's and "A" by Standard and Poor's in October 2008. Additionally, the City's bond ratings of "A1" by Moody's Investors Service and "A+" by Standard and Poor's were reaffirmed in October 2008. This is a reflection of the City's continued sound financial condition.

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

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

#### **Governmental Fund Types**

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

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

#### **Proprietary Fund Types**

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

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

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

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

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the



government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds.

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

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

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

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

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

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

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

## **BASIS OF BUDGETING**

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

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

## FINANCIAL MANAGEMENT POLICIES

### INVESTMENT POLICY

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

#### Policies

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

#### Investments Used By City

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

#### Custodial Risk Assumed By City

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

### FISCAL POLICIES

#### Revenue Policy

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

### **Operating Budget Policy**

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

### **Capital Improvement Policy**

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

### **Accounting Policy**

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

### **Debt Policy**

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

### **Reserve Policy**

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

## **BUDGETS AND BUDGETARY ACCOUNTING**

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

The City follows these procedures in establishing the budgetary data:

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

## **GOAL SETTING AND BUDGETARY PROCESS**

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

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

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

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

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

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

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

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

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

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

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

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

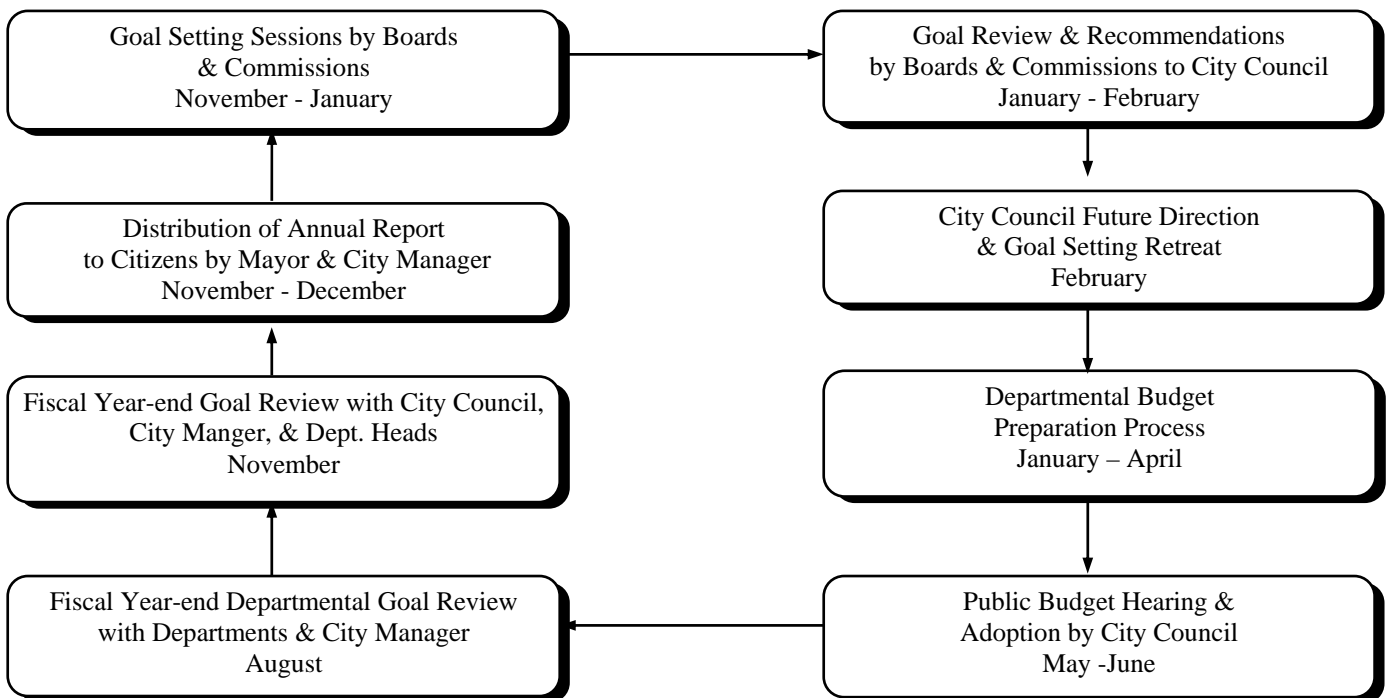
The City Manager submits the budget to City Council and after proper public notice, the City Council conducts public hearings and a budget work session. The City Council then adopts the budget through the passage of an ordinance by June 30.

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

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

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

**GOAL SETTING/BUDGET CYCLE**





## CITY OF SALISBURY FY2009-2010 BUDGET CALENDAR

12/8/08	Distribute 5-Year Service Level Report to be completed by Department Managers.	City Manager and Management Services Director
1/9/09	Complete 5-Year Service Level Report and return to City Manager.	Management Team and Division Managers
1/1/09 - 1/31/09	Prepare Personnel Request forms; present staffing patterns and Personnel request information.  Prepare Operations and Maintenance request sheets. Finance Dept. distributes end of year Budget estimates. The Management Team and/or the appropriate Division Manager will determine departmental line item budget requests.	Management Services
Distribute to Mgmt Team on or before 2/3/09	Prepare FY2009-10 -- 2013-14 Capital Improvement Program request forms.	
TBD	Vehicle Review Committee meeting for evaluation of vehicles.	Vehicle Review Committee
1/6/09 1/20/09 2/3/09	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
2/3/09 2/10/09	Hold CDBG Public Hearing on citizens' needs and concerns.	Land Management Staff and CDBG Consultant
2/12/09 - 2/13/09	Hold Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/18/09 - 3/21/09	Prepare FY2008-2009 year-end revenue estimates and FY2009-10 revenue estimates on all funds.	Management Services, Utilities Director and Transit Manager
2/24/09	Assign Retreat Goals to Staff for inclusion in Budget.	City Manager and Staff
3/3/09	Hold CDBG Public Hearing to receive citizens' comments and receive proposals.	City Council
3/3/09	Complete all budget request forms no later than March 3, 2009.	Management Team and Division Managers
3/3/09	Evaluate all Personnel Requests for any changes from current staffing patterns.	Human Resources, Department Heads and Management Services
March / April 2009	Presentation of oral and written Budget requests to Mayor and Council.	Special Community Efforts Groups



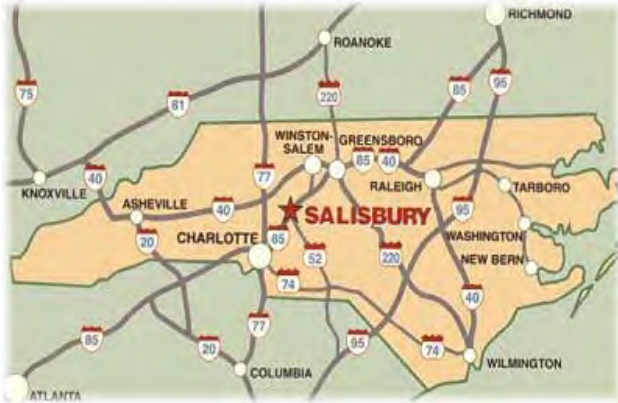
## CITY OF SALISBURY FY2009-2010 BUDGET CALENDAR

As Returned	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
3/17/09 - 3/31/09	Departmental presentation of Budget requests to City Manager	City Manager, Department Heads, Division Managers
3/17/09	Present draft of 2009-10 CDBG Budget and Home Budget to City Council for review and consideration.	CDBG Consultant
4/7/09	City Council to approve 2009-2010 Action Plan for CDBG and HOME application after second reading.	City Council
4/8/09 - 4/14/09	Departmental budget cuts to balance budget; two or three day turnaround	City Manager, Department Heads, Division Managers
4/15/09 - 4/17/09	Review recommended Budget with Departments.	Management Services Director, City Manager and Staff
5/4/09	Distribution of City Manager's recommended Budget.	City Manager and City Management Team
5/5/09	City Manager to preview recommended Budget for City Council.	City Manager
5/6/09	Place ad in THE SALISBURY POST to advertise one time for public hearing on May 19, 2009.	City Clerk
5/19/09	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Council and City Management Team
6/2/09	City Council to adopt Budget.	City Council
July 2009	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2009	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff

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

## LOCATION

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



## CLIMATE

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

## POPULATION

The City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 30,642 based upon the NC Office of State Planning.

## HISTORY

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

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

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

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

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

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

*Henderson Law Office*



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



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

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

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

### **GOVERNMENT**

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

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

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

### **UTILITIES**

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, conventional in design and closely controlled, has a treatment capacity of up to 24 million gallons per day. Average daily usage during FY 2008 was 7.6 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the city.

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

Salisbury's three wastewater treatment facilities serve as the area's regional wastewater utility with service expansion to the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2008 was 6.8 million gallons per day.

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

### **TRANSPORTATION**

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

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

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

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

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

*The Depot*



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

### **MOTELS**

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

### **EDUCATION**

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

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

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

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

### **ARTS AND ENTERTAINMENT**

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

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

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

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

## COMMUNITY FACILITIES

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

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

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

*City Park*



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

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



*Ball field at the Community Park*

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

## SPECIAL EVENTS

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



*Parks & Recreation Summer Camp*

### MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	19.9
Number of Fire Stations	4	Miles of Streets	225
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	17,100
Number of Parks	15	Miles of Water Line	419
Number of Recreation Centers	4	Miles of Sewer Line	402
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	520	Business Licenses Issued Last Year	1,740
Greenway Miles	2.5		

### FOR THE LAST TEN FISCAL YEARS

Fiscal Year Ended June 30,	Assessed Value of Taxable Property				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
2010	<sup>1</sup> \$2,334,993,569	\$546,431,461	\$63,723,269	\$2,945,148,299	\$0.590
2009	<sup>1</sup> \$2,300,486,275	\$541,021,248	\$63,723,269	\$2,905,230,792	\$0.590
<b>2008</b>	<b>\$2,241,529,763</b>	<b>\$524,542,472</b>	<b>\$60,025,014</b>	<b>\$2,826,097,249</b>	<b>\$0.590</b>
2007	\$1,857,031,883	\$501,753,141	\$57,991,527	\$2,416,776,551	\$0.625
2006	\$1,786,418,491	\$484,829,511	\$61,623,601	\$2,332,871,603	\$0.615
2005	\$1,730,072,663	\$413,623,934	\$61,461,308	\$2,205,157,905	\$0.615
<b>2004</b>	<b>\$1,689,100,448</b>	<b>\$417,032,881</b>	<b>\$65,288,150</b>	<b>\$2,171,421,479</b>	<b>\$0.580</b>
2003	\$1,400,333,436	\$397,573,867	\$64,817,634	\$1,862,724,937	\$0.600
2002	\$1,379,505,572	\$407,822,931	\$67,482,463	\$1,854,810,966	\$0.600
2001	\$1,340,184,501	\$415,578,484	\$64,805,231	\$1,820,568,216	\$0.600

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the year ended June 30, 2004 and June 30, 2008 (in bold) and will be revalued again for the FY2012 assessment. The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

**SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY**  
**For the Year Ended June 30, 2008**

<u>Business</u>	<u>Type of Enterprise</u>	<u>2008 Assessed Valuation</u>	<u>Percentage Value of Total</u>
Food Lion, Inc.	Commercial	\$ 148,410,543	5.25%
ICI Americas	Industrial	30,923,939	1.09%
Centro Heritage Innes Street, LLC	Real Estate	24,387,623	0.86%
Duke Energy Corp.	Utility	23,121,459	0.82%
Norandal USA	Industrial	22,840,711	0.81%
Rowan Regional Medical Center	Hospital	18,325,254	0.65%
Bellsouth Telephone	Communication	14,965,875	0.53%
Salisbury Mall Ltd.	Commercial	14,584,123	0.52%
Wal-Mart Stores	Retail	14,143,271	0.59%
BRC Salisbury LLC	Real Estate	13,890,706	0.49%
Totals		<u>\$ 325,593,504</u>	<u>11.61%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2008

**DEMOGRAPHIC STATISTICS CITY OF SALISBURY**  
**For the Year Ended June 30, 2008**

<u>Fiscal Year</u>	<u>Population Estimate (1)</u>	<u>Per Capita Income (2)</u>	<u>Median Age (2)</u>	<u>Unemployment Rate (3)</u>
2008	31,024	21,349	38.1	6.6%
2007	30,642	\$20,828	37.9	6.6%
2006	29,239	20,320	37.7	5.8%
2005	28,249	19,825	37.5	6.0%
2004	28,199	19,626	37.3	9.0%
2003	28,199	19,433	37.3	5.7%
2002	26,559	19,241	37.1	5.7%
2001	26,462	18,864	36.9	6.5%
2000	27,500	18,487	36.7	3.8%
1999	26,792	18,117	36.5	3.4%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2008

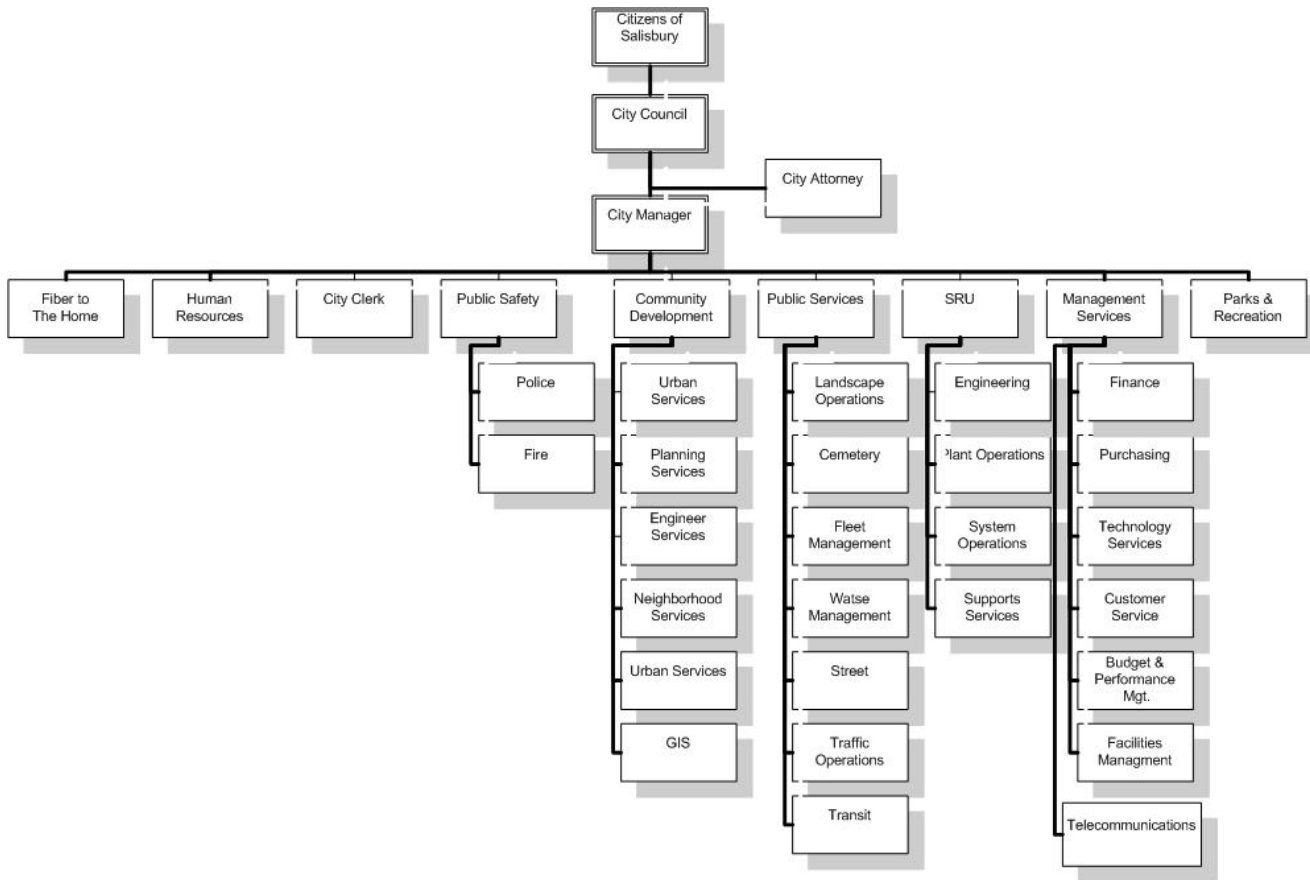
# CITY OF SALISBURY LIST OF PRINCIPAL OFFICIALS

May 1, 2009

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

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

## ORGANIZATIONAL CHART



**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS BASED ON HEADCOUNT FOR FY 2008 – 2010**

	<u>APPROVED</u> <u>FY 2007-08</u>	<u>APPROVED</u> <u>FY 2008-09</u>	<u>REQUESTED</u> <u>FY 2009-10</u>	<u>RECOMMENDED</u> <u>FY 2009-10</u>	<u>APPROVED</u> <u>FY 2009-10</u>
<b>GENERAL FUND</b>					
City Council	5	5	5	5	5
Management & Administration	9	9	9	9	9
Human Resources	7	7	7	7	7
Management Services	20	20	22	22	22
Information Technologies	9	9	9	8	8
Purchasing	2	2	2	2	2
Facilities Management	7	7	9	8	8
Planning & Community Development	5	5	5	5	5
GIS	2	2	3	2	2
Development Services	5	4.5	4.5	4	4
Code Services	-	3.5	3.5	4	4
Engineering	7	7	7	7	7
Telecommunications	1	2	3	3	3
Police	107	110	110	108	108
Fire	84	84	93	84	84
Public Svcs-Administration	4	3	3	3	3
Public Svcs-Traffic Operations	9	9	8	8	8
Public Svcs-Streets	23	24	24	24	24
Public Svcs-Cemetery	6	7	7	7	7
Public Svcs- Solid Waste Management	11	11	11	11	11
Public Svcs-Waste Management-Other	9	10	10	10	10
Public Svcs-Landscape Operations	13	13	13	13	13
Public Svcs-Landscape-Hurley Park	2	2	2	2	2
Public Svcs-Fleet Management	11	12	12	12	12
Parks and Recreation	58	58	59	59	59
<b>TOTAL</b>	<b>416</b>	<b>426</b>	<b>441</b>	<b>427</b>	<b>427</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	12	13	13	12	12.0
Water Treatment	8	8	8	8	8
Systems Maintenance	25	27	27	27	27
Environmental Services	9	10	10	10	10
Wastewater Treatment Plants	17	17	17	18	18
Meter Services	11	11	11	11	11
Plants Maintenance	9	8	8	8	8
<b>TOTAL</b>	<b>91</b>	<b>94</b>	<b>94</b>	<b>94</b>	<b>94</b>
<b>TRANSIT FUND</b>					
Transit-Operations	12	12	12	12	12
Transit-Administration	2	2	2	2	2
<b>TOTAL</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>FIBER OPTIC NETWORK FUND</b>					
Administration	-	-	3	3	3
Broadband Services	-	-	6	3	3
Service Delivery	-	-	-	4	4
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>10</b>	<b>10</b>
<b>TOTAL ALL FUNDS</b>	<b>521</b>	<b>534</b>	<b>558</b>	<b>545</b>	<b>535</b>
<i>Permanent Full-time</i>	461	475	499	487	487
<i>Permanent Part-time</i>	5	5	5	5	5
<i>Temporary Full-time</i>	26	26	26	26	26
<i>Temporary Part-time</i>	29	28	28	27	27
<b>TOTAL ALL FUNDS</b>	<b>521</b>	<b>534</b>	<b>558</b>	<b>545</b>	<b>545</b>



For the FY2009-10 Adopted Budget, the total number of positions for the City's budgeted funds has increased by eleven over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>	
<i>Positions of CSR added in the General Fund during FY2008-09 for Start-up of the Fiber Optic Network Fund.</i>	
Add two Customer Service Representatives (CSR) to serve Fiber Optic Network Fund	Management Services – funded by transfer from Fiber Optic Network Fund
Eliminate Intern	Information Technologies
Add one Building Maintenance Worker for cleaning in lieu of contract	Facilities Management – fully funded through termination of contract
Transfer of Zoning & Code Enforcement Specialist	Transferred split position from Development Services to Code Services; fully funded in Code Services
Transfer of Telecommunications Technician	Transferred from PS Traffic Operations to Telecommunications effective 7/1/2008
Eliminate Animal Control Officer	Police – Contracted with Rowan County to provide the service
Eliminate PT Animal Control Officer	Police – Contracted with Rowan County to provide the service
Add one PT Building Maintenance Worker for cleaning in lieu of contract	Parks & Recreation – fully funded through termination of contract
<b>WATER &amp; SEWER FUND:</b>	
<i>No new positions funded in FY2009-10 Budget: certain positions transferred and reclassified; see Section 6 for detail.</i>	
<b>TRANSIT FUND:</b>	
<i>No new positions funded in FY2009-10 Budget.</i>	
<b>FIBER OPTIC NETWORK FUND</b>	
<i>Some of these positions were added during FY2008-09 for start-up of the Fund.</i>	
Director of Broadband Services	Administration
Technical Assistant	Administration
Marketing/PR Coordinator	Sales/Marketing
Network Service Manager	Broadband Systems
Systems Analyst - Video	Broadband Systems
Systems Analyst – Network/Data	Broadband Systems
Service Delivery Manager	Service Delivery
Two Technical Service Technicians	Service Delivery
Fiber Installer	Service Delivery

Additionally, the Community Resource Specialist in the Police Department has been funded through grants since its inception. The budgeted grant for FY2009-10 pays 75% of the cost of salaries and fringe benefits with the City paying for a 25% match along with operational costs of the position.

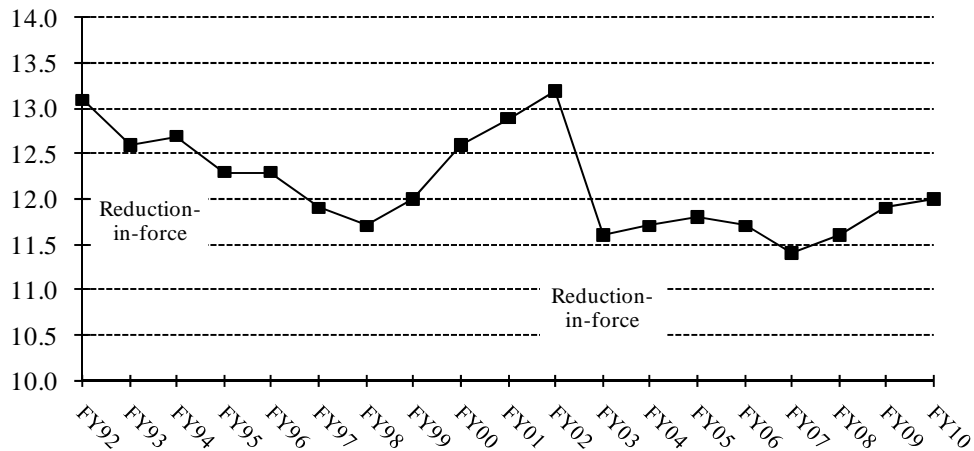
Included in the budget is a COPS grant for the salaries and fringe benefits for seven Police Officers.

Rowan-Salisbury School System (RSS) had previously provided funding for 50% of the salaries and fringe benefits for four School Resource Officers. Due to budgetary conditions, RSS System has eliminated the 50% funding for two of the School Resource Officers.



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

Employees



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

### RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

## PROGRAM MATRIX OF FY2009-10 BUDGET

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

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

### SELECTED TELEPHONE NUMBERS

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

**CITY OF SALISBURY, NORTH CAROLINA**

**GENERAL FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2010  
With Estimated Actual for Year Ending June 30, 2009 and  
Actual for Year Ended June 30, 2008

REVENUES:	<u>2008 Actual</u>	<u>2009 Estimate</u>	<u>2010 Budget</u>
Taxes:			
General property - current	\$ 15,951,173	\$ 16,186,045	\$ 16,579,141
General property - prior	458,426	450,621	436,000
Interest on delinquent tax	85,333	89,424	90,000
Local option sales tax	5,220,704	4,696,260	4,884,229
Other taxes	236,284	237,697	236,738
	<u>\$ 21,951,920</u>	<u>\$ 21,660,047</u>	<u>\$ 22,226,108</u>
Licenses and permits:			
Privilege licenses	\$ 374,546	\$ 398,491	\$ 337,953
Franchises	39,394	50,700	45,586
	<u>\$ 413,940</u>	<u>\$ 449,191</u>	<u>\$ 383,539</u>
Intergovernmental:			
Federal	\$ 446,485	\$ 23,434	\$ 700,833
State	4,619,990	5,542,240	5,241,165
Local	20,599	20,595	20,686
	<u>\$ 5,087,074</u>	<u>\$ 5,586,269</u>	<u>\$ 5,962,684</u>
Charges for services:			
Environmental protection	\$ 1,093,556	\$ 1,395,402	\$ 1,099,157
Culture and recreation	358,016	170,164	181,000
Public safety	496,690	470,774	407,552
Cemetery	114,685	156,225	181,000
Radio antenna and paging rentals	212,223	256,607	225,082
Rentals and sale of property	272,349	362,223	392,460
Community services	161,342	139,934	165,800
	<u>\$ 2,708,861</u>	<u>\$ 2,951,329</u>	<u>\$ 2,652,051</u>
Miscellaneous:			
Interest earned on investments	\$ 297,457	\$ 177,636	\$ 100,000
Donations	263,686	175,558	112,000
Other	182,229	184,820	188,450
	<u>\$ 743,372</u>	<u>\$ 538,014</u>	<u>\$ 400,450</u>
Administrative charges:			
Interfund revenues	\$ 2,417,857	\$ 2,536,683	\$ 2,652,820
Total revenues	<u>\$ 33,323,024</u>	<u>\$ 33,721,533</u>	<u>\$ 34,277,652</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ 906,934	\$ 216,413	\$ -
Fund balance appropriated	-	-	-
Total other financing sources	<u>\$ 906,934</u>	<u>\$ 216,413</u>	<u>\$ -</u>
Total revenues and other financing sources	<u>\$ 34,229,958</u>	<u>\$ 33,937,946</u>	<u>\$ 34,277,652</u>

**CITY OF SALISBURY**  
**FY 2009-2010 BUDGET SUMMARY**  
**GENERAL FUND**

	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>REVENUE</b>	\$ 34,229,954	\$ 36,380,095	\$ 34,233,921	\$ 34,291,183	\$ 34,277,652
<b>EXPENSES</b>	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>CITY COUNCIL</b>					
Personnel	\$ 62,126	\$ 86,861	\$ 89,111	\$ 84,259	\$ 84,259
Operations	81,854	88,376	119,401	99,865	113,740
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 143,980</b>	<b>\$ 175,237</b>	<b>\$ 208,512</b>	<b>\$ 184,124</b>	<b>\$ 197,999</b>
<b>MANAGEMENT &amp; ADMINISTRATION</b>					
Personnel	\$ 647,421	\$ 679,786	\$ 696,351	\$ 678,769	\$ 678,769
Operations	241,111	280,754	360,640	271,478	271,478
Capital	-	-	4,000	-	-
<b>TOTAL</b>	<b>\$ 888,532</b>	<b>\$ 960,540</b>	<b>\$ 1,060,991</b>	<b>\$ 950,247</b>	<b>\$ 950,247</b>
<b>HUMAN RESOURCES</b>					
Personnel	\$ 349,630	\$ 439,439	\$ 451,995	\$ 437,404	\$ 437,404
Operations	306,709	434,912	1,970,422	546,434	486,553
Capital	-	-	65,000	-	-
<b>TOTAL</b>	<b>\$ 656,339</b>	<b>\$ 874,351</b>	<b>\$ 2,487,417</b>	<b>\$ 983,838</b>	<b>\$ 923,957</b>
<b>MANAGEMENT SERVICES - ADMINISTRATION</b>					
Personnel	\$ 1,058,615	\$ 1,117,927	\$ 1,248,540	\$ 1,214,082	\$ 1,214,082
Operations	247,806	309,357	353,229	325,059	325,059
Capital	3,680	3,000	3,000	-	-
<b>TOTAL</b>	<b>\$ 1,310,101</b>	<b>\$ 1,430,284</b>	<b>\$ 1,604,769</b>	<b>\$ 1,539,141</b>	<b>\$ 1,539,141</b>
<b>MANAGEMENT SERVICES - INFORMATION TECHNOLOGIES</b>					
Personnel	\$ 676,014	\$ 697,113	\$ 714,332	\$ 693,641	\$ 693,641
Operations	770,593	684,933	853,978	741,640	741,640
Capital	32,384	42,391	31,000	11,000	11,000
<b>TOTAL</b>	<b>\$ 1,478,991</b>	<b>\$ 1,424,437</b>	<b>\$ 1,599,310</b>	<b>\$ 1,446,281</b>	<b>\$ 1,446,281</b>
<b>MANAGEMENT SERVICES - PURCHASING</b>					
Personnel	\$ 124,593	\$ 129,469	\$ 131,679	\$ 127,954	\$ 127,954
Operations	6,530	9,342	12,279	11,137	11,137
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 131,123</b>	<b>\$ 138,811</b>	<b>\$ 143,958</b>	<b>\$ 139,091</b>	<b>\$ 139,091</b>
<b>MANAGEMENT SERVICES - TELECOMMUNICATIONS</b>					
Personnel	\$ 86,624	\$ 386,590	\$ 196,206	\$ 190,758	\$ 190,758
Operations	204,175	348,986	394,379	247,942	247,942
Capital	43,143	62,000	1,156,000	118,000	118,000
<b>TOTAL</b>	<b>\$ 333,942</b>	<b>\$ 797,576</b>	<b>\$ 1,746,585</b>	<b>\$ 556,700</b>	<b>\$ 556,700</b>

	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>MANAGEMENT SERVICES - FACILITIES MANAGEMENT</b>					
Personnel	\$ 357,752	\$ 379,939	\$ 476,854	\$ 415,981	\$ 415,981
Operations	44,982	65,829	124,156	102,455	102,455
Capital	8,653	3,500	9,500	-	-
<b>TOTAL</b>	<b>\$ 411,387</b>	<b>\$ 449,268</b>	<b>\$ 610,510</b>	<b>\$ 518,436</b>	<b>\$ 518,436</b>
<b>MANAGEMENT SERVICES - CENTRAL CITY BUILDINGS</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	224,800	221,785	214,937	164,458	164,458
Capital	20,939	8,500	158,450	92,100	92,100
<b>TOTAL</b>	<b>\$ 245,739</b>	<b>\$ 230,285</b>	<b>\$ 373,387</b>	<b>\$ 256,558</b>	<b>\$ 256,558</b>
<b>PLAZA</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	150,973	136,982	148,942	133,342	133,342
Capital	55,236	117,300	241,500	89,500	89,500
<b>TOTAL</b>	<b>\$ 206,209</b>	<b>\$ 254,282</b>	<b>\$ 390,442</b>	<b>\$ 222,842</b>	<b>\$ 222,842</b>
<b>COMMUNITY PLANNING SERVICES - PLANNING &amp; COMMUNITY DEVELOPMENT</b>					
Personnel	\$ 351,016	\$ 363,449	\$ 381,127	\$ 371,549	\$ 371,549
Operations	403,950	316,668	435,453	235,218	243,743
Capital	59,882	-	-	-	-
<b>TOTAL</b>	<b>\$ 814,848</b>	<b>\$ 680,117</b>	<b>\$ 816,580</b>	<b>\$ 606,767</b>	<b>\$ 615,292</b>
<b>COMMUNITY PLANNING SERVICES - GIS</b>					
Personnel	\$ 130,501	\$ 145,936	\$ 193,605	\$ 145,410	\$ 145,410
Operations	78,005	100,936	275,431	132,811	132,811
Capital	-	-	17,000	10,000	10,000
<b>TOTAL</b>	<b>\$ 208,506</b>	<b>\$ 246,872</b>	<b>\$ 486,036</b>	<b>\$ 288,221</b>	<b>\$ 288,221</b>
<b>COMMUNITY PLANNING SERVICES - CODE SERVICES</b>					
Personnel	\$ -	\$ 183,484	\$ 183,719	\$ 193,637	\$ 193,637
Operations	-	26,532	128,466	66,829	66,829
Capital	-	3,600	6,000	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 213,616</b>	<b>\$ 318,185</b>	<b>\$ 260,466</b>	<b>\$ 260,466</b>
<b>ENGINEERING AND DEVELOPMENTAL SERVICES - DEVELOPMENT SERVICES</b>					
Personnel	\$ 230,054	\$ 223,718	\$ 220,987	\$ 196,862	\$ 196,862
Operations	203,831	275,177	244,057	230,658	243,257
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 433,885</b>	<b>\$ 498,895</b>	<b>\$ 465,044</b>	<b>\$ 427,520</b>	<b>\$ 440,119</b>
<b>ENGINEERING AND DEVELOPMENTAL SERVICES - ENGINEERING</b>					
Personnel	\$ 499,431	\$ 541,787	\$ 559,636	\$ 546,514	\$ 546,514
Operations	161,339	1,971,083	1,938,230	1,515,215	1,515,215
Capital	4,053	345,000	345,000	-	-
<b>TOTAL</b>	<b>\$ 664,823</b>	<b>\$ 2,857,870</b>	<b>\$ 2,842,866</b>	<b>\$ 2,061,729</b>	<b>\$ 2,061,729</b>

	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>ENGINEERING AND DEVELOPMENTAL SERVICES - STREET LIGHTING</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	359,977	376,500	416,100	414,650	414,650
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 359,977</b>	<b>\$ 376,500</b>	<b>\$ 416,100</b>	<b>\$ 414,650</b>	<b>\$ 414,650</b>
<b>POLICE - SERVICES</b>					
Personnel	\$ 1,067,049	\$ 1,184,248	\$ 1,275,639	\$ 1,179,985	\$ 1,179,985
Operations	243,654	270,309	314,813	326,794	326,794
Capital	14,405	35,500	225,800	73,300	73,300
<b>TOTAL</b>	<b>\$ 1,325,108</b>	<b>\$ 1,490,057</b>	<b>\$ 1,816,252</b>	<b>\$ 1,580,079</b>	<b>\$ 1,580,079</b>
<b>POLICE - ADMINISTRATION</b>					
Personnel	\$ 370,170	\$ 394,929	\$ 346,616	\$ 338,502	\$ 338,502
Operations	170,311	142,389	287,015	176,953	176,953
Capital	12,650	10,000	20,000	-	-
<b>TOTAL</b>	<b>\$ 553,131</b>	<b>\$ 547,318</b>	<b>\$ 653,631</b>	<b>\$ 515,455</b>	<b>\$ 515,455</b>
<b>POLICE - OPERATIONS</b>					
Personnel	\$ 4,113,957	\$ 4,464,703	\$ 4,564,260	\$ 4,429,557	\$ 4,429,557
Operations	985,648	931,957	1,060,810	936,684	936,684
Capital	250,360	50,086	117,508	-	-
<b>TOTAL</b>	<b>\$ 5,349,965</b>	<b>\$ 5,446,746</b>	<b>\$ 5,742,578</b>	<b>\$ 5,366,241</b>	<b>\$ 5,366,241</b>
<b>FIRE</b>					
Personnel	\$ 3,677,054	\$ 3,867,388	\$ 4,352,301	\$ 3,831,822	\$ 3,831,822
Operations	1,110,777	1,049,915	1,280,401	1,069,010	1,069,010
Capital	71,250	113,724	638,570	146,110	146,110
<b>TOTAL</b>	<b>\$ 4,859,081</b>	<b>\$ 5,031,027</b>	<b>\$ 6,271,272</b>	<b>\$ 5,046,942</b>	<b>\$ 5,046,942</b>
<b>PUBLIC SERVICES - ADMINISTRATION</b>					
Personnel	\$ 241,833	\$ 196,092	\$ 201,207	\$ 196,344	\$ 196,344
Operations	131,371	66,706	19,349	15,400	15,400
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 373,204</b>	<b>\$ 262,798</b>	<b>\$ 220,556</b>	<b>\$ 211,744</b>	<b>\$ 211,744</b>
<b>PUBLIC SERVICES - TRAFFIC OPERATIONS</b>					
Personnel	\$ 370,627	\$ 417,132	\$ 416,222	\$ 401,190	\$ 401,190
Operations	136,667	155,236	169,281	161,238	161,238
Capital	5,520	97,700	-	-	-
<b>TOTAL</b>	<b>\$ 512,814</b>	<b>\$ 670,068</b>	<b>\$ 585,503</b>	<b>\$ 562,428</b>	<b>\$ 562,428</b>
<b>PUBLIC SERVICES - STREETS</b>					
Personnel	\$ 955,142	\$ 1,102,862	\$ 1,161,061	\$ 1,120,514	\$ 1,120,514
Operations	1,665,830	998,789	1,102,619	809,819	809,819
Capital	20,624	33,000	134,000	14,000	14,000
<b>TOTAL</b>	<b>\$ 2,641,596</b>	<b>\$ 2,134,651</b>	<b>\$ 2,397,680</b>	<b>\$ 1,944,333</b>	<b>\$ 1,944,333</b>

	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>PUBLIC SERVICES - CEMETERY</b>					
Personnel	\$ 184,256	\$ 236,605	\$ 239,549	\$ 231,501	\$ 231,501
Operations	76,357	87,986	84,791	66,407	66,407
Capital	4,885	-	3,300	3,300	3,300
<b>TOTAL</b>	<b>\$ 265,498</b>	<b>\$ 324,591</b>	<b>\$ 327,640</b>	<b>\$ 301,208</b>	<b>\$ 301,208</b>
<b>PUBLIC SERVICES - SOLID WASTE MANAGEMENT</b>					
Personnel	\$ 515,756	\$ 505,612	\$ 547,694	\$ 518,546	\$ 518,546
Operations	1,514,001	1,644,510	1,553,785	1,072,684	1,072,684
Capital	-	44,000	-	-	-
<b>TOTAL</b>	<b>\$ 2,029,757</b>	<b>\$ 2,194,122</b>	<b>\$ 2,101,479</b>	<b>\$ 1,591,230</b>	<b>\$ 1,591,230</b>
<b>PUBLIC SERVICES - WASTE MANAGEMENT OTHER</b>					
Personnel	\$ 372,130	\$ 421,252	\$ 398,561	\$ 381,604	\$ 381,604
Operations	235,507	161,488	288,276	241,908	241,908
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 607,637</b>	<b>\$ 582,740</b>	<b>\$ 686,837</b>	<b>\$ 623,512</b>	<b>\$ 623,512</b>
<b>PUBLIC SERVICES - LANDSCAPE OPERATIONS</b>					
Personnel	\$ 456,719	\$ 487,532	\$ 493,814	\$ 475,889	\$ 475,889
Operations	135,030	163,488	165,269	134,661	134,661
Capital	5,053	-	7,650	7,650	7,650
<b>TOTAL</b>	<b>\$ 596,802</b>	<b>\$ 651,020</b>	<b>\$ 666,733</b>	<b>\$ 618,200</b>	<b>\$ 618,200</b>
<b>PUBLIC SERVICES - LANDSCAPE - HURLEY PARK</b>					
Personnel	\$ 86,485	\$ 94,101	\$ 95,560	\$ 92,466	\$ 92,466
Operations	26,617	55,751	48,231	37,869	37,869
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 113,102</b>	<b>\$ 149,852</b>	<b>\$ 143,791</b>	<b>\$ 130,335</b>	<b>\$ 130,335</b>
<b>PUBLIC SERVICES - FLEET MANAGEMENT</b>					
Personnel	\$ 741,186	\$ 763,423	\$ 737,323	\$ 714,200	\$ 714,200
Operations	116,564	131,095	137,934	107,497	107,497
Capital	8,656	20,500	50,150	18,900	18,900
<b>TOTAL</b>	<b>\$ 866,406</b>	<b>\$ 915,018</b>	<b>\$ 925,407</b>	<b>\$ 840,597</b>	<b>\$ 840,597</b>
<b>PUBLIC SERVICES - TRANSPORTATION</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	437,781	453,381	369,377	390,319	390,319
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 437,781</b>	<b>\$ 453,381</b>	<b>\$ 369,377</b>	<b>\$ 390,319</b>	<b>\$ 390,319</b>
<b>PARKS &amp; RECREATION</b>					
Personnel	\$ 1,312,635	\$ 1,399,304	\$ 1,478,477	\$ 1,411,553	\$ 1,411,553
Operations	648,488	675,107	701,814	588,889	597,064
Capital	444,097	477,703	950,600	301,800	301,800
<b>TOTAL</b>	<b>\$ 2,405,220</b>	<b>\$ 2,552,114</b>	<b>\$ 3,130,891</b>	<b>\$ 2,302,242</b>	<b>\$ 2,310,417</b>



	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>	
	<b>FY 07-08</b>		<b>FY 08-09</b>		<b>FY 09-10</b>		<b>FY 09-10</b>		<b>FY 09-10</b>	
<b>EDUCATION</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		42,342		42,342		42,342		39,166		42,342
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	42,342	\$	42,342	\$	42,342	\$	39,166	\$	42,342
<b>DEBT SERVICE</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,052,992		1,323,309		1,370,541		1,370,541		1,370,541
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	2,052,992	\$	1,323,309	\$	1,370,541	\$	1,370,541	\$	1,370,541
<b>GRAND TOTAL</b>										
Personnel	\$	19,038,776	\$	20,910,681	\$	21,852,426	\$	20,620,493	\$	20,620,493
Operations		13,216,572		14,001,910		16,986,748		12,785,030		12,771,499
Capital		1,065,470		1,467,504		4,184,028		885,660		885,660
<b>TOTALS</b>	\$	33,320,818	\$	36,380,095	\$	43,023,202	\$	34,291,183	\$	34,277,652

**Statement of Purpose**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Improve neighborhoods and safety for all areas of the City. **Outcome 2**
3. Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness educations, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
4. Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate, and supportive government in Salisbury and Rowan County. **Outcome 4**
5. Provide quality Parks and Recreation services. **Outcome 5**
6. Attract, retain and develop high quality City employees. **Outcome 6**
7. Partner with Rowan-Salisbury Schools. **Outcome 7**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Improve and enhance Downtown Salisbury. **Outcome 9**
10. Streamline development review process and ordinances. **Outcome 10**
11. Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust. **Outcome 11**
12. Initiate efforts to assist in the economic recovery of the community. **Outcome 12**
13. Determine ways the City can assist in reducing childhood poverty. **Outcome 13**

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 62,126	\$ 86,861	\$ 89,111	\$ 84,259	\$ 84,259
Operating	81,854	88,376	119,401	99,865	113,740
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 143,980</b>	<b>\$ 175,237</b>	<b>\$ 208,512</b>	<b>\$ 184,124</b>	<b>\$ 197,999</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

### STATEMENT OF PURPOSE

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

### COUNCIL PERFORMANCE GOALS

1. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
2. Identify and initiate an "impact project" as part of the North Main Street Small Area Plan. **Outcome 2.2**
3. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
4. Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan. **Outcome 3**
5. Build and implement an employee mentoring policy in support of the action agenda. **Outcome 3.1**
6. Implement the Fiber to the Home business plan. **Outcome 4.1**
7. Strengthen our unified community image through implementation of the wayfinding and signage plan. **Outcome 4.2**
8. Create a Cultural Action Plan to strengthen and unify Salisbury's cultural resources. **Outcome 4.4**
9. Initiate actions to implement a \$.03 occupancy tax for the City of Salisbury. **Outcome 4.5**
10. Create an Airport Development Zone. **Outcome 4.3**
11. Collaborate with the community in a needs assessment and Master Plan for Lincoln Park. **Outcome 5.2**
12. Partner with Rowan-Salisbury Schools. **Outcome 7**
13. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 7.1**
14. Improve overall strategic management of City and departments. **Outcome 8**
15. Meet with school officials to determine needs with which the City can assist. **Outcome 8.1**
16. Enhance the teaching of the arts within our school system. **Outcome 8.2**
17. Incorporate the "Good to Great" concepts into the City's culture. **Outcome 9.1**
18. Develop a downtown streetscape maintenance improvement plan. **Outcome 10.3**
19. Define feasibility and costs of a rail-walk within Downtown Salisbury. **Outcome 10.4**
20. Implement employee training and development plan. **Outcome 6.2**
21. Create a culture of excellent customer service within the City organization. **Outcome 1**
22. Attract, retain and develop high quality City employees. **Outcome 6**

### DEPARTMENTAL PERFORMANCE GOALS

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

**PERFORMANCE MEASURES**

	FY 2008	FY 2009	FY 2010
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Risk Management (201)</b>			
<b>Workload</b>			
Number of Workers Compensation Claims Filed	36	34	30
Number of Third-Party Insurance Claims Filed	21	28	34
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
<b>Efficiency</b>			
Cost Per Negotiated Workers Compensation Claim	\$ 2,897	\$ 2,130	\$ 2,100
Cost Per Negotiated Insurance Claim	\$ 600	\$ 900	\$ 900
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ 6,563	\$ -
<b>Effectiveness</b>			
Workers Compensation Cases Negotiated Per Case Filed*	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	0%	2%	2%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ -	\$ -

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY07-08	FY08-09	FY09-10	FY09-10	FY09-10
Personnel	\$ 647,421	\$ 679,786	\$ 696,351	\$ 678,769	\$ 678,769
Operating	241,111	280,754	360,640	271,478	271,478
Capital	-	-	4,000	-	-
<b>TOTAL</b>	\$ 888,532	\$ 960,540	\$ 1,060,991	\$ 950,247	\$ 950,247

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Senior Office Assistant	2	2	2	2	2
Assistant to the City Manager	1 <sup>1</sup>	1	1	1	1
<b>Risk Management (201)</b>					
Risk Management Officer	1	1	1	1	1
Risk Management Assistant	1	1	1	1	1
<b>Public Information (202)</b>					
Public Information & Communication Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	9	9	9	9	9

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

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
2nd Floor Conference Room Table	\$ 4,000	\$ -	\$ -
<b>Total Capital Outlay</b>	\$ 4,000	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
2. Create a culture of excellent customer service within the City organization. **Outcome 1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Study and expand summer youth employment programs through Parks & Recreation and in possible partnerships. **Outcome 3.2**
7. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
8. Partner with Rowan-Salisbury Schools. **Outcome 7**
9. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
10. Improve overall strategic management of City and departments. **Outcome 8**
11. Develop future growth strategies for the community. **Outcome 8.2**

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
<b>Workload</b>			
Position Applications Reviewed	2,676	2,200	2,300
Employees Managed (Organization-wide)	506	508	520
Position Requisitions Received from Departments	60	58	60
Total Training Hours Delivered (internal & vendor)	1,385	2,100	3,000
<b>Effectiveness</b>			
Organization-wide Turnover Percentage	35.0%	12.0%	15.0%
Internal Recruitment Rate	20.0%	20.0%	20.0%
External Recruitment Rate	80.0%	80.0%	80.0%

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 349,630	\$ 439,439	\$ 451,995	\$ 437,404	\$ 437,404
Operating	306,709	434,912	1,970,422	546,434	486,553
Capital	-	-	65,000	-	-
<b>TOTAL</b>	<b>\$ 656,339</b>	<b>\$ 874,351</b>	<b>\$ 2,487,417</b>	<b>\$ 983,838</b>	<b>\$ 923,957</b>

**PERSONNEL DETAIL**

Position Title	Authorized 07-08	Authorized 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	4	4	4	4	4
Human Resources Technician I/II	1	1	1	1	1
Personnel Analyst I-Intern (TPT)	1	1 <sup>1</sup>	0	0	0
Human Resources Aide (TPT)	<u>0</u>	<u>0</u>	<u>1<sup>1</sup></u>	<u>1<sup>1</sup></u>	<u>1<sup>1</sup></u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> Position reclassified

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Renovation of stairwell to HR Office Area	\$ <u>65,000</u>	\$ <u>-</u>	\$ <u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 65,000</b>	<b>\$ -</b>	<b>\$ -</b>

**DEPARTMENT – Management Services – Summary**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 2,303,598	\$ 2,711,038	\$ 2,767,611	\$ 2,642,416	\$ 2,642,416
Operating	1,498,886	1,640,232	1,952,958	1,592,691	1,592,691
Capital	<u>108,799</u>	<u>119,391</u>	<u>1,357,950</u>	<u>221,100</u>	<u>221,100</u>
<b>TOTAL</b>	<b>\$ 3,911,283</b>	<b>\$ 4,470,661</b>	<b>\$ 6,078,519</b>	<b>\$ 4,456,207</b>	<b>\$ 4,456,207</b>

**PERSONNEL DETAIL**

	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Permanent Full-Time (PFT)	35	36	41	40	40
Temporary Part-Time (TPT)	<u>4</u>	<u>4</u>	<u>4</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>39</b>	<b>40</b>	<b>45</b>	<b>43</b>	<b>43</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Implement the Fiber To The Home business plan. **Outcome 4.1**
4. Create an Airport Development Zone. **Outcome 4.3**
5. Attract, retain and develop high quality City employees. **Outcome 6**
6. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
7. Implement employee training and development plan. **Outcome 6.2**
8. Partner with Rowan-Salisbury Schools. **Outcome 7**
9. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
10. Improve overall strategic management of City and departments. **Outcome 8**
11. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
12. Develop future growth strategies for the community. **Outcome 8.2**
13. Implement downtown parking lot improvement plan. **Outcome 9.1**
14. Partner with Rowan County to implement the Town Creek/I-85 growth corridor interceptor sewer extension project. **Outcome 11.1**
15. Explore water sales agreements with Kannapolis and Concord. **Outcome 11.3**

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

<b>Accounting (101)</b>	FY 2008	FY 2009	FY 2010
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Workload</b>			
Number of Checks Issued	6,353	5,300	5,000
Number of ACH Transactions (Payroll and A/P)	12,161	13,600	14,000
Number of Journal Entries	1,116	1,100	1,100
<b>Effectiveness</b>			
Percent of Checks Processed Without Error	99.5%	99.5%	99.5%
Percent of ACH Transactions Processed Without Error	99.9%	99.9%	99.9%
Percent of Journal Entries Reclassified	25%	27%	27%



<b>Customer Service (102)</b>	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Projected
<b>Workload</b>			
Number of Utility Bills Generated	203,604	202,236	204,258
Number of Teller Transactions	60,063	50,559	42,470
Number of Telephone Transactions	55,990	55,614	56,170
Number of New Businesses Issued Privilege Licenses	311	325	341
<b>Efficiency</b>			
Cost Per Utility Bill Issued	\$ 0.55	\$ 0.57	\$ 0.59
Cost Per Teller Transaction	\$ 1.26	\$ 1.50	\$ 1.68
Cost Per Telephone Transaction	\$ 1.83	\$ 1.84	\$ 1.84
<b>Effectiveness</b>			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%
Total Dollar Value of Tellers' Over & Short Account	9.21	10.55	9.88
Service Complaints Per 1000 Transactions	0.01	0.01	0.01

### BUDGET REQUEST SUMMARY

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 1,058,615	\$ 1,117,927	\$ 1,248,540	\$ 1,214,082	\$ 1,214,082
Operating	247,806	309,357	353,229	325,059	325,059
Capital	3,680	3,000	3,000	-	-
<b>TOTAL</b>	<b>\$ 1,310,101</b>	<b>\$ 1,430,284</b>	<b>\$ 1,604,769</b>	<b>\$ 1,539,141</b>	<b>\$ 1,539,141</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (000)</b>					
Management Services Director	1	1	1	1	1
Budget & Performance Manager	1	1	1	1	1
Budget & Benchmarking Analyst	1	1	1	1	1
Management Analyst	1	1	1	1	1
Finance Specialist	1	1	1	1	1
<b>Accounting (101)</b>					
Finance Manager	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Management Analyst	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
Account Clerk	2	2	2	2	2
<b>Customer Service (102)</b>					
Customer Service Supervisor	1	1	1	1	1
Asst Customer Svc Supervisor	1	1	1	1	1
Customer Service Clerk Sr./I/II	5	5	5	5	5
Customer Service Clerk (TPT)	2	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Customer Service Representative (NEW)	<u>0</u>	<u>0</u>	<u>2<sup>2</sup></u>	<u>2<sup>2</sup></u>	<u>2<sup>2</sup></u>
<b>TOTAL</b>	<b>20</b>	<b>20</b>	<b>22</b>	<b>22</b>	<b>22</b>

<sup>1</sup> Position one-half funded through W/S Fund contribution to GF

<sup>2</sup> Funded through transfer from Fiber Optic Network Fund

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Accounting (101)</b>			
Desk for Sr. Management Analyst	\$ <u>3,000</u>	\$ <u>-</u>	\$ <u>-</u>
Total Capital Outlay	\$ 3,000	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**COUNCIL GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Implement the Fiber to the Home business plan. **Outcome 4.1**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
6. Implement employee training and development plan. **Outcome 6.2**
7. Partner with Rowan-Salisbury Schools. **Outcome 7**
8. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
9. Improve overall strategic management of City and departments. **Outcome 8**
10. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
11. Develop future growth strategies for the community. **Outcome 8.2**

**DEPARTMENTAL GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
<b>Workload</b>			
Number of Computer Directly Supported	460	470	470
Average Number of Service Requests Per PC	3.0	3.4	4.3
Number of Servers Directly Supported	60	60	62
Average Number of Service Requests Per Server	1.1	1.1	1.1
Number of Applications Directly Supported	133	140	140
Total Number of Helpdesk Requests Received	1,366	1,617	2,000
<b>Efficiency</b>			
Number of PCs Supported Per Analyst	77	78	78
Number of Servers Supported Per Analyst	60	60	62
Number of Applications Supported Per Analyst	22	23	23
Number of Helpdesk Requests Processed Per Analyst	228	270	333

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
<b>Effectiveness</b>			
Average Repair Time Per PC Service Request (in hours)	0.52	0.50	0.50
Average Repair Time Per Server Service Request (in hours)	2.50	2.50	2.50
Average Annual Network Availability **	99.0%	99.0%	99.9%
Percent of Helpdesk Requests Closed < One Day	50.0%	50.0%	50.0%

\*\* Estimate - Designed to demonstrate network reliability

### BUDGET REQUEST SUMMARY

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 676,014	\$ 697,113	\$ 714,332	\$ 693,641	\$ 693,641
Operating	770,593	684,933	853,978	741,640	741,640
Capital	32,384	42,391	31,000	11,000	11,000
<b>TOTAL</b>	<b>\$ 1,478,991</b>	<b>\$ 1,424,437</b>	<b>\$ 1,599,310</b>	<b>\$ 1,446,281</b>	<b>\$ 1,446,281</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (000)</b>					
Information Technologies Manager	1	1	1	1	1
Technologies Services Technical Assistant	1	1	1	1	1
<b>Operations (151)</b>					
Systems Analyst	6	6	6	6	6
Intern (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>0<sup>1</sup></u>	<u>0<sup>1</sup></u>
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>

<sup>1</sup> Funding not recommended

### CAPITAL OUTLAY

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Operations (151)</b>			
Proxy Server	\$ 15,000	\$ -	\$ -
UPS Upgrade for Phones	5,000	5,000	5,000
Media Safe	5,000	-	-
Firewall	6,000	6,000	6,000
<b>Total Capital Outlay</b>	<b>\$ 31,000</b>	<b>\$ 11,000</b>	<b>\$ 11,000</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
2. Continue to seek methods of improved fixed asset accountability.
3. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.
4. Continue to monitor and train users involving the transition to web-based accounting through a conversion to WORKS software with SunTrust Bank.
5. Develop and expand Purchasing Agent’s role in construction contract administration.
6. Improve fuel use availability and accountability through Fleet One program.

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 124,593	\$ 129,469	\$ 131,679	\$ 127,954	\$ 127,954
Operating	6,530	9,342	12,279	11,137	11,137
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 131,123</b>	<b>\$ 138,811</b>	<b>\$ 143,958</b>	<b>\$ 139,091</b>	<b>\$ 139,091</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Purchasing Manager	1	1	1	1	1
Purchasing/Finance Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DEPARTMENTAL GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 86,624	\$ 386,590	\$ 196,206	\$ 190,758	\$ 190,758
Operating	204,175	348,986	394,379	247,942	247,942
Capital	43,143	62,000	1,156,000	118,000	118,000
<b>TOTAL</b>	<b>\$ 333,942</b>	<b>\$ 797,576</b>	<b>\$ 1,746,585</b>	<b>\$ 556,700</b>	<b>\$ 556,700</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Telecommunications Manager	1	1	1	1	1
Radio Technician	0	1	1	1	1
Telecommunications Technician	<u>0</u>	<u>0</u>	<u>1<sup>1</sup></u>	<u>1<sup>1</sup></u>	<u>1<sup>1</sup></u>
<b>TOTAL</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup> Position transferred from P/S-Traffic Operations in FY2009

## CAPITAL OUTLAY

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Upgrading the Grounding at Tower Site (R-56)	\$ 25,000	\$ 25,000	\$ 25,000
Grounding Protection on Telcomm Lines	25,000	25,000	25,000
Replace Fiber in City	80,000	-	-
Phone System Upgrade	25,000	-	-
Single Mode Fiber Utilities to PS	10,000	-	-
Radio upgrade for encryption (20 radios)	30,000	30,000	30,000
Security System Upgrade	50,000	-	-
Electrical Gate	23,000	-	-
Server for Security & 1 terabyte storage	25,000	-	-
Video Security	15,000	15,000	15,000
Vehicle lift for bay Area	25,000	-	-
Emergency 800 trunking antenna	800,000	-	-
HVAC Replacement	23,000	23,000	23,000
Total Capital Outlay	\$ 1,156,000	\$ 118,000	\$ 118,000

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**
11. Implement the downtown parking lot improvement plan. **Outcome 9.1**

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 357,752	\$ 379,939	\$ 476,854	\$ 415,981	\$ 415,981
Operating	44,982	65,829	124,156	102,455	102,455
Capital	<u>8,653</u>	<u>3,500</u>	<u>9,500</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 411,387</b>	<b>\$ 449,268</b>	<b>\$ 610,510</b>	<b>\$ 518,436</b>	<b>\$ 518,436</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Facilities Manager	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Facilities Maintenance Supervisor	1	1	1	1	1
Building Maintenance Worker Sr/I/II	4	4	4	5 <sup>1</sup>	5 <sup>1</sup>
Senior B&G Maintenance Worker - NEW	<u>0</u> 7	<u>0</u> 7	<u>1</u> 9	<u>0</u> 8	<u>0</u> 8

<sup>1</sup> Position added for cleaning in lieu of outside cleaning company



**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Purchase Scissor Lift	\$ <u>9,500</u>	\$ <u>-</u>	\$ <u>-</u>
Total Capital Outlay	\$ 9,500	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	224,800	221,785	214,937	164,458	164,458
Capital	20,939	8,500	158,450	92,100	92,100
<b>TOTAL</b>	<b>\$ 245,739</b>	<b>\$ 230,285</b>	<b>\$ 373,387</b>	<b>\$ 256,558</b>	<b>\$ 256,558</b>

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>City Office Building (000)</b>			
Defibrillator for Customer Service	\$ 2,000	\$ -	\$ -
Price High School HVAC Replacement	4,000	4,000	4,000
Price High School Roof Repair	10,000	10,000	10,000
COB Roof Replacement	78,100	78,100	78,100
Install fire escape for upper floors	17,500	-	-
<b>Zimmerman Building (250)</b>			
HVAC Monitoring System	8,900	-	-
Zimmerman Control System	8,950	-	-
<b>City Hall (251)</b>			
Defibrillator for City Hall	2,000	-	-
Upholster Council Chairs	3,500	-	-
Replace Entry Carpet at City Hall	8,500	-	-
Add Cabinetry to Administration	4,000	-	-
Purchase new side chairs & upholster chairs in Administration Conference Room	6,000	-	-
<b>Park Avenue Community Center (253)</b>			
HVAC Replacement	5,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 158,450</b>	<b>\$ 92,100</b>	<b>\$ 92,100</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	150,973	136,982	148,942	133,342	133,342
Capital	55,236	117,300	241,500	89,500	89,500
<b>TOTAL</b>	<b>\$ 206,209</b>	<b>\$ 254,282</b>	<b>\$ 390,442</b>	<b>\$ 222,842</b>	<b>\$ 222,842</b>

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Replace HVAC (small systems)	\$ 24,000	\$ 24,000	\$ 24,000
Backflow Prevention Solution	20,000	20,000	20,000
Basement Wall Repair	33,500	33,500	33,500
Apartment Renovations	85,000	-	-
Entry renovation & common areas	35,000	-	-
Appliance Replacement	6,000	6,000	6,000
Refurbish flipped apartments	6,000	6,000	6,000
Replace exterior door hardware	4,000	-	-
Renovate guest quarters	22,000	-	-
Wash exterior windows	6,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 241,500</b>	<b>\$ 89,500</b>	<b>\$ 89,500</b>

**DEPARTMENT – Community Planning Services – Summary**

**SUMMARY STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 481,517	\$ 692,869	\$ 758,451	\$ 710,596	\$ 710,596
Operating	481,955	444,136	839,350	434,858	443,383
Capital	<u>59,882</u>	<u>3,600</u>	<u>23,000</u>	<u>10,000</u>	<u>10,000</u>
<b>TOTAL</b>	<b>\$ 1,023,354</b>	<b>\$ 1,140,605</b>	<b>\$ 1,620,801</b>	<b>\$ 1,155,454</b>	<b>\$ 1,163,979</b>

**PERSONNEL DETAIL**

	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Permanent Full-Time (PFT)	7	10.5	11.5	11	11

Note: Personnel totals are restated due to the separation of the former Land Management and Development Division during FY2009

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Implement the Jersey City neighborhood plan. **Outcome 2.1**
4. Identify and initiate an “impact project” for the North Main Street neighborhood. **Outcome 2.2**
5. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
6. Pursue implementation of the better housing code. **Outcome 2.4**
7. Strengthen our unified community image through implementation of the wayfinding and signage plan. **Outcome 4.2**
8. Create an Airport Development Zone. **Outcome 4.3**
9. Initiate actions to implement a \$.03 occupancy tax for the City of Salisbury. **Outcome 4.4**
10. Explore the possibility of partnering with Cheerwine, DSI, & TDA on a Salisbury Cheerwine Festival. **Outcome 4.5**
11. Complete the Comprehensive Master Plan. **Outcome 5.1**
12. Attract, retain and develop high quality City employees. **Outcome 6**
13. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
14. Implement employee training and development plan. **Outcome 6.2**
15. Partner with Rowan-Salisbury Schools. **Outcome 7**
16. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
17. Enhance the teaching of the arts within our school system. **Outcome 7.2**
18. Improve overall strategic management of City and departments. **Outcome 8**
19. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
20. Develop future growth strategies for the community. **Outcome 8.2**
21. Develop a downtown streetscape maintenance improvement plan. **Outcome 9.2**
22. Implement the downtown parking lot improvement plan. **Outcome 9.1**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
<b>Workload</b>			
Rezoning Requests Processed	14	13	11
<b>Efficiency</b>			
Average Number of Processing Days Per Rezoning Request	60	70	70
<b>Effectiveness</b>			
Percent of Rezoning Requests Approved as Presented	71%	69%	70%

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 351,016	\$ 363,449	\$ 381,127	\$ 371,549	\$ 371,549
Operating	403,950	316,668	435,453	235,218	243,743
Capital	59,882	-	-	-	-
<b>TOTAL</b>	<b>\$ 814,848</b>	<b>\$ 680,117</b>	<b>\$ 816,580</b>	<b>\$ 606,767</b>	<b>\$ 615,292</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Planning & Community Development Manager	1	1	0 <sup>1</sup>	0 <sup>1</sup>	0 <sup>1</sup>
Community Planning Services Director	0	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
Planner Sr/I/II/Urban Design	3	3	3	3	3
Department Secretary/Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup> Position reclassified

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Projected
<b>Workload</b>			
Number of Parcel Notifications Processed ^	4,277	1,100	1,500
<b>Efficiency</b>			
Average Processing Time Per Parcel Notification (seconds)	0.14	0.03	0.03
<b>Effectiveness</b>			
Hours Saved by Automating Parcel Notification Process (GIS) ^^	125	21	26

^ Note that the number of parcel notifications decreased significantly, which is due to a decrease in development, therefore fewer people being notified.

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

### BUDGET REQUEST SUMMARY

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 130,501	\$ 145,936	\$ 193,605	\$ 145,410	\$ 145,410
Operating	78,005	100,936	275,431	132,811	132,811
Capital	<u>-</u>	<u>-</u>	<u>17,000</u>	<u>10,000</u>	<u>10,000</u>
<b>TOTAL</b>	<b>\$ 208,506</b>	<b>\$ 246,872</b>	<b>\$ 486,036</b>	<b>\$ 288,221</b>	<b>\$ 288,221</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Systems Analyst I	1	1	1	1	1
GIS Analyst	0	1 <sup>1</sup>	1	1	1
GIS Mapping Technician	1	0 <sup>1</sup>	0	0	0
GIS Technician	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>

<sup>1</sup> Position reclassified

### CAPITAL OUTLAY

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Upgrade OnPoint online mapping solution to Professional version	\$ 10,000	\$ 10,000	\$ 10,000
Purchase additional GPS & software	<u>7,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 17,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>



**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
4. Pursue implementation of the better housing code. **Outcome 2.4**
5. Attract, retain and develop high quality City employees. **Outcome 6**
6. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
7. Implement employee training and development plan. **Outcome 6.2**
8. Partner with Rowan-Salisbury Schools. **Outcome 7**
9. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
10. Improve overall strategic management of City and departments. **Outcome 8**
11. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
12. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

<b>Code Enforcement</b>	FY 2008	FY 2009	FY 2010
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Workload</b>			
Number of Proactive Inspections (inspector initiated)	1,408	800	3,300
Number of Reactive Inspections (third-party complaints)	635	300	1,100
Number of Citations Issued	1,842	1,047	4,000
Number of Owner Corrected Violations	1,458	862	3,200
<b>Efficiency</b>			
Cost Per Nuisance Abated	\$ -	\$ 290.80	\$ 290.80
Cost Per Inspection	\$ 125.00	\$ 125.00	\$ 125.00
<b>Effectiveness</b>			
Days From Complaint to First Inspection	2	1	1

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ 183,484	\$ 183,719	\$ 193,637	\$ 193,637
Operating	-	26,532	128,466	66,829	66,829
Capital	-	3,600	6,000	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 213,616</b>	<b>\$ 318,185</b>	<b>\$ 260,466</b>	<b>\$ 260,466</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Code Manager	0	1 <sup>1</sup>	1	1	1
Code Enforcement Officer/Specialist	0	1 <sup>1</sup>	1	1	1
City Code Inspector	0	1 <sup>2</sup>	1	1	1
Zoning & Code Enforcement Specialist	<u>0</u>	<u>.5</u> <sup>3</sup>	<u>.5</u> <sup>3</sup>	<u>1</u> <sup>4</sup>	<u>1</u> <sup>4</sup>
<b>TOTAL</b>	<b>0</b>	<b>3.5</b>	<b>3.5</b>	<b>4</b>	<b>4</b>

<sup>1</sup> New position for FY2009

<sup>2</sup> Position transferred from P/S Administration-Code Enforcement

<sup>3</sup> This position is split between Development Services and Code Services for FY2009 Adopted

<sup>4</sup> Recommendation for position to be fully funded in Code Services

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Desks & Chairs for two new positions	\$ <u>6,000</u>	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>

**DEPARTMENT – Engineering and Development Services – Summary**

**SUMMARY STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 729,485	\$ 765,505	\$ 780,623	\$ 743,376	\$ 743,376
Operating	725,147	2,622,760	2,598,387	2,160,523	2,173,122
Capital	<u>4,053</u>	<u>345,000</u>	<u>345,000</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 1,458,685</b>	<b>\$ 3,733,265</b>	<b>\$ 3,724,010</b>	<b>\$ 2,903,899</b>	<b>\$ 2,916,498</b>

**PERSONNEL DETAIL**

	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Permanent Full-Time (PFT)	12	11.5	11.5	11	11

Note: Personnel totals are restated due to the separation of the former Land Management and Development Division during FY2009

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Implement the Jersey City neighborhood plan. **Outcome 2.1**
4. Pursue implementation of the commercial property maintenance code. **Outcome 2.3**
5. Attract, retain and develop high quality City employees. **Outcome 6**
6. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
7. Implement employee training and development plan. **Outcome 6.2**
8. Partner with Rowan-Salisbury Schools. **Outcome 7**
9. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
10. Improve overall strategic management of City and departments. **Outcome 8**
11. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
12. Develop future growth strategies for the community. **Outcome 8.2**
13. Develop, present, and adopt State-mandated plan for Fats, Oils and Grease (FOG) ordinance and program. **Outcome 10.1**
14. Seek local permitting authority for utility extensions. **Outcome 10.2**
15. Develop a communication plan for sharing development processes and ordinances with stakeholders. **Outcome 10.4**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
<b>Workload</b>			
Group Development Plans (GDP) submitted	21	1	N/A
Minor Site Plans (MI) submitted	34	44	50
Major Site Plans (MA) submitted	1	0	5
Special Use Permits (SUP) submitted	4	2	5
Certificates of Minor Works - staff (CMW-S) submitted	136	90	100
<b>Efficiency</b>			
GDP: average days from submittal to approval	35	47	N/A
CMW-S: average days from submittal to approval	1	1	1

Water / Sewer Connection Permits - Performance Measures

<b>Workload</b>			
Salisbury Water / Sewer Connection Permits Processed	248/136	285/85	300/100
Granite Quarry Water / Sewer Connection Permits Processed	17/12	3/5	3/5
Rockwell Water / Sewer Connection Permits Processed	17/13	20/5	10/5
Spencer Water / Sewer Connection Permits Processed	3/5	15/15	5/5
East Spencer Water / Sewer Connection Permits Processed	2/6	2/2	5/5
<b>Efficiency / Effectiveness</b>			
Average Processing Days Per Salisbury W/S Permit Request	1	1	1
Average Processing Days Per Granite Quarry W/S Permit Request	1	1	1
Average Processing Days Per Rockwell W/S Permit Request	1	1	1
Average Processing Days Per Spencer W/S Permit Request	1	1	1
Average Processing Days Per East Spencer W/S Permit Request	1	1	1

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 230,054	\$ 223,718	\$ 220,987	\$ 196,862	\$ 196,862
Operating	203,831	275,177	244,057	230,658	243,257
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 433,885</b>	<b>\$ 498,895</b>	<b>\$ 465,044</b>	<b>\$ 427,520</b>	<b>\$ 440,119</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Development Services Manager	1	1	1	1	1
Development Services Specialist	1	1	1	1	1
Permit Services Coordinator	1	1	1	1	1
Zoning & Code Enforcement Specialist	1	.5 <sup>1</sup>	.5	0 <sup>2</sup>	0 <sup>2</sup>
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>4.5</b>	<b>4.5</b>	<b>4</b>	<b>4</b>

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

<sup>2</sup> Recommendation for position to be fully funded in Code Services

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Implement the Jersey City neighborhood plan. **Outcome 2.1**
4. Identify and initiate an “impact project” as part of the North Main Street Small Area Plan. **Outcome 2.2**
5. Build and implement an employee mentoring policy in support of the action agenda. **Outcome 3.1**
6. Strengthen our unified community image through implementation of the wayfinding and signage plan. **Outcome 4.2**
7. Attract, retain and develop high quality City employees. **Outcome 6**
8. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
9. Implement employee training and development plan. **Outcome 6.2**
10. Partner with Rowan-Salisbury Schools. **Outcome 7**
11. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
12. Improve overall strategic management of City and departments. **Outcome 8**
13. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
14. Develop future growth strategies for the community. **Outcome 8.2**
15. Develop a downtown streetscape maintenance improvement plan. **Outcome 9.2**
16. Develop, present and adopt State-mandated plans for Fats, Oils, and Grease (FOG) programs. **Outcome 10.1**
17. Seek local permitting authority for utility extensions. **Outcome 10.2**
18. Develop a communication plan for sharing development processes and ordinances with stakeholders. **Outcome 10.4**
19. Implement the downtown parking lot improvement plan. **Outcome 9.1**
20. Continue updating construction standards. **Outcome 10.3**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008 <u>Actual</u>	FY 2009 <u>Estimate</u>	FY 2010 <u>Projected</u>
<b>Workload</b>			
Minor Site Plan (MI) Engineering review	18	27	30
Major Site Plans (MA) Engineering review	1	0	3
Subdivisions (S) Engineering review	6	7	6
Utility Projects (U) Engineering review	13	9	10
Conditional District (CD) Engineering review	0	3	4
<b>Efficiency</b>			
MI: Average Days reviewed by City Staff	27	23	21
MI: Average Days processed by Developer's representatives	6	62	35
MA: Average Days reviewed by City Staff	26	N/A	21
MA: Average Days processed by Developer's representatives	44	N/A	35
S: Average Days reviewed by City Staff	85	58	55
S: Average Days processed by Developer's representatives	148	97	90
U: Average Days reviewed by City Staff	9	42	35
U: Average Days processed by Developer's representatives	28	91	70
CD: Average Days reviewed by City Staff	N/A	62	50
CD: Average Days processed by Developer's representatives	N/A	52	50

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 499,431	\$ 541,787	\$ 559,636	\$ 546,514	\$ 546,514
Operating	161,339	1,971,083	1,938,230	1,515,215	1,515,215
Capital	<u>4,053</u>	<u>345,000</u>	<u>345,000</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 664,823</b>	<b>\$ 2,857,870</b>	<b>\$ 2,842,866</b>	<b>\$ 2,061,729</b>	<b>\$ 2,061,729</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Land Management & Dev Director	1	1	0 <sup>1</sup>	0 <sup>1</sup>	0 <sup>1</sup>
Engineering & Dev Svcs Director	0	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
Civil Engineer I/II/III	4	4	4	4	4
Engineering Technician	1 <sup>2</sup>	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> Position reclassified

<sup>2</sup> New position beginning 10/1/2007

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Ellis Street Bridge Design	\$ 255,000	\$ -	\$ -
Ellis Street Bridge ROW Acquisition	<u>90,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 345,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	359,977	376,500	416,100	414,650	414,650
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 359,977</b>	<b>\$ 376,500</b>	<b>\$ 416,100</b>	<b>\$ 414,650</b>	<b>\$ 414,650</b>



**DEPARTMENT - Police - Summary**

**SUMMARY STATEMENT OF PURPOSE**

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

**PERFORMANCE MEASURES**

	FY 2008 <u>Actual</u>	FY 2009 <u>Estimate</u>	FY 2010 <u>Projected</u>
<b>Workload</b>			
Number of Sworn Police Officers (Authorized Positions)	84	88	88
Total Incoming Calls (911, Direct-Dial, Information-Seeking, etc.)	82,186	81,000	80,000
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,722	2,621	2,519
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	2,702	2,452	2,405
Departmental Internal Affairs Investigated Complaints	21	20	20
<b>Efficiency</b>			
Number of Sworn Police Officer Vacancies (all causes)	7	8	8
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	36,115	35,201	35,000
Part I Crimes Investigated By Criminal Investigations (CID) Division^^	280	268	270
Internal Affairs Complaints Sustained	8	7	6
<b>Effectiveness</b>			
Departmental Turn-Over Rate (Sworn Police Officers)	8.3%	9.1%	9.1%
Percent of Incoming Calls That Result in an Officer Dispatch	43.9%	43.5%	43.8%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	7.5%	7.4%	7.2%
CID Part I Case Clearance Rate ^^^	35%	36%	35%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	38.1%	35.0%	30.0%

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

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 5,551,176	\$ 6,043,880	\$ 6,186,515	\$ 5,948,044	\$ 5,948,044
Operating	1,399,613	1,344,655	1,662,638	1,440,431	1,440,431
Capital	<u>277,415</u>	<u>95,586</u>	<u>363,308</u>	<u>73,300</u>	<u>73,300</u>
<b>TOTAL</b>	<b>\$ 7,228,204</b>	<b>\$ 7,484,121</b>	<b>\$ 8,212,461</b>	<b>\$ 7,461,775</b>	<b>\$ 7,461,775</b>

**PERSONNEL DETAIL**

	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Permanent Full-Time (PFT)	104	108	108	107	107
Temporary Part-Time (TPT)	<u>3</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>107</b>	<b>110</b>	<b>110</b>	<b>108</b>	<b>108</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 1,067,049	\$ 1,184,248	\$ 1,275,639	\$ 1,179,985	\$ 1,179,985
Operating	243,654	270,309	314,813	326,794	326,794
Capital	14,405	35,500	225,800	73,300	73,300
<b>TOTAL</b>	<b>\$ 1,325,108</b>	<b>\$ 1,490,057</b>	<b>\$ 1,816,252</b>	<b>\$ 1,580,079</b>	<b>\$ 1,580,079</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Services Administration (000)</b>					
Deputy Police Chief	1	1	1	1	1
Police Lieutenant-Support Services	1	1	1	1	1
<b>Animal Control (300)</b>					
Animal Control Specialist	1	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Animal Control Specialist (TPT)	1	1	1	0 <sup>1</sup>	0 <sup>1</sup>
<b>Communications (302)</b>					
Police Telecommunicator	10	10	10	10	10
Police Telecommunicator (TPT)	1	1	1	1	1

<b>Position Title</b>	<b>Authorized FY 07-08</b>	<b>Authorized FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>Community Service (303)</b>					
Community Services Officer - MPO	1	1	1	1	1
Victim's Advocate - MPO	1	1	1	1	1
<b>Evidence &amp; Identification (304)</b>					
Police Evidence & Property Custodian	1	1	1	1	1
<b>Information Management (305)</b>					
Police Records Clerk	1	1	1	1	1
Police Records Coordinator	1	1	1	1	1
Police Information Clerk (Expediter)	1	1	1	1	1
Parking Control Specialist	1	1	1	1	1
Police Officer I/II/MPO (Downtown)	1	1	1	1	1
<b>Recruitment/Training (306)</b>					
Police Sergeant	2	2	2	2	2
<b>Project Safe Grant (315)</b>					
Project SAFE Coordinator (PFT) (75% grant funded for FY2010)	<u>0</u>	<u>0</u>	<u>1<sup>2</sup></u>	<u>1<sup>2</sup></u>	<u>1<sup>2</sup></u>
<b>TOTAL</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>26</b>

<sup>1</sup> Position eliminated due to contract with Rowan County to provide the service

<sup>2</sup> Position transferred from Police-Administration

### CAPITAL OUTLAY

	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>Buildings (301)</b>			
HVAC Replacement	\$ 30,000	\$ 30,000	\$ 30,000
HVAC Monitoring System	20,300	20,300	20,300
New Generator	75,600	-	-
Replace outdated office furniture	10,000	-	-
Install fencing for garage portion of PD to allow for exterior storage & processing of evidence	15,000	15,000	15,000
Security Improvements to exterior (garage) evidence storage area	8,000	8,000	8,000
Expand Evidence Fencing in upstairs Evidence Security area & add cameras for security monitoring	9,000	-	-
<b>Information Management (305)</b>			
File Storage (for report storage)	33,000	-	-
Parking Citation Management Software	16,600	-	-
OSSI Canine Tracking/Training Software	8,300	-	-
<b>Total Capital Outlay</b>	<b>\$ 225,800</b>	<b>\$ 73,300</b>	<b>\$ 73,300</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Build and implement and employee mentoring policy in support of the action agenda. **Outcome 3.1**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
6. Implement employee training and development plan. **Outcome 6.2**
7. Partner with Rowan-Salisbury Schools. **Outcome 7**
8. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
9. Improve overall strategic management of City and departments. **Outcome 8**
10. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
11. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 370,170	\$ 394,929	\$ 346,616	\$ 338,502	\$ 338,502
Operating	170,311	142,389	287,015	176,953	176,953
Capital	<u>12,650</u>	<u>10,000</u>	<u>20,000</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 553,131</b>	<b>\$ 547,318</b>	<b>\$ 653,631</b>	<b>\$ 515,455</b>	<b>\$ 515,455</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Finance Specialist	1	1	1	1	1
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Project Safe Grant (315)</b>					
Project SAFE Coordinator (TPT)					
Grant Funded	1	0 <sup>1</sup>	0	0	0
Project SAFE Coordinator (PFT)					
Grant Funded	<u>0</u>	<u>1<sup>1</sup></u>	<u>0<sup>2</sup></u>	<u>0<sup>2</sup></u>	<u>0<sup>2</sup></u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup> Position reclassified from TPT to PFT; Full time salary and fringe benefits funded by grants

<sup>2</sup> Position transferred to Police-Support Services

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (000)</b>			
Install Security cameras at selected areas in the community	\$ 20,000	\$ -	\$ -
Total Capital Outlay	\$ 20,000	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 4,113,957	\$ 4,464,703	\$ 4,564,260	\$ 4,429,557	\$ 4,429,557
Operating	985,648	931,957	1,060,810	936,684	936,684
Capital	<u>250,360</u>	<u>50,086</u>	<u>117,508</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 5,349,965</b>	<b>\$ 5,446,746</b>	<b>\$ 5,742,578</b>	<b>\$ 5,366,241</b>	<b>\$ 5,366,241</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Operations Administration (320)</b>					
Deputy Police Chief	1	1	1	1	1
<b>District I (321)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	3	2	2	2	2
Police Officer I/II/MPO	22	23	23	23	23
<b>District II (322)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	2	2	2	2	2
Police Officer I/II/MPO	24	26	26	26	26
Police Officer I/II/MPO	2	0	0	0	0
<b>District III (323)</b>					
Police Lieutenant	1	1	1	1	1
Police Officer I/II/MPO	4	4	4	4	4
<b>Criminal Investigations (326)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	2	2	2	2	2
Police Officer I/II/MPO	10	13	13	13	13
<b>Crime Analysis (330)</b>					
Crime Analyst (Civilian)	1	1	1	1	1
Crime Scene Specialist (Civilian)	1	0	0	0	0
Crime Scene Specialist (Sworn)	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	76	79	79	79	79

Note: Seven Police Officers are funded by COPS Grant for FY2010

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (320)</b>			
In Car Camera System Replacement	40,000	-	\$ -
SRT Counter Sniper Rifle Night Scope	15,000	-	-
Cyber Crime Software	7,000	-	-
<b>Special Operations (323)</b>			
5 New Portable Radios @ \$3,500 each	17,500	-	-
Motorola Mobile XTL 5000 Astro Digital	<u>38,008</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 117,508	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
<b>Workload</b>			
EMS / Rescue Responses	2,668	2,653	2,671
Fire Responses	220	136	203
False Alarm Responses	429	417	427
Service Calls	180	308	213
Hazardous Material Responses	161	185	170
Overpressure or Explosion (no fire) Responses	69	71	69
Good Intent Calls	405	445	416
Total Calls	4,132	4,223	4,156
Average Calls Per Day	11.3	11.6	11.4
Average Time Spent Per Call (minutes)	59.0	30.2	36.0
Average Hours of Call Workload (in 24 hours)	11.1	5.8	6.8
Average Training Hours per Firefighter per Day	3.0	3.7	3.7
Total Fire Control Training Hours	25,420	31,071	32,422
Public Education Events	80	35	48
Fire Hydrants Tested	1,805	1,840	1,860
Land Area Serviced (square miles)	20.3	21.9	22.0
People Protected	30,634	31,250	31,500



	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
<b>Efficiency</b>			
Annual FD Cost	\$ 5,776,857	\$ 5,863,510	\$ 5,951,463
Cost Per Response (average)	1,398	1,388	1,432
Fire Department Cost Per Citizen Per Day	0.52	0.51	0.52
Fire Stations	4	4	4
Fire Station Coverage (average in square miles)	5	5	6
Firefighters Per Shift Strength	23	23	23
Firefighters Per 100 Calls for Service	0.57	0.61	0.60
Firefighters Per 1,000 Population	0.75	0.74	0.73
Total Dollar Value of All Property Protected	\$2.35 Billion	\$2.55 Billion	\$2.60 Billion
Firefighters Per \$100 Million of Property Protected	0.98	0.90	0.88

<b>Effectiveness</b>			
Fire Injuries - Civilian	1	3	0
Fire Injuries - Firefighter	2	0	0
Fire Deaths - Civilian	2	1	0
Fire Deaths - Firefighter	2	0	0
Fire Loss (Dollars)	\$ 4,763,500	\$ 740,623	\$ 500,500
False Alarm Responses As a % of Total Responses	0.10	0.10	0.10
ISO Class Rating	2	2	2
Pre-Fire Plans Completed	1,060	260	365
On-Scene Time - % within 5 Minutes	45%	43%	45%

### BUDGET REQUEST SUMMARY

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 3,677,054	\$ 3,867,388	\$ 4,352,301	\$ 3,831,822	\$ 3,831,822
Operating	1,110,777	1,049,915	1,280,401	1,069,010	1,069,010
Capital	71,250	113,724	638,570	146,110	146,110
<b>TOTAL</b>	<b>\$ 4,859,081</b>	<b>\$ 5,031,027</b>	<b>\$ 6,271,272</b>	<b>\$ 5,046,942</b>	<b>\$ 5,046,942</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Fire Administration (000)</b>					
Fire Chief	1	1	1	1	1
Battalion Chief	1	2 <sup>1</sup>	2	2	2
Fire Logistics Officer (Captain)	1	0 <sup>1</sup>	0	0	0
Office Assistant	1	1	1	1	1
Fire Projects Analyst	1	0 <sup>2</sup>	0	0	0
Public Educator/Office Assistant - NEW	0	0	1	0	0
<b>Fire Station #54 (350)</b>					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	6	7	8 <sup>2</sup>	8 <sup>2</sup>	8 <sup>2</sup>

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Fire Engineer	3	3	3	3	3
<b>Fire Station #51 (351)</b>					
Battalion Chief	3	3	3	3	3
Fire Captain	6	7	9 <sup>2</sup>	9 <sup>2</sup>	9 <sup>2</sup>
Fire Captain/Investigation/Inspection Specialist	3	3	0 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>
Fire Control Specialist I/II	15	14	7 <sup>2</sup>	7 <sup>2</sup>	7 <sup>2</sup>
Fire Control Specialist I/II – NEW	0	0	6	0	0
Fire Engineer	6	5	5	5	5
Fire Control Specialist I/II (TPT)	5	5	5	5	5
<b>Fire Station #52 (352)</b>					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	6	6	9 <sup>2</sup>	9 <sup>2</sup>	9 <sup>2</sup>
Fire Engineer	3	3	3	3	3
<b>Fire Station #53 (353)</b>					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	6	6	9 <sup>2</sup>	9 <sup>2</sup>	9 <sup>2</sup>
Fire Engineer	3	3	3	3	3
<b>Loss Prevention &amp; Investigation (356)</b>					
Battalion Chief/Fire Marshal	0	1	1	1	1
Assistant Fire Marshall	1	1	1	1	1
Fire Captain	0	0	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>
Division Chief	1	0 <sup>1</sup>	0	0	0
Staff Fire Inspector- NEW	0	0	1	0	0
<b>Training Division (357)</b>					
Battalion Chief	1	1	1	1	1
Fire Projects Analyst	0	1 <sup>2</sup>	1	1	1
Fire Training Captain – NEW	0	0	1	0	0
Hydrant Maintenance (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	84	84	93	84	84

<sup>1</sup> Position reclassified/retitled

<sup>2</sup> Positions transferred among cost centers

### CAPITAL OUTLAY

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Fire Administration (000)</b>			
Two Sets of Personal Protective Gear	\$ 4,000	\$ -	\$ -
Two SCBA Replacements (\$4,500 ea)	9,000	-	-
Eight SCBA Air Bottles (\$900 ea)	4,500	-	-
VHF Pagers for remaining Staff Members	8,500	-	-
Telestaff- Staffing Management Software	45,000	-	-
Grant Fund Match (Protective equipment, workout equipment, exhaust system Station 4)	26,850	-	-

## CAPITAL OUTLAY

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Fire Station #54 (350)</b>			
Cardiac Defibrillator Replacement	3,000	-	-
Plymo Vent	25,000	25,000	25,000
Shelves & Cabinets for Upstairs	3,500	-	-
Two Smoke Ejectors (\$2,162 ea)	4,324	-	-
<b>Fire Station #51 (351)</b>			
Station Sign	8,000	-	-
Station Apron/Concrete Repairs	10,000	-	-
Logistics Building	125,000	-	-
Awning Replacement	5,000	-	-
RES-Q Jacks 3 @ \$5,000	15,000	-	-
Defibrillator Replacement	2,500	-	-
Paint Stair Treads non-slip in tower	1,000	-	-
Pack Trackers-retrofits for current SCBA	12,500	12,500	12,500
Replace Garage Door Openers/Repairs	2,800	-	-
MSA Solaris 4 gas monitors; 3 @ \$1,887 each	5,662	-	-
HVAC Replacement	13,000	13,000	13,000
Store Fronts	10,000	-	-
HVAC Monitoring System	44,720	44,720	44,720
Automated Preplan Upgrades	12,890	12,890	12,890
ADA Entrance to Administration from lot	8,000	-	-
<b>Fire Station #52 (352)</b>			
Replacement of two SCBA @ \$4,500ea	9,000	9,000	9,000
Replacement of 20 SCBA bottles @ \$800 ea	8,000	-	-
Increase security lighting	1,000	-	-
18" Electric Smoke Ejectors	2,500	-	-
Repair to Showers	3,000	-	-
Defibrillator Replacement	3,000	-	-
Replace Garage Door Openers/Repairs	3,200	-	-
Rescue Saw Replacement	2,600	-	-
<b>Fire Station #53 (353)</b>			
Generator wiring & pad for generator	9,500	-	-
Replace two SCBA Replacements (\$4,500 ea)	9,000	9,000	9,000
Replace Garage Door Openers/Repairs	1,200	-	-
Two Smoke Ejectors (\$2,162 ea)	4,324	-	-
Replace remaining windows	15,000	15,000	15,000
Defibrillator Replacement	2,500	-	-
<b>Training Division (357)</b>			
Mobile Burn Facility	150,000	-	-
<b>Minimun Housing/Code Enforcement (358)</b>			
HVAC Replacement	5,000	5,000	5,000
Total Capital Outlay	\$ 638,570	\$ 146,110	\$ 146,110

**DEPARTMENT - Public Services - Summary**

**SUMMARY STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 3,489,620	\$ 3,806,985	\$ 3,831,388	\$ 3,683,415	\$ 4,132,254
Operating	2,885,367	2,185,934	2,300,336	1,898,711	3,037,802
Capital	<u>739,865</u>	<u>893,417</u>	<u>979,043</u>	<u>790,597</u>	<u>43,850</u>
<b>TOTAL</b>	<b>\$ 7,114,852</b>	<b>\$ 6,886,336</b>	<b>\$ 7,110,767</b>	<b>\$ 6,372,723</b>	<b>\$ 7,213,906</b>

**PERSONNEL DETAIL**

	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Permanent Full-Time (PFT)	84	87	86 <sup>1</sup>	86 <sup>1</sup>	86 <sup>1</sup>
Temporary Full-Time (TFT)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>88</b>	<b>91</b>	<b>90</b>	<b>90</b>	<b>90</b>

<sup>1</sup> Position transferred to Management Services - Telecommunications

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 241,833	\$ 196,092	\$ 201,207	\$ 196,344	\$ 196,344
Operating	131,371	66,706	19,349	15,400	15,400
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 373,204</b>	<b>\$ 262,798</b>	<b>\$ 220,556</b>	<b>\$ 211,744</b>	<b>\$ 211,744</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (000)</b>					
Public Services Director	1	1	1	1	1
Department Secretary	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Code Enforcement (410)</b>					
City Code Inspector	<u>1</u>	<u>0<sup>1</sup></u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup> Position transferred to Community & Planning Services-Code Services

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Projected
Miles of Pavement Markings Repainted	26	28	30
Traffic Signal Bulbs Replaced	61	60	60
Traffic Studies Completed	178	180	175
Signs Repaired	574	580	590

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 370,627	\$ 417,132	\$ 416,222	\$ 401,190	\$ 401,190
Operating	136,667	155,236	169,281	161,238	161,238
Capital	<u>5,520</u>	<u>97,700</u>	-	-	-
<b>TOTAL</b>	<b>\$ 512,814</b>	<b>\$ 670,068</b>	<b>\$ 585,503</b>	<b>\$ 562,428</b>	<b>\$ 562,428</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Traffic Operations Manager	1	1	1	1	1
Signs and Marking Crew Leader	1	1	1	1	1
Signs and Marking Technician I/II	3	3	3	3	3
Traffic Signal Technical I/II	3	3	3	3	3
Telecommunications Technician	<u>1</u>	<u>1</u>	<u>0</u> <sup>1</sup>	<u>0</u> <sup>1</sup>	<u>0</u> <sup>1</sup>
TOTAL	9	9	8	8	8

<sup>1</sup> Position transferred to Management Services-Telecommunication in FY2009

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Implement the Jersey City neighborhood plan. **Outcome 2.1**
4. Attract, retain and develop high quality City employees. **Outcome 6**
5. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
6. Implement employee training and development plan. **Outcome 6.2**
7. Partner with Rowan-Salisbury Schools. **Outcome 7**
8. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
9. Improve overall strategic management of City and departments. **Outcome 8**
10. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
11. Develop future growth strategies for the community. **Outcome 8.2**
12. Develop a downtown streetscape improvement plan. **Outcome 9.2**
13. Continue updating construction standards. **Outcome 10.3**

**DIVISIONAL PERFORMANCE GOALS**

**Administration (000)**

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

**Street Maintenance (420)**

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

**Concrete Construction (421)**

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

**Street Cleaning (422)**

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

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

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

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

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

**Powell Bill Drainage (428)**

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

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

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



**PERFORMANCE MEASURES**

	FY 2008	FY 2009	FY 2010
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Lane Miles of Streets Paved	10.5	6.0	6.5
Lane Miles of Streets Maintained	340	342	345
Potholes Filled	308	300	300
Driveways	47	40	45
Sidewalks Replaced / Repaired - Feet	6,826	8,000	7,500
Curb & Gutter - Feet	1,500	1,500	1,500
New Handicap Ramps	98	100	100

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY07-08	FY08-09	FY09-10	FY09-10	FY09-10
Personnel	\$ 955,142	\$ 1,102,862	\$ 1,161,061	\$ 1,120,514	\$ 1,120,514
Operating	1,665,830	998,789	1,102,619	809,819	809,819
Capital	<u>20,624</u>	<u>33,000</u>	<u>134,000</u>	<u>14,000</u>	<u>14,000</u>
<b>TOTAL</b>	<b>\$ 2,641,596</b>	<b>\$ 2,134,651</b>	<b>\$ 2,397,680</b>	<b>\$ 1,944,333</b>	<b>\$ 1,944,333</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (000)</b>					
Street Maintenance Manager	1	1	1	1	1
<b>Street Maintenance (420)</b>					
Street Maintenance Supervisor	2	2	2	2	2
Equipment Operator I/II	3	3	3	3	3
Street Maintenance Worker I/II	2	2	2	2	2
<b>Concrete Construction (421)</b>					
Street Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	2	2	2	2	2
Street Maintenance Worker I/II	2	2	2	2	2
<b>Street Cleaning (422)</b>					
Street Maintenance Supervisor	0	0	0	0	0
Equipment Operator I/II	4	5 <sup>1</sup>	5	5	5
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>					
Street Maintenance Supervisor	1	1	1	1	1
Equipment Operator I/II	1	1	1	1	1
<b>Powell Bill-Street Maintenance (427)</b>					
Equipment Operator I/II	1	1	1	1	1
<b>Powell Bill-Drainage &amp; Storm Sewers (428)</b>					
Equipment Operator I/II	2	2	2	2	2
<b>Powell Bill-Concrete Construction (429)</b>					
Street Maintenance Worker I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>23</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>

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

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Street Administration (000)</b>			
Equipment storage - landfill	\$ 60,000	\$ -	\$ -
Enclose bay - Street Division	30,000	-	-
HVAC Replacement	14,000	14,000	14,000
<b>Bridge/Winter Maintenance (427)</b>			
Salt/Sand Spreader Leg Stand	30,000	-	-
Total Capital Outlay	\$ <u>134,000</u>	\$ <u>14,000</u>	\$ <u>14,000</u>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 184,256	\$ 236,605	\$ 239,549	\$ 231,501	\$ 231,501
Operating	76,357	87,986	84,791	66,407	66,407
Capital	<u>4,885</u>	<u>-</u>	<u>3,300</u>	<u>3,300</u>	<u>3,300</u>
<b>TOTAL</b>	<b>\$ 265,498</b>	<b>\$ 324,591</b>	<b>\$ 327,640</b>	<b>\$ 301,208</b>	<b>\$ 301,208</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Cemetery Operations Manager	1	1	1	1	1
Grounds Maintenance Worker Sr/I/II	1	1	1	1	1
Equipment Operator I/II	2	2	2	2	2
Grounds Maintenance Worker I	0	1 <sup>1</sup>	1	1	1
Seasonal Worker (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> New position for FY2009

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Roof Replacement	\$ <u>3,300</u>	\$ <u>3,300</u>	\$ <u>3,300</u>
<b>Total Capital Outlay</b>	<b>\$ 3,300</b>	<b>\$ 3,300</b>	<b>\$ 3,300</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
City-Collected Garbage - Tons	9,102	9,082	9,511
Commercial Garbage Collection - Tons	11,000	11,000	11,000
Residential Recycling - Tons	1,666	1,495	1,515
Cardboard Collected for Recycling - Tons	N/A	N/A	N/A
Special Events Supported	-	7	7

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 515,756	\$ 505,612	\$ 547,694	\$ 518,546	\$ 518,546
Operating	1,514,001	1,644,510	1,553,785	1,072,684	1,072,684
Capital	-	44,000	-	-	-
<b>TOTAL</b>	<b>\$ 2,029,757</b>	<b>\$ 2,194,122</b>	<b>\$ 2,101,479</b>	<b>\$ 1,591,230</b>	<b>\$ 1,591,230</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Solid Waste Manager	1	1	1	1	1
Solid Waste Operations Supervisor	1	1	1	1	1
Solid Waste Equipment Operator	9	9	9	9	9
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

**Limb/Yard Waste (423)**

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

**Leaf Collection (424)**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 372,130	\$ 421,252	\$ 398,561	\$ 381,604	\$ 381,604
Operating	235,507	161,488	288,276	241,908	241,908
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 607,637</b>	<b>\$ 582,740</b>	<b>\$ 686,837</b>	<b>\$ 623,512</b>	<b>\$ 623,512</b>

**PERSONNEL DETAIL**

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

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

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**
11. Develop a downtown streetscape improvement plan. **Outcome 9.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008	FY 2009	FY 2010
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Miles of Right-of-Way Maintained	125	125	125
Acres of Contract Mowing Responsibility	60	63	65
Trees Maintained	350	350	350
Number of Additional Projects (medians, etc.)	3	3	3

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 456,719	\$ 487,532	\$ 493,814	\$ 475,889	\$ 475,889
Operating	135,030	163,488	165,269	134,661	134,661
Capital	<u>5,053</u>	<u>-</u>	<u>7,650</u>	<u>7,650</u>	<u>7,650</u>
<b>TOTAL</b>	<b>\$ 596,802</b>	<b>\$ 651,020</b>	<b>\$ 666,733</b>	<b>\$ 618,200</b>	<b>\$ 618,200</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Landscape (000)</b>					
Landscape Division Manager	1	1	1	1	1
Landscape Maintenance Supervisor	1	1	1	1	1
Grounds Maintenance Worker Sr/I/II	7	7	7	7	7
<b>Contract Mowing (460)</b>					
Grounds Maintenance Worker Sr I/II	2	2	2	2	2
Seasonal Worker (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Roof Replacement	\$ <u>7,650</u>	\$ <u>7,650</u>	\$ <u>7,650</u>
<b>Total Capital Outlay</b>	<b>\$ 7,650</b>	<b>\$ 7,650</b>	<b>\$ 7,650</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 86,485	\$ 94,101	\$ 95,560	\$ 92,466	\$ 92,466
Operating	26,617	55,751	48,231	37,869	37,869
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 113,102</b>	<b>\$ 149,852</b>	<b>\$ 143,791</b>	<b>\$ 130,335</b>	<b>\$ 130,335</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Park Curator	2	2	2	2	2
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Attract, retain and develop high quality City employees. **Outcome 6**
4. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
5. Implement employee training and development plan. **Outcome 6.2**
6. Partner with Rowan-Salisbury Schools. **Outcome 7**
7. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
8. Improve overall strategic management of City and departments. **Outcome 8**
9. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
10. Develop future growth strategies for the community. **Outcome 8.2**

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
Vehicles Maintained	251	280	290
Other Equipment Maintained	487	509	515
Buses Maintained	30	38	38

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 741,186	\$ 763,423	\$ 737,323	\$ 714,200	\$ 714,200
Operating	116,564	131,095	137,934	107,497	107,497
Capital	8,656	20,500	50,150	18,900	18,900
<b>TOTAL</b>	<b>\$ 866,406</b>	<b>\$ 915,018</b>	<b>\$ 925,407</b>	<b>\$ 840,597</b>	<b>\$ 840,597</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Mechanic/Master Mechanic	6	5	5	5	5
Automotive Service Technician	1	2	2	2	2
Automotive Service Technician	0	1 <sup>1</sup>	1	1	1
Parts Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	11	12	12	12	12

<sup>1</sup> New position for FY2009

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Water Oil Separator	\$ 14,900	\$ 14,900	\$ 14,900
Shelving for storage building on Hwy 70	4,000	4,000	4,000
Tool Set	3,500	-	-
Material Fluid Dispensing System	7,500	-	-
Truck Tire Changer	<u>20,250</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 50,150</b>	<b>\$ 18,900</b>	<b>\$ 18,900</b>

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

**553**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	437,781	453,381	369,377	390,319	390,319
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 437,781</b>	<b>\$ 453,381</b>	<b>\$ 369,377</b>	<b>\$ 390,319</b>	<b>\$ 390,319</b>

**DEPARTMENT – Education**

**641**

**STATEMENT OF PURPOSE**

To provide for funding the Supplementary Education System.

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	42,342	42,342	42,342	39,166	42,342
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 39,166</b>	<b>\$ 42,342</b>

**DEPARTMENT – Debt Service**

**901**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,052,992	1,323,309	1,370,541	1,370,541	1,370,541
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,052,992</b>	<b>\$ 1,323,309</b>	<b>\$ 1,370,541</b>	<b>\$ 1,370,541</b>	<b>\$ 1,370,541</b>

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Create a culture of excellent customer service within the City organization. **Outcome 1**
2. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
3. Implement the Jersey City neighborhood plan. **Outcome 2.1**
4. Study and expand summer youth employment programs through Parks & Recreation and in possible partnership with Rowan Job link. **Outcome 3.2**
5. Implement summer youth programs and travel options to Salisbury Community Park. **Outcome 3.3**
6. Strengthen our unified community image through implementation of the wayfinding and signage plan. **Outcome 4.2**
7. Initiate actions to implement a \$0.03 occupancy tax for the City of Salisbury. **Outcome 4.4**
8. Explore the possibility of partnering with Cheerwine, DSI & TDA on a Salisbury Cheerwine Festival. **Outcome 4.5**
9. Complete Master Plans for individual parks. **Outcome 5.1**
10. Collaborate with the community in a needs assessment and Master Plan for Lincoln Park. **Outcome 5.2**
11. Attract, retain and develop high quality City employees. **Outcome 6**
12. Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees. **Outcome 6.1**
13. Implement employee training and development plan. **Outcome 6.2**
14. Partner with Rowan-Salisbury Schools. **Outcome 7**
15. Meet with School officials to determine needs with which the City can assist. **Outcome 7.1**
16. Improve overall strategic management of City and departments. **Outcome 8**
17. Incorporate the “Good to Great” concepts into the City’s culture. **Outcome 8.1**
18. Develop future growth strategies for the community. **Outcome 8.2**
19. Hold a Rowan Recovery Summit in partnership with Rowan County. **Outcome 12.1**

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008	FY 2009	FY 2010
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Workload</b>			
Acres of Park Space Owned	520	520	524
Acres of Park Space Maintained ^	313	313	316
Yards of Greenway Maintained	9,164	9,164	9,164
Number of Athletic Fields and Athletic Surfaces Maintained	34	35	36
Number of Recreational Programs Administered	727	875	885
Number of Recreational Program Participations *	165,000	131,134	135,000
Number of Maintenance and Safety Inspections Conducted	9,907	9,907	10,000
Number of Volunteer Hours Utilized	4,700	4,106	5,000
Number of Inmate Hours Utilized	1,200	1,250	1,350

<b>Efficiency</b>	FY 2008	FY 2009	FY 2010
	Actual	Estimate	Projected
Cost Per Acre Maintained	\$ 35	\$ 35	\$ 37
Cost Per 1,000 Yards of Greenway Maintained	\$ 5,670	\$ 5,745	\$ 5,955
Cost Per Athletic Field and Athletic Surface Maintained	\$ 1,821	\$ 1,945	\$ 1,930
Cost Per Recreational Program Administered	\$ 71	\$ 71	\$ 75
Program FTEs Per 1,000 Program Participations	0.0993	0.0993	0.0970
Cost per Maintenance and Safety Inspection Performed	\$ 8	\$ 8	\$ 9
Cost Per Inmate Hour	\$ 0.13	\$ 0.13	\$ 0.14

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

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

### Effectiveness

Percent of City Devoted to Parks, Recreation and Greenway	4.1%	4.1%	4.2%
City-wide Average for Athletic Field / Surface Availability	95%	95%	95%
Participations Per Program	164	150	154
Percent of Program Participants Identified as City Residents	72%	70%	74%
City-wide Average for Equipment & Facilities Availability **	97%	97%	97%
Estimated Departmental Savings Through Use of Volunteers	\$52,000	\$41,055	\$35,000
Estimated Departmental Savings Through Use of Inmates	\$18,000	\$18,000	\$18,000

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

### BUDGET REQUEST SUMMARY

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 1,312,635	\$ 1,399,304	\$ 1,478,477	\$ 1,411,553	\$ 1,411,553
Operating	648,488	675,107	701,814	588,889	597,064
Capital	444,097	477,703	950,600	301,800	301,800
<b>TOTAL</b>	<b>\$ 2,405,220</b>	<b>\$ 2,552,114</b>	<b>\$ 3,130,891</b>	<b>\$ 2,302,242</b>	<b>\$ 2,310,417</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Department Secretary	1	1	1	1	1
Recreation Program Manager	1	1	1	1	1
Parks & Rec Maint Manager	0	1 <sup>2</sup>	1	1	1
<b>Civic Center (601)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	2	2	2	2	2
Recreation Aide-Summer (TFT)	2	2	2	2	2
<b>City Park Center (602)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Recreation Aide (TPT)	3	3	3	3	3
Recreation Aide-Summer (TFT)	7	7	7	7	7
<b>Miller Center (603)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	2	2	2	2	2
Recreation Aide-Summer (TFT)	11	11	11	11	11
<b>Buildings &amp; Grounds (604)</b>					
Parks & Recreation Maintenance Mgr	1	0 <sup>2</sup>	0	0	0
Parks Maintenance Supervisor	3	1 <sup>1</sup>	1	1	1
B&G Maintenance Worker Sr/I/II	7	1 <sup>1</sup>	1	1	1
Greenway Supervisor	1	0 <sup>1</sup>	0	0	0
Greenway Maint Worker	1	0 <sup>1</sup>	0	0	0
Recreation Aide (TPT)	2	0 <sup>1</sup>	0	0	0
Recr Aide for Cleaning (TPT) (NEW)	0	0	0	1 <sup>3</sup>	1 <sup>3</sup>
<b>Maintenance-Greenway (605)</b>					
Greenway Supervisor	0	1 <sup>1</sup>	1	1	1
B&G Maintenance Worker I	0	1 <sup>1</sup>	1	1	1
B&G Maintenance Worker I (NEW)	0	0	1	0	0
<b>Athletic Programs (606)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Programmer	1	1	1	1	1
Recreation Aide (TPT)	4	4	4	4	4
<b>Public Relations/Marketing (607)</b>					
Marketing & Community Relations Manager	1	1	1	1	1
<b>Maintenance Community Park (608)</b>					
Parks Maintenance Supervisor	0	1 <sup>1</sup>	1	1	1
B&G Maintenance Worker Sr/I/II	0	4 <sup>1</sup>	4	4	4
Recreation Aide (TPT)	0	1 <sup>1</sup>	1	1	1
<b>Grounds Maintenance (609)</b>					
Parks Maintenance Supervisor	0	1 <sup>1</sup>	1	1	1
B&G Maintenance Worker Sr/I/II	0	2 <sup>1</sup>	2	2	2
Recreation Aide (TPT)	<u>0</u>	<u>1<sup>1</sup></u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	58	58	59	59	59

<sup>1</sup> Position moved due to newly added divisions

<sup>2</sup> Position moved from Buildings & Grounds to Administration

<sup>3</sup> Position added due to elimination of cleaning contract

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (100)</b>			
Park & Facility Repairs & Improvements	\$ 125,000	\$ 88,700	\$ 88,700
Hall Gym / Miller Center Parking Lot	40,000	-	-
Play Structure Replacements	40,000	-	-
Salisbury Community Park Maintenance Bldg.	250,000	-	-
Civic Center Foundation Wall	75,000	-	-
Town Creek Park Development	200,000	-	-
<b>Civic Center (601)</b>			
Roof Replacement	73,700	73,700	73,700
HVAC Monitoring System	17,600	17,600	17,600
<b>City Park Center (602)</b>			
HVAC Monitoring System	11,800	11,800	11,800
<b>Miller Center (603)</b>			
HVAC Replacement	9,000	9,000	9,000
<b>Building &amp; Grounds (604)</b>			
Roof Replacement-Cone Center	15,000	7,500	7,500
<b>Athletic Programs (606)</b>			
Roof Replacement-Hall Gym	93,500	93,500	93,500
Total Capital Outlay	\$ 950,600	\$ 301,800	\$ 301,800

**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2010  
With Estimated Actual for Year Ending June 30, 2009 and  
Actual for Year Ended June 30, 2008

	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 97,349	\$ 45,000	\$ 36,000
Total revenues	<u>\$ 97,349</u>	<u>\$ 45,000</u>	<u>\$ 36,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 1,980,739	\$ 1,777,294	\$ 1,808,853
Fund balance appropriated	-	-	560,172
Total other financing sources	<u>\$ 1,980,739</u>	<u>\$ 1,777,294</u>	<u>\$ 2,369,025</u>
Total revenues and other financing sources	<u>\$ 2,078,088</u>	<u>\$ 1,822,294</u>	<u>\$ 2,405,025</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 FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	268,707	260,743	252,780	252,780	252,780
Capital	<u>1,526,350</u>	<u>1,561,551</u>	<u>2,932,853</u>	<u>2,152,245</u>	<u>2,152,245</u>
<b>TOTAL</b>	<b>\$ 1,795,057</b>	<b>\$ 1,822,294</b>	<b>\$ 3,185,633</b>	<b>\$ 2,405,025</b>	<b>\$ 2,405,025</b>

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>City Council</b>			
Computer Equipment Replacement	<u>\$ 1,200</u>	<u>\$ 1,100</u>	<u>\$ 1,100</u>
	<b>\$ 1,200</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	<u>\$ 12,288</u>	<u>\$ 10,988</u>	<u>\$ 10,988</u>
<b>Total Capital Outlay</b>	<b>\$ 12,288</b>	<b>\$ 10,988</b>	<b>\$ 10,988</b>
<b>Human Resources</b>			
Computer Equipment Replacement	<u>\$ 9,108</u>	<u>\$ 8,608</u>	<u>\$ 8,608</u>
<b>Total Capital Outlay</b>	<b>\$ 9,108</b>	<b>\$ 8,608</b>	<b>\$ 8,608</b>
<b>Management Services - Information Technologies</b>			
Computer Equipment Replacement	\$ 258,174	\$ 255,074	\$ 255,074
Replace Proxy Server	15,000	15,000	15,000
Replace Speech Server	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
<b>Total Capital Outlay</b>	<b>\$ 278,174</b>	<b>\$ 275,074</b>	<b>\$ 275,074</b>
<b>Management Services - Telecommunications</b>			
Computer Equipment Replacement	\$ 69,200	\$ 8,500	\$ 8,500
Replace Server for Security; include 1 terabyte storage	25,000	25,000	25,000
Add Cargo Van for additional positions	<u>22,000</u>	<u>-</u>	<u>\$ -</u>
<b>Total Capital Outlay</b>	<b>\$ 116,200</b>	<b>\$ 33,500</b>	<b>\$ 33,500</b>
<b>Management Services - Administration</b>			
Computer Equipment Replacement	<u>\$ 19,702</u>	<u>\$ 18,002</u>	<u>\$ 18,002</u>
<b>Total Capital Outlay</b>	<b>\$ 19,702</b>	<b>\$ 18,002</b>	<b>\$ 18,002</b>
<b>Management Services - Facilities Mgmt</b>			
Computer Equipment Replacement	\$ 2,400	\$ 2,200	\$ 2,200
Add Cargo Van	<u>21,061</u>	<u>21,061</u>	<u>21,061</u>
<b>Total Capital Outlay</b>	<b>\$ 23,461</b>	<b>\$ 23,261</b>	<b>\$ 23,261</b>

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Community Planning Services - Planning</b>			
Computer Equipment Replacement	\$ 10,586	\$ 8,636	\$ 8,636
<b>Total Capital Outlay</b>	<b>\$ 10,586</b>	<b>\$ 8,636</b>	<b>\$ 8,636</b>
<b>Community Planning Services - GIS</b>			
Computer Equipment Replacement	\$ 8,225	\$ 6,575	\$ 6,575
Add PC for new position	1,200	-	-
<b>Total Capital Outlay</b>	<b>\$ 9,425</b>	<b>\$ 6,575</b>	<b>\$ 6,575</b>
<b>Community Planning Services -Code Services</b>			
Add Extended Cab Pickup Truck	\$ 21,220	\$ 20,626	\$ 20,626
Add SUV	23,262	23,262	23,262
<b>Total Capital Outlay</b>	<b>\$ 44,482</b>	<b>\$ 43,888</b>	<b>\$ 43,888</b>
<b>Eng &amp; Dev Services - Development Services</b>			
Computer Equipment Replacement	\$ 4,800	\$ 4,400	\$ 4,400
<b>Total Capital Outlay</b>	<b>\$ 4,800</b>	<b>\$ 4,400</b>	<b>\$ 4,400</b>
<b>Eng &amp; Dev Services - Engineering</b>			
Computer Equipment Replacement	\$ 4,800	\$ 3,900	\$ 3,900
<b>Total Capital Outlay</b>	<b>\$ 4,800</b>	<b>\$ 3,900</b>	<b>\$ 3,900</b>
<b>Police-Services</b>			
Computer Equipment Replacement	\$ 26,500	\$ 21,900	\$ 21,900
Add File Server for File Storage	33,000	33,000	33,000
Add 200 KW Generator	75,600	75,600	75,600
<b>Total Capital Outlay</b>	<b>\$ 135,100</b>	<b>\$ 130,500</b>	<b>\$ 130,500</b>
<b>Police-Administration</b>			
Computer Equipment Replacement	\$ 29,100	\$ 28,800	\$ 28,800
<b>Total Capital Outlay</b>	<b>\$ 29,100</b>	<b>\$ 28,800</b>	<b>\$ 28,800</b>
<b>Police-Operations</b>			
Computer Equipment Replacement	\$ 74,650	\$ 43,400	\$ 43,400
Replace 5 Portable Radios @ \$3,500 each	17,500	17,500	17,500
Purchase 8 Motorola Mobile XLT 5000 Astro Digital Mobile Radios	38,008	-	-
Replace Cameras ES-8201, ES-16883, ES- 20320, ES-16880, ES-20309, ES-14918, ES- 16887, ES-8918	40,000	40,000	40,000
Replace PD09710 1997 Patrol Vehicle	27,533	27,533	27,533
Replace PD09902 1999 Patrol Vehicle	27,533	27,533	27,533
Replace PD00011 2000 Patrol Vehicle	27,533	27,533	27,533
Replace PD00410 2000 Patrol Vehicle	27,533	27,533	27,533
Replace PD09705 1997 Patrol Vehicle	27,533	27,533	27,533
Replace PD00020 2000 Patrol Vehicle	27,533	27,533	27,533
Replace PD00013 2000 Patrol Vehicle	27,533	27,533	27,533
Replace PD00013 2000 CID Vehicle	25,932	25,932	25,932
<b>Total Capital Outlay</b>	<b>\$ 388,821</b>	<b>\$ 319,563</b>	<b>\$ 319,563</b>
<b>Fire</b>			
Computer Equipment Replacement	\$ 49,582	\$ 45,032	\$ 45,032
Replace FD59801 1998 E-One Aerial	602,006	-	-
Replace FD58801 1988 E-One Pumper	302,006	302,006	302,006
<b>Total Capital Outlay</b>	<b>\$ 953,594</b>	<b>\$ 347,038</b>	<b>\$ 347,038</b>

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Public Services - Traffic</b>			
Computer Equipment Replacement	\$ 4,800	\$ 4,400	\$ 4,400
Replace TF28201 Bucket Truck	92,356	92,356	92,356
<b>Total Capital Outlay</b>	<b>\$ 97,156</b>	<b>\$ 96,756</b>	<b>\$ 96,756</b>
<b>Public Services - Street</b>			
Computer Equipment Replacement	\$ 6,000	\$ 5,500	\$ 5,500
Replace ST28902 Asphalt Patcher	156,006	156,006	156,006
Replace ST19604 Crew Truck w/ Utility Bed	58,206	58,206	58,206
Replace ST29102 Single Axle Dump Truck; w/salt & sand spreader	117,894	117,894	117,894
Replace ST28701 Single Axle Dump Truck; w/snow plow	100,716	100,716	100,716
<b>Total Capital Outlay</b>	<b>\$ 438,822</b>	<b>\$ 438,322</b>	<b>\$ 438,322</b>
<b>Public Services - Solid Waste</b>			
Add Garbage Packer w/Articulating Arm	\$ 240,000	\$ 240,000	240,000
<b>Total Capital Outlay</b>	<b>\$ 240,000</b>	<b>\$ 240,000</b>	<b>\$ 240,000</b>
<b>Public Services - Landscape Operations</b>			
Computer Equipment Replacement	\$ 2,400	\$ 2,200	\$ 2,200
Replace LS69903 1999 John Deere 1145 4x4 Front Cut Mower	20,914	20,914	20,914
<b>Total Capital Outlay</b>	<b>\$ 23,314</b>	<b>\$ 23,114</b>	<b>\$ 23,114</b>
<b>Public Services - Fleet</b>			
Computer Equipment Replacement	\$ 3,600	\$ 3,300	\$ 3,300
<b>Total Capital Outlay</b>	<b>\$ 3,600</b>	<b>\$ 3,300</b>	<b>\$ 3,300</b>
<b>Parks &amp; Recreation</b>			
Computer Equipment Replacement	\$ 22,300	\$ 20,100	\$ 20,100
Add new Skid Steer w/ tracks	44,383	44,383	44,383
Replace PR60003 2000 JD Front Cut Mower	22,437	22,437	22,437
<b>Total Capital Outlay</b>	<b>\$ 89,120</b>	<b>\$ 86,920</b>	<b>\$ 86,920</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2010  
With Estimated Actual for the Year Ending June 30, 2009 and  
Actual for the Year Ended June 30, 2008

	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 18,992,039	\$ 19,078,898	\$ 20,591,766
Water and sewer taps	<u>722,110</u>	<u>355,108</u>	<u>375,000</u>
Total operating revenues	\$ 19,714,149	\$ 19,434,006	\$ 20,966,766
NONOPERATING REVENUES:			
Interest earned on investments	\$ 167,751	\$ 76,650	\$ 60,000
Miscellaneous revenues	<u>749,448</u>	<u>1,292,075</u>	<u>1,003,194</u>
Total nonoperating revenues	<u>\$ 917,199</u>	<u>\$ 1,368,725</u>	<u>\$ 1,063,194</u>
Total revenues and other financing sources	<u><u>\$ 20,631,348</u></u>	<u><u>\$ 20,802,731</u></u>	<u><u>\$ 22,029,960</u></u>

**CITY OF SALISBURY**  
**FY 2009-2010 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 09-10</b>	<b>FY 09-10</b>
<b>REVENUE</b>	\$ 20,631,346	\$ 22,620,573	\$ 21,508,971	\$ 22,029,960	\$ 22,029,960
<b>EXPENSES</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 09-10</b>	<b>FY 09-10</b>
<b>UTILITIES MGT &amp; ADMINISTRATION</b>					
Personnel	\$ 886,278	\$ 1,000,460	\$ 896,344	\$ 872,778	\$ 872,778
Operations	7,713,489	3,490,214	3,429,911	3,434,632	3,434,632
Capital	30,099	79,402	66,500	66,500	66,500
<b>TOTAL</b>	<b>\$ 8,629,866</b>	<b>\$ 4,570,076</b>	<b>\$ 4,392,755</b>	<b>\$ 4,373,910</b>	<b>\$ 4,373,910</b>
<b>PLANT OPERATIONS - WATER TREATMENT</b>					
Personnel	\$ 438,045	\$ 453,003	\$ 491,374	\$ 476,268	\$ 476,268
Operations	870,589	1,227,902	1,278,892	1,206,981	1,206,981
Capital	4,013	-	1,338,515	-	-
<b>TOTAL</b>	<b>\$ 1,312,647</b>	<b>\$ 1,680,905</b>	<b>\$ 3,108,781</b>	<b>\$ 1,683,249</b>	<b>\$ 1,683,249</b>
<b>SYSTEMS MAINTENANCE</b>					
Personnel	\$ 1,035,305	\$ 1,306,389	\$ 1,341,593	\$ 1,293,256	\$ 1,293,256
Operations	1,904,083	2,749,435	2,437,562	1,761,771	1,761,771
Capital	198,604	639,500	561,050	561,050	561,050
<b>TOTAL</b>	<b>\$ 3,137,992</b>	<b>\$ 4,695,324</b>	<b>\$ 4,340,205</b>	<b>\$ 3,616,077</b>	<b>\$ 3,616,077</b>
<b>ENVIRONMENTAL SERVICES</b>					
Personnel	\$ 520,767	\$ 585,697	\$ 609,581	\$ 594,189	\$ 594,189
Operations	92,816	150,333	141,527	139,111	139,111
Capital	12,432	24,900	13,000	13,000	13,000
<b>TOTAL</b>	<b>\$ 626,015</b>	<b>\$ 760,930</b>	<b>\$ 764,108</b>	<b>\$ 746,300</b>	<b>\$ 746,300</b>
<b>PLANT OPERATIONS - WASTEWATER TREATMENT</b>					
Personnel	\$ 848,238	\$ 935,391	\$ 1,021,225	\$ 988,638	\$ 988,638
Operations	1,344,409	1,531,997	1,747,494	1,740,871	1,740,871
Capital	-	-	677,000	27,000	27,000
<b>TOTAL</b>	<b>\$ 2,192,647</b>	<b>\$ 2,467,388</b>	<b>\$ 3,445,719</b>	<b>\$ 2,756,509</b>	<b>\$ 2,756,509</b>
<b>METER SERVICES</b>					
Personnel	\$ 432,992	\$ 471,285	\$ 473,570	\$ 458,571	\$ 458,571
Operations	108,160	139,358	134,677	125,098	125,098
Capital	7,388	-	-	-	-
<b>TOTAL</b>	<b>\$ 548,540</b>	<b>\$ 610,643</b>	<b>\$ 608,247</b>	<b>\$ 583,669</b>	<b>\$ 583,669</b>
<b>PLANTS MAINTENANCE</b>					
Personnel	\$ 476,557	\$ 456,093	\$ 457,441	\$ 443,009	\$ 443,009
Operations	1,001,207	1,402,227	2,119,849	1,861,070	1,861,070
Capital	1,226	145,220	558,820	359,820	359,820
<b>TOTAL</b>	<b>\$ 1,478,990</b>	<b>\$ 2,003,540</b>	<b>\$ 3,136,110</b>	<b>\$ 2,663,899</b>	<b>\$ 2,663,899</b>

	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>DEBT SERVICE</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	2,244,848	5,831,767	5,606,347	5,606,347	5,606,347
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,244,848</b>	<b>\$ 5,831,767</b>	<b>\$ 5,606,347</b>	<b>\$ 5,606,347</b>	<b>\$ 5,606,347</b>
<b>CAPITAL PROJECTS</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	-	-	-
Capital	1,407	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,407</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL</b>					
Personnel	\$ 4,638,182	\$ 5,208,318	\$ 5,291,128	\$ 5,126,709	\$ 5,126,709
Operations	15,279,601	16,523,233	16,896,259	15,875,881	15,875,881
Capital	255,169	889,022	3,214,885	1,027,370	1,027,370
<b>TOTALS</b>	<b>\$ 20,172,952</b>	<b>\$ 22,620,573</b>	<b>\$ 25,402,272</b>	<b>\$ 22,029,960</b>	<b>\$ 22,029,960</b>

### STATEMENT OF PURPOSE

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

### COUNCIL PERFORMANCE GOALS

1. Develop and implement a comprehensive customer service plan within the City organization. **Outcome 1.1**
2. Develop, present and adopt State-mandated plans for Backflow Prevention and Fats, Oils and Grease (FOG) programs. **Outcome 10.1**
3. Seek local permitting authority for utility extensions. **Outcome 10.2**
4. Continue upgrading construction standards. **Outcome 10.3**
5. Partner with Rowan County to implement the Town Creek/I-85 growth corridor interceptor sewer extension project. **Outcome 11.1**
6. Safeguard Salisbury's interest on the Yadkin River. **Outcome 11.2**
7. Explore water sales agreements with Kannapolis and Concord. **Outcome 11.3**

### DEPARTMENTAL PERFORMANCE GOALS

1. Be proactive in providing excellent customer service.
2. Implement a comprehensive work-order system to include inventory, maintenance record keeping and system improvements with full integration with the current GIS framework.
3. Relocate wastewater effluent sampling point.
4. Continue and increase Inflow and Infiltration reduction efforts.
5. Continue efforts toward rate stabilization and overall fiscal stability; expand focus and improve utilities fiscal function.
6. Pursue service expansions and business opportunities to add and diversify revenue stream.
7. Attract and retain qualified staff.
8. Increase diversity within Salisbury-Rowan Utilities.
9. Increase stakeholder communications and public education.
10. Protect and defend Salisbury and Rowan County's water rights and supply.
11. Assist in cooperative effort with County to extend water and sewer to growth corridors.
12. Continue strategic planning efforts resulting in short and long term plans for utility expansion and implement major water and sewer capital improvement projects.
13. Pursue appropriate expansion of SRU system.
14. Complete first phase of necessary security improvements as identified in the Vulnerability Assessment.
15. Provide improved project design and better construction management resulting in the timely completion of water and sewer extension projects.

**PERFORMANCE MEASURES**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
<b>Administrative Workload</b>			
FTEs	91	94	94
Total Estimated Population Receiving Water Service (countywide)	47,500	48,000	48,300
Total Estimated Population Receiving Sewer Service (countywide)	44,500	45,000	45,200
Land Area Spanned for Water Service (square miles)	43.9	44.5	45
Land Area Spanned for Sewer Service (square miles)	40.5	40.8	41.1
Number of Accounts	16,650	16,750	16,900
Residential Water Rate (per 1 CCF) *	\$ 2.93	\$ 3.08	\$ 3.21
Residential Sewer Rate (per 1 CCF)	\$ 3.88	\$ 4.15	\$ 4.37
<b>Administrative Efficiency</b>			
Employee Turnover Rate	10%	5%	3%
Operating Costs Per 1,000 Population Served (water)	\$ 155,000	\$ 160,900	\$ 165,000
FTEs Per Square Mile Served	2.07	2.11	2.09
Average Elapsed Business Days From Request To Connection	20	15	20
Average Residential Utility Bill as Percent of Median Income	2.15%	2.27%	2.35%
<b>Administrative Effectiveness</b>			
Average Years of Experience	8.6	8.9	9.4
Complaints Per Million Gallons Sold	0.54	0.5	0.54
Service Density (Population Served per Square Mile) - Water	1,082	1,078	1,073
Service Density (Population Served per Square Mile) - Sewer	1,098	1,102	1,100
Average Residential Rate Increase (% over prior year)	2.92	5.70	4.57

\* 1 CCF = 100 cubic feet of water

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 886,278	\$ 1,000,460	\$ 896,344	\$ 872,778	\$ 872,778
Operating	7,713,489	3,490,214	3,429,911	3,434,632	3,434,632
Capital	<u>30,099</u>	<u>79,402</u>	<u>66,500</u>	<u>66,500</u>	<u>66,500</u>
<b>TOTAL</b>	<b>\$ 8,629,866</b>	<b>\$ 4,570,076</b>	<b>\$ 4,392,755</b>	<b>\$ 4,373,910</b>	<b>\$ 4,373,910</b>



**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (100)</b>					
Assistant City Manager for Utilities	1	0 <sup>1</sup>	0	0	0
Utilities Director	0	1 <sup>1</sup>	1	1	1
Deputy Utilities Director	1	0 <sup>1</sup>	0	0	0
Administrative Services Manager	0	1 <sup>1</sup>	1	1	1
Utilities Finance Manager	1	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Utilities Management Analyst	0	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Senior Office Assistant	2	2	2	2	2
Plant Operations Manager	1	1	1	0 <sup>4</sup>	0 <sup>4</sup>
Systems Maintenance Technician	0	1 <sup>2</sup>	1	1	1
<b>Utilities Engineering (800)</b>					
Utilities Engineering Manager	1	1	1	1	1
Utilities Engineer I/II/III <sup>3</sup>	1	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
<b>Utilities GIS (801)</b>					
Utilities Planning Manager	1	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Senior Engineer	0	0	0	1 <sup>1</sup>	1 <sup>1</sup>
GIS Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	12	13	13	12	12

<sup>1</sup> Reclassification

<sup>2</sup> Position moved from Plants Maintenance-Administration

<sup>3</sup> One Utilities Engineer Position (not shown) is to be funded in Capital Projects Fund and costs allocated to Capital Projects within the Fund

<sup>4</sup> Moved to Plant Operations-Wastewater Treatment and reclassified

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Utilities Administration (100)</b>			
Security System at One Water St.	\$ 40,000	\$ 40,000	\$ 40,000
Network Storage (200GB)	20,000	20,000	20,000
<b>Utilities GIS (801)</b>			
New GeoXT	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
Total Capital Outlay	\$ 66,500	\$ 66,500	\$ 66,500

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Provide opportunities for staff training and development.
2. Pursue appropriate expansion of utility of SRU system.
3. Repair concrete apron on the large reservoir.
4. Investigate Water Treatment Plant storage options for additional chemical containment (fluoride).
5. Acquire back-up power capability at river pump station.

**PERFORMANCE MEASURES**

	FY 2008 <u>Actual</u>	FY 2009 <u>Estimate</u>	FY 2010 <u>Projected</u>
<b>Water Treatment Workload</b>			
Number of Water Treatment FTEs (includes lab & maintenance)	10	10	10
Millions of Gallons Potable Water Produced	2,761	2,790	2,820
Number of Water Quality Complaints	57	60	60
Number of Water Analyses Performed	96,655	97,000	97,500
<b>Water Treatment Efficiency</b>			
Number of FTEs Per Water Treatment Plant	10	10	10
Cost Per Million Gallons of Potable Water Produced	\$529	\$733	\$770
Average Cost Per Water Quality Complaint Response	\$77	\$78	\$79
<b>Water Treatment Effectiveness</b>			
Average Water Plant Operational Capacity	31.5%	31.8%	32.2%
Average Daily Potable Water Turbidity (NTU)	0.07	0.06	0.06
Percent of Potable Water Sold to Total Treated	82.0%	80.0%	80.0%
Percent of Complaints Addressed Within 24 Hours	99%	99%	99%
Percent of Water Analyses Meeting or Exceeding Standard	99.9%	99.9%	99.9%

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 438,045	\$ 453,003	\$ 491,374	\$ 476,268	\$ 476,268
Operating	870,589	1,227,902	1,278,892	1,206,981	1,206,981
Capital	<u>4,013</u>	<u>-</u>	<u>1,338,515</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 1,312,647</b>	<b>\$ 1,680,905</b>	<b>\$ 3,108,781</b>	<b>\$ 1,683,249</b>	<b>\$ 1,683,249</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Water Treatment Plant (811)</b>					
Water Treatment Supervisor	1	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Water Treatment Operations Manager	0	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Senior Water Treatment Plant Operator	2	2	2	2	2
Water Treatment Plant Operator I/II	4	4	4	4	4
Chemist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	8	8	8	8

<sup>1</sup> Reclassified

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Water Treatment Plant (810)</b>			
Emergency Diesel Pump & Wetwell Pumping	\$ 338,515	\$ -	\$ -
Generator for Raw Water Line (RPS)	<u>1,000,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 1,338,515	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<u>FY 2008</u> Actual	<u>FY 2009</u> Estimate	<u>FY 2010</u> Projected
<b>Distribution &amp; Collection Workload</b>			
Inch Miles of Distribution Line Maintained	3,625	3,655	3,690
Inch Miles of Collection Line Maintained	3,875	3,885	3,900
Number of Pump Stations Maintained	9	9	9
Number of Lift Stations Maintained	36	36	36
Total Water, Sewer & Irrigation Taps Installed by SRU	230	121	172
Distribution Line Failures	135	159	110
Collection Line Failures	58	53	60
<b>Distribution &amp; Collection Efficiency</b>			
Cost Per Inch Mile of Distribution Line Maintained	\$ 221	\$ 281	\$ 280
Cost Per Inch Mile of Collection Line Maintained	\$ 287	\$ 298	\$ 300
Cost Per Pump Station Maintained	\$ 12,620	\$ 15,367	\$ 15,500
Cost Per Lift Station Maintained	\$ 10,130	\$ 10,600	\$ 10,900
Cost Per Tap Installed (3/4" Water)	\$ 1,300	\$ 1,300	\$ 1,650
Cost Per Tap Installed (4" Sewer)	\$ 1,300	\$ 1,300	\$ 1,450
<b>Distribution &amp; Collection Effectiveness</b>			
Failures Per Inch Mile of Distribution Line Maintained	0.037	0.044	0.029
Incidents Per Inch Mile of Collection Line Maintained	0.015	0.014	0.015
Average Tap Installations Per Day (3/4" Water)	1	1	1
Average Tap Installations Per Day (1" Water)	1	1	1
Average Tap Installations Per Day (4" Sewer)	1	1	1

## BUDGET REQUEST SUMMARY

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 1,035,305	\$ 1,306,389	\$ 1,341,593	\$ 1,293,256	\$ 1,293,256
Operating	1,904,083	2,749,435	2,437,562	1,761,771	1,761,771
Capital	<u>198,604</u>	<u>639,500</u>	<u>561,050</u>	<u>561,050</u>	<u>561,050</u>
<b>TOTAL</b>	<b>\$ 3,137,992</b>	<b>\$ 4,695,324</b>	<b>\$ 4,340,205</b>	<b>\$ 3,616,077</b>	<b>\$ 3,616,077</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	2	2	2	2	2
Senior Office Assistant	1	1	1	1	1
<b>Distribution Maint. &amp; Const. (850)</b>					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	3	3	4	4	4
Utilities Locator Inspector	0	1 <sup>1</sup>	1	1	1
<b>New Water/Sewer Connections (851)</b>					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	4	4	2	2	2
<b>Water/Sewer Service Replacement (853)</b>					
Assistant Systems Manager	1	1	1	1	1
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	3	3	3	3	3
<b>Preventive Maintenance (854)</b>					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	2	2	3	3	3
<b>Collection Maint. &amp; Construction (856)</b>					
Utilities Maintenance Supervisor	1	1	1	1	1
Utilities Maintenance Technician	3	3	1	1	1
<b>Hydrant &amp; Valve Maintenance (859)</b>					
Systems Maintenance Supervisor	0	1 <sup>1</sup>	1	1	1
Utilities Maintenance Technician	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>25</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>

Note: Positions moved among cost centers

<sup>1</sup> New position for FY2009

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (100)</b>			
HVAC Monitoring	\$ 18,050	\$ 18,050	\$ 18,050
<b>Distribution Maint/Const (850)</b>			
Trailer Mounted Light System	9,000	9,000	9,000
<b>New Connections (851)</b>			
Hydraulic Pavement Breaker Attmnt-for new track hoe	9,000	9,000	9,000
<b>Preventive Maintenance (854)</b>			
Jet Cleaning Package-mount on existing Cab/Chassis	25,000	25,000	25,000
<b>Water Sewer Extensions (857)</b>			
Town of Spencer Water Line Extension	25,000	25,000	25,000
Town of Spencer Sewer Line Extension	25,000	25,000	25,000
Town of Granite Quarry Water Line Extension	25,000	25,000	25,000
Town of Granite Quarry Sewer Line Extension	25,000	25,000	25,000
Town of Rockwell Water Line Extension	25,000	25,000	25,000
Town of Rockwell Sewer Line Extension	25,000	25,000	25,000
Phase III Forest Glen Water Line Extension	25,869	25,869	25,869
Phase III Forest Glen Sewer Line Extension	25,869	25,869	25,869
Unobligated Water Extensions Funding	149,131	149,131	149,131
Unobligated Sewer Extensions Funding	149,131	149,131	149,131
Total Capital Outlay	\$ 561,050	\$ 561,050	\$ 561,050

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Assist Plant Operations in the relocation of wastewater effluent sampling point.
2. Provide opportunities for staff training and development.
3. Administer a comprehensive Fats, Oils and Grease (FOG) ordinance and program which includes educating restaurant owners and the public and results in a reduction in the number of sanitary sewer overflows (SSOs) caused by FOG.
4. Update the draft Sewer Use Ordinance.
5. Develop commercial lab function for the wastewater lab.
6. Increase public education efforts through brochures, newsletter, tours, and presentations.

**PERFORMANCE MEASURES**

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Projected
<b>Environmental Services Workload</b>			
Number of Wastewater Analyses Performed-Estimate	16,700	16,800	17,000
Number of Sanitary Sewer Overflows (SSO) *	8	10	10
Number of Industrial Violations Reported or Detected **	16	30	30
<b>Environmental Services Efficiency</b>			
Cost Per Wastewater Analysis	\$15.00	\$16.00	\$17.00
Average Cost Per SSO Response	\$60.00	\$63.00	\$65.00
Average Cost Per Industrial Violation Reported or Detected	\$58.00	\$60.00	\$60.00
<b>Environmental Services Effectiveness</b>			
Percent of Wastewater Analyses Meeting or Exceeding Standard	98%	98%	98%
Percent of SSOs Responded To Within One Hour	100%	100%	100%
Percent of Industrial Violators Notified Within 24 Hours	100%	100%	100%

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

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 520,767	\$ 585,697	\$ 609,581	\$ 594,189	\$ 594,189
Operating	92,816	150,333	141,527	139,111	139,111
Capital	12,432	24,900	13,000	13,000	13,000
<b>TOTAL</b>	<b>\$ 626,015</b>	<b>\$ 760,930</b>	<b>\$ 764,108</b>	<b>\$ 746,300</b>	<b>\$ 746,300</b>

**PERSONNEL DETAIL**

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

<sup>1</sup> Position reclassified

<sup>2</sup> New position for FY2009

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Metals Digestion Block	\$ 4,500	\$ 4,500	\$ 4,500
Lab Analytical Balance	3,500	3,500	3,500
Cyanide/Ammonia Digestion Block	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
<b>Total Capital Outlay</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>



**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Relocation of wastewater effluent sampling point.
2. Provide opportunities for staff training and development.
3. Pursue appropriate expansion of SRU system.
4. Complete first phase of wastewater treatment plant upgrades.
5. Continue optimization of new belt press at Town Creek and digesters at Grant Creek.
6. Reduce electrical costs at Town Creek by operating with only one aeration basin in service.

**PERFORMANCE MEASURES**

	FY 2008 <u>Actual</u>	FY 2009 <u>Estimate</u>	FY 2010 <u>Projected</u>
<b>Wastewater Treatment Workload</b>			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	32	33	33
Millions of Gallons Wastewater Treated	2,489	2,669	2,700
Tons of Dry Bio-Solids Land-Applied	1,645	1,760	1,934
<b>Wastewater Treatment Efficiency</b>			
Number of FTEs Per Wastewater Treatment Plant	16.0	16.5	16.5
Cost Per Million Gallons of Wastewater Treated	\$1,477	\$1,476	\$1,500
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$369	\$388	\$390
<b>Wastewater Treatment Effectiveness</b>			
Average Wastewater Plant Operational Capacity	54%	58%	59%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	11.2	8.8	10.0
Percent of Treated Wastewater Billed	69%	70%	70%
Gallons of Wastewater Returned Per Potable Gallons Produced	0.90	0.95	0.95
Pounds of Solids Out Per Pounds In (de-water/land apply)	3290/2658	3520/2844	3618/2912

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 848,238	\$ 935,391	\$ 1,021,225	\$ 988,638	\$ 988,638
Operating	1,344,409	1,531,997	1,747,494	1,740,871	1,740,871
Capital	-	-	677,000	27,000	27,000
<b>TOTAL</b>	<b>\$ 2,192,647</b>	<b>\$ 2,467,388</b>	<b>\$ 3,445,719</b>	<b>\$ 2,756,509</b>	<b>\$ 2,756,509</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (100)</b>					
WWTP Operations Manager	0	0	1 <sup>1</sup>	1 <sup>1</sup>	1 <sup>1</sup>
Assistant Plant Operations Manager	1	1	0 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>
Utilities Engineer/Operations	0	0	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>
<b>Town Creek WWTP (901)</b>					
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	5	5	5	5	5
<b>Grant Creek WWTP (902)</b>					
Wastewater Treatment Supervisor	1	1	1	1	1
Wastewater Plant Operator	5	5	5	5	5
<b>Residuals Management (903)</b>					
Residuals Supervisor	1	1	1	1	1
Residuals Operator	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	17	17	18	18	18

<sup>1</sup> Position moved from Utilities Administration

<sup>2</sup> Position reclassified

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Town Creek WWTP (901)</b>			
Security Fencing	\$ 27,000	\$ 27,000	\$ 27,000
Lime Feed System	250,000	-	-
<b>Grant Creek WWTP (902)</b>			
Paved Road & Parking	200,000	-	-
<b>Second Creek Package Plant WWTP (904)</b>			
Equalization Basin for influent from West			
Rowan Middle School	<u>200,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ <u>677,000</u>	\$ <u>27,000</u>	\$ <u>27,000</u>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Investigate technology that will allow SRU to utilize automated meter reading (AMR) via the Fiber-to-the-Home network.
2. Continue to maintain and improve the comprehensive backflow prevention program.
3. Assist customers with high bill complaints by identifying the causes and finding resolutions, while maintaining a positive attitude.
4. Work closely and cooperatively with Customer Service Representatives and Finance Department in order to provide outstanding customer service.
5. Implement and utilize Cogsdale work order system and related programs and continue to implement the work order system for laptops in all our vehicles.
6. Provide the Meter Service Technicians with additional training and education opportunities.

**PERFORMANCE MEASURES**

	FY 2008 Estimate	FY 2009 Projected	FY 2010 Projected
<b>Workload</b>			
Meter Readings Per Fiscal Year	235,756	239,606	243,656
<b>Efficiency</b>			
Cost Per 100 Meter Readings	\$ 188.13	\$ 188.61	\$189.00
<b>Effectiveness</b>			
Percent of Meters Misread	0.15%	0.12%	0.10%

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 432,992	\$ 471,285	\$ 473,570	\$ 458,571	\$ 458,571
Operating	108,160	139,358	134,677	125,098	125,098
Capital	7,388	-	-	-	-
<b>TOTAL</b>	<b>\$ 548,540</b>	<b>\$ 610,643</b>	<b>\$ 608,247</b>	<b>\$ 583,669</b>	<b>\$ 583,669</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Meter Maintenance (852)</b>					
Senior Meter Mechanic	1	1	1	1	1
Meter Services Technician	2	2	2	2	2
<b>Meter Reading (855)</b>					
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	1	1	1
Meter Reader/Meter Services Technician	6	6	6	6	6
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue and increase inflow and infiltration reduction efforts.
2. Provide opportunities for staff training and development.
3. Pursue appropriate expansion of SRU system.
4. Complete East Rowan lift station wet well capacity study and obtain cost estimates.
5. Continue to implement lift station improvement plan for east Rowan service area.

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 476,557	\$ 456,093	\$ 457,441	\$ 443,009	\$ 443,009
Operating	1,001,207	1,402,227	2,119,849	1,861,070	1,861,070
Capital	1,226	145,220	558,820	359,820	359,820
<b>TOTAL</b>	<b>\$ 1,478,990</b>	<b>\$ 2,003,540</b>	<b>\$ 3,136,110</b>	<b>\$ 2,663,899</b>	<b>\$ 2,663,899</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>PM Administration (000)</b>					
Systems Maintenance Technician	1	0 <sup>1</sup>	0	0	0
<b>PM Raw Water Supply (810)</b>					
Plants Maintenance Technician	1	1	1	1	1
<b>PM Water Treatment Plant (811)</b>					
Plants Maintenance Technician	1	1	1	1	1
<b>PM Sewer Maintenance (856)</b>					
Utility Systems Supervisor	1	1	1	1	1
Plants Maintenance Technician	2	2	2	2	2
<b>PM Town Creek WWTP (901)</b>					
Plants Maintenance Technician	1	1	1	1	1
<b>PM Grant Creek WWTP (902)</b>					
Plants Maintenance Supervisor	1	1	1	1	1
Plants Maintenance Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

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

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>PM Raw Water Treatment Plant (811)</b>			
HVAC Replacement	\$ 7,000	\$ 7,000	\$ 7,000
Roof Replacement	16,500	16,500	16,500
<b>PM Distribution Maint/Const (850)</b>			
Granite Quarry Backup Generator 20hp	35,000	-	-
Hwy 29 Booster Station Backup Generator	150,000	-	-
Hwy 29 Booster Station Fencing	78,000	78,000	78,000
Morlon Park Tank Fencing	11,600	11,600	11,600
<b>PM Collection Maint/Const (856)</b>			
Hampton Inn Generator	36,000	-	-
Old Hwy 80 Generator	28,000	-	-
North Side Generator	60,000	-	-
<b>PM Town Creek WWTP (901)</b>			
Roof Replacement	60,720	60,720	60,720
<b>PM Grants Creek WWTP (902)</b>			
Roof Replacement	63,800	63,800	63,800
HVAC Replacement at Lab	-	110,000	110,000
HVAC Monitoring System	12,200	12,200	12,200
	<hr/>	<hr/>	<hr/>
Total Capital Outlay	\$ 558,820	\$ 359,820	\$ 359,820

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,244,848	5,831,767	5,606,347	5,606,347	5,606,347
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,244,848</b>	<b>\$ 5,831,767</b>	<b>\$ 5,606,347</b>	<b>\$ 5,606,347</b>	<b>\$ 5,606,347</b>

**DEPARTMENT - Capital Projects**

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	1,407	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,407</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**CITY OF SALISBURY, NORTH CAROLINA**  
**WATER AND SEWER CAPITAL RESERVE FUND**  
**STATEMENT OF REVENUES**  
**AND OTHER FINANCING SOURCES**

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

	<u>2008</u> <u>Actual</u>	<u>2009</u> <u>Estimate</u>	<u>2010</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 23,260	\$ 12,000	\$ 10,000
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 480,395	\$ 465,417	\$ 484,645
Fund balance appropriated	<u>          -</u>	<u>244,932</u>	<u>233,296</u>
Total other financing sources	<u>\$ 480,395</u>	<u>\$ 710,349</u>	<u>\$ 717,941</u>
Total revenues and other financing sources	<u>\$ 503,655</u>	<u>\$ 722,349</u>	<u>\$ 727,941</u>



**FUND - Water and Sewer Capital Reserve**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	<u>403,007</u>	<u>487,017</u>	<u>754,341</u>	<u>727,941</u>	<u>727,941</u>
<b>TOTAL</b>	<b>\$ 403,007</b>	<b>\$ 487,017</b>	<b>\$ 754,341</b>	<b>\$ 727,941</b>	<b>\$ 727,941</b>

**CAPITAL OUTLAY**

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration</b>			
Computer Equipment Replacement	\$ 38,316	\$ 16,616	\$ 16,616
Add Hybrid SUV or Sedan	31,307	31,307	31,307
Replace TS19601 1996 Jeep w/F150 Extended Cab Pickup	<u>32,807</u>	<u>32,807</u>	<u>32,807</u>
<b>Total Capital Outlay</b>	<b>\$ 102,430</b>	<b>\$ 80,730</b>	<b>\$ 80,730</b>
<b>Plant Operations - Water Treatment</b>			
Computer Equipment Replacement	\$ 1,200	\$ 1,100	\$ 1,100
<b>Total Capital Outlay</b>	<b>\$ 1,200</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>
<b>Systems Maintenance</b>			
Computer Equipment Replacement	\$ 3,600	\$ 2,800	\$ 2,800
Replace WS49902 Excavator w/Track Hoe	90,000	90,000	90,000
Replace WS29401 Single Axle Dump Truck	<u>131,407</u>	<u>131,407</u>	<u>131,407</u>
<b>Total Capital Outlay</b>	<b>\$ 225,007</b>	<b>\$ 224,207</b>	<b>\$ 224,207</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 6,000	\$ 5,500	\$ 5,500
<b>Total Capital Outlay</b>	<b>\$ 6,000</b>	<b>\$ 5,500</b>	<b>\$ 5,500</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 4,800	\$ 4,400	\$ 4,400
<b>Total Capital Outlay</b>	<b>\$ 4,800</b>	<b>\$ 4,400</b>	<b>\$ 4,400</b>
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 10,800	\$ 7,900	\$ 7,900
Replace MS19807 w/ Hybrid SUV	<u>31,857</u>	<u>31,857</u>	<u>31,857</u>
<b>Total Capital Outlay</b>	<b>\$ 42,657</b>	<b>\$ 39,757</b>	<b>\$ 39,757</b>

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Plants Maintenance</b>			
Computer Equipment Replacement	\$ 14,310	\$ 14,310	\$ 14,310
Hwy 29 Booster Pump Station Generator	150,000	150,000	150,000
Granite Quarry Booster Pump Station Generator	35,000	35,000	35,000
Old Hwy 80 Lift Station Generator	28,000	28,000	28,000
Hampton Inn Lift Station Generator	36,000	36,000	36,000
North Side Lift Station Generator	60,000	60,000	60,000
Replace PM10104 w/F250 Extended Cab 3/4 ton 4 WD Pickup w/Utility Bed *	48,937	48,937	48,937
<b>Total Capital Outlay</b>	<b>\$ 372,247</b>	<b>\$ 372,247</b>	<b>\$ 372,247</b>

\* PM10104 will be transferred to Residuals to replace RM19908 which will be transferred to WW Operations to replace PM19202. PM19202 will be removed from the Fleet.



**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

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

	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 87,258	\$ 94,496	\$ 95,000
Other operating revenues	<u>1,375</u>	<u>5,300</u>	<u>-</u>
Total operating revenues	\$ 88,633	\$ 99,796	\$ 95,000
<b>NONOPERATING REVENUES:</b>			
Intergovernmental	\$ 516,329	\$ 1,386,351	\$ 600,082
Miscellaneous revenues	<u>4</u>	<u>12,600</u>	<u>72</u>
Total nonoperating revenues	\$ 516,333	\$ 1,398,951	\$ 600,154
<b>OTHER FINANCING SOURCES:</b>			
Operating Transfer from General Fund	\$ 437,781	\$ 453,381	\$ 390,319
Fund equity appropriated	<u>-</u>	<u>-</u>	<u>-</u>
Total other financing sources	\$ 437,781	\$ 453,381	\$ 390,319
 Total revenues and other financing sources	 <u>\$ 1,042,747</u>	 <u>\$ 1,952,128</u>	 <u>\$ 1,085,473</u>

**CITY OF SALISBURY**  
**FY 2009-2010 BUDGET SUMMARY**  
**TRANSIT FUND**

	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>REVENUE</b>	\$ 1,042,747	\$ 1,986,832	\$ 1,128,372	\$ 1,085,473	\$ 1,085,473
<b>EXPENSES</b>	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>TRANSIT - OPERATIONS</b>					
Personnel	\$ 467,743	\$ 459,361	\$ 476,641	\$ 460,109	\$ 460,109
Operations	241,652	305,763	308,540	215,550	215,550
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ 709,395	\$ 765,124	\$ 785,181	\$ 675,659	\$ 675,659
<b>TRANSIT - ADMINISTRATION</b>					
Personnel	\$ 115,772	\$ 119,811	\$ 124,115	\$ 119,957	\$ 119,957
Operations	398,763	141,827	174,860	168,207	168,207
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ 514,535	\$ 261,638	\$ 298,975	\$ 288,164	\$ 288,164
<b>TRANSIT - CAPITAL</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	-	-	-
Capital	34,927	960,070	121,650	121,650	121,650
<b>TOTAL</b>	\$ 34,927	\$ 960,070	\$ 121,650	\$ 121,650	\$ 121,650
<b>GRAND TOTAL</b>					
Personnel	\$ 583,515	\$ 579,172	\$ 600,756	\$ 580,066	\$ 580,066
Operations	640,415	447,590	483,400	383,757	383,757
Capital	34,927	960,070	121,650	121,650	121,650
<b>TOTALS</b>	\$ 1,258,857	\$ 1,986,832	\$ 1,205,806	\$ 1,085,473	\$ 1,085,473

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	FY 2008	FY 2009	FY 2010
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Workload</b>			
Number of Passengers -Fixed Route	170,521	172,226	173,500
Number of Passengers - ADA	8,650	8,735	8,825
Number of Full-sized Buses	6	6	6
Number of Mini-Buses	-	-	-
Number of Routes	3	3	4
Revenue Miles Driven	126,525	126,525	126,525
Gallons of Fuel Used	29,933	29,933	29,933
Fares Collected (Dollars) - Fixed Route	87,258	88,313	88,950
State Matching Funds Collected	209,138	209,138	209,138
<b>Efficiency</b>			
Average Cost Per Mile	\$ 7.22	\$ 8.05	\$ 8.10
Average Cost Per Passenger - Routine	\$ 5.36	\$ 6.05	\$ 6.10
Average Cost Per Passenger - ADA	\$ 13.84	\$ 15.36	\$ 15.75
<b>Effectiveness</b>			
Complaints Received	9	12	12
Number of Break-Downs	1	0	0
Number of Driver Vacancies	0	0	0
Accidents	0	1	0
Injuries	0	1	0

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY07-08	FY08-09	FY09-10	FY09-10	FY09-10
Personnel	\$ 115,772	\$ 119,811	\$ 124,115	\$ 119,957	\$ 119,957
Operating	398,763	141,827	174,860	168,207	168,207
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 514,535</b>	<b>\$ 261,638</b>	<b>\$ 298,975</b>	<b>\$ 288,164</b>	<b>\$ 288,164</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Transit Manager	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

**DEPARTMENT - Public Services**  
**DIVISION - Transit Operations**

**651**

**BUDGET REQUEST SUMMARY**

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	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ 467,743	\$ 459,361	\$ 476,641	\$ 460,109	\$ 460,109
Operating	241,652	305,763	308,540	215,550	215,550
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 709,395	\$ 765,124	\$ 785,181	\$ 675,659	\$ 675,659

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**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Transit Operator	6	6	6	6	6
Mechanic/Master Mechanic	2	2	2	2	2
Fleet Services Shift Supervisor	1	1	1	1	1
Transit Operator (Temp/Part-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	12	12	12	12	12

**DEPARTMENT - Public Services**  
**DIVISION- Transit Capital Outlay**

**653**

**BUDGET REQUEST SUMMARY**

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	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	<u>34,927</u>	<u>960,070</u>	<u>121,650</u>	<u>121,650</u>	<u>121,650</u>
TOTAL	\$ 34,927	\$ 960,070	\$ 121,650	\$ 121,650	\$ 121,650

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### CAPITAL OUTLAY

	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
Spare Parts for Buses	\$ 30,000	\$ 30,000	\$ 30,000
Cummins Engine & Allison Transmission			
Software	1,800	1,800	1,800
Shop Equipment	4,850	4,850	4,850
Shelters, Benches & Trash Cans	6,000	6,000	6,000
Mobile Jack Stand	4,000	4,000	4,000
Oil/Water Separator	75,000	75,000	75,000
Total Capital Outlay	<u>\$ 121,650</u>	<u>\$ 121,650</u>	<u>\$ 121,650</u>





**CITY OF SALISBURY, NORTH CAROLINA**

**FIBER OPTIC NETWORK FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2010  
With Estimated Actual for the Year Ending June 30, 2009 and  
Actual for the Year Ended June 30, 2008

	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>NONOPERATING REVENUES:</b>			
Miscellaneous revenues	\$ -	\$ 13,000	\$ 13,000
<b>OTHER FINANCING SOURCES:</b>			
Proceeds from certificates of participation	\$ -	\$ 1,783,899	\$ -
Fund equity appropriated	-	-	1,259,921
Total other financing sources	\$ -	\$ 1,783,899	\$ 1,259,921
Total revenues and other financing sources	\$ -	\$ 1,796,899	\$ 1,272,921

**CITY OF SALISBURY  
FY 2009-2010 BUDGET SUMMARY  
FIBER OPTIC NETWORK FUND**

	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>REVENUE</b>	\$	\$ 1,796,899	\$ 1,272,921	\$ 1,272,921	\$ 1,272,921
<b>EXPENSES</b>	<b>Actual FY 07-08</b>	<b>Budgeted FY 08-09</b>	<b>Requested FY 09-10</b>	<b>Mgr Recommends FY 09-10</b>	<b>Adopted FY 09-10</b>
<b>ADMINISTRATION</b>					
Personnel	\$ -	\$ 113,761	\$ 248,713	\$ 243,559	\$ 243,559
Operations	-	198,340	1,056,026	215,353	215,353
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ -	\$ 312,101	\$ 1,304,739	\$ 458,912	\$ 458,912
<b>PROGRAMMING</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	229,825	229,825	229,825
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ -	\$ -	\$ 229,825	\$ 229,825	\$ 229,825
<b>BROADBAND SYSTEMS</b>					
Personnel	\$ -	\$ 109,012	\$ 270,835	\$ 265,681	\$ 265,681
Operations	-	22,427	135,242	53,794	53,794
Capital	-	1,353,359	-	-	-
<b>TOTAL</b>	\$ -	\$ 1,484,798	\$ 406,077	\$ 319,475	\$ 319,475
<b>SERVICE DELIVERY</b>					
Personnel	\$ -	\$ -	\$ 230,768	\$ 223,896	\$ 223,896
Operations	-	-	115,513	40,813	40,813
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ -	\$ -	\$ 346,281	\$ 264,709	\$ 264,709
<b>GRAND TOTAL</b>					
Personnel	\$ -	\$ 222,773	\$ 750,316	\$ 733,136	\$ 733,136
Operations	-	220,767	1,536,606	539,785	539,785
Capital	-	1,353,359	-	-	-
<b>TOTALS</b>	\$ -	\$ 1,796,899	\$ 2,286,922	\$ 1,272,921	\$ 1,272,921

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ 113,761	\$ 248,713	\$ 243,559	\$ 243,559
Operating	-	198,340	1,056,026	215,353	215,353
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 312,101</b>	<b>\$ 1,304,739</b>	<b>\$ 458,912</b>	<b>\$ 458,912</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (100)</b>					
Director of Broadband Services	0	0	1	1	1
Technology Services Tech Assistant	0	0	1	1	1
<b>Sales/Marketing (202)</b>					
Marketing/PR Coordinator	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>

Note: In FY2009, positions authorized December 2008 through a Budget Ordinance

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	229,825	229,825	229,825
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 229,825</b>	<b>\$ 229,825</b>	<b>\$ 229,825</b>

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ 109,012	\$ 270,835	\$ 265,681	\$ 265,681
Operating	-	22,427	135,242	53,794	53,794
Capital	-	1,353,359	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,484,798</b>	<b>\$ 406,077</b>	<b>\$ 319,475</b>	<b>\$ 319,475</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (100)</b>					
Network Service Manager	0	0 <sup>1</sup>	1	1	1
<b>Video (210)</b>					
Systems Analyst – Video	0	0 <sup>2</sup>	1	1	1
<b>Data (211)</b>					
Systems Analyst – Network/Data	0	0 <sup>2</sup>	1	1	1
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup> Position authorized beginning December 2008 through a Budget Ordinance

<sup>2</sup> Position authorized beginning June 2009 through a Budget Ordinance

**BUDGET REQUEST SUMMARY**

	Actual FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ 230,768	\$ 223,896	\$ 223,896
Operating	-	-	115,513	40,813	40,813
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 346,281</b>	<b>\$ 264,709</b>	<b>\$ 264,709</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 07-08	Authorized FY 08-09	Requested FY 09-10	Mgr Recommends FY 09-10	Adopted FY 09-10
<b>Administration (100)</b>					
Service Delivery Manager	0	0	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>
<b>Technical Services (220)</b>					
Technical Service Technician	0	0 <sup>1</sup>	2 <sup>2</sup>	2 <sup>2</sup>	2 <sup>2</sup>
<b>Installation (221)</b>					
Fiber Installer	<u>0</u>	<u>0</u>	<u>1</u> <sup>2</sup>	<u>1</u> <sup>2</sup>	<u>1</u> <sup>2</sup>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Position authorized beginning February 2009 through a Budget Ordinance

<sup>2</sup> New positions



**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2010  
With Estimated Actual for the Year Ending June 30, 2009 and  
Actual for the Year Ended June 30, 2008

	<b>2008</b>	<b>2009</b>	<b>2010</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Intergovernmental:			
Federal	<u>\$ 368,029</u>	<u>\$ 260,308</u>	<u>\$ 424,924</u>
Miscellaneous:			
Other	<u>\$ 82,374</u>	<u>\$ 182,442</u>	<u>\$ 70,000</u>
Total revenues	<u>\$ 450,403</u>	<u>\$ 442,750</u>	<u>\$ 494,924</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 FY07-08	Budgeted FY08-09	Requested FY09-10	Mgr Recommends FY09-10	Adopted FY09-10
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	544,984	758,702	494,924	494,924	494,924
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 544,984</b>	<b>\$ 758,702</b>	<b>\$ 494,924</b>	<b>\$ 494,924</b>	<b>\$ 494,924</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2010

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

Charges for Services	\$ 3,547,878
Interest Earned on Investments	10,000
Miscellaneous Revenues	<u>331,841</u>
Total Revenues	\$ 3,889,719

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

Employee Benefits	\$ 3,849,719
Miscellaneous Expenditures	<u>40,000</u>
Total Expenditures	\$ 3,889,719

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

Charges for Services	\$ 327,000
Interest Earned on Investments	3,600
Appropriate from Reserves	<u>3,400</u>
Total Revenues	\$ 334,000

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

Employee Benefits	<u>\$ 334,000</u>
Total Expenditures	\$ 334,000



# DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2010 – 2014

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

### General Fund CIP

The following projects have been proposed over the next five years in the General Fund. Funding has been provided for the FY2009-10 projects in the budget.

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

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

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

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

**City Hall and GX Fitness:** Future capital needs include the updating of the front entrance sidewalk area, the replacement of carpeting in both the council chambers and in common areas, and the demolition and debris removal at the site of the former GX Fitness building.

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

**City Office Building:** Future capital needs include the installation of a fire escape ladder system to protect the occupants of the upper floors, the renovation of the business office on the first floor, enclosing the stairwell between the first and second floors, and the installation of carpet on the third floor.

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

**The Plaza:** Current capital needs include refurbishing vacant units, and the scheduled replacement of appliances within the individual living units, and the installation of a backflow prevention system and improvements to the foundation wall to mitigate a moisture issue. Future capital needs include elevator upgrades, awning replacements, painting of the cornice, and exterior wall and foundation repair.

*Impact on Operations:* There will be a slight impact on future operations, as debt will be issued for the wall and foundation repair.

**Police Department:** Current capital needs include provide fencing for the evidence storage area. Future capital needs include the acquisition of the adjacent Ketner property.

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

**Fire Department:** Current capital needs include window replacements at Station 53 and the installation of a plymo-vent system at Station 54, which is partially off-set by grant funding. Future capital needs include the construction of a drafting pit at Station 51, replacement of Station 53, the acquisition of land and the construction of Station 55 to serve the rapidly growing Highway 29 and interstate 85 corridors on the southern end of the City.

*Impact on Operations:* Debt will be issued for the construction of these stations. Personnel and operating costs will increase due to the staffing requirements of a new station.

**Telecommunications:** Current capital needs include upgrading the grounding at the tower site and also on the telecomm lines. Future capital needs include updating the 800 Trunking System, water-proofing the building, updating the fuel tank, and re-gravelling the driveway at the tower site.

**Impact on Operations:** *There will be no impact on current operations. Debt will be issued for the future updating of the 800-Trunking System and other tower site improvements.*

**Public Services – Streets:** Future capital needs include the construction of a salt and equipment storage building.

**Impact on Operations:** *There will be no impact on operations. Debt will be issued to pay for the building.*

**Public Services – Landscape Operations:** Future capital needs include the acquisition of the adjacent parking lot.

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

**Public Services – Fleet:** Current capital needs include the installation of a water-oil separator for environmental compliance. Future capital needs include the construction of a new Fleet facility.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Impact on Operations in General Fund –** *The capital improvements scheduled for FY10 will be financed from on-going General Fund revenues and will not have a major impact on the operating costs of the General Fund.*

## Water and Sewer Fund CIP

The Water and Sewer Fund's CIP is divided into Water Improvements and Sewer Improvements. The following projects have been proposed over the next five years. Funding has been provided for the FY2009-10 projects in the budget.

### Water Improvements

**Annexation:** Annexation became effective June 30, 2007 for the Old Mocksville/Hawkinstown Road and Camp/Harrison Road areas. Water line installation will be completed in FY09. Salisbury-Rowan Utilities (SRU) has committed to providing both public necessity and public convenience water to serve areas within the annexation area where service was requested.

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

**New River Pump Station Design:** The existing Raw Water Pump Station was constructed in 1917, and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built in the flood plain. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as to increase withdrawal capacity for future system demands.

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

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

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

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

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

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

**Elevated Storage Tanks:** The existing tanks were located to accommodate our present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Plant, correct pressure problems, and provide fire

protection. Tanks will be needed in the near future along both the Highway 70 and Highway 29 corridors as demand grows.

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

### **Sewer Improvements**

**Annexation:** Annexation became effective June 30, 2007 for the Old Mocksville/Hawkinstown Road and Camp/Harrison Road areas. Sewer line installation will be completed in FY09. Salisbury-Rowan Utilities (SRU) has committed to providing both public necessity and public convenience water to serve areas within the annexation area where service was requested.

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

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

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

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

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

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

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

**I-85 Corridor Outfall Line:** For economic development, Salisbury-Rowan Utilities will be partnering with Rowan County to extend sewer service along the I-85 corridor. This project will open development opportunities in central and southern Rowan County. The cost of this \$6.5 million project will be split equally with Rowan County. Construction should be completed in FY10.

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

**Grant Creek Wastewater Treatment Plant:**

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

**Town Creek Wastewater Treatment Plant:**

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

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

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

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

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

*Debt service requirements for the CIP are calculated in the Water/Sewer rate structure. The City will issued debt to pay for its share of the WWTP Improvement Project during FY2009-10. Utility rates, including operations and debt service for residential customers, are proposed to increase an average of 4.57% in FY2009-10.*

### **Fiber Optic Network Fund CIP**

The Fiber Optic Network Fund's CIP is based on the financial feasibility study for the next five years. No additional capital expenditures are projected for the next two years beyond that funded through a debt issue. The City issued \$33.5 million in debt to construct and purchase the assets needed to start a Fiber to the Home network and fund working capital, capitalized interest, and debt service fund.

*Impact on Operations in Fiber Optic Network Fund - These capital improvements will not have an adverse impact on the operating costs of the Fund based on the feasibility model. Currently, no additional staffing is proposed due to any CIP project. The proposed improvements are needed to continue expanding to additional customers and update equipment.*



**CAPITAL IMPROVEMENT PROGRAM (FY2010-14)**  
**GENERAL FUND SCHEDULE**

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST	FIVE YEAR SCHEDULE (FY10 - FY14)				
		FY2010-14	2009-10	2010-11	2011-12	2012-13	2013-14
Roof Replacements & Repair	General Fund	\$ 634	\$ 275	\$ 71	\$ 93	\$ 195	\$ -
HVAC Replacements & Repair	General Fund	752	225	310	16		201
City Hall & GX Fitness Building							
Front Entrance Improvements	General Fund	20			20		
Replace Flooring in Council Chambers	General Fund	40			40		
Demolish GX Fitness Building	General Fund	100				100	
Replace Carpet in Common Areas	General Fund	40				40	
City Office Building							
Install Fire Escape for Upper Floors	General Fund	18	-	18	-	-	-
First Floor Renovation	General Fund	120		120			
Enclose Second Floor Stairwell	General Fund	25			25		
Replace Carpet on Third Floor	General Fund	13			13		
The Plaza							
Awning replacements	General Fund	20				20	
Paint Cornice	General Fund	35				35	
Elevator Upgrades	General Fund	15				15	
Foundation Wall Waterproofing	General Fund	34	34	-	-	-	-
Backflow Prevention Solution	General Fund	20	20	-	-	-	-
Exterior Wall Repair	Debt Issuance	1,250			1,250		
Tuck Point and Water-proof Exterior	General Fund	50				50	
Police Department							
Purchase Ketner Property	General Fund	160			160		
Evidence Area Fencing	General Fund	15	15	-	-	-	-
Fire Department							
Station 51 - Buy Adjacent Property	General Fund	529				529	
Station 51 - Construct Drafting Pit	General Fund	130				130	
Station 53 - Window Replacement	General Fund	15	15	-	-	-	-
Station 53 - Building Replacement	Debt Issuance	1,550			1,550		
Station 54 - PlymoVent Installation	General Fund	25	25	-	-	-	-
Station 55 - Purchase Land	General Fund	120			120		
Station 55 - Build New Station	Debt Issuance	1,500					1,500
Telecommunications							
Grounding Upgrade at Tower Site	General Fund	25	25				
Grounding on Telecomm Lines	General Fund	25	25				
Waterproof Building at Tower Site	General Fund	15			15		
Re-gravel Drive to Back of Site	General Fund	10				10	
Back-up 500 Gallon Fuel Tank at Site	General Fund	20					20
Upgrade 800 Trunking System	Debt Issuance	3,000			3,000		
Public Services							
Streets - Salt/Equipment Storage Bldg.	Debt Issuance	300					300
Landscape - Buy Adjacent Parking Lot	General Fund	24			24		
Fleet - Water-Oil Separator	General Fund	15	15	-	-	-	-
Fleet - Building Replacement	Debt Issuance	1,750		1,750			
Parks and Recreation							
Buy Land & Develop Town Creek Park	Debt Issuance	2,050			120	180	1,750
Park & Facility Repair & Replacement	General Fund	89	89	-	-	-	-
<b>TOTAL GENERAL FUND</b>		<b>\$ 14,553</b>	<b>\$ 763</b>	<b>\$2,269</b>	<b>\$6,446</b>	<b>\$1,304</b>	<b>\$3,771</b>

**CAPITAL IMPROVEMENT PROGRAM (FY2010-14)**  
**WATER AND SEWER FUND SCHEDULE**

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY2010-14	FIVE YEAR SCHEDULE (FY10 - FY14)				
			2009-10	2010-11	2011-12	2012-13	2013-14
<b>WATER IMPROVEMENTS</b>							
Roof Replacements	W/S/ Fund	\$ 135	\$ 125	\$ 10	\$ -	\$ -	\$ -
HVAC Replacements	W/S/ Fund	142	112	-	8	15	7
Annexation Area	Revenue Bonds	1,008	1,008	-	-	-	-
Security Improvements	W/S Fund	215	-	215	-	-	-
River Pump Station Improvements	W/S Fund	150	-	-	-	-	150
New River Pump Station Design	Revenue Bonds	750	-	-	-	-	750
Emergency Generators	W/S Fund	1,180	-	590	590	-	-
Granite Quarry Secondary Line	W/S Fund	500	-	-	-	-	500
Raw Water Reservoir (30 MG)	Revenue Bonds	6,000	-	-	-	3,000	3,000
Automated Meter Reading	Revenue Bonds	3,000	-	-	1,000	1,000	1,000
Treatment Plant Renovation	Revenue Bonds	2,900	-	2,000	900	-	-
Elevated Storage Tanks	Revenue Bonds	4,000	-	-	-	-	4,000
Chemical Storage Tanks	Revenue Bonds	220	-	220	-	-	-
<b>TOTAL WATER IMPROVEMENTS</b>		<b>\$ 20,200</b>	<b>\$ 1,245</b>	<b>\$ 3,035</b>	<b>\$ 2,498</b>	<b>\$ 4,015</b>	<b>\$ 9,407</b>
<b>SEWER IMPROVEMENTS</b>							
Annexation	Revenue Bonds	\$ 2,017	\$ 2,017	\$ -	\$ -	\$ -	\$ -
Security Improvements	W/S Fund	176	-	176	-	-	-
I&I Reduction	W/S Fund	500	100	100	100	100	100
Emergency Generators	W/S Fund	230	-	230	-	-	-
Elimination of Land Application	W/S Fund	1,800	-	-	800	-	1,000
Plant Equipment Replacement	Revenue Bonds	2,740	-	300	600	1,840	-
I-85 Corridor Outfall Line	Revenue Bonds/ Rowan County	6,500	6,500	-	-	-	-
Plant Capacity Expansion	Revenue Bonds	8,200	-	-	2,000	5,200	1,000
Sewer Line Renovations	W/S Fund	320	-	120	200	-	-
SCADA Upgrades	W/S Fund	150	150	-	-	-	-
Town Creek Access Road	W/S Fund	200	-	-	-	200	-
<b>TOTAL SEWER IMPROVEMENTS</b>		<b>\$ 22,833</b>	<b>\$ 8,767</b>	<b>\$ 926</b>	<b>\$ 3,700</b>	<b>\$ 7,340</b>	<b>\$ 2,100</b>
<b>TOTAL WATER / SEWER IMPROVEMENTS</b>		<b>\$ 43,033</b>	<b>\$ 10,012</b>	<b>\$ 3,961</b>	<b>\$ 6,198</b>	<b>\$ 11,355</b>	<b>\$ 11,507</b>

**CAPITAL IMPROVEMENT PROGRAM (FY2010-14)  
FIBER OPTIC NETWORK FUND SCHEDULE**

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY2010-14	FIVE YEAR SCHEDULE (FY10 - FY14)				
			2009-10	2010-11	2011-12	2012-13	2013-14
<b>FIBER NETWORK IMPROVEMENTS</b>							
Network Construction Costs	FON Fund	\$ 712	\$ -	\$ -	\$ 329	\$ 252	\$ 131
<b>TOTAL FIBER IMPROVEMENTS</b>		\$ 712	\$ -	\$ -	\$ 329	\$ 252	\$ 131

## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2009, the City of Salisbury will have \$92,457,751 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	\$ 1,475,000
Certificates of Participation	2,305,000
Capital leases	<u>5,120,627</u>
	<u>\$ 8,900,627</u>
General Fund Capital Replacement Fund	
Capital leases	<u>\$ 337,212</u>
Water and Sewer Fund:	
General obligation bonds	\$ 7,480,000
Revenue bonds	30,826,601
Capital leases	2,007,263
State Clean Water Revolving Loans	<u>8,890,048</u>
	<u>\$ 49,203,912</u>
Fiber Optic Network Fund	
Certificates of Participation	<u>\$ 33,560,000</u>
HUD Fund	
Section 108 Loan	<u>\$ 436,000</u>
Total	<u>\$ 92,437,751</u>

### General Fund

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

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

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

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

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

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

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

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

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

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

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

<b>Year Ending</b> <b>June 30,</b>	<b>General Obligation Bonds</b>		<b>Capital Leases</b>		<b>Certificates of Participation</b>		<b>Total</b>	
	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
2010	\$ 200,000	\$ 70,950	\$ 660,835	\$ 182,933	\$ 235,000	\$ 94,463	\$1,095,835	\$ 348,345
2011	200,000	61,350	576,218	160,415	230,000	86,825	1,006,218	308,590
2012	200,000	51,750	577,847	139,692	230,000	78,775	1,007,847	270,217
2013	200,000	42,150	579,663	118,554	230,000	70,725	1,009,663	231,429
2014	200,000	32,550	962,078	78,546	230,000	61,525	1,392,078	172,621
2015	200,000	22,950	304,379	65,893	230,000	51,750	734,379	140,593
2016	200,000	13,350	271,045	53,240	230,000	42,550	701,045	109,140
2017	75,000	3,750	237,712	43,246	230,000	32,775	542,712	79,771
2018	-	-	237,712	34,141	230,000	22,425	467,712	56,566
2019	-	-	237,712	25,037	230,000	11,500	467,712	36,537
2020	-	-	237,712	15,933	-	-	237,712	15,933
2021	-	-	237,712	6,828	-	-	237,712	6,828
<b>Totals</b>	<b>\$1,475,000</b>	<b>\$ 298,800</b>	<b>\$5,120,627</b>	<b>\$ 924,457</b>	<b>\$2,305,000</b>	<b>\$ 553,313</b>	<b>\$8,900,627</b>	<b>\$1,776,570</b>

### General Fund Capital Reserve Fund

The City has a lease agreement to finance the acquisition a fire truck. This agreement qualifies as capital lease for accounting purposes (titles transfer at the end of the lease terms) and, therefore, was recorded at the present value of the future minimum lease payments as of the date of its inception. This lease agreement is outlined as follows:

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

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

<b>Year Ending</b> <b>June 30,</b>	<b>Capital Leases</b>	
	<b>Principal</b>	<b>Interest</b>
2010	\$ 168,606	\$ 10,534
2011	168,606	4,514
<b>Totals</b>	<b>\$ 337,212</b>	<b>\$ 15,048</b>

## Water and Sewer Fund

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

	<b><u>Balance</u></b> <b><u>June 30, 2009</u></b>
Combined Enterprise Revenue Series 1998A, average rate of 4.87%, issued January 1998, maturing serially to 2018	\$ 1,150,000
Combined Enterprise Revenue Series 2002, average rate of 4.84%, issued April 2002, maturing serially to 2022 with terms in 2020 and 2027	17,040,000
Water Bonds Series 1998, average rate of 4.4%, issued June 1998, maturing serially to 2017	1,325,000
Refunding Water and Sewer Series 2003, average rate of 3.44%, issued August 2003, maturing serially to 2019	6,155,000
Revenue Bonds 2006, average rate of 3.44%, issued December 2006, maturing serially to 2027	5,483,563
Revenue Bonds 2007, average rate of 4.06%, issued October 2007, maturing serially to 2028	<u>7,153,038</u>
	<b><u>\$38,306,601</u></b>

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

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

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements (3)			Coverage
				Principal	Interest	Total	
2006	18,132,373	11,843,353	6,289,020	630,000	980,535	1,610,535	390.49%
2007	19,888,170	12,384,082	7,504,088	749,228	1,079,730	1,828,958	410.29%
2008	20,965,998	13,150,616	7,815,382	879,464	1,253,426	2,132,890	366.42%

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

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds and N. C. State Clean Water Bonds in 2005, but only revenue bonds in 2006-2007.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at their fair market value of \$7,898,494. The future minimum lease payments at June 30, 2008 total \$2,274,848, including \$485,749 of interest. Upon completion of these lease payments the City will take ownership of the related assets.

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

	<b>Balance <u>June 30, 2009</u></b>
Clean Water Loan for Sewer purposes, average rate of 5.03%, issued July 1989, revised May 1, 2003 to 3.43%, maturing serially to 2017	\$ 2,000,000
Clean Water Loan for Water purposes, average rate of 5.03%, issued January 1992, revised May 1, 2003 to 3.43%, maturing serially to 2017	180,048
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 1998, maturing serially to 2017	5,060,000
Clean Water Loan for Water purposes, average rate of 2.60%, issued January 1999, maturing serially to 2017	<u>1,650,000</u>
	<b><u>\$ 8,890,048</u></b>

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

Year Ending June 30,	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2010	1,245,000	277,728	1,208,350	1,385,259	882,506	249,236	274,409	83,860	3,610,265	1,996,082
2011	1,225,000	235,788	1,257,749	1,415,624	882,506	224,029	276,324	72,745	3,641,579	1,948,185
2012	1,210,000	192,388	1,312,935	1,278,810	882,506	198,822	283,334	61,480	3,688,775	1,731,499
2013	1,190,000	148,463	1,373,939	1,219,523	882,506	173,615	240,799	50,370	3,687,244	1,591,970
2014	1,175,000	103,794	1,430,796	1,160,956	882,506	148,408	240,799	40,830	3,729,101	1,453,988
2015	1,160,000	58,419	1,493,538	1,098,357	882,506	123,201	240,799	31,260	3,776,843	1,311,237
2016	175,000	12,375	1,557,203	1,032,346	882,506	97,994	240,799	21,690	2,855,508	1,164,405
2017	100,000	4,500	1,626,828	962,712	882,506	72,787	60,000	12,120	2,669,334	1,052,119
2018	-	-	1,702,451	888,984	610,000	47,580	60,000	8,670	2,372,451	945,234
2019	-	-	1,619,113	815,159	610,000	31,720	50,000	5,220	2,279,113	852,099
2020	-	-	1,691,857	740,666	610,000	15,860	30,000	2,320	2,331,857	758,846
2021	-	-	1,770,726	662,797	-	-	10,000	580	1,780,726	663,377
2022	-	-	1,850,765	581,257	-	-	-	-	1,850,765	581,257
2023	-	-	1,937,023	496,000	-	-	-	-	1,937,023	496,000
2024	-	-	2,029,549	406,724	-	-	-	-	2,029,549	406,724
2025	-	-	2,118,393	313,130	-	-	-	-	2,118,393	313,130
2026	-	-	2,218,610	215,413	-	-	-	-	2,218,610	215,413
2027	-	-	2,100,730	114,107	-	-	-	-	2,100,730	114,107
2028	-	-	526,044	21,357	-	-	-	-	526,044	21,357
2029	-	-	-	-	-	-	-	-	-	-
Totals	<u>\$ 7,480,000</u>	<u>\$ 1,033,453</u>	<u>\$ 30,826,601</u>	<u>\$ 14,809,180</u>	<u>\$ 8,890,048</u>	<u>\$ 1,383,250</u>	<u>\$ 2,007,263</u>	<u>\$ 391,145</u>	<u>\$ 49,203,912</u>	<u>\$ 17,617,028</u>

### Fiber Optic Network Fund

Long-term debt of the Water and Sewer Fund includes the following certificate of participation debt issue:

	<b><u>June 30, 2009</u></b>
Series 2008 Certificates of Participation, average rate of 5.36%, issued December 2008, maturing serially to 2019	<b><u>\$ 33,560,000</u></b>

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

Future maturities and interest on Fiber Optic Network Fund long-term debt are:

<b>Year Ending June 30,</b>	<b>Certificates of Participation</b>	
	<b>Principal</b>	<b>Interest</b>
2010	-	1,736,594
2011	-	1,736,594
2012	-	1,736,594
2013	1,330,000	1,736,594
2014	1,380,000	1,683,394
2015	1,440,000	1,624,744
2016	1,500,000	1,567,144
2017	1,560,000	1,503,394
2018	1,630,000	1,433,194
2019	1,710,000	1,355,769
2020	1,795,000	1,270,269
2021	1,885,000	1,178,275
2022	1,990,000	1,076,956
2023	2,095,000	969,994
2024	2,210,000	854,769
2025	2,330,000	733,219
2026	2,460,000	602,156
2027	2,600,000	463,781
2028	2,745,000	317,531
2029	2,900,000	163,125
<b>Totals</b>	<b>\$ 33,560,000</b>	<b>\$ 23,744,088</b>

### Special Revenue Fund

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

Future maturities and interest on HUD Section 108 loan are:

<b>Year Ending June 30,</b>	<b>Capital Leases</b>	
	<b>Principal</b>	<b>Interest</b>
2010	\$ 32,000	\$ 21,099
2011	32,000	19,824
2012	32,000	18,449
2013	32,000	16,993
2014	32,000	15,475
2015	32,000	13,913
2016	32,000	12,313
2017	32,000	10,672
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
<b>Totals</b>	<b>\$ 436,000</b>	<b>\$ 156,284</b>



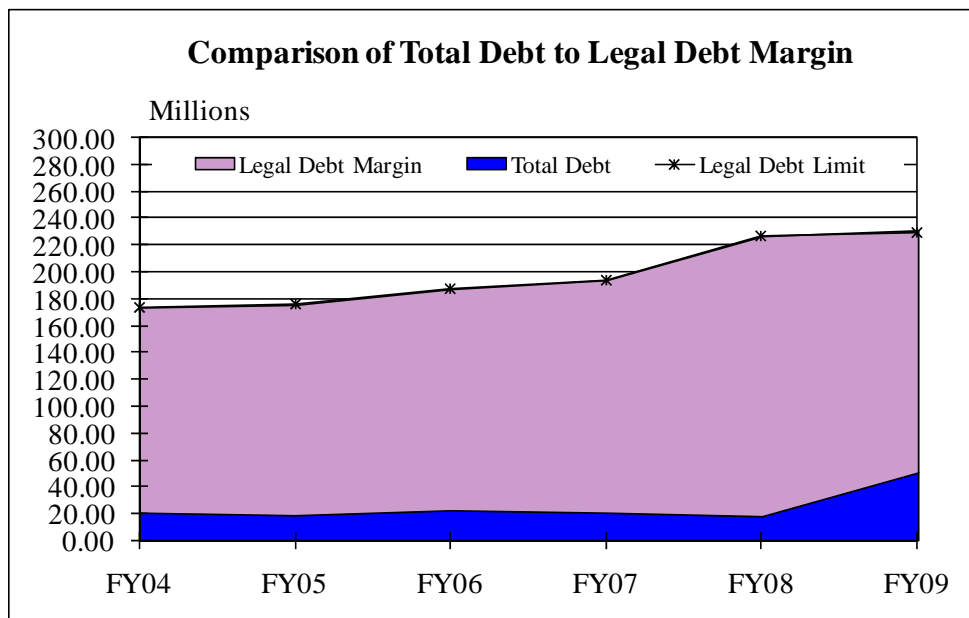
## PROPOSED DEBT

The City of Salisbury anticipates issuing Water and Sewer Revenue Bonds in September 2009. The exact amount of this issue is not yet known, but is currently estimated to be \$6,000,000. These bonds will be used to provide funding for the construction of water and sewer lines. Although the exact terms of this debt issue have not been determined, the Water and Sewer Fund has budgeted \$250,000 which can be used towards the debt service of this bond issue for FY2009-10.

There are no other debt issues planned for FY2009-10.

## LEGAL DEBT MARGIN

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



### Computation of Legal Debt Margin at June 30, 2009

Debt limit: Assessed value of \$2,880,118,482 x 8%		\$ 230,409,479
Amount of debt applicable to debt limit:		
Total bonded debt	\$ 8,955,000	
Total certificates of participation	35,865,000	
Total capitalized lease obligation	7,465,102	
Total outstanding debt	52,285,102	
Less: Deductions allowed for water bonds issued	1,325,000	
Total amount of debt applicable to debt limit		50,960,102
<b>LEGAL DEBT MARGIN</b>		<b>\$ 179,449,377</b>

## 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, 2008.

<b>Governmental Unit</b>	<b>Debt Outstanding</b>	<b>Estimated Percentage Applicable</b>	<b>Estimated Share of Overlapping Debt</b>
Debt repaid with property taxes: Rowan County	\$ 84,745,444	24.77%	\$ 20,989,746
City of Salisbury direct debt			8,498,267
Total direct and overlapping debt			\$ 29,488,013

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

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

# **BALANCING COSTS AND SERVICES**

## **A Five Year Service Level and Revenue Projection with Analysis**

### **The Shopping Trip**

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

### **Service Levels**

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

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

The current service level represents the level of service that the department currently provides the public or other City departments. The reduced service level represents a level of service below that which is currently provided. It may include such items as reduced staffing, elimination of capital expenditures, reduced maintenance of equipment and facilities, or elimination of a current program. An enhanced service level represents a level of service that is higher than what is currently provided. This enhanced service level might include such items as additional personnel, additional capital expenditures, or new programs. Using FY2008 as the base year, each level of service was evaluated and cost estimates were developed for a five-year period. These estimates detail personnel, operations, and capital outlay.

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

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

### **Revenue Structure**

The City's General Fund has five major sources of revenues: taxes, licenses and permits, intergovernmental revenues, charges for services, administrative revenue, and miscellaneous revenues.

Taxes are composed of property, sales, auto, and dog taxes. Licenses and permits are composed of privilege licenses and cable television franchise fees. Intergovernmental revenues are composed of grants and state-shared revenues. Charges for services are composed of user fees and reimbursed charges. Administrative revenue represents the Water and Sewer Fund contribution to the operations of the General Fund. Miscellaneous revenues are composed of interest revenue, sales, and revenues not allocated elsewhere.

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

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

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

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

During the 2002 General Assembly, reimbursements from the State were totally eliminated. This resulted in a loss of revenue to the City in its FY2003 budget of \$1,550,000. The General Assembly did approve an additional one-half cent sales tax for counties to levy. Rowan County passed the additional one-half cent sales tax that provided additional receipts for seven months in FY2003. In addition to granting counties the ability to levy an additional one-half cent sales tax, the General Assembly provided a hold-harmless clause for those governmental units, like Salisbury, where the additional one-half cent sales tax would not generate the same amount of revenue as the lost reimbursements. Unfortunately, this hold-harmless provision did not take effect until FY2004. These actions by the General Assembly forced the City to cut almost \$1.2 million dollars from its FY2003 budget. The City eliminated almost all of its General Fund capital budget and most of its special projects as a result of the loss of these reimbursements.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution (which is actually a reimbursement for services performed in the General Fund on behalf of the Water and Sewer Fund). These four revenues are the only ones that City Council can increase or decrease at will. During FY2008, these four sources in the General Fund account for 69.2% of total reoccurring revenue. The City lacks control over all other revenues.

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

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

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

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

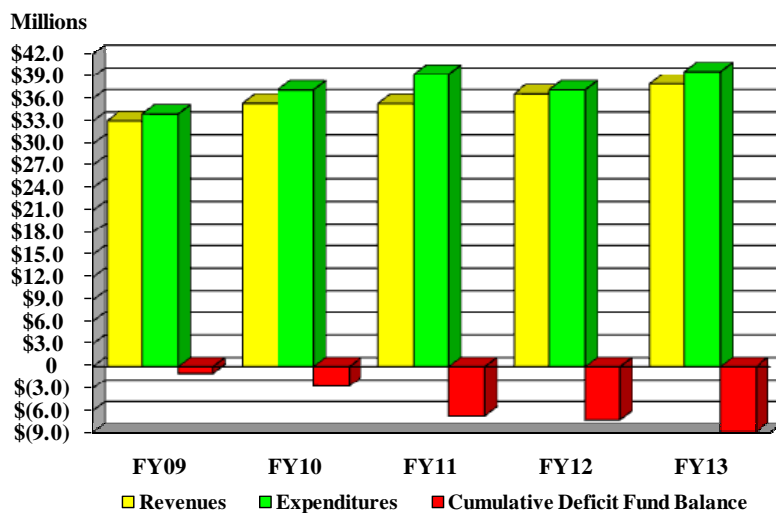
In summary, most City revenues can be characterized as inelastic with no City control. The City controls only property taxes, user fees and charges, privilege licenses, and administrative revenue.

### Comparison Of Projected Expenditures For Five Years To Forecasted Revenues

As shown in Exhibit 1, projected expenditures are anticipated to exceed projected revenues over the next five years at current service levels. There are several primary reasons for revenues lagging projected expenditures. First, the economy's growth is lagging behind the increasing cost to provide our citizens those services that they desire. Sales tax receipts have been growing at a pace that matches our expenditure growth. Property tax growth has increased in the last two years. These two items comprise over half of the City's revenue. Unfortunately, the other items that comprise our revenues are very stagnant. There are positive signs that point to continued future growth in our property tax base. The final

item that is driving the projected deficits over the next several years is deferred infrastructure maintenance and repairs. Over the past five years due to a sagging revenue growth, many infrastructure projects have been deferred to avoid increasing taxes or cutting services. Many of these projects are reaching a point that they can no longer be deferred or some facilities will either become unusable or fall into a state of disrepair that will actually cost the city significantly more than to renovate or repair. For FY2009, the City Council will face these tough decisions on maintaining the current service level while trying to address capital expenditures that have been deferred over the last

**Exhibit 1  
REVENUE COMPARED TO  
CURRENT LEVEL EXPENDITURES**



several years. The current revenue structure will not support these capital expenditures without modifications to existing service levels or future tax rate increases, increased fees on services, or new fees for services.

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

### **Previous Budget Actions**

City Council each year evaluates additional measures that address revenue options, increased productivity measures, increased services, or the elimination of services. Actions taken by City Council included a major step in FY1999 to increase revenues to continue to provide existing service levels. City Council was provided options that would match revenues to expenditures through a combination of revenue enhancements and service reductions. After reviewing their options, City Council trimmed some service level enhancements, increased the property tax rate and added a commercial waste collection fee. This action allowed the City to continue providing current service levels for its citizens.

In FY2001 in response to a request from the citizens to address improving and maintaining viable neighborhoods, City Council increased the tax rate by three cents to fund an increase in service levels in the Fire Department, Police Department, and Community Development.

In FY2002, City Council had each department review its budget for items other than personnel and capital and make a 22% reduction in discretionary line items. These cuts were made to have a minimal impact on the current service level and eliminate the need to increase the tax rate.

The declining economy took its toll on ongoing revenues in the FY2003 budget. Property taxes did not generate a significant increase and most elastic revenues were showing decreases from the prior year. City Council approved a budget that eliminated almost \$1.2 million in ongoing expenditures to match the expenditures of the City to projected revenues. This action included the elimination of seventeen full-time positions, ten summer positions, and one part-time position. Four positions were also frozen.

For FY2004, revenue projections were still flat, but the pent-up budgetary needs were nonetheless evident. Furthermore, the City had committed to repayment to the State of North Carolina for noise barriers and sidewalk improvements along with attaining goals related to the community. The budget proposal was for an effective tax rate increase of \$.04 per \$100 assessed valuation. But due to economic conditions within the area, Council did not feel that the tax increase was acceptable and opted for an increase of \$.02 per \$100 assessed valuation, further deferring needs and goals attainment.

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

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

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

In FY2008, Rowan County revalued all real property in the county. The revenue neutral tax rate of \$0.59/\$100 assessed valuation was \$0.035 less than the FY2007 rate of \$0.625. A Safety and Crime Prevention Program was proposed to address the neighborhood amenities requested by City Council. This implementation of this Program to increase funding for two police officers to address increasing youth violence, increased capacity to address a backlog of street light requests, and funds to address nagging code enforcement problems came at a cost of an increase of one cent in the tax rate. City Council opted to adopt the revenue neutral tax rate of \$0.59/\$100 assessed valuation. Within those parameters, the City's Management Team developed a list of one-time capital expenditures that would be deferred unless property tax revenues exceeded the budget sufficiently to fund the items.

### **How Do We Finance Local Government in the Future?**

After City Council selects the desired service levels, the question becomes "how to generate sufficient revenues to finance these levels?" Currently, property taxes, user fees and charges, privilege licenses, and water and sewer rates are the only revenue sources the City controls. Each of these sources has both advantages and disadvantages.

The property tax possesses several elements which characterize its usefulness: it provides a stable source of revenue; it is easily administered; it is relatively easy to adjust; and it taxes nonresident property owners who benefit from local services.

Conversely, the property tax is ranked as the most unpopular tax along with the federal income tax. Reasons for this unpopularity include: the property tax falls on unrealized capital gains (as opposed to income); it is collected in a large lump-sum amount; and there is anxiety about perceived inequities associated with property reappraisal.

User fees and charges accounted for 8.5% of FY2008 revenues, a slight increase of .6% from FY2007. Historically, the City has not used this revenue source to generate funds for operations. Advantages to user fees and charges include: charges increase users' awareness of the cost of providing a particular service; they give the City a clear indication of the level of service selected by citizens based on service usage; service charges are equitable in that the benefits of the service are paid for by those using the service; they ensure that service delivery decisions are based on the relationship of service levels to demand; and they focus on the cost of service.

A negative public reaction to services which have been provided for "free" in the past can generally be expected as user fees and charges are implemented. Generally, revenue to support certain services has gone unnoticed as the support has been derived from many sources of municipal revenue. Cost analysis is the basis for the equitable implementation and administration of user fees and charges. Exhibit 2 shows examples of the types of user fees and charges the City could use. Also included are suggestions on the extent to which user fees and charges should cover the cost of a particular service.

Privilege licenses are levied on businesses and professions in the City limits, within the statutory authority of the General Assembly. This revenue accounted for less than 1.0% of the General Fund's revenue in

FY2008. Receipts from this source come from both variable and fixed charges. State Statutes regulate the license rate for certain businesses and professions while exempting others. The City uses rates set forth in the State Statutes. All other businesses fall under the City's gross receipts tax. Under this provision, a business is taxed at a percentage, set by City Council, of its adjusted gross receipts.

Advantages to using privilege licenses as a revenue source to support local government include: the ease of administration; it can be easily adjusted; and changes in privilege license revenue increases proportionally to the local economy.

Administrative revenue represents the Water and Sewer Fund's contribution to the operations of the General Fund. Any increases or decreases in this revenue should be the result of a change in the cost of the services provided by the General Fund to the Water and Sewer Fund. This revenue source provides a method to recover the cost of services for the Water and Sewer Fund provided by the General Fund.

## Exhibit 2

SERVICES FOR WHICH LOCAL GOVERNMENTS COMMONLY CHARGE A FEE	
<p><b>Recreation and leisure activities</b>  Athletic fields (P)  Athletic leagues (F)*  Auditorium/civic center (F)  Concession rental (F)  Equipment rental (F)  Parks (P)  Recreation center rental (F)  Recreation classes (F)*  Swimming pools (P)  Tennis courts (P)</p>	<p><b>Public works</b>  Abandoned-vehicle removal (F)  Barricades (F)  Cemeteries (P)  Curb cuts (F)  Maps (F)  Sign permits (F)  Street cuts (F)  Weed cutting (P)</p>
<p><b>Planning and economic development</b>  Annexation (F)  Development guide or manual (F)  Maps (F)  Plat processing (F)  Zoning variance (F)</p>	<p><b>Police protection</b>  Accident and offense reports (F)  DWI processing (F)  Funeral escorts (F)  Other special-occasion escorts (F)  Police services at special events (F)  Serving warrants (F)  Vehicle impoundment (F)</p>
<p><b>Sanitation</b>  Landfill (P)  Large-item solid-waste pickup (F)*  Solid waste collection (F)  Street cleaning (P)</p>	<p><b>Miscellaneous</b>  Document search (F)  Meeting room rentals (F)  Photocopying records (F)  Vending machine space rental (F)</p>
<p>"F" means that the fee for service should be set so as to recover the <i>full</i> cost of providing the service. An "F*" indicates that full cost pricing should be required only for certain classes of users; a partial subsidy should be provided for some users, such as the elderly, children, or nonprofit organizations.</p>	
<p>"P" means that the fee for service should be set so as to recover only <i>part</i> of the cost of the service. A partial subsidy is justified for any one or all of the reasons discussed in the chapter.</p>	
<p>Source: Adapted from Robert L. Bland, <i>Financing City Government in Texas: A Revenue Manual for City Officials</i> (Austin: Texas Municipal League, 1986)</p>	

Besides the revenue options reviewed above, City Council may want to consider supporting changes in the NC General Statutes which could provide the City with additional sources of revenue. Four examples of changes in the statutes the City could utilize to increase revenues include a real estate transfer tax, a local income tax, prepared foods tax, and an auto tax. All four sources are used successfully by municipalities in other states. In North Carolina, some municipalities are already using the auto tax and prepared foods tax. Authority currently exists for the City to levy a ten dollar charge per vehicle whose proceeds are undesignated. Authority to levy an additional charge per vehicle must be approved by the General Assembly. In addition to changes at the local level, it is apparent that North Carolina local government will need the assistance of our General Assembly in addressing these challenges to finance local government.

## Conclusion

The challenge of financing local government is a complex issue. Providing balanced revenues to equitably finance local government services and capital needs is a significant problem facing all local governments across North Carolina and the Country. With declining State and Federal assistance to cities, the citizens of Salisbury will receive the level of local government services for which they are willing to pay. Setting priorities has become more important. We may not be able to "be all things to all people".

This analysis of local government revenues and the corresponding projection of local government expenditures is updated each year by the City's Management Services Department. This report anticipates



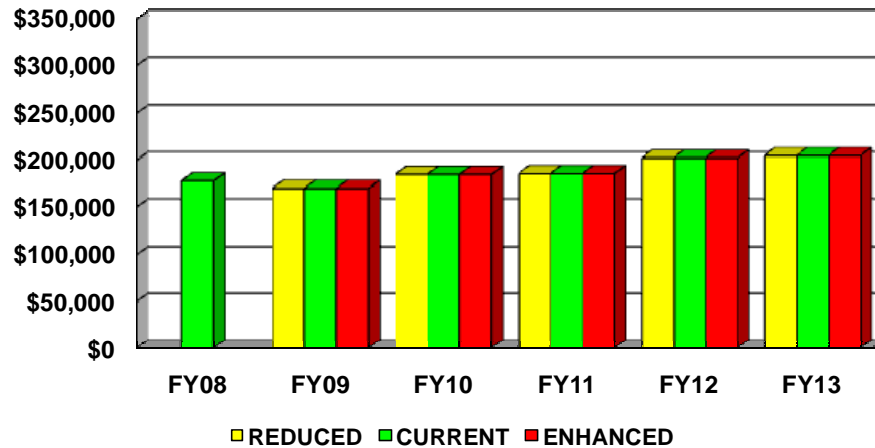
local government revenue shortfalls in meeting local government service demands. Simultaneously, it is recommended that the City evaluate all existing and alternative sources of revenue available to finance local government. With this tool in hand, City Council will be in a better position to: equitably raise revenue to support local government services, determine the level of services offered to our citizens, consider certain productivity improvements to reduce local government costs, and determine priorities for the types of local government services offered. This approach offers no easy solutions. However, it provides our local government leaders options for addressing the financing of Salisbury's local government services.

Appendix 1  
CITY COUNCIL

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Establish and maintain public services and facilities deemed necessary or desirable for the health, safety, comfort, welfare, convenience and good order of the public
- Provide for the organization of City government
- Provide for a City Manager under the Council/Manager form of government and a City Attorney in accordance with the City Charter
- Create and establish, by ordinance or resolution, Authorities and/or Boards and Commissions as it may deem necessary or appropriate for the administration, regulation, operation, services, activities, and functions which the City is authorized by law to perform, regulate, and continue
- Make and provide for the execution of regulatory ordinances
- Provide for planning, sub-division and building regulations
- Schedule regular and special public meetings and public hearings in order to hear the public and conduct City business
- Provide a Code of Ordinance in accordance with State Statutes

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

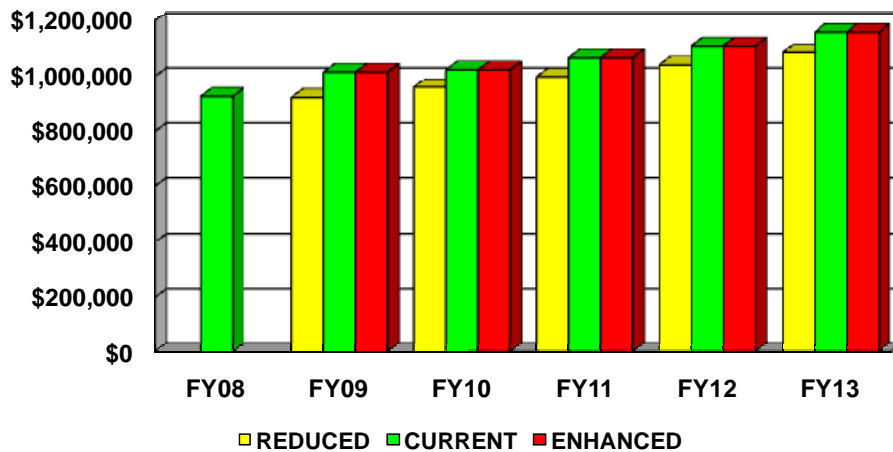
- No enhanced service level is proposed

Appendix 2  
**CITY MANAGEMENT AND ADMINISTRATION**

**Statement of Purpose**

To serve as a central source of information, advice and support services for the City Council and Management Team. To promote the development and performance of staff and employees throughout the organization. To assist elected officials and other community leaders to identify, work toward, and achieve community outcomes and goals. To provide functional and operational expertise and planning for all City services. To determine citizen needs and provide responsive, equitable services to the community. To promote a culture of customer service by maintaining a consistently high level of quality staff work, operational procedures and service delivery systems. To set an example that urges the organization and community toward experimentation, change, creative problem solving, and prompt action. To demonstrate an understanding of information technology and ensure that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. To demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process. To understand and value the differences among individuals and foster those values throughout the organization and community. To prepare and administer the budget and report the findings of the annual audit to City Council. To interpret financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies. To ensure that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current. To position the organization and community for events and circumstances that are anticipated in the future. To facilitate the flow of ideas, information and understanding between and among individuals, advocating effectively in the community interest. To convey ideas of information effectively to others. To communicate information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the media and public. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities. To provide a central source for the collection, storage and dissemination of official municipal records and documents. To provide Risk Management services for the municipality that includes safety, liability insurance management, worker's compensation, OSHA compliance and third party claims against the City.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Direct and supervise the administration of all departments, offices and agencies of the City
- Recommend to the City Council policy or other matters affecting the City
- Ensure that all laws of the State, the City Charter, ordinances, resolutions and regulations of the City Council are faithfully executed in the City
- Prepare and submit the annual budget and capital improvements program to the City Council
- Submit annually to the City Council and make available to the public a complete report on the finances and administrative activities of the City
- Present reports to the City Council concerning the operations of City departments
- Award, approve and execute contracts including the acquisition of real property by the City in accordance with state and local laws and ordinances

- Recommend the adoption of a classification and compensation plan, performance appraisals and other personnel ordinances and regulations to the City Council
- Schedule items for and prepare minutes of City Council meetings and other proceedings
- Maintain and safeguard public records and official copies of City documents
- Assist the City Council in a goal setting and goal evaluation process
- Provide for executive development of City Council and City Management Team
- Respond to requests for information from the general public
- Communicate effectively with the media and public
- Provide administrative support to the Mayor, the City Council and the City Manager
- Coordinate activities with various City departments, citizens, other governmental units, outside agencies and organizations
- Direct, oversee, and participate in the development of the departments' work plans
- Monitor and review the City's liability insurance program
- Receive, review, and process annexation petitions and street and alley closing petitions
- Provide for legal assistance for the City Council, Management Team and the Municipal Corporation
- Maintain and update a Code of Ordinances for the City
- Provide a comprehensive safety and risk management program that includes training, inspection, investigation, and accident review
- Provide a Public Information Officer for the City

**Reduced Service Level:**

- Reduce level of clerical support

**Enhanced Service Level:**

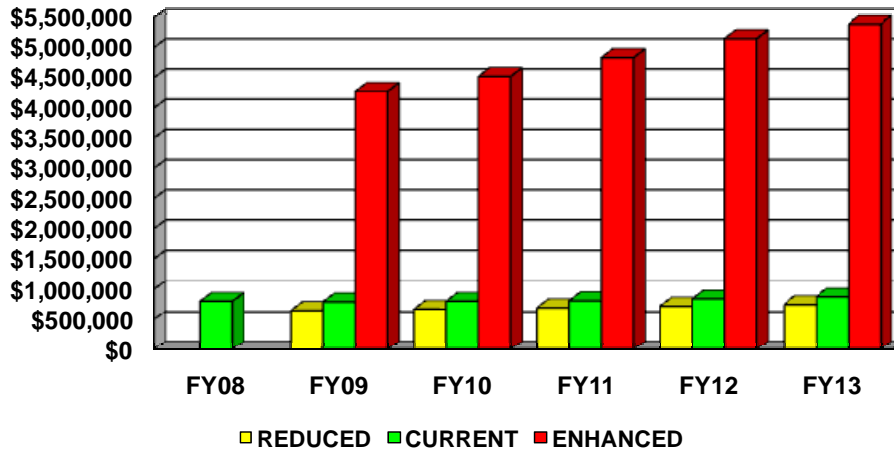
- No enhanced service level is proposed

Appendix 3  
**HUMAN RESOURCES**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide systems to recruit, screen, and select City employees
- Coordinate employee separations, promotions, and reclassifications
- Provide a comprehensive employee benefits program
- Manage the employee classification and compensation system
- Manage the employee performance appraisal system
- Provide management, supervisory, and employee training programs
- Provide general employee orientation and coordinate departmental employee orientation
- Provide an annual employee service awards and recognition program
- Provide human resources policy and employee handbooks
- Provide an Employee Assistance Program
- Provide employee relations assistance and consultation to managers, supervisors, and employees
- Manage the City's Affirmative Action Program
- Monitor employment trends relative to the City workforce
- Provide a comprehensive drug testing program
- Coordinate the police officer selection and promotion processes
- Provide a comprehensive Customer Service Program
- Provide staff support for Human Relations Board
- Manage and utilize the Human Resources Information System
- Provide employee health and wellness program
- Provide Citywide multiculturalism program
- Provide a comprehensive Diversity Recruitment Strategies Program

**Reduced Service Level:**

- Eliminate comprehensive employee benefits program
- Provide bimonthly general employee orientation
- Eliminate management, supervisory, and employee training
- Eliminate employee awards and recognition program
- Eliminate employment trends monitoring

**Enhanced Service Level:**

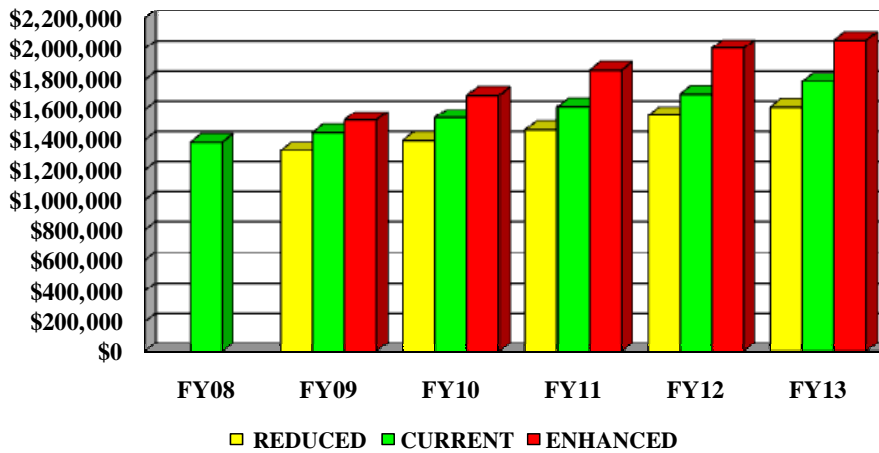
- Provide extensive in-house benefits counseling and administration
- Provide in-house management, supervisor and employee training and career development programs
- Provide extensive in-house occupational health/wellness program
- Provide extensive in-house Employee Assistance Program
- Provide extensive retirement/health benefits
- Provide recruitment incentive
- Provide scheduled salary adjustments annually
- Provide enhanced level of recruitment efforts for all departments
- Provide full broad banding salary plan including career development incentives
- Provide enhanced performance evaluation system
- Provide in-house volunteer recruitment and selection program
- Provide a community-wide multiculturalism program
- Provide an employee community volunteer leave program
- Provide a Customer Service Incentives and Recognition Program
- Provide a Salisbury University Training Program
- Provide a “Good to Go” Training Program
- Provide an expanded “Good to Great” Training Program
- Provide a comprehensive and enhanced Diversity Recruitment Strategies Program

**MANAGEMENT SERVICES-ADMINISTRATION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide a biweekly payroll
- Provide weekly processing of outstanding accounts payable
- Provide monthly billing of water and sewer services
- Provide billing of business privilege licenses
- Collect receipts for water and sewer, privilege licenses, and other miscellaneous accounts receivable
- Provide daily posting and deposit of city receipts
- Provide assistance for water and sewer customers
- Assist in preparation of annual budget, budget documents, and budget amendments
- Provide assistance to auditors with the annual audit
- Prepare annual financial statements
- Provide maintenance of City general ledger and all subsidiary ledgers
- Prepare reports for other governmental entities
- Monitor cash requirements and invest available cash
- Coordinate authorization and issuance of City debt
- Conduct periodic inventory of fixed assets
- Participate in the North Carolina Local Government Performance Measurement Project
- Prepare and maintain fixed asset records
- Prepare annual Powell Bill financial report
- Provide special reports and projects as requested
- Provide part-time grants support
- Coordinate bank services, including direct deposit and direct debit
- Provide support to prepare and monitor the budget and produce benchmarking and performance measurement evaluations

**Reduced Service Level:**

- Eliminate ability to prepare for and participate in external projects
- Reduce investment opportunities to low yield overnight markets
- Eliminate Mail Coordinator which will require each department to send individuals to other departments for mail and inter-office correspondence

**Enhanced Service Level:**

- Provide additional customer service support for utility, privilege license, and miscellaneous receivable billing and collection
- Provide additional collection support for delinquent receivables
- Provide additional support for benchmarking and external projects

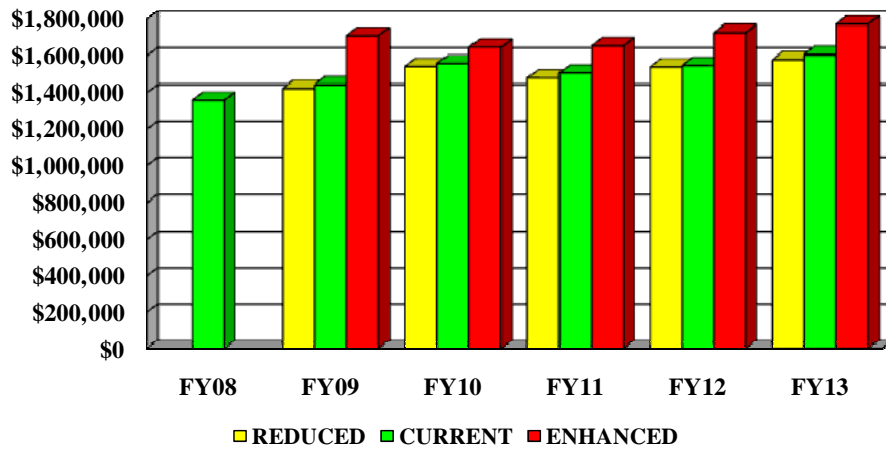


Appendix 5  
**MANAGEMENT SERVICES-INFORMATION TECHNOLOGIES**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Perform daily computer systems backup
- Maintain system security and system passwords
- Diagnose systems or software problems
- Plan and participate in the training of City personnel
- Assist users in resolving systems problems
- Plan and direct installation of new equipment
- Prepare documentation and instruction for users of systems
- Test and debug new software
- Maintain integrity of database
- Conduct feasibility studies
- Maintain efficient hardware configurations
- Design, implement, and monitor disaster recovery plan
- Evaluate and approve requests for computer hardware
- Initiate and monitor contracts for computer maintenance
- Continue implementation of information system plan
- Maintain City's fiber system network
- Design, implement, and monitor City network infrastructure
- Assist other departments with video applications
- Maintain sound system in Council Chambers
- Sell surplus inventory using online auctions
- Design, implement and monitor City's web site
- Design, implement, and monitor government/educational access channel
- Maintain and monitor Citywide physical access and building security
- Issue identification badges
- Assist traffic operations with traffic cameras
- Assist traffic operations with maintenance of traffic signals
- Implement efficient and effective spam control
- Maintain and monitor spam software
- Maintain and monitor virus protections on citywide network

**Current Service Level (Continued):**

- Maintain and monitor internet connections citywide
- Maintain and monitor domain naming system information
- Maintain and monitor active directory
- Maintain and monitor servers citywide
- Implement, maintain and monitor wireless connections
- Install, maintain and repair mobile data units citywide
- Maintain and monitor automated software deployment
- Maintain and monitor firewall
- Maintain and monitor virtual private network
- Maintain and monitor multi-function printers
- Improve survivability of System
- Implement, maintain and monitor new Cogsdale Software
- Study the feasibility of the Fiber To The Home Project

**Reduced Service Level:**

- Reduce scope of implementation of Information System Plan

**Enhanced Service Level:**

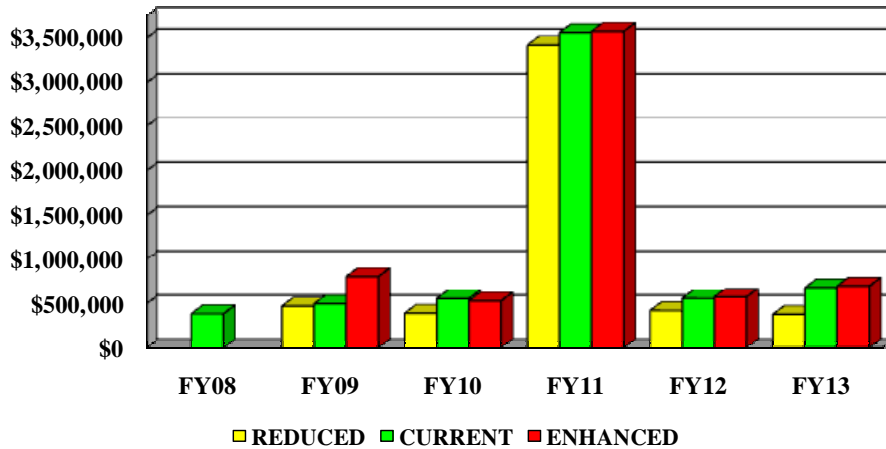
- Develop more in-house programs
- Develop in-house expertise in networking
- Expand implementation of Information System Plan

**MANAGEMENT SERVICES-TELECOMMUNICATIONS**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide daily 9-1-1 service to City citizens
- Provide daily operation and maintenance for the City's radio systems
- Provide daily installation and repair service for the City's telephone and cable systems
- Operate and manage the tower site
- Manage and monitor Citywide network fax system
- Manage and monitor City's unified messaging system
- Monitor cell phone usage
- Monitor and renegotiate cell phone contracts
- Act as City's cable franchise administrator
- Work with citizens to resolve issues with cable company
- Manage and monitor City's radio system licenses
- Work closely with County telecommunications to develop procedures and policies for 800 Radio Trunking System
- Manage and monitor City's internet contracts
- Manage and monitor City's telecommunications contracts
- Manage and monitor City's water tank, tower site and Plaza's antenna lease agreement
- Bill monthly for radios and pagers
- Issue, maintain, and monitor pagers and radios
- Coordinate 800 rebanding with Nextel to ensure the integrity of the City's 800 system
- Remove and install equipment in City vehicles
- Remove and install equipment in other municipalities' vehicle
- Maintain communications recordings of radio and phone traffic
- Operate and maintain County radio equipment and radio infrastructure
- Maintain City SCADA System
- Maintain mobile video equipment
- Install and maintain fiber optic network

**Reduced Service Level:**

- Eliminate or defer purchases of telecommunications equipment

**Enhanced Service Level:**

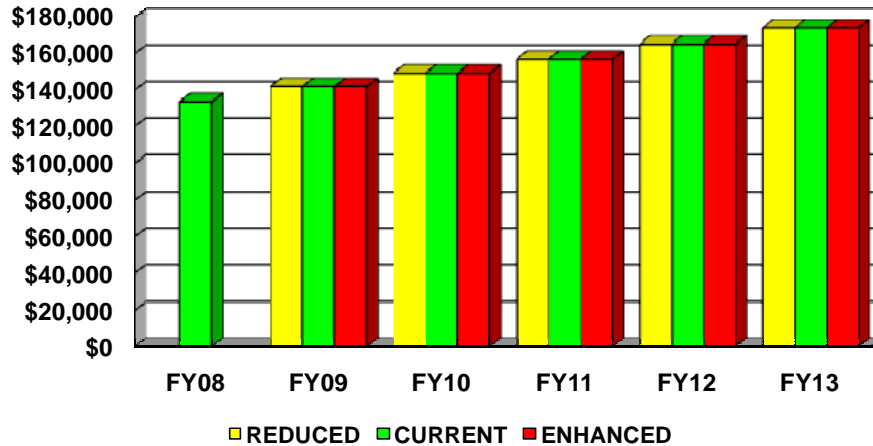
- Add one technician in FY09
- Increase scope of telecommunications upgrades
- Provide fencing for tower site

Appendix 7  
**MANAGEMENT SERVICES-PURCHASING**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Request and receive 141 quotations
- Request and receive 36 formal quotations annually
- Issue 547 purchase orders annually
- Assist in maintaining detailed records on the City's asset inventory
- Provide product knowledge and vendor information to user departments on a daily basis
- Assist in preparation of fleet specifications
- Provide contract administration services for various departments
- Receive, distribute and audit electronically 11,201 weekly transactions generated by the 197 users of the City's purchasing card program
- Receive, distribute, and audit manually 1,596 monthly "paper" statements with receipts for the City's purchasing card program
- Receive, distribute, and audit manually 13,351 weekly fuel statements for the City's fueling requirements for 407 users

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

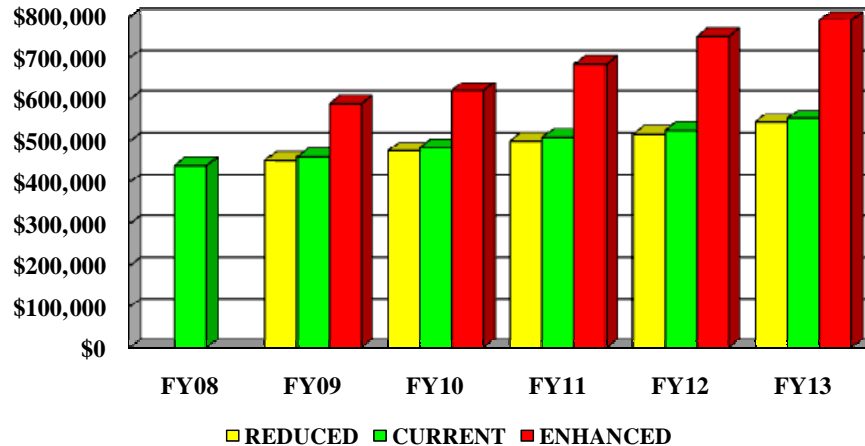
- No enhanced service level is proposed

Appendix 8  
**MANAGEMENT SERVICES-FACILITIES MANAGEMENT**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Manage buildings and grounds contracted services
- Provide facility evaluations that encompass replacement schedule projections, improvements, and repairs
- Provide maintenance and repair services to City facilities
- Provide owner representation for construction and repair projects
- Provide project management for capital and special projects
- Manage contracted services, capital and special projects
- Ensure compliance with regulatory agencies by making required changes to lighting fixtures

**Reduced Service Level:**

- Reduce scope of projects

**Enhanced Service Level:**

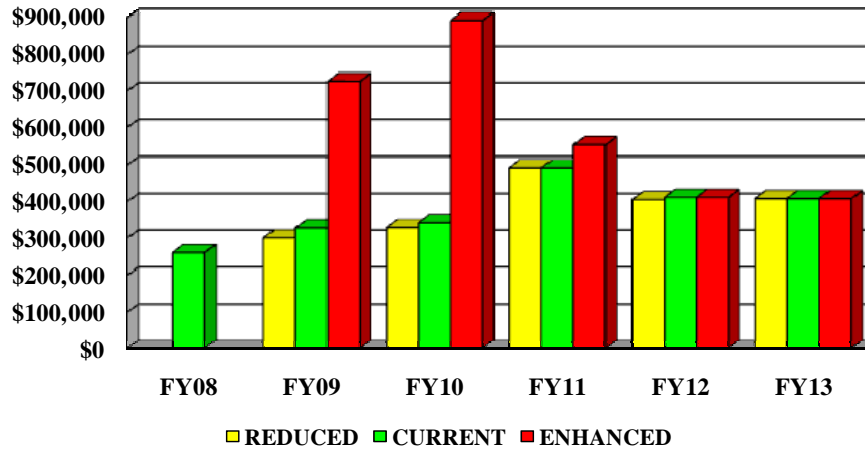
- Provide non-duplicating locks to exterior entrances to increase building security
- Increase maintenance staffing to facilitate maintenance and repair projects necessary to adequately maintain facilities
- Ensure safe water supply by installing back flow prevention at all City owned water taps
- Perform functions associated with energy management of all bricks and mortar assets

**MANAGEMENT SERVICES-CENTRAL CITY BUILDINGS**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide space for public meetings
- Provide central facilities to house administrative and some operating departments
- Provide maintenance and cleaning services for City office buildings

**Reduced Service Level:**

- Reduce/defer funding for renovation of office space

**Enhanced Service Level:**

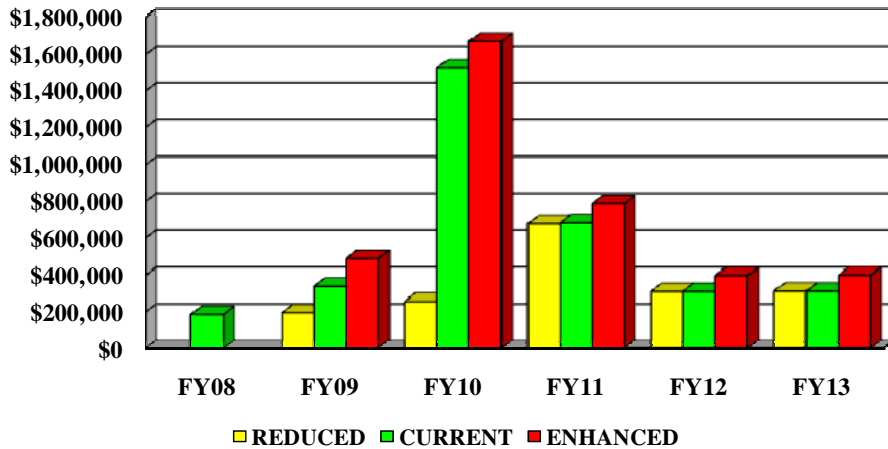
- Provide for further renovation of meeting and office space and exterior enhancements
- Implement the use of a centralized HVAC management system to reduce energy consumption and improve resource allocations

**PLAZA**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Improve economic vitality of the downtown business district
- Provide additional centralized office, commercial, retail, and meeting space
- Maintain the long term structural integrity of the facility
- Ensure the building remains in good repair and with aesthetic appeal in the downtown and for residents, commercial and retail tenants

**Reduced Service Level:**

- Reduce scope of repairs and maintenance

**Enhanced Service Level:**

- Increase scope of repairs and maintenance

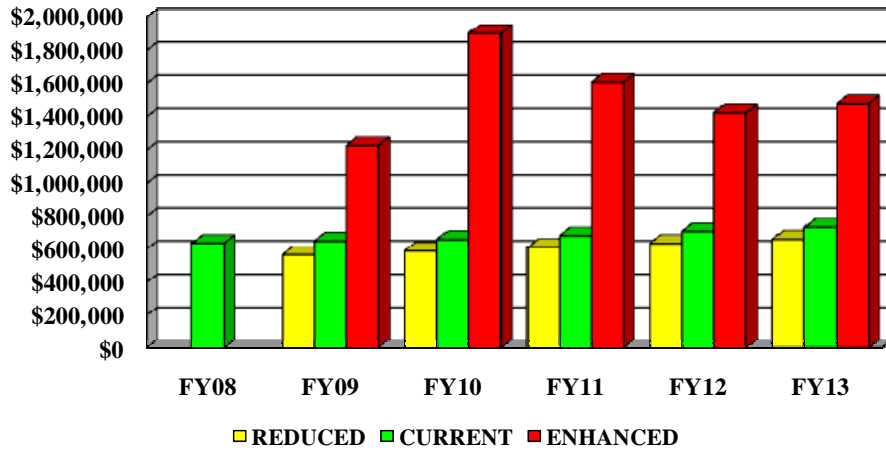


**LAND MANAGEMENT & DEVELOPMENT-PLANNING & COMMUNITY DEVELOPMENT**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide staff for the Salisbury Planning Board
- Prepare zoning reports and analysis
- Prepare and assimilate statistical and census data
- Prepare ordinances, code updates, and annexation studies
- Conduct Boards and Commissions training
- Carry out comprehensive planning and Vision 2020 implementation
- Promote redevelopment within the central business district
- Staff Community Appearance Commission
- Provide design assistance for appearance issues
- Facilitate public/private development projects
- Staff Historic District Commission
- Administer Municipal Service District, Innes Street and Historic Preservation grant programs
- Acquire and dispose of property related to City development projects
- Administer Community Development programs through the Salisbury Community Development Corporation
- Apply for and administer programs associated with Federal and State grants
- Provide for affordable housing in City
- Develop and implement plans for neighborhood development and assistance
- Participate in regional planning efforts through Sustainable Environment for Quality of Life

**Reduced Service Level:**

- Reduce scope of special projects, grant programs and planning initiatives

**Enhanced Service Level:**

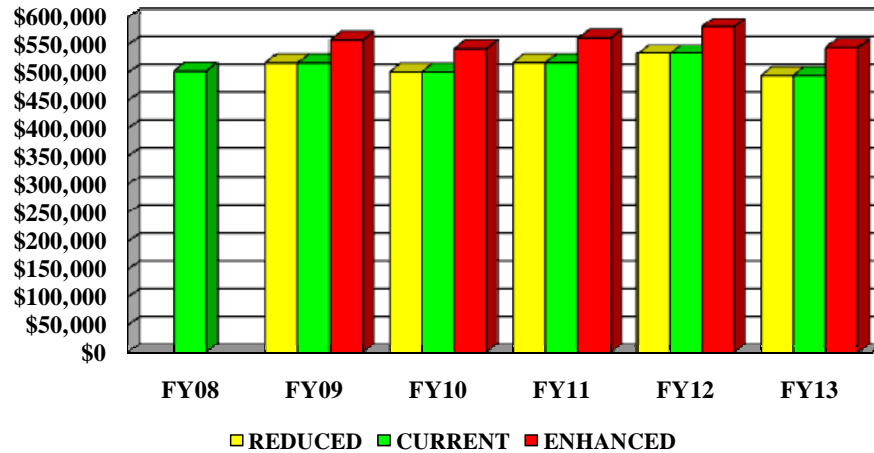
- Increase scope of special projects, grant programs and planning initiatives including updating the Vision 2020 Plan, small area plans, streetscape improvements, public art programs, branding and wayfinding, annexation, and other capital projects
- Improve historic preservation efforts including updating guidelines and expanding districts
- Enhance neighborhood improvement planning by hiring additional planner

**LAND MANAGEMENT & DEVELOPMENT-DEVELOPMENT SERVICES**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Administer and enforce City land development ordinance
- Administer backflow prevention and pretreatment ordinance
- Perform site inspections to ensure compliance with various codes and ordinances
- Issue certificates of compliance for new construction, renovations and additions
- Administer and enforce Historic District ordinance and guidelines
- Issue certificates of appropriateness for the Historic Preservation Commission for new construction, renovations and additions within local historic districts
- Log-in and distribute construction documents to Engineering
- Maintain files for all improvements and work performed, such as water/sewer connections, fees paid, driveway permits, zoning permits, grading permits, and Boards and Commissions meetings
- Provide staff support and administrative work for the Zoning Board of Adjustment, Historic District Commission, Planning Board and City Council
- Receive complaints, investigate problems, and proceed with appropriate action for abatement
- Assist developers, contractors, and the general public in securing the appropriate permits and approvals
- Maintain a street address system as prescribed by City Ordinance and coordinate all addresses with emergency service agencies and the U.S. Postal Service
- Process monthly Technical Review Committee meetings with various City, County, and State representatives
- Continuously update and maintain division files

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

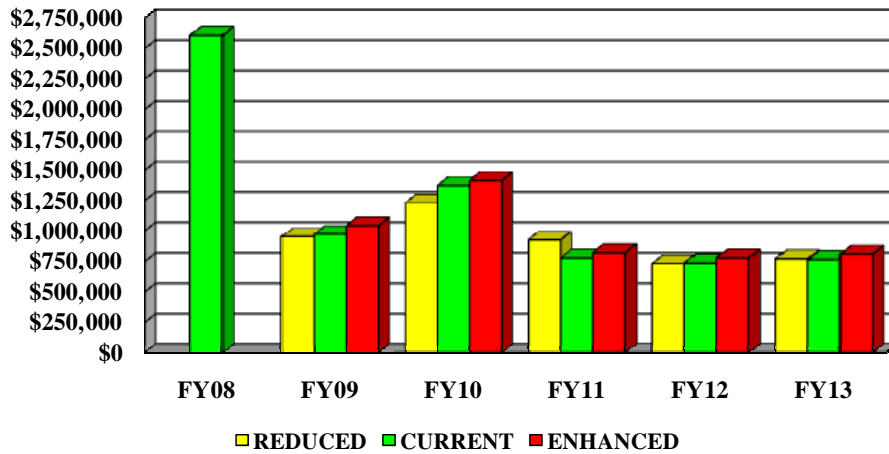
- Add additional Zoning and Code Enforcement officer

**LAND MANAGEMENT & DEVELOPMENT-ENGINEERING**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Prepare annual Powell Bill map and certified statement
- Prepare periodic reports for the City Council and NCDOT concerning traffic and transportation
- Respond to citizen requests concerning traffic, parking and storm drainage
- Administer the subdivision ordinance and the floodway ordinance
- Review designs submitted by outside consultants for conformance with City standards and policies
- Inspect construction projects for conformance with approved plans
- Administer voluntary annexations and alley closings
- Provide current City limits/street maps to all departments
- Participate in Cabarrus-Rowan Metropolitan Planning Organization
- Administer Municipal Agreements involving state funds for transportation improvements
- Administer the design and construction of special projects
- Implement NPDES compliance related to storm water quality
- Conduct traffic signal system efficiency studies in accordance with NCDOT schedule D
- Administer the design and construction of Congestion Mitigation and Air Quality (CMAQ) projects
- Administer replacement of the Ellis Street Bridge

**Reduced Service Level:**

- Reduce the use of consulting advice for National Pollutant Discharge Elimination System (NPDES) compliance
- Delay replacement of the GeoXT (GPS receiver)

**Enhanced Service Level:**

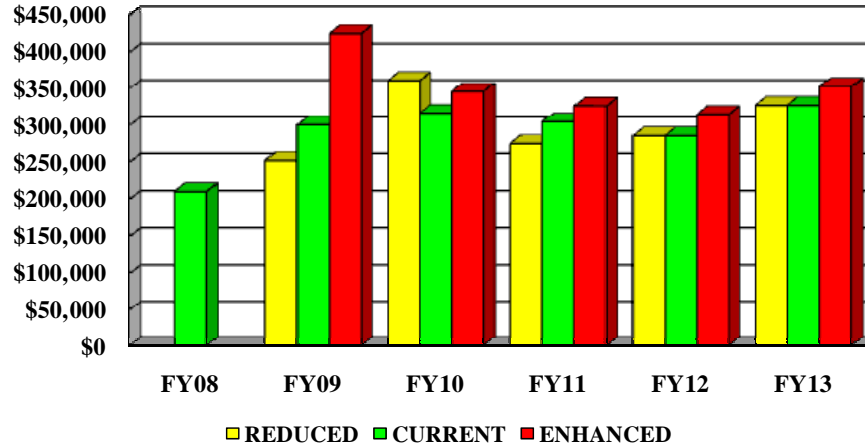
- Increase funding for Trackside Canopies
- Increase the use of consulting advice for NPDES compliance
- Restore funding of storm drainage grants
- Implement a traffic calming program

**LAND MANAGEMENT & DEVELOPMENT-GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Develop and maintain centralized enterprise geospatial database
- Assist all City departments with GIS project design, development, and implementation
- Maintain centralized addressing database
- Assist all City departments with GIS data acquisition and development to support City needs
- Maintain data layers for various departments, including Fire, Parks & Recreation, Planning, and Police
- Develop custom ArcPad applications to facilitate improved data collection
- Provide GIS training to City employees
- Implement GIS Strategic Plan
- Integrate GIS with proposed Citizen Resource Management (CRM) software
- Participate in NCOneMap, a comprehensive statewide geographic data resource
- Coordinate with Rowan County and regionally on cooperative data acquisition projects
- Coordinate with Rowan County on regional GIS needs
- Maintain urban progress zone designation
- Maintain metadata for all City GIS data layers
- Compile, edit, and distribute a GIS newsletter to City staff and interested regional parties
- Update CityGREEN data layer (every two years)
- Update aerial photography and building footprint data layers (every four years)

**Reduced Service Level:**

- Extend update cycle for CityGREEN data layer (every three years)
- Delay acquisition of ArcGIS Server for integration with CRM software by one year
- Delay update of GIS Strategic Plan for one year
- Delay categorizing color infra-red satellite imagery by one year

**Enhanced Service Level:**

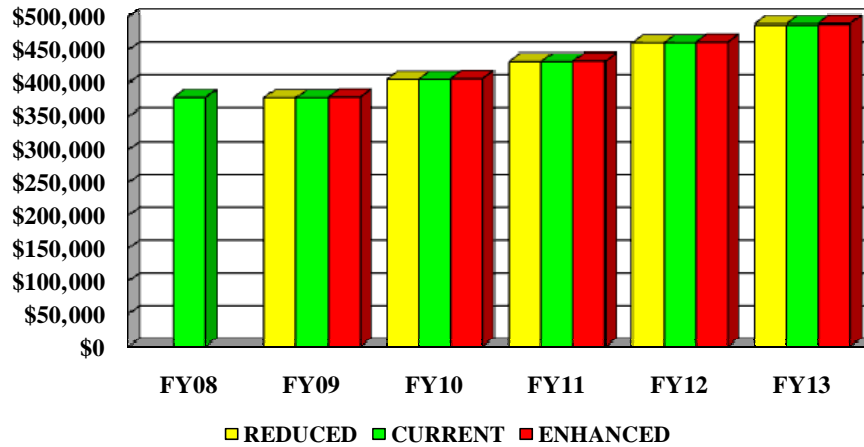
- Add GIS Programmer
- Develop and implement basemap online application for general use by the public
- Develop and implement online application related to urban progress zone
- Develop and implement online application related to Economic Development opportunities within Rowan County and the City of Salisbury
- Develop data model and perform data inventory for sidewalks and pedestrian planning to include proposed bicycle lanes and/or bicycle trails, greenway trails and bus routes/shelters in support of the Sidewalk Prioritization Plan and Bicycle Plan
- Develop data model and perform data inventory for traffic signs
- Develop data model and perform data inventory for street trees
- Develop and implement online application related to NPDES Phase II compliance
- Develop and implement online application related to availability of water and sewer service throughout County
- Develop and implement online application related to park locator and amenity browser
- Develop and implement online application related to availability of public transit
- Develop and implement online application related to Downtown Salisbury
- Obtain impervious surface data to support stormwater management
- Obtain oblique imagery data to support Police and Fire response

**LAND MANAGEMENT & DEVELOPMENT-STREET LIGHTING**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Maintain existing street lights
- Add or update 300 lights per year in new subdivisions, existing neighborhoods, annexation areas, and along thoroughfares
- Maintain downtown electrical panels
- Maintain City-owned pedestrian-scale lights

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

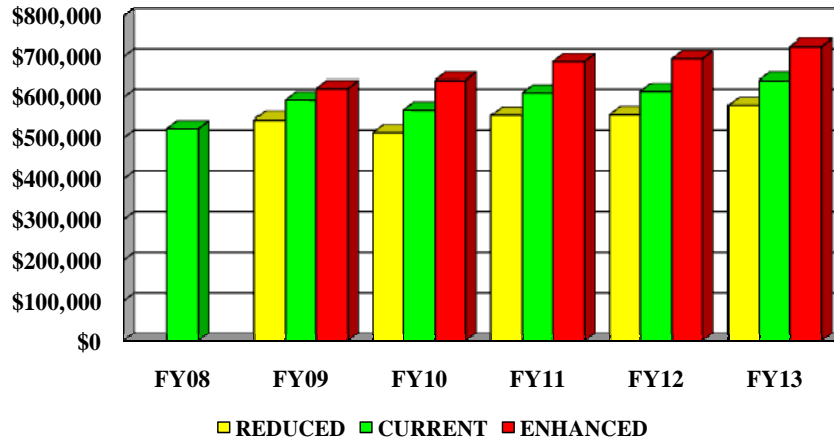
- Increase funding for maintenance of City-owned pedestrian-scale lights

**POLICE DEPARTMENT-ADMINISTRATION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Conduct internal affairs and complaint investigations
- Manage the rotation of wrecker services
- Manage the inspections function
- Manage the Ride-along Program
- Manage the wellness program
- Coordinate the citizens’ police academy
- Analyze vehicle pursuits, citizen complaints, uses of force, grievances and the personnel early warning system
- Provide general administration for Police Department
- Provide fiscal management for Police Department (grants, payroll, inventory, purchasing)
- Plan annual budget for Police Department
- Conduct planning and research for Police Department
- Develop policies and procedures
- Supervise accreditation program
- Administer taxi permits
- Administer Project Safe Salisbury

**Reduced Service Level:**

- Eliminate police chaplain program
- Reduce funding for the Crime Control Plan

**Enhanced Service Level:**

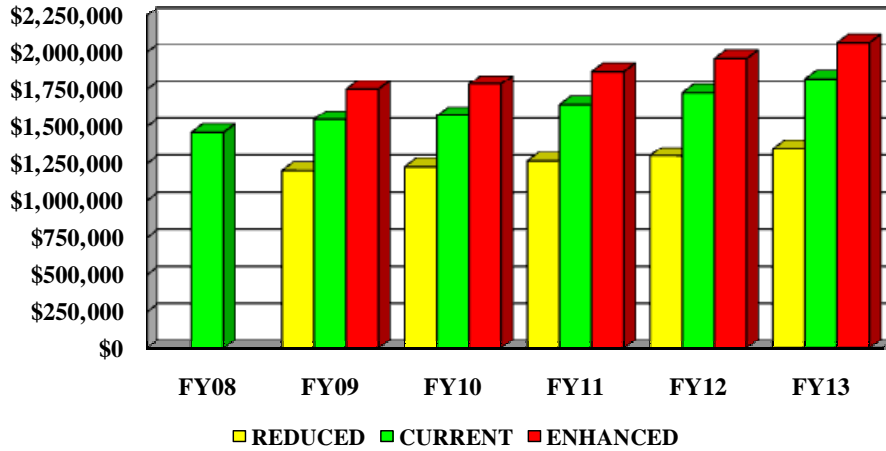
- Increase efforts for Crime Control Plan
- Provide funding for wellness program equipment
- Increase efforts for diversity enhancement
- Continue Project Safe Salisbury and continue funding a position after grant expires

**POLICE DEPARTMENT-SERVICES**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide 24-hour radio and telephone communications
- Conduct records management
- Provide for evidence/property management
- Provide crime prevention and nuisance abatement services to the public
- Conduct Drug Abuse Resistance Education (D.A.R.E.) for local schools
- Provide animal control for City
- Provide downtown officer
- Provide training and recruitment
- Enforce parking control in downtown

**Reduced Service Level:**

- Eliminate parking enforcement officer and part-time animal control specialist
- Eliminate community service officer
- Eliminate part-time Telecommunicator

**Enhanced Service Level:**

- Reinstate police telecommunications supervisor
- Add two telecommunications positions
- Position additional full-time animal control specialist
- Add two police records clerks

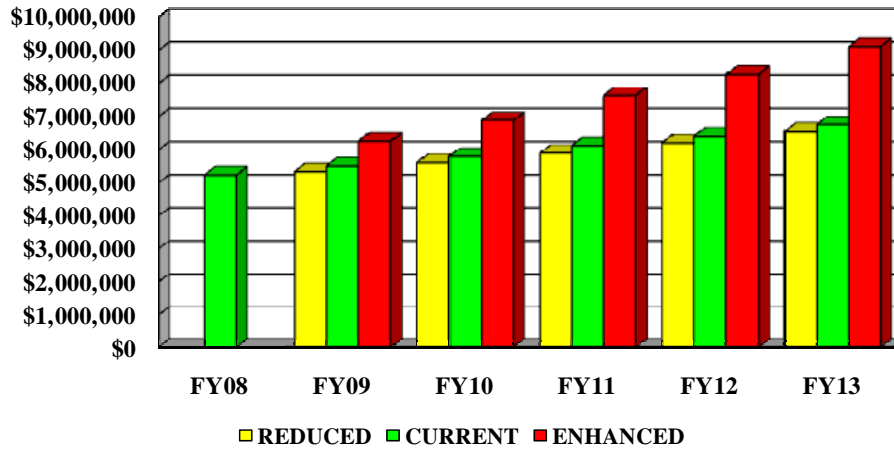


**POLICE DEPARTMENT-OPERATIONS**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide 24-hour police patrol
- Respond to calls for service from citizens
- Provide crime analysis
- Investigate criminal activity
- Provide specialized investigation of criminal activity
- Investigate non-criminal complaints
- Conduct traffic accident investigations
- Provide traffic law enforcement
- Provide special response to high risk situations (e.g. hostage situations)
- Provide for special police operations (stakeouts, etc.)
- Provide for specialized drug enforcement
- Conduct building and property checks
- Enforce state and local laws
- Provide vehicle fleet management
- Provide special permits
- Conduct G.R.E.A.T. Training to City elementary and middle schools
- Provide school resource officers in middle and high schools and the alternative high school

**Reduced Service Level:**

- Reduce patrol component by two officers
- Reduce equipment purchases

**Enhanced Service Level:**

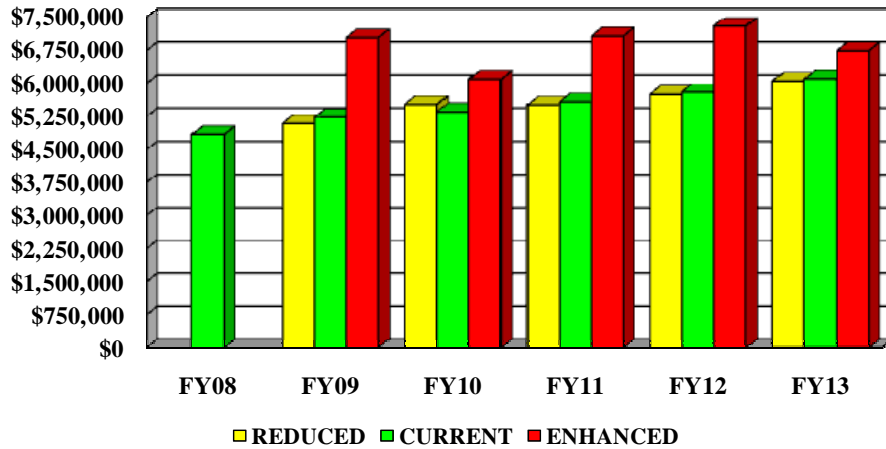
- Create a third police district
- Add one Lieutenant for new district
- Add four Patrol Sergeants in FY09 to increase supervisory coverage
- Add three officers annually to increase patrol coverage and related enforcement activities
- Add one detective annually in the Criminal Investigations Division
- Add one detective annually in the Gang Unit
- Add one detective annually in the Drug Enforcement Unit
- Add one crime scene technician in FY09 to implement 2<sup>nd</sup> shift crime lab-crime scene response

**FIRE DEPARTMENT**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Continue implementation and evaluation of the Strategic Plan
- Reclassify one Battalion Chief Position to Division Chief Position
- Coordinate the development and publishing of a City-wide Emergency Preparedness Plan and serve as the emergency management coordination office
- Maintain high customer satisfaction through excellent customer service
- Mitigate hazards and emergencies by rapidly responding to all requests for service with highly skilled, professional members and adequate and effective equipment
- Provide public safety education and hazard prevention services to our community
- Provide member professional development that enhances and ensures professional and proficient services to our citizens including maintenance of up-to-date certification training and provide Officer Certification programs for Company and Chief Officers
- Work in an excellent avocation ever mindful of fiscal responsibility and excellent service to our citizens
- Protect human life from fire and other hazards as a first priority
- Prevent property damage through prevention, inspections and prompt response to fires
- Extinguish fires of all types and investigate fires for cause and origin
- Provide emergency medical care for sick and injured people
- Handle hazardous material and rescue emergencies
- Increase the use of Access 16 to educate the public in emergency preparedness and fire safety
- Work towards National Fire Department Accreditation
- Continue activities to maintain Class II fire rating
- Conduct public fire education for schools and community groups
- Conduct water flow tests as needed for industry and insurance companies
- Provide a blood pressure screening program for citizens
- Install free smoke detectors for the elderly and handicapped
- Conduct product research and analysis
- Provide data management
- Prepare, submit, and administer departmental budget
- Conduct plans review for new developments and industries
- Correct deteriorating conditions of fire department infrastructure
- Improve life safety issues by enforcement of the fire codes and minimum housing codes through inspection services

**Reduced Service Level:**

- Reduce/defer capital purchases and facilities maintenance

**Enhanced Service Level:**

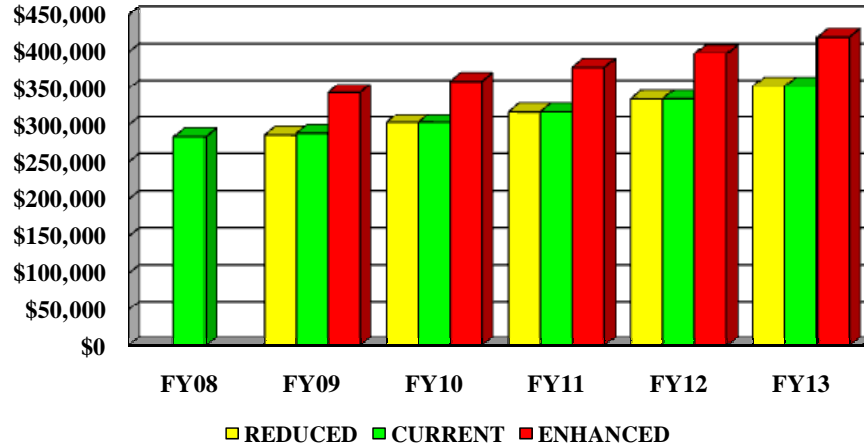
- Increase customer satisfaction through excellent customer service with increased personnel resources
- Employ a Public Education Specialist and increase public education and awareness activities
- Employ a staff Fire Inspector/Investigator to assist with building inspections and awareness activities
- Add a Minimum Housing Inspector to assist with code enforcement and/or demolition
- Become more involved with community activities
- Employ a training captain for more in-house training for State and National certifications
- Improve training facilities with the purchase of flashover rooms
- Construct or lease additional storage facilities

**PUBLIC SERVICES-ADMINISTRATION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Conduct daily planning/information sessions with division managers
- Maintain office hours for ten hours daily (7:00 am - 5:00 pm)
- Provide administrative and clerical support to seven division managers
- Provide real time response to public inquiries and/or provide immediate notification to division managers
- Provide temporary staffing in reaction to special projects or unforeseen circumstances
- Provide code enforcement

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service:**

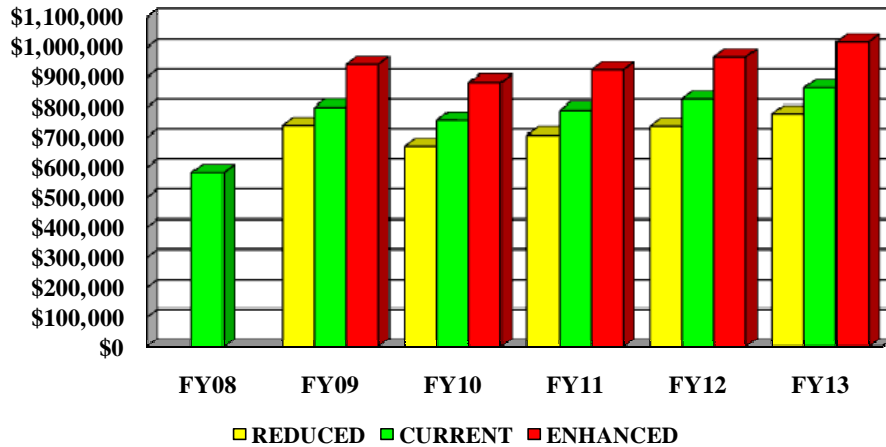
- Add code enforcement officer to provide more effective coverage

Appendix 21  
**PUBLIC SERVICES-TRAFFIC OPERATIONS**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Monitor and evaluate traffic safety, flow and parking as needed
- Maintain and repair 100 traffic signals annually
- Maintain and repair 9,000+ traffic control signs
- Maintain 22,000 feet of crosswalk and stop bar markings
- Maintain 80 miles of yellow center line
- Maintain 700 directional arrows
- Maintain and repair 275 telephone sets
- Maintain and repair 3.2 miles of phone cable
- Install new phone sets and phone systems
- Install and repair computer cabling
- Provide on-call service for after hours repair to traffic signals and signs
- Provide on-call service for problems at tower site in Granite Quarry
- Install and remove mobile and base station radios
- Assist in studies to alleviate citizens' requests and complaints
- Perform electrical projects and repairs within City departments
- Maintain the Brown Street Clock on the Square with assistance from Facilities Management
- Provide troubleshooting and repair assistance to the Plaza
- Fabricate signs for City departments
- Provide traffic control in work zones for City departments

**Reduced Service Level:**

- Maintain City-owned signals, signs, and pavement markings only
- Eliminate in-house repair of City telecommunications systems
- Eliminate fabrication of signs for City departments
- Eliminate traffic control assistance to City departments
- Eliminate thermoplastic markings installation

**Enhanced Service Level:**

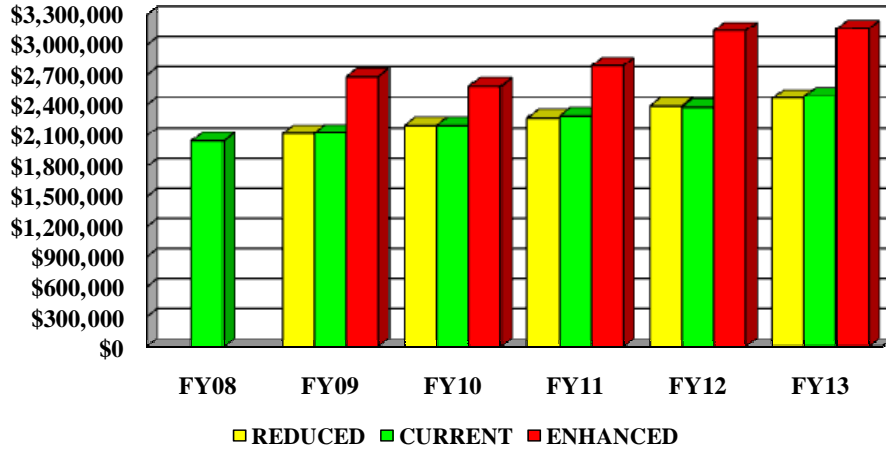
- Add a Traffic Operations Supervisor position
- Add one new crew in FY09 to rejuvenate thermoplastic material biannually
- Upgrade street name signs from 6" to 9"
- Upgrade stop signs to 36" high-intensity minimum
- Take over maintenance of all signals in the county

Appendix 22  
**PUBLIC SERVICES-STREETS**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Install a minimum of 75 new driveway aprons annually
- Replace a minimum of 6,000 feet of sidewalk annually
- Repair approximately 1,200 feet of curb and gutter annually
- Construct, repair, and upgrade drainage systems within rights-of-way as needed
- Remove debris from streets and gutters within 45 working days on a rotating schedule
- Provide passable street conditions during periods of ice and snow, covering all City streets within an eight hour period or as conditions allow
- Provide support to other divisions and departments with equipment and manpower as needed
- Use Powell Bill funds to provide pavement maintenance to 154 miles of city streets, resurface approximately 16 lane miles of city streets annually, and perform road maintenance to four miles of gravel streets
- Perform paving and patching of street cuts as a result of utility connections and service

**Reduced Service Level:**

- Defer purchase of capital equipment

**Enhanced Service:**

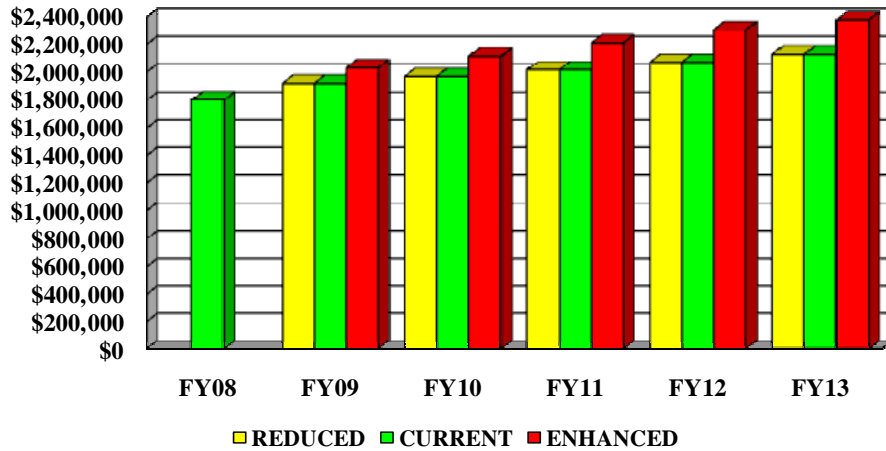
- Provide funding to increase sidewalk repairs/installations
- Add street sweeper to enhance removal of debris from streets and gutters within 30 working days
- Increase manpower and add equipment to upgrade street maintenance and concrete operations
- Enhance dry storage for equipment and materials
- Provide funds for target neighborhoods, utility strips, and drainage improvements
- Build an addition to current facility

Appendix 23  
**PUBLIC SERVICES-WASTE MANAGEMENT**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide once weekly curbside residential garbage and trash collection
- Provide multiple commercial collections by City crews
- Provide once weekly curbside recycling by contractor
- Provide once weekly dumpster collection by contractor

**Reduced Service Level:**

- No reduced level is proposed

**Enhanced Service Level:**

- Use two operators per truck (6 two man crews)

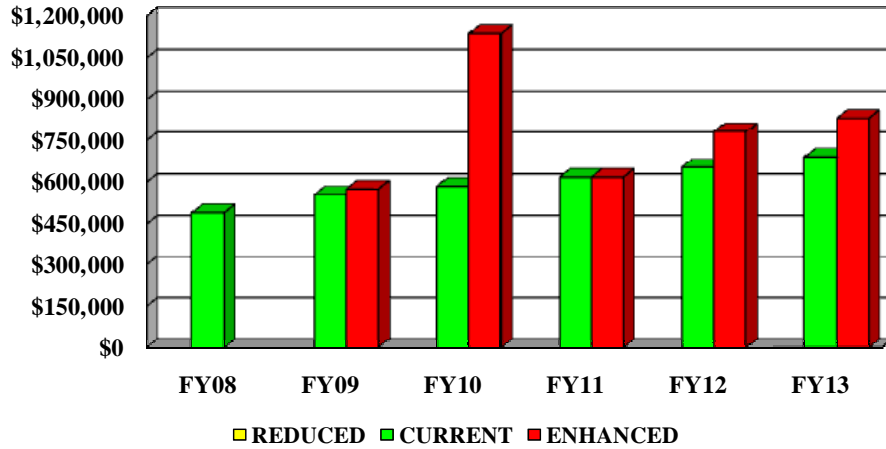


Appendix 24  
**PUBLIC SERVICES-WASTE MANAGEMENT-OTHER**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide yard debris collection weekly on same day as other collections
- Provide leaf collection every three weeks on a rotating schedule from mid October to the end of March using a vacuum machine

**Reduced Service Level:**

- Eliminate loose leaf collection
- Eliminate limb and yard waste collection

**Enhanced Service:**

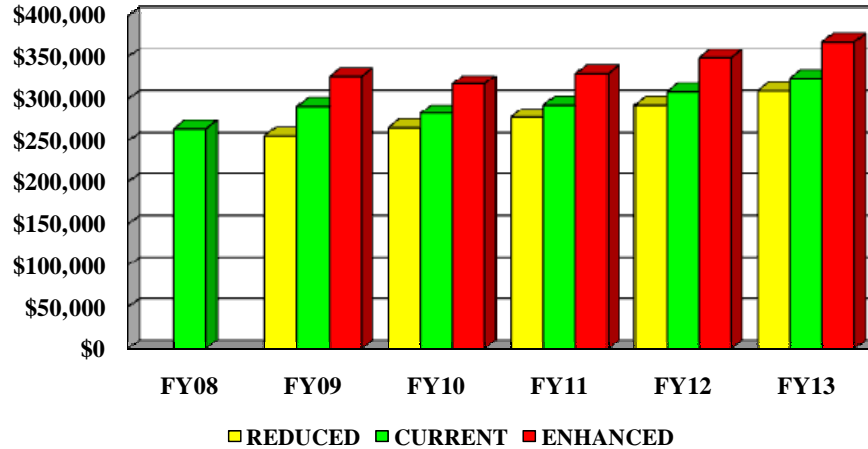
- Conduct pilot program for yard debris roll-out carts
- Purchase roll-out carts City-wide for yard debris collection

**PUBLIC SERVICES-CEMETERY**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Offer, for sale, grave spaces in three of the seven municipal cemeteries
- Open 136 grave sites annually
- Maintain existing graves as required
- Mow all cemeteries every other week
- Cut perimeter hedges at Chestnut Hill Cemetery two - three times during six-month mowing season

**Reduced Service Level:**

- Reduce frequency of mowing during summer months
- Cut perimeter hedges at Chestnut Hill Cemetery once during the mowing season
- Delay purchase of a mower by one year

**Enhanced Service Level:**

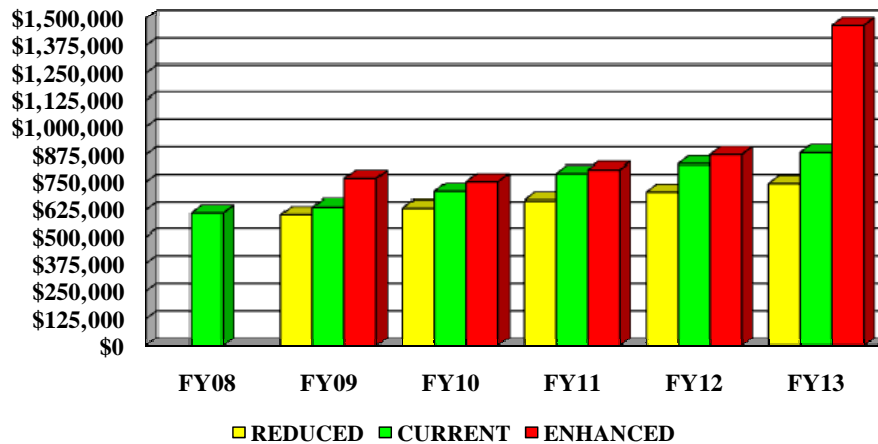
- Mow on nine day cycle
- Hire one additional Grounds Maintenance worker to bring total fulltime employees to five
- Add equipment for additional personnel
- Replace remaining water lines that have not been replaced in Chestnut Hill and Memorial Park Cemeteries because of leaks and burst lines due to the age of galvanized pipes

**PUBLIC SERVICES-LANDSCAPE OPERATIONS DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide mowing operations for 154 miles of street rights-of-way every 14 to 21 days and for approximately 100 acres of parks and open space and over 100 parcels of public property every seven to ten days
- Maintain landscaped areas including trees, shrubs, turf grass areas, and City facilities every ten to fourteen days
- Provide aerial lift truck for Christmas decorations, etc.
- Facilitate goals/objectives of Salisbury Tree Board and Community Appearance Commission: plant 100 trees and complete three to four landscape projects annually
- Perform tree safety maintenance along public rights-of-way and parks on a case-by-case basis
- Provide support to Street Division during snow removal and leaf collection
- Provide staff support to Public Services Director for special projects
- Provide maintenance for the Greenway to assist Parks and Recreation twice annually
- Provide maintenance for Eastern Gateway, Bell Tower, Magnolia Park daily
- Provide seasonal color change four times per year
- Provide trash removal along highly visible roadside areas every seven to ten days
- Provide mowing for utilities contract every 10 to 14 days / Jake Alexander Boulevard every 30 days

**Reduced Service Level:**

- Provide mowing operations for street rights-of-way every 21 to 28 days, and parks, open space, and public property every 14 to 21 days
- Implement/maintain landscape areas every 14 to 21 days
- Plant 20 to 30 trees annually and eliminate landscape projects
- Respond to nuisance abatement within 15 days

**Enhanced Service Level:**

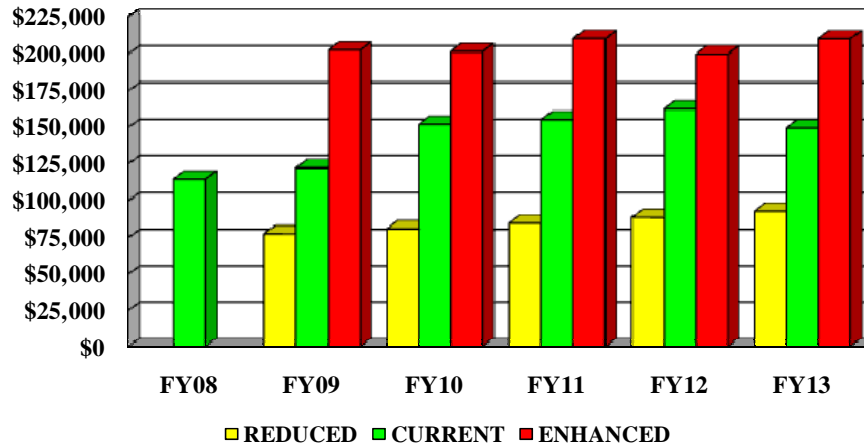
- Provide mowing operations for street rights-of-way every seven to ten days, and parks, open space, and public property every five to seven days
- Implement/maintain landscaped areas every seven to ten days
- Plant 400 to 500 trees and complete four to six landscape projects annually
- Implement a systematic tree safety maintenance program
- Increase scope of special projects
- Construct new shop in FY13

Appendix 27  
**PUBLIC SERVICES-LANDSCAPING-HURLEY PARK**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Maintain plant collections, trails, and display gardens daily
- Maintain records of daily park activities
- Apply agricultural chemicals as needed
- Generate Hurley Park newsletter quarterly
- Administer and monitor park use
- Maintain structures, park furniture, and irrigation systems daily
- Locate and procure plant materials/supplies
- Facilitate goals and objectives of Hurley Park Advisory Committee within the context of the Hurley Park Master Plan, which is to complete three special projects annually

**Reduced Service Level:**

- Maintain plant collections, trails, and display gardens weekly
- Eliminate records maintenance
- Eliminate Hurley Park newsletter
- Maintain structures, park furniture, and irrigation systems weekly
- Complete one special project annually

**Enhanced Service Level:**

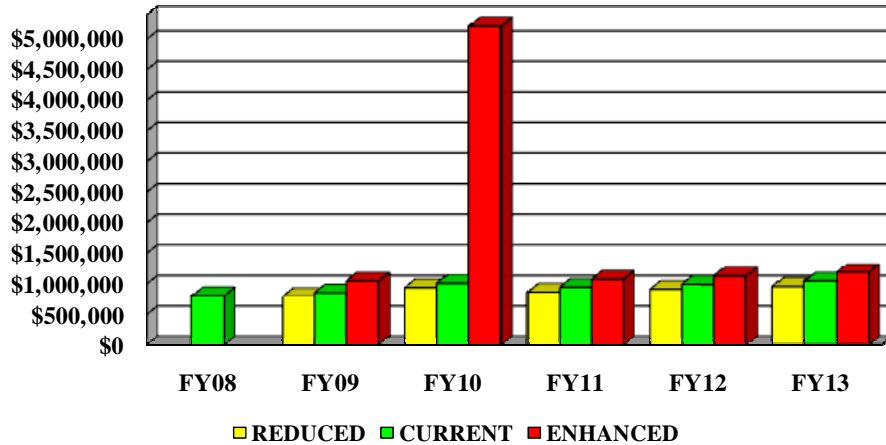
- Provide additional funds for park development
- Add Grounds Maintenance Workers

**PUBLIC SERVICES-FLEET MANAGEMENT**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Repair and maintain the City fleet and provide a comprehensive preventive maintenance program
- Prepare vehicle modifications as needed
- Load test Salisbury-Rowan Utilities generator sets
- Maintain emergency fuel truck and fuel supply
- Make replacement recommendations to the Vehicle Review Committee
- Meet with department personnel regarding fleet vehicle and equipment needs
- Develop vehicle and equipment specifications
- Arrange vehicle and equipment demonstrations
- Obtain bids on vehicles and equipment under \$90,000
- Write purchase orders for vehicles and equipment under \$90,000
- Provide service calls for City of Salisbury and Salisbury-Rowan Utilities
- Maintain titles and licenses for City fleet
- Rebuild vehicle components
- Provide parts and supplies for the City fleet and other divisions' needs
- Provide training for employee development and equipment and vehicle operator training
- Maintain the Salisbury Clean Air Project for vehicles and equipment
- Provide data for the North Carolina Local Government Performance Measurement Project
- Continue implementation of fleet management computerization system to track vehicle maintenance cost, preventive maintenance, repair history, inventory control, productivity and life cycle cost

**Reduced Service Level:**

- Incur longer vehicle/equipment downtime for maintenance

**Enhanced Service Level:**

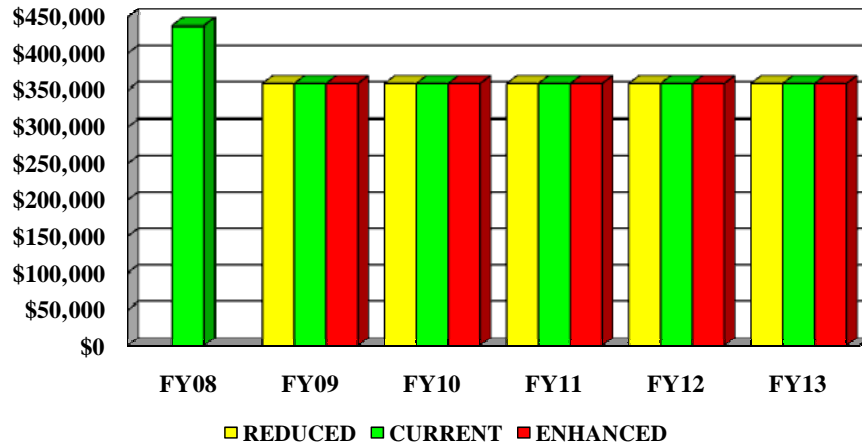
- Increase funding for capital outlay: Ford VMM Module; truck equipment tire changer, and a new alignment machine, replace technician tool sets annually
- Add Service Technician and Mechanic
- Build and upfit joint City-County Shop in FY10

**PUBLIC SERVICES-TRANSPORTATION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide City supplement to Mass Transit operations

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

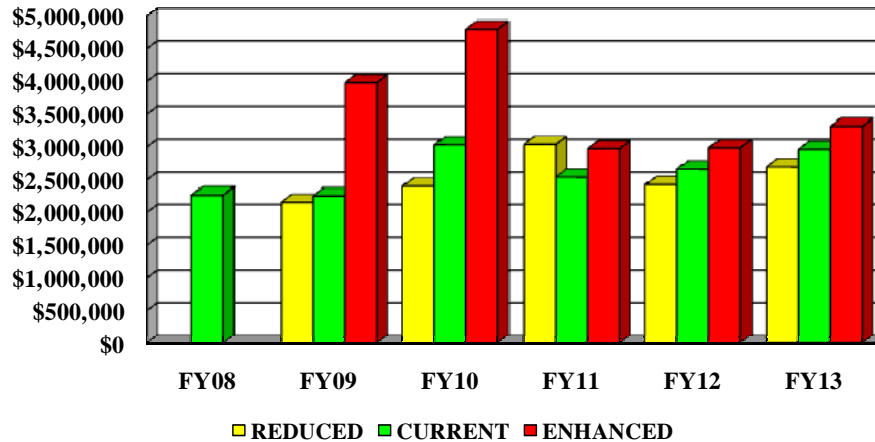
- No enhanced service level is proposed

**PARKS AND RECREATION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide administration, planning, and development of a comprehensive park system, quality leisure activities, and programming
- Provide comprehensive youth/teen programming in athletics, craft classes, workshops, camps, playgrounds, and after school activities at four facilities
- Provide comprehensive adult programming in athletics, fitness, craft classes, life skills, and enrichment workshops at four facilities
- Provide quality tennis programming for all residents at two locations on ten courts
- Provide special events and services for residents
- Provide senior citizen programming through support of the Rufty-Holmes Senior Center
- Maintain all parkland, facilities, and playground equipment for the safety of all participants
- Make available for public use Parks and Recreation facilities for community events
- Provide a public pool for aquatic activities May - August
- Maintain 506 acres of parkland in 16 locations (mowing, trash collection, and repairs)
- Maintain four sections of the Greenway - approximately two and three quarter miles in length
- Maintain and prepare for public and tournament use - nine ball fields, five soccer fields, nine outdoor basketball courts, four cross country courses, one flag football field and one disc golf course
- Provide maintenance staff for the Salisbury Community Park and the Greenway

**Reduced Service Level:**

- Delay the repair of the Civic Center Foundation wall until FY10

**Enhanced Service Level:**

- Increase Program staff in FY09 and Maintenance staff in FY09 and FY10 to support newly added parkland and facilities operations
- Complete Civic Center Foundation wall repairs, Lincoln Park pool conversion, Park Land acquisition, Town Creek Park development, construct a Park Maintenance Building at the Community Park
- Develop Town Creek Park
- Acquire new neighborhood parkland
- Construct permanent maintenance facility at Salisbury Community Park

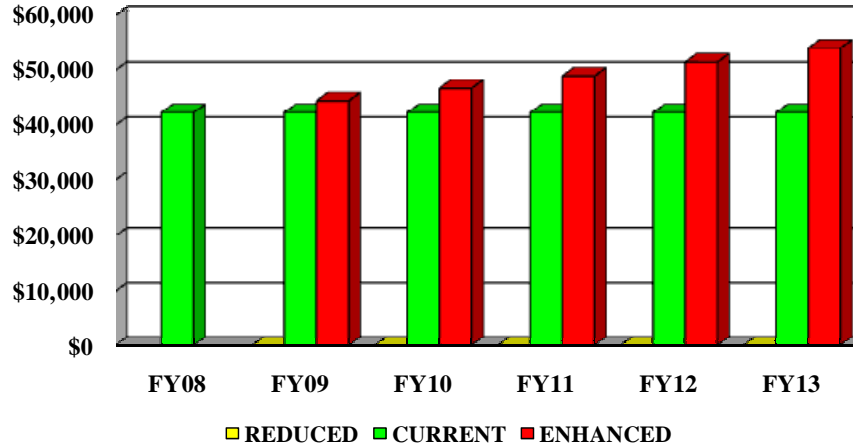


Appendix 31  
**EDUCATION**

**Statement of Purpose**

To provide for funding the Supplementary Education System.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide a supplement to the Supplementary Education Center at historical levels

**Reduced Service Level:**

- Eliminate any supplement to Supplementary Education Center

**Enhanced Service Level:**

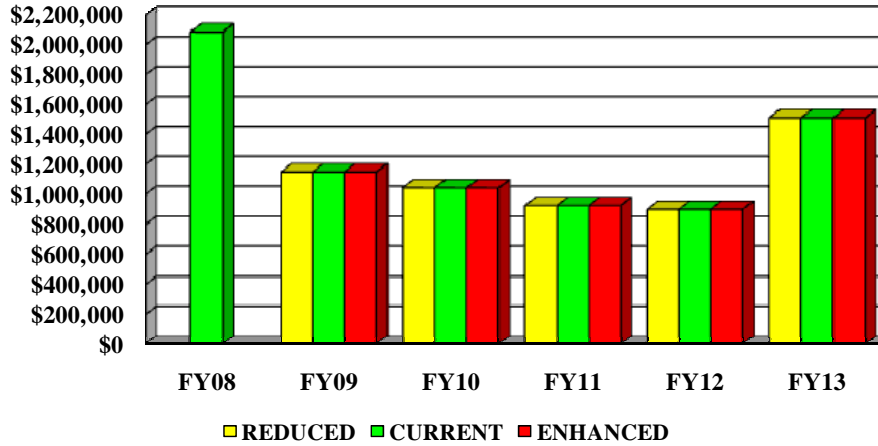
- Increase funding by 5% annually, which could be used to enhance curriculum materials or special projects

Appendix 32  
**DEBT SERVICE**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide funding for the existing General Fund debt service

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

- No enhanced service level is proposed

## **PERFORMANCE MEASUREMENT The North Carolina Benchmarking Project**

This section summarizes Salisbury's results from the North Carolina Local Government Performance Measurement Project (also known as the North Carolina Benchmarking Project). The following pages present performance and cost information for the City of Salisbury in comparison with sixteen other cities participating in the project along with explanatory information about the services. This information is reprinted from the School of Government report entitled "North Carolina Local Government Performance Measurement Project – Final Report on City Services for Fiscal Year 2007-08 Performance and Cost Data", dated February 2009. Specific information on the other cities' results and a discussion about the performance measures can be found in the official publication.

### **Performance Measurement Project**

The Performance Measurement Project is an ongoing effort by numerous cities in North Carolina to both measure and compare local government services and costs and to identify "best practices". The City of Salisbury is a long-standing participant in the Performance Measurement Project, which includes the cities of Asheville, Burlington, Carrboro, Cary, Charlotte, Concord, Durham, Gastonia, Greensboro, Hickory, High Point, Matthews, Raleigh, Wilmington, Wilson, and Winston-Salem. Coordinated by the School of Government at the University of North Carolina – Chapel Hill, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, fleet maintenance, human resources, and potable water production and distribution.

The scope and purpose of the Performance Measurement Project includes:

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

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

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

The City of Salisbury has committed to participate in the North Carolina Local Government Performance Measurement Project in FY2009-10 and beyond.

# Salisbury

# Residential Refuse Collection

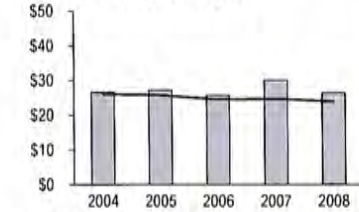
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2004 through 2008

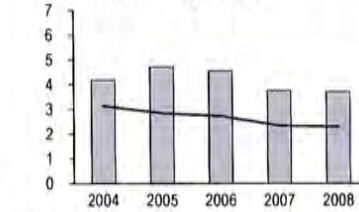
## RESOURCE Measures

**Residential Refuse Collection Costs per Capita**



Salisbury	\$26.63	\$27.20	\$25.78	\$30.10	\$26.46
Average	\$26.20	\$25.86	\$24.59	\$24.78	\$23.97

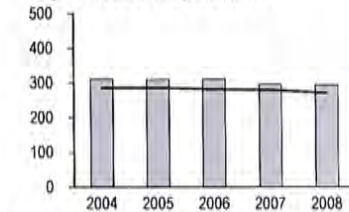
**Residential Refuse Collection FTEs per 10,000 Population**



Salisbury	4.19	4.71	4.56	3.75	3.71
Average	3.14	2.85	2.74	2.34	2.30

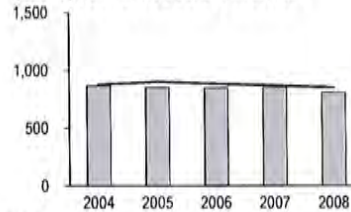
## WORKLOAD Measures

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



Salisbury	311	310	311	295	293
Average	285	286	282	280	271

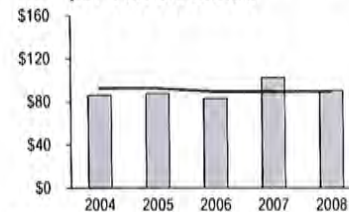
**Residential Refuse Tons per 1,000 Collection Points**



Salisbury	866	853	849	850	808
Average	880	904	885	870	853

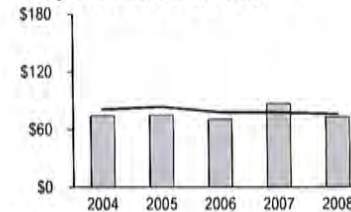
## EFFICIENCY Measures

**Residential Refuse Collection Cost per Ton Collected**



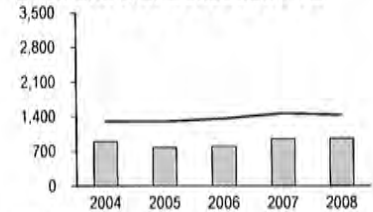
Salisbury	\$86	\$88	\$83	\$102	\$90
Average	\$93	\$93	\$90	\$90	\$89

**Residential Refuse Collection Cost per Collection Point**



Salisbury	\$74	\$75	\$70	\$87	\$73
Average	\$81	\$84	\$78	\$78	\$76

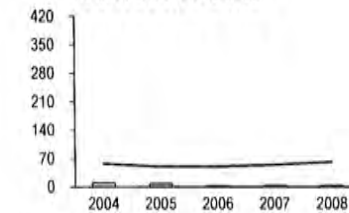
**Refuse Tons Collected per Municipal Collection FTE**



Salisbury	894	774	802	952	958
Average	1,305	1,304	1,365	1,467	1,439

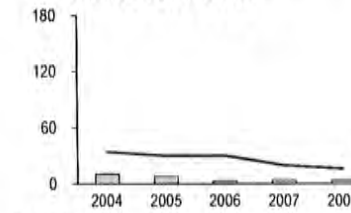
## EFFECTIVENESS Measures

**Complaints per 1,000 Collection Points**



Salisbury	10.4	8.2	2.9	3.7	3.5
Average	58.2	50.1	50.5	54.8	62.1

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



Salisbury	10.4	8.2	2.9	3.7	3.4
Average	34.5	30.0	30.4	20.1	16.3

## Residential Refuse Collection

# Salisbury

**Fiscal Year 2007–08**

MUNICIPAL PROFILE	
Population (OSBM 2007)	31,023
Land Area (Square Miles)	21.62
Persons per Square Mile	1,435
Topography	Gently rolling
County	Rowan
Climate	Moderate; little snow and ice
Median Family Income (US Census 2000)	\$41,108

FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services	53.9%
Operating Costs	34.6%
Capital Costs	11.5%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown in Dollars	
Personal Services	\$ 442,245
Operating Costs	\$ 284,035
Capital Costs	\$ 94,460
<b>TOTAL</b>	<b>\$ 820,740</b>

SERVICE PROFILE	
FTE Positions—Collection	9.50
FTE Positions—Other	2.00
Tons Collected	9,102
Residential Customers (number represents collection points)	11,262
Collection Location (backyard for disabled)	Curbside
Collection Frequency	1 x week
Size of Crews (most commonly used)	2 person
Percentage of Service Contracted	0%
Service Fee (monthly)	\$2.98
Type of Equipment	3 packers

### 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 \$2.98 for residential collection.

The city employed three crews during FY 2007–08, with two driver-operators. Fifteen collection routes were used, with an average of one four-mile trip per route per day to the transfer station.

Each resident has one ninety-five-gallon roll-out cart provided and paid for by the city. A second cart may be obtained. The city collected 9,102 tons of residential refuse during FY 2007–08, at a cost per ton of \$90. Not included in the cost per ton was a \$38.50 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.

**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.



# Salisbury

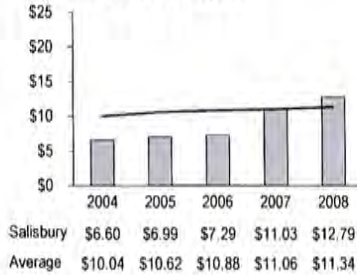
# Household Recycling

Key: Salisbury ■ Benchmarking Average —

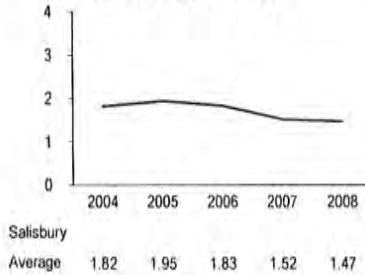
Fiscal Years 2004 through 2008

## RESOURCE Measures

**Recycling Services Cost per Capita**

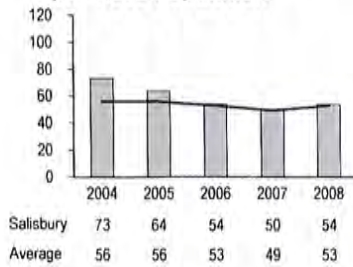


**Recycling Services FTEs per 10,000 Population**

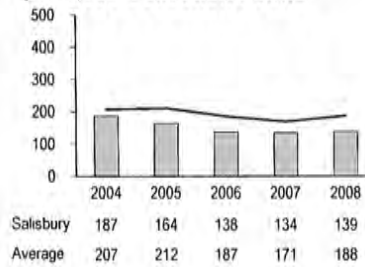


## WORKLOAD Measures

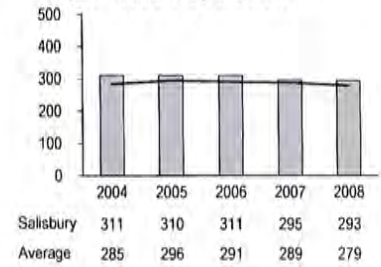
**Tons Recyclables Collected per 1,000 Population**



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

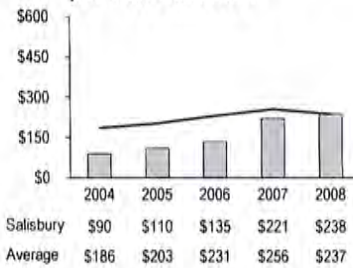


**Tons Solid Waste Landfilled per 1,000 Population**

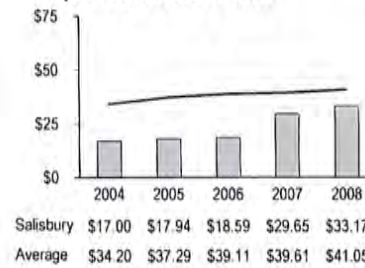


## EFFICIENCY Measures

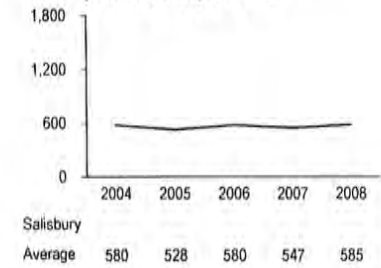
**Recycling Services Cost per Ton Collected**



**Recycling Services Cost per Collection Point**

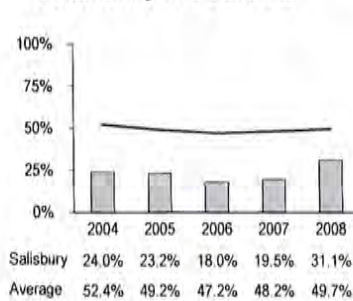


**Tons Collected Curbside per Municipal FTE**

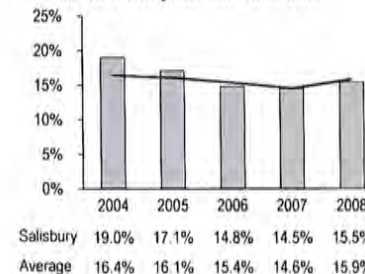


## EFFECTIVENESS Measures

**Community Set-Out Rate**



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



# Salisbury

## Household Recycling

Fiscal Year 2007–08

MUNICIPAL PROFILE	
Population (OSBM 2007)	31,023
Land Area (Square Miles)	21.62
Persons per Square Mile	1,435
Topography	Gently rolling
County	Rowan
Climate	Moderate; Some snow and ice
Median Family Income (US Census 2000)	\$41,108
FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown in Dollars	
Personal Services	\$ -
Operating Costs	\$ 396,936
Capital Costs	\$ -
<b>TOTAL</b>	<b>\$ 396,936</b>
SERVICE PROFILE	
FTE Positions—Collection	0.0
FTE Positions—Other	0.0
Tons Collected	1,666
Collection Points	11,967
Collection Location	Curbside
Collection Frequency	1 x week
Number of City Drop-Off Centers	0
Percentage of Service Contracted	100%
Revenue from Recycling	\$0
Revenue as Percentage of Cost	NA

### EXPLANATORY INFORMATION

#### Service Level and Delivery

Salisbury provides once-a-week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of \$2.81 in FY 2007–08. The city provides and pays for the fourteen-gallon recycling bins that residents use. The city contracts 100 percent of its recycling program. Recyclables are sorted at the curb by the contractor and taken to the county recycling site.

The recyclable materials collected include:

- glass (all colors)
- newspaper
- magazines and catalogs
- mixed paper and mail
- telephone books
- cardboard—broken down and cereal boxes
- No. 1 and No. 2 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.

# Salisbury

# Yard Waste/Leaf Collection

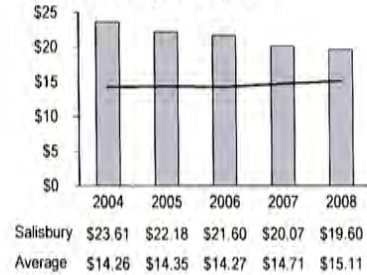
Key: Salisbury ■

Benchmarking Average —

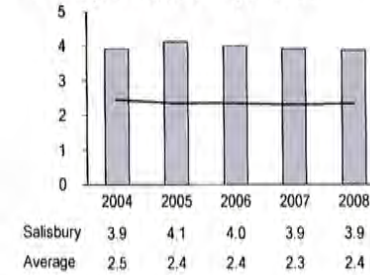
Fiscal Years 2004 through 2008

## RESOURCE Measures

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

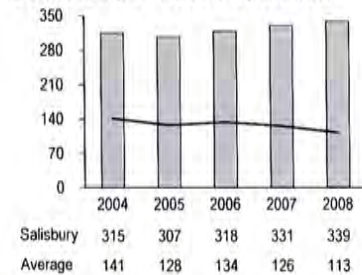


**Yard Waste and Leaf Collection FTEs per 10,000 Population**

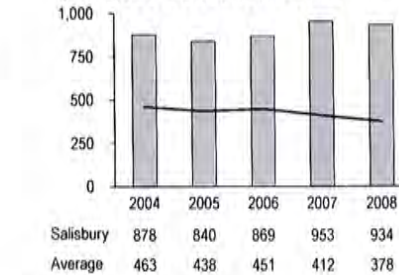


## WORKLOAD Measures

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

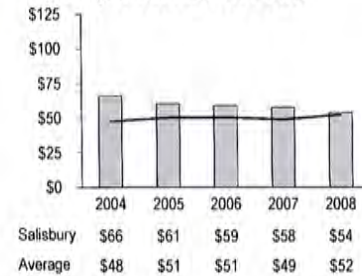


**Yard Waste and Leaf Tons Collected per 1,000 Collection Points**

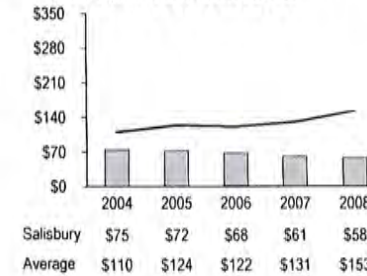


## EFFICIENCY Measures

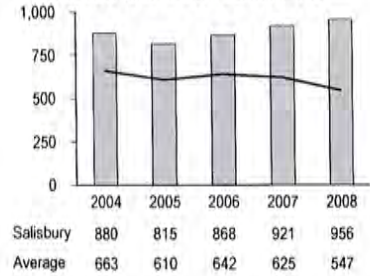
**Yard Waste and Leaf Collection Cost per Collection Point**



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

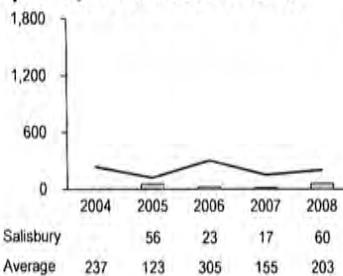


**Yard Waste and Leaf Tons Collected per Collection FTE**

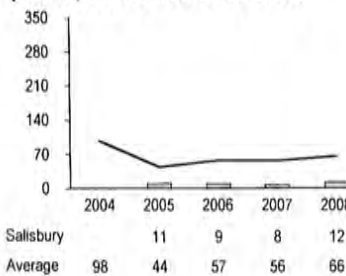


## EFFECTIVENESS Measures

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



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





## Yard Waste/Leaf Collection

# Salisbury

**Fiscal Year 2007–08**

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2007)	31,023	
Land Area (Square Miles)	21.62	
Persons per Square Mile	1,435	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; some snow and ice	
Median Family Income (US Census 2000)	\$41,108	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	61.4%	
Operating Costs	34.4%	
Capital Costs	4.2%	
<b>TOTAL</b>	<b>100.0%</b>	
Cost Breakdown in Dollars		
Personal Services	\$ 373,031	
Operating Costs	\$ 209,264	
Capital Costs	\$ 25,723	
<b>TOTAL</b>	<b>\$ 608,018</b>	
<b>SERVICE PROFILE</b>		
FTE Positions—Collection	11.00	
FTE Positions—Other	1.00	
Collection Points		
Yard Waste	11,262	
Leaves	11,262	
Tons Collected		
Yard Waste	8,008	
Leaves	2,506	
<b>Total</b>	<b>10,514</b>	
Collection Frequency		
Yard Waste	1 x week	
Bagged Leaves	1 x week	
Loose Leaves (seasonal collection)	1 x 3 weeks	
Service Fee	No	

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

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

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.

The city did not charge a fee for its yard waste collection program during FY 2007–08.

**Conditions Affecting Service, Performance, and Costs**

# Salisbury

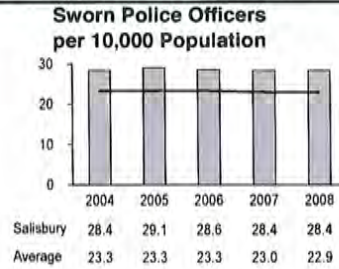
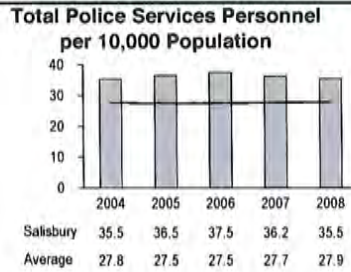
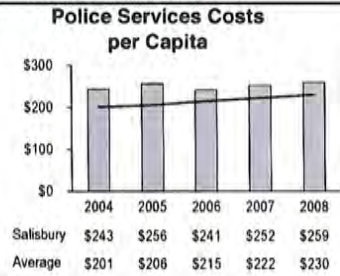
# Police Services

Key: Salisbury ■

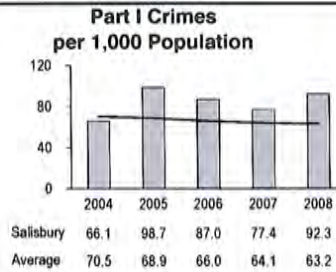
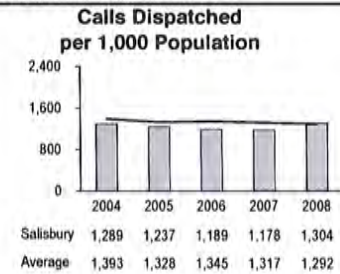
Benchmarking Average —

Fiscal Years 2004 through 2008

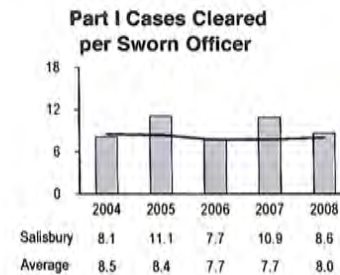
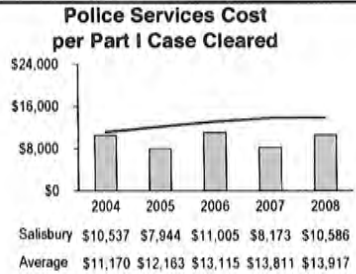
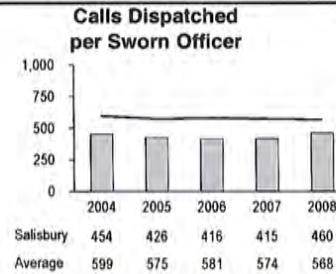
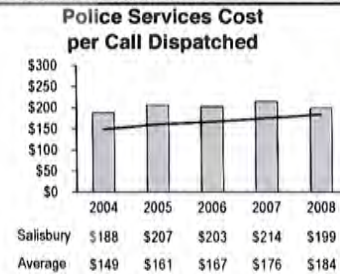
## RESOURCE Measures



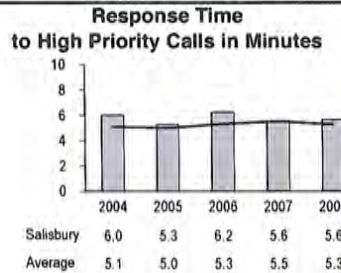
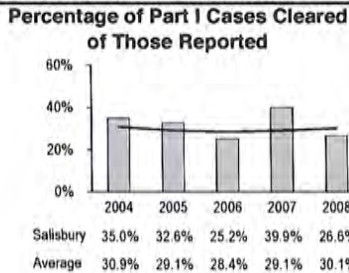
## WORKLOAD Measures



## EFFICIENCY Measures



## EFFECTIVENESS Measures



# Salisbury

## Police Services Fiscal Year 2007–08

MUNICIPAL PROFILE	
Population (OSBM 2007)	31,023
Land Area (Square Miles)	21.62
Persons per Square Mile	1,435
County	Rowan
Median Family Income (US Census 2000)	\$41,108
Unemployment Rate (ESC-07)	5.9%
Part I Crimes Reported	
Homicide	2
Rape	11
Robbery	152
Assault	147
Burglary	629
Larceny	1,723
Auto Theft	184
Arson	14
<b>TOTAL</b>	<b>2,862</b>

FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services	63.6%
Operating Costs	27.3%
Capital Costs	9.1%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown in Dollars	
Personal Services	\$ 5,119,357
Operating Costs	\$ 2,195,635
Capital Costs	\$ 730,730
<b>TOTAL</b>	<b>\$ 8,045,722</b>

SERVICE PROFILE	
FTE Positions—Sworn	88.0
FTE Positions—Other	22.0
Part I Crimes Cleared	
Persons	154
Property	606
<b>Total</b>	<b>760</b>
Reporting Format	IBR
Part II Crimes Reported	2,533
Number of Calls Dispatched	40,442
Traffic Accidents	2,020
Property Damage	NA

### EXPLANATORY INFORMATION

#### Service Level and Delivery

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

The city had eighty-eight sworn officer positions authorized for FY 2007–08, with an average length of service of 10.25 years. The police department is located in a two-story facility and also has two substations. One substation is located in a neighborhood and one substation is office space located at Rowan Regional Medical Center.

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

Officers are assigned a vehicle when hired and are allowed to take it home if they live within Rowan County. If they live within Rowan County but beyond five miles of the city limits, they have to reimburse the city for the cost of mileage in excess of the five miles.

The police department was successful in clearing a total of 760 Part I cases in FY 2007–08.

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

#### 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

# Emergency Communications

Key: Salisbury ■

Benchmarking Average —

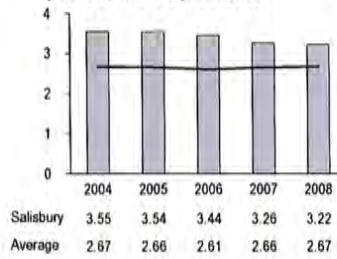
Fiscal Years 2004 through 2008

## RESOURCE Measures

**Emergency Communications Services Costs per Capita**

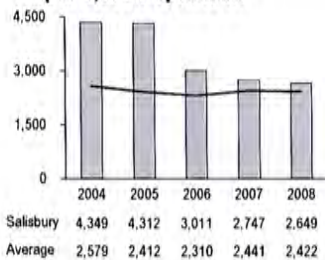


**Emergency Communications FTEs per 10,000 Population**

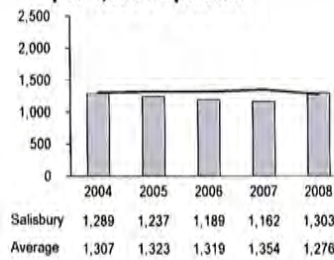


## WORKLOAD Measures

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

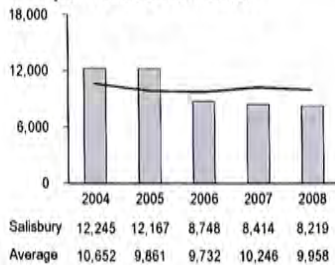


**Calls Dispatched per 1,000 Population**

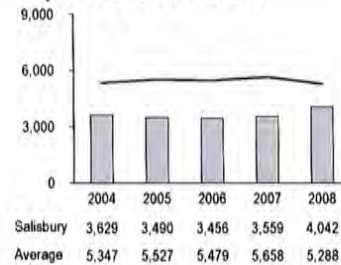


## EFFICIENCY Measures

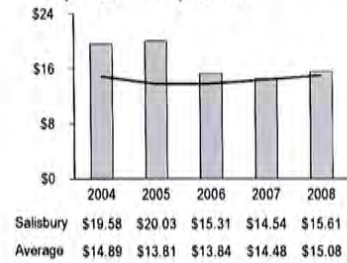
**Calls Answered per Telecommunicator**



**Calls Dispatched per Telecommunicator**

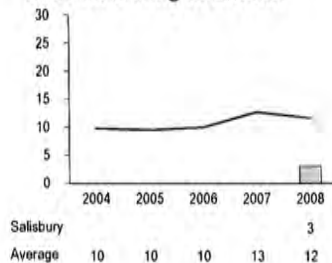


**Emergency Services Cost per Call Dispatched**

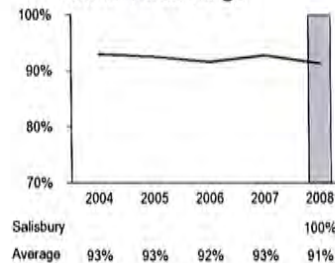


## EFFECTIVENESS Measures

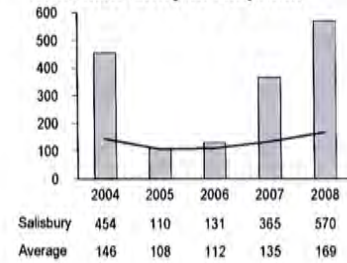
**Number of Seconds from Initial Ring to Answer**



**Percent of Calls Answered within Three Rings**



**Average Time in Seconds from CAD Entry to Dispatch**





# Salisbury

## Emergency Communications

Fiscal Year 2007–08

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2007)	31,023	<p><b>Service Level and Delivery</b>                      The emergency communications center is located in the police department and processes 911 emergency and nonemergency calls. Fire and EMS calls are handled by Rowan County. Many of the calls come directly to the center. Others from city residents go initially to the Rowan County communications center and are immediately switched to the city's police communications center. The city's center operates twenty-four hours a day, seven days a week.</p> <p>The city owns its communications equipment, including infrastructure. The system is a Motorola 800 MHz trunked Smartnet system with a single, twenty-channel analog site and two GHz microwave sites.</p> <p>Salisbury's communication center reported total incoming calls of 82,186 for FY 2007–08, dispatching 40,422 of them. The city defines highest priority emergency calls as crimes in progress and calls involving injury or imminent injury to a person.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b>                      Salisbury was unable to provide data for some of the effectiveness measures given the structure of its database.</p> <p>The money collected from the E-911 fee in Salisbury all goes to Rowan County.</p>
Land Area (Square Miles)	21.62	
Persons per Square Mile	1,435	
County	Rowan	
Median Family Income (US Census 2000)	\$41,108	
Unemployment Rate (ESC-07)	5.9%	
Population Growth (OMB 2000–2007)	17.2%	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	70.3%	
Operating Costs	26.4%	
Capital Costs	3.3%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 443,609	
Operating Costs	\$ 166,722	
Capital Costs	\$ 20,510	
TOTAL	\$ 630,841	
<b>SERVICE PROFILE</b>		
FTE Positions		
Telecommunicators/Call-Takers	10.0	
Other	0.0	
Total Incoming Calls	82,186	
Total 911 Calls	14,839	
Total Calls Dispatched	40,422	
E-911 Fee	Yes	
Revenue from Fee	NA	

# Salisbury

# Asphalt Maintenance and Repair

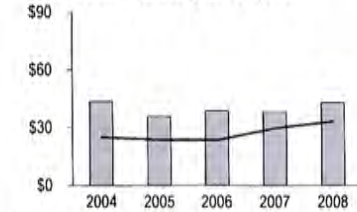
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2004 through 2008

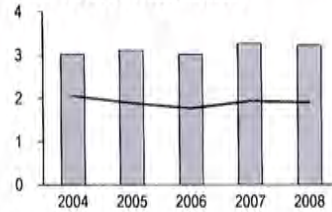
## RESOURCE Measures

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



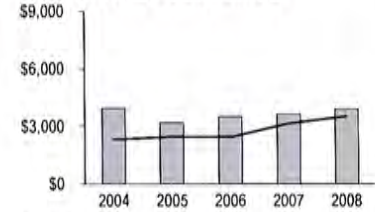
Year	Salisbury	Average
2004	\$43.53	\$25.10
2005	\$35.89	\$23.72
2006	\$38.71	\$23.61
2007	\$38.23	\$29.81
2008	\$42.94	\$33.27

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



Year	Salisbury	Average
2004	3.01	2.06
2005	3.10	1.89
2006	3.01	1.77
2007	3.26	1.94
2008	3.22	1.91

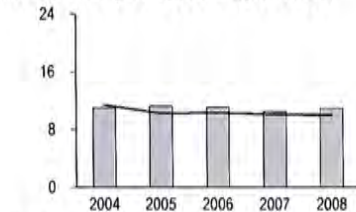
**Service Costs per Lane Mile of Road Maintained**



Year	Salisbury	Average
2004	\$3,941	\$2,335
2005	\$3,194	\$2,476
2006	\$3,502	\$2,460
2007	\$3,646	\$3,169
2008	\$3,922	\$3,549

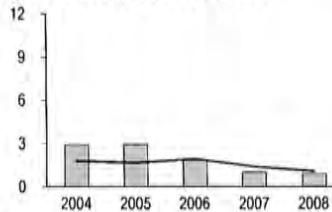
## WORKLOAD Measures

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



Year	Salisbury	Average
2004	11.0	11.4
2005	11.2	10.3
2006	11.1	10.4
2007	10.5	10.1
2008	10.9	10.0

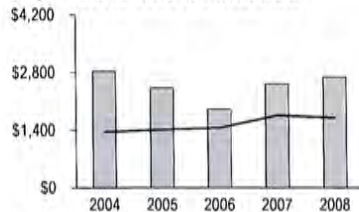
**Reported Pot Holes per Lane Mile Maintained**



Year	Salisbury	Average
2004	2.90	1.82
2005	2.93	1.68
2006	1.83	1.95
2007	1.00	1.42
2008	0.91	1.09

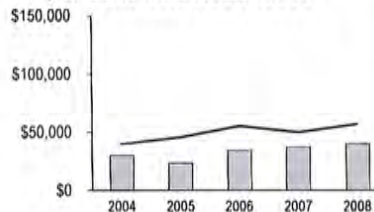
## EFFICIENCY Measures

**Cost of Maintenance per Lane Mile Maintained**



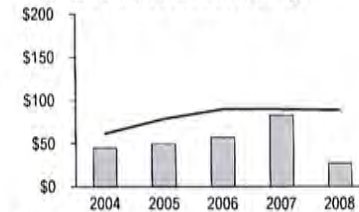
Year	Salisbury	Average
2004	\$2,829	\$1,361
2005	\$2,430	\$1,424
2006	\$1,913	\$1,466
2007	\$2,514	\$1,767
2008	\$2,685	\$1,708

**Resurfacing Cost per Lane Mile Resurfaced**



Year	Salisbury	Average
2004	\$30,155	\$39,930
2005	\$23,353	\$45,562
2006	\$34,511	\$55,509
2007	\$37,107	\$50,039
2008	\$40,002	\$57,196

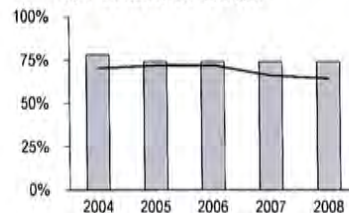
**Cost per Ton for Contract Resurfacing**



Year	Salisbury	Average
2004	\$45	\$62
2005	\$50	\$79
2006	\$57	\$90
2007	\$83	\$90
2008	\$27	\$89

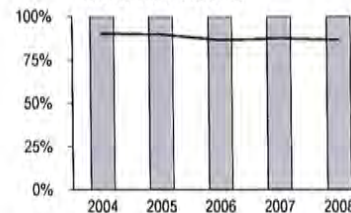
## EFFECTIVENESS Measures

**Street Segments Rated 85 Percent or Better**



Year	Salisbury	Average
2004	78%	70%
2005	74%	72%
2006	74%	72%
2007	74%	66%
2008	74%	64%

**Percentage of Pot Holes Repaired within 24 hours**



Year	Salisbury	Average
2004	100%	90%
2005	100%	90%
2006	100%	86%
2007	100%	87%
2008	100%	87%

## Asphalt Maintenance and Repair

# Salisbury

Fiscal Year 2007–08

MUNICIPAL PROFILE	
Population (OSBM 2007)	31,023
Land Area (Square Miles)	21.62
Persons per Square Mile	1,435
Topography	Gently rolling
County	Rowan
Climate	Moderate; some ice and snow
Median Family Income (US Census 2000)	\$41,108
<b>FULL COST PROFILE</b>	
Cost Breakdown by Percentage	
Personal Services	29.2%
Operating Costs	45.1%
Capital Costs	25.8%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$ 388,438
Operating Costs	\$ 600,570
Capital Costs	\$ 343,057
TOTAL	\$ 1,332,065
<b>SERVICE PROFILE</b>	
FTE Positions—Crews	9.00
FTE Positions—Other	1.00
Lane Miles Maintained	339.6
Lane Miles Resurfaced—Contract	10.50
Lane Miles Resurfaced—City	0.00
Total	10.50
Tons of Asphalt Used—Resurfacing	
Contractor	15,382
City Crews	0
Cost of Repaving—Contract	\$420,017
Cost of Repaving—City Crews	\$0
Cost of Maintenance	\$912,048
Registered Vehicles	24,159
Registered Vehicles/Square Mile	1,117

### EXPLANATORY INFORMATION

**Service Level and Delivery**

The City of Salisbury was responsible for maintaining 339.64 lane miles during FY 2007–08.

The city resurfaced 10.5 lane miles, equating to approximately 3.1 percent of total lane miles. A total of 15,382 tons of asphalt was used during the fiscal year by contractors for resurfacing projects. The average resurfacing depth used by the contractor was 1.5 inches.

The city reported that 74 percent of its street segments rated 85 percent or above on its most recent rating conducted in the year 2005. The city used ITRE as its rating system.

The number of potholes reported for FY 2007–08 was 308. The percentage of potholes repaired within twenty-four hours was 100 percent. The city reported a resurfacing cycle of fifteen years.

**Conditions Affecting Service, Performance, and Costs**

The high price of oil significantly increased the cost of asphalt used for resurfacing and repair work.

# Salisbury

# Fire Services

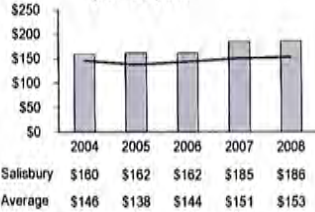
Key: Salisbury

Benchmarking Average —

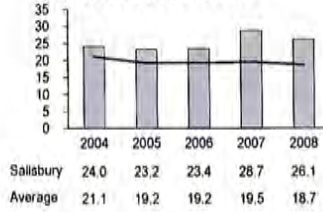
Fiscal Years 2004 through 2008

## RESOURCE Measures

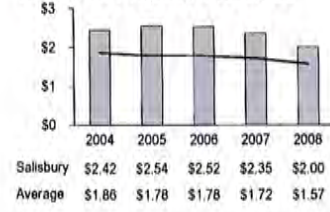
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

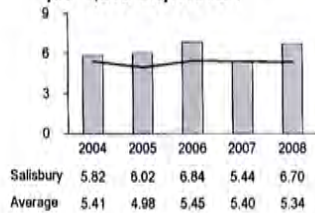


**Fire Services Cost per Thousand Dollars of Property Protected**

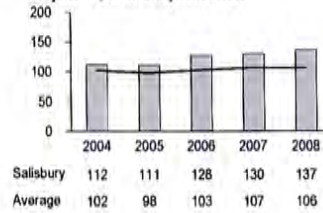


## WORKLOAD Measures

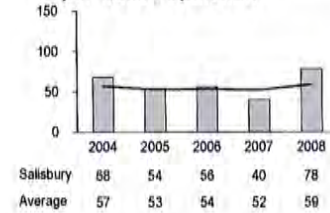
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

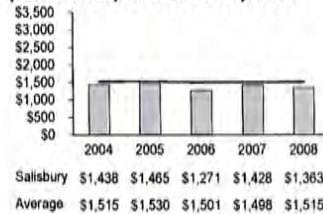


**Fire Inspections Completed per 1,000 Population**

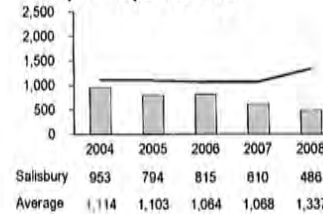


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

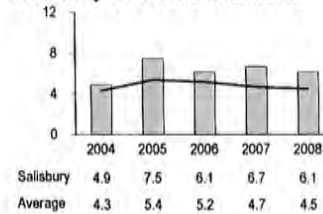


**Inspections Completed per Inspector FTE**

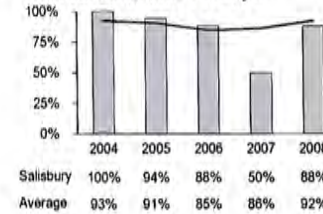


## EFFECTIVENESS Measures

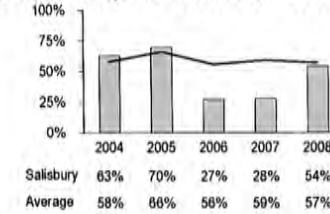
**Average Response Time to Priority One Calls in Minutes**



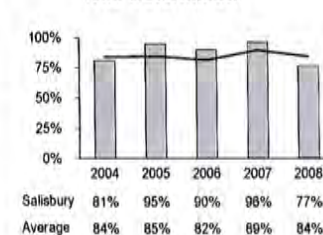
**Percentage of Fire Code Violations Cleared within 90 Days**



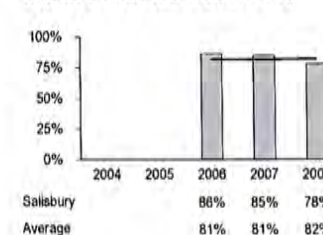
**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



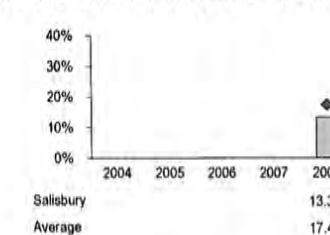
**Percentage of Fires for Which Cause Was Determined**



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



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





# Salisbury

## Fire Services

Fiscal Year 2007–08

MUNICIPAL PROFILE	
Population Served	31,023
Land Area Served (Square Miles)	21.6
Persons Served per Square Mile	1,435
Topography	Gently rolling
County	Rowan
Climate	Moderate; some ice and snow
FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services	63.8%
Operating Costs	24.8%
Capital Costs	11.4%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown in Dollars	
Personal Services	\$ 3,685,453
Operating Costs	\$ 1,434,659
Capital Costs	\$ 656,745
<b>TOTAL</b>	<b>\$ 5,776,857</b>
SERVICE PROFILE	
FTE Positions—Firefighters	69.0
FTE Positions—Other	12.0
Fire Stations	4
First-line Fire Apparatus	
Pumpers	1
Aerial Trucks	0
Quints	4
Squads	1
Rescue	0
Other	2
Fire Department Responses	4,237
All Fire Responses	208
Structural Fires Reported	59
Estimated Fire Loss	\$4,789,550
Amount of Property Protected	\$2,884,000,000
Number of Fire Education Programs or Events	53

### EXPLANATORY INFORMATION

#### Service Level and Delivery

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

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

The shift schedule for the fire department is twenty-four hours on and forty-eight hours off for three cycles. There are three shifts. Captains and firefighters get a twenty-four hour Kelley day plus four hours off for any twenty-eight-day cycle exceeding 212 hours worked. The city has some part-time personnel working to fill vacant spots on the shifts due to Kelley days. Salisbury now is a quint system of deployment and duty. The quint trucks combine the duties of an engine and a truck company into a single company.

The city has an ISO rating of 2.

The fire department in Salisbury reported 2,432 fire maintenance, construction, and reinspections conducted in FY 2007–08. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at thirty-day intervals. Fees are assessed at the third inspection.

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

The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.

# Salisbury

# Fleet Maintenance

Key: Salisbury

Benchmarking Average —

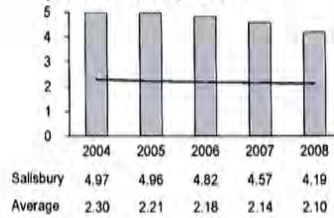
Fiscal Years 2004 through 2008

## RESOURCE Measures

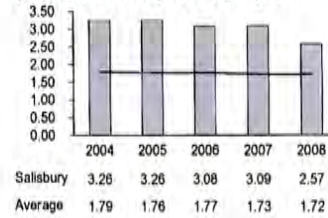
**Fleet Maintenance Services Cost per Capita**



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

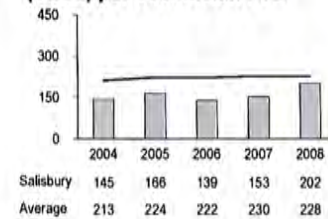


**Fleet Maintenance FTEs per 100 Municipal Employees**

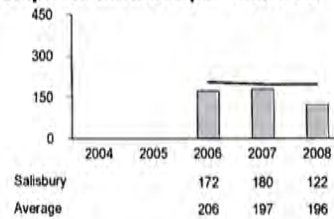


## WORKLOAD Measures

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

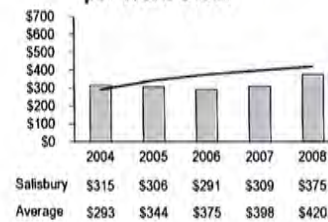


**Preventive Maintenances (PMs) Completed In-House per Tech FTE**

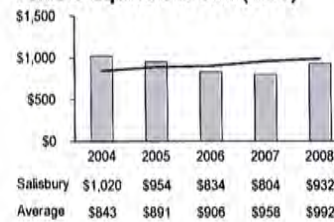


## EFFICIENCY Measures

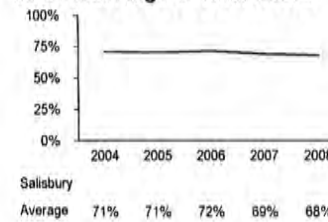
**Fleet Maintenance Cost per Work Order**



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

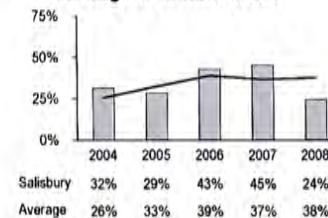


**Hours Billed as a Percentage of Total Hours**

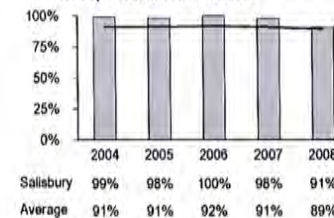


## EFFECTIVENESS Measures

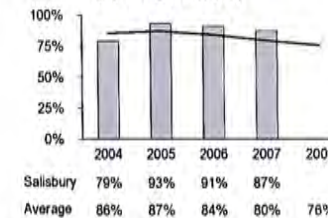
**Preventive Maintenances (PMs) as a Percentage of All Work Orders**



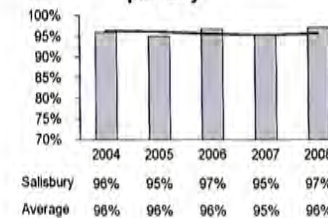
**Percentage of Preventive Maintenances (PMs) Completed as Scheduled**



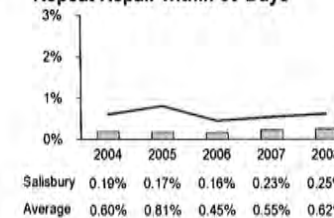
**Percentage of Work Orders Completed within 24 Hours**



**Percentage of Rolling Stock Available per Day**



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



# Salisbury

## Fleet Maintenance Fiscal Year 2007-08

### MUNICIPAL PROFILE

Population (OSBM 2007)	31,023
Land Area (Square Miles)	21.62
Persons per Square Mile	1,435
County	Rowan
Topography	Gently rolling
Climate	Moderate
Rolling Stock Maintained	No.      Average age
Cars—Normal Usage	12      8.4 Years
Cars—Severe Usage	93      4.7 Years
Light Vehicles	134     8.2 Years
Medium Vehicles	20      8.7 Years
Heavy—Sanitation	10      5.5 Years
Heavy—Sewer	2       5.5 Years
Heavy—Fire Apparatus	14     16.8 Years
Heavy—Other	27     11.9 Years
Trailed Equipment	85     13.6 Years
Off-road/Construction/Tractors	82     11.6 Years
Buses	10     11.3 Years
Total	489
Vehicle Equivalent Units (VEUs)	1,614

### FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	49.4%
Operating Costs	46.7%
Capital Costs	4.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$ 742,287
Operating Costs	\$ 701,777
Capital Costs	\$ 59,466
TOTAL	\$ 1,503,530

### SERVICE PROFILE

FTE Positions—Technician	8.0
FTE Positions—Other	5.0
Work Bays	14
Average Rolling Stock Units Available per Day	475
Hours Billed	NA
Work Orders	4,008
Repeat Repairs within 30 Days	10
Work Orders Completed within 24 hours	NA
Preventive Maintenance (PMs)	978
PMs Completed as Scheduled	887

### EXPLANATORY INFORMATION

#### Service Level and Delivery

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

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

The following services were contracted out during FY 2007-08:

- 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 completion standard for "percentage of PMs completed as scheduled" is within thirty 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, weed wackers, jack hammers, rescue equipment, air compressors, sidewalk sweepers, thermo plastic equipment, hydraulic hammers, pavement saws, chain saws, and other city equipment.



# Salisbury

# Human Resources

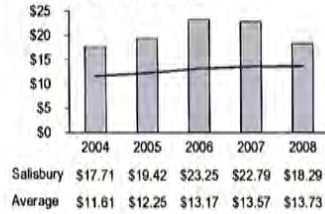
Key: Salisbury ■ Benchmarking Average —

Benchmarking Average —

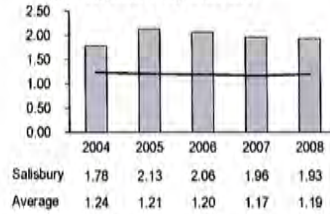
Fiscal Years 2004 through 2008

## RESOURCE Measures

**Human Resources Services Cost per Capita**

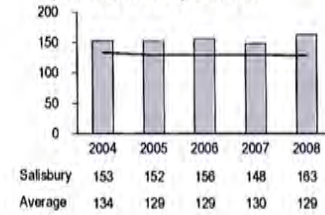


**Human Resources FTEs per 10,000 Population**

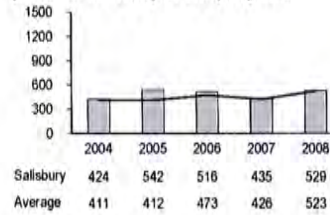


## WORKLOAD Measures

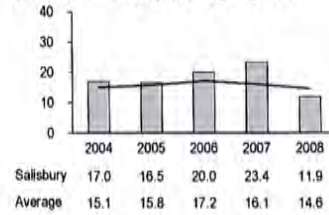
**Total Municipal FTEs per 10,000 Population**



**Applications Processed per 100 Municipal Employees**

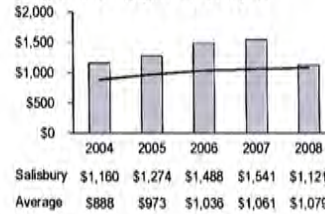


**Position Requisitions per 100 Municipal Employees**

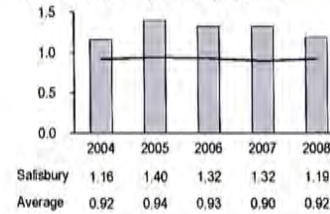


## EFFICIENCY Measures

**Human Resources Cost per Municipal Employee**

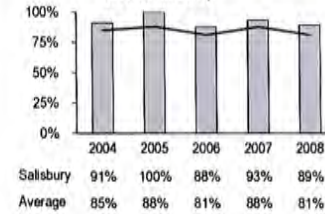


**Ratio of Human Resources Staff to 100 Municipal Employees**

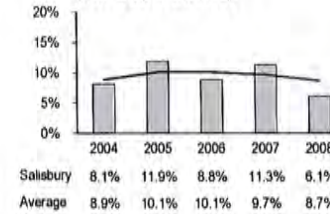


## EFFECTIVENESS Measures

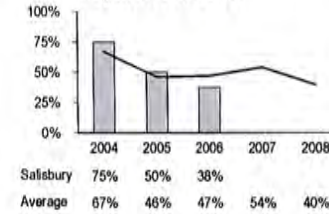
**Probationary Period Completion Rate (New Hires)**



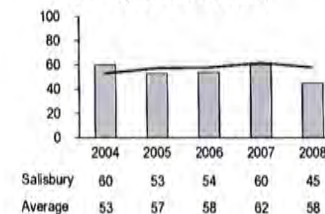
**Employee Turnover Rate (All Separations)**



**Percentage of Grievances Resolved at Department Level**



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



# Salisbury

## Human Resources Fiscal Year 2007–08

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2007)	31,023	<p><b>Service Level and Delivery</b></p> <p>The human resources function in Salisbury is a centralized unit that provides internal support and assistance with six staff members, including the director (administration, equal employment opportunity and grievance, and special investigations); an analyst II (benefits administration, HRIS, policy interpretation, and wellness); an analyst II (training and development); an analyst I (recruitment, compensation, classification, and position control); an analyst I (multiculturalism program); and a technician (applicant flow, administrative support, budget preparation, and corporate giving).</p> <p>The city's probationary period for new employees was six months for employees during FY 2007–08.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b></p>
Land Area (Square Miles)	21.62	
Persons per Square Mile	1,435	
Unemployment Rate (ESC-07)	5.9%	
County	Rowan	
Topography	Gently rolling	
Climate	Moderate	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	61.7%	
Operating Costs	38.0%	
Capital Costs	0.3%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 350,329	
Operating Costs	\$ 215,413	
Capital Costs	\$ 1,641	
TOTAL	\$ 567,383	
<b>SERVICE PROFILE</b>		
FTE Positions		
Administration	1.00	
Generalist/Specialist	4.00	
Staff Support (Clerical)	1.00	
Total Authorized Workforce	506	
Number of Position Requisitions	60	
Number of Recruitment Cycles	NA	
Employment Applications Processed	2,676	
Employee Turnover		
Voluntary Separations	21	
Involuntary Separations	10	
Total Separations	31	
Average Length of Service (Months)	NA	
Formal Grievances Filed by Employees	NA	
EEOC Complaints Filed	NA	
Length of Probationary Employment Period	6 months	
Compensation Studies Completed	NA	

# Salisbury

# Water Services

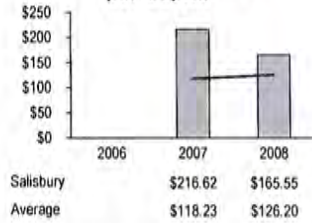
Key: Salisbury ■ Benchmarking Average —

Fiscal Years 2007 through 2008

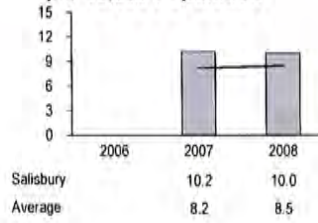
Fiscal Years 2007 through 2008

## RESOURCE Measures

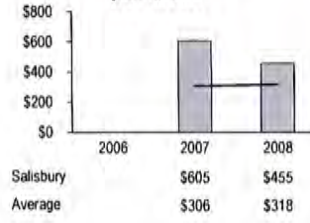
**Water Services Cost per Capita**



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

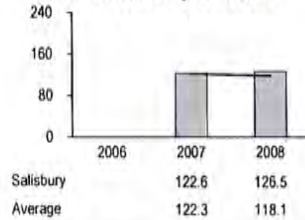


**Water Services Cost per Meter**

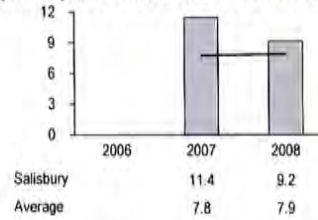


## WORKLOAD Measures

**Thousands of Gallons of Billed Water per Meter**

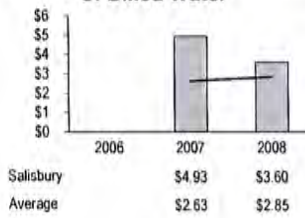


**Miles of Main Line Pipe per Square Mile of Service Area**

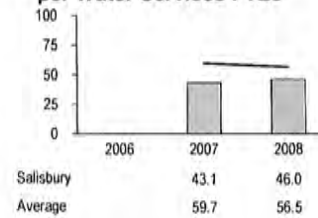


## EFFICIENCY Measures

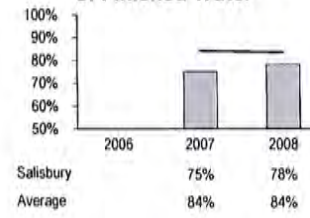
**Total Cost per Thousand Gallons of Billed Water**



**Million Gallons of Billed Water per Water Services FTEs**

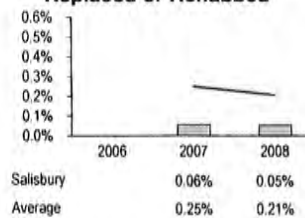


**Billed Water as a Percentage of Finished Water**

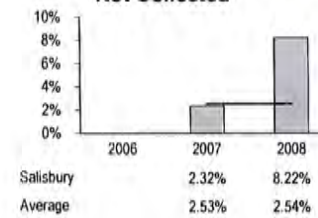


## EFFECTIVENESS Measures

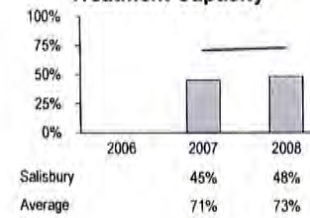
**Percentage of Existing Pipeline Replaced or Rehabbed**



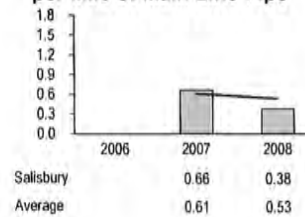
**Percentage of Water Bills Not Collected**



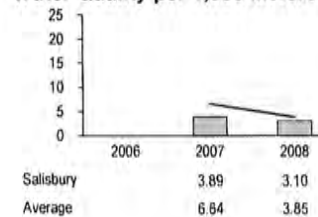
**Peak Daily Demand as a Percentage of Treatment Capacity**



**Breaks and Leaks per Mile of Main Line Pipe**



**Customer Complaints about Water Quality per 1,000 Meters**



# Salisbury

## Water Services

### Fiscal Year 2007–08

MUNICIPAL PROFILE	
Estimated Service Population	47,000
Service Land Area (Square Miles)	40.4
Persons per Square Mile	1,163
County	Rowan
Topography	Gently rolling
Climate	Temperate; some ice and snow
Median Family Income (US Census 2000)	\$41,108

FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services	27.0%
Operating Costs	50.0%
Capital Costs	23.0%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown in Dollars	
Personal Services	\$ 2,098,800
Operating Costs	\$ 3,889,267
Capital Costs	\$ 1,792,784
<b>TOTAL</b>	<b>\$ 7,780,851</b>

SERVICE PROFILE	
FTE Staff Positions	
Treatment Plant	8.0
Line Crews	13.0
Meter Readers	11.0
Billing/Collection	4.5
Other	10.5
Number of Treatment Plants	1
Total Treatment Capacity	25.0 MG
Average Daily Demand	8.3 MG
Miles of Mainline Pipe	370
Average Age of Mainline Pipe	41 years
Number of Breaks/Leaks	140
Number of Water Meters	17,085
Percent of Meters Read Automatically	0.0%
Total Revenues Collected	\$10,400,000

**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 40.4 square miles and covers much of Rowan County. Approximately 47,000 people are served. The system was assembled during the late 1990s and early 2000s as the City of Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer, China Grove, Landis, and the City of Kannapolis.

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

Water meters are read once per month. The system currently does not have any automatic remote-read meters. The standard for meter replacement is fifteen years.

**Conditions Affecting Service, Performance, and Costs**  
 Water Services is a new service area for the benchmarking project beginning with Fiscal Year 2006–07.

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

**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2009, AND ENDING JUNE 30, 2010.**

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, 2009, and ending June 30, 2010, 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	\$	197,999
Management and Administration		950,247
Human Resources		923,957
Information Technologies		1,446,281
Management Services		1,539,141
Purchasing		139,091
Planning & Community Development		615,292
GIS		288,221
Development Services		440,119
Code Services		260,466
Facilities Management		518,436
Central City Buildings		256,558
Plaza		222,842
Police Services		1,580,079
Police Administration		515,455
Police Operations		5,366,241
Fire Department		5,046,942
Telecommunications		556,700
Traffic Operations		562,428
Street Lighting		414,650
Transportation		390,319
Engineering		2,061,729
Public Services - Administration		211,744
Streets		1,944,333
Cemetery		301,208
Solid Waste Management		1,591,230
Waste Management - Other		623,512
Landscape Operations		618,200
Hurley Park		130,335
Parks and Recreation		2,310,417
Fleet Management		840,597
Education		42,342
Debt Service		<u>1,370,541</u>
TOTAL GENERAL FUND	\$	<u><u>34,277,652</u></u>



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

Water and Sewer Debt Service	\$ 5,606,347
Utilities Mgt. and Administration	4,373,910
Plant Operations-Water Treatment	1,683,249
Systems Maintenance	3,616,077
Environmental Services	746,300
Plant Operations-Wastewater Treatment	2,756,509
Meter Services	583,669
Plants Maintenance	<u>2,663,899</u>
TOTAL WATER AND SEWER FUND	<u>\$ 22,029,960</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

\$ 1,085,473

(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

\$ 2,405,025

(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

\$ 727,941

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

\$ 1,272,921

(7) That for the 2009-10 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

\$ 378,695

(8) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 116,229

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, 2009 and ending June 30, 2010:

General Fund:	
Taxes	\$ 22,226,108
Licenses and permits	383,539
Intergovernmental	5,962,684
Charges for services	2,652,051
Miscellaneous	400,450
Administrative charges	<u>2,652,820</u>
Total revenues	<u>\$ 34,277,652</u>

Transit Fund:	
Charges for services	\$ 95,000
Intergovernmental revenues	600,082
Miscellaneous	72
Other financing sources	390,319
Total revenues and other financing sources	<u>\$ 1,085,473</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,808,853
Miscellaneous	36,000
Other financing sources	560,172
Total revenues	<u>\$ 2,405,025</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 484,645
Miscellaneous	10,000
Other financing sources	233,296
Total revenues	<u>\$ 727,941</u>
Fiber Optic Network Fund:	
Miscellaneous	\$ 13,000
Other financing sources	1,259,921
Total revenues	<u>\$ 1,272,921</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 308,695
Miscellaneous	70,000
Total revenue	<u>\$ 378,695</u>
Rental Rehab:	
Miscellaneous	\$ 116,229
Total revenue	<u>\$ 116,229</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, 2009 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

General Fund:

(For the expense incident to the proper government of the City of Salisbury)

-- \$ .59

Municipal Service District:

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

-- \$ .16

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$ 2,945,148,299 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. Fees shown in Schedule B for items (t) Recycling fee, (u) Landfill fee, and (v) Waste Collection fee are subject to monthly adjustments based on increases for fuel surcharges from vendors. The City Manager is hereby authorized to make this adjustment monthly based on changes in contract prices from vendors providing these services.

Section 5. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2009 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 6. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 7. Copies of this ordinance shall be furnished to the City's Management Services Director, to be kept on file by him, for his direction in the disbursement of City funds.

Section 8. The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:

	Fee
<b>ADMINISTRATION</b>	
Sale of Salisbury Code of Ordinances-soft back binder	\$271.65
Sale of Salisbury Code of Ordinances-hard back binder	\$304.80
Sale of Salisbury City Council meeting recording	\$5 per CD
Sale of Salisbury Code Supplement Updates	\$24.50 per set
Copy Machine Fee	\$0.10 per copy; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing
<b>ENGINEERING &amp; DEVELOPMENT SERVICES</b>	
<i>Development Services</i>	
Standards Manual (includes zoning and subdivisions)	\$20
Conditional District Petition or General Development Overlay:	
Adoption	\$500
Amendment Revisions	\$250
Revisions	\$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$250
Land Development Ordinance Text Amendment	\$250
Zoning Board of Adjustment:	
Administrative appeal	\$100
Variance	\$150

	Fee
Permits:	
Special Use Permit	\$250
Zoning Permits (remodeling, additions, & signs)	\$10
Zoning Permits (new principal structures & special sign overlays)	\$20
Major Site Plan Review	\$250
Payment in Lieu of Sidewalk Construction	\$25 per liner foot
<b>Engineering</b>	
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor plat	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$35
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

## COMMUNITY PLANNING SERVICES

### *Geographic Information Systems*

ESRI Authorized Training Courses	\$300 per person per day
Mobile GIS Using ArcPad	\$595 per person
Geoprocessing the ArcGIS ModelBuilder	\$300 per person per day
GIS Topic Workshop	\$50 per person, per day
Training Room Rental	\$50 per person, per day

### *Code Enforcement*

Nuisance abatement	Mobilization fee \$125 + \$50 for every hour or portion thereof
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$200 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500

## POLICE

Copies (No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	\$0.10 per copy; minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Picket Permits	\$25

	Fee
Handicapped Parking Violation	\$250
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
False Alarms (Security and Fire):	
First Two False Alarms in 12 Month Period	Free from 1st Date
False Alarms 3 - 5 within 12 month period	\$50 per Alarm
False Alarms 6 - 7 within 12 month period	\$100 per Alarm
False Alarms 8 - 9 within 12 month period	\$250 per Alarm
False Alarms 10 or more within 12 month period	\$500 per Alarm

## **FIRE**

Reinspection (for violation correction)	\$30
Fireworks Stand-by	\$100
Firewatch Stand-by	\$100
Assembly Stand-by	\$25
Permits:	
Permit for demolition	\$20
Permit for moving	\$20
Fireworks	\$130
Cutting and Welding (In non-approved areas)	\$25
Burning	\$35
HazMat Operations	\$100
HazMat Storage (as per Tier 11)	\$120
Tent Permits (Funeral Homes and tents less than 700 sq. ft. exempt)	\$40
Plans Review	\$25 + \$1 per 5,000 sq. ft.; \$30 max.
HazMat/Material Recovery	Actual Cost including equipment
Private Hydrant Testing/Maintenance	\$30 per unit
Tank Installation/Removal Inspection	\$50
Fire Flows	\$200
Copies of Reports (First report is free to victims)	\$0.10 per copy; minimum of \$1

Fees in Items I - IV to be Effective 1/1/2010:

### **I. GENERAL INSPECTION USE PERMITS**

All buildings required by the NC Fire Code to be inspected shall obtain a General Inspection Use Permit. The frequency rate of the inspections are based upon the minimum inspection schedule required by the NC Fire Code. Operational permits required by the NC Fire Code will be included in the General Inspection Use Permit and will be listed on their permit as a provision. Departure from that type of operation would require another permit to be obtained. Operations or processes listed in the Fee Schedule as a Special Operational Use Permit are not included in the General Inspection Use Permit. The various General Inspection Use Permits and fees are as follows:

**Twelve Month Inspection:**

The following occupancies are to be inspected once every year and the General Inspection Use Permit will be valid for a period of 12 months from the date of issuance:

Assembly (per building listed on Use Permit) - Small	\$25
Assembly (per building listed on Use Permit) – Large	\$50
Day Care Facility	\$50
Hazardous - Large	\$150
High Rise	\$200
Institutional/Other than Hospital	\$50
Institutional/Hospital	\$250
Educational/Public Schools	\$0
Residential (per building listed on Use Permit)	\$25.00
Residential Care/Assisted Living Facility (Group R-4)	\$50
Apartment Complex:	
Ten Buildings or Less	\$50
Eleven to Twenty Buildings	\$100
More Than Twenty Buildings	\$150
Apartment Complex - includes interior common areas, community rooms, offices, laundry rooms, etc.	

**Twenty-four Month Inspection:**

The following occupancies are to be inspected every two years and the General Inspection Use Permit will be valid for a period of 24 months from the date of issuance:

Factory Industrial	\$100
Educational/Private School	\$0

**Thirty-six Month Inspection:**

The following occupancies are to be inspected every three years and the General Inspection Use Permit will be valid for a period of 36 months from the date of issuance:

Assembly (occupant load less than 100)	\$50
Assembly (occupant load less than 50)	\$50
Business (per building listed on Use Permit)	\$50
Mercantile - Small	\$10
Mercantile - Large	\$50
Storage	\$100
Churches/Synagogues/Mosques	\$15
* Multi-Tenant Building:	
Business (10 or less tenants)	\$75
Business (more than 10 tenants)	\$100
Mercantile (10 or less tenants)	\$75
Mercantile (11 to 20 tenants)	\$100
Mercantile (more than 20 tenants)	\$200

\*Multi-Tenant Building permits are optional and must be approved by the Fire Prevention Bureau. The building must have common entrance/exits and low tenant turnover. Permit will be issued to the building owner and owner is responsible for correcting all fire code violations and payment of all fees.

**Other Not Listed:**

Buildings not fitting into one of the other General Inspection Use Permits will be classified as Other Not Listed. Based upon the degree of hazards the General Inspection Use Permit will be valid for either 12, 24 or 36 months from the date of issuance, or months from date of issuance.

Twelve Month Inspection	\$50
Twenty-four Month Inspection	\$75
Thirty-six Month Inspection	\$100

The issuance of an operational or construction permit from the Salisbury Fire Marshall does not relieve the applicant of any permits required by the Rowan County Building Inspections Department for installation, repair, alteration or modification to a structure, system, or equipment.

**II. SPECIAL OPERATIONAL USE PERMITS**

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

Blasting Permit:	
30 day permit	\$100
2 day permit (48 hours)	\$45
Burning Permit:	
Commercial	\$25
Residential	No charge
Exhibit and Trade Show	\$25
Festivals (fairs, carnivals, etc.)	
Large Festival:	\$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	\$200
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes and 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.

**III. FIRE DEPARTMENT CONSTRUCTION PERMITS**

Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. A permit fee will be charged for the following Fire Department Construction Permit. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.

Automatic Fire-Extinguishing System:

Installation	\$60
Renovation/Modification	\$50

Automatic Sprinkler System:

Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50

Standpipe System (Not part of a sprinkler system):

Installation	\$50
Renovation/Modification	\$50

Fire Alarm and Detection System:

(Includes devices tied into fire alarm system)

Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50

Door Locking Devices:

(Access-controlled egress, delayed egress, & special locking devices)

Installation	\$60
Renovation/Modification	\$50

Two-way Communication System:

(Area of Rescue Assistance)

Installation	\$60
Renovation/Modification	\$50

Fire Pumps and Related Equipment:

Installation	\$60
Renovation/Modification	\$50

Private Fire Hydrants (per unit):

Installation	\$60
Renovation/Modification	\$50

Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)

Abandon, Remove, Place Temporarily out of Service, or Close \$50

Flammable and Combustible Liquids Storage Tanks:

* Tank Installation- (per tank)	\$60
Removal or Place out of Service- (per tank)	\$50

\* If electrical circuitry is involved then an electrical permit must also be obtained from the Rowan County Building inspections Department

Hazardous Material Facility or Other Area:

Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by Chapter 27 when amounts listed in Table 105.6.21 are exceeded. \$60

**IV. 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



	Fee
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$50
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$100
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	\$50
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee
Building:	
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

## **PUBLIC SERVICES**

### ***Traffic Operations Division***

Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

### ***Street Division***

Cut & remove existing curb & other material	\$5 LF
Cut & remove existing sidewalk (up to 5 ft wide)	\$5 LF
18-inch concrete curb & gutter	\$9 LF
24-inch concrete curb & gutter	\$12 LF
30-inch concrete curb & gutter	\$18 LF
24-inch concrete valley gutter	\$12 LF
2 ft driveway lip only	\$12 LF
6-inch x 2 ft driveway lip with gutter	\$19 LF
6-inch x 5 ft driveway lip with gutter	\$28 LF

	Fee
4-inch concrete sidewalk	\$18 SY
6-inch concrete driveway for additional area	\$25 SY
Miscellaneous concrete patch	\$150 CY
Miscellaneous asphalt patch	\$30 SY
Install storm drain on right-of-way (owner supply pipe)	\$6 LF
Limbs and cuttings exceeding truck load per week	\$200/load paid in advance
<b><i>Fleet Management</i></b>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$55.60/hour
Repair of Hazardous Material Van:	
Labor	\$55.60/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
<b><i>Cemetery</i></b>	
Burial-adult	\$800
Burial-infant	\$400
Disinterment	\$800
Interments - two--one grave-adult	\$850
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$375
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 4:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends and holidays	\$300
Monument installation permit	\$20
Deed Change	\$20
Cemetery Lot Fee Schedule:	
Adult, City resident	\$700
Adult, non-City resident	\$900
Infant, City resident	\$400
Infant, non-City resident	\$600
<b><i>Landscape</i></b>	
Cooperative tree planting on public right-of-way	Actual cost of tree
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50 refundable
<b><i>Transit</i></b>	
Individual Fares:	
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Handicapped & Senior Citizens)	\$0.50
40 Ride pass:	
Regular	\$35
Reduced	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

## PARKS & RECREATION

Fee

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### Civic Center

Multi-purpose room & kitchen - for first eight hours each day, after eight hours - \$75/hour	\$400 + \$100 deposit/ \$250 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day, after eight hours: \$75/hour	\$450 + \$100 deposit/ \$250 if serving alcohol
Small meeting room only (per hour)	\$50 per hour + \$50 deposit

### City Park \*

Arts & craft room	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Meeting room	\$40 per hour + \$75 deposit
Room A	\$40 per hour + \$75 deposit

### Hall Gym

Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit

### Lincoln Pool (two hour minimum)

Two lifeguards	\$50 per hour + \$50 deposit
Four lifeguards	\$75 per hour + \$50 deposit

### Miller Center \*

Computer Lab	\$30 per hour + \$75 deposit
Multi-purpose room	\$70 per hour + \$75 deposit
Meeting room	\$40 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional

Note: \*Three (3) hour minimum for rentals during non-operational hours

### Shelters & Gazebo Rentals:

Cannon Park Gazebo Rental	(Electricity Included)	\$150 security deposit;
	(only available for groups 40 or less)	\$50 (Refundable)

#### Shelter Reservation Fee:

8:00 AM - 12:00 Noon	\$10
1:00 PM - Close	\$10
All Day	\$20
Electricity - Additional (per shelter)	\$15

### Advertising Fees

Salisbury Community Park	\$600 initial fee;
Salisbury Greenway	\$1000 - \$5000

### Athletic Fields

Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.

### Youth & Adult Softball/Baseball

Flat Fee	\$12.50/ hr.
Additional per hour charge for lights	\$25
Field Prep Fee	\$65

	Fee
Tournament Fees (multiple teams/multiple games)	
1/2 day tournament (5 p.m. - 11 p.m.)	\$185
1 day (8 a.m. - 11 p.m.) includes 4 hours lighting	\$300
2 day	\$485
3 day	\$670
Non-refundable deposit of 50% of day rate or \$150	
Rate includes: 1 field/1 field prep (additional preps \$65 each)	
Soccer	
Flat Fee	\$25/hr.
Field Prep Fee	\$45
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	\$25/hr.
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
No fee - first come first serve	
Special Event Permits	
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day

**PARK AVE COMMUNITY CENTER \***

Multi-purpose room & kitchen (Kitchen is light use only-not Commercial)

Non-profit organizations	\$40 per hour + \$50 deposit
Non-profit organizations / fund raiser	\$55 per hour + \$50 deposit
For profit organizations	\$70 per hour + \$50 deposit

Arts & Crafts Room

Room availability is subject to Park Ave. activities.

Non-profit organizations	\$30 per hour + \$50 deposit
For profit organizations	\$40 per hour + \$50 deposit

Note: \*Two (2) hour minimum for rentals

**WEST END COMMUNITY CENTER**

Conference Room	\$50/hr
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**UTILITY ENGINEERING**

Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
CD Disk, each	\$20
DVD Disk, each	\$20
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20

**MANAGEMENT SERVICES**

Accounts Receivable (30 days past-due)	1.5% per month
Privilege License Gross Sales Schedule:	
Sales not exceeding \$10,000	\$25
More than \$10,000 and not more than \$20,000	\$30
More than \$20,000 and not more than \$30,000	\$45
More than \$30,000 and not more than \$40,000	\$60
More than \$40,000 and not more than \$50,000	\$75
More than \$50,000 and not more than \$60,000	\$90
More than \$60,000 and not more than \$70,000	\$105
More than \$70,000 and not more than \$80,000	\$120
More than \$80,000 and not more than \$90,000	\$135
More than \$90,000 and not more than \$100,000	\$150
More than \$100,000	\$150 plus, per \$1,000 or portion thereof in excess of \$100,000 @ \$0.225
Maximum gross receipts cap other than those with a specific limit	\$3,000
All privilege licenses other than gross sales are calculated at maximum State allowed rate.	
Copy machine fee	\$0.10 per copy; minimum of \$1
	\$1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing

**TELECOMMUNICATIONS**

Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$100
Fleet Map Build	\$200
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$75
Repair (Hourly rate)	\$105
Hourly Travel Rate outside City Limits (from City Office Building)	\$60
Equipment Installation:	
Radio Dash Mount	\$75
Radio Dash Removal	\$25
Radio Remote Mount	\$125
Radio Remote Removal	\$35
Ambulance dual installation	\$240
Ambulance dual Removal	\$75
Camera Installation	\$150
Camera Removal	\$75
MDT Mount Installation	\$75
MDT Mount Removal	\$25
Modem Installation	\$75
Modem Removal	\$25
Wig Wag Installation	\$50
Wig Wag Removal	\$25
4 Corner Strobes Installation	\$125
4 Corner Strobes Removal	\$40
Flashlight Installation	\$20
Flashlight Removal	\$10
Charger Installation	\$40
Charger Removal	\$10
Light bar Installation	\$125
Light bar Removal	\$60
Siren Installation	\$75
Siren Removal	\$25

Parts

Actual Cost + 20%

**SCHEDULE A  
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water and/or dischargers of sewage \$150  
Residential owner-occupants including single family townhouses  
and condominiums shall be exempted.
- (b) Commercial, industrial, and institutional recipients \$150  
Local, state, and federal governments or agencies thereof shall be exempted.
- (c) Consumers with more than one account at the same location shall be required to make only one  
deposit if the customer has a good pay history. Commercial or industrial customers who operate  
multiple businesses under one corporate management shall be required to pay a deposit for each  
business or industry.
- (d) Deposits shall be returned at termination of service less any unpaid rates and charges.

**SCHEDULE B  
METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
  - ¾" Water tap - SRU installed \$1,650
  - ¾" Water tap - Developer installed \$200
  - ¾" Water tap - Crescent \$600
- (b) One-inch residential water tap \$1,850
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial and sewer services larger than one inch, both inside and outside City shall be charged  
on the basis of labor, material, equipment and overhead costs at then prevailing or established rates.  
Master meter installations required for private water or sewer systems shall be charged on the basis of  
material costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City  
Code).
- (e) Four-inch sewer connections:
  - 4" Sewer tap - SRU Installed \$1,450
  - 4" Sewer tap – Developer Installed\*: \$250

\*Note: Includes the Crescent Subdivision
- (f) All commercial and sewer services larger than four-inch, both inside and outside City shall be  
charged on the basis of labor, materials, equipment and overhead costs at then prevailing or  
established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Reconnection fee for non-payment during business hours \$50  
Reconnection fee for non-payment after business hours \$100
- (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50  
Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (j) Testing meter if delivered to City facilities (per test) \$15
- (k) Field testing of meters: First test is free and each additional test within twelve months \$50
- (l) Unauthorized use of fire protection system \$100
- (m) Fire protection system testing (per test) \$50
- (n) Meter reinstallation charge (per meter) \$35
- (o) Inspection fee (per connection)
  - Water or sewer connection \$45
  - Backflow \$45
  - Re-inspection of either water, sewer, or backflow \$20
- (p) Should a property owner request an existing service connection be replaced with a larger one, the  
charges scheduled above will apply in full.
- (q) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to  
issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a  
result of overestimating costs will be reimbursed, and the City will invoice underpayments to the  
developer.

- (r) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check.
- (s) Lateral transfer fee \$1,450
- (t) Recycling fee \$3.14/Month
- (u) Landfill fee
  - (1) Residential (per container) \$4.09/Month
  - (2) Commercial (per container) \$7.62/Month
- (v) Waste collection fee
  - (1) Commercial (per container) \$10/Month
  - (2) Commercial (per 2 yard dumpster) \$74.11/Month
  - (3) Commercial (per 4 yard dumpster) \$74.11/Month
  - (4) Commercial (per 6 yard dumpster) \$74.11/Month
  - (5) Commercial (per 8 yard dumpster) \$74.11/Month
- (w) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (x) Locking Devices Cut or Damaged \$20
- (y) Damaged Meter Yokes shall be charged on the basis of labor, material, equipment, and overhead costs a then prevailing or established rates.

**SCHEDULE C  
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$3.95
	1" =	\$5.83
	1-1/2" =	\$8.95
	2" =	\$12.70
	3" =	\$24.58
	4" =	\$42.08
	6" =	\$90.20
	8" =	\$152.70
	10" =	\$240.20
	12" =	\$315.20
	16" =	\$627.70

Volume charge per 100 cubic feet:

Raw water	\$0.63
Finished, potable water	\$3.21
Rowan Power	\$1.65

**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 ten dollars (\$110.00) 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 ten dollars (\$110.00).



**SCHEDULE E  
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.35
	1" =	\$6.53
	1-1/2" =	\$10.15
	2" =	\$14.50
	3" =	\$28.28
	4" =	\$48.58
	6" =	\$104.40
	8" =	\$176.90
	10" =	\$278.40
	12" =	\$365.40
	16" =	\$727.90
Volume charge per 100 cubic feet		\$4.37
(2) Flat rate sewer charge		\$39.31

**SCHEDULE F  
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grand Creek Wastewater Plants.:

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred nineteen dollars and seventy-four cents (\$119.74) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of one-hundred eighty-three dollars and ten cents (\$183.10) 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 six hundred ninety dollars and forty cents (\$1,690.40) per one thousand pounds.

Additionally, surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into the Second Creek Wastewater Treatment Plant.:

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of twenty-three dollars and seventy-six cents (\$23.76) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of one-hundred eighty-three dollars and ten cents (\$183.10) 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 hundred twenty-nine and forty-nine cents (\$129.49) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

**SCHEDULE G  
ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

Test	Fee
Alkalinity	\$10
Ammonia-Nitrogen	\$17
Biochemical Oxygen Demand	\$21
Chemical Oxygen Demand	\$25
Chloride (Titrimetric)	\$12

Test	Fee
Coliform, Fecal (MF)-Wastewater	\$17
Coliform, P/A-Water	\$25
Chlorine, Total Residual	\$15
Conductivity, Specific	\$15
Cyanide, Total	\$30
Dissolved Oxygen	\$5
Hardness-Wastewater	\$15
Hardness-Water	\$15
Metals Digestion Fee (per sample)	\$10
Aluminum, ICP, ppb	\$16
Antimony, ICP, ppb	\$16
Arsenic, ICP, ppb	\$16
Barium, ICP, ppb	\$16
Cadmium, ICP, ppb	\$16
Chromium, ICP, ppb	\$16
Copper, ICP, ppb	\$16
Lead, ICP, ppb	\$16
Mercury, 3112B	\$16
Molybdenum, ICP, ppb	\$16
Nickel, ICP, ppb	\$16
Selenium, ICP, ppb	\$16
Silver, ICP, ppb	\$16
Zinc, ICP, ppb	\$16
Nitrate-Nitrite	\$25
Nitrate	\$15
Nitrite	\$15
Oils and Grease, HEM	\$45
pH	\$5
Phenols	\$25
Phosphorus, Total	\$16
Sampling and Set-up	\$25
Solids, Total	\$15
Solids, Total Suspended	\$12
Sulfate	\$15
Temperature	\$5
Total Kjeldahl Nitrogen	\$20
Turbidity-Wastewater	\$10
Turbidity-Water	\$10

Parameters not listed please contact Environmental Services for quote

Section 9. That the hourly rate of \$125 be established for work performed by the City Attorney.

Section 10. That this ordinance shall be effective upon its passage.



## GLOSSARY OF TERMS

**ADA:** The commonly used acronym for the Americans with Disabilities Act.

**ACCRUAL ACCOUNTING:** A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

**ADOPTED BUDGET:** Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

**AMR:** Acronym for Automated Meter Reading. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

**APPROPRIATION (BUDGETING):** An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**ASE:** Acronym for Automotive Service Excellence.

**ASSESSED VALUATION:** A value established for real property for use as a basis for levying property taxes.

**BALANCED BUDGET:** Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

**BOND FUNDS:** Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

**BOND REFERENDUM:** An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

**BROADBANDING COMPENSATION PROGRAM:** A classification and pay system that allows similar jobs to be grouped into bands with wide pay ranges. The program creates more organizational flexibility, fosters a flatter organization, and encourages skill development.

**BUDGET:** A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**BUDGET CALENDAR:** The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN):** The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

**BUDGET MESSAGE:** A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

**BUDGET ORDINANCE:** The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

**CAPITAL EQUIPMENT:** Vehicles, equipment, software, and furniture purchased by the City which individually amount to a value in excess of \$5,000 and an expected life of more than one year.

**CAPITAL EXPENDITURES:** Facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$2,000 for budgetary purposes (\$5,000 for financial purposes) and an expected life of more than one year.

**CAPITAL IMPROVEMENTS:** Major construction, repair of or addition to buildings, parks, streets, bridges and other City facilities. Capital Improvements projects cost \$10,000 or more and have a useful life of more than three years.

**CAPITAL IMPROVEMENTS BUDGET:** The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

**CAPITAL IMPROVEMENTS PROGRAM (CIP):** The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

**CAPITAL OUTLAY:** A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND:** A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund and Water and Sewer Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies and Purchasing Divisions.

**CCF:** Acronym for cubic feet of water.

**CD:** Acronym for construction documents.

**CDBG:** Acronym for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

**CMAQ:** Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

**CMW:** Acronym for certificate of minor works.

**COA:** Acronym for certificate of appropriateness.

**COD:** Acronym for chemical oxygen demand.

**COST CENTER:** The smallest unit of activity or area of responsibility for which costs are accumulated.

**CRM:** Acronym for Citizen Resource Management. A type of software that will allow citizens to have an improved method of interacting with the City of Salisbury.

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

**DEBT SERVICE:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DEPARTMENT:** A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

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

**ENCUMBRANCE ACCOUNTING:** The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

**ENTERPRISE FUND:** A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

**EPA:** Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

**FERC:** Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

**FISCAL YEAR:** The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

**FIXED ASSETS:** Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**FOG:** Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows.

**FTE:** Acronym for Full-Time Equivalent. The number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law.

**FTTH:** Acronym for Fiber to the Home. A new enterprise fund implemented in FY2009 that will provide high speed broadband services to the citizens of Salisbury.

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

**FUND BALANCE:** Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

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

**GAAP:** Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**GCWWTP:** Acronym for Grant Creek Wastewater Treatment Plant.

**GDP:** Acronym for Group Development Plans.

**GENERAL FUND:** The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS:** Debt issued by the City, repayment of which is backed by full taxing power.

**GIS:** Acronym for Geographic Information System. A project which will link the City to a city-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by City departments.

**GFOA:** Acronym for Government Finance Officers Association.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community.

**GPON:** Acronym for Gigabit Passive Optical Networking.

**HOME:** Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO:** Acronym for High Performance Organization. A government working model.

**HRC:** Acronym for Human Relations Council.

**I&I:** Acronym for Inflow and Infiltration.

**INVESTMENT REVENUE:** Revenue earned on investments with a third party. The City uses a pooled cash system. We pool cash from all funds and invest it in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS:** Amounts transferred from one fund to another.

**IRT:** Acronym for Involvement and Response Team. A system for empowering all employees into functional decision-making teams for operational improvements.

**ISO:** Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**LCP:** Acronym for Local Convergence Point.

**LEASE PURCHASE:** Method of financing used for the acquisition or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**MGD:** Acronym for Millions of Gallons per Day.

**MODIFIED ACCRUAL:** The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**NCBCC:** Acronym for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

**NCDENR:** Acronym for North Carolina Department of Environment and Natural Resources.

**NCDOT:** Acronym for North Carolina Department of Transportation.

**NCDOL:** Acronym for North Carolina Department of Labor.

**NCLM:** Acronym for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

**NET ASSETS:** The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

**NIOSH:** Acronym for National Institute for Occupational Safety and Health.

**NPDES:** Acronym for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU:** Acronym for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE:** A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET:** The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS:** Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA:** Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF:** Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PFT:** Acronym for Permanent Full-time. Full-time employee with benefits.

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency.

**POWELL BILL FUND:** Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

**PPT:** Acronym for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY:** A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**PROGRAM:** An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**PROPERTY TAX RATE:** The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.



**PROPERTY TAXES (AD VALOREM TAXES):** Taxes paid by those owning property in the City. These taxes are based on assessed value.

**RESERVE:** A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

**RESOURCES:** Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**REVENUE:** Income received from various sources used to finance government services; for example, sales tax revenue.

**REVENUE BONDS:** Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

**ROW:** Acronym for Right of Way.

**SCADA:** Acronym for Supervisory Control and Data Acquisition.

**SERVICE LEVEL:** Measurement of services provided by the City to the public.

**TCWWTP:** Acronym for Town Creek Wastewater Treatment Plant.

**TDA:** Acronym for Tourism Development Authority.

**TFT:** Acronym for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

**TKN:** Acronym for total kjeldahl nitrogen.

**TMDL:** Acronym for Total Maximum Daily Loads.

**TPT:** Acronym for Temporary Part-time. Part-time employee working <1000 hours annually with no benefits.

**TSS:** Acronym for total suspended solids.

**USDOJ:** Acronym for United States Department of Justice.

**VENTURIS:** A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

**WWTP:** Acronym for Wastewater Treatment Plant.

