CITY OF SALISBURY
NORTH CAROLINA

2016-2017 BUDGET

For the Year Ending June 30, 2017

MAYOR, CITY COUNCIL, AND CITY OFFICIALS

MAYOR AND CITY COUNCIL

Karen Alexander - Mayor

Maggie Blackwell - Mayor Pro-tem

David Post

Brian Miller

Kenneth Hardin

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
Diane Gilmore - Finance Specialist
Evans C. Ballard - Budget and Benchmarking Analyst
Melissa H. Drye - 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, 2015

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, 2015 (Fiscal Year 2015-2016).

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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Budget Message

May 17, 2016

BUDGET MESSAGE FISCAL YEAR 2016-17
July 1, 2016 – June 30, 2017

Mayor Alexander and City Council:

I am pleased to present you with my recommended budget for FY16-17. As we discussed last year at this time, we lost the privilege license tax for this current fiscal year. This loss accounted for $320,000 or 1.18 cents of property tax. We budgeted Fund Balance to cover the lost revenue last year. Unfortunately, we cannot replace a reoccurring revenue with Fund Balance each year. We also experienced a significant increase in our health insurance and workers compensation insurance this year. These combined increases were over $810,000. Due to these pressures I am recommending a 1.2 cent increase in property taxes. This would be less than $1.36 per month for the average homeowner in Salisbury. (Attachment A)

GENERAL FUND EXPENDITURES

My recommended budget includes funding for sidewalk improvements for the downtown area that concentrate on Innes Street with any remaining funds to be used on Main Street. In addition to Innes Street sidewalk improvements, the recommended budget contains funding for various sidewalk improvements utilizing CMAQ grant funds.

The recommended budget also continues funding for our housing stabilization program, and includes $100,000 for the Dixonville Cemetery.

I am recommending the following General Fund appropriations totaling $1,180,000, for one time expenses, from Fund Balance (Attachment B):

- Newsome Road - $550,000 (reimbursement by 2020)
- Fire station construction - $300,000 (reimbursed through future debt financing)
- Roof for Head Start building - $330,000

The proposed budget also includes the replacement of equipment from the General Fund Capital Replacement Fund, including the following large pieces of equipment:

- 2000 Platform Ladder Truck for Fire Dept. - $1,502,006
- 1988 Pumper Truck for Fire Dept. - $627,006
- 2002 Knuckleboom for Streets Dept. - $142,406
- 2005 Rear Loader with Knuckleboom for Streets Dept. - $140,406
- 2006 25 Yard Packer Truck for Waste Management - $260,706

For FY2016-17, I recommend working with the Salisbury Community Foundation to allocate funds for Special Community Organizations. A lump sum for the non-profit requests will be budgeted, and the Salisbury Community Foundation will receive applications and assist in vetting the requests and determining the appropriations.

I am also recommending a 3% average merit increase for employees. We need to do this to reward great service and to retain quality employees. I am proud of the renewed focus on customer service in our organization. In addition, President's Day has been included as a proposed addition to the City holiday schedule.

WATER/SEWER UTILITY FUND

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

Our water and wastewater infrastructure and treatment facilities continue to age and require regularly scheduled maintenance and replacement. SRU has proposed a 10-year Capital Improvement Plan that will adequately fund our infrastructure needs while maintaining competitive rates in our region. In this year's budget, there is dedicated funding to begin the process of relocating and replacing our wastewater headworks and influent pump station at our Grants Creek wastewater facility. This infrastructure was originally constructed in 1964 and is at the end of its useful service life. In addition, we propose to continue our incentive fund for public/private fire lines that will spur downtown residential development as well as offer more substantial fire protection in this historic district.

Although we are struggling to maintain fair and equitable rates for our consumers, it is extremely challenging to treat our water and wastewater while still meeting required regulations and delivering excellent service. As a result, I am recommending a 2.50% water and sewer increase. An average monthly residential water and sewer utility bill, for a customer using 5,000 gallons, would be $66.60 (an increase of $1.61 or $0.05/day). (Attachments C and C-1)

STORMWATER FUND

The proposed budget does not include an increase in the residential stormwater fee; however, I am recommending a 20% increase in the commercial stormwater rate to fund additional rehabilitation projects and to purchase stream monitors. Over the past few years, Stormwater Services staff have evaluated existing infrastructure that is maintained by the City of Salisbury. A large volume of work orders have been created, and the funding increase will help address infrastructure needs and improve flood control systems to protect our citizens and other City infrastructure. As part of our existing NPDES permit, the City is required to reduce pollution in impaired streams. Stream monitors will allow staff to determine where problems are occurring. Without the monitors, staff cannot plan or engineer solutions to address the impairments. Even with this rate increase we would have the lowest commercial rates in our area. (Attachment D)

FIBRANT FUND

One of the most significant challenges ahead of us is to improve the financial performance of Fibrant. Its reliability is second to none. We are working to make this utility more transparent, and to accomplish this goal we have worked to break out Fibrant expenses from the General Fund and place all of these expenses in the Fibrant Fund. In our current fiscal year, we estimate Fibrant will cost the General Fund $3.5 million. We are reducing that contribution down to $2.9 million in the recommended budget.

TRANSIT FUND

This is the second year that our Transit System has been classified as an Urban Transit system. The City has been working closely with the State, our MPO, and other transit systems within our MPO to secure funding for the Transit System. We have acquired some additional funding from the State and continue to work with our MPO to ensure adequate funding for our operations.

The recommended budget includes one major capital item. $280,000 is budgeted for an Automated Vehicle Location System (AVL). AVL systems track the location of each bus using GPS, and the information provides real-time tracking of each bus on a map. This system includes software that can be downloaded to mobile devices and personal computers to provide live bus tracking, next bus arrival time, and on-street signs that show estimated real-time arrival of the next few buses. Due to the cost of the AVL system, $150,491 of Transit Fund reserves are budgeted this year.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. I would especially like to thank Finance Director Teresa Harris and Budget & Performance Manager Shannon Moore for their hard work in preparing this budget. Our

Management Team is committed to working with you to develop a budget that meet the needs of our community and the goals of City Council.

Respectfully Submitted,

W. Lane Bailey
City Manager

ATTACHMENT A

Proposed Tax Increase of 1.2 cents ($330,146 in additional GF revenue)

Median Value of Home in Salisbury: $ 135,500

Proposed Property Tax Rate Change

Example	Tax Rate	Annual Tax Impact (Average House)
Current City Property Tax Rate	0.6600	$894.30
With 1.2 Cent Proposed Tax Increase	0.6720	$910.56
Annual Difference in Taxes		$16.26

ATTACHMENT B

General Fund Appropriation from Fund Balance

Appropriation Amount	Funding Purpose
$550,000	Newsome Road (Reimbursement by 2020)
$300,000	Fire Station Construction (Reimbursed Through Future Debt Financing)
$330,000	Roof for Head Start Building
$1,180,000	

ATTACHMENT C

Proposed SRU Rate Increase. Every 1% increase in rate equals $206,341 in additional W/S Fund Revenue.

Salisbury-Rowan Utilities Proposed Rate Increase

	FY15-16 Adopted	FY16-17 Proposed
3/4" Minimum Water Charge Per Meter Size	$4.02	$4.09
Volume Charge Per 100 Cubic Feet	$3.63	$3.69
3/4" Minimum Sewer Charge Per Meter Size	$4.42	$4.49
Volume Charge Per 100 Cubic Feet	$4.83	$4.99

Proposed Projects	
Influent Pump Station Design for Grants Creek headworks Relocation Project	$613,474
Land acquisition and security improvements near Water Plant	$150,000
Lift Station rehab / upgrades	$172,520
Increase to Water / Sewer Capital Project Fund	$300,000

ATTACHMENT C-1

	Municipality	Service Population	No. of Water Connections	Water	Sewer	Total
1	Town of East Spencer	1,508	717	$53.51	$63.78	$117.29
2	Town of Landis (Electric City)	3,108	1,493	$51.42	$55.62	$107.04
3	OWASA	80,000	21,000	$39.13	$44.40	$83.53
4	City of Thomasville	26,418	10,525	$33.85	$46.05	$79.90
5	City of Lincolnton	10,486	5,038	$30.27	$47.43	$77.70
6	City of Wilson	51,057	18,498	$32.87	$39.46	$72.33
7	City of High Point (Electric City)	104,000	42,650	$26.30	$44.14	$70.44
8	Town of Mooresville	32,711	13,253	$27.81	$40.79	$68.60
9	City of Kannapolis – *Inside Rate*	43,826	17,254	$35.70	$32.05	$67.75
	Salisbury-Rowan Utilities (proposed)	***49,000***	***18,734***	***$28.76***	***$37.85***	***$66.60***
10	**Salisbury-Rowan Utilities (current)**	**49,000**	**18,734**	**$28.28**	**$36.71**	**$64.99**
11	City of Concord - *Inside Rate* (Electric City)	84,501	35,123	$30.84	$31.49	$62.33
12	Charlotte Water	796,209	253,557	$17.98	$38.41	$56.39
13	City of Statesville – *Inside Rate* (Electric City)	30,069	11,838	$21.65	$34.36	$56.01
14	City of Lexington – *Inside Rate* (Electric City)	22,415	8,722	$20.99	$32.75	$53.74
15	City of Lenoir	19,500	9,719	$22.70	$23.35	$46.05
16	City of Albemarle – *Inside Rate* (Electric City)	16,500	7,255	$20.18	$18.69	$38.87

** Information obtained from UNC Environmental Finance Center (FY15-16)*

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

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

ATTACHMENT D

Proposed Stormwater Commercial Tier Increase of 20% ($136,778 of additional Revenue)

	FY15-16 Adopted	FY16-17 Proposed
Stormwater Fee - Commercial Tier 1 (5 ERU)	$10	$12
Stormwater Fee - Commercial Tier 2 (25 ERU)	$25	$30
Stormwater Fee - Commercial Tier 3 (50 ERU)	$75	$90
Stormwater Fee - Commercial Tier 4 (51-100 ERU)	$150	$180
Stormwater Fee - Commercial Tier 5 (101+ ERU)	$300	$360

Additional revenue would pay for the following:	**Rehab Project**	**$115,351**
	Drainage Grant	**$25,000**

RATE COMPARISON

Type of Non Residential	Salisbury	Concord	Kannapolis	Mooresville
Fast Food Restaurant	$30.00	$77.40	$102.00	$68.00
Drug Store	$30.00	$73.10	$102.00	$68.00
Retail Supercenter	$360.00	$993.30	$1,326.00	$904.40
Golf Course	$180.00	$262.30	$348.00	$234.60
Bank - Local Branch	$30.00	$38.70	$54.00	$37.40
Grocery Store	$180.00	$348.30	$468.00	$319.60

ADDENDUM

FY2016-2017 ADOPTED BUDGET

On May 17, 2016, the City Manager presented a balanced FY2016-17 Budget proposal that totaled $81,337,704 for all funds. The public hearing as required by N.C.G.S 159-12 was held on Tuesday June 7, 2016. Two citizens spoke at the hearing, one in regards to clarification on the recommended Stormwater increase, the second requesting additional funding for the City's police force in an effort to retain and hire the most qualified officers to reduce street crime.

The budget work session was held June 9th, 2016. The discussion on June 9th started with the City Manager acknowledging our new comprehensive 10-year CIP plan to identify the City's needs and how to strategically fund those going forward.

After lengthy discussion, Council approved changes in the Transit Fund based on Revenue information received after our budget was prepared. The following changes were made to the proposed FY2016-17 budget:

ADDITIONS

Add $52,580 for Transit Minivan/Crossover
Add $266,064 Transit 5339 Capital Revenue

CUTS

Decrease $188,681 Transit 5307 Capital Revenue
Decrease $24,803 Transit Appropriation from Fund Balance

The final adopted FY2016-17 Budget for all funds was $81,390,284 which City Council adopted on June 21, 2016.

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

CITY COUNCIL OBJECTIVES AND GOALS FY2016-2017

Priority Initiatives – One Year Tactical Plan

Planning and Development Initiatives

Financial Sustainability and Accountability

Utilities and Community Infrastructure

Organizational Development and Partnerships

Adopted by City Council April 19, 2016

CITY COUNCIL OBJECTIVES AND GOALS
FY2016-2017

Priority Initiatives – One Year Tactical Plan

Improve the quality of life and livability in Salisbury

1. Promote and enhance community safety by supporting the new Police Chief and efforts regarding community policing, and providing a competitive compensation package to retain and expand the number of officers.
2. Develop comprehensive business plan for Fibrant that fully leverages the utility's 10Gig capabilities to attract businesses and create sustainable economic growth for the community.
3. Enhance the appearance, accessibility, and livability of downtown Salisbury by investing in streetscape and infrastructure improvements and promoting economic and residential growth efforts associated with the redevelopment of the Empire Hotel and development of greenspace in the downtown area.
4. Promote the appearance, accessibility, and walkability of the community through development and expansion of the Greenway system.
5. Ensure that the organization is inclusive and reflective of all citizens and serves as an open and safe place for all people. Seek ways to reach under-represented populations for service on the City's boards and commissions. Promote openness and transparency in all endeavors.
6. Identify and support innovative and collaborative opportunities and initiatives with Rowan Salisbury School System.

CITY COUNCIL OBJECTIVES AND GOALS
FY2016-2017

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. Implement a Neglected Housing Initiative to address housing blight and revitalization
3. Collaborate with Rowan County Inspection Department to improve the development review process
4. Study improving animal control services
5. Develop a process and begin update of Comprehensive Plan (2030/2040)

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

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
FY2016-2017

Financial Accountability and Sustainability

Maintain financial accountability and sustainability.

1. Develop a plan for priority infrastructure improvements in the City

Organizational Development and Partnerships

Improve organizational transparency

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

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

EXHIBIT 2
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY2016-17

GENERAL FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
CITY COUNCIL				
Citizen's Academy	$ 8,500	$ 8,500	$ 8,500	
Fetzer Group	36,000	-	-	
LDO Codification	12,000	-	-	
Total Special Projects	$ 56,500	$ 8,500	$ 8,500	$ -
MANAGEMENT & ADMINISTRATION				
Executive Development	$ 6,000	$ 6,000	$ 6,000	
Total Special Projects	$ 6,000	$ 6,000	$ 6,000	$ -
FIBRANT INSTALLATION & SYSTEMS				
Bulk Agreement	$ 145,554	$ -	$ -	
Diverse Backbone Extensions	28,189	-	-	
COB to City Hall Fiber Interconnect	15,819	-	-	
COB to Street Dept Fiber Interconnect	6,698	-	-	
IPV4 - Address Space (IP Space)	100,000	-	-	
IPV6 - Implementation	15,000	-	-	
UG Construction for New Residential Developments	121,040	-	-	
Multi Dwelling Unit Installations	70,000	-	-	
Total Special Projects	$ 502,300	$ -	$ -	$ -
POLICE - SUPPORT SERVICES				
Rowan County Telecommunications Pymnt 4 of 10	$ 50,000	$ 50,000	$ 50,000	
Secure Vehicle Evidence Storage Facility	-	30,000	30,000	
Total Special Projects	$ 50,000	$ 80,000	$ 80,000	$ -
POLICE - ADMINISTRATION				
Police Athletic League Mentoring Program	$ 10,000	$ 10,000	$ 10,000	
Professional Certifications Incentive	40,000	-	-	
Game Plan for Life Program	14,000	6,000	6,000	
Total Special Projects	$ 64,000	$ 16,000	$ 16,000	$ -
POLICE - FIELD OPERATIONS				
Ballistic Vest Replacement (7 @ $770)	$ 5,390	$ 5,390	$ 5,390	
Replace Radar Units (4 @$2,475)	9,900	9,900	9,900	
Replace Tasers (12 @ $1150)	13,800	13,800	13,800	
Total Special Projects	$ 29,090	$ 29,090	$ 29,090	$ -
FIRE ADMINISTRATION				
Firefighter Turn Out Gear (17 @ $3,024)	$ 51,408	$ 51,408	$ 51,408	
Paint 1941 American LaFrance Ladder Truck	40,000	-	-	
Total Special Projects	$ 91,408	$ 51,408	$ 51,408	$ -
ENGINEERING				
CMAQ Sidewalks near Salisbury Mall	$ 438,500	$ 438,500	$ 438,500	$ 348,457
CMAQ Sidewalks on Main St	134,000	134,000	134,000	107,200
CMAQ Sidewalks on Bringle Ferry Rd	299,000	299,000	299,000	239,200
CMAQ Bike Lanes/Sidewalk on Newsome Rd	1,623,644	811,822	811,822	653,458
Sidewalks on Klumac Rd	35,000	35,000	35,000	
Sidewalks on Old Concord Rd	140,000	140,000	140,000	140,000
Update Construction Standards	45,000	-	-	
CMAQ Bike Lanes at Catawba College	41,000	41,000	41,000	28,000
Newsome Rd Ext between Innes St & Faith Rd	1,100,000	550,000	550,000	
Upgrade Emergency Vehicle Preemption System	87,230	88,816	88,816	
Preliminary Design of Grants Creek Greenway-Phase IV	150,000	150,000	150,000	
Fire Station 4 Warnings Devices on Statesville Blvd	17,000	17,000	17,000	
Total Special Projects	$ 4,110,374	$ 2,705,138	$ 2,705,138	$ 1,516,315

	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
STREET LIGHTING				
Improvements 150 Lights	$ 32,130	$ 25,000	$ 25,000	
Special Maintenance of City owned lights	8,000	8,000	8,000	
Total Special Projects	$ 40,130	$ 33,000	$ 33,000	$ -
TRAFFIC OPERATIONS				
Wireless Communications for new signal at VA Hospital	$ 7,000	$ 7,000	$ 7,000	
Institute and Monroe upgrade/replace Infrastructure	3,285	3,285	3,285	
Institute and Horah upgrade/replace Infrastructure	2,750	2,750	2,750	
Church and Horah upgrade/replace Infrastructure	12,265	12,265	12,265	
Total Special Projects	$ 25,300	$ 25,300	$ 25,300	$ -
COMMUNITY PLANNING SERVICES				
Innes Street Incentive Grant Program	$ 25,000	$ 25,000	$ 25,000	
History & Art Walk/Sculpture Show	20,000	10,000	10,000	
Begin three-year phased replacement of trash receptacles	10,000	-	-	
Historic Preservation Grants	50,000	20,000	20,000	
Block Work Program	10,000	10,000	10,000	
Dixonville Cemetery Memorial Project	4,500	-	-	
Vision 2020 Update	100,000	100,000	100,000	
Housing Stabilization Initiative - Year 2	150,000	100,000	100,000	
Knox Middle School - Principals Increase to $50K each	100,000	100,000	100,000	
Holiday Decoration Installation	17,500	17,500	17,500	
Seasonal Plantings	1,000	-	-	
Total Special Projects	$ 488,000	$ 382,500	$ 382,500	$ -
DEVELOPMENT SERVICES				
Tax Incentive for Food Lion	$ 200,000	$ 200,000	$ 200,000	
Incentive Grant for Henkle Corp	129,000	129,000	129,000	
Wallace Dry Goods Downtown Incentive Grant	175,000	175,000	175,000	
Benchwarmers Downtown Incentive Grant	50,000	50,000	50,000	
Total Special Projects	$ 554,000	$ 554,000	554,000	-
PARKS AND RECREATION				
Hurley Park Spring Celebration	$ 2,000	$ 2,000	$ 2,000	
Dixonville Cemetary		100,000	100,000	
Total Special Projects	$ 2,000	$ 102,000	$ 102,000	$ -
PUBLIC SERVICES STREETS MAINTENANCE				
Reset Granite Sidewalks (S. Fulton/W. Monroe)	$ 18,000	$ -	$ -	
Sidewalk Repairs		150,000	150,000	
Bridge Repairs	85,000	118,241	118,241	
Total Special Projects	$ 103,000	$ 268,241	$ 268,241	$ -
PUBLIC SERVICES - WASTE MANAGEMENT				
Rollout Replacements	$ 78,000	$ 80,363	$ 80,363	
Downtown Receptacle Replacements	10,000	-	-	
Total Special Projects	$ 88,000	$ 80,363	$ 80,363	$ -
PUBLIC SERVICES-FLEET				
ASE/EVT Incentive Program Implementation	$ 25,000	$ 25,000	$ 25,000	$
Purchase property for new facility	250,000	-	-	
Total Special Projects	$ 275,000	$ 25,000	$ 25,000	$ -
GRAND TOTAL-SPECIAL PROJECTS	**$ 6,485,102**	**$ 4,366,540**	**$ 4,366,540**	**$ 1,516,315**
TOTAL OFFSETTING REVENUE	***$ 2,169,772***	***$ 1,516,315***	***1,516,315***	
TOTAL CITY SHARE	**$ 4,315,330**	**$ 2,850,225**	**$ 2,850,225**	

	REQUESTED	MANAGER RECOMMENDS	ADOPTED
WATER & SEWER FUND			
ADMINISTRATION			
Incentive Fund for Public/Private Fire Lines	$ 50,000	$ 50,000	$ 50,000
Employee on-call incentive pay	65,000	-	-
GRAND TOTAL-SPECIAL PROJECTS	**$ 115,000**	**$ 50,000**	**$ 50,000**
TRANSIT FUND			
OPERATIONS			
Rowan Express	$ 10,500	$ 10,500	$ 10,500
Ozone Action Days	10,000	-	-
Planning	38,000	-	-
GRAND TOTAL-SPECIAL PROJECTS	**$ 58,500**	**$ 10,500**	**$ 10,500**
FIBRANT FUND			
BROADBAND SYSTEMS			
Bulk Agreement	$ -	$ 145,554	$ 145,554
Diverse Backbone Extensions	-	-	-
COB to City Hall Fiber Interconnect	-	15,819	15,819
COB to Street Dept Fiber Interconnect	-	-	-
IPV4 - Address Space (IP Space)	-	100,000	100,000
IPV6 - Implementation	-	15,000	15,000
UG Construction for New Residential Developments	-	100,000	100,000
Multi Dwelling Unit Installations	-	20,000	20,000
GRAND TOTAL-SPECIAL PROJECTS	**$ -**	**$ 396,373**	**$ 396,373**
STORMWATER FUND			
Civic Park Apartments	$ 50,000	$ 50,000	$ 50,000
NPDES Compliance	15,000	15,000	15,000
Drainage Grants	25,000	25,000	25,000
Rehab Projects	115,351	106,132	106,132
GRAND TOTAL-SPECIAL PROJECTS	**$ 205,351**	**$ 196,132**	**$ 196,132**

EXHIBIT 3
SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2016-17

	FY2015-16 ADOPTED	REQUESTED BY ORGANIZATION	MANAGER RECOMMENDS	ADOPTED
Human Relations Council	$ 5,150	$ 5,150	$ 5,150	$ 5,150
Facade Grants	22,000	25,000	22,000	22,000
Salisbury-Rowan EDC	89,208	89,088	89,088	89,088
Downtown Salisbury, Inc.	131,500	189,278	131,500	131,500
Rowan Arts Council	48,875	52,500	52,500	52,500
Horizons Unlimited	38,107	40,000	38,107	38,107
Subtotal	$ 334,840	$ 401,016	$ 338,345	$ 338,345
Family and Community Together	-	30,000	-	-
Gateway Freedom Center	-	10,000	-	-
Gemstones Academy & Compass	-	25,000	-	-
Tsunami Development Literacy Program	-	47,931	-	-
Prevent Child Abuse Rowan	-	5,000	-	-
Salisbury-Rowan County & Cultural Partners	-	10,000	-	-
*MLK Dream Park Center	-	-	-	-
*Salisbury-Rowan County CVB	-	-	-	-
Salisbury Community Foundation NonProfit Funding	-	40,000	40,000	40,000
Subtotal	$ -	$ 167,931	$ 40,000	$ 40,000
TOTAL	$ 334,840	$ 568,947	$ 378,345	$ 378,345

***No Specific dollar amount requested**

Exhibit 4

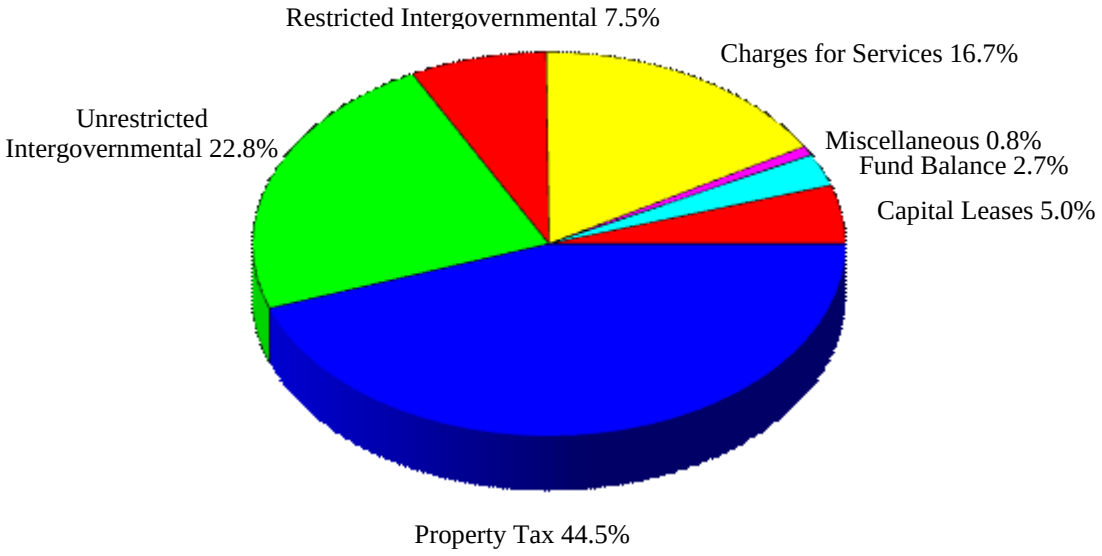
City of Salisbury
Holiday Schedule
FY 2016 -2017

• Independence Day	Monday, July 4, 2016	
• Labor Day	Monday, September 5, 2016	
• Veterans Day	Friday, November 11, 2016	
• Thanksgiving	Thursday, November 24, 2016 Friday, November 25, 2016	
• Christmas	Friday, December 23, 2016 Monday, December 26, 2016 Tuesday, December 27, 2016	
• New Year's Day	Monday, January 2, 2017	
• Martin Luther King, Jr. Day	Monday, January 16, 2017	
• President’s Day	Monday, February 20, 2017	(NEW)
• Good Friday	Friday, April 14, 2017	
• Memorial Day	Monday, May 29, 2017	

Introductory Section

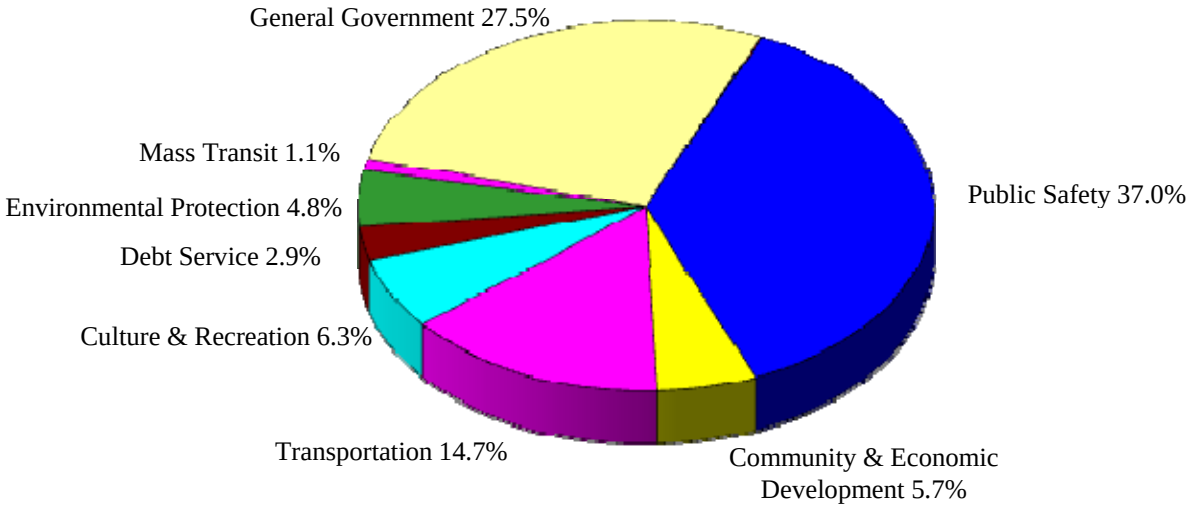
FY 2016-17 GENERAL FUND

Revenues - $43,029,396



Where the Money Comes From

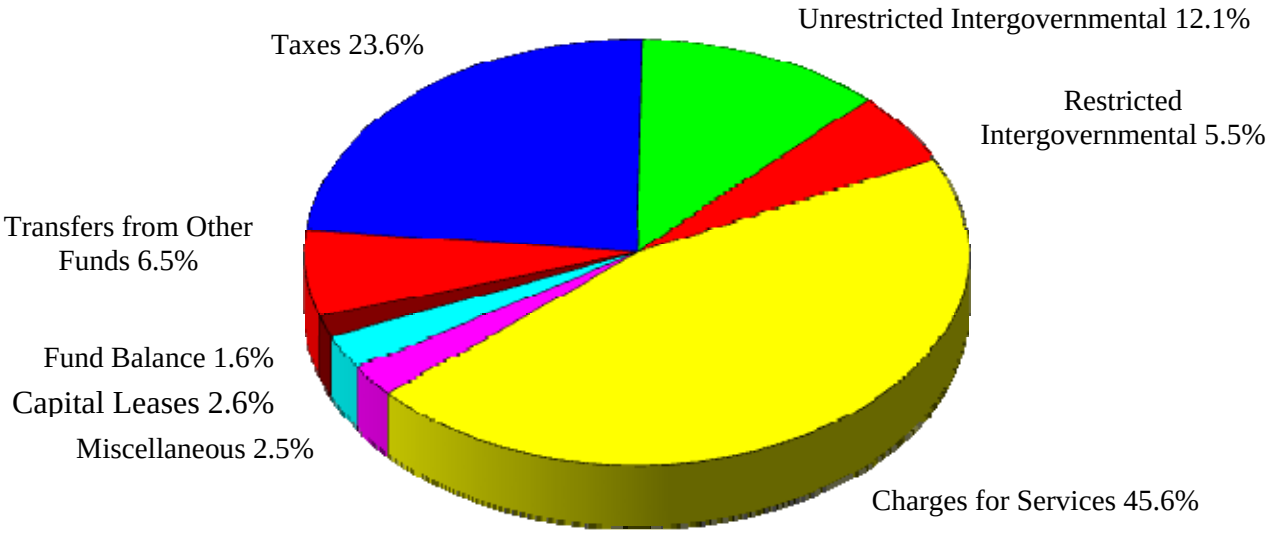
Expenditures - $43,029,396



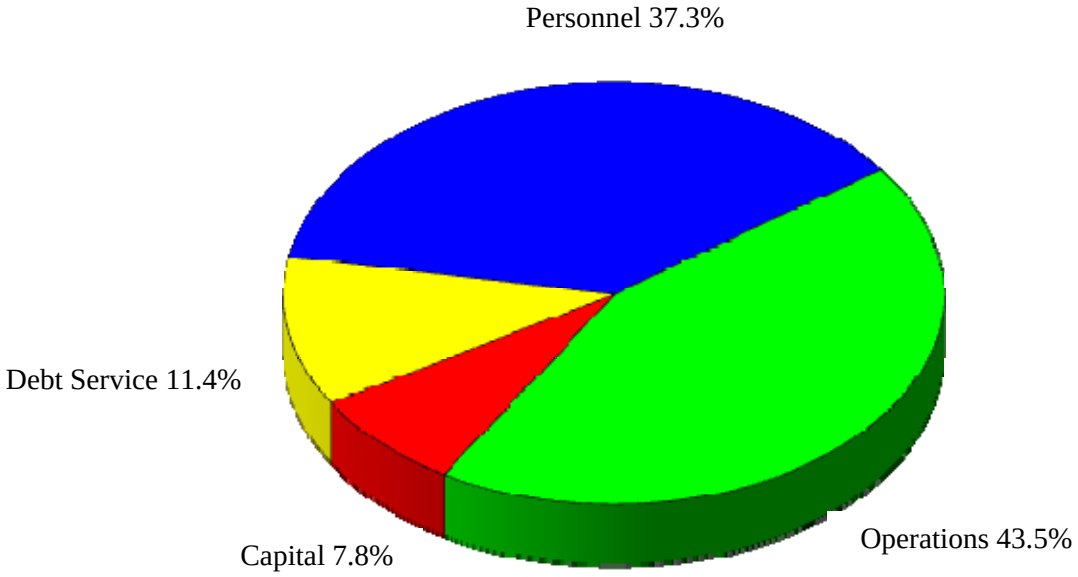
Where the Money Goes To

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, 2017

	General/Special Revenue Funds			Enterprise Funds							
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Fibrant Capital Reserve	Stormwater	Stormwater Capital Reserve	Total
Estimated Fund Balance/ Net Assets 6/30/16	$14,221,890	$ 3,200,000	$ 7,400	$94,995,000	$ 1,610,900	$ 675,000	$ 11,900,000	$ -	$ 710,000	$ 120,000	$ 127,440,190
Budgeted Revenues & Other Financing Sources:											
Taxes	$19,167,178	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19,167,178
Unrestricted Intergovernmenta	9,823,000	-	-	-	-	-	-	-	-	-	9,823,000
Restricted Intergovernmental	3,215,897	-	368,399	-	-	927,198	-	-	-	-	4,511,494
Charges for services	7,178,786	-	-	22,147,034	-	80,140	6,355,561	-	1,367,498	-	37,129,019
Miscellaneous	277,321	57,202	25,000	982,000	2,000	7,500	537,142	122,371	13,000	-	2,023,536
Capital leases	-	2,130,012	-	-	-	-	-	-	-	-	2,130,012
Transfers From Other Funds	-	1,661,396	-	-	504,100	465,322	2,413,185	151,864	-	104,490	5,300,357
Total Available Resources	$39,662,182	$ 3,848,610	$393,399	$23,129,034	$ 506,100	$ 1,480,160	$ 9,305,888	$ 274,235	$ 1,380,498	$ 104,490	$ 80,084,596
Expenditures:											
General Government	$11,418,991	$ 393,122	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,812,113
Public Safety	13,298,856	2,622,783	-	-	-	-	-	-	-	-	15,921,639
Transportation	6,211,568	120,000	-	-	-	-	-	-	-	-	6,331,568
Environmental Protection	1,534,020	545,218	-	-	-	-	-	-	1,276,008	91,727	3,446,973
Culture and Recreation	2,690,719	34,766	-	-	-	-	-	-	-	-	2,725,485
Community & Economic Development	2,421,325	4,860	350,727	-	-	-	-	-	-	-	2,776,912
Education	38,107	-	-	-	-	-	-	-	-	-	38,107
Water & Sewer	-	-	-	17,729,594	309,592	-	-	-	-	-	18,039,186
Mass Transit	-	-	-	-	-	1,605,848	-	-	-	-	1,605,848
Fiber Optic	-	-	-	-	-	-	6,016,845	106,300	-	-	6,123,145
Debt Service:											
Principal	1,007,092	112,520	32,000	3,678,901		-	1,902,000	-	-	-	6,732,513
Interest	94,786	15,341	10,672	1,216,439		-	1,235,179	-	-	-	2,572,417
Transfers To Other Funds	2,126,718	-	-	504,100	-	-	151,864	-	104,490	-	2,887,172
Total Expenditures	$40,842,182	$ 3,848,610	$393,399	$23,129,034	$ 309,592	$ 1,605,848	$ 9,305,888	$ 106,300	$ 1,380,498	$ 91,727	$ 81,013,078
Budgeted Increase (Decrease) in Fund Balance	$ (1,180,000)	$ -	$ -	$ -	$ 196,508	$ (125,688)	$ -	$ 167,935	$ -	$ 12,763	$ (928,482)
Full Accrual Adjustments: [1]											
Budgeted Capital Outlay	-	-	-	2,005,100	309,592	414,714	742,115	106,300	117,490	91,727	3,787,038
Budgeted Debt Principal	-	-	-	3,678,901	-	-	1,902,000	-	-	-	5,580,901
Estimated Depreciation	-	-	-	(5,369,505)	-	(87,094)	(741,953)	-	(10,549)	-	(6,209,101)
Estimated Fund Balance/ Net Assets 6/30/16	$13,041,890	$ 3,200,000	$ 7,400	$95,309,496	$ 2,117,000	$ 876,932	$ 13,802,162	$ 274,235	$ 816,941	$ 224,490	$ 129,670,546

[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, 2017

		TO						
	FUND	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant Capital Reserve	Fibrant	TOTAL OUT
FROM	General	$ 1,661,396	$ -	$ 465,322	$ -		$ 2,413,185	$ 4,539,903
	Water & Sewer	-	504,100	-	-			504,100
	Stormwater	-	-	-	104,490			104,490
	Fibrant					151,864		151,864
	TOTAL IN	$ 1,661,396	$ 504,100	$ 465,322	$ 104,490	$ 151,864	$ 2,413,185	$ 5,300,357

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	FY2014-15 ACTUAL	FY2015-16 ESTIMATE	FY2016-17 RECOMMENDED
REVENUES:			
GENERAL FUND/CAPITAL RESERVE FUND			
Taxes	$ 18,873,342	$ 18,496,771	$ 19,167,178
Unrestricted Intergovernmental	9,166,576	9,475,557	9,823,000
Restricted Intergovernmental	1,219,515	1,397,573	3,215,897
Charges for Services	6,926,835	6,945,532	7,178,786
Miscellaneous	411,157	522,694	334,523
Long-term Debt Issued	-	-	2,130,012
Fund Balance Appropriated	-	-	1,180,000
Transfers From Other Funds	1,548,801	1,561,638	1,661,396
Total Available Resources	$ 38,146,226	$ 38,399,765	$ 44,690,792
WATER & SEWER FUND/CAPITAL RESERVE FUND			
Charges for Services	$ 23,172,266	$ 23,604,307	$ 22,147,034
Miscellaneous	1,165,291	1,026,055	984,000
Transfers From Other Funds	488,735	384,911	504,100
Total Available Resources	$ 24,826,292	$ 25,015,273	$ 23,635,134
MASS TRANSIT FUND			
Restricted Intergovernmental	$ 469,735	$ 539,828	$ 933,698
Charges for Services	97,193	84,854	81,140
Fund Equity Appropriated	-	-	125,688
Transfers From Other Funds	454,340	465,322	465,322
Total Available Resources	$ 1,021,268	$ 1,090,004	$ 1,605,848
FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND			
Charges for Services	$ 6,092,803	$ 6,302,602	$ 6,877,703
Miscellaneous	-	11,333	2,550,556
Transfers From Other Funds	-	-	151,864
Total Available Resources	$ 6,092,803	$ 6,313,935	$ 9,580,123
STORMWATER UTILITY FUND & CAPITAL RESERVE FUND			
Charges for Services	$ 1,136,930	$ 1,229,327	$ 1,367,498
Other Operating/Miscellaneous	16,692	20,518	13,000
Transfers From Other Funds	63,547	93,384	104,490
Total Available Resources	$ 1,217,169	$ 1,343,229	$ 1,484,988
SPECIAL REVENUE FUNDS			
Restricted Intergovernmental	$ 528,873	$ 364,938	$ 368,399
Miscellaneous	24,436	26,000	25,000
Total Available Resources	$ 553,309	$ 390,938	$ 393,399
TOTAL BUDGETED REVENUES & OTHER FINANCING SOURCES:			
Taxes	$ 18,873,342	$ 18,496,771	$ 19,167,178
Unrestricted Intergovernmental	9,166,576	9,475,557	9,823,000
Restricted Intergovernmental	2,218,123	2,302,339	4,517,994
Charges for Services	37,426,027	38,166,622	37,652,161
Miscellaneous	1,617,576	1,606,600	3,907,079
Long-term Debt Issued	-	-	2,130,012
Fund Balance Appropriated	-	-	1,305,688
Transfers From Other Funds	2,555,423	2,505,255	2,887,172
Total Available Resources	$ 71,857,067	$ 72,553,144	$ 81,390,284

	FY2014-15 ACTUAL	FY2015-16 ESTIMATE	FY2016-17 RECOMMENDED
EXPENDITURES			
GENERAL FUND/CAPITAL RESERVE FUND			
General Government	$ 8,762,371	$ 8,499,645	$ 11,812,113
Public Safety	12,974,066	12,416,480	15,921,639
Transportation	3,982,371	3,775,120	6,331,568
Environmental Protection	1,483,696	1,920,817	2,079,238
Culture and Recreation	2,281,925	2,216,260	2,725,485
Community/Econ Devlpmt	2,509,742	2,508,633	2,426,185
Education	38,107	38,107	38,107
Debt Service	1,722,257	1,419,487	1,229,739
Transfers To Other Funds	2,003,141	2,026,960	2,126,718
Total Expenditures	$ 35,757,676	$ 34,821,509	$ 44,690,792
WATER & SEWER FUND/CAPITAL RESERVE FUND			
Water & Sewer	$ 14,886,076	$ 18,690,217	$ 18,235,694
Debt Service	6,265,446	5,221,764	4,895,340
Transfers To Other Funds	488,735	384,911	504,100
Total Expenditures	$ 21,640,257	$ 24,296,892	$ 23,635,134
TRANSIT FUND			
Mass Transit	$ 1,100,105	$ 1,263,972	$ 1,605,848
Total Expenditures	$ 1,100,105	$ 1,263,972	$ 1,605,848
FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND			
Fiber Optic Network	$ 3,675,453	$ 2,874,141	$ 6,291,080
Debt Service	3,088,764	3,115,377	3,137,179
Transfers To Other Funds	-	-	151,864
Total Expenditures	$ 6,764,217	$ 5,989,518	$ 9,580,123
STORMWATER UTILITY FUND/CAPITAL RESERVE FUND			
Environmental Protection	$ 1,153,622	$ 1,042,011	$ 1,380,498
Transfers to Other Funds	63,547	93,384	104,490
Total Expenditures	$ 1,217,169	$ 1,135,395	$ 1,484,988
SPECIAL REVENUE FUNDS			
Community/Econ Devlpmt	$ 553,307	$ 324,135	$ 350,727
Debt Service	46,913	44,313	42,672
Total Expenditures	$ 600,220	$ 368,448	$ 393,399
TOTAL BUDGETED EXPENDITURES			
General Government	$ 8,762,371	$ 8,499,645	$ 11,812,113
Public Safety	12,974,066	12,416,480	15,921,639
Transportation	3,982,371	3,775,120	6,331,568
Environmental Protection	2,637,318	2,962,828	3,459,736
Culture and Recreation	2,281,925	2,216,260	2,725,485
Community/Economic Dev	3,063,049	2,832,768	2,776,912
Education	38,107	38,107	38,107
Water & Sewer	14,886,076	18,690,217	18,235,694
Mass Transit	1,100,105	1,263,972	1,605,848
Fiber Optic Network	3,675,453	2,874,141	6,291,080
Debt Service	11,123,380	9,800,941	9,304,930
Transfers To Other Funds	2,555,423	2,505,255	2,887,172
Total Expenditures	$ 67,079,644	$ 67,875,734	$ 81,390,284

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 FY16-17	Mgr Recommends FY16-17	Adopted FY16-17
Total General Fund	$ 12,897,624	$ 1,375,204	$ 1,375,204
Total General Fund Capital Reserve Fund	5,606,714	3,598,378	3,598,378
Total Water & Sewer Fund	317,500	301,000	301,000
Total Water/Sewer Capital Reserve Fund	313,409	309,592	309,592
Total Mass Transit Fund	3,047,444	414,714	467,294
Total Stormwater Fund	138,000	13,000	13,000
Total Stormwater Capital Reserve Fund	118,771	91,727	91,727
Total Fibrant Communications Fund	471,726	438,314	438,314
Total Fibrant Communications Capital Reserve	-	106,300	106,300
Total All Funds	$ 22,911,188	$ 6,648,229	$ 6,700,809

REVENUE ASSUMPTIONS FOR FY2016-17

General Fund Revenue

Taxes:

Property Taxes –Real property was estimated to increase by 0.5 % and vehicles by 0.25%, while no increase in personal and public service property over the 2015 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. A 2.32% uncollectible rate was used.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2015 property tax receivable balance projected as of June 30, 2016 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 within the Fire Department.

State - Based on FY2016-17 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

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

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

Charges for Services:

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

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

Code Services Fees – Based on historical trends.

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

Cemetery - Based on historical trends.

Radio Antenna and Paging Rentals – Based on historical trends.

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

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

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

Other - Based on historical trends.

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2016-17.

Donations - Based on historical trends and anticipated donations.

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

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2016-17.

Other - Based on historical trends.

Other Financing Sources:

Proceeds from Capital Leases – Based on financing the replacement of two fire trucks.

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 2016.

Water and Sewer Taps – Based on the projected taps to be completed in FY2016-17.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2016-17.

Miscellaneous Revenues - Based on historical trends.

Water and Sewer Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2016-17.

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 FY2016-17.

Special Revenue Funds Revenue

Intergovernmental:

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

Miscellaneous:

Other - Based on anticipated program income.

Fibrant Communications Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2016-17.

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY2016-17.

Fibrant Communications Capital Reserve Fund Revenue

Other Financing Sources:

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

Stormwater Fund Revenue

Operating Revenues:

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

Stormwater Capital Reserve Fund Revenue

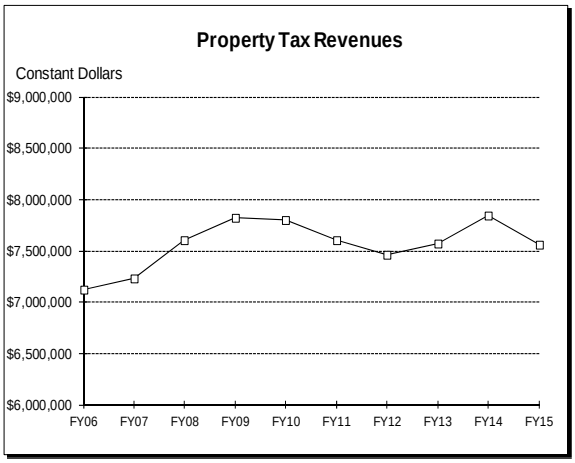
Other Financing Sources:

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

TREND MONITORING

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

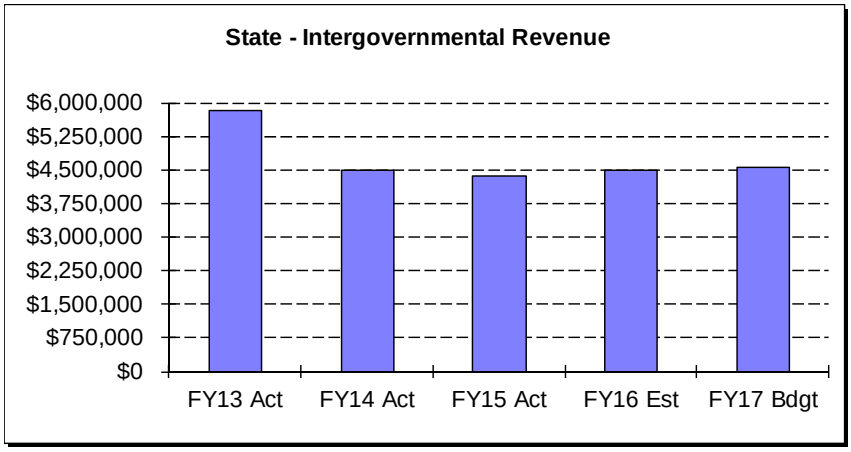
Trend factors are translated into indicators, which are then converted into graphs. As shown below, the graph has a warning sign that can necessitate appropriate action from the City. As shown in the graph, the City experienced growth in property tax revenues until FY11 when the results of the last recession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



WARNING TREND:
Decline in property tax revenues (constant dollars)

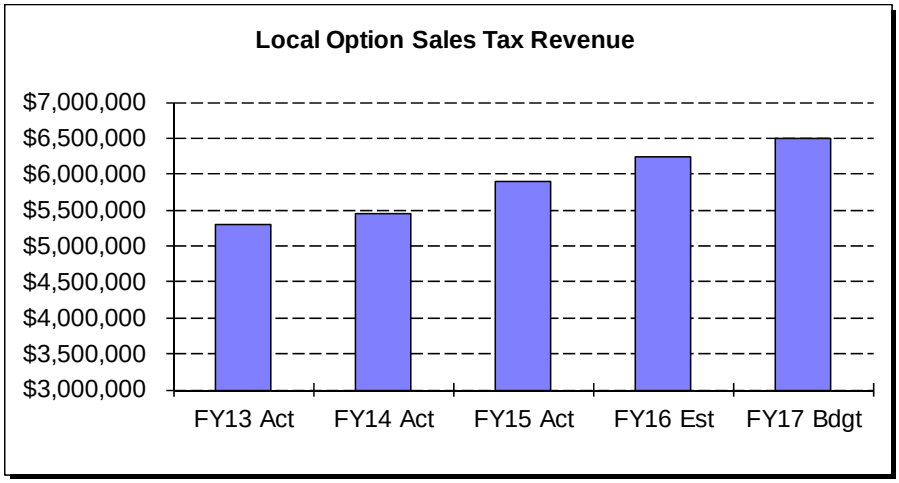
OTHER REVENUE TRENDS

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

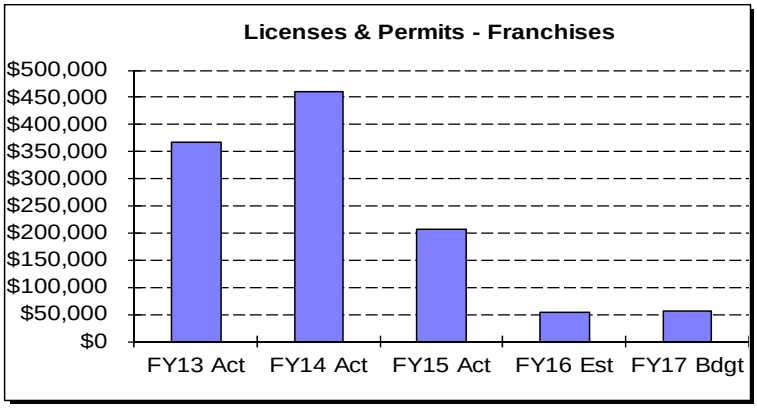


State intergovernmental revenue is comprised of state-shared receipts and grants. As of FY15, the City no longer received Hold Harmless Reimbursements.

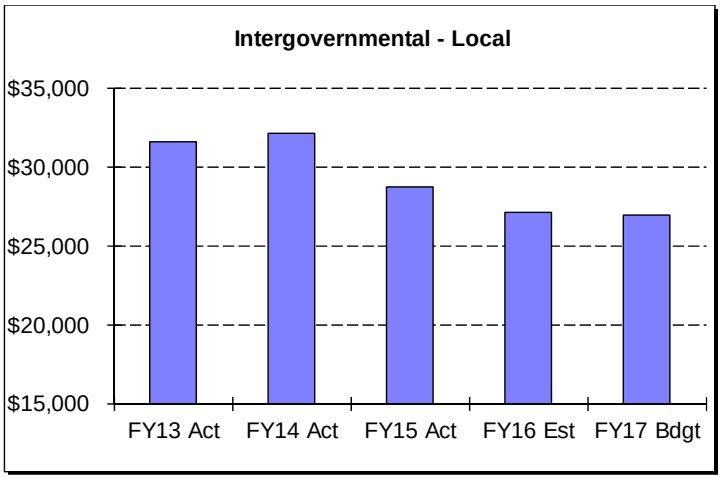
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace since FY13.



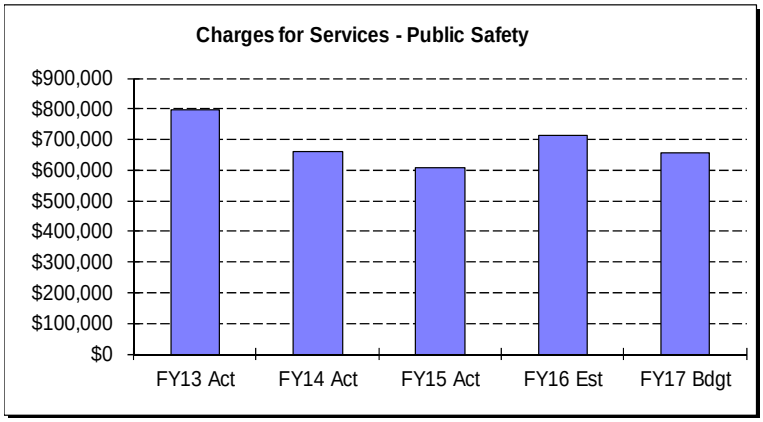
The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



Permit revenues 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.

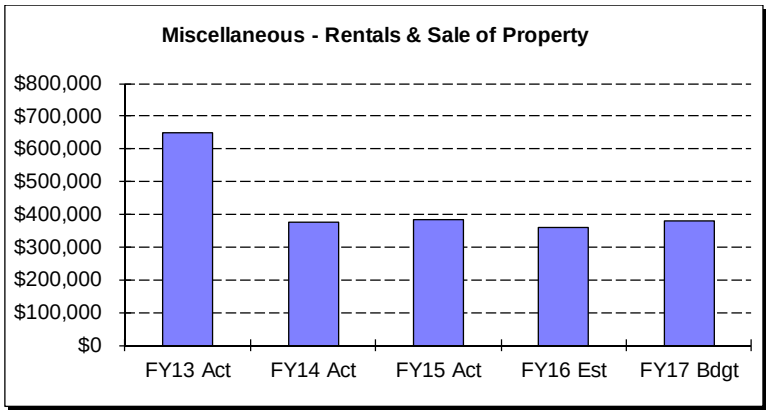


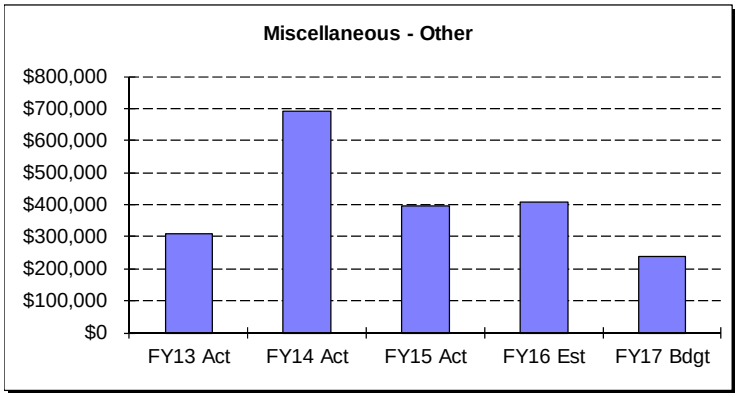
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.



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

BASIS OF ACCOUNTING

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

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

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

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

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

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

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

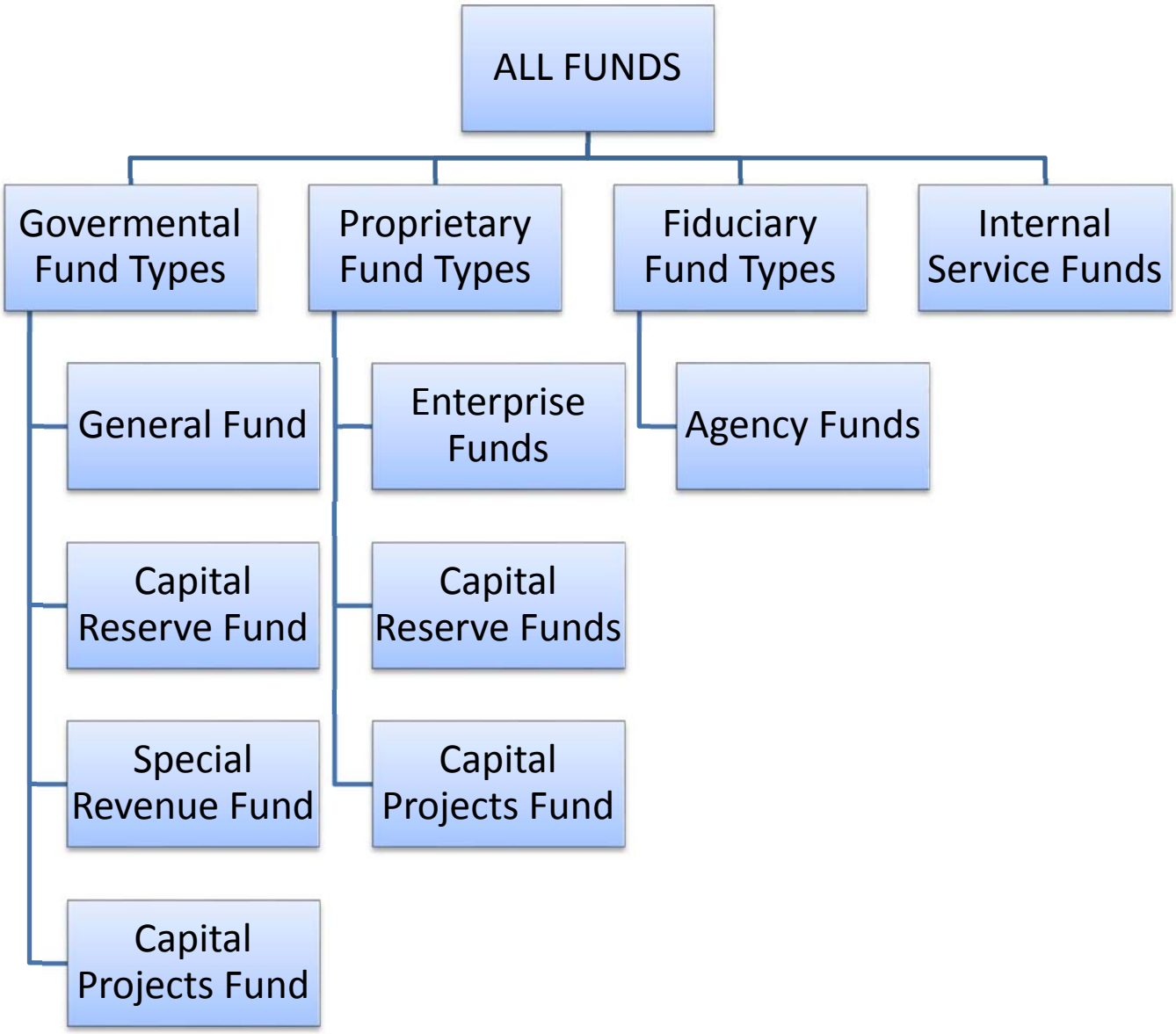
The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

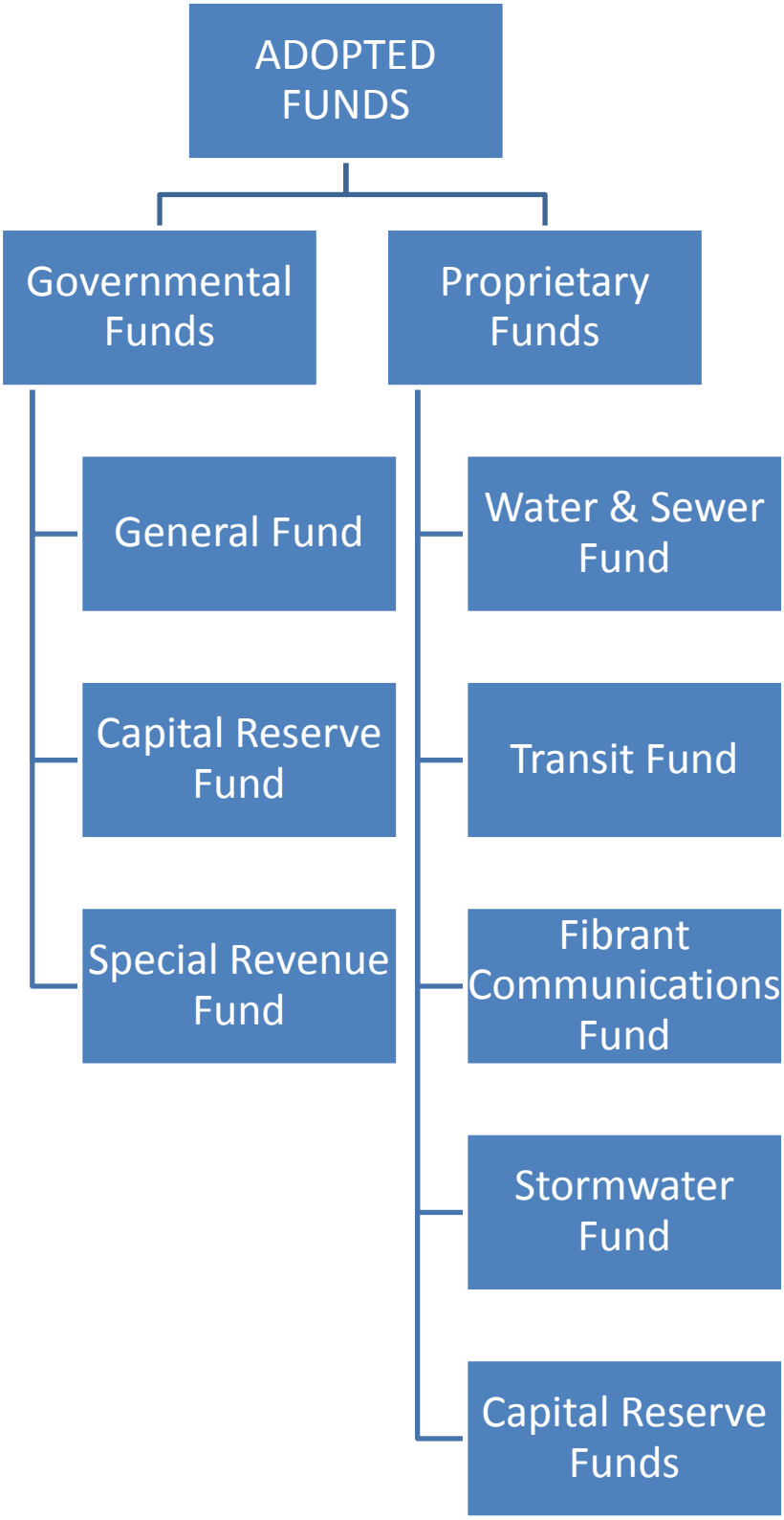
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are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

BASIS OF BUDGETING

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

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


ALL FUNDS
Govermental Fund Types
Proprietary Fund Types
Fiduciary Fund Types
Internal Service Funds
General Fund
Capital Reserve Fund
Special Revenue Fund
Capital Projects Fund
Enterprise Funds
Capital Reserve Funds
Capital Projects Fund
Agency Funds


ADOPTED FUNDS
Governmental Funds
Proprietary Funds
General Fund
Capital Reserve Fund
Special Revenue Fund
Water & Sewer Fund
Transit Fund
Fibrant Communications Fund
Stormwater Fund
Capital Reserve Funds

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

Reserve Policy

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

BUDGETS AND BUDGETARY ACCOUNTING

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

The City follows these procedures in establishing the budgetary data:

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

GOAL SETTING AND BUDGETARY PROCESS

The City Council and Management Team meet at an annual 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 ten-year capital improvement program with each item justified and ranked as to priority. Every capital outlay item is reviewed regarding need and whether the capital acquisition assists in accomplishing the stated goals. The budget document is then assembled using a file downloaded from the financial system and combined with personal computer spreadsheets and word processing files.

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

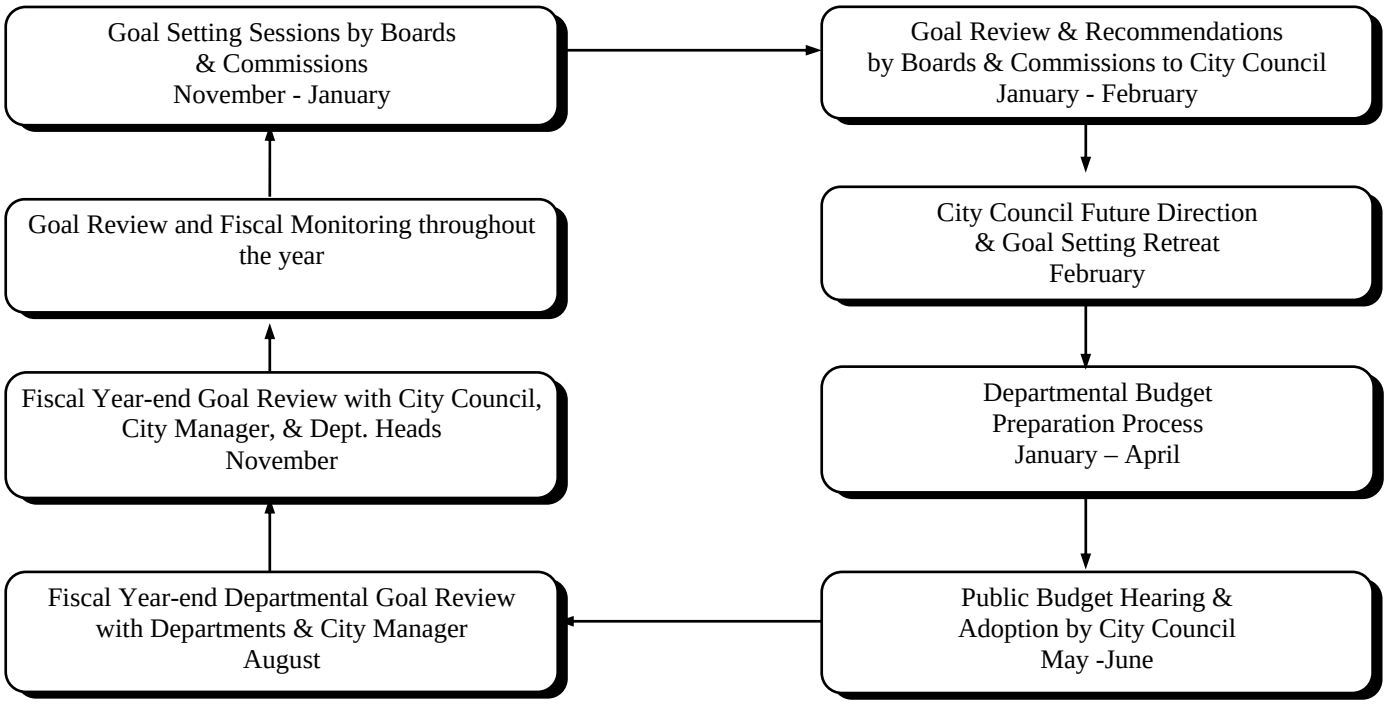
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at **www.salisburync.gov**.

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

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
FY2016-2017 BUDGET CALENDAR

1/4/16 - 1/29/16	Prepare Personnel Request forms; present staffing patterns and Personnel request information. Prepare schedules for fixed operational costs. Prepare FY2016-17 – 2025-26 Capital Improvement Program request forms.	Financial Services
1/5/16 1/19/16 2/16/16	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
1/15/16	Complete 10 Year CIP	City Manager, Department Heads, Division Managers
1/29/16	Start of Budget data entry. Complete all budget request forms no later than February 19, 2016	Management Team and Division Managers
1/27/16 - 1/28/16	Hold 31st Annual Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
January 2016	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
2/1/16 - 2/29/16	Prepare FY2015-2016 year-end revenue estimates and FY2016-17 revenue estimates on all funds.	Financial Services, Utilities Director, Broadband Director & Transit Manager
02/04/16	Hold Information Session at Park Avenue Community Center for 2016-17 CDBG & HOME Funds.	Community Planning Services Staff
02/16/16	First reading of 2016-2017 CDBG & HOME; hold Public Hearing on the use of 2016-17 CDBG & Home Funds	Community Planning Services Staff
2/29/16 – 3/7/16	Departmental presentation of Budget requests to City Manager	City Manager, Department Heads, Division Managers
TBD	Budget Retreat	Mayor, City Council, City Manager and Staff
3/01/16 3/15/16	Presentation of oral and written Budget requests to Mayor and Council.	Special Community Efforts Groups
TBD	Assign Retreat Goals to Staff for inclusion in Budget	City Manager and Staff
4/25/16 - 4/27/16	Departmental budget cuts to balance budget; two or three day turnaround.	City Manager, Department Heads, Division Mangers
Before 5/30/16	City Manager to preview recommended Budget for City Council.	City Manager

CITY OF SALISBURY
FY2016-2017 BUDGET CALENDAR

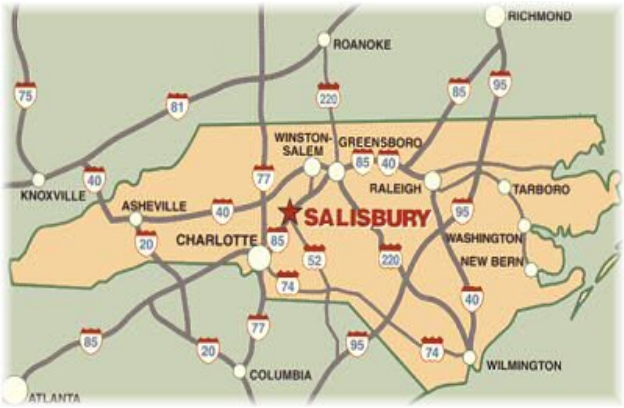
Based on Scheduling	Place ad in THE SALISBURY POST to advertise one time for public hearing.	City Clerk
Based on Scheduling	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of 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 6/30/16	City Council to adopt Budget.	City Council
July 2016	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2016	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff

City Overview

FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

LOCATION

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



CLIMATE

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

POPULATION

The population of the City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 33,955 based upon estimates from the North Carolina Office of State Planning.

HISTORY

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

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

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

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

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

Henderson Law Office

Two years before the national Declaration of Independence and one year before the Mecklenburg Declaration of Independence, a group of patriotic citizens of Rowan County, serving as a Committee of Safety, on August 8, 1774, adopted the Rowan Resolves containing the pioneer element toward liberty and independence from Britain. These resolves reached the highest note of any passed in

the colony in calling for the abolishment of the African Slave trade and urging the colonies to "unite in an indissoluble union and association". These resolves are located in the State Archives and are the only ones of the many passed in this period that 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 her absence or disability.

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

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

UTILITIES

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, conventional in design and closely controlled, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2015 was 9.2 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 and Landis. 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 2015 was 6.3 million gallons per day.

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

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, and 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 miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved and lighted

runway. Hangar space and private plane servicing are available.

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

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

The Depot

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

MOTELS

An ideal area for meetings and 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 community college. 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 1,322 Liberal Arts students and is affiliated with the United Church of Christ.

Livingstone College was founded in 1879, and has approximately 1,262 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 4,900 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 several 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. Three 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 an outdoor basketball court. City Park Recreation Center, Miller Recreation Center, Hall Gym and the Salisbury Civic Center offer a variety of programs throughout the year and are also available for rentals.

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

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.

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 have 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, Woof Stock, Halloween Fun Fest, 5K Run Walk for the Greenway, Music at the Mural, Easter Egg Hunt, Fur Fun 5K, Brown Bag Lunch Jam, New Year's Eve at the Bell Tower, and Brunch with Santa. In addition to special events we facilitate over twenty 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:	
Number of Fire Stations	5
Number of Police Stations	1
Recreation Facilities:	
Number of Parks	28
Number of Recreation Centers	4
Number of Tennis Facilities	2
Number of Acres	508
Greenway Miles	4.2

Area - Square Miles	21.8
Miles of Streets	229
Regional Utilities Department:	
Number of Customers	20,490
Miles of Water Line	439
Miles of Sewer Line	446
Number of Cemeteries	7

The Salisbury Greenway "Enjoy the journey"

ASSESSED VALUE OF TAXABLE PROPERTY
For the Last Ten Fiscal Years

Fiscal Year Ended June 30,		Real Property	Personal Property	Public Service Property	Total	Tax Rate
2017	[1]	$2,199,051,330	$548,072,701	$69,437,235	$2,816,561,266	$0.6720
2016	[1]	**$2,188,110,776**	**$547,548,292**	**$69,437,235**	**$2,805,096,303**	**$0.6600**
2015		$2,192,253,039	$572,732,078	$62,228,883	$2,827,214,000	$0.6569
2014		$2,185,868,793	$592,826,220	$59,056,195	$2,837,751,208	$0.6374
2013		$2,177,721,166	$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	$0.5900
2010		$2,313,585,514	$527,795,917	$60,768,581	$2,902,150,012	$0.5900
2009		$2,293,841,532	$532,405,493	$63,736,172	$2,889,983,197	$0.5900
2008		**$2,241,529,763**	**$524,542,472**	**$60,025,014**	**$2,826,097,249**	**$0.5900**

[1] Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the 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, 2015

Business	Type of Enterprise	2015 Assessed Valuation	Value of Total
Food Lion, Inc.	Commercial	$183,284,410	6.48%
AKZO Nobel	Manufacturing	30,422,677	1.08%
Norandal USA	Industrial	26,672,706	0.94%
Duke Energy Corp.	Utility	29,386,458	1.04%
Centro Heritage Innes Street, LLC	Real Estate	22,881,304	0.81%
Henkel Corporation	Manufacturing	34,498,000	1.22%
Wal-Mart Real Estate Business	Retail	12,983,572	0.46%
Piedmont Natural Gas	Utility	11,467,222	0.41%
BRC Salisbury LLC	Real Estate	10,845,372	0.38%
Hutton Growth Salisbury, LLC	Real Estate	10,818,160	0.38%
Totals		$373,259,881	13.20%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2015

SCHEDULE OF PRINCIPAL EMPLOYERS
IN THE CITY OF SALISBURY
For the Year Ended June 30, 2015

Employer	Employees	Percentage of Total City Employment
Rowan/Salisbury School System	2,730	13.32%
Food Lion, Inc.	2,000	9.76%
W.G. (Bill) Hefner VA Medical Center	1,990	9.71%
Rowan Regional Medical Center	1,200	5.85%
Rowan-Cabarrus Community College	550	2.68%
Rowan County	753	3.67%
Piedmont Correctional Institute	411	2.00%
Wal-Mart	392	1.91%
City of Salisbury	412	2.01%
Catawba College	250	1.22%
Total	10,688	52.13%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2015

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

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	Unemployment Rate
2015	33,955	$ 847,677,075	$ 24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,722	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%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2015

CITY OF SALISBURY
LIST OF PRINCIPAL OFFICIALS
May 1, 2016

Mayor	Karen K. Alexander
Mayor Pro Tem	Maggie Blackwell
Council Member	Brian Miller
Council Member	David Post
Council Member	Kenneth Hardin
City Manager	W. Lane Bailey
Assistant City Manager	John A. Sofley, Jr.
Assistant City Manager	Zack Kyle
City Clerk	Myra B. Heard
Assistant to the City Manager	Kelly Baker
Communications Director	Linda McElroy
Finance Director	Teresa P. Harris
Human Resources Director	Ruth Kennerly
City Engineer	Wendy Brindle
Community Planning Services Director	Janet Gapen
Fire Chief	Robert A. Parnell
Interim Police Chief	Brian Stallings
Public Services Director	Tony Cinquemani
Broadband & Infrastructure Director	Kent Winrich
Utilities Director	Jim Behmer
Transit Director	Rodney Harrison
Parks & Recreation Director	Nick Aceves

SELECTED TELEPHONE NUMBERS

City Department Information	(704) 638-5270		*Recreation Programs/Info :*	
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		Fred M. Evans Pool @ Lincoln Park	(704) 638-5287
Fire Department–Business	(704) 638-5351		Miller Center	(704) 638-5297
Human Resources	(704) 638-5217		*Other* :	
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 2015 – 2017

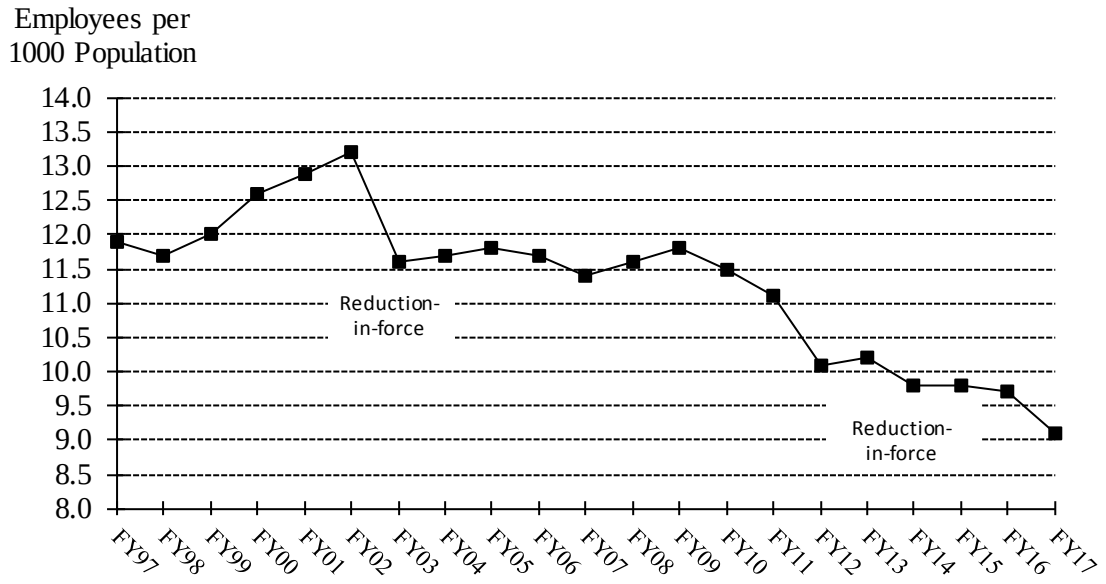
	APPROVED FY 2014-15	APPROVED FY 2015-16	*REQUESTED FY 2016-17*	*RECOMMENDED FY 2016-17*	APPROVED FY 2016-17
GENERAL FUND					
City Council	5	5	*7*	*7*	7
Management & Administration	7	7	*5*	*5*	5
Communications	4	3	*3*	*3*	3
Human Resources	7	7	*8*	*7*	7
Financial Services	12	12	*12*	*12*	12
Business Services	18	17	*11*	*11*	11
Purchasing	1	1	-	-	
Telecommunications	5	5	*4*	*4*	4
Network Operations Center	8	6	*6*	-	
Information Technologies	3	7	*8*	*7*	7
Infrastructure Services	22	17	*11*	-	
Community Planning Services	4	4	*4*	*4*	4
Code Services	3	3	*4*	*4*	4
Development Services	5	4	*4*	*4*	4
Engineering	5	7	*7*	*6*	6
Engineering-Traffic Operations	-	-	*2*	*2*	2
Engineering-Facilities Maintenance	-	-	*3*	*3*	3
Police	89	90	*89*	*88*	88
Fire	85	81	*81*	*81*	81
Public Svcs-Administration	3	3	*3*	*3*	3
Public Svcs-Streets	14	16	*16*	*16*	16
Public Svcs- Solid Waste Management	7	7	*7*	*7*	7
Public Svcs-Waste Management-Other	5	5	*5*	*5*	5
Public Svcs-Fleet Management	11	11	*12*	*12*	12
Parks and Recreation	55	37	*40*	*41*	41
TOTAL	**378**	**355**	**352**	**332**	**332**
WATER AND SEWER FUND					
Utility Management	10	10	*10*	*10*	10
Water Treatment	8	8	*8*	*8*	8
Systems Maintenance	28	27	*27*	*26*	26
Enviromental Services	7	7	*7*	*7*	7
Wastewater Treatment Plants	15	15	*25*	*25*	25
Meter Services	12	12	*12*	*11*	11
Plants Maintenance	10	10	-	-	
TOTAL	**90**	**89**	**89**	**87**	**87**
TRANSIT FUND	12	12	***12***	***12***	**12**
FIBRANT COMMUNICATIONS FUND	**3**	**3**	***9***	***26***	**26**
STORMWATER FUND	**10**	**10**	***10***	***10***	***10***
TOTAL ALL FUNDS	**493**	**469**	**472**	**467**	**467**
Permanent Full-time	*443*	*441*	*443*	*441*	*441*
Permanent Part-time	*5*	*5*	*5*	*5*	*5*
Temporary Full/Part-time	*21*	*8*	*9*	*8*	*8*
Temporary Part-time	*23*	*10*	*8*	*6*	*6*
Part-Time Pools	*1*	*5*	*7*	*7*	*7*

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 FY2016-17 Adopted 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:
Addition of Parks & Recreation Specialist with elimination of vacant Risk Assistant. Moved 24 positions to the Fibrant Fund that perform Fibrant work.
WATER & SEWER FUND:
Eliminated one position from Systems Maintenance and one position from Meter Services due to AMI/AMR Project.
TRANSIT FUND:
No changes in positions.
FIBRANT COMMUNICATIONS FUND
Moved 24 positions from the General Fund that perform Fibrant work. One vacant position was eliminated.
STORMWATER FUND
No changes in positions.

General Fund Full-Time Employees per 1000 Population



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

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

PROGRAM MATRIX OF FY2016-17 BUDGET

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

	PROGRAMS							
	General Government	Public Safety	Transportation	Environmental Protection	Culture & Recreation	Community & Economic Development	Education	Utility
GENERAL FUND:								
City Council	X	X	X	X	X	X		X
Management & Administration	X	X	X	X	X	X		X
Communications	X	X	X	X	X	X		X
Human Resources	X	X	X	X	X	X		X
Business & Financial Services	X	X	X	X	X	X		X
Purchasing	X							
Telecommunications	X	X	X	X	X	X		X
Information Systems Operations	X	X	X		X	X		X
Central City Buildings	X							
Plaza						X		
Community Planning Services						X		
Code Services				X		X		
Development Services						X		
Engineering	X		X		X			
Street Lighting		X	X					
GIS	X	X	X	X	X	X		X
Police		X					X	
Fire		X					X	
Public Services Administration	X		X	X				
Street			X					
Solid Waste Management				X				
Waste Management-Other				X				
Fleet Management	X							
Transportation			X					
Parks & Recreation					X			
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, 2017
With Estimated Actual for Year Ending June 30, 2016 and
Actual for Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
REVENUES:			
Taxes:			
General property - current	$ 17,996,950	$ 17,561,003	$ 18,173,178
General property - prior	505,116	508,337	593,000
Auto tax	249,610	259,650	250,000
Interest on delinquent tax	120,532	164,881	150,000
Other tax	1,134	2,900	1,000
	$ 18,873,342	$ 18,496,771	$ 19,167,178
Unrestricted Intergovernmental:			
Local Option Sales Tax	$ 5,898,259	$ 6,200,000	$ 6,500,000
Utilities Franchise Tax	2,951,813	2,900,000	3,000,000
Wine and Beer Tax	160,852	160,000	160,000
Other	155,652	215,557	163,000
	$ 9,166,576	$ 9,475,557	$ 9,823,000
Restricted Intergovernmental:			
State Street Aid - Powell Bill	$ 976,363	$ 974,470	$ 976,363
Other	243,152	423,103	2,239,534
	$ 1,219,515	$ 1,397,573	$ 3,215,897
Charges for services:			
Environmental protection	$ 2,052,587	$ 2,057,062	$ 2,063,000
Culture and recreation	131,904	111,500	200,000
Code Services fees	46,023	30,000	40,000
Public safety	380,328	365,531	384,500
Cemetery	120,753	120,000	120,000
Radio antenna and paging rentals	231,266	265,694	270,000
Rentals and sale of property	263,094	248,559	259,300
Licenses and Permits	206,059	48,252	57,200
Administrative Charges	3,317,510	3,533,804	3,622,590
Community services	175,182	162,130	159,196
Other	2,129	3,000	3,000
	$ 6,926,835	$ 6,945,532	$ 7,178,786
Miscellaneous:			
Interest earned on investments	$ 12,545	$ 25,000	$ 25,000
Donations	93,724	125,627	75,000
Other	187,103	297,291	177,321
	$ 293,372	$ 447,918	$ 277,321
Total revenues	$ 36,479,640	$ 36,763,351	$ 39,662,182
OTHER FINANCING SOURCES:			
Fund Balance Appropriated	$ -	$ -	$ 1,180,000
Total revenues and other financing sources	$ 36,479,640	$ 36,763,351	$ 40,842,182

CITY OF SALISBURY
FY 2016-2017 BUDGET SUMMARY
GENERAL FUND

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
REVENUE	$ 36,479,640	$ 40,839,489	$ 39,701,811	$ 40,842,182	$ 40,842,182

EXPENSES	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
CITY COUNCIL					
Personnel	$ 126,140	$ 127,296	$ 280,683	$ 277,953	$ 277,953
Operations	133,487	162,816	364,739	147,839	147,839
Capital	-	-	-	-	-
TOTAL	$ 259,627	$ 290,112	$ 645,422	$ 425,792	$ 425,792
MANAGEMENT & ADMINISTRATION					
Personnel	$ 496,032	$ 492,754	$ 690,438	$ 697,890	$ 697,890
Operations	334,147	287,569	355,096	294,821	294,821
Capital	-	-	-	-	-
TOTAL	$ 830,179	$ 780,323	$ 1,045,534	$ 992,711	$ 992,711
COMMUNICATIONS					
Personnel	$ 161,306	$ 263,625	$ 272,880	$ 275,131	$ 275,131
Operations	201,127	161,570	305,632	102,923	102,923
Capital	-	-	-	-	-
TOTAL	$ 362,433	$ 425,195	$ 578,512	$ 378,054	$ 378,054
HUMAN RESOURCES					
Personnel	$ 542,966	$ 768,500	$ 618,450	$ 557,764	$ 557,764
Operations	812,159	994,181	781,858	735,541	735,541
Capital	-	-	-	-	-
TOTAL	$ 1,355,125	$ 1,762,681	$ 1,400,308	$ 1,293,305	$ 1,293,305
BUSINESS AND FINANCIAL SERVICES - ADMINISTRATION					
Personnel	$ 954,985	$ 924,052	$ 976,221	$ 983,855	$ 983,855
Operations	318,096	328,697	325,131	315,169	315,169
Capital	-	-	-	-	-
TOTAL	$ 1,273,081	$ 1,252,749	$ 1,301,352	$ 1,299,024	$ 1,299,024
BUSINESS AND FINANCIAL SERVICES - BUSINESS SERVICES					
Personnel	$ 888,617	$ 809,697	$ 506,290	$ 504,036	$ 504,036
Operations	34,623	29,192	16,771	13,621	13,621
Capital	-	-	-	-	-
TOTAL	$ 923,240	$ 838,889	$ 523,061	$ 517,657	$ 517,657

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
BUSINESS AND FINANCIAL SERVICES - PURCHASING					
Personnel	$ 72,056	$ -	$ -	$ -	$ -
Operations	6,486	-	-	-	-
Capital	-	-	-	-	-
TOTAL	$ 78,542	$ -	$ -	$ -	$ -
TELECOMMUNICATIONS					
Personnel	$ 289,567	$ 307,801	$ 271,061	$ 273,100	$ 273,100
Operations	415,026	426,410	452,057	446,217	446,217
Capital	-	9,531	29,500	19,500	19,500
TOTAL	$ 704,593	$ 743,742	$ 752,618	$ 738,817	$ 738,817
INFRASTRUCTURE SERVICES - NETWORK OPERATIONS CENTER					
Personnel	$ 361,856	$ 257,131	$ 278,750	$ -	$ -
Operations	4,072	3,557	169,981	-	-
Capital	-	-	-	-	-
TOTAL	$ 365,928	$ 260,688	$ 448,731	$ -	$ -
INFRASTRUCTURE SERVICES - INFORMATION SYSTEMS OPERATIONS					
Personnel	$ 241,753	$ 887,142	$ 793,696	$ 649,386	$ 649,386
Operations	2,099,138	1,566,887	806,347	670,754	670,754
Capital	16,003	-	18,000	-	-
TOTAL	$ 2,356,894	$ 2,454,029	$ 1,618,043	$ 1,320,140	$ 1,320,140
INFRASTRUCTURE SERVICES - SYSTEMS					
Personnel	$ 221,536	$ 86,359	$ 790,238	$ -	$ -
Operations	8,816	3,312	1,701,407	2,529,087	2,529,087
Capital	-	-	874,000	-	-
TOTAL	$ 230,352	$ 89,671	$ 3,365,645	$ 2,529,087	$ 2,529,087
COMMUNITY PLANNING SERVICES - PLANNING & COMMUNITY DEVELOPMENT					
Personnel	$ 333,801	$ 343,677	$ 356,696	$ 340,725	$ 340,725
Operations	203,670	1,414,469	625,621	513,348	513,348
Capital	-	-	-	-	-
TOTAL	$ 537,471	$ 1,758,146	$ 982,317	$ 854,073	$ 854,073
COMMUNITY PLANNING SERVICES - CODE SERVICES					
Personnel	$ 189,682	$ 203,322	$ 238,981	$ 236,818	$ 236,818
Operations	113,946	77,376	78,889	71,424	71,424
Capital	-	-	-	-	-
TOTAL	$ 303,628	$ 280,698	$ 317,870	$ 308,242	$ 308,242
COMMUNITY PLANNING SERVICES - DEVELOPMENT SERVICES					
Personnel	$ 332,864	$ 294,531	$ 301,503	$ 300,108	$ 300,108
Operations	545,347	677,358	851,187	793,409	793,409
Capital	-	-	-	-	-
TOTAL	$ 878,211	$ 971,889	$ 1,152,690	$ 1,093,517	$ 1,093,517

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
ENGINEERING					
Personnel	$ 457,567	$ 556,932	$ 591,766	$ 586,391	$ 586,391
Operations	230,064	3,207,099	4,210,292	2,802,098	2,802,098
Capital	-	-	-	-	-
TOTAL	$ 687,631	$ 3,764,031	$ 4,802,058	$ 3,388,489	$ 3,388,489
ENGINEERING - STREET LIGHTING					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	550,426	568,276	604,350	597,220	597,220
Capital	-	-	-	-	-
TOTAL	$ 550,426	$ 568,276	$ 604,350	$ 597,220	$ 597,220
ENGINEERING - TRAFFIC OPERATIONS					
Personnel	$ 970,151	$ 895,301	$ 116,473	$ 116,752	$ 116,752
Operations	389,102	382,097	78,542	77,522	77,522
Capital	18,270	-	-	-	-
TOTAL	$ 1,377,523	$ 1,277,398	$ 195,015	$ 194,274	$ 194,274
ENGINEERING - CENTRAL CITY BUILDINGS					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	621,773	388,825	797,399	771,746	771,746
Capital	-	174,587	218,000	-	-
TOTAL	$ 621,773	$ 563,412	$ 1,015,399	$ 771,746	$ 771,746
ENGINEERING - PLAZA					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	155,711	157,791	161,749	161,311	161,311
Capital	27,157	42,000	80,000	20,000	20,000
TOTAL	$ 182,868	$ 199,791	$ 241,749	$ 181,311	$ 181,311
ENGINEERING - FACILITIES MAINTENANCE					
Personnel	$ -	$ 147,394	$ 194,468	$ 192,288	$ 192,288
Operations	-	46,627	50,749	50,098	50,098
Capital	-	-	-	-	-
TOTAL	$ -	$ 194,021	$ 245,217	$ 242,386	$ 242,386
POLICE - SERVICES					
Personnel	$ 1,275,062	$ 1,354,543	$ 1,494,411	$ 1,495,502	$ 1,495,502
Operations	135,239	176,182	191,241	201,891	201,891
Capital	-	-	-	-	-
TOTAL	$ 1,410,301	$ 1,530,725	$ 1,685,652	$ 1,697,393	$ 1,697,393
POLICE - ADMINISTRATION					
Personnel	$ 541,884	$ 599,461	$ 608,377	$ 542,781	$ 542,781
Operations	398,652	397,145	422,637	332,117	332,117
Capital	-	6,897	6,864	6,864	6,864
TOTAL	$ 940,536	$ 1,003,503	$ 1,037,878	$ 881,762	$ 881,762

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
POLICE - OPERATIONS					
Personnel	$ 2,723,106	$ 2,787,595	$ 3,134,892	$ 3,146,257	$ 3,146,257
Operations	673,905	865,849	829,103	814,731	814,731
Capital	32,630	-	-	-	-
TOTAL	$ 3,429,641	$ 3,653,444	$ 3,963,995	$ 3,960,988	$ 3,960,988
POLICE - SPECIAL OPERATIONS					
Personnel	$ 821,992	$ 946,329	$ 1,040,318	$ 1,027,771	$ 1,027,771
Operations	24,156	33,614	46,717	35,079	35,079
Capital	14,000	-	35,000	-	-
TOTAL	$ 860,148	$ 979,943	$ 1,122,035	$ 1,062,850	$ 1,062,850
FIRE					
Personnel	$ 4,218,369	$ 4,425,323	$ 4,762,773	$ 4,769,357	$ 4,769,357
Operations	864,100	852,262	996,927	929,771	929,771
Capital	19,383	734,791	9,593,860	911,840	911,840
TOTAL	$ 5,101,852	$ 6,012,376	$ 15,353,560	$ 6,610,968	$ 6,610,968
PUBLIC SERVICES - ADMINISTRATION					
Personnel	$ 227,372	$ 236,620	$ 244,765	$ 249,019	$ 249,019
Operations	9,532	10,048	18,333	18,333	18,333
Capital	-	31,894	-	-	-
TOTAL	$ 236,904	$ 278,562	$ 263,098	$ 267,352	$ 267,352
PUBLIC SERVICES - STREETS					
Personnel	$ 649,219	$ 854,315	$ 896,600	$ 906,228	$ 906,228
Operations	1,033,807	982,093	1,549,818	1,294,907	1,294,907
Capital	-	35,000	595,400	15,000	15,000
TOTAL	$ 1,683,026	$ 1,871,408	$ 3,041,818	$ 2,216,135	$ 2,216,135
PUBLIC SERVICES - SOLID WASTE MANAGEMENT					
Personnel	$ 381,565	$ 345,156	$ 371,413	$ 371,686	$ 371,686
Operations	907,224	993,483	1,040,951	1,012,142	1,012,142
Capital	-	-	-	-	-
TOTAL	$ 1,288,789	$ 1,338,639	$ 1,412,364	$ 1,383,828	$ 1,383,828
PUBLIC SERVICES - WASTE MANAGEMENT - OTHER					
Personnel	$ 321,411	$ 224,054	$ 235,559	$ 227,215	$ 227,215
Operations	105,236	117,863	121,698	114,604	114,604
Capital	6,857	-	-	-	-
TOTAL	$ 433,504	$ 341,917	$ 357,257	$ 341,819	$ 341,819
PUBLIC SERVICES - FLEET MANAGEMENT					
Personnel	$ 656,114	$ 718,433	$ 791,600	$ 795,041	$ 795,041
Operations	79,642	87,558	361,211	110,160	110,160
Capital	17,773	9,651	145,000	-	-
TOTAL	$ 753,529	$ 815,642	$ 1,297,811	$ 905,201	$ 905,201

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
TRANSPORTATION					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	454,340	465,322	465,322	465,322	465,322
Capital	-	-	-	-	-
TOTAL	$ 454,340	$ 465,322	$ 465,322	$ 465,322	$ 465,322
PARKS & RECREATION					
Personnel	$ 2,040,085	$ 1,688,812	$ 1,806,411	$ 1,848,370	$ 1,848,370
Operations	1,099,605	708,045	923,175	862,364	862,364
Capital	210,766	346,679	972,000	72,000	72,000
TOTAL	$ 3,350,456	$ 2,743,536	$ 3,701,586	$ 2,782,734	$ 2,782,734
EDUCATION					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	38,107	38,107	40,000	38,107	38,107
Capital	-	-	-	-	-
TOTAL	$ 38,107	$ 38,107	$ 40,000	$ 38,107	$ 38,107
DEBT SERVICE					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	1,407,130	1,290,624	1,101,878	1,101,878	1,101,878
Capital	-	-	-	-	-
TOTAL	$ 1,407,130	$ 1,290,624	$ 1,101,878	$ 1,101,878	$ 1,101,878
GRAND TOTAL					
Personnel	$ 20,497,058	$ 21,546,155	$ 22,665,713	$ 21,371,424	$ 21,371,424
Operations	14,407,891	17,902,304	20,846,808	18,425,554	18,425,554
Capital	362,839	1,391,030	12,567,624	1,045,204	1,045,204
TOTALS	$ 35,267,788	$ 40,839,489	$ 56,080,145	$ 40,842,182	$ 40,842,182

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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 126,140	$ 127,296	$ 280,683	$ 277,953	$ 277,953
Operating	133,487	162,816	364,739	147,839	147,839
Capital	-	-	-	-	-
TOTAL	$ 259,627	$ 290,112	$ 645,422	$ 425,792	$ 425,792

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
City Council (210)					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
Administration (210)					
City Clerk	0	0	1	1	1
Senior Office Assistant [1]	0	0	1	1	1
TOTAL	5	5	7	7	7

[1] Position transferred from 421 Administration

STATEMENT OF PURPOSE

To serve as a central source of information, advice and support services for the City Council and Management Team. To promote the development and performance of staff and employees throughout the organization. To assist elected officials and other community leaders to identify, work toward, and achieve community outcomes and goals. To provide functional and operational expertise and planning for all city services. To determine citizen needs and provide responsive, equitable services to the community. To promote a culture of customer service by maintaining a consistently high level of quality staff work, operational procedures, and service delivery systems. To set an example that urges the organization and community toward experimentation, change, creative problem solving, and prompt action. To demonstrate an understanding of information technology and ensure that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. To demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process. To understand and value the differences among individuals and foster those values throughout the organization and community. To prepare and administer the budget and report the findings of the annual audit to City Council. To interpret financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies. To ensure that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current. To position the organization and community for events and circumstances that are anticipated in the future. To facilitate the flow of ideas, information, and understanding between and among individuals, advocating effectively in the community interest. To convey ideas of information effectively to others. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities. To provide a central source for the collection, storage, and dissemination of official municipal records and documents.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 496,032	$ 492,754	$ 690,438	$ 697,890	$ 697,890
Operating	334,147	287,569	355,096	294,821	294,821
Capital	-	-	-	-	-
TOTAL	$ 830,179	$ 780,323	$ 1,045,534	$ 992,711	$ 992,711

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Administration (100)					
City Manager	1	1	1	1	1
Assistant City Manager [3]	0	0	2	2	2
City Clerk [1]	1	1	0	0	0
Deputy City Clerk/Asst. to City Mgr	1	1	1	1	1
Senior Office Assistant [1]	2	2	1	1	1
Risk Management (201)					
Risk Management Officer [2]	1	1	0	0	0
Risk Management Assistant [2]	1	1	0	0	0
TOTAL	7	7	5	5	5

[1] Position transferred to City Council (411)
[2] Department transferred to Human Resources (423)
[3] (1) position transferred from Human Resources (423)
[3] (1) position transferred from Financial Services - Administration (443-000)

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Promote the City's programs and highlight accomplishments through Salisbury NOW, a new City of Salisbury external newsletter, social media, the Salisbury website, ACCESS16, and word of mouth.
2. Manage City of Salisbury and Fibrant brand and marketing standards to ensure compliance by city employees, contractors, appointees, and elected officials.
3. Maintain the City and Fibrant social media presence and monitor content.
    a. Explore additional social media platforms on which to share city content and to inform the public of significant city events and notifications.
    b. Monitor inappropriate content posted by posters and employees and forward inappropriate employee content to appropriate contacts.
    c. Continue to sponsor Fibrant "Like, Share, Comment" Facebook contests.
    d. Increase Facebook likes by 60% by the end of the fiscal year.
    e. Increase Twitter followers by 20% by the end of the fiscal year.
4. Manage Fibrant branding and marketing.
    a. Explore contracting and, if successful, manage an outside advertising agency with the intent to receive tangible deliverables regarding Fibrant.
    b. Work collaboratively with Broadband Services Director and RowanWORKS Economic Development Director on local and national outreach.
    c. Develop comprehensive, strategic Fibrant public relations plan.
    d. Execute approved marketing plan.
5. Develop local community newsletter distributed as a bill insert to Salisbury residents (through an additional staff member or freelance writer).
6. Continue to develop Salisbury NOW television show into premiere, award-winning, local government channel interview news programming.
7. Utilize and become proficient with a mass notification system to inform residents of important updates from public services, administration, emergency management, and community planning services.
8. Finalize the City of Salisbury website redesign.
9. Maintain and upgrade the City's television stations (ACCESS16 and Fibrant 17).
    a. Explore redesign of the ACCESS16 logo.
    b. Explore new set design for ACCESS16 programming.
    c. Encourage city departments and non-profit organizations and adjacent local government agencies to advertise their programs and initiatives on Fibrant 17.
    d. Upgrade the stations equipment as needed.
    e. Develop additional television programming such as "A Minute with the Mayor" and "Salisbury's Most Wanted".
10. Support internal city departments and City Council with their communications as needed.
    a. Manage crisis communications as needed.
    b. Support departments in emergency and/or urgent situations.
    c. Draft talking points and Q and A's as needed in emergency or controversial situations.
    d. Develop and manage press conferences as necessary for crisis or emergency events.
11. Set up, record, live tweet, and live stream Salisbury City Council meetings.
    a. Prepare recorded meetings for viewing the following morning on ACCESS16.
    b. Constantly live tweet City Council meetings while in progress.
    c. Distribute City Council meeting recaps through night of or next day news releases (with additional staff member).

PERFORMANCE MEASURES

Workload	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Social Media Engagement (Percentage Increase)	N/A	N/A	60% (FB) 20% (Twitter)
Positive News Coverage Reach (Percentage Increase)	N/A	N/A	30%
Departments Supported	14	13	13

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 161,306	$ 263,625	$ 272,880	$ 275,131	$ 275,131
Operating	201,127	161,570	305,632	102,923	102,923
Capital	-	-	-	-	-
TOTAL	$ 362,433	$ 425,195	$ 578,512	$ 378,054	$ 378,054

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Public Information (203)					
Public Information Director	1	1	1	1	1
Communications Specialist [1]	1	0	0	0	0
Access 16 (204)					
Systems Analyst	1	1	1	1	1
Web & System Media (205)					
Web/Marketing Coordinator	1	1	1	1	1
TOTAL	4	3	3	3	3

[1] Position Eliminated

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, Human Relations Council, Youth Council, and a city-wide customer service program. 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 GOALS

1. Implement City Council level goals.
2. Research, develop, and implement Human Resources systems consistent with elements of a high performance organization.
3. Support the 4 core values - servant leadership, customer service, goal setting, and strategic planning - into the operations of the departments.
4. Update compensation plan periodically.
5. Establish health insurance savings strategies and wellness initiatives.
6. Implement a comprehensive internship program with schools and colleges/universities.
7. Continue to identify and establish employee appreciation efforts.
8. Continue to support our comprehensive customer service plan to better serve our citizens and employees.
9. Continue to support the applicant tracking and advertising software program.
10. Continue to maintain a secured web-based human resources information system.
11. Continue to provide employee self-service through the human resources information system, MUNIS.
12. Attract and retain high quality city employees through non-traditional and one-on-one recruitment efforts.
13. Participate in the School of Government Performance Measurement Program and identify additional measures of effectiveness and efficiency.
14. Continue management and leadership training to further develop human capital
15. Provide staff with resources and opportunities for career development.
16. Continue to provide staff assistance to the Salisbury Human Relations Council.
17. Continue to provide staff assistance and leadership skill development to the Youth Council members.
18. Provide a Risk Management Program.
19. Provide federal and state mandated safety training.
20. Provide city wide safety training.
21. Develop a Safety Committee to review trends and losses to further educate current employees.
22. Provide assistance and direction to customers in the City Office Building.

PERFORMANCE MEASURES

Human Resources (000)	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload	1,533	1,200	1,350
Position Applications Reviewed	434	427	440
Full-Time Employees in Organization (all funds)	101	90	85
Position Requisitions Received from Departments			
Effectiveness	12.0%	12.5%	15.0%
Percent of Applicants Placed	88.0%	87.5%	85.0%
Organization-wide Turnover Rate	16.19%	20.00%	17.00%
Risk Management (201)			
Workload			
Number of Workers Compensation Claims Filed	45	40	35
Number of Third-Party Insurance Claims Filed	42	35	35
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
Efficiency			
Cost Per Negotiated Workers Compensation Claim	$ 2,370	$ 2,000	$ 2,500
Cost Per Negotiated Insurance Claim	$ 1,917	$ 400	$ 600
Cost of all OSHA Imposed Fines & Penalties	$ -	$ -	$ -
Effectiveness			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	2%	3%	3%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	$ -	$ -	$ -

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 542,966	$ 768,500	$ 618,450	$ 557,764	$ 557,764
Operating	812,159	994,181	781,858	735,541	735,541
Capital	-	-	-	-	-
TOTAL	$ 1,355,125	$ 1,762,681	$ 1,400,308	$ 1,293,305	$ 1,293,305

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Human Resources (000)					
Assistant City Manager [2]	1	1	0	0	0
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	3	2	3	3	3
HR Recruiter (Public Safety) [3]	0	0	0	1	1
Senior Office Assistant	1	1	1	1	1
Human Resources Specialist	0	1	0	0	0
Human Resources Planner	1	1	1	0	0
Risk Management (201)					
Risk Management Officer [1]	0	0	1	1	1
Risk Management Assistant [1] [4]	0	0	1	0	0
TOTAL	7	7	8	7	7

[1] Department moved due to reorganization (421-201)

[2] Position transferred to Administration (421-000)

[3] Position moved from Police Administration (514)

[4] Position eliminated to add position in Parks and Recreation (621-100)

DEPARTMENT – Business and Financial Services – Summary

SUMMARY STATEMENT OF PURPOSE

To provide internal services to support the operations of the City. 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, and Business Office.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 1,915,658	$ 1,733,749	$ 1,482,511	$ 1,487,891	$ 1,487,891
Operating	359,205	357,889	341,902	328,790	328,790
Capital	-	-	-	-	-
TOTAL	$ 2,274,863	$ 2,091,638	$ 1,824,413	$ 1,816,681	$ 1,816,681

STATEMENT OF PURPOSE

To provide fiscal and business services to support the operations of the City. To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment, and contractual services for the City, and to manage and maintain a system of fixed asset identification, reporting, and accountability. The Department also provides some direct services to citizens through its Business Office Division and the City's website. Included in Administration are Business and Financial Services Administration, Accounting, Budget, Debt, 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.
6. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
7. Continue to seek methods of improved fixed asset accountability.
8. 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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Accounting			
Workload			
Number of Checks Issued	5,119	4,600	4,500
Number of ACH Transactions (Payroll and A/P)	14,249	14,337	14,500
Number of Journal Entries	580	520	520
Effectiveness			
Percent of Checks Processed Without Error	99.0%	99.0%	99.0%
Percent of ACH Transactions Processed Without Error	99.0%	99.0%	99.0%
Purchasing			
Workload			
Number of Purchase Orders Fulfilled	766	690	700
Number of Procurement Card Transactions	9,993	10,000	10,000
Number of Contracts Reviewed	46	40	40
Effectiveness			
Percent of POs Completed Without Error	97%	98%	97%
Procurement Card Error Rate	3%	2%	3%

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 954,985	$ 924,052	$ 976,221	$ 983,855	$ 983,855
Operating	318,096	328,697	325,131	315,169	315,169
Capital	-	-	-	-	-
TOTAL	$ 1,273,081	$ 1,252,749	$ 1,301,352	$ 1,299,024	$ 1,299,024

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Administration (000)					
Assistant City Manager [3]	1	1	0	0	0
Financial Services Manager [1]	1	1	0	0	0
Finance Director [1]	0	0	1	1	1
Budget & Performance Manager	1	1	1	1	1
Budget & Performance Analyst	1	1	1	1	1
Management Analyst	1	1	1	1	1
Finance Specialist	1	1	1	1	1
Finance Manager	1	1	1	1	1
Senior Management Analyst	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II	2	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Manager [2]	0	0	1	1	1
TOTAL	12	12	12	12	12

[1] Position reclassed to Finance Director
[2] Restructured Purchasing (444) with BFS/ Administration
[3] Position transferred to Administration (421)

DEPARTMENT – Business and Financial Services **444**
DIVISION – Purchasing

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 72,056	$ -	$ -	$ -	$ -
Operating	6,486	-	-	-	-
Capital	-	-	-	-	-
TOTAL	$ 78,542	$ -	$ -	$ -	$ -

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Purchasing Manager [1]	1	1	0	0	0
TOTAL	1	1	0	0	0

[1] Consolidated Purchasing (444) with BFS Administration (443-000)

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.

PERFORMANCE GOALS

1. Improve telephone answering statistics where 90% of calls are answered within 30 seconds and reduce wait times to less than three minutes.
2. Continue to improve the collection process to reduce past due balances in order to allow customer accounts to be current charges only.
3. Continue training efforts to improve upon customer service satisfaction.
4. Cross train front counter and call center representatives in all areas.

PERFORMANCE MEASURES

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Number of Utility Bills Generated	236,564	238,000	240,000
Number of Teller Transactions	64,012	66,900	68,000
Number of Telephone Transactions*	26,400	27,000	26,000
Efficiency			
Cost Per Utility Bill Issued	$ 0.42	$ 0.46	$ 0.50
Cost Per Teller Transaction	$ 1.93	$ 1.88	$ 1.89
Cost Per Telephone Transaction	$ 4.38	$ 4.37	$ 4.63
Effectiveness			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%
Total Dollar Value of Tellers' Over & Short Account	$ (1,072)	$ (500)	$ -

* These are estimates, as we no longer have access to the Call Statistics Reporting System.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 888,617	$ 809,697	$ 506,290	$ 504,036	$ 504,036
Operating	34,623	29,192	16,771	13,621	13,621
Capital	-	-	-	-	-
TOTAL	$ 923,240	$ 838,889	$ 523,061	$ 517,657	$ 517,657

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Business Services (102)					
Customer Service Manager	1	1	1	1	1
Customer Service Clerk	8	8	8	8	8
Customer Service Clerk (TPT)	2	2	2	2	2
Sales and Marketing (103) [1]					
Broadband Sales Manager [1]	1	1	0	0	0
Broadband Sales Specialist [1]	6	5	0	0	0
TOTAL	18	17	11	11	11

[1] Department transferred to Fund (036) Fibrant - Fibrant Sales

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 is a fully functional 4-Site System with Rowan County. Strive to keep the system operating at the best level.
2. Major upgrade to the system in the summer of 2016.
3. Continue working to enhance and maintain security at the tower site.
4. Work with SRU on switching the SCADA Network to P25 and continue support of SCADA with SRU's assistance.
5. Work with Motorola to obtain proper training for the new radio system so that our shop can maintain the 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 the Salisbury Police Department on the new consolidated 9-1-1 Communication Center.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 289,567	$ 307,801	$ 271,061	$ 273,100	$ 273,100
Operating	415,026	426,410	452,057	446,217	446,217
Capital	-	9,531	29,500	19,500	19,500
TOTAL	$ 704,593	$ 743,742	$ 752,618	$ 738,817	$ 738,817

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician [1]	3	3	2	2	2
Telecommunications Assistant (TPT)	1	1	1	1	1
TOTAL	5	5	4	4	4

[1] Position transferred to Fleet (661-000)

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Site Master Spectrum Analyzer	$ 14,500	$ 14,500	$ 14,500
Waterproof Building at Tower Site/Hill St	15,000	5,000	5,000
Total Capital Outlay	**$ 29,500**	**$ 19,500**	**$ 19,500**

DEPARTMENT – Infrastructure Services - Summary

SUMMARY STATEMENT OF PURPOSE

To provide leadership, innovation, and guidance to all the City's business units in the use of new technologies to enhance city services to citizens.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 825,145	$ 1,230,632	$ 1,862,684	$ 649,386	$ 649,386
Operating	2,112,026	1,573,756	2,677,735	3,199,841	3,199,841
Capital	16,003	-	892,000	-	-
TOTAL	$ 2,953,174	$ 2,804,388	$ 5,432,419	$ 3,849,227	$ 3,849,227

DEPARTMENT – Infrastructure Services **442**
DIVISION – Information Technology (IT)

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Number of Computers Directly Supported	485	485	485
Total Number of IT Helpdesk Requests Received	1,771	1,293	1,293
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	66.1%	64.8%	68.0%

* Estimate - Designed to demonstrate network reliability

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 241,753	$ 887,142	$ 793,696	$ 649,386	$ 649,386
Operating	2,099,138	1,566,887	806,347	670,754	670,754
Capital	16,003	-	18,000	-	-
TOTAL	$ 2,356,894	$ 2,454,029	$ 1,618,043	$ 1,320,140	$ 1,320,140

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Administration (000)					
Director Broadband Services [1]	1	1	1	0	0
Senior Office Assistant/Admin	1	1	1	1	1
Business Manager [2]	1	0	0	0	0
Operations (151)					
IT Network Manager	0	1	1	1	1
Installation Technician	0	0	1	1	1
Systems Analyst	0	3	3	3	3
Network Administrator	0	1	1	1	1
TOTAL	3	7	8	7	7

[1] Reclassed and moved to Fibrant Fund (036)

[2] Position reclassed and moved to Engineering

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Shelving for City IT Equipment	$ 18,000	$ -	$ -
Total Capital Outlay	**$ 18,000**	**$ -**	**$ -**

DEPARTMENT – Infrastructure Services **441**
DIVISION – Network Operations Center (NOC)

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 361,856	$ 257,131	$ 278,750	$ -	$ -
Operating	4,072	3,557	169,981	-	-
Capital	-	-	-	-	-
TOTAL	$ 365,928	$ 260,688	$ 448,731	$ -	$ -

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Network Operations Center Mgr [2]	1	1	1	0	0
NOC Tech I/II [2]	1	3	3	0	0
NOC Tech I/II (PT) [2]	2	2	2	0	0
Technical Services	2	0	0	0	0
Senior Systems Analyst [1]	1	0	0	0	0
System Analyst [1]	1	0	0	0	0
TOTAL	8	6	6	0	0

[1] Moved to IT (442-151)
[2] Department restructure moved to Fibrant Fund (870-220)

DEPARTMENT – Infrastructure Services **492**
DIVISION – Fibrant Installation & Systems

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 221,536	$ 86,359	$ 790,238	$ -	$ -
Operating	8,816	3,312	1,701,407	2,529,087	2,529,087
Capital	-	-	874,000	-	-
TOTAL	$ 230,352	$ 89,671	$ 3,365,645	$ 2,529,087	$ 2,529,087

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Engineer/GIS Manager [5]	1	1	1	0	0
Head End Technician [4]	1	1	1	0	0
System Architect/Engineer	1	0	0	0	0
Infrastructure Supervisor [6]	1	1	0	0	0
Infrastructure Tech [3]	8	7	6	0	0
Infrastructure Tech - Traffic Signals	2	2	0	0	0
Infrastructure Tech - Facilities [6]	2	2	0	0	0
Installation Technician [3]	0	1	1	0	0
Network Communications Tech	1	0	0	0	0
Technical Operations Manager [3]	0	1	1	0	0
Warehouse Technician [3]	1	1	1	0	0
Network Administrator [2]	1	0	0	0	0
Senior Systems Analyst (GIS) [1]	1	0	0	0	0
Information System Analyst	1	0	0	0	0
IT Technician	1	0	0	0	0
TOTAL	22	17	11	0	0

[1] Moved to Engineering Department
[2] Moved to IT Operations (442-151)
[3] Moved to Fibrant Fund (880-220) from Infrastructure Services (500)
[4] Moved to Fibrant Communications Fund (870-211)
[5] Moved to Fibrant Communications Fund (870-100)
[6] Moved to Engineering - Facilities Maintenance (551)
[7] Moved to Engineering - Traffic Operations (500)

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Simulsat Satellite Dish	$ 180,000	$ -	$ -
DWDM Optics	70,000	-	-
Satellite Receivers	50,000	-	-
Zhone MXK	45,000	-	-
Harmonic VOD	150,000	-	-
Minerva TV over IP Roku Solution	75,000	-	-
Cisco 10 Gig Expansion	50,000	-	-
GPON Density Reduction	250,000	-	-
Fibrant Speed Test Server	4,000	-	-
Total Capital Outlay	**$ 874,000**	**$ -**	**$ -**

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, and community development. The department also provides support for boards and commissions.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 856,347	$ 841,530	$ 897,180	$ 877,651	$ 877,651
Operating	862,963	2,169,203	1,555,697	1,378,181	1,378,181
Capital	-	-	-	-	-
TOTAL	$ 1,719,310	$ 3,010,733	$ 2,452,877	$ 2,255,832	$ 2,255,832

DEPARTMENT – Community Planning Services **491**
DIVISION – Planning and Community Development

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

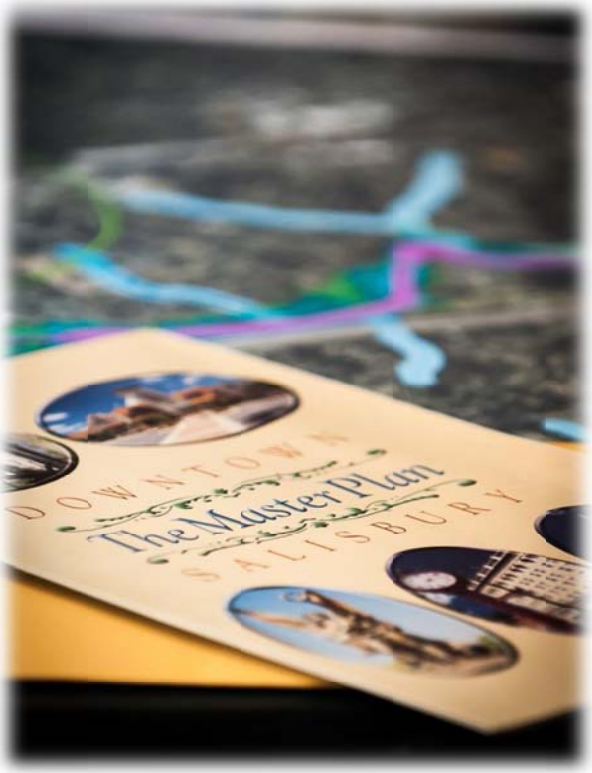
1. To engage citizens, neighborhoods, downtown stakeholders, city departments, other public/government entities, businesses, and non-profit organizations in visioning and planning for community growth and redevelopment in Salisbury. Initiatives currently active or pending include:
   - Vision Salisbury Comprehensive Plan (update Vision 2020)
   - Greenspace planning development in the downtown
   - Brownfield redevelopment plan for Kesler Mill site and other site assessments
   - Brooklyn-South Square land use study
   - Dixonville Cemetery Memorial
   - 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; Historic preservation grants
   - Economic Development Incentives
   - Brownfields Assessment and Redevelopment Planning
   - Community Development and Housing Stabilization Programs
   - BlockWork, Landscape of the Month, and other community appearance initiatives
   - 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,
   - Public Art Committee / Sculpture Show / History & Art Trail
   - Downtown Salisbury initiatives and strategic goals
   - Wayfinding signage and other Tourism Development activities

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 333,801	$ 343,677	$ 356,696	$ 340,725	$ 340,725
Operating	203,670	1,414,469	625,621	513,348	513,348
Capital	-	-	-	-	-
TOTAL	$ 537,471	$ 1,758,146	$ 982,317	$ 854,073	$ 854,073

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Community Planning Services Dir.	1	1	1	1	1
Planner Sr I/II Urban Design	2	2	2	2	2
Sr. Office Assistant	1	1	1	1	1
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 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 – 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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Rezoning Requests Processed	10	6	9
Number of New Businesses Issued 'Business Registry Permits'	N/A	70	75
Efficiency			
Average Number of Processing Days Per Rezoning Request	63	63	63
Effectiveness			
Percent of Rezoning Requests Approved as Presented	90%	100%	TBD

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 332,864	$ 294,531	$ 301,503	$ 300,108	$ 300,108
Operating	545,347	677,358	851,187	793,409	793,409
Capital	-	-	-	-	-
TOTAL	$ 878,211	$ 971,889	$ 1,152,690	$ 1,093,517	$ 1,093,517

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Development Services Manager	1	1	1	1	1
Zoning Administrator	1	1	1	1	1
Senior Customer Service Clerk [1]	1	0	0	0	0
Development Services Coordinator [2]	0	0	1	1	1
Senior Planner [2]	1	1	0	0	0
Development Technician [3]	0	0	1	1	1
Senior Office Assistant [3]	1	1	0	0	0
TOTAL	5	4	4	4	4

[1] Position eliminated due to loss of Privilege Licenses
[2] Position Title Change from Senior Planner
[3] Position was reclassed from Senior Office Assistant

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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Total Number of Nuisance Cases Generated	1,137	1,210	1,250
Efficiency			
Cost Per Nuisance Case Abated (contractor)	$ 92	$ 106	$ 100
Effectiveness			
Percentage of Cases Corrected By Owner	61%	74%	80%

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 189,682	$ 203,322	$ 238,981	$ 236,818	$ 236,818
Operating	113,946	77,376	78,889	71,424	71,424
Capital	-	-	-	-	-
TOTAL	$ 303,628	$ 280,698	$ 317,870	$ 308,242	$ 308,242

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Code Services Manager [2]	1	1	1	0	0
Senior Code Enforcement Officer [2]	0	0	0	1	1
Code Enforcement Officer [1]	2	2	3	3	3
TOTAL	3	3	4	4	4

[1] Position moved from Police Administration (514)

[2] Position reclassed from Code Services Manager

DEPARTMENT – City Engineering and Street Lighting **555 & 552**

STATEMENT OF PURPOSE

To provide a centralized source of general engineering services for the City. Primary duties include traffic engineering, GIS services, reviewing plans for private development, administering special projects and street lighting, 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 Federal Railroad Administration Quiet Zone.
5. Administer GIS services.
6. Coordinate efforts with Cabarrus Rowan MPO.
7. Represent the 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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Street Lights			
Duke Energy Leased	4,416	4,520	4,650
City Owned within Public R/W	99	99	99
Citizen Reported Outages Reported/Corrected	287	250	250
Total Petitions Created	11	9	9
Total Projects Designed	8	5	5
Engineering Plan Review			
Number of Projects Reviewed	42	44	47
Avg Days to Approval (incl review by others - workdays only)	27	28	29
Permits			
Floodplain	2	4	6
Water	13	15	18
Sewer	11	15	12
Stormwater BMP	3	4	4
Right-of-Way Use	7	7	7
Traffic Engineering			
Major Studies	10	15	20
Petitions	14	10	10
Permanent Street/Alley Closings	3	3	2
Special Projects	8	7	2
Geographic Information Services			
Web Applications Created	6	7	5
Web Applications Maintained	11	18	23
Cartographic Products Created/Modified	75	60	50
Citizen Reported Issues Screened	200	250	300
Data Requests Fulfilled	9	6	5
Users Supported	28	30	35
User Support Cases	75	70	60
Data Collection Projects Conducted/Supported	3	2	2
Major Analysis Projects	4	5	5
Minor Analysis Projects	5	7	10
Addresses Input/Corrected	400	250	250
Information Requests Fulfilled	50	40	35

BUDGET REQUEST SUMMARY --- 555 Engineering

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 457,567	$ 556,932	$ 591,766	$ 586,391	$ 586,391
Operating	230,064	3,207,099	4,210,292	2,802,098	2,802,098
Capital	-	-	-	-	-
TOTAL	$ 687,631	$ 3,764,031	$ 4,802,058	$ 3,388,489	$ 3,388,489

BUDGET REQUEST SUMMARY --- 552 Street Lighting

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	550,426	568,276	604,350	597,220	597,220
Capital	-	-	-	-	-
TOTAL	$ 550,426	$ 568,276	$ 604,350	$ 597,220	$ 597,220

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	2	1	1	1	1
GIS Coordinator [1]	0	1	1	1	1
Project Manager [2]	0	1	1	1	1
Intern [3]	1	1	1	0	0
Traffic Engineer Coordinator	0	1	1	1	1
TOTAL	5	7	7	6	6

[1] Position moved from Infrastructure Services Management (442) & reclassified

[2] Position moved from Information Technologies ~ Systems (442)

[3] Position eliminated

DEPARTMENT – Engineering **500**
DIVISION – Traffic Operations

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 970,151	$ 895,301	$ 116,473	$ 116,752	$ 116,752
Operating	389,102	382,097	78,542	77,522	77,522
Capital	18,270	-	-	-	-
TOTAL	$ 1,377,523	$ 1,277,398	$ 195,015	$ 194,274	$ 194,274

NOTE: Actual FY14-15 and Budgeted FY15-16 is for Infrastructure Services.

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Infrastructure Tech-Traffic [1]	0	0	2	2	2
TOTAL	0	0	2	2	2

[1] Positions moved from Infrastructure Services

DEPARTMENT –Engineering **501**
DIVISION – Central City Buildings

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	621,773	388,825	797,399	771,746	771,746
Capital	-	174,587	218,000	-	-
TOTAL	$ 621,773	$ 563,412	$ 1,015,399	$ 771,746	$ 771,746

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
City Office Building (000)			
Replace flooring on 3rd Floor-Carpet/Tile	$ 25,000	$ -	$ -
Roof Replacement - Head Start	330,000	330,000	330,000
City Hall (251)			
Improvements to Council Chambers	50,000	-	-
Communications for Council Chambers-Microphones	85,000	-	-
HVAC Replacements	58,000	-	-
Total Capital Outlay	**$ 548,000**	**$ 330,000**	**$ 330,000**

DEPARTMENT – Engineering **502**
DIVISION - Plaza

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	155,711	157,791	161,749	161,311	161,311
Capital	27,157	42,000	80,000	20,000	20,000
TOTAL	$ 182,868	$ 199,791	$ 241,749	$ 181,311	$ 181,311

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Apartment Renovations	$ 40,000	$ -	$ -
Appliances and Carpet Replacement	20,000	20,000	20,000
Improvements for Retail and Commercial Spaces	20,000	-	-
Total Capital Outlay	**$ 80,000**	**$ 20,000**	**$ 20,000**

DEPARTMENT - Engineering **551**
DIVISION – Facilities Maintenance

STATEMENT OF PURPOSE

To provide the City with support services associated with maintaining viable space from which operations can occur. In addition to these services, preventative maintenance services are managed along with active involvement in the management and execution of contracted services. This includes elevator operations and inspections, pressure vessel inspections, fire sprinkler and fire monitoring, security and access control, cleaning, and pest control. Maintenance is also actively involved in many capital improvement projects throughout the City for various departments as projects arise and funding is available.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ 147,394	$ 194,468	$ 192,288	$ 192,288
Operating	-	46,627	50,749	50,098	50,098
Capital	-	-	-	-	-
TOTAL	$ -	$ 194,021	$ 245,217	$ 242,386	$ 242,386

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Maintenance Supervisor [1]	0	0	1	1	1
Maintenance Wkr I/II [1]	0	0	2	2	2
TOTAL	0	0	3	3	3

[1] Positions transferred from 500-000 Infrastructure Services

DEPARTMENT - Police - Summary

SUMMARY STATEMENT OF PURPOSE

To protect 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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Number of Sworn Police Officers (Authorized Positions)	81	81	81
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,570	2,621	2,508
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	1,970	2,084	2,186
Departmental Internal Affairs Investigated Complaints	17	22	20
Efficiency			
Number of Sworn Police Officer Vacancies (all causes)	5	10	7
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	36,456	36,159	33,894
Part I Crimes Investigated By Criminal Investigations (CID) Division^^^	187	200	224
Internal Affairs Complaints Sustained	3	6	4
Effectiveness			
Departmental Turn-Over Rate (Sworn Police Officers)	6.2%	12.3%	8.6%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	7.0%	7.2%	7.4%
CID Part I Case Clearance Rate ^^^^			
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	17.6%	27.3%	20.0%

^^^ 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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 5,362,044	$ 5,687,928	$ 6,277,998	$ 6,212,311	$ 6,212,311
Operating	1,231,952	1,472,790	1,489,698	1,383,818	1,383,818
Capital	46,630	6,897	41,864	6,864	6,864
TOTAL	$ 6,640,626	$ 7,167,615	$ 7,809,560	$ 7,602,993	$ 7,602,993

DEPARTMENT – Police **511**
DIVISION – Services

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, youth crime prevention services, Victim Advocate 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 Community Relations Officers.
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. Continue to use the "Next Door" and newly implemented "P2C" programs as well as the Community Police Partnership meetings throughout all neighborhoods within our community to enhance communications. Utilize these tools to get up to date information out to the public in a timely manner.
6. Implement a new community meeting program that utilizes barber shops and coffee shops throughout the city. These meetings will be designed to augment the monthly S.N.A.G. meetings and will be designed to be a very informal and mutually respective atmosphere. These meetings will be during evening hours and other opportune times in order to communicate better with citizens and to learn of issues impacting their quality of life.
7. Seek funding in order to train a second Polygraph Operator within our ranks.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 1,275,062	$ 1,354,543	$ 1,494,411	$ 1,495,502	$ 1,495,502
Operating	135,239	176,182	191,241	201,891	201,891
Capital	-	-	-	-	-
TOTAL	$ 1,410,301	$ 1,530,725	$ 1,685,652	$ 1,697,393	$ 1,697,393

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Services Administration (000)					
Captain	1	1	1	1	1
Community Service (303) [1]					
Police Officer I/II/MPO	6	6	6	6	6
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 Officer I/II/MPO	1	1	1	1	1
Parking Control Specialist (TPT)	1	1	1	1	1
CID (326)					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	7	7	7	7	7
Crime Scene (330)					
Police Officer I/II/MPO [2]	1	1	1	1	1
TOTAL	22	22	22	22	22

[1] 3 Officers assigned as SRO

[2] Position used for Crime Scene

DEPARTMENT – Police **514**
DIVISION – Administration

STATEMENT OF PURPOSE

To serve 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. 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.
2. 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.
3. Build upon efforts to recruit high quality officers from the educational institutions within and surrounding Rowan County. A highly motivated group of members, from within the department, will be selected to act as ambassadors during recruitment efforts.
4. Continue ongoing efforts to improve upon the recruitment of diverse candidates in order to better reflect the demographics of the Salisbury community.
5. Continue efforts to develop and improve upon the quality of leadership and level of leadership accountability within our agency's existing Leadership Team.
6. 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.
7. In order to enhance our officers' 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.
8. Develop a process by which ongoing crime statistics are available, at a moment's notice, in order to maintain a close watch on trends.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 541,884	$ 599,461	$ 608,377	$ 542,781	$ 542,781
Operating	398,652	397,145	422,637	332,117	332,117
Capital	-	6,897	6,864	6,864	6,864
TOTAL	$ 940,536	$ 1,003,503	$ 1,037,878	$ 881,762	$ 881,762

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Police Chief	1	1	1	1	1
Deputy Police Chief [1]	1	0	0	0	0
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	0	0	0	0
Police Planner	0	1	1	1	1
Recruitment Manager [3]	1	1	1	0	0
Training Manager	0	1	1	1	1
Management Analyst [2]	0	1	1	1	1
Finance Specialist [2]	1	0	0	0	0
Administrative Specialist	1	1	1	1	1
Code Enforcement Officer [4]	0	1	0	0	0
TOTAL	7	8	7	6	6

[1] Position was reclassified when Police Department was reorganized to include a third Police Captain (511/516/517)
[2] Reclassification
[3] Position moved to Human Resources (423)
[4] Position moved to CPS-Code Enforcement (495)

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Power Document Management System (DMS)	$ 6,864	$ 6,864	$ 6,864
Total Capital Outlay	**$ 6,864**	**$ 6,864**	**$ 6,864**

DEPARTMENT – Police **516**
DIVISION – Field Operations

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. Evaluate staffing density based off call volumes and work load to ensure effective efforts are being realized.
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 career path development.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 2,723,106	$ 2,787,595	$ 3,134,892	$ 3,146,257	$ 3,146,257
Operating	673,905	865,849	829,103	814,731	814,731
Capital	32,630	-	-	-	-
TOTAL	$ 3,429,641	$ 3,653,444	$ 3,963,995	$ 3,960,988	$ 3,960,988

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
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	9	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 Baker 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 Baker 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
TOTAL	45	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 or 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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 821,992	$ 946,329	$ 1,040,318	$ 1,027,771	$ 1,027,771
Operating	24,156	33,614	46,717	35,079	35,079
Capital	14,000	-	35,000	-	-
TOTAL	$ 860,148	$ 979,943	$ 1,122,035	$ 1,062,850	$ 1,062,850

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Special Operations Admin (000)					
Captain	1	1	1	1	1
S/O PIT Team 1 (331)					
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	4	4	4	4	4
S/O PIT Team 2 (332)					
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	4	4	4	4	4
S/O Drug Unit (333)					
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	3	3	3	3	3
TOTAL	15	15	15	15	15

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Surveillance System	$ 35,000	$ -	$ -
Total Capital Outlay	**$ 35,000**	**$ -**	**$ -**

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Improve community life safety initiatives through response times to emergency incidents.
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, develop plans and prints for two new fire stations.
6. Research ALS Paramedic response and pre-hospital community para-medicine 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 suppression 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 Rescue certification capabilities to include surface water, trench rescue, technical rescue, components
8. Expand Emergency Management (EM) and planning role/efforts- conduct one annual EM training drill for city officials.
9. Serve as the City's EM planning and preparation office.

PERFORMANCE MEASURES

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Total Calls	5,206	5,424	5,475
Fire Alarm Responses	776	694	700
Average Calls Per Day	14	15	15
Average Training Hours per Firefighter per Day	2.1	3.3	3.5
Efficiency			
Firefighters Per Shift Strength	23	23	24
Firefighters (Per Shift) Per 1,000 Population	0.68	0.68	0.71
Total Dollar Value of All Property Protected	$2.79 B	$2.80 B	$2.81 B
Effectiveness			
Fire Deaths (Civilians)	0	0	0
Fire Deaths (Firefighters)	0	0	0
Total Fire Loss (Dollars)	$ 445,575	$ 511,372	$ 500,000
On Scene Time - % within 5 Minutes	33.0%	41.0%	50%

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 4,218,369	$ 4,425,323	$ 4,762,773	$ 4,769,357	$ 4,769,357
Operating	864,100	852,262	996,927	929,771	929,771
Capital	19,383	734,791	9,593,860	911,840	911,840
TOTAL	$ 5,101,852	$ 6,012,376	$ 15,353,560	$ 6,610,968	$ 6,610,968

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Administration (000)					
Battalion Chief	1	1	0	0	0
Fire Chief	1	1	0	0	0
Senior Office Assistant	1	1	0	0	0
Fire Personnel (350) [2]					
Fire Chief	0	0	1	1	1
Administrative Specialist	0	0	1	1	1
Battalion Chief	0	0	6	6	6
Fire Captain / District Captain	0	0	13	13	13
Fire Control Specialist I/II	0	0	38	38	38
Fire Engineer	0	0	13	13	13
Fire Lieutenant	0	0	5	5	5
Fire Safety Education Coordinator	0	0	1	1	1
Fire Control Specialist Pool (TPT) [1]	0	0	1	1	1
Hydrant Maintenance (TFT)	0	0	2	2	2
Station 1 (351)					
Battalion Chief	3	3	0	0	0
District Fire Captain	0	0	0	0	0
Fire Captain	9	9	0	0	0
Fire Engineer	6	6	0	0	0
Fire Control Specialist I/II	12	12	0	0	0
Fire Control Specialist (TPT) [1]	5	1	0	0	0
Station 2 (352)					
Fire Captain	3	3	0	0	0
Fire Control Specialist I/II	9	9	0	0	0
Fire Engineer	4	4	0	0	0
Station 3 (353)					
District Fire Captain	0	1	0	0	0
Fire Captain	3	2	0	0	0
Fire Engineer	3	3	0	0	0
Fire Control Specialist I/II	6	6	0	0	0
Station 4 (354)					
District Fire Captain	1	0	0	0	0
Fire Captain	1	2	0	0	0
Fire Engineer	4	4	0	0	0
Fire Control Specialist I/II	9	9	0	0	0
Loss Prevention & Investigations (356)					
Battalion Chief	1	1	0	0	0
Training (357)					
Battalion Chief	1	1	0	0	0
Hydrant Maintenance (TFT)	2	2	0	0	0
TOTAL	85	81	81	81	81

[1] Positions combined into one Part Time Pool ~ 5 TPT positions into 1 position

[2] All positions consolidated into Fire Personnel (350)

CAPITAL OUTLAY

	Requested	Mgr Recommends	Adopted
Fire Administration (000)	FY 16-17	FY 16-17	FY 16-17
Replace SCBA Equipment - 90% Grant Funded	$ 611,840	$ 611,840	$ 611,840
Design and Architect Fees	350,000	-	-
Land Acquisition, Site Preparation, Construction	3,500,000	150,000	150,000
Design and Architect Fees	450,000	150,000	150,000
Land Acquisition, Site Preparation, Construction	4,500,000	-	-
Fire Station #1 (351)			
Replace 4 Front bay doors @ $5005 ea.	20,020	-	-
Roof Replacement	162,000	-	-
Total Capital Outlay	**$ 9,593,860**	**$ 911,840**	**$ 911,840**

DEPARTMENT - Public Services - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 2,235,681	$ 2,378,578	$ 2,539,937	$ 2,549,189	$ 2,549,189
Operating	2,135,441	2,191,045	3,092,011	2,550,146	2,550,146
Capital	24,630	76,545	740,400	15,000	15,000
TOTAL	$ 4,395,752	$ 4,646,168	$ 6,372,348	$ 5,114,335	$ 5,114,335

DEPARTMENT - Public Services **560**
DIVISION – Administration

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 227,372	$ 236,620	$ 244,765	$ 249,019	$ 249,019
Operating	9,532	10,048	18,333	18,333	18,333
Capital	-	31,894	-	-	-
TOTAL	$ 236,904	$ 278,562	$ 263,098	$ 267,352	$ 267,352

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Public Services Director	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
TOTAL	3	3	3	3	3

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

Administration (000)

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

Street Maintenance (420)

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

Concrete Construction (421)

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

Signs and Markings (422)

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

Streets Miscellaneous Activities (425)

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

Powell Bill Paving & Resurfacing (426)

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

Powell Bill Bridge Maintenance/Snow (427)

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

Powell Bill-Concrete Construction (429)

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

PERFORMANCE MEASURES

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Lane Miles of Streets Paved	5.6	6.0	6.0
Lane Miles of Streets Maintained	345	346	346
Potholes Filled	547	350	500
Driveways	17	15	15
Sidewalks Replaced / Repaired - Feet	2,981	4,000	3,500
Curb & Gutter - Feet	207	200	200
New Handicap Ramps	55	15	15

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 649,219	$ 854,315	$ 896,600	$ 906,228	$ 906,228
Operating	1,033,807	982,093	1,549,818	1,294,907	1,294,907
Capital	-	35,000	595,400	15,000	15,000
TOTAL	$ 1,683,026	$ 1,871,408	$ 3,041,818	$ 2,216,135	$ 2,216,135

PERSONNEL DETAIL

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

[1] Positions transferred from Infrastructure Services (500)
[2] Positions reclassed

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Work Order Management Software	$ 50,000	$ -	$ -
Concrete Crusher	175,000	-	-
Class 3 Barricades	15,000	15,000	15,000
Curbing Machine	15,000	-	-
Asphalt Paver Attachment	35,000	-	-
Snow Blowers	10,000	-	-
Brine Mixing Station	25,000	-	-
Brine Applicator	23,000	-	-
Salt Bin	30,000	-	-
Bays at the Material Handling Site	40,000	-	-
Steam Power Washer	5,000	-	-
Asphalt Recycler	80,000	-	-
Roof Replacement	92,400	-	-
Total Capital Outlay	**$ 595,400**	**$ 15,000**	**$ 15,000**

DEPARTMENT - Public Services **581**
DIVISION – Solid Waste

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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
City-Collected Garbage - Tons	8,071	8,570	8,250
Contracted Residential Recycling - Tons	1,558	1,285	1,425
Special Events Supported	23	27	30

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 381,565	$ 345,156	$ 371,413	$ 371,686	$ 371,686
Operating	907,224	993,483	1,040,951	1,012,142	1,012,142
Capital	-	-	-	-	-
TOTAL	$ 1,288,789	$ 1,338,639	$ 1,412,364	$ 1,383,828	$ 1,383,828

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Solid Waste Supervisor	1	1	1	1	1
Crew Leader [2]	0	1	1	1	1
Equipment Operator I/II [1] [2]	5	4	5	5	5
Equipment Operator (PT/Pool) [3]	1	1	0	0	0
TOTAL	7	7	7	7	7

[1] One position eliminated FY16
[2] Position reclassed
[3] Part-time Pool was converted to Equipment Operator FY17

DEPARTMENT - Public Services **562**
DIVISION - Waste Management – Other

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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 321,411	$ 224,054	$ 235,559	$ 227,215	$ 227,215
Operating	105,236	117,863	121,698	114,604	114,604
Capital	6,857	-	-	-	-
TOTAL	$ 433,504	$ 341,917	$ 357,257	$ 341,819	$ 341,819

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Equipment Operator I/II	2	2	2	2	2
Maintenance Worker	3	3	3	3	3
TOTAL	5	5	5	5	5

DEPARTMENT – Public Services **661**
DIVISION – Fleet Management

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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Vehicles Maintained	300	302	306
Other Equipment Maintained	513	516	522
Buses Maintained	9	9	9

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 656,114	$ 718,433	$ 791,600	$ 795,041	$ 795,041
Operating	79,642	87,558	361,211	110,160	110,160
Capital	17,773	9,651	145,000	-	-
TOTAL	$ 753,529	$ 815,642	$ 1,297,811	$ 905,201	$ 905,201

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
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	2	2	2	2	2
Telecommunications Technician [1]	0	0	1	1	1
TOTAL	11	11	12	12	12

[1] Position transferred from Telecommunications (550)

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Repair Parking Lot	$ 55,000	$ -	$ -
Mobile Truck Lifts with Safety Stands	43,000	-	-
Upgrade/Replace Fleet Management Software	47,000	-	-
Total Capital Outlay	**$ 145,000**	**$ -**	**$ -**

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. Develop programs and facilities in support of City Council goals and objectives set forth per fiscal year.
2. Continue to monitor and evaluate the department programs, events, parks, and cemeteries for efficient and effective service delivery.
3. Provide staff support to the Salisbury Tree Board, Greenway Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Provide maintenance for Salisbury-Rowan Utilities and North Carolina DOT contracts.
5. Continue to improve on engaging the community through meetings, programs, etc.
6. Seek grant opportunities to offset costs on capital or programmatic projects.
7. Increase revenue opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility (preference given to a Full-Time Program Park Manager).

PERFORMANCE MEASURES

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Acres of Park Space Owned	508	508	508
Acres of Park Space Maintained *	308	308	308
Yards of Greenway Maintained	7,392	7,392	7,392
Number of Athletic Fields and Athletic Surfaces Maintained **	30	30	30
Effectiveness			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%

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

** 4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 4 clay

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 2,040,085	$ 1,688,812	$ 1,806,411	$ 1,848,370	$ 1,848,370
Operating	1,099,605	708,045	923,175	862,364	862,364
Capital	210,766	346,679	972,000	72,000	72,000
TOTAL	$ 3,350,456	$ 2,743,536	$ 3,701,586	$ 2,782,734	$ 2,782,734

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Administration (100)					
Parks & Recreation Director	0	1	1	1	1
Parks & Recreation Maint Manager	1	1	1	1	1
Recreation Coordinator [3]	3	3	0	0	0
Recreation Programmer [3]	3	2	1	1	1
Seasonal Worker (TFT)	20	0	0	0	0
Seasonal Worker (TFT)	0	1	0	0	0
Recreation Aide (TPT) [2]	0	1	0	0	0
Recreation Specialist [1]	0	0	0	1	1
Civic Center (601)					
Recreation Coordinator [3]	0	0	1	1	1
Recreation Aide (TPT) [2]	0	0	1	1	1
City Park Center (602)					
Recreation Programmer [3]	0	0	1	1	1
Recreation Aide (TPT) [2]	0	0	1	1	1
Miller Center (603)					
Recreation Programmer [3]	0	0	1	1	1
Recreation Aide (TPT) [2]	0	0	1	1	1
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 [3]	0	0	1	1	1
Recreation Aide (TPT) [2]	0	0	1	1	1
Lincoln Pool (607)					
Recreation Aide (TPT) [2]	0	0	1	1	1
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
Grounds Maintenance (609)					
Parks Maintenance Supervisor	1	1	1	1	1
Maintenance Worker I/II/Sr.	1	2	2	2	2
Recreation Aide (TPT)	1	1	1	1	1
Sr. Maint. Worker (TPT)	1	0	0	0	0
Seasonal Worker (TFT)	1	1	1	1	1

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
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	1	1	1	1	1
TOTAL	55	37	40	41	41

[1] Position added due to the elimination of the Risk Assistant in Human Resources (423)

[2] Part-time pools - changed from 1 PT Pool in 621-100 to 5 PT Pools in 621-601/602/603/606/607

[3] Recreation Coordinator / Programmer moved from 621-100 to 621-601/602/603/606

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Civic Center (601)			
Civic Center Floor Replacement	$ 35,000	$ -	$ -
City Park (602)			
Roof Replacement	181,000	-	-
Replace Carpeting	13,000	-	-
Cemeteries (604)			
Columbaria-Two 48 Niche Units at Memorial Park	42,000	42,000	42,000
Community Park (608)			
Pave Parking Lot at Community Park	468,000	-	-
Grounds Maintenance (609)			
Morlan Park Play Structure	25,000	30,000	30,000
Kelsey Scott Restroom Construction	128,000	-	-
Dog Paws Park	70,000	-	-
Arborist & Downtown (611)			
Tree Planting	10,000	-	-
Total Capital Outlay	**$ 972,000**	**$ 72,000**	**$ 72,000**

DEPARTMENT – Transportation 553

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	454,340	465,322	465,322	465,322	465,322
Capital	-	-	-	-	-
TOTAL	$ 454,340	$ 465,322	$ 465,322	$ 465,322	$ 465,322

DEPARTMENT – Education 641

STATEMENT OF PURPOSE

To provide for funding the Supplementary Education System.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	38,107	38,107	40,000	38,107	38,107
Capital	-	-	-	-	-
TOTAL	$ 38,107	$ 38,107	$ 40,000	$ 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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	1,407,130	1,290,624	1,101,878	1,101,878	1,101,878
Capital	-	-	-	-	-
TOTAL	$ 1,407,130	$ 1,290,624	$ 1,101,878	$ 1,101,878	$ 1,101,878

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, 2017
With Estimated Actual for Year Ending June 30, 2016 and
Actual for Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
REVENUES:			
Miscellaneous:			
Interest earned on investments	$ 4,133	$ 8,210	$ 5,500
Other	113,652	66,566	51,702
Total revenues	$ 117,785	$ 74,776	$ 57,202
OTHER FINANCING SOURCES:			
Proceeds from capital leases	$ -	$ -	$ 2,130,012
Operating transfer from General Fund	1,548,801	1,561,638	1,661,396
Total other financing sources	$ 1,548,801	$ 1,561,638	$ 3,791,408
Total revenues and other financing sources	$ 1,666,586	$ 1,636,414	$ 3,848,610

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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	312,714	129,928	127,861	250,232	250,232
Capital	1,302,373	2,594,388	5,606,714	3,598,378	3,598,378
TOTAL	$ 1,615,087	$ 2,724,316	$ 5,734,575	$ 3,848,610	$ 3,848,610

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
City Council			
Computer Equipment Replacement	$ 1,700	$ 1,700	$ 1,700
	$ 1,700	**$ 1,700**	**$ 1,700**
Management & Administration			
Computer Equipment Replacement	$ 1,700	$ 1,700	$ 1,700
Total Capital Outlay	**$ 1,700**	**$ 1,700**	**$ 1,700**
Communications			
Computer Equipment Replacement	$ 5,551	$ 5,551	$ 5,551
Total Capital Outlay	**$ 5,551**	**$ 5,551**	**$ 5,551**
Human Resources			
Computer Equipment Replacement	$ 8,300	$ 8,300	$ 8,300
Total Capital Outlay	**$ 8,300**	**$ 8,300**	**$ 8,300**
Information Technologies			
Computer Equipment Replacement	$ 42,705	$ 42,705	$ 42,705
Replace UPS 16KVA	16,000	16,000	16,000
Replace UPS 16KVA - COB	16,000	-	-
Expand City Network/Wireless	90,000	30,000	30,000
Replace EMC SAN	200,000	-	-
Total Capital Outlay	**$ 364,705**	**$ 88,705**	**$ 88,705**

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Fibrant Installation & Systems			
Computer Equipment Replacement	$ 3,400	$ -	$ -
DWDM Optics	70,000	-	-
Zhone MXK	45,000	-	-
Minerva TV over IP	75,000	-	-
GPON Density Reduction	250,000	-	-
Satellite Receivers	50,000	-	-
Harmonic Video on Demand	150,000	-	-
CISCO 10 Gig Expansion	50,000	-	-
Speed Test Server	4,000	-	-
Simulsat Satellite Dish	180,000	-	-
Add Full Sized Van	30,630	-	-
Add Full Sized Van	30,630	-	-
Add F450/550 Aerial Lift Truck	131,814	-	-
Total Capital Outlay	**$ 1,070,474**	**$ -**	**$ -**
Financial Services - Administration			
Computer Equipment Replacement	$ 5,574	$ 5,574	$ 5,574
Total Capital Outlay	**$ 5,574**	**$ 5,574**	**$ 5,574**
Financial Services - Business Office			
Computer Equipment Replacement	$ 8,847	$ 8,847	$ 8,847
Total Capital Outlay	**$ 8,847**	**$ 8,847**	**$ 8,847**
Traffic Operations			
Computer Equipment Replacement	$ 2,900	$ 2,900	$ 2,900
Replace TF10501 w/ F450/550 Aerial Lift Truck	132,474	132,474	132,474
Total Capital Outlay	**$ 135,374**	**$ 135,374**	**$ 135,374**
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	$ 3,660	$ 3,660	$ 3,660
Total Capital Outlay	**$ 3,660**	**$ 3,660**	**$ 3,660**
Community Planning Services - Development Services			
Computer Equipment Replacement	$ 1,200	$ 1,200	$ 1,200
Total Capital Outlay	**$ 1,200**	**$ 1,200**	**$ 1,200**

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Police - Operations			
Computer Equipment Replacement	$ 92,700	$ 92,700	$ 92,700
Replace 2 cameras @ $5,300 ea.	10,600	11,940 [1]	11,940
Replace 2 Segways w/ like Segways	15,998	15,998	15,998
Replace PD00418 w/ like Chevrolet Caprice	38,616	39,216	39,216
Replace PD00602 w/ like Chevrolet Caprice	38,616	39,216	39,216
Replace PD00701 w/ like Chevrolet Caprice	38,616	39,216	39,216
Replace PD00702 w/ like Chevrolet Caprice	38,616	39,216	39,216
Replace PD00703 w/ like Chevrolet Caprice	38,616	39,216	39,216
Replace PD00903 w/ like Chevrolet Caprice	38,616	39,216	39,216
Replace PD00906 w/ like Chevrolet Caprice	38,616	39,216	39,216
Replace PD00705 w/ like Chevrolet Caprice	38,616	10,293	10,293
Replace PD01009 w/ Chevrolet Caprice	34,536	10,293	10,293
Replace PD30106 w/ like Trailer & Signal	13,000	-	-
Total Capital Outlay	**$ 475,762**	**$ 415,736**	**$ 415,736**
[1] Price increase to $5,970 each			
Fire			
Computer Equipment Replacement	$ 38,600	$ 38,600	$ 38,600
Replace FD58804 w/ like Pumper	627,006	627,006	627,006
Replace FD50001 w/ like Platform Ladder	1,502,006	1,502,006	1,502,006
Replace FD10408 w/ F-150 4 door 4x4	39,435	39,435	39,435
Add F-150 for Fire Safety Education Specialist	39,435	-	-
Total Capital Outlay	**$ 2,246,482**	**$ 2,207,047**	**$ 2,207,047**
Telecommunications			
Computer Equipment Replacement	$ 9,300	$ 9,300	$ 9,300
Replacement Radios	20,000	-	-
Total Capital Outlay	**$ 29,300**	**$ 9,300**	**$ 9,300**
Engineering			
Computer Equipment Replacement	$ 5,800	$ 5,800	$ 5,800
Total Capital Outlay	**$ 5,800**	**$ 5,800**	**$ 5,800**
Public Services - Street			
Computer Equipment Replacement	$ 1,200	$ 1,200	$ 1,200
Replace ST49904 w/ 75D Compact Excavator	113,000	113,000	113,000
Replace ST19723 w/ like F-450 Crew Truck	87,086	-	-
Total Capital Outlay	**$ 201,286**	**$ 114,200**	**$ 114,200**
Public Services - Waste Mgmt-Other			
Replace ST20201 w/ like Knuckle Boom	$ 142,406	$ 142,406	$ 142,406
Replace ST20503 w/ Knuckle Boom	140,406	140,406	140,406
Replace ST20502 w/ like 25 yd. Packer	260,706	-	-
Total Capital Outlay	**$ 543,518**	**$ 282,812**	**$ 282,812**

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Public Services - Solid Waste Mgmt			
Computer Equipment Replacement	$ 1,700	$ 1,700	$ 1,700
Replace SW20601 w/ like 25 yd. Packer	260,706	260,706	260,706
Total Capital Outlay	**$ 262,406**	**$ 262,406**	**$ 262,406**
Public Services - Fleet			
Computer Equipment Replacement	$ 1,700	$ 1,700	$ 1,700
Total Capital Outlay	**$ 1,700**	**$ 1,700**	**$ 1,700**
Parks & Recreation			
Computer Equipment Replacement	$ 6,852	$ 6,852	$ 6,852
Replace PR60505 w/ like ABI - S360	25,000	-	-
Replace LS19712 w/ like F-150 4x4 Long Bed Extended Cab	27,914	27,914	27,914
Replace PR69702 w/ Ventrac 4500KT	48,792	-	-
Replace LS68701/PR60012 w/ like John Deere 3046R	35,175	-	-
Replace LS60301 w/ like Quick Track 648REFI	7,500	-	-
Replace PR60802 w/ John Deere Z930M Zero Turn Mower	15,423	-	-
Replace PR60601 1570 John Deere 4 WD mower	25,429	-	-
Replace LS39602 w/ like 5 ton trailer	8,246	-	-
Add F-150 4x2 Extended Cab/Transit Connect	29,044	-	-
Total Capital Outlay	**$ 229,375**	**$ 34,766**	**$ 34,766**
Debt Service			
Principal and Interest	$ 127,861	$ 127,861	$ 127,861
Total Operating	**$ 127,861**	**$ 127,861**	**$ 127,861**

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, 2017
With Estimated Actual for the Year Ending June 30, 2016 and
Actual for the Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
OPERATING REVENUES:			
Charges for services	$ 22,633,737	$ 23,273,000	$ 21,797,034
Water and sewer taps	538,529	331,307	350,000
Total operating revenues	$ 23,172,266	$ 23,604,307	$ 22,147,034
NONOPERATING REVENUES:			
Interest earned on investments	$ 8,541	$ 21,715	$ 15,000
Miscellaneous revenues	1,155,635	996,606	967,000
Total nonoperating revenues	$ 1,164,176	$ 1,018,321	$ 982,000
Total revenues	$ 24,336,442	$ 24,622,628	$ 23,129,034

CITY OF SALISBURY
FY 2016-2017 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
REVENUE	$ 24,336,442	$ 22,776,024	$ 22,613,180	$ 23,129,034	$ 23,129,034
EXPENSES	**Actual FY 14-15**	**Budgeted FY 15-16**	**Requested FY 16-17**	**Mgr Recommends FY 16-17**	**Adopted FY 16-17**
UTILITIES MGT & ADMINISTRATION					
Personnel	$ 396,391	$ 863,060	$ 908,972	$ 916,520	$ 916,520
Operations	9,352,141	4,023,906	4,609,324	4,678,492	4,678,492
Capital	14,167	-	16,500	-	-
TOTAL	$ 9,762,699	$ 4,886,966	$ 5,534,796	$ 5,595,012	$ 5,595,012
PLANT OPERATIONS - WATER TREATMENT					
Personnel	$ 553,627	$ 652,299	$ 607,263	$ 610,442	$ 610,442
Operations	925,191	1,989,410	2,122,204	1,724,511	1,724,511
Capital	-	21,500	74,000	74,000	74,000
TOTAL	$ 1,478,818	$ 2,663,209	$ 2,803,467	$ 2,408,953	$ 2,408,953
SYSTEMS MAINTENANCE					
Personnel	$ 1,466,840	$ 1,575,529	$ 1,654,625	$ 1,572,520	$ 1,572,520
Operations	1,666,698	2,225,489	2,484,722	2,483,698	2,483,698
Capital	183,031	502,000	227,000	227,000	227,000
TOTAL	$ 3,316,569	$ 4,303,018	$ 4,366,347	$ 4,283,218	$ 4,283,218
ENVIRONMENTAL SERVICES					
Personnel	$ 489,378	$ 510,832	$ 539,798	$ 542,306	$ 542,306
Operations	74,016	93,677	92,001	91,956	91,956
Capital	-	-	-	-	-
TOTAL	$ 563,394	$ 604,509	$ 631,799	$ 634,262	$ 634,262
PLANT OPERATIONS - WASTEWATER TREATMENT					
Personnel	$ 858,889	$ 1,538,522	$ 1,698,025	$ 1,704,171	$ 1,704,171
Operations	1,572,546	2,832,691	4,867,055	2,861,736	2,861,736
Capital	-	-	-	-	-
TOTAL	$ 2,431,435	$ 4,371,213	$ 6,565,080	$ 4,565,907	$ 4,565,907
METER SERVICES					
Personnel	$ 546,311	$ 613,810	$ 669,125	$ 621,398	$ 621,398
Operations	91,001	111,535	135,121	124,944	124,944
Capital	-	-	-	-	-
TOTAL	$ 637,312	$ 725,345	$ 804,246	$ 746,342	$ 746,342
PLANTS MAINTENANCE					
Personnel	$ 650,842	$ -	$ -	$ -	$ -
Operations	1,771,431	-	-	-	-
Capital	-	-	-	-	-
TOTAL	$ 2,422,273	$ -	$ -	$ -	$ -

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
DEBT SERVICE					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	1,563,455	5,221,764	4,895,340	4,895,340	4,895,340
Capital	-	-	-	-	-
TOTAL	$ 1,563,455	$ 5,221,764	$ 4,895,340	$ 4,895,340	$ 4,895,340
CAPITAL PROJECTS					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	$ -	$ -	$ -	$ -	$ -
GRAND TOTAL					
Personnel	$ 4,962,278	$ 5,754,052	$ 6,077,808	$ 5,967,357	$ 5,967,357
Operations	17,016,479	16,498,472	19,205,767	16,860,677	16,860,677
Capital	197,198	523,500	317,500	301,000	301,000
TOTALS	$ 22,175,955	$ 22,776,024	$ 25,601,075	$ 23,129,034	$ 23,129,034

DEPARTMENT – Utilities Administration
DIVISION –Engineering, Administration and GIS **721**

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue efforts toward rate stabilization and overall fiscal stability.
2. Implement procedures to enable an annual water audit.
3. 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 the County to extend water and sewer to growth corridors.
7. Pursue appropriate expansion of SRU system.
8. Complete an update of the Vulnerability Assessment.
9. Provide improved project design and better construction management resulting in the timely completion of water and sewer extension projects.
10. Implement a phased rollout of automated metering infrastructure (AMI).
11. Develop, fund, and implement a sustainable capital improvement program (CIP).

PERFORMANCE MEASURES

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Administrative Workload			
FTEs	90	89	87
Total Estimated Population Receiving Water Service (countywide)	53,325	53,500	53,700
Total Estimated Population Receiving Sewer Service (countywide)	52,250	52,350	52,450
Land Area Spanned for Water Service (square miles)	47	47	48
Land Area Spanned for Sewer Service (square miles)	45	46	46
Number of Water Connections	20,734	20,853	20,980
Number of Sewer Connections	17,681	17,768	17,850
Residential Water Rate (per 1 CCF) *	$3.63	$3.63	$3.69
Residential Sewer Rate (per 1 CCF)	$4.83	$4.83	$4.99
Administrative Efficiency			
Employee Turnover Rate	9.0%	10.1%	10.0%
Operating Costs Per 1,000 Population Served (water)	$151,120	$155,654	$157,000
FTEs Per Square Mile Served	1.90	1.88	1.83
Average Residential Utility Bill as % of Median Household Income	2.20%	2.18%	1.99%
Administrative Effectiveness			
Average Years of Experience	11.6	12.1	11.6
Service Density (Population Served per Square Mile) - Water	1,127	1,129	1,131
Service Density (Population Served per Square Mile) - Sewer	1,151	1,151	1,150
Average Residential Rate Increase (% over prior year)	2.9%	0.0%	2.0%

* 1 CCF = 100 cubic feet of water

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 396,391	$ 863,060	$ 908,972	$ 916,520	$ 916,520
Operating	9,352,141	4,023,906	4,609,324	4,678,492	4,678,492
Capital	14,167	-	16,500	-	-
TOTAL	$ 9,762,699	$ 4,886,966	$ 5,534,796	$ 5,595,012	$ 5,595,012

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
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 Manager	0	0	1	1	1
Engineering Technician I/II/III	0	0	1	1	1
Utilities Construction Inspector	0	0	1	1	1
Senior Engineer	0	0	1	1	1
GIS Analyst	0	0	1	1	1
Utilities Engineering (800)					
Utilities Engineering Manager	1	1	0	0	0
Engineering Technician I/II/III	1	1	0	0	0
Utilities Construction Inspector	1	1	0	0	0
Utilities GIS (801)					
Senior Engineer	1	1	0	0	0
GIS Analyst	1	1	0	0	0
TOTAL	10	10	10	10	10

Department Reorganization and Consolidation

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Utilities Administration			
Replace handheld GPS Unit	$ 16,500	$ -	$ -
Total Capital Outlay	**$ 16,500**	**$ -**	**$ -**

STATEMENT OF PURPOSE

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

DIVISIONAL 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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Water Treatment Workload			
Number of Water Treatment FTEs (includes lab & maintenance)	10	9	9
Millions of Gallons Potable Water Produced	3,353	3,500	3,600
Number of Water Quality Complaints	58	60	62
Number of Water Analyses Performed	95,150	95,150	95,150
Water Treatment Efficiency			
Cost Per Million Gallons of Potable Water Produced	$550	$573	$575
Water Treatment Effectiveness			
Average Water Plant Operational Capacity	38.3%	40.0%	41.1%
Average Daily Potable Water Turbidity (NTU)	0.06	0.06	0.06

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 553,627	$ 652,299	$ 607,263	$ 610,442	$ 610,442
Operating	925,191	1,989,410	2,122,204	1,724,511	1,724,511
Capital	-	21,500	74,000	74,000	74,000
TOTAL	$ 1,478,818	$ 2,663,209	$ 2,803,467	$ 2,408,953	$ 2,408,953

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Water Treatment Plant (811)					
Plant Operations Manager	1	1	1	1	1
Senior Water Treatment Plant Operator	2	2	0	0	0
Water Treatment Plant Operators	4	4	6	6	6
Chemist	1	1	1	1	1
TOTAL	8	8	8	8	8

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Water Treatment Plant			
Roof Replacement	$ 24,000	$ 24,000	$ 24,000
HVAC Replacement	50,000	50,000	50,000
Total Capital Outlay	**$ 74,000**	**$ 74,000**	**$ 74,000**

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue to increase inflow and 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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Distribution & Collection Workload			
Inch Miles of Distribution Line Maintained	3,897	3,905	3,915
Inch Miles of Collection Line Maintained	4,262	4,265	4,270
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	36	35	34
Total Water, Sewer & Irrigation Taps Installed by SRU	115	125	125
Distribution Line Failures	110	90	125
Collection Line Failures	14	10	10
Reported Complaints	251	400	400
Distribution & Collection Efficiency			
Cost Per Inch Mile of Distribution Line Maintained	$292	$260	$275
Cost Per Inch Mile of Collection Line Maintained	$320	$260	$290
Distribution & Collection Effectiveness			
Failures Per Inch Mile of Distribution Line Maintained	0.028	0.023	0.032
Incidents Per Inch Mile of Collection Line Maintained	0.003	0.002	0.002

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 1,466,840	$ 1,575,529	$ 1,654,625	$ 1,572,520	$ 1,572,520
Operating	1,666,698	2,225,489	2,484,722	2,483,698	2,483,698
Capital	183,031	502,000	227,000	227,000	227,000
TOTAL	$ 3,316,569	$ 4,303,018	$ 4,366,347	$ 4,283,218	$ 4,283,218

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Administration (100)					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager [1]	2	2	2	1	1
Senior Office Assistant	1	1	1	1	1
Distribution Maint. & Const. (850)					
Assistant Systems Manager	0	0	1	1	1
Maintenance Supervisor	0	0	2	2	2
Construction Foreman	1	1	0	0	0
Maintenance Worker	2	2	5	5	5
Utilities Locator	2	2	1	1	1
New Water/Sewer Connections (851)					
Maintenance Supervisor	1	1	0	0	0
Maintenance Worker	2	2	0	0	0
Water/Sewer Svc Replacement (853)					
Assistant Systems Manager	1	1	0	0	0
Maintenance Supervisor	1	1	0	0	0
Maintenance Worker	4	4	0	0	0
Preventive Maintenance (854)					
Maintenance Supervisor	1	1	3	3	3
Maintenance Worker	3	3	6	6	6
Collection Maint. & Construction (856)					
Maintenance Supervisor	1	1	0	0	0
Maintenance Worker	2	2	0	0	0
Hydrant & Valve Maintenance (859)					
Construction Foreman	0	0	1	1	1
Maintenance Supervisor	1	1	0	0	0
Maintenance Worker	2	2	4	4	4
TOTAL	28	28	27	26	26

Department Reorganization and Consolidation

[1] Position eliminated

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
W/S Maint/Construction-Administration			
HVAC Replacement	$ 27,000	$ 27,000	$ 27,000
W/S Maint/Construction-Utility			
Town of China Grove-Extension	25,000	25,000	25,000
Town of Rockwell-Extension	25,000	25,000	25,000
Town of Spencer-Extension	25,000	25,000	25,000
Town of Granite Quarry-Extension	25,000	25,000	25,000
W/S Maint/Construction-Utility			
Town of China Grove-Extension	25,000	25,000	25,000
Town of Rockwell-Extension	25,000	25,000	25,000
Town of Spencer-Extension	25,000	25,000	25,000
Town of Granite Quarry-Extension	25,000	25,000	25,000
Total Capital Outlay	**$ 227,000**	**$ 227,000**	**$ 227,000**

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 stormwater permits for the wastewater treatment plants, and provide technical support to the utility ensuring regulatory compliance.

DIVISIONAL PERFORMANCE GOALS

1. Provide opportunities for staff training and development.
2. Continue implementation 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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Environmental Services Workload			
Lab-Number of tests 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	11	11
PT- Number of Inspections completed	10	11	11
PT- Surcharge	$243,374	$175,000	$175,000
PT-Number of NOVs issued	17	10	10
PT- Amount of Penalties issued	$500	$500	$500
FOG - Number of regulated Food Service Establishments (FSEs)	330	340	350
FOG- Number of Inspections completed	376	350	360
FOG- Number of NOVs issued	10	5	5
FOG- Amount of penalties issued	$554	$250	$250

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 489,378	$ 510,832	$ 539,798	$ 542,306	$ 542,306
Operating	74,016	93,677	92,001	91,956	91,956
Capital	-	-	-	-	-
TOTAL	$ 563,394	$ 604,509	$ 631,799	$ 634,262	$ 634,262

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
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	1	1	1	1	1
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.

DIVISIONAL PERFORMANCE GOALS

1. Provide opportunities for staff training and development.
2. Pursue appropriate expansion of SRU system.
3. Plan and prepare for next phase of wastewater treatment plant improvements.
4. Continue to implement lift station improvement plan for East Rowan and China Grove service areas.

PERFORMANCE MEASURES

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Wastewater Treatment Workload			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	31	32	32
Millions of Gallons Wastewater Treated	2,787	2,800	2,800
Tons of Dry Bio-Solids Land-Applied	1,343	1,500	1,500
Wastewater Treatment Efficiency			
Cost Per Million Gallons of Wastewater Treated	$1,236	$1,262	$1,280
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	$573	$516	$520
Wastewater Treatment Effectiveness			
Average Wastewater Plant Operational Capacity	61%	61%	61%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	13.8	13.0	13.0
Gallons of Wastewater Returned Per Potable Gallons Produced	0.83	0.80	0.78
Pounds of Solids Out Per Pounds In (de-water/land apply)	3,435/2,685	4,400/3,650	4,400/3,650

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 858,889	$ 1,538,522	$ 1,698,025	$ 1,704,171	$ 1,704,171
Operating	1,572,546	2,832,691	4,867,055	2,861,736	2,861,736
Capital	-	-	-	-	-
TOTAL	$ 2,431,435	$ 4,371,213	$ 6,565,080	$ 4,565,907	$ 4,565,907

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Administration (100)					
Plant Operations Manager	1	1	1	1	1
Town Creek WWTP (901)					
Maintenance Technician	0	0	2	2	2
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	5	5	5	5	5
Grant Creek WWTP (902)					
Maintenance Technician	0	0	2	2	2
Plant Maint Supervisor Sr	0	0	1	1	1
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	4	4	4	4	4
Residuals Management (903)					
Sr. Residuals Operator	0	0	1	1	1
Residuals Operator	3	3	2	2	2
SCADA (905)					
SCADA Technician	0	0	1	1	1
Lift Station (906)					
Maintenance Technician	0	0	3	3	3
Utilities Systems Supervisor	0	0	1	1	1
TOTAL	15	15	25	25	25

Department consolidation with Plants Maintenance (821)

DEPARTMENT - Meter Services **819**

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the causes and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. 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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Meter Readings Per Fiscal Year	257,250	258,876	259,500
Efficiency			
Cost Per 100 Meter Readings	$206	$204	$208
Effectiveness			
Percent of Meters Misread	0.050%	0.048%	0.045%

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 546,311	$ 613,810	$ 669,125	$ 621,398	$ 621,398
Operating	91,001	111,535	135,121	124,944	-
Capital	-	-	-	-	-
TOTAL	$ 637,312	$ 725,345	$ 804,246	$ 746,342	$ 621,398

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Meter Maintenance (852)					
Senior Meter Mechanic	1	1	0	0	0
Meter Services Technician	2	2	0	0	0
Meter Reading (855)					
Sr. Meter Mechanic	0	0	1	1	1
Office Assistant	0	0	1	1	1
Backflow Coordinator	0	0	1	1	1
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	1	1	1
Meter Reader/Technician [1]	7	7	7	6	6
TOTAL	12	12	12	11	11

Department consolidation

[1] Position eliminated due to AMI/AMR Project

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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 650,842	$ -	$ -	$ -	$ 621,398
Operating	1,771,431	-	-	-	124,944
Capital	-	-	-	-	-
TOTAL	$ 2,422,273	$ -	$ -	$ -	$ 746,342

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
PM Administration (000)					
SCADA Technician	1	1	0	0	0
PM Water Treatment Plant (811)					
Maintenance Technician	1	1	0	0	0
PM Sewer Maintenance (856)					
Utilities Systems Supervisor	1	1	0	0	0
Maintenance Technician	3	3	0	0	0
Residuals Management (903)					
Maintenance Technician	2	2	0	0	0
PM Grant Creek WWTP (902)					
Plant Maintenance Supervisor	1	1	0	0	0
Maintenance Technician	1	1	0	0	0
TOTAL	10	10	0	0	0

Department consolidated and moved to Plant Operations (817)

DEPARTMENT - Debt Service **901**

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	1,563,455	5,221,764	4,895,340	4,895,340	4,895,340
Capital	-	-	-	-	-
TOTAL	$ 1,563,455	$ 5,221,764	$ 4,895,340	$ 4,895,340	$ 4,895,340

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, 2017
With Estimated Actual for the Year Ending June 30, 2016 and
Actual for the Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
REVENUES:			
Miscellaneous:			
Miscellaneous	$ -	$ 4,366	$ -
Interest earned on investments	$ 1,115	$ 3,368	$ 2,000
Total miscellaneous	$ 1,115	$ 7,734	$ 2,000
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	$ 488,735	$ 384,911	$ 504,100
Total other financing sources	$ 488,735	$ 384,911	$ 504,100
Total revenues and other financing sources	$ 489,850	$ 392,645	$ 506,100

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 FY14-15	Budgeted FY15-16	Requested FY16-17	Mgr Recommends FY16-17	Adopted FY16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	-	94,218	-	196,508	196,508
Capital	118,504	291,693	313,409	309,592	309,592
TOTAL	$ 118,504	$ 385,911	$ 313,409	$ 506,100	$ 506,100

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Administration			
Computer Equipment Replacement	$ 15,786	$ 15,786	$ 15,786
Total Capital Outlay	**$ 15,786**	**$ 15,786**	**$ 15,786**
Plant Operations - Water Treatment			
Computer Equipment Replacement	$ 1,200	$ 1,200	$ 1,200
Total Capital Outlay	**$ 1,200**	**$ 1,200**	**$ 1,200**
Systems Maintenance			
Computer Equipment Replacement	$ 6,150	$ 6,150	$ 6,150
Replace Camera System for Van	155,000	155,000	155,000
Replace SM10609 w/ like Van	30,906	30,906	30,906
Add Tandem Axle Tilt Trailer	3,817	-	-
Total Capital Outlay	**$ 195,873**	**$ 192,056**	**$ 192,056**
Environmental Services			
Computer Equipment Replacement	$ 4,350	$ 4,350	$ 4,350
Total Capital Outlay	**$ 4,350**	**$ 4,350**	**$ 4,350**
Plant Operations - Wastewater Treatment			
Computer Equipment Replacement	$ 2,900	$ 2,900	$ 2,900
Add 100KW Generator - Poplar Street	40,000	40,000	40,000
Add 100KW Generator - Mill Village	40,000	40,000	40,000
Total Capital Outlay	**$ 82,900**	**$ 82,900**	**$ 82,900**
Meter Services			
Computer Equipment Replacement	$ 13,300	13,300	13,300
Total Capital Outlay	**$ 13,300**	**$ 13,300**	**$ 13,300**

Transit Fund

CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2017
With Estimated Actual for the Year Ending June 30, 2016 and
Actual for the Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
OPERATING REVENUES:			
Charges for services	$ 86,510	$ 79,654	$ 80,140
Other operating revenues	10,683	5,200	1,000
Total operating revenues	$ 97,193	$ 84,854	$ 81,140
NONOPERATING REVENUES:			
Intergovernmental	$ 469,421	$ 537,257	$ 927,198
Miscellaneous revenues	314	2,571	6,500
Total nonoperating revenues	$ 469,735	$ 539,828	$ 933,698
OTHER FINANCING SOURCES:			
Operating Transfer from General Fund	$ 454,340	$ 465,322	$ 465,322
Fund equity appropriated	-	-	125,688
Total other financing sources	$ 454,340	$ 465,322	$ 591,010
Total revenues and other financing sources	$ 1,021,268	$ 1,090,004	$ 1,605,848

CITY OF SALISBURY
FY 2016-2017 BUDGET SUMMARY
TRANSIT FUND

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
REVENUE	$ 1,021,268	$ 1,682,396	$ 1,421,852	$ 1,553,268	$ 1,605,848
EXPENSES	**Actual FY 14-15**	**Budgeted FY 15-16**	**Requested FY 16-17**	**Mgr Recommends FY 16-17**	**Adopted FY 16-17**
TRANSIT - OPERATIONS					
Personnel	$ 444,968	$ 296,986	$ 240,748	$ 240,344	$ 240,344
Operations	190,872	139,986	158,734	109,659	109,659
Capital	-	259,065	-	-	-
TOTAL	$ 635,840	$ 696,037	$ 399,482	$ 350,003	$ 350,003
TRANSIT - ADMINISTRATION					
Personnel	$ 103,200	$ 159,269	$ 167,959	$ 169,196	$ 169,196
Operations	268,032	167,798	179,865	176,163	176,163
Capital	-	-	-	-	-
TOTAL	$ 371,232	$ 327,067	$ 347,824	$ 345,359	$ 345,359
TRANSIT - CAPITAL					
Personnel	$ -	$ 207,369	$ 288,874	$ 289,333	$ 289,333
Operations	-	170,077	172,819	153,859	153,859
Capital	5,939	280,995	3,047,444	414,714	467,294
TOTAL	$ 5,939	$ 658,441	$ 3,509,137	$ 857,906	$ 910,486
GRAND TOTAL					
Personnel	$ 548,168	$ 663,624	$ 697,581	$ 698,873	$ 698,873
Operations	458,904	477,861	511,418	439,681	439,681
Capital	5,939	540,060	3,047,444	414,714	467,294
TOTALS	$ 1,013,011	$ 1,681,545	$ 4,256,443	$ 1,553,268	$ 1,605,848

DEPARTMENT – Mass Transit
DIVISION – Transit Administration **652**

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Consistently provide exceptional service to all customers.
2. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
3. Better market 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 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Number of Passengers -Fixed Route	161,048	149,000	149,745
Number of Passengers - ADA	6,919	6,988	7,058
Number of Full-sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven	115,613	134,430	134,430
Gallons of Fuel Used	30,639	39,528	39,528
Fares Collected (Dollars) - Fixed Route	$86,510	$86,943	$87,377
State Matching Funds Collected	$190,794	$190,794	$190,794
Efficiency			
Average Cost Per Mile	$ 8.19	$ 9.83	$ 11.80
Average Cost Per Passenger - Routine	$ 5.88	$ 7.06	$ 8.47
Average Cost Per Passenger - ADA	$ 10.25	$ 12.30	$ 14.76
Effectiveness			
Complaints Received **	14	4	4
Number of Break-Downs	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	2	0	0
Injuries	3	0	0

**Route change in FY 2016 impacted mileage, trips, and fuel consumption.

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 103,200	$ 159,269	$ 167,959	$ 169,196	$ 169,196
Operating	268,032	167,798	179,865	176,163	176,163
Capital	-	-	-	-	-
TOTAL	$ 371,232	$ 327,067	$ 347,824	$ 345,359	$ 345,359

PERSONNEL DETAIL

	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Transit Administration (652)					
Transit Director	1	1	1	1	1
Transit Dispatcher	1	1	1	1	1
TOTAL	2	2	2	2	2

DEPARTMENT - Public Services
DIVISION - Transit Operations **651**

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 444,968	$ 296,986	$ 240,748	$ 240,344	$ 240,344
Operating	190,872	139,986	158,734	109,659	109,659
Capital	-	259,065	-	-	-
TOTAL	$ 635,840	$ 696,037	$ 399,482	$ 350,003	$ 350,003

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Transit Operations (651)					
Transit Operator	6	6	5	5	5
Mechanic [1]	2	2	0	0	0
Fleet Services Shift Supervisor [1]	1	1	0	0	0
Transit Operator (Temp/PT Pool)	1	1	1	1	1
TOTAL	10	10	6	6	6

[1] Position moved to Transit Capital (653)

DEPARTMENT - Public Services
DIVISION- Transit Capital Outlay **653**

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ 207,369	$ 288,874	$ 289,333	$ 289,333
Operating	-	170,077	172,819	153,859	153,859
Capital	5,939	280,995	3,047,444	414,714	467,294
TOTAL	$ 5,939	$ 658,441	$ 3,509,137	$ 857,906	$ 910,486

PERSONNEL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Transit Capital (653)					
Mechanic [1]	0	0	2	2	2
Fleet Services Shift Supervisor [1]	0	0	1	1	1
Transit Operator (Temp/PT Pool)	0	0	1	1	1
TOTAL	0	0	4	4	4

[1] Position moved from Transit Operations (651)

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
35 Ton Air/Hydraulic Axle Jack	$ 1,016	$ 1,016	$ 1,016
Tig Welder	5,826	5,826	5,826
Wilton Vise	762	762	762
Parts Washer	1,796	1,796	1,796
Metal Brake	13,450	13,450	13,450
Bridge Crane	20,346	20,346	20,346
Tire Changer	9,139	9,139	9,139
IBC Roll Top Storage	3,949	3,949	3,949
Tire Balancer	6,000	6,000	6,000
Surveillance System	3,800	3,800	3,800
Voice Annunciation System	2,541	2,541	2,541
Bus Shelters and Amenities	30,000	30,000	30,000
Office Furniture	3,620	3,620	3,620
Bus Stop Signs	2,000	2,000	2,000
Surveillance System Hard Drives	3,000	3,000	3,000
Minivan/Crossover	52,580	-	52,580
Hybrid Electric Transit Bus (TR 80401)	860,050	-	-
Hybrid Electric Transit Bus (TR 80402)	860,050	-	-
Hybrid Electric Transit Bus (TR 80403)	860,050	-	-
Automated Vehicle Location System	280,000	280,000	280,000
Vehicle Spare Parts	27,469	27,469	27,469
Total Capital Outlay	**$ 3,047,444**	**$ 414,714**	**$ 467,294**

Fibrant Communications Fund

CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2017
With Estimated Actual for the Year Ending June 30, 2016 and
Actual for the Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
OPERATING REVENUES:			
Charges for services	$ 5,570,429	$ 5,780,048	$ 6,355,561
Other operating revenues	522,374	522,554	522,142
Total operating revenues	$ 6,092,803	$ 6,302,602	$ 6,877,703
NONOPERATING REVENUES:			
Interfund revenues	$ -	$ -	$ 2,413,185
Miscellaneous revenues	-	11,333	15,000
Total nonoperating revenues	$ -	$ 11,333	$ 2,428,185
Total revenues	$ 6,092,803	$ 6,313,935	$ 9,305,888

CITY OF SALISBURY
FY 2016-2017 BUDGET SUMMARY
FIBRANT COMMUNICATIONS FUND

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
REVENUE	$ 6,106,660	$ 6,791,050	$ 6,702,874	$ 9,305,888	$ 9,305,888

EXPENSES	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
ADMINISTRATION					
Personnel	$ -	$ -	$ 273,028	$ 417,945	$ 417,945
Operations	2,063,026	2,223,318	93,930	253,462	253,462
Capital	-	-	-	-	-
TOTAL	$ 2,063,026	$ 2,223,318	$ 366,958	$ 671,407	$ 671,407
PROGRAMMING					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	2,063,026	2,223,318	2,163,938	2,090,092	2,090,092
Capital	-	-	-	-	-
TOTAL	$ 2,063,026	$ 2,223,318	$ 2,163,938	$ 2,090,092	$ 2,090,092
BROADBAND SYSTEMS					
Personnel	$ -	$ -	$ -	$ 471,769	$ 471,769
Operations	236,170	241,394	236,484	1,431,454	1,431,454
Capital	-	-	-	-	-
TOTAL	$ 236,170	$ 241,394	$ 236,484	$ 1,903,223	$ 1,903,223
SERVICE DELIVERY					
Personnel	$ 161,866	$ 248,799	$ 259,169	$ 770,676	$ 770,676
Operations	322,896	214,206	64,930	294,997	294,997
Capital	636,282	742,115	471,726	438,314	438,314
TOTAL	$ 1,121,044	$ 1,205,120	$ 795,825	$ 1,503,987	$ 1,503,987
DEBT SERVICE					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	1,345,106	3,121,218	3,137,179	3,137,179	3,137,179
Capital	-	-	-	-	-
TOTAL	$ 1,345,106	$ 3,121,218	$ 3,137,179	$ 3,137,179	$ 3,137,179
GRAND TOTAL					
Personnel	$ 161,866	$ 248,799	$ 259,169	$ 1,660,390	$ 1,660,390
Operations	3,967,198	5,800,136	5,602,531	7,207,184	7,207,184
Capital	636,282	742,115	471,726	438,314	438,314
TOTALS	$ 4,765,346	$ 6,791,050	$ 6,333,426	$ 9,305,888	$ 9,305,888

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Number of Customers Billed	3,402	3,493	3,495
Effectiveness			
Fibrant Revenue (All Sources)	$6,106,659	$6,352,351	$6,332,025

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ 273,028	$ 417,945	$ 417,945
Operating	2,063,026	2,223,318	93,930	253,462	253,462
Capital	-	-	-	-	-
TOTAL	$ 2,063,026	$ 2,223,318	$ 366,958	$ 671,407	$ 671,407

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Administration (100)					
Director of Broadband [1]	0	0	0	1	1
Administration - Sales (202)					
Broadband Sales Manager [2]	0	0	1	1	1
Broadband Sales Specialist [2]	0	0	5	5	5
TOTAL	0	0	6	7	7

[1] Position transferred from General Fund IT (442)

[2] Position transferred from General Fund Sales (445)

DEPARTMENT – Programming 860

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	2,063,026	2,223,318	2,163,938	2,090,092	2,090,092
Capital	-	-	-	-	-
TOTAL	$ 2,063,026	$ 2,223,318	$ 2,163,938	$ 2,090,092	$ 2,090,092

DEPARTMENT – Broadband Systems 870

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Workload			
Total Number of Inbound Customer Calls to NOC	10,720	8,749	9,000
Total Number of Calls Sourced to NeoNova, Inc.	6,102	6,743	6,900
Effectiveness			
Customer Call Abandon Rate (Inbound to NOC)	15%	15%	15%

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ 471,769	$ 471,769
Operating	236,170	241,394	236,484	1,431,454	1,431,454
Capital	-	-	-	-	-
TOTAL	$ 236,170	$ 241,394	$ 236,484	$ 1,903,223	$ 1,903,223

PERSONNEL DETAIL

	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Broadband Systems Administration (100)					
Engineering/GIS Manager [1]	0	0	0	1	1
Broadband Systems Videoing (211)					
Head End Technician [2]	0	0	0	1	1
Broadband Systems Tech Serv. & NOC (220)					
NOC I/II [3]	0	0	0	3	3
NOC Manager [3]	0	0	0	1	1
NOC Tech (PT) [3]	0	0	0	1	1
NOC Tech (TPT) [3]	0	0	0	1	1
TOTAL	0	0	0	8	8

[1] Position transferred from General Fund Systems (492)

[2] Position transferred from General Fund Infrastructure Services (500)

DEPARTMENT – Service Delivery 880

STATEMENT OF PURPOSE

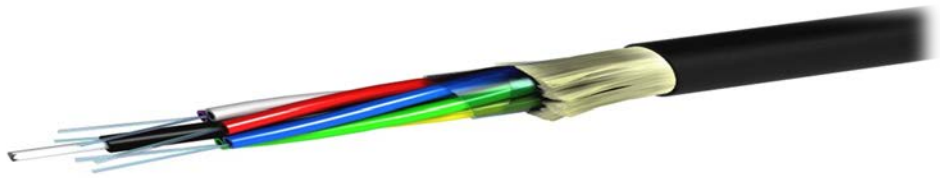
To provide the City with the resources and expertise to support the installation and maintenance of the City and NCDOT network systems. To utilize the City's Fibrant FTTH network to deliver the best broadband product possible for our citizens and customers

PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 161,866	$ 248,799	$ 259,169	$ 770,676	$ 770,676
Operating	322,896	214,206	64,930	294,997	294,997
Capital	636,282	742,115	471,726	438,314	438,314
TOTAL	$ 1,121,044	$ 1,205,120	$ 795,825	$ 1,503,987	$ 1,503,987



PERSONNEL DETAIL

	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Service Delivery Tech Serv & Inst (220)					
Infrastructure Tech [1]	0	0	0	6	6
Installation Tech [1]	0	0	0	1	1
Tech Operations Manager [1]	0	0	0	1	1
Warehouse Tech [1]	0	0	0	1	1
Service Delivery Support (221)					
Infrastructure Supervisor	1	1	1	1	1
Outside Plant Supervisor [2]	1	1	1	0	0
Systems Analyst	1	1	1	1	1
TOTAL	3	3	3	11	11

[1] Position transferred from General Fund Infrastructure Services (500)

[1] Position eliminated

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Set-top boxes	$ 133,838	$ 100,426	$ 100,426
Fiber Drops & Powering	145,000	145,000	145,000
ONTs	182,888	182,888	182,888
Construction Labor	10,000	10,000	10,000
Total Capital Outlay	**$ 471,726**	**$ 438,314**	**$ 438,314**

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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	1,345,106	3,121,218	3,137,179	3,137,179	3,137,179
Capital	-	-	-	-	-
TOTAL	$ 1,345,106	$ 3,121,218	$ 3,137,179	$ 3,137,179	$ 3,137,179

Fibrant Capital Reserve Fund

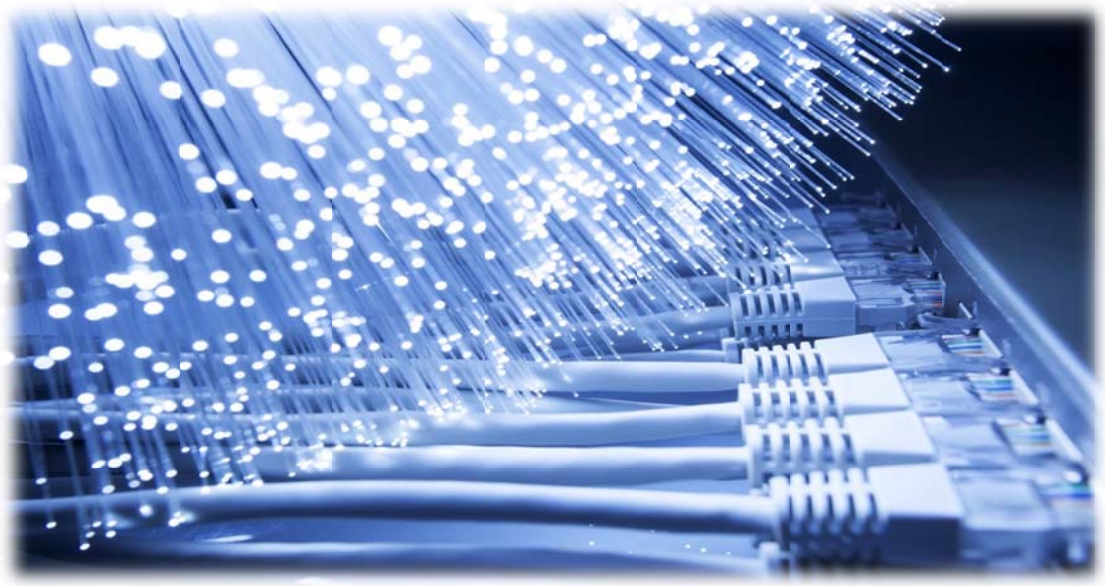
CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2017
With Estimated Actual for the Year Ending June 30, 2016 and
Actual for the Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
REVENUES:			
Miscellaneous:			
Miscellaneous	$ -	$ -	$ 122,371
Total miscellaneous	$ -	$ -	$ 122,371
OTHER FINANCING SOURCES:			
Operating transfer from Fibrant Communications Fund	$ -	$ -	$ 151,864
Total other financing sources	$ -	$ -	$ 151,864
Total revenues and other financing sources	$ -	$ -	$ 274,235



FUND- Fibrant Communications Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	-	-	-	167,935	167,935
Capital	-	-	-	106,300	106,300
TOTAL	$ -	$ -	$ -	$ 274,235	$ 274,235

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Administration			
Computer Equipment Replacement	**$** -	**$** 4,600	**$** 4,600
Total Capital Outlay	**$ -**	**$ 4,600**	**$ 4,600**
Broadband Systems			
Computer Equipment Replacement	**$** -	**$** 100,000	**$** 100,000
Total Capital Outlay	**$ -**	**$ 100,000**	**$ 100,000**
Service Delivery			
Computer Equipment Replacement	**$** -	**$** 1,700	**$** 1,700
Total Capital Outlay	**$ -**	**$ 1,700**	**$ 1,700**

Stormwater Utility Fund

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER UTILITY

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2017
With Estimated Actual for the Year Ending June 30, 2016 and
Actual for the Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
OPERATING REVENUES:			
Charges for services	$1,136,930	$1,229,327	$1,367,498
Other operating revenues	15,416	19,329	13,000
Total operating revenues	$1,152,346	$1,248,656	$1,380,498
NONOPERATING REVENUES:			
Miscellaneous revenues	$ 1,173	$ 895	$ -
Total nonoperating revenues	$ 1,173	$ 895	$ -
Total revenues	$ 1,153,519	$ 1,249,551	$ 1,380,498

CITY OF SALISBURY
FY 2016-2017 BUDGET SUMMARY
STORMWATER FUND

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
REVENUE	$ 1,152,687	$ 1,246,200	$ 1,243,720	$ 1,380,498	$ 1,380,498
EXPENSES	**Actual FY 14-15**	**Budgeted FY 15-16**	**Requested FY 16-17**	**Mgr Recommends FY 16-17**	**Adopted FY 16-17**
STORMWATER - ADMINISTRATION AND ENGINEERING					
Personnel	$ 87,180	$ 161,613	$ 166,095	$ 169,174	$ 169,174
Operations	440,638	459,299	547,899	538,649	538,649
Capital	-	-	138,000	13,000	13,000
TOTAL	$ 527,818	$ 620,912	$ 851,994	$ 720,823	$ 720,823
STORMWATER - STREET CLEANING					
Personnel	$ 66,390	$ 161,091	$ 159,707	$ 159,059	$ 159,059
Operations	93,434	111,615	94,275	94,166	94,166
Capital	-	-	-	-	-
TOTAL	$ 159,824	$ 272,706	$ 253,982	$ 253,225	$ 253,225
STORMWATER - STORM DRAINAGE					
Personnel	$ 88,618	$ 90,830	$ 98,417	$ 98,445	$ 98,445
Operations	37,985	66,180	72,051	71,953	71,953
Capital	-	-	-	-	-
TOTAL	$ 126,603	$ 157,010	$ 170,468	$ 170,398	$ 170,398
STORMWATER - LEAF COLLECTION					
Personnel	$ 148,910	$ 151,443	$ 177,067	$ 177,347	$ 177,347
Operations	27,791	44,129	58,732	58,705	58,705
Capital	-	-	-	-	-
TOTAL	$ 176,701	$ 195,572	$ 235,799	$ 236,052	$ 236,052
GRAND TOTAL					
Personnel	$ 391,098	$ 564,977	$ 601,286	$ 604,025	$ 604,025
Operations	599,848	681,223	772,957	763,473	763,473
Capital	-	-	138,000	13,000	13,000
TOTALS	$ 990,946	$ 1,246,200	$ 1,512,243	$ 1,380,498	$ 1,380,498

DEPARTMENT - Stormwater
DIVISION- Administration and Engineering **830**

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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 87,180	$ 161,613	$ 166,095	$ 169,174	$ 169,174
Operating	440,638	459,299	547,899	538,649	538,649
Capital	-	-	138,000	13,000	13,000
TOTAL	$ 527,818	$ 620,912	$ 851,994	$ 720,823	$ 720,823

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Stormwater Engineer	1	1	1	1	1
Stormwater Specialist	1	1	1	1	1
TOTAL	2	2	2	2	2

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Stream Monitors	$ 13,000	$ 13,000	$ 13,000
Upfit 210 W Franklin St	125,000	-	-
Total Capital Outlay	**$ 138,000**	**$ 13,000**	**$ $ 13,000**

DEPARTMENT - Stormwater
DIVISION – Street Cleaning **831**

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 66,390	$ 161,091	$ 159,707	$ 159,059	$ 159,059
Operating	93,434	111,615	94,275	94,166	94,166
Capital	-	-	-	-	-
TOTAL	$ 159,824	$ 272,706	$ 253,982	$ 253,225	$ 253,225

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Equipment Operator	2	2	2	2	2
Maintenance Worker Sr I/II	1	1	1	1	1
TOTAL	3	3	3	3	3

DEPARTMENT - Stormwater
DIVISION- Storm Drainage **832**

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 88,618	$ 90,830	$ 98,417	$ 98,445	$ 98,445
Operating	37,985	66,180	72,051	71,953	71,953
Capital	-	-	-	-	-
TOTAL	$ 126,603	$ 157,010	$ 170,468	$ 170,398	$ 170,398

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Equipment Operator	2	2	2	2	2
TOTAL	2	2	2	2	2

DEPARTMENT - Stormwater
DIVISION- Leaf Collection **833**

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ 148,910	$ 151,443	$ 177,067	$ 177,347	$ 177,347
Operating	27,791	44,129	58,732	58,705	58,705
Capital	-	-	-	-	-
TOTAL	$ 176,701	$ 195,572	$ 235,799	$ 236,052	$ 236,052

PERSONNEL DETAIL

Position Title	Authorized FY 14-15	Authorized FY 15-16	Requested FY 16-17	Mgr. Recommends FY 16-17	Adopted FY 16-17
Equipment Operator	2	2	2	2	2
Crew Leader [1]	0	0	1	1	1
Maintenance Worker Sr I/II	1	1	0	0	0
TOTAL	3	3	3	3	3

[1] Position was reclassed to Crew Leader

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, 2017
With Estimated Actual for the Year Ending June 30, 2016 and
Actual for the Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
REVENUES:			
Miscellaneous:			
Interest earned on investments	$ 103	$ 294	$ -
Total miscellaneous	$ 103	$ 294	$ -
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	$ 63,547	$ 93,384	$ 104,490
Total other financing sources	$ 63,547	$ 93,384	$ 104,490
Total revenues and other financing sources	$ 63,650	$ 93,678	$ 104,490

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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	-	1,534	-	12,763	12,763
Capital	54,311	91,850	118,771	91,727	91,727
TOTAL	$ 54,311	$ 93,384	$ 118,771	$ 104,490	$ 104,490

CAPITAL OUTLAY

	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Administration			
Computer Equipment Replacement	$ 4,200	$ 4,200	$ 4,200
Replace ST19502 w/ like F-450 Flatbed Dump	70,000	70,000	70,000
Add 20 Ton Trailer	17,527	17,527	17,527
Add F-150 Extended Cab	27,044	-	-
Total Capital Outlay	**$ 118,771**	**$ 91,727**	**$ 91,727**

Special Revenue Funds

CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2017
With Estimated Actual for the Year Ending June 30, 2016 and
Actual for the Year Ended June 30, 2015

	2015 Actual	2016 Estimate	2017 Budget
REVENUES:			
Intergovernmental:			
Federal	$ 528,873	$ 364,938	$ 368,399
Miscellaneous:			
Other	$ 24,436	$ 26,000	$ 25,000
Total revenues	$ 553,309	$ 390,938	$ 393,399

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 14-15	Budgeted FY 15-16	Requested FY 16-17	Mgr Recommends FY 16-17	Adopted FY 16-17
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	553,307	390,938	393,399	393,399	393,399
Capital	-	-	-	-	-
TOTAL	$ 553,307	$ 390,938	$ 393,399	$ 393,399	$ 393,399

Internal Service Funds

CITY OF SALISBURY, NORTH CAROLINA

INTERNAL SERVICE FUNDS

FINANCIAL PLAN

For the Year Ending June 30, 2017

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

REVENUES	
Charges for Services	$ 6,056,964
Interest Earned on Investments	200
Miscellaneous Revenues	41,883
Total Revenues	$ 6,099,047
EXPENDITURES	
Employee Benefits	$ 6,059,047
Miscellaneous Expenditures	40,000
Total Expenditures	$ 6,099,047

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

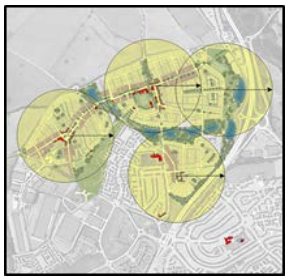
REVENUES	
Charges for Services	$840,600
Interest Earned on Investments	1,200
Total Revenues	$841,800
EXPENDITURES	
Employee Benefits	$491,000
Addition to Reserves	350,800
Total Expenditures	$841,800

Capital Improvement Program

CAPITAL IMPROVEMENT PROGRAM

GENERAL FUND TEN YEAR CIP	10 YEAR COST ($000s)	FY-17	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26
PLANNING	$ 2,500	250	850	250	250	150	150	150	150	150	150
PARKS & REC	$ 1,425	130	1,055	30	30	30	30	30	30	30	30
ENGINEERING	$ 5,048	2,540	2,041	114	114	114	25	25	25	25	25
PUBLIC SERVICES	$ 391	230	80	80							
FACILITIES-HVAC	$ 469						469				
FACILITIES-ROOF	$ 1,389						1,389				
FIRE	$ 10,097	612	115	5,000	40	110	4,045	10	55	110	
POLICE	$ 30	30									
STREETS	$ 5,740	618	500	618	500	618	500	618	650	618	500
	$ 27,089	4,411	4,641	6,092	934	1,022	6,608	833	910	933	705

DEPARTMENT - Community Planning Services



Description	FY-17 Budget	Department	Funding Source
Housing Stabilization Program	$ 100,000	491	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
		None	$ -
Multi-year effort ($400,000 over four years).			

Description	FY-17 Budget	Department	Funding Source
Downtown Incentive Program	$ 150,000	494	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
		None	$ -
To attract and retain small business.			

DEPARTMENT - Parks & Recreation

Description	FY-17 Budget	Department	Funding Source
Play Structure Replacement	$ 30,000	621	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Annual amount to replace one play structure.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Dixonville Cemetery	$ 100,000	621	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Walkway improvements, granite marker installation and memorial designations.		None	$ -

DEPARTMENT - Engineering

Description	FY-17 Budget	Department	Funding Source
Sidewalk - Klumac Road	$ 35,000	555	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Municipal agreement with NCDOT for 30% of the cost of sidewalk.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Sidewalk - Salisbury Mall	$ 438,500	555	Grant and Gen. Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
CMAQ revenue is $348,457. Municipal agreement with NCDOT to construct sidewalk in late 2016.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Sidewalk - Old Concord Road	$ 140,000	555	Grant Funding
Justification		**Impact on Operating Budget**	**Financial Impact**
NC DOT revenue is $140,000. Also includes curb, gutter and drainage.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Newsome Road Extension	$ 550,000	555	Grant Funding
Justification		**Impact on Operating Budget**	**Financial Impact**
TIP-U reimbursement by 2020. $1,100,000 over two years. Three party agreement with NCDOT and developer.		None	$ -

DEPARTMENT - Engineering

Description	FY-17 Budget	Department	Funding Source
Newsome Rd. Sidewalk / Bike	$ 811,822	555	Grant and Gen. Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Multi year initiative with off-setting grant revenue of $1,306,915. FY-18 requires an additional $811,822.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Bringle Ferry Sidewalk	$ 299,000	555	Grant and Gen. Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Single year initiative with off-setting grant revenue of $239,200. Sidewalk between Bringle Ferry & Newsome Road.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Main Street Sidewalk	$ 134,000	555	Grant and Gen. Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Sidewalk project with off-setting grant revenue of $107,200. Near B Avenue.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Street Light Improvements	$ 25,000	555	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
On-going replacement of street lights and addition of lights by petition.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Traffic Pre-emption and Signals	$ 107,116	555	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Emergency vehicle traffic pre-emption system upgrades throughout the city. Approximately eleven intersections per year, over five years.		None	$ -

DEPARTMENT - Fire Department

Description	FY-17 Budget	Department	Funding Source
SCBA	$ 611,840	531	Grant and Gen. Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
SCBA (Self Contained Breathing Apparatus. FEMA Grant (applied for) would provide off-setting revenue of $599,540.		Potential impact on operating budget if grant not received.	$ 611,840

DEPARTMENT - Police Department

Description	FY-17 Budget	Department	Funding Source
Evidence Storage Facility	$ 30,000	511	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Need additional space.		None	$ -

DEPARTMENT - Public Services

Description	FY-17 Budget	Department	Funding Source
Asphalt Resurfacing	$ 500,000	561	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
To get to a forty-five year repaving cycle.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Bridge Maintenance	$ 118,241	561	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Standard on-going maintenance.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Solid Waste Rollouts	$ 80,363	581	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
For compatibility with automated collection vehicles.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Sidewalk Repair	$ 150,000	561	General Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
To reduce risk and improve walkability.		None	$ -

CAPITAL IMPROVEMENT PROGRAM

WATER/SEWER TEN YEAR CIP	10 YEAR COST (000s)	FY-17	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26
WATER	$ 40,329	3,900	3,845	3,671	3,079	6,208	6,238	3,920	3,954	4,489	1,026
WASTEWATER	$ 42,840	3,625	3,938	3,764	3,879	858	888	2,920	2,954	12,989	7,026
TOTAL	$ 83,169	7,525	7,783	7,435	6,958	7,066	7,126	6,840	6,907	17,477	8,051

DEPARTMENT - Water / Sewer

Description	FY-17 Budget	Department	Funding Source
Floating Reservoir Covers	$ 750,000	811	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Limit algae growth in open-air raw water reservoirs, improve water quality, reduce water treatment costs (chemicals).		None	$ -

Description	FY-17 Budget	Department	Funding Source
Advanced Metering Infrastructure	$ 2,400,000	819	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
More accurate metering, operational efficiencies, enhanced customer service, sustainable practice.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Water Line Extensions	$ 250,000	813	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Infrastructure to serve economic development, address water quality and fire protection issues.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Water Line Rehab. / Replcmt.	$ 500,000	813	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Replacement or rehabilitation of aging infrastructure that has exceeded design life expectancy (leaks, breaks, capacity).		None	$ -

DEPARTMENT - Water / Sewer

Description	FY-17 Budget	Department	Funding Source
Sanitary Sewer Extensions	$ 250,000	813	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Infrastructure to serve economic development, address environmental issues due to private, on-site systems.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Sewer Line Rehab (I&I)	$ 500,000	813	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Replacement or rehabilitation of aging infrastructure that has exceeded design life expectancy (inflow, infiltration, capacity).		None	$ -

Description	FY-17 Budget	Department	Funding Source
Crane Crk. Lift Station Upgrade	$ 925,000	817	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Infrastructure upgrades to address capacity, operational deficiencies.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Emergency Power Generation	$ 100,000	813	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Back-up power generation for sanitary sewer lift stations.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Grant Creek Pump Station	$ 350,000	817	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Design and permitting of replacement influent pump station and headworks at Grant Creek POTW.		None	$ -

DEPARTMENT - Water / Sewer

Description	FY-17 Budget	Department	Funding Source
Grant Creek Clarifier Upgrades	$ 500,000	817	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Rehabilitation of existing primary clarifiers at Grant Creek POTW.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Town Creek Access Road	$ 500,000	817	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
New access road to Town Creek POTW to re-route heavy truck traffic away from dense residential street.		None	$ -

Description	FY-17 Budget	Department	Funding Source
Grant Creek Flow Equalization	$ 500,000	817	W/S Fund
Justification		**Impact on Operating Budget**	**Financial Impact**
Design and construction of a new flow equalization basin at Grant Creek POTW to buffer high inflows during rain events.		None	$ -

Debt Management Program

DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2016, the City of Salisbury will have $65,194,834 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	$ 70,000
Certificates of Participation	690,000
Capital leases	3,001,761
	$ 3,761,761
Water and Sewer Fund:	
General obligation bonds	$ 95,000
Revenue bonds	24,797,523
Capital leases	3,325,044
State Clean Water Revolving Loans	2,712,506
	$ 30,930,073
Fibrant Communications Fund	
Certificates of Participation	$ 30,291,000
HUD Fund	
Section 108 Loan	$ 212,000
Total	$ 65,194,834

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 construction and renovation of Police Department facilities and City Office Building facilities from Bank of America, dated May 2, 2006, payable in 30 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 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	General Obligation Bonds		Capital Leases		Certificates of Participation		Total	
June 30,	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
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	$ 70,000	$ 1,145	$3,001,761	$261,288	$ 690,000	$ 66,700	$3,761,761	$329,132

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, 2016
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	$ 3,732,523
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	4,035,000
Refunding Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	11,925,000
Refunding Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	5,105,000
	$24,797,523

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 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:

			Net Revenues Available for	Debt Service Requirements (3)		Coverage Ratios	
Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Revenue Bond Debt Service	Parity Debt	All Debt	Parity Debt	All Debt
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%
2015	24,410,819	14,465,712	9,945,107	3,010,325	6,292,092	330.37%	158.06%

(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, 2016 total $4,392,898, including $440,578 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, 2016
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	$ 250,000
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	22,506
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	1,840,000
Clean Water Loan for Water purposes, average rate of 5.3%, issued November 1997, maturing serially to 2017	600,000
	$ 2,712,506

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

Year Ending	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
June 30,	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
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	753,838	610,000	15,860	368,730	44,401	3,085,981	814,098
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	$ 95,000	$ 1,553	$ 24,797,522	$ 6,182,004	$ 2,712,506	$ 167,947	$ 3,325,044	$ 357,698	$ 30,930,073	$ 6,709,202

Fibrant Communications Fund

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

	Balance June 30, 2016
Series 2008 Certificates of Participation, average rate of 5.33%, issued December 2008, maturing serially to 2029	$ 15,530,000
Series 2013 Certificates of Participation, average rate of 2.24%, issued April 2013, maturing serially to 2029	14,761,000
	$ 30,291,000

In December 2008, the City issued $33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled $35,865,000 in Series 2008 certificates of participation. The $33,560,000 was issued at an average coupon rate of 5.33%, 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	Certificates of Participation	
June 30,	Principal	Interest
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	$ 30,291,000	$ 8,896,638

Special Revenue Fund

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

Future maturities and interest on HUD Section 108 loan are:

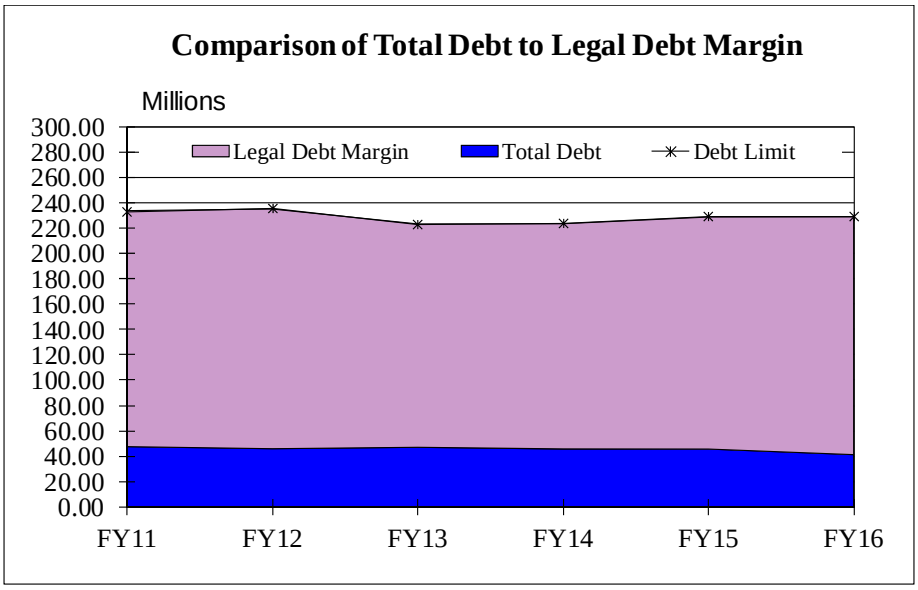
Year Ending	Capital Leases	
June 30,	Principal	Interest
2017	32,000	10,672
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	$ 212,000	$ 38,218

PROPOSED DEBT

The City of Salisbury anticipates purchasing two fire trucks during FY2016-17. These trucks will be replacing existing trucks. The City plans to use lease-purchase financing totaling $2,130,012 for these replacement vehicles. Due to the extended length of time from when a fire truck is ordered and actually delivered, the City does not planon issuing any debt until these vehicles are ready for delivery which is estimated during the final quarter of the fiscal year. With this issue date, no debt service payments on this new debt are anticipated until the following year.

LEGAL DEBT MARGIN

As shown on the graph below, the City has maintained an ample legal debt margin. This margin is based on a debt limit of 8% of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed 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, 2016

Debt limit: Total assessed value of $2,827,172,378 x 8%			$ 226,173,790
Amount of debt applicable to debt limit:			
Total bonded debt		$ 165,000	
General Fund	$ 70,000		
Water & Sewer Fund	95,000		
Total certificates of participation		30,981,000	
General Fund	690,000		
Fibrant Communications Fund	30,291,000		
Total capitalized lease obligation		6,326,805	
General Fund	3,001,761		
Water & Sewer Fund	3,325,044		
Total amount of debt applicable to debt limit			37,472,805
LEGAL DEBT MARGIN			$ 188,700,985

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, 2015.

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Debt repaid with property taxes: Rowan County	$ 73,474,186	23.85%	$ 17,523,593
City of Salisbury direct debt			6,190,205
Total direct and overlapping debt			$ 23,713,798

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 2014-15 Performance and Cost Data" dated February 2016. 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, Chapel Hill, 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 FY2016-17 and beyond.

Fiscal Year 2014–15

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.

During FY 2014–15, city collection employees provided residential refuse services utitilizing five trucks with a single employee per truck. Fifteen collection routes were used, with an average of one 10 mile trip per route per day to the landfill.

Each resident has one 96 gallon roll-out cart provided and paid for by the city. A second cart may be obtained. The city collected 8,071 tons of residential refuse during FY 2014–15, at a cost per ton of $100. Not included in the cost per ton was a $36 landfill tipping fee.

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

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

Municipal Profile

Population (OSBM 2014)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
Median Family Income U.S. Census 2010	$40,192

Service Profile

FTE Positions—Collection	6.0
FTE Positions—Other	0.5
Type of Equipment	2 automated packers 3 packers
Size of Crews (most commonly used)	1 person
Weekly Routes	15
Average Distance to Disposal Site	10 miles
Average Daily Trips to Disposal Site	1
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	11,095
Tons Collected	8,071
Monthly Service Fee	$15.12

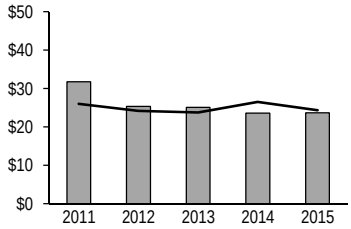
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	47.5%
Operating Costs	26.7%
Capital Costs	25.9%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$381,565
Operating Costs	$214,231
Capital Costs	$207,715
TOTAL	$803,511

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2011 through 2015

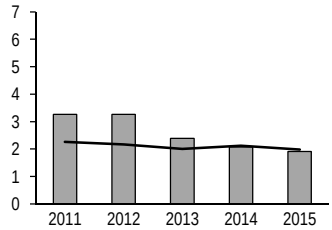
Resource Measures

Residential Refuse Collection Costs per Capita



	2011	2012	2013	2014	2015
Salisbury	$31.69	$25.34	$25.05	$23.51	$23.66
Average	$25.96	$24.15	$23.71	$26.43	$24.26

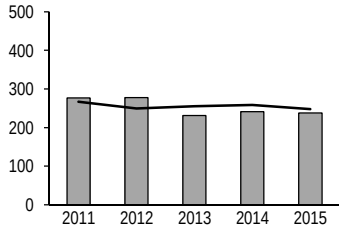
Residential Refuse FTEs per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury	3.26	3.26	2.39	2.08	1.91
Average	2.26	2.17	2.01	2.13	1.99

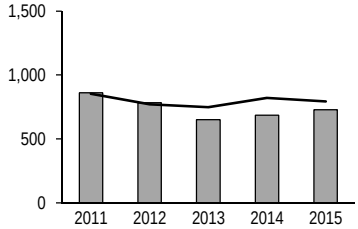
Workload Measures

Residential Refuse Tons per 1,000 Population



	2011	2012	2013	2014	2015
Salisbury	276	278	231	241	238
Average	267	250	255	258	248

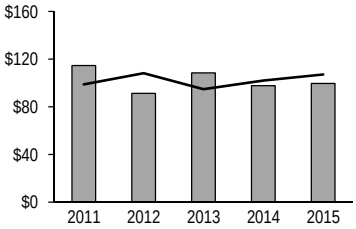
Residential Refuse Tons per 1,000 Collection Points



	2011	2012	2013	2014	2015
Salisbury	862	782	651	684	727
Average	853	771	749	820	793

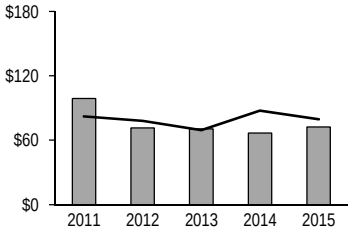
Efficiency Measures

Residential Refuse Collection Cost per Ton Collected



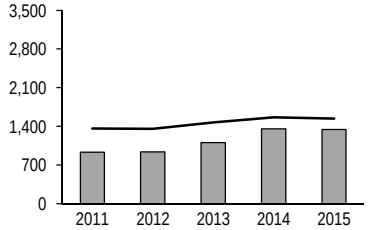
	2011	2012	2013	2014	2015
Salisbury	$115	$91	$108	$98	$100
Average	$99	$108	$95	$102	$107

Residential Refuse Collection Cost per Collection Point



	2011	2012	2013	2014	2015
Salisbury	$99	$71	$71	$67	$72
Average	$82	$78	$69	$87	$79

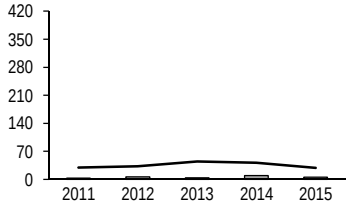
Refuse Tons Collected per Municipal Collection FTE



	2011	2012	2013	2014	2015
Salisbury	932	935	1,105	1,355	1,345
Average	1,363	1,356	1,470	1,564	1,537

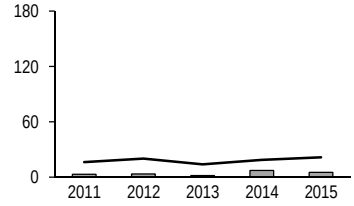
Effectiveness Measures

Complaints per 1,000 Collection Points



	2011	2012	2013	2014	2015
Salisbury	3.2	6.3	4.2	9.9	5.8
Average	29.5	32.8	44.9	41.6	28.9

Valid Complaints per 1,000 Collection Points



	2011	2012	2013	2014	2015
Salisbury	3.2	3.3	1.7	7.2	5.0
Average	16.1	20.1	13.8	18.6	21.6

Salisbury Household Recycling

Fiscal Year 2014–15

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 2014–15. The city provides and pays for the 96 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 2014)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
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	10,429
Tons of Recyclables Collected	
Curbside	1,558
City Drop-Off Centers	0
Total Tons Collected	1,558
Monthly Service Fee	$4.03
Revenue from Sale of Recyclables	$0
Sale Revenue as Percentage of Cost	NA

Full Cost Profile

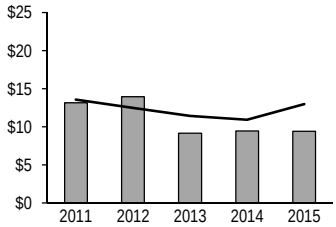
Cost Breakdown by Percentage	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$0
Operating Costs	$319,801
Capital Costs	$0
TOTAL	$319,801

Salisbury Household Recycling

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2011 through 2015

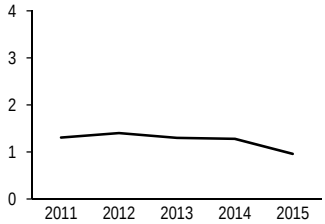
Resource Measures

Recycling Services Cost per Capita



	2011	2012	2013	2014	2015
Salisbury	$13.16	$13.94	$9.18	$9.45	$9.42
Average	$13.59	$12.49	$11.44	$10.92	$12.97

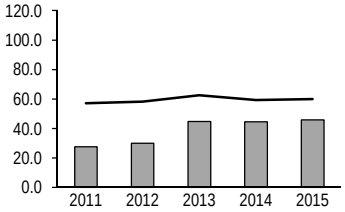
Recycling Services FTEs per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury					
Average	1.31	1.40	1.30	1.28	0.96

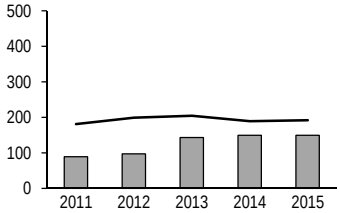
Workload Measures

Tons Recyclables Collected per 1,000 Population



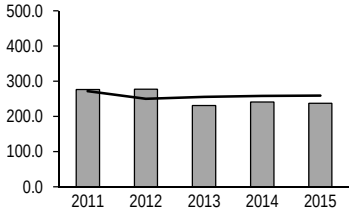
	2011	2012	2013	2014	2015
Salisbury	27.5	30.1	44.8	44.7	45.9
Average	57.3	58.2	62.5	59.4	60.0

Tons Recyclables Collected per 1,000 Collection Points



	2011	2012	2013	2014	2015
Salisbury	89	97	143	150	149
Average	181	199	204	189	192

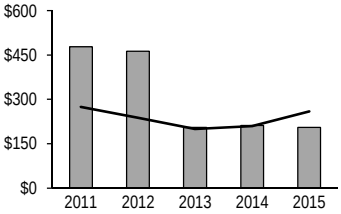
Tons Solid Waste Landfilled per 1,000 Population



	2011	2012	2013	2014	2015
Salisbury	276.4	277.6	231.3	241.1	237.7
Average	271.6	249.8	255.2	258.4	259.2

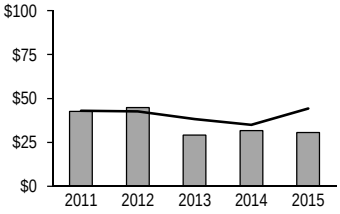
Efficiency Measures

Recycling Services Cost per Ton Collected



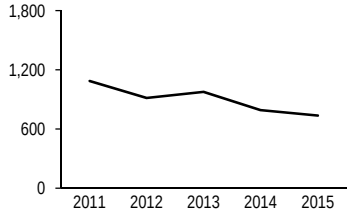
	2011	2012	2013	2014	2015
Salisbury	$478	$463	$205	$212	$205
Average	$274	$237	$200	$209	$260

Recycling Services Cost per Collection Point



	2011	2012	2013	2014	2015
Salisbury	$42.58	$44.74	$29.25	$31.69	$30.66
Average	$43.01	$42.66	$38.32	$34.99	$44.34

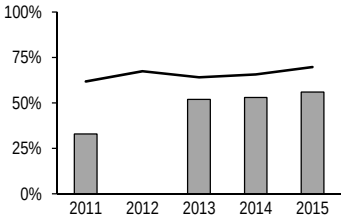
Tons Collected Curbside per Municipal FTE



	2011	2012	2013	2014	2015
Salisbury					
Average	1,086	915	976	792	737

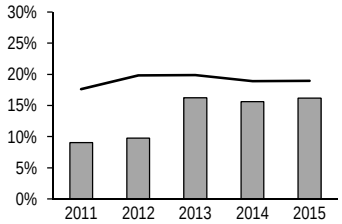
Effectiveness Measures

Community Set-Out Rate



	2011	2012	2013	2014	2015
Salisbury	33.0%		52.0%	53.0%	56.0%
Average	61.7%	67.5%	64.0%	65.6%	69.8%

Tons Recycled as Percentage of Tons Refuse and Recyclables Collected



	2011	2012	2013	2014	2015
Salisbury	9.1%	9.8%	16.2%	15.6%	16.2%
Average	17.6%	19.8%	19.9%	18.9%	19.0%

Fiscal Year 2014–15

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. This service includes costs to manage a treatment and process site where material is ground up and a composting site. Three positions operate these sites and are included in the positions.

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

Municipal Profile

Population (OSBM 2014)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
Median Family Income	$40,192
U.S. Census 2010	

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	2,070
Seasonal Leaves	2,632
Total Tons Collected	4,702
Monthly Service Fee	No

Full Cost Profile

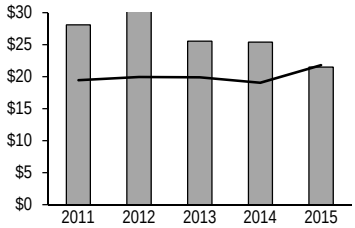
Cost Breakdown by Percentage	
Personal Services	64.5%
Operating Costs	26.0%
Capital Costs	9.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$470,322
Operating Costs	$189,803
Capital Costs	$68,573
TOTAL	$728,698

Salisbury — Yard Waste/Leaf Collection

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2011 through 2015

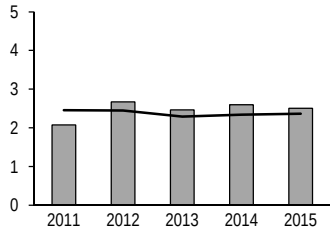
Resource Measures

Yard Waste and Leaf Collection Costs per Capita



	2011	2012	2013	2014	2015
Salisbury	$28.10	$32.47	$25.52	$25.40	$21.46
Average	$19.44	$19.93	$19.87	$19.01	$21.78

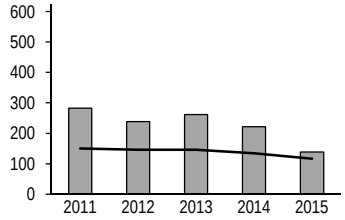
Yard Waste and Leaf Collection FTEs per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury	2.1	2.7	2.5	2.6	2.5
Average	2.5	2.4	2.3	2.3	2.4

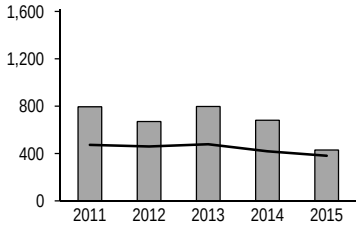
Workload Measures

Yard Waste and Leaf Tons Collected per 1,000 Population



	2011	2012	2013	2014	2015
Salisbury	283	239	262	221	138
Average	151	146	146	134	117

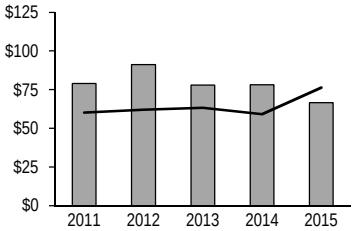
Yard Waste and Leaf Tons Collected per 1,000 Collection Points



	2011	2012	2013	2014	2015
Salisbury	795	671	798	681	429
Average	473	459	478	418	380

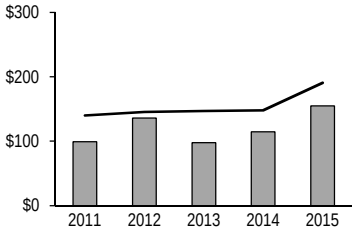
Efficiency Measures

Yard Waste and Leaf Collection Cost per Collection Point



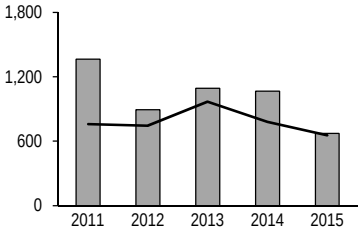
	2011	2012	2013	2014	2015
Salisbury	$79	$91	$78	$78	$66
Average	$60	$62	$63	$59	$76

Yard Waste and Leaf Collection Cost per Ton Collected



	2011	2012	2013	2014	2015
Salisbury	$99	$136	$98	$115	$155
Average	$140	$145	$147	$148	$190

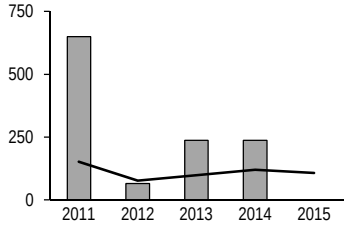
Yard Waste and Leaf Tons Collected per Collection FTE



	2011	2012	2013	2014	2015
Salisbury	1,363	894	1,094	1,066	672
Average	758	745	966	779	655

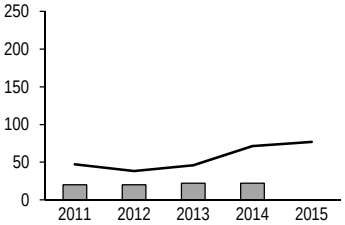
Effectiveness Measures

Collection Complaints per 10,000 Collection Points



	2011	2012	2013	2014	2015
Salisbury	650	65	237	237	
Average	152	77	98	120	107

Valid Complaints per 10,000 Collection Points



	2011	2012	2013	2014	2015
Salisbury	20	20	22	22	
Average	47	38	46	71	77

Fiscal Year 2014–15

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 81 sworn officer positions authorized for the fiscal year, with an average length of service of 8.9 years. The police department is located in a two-story facility.

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

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

The police department was successful in clearing a total of 517 Part I cases in FY 2014–15.

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 2014)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
Median Family Income	$40,192
U.S. Census 2010	

Service Profile

FTE Positions—Sworn	81.0
FTE Positions—Other	8.0
Marked and Unmarked Patrol Vehicles	91
Part I Crimes Reported	
Homicide	6
Rape	15
Robbery	59
Assault	118
Burglary	344
Larceny	1,085
Auto Theft	133
Arson	2
TOTAL	1,762
Part II Crimes Reported	2,620
Part I Crimes Cleared	
Persons	87
Property	430
TOTAL	517
Reporting Format	IBR
Number of Calls Dispatched	36,456
Number of Traffic Accidents	1,827
Property Damage for Accidents	NA

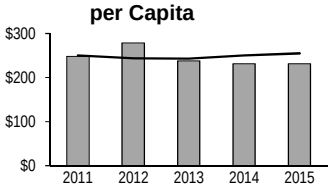
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	68.2%
Operating Costs	20.1%
Capital Costs	11.7%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$5,362,041
Operating Costs	$1,579,577
Capital Costs	$922,250
TOTAL	$7,863,868

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2011 through 2015

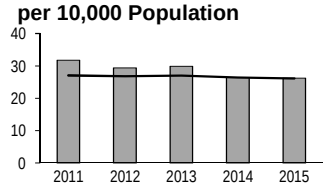
Resource Measures

Police Services Costs per Capita



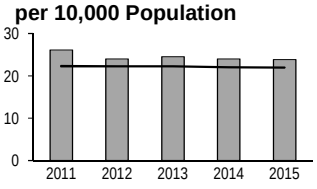
	2011	2012	2013	2014	2015
Salisbury	$248.08	$279	$238	$231	$232
Average	$250	$244	$243	$250	$255

Total Police Services Personnel per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury	31.7	29.4	29.9	26.4	26.2
Average	27.0	26.8	27.0	26.4	26.1

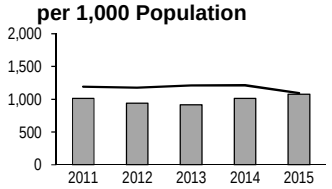
Sworn Police Officers per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury	26.1	24.0	24.5	24.0	23.9
Average	22.3	22.3	22.3	22.0	22.0

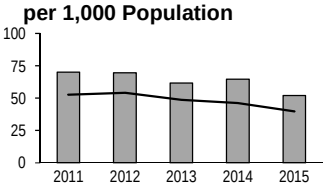
Workload Measures

Calls Dispatched per 1,000 Population



	2011	2012	2013	2014	2015
Salisbury	1,013	940	915	1,012	1,074
Average	1,195	1,178	1,211	1,214	1,094

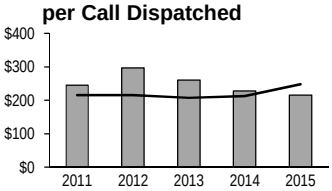
Part I Crimes per 1,000 Population



	2011	2012	2013	2014	2015
Salisbury	70.0	69.6	61.7	64.7	51.9
Average	52.8	54.2	48.8	46.4	39.8

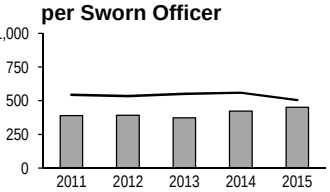
Efficiency Measures

Police Services Cost per Call Dispatched



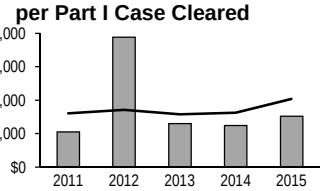
	2011	2012	2013	2014	2015
Salisbury	$245	$297	$260	$228	$216
Average	$215	$215	$207	$213	$248

Calls Dispatched per Sworn Officer



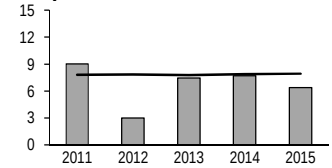
	2011	2012	2013	2014	2015
Salisbury	388	391	373	422	450
Average	543	535	551	559	505

Police Services Cost per Part I Case Cleared



	2011	2012	2013	2014	2015
Salisbury	$10,523	$38,821	$13,023	$12,483	$15,211
Average	$16,108	$17,093	$15,771	$16,220	$20,374

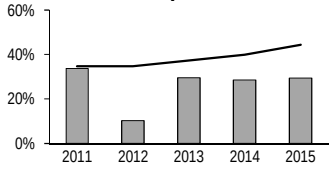
Part I Cases Cleared per Sworn Officer



	2011	2012	2013	2014	2015
Salisbury	9.0	3.0	7.5	7.7	6.4
Average	7.8	7.8	7.8	7.9	7.9

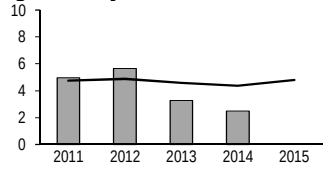
Effectiveness Measures

Percentage of Part I Cases Cleared of Those Reported



	2011	2012	2013	2014	2015
Salisbury	33.7%	10.3%	29.6%	28.6%	29.3%
Average	34.8%	34.7%	37.3%	39.9%	44.4%

Response Time to High Priority Calls in Minutes



	2011	2012	2013	2014	2015
Salisbury	5.0	5.7	3.3	2.5	
Average	4.7	4.9	4.6	4.4	4.8

Fiscal Year 2014–15

Explanatory Information

Service Level and Delivery

The City of Salisbury was responsible for maintaining approximately 345 lane miles during FY 2014–15. The city treated a total of 5.6 lane miles, or 1.6 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 4,072 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 2014–15 was 547. The percentage of potholes repaired within 24 hours was 100 percent. A total of 133 utility cuts were also made, with the city repairing all of these. Additionally, 276 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 2014)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

Service Profile

FTE Positions—Crews	4.00
FTE Positions—Other	0.25
Lane Miles Maintained	344.7
Lane Miles Treated	
Preservation	0.0
Resurfacing	0.0
Rehabilitation	5.6
TOTAL	5.6
Total Costs for All Treatment Types	$389,429
Potholes Repaired	547
Number of Utility Cuts	133
Number of Maintenance Patches (exclusive of potholes and utility cuts)	276
Average Cost per Ton of Hot Asphalt during Year	$81.80

Full Cost Profile

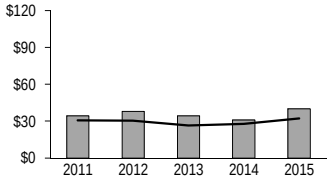
Cost Breakdown by Percentage	
Personal Services	9.7%
Operating Costs	61.5%
Capital Costs	28.8%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$131,214
Operating Costs	$835,621
Capital Costs	$391,556
TOTAL	$1,358,391

Salisbury — Asphalt Maintenance

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2011 through 2015

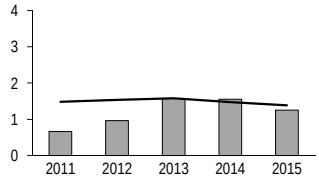
Resource Measures

Asphalt Maintenance and Repair Services Costs per Capita



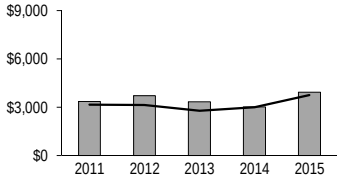
	2011	2012	2013	2014	2015
Salisbury	$34.31	$37.92	$34.15	$30.98	$40.01
Average	$30.54	$30.42	$26.40	$27.85	$32.29

Asphalt Maintenance and Repair FTEs per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury	0.67	0.96	1.57	1.56	1.25
Average	1.48	1.53	1.58	1.48	1.39

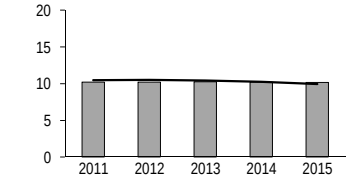
Service Costs per Lane Mile of Road Maintained



	2011	2012	2013	2014	2015
Salisbury	$3,365	$3,717	$3,336	$3,031	$3,941
Average	$3,154	$3,137	$2,793	$3,004	$3,765

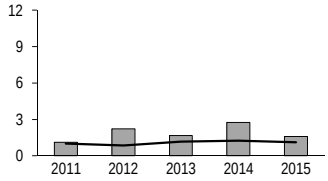
Workload Measures

Number of Lane Miles Maintained per 1,000 Population



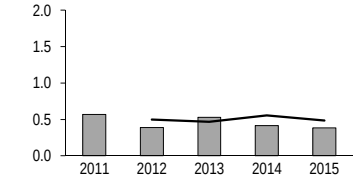
	2011	2012	2013	2014	2015
Salisbury	10.2	10.2	10.2	10.2	10.2
Average	10.5	10.5	10.4	10.3	9.9

Reported Potholes per Lane Mile Maintained



	2011	2012	2013	2014	2015
Salisbury	1.12	2.23	1.66	2.75	1.59
Average	1.00	0.86	1.16	1.25	1.12

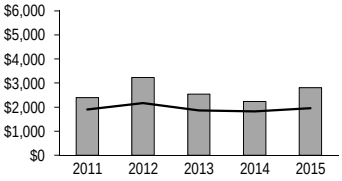
Repaired Utility Cuts per Lane Mile Maintained



	2011	2012	2013	2014	2015
Salisbury	0.57	0.39	0.53	0.41	0.39
Average		0.50	0.47	0.56	0.48

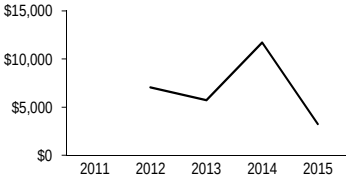
Efficiency Measures

Cost of Maintenance per Lane Mile Maintained



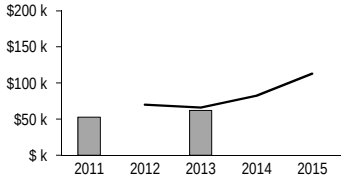
	2011	2012	2013	2014	2015
Salisbury	$2,389	$3,227	$2,537	$2,242	$2,811
Average	$1,897	$2,173	$1,858	$1,825	$1,956

Cost per Lane Mile for Preservation Treatment



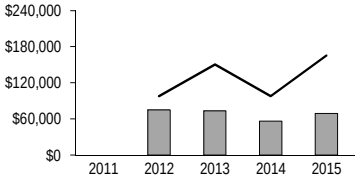
	2011	2012	2013	2014	2015
Salisbury					
Average		$7,050	$5,735	$11,702	$3,223

Cost per Lane Mile for Resurfacing Treatment



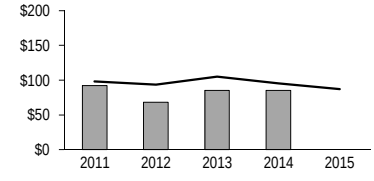
	2011	2012	2013	2014	2015
Salisbury	$53 k		$62 k		
Average		$70 k	$66 k	$83 k	$113 k

Cost per Lane Mile for Rehabilitation Treatment



	2011	2012	2013	2014	2015
Salisbury		$75 k	$73 k	$56 k	$69 k
Average		$98 k	$150 k	$98 k	$165 k

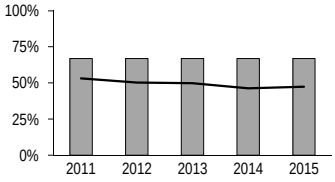
Cost per Ton for Contract Resurfacing



	2011	2012	2013	2014	2015
Salisbury	$92	$68	$85	$85	
Average	$98	$94	$105	$95	$87

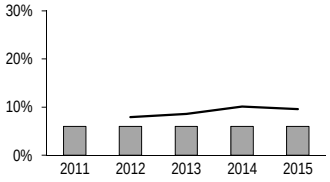
Effectiveness Measures

Percent of Lane Miles Rated 85 or Better



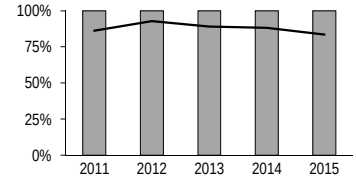
	2011	2012	2013	2014	2015
Salisbury	67%	67%	67%	67%	67%
Average	53%	50%	50%	46%	47%

Percent of Lane Miles Rated Below 45



	2011	2012	2013	2014	2015
Salisbury	0.06	6.0%	6.0%	6.0%	6.0%
Average		7.9%	8.6%	10.1%	9.6%

Percentage of Potholes Repaired within 24 hours



	2011	2012	2013	2014	2015
Salisbury	100%	100%	100%	100%	100%
Average	86%	93%	89%	88%	84%

Fiscal Year 2014–15

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 24 hours on and 48 hours off for three cycles. There are three shifts. Captains and firefighters get a 24 hour Kelley day plus four hours off for any 28 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 1,676 fire maintenance, construction, and reinspections in FY 2014–15. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at 30 day intervals. Fees are assessed at the third inspection.

Municipal Profile

Service Population	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
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	2
Aerial Trucks	2
Quints	2
Squads	0
Rescue	0
Other	3
Fire Department Responses	5,206
Responses for Fires	158
Structural Fires Reported	43
Inspections Completed for Maintenance, Construction, and Reinspections	1,676
Fire Code Violations Reported	2,034
Estimated Fire Loss (millions)	$0.34
Amount of Property Protected in Service Area (millions)	$2,828
Number of Fire Education Programs or Events	73

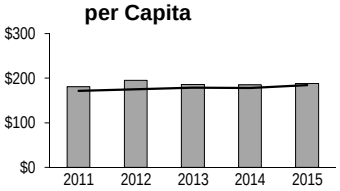
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	66.0%
Operating Costs	21.5%
Capital Costs	12.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$4,218,370
Operating Costs	$1,374,549
Capital Costs	$801,455
TOTAL	$6,394,374

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2011 through 2015

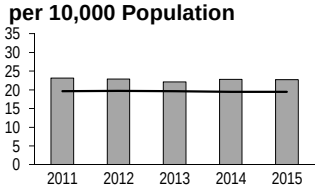
Resource Measures

Fire Services Costs per Capita



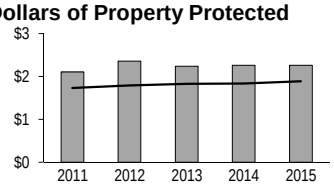
	2011	2012	2013	2014	2015
Salisbury	$181	$195	$186	$185	$188
Average	$172	$175	$178	$178	$184

Fire Services Total FTEs per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury	23.1	22.8	22.1	22.8	22.7
Average	19.6	19.7	19.6	19.5	19.4

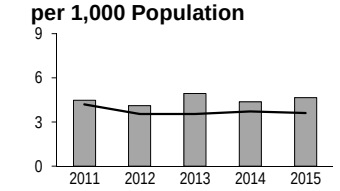
Fire Services Cost per Thousand Dollars of Property Protected



	2011	2012	2013	2014	2015
Salisbury	$2.11	$2.36	$2.24	$2.26	$2.26
Average	$1.73	$1.79	$1.83	$1.84	$1.89

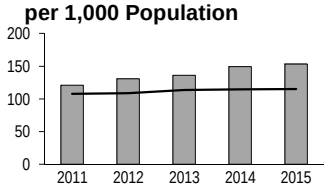
Workload Measures

Actual Fires per 1,000 Population



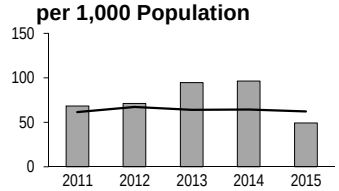
	2011	2012	2013	2014	2015
Salisbury	4.48	4.12	4.93	4.39	4.65
Average	4.20	3.56	3.56	3.72	3.62

Fire Department Responses per 1,000 Population



	2011	2012	2013	2014	2015
Salisbury	121	131	136	149	153
Average	108	109	114	115	115

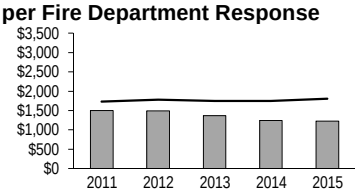
Fire Inspections Completed per 1,000 Population



	2011	2012	2013	2014	2015
Salisbury	68	71	95	97	49
Average	61	67	64	64	62

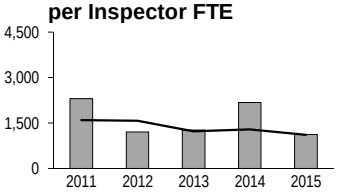
Efficiency Measures

Fire Services Cost per Fire Department Response



	2011	2012	2013	2014	2015
Salisbury	$1,500	$1,494	$1,368	$1,240	$1,228
Average	$1,733	$1,785	$1,747	$1,745	$1,810

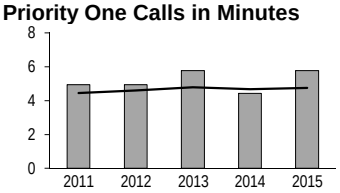
Inspections Completed per Inspector FTE



	2011	2012	2013	2014	2015
Salisbury	2,308	1,201	1,265	2,172	1,117
Average	1,600	1,573	1,223	1,285	1,106

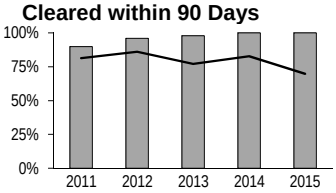
Effectiveness Measures

Average Response Time to Priority One Calls in Minutes



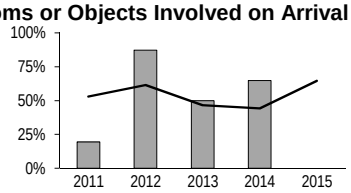
	2011	2012	2013	2014	2015
Salisbury	4.9	4.9	5.8	4.4	5.8
Average	4.5	4.6	4.8	4.7	4.7

Percentage of Fire Code Violations Cleared within 90 Days



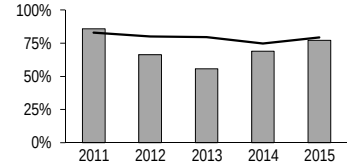
	2011	2012	2013	2014	2015
Salisbury	90%	96%	98%	100%	100%
Average	81%	86%	77%	83%	70%

Percentage of Fires Confined to Rooms or Objects Involved on Arrival



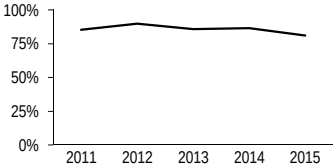
	2011	2012	2013	2014	2015
Salisbury	19%	87%	50%	65%	
Average	53%	61%	47%	44%	65%

Percentage of Fires for Which Cause Was Determined



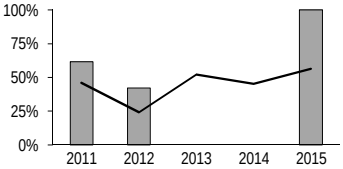
	2011	2012	2013	2014	2015
Salisbury	86%	66%	56%	69%	77%
Average	83%	80%	80%	75%	79%

Percentage of Full Response within 8 Minutes Travel Time



	2011	2012	2013	2014	2015
Salisbury					
Average	85%	90%	86%	87%	81%

Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care



	2011	2012	2013	2014	2015
Salisbury	61.5%	42.1%			100.0%
Average	45.9%	24.2%	52.0%	45.3%	56.5%

Fiscal Year 2014–15

Explanatory Information

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

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

The following services were contracted out:

- body work
- exhaust system repairs
- towing.

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

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

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

Municipal Profile

Population (OSBM 2014)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528

Service Profile

FTE Positions—Technician	10.0
FTE Positions—Other	3.0
Work Bays	14

Rolling Stock Maintained	No.	Average Age
Cars—Normal Usage	6	14.7 Years
Cars—Severe Usage	92	5.8 Years
Light Vehicles	131	10.2 Years
Medium Vehicles	28	13.7 Years
Heavy—Sanitation	11	8.4 Years
Heavy—Sewer	3	11.3 Years
Heavy—Fire Apparatus	10	14.7 Years
Heavy—Other	26	12.8 Years
Trailed Equipment	93	15.4 Years
Off-Road/Construction/Tractors	85	11.0 Years
Buses	9	10.2 Years
TOTAL	494	

Vehicle Equivalent Units (VEUs)	1,597
Average Rolling Stock Units Available per Day	466
Hours Billed	NA
Work Orders	4,955
Repeat Repairs within 30 Days	8
Work Orders Completed within 24 hours	NA
Preventive Maintenance Jobs (PMs)	1,510
PMs Completed as Scheduled	1,451

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	50.8%
Operating Costs	44.8%
Capital Costs	4.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$656,114
Operating Costs	$577,619
Capital Costs	$57,031
TOTAL	$1,290,764

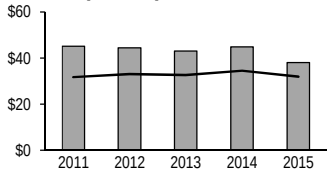
Salisbury

Fleet Maintenance

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2011 through 2015

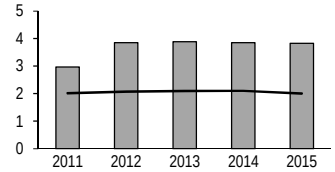
Resource Measures

Fleet Maintenance Services Cost per Capita



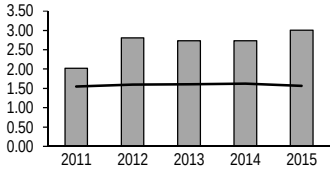
	2011	2012	2013	2014	2015
Salisbury	$45.16	$44.40	$43.13	$44.93	$38.01
Average	$31.75	$33.12	$32.61	$34.50	$31.91

Fleet Maintenance FTEs per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury	2.97	3.86	3.89	3.85	3.83
Average	2.02	2.07	2.10	2.11	2.01

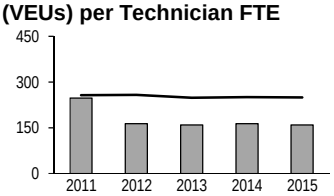
Fleet Maintenance FTEs per 100 Municipal Employees



	2011	2012	2013	2014	2015
Salisbury	2.02	2.81	2.73	2.73	3.00
Average	1.55	1.60	1.61	1.62	1.56

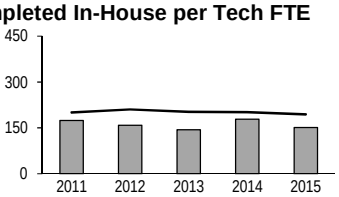
Workload Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE



	2011	2012	2013	2014	2015
Salisbury	247	164	160	163	160
Average	257	258	249	251	250

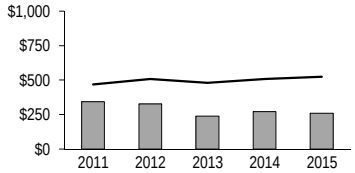
Preventive Maintenances (PMs) Completed In-House per Tech FTE



	2011	2012	2013	2014	2015
Salisbury	174	159	144	179	151
Average	200	210	202	201	194

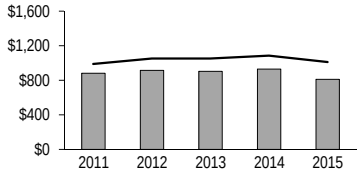
Efficiency Measures

Fleet Maintenance Cost per Work Order



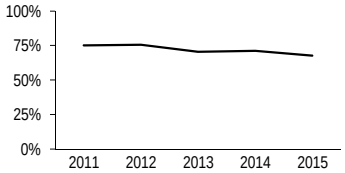
	2011	2012	2013	2014	2015
Salisbury	$343	$328	$240	$272	$260
Average	$470	$508	$481	$508	$525

Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)



	2011	2012	2013	2014	2015
Salisbury	$880	$913	$902	$928	$808
Average	$987	$1,052	$1,050	$1,084	$1,010

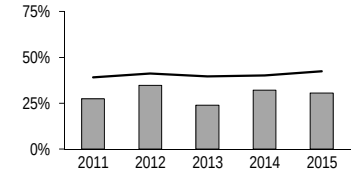
Hours Billed as a Percentage of Total Hours



	2011	2012	2013	2014	2015
Salisbury					
Average	75%	76%	70%	71%	68%

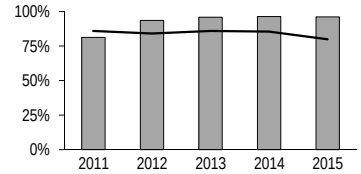
Effectiveness Measures

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



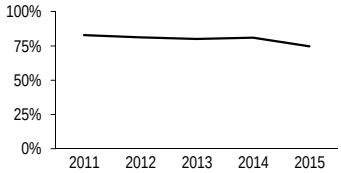
	2011	2012	2013	2014	2015
Salisbury	27%	35%	24%	32%	30%
Average	39%	41%	40%	40%	42%

Percentage of Preventive Maintenances (PMs) Completed as Scheduled



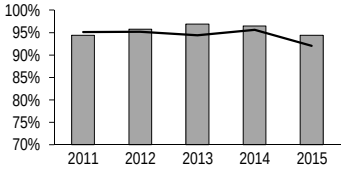
	2011	2012	2013	2014	2015
Salisbury	81%	94%	96%	96%	96%
Average	86%	84%	86%	86%	80%

Percentage of Work Orders Completed within 24 Hours



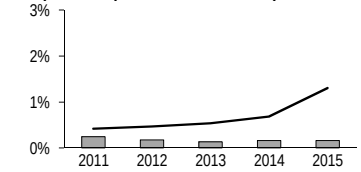
	2011	2012	2013	2014	2015
Salisbury					
Average	83%	81%	80%	81%	75%

Percentage of Rolling Stock Available per Day



	2011	2012	2013	2014	2015
Salisbury	94%	96%	97%	96%	94%
Average	95%	95%	94%	96%	92%

Percentage of Work Orders Requiring Repeat Repair within 30 Days



	2011	2012	2013	2014	2015
Salisbury	0.25%	0.18%	0.13%	0.16%	0.16%
Average	0.42%	0.47%	0.54%	0.68%	1.30%

Fiscal Year 2014–15

Explanatory Information

Service Level and Delivery

The City of Salisbury's Human Resource Department operates as an internal support service reporting directly to the Assistant City Manager for Human Resources. Human Resources handles the daily management of human capital while also helping to support community functions, such as the Human Relations Council and the Salisbury Youth Council. The human resources function in Salisbury is a centralized unit with seven staff members

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

The city's probationary period for new general employees is six months and 12 months for police and fire employees.

Compensation studies covering five positions were conducted during the fiscal year.

Municipal Profile

Population (OSBM 2014)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
Median Family Income U.S. Census 2010	$40,192
County Unemployment Rate (2013) N.C. Employment Security Commission	8.6%

Service Profile

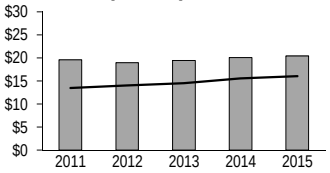
Central HR FTE Positions	
Administration	2.0
Generalist/Specialist	4.0
Staff Support/Clerical	1.0
Total Authorized Workforce	433.0
Authorized FTEs	433.0
Average Length of Service (Months)	108
Number of Position Requisitions	83
Employment Applications Processed	1,586
Length of Probationary Employment Period	6 or 12 months
Compensation Studies Completed	0
Positions Studied	5
Employee Turnover	
Voluntary Separations	57
Involuntary Separations	18
TOTAL SEPARATIONS	75
Formal Grievances Filed by Employees	4
Equal Employment Opportunity Commission (EEOC) Complaints Filed	0

Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	78.1%
Operating Costs	21.9%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$542,965
Operating Costs	$151,831
Capital Costs	$0
TOTAL	$694,796

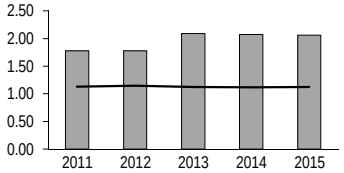
Resource Measures

Human Resources Services Cost per Capita



	2011	2012	2013	2014	2015
Salisbury	$19.58	$19.00	$19.45	$20.09	$20.46
Average	$13.47	$14.04	$14.50	$15.54	$16.05

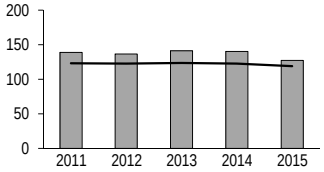
Human Resources FTEs per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury	1.78	1.78	2.09	2.08	2.06
Average	1.13	1.15	1.12	1.12	1.12

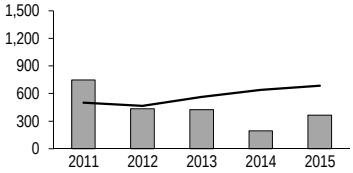
Workload Measures

Total Municipal FTEs per 10,000 Population



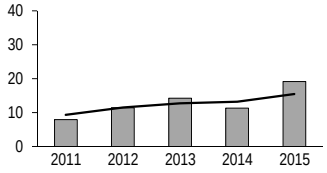
	2011	2012	2013	2014	2015
Salisbury	139	136	141	140	128
Average	123	123	123	123	119

Applications Processed per 100 Municipal Employees



	2011	2012	2013	2014	2015
Salisbury	747	435	424	194	366
Average	499	467	564	639	685

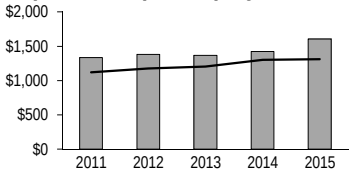
Position Requisitions per 100 Municipal Employees



	2011	2012	2013	2014	2015
Salisbury	7.9	11.4	14.3	11.3	19.2
Average	9.3	11.5	12.7	13.2	15.5

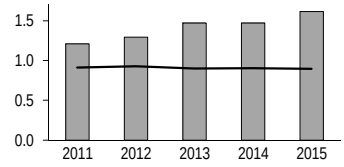
Efficiency Measures

Human Resources Cost per Municipal Employee



	2011	2012	2013	2014	2015
Salisbury	$1,334	$1,383	$1,366	$1,423	$1,605
Average	$1,122	$1,178	$1,204	$1,304	$1,313

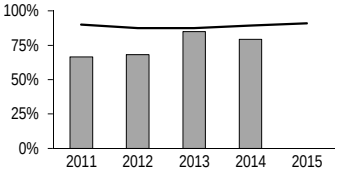
Ratio of Human Resources Staff to 100 Municipal Employees



	2011	2012	2013	2014	2015
Salisbury	1.21	1.30	1.47	1.47	1.62
Average	0.91	0.93	0.90	0.90	0.90

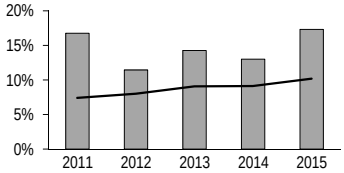
Effectiveness Measures

Probationary Period Completion Rate (New Hires)



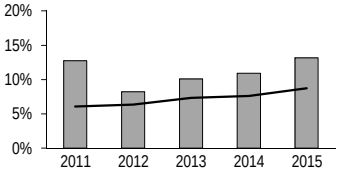
	2011	2012	2013	2014	2015
Salisbury	67%	68%	85%	79%	
Average	90%	87%	88%	89%	91%

Employee Turnover Rate (All Separations)



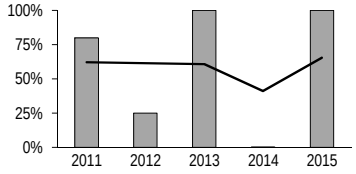
	2011	2012	2013	2014	2015
Salisbury	16.8%	11.4%	14.3%	13.0%	17.3%
Average	7.4%	8.0%	9.1%	9.1%	10.2%

Employee Turnover Rate (Voluntary Separations)



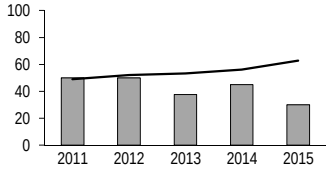
	2011	2012	2013	2014	2015
Salisbury	12.7%	8.2%	10.1%	10.9%	13.2%
Average	6.1%	6.4%	7.3%	7.6%	8.7%

Percentage of Grievances Resolved at Department Level



	2011	2012	2013	2014	2015
Salisbury	80%	25%	100%	0%	100%
Average	62%	61%	61%	41%	65%

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



	2011	2012	2013	2014	2015
Salisbury	50	50	38	45	30
Average	49	52	53	56	63

Fiscal Year 2014–15

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 47.4 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 11 percent of meters are read by automatic means. The standard for meter replacement is 15 years.

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Estimated Service Population	53,325
Service Land Area (Square Miles)	47.4
Persons per Square Mile	1,125
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	11.5
Meter Readers	10.0
Billing/Collection	5.5
Other	8.0
Total	43.0
Number of Treatment Plants	1
Total Treatment Capacity	25.0 MG
Average Daily Demand	9.2 MG
Miles of Main Line Pipe	420
Average Age of Main Line Pipe	48 years
Number of Breaks/Leaks	175
Number of Water Meters	19,003
Percent of Meters Read Automatically	11.1%
Total Revenues Collected	NA

Full Cost Profile

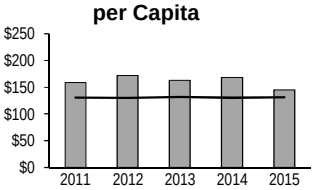
Cost Breakdown by Percentage	
Personal Services	23.9%
Operating Costs	44.3%
Capital Costs	31.9%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$1,848,662
Operating Costs	$3,426,662
Capital Costs	$2,465,459
TOTAL	$7,740,783

Salisbury — Water Services

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2011 through 2015

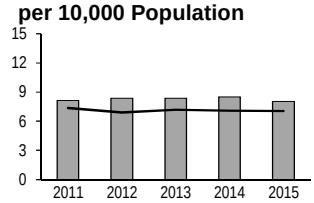
Resource Measures

Water Services Cost per Capita



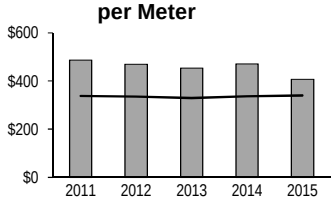
	2011	2012	2013	2014	2015
Salisbury	$159	$172	$163	$168	$145
Average	$131	$130	$132	$130	$131

Water Services FTEs per 10,000 Population



	2011	2012	2013	2014	2015
Salisbury	8.2	8.4	8.4	8.5	8.1
Average	7.4	6.9	7.2	7.1	7.1

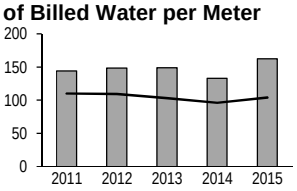
Water Services Cost per Meter



	2011	2012	2013	2014	2015
Salisbury	$488	$469	$453	$471	$407
Average	$338	$335	$329	$337	$340

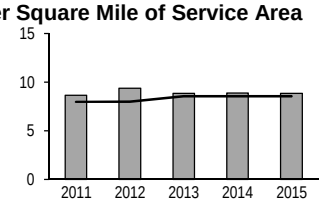
Workload Measures

Thousands of Gallons of Billed Water per Meter



	2011	2012	2013	2014	2015
Salisbury	144.0	148.1	148.6	132.8	162.3
Average	110.0	109.1	102.9	96.1	103.8

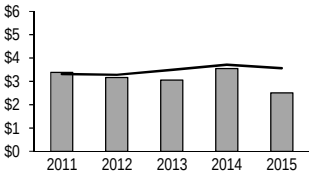
Miles of Main Line Pipe per Square Mile of Service Area



	2011	2012	2013	2014	2015
Salisbury	8.6	9.4	8.9	8.9	8.9
Average	8.0	8.0	8.5	8.6	8.6

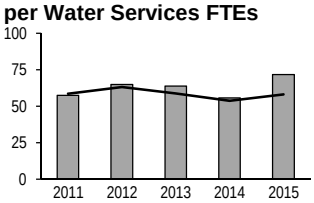
Efficiency Measures

Total Cost per Thousand Gallons of Billed Water



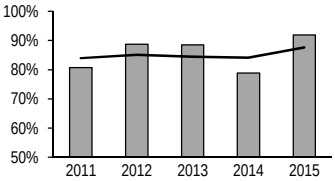
	2011	2012	2013	2014	2015
Salisbury	$3.39	$3.17	$3.05	$3.55	$2.51
Average	$3.31	$3.28	$3.49	$3.71	$3.56

Million Gallons of Billed Water per Water Services FTEs



	2011	2012	2013	2014	2015
Salisbury	57.6	64.9	63.9	55.8	71.7
Average	58.6	63.2	58.8	53.7	58.2

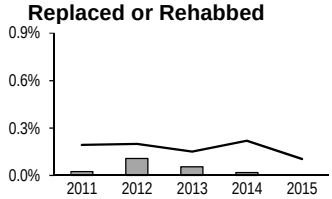
Billed Water as a Percentage of Finished Water



	2011	2012	2013	2014	2015
Salisbury	81%	89%	89%	79%	92%
Average	84%	85%	84%	84%	88%

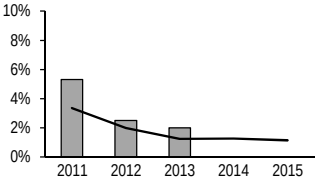
Effectiveness Measures

Percentage of Existing Pipeline Replaced or Rehabbed



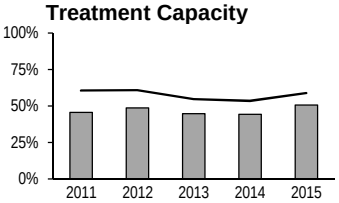
	2011	2012	2013	2014	2015
Salisbury	0.03%	0.11%	0.06%	0.02%	0.00%
Average	0.19%	0.20%	0.15%	0.22%	0.10%

Percentage of Water Bills Not Collected



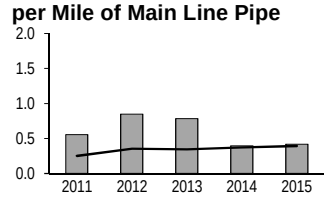
	2011	2012	2013	2014	2015
Salisbury	5.31%	2.50%	2.00%		
Average	3.34%	1.98%	1.23%	1.26%	1.14%

Peak Daily Demand as a Percentage of Treatment Capacity



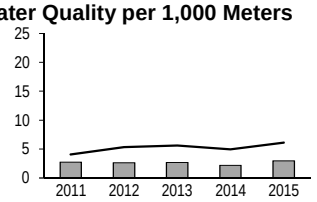
	2011	2012	2013	2014	2015
Salisbury	46%	49%	45%	44%	51%
Average	61%	61%	55%	54%	59%

Breaks and Leaks per Mile of Main Line Pipe



	2011	2012	2013	2014	2015
Salisbury	0.55	0.85	0.78	0.39	0.42
Average	0.25	0.35	0.35	0.37	0.39

Customer Complaints about Water Quality per 1,000 Meters



	2011	2012	2013	2014	2015
Salisbury	2.73	2.62	2.70	2.17	2.95
Average	4.06	5.32	5.62	4.96	6.11

Fiscal Year 2014–15

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 two regulatory violations during the year for issues related to treatment and five violations connected to collections related to sanitary system overflows.

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	52,250
Service Land Area (Square Miles)	45.4
Persons per Square Mile	1,151
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	15.0
Billing/Collection	5.5
Other	15.5
Number of Treatment Plants	2
Total Treatment Capacity	12.5 MGD
Average Daily Flow	6.3 MGD
River Basin into Which System Discharges	Yadkin
Miles of Gravity Main Line Pipe	398
Miles of Forced Main Line Pipe	30
Average Age of Main Line Pipe	43 years
Blocks in Sewer Mains	15
Number of System Breaks	0
Sanitary System Overflows	5
Number of Customer Accounts	16,068
Total Revenues Collected	$11,390,579

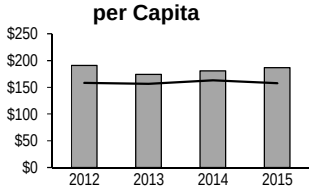
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	32.4%
Operating Costs	42.4%
Capital Costs	25.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$3,158,565
Operating Costs	$4,137,552
Capital Costs	$2,465,459
TOTAL	$9,761,576

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2012 through 2015

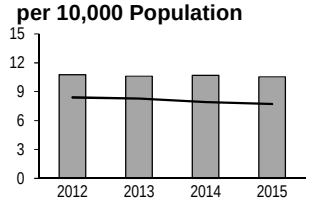
Resource Measures

Wastewater Services Cost per Capita



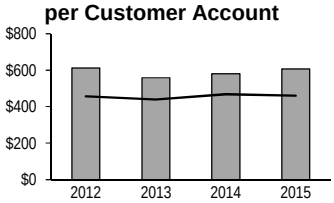
	2012	2013	2014	2015
Salisbury	$191	$175	$181	$187
Average	$158	$156	$163	$158

Waterwater Services FTEs per 10,000 Population



	2012	2013	2014	2015
Salisbury	10.8	10.6	10.7	10.5
Average	8.4	8.3	7.9	7.7

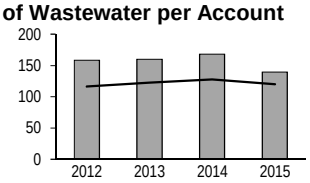
Waterwaste Services Cost per Customer Account



	2012	2013	2014	2015
Salisbury	$613	$559	$582	$608
Average	$457	$440	$468	$460

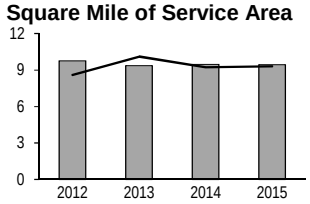
Workload Measures

Thousands of Gallons of Wastewater per Account



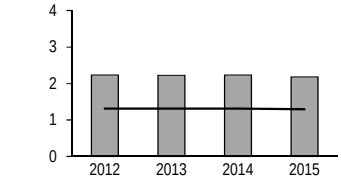
	2012	2013	2014	2015
Salisbury	158.5	160.0	168.0	139.5
Average	116.4	122.4	127.7	120.1

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



	2012	2013	2014	2015
Salisbury	9.8	9.4	9.5	9.4
Average	8.6	10.1	9.2	9.3

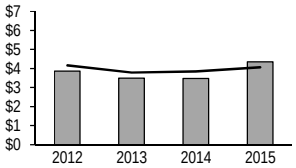
Number of Lift Stations per 1,000 Accounts



	2012	2013	2014	2015
Salisbury	2.23	2.22	2.24	2.18
Average	1.31	1.31	1.31	1.29

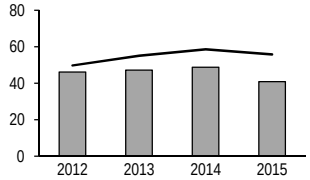
Efficiency Measures

Total Cost per 1,000 Gallons of Treated Wastewater



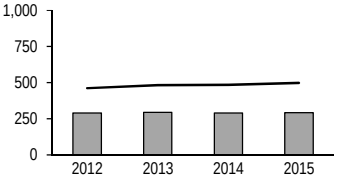
	2012	2013	2014	2015
Salisbury	$3.86	$3.49	$3.47	$4.35
Average	$4.16	$3.79	$3.85	$4.06

Million Gallons of Wastewater per Wastewater Services FTE



	2012	2013	2014	2015
Salisbury	46.0	47.1	48.7	40.8
Average	49.8	55.0	58.6	55.7

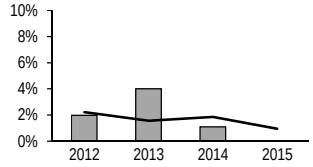
Customer Accounts per Wastewater Services FTE



	2012	2013	2014	2015
Salisbury	290	295	290	292
Average	462	481	485	498

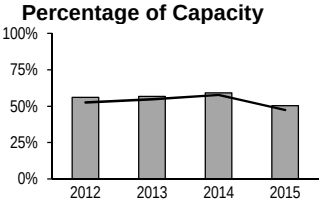
Effectiveness Measures

Percentage of Wastewater Bills Not Collected



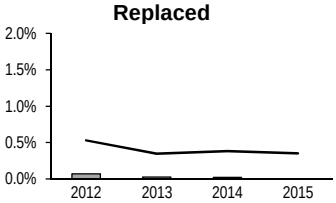
	2012	2013	2014	2015
Salisbury	1.97%	4.00%	1.09%	
Average	2.22%	1.56%	1.86%	0.95%

Average Daily Treatment as a Percentage of Capacity



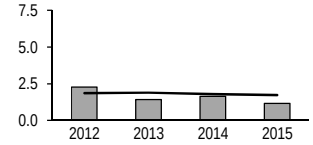
	2012	2013	2014	2015
Salisbury	56.0%	56.8%	59.2%	50.4%
Average	52.5%	54.6%	57.8%	47.4%

Percent of Main Line Rehabbed or Replaced



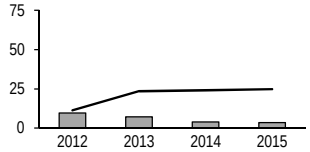
	2012	2013	2014	2015
Salisbury	0.07%	0.03%	0.02%	0.01%
Average	0.53%	0.35%	0.38%	0.35%

Overflows per 100 Miles of Main Line Pipe



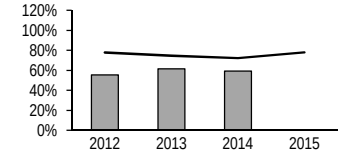
	2012	2013	2014	2015
Salisbury	2.27	1.41	1.63	1.17
Average	1.85	1.89	1.79	1.72

Backups per 100 Miles of Main Line Pipe



	2012	2013	2014	2015
Salisbury	9.75	7.31	3.97	3.50
Average	11.36	23.47	24.22	24.78

Billed Wastewater as a Percent of Treated Effluent



	2012	2013	2014	2015
Salisbury	55%	62%	59%	
Average	78%	75%	72%	78%

Fiscal Year 2014–15

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-Holmes 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 40 years or older and somewhat dated. There is a YMCA in the city for paying members. The city programs primarily serve those who cannot afford the YMCA programs.

Municipal Profile

Population (OSBM 2014)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

Service Profile

Parks and Recreation Staff	
Administrative Position FTEs	1.0
Maintenance Staff FTEs	13.0
Program and Facility FTEs	12.0
Other Staff FTEs	0.0
TOTAL	26.0
Number of Parks and Sites	28
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	14
Parks and Recreation Revenues	
User Fees	$132,068
Grants	$164
Sponsorships	$0
Donations	$10,853

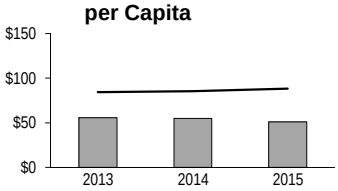
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	58.4%
Operating Costs	36.1%
Capital Costs	5.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$1,014,088
Operating Costs	$625,994
Capital Costs	$96,224
TOTAL	$1,736,306

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2013 through 2015

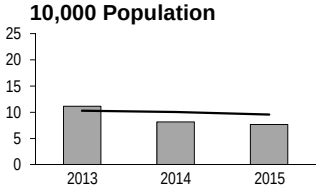
Resource Measures

Core Parks and Recreation Services per Capita



	2013	2014	2015
Salisbury	$56	$55	$51
Average	$85	$85	$88

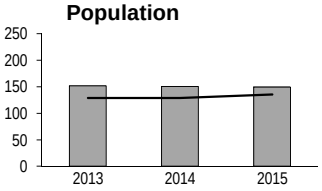
Core Parks and Recreation Staff per 10,000 Population



	2013	2014	2015
Salisbury	11.1	8.2	7.7
Average	10.3	10.1	9.6

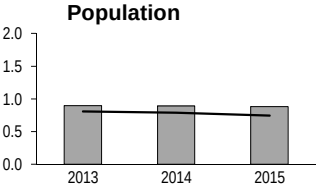
Facilities Measures

Land Acres of Parks per 10,000 Population



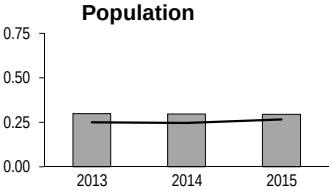
	2013	2014	2015
Salisbury	151.90	150.63	149.61
Average	128.84	128.67	135.34

Recreation Centers per 10,000 Population



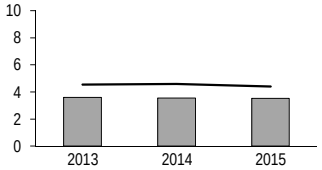
	2013	2014	2015
Salisbury	0.90	0.89	0.88
Average	0.81	0.79	0.75

Swimming Pools per 10,000 Population



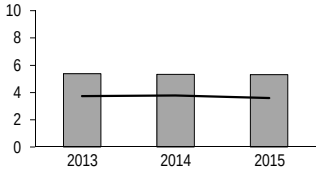
	2013	2014	2015
Salisbury	0.30	0.30	0.29
Average	0.25	0.25	0.27

Athletic Fields per 10,000 Population



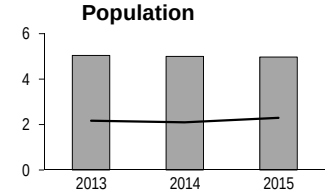
	2013	2014	2015
Salisbury	3.59	3.56	3.53
Average	4.55	4.59	4.41

Playgrounds per 10,000 Population



	2013	2014	2015
Salisbury	5.38	5.34	5.30
Average	3.74	3.79	3.58

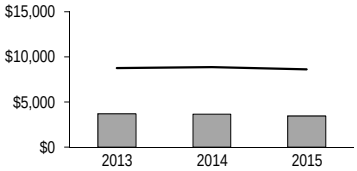
Miles of Land Trails per 10,000 Population



	2013	2014	2015
Salisbury	5.05	5.01	4.98
Average	2.18	2.10	2.30

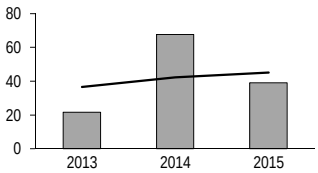
Efficiency Measures

Total Core Parks and Recreation Costs per Acre



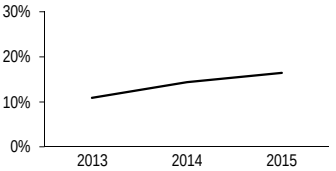
	2013	2014	2015
Salisbury	$3,662	$3,646	$3,418
Average	$8,763	$8,871	$8,609

Acres of Park Maintained per Maintenance FTE



	2013	2014	2015
Salisbury	21.6	67.7	39.1
Average	36.6	42.2	45.1

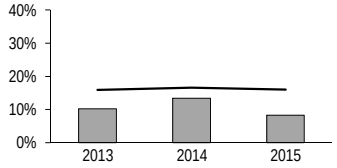
Volunteer Hours in FTEs as a Percent of Paid Staff FTEs



	2013	2014	2015
Salisbury			
Average	10.9%	14.3%	16.5%

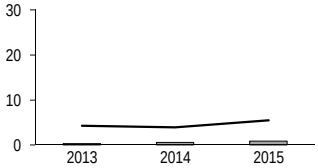
Effectiveness Measures

Revenue Gained as a Percent of Total Core Costs



	2013	2014	2015
Salisbury	10.3%	13.4%	8.2%
Average	15.9%	16.6%	16.0%

Acts of Vandalism at Parks Facilities per 10,000 Population



	2013	2014	2015
Salisbury	0.30	0.59	0.88
Average	4.30	3.96	5.50

Budget Ordinance

"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR BEGINNING JULY 1, 2016, AND ENDING JUNE 30, 2017.

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, 2016, and ending June 30, 2017, 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	$ 425,792
Management and Administration	992,711
Communications	378,054
Human Resources	1,293,305
Information Systems Operations	1,320,140
Financial Services	1,299,024
Business Services	517,657
Planning & Community Development	854,073
Infrastructure Services Systems	2,529,087
Development Services	1,093,517
Code Services	308,242
Facilities Maintenance	242,386
Central City Buildings	771,746
Plaza	181,311
Police Services	1,697,393
Police Administration	881,762
Police Operations	3,960,988
Police Special Operations	1,062,850
Fire Department	6,610,968
Telecommunications	738,817
Traffic Operations	194,274
Street Lighting	597,220
Transportation	465,322
Engineering	3,388,489
Public Services - Administration	267,352
Streets	2,216,135
Solid Waste Management	341,819
Waste Management - Other	1,383,828
Parks and Recreation	2,782,734
Fleet Management	905,201
Education	38,107
Debt Service	1,101,878
TOTAL GENERAL FUND	$ 40,842,182

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

Utilities Mgt. and Administration	$ 5,595,012
Plant Operations-Water Treatment	2,408,953
Systems Maintenance	4,283,218
Environmental Services	634,262
Plant Operations-Wastewater Treatment	4,565,907
Meter Services	746,342
Water and Sewer Debt Service	4,895,340
TOTAL WATER AND SEWER FUND	$ 23,129,034

(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

$ 1,605,848

(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

$ 3,848,610

(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

$ 506,100

(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

$ 9,305,888

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

$ 274,235

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

$ 1,380,498

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

$ 104,490

(10) That for the 2016-17 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

$ 297,910

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

$ 95,488

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, 2016 and ending June 30, 2017:

General Fund:	
Taxes	$ 19,167,178
Unrestricted governmental	9,823,000
Restricted governmental	3,215,897
Charges for services	7,178,786
Miscellaneous	277,321
Other financing sources	1,180,000
Total revenues and other financing sources	$ 40,842,182
Water and Sewer Fund:	
Operating revenues	$ 22,147,034
Nonoperating revenues	982,000
Total revenues	$ 23,129,034
Transit Fund:	
Charges for services	$ 81,140
Intergovernmental revenues	927,198
Other financing sources	591,010
Total revenues and other financing sources	$ 1,605,848
General Fund Capital Reserve Fund:	
Transfer from General Fund	$ 1,661,396
Miscellaneous	57,202
Other financing sources	2,130,012
Total revenues and other financing sources	$ 3,848,610
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	$ 504,100
Miscellaneous	2,000
Total revenues and other financing sources	$ 506,100
Fibrant Communications Fund:	
Operating revenues	$ 6,877,703
Nonoperating revenues	2,428,185
Total revenues	$ 9,305,888
Fibrant Communications Capital Reserve Fund:	
Total revenues and other financing sources	$ 274,235
Stormwater Fund:	
Total revenues	$ 1,380,498
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	$ 104,490
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	$ 272,910
Miscellaneous	25,000
Total revenue	$ 297,910
Rental Rehab:	
Total revenue	$ 95,488

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, 2016 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)
-- $ .672

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 $2,816,561,266 for General Fund purposes.

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

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

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

Section 5. The Director of Broadband Services is authorized to establish rates for business services, residential services, and equipment 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 Broadband Services.

Section 7. Retransmission Fee identified in Appendix F in Article XII will be revised by the Director of Broadband 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, 2016 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:

	Fee
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 Trailor	$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
Code Enforcement	
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

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

	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: *Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.*	$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	
Traffic Count	$15 per counter per day
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	$50/hour
Repair of traffic control devices-use of service truck or small equipment	$9/hour
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
Fred M. Evans Pool @ Lincoln Park (two hour minimum)	
Two lifeguards	$50 per hour + $50 deposit
Four lifeguards	$75 per hour + $50 deposit
Miller Center *	
Computer Lab	$30 per hour + $75 deposit
Multi-purpose room	$75 per hour + $75 deposit
Meeting room	$40 per hour + $75 deposit
Any room with kitchen	$10/ hr. Additional
Note: *Three (3) hour minimum for rentals during non-operational hours	
Shelters & Gazebo Rentals:	
Cannon Park Gazebo Rental (Electricity Included) (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	$40
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	
Fee	$20/ hr.
Additional per hour charge for lights	$25
Field Prep Fee	$60
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	$150
1 day / 2 fields	$300
2 day / 2 fields	$600
Non-refundable deposit of 50% of day rate or $150	
Rate includes field preparation and lighting	

	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	$60
Soccer	
Flat Fee	$25/hr.
Field Prep Fee	$60
Tournament Fees (prep $45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	$125
1 day tournament/1 field	$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	$25/hr.
Tournament Fees (prep $45)	
Cross Country Prep Fee	$150
Tennis	
Reservation Fee	$5
Special Event Permits	
1 Day	$50
Special Event Permits	
Gate Permit	$50/day
Concession Permit	$50/day
Vending Permit	$50/day
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

	Fee
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 availabiltiy is subject to Park Ave. activities.	
Non-profit organizations	$30 per hour + $50 deposit
For profit organizations	$40 per hour + $50 deposit
Note: *Two (2) hour minimum for rentals	
West End Community Center	
Conference Room	$50/hr
UTILITY ENGINEERING	
Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	$100/hr
Civil Engineer	$75/hr
Engineering Technician	$50/hr
Construction Inspector	$50/hr
Survey Field Crew (2 person)	$75/hr
Clerical	$25/hr
Set of Bid Documents, each	$50
Utility Location Maps	
Paper Document	$15
Digital Format	
CD Disk, each	$20
DVD Disk, each	$20
Engineering Plan Review Fee (Water Only)	$200
Engineering Plan Review Fee (Sewer Only)	$200
Field Inspection of Water Lines	$1 per ft
Field Inspection of Sewer Lines	$1 per ft
Xerox/blue prints:	
On paper up to 4 ft in length	$5
On mylar up to 4 ft in length	$20
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 $1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing
TELECOMMUNICATIONS	
Dispatch service:	
Cost per unit	$10
Surcharge per radio for companies with less than 25 radios	$4
Secure Conversation	$5
Interconnect Service - Telephone	$24
Interconnect Service - Telephone/Hark Number	$25
One-time hook-up (per radio)	$25
Pager System Usage Fee:	
Numeric or Alphanumeric	$15
One time hookup charge	$10
If agency uses a PC to page with	$7
Radio Programming:	
Programming charge	$35
ID Change Only	$20
Partial Map Build	$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

	Fee
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

Video Services Residential – stand alone	*Per Month*
Basic	$40.82
Bronze	$78.82
Silver	$103.82
Gold	$108.82
Platinum	$171.82

Video Service Residential – with internet or telephone	*Per Month*
Basic	$30.82
Bronze	$68.82
Silver	$93.82
Gold	$98.82
Platinum	$161.82

Video Services – Retransmission Fee Required for all Video Services	*Per Month*
Retransmission Fee	$7.18

Telephone Services Residential	*Per Month*
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

Internet Services Residential	*Per Month*
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

Premium Channel Options	*Per Month*
HBO	$18
Cinemax	$17
Starz Plus Encore	$17
Showtime Plus TMC	$17
Latino Tier	$13

Fibrant – Equipment Rental	*Per Month*
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

Fibrant – One-time Charges	*Non-reoccurring*
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.

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

(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	$12
Commercial Tier 2: 6 – 25 ERU	$30
Commercial Tier 3: 26 – 50 ERU	$90
Commercial Tier 4: 51 – 100 ERU	$180
Commercial Tier 5: 101+ ERU	$360

(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" =	$4.09
	1” =	$6.04
	1-1/2" =	$9.29
	2" =	$13.19
	3" =	$25.54
	4" =	$43.74
	6" =	$93.79
	8" =	$158.79
	10" =	$249.79
	12" =	$327.79
	16" =	$652.79

Volume charge per 100 cubic feet:	
Raw water	$0.73
Finished, potable water	$3.69
Southern Power	$1.88
China Grove	$4.35

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" =	$4.49
	1” =	$6.74
	1-1/2" =	$10.49
	2" =	$14.99
	3" =	$29.24
	4" =	$50.24
	6" =	$107.99
	8" =	$182.99
	10" =	$287.99
	12" =	$377.99
	16" =	$752.99
Volume charge per 100 cubic feet		$4.99
China Grove volume charge per 100 cubic feet		$5.89
(2) Flat rate sewer charge		$45.65

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.

AMI: Acronym for Automated Meter Reading/Infrastructure. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the "read".

APPROPRIATION (BUDGETING): An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

ASE: Acronym for Automotive Service Excellence.

ASSESSED VALUATION: A value established for real property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

BMP: Acronym for Best Management Practices.

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

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

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

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

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

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

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

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

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

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

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

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

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

CCF: Acronym for 100 Cubic Feet of water.

CD: Acronym for Construction Documents.

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

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

CMW: Acronym for Certificate of Minor Works.

COA: Acronym for Certificate of Appropriateness.

COD: Acronym for Chemical Oxygen Demand.

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

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

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

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

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

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

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.

FTTH: Acronym for Fiber to the Home. The delivery of a communications signal over optical fiber from the operator's switching equipment to a home or business.

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

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

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

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

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

GCWWTP: Acronym for Grant Creek Wastewater Treatment Plant.

GDP: Acronym for Group Development Plans.

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

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

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

GFOA: Acronym for Government Finance Officers Association.

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

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

GPON: Acronym for Gigabit Passive Optical Networking.

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

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

HRC: Acronym for Human Relations Council.

I&I: Acronym for Inflow and Infiltration.

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

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

INTERFUND TRANSFERS: Amounts transferred from one fund to another.

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

LCP: Acronym for Local Convergence Point.

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

MGD: Acronym for Millions of Gallons per Day.

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

MPO: Metropolitan Planning Organization is the officially designated body responsible for administrating the transportation planning process required under Federal Law.

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

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

NCDOT: Acronym for North Carolina Department of Transportation.

NCDOL: Acronym for North Carolina Department of Labor.

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

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

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

NOC: Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

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

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

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

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

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

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

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

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

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

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

POWELL BILL FUND: Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

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

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

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

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

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

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

RESOURCES: Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

REVENUE: Income received from various sources used to finance government services; for example, sales tax revenue.

REVENUE BONDS: Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

ROW: Acronym for Right of Way.

SCADA: Acronym for Supervisory Control and Data Acquisition.

SERVICE LEVEL: Measurement of services provided by the City to the public.

SNAG: Acronym for Salisbury Neighborhood Action Group.

SPECIAL REVENUE FUND: This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – a Community Development Fund.

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.

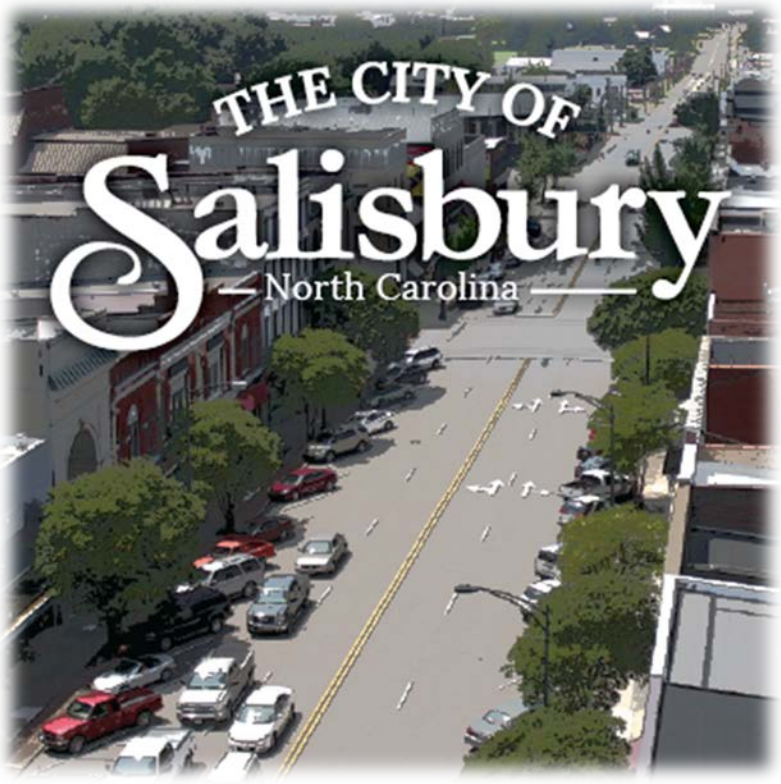
TKN: Acronym for Total Kjeldahl Nitrogen.

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.