

CITY OF SALISBURY NORTH CAROLINA

2012-2013 BUDGET For the Year Ending June 30, 2013



MAYOR, CITY COUNCIL, AND CITY OFFICIALS

MAYOR AND CITY COUNCIL

Paul B. Woodson - Mayor

Susan W. Kluttz- Mayor Pro-tem

William R. Kennedy

Brian Miller

Maggie Blackwell

OFFICIALS

**Douglas T. Paris, Jr.
City Manager**

**John A. Sofley, Jr.
Assistant City Manager for Finance**

Budget Prepared By

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City Management Team



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Salisbury
North Carolina**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danison Jeffrey R. Emer

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, 2011 (Fiscal Year 2011-2012).

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

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

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FY 2012-13 BUDGET
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May 25, 2012

Mayor Paul Woodson
Mayor Pro Tem Susan Kluttz
Councilmember Maggie Blackwell
Councilmember Pete Kennedy
Councilmember Brian Miller

Dear Mayor and Councilmembers:

In accordance with §159-11 of the North Carolina General Statutes, the Proposed Budget for the City of Salisbury is hereby submitted for the fiscal year beginning July 1, 2012 and ending June 30, 2013.

To protect the quality of life of our citizens, strengthen our neighborhoods, bolster our local economy, and maintain & improve our infrastructure - the City of Salisbury must be in strong financial health.

Over the past year citizens have recognized, expressed concern about, and commented upon the financial state of our city. Citizens want to know that their city is doing well. Citizens want to know that we are doing the right thing, making the right decisions, not just for the short-term but also the long-term. This tone set by our citizens was directly reflected in several new City Council goals this year - your goals - to operate the City of Salisbury at the highest level of financial responsibility.

Citizens want our city government to be on sound financial footing just like they want their State and Federal governments to be on sound financial footing.

During FY2011-2012 we moved our financial ship in the right direction. City Council instituted quarterly financial reports, fiscal notes on agenda items, and return on investment analysis for all major capital projects. In addition, staff reviewed budgeted revenues and expenditures on a quarterly basis – allowing us to identify challenges early and develop plans to resolve those challenges. Revenues were projected conservatively, and projects were reviewed for necessity and deferred when in the best interest of our city.

The FY2012-2013 budget is designed to further move our financial ship in the right direction – it is designed to pivot our financial ship away from the rocks, into the open sea, and set us on a course for safe harbor.

Doing our Part to Bolster New Business:

During the City Council's Annual Goal Setting Retreat, one of the major themes was molding our city government into a more business friendly entity. We heard from the City of Raleigh about their one-stop-shop and express review, and we heard from the City of Rock Hill about how they reduced development fees to help incentivize new development and new businesses.

This budget includes several proposals developed from presentations during the retreat that will improve our operations:

1. First year business license fees will be rebated for all new businesses during FY2012-2013.
2. First twenty-five new construction or redevelopment projects within the City of Salisbury during FY2012-2013 will have their development services fees rebated.
3. The City of Salisbury's one-stop-shop will open during FY2012-2013, placing everything that anyone needs to open a business in one location. We will also invite county and state officials to co-locate in the facility at no cost to them.
4. The City Manager will form a Task Force to study the City of Salisbury's ability to provide express plan review and inspection services to our customers. This express service would be offered as an optional higher-level of service to our customers; not a replacement to Rowan County's plan review & inspection service. Customers would be able to select which review track they prefer - the express review option offered by the city or basic review provided by the county.

The above initiatives are in direct response to the goals and objectives set by the City Council during the annual goal setting retreat. We must as a city organization do all we can to improve our process, and incentivize new business and new tax base within the City of Salisbury.

Penny for Public Safety:

Our first responsibility to the people we serve is to keep them safe. The best way to do that is by making sure we have adequate staffing in the streets.

Three years ago, our Federal government made a commitment to us. They agreed to pick up the financial cost of four police officers over a three year period. This prevented a tax increase over that period to cover the cost of adequately staffing our police department. It resulted in savings to our citizens of nearly \$1M during that period. However, after three years it is time to keep our end of the bargain. In accepting the funds, the City of Salisbury agreed to pick up the cost of the four officers in year four and not eliminate those positions. If we do not pick up the costs, four positions in the Salisbury Police Department will be eliminated and we will be required to return the funds. This budget includes a penny for public safety, which will hold up our end of the bargain. It is the right thing to do, and the financially prudent thing to do.

Penny for Paving:

Over the last four years the City of Salisbury has cut funding for paving and street improvements in order to balance the budget during the worst stretch of the recession. In addition, during FY2011-2012 the State of North Carolina withheld \$171,000 of our Powell Bill funding – the funding we use for paving which is remitted to our city. This funding comes directly from the gas taxes paid by our citizens.

The result is a long backlog of paving and street improvement requests and corresponding complaints by neighborhood groups and citizens regarding the poor condition of streets. This budget includes a penny for paving, which will allow the worst-ranked streets in the City of Salisbury to be improved and paved. Further, it provides a dedicated funding source in future years to reduce the paving life cycle within the City of Salisbury. Without this penny, we will be required to communicate to our neighborhood groups and citizens that they must wait an additional year - or longer - before street improvements can occur.

Lighting up our City:

Last fiscal year the City of Salisbury cut all funding for new street light requests and improvements. This resulted in an unfunded backlog of existing street lighting requests and numerous new requests for street lighting during this past year. Citizens and neighborhood groups making new requests have been added to the street lighting list - a list that has no corresponding funding. This has resulted in frustration by those making street lighting requests.

This budget includes funding to eliminate the current backlog of streetlight requests. As shared by our citizens, completing these projects will contribute toward our first responsibility as a city to the people we serve – which is to keep them safe.

General Fund Impact:

Last fiscal year the City Council cut 2.39 cents off the proposed tax rate of revenue neutral. The addition of two cents for public safety and paving will keep our tax rate below the revenue neutral rate.

Waste Fee:

Last year the City Council established a waste fee toward the cost of garbage services. This budget increases the waste fee to capture the full cost of providing garbage service. This enables the cost of garbage service to be isolated and compared to other jurisdictions. The current full cost recovery fee proposed by this budget is less than our neighboring jurisdictions of Spencer and East Spencer, but above that of Granite Quarry. It is also less than the monthly cost of garbage service paid by those that live in unincorporated areas of the county. Although currently competitive, I believe we can do better.

Once the full cost of garbage service is isolated, the Solid Waste Division will be given a two year period to evaluate their operation and increase their cost competitiveness. Upon the completion of the two year evaluation phase, the Solid Waste Division will be compared to other jurisdictions and the private sector in a managed competition exercise conducted by our Budget and Performance Measurement staff. This will insure that our citizens are getting the best service for the best value.

This budget also includes a fee schedule for the pickup of bulky items - those items that cannot be placed inside the garbage container and are stacked up beside the garbage container each week. This fee schedule is consistent with the Town of Spencer's bulky pickup fee schedule, which has been successfully implemented and in operation for many years.

Organizational Realignment:

During FY2012-2013, Assistant City Manager for Finance John Sofley will realign the Management Services Department into a new department called Business and Financial Services. Over the last decade the Management Services Department has grown beyond its core mission with the addition of several divisions unrelated to budget and finance. While the department's performance in these additional service areas has been excellent the growth has taken attention and focus from the department's core mission - maintaining and improving the city's financial position. The realignment will refocus this department on its core mission, which is consistent with this year's City Council goals to operate the City of Salisbury at the highest level of financial responsibility.

Specific decisions and announcements relative to the realignment of this department will be made and announced by the City Manager before January 1, 2013.

Stormwater Utility

In February of 2011, the Salisbury City Council heard a presentation on future stormwater requirements and its potential impacts on the city at the annual goal setting retreat. During that time the City of Salisbury was in receipt of a draft NPDES permit, and staff predicted the City would be under unfunded Federal and State mandates when we received the final permit. In February of 2012, the City Council also heard additional details on the impact of stormwater requirements during the financial forecast section of the goal setting retreat. Upon receipt of the final permit, staff and the city's environmental counsel reviewed the permit and determined that it is necessary to act in this year's budget in order to maintain future compliance. To be clear, this is a mandate by higher levels of government resulting from the Clean Water Act. No funding is given to our city by the Federal Government or State of North Carolina to meet these regulations.

The City of Salisbury has ownership of a vast network of storm sewer within the city, known as the public system. This sewer provides a vital service resulting in a good quality of life in our city's neighborhoods. In numerous neighborhood meetings, and as a result of numerous citizen complaints given in private and during public meetings over the last several years, feedback has pinpointed that our system is woefully inadequate in many parts of our city to mitigate flooding and ensure that we meet the water quality standards required by our permit. At the last City Council meeting, you heard concerns from Mr. Turner of Sunset Drive. Further, the road conditions on Lash Drive are directly related to inadequate stormwater infrastructure. Major portions of the public system are more than a century old. The City of Salisbury has defunded this area for the last several years, which has made the situation even worse.

The FY2012-2013 budget includes a stormwater fee that brings Salisbury in line with neighboring jurisdictions with Federal permit requirements similar to those in our new permit. Most jurisdictions in North Carolina under these requirements have already formed stormwater utilities. They did so in the 1990's and 2000's as they received their respective permits. Locally, Kannapolis established their stormwater utility in 2007, along with the Town of Landis and City of Concord during the same period. The City of Salisbury has been able to delay the formation of a stormwater utility until this point, which has resulted in savings to our residents and businesses during that period.

Unfortunately, it will be difficult to put this off any further without incurring significant liability from doing so. Fines can reach \$37,500 per day (not including attorney fees). This would easily exceed the one million dollar per month mark. We do not budget for this type of liability, and our General Fund balance is inadequate to handle this level of exposure over a sustained period.

The funds generated from this utility will go toward meeting the permit requirements, improving the public system, maintaining and operating the public system, mapping the public system, providing funding for the much needed private system grant program, meeting regulatory and development requirements placed upon us, and ultimately maintaining compliance required by our new permit.

The revenue will be placed in a separate fund. All revenues and expenditures will be accounted for in this separate fund, and it will be audited annually.

The proposed fee structure is \$4.25 per month for residential customers, and \$4.25 per month per 2500 square feet of impervious surface for business customers. Our proposed residential fee is very competitive with neighboring jurisdictions under similar permit requirements. The proposed business fee is less competitive in comparison to neighboring jurisdictions. Staff will present options during the budget workshop to lessen the burden on our business community and make the business fee structure more competitive.

Broadband Fund:

The City of Salisbury has been operating a new broadband utility for almost two years in extremely challenging market conditions. Over the last year staff has worked to both grow the business and reduce costs. The city has hired a new General Manager, with private sector experience, who previously managed a 9,000 subscriber system in Georgia. The new General Manager is in the process of evaluating the broadband utility, and will report recommendations to the City Manager in August of 2012.

As a start-up utility, support from other funds will be required until the broadband utility breaks even. Annual revenues in the past year have exceeded the debt payment for the system, which is a positive milestone. Support from other funds has primarily been in the form of interfund loans of reserve funds to cover the cost of connecting new customers during the utility's start-up and growth phase. Growth is expensive. This support continues this fiscal year within the parameters that were originally set. As the utility reaches maturity, costs driven by growth will no longer be required. The new General Manager will work towards finding the sweet spot where revenues meet expenditures - within the original time period set by City Council.

The City of Salisbury has a two-year old that is bright-eyed and growing. Now is the time to make sure that our two-year old receives the support it needs to reach its full potential.

Water & Sewer Fund:

The environment that Salisbury-Rowan Utilities (SRU) operates in has changed drastically the last several years. The utility must change with the environment. In the past, the utility was focused on growth. Annexation by the City of Salisbury and our client communities required growth of the water and sewer system. Growth was caused by a strong economy – new developments - before the impact of the recession. Growth due to the economy has dissipated. Further, the utility was impacted by the loss of large volume customers and we are now just beginning to see the results of that environment stabilizing.

At February's City Council retreat, after a presentation on recommended capital projects for the utility, the Salisbury City Council formed a new goal that requires all capital projects to undergo a return on investment analysis. This analysis will ensure projects are good investments for our ratepayers.

The FY2012-2013 budget reflects Salisbury-Rowan Utilities changing environment.

Over the last twenty years the annual rate increase has averaged 7%. If we were to continue our historical rate increase of 7%, the average residential customer would see a \$5.20 per month increase. The average business customer would see a \$21.08 per month increase. The average industrial customer would see a \$61.45 per month increase.

The proposed water and sewer rate increase for FY2012-2013 will be 0%. This is the first time in 21 years there has been no water and sewer rate increase.

Employees:

This budget includes no new positions for the General Fund or the Water & Sewer Fund. New positions are proposed and required to start the new Storm Water Utility. The Broadband Utility may transition currently contracted positions to in-house positions during Fiscal Year 2012-2013, but only in situations when doing so would result in net operating savings to our city.

The last several years there has been no salary increase for city employees. During the recession when many of our citizens were losing their jobs or experiencing cuts in salary; the City Council felt that it would be inappropriate to give city employees an increase.

As we are coming out of the recession, this budget includes the first proposed salary adjustment in many years. The FY2012-2013 budget recommends a flat \$1,000 salary increase, added to the base salary, for each city employee who has exceeded satisfactory performance during their last performance review.

This proposed increase was calculated by identifying what a 3% increase would be for our median employee salary. What this proposal means is that employees making below the median salary would see a larger percent increase than those above the median salary. The proposal was developed and recommended by Assistant City Manager for Human Resources Zack Kyle as a fair way to phase in increases.

The proposed increase is funded through the elimination of vacant positions. The majority of the funding comes from the elimination of two positions at City Hall – the Assistant City Manager and the Community Marketing Manager positions. These vacant positions were merged with two currently filled positions in order to provide savings to fund an increase for all city employees.

We can hold Christmas luncheons for our employees and give them awards for excellent customer service, but the number one way to increase morale and express our appreciation for their service is to thank them with an increase.

Service Delivery Improvements:

The FY2012-2013 budget includes the creation of a new committee to improve service delivery. The City Manager will create the Committee for Innovation in Service Delivery. This committee will consist of staff and citizens that will review in detail one service area per year – in order to provide recommendations to the City Manager on how to more efficiently and effectively operate city services. The first area this committee will review is leaf & limb pickup. This is a ripe topic for review as new regulations by the State of North Carolina (DENR) will require a

significant outlay of capital funds in the following year's budget. The committee will be coordinated by Budget and Performance Manager Teresa Harris.

This budget also includes a Task Force to review the feasibility of the City of Salisbury providing an optional express plan review and inspection service for our development customers within the City of Salisbury. The task force will be made up of city staff and development professionals in our community. The committee will be coordinated by Community Planning Services Director Joe Morris.

Each group will prepare a final report with recommendations to the City Manager that will be considered for implementation in the Fiscal Year 2013-2014 budget.

Debt:

This budget proposes no new debt issuances during the FY2012-2013 Fiscal Year. Our focus will be on paying down our current tab and not adding to it. While we are well below our legal debt margin, adding new debt would require debt service costs. Debt service costs would compete for funding needed to operate the services we provide to our citizens. This budget will pay off \$7.2M in existing debt. The resulting projection would place our city below 20% of our legal debt margin by the end of the fiscal year.

In Conclusion:

In the past we had the financial flexibility to float budget deficits. This flexibility allowed for easier decisions; it also resulted in the position that we find ourselves in today. In crafting the proposed FY2012-2013 budget, we were presented with very tough decisions. The result of these decisions will be a financially stronger Salisbury.

No doubt these tough decisions and the adoption of the FY2012-2013 budget will not please everyone. However it is the right course – and the time is now – to rebuild our financial position and strengthen our community's future.

To protect the quality of life of our citizens, strengthen our neighborhoods, bolster our local economy, and maintain and improve our infrastructure - the City of Salisbury must be in strong financial health.

Respectfully submitted,

Douglas T. Paris, Jr.
City Manager

FY2012 – 2013 ADOPTED BUDGET

On May 25, 2012, the City Manager presented a balanced FY2012-13 Budget proposal that totaled \$71,910,024 for all funds. The public hearing was set for Tuesday, June 5, 2012. Seven citizens spoke at the hearing concerning the one cent increase for public safety and the residential trash collection fee.

The budget worksessions were set for the following week. The discussion on June 13^h related to the budget centered on the following topics from the Recommended Budget:

- One cent increase for public safety
- One cent for paving
- Increase in fee for garbage collection
- Stormwater program and the associated fees
- No increase in the average residential water and sewer rate

On the end of the June 13th discussion, City Council had identified a list of items for further review on June 14th.

On June 14^h, several options were presented to City Council. By consensus, City Council agreed to an increase in the ad valorem tax rate of \$.0239 per \$100 assessed valuation, a \$7 residential waste collection fee, a residential stormwater fee of \$4.25 monthly and a tiered system for monthly commercial stormwater fees.

The final adopted FY2012-13 Budget for all funds was \$70,667,692 which City Council adopted on June 19, 2012.

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

City Council Objectives and Goals

FY 2012-2013

Revised at Goal Setting Retreat – February 10, 2012
Adopted by City Council – April 3, 2012

City Council Objectives and Goals FY 2012-2013



FY 12-13 Tactical Goal



City Council Objectives and Goals FY 2012-2013

★ FY 12-13 Tactical Goal

Better Housing and
Neighborhoods

Financial Sustainability
and Accountability

Utilities and Community
Infrastructure

Organizational Development
and Partnerships

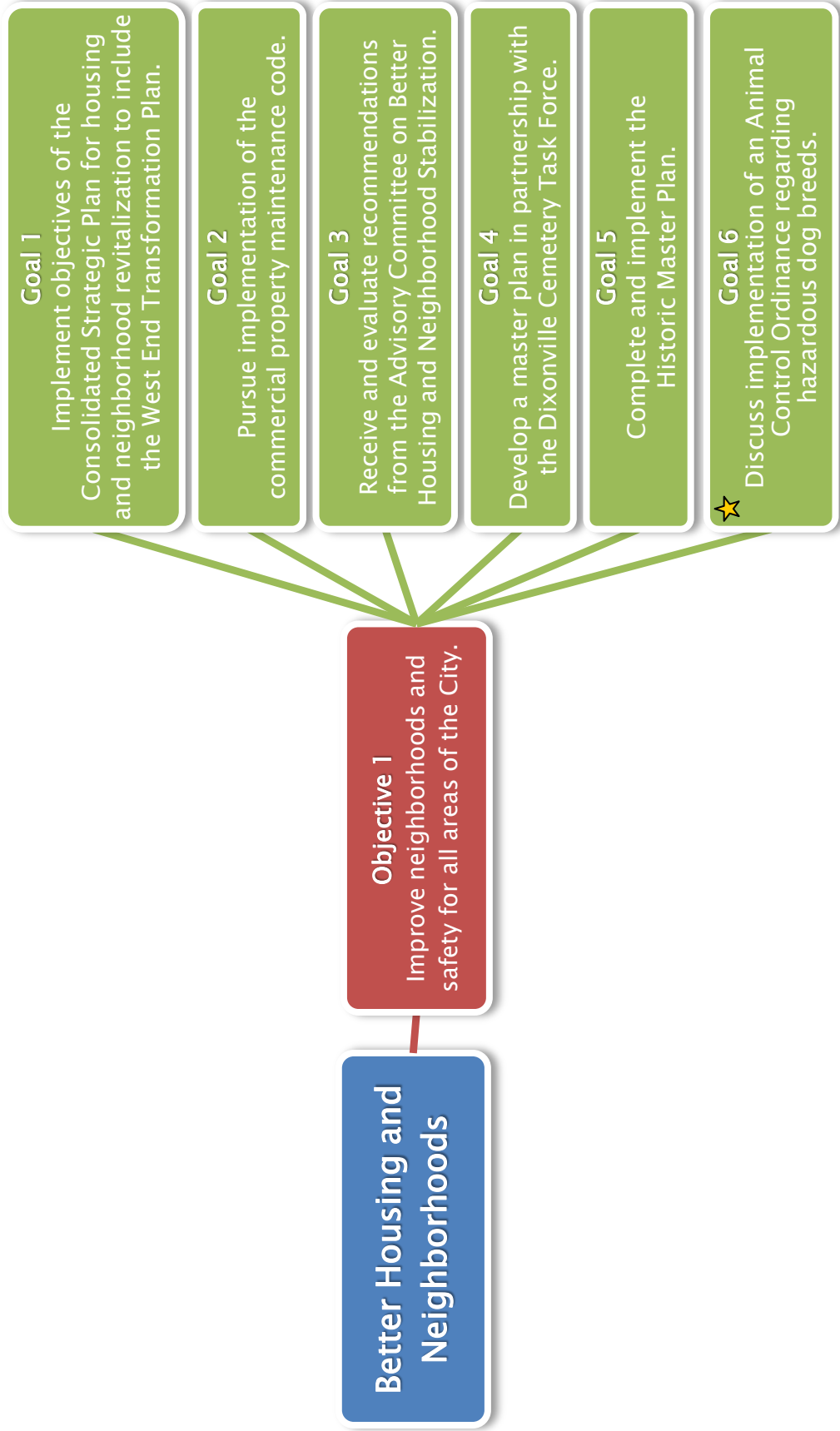
Economic Development

Youth Involvement

City Council Objectives and Goals

FY 2012-2013

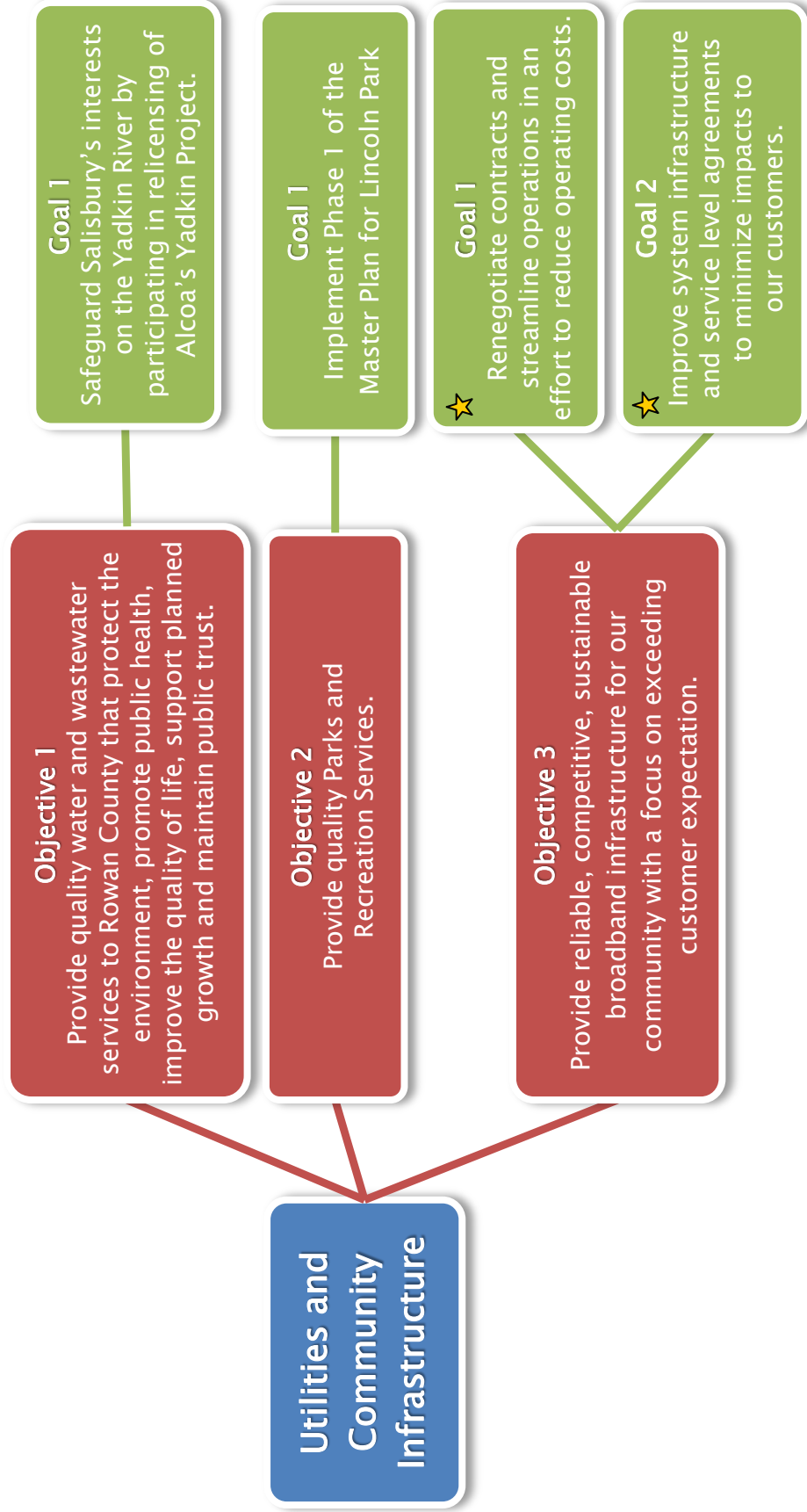
★ FY 12-13 Tactical Goal



City Council Objectives and Goals

FY 2012-2013

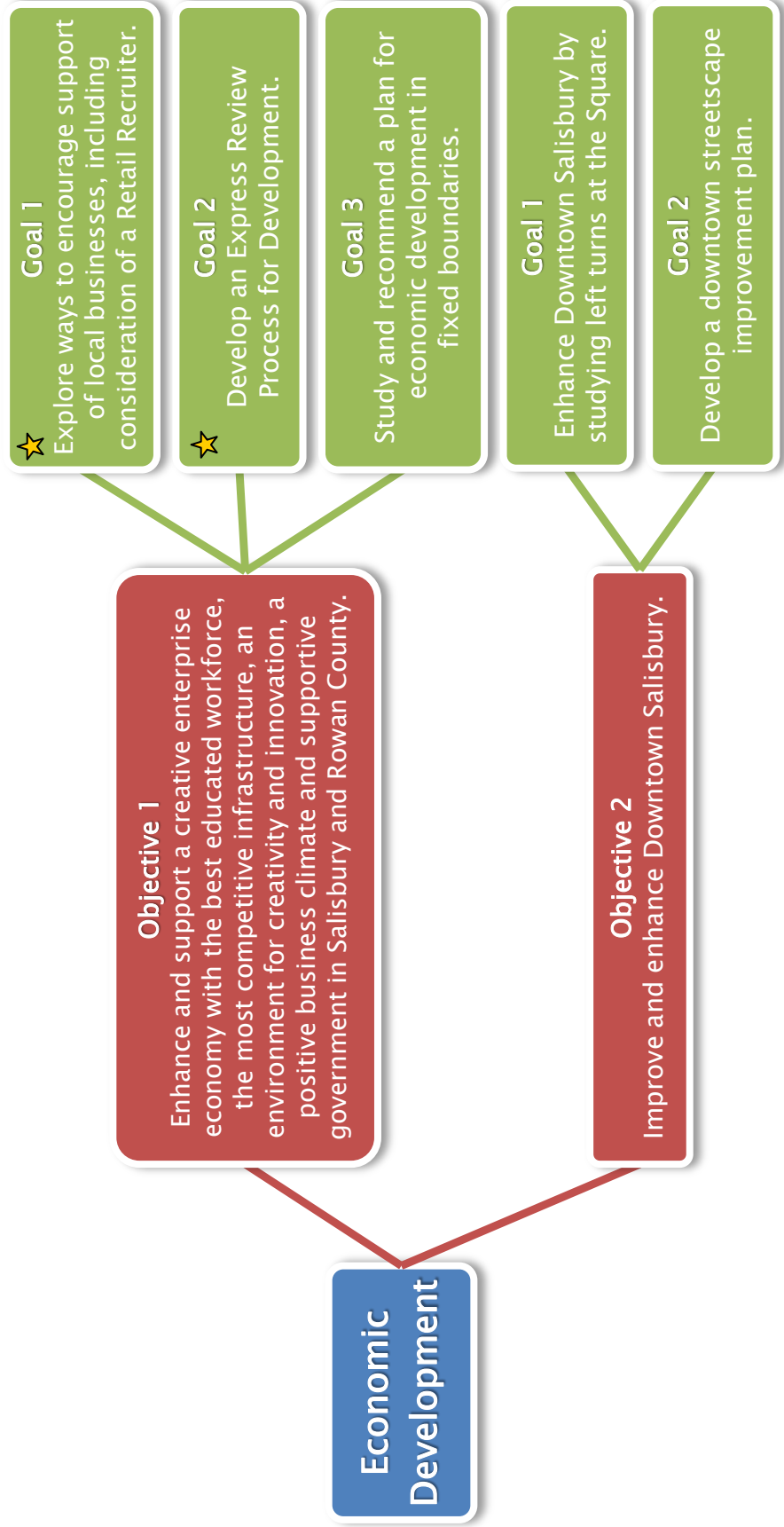
★ FY 12-13 Tactical Goal



City Council Objectives and Goals

FY 2012-2013

★ FY 12-13 Tactical Goal



City Council Objectives and Goals FY 2012-2013

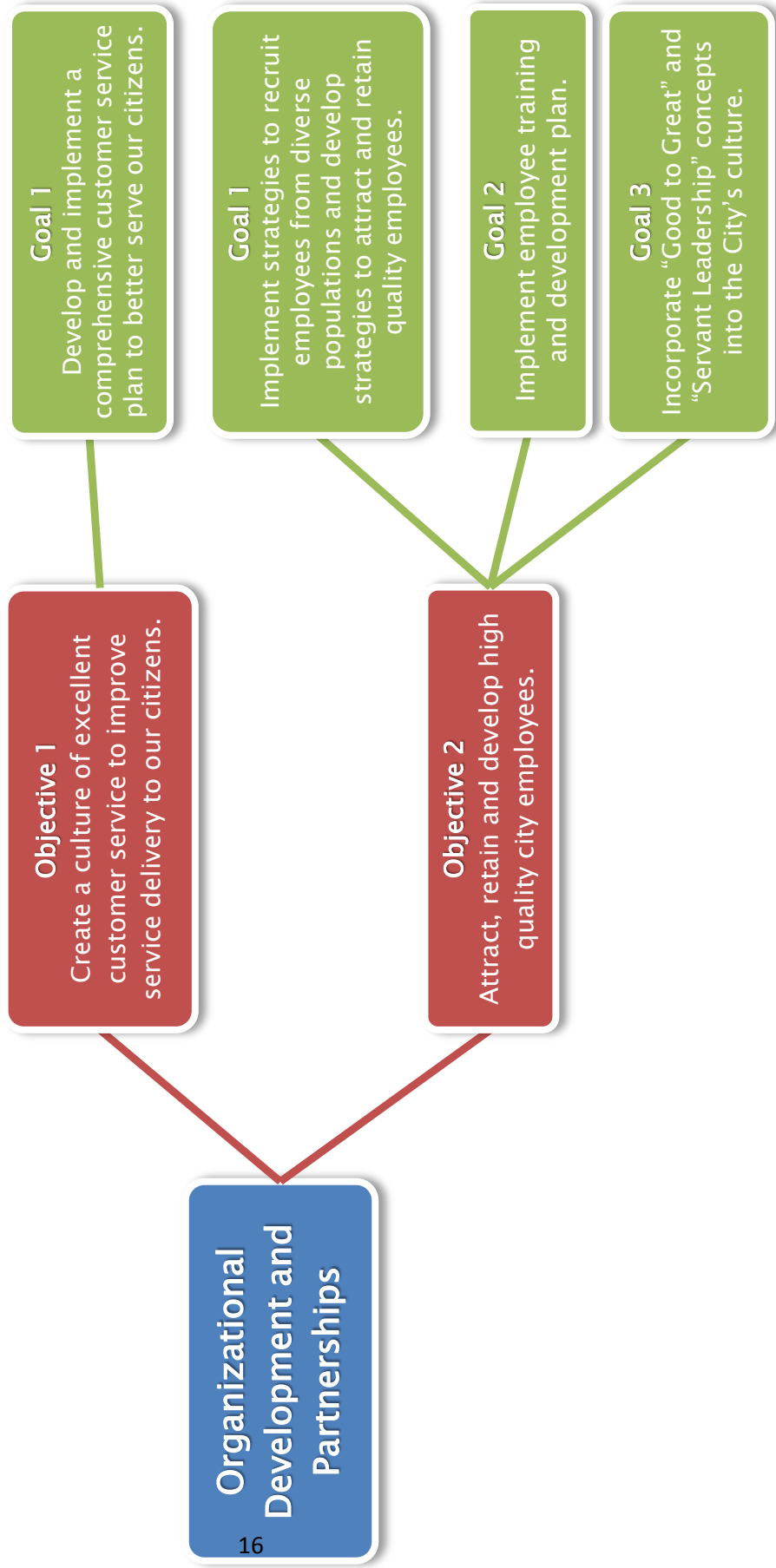
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City Council Objectives and Goals

FY 2012-2013

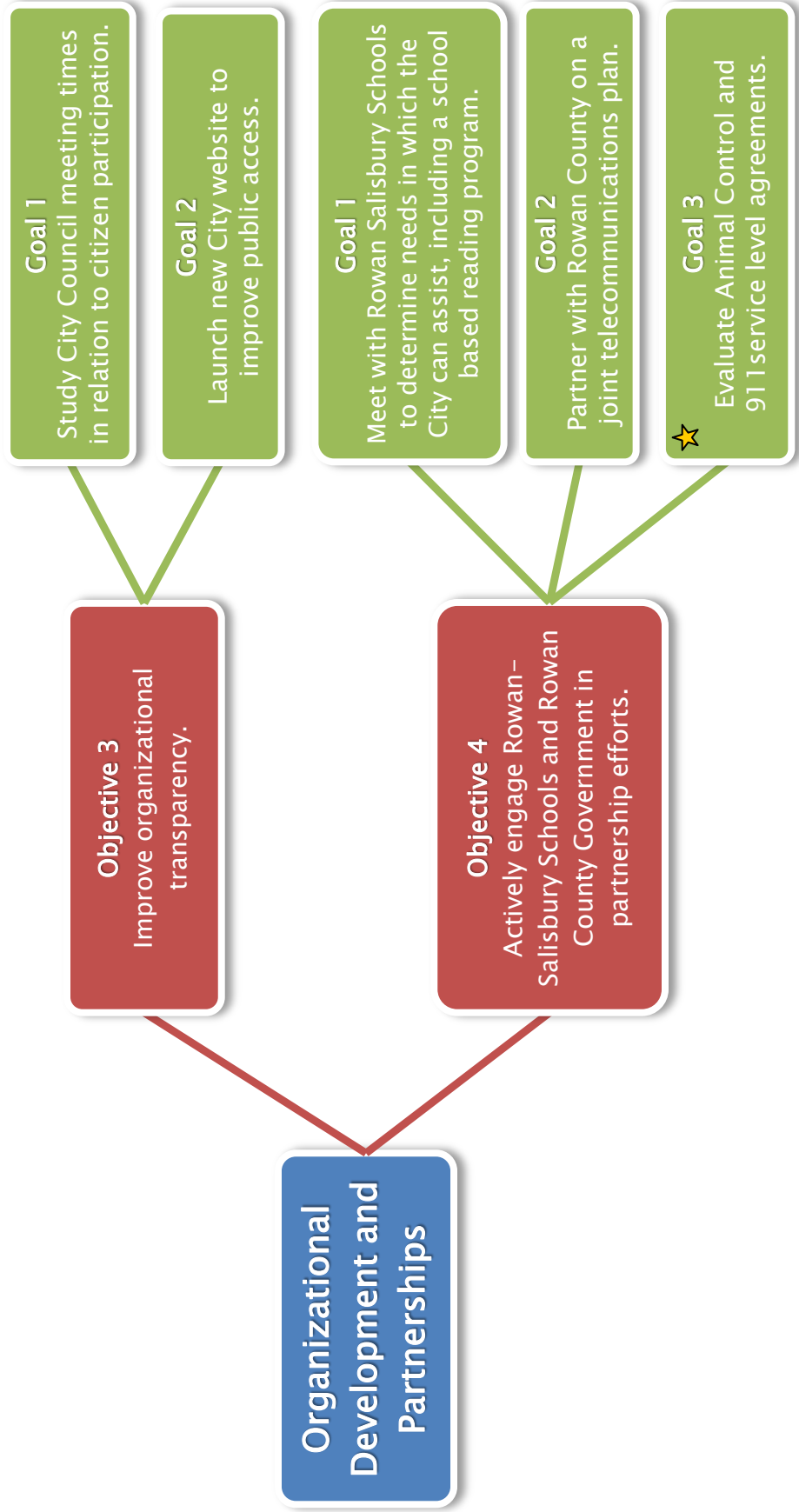
★ FY 12-13 Tactical Goal



City Council Objectives and Goals

FY 2012-2013

★ FY 12-13 Tactical Goal



City Council Objectives and Goals

FY 2012-2013



FY 12-13 Tactical Goal

Youth Involvement

Objective 1
Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.



Goal 1
Seek partners and funding to explore and develop a youth advisory council.

Goal 2
Continue to recognize and support positive youth initiatives that publicize the eight (8) planks of the plan.

**EXHIBIT 2
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY2012-13**

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
CITY COUNCIL				
Fetzer Group	\$ 60,000	\$ 60,000	60,000	
Project SAFE Family Day	12,000	12,000	12,000	
LDO Codification	10,000	-	-	
Total Special Projects	<u>\$ 82,000</u>	<u>\$ 72,000</u>	<u>\$ 72,000</u>	<u>\$ -</u>
MANAGEMENT & ADMINISTRATION				
Executive Development	\$ 15,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 15,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
PUBLIC INFORMATION				
Studio Equipment for ACCESS16	\$ 34,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 34,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
HUMAN RESOURCES				
Human Resources Payroll Software	\$ 184,850	\$ 184,850	\$ -	\$ -
Human Resources Payroll Software 1 Yr. Maint.	19,295	19,295	-	-
Total Special Projects	<u>\$ 204,145</u>	<u>\$ 204,145</u>	<u>\$ -</u>	<u>\$ -</u>
MANAGEMENT SERVICES				
Web Applications to Improve Website for Customers	\$ 3,000	\$ -	\$ -	\$ -
Corporate Style Benchmarking Project & Travel	4,000	-	-	-
Eighth Annual Performance Report	4,500	4,500	4,500	-
Lean Six Sigma Project & Training	8,000	-	-	-
Total Special Projects	<u>\$ 19,500</u>	<u>\$ 4,500</u>	<u>\$ 4,500</u>	<u>\$ -</u>
FACILITIES MANAGEMENT				
Relamp Project - Energy	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
Security System Upgrades	35,000	15,000	15,000	-
Upgrade Security System at City Hall	20,000	20,000	20,000	-
HVAC Controls Upgrades	15,000	-	-	-
Fluorescent Bulb Replacement Program	5,000	-	-	-
Energy Audits	10,000	-	-	-
Installation of water taps /meters at unmetered City locations	5,000	-	-	-
GF Backflow Prevention Contract	15,000	-	-	-
Parking lot improvements various locations	45,000	45,000	-	-
Total Special Projects	<u>\$ 165,000</u>	<u>\$ 95,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
INFORMATION TECHNOLOGIES				
Air Cards for Fire Department	\$ 4,320	\$ -	\$ -	\$ -
UPS at remote locations	4,500	-	-	-
Enterprise Mobile Management	10,000	10,000	10,000	-
Desktop Virtualization- VDI	20,000	20,000	20,000	-
Backlit Keyboards for Police and Fire	3,800	-	-	-
Communications Monitor for Departments	4,500	-	-	-
Total Special Projects	<u>\$ 47,120</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ -</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
TELECOMMUNICATIONS				
Upgrade Trunk System	\$ 3,300,000	\$ -	\$ -	\$ -
Upgrade Grounding Protection Annually	25,000	-	-	-
Total Special Projects	<u>\$ 3,325,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
POLICE - SERVICES				
OSSI Mapping Software Upgrades	\$ 2,200	\$ 2,200	\$ 2,200	\$ -
General Software Upgrades	25,000	-	-	-
Parking Citations Management Software	17,000	-	-	-
Pawn Ticket Management Software	5,800	-	-	-
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 2,200</u>	<u>\$ 2,200</u>	<u>\$ -</u>
POLICE - ADMINISTRATION				
Educational Degree Incentive Program	\$ 33,000	\$ -	\$ -	\$ -
Explorer Program	3,000	3,000	3,000	-
OSSI IA Software	20,000	-	-	-
Backup Polygraph Operator	20,000	-	-	-
Total Special Projects	<u>\$ 76,000</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>	<u>\$ -</u>
POLICE - FIELD OPERATIONS				
Ballistic Vest Replacement (5 @ \$635)	\$ 3,175	\$ 3,175	\$ 3,175	\$ -
Tasers with holster and cartridge (20 @ \$880)	17,600	17,600	17,600	-
Total Special Projects	<u>\$ 20,775</u>	<u>\$ 20,775</u>	<u>\$ 20,775</u>	<u>\$ -</u>
FIRE				
Pay for performance plan	\$ 45,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 45,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
ENGINEERING				
Public Infrastructure Plan	\$ 150,750	\$ 150,750	\$ 150,750	\$ -
CMAQ Sidewalks/Bike Lanes	450,000	450,000	360,000	360,000
Innes Street/Long Street Traffic Study	120,000	120,000	120,000	108,000
Historic District Tourism Bicycle Route Signage	5,000	-	-	-
Total Special Projects	<u>\$ 725,750</u>	<u>\$ 720,750</u>	<u>\$ 630,750</u>	<u>\$ 468,000</u>
COMMUNITY PLANNING SERVICES				
Innes Street Incentive Grant Program	\$ 35,000	\$ 20,000	\$ -	\$ -
History & Art Walk/Sculpture Show	23,500	10,000	10,000	3,500
Historic Preservation Plan	35,000	22,000	22,000	12,000
CAC Block Work Program	11,000	11,000	15,000	6,000
CAC Sidewalk Amenities for Downtown	5,000	-	5,000	-
Innes Street Corridor Project/Left Turns at the Square	350,000	350,000	-	-
Small Area Planning	10,000	-	-	-
Historic Preservation Grants	30,000	20,000	-	-
Depot/Festival Plaza Design	10,000	-	-	-
Total Special Projects	<u>\$ 509,500</u>	<u>\$ 433,000</u>	<u>\$ 52,000</u>	<u>\$ 21,500</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
GIS				
Street Trees Data Model & Data Collection	\$ 5,000	\$ -	\$ -	\$ -
Sidewalk & Pedestrian Planning Data Model	10,000	-	-	
Traffic Sign Data Model & Data Collection	40,000	-	-	
Cemetery Plots Data Collection	5,000	-	-	
Storm Water Data Model & Collection	20,000	-	-	
City Fiber Data Model	10,000	-	-	
Total Special Projects	<u>\$ 90,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
CODE SERVICES				
City View Permits & Inspections Prebuilt	\$ 22,400	\$ -	\$ -	\$ -
City View Portal Software	21,000	-	-	
Total Special Projects	<u>\$ 43,400</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
DEVELOPMENT SERVICES				
Airport Development Zone	\$ 59,000	\$ 59,000	\$ 59,000	\$ -
Norandal Incentive Grant	29,732	29,732	29,732	
Tax Incentive Rebate - Food Lion	25,000	25,000	25,000	
Total Special Projects	<u>\$ 113,732</u>	<u>\$ 113,732</u>	<u>\$ 113,732</u>	<u>\$ -</u>
PARKS AND RECREATION				
Hall of Fame SCP Education Center Design	\$ 40,000	\$ -	\$ -	\$ -
Sponsor Fall Tree Conference	2,500	-	-	
Educational Information and Training/ Staff & Public	2,500	-	-	
Neighborhood Trees/Include Irrigation Bags	2,500	-	-	
Spring Celebration/Summer Lecture	2,000	2,000	2,000	
Kelsey Scott Park Master Plan	\$ 25,000	-	-	
Total Special Projects	<u>\$ 74,500</u>	<u>\$ 2,000</u>	<u>\$ 2,000</u>	<u>\$ -</u>
PUBLIC SERVICES-ADMINISTRATION				
Public Service Department Facility Needs Study	\$ 50,000	\$ -	\$ -	\$ -
Security for Public Services Compound	15,000	15,000	15,000	
Total Special Projects	<u>\$ 65,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ -</u>
PUBLIC SERVICES-STREET				
NPDES Compliance	\$ 15,000	\$ -	\$ -	\$ -
Drainage Grants	25,000	-	-	
Bridge Inspections	5,120	5,120	5,120	
Downtown Sidewalk & Handicap Access Repairs	25,000	-	-	
Spyglass Hill Roadway Repairs	11,000	-	-	
Fairview Heights Neighborhood Repaving	55,000	-	-	
North Road Area Repaving	60,000	-	-	
Arlington Street/Bojangles Redevelopment Project	16,000	16,000	16,000	
Fisher Street Bridge Repairs	303,000	303,000	303,000	
Shober Bridge Repairs	50,000	50,000	50,000	
Total Special Projects	<u>\$ 565,120</u>	<u>\$ 374,120</u>	<u>\$ 374,120</u>	<u>\$ -</u>
PUBLIC SERVICES-WASTE COLLECTION				
Composting Site	\$ 450,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 450,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
PUBLIC SERVICES-WASTE MANAGEMENT				
Replace 300 roll out carts	\$ 6,000	\$ 6,000	\$ 6,000	\$
Lean Six Sigma Project & Training	-	-	8,000	
Total Special Projects	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ 14,000</u>	<u>\$ -</u>
PUBLIC SERVICES-FLEET				
Fleet Dynamics Custom Fuel Transfer Program	\$ 5,000	\$ -	\$ -	\$
Total Special Projects	<u>\$ 5,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES-TRAFFIC				
Traffic Calming	\$ 15,000	\$ -	\$ -	\$
Upgrade ground mounted street names to larger signs & letters	21,000	21,000	-	
Total Special Projects	<u>\$ 36,000</u>	<u>\$ 21,000</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES-STREET LIGHTING				
Increased Maintenance of City-owned Lights	\$ 1,000	\$ -	\$ -	\$
Street Light Improvements	32,300	32,300	32,300	
Total Special Projects	<u>\$ 33,300</u>	<u>\$ 32,300</u>	<u>\$ 32,300</u>	<u>\$ -</u>
GRAND TOTAL-SPECIAL PROJECTS				
	<u>\$ 6,800,842</u>	<u>\$ 2,159,522</u>	<u>\$ 1,426,377</u>	<u>\$ 489,500</u>
TOTAL OFFSETTING REVENUE				
	<u>\$ 489,500</u>	<u>\$ 489,500</u>	<u>\$ 489,500</u>	
TOTAL CITY SHARE				
	<u>\$ 6,311,342</u>	<u>\$ 1,670,022</u>	<u>\$ 936,877</u>	
WATER & SEWER FUND				
ENGINEERING				
Find it/Fix it I&I Program Development	\$ 5,000	\$ 5,000	\$ 5,000	
Develop RFP for Implementation of AMR/AMI	5,000	5,000	5,000	
AMR/AMI Pilot Project	1,000,000	-	-	
GIS				
Survey Services for Sewer Model Development	15,000	10,000	10,000	
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 1,025,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	
TRANSIT FUND				
OPERATIONS				
Lash Drive Connector	\$ 43,260	\$ -	\$ -	
Rowan Express	7,500	7,500	7,500	
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 50,760</u>	<u>\$ 7,500</u>	<u>\$ 7,500</u>	
FIBRANT FUND				
SERVICE DELIVERY				
Enghouse- Arc GIS Integration	\$ 5,000	\$ 5,000	\$ 5,000	
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>	
STORMWATER FUND				
NPDES Compliance	\$	\$ 15,000	\$ 15,000	
Drainage Grants		25,000	25,000	
Stormwater Data Model & Collection		20,000	20,000	
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ -</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	

EXHIBIT 3
SPECIAL COMMUNITY EFFORTS GROUPS APPROPRIATIONS FOR FY2012-13

	<u>FY2011-12</u> <u>ADOPTED</u>	<u>REQUESTED BY</u> <u>ORGANIZATION</u>	<u>MANAGER</u> <u>RECOMMENDS</u>	<u>ADOPTED</u>
Human Relations Council	\$ 3,150	\$ 3,150	\$ 3,150	\$ 3,150
Facade Grants	22,000	35,000	32,000 ²	-
Salisbury-Rowan EDC	62,548	67,856	67,856	67,856
Downtown Salisbury, Inc.	98,500	133,500	98,500	98,500
Rowan Museum	5,400	10,000	5,400	5,400
Rowan Arts Council	40,500	40,500	40,500	40,500
Rufty Holmes Senior Center	58,000	58,000	58,000	58,000
Horizons Unlimited	38,107	-	38,107 ¹	38,107
City Council Discretionary Fund	13,500	13,500	13,500	13,500
NC Transportation Museum	4,500	10,000	4,500	4,500
Gang Prevention Initiative	4,500	4,500	4,500	4,500
	<u>\$ 350,705</u>	<u>\$ 376,006</u>	<u>\$ 366,013</u>	<u>\$ 334,013</u>

¹ No specific amount requested

² Recommended includes \$22,000 as base plus \$10,000 for alleys

Exhibit 4
Position Listing and Salary Ranges

Job Classification	Grade	Minimum	Maximum
Account Clerk II	12	27,536.46	44,058.34
Accountant II	18	36,901.49	59,042.39
Administrative Services Manager	24	49,451.53	79,122.45
Administrative Specialist	12	27,536.46	44,058.34
Animal Control Specialist	11	26,225.20	41,960.33
Assistant Fire Marshal	20	40,683.90	65,094.24
Assistant Systems Maintenance Manager	23	47,096.70	75,354.72
Assistant Systems Manager - Administration	14	30,358.95	48,574.32
Assistant Systems Manager - Operations	19	38,746.57	61,994.51
Assistant to the City Manager	21	42,718.09	68,348.95
Automotive Service Technician	11	26,225.20	41,960.33
Battalion Chief	24	49,451.53	79,122.45
Broadband Technician I	16	33,470.74	53,553.19
Broadband Technician II	18	36,901.49	59,042.39
Broadband Technician III	20	40,683.90	65,094.24
Budget and Benchmarking Analyst	23	47,096.70	75,354.72
Budget and Performance Management Manager	27	57,246.33	91,594.13
Cemetery Operations Manager	19	38,746.57	61,994.51
Cemetery Supervisor	13	28,913.29	46,261.26
Chemist	18	36,901.49	59,042.39
City Clerk	20	40,683.90	65,094.24
Civil Engineer I	21	42,718.09	68,348.95
Civil Engineer II	24	49,451.53	79,122.45
Code Enforcement Officer	16	33,470.74	53,553.19
Code Services Manager	20	40,683.90	65,094.24
Communications Sales and Marketing Analyst	22	44,854.00	71,766.40
Community Resource Specialist	20	40,683.90	65,094.24
Crime Analyst - Civilian	20	40,683.90	65,094.24
Customer Service Clerk I	8	22,654.32	36,246.91
Customer Service Clerk II	10	24,976.38	39,962.21
Customer Service Supervisor	19	38,746.57	61,994.51
Deputy Clerk	15	31,876.90	51,003.04
Deputy Fire Chief	28	60,108.65	96,173.83
Deputy Police Chief	28	60,108.65	96,173.83
Development Services Manager	22	44,854.00	71,766.40
Director of Broadband Services	31	69,583.27	111,333.24
Director of Public Information and Communications	22	44,854.00	71,766.40
Engineering & Development Services Director	31	69,583.27	111,333.24
Engineering Technician	14	30,358.95	48,574.32
Environmental Services Manager	26	54,520.31	87,232.50

Job Classification	Grade	Minimum	Maximum
Equipment Operator I	9	23,787.03	38,059.25
Equipment Operator II	11	26,225.20	41,960.33
Facilities Manager	24	49,451.53	79,122.45
Finance Manager	28	60,108.65	96,173.83
Finance Specialist	17	35,144.28	56,230.85
Fire Captain	20	40,683.90	65,094.24
Fire Captain/Loss Prevention Inspector	20	40,683.90	65,094.24
Fire Captain/Training	20	40,683.90	65,094.24
Fire Chief	31	69,583.27	111,333.24
Fire Control Specialist I	13	28,913.29	46,261.26
Fire Control Specialist II	14	30,358.95	48,574.32
Fire Engineer	16	33,470.74	53,553.19
Fire Marshal	23	47,096.70	75,354.72
Fire Projects Specialist	20	40,683.90	65,094.24
Fleet Services Division Manager	23	47,096.70	75,354.72
Fleet Services Supervisor	19	38,746.57	61,994.51
FOG Inspector	13	28,913.29	46,261.26
FOG Program Coordinator	15	31,876.90	51,003.04
Head End Technician	24	49,451.53	79,122.45
Human Resources Analyst II	22	44,854.00	71,766.40
Human Resources Director	30	66,269.78	106,031.65
Information Technologies Manager	28	60,108.65	96,173.83
Laboratory Analyst	14	30,358.95	48,574.32
Laboratory Supervisor	20	40,683.90	65,094.24
Landscape Division Manager	22	44,854.00	71,766.40
Mail Coordinator	7	21,575.54	34,520.86
Maintenance Supervisor	15	31,876.90	51,003.04
Maintenance Technician	14	30,358.95	48,574.32
Maintenance Worker I	6	20,548.13	32,877.01
Maintenance Worker II	9	23,787.03	38,059.25
Management Analyst	22	44,854.00	71,766.40
Management Services Director	32	73,062.44	116,899.90
Marketing and Community Relations Manager	20	40,683.90	65,094.24
Master Police Officer	18	36,901.49	59,042.39
Mechanic	14	30,358.95	48,574.32
Meter Reader	9	23,787.03	38,059.25
Meter Services Supervisor	16	33,470.74	53,553.19
Meter Services Technician	10	24,976.38	39,962.21
Network Administrator	24	49,451.53	79,122.45
Park Curator	16	33,470.74	53,553.19
Parking Control Specialist	9	23,787.03	38,059.25
Parks and Recreation Director	30	66,269.78	106,031.65
Parks and Recreation Maintenance Manager	22	44,854.00	71,766.40
Parts Technician	13	28,913.29	46,261.26

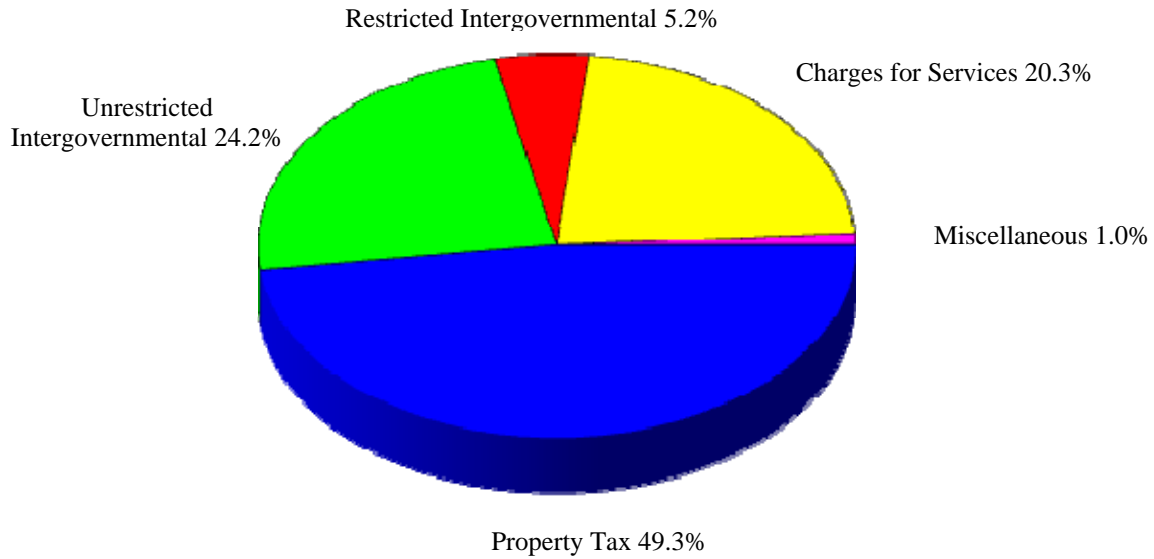
Job Classification	Grade	Minimum	Maximum
Planning and Community Development Director	30	66,269.78	106,031.65
Plant Operations Manager	24	49,451.53	79,122.45
Plants Maintenance Supervisor	21	42,718.09	68,348.95
Police Chief	31	69,583.27	111,333.24
Police Evidence and Property Custodian	11	26,225.20	41,960.33
Police Lieutenant	24	49,451.53	79,122.45
Police Officer I	15	31,876.90	51,003.04
Police Officer II	16	33,470.74	53,553.19
Police Records Clerk	10	24,976.38	39,962.21
Police Sergeant	20	40,683.90	65,094.24
Police Telecommunicator	12	27,536.46	44,058.34
Pretreatment Coordinator	16	33,470.74	53,553.19
Public Services Director	31	69,583.27	111,333.24
Purchasing Manager	22	44,854.00	71,766.40
Radio Installation Technician	14	30,358.95	48,574.32
Recreation Aide	6	20,548.13	32,877.01
Recreation Coordinator	18	36,901.49	59,042.39
Recreation Program Manager	24	49,451.53	79,122.45
Recreation Programmer	15	31,876.90	51,003.04
Regulatory Compliance Technician	16	33,470.74	53,553.19
Residuals Operator	13	28,913.29	46,261.26
Residuals Supervisor	18	36,901.49	59,042.39
Risk Manager	23	47,096.70	75,354.72
SCADA Technician/Systems Analyst	21	42,718.09	68,348.95
Senior Administrative Specialist	17	35,144.28	56,230.85
Senior Civil Engineer	28	60,108.65	96,173.83
Senior Customer Service Clerk	12	27,536.46	44,058.34
Senior Engineering Technician	16	33,470.74	53,553.19
Senior Maintenance Worker	11	26,225.20	41,960.33
Senior Management Analyst	24	49,451.53	79,122.45
Senior Meter Mechanic	13	28,913.29	46,261.26
Senior Meter Reader	11	26,225.20	41,960.33
Senior Office Assistant	10	24,976.38	39,962.21
Senior Planner	22	44,854.00	71,766.40
Senior Systems Analyst	24	49,451.53	79,122.45
Senior Wastewater Treatment Plant Operator	18	36,901.49	59,042.39
Senior Water Treatment Plant Operator	18	36,901.49	59,042.39
Service Delivery Manager	22	44,854.00	71,766.40
Signs and Marking Technician I	8	22,654.32	36,246.91
Signs and Marking Technician II	11	26,225.20	41,960.33
Solid Waste Management Division Manager	22	44,854.00	71,766.40
Solid Waste Operations Supervisor	19	38,746.57	61,994.51

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



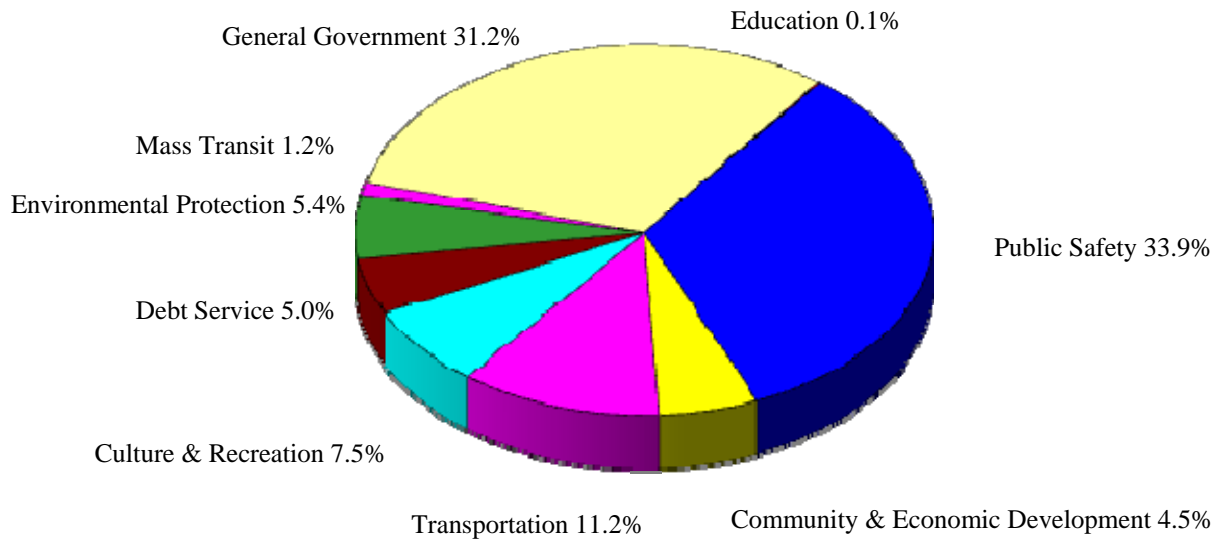
FY 2012-13 GENERAL FUND

Revenues - \$35,451,042



Where the Money Comes From

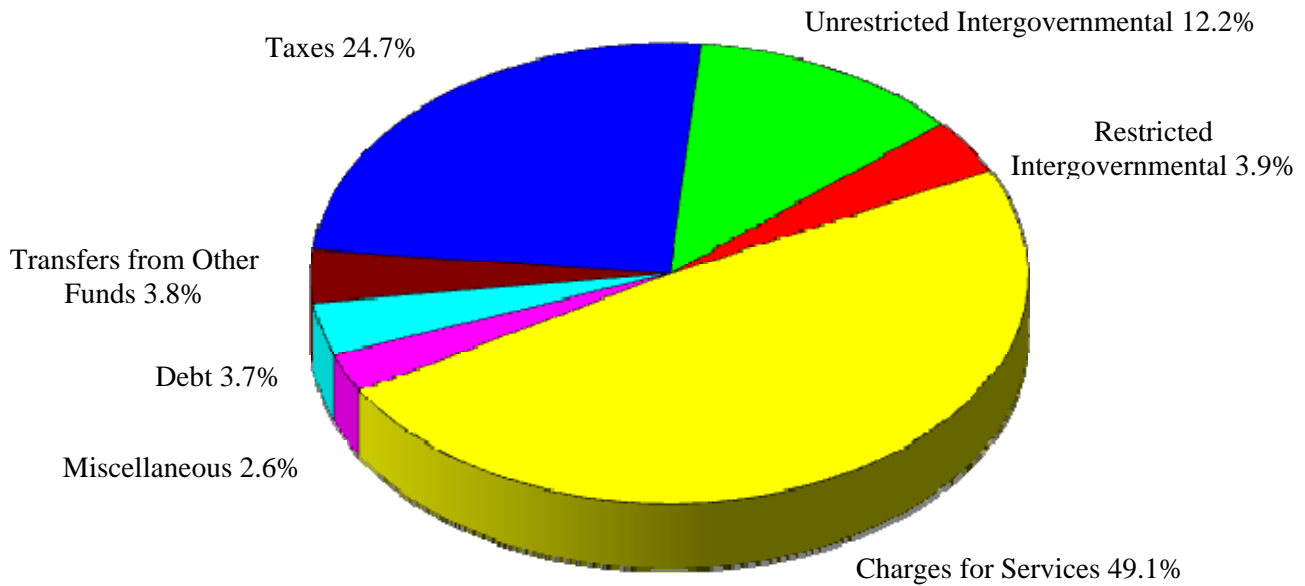
Expenditures - \$35,451,042



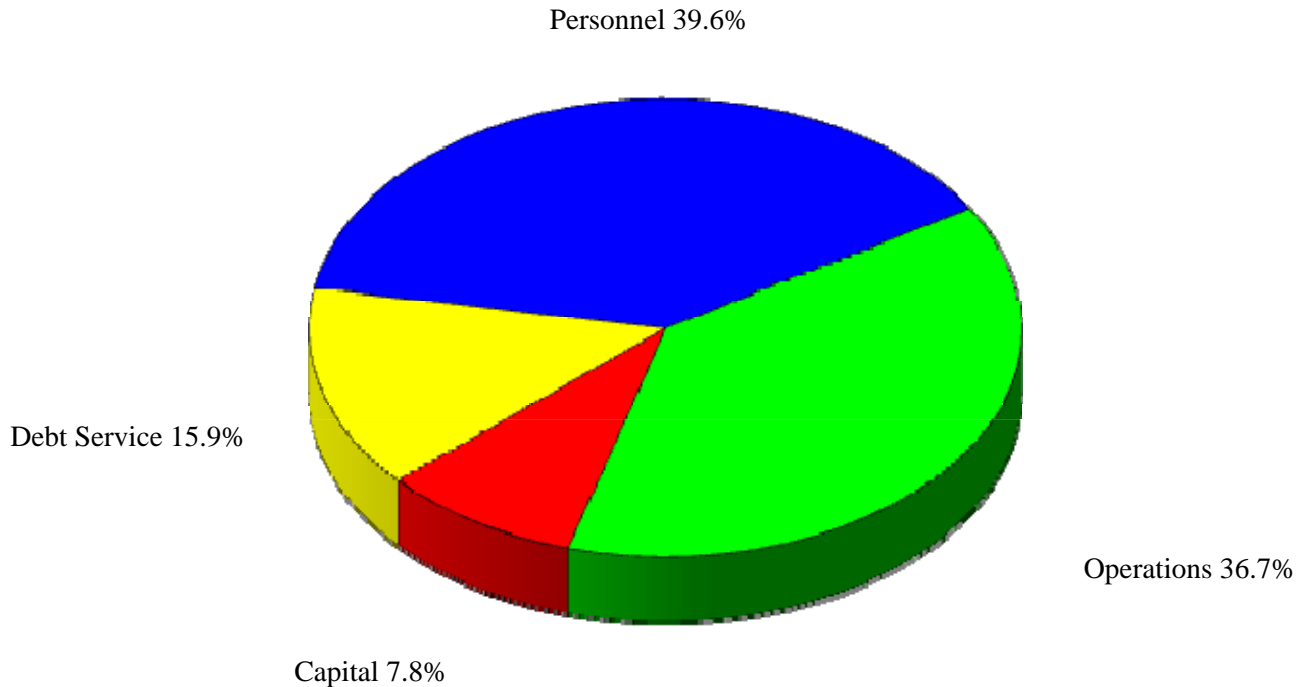
Where the Money Goes To

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

CITY REVENUES BY TYPE (All Funds)



CITY EXPENDITURES BY CATEGORY (All Funds)

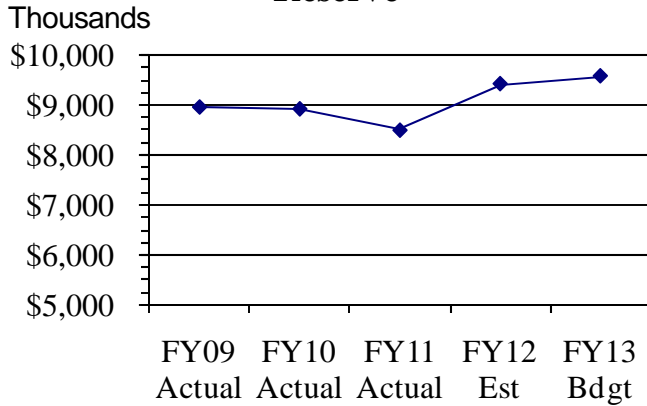


CITY OF SALISBURY, NORTH CAROLINA
BUDGET SUMMARY
For the Year Ending June 30, 2013

	General/Special Revenue Funds			Enterprise Funds						Total
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Stormwater	Stormwater Capital Reserve	
Estimated Fund Balance/ Net Assets 6/30/12	\$ 6,061,480	\$ 3,338,812	\$ 6,999	\$90,245,069	\$ 844,477	\$ 617,668	\$ (7,417,364)	\$ -	\$ -	\$93,697,141
Budgeted Revenues & Other Financing Sources:										
Taxes	\$17,471,786	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$17,471,786
Unrestricted Intergovernmental	8,585,690	-	-	-	-	-	-	-	-	8,585,690
Restricted Intergovernmental	1,831,083	-	346,543	-	-	577,291	-	-	-	2,754,917
Charges for services	7,190,973	-	-	21,702,566	-	118,480	4,376,344	1,297,333	-	34,685,696
Miscellaneous	347,510	24,000	35,000	781,694	5,500	-	673,270	-	-	1,866,974
Long-term Debt Issued	-	-	-	-	-	-	2,610,500	-	-	2,610,500
Transfers From Other Funds	-	1,709,358	-	-	493,250	413,474	-	-	76,047	2,692,129
Total Available Resources	\$35,427,042	\$ 1,733,358	\$381,543	\$22,484,260	\$ 498,750	\$ 1,109,245	\$ 7,660,114	\$ 1,297,333	\$ 76,047	\$70,667,692
Expenditures:										
General Government	\$10,459,471	\$ 419,998	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$10,879,469
Public Safety	11,646,274	366,863	-	-	-	-	-	-	-	12,013,137
Transportation	3,787,263	201,863	-	-	-	-	-	-	-	3,989,126
Environmental Protection	1,658,109	277,531	-	-	-	-	-	1,221,286	28,500	3,185,426
Culture and Recreation	2,596,727	50,129	-	-	-	-	-	-	-	2,646,856
Community & Economic Development	1,600,132	8,762	332,550	-	-	-	-	-	-	1,941,444
Education	38,107	-	-	-	-	-	-	-	-	38,107
Water & Sewer	-	-	-	15,815,571	468,492	-	-	-	-	16,284,063
Mass Transit	-	-	-	-	-	1,109,245	-	-	-	1,109,245
Fiber Optic	-	-	-	-	-	-	4,503,520	-	-	4,503,520
Debt Service:										
Principal	1,311,178	244,850	32,000	4,539,143	-	-	1,330,000	-	-	7,457,171
Interest	206,949	9,435	16,993	1,636,296	-	-	1,826,594	-	-	3,696,267
Transfers To Other Funds	2,122,832	-	-	493,250	-	-	-	76,047	-	2,692,129
Total Expenditures	\$35,427,042	\$ 1,579,431	\$381,543	\$22,484,260	\$ 468,492	\$ 1,109,245	\$ 7,660,114	\$ 1,297,333	\$ 28,500	\$70,435,960
Budgeted Increase (Decrease) in Fund Balance	\$ -	\$ 153,927	\$ -	\$ -	\$ 30,258	\$ -	\$ -	\$ -	\$ 47,547	\$ 231,732
Full Accrual Adjustments: ¹										
Budgeted Capital Outlay	-	-	-	974,400	468,492	86,000	-	34,000	28,500	1,591,392
Budgeted Debt Principal	-	-	-	4,539,143	-	-	-	-	-	4,539,143
Estimated Depreciation	-	-	-	(4,267,357)	-	(92,692)	(163,973)	-	-	(4,524,022)
Estimated Fund Balance/ Net Assets 6/30/13	\$ 6,061,480	\$ 3,492,739	\$ 6,999	\$91,491,255	\$ 1,343,227	\$ 610,976	\$ (7,581,337)	\$ 34,000	\$ 76,047	\$95,535,386

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

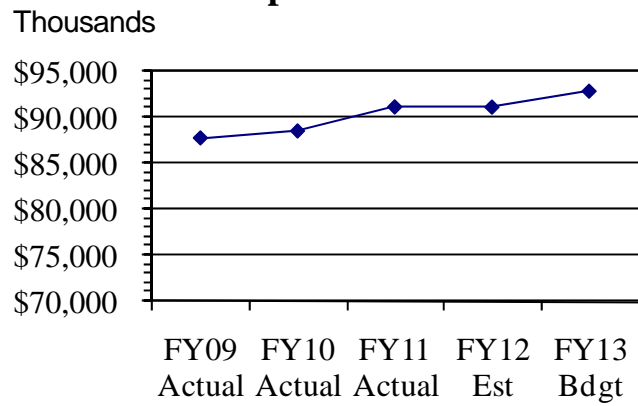
Fund Balance-General Fund/Capital Reserve



As of June 30, 2012, the City estimates a General Fund balance of \$9,400,000. This is higher than stated in the City's Reserve Policy, as explained on page 2-4. In FY13, the fund balance is expected to increase slightly due to capital reserve purchases being less than funding transferred into the Capital Reserve Fund.

Through conservative fiscal management, the City has been able to maintain adequate total net assets in the Water & Sewer Fund for the past several years. A slight increase is anticipated for FY13 due to capital reserve purchases being less than funding transferred into the Capital Reserve Fund.

Total Net Assets-Water & Sewer Fund/Capital Reserve



SUMMARY OF INTERFUND TRANSFERS

For the Year Ending June 30, 2013

FUND	TO					TOTAL OUT
	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve		
General	\$ 1,709,358	\$ -	\$ 413,474	\$ -	\$ -	\$ 2,122,832
Water & Sewer	-	493,250	-	-	-	493,250
Stormwater	-	-	-	76,047	-	76,047
TOTAL IN	\$ 1,709,358	\$ 493,250	\$ 413,474	\$ 76,047	\$ -	\$ 2,692,129

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS
For FY2011 – FY2013

	<u>FY2010-11 ACTUAL</u>	<u>FY2011-12 ESTIMATE</u>	<u>FY2012-13 ADOPTED</u>
REVENUES:			
GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND			
Taxes	\$ 17,295,252	\$ 17,079,609	\$ 17,471,786
Unrestricted Intergovernmental	8,292,578	8,657,325	8,585,690
Restricted Intergovernmental	1,977,364	1,846,479	1,831,083
Charges for Services	5,502,823	5,984,005	7,190,973
Miscellaneous	444,853	452,167	371,510
Long-term Debt Issued	1,628,000	-	-
Transfers From Other Funds	<u>1,844,805</u>	<u>1,751,578</u>	<u>1,709,358</u>
Total Available Resources	\$ 36,985,675	\$ 35,771,163	\$ 37,160,400
WATER & SEWER FUND/WATER & SEWER CAPITAL RESERVE FUND			
Charges for Services	\$ 21,291,429	\$ 22,230,923	\$ 21,702,566
Miscellaneous	890,694	975,326	787,194
Appropriated Fund Balance	-	-	-
Transfers From Other Funds	<u>483,971</u>	<u>499,253</u>	<u>493,250</u>
Total Available Resources	\$ 22,666,094	\$ 23,705,502	\$ 22,983,010
MASS TRANSIT FUND			
Restricted Intergovernmental	\$ 549,621	\$ 566,375	\$ 577,291
Charges for Services	134,131	108,641	118,480
Miscellaneous	-	-	-
Transfers From Other Funds	<u>416,785</u>	<u>416,785</u>	<u>413,474</u>
Total Available Resources	\$ 1,100,537	\$ 1,091,801	\$ 1,109,245
FIBRANT FUND			
Charges for Services	\$ 610,075	\$ 2,410,000	\$ 4,376,344
Miscellaneous	1,065	421,921	673,270
Interfund Loan	<u>1,194,694</u>	<u>3,699,795</u>	<u>2,610,500</u>
Total Available Resources	\$ 1,805,834	\$ 6,531,716	\$ 7,660,114
STORMWATER FUND & STORMWATER CAPITAL RESERVE FUND			
Charges for Services	\$ -	\$ -	\$ 1,297,333
Transfers From Other Funds	<u>-</u>	<u>-</u>	<u>76,047</u>
Total Available Resources	\$ -	\$ -	\$ 1,373,380
SPECIAL REVENUE FUNDS			
Restricted Intergovernmental	\$ 629,147	\$ 483,007	\$ 346,543
Miscellaneous	<u>33,370</u>	<u>151,730</u>	<u>35,000</u>
Total Available Resources	\$ 662,517	\$ 634,737	\$ 381,543
TOTAL BUDGETED REVENUES & OTHER FINANCING SOURCES:			
Taxes	\$ 17,295,252	\$ 17,079,609	\$ 17,471,786
Unrestricted Intergovernmental	8,292,578	8,657,325	8,585,690
Restricted Intergovernmental	3,156,132	2,895,861	2,754,917
Charges for Services	27,538,458	30,733,569	34,685,696
Miscellaneous	1,369,982	2,001,144	1,866,974
Long-term Debt Issued	1,628,000	-	-
Interfund Loan	1,194,694	3,699,795	2,610,500
Transfers From Other Funds	<u>2,745,561</u>	<u>2,667,616</u>	<u>2,692,129</u>
Total Available Resources	<u>\$ 63,220,657</u>	<u>\$ 67,734,919</u>	<u>\$ 70,667,692</u>

	FY2010-11 ACTUAL	FY2011-12 ESTIMATE	FY2012-13 ADOPTED
EXPENDITURES			
GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND			
General Government	\$ 8,488,211	\$ 8,978,541	\$ 11,033,396
Public Safety	13,019,001	11,995,151	12,013,137
Transportation	5,072,925	3,988,613	3,989,126
Environmental Protection	1,814,708	1,781,812	1,935,640
Culture and Recreation	2,709,176	2,338,746	2,646,856
Community & Economic Development	1,737,131	1,988,318	1,608,894
Education	42,342	38,107	38,107
Debt Service	1,487,819	1,552,610	1,772,412
Transfers To Other Funds	<u>2,261,590</u>	<u>2,168,363</u>	<u>2,122,832</u>
Total Expenditures	\$ 36,632,903	\$ 34,830,261	\$ 37,160,400
WATER & SEWER FUND/WATER & SEWER CAPITAL RESERVE FUND			
Water & Sewer	\$ 15,439,213	\$ 16,525,171	\$ 16,314,321
Debt Service	6,366,691	6,468,625	6,175,439
Transfers To Other Funds	<u>483,971</u>	<u>499,253</u>	<u>493,250</u>
Total Expenditures	\$ 22,289,875	\$ 23,493,049	\$ 22,983,010
MASS TRANSIT FUND			
Mass Transit	<u>\$ 1,082,962</u>	<u>\$ 972,782</u>	<u>\$ 1,109,245</u>
Total Expenditures	\$ 1,082,962	\$ 972,782	\$ 1,109,245
FIBRANT FUND			
Fiber Optic Network	\$ 2,969,646	\$ 4,758,557	\$ 4,503,520
Debt Service	<u>868,297</u>	<u>1,773,159</u>	<u>3,156,594</u>
Total Expenditures	\$ 3,837,943	\$ 6,531,716	\$ 7,660,114
STORMWATER FUND & STORMWATER CAPITAL RESERVE FUND			
Environmental Protection	\$ -	\$ -	\$ 1,373,380
Total Expenditures	\$ -	\$ -	\$ 1,373,380
SPECIAL REVENUE FUNDS			
Community & Economic Development	\$ 607,298	\$ 584,238	\$ 332,550
Debt Service	<u>51,824</u>	<u>50,499</u>	<u>48,993</u>
Total Expenditures	\$ 659,122	\$ 634,737	\$ 381,543
TOTAL BUDGETED EXPENDITURES			
General Government	\$ 8,488,211	\$ 8,978,541	\$ 11,033,396
Public Safety	13,019,001	11,995,151	12,013,137
Transportation	5,072,925	3,988,613	3,989,126
Environmental Protection	1,814,708	1,781,812	3,309,020
Culture and Recreation	2,709,176	2,338,746	2,646,856
Community & Economic Development	2,344,429	2,572,556	1,941,444
Education	42,342	38,107	38,107
Water & Sewer	15,439,213	16,525,171	16,314,321
Mass Transit	1,082,962	972,782	1,109,245
Fiber Optic Network	2,969,646	4,758,557	4,503,520
Debt Service	8,774,631	9,844,893	11,153,438
Transfers To Other Funds	<u>2,745,561</u>	<u>2,667,616</u>	<u>2,616,082</u>
Total Expenditures	<u>\$ 64,502,805</u>	<u>\$ 66,462,545</u>	<u>\$ 70,667,692</u>

SUMMARY OF CAPITAL EXPENDITURES

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

	Requested <u>FY12-13</u>	Mgr Recommends <u>FY12-13</u>	Adopted <u>FY12-13</u>
Total General Fund	\$ 5,466,415	\$ 1,129,015	\$ 1,129,015
Total General Fund Capital Reserve Fund	1,355,446	1,325,146	1,325,146
Total Water & Sewer Fund	3,432,700	974,400	974,400
Total Water/Sewer Capital Reserve Fund	468,492	468,492	468,492
Total Mass Transit Fund	176,394	86,000	86,000
Total Stormwater Fund	-	34,000	34,000
Total Stormwater Capital Reserve Fund	-	28,500	28,500
Total Fibrant Fund	<u>2,894,232</u>	<u>1,501,141</u>	<u>1,501,141</u>
 Total All Funds	 <u>\$ 13,793,679</u>	 <u>\$ 5,546,694</u>	 <u>\$ 5,546,694</u>

FIVE YEAR GENERAL FUND REVENUE AND EXPENDITURE FORECAST FY 2013 - 2017

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 additional local 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 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 expenditure requirements would be a simple task. This, however, is not the case.

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

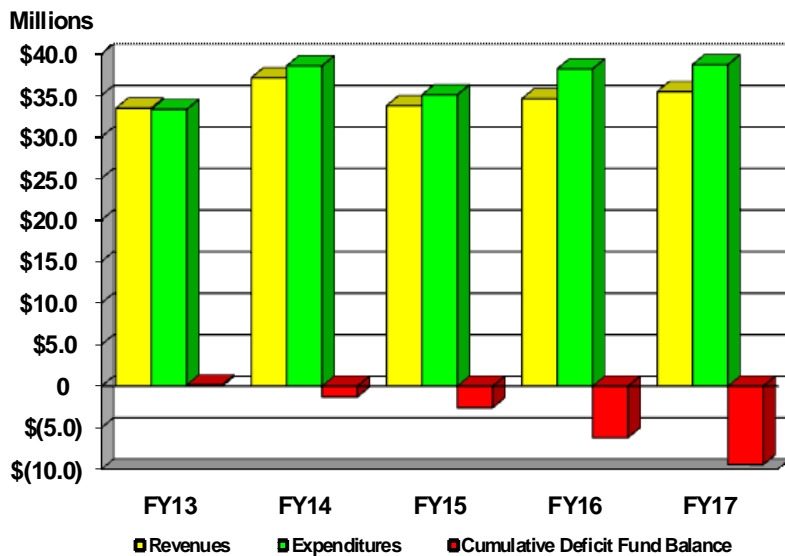
Some revenue types such as Powell Bill and sales taxes are distributed within Rowan County based on population. The increased population in the County and in other County municipalities has decreased Salisbury's share of those revenues. The overall share of these revenues will continue to decline without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

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Enterprise Funds' contribution (administrative revenue). These four revenues are the only ones that City Council can increase or decrease at will. During FY2011-12, these four sources in the General Fund accounted for 70% of total revenue. The City lacks control over all other revenues.

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

User fees and charges for some services have been established to reimburse the City for all or part of the cost for services. City Council has absolute control over both services for which to levy a fee and the amount of that fee. Privilege licenses are controlled by both the State and City Council. A city may levy a privilege license on certain types of businesses and professions as established by State Statutes. The State also sets a maximum rate for some businesses and professions. Most businesses, however, do not have a maximum license rate or amount. City Council has the authority to set a license rate and/or amount for these businesses. The ability of the City to continue to utilize this revenue source has been a topic of discussion at the North Carolina General Assembly. There is an interest by some to eliminate municipalities having the ability to levy this tax. City Council will need to continue to monitor this current discussion.

**Exhibit 1
REVENUE COMPARED TO
CURRENT LEVEL EXPENDITURES**



Administrative revenue is the Enterprise 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 billing, revenue collection and deposit, financial administration, fleet management, purchasing, personnel administration, legal, and other general management services. For the Water and Sewer Fund, the funding of the contribution is a component of the water and sewer rates set by City Council. In the funds, the contribution should not exceed the actual costs incurred in the General Fund for the Funds’ operations.

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

Comparison Of Projected Expenditures For Five Years To Forecasted Revenues

As shown in Exhibit 1, projected expenditures are anticipated to exceed projected revenues in FY2014 – FY2017. 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 fall into a state of disrepair that will actually cost the City significantly more than to renovate or repair.

How Do We Finance Local Government in the Future?

The question becomes "how to generate sufficient revenues to finance service desired by our citizens?" 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.

Historically, the City has not used user fees and charges to generate significant 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

Advantages to using privilege licenses as a revenue source to support local government include: the ease of administration; it can be easily adjusted; and changes in privilege license revenue increases proportionally to the local economy.

Administrative revenue represents the Enterprise Funds' contribution to the operations of the General Fund. Any increases or decreases in this revenue should be the result of a change in the cost of the services provided by the General Fund to the Enterprise Funds.

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. Three examples of changes in the statutes the City could utilize to increase revenues include a real estate transfer tax, a local income tax, and a prepared foods tax. All three sources are used successfully by municipalities in other states. 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".

The analysis of local government revenues and the projection of local government expenditures is updated each year by the City's Management Services Department. This narrative 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.

REVENUE ASSUMPTIONS FOR FY2012-13

General Fund Revenue

Taxes:

Property Taxes – Real property was estimated to increase by .025 %, personal property by .05%, vehicles by 0% and no increase in public service property (0%) over the 2010 assessed values. This estimated growth for real and personal property and public service property is based on projected current economic growth and the economic effects the economy has had on the City this last year. A 4.5% uncollectible rate was used.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2011 property tax receivable balance projected as of June 30, 2012 adjusted for the economy.

Interest on Delinquent Taxes - Based on historical trends.

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

Other Taxes - Based on historical trends.

Intergovernmental (Restricted and Unrestricted):

Federal - Based on anticipated and existing grants. The largest amount is a SAFER grant that funds 100% of six fire fighters. This grant was for two years with this being the second year of the grant.

State - Based on FY2011-12 state shared receipts plus anticipated state grants. A significant grant is anticipated this year for the initial phase of replacing and updating our traffic light system. As mentioned in the previous section, the City receives funding from the State for the difference between the one-half cent sales tax and the lost reimbursements. The City also receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-13).

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 1-13).

Other - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-14).

Charges for Services:

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

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

Code Services Fees – Based on historical trends.

Public Safety - Based on historical trends for the revenues derived from police and fire protection and charges for radios and pagers to public agencies within the area (see graph on page 1-14).

Cemetery - Based on historical trends.

Radio Antenna and Paging Rentals – Based on historical trends.

Rentals and Sale of Property - Based on historical trends (see graph on page 1-14).

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

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

Other - Based on historical trends.

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2012-13 and estimated interest rates.

Donations - Based on historical trends and anticipated donations.

Other - Based on historical trends (see graph on page 1-14).

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2012-13 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 May 2012.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY2012-13 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 FY2012-13 and estimated interest rates.

Other Financing Sources:

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

Transit Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

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

Miscellaneous Revenues - Based on historical trends.

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY2012-13.

Special Revenue Funds Revenue

Intergovernmental:

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

Miscellaneous:

Other - Based on anticipated program income.

Fibrant Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY2012-13 in the Debt Service Reserve and estimated interest rates.

Other Financing Sources:

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

Stormwater Fund Revenue

Operating Revenues:

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

Stormwater Capital Reserve Fund Revenue

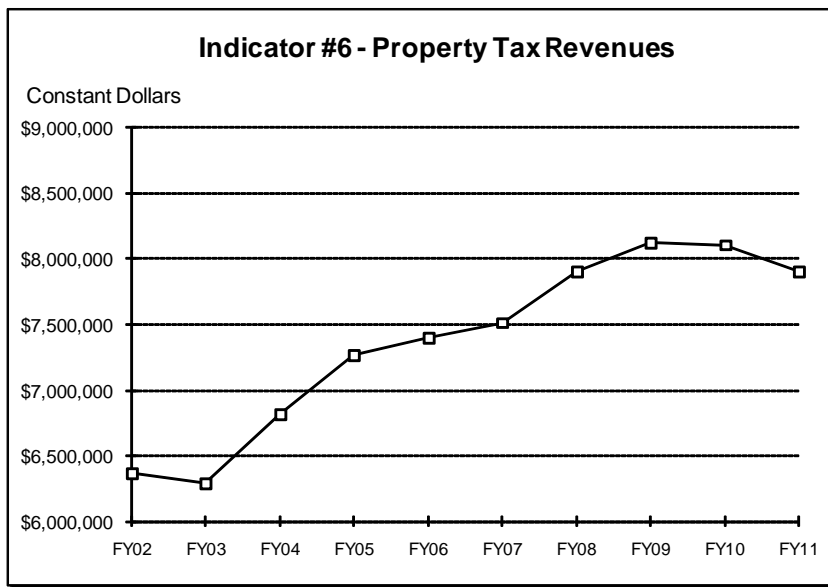
Other Financing Sources:

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

TREND MONITORING

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

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 experienced growth in property tax revenues until FY10 when the results of the last recession begin to impact the growth of property values.

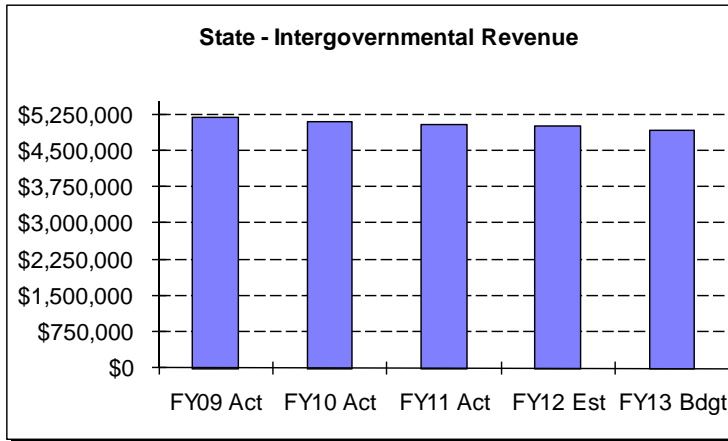


WARNING TREND:

Decline in property tax revenues (constant dollars)

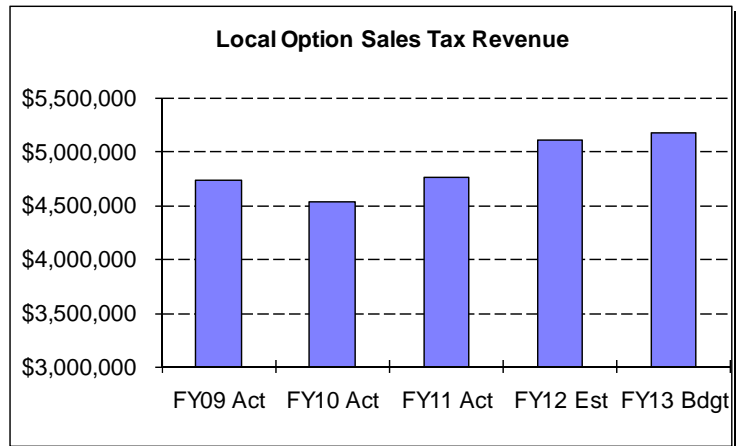
OTHER REVENUE TRENDS

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

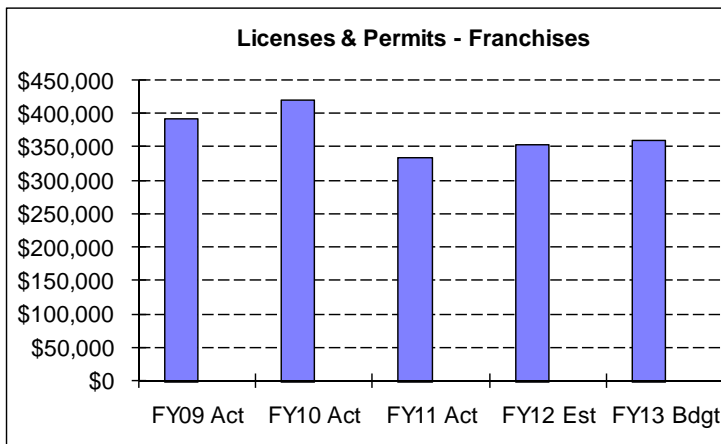


State intergovernmental revenue is comprised of state-shared receipts and grants. Since FY04, the State has reimbursed the City for the difference between the reimbursements that were eliminated and the estimated receipts from the new one-half cent sales tax implemented to replace them. In FY09, the City received a grant for the construction of an ADA-compliant passenger platform and trackside canopy adjacent to the Amtrak station to serve departing and arriving passengers. In FY12, the City received a number of grants for transportation-related projects. In FY13, the City expects to receive grants from the State for traffic light upgrade projects.

Local option sales tax revenue is based on the 1% and ½% local option sales tax. As discussed under General Fund Revenue Structure, this revenue source is elastic. Due to the current economic condition, the City had a decline in sales tax revenue in both FY09 and FY10 from prior years. The City saw an increase in revenue in FY11 and FY12. Based on the current economic forecasts, a modest increase is projected for FY13.

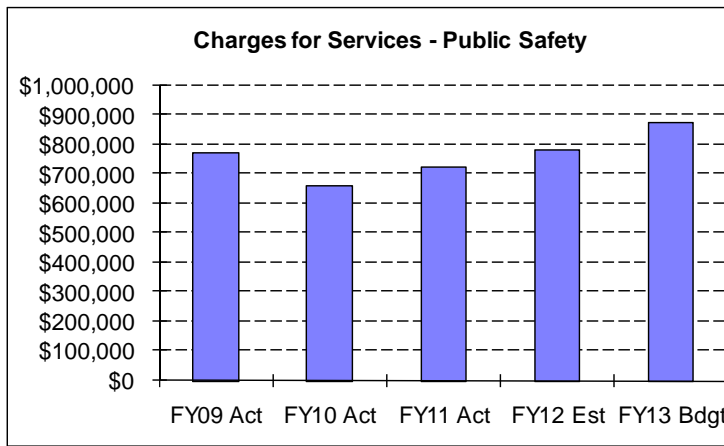
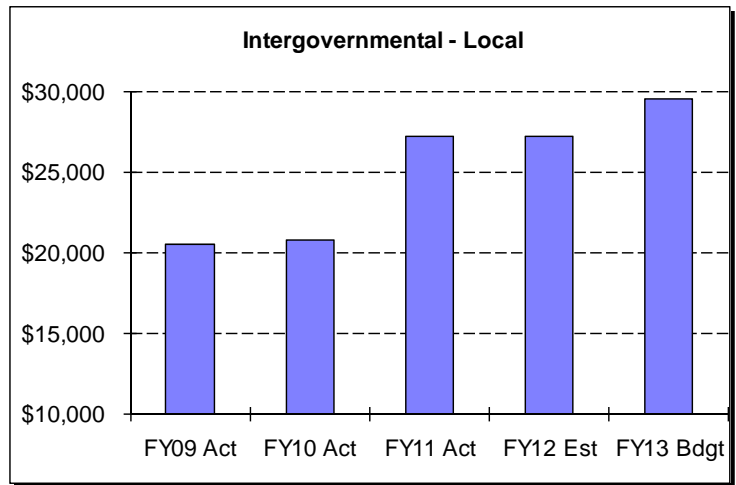


The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



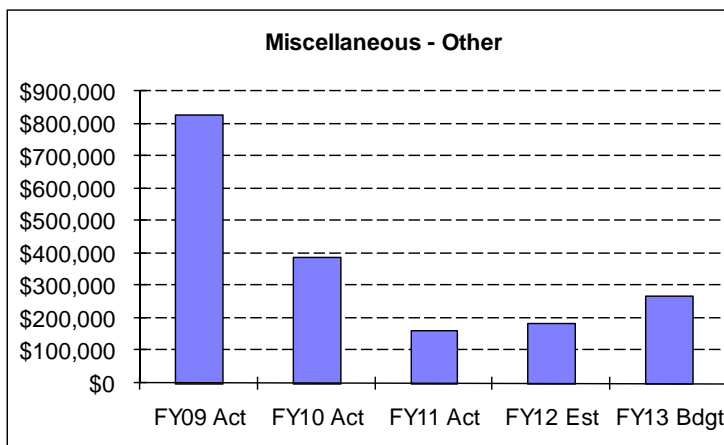
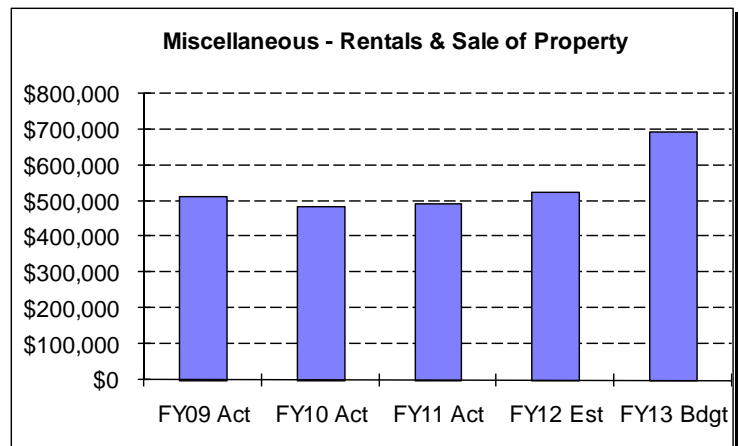
Permit revenues are based on business privilege licenses and the rental vehicle licenses within the City. These revenues are responsive to economic conditions. Franchise license were based on gross revenues within the City limits of the cable television company. Due to a change in how cable television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

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



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

For FY09, the major increase in revenue was from an increase in cemetery fees. Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. In FY13, it is anticipated that the City will sell the Zimmerman Building property to reimburse the City for renovations to the City Office Building.



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

FINANCIAL MANAGEMENT AND BUDGET PROCESS

FINANCIAL MANAGEMENT PROGRAM

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

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

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

FINANCIAL MANAGEMENT SYSTEMS

FUND ACCOUNTING

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

Governmental Fund Types

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

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

Proprietary Fund Types

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

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

BASIS OF ACCOUNTING

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

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the

extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

The City considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem taxes receivable are not accrued as a revenue because the amount is not susceptible to accrual. At June 30, taxes receivables are materially past due and are not considered to be an available resource to finance the operations of the current year. 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, 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. Therefore, the City's vehicle taxes for vehicles registered in Rowan County from March 2012 through February 2013 apply to the fiscal year ended June 30, 2013. Uncollected taxes billed during this period are shown as a receivable in these financial statements and are offset by deferred revenues.

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

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

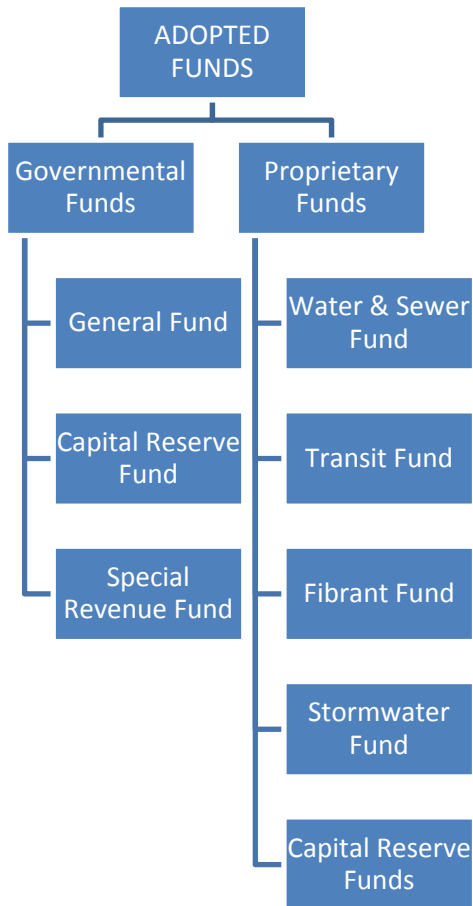
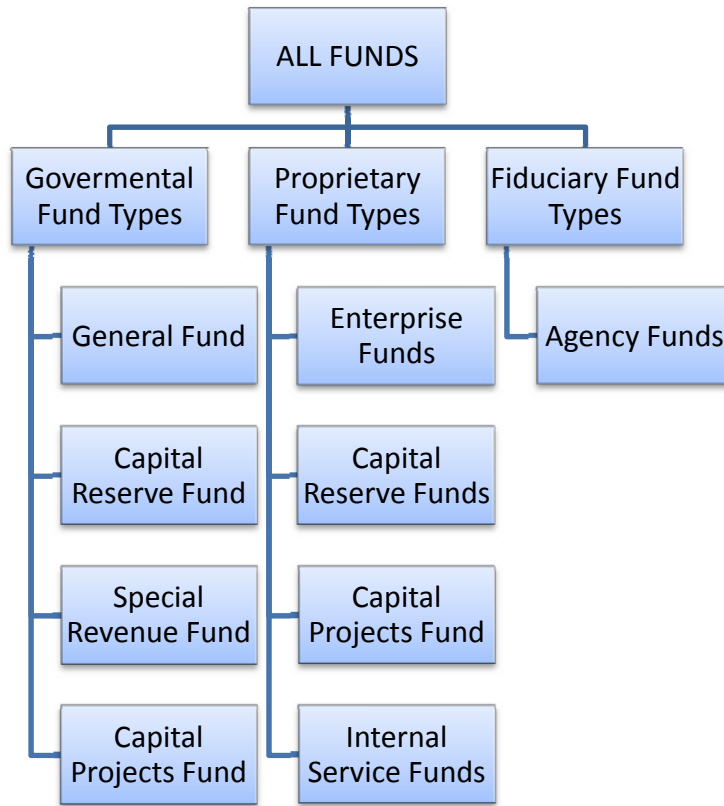
The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

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

BASIS OF BUDGETING

The City's budgets are adopted as required by the North Carolina General Statutes. An annual budget ordinance is adopted for the General, Special Revenue, and Enterprise funds. All annual appropriations lapse at fiscal year end. Project ordinances are adopted for the Capital Project Fund and Enterprise Fund Capital Projects Fund, which are consolidated with the operating funds for reporting purposes. These appropriations continue until the project is completed. All budgets are prepared using the modified accrual basis of accounting. Expenditures may not legally exceed appropriations at the functional level for all annually budgeted funds and at the object level for the multi-year funds. 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 four years.
6. The City will establish a Capital Replacement Fund for the replacement of vehicles, information systems hardware, and radio equipment. The Fund will purchase the equipment and lease it back to the appropriate department over its useful life. These lease payments will create a sinking fund to be utilized to purchase new equipment to replace the existing one.
7. The City will establish a Risk Management Program to provide for protection against loss and a reduction in exposure to liability. The City will establish a safety program to minimize the City's exposure to liability and thereby reduce the number of claims against the City.
8. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
9. The City will only use one-time revenues for the funding of capital improvements or other non-recurring expenditures.

Capital Improvement Policy

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

Accounting Policy

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

Debt Policy

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

Reserve Policy

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

BUDGETS AND BUDGETARY ACCOUNTING

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

The City follows these procedures in establishing the budgetary data:

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

GOAL SETTING AND BUDGETARY PROCESS

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

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

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

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

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

Upon return of the completed forms, and departmental input of budget requests, the City Manager and Budget Team meet with each member of the City's Management Team to review his respective budget requests and justifications. The City Manager and Budget Team then evaluate each department's request for personnel, operational items, and capital outlay. The evaluation process is detailed and time-consuming. For each department, every line item justification is reviewed in light of the departmental goals and needs. Any additional personnel must be justified by the department and then assessed by Human Resources and 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 the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

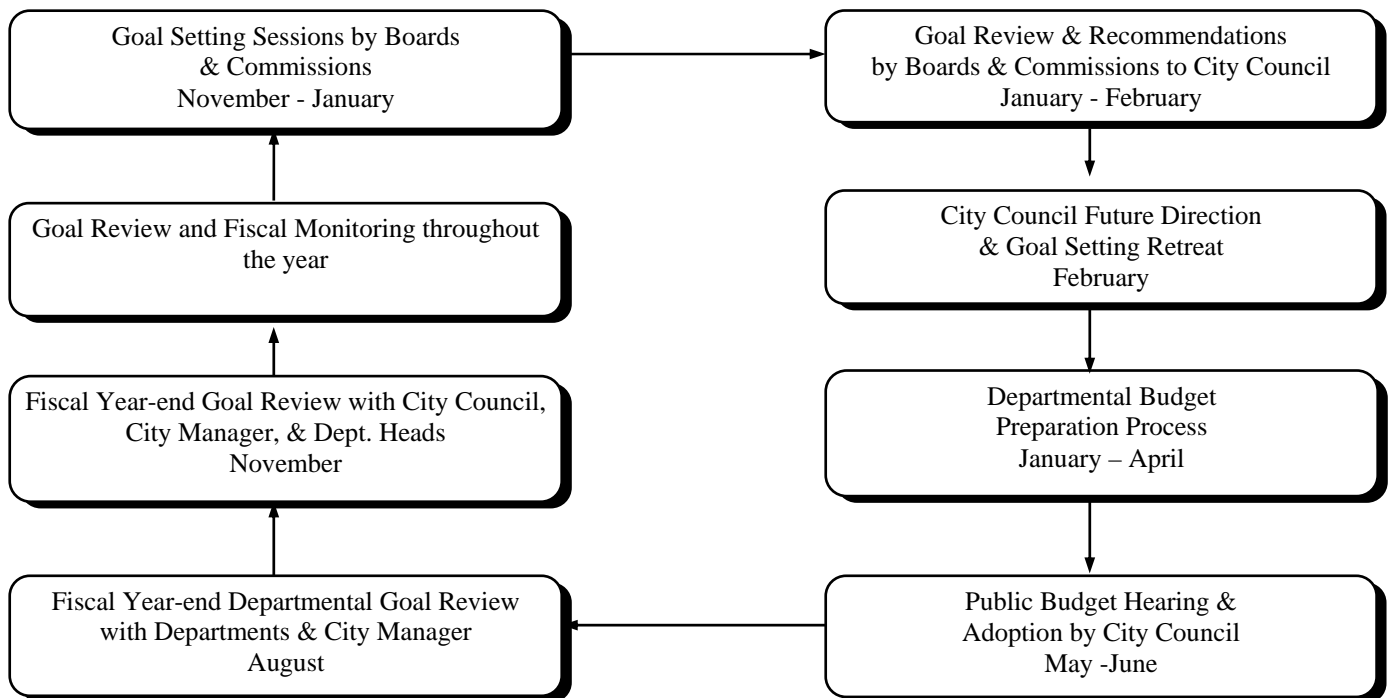
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City’s web site at www.salisburync.gov.

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

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

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

GOAL SETTING/BUDGET CYCLE





CITY OF SALISBURY FY2012-2013 BUDGET CALENDAR

2/3/12	Complete 5-Year Service Revenue and Expenditure Report	Management Services
1/2/12 - 1/30/12	Prepare Personnel Request forms; present staffing patterns and Personnel request information.	
Distribute to Mgmt Team on or before 2/3/12	Prepare Operations and Maintenance request sheets. The Management Team and/or the appropriate Division Manager will determine departmental line item budget requests.	Management Services
2/3/12	Prepare FY2012-13 -- 2016-17 Capital Improvement Program request forms.	
1/3/12 1/18/12 2/7/12	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
2/2/12	Start of Budget data entry. Complete all budget request forms no later than March 2, 2012.	Management Team and Division Managers
2/9/12- 2/10/12	Hold Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/13/12	Hold Information Session at West End Community Centers for 2012-13 CDBG & HOME Funds.	Community Planning Services Staff
2/21/12	First reading of 2012-13 CDBG & HOME; hold Public Hearing on the use of 2012-13 CDBG & Home Funds	Community Planning Services Staff
2/14/12 – 3/14/12	Prepare FY2011-2012 year-end revenue estimates and FY2012-13 revenue estimates on all funds.	Management Services, Utilities Director and Transit Manager
3/13/12	Evaluate all Personnel Requests for any changes from current staffing patterns.	Human Resources, Management Team and Management Services
3/16/12	Vehicle Review Committee meeting for evaluation of vehicles.	Vehicle Review Committee
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
3/19/12 - 3/29/12	Departmental presentation of Budget requests to City Manager	City Manager, Department Heads, Division Managers
3/20/12 4/3/2012	Presentation of oral and written Budget requests to Mayor and Council.	Special Community Efforts Groups
4/26/12	Assign Retreat Goals to Staff for inclusion in Budget.	City Manager and Staff
4/26/12- 4/27/12	Departmental budget cuts to balance budget; two or three day turnaround	City Manager, Department Heads, Division Mangers
5/25/12	City Manager to preview recommended Budget for City Council.	City Manager



CITY OF SALISBURY

FY2012-2013 BUDGET CALENDAR

5/26/12	Place ad in THE SALISBURY POST to advertise one time for public hearing on June 5, 2012.	City Clerk
6/5/12	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
6/19/12	City Council to adopt Budget.	City Council
July 2012	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2012	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff



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 his absence or disability.

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

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

UTILITIES

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, conventional in design and closely controlled, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2011 was 8.4 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the city.

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

Salisbury's three wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.53 million gallons. Average daily treatment in FY 2011 was 7.0 million gallons per day.

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

Other utilities are provided by Duke Energy, Piedmont Natural Gas, 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 (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger service to all parts of the United States via Air Canada, AirTran, Allegiant, American, Delta, Insel Air, JetBlue, United, and US Airways. There are also non-stop, international flight options available from these airports to Canada, Frankfurt, London, and San Juan, among other global destinations.

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

The Depot



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

MOTELS

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

EDUCATION

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

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

Rowan-Cabarrus Community College offers two-year educational programs leading to the associate's

degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students.

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

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

ARTS AND ENTERTAINMENT

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

The Piedmont Players, a community little theater organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theater, built in 1905, for their home. The Piedmont Players present five shows each season. The Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theater in the state. Also, in 2009 the Norvell Children's Theater opened. The Norvell features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year.

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

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each year a professional artist is employed and in residence at the college. Concerts and musical programs are provided regularly by many artists throughout the state as well as the Visiting Artist. In

addition, Rowan-Cabarrus Community College sponsors a Folk Heritage Center. This center serves as a network for professional and local folk artists and presents classes, concerts, and other folk artist activities for the general public.

COMMUNITY FACILITIES

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

A full-time year-round 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 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 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 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	21.9
Number of Fire Stations	4	Miles of Streets	239
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	21,500
Number of Parks	16	Miles of Water Line	450
Number of Recreation Centers	4	Miles of Sewer Line	449
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	503	Business Licenses Issued Last Year	1,607
Greenway Miles	4.2		

Fiscal Year Ended June 30,	Assessed Value of Taxable Property				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
2013	\$2,189,160,222	\$527,099,120	\$59,831,370	\$2,776,090,712	\$0.6374
2012	\$2,183,700,770	\$525,337,578	\$59,831,370	\$2,768,869,718	\$0.6135
2011	\$2,324,996,121	\$530,055,686	\$61,255,822	\$2,916,307,629	\$0.590
2010	\$2,313,585,514	\$527,795,917	\$60,768,581	\$2,902,150,012	\$0.590
2009	\$2,293,841,532	\$532,405,493	\$63,736,172	\$2,889,983,197	\$0.590
2008	\$2,241,529,763	\$524,542,472	\$60,025,014	\$2,826,097,249	\$0.590
2007	\$1,857,031,883	\$501,753,141	\$57,991,527	\$2,416,776,551	\$0.625
2006	\$1,786,418,491	\$484,829,511	\$61,623,601	\$2,332,871,603	\$0.615
2005	\$1,730,072,663	\$413,623,934	\$61,461,308	\$2,205,157,905	\$0.615
2004	\$1,689,100,448	\$417,032,881	\$65,288,150	\$2,171,421,479	\$0.580
2003	\$1,400,333,436	\$397,573,867	\$64,817,634	\$1,862,724,937	\$0.600

¹Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the year ended June 30, 2004, June 30, 2008, and June 30, 2012 (in bold.). The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY For the Year Ended June 30, 2011

Business	Type of Enterprise	2010 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 165,147,672	5.66%
AKZO Nobel	Manufacturing	30,563,923	1.05%
Norandal USA	Industrial	25,983,947	0.89%
Duke Energy Corp.	Utility	24,782,223	0.85%
Centro Heritage Innes Street, LLC	Real Estate	24,387,623	0.84%
Salisbury Mall Ltd.	Commerical	16,530,782	0.57%
Henkel Corporation	Manufacturing	14,775,775	0.51%
Wal-Mart Stores	Retail	14,143,271	0.48%
Bellsouth Telephone	Communication	13,338,193	0.46%
Piedmont Natural Gas	Utility	13,686,037	0.47%
Totals		\$ 343,339,446	11.78%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2011

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

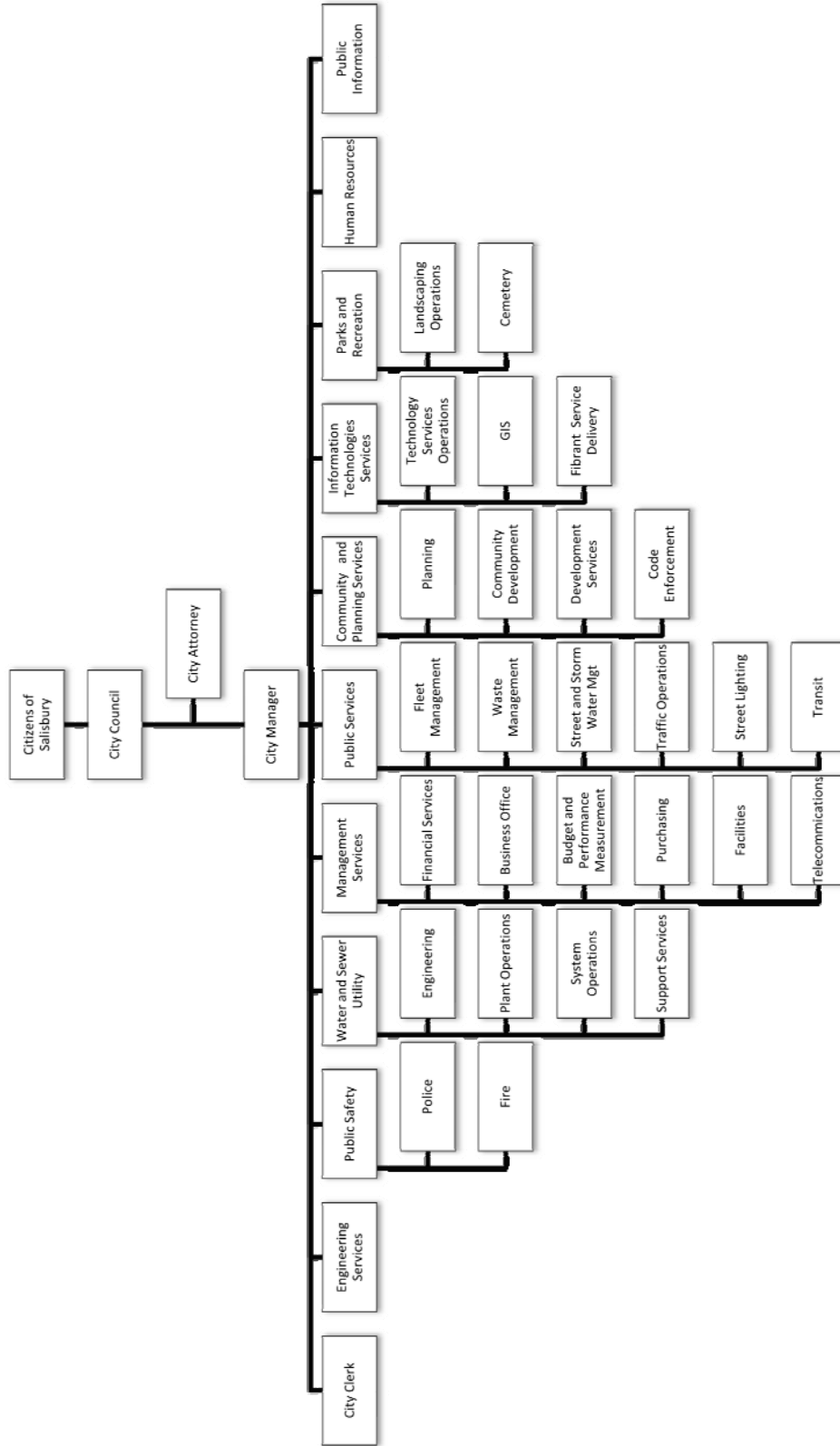
Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	Unemployment Rate
2011	33,722	\$ 762,910,045	\$ 22,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%
2008	31,024	703,003,840	22,660	38.1	6.6%
2007	30,642	638,211,576	20,828	37.9	6.6%
2006	29,239	594,136,480	20,320	37.7	5.8%
2005	28,249	560,036,425	19,825	37.5	6.0%
2004	28,199	553,433,574	19,626	37.3	9.0%
2003	28,199	547,991,167	19,433	37.3	5.7%
2002	26,559	511,021,719	19,241	37.1	5.7%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2011

**CITY OF SALISBURY
LIST OF PRINCIPAL OFFICIALS
May 21, 2012**

Mayor	Paul B. Woodson
Mayor Pro Tem	Susan W. Kluttz
Council Member	William R. Kennedy
Council Member	Maggie Blackwell
Council Member	Brian Miller
City Manager	Douglas T. Paris, Jr.
Assistant City Manager for Finance	John A. Sofley, Jr.
Assistant City Manager for Human Resources	Zack Kyle
City Clerk	Myra B. Heard
City Engineer	Dan Mikkelson
Community Planning Services Director	Joe Morris
Fire Chief	Robert A. Parnell
Parks and Recreation Director	Gail Elder-White
Police Chief	Rory B. Collins
Public Services Director	Tony Cinquemani
General Manager for Fibrant	Mike Jury
Utilities Director	Jim Behmer

ORGANIZATIONAL CHART

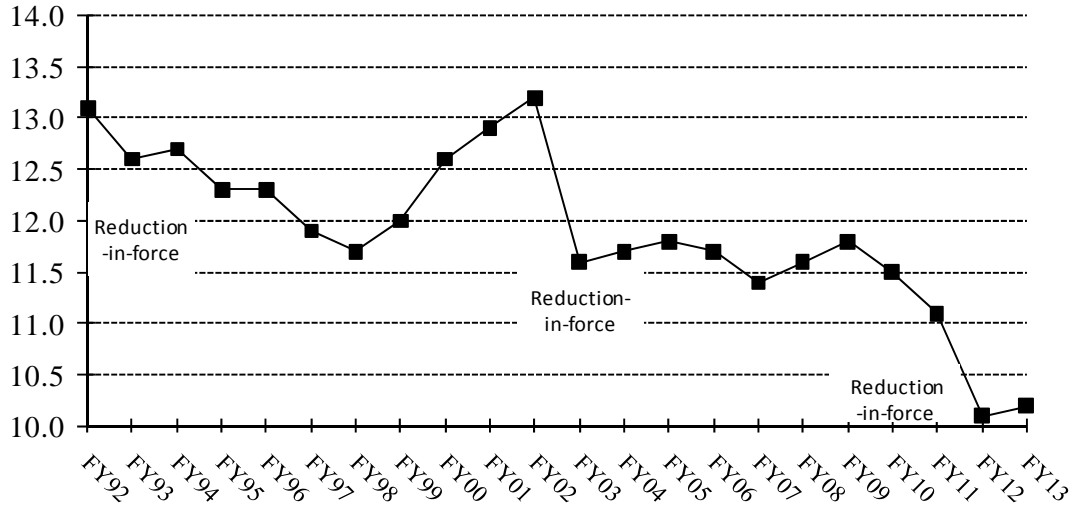


CITY OF SALISBURY
SUMMARY OF POSITIONS BASED ON HEADCOUNT FOR FY 2011 – 2013

	<u>APPROVED</u> FY 2010-11	<u>APPROVED</u> FY 2011-12	<u>REQUESTED</u> <i>FY 2012-13</i>	<u>RECOMMENDED</u> <i>FY 2012-13</i>	<u>APPROVED</u> FY 2012-13
GENERAL FUND					
City Council	5	5	5	5	5
Management & Administration	9	9	8	7	7
Public Information & Communication			4	3	3
Human Resources	7	6	6	6	6
Management Services	23	28	27	27	27
Information Technologies	8	8	6	15	15
Purchasing	2	2	2	2	2
Telecommunications	3	3	3	3	3
Facilities Management	8	10	10	10	10
Community Planning Services	5	5	4	4	4
GIS	2	1	2	1	1
Code Services	4	3	4	4	4
Development Services	4	4	5	5	5
Engineering	7	4	4	4	4
Police	108	101	100	100	100
Fire	84	78	87	84	84
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Traffic Operations	8	7	7	7	7
Public Svcs-Streets	23	22	20	15	15
Public Svcs-Cemetery	7	6			
Public Svcs- Solid Waste Management	12	11	11	11	11
Public Svcs-Waste Management-Other	10	7	9	6	6
Public Svcs-Landscape Operations	13	11			
Public Svcs-Landscape-Hurley Park	2	1			
Public Svcs-Fleet Management	12	11	11	11	11
Parks and Recreation	59	40	61	57	57
TOTAL	428	386	399	390	390
WATER AND SEWER FUND					
Utility Management	12	11	11	9	9
Water Treatment	8	8	8	8	8
Systems Maintenance	27	29	29	29	29
Environmental Services	10	7	7	7	7
Wastewater Treatment Plants	17	16	16	16	16
Meter Services	11	12	12	12	12
Plants Maintenance	9	10	10	10	10
TOTAL	94	93	93	91	91
TRANSIT FUND	14	14	14	14	14
FIBRANT FUND	12	13	14	13	13
STORMWATER FUND				11	11
TOTAL ALL FUNDS	548	506	520	519	519
<i>Permanent Full-time</i>	490	457	467	470	470
<i>Permanent Part-time</i>	5	6	6	6	6
<i>Temporary Full-time</i>	26	22	25	22	22
<i>Temporary Part-time</i>	27	21	22	21	21
TOTAL ALL FUNDS	548	506	520	519	519

General and HUD Funds Full-Time Employees per 1000 Population

Employees



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

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

PROGRAM MATRIX OF FY2012-13 BUDGET

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

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

SELECTED TELEPHONE NUMBERS

City Department Information	(704) 638-5270	<i>Recreation Programs/Info :</i>	
City Manager/Administration	(704) 638-5227	City Park Center	(704) 638-5295
City Clerk	(704) 638-5224	Civic Center	(704) 638-5275
Emergency	911	Hall Gym	(704) 638-5289
Management Services Department	(704) 638-5303	Lincoln Pool	(704) 638-5287
Fire Department-Business	(704) 638-5351	Miller Center	(704) 638-5297
Human Resources	(704) 638-5217	<i>Other :</i>	
Human Resources-Job Hot Line	(704) 638-5355	Code Services	(704) 216-7564
Community Planning Services	(704) 638-5242	Business Licenses	(704) 638-5311
Police Department-Business	(704) 638-5333	City Bus Schedules	(704) 638-5252
Public Works Administration	(704) 638-5260	Garbage/Recycling	(704) 638-5256
Recreation-Administration	(704) 638-5291	Permits/Zoning	(704) 638-5210
Utilities Administration/Engineering	(704) 638-5205	Utility Account Services & Billing	(704) 638-5300
Fibrant	(704) 216-7567	Cemetery Office	(704) 638-5250

CITY OF SALISBURY, NORTH CAROLINA

GENERAL FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2013
With Estimated Actual for Year Ending June 30, 2012 and
Actual for Year Ended June 30, 2011

	<u>2011</u>	<u>2012</u>	<u>2013</u>
REVENUES:	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
Taxes:			
General property - current	\$ 16,291,249	\$ 16,058,829	\$ 16,598,536
General property - prior	664,449	676,591	543,000
Auto tax	217,121	219,105	215,000
Interest on delinquent tax	122,193	124,821	115,000
Other tax	240	263	250
	<u>\$ 17,295,252</u>	<u>\$ 17,079,609</u>	<u>\$ 17,471,786</u>
Unrestricted Intergovernmental:			
Local Option Sales Tax	\$ 4,752,432	\$ 5,102,715	\$ 5,175,000
Utilities Franchise Tax	2,561,261	2,531,429	2,500,000
Wine and Beer Tax	142,196	140,000	144,000
State Reimbursement Hold Harmless	725,210	709,163	658,690
Other	111,479	174,018	108,000
	<u>\$ 8,292,578</u>	<u>\$ 8,657,325</u>	<u>\$ 8,585,690</u>
Restricted Intergovernmental:			
State Street Aid - Powell Bill	\$ 895,710	\$ 773,494	\$ 944,000
ARRA - Greenway Grant	146,597	347,167	-
Other	935,057	725,818	887,083
	<u>\$ 1,977,364</u>	<u>\$ 1,846,479</u>	<u>\$ 1,831,083</u>
Charges for services:			
Environmental protection	\$ 989,373	\$ 1,266,538	\$ 1,867,278
Culture and recreation	156,726	146,146	145,000
Code Services fees	128,685	118,074	95,000
Public safety	446,473	416,064	437,200
Cemetery	113,450	109,861	120,000
Radio antenna and paging rentals	243,552	271,252	439,722
Rentals and sale of property	331,474	459,321	574,000
Licenses and Permits	335,602	353,451	350,000
Administrative Charges	2,608,011	2,652,807	3,043,931
Community services	141,241	134,581	111,842
Other	8,236	55,910	7,000
	<u>\$ 5,502,823</u>	<u>\$ 5,984,005</u>	<u>\$ 7,190,973</u>
Miscellaneous:			
Interest earned on investments	\$ 87,120	\$ 61,495	\$ 64,000
Donations	142,363	131,458	69,000
Other	158,451	232,214	214,510
	<u>\$ 387,934</u>	<u>\$ 425,167</u>	<u>\$ 347,510</u>
Total revenues	<u>\$ 33,455,951</u>	<u>\$ 33,992,585</u>	<u>\$ 35,427,042</u>

**CITY OF SALISBURY
FY 2012-2013 BUDGET SUMMARY
GENERAL FUND**

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
REVENUE	\$ 33,599,031	\$ 33,562,315	\$ 33,968,366	\$ 36,186,232	\$ 35,427,042
EXPENSES	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
CITY COUNCIL					
Personnel	\$ 88,576	\$ 80,262	\$ 84,158	\$ 83,439	\$ 83,439
Operations	95,844	132,471	206,486	183,369	183,369
Capital	-	-	-	-	-
TOTAL	\$ 184,420	\$ 212,733	\$ 290,644	\$ 266,808	\$ 266,808
MANAGEMENT & ADMINISTRATION					
Personnel	\$ 728,667	\$ 991,440	\$ 669,620	\$ 566,980	\$ 566,980
Operations	316,842	344,871	340,962	323,470	323,470
Capital	-	-	10,000	-	-
TOTAL	\$ 1,045,509	\$ 1,336,311	\$ 1,020,582	\$ 890,450	\$ 890,450
PUBLIC INFORMATION & COMMUNICATION					
Personnel	\$ -	\$ -	\$ 328,679	\$ 265,597	\$ 265,597
Operations	-	-	197,509	163,292	163,292
Capital	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ 526,188	\$ 428,889	\$ 428,889
HUMAN RESOURCES					
Personnel	\$ 504,417	\$ 413,081	\$ 423,246	\$ 472,006	\$ 472,006
Operations	360,986	475,543	577,794	747,474	543,329
Capital	-	-	-	-	-
TOTAL	\$ 865,403	\$ 888,624	\$ 1,001,040	\$ 1,219,480	\$ 1,015,335
MANAGEMENT SERVICES - ADMINISTRATION					
Personnel	\$ 1,317,340	\$ 1,484,781	\$ 1,535,224	\$ 1,555,441	\$ 1,555,441
Operations	299,312	331,405	381,736	347,118	347,118
Capital	-	-	-	-	-
TOTAL	\$ 1,616,652	\$ 1,816,186	\$ 1,916,960	\$ 1,902,559	\$ 1,902,559
MANAGEMENT SERVICES - PURCHASING					
Personnel	\$ 92,694	\$ 108,159	\$ 108,957	\$ 109,995	\$ 109,995
Operations	8,789	10,633	11,645	10,995	10,995
Capital	-	-	-	-	-
TOTAL	\$ 101,483	\$ 118,792	\$ 120,602	\$ 120,990	\$ 120,990
MANAGEMENT SERVICES - TELECOMMUNICATIONS					
Personnel	\$ 220,839	\$ 301,942	\$ 197,182	\$ 247,700	\$ 247,700
Operations	275,456	301,973	3,657,766	268,684	268,684
Capital	103,644	45,297	1,303,000	63,000	63,000
TOTAL	\$ 599,939	\$ 649,212	\$ 5,157,948	\$ 579,384	\$ 579,384

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
MANAGEMENT SERVICES - FACILITIES MANAGEMENT					
Personnel	\$ 393,419	\$ 472,302	\$ 470,326	\$ 474,700	\$ 474,700
Operations	32,981	62,572	267,384	181,019	136,019
Capital	-	-	-	-	-
TOTAL	\$ 426,400	\$ 534,874	\$ 737,710	\$ 655,719	\$ 610,719
MANAGEMENT SERVICES - CENTRAL CITY BUILDINGS					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	285,640	358,177	337,858	343,460	343,460
Capital	282,204	469,000	1,552,400	393,500	393,500
TOTAL	\$ 567,844	\$ 827,177	\$ 1,890,258	\$ 736,960	\$ 736,960
PLAZA					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	153,305	141,592	160,450	132,125	139,275
Capital	5,428	52,000	187,750	100,750	100,750
TOTAL	\$ 158,733	\$ 193,592	\$ 348,200	\$ 232,875	\$ 240,025
INFORMATION TECHNOLOGIES SERVICES - SYSTEMS OPERATIONS					
Personnel	\$ 732,561	\$ 520,485	\$ 537,214	\$ 1,236,694	\$ 1,236,694
Operations	791,855	704,488	1,028,822	1,749,784	1,749,784
Capital	29,726	15,000	80,500	20,500	20,500
TOTAL	\$ 1,554,142	\$ 1,239,973	\$ 1,646,536	\$ 3,006,978	\$ 3,006,978
INFORMATION TECHNOLOGIES SERVICES - GIS					
Personnel	\$ 148,257	\$ 78,017	\$ 144,527	\$ 82,419	\$ 82,419
Operations	115,864	153,405	242,992	106,850	106,850
Capital	4,192	-	7,500	7,500	7,500
TOTAL	\$ 268,313	\$ 231,422	\$ 395,019	\$ 196,769	\$ 196,769
COMMUNITY PLANNING SERVICES - PLANNING & COMMUNITY DEVELOPMENT					
Personnel	\$ 386,930	\$ 309,644	\$ 315,939	\$ 318,013	\$ 318,013
Operations	249,331	314,187	635,630	540,690	127,690
Capital	-	-	-	-	-
TOTAL	\$ 636,261	\$ 623,831	\$ 951,569	\$ 858,703	\$ 445,703
COMMUNITY PLANNING SERVICES - CODE SERVICES					
Personnel	\$ 238,317	\$ 170,579	\$ 220,463	\$ 221,724	\$ 221,724
Operations	97,334	80,086	159,463	75,140	75,140
Capital	-	-	-	-	-
TOTAL	\$ 335,651	\$ 250,665	\$ 379,926	\$ 296,864	\$ 296,864
COMMUNITY PLANNING SERVICES - DEVELOPMENT SERVICES					
Personnel	\$ 159,979	\$ 380,673	\$ 333,436	\$ 335,886	\$ 335,886
Operations	203,133	286,675	306,413	293,517	298,825
Capital	-	-	-	-	-
TOTAL	\$ 363,112	\$ 667,348	\$ 639,849	\$ 629,403	\$ 634,711

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
PUBLIC SERVICES - STREET LIGHTING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	437,008	449,600	546,499	545,499	545,499
Capital	-	-	-	-	-
TOTAL	\$ 437,008	\$ 449,600	\$ 546,499	\$ 545,499	\$ 545,499
ENGINEERING					
Personnel	\$ 543,041	\$ 356,965	\$ 365,688	\$ 367,610	\$ 367,610
Operations	1,243,879	816,714	769,112	760,795	670,795
Capital	-	-	-	-	-
TOTAL	\$ 1,786,920	\$ 1,173,679	\$ 1,134,800	\$ 1,128,405	\$ 1,038,405
POLICE - SERVICES					
Personnel	\$ 1,126,956	\$ 2,447,042	\$ 1,967,882	\$ 1,986,522	\$ 1,980,019
Operations	308,481	467,628	456,045	389,415	389,415
Capital	14,800	-	-	-	-
TOTAL	\$ 1,450,237	\$ 2,914,670	\$ 2,423,927	\$ 2,375,937	\$ 2,369,434
POLICE - ADMINISTRATION					
Personnel	\$ 338,999	\$ 516,012	\$ 524,953	\$ 534,068	\$ 534,068
Operations	189,223	303,772	523,692	436,374	436,374
Capital	-	-	67,900	17,900	17,900
TOTAL	\$ 528,222	\$ 819,784	\$ 1,116,545	\$ 988,342	\$ 988,342
POLICE - OPERATIONS					
Personnel	\$ 4,530,132	\$ 2,678,103	\$ 3,237,642	\$ 3,268,500	\$ 3,268,500
Operations	953,011	639,917	618,602	559,596	559,596
Capital	126,069	66,550	5,000	5,000	5,000
TOTAL	\$ 5,609,212	\$ 3,384,570	\$ 3,861,244	\$ 3,833,096	\$ 3,833,096
FIRE					
Personnel	\$ 3,955,287	\$ 3,797,006	\$ 4,266,234	\$ 4,134,623	\$ 4,134,623
Operations	1,065,232	1,076,463	1,332,486	986,419	986,419
Capital	78,119	98,000	789,065	199,065	199,065
TOTAL	\$ 5,098,638	\$ 4,971,469	\$ 6,387,785	\$ 5,320,107	\$ 5,320,107
PUBLIC SERVICES - ADMINISTRATION					
Personnel	\$ 204,048	\$ 205,291	\$ 208,200	\$ 209,744	\$ 209,744
Operations	25,792	20,294	106,263	45,395	45,395
Capital	-	-	48,950	48,950	48,950
TOTAL	\$ 229,840	\$ 225,585	\$ 363,413	\$ 304,089	\$ 304,089
PUBLIC SERVICES - TRAFFIC OPERATIONS					
Personnel	\$ 364,153	\$ 396,259	\$ 373,988	\$ 377,634	\$ 377,634
Operations	164,994	156,619	193,074	160,763	139,763
Capital	3,555	-	-	-	-
TOTAL	\$ 532,702	\$ 552,878	\$ 567,062	\$ 538,397	\$ 517,397

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
PUBLIC SERVICES - STREETS					
Personnel	\$ 792,990	\$ 1,057,922	\$ 937,343	\$ 701,441	\$ 701,441
Operations	993,310	814,941	1,624,717	1,084,684	1,084,684
Capital	6,000	-	51,000	21,000	21,000
TOTAL	\$ 1,792,300	\$ 1,872,863	\$ 2,613,060	\$ 1,807,125	\$ 1,807,125
PUBLIC SERVICES - SOLID WASTE MANAGEMENT					
Personnel	\$ 596,774	\$ 481,799	\$ 514,435	\$ 493,380	\$ 493,380
Operations	1,074,085	1,100,162	1,127,020	979,611	987,611
Capital	-	-	-	-	-
TOTAL	\$ 1,670,859	\$ 1,581,961	\$ 1,641,455	\$ 1,472,991	\$ 1,480,991
PUBLIC SERVICES - WASTE MANAGEMENT - OTHER					
Personnel	\$ 494,221	\$ 296,609	\$ 386,306	\$ 248,080	\$ 248,080
Operations	177,077	135,753	592,215	105,587	105,587
Capital	-	-	-	-	-
TOTAL	\$ 671,298	\$ 432,362	\$ 978,521	\$ 353,667	\$ 353,667
PUBLIC SERVICES - FLEET MANAGEMENT					
Personnel	\$ 695,399	\$ 700,192	\$ 658,896	\$ 667,626	\$ 667,626
Operations	112,755	136,565	154,145	110,364	110,364
Capital	32,765	66,000	533,400	34,400	34,400
TOTAL	\$ 840,919	\$ 902,757	\$ 1,346,441	\$ 812,390	\$ 812,390
PUBLIC SERVICES - TRANSPORTATION					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	416,785	416,785	413,474	413,474	413,474
Capital	-	-	-	-	-
TOTAL	\$ 416,785	\$ 416,785	\$ 413,474	\$ 413,474	\$ 413,474
PARKS & RECREATION					
Personnel	\$ 1,318,256	\$ 1,057,223	\$ 1,703,978	\$ 1,684,929	\$ 1,684,929
Operations	641,436	587,404	924,334	811,269	811,269
Capital	198,838	203,724	829,950	217,450	217,450
TOTAL	\$ 2,158,530	\$ 1,848,351	\$ 3,458,262	\$ 2,713,648	\$ 2,713,648
PARKS & RECREATION - CEMETERY					
Personnel	\$ 209,225	\$ 199,870	\$ -	\$ -	\$ -
Operations	64,387	62,792	-	-	-
Capital	180	-	-	-	-
TOTAL	\$ 273,792	\$ 262,662	\$ -	\$ -	\$ -
PARKS & RECREATION - LANDSCAPE OPERATIONS					
Personnel	\$ 367,015	\$ 389,425	\$ -	\$ -	\$ -
Operations	141,573	201,035	-	-	-
Capital	6,060	13,000	-	-	-
TOTAL	\$ 514,648	\$ 603,460	\$ -	\$ -	\$ -

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
PARKS & RECREATION - LANDSCAPE - HURLEY PARK					
Personnel	\$ 55,411	\$ 53,133	\$ -	\$ -	\$ -
Operations	38,082	33,799	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 93,493	\$ 86,932	\$ -	\$ -	\$ -
EDUCATION					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	42,342	38,107	38,107	38,107	38,107
Capital	-	-	-	-	-
TOTAL	\$ 42,342	\$ 38,107	\$ 38,107	\$ 38,107	\$ 38,107
DEBT SERVICE					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	1,243,002	1,433,100	1,528,384	1,518,127	1,518,127
Capital	-	-	-	-	-
TOTAL	\$ 1,243,002	\$ 1,433,100	\$ 1,528,384	\$ 1,518,127	\$ 1,518,127
GRAND TOTAL					
Personnel	\$ 20,603,903	\$ 19,944,216	\$ 20,514,516	\$ 20,644,751	\$ 20,638,248
Operations	12,619,126	12,589,528	19,461,079	14,412,466	13,659,779
Capital	891,580	1,028,571	5,466,415	1,129,015	1,129,015
TOTALS	\$ 34,114,609	\$ 33,562,315	\$ 45,442,010	\$ 36,186,232	\$ 35,427,042

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.

CITY COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

Objective 1: Improve neighborhoods and safety for all areas of the City.

Goal 1: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.

Goal 3: Receive and evaluate recommendations from the Advisory Committee on Better Housing and Neighborhood Stabilization.

Goal 4: Develop a master plan in partnership with the Dixonville Cemetery Task Force.

Goal 6: Discuss implementation of an Animal Control Ordinance regarding hazardous dog breeds.

Utilities and Community Infrastructure

Objective 1: 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.

Goal 1: Safeguard Salisbury's interests on the Yadkin River by participating in relicensing of Alcoa's Yadkin Project.

Economic Development

Objective 1: 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.

Goal 1: Explore ways to encourage support of local businesses, including consideration of a Retail Recruiter.

Goal 3: Study and recommend a plan for economic development in fixed boundaries.

Objective 2: Improve and enhance Downtown Salisbury.

Goal 1: Enhance Downtown Salisbury by studying left turns at the Square.

Organizational Development and Partnerships

Objective 3: Improve organizational transparency.

Goal 1: Study City Council meeting times in relation to citizen participation.

Goal 2: Launch new City website to improve public access.

Objective 4: Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts.

Goal 1: Meet with Rowan-Salisbury Schools to determine needs in which the City can assist, including a school based reading program.

Goal 2: Partner with Rowan County on a joint telecommunication plan.

Youth Involvement

Objective 1: Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.

Goal 1: Seek partners and funding to explore and develop a Youth Advisory Council.

Goal 2: Continue to recognize and support positive youth initiatives that Publicize the eight (8) planks of the plan.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 88,576	\$ 80,262	\$ 84,158	\$ 83,439	\$ 83,439
Operating	95,844	132,471	206,486	183,369	183,369
Capital	-	-	-	-	-
TOTAL	\$ 184,420	\$ 212,733	\$ 290,644	\$ 266,808	\$ 266,808

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.

CITY COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

Objective 1: Improve neighborhoods and safety for all areas of the City.

- Goal 1:** Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
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Objective 1: Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.

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Goal 2: Continue to recognize and support positive youth initiatives that Publicize the eight (8) planks of the plan.

DEPARTMENTAL PERFORMANCE GOALS

Utilities and Community Infrastructure

Objective 1: 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.

Goal 1: Safeguard Salisbury's interests on the Yadkin River by participating in relicensing of Alcoa's Yadkin Project.

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Objective 1: 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.

Goal 1: Explore ways to encourage support of local businesses, including consideration of a Retail Recruiter.

Goal 3: Study and recommend a plan for economic development in fixed boundaries.

Financial Accountability and Sustainability

Objective 1: Improve financial accountability.

Goal 1: Implement process that includes fiscal note for items before City Council that include financial impact.

Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.

Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality city employees.

Goal 3: Incorporate "Good to Great" and "Servant Leadership" concepts into the City's culture.

Objective 3: Improve organizational transparency

Goal 1: Study City Council meeting times in relation to citizen participation.

Goal 2: Launch new City website to improve public access.

Objective 4: Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts.

Goal 2: Partner with Rowan County on a joint telecommunication plan.

PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Risk Management (201)			
Workload			
Number of Workers Compensation Claims Filed	30	33	35
Number of Third-Party Insurance Claims Filed	34	36	33
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
Efficiency			
Cost Per Negotiated Workers Compensation Claim	\$ 2,100	\$ 2,300	\$ 2,100
Cost Per Negotiated Insurance Claim	\$ 900	\$ 1,000	\$ 900
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -
Effectiveness			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	2%	3%	3%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ -	\$ -

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personnel	\$ 728,667	\$ 991,440	\$ 669,620	\$ 566,980	\$ 566,980
Operating	316,842	344,871	340,962	323,470	323,470
Capital	-	-	10,000	-	-
TOTAL	\$ 1,045,509	\$ 1,336,311	\$ 1,020,582	\$ 890,450	\$ 890,450

CAPITAL OUTLAY

	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 12-13	FY 12-13
Chairs for second floor conference room at City Hall	\$ 10,000	\$ -	\$ -
Total Capital Outlay	\$ 10,000	\$ -	\$ -

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

Objective 3: Improve Organizational Transparency

Goal 2: Launch new City website to improve public access.

Objective 4: Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts.

Goal 1: Meet with Rowan-Salisbury Schools to determine needs in which the City can assist, including a school based reading program.

Youth Involvement

Objective 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.

Goal 1: Seek partners and funding to explore and develop a youth advisory council.

DEPARTMENTAL PERFORMANCE GOALS

1. Launch new City website and maintain content.
2. Establish new ACCESS 16 format and create long term strategic plan for station operation.
3. Reestablish social media presence and maintain and monitor content.
4. Create branding and marketing standards for Fibrant and support creation of standardized marketing materials.
5. Meet quarterly with internal divisions and departments and support their communications needs.
6. Design and facilitate distribution of citizen and employee communication.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ 328,679	\$ 265,597	\$ 265,597
Operating	-	-	197,509	163,292	163,292
Capital	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ 526,188	\$ 428,889	\$ 428,889

NOTE: In previous fiscal years, these functions were part of Management and Administration and Information Technology Services.

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.

CITY COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

- Objective 1:** Create a culture of excellent customer service to improve service delivery to our citizens.
 - Goal 1:** Develop and implement a comprehensive customer service plan to better serve our citizens.
- Objective 2:** Attract, retain and develop high quality city employees.
 - Goal 1:** Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
 - Goal 2:** Implement employee training and development plan.
 - Goal 3:** Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Workload			
Position Applications Reviewed	2,500	1,632	2,500
Full-Time Employees in Organization (all funds)	490	457	457
Position Requisitions Received from Departments	46	42	38
Total Training Hours Delivered (internal & vendor)	3,700	143	2,500
Effectiveness			
Organization-wide Turnover Rate	8.0%	12.0%	8.0%
Internal Recruitment Rate	7.0%	7.0%	7.0%
External Recruitment Rate	93.0%	93.0%	93.0%

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 504,417	\$ 413,081	\$ 423,246	\$ 472,006	\$ 472,006
Operating	360,986	475,543	577,794	747,474	543,329
Capital	-	-	-	-	-
TOTAL	\$ 865,403	\$ 888,624	\$ 1,001,040	\$ 1,219,480	\$ 1,015,335

DEPARTMENT – Management Services – Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 2,024,292	\$ 2,367,184	\$ 2,311,689	\$ 2,387,836	\$ 2,387,836
Operating	902,178	1,064,760	4,656,389	1,151,276	1,106,276
Capital	<u>385,848</u>	<u>514,297</u>	<u>2,855,400</u>	<u>456,500</u>	<u>456,500</u>
TOTAL	\$ 3,312,318	\$ 3,946,241	\$ 9,823,478	\$ 3,995,612	\$ 3,950,612

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Financial Accountability and Sustainability

Objective 1: Improve financial accountability.

Goal 1: Implement process that includes fiscal note for items before City Council that include financial impact.

Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.

Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality city employees.

Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

Objective 4: Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts.

Goal 2: Partner with Rowan County on a joint telecommunications plan.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

Accounting (101)	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
Workload			
Number of Checks Issued	5,500	6,000	6,000
Number of ACH Transactions (Payroll and A/P)	16,850	16,800	16,000
Number of Journal Entries	1,015	1,000	1,000
Effectiveness			
Percent of Checks Processed Without Error	99.5%	99.5%	99.5%
Percent of ACH Transactions Processed Without Error	99.9%	99.9%	99.9%
Percent of Journal Entries Reclassified	20%	20%	20%

PERFORMANCE MEASURES - CONT.

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
Customer Service (102)			
Workload			
Number of Utility Bills Generated	202,282	225,106	225,106
Number of Teller Transactions	50,088	55,597	55,597
Number of Telephone Transactions	55,415	61,511	61,511
Number of New Businesses Issued Privilege Licenses	208	226	226
Efficiency			
Cost Per Utility Bill Issued	\$ 0.57	\$ 0.64	\$ 0.64
Cost Per Teller Transaction	\$ 1.42	\$ 1.58	\$ 1.58
Cost Per Telephone Transaction	\$ 1.87	\$ 2.08	\$ 2.08
Effectiveness			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%
Total Dollar Value of Tellers' Over & Short Account	7.94	26.24	26.24
Service Complaints Per 1000 Transactions	0.01	0.01	0.01

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personnel	\$ 1,317,340	\$ 1,484,781	\$ 1,535,224	\$ 1,555,441	\$ 1,555,441
Operating	299,312	331,405	381,736	347,118	347,118
Capital	-	-	-	-	-
TOTAL	\$ 1,616,652	\$ 1,816,186	\$ 1,916,960	\$ 1,902,559	\$ 1,902,559

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 OBJECTIVES AND GOALS

Utilities and Community Infrastructure

- Objective 3:** Provide reliable, competitive, sustainable broadband infrastructure for our community with a focus on exceeding customer expectation.
 - Goal 1:** Renegotiate contracts and streamline operations in an effort to reduce operating costs.
 - Goal 2:** Improve system infrastructure and service level agreements to minimize impacts to our customers.

Financial Accountability and Sustainability

- Objective 1:** Improve financial accountability.
 - Goal 1:** Implement process that includes fiscal note for items before City Council that include financial impact.
 - Goal 2:** Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

- Objective 1:** Create a culture of excellent customer service to improve service delivery to our citizens.
 - Goal 1:** Develop and implement a comprehensive customer service plan to better serve our citizens.
- Objective 2:** Attract, retain and develop high quality city employees.
 - Goal 2:** Implement employee training and development plan.
 - Goal 3:** Incorporate “Good to Great” and “Servant Leadership concepts into the City’s culture.
- Objective 3:** Improve organization transparency.
 - Goal 2:** Launch new City website to improve public access.

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Workload			
Number of Purchase Orders Fulfilled	572	450	500
Number of Procurement Card Transactions	10,256	9,564	9,500
Efficiency			
Cost Per Procurement Card Transaction	\$ 165	\$ 179	\$ 180
Effectiveness			
Percent of POs Completed Without Error	93%	98%	98%
Procurement Card Error Rate	2%	2%	2%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personnel	\$ 92,694	\$ 108,159	\$ 108,957	\$ 109,995	\$ 109,995
Operating	8,789	10,633	11,645	10,995	10,995
Capital	-	-	-	-	-
TOTAL	\$ 101,483	\$ 118,792	\$ 120,602	\$ 120,990	\$ 120,990

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 OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality City employees.

Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.

Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

Objective 4: Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts.

Goal 2: Partner with Rowan County on a joint telecommunications plan.

Youth Involvement

Objective 1: Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.

Goal 2: Continue to recognize and support positive youth initiatives that publicize the eight (8) planks of the plan.

DEPARTMENTAL GOALS

1. Improve quality of reception and coverage of the 800 trunking system.
2. Continue second phase of 800 rebanding which includes second touch of all 2500 radios.
3. Enhance security capabilities at the tower site.
4. Program and install 300 radios for Rowan County.
5. Program and flash 1200 radios for Rowan County.
6. Continue to provide the absolute best quality of Service to our City Departments and to our Rowan County customers.
7. Work with Rowan County and Salisbury PD on the new 911 Communications Center.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 220,839	\$ 301,942	\$ 197,182	\$ 247,700	\$ 247,700
Operating	275,456	301,973	3,657,766	268,684	268,684
Capital	103,644	45,297	1,303,000	63,000	63,000
TOTAL	\$ 599,939	\$ 649,212	\$ 5,157,948	\$ 579,384	\$ 579,384

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Waterproof Building at Tower Site	\$ 15,000	\$ 15,000	\$ 15,000
Upgrade 911 Phone Switch at Police Department	350,000	-	-
Ethernet Test Set	5,000	-	-
R8000 Analyzer	25,000	25,000	25,000
Portable Vehicle Lift	25,000	-	-
UPS at PD for redundancy	20,000	-	-
Trunking alarm for radio system	40,000	-	-
Additional security cameras at tower site	5,000	5,000	5,000
Backup mobile telecommunications trunk	800,000	-	-
Electric security gate w/pass card access	18,000	18,000	18,000
Total Capital Outlay	\$ 1,303,000	\$ 63,000	\$ 63,000

STATEMENT OF PURPOSE

To provide facilities maintenance and repair, management of new buildings projects, management of ongoing municipal service contracts related to City bricks and mortar assets and to ensure compliance with codes, mandates and ordinances. Manage capital outlay and special projects across all City departments including management and oversight of construction projects. Continuously encourage energy efficient initiatives and sustainable practices across the City by educating personnel thru various media and applying concepts to projects as appropriate when funding is available.

CITY COUNCIL OBJECTIVES AND GOALS

Financial Accountability and Sustainability

Objective 1: Improve financial accountability.

Goal 1: Implement process that includes fiscal note for items before City Council that include financial impact.

Goal 2: Provide return on investment analysis for major City involved projects.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Workload			
Square Feet Maintained	163,760	190,760	190,760
Average Age of Facilities (years)	60	50	50
Vendor Contracts Reviewed	85	85	85
Efficiency			
Square Feet Maintained Per FTE	32,752	25,435	25,435
Effectiveness			
Cost (\$000s) of Unplanned Facilities Expenditures	\$ 30	\$ 60	\$ 60

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 393,419	\$ 472,302	\$ 470,326	\$ 474,700	\$ 474,700
Operating	32,981	62,572	267,384	181,019	136,019
Capital	-	-	-	-	-
TOTAL	\$ 426,400	\$ 534,874	\$ 737,710	\$ 655,719	\$ 610,719

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	285,640	358,177	337,858	343,460	343,460
Capital	282,204	469,000	1,552,400	393,500	393,500
TOTAL	\$ 567,844	\$ 827,177	\$ 1,890,258	\$ 736,960	\$ 736,960

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
City Office Building (000)			
Install fire escape for upper floors	\$ 19,500	\$ -	\$ -
Renovate first floor	15,000	15,000	15,000
HVAC Monitoring System	100,000	100,000	100,000
HVAC Replacement	65,000	65,000	65,000
HVAC Replacement - Price High School	20,000	-	-
Roof Replacement - Price High School	510,000	-	-
Zimmerman Building (250)			
HVAC Replacement	38,400	-	-
City Hall (251)			
HVAC Replacement	40,000	40,000	40,000
Replace carpets	40,000	40,000	40,000
Install chamber blinds	12,000	-	-
GX Fitness demolition	150,000	-	-
Roof Replacement	396,000	-	-
Park Ave-Code Enforcement (254)			
HVAC Monitoring System	3,500	3,500	3,500
Customer Service Center (255)			
Electronic Locks on Revolving Doors	13,000	-	-
Acoustical Baffles for Sound Attenuation in lobby	12,500	12,500	12,500
Redundant Cooling	80,000	80,000	80,000
Install blinds	12,500	12,500	12,500
Install Shop Ceiling Fans	25,000	25,000	25,000
Total Capital Outlay	\$ 1,552,400	\$ 393,500	\$ 393,500

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	153,305	141,592	160,450	132,125	139,275
Capital	5,428	52,000	187,750	100,750	100,750
TOTAL	\$ 158,733	\$ 193,592	\$ 348,200	\$ 232,875	\$ 240,025

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Upgrade Call Box / Key Scan	\$ 12,000	\$ 12,000	\$ 12,000
Refurbish flipped apartments	8,000	8,000	8,000
Replace appliances	8,000	6,000	6,000
Renovate apartments	85,000	-	-
HVAC Replacement	74,750	74,750	74,750
Total Capital Outlay	\$ 187,750	\$ 100,750	\$ 100,750

DEPARTMENT – Information Technologies - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 880,818	\$ 598,502	\$ 681,741	\$ 1,319,113	\$ 1,319,113
Operating	907,719	857,893	1,271,814	1,856,634	1,856,634
Capital	<u>33,918</u>	<u>15,000</u>	<u>88,000</u>	<u>28,000</u>	<u>28,000</u>
TOTAL	\$ 1,822,455	\$ 1,471,395	\$ 2,041,555	\$ 3,203,747	\$ 3,203,747

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

- Objective 1:** Improve neighborhoods and safety for all areas of the City.
Goal 1: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.

Organizational Development and Partnerships

- Objective 1:** Create a culture of excellent customer service within the City organization.
Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.
- Objective 2:** Attract, retain and develop high quality City employees.
Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
Goal 2: Implement employee training and development plan.
Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.
- Objective 3:** Improve organizational transparency.
Goal 2: Launch new City website to improve public access.
- Objective 4:** Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts.
Goal 2: Partner with Rowan County on a joint telecommunications plan.

Youth Involvement

- Objective 1:** Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.
Goal 2: Continue to recognize and support positive youth initiatives that publicize the eight (8) planks of the plan.

DEPARTMENTAL GOALS

1. Continue implementation of Document Imaging System for other departments.
2. Implement new citizen enabling services.
3. Continue to implement a Goals Review and Tracking System.
4. Implement enhanced wireless capability for emergency fire vehicles.
5. Upgrade Fire Department System services pertaining to ETI.
6. Implement enhanced audio/video conferencing services.
7. Promote learning initiatives and further exposure for individual development.
8. Push security hardening and security best practices throughout the organization.
9. Promote the efforts to upgrade City web site.
10. Support individual departmental goals and initiatives that require technical involvement.
11. Continue implementing intranet collaboration and communication tools for City Departments.

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Workload			
Number of Computers Directly Supported	495	475	480
Number of Servers Directly Supported	71	74	64
Total Number of IT Helpdesk Requests Received	2,450	1,990	2,150
Total Number of Telecom Requests Received	3,008	3,008	3,008
Total Number of Projects Supported ***	95	58	58
Number of Remote Sites Supported	48	48	47
Number of Telephones Supported	375	365	370
Number of Pagers and Radios Supported	2990	2990	2990
Number of Tower/Client Stations Managed	9/14	9/14	9/14
Number of Vehicles Supported	165	215	215
Efficiency			
Number of PCs Supported Per Analyst	83	119	120
Number of Servers Supported Per Analyst	71	74	64
Number of IT Helpdesk Requests Processed Per Analyst	408	498	538
Number of Telecom Helpdesk Requests Processed Per Analyst	1,003	1,003	1,003
Number of Project Requests Processed Per Analyst ***	12	15	15
Number of Pagers and Radios Supported Per Telecom Technician	997	997	997
Number of Vehicles Supported Per Telecom Technician	55	72	72
Effectiveness			
Average Repair Time Per IT Helpdesk Request (in hours)	0.20	0.60	0.40
Average Repair Time Per Radio Service Request (in hours)	1.5	1.5	1.5
Average Repair Time Per Vehicle Service Request (in hours)	2	2	2
Average Annual Network Availability **	99.0%	99.9%	99.9%
Average Annual Telecommunication Availability **	99.0%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	75.0%	50.0%	50.0%

** Estimate - Designed to demonstrate network reliability

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 732,561	\$ 520,485	\$ 537,214	\$ 1,236,694	\$ 1,236,694
Operating	791,855	704,488	1,028,822	1,749,784	1,749,784
Capital	29,726	15,000	80,500	20,500	20,500
TOTAL	\$ 1,554,142	\$ 1,239,973	\$ 1,646,536	\$ 3,006,978	\$ 3,006,978

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Operations (151)			
Backup System	\$ 50,000	\$ -	\$ -
Local Cloud Storage	10,000	-	-
Video System for Police Interview Room	15,000	15,000	15,000
Server Memory Upgrade	5,500	5,500	5,500
Total Capital Outlay	\$ 80,500	\$ 20,500	\$ 20,500

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.

CITY COUNCIL OBJECTIVES AND GOALS

Economic Development

Objective 1: 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.

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.

Objective 2: Attract, retain and develop high quality City employees.

Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

Youth Involvement

Objective 1: Safeguard our youth and proactively address gang activity in Salisbury through gang-awareness education, information sharing, enforcement, and implementation of the Salisbury-Rowan United Action Plan.

Goal 2: Continue to recognize and support positive youth initiatives and implement the eight (8) Planks of the plan.

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 148,257	\$ 78,017	\$ 144,527	\$ 82,419	\$ 82,419
Operating	115,864	153,405	242,992	106,850	106,850
Capital	<u>4,192</u>	<u>-</u>	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>
TOTAL	\$ 268,313	\$ 231,422	\$ 395,019	\$ 196,769	\$ 196,769

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Replace GPS Equipment	\$ <u>7,500</u>	\$ <u>7,500</u>	\$ <u>7,500</u>
Total Capital Outlay	\$ 7,500	\$ 7,500	\$ 7,500

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 FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 785,226	\$ 860,896	\$ 869,838	\$ 875,623	\$ 875,623
Operating	549,798	680,948	1,101,506	909,347	501,655
Capital	-	-	-	-	-
TOTAL	\$ 1,335,024	\$ 1,541,844	\$ 1,971,344	\$ 1,784,970	\$ 1,377,278

STATEMENT OF PURPOSE

To provide a coordinated Planning, Development Services 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 OBJECTIVES AND GOALS

Better Housing and Neighborhoods

- Objective 1:** Improve neighborhoods and safety for all areas of the City.
- Goal 1:** Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
 - Goal 2:** Pursue implementation of the commercial property maintenance code.
 - Goal 3:** Receive and evaluate recommendations from the Advisory Committee on Better Housing and Neighborhood Stabilization.
 - Goal 4:** Develop a master plan in partnership with the Dixonville Cemetery Task Force.
 - Goal 5:** Complete and implement the Historic Master Plan.
 - Goal 6:** Discuss implementation of an Animal Control Ordinance regarding hazardous dog breeds.

Economic Development

- Objective 1:** 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.
- Goal 1:** Explore ways to encourage support of local businesses, including consideration of a Retail Recruiter.
 - Goal 2:** Develop an Express Review Process for Development
 - Goal 3:** Study and recommend a plan for economic development in fixed boundaries.
- Objective 2:** Improve and enhance Downtown Salisbury.
- Goal 1:** Enhance Downtown Salisbury by studying left turns at the Square.
 - Goal 2:** Develop a downtown streetscape improvement plan.

DEPARTMENTAL PERFORMANCE GOALS

1. Implement the “one stop shop” model for Development Services at the City Office Building.
2. Cooperate with Downtown Salisbury, Inc. (DSI) to implement the Downtown Master Plan.
3. Facilitate the West End Neighborhood Transformation Planning process.
4. Participate in activities related to the Tourism Development Authority,
5. Participate in the CONNECT Regional Sustainability Project.
6. Implement Block Works, the Salisbury Sculpture Show and other CAC programs.
7. Support Rowan County’s development of a land use plan with growth corridors.
8. Adopt standards and ordinances that support implementation of Vision 2020.
9. Evaluate the need for a policy for the development of affordable housing in Salisbury.
10. Provide appropriate training for all boards and commissions.
11. Identify opportunities to support Vision 2020 through city operations.
12. Broker projects to improve housing in selected neighborhoods.
13. Conduct needs assessment to identify additional selected neighborhood(s).
14. Provide staff support to the Planning Board.
15. Provide staff support and assistance to the Community Appearance Commission.
16. Provide staff support and assistance to the Historic Preservation Commission.
17. Provide staff support and assistance to the Housing Advocacy Commission.

PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Workload			
Rezoning Requests Processed	8	4	6
Efficiency			
Average Number of Processing Days Per Rezoning Request	60	50	45
Effectiveness			
Percent of Rezoning Requests Approved as Presented	75%	75%	75%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personnel	\$ 386,930	\$ 309,644	\$ 315,939	\$ 318,013	\$ 318,013
Operating	249,331	314,187	635,630	540,690	127,690
Capital	-	-	-	-	-
TOTAL	\$ 636,261	\$ 623,831	\$ 951,569	\$ 858,703	\$ 445,703

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

Objective 1: Improve neighborhoods and safety for all areas of the City.

Goal 1: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.

Economic Development

Objective 1: 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.

Goal 2: Develop an Express Review Process for Development.

Organizational Development & Partnerships

Objective 3: Improve organizational transparency.

Goal 2: Launch new City website to improve public access.

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 159,979	\$ 380,673	\$ 333,436	\$ 335,886	\$ 335,886
Operating	203,133	286,675	306,413	293,517	298,825
Capital	-	-	-	-	-
TOTAL	\$ 363,112	\$ 667,348	\$ 639,849	\$ 629,403	\$ 634,711

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

- Objective 1:** Improve neighborhoods and safety for all areas of the City.
 - Goal 1:** Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
 - Goal 2:** Pursue implementation of the commercial property maintenance code.
 - Goal 3:** Receive and evaluate recommendations from the Advisory Committee on Better Housing and Neighborhood Stabilization.
 - Goal 5:** Complete and implement the Historic Master Plan.
 - Goal 6:** Discuss implantation of an Animal Control Ordinance regarding hazardous dog breeds.

DEPARTMENTAL PERFORMANCE GOALS

1. Focus on excellent customer service to all persons that our division comes in contact within or outside of the city limits.
2. Complete and adopt Standard Operating Policies, including a Safety Policy.
3. Continue to cross-train all officers in all areas of the city codes and ordinances.
4. Establish communication system and/or technology that will allow police, fire, and code enforcement to be on one system and therefore become more cohesive with all three departments in order to improve the safety and integrity of neighborhoods, as well as response times.
5. Continue working relationships with Neighborhood Leaders Alliance, SNAG, Community Watch programs and other neighborhood organizations.
6. Cooperate with Downtown Salisbury, Inc. (DSI) to implement the Downtown Master Plan.
7. Provide staff support and assistance to the Housing Advocacy Commission.
8. Develop a strengthened Minimum Housing Code and assess the need for a vacant property registration ordinance.

PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Workload			
Number of Proactive Inspections (inspector initiated)	5,000	4,000	4,500
Number of Reactive Inspections (third-party complaints)	1,000	1,500	1,400
Number of Citations Issued	3,000	3,600	3,500
Number of Owner Corrected Violations	2,400	2,520	2,700
Efficiency			
Cost Per Nuisance Abated	\$ 291	\$ 325	\$ 375
Cost Per Inspection	\$ 125	\$ 175	\$ 185
Effectiveness			
Days From Complaint to First Inspection	2	2	2

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 238,317	\$ 170,579	\$ 220,463	\$ 221,724	\$ 221,724
Operating	97,334	80,086	159,463	75,140	75,140
Capital	-	-	-	-	-
TOTAL	\$ 335,651	\$ 250,665	\$ 379,926	\$ 296,864	\$ 296,864

STATEMENT OF PURPOSE

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

CITY COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

Objective 1: Improve neighborhoods and safety for all areas of the City.

Goal 1: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.

Goal 2: Pursue implementation of the commercial property maintenance code.

Economic Development

Objective 1: 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.

Goal 2: Develop an Express Review Process for Development.

Goal 3: Study and recommend a plan for economic development in fixed boundaries.

Objective 2: Improve and enhance Downtown Salisbury.

Goal 1: Enhance Downtown Salisbury by studying left turns at the Square.

Goal 2: Develop a downtown streetscape improvement plan.

DEPARTMENTAL PERFORMANCE GOALS

1. Participate in TRC and Plan Review Committee
2. Assist Fibrant with pole line issues
3. Apply for FRA Quiet Zone
4. Coordinate efforts with Cabarrus Rowan MPO
 - CMAQ grants and construction projects
 - CTP street index
 - Innes Street/Long Street Complete Street Study, including left-turns at the Square
5. Coordinate projects with NCDOT:
 - Innes Street Bridge Replacement over Grants Creek
 - Klumac Road Grade Separation, U-3459
 - Klumac Road Bridge Replacement over Town Creek
 - Peeler Road Grade Separation, project P-5206A
 - NCDOT resurfacing contract (coordinate with CTP, Bicycle Plan, and City Departments)
6. Assist with 300 Block N. Lee Street improvements (Drainage Design)
7. Implement elements of the Comprehensive Bicycle Plan
8. Prepare Dam Emergency Action Plans in accordance with DENR guidelines
9. Participate with DSI Parking Committee
10. Administer National Flood Insurance Program (NFIP)
11. Administer Downtown R/W Use permits
12. Administer Street and Alley closings in accordance with General Statutes
13. Participate in monthly SNAG meetings
14. Assist with citizen requests concerning traffic and drainage

PERFORMANCE MEASURES

	FY 2011 <u>Actual</u>	FY 2012 <u>Estimate</u>	FY 2013 <u>Projected</u>
Workload			
Minor Site Plan (MI) Engineering review	14	20	25
Major Site Plans (MA) Engineering review	1	1	2
Major Subdivisions (S) Engineering review	1	0	1
Utility Projects (U) Engineering review	11	8	15
Conditional District (CD) Engineering review	4	4	4
Efficiency			
MI: Average Days reviewed by Engineering	25	9	15
MI: Average Days processed by Developer's representatives	35	31	30
MA: Average Days reviewed by Engineering	30	~	35
MA: Average Days processed by Developer's representatives	30	~	30
S: Average Days reviewed by Engineering	45	~	45
S: Average Days processed by Developer's representatives	100	~	100
U: Average Days reviewed by Engineering	10	42	25
U: Average Days processed by Developer's representatives	15	36	30
CD: Average Days reviewed by Engineering	~	12	15
CD: Average Days processed by Developer's representatives	~	44	45

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 543,041	\$ 356,965	\$ 365,688	\$ 367,610	\$ 367,610
Operating	1,243,879	816,714	769,112	760,795	670,795
Capital	-	-	-	-	-
TOTAL	\$ 1,786,920	\$ 1,173,679	\$ 1,134,800	\$ 1,128,405	\$ 1,038,405

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 2011 <u>Actual</u>	FY 2012 <u>Estimate</u>	FY 2013 <u>Projected</u>
Workload			
Number of Sworn Police Officers (Authorized Positions)	88	81	81
Total Incoming Calls (911, Direct-Dial, Information-Seeking, etc.)	70,796	65,840	68,473
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,120	2,357	2,451
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	1,756	2,359	2,453
Departmental Internal Affairs Investigated Complaints	16	22	25
Efficiency			
Number of Sworn Police Officer Vacancies (all causes)	8	5	5
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	36,765	34,673	36,000
Part I Crimes Investigated By Criminal Investigations (CID) Division ^{^^}	167	251	313
Internal Affairs Complaints Sustained	5	2	3
Effectiveness			
Departmental Turn-Over Rate (Sworn Police Officers)	8.0%	10.0%	5.0%
Percent of Incoming Calls That Result in an Officer Dispatch	50.0%	55.0%	50.0%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	5.0%	6.5%	5.0%
CID Part I Case Clearance Rate ^{^^^}	40%	41%	35%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	35.0%	9.0%	10.0%

^{^^} 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 FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 5,996,087	\$ 5,641,157	\$ 5,730,477	\$ 5,789,090	\$ 5,782,587
Operating	1,450,715	1,411,317	1,598,339	1,385,385	1,385,385
Capital	<u>140,869</u>	<u>66,550</u>	<u>72,900</u>	<u>22,900</u>	<u>22,900</u>
TOTAL	\$ 7,587,671	\$ 7,119,024	\$ 7,401,716	\$ 7,197,375	\$ 7,190,872

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.

Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality city employees.

Goal 1: Implement strategies to recruit employees from diverse populations.

Goal 2: Implement employee training and development.

Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

Objective 4: Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts:

Goal 1: Meet with Rowan-Salisbury Schools to determine needs in which the City can assist.

Youth Involvement

Objective 1: Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.

Goal 2: Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan.

Better Housing and Neighborhoods

Objective 1: Improve neighborhoods and safety for all areas of the City.

Goal 2: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization.

DEPARTMENTAL PERFORMANCE GOALS

1. Increase the clearance rate of major criminal cases.
2. Continue the GREAT and DARE programs in the City’s Elementary and Middle School curriculum for the academic calendar year 2012-2013.
3. Implement Parking Citation Management Program.
4. Back Up Polygraph Operator.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 1,126,956	\$ 2,447,042	\$ 1,967,882	\$ 1,986,522	\$ 1,980,019
Operating	308,481	467,628	456,045	389,415	389,415
Capital	14,800	-	-	-	-
TOTAL	\$ 1,450,237	\$ 2,914,670	\$ 2,423,927	\$ 2,375,937	\$ 2,369,434

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

- Objective 1:** Create a culture of excellent customer service to improve service delivery to our citizens.
Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.
- Objective 2:** Attract, retain and develop high quality city employees.
Goal 1: Implement strategies to recruit employees from diverse populations.
Goal 2: Implement employee training and development.
Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.
- Objective 4:** Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts:
Goal 1: Meet with Rowan-Salisbury Schools to determine needs in which the City can assist.

Youth Involvement

- Objective 1:** Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.
Goal 2: Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan.

Better Housing and Neighborhoods

- Objective 1:** Improve neighborhoods and safety for all areas of the City.
Goal 2: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization.

DEPARTMENTAL PERFORMANCE GOALS

1. Implement educational incentive program for all police department employees with college degrees in order to retain current employees and attract other high quality potential employees.
2. Implement monetary incentives for “State Certification Levels” for all police department employees in order to retain current employees and attract other high quality potential employees.
3. Implement Police Cadet Program.
4. Design and implement a new Police Athletic League (P.A.L.) in order to provide mentoring opportunities for youth.
5. Implement bi-weekly Command Crime Briefings with both the Operations and the Services Divisions in order to improve and build upon communications within the department.
6. Continued emphasis on the delivery of superior citizen service.
7. Continued emphasis on the professional development for management staff.
8. Continued emphasis on minority recruiting.
9. Seek opportunities to reinstate an SRO within Knox Middle School.

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	\$ 338,999	\$ 516,012	\$ 524,953	\$ 534,068	\$ 534,068
Operating	189,223	303,772	523,692	436,374	436,374
Capital	-	-	67,900	17,900	17,900
TOTAL	\$ 528,222	\$ 819,784	\$ 1,116,545	\$ 988,342	\$ 988,342

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Administration (000)			
Replace furniture	\$ 30,000	\$ -	\$ -
Install security cameras in selected areas	20,000	-	-
Building Maintenance (301)			
HVAC Replacement	8,400	8,400	8,400
HVAC System Monitor	9,500	9,500	9,500
Total Capital Outlay	\$ 67,900	\$ 17,900	\$ 17,900

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 OBJECTIVES AND GOALS

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.

Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality city employees.

Goal 1: Implement strategies to recruit employees from diverse populations.

Goal 2: Implement employee training and development.

Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

Objective 4: Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts:

Goal 1: Meet with Rowan-Salisbury Schools to determine needs in which the City can assist.

Youth Involvement

Objective 1: Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.

Goal 2: Continue to recognize and support positive youth initiatives and implement the 8 Planks of the plan.

Better Housing and Neighborhoods

Objective 1: Improve neighborhoods and safety for all areas of the City.

Goal 2: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization.

DEPARTMENTAL PERFORMANCE GOALS

1. Finalize remaining taser implementation for all sworn staff.
2. Evaluate our response and delivery of service under the present two police district configuration to four smaller police districts.
3. Reassign PIT Team from Services Division-CID to Operations Division to improve service value and effectiveness with patrol teams.
4. Conduct bi-annual mutual aid Weapons of Mass Destruction and Disaster Preparedness exercises to test, evaluate and maintain our emergency preparedness levels of service.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 4,530,132	\$ 2,678,103	\$ 3,237,642	\$ 3,268,500	\$ 3,268,500
Operating	953,011	639,917	618,602	559,596	559,596
Capital	126,069	66,550	5,000	5,000	5,000
TOTAL	\$ 5,609,212	\$ 3,384,570	\$ 3,861,244	\$ 3,833,096	\$ 3,833,096

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Training & Kennel Setup for new K-9 Officer	\$ 5,000	\$ 5,000	\$ 5,000
	\$ 5,000	\$ 5,000	\$ 5,000

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 OBJECTIVES AND GOALS

Organizational Development and Partnerships

- Objective 1:** Create a culture of excellent customer service to improve service delivery to our citizens.
 - Goal 1:** Develop and implement a comprehensive customer service plan to better serve our citizens.
- Objective 2:** Attract, retain and develop high quality city employees
 - Goal 1:** Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
 - Goal 2:** Implement employee training and development plan.
 - Goal 3:** Incorporate “Good to Great: and “Servant Leadership” concepts into the City’s culture.
- Objective 4:** Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts.
 - Goal 1:** Meet with Rowan Salisbury Schools to determine needs in which the City can assist, including a school based reading program.
 - Goal 2:** Partner with Rowan County on a joint telecommunications plan.
 - Goal 3:** Evaluate Animal Control and 911 service level agreements.

DEPARTMENTAL PERFORMANCE GOALS

1. Enhance training academy to focus on building construction, smoke reading, advanced basics, tools, RIC, etc.
2. Expand PDA’s to include garden apartments, tax payer, high rise, big box, strip malls, & commercial.
3. Examine the possibility of using command aides.
4. Expand staffing on apparatus through reserve, live-ins, and other programs.
5. Develop a RIC task force and procedures of their response levels.
6. Develop a plan of succession planning.
7. Work with volunteer departments to develop consistent operating procedures.
8. Incorporate technical and heavy rescue into our operations.
9. Set goals and objects of the brotherhood/moral committee.
10. Increase the use of technology to enhance operations through AVL and iPads.

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Workload			
False Alarm Responses	495	529	512
Total Calls	4,232	4,369	4,504
Average Calls Per Day	11.6	11.9	12.3
Average Training Hours per Firefighter per Day	3.6	3.6	3.6
Efficiency			
Cost Per Response (average)	\$ 1,223	\$ 1,223	\$ 1,223
Firefighters Per Shift Strength	22	22	22
Firefighters Per Shift Per 1,000 Population	0.68	0.68	0.68
Total Dollar Value of All Property Protected	\$2.6 B	\$2.7 B	\$2.7 B
Effectiveness			
Fire Deaths - Civilian	0	2	0
Fire Deaths - Firefighter	0	0	0
Fire Loss (Dollars)	\$ 469,733	\$ 964,359	\$ 495,666
On-Scene Time - % within 5 Minutes	61%	61%	61%

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 3,955,287	\$ 3,797,006	\$ 4,266,234	\$ 4,134,623	\$ 4,134,623
Operating	1,065,232	1,076,463	1,332,486	986,419	986,419
Capital	<u>78,119</u>	<u>98,000</u>	<u>789,065</u>	<u>199,065</u>	<u>199,065</u>
TOTAL	\$ 5,098,638	\$ 4,971,469	\$ 6,387,785	\$ 5,320,107	\$ 5,320,107

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Administration (000)			
Teleconferencing upgrade	\$ 13,000	\$ -	\$ -
SCBA replacement - 2 @ \$5500 each	11,000	11,000	11,000
Fire Station #54 (350)			
SCBA replacement - 2 @ \$5500 each	11,000	11,000	11,000
Fire Station #51 (351)			
Roof Replacement	3,000	3,000	3,000
Replace garage door openers	6,000	-	-
Flowable fill to stabilize station	35,000	35,000	35,000
RPZ/Storm Drain	6,500	6,500	6,500
Storage Boxes	5,000	-	-
Fence lot	15,000	-	-
Hurst tools for heavy rescue	18,765	18,765	18,765
SCBA replacement - 2 @ \$5500 each	11,000	11,000	11,000
Station apron/concrete repairs	40,000	-	-
Replacement defibrillator	3,000	-	-
HVAC-Add for bay area	132,000	-	-
Fire Station #52 (352)			
Safety Town	30,000	-	-
Replace garage door openers	6,000	-	-
Replacement defibrillator	6,000	6,000	6,000
SCBA replacement - 2 @ \$5500 each	11,000	11,000	11,000
HVAC Monitoring System	11,500	11,500	11,500
Fire Station #53 (353)			
Buy Property for NEW Station	250,000	-	-
HVAC Monitoring System	11,500	11,500	11,500
HVAC Replacement	15,800	15,800	15,800
SCBA replacement - 2 @ \$5500 each	11,000	11,000	11,000
Commercial washer/dryer for turnout gear	9,000	-	-
Stabilize building	25,000	25,000	25,000
LPI (356)			
Fire Safety House Replacement	36,000	-	-
Training (357)			
CPAT Fitness System	45,000	-	-
SCBA replacement - 2 @ \$5500 each	11,000	11,000	11,000
Total Capital Outlay	\$ 789,065	\$ 199,065	\$ 199,065

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, oversees the recycling program, traffic signal maintenance, pavement markings and Public Transportation. This Department also provides maintenance of all City vehicles.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 3,147,585	\$ 3,138,072	\$ 3,079,168	\$ 2,697,905	\$ 2,697,905
Operating	3,401,806	3,230,719	4,757,407	3,445,377	2,886,878
Capital	<u>42,320</u>	<u>66,000</u>	<u>633,350</u>	<u>104,350</u>	<u>104,350</u>
TOTAL	\$ 6,591,711	\$ 6,434,791	\$ 8,469,925	\$ 6,247,632	\$ 5,689,133

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, Traffic Operations, Solid Waste Management, Street Division and Transit Division.

CITY COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

- Objective 1:** Improve neighborhoods and safety for all areas of the City.
 - Goal 1:** Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
 - Goal 2:** Pursue implementation of the commercial property maintenance code.
 - Goal 3:** Receive and evaluate recommendations from the Advisory Committee on Better Housing and Neighborhood Stabilization.
 - Goal 5:** Complete and implement the Historic Master Plan.

Utilities and Community Infrastructure

- Objective 2:** Provide quality Parks and Recreation Services.
 - Goal 1:** Implement Phase 1 of the Master Plan for Lincoln Park

Economic Development

- Objective 1:** Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creative and innovation, a positive business climate and supportive government in Salisbury and Rowan County
 - Goal 2:** Develop an Express Review Process for Development.
- Objective 2:** Improve and enhance Downtown Salisbury..
 - Goal 1:** Enhance Downtown Salisbury by studying left turns at the Square
 - Goal 2:** Develop a downtown streetscape improvement plan.

Financial Accountability and Sustainability

- Objective 1:** Improve financial accountability.
 - Goal 1:** Implement process that includes fiscal note for items before City Council that include financial impact.
 - Goal 2:** Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

- Objective 1:** Create a culture of excellent customer service to improve service delivery to our citizens
 - Goal 1:** Develop and implement a comprehensive customer service plan to better serve our citizens
- Objective 2:** Attract, retain and develop high quality city employees
 - Goal 1:** Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
 - Goal 2:** Implement employee training and development plan.
 - Goal 3:** Incorporate “Good to Great: and “Servant Leadership” concepts into the City’s culture.

Youth Involvement

- Objective 1:** Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.
 - Goal 2:** Continue to recognize and support positive youth initiatives that publicize the eight (8) planks of the plan.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 204,048	\$ 205,291	\$ 208,200	\$ 209,744	\$ 209,744
Operating	25,792	20,294	106,263	45,395	45,395
Capital	-	-	48,950	48,950	48,950
TOTAL	\$ 229,840	\$ 225,585	\$ 363,413	\$ 304,089	\$ 304,089

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Roof Replacement	\$ 48,950	\$ 48,950	\$ 48,950
Total Capital Outlay	\$ 48,950	\$ 48,950	\$ 48,950

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

Objective 1: Improve neighborhoods and safety for all areas of the City.

Goal 1: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.

Goal 5: Complete and implement the Historic Master Plan.

Economic Development

Objective 2: Improve and enhance Downtown Salisbury.

Goal 1: Enhance Downtown Salisbury by studying left turns at the Square.

Goal 2: Develop a downtown streetscape improvement plan.

Financial Accountability and Sustainability

Objective 1: Improve financial accountability.

Goal 1: Implement process that includes fiscal note for items before City Council that include financial impact.

Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.

Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality city employees.

Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.

Goal 2: Implement employee training and development plan.

Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

DIVISIONAL PERFORMANCE GOALS

1. Improve the sign maintenance program to regularly address minimum sign retro-reflectivity requirements.
2. Revise the signal maintenance program to better coincide with NCDOT requirements and prepare for the system upgrade.
3. Administer citizen requests for improved street lighting in accordance with the City’s neighborhood street lighting petition policy.
4. Improve street lighting along thoroughfares in accordance with approved funding.

PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013
Workload	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Miles of Pavement Markings Repainted	13.1	13.0	13.0
Traffic Studies Completed	89	90	40
Signs Repaired/Replaced	1328	600	800
Signal Trouble Calls			112
Efficiency			
Average Response Time per Signal Trouble Call			15 min

BUDGET REQUEST SUMMARY --- 551 Traffic Operations

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 364,153	\$ 396,259	\$ 373,988	\$ 377,634	\$ 377,634
Operating	164,994	156,619	193,074	160,763	139,763
Capital	<u>3,555</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 532,702	\$ 552,878	\$ 567,062	\$ 538,397	\$ 517,397

BUDGET REQUEST SUMMARY --- 552 Street Lighting

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	437,008	449,600	546,499	545,499	545,499
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 437,008	\$ 449,600	\$ 546,499	\$ 545,499	\$ 545,499

STATEMENT OF PURPOSE

The Division strives to improve the City’s rights of ways through a program of maintenance, construction, cleaning and general beautification. The Division is responsible for the maintenance of all City maintained streets, sidewalks, curbing, bridges, and stormwater infrastructure. The Division is also responsible for street cleaning and winter road maintenance. The Division will assist other departments whenever it can by providing general maintenance to their parking lots, grounds and stormwater infrastructure.

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

- Objective 1:** Improve neighborhoods and safety for all areas of the City.
 - Goal 1:** Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
 - Goal 2:** Pursue implementation of the commercial property maintenance code.
 - Goal 3:** Receive and evaluate recommendations from the Advisory Committee on Better Housing and Neighborhood Stabilization.
 - Goal 5:** Complete and implement the Historic Master Plan.

Utilities and Community Infrastructure

- Objective 2:** Provide quality Parks and Recreation Services.
 - Goal 1:** Implement Phase 1 of the Master Plan for Lincoln Park.

Economic Development

- Objective 1:** Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creative and innovation, a positive business climate and supportive government in Salisbury and Rowan County.
 - Goal 2:** Develop an Express Review Process for Development.
 - Goal 3:** Study and recommend a plan for economic development in fixed boundaries
- Objective 2:** Improve and enhance Downtown Salisbury.
 - Goal 2:** Develop a downtown streetscape improvement plan.

Financial Accountability and Sustainability

- Objective 1:** Improve financial accountability.
 - Goal 1:** Implement process that includes fiscal note for items before City Council that include financial impact.
 - Goal 2:** Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

- Objective 1:** Create a culture of excellent customer service to improve service delivery to our citizens.
 - Goal 1:** Develop and implement a comprehensive customer service plan to better serve our citizens
- Objective 2:** Attract, retain and develop high quality city employees.
 - Goal 1:** Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
 - Goal 2:** Implement employee training and development plan.
 - Goal 3:** Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

DIVISIONAL PERFORMANCE GOALS

Administration (000)

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

Street Maintenance (420)

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

Concrete Construction (421)

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

Streets Miscellaneous Activities (425)

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

Powell Bill Paving & Resurfacing (426)

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

Powell Bill Bridge Maintenance/Snow (427)

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

Powell Bill Drainage (428)

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

Powell Bill-Concrete Construction (429)

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

PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Lane Miles of Streets Paved	3.2	6.0	3.5
Lane Miles of Streets Maintained	345	345	345
Potholes Filled	199	225	775
Driveways	33	33	30
Sidewalks Replaced / Repaired - Feet	2,393	2,400	2,500
Curb & Gutter - Feet	269	300	350
New Handicap Ramps	9	10	15

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personnel	\$ 792,990	\$ 1,057,922	\$ 937,343	\$ 701,441	\$ 701,441
Operating	993,310	814,941	1,624,717	1,084,684	1,084,684
Capital	<u>6,000</u>	<u>-</u>	<u>51,000</u>	<u>21,000</u>	<u>21,000</u>
TOTAL	\$ 1,792,300	\$ 1,872,863	\$ 2,613,060	\$ 1,807,125	\$ 1,807,125

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Snow/Ice Bridge Maint (427)			
Salt/Sand Spreader w/ leg stand, includes installation	\$ 30,000	\$ -	\$ -
Snow Plow for Tandem Axle Dump Truck	<u>21,000</u>	<u>21,000</u>	<u>21,000</u>
Total Capital Outlay	\$ 51,000	\$ 21,000	\$ 21,000

STATEMENT OF PURPOSE

To focus everyday on enriching the lives of our citizens by maintaining a clean, healthy environment for all Salisbury residents we will do this through the regular collection, transportation, and disposal of industrial, commercial and residential refuse and other debris using an effective, efficient system of waste management, with more education on recycling. By doing this we will reduce the amount of solid wastes generated and dumped at the landfill.

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

- Objective 1:** Improve neighborhoods and safety for all areas of the City.
Goal 1: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
Goal 2: Pursue implementation of the commercial property maintenance code.
Goal 3: Receive and evaluate recommendations from the Advisory Committee on Better Housing and Neighborhood Stabilization.

Financial Accountability and Sustainability

- Objective 1:** Improve financial accountability
Goal 1: Implement process that includes fiscal note for items before City Council that include financial impact.
Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

- Objective 1:** Create a culture of excellent customer service to improve service delivery to our citizens.
Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.
Objective 2: Attract, retain and develop high quality city employees.
Goal :1 Implement strategies to recruit employees from diverse populations and develop Strategies to attract and retain quality employees
Goal 2: Implement employee training and development plan.
Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
City-Collected Garbage - Tons	9,700	9,430	9,200
Residential Recycling - Tons	550	577	650
Special Events Supported	7	7	10

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 596,774	\$ 481,799	\$ 514,435	\$ 493,380	\$ 493,380
Operating	1,074,085	1,100,162	1,127,020	979,611	987,611
Capital	-	-	-	-	-
TOTAL	\$ 1,670,859	\$ 1,581,961	\$ 1,641,455	\$ 1,472,991	\$ 1,480,991

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 approximately every three weeks during the months of October – March.

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

- Objective 1:** Improve neighborhoods and safety for all areas of the City.
 - Goal 1:** Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
 - Goal 2:** Pursue implementation of the commercial property maintenance code.
 - Goal 3:** Receive and evaluate recommendations from the Advisory Committee on Better Housing and Neighborhood Stabilization.
 - Goal 5:** Complete and implement the Historic Master Plan.

Utilities and Community Infrastructure

- Objective 2:** Provide quality Parks and Recreation Services.
 - Goal 1:** Implement Phase 1 of the Master Plan for Lincoln Park.

Economic Development

- Objective 1:** Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creative and innovation, a positive business climate and supportive government in Salisbury and Rowan County.
 - Goal 2:** Develop an Express Review Process for Development.
 - Goal 3:** Study and recommend a plan for economic development in fixed boundaries
- Objective 2:** Improve and enhance Downtown Salisbury.
 - Goal 2:** Develop a downtown streetscape improvement plan.

Financial Accountability and Sustainability

- Objective 1:** Improve financial accountability.
 - Goal 1:** Implement process that includes fiscal note for items before City Council that include financial impact.
 - Goal 2:** Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

- Objective 1:** Create a culture of excellent customer service to improve service delivery to our citizens.
 - Goal 1:** Develop and implement a comprehensive customer service plan to better serve our citizens
- Objective 2:** Attract, retain and develop high quality city employees.
 - Goal 1:** Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
 - Goal 2:** Implement employee training and development plan.
 - Goal 3:** Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

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.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 494,221	\$ 296,609	\$ 386,306	\$ 248,080	\$ 248,080
Operating	177,077	135,753	592,215	105,587	105,587
Capital	-	-	-	-	-
TOTAL	\$ 671,298	\$ 432,362	\$ 978,521	\$ 353,667	\$ 353,667

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.

CITY COUNCIL OBJECTIVES AND GOALS

Financial Accountability and Sustainability

Objective 1: Improve financial accountability.

Goal 1: Implement process that includes fiscal note for items before City Council that include financial impact.

Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and partnerships

Objective 1: Develop and implement a comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality city employees

Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.

Goal 2: Implement employee training and development plan.

Goal 3: Incorporate “Good to Great” and Servant Leadership” concepts into the City’s culture.

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 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Vehicles Maintained	358	353	352
Other Equipment Maintained	431	435	458
Buses Maintained	10	11	10

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 695,399	\$ 700,192	\$ 658,896	\$ 667,626	\$ 667,626
Operating	112,755	136,565	154,145	110,364	110,364
Capital	32,765	66,000	533,400	34,400	34,400
TOTAL	\$ 840,919	\$ 902,757	\$ 1,346,441	\$ 812,390	\$ 812,390

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
HVAC Replacement	\$ 20,900	\$ 20,900	\$ 20,900
New Fleet Management Software System	30,000	-	-
Land for New Facility	400,000	-	-
Auto/light truck tire balancer	13,500	13,500	13,500
On-Site Oil Analyzer	69,000	-	-
Total Capital Outlay	\$ 533,400	\$ 34,400	\$ 34,400

DEPARTMENT – Public Services
DIVISION – Transportation

553

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	416,785	416,785	413,474	413,474	413,474
Capital	-	-	-	-	-
TOTAL	\$ 416,785	\$ 416,785	\$ 413,474	\$ 413,474	\$ 413,474

DEPARTMENT – Education

641

STATEMENT OF PURPOSE

To provide for funding the Supplementary Education System.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	42,342	38,107	38,107	38,107	38,107
Capital	-	-	-	-	-
TOTAL	\$ 42,342	\$ 38,107	\$ 38,107	\$ 38,107	\$ 38,107

DEPARTMENT – Debt Service

901

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,243,002	1,433,100	1,528,384	1,518,127	1,518,127
Capital	-	-	-	-	-
TOTAL	\$ 1,243,002	\$ 1,433,100	\$ 1,528,384	\$ 1,518,127	\$ 1,518,127

DEPARTMENT – Public Services/Parks and Recreation
DIVISION – Cemetery

563

In FY2012,this division was incorporated into Parks and Recreation from Public Services.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 209,225	\$ 199,870	\$ -	\$ -	\$ -
Operating	64,387	62,792	-	-	-
Capital	180	-	-	-	-
TOTAL	\$ 273,792	\$ 262,662	\$ -	\$ -	\$ -

DEPARTMENT - Public Services / Parks and Recreation
DIVISION - Landscape Operations

590

In FY2012,this division was incorporated into Parks and Recreation from Public Services.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 367,015	\$ 389,425	\$ -	\$ -	\$ -
Operating	141,573	201,035	-	-	-
Capital	6,060	13,000	-	-	-
TOTAL	\$ 514,648	\$ 603,460	\$ -	\$ -	\$ -

DEPARTMENT - Public Services / Parks and Recreation
DIVISION - Landscape - Hurley Park

592

In FY2012,this division was incorporated into Parks and Recreation from Public Services.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 55,411	\$ 53,133	\$ -	\$ -	\$ -
Operating	38,082	33,799	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 93,493	\$ 86,932	\$ -	\$ -	\$ -

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

Objective 1: Improve neighborhoods and safety for all areas of the City.

Goal 1: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.

Goal 4: Develop a master plan in partnership with the Dixonville Cemetery Task Force.

Utilities and Community Infrastructure

Objective 2: Provide quality Parks and Recreation Services.

Goal 1: Implement Phase 1 of the Master Plan for Lincoln Park

Economic Development

Objective 2: Improve and enhance Downtown Salisbury.

Goal 2: Develop a downtown streetscape improvement plan.

Financial Accountability and Sustainability

Objective 1: Improve financial accountability.

Goal 1: Implement process that includes fiscal note for items before City Council that include financial impact.

Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.

Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality city employees.

Goal 2: Implement employee training and development plan.

Goal 3: Incorporate “Good to Great” and “Servant Leadership concepts into the City’s culture.

Objective 3: Improve organization transparency.

Goal 2: Launch new City website to improve public access.

Objective 4: Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts.

Goal 1: Meet with Rowan Salisbury Schools to determine needs in which the City can assist, including a school based reading program.

Youth Involvement

Objective 1: Safeguard our youth and proactively address gang activity in Salisbury through gang awareness education, information sharing, enforcement and implementation of the Salisbury-Rowan United Action Plan.

Goal 1: Seek partners and funding to explore and develop a youth advisory council.

Goal 2: Continue to recognize and support positive youth initiatives that publicize the eight (8) planks of the plan.

DEPARTMENTAL PERFORMANCE GOALS

1. Incorporate the “Good to Great” concepts into the City’s culture as a foundation for Salisbury becoming a High Performance Organization including the successful completion of all strategic plans.
2. Develop a downtown streetscape maintenance improvement plan.
3. Develop programs and facilities in support of the Choice Neighborhood Grant and West End Transformation.
4. Continue to monitor and evaluate the department programs, services, parks and cemeteries for efficient and effective service delivery.
5. Provide code enforcement and nuisance abatement services as part of the neighborhood improvement initiative.
6. Provide staff support to the Salisbury Tree Board, Greenway Committee, Hurley Park Advisory Board and Salisbury Parks and Recreation Advisory Board.
7. Provide maintenance for Salisbury-Rowan Utilities and North Carolina DOT contracts.

PERFORMANCE MEASURES

	FY 2011 <u>Actual</u>	FY 2012 <u>Estimate</u>	FY 2013 <u>Projected</u>
Workload			
Acres of Park Space Owned	508	508	508
Acres of Park Space Maintained	228	229	229
Yards of Greenway Maintained	5,786	7,106	7,106
Number of Athletic Fields and Athletic Surfaces Maintained	34	34	34
Number of Recreational Programs Administered	925	770	800
Number of Recreational Program Participations	145,000	112,000	120,000
Number of Maintenance and Safety Inspections Conducted	1,000	950	950
Number of Volunteer Hours Utilized	3,000	2,600	3,000
Salisbury Community Park Visits	348,000	369,715	380,000
Efficiency			
Cost Per Acre Maintained	\$ 70	\$ 72	\$ 72
Cost Per 1,000 Yards of Greenway Maintained	\$ 7,200	\$ 10,090	\$ 10,090
Cost Per Athletic Field and Athletic Surface Maintained	\$ 1,930	\$ 2,100	\$ 2,100
Cost Per Recreational Program Administered	\$ 55	\$ 57	\$ 54
Program FTEs Per 1,000 Program Participations	0.10	0.12	0.13
Cost per Maintenance and Safety Inspection Performed	\$ 9	\$ 9	\$ 9
Effectiveness			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%
City-wide Average for Athletic Field / Surface Availability	95%	95%	95%
Participations Per Program	156	145	150
Percent of Program Participants Identified as City Residents	72%	75%	75%
City-wide Average for Equipment & Facilities Availability	97%	97%	97%
Estimated Departmental Savings Through Use of Volunteers	\$30,000	\$26,000	\$30,000

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 1,318,256	\$ 1,057,223	\$ 1,703,978	\$ 1,684,929	\$ 1,684,929
Operating	641,436	587,404	924,334	811,269	811,269
Capital	198,838	203,724	829,950	217,450	217,450
TOTAL	\$ 2,158,530	\$ 1,848,351	\$ 3,458,262	\$ 2,713,648	\$ 2,713,648

NOTE: In FY 2012, P/S Cemetery, P/S-Landscape Operations and Landscape – Hurley Park were incorporated into Parks and Recreation.

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Administration (100)			
Parks & facility repairs & improvements	\$ 100,000	\$ 66,500	\$ 66,500
Town Creek park development	50,000	-	-
Play structures replacements	54,000	-	-
Sports Complex Phase 2 development	50,000	-	-
SCP maintenance building	250,000	-	-
Neighborhood park land acquisition	100,000	-	-
Civic Center foundation wall	75,000	-	-
Civic Center (601)			
HVAC Replacement	21,000	21,000	21,000
Roof Replacement	48,400	48,400	48,400
City Park (602)			
HVAC Replacement	22,000	22,000	22,000
Cemeteries (604)			
Roof Replacement	7,000	7,000	7,000
Greenway/Gardens (605)			
Roof Replacement	22,000	22,000	22,000
Athletic Programs (606)			
HVAC Replacement	2,750	2,750	2,750
Ground Maintenance (609)			
HVAC Replacement	12,800	12,800	12,800
Roof Replacement	15,000	15,000	15,000
Total Capital Outlay	\$ 829,950	\$ 217,450	\$ 217,450



CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2013
With Estimated Actual for Year Ending June 30, 2012 and
Actual for Year Ended June 30, 2011

	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Estimate</u>	<u>2013</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 23,671	\$ 27,000	\$ 24,000
Other	<u>33,248</u>	<u>-</u>	<u>-</u>
Total revenues	<u>\$ 56,919</u>	<u>\$ 27,000</u>	<u>\$ 24,000</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ 714,000	\$ -	\$ -
Operating transfer from General Fund	<u>1,844,805</u>	<u>1,751,578</u>	<u>1,709,358</u>
Total other financing sources	<u>\$ 2,558,805</u>	<u>\$ 1,751,578</u>	<u>\$ 1,709,358</u>
Total revenues and other financing sources	<u>\$ 2,615,724</u>	<u>\$ 1,778,578</u>	<u>\$ 1,733,358</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 FY10-11	Budgeted FY11-12	Requested FY12-13	Mgr Recommends FY12-13	Adopted FY12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	244,817	582,157	254,285	408,212	408,212
Capital	2,273,487	1,189,421	1,355,446	1,325,146	1,325,146
TOTAL	\$ 2,518,304	\$ 1,771,578	\$ 1,609,731	\$ 1,733,358	\$ 1,733,358

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Management & Administration			
Computer Equipment Replacement	\$ 4,500	\$ 4,500	\$ 4,500
Total Capital Outlay	\$ 4,500	\$ 4,500	\$ 4,500
Public Information & Marketing			
Computer Equipment Replacement	\$ 16,250	\$ 16,250	\$ 16,250
Total Capital Outlay	\$ 16,250	\$ 16,250	\$ 16,250
Human Resources			
Computer Equipment Replacement	\$ 660	\$ 660	\$ 660
Total Capital Outlay	\$ 660	\$ 660	\$ 660
Information Technologies			
Computer Equipment Replacement	\$ 277,290	\$ 277,290	\$ 277,290
ADD - Backup System	50,000	50,000	50,000
Total Capital Outlay	\$ 327,290	\$ 327,290	\$ 327,290
Management Services - Administration			
Computer Equipment Replacement	\$ 5,362	\$ 5,362	\$ 5,362
Total Capital Outlay	\$ 5,362	\$ 5,362	\$ 5,362
Management Services - Facilities Mgmt			
Replace AD19708 w/ 1/2 ton Cargo Van w/ Hitch	\$ 20,761	\$ 20,761	\$ 20,761
Total Capital Outlay	\$ 20,761	\$ 20,761	\$ 20,761
Community Planning Services - Planning			
Computer Equipment Replacement	\$ 2,360	\$ 2,360	\$ 2,360
Total Capital Outlay	\$ 2,360	\$ 2,360	\$ 2,360
Information Technologies-GIS			
Computer Equipment Replacement	\$ 19,475	\$ 19,475	\$ 19,475
ADD PC w/ 22" Monitor for new position	1,300	-	-
Total Capital Outlay	\$ 20,775	\$ 19,475	\$ 19,475

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Community Planning Services - Code Services			
Computer Equipment Replacement	\$ 5,100	\$ 5,100	\$ 5,100
Total Capital Outlay	\$ 5,100	\$ 5,100	\$ 5,100
Community Planning Services - Development Services			
Computer Equipment Replacement	\$ 1,302	\$ 1,302	\$ 1,302
Total Capital Outlay	\$ 1,302	\$ 1,302	\$ 1,302
Police-Services			
Computer Equipment Replacement	\$ 7,200	\$ 7,200	\$ 7,200
Replace PD10203 2002 Expedition w/Crossover	34,486	34,486	34,486
Replace PD00015 2000 Crown Vic w/ Tahoe	31,987	31,987	31,987
Replace PD00016 2000 Crown Vic w/ Tahoe	31,987	31,987	31,987
Replace PD00017 2000 Crown Vic w/ Tahoe	31,987	31,987	31,987
Total Capital Outlay	\$ 137,647	\$ 137,647	\$ 137,647
Police-Administration			
Computer Equipment Replacement	\$ 3,662	\$ 3,662	\$ 3,662
ADD Tahoe to replace court awarded vehicle (PD10202)	32,296	32,296	32,296
Total Capital Outlay	\$ 35,958	\$ 35,958	\$ 35,958
Police-Operations			
Computer Equipment Replacement	\$ 10,350	\$ 10,350	\$ 10,350
ADD Three MDUs w/backlight	9,000	-	-
Replace 8 cameras # ES 20379,16881, 20310, 8202, 20303, 20323, 10207, 20308	39,960	39,960	39,960
Replace PD10306 Expedition 4X4 w/ Tahoe	36,770	36,770	36,770
Replace PD00019 Patrol Vehicle w/ Tahoe	32,296	32,296	32,296
Replace PD00417 2004 Patrol Vehicle w/ Caprice PPV	34,211	34,211	34,211
Total Capital Outlay	\$ 162,587	\$ 153,587	\$ 153,587
Fire			
Computer Equipment Replacement	\$ 6,520	\$ 6,520	\$ 6,520
Replace FD38501 1985 Trailer & 2001 Cargo Trailer w/ 28' Enclosed Trailer	33,151	33,151	33,151
Total Capital Outlay	\$ 39,671	\$ 39,671	\$ 39,671
Management Services - Telecommunications			
Computer Equipment Replacement	\$ 25,700	\$ 25,700	\$ 25,700
New UPS at PD for redundancy	20,000	-	-
Total Capital Outlay	\$ 45,700	\$ 25,700	\$ 25,700
Engineering			
Computer Equipment Replacement	\$ 23,400	\$ 23,400	\$ 23,400
Total Capital Outlay	\$ 23,400	\$ 23,400	\$ 23,400

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Public Services - Street			
Replace ST49003 655C Backhoe w/ 75DExcavator w/hydraulic hammer	\$ 110,000	\$ 110,000	\$ 110,000
ADD 10 Ton Equipment Trailer to haul Mini Excavator	12,366	12,366	12,366
Replace ST38801 Trailer w/ 7 Ton Tilt Trailer	7,731	7,731	7,731
Replace ST38802 Trailer w/ 10 Ton Trailer	12,366	12,366	12,366
Replace ST40201 Drum Roller w/ Trench Roller	36,000	36,000	36,000
Total Capital Outlay	\$ 178,463	\$ 178,463	\$ 178,463
Public Services - Waste Mgmt-Other			
ADD Walking floor chip trailer	\$ 49,006	\$ 49,006	\$ 49,006
Total Capital Outlay	\$ 49,006	\$ 49,006	\$ 49,006
Public Services - Solid Waste Mgmt			
Replace SW20301 2003 Crane Carrier Truck	\$ 228,525	\$ 228,525	\$ 228,525
Total Capital Outlay	\$ 228,525	\$ 228,525	\$ 228,525
Parks & Recreation			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
Replace PR38904 & PR39703 Trailers w/ 6 Ton Trailer	6,186	6,186	6,186
Replace CD904 & CD922 Mowers w/ 42" Z Trak Mower	13,588	13,588	13,588
Replace CD933 & CD946 Mowers w/ 42" Z Trak Mower	13,588	13,588	13,588
Replace PR60202 & PR60011 JD Reel Mowers w/ 60" JD Z Trak Mower	14,367	14,367	14,367
Total Capital Outlay	\$ 50,129	\$ 50,129	\$ 50,129
Debt Service			
Principal and Interest	\$ 254,285	\$ 254,285	\$ 254,285
Total Operating	\$ 254,285	\$ 254,285	\$ 254,285

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2013
With Estimated Actual for the Year Ending June 30, 2012 and
Actual for the Year Ended June 30, 2011

	2011	2012	2013
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 21,027,091	\$ 21,969,316	\$ 21,497,566
Water and sewer taps	<u>264,338</u>	<u>261,607</u>	<u>205,000</u>
Total operating revenues	<u>\$ 21,291,429</u>	<u>\$ 22,230,923</u>	<u>\$ 21,702,566</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 37,236	\$ 26,591	\$ 36,000
Miscellaneous revenues	<u>848,263</u>	<u>941,935</u>	<u>745,694</u>
Total nonoperating revenues	<u>\$ 885,499</u>	<u>\$ 968,526</u>	<u>\$ 781,694</u>
 Total revenues and other financing sources	 <u><u>\$ 22,176,928</u></u>	 <u><u>\$ 23,199,449</u></u>	 <u><u>\$ 22,484,260</u></u>

CITY OF SALISBURY
FY 2012-2013 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
REVENUE	\$ 22,176,928	\$ 23,433,974	\$ 23,606,674	\$ 22,484,260	\$ 22,484,260
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
UTILITIES MGT & ADMINISTRATION					
Personnel	\$ 890,674	\$ 871,441	\$ 870,874	\$ 710,281	\$ 710,281
Operations	7,678,618	3,294,943	4,436,396	3,372,596	3,372,596
Capital	9,320	68,330	117,500	117,500	117,500
TOTAL	\$ 8,578,612	\$ 4,234,714	\$ 5,424,770	\$ 4,200,377	\$ 4,200,377
PLANT OPERATIONS - WATER TREATMENT					
Personnel	\$ 493,582	\$ 499,937	\$ 502,978	\$ 506,998	\$ 506,998
Operations	986,813	1,154,366	1,171,238	1,107,249	1,107,249
Capital	-	-	-	-	-
TOTAL	\$ 1,480,395	\$ 1,654,303	\$ 1,674,216	\$ 1,614,247	\$ 1,614,247
SYSTEMS MAINTENANCE					
Personnel	\$ 1,267,950	\$ 1,495,583	\$ 1,481,943	\$ 1,492,690	\$ 1,492,690
Operations	1,953,937	1,909,027	2,657,406	1,758,048	1,758,048
Capital	210,284	547,600	743,400	543,400	543,400
TOTAL	\$ 3,432,171	\$ 3,952,210	\$ 4,882,749	\$ 3,794,138	\$ 3,794,138
ENVIRONMENTAL SERVICES					
Personnel	\$ 575,989	\$ 469,452	\$ 472,814	\$ 476,407	\$ 476,407
Operations	126,419	150,801	144,473	131,520	131,520
Capital	-	7,000	7,000	7,000	7,000
TOTAL	\$ 702,408	\$ 627,253	\$ 624,287	\$ 614,927	\$ 614,927
PLANT OPERATIONS - WASTEWATER TREATMENT					
Personnel	\$ 972,681	\$ 894,308	\$ 865,218	\$ 873,097	\$ 873,097
Operations	1,730,703	1,932,484	2,116,080	1,990,011	1,990,011
Capital	-	100,000	-	100,000	100,000
TOTAL	\$ 2,703,384	\$ 2,926,792	\$ 2,981,298	\$ 2,963,108	\$ 2,963,108
METER SERVICES					
Personnel	\$ 466,507	\$ 535,042	\$ 536,856	\$ 542,880	\$ 542,880
Operations	140,428	160,700	162,214	161,812	161,812
Capital	-	-	-	-	-
TOTAL	\$ 606,935	\$ 695,742	\$ 699,070	\$ 704,692	\$ 704,692
PLANTS MAINTENANCE					
Personnel	\$ 536,451	\$ 616,181	\$ 619,974	\$ 624,751	\$ 624,751
Operations	1,586,862	2,178,657	2,263,683	1,499,629	1,499,629
Capital	79,352	35,000	2,564,800	206,500	206,500
TOTAL	\$ 2,202,665	\$ 2,829,838	\$ 5,448,457	\$ 2,330,880	\$ 2,330,880

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 10-11		FY 11-12		FY 12-13		FY 12-13		FY 12-13	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,200,112		6,513,122		5,934,842		6,261,891		6,261,891
Capital		-		-		-		-		-
TOTAL	\$	2,200,112	\$	6,513,122	\$	5,934,842	\$	6,261,891	\$	6,261,891
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	-	\$	-	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	5,203,834	\$	5,381,944	\$	5,350,657	\$	5,227,104	\$	5,227,104
Operations		16,403,892		17,294,100		18,886,332		16,282,756		16,282,756
Capital		298,956		757,930		3,432,700		974,400		974,400
TOTALS	\$	21,906,682	\$	23,433,974	\$	27,669,689	\$	22,484,260	\$	22,484,260

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Utilities and Community Infrastructure

Objective 1: 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.

Goal 1: Safeguard Salisbury’s interests on the Yadkin River by participating in relicensing of Alcoa’s Yadkin Project.

Economic Development

Objective 1: 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.

Goal 2: Develop an Express Review Process for Development.

Financial Accountability and Sustainability

Objective 1: Improve financial accountability

Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.

Goal 1: Develop and implement a comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality city employees.

Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.

Goal 2: Implement employee training and development plan.

Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

Objective 4: Actively engage Rowan- Salisbury Schools and Rowan County Government in partnership efforts.

Goal 1: Meet with Rowan Salisbury Schools to determine needs in which the City can assist, including a school based reading program.

DIVISIONAL PERFORMANCE GOALS

1. Continue to pursue water sales agreements with Kannapolis and Concord.
2. Continue efforts toward rate stabilization and overall fiscal stability; expand focus and improve utilities fiscal function.
3. Implement procedures to enable an annual water audit.
4. Increase stakeholder communications and public education.
5. Protect and defend Salisbury and Rowan County’s water rights and supply.
6. Continue to participate in High Rock Lake Total Maximum Daily Load (TMDL) process.
7. Assist in cooperative effort with County to extend water and sewer to growth corridors.
8. Pursue appropriate expansion of SRU system.
9. Complete an update of the Vulnerability Assessment.
10. Provide improved project design and better construction management resulting in the timely completion of water and sewer extension projects.
11. Pursue elimination of the Second Creek package plant.
12. Implement first phase of AMI.

PERFORMANCE MEASURES

	FY 2011 <u>Actual</u>	FY 2012 <u>Estimate</u>	FY 2013 <u>Projected</u>
Administrative Workload			
FTEs	89	93	91
Total Estimated Population Receiving Water Service (countywide)	51,605	51,900	52,200
Total Estimated Population Receiving Sewer Service (countywide)	50,980	51,100	51,300
Land Area Spanned for Water Service (square miles)	44.7	46.9	47
Land Area Spanned for Sewer Service (square miles)	43.2	45.2	45.3
Number of Accounts	17,200	21,500	21,750
Residential Water Rate (per 1 CCF) *	\$ 3.40	\$ 3.95	\$ 3.95
Residential Sewer Rate (per 1 CCF)	\$ 4.66	\$ 4.35	\$ 4.35

Administrative Efficiency

Employee Turnover Rate	9.0%	5.3%	5.0%
Operating Costs Per 1,000 Population Served (water)	\$162,061	\$164,393	\$165,000
FTEs Per Square Mile Served	1.99	1.98	1.94
Average Elapsed Business Days From Request To Connection	10	10	10
Average Residential Utility Bill as Percent of Median Income	2.00%	2.06%	2.10%

Administrative Effectiveness

Average Years of Experience	9.8	10.3	10.5
Complaints Per Million Gallons Sold	0.44	0.41	0.44
Service Density (Population Served per Square Mile) - Water	1,154	1,107	1,111
Service Density (Population Served per Square Mile) - Sewer	1,180	1,131	1,132
Average Residential Rate Increase (% over prior year)	5.57	2.1	0

* 1 CCF = 100 cubic feet of water

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 890,674	\$ 871,441	\$ 870,874	\$ 710,281	\$ 710,281
Operating	7,678,618	3,294,943	4,436,396	3,372,596	3,372,596
Capital	<u>9,320</u>	<u>68,330</u>	<u>117,500</u>	<u>117,500</u>	<u>117,500</u>
TOTAL	\$ 8,578,612	\$ 4,234,714	\$ 5,424,770	\$ 4,200,377	\$ 4,200,377

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Utilities Administration (100)			
Roof Replacement	\$ 110,000	\$ 110,000	110,000
Utilities GIS (801)			
New GeoXH or similar	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>
Total Capital Outlay	\$ 117,500	\$ 117,500	117,500

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 SRU system.
3. Implement procedures to enable an annual water audit

PERFORMANCE MEASURES

	FY 2011 <u>Actual</u>	FY 2012 <u>Estimate</u>	FY 2013 <u>Projected</u>
Water Treatment Workload			
Number of Water Treatment FTEs (includes lab & maintenance)	10	10	10
Millions of Gallons Potable Water Produced	3031	3120	3210
Number of Water Quality Complaints	51	60	63
Number of Water Analyses Performed	95,000	9,160	95,160
Water Treatment Efficiency			
Number of FTEs Per Water Treatment Plant	10	10	10
Cost Per Million Gallons of Potable Water Produced	\$739	\$720	\$750
Average Cost Per Water Quality Complaint Response	\$79	\$80	\$80
Water Treatment Effectiveness			
Average Water Plant Operational Capacity	34.6%	35.6%	36.6%
Average Daily Potable Water Turbidity (NTU)	0.07	0.06	0.06
Percent of Potable Water Sold to Total Treated	67.0%	66.5%	67.0%
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 FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 493,582	\$ 499,937	\$ 502,978	\$ 506,998	\$ 506,998
Operating	986,813	1,154,366	1,171,238	1,107,249	1,107,249
Capital	-	-	-	-	-
TOTAL	\$ 1,480,395	\$ 1,654,303	\$ 1,674,216	\$ 1,614,247	\$ 1,614,247

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.
8. Implement first phase of AMI.

PERFORMANCE MEASURES

	FY 2011 <u>Actual</u>	FY 2012 <u>Estimate</u>	FY 2013 <u>Projected</u>
Distribution & Collection Workload			
Inch Miles of Distribution Line Maintained	3,655	3,840	3,845
Inch Miles of Collection Line Maintained	4,002	4,299	4,305
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	31	36	35
Total Water, Sewer & Irrigation Taps Installed by SRU	121	114	117
Distribution Line Failures	142	102	136
Collection Line Failures	44	51	45
Distribution & Collection Efficiency			
Cost Per Inch Mile of Distribution Line Maintained	\$ 303	\$ 259	\$ 260
Cost Per Inch Mile of Collection Line Maintained	\$ 254	\$ 269	\$ 275
Cost Per Pump Station Maintained	\$19,363	\$21,083	\$22,000
Cost Per Lift Station Maintained	\$13,389	\$16,851	\$17,000
Cost Per Tap Installed (3/4" Water)	\$ 1,650	\$ 1,650	\$ 1,650
Cost Per Tap Installed (4" Sewer)	\$ 1,450	\$ 1,450	\$ 1,450
Distribution & Collection Effectiveness			
Failures Per Inch Mile of Distribution Line Maintained	0.039	0.027	0.035
Incidents Per Inch Mile of Collection Line Maintained	0.011	0.012	0.010
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 FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 1,267,950	\$ 1,495,583	\$ 1,481,943	\$ 1,492,690	\$ 1,492,690
Operating	1,953,937	1,909,027	2,657,406	1,758,048	1,758,048
Capital	<u>210,284</u>	<u>547,600</u>	<u>743,400</u>	<u>543,400</u>	<u>543,400</u>
TOTAL	\$ 3,432,171	\$ 3,952,210	\$ 4,882,749	\$ 3,794,138	\$ 3,794,138

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
W-S Maint/Constr (100)			
HVAC Replacement	\$ 12,000	\$ 12,000	\$ 12,000
Roof Replacement	81,400	81,400	81,400
W-S Maint/Constr (854)			
Remote Camera Units	150,000	150,000	150,000
Water Sewer Extensions (857)			
Town of Granite Quarry Yr 5 of 5 Debt-Water	25,000	25,000	25,000
Town of Rockwell Deed Research & Utility	25,000	25,000	25,000
Phase III Forest Glen Water Line Extension	25,869	25,869	25,869
Unobligated Water Extensions Funding	149,131	49,131	49,131
Town of Spencer-Water	25,000	25,000	25,000
Town of Granite Quarry Yr 5 of 5 Debt-Sewer	25,000	25,000	25,000
Town of Rockwell Deed Research & Utility	25,000	25,000	25,000
Town of Spencer-Sewer	25,000	25,000	25,000
Phase III Forest Glen Sewer Line Extension	25,869	25,869	25,869
Unobligated Sewer Extensions Funding	<u>149,131</u>	<u>49,131</u>	<u>49,131</u>
Total Capital Outlay	\$ 743,400	\$ 543,400	\$ 543,400

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Environmental Services Workload			
Number of Wastewater Analyses Performed-Estimate	14,000	13,400	13,400
Number of Sanitary Sewer Overflows (SSO) *	10	10	10
Number of Industrial Violations Reported or Detected **	29	30	30
Environmental Services Efficiency			
Cost Per Wastewater Analysis	N/A no longer a commercial lab		
Average Cost Per SSO Response	\$70	\$72	\$75
Average Cost Per Industrial Violation Reported or Detected	\$60	\$60	\$60
Environmental Services Effectiveness			
Percent of Wastewater Analyses Meeting or Exceeding Standard	98%	98%	98%
Percent of SSOs Responded To Within One Hour	100%	100%	100%
Percent of Industrial Violators Notified Within 24 Hours	100%	100%	100%

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

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

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
Personnel	\$ 575,989	\$ 469,452	\$ 472,814	\$ 476,407	\$ 476,407
Operating	126,419	150,801	144,473	131,520	131,520
Capital	-	7,000	7,000	7,000	7,000
TOTAL	\$ 702,408	\$ 627,253	\$ 624,287	\$ 614,927	\$ 614,927

CAPITAL OUTLAY

	Requested	Mgr Recommends	Adopted
	FY 12-13	FY 12-13	FY 12-13
Environmental Services (900)			
Barnstead distillation unit	\$ 7,000	\$ 7,000	7,000
Total Capital Outlay	\$ 7,000	\$ 7,000	7,000

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Wastewater Treatment Workload			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	31	32	32
Millions of Gallons Wastewater Treated	2,471	2,825	2,800
Tons of Dry Bio-Solids Land-Applied	1,629	1,744	1,883
Wastewater Treatment Efficiency			
Number of FTEs Per Wastewater Treatment Plant	16.0	16.5	16.5
Cost Per Million Gallons of Wastewater Treated	\$1,936	\$1,672	\$1,700
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$511	\$500	\$505
Wastewater Treatment Effectiveness			
Average Wastewater Plant Operational Capacity	54%	62%	62%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	8.3	8.6	8.0
Percent of Treated Wastewater Billed	65%	59%	60%
Gallons of Wastewater Returned Per Potable Gallons Produced	0.82	0.91	0.87
Pounds of Solids Out Per Pounds In (de-water/land apply)	4382/3622	4746/3993	5110/4364

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 972,681	\$ 894,308	\$ 865,218	\$ 873,097	\$ 873,097
Operating	1,730,703	1,932,484	2,116,080	1,990,011	1,990,011
Capital	-	100,000	-	100,000	100,000
TOTAL	\$ 2,703,384	\$ 2,926,792	\$ 2,981,298	\$ 2,963,108	\$ 2,963,108

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13
Package WWTP Plant (904)		
Equalization Basin	\$ -	\$ 100,000
Total Capital Outlay	\$ -	\$ 100,000

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2011 <u>Actual</u>	FY 2012 <u>Estimate</u>	FY 2013 <u>Projected</u>
Workload			
Meter Readings Per Fiscal Year	235,806	257,405	257,500
Efficiency			
Cost Per 100 Meter Readings	\$ 203.02	\$ 208.92	\$ 213.60
Effectiveness			
Percent of Meters Misread	0.10%	0.12%	0.11%

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 466,507	\$ 535,042	\$ 536,856	\$ 542,880	\$ 542,880
Operating	140,428	160,700	162,214	161,812	161,812
Capital	-	-	-	-	-
TOTAL	\$ 606,935	\$ 695,742	\$ 699,070	\$ 704,692	\$ 704,692

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 536,451	\$ 616,181	\$ 619,974	\$ 624,751	\$ 624,751
Operating	1,586,862	2,178,657	2,263,683	1,499,629	1,499,629
Capital	79,352	35,000	2,564,800	206,500	206,500
TOTAL	\$ 2,202,665	\$ 2,829,838	\$ 5,448,457	\$ 2,330,880	\$ 2,330,880

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
PM Raw Water Supply (810)			
Clean out #2 reservoir	80,000	-	-
Replace concrete pipe	180,000	-	-
PM WTP (811)			
Generator for Actiflo	200,000	-	-
PM Distribution Maint/Const (850)			
HVAC Replacement	11,000	11,000	11,000
Generator for booster station	250,000	-	-
PM Collection Maint/Construction (856)			
St Luke Lift Station Rehab	75,000	-	-
Centerview Lift Station Elimination	500,000	100,000	100,000
PM Town Creek WWTP (901)			
Install gate at screw pump station	25,000	10,000	10,000
Cal Flo Lime Slurry System	176,800	-	-
HVAC Replacement	7,500	7,500	7,500
PM Grants Creek WWTP (902)			
Influent Pump Design	350,000	39,500	39,500
Roof repairs/replacments	38,500	38,500	38,500
PM Package Plant WWTP (904)			
Second Creek WWTP Elimination	671,000	-	-
Total Capital Outlay	\$ 2,564,800	\$ 206,500	\$ 206,500

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,200,112	6,513,122	5,934,842	6,261,891	6,261,891
Capital	-	-	-	-	-
TOTAL	\$ 2,200,112	\$ 6,513,122	\$ 5,934,842	\$ 6,261,891	\$ 6,261,891



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

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2013
With Estimated Actual for the Year Ending June 30, 2012 and
Actual for the Year Ended June 30, 2011

	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Estimate</u>	<u>2013</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 5,195	\$ 6,800	\$ 5,500
Total miscellaneous	<u>\$ 5,195</u>	<u>\$ 6,800</u>	<u>\$ 5,500</u>
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 483,971	\$ 499,253	\$ 493,250
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>-</u>
Total other financing sources	<u>\$ 483,971</u>	<u>\$ 499,253</u>	<u>\$ 493,250</u>
 Total revenues and other financing sources	 <u>\$ 489,166</u>	 <u>\$ 506,053</u>	 <u>\$ 498,750</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 FY10-11	Budgeted FY11-12	Requested FY12-13	Mgr Recommends FY12-13	Adopted FY12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	304,898	30,258	30,258	30,258
Capital	418,611	198,355	468,492	468,492	468,492
TOTAL	\$ 418,611	\$ 503,253	\$ 498,750	\$ 498,750	\$ 498,750

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Administration			
Computer Equipment Replacement	\$ 28,394	\$ 28,394	\$ 28,394
Total Capital Outlay	\$ 28,394	\$ 28,394	\$ 28,394
Plant Operations - Water Treatment			
Computer Equipment Replacement	\$ 12,000	\$ 12,000	\$ 12,000
Total Capital Outlay	\$ 12,000	\$ 12,000	\$ 12,000
Systems Maintenance			
ADD F-550 4X4 w/ Sewer Jetting Unit	\$ 129,082	\$ 129,082	\$ 129,082
ADD 60 D Mini Excavator w/ hyd. Hammer	72,000	72,000	72,000
ADD Single Axle Dump Truck	81,007	81,007	81,007
Total Capital Outlay	\$ 282,089	\$ 282,089	\$ 282,089
Environmental Services			
Computer Equipment Replacement	\$ 3,002	\$ 3,002	\$ 3,002
Total Capital Outlay	\$ 3,002	\$ 3,002	\$ 3,002
Plant Operations - Wastewater Treatment			
Replace PO30001 2000 Semi-Trailer w/tandem axle dump truck	\$ 143,007	\$ 143,007	\$ 143,007
Total Capital Outlay	\$ 143,007	\$ 143,007	\$ 143,007

CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2013
With Estimated Actual for the Year Ending June 30, 2012 and
Actual for the Year Ended June 30, 2011

	2011	2012	2013
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 104,113	\$ 108,641	\$ 118,480
Other operating revenues	30,018	-	-
Total operating revenues	<u>\$ 134,131</u>	<u>\$ 108,641</u>	<u>\$ 118,480</u>
NONOPERATING REVENUES:			
Intergovernmental	<u>\$ 549,621</u>	<u>\$ 566,375</u>	<u>\$ 577,291</u>
Total nonoperating revenues	<u>\$ 549,621</u>	<u>\$ 566,375</u>	<u>\$ 577,291</u>
OTHER FINANCING SOURCES:			
Operating Transfer from General Fund	<u>\$ 416,785</u>	<u>\$ 416,785</u>	<u>\$ 413,474</u>
Total other financing sources	<u>\$ 416,785</u>	<u>\$ 416,785</u>	<u>\$ 413,474</u>
Total revenues and other financing sources	<u>\$ 1,100,537</u>	<u>\$ 1,091,801</u>	<u>\$ 1,109,245</u>

CITY OF SALISBURY
FY 2012-2013 BUDGET SUMMARY
TRANSIT FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
REVENUE	\$ 1,100,537	\$ 1,087,598	\$ 1,199,555	\$ 1,109,245	\$ 1,109,245
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
TRANSIT - OPERATIONS					
Personnel	\$ 485,848	\$ 466,386	\$ 448,313	\$ 451,063	\$ 451,063
Operations	252,031	257,780	379,512	274,138	274,138
Capital	-	-	-	-	-
TOTAL	\$ 737,879	\$ 724,166	\$ 827,825	\$ 725,201	\$ 725,201
TRANSIT - ADMINISTRATION					
Personnel	\$ 138,348	\$ 139,918	\$ 124,659	\$ 124,450	\$ 124,450
Operations	284,405	181,434	183,631	173,594	173,594
Capital	-	-	-	-	-
TOTAL	\$ 422,753	\$ 321,352	\$ 308,290	\$ 298,044	\$ 298,044
TRANSIT - CAPITAL					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	-	-	-
Capital	15,022	42,080	176,394	86,000	86,000
TOTAL	\$ 15,022	\$ 42,080	\$ 176,394	\$ 86,000	\$ 86,000
GRAND TOTAL					
Personnel	\$ 624,196	\$ 606,304	\$ 572,972	\$ 575,513	\$ 575,513
Operations	536,436	439,214	563,143	447,732	447,732
Capital	15,022	42,080	176,394	86,000	86,000
TOTALS	\$ 1,175,654	\$ 1,087,598	\$ 1,312,509	\$ 1,109,245	\$ 1,109,245

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

Objective 1: Improve neighborhoods and safety for all areas of the City.

Goal 1: Implement objectives of the Consolidated Strategic Plan for housing and neighborhood revitalization to include the West End Transformation Plan.

Financial Accountability and Sustainability

Objective 1: Improve financial accountability.

Goal 1: Implement process that includes fiscal note for items before City Council that include financial impact.

Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens

Goal 1: Develop and implement a comprehensive customer service plan to better serve our Citizens

Objective 2: Attract, retain and develop high quality city employees

Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.

Goal 2: Implement employee training and development plan.

Goal 3: Incorporate “Good to Great” and “Servant Leadership” concepts into the City’s culture.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Workload			
Number of Passengers -Fixed Route	220,278	183,000	184,830
Number of Passengers - ADA	7,292	7,220	7,150
Number of Full-sized Buses	6	6	6
Number of Mini-Buses	-	-	-
Number of Routes	3	3	3
Revenue Miles Driven	130,125	130,125	130,125
Gallons of Fuel Used	33,693	33,693	33,693
Fares Collected (Dollars) - Fixed Route	104,389	105,432	106,486
State Matching Funds Collected	224,228	205,765	205,765
Efficiency			
Average Cost Per Mile	\$ 7.64	\$ 9.17	\$ 11.00
Average Cost Per Passenger - Routine	\$ 4.51	\$ 5.50	\$ 6.60
Average Cost Per Passenger - ADA	\$ 9.44	\$ 11.35	\$ 13.62
Effectiveness			
Complaints Received	4	6	6
Number of Break-Downs	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	1	0	0
Injuries	0	0	0

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 138,348	\$ 139,918	\$ 124,659	\$ 124,450	\$ 124,450
Operating	284,405	181,434	183,631	173,594	173,594
Capital	-	-	-	-	-
TOTAL	\$ 422,753	\$ 321,352	\$ 308,290	\$ 298,044	\$ 298,044

DEPARTMENT - Public Services
DIVISION - Transit Operations

651

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 485,848	\$ 466,386	\$ 448,313	\$ 451,063	\$ 451,063
Operating	252,031	257,780	379,512	274,138	274,138
Capital	-	-	-	-	-
TOTAL	\$ 737,879	\$ 724,166	\$ 827,825	\$ 725,201	\$ 725,201

DEPARTMENT - Public Services
DIVISION- Transit Capital Outlay

653

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	15,022	42,080	176,394	86,000	86,000
TOTAL	\$ 15,022	\$ 42,080	\$ 176,394	\$ 86,000	\$ 86,000

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Vehicle spare parts	\$ 20,000	\$ 20,000	20,000
Automated Vehicle Locator & Website Improvements	25,669	-	-
DR600 for voice annunciation system	7,000	7,000	7,000
Verint mDVR6 for surveillance system	6,000	6,000	6,000
Surveillance system spare parts	5,500	5,500	5,500
Bus shelters, benches, installation	47,500	47,500	47,500
Facility Security Improvements	34,725	-	-
Sternil Koni Mobile Lifts	30,000	-	-
Total Capital Outlay	\$ 176,394	\$ 86,000	\$ 86,000



CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2013
With Estimated Actual for the Year Ending June 30, 2012 and
Actual for the Year Ended June 30, 2011

	2011	2012	2013
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 610,075	\$ 2,410,000	\$ 4,376,344
Total operating revenues	<u>\$ 610,075</u>	<u>\$ 2,410,000</u>	<u>\$ 4,376,344</u>
NONOPERATING REVENUES:			
Interfund revenues	\$ -	\$ 216,651	\$ 382,531
Miscellaneous revenues	<u>1,065</u>	<u>205,270</u>	<u>290,739</u>
Total nonoperating revenues	<u>\$ 1,065</u>	<u>\$ 421,921</u>	<u>\$ 673,270</u>
OTHER FINANCING SOURCES:			
Interfund loan	<u>\$ 1,194,694</u>	<u>\$ 3,699,795</u>	<u>\$ 2,610,500</u>
Total other financing sources	<u>\$ 1,194,694</u>	<u>\$ 3,699,795</u>	<u>\$ 2,610,500</u>
Total revenues and other financing sources	<u>\$ 1,805,834</u>	<u>\$ 6,531,716</u>	<u>\$ 7,660,114</u>

CITY OF SALISBURY
FY 2012-2013 BUDGET SUMMARY
FIBRANT COMMUNICATIONS FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
REVENUE	\$ 611,140	\$ 7,918,028	\$	\$ 7,660,114	\$ 7,660,114
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 12-13
ADMINISTRATION					
Personnel	\$ 311,369	\$ 255,275	\$ 183,364	\$ -	\$ -
Operations	553,911	169,882	125,916	-	-
Capital	-	-	-	-	-
TOTAL	\$ 865,280	\$ 425,157	\$ 309,280	\$	\$ -
PROGRAMMING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	315,656	1,736,408	2,080,836	1,682,874	1,682,874
Capital	-	-	-	-	-
TOTAL	\$ 315,656	\$ 1,736,408	\$ 2,080,836	\$ 1,682,874	\$ 1,682,874
BROADBAND SYSTEMS					
Personnel	\$ 329,254	\$ 449,305	\$ 506,204	\$ -	\$ -
Operations	321,539	719,848	983,327	147,600	147,600
Capital	-	271,165	864,000	352,247	352,247
TOTAL	\$ 650,793	\$ 1,440,318	\$ 2,353,531	\$ 499,847	\$ 499,847
SERVICE DELIVERY					
Personnel	\$ 269,394	\$ 239,169	\$ 411,315	\$ 940,713	\$ 940,713
Operations	84,863	43,403	221,988	231,192	231,192
Capital	-	2,683,227	2,030,232	1,148,894	1,148,894
TOTAL	\$ 354,257	\$ 2,965,799	\$ 2,663,535	\$ 2,320,799	\$ 2,320,799
DEBT SERVICE					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	947,633	1,773,159	3,156,594	3,156,594	3,156,594
Capital	-	-	-	-	-
TOTAL	\$ 947,633	\$ 1,773,159	\$ 3,156,594	\$ 3,156,594	\$ 3,156,594
GRAND TOTAL					
Personnel	\$ 910,017	\$ 943,749	\$ 1,100,883	\$ 940,713	\$ 940,713
Operations	2,223,602	4,442,700	6,568,661	5,218,260	5,218,260
Capital	-	2,954,392	2,894,232	1,501,141	1,501,141
TOTALS	\$ 3,133,619	\$ 8,340,841	\$ 10,563,776	\$ 7,660,114	\$ 7,660,114

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Utilities and Community Infrastructure

Objective 3: Provide reliable, competitive, sustainable broadband infrastructure for our community with a focus on exceeding customer expectation.

Goal 1: Renegotiate contracts and streamline operations in an effort to reduce operating costs.

Goal 2: Improve system infrastructure and service level agreements to minimize impacts to our customers.

DEPARTMENTAL 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 our citizens have the opportunity to use electronic technology to enhance their personal lives and their economic well-being.
4. Maintain a state-of-the-art public network with 99.999% reliability.
5. Use municipal resources to catalyze private sector investment.
6. Focus on long-term sustainability, achieving lasting success creating value to the community.
7. Provide superior customer service within the vibrant community.

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 311,369	\$ 255,275	\$ 183,364	\$ -	\$ -
Operating	553,911	169,882	125,916	-	-
Capital	-	-	-	-	-
TOTAL	\$ 865,280	\$ 425,157	\$ 309,280	\$ -	\$ -

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	315,656	1,736,408	2,080,836	1,682,874	1,682,874
Capital	-	-	-	-	-
TOTAL	\$ 315,656	\$ 1,736,408	\$ 2,080,836	\$ 1,682,874	\$ 1,682,874

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 329,254	\$ 449,305	\$ 506,204	\$ -	\$ -
Operating	321,539	719,848	983,327	147,600	147,600
Capital	-	271,165	864,000	352,247	352,247
TOTAL	\$ 650,793	\$ 1,440,318	\$ 2,353,531	\$ 499,847	\$ 499,847

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Redundant Fiber Route	\$ 212,000	\$ -	-
Network Upgrades	200,000	100,000	100,000
Satellite Upgrade	62,000	-	-
Minerva Feature Upgrades	10,000	-	-
RF Overlay	380,000	252,247	252,247
Total Capital Outlay	\$ 864,000	\$ 352,247	352,247

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ 269,394	\$ 239,169	\$ 411,315	\$ 940,713	\$ 940,713
Operating	84,863	43,403	221,988	231,192	231,192
Capital	-	2,683,227	2,030,232	1,148,894	1,148,894
TOTAL	\$ 354,257	\$ 2,965,799	\$ 2,663,535	\$ 2,320,799	\$ 2,320,799

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Add E150 Van w/ hitch	\$ 23,161	\$ 23,161	\$ 23,161
Fusion Splicer	11,000	11,000	11,000
Set Top Boxes	100,000	342,470	342,470
Laptop for Broadband Tech	1,500	1,500	1,500
Premise Installation Labor	633,600	75,000	75,000
Installation Materials	425,000	209,645	209,645
ONT & Power Supplies	369,571	336,118	336,118
Construction Labor	466,400	150,000	150,000
Total Capital Outlay	\$ 2,030,232	\$ 1,148,894	\$ 1,148,894

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	947,633	1,773,159	3,156,594	3,156,594	3,156,594
Capital	-	-	-	-	-
TOTAL	\$ 947,633	\$ 1,773,159	\$ 3,156,594	\$ 3,156,594	\$ 3,156,594



CITY OF SALISBURY, NORTH CAROLINA

STORMWATER UTILITY

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2013
With Estimated Actual for the Year Ending June 30, 2012 and
Actual for the Year Ended June 30, 2011

	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Estimate</u>	<u>2013</u> <u>Budget</u>
OPERATING REVENUES:			
Charges for services	\$ -	\$ -	\$ 1,297,333
Total revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,297,333</u>

**FY 2013-2013 BUDGET SUMMARY
STORMWATER FUND**

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
REVENUE	\$	\$	\$	\$ 1,780,475	\$ 1,297,333
EXPENSES	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
STORMWATER - ADMINISTRATION AND ENGINEERING					
Personnel	\$ -	\$ -	\$ -	\$ 182,349	\$ 182,349
Operations	-	-	-	921,207	448,065
Capital	-	-	-	34,000	34,000
TOTAL	\$	\$	\$	\$ 1,137,556	\$ 664,414
STORMWATER - STREET CLEANING					
Personnel	\$ -	\$ -	\$ -	\$ 145,640	\$ 145,640
Operations	-	-	-	137,284	127,284
Capital	-	-	-	-	-
TOTAL	\$	\$	\$	\$ 282,924	\$ 272,924
STORMWATER - STORM DRAINAGE					
Personnel	\$ -	\$ -	\$ -	\$ 99,451	\$ 99,451
Operations	-	-	-	81,464	81,464
Capital	-	-	-	-	-
TOTAL	\$	\$	\$	\$ 180,915	\$ 180,915
STORMWATER - LEAF COLLECTION					
Personnel	\$ -	\$ -	\$ -	\$ 141,699	\$ 141,699
Operations	-	-	-	37,381	37,381
Capital	-	-	-	-	-
TOTAL	\$	\$	\$	\$ 179,080	\$ 179,080
GRAND TOTAL					
Personnel	\$ -	\$ -	\$ -	\$ 569,139	\$ 569,139
Operations	-	-	-	1,177,336	694,194
Capital	-	-	-	34,000	34,000
TOTALS	\$	\$	\$	\$ 1,780,475	\$ 1,297,333

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ 182,349	\$ 182,349
Operating	-	-	-	921,207	448,065
Capital	-	-	-	34,000	34,000
TOTAL	\$ -	\$ -	\$ -	\$ 1,137,556	\$ 664,414

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Stormwater Camera	\$ -	\$ 18,000	\$ 18,000
GIS Survey Equipment	-	16,000	16,000
Total Capital Outlay	\$ -	\$ 34,000	\$ 34,000

**DEPARTMENT - Stormwater
DIVISION – Street Cleaning**

831

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ 145,640	\$ 145,640
Operating	-	-	-	137,284	127,284
Capital	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ 282,924	\$ 272,924

**DEPARTMENT - Stormwater
DIVISION- Storm Drainage**

832

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ 99,451	\$ 99,451
Operating	-	-	-	81,464	81,464
Capital	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ 180,915	\$ 180,915

**DEPARTMENT - Stormwater
DIVISION- Leaf Collection**

833

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ 141,699	\$ 141,699
Operating	-	-	-	37,381	37,381
Capital	-	-	-	-	-
TOTAL	\$ -	\$ -	\$ -	\$ 179,080	\$ 179,080

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2013
With Estimated Actual for the Year Ending June 30, 2012 and
Actual for the Year Ended June 30, 2011

	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Estimate</u>	<u>2013</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ -	\$ -	\$ -
Total miscellaneous	\$ -	\$ -	\$ -
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ -	\$ -	\$ 76,047
Total other financing sources	\$ -	\$ -	\$ 76,047
 Total revenues and other financing sources	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 76,047</u>

FUND - Stormwater Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 10-11	Budgeted FY 11-12	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	47,547	47,547
Capital	-	-	-	28,500	28,500
TOTAL	\$ -	\$ -	\$ -	\$ 76,047	\$ 76,047

CAPITAL OUTLAY

	Requested FY 12-13	Mgr Recommends FY 12-13	Adopted FY 12-13
Administration			
F150 Extd Cab Truck	\$ -	\$ 25,000	\$ 25,000
Laptop w/ docking Station - Specialist	-	2,000	2,000
GIS PC w/ 2 monitors	-	1,500	1,500
Total Capital Outlay	\$ -	\$ 28,500	\$ 28,500



CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2013
With Estimated Actual for the Year Ending June 30, 2012 and
Actual for the Year Ended June 30, 2011

	2011	2012	2013
	Actual	Estimate	Budget
REVENUES:			
Intergovernmental:			
Federal	<u>\$ 629,147</u>	<u>\$ 483,007</u>	<u>\$ 346,543</u>
Miscellaneous:			
Other	<u>\$ 33,370</u>	<u>\$ 151,730</u>	<u>\$ 35,000</u>
Total revenues	<u><u>\$ 662,517</u></u>	<u><u>\$ 634,737</u></u>	<u><u>\$ 381,543</u></u>

FUND – Special Revenue Funds

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY10-11	Budgeted FY11-12	Requested FY12-13	Mgr Recommends FY12-13	Adopted FY12-13
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	659,122	390,386	381,543	381,543	381,543
Capital	-	-	-	-	-
TOTAL	\$ 659,122	\$ 390,386	\$ 381,543	\$ 381,543	\$ 381,543



CITY OF SALISBURY, NORTH CAROLINA

INTERNAL SERVICE FUNDS

FINANCIAL PLAN

For the Year Ending June 30, 2013

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

REVENUES	
Charges for Services	\$ 4,865,131
Miscellaneous Revenues	<u>41,875</u>
Total Revenues	<u>\$ 4,907,006</u>
EXPENDITURES	
Employee Benefits	\$ 4,867,006
Miscellaneous Expenditures	<u>40,000</u>
Total Expenditures	<u>\$ 4,907,006</u>

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

REVENUES	
Charges for Services	\$ 493,050
Interest Earned on Investments	1,000
Appropriate from Reserves	<u>-</u>
Total Revenues	<u>\$ 494,050</u>
EXPENDITURES	
Employee Benefits	<u>\$ 494,050</u>
Total Expenditures	<u>\$ 494,050</u>



DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2013 – 2017

OVERVIEW

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

CAPITAL IMPROVEMENT DEFINITION

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

GENERAL FUND SUMMARY: FY2013-17

(in thousands)		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Capital Totals		659	849	7,114	3,613	623	12,858
Operating Impact		-	-	377	1,934	1,935	4,246
Totals		659	849	7,491	5,547	2,558	17,104

WATER AND SEWER FUND: WATER SUMMARY: FY2013-17

(in thousands)		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Capital Totals		2,261	3,154	3,008	6,358	8,644	23,425
Operating Impact		45	136	318	718	649	1,866
Totals		2,306	3,290	3,326	7,076	9,293	25,291


WATER AND SEWER FUND: SEWER SUMMARY: FY2013-17

(in thousands)		FY-11	FY-12	FY-13	FY-14	FY-15	Total
Capital Totals		3,008	1,543	5,190	2,875	5,885	18,501
Operating Impact		-	14	165	220	300	699
Totals		3,008	1,557	5,355	3,095	6,185	19,200


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>HVAC Replacement</i>		FUND / DEPARTMENT <i>General Fund</i> <i>Various Departments</i>		CONTACT NAME AND NUMBER <i>Deb Young</i> <i>Tel. 704-638-2152</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Replace inefficient HVAC systems at end of useful life.				ADDITIONAL PROJECT DETAIL			
							
GOALS & OBJECTIVES <i>Energy savings and scheduled replacement</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition		283	100	100	100	100	683
Other							
Capital Total		283	100	100	100	100	683
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Roof Replacements</i>	FUND / DEPARTMENT <i>General Fund</i> <i>Various Departments</i>	CONTACT NAME AND NUMBER <i>Deb Young</i> <i>Tel. 704-638-2152</i>					
PROJECT DESCRIPTION OR JUSTIFICATION Scheduled replacement of roofs at end of useful life.		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Routine Building Maintenance.</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							
Other		129	111	100	100	100	540
Capital Total		129	111	100	100	100	540
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>City Office Building Renovations - 1st Floor</i>		FUND / DEPARTMENT <i>General Fund Office Buildings</i>		CONTACT NAME AND NUMBER <i>Deb Young Tel. 704-638-2152</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Renovate first floor to accommodate the relocation of Development Services from the Zimmerman Building and create a one-stop shop for businesses.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Creating a one-stop-shop for business development and permitting.</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction		15					15
Acquisition							-
Other							
Capital Total		15	-	-	-	-	15
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							-
Operating Total							-


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Plaza Renovations, Up-fits and Repairs</i>		FUND / DEPARTMENT <i>General Fund Plaza</i>		CONTACT NAME AND NUMBER <i>Deb Young Tel. 704-638-2152</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Various renovations to both commercial and residential spaces. Hallways and entrance-ways renovations, appliance replacement, exterior wall repair, elevator upgrades, and gutter repairs.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Marketability of Property and General Upkeep</i>							
COMMENTS <i>Some impact on operating costs through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund and Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							
Other		26	173	143	1,396	216	1,954
Capital Total		26	173	143	1,396	216	1,954
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					73	145	218
Operating Total					73	145	218


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Hurst Extraction Tool For Heavy Rescue</i>		FUND / DEPARTMENT <i>General Fund Fire Department</i>		CONTACT NAME AND NUMBER <i>Robert Parnell Tel. 704-638-4464</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Hurst Heavy Extraction Equipment for Rescue and Removal. Replacement of Phoenix units that are aging out and to provide interoperability with neighboring departments.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Life Safety and Rescue</i>							
COMMENTS <i>No material impact on future operating costs</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							-
Acquisition		19					19
Other							
Capital Total		19	-	-	-	-	19
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

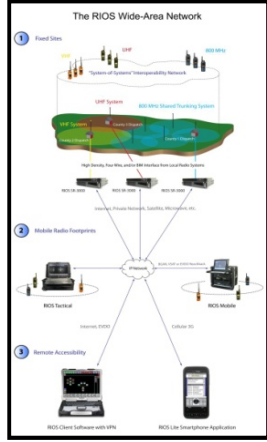
PROJECT NAME <i>New Fire Station # 5</i>		FUND / DEPARTMENT <i>General Fund Fire Department</i>		CONTACT NAME AND NUMBER <i>Robert Parnell Tel. 704-638-4464</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Land acquisition, design and construction of a new fire station to serve growth in south Highway 29 and Interstate-85 areas of city. Both debt-service and operating costs are shown here, as the full impact of significantly higher operating costs of a new fire station will be reflected in the operating budget in FY-16. Normal staffing of a new station adds an additional sixteen-plus full-time staff with associated fire-fighting apparatus and equipment. *				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Life Safety and Property Protection</i>							
COMMENTS <i>A significant impact on operations through both higher debt service and future operating costs*</i>				PROPOSED FUNDING SOURCE <i>Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction				1,750			1,750
Acquisition (Land)				250			250
Other (Equipment)					180		180
Capital Total		-	-	2,000	180	-	2,180
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>						16	16
<i>New Staff Cost</i>					990	990	1,980
<i>Operating / Debt Cost</i>				104	208	20	332
Operating Total				104	1,198	1,010	2,312

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Flowable Fill</i>	FUND / DEPARTMENT <i>General Fund</i> <i>Fire Department</i>	CONTACT NAME AND NUMBER <i>Robert Parnell</i> <i>Tel. 704-638-4464</i>					
PROJECT DESCRIPTION OR JUSTIFICATION Flowable fill to stabilize building foundation at Stations 1 and 3.		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Building Upkeep</i>							
COMMENTS <i>No impact on future operating costs</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							-
Acquisition		60					60
Other							
Capital Total		60	-	-	-	-	60
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Back-up Mobile Telecomm Trunking</i>	FUND / DEPARTMENT <i>General Fund Telecommunications</i>	CONTACT NAME AND NUMBER <i>Terry Buff Tel. 704-638-5399</i>
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PROJECT DESCRIPTION OR JUSTIFICATION Back-up analog 800-trunking system for regulatory compliance and compatibility with multiple systems from different agencies.	ADDITIONAL PROJECT DETAIL 
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GOALS & OBJECTIVES <i>Redundancy and System Compatibility</i>

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

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-13	FY-14	FY-15	FY-16	FY-17	Total	
Design / Construction							
Acquisition			800				800
Other							
Capital Total	0	0	800	0	0		800
OPERATING IMPACT							
	FY-12	FY-13	FY-14	FY-15	FY-16	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>			83	166	166		415
Operating Total			83	166	166		415

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>R-8000 Analyzer</i>	FUND / DEPARTMENT <i>General Fund</i> <i>Telecommunications</i>	CONTACT NAME AND NUMBER <i>Terry Buff</i> <i>Tel. 704-638-5399</i>
PROJECT DESCRIPTION OR JUSTIFICATION R8000 Communications System Analyzer provides the traditional bench-top service monitor functionality of more than sixteen communication tests in one component.		ADDITIONAL PROJECT DETAIL 


GOALS & OBJECTIVES
System Testing and Reliability

COMMENTS <i>No impact on operations</i>	PROPOSED FUNDING SOURCE <i>General Fund</i>
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PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-13	FY-14	FY-15	FY-16	FY-17	Total	
Design / Construction							
Acquisition	25						25
Other							
Capital Total	25	0	0	0	0	0	25
OPERATING IMPACT							
	FY-13	FY-14	FY-15	FY-16	FY-17	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>	0	0	0	0	0	0	0
Operating Total	0	0	0	0	0	0	0


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Snow Plow For Dump Truck</i>	FUND / DEPARTMENT <i>General Fund Public Works - Street Div.</i>	CONTACT NAME AND NUMBER <i>Craig Powers Tel. 704-216-2718</i>					
PROJECT DESCRIPTION OR JUSTIFICATION Snow plow for tandem axle dump truck.		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Secure Equipment Storage</i>							
COMMENTS <i>No impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							-
Acquisition		21					
Other							
Capital Total		21	0	0	0	0	21
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							0
Operating Total							0


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>New Fleet Facility</i>	FUND / DEPARTMENT <i>General Fund Public Works</i>	CONTACT NAME AND NUMBER <i>Jake Sterling Tel. 704-638-5264</i>					
PROJECT DESCRIPTION OR JUSTIFICATION New fleet facility to replace out-dated and space-confined building.		ADDITIONAL PROJECT DETAIL					
							
GOALS & OBJECTIVES <i>Accommodate new, larger vehicles</i>							
COMMENTS <i>Existing facility at end of life. Larger facility will have higher operating and debt service costs. *</i>				PROPOSED FUNDING SOURCE <i>Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction				3,250			3,250
Acquisition (Land)				400			
Other							400
Capital Total				3,650	0	0	3,650
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>				190	380	380	950
Operating Total				190	380	380	950


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Mobile Heavy Truck Lift</i>		FUND / DEPARTMENT <i>General Fund Public Works</i>		CONTACT NAME AND NUMBER <i>Jake Sterling Tel. 704-638-5264</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Heavy Truck Lift to replace outdated equipment and provide shop versatility.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Replace Outdated Equipment</i>							
COMMENTS <i>No impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition					30		30
Other							
Capital Total		-			30		30
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Auto / Light Truck Wheel Balancer</i>		FUND / DEPARTMENT <i>General Fund Public Works</i>		CONTACT NAME AND NUMBER <i>Jake Sterling Tel. 704-638-5264</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Wheel balancer needed for use on light trucks and automobiles.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Replace Outdated Equipment</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition		14					14
Other							
Capital Total		14					14
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>On-site Oil Analyzer</i>		FUND / DEPARTMENT <i>General Fund</i> <i>Public Works</i>		CONTACT NAME AND NUMBER <i>Jake Sterling</i> <i>Tel. 704-638-5264</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Cost savings through on-site analysis of engine oil. Lower oil use through maximizing oil viscosity with less frequent oil changes based on test results.				ADDITIONAL PROJECT DETAIL			
							
GOALS & OBJECTIVES <i>Lower operating costs and improved efficiency.</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition			69				69
Other							
Capital Total		-	69				69
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Recurring Park Maintenance & Repair</i>		FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>		CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>			
PROJECT DESCRIPTION OR JUSTIFICATION A fixed amount is allocated each fiscal year for park repairs.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Safety and Upkeep</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							
Other		67	67	67	67	67	335
Capital Total		67	67	67	67	67	335
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Neighborhood Park Land Acquisition</i>		FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>		CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Neighborhood park land acquisition to allow for growth as outlined in the Parks and Recreation comprehensive plan. This park land acquisition would be to acquire park land east of I-85.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Growth</i>							
COMMENTS <i>Some impact on operations through higher maintenance costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition			100			100	200
Other							-
Capital Total		-	100	-	-	100	200
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Town Creek Park Design and Development</i>		FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>		CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>			
PROJECT DESCRIPTION OR JUSTIFICATION To plan, design and develop Town Creek Park, which includes for the addition of a dog park as requested in our 2010 Comprehensive Master Plan.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Town Creek Park Design and Development</i>							
COMMENTS <i>Some impact on operations through higher maintenance costs.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction			125				125
Acquisition							-
Other					200		200
Capital Total		-	125	0	200	0	325
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							0
Operating Total							0

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Sports Complex-Phase Two</i>	FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>	CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>
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PROJECT DESCRIPTION OR JUSTIFICATION To plan, design and develop phase two of the Sports Complex, which includes funding for the design of the restroom/concession building.	ADDITIONAL PROJECT DETAIL 
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GOALS & OBJECTIVES
Phase two of Sports Complex

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


CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-13	FY-14	FY-15	FY-16	FY-17	Total	
Design / Construction		50	200				250
Acquisition							-
Other							-
Capital Total	-	50	200				250
OPERATING IMPACT							
	FY-13	FY-14	FY-15	FY-16	FY-17	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>				11	11		22
Operating Total							22

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Play Structure Replacements</i>		FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>		CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Playstructures are replaced on a ten year rotation. We have currently been using our repair funds to replace worn out play structures, thereby, reducing our funds available for renovation of our existing parks and facilities. There are currently 3 units that were installed in 1997 making them 14 years old. Maintenance staff work hard to keep them in compliance, but safety is a growing concern.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Phase two of Sports Complex</i>							
COMMENTS <i>No impact on operations.</i>				PROPOSED FUNDING SOURCE <i>General Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							-
Acquisition			54	54	40	40	188
Other							-
Capital Total		-	54	54	40	40	188
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

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

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

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-13	FY-14	FY-15	FY-16	FY-17	Total	
Design / Construction				1,500		1,500	
Acquisition							
Other						-	
Capital Total	-	-	-	1,500	-	1,500	
OPERATING IMPACT							
	FY-13	FY-14	FY-15	FY-16	FY-17	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>				78	156	234	
Operating Total				78	156	234	


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Aquatic Facility</i>	FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>	CONTACT NAME AND NUMBER <i>Gail Elder-White Tel. 704-638-5299</i>					
PROJECT DESCRIPTION OR JUSTIFICATION To develop an aquatic center.		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Safety and Functionality</i>							
COMMENTS <i>Some impact on operations through higher operating and debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Debt Issuance</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction					750		750
Acquisition							
Other							-
Capital Total							750
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					39	78	117
Operating Total					39	78	117


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>HVAC Replacements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund</i> <i>Various Departments</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly</i> <i>Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION The city is continuing the scheduled replacement of outdated and inefficient HVAC systems.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Energy Savings & Scheduled Replacement</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition		141	8		16		165
Other							
Capital Total		141	8		16		165
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Roof Replacements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund</i> <i>Various Departments</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly</i> <i>Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Routine building maintenance and scheduled roof replacement at various water-sewer facilities.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Scheduled Building Maintenance</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							-
Other		120	66	8	67	44	305
Capital Total		120	66	8	67	44	305
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

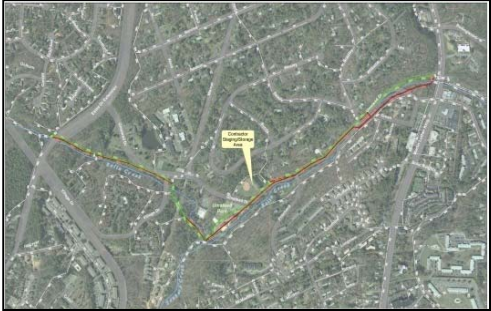
CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Water Treatment Security Improvements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Water</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION The Vulnerability Assessment mandated by the Environmental Protection Agency (EPA) in FY-04 identified utility sites and facilities where security improvements need to be implemented. This includes acquiring adjacent property and further limiting access to the water plant, as well as real-time monitoring of the distribution system (including Booster Pump Stations).				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Federal Mandate</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction						100	100
Acquisition				50	175		225
Other							
Capital Total				50	175	100	325
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Raw Water Pump Station Improvements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Raw Water Concrete Piping (FY - 15): existing section of 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Electrical System Upgrade (FY - 16)				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Routine Replacement</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							
Other				150	100		250
Capital Total				150	100		250
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Water and Sewer Extensions - Various</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Water and Sewer Extensions + Town of Spencer - Water and Sewer Extensions + Town of Granite Quarry - Sewer Line Extension + Town of China Grove - Water and Sewer Extensions + Town of Rockwell - Various Utility Easements + Phase III of Forest Glen - Water and Sewer Extensions + Unobligated Water and Sewer Extension Funding				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Routine Replacement</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							-
Other		500	450	450	450	450	2,300
Capital Total		500	450	450	450	450	2,300
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>New Raw Water Pump Station Design</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION The existing Raw Water Pump Station was constructed in 1917, and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river and sedimentation created by the ALCOA Yadkin project causes more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as to increase withdrawal capacity for future system demands.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Necessity</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction						750	750
Acquisition							-
Other							-
Capital Total						750	750
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>						67	67
Operating Total						67	67


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Emergency Power Generation - Water</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Currently, SRU has five out of seven finished water booster pump stations (BPS) equipped with stand-by emergency power generation. There are two additional booster pump stations that need back-up power to ensure that SRU can maintain water service to all customers during emergency conditions. In order of priority, the two additional generators needed are: Highway 70 BPS (FY 13), Hurley School Road BPS (FY 14).				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Redundant Power For Emergency Use</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Capital Projects Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition		250	250				500
Other							
Capital Total		250	250				500
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Granite Quarry Secondary Water Line</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Currently, a single water main feeds the distribution systems for the towns of Granite Quarry and Rockwell. A redundant source of water would require the installation of approximately one mile of 12" water line along Faith Road. In addition to the secondary water source, the project would also improve the hydraulic characteristics of the distribution system along US Highway 52 South. Design of the water line has been completed.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Redundancy and Improved Hydraulics</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							
Other					250		250
Capital Total					250		250
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Raw Water Reservoir (30 MG)</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Water</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION This project includes the design and construction of a new thirty-million gallon (30 MG) raw water reservoir. State regulations require a minimum of five days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Treatment Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Additional Capacity</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction					3,000	3,000	6,000
Acquisition							
Other							
Capital Total					3,000	3,000	6,000
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					218	436	654
Operating Total					218	436	654


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Advanced Metering Infrastructure (AMI)</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Meter Services</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Phased implementation of a hybrid Advanced Metering Infrastructure (AMI) system for the water distribution system, consisting of both fixed network and drive-by methods of communication. This would enable a smaller number of meter readers to repair/troubleshoot all of utility's meters, thereby freeing up personnel for other duties. SRU will be able to provide a higher level of customer service, but it will require a significant funding commitment over time, as each meter will require either change-out or adaptation. SRU plans to utilize Fibrant for the backhaul of data from the fixed network collectors, where available.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Efficiency</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction		1,000	2,000	2,000	2,000		7,000
Acquisition							
Other							
Capital Total		1,000	2,000	2,000	2,000		7,000
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost		45	136	318	500		999
Operating Total		45	136	318	500		999


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Water Treatment Plant Improvements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Water</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Improvements (FY 13) include cleaning out the reservoir to increase our off site storage capacity and a Titanium Hypo cell replacement. Other Upgrades include rebuilding pumps and replacing concrete pipes (FY 14). Secondary Feed into the Water Plant and upgrading the valves and piping near the water treatment plant (FY 15). Other upgrades (FY 16 & 17) includes a rehabilitation on the settling basins and flocculator.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Efficiency</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							
Other		250	380	350	300	300	1,580
Capital Total		250	380	350	300	300	1,580
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Elevated Water Storage Tanks</i>	FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>	CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>					
PROJECT DESCRIPTION OR JUSTIFICATION The existing tanks were located to accommodate our present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Treatment Plant, correct pressure problems, and provide fire protection. Tanks will be needed in the near future along both the Highway 70 and Highway 29 corridors as demand grows.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Necessity</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition						4,000	4,000
Other							
Capital Total						4,000	4,000
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>						146	146
Operating Total						146	146


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Wastewater Treatment Security Improvements</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Needed improvements to achieve compliance with state and federal anti-terror recommendations related to infrastructure protection. The Vulnerability Assessment mandated by the EPA in FY-04 identified utility sites where security needs to be improved.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Federal Mandate</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction		25	25	50	40	30	170
Acquisition							
Other							
Capital Total		25	25	50	40	30	170
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Inflow & Infiltration (I&I) Reduction</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Repair of aging infrastructure to be in compliance with state and federal standards after being identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it taxes existing wastewater treatment plant and sewer lift station capacity and also causes occasional overflows and spills. Manholes, sanitary sewer mains and cross connections identified by SRU staff may be targeted for major repair or replacement using this funding.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Wastewater Treatment Efficiency</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							-
Other			248	200	250	300	998
Capital Total		-	248	200	250	300	998
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Emergency Power Generation - Sewer</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Currently, many of the sanitary sewer lift stations do not have emergency back-up power generation. Having stand-by power or connections to allow for a portable generator would enable the lift stations to operate without significant interruption. SRU has identified the need for five additional on-site generators at: St. Lukes, Crowell, Fesperman, Steeple-Chase and Long Ferry lift stations.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Redundant Power for Emergency Use</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition			100	200	200		500
Other							
Capital Total			100	200	200	0	500
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Regional Wastewater Treatment Plant</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Anticipated effluent nutrient limits, primarily nitrogen and phosphorus, cannot be met with the current treatment process at both plants. As such, the need exists to initiate a multi-phased implementation of a new regional WWTP, capable of biological removal of both nitrogen and phosphorus, that would ultimately replace the current treatment trains. A new WWTP would incorporate renewable energies to offset operational costs, as well as a composting operation that would utilize residuals and yard waste to create a class "A" biosolid that could be a marketable commodity. The initial phase would consist of the design and construction of a new influent pump station that would serve the existing Grant Creek WWTP and eventually the new regional WWTP.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Anticipated Regulatory Requirement Changes</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund (FY 13) Revenue Bonds (FY 15-16)</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction		350					350
Acquisition							
Other		107		3,200	1,450		4,757
Capital Total		457		3,200	1,450		5,107
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>			14	145	220		365
Operating Total			14	145	220		365

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)


PROJECT NAME <i>Wastewater Treatment Plant Repairs</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Pump Replacement/Rebuild: Several screw pumps that lift the water for influent flow need to be replaced due to age & wear. Effluent pumps at Grants & Town Creek treatment plants need to be rebuilt. EQ basin pump needs to be upgraded. Effluent variable frequency drives (VFDs) need to be repaired. Aerators & Mixers: Aerate & Mix the biological wastewater need to be upgraded.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Efficiency</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water & Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition		476	295	305	335	305	1,716
Other							
Capital Total		476	295	305	335	305	1,716
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Sanitary Sewer Line Rehabilitation</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Systems Maintenance</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION In addition to routine sanitary sewer line repairs performed annually, some line renovations and manhole rehabilitations are needed within the small and moderately-sized trunk lines in the system. Rehabilitation projects may consist of replacement, realignment, trenchless rehab or an upgrade in pipe size to increase capacity.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Routine Maintenance</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction			400	250	250	250	1,150
Acquisition							
Other							
Capital Total			400	250	250	250	1,150
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

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

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

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-13	FY-14	FY-15	FY-16	FY-17	Total	
Design / Construction							
Acquisition	100	100	235			435	
Other							
Capital Total	100	100	235			435	
OPERATING IMPACT							
	FY-13	FY-14	FY-15	FY-16	FY-17	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Town Creek Access Road</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Currently, Heiligtown Road is the only point of access to the Town Creek Wastewater Treatment Plant. This road is residential and SRU must use this road to operate tanker trucks and other heavy equipment on a daily basis. An access road is proposed to enter the plant from the north to avoid the residential neighborhood.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Operational Efficiency and Minimizing Neighborhood Impact</i>							
COMMENTS <i>No material impact on future operating costs.</i>				PROPOSED FUNDING SOURCE <i>Water and Sewer Fund</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction							
Acquisition							
Other				500			500
Capital Total				500			500
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost				20			20
Operating Total				20			20

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Second Creek WWTP Elimination</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION This package plant has had multiple NOVs in the past four years and discharges to a 303(d) listed stream. The NOVs have resulted from inadequate hydraulic capacity during periods of peak demand and does not allow for necessary BOD removal as a result. Stricter limits on ammonia discharge are anticipated at the plant which will ultimately put the plant out of compliance with regulations under the current process train. Additionally, the package plant and small lift station in the area that serves a nearby school cause energy and maintenance inefficiencies. A new lift station and force main are required to serve the area but would allow for the elimination of the lift station at West Rowan Middle School as well as the Second Creek WWTP.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Regulatory Compliance</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Water & Sewer Fund (\$600) Grants & Other Funding Sources (\$1,200)</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction		1,800					1,800
Acquisition							
Other							
Capital Total		1,800					1,800
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2013-17)

PROJECT NAME <i>Sewer Lift Station Upgrades/Eliminations</i>		FUND / DEPARTMENT <i>Water-Sewer Fund Plant Operations - Wastewater</i>		CONTACT NAME AND NUMBER <i>Patrick Kennerly Tel. 704-638-4458</i>			
PROJECT DESCRIPTION OR JUSTIFICATION				ADDITIONAL PROJECT DETAIL			
Upgrade -- St. Lukes LS (FY - 14) Crowell LS (FY - 15) Fesperman LS (FY - 16) Eliminate -- Centerview LS (FY - 13) Grant St LS (FY - 14) Meroney Lane LS (FY - 15) Springhill LS (FY - 16) Yadkin Street LS (FY - 16) Crane Creek LS (FY - 17)							
GOALS & OBJECTIVES <i>Operational Efficiency</i>							
COMMENTS <i>Some impact on operations through higher debt service costs.</i>				PROPOSED FUNDING SOURCE <i>Water & Sewer Fund (FY 13-16) Revenue Bonds (FY 17)</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
Design / Construction		500	375	250	350	5,000	6,475
Acquisition							
Other							
Capital Total		500	375	250	350	5,000	6,475
OPERATING IMPACT							
		FY-13	FY-14	FY-15	FY-16	FY-17	Total
<i>New Staff (FTEs)</i>							0
<i>New Staff Cost</i>							0
<i>Operating / Debt Cost</i>						300	300
Operating Total						300	300

DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2012, the City of Salisbury will have \$87,653,822 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	\$ 905,000
Certificates of Participation	1,610,000
Capital leases	<u>3,991,226</u>
	<u>\$ 6,506,226</u>
Water and Sewer Fund:	
General obligation bonds	\$ 3,830,000
Revenue bonds	32,310,219
Capital leases	4,864,847
State Clean Water Revolving Loans	<u>6,242,530</u>
	<u>\$ 47,247,596</u>
Fibrant Communications Fund	
Certificates of Participation	<u>\$ 33,560,000</u>
HUD Fund	
Section 108 Loan	<u>\$ 340,000</u>
Total	<u>\$ 87,653,822</u>

General Fund/General Fund Capital Reserve Fund

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

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

Lease for 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 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%.

\$914,000 installment purchase contract to purchase fire truck and security equipment, rate of 1.625%, issued June 2011, payable in 8 semi-annual payments of \$114,250 principal plus interest.

The construction and improvements to facilities funded by these leases are complete. All improvements are recorded at their construction cost upon completion. The property, funded by First Bank, has been recorded at its present value. The purchase of equipment funded by Wachovia is complete and recorded at its purchase price.

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

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

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

Year Ending June 30,	General Obligation Bonds		Capital Leases		Certificates of Participation		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2013	\$ 215,000	\$ 16,893	\$ 808,163	\$ 128,766	\$ 230,000	\$ 70,725	\$1,253,163	\$ 216,383
2014	215,000	11,282	1,190,578	85,044	230,000	61,525	1,635,578	157,850
2015	205,000	7,766	532,879	68,678	230,000	51,750	967,879	128,194
2016	200,000	4,415	271,045	53,240	230,000	42,550	701,045	100,204
2017	70,000	1,145	237,712	43,246	230,000	32,775	537,712	77,165
2018	-	-	237,712	34,141	230,000	22,425	467,712	56,566
2019	-	-	237,712	25,037	230,000	11,500	467,712	36,537
2020	-	-	237,712	15,933	-	-	237,712	15,933
2021	-	-	237,712	6,828	-	-	237,712	6,828
2022	-	-	-	-	-	-	-	-
2023	-	-	-	-	-	-	-	-
2024	-	-	-	-	-	-	-	-
Totals	<u>\$ 905,000</u>	<u>\$ 41,500</u>	<u>\$3,991,226</u>	<u>\$ 460,911</u>	<u>\$1,610,000</u>	<u>\$ 293,250</u>	<u>\$6,506,226</u>	<u>\$ 795,661</u>

Water and Sewer Fund

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

	Balance June 30, 2012
Refunding Water and Sewer Series 2003, average rate of 3.44%, issued August 2003, maturing serially to 2019	\$ 3,000,000
Revenue Bonds 2006, average rate of 3.44%, issued December 2006, maturing serially to 2027	4,792,219
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2024	5,398,000
Refunding Water and Sewer Series 2010, average rate of 4.25%, issued November 2010, maturing serially to 2027	15,570,000
Refunding Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	6,550,000
Refunding General Obligation Water Bonds Series 2012, rate of 1.635%, issued April 2012, maturing serially to 2017	<u>830,000</u>
	<u>\$36,140,219</u>

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

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

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements (3)		Coverage Ratios	
				Parity Debt	All Debt	Parity Debt	All Debt
2009	\$ 20,968,062	\$ 13,521,208	\$ 7,446,854	\$ 2,592,200	\$ 5,687,303	287.28%	130.94%
2010	21,044,751	14,203,262	6,841,489	2,683,309	5,754,927	254.96%	118.88%
2011	22,253,461	14,885,367	7,368,094	3,135,833	5,936,107	234.96%	124.12%

- (1) Total operating revenues plus investment earnings exclusive of revenue bond investment earnings.
- (2) Total operating expenses exclusive of depreciation.
- (3) Parity debt includes revenue bonds only.

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

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

	Balance June 30, 2012
Clean Water Loan for Sewer purposes, average rate of 5.03%, issued July 1989, revised May 1, 2003 to 3.43%, maturing serially to 2017	\$ 1,200,000
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	112,530
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 1998, maturing serially to 2017	3,680,000
Clean Water Loan for Water purposes, average rate of 2.60%, issued January 1999, maturing serially to 2017	<u>1,250,000</u>
	<u>\$ 6,242,530</u>

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

Year	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
Ending	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
June 30,										
2013	\$ 1,205,000	\$ 121,170	\$ 1,824,362	\$ 1,200,991	\$ 882,506	\$ 173,615	\$ 627,275	\$ 140,519	\$ 4,539,143	\$ 1,636,296
2014	1,185,000	80,901	1,837,461	1,172,310	882,506	148,408	627,275	121,326	4,532,242	1,522,945
2015	1,165,000	41,888	1,897,970	1,112,356	882,506	123,201	627,275	102,104	4,572,751	1,379,549
2016	180,000	2,248	1,952,904	1,059,634	882,506	97,994	627,275	82,881	3,642,684	1,242,757
2017	95,000	777	2,020,280	983,806	882,506	72,787	446,476	63,658	3,444,262	1,121,028
2018	-	-	2,103,118	907,834	610,000	47,580	269,490	50,555	2,982,608	1,005,969
2019	-	-	2,026,435	838,928	610,000	31,720	259,490	42,054	2,895,925	912,702
2020	-	-	2,107,251	753,828	610,000	15,860	239,490	34,103	2,956,741	803,791
2021	-	-	2,188,586	674,721	-	-	219,490	27,312	2,408,076	702,033
2022	-	-	2,280,461	582,587	-	-	209,490	21,681	2,489,951	604,268
2023	-	-	2,374,898	486,362	-	-	209,490	16,630	2,584,388	502,992
2024	-	-	2,480,920	385,962	-	-	125,583	11,579	2,606,503	397,541
2025	-	-	2,577,550	280,842	-	-	125,583	8,684	2,703,133	289,526
2026	-	-	2,142,813	182,801	-	-	125,583	5,789	2,268,396	188,590
2027	-	-	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,481
2028	-	-	485,000	11,737	-	-	-	-	485,000	11,737
2029	-	-	-	-	-	-	-	-	-	-
Totals	<u>\$ 3,830,000</u>	<u>\$ 246,984</u>	<u>\$ 32,310,219</u>	<u>\$ 10,727,285</u>	<u>\$ 6,242,530</u>	<u>\$ 711,164</u>	<u>\$ 4,864,847</u>	<u>\$ 731,770</u>	<u>\$ 47,247,596</u>	<u>\$ 12,417,203</u>

Fibrant Communications Fund

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

June 30, 2013

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

\$ 33,560,000

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

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

Year Ending	Certificates of Participation	
	Principal	Interest
June 30,		
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	240,328
Totals	<u>\$ 33,560,000</u>	<u>\$ 18,611,510</u>

Special Revenue Fund

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

Future maturities and interest on HUD Section 108 loan are:

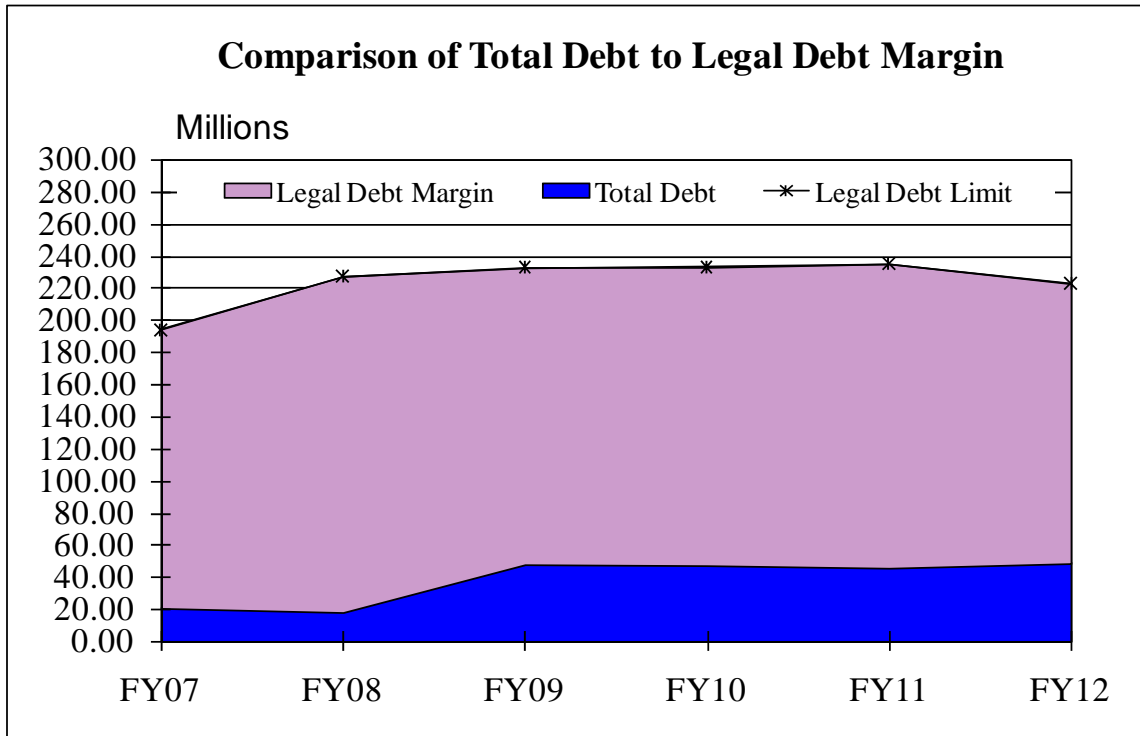
Year Ending	Capital Leases	
June 30,	Principal	Interest
2013	\$ 32,000	\$ 16,993
2014	32,000	15,475
2015	32,000	13,913
2016	32,000	12,313
2017	32,000	10,672
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
2024	-	-
Totals	\$ 340,000	\$ 96,912

PROPOSED DEBT

There is currently no proposed new debt to be issued for any purpose in FY2012-13.

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 14 - 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, 2012

Debt limit: Total assessed value of \$2,788,869,718 x 8%	\$ 223,109,577
Amount of debt applicable to debt limit:	
Total bonded debt	\$ 4,735,000
General Fund	\$ 905,000
Water & Sewer Fund	3,830,000
Total certificates of participation	35,170,000
General Fund	1,610,000
Fibrant Communications Fund	33,560,000
Total capitalized lease obligation	8,856,073
General Fund	3,991,226
Water & Sewer Fund	4,864,847
Total amount of debt applicable to debt limit	48,761,073
LEGAL DEBT MARGIN	\$ 174,348,504

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, 2011.

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Debt repaid with property taxes: Rowan County	\$ 87,782,999	24.58%	\$ 21,574,898
City of Salisbury direct debt			<u>8,084,574</u>
Total direct and overlapping debt			<u><u>\$ 29,659,472</u></u>

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

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



PERFORMANCE MEASUREMENT

The North Carolina Benchmarking Project

This section summarizes Salisbury’s results from the North Carolina Benchmarking Project. The following pages present performance and cost information for the City of Salisbury in comparison with thirteen other cities participating in the project along with explanatory information about the services. This information is reprinted from the School of Government report entitled “North Carolina Benchmarking Project – Final Report on City Services for Fiscal Year 2010-11 Performance and Cost Data” dated April 2012. Specific information on the other cities’ results and a discussion about the performance measures can be found in the official publication.

The Benchmarking Project

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

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

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

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

Performance Measurement as Standard Management Practice in Salisbury

The City of Salisbury has committed to continuing in the North Carolina Benchmarking Project in FY2012-13 and beyond.

Residential Refuse Collection

Salisbury

Fiscal Year 2010–11

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2010)	33,722	<p>Service Level and Delivery Salisbury provides residential refuse collection service once per week at curbside. Backyard collection service is provided for disabled customers only. The city charges a monthly fee of \$4.09 for residential collection.</p> <p>The city employed four crews during FY 2010–11 with two driver-operators and two with one person each. Fifteen collection routes were used, with an average of one nineteen-mile trip per route per day to the transfer station.</p> <p>Each resident has one ninety-five-gallon roll-out cart provided and paid for by the city. A second cart may be obtained. The city collected 9,320 tons of residential refuse during FY 2010–11, at a cost per ton of \$115. Not included in the cost per ton was a \$32 landfill tipping fee.</p> <p>Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from roll-out carts.</p> <p>Conditions Affecting Service, Performance, and Costs Salisbury's total tons collected includes bulk trash, which is collected along with residential refuse and cannot be separated for reporting purposes.</p>
Land Area (Square Miles)	22.18	
Persons per Square Mile	1,520	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; little snow and ice	
Median Family Income (US Census 2010)	\$40,192	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	51.0%	
Operating Costs	33.4%	
Capital Costs	15.6%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 544,611	
Operating Costs	\$ 357,154	
Capital Costs	\$ 166,784	
TOTAL	\$ 1,068,549	
SERVICE PROFILE		
FTE Positions—Collection	10.00	
FTE Positions—Other	1.00	
Tons Collected	9,320	
Residential Customers (number represents collection points)	10,817	
Collection Location (backyard for disabled)	Curbside	
Collection Frequency	1 x week	
Size of Crews (most commonly used)	1 & 2 person	
Percentage of Service Contracted	0%	
Service Fee (monthly)	\$4.09	
Type of Equipment	7 packers	

Salisbury

Residential Refuse Collection

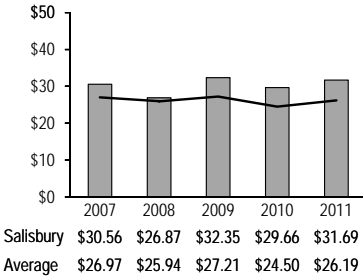
Key: Salisbury ■

Benchmarking Average —

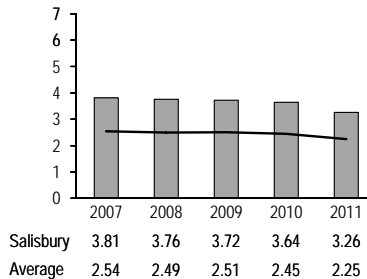
Fiscal Years 2007 through 2011

RESOURCE Measures

**Residential Refuse Collection
Costs per Capita**

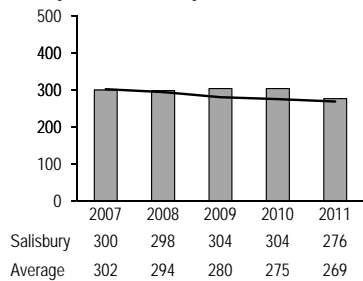


**Residential Refuse FTEs per 10,000
Population**

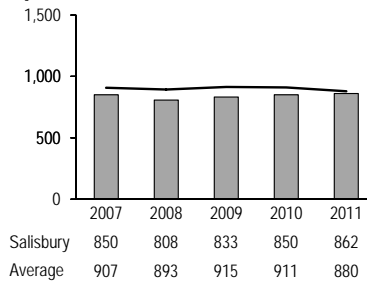


WORKLOAD Measures

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

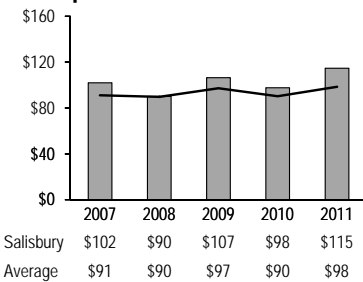


**Residential Refuse Tons
per 1,000 Collection Points**

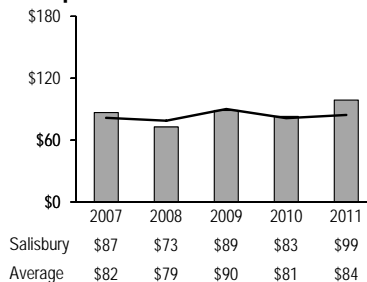


EFFICIENCY Measures

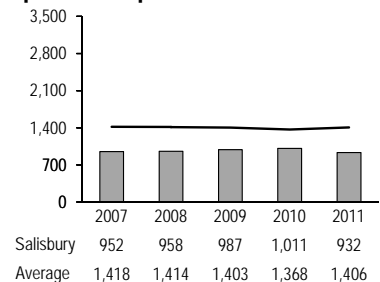
**Residential Refuse Collection Cost
per Ton Collected**



**Residential Refuse Collection Cost
per Collection Point**

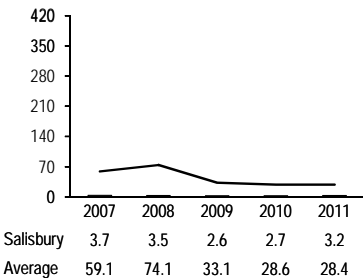


**Refuse Tons Collected
per Municipal Collection FTE**

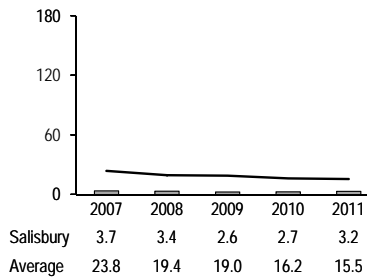


EFFECTIVENESS Measures

**Complaints per 1,000
Collection Points**



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



Salisbury

Household Recycling

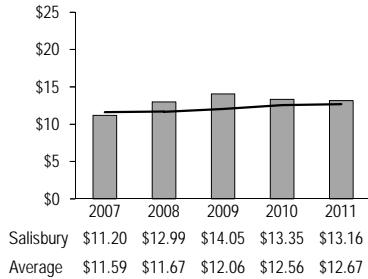
Fiscal Year 2010–11

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2010)	33,722	<p>Service Level and Delivery Salisbury provides once-a-week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of \$4.03 in FY 2010–11. The city provides and pays for the fourteen-gallon recycling bins that residents use. The city contracts 100 percent of its recycling program. Recyclables are sorted at the curb by the contractor and taken to the county recycling site.</p> <p>The recyclable materials collected include:</p> <ul style="list-style-type: none"> • glass (all colors) • newspaper • magazines and catalogs • mixed paper and mail • telephone books • cardboard—broken down and cereal boxes • plastics—No. 1 and No. 2 • aluminum cans • steel cans. <p>Conditions Affecting Service, Performance, and Costs The set-out rate was reported monthly by the contractor. The city reserves the right to conduct unannounced follow-up inspections of the collection process.</p>
Land Area (Square Miles)	22.18	
Persons per Square Mile	1,520	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; some snow and ice	
Median Family Income (US Census 2010)	\$40,192	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	0.0%	
Operating Costs	100.0%	
Capital Costs	0.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ -	
Operating Costs	\$ 443,938	
Capital Costs	\$ -	
TOTAL	\$ 443,938	
SERVICE PROFILE		
FTE Positions—Collection	0.0	
FTE Positions—Other	0.0	
Tons Collected	929	
Collection Points	10,427	
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	

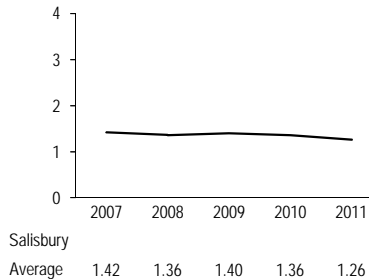
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2007 through 2011

RESOURCE Measures

Recycling Services Cost per Capita

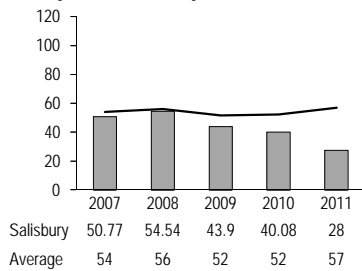


Recycling Services FTEs per 10,000 Population

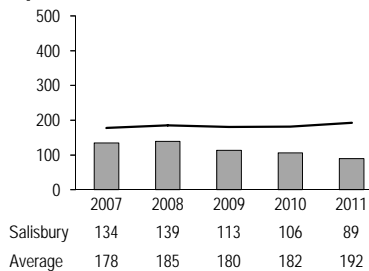


WORKLOAD Measures

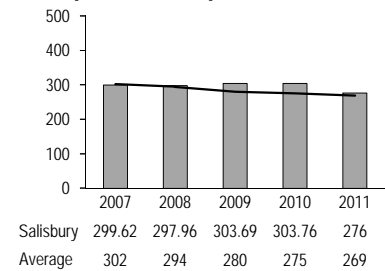
Tons Recyclables Collected per 1,000 Population



Tons Recyclables Collected per 1,000 Collection Points

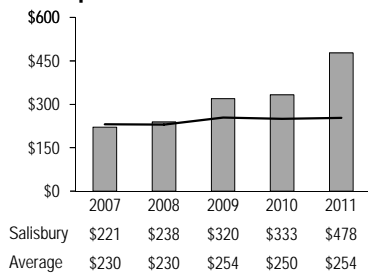


Tons Solid Waste Landfilled per 1,000 Population

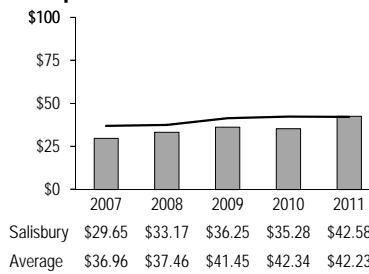


EFFICIENCY Measures

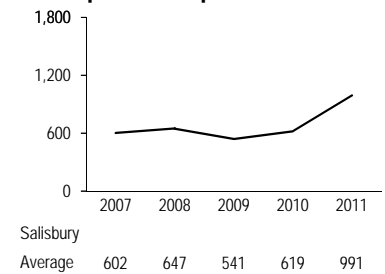
Recycling Services Cost per Ton Collected



Recycling Services Cost per Collection Point

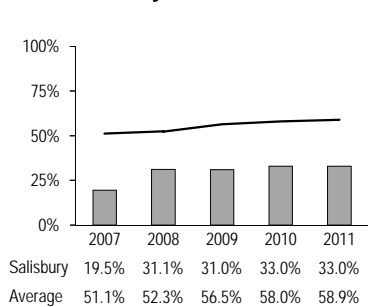


Tons Collected Curbside per Municipal FTE

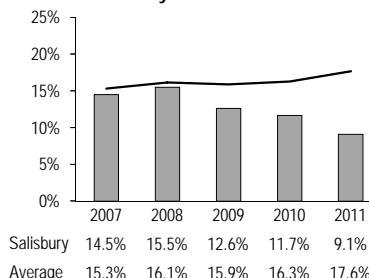


EFFECTIVENESS Measures

Community Set-Out Rate



Tons Recycled as Percentage of Tons Refuse and Recyclables Collected



Yard Waste/Leaf Collection

Salisbury

Fiscal Year 2010–11

MUNICIPAL PROFILE	EXPLANATORY INFORMATION	
Population (OSBM 2010) 33,722	<p>Service Level and Delivery Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.</p> <p>The city uses from two to three two-person crews, each consisting of a driver and laborer, on packer trucks for yard waste collection. One to two additional two-member crews operating two knuckleboom trucks collect large brush piles and limbs. One supervisor patrols the routes throughout the day, coordinating pick-ups and responding to citizen requests.</p> <p>Loose leaves are collected curbside during leaf season, which runs from mid-October through March. Loose leaves are collected every third week during leaf season. Bagged leaves are collected as part of the weekly yard waste program.</p> <p>One to seven crews, each composed of an operator, a street maintenance worker, and a seasonal worker, are used for the annual leaf collection program.</p> <p>Conditions Affecting Service, Performance, and Costs</p>	
Land Area (Square Miles) 22.18		
Persons per Square Mile 1,520		
Topography Gently Rolling		
County Rowan		
Climate Moderate; some snow and ice		
Median Family Income (US Census 2010) \$40,192		
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services 53.0%		
Operating Costs 29.8%		
Capital Costs 17.2%		
TOTAL 100.0%		
Cost Breakdown in Dollars		
Personal Services \$ 502,720		
Operating Costs \$ 282,213		
Capital Costs \$ 162,775		
TOTAL \$ 947,708		
SERVICE PROFILE		
FTE Positions—Collection 7.00		
FTE Positions—Other 0.00		
Collection Points		
Yard Waste 12,000		
Leaves 12,000		
Tons Collected		
Yard Waste 4,650		
Leaves 4,890		
TOTAL 9,540		
Collection Frequency		
Yard Waste 1 x week		
Loose Leaves (Seasonal Collection) 1 x 3 weeks		
Service Fee No		

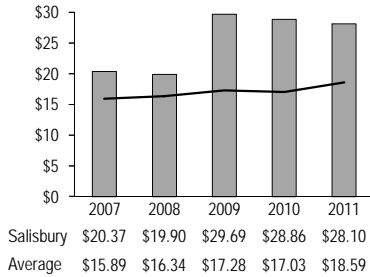
Salisbury

Yard Waste/Leaf Collection

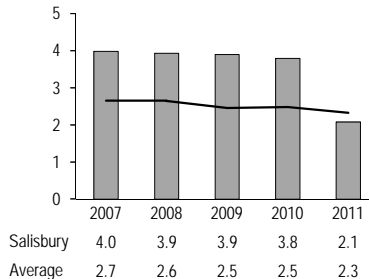
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2007 through 2011

RESOURCE Measures

Yard Waste and Leaf Collection Costs per Capita

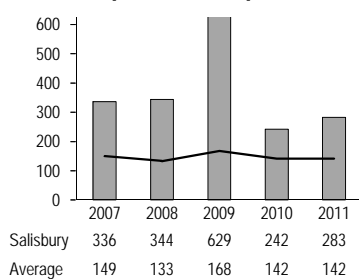


Yard Waste and Leaf Collection FTEs per 10,000 Population

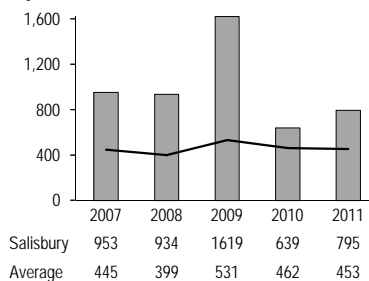


WORKLOAD Measures

Yard Waste and Leaf Tons Collected per 1,000 Population

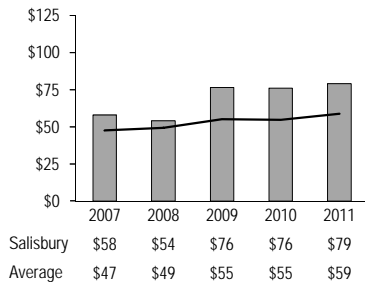


Yard Waste and Leaf Tons Collected per 1,000 Collection Points

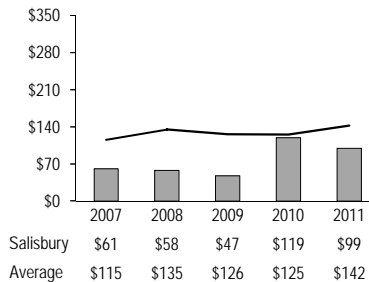


EFFICIENCY Measures

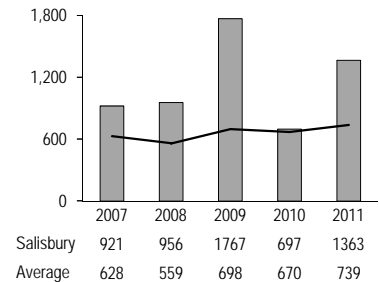
Yard Waste and Leaf Collection Cost per Collection Point



Yard Waste and Leaf Collection Cost per Ton Collected

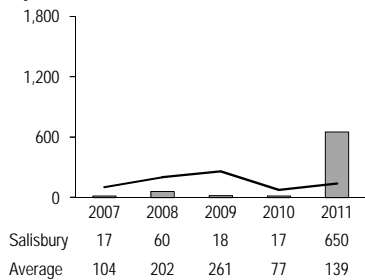


Yard Waste and Leaf Tons Collected per Collection FTE

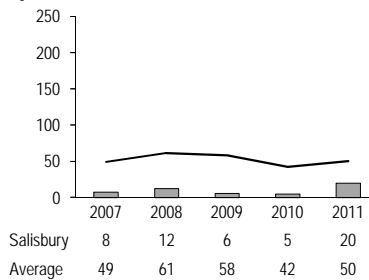


EFFECTIVENESS Measures

Collection Complaints per 10,000 Collection Points



Valid Complaints per 10,000 Collection Points



Salisbury

Police Services

Fiscal Year 2010–11

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2010)	33,722	<p>Service Level and Delivery Salisbury's police department provides an array of police services, including patrol, investigations, traffic, canine, special response, bicycle patrol, drug enforcement units, animal control, a school program, and other programs.</p> <p>The city had eighty-eight sworn officer positions authorized for FY 2010–11, with an average length of service of 10.1 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 in office space located at Rowan Regional Medical Center.</p> <p>Uniformed officers work a variety of shift schedules. The most common schedule is one twelve-hour shift, with two days on and two off, three days on and two off, and then two days on and three off. A few officers work 10.5-hour shifts, with four days on and three off. This 10.5-hour shift serves as flex coverage during the day's heaviest call volume period and can be moved according to departmental need.</p> <p>Officers are assigned a vehicle when hired and are allowed to take it home if they live within Rowan County. If they live within Rowan County but beyond five miles of the city limits, they have to reimburse the city for the cost of mileage in excess of the five miles.</p> <p>The police department was successful in clearing a total of 795 Part I cases in FY 2010–11.</p> <p>The city defines high priority emergency calls as those involving crimes that are in progress or calls that are life threatening or potentially life threatening.</p> <p>Conditions Affecting Service, Performance, and Costs The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.</p> <p>Salisbury has increased special initiatives to reduce crime, such as through projects aimed at "hot spots" and aggressive prosecutions through Project Safe.</p>
Land Area (Square Miles)	22.18	
Persons per Square Mile	1,520	
County	Rowan	
Median Family Income (US Census 2010)	\$40,192	
Unemployment Rate (ESC-10)	12.8%	
Part I Crimes Reported		
Homicide	5	
Rape	8	
Robbery	81	
Assault	106	
Burglary	411	
Larceny	1,634	
Auto Theft	103	
Arson	11	
TOTAL	2,359	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	66.9%	
Operating Costs	22.9%	
Capital Costs	10.2%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 5,594,620	
Operating Costs	\$ 1,915,435	
Capital Costs	\$ 855,566	
TOTAL	\$ 8,365,621	
SERVICE PROFILE		
FTE Positions—Sworn	88.0	
FTE Positions—Other	19.0	
Part I Crimes Cleared		
Persons	124	
Property	671	
TOTAL	795	
Reporting Format	IBR	
Part II Crimes Reported	2,233	
Number of Calls Dispatched	35,447	
Traffic Accidents	1,788	
Property Damage	NA	

Salisbury

Police Services

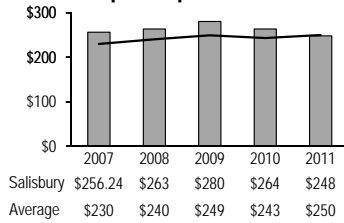
Key: Salisbury ■

Benchmarking Average —

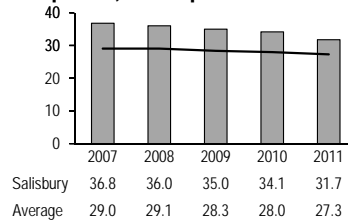
Fiscal Years 2007 through 2011

RESOURCE Measures

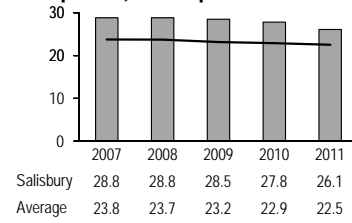
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

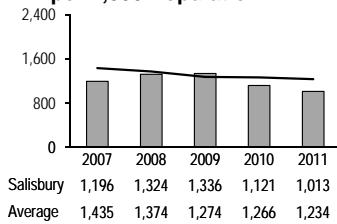


Sworn Police Officers per 10,000 Population

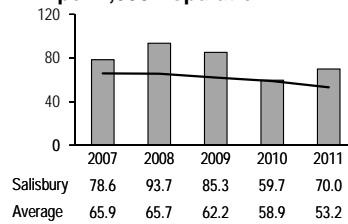


WORKLOAD Measures

Calls Dispatched per 1,000 Population

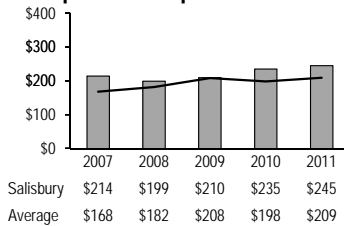


Part I Crimes per 1,000 Population

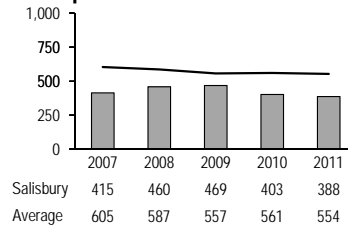


EFFICIENCY Measures

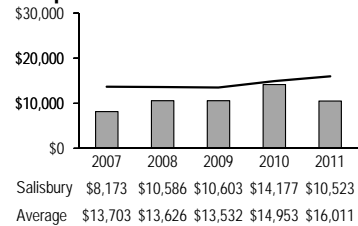
Police Services Cost per Call Dispatched



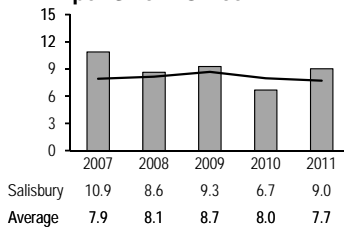
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

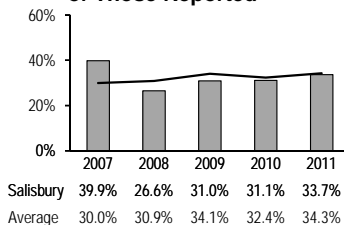


Part I Cases Cleared per Sworn Officer

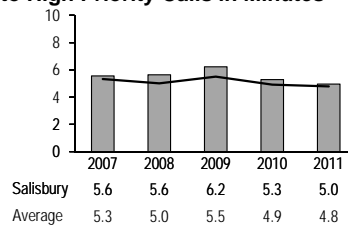


EFFECTIVENESS Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



Emergency Communications

Salisbury

Fiscal Year 2010–11

MUNICIPAL PROFILE	EXPLANATORY INFORMATION
Population (OSBM 2009)	33,722
Land Area (Square Miles)	22.18
Persons per Square Mile	1,520
County	Rowan
Median Family Income (US Census 2010)	\$40,192
Unemployment Rate (ESC-10)	12.8%
Population Growth (OMB 2000–2010)	27.4%
FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services	70.6%
Operating Costs	23.2%
Capital Costs	6.2%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$ 492,913
Operating Costs	\$ 162,137
Capital Costs	\$ 43,510
TOTAL	\$ 698,560
SERVICE PROFILE	
FTE Positions	
Telecommunicators/Call-Takers	11.0
Other	0.0
Total Incoming Calls	63,124
Total 911 Calls	12,029
Total Calls Dispatched	34,673
Revenue from E-911 Fees	None

Service Level and Delivery

The emergency communications center is located in the police department and processes 911 emergency and non-emergency calls. Fire and EMS calls are handled by Rowan County. Many of the calls come directly to the center. Others from city residents go initially to the Rowan County communications center and are immediately switched to the city's police communications center. The city's center operates twenty-four hours a day, seven days a week.

The city owns its communications equipment, including infrastructure. The system is a Motorola 800 MHz trunked Smartnet system with a single, twenty-channel analog site and two GHz microwave sites.

Salisbury's communication center reported total incoming calls of 63,124 for FY 2010–11, dispatching 34,673 calls. The city defines highest priority emergency calls as those involving crimes in progress and calls involving injury or imminent injury to a person.

Conditions Affecting Service, Performance, and Costs

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

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

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

Salisbury

Emergency Communications

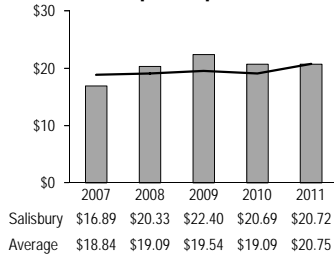
Key: Salisbury ■

Benchmarking Average —

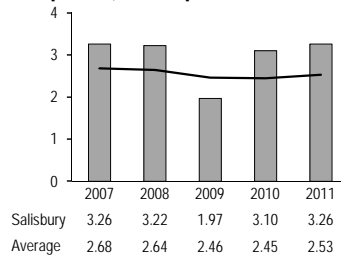
Fiscal Years 2006 through 2010

RESOURCE Measures

Emergency Communications Services Costs per Capita

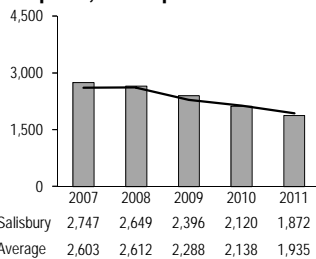


Emergency Communications FTEs per 10,000 Population

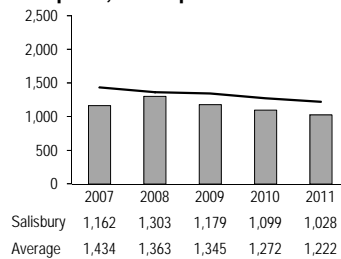


WORKLOAD Measures

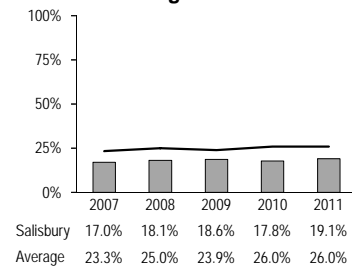
Total Calls Answered per 1,000 Population



Calls Dispatched per 1,000 Population

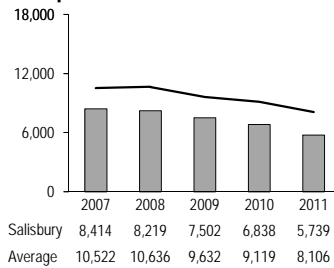


E-911 Calls as a Percentage of All Incoming Calls

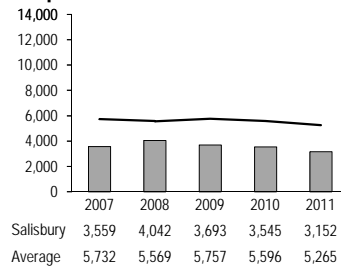


EFFICIENCY Measures

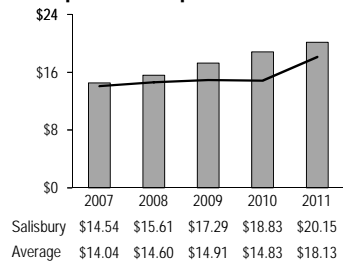
Calls Answered per Telecommunicator



Calls Dispatched per Telecommunicator

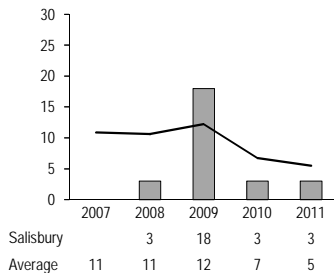


Emergency Communications Cost per Call Dispatched

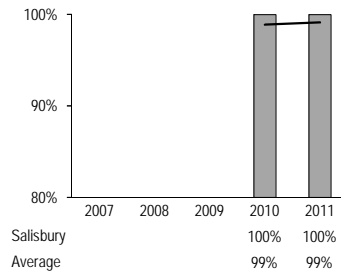


EFFECTIVENESS Measures

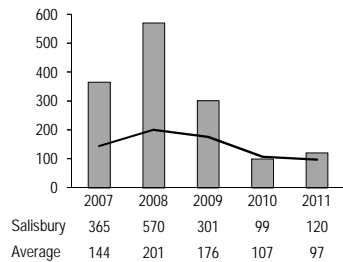
Number of Seconds from Initial Ring to Answer



Percent of E-911 Calls Answered within Twenty Seconds



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



Asphalt Maintenance and Repair

Salisbury

Fiscal Year 2010–11

MUNICIPAL PROFILE	EXPLANATORY INFORMATION
Population (OSBM 2010) 33,722	<p>Service Level and Delivery The City of Salisbury was responsible for maintaining 343.86 lane miles during FY 2010–11. The city resurfaced a total of 6.34 lane miles, or 1.8 percent of total lane miles.</p> <p>The resurfacing work done for the city was performed by contract crews. The contractors used a total of 3,640 tons of asphalt and the average resurfacing depth used by the contractor was 1.5 inches.</p> <p>The city reported that 67 percent of its lane miles rated 85 or above on its most recent pavement condition rating conducted in the year 2010. The city used a consultant for the rating who relied on ITRE as its rating system.</p> <p>The number of potholes reported for FY 2010–11 was 386. The percentage of potholes repaired within twenty-four hours was 100 percent.</p>
Land Area (Square Miles) 22.18	
Persons per Square Mile 1,520	
Topography Gently rolling	
County Rowan	
Climate Moderate; some ice and snow	
Median Family Income (US Census 2010) \$40,192	
FULL COST PROFILE	
Cost Breakdown by Percentage	<p>Conditions Affecting Service, Performance, and Costs The high price of oil significantly increased the cost of asphalt used for resurfacing and repair work.</p> <p>Beginning with the FY 2010–11 reporting year, new performance measures were added to this service area. These include "cost per lane mile for preservation treatment," "cost per lane mile for resurfacing treatment", "cost per lane mile for rehabilitation treatment," and "percent of lane miles rated below 45." In addition, the measure "cost of maintenance per lane mile maintained" has been altered to back out some treatment costs that were formerly counted as maintenance. This means that for some jurisdictions, the "cost of maintenance per lane mile maintained" has dropped in FY 2010–11 due to changes in the definition rather than actual drops in maintenance.</p>
Personal Services 25.5%	
Operating Costs 51.2%	
Capital Costs 23.3%	
TOTAL 100.0%	
Cost Breakdown in Dollars	
Personal Services \$ 295,117	
Operating Costs \$ 592,719	
Capital Costs \$ 269,108	
TOTAL \$ 1,156,944	
SERVICE PROFILE	
FTE Positions—Crews 2.00	
FTE Positions—Other 0.25	
Lane Miles Maintained 343.9	
Lane Miles Treated	
Preservation 0.0	
Resurfacing 6.3	
Rehabilitation 0.0	
TOTAL 6.3	
Total Costs for All Treatment Types \$ 335,373	
Potholes Repaired 386	
Number of Utility Cuts 195	
Registered Vehicles NA	
Registered Vehicles/Square Mile NA	

Salisbury

Asphalt Maintenance and Repair

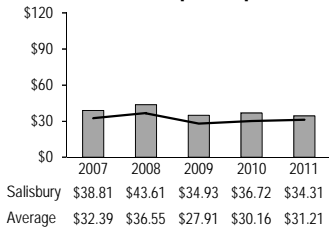
Key: Salisbury ■ Benchmarking Average —

Benchmarking Average —

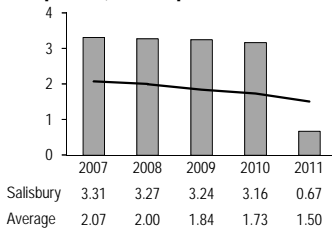
Fiscal Years 2007 through 2011

RESOURCE Measures

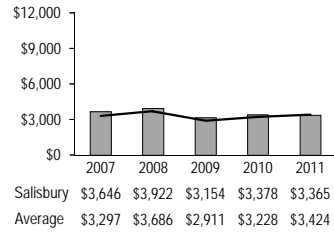
Asphalt Maintenance and Repair Services Costs per Capita



Asphalt Maintenance and Repair FTEs per 10,000 Population

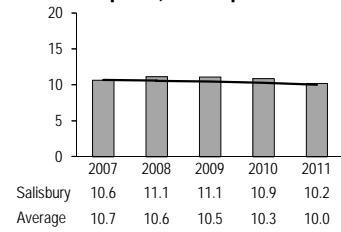


Service Costs per Lane Mile of Road Maintained

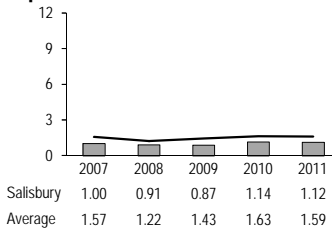


WORKLOAD Measures

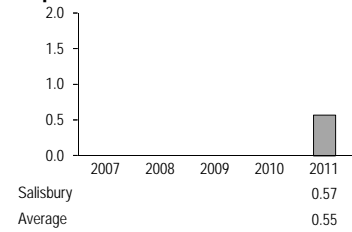
Number of Lane Miles Maintained per 1,000 Population



Reported Potholes per Lane Mile Maintained

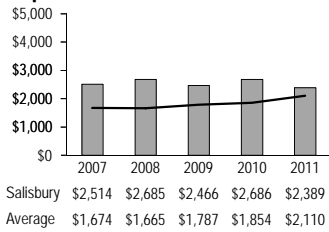


Repaired Utility Cuts per Lane Mile Maintained

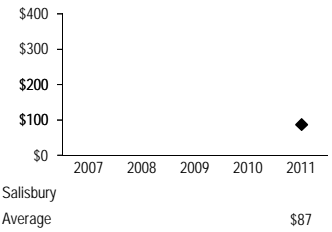


EFFICIENCY Measures

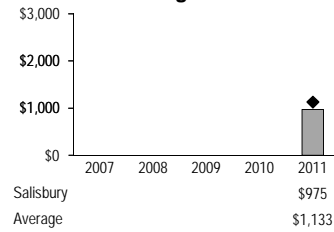
Cost of Maintenance per Lane Mile Maintained



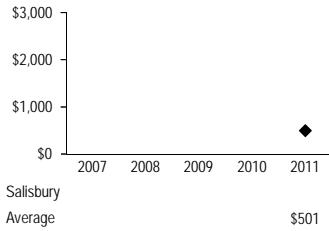
Cost per Lane Mile for Preservation Treatment



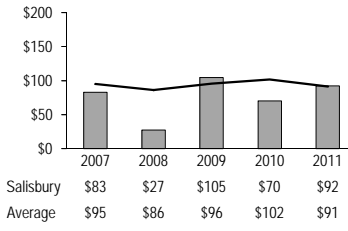
Cost per Lane Mile for Resurfacing Treatment



Cost per Lane Mile for Rehabilitation Treatment

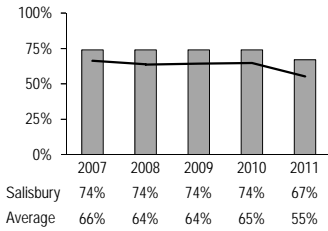


Cost per Ton for Contract Resurfacing

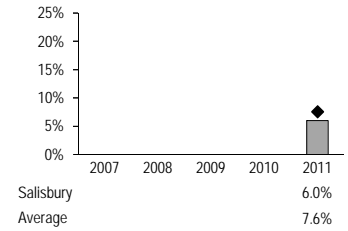


EFFECTIVENESS Measures

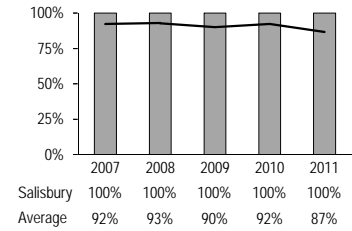
Percent of Lane Miles Rated 85 or Better



Percent of Lane Miles Rated Below 45



Percentage of Potholes Repaired within 24 hours



Salisbury

Fiscal Year 2010–11

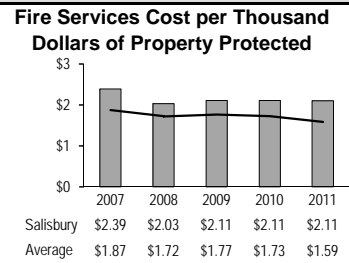
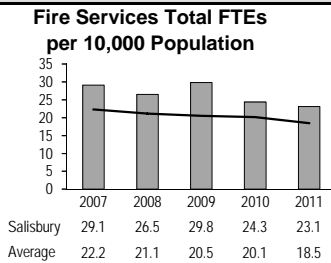
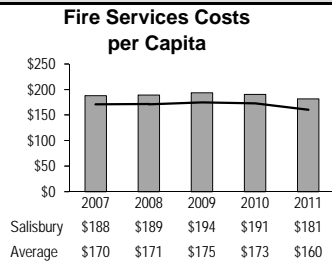
MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	33,722	<p>Service Level and Delivery The statement of purpose for the Salisbury Fire Department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in the community related to transportation or industry; to provide rescue services as needed and basic life support through an updated First Responder Program; and to work toward a more fire safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.</p>
Land Area Served (Square Miles)	22.2	
Persons Served per Square Mile	1,520	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; some ice and snow	
FULL COST PROFILE		<p>The Fire Department contains the following divisions: fire control, loss prevention, training, and logistics.</p> <p>The shift schedule for the Fire Department is twenty-four hours on and forty-eight hours off for three cycles. There are three shifts. Captains and firefighters get a twenty-four-hour Kelley day plus four hours off for any twenty-eight-day cycle exceeding 212 hours worked. The city has some part-time personnel working to fill vacant spots on the shifts due to Kelley days. Salisbury now is a quint system of deployment and duty. The quint trucks combine the duties of an engine and a truck company into a single company.</p> <p>The city has an ISO rating of 2, as rated in 2007.</p> <p>The fire department in Salisbury reported 2,308 fire maintenance, construction, and reinspections conducted in FY 2010–11. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at thirty-day intervals. Fees are assessed at the third inspection.</p> <p>Conditions Affecting Service, Performance, and Costs The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p>
Cost Breakdown by Percentage		
Personal Services	65.9%	
Operating Costs	21.6%	
Capital Costs	12.5%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 4,026,690	
Operating Costs	\$ 1,320,665	
Capital Costs	\$ 765,336	
TOTAL	\$ 6,112,691	
SERVICE PROFILE		
FTE Positions—Firefighters	72.0	
FTE Positions—Other	6.0	
Fire Stations	4	
First-Line Fire Apparatus		
Pumpers	0	
Aerial Trucks	0	
Quints	4	
Squads	1	
Rescue	1	
Other	1	
Fire Department Responses	4,074	
All Fire Responses	151	
Structural Fires Reported	62	
Estimated Fire Loss (millions)	\$0.90	
Amount of Property Protected (millions)	\$2,903.17	
Number of Fire Education Programs or Events	32	

Salisbury

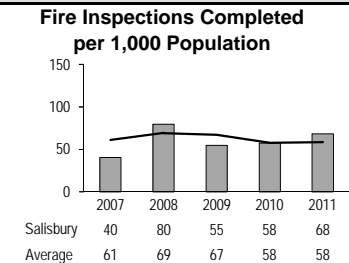
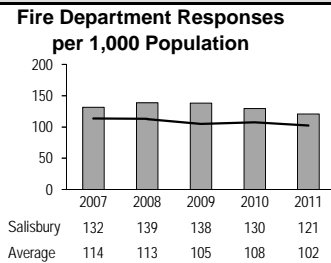
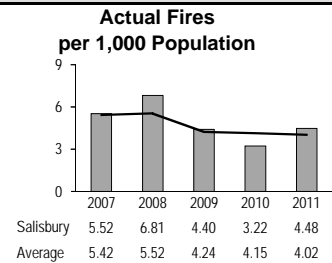
Fire Services

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2007 through 2011

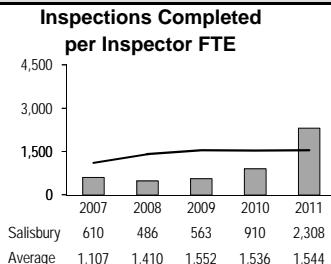
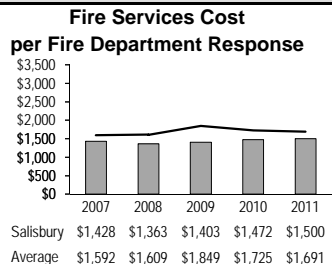
RESOURCE Measures



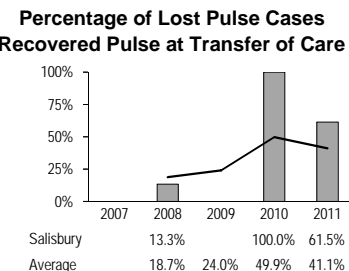
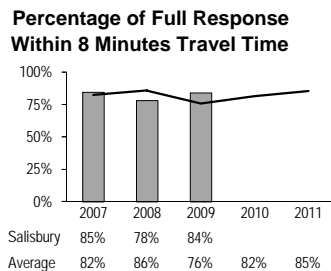
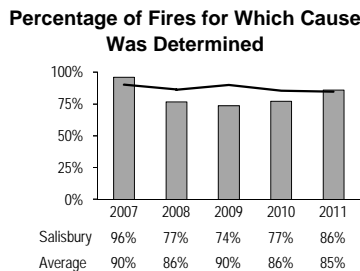
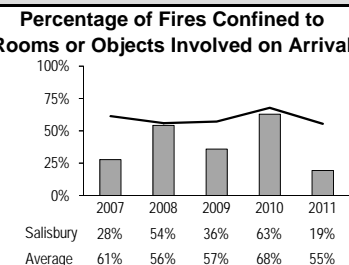
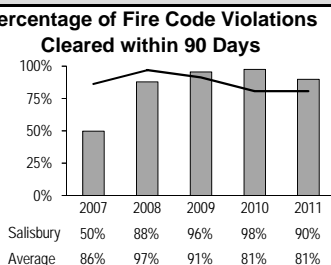
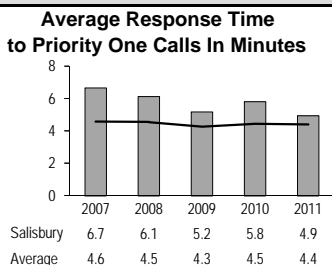
WORKLOAD Measures



EFFICIENCY Measures



EFFECTIVENESS Measures



Salisbury

Fleet Maintenance Fiscal Year 2010–11

MUNICIPAL PROFILE		
Population (OSBM 2009)		33,722
Land Area (Square Miles)		22.18
Persons per Square Mile		1,520
County		Rowan
Topography		Gently rolling
Climate		Moderate
Rolling Stock Maintained	No.	Average Age
Cars—Normal Usage	5	8.0 Years
Cars—Severe Usage	98	4.7 Years
Light Vehicles	168	7.6 Years
Medium Vehicles	25	7.2 Years
Heavy—Sanitation	11	7.6 Years
Heavy—Sewer	3	7.3 Years
Heavy—Fire Apparatus	13	13.0 Years
Heavy—Other	28	11.7 Years
Trailed Equipment	90	14.2 Years
Off-Road/Construction/Tractors	83	11.3 Years
Buses	10	13.0 Years
TOTAL	534	
Vehicle Equivalent Units (VEUs)		1,730
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services		46.3%
Operating Costs		49.6%
Capital Costs		4.0%
TOTAL		100.0%
Cost Breakdown in Dollars		
Personal Services	\$	705,600
Operating Costs	\$	755,546
Capital Costs	\$	61,596
TOTAL	\$	1,522,742
SERVICE PROFILE		
FTE Positions—Technician		7.0
FTE Positions—Other		3.0
Work Bays		14
Average Rolling Stock Units Available per Day		504
Hours Billed		NA
Work Orders		4,442
Repeat Repairs within 30 Days		11
Work Orders Completed within 24 hours		NA
Preventive Maintenance (PMs)		1,217
PMs Completed as Scheduled		989

EXPLANATORY INFORMATION

Service Level and Delivery

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

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

The following services were contracted out during FY 2010–11:

- body work
- exhaust system repairs
- towing.

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

Conditions Affecting Service, Performance, and Costs

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

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

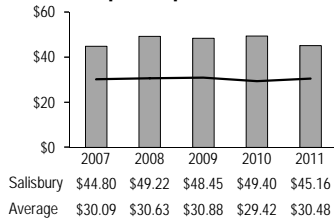
Salisbury

Fleet Maintenance

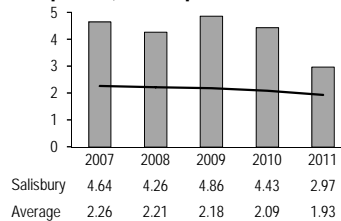
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2007 through 2011

RESOURCE Measures

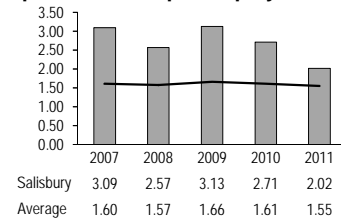
Fleet Maintenance Services Cost per Capita



Fleet Maintenance FTEs per 10,000 Population

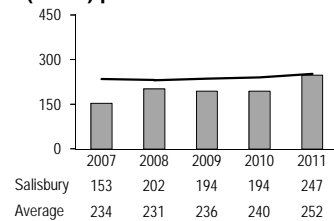


Fleet Maintenance FTEs per 100 Municipal Employees

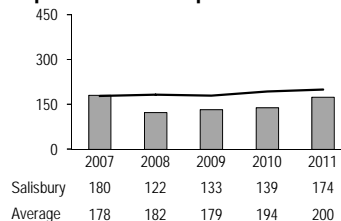


WORKLOAD Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE

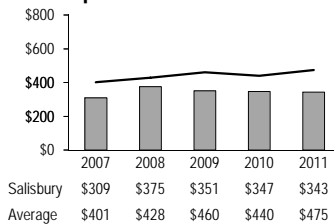


Preventive Maintenances (PMs) Completed In-House per Tech FTE

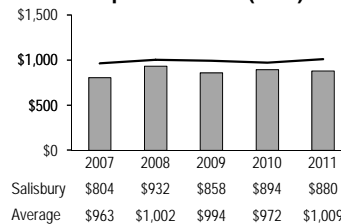


EFFICIENCY Measures

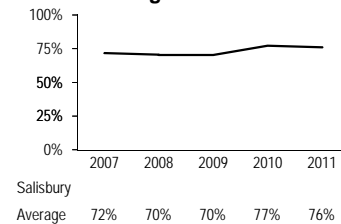
Fleet Maintenance Cost per Work Order



Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)

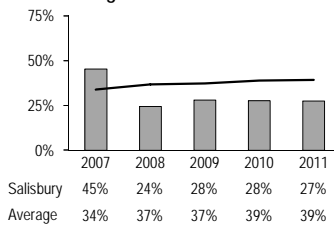


Hours Billed as a Percentage of Total Hours

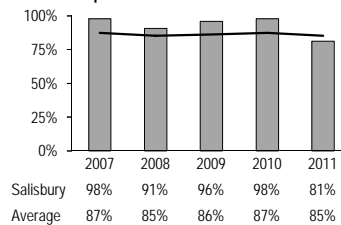


EFFECTIVENESS Measures

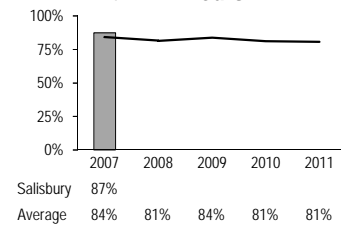
Preventive Maintenances (PMs) as a Percentage of All Work Orders



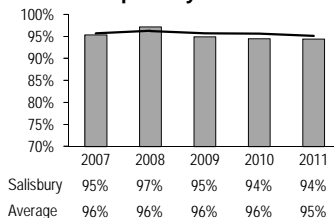
Percentage of Preventive Maintenances (PMs) Completed as Scheduled



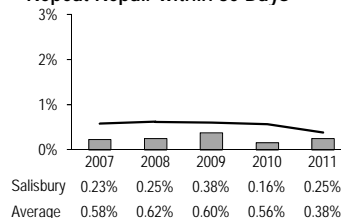
Percentage of Work Orders Completed within 24 Hours



Percentage of Rolling Stock Available per Day



Percentage of Work Orders Requiring Repeat Repair within 30 Days

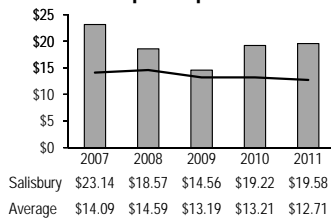


MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2010)	33,722	<p>Service Level and Delivery The human resources function in Salisbury is a centralized unit that provides internal support and assistance with six staff members: the director (administration, equal employment opportunity and grievance, and special investigations), an analyst II (benefits administration, HRIS, policy interpretation, and wellness), an analyst II (training and development), an analyst I (recruitment, compensation, classification, and position control), an analyst I (multiculturalism program), and a technician (applicant flow, administrative support, budget preparation, and corporate giving).</p> <p>The Human Resources Department has been the lead agency in the development of customer service provisions identified by the City Council as the top priority goal for the city.</p> <p>The city's probationary period for new employees is six months.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	22.18	
Persons per Square Mile	1,520	
Unemployment Rate (ESC-10)	12.8%	
County	Rowan	
Topography	Gently rolling	
Climate	Moderate	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	77.3%	
Operating Costs	21.6%	
Capital Costs	1.1%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 510,366	
Operating Costs	\$ 142,558	
Capital Costs	\$ 7,293	
TOTAL	\$ 660,217	
SERVICE PROFILE		
FTE Positions		
Administration	1.00	
Generalist/Specialist	3.00	
Staff Support (Clerical)	2.00	
Total Authorized Workforce	495	
Authorized FTEs	469.0	
Number of Position Requisitions	39	
Employment Applications Processed	3,698	
Employee Turnover		
Voluntary Separations	63	
Involuntary Separations	20	
TOTAL SEPARATIONS	83	
Average Length of Service (Months)	NA	
Formal Grievances Filed by Employees	5	
EEOC Complaints Filed	1	
Length of Probationary Employment Period	6 months	
Compensation Studies Completed	1	
Positions Studied	8	

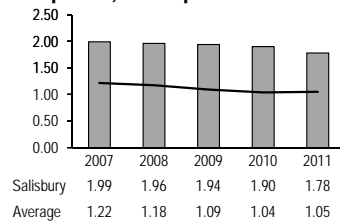
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2007 through 2011

RESOURCE Measures

Human Resources Services Cost per Capita

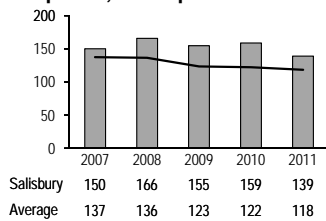


Human Resources FTEs per 10,000 Population

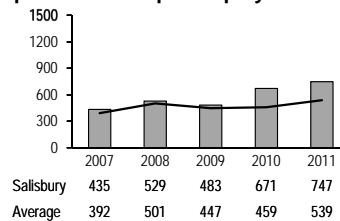


WORKLOAD Measures

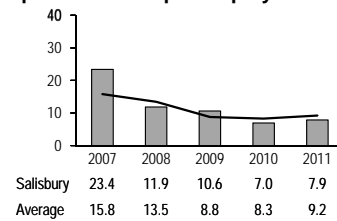
Total Municipal FTEs per 10,000 Population



Applications Processed per 100 Municipal Employees

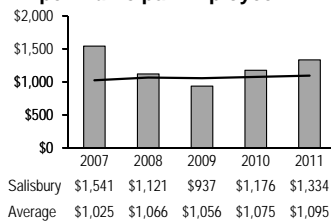


Position Requisitions per 100 Municipal Employees

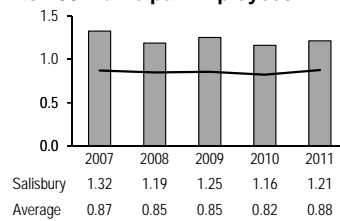


EFFICIENCY Measures

Human Resources Cost per Municipal Employee

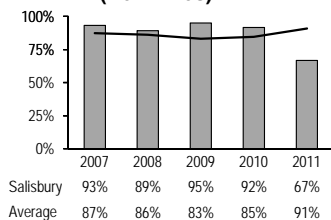


Ratio of Human Resources Staff to 100 Municipal Employees

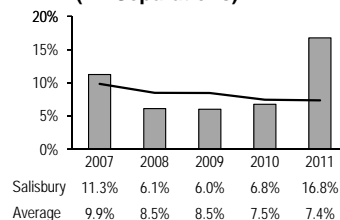


EFFECTIVENESS Measures

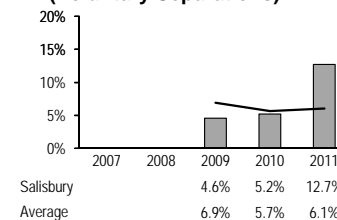
Probationary Period Completion Rate (New Hires)



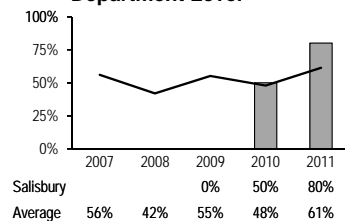
Employee Turnover Rate (All Separations)



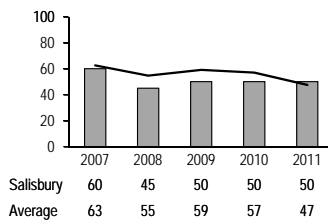
Employee Turnover Rate (Voluntary Separations)



Percentage of Grievances Resolved at Department Level



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



Salisbury

Fiscal Year 2010–11

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Estimated Service Population	52,700	<p>Service Level and Delivery The City of Salisbury provides water service through an enterprise fund department. This department is known as Salisbury-Rowan Utilities. The system covers 45.2 square miles and covers much of Rowan County. Approximately 53,000 people are served. The system was assembled during the late 1990s and early 2000s as the City of Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer, China Grove, Landis, and the City of Kannapolis.</p> <p>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 pre-treatment process followed by a conventional sedimentation and filtration treatment process.</p> <p>Water meters are read once per month. The system currently does not have any automatic remote-read meters. The standard for meter replacement is fifteen years.</p> <p>Conditions Affecting Service, Performance, and Costs Water Services is a new service area for the benchmarking project beginning with Fiscal Year 2006–07.</p> <p>The costs of water service as captured here do not include debt service but do capture depreciation.</p> <p>Due to extreme cold coupled with wet ground causing a freeze/thaw cycle, Salisbury experienced a jump in pipe breaks during FY 2009–10.</p>
Service Land Area (Square Miles)	45.2	
Persons per Square Mile	1,166	
County	Rowan	
Topography	Gently rolling	
Climate	Temperate; some ice and snow	
Median Family Income (US Census 2010)	\$40,192	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	29.4%	
Operating Costs	44.2%	
Capital Costs	26.4%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 2,466,266	
Operating Costs	\$ 3,705,017	
Capital Costs	\$ 2,208,194	
TOTAL	\$ 8,379,477	
SERVICE PROFILE		
FTE Staff Positions		
Treatment Plant	8.0	
Line Crews	12.5	
Meter Readers	11.0	
Billing/Collection	4.0	
Other	7.5	
Number of Treatment Plants	1	
Total Treatment Capacity	25.0 MG	
Average Daily Demand	8.4 MG	
Miles of Main Line Pipe	391	
Average Age of Main Line Pipe	44 years	
Number of Breaks/Leaks	216	
Number of Water Meters	17,187	
Percent of Meters Read Automatically	0.0%	
Total Revenues Collected	\$11,674,556	

Salisbury

Water Services

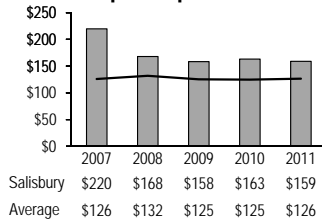
Key: Salisbury ■

Benchmarking Average —

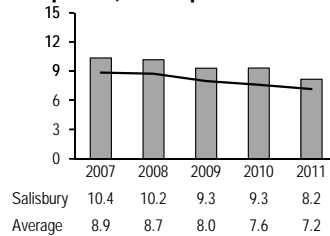
Fiscal Years 2007 through 2011

RESOURCE Measures

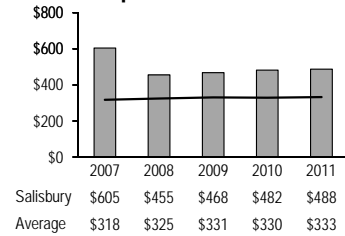
Water Services Cost per Capita



Water Services FTEs per 10,000 Population

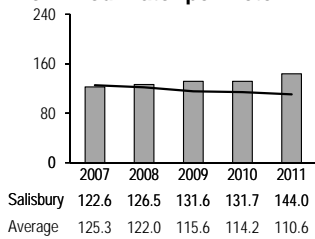


Water Services Cost per Meter

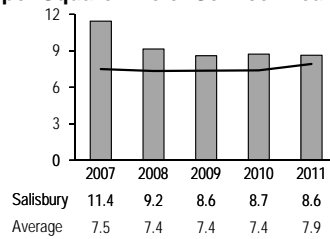


WORKLOAD Measures

Thousands of Gallons of Billed Water per Meter

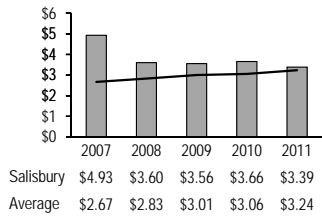


Miles of Main Line Pipe per Square Mile of Service Area

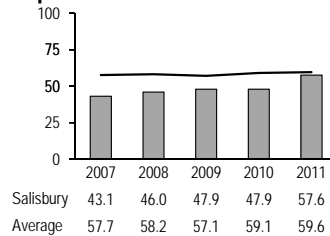


EFFICIENCY Measures

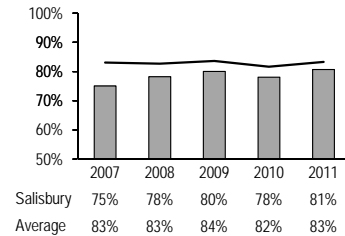
Total Cost per Thousand Gallons of Billed Water



Million Gallons of Billed Water per Water Services FTEs

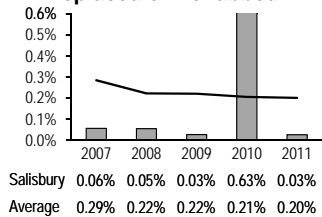


Billed Water as a Percentage of Finished Water

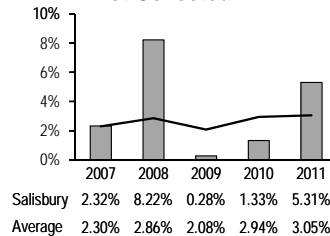


EFFECTIVENESS Measures

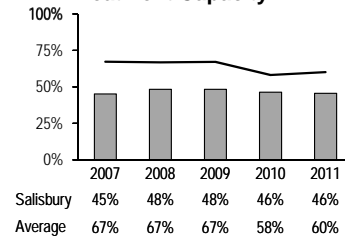
Percentage of Existing Pipeline Replaced or Rehabbed



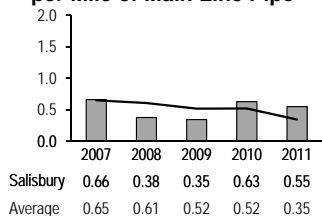
Percentage of Water Bills Not Collected



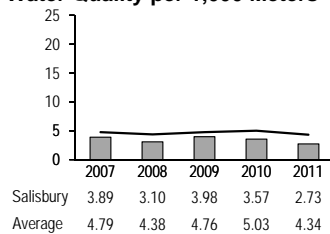
Peak Daily Demand as a Percentage of Treatment Capacity



Breaks and Leaks per Mile of Main Line Pipe



Customer Complaints about Water Quality per 1,000 Meters





**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR
BEGINNING JULY 1, 2012, AND ENDING JUNE 30, 2013.**

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, 2012, and ending June 30, 2013, 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	\$	266,808
Management and Administration		890,450
Public Information		428,889
Human Resources		1,015,335
Information Technologies		3,006,978
Management Services		1,902,559
Purchasing		120,990
Planning & Community Development		445,703
GIS		196,769
Development Services		634,711
Code Services		296,864
Facilities Management		610,719
Central City Buildings		736,960
Plaza		240,025
Police Services		2,369,434
Police Administration		988,342
Police Operations		3,833,096
Fire Department		5,320,107
Telecommunications		579,384
Traffic Operations		517,397
Street Lighting		545,499
Transportation		413,474
Engineering		1,038,405
Public Services - Administration		304,089
Streets		1,807,125
Solid Waste Management		1,480,991
Waste Management - Other		353,667
Parks and Recreation		2,713,648
Fleet Management		812,390
Education		38,107
Debt Service		1,518,127
		<hr/>
TOTAL GENERAL FUND	\$	<u>35,427,042</u>

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

Utilities Mgt. and Administration	\$ 4,200,377
Plant Operations-Water Treatment	1,614,247
Systems Maintenance	3,794,138
Environmental Services	614,927
Plant Operations-Wastewater Treatment	2,963,108
Meter Services	704,692
Plants Maintenance	2,330,880
Water and Sewer Debt Service	<u>6,261,891</u>
TOTAL WATER AND SEWER FUND	<u>\$ 22,484,260</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

\$ 1,109,245

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

\$ 1,733,358

(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

\$ 498,750

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

\$ 7,660,114

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

\$ 1,297,333

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

\$ 76,047

(9) That for the 2012-13 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

\$ 288,956

(10) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 92,587

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, 2012 and ending June 30, 2013:

General Fund:	
Taxes	\$ 17,471,786
Unrestricted governmental	8,585,690
Restricted governmental	1,831,083
Charges for services	7,190,973
Miscellaneous	<u>347,510</u>
Total revenues	<u>\$ 35,427,042</u>
Water and Sewer Fund:	
Operating revenues	\$ 21,702,566
Nonoperating revenues	<u>781,694</u>
Total revenues and other financing sources	<u>\$ 22,484,260</u>
Transit Fund:	
Charges for services	\$ 118,480
Intergovernmental revenues	577,291
Other financing sources	<u>413,474</u>
Total revenues and other financing sources	<u>\$ 1,109,245</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,709,358
Miscellaneous	<u>24,000</u>
Total revenues	<u>\$ 1,733,358</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 493,250
Miscellaneous	<u>5,500</u>
Total revenues	<u>\$ 498,750</u>
Fibrant Fund:	
Operating revenues	\$ 4,376,344
Nonoperating revenues	673,270
Other financing sources	<u>2,610,500</u>
Total revenues	<u>\$ 7,660,114</u>
Stormwater Fund:	
Operating revenues	<u>\$ 1,297,333</u>
Total revenue	<u>\$ 1,297,333</u>
Stormwater Capital Reserve Fund:	
Transfer from Stormwater Fund	<u>\$ 76,047</u>
Total revenues	<u>\$ 76,047</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 253,956
Miscellaneous	<u>35,000</u>
Total revenue	<u>\$ 288,956</u>
Rental Rehab:	
Miscellaneous	<u>\$ 92,587</u>
Total revenue	<u>\$ 92,587</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, 2012 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)

-- \$.6374

Municipal Service District:

(To promote, encourage and assist in the revitalization and economic health and stability of the downtown area)

-- \$.175

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$2,776,090,512 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. The Fibrant General Manager is authorized to establish rates for business services and equipment that are not specifically listed in Appendix F in Article XII and to modify as necessary to match competition.

Section 5. That Video on Demand Movies, Pay Per View Events, and other premium services will have their price set based on market price and contractual demands as determined by the Fibrant General Manager.

Section 6. Section 25-34(c)(5) of the Code of Ordinances is revised to 'Payments made to the city and utility deposits will be applied to utility accounts in the following order: delinquent federal and state fees and taxes, delinquent fees, stormwater prior fees, recycling prior fees, landfill prior fees, Fibrant prior fees, sewer prior fees, water prior fees, federal and state fees and taxes, stormwater fees, recycling current fees, landfill current fees, Fibrant current fees, sewer current fees, and water current fees.

Section 7. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2012 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 8. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 9. Copies of this ordinance shall be furnished to the City's Assistant City Manager for Finance, to be kept on file by him, for his direction in the disbursement of City funds.

Section 10. The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:

ADMINISTRATION

Sale of Salisbury Code of Ordinances-soft back	\$238.64
Sale of Salisbury Code of Ordinances-hard back binder	\$274.64
Sale of Salisbury City Council meeting recording	\$5 per CD
Sale of Salisbury Code Supplement Updates	\$24.50 per set
Copy Machine Fee	\$0.10 per copy; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing

COMMUNITY PLANNING SERVICES

Development Services

Zoning Board of Adjustment:

Administrative appeal	\$100
Variance	\$150
Special Use Permit	\$250
Zoning Permit for remodeling, additions, & signs	\$10
Zoning Permit for new principal structures & special sign overlays	\$20
Major Site Plan Review	\$250
Minor Site Plan Review	\$50
Payment in Lieu of Sidewalk Construction	\$22 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Conditional District Petition or General Development Overlay:	
Adoption	\$500
Amendment	\$250
Revisions	\$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$250
Land Development Ordinance Text Amendment	\$250
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.	

Code Enforcement

Nuisance abatement	Mobilization fee \$125 + contractor & landfill costs
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	Fee
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
DENR Dedicated Water Permit	\$200
DENR Dedicated Sewer Permit	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

INFORMATION TECHNOLOGY SERVICES

Geographic Information Systems

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

POLICE

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

FIRE

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

SPECIAL OPERATIONAL USE PERMITS

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

Blasting Permit:

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

Burning Permit:

Commercial	\$25
Residential	No charge

Exhibit and Trade Show

\$25

Festivals (fairs, carnivals, etc.)

Large Festival:

\$175

1. Festival with an attendance of more than 6,000 on any given day or
2. Outdoor circus or carnival

Small Festival:

\$50

1. Festival with an attendance of 6,000 or less each day
2. Indoor circus or carnival

Firework/Pyrotechnic Display (per display)

\$200

Fumigation or Thermal Insecticidal Fogging

\$25

Special Amusement Building

\$25

Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)

\$25

Tent, Structure or Stand for Fireworks Sales:

21 day permit	\$500
7 day permit	\$200

Other Not Listed

\$25

After Hours Inspection (inspections conducted outside of normal work hours)

\$50

*Late Application Fee

\$50

*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.

FIRE DEPARTMENT CONSTRUCTION PERMITS

Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. A permit fee will be charged for the following Fire Department Construction Permit. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.

Automatic Fire-Extinguishing System:

Installation	\$60
Renovation/Modification	\$50

	Fee
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
MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$50
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$100
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	\$50
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost

Plans Review:

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

A = Total Gross Building Floor Area of Construction

B = Fee per Square Foot (from table below)

Total Gross Building Floor Area of Construction (square feet)

0 - 5,000 A x B = Permit Fee

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

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

Building:

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

PUBLIC SERVICES

Traffic Operations Division

Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

Street Division

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

Waste Management

Bulky Item Collection Fees:

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

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

All fees must be paid in advance of service.

Fleet Management

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%

Transit

Individual Fares:

	<u>Fee</u>
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Handicapped & Senior Citizens)	\$0.50
40 Ride pass:	
Regular	\$35
Reduced	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

PARKS & RECREATION

Civic Center

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

City Park *

Arts & craft room	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Meeting room	\$40 per hour + \$75 deposit
Room A	\$40 per hour + \$75 deposit

Hall Gym

Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit

Lincoln Pool (two hour minimum)

Two lifeguards	\$50 per hour + \$50 deposit
Four lifeguards	\$75 per hour + \$50 deposit

Miller Center *

Computer Lab	\$30 per hour + \$75 deposit
Multi-purpose room	\$70 per hour + \$75 deposit
Meeting room	\$40 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional

Note: *Three (3) hour minimum for rentals during non-operational hours

Shelters & Gazebo Rentals:

Cannon Park Gazebo Rental	(Electricity Included)	\$150 security deposit;
	(only available for groups 40 or less)	\$50 (Refundable)

Shelter Reservation Fee:

8:00 AM - 12:00 Noon	\$10
1:00 PM - Close	\$10
All Day	\$20
Electricity - Additional (per shelter)	\$15

Advertising Fees

Salisbury Community Park	\$600 initial fee;
Salisbury Greenway	\$1000 - \$5000

	Fee
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Flat Fee	\$12.50/ hr.
Additional per hour charge for lights	\$25
Field Prep Fee	\$40
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.)	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$500
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.)	\$150
1 day / 3 fields	\$600
2 day / 3 fields	\$1,200
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$40
Soccer	
Flat Fee	\$25/hr.
Field Prep Fee	\$45
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	\$25/hr.
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Reservation Fee	\$5
Special Event Permits	
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day
Cemetery	
Burial-adult	\$800
Burial-infant	\$400
Disinterment - Adult	\$800
Disinterment - Infant	\$400
Interments - two--one grave-adult	\$850
Interments - two--one grave-infant	\$500

	Fee
Interment - Crematory remains	\$375
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 4:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends and holidays	\$300
Monument installation permit	\$20
Deed Change	\$20
Cemetery Lot Fee Schedule:	
Adult, City resident	\$700
Adult, non-City resident	\$900
Infant, City resident	\$400
Infant, non-City resident	\$600
<i>Landscape</i>	
Cooperative tree planting on public right-of-way	Actual cost of tree
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50 refundable
Peace Haven Gazebo at City Park	\$150 security deposit; \$50 refundable
<i>Park Avenue Community Center *</i>	
Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)	
Non-profit organizations	\$40 per hour + \$50 deposit
Non-profit organizations / fund raiser	\$55 per hour + \$50 deposit
For profit organizations	\$70 per hour + \$50 deposit
Arts & Crafts Room	
Room availabiltiy is subject to Park Ave. activities.	
Non-profit organizations	\$30 per hour + \$50 deposit
For profit organizations	\$40 per hour + \$50 deposit
<u>Note: *Two (2) hour minimum for rentals</u>	
<i>West End Community Center</i>	
Conference Room	\$50/hr
UTILITY ENGINEERING	
Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15

	Fee
Digital Format	
CD Disk, each	\$20
DVD Disk, each	\$20
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20
MANAGEMENT SERVICES	
Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility Bill (24 days after billing)	1.5% per month
Copy machine fee	\$0.10 per copy; minimum of \$1
	\$1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing
TELECOMMUNICATIONS	
Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$100
Fleet Map Build	\$200
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$75
Repair (Hourly rate)	\$110
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Radio Dash Mount	\$80
Radio Dash Removal	\$30
Radio Remote Mount	\$130
Radio Remote Removal	\$40
Ambulance dual installation	\$245
Ambulance dual Removal	\$80

	Fee
Camera Installation	\$155
Camera Removal	\$80
MDT Mount Installation	\$80
MDT Mount Removal	\$30
Modem Installation	\$80
Modem Removal	\$30
Wig Wag Installation	\$55
Wig Wag Removal	\$30
4 Corner Strobes Installation	\$130
4 Corner Strobes Removal	\$45
Flashlight Installation	\$25
Flashlight Removal	\$15
Charger Installation	\$45
Charger Removal	\$15
Light bar Installation	\$130
Light bar Removal	\$65
Siren Installation	\$80
Siren Removal	\$30
Parts	Actual Cost + 20%

**APPENDIX F, ARTICLE XII
FIBRANT**

<i>Video Services Residential – stand alone</i>	<i>Per Month</i>
FirstStep with two set top boxes	\$37
Essential with one DVR and one set top box	\$65
Deluxe with one DVR and one set top box	\$85
Classic with one DVR and one set top box	\$93
Brilliant with one DVR and one set top	\$108
All-in! with one DVR and one set top	\$149
<i>Video Service Residential – with internet or telephone</i>	<i>Per Month</i>
FirstStep with two set top boxes	\$27
Essential with one DVR and one set top box	\$55
Deluxe with one DVR and one set top box	\$75
Classic with one DVR and one set top box	\$83
Brilliant with one DVR and one set top	\$98
All-in! with one DVR and one set top	\$139
<i>Telephone Services Residential</i>	<i>Per Month</i>
Fibrant Telephone – single service	\$45
Fibrant Telephone – with video or internet services	\$40
Fibrant Telephone – with both video and internet services	\$35
Fibrant Telephone per additional line	\$25
<i>Internet Services Residential</i>	<i>Per Month</i>
Fibrant Internet 15 – single service	\$45
Fibrant Internet 15 – with video or telephone services	\$40
Fibrant Internet 15 – with both video and telephone services	\$35
Fibrant Internet 25 – upgrade from Fibrant Internet 15	\$20
Fibrant Internet 50 – upgrade from Fibrant Internet 25	\$20

Fibrant Internet 75 – upgrade from Fibrant Internet 50	\$20
Fibrant Internet 100 – upgrade from Fibrant Internet 75	\$20
<i>Premium Channel Options</i>	<i>Per Month</i>
HBO	\$15
Cinemax	\$15
Starz Plus Encore	\$15
Showtime Plus TMC	\$15
Latino Tier	\$10
<i>Fibrant – Equipment Rental</i>	<i>Per Month</i>
Additional DVR per unit	\$9
Additional Set top box per unit	\$5
Wireless Home Router	\$9.99
<i>Fibrant – One-time Charges</i>	<i>Non-reoccurring</i>
Pay Per View Adult Movies	\$9.99 per three hours
Standard Residential Installation (waived for one year contracts)	\$360
Custom Wiring (Wall Fish, etc.) per current outlet	\$30
Additional Outlets (floor) same trip	\$25
Additional Outlets requiring Wall Fish same trip	\$50
Additional or Relocate Outlet separate trip	\$45
Additional Outlets requiring Wall Fish separate trip	\$50
Wireless Network Installation	\$30
Reconnect Fee during business hours	\$50
Reconnect Fee during after business hours	\$100
Remote Control Replacement	\$10
Unreturned Set Top Box	\$150
Unreturned DVR	\$300
Fibrant Telephone Directory Assistance (per use)	\$2
Fibrant Telephone Operator Assistance (per use)	\$3
WeeMote	\$20
Fibrant Telephone Activation - Residential	\$15

**SCHEDULE A
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment may be required a deposit upon discretion of the Customer Service Manager \$150
- (f) Deposits shall be returned at termination of service less any unpaid rates and charges.

SCHEDULE B
METER INSTALLATION AND SEWER CONNECTION CHARGES

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
 - ¾” Water tap - SRU installed \$1,850
 - ¾” Water tap - Developer installed \$200
 - ¾” Water tap - Crescent \$600
- (b) One-inch residential water tap \$2,100
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1”, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
 - 4” Sewer tap - SRU Installed \$1,600
 - 4” Sewer tap – Developer Installed*: \$250

*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Reconnection fee for non-payment during business hours \$50
 Reconnection fee for non-payment after business hours \$100
- (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50
 Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (j) Testing meter if delivered to City facilities (per test) \$15
- (k) Field testing of meters: First test is free and each additional test within twelve months \$50
- (l) Unauthorized use of fire protection system \$100
- (m) Fire protection system testing (per test) \$50
- (n) Meter reinstallation charge (per meter) \$35
- (o) Inspection fee (per connection)
 - Water or sewer connection \$45
 - Backflow \$45
 - Re-inspection of either water, sewer, or backflow \$20
- (p) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (q) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.
- (r) The City’s charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check.
- (s) Lateral transfer fee \$1,600
- (t) Recycling fee \$4.03/Month
- (u) Landfill fee
 - (1) Residential (per container) \$4.09/Month
 - (2) Commercial (per container) \$7.62/Month

- (v) Waste collection fee
 - (1) Commercial (per container) \$10/Month
 - (2) Residential (per container) \$7/Month
 - (3) Removal of containers for nonpayment \$25
- (w) Stormwater fee
 - (1) Residential \$4.25
 - (2) Commercial/Industrial per ERU with a minimum of one
 - Commercial Tier 1: 1 – 5 ERU \$10
 - Commercial Tier 2: 6 – 25 ERU \$25
 - Commercial Tier 3: 26 – 50 ERU \$75
 - Commercial Tier 4: 51 – 100 ERU \$150
 - Commercial Tier 5: 101+ ERU \$300
- (x) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (y) Locking Devices Cut or Damaged \$20
- (z) Damaged Meter Yokes shall be charged on the basis of labor, material, equipment, and overhead costs a then prevailing or established rates.

**SCHEDULE C
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$3.95
	1" =	\$5.83
	1-1/2" =	\$8.95
	2" =	\$12.70
	3" =	\$24.58
	4" =	\$42.08
	6" =	\$90.20
	8" =	\$152.70
	10" =	\$240.20
	12" =	\$315.20
	16" =	\$627.70

Volume charge per 100 cubic feet:

Raw water	\$0.69
Finished, potable water	\$3.49
Southern Power	\$1.79
China Grove	\$5.79

**SCHEDULE D
WATER SERVICE CHARGES FOR BULK RATE**

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

**SCHEDULE E
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.35
	1" =	\$6.53
	1-1/2" =	\$10.15
	2" =	\$14.50
	3" =	\$28.28
	4" =	\$48.58
	6" =	\$104.40
	8" =	\$176.90
	10" =	\$278.40
	12" =	\$365.40
	16" =	\$727.90
Volume charge per 100 cubic feet		\$4.76
China Grove volume charge per 100 cubic feet		\$7.90
(2) Flat rate sewer charge		\$42.43

**SCHEDULE F
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grand Creek Wastewater Plants:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred thirty-seven dollars and fifty-one cents (\$137.51) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of two-hundred forty-six dollars and twenty-four cents (\$246.24) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand eight hundred nineteen dollars and forty-eight cents (\$1,819.48) per one thousand pounds.

Additionally, surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into the Second Creek Wastewater Treatment Plant:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of three hundred seventy-two dollars and eighty-seven cents (\$988.18) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of seven hundred fifty-four dollars and sixty-five cents (\$1,330.99) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of two thousand three hundred forty-seven and sixty-four cents (\$9,621.86) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

Pretreatment Permit Fees shall be assessed at \$250 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request.

**SCHEDULE G
ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

Test	Fee
Alkalinity	\$10
Ammonia-Nitrogen	\$17
Biochemical Oxygen Demand	\$21
Chemical Oxygen Demand	\$25
Chloride (Titrimetric)	\$20
Coliform, Fecal (MF)-Wastewater	\$20
Coliform, P/A-Water	\$30
Chlorine, Total Residual	\$15
Cyanide, Total	\$30
Dissolved Oxygen	\$5
Metals Digestion Fee (per sample)	\$10
Aluminum, ICP, ppb	\$18
Antimony, ICP, ppb	\$18
Arsenic, ICP, ppb	\$18
Barium, ICP, ppb	\$18
Cadmium, ICP, ppb	\$18
Chromium, ICP, ppb	\$18
Copper, ICP, ppb	\$18
Lead, ICP, ppb	\$18
Molybdenum, ICP, ppb	\$18
Nickel, ICP, ppb	\$18
Selenium, ICP, ppb	\$18
Silver, ICP, ppb	\$18
Zinc, ICP, ppb	\$18
Nitrate (water)	\$30
Nitrate - Nitrogen (wastewater)	\$30
pH	\$5
Phenols	\$33
Phosphorus, Total	\$25
Sampling and Set-up	\$25
Solids, Total	\$16
Solids, Total Suspended	\$16
Sulfate	\$15
Temperature	\$5
Total Kjeldahl Nitrogen	\$25
Turbidity-Water	\$10

Parameters not listed please contact Environmental Services for quote

Section 11. That the hourly rate of \$125 be established for work performed by the City Attorney.

Section 12. That this ordinance shall be effective upon its passage.



GLOSSARY OF TERMS

ADA: The commonly used acronym for the Americans with Disabilities Act.

ACCRUAL ACCOUNTING: A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

ADOPTED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

AMR: Acronym for Automated Meter Reading. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

APPROPRIATION (BUDGETING): An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

ASE: Acronym for Automotive Service Excellence.

ASSESSED VALUATION: A value established for real property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

BOND FUNDS: Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

BOND REFERENDUM: An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

BUDGET: A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

BUDGET CALENDAR: The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN): The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

BUDGET MESSAGE: A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

BUDGET ORDINANCE: The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

CAPITAL ASSETS: Assets with an initial, individual cost of more than a certain amount and an estimated useful life in excess of two years. Minimum capitalization costs are as follows: buildings, \$10,000; furniture and equipment, \$5,000; infrastructure, \$100,000; and improvements other than buildings or infrastructure, \$5,000. All land is recorded as a capital asset without regard to any significant value.

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

CAPITAL IMPROVEMENTS BUDGET: The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

CAPITAL IMPROVEMENTS PROGRAM (CIP): The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

CAPITAL OUTLAY: A classification consisting of Capital Equipment and Capital Improvement.

CAPITAL RESERVE FUND: A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

CCF: Acronym for 100 Cubic Feet of water.

CD: Acronym for Construction Documents.

CDBG: Acronym for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

CMAQ: Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

CMW: Acronym for Certificate of Minor Works.

COA: Acronym for Certificate of Appropriateness.

COD: Acronym for Chemical Oxygen Demand.

COST CENTER: The smallest unit of activity or area of responsibility for which costs are accumulated.

CRM: Acronym for Citizen Resource Management. A type of software that will allow citizens to have an improved method of interacting with the City.

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.

DEPRECIATION: The reduction in value of a capital asset over its estimated useful life. The City uses the straight-line method of depreciation over the useful life as determined by the asset class.

DSI: Acronym for Downtown Salisbury Incorporated. A component unit that promotes, enhances and manages the development of the central business for the City.

ENCUMBRANCE ACCOUNTING: The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

ENTERPRISE FUND: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

EPA: Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

FERC: Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

FIBRANT: The enterprise fund implemented in FY2009 that will provide high speed broadband services to the citizens of Salisbury.

FISCAL YEAR: The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

FIXED ASSETS: Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

FOG: Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows.

FTE: Acronym for Full-Time Equivalent. The number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law.

FUNCTION: A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

FUND: A fund is a fiscal and accounting entity with a self-balancing set of accounts.

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

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.

GOVERNMENTAL FUNDS: Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

GPON: Acronym for Gigabit Passive Optical Networking.

HOME: Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

HPO: Acronym for High Performance Organization. A government working model.

HRC: Acronym for Human Relations Council.

I&I: Acronym for Inflow and Infiltration.

INVESTMENT REVENUE: Revenue earned on investments with a third party. The City uses a pooled cash system. 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.

PERFORMANCE MEASURES: Descriptions of a program's effectiveness or efficiency.

PFT: Acronym for Permanent Full-time. Full-time employee with benefits.

POWELL BILL FUND: Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

PPT: Acronym for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

PRODUCTIVITY: A measure of the increase of service output of City programs compared to the per unit of resource input invested.

PROGRAM: An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

PROPERTY TAXES (AD VALOREM TAXES): Taxes paid by those owning property in the City. These taxes are based on assessed value.

RESERVE: A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

RESOURCES: Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

REVENUE: Income received from various sources used to finance government services; for example, sales tax revenue.

REVENUE BONDS: Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

ROW: Acronym for Right of Way.

SCADA: Acronym for Supervisory Control and Data Acquisition.

SERVICE LEVEL: Measurement of services provided by the City to the public.

SPECIAL REVENUE FUND: This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – a Community Development Fund.

TCWWTP: Acronym for Town Creek Wastewater Treatment Plant.

TDA: Acronym for Tourism Development Authority.

TFT: Acronym for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

TKN: Acronym for Total Kjeldahl Nitrogen.

TMDL: Acronym for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

TPT: Acronym for Temporary Part-time. Part-time employee working <1000 hours annually with no benefits.

TSS: Acronym for Total Suspended Solids.

USDOJ: Acronym for United States Department of Justice.

VENTURIS: A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

WWTP: Acronym for Wastewater Treatment Plant.

