

THE CITY OF
Salisbury
— North Carolina —

*Adopted Budget
Fiscal Year Ending June 30, 2016*

CITY OF SALISBURY NORTH CAROLINA

2015-2016 BUDGET For the Year Ending June 30, 2016



MAYOR, CITY COUNCIL, AND CITY OFFICIALS

MAYOR AND CITY COUNCIL

Paul B. Woodson - Mayor

Maggie Blackwell- Mayor Pro-tem

William R. Kennedy

Brian Miller

Karen K. Alexander

OFFICIALS

**W. Lane Bailey
City Manager**

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

**Zack Kyle
Assistant City Manager**

Budget Prepared By

Teresa P. Harris ~ Finance Director

S. Wade Furches ~ Finance Manager

Shannon Moore ~ Budget & Performance Manager

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Melissa H. Drye ~ Financial Services Management Analyst

Mark Drye ~ Senior Management Analyst

Anna R. Bumgarner ~ Purchasing Manager

City Management Team



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Salisbury
North Carolina**

For the Fiscal Year Beginning

July 1, 2014

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, 2014 (Fiscal Year 2014-2015).

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 2015-16 BUDGET
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Budget Message



May 19, 2015

**BUDGET MESSAGE FISCAL YEAR 2015-16
July 1, 2015-June 30, 2016**

Dear Mayor Woodson and City Council:

I am pleased to present to you my first recommended budget as City Manager of Salisbury. I have had a busy and enjoyable first two months on the job. This year's budget has included some significant challenges, the greatest of which is the loss of the Privilege License Tax. As you are aware, the NC General Assembly repealed this tax last year, and as of this date, there is no sign of any help from the NC General Assembly to replace this revenue. This accounted for \$320,000 or 1.18 cents of property tax. This is also a revaluation year, and unfortunately valuations are slightly down. A revenue neutral tax rate would represent an increase of .31 cents. As a result of the loss in Privilege License and decline in tax values, I am recommending a 1.49 cents increase in the tax rate or a rate of 67.18 cents. Please see Attachment A for revenue neutral calculations and Privilege License Tax.

City Council and the Management Team are to be commended for the excellent job they have done in improving our fund balance. We project our General Fund Balance to be approximately 35% at the end of the fiscal year. I believe at this level we can safely appropriate \$378,040 for certain capital and one time expenditures. Please see Attachment B for a list of items to be funded through fund balance appropriations.

General Fund Expenditures

I am recommending a 2 ½ percent average merit increase for employees. We need to do this to reward great service and to retain quality employees. I am also recommending that we add Veteran's Day to our annual holiday leave for employees.

My recommended budget also includes a Parks and Recreation Director. This position had been eliminated a couple of years ago as a cost saving measure. I believe this position is essential to lead our Parks and Recreation Department and provide the level of service expected for a community that places value on quality of life. Along the lines of improving quality of life, I have included slight increases to local arts funding. We also hope to receive grant funding to cover most of the cost of replacing Self Contained Breathing Apparatus (SCBA) for our Fire Department. This grant would cover 90% of our cost. My recommended budget also includes \$480,000 for roof and HVAC replacements throughout the city. Please see Attachment C for these facilities.

Salisbury Rowan Utility Fund

I am not recommending a rate increase for water and sewer. I am, however, recommending that we increase our tap and connection fees in order to keep up with our cost for these services. Please see Attachment D for these fees. The most significant capital item in the SRU budget is \$280,000 in lift station improvements. We have an excellent Utility Fund which is vital for economic development.

Storm Water Fund

I am recommending an increase in our residential storm water utility fees of 75 cents per month. Our residential fee would increase from \$4.25 to \$5 per month. Our fund balance in this fund has been diminishing and is necessary to keep up with our needs. We have \$119,750 in storm water projects in the recommended budget. Please see Attachment E for these projects.

Fibrant Fund

Fibrant is our greatest opportunity to grow our economy. We are now the fastest city in North Carolina in terms of fiber optic speed and we are just 1 of 18 cities in the US that has a gigabit or better of fiber throughout the entire city. As each of you have mentioned to me multiple times during the interview process, and since I have been with the city, it is essential that we continue to improve this operation and make it a true enterprise fund. Our revenues are projected to be up by 10%. I am recommending some rate increases included in Attachment F. This is primarily to keep up with cost from our providers. We will also be making principal repayments to our SRU Fund in this year's budget.

Transit Fund

Our Transit Fund is transitioning from a Rural Transportation System to an Urban Transit system. These changes are the result of the 2010 census, which has just now affected this change in status. We have some transitional funding for this coming fiscal year. With this new designation there may be an opportunity for additional funding in future years. In the short period, we will have to work closely with our MPO to ensure adequate funding for our operations.

In closing, I want to thank the Management Team and staff in preparing this year's budget. I would especially like to thank Finance Director Teresa Harris and Budget & Performance Manager Shannon Moore for their hard work in preparing this budget. As I previously mentioned, I am just two months into the job and they both have worked very hard to assist me through this transition. Our Management Team is committed to working with you to develop a budget that meets the needs of our community. We look forward to working with each of you toward that goal.

Respectfully Submitted,

W. Lane Bailey
City Manager

ADDENDUM

FY2015-2016 ADOPTED BUDGET

On May 19, 2015, the City Manager presented a balanced FY2015-16 Budget proposal that totaled \$75,565,837 for all funds. The public hearing as required by N.C.G.S 159-12 was held on Tuesday June 2, 2015. Two citizens spoke at the hearing, one in regards to increasing the City's police force and body cameras for officers, the second opposing any tax and fee increases. Also, presented at the public hearing was an addendum to the budget due to a previous agreement by City Council to provide \$500,000 in funding for the downtown construction of the Rowan-Salisbury School Administration Office. This was funded through a \$150,000 reduction in special projects and \$350,000 appropriation from Fund Balance.

The budget work sessions were held June 8th, 2015. The discussion on June 8th started with the new City Manager acknowledging the need for a comprehensive 10-year CIP in order to identify the City's needs and how to strategically fund those going forward.

After lengthy discussion, Council reduced the tax increase from 1.49 cents to .31 cents, using Fund Balance to offset the tax increase proposed. Increases in the Stormwater and Fibrant Fund were implemented as presented. The following changes were made to the proposed FY2015-16 budget:

ADDITIONS

- Add \$11,044 for Economic Development Commission
- Add \$5,000 for Downtown Salisbury, Inc.
- Add \$5,000 for Sculpture Show
- Add \$550,000 for Long/Innes Street Project
- Add \$200,000 for Downtown Incentives
- Add \$1,070,000 to Fund Balance Appropriation
- Add \$2,500 Revenue from TDA for Sculpture Show

CUTS

- Decrease \$16,044 in City Council Special Projects
- Decrease \$320,000 in Property Tax

The final adopted FY2015-16 Budget for all funds was \$76,318,337 which City Council adopted on June 16, 2015.

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>

Attachment A

Historical Revenue Neutral Tax Amounts

Revaluation Year	Revenue Neutral Rate Change
2003	2 cent decrease
2007	3.5 cent decrease
2011	5.2 cent increase
2015	0.31 cent increase

FY15-16 Revenue Neutral Calculation

	Estimated FY2014-15	Projected Growth	Projected Without Revaluation FY2015-16	Percent of Value
Real Property	\$ 2,186,585,636	0.5%	\$ 2,197,518,564	78%
Vehicles	186,825,676	0.5%	187,759,804	7%
Personal Property	360,080,985	-1.0%	356,480,175	13%
Public Service Property	59,056,195	0%	59,056,195	2%
Estimated Total Valuation	\$ 2,792,548,492		\$ 2,800,814,739	
Tax Rate FY2014-15			\$0.6569	
Projected Levy			\$ 18,398,552	
Divide by Rowan County Tax Assessor's Projected Value			2,787,769,000	
Revenue Neutral Tax Rate			\$ 0.6600	
Percent Increase in Taxable Valuation from Revaluation			-0.47%	
Increase in the tax rate due to revaluation (in cents)			\$0.31	

Loss of Privilege License Impact

	Budgeted FY2015-16
Loss in Privilege License	\$320,000
1 Cent Tax Value	\$271,724
Loss in Revenue on Tax Rate (in cents)	\$1.18

Attachment B

General Fund Appropriation from Fund Balance

Appropriation Amount	Funding Purpose
\$150,000	Neglected Housing Initiative - One Year Tactical Plan
\$500,000	RCCC Construction Project
<u>\$78,040</u>	Police Department Safety Needs (vests, radars & tasers)
<u>\$728,040</u>	

General Fund Capital Reserve Fund Appropriation from Fund Balance

Appropriation Amount	Funding Purpose
\$506,659	Pumper Truck for Fire Department
\$216,756	Freightliner with Swaploader System
\$247,406	Rear Loader Garbage Truck
<u>\$247,406</u>	Automated Garbage Truck
<u>\$1,218,227</u>	

Attachment C

Roof & HVAC Budgeted Expenses

	Recommended FY2015-16
City Office Building HVAC Replacement	\$12,000
City Hall Building HVAC Replacement	\$49,000
Salisbury West Community Center Roof Replacement	\$85,000
Police Administration HVAC Replacements	\$24,000
Fire Station 1 Roof Replacement	\$75,000
Fire Station 3 HVAC Replacement	\$20,000
Public Services Admin Roof Replacement	\$111,000
Civic Center Roof Replacement	\$44,000
City Park Recreation Center HVAC Replacement	\$22,000
City Park Recreation Center Roof Replacement	\$16,500
Cemetary Operations Roof Replacement	\$15,500
Lincoln Pool & Bath House Roof Replacement	\$2,000
Fleet/Admin Garage HVAC Replacement	\$4,000
	\$480,000

Attachment D

Salisbury-Rowan Utilities Tap Fee Increases

	<u>FY14-15 Adopted</u>	<u>FY15-16 Proposed</u>
3/4" Residential Water Tap - SRU Installed	\$1,850	\$2,275
3/4" Residential Water Tap - Developer Installed	\$200	\$350
3/4" Residential Water Tap - Crescent	\$600	\$1,150
1" Residential Water Tap	\$2,100	\$2,675
4" Sewer Tap - SRU Installed	\$1,600	\$1,975

Attachment E

Stormwater Fund Projects Budgeted

	Recommended FY2015-16
Civic Park Apartments	\$50,000
Rehabitation Projects	\$29,750
National Pollutant Discharge Elimination System (NPDES)	\$15,000
Drainage Grants	\$25,000
	<u>\$119,750</u>

Attachment F

Proposed Video Rates - Package Costs

Package	With		With		% Increase
	Current	Retransmission	Proposed	Retransmission	
Basic	\$ 29.16	\$ 32.00	\$ 30.82	\$ 38.00	18.8%
Bronze	63.16	66.00	68.82	76.00	15.2%
Silver	85.16	88.00	93.82	101.00	14.8%
Gold	89.16	92.00	98.82	106.00	15.2%
Platium	151.16	154.00	161.82	169.00	9.7%
Premiums	17.00		18.00		5.9%
Latino	12.00		13.00		8.3%
Retransmission Fee (Required for Basic, Bronze, Silver, Gold and Platium)		\$ 2.84	\$ 7.18		152.8%

Based on Double or Triple Play

Double Play		Double Play		% Increase
Package	Current	Proposed		
Basic	\$ 72.00	\$ 78.00		8.3%
Bronze	106.00	116.00		9.4%
Silver	128.00	141.00		10.2%
Gold	132.00	146.00		10.6%
Platium	194.00	209.00		7.7%
Retransmission Fee	2.84	7.18		152.8%

Triple Play		Triple Play		% Increase
Package	Current	Proposed		
Basic	\$ 102.00	\$ 108.00		5.9%
Bronze	136.00	146.00		7.4%
Silver	158.00	171.00		8.2%
Gold	162.00	176.00		8.6%
Platium	224.00	239.00		6.7%
Retransmission Fee	2.84	7.18		152.8%

**CITY COUNCIL OBJECTIVES AND GOALS
FY2015-2016**

Priority Initiatives – One Year Tactical Plan

**Planning and Development
Initiatives**

**Financial Sustainability and
Accountability**

**Utilities and Community
Infrastructure**

**Organizational Development
and Partnerships**

CITY COUNCIL OBJECTIVES AND GOALS FY2015-2016

Priority Initiatives – One Year Tactical Plan

Improve the quality of life and livability in Salisbury

1. Develop a comprehensive strategic and marketing plan that leverages our broadband infrastructure and pursues technology integration and entrepreneurial attraction
2. Develop a plan for priority infrastructure improvements in the downtown and the City
3. Explore and implement product development that includes pre-permitted virtual buildings and marketing packages
4. Identify, expand and support collaborative opportunities with RSSS
5. Implement a Neglected Housing Initiative to address housing blight and revitalization

CITY COUNCIL OBJECTIVES AND GOALS FY2015-2016

Planning and Development Initiatives

Implement planning initiatives and improve pedestrian safety for all areas of the City.

1. Work with West End Neighborhood and stakeholders to implement West End Transformation plan
2. Promote multimodal access in neighborhoods
3. Implement the Historic Preservation Master Plan. Establish Implementation Team and develop priority goals
4. Implement a process to allow developers to meet with the Technical Review Committee in the pre-planning phase
5. Collaborate with Rowan County Inspection Department to improve the development review process
6. Study improving animal control services
7. Implement new downtown incentives to spur downtown growth
8. Develop a process and begin update of Comprehensive Plan (2030/2040)
9. Study feasibility of a columbarium at Chestnut Hill Cemetery

Utilities and Community Infrastructure

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

1. Safeguard Salisbury's interests on the Yadkin River by participating in relicensing of Alcoa's Yadkin Project
2. Study implementation of Smart Meters and perform Return on Investment

Provide reliable, competitive, sustainable broadband infrastructure for our community with a focus on exceeding customer expectations.

1. Operate system at 99.999% reliability
2. Remove impediments to digitalization

CITY COUNCIL OBJECTIVES AND GOALS FY2015-2016

Financial Accountability and Sustainability

Maintain financial accountability and sustainability.

1. Maintain a strong fund balance
2. Provide return on investment analysis for major City involved projects
3. Implement plan for interfund loan repayment

Organizational Development and Partnerships

Improve organizational transparency

1. Continue to improve the City website, including integration of the City marketing plan
2. Continue Citizen Academy

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

1. Develop and implement a comprehensive plan to create an emphasis on customer service

**EXHIBIT 2
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY2015-16**

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
CITY COUNCIL				
Citizen Academy	\$ 8,500	\$ 8,500	\$ 8,500	
Fetzer Group	60,000	60,000	43,956	
LDO Codification	12,000	-	-	
Communities in Schools	5,000	5,000	5,000	
Mini Funk Band	-	-	3,500	
Pops at Post	2,000	2,000	2,000	
Total Special Projects	<u>\$ 87,500</u>	<u>\$ 75,500</u>	<u>\$ 62,956</u>	<u>\$ -</u>
MANAGEMENT & ADMINISTRATION				
Executive Development	\$ 10,000	\$ 6,000	\$ 6,000	
Total Special Projects	<u>\$ 10,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ -</u>
INFORMATION TECHNOLOGIES				
Wireless Network	\$ 80,000	\$ -	\$ -	
Expand Fibrant beyond City Limits - Design	50,000	-	-	
Expand Fibrant beyond City Limits - Construction	250,000	-	-	
Total Special Projects	<u>\$ 380,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
POLICE - SERVICES				
Rowan County Telecommunications Pymnt 3 of 10	\$ 50,000	\$ 50,000	\$ 50,000	
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
POLICE - ADMINISTRATION				
Police Athletic League Program	\$ 10,000	\$ 10,000	\$ 10,000	
Education Incentive for Employee Retention	20,000	20,000	20,000	
Professional Certifications Incentives	20,000	20,000	20,000	
Citizens Police Academy	2,000	-	-	
Department Leadership Training	3,000	-	-	
Game Plan for Life Program	6,000	-	-	
Tactical Ballistic Vest Replacement (15 @ \$2,000)	30,000	30,000	30,000	
Total Special Projects	<u>\$ 91,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ -</u>
POLICE - FIELD OPERATIONS				
Ballistic Vest Replacement (32 @ \$770)	\$ 24,640	\$ 24,640	\$ 24,640	
Replace Radar Units (4 @\$2,475)	9,900	9,900	9,900	
Replace Tasers (15 @ \$900)	13,500	13,500	13,500	
Total Special Projects	<u>\$ 48,040</u>	<u>\$ 48,040</u>	<u>\$ 48,040</u>	<u>\$ -</u>
POLICE - SPECIAL OPERATIONS				
Hot Spot Cameras	\$ 10,000	\$ -	-	
Total Special Projects	<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

	<u>REQU</u> <u>ESTED</u>	<u>MANAGER</u> <u>RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING</u> <u>REVENUE</u>
ENGINEERING				
Public Infrastructure Plan	\$ 122,500	\$ -	\$ -	
CMAQ Sidewalks near Salisbury Mall	414,000	414,000	414,000	\$ 298,400
CMAQ Sidewalks on Bringle Ferry Rd	298,650	298,650	298,650	238,920
CMAQ Bike Lanes/Sidewalk on Newsome Rd	1,516,250	1,516,250	1,516,250	1,170,000
Sidewalk on Old Wilkesboro Rd	130,000	100,000	100,000	
Majolica Rd Connection for Fire Dept	140,000	-	-	
Traffic Calming (Sunset Dr)	25,000	-	-	
Pedestrian Signals along JAB (Castlewood/Brenner)	35,000	35,000	35,000	
NC Urban & Community Forest Grant	10,404	-	-	
JAB Castlewood/Brenner Sidewalk Project	125,000	125,000	125,000	125,000
Long/Innes Street Project	-	-	550,000	
VA Traffic Signal Project	60,000	60,000	60,000	30,000
Total Special Projects	<u>\$ 2,876,804</u>	<u>\$ 2,548,900</u>	<u>\$ 3,098,900</u>	<u>\$ 1,862,320</u>
COMMUNITY PLANNING SERVICES				
Innes Street Incentive Grant Program	\$ 25,000	\$ 20,000	\$ 20,000	
History & Art Walk/Sculpture Show	20,000	10,000	15,000	\$ 2,500
Historic Preservation Grants	50,000	20,000	20,000	
CAC Block Work Program	10,000	10,000	10,000	
Dixonville Cemetery	4,500	4,500	4,500	
CAC Sidewalk Amenities for Downtown	10,000	-	-	
Vision 2020 Update	30,000	30,000	30,000	
Neglected Housing Initiative - One Yr Tactical Plan	300,000	150,000	150,000	
Knox Middle School Co-Principals	30,000	30,000	30,000	
RCCC Construction Contribution	-	500,000	500,000	
Total Special Projects	<u>\$ 479,500</u>	<u>\$ 774,500</u>	<u>\$ 779,500</u>	<u>\$ 2,500</u>
DEVELOPMENT SERVICES				
Henkle Incentive Grant	\$ 129,000	\$ 129,000	\$ 129,000	
Norandal Incentive Grant	3,300	3,300	3,300	
Downtown Incentive Program	-	-	200,000	
Food Lion - Tax Incentive Rebate	107,000	107,000	107,000	
Total Special Projects	<u>\$ 239,300</u>	<u>\$ 239,300</u>	<u>\$ 439,300</u>	<u>\$ -</u>
PARKS AND RECREATION				
Hurley Park Spring Celebration	\$ 2,000	\$ 2,000	\$ 2,000	
Total Special Projects	<u>\$ 2,000</u>	<u>\$ 2,000</u>	<u>\$ 2,000</u>	<u>\$ -</u>
PUBLIC SERVICES-ADMINISTRATION				
Security for Public Services Compound	\$ 15,000	\$ -	\$ -	
Total Special Projects	<u>\$ 15,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES-STREET				
RSSS Central Admin Construction	\$ 133,500	\$ 51,690	\$ 51,690	
Integro Parking Lot Completion	45,000	36,000	36,000	
New Sarum Construction	1,000	-	-	
Pavement Condition Survey	33,000	33,000	33,000	
Reset Granite Sidewalks (S. Fulton/W. Monroe)	17,300	-	-	
Total Special Projects	<u>\$ 229,800</u>	<u>\$ 120,690</u>	<u>\$ 120,690</u>	<u>\$ -</u>

	MANAGER		OFFSETTING
	RECOMMENDS		REVENUE
	REQUESTED	ADOPTED	
PUBLIC SERVICES - WASTE MANAGEMENT			
Rollout Replacements	\$ 81,600	\$ 78,000	\$ 78,000
Downtown Receptacle Replacements	10,000	-	-
Total Special Projects	<u>\$ 91,600</u>	<u>\$ 78,000</u>	<u>\$ -</u>
PUBLIC SERVICES - FLEET			
Purchase Grimes Mill Property	\$ 250,000	\$ -	\$ -
Total Special Projects	<u>\$ 250,000</u>	<u>\$ -</u>	<u>\$ -</u>
ENGINEERING - STREET LIGHTING			
Special Maint. of City-Owned Lights	\$ 8,000	\$ 8,000	\$ 8,000
Increased Maint. of City-Owned Lights	4,000	2,000	2,000
Street Light Improvements	10,000	5,000	5,000
Total Special Projects	<u>\$ 22,000</u>	<u>\$ 15,000</u>	<u>\$ -</u>
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 4,882,544</u>	<u>\$ 4,037,930</u>	<u>\$ 4,780,386</u>
TOTAL OFFSETTING REVENUE	<u>\$ -</u>	<u>\$ 1,862,320</u>	<u>\$ 1,864,820</u>
TOTAL CITY SHARE	<u>\$ 4,882,544</u>	<u>\$ 2,175,610</u>	<u>\$ 2,915,566</u>

	MANAGER		
	RECOMMENDS	ADOPTED	
	REQUESTED		
WATER & SEWER FUND			
ADMINISTRATION			
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ 50,000	\$ 50,000
Employee on-call incentive pay	60,000	-	-
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 110,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>
TRANSIT FUND			
OPERATIONS			
Rowan Express to Kannapolis	\$ 10,500	\$ 10,500	\$ 10,500
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>
STORMWATER FUND			
Civic Park Apartments	\$ 50,000	\$ 50,000	\$ 50,000
Rehab Projects	95,000	29,750	29,750
NPDES Compliance	15,000	15,000	15,000
Drainage Grants	25,000	25,000	25,000
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 185,000</u>	<u>\$ 119,750</u>	<u>\$ 119,750</u>

EXHIBIT 3
SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2015-16

	FY2014-15	REQUESTED BY	MANAGER	
	<u>ADOPTED</u>	<u>ORGANIZATION</u>	<u>RECOMMENDS</u>	<u>ADOPTED</u>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Facade Grants	22,000	25,000	22,000	22,000
Salisbury-Rowan EDC	78,164	89,208	78,164	89,208
Downtown Salisbury, Inc.	129,000	132,870	129,000	131,500
Rowan Museum	5,400	15,000	5,400	5,400
Rowan Arts Council	40,500	43,875	48,875	48,875
Rufty Holmes Senior Center	58,000	58,000	58,000	58,000
Horizons Unlimited	38,107	38,107	38,107	38,107
Prevent Child Abuse Rowan	-	5,000	-	-
Communities in Schools	5,000	10,000	5,000	5,000
City Council Discretionary Fund	8,000	8,000	8,000	6,000
NC Transportation Museum	4,500	10,000	4,500	4,500
Rowan County Crosby Scholars				
Community Partnership	-	2,000	-	-
Mini Funk Factory Marching Band	-	5,000	-	3,500
Pops at the Post	2,000	2,000	2,000	2,000
Gang Prevention Initiative	4,500	4,500	4,500	3,000
	<u>\$ 400,321</u>	<u>\$ 453,710</u>	<u>\$ 408,696</u>	<u>\$ 422,240</u>

Exhibit 4

City of Salisbury Holiday Schedule FY 2015– 2016

- Independence Day Friday, July 3, 2015
- Labor Day Monday, September 7, 2015
- Veterans Day Wednesday, November 11, 2015 (NEW)
- Thanksgiving Thursday, November 26, 2015
Friday, November 27, 2015
- Christmas Wednesday, December 23, 2015
Thursday, December 24, 2015
Friday, December 25, 2015
- New Year’s Day Friday, January 1, 2016
- Martin Luther King., Jr. Day Monday, January 18, 2016
- Good Friday Friday, March 25, 2016
- Memorial Day Monday, May 30, 2016

Exhibit 5
Position Listing and Salary Ranges

Job Classification	Grade	Minimum	Maximum
Account Clerk I	11	26,815.27	42,904.44
Account Clerk II	12	28,156.03	45,049.65
Accountant I	17	35,935.03	57,496.04
Accountant II	18	37,731.77	60,370.84
Administrative Services Manager	24	50,564.19	80,902.71
Administrative Specialist	12	28,156.03	45,049.65
Arborist/Landscape Coordinator	19	39,618.37	63,389.39
Assist System Maintenance Manager	24	50,564.19	80,902.71
Assist Systems Manager Operations	19	39,618.37	63,389.39
Assistant City Manager	34	82,363.75	131,781.99
Assistant Fire Marshall	20	41,599.29	66,558.86
Assistant Customer Service Manager	15	32,594.13	52,150.61
Automotive Service Technician	11	26,815.27	42,904.44
BackFlow Program Coordinator	15	32,594.13	52,150.61
Battalion Chief	24	50,564.19	80,902.71
Battalion Chief/Fire Marshal	24	50,564.19	80,902.71
Broadband & Infrastructure Director	30	67,760.85	108,417.36
Broadband Installer	16	34,223.83	54,758.14
Broadband Sales Specialist	13	29,563.84	47,302.14
Broadband Technician I	16	34,223.83	54,758.14
Broadband Technician II	18	37,731.77	60,370.84
Broadband Technician III	20	41,599.29	66,558.86
Budget & Benchmarking Analyst	23	48,156.38	77,050.20
Budget & Performance Manager	27	58,534.37	93,655.00
Cemetery Coordinator	19	39,618.37	63,389.39
Cemetery Supervisor	13	29,563.84	47,302.14
Chemist	18	37,731.77	60,370.84
City Clerk/Assistant to City Manager	22	45,863.22	73,381.14
City Engineer	31	71,148.89	113,838.24
City Manager	35	86,481.93	138,371.08
Code Enforcement Officer	16	34,223.83	54,758.14
Code Services Manager	20	41,599.29	66,558.86
Communications Director	30	67,760.85	108,417.36
Crew Leader	13	29,563.84	47,302.14
Crime Analyst	20	41,599.29	66,558.86
Customer Service Clerk I	8	23,164.04	37,062.47
Customer Service Clerk II	12	28,156.03	45,049.65
Customer Service Manager	19	39,618.37	63,389.39
Deputy Clerk	15	32,594.13	52,150.61
Development Services Coordinator	17	35,935.03	57,496.04
Development Services Manager	24	50,564.19	80,902.71
District Fire Captain	22	45,863.22	73,381.14
Engineer I	21	43,679.25	69,886.80

Exhibit 5

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

Exhibit 5

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

Exhibit 5

Job Classification	Grade	Minimum	Maximum
Sales & Marketing Manager	18	37,731.77	60,370.84
SCADA Tech Systems Analyst	21	43,679.25	69,886.80
Seasonal Worker	6	21,010.46	33,616.74
Senior Administrative Specialist	17	35,935.03	57,496.04
Senior Customer Service Clerk	12	28,156.03	45,049.65
Senior Engineer	28	61,461.09	98,337.74
Senior Maintenance Supervisor	18	37,731.77	60,370.84
Senior Maintenance Worker	11	26,815.27	42,904.44
Senior Management Analyst	24	50,564.19	80,902.71
Senior Meter Mechanic	13	29,563.84	47,302.14
Senior Meter Reader	11	26,815.27	42,904.44
Senior Office Assistant	13	29,563.84	47,302.14
Senior Planner	22	45,863.22	73,381.14
Senior Residuals Operator	15	32,594.13	52,150.61
Senior Systems Analyst	24	50,564.19	80,902.71
Senior Wastewater Treatment Plant Operator	18	37,731.77	60,370.84
Senior Water Treatment Plant Operator	18	37,731.77	60,370.84
Solid Waste Management Division Manager	22	45,863.22	73,381.14
Solid Waste Operations Crew Leader	13	29,563.84	47,302.14
Solid Waste Operations Supervisor	19	39,618.37	63,389.39
Street Division Manager Engineer III	27	58,534.37	93,655.00
Stormwater Technician	16	34,223.83	54,758.14
Street Division Manager	22	45,863.22	73,381.14
Summer Youth Employment	1	16,462.25	26,339.60
Systems Analyst I	21	43,679.25	69,886.80
Systems Analyst II	24	50,564.19	80,902.71
Technical Operations Manager	27	58,534.37	93,655.00
Telecommunications Manager	26	55,747.02	89,195.23
Telecommunications Technician	15	32,594.13	52,150.61
Traffic Signal/Communication Technician	14	31,042.03	49,667.24
Transit Director	30	67,760.85	108,417.36
Transit Dispatcher	12	28,156.03	45,049.65
Transit Fleet Supervisor	17	35,935.03	57,496.04
Transit Operator	10	25,538.35	40,861.36
Transit Service Worker/Transit Operator	10	25,538.35	40,861.36
Utilities Construction Inspector	18	37,731.77	60,370.84
Utilities Construction Foreman	18	37,731.77	60,370.84
Utilities Director	31	71,148.89	113,838.24
Utilities Engineering Manager	26	55,747.02	89,195.23
Utilities Finance Manager	24	50,564.19	80,902.71
Utilities Locator	14	31,042.03	49,667.24
Utilities Systems Manager	26	55,747.02	89,195.23
Utilities Systems Supervisor	20	41,599.29	66,558.86
Warehouse Technician	16	34,223.83	54,758.14
Wastewater Treatment Plant Operator	13	29,563.84	47,302.14
Water Treatment Plant Operator	21	43,679.25	69,886.80
Water Treatment Plant Supervisor	21	43,679.25	69,886.80

Exhibit 5

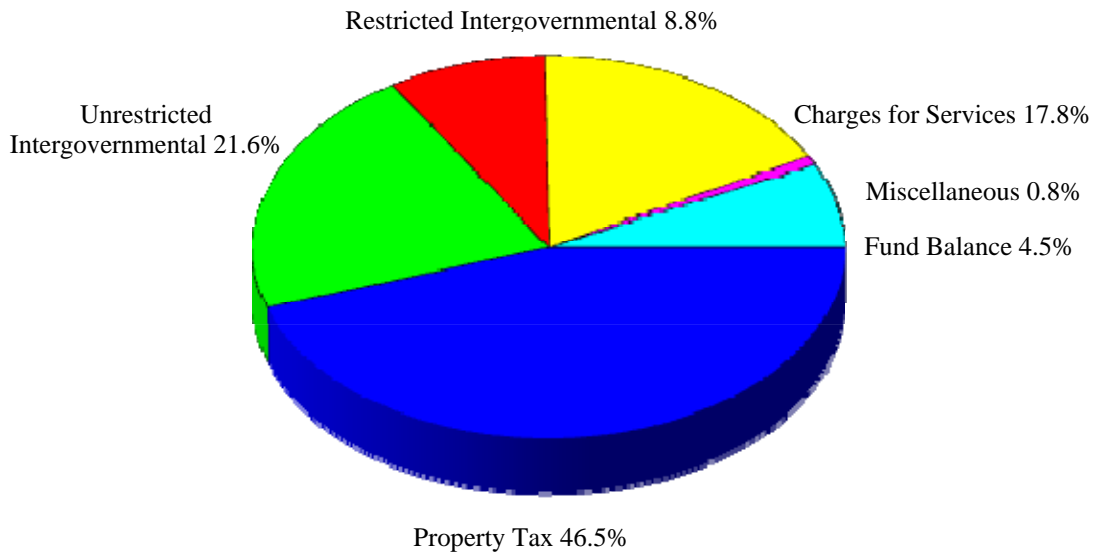
Job Classification	Grade	Minimum	Maximum
Wastewater Treatment Plant Supervisor/Orc	20	41,599.29	66,558.86
Web & Marketing Coordinator	21	43,679.25	69,886.80
Zoning Administrator	22	45,863.22	73,381.14



Introductory Section

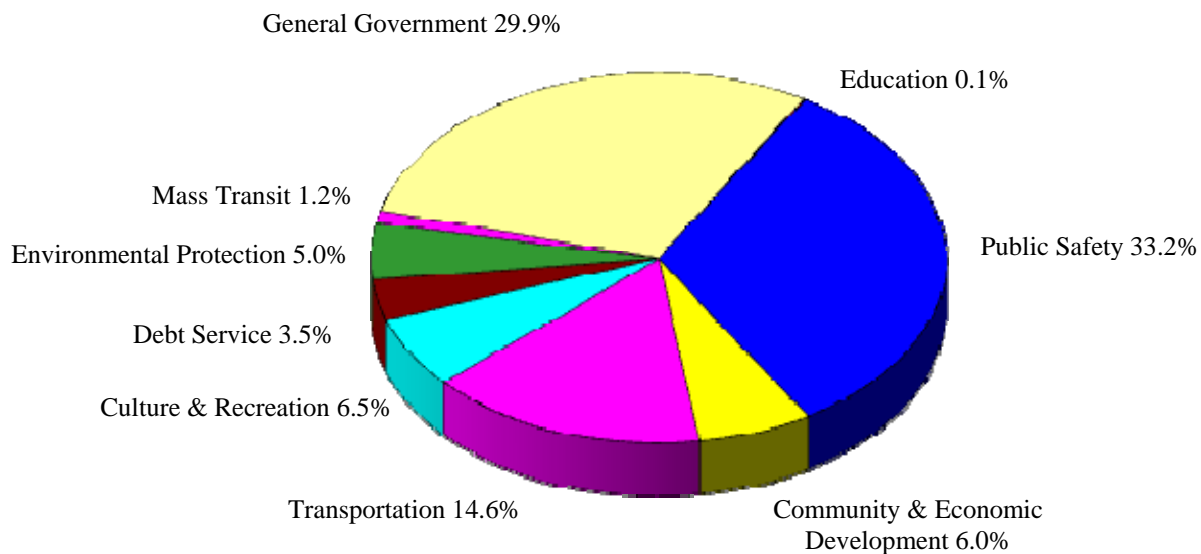
FY 2015-16 GENERAL FUND

Revenues - \$41,374,914



Where the Money Comes From

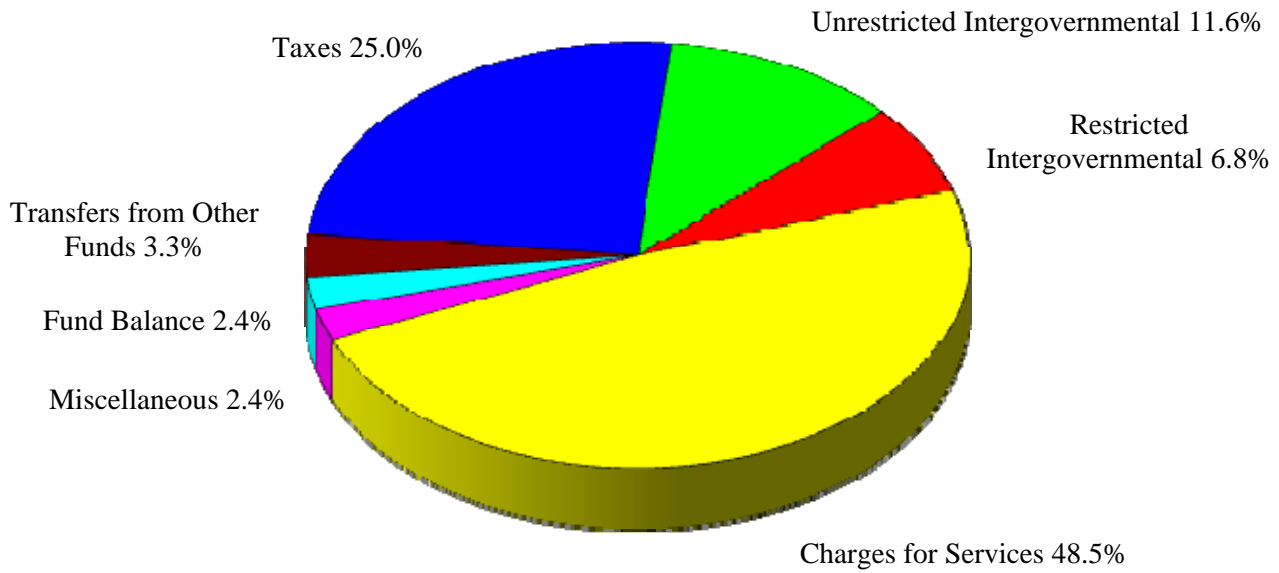
Expenditures - \$41,374,914



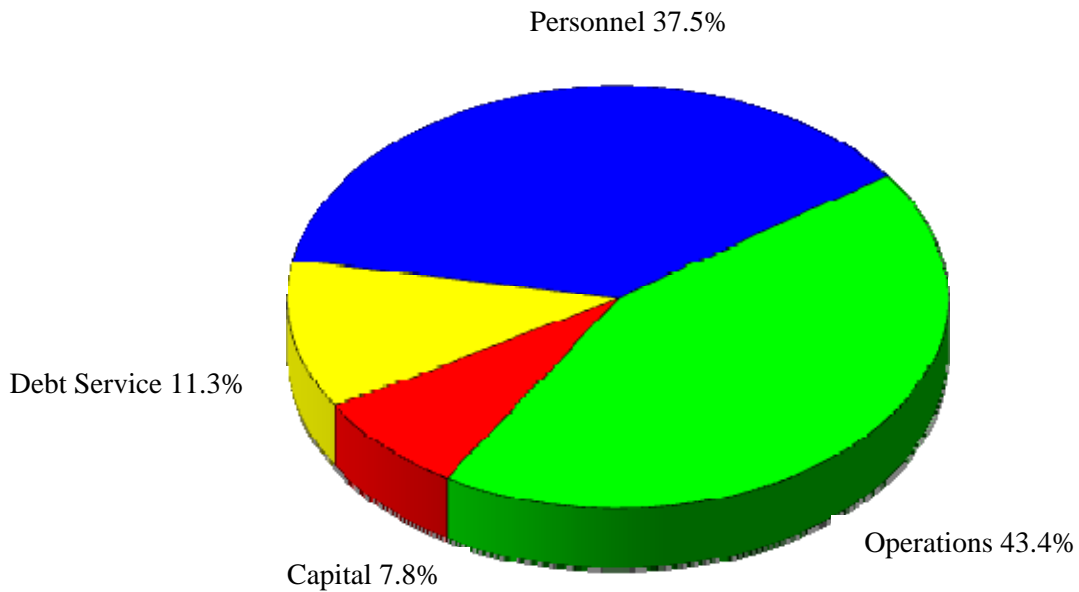
Where the Money Goes To

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, 2016**

	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 6/30/15	\$12,180,000	\$ 4,200,000	\$ 7,400	\$93,776,000	\$ 1,250,000	\$ 650,000	\$ (12,600,000)	\$ 600,000	\$ 141,000	\$ 100,204,400
Budgeted Revenues & Other Financing Sources:										
Taxes	\$18,577,074	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,577,074
Unrestricted Intergovernmental	8,780,866	-	-	-	-	-	-	-	-	8,780,866
Restricted Intergovernmental	3,581,223	-	376,820	-	-	1,136,974	-	-	-	5,095,017
Charges for services	7,202,800	-	-	21,897,024	-	80,100	6,236,887	1,235,484	-	36,652,295
Miscellaneous	272,233	57,702	30,000	879,000	1,000	-	554,163	10,716	-	1,804,814
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-
Capital leases	-	-	-	-	-	-	-	-	-	-
Capital contributions	-	-	-	-	-	-	-	-	-	-
Transfers From Other Funds	-	1,561,638	-	-	384,911	465,322	-	-	93,384	2,505,255
Total Available Resources	\$38,414,196	\$ 1,619,340	\$406,820	\$22,776,024	\$ 385,911	\$ 1,682,396	\$ 6,791,050	\$ 1,246,200	\$ 93,384	\$ 73,415,321
Expenditures:										
General Government	\$11,660,462	\$ 468,561	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,129,023
Public Safety	12,414,515	1,104,357	-	-	-	-	-	-	-	13,518,872
Transportation	6,071,985	414,162	-	-	-	-	-	-	-	6,486,147
Environmental Protection	1,518,389	496,112	-	-	-	-	-	1,152,816	91,850	3,259,167
Culture and Recreation	2,545,434	100,496	-	-	-	-	-	-	-	2,645,930
Community & Economic Development	2,645,760	10,700	362,507	-	-	-	-	-	-	3,018,967
Education	38,107	-	-	-	-	-	-	-	-	38,107
Water & Sewer	-	-	-	17,169,349	291,693	-	-	-	-	17,461,042
Mass Transit	-	-	-	-	-	1,682,396	-	-	-	1,682,396
Fiber Optic	-	-	-	-	-	-	3,669,832	-	-	3,669,832
Debt Service:										
Principal	1,170,425	112,520	32,000	3,877,325	-	-	1,834,000	-	-	7,026,270
Interest	120,199	17,408	12,313	1,344,439	-	-	1,287,218	-	-	2,781,577
Transfers To Other Funds	2,026,960	-	-	384,911	-	-	-	93,384	-	2,505,255
Total Expenditures	\$40,212,236	\$ 2,724,316	\$406,820	\$22,776,024	\$ 291,693	\$ 1,682,396	\$ 6,791,050	\$ 1,246,200	\$ 91,850	\$ 76,222,585
Budgeted Increase (Decrease) in Fund Balance	\$ (1,798,040)	\$ (1,104,976)	\$ -	\$ -	\$ 94,218	\$ -	\$ -	\$ -	\$ 1,534	\$ (2,807,264)
Full Accrual Adjustments: ¹										
Budgeted Capital Outlay	-	-	-	523,500	291,693	280,995	742,115	-	91,850	1,930,153
Budgeted Debt Principal	-	-	-	3,877,325	-	-	-	-	-	3,877,325
Estimated Depreciation	-	-	-	(5,130,083)	-	(93,865)	(756,588)	(2,629)	-	(5,983,165)
Estimated Fund Balance/ Net Assets 6/30/16	<u>\$10,381,960</u>	<u>\$ 3,095,024</u>	<u>\$ 7,400</u>	<u>\$93,046,742</u>	<u>\$ 1,635,911</u>	<u>\$ 837,130</u>	<u>\$ (12,614,473)</u>	<u>\$ 597,371</u>	<u>\$ 234,384</u>	<u>\$ 97,221,449</u>

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

**SUMMARY OF INTERFUND TRANSFERS
For the Year Ending June 30, 2016**

		TO				TOTAL OUT
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	
FROM	FUND					
	General	\$ 1,561,638	\$ -	\$ 465,322	\$ -	\$ 2,026,960
	Water & Sewer	-	384,911	-	-	384,911
	Stormwater	-	-	-	93,384	93,384
	TOTAL IN	\$ 1,561,638	\$ 384,911	\$ 465,322	\$ 93,384	\$ 2,505,255

**SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS
For FY2014 – FY2016**

	<u>FY2013-14 ACTUAL</u>	<u>FY2014-15 ESTIMATE</u>	<u>FY2015-16 ADOPTED</u>
REVENUES:			
GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND			
Taxes	\$ 18,861,229	\$ 18,407,176	\$ 18,577,074
Unrestricted Intergovernmental	8,593,363	8,760,052	8,780,866
Restricted Intergovernmental	1,603,288	1,180,602	3,581,223
Charges for Services	6,974,291	7,269,815	7,202,800
Miscellaneous	711,058	429,341	329,935
Long-term Debt Issued	1,125,202	-	-
Appropriated Fund Balance	-	-	2,903,016
Transfers From Other Funds	<u>1,506,200</u>	<u>1,545,801</u>	<u>1,561,638</u>
Total Available Resources	\$ 39,374,630	\$ 37,592,787	\$ 42,936,552
WATER & SEWER FUND/WATER & SEWER CAPITAL RESERVE FUND			
Charges for Services	\$ 21,708,032	\$ 22,752,992	\$ 21,897,024
Miscellaneous	1,653,718	1,042,713	880,000
Transfers From Other Funds	<u>458,607</u>	<u>488,735</u>	<u>384,911</u>
Total Available Resources	\$ 23,820,357	\$ 24,284,440	\$ 23,161,935
MASS TRANSIT FUND			
Restricted Intergovernmental	\$ 558,448	\$ 688,178	\$ 1,136,974
Charges for Services	105,706	85,500	80,100
Transfers From Other Funds	<u>413,474</u>	<u>454,340</u>	<u>465,322</u>
Total Available Resources	\$ 1,077,628	\$ 1,228,018	\$ 1,682,396
FIBRANT COMMUNICATIONS FUND			
Charges for Services	\$ 4,811,757	\$ 6,465,312	\$ 6,759,540
Miscellaneous	<u>103,476</u>	<u>31,510</u>	<u>31,510</u>
Total Available Resources	\$ 4,915,233	\$ 6,496,822	\$ 6,791,050
STORMWATER FUND & STORMWATER CAPITAL RESERVE FUND			
Charges for Services	\$ 1,142,555	\$ 1,134,552	\$ 1,235,484
Miscellaneous	11,444	15,493	10,716
Transfers From Other Funds	<u>64,260</u>	<u>63,547</u>	<u>93,384</u>
Total Available Resources	\$ 1,218,259	\$ 1,213,592	\$ 1,339,584
SPECIAL REVENUE FUNDS			
Restricted Intergovernmental	\$ 261,419	\$ 467,000	\$ 376,820
Miscellaneous	<u>34,438</u>	<u>23,000</u>	<u>30,000</u>
Total Available Resources	\$ 295,857	\$ 490,000	\$ 406,820
TOTAL BUDGETED REVENUES & OTHER FINANCING SOURCES:			
Taxes	\$ 18,861,229	\$ 18,407,176	\$ 18,577,074
Unrestricted Intergovernmental	8,593,363	8,760,052	8,780,866
Restricted Intergovernmental	2,423,155	2,335,780	5,095,017
Charges for Services	34,742,341	37,708,171	37,174,948
Miscellaneous	2,514,134	1,542,057	1,282,161
Long-term Debt Issued	1,125,202	-	-
Transfers From Other Funds	<u>2,442,541</u>	<u>2,552,423</u>	<u>2,505,255</u>
Total Available Resources	<u>\$ 70,701,964</u>	<u>\$ 71,305,659</u>	<u>\$ 76,318,337</u>

	FY2013-14 ACTUAL	FY2014-15 ESTIMATE	FY2015-16 ADOPTED
EXPENDITURES			
GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND			
General Government	\$ 10,725,984	\$ 9,864,341	\$ 12,129,023
Public Safety	11,275,895	11,899,145	13,518,872
Transportation	2,887,999	3,798,645	6,486,147
Environmental Protection	1,668,679	1,760,533	2,014,501
Culture and Recreation	2,186,862	2,472,419	2,645,930
Community & Economic Development	2,013,014	1,898,198	2,656,460
Education	38,107	38,107	38,107
Debt Service	2,169,146	1,215,262	1,420,552
Transfers To Other Funds	1,919,674	2,136,776	2,026,960
Total Expenditures	<u>\$ 34,885,360</u>	<u>\$ 35,083,426</u>	<u>\$ 42,936,552</u>
WATER & SEWER FUND/WATER & SEWER CAPITAL RESERVE FUND			
Water & Sewer	\$ 16,724,631	\$ 15,423,264	\$ 17,555,260
Debt Service	6,184,779	6,261,891	5,221,764
Transfers To Other Funds	458,607	493,248	384,911
Total Expenditures	<u>\$ 23,368,017</u>	<u>\$ 22,178,403</u>	<u>\$ 23,161,935</u>
TRANSIT FUND			
Mass Transit	<u>\$ 1,193,077</u>	<u>\$ 968,887</u>	<u>\$ 1,682,396</u>
Total Expenditures	<u>\$ 1,193,077</u>	<u>\$ 968,887</u>	<u>\$ 1,682,396</u>
FIBRANT FUND			
Fiber Optic Network	\$ 3,729,461	\$ 3,292,024	\$ 3,669,832
Debt Service	1,726,524	3,088,764	3,121,218
Total Expenditures	<u>\$ 5,455,985</u>	<u>\$ 6,380,788</u>	<u>\$ 6,791,050</u>
STORMWATER FUND & STORMWATER CAPITAL RESERVE FUND			
Environmental Protection	\$ 1,153,999	\$ 1,150,045	\$ 1,246,200
Transfers to Other Funds	64,260	63,547	93,384
Total Expenditures	<u>\$ 1,218,259</u>	<u>\$ 1,213,592</u>	<u>\$ 1,339,584</u>
SPECIAL REVENUE FUNDS			
Community & Economic Development	\$ 295,857	\$ 391,000	\$ 362,507
Debt Service	47,475	45,913	44,313
Total Expenditures	<u>\$ 343,332</u>	<u>\$ 436,913</u>	<u>\$ 406,820</u>
TOTAL BUDGETED EXPENDITURES			
General Government	\$ 10,725,984	\$ 9,864,341	\$ 12,129,023
Public Safety	11,275,895	11,899,145	13,518,872
Transportation	2,887,999	3,798,645	6,486,147
Environmental Protection	2,822,678	2,910,578	3,260,701
Culture and Recreation	2,186,862	2,472,419	2,645,930
Community/Economic Dev	2,308,871	2,289,198	3,018,967
Education	38,107	38,107	38,107
Water & Sewer	16,724,631	15,423,264	17,555,260
Mass Transit	1,193,077	968,887	1,682,396
Fiber Optic Network	3,729,461	3,292,024	3,669,832
Debt Service	10,127,924	10,611,830	9,807,847
Transfers To Other Funds	2,378,281	2,630,024	2,505,255
Total Expenditures	<u><u>\$ 66,399,770</u></u>	<u><u>\$ 66,198,462</u></u>	<u><u>\$ 76,318,337</u></u>

SUMMARY OF CAPITAL EXPENDITURES

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

	Requested FY15-16	Mgr Recommends FY15-16	Adopted FY15-16
Total General Fund	\$ 2,190,184	\$ 1,391,030	\$ 1,391,030
Total General Fund Capital Reserve Fund	3,525,997	2,594,388	2,594,388
Total Water & Sewer Fund	755,238	523,500	523,500
Total Water/Sewer Capital Reserve Fund	418,835	291,693	291,693
Total Mass Transit Fund	280,995	280,995	280,995
Total Stormwater Fund	-	-	-
Total Stormwater Capital Reserve Fund	91,850	91,850	91,850
Total Fibrant Communications Fund	742,115	742,115	742,115
 Total All Funds	 <u>\$ 8,005,214</u>	 <u>\$ 5,915,571</u>	 <u>\$ 5,915,571</u>

REVENUE ASSUMPTIONS FOR FY2015-16

General Fund Revenue

Taxes:

Property Taxes – Prior to revaluation by Rowan County, real property was estimated to increase by 0.5 % and vehicles by 0.5%, while personal property was estimated to decrease by 1%, and no increase in public service property over the 2014 assessed values. This estimated growth for real and personal property and public service property is based on historical trend and current economic growth analysis and the effects the economy has had on the City this last year. Real property values were revalued this year by Rowan County. A tax neutral calculation was used and is shown in the budget message that reflects this growth had revaluation not occurred. A 2.53% uncollectible rate was used.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2014 property tax receivable balance projected as of June 30, 2015 adjusted for the economy.

Interest on Delinquent Taxes - Based on historical trends.

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

Other Taxes - Based on historical trends.

Intergovernmental (Restricted and Unrestricted):

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

State - Based on FY2015-16 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 41).

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 41).

Other - Based on payment in lieu of taxes from the Housing Authority (see graph on page 42).

Charges for Services:

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

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

Code Services Fees – Based on historical trends.

Public Safety - Based on historical trends for the revenues derived from police and fire protection and charges for radios and pagers to public agencies within the area (see graph on page 42).

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 42).

Licenses and Permits – Previously was based on rental vehicle license and a projection of all currently licensed businesses in Salisbury at the current license rates with an adjustment for the local business climate. But the NC General Assembly in the 2014 session repealed the local privilege tax in FY2015-16. At this time, there is no replacement revenue for the loss. (see graph on page 41).

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 FY2015-16 and estimated interest rates.

Donations - Based on historical trends and anticipated donations.

Other - Based on historical trends (see graph on page 42).

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2015-16 and estimated interest rates.

Other - Based on historical trends.

Other Financing Sources:

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

Water and Sewer Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2015.

Water and Sewer Taps – Based on the projected taps to be completed in FY2015-16.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY2015-16 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 FY2015-16 and estimated interest rates.

Other Financing Sources:

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

Transit Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

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

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY2015-16.

Special Revenue Funds Revenue

Intergovernmental:

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

Miscellaneous:

Other - Based on anticipated program income.

Fibrant Communications Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY2015-16 in the Debt Service Reserve and estimated interest rates.

Stormwater Fund Revenue

Operating Revenues:

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

Stormwater Capital Reserve Fund Revenue

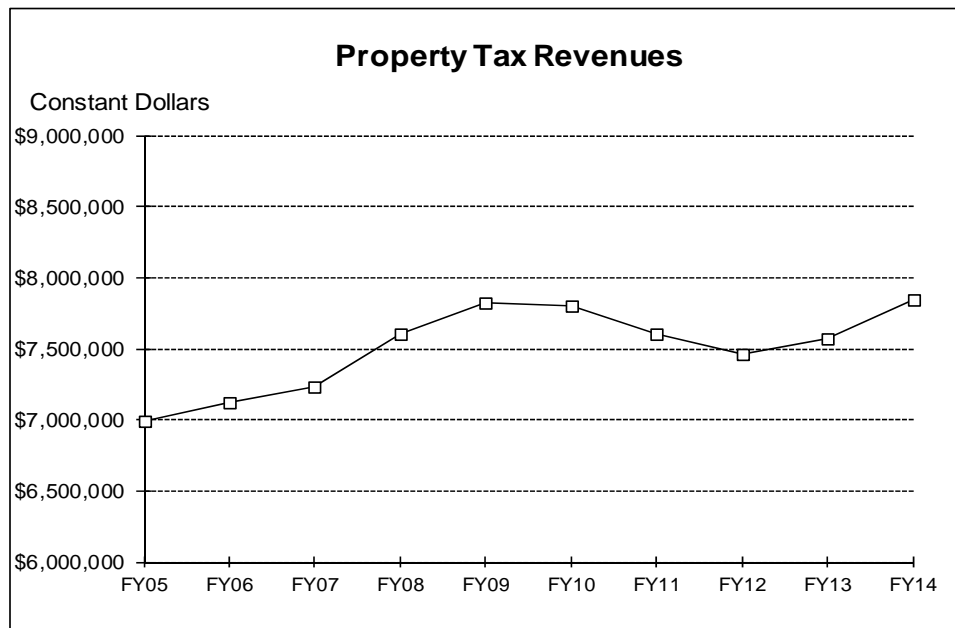
Other Financing Sources:

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

TREND MONITORING

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

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

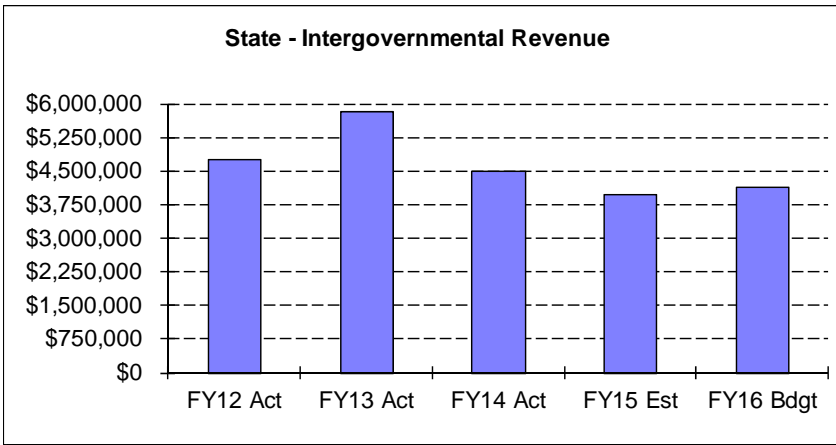


WARNING TREND:

Decline in property tax revenues (constant dollars)

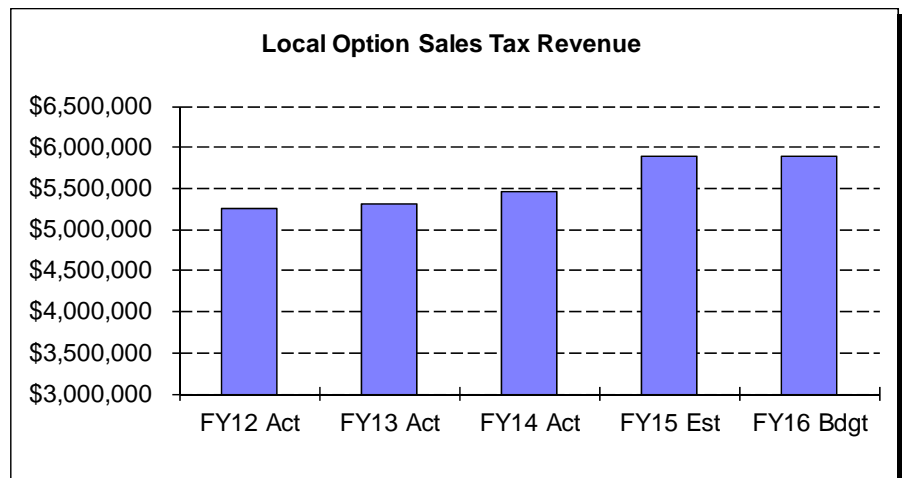
OTHER REVENUE TRENDS

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

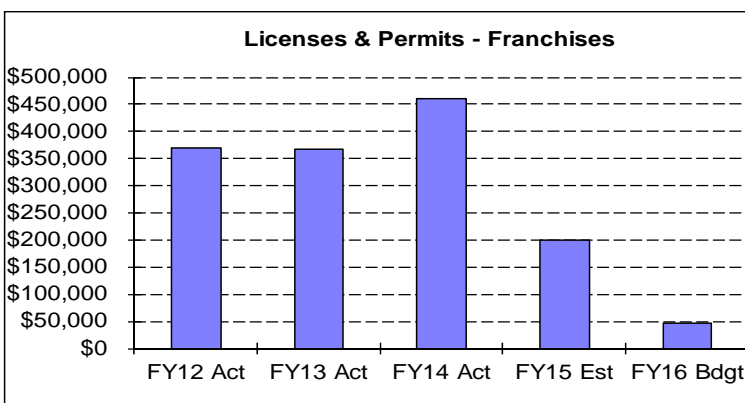


State intergovernmental revenue is comprised of state-shared receipts and grants. As of FY15, the City will no longer receive Hold Harmless Reimbursements.

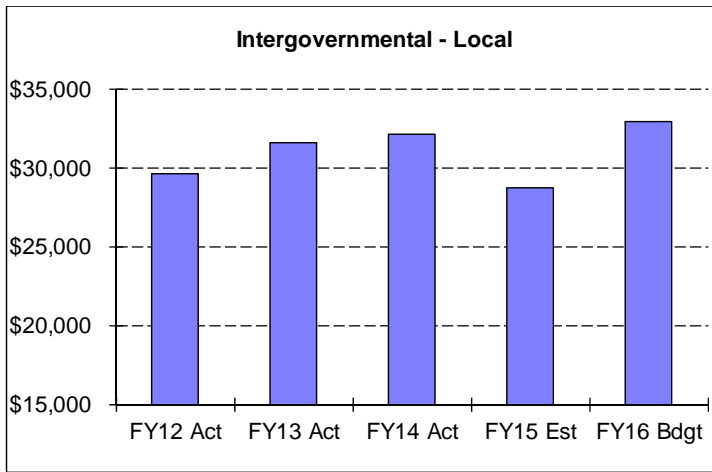
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace since FY12.



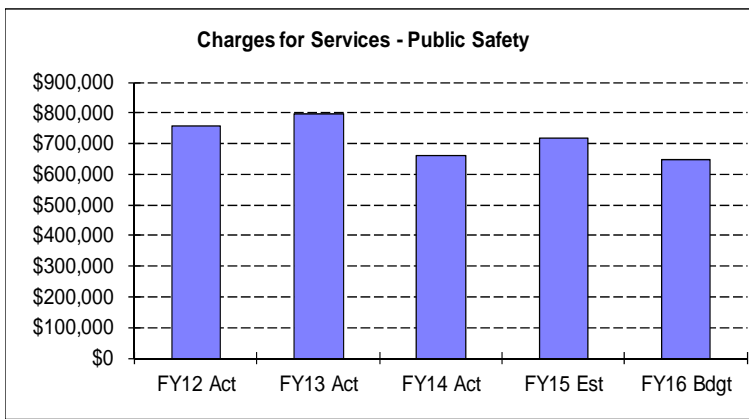
The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



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

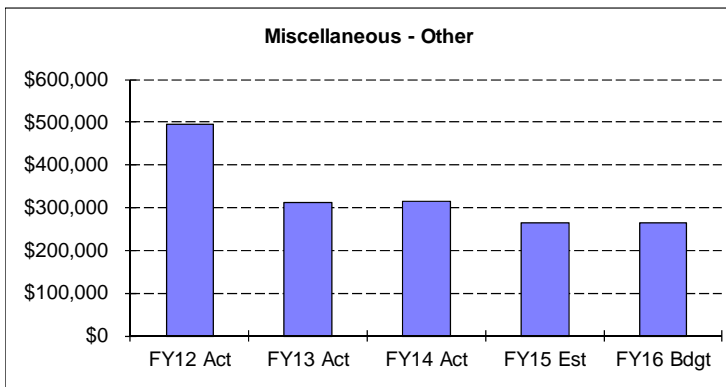
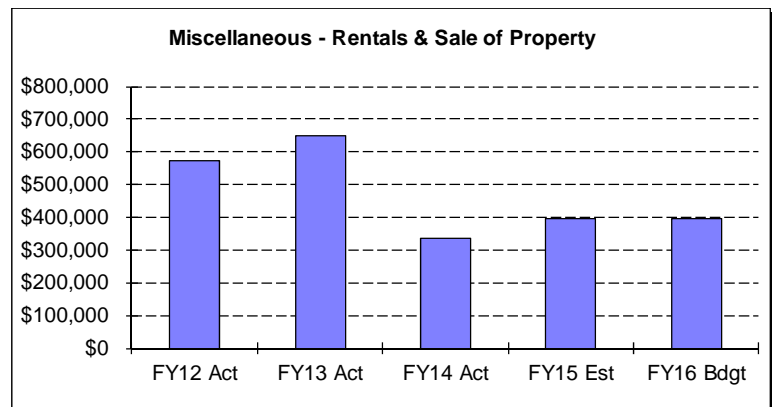


Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.



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

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



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

Financial Management and Budget Process

FINANCIAL MANAGEMENT AND BUDGET PROCESS

FINANCIAL MANAGEMENT PROGRAM

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

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

FINANCIAL MANAGEMENT SYSTEMS

FUND ACCOUNTING

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

BASIS OF ACCOUNTING

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

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

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

Until FY2014, Rowan County was responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. In FY2014,

North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

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

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

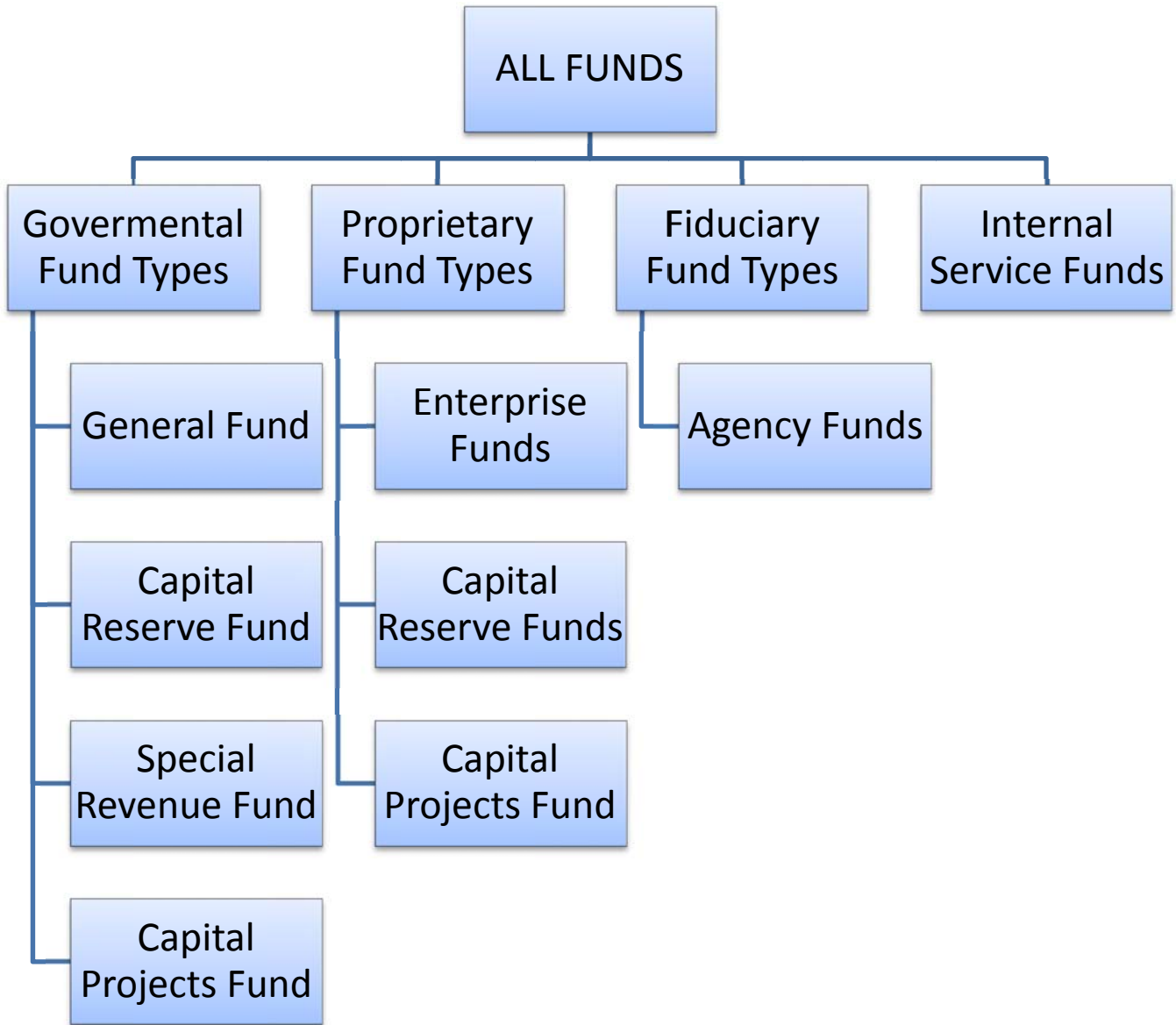
The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

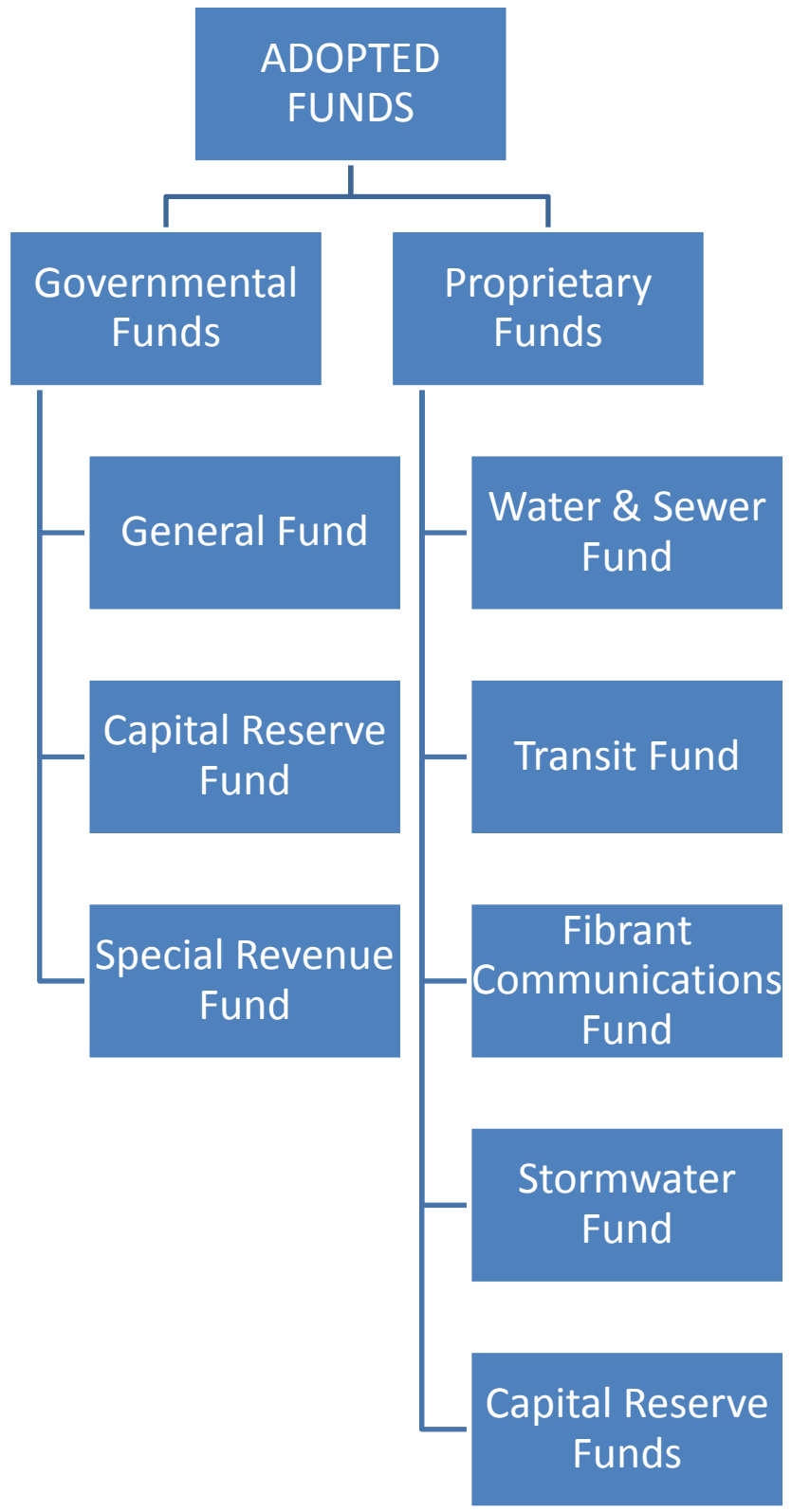
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are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

BASIS OF BUDGETING

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

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





FINANCIAL MANAGEMENT POLICIES

INVESTMENT POLICY

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

Policies

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

Investments Used By City

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

Custodial Risk Assumed By City

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

FISCAL POLICIES

Revenue Policy

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

Operating Budget Policy

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

Capital Improvement Policy

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

Accounting Policy

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

Debt Policy

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

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

Reserve Policy

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

BUDGETS AND BUDGETARY ACCOUNTING

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

The City follows these procedures in establishing the budgetary data:

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

GOAL SETTING AND BUDGETARY PROCESS

The City Council and Management Team meet at an annual 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.

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

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

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

A large impact on budgetary dollars is the amount spent on capital outlay. All departments submit a 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.

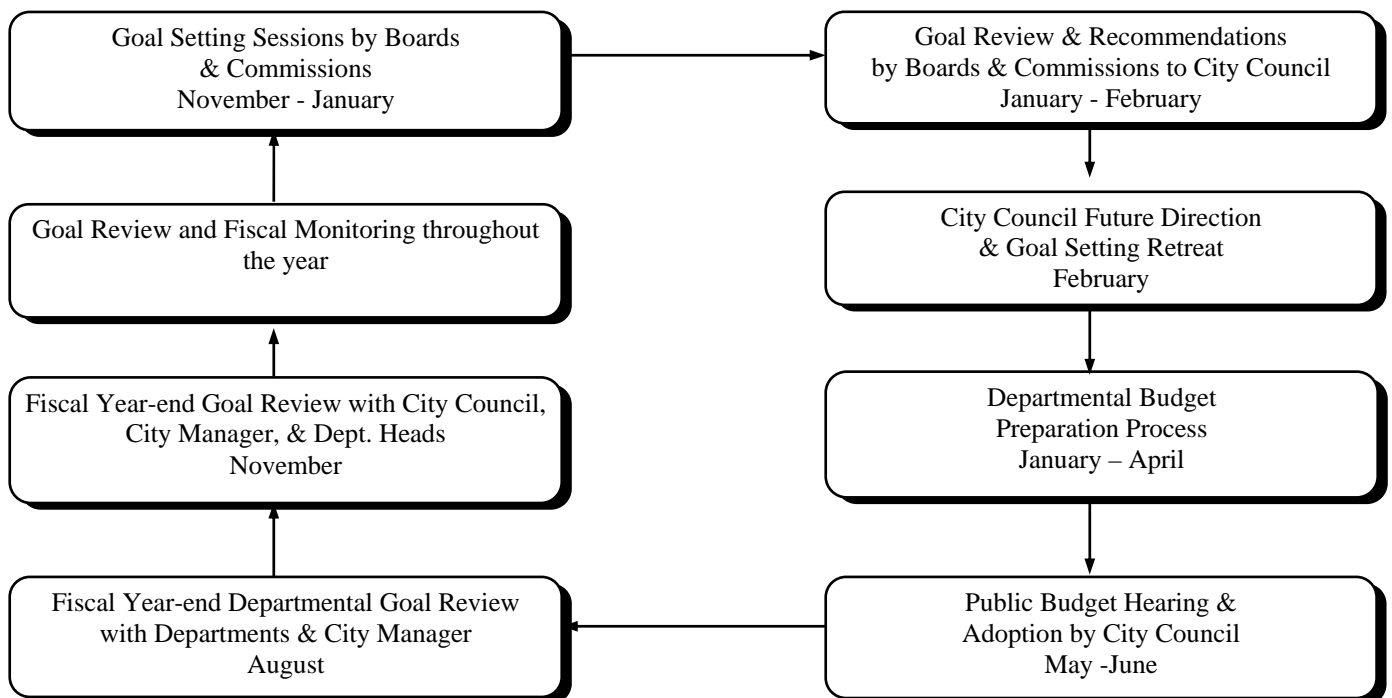
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City’s web site at www.salisburync.gov.

The City Manager submits the budget to City Council and after proper public notice, the City Council conducts a public hearing and budget work sessions. 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
FY2015-2016 BUDGET CALENDAR

1/2/15 - 1/30/15	Prepare Personnel Request forms; present staffing patterns and Personnel request information. Prepare schedules for fixed operational costs. Prepare FY2015-16 – 2019-20 Capital Improvement Program request forms.	Business and Financial Services
1/6/15 1/20/15 2/3/15	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
1/15/2015	Hold Information Session at West End Community Centers for 2015-16 CDBG & HOME Funds.	Community Planning Services Staff
2/4/15	Start of Budget data entry. Complete all budget request forms no later than March 4, 2015	Management Team and Division Managers
2/6/15	Complete 5-Year Revenue and Expenditure Report	Business and Financial Services
2/19/15 - 2/20/15	Hold 30 th Annual Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/12/15 - 3/12/15	Prepare FY2014-2015 year-end revenue estimates and FY2015-16 revenue estimates on all funds.	Business and Financial Services, Utilities Director, Fibrant GM & Transit Manager
March 2015	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
3/13/15 - 3/20/15	Departmental presentation of Budget requests to City Manager	City Manager, Department Heads, Division Managers
3/17/15 - 4/2/15	Presentation of oral and written Budget requests to Mayor and Council.	Special Community Efforts Groups
4/7/15	First reading of 2015-2016 CDBG & HOME; hold Public Hearing on the use of 2015-16 CDBG & Home Funds	Community Planning Services Staff
TBD	Assign Retreat Goals to Staff for inclusion in Budget	City Manager and Staff
4/23/15 - 4/24/15	Departmental budget cuts to balance budget; two or three day turnaround.	City Manager, Department Heads, Division Mangers
Before 5/30/15	City Manager to preview recommended Budget for City Council.	City Manager
Based on Scheduling	Place ad in THE SALISBURY POST to advertise one time for public hearing.	City Clerk

**CITY OF SALISBURY
FY2015-2016 BUDGET CALENDAR**

Based on Scheduling	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Council and City Management Team
Before 6/30/15	City Council to adopt Budget.	City Council
July 2015	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2015	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff



City Overview

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

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

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

GOVERNMENT

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

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

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

UTILITIES

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, conventional in design and closely controlled, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2014 was 8.7 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the city.

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

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2014 was 7.4 million gallons per day.

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

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

TRANSPORTATION

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

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

Two major commercial airports are within a one-hour drive of Salisbury - Charlotte-Douglas International (CLT) in Charlotte and Piedmont Triad International (GSO) in Greensboro. Additionally, these airports provide regular air passenger service to all parts of the United States via Air Canada, AirTran, Allegiant, American, Delta, Insel Air, JetBlue, United, and US Airways. There are also non-stop, international flight options available from these airports to Canada, Frankfurt, London, and San Juan, among other global destinations.

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

The Depot



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

MOTELS

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

EDUCATION

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

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

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

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

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

ARTS AND ENTERTAINMENT

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

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

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

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each

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

COMMUNITY FACILITIES

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

A full-time year-round parks and recreation staff



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

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

PARK SYSTEMS

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

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



Ball field at the Community Park

Hurley Park is a municipal garden which has a unique collection of plants to the area. The Park provides an educational experience as well as a pleasurable place to stroll and is reserved for weddings and other special events.

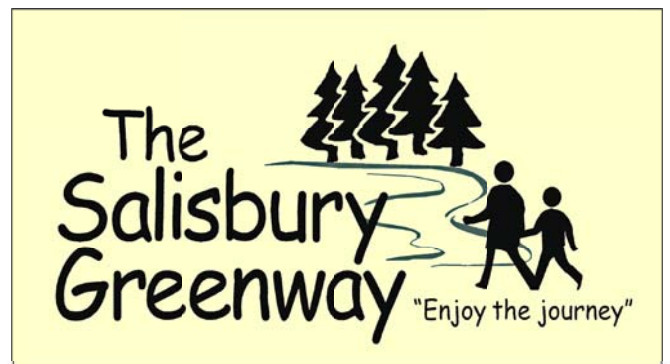
SPECIAL EVENTS

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

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

MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	21.7
Number of Fire Stations	5	Miles of Streets	235
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	21,650
Number of Parks	28	Miles of Water Line	438
Number of Recreation Centers	4	Miles of Sewer Line	446
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	508	Business Licenses Issued Last Year	1,700
Greenway Miles	4.2		



FOR THE LAST TEN FISCAL YEARS
Assessed Value of Taxable Property

Fiscal Year Ended June 30,	Assessed Value of Taxable Property			Total	Tax Rate
	Real Property	Personal Property	Public Service Property		
2016				\$2,787,769,000	\$0.6600
2015	\$2,186,585,636	\$546,906,661	\$61,733,819	\$2,795,226,116	\$0.6569
2014	\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013	\$2,177,721,166	\$531,004,645	\$61,343,725	\$2,770,069,536	\$0.6374
2012	\$2,177,064,102	\$533,023,437	\$59,819,853	\$2,769,907,392	\$0.6135
2011	\$2,324,996,121	\$530,055,686	\$61,255,822	\$2,916,307,629	\$0.590
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

¹ Estimated

² Estimated Total only from Rowan County Tax Administration

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the year ended June 30, 2008, June 30, 2012 and June 30, 2016 (in bold). The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY
For the Year Ended June 30, 2014

Business	Type of Enterprise	2014 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 162,814,267	5.74%
AKZO Nobel	Manufacturing	31,335,144	1.10%
Norandal USA	Industrial	28,093,435	0.99%
Duke Energy Corp.	Utility	26,661,780	0.94%
Centro Heritage Innes Street, LLC	Real Estate	22,881,304	0.81%
Henkel Corporation	Manufacturing	20,743,869	0.73%
Wal-Mart Real Estate Business	Retail	12,983,572	0.46%
General Electric	Utility	11,683,395	0.41%
Bellsouth Telephone	Utility	11,138,439	0.81%
Piedmont Natural Gas	Utility	13,878,872	0.49%
Totals		<u>\$ 342,214,077</u>	<u>11.99%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2014

**SCHEDULE OF PRINCIPAL EMPLOYERS
IN THE CITY OF SALISBURY
For the Year Ended June 30, 2014**

<u>Employer</u>	<u>Employees</u>	<u>Percentage of Total City Employment</u>
Rowan/Salisbury School System	3,074	15.76%
Food Lion, Inc.	2,005	10.28%
W.G. (Bill) Hefner VA Medical Center	2,002	10.27%
Rowan Regional Medical Center	1,175	6.03%
Rowan-Cabarrus Community College	1,003	5.14%
Rowan County	761	3.90%
Piedmont Correctional Institute	448	2.30%
Wal-Mart	434	2.23%
City of Salisbury	432	2.22%
Catawba College	400	2.05%
Total	11,734	60.18%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2014

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

<u>Fiscal Year</u>	<u>Population</u>	<u>Personal Income</u>	<u>Per Capita Personal Income</u>	<u>Median Age</u>	<u>Unemployment Rate</u>
2014	33,726	\$ 821,424,540	\$ 24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,722	762,910,045	20,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%
2008	31,024	703,003,840	22,660	38.1	6.6%
2007	30,642	638,211,576	20,828	37.9	6.6%
2006	29,239	594,136,480	20,320	37.7	5.8%
2005	28,249	560,036,425	19,825	37.5	6.0%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2014

CITY OF SALISBURY
LIST OF PRINCIPAL OFFICIALS

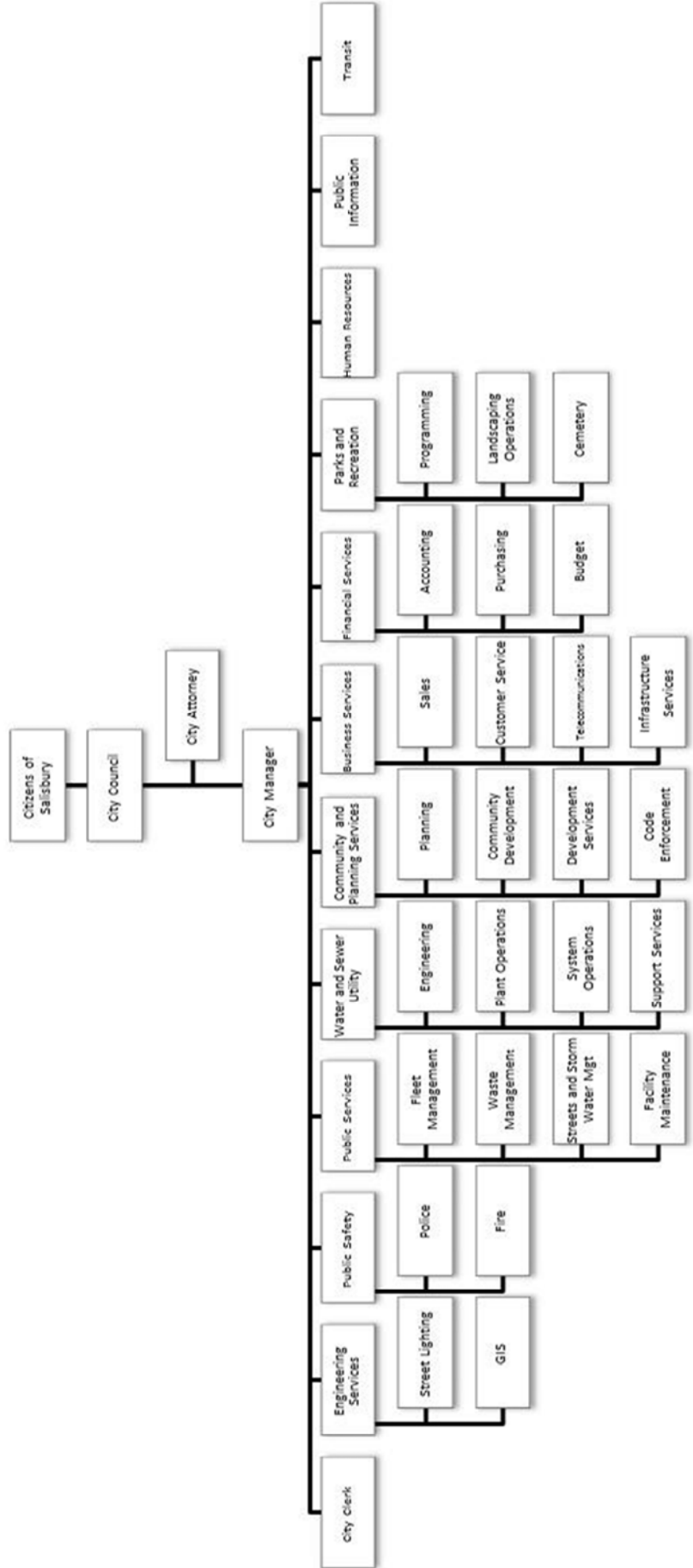
May 1, 2015

Mayor	Paul B. Woodson
Mayor Pro Tem	Maggie Blackwell
Council Member	William R. Kennedy
Council Member	Karen K. Alexander
Council Member	Brian Miller
City Manager	W. Lane Bailey
Assistant City Manager	John A. Sofley, Jr.
Assistant City Manager	Zack Kyle
City Clerk/Assistant to the City Manager	Myra B. Heard
Finance Director	Teresa Harris
Human Resources Director	Ruth Kennerly
City Engineer	Wendy Brindle
Community Planning Services Director	Janet Gapen
Fire Chief	Robert A. Parnell
Police Chief	Rory B. Collins
Public Services Director	Tony Cinquemani
Broadband & Infrastructure Director	Kent Winrich
Utilities Director	Jim Behmer
Transit Director	Rodney Harrison

SELECTED TELEPHONE NUMBERS

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

ORGANIZATIONAL CHART



**CITY OF SALISBURY
SUMMARY OF POSITIONS FOR FY 2014 – 2016**

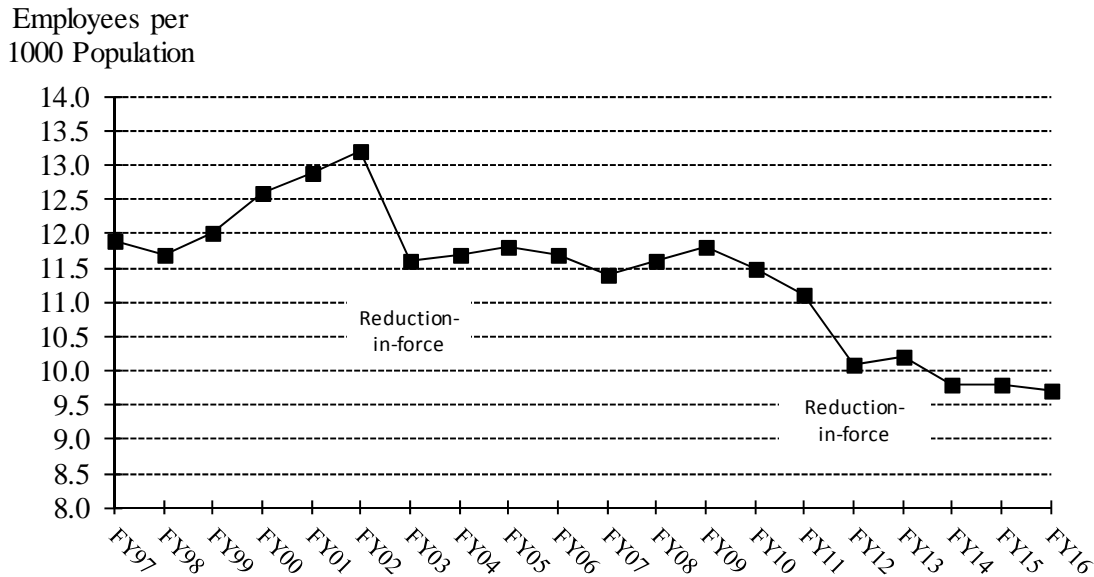
	<u>APPROVED</u> <u>FY 2013-14</u>	<u>APPROVED</u> <u>FY 2014-15</u>	<u>REQUESTED</u> <u>FY 2015-16</u>	<u>RECOMMENDED</u> <u>FY 2015-16</u>	<u>APPROVED</u> <u>FY 2015-16</u>
GENERAL FUND					
City Council	5	5	5	5	5
Management & Administration	7	7	7	7	7
Public Information & Communication	4	4	4	3	3
Human Resources	7	7	7	7	7
Business & Financial Services	12	12	12	12	12
Business Services	20	18	18	17	17
Purchasing	1	1	1	1	1
Telecommunications	4	5	5	5	5
Network Operations Center	-	8	8	6	6
Information Technologies	14	3	9	7	7
Infrastructure Services	10	17	17	16	16
Information Technologies-Systems	1	5	1	1	1
Community Planning Services	4	4	4	4	4
Code Services	4	3	4	3	3
Development Services	5	5	5	4	4
Engineering	3	5	7	7	7
Police	89	89	89	90	90
Fire	84	85	83	81	81
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Traffic Operations	5	-	-	-	-
Public Svcs-Streets	14	14	17	16	16
Public Svcs- Solid Waste Management	8	7	7	7	7
Public Svcs-Waste Management-Other	6	5	6	5	5
Public Svcs-Fleet Management	11	11	11	11	11
Parks and Recreation	56	55	38	37	37
TOTAL	377	378	368	355	355
WATER AND SEWER FUND					
Utility Management	10	10	10	10	10
Water Treatment	8	8	8	8	8
Systems Maintenance	30	28	28	27	27
Environmental Services	7	7	7	7	7
Wastewater Treatment Plants	15	15	15	15	15
Meter Services	12	12	12	12	12
Plants Maintenance	10	10	10	10	10
TOTAL	92	90	90	89	89
TRANSIT FUND	12	12	12	12	12
FIBRANT COMMUNICATIONS FUND	3	3	3	3	3
STORMWATER FUND	10	10	10	10	10
TOTAL ALL FUNDS	496	493	483	469	469
<i>Permanent Full-time</i>	447	443	454	441	441
<i>Permanent Part-time</i>	6	5	5	5	5
<i>Temporary Full/Part-time</i>	22	21	9	8	8
<i>Temporary Part-time</i>	20	23	10	10	10
<i>Part-Time Pools</i>	1	1	5	5	5

Note: In FY2015-16, 29 Part-time and Seasonal Employees were moved to 5 pools within their department. (Fire, Public Service – Solid Waste, Parks & Recreation, Parks & Recreation – Summer Aides, and Transit)

For the FY2015-16 Recommended Budget, the total number of full-time positions for the City’s budgeted funds has decreased by two over the previous fiscal year Adopted Budget. The following table shows the changes.

GENERAL FUND:
<i>Add Parks & Recreation Director, Code Enforcement Officer, and IT Manager. Eliminate Communications Specialist, Customer Service Clerk, IT Technician, and Recreation Programmer. Move 29 Part-time and Seasonal employees to four pools within their department.</i>
WATER & SEWER FUND:
<i>Eliminate one position from Systems Maintenance.</i>
TRANSIT FUND:
<i>Move three Part-time positions into one pool.</i>
FIBRANT COMMUNICATIONS FUND
<i>No changes in positions.</i>
STORMWATER FUND
<i>No changes in positions.</i>

General Fund Full-Time Employees per 1000 Population



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

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

PROGRAM MATRIX OF FY2015-16 BUDGET

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

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

General Fund

CITY OF SALISBURY, NORTH CAROLINA

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

For the Year Ending June 30, 2016
With Estimated Actual for Year Ending June 30, 2015 and
Actual for Year Ended June 30, 2014

	2014	2015	2016
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
REVENUES:			
Taxes:			
General property - current	\$ 17,667,588	\$ 17,416,168	\$ 17,603,774
General property - prior	687,878	548,337	593,000
Auto tax	332,235	276,890	230,000
Interest on delinquent tax	173,228	164,881	150,000
Other tax	300	900	300
	<u>\$ 18,861,229</u>	<u>\$ 18,407,176</u>	<u>\$ 18,577,074</u>
Unrestricted Intergovernmental:			
Local Option Sales Tax	\$ 5,454,780	\$ 5,900,000	\$ 5,900,000
Utilities Franchise Tax	2,557,559	2,558,000	2,606,866
Wine and Beer Tax	146,285	136,000	136,000
State Reimbursement Hold Harmless	313,103	-	-
Other	121,635	166,052	138,000
	<u>\$ 8,593,363</u>	<u>\$ 8,760,052</u>	<u>\$ 8,780,866</u>
Restricted Intergovernmental:			
State Street Aid - Powell Bill	\$ 969,180	\$ 976,363	\$ 976,363
Other	634,108	204,239	2,604,860
	<u>\$ 1,603,288</u>	<u>\$ 1,180,602</u>	<u>\$ 3,581,223</u>
Charges for services:			
Environmental protection	\$ 1,940,529	\$ 2,286,555	\$ 2,053,000
Culture and recreation	162,497	159,836	160,000
Code Services fees	34,418	40,000	40,000
Public safety	410,144	416,189	377,500
Cemetery	123,541	120,000	120,000
Radio antenna and paging rentals	263,679	299,621	270,000
Rentals and sale of property	251,447	272,207	452,300
Licenses and Permits	459,926	199,204	47,000
Administrative Charges	3,177,384	3,317,510	3,533,804
Community services	144,681	155,693	146,196
Other	6,043	3,000	3,000
	<u>\$ 6,974,291</u>	<u>\$ 7,269,815</u>	<u>\$ 7,202,800</u>
Miscellaneous:			
Interest earned on investments	\$ 16,329	\$ 11,086	\$ 11,000
Donations	192,767	99,358	76,500
Other	430,930	263,217	184,733
	<u>\$ 640,027</u>	<u>\$ 373,661</u>	<u>\$ 272,233</u>
Total revenues	<u>\$ 36,672,197</u>	<u>\$ 35,991,306</u>	<u>\$ 38,414,196</u>
OTHER FINANCING SOURCES:			
Lease Purchases Revenue	\$ 1,292,399	\$ -	\$ -
Fund Balance Appropriated	-	-	1,798,040
Total revenues and other financing sources	<u>\$ 37,964,596</u>	<u>\$ 35,991,306</u>	<u>\$ 40,212,236</u>

**CITY OF SALISBURY
FY 2015-2016 BUDGET SUMMARY
GENERAL FUND**

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
REVENUE	\$ 37,964,596	\$ 36,833,757	\$ 38,091,012	\$ 39,459,736	\$ 40,212,236
EXPENSES	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
CITY COUNCIL					
Personnel	\$ 118,500	\$ 105,840	\$ 107,694	\$ 105,498	\$ 105,498
Operations	150,471	162,759	222,205	200,658	184,614
Capital	-	19,534	19,534	-	-
TOTAL	\$ 268,971	\$ 288,133	\$ 349,433	\$ 306,156	\$ 290,112
MANAGEMENT & ADMINISTRATION					
Personnel	\$ 803,717	\$ 611,382	\$ 656,681	\$ 660,873	\$ 660,873
Operations	484,235	422,450	486,638	363,089	363,089
Capital	-	-	-	-	-
TOTAL	\$ 1,287,952	\$ 1,033,832	\$ 1,143,319	\$ 1,023,962	\$ 1,023,962
PUBLIC INFORMATION & COMMUNICATION					
Personnel	\$ 338,787	\$ 263,170	\$ 334,466	\$ 260,631	\$ 260,631
Operations	170,111	151,001	209,203	164,564	164,564
Capital	-	-	-	-	-
TOTAL	\$ 508,898	\$ 414,171	\$ 543,669	\$ 425,195	\$ 425,195
HUMAN RESOURCES					
Personnel	\$ 517,500	\$ 597,255	\$ 583,327	\$ 578,378	\$ 578,378
Operations	596,147	786,908	969,558	950,664	950,664
Capital	-	-	-	-	-
TOTAL	\$ 1,113,647	\$ 1,384,163	\$ 1,552,885	\$ 1,529,042	\$ 1,529,042
BUSINESS AND FINANCIAL SERVICES - ADMINISTRATION					
Personnel	\$ 930,027	\$ 999,030	\$ 994,877	\$ 1,008,011	\$ 1,008,011
Operations	289,718	362,382	371,067	333,251	333,251
Capital	-	-	-	-	-
TOTAL	\$ 1,219,745	\$ 1,361,412	\$ 1,365,944	\$ 1,341,262	\$ 1,341,262
BUSINESS AND FINANCIAL SERVICES - BUSINESS SERVICES					
Personnel	\$ 859,984	\$ 870,898	\$ 795,393	\$ 784,078	\$ 784,078
Operations	146,113	55,084	61,907	54,811	54,811
Capital	-	-	-	-	-
TOTAL	\$ 1,006,097	\$ 925,982	\$ 857,300	\$ 838,889	\$ 838,889

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
BUSINESS AND FINANCIAL SERVICES - PURCHASING					
Personnel	\$ 69,595	\$ 71,905	\$ 74,381	\$ 74,801	\$ 74,801
Operations	5,404	8,745	6,920	7,030	7,030
Capital	-	-	-	-	-
TOTAL	\$ 74,999	\$ 80,650	\$ 81,301	\$ 81,831	\$ 81,831
BUSINESS AND FINANCIAL SERVICES - TELECOMMUNICATIONS					
Personnel	\$ 212,707	\$ 274,299	\$ 300,782	\$ 302,403	\$ 302,403
Operations	252,843	489,898	468,647	431,808	431,808
Capital	1,277,877	-	9,531	9,531	9,531
TOTAL	\$ 1,743,427	\$ 764,197	\$ 778,960	\$ 743,742	\$ 743,742
PLAZA					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	173,485	162,509	159,058	157,791	157,791
Capital	1,416	88,750	100,000	42,000	42,000
TOTAL	\$ 174,901	\$ 251,259	\$ 259,058	\$ 199,791	\$ 199,791
INFRASTRUCTURE SERVICES - NETWORK OPERATIONS CENTER					
Personnel	\$ 206,595	\$ 430,821	\$ 354,013	\$ 252,931	\$ 252,931
Operations	14,315	7,882	13,410	7,757	7,757
Capital	-	-	-	-	-
TOTAL	\$ 220,910	\$ 438,703	\$ 367,423	\$ 260,688	\$ 260,688
INFRASTRUCTURE SERVICES - INFORMATION SYSTEMS OPERATIONS					
Personnel	\$ 644,604	\$ 53,481	\$ 878,224	\$ 710,738	\$ 710,738
Operations	1,561,128	1,500,283	2,338,506	1,567,947	1,567,947
Capital	-	-	-	-	-
TOTAL	\$ 2,205,732	\$ 1,553,764	\$ 3,216,730	\$ 2,278,685	\$ 2,278,685
INFRASTRUCTURE SERVICES - SYSTEMS					
Personnel	\$ 169,807	\$ 326,822	\$ 84,832	\$ 85,409	\$ 85,409
Operations	85,784	10,601	5,080	4,262	4,262
Capital	-	-	-	-	-
TOTAL	\$ 255,591	\$ 337,423	\$ 89,912	\$ 89,671	\$ 89,671
INFRASTRUCTURE SERVICES - INFRASTRUCTURE MANAGEMENT					
Personnel	\$ 831,680	\$ 933,309	\$ 1,125,676	\$ 1,028,995	\$ 1,028,995
Operations	597,959	275,973	446,442	442,424	442,424
Capital	-	31,894	-	-	-
TOTAL	\$ 1,429,639	\$ 1,241,176	\$ 1,572,118	\$ 1,471,419	\$ 1,471,419
INFRASTRUCTURE SERVICES - CENTRAL CITY BUILDINGS					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	486,681	618,866	395,302	388,825	388,825
Capital	23,557	41,900	226,500	146,000	146,000
TOTAL	\$ 510,238	\$ 660,766	\$ 621,802	\$ 534,825	\$ 534,825

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
COMMUNITY PLANNING SERVICES - PLANNING & COMMUNITY DEVELOPMENT					
Personnel	\$ 325,744	\$ 349,118	\$ 351,248	\$ 339,733	\$ 339,733
Operations	472,400	685,761	576,335	863,716	868,716
Capital	-	-	-	-	-
TOTAL	\$ 798,144	\$ 1,034,879	\$ 927,583	\$ 1,203,449	\$ 1,208,449
COMMUNITY PLANNING SERVICES - CODE SERVICES					
Personnel	\$ 221,920	\$ 191,438	\$ 253,053	\$ 199,848	\$ 199,848
Operations	86,529	128,195	94,311	80,850	80,850
Capital	-	-	-	-	-
TOTAL	\$ 308,449	\$ 319,633	\$ 347,364	\$ 280,698	\$ 280,698
COMMUNITY PLANNING SERVICES - DEVELOPMENT SERVICES					
Personnel	\$ 314,944	\$ 343,520	\$ 350,341	\$ 291,007	\$ 291,007
Operations	278,079	417,101	470,088	467,338	680,882
Capital	-	-	-	-	-
TOTAL	\$ 593,023	\$ 760,621	\$ 820,429	\$ 758,345	\$ 971,889
ENGINEERING					
Personnel	\$ 346,917	\$ 516,032	\$ 547,480	\$ 550,738	\$ 550,738
Operations	357,887	1,224,286	3,001,016	2,663,293	3,213,293
Capital	-	-	-	-	-
TOTAL	\$ 704,804	\$ 1,740,318	\$ 3,548,496	\$ 3,214,031	\$ 3,764,031
ENGINEERING - STREET LIGHTING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	550,433	601,804	590,276	568,276	568,276
Capital	-	-	-	-	-
TOTAL	\$ 550,433	\$ 601,804	\$ 590,276	\$ 568,276	\$ 568,276
POLICE - SERVICES					
Personnel	\$ 1,482,383	\$ 1,300,713	\$ 1,342,344	\$ 1,336,019	\$ 1,336,019
Operations	312,542	214,756	215,921	189,706	189,706
Capital	8,675	-	15,620	-	-
TOTAL	\$ 1,803,600	\$ 1,515,469	\$ 1,573,885	\$ 1,525,725	\$ 1,525,725
POLICE - ADMINISTRATION					
Personnel	\$ 476,032	\$ 507,770	\$ 535,456	\$ 592,317	\$ 592,317
Operations	392,533	340,446	444,688	400,403	400,403
Capital	-	8,400	24,000	24,000	24,000
TOTAL	\$ 868,565	\$ 856,616	\$ 1,004,144	\$ 1,016,720	\$ 1,016,720
POLICE - OPERATIONS					
Personnel	\$ 3,236,425	\$ 2,716,905	\$ 2,762,619	\$ 2,750,521	\$ 2,750,521
Operations	670,876	750,748	890,398	837,983	837,983
Capital	33,734	14,000	-	-	-
TOTAL	\$ 3,941,035	\$ 3,481,653	\$ 3,653,017	\$ 3,588,504	\$ 3,588,504

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
POLICE - SPECIAL OPERATIONS					
Personnel	\$ -	\$ 946,314	\$ 933,905	\$ 931,755	\$ 931,755
Operations	-	35,308	64,924	42,688	42,688
Capital	-	14,000	-	-	-
TOTAL	\$ -	\$ 995,622	\$ 998,829	\$ 974,443	\$ 974,443
FIRE					
Personnel	\$ 4,073,784	\$ 4,175,949	\$ 4,592,268	\$ 4,368,581	\$ 4,368,581
Operations	991,998	857,603	962,973	909,004	909,004
Capital	10,005	40,800	941,494	802,494	802,494
TOTAL	\$ 5,075,787	\$ 5,074,352	\$ 6,496,735	\$ 6,080,079	\$ 6,080,079
PUBLIC SERVICES - ADMINISTRATION					
Personnel	\$ 218,485	\$ 226,465	\$ 229,235	\$ 230,687	\$ 230,687
Operations	12,138	11,630	32,105	15,981	15,981
Capital	-	-	111,000	111,000	111,000
TOTAL	\$ 230,623	\$ 238,095	\$ 372,340	\$ 357,668	\$ 357,668
PUBLIC SERVICES - TRAFFIC OPERATIONS					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	38,085	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 38,085	\$ -	\$ -	\$ -	\$ -
PUBLIC SERVICES - STREETS					
Personnel	\$ 586,090	\$ 742,619	\$ 883,862	\$ 841,767	\$ 841,767
Operations	718,449	910,427	1,128,941	994,641	994,641
Capital	-	-	311,500	35,000	35,000
TOTAL	\$ 1,304,539	\$ 1,653,046	\$ 2,324,303	\$ 1,871,408	\$ 1,871,408
PUBLIC SERVICES - SOLID WASTE MANAGEMENT					
Personnel	\$ 375,062	\$ 327,509	\$ 320,414	\$ 339,682	\$ 339,682
Operations	882,006	923,725	1,018,559	998,957	998,957
Capital	-	-	-	-	-
TOTAL	\$ 1,257,068	\$ 1,251,234	\$ 1,338,973	\$ 1,338,639	\$ 1,338,639
PUBLIC SERVICES - WASTE MANAGEMENT - OTHER					
Personnel	\$ 355,127	\$ 212,246	\$ 263,337	\$ 220,804	\$ 220,804
Operations	167,987	107,676	125,199	121,113	121,113
Capital	-	7,000	-	-	-
TOTAL	\$ 523,114	\$ 326,922	\$ 388,536	\$ 341,917	\$ 341,917
PUBLIC SERVICES - FLEET MANAGEMENT					
Personnel	\$ 646,271	\$ 701,333	\$ 707,034	\$ 709,435	\$ 709,435
Operations	100,063	89,600	351,192	96,556	96,556
Capital	-	29,457	12,505	12,505	12,505
TOTAL	\$ 746,334	\$ 820,390	\$ 1,070,731	\$ 818,496	\$ 818,496

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
PUBLIC SERVICES - TRANSPORTATION					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	413,474	454,340	454,340	465,322	465,322
Capital	-	-	-	-	-
TOTAL	\$ 413,474	\$ 454,340	\$ 454,340	\$ 465,322	\$ 465,322
PARKS & RECREATION					
Personnel	\$ 2,000,331	\$ 1,523,699	\$ 1,731,658	\$ 1,663,812	\$ 1,663,812
Operations	1,229,385	764,608	852,588	729,815	729,815
Capital	84,188	285,298	418,500	208,500	208,500
TOTAL	\$ 3,313,904	\$ 2,573,605	\$ 3,002,746	\$ 2,602,127	\$ 2,602,127
EDUCATION					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	38,107	38,107	38,107	38,107	38,107
Capital	-	-	-	-	-
TOTAL	\$ 38,107	\$ 38,107	\$ 38,107	\$ 38,107	\$ 38,107
DEBT SERVICE					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	1,918,670	1,409,414	1,290,624	1,290,624	1,290,624
Capital	-	-	-	-	-
TOTAL	\$ 1,918,670	\$ 1,409,414	\$ 1,290,624	\$ 1,290,624	\$ 1,290,624
GRAND TOTAL					
Personnel	\$ 20,363,018	\$ 20,319,842	\$ 22,094,600	\$ 21,219,452	\$ 21,219,452
Operations	14,646,035	14,980,876	18,756,528	16,849,254	17,601,754
Capital	1,439,452	581,033	2,190,184	1,391,030	1,391,030
TOTALS	\$ 36,448,505	\$ 35,881,751	\$ 43,041,312	\$ 39,459,736	\$ 40,212,236

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 118,500	\$ 105,840	\$ 107,694	\$ 105,498	\$ 105,498
Operating	150,471	162,759	222,205	200,658	184,614
Capital	-	-	19,534	-	-
TOTAL	\$ 268,971	\$ 268,599	\$ 349,433	\$ 306,156	\$ 290,112

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
TOTAL	5	5	5	5	5

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
1st Floor Conference Room Table	\$ 1,000	\$ -	\$ -
Council Chambers Council Chairs	6,500	-	-
Council Chambers Chairs (Mgr, Attorney, Clerk)	4,000	-	-
Council Chambers Chairs	4,034	-	-
2nd Floor Conference Room	4,000	-	-
Total Capital Outlay	\$ 19,534	\$ -	\$ -

STATEMENT OF PURPOSE

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Workload			
Number of Workers Compensation Claims Filed	31	33	36
Number of Third-Party Insurance Claims Filed	42	51	35
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
Efficiency			
Cost Per Negotiated Workers Compensation Claim	\$ 5,722	\$ 8,125	\$ 4,300
Cost Per Negotiated Insurance Claim	\$ 1,113	\$ 298	\$ 500
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -
Effectiveness			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	2%	5%	4%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ -	\$ -

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 803,717	\$ 611,382	\$ 656,681	\$ 660,873	\$ 660,873
Operating	484,235	422,450	486,638	363,089	363,089
Capital	-	-	-	-	-
TOTAL	\$ 1,287,952	\$ 1,033,832	\$ 1,143,319	\$ 1,023,962	\$ 1,023,962

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Administration (000)					
City Manager	1	1	1	1	1
City Clerk / Asst to City Manager	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Senior Office Assistant	2	2	2	2	2
Risk Management (201)					
Risk Management Officer	1	1	1	1	1
Risk Management Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

STATEMENT OF PURPOSE

To serve as a central source of information and communications for the City of Salisbury. To provide professional, timely and accurate information to the citizens of Salisbury. To manage and coordinate the City of Salisbury’s public relations, websites, social media, television stations, and marketing. To coordinate internal communications with City employees. To implement goals and special projects as may be assigned by the City Council.

PERFORMANCE GOALS

1. Promote the City’s programs and highlight accomplishments through public relations outreach.
2. Provide communications support to departments in emergency and/or urgent situations.
3. Upgrade existing websites to modern standards and establish new sites as needed.
4. Maintain social media presence and monitor content.
5. Maintain the City’s television stations (ACCESS16 and Fibrant 17), which includes upgrading station formats as needed.
6. Manage branding and marketing standards for the City of Salisbury.
7. Support branding and marketing standards for Fibrant.
8. Meet with internal departments and support their communications goals as needed.

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 338,787	\$ 263,170	\$ 334,466	\$ 260,631	\$ 260,631
Operating	170,111	151,001	209,203	164,564	164,564
Capital	-	-	-	-	-
TOTAL	\$ 508,898	\$ 414,171	\$ 543,669	\$ 425,195	\$ 425,195

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Public Information (203)					
Public Information Director	0	1 ²	1	1	1
Public Information & Communications Manager	1	0 ²	0	0	0
Communication Specialist	1	1	0 ¹	0	0
Digital Media Specialist	0	0	1	0	0
Access 16 (204)					
System Analyst	1	1	1	1	1
Web & System Media (205)					
System Analyst	1	0	0	0	0
Web/Marketing Coordinator	<u>0</u>	<u>1</u> ²	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	3	3

¹ Position Eliminated
² Position Reclassified

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.

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. Provide staff with resources and opportunities for career development.
13. Provide staff assistance to the Salisbury-Rowan Human Relations Council.
14. Provide staff support and guidance to the Youth Council.

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Workload			
Position Applications Reviewed	779	879	900
Full-Time Employees in Organization (all funds)	447	443	441
Position Requisitions Received from Departments	69	80	80
Effectiveness			
Internal Recruitment Rate	14.5%	17.0%	20.0%
External Recruitment Rate	85.5%	83.0%	80.0%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 517,500	\$ 597,255	\$ 583,327	\$ 578,378	\$ 578,378
Operating	596,147	786,908	969,558	950,664	950,664
Capital	-	-	-	-	-
TOTAL	\$ 1,113,647	\$ 1,384,163	\$ 1,552,885	\$ 1,529,042	\$ 1,529,042

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Assistant City Manager	1	1	1	1	1
Human Resources Director	0	1 ¹	1	1	1
Human Resources Manager	1	0 ¹	0	0	0
Human Resources Analyst I/II	2	3 ²	2	2	2
Sr Administrative Specialist (PPT)	1	0 ²	0	0	0
Senior Office Assistant	1	1	1	1	1
Human Resources Specialist	0	0	1	1	1
Human Resources Planner	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

¹ Promotion of Human Resources Manager to Human Resources Director

² Position reclassified and changed from PPT to PFT

DEPARTMENT – Business and Financial Services – Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 2,072,313	\$ 2,216,132	\$ 2,165,433	\$ 2,169,293	\$ 2,169,293
Operating	694,078	916,109	908,541	826,900	826,900
Capital	<u>1,277,877</u>	<u>-</u>	<u>9,531</u>	<u>9,531</u>	<u>9,531</u>
TOTAL	\$ 4,044,268	\$ 3,132,241	\$ 3,083,505	\$ 3,005,724	\$ 3,005,724

STATEMENT OF PURPOSE

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

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 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Workload			
Number of Checks Issued	3,495	3,500	3,600
Number of ACH Transactions (Payroll and A/P)	15,487	15,750	16,000
Number of Journal Entries	1,121	1,250	1,300
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	18%	18%	18%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 930,027	\$ 999,030	\$ 994,877	\$ 1,008,011	\$ 1,008,011
Operating	289,718	362,382	371,067	333,251	333,251
Capital	-	-	-	-	-
TOTAL	\$ 1,219,745	\$ 1,361,412	\$ 1,365,944	\$ 1,341,262	\$ 1,341,262

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Administration (000)					
Assistant City Manager	1	1	1	1	1
Financial Services Manager	1	1	1	1	1
Budget & Performance Manager	0	1 ¹	1	1	1
Budget & Benchmarking Analyst	1	1	1	1	1
Management Analyst	2	1 ¹	1	1	1
Finance Specialist	1	1	1	1	1
Accounting (101)					
Finance Manager	1	1	1	1	1
Senior Management Analyst 1	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II	2	2	2	2	2
Mail Coordinator (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	12	12	12	12	12

¹Promotion of Management Analyst to Budget & Performance Manager

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.

PERFORMANCE GOALS

1. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
2. Continue to seek methods of improved fixed asset accountability.
3. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Workload			
Number of Purchase Orders Fulfilled	590	645	650
Number of Procurement Card Transactions	9,870	9,865	10,000
Number of Contracts Reviewed	-	43	40
Effectiveness			
Percent of POs Completed Without Error	92%	98%	95%
Procurement Card Error Rate	3%	2%	3%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 69,595	\$ 71,905	\$ 74,381	\$ 74,801	\$ 74,801
Operating	5,404	8,745	6,920	7,030	7,030
Capital	-	-	-	-	-
TOTAL	\$ 74,999	\$ 80,650	\$ 81,301	\$ 81,831	\$ 81,831

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Purchasing Manager	1	1	1	1	1
TOTAL	1	1	1	1	1

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Customer Service (102)			
Workload			
Number of Utility Bills Generated	237,364	240,000	245,000
Number of Teller Transactions	82,125	85,000	88,000
Number of Telephone Transactions	30,497	25,500	20,000
Efficiency			
Cost Per Utility Bill Issued	\$ 0.75	\$ 0.66	\$ 0.50
Cost Per Teller Transaction	\$ 1.92	\$ 1.92	\$ 1.45
Cost Per Telephone Transaction	\$ 2.00	\$ 2.19	\$ 2.48
Effectiveness			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%
Total Dollar Value of Tellers' Over & Short Account	\$ 813	\$ 902	\$ 800
Service Complaints Per 1000 Transactions	0.01	0.01	0.01

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 859,984	\$ 870,898	\$ 795,393	\$ 784,078	\$ 784,078
Operating	146,113	55,084	61,907	54,811	54,811
Capital	-	-	-	-	-
TOTAL	\$ 1,006,097	\$ 925,982	\$ 857,300	\$ 838,889	\$ 838,889

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Business Services (102)					
Customer Service Manager	1	1	1	1	1
Assistant CS Manager	1	0 ¹	0	0	0
Customer Service Clerk	8	8	8	8	8
Customer Service Clerk (TPT)	4	2 ¹	2	2	2
Sales and Marketing (103)					
Broadband Sales Manager	1	1	1	1	1
Broadband Sales Specialist	<u>5</u>	<u>6</u>	<u>6</u>	<u>5</u> ¹	<u>5</u> ¹
TOTAL	20	18	18	17	17

¹Position Eliminated

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.

PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 212,707	\$ 274,299	\$ 300,782	\$ 302,403	\$ 302,403
Operating	252,843	489,898	468,647	431,808	431,808
Capital	<u>1,277,877</u>	<u>-</u>	<u>9,531</u>	<u>9,531</u>	<u>9,531</u>
TOTAL	\$ 1,743,427	\$ 764,197	\$ 778,960	\$ 743,742	\$ 743,742

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician	2	3 ¹	3	3	3
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	5	5	5	5

¹New Position Added

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Emerson UPS Battery Replacements	\$ <u>9,531</u>	\$ <u>9,531</u>	\$ <u>9,531</u>
Total Capital Outlay	\$ 9,531	\$ 9,531	\$ 9,531

DEPARTMENT – Infrastructure Services - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 1,852,686	\$ 1,744,433	\$ 2,442,745	\$ 2,078,073	\$ 2,078,073
Operating	2,745,867	2,413,605	3,198,740	2,411,215	2,411,215
Capital	<u>23,557</u>	<u>73,794</u>	<u>226,500</u>	<u>146,000</u>	<u>146,000</u>
TOTAL	\$ 4,622,110	\$ 4,231,832	\$ 5,867,985	\$ 4,635,288	\$ 4,635,288

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.

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Workload			
Number of Computers Directly Supported	485	485	490
Total Number of IT Helpdesk Requests Received	2,212	1,755	1,780
Number of Remote Sites Supported	47	47	47
Number of Telephones Supported	380	380	380
Efficiency			
Number of PCs Supported Per Analyst	121	121	123
Effectiveness			
Average Annual Network Availability **	99.9%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	58.7%	67.8%	68.0%

** Estimate - Designed to demonstrate network reliability

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 644,604	\$ 53,481	\$ 878,224	\$ 710,738	\$ 710,738
Operating	1,561,128	1,500,283	2,338,506	1,567,947	1,567,947
Capital	-	-	-	-	-
TOTAL	\$ 2,205,732	\$ 1,553,764	\$ 3,216,730	\$ 2,278,685	\$ 2,278,685

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Administration (000)					
Fibrant General Manager	1	1	0 ¹	0 ¹	0 ¹
Director Broadband Services	0	0	1 ¹	1 ¹	1 ¹
Information Systems Manager	1	0	0	0	0
Senior Office Assistant/Admin Spec.	1	1	1	1	1
Business Manager	0	1	0 ²	0 ²	0 ²
Operations (151)					
IT Network Manager - NEW	0	0	1	1	1
Engineering and Inventory Supervisor	1	0	0	0	0
Head End Technician	1	0	0	0	0
Technical Service Representative	3	0	0	0	0
Sr. System Analyst	1	0	0	0	0
System Analyst	1	0	3 ³	3 ³	3 ³
System Architect & Engineer	1	0	0	0	0
Network Engineer	1	0	0	0	0
Network Administrator	2	0	2 ⁴	1 ⁴	1 ⁴
Network Administrator - NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
TOTAL	14	3	9	7	7

¹Reclassified

²Position reclassified and moved to Engineering

³Two positions moved from 442 and one from 492

⁴One position from 492; IT Technician reclassified to Network Administrator

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 206,595	\$ 430,821	\$ 354,013	\$ 252,931	\$ 252,931
Operating	14,315	7,882	13,410	7,757	7,757
Capital	-	-	-	-	-
TOTAL	\$ 220,910	\$ 438,703	\$ 367,423	\$ 260,688	\$ 260,688

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Network Operations Center Manager	0	1	1	1	1
NOC I/II	0	1	5	3	3
NOC Tech (PT)	0	0	1	1	1
NOC 1 (TPT)	0	2	1	1	1
Technical Services Representative	0	2	0	0	0
Senior Systems Analyst	0	1	0 ¹	0 ¹	0 ¹
Systems Analyst	0	1	0 ¹	0 ¹	0 ¹
TOTAL	0	8	8	6	6

¹ moved to 442-151

STATEMENT OF PURPOSE

To serve as the centralized source of procedures, information, and support related to broadband engineering, design and planning for the City fibrant network. Review and coordinate efforts to help improve efficiencies.

PERFORMANCE GOALS

1. Coordinate with management to plan to identify future fibrant needs.
2. Support enterprise fiber GIS data management solution.
3. Provide fiber management training for division staff.
4. Assist with inventory of City fiber network infrastructure.
5. Provide GIS certification through the Geographic Information Systems Certification Institute.
6. Maintain technical support and assistance for fibrant personnel.
7. Coordinate installation schedules.
8. Maintain fiber records and fiber management standards.
9. Implement Policy and Procedure manual.

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 169,807	\$ 326,822	\$ 84,832	\$ 85,409	\$ 85,409
Operating	85,784	10,601	5,080	4,262	4,262
Capital	-	-	-	-	-
TOTAL	\$ 255,591	\$ 337,423	\$ 89,912	\$ 89,671	\$ 89,671

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Engineer/GIS Manager	0	1	1	1	1
Network Administrator	0	1	0 ²	0	0 ²
Senior Systems Analyst (GIS)	1	1	0 ¹	0	0 ¹
Information System Analyst	0	1	0 ²	0	0 ²
IT Technician	0	1 ³	0 ²	0	0 ²
TOTAL	1	5	1	1	1

¹ Moved to Engineering

² Moved to 442-151

³ Moved from 442-151 and reclassified from Network Administrator

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. Assist Broadband Services as needed to ensure completion of scheduled video, phone and internet service.

PERFORMANCE GOALS

1. Manage Buildings & Grounds line items.
2. Continuously improve customer service.

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Workload			
Square Feet Maintained	190,760	190,760	190,760
Average Age of Facilities (years)	55	55	55
Efficiency			
Square Feet Maintained Per FTE	25,435	25,435	25,435
Effectiveness			
Cost (\$000s) of Unplanned Facilities Expenditures	\$ 60	\$ 60	\$ 60

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 831,680	\$ 933,309	\$ 1,125,676	\$ 1,028,995	\$ 1,028,995
Operating	597,959	275,973	446,442	442,424	442,424
Capital	-	31,894	-	-	-
TOTAL	\$ 1,429,639	\$ 1,241,176	\$ 1,572,118	\$ 1,471,419	\$ 1,471,419

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
System Architect/System Engineer	0	1	0	0	0
Maintenance Supervisor	1	0	0	0	0
Facilities Manager	1	0	0	0	0
Infrastructure Supervisor	0	1	1	1	1
Tech Operations Manager	0	0	1	1	1
Maintenance Worker I/II/Sr.	3	0	0	0	0
Broadband Tech	4	0	0	0	0
Broadband Installer	1	0	0	0	0
Broadband Technician	0	1	0	0	0
Warehouse Technician	0	0	1	1	1
Infrastructure Tech	0	12	13	11	11
Head End Tech	0	1	1	1	1
Network Communications Tech.	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	10	17	17	16	16

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 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	486,681	618,866	395,302	388,825	388,825
Capital	<u>23,557</u>	<u>41,900</u>	<u>226,500</u>	<u>146,000</u>	<u>146,000</u>
TOTAL	\$ 510,238	\$ 660,766	\$ 621,802	\$ 534,825	\$ 534,825

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
City Office Building (000)			
HVAC Replacement	\$ 12,000	\$ 12,000	\$ 12,000
City Hall (251)			
HVAC Replacement	88,000	49,000	49,000
West Comm Center (252)			
HVAC Replacement	41,500	-	-
Roof Replacement	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>
Total Capital Outlay	\$ 226,500	\$ 146,000	\$ 146,000

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 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	173,485	162,509	159,058	157,791	157,791
Capital	<u>1,416</u>	<u>88,750</u>	<u>100,000</u>	<u>42,000</u>	<u>42,000</u>
TOTAL	\$ 174,901	\$ 251,259	\$ 259,058	\$ 199,791	\$ 199,791

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
HVAC Replacement	\$ 9,000	\$ -	\$ -
Refurbish Apartments & Office Units	15,000	5,000	5,000
Appliance Replacements for apartments	8,000	4,000	4,000
Security Upgrades to callbox	5,000	5,000	5,000
Hallway Carpet & Wall Coverings-6th & 7th Floors	18,000	18,000	18,000
Renovations of all apartments	<u>45,000</u>	<u>10,000</u>	<u>10,000</u>
Total Capital Outlay	\$ 100,000	\$ 42,000	\$ 42,000



DEPARTMENT – Community Planning Services – Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 862,608	\$ 884,076	\$ 954,642	\$ 830,588	\$ 830,588
Operating	837,008	1,231,057	1,140,734	1,411,904	1,630,448
Capital	-	-	-	-	-
TOTAL	\$ 1,699,616	\$ 2,115,133	\$ 2,095,376	\$ 2,242,492	\$ 2,461,036

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

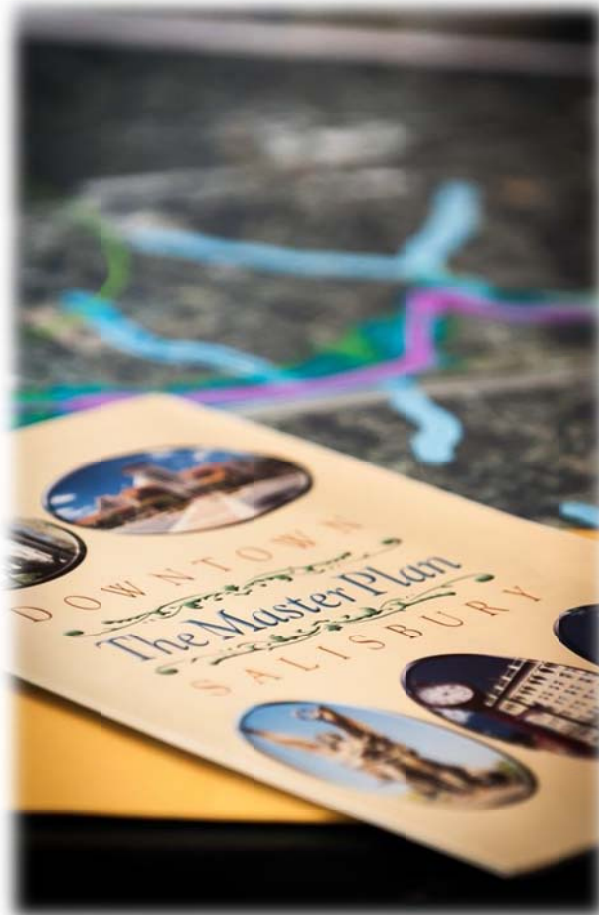
1. To engage citizens, neighborhoods, downtown stakeholders, city departments, other public/government entities, businesses and non-profit organizations in visioning and planning for community growth and redevelopment in Salisbury. Initiatives currently active or pending include:
 - Vision 2040 Comprehensive Plan (update Vision 2020)
 - Greenspace planning development in the downtown
 - Brownfield redevelopment plan for Kesler Mill site
 - Brooklyn-South Square zoning study
 - Dixonville Cemetery Memorial
 - South Main Street Corridor Study
 - West End Transformation
2. To implement sustainable urban planning and design that adds value and permanence to downtown, transportation corridors and neighborhoods through the application of the Land Development Ordinance and as outlined in City Council-adopted plans:
 - Innes and Long Complete Streets Plan
 - 2010 Downtown Salisbury Master Plan
 - Completion and Connection Tourism Master Plan
 - Historic Preservation Master Plan
 - Salisbury Bicycle Plan
3. To revitalize the downtown and neighborhoods in coordination with the Salisbury Community Development Corporation, Downtown Salisbury, Inc., the Housing Authority of the City of Salisbury, other city departments, boards and commissions, federal and state agencies, and citizens who stand to benefit, and to improve neighborhood and housing conditions through enforcement of city codes.
 - MSD and Innes Street Incentive Grants
 - Downtown Residential Incentives
 - Brownfields Assessment and Redevelopment Planning
 - Neglected Housing Stabilization Program
 - BlockWork, Landscape of the Month and other community appearance initiatives
 - Historic Preservation Incentive Grants
 - Eastern Gateway, Park Avenue, North Main Street and other area plans
4. To lead and collaborate on community endeavors related to economic development, historic preservation, tourism and arts & culture.
 - Work with Rowan County to improve development permitting process,
 - Work with RowanWorks on virtual permitting of commercial sites
 - Public Art Committee / Sculpture Show / History & Art Trail
 - Downtown Salisbury Programs and Events
 - Tourism Development

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 325,744	\$ 349,118	\$ 351,248	\$ 339,733	\$ 339,733
Operating	472,400	685,761	576,335	863,716	868,716
Capital	-	-	-	-	-
TOTAL	\$ 798,144	\$ 1,034,879	\$ 927,583	\$ 1,203,449	\$ 1,208,449

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Community Planning Services Director	1	1	1	1	1
Planner Sr/I/II/Urban Design	2	2	2	2	2
Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4



STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Continue implementation of the One Stop Development Shop at the City Office Building by combining multiple development process resources under one roof – that being Development Services, Fire Marshal, SRU-FOG, as well as providing flex space for Rowan County and the state of North Carolina.
2. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public in securing the appropriate permits, licensing, and requisite approvals.
3. Continue to administer, review, modify when necessary, and enforce the Land Development Ordinance, Historic District Guidelines, and other municipal ordinances.
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, Zoning Board of Adjustment, and Alt. Methods of Design Commission, 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, NPDES Phase 2 Stormwater ordinance, and FOG ordinance.
11. Assist with development of a comprehensive infrastructure improvement plan for downtown.
12. Continue to administer and update the City’s street address system in coordination with GIS.
13. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
14. Support and partner with Rowan County in seeking improvements to the development review process.
15. Identify additional opportunities to improve pre-submittal plan review process.
16. Adopt standards and ordinances that support implementation of Vision 2020.

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Workload			
Rezoning Requests Processed	8	12	15
Number of New Businesses Issued Privilege Licenses	226	226	-
Number of New Businesses Issued Registry Permits	-	-	200
Average Number of Processing Days Per Rezoning Request	63	63	63
Effectiveness			
Percent of Rezoning Requests Approved as Presented	88%	83%	85%

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 314,944	\$ 343,520	\$ 350,341	\$ 291,007	\$ 291,007
Operating	278,079	417,101	470,088	467,338	680,882
Capital	-	-	-	-	-
TOTAL	\$ 593,023	\$ 760,621	\$ 820,429	\$ 758,345	\$ 971,889

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Development Services Manager	1	1	1	1	1
Zoning Administrator	1	1	1	1	1
Senior Planner	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Senior Customer Service Clerk	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u> ¹	<u>0</u> ¹
TOTAL	5	5	5	4	4

¹ Position eliminated due to loss of Privilege Licenses



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.

PERFORMANCE GOALS

1. Focus on excellent customer service to all persons that our division comes in contact with in or outside of the city limits.
2. Complete and adopt Standard Operating Policies, including a Safety Policy.
3. Continue to cross-train all officers in all areas of the city codes and ordinances.
4. Continue working relationships with Neighborhood Leaders Alliance, SNAG, Community Watch programs and other neighborhood organizations.
5. Work in collaboration with Downtown Salisbury, Inc. (DSI) to implement the Downtown Master Plan and to provide staff support on initiatives such as a graffiti removal task force.
6. Provide staff support and assistance to the Housing Advocacy Commission.
7. Continue working with the Housing Advocacy Commission to strengthen the Minimum Housing Code and assess the need for a vacant property registration ordinance.
8. Provide staff support and assistance to the Nuisance Animal Study Committee.
9. 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.

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Workload			
Total Number of Nuisance Cases Generated	865	1,137	1,300
Efficiency			
Cost Per Nuisance Case Abated (contractor)	\$ 83	\$ 92	\$ 100
Effectiveness			
Percentage of Cases Corrected By Owner	70%	61%	65%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 221,920	\$ 191,438	\$ 253,053	\$ 199,848	\$ 199,848
Operating	86,529	128,195	94,311	80,850	80,850
Capital	-	-	-	-	-
TOTAL	\$ 308,449	\$ 319,633	\$ 347,364	\$ 280,698	\$ 280,698

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Code Services Manager	1	1	1	1	1
Code Enforcement Officer	2	2	3 ¹	2	2
Senior Office Assistant	<u>1</u>	<u>0</u> ²	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	4	3	4	3	3

¹ Requested new Code Enforcement Officer, but position recommended in Police Administration

² Position eliminated

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS - ENGINEERING

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

PERFORMANCE GOALS -STREET LIGHTING

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

PERFORMANCE MEASURES

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Projected
Street Lights			
Duke Energy Leased	4,229	4,290	4,500
City Owned within Public R/W	97	99	99
Citizen Reported Outages Reported/Corrected	243	241	250
Total Petitions Created	55	6	9
Total Projects Designed	8	8	5
Engineering Plan Review			
Number of Projects Reviewed	34	25	30
Avg Days to Approval (incl review by others)	33	28	27
Permits			
Floodplain	4	4	4
Water	10	14	10
Sewer	7	15	12
Stormwater BMP	4	4	4
Right-of-Way Use	6	7	7
Traffic Engineering			
Major Studies	23	15	20
Petitions	3	8	10
Permanent Street/Alley Closings	1	3	2
Special Projects	5	8	6

BUDGET REQUEST SUMMARY --- 555 Engineering

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 346,917	\$ 516,032	\$ 547,480	\$ 550,738	\$ 550,738
Operating	357,887	1,224,286	3,001,016	2,663,293	3,213,293
Capital	-	-	-	-	-
TOTAL	\$ 704,804	\$ 1,740,318	\$ 3,548,496	\$ 3,214,031	\$ 3,764,031

BUDGET REQUEST SUMMARY --- 552 Street Lighting

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	550,433	601,804	590,276	568,276	568,276
Capital	-	-	-	-	-
TOTAL	\$ 550,433	\$ 601,804	\$ 590,276	\$ 568,276	\$ 568,276

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
City Engineer	1	1	1	1	1
Engineer I/II/III	2	1	1	1	1
Project Manager	0	0	1 ¹	1	1
Engineer Technician I/II	0	2	1	1	1
Traffic Coordinator	0	0	1	1	1
GIS Coordinator	0	0	1 ¹	1	1
Intern	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	5	7	7	7

¹ Position moved from Infrastructure Services Management and reclassified

² Position moved from Information Technologies – Systems



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 2014 Actual	FY 2015 Estimate	FY 2016 Projected
Workload			
Number of Sworn Police Officers (Authorized Positions)	81	81	82
Total Incoming Calls (911, Direct-Dial, Information-Seeking, etc.)			
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,635	2,508	2,572
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	2,199	2,114	2,157
Departmental Internal Affairs Investigated Complaints	28	18	20
Efficiency			
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	29,364	32,613	30,989
Part I Crimes Investigated By Criminal Investigations (CID) Division^^	213	229	221
Internal Affairs Complaints Sustained	15	9	10
Effectiveness			
Departmental Turn-Over Rate (Sworn Police Officers)	18.5%	13.6%	15.9%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	9.0%	7.7%	8.3%
CID Part I Case Clearance Rate ^^^	37%	31%	33%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	53.6%	50.0%	50.0%

^^ 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 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 5,194,840	\$ 5,471,702	\$ 5,574,324	\$ 5,610,612	\$ 5,610,612
Operating	1,375,951	1,341,258	1,615,931	1,470,780	1,470,780
Capital	42,409	36,400	39,620	24,000	24,000
TOTAL	\$ 6,613,200	\$ 6,849,360	\$ 7,229,875	\$ 7,105,392	\$ 7,105,392

STATEMENT OF PURPOSE

To serve as the support and investigative unit of the Police Department providing for criminal investigations, crime scene, school resource officers, downtown patrols and parking control, crime prevention services, community relations services, clerical and secretarial services, and evidence storage.

PERFORMANCE GOALS

1. Using innovative and traditional methods, continue to build bridges between the police department and our community. This will be carried out, not only by personal contacts with all of our department’s officers, but also by utilizing the agency’s newest Community Relations Officer, R. Ijames.
2. Seek innovative methods to improve upon the existing lack of information sharing by witnesses of criminal activity as well as others with crucial knowledge pertaining to criminal offenses.
3. Continue to pursue innovative, as well as traditional methods, designed for the purpose of enabling our agency to successfully solve and prosecute major criminal cases.
4. Continue the cross-training of our agency’s Evidence Technician, via formal training opportunities and on-scene responses, in order to provide for a back-up plan to our Crime Scene Investigator.
5. Implement internet based technology, known as “P2C”, which will enable our citizens to search and monitor strategically selected police related activities, such as calls for service, incident reports taken, crash reports taken, and arrests made. This program will also enable citizens to enter information into the database, which will generate an official police report for low-level activities that do not necessitate an officer’s response.
6. Finalize the implementation of our agency’s new “Next Door” program throughout all neighborhoods within our community. Additionally, utilize this program to its full potential in order to enhance communications with our community regarding criminal activities in their area.
7. Implement a new community meeting program, called the “Police / Community Partnership Meeting”, which will be in addition to the monthly S.N.A.G. meetings. These meetings will be conducted within the neighborhoods and during evening hours in order to communicate better with citizens and to learn of issues impacting their quality of life.
8. Seek funding in order to train a second Polygraph Operator within our ranks.

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 1,482,383	\$ 1,300,713	\$ 1,342,344	\$ 1,336,019	\$ 1,336,019
Operating	312,542	214,756	215,921	189,706	189,706
Capital	<u>8,675</u>	<u>-</u>	<u>15,620</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 1,803,600	\$ 1,515,469	\$ 1,573,885	\$ 1,525,725	\$ 1,525,725

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Services -- Administration (000)					
Captain	1	1	1	1	1
Community Service (303)					
Community Services Officer	3	2	1	1	1
Police Officer I/II/MPO	2	4	5	5	5
Evidence & Identification (304)					
Police Evidence & Property Custodian	1	1	1	1	1
Information Management (305)					
Police Records Clerk	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Recruitment/Training (306)					
Police Sergeant	1	0	0	0	0
Community Services Officer	0	0	1	1	1
Master Police Officer	1	1	0	0	0
Parking Control Specialist (TPT)	1	1	1	1	1
CID (326)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	2	1	1	1	1
Police Officer I/II/MPO	9	7	7	7	7
Crime Scene (330)					
Crime Scene Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	25	22	22	22	22

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Downtown Services (306)			
Replace 2 Segways	\$ 15,620	\$ -	\$ -
Total Capital Outlay	<u>\$ 15,620</u>	<u>\$ -</u>	<u>\$ -</u>

STATEMENT OF PURPOSE

The Police Department's Administration is responsible for serving as the central management point for all activities involving the Police Department. Highlights of these activities include: All matters pertaining to community safety; efforts to enhance police/community relations; crime deterrence efforts; solutions to crime-induced quality of life issues; neighborhood patrol operations; criminal investigative efforts; departmental staff development; departmental goals and objectives; agency budgetary matters; agency Accreditation, and any other matters associated with the Police Department.

PERFORMANCE GOALS

1. In order to improve upon officer *recruitment and retention*, with a special emphasis upon discontinuing the problem of losing current and well-trained staff to other local law enforcement agencies, pursue the implementation of an incentive program, which will compensate officers for their various levels of formal education as well as for their professional law enforcement certifications.
2. Implement a compensation plan, which is designed to reward non-exempt staff for time spent in an on-call capacity and while restricting their activity in order to be prepared for immediate response.
3. Implement an improved Training System and Career Development plan, utilizing in-house instructors, with the objective being to enhance the department's current troop/community relationship building efforts, departmental overall service quality, personnel development for future specialty positions and leadership succession, officer survival, and incident readiness.
4. Build upon efforts to recruit high quality officers from the educational institutions within and surrounding Rowan County. This will be done by personal assignment and accountability of strategically selected members of our organization.
5. Continue ongoing efforts to improve upon the recruitment of diverse candidates in order to better reflect the demographics of the Salisbury community.
6. Continue efforts to develop and improve upon the quality of leadership and level of leadership accountability within our agency's existing Leadership Team.
7. Implement a "Special Events and Permitting Coordinator" position within the department through a shared staff member with the One Stop Shop. This position will help the police department more rapidly and effectively process permit applications and other functions.
8. Amend existing Police Expeditor program by seeking ways to conduct this function in-house. The overall goal of this program is to enable officers to spend greater time conducting crime deterrence patrols and providing for greater visibility/presence within neighborhoods.
9. In order to enhance our officer's readiness for high risk situations and in order to best protect their safety, provide troops with realistic "hands on" training opportunities, by conducting spontaneous high risk scenarios while officers are uniformed and working on shift.
10. Develop a process by which ongoing crime statistics are available, at a moment's notice, in order to maintain a close watch on trends.
11. Implement a Citizen's Police Academy, to take place in the Fall of 2015. This Academy, which will include a diverse population of our citizens, will enable our department to build stronger relationships with the community and will help provide a greater understanding of what is necessary to carry out the policing mission.

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 476,032	\$ 507,770	\$ 535,456	\$ 592,317	\$ 592,317
Operating	392,533	340,446	444,688	400,403	400,403
Capital	-	8,400	24,000	24,000	24,000
TOTAL	\$ 868,565	\$ 856,616	\$ 1,004,144	\$ 1,016,720	\$ 1,016,720

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Police Chief	1	1	1	1	1
Deputy Police Chief	1	1	0 ¹	0	0 ¹
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	0	0	0
Police Planner	0	0	1	1	1
Recruitment Manager	1	1	1	1	1
Training Manager	0	0	1	1	1
Management Analyst	0	0	1 ¹	1	1 ¹
Finance Specialist	1	1	0 ¹	0	0 ¹
Administrative Specialist	1	1	1	1	1
Code Enforcement Officer - NEW	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	8	8

¹Reclassification

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Building Maintenance (301)			
HVAC Replacement HP-11	\$ 12,000	\$ 12,000	\$ 12,000
HVAC Replacement HP-10	12,000	12,000	12,000
Total Capital Outlay	\$ 24,000	\$ 24,000	\$ 24,000

STATEMENT OF PURPOSE

To provide 24-hour law enforcement services for the citizens of Salisbury including: community/neighborhood patrols; investigation of criminal incidents, crime deterrence efforts, citizen contacts and relationship building efforts, traffic enforcement efforts, investigation of traffic accidents, and the overall protection of life and property.

PERFORMANCE GOALS

1. Seek innovative methods to increase officer’s ability to spend greater time conducting crime deterring patrols and providing a greater amount of visibility/presence within the neighborhoods.
2. Participate in the new Police / Community Partnership meetings taking place within the neighborhoods in order to have presence at the meetings, meet with participating citizens to build relationships and trust, and to learn of issues that need to be addressed.
3. Continue to monitor the new Quadrant patrol system in order to ensure effectiveness and a high quality of service.
4. Seek ways to improve upon relationship and trust building efforts by officers in the field, as they encounter citizens while patrolling neighborhoods.
5. Improve command and supervisory accountability at the team level, by holding them more responsible for work quality, better shift coverage scheduling, and leader/troop “professional” relationship building, and troop development.

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 3,236,425	\$ 2,716,905	\$ 2,762,619	\$ 2,750,521	\$ 2,750,521
Operating	670,876	750,748	890,398	837,983	837,983
Capital	<u>33,734</u>	<u>14,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 3,941,035	\$ 3,481,653	\$ 3,653,017	\$ 3,588,504	\$ 3,588,504

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Field Operations (000)					
Captain	1	1	1	1	1
F/O Adam Team (321)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	10	9	9	9	9
F/O Baker Team (322)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	9	9	9
F/O Charlie Team (323)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	9	9	9
F/O David Team (324)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	9	9	9
F/O TSU (327)					
Police Officer I/II/MPO	3	0	0	0	0
F/O PIT (329)					
Police Sergeant	1	0	0	0	0
Police Officer I/II/MPO	<u>7</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	57	45	45	45	45



STATEMENT OF PURPOSE

The Special Operations Division will handle the majority of all proactive policing efforts within the City of Salisbury. This division is responsible for conducting investigations and subsequent enforcement actions pertaining to major narcotics, weapons, gang and other vice-related activities. Additionally, this division will handle most surveillance, investigations, and enforcement actions related to street level gang and crime related issues which impact the quality of life within our neighborhoods. Included within this division are: Vice/Narcotics Unit and two Street Crimes Units.

PERFORMANCE GOALS

1. Establish and build criminal cases against known/major crime suspects in our community, to include drug dealers and suspected gang members. As many of these cases will be considered for federal prosecution as possible.
2. Continue to monitor the effectiveness of both Street Crimes Unit teams (PIT 1 and PIT 2) in order that their time is spent in high crime areas in order to attack quality of life issues.
3. Street Crimes Unit teams will communicate closely with and work closely with the Patrol Operations Division and the Support Services Division in order to stay abreast of their current activities and investigations.
4. Street Crimes personnel will participate in the new Police / Community Partnership meetings taking place within the neighborhoods in order to have presence at the meetings, meet with participating citizens to build relationships and trust, and to learn of issues that need to be addressed.
5. Implement a surveillance camera system, which will be deployed to “hot spot” crime areas in order to enhance crime deterrence, as well as to help solve criminal activity.

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ 946,314	\$ 933,905	\$ 931,755	\$ 931,755
Operating	-	35,308	64,924	42,688	42,688
Capital	-	14,000	-	-	-
TOTAL	\$ -	\$ 995,622	\$ 998,829	\$ 974,443	\$ 974,443

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Special Operations Admin (000)					
Captain	0	1	1	1	1
S/O PIT Team 1 (331)					
Police Sergeant	0	1	1	1	1
Police Officer I/II/MPO	0	4	4	4	4
S/O PIT Team 2 (332)					
Police Sergeant	0	1	1	1	1
Police Officer I/II/MPO	0	4	4	4	4
S/O Drug Unit (333)					
Police Sergeant	0	1	1	1	1
Police Officer I/II/MPO	<u>0</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	0	15	15	15	15

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Workload			
Total Calls	5,078	5,324	5,400
Fire Alarm Responses	632	608	650
Average Calls Per Day	13.9	14.6	15.0
Average Training Hours per Firefighter per Day	3.5	3.5	3.5
Efficiency			
Firefighters Per Shift Strength	22	22	22
Firefighters (Per Shift) Per 1,000 Population	0.67	0.67	0.67
Total Dollar Value of All Property Protected	\$ 2.8B	\$ 2.8B	\$ 2.8B
Effectiveness			
Fire Deaths (Civilians)	-	-	-
Fire Deaths (Firefighters)	-	-	-
Total Fire Loss (Dollars)	\$ 279,000	\$ 426,800	\$ 500,000
On Scene Time - % within 5 Minutes	28.0%	40.0%	35.0%

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 4,073,784	\$ 4,175,949	\$ 4,592,268	\$ 4,368,581	\$ 4,368,581
Operating	991,998	857,603	962,973	909,004	909,004
Capital	<u>10,005</u>	<u>40,800</u>	<u>941,494</u>	<u>802,494</u>	<u>802,494</u>
TOTAL	\$ 5,075,787	\$ 5,074,352	\$ 6,496,735	\$ 6,080,079	\$ 6,080,079

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Administration (000)					
Battalion Chief	1	1	1	1	1
Fire Chief	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Fire Recruiter - NEW	0	0	1	0	0
Station 1 (351)					
Battalion Chief	3	3	3	3	3
District Fire Captain	0	0	1	0	0
Fire Captain	9	9	9	9	9
Fire Engineer	6	6	6	6	6
Fire Control Specialist I/II	12	12	12	12	12
Fire Control Specialist (PT)	5	5	1 ¹	1	1 ¹
Station 2 (352)					
Fire Captain	3	3	3	3	3
Fire Control Specialist I/II	9	9	9	9	9
Fire Engineer	3	4	4	4	4
Station 3 (353)					
District Fire Captain	0	0	1	1	1
Fire Captain	3	3	2	2	2
Fire Engineer	3	3	3	3	3
Fire Control Specialist I/II	6	6	6	6	6
Station 4 (354)					
District Fire Captain	0	1	0	0	0
Fire Captain	3	1	2	2	2
Fire Engineer	3	4	4	4	4
Fire Control Specialist I/II	9	9	9	9	9
Loss Prevention & Investigations (356)					
Battalion Chief	1	1	1	1	1
Training (357)					
Battalion Chief	1	1	1	1	1
Hydrant Maintenance - TFT	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	84	85	83	81	81

¹ Positions combined into one Part Time Pool - 5 TPT positions combined into 1 position

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Administration (000)			
Replace SCBA Equipment - 90% Grant Funded ¹	\$ 659,494	\$ 659,494	\$ 659,494
Fire Station #1 (351)			
HVAC Replacement	7,500	-	-
Roof Replacement	147,000	75,000	75,000
Replacement of Thermal Image Camera	10,000	10,000	10,000
Fire Station #2 (352)			
Asphalt repairs to driveway	28,000	-	-
Fire Station #3 (353)			
HVAC Replacement	20,000	20,000	20,000
Repair front apron	10,000	-	-
Fire Station #4 (354)			
Updates to Training Room	21,500	-	-
Replacement of Thermal Image Camera	10,000	10,000	10,000
Replacement of Quad Pump	28,000	28,000	28,000
Total Capital Outlay	\$ 941,494	\$ 802,494	\$ 802,494

¹ SCBA Equipment – Offsetting Revenue \$593,544



DEPARTMENT - Public Services - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 2,181,035	\$ 2,210,172	\$ 2,403,882	\$ 2,342,375	\$ 2,342,375
Operating	2,332,202	2,497,398	3,110,336	2,692,570	2,692,570
Capital	-	36,457	435,005	158,505	158,505
TOTAL	\$ 4,513,237	\$ 4,744,027	\$ 5,949,223	\$ 5,193,450	\$ 5,193,450

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 218,485	\$ 226,465	\$ 229,235	\$ 230,687	\$ 230,687
Operating	12,138	11,630	32,105	15,981	15,981
Capital	-	-	111,000	111,000	111,000
TOTAL	\$ 230,623	\$ 238,095	\$ 372,340	\$ 357,668	\$ 357,668

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Public Services Director	1	1	1	1	1
Senior Administrative Specialist	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Roof Replacement	\$ 111,000	\$ 111,000	\$ 111,000
Total Capital Outlay	\$ 111,000	\$ 111,000	\$ 111,000

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	38,085	-	-	-	-
Capital	-	-	-	-	-
TOTAL	\$ 38,085	\$ -	\$ -	\$ -	\$ -

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

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Signs & Marking Tech	2	0	0	0	0
Traffic Signal Tech	1	0	0	0	0
Traffic Signal/Communications	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	5	0	0	0	0

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

Administration (000)

1. Plan, design, budget, direct and support the construction and maintenance of city streets, traffic signs, street signs, pavement markings and sidewalks.
2. Provides inspections for all new construction.
3. Maintains the City’s Powell Bill records.
4. Coordinates with State inspectors to insure proper maintenance to all City maintained bridges.
5. Oversees Stormwater Utility.
6. Oversees the collection and disposal of solid waste and recycling.
7. Oversees operational responses during inclement weather.

Street Maintenance (420)

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

Concrete Construction (421)

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

Signs and Markings (422)

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

Streets Miscellaneous Activities (425)

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

Powell Bill Paving & Resurfacing (426)

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

Powell Bill Bridge Maintenance/Snow (427)

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

Powell Bill-Concrete Construction (429)

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Lane Miles of Streets Paved	4.8	5.8	5.8
Lane Miles of Streets Maintained	342	342	342
Potholes Filled	948	450	750
Driveways	21	12	15
Sidewalks Replaced / Repaired - Feet	3,055	2,800	3,000
Curb & Gutter - Feet	1,025	230	500
New Handicap Ramps	10	67	25

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 586,090	\$ 742,619	\$ 883,862	\$ 841,767	\$ 841,767
Operating	718,449	910,427	1,128,941	994,641	994,641
Capital	-	-	311,500	35,000	35,000
TOTAL	\$ 1,304,539	\$ 1,653,046	\$ 2,324,303	\$ 1,871,408	\$ 1,871,408

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Administration (000)					
Street Maintenance Manager	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Street Maintenance (420)					
Equipment Operator I/II	2	1	3 ²	2	2
Street Maintenance Worker I/II	1	2	1	1	1
Concrete Construction (421)					
Crew Leader	0	0	0	1	1
Equipment Operator I/II	3	3	3	3	3
Street Maintenance Worker I/II	1	1	1	0	0
Signs & Markings (422)					
Equipment Operator I/II	0	0	2 ¹	2	2 ¹
Streets Misc. Activities (425)					
Street Maintenance Supervisor	2	2	0	0	0
Crew Leader	0	0	2	2	0
Powell Bill-Paving & Resurfacing (426)					
Equipment Operator I/II	1	0	0	0	0
Maintenance Worker	0	1	1	1	1
Powell Bill-Street Maintenance (427)					
Equipment Operator I/II	1	0	0	0	0
Maintenance Worker	0	1	1	1	1
Powell Bill-Concrete Construction (429)					
Street Maintenance Worker I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	14	14	17	16	16

¹ Positions transferred from Infrastructure Services

² Requested new position

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Admin (000)			
Roof Replacement	\$ 226,000	\$ -	\$ -
Roadway Warning Signs	10,000	10,000	10,000
Traffic Counters	25,000	25,000	25,000
Brine Mixing Station	25,000	-	-
Brine Spray Applicator	23,000	-	-
Tailgate Spreaders	2,500	-	-
Total Capital Outlay	\$ 311,500	\$ 35,000	\$ 35,000

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
City-Collected Garbage - Tons	8,130	7,925	8,000
Contracted Residential Recycling - Tons	1,606	1,540	1,600

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 375,062	\$ 327,509	\$ 320,414	\$ 339,682	\$ 339,682
Operating	882,006	923,725	1,018,559	998,957	998,957
Capital	-	-	-	-	-
TOTAL	\$ 1,257,068	\$ 1,251,234	\$ 1,338,973	\$ 1,338,639	\$ 1,338,639

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Solid Waste Mgmt Division Mgr.	1	0	0	0	0
Solid Waste Supervisor	0	1	1	1	1
Crew Leader	0	0	1 ²	1	1 ²
Equipment Operator I/II	6	5 ¹	4 ²	4	4 ²
Equipment Operator (PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	7	7	7	7

¹ One position eliminated

² Position reclassified

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 355,127	\$ 212,246	\$ 263,337	\$ 220,804	\$ 220,804
Operating	167,987	107,676	125,199	121,113	121,113
Capital	-	7,000	-	-	-
TOTAL	\$ 523,114	\$ 326,922	\$ 388,536	\$ 341,917	\$ 341,917

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Equipment Operator I/II	4	2 ¹	3	2	2
Maintenance Worker	<u>2</u>	<u>3</u> ¹	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	6	5	6	5	5

¹ One position eliminated and one position reclassified

STATEMENT OF PURPOSE

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

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 2014	FY 2015	FY 2016
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
Vehicles Maintained	313	301	292
Other Equipment Maintained	472	479	490
Buses Maintained	9	10	9

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 646,271	\$ 701,333	\$ 707,034	\$ 709,435	\$ 709,435
Operating	100,063	89,600	351,192	96,556	96,556
Capital	-	29,457	12,505	12,505	12,505
TOTAL	\$ 746,334	\$ 820,390	\$ 1,070,731	\$ 818,496	\$ 818,496

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic	6	6	6	6	6
Auto Service Tech	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	11	11	11	11	11

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
HVAC Replacement	\$ 4,000	\$ 4,000	\$ 4,000
Replace Garage Door Openers (8)	8,505	8,505	8,505
Total Capital Outlay	\$ 12,505	\$ 12,505	\$ 12,505

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 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	413,474	454,340	454,340	465,322	465,322
Capital	-	-	-	-	-
TOTAL	\$ 413,474	\$ 454,340	\$ 454,340	\$ 465,322	\$ 465,322

DEPARTMENT – Education

641

STATEMENT OF PURPOSE

To provide for funding the Supplementary Education System.

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	38,107	38,107	38,107	38,107	38,107
Capital	-	-	-	-	-
TOTAL	\$ 38,107	\$ 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 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,918,670	1,409,414	1,290,624	1,290,624	1,290,624
Capital	-	-	-	-	-
TOTAL	\$ 1,918,670	\$ 1,409,414	\$ 1,290,624	\$ 1,290,624	\$ 1,290,624

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.

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. Continue to cultivate a downtown streetscape maintenance improvement plan.
3. Develop programs and facilities in support of City Council tactical goals and objectives set forth per fiscal year.
4. Continue to monitor and evaluate the department programs, events, parks and cemeteries for efficient and effective service delivery.
5. Provide staff support to the Salisbury Tree Board, Greenway Committee, Hurley Park Advisory Board and Salisbury Parks and Recreation Advisory Board.
6. Provide maintenance for Salisbury-Rowan Utilities and North Carolina DOT contracts.

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Workload			
Acres of Park Space Owned	508	508	508
Acres of Park Space Maintained ^	229	229	229
Yards of Greenway Maintained	7,106	7,106	7,106
Number of Athletic Fields and Athletic Surfaces Maintained	34	34	34
Effectiveness			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%

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

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 2,000,331	\$ 1,523,699	\$ 1,731,658	\$ 1,663,812	\$ 1,663,812
Operating	1,229,385	764,608	852,588	729,815	729,815
Capital	<u>84,188</u>	<u>285,298</u>	<u>418,500</u>	<u>208,500</u>	<u>208,500</u>
TOTAL	\$ 3,313,904	\$ 2,573,605	\$ 3,002,746	\$ 2,602,127	\$ 2,602,127

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Administration (100)					
Parks & Recreation Director - New	0	0	1	1	1
Parks & Rec Maint Manager	1	1	1	1	1
Recreation Coordinator	0	3	3	3	3
Recreation Programmer	0	3	3	2	2
Senior Administrative Specialist	1	0	0	0	0
Seasonal Worker (TFT)	0	20	0	0	0
Seasonal Worker (TFT)	0	0	1	1	1
Recreation Aide (TPT)	0	0	1	1	1
Civic Center (601)					
Recreation Coordinator	1	0	0	0	0
Recreation Programmer	1	0	0	0	0
Recreation Aide (TPT)	1	0	0	0	0
City Park Center (602)					
Recreation Coordinator	1	0	0	0	0
Recreation Programmer	0	0	0	0	0
Recreation Aide (TPT)	2	0	0	0	0
Seasonal Worker (TFT)	5	0	0	0	0
Miller Center (603)					
Recreation Coordinator	0	0	0	0	0
Recreation Programmer	1	0	0	0	0
Recreation Aide (TPT)	1	0	0	0	0
Seasonal Worker (TPT)	9	0	0	0	0
Cemeteries (604)					
Cemetery Coordinator	1	1	1	1	1
Maintenance Worker I/II	3	3	3	3	3
Seasonal Worker (TFT)	2	2	2	2	2
Greenway / Gardens (605)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker I/II/Sr.	2	2	2	2	2
Hall Gym (606)					
Recreation Coordinator	1	0	0	0	0
Recreation Programmer	1	0	0	0	0
Recreation Aide (TPT)	2	0	0	0	0
Athletic Maintenance (608)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker I/II/Sr.	3	3	3	3	3
Seasonal Worker (TFT)	2	2	2	2	2

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Grounds Maintenance (609)					
Parks Maintenance Supervisor	1	1	1	1	1
Maintenance Worker Sr/I/II	2	1	2	2	2
Recreation Aide (TPT)	1	1	1	1	1
Sr. Maint Worker (TPT)	1	1	0	0	0
Seasonal Worker (TFT)	0	1	1	1	1
Contract Mowing (610)					
Equipment Operator	1	1	1	1	1
Maintenance Worker I	1	1	1	1	1
Arborist Downtown (611)					
Arborist/Landscape Coordinator	1	1	1	1	1
Maintenance Worker	2	2	2	2	2
Seasonal Worker (TFT)	1	1	1	1	1
Hurley Park (612)					
Park Curator	1	1	1	1	1
Senior Maintenance Worker	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	56	55	38	37	37



CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Administration (100)			
Build Two Columbaria at Memorial Park	\$ 42,000	\$ 42,000	\$ 42,000
Resurface Six Tennis Courts at City Park	40,000	-	-
Turf Repair/Lawn improvements-Fields/Facilities	20,000	-	-
Replace Play Structure Number 1 at SCP	25,000	-	-
Park Renovation at Eastern Gateway	28,000	-	-
Siding Replacement at Salisbury Community Park	10,500	-	-
Add Shelter at Lincoln Pool	20,000	-	-
Replace Flooring at Civic Center	30,000	-	-
Add Splash Pad Feature at Lincoln Pool	12,000	-	-
Exterior LED Signage at Civic, City Park, Hall Gym & Salisbury Community Park	60,000	-	-
Projects for Parks & Recreation Department		66,500	66,500
Civic Center (601)			
Roof Replacement	44,000	44,000	44,000
City Park (602)			
HVAC Replacement	22,000	22,000	22,000
Roof Replacement	16,500	16,500	16,500
HVAC Replacement	31,000	-	-
Cemeteries (604)			
Roof Replacement	15,500	15,500	15,500
Athletic Maintenance (608)			
Roof Replacement	2,000	2,000	2,000
Total Capital Outlay	\$ 418,500	\$ 208,500	\$ 208,500



General Fund Capital Reserve Fund

CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2016
With Estimated Actual for Year Ending June 30, 2015 and
Actual for Year Ended June 30, 2014

	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Estimate</u>	<u>2016</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 7,031	\$ 3,978	\$ 6,000
Other	<u>64,000</u>	<u>51,702</u>	<u>51,702</u>
Total revenues	<u>\$ 71,031</u>	<u>\$ 55,680</u>	<u>\$ 57,702</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ 1,125,202	\$ -	\$ -
Operating transfer from General Fund	1,506,200	1,545,801	1,561,638
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>1,104,976</u>
Total other financing sources	<u>\$ 2,631,402</u>	<u>\$ 1,545,801</u>	<u>\$ 2,666,614</u>
Total revenues and other financing sources	<u>\$ 2,702,433</u>	<u>\$ 1,601,481</u>	<u>\$ 2,724,316</u>

FUND - General Fund Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	250,476	329,821	129,928	129,928	129,928
Capital	<u>2,165,357</u>	<u>1,798,986</u>	<u>3,525,997</u>	<u>2,594,388</u>	<u>2,594,388</u>
TOTAL	\$ 2,415,833	\$ 2,128,807	\$ 3,655,925	\$ 2,724,316	\$ 2,724,316

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
City Council			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
	\$ 1,200	\$ 1,200	\$ 1,200
Management & Administration			
Computer Equipment Replacement	\$ 4,600	\$ 4,600	\$ 4,600
Total Capital Outlay	\$ 4,600	\$ 4,600	\$ 4,600
Public Information & Marketing			
Computer Equipment Replacement	\$ 10,252	\$ 10,252	\$ 10,252
Total Capital Outlay	\$ 10,252	\$ 10,252	\$ 10,252
Human Resources			
Computer Equipment Replacement	\$ 8,300	\$ 8,300	\$ 8,300
Total Capital Outlay	\$ 8,300	\$ 8,300	\$ 8,300
Network Operations Center			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
Total Capital Outlay	\$ 2,400	\$ 2,400	\$ 2,400
Information Technologies			
Computer Equipment Replacement	\$ 70,096	\$ 70,096	\$ 70,096
ADD Video on Demand Equipment	209,273	209,273	209,273
ADD Satellite Receivers	60,000	25,000	25,000
Replace Commvault Servers	20,000	20,000	20,000
Replace City-Wide Switches	100,000	40,000	40,000
Replace UPS 16KVA	16,000	16,000	16,000
Replace UPS & Switch 16KVA	16,000	16,000	16,000
ADD TV Anywhere	82,420	-	-
Replace VPN Appliance	15,000	-	-
ADD Wireless Access Points	80,000	-	-
Replace Tandberg Tape Array & Tapes	32,000	-	-
Commvault Backup Storage	11,500	-	-
Total Capital Outlay	\$ 712,289	\$ 396,369	\$ 396,369

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Information Technologies - Systems			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
Total Capital Outlay	\$ 1,200	\$ 1,200	\$ 1,200
Financial Services - Administration			
Computer Equipment Replacement	\$ 5,574	\$ 5,574	\$ 5,574
Total Capital Outlay	\$ 5,574	\$ 5,574	\$ 5,574
Financial Services-Business and Sales			
Computer Equipment Replacement	\$ 12,266	\$ 12,266	\$ 12,266
Total Capital Outlay	\$ 12,266	\$ 12,266	\$ 12,266
Infrastructure Management			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
ADD Ford 150 Van	24,136	-	-
Total Capital Outlay	\$ 25,336	\$ 1,200	\$ 1,200
City Office Buildings			
Computer Equipment Replacement	\$ 4,000	\$ 4,000	\$ 4,000
Total Capital Outlay	\$ 4,000	\$ 4,000	\$ 4,000
Community Planning Services - Planning			
Computer Equipment Replacement	\$ 7,800	\$ 7,800	\$ 7,800
Total Capital Outlay	\$ 7,800	\$ 7,800	\$ 7,800
Community Planning Services - Code Services			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
ADD F-150 Crew Cab Truck	27,371	-	-
Total Capital Outlay	\$ 28,571	\$ 1,200	\$ 1,200
Community Planning Services - Development Services			
Computer Equipment Replacement	\$ 1,700	\$ 1,700	\$ 1,700
Total Capital Outlay	\$ 1,700	\$ 1,700	\$ 1,700
Police-Operations			
Computer Equipment Replacement	\$ 88,125	\$ 88,125	\$ 88,125
Replace 4 cameras @ \$5,300 ea.	21,200	21,200	21,200
Replace PD00501 w/ Chevrolet Tahoe 4x4	43,687	43,687	43,687
Replace PD00509 w/ Chevrolet Tahoe 4x2	37,606	37,606	37,606
Replace PD00604 w/ Chevrolet Tahoe 4x4	40,361	40,361	40,361
Replace PD00606 w/ Chevrolet Tahoe 4x2	37,606	37,606	37,606
Replace PD00608 w/ Chevrolet Tahoe 4x2	37,606	37,606	37,606
Replace PD00609 w/ Chevrolet Caprice	31,736	31,736	31,736
Replace PD01101 w/ Chevrolet Caprice	35,756	35,756	35,756
Replace PD00804 w/ Chevrolet Tahoe 4x4	41,211	41,211	41,211
Replace PD00806 w/ Chevrolet Tahoe 4x4	43,682	43,682	43,682
Total Capital Outlay	\$ 458,576	\$ 458,576	\$ 458,576

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Fire			
Computer Equipment Replacement	\$ 27,260	\$ 27,260	\$ 27,260
Replace FD10305 w/ F-350 4x4 Pickup with Camper Shell	70,306	70,306	70,306
Replace FD10602 w/ Full Size SUV	41,556	41,556	41,556
Replace FD19401 w/ F-550 Flatbed Truck	78,606	-	-
Replace FD58803 & FD58804 Pumper w/ Pumper	506,659	506,659	506,659
Total Capital Outlay	\$ 724,387	\$ 645,781	\$ 645,781
Telecommunications			
Computer Equipment Replacement	\$ 16,400	\$ 16,400	\$ 16,400
Total Capital Outlay	\$ 16,400	\$ 16,400	\$ 16,400
Engineering			
Computer Equipment Replacement	\$ 4,100	\$ 4,100	\$ 4,100
Total Capital Outlay	\$ 4,100	\$ 4,100	\$ 4,100
Public Services - Street			
Computer Equipment Replacement	\$ 7,200	\$ 7,200	\$ 7,200
Replace ST20502 w/ 25 Cubic Yard Rear Loader	247,406	-	-
Replace ST20201 w/ Knuckle Boom Truck	140,406	-	-
Replace ST29103 w/ Tandem Dump Truck	186,106	186,106	186,106
Replace ST19502 w/ F-550 Stake Side Dump Truck	75,526	-	-
Replace ST29302 & ST39202 w M2 Freightliner with Swaploader system	216,756	216,756	216,756
Total Capital Outlay	\$ 873,400	\$ 410,062	\$ 410,062
Public Services - Solid Waste Mgmt			
Computer Equipment Replacement	\$ 1,700	\$ 1,700	\$ 1,700
Replace SW20401 w/ 25 Cubic Yard Rear Loader	247,406	247,406	247,406
Replace SW2505 w/ Automated Truck	247,006	247,006	247,006
Total Capital Outlay	\$ 496,112	\$ 496,112	\$ 496,112
Public Services - Fleet			
Computer Equipment Replacement	\$ 4,800	\$ 4,800	\$ 4,800
Total Capital Outlay	\$ 4,800	\$ 4,800	\$ 4,800

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Parks & Recreation			
Computer Equipment Replacement	\$ 9,600	\$ 9,600	\$ 9,600
Replace LS60701 w/ Zero Turn Commercial Mower	11,426	11,426	11,426
Replace PR60506 w/ Zero Turn Commercial Mower	11,426	11,426	11,426
Replace PR60703 w/ Front Cut 4x4 Mower	25,430	25,430	25,430
Replace CD69901 w/ Compact Utility Trailer	31,188	31,188	31,188
Replace CD60009 w/ Zero Turn Commerical Mower	11,426	11,426	11,426
Replace PR60505 w/ Zero Turn Infield Groomer	22,238	-	-
Total Capital Outlay	\$ 122,734	\$ 100,496	\$ 100,496
Debt Service			
Principal and Interest	\$ 129,928	\$ 129,928	\$ 129,928
Total Operating	\$ 129,928	\$ 129,928	\$ 129,928



Water & Sewer Fund

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2016
With Estimated Actual for the Year Ending June 30, 2015 and
Actual for the Year Ended June 30, 2014

	2014	2015	2016
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
OPERATING REVENUES:			
Charges for services	\$ 21,428,605	\$ 22,295,002	\$ 21,567,024
Water and sewer taps	<u>279,427</u>	<u>457,990</u>	<u>330,000</u>
Total operating revenues	<u>\$ 21,708,032</u>	<u>\$ 22,752,992</u>	<u>\$ 21,897,024</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 10,989	\$ 7,512	\$ 12,000
Miscellaneous revenues	<u>1,640,869</u>	<u>1,034,217</u>	<u>867,000</u>
Total nonoperating revenues	<u>\$ 1,651,858</u>	<u>\$ 1,041,729</u>	<u>\$ 879,000</u>
 Total revenues and other financing sources	 <u>\$ 23,359,890</u>	 <u>\$ 23,794,721</u>	 <u>\$ 22,776,024</u>



CITY OF SALISBURY
FY 2015-2016 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 13-14		FY 14-15		FY 15-16		FY 15-16		FY 15-16	
REVENUE	\$	23,359,890	\$	22,755,457	\$	22,775,093	\$	22,776,024	\$	22,776,024
EXPENSES										
		Actual		Budgeted		Requested		Mgr Recommends		Adopted
		FY 13-14		FY 14-15		FY 15-16		FY 15-16		FY 15-16
UTILITIES MGT & ADMINISTRATION										
Personnel	\$	817,333	\$	834,678	\$	848,892	\$	854,316	\$	854,316
Operations		8,858,117		3,775,714		4,467,549		4,032,650		4,032,650
Capital		-		9,200		-		-		-
TOTAL	\$	9,675,450	\$	4,619,592	\$	5,316,441	\$	4,886,966	\$	4,886,966
PLANT OPERATIONS - WATER TREATMENT										
Personnel	\$	528,867	\$	551,707	\$	569,293	\$	571,076	\$	571,076
Operations		886,460		1,085,599		1,144,557		1,025,347		1,025,347
Capital		-		-		-		-		-
TOTAL	\$	1,415,327	\$	1,637,306	\$	1,713,850	\$	1,596,423	\$	1,596,423
SYSTEMS MAINTENANCE										
Personnel	\$	1,407,836	\$	1,588,197	\$	1,557,286	\$	1,557,079	\$	1,557,079
Operations		1,401,716		1,912,871		3,323,705		2,243,939		2,243,939
Capital		(31,982)		407,850		703,738		502,000		502,000
TOTAL	\$	2,777,570	\$	3,908,918	\$	5,584,729	\$	4,303,018	\$	4,303,018
ENVIRONMENTAL SERVICES										
Personnel	\$	485,957	\$	506,120	\$	504,100	\$	505,982	\$	505,982
Operations		84,218		112,551		101,640		98,527		98,527
Capital		-		-		-		-		-
TOTAL	\$	570,175	\$	618,671	\$	605,740	\$	604,509	\$	604,509
PLANT OPERATIONS - WASTEWATER TREATMENT										
Personnel	\$	810,937	\$	850,947	\$	894,903	\$	894,616	\$	894,616
Operations		1,725,482		1,895,969		2,018,110		1,916,155		1,916,155
Capital		-		-		-		-		-
TOTAL	\$	2,536,419	\$	2,746,916	\$	2,913,013	\$	2,810,771	\$	2,810,771
METER SERVICES										
Personnel	\$	550,324	\$	580,048	\$	606,818	\$	605,710	\$	605,710
Operations		119,555		117,467		121,933		119,635		119,635
Capital		-		-		-		-		-
TOTAL	\$	669,879	\$	697,515	\$	728,751	\$	725,345	\$	725,345
PLANTS MAINTENANCE										
Personnel	\$	680,862	\$	670,076	\$	698,169	\$	701,555	\$	701,555
Operations		1,334,663		1,566,370		3,362,560		1,904,173		1,904,173
Capital		-		-		51,500		21,500		21,500
TOTAL	\$	2,015,525	\$	2,236,446	\$	4,112,229	\$	2,627,228	\$	2,627,228

	Actual FY 13-14		Budgeted FY 14-15		Requested FY 15-16		Mgr Recommends FY 15-16		Adopted FY 15-16	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,587,917		6,290,093		5,221,764		5,221,764		5,221,764
Capital		-		-		-		-		-
TOTAL	\$	1,587,917	\$	6,290,093	\$	5,221,764	\$	5,221,764	\$	5,221,764
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	-	\$	-	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	5,282,116	\$	5,581,773	\$	5,679,461	\$	5,690,334	\$	5,690,334
Operations		15,998,128		16,756,634		19,761,818		16,562,190		16,562,190
Capital		(31,982)		417,050		755,238		523,500		523,500
TOTALS	\$	21,248,262	\$	22,755,457	\$	26,196,517	\$	22,776,024	\$	22,776,024

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	<u>FY 2014</u> <u>Actual</u>	<u>FY 2015</u> <u>Estimate</u>	<u>FY 2016</u> <u>Projected</u>
Administrative Workload			
FTEs	92	90	90
Total Estimated Population Receiving Water Service (countywide)	52,850	52,950	53,100
Total Estimated Population Receiving Sewer Service (countywide)	51,800	51,900	52,000
Land Area Spanned for Water Service (square miles)	47.3	47.4	47.6
Land Area Spanned for Sewer Service (square miles)	45.3	45.4	45.5
Number of Water Connections	20,700	20,734	20,850
Number of Sewer Connections	17,650	17,681	17,725
Residential Water Rate (per 1 CCF) *	\$ 3.49	\$ 3.63	\$ 3.63
Residential Sewer Rate (per 1 CCF)	\$ 4.76	\$ 4.83	\$ 4.83
Administrative Efficiency			
Employee Turnover Rate	4.3%	10.0%	6.6%
Operating Costs Per 1,000 Population Served (water)	\$ 151,037	\$ 155,172	\$ 156,000
FTEs Per Square Mile Served	1.95	1.90	1.89
Average Residential Utility Bill as Percent of Median Household Income	2.08%	2.20%	2.20%
Administrative Effectiveness			
Average Years of Experience	11.5	11.6	11.7
Service Density (Population Served per Square Mile) - Water	1,117	1,117	1,116
Service Density (Population Served per Square Mile) - Sewer	1,143	1,143	1,143
Average Residential Rate Increase (% over prior year)	0.0%	2.9%	0.0%

* 1 CCF = 100 cubic feet of water

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 817,333	\$ 834,678	\$ 848,892	\$ 854,316	\$ 854,316
Operating	8,858,117	3,775,714	4,467,549	4,032,650	4,032,650
Capital	-	9,200	-	-	-
TOTAL	\$ 9,675,450	\$ 4,619,592	\$ 5,316,441	\$ 4,886,966	\$ 4,886,966

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Administration (100)					
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician	1	1	1	1	1
Utilities Engineering (800)					
Utilities Engineering Manager	1	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Utilities GIS (801)					
Senior Engineer	1	1	1	1	1
GIS Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	10	10



STATEMENT OF PURPOSE

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

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 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Water Treatment Workload			
Number of Water Treatment FTEs (includes lab & maintenance)	10	10	10
Millions of Gallons Potable Water Produced	3,180	3,200	3,200
Number of Water Quality Complaints	46	45	45
Number of Water Analyses Performed	95,150	95,150	95,150
Water Treatment Efficiency			
Cost Per Million Gallons of Potable Water Produced	\$605	\$577	\$595
Water Treatment Effectiveness			
Average Water Plant Operational Capacity	36.3%	36.5%	36.5%
Average Daily Potable Water Turbidity (NTU)	0.06	0.06	0.06

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 528,867	\$ 551,707	\$ 569,293	\$ 571,076	\$ 571,076
Operating	886,460	1,085,599	1,144,557	1,025,347	1,025,347
Capital	-	-	-	-	-
TOTAL	\$ 1,415,327	\$ 1,637,306	\$ 1,713,850	\$ 1,596,423	\$ 1,596,423

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Water Treatment Plant (811)					
Plants Operations Manager	1	1	1	1	1
Senior Water Treatment Plant Operator	2	2	2	2	2
Waste Treatment Plant Operator I/II	4	4	4	4	4
Chemist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	8	8	8	8

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Distribution & Collection Workload			
Inch Miles of Distribution Line Maintained	3,890	3,900	4,000
Inch Miles of Collection Line Maintained	4,260	4,260	4,300
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	36	36	35
Total Water, Sewer & Irrigation Taps Installed by SRU	127	90	125
Distribution Line Failures	172	140	140
Collection Line Failures	10	10	10
Reported Complaints	517	400	400
Distribution & Collection Efficiency			
Cost Per Inch Mile of Distribution Line Maintained	\$ 289	\$ 291	\$ 293
Cost Per Inch Mile of Collection Line Maintained	\$ 210	\$ 293	\$ 225
Distribution & Collection Effectiveness			
Failures Per Inch Mile of Distribution Line Maintained	0.044	0.036	0.035
Incidents Per Inch Mile of Collection Line Maintained	0.002	0.002	0.002

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 1,407,836	\$ 1,588,197	\$ 1,557,286	\$ 1,557,079	\$ 1,557,079
Operating	1,401,716	1,912,871	3,323,705	2,243,939	2,243,939
Capital	\$ (31,982)	407,850	703,738	502,000	502,000
TOTAL	\$ 2,777,570	\$ 3,908,918	\$ 5,584,729	\$ 4,303,018	\$ 4,303,018

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Administration (100)					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	2	2	2	2	2
Senior Office Assistant	1	1	1	1	1
Distribution Maint. & Const. (850)					
Construction Foreman	1	1	1	1	1
Maintenance Worker	4	2	2	2	2
Utilities Locator	2	2	2	1 ¹	1 ¹
New Water/Sewer Connections (851)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	2	2	2	2	2
Water/Sewer Svc Rplcment (853)					
Assistant Systems Manager	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	4	4	4	4	4
Preventive Maintenance (854)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	3	3	3	3	3
Collection Maint. & Construction (856)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	2	2	2	2	2
Hydrant & Valve Maintenance (859)					
Maintenance Supervisor	1	1	1	1	1
Maintenance Worker	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	30	28	28	27	27

¹ One position eliminated



CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
W-S Maint/Constr (100)			
Automatic Security Gate	\$ 24,000	\$ 24,000	\$ 24,000
W-S Maint/Constr (854)			
RAT Sewer Line Rapid Assesment Tool	28,000	28,000	28,000
Water Sewer Extensions (857)			
Town of China Grove	25,000	25,000	25,000
Town of Rockwell	25,000	25,000	25,000
Town of Spencer	25,000	25,000	25,000
Town of Granite Quarry	25,000	25,000	25,000
Forest Glen, Phase III	25,869	-	
Town of China Grove	25,000	25,000	25,000
Town of Spencer	25,000	25,000	25,000
Town of Granite Quarry	25,000	25,000	25,000
Town of Rockwell	25,000	25,000	25,000
Forest Glen, Phase III	25,869	-	-
Centerview Lift Station Abandonment	250,000	250,000	250,000
NCDOT Project for Railroad	150,000	-	-
Total Capital Outlay	\$ 703,738	\$ 502,000	\$ 502,000



STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Environmental Services Workload			
Lab-Number of test that wastewater lab is certified to perform	28	28	28
Lab-Number of Wastewater Analyses Performed-Estimate	9,000	9,000	9,000
Pretreatment - Number of Permitted Industries (SIUs and Locals)	10	10	10
PT- Number of Inspections completed	10	10	10
PT- Surcharge (9 out of 12 months of FY 2013-14)	\$ 198,875	\$ 175,000	\$ 175,000
PT-Number of NOV's issued	6	10	10
PT- Amount of Penalties issued	\$ -	\$ 1,000	\$ 1,000
FOG - Number of regulated Food Service Establishments (FSEs)	288	305	310
FOG- Number of Inspections completed	398	350	350
FOG- Number of NOV's issued	11	10	5
FOG- Amount of penalties issued	\$ 1,459	\$ 700	\$ 500

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 485,957	\$ 506,120	\$ 504,100	\$ 505,982	\$ 505,982
Operating	84,218	112,551	101,640	98,527	98,527
Capital	-	-	-	-	-
TOTAL	\$ 570,175	\$ 618,671	\$ 605,740	\$ 604,509	\$ 604,509

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Environmental Services Manager	1	1	1	1	1
Laboratory Supervisor	1	1	1	1	1
Laboratory Analyst	1	1	1	1	1
Chemist	1	1	1	1	1
Fog Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Wastewater Treatment Workload			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	31	31	31
Millions of Gallons Wastewater Treated	2,703	2,400	2,500
Tons of Dry Bio-Solids Land-Applied	1,825	1,800	1,800
Wastewater Treatment Efficiency			
Number of FTEs Per Wastewater Treatment Plant	15.5	15.5	15.5
Cost Per Million Gallons of Wastewater Treated	\$1,565	\$1,594	\$1,650
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$400	\$428	\$435
Wastewater Treatment Effectiveness			
Average Wastewater Plant Operational Capacity	59%	48%	55%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solid)	11.5	10.0	10.0
Gallons of Wastewater Returned Per Potable Gallons Produced	0.85	0.75	0.78
Pounds of Solids Out Per Pounds In (de-water/land apply)	4400/3650	4350/3600	4350/3600

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 810,937	\$ 850,947	\$ 894,903	\$ 894,616	\$ 894,616
Operating	1,725,482	1,895,969	2,018,110	1,916,155	1,916,155
Capital	-	-	-	-	-
TOTAL	\$ 2,536,419	\$ 2,746,916	\$ 2,913,013	\$ 2,810,771	\$ 2,810,771

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Administration (100)					
Plant Operations Manager	1	1	1	1	1
Town Creek WWTP (901)					
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	5	5	5	5	5
Grant Creek WWTP (902)					
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	4	4	4	4	4
Residuals Management (903)					
Residuals Operator	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	15	15	15	15	15

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2014	FY 2015	FY 2016
	Actual	Estimate	Projected
Workload			
Meter Readings Per Fiscal Year	256,014	256,704	258,000
Efficiency			
Cost Per 100 Meter Readings	\$ 205	\$ 206	\$ 207
Effectiveness			
Percent of Meters Misread	0.05%	0.05%	0.05%

BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
Personnel	\$ 550,324	\$ 580,048	\$ 606,818	\$ 605,710	\$ 605,710
Operating	119,555	117,467	121,933	119,635	119,635
Capital	-	-	-	-	-
TOTAL	\$ 669,879	\$ 697,515	\$ 728,751	\$ 725,345	\$ 725,345

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Meter Maintenance (852)					
Senior Meter Mechanic	1	1	1	1	1
Meter Services Technician	2	2	2	2	2
Meter Reading (855)					
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	1	1	1
Meter Reader/Meter Services Technician	7	7	7	7	7
TOTAL	12	12	12	12	12

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 680,862	\$ 670,076	\$ 698,169	\$ 701,555	\$ 701,555
Operating	1,334,663	1,566,370	3,362,560	1,904,173	1,904,173
Capital	-	-	51,500	21,500	21,500
TOTAL	\$ 2,015,525	\$ 2,236,446	\$ 4,112,229	\$ 2,627,228	\$ 2,627,228

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
PM Administration (000)					
SCADA Technician	1	1	1	1	1
PM Water Treatment Plant (811)					
Maintenance Technician	1	1	1	1	1
PM Sewer Maintenance (856)					
Utilities Systems Supervisor	1	1	1	1	1
Maintenance Technician	3	3	3	3	3
PM Town Creek WWTP (901)					
Maintenance Technician	2	2	2	2	2
PM Grant Creek WWTP (902)					
Plant Maintenance Supervisor	1	1	1	1	1
Maintenance Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	10	10

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
PM WTP (811)			
Roof Replacement	\$ 21,500	\$ 21,500	\$ 21,500
PM Distribution Maint/Const (850)			
Hurley School Generator	<u>30,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 51,500	\$ 21,500	\$ 21,500

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,587,917	6,290,093	5,221,764	5,221,764	5,221,764
Capital	-	-	-	-	-
TOTAL	\$ 1,587,917	\$ 6,290,093	\$ 5,221,764	\$ 5,221,764	\$ 5,221,764



Water & Sewer Capital Reserve Fund

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

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2016
With Estimated Actual for the Year Ending June 30, 2015 and
Actual for the Year Ended June 30, 2014

	2014	2015	2016
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 1,860	\$ 984	\$ 1,000
Total miscellaneous	<u>\$ 1,860</u>	<u>\$ 984</u>	<u>\$ 1,000</u>
 OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 458,607	\$ 488,735	\$ 384,911
Total other financing sources	<u>\$ 458,607</u>	<u>\$ 488,735</u>	<u>\$ 384,911</u>
 Total revenues and other financing sources	<u><u>\$ 460,467</u></u>	<u><u>\$ 489,719</u></u>	<u><u>\$ 385,911</u></u>

FUND - Water and Sewer Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY13-14	Budgeted FY14-15	Requested FY15-16	Mgr Recommends FY15-16	Adopted FY15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	231,077	-	94,218	94,218
Capital	<u>183,468</u>	<u>261,658</u>	<u>418,835</u>	<u>291,693</u>	<u>291,693</u>
TOTAL	\$ 183,468	\$ 492,735	\$ 418,835	\$ 385,911	\$ 385,911

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Administration			
Computer Equipment Replacement	\$ 73,457	\$ 73,457	\$ 73,457
Replace Network Switches	42,484	42,484	42,484
Replace UE10001 w/F-150 4x4 Camper Shell	<u>32,716</u>	<u>32,716</u>	<u>32,716</u>
Total Capital Outlay	\$ 148,657	\$ 148,657	\$ 148,657
Plant Operations - Water Treatment			
Computer Equipment Replacement	\$ 17,304	\$ 17,304	\$ 17,304
Replace PO10401 with F-150 4x4	<u>27,966</u>	<u>27,966</u>	<u>27,966</u>
Total Capital Outlay	\$ 45,270	\$ 45,270	\$ 45,270
Systems Maintenance			
Computer Equipment Replacement	\$ 15,900	\$ 15,900	\$ 15,900
Replace SM19721 w/ F-550 Stake Side Dump	66,326	-	-
Replace SM10611 w/ F-350 Utility Body	54,816	-	-
Replace SM38502 w/ 5 Ton Equipment	<u>6,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 143,042	\$ 15,900	\$ 15,900
Environmental Services			
Computer Equipment Replacement	\$ 14,450	\$ 14,450	\$ 14,450
Total Capital Outlay	\$ 14,450	\$ 14,450	\$ 14,450
Plant Operations - Wastewater Treatment			
Computer Equipment Replacement	\$ 9,212	\$ 9,212	\$ 9,212
Total Capital Outlay	\$ 9,212	\$ 9,212	\$ 9,212

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Meter Services			
Computer Equipment Replacement	\$ 20,804	\$ 20,804	\$ 20,804
Total Capital Outlay	\$ 20,804	\$ 20,804	\$ 20,804
Plants Maintenance			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
ADD 100kw Stationary Generator	35,000	35,000	35,000
Total Capital Outlay	\$ 37,400	\$ 37,400	\$ 37,400



Transit Fund

CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2016
With Estimated Actual for the Year Ending June 30, 2015 and
Actual for the Year Ended June 30, 2014

	2014	2015	2016
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 91,483	\$ 84,000	\$ 80,100
Other operating revenues	<u>14,223</u>	<u>1,500</u>	<u>-</u>
Total operating revenues	<u>\$ 105,706</u>	<u>\$ 85,500</u>	<u>\$ 80,100</u>
NONOPERATING REVENUES:			
Intergovernmental	\$ 558,062	\$ 687,906	\$ 1,136,974
Miscellaneous revenues	<u>386</u>	<u>272</u>	<u>-</u>
Total nonoperating revenues	<u>\$ 558,448</u>	<u>\$ 688,178</u>	<u>\$ 1,136,974</u>
OTHER FINANCING SOURCES:			
Operating Transfer from General Fund	\$ 413,474	\$ 454,340	\$ 465,322
Total other financing sources	<u>\$ 413,474</u>	<u>\$ 454,340</u>	<u>\$ 465,322</u>
Total revenues and other financing sources	<u>\$ 1,077,628</u>	<u>\$ 1,228,018</u>	<u>\$ 1,682,396</u>

CITY OF SALISBURY
FY 2015-2016 BUDGET SUMMARY
TRANSIT FUND

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
REVENUE	\$ 1,077,627	\$ 1,116,936	\$ 1,658,433	\$ 1,682,396	\$ 1,682,396
EXPENSES	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
TRANSIT - OPERATIONS					
Personnel	\$ 440,975	\$ 460,340	\$ 499,535	\$ 497,855	\$ 497,855
Operations	216,235	310,049	563,884	555,928	555,928
Capital	-	-	-	-	-
TOTAL	\$ 657,210	\$ 770,389	\$ 1,063,419	\$ 1,053,783	\$ 1,053,783
TRANSIT - ADMINISTRATION					
Personnel	\$ 126,435	\$ 129,091	\$ 129,978	\$ 154,549	\$ 154,549
Operations	283,389	182,330	193,819	193,069	193,069
Capital	-	-	-	-	-
TOTAL	\$ 409,824	\$ 311,421	\$ 323,797	\$ 347,618	\$ 347,618
TRANSIT - CAPITAL					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	-	-	-
Capital	31,846	35,126	280,995	280,995	280,995
TOTAL	\$ 31,846	\$ 35,126	\$ 280,995	\$ 280,995	\$ 280,995
GRAND TOTAL					
Personnel	\$ 567,410	\$ 589,431	\$ 629,513	\$ 652,404	\$ 652,404
Operations	499,624	492,379	757,703	748,997	748,997
Capital	31,846	35,126	280,995	280,995	280,995
TOTALS	\$ 1,098,880	\$ 1,116,936	\$ 1,668,211	\$ 1,682,396	\$ 1,682,396

STATEMENT OF PURPOSE

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

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Projected
Workload			
Number of Passengers -Fixed Route	165,956	165,960	165,960
Number of Passengers - ADA	5,741	6,314	6,377
Number of Full-sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven	112,578	114,001	125,597
Gallons of Fuel Used	28,698	29,904	33,769
Fares Collected (Dollars) - Fixed Route	\$86,329	\$86,510	\$80,100
State Matching Funds Collected	\$212,684	\$181,495	\$181,495
Efficiency			
Average Cost Per Mile	\$ 8.15	\$ 11.52	\$ 14.98
Average Cost Per Passenger - Routine	\$ 5.53	\$ 6.89	\$ 8.96
Average Cost Per Passenger - ADA	\$ 11.57	\$ 16.07	\$ 20.89
Effectiveness			
Complaints Received **	8	12	12
Number of Break-Downs	1	0	0
Number of Driver Vacancies	0	0	0
Accidents	1	0	0
Injuries	12	0	0

**Anticipated route change in FY 2016 to impact mileage, trips, and fuel consumption

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 126,435	\$ 129,091	\$ 129,978	\$ 154,549	\$ 154,549
Operating	283,389	182,330	193,819	193,069	193,069
Capital	-	-	-	-	-
TOTAL	\$ 409,824	\$ 311,421	\$ 323,797	\$ 347,618	\$ 347,618

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

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

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 440,975	\$ 460,340	\$ 499,535	\$ 497,855	\$ 497,855
Operating	216,235	310,049	563,884	555,928	555,928
Capital	-	-	-	-	-
TOTAL	\$ 657,210	\$ 770,389	\$ 1,063,419	\$ 1,053,783	\$ 1,053,783

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Transit Operator	6	6	6	6	6
Mechanic	2	2	2	2	2
Fleet Services Shift Supervisor	1	1	1	1	1
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	10	10

DEPARTMENT - Public Services
DIVISION- Transit Capital Outlay

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BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	<u>31,846</u>	<u>35,126</u>	<u>280,995</u>	<u>280,995</u>	<u>280,995</u>
TOTAL	\$ 31,846	\$ 35,126	\$ 280,995	\$ 280,995	\$ 280,995

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Fuel Injection Pressure Test Kit	\$ 374	\$ 374	\$ 374
WTEC Universal Breakout Box	1,650	1,650	1,650
Wheel Adaptors for Koni Lift	1,024	1,024	1,024
Sterni Koni Lifts	30,000	30,000	30,000
22 Ton Air/Hydraulic Axle Jack	660	660	660
Oil Water Separator	80,000	80,000	80,000
Bus Stop Signs	2,000	2,000	2,000
Suveillance System Hard Drives (3)	3,000	3,000	3,000
Automated Vehicle Locator	12,200	12,200	12,200
Shelters, Trash Cans, Benches (6)	87,986	87,986	87,986
Advertising Benches (6)	6,000	6,000	6,000
Vehicle Spare Parts	22,901	22,901	22,901
Roof Replacement	25,200	25,200	25,200
HVAC Replacement	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>
Total Capital Outlay	\$ 280,995	\$ 280,995	\$ 280,995



Fibrant Communications Fund

CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2016
With Estimated Actual for the Year Ending June 30, 2015 and
Actual for the Year Ended June 30, 2014

	2014	2015	2016
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 4,428,763	\$ 5,942,938	\$ 6,236,887
Other operating revenues	<u>382,994</u>	<u>522,374</u>	<u>522,653</u>
Total operating revenues	<u>\$ 4,811,757</u>	<u>\$ 6,465,312</u>	<u>\$ 6,759,540</u>
NONOPERATING REVENUES:			
Miscellaneous revenues	<u>\$ 103,476</u>	<u>\$ 31,510</u>	<u>\$ 31,510</u>
Total nonoperating revenues	<u>\$ 103,476</u>	<u>\$ 31,510</u>	<u>\$ 31,510</u>
Total revenues and other financing sources	<u><u>\$ 4,915,233</u></u>	<u><u>\$ 6,496,822</u></u>	<u><u>\$ 6,791,050</u></u>

CITY OF SALISBURY
FY 2015-2016 BUDGET SUMMARY
FIBRANT COMMUNICATIONS FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
REVENUE	\$ 4,915,233	\$ 6,241,621	\$ 6,854,864	\$ 6,791,050	\$ 6,791,050
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
PROGRAMMING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	1,836,766	2,014,806	2,438,757	2,223,318	2,223,318
Capital	-	-	-	-	-
TOTAL	\$ 1,836,766	\$ 2,014,806	\$ 2,438,757	\$ 2,223,318	\$ 2,223,318
BROADBAND SYSTEMS					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	180,534	166,848	241,394	241,394	241,394
Capital	-	-	-	-	-
TOTAL	\$ 180,534	\$ 166,848	\$ 241,394	\$ 241,394	\$ 241,394
SERVICE DELIVERY					
Personnel	\$ 230,656	\$ 242,742	\$ 246,368	\$ 245,949	\$ 245,949
Operations	482,926	75,401	72,455	217,056	217,056
Capital	728,696	659,938	742,115	742,115	742,115
TOTAL	\$ 1,442,278	\$ 978,081	\$ 1,060,938	\$ 1,205,120	\$ 1,205,120
DEBT SERVICE					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	1,329,882	3,081,886	3,121,218	3,121,218	3,121,218
Capital	-	-	-	-	-
TOTAL	\$ 1,329,882	\$ 3,081,886	\$ 3,121,218	\$ 3,121,218	\$ 3,121,218
GRAND TOTAL					
Personnel	\$ 230,656	\$ 242,742	\$ 246,368	\$ 245,949	\$ 245,949
Operations	3,830,108	5,338,941	5,873,824	5,802,986	5,802,986
Capital	728,696	659,938	742,115	742,115	742,115
TOTALS	\$ 4,789,460	\$ 6,241,621	\$ 6,862,307	\$ 6,791,050	\$ 6,791,050

BROADBAND SERVICES

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

DEPARTMENT - Programming

860

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,836,766	2,014,806	2,438,757	2,223,318	2,223,318
Capital	-	-	-	-	-
TOTAL	\$ 1,836,766	\$ 2,014,806	\$ 2,438,757	\$ 2,223,318	\$ 2,223,318

DEPARTMENT – Broadband Systems

870

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	180,534	166,848	241,394	241,394	241,394
Capital	-	-	-	-	-
TOTAL	\$ 180,534	\$ 166,848	\$ 241,394	\$ 241,394	\$ 241,394

DEPARTMENT – Service Delivery

880

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 230,656	\$ 242,742	\$ 246,368	\$ 245,949	\$ 245,949
Operating	482,926	75,401	72,455	217,056	217,056
Capital	728,696	659,938	742,115	742,115	742,115
TOTAL	\$ 1,442,278	\$ 978,081	\$ 1,060,938	\$ 1,205,120	\$ 1,205,120

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Installation (221)					
Broadband Technician	1	1	1	1	1
Service Delivery Supervisor	1	1	1	1	1
Outside Plant Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Set-top boxes	\$ 279,216	\$ 279,216	\$ 279,216
Fiber Drops & Powering	165,521	165,521	165,521
ONTs	287,378	287,378	287,378
Construction Labor	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Capital Outlay	\$ 742,115	\$ 742,115	\$ 742,115

DEPARTMENT – Debt Service

901

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,329,882	3,081,886	3,121,218	3,121,218	3,121,218
Capital	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 1,329,882	\$ 3,081,886	\$ 3,121,218	\$ 3,121,218	\$ 3,121,218

Stormwater Utility Fund

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER UTILITY

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2016
With Estimated Actual for the Year Ending June 30, 2015 and
Actual for the Year Ended June 30, 2014

	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Estimate</u>	<u>2016</u> <u>Budget</u>
OPERATING REVENUES:			
Charges for services	<u>\$ 1,142,555</u>	<u>\$ 1,134,552</u>	<u>\$ 1,235,484</u>
Total operating revenues	<u>\$ 1,142,555</u>	<u>\$ 1,134,552</u>	<u>\$ 1,235,484</u>
NONOPERATING REVENUES:			
Miscellaneous revenues	<u>\$ 11,372</u>	<u>\$ 15,409</u>	<u>\$ 10,716</u>
Total nonoperating revenues	<u>\$ 11,372</u>	<u>\$ 15,409</u>	<u>\$ 10,716</u>
 Total revenues	 <u>\$ 1,153,927</u>	 <u>\$ 1,149,961</u>	 <u>\$ 1,246,200</u>



CITY OF SALISBURY
FY 2015-2016 BUDGET SUMMARY
STORMWATER FUND

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
REVENUE	\$ 1,153,927	\$ 1,146,583	\$ 1,164,300	\$ 1,246,200	\$ 1,246,200
EXPENSES	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 15-16
STORMWATER - ADMINISTRATION AND ENGINEERING					
Personnel	\$ 109,784	\$ 148,005	\$ 162,244	\$ 159,389	\$ 159,389
Operations	376,360	380,777	527,541	461,523	461,523
Capital	-	-	-	-	-
TOTAL	\$ 486,144	\$ 528,782	\$ 689,785	\$ 620,912	\$ 620,912
STORMWATER - STREET CLEANING					
Personnel	\$ 86,174	\$ 151,745	\$ 159,027	\$ 159,141	\$ 159,141
Operations	101,318	112,362	115,118	113,565	113,565
Capital	-	-	-	-	-
TOTAL	\$ 187,492	\$ 264,107	\$ 274,145	\$ 272,706	\$ 272,706
STORMWATER - STORM DRAINAGE					
Personnel	\$ 83,436	\$ 108,075	\$ 90,238	\$ 89,530	\$ 89,530
Operations	52,288	64,644	68,453	67,480	67,480
Capital	-	-	-	-	-
TOTAL	\$ 135,724	\$ 172,719	\$ 158,691	\$ 157,010	\$ 157,010
STORMWATER - LEAF COLLECTION					
Personnel	\$ 159,185	\$ 133,605	\$ 141,346	\$ 139,493	\$ 139,493
Operations	32,241	47,370	57,337	56,079	56,079
Capital	-	-	-	-	-
TOTAL	\$ 191,426	\$ 180,975	\$ 198,683	\$ 195,572	\$ 195,572
GRAND TOTAL					
Personnel	\$ 438,579	\$ 541,430	\$ 552,855	\$ 547,553	\$ 547,553
Operations	562,207	605,153	768,449	698,647	698,647
Capital	-	-	-	-	-
TOTALS	\$ 1,000,786	\$ 1,146,583	\$ 1,321,304	\$ 1,246,200	\$ 1,246,200

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 109,784	\$ 148,005	\$ 162,244	\$ 159,389	\$ 159,389
Operating	376,360	380,777	527,541	461,523	461,523
Capital	-	-	-	-	-
TOTAL	\$ 486,144	\$ 528,782	\$ 689,785	\$ 620,912	\$ 620,912

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Storm Water Engineer	1	1	1	1	1
Storm Water Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2



DEPARTMENT - Stormwater
DIVISION – Street Cleaning

831

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 86,174	\$ 151,745	\$ 159,027	\$ 159,141	\$ 159,141
Operating	101,318	112,362	115,118	113,565	113,565
Capital	-	-	-	-	-
TOTAL	\$ 187,492	\$ 264,107	\$ 274,145	\$ 272,706	\$ 272,706

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Equipment Operator	2	2	2	2	2
Maintenance Worker Sr/I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

DEPARTMENT - Stormwater
DIVISION- Storm Drainage

832

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 83,436	\$ 108,075	\$ 90,238	\$ 89,530	\$ 89,530
Operating	52,288	64,644	68,453	67,480	67,480
Capital	-	-	-	-	-
TOTAL	\$ 135,724	\$ 172,719	\$ 158,691	\$ 157,010	\$ 157,010

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Equipment Operator	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	2	2	2	2	2

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ 159,185	\$ 133,605	\$ 141,346	\$ 139,493	\$ 139,493
Operating	32,241	47,370	57,337	56,079	56,079
Capital	-	-	-	-	-
TOTAL	\$ 191,426	\$ 180,975	\$ 198,683	\$ 195,572	\$ 195,572

PERSONNEL DETAIL

Position Title	Authorized FY 13-14	Authorized FY 14-15	Requested FY 15-16	Mgr. Recommends FY 15-16	Adopted FY 15-16
Equipment Operator	2	2	2	2	2
Maintenance Worker Sr/I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3





Stormwater Capital Reserve Fund

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2016
With Estimated Actual for the Year Ending June 30, 2015 and
Actual for the Year Ended June 30, 2014

	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Estimate</u>	<u>2016</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 72	\$ 84	\$ -
Total miscellaneous	<u>\$ 72</u>	<u>\$ 84</u>	<u>\$ -</u>
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 64,260	\$ 63,547	\$ 93,384
Total other financing sources	<u>\$ 64,260</u>	<u>\$ 63,547</u>	<u>\$ 93,384</u>
 Total revenues and other financing sources	 <u>\$ 64,332</u>	 <u>\$ 63,631</u>	 <u>\$ 93,384</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 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	5,697	-	1,534	1,534
Capital	-	57,850	91,850	91,850	91,850
TOTAL	\$ -	\$ 63,547	\$ 91,850	\$ 93,384	\$ 93,384

CAPITAL OUTLAY

	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Administration			
Computer Equipment Replacement	\$ 2,850	\$ 2,850	\$ 2,850
ADD Compost Tractor	89,000	89,000	89,000
Total Capital Outlay	\$ 91,850	\$ 91,850	\$ 91,850



Special Revenue Funds

CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2016
With Estimated Actual for the Year Ending June 30, 2015 and
Actual for the Year Ended June 30, 2014

	2014	2015	2016
	Actual	Estimate	Budget
REVENUES:			
Intergovernmental:			
Federal	\$ 261,419	\$ 467,000	\$ 376,820
Miscellaneous:			
Other	\$ 34,438	\$ 23,000	\$ 30,000
 Total revenues	 \$ 295,857	 \$ 490,000	 \$ 406,820

FUND – Special Revenue Funds

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 13-14	Budgeted FY 14-15	Requested FY 15-16	Mgr Recommends FY 15-16	Adopted FY 15-16
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	295,857	364,215	406,820	406,820	406,820
Capital	-	-	-	-	-
TOTAL	\$ 295,857	\$ 364,215	\$ 406,820	\$ 406,820	\$ 406,820



Internal Service Funds

CITY OF SALISBURY, NORTH CAROLINA

INTERNAL SERVICE FUNDS

FINANCIAL PLAN

For the Year Ending June 30, 2016

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

REVENUES	
Charges for Services	\$ 4,841,473
Miscellaneous Revenues	<u>25,000</u>
Total Revenues	<u>\$ 4,866,473</u>
EXPENDITURES	
Employee Benefits	\$ 4,826,673
Miscellaneous Expenditures	<u>40,000</u>
Total Expenditures	<u>\$ 4,866,673</u>

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

REVENUES	
Charges for Services	\$ 304,850
Interest Earned on Investments	1,000
Appropriate from Reserves	<u>64,150</u>
Total Revenues	<u>\$ 370,000</u>
EXPENDITURES	
Employee Benefits	<u>\$ 370,000</u>
Total Expenditures	<u>\$ 370,000</u>



Capital Improvement Program

DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2015 – 2019

OVERVIEW

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

CAPITAL IMPROVEMENT DEFINITION

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

GENERAL FUND SUMMARY: FY2015-19

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

WATER AND SEWER FUND: WATER SUMMARY: FY2015-19

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


WATER AND SEWER FUND: SEWER SUMMARY: FY2015-19

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


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

<i>HVAC Replacement</i>	FUND / DEPARTMENT <i>General Fund</i> <i>Various Departments</i>	CONTACT NAME AND NUMBER <i>Rob Cranwell</i> <i>Tel. 704-216-7573</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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition		589	100	100	100	100	989
Other							
Capital Total		589	100	100	100	100	989
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Roof Replacements</i>		FUND / DEPARTMENT <i>General Fund</i> <i>Various Departments</i>		CONTACT NAME AND NUMBER <i>Rob Cranwell</i> <i>Tel. 704-216-7573</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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition							
Other		34	100	100	100	100	434
Capital Total		34	100	100	100	100	434
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Floor Replacement</i>		FUND / DEPARTMENT <i>General Fund</i> <i>Code Enforcement Building</i>		CONTACT NAME AND NUMBER <i>Rob Cranwell</i> <i>Tel. 704-216-7573</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Demo, framing and replacement of sub-floor and flooring in Code Enforcement building.				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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition							
Other		21					21
Capital Total		21					21
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Plaza Renovations, Up-fits and Repairs</i>		FUND / DEPARTMENT <i>General Fund Plaza</i>		CONTACT NAME AND NUMBER <i>Zack Kyle Tel. 704-638-5229</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Various renovations to both commercial and residential spaces. Hallways and entrance-way renovations, appliance replacement, exterior wall repair, elevator maintenance, and roof replacement.				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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition							
Other		14	173	143	1,396	216	1,942
Capital Total		14	173	143	1,396	216	1,942
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost					73	145	218
Operating Total					73	145	218


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Police Canine Replacements (2)</i>		FUND / DEPARTMENT <i>General Fund Police Department</i>		CONTACT NAME AND NUMBER <i>Rory Collins Tel. 704-638-2133</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Two routine canine replacements in FY-15. One for 'David Team' and one for Special Operations (animal acquisition and training). One canine replacement in FY-18 after a scheduled retirement.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Field Operations Use</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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							-
Acquisition							-
Other		28			14		42
Capital Total		28	-	-	14	-	42
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Police Smart Trailer</i>		FUND / DEPARTMENT <i>General Fund</i> <i>Police Department</i>		CONTACT NAME AND NUMBER <i>Rory Collins</i> <i>Tel. 704-638-2133</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Scheduled replacement of existing trailer at end of useful life.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Field Operations</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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							-
Acquisition						11	11
Other							-
Capital Total		-	-	-	-	11	11
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Thermal Imaging Camera</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 To replace thermal imaging cameras at the end of useful life.				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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							-
Acquisition		10	10	10	10	10	50
Other							
Capital Total		10	10	10	10	10	50
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Extrication Tools</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 Replacement of life safety tools used in vehicle extrication or in building collapse.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Rescue Operations</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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							-
Acquisition (Land)							-
Other (Equipment)			18		18		36
Capital Total			18	-	18	-	36
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							0
<i>New Staff Cost</i>							0
<i>Operating / Debt Cost</i>							
Operating Total		0	0	0	0	0	-


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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>
PROJECT DESCRIPTION OR JUSTIFICATION Telecommunications redundancy for contingencies.		ADDITIONAL PROJECT DETAIL 


GOALS & OBJECTIVES
Redundancy for Disaster Planning

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

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition			800			800	
Other							
Capital Total		0	800	0	0	800	
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>			8	16	16	40	
Operating Total			8	16	16	40	

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Log Splitter</i>	FUND / DEPARTMENT <i>General Fund</i> <i>Yard Waste Collection</i>	CONTACT NAME AND NUMBER <i>Craig Powers</i> <i>Tel. 704-216-2718</i>					
PROJECT DESCRIPTION OR JUSTIFICATION To increase efficiency, maximize organic storage space and prepare items too large for the existing tub-grinder to process.		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Efficiency</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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition		7					7
Other							
Capital Total		7	0	0	0	0	7
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>		0	0	0	0	0	0
Operating Total		0	0	0	0	0	0

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>New Fleet Facility</i>	FUND / DEPARTMENT <i>General Fund Public Services</i>	CONTACT NAME AND NUMBER <i>Jake Sterling Tel. 704-638-5264</i>
PROJECT DESCRIPTION OR JUSTIFICATION New fleet facility to replace outdated and space-confined building.		ADDITIONAL PROJECT DETAIL 


GOALS & OBJECTIVES
Accommodate new, larger vehicles

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>
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PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction			300	3,000		3,300	
Acquisition (Land)		250				250	
Other							
Capital Total		250	300	3,000		3,550	
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>		22	48	271	271	612	
Operating Total		22	48	271	271	612	


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Upgrade Shop Lighting</i>		FUND / DEPARTMENT <i>General Fund Public Services</i>		CONTACT NAME AND NUMBER <i>Jake Sterling Tel. 704-638-5264</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Shop lighting upgrade to improve visibility and increase energy efficiency.				ADDITIONAL PROJECT DETAIL 			
GOALS & OBJECTIVES <i>Safety and Energy Savings</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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition		9					9
Other							
Capital Total		9					9
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Recurring Park Maintenance & Repair</i>		FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>		CONTACT NAME AND NUMBER <i>Zack Kyle Tel. 704-638-5229</i>			
PROJECT DESCRIPTION OR JUSTIFICATION A fixed amount is allocated each fiscal year for park maintenance and repairs (mulch, seed and other material replacement).				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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition							
Other		33	67	67	67	67	301
Capital Total		33	67	67	67	67	301
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Neighborhood Park Land Acquisition</i>		FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>		CONTACT NAME AND NUMBER <i>Zack Kyle Tel. 704-638-5229</i>			
PROJECT DESCRIPTION OR JUSTIFICATION Neighborhood park land acquisition to allow for growth as outlined in the Parks and Recreation comprehensive plan. This land acquisition would purchase future park space east of I-85.				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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition				100		100	200
Other							-
Capital Total		-	-	100	-	100	200
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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

GOALS & OBJECTIVES
Town Creek Park Design and Development

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

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

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

PROJECT NAME <i>Sports Complex-Phase Two</i>	FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>	CONTACT NAME AND NUMBER <i>Zack Kyle Tel. 704-638-5229</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-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction			50	200		250	
Acquisition						-	
Other						-	
Capital Total			50	200		250	
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>				11	11	22	
Operating Total						22	

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)


PROJECT NAME <i>Play Structure Replacements</i>	FUND / DEPARTMENT <i>General Fund Parks and Recreation</i>	CONTACT NAME AND NUMBER <i>Zack Kyle Tel. 704-638-5229</i>					
PROJECT DESCRIPTION OR JUSTIFICATION Play structures are replaced on a ten year rotation. We have currently been using our repair funds to replace worn out play structures. This reduces the funds available for renovation of existing parks and facilities. There are currently 2 units that were installed in 1997 making them 17 years old.		ADDITIONAL PROJECT DETAIL 					
GOALS & OBJECTIVES <i>Routine replacement for safety and ADA compliance.</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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							-
Acquisition			40	40	40	40	160
Other							-
Capital Total		-	40	40	40	40	160
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction					100		100
Acquisition			50	175			225
Other							
Capital Total			50	175	100		325
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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>
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PROJECT DESCRIPTION OR JUSTIFICATION Raw Water Concrete Piping (FY - 17): existing section of 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Electrical System Upgrade (FY - 18)	ADDITIONAL PROJECT DETAIL 
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GOALS & OBJECTIVES
Routine Replacement

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-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition							
Other			150	50		200	
Capital Total			150	50		200	
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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 - Water and Sewer Extension + Town of China Grove - Water and Sewer Extensions + Town of Rockwell - Water and Sewer Extensions + Phase III of Forest Glen - Water and Sewer Extensions + Unobligated Water and Sewer Extension Funding		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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition							-
Other		125	450	450	450	450	1,925
Capital Total		125	450	450	450	450	1,925
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)


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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction					750		750
Acquisition							-
Other							-
Capital Total					750		750
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					67		67
Operating Total					67		67

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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 six out of seven finished water booster pump stations (BPS) equipped with stand-by emergency power generation. There is one additional booster pump station that needs back-up power to ensure that SRU can maintain water service to all customers during emergency conditions. The remaining station is Hurley School Road BPS (FY 16).			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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition			50				50
Other							
Capital Total			50				50
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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>
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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 
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GOALS & OBJECTIVES
Redundancy and Improved Hydraulics

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-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition							
Other			500				500
Capital Total			500				500
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction					3,000	3,000	6,000
Acquisition							
Other							
Capital Total					3,000	3,000	6,000
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>					218	436	654
Operating Total					218	436	654

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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>
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PROJECT DESCRIPTION OR JUSTIFICATION <p>Phased implementation of a hybrid Advanced Metering Infrastructure (AMI) system for the water distribution system, consisting of both fixed network and drive-by methods of communication. This would enable a smaller number of meter readers to repair/troubleshoot all of utility's meters, thereby freeing up personnel for other duties. SRU will be able to provide a higher level of customer service, but it will require a significant funding commitment over time, as each meter will require either change-out or adaptation. SRU plans to utilize Fibrant for the backhaul of data from the fixed network collectors, where available. FY-17 includes replacement of 2,000 meters.</p>	ADDITIONAL PROJECT DETAIL 
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GOALS & OBJECTIVES <i>Operational Efficiency</i>
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COMMENTS <i>Some impact on operations through higher debt service costs.</i>	PROPOSED FUNDING SOURCE <i>Revenue Bonds</i>
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PLANNED FINANCING

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

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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>
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PROJECT DESCRIPTION OR JUSTIFICATION Upgrades include rebuilding pumps and cleaning out the reservoir to increase off-site storage capacity (FY 16). Secondary feed into the Water Treatment Plant (WTP) and upgrading valves and piping near the WTP (FY 16). Other upgrades (FY 17 & 18) include rehabilitation of the settling basins and flocculator.	ADDITIONAL PROJECT DETAIL 
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GOALS & OBJECTIVES
Operational Efficiency

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

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction							
Acquisition						4,000	4,000
Other							
Capital Total						4,000	4,000
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>						146	146
Operating Total						146	146

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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>
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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 
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GOALS & OBJECTIVES
Federal Mandate

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

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition							-
Other	300	250	250	250	250		1,300
Capital Total	300	250	250	250	250		1,300
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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>
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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 
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GOALS & OBJECTIVES
Redundant Power for Emergency Use

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

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


CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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 Revenue Bonds (FY 17-18)</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)	FIVE YEAR SCHEDULE						
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction		350				350	
Acquisition							
Other			2,325	2,325		4,650	
Capital Total	-	350	2,325	2,325		5,000	
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost			220	220		440	
Operating Total			220	220		440	

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)


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 need to be upgraded at Grants Creek.				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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction		200	305	335	305		1,145
Acquisition							-
Other							
Capital Total		200	305	335	305		1,145
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction		250	250	250	250		1,000
Acquisition							
Other							
Capital Total		250	250	250	250		1,000
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition	100	235					335
Other							
Capital Total	100	235					335
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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>
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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 
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GOALS & OBJECTIVES
Operational Efficiency and Minimizing Neighborhood Impact

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-15	FY-16	FY-17	FY-18	FY-19	Total	
Design / Construction							
Acquisition							
Other		500				500	
Capital Total		500				500	
OPERATING IMPACT							
	FY-15	FY-16	FY-17	FY-18	FY-19	Total	
<i>New Staff (FTEs)</i>							
<i>New Staff Cost</i>							
<i>Operating / Debt Cost</i>		20				20	
Operating Total		20				20	

CAPITAL IMPROVEMENT PROGRAM (FY 2015-19)

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 -- Crowell LS (FY - 15) St. Lukes LS (FY - 16) Fesperman LS (FY - 18) Eliminate -- Hampton Inn (FY -16) Centerview LS (FY - 16) Grant St LS (FY - 16) Meroney Lane LS (FY - 16) Springhill LS (FY - 17) Yadkin Street LS (FY - 17)							
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 15-19)</i>			
PLANNED FINANCING							
CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
Design / Construction		40	500	250	250	250	1,290
Acquisition							
Other							
Capital Total		40	500	250	250		1,040
OPERATING IMPACT							
		FY-15	FY-16	FY-17	FY-18	FY-19	Total
<i>New Staff (FTEs)</i>							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

Debt Management Program

DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2015, the City of Salisbury will have \$71,750,563 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	\$ 270,000
Certificates of Participation	920,000
Capital leases	<u>3,514,566</u>
	<u>\$ 4,704,566</u>
Water and Sewer Fund:	
General obligation bonds	\$ 275,000
Revenue bonds	26,750,426
Capital leases	4,081,559
State Clean Water Revolving Loans	<u>3,595,012</u>
	<u>\$ 34,701,997</u>
Fibrant Communications Fund	
Certificates of Participation	<u>\$ 32,100,000</u>
HUD Fund	
Section 108 Loan	<u>\$ 244,000</u>
Total	<u>\$ 71,750,563</u>

General Fund/General Fund Capital Reserve Fund

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

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

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

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

The construction and improvements to facilities funded by these leases are complete. All improvements are recorded at their construction cost upon completion.

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

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

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

Year Ending June 30,	General Obligation Bonds		Capital Leases		Certificates of Participation		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2016	\$ 200,000	\$ 4,415	\$ 512,805	\$ 90,642	\$ 230,000	\$ 42,550	\$ 942,805	\$ 137,606
2017	70,000	1,145	479,472	76,206	230,000	32,775	779,472	110,126
2018	-	-	479,472	62,474	230,000	22,425	709,472	84,899
2019	-	-	479,472	48,835	230,000	11,500	709,472	60,335
2020	-	-	479,472	35,196	-	-	479,472	35,196
2021	-	-	479,472	21,600	-	-	479,472	21,600
2022	-	-	241,760	10,194	-	-	241,760	10,194
2023	-	-	241,760	5,659	-	-	241,760	5,659
2024	-	-	120,880	1,124	-	-	120,880	1,124
Totals	<u>\$ 270,000</u>	<u>\$ 5,559</u>	<u>\$3,514,566</u>	<u>\$ 351,929</u>	<u>\$ 920,000</u>	<u>\$ 109,250</u>	<u>\$4,704,566</u>	<u>\$ 466,738</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, 2015
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 4,013,426
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	4,397,000
Refunding Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	12,870,000
Refunding Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	5,470,000
Refunding General Obligation Water Bonds Series 2012, rate of 1.635%, issued April 2012, maturing serially to 2017	<u>275,000</u>
	<u>\$27,025,426</u>

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

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

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements (3)		Coverage Ratios	
				Parity Debt	All Debt	Parity Debt	All Debt
2012	\$ 23,758,916	\$ 14,643,931	\$ 9,114,985	\$ 3,061,815	\$ 6,391,834	297.70%	142.60%
2013	22,447,556	14,087,147	8,360,409	3,025,353	6,257,965	276.34%	133.60%
2014	22,861,204	14,238,470	8,622,734	3,009,771	6,216,842	286.49%	138.70%

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

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$17,068,063. The future minimum lease payments at June 30, 2015 total \$4,542,131, including \$460,573 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

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

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

	Balance June 30, 2015
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued November 1989, revised May 1, 2003 to 3.43%, maturing serially to 2020	\$ 500,000
Clean Water Loan for Water purposes, average rate of 5.3%, issued November 1997, revised May 1, 2003 to 3.43%, maturing serially to 2017	45,012
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	2,300,000
Clean Water Loan for Water purposes, average rate of 5.3%, issued November 1997, maturing serially to 2017	<u>750,000</u>
	<u>\$ 3,595,012</u>

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

Year Ending June 30,	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2016	\$ 180,000	\$ 4,496	\$ 1,952,904	\$ 1,059,634	\$ 882,506	\$ 97,994	\$ 756,515	\$ 102,875	\$ 3,771,925	\$ 1,264,999
2017	95,000	1,553	2,020,280	983,806	882,506	72,787	575,716	81,278	3,573,502	1,139,424
2018	-	-	2,103,118	907,834	610,000	47,580	398,730	65,701	3,111,847	1,021,115
2019	-	-	2,026,435	838,928	610,000	31,720	388,730	54,776	3,025,165	925,424
2020	-	-	2,107,251	753,828	610,000	15,860	368,730	44,401	3,085,981	814,088
2021	-	-	2,188,586	674,721	-	-	348,730	35,209	2,537,316	709,929
2022	-	-	2,280,461	582,587	-	-	338,729	27,130	2,619,190	609,717
2023	-	-	2,374,898	486,362	-	-	338,729	19,655	2,713,627	506,017
2024	-	-	2,480,920	385,962	-	-	190,203	12,180	2,671,123	398,142
2025	-	-	2,577,550	280,842	-	-	125,582	8,684	2,703,132	289,526
2026	-	-	2,142,813	182,801	-	-	125,582	5,789	2,268,396	188,590
2027	-	-	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,481
2028	-	-	485,000	11,737	-	-	-	-	485,000	11,737
Totals	<u>\$ 275,000</u>	<u>\$ 6,050</u>	<u>\$ 26,750,426</u>	<u>\$ 7,241,628</u>	<u>\$ 3,595,012</u>	<u>\$ 265,941</u>	<u>\$ 4,081,559</u>	<u>\$ 460,573</u>	<u>\$ 34,701,997</u>	<u>\$ 7,974,191</u>

Fibrant Communications Fund

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

	Balance June 30, 2015
Series 2008 Certificates of Participation, average rate of 5.33%, issued December 2008, maturing serially to 2029	\$ 15,800,000
Series 2013 Certificates of Participation, average rate of 2.24%, issued April 2013, maturing serially to 2029	<u>16,300,000</u>
	<u>\$ 32,100,000</u>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in

Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375.

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

Year Ending June 30,	Certificates of Participation	
	Principal	Interest
2016	\$ 1,809,000	\$ 1,209,608
2017	1,852,000	1,163,659
2018	1,900,000	1,115,281
2019	1,986,000	1,031,808
2020	2,077,000	940,126
2021	2,173,000	841,815
2022	2,245,000	774,330
2023	2,294,000	722,474
2024	2,366,000	651,203
2025	2,438,000	577,177
2026	2,570,000	443,696
2027	2,713,000	302,857
2028	2,802,000	212,805
2029	2,875,000	119,406
Totals	<u>\$ 32,100,000</u>	<u>\$ 10,106,245</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:

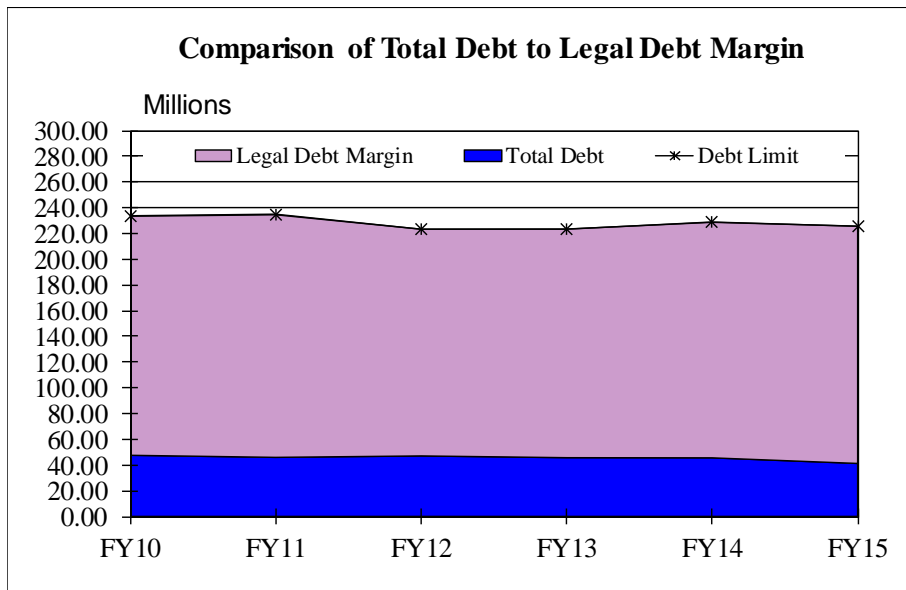
Year Ending June 30,	Capital Leases	
	Principal	Interest
2016	\$ 32,000	\$ 12,313
2017	32,000	10,672
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	<u>\$ 244,000</u>	<u>\$ 50,531</u>

PROPOSED DEBT

The City of Salisbury does not have any plans to issue debt during FY2015-16 and none is included in the this budget. The City is exploring the use of smart water meters to replace the current manual read meters. If a decision is made to replace the current meters with these, there could possibly be a revenue bond issue in FY2016-17 if the decision is to not use cash reserves to make the replacement. The exact amount and timing will not be determined until the study is completed.

LEGAL DEBT MARGIN

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



Computation of Legal Debt Margin at June 30, 2015

Debt limit: Total assessed value of \$2,820,833,485 x 8%	\$ 225,666,679
Amount of debt applicable to debt limit:	
Total bonded debt	\$ 545,000
General Fund	\$ 270,000
Water & Sewer Fund	275,000
Total certificates of participation	33,020,000
General Fund	920,000
Fibrant Communications Fund	32,100,000
Total capitalized lease obligation	7,596,125
General Fund	3,514,566
Water & Sewer Fund	4,081,559
Total amount of debt applicable to debt limit	41,161,125
LEGAL DEBT MARGIN	\$ 184,505,554

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, 2014.

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Debt repaid with property taxes: Rowan County	\$ 76,366,290	23.59%	\$ 18,012,835
City of Salisbury direct debt			<u>6,190,205</u>
Total direct and overlapping debt			<u><u>\$ 24,203,040</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

PERFORMANCE MEASUREMENT

North Carolina Benchmarking Project

This section summarizes Salisbury’s results in the North Carolina Benchmarking Project. The following pages present performance and cost information for the City of Salisbury in comparison to twelve 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 2013-14 Performance and Cost Data” dated February 2015. Specific information on the other cities’ results and a discussion about the performance measures can be found in the official publication.

The Benchmarking Project

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

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

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

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

Performance Measurement as Standard Management Practice in Salisbury

The City of Salisbury has committed to continuing in the North Carolina Benchmarking Project in FY2015-16 and beyond.

Explanatory Information

Service Level and Delivery

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

The city employed three crews during FY 2013–14, with two persons on each crew. Fifteen collection routes were used, with an average of one ten-mile trip per route per day to the landfill.

Each resident has one ninety-six-gallon roll-out cart provided and paid for by the city. A second cart may be obtained. The city collected 8,130 tons of residential refuse during FY 2013–14, at a cost per ton of \$98. Not included in the cost per ton was a \$34 landfill tipping fee.

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

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Population (OSBM 2013)	33,726
Land Area (Square Miles)	22.18
Persons per Square Mile	1,521
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Collection	6.0
FTE Positions—Other	1.0
Type of Equipment	6 packers
Size of Crews (most commonly used)	1 & 2 person
Weekly Routes	15
Average Distance to Disposal Site	10 miles
Average Daily Trips to Disposal Site	1
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	11,878
Tons Collected	8,130
Monthly Service Fee	\$15.12

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	48.4%
Operating Costs	29.5%
Capital Costs	22.1%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$383,612
Operating Costs	\$234,064
Capital Costs	\$175,297
TOTAL	\$792,973

Salisbury

Residential Refuse Collection

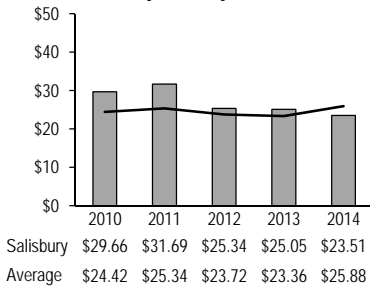
Key: Salisbury ■

Benchmarking Average —

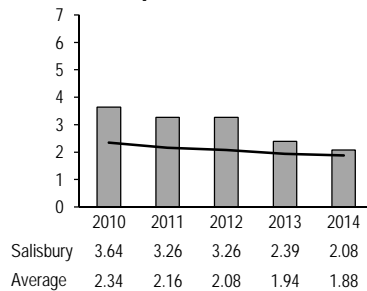
Fiscal Years 2010 through 2014

Resource Measures

Residential Refuse Collection Costs per Capita

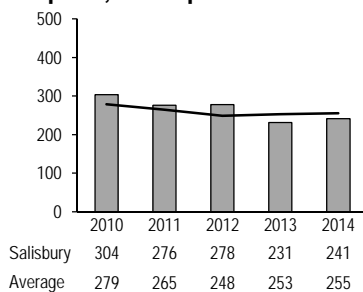


Residential Refuse FTEs per 10,000 Population

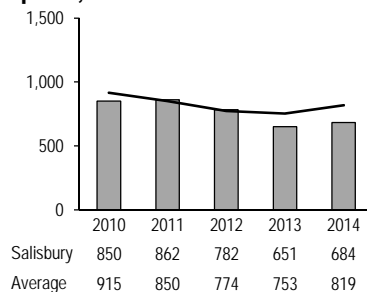


Workload Measures

Residential Refuse Tons per 1,000 Population

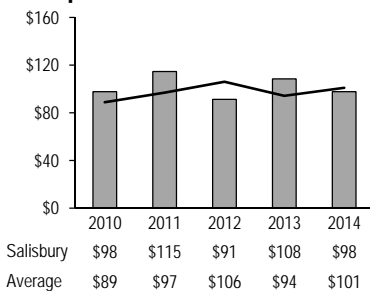


Residential Refuse Tons per 1,000 Collection Points

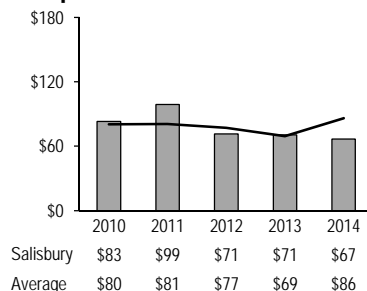


Efficiency Measures

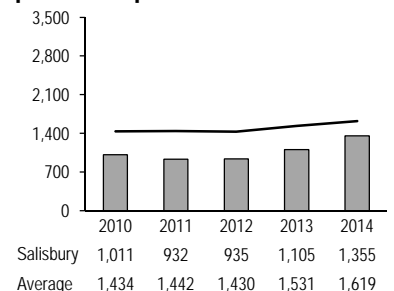
Residential Refuse Collection Cost per Ton Collected



Residential Refuse Collection Cost per Collection Point

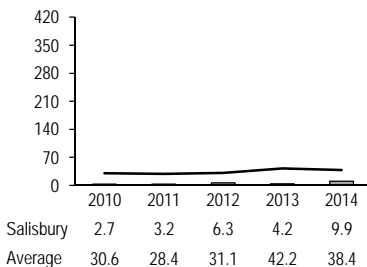


Refuse Tons Collected per Municipal Collection FTE

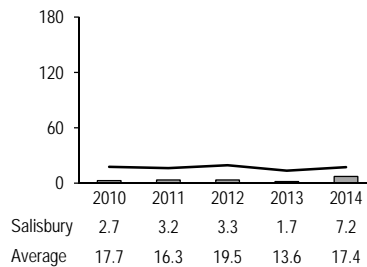


Effectiveness Measures

Complaints per 1,000 Collection Points



Valid Complaints per 1,000 Collection Points



Explanatory Information

Service Level and Delivery

Salisbury provides every other week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of \$4.03 in FY 2013–14. The city provides and pays for the ninety-six-gallon recycling roll-out containers that residents use. The city contracts 100 percent of its recycling program. Recyclables are collected by the contractor and taken to the recycling site.

The recyclable materials collected include:

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

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Population (OSBM 2013)	33,726
Land Area (Square Miles)	22.18
Persons per Square Mile	1,521
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Collection	Contractor
FTE Positions—Other	Contractor
Number of City Drop-Off Centers	0
Other Drop-Off Centers	0
Percentage of Service Contracted	100%
Collection Frequency	Every 2 weeks
General Collection Location	Curbside
Recyclables Sorted at Curb	No
Collection Points	10,059
Tons of Recyclables Collected	
Curbside	1,506
City Drop-Off Centers	0
Total Tons Collected	1,506
Monthly Service Fee	\$4.03
Revenue from Sale of Recyclables	\$0
Sale Revenue as Percentage of Cost	NA

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$0
Operating Costs	\$318,768
Capital Costs	\$0
TOTAL	\$318,768

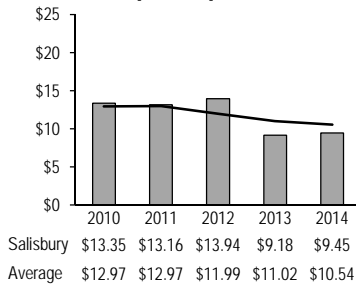
Salisbury

Household Recycling

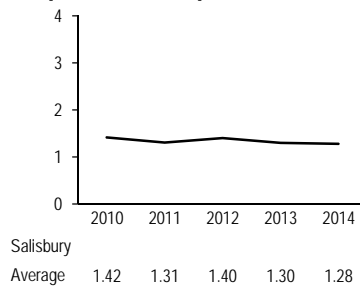
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2010 through 2014

Resource Measures

Recycling Services Cost per Capita

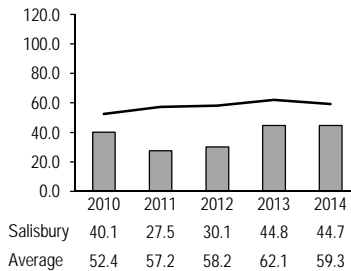


Recycling Services FTEs per 10,000 Population

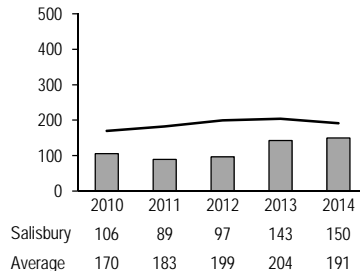


Workload Measures

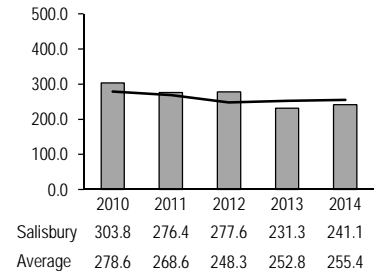
Tons Recyclables Collected per 1,000 Population



Tons Recyclables Collected per 1,000 Collection Points

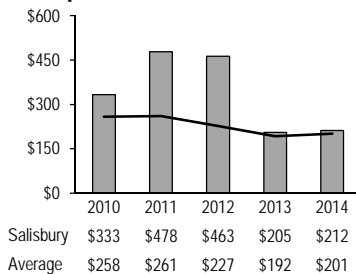


Tons Solid Waste Landfilled per 1,000 Population

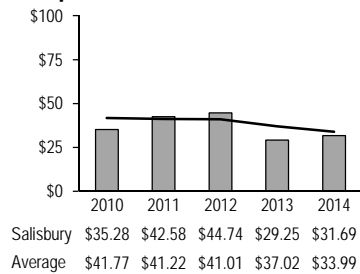


Efficiency Measures

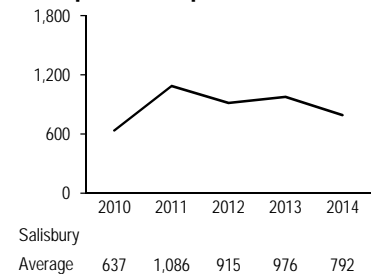
Recycling Services Cost per Ton Collected



Recycling Services Cost per Collection Point

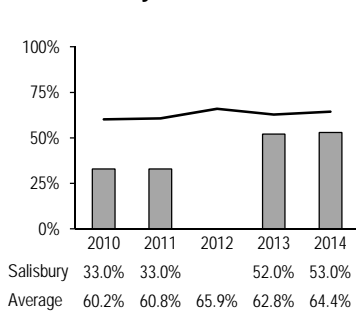


Tons Collected Curbside per Municipal FTE

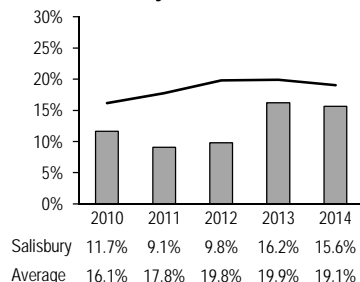


Effectiveness Measures

Community Set-Out Rate



Tons Recycled as Percentage of Tons Refuse and Recyclables Collected



Explanatory Information

Service Level and Delivery

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

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

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

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

Conditions Affecting Service, Performance, and Costs

Municipal Profile

Population (OSBM 2013)	33,726
Land Area (Square Miles)	22.18
Persons per Square Mile	1,521
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Collection	8.0
FTE Positions—Other	0.5
Collection Frequency	
Yard Waste	1 x week
Seasonal Leaf Collection	1 x 3 weeks
Collection Points	10,961
Tons Collected	
Yard Waste	4,784
Seasonal Leaves	<u>2,681</u>
Total Tons Collected	7,465
Monthly Service Fee	No

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	61.0%
Operating Costs	26.2%
Capital Costs	<u>12.8%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$522,861
Operating Costs	\$224,012
Capital Costs	<u>\$109,745</u>
TOTAL	\$856,618

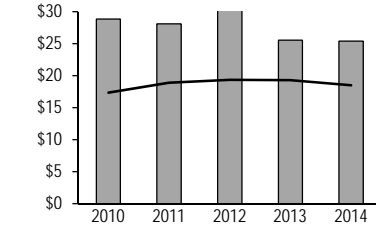
Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2009 through 2013

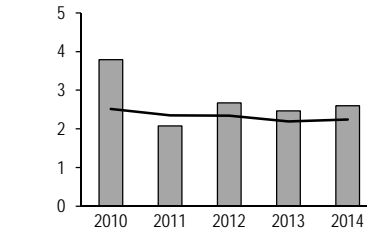
Resource Measures

Yard Waste and Leaf Collection Costs per Capita



Year	Salisbury	Average
2010	\$28.86	\$17.32
2011	\$28.10	\$18.87
2012	\$32.47	\$19.32
2013	\$25.52	\$19.28
2014	\$25.40	\$18.49

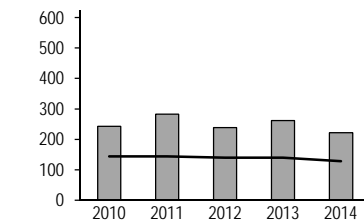
Yard Waste and Leaf Collection FTEs per 10,000 Population



Year	Salisbury	Average
2010	3.8	2.5
2011	2.1	2.4
2012	2.7	2.3
2013	2.5	2.2
2014	2.6	2.2

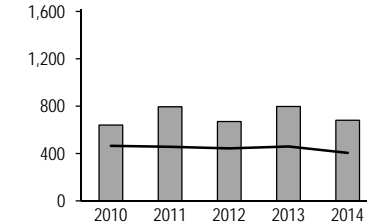
Workload Measures

Yard Waste and Leaf Tons Collected per 1,000 Population



Year	Salisbury	Average
2010	242	144
2011	283	144
2012	239	140
2013	262	140
2014	221	129

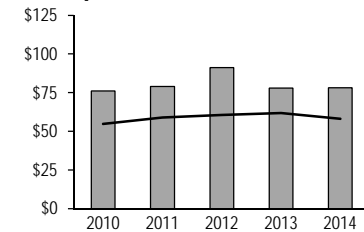
Yard Waste and Leaf Tons Collected per 1,000 Collection Points



Year	Salisbury	Average
2010	639	464
2011	795	456
2012	671	442
2013	798	459
2014	681	405

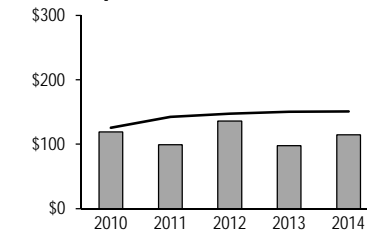
Efficiency Measures

Yard Waste and Leaf Collection Cost per Collection Point



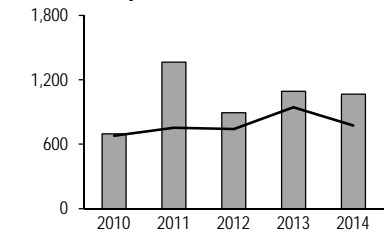
Year	Salisbury	Average
2010	\$76	\$55
2011	\$79	\$59
2012	\$91	\$60
2013	\$78	\$62
2014	\$78	\$58

Yard Waste and Leaf Collection Cost per Ton Collected



Year	Salisbury	Average
2010	\$119	\$126
2011	\$99	\$142
2012	\$136	\$147
2013	\$98	\$150
2014	\$115	\$151

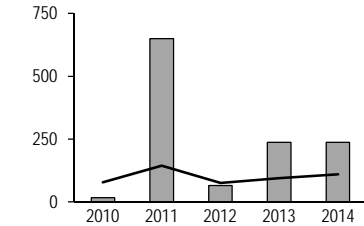
Yard Waste and Leaf Tons Collected per Collection FTE



Year	Salisbury	Average
2010	697	679
2011	1,363	753
2012	894	742
2013	1,094	943
2014	1,066	774

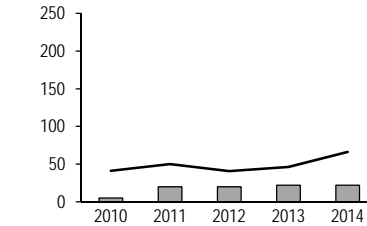
Effectiveness Measures

Collection Complaints per 10,000 Collection Points



Year	Salisbury	Average
2010	17	77
2011	650	144
2012	65	75
2013	237	94
2014	237	109

Valid Complaints per 10,000 Collection Points



Year	Salisbury	Average
2010	5	41
2011	20	50
2012	20	41
2013	22	46
2014	22	66

Fiscal Year 2013–14

Explanatory Information

Service Level and Delivery

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

The city had eighty-one sworn officer positions authorized for the fiscal year, with an average length of service of 9.4 years. The police department is located in a two-story facility.

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

Officers are assigned a vehicle when hired and are allowed to take it home if they live within Rowan County. If they live within Rowan County but beyond five miles of the city limits, they have to reimburse the city for the cost of mileage in excess of the five miles.

The police department was successful in clearing a total of 624 Part I cases in FY 2013–14.

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

Conditions Affecting Service, Performance, and Costs

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

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

Municipal Profile

Population (OSBM 2013)	33,726
Land Area (Square Miles)	22.18
Persons per Square Mile	1,521
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Sworn	81.0
FTE Positions—Other	8.0
Marked and Unmarked Patrol Vehicles	88
Part I Crimes Reported	
Homicide	5
Rape	12
Robbery	74
Assault	127
Burglary	482
Larceny	1,349
Auto Theft	120
Arson	12
TOTAL	<u>2,181</u>
Part II Crimes Reported	2,479
Part I Crimes Cleared	
Persons	99
Property	<u>525</u>
TOTAL	624
Reporting Format	IBR
Number of Calls Dispatched	34,146
Number of Traffic Accidents	1,827
Property Damage for Accidents	NA

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	67.8%
Operating Costs	21.6%
Capital Costs	<u>10.6%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$5,279,388
Operating Costs	\$1,682,780
Capital Costs	<u>\$827,380</u>
TOTAL	\$7,789,548

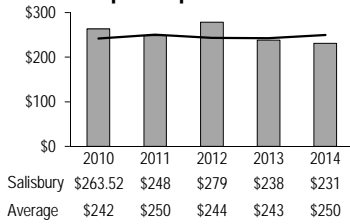
Key: Salisbury ■

Benchmarking Average —

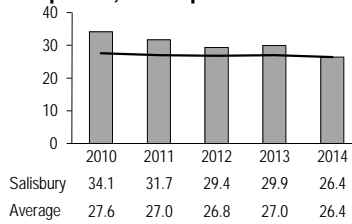
Fiscal Years 2010 through 2014

Resource Measures

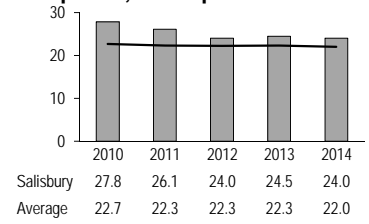
Police Services Costs per Capita



Total Police Services Personnel per 10,000 Population

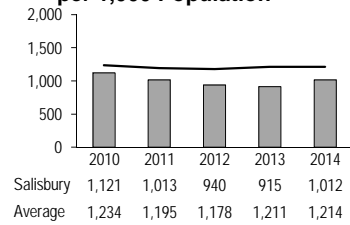


Sworn Police Officers per 10,000 Population

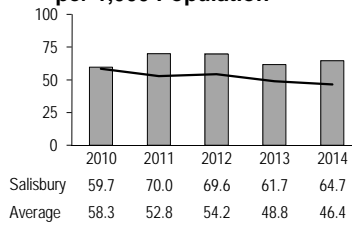


Workload Measures

Calls Dispatched per 1,000 Population

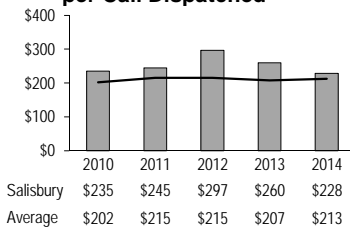


Part I Crimes per 1,000 Population

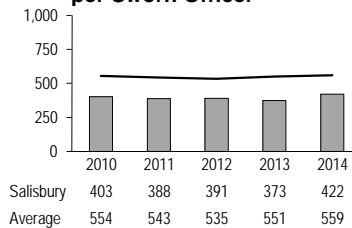


Efficiency Measures

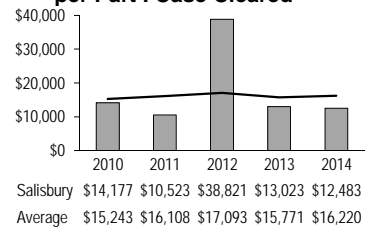
Police Services Cost per Call Dispatched



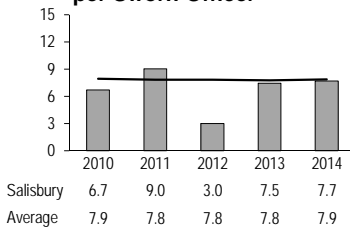
Calls Dispatched per Sworn Officer



Police Services Cost per Part I Case Cleared

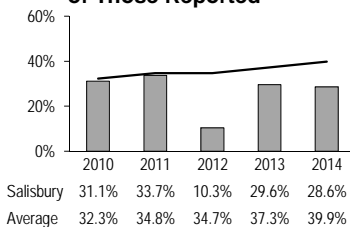


Part I Cases Cleared per Sworn Officer

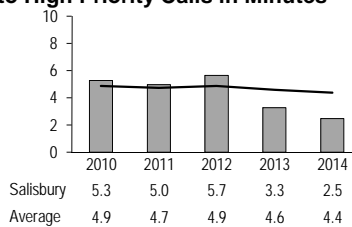


Effectiveness Measures

Percentage of Part I Cases Cleared of Those Reported



Response Time to High Priority Calls in Minutes



Fiscal Year 2013–14

Explanatory Information

Service Level and Delivery

The City of Salisbury was responsible for maintaining approximately 345 lane miles during FY 2013–14. The city treated a total of 4.8 lane miles, or 1.4 percent of total lane miles.

The city lane miles that were treated used rehabilitation, which includes resurfacing following milling. This work was done by contractors. The contractors used a total of 2,955 tons of asphalt, and the average resurfacing depth used by the contractors was 1.5 inches.

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

The number of potholes reported for FY 2013–14 was 948. The percentage of potholes repaired within twenty-four hours was 100 percent. A total of 143 utility cuts were also made, with the city repairing all of these. Additionally, 245 maintenance patches were done, which are not included in the pothole or utility cut numbers.

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Population (OSBM 2013)	33,726
Land Area (Square Miles)	22.18
Persons per Square Mile	1,521
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

Service Profile

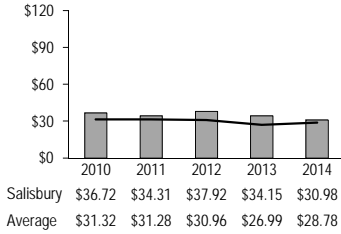
FTE Positions—Crews	5.00
FTE Positions—Other	0.25
Lane Miles Maintained	344.7
Lane Miles Treated	
Preservation	0.0
Resurfacing	0.0
Rehabilitation	4.8
TOTAL	4.8
Total Costs for All Treatment Types	\$272,147
Potholes Repaired	948
Number of Utility Cuts	143
Number of Maintenance Patches (exclusive of potholes and utility cuts)	245
Registered Vehicles	NA
Registered Vehicles/Square Mile	NA
Average Cost per Ton of Hot Asphalt during Year	\$59.00

Full Cost Profile

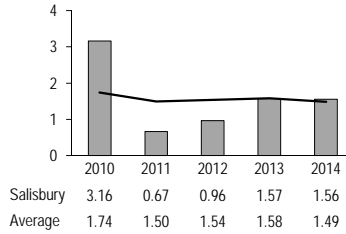
Cost Breakdown by Percentage	
Personal Services	10.7%
Operating Costs	55.0%
Capital Costs	34.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$112,182
Operating Costs	\$574,426
Capital Costs	\$358,111
TOTAL	\$1,044,719

Resource Measures

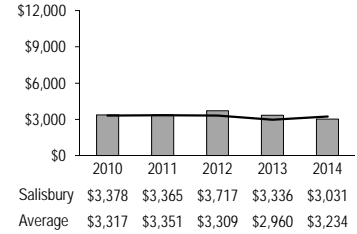
Asphalt Maintenance and Repair Services Costs per Capita



Asphalt Maintenance and Repair FTEs per 10,000 Population

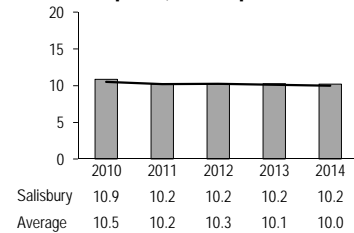


Service Costs per Lane Mile of Road Maintained

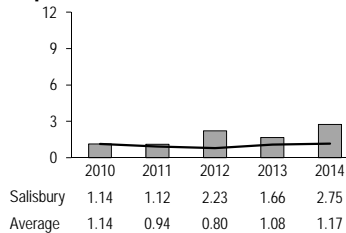


Workload Measures

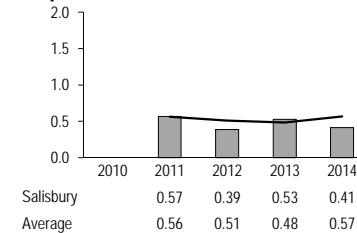
Number of Lane Miles Maintained per 1,000 Population



Reported Potholes per Lane Mile Maintained

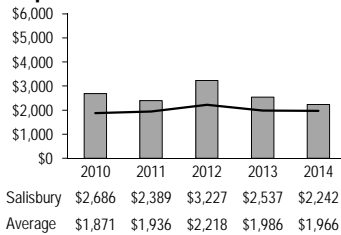


Repaired Utility Cuts per Lane Mile Maintained

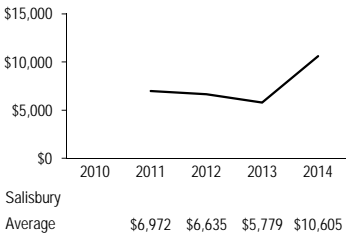


Efficiency Measures

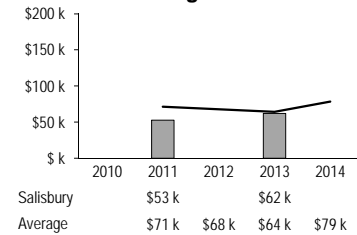
Cost of Maintenance per Lane Mile Maintained



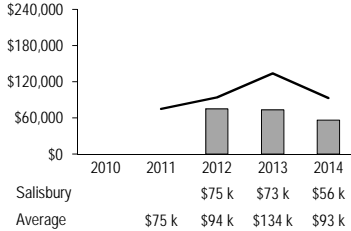
Cost per Lane Mile for Preservation Treatment



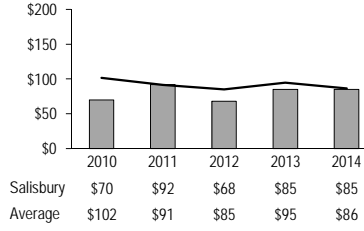
Cost per Lane Mile for Resurfacing Treatment



Cost per Lane Mile for Rehabilitation Treatment

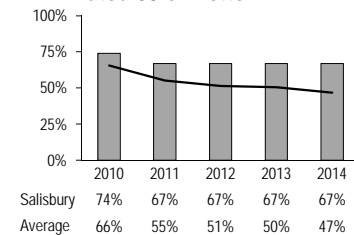


Cost per Ton for Contract Resurfacing

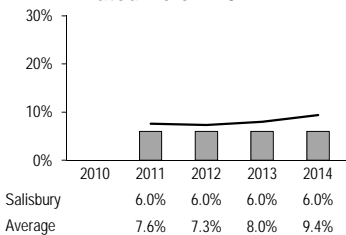


Effectiveness Measures

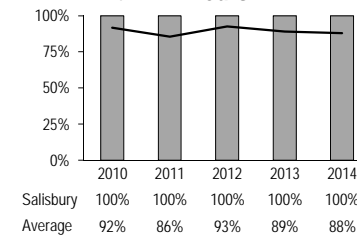
Percent of Lane Miles Rated 85 or Better



Percent of Lane Miles Rated Below 45



Percentage of Potholes Repaired within 24 hours



Fiscal Year 2013–14

Explanatory Information

Service Level and Delivery

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

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

The shift schedule for the fire department is twenty-four hours on and forty-eight hours off for three cycles. There are three shifts. Captains and firefighters get a twenty-four-hour Kelley day plus four hours off for any twenty-eight-day cycle exceeding 212 hours worked. The city has some part-time personnel working to fill vacant spots on the shifts due to Kelley days. Salisbury now is a quint system of deployment and duty. The quint trucks combine the duties of an engine and a truck company into a single company.

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

The fire department in Salisbury conducted 3,258 fire maintenance, construction, and reinspections in FY 2013–14. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at thirty-day intervals. Fees are assessed at the third inspection.

Conditions Affecting Service, Performance, and Costs

Municipal Profile

Service Population	33,726
Land Area (Square Miles)	22.18
Persons per Square Mile	1,521
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Positions—Firefighters	69.0
FTE Positions—Other	8.0
Fire Stations	5
First-Line Fire Apparatus	
Pumpers	1
Aerial Trucks	1
Quints	3
Squads	1
Rescue	0
Other	4
Fire Department Responses	5,040
Responses for Fires	148
Structural Fires Reported	54
Inspections Completed for Maintenance, Construction, and Reinspections	3,258
Fire Code Violations Reported	3,196
Estimated Fire Loss (millions)	\$0.62
Amount of Property Protected in Service Area (millions)	\$2,765
Number of Fire Education Programs or Events	101

Full Cost Profile

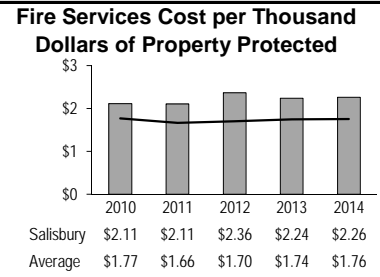
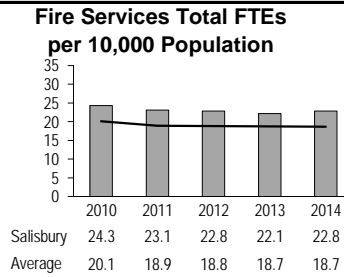
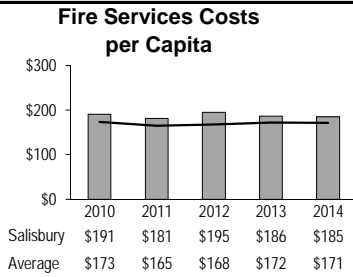
Cost Breakdown by Percentage	
Personal Services	66.5%
Operating Costs	20.0%
Capital Costs	13.6%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$4,153,586
Operating Costs	\$1,249,133
Capital Costs	\$847,711
TOTAL	\$6,250,430

Key: Salisbury ■

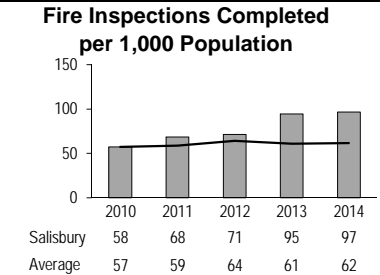
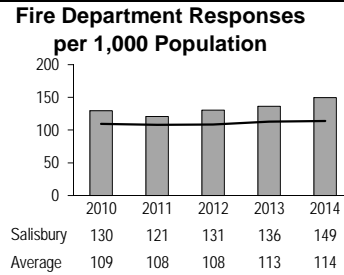
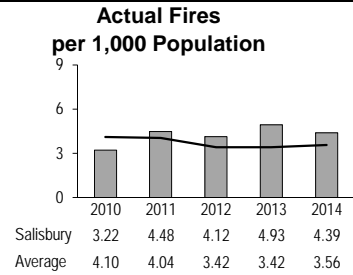
Benchmarking Average —

Fiscal Years 2010 through 2014

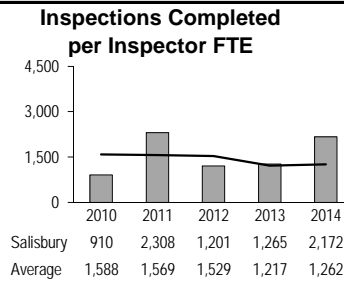
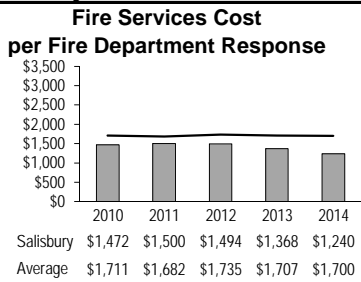
Resource Measures



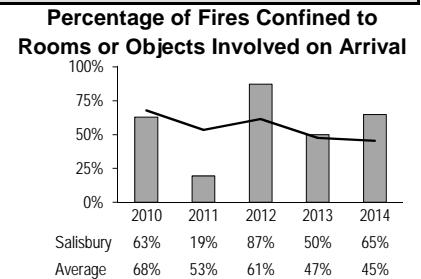
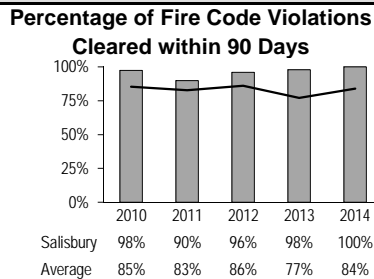
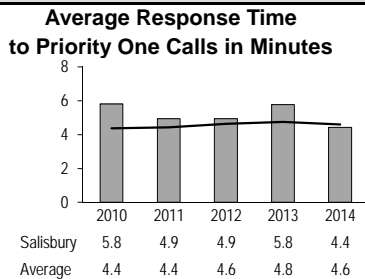
Workload Measures



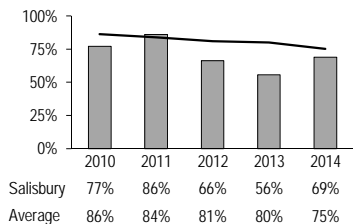
Efficiency Measures



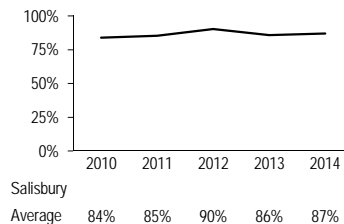
Effectiveness Measures



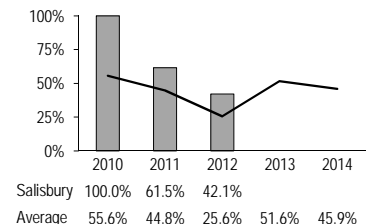
Percentage of Fires for Which Cause Was Determined



Percentage of Full Response within 8 Minutes Travel Time



Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care



Fiscal Year 2013–14

Explanatory Information

Service Level and Delivery

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

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

The following services were contracted out:

- body work
- exhaust system repairs
- towing.

Conditions Affecting Service, Performance, and Costs

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

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

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

Municipal Profile

Population (OSBM 2013)	33,726
Land Area (Square Miles)	22.18
Persons per Square Mile	1,521

Service Profile

FTE Positions—Technician	10.0
FTE Positions—Other	3.0

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

<u>Rolling Stock Maintained</u>	<u>No.</u>	<u>Average Age</u>
Cars—Normal Usage	12	9.3 Years
Cars—Severe Usage	77	5.8 Years
Light Vehicles	138	8.9 Years
Medium Vehicles	28	10.3 Years
Heavy—Sanitation	12	9.7 Years
Heavy—Sewer	3	10.3 Years
Heavy—Fire Apparatus	13	15.6 Years
Heavy—Other	26	11.8 Years
Trailed Equipment	90	14.9 Years
Off-Road/Construction/Tractors	82	11.8 Years
Buses	10	10.8 Years
TOTAL	491	

Vehicle Equivalent Units (VEUs)	1,634
---------------------------------	-------

Average Rolling Stock Units Available per Day	474
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Hours Billed	NA
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Work Orders	5,564
Repeat Repairs within 30 Days	9
Work Orders Completed within 24 hours	NA

Preventive Maintenance Jobs (PMs)	1,790
PMs Completed as Scheduled	1,727

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	43.3%
Operating Costs	52.7%
Capital Costs	4.0%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$656,721
Operating Costs	\$797,981
Capital Costs	\$60,633
TOTAL	\$1,515,335

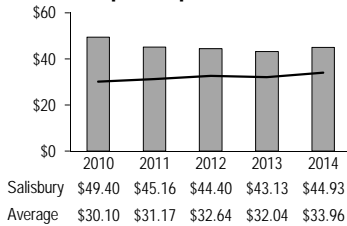
Key: Salisbury ■

Benchmarking Average —

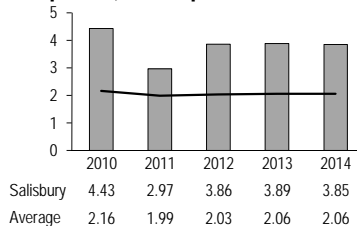
Fiscal Years 2010 through 2014

Resource Measures

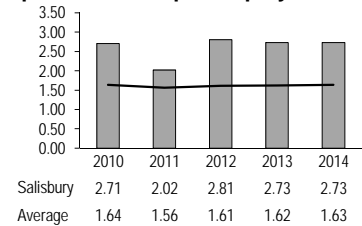
Fleet Maintenance Services Cost per Capita



Fleet Maintenance FTEs per 10,000 Population

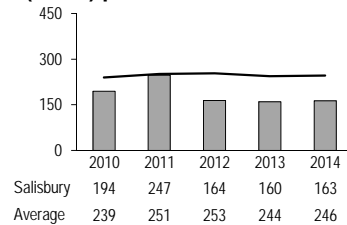


Fleet Maintenance FTEs per 100 Municipal Employees

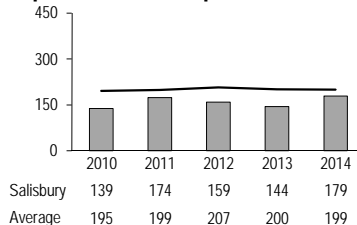


Workload Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE

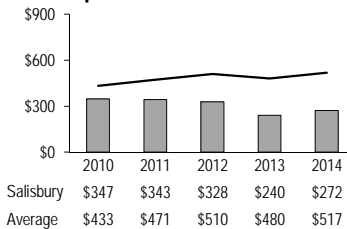


Preventive Maintenance (PMs) Completed In-House per Tech FTE

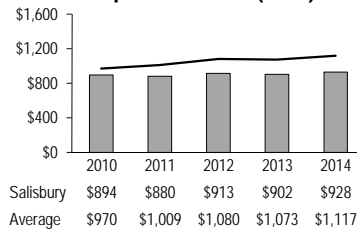


Efficiency Measures

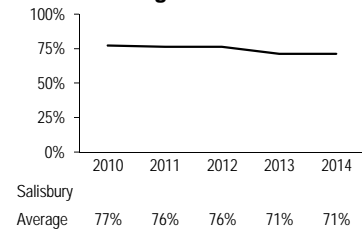
Fleet Maintenance Cost per Work Order



Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)

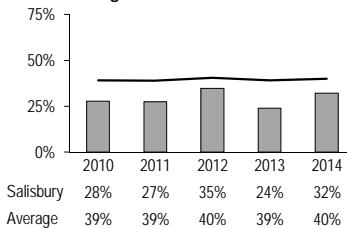


Hours Billed as a Percentage of Total Hours

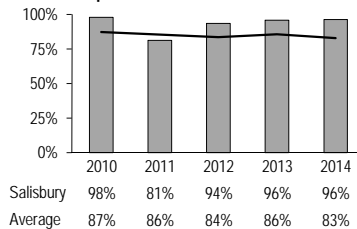


Effectiveness Measures

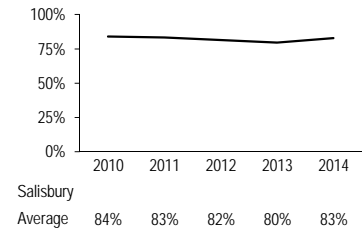
Preventive Maintenance (PMs) as a Percentage of All Work Orders



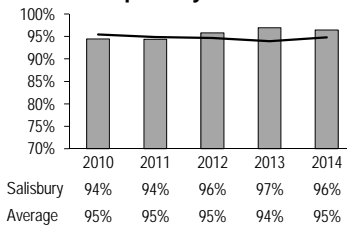
Percentage of Preventive Maintenance (PMs) Completed as Scheduled



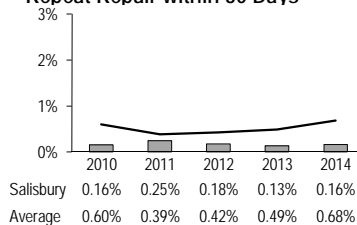
Percentage of Work Orders Completed within 24 Hours



Percentage of Rolling Stock Available per Day



Percentage of Work Orders Requiring Repeat Repair within 30 Days



Fiscal Year 2013–14

Explanatory Information

Service Level and Delivery

The human resources function in Salisbury is a centralized unit that provides internal support and assistance with six staff members: the director (administration, equal employment opportunity and grievance, and special investigations), an analyst II (benefits administration, HRIS, policy interpretation, and wellness), an analyst II (training and development), an analyst I (recruitment, compensation, classification, and position control), an analyst I (multiculturalism program), and a technician (applicant flow, administrative support, budget preparation, and corporate giving).

The human resources department has been the lead agency in the development of customer service provisions identified by the city council as the top priority for the city.

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

Four compensation studies covering four positions were conducted during the fiscal year.

Conditions Affecting Service, Performance, and Costs

Municipal Profile

Population (OSBM 2013)	33,726
Land Area (Square Miles)	22.18
Persons per Square Mile	1,521
Median Family Income	\$40,192
U.S. Census 2010	
County Unemployment Rate (2013)	8.6%
N.C. Employment Security Commission	

Service Profile

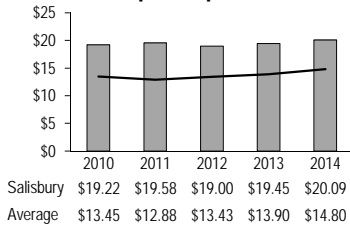
Central HR FTE Positions	
Administration	2.0
Generalist/Specialist	4.0
Staff Support/Clerical	1.0
Total Authorized Workforce	476.0
Authorized FTEs	473.0
Average Length of Service (Months)	132
Number of Position Requisitions	54
Employment Applications Processed	922
Length of Probationary	6 or 12 months
Employment Period	
Compensation Studies Completed	4
Positions Studied	4
Employee Turnover	
Voluntary Separations	52
Involuntary Separations	10
TOTAL SEPARATIONS	62
Formal Grievances Filed by Employees	7
Equal Employment Opportunity	0
Commission (EEOC) Complaints Filed	

Full Cost Profile

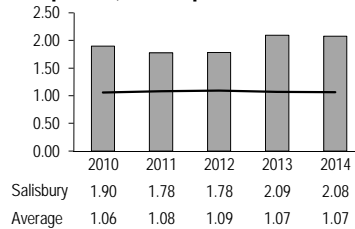
Cost Breakdown by Percentage	
Personal Services	77.4%
Operating Costs	22.6%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$524,149
Operating Costs	\$153,241
Capital Costs	\$0
TOTAL	\$677,390

Resource Measures

Human Resources Services Cost per Capita

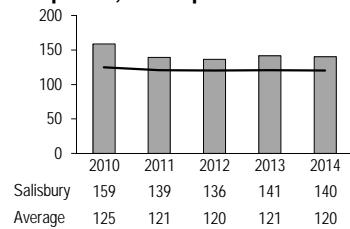


Human Resources FTEs per 10,000 Population

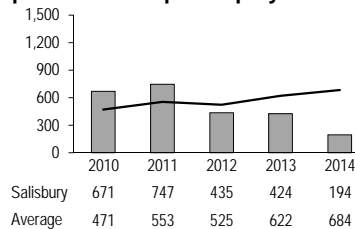


Workload Measures

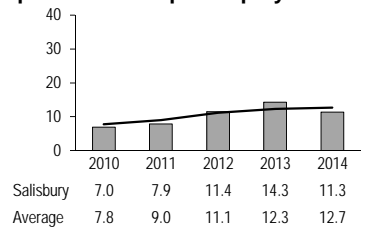
Total Municipal FTEs per 10,000 Population



Applications Processed per 100 Municipal Employees

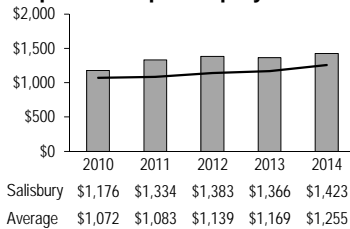


Position Requisitions per 100 Municipal Employees

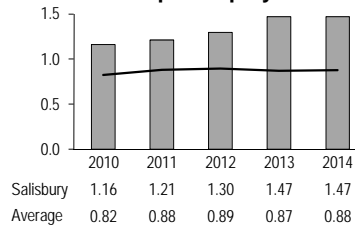


Efficiency Measures

Human Resources Cost per Municipal Employee

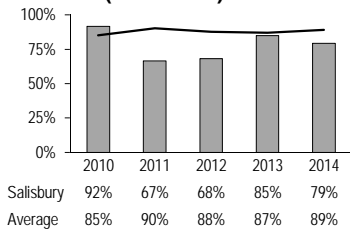


Ratio of Human Resources Staff to 100 Municipal Employees

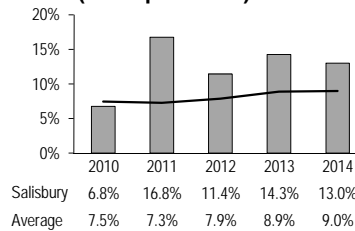


Effectiveness Measures

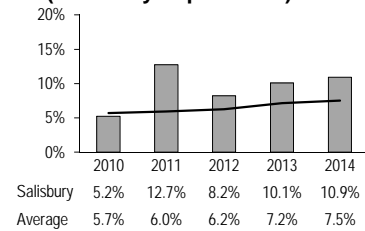
Probationary Period Completion Rate (New Hires)



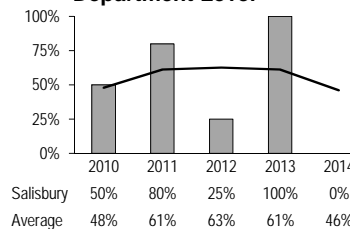
Employee Turnover Rate (All Separations)



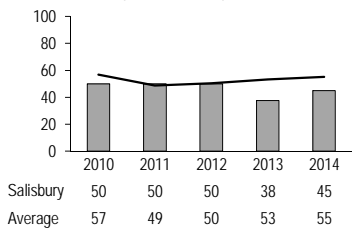
Employee Turnover Rate (Voluntary Separations)



Percentage of Grievances Resolved at Department Level



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



Fiscal Year 2013–14

Explanatory Information

Service Level and Delivery

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

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

Water meters are read once per month. Currently, approximately 10 percent of meters are read by automatic means. The standard for meter replacement is fifteen years.

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Estimated Service Population	52,850
Service Land Area (Square Miles)	47.2
Persons per Square Mile	1,120
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

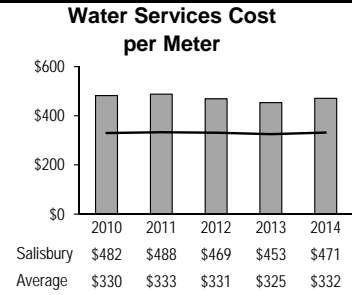
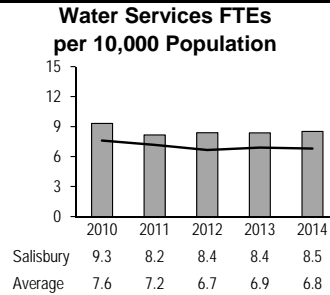
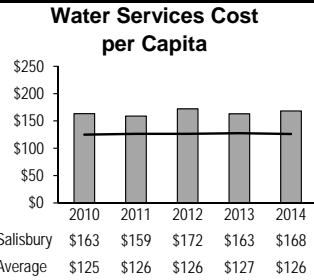
Service Profile

FTE Staff Positions	
Treatment Plant	8.0
Line Crews	13.0
Meter Readers	11.0
Billing/Collection	5.0
Other	8.0
Total	45.0
Number of Treatment Plants	1
Total Treatment Capacity	25.0 MG
Average Daily Demand	8.7 MG
Miles of Main Line Pipe	419
Average Age of Main Line Pipe	47 years
Number of Breaks/Leaks	165
Number of Water Meters	18,890
Percent of Meters Read Automatically	9.6%
Total Revenues Collected	\$12,172,331

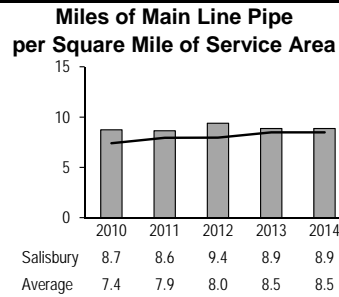
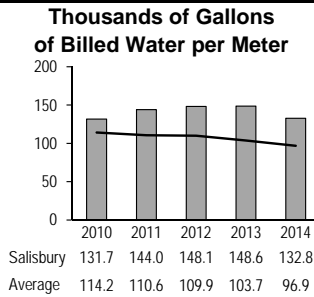
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	30.1%
Operating Costs	42.6%
Capital Costs	27.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$2,674,503
Operating Costs	\$3,794,578
Capital Costs	\$2,430,248
TOTAL	\$8,899,329

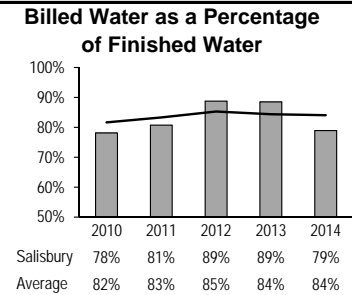
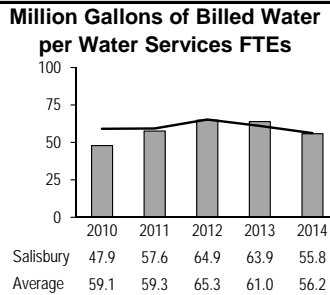
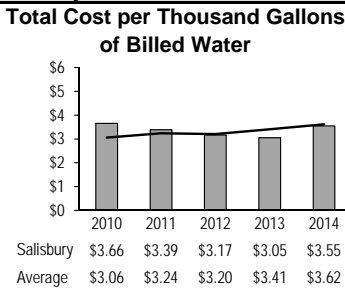
Resource Measures



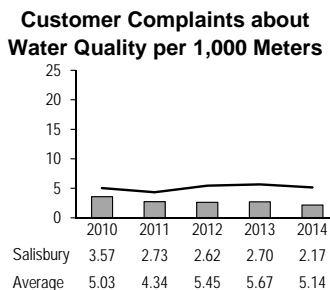
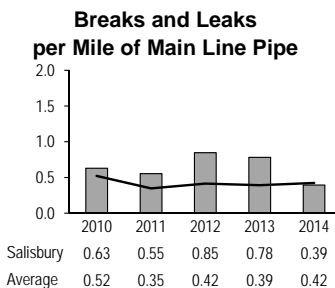
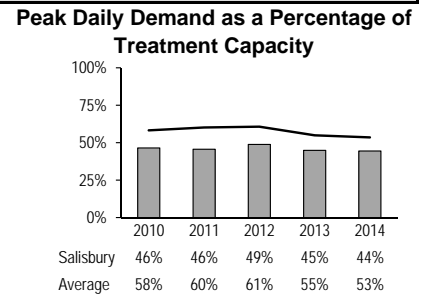
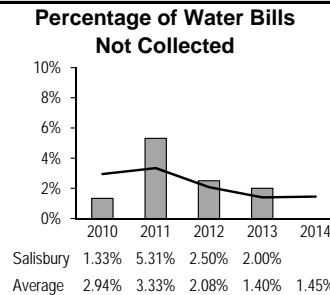
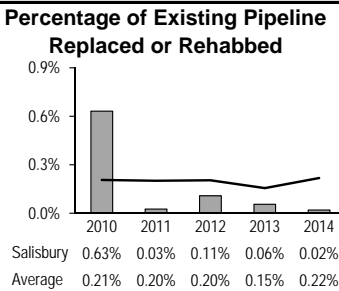
Workload Measures



Efficiency Measures



Effectiveness Measures



Explanatory Information

Service Level and Delivery

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

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

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

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Estimated Service Population	51,800
Service Land Area (Square Miles)	45.3
Persons per Square Mile	1,143
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

Service Profile

FTE Staff Positions	
Treatment Plant	19.0
Line Crews	17.0
Billing/Collection	5.0
Other	14.5
Number of Treatment Plants	2
Total Treatment Capacity	12.5 MGD
Average Daily Flow	7.4 MGD
River Basin into Which System Discharges	Yadkin
Miles of Gravity Main Line Pipe	397
Miles of Forced Main Line Pipe	32
Average Age of Main Line Pipe	42 years
Blocks in Sewer Mains	17
Number of System Breaks	0
Sanitary System Overflows	7
Number of Customer Accounts	16,092
Total Revenues Collected	\$12,543,776

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	30.7%
Operating Costs	43.3%
Capital Costs	25.9%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$2,877,820
Operating Costs	\$4,059,155
Capital Costs	\$2,430,248
TOTAL	\$9,367,223

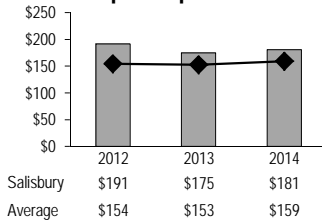
Key: Salisbury ■

Benchmarking Average ◆

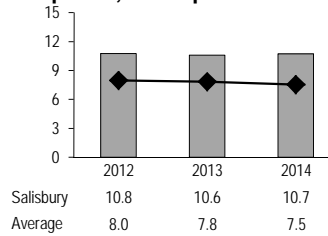
Fiscal Years 2012 through 2014

Resource Measures

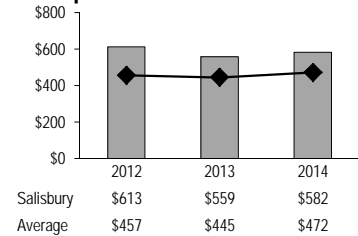
Wastewater Services Cost per Capita



Waterwater Services FTEs per 10,000 Population

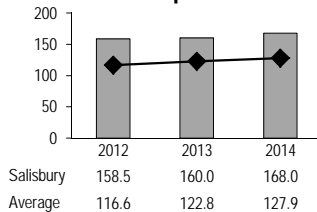


Waterwaste Services Cost per Customer Account

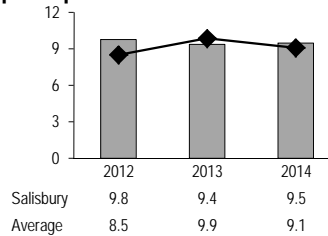


Workload Measures

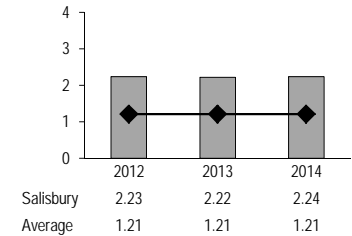
Thousands of Gallons of Wastewater per Account



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

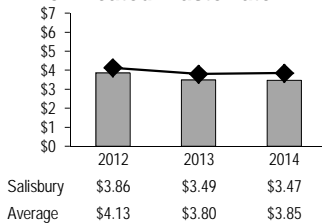


Number of Lift Stations per 1,000 Accounts

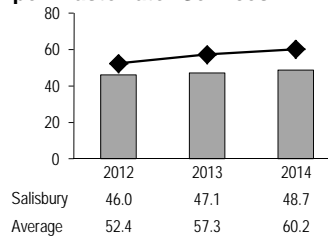


Efficiency Measures

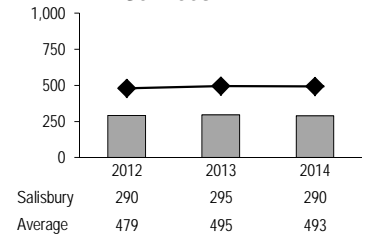
Total Cost per 1,000 Gallons of Treated Wastewater



Million Gallons of Wastewater per Wastewater Services FTE

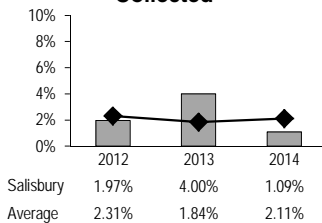


Customer Accounts per Wastewater Services FTE

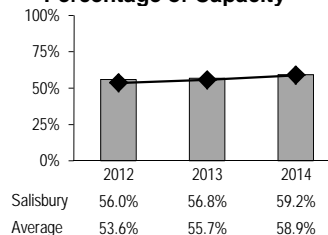


Effectiveness Measures

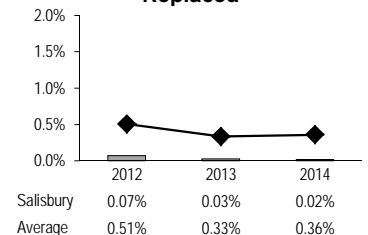
Percentage of Wastewater Bills Not Collected



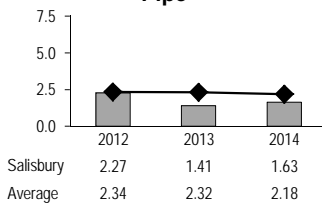
Average Daily Treatment as a Percentage of Capacity



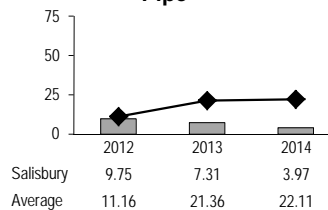
Percent of Main Line Rehabbed or Replaced



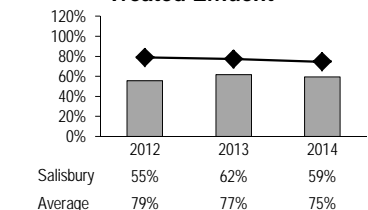
Overflows per 100 Miles of Main Line Pipe



Backups per 100 Miles of Main Line Pipe



Billed Wastewater as a Percent of Treated Effluent



Fiscal Year 2013–14

Explanatory Information

Service Level and Delivery

The City of Salisbury provides parks and recreation services through a separate department. This department includes other functions, such as services related to cemeteries, landscaping, right-of-ways, trees, medians, and mowing.

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

Salisbury has a full array of recreational facilities available. The city has 508 acres of parks; more than half are developed. The city has 16.9 miles of trails.

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

Conditions Affecting Service, Performance, and Costs

Parks and Recreation is a new service area for the benchmarking project beginning with the FY 2012–13 reporting year.

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

Municipal Profile

Population (OSBM 2013)	33,726
Land Area (Square Miles)	22.18
Persons per Square Mile	1,521
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

Service Profile

Parks and Recreation Staff	
Administrative Position FTEs	2.0
Maintenance Staff FTEs	7.5
Program and Facility FTEs	18.0
Other Staff FTEs	0.0
TOTAL	27.5
Number of Parks and Sites	
Total Land Acreage in Parks	508.0
Miles of Trails in Parks	16.9
Recreational Facilities	
Indoor and Outdoor Pools	1
Recreation Centers	3
Outdoor Basketball Courts	6 full, 6 half
Outdoor Tennis Courts	10
Playgrounds	18
Diamond Fields	8
Rectangular Fields	4
Other Athletic Fields	0
Picnic Shelters	20
Parks and Recreation Revenues	
User Fees	\$162,447
Grants	\$78,625
Sponsorships	\$0
Donations	\$6,632

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	57.9%
Operating Costs	36.8%
Capital Costs	5.2%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$1,072,923
Operating Costs	\$682,150
Capital Costs	\$96,896
TOTAL	\$1,851,969

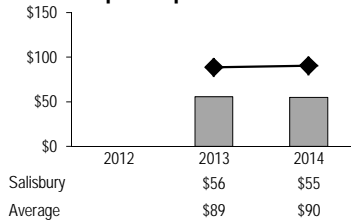
Key: Salisbury ■

Benchmarking Average ◆

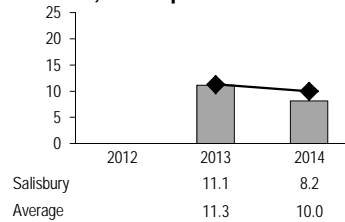
Fiscal Years 2012 through 2014

Resource Measures

Core Parks and Recreation Services per Capita

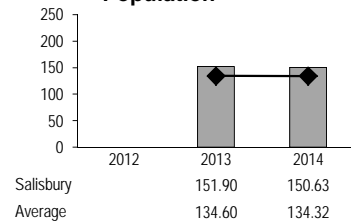


Core Parks and Recreation Staff per 10,000 Population

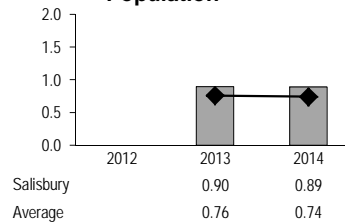


Facilities Measures

Land Acres of Parks per 10,000 Population



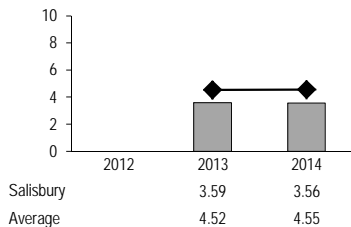
Recreation Centers per 10,000 Population



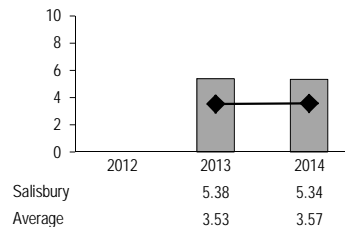
Swimming Pools per 10,000 Population



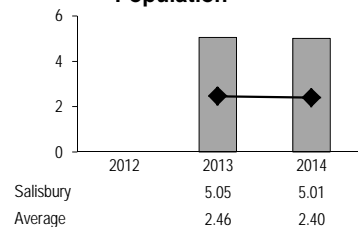
Athletic Fields per 10,000 Population



Playgrounds per 10,000 Population

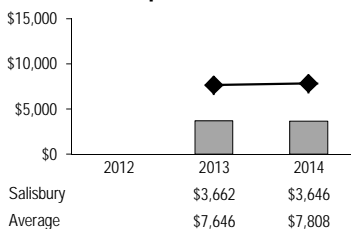


Miles of Land Trails per 10,000 Population

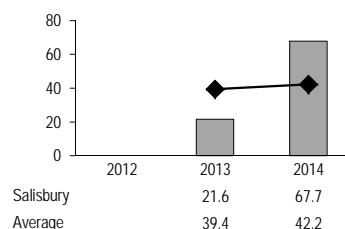


Efficiency Measures

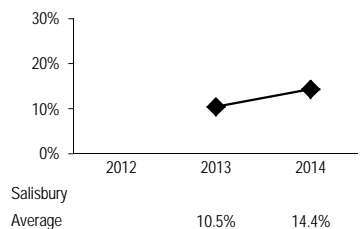
Total Core Parks and Recreation Costs per Acre



Acres of Park Maintained per Maintenance FTE

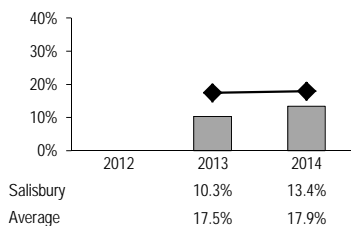


Volunteer Hours in FTEs as a Percent of Paid Staff FTEs

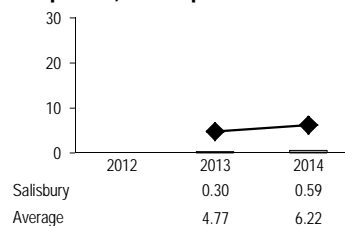


Effectiveness Measures

Revenue Gained as a Percent of Total Core Costs



Acts of Vandalism at Parks Facilities per 10,000 Population





Budget Ordinance

**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR
BEGINNING JULY 1, 2015, AND ENDING JUNE 30, 2016.**

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, 2015, and ending June 30, 2016, 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	\$ 290,112
Management and Administration	1,023,962
Public Information & Communication	425,195
Human Resources	1,529,042
Information Systems Operations	2,278,685
Network Operations Center	260,688
Financial Services	1,341,262
Business Services	838,889
Purchasing	81,831
Planning & Community Development	1,208,449
Information Technologies Systems	89,671
Development Services	971,889
Code Services	280,698
Infrastructure Management	1,471,419
Central City Buildings	534,825
Plaza	199,791
Police Services	1,525,725
Police Administration	1,016,720
Police Operations	3,588,504
Police Special Operations	974,443
Fire Department	6,080,079
Telecommunications	743,742
Street Lighting	568,276
Transportation	465,322
Engineering	3,764,031
Public Services - Administration	357,668
Streets	1,871,408
Solid Waste Management	1,338,639
Waste Management - Other	341,917
Parks and Recreation	2,602,127
Fleet Management	818,496
Education	38,107
Debt Service	<u>1,290,624</u>
TOTAL GENERAL FUND	<u>\$ 40,212,236</u>

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

Utilities Mgt. and Administration	\$ 4,886,966
Plant Operations-Water Treatment	1,596,423
Systems Maintenance	4,303,018
Environmental Services	604,509
Plant Operations-Wastewater Treatment	2,810,771
Meter Services	725,345
Plants Maintenance	2,627,228
Water and Sewer Debt Service	<u>5,221,764</u>
TOTAL WATER AND SEWER FUND	<u>\$ 22,776,024</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

\$ 1,682,396

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

\$ 2,724,316

(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

\$ 385,911

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

\$ 6,791,050

(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

\$ 1,246,200

(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

\$ 93,384

(9) That for the 2015-16 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

\$ 316,468

(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

\$ 90,352

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, 2015 and ending June 30, 2016:

General Fund:	
Taxes	\$ 18,577,074
Unrestricted governmental	8,780,866
Restricted governmental	3,581,223
Charges for services	7,202,800
Miscellaneous	272,233
Other financing sources	<u>1,798,040</u>
Total revenues	<u>\$ 40,212,236</u>
Water and Sewer Fund:	
Operating revenues	\$ 21,897,024
Nonoperating revenues	<u>879,000</u>
Total revenues and other financing sources	<u>\$ 22,776,024</u>
Transit Fund:	
Charges for services	\$ 80,100
Intergovernmental revenues	1,136,974
Other financing sources	<u>465,322</u>
Total revenues and other financing sources	<u>\$ 1,682,396</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,561,638
Miscellaneous	57,702
Other financing sources	<u>1,104,976</u>
Total revenues	<u>\$ 2,724,316</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 384,911
Miscellaneous	<u>1,000</u>
Total revenues	<u>\$ 385,911</u>
Fibrant Communications Fund:	
Operating revenues	\$ 6,759,540
Nonoperating revenues	<u>31,510</u>
Total revenues	<u>\$ 6,791,050</u>
Stormwater Fund:	
Operating revenues	<u>\$ 1,246,200</u>
Stormwater Capital Reserve Fund:	
Transfer from Stormwater Fund	<u>\$ 93,384</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 286,468
Miscellaneous	<u>30,000</u>
Total revenue	<u>\$ 316,468</u>
Rental Rehab:	
Miscellaneous	<u>\$ 90,352</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, 2015 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)

-- \$.66

Municipal Service District:

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

-- \$.176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$2,787,769,000 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. There is hereby levied a tax of 1.5% on gross receipts derived from retail short-term lease or rental of vehicles to the general public. This tax will be levied, reported, and collected as established under Ordinance 2000-47 as authorized by General Statute 160A-215.1.

Section 5. The Director of Infrastructure Services is authorized to establish rates for business services, residential services, and equipment that are not specifically listed in Appendix F in Article XII and to modify as necessary based on market conditions.

Section 6. That Video on Demand Movies, Pay Per View Events, and other premium services will have their price set based on market price and contractual demands as determined by the Director of Infrastructure Services.

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

Section 8. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2015 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 9. 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 10. Copies of this ordinance shall be furnished to the City's Finance Director, to be kept on file, for direction in the disbursement of City funds.

Section 11. 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	\$2 per CD
Sale of Salisbury Code Supplement Updates	\$24.50 per set
Parade, Picket Line, or Group Demonstration Permit Application Fee	\$25
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing

COMMUNITY PLANNING SERVICES

Development Services

Zoning Board of Adjustment:	
Administrative appeal	\$300
Variance	\$300
Conditional District Petition or General Development Overlay:	
Adoption	\$1,000
Amendment	\$750
Revisions	\$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$600
Land Development Ordinance Text Amendment	\$600
Vested Rights Extension	\$600 without rezoning
Notifications/Mailing:	
1 - 20	\$25
21 - 50	\$75
51 - 100	\$150
Greater than 100	\$300
After-the-fact Certificate of Appropriateness (HPC)	\$250
Major Site Plan Review	\$500
Minor Site Plan Review	\$150
Alternate Methods of Compliance	\$50
Special Use Permit	\$500
Zoning Permit for New Single Family	\$50 (House <5 DU)
Zoning Permit for New Multi-family	\$150
Zoning Permit for New Non-residential	\$300
Zoning Permit for Addition, Accessory, Upfit of Residential	\$25
Zoning Permit for Addition, Accessory, Upfit of Non-residential	\$100
Zoning Verification Letter	\$60
Predevelopment Permit for Site Grading (LIA)	\$100
Predevelopment Permit for Site Grading (HIA)	\$300
New Telecommunications Tower Special Use Permit Application	\$5,000
Height Addition of Existing Telecommunications Tower Application	\$1,500
Sidewalk Dining Permit (Annually)	\$10
Special Event / Temporary Sign Permit	\$25
Permit for Sign Panel / Face Change	\$50

	Fee
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Temporary Use Permit	\$50
Temporary Construction Traylor	\$25
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$24 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually
<i>Code Enforcement</i>	
Nuisance abatement	Mobilization fee \$125 + contractor & landfill costs
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$200 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200
ENGINEERING	
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
<i>Geographic Information Systems</i>	
ESRI Authorized Training Courses	\$375 per person per day
Geoprocessing using ArcGIS ModelBuilder	\$300 per person per day
GIS Topic Workshop	\$100 per person, per day
Training Room Rental	\$50 per person, per day Minimum \$300 per day

POLICE

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

FIRE

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy/scanned page; 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	

	Fee
Firework/Pyrotechnic Display (per display)	\$200
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	\$500
7 day permit	\$200
Other Not Listed	\$25
After Hours Inspection (inspections conducted outside of normal work hours)	\$50
*Late Application Fee	\$50

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

FIRE DEPARTMENT CONSTRUCTION PERMITS

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

Automatic Fire-Extinguishing System:

Installation	\$60
Renovation/Modification	\$50

Automatic Sprinkler System:

Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50

Standpipe System (Not part of a sprinkler system):

Installation	\$50
Renovation/Modification	\$50

Fire Alarm and Detection System:

(Includes devices tied into fire alarm system)

Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50

Door Locking Devices:

(Access-controlled egress, delayed egress, & special locking devices)

Installation	\$60
Renovation/Modification	\$50

Two-way Communication System:

(Area of Rescue Assistance)

Installation	\$60
Renovation/Modification	\$50

Fire Pumps and Related Equipment:

Installation	\$60
Renovation/Modification	\$50

Private Fire Hydrants (per unit):

Installation	\$60
Renovation/Modification	\$50

Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)

Abandon, Remove, Place Temporarily out of Service, or Close	\$50
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	Fee
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

Street Division

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

	Fee
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	\$65.41/hour
Repair of Hazardous Material Van:	
Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%

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

Transit

Individual Fares:	
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Handicapped, Senior Citizens, and Students)	\$0.50
40 Ride pass:	
Regular	\$35
Reduced	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

PARKS & RECREATION

City Park *	
Arts & craft room	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Meeting room	\$40 per hour + \$75 deposit
Room A	\$40 per hour + \$75 deposit
Hall Gym	
Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit

	Fee
Civic Center	
Weekend and Full Day Rental:	
Multi-purpose room & kitchen - for first eight hours each day	\$500 + \$100 deposit/ \$300 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day	\$575 + \$100 deposit/ \$300 if serving alcohol
Small meeting room only (per hour)	\$75 per hour + \$50 deposit
Monday - Thursday Rentals:	
Multi-purpose room & kitchen - four hour rental between 8 a.m. and 8 p.m.	\$250 + \$100 deposit/ \$300 if serving alcohol
Rental of any rooms after 8 p.m.	\$75 per hour
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
<u>Note: *Three (3) hour minimum for rentals during non-operational hours</u>	
Shelters & Gazebo Rentals:	
Cannon Park Gazebo Rental (Electricity Included) (only available for groups 40 or less)	\$150 security deposit; \$50 (Refundable)
Peace Haven Gazebo at City Park	\$150 security deposit; \$50 (Refundable)
Shelter Reservation Fee:	
8:00 AM - 12:00 Noon	\$10
1:00 PM - Close	\$10
All Day	\$20
Electricity - Additional (per shelter)	\$15
Advertising Fees	
Salisbury Community Park	\$600 initial fee;
Salisbury Greenway	\$1000 - \$5000
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Flat Fee	\$12.50/ hr.
Additional per hour charge for lights	\$25
Field Prep Fee	\$40
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$600
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	

	Fee
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$200
1 day / 3 fields	\$600
2 day / 3 fields	\$1,200
Non-refundable deposit of 50% of day rate or \$200	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$40
Soccer	
Flat Fee	\$25/hr.
Field Prep Fee	\$45
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	\$25/hr.
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Reservation Fee	\$5
Special Event Permits	
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day
Cemetery	
Burial-adult	\$900
Burial-infant	\$400
Disinterment - Adult	\$900
Disinterment - Infant	\$450
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 3:30 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends	\$300
Funeral processions entering cemetery on holidays	\$450
Monument installation permit	\$25
Deed Change	\$25
Cemetery Lot Fee Schedule:	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600

Landscape

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

Park Avenue Community Center *

Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)	
Non-profit organizations	\$40 per hour + \$50 deposit
Non-profit organizations / fund raiser	\$55 per hour + \$50 deposit
For profit organizations	\$70 per hour + \$50 deposit
Arts & Crafts Room	
Room availabilitiy is subject to Park Ave. activities.	
Non-profit organizations	\$30 per hour + \$50 deposit
For profit organizations	\$40 per hour + \$50 deposit

Note: *Two (2) hour minimum for rentals

West End Community Center

Conference Room	\$50/hr
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UTILITY ENGINEERING

Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
CD Disk, each	\$20
DVD Disk, each	\$20
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20

BUSINESS AND FINANCIAL SERVICES

Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility Bill (24 days after billing)	1.5% per month

	Fee
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of reports/files	\$1 extra for mailing
	Actual cost of supplies and mailing

TELECOMMUNICATIONS

Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$150
Fleet Map Build	\$250
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Radio Dash Mount	\$80
Radio Dash Removal	\$30
Radio Remote Mount	\$130
Radio Remote Removal	\$40
Ambulance dual installation	\$245
Ambulance dual Removal	\$80
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

	<u>Fee</u>
Charger Installation	\$45
Charger Removal	\$15
Light bar Installation	\$130
Light bar Removal	\$65
Siren Installation	\$80
Siren Removal	\$30
Parts	Actual Cost + 20%

**APPENDIX F, ARTICLE XII
FIBRANT**

<i>Video Services Residential – stand alone</i>	<i>Per Month</i>
Basic	\$40.82
Bronze	\$78.82
Silver	\$103.82
Gold	\$108.82
Platinum	\$171.82
<i>Video Service Residential – with internet or telephone</i>	<i>Per Month</i>
Basic	\$30.82
Bronze	\$68.82
Silver	\$93.82
Gold	\$98.82
Platinum	\$161.82
<i>Video Services – Retransmission Fee Required for all Video Services</i>	<i>Per Month</i>
Retransmission Fee	\$7.18
<i>Telephone Services Residential</i>	<i>Per Month</i>
Fibrant Telephone – single service	\$45
Fibrant Telephone – with video or internet services	\$40
Fibrant Telephone – with both video and internet services	\$35
Fibrant Telephone per additional line	\$25
<i>Internet Services Residential</i>	<i>Per Month</i>
Fibrant Light – with video or telephone service	\$25
Fibrant Light – with video and telephone service	\$20
Fibrant Internet 50 – single service	\$45
Fibrant Internet 50 – with video or telephone services	\$40
Fibrant Internet 50 – with both video and telephone services	\$35
Fibrant Internet 75 – upgrade from Fibrant Internet 50	\$20
Fibrant Internet 100 – upgrade from Fibrant Internet 75	\$20
Fibrant Internet 1000 – upgrade from Fibrant Internet 100	\$20
<i>Premium Channel Options</i>	<i>Per Month</i>
HBO	\$18
Cinemax	\$17
Starz Plus Encore	\$17
Showtime Plus TMC	\$17
Latino Tier	\$13

SCHEDULE B
METER INSTALLATION AND SEWER CONNECTION CHARGES

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
 - ¾” Water tap - SRU installed \$2,275
 - ¾” Water tap - Developer installed \$350
 - ¾” Water tap - Crescent \$1,150
- (b) One-inch residential water tap \$2,675
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1”, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
 - 4” Sewer tap - SRU Installed \$1,975
 - 4” Sewer tap – Developer Installed*: \$250

*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Reconnection fee for non-payment during business hours \$50
 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. There will be no convenience fees charged on any credit/debit card payments.
- (s) Lateral transfer fee shall be charged on the basis of labor, material, equipment and overhead costs, not to exceed the fee of a residential 4” Sewer tap – SRU Installed.
- (t) Recycling fee \$4.03/Month
- (u) Landfill fee
 - (1) Residential (per container) \$4.09/Month
 - (2) Commercial (per container) \$7.62/Month

<i>Fibrant – Equipment Rental</i>	<i>Per Month</i>
Additional Amino DVR per unit	\$11
Additional Amino Set Top Box per unit	\$5
Wireless Home Router (Fibrant Internet 75 and over)	\$9.99
Wireless Home Router (Fibrant Internet 50 and under)	\$4.99
<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)	
Video	\$160
Internet	\$100
Phone	\$100
Termination fee for Cancellation of Installation	\$199
Custom Wiring (Wall Fish, etc.) per current outlet	\$30
Additional Outlets (floor) same trip	\$25
Additional Outlets requiring Wall Fish same trip	\$50
Additional or Relocate Outlet separate trip	\$45
Additional Outlets requiring Wall Fish separate trip	\$50
Wireless Network Installation	\$30
Reconnect Fee during business hours	\$50
Reconnect Fee during after business hours	\$100
Remote Control Replacement	\$10
Unreturned Set Top Box	\$150
Unreturned DVR	\$300
Fibrant Telephone Directory Assistance (per use)	\$2
Fibrant Telephone Operator Assistance (per use)	\$3
WeeMote	\$20

**SCHEDULE A
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$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.

- (v) Waste collection fee
 - (1) Commercial (per container) \$10/Month
 - (2) Residential (per container) \$8/Month
 - (3) Removal of containers for nonpayment \$25
- (w) Stormwater fee
 - (1) Residential \$5
 - (2) Commercial/Industrial per ERU with a minimum of one
 - Commercial Tier 1: 1 – 5 ERU \$10
 - Commercial Tier 2: 6 – 25 ERU \$25
 - Commercial Tier 3: 26 – 50 ERU \$75
 - Commercial Tier 4: 51 – 100 ERU \$150
 - Commercial Tier 5: 101+ ERU \$300
- (x) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (y) Locking Devices Cut or Damaged \$20
- (y) Damaged Meter Yokes shall be charged on the basis of labor, material, equipment, and overhead costs a then prevailing or established rates.

**SCHEDULE C
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$4.02
	1" =	\$5.96
	1-1/2" =	\$9.18
	2" =	\$13.05
	3" =	\$25.31
	4" =	\$43.37
	6" =	\$93.03
	8" =	\$157.53
	10" =	\$247.83
	12" =	\$325.23
	16" =	\$647.73

Volume charge per 100 cubic feet:

Raw water	\$0.71
Finished, potable water	\$3.63
Southern Power	\$1.83
China Grove	\$4.72

**SCHEDULE D
WATER SERVICE CHARGES FOR BULK RATE**

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

**SCHEDULE E
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.42
	1" =	\$6.66
	1-1/2" =	\$10.38
	2" =	\$14.85
	3" =	\$29.01
	4" =	\$49.87
	6" =	\$107.23
	8" =	\$181.73
	10" =	\$286.03
	12" =	\$375.43
	16" =	\$747.93
Volume charge per 100 cubic feet		\$4.83
China Grove volume charge per 100 cubic feet		\$6.28
(2) Flat rate sewer charge		\$44.54

**SCHEDULE F
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grant Creek Wastewater Plants:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred fifty-four dollars and twenty cents (\$154.20) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of two-hundred seventy-two dollars and twenty-six cents (\$272.26) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand eight hundred nineteen dollars and forty-eight cents (\$1,819.48) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

Pretreatment Permit Fees shall be assessed at \$250 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request.

**SCHEDULE G
ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

Test	Fee
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 12. That the hourly rate of \$125 be established for work performed by the City Attorney.

Section 13. That this ordinance shall be effective upon its passage.

Glossary

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.

BMP: Acronym for Best Management Practices.

BOND FUNDS: Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

BOND REFERENDUM: An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

BUDGET: A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

BUDGET CALENDAR: The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN): The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

BUDGET MESSAGE: A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

BUDGET ORDINANCE: The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

CAPITAL ASSETS: Assets with an initial, individual cost of more than a certain amount and an estimated useful life in excess of two years. Minimum capitalization costs are as follows: buildings, \$10,000; furniture and equipment, \$5,000; infrastructure, \$100,000; and improvements other than buildings or infrastructure, \$5,000. All land is recorded as a capital asset without regard to any significant value.

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

CAPITAL IMPROVEMENTS BUDGET: The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

CAPITAL IMPROVEMENTS PROGRAM (CIP): The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

CAPITAL OUTLAY: A classification consisting of Capital Equipment and Capital Improvement.

CAPITAL RESERVE FUND: A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

CCF: Acronym for 100 Cubic Feet of water.

CD: Acronym for Construction Documents.

CDBG: Acronym for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

CMAQ: Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

CMW: Acronym for Certificate of Minor Works.

COA: Acronym for Certificate of Appropriateness.

COD: Acronym for Chemical Oxygen Demand.

COST CENTER: The smallest unit of activity or area of responsibility for which costs are accumulated.

CRM: Acronym for Citizen Resource Management. A type of software that will allow citizens to have an improved method of interacting with the City.

CTP GRANT: Acronym for Community Transportation Program Grant. The major funding source for the City's Mass Transit System.

DEBT SERVICE: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

DEPARTMENT: A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

DEPRECIATION: The reduction in value of a capital asset over its estimated useful life. The City uses the straight-line method of depreciation over the useful life as determined by the asset class.

DSI: Acronym for Downtown Salisbury Incorporated. A component unit that promotes, enhances and manages the development of the central business for the City.

ENCUMBRANCE ACCOUNTING: The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

ENTERPRISE FUND: A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

EPA: Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

FERC: Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

FIBRANT: The enterprise fund implemented in FY2009 that provides high speed broadband services to the citizens of Salisbury.

FISCAL YEAR: The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

FIXED ASSETS: Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

FOG: Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows (SSO).

FRA: Acronym for Federal Railroad Administration.

FTE: Acronym for Full-Time Equivalent. The number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law.

FUNCTION: A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

FUND: A fund is a fiscal and accounting entity with a self-balancing set of accounts.

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

GREAT: Acronym for Gang Resistance Education and Training. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

GAAP: Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

GCWWTP: Acronym for Grant Creek Wastewater Treatment Plant.

GDP: Acronym for Group Development Plans.

GENERAL FUND: The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION (G.O.) BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

GIS: Acronym for Geographic Information System. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential tool by City departments.

GFOA: Acronym for Government Finance Officers Association.

GOAL: A statement of broad direction, purpose or intent based on the needs of the community.

GOVERNMENTAL FUNDS: Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

GPON: Acronym for Gigabit Passive Optical Networking.

HOME: Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

HPO: Acronym for High Performance Organization. A government working model.

HRC: Acronym for Human Relations Council.

I&I: Acronym for Inflow and Infiltration.

INCH MILE: The length of pipeline in miles, multiplied by the diameter of the pipe in inches.

INVESTMENT REVENUE: Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

INTERFUND TRANSFERS: Amounts transferred from one fund to another.

ISO: Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

LCP: Acronym for Local Convergence Point.

LEASE PURCHASE: Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

MGD: Acronym for Millions of Gallons per Day.

MODIFIED ACCRUAL: The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

NCBCC: Acronym for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

NCDENR: Acronym for North Carolina Department of Environment and Natural Resources.

NCDOT: Acronym for North Carolina Department of Transportation.

NCDOL: Acronym for North Carolina Department of Labor.

NCLM: Acronym for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

NET ASSETS: The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

NIOSH: Acronym for National Institute for Occupational Safety and Health.

NOC: Acronym for Network Operations Center. A division of Infrastructure Services.

NPDES: Acronym for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

NTU: Acronym for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

OBJECTIVE: A statement of specific direction, purpose or intent to be accomplished by staff within a program.

OPERATING BUDGET: The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

OPERATING FUNDS: Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

OSHA: Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

PARTF: Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

PERFORMANCE MEASURES: Descriptions of a program's effectiveness or efficiency.

PFT: Acronym for Permanent Full-time. Full-time employee with benefits.

PIT: Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

POWELL BILL FUND: Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

PPT: Acronym for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

PRODUCTIVITY: A measure of the increase of service output of City programs compared to the per unit of resource input invested.

PROGRAM: An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

PROPERTY TAXES (AD VALOREM TAXES): Taxes paid by those owning property in the City. These taxes are based on assessed value.

RESERVE: A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

RESOURCES: Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

REVENUE: Income received from various sources used to finance government services; for example, sales tax revenue.

REVENUE BONDS: Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

ROW: Acronym for Right of Way.

SCADA: Acronym for Supervisory Control and Data Acquisition.

SERVICE LEVEL: Measurement of services provided by the City to the public.

SNAG: Acronym for Salisbury Neighborhood Action Group.

SPECIAL REVENUE FUND: This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – a Community Development Fund.

TCWWTP: Acronym for Town Creek Wastewater Treatment Plant.

TDA: Acronym for Tourism Development Authority.

TFT: Acronym for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

TKN: Acronym for Total Kjeldahl Nitrogen.

TMDL: Acronym for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

TPT: Acronym for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

TSS: Acronym for Total Suspended Solids.

USDOJ: Acronym for United States Department of Justice.

VENTURIS: A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

WWTP: Acronym for Wastewater Treatment Plant.

