City of Salisbury
NORTH CAROLINA

Recommended Budget
Fiscal Year Ending June 30, 2014

CITY OF SALISBURY
NORTH CAROLINA

2013-2014 BUDGET

For the Year Ending June 30, 2014

MAYOR, CITY COUNCIL, AND CITY OFFICIALS

MAYOR AND CITY COUNCIL

Paul B. Woodson - Mayor

Maggie Blackwell- Mayor Pro-tem

William R. Kennedy

Brian Miller

Karen K. Alexander

OFFICIALS

Douglas T. Paris, Jr.
City Manager

John A. Sofley, Jr.
Assistant City Manager

Budget Prepared By

Douglas T. Paris, Jr. - City Manager
John A. Sofley, Jr. – Assistant City Manager
Zack Kyle – Assistant City Manager
Teresa P. Harris – Financial Services Manager
S. Wade Furches - Finance Manager
Evans C. Ballard – Budget and Benchmarking Analyst
Melissa H. Drye - Finance Specialist
Mark D. Drye – Finance Management Analyst
Renee A. Pierson – Financial Services Management Analyst
Shannon Moore – Financial Services Management Analyst
City Management Team

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Salisbury

North Carolina

For the Fiscal Year Beginning

July 1, 2012

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2012 (Fiscal Year 2012-2013).

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

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

THE CITY OF SALISBURY'S
FY 2013-14 BUDGET
TABLE OF CONTENTS

PAGE

CITY MANAGER'S BUDGET TRANSMITTAL MESSAGE i

SECTION I - INTRODUCTORY SECTION
- FY 2013-14 General Fund - Revenue and Expenditure Graphs 1-1
- City Revenues and Expenditures Graphs 1-2
- Budget Summary 1-3
- Summary of Interfund Transfers 1-4
- Summary of Revenues and Expenditures 1-5
- Summary of Capital Expenditures 1-7
- Five Year General Fund Forecast 1-7
- Revenue Assumptions for FY 2013-14 1-10
- Trend Monitoring 1-12
- Other Revenue Trends 1-13

SECTION II - FINANCIAL MANAGEMENT AND BUDGET PROCESS
- Financial Management Program and Systems 2-1
- Financial Management Policies 2-4
- Budgets and Budgetary Accounting 2-6
- Goal Setting and Budgetary Process 2-7
- FY 2013-14 Budget Calendar 2-8

SECTION III - CITY OVERVIEW
- Facts and Information 3-1
- Miscellaneous Statistics and Tax Base and Tax Rates for the City 3-5
- Schedule of Principal Taxpayers and Demographic Statistics 3-5
- Demographic Statistics 3-6
- List of Principal Officials 3-6
- Organizational Chart 3-7
- Program Matrix of FY 2013-14 Budget 3-8
- Selected Telephone Numbers 3-8

SECTION IV - GENERAL FUND
- Statement of Revenues and Other Financing Sources 4-1
- Budget Summary 4-2
- City Council 4-7
- Management and Administration 4-10
- Public Information and Communication 4-13
- Human Resources 4-15
- Business and Financial Services - Summary 4-17
  - Administration 4-18
  - Purchasing 4-20
  - Business Services 4-21
  - Telecommunications 4-23
- Infrastructure Services - Summary 4-24
- System Operations 4-25
- Geographic Information Systems (GIS 4-27

TABLE OF CONTENTS **PAGE**

Facilities Management 4-28
Central City Buildings 4-30
Plaza 4-31
Community Planning Services - Summary 4-32
Planning and Community Development 4-33
Development Services 4-35
Code Services 4-37
Engineering 4-39
Street Lighting 4-39
Police Summary 4-41
Services 4-42
Administration 4-43
Field Operations 4-45
Fire 4-47
Public Services - Summary 4-49
Administration 4-50
Traffic Operations 4-51
Streets 4-52
Solid Waste Management 4-54
Solid Waste Management-Other 4-55
Fleet Management 4-56
Transportation, Education and Debt Service 4-57
Parks and Recreation 4-58

SECTION V - GENERAL FUND CAPITAL RESERVE FUND
Statement of Revenues and Other Financing Sources 5-1
Budget Request Summary/Capital Outlay 5-2

SECTION VI - WATER/SEWER FUND
Statement of Revenues and Other Financing Sources 6-1
Budget Summary 6-2
Utilities Administration 6-4
Plant Operations - Water Treatment 6-6
Systems Maintenance 6-7
Environmental Services 6-9
Plant Operations Wastewater Treatment 6-10
Meter Services 6-11
Plant Operations- Plants Maintenance 6-12
Debt Service 6-12

SECTION VII - WATER AND SEWER CAPITAL RESERVE FUND
Statement of Revenues and Other Financing Sources 7-1
Budget Request Summary/Capital Outlay 7-2

TABLE OF CONTENTS PAGE

SECTION VIII - TRANSIT FUND
Statement of Revenues and Other Financing Sources 8-1
Budget Summary....8-2
Public Services
Transit Administration 8-3
Transit Operations....8-5
Transit Capital Outlay....8-5

SECTION IX – FIBRANT COMMUNICATIONS FUND
Statement of Revenues and Other Financing Sources 9-1
Budget Summary....9-2
Fibrant Fund
Broadband Services....9-3
Programming....9-3
Broadband Systems....9-4
Service Delivery....9-4
Debt Service 9-5

SECTION X – STORMWATER UTILITY FUND
Statement of Revenues and Other Financing Sources 10-1
Budget Summary....10-2
Stormwater Utility
Administration 10-3
Engineering 10-3
Street Cleaning....10-4
Storm Drainage 10-4
Leaf Collection....10-4

SECTION XI – STORMWATER CAPITAL RESERVE FUND
Statement of Revenues and Other Financing Sources 11-1
Budget Request Summary/Capital Outlay 11-2

SECTION XII – SPECIAL REVENUE FUNDS
Statement of Revenues and Other Financing Sources 12-1
Special Revenue Funds....12-2

SECTION XIII - INTERNAL SERVICE FUNDS
Financial Plan 13-1

SECTION XIV - CAPITAL IMPROVEMENT PROGRAM
Description of Capital Improvement Program....14-1
General Fund Capital Improvement Program Schedule 14-2
Water and Sewer Capital Improvement Program Schedule....14-25

SECTION XV - DEBT MANAGEMENT PROGRAM
Outstanding Debt 15-1
Proposed Debt....15-5
Legal Debt Margin Graph 15-6
Legal Debt Margin Calculation....15-6
Direct and Overlapping Debt 15-7

TABLE OF CONTENTS

PAGE

SECTION XVI – PERFORMANCE MEASUREMENT

Performance Measurement Narrative 16-1
Residential Refuse Collection 16-2
Household Recycling 16-4
Yard Waste and Leaf Collection 16-6
Police Services 16-8
Emergency Communications 16-10
Asphalt Maintenance and Repair 16-12
Fire Services 16-14
Fleet Maintenance 16-16
Central Human Resources 16-18
Water Services 16-20
Wastewater Services 16-22

SECTION XVII - BUDGET ORDINANCE

Budget Ordinance of the City of Salisbury 17-1

SECTION XVIII - GLOSSARY

Glossary of Terms 18-1

May 29, 2013

Mayor Paul Woodson
Mayor Pro Tem Maggie Blackwell
Councilmember Pete Kennedy
Councilmember Brian Miller
Councilmember Karen Alexander

Dear Mayor and Councilmembers:

In accordance with §159-11 of the North Carolina General Statutes, the Proposed Budget for the City of Salisbury is hereby submitted for the fiscal year beginning July 1, 2013 and ending June 30, 2014.

Last year I spoke with you about the importance of financial health. Our citizens desire our city to be on sound financial footing. During the last two years, due to the City Council's strong leadership and our excellent city team - our ship is now away from the rocks.

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

During FY2012-2013 we continued turning the ship. Our Financial Services Team along with our outstanding team of department heads and division managers began a strong series of coordinated moves to trim our sails. We made investments in public safety, street paving, and street lighting. Our team produced a debt refinancing that saved SRU rate payers just under $1M. Our team produced a second debt refinancing that saved our citizens $2M on our broadband debt. Our team produced just under $1M in operational savings from operating our broadband utility more efficiently, and then they outlined a second $1M in operational savings as contracts come up for renewal. These are just a few of the outstanding results delivered by our City team - for our citizens.

Turning a ship is no easy task. It's visible. It's public. It must be done on deck, not below deck in private. It takes political backbone - strong leadership from you - our elected body. It takes

managerial talent - department heads and division managers who step up, who exercise good judgment, who are collaborative, and who believe in creating value for our citizens through operating more efficiently. It has been difficult. It has required tough decisions. It has been worthwhile.

The FY13-14 Budget is the culmination of your direction for our community and the City team's hard work. Our ship is turned. Now it is time to trim our sails, and take advantage of the prevailing winds.

INVESTMENTS IN PUBLIC SAFETY:

A safe community is a strong community. This year's budget includes strong investments in our community's public safety.

FIRE

In 2011 our community accepted a Federal grant to fund six additional firefighter positions. This increased the number of front-line firefighters available to our community. The Federal grant funding was for a three year period. This year we must pick up the costs of the six firefighters with local funding. This budget does just that.

In addition this budget includes the creation of a Fire Company Officers Academy to increase professional development within the Salisbury Fire Department. Further, this budget includes a new Fire Department alignment that will enhance existing supervisory systems and improve accountability. This new alignment will include three new ranks: District Captain, Lieutenant, and Engineer III. The new alignment reduces the span of control of a single shift Battalion Chief and will empower Lieutenants, Captains, and District Captains to address command and control duties.

Further, this year's budget includes a $50,000 pilot program to incentivize private investment in sprinkler systems within our downtown and historic district. This concept was the result of discussion between our fire safety professionals, utility professionals, and private building owners after the loss of Grimes Mill.

POLICE

For the last two years we have heard from the community about the excellent results produced by our Police Interdiction Team. This proactive approach to fighting crime has produced solid results. This year's budget includes the creation of a second Police Interdiction Team through reallocation of resources from the administration division and services division to the operations division. The first Police Interdiction Team was implemented in March, 2011 as part of Chief Collin's reorganization plan. This is a worthwhile investment in crime fighting.

Further, a second innovative creation is planned for the upcoming fiscal year which is new part-time civilian positions named "Police Expeditors." The positions will be charged with handling the bulk of paperwork generated by patrol officers, thereby allowing them to spend more time in their patrol zones. More details will be forthcoming over the next several months.

DISTRICT ATTORNEY

This year the State of North Carolina is cutting funding for the Victim/Witness Legal Assistant within our District Attorney's Office. This position is a critical part of the office's prosecutorial team that focuses on cases involving adult and adolescent female victims of domestic abuse, sexual assault, teen dating violence, and stalking. Elimination of this position will result in victims of domestic violence, sexual assault, and teen dating violence not receiving individual attention and resources. Evidence may be lost due to the inability to contact victims, witnesses, and law enforcement officers at an early stage of the criminal process. It would also result in more court time for our police officers – taking them away from patrolling our community.

This year's budget includes picking up the costs of this position within the District Attorney's Office. This is a worthwhile investment in our prosecutorial system.

COMMUNITY DEVELOPMENT:

A growing community is a vibrant community. This year's budget includes strong investments in community development.

Last year in order to balance the budget the City Council cut several planning grant programs including our Innes Street Grant Program and the Downtown MSD Grant Program. This budget reinstates both of those programs. In addition Downtown Salisbury Inc. has requested funds to complete a targeted Master Plan for the South Main Corridor, which is currently a hot spot for development with the construction of Integro's Headquarters and the RSSS Central Office.

During the year there has been discussion about who should administer the downtown grants and lead the Master Plan for the South Main Corridor – the City of Salisbury or Downtown Salisbury Inc. Funding for these programs and the South Main initiative have been placed in the City Council's Special Projects Line Item. My recommendation would be that funding is parked in this line item until such time as there is consensus on how to move forward in a collaborative fashion that benefits our downtown. My recommended mechanism for reaching consensus would be a council committee that includes the council liaisons to the groups interested in this funding.

In addition, strong neighborhoods are the building blocks of strong communities. As a city organization we must take every step to encourage and support neighborhood and civic building. As a part of this we will no longer charge neighborhood groups to use city-owned neighborhood facilities for neighborhood building events.

CITIZEN IMPACT:

This budget requires no tax increase and no fee increase. This is a result of our City team's managerial talent – our collaborative department heads and division managers - who believe in creating value for our citizens through operating our city more efficiently.

EMPLOYEES:

The last several years there has been few salary increase for city employees. During the economic downturn when many of our citizens were losing their jobs or experiencing cuts in salary, the City Council felt that it would be inappropriate to give city employees an increase.

Last year, the budget included the first proposed salary adjustment in many years, a flat $1,000 salary increase, added to the base salary, for each city employee who has exceeded satisfactory performance during their last performance review.

This year the budget includes a proposed 2.25% salary increase, added to the base salary, for each city employee who has exceeded satisfactory performance during the last performance review.

BROADBAND FUND:

The City of Salisbury continues to operate a broadband utility in extremely challenging market conditions. Over the last year our team has worked to both grow the business and reduce costs. We hired a new General Manager, with private sector experience, who previously managed a 9,000 subscriber system in Georgia. He has worked effectively and collaboratively with our new Financial Services Team. The results have been stellar - $3M in operational savings.

This utility was conceived and implemented during a seismic economic shift in the national and world economy. Business plans that were conceived prior to this shift are no longer relevant for both private sector companies and government. As an example, a bank operating off a plan conceived in 2007-2008 with no adjustment would be a non-performing bank. Just like everyone else, we had to adjust and develop a new strategy to make this operation sustainable.

This was finding our sweet spot – growing our customer base conservatively while lowering our costs through operating more efficiently. Through the hard work of our City team - there are no budgeted interfund loans to the broadband fund this coming fiscal year.

Let me be clear. It is not time to celebrate. We must continue our hard work in this area.

WATER & SEWER FUND:

Management within Salisbury-Rowan Utilities has worked just as hard as our General Fund department heads to operate more efficiently. This has resulted in lower rate impacts for our customers while providing for reinvestment in our system through system maintenance and capital projects.

Over the last 20 years the annual rate increase has averaged 7%. If we were to continue our historical rate increase of 7%, the average residential customer would see a $5.20 per month

increase. The average business customer would see a $21.08 per month increase. The average industrial customer would see a $61.45 per month increase.

For the second consecutive year the proposed water and sewer rate increase for FY2013-2014 will be 0%. This is the second time in 22 years there has been no water and sewer rate increase. Our SRU team deserves a big kudos for the excellent management of this utility.

IN CONCLUSION:

The last two years have been challenging for the City organization. With strong leadership by our City Council and collaborative management by our City team, I am excited to present to you a budget that makes strong investments in our community.

Our ship is turned. Now it is time to trim our sails, and take advantage of the prevailing winds.

Respectfully submitted,

Douglas T. Paris, Jr.
City Manager

City Council Objectives and Goals

FY 2013-2014

Revised at Goal Setting Retreat – February 15, 2013
Adopted by City Council –

City Council Objectives and Goals

FY 2013–2014

FY 13-14 Tactical Goal

FOCUS AREA — OBJECTIVE — GOAL

City Council Objectives and Goals
FY 2013–2014

FY 13-14 Tactical Goal

- Better Housing and Neighborhoods
- Financial Sustainability and Accountability
- Utilities and Community Infrastructure
- Organizational Development and Partnerships
- Economic Development
- Youth Involvement

City Council Objectives and Goals
FY 2013-2014

FY 13-14 Tactical Goal

Better Housing and Neighborhoods

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

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

Goal 2
Receive and evaluate recommendations from the Housing Advocacy Commission to address minimum housing and unsafe conditions and adopt a tenant-landlord handbook.

Goal 3
Address pedestrian access in neighborhoods.

Goal 4
Implement the Historic Preservation Master Plan.

Goal 5
Receive and evaluate recommendations from the Nuisance Animal Study Committee.

City Council Objectives and Goals
FY 2013–2014

FY 13-14 Tactical Goal

Utilities and Community Infrastructure

Objective 1
Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth and maintain public trust.

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

Objective 2
Provide quality Parks and Recreation and Cemetery Services.

- **Goal 1**
  Continue development of the Phase 1 Master Plan for Lincoln Park and support implementation of the Dixonville Cemetery Master Plan.

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

- **Goal 1**
  Renegotiate contracts and streamline operations in an effort to reduce operating costs.
- ★ **Goal 2**
  Improve system infrastructure and achieve 99.999% reliability.

City Council Objectives and Goals
FY 2013-2014

☆ FY 13-14 Tactical Goal

Economic Development

Objective 1
Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

Goal 1
Focus joint efforts to recruit new retail for our citizens.

Goal 2
Work with Rowan County Inspections Department to develop an Express Review Process for Development.

☆ **Goal 3**
Develop a marketing plan for our community with partner agencies that leverages City assets.

☆ **Goal 4**
Implement a small business entrepreneur support program.

City Council Objectives and Goals
FY 2013-2014

FY 13-14 Tactical Goal

Economic Development

Objective 2
Improve and enhance Downtown Salisbury.

Goal 1
Re-focus support of public/ private grant programs for our downtown and neighborhoods.

Goal 2
Continue planning for East Square streetscape improvements.

Goal 3
Develop a small area plan for the South Main Street corridor.

City Council Objectives and Goals

FY 2013–2014

FY 13-14 Tactical Goal

Financial Accountability and Sustainability

Objective 1
Improve financial accountability and sustainability.

Goal 1
Develop annual fund balance goal as part of the budget process.

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

City Council Objectives and Goals
FY 2013–2014

FY 13-14 Tactical Goal

Organizational Development and Partnerships

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

- **Goal 1**
  Continue to implement our comprehensive customer service plan to better serve our citizens.

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

- **Goal 1**
  Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
- **Goal 2**
  Continue management and leadership training to further develop human capital.

City Council Objectives and Goals
FY 2013–2014

☆ FY 13-14 Tactical Goal

Organizational Development and Partnerships

Objective 3
Improve organizational transparency.

- **Goal 1**
  Continue to improve the City website, including integration of the City marketing plan.
- **Goal 2**
  Develop a Citizen Academy.

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

- **Goal 1**
  Meet with Rowan Salisbury Schools to determine needs in which the City can assist.
- ☆ **Goal 2**
  Partner with Rowan County on runway extensions and revised incentive agreements.
- ☆ **Goal 3**
  Work with Rowan County to develop a joint community asset inventory and vision statement.

City Council Objectives and Goals
FY 2013-2014

FY 13-14 Tactical Goal

Youth Involvement

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

Goal 1
Continue to support the Salisbury Youth Council.

Goal 2
Continue to recognize and support positive youth and community initiatives.

EXHIBIT 2
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY2013-14

	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
CITY COUNCIL				
Citizen Academy	$ 6,000	$ 6,000	$	$
Fetzer Group	60,000	60,000		
Funding for Victim/Witness Assistant	45,013	45,013		
Innes Street Incentive Grant Program	-	20,000		
Small Area Plan for South Main St Corridor	-	10,000		
MSD Façade Grant Program	-	22,000		
LDO Codification	10,000	-	.	
Total Special Projects	$ 121,013	$ 163,013	$ -	$ -
MANAGEMENT & ADMINISTRATION	.			
Executive Development	$ 10,000	$ 6,000	$	$
Total Special Projects	$ 10,000	$ 6,000	$ -	$ -
PUBLIC INFORMATION				
Branding for Fibrant and City of Salisbury	$ 100,000	$ -	$	$
Total Special Projects	$ 100,000	$ -	$ -	$ -
HUMAN RESOURCES				
Youth Council	$ 5,000	$ 5,000	$	$
Total Special Projects	$ 5,000	$ 5,000	$ -	$ -
FINANCIAL SERVICES				
Strategic Initiatives	$ 7,500	$ 4,500	$	$
Total Special Projects	$ 7,500	$ 4,500	$ -	$ -
INFRASTRUCTURE SERVICES				
Well Monitoring - 300 S. Main St	$ 52,000	$ 52,000	$	$ 52,000
Relamp Project - Energy	15,000	15,000		
Total Special Projects	$ 67,000	$ 67,000	$ -	$ 52,000
INFORMATION TECHNOLOGIES				
UPS at remote locations	$ 4,500	$ 4,500	$	$
Wireless Network	12,000	-		
Total Special Projects	$ 16,500	$ 4,500	$ -	$ -
TELECOMMUNICATIONS				
Upgrade Grounding Protection Annually	$ 25,000	$ -	$	$
Total Special Projects	$ 25,000	$ -	$ -	$ -
POLICE - SERVICES				
Rowan County Telecommunications Pymnt 1 of 10	$ 50,000	$ 50,000	$	$
Total Special Projects	$ 50,000	$ 50,000	$ -	$
POLICE - ADMINISTRATION				
FiveYear Strategic Plan	$ 12,000	$ 12,000	$	$
Police Athletic League Program	12,000	12,000		
OSSI IA Software	7,700	7,700		
	$ 31,700	$ 31,700	$ -	$ -

	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
POLICE - FIELD OPERATIONS				
Ballistic Vest Replacement (11 @ $800)	$ 8,800	$ 8,800	$	$
Replace Radar Unit	2,475	-		
	$ 11,275	$ 8,800	$ -	$ -
FIRE				
Replace Rescue Air Bags	$ 13,000	$ 13,000	$	$
Replace Obsolete Defibrillators	2,500	-		
Replace SCBA through FEMA Grant	572,085	572,085		514,885
Total Special Projects	$ 587,585	$ 585,085	$ -	$ 514,885
ENGINEERING				
Public Infrastructure Plan	$ 150,750	$ 150,750	$	$
CMAQ Sidewalks/Bike Lanes	479,000	479,000		350,400
Total Special Projects	$ 629,750	$ 629,750	$ -	$ 350,400
COMMUNITY PLANNING SERVICES				
Innes Street Incentive Grant Program	$ 20,000	$ -	$	$
History & Art Walk/Sculpture Show	10,000	10,000		3,500
Historic Preservation Grants	20,000	20,000		
CAC Block Work Program	11,000	11,000		6,000
CAC Sidewalk Amenities for Downtown	5,000	5,000		
Innes Street Corridor Project/Left Turns at the Square	350,000	-		
Small Area Planning	10,000	-		
Total Special Projects	$ 426,000	$ 46,000	$ -	$ 9,500
GIS				
Street Trees Data Model & Data Collection	$ 10,000	$ -	$	$ -
Enghouse- ArcGIS Integration	5,000	-		
Traffic Sign Data Model & Data Collection	5,000	-		
Total Special Projects	$ 20,000	$ -	$ -	$ -
DEVELOPMENT SERVICES				
Airport Development Zone	$ 68,000	$ 68,000	$	$
Henkle Incentive Grant	134,000	134,000		
Norandal Incentive Grant	29,732	29,732		
Tax Incentive Rebate - Food Lion	25,000	25,000		
Total Special Projects	$ 256,732	$ 256,732	$ -	$ -
PARKS AND RECREATION				
Programming Enhancements	$ -	$ 102,000	$	$
Spring Celebration/Summer Lecture	2,000	2,000		
Total Special Projects	$ 2,000	$ 104,000	$ -	$ -
PUBLIC SERVICES-ADMINISTRATION				
Security for Public Services Compound	$ 15,000	$ -	$	$
Total Special Projects	$ 15,000	$ -	$ -	$ -
PUBLIC SERVICES-WASTE MANAGEMENT				
Replace 7000 square rollout carts	$ 77,000	$ -	$	$
Replace 300 roll out carts	6,000	6,000		
Total Special Projects	$ 83,000	$ 6,000	$ -	$ -
PUBLIC SERVICES-FLEET				
Groundwater Well Monitoring	$ 10,000	$ 10,000	$	$
Total Special Projects	$ 10,000	$ 10,000	$	$ -

	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
PUBLIC SERVICES-STREET LIGHTING				
Increased Maintenance of City-owned Lights	$ 1,000	$ -	$	$
LED Pilot Project in the 200 block of West Liberty Street	2,340	2,340		
Street Light Improvements	23,088	23,088		
Total Special Projects	$ 26,428	$ 25,428	$ -	$ -
GRAND TOTAL-SPECIAL PROJECTS	**$ 2,501,483**	**$ 2,003,508**	**$ -**	**$ 926,785**
TOTAL OFFSETTING REVENUE	***$ 1,216,785***	***$ 926,785***	***$***	
TOTAL CITY SHARE	**$ 1,284,698**	**$ 1,076,723**	**$ -**	

WATER & SEWER FUND			
ADMINISTRATION			
Incentive Fund for public/Private Fire Lines	$ 50,000	$ 50,000	$
GRAND TOTAL-SPECIAL PROJECTS	**$ 50,000**	**$ 50,000**	**$ -**
TRANSIT FUND			
OPERATIONS			
Rowan Express	$ 7,500	$ 7,500	$ -
GRAND TOTAL-SPECIAL PROJECTS	**$ 7,500**	**$ 7,500**	**$ -**
STORMWATER FUND			
NPDES Compliance	$ 15,000	$ 15,000	$
Drainage Grants	25,000	25,000	
Stormwater Data Model & Collection	20,000	-	
GRAND TOTAL-SPECIAL PROJECTS	**$ 60,000**	**$ 40,000**	**$ -**

EXHIBIT 3

SPECIAL COMMUNITY EFFORTS GROUPS APPROPRIATIONS FOR FY2013-14

	FY2012-13 ADOPTED	REQUESTED BY ORGANIZATION	MANAGER RECOMMENDS	ADOPTED
Human Relations Council	$ 3,150	$ 3,150	$ 3,150	$ -
Salisbury-Rowan EDC	67,856	73,164	73,164	-
Downtown Salisbury, Inc.	98,500	165,000	104,000	-
Rowan Museum	5,400	10,000	5,400	-
Rowan Arts Council	40,500	40,500	40,500	-
Rufty Holmes Senior Center	58,000	58,000	58,000	-
Horizons Unlimited	38,107	38,107	38,107	-
Prevent Child Abuse Rowan	-	5,000	-	
City Council Discretionary Fund	13,500	13,500	8,000	-
NC Transportation Museum	4,500	10,000	4,500	-
Gang Prevention Initiative	4,500	4,500	4,500	-
	$ 334,013	$ 420,921	$ 339,321	$ -

Exhibit 4

City of Salisbury
Holiday Schedule
FY 2013-2014

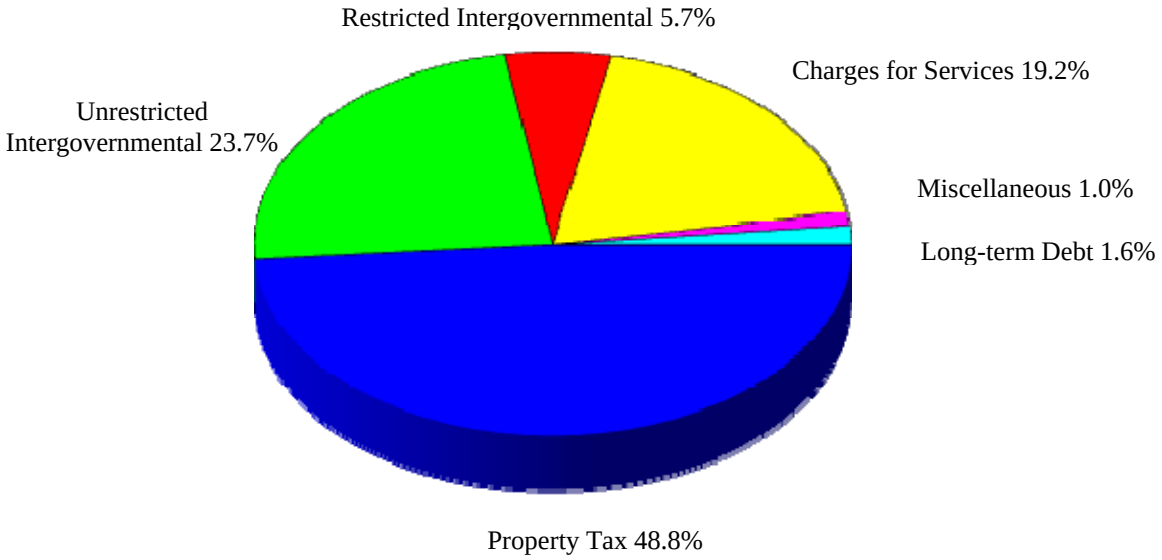
• Independence Day	Thursday, July 4, 2013
• Labor Day	Monday, September 2, 2013
• Thanksgiving	Thursday, November 28, 2013 Friday, November 29, 2013
• Christmas	Tuesday, December 24,2013 Wednesday, December 25, 2013 Thursday, December 26, 2013
• New Year's Day	Wednesday, January 1, 2014
• Martin Luther King, Jr. Day	Monday, January 20,2014
• Good Friday	Friday, April 18,2014
• Memorial Day	Monday, May 26,2014

CITY OF SALISBURY N.C.

EST. - 1753

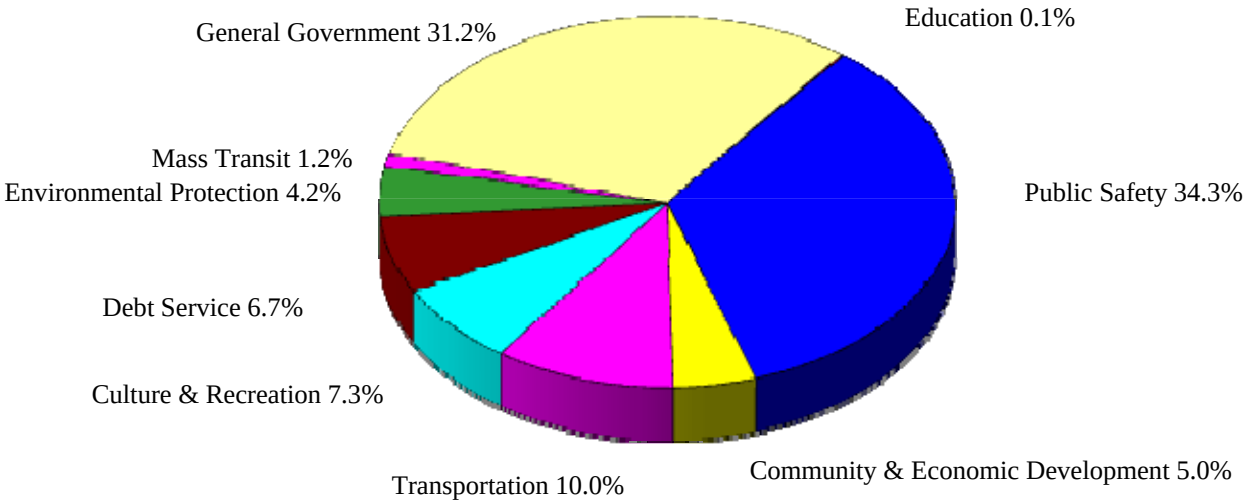
FY 2013-14 GENERAL FUND

Revenues - $36,283,569



Where the Money Comes From

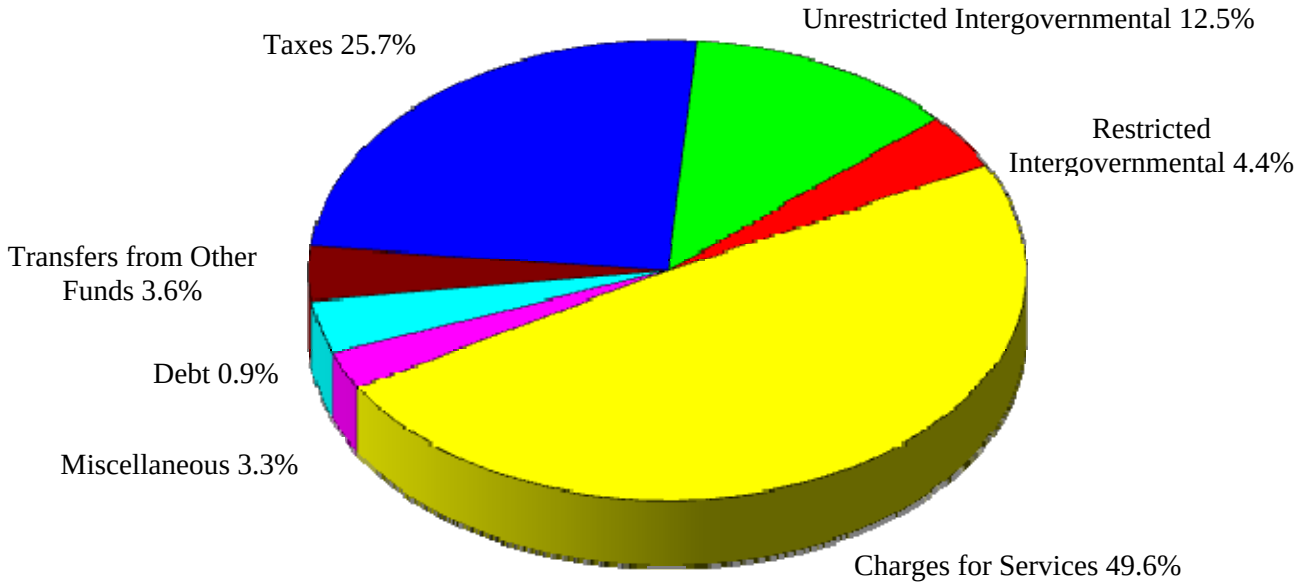
Expenditures - $36,283,569



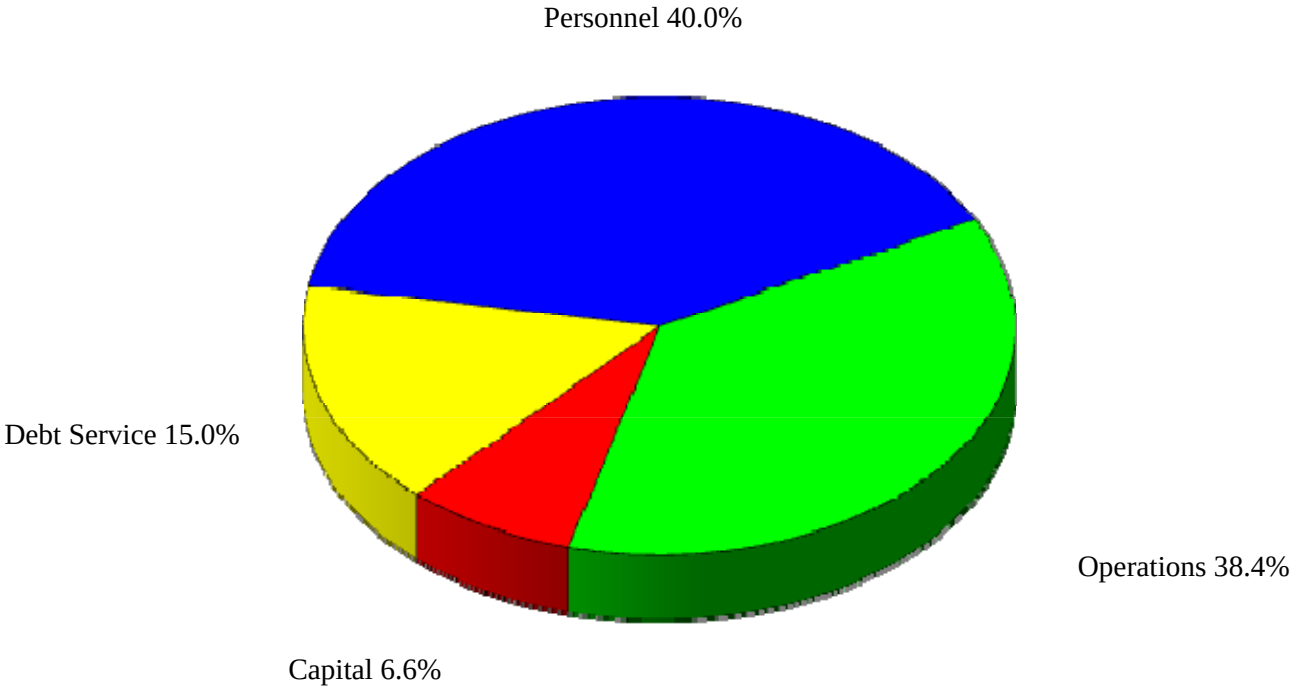
Where the Money Goes To

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

CITY REVENUES BY TYPE (All Funds)



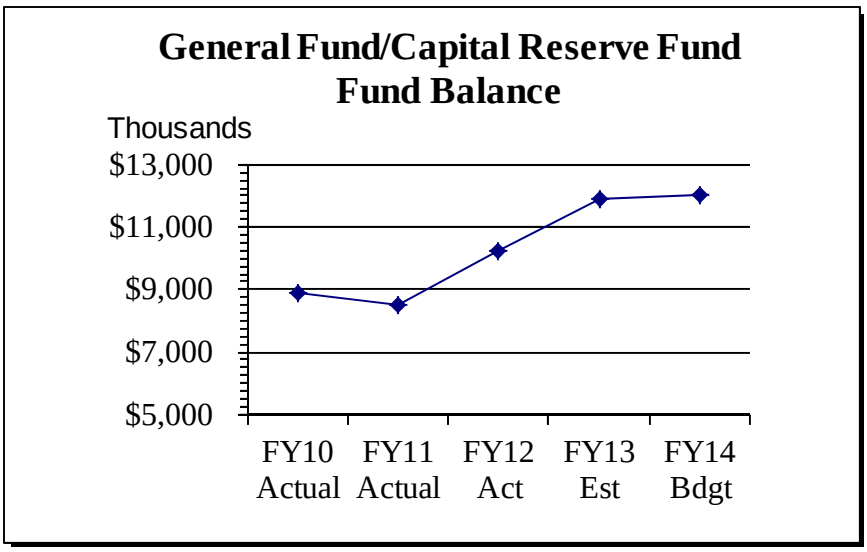
CITY EXPENDITURES BY CATEGORY (All Funds)



CITY OF SALISBURY, NORTH CAROLINA
BUDGET SUMMARY
For the Year Ending June 30, 2014

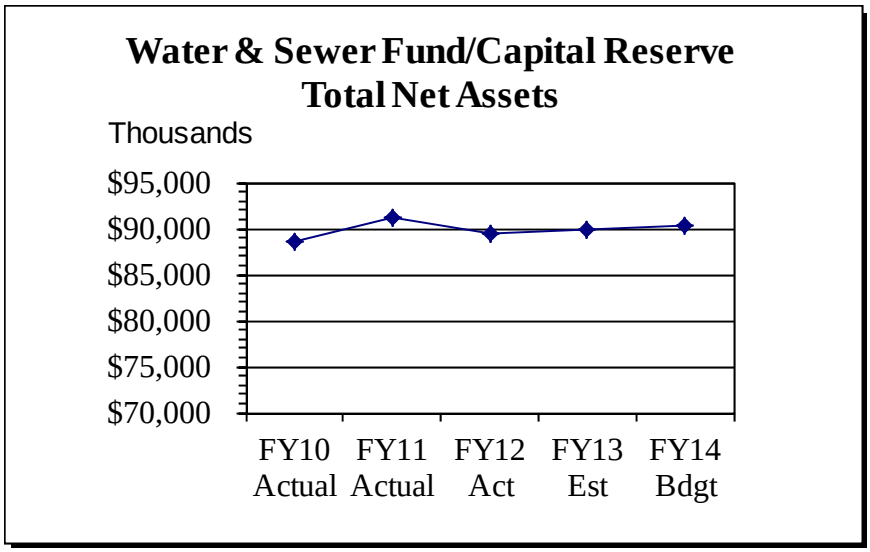
	General/Special Revenue Funds			Enterprise Funds						
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Stormwater	Stormwater Capital Reserve	Total
Estimated Fund Balance/ Net Assets 6/30/13	$ 8,120,000	$ 3,800,000	$ 2,000	$89,000,000	$ 800,000	$ 700,000	$ (11,100,000)	$ 25,000	$ -	$91,347,000
Budgeted Revenues & Other Financing Sources:										
Taxes	$17,689,443	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$17,689,443
Unrestricted Intergovernmental	8,601,838	-	-	-	-	-	-	-	-	8,601,838
Restricted Intergovernmental	2,081,353	-	329,215	-	-	632,179	-	-	-	3,042,747
Charges for services	6,948,428	-	-	21,382,941	-	118,104	4,496,968	1,157,669	-	34,104,110
Miscellaneous	309,896	72,041	35,000	789,000	5,500	-	1,076,266	-	-	2,287,703
Long-term Debt Issued	580,570	-	-	-	-	-	-	-	-	580,570
Transfers From Other Funds	-	1,506,200	-	-	458,607	413,474	-	-	64,260	2,442,541
Total Available Resources	$36,211,528	$ 1,578,241	$364,215	$22,171,941	$ 464,107	$ 1,163,757	$ 5,573,234	$ 1,157,669	$ 64,260	$68,748,952
Expenditures:										
General Government	$10,894,084	$ 332,922	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$11,227,006
Public Safety	11,936,907	523,254	-	-	-	-	-	-	-	12,460,161
Transportation	3,372,720	257,600	-	-	-	-	-	-	-	3,630,320
Environmental Protection	1,535,550	-	-	-	-	-	-	1,093,409	-	2,628,959
Culture and Recreation	2,631,698	23,652	-	-	-	-	-	-	-	2,655,350
Community & Economic Development	1,795,315	14,711	318,302	-	-	-	-	-	-	2,128,328
Education	38,107	-	-	-	-	-	-	-	-	38,107
Water & Sewer	-	-	-	15,570,513	327,167	-	-	-	-	15,897,680
Mass Transit	-	-	-	-	-	1,163,757	-	-	-	1,163,757
Fiber Optic	-	-	-	-	-	-	3,326,640	-	-	3,326,640
Debt Service:										
Principal	1,888,996	291,118	32,000	4,596,870		-	420,000	-	-	7,228,984
Interest	198,477	35,272	13,913	1,545,951		-	1,826,594	-	-	3,620,207
Transfers To Other Funds	1,919,674	-	-	458,607	-	-	-	64,260	-	2,442,541
Total Expenditures	$36,211,528	$ 1,478,529	$364,215	$22,171,941	$ 327,167	$ 1,163,757	$ 5,573,234	$ 1,157,669	$ -	$68,448,040
Budgeted Increase (Decrease) in Fund Balance	$ -	$ 99,712	$ -	$ -	$ 136,940	$ -	$ -	$ -	$ 64,260	$ 300,912
Full Accrual Adjustments: [1]										
Budgeted Capital Outlay	-	-	-	274,131	327,167	143,802	1,686,476	15,000	2,850	2,449,426
Budgeted Debt Principal	-	-	-	4,596,870	-	-	-	-	-	4,596,870
Estimated Depreciation	-	-	-	(4,857,657)	-	(86,871)	(710,014)	-	-	(5,654,542)
Estimated Fund Balance/ Net Assets 6/30/14	$ 8,120,000	$ 3,899,712	$ 2,000	$89,013,344	$ 1,264,107	$ 756,931	$ (10,123,538)	$ 40,000	$ 67,110	$93,039,666

[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.



As of June 30, 2013, the City estimates a General Fund balance of $8,120,000. This is higher than stated in the City's Reserve Policy, as explained on page 2-4. In FY14, the fund balance is expected to increase slightly due to capital reserve purchases being less than funding transferred into the Capital Reserve Fund.

Through conservative fiscal management, the City has been able to maintain adequate total net assets in the Water & Sewer Fund for the past several years. A slight increase is anticipated for FY14 due to capital reserve purchases being less than funding transferred into the Capital Reserve Fund.



SUMMARY OF INTERFUND TRANSFERS
For the Year Ending June 30, 2014

		TO				
	FUND	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	TOTAL OUT
FROM	General	$ 1,506,200	$ -	$ 413,474	$ -	$ 1,919,674
	Water & Sewer	-	458,607	-	-	458,607
	Stormwater	-	-	-	64,260	64,260
	TOTAL IN	$ 1,506,200	$ 458,607	$ 413,474	$ 64,260	$ 2,442,541

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS
For FY2012 – FY2014

	FY2011-2012 ACTUAL	FY2012-13 ESTIMATE	FY2013-14 RECOMMENDED
REVENUES:			
GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND			
Taxes	$ 17,263,974	$ 17,647,895	$ 17,689,443
Unrestricted Intergovernmental	8,723,813	7,459,217	8,601,838
Restricted Intergovernmental	2,121,760	2,139,521	2,081,353
Charges for Services	6,124,990	7,095,006	6,948,428
Miscellaneous	574,082	431,464	381,937
Long-term Debt Issued	-	-	580,570
Transfers From Other Funds	1,752,016	1,709,358	1,506,200
Total Available Resources	$ 36,560,635	$ 36,482,461	$ 37,789,769
WATER & SEWER FUND/WATER & SEWER CAPITAL RESERVE FUND			
Charges for Services	$ 22,704,507	$ 21,871,107	$ 21,382,941
Miscellaneous	973,458	1,399,708	794,500
Transfers From Other Funds	499,253	493,250	458,607
Total Available Resources	$ 24,177,218	$ 23,764,065	$ 22,636,048
MASS TRANSIT FUND			
Restricted Intergovernmental	$ 618,817	$ 686,682	$ 632,179
Charges for Services	121,408	111,234	118,104
Transfers From Other Funds	416,785	413,474	413,474
Total Available Resources	$ 1,157,010	$ 1,211,390	$ 1,163,757
FIBRANT FUND			
Charges for Services	$ 2,621,168	$ 3,425,703	$ 4,567,332
Miscellaneous	337,219	819,347	1,005,902
Interfund Loan	3,398,870	2,610,000	-
Long-Term Debt Issued	-	16,928,000	-
Total Available Resources	$ 6,357,257	$ 23,783,050	$ 5,573,234
STORMWATER FUND & STORMWATER CAPITAL RESERVE FUND			
Charges for Services	$ -	$ 1,147,368	$ 1,157,669
Transfers From Other Funds	-	25,885	64,260
Total Available Resources	$ -	$ 1,173,253	$ 1,221,929
SPECIAL REVENUE FUNDS			
Restricted Intergovernmental	$ 453,014	$ 250,000	$ 329,215
Miscellaneous	139,498	135,000	35,000
Total Available Resources	$ 592,512	$ 385,000	$ 364,215
TOTAL BUDGETED REVENUES & OTHER FINANCING SOURCES:			
Taxes	$ 17,263,974	$ 17,647,895	$ 17,689,443
Unrestricted Intergovernmental	8,723,813	7,459,217	8,601,838
Restricted Intergovernmental	3,193,591	3,076,203	3,042,747
Charges for Services	31,572,073	33,650,418	34,174,474
Miscellaneous	2,024,257	2,785,519	2,217,339
Long-term Debt Issued	-	16,928,000	580,570
Interfund Loan	3,398,870	2,610,000	-
Transfers From Other Funds	2,668,054	2,641,967	2,442,541
Total Available Resources	$ 68,844,632	$ 86,799,219	$ 68,748,952

	FY2011-2012 ACTUAL	FY2012-13 ESTIMATE	FY2013-14 RECOMMENDED
EXPENDITURES			
GENERAL FUND/GENERAL FUND CAPITAL RESERVE FUND			
General Government	$ 9,179,822	$ 9,864,341	$ 11,326,718
Public Safety	11,692,748	11,899,145	12,460,161
Transportation	3,931,193	3,798,645	3,630,320
Environmental Protection	1,637,390	1,760,533	1,535,550
Culture and Recreation	2,359,866	2,472,419	2,655,350
Community & Economic Development	1,780,977	1,898,198	1,810,026
Education	38,107	38,107	38,107
Debt Service	1,690,394	1,215,262	2,413,863
Transfers To Other Funds	2,168,801	2,136,776	1,919,674
Total Expenditures	$ 34,479,298	$ 35,083,426	$ 37,789,769
WATER & SEWER FUND/WATER & SEWER CAPITAL RESERVE FUND			
Water & Sewer	$ (4,857,657)	$ 15,423,264	$ 16,034,620
Debt Service	4,511,171	6,261,891	6,142,821
Transfers To Other Funds	499,253	493,248	458,607
Total Expenditures	$ 152,767	$ 22,178,403	$ 22,636,048
MASS TRANSIT FUND			
Mass Transit	$ 1,139,895	$ 968,887	$ 1,163,757
Total Expenditures	$ 1,139,895	$ 968,887	$ 1,163,757
FIBRANT FUND			
Fiber Optic Network	$ 710,014	$ 3,461,064	$ 3,848,480
Debt Service	1,600,459	19,166,639	1,724,754
Total Expenditures	$ 2,310,473	$ 22,627,703	$ 5,573,234
STORMWATER FUND & STORMWATER CAPITAL RESERVE FUND			
Environmental Protection	$ -	$ 956,959	$ 1,221,929
SPECIAL REVENUE FUNDS			
Community & Economic Development	$ 608,673	$ 391,000	$ 318,302
Debt Service	50,449	47,474	45,913
Total Expenditures	$ 659,122	$ 438,474	$ 364,215
TOTAL BUDGETED EXPENDITURES			
General Government	$ 9,179,822	$ 9,864,341	$ 11,326,718
Public Safety	11,692,748	11,899,145	12,460,161
Transportation	3,931,193	3,798,645	3,630,320
Environmental Protection	1,637,390	2,717,492	2,757,479
Culture and Recreation	2,359,866	2,472,419	2,655,350
Community & Economic Development	2,389,650	2,289,198	2,128,328
Education	38,107	38,107	38,107
Water & Sewer	(4,857,657)	15,423,264	16,034,620
Mass Transit	1,139,895	968,887	1,163,757
Fiber Optic Network	710,014	3,461,064	3,848,480
Debt Service	7,852,473	26,691,266	10,327,351
Transfers To Other Funds	2,668,054	2,630,024	2,378,281
Total Expenditures	$ 38,741,555	$ 82,253,852	$ 68,748,952

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 FY13-14	Mgr Recommends FY13-14	Adopted FY13-14
Total General Fund	$ 2,349,570	$ 912,100	$ -
Total General Fund Capital Reserve Fund	2,264,232	1,152,139	-
Total Water & Sewer Fund	325,869	274,131	-
Total Water/Sewer Capital Reserve Fund	331,217	327,167	-
Total Mass Transit Fund	201,901	143,802	-
Total Stormwater Fund	15,000	15,000	-
Total Stormwater Capital Reserve Fund	2,850	2,850	-
Total Fibrant Fund	1,635,992	1,686,476	-
Total All Funds	$ 7,126,631	$ 4,513,665	$ -

FIVE YEAR GENERAL FUND REVENUE AND EXPENDITURE FORECAST FY 2014 - 2018

Revenue Structure

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

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

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

Some revenue types such as sales taxes are distributed within Rowan County based on population. If the population in the County and in other County municipalities increases, then Salisbury's share of those revenues will decrease.

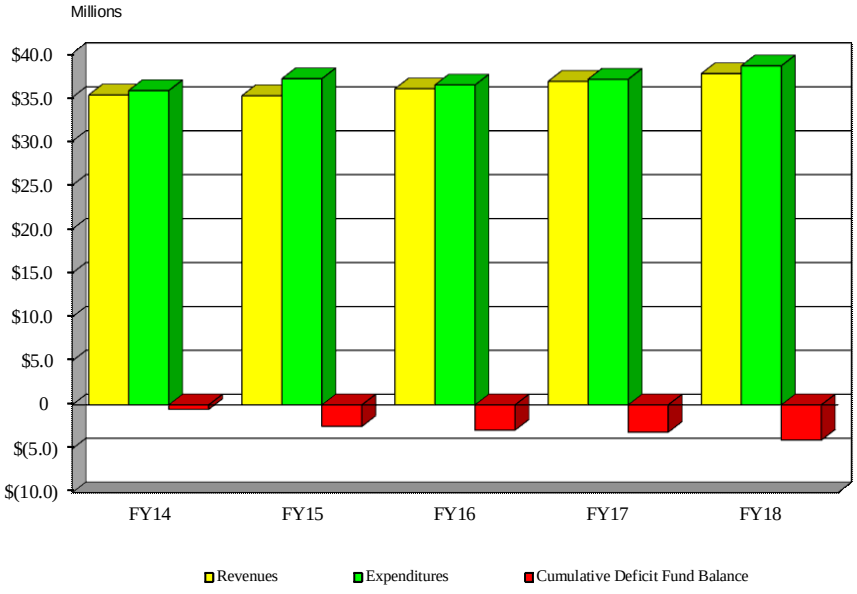
The City directly controls only property taxes, user fees and charges, privilege licenses, and the Enterprise Funds' contribution (administrative revenue). These four revenues are the only ones that City Council can increase or decrease at will. During FY2012-13, these four sources in the General Fund accounted for 72% of total revenue. The City lacks control over all other revenues.

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

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

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

Exhibit 1
REVENUE COMPARED TO
CURRENT LEVEL EXPENDITURES



Administrative revenue is the Enterprise Funds' contribution to the operations of the General Fund. It represents the Funds' share of expenses incurred in the General Fund for such things as billing, revenue collection and deposit, financial administration, fleet management, purchasing, personnel administration, legal, and other general management services. For the Water and Sewer Fund, the funding of the contribution is a component of the water and sewer rates set by City Council.

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

Comparison Of Projected Expenditures For Five Years To Forecasted Revenues

As shown in Exhibit 1, projected expenditures are anticipated to exceed projected revenues in FY2015 – FY2018. There are several primary reasons for revenues lagging projected expenditures. First, the economy's growth is continuing to lag behind the increasing cost to provide our citizens those services that they desire. Sales tax receipts have been growing at a pace that matches our expenditure growth. Property tax growth has increased in the last two years. These two items comprise over half of the City's revenue. Unfortunately, the other items that comprise our revenues are very stagnant. There are positive signs that point to continued future growth in our property tax base. The final item that is driving the projected deficits over the next several years is deferred infrastructure maintenance and repairs. Over the past several years due to a sagging revenue growth, many infrastructure projects have been deferred to avoid increasing taxes or cutting services. Many of these projects are reaching a point that they can no longer be deferred or some facilities will fall into a state of disrepair that will actually cost the City significantly more than to renovate or repair.

How Do We Finance Local Government in the Future?

The question becomes "how to generate sufficient revenues to finance service desired by our citizens?" Currently, property taxes, user fees and charges, privilege licenses, and water and sewer rates are the only revenue sources the

City controls. Each of these sources has both advantages and disadvantages.

The property tax possesses several elements which characterize its usefulness: it provides a stable source of revenue; it is easily administered; it is relatively easy to adjust; and it taxes nonresident property owners who benefit from local services.

Conversely, the property tax is ranked as the most unpopular tax along with the federal income tax. Reasons for this unpopularity include: the property tax falls on unrealized capital gains (as opposed to income); it is collected in a large lump-sum amount; and there is anxiety about perceived inequities associated with property reappraisal.

Historically, the City has not used user fees and charges to generate significant funds for operations. Advantages to user fees and charges include: charges increase users' awareness of the cost of providing a particular service; they give the City a clear indication of the level of service selected by citizens based on service usage; service charges are equitable in that the benefits of the service are paid for by those using the service; they ensure that service delivery decisions are based on the relationship of service levels to demand; and they focus on the cost of service.

A negative public reaction to services which have been provided for "free" in the past can generally be expected as user fees and charges are implemented. Generally, revenue to support certain services has gone unnoticed as the support has been derived from many sources of municipal revenue. Cost analysis is the basis for the equitable implementation and administration of user fees and charges

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

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

Besides the revenue options reviewed above, City Council may want to consider supporting changes in the NC General Statutes which could provide the City with additional sources of revenue. Three examples of changes in the statutes the City could utilize to increase revenues include a real estate transfer tax, a local income tax, and a prepared foods tax. All three sources are used successfully by municipalities in other states. In addition to changes at the local level, it is apparent that North Carolina local government will need the assistance of our General Assembly in addressing these challenges to finance local government.

Conclusion

The challenge of financing local government is a complex issue. Providing balanced revenues to equitably finance local government services and capital needs is a significant problem facing all local governments across North Carolina and the Country. With declining State and Federal assistance to cities, the citizens of Salisbury will receive the level of local government services for which they are willing to pay. Setting priorities has become more important. We may not be able to "be all things to all people".

The analysis of local government revenues and the projection of local government expenditures are updated each year by the City's Business and Financial Services Department. This narrative anticipates local government revenue shortfalls in meeting local government service demands. Simultaneously, it is recommended that the City evaluate all existing and alternative sources of revenue available to finance local government. With this tool in hand, City Council will be in a better position to: equitably raise revenue to support local government services, determine the level of services offered to our citizens, consider certain productivity improvements to reduce local government costs, and determine priorities for the types of local government services offered. This approach offers no easy solutions. However, it provides our local government leaders options for addressing the financing of Salisbury's local government services.

REVENUE ASSUMPTIONS FOR FY2013-14

General Fund Revenue

Taxes:

Property Taxes – Real property was estimated to increase by .04 %, personal property by .05%, and no increase in vehicles and public service property (0%) over the 2012 assessed values. This estimated growth for real and personal property and public service property is based on projected current economic growth and the economic effects the economy has had on the City this last year. A 3.5% uncollectible rate was used.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2012 property tax receivable balance projected as of June 30, 2013 adjusted for the economy.

Interest on Delinquent Taxes - Based on historical trends.

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

Other Taxes - Based on historical trends.

Intergovernmental (Restricted and Unrestricted):

Federal - Based on anticipated and existing grants. The largest amount is a FEMA grant that funds 90% of for the replacement of SCBA equipment.

State - Based on FY2012-13 state shared receipts plus anticipated state grants. A significant grant is anticipated this year for the CMAQ funding from the State for sidewalk construction and bike lanes. As mentioned in the previous section, the City receives funding from the State for the difference between the one-half cent sales tax and the lost reimbursements. The City also receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-13).

Local Option Sales Tax - Based on estimates provided by the North Carolina League of Municipalities and last year's sales data (see graph on page 1-13).

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

Charges for Services:

Environmental Protection - Based primarily on existing user charges for recycling, landfill tipping fees, and 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 1-14).

Cemetery - Based on historical trends.

Radio Antenna and Paging Rentals – Based on historical trends.

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

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

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

Other - Based on historical trends.

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2013-14 and estimated interest rates.

Donations - Based on historical trends and anticipated donations.

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

Other Financing Sources:

Lease Purchases Revenue – Revenue received to refinance land in the 300 block of South Main Street.

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2013-14 and estimated interest rates.

Other - Based on historical trends.

Other Financing Sources:

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

Water and Sewer Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in May 2013.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY2013-14 and estimated interest rates.

Miscellaneous Revenues - Based on historical trends.

Water and Sewer Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2013-14 and estimated interest rates.

Other Financing Sources:

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

Transit Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

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

Miscellaneous Revenues - Based on historical trends.

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY2013-14.

Special Revenue Funds Revenue

Intergovernmental:

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

Miscellaneous:

Other - Based on anticipated program income.

Fibrant Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY2013-14 in the Debt Service Reserve and estimated interest rates.

Stormwater Fund Revenue

Operating Revenues:

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

Stormwater Capital Reserve Fund Revenue

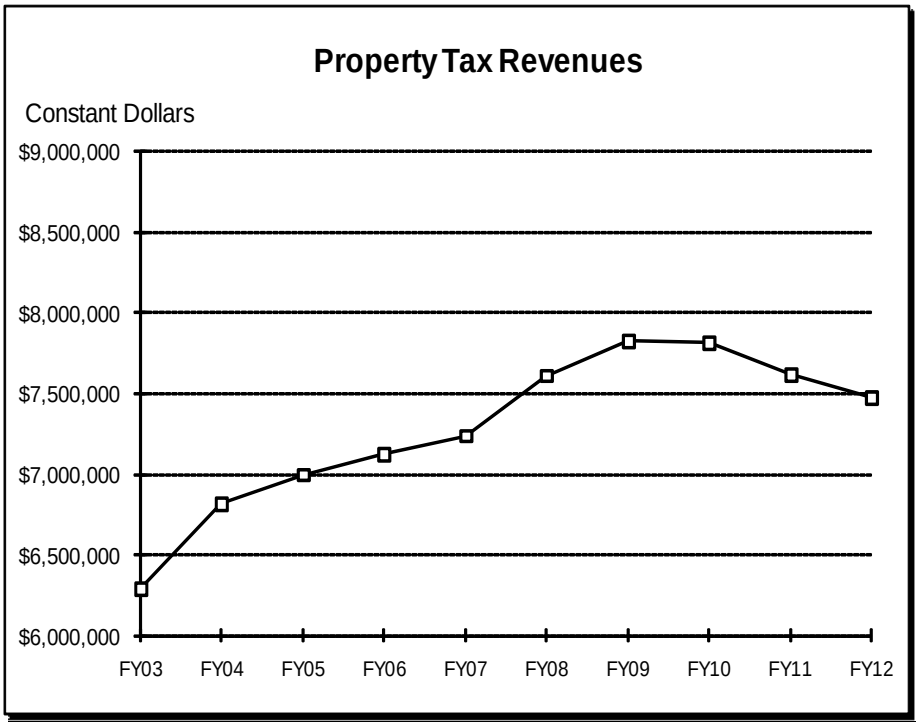
Other Financing Sources:

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

TREND MONITORING

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

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

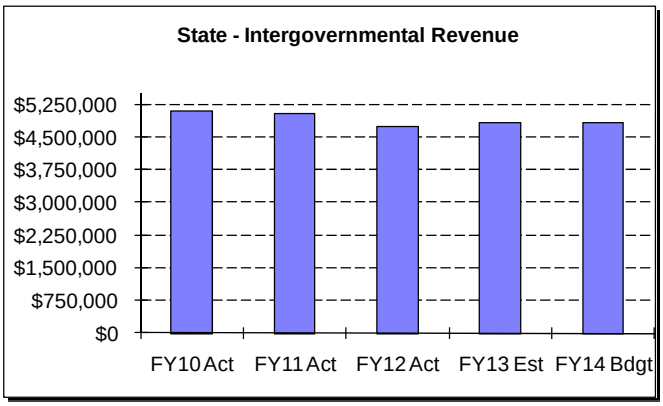


WARNING TREND:

Decline in property tax revenues (constant dollars)

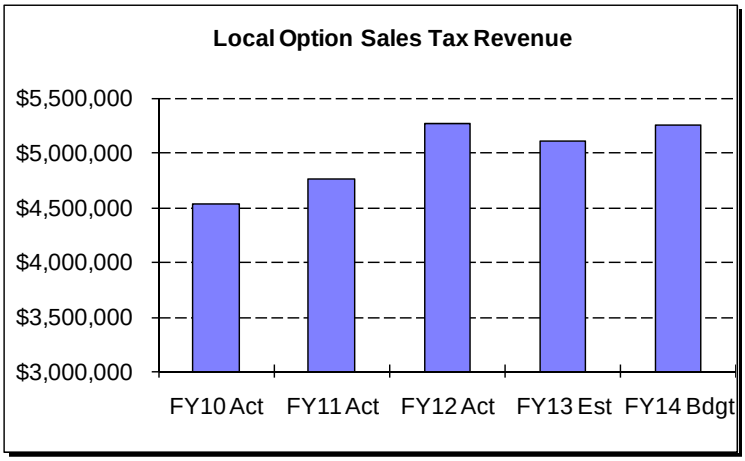
OTHER REVENUE TRENDS

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

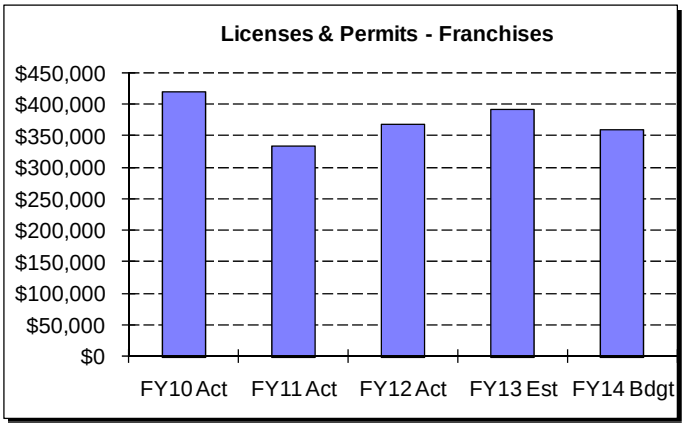


State intergovernmental revenue is comprised of state-shared receipts and grants. Since FY04, the State has reimbursed the City for the difference between the reimbursements that were eliminated and the estimated receipts from the new one-half cent sales tax implemented to replace them. In FY12, the City received a number of grants for transportation-related projects. In FY13, the City expects to receive grants from the State for traffic light upgrade projects. Included in the FY14 budget is revenue for sidewalks & bike lane improvements through CMAQ funding.

Local option sales tax revenue is based on the 1% and ½% local option sales tax. As discussed under General Fund Revenue Structure, this revenue source is elastic. Due to the current economic condition, the City had a decline in sales tax revenue in FY10 from previous years. The City saw an increase in revenue in FY11 and FY12. Based on the current economic forecasts, a modest decrease is projected for FY13 with a slight increase in FY14.

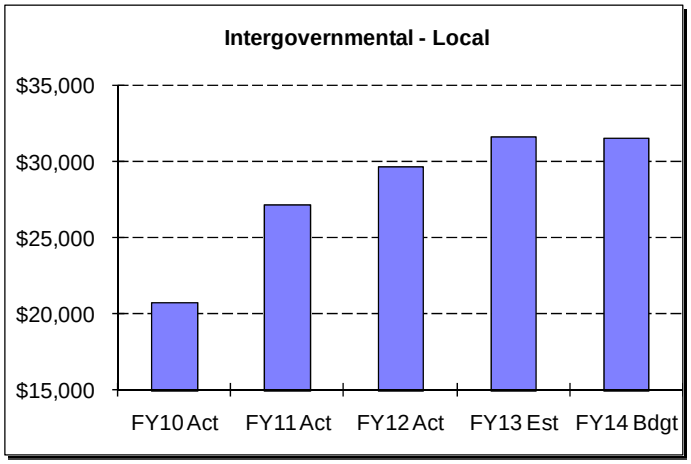


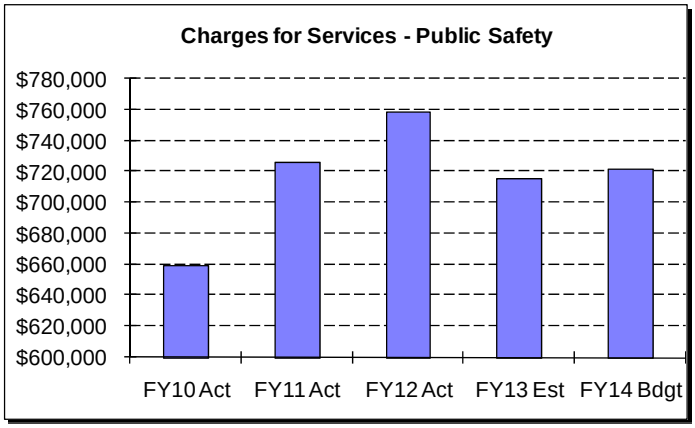
The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



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

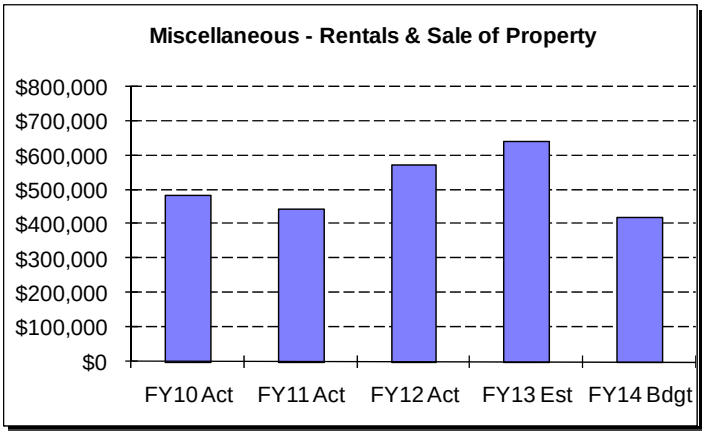
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

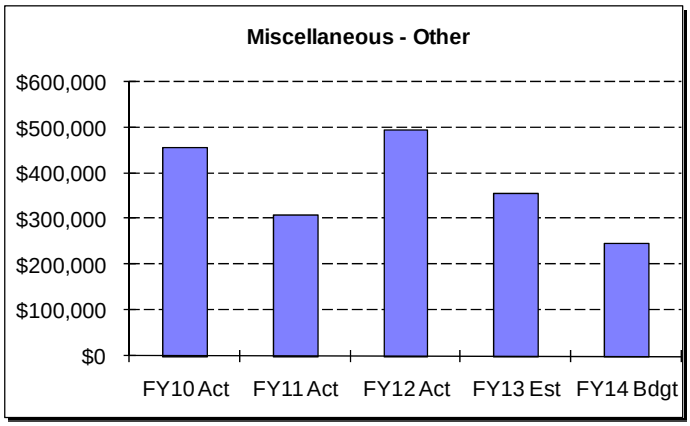




Revenues from public safety charges for services are derived from police and fire protection, and charges for radios and pagers to public agencies within the area. In FY12, the city received an increase in billed Fire fees.

Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. In FY13, it is anticipated that the City will sell a real-estate property currently owned.





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

FINANCIAL MANAGEMENT AND BUDGET PROCESS

FINANCIAL MANAGEMENT PROGRAM

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

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

This financial management program allows the City to achieve its goal of expanded and improved services to the citizens of Salisbury. The City's general obligation bond ratings of "A+" was reaffirmed by Standard and Poor's in April 2010 and Moody's Investors Service reaffirmed "A1" in October 2008. In November 2012, Fitch Ratings affirmed an "AA-" rating to the City's $16 million 2010 revenue refunding bonds. Moody's assigned an "Aa3" rating to the refunding bonds. Also, in October 2008 the City's 2008 Certificates of Participation received ratings of "Aa3" from Moody's Investors Service and "A" from Standard and Poor's. This is a reflection of the City's continued sound financial condition.

FINANCIAL MANAGEMENT SYSTEMS

FUND ACCOUNTING

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

Governmental Fund Types

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

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

Proprietary Fund Types

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

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

Currently, Rowan County is responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. For motor vehicles, property taxes are due the first day of the fourth month after the vehicles are registered. The billed taxes are applicable to the fiscal year in which they become due. Sometime in FY2014, North Carolina is planning to implement 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.

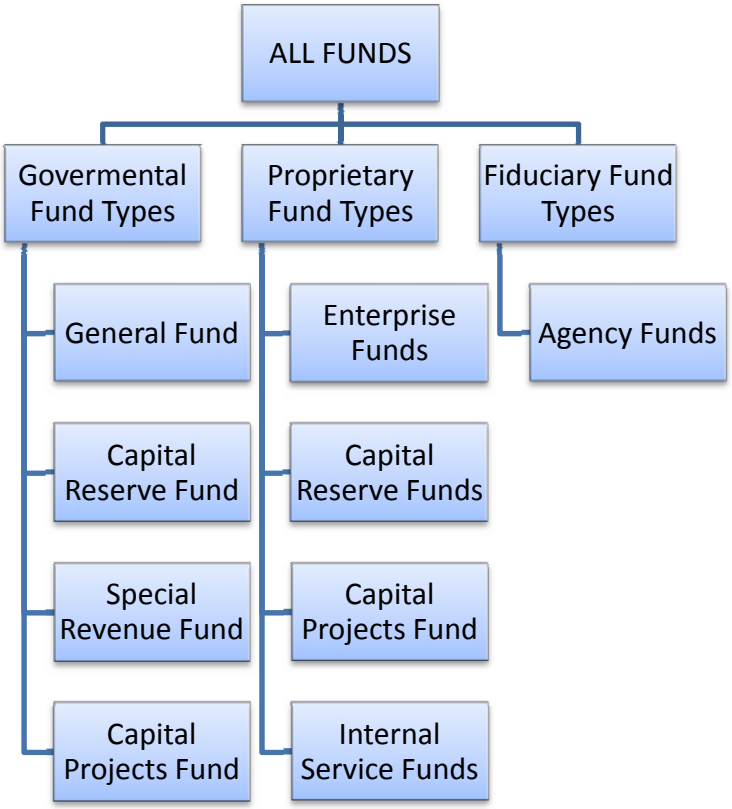
The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

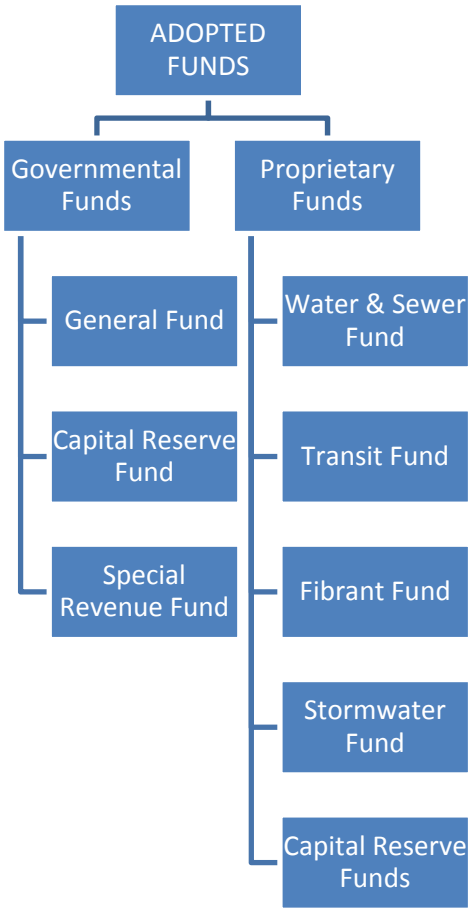
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are 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. Amendments are required for any revisions that alter total expenditures of any fund. All amendments must be approved by the City Council. The budget ordinance must be adopted by July 1 of the fiscal year or the City Council must adopt an interim budget that covers that time until the annual ordinance can be adopted.

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


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


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

Capital Improvement Policy

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

Accounting Policy

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

Debt Policy

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

Reserve Policy

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

BUDGETS AND BUDGETARY ACCOUNTING

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

The City follows these procedures in establishing the budgetary data:

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

GOAL SETTING AND BUDGETARY PROCESS

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

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

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

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

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

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

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

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

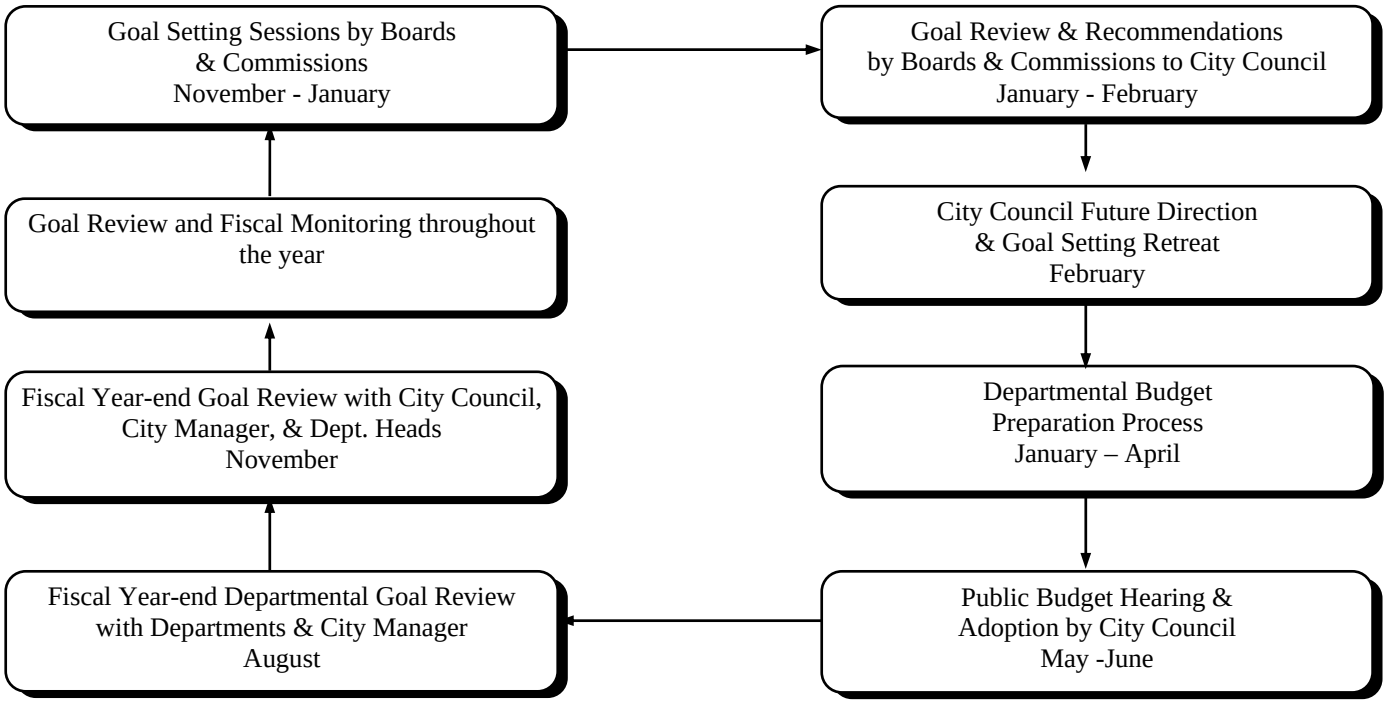
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at **www.salisburync.gov**.

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

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

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

GOAL SETTING/BUDGET CYCLE



CITY OF SALISBURY
FY2013-2014 BUDGET CALENDAR

1/2/13 - 1/31/13	Prepare Personnel Request forms; present staffing patterns and Personnel request information. Prepare schedules for fixed operational costs. Prepare FY2013-14 – 2017-18 Capital Improvement Program request forms.	Business and Financial Services
1/3/13 1/15/13 2/5/13	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
1/23/13	Start of Budget data entry. Complete all budget request forms no later than February 22, 2013.	Management Team and Division Managers
2/8/13	Complete 5-Year Revenue and Expenditure Report	Business and Financial Services
2/13/13	Hold Information Session at West End Community Centers for 2013-14 CDBG & HOME Funds.	Community Planning Services Staff
2/14/13 2/15/13	Hold 28th Annual Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
3/19/13	First reading of 2013-2014 CDBG & HOME; hold Public Hearing on the use of 2013-14 CDBG & Home Funds	Community Planning Services Staff
2/14/13 – 3/14/13	Prepare FY2012-2013 year-end revenue estimates and FY2013-14 revenue estimates on all funds.	Business and Financial Services, Utilities Director, Fibrant GM & Transit Manager
March 2013	Vehicle Review Committee meeting for evaluation of vehicles.	Vehicle Review Committee
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
3/13/13 - 3/22/13	Departmental presentation of Budget requests to City Manager	City Manager, Department Heads, Division Managers
3/19/13 4/2/13	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
4/25/13- 4/26/13	Departmental budget cuts to balance budget; two or three day turnaround.	City Manager, Department Heads, Division Mangers
5/21/13	City Manager to preview recommended Budget for City Council.	City Manager

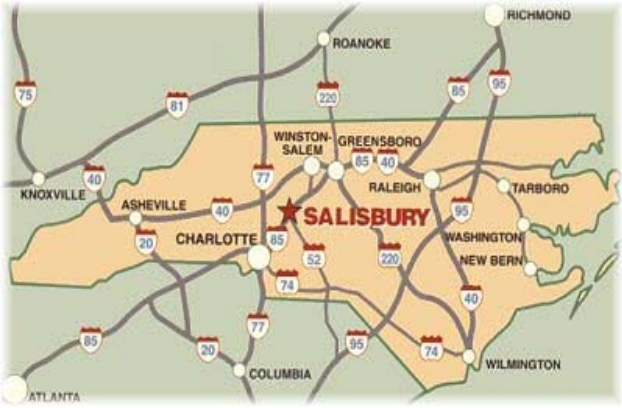
CITY OF SALISBURY
FY2013-2014 BUDGET CALENDAR

5/22/13	Place ad in THE SALISBURY POST to advertise one time for public hearing on June 4, 2013.	City Clerk
6/4/2013	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Council and City Management Team
6/18/13	City Council to adopt Budget.	City Council
July 2013	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2013	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff

FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

LOCATION

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



CLIMATE

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

POPULATION

The City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 33,701 based upon the NC Office of State Budget & Management.

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 are preserved.

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

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

GOVERNMENT

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

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

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

UTILITIES

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, conventional in design and closely controlled, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2012 was 8.7 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the city.

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

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.53 million gallons. Average daily treatment in FY 2012 was 7.1 million gallons per day.

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

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

TRANSPORTATION

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

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

Two major commercial airports are within a one-hour drive of Salisbury - Charlotte-Douglas International (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger service

to all parts of the United States via Air Canada, AirTran, Allegiant, American, Delta, Insel Air, JetBlue, United, and US Airways. There are also non-stop, international flight options available from these airports to Canada, Frankfurt, London, and San Juan, among other global destinations.

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

The Depot

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

MOTELS

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

EDUCATION

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

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

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

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

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

ARTS AND ENTERTAINMENT

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

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

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

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

and presents classes, concerts, and other folk artist activities for the general public.

COMMUNITY FACILITIES

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

A full-time year-round parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, a 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 (4) recreation facilities, ten tennis courts, five paved sections (4.2 miles) of the Salisbury Greenway, seven cemeteries and maintains urban trees, landscape and medians throughout the City.

City Park

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 and an outdoor basketball court. City Park Center, Miller Recreation Center, Hall Gym and the Salisbury Civic Center offer a variety of programs throughout the year and are also available for rentals.

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

Ball field at the Community Park

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

SPECIAL EVENTS

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

The Parks and Recreation Department offers a variety of special events throughout the year including: Father Daughter Dance, Spring Craft Show, Earth Day on the Greenway, Touch a Truck, Mother Son Luau, Middle School Prom, Movies in the Park, Fall Craft Show, Halloween Fun Fest, 5K Run Walk for the Greenway, and Brunch with Santa. In addition to special events we facilitate sixteen softball/tournaments that bring players from throughout the southeast to our Salisbury Community Park and Athletic Complex.

The Salisbury Rowan Tourism Authority in partnership with Downtown Salisbury conduct eight Friday Night Out events in the Downtown area that bring thousands of residents together for a fun filled evening.

MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	21.9
Number of Fire Stations	4	Miles of Streets	239
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	21,550
Number of Parks	16	Miles of Water Line	437
Number of Recreation Centers	4	Miles of Sewer Line	440
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	503	Business Licenses Issued Last Year	1,655
Greenway Miles	4.2		

Fiscal Year Ended June 30,		Assessed Value of Taxable Property				Tax Rate
		Real Property	Personal Property	Public Service Property	Total	
2014	[1]	$2,196,520,213	$532,186,062	$61,343,725	$2,790,050,000	$0.6374
2013	[1]	$2,189,160,222	$527,099,120	$59,831,370	$2,776,090,712	$0.6374
2012		**$2,177,064,102**	**$533,023,437**	**$59,819,853**	**$2,769,907,392**	**$0.6135**
2011		$2,324,996,121	$530,055,686	$61,255,822	$2,916,307,629	$0.590
2010		$2,313,585,514	$527,795,917	$60,768,581	$2,902,150,012	$0.590
2009		$2,293,841,532	$532,405,493	$63,736,172	$2,889,983,197	$0.590
2008		**$2,241,529,763**	**$524,542,472**	**$60,025,014**	**$2,826,097,249**	**$0.590**
2007		$1,857,031,883	$501,753,141	$57,991,527	$2,416,776,551	$0.625
2006		$1,786,418,491	$484,829,511	$61,623,601	$2,332,871,603	$0.615
2005		$1,730,072,663	$413,623,934	$61,461,308	$2,205,157,905	$0.615
2004		**$1,689,100,448**	**$417,032,881**	**$65,288,150**	**$2,171,421,479**	**$0.580**

[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, 2004, June 30, 2008, and June 30, 2012 (in bold.). The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY

For the Year Ended June 30, 2012

Business	Type of Enterprise	2011 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	$ 149,084,140	5.38%
AKZO Nobel	Manufacturing	32,706,767	1.18%
Norandal USA	Industrial	30,102,551	1.09%
Duke Energy Corp.	Utility	24,841,606	0.90%
Centro Heritage Innes Street, LLC	Real Estate	22,881,304	0.83%
Henkel Corporation	Manufacturing	17,768,798	0.64%
Salisbury Mall Ltd.	Commerical	15,284,637	0.55%
Piedmont Natural Gas	Utility	13,448,965	0.49%
Wal-Mart Stores	Retail	12,983,572	0.47%
General Electric	Utility	12,270,297	0.44%
Totals		$ 331,372,637	11.97%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2012

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

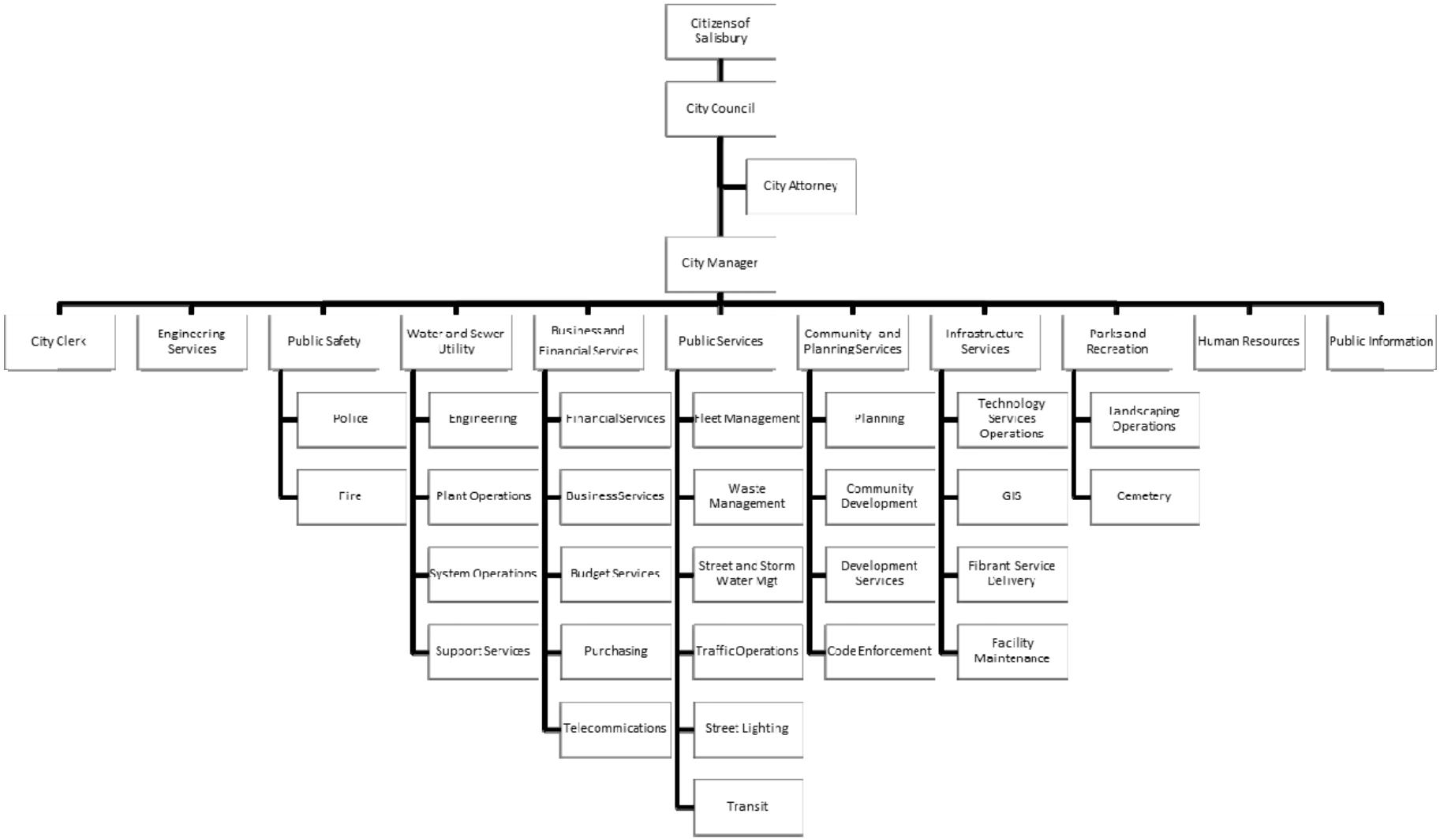
Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	Unemployment Rate
2012	33,701	$ 781,264,147	$ 23,182	38.9	10.9%
2011	33,722	762,910,045	20,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%
2008	31,024	703,003,840	22,660	38.1	6.6%
2007	30,642	638,211,576	20,828	37.9	6.6%
2006	29,239	594,136,480	20,320	37.7	5.8%
2005	28,249	560,036,425	19,825	37.5	6.0%
2004	28,199	553,433,574	19,626	37.3	9.0%
2003	28,199	547,991,167	19,433	37.3	5.7%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2012

CITY OF SALISBURY
LIST OF PRINCIPAL OFFICIALS
May 21, 2013

Mayor	Paul B. Woodson
Mayor Pro Tem	Maggie Blackwell
Council Member	William R. Kennedy
Council Member	Karen K. Alexander
Council Member	Brian Miller
City Manager	Douglas T. Paris, Jr.
Assistant City Manager	John A. Sofley, Jr.
Assistant City Manager	Zack Kyle
City Clerk/Assistant to the City Manager	Myra B. Heard
Interim City Engineer	Wendy Brindle
Interim Community Planning Services Director	Janet Gapen
Fire Chief	Robert A. Parnell
Police Chief	Rory B. Collins
Public Services Director	Tony Cinquemani
Infrastructure Services Director	Mike Jury
Utilities Director	Jim Behmer

ORGANIZATIONAL CHART



PROGRAM MATRIX OF FY2013-14 BUDGET

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

	PROGRAMS							
	General Government	Public Safety	Transportation	Environmental Protection	Culture & Recreation	Community & Economic Development	Education	Utility
GENERAL FUND:								
City Council	X	X	X	X	X	X	X	X
Management & Administration	X	X	X	X	X	X	X	X
Public Information & Communication	X	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 Technologies	X	X	X		X	X		X
Infrastructure Services	X	X	X	X	X	X		X
GIS		X	X			X		X
City Office Buildings	X							
Plaza						X		
Community Planning Services						X		
Code Services				X		X		
Development Services						X		
Engineering			X		X			
Street Lighting		X	X					
Police		X					X	
Fire		X					X	
Public Services Administration	X		X	X	X			
Traffic Operations			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		

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		Lincoln Pool	(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		Business Licenses	(704) 638-5311
Police Department-Business	(704) 638-5333		City Bus Schedules	(704) 638-5252
Public Services Administration	(704) 638-5260		Garbage/Recycling	(704) 638-5256
Recreation-Administration	(704) 638-5291		Permits/Zoning	(704) 638-5210
Utilities Adminstration/Engineering	(704) 638-5205		Utility Account Services & Billing	(704) 638-5300
Fibrant	(704) 216-7567		Cemetery Office	(704) 638-5250

CITY OF SALISBURY N.C.

EST. - 1753

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

For the Year Ending June 30, 2014
With Estimated Actual for Year Ending June 30, 2013 and
Actual for Year Ended June 30, 2012

	2012 Actual	2013 Estimate	2014 Budget
REVENUES:			
Taxes:			
General property - current	$ 16,156,059	$ 16,695,112	$ 16,756,343
General property - prior	758,967	622,840	603,000
Auto tax	217,480	211,902	215,000
Interest on delinquent tax	131,250	117,841	115,000
Other tax	218	200	100
	$ 17,263,974	$ 17,647,895	$ 17,689,443
Unrestricted Intergovernmental:			
Local Option Sales Tax	$ 5,260,348	$ 5,102,670	$ 5,250,000
Utilities Franchise Tax	2,510,388	1,458,974	2,450,000
Wine and Beer Tax	146,108	144,000	144,000
State Reimbursement Hold Harmless	709,163	658,690	645,338
Other	97,806	94,883	112,500
	$ 8,723,813	$ 7,459,217	$ 8,601,838
Restricted Intergovernmental:			
State Street Aid - Powell Bill	$ 773,494	$ 965,471	$ 962,575
Other	1,348,266	1,174,050	1,118,778
	$ 2,121,760	$ 2,139,521	$ 2,081,353
Charges for services:			
Environmental protection	$ 1,294,954	$ 1,959,173	$ 1,894,000
Culture and recreation	160,059	166,028	160,000
Code Services fees	138,658	87,169	90,000
Public safety	432,019	503,407	426,900
Cemetery	113,650	129,130	120,000
Radio antenna and paging rentals	326,602	211,961	295,000
Rentals and sale of property	458,906	510,905	298,500
Licenses and Permits	369,109	391,936	360,000
Administrative Charges	2,652,777	2,999,370	3,177,384
Community services	175,285	135,065	123,644
Other	2,971	862	3,000
	$ 6,124,990	$ 7,095,006	$ 6,948,428
Miscellaneous:			
Interest earned on investments	$ 57,217	$ 49,018	$ 60,000
Donations	166,036	116,290	69,000
Other	323,706	241,156	180,896
	$ 546,959	$ 406,464	$ 309,896
Total revenues	$ 34,781,496	$ 34,748,103	$ 35,630,958
OTHER FINANCING SOURCES:			
Lease Purchases Revenue	$ -	$ -	$ 580,570
Refunding bonds issued	905,000	-	-
Total revenues and other financing sources	$ 35,686,496	$ 34,748,103	$ 36,211,528

CITY OF SALISBURY
FY 2013-2014 BUDGET SUMMARY
GENERAL FUND

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
REVENUE	$ 35,686,496	$ 36,205,283	$ 36,313,705	$ 36,211,528	$ -

EXPENSES	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
CITY COUNCIL					
Personnel	$ 98,979	$ 98,439	$ 90,603	$ 90,202	$ -
Operations	155,955	168,369	254,260	288,354	-
Capital	-	-	-	-	-
TOTAL	$ 254,934	$ 266,808	$ 344,863	$ 378,556	$ -
MANAGEMENT & ADMINISTRATION					
Personnel	$ 958,755	$ 571,036	$ 593,417	$ 596,879	$ -
Operations	372,304	321,564	336,436	324,242	-
Capital	-	-	-	-	-
TOTAL	$ 1,331,059	$ 892,600	$ 929,853	$ 921,121	$ -
PUBLIC INFORMATION & COMMUNICATION					
Personnel	$ -	$ 268,489	$ 274,863	$ 275,222	$ -
Operations	-	160,400	267,454	163,205	-
Capital	-	-	-	-	-
TOTAL	$ -	$ 428,889	$ 542,317	$ 438,427	$ -
HUMAN RESOURCES					
Personnel	$ 428,440	$ 473,846	$ 525,852	$ 528,875	$ -
Operations	493,960	540,489	567,138	580,005	-
Capital	-	-	-	-	-
TOTAL	$ 922,400	$ 1,014,335	$ 1,092,990	$ 1,108,880	$ -
BUSINESS AND FINANCIAL SERVICES - ADMINISTRATION					
Personnel	$ 1,453,162	$ 1,611,693	$ 948,693	$ 954,560	$ -
Operations	374,320	343,194	304,553	301,322	-
Capital	-	-	-	-	-
TOTAL	$ 1,827,482	$ 1,954,887	$ 1,253,246	$ 1,255,882	$ -
BUSINESS AND FINANCIAL SERVICES - BUSINESS SERVICES					
Personnel	$ -	$ -	$ 991,430	$ 995,763	$ -
Operations	-	-	158,860	75,685	-
Capital	-	-	-	-	-
TOTAL	$ -	$ -	$ 1,150,290	$ 1,071,448	$ -

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
BUSINESS AND FINANCIAL SERVICES - PURCHASING					
Personnel	$ 108,181	$ 109,995	$ 121,862	$ 70,193	$ -
Operations	8,488	10,995	11,651	9,687	-
Capital	-	-	-	-	-
TOTAL	$ 116,669	$ 120,990	$ 133,513	$ 79,880	$ -
BUSINESS AND FINANCIAL SERVICES - TELECOMMUNICATIONS					
Personnel	$ 248,253	$ 249,668	$ 252,991	$ 268,361	$ -
Operations	272,072	266,716	317,509	274,932	-
Capital	42,997	63,000	103,000	38,000	-
TOTAL	$ 563,322	$ 579,384	$ 673,500	$ 581,293	$ -
PLAZA					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	152,166	139,275	153,638	153,488	-
Capital	14,341	100,750	498,570	106,750	-
TOTAL	$ 166,507	$ 240,025	$ 652,208	$ 260,238	$ -
INFRASTRUCTURE SERVICES - INFORMATION SYSTEMS OPERATIONS					
Personnel	$ 807,887	$ 1,094,657	$ 1,284,286	$ 1,213,621	$ -
Operations	1,449,503	1,839,493	1,579,935	1,493,913	-
Capital	-	20,500	-	-	-
TOTAL	$ 2,257,390	$ 2,954,650	$ 2,864,221	$ 2,707,534	$ -
INFRASTRUCTURE SERVICES - GIS					
Personnel	$ 78,322	$ 83,463	$ 84,489	$ 85,057	$ -
Operations	100,249	105,806	125,410	97,495	-
Capital	-	7,500	-	-	-
TOTAL	$ 178,571	$ 196,769	$ 209,899	$ 182,552	$ -
INFRASTRUCTURE SERVICES - FACILITIES MANAGEMENT					
Personnel	$ 469,960	$ 477,900	$ 622,367	$ 622,013	$ -
Operations	41,799	132,819	234,225	224,796	-
Capital	-	-	29,000	7,000	-
TOTAL	$ 511,759	$ 610,719	$ 885,592	$ 853,809	$ -
INFRASTRUCTURE SERVICES - CENTRAL CITY BUILDINGS					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	409,584	343,460	390,638	387,159	-
Capital	199,267	393,500	1,080,500	219,900	-
TOTAL	$ 608,851	$ 736,960	$ 1,471,138	$ 607,059	$ -
COMMUNITY PLANNING SERVICES - PLANNING & COMMUNITY DEVELOPMENT					
Personnel	$ 317,358	$ 319,861	$ 325,961	$ 317,438	$ -
Operations	183,982	125,842	518,383	114,894	-
Capital	-	-	-	-	-
TOTAL	$ 501,340	$ 445,703	$ 844,344	$ 432,332	$ -

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
COMMUNITY PLANNING SERVICES - CODE SERVICES					
Personnel	$ 170,227	$ 223,728	$ 216,125	$ 230,293	$ -
Operations	86,323	73,136	105,650	79,531	-
Capital	-	-	-	-	-
TOTAL	$ 256,550	$ 296,864	$ 321,775	$ 309,824	$ -
COMMUNITY PLANNING SERVICES - DEVELOPMENT SERVICES					
Personnel	$ 344,290	$ 336,810	$ 345,378	$ 346,739	$ -
Operations	358,728	452,401	450,724	460,498	-
Capital	-	-	-	-	-
TOTAL	$ 703,018	$ 789,211	$ 796,102	$ 807,237	$ -
ENGINEERING					
Personnel	$ 366,581	$ 368,734	$ 376,434	$ 320,920	$ -
Operations	308,648	1,158,052	670,925	657,095	-
Capital	-	-	-	-	-
TOTAL	$ 675,229	$ 1,526,786	$ 1,047,359	$ 978,015	$ -
ENGINEERING - STREET LIGHTING					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	472,865	545,499	569,253	568,253	-
Capital	-	-	-	-	-
TOTAL	$ 472,865	$ 545,499	$ 569,253	$ 568,253	$ -
POLICE - SERVICES					
Personnel	$ 2,310,291	$ 1,992,667	$ 1,517,850	$ 1,522,366	$ -
Operations	362,604	385,989	441,427	409,793	-
Capital	56	-	-	-	-
TOTAL	$ 2,672,951	$ 2,378,656	$ 1,959,277	$ 1,932,159	$ -
POLICE - ADMINISTRATION					
Personnel	$ 527,598	$ 537,560	$ 535,130	$ 537,256	$ -
Operations	292,861	431,732	433,978	327,146	-
Capital	-	17,900	18,500	9,000	-
TOTAL	$ 820,459	$ 987,192	$ 987,608	$ 873,402	$ -
POLICE - OPERATIONS					
Personnel	$ 2,787,095	$ 3,278,280	$ 3,335,710	$ 3,358,092	$ -
Operations	619,491	549,816	688,392	741,194	-
Capital	79,072	86,650	14,000	14,000	-
TOTAL	$ 3,485,658	$ 3,914,746	$ 4,038,102	$ 4,113,286	$ -
FIRE					
Personnel	$ 4,140,318	$ 4,141,283	$ 4,224,069	$ 4,217,932	$ -
Operations	1,066,205	979,759	1,631,132	1,552,103	-
Capital	59,839	199,065	56,100	20,300	-
TOTAL	$ 5,266,362	$ 5,320,107	$ 5,911,301	$ 5,790,335	$ -

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
PUBLIC SERVICES - ADMINISTRATION					
Personnel	$ 212,736	$ 212,468	$ 215,269	$ 216,580	$ -
Operations	13,220	42,671	44,817	15,381	-
Capital	-	48,950	48,950	48,950	-
TOTAL	$ 225,956	$ 304,089	$ 309,036	$ 280,911	$ -
PUBLIC SERVICES - TRAFFIC OPERATIONS					
Personnel	$ 362,750	$ 379,518	$ 382,135	$ 245,223	$ -
Operations	155,523	137,879	139,443	135,113	-
Capital	-	-	-	-	-
TOTAL	$ 518,273	$ 517,397	$ 521,578	$ 380,336	$ -
PUBLIC SERVICES - STREETS					
Personnel	$ 710,063	$ 704,249	$ 736,340	$ 693,006	$ -
Operations	849,800	1,079,876	717,778	716,490	-
Capital	-	21,000	156,200	156,200	-
TOTAL	$ 1,559,863	$ 1,805,125	$ 1,610,318	$ 1,565,696	$ -
PUBLIC SERVICES - SOLID WASTE MANAGEMENT					
Personnel	$ 445,279	$ 494,304	$ 511,577	$ 412,720	$ -
Operations	1,075,319	986,687	1,063,143	902,551	-
Capital	-	-	-	-	-
TOTAL	$ 1,520,598	$ 1,480,991	$ 1,574,720	$ 1,315,271	$ -
PUBLIC SERVICES - WASTE MANAGEMENT - OTHER					
Personnel	$ 484,553	$ 248,080	$ 252,106	$ 251,757	$ -
Operations	168,305	107,587	106,405	110,438	-
Capital	-	-	-	-	-
TOTAL	$ 652,858	$ 355,667	$ 358,511	$ 362,195	$ -
PUBLIC SERVICES - FLEET MANAGEMENT					
Personnel	$ 618,403	$ 669,474	$ 682,348	$ 684,433	$ -
Operations	115,131	108,516	121,853	109,206	-
Capital	65,533	34,400	-	-	-
TOTAL	$ 799,067	$ 812,390	$ 804,201	$ 793,639	$ -
PUBLIC SERVICES - TRANSPORTATION					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	416,785	413,474	413,474	413,474	-
Capital	-	-	-	-	-
TOTAL	$ 416,785	$ 413,474	$ 413,474	$ 413,474	$ -
PARKS & RECREATION					
Personnel	$ 1,631,952	$ 1,686,129	$ 1,745,538	$ 1,551,536	$ -
Operations	825,755	840,044	840,003	879,368	-
Capital	262,703	231,963	344,750	292,000	-
TOTAL	$ 2,720,410	$ 2,758,136	$ 2,930,291	$ 2,722,904	$ -

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
EDUCATION					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	38,107	38,107	38,107	38,107	-
Capital	-	-	-	-	-
TOTAL	$ 38,107	$ 38,107	$ 38,107	$ 38,107	$ -
DEBT SERVICE					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	2,335,789	1,518,127	1,923,819	2,087,473	-
Capital	-	-	-	-	-
TOTAL	$ 2,335,789	$ 1,518,127	$ 1,923,819	$ 2,087,473	$ -
GRAND TOTAL					
Personnel	$ 20,081,433	$ 20,632,331	$ 21,192,823	$ 20,607,037	$ -
Operations	13,575,841	14,347,774	15,620,413	14,692,391	-
Capital	723,808	1,225,178	2,349,570	912,100	-
TOTALS	$ 34,381,082	$ 36,205,283	$ 39,162,806	$ 36,211,528	$ -

STATEMENT OF PURPOSE

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

CITY COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

- **Goal 1**: Implement objectives of the Consolidated Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
- **Goal 2**: Receive and evaluate recommendations from the Housing Advocacy Commission to address minimum housing and unsafe conditions and adopt a tenant-landlord handbook.
- **Goal 3**: Address pedestrian access in neighborhoods.
- **Goal 4**: Implement the Historic Preservation Master Plan.
- **Goal 5**: Receive and evaluate recommendations from the Nuisance Animal Study Committee.

Utilities and Community Infrastructure

Objective 1: Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth and maintain public trust.

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

Objective 2: Provide quality Parks and Recreation and Cemetery Services.

- **Goal 1**: Continue development of the Phase 1 Master Plan for Lincoln Park and support implementation of the Dixonville Cemetery Master Plan.

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

- **Goal 1**: Renegotiate contracts and streamline operations in an effort to reduce operating costs.
- **Goal 2**: Improve system infrastructure and achieve 99.999% reliability.

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

Goal 1: Focus joint efforts to recruit new retail for our citizens.
Goal 2: Work with Rowan County Inspections Department to develop an Express Review Process for Development.
Goal 3: Develop a marketing plan for our community with partner agencies that leverages City assets.
Goal 4: Implement a small business entrepreneur support program.

Objective 2: Improve and enhance Downtown Salisbury.

Goal 1: Re-focus support of public/private grant programs for our downtown and neighborhoods.
Goal 2: Continue planning for East Square streetscape improvements.
Goal 3: Develop a small area plan for the South Main Street corridor.

Financial Accountability and Sustainability

Objective 1: Improve financial accountability and sustainability.

Goal 1: Develop annual fund balance goal as part of the budget process.
Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

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

Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
Goal 2: Continue management and leadership training to further develop human capital.

Objective 3: Improve organizational transparency.

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

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

Goal 1: Meet with Rowan Salisbury Schools to determine needs in which the City can assist.
Goal 2: Partner with Rowan County on runway extensions and revised incentive agreements.
Goal 3: Work with Rowan County to develop a joint community asset inventory and vision statement.

Youth Involvement

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

Goal 1: Continue to support the Salisbury Youth Council.

Goal 2: Continue to recognize and support positive youth and community initiatives.

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 98,979	$ 98,439	$ 90,603	$ 90,202	$ -
Operating	155,955	168,369	254,260	288,354	-
Capital	-	-	-	-	-
TOTAL	$ 254,934	$ 266,808	$ 344,863	$ 378,556	$ -

STATEMENT OF PURPOSE

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

CITY COUNCIL OBJECTIVES AND GOALS/ DEPARTMENTAL PERFORMANCE GOALS

Better Housing and Neighborhoods

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

- **Goal 1**: Implement objectives of the Consolidated Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
- **Goal 2**: Receive and evaluate recommendations from the Housing Advocacy Commission to address minimum housing and unsafe conditions and adopt a tenant-landlord handbook.
- **Goal 3**: Address pedestrian access in neighborhoods.
- **Goal 4**: Implement the Historic Preservation Master Plan.
- **Goal 5**: Receive and evaluate recommendations from the Nuisance Animal Study Committee.

Utilities and Community Infrastructure

Objective 1: Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth and maintain public trust.

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

Objective 2: Provide quality Parks and Recreation and Cemetery Services.

- **Goal 1**: Continue development of the Phase 1 Master Plan for Lincoln Park and support implementation of the Dixonville Cemetery Master Plan.

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

- **Goal 1**: Renegotiate contracts and streamline operations in an effort to reduce operating costs.
- **Goal 2**: Improve system infrastructure and achieve 99.999% reliability.

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

CITY COUNCIL OBJECTIVES AND GOALS/ DEPARTMENTAL PERFORMANCE GOALS CONT.

Goal 1: Focus joint efforts to recruit new retail for our citizens.
Goal 2: Work with Rowan County Inspections Department to develop an Express Review Process for Development.
Goal 3: Develop a marketing plan for our community with partner agencies that leverages City assets.
Goal 4: Implement a small business entrepreneur support program.

Objective 2: Improve and enhance Downtown Salisbury.

Goal 1: Re-focus support of public/private grant programs for our downtown and neighborhoods.
Goal 2: Continue planning for East Square streetscape improvements.
Goal 3: Develop a small area plan for the South Main Street corridor.

Financial Accountability and Sustainability

Objective 1: Improve financial accountability and sustainability.

Goal 1: Develop annual fund balance goal as part of the budget process.
Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.
Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

Objective 2: Attract, retain and develop high quality city employees.
Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.

Goal 2: Continue management and leadership training to further develop human capital.

Objective 3: Improve organizational transparency.

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

Objective 4: Actively engage Rowan-Salisbury Schools and Rowan County Government in partnership efforts.
Goal 1: Meet with Rowan Salisbury Schools to determine needs in which the City can assist.
Goal 2: Partner with Rowan County on runway extensions and revised incentive agreements.
Goal 3: Work with Rowan County to develop a joint community asset inventory and vision statement.

Youth Involvement

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

PERFORMANCE MEASURES

Risk Management (201)	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Number of Workers Compensation Claims Filed	30	33	32
Number of Third-Party Insurance Claims Filed	34	36	31
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
Efficiency			
Cost Per Negotiated Workers Compensation Claim	$ 2,100	$ 2,300	$ 1,589
Cost Per Negotiated Insurance Claim	$ 900	$ 1,000	$ 2,103
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%	7%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	$ -	$ -	$ -

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 958,755	$ 571,036	$ 593,417	$ 596,879	$ -
Operating	372,304	321,564	336,436	324,242	-
Capital	-	-	-	-	-
TOTAL	$ 1,331,059	$ 892,600	$ 929,853	$ 921,121	$ -

STATMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

Goal 3: Develop a marketing plan for our community with partner agencies that leverages City assets.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

Objective 3: Improve organizational transparency.

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

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

Goal 1: Meet with Rowan Salisbury Schools to determine needs in which the City can assist.
Goal 3: Work with Rowan County to develop a joint community asset inventory and vision statement.

Youth Involvement

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

DEPARTMENTAL PERFORMANCE GOALS

1. Manage development of branding and marketing standards for Fibrant as well as production of such materials.
2. Meet quarterly with internal divisions and departments and support their communications needs.
3. Design and facilitate distribution of external communication for the organization.
4. Create long term strategic plan for ACCESS 16, which includes establishment of new station format.
5. Reestablish and expand social media presence and maintain and monitor content.

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ 268,489	$ 274,863	$ 275,222	$ -
Operating	-	160,400	267,454	163,205	-
Capital	-	-	-	-	-
TOTAL	$ -	$ 428,889	$ 542,317	$ 438,427	$ -

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

STATEMENT OF PURPOSE

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

CITY COUNCIL OBJECTIVES AND GOALS

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

Goal 3: Develop a marketing plan for our community with partner agencies that leverages City assets.
Goal 4: Implement a small business entrepreneur support program.

Financial Accountability and Sustainability

Objective 1: Improve financial accountability and sustainability.

Goal 1: Develop annual fund balance goal as part of the budget process.
Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

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

Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
Goal 2: Continue management and leadership training to further develop human capital.

Objective 3: Improve organizational transparency.

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

Youth Involvement

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

Goal 1: Continue to support the Salisbury Youth Council.
Goal 2: Continue to recognize and support positive youth and community initiatives.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Position Applications Reviewed	1,632	1,400	1,500
Full-Time Employees in Organization (all funds)	457	459	459
Position Requisitions Received from Departments	42	55	50
Total Training Hours Delivered (internal & vendor)	143	190	190
Effectiveness			
Organization-wide Turnover Rate	12.0%	10.0%	10.0%
Internal Recruitment Rate	7.0%	3.0%	3.0%
External Recruitment Rate	93.0%	97.0%	97.0%

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 428,440	$ 473,846	$ 525,852	$ 528,875	$ -
Operating	493,960	540,489	567,138	580,005	-
Capital	-	-	-	-	-
TOTAL	$ 922,400	$ 1,014,335	$ 1,092,990	$ 1,108,880	$ -

DEPARTMENT – Business and Financial Services – Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 248,253	$ 249,668	$ 1,244,421	$ 1,264,124	$ -
Operating	424,238	405,991	630,007	504,105	-
Capital	165,519	273,745	723,432	214,943	-
TOTAL	$ 838,010	$ 929,404	$ 2,597,860	$ 1,983,172	$ -

DEPARTMENT – Business and Financial Services
DIVISION – Administration **443**

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

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

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

Goal 3: Develop a marketing plan for our community with partner agencies that leverages City assets.
Goal 4: Implement a small business entrepreneur support program.

Financial Accountability and Sustainability

Objective 1: Improve financial accountability and sustainability.

Goal 1: Develop annual fund balance goal as part of the budget process.
Goal 2: Provide return on investment analysis for major City involved projects.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

Accounting (101)	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Number of Checks Issued	5,883	6,175	6,200
Number of ACH Transactions (Payroll and A/P)	15,579	15,650	15,700
Number of Journal Entries	1,102	1,100	1,100
Effectiveness			
Percent of Checks Processed Without Error	99.5%	99.5%	99.5%
Percent of ACH Transactions Processed Without Error	99.9%	99.9%	99.9%
Percent of Journal Entries Reclassified	18%	18%	18%

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 1,453,162	$ 1,611,693	$ 948,693	$ 954,560	$ -
Operating	374,320	343,194	304,553	301,322	-
Capital	-	-	-	-	-
TOTAL	$ 1,827,482	$ 1,954,887	$ 1,253,246	$ 1,255,882	$ -

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

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DIVISIONAL PERFORMANCE GOALS

1. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
2. Continue to seek methods of improved fixed asset accountability.
3. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.
4. Develop and expand Purchasing Manager's role in contract administration.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Number of Purchase Orders Fulfilled	572	455	500
Number of Procurement Card Transactions	10,256	10,000	10,250
Efficiency			
Cost Per Procurement Card Transaction	$ 165	$ 150	$ 160
Effectiveness			
Percent of POs Completed Without Error	93%	98%	98%
Procurement Card Error Rate	2%	2%	2%

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 108,181	$ 109,995	$ 121,862	$ 70,193	$ -
Operating	8,488	10,995	11,651	9,687	-
Capital	-	-	-	-	-
TOTAL	$ 116,669	$ 120,990	$ 133,513	$ 79,880	$ -

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DIVISIONAL PERFORMANCE GOALS

1. Improve telephone answering statistics where 85% of calls are answered within 30 seconds and reduce maximum wait times to less than three minutes.
2. Continue to seek methods to reduce customer service errors.
3. Continue cross-training of employees in all areas.
4. Continue to seek improvements in the Fibrant sales and outside plant processes.
5. Seek to close 30 Fibrant sales per week.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Customer Service (102)			
Workload			
Number of Utility Bills Generated	221,360	226,894	238,238
Number of Teller Transactions	51,934	53,232	55,893
Number of Telephone Transactions	62,010	63,560	66,738
Number of New Businesses Issued Privilege Licenses	226	226	226
Efficiency			
Cost Per Utility Bill Issued	$ 0.62	$ 0.64	$ 0.68
Cost Per Teller Transaction	$ 1.54	$ 1.58	$ 1.62
Cost Per Telephone Transaction	$ 2.03	$ 2.08	$ 2.13
Effectiveness			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%
Total Dollar Value of Tellers' Over & Short Account	$ 281	$ 288	$ 300
Service Complaints Per 1000 Transactions	0.01	0.01	0.01

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ 991,430	$ 995,763	$ -
Operating	-	-	158,860	75,685	-
Capital	-	-	-	-	-
TOTAL	$ -	$ -	$ 1,150,290	$ 1,071,448	$ -

DEPARTMENT – Business and Financial Services
DIVISION – Telecommunications **550**

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DEPARTMENTAL GOALS

1. Improve quality of reception and coverage of the 800 trunking system by upgrading the system to a P25 digital and by adding Young's Mtn. site in partnership with Rowan County.
2. Complete final phase of 800 rebanding which includes second touch of all 2500 radios.
3. Enhance security capabilities at the tower site.
4. Flash and program 500 radios for the City.
5. Install 200 radios for the City.
6. Program and install 200 radios for Rowan County.
7. Program and flash 1500 radios for Rowan County.
8. Work with Motorola to obtain proper training for new radio system so that our shop can maintain same.
9. Continue to provide the absolute best quality of Service to our City Departments and to our Rowan County customers.
10. Work with Rowan County and Salisbury PD on the new consolidated 911 Communications Center.

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 248,253	$ 249,668	$ 252,991	$ 268,361	$ -
Operating	272,072	266,716	317,509	274,932	-
Capital	42,997	63,000	103,000	38,000	-
TOTAL	$ 563,322	$ 579,384	$ 673,500	$ 581,293	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Waterproof Building at Tower Site	$ 15,000	$ 15,000	$
Ethernet Test Set	5,000	5,000	
R8000 Analyzer	40,000	-	
Portable Vehicle Lift	25,000	-	
Electric security gate w/pass card access	18,000	18,000	
Total Capital Outlay	**$ 103,000**	**$ 38,000**	**$ -**

DEPARTMENT – Infrastructure Services - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 865,640	$ 881,224	$ 1,032,817	$ 1,024,508	$ -
Operating	735,614	707,927	1,268,656	824,344	-
Capital	199,267	401,000	1,109,500	226,900	-
TOTAL	$ 1,800,521	$ 1,990,151	$ 3,410,973	$ 2,075,752	$ -

DEPARTMENT – Infrastructure Services
DIVISION – Systems Operations **442**

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Utilities and Community Infrastructure

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

Goal 1: Renegotiate contracts and streamline operations in an effort to reduce operating costs.
Goal 2: Improve system infrastructure and achieve 99.999% reliability.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

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

Goal 1: Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
Goal 2: Continue management and leadership training to further develop human capital.

Objective 3: Improve organizational transparency.

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

DEPARTMENTAL GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Number of Computers Directly Supported	511	513	520
Number of Servers Directly Supported	76	78	80
Total Number of IT Helpdesk Requests Received	1,462	1,533	1,550
Total Number of Projects Supported ***	13	15	16
Number of Remote Sites Supported	46	45	45
Number of Telephones Supported	382	384	384
Efficiency			
Number of PCs Supported Per Analyst	256	171	173
Number of Servers Supported Per Analyst	76	78	80
Number of IT Helpdesk Requests Processed Per Analyst	731	511	517
Number of Project Requests Processed Per Analyst ***	7	5	5
Effectiveness			
Average Repair Time Per IT Helpdesk Request (in days)	9.63	4.16	4.16
Average Annual Network Availability **	99.9%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	61.7%	60.8%	61.0%

** Estimate - Designed to demonstrate network reliability

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 807,887	$ 1,094,657	$ 1,284,286	$ 1,213,621	$ -
Operating	1,449,503	1,839,493	1,579,935	1,493,913	-
Capital	-	20,500	-	-	-
TOTAL	$ 2,257,390	$ 2,954,650	$ 2,864,221	$ 2,707,534	$ -

DEPARTMENT – Infrastructure Services
DIVISION – Geographic Information Systems (GIS) 492

STATEMENT OF PURPOSE

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

CITY COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 78,322	$ 83,463	$ 84,489	$ 85,057	$ -
Operating	100,249	105,806	125,410	97,495	-
Capital	-	7,500	-	-	-
TOTAL	$ 178,571	$ 196,769	$ 209,899	$ 182,552	$ -

DEPARTMENT – Infrastructure Services
DIVISION – Facilities Management **500**

STATEMENT OF PURPOSE

To provide facilities maintenance and repair, management of new buildings projects, management of ongoing municipal service contracts related to City bricks and mortar assets and to ensure compliance with codes, mandates and ordinances. Manage capital outlay and special projects across all City departments including management and oversight of construction projects. Continuously encourage energy efficient initiatives and sustainable practices across the City by educating personnel through various media and applying concepts to projects as appropriate when funding is available. Assist Broadband Services as needed to ensure completion of scheduled video, phone and internet service. Provide Signs and Markings support to complete projects across the City associated with traffic safety and compliance.

CITY COUNCIL OBJECTIVES AND GOALS

Utilities and Community Infrastructure

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

Goal 1: Renegotiate contracts and streamline operations in an effort to reduce operating costs.
Goal 2: Improve system infrastructure and achieve 99.999% reliability.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Square Feet Maintained	163,760	190,760	190,760
Average Age of Facilities (years)	60	50	50
Vendor Contracts Reviewed	85	85	85
Efficiency			
Square Feet Maintained Per FTE	32,752	25,435	25,435
Effectiveness			
Cost ($000s) of Unplanned Facilities Expenditures	$ 50	$ 50	$ 50

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 469,960	$ 477,900	$ 622,367	$ 622,013	$ -
Operating	41,799	132,819	234,225	224,796	-
Capital	-	-	29,000	7,000	-
TOTAL	$ 511,759	$ 610,719	$ 885,592	$ 853,809	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
RF Meter	$ 7,000	$ 7,000	$
Fusion Splicer	15,000	-	
Optical Time Domain Reflectometer	7,000	-	
	$ 29,000	**$ 7,000**	**$ -**

DEPARTMENT – Infrastructure Services
DIVISION – Central City Buildings **501**

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	409,584	343,460	390,638	387,159	-
Capital	199,267	393,500	1,080,500	219,900	-
TOTAL	$ 608,851	$ 736,960	$ 1,471,138	$ 607,059	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
City Office Building (000)			
HVAC Monitoring System	$ 100,000	$ -	$
HVAC Replacement	91,000	91,000	
HVAC Replacement - Price High School	20,000	-	
Roof Replacement - Price High School	510,100	-	
Install Carpet in Human Resources	37,500	-	
Install fire escape for upper floors	19,500	-	
City Hall (251)			
HVAC Replacement	87,400	87,400	
Replace Carpets	40,000		
West Comm Center (252)			
HVAC Replacement	41,500	41,500	
Park Ave-Code Enforcement (254)			
HVAC Monitoring System	3,500	-	
Customer Service Center (255)			
Acoustical Baffles for Sound Attenuation in lobby	12,500	-	
Redundant Cooling	80,000	-	
Install blinds	12,500	-	
Install Shop Ceiling Fans	25,000	-	
Total Capital Outlay	**$ 1,080,500**	**$ 219,900**	**$ -**

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	152,166	139,275	153,638	153,488	-
Capital	14,341	100,750	498,570	106,750	-
TOTAL	$ 166,507	$ 240,025	$ 652,208	$ 260,238	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Roof Replacement / Repairs	$ 391,820	-	
Refurbish flipped apartments	8,000	8,000	
Replace appliances	6,000	6,000	
HVAC Replacement	92,750	92,750	
Total Capital Outlay	**$ 498,570**	**$ 106,750**	**$ -**

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 710,871	$ 705,544	$ 721,812	$ 667,659	$ -
Operating	667,376	1,610,453	1,121,649	1,117,593	-
Capital	170,227	223,728	216,125	230,293	-
TOTAL	$ 1,548,474	$ 2,539,725	$ 2,059,586	$ 2,015,545	$ -

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

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

- **Goal 1**: Implement objectives of the Consolidated Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
- **Goal 2**: Receive and evaluate recommendations from the Housing Advocacy Commission to address minimum housing and unsafe conditions and adopt a tenant-landlord handbook.
- **Goal 3**: Address pedestrian access in neighborhoods.
- **Goal 4**: Implement the Historic Preservation Master Plan.

Utilities and Community Infrastructure

Objective 2: Provide quality Parks and Recreation and Cemetery Services.

- **Goal 1**: Continue development of the Phase 1 Master Plan for Lincoln Park and support implementation of the Dixonville Cemetery Master Plan.

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

- **Goal 1**: Focus joint efforts to recruit new retail for our citizens.
- **Goal 2**: Work with Rowan County Inspections Department to develop an Express Review Process for Development.
- **Goal 4**: Implement a small business entrepreneur support program.

Objective 2: Improve and enhance Downtown Salisbury.

- **Goal 1**: Re-focus support of public/private grant programs for our downtown and neighborhoods.
- **Goal 2**: Continue planning for East Square streetscape improvements.
- **Goal 3**: Develop a small area plan for the South Main Street corridor.

Organizational Development and Partnerships

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

- **Goal 1:** Continue to implement our comprehensive customer service plan to better serve our citizens.

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

Goal 3: Work with Rowan County to develop a joint community asset inventory and vision statement.

DEPARTMENTAL PERFORMANCE GOALS

1. Continue to implement the "one stop shop" model for Development Services at the City Office Building.
2. Cooperate with Downtown Salisbury, Inc. (DSI) to implement the Downtown Master Plan.
3. Implement goals of the West End Neighborhood Transformation Plan with community partners.
4. Participate in activities related to the Tourism Development Authority in support of the Tourism Master Plan.
5. Participate in the CONNECT Regional Sustainability Project.
6. Implement Block Works, the Salisbury Sculpture Show and other CAC programs.
7. Administer façade and historic preservation incentive grants with HPC and CAC.
8. Implement the Historic Preservation Master Plan.
9. Develop plan for Dixonville Cemetery in collaboration with citizen task force, Parks & Recreation and neighborhood.
10. Coordinate with Police Department, DSI, Farmers Market and other community stakeholders on East Square improvements.
11. Complete the South Main Street Area Plan.
12. Support Rowan County's development of a land use plan with growth corridors.
13. Adopt standards and ordinances that support implementation of Vision 2020.
14. Promote neighborhood revitalization and Consolidated Plan goals.
15. Continue enforcement of minimum housing and nuisance codes to improve housing and neighborhood conditions.
16. Identify opportunities to support Vision 2020 through city operations.
17. Broker projects to improve housing and the living environment in revitalization areas.
18. Provide appropriate training for all boards and commissions.
19. Provide staff support and assistance to the Planning Board, Community Appearance Commission, Historic Preservation Commission, Housing Advocacy Commission, Zoning Board of Adjustment, and Tree Board.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Rezoning Requests Processed	7	8	10
Efficiency			
Average Number of Processing Days Per Rezoning Request	45	45	45
Effectiveness			
Percent of Rezoning Requests Approved as Presented	85%	85%	75%

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 317,358	$ 319,861	$ 325,961	$ 317,438	$ -
Operating	183,982	125,842	518,383	114,894	-
Capital	-	-	-	-	-
TOTAL	$ 501,340	$ 445,703	$ 844,344	$ 432,332	$ -

DEPARTMENT – Community Planning Services
DIVISION – Development Services **494**

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

Goal 3: Address pedestrian access in neighborhoods.
Goal 4: Implement the Historic Preservation Master Plan.

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

Goal 2: Work with Rowan County Inspections Department to develop an Express Review Process for Development.
Goal 4: Implement a small business entrepreneur support program.

Objective 2: Improve and enhance Downtown Salisbury.

Goal 3: Develop a small area plan for the South Main Street corridor.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

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

Goal 2: Partner with Rowan County on runway extensions and revised incentive agreements.
Goal 3: Work with Rowan County to develop a joint community asset inventory and vision statement.

DIVISIONAL PERFORMANCE GOALS

1. Continue to implement the "one stop shop" model for Development Services at the City Office Building by combining multiple development process resources under one roof – that being Development Services (including Business Licensing), Fire Marshal, Engineering, and SRU-FOG, as well as providing flex space for Rowan County and the state of North Carolina.
2. Coordinate with the Rowan County Building Code Enforcement department to develop an express review process for development.
3. 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.
4. Continue to administer, continually review and modify when necessary, and enforce the Land Development Ordinance and Historic District ordinances and guidelines.
5. Continue to perform field inspections to ensure compliance with various codes and ordinances.

DIVISIONAL PERFORMANCE GOALS (CONT.)

6. Continue to coordinate with Rowan County and issue Certificates of Compliance/Occupancy.
7. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
8. Continue liaison staffing of the Historic Preservation Commission, Planning Board, and the Zoning Board of Adjustment, as well as providing appropriate training for those volunteer members.
9. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
10. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove and portions of Rowan County.
11. Assist with the implementation of the backflow prevention and pretreatment ordinance and NPDES Phase 2 Stormwater ordinance.
12. Continue to administer and update the City's street address system in coordination with the GIS division.
13. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
14. Assist in development of the West End Neighborhood Transformation Planning process.
15. Support Rowan County's development of a land use plan with growth corridors.
16. Adopt standards and ordinances that support implementation of Vision 2020.
17. Identify opportunities to support Vision 2020 through city operations.

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 344,290	$ 336,810	$ 345,378	$ 346,739	$ -
Operating	358,728	452,401	450,724	460,498	-
Capital	-	-	-	-	-
TOTAL	$ 703,018	$ 789,211	$ 796,102	$ 807,237	$ -

DEPARTMENT – Community Planning Services **495**
DIVISION – Code Enforcement

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

- **Goal 1**: Implement objectives of the Consolidated Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
- **Goal 2**: Receive and evaluate recommendations from the Housing Advocacy Commission to address minimum housing and unsafe conditions and adopt a tenant-landlord handbook.
- **Goal 4**: Implement the Historic Preservation Master Plan.
- **Goal 5**: Receive and evaluate recommendations from the Nuisance Animal Study Committee.

Economic Development

Objective 2: Improve and enhance Downtown Salisbury.

- **Goal 3**: Develop a small area plan for the South Main Street corridor.

Organizational Development and Partnerships

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

- **Goal 1:** Continue to implement our comprehensive customer service plan to better serve our citizens.

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

- **Goal 2:** Partner with Rowan County on runway extensions and revised incentive agreements.
- **Goal 3:** Work with Rowan County to develop a joint community asset inventory and vision statement.

DEPARTMENTAL PERFORMANCE GOALS

1. Focus on excellent customer service to all persons that our division comes in contact with 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 to work with newly formed Housing Advocacy Commission to improve and strengthen city minimum housing ordinances.
5. Continue to cross-train all officers in all areas of the city codes and ordinances.
6. Utilize CityView software to increase officer efficiency thus allowing more time to be spent in the field.
7. Establish communication or technology that will allow police, fire, and code services to be on one system and therefore become more cohesive with all three departments in order to improve the safety and integrity of neighborhoods.

DIVISIONAL PERFORMANCE GOALS (CONT.)

8. Continue working relationships with Neighborhood Leaders Alliance, SNAG, Community Watch programs and other neighborhood organizations.
9. Provide staff support and assistance to the Housing Advocacy Commission.
10. Provide staff support and assistance to the Nuisance Animal Study Committee.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Total Number of Nuisance Cases Generated	1,000	1,478	1,300
Efficiency			
Cost Per Nuisance Case Abated (contractor)	$ 90	$ 90	$ 90
Effectiveness			
Percentage of Cases Corrected By Owner	60%	68%	75%

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 170,227	$ 223,728	$ 216,125	$ 230,293	$ -
Operating	86,323	73,136	105,650	79,531	-
Capital	-	-	-	-	-
TOTAL	$ 256,550	$ 296,864	$ 321,775	$ 309,824	$ -

STATEMENT OF PURPOSE

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

CITY COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

Goal 1: Implement objectives of the Consolidated Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
Goal 3: Address pedestrian access in neighborhoods.

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

Goal 2: Work with Rowan County Inspections Department to develop an Express Review Process for Development.

Objective 2: Improve and enhance Downtown Salisbury.

Goal 2: Continue planning for East Square streetscape improvements.
Goal 3: Develop a small area plan for the South Main Street corridor.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DEPARTMENTAL PERFORMANCE GOALS

1. Participate in TRC and Plan Review Committee.
2. Administer consultant contract for Innes St/Long St Corridor Study.
3. Manage the Closed-Loop Signal System to ensure compliance with NCDOT standards and establish efficient timing plans.
4. Address citizen request concerning traffic related issues.
5. Apply for FRA Quiet Zone.
6. Coordinate efforts with Cabarrus Rowan MPO:
   - CMAQ grants and construction projects
   - CTP street index
   - Innes Street/Long Street Complete Street Study, including left-turns at the Square
7. Coordinate projects with NCDOT:
   - Innes Street Bridge Replacement over Grants Creek
   - Klumac Road Grade Separation, U-3459
   - Klumac Road Bridge Replacement over Town Creek
   - Peeler Road Grade Separation, project P-5206A
   - NCDOT resurfacing contract (coordinate with CTP, Bicycle Plan, and City Departments)
8. Implement elements of the Comprehensive Bicycle Plan.

DIVISIONAL PERFORMANCE GOALS (CONT.)

9. Prepare Dam Emergency Action Plans in accordance with DENR guidelines.
10. Participate with DSI Parking Committee.
11. Administer National Flood Insurance Program (NFIP).
12. Administer Downtown R/W Use permits.
13. Administer Street and Alley closings in accordance with General Statutes.
14. Participate in monthly SNAG meetings.
15. Assist with citizen requests concerning traffic and drainage.
16. Administer citizen requests for improved street lighting in accordance with the City's neighborhood street lighting petition policy.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Minor Site Plan (MI) Engineering review	21	30	36
Major Site Plans (MA) Engineering review	0	1	1
Major Subdivisions (S) Engineering review	0	0	0
Utility Projects (U) Engineering review	6	21	26
Conditional District (CD) Engineering review	4	6	7
Efficiency			
MI: Average Days reviewed by Engineering	6	7	10
MI: Average Days processed by others	23	29	30
U: Average Days reviewed by Engineering	29	15	15
U: Average Days processed by others	33	23	25
CD: Average Days reviewed by Engineering	12	24	20
CD: Average Days processed by others	51	58	50

BUDGET REQUEST SUMMARY – 555 Engineering

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 366,581	$ 368,734	$ 376,434	$ 320,920	$ -
Operating	308,648	1,158,052	670,925	657,095	-
Capital	-	-	-	-	-
TOTAL	$ 675,229	$ 1,526,786	$ 1,047,359	$ 978,015	$ -

BUDGET REQUEST SUMMARY --- 552 Street Lighting

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	472,865	545,499	569,253	568,253	-
Capital	-	-	-	-	-
TOTAL	$ 472,865	$ 545,499	$ 569,253	$ 568,253	$ -

DEPARTMENT - Police - Summary

SUMMARY STATEMENT OF PURPOSE

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Number of Sworn Police Officers (Authorized Positions)	81	82	81
Total Incoming Calls (911, Direct-Dial, Information-Seeking, etc.)	62,007	64,761	66,005
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,381	2,348	2,390
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	2,284	2,143	2,305
Departmental Internal Affairs Investigated Complaints	8	10	11
Efficiency			
Number of Sworn Police Officer Vacancies (all causes)	8	7	7
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	35,863	34,005	35,600
Part I Crimes Investigated By Criminal Investigations (CID) Division^^^	202	184	248
Internal Affairs Complaints Sustained	5	2	4
Effectiveness			
Departmental Turn-Over Rate (Sworn Police Officers)	9.9%	8.5%	8.6%
Percent of Incoming Calls That Result in an Officer Dispatch	57.8%	52.5%	53.9%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	6.6%	6.9%	6.7%
CID Part I Case Clearance Rate ^^^^	37%	31%	33%
Internal Affair Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	62.5%	20.0%	36.4%

^^^ 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 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 7,455,011	$ 7,957,123	$ 8,094,909	$ 8,113,280	$ -
Operating	1,978,557	1,961,307	2,753,502	2,620,443	-
Capital	138,911	303,615	88,600	43,300	-
TOTAL	$ 9,572,479	$ 10,222,045	$ 10,937,011	$ 10,777,023	$ -

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

Goal 1: Implement objectives of the Consolidated Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
Goal 2: Receive and evaluate recommendations from the Housing Advocacy Commission to address minimum housing and unsafe conditions and adopt a tenant-landlord handbook.
Goal 3: Address pedestrian access in neighborhoods.
Goal 5: Receive and evaluate recommendations from the Nuisance Animal Study Committee.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

Youth Involvement

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

Goal 1: Continue to support the Salisbury Youth Council.
Goal 2: Continue to recognize and support positive youth and community initiatives.

DEPARTMENTAL PERFORMANCE GOALS

1. Complete 9-1-1 Consolidation process with County.
2. Maintain high clearance rate for major criminal cases.
3. Shift focus from DARE and GREAT programs in our schools to the GREAT program only. Programs are somewhat redundant with each other and one will accomplish the same goal at a financial savings.
4. Expand GREAT program to our private schools, which currently do not receive this program.
5. Complete implementation of new Parking Citation Management Program.
6. Back Up Polygraph Operator.
7. Implement rotational position within CID and Vice/Narcotics for developmental purposes.

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 2,310,291	$ 1,992,667	$ 1,517,850	$ 1,522,366	$ -
Operating	362,604	385,989	441,427	409,793	-
Capital	56	-	-	-	-
TOTAL	$ 2,672,951	$ 2,378,656	$ 1,959,277	$ 1,932,159	$ -

DEPARTMENT – Police **514**
DIVISION – Administration

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

- **Goal 1**: Implement objectives of the Consolidated Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
- **Goal 2**: Receive and evaluate recommendations from the Housing Advocacy Commission to address minimum housing and unsafe conditions and adopt a tenant-landlord handbook.
- **Goal 3**: Address pedestrian access in neighborhoods.
- **Goal 5**: Receive and evaluate recommendations from the Nuisance Animal Study Committee.

Organizational Development and Partnerships

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

- **Goal 1:** Continue to implement our comprehensive customer service plan to better serve our citizens.

Youth Involvement

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

- **Goal 1:** Continue to support the Salisbury Youth Council.
- **Goal 2:** Continue to recognize and support positive youth and community initiatives.

DEPARTMENTAL PERFORMANCE GOALS

1. Implement new plan to increase street patrol coverage via the hiring and training of Police Expeditors.
2. Implement new plan to improve upon relationships between department and community/neighborhoods.
3. Re-design geographical patrol grids to more closely mimic those used in Fire Department.
4. Complete plans to enhance Minority Recruiting and build upon new methods already implemented.
5. Implement educational incentive program for all police department employees with college degrees in order to retain current employees and attract other highly quality potential employees.
6. Implement monetary incentives for “State Certification Levels” for all police department employees in order to retain current employees and attract other high quality potential employees.
7. Build upon our new Police Cadet Program.
8. Build upon our newly created Police Athletic League (P.A.L.) in order to provide mentoring opportunities for youth.
9. Continue to improve communications throughout various components of the department.
10. Continued emphasis on the delivery of superior citizen service.
11. Continued emphasis on the professional development for management staff.

BUDGET REQUEST SUMMARY

	Actual FY09-10	Budgeted FY10-11	Requested FY11-12	Mgr Recommends FY11-12	Adopted FY11-12
Personnel	$ 527,598	$ 537,560	$ 535,130	$ 537,256	$ -
Operating	292,861	431,732	433,978	327,146	-
Capital	-	17,900	18,500	9,000	-
TOTAL	$ 820,459	$ 987,192	$ 987,608	$ 873,402	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Building Maintenance (301)			
HVAC Replacement	9,000	9,000	
HVAC System Monitor	9,500	-	
Total Capital Outlay	**$ 18,500**	**$ 9,000**	**$ -**

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

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

Goal 1: Implement objectives of the Consolidated Plan for housing and neighborhood revitalization to include the West End Transformation Plan.
Goal 2: Receive and evaluate recommendations from the Housing Advocacy Commission to address minimum housing and unsafe conditions and adopt a tenant-landlord handbook.
Goal 3: Address pedestrian access in neighborhoods.
Goal 5: Receive and evaluate recommendations from the Nuisance Animal Study Committee.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

Youth Involvement

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

Goal 1: Continue to support the Salisbury Youth Council.
Goal 2: Continue to recognize and support positive youth and community initiatives.

DEPARTMENTAL PERFORMANCE GOALS

1. Implement the Police Expeditor program on each patrol team.
2. Evaluate the Expeditor program for effectiveness and enhanced street coverage.
3. Implement geographical grids that more closely mimic the Fire Department for patrol coverage.
4. Implement a bi-annual evaluation system to assure right officers are assigned to the PIT Team.
5. Conduct bi-annual mutual aid Weapons of Mass Destruction and Disaster Preparedness exercises to test, evaluate and maintain our emergency preparedness levels of service.

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 2,787,095	$ 3,278,280	$ 3,335,710	$ 3,358,092	$ -
Operating	619,491	549,816	688,392	741,194	-
Capital	79,072	86,650	14,000	14,000	-
TOTAL	$ 3,485,658	$ 3,914,746	$ 4,038,102	$ 4,113,286	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Field Operations			
K-9 Baks retiring - Replacement plus training	$ 14,000	$ 14,000	$
	$ 14,000	$ **14,000**	$ **-**

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

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

Goal 2: Receive and evaluate recommendations from the Housing Advocacy Commission to address minimum housing and unsafe conditions and adopt a tenant-landlord handbook.

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

Goal 2: Work with Rowan County Inspections Department to develop an Express Review Process for Development.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DEPARTMENTAL PERFORMANCE GOALS

1. Enhance training academy to focus on building construction, smoke reading, advanced basics, tools, RIC, etc.
2. Expand PDA's to include garden apartments, tax payer, high rise, big box, strip malls, & commercial.
3. Examine the possibility of using command aides.
4. Expand staffing on apparatus through reserve/volunteer rescue squad, live-ins, and other programs.
5. Develop a RIC task force and procedures for diverse levels of emergency events.
6. Update and implement the career development guidelines representative of restructured positions.
7. Work with volunteer fire departments to develop consistent operating procedures.
8. Complete technical and heavy rescue certification.
9. Increase officer training to include supervisor, management and employee law among other leadership topics.
10. Improve the use of CAD capable technology to allow enhanced operations through AVL and iPads.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
False Alarm Responses	497	542	589
Total Calls	4,027	4,232	4,634
Average Calls Per Day	11.0	11.5	12.7
Average Training Hours per Firefighter per Day	3.6	3.6	3.6
Efficiency			
Cost Per Response (average)	$ 1,223	$ 1,127	$ 1,127
Firefighters Per Shift Strength	22	22	22
Firefighters (Per Shift) Per 1,000 Population	0.67	0.67	0.67
Total Dollar Value of All Property Protected	$2.6 B	$2.7 B	$2.8 B
Effectiveness			
Fire Deaths - Civilian	2	1	0
Fire Deaths - Firefighter	0	0	0
Fire Loss (Dollars)	$ 1,299,392	$ 470,000	$ 495,666
On-Scene Time - % within 5 Minutes	61%	65%	70%

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 4,140,318	$ 4,141,283	$ 4,224,069	$ 4,217,932	$ -
Operating	1,066,205	979,759	1,631,132	1,552,103	-
Capital	59,839	199,065	56,100	20,300	-
TOTAL	$ 5,266,362	$ 5,320,107	$ 5,911,301	$ 5,790,335	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Fire Station #54 (350)			
HVAC Monitoring System	$ 11,500	$ -	$
Fire Station #51 (351)			
HVAC Replacement	7,300	7,300	
Roof Repairs / Replacement	3,000	3,000	
Fire Station #52 (352)			
Replace thermal image camera	10,000	10,000	
HVAC Monitoring System	11,500	-	
Fire Station #53 (353)			
HVAC Replacement	3,800	-	
Commerical Washer / Dryer for turnout gear	9,000	-	
Total Capital Outlay	**$ 56,100**	**$ 20,300**	**$ -**

DEPARTMENT - Public Services - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 3,768,893	$ 3,781,594	$ 3,882,740	$ 3,426,580	$ -
Operating	2,756,818	2,594,187	2,684,321	2,550,150	-
Capital	690,986	645,881	726,885	537,223	-
TOTAL	$ 7,216,697	$ 7,021,662	$ 7,293,946	$ 6,513,953	$ -

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

STATEMENT OF PURPOSE

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

CITY COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 212,736	$ 212,468	$ 215,269	$ 216,580	$ -
Operating	13,220	42,671	44,817	15,381	-
Capital	-	48,950	48,950	48,950	-
TOTAL	$ 225,956	$ 304,089	$ 309,036	$ 280,911	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Roof Repairs / Replacement	$ 48,950	$ 48,950	$ -
Total Capital Outlay	**$ 48,950**	**$ 48,950**	**$ -**

DEPARTMENT - Public Services **551**
DIVISION – Traffic Operations

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DIVISIONAL PERFORMANCE GOALS

1. Improve the sign maintenance program to regularly address minimum sign retro-reflectivity requirements.
2. Revise the signal maintenance program to better coincide with NCDOT requirements and prepare for the system upgrade.

PERFORMANCE MEASURES

Workload	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Miles of Pavement Markings Repainted	7.5	8.0	10.0
Traffic Studies Completed	36	40	50
Signs Repaired/Replaced	1605	600	800
Signal Trouble Calls	101	104	100
Efficiency			
Average Response Time per Signal Trouble Call	17 min	16 min	15 min

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 362,750	$ 379,518	$ 382,135	$ 245,223	$ -
Operating	155,523	137,879	139,443	135,113	-
Capital	-	-	-	-	-
TOTAL	$ 518,273	$ 517,397	$ 521,578	$ 380,336	$ -

DEPARTMENT - Public Services
DIVISION – Streets **561**

STATEMENT OF PURPOSE

To improve the City's rights of ways through a program of maintenance, construction, cleaning and general beautification. Responsible for the maintenance of all City maintained streets, sidewalks, curbing, bridges, and stormwater infrastructure. Responsible for street cleaning and winter road maintenance. To assist other departments whenever possible by providing general maintenance to their parking lots, grounds and stormwater infrastructure.

COUNCIL OBJECTIVES AND GOALS

Economic Development

Objective 2: Improve and enhance Downtown Salisbury.

Goal 2: Continue planning for East Square streetscape improvements.
Goal 3: Develop a small area plan for the South Main Street corridor.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DIVISIONAL PERFORMANCE GOALS

Administration (000)
Plan, design, budget, direct and support the construction and maintenance of city streets, sidewalks and drainage systems. Ensures compliance with all Federal and State storm water regulations. Provides inspections to all new construction. Maintains the City's Powell Bill records. Coordinates with State inspectors to insure proper maintenance to all city maintained bridges.

Street Maintenance (420)
Perform maintenance to city streets and parking facilities not covered under the guidelines of Powell Bill Funding. Perform paving and patching to street cuts as a result of the work efforts of various utilities.

Concrete Construction (421)
Provide maintenance and repair to city sidewalks; driveways and curbs. Respond to request from contractors and property owners to install or repair new concrete facilities.

Streets Miscellaneous Activities (425)
Provide general labor and support to other City Divisions and Departments.

Powell Bill Paving & Resurfacing (426)
Provide maintenance, repairs, and paving to the citie's 172 miles of streets as defined by budget funding.

Powell Bill Bridge Maintenance/Snow (427)
Provide maintenance to the decking, pavement, and related bridge facilities. Maintain streets, walks and parking facilities in a passable condition during periods of snow and ice.

Powell Bill Drainage (428)
Provide a maintenance program to clean, construct and repair culverts, catch basins and related drainage structures on a regular maintenance schedule to ensure effective and efficient run-off of rain water to minimize local flooding.

Powell Bill-Concrete Construction (429)
Provide maintenance, repair, and installation to city curb and gutter, sidewalks and bike pathways.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Lane Miles of Streets Paved	2.2	2.9	3.0
Lane Miles of Streets Maintained	345	345	345
Potholes Filled	768	535	700
Driveways	25	15	20
Sidewalks Replaced / Repaired - Feet	2,273	2,800	2,500
Curb & Gutter - Feet	515	555	525
New Handicap Ramps	20	20	20

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 710,063	$ 704,249	$ 736,340	$ 693,006	$ -
Operating	849,800	1,079,876	717,778	716,490	-
Capital	-	21,000	156,200	156,200	-
TOTAL	$ 1,559,863	$ 1,805,125	$ 1,610,318	$ 1,565,696	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Roof Repairs / Replacement	$ 156,200	$ 156,200	$
Total Capital Outlay	**$** 156,200	**$** 156,200	**$**

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

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
City-Collected Garbage - Tons	9,355	7,438	7,300
Contracted Residential Recycling - Tons	1,009	1,485	1,600
Special Events Supported	7	10	15

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 445,279	$ 494,304	$ 511,577	$ 412,720	$ -
Operating	1,075,319	986,687	1,063,143	902,551	-
Capital	-	-	-	-	-
TOTAL	$ 1,520,598	$ 1,480,991	$ 1,574,720	$ 1,315,271	$ -

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

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DIVISIONAL PERFORMANCE GOALS

Limb/Yard Waste (423)

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 484,553	$ 248,080	$ 252,106	$ 251,757	$ -
Operating	168,305	107,587	106,405	110,438	-
Capital	-	-	-	-	-
TOTAL	$ 652,858	$ 355,667	$ 358,511	$ 362,195	$ -

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

STATEMENT OF PURPOSE

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

CITY COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Vehicles Maintained	353	352	313
Other Equipment Maintained	435	458	472
Buses Maintained	11	10	9

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 618,403	$ 669,474	$ 682,348	$ 684,433	$ -
Operating	115,131	108,516	121,853	109,206	-
Capital	65,533	34,400	-	-	-
TOTAL	$ 799,067	$ 812,390	$ 804,201	$ 793,639	$ -

DEPARTMENT – Public Services
DIVISION – Transportation **553**

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	416,785	413,474	413,474	413,474	-
Capital	-	-	-	-	-
TOTAL	$ 416,785	$ 413,474	$ 413,474	$ 413,474	$ -

DEPARTMENT – Education **641**

STATEMENT OF PURPOSE

To provide for funding the Supplementary Education System.

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	38,107	38,107	38,107	38,107	-
Capital	-	-	-	-	-
TOTAL	$ 38,107	$ 38,107	$ 38,107	$ 38,107	$ -

DEPARTMENT – Debt Service **901**

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	2,335,789	1,518,127	1,923,819	2,087,473	-
Capital	-	-	-	-	-
TOTAL	$ 2,335,789	$ 1,518,127	$ 1,923,819	$ 2,087,473	$ -

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Better Housing and Neighborhoods

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

Goal 3: Address pedestrian access in neighborhoods.

Utilities and Community Infrastructure

Objective 2: Provide quality Parks and Recreation and Cemetery Services.

Goal 1: Continue development of the Phase 1 Master Plan for Lincoln Park and support implementation of the Dixonville Cemetery Master Plan.

Economic Development

Objective 2: Improve and enhance Downtown Salisbury.

Goal 2: Continue planning for East Square streetscape improvements.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

Youth Involvement

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

Goal 1: Continue to support the Salisbury Youth Council.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Acres of Park Space Owned	508	508	508
Acres of Park Space Maintained	229	229	229
Yards of Greenway Maintained	7,106	7,106	7106
Number of Athletic Fields and Athletic Surfaces Maintained	34	34	34
Number of Recreational Programs Administered	NA	NA	NA
Number of Recreational Program Participations	NA	NA	NA
Number of Maintenance and Safety Inspections Conducted	NA	NA	NA
Number of Volunteer Hours Utilized	NA	NA	NA
Number of Inmate Hours Utilized	-	-	
Salisbury Community Park Visits	NA	NA	NA
Efficiency			
Cost Per Acre Maintained	NA	NA	NA
Cost Per 1,000 Yards of Greenway Maintained	NA	NA	NA
Cost Per Athletic Field and Athletic Surface Maintained	NA	NA	NA
Cost Per Recreational Program Administered	NA	NA	NA
Program FTEs Per 1,000 Program Participations	NA	NA	NA
Cost per Maintenance and Safety Inspection Performed	NA	NA	NA
Cost Per Inmate Hour	NA	NA	NA
Effectiveness			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.20%
City-wide Average for Athletic Field / Surface Availability	95%	95%	95%
Participations Per Program	NA	NA	NA
Percent of Program Participants Identified as City Residents	NA	NA	NA
City-wide Average for Equipment & Facilities Availability	NA	NA	NA
Estimated Departmental Savings Through Use of Volunteers	NA	NA	NA
Estimated Departmental Savings Through Use of Inmates	-	-	

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 1,631,952	$ 1,686,129	$ 1,745,538	$ 1,551,536	$ -
Operating	825,755	840,044	840,003	879,368	-
Capital	262,703	231,963	344,750	292,000	-
TOTAL	$ 2,720,410	$ 2,758,136	$ 2,930,291	$ 2,722,904	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Administration (100)			
Parks & facility repairs & improvements	$ 66,500	$ 66,500	$
Civic Center (601)			
HVAC Replacement	21,000	21,000	
City Park (602)			
HVAC Replacement	53,000	53,000	
Miller Center (603)			
Roof Repairs / Replacement	7,500	7,500	
Cemeteries (604)			
Roof Repairs / Replacement	7,000	7,000	
Greenway/Gardens (605)			
Roof Repairs / Replacement	22,000	22,000	
Athletic Programs (606)			
HVAC Replacement at Hall Gym	152,750	100,000	
Ground Maintenance (609)			
Roof Repairs / Replacement	15,000	15,000	
Total Capital Outlay	**$ 344,750**	**$ 292,000**	**$ -**

CITY OF SALISBURY N.C.

EST. - 1753

CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2014
With Estimated Actual for Year Ending June 30, 2013 and
Actual for Year Ended June 30, 2012

	2012 Actual	2013 Estimate	2014 Budget
REVENUES:			
Miscellaneous:			
Interest earned on investments	$ 25,506	$ 25,000	$ 20,000
Other	1,617	-	52,041
Total revenues	$ 27,123	$ 25,000	$ 72,041
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	1,752,016	1,709,358	1,506,200
Total other financing sources	$ 1,752,016	$ 1,709,358	$ 1,506,200
Total revenues and other financing sources	$ 1,779,139	$ 1,734,358	$ 1,578,241

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 FY11-12	Budgeted FY12-13	Requested FY13-14	Mgr Recommends FY13-14	Adopted FY13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	259,208	408,212	183,576	426,102	-
Capital	743,612	1,325,146	2,264,232	1,152,139	-
TOTAL	$ 1,002,820	$ 1,733,358	$ 2,447,808	$ 1,578,241	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Management & Administration			
Computer Equipment Replacement	$ 6,000	$ 6,000	$
Total Capital Outlay	**$ 6,000**	**$ 6,000**	**$ -**
Public Information & Communication			
Computer Equipment Replacement	$ 11,853	$ 11,853	$
Total Capital Outlay	**$ 11,853**	**$ 11,853**	**$ -**
Human Resources			
Computer Equipment Replacement	$ 6,500	$ 6,500	$
Total Capital Outlay	**$ 6,500**	**$ 6,500**	**$ -**
Infrastructure Services - Information Systems Operations			
Computer Equipment Replacement	$ 256,294	$ 256,294	$
Additional Storage	235,000	-	
Total Capital Outlay	**$ 491,294**	**$ 256,294**	**$ -**
Business and Financial Services - Administration			
Computer Equipment Replacement	$ 17,760	$ 17,760	$
Total Capital Outlay	**$ 17,760**	**$ 17,760**	**$ -**
Business and Financial Services - Business Services			
Computer Equipment Replacement	$ 14,625	$ 14,625	$
Total Capital Outlay	**$ 14,625**	**$ 14,625**	**$ -**
Community Planning Services - Planning			
Computer Equipment Replacement	$ 5,910	$ 5,910	$
Total Capital Outlay	**$ 5,910**	**$ 5,910**	**$ -**
Infrastructure Services-GIS			
Computer Equipment Replacement	$ 3,075	$ 3,075	$
Total Capital Outlay	**$ 3,075**	**$ 3,075**	**$ -**
Infrastructure Services-Facilities Management			
Computer Equipment Replacement	$ 4,713	$ 4,713	$
Total Capital Outlay	**$ 4,713**	**$ 4,713**	**$ -**

		Requested FY 13-14		Mgr Recommends FY 13-14		Adopted FY 13-14
Infrastructure Services-Central City Buildings						
Computer Equipment Replacement	$	4,000	$	4,000	$	
Total Capital Outlay	**$**	**4,000**	**$**	**4,000**	**$**	**-**
Community Planning Services - Code Services						
Computer Equipment Replacement	$	3,701	$	3,701	$	
Total Capital Outlay	**$**	**3,701**	**$**	**3,701**	**$**	**-**
Community Planning Services - Development Services						
Computer Equipment Replacement	$	5,100	$	5,100	$	
Total Capital Outlay	**$**	**5,100**	**$**	**5,100**	**$**	**-**
Police-Services						
Computer Equipment Replacement	$	32,450	$	32,450	$	
Replace PD00015 from FY13 Budget		27,275		27,275		
Replace PD00016 from FY13 Budget		27,459		27,459		
Replace PD00017 from FY13 Budget		27,459		27,459		
Total Capital Outlay	**$**	**114,643**	**$**	**114,643**	**$**	**-**
Police-Administration						
Computer Equipment Replacement	$	8,760	$	8,760		
Total Capital Outlay	**$**	**8,760**	**$**	**8,760**	**$**	**-**
Police-Operations						
Computer Equipment Replacement	$	10,550	$	10,550	$	
Replace Wrecked Vehicle from FY13 Budget		27,653		27,653		
Replace PD00402 2004 Crown Vic w/ Patrol Vehicle		35,856		35,856		
Replace PD00403 2004 Crown Vic w/ Patrol Vehicle		35,856		35,856		
Replace PD00404 2004 Crown Vic w/ Patrol Vehicle		35,856		35,856		
Replace PD00408 2004 Crown Vic w/ K-9 Tahoe		36,334		36,334		
Replace PD00409 2004 Crown Vic w/ Patrol Vehicle		35,856		35,856		
Replace PD00413 2004 Crown Vic w/ Patrol Vehicle		35,856		35,856		
Replace PD00414 2004 Crown Vic w/ Patrol Vehicle		35,856		35,856		
Replace PD00415 2004 Crown Vic w/ Patrol Vehicle		35,856		35,856		
Replace PD00417 2004 Crown Vic w/ Truck		36,536		-		
Replace 8 cameras at $5,295 ea. (ES10207; ES20379; ES8188; ES20308; ES8200; ES20303; ES20310; ES20301)		42,400		42,400		
Total Capital Outlay	**$**	**404,465**	**$**	**367,929**	**$**	**-**
Fire						
Computer Equipment Replacement	$	31,922	$	31,922	$	
Total Capital Outlay	**$**	**31,922**	**$**	**31,922**	**$**	**-**
Business & Financial Services - Telecommunications						
Computer Equipment Replacement	$	28,002	$	4,002	$	
Total Capital Outlay	**$**	**28,002**	**$**	**4,002**	**$**	**-**
Engineering						
Computer Equipment Replacement	$	27,500	$	27,500	$	
Total Capital Outlay	**$**	**27,500**	**$**	**27,500**	**$**	**-**

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Public Services - Street			
Computer Equipment Replacement	$ 6,000	$ 6,000	$
Replace ST49102 1991 Rubber Tire Loader w/ like	180,000	-	
Replace ST47701 1977 Caterpillar Bull Dozer & ST49901 Liebherr Track Loader w/ Track loader	220,000	220,000	
Total Capital Outlay	**$ 406,000**	**$ 226,000**	**$ -**
Public Services - Solid Waste Mgmt			
Replace SW20301 2003 Crane Carrier Rear Loader	$ 226,106	$ -	$
Replace SW20401 2004 Crane Carrier Rear Loader Refuse Truck w/ Automated Truck	316,106	-	
Total Capital Outlay	**$ 542,212**	**$ -**	**$ -**
Public Services - Fleet			
Computer Equipment Replacement	$ 4,100	$ 4,100	$
Total Capital Outlay	**$ 4,100**	**$ 4,100**	**$ -**
Parks & Recreation			
Computer Equipment Replacement	$ 23,652	$ 23,652	$
Replace PR88501 1985 International Bus	94,345	-	
Total Capital Outlay	**$ 117,997**	**$ 23,652**	**$ -**
Debt Service			
Principal and Interest	$ 183,576	$ 326,390	$
Total Operating	**$ 183,576**	**$ 326,390**	**$ -**

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2014
With Estimated Actual for the Year Ending June 30, 2013 and
Actual for the Year Ended June 30, 2012

	2012 Actual	2013 Estimate	2014 Budget
OPERATING REVENUES:			
Charges for services	$ 22,450,757	$ 21,635,787	$ 21,177,941
Water and sewer taps	253,750	235,320	205,000
Total operating revenues	$ 22,704,507	$ 21,871,107	$ 21,382,941
NONOPERATING REVENUES:			
Interest earned on investments	$ 34,882	$ 29,690	$ 26,000
Miscellaneous revenues	932,570	1,364,204	763,000
Total nonoperating revenues	$ 967,452	$ 1,393,894	$ 789,000
Total revenues and other financing sources	$ 23,671,959	$ 23,265,001	$ 22,171,941

CITY OF SALISBURY
FY 2013-2014 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
REVENUE	$ 28,674,481	$ 22,484,260	$ 22,493,803	$ 22,171,941	$ -
EXPENSES	**Actual FY 11-12**	**Budgeted FY 12-13**	**Requested FY 13-14**	**Mgr Recommends FY 13-14**	**Adopted FY 13-14**
UTILITIES MGT & ADMINISTRATION					
Personnel	$ 863,154	$ 714,325	$ 728,360	$ 813,065	$ -
Operations	8,250,260	3,368,552	3,985,452	3,525,450	-
Capital	49,693	117,500	-	-	-
TOTAL	$ 9,163,107	$ 4,200,377	$ 4,713,812	$ 4,338,515	$ -
PLANT OPERATIONS - WATER TREATMENT					
Personnel	$ 496,762	$ 507,922	$ 526,690	$ 530,414	$ -
Operations	1,006,389	1,106,475	1,105,490	1,099,526	-
Capital	-	-	-	-	-
TOTAL	$ 1,503,151	$ 1,614,397	$ 1,632,180	$ 1,629,940	$ -
SYSTEMS MAINTENANCE					
Personnel	$ 1,372,978	$ 1,495,138	$ 1,645,389	$ 1,651,368	$ -
Operations	1,387,065	1,755,600	2,420,161	1,838,914	-
Capital	249,253	543,400	325,869	274,131	-
TOTAL	$ 3,009,296	$ 3,794,138	$ 4,391,419	$ 3,764,413	$ -
ENVIRONMENTAL SERVICES					
Personnel	$ 469,276	$ 477,331	$ 490,250	$ 494,060	$ -
Operations	91,714	130,596	120,678	116,516	-
Capital	-	7,000	-	-	-
TOTAL	$ 560,990	$ 614,927	$ 610,928	$ 610,576	$ -
PLANT OPERATIONS - WASTEWATER TREATMENT					
Personnel	$ 855,523	$ 874,501	$ 822,797	$ 826,261	$ -
Operations	1,878,710	1,988,607	1,856,776	1,982,066	-
Capital	-	100,000	-	-	-
TOTAL	$ 2,734,233	$ 2,963,108	$ 2,679,573	$ 2,808,327	$ -
METER SERVICES					
Personnel	$ 522,889	$ 542,880	$ 562,598	$ 565,955	$ -
Operations	161,639	161,812	127,041	124,170	-
Capital	105	-	-	-	-
TOTAL	$ 684,633	$ 704,692	$ 689,639	$ 690,125	$ -
PLANTS MAINTENANCE					
Personnel	$ 612,432	$ 627,643	$ 657,181	$ 661,611	$ -
Operations	1,863,984	1,699,826	1,521,350	1,446,030	-
Capital	300	161,500	-	-	-
TOTAL	$ 2,476,716	$ 2,488,969	$ 2,178,531	$ 2,107,641	$ -

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
DEBT SERVICE					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	2,000,211	6,261,891	6,140,003	6,222,404	-
Capital	-	-	-	-	-
TOTAL	$ 2,000,211	$ 6,261,891	$ 6,140,003	$ 6,222,404	$ -
CAPITAL PROJECTS					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	-	-	-	-	-
TOTAL	$ -	$ -	$ -	$ -	$ -
GRAND TOTAL					
Personnel	$ 5,193,014	$ 5,239,740	$ 5,433,265	$ 5,542,734	$ -
Operations	16,639,972	16,473,359	17,276,951	16,355,076	-
Capital	299,351	929,400	325,869	274,131	-
TOTALS	$ 22,132,337	$ 22,642,499	$ 23,036,085	$ 22,171,941	$ -

DEPARTMENT – Salisbury-Rowan Utilities
DIVISION – Utilities Administration – Engineering, Finance, Planning **721**

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Utilities and Community Infrastructure

Objective 1: Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth and maintain public trust.

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

Economic Development

Objective 1: Enhance and support a creative enterprise economy with the best educated workforce, the most competitive infrastructure, an environment for creativity and innovation, a positive business climate and supportive government in Salisbury and Rowan County.

- **Goal 2**: Work with Rowan County Inspections Department to develop an Express Review Process for Development.
- **Goal 3**: Develop a marketing plan for our community with partner agencies that leverages City assets.

Organizational Development and Partnerships

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

- **Goal 1:** Continue to implement our comprehensive customer service plan to better serve our citizens.

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

- **Goal 1:** Implement strategies to recruit employees from diverse populations and develop strategies to attract and retain quality employees.
- **Goal 2:** Continue management and leadership training to further develop human capital.

Objective 3: Improve organizational transparency.

- **Goal 1:** Continue to improve the City website, including integration of the City marketing plan.
- **Goal 2:** Develop a Citizen Academy.

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Administrative Workload			
FTEs	91	92	93
Total Estimated Population Receiving Water Service (countywide)	52,500	52,600	52,700
Total Estimated Population Receiving Sewer Service (countywide)	51,750	51,850	51,900
Land Area Spanned for Water Service (square miles)	46.9	47	47.2
Land Area Spanned for Sewer Service (square miles)	45.2	45.3	45.5
Number of Accounts	21,550	21,600	21,650
Residential Water Rate (per 1 CCF) *	$ 3.49	$ 3.49	$ 3.49
Residential Sewer Rate (per 1 CCF)	$ 4.76	$ 4.76	$ 4.76
Administrative Efficiency			
Employee Turnover Rate	7.7%	8.7%	7.5%
Operating Costs Per 1,000 Population Served (water)	$ 161,575	$ 154,962	$ 156,000
FTEs Per Square Mile Served	1.94	1.96	1.97
Average Elapsed Business Days From Request To Connection	8	8	8
Average Residential Utility Bill as Percent of Median Income	2.22%	2.25%	2.28%
Administrative Effectiveness			
Average Years of Experience	10.4	10.6	10.8
Complaints Per Million Gallons Sold	0.23	0.31	0.30
Service Density (Population Served per Square Mile) - Water	1,119	1,119	1,117
Service Density (Population Served per Square Mile) - Sewer	1,145	1,145	1,141
Average Residential Rate Increase (% over prior year)	0.0%	1.5%	1.5%

* 1 CCF = 100 cubic feet of water

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 863,154	$ 714,325	$ 728,360	$ 813,065	$ -
Operating	8,250,260	3,368,552	3,985,452	3,525,450	-
Capital	49,693	117,500	-	-	-
TOTAL	$ 9,163,107	$ 4,200,377	$ 4,713,812	$ 4,338,515	$ -

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Provide opportunities for staff training and development.
2. Pursue appropriate expansion of SRU system.
3. Implement procedures to enable an annual water audit.
4. Add stand-by emergency power generators to remaining booster pump stations.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Water Treatment Workload			
Number of Water Treatment FTEs (includes lab & maintenance)	10	10	10
Millions of Gallons Potable Water Produced	3,177	3,200	3,210
Number of Water Quality Complaints	55	50	50
Number of Water Analyses Performed	95,160	95,160	95,160
Water Treatment Efficiency			
Number of FTEs Per Water Treatment Plant	10	10	10
Cost Per Million Gallons of Potable Water Produced	$603	$575	$585
Average Cost Per Water Quality Complaint Response	$ 80	$ 80	$ 80
Water Treatment Effectiveness			
Average Water Plant Operational Capacity	36.3%	36.5%	36.6%
Average Daily Potable Water Turbidity (NTU)	0.06	0.06	0.06
Percent of Potable Water Sold to Total Treated	76.9%	75.0%	75.0%
Percent of Complaints Addressed Within 24 Hours	99%	99%	99%
Percent of Water Analyses Meeting or Exceeding Standard	99.9%	99.9%	99.9%

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 496,762	$ 507,922	$ 526,690	$ 530,414	$ -
Operating	1,006,389	1,106,475	1,105,490	1,099,526	-
Capital	-	-	-	-	-
TOTAL	$ 1,503,151	$ 1,614,397	$ 1,632,180	$ 1,629,940	$ -

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Distribution & Collection Workload			
Inch Miles of Distribution Line Maintained	3,840	3,867	3,880
Inch Miles of Collection Line Maintained	4,256	4,256	4,260
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	37	36	36
Total Water, Sewer & Irrigation Taps Installed by SRU	148	130	135
Distribution Line Failures	84	100	100
Collection Line Failures	43	45	45
Distribution & Collection Efficiency			
Cost Per Inch Mile of Distribution Line Maintained	$ 312	$ 295	$ 300
Cost Per Inch Mile of Collection Line Maintained	$ 254	$ 310	$ 300
Cost Per Pump Station Maintained	$ 21,083	$ 21,527	$ 22,000
Cost Per Lift Station Maintained	$ 16,396	$ 13,360	$ 15,000
Cost Per Tap Installed (3/4" Water)	$ 1,650	$ 1,850	$ 1,850
Cost Per Tap Installed (4" Sewer)	$ 1,450	$ 1,600	$ 1,600
Distribution & Collection Effectiveness			
Failures Per Inch Mile of Distribution Line Maintained	0.022	0.026	0.026
Incidents Per Inch Mile of Collection Line Maintained	0.010	0.011	0.011
Average Tap Installations Per Day (3/4" Water)	0.5	0.5	0.5
Average Tap Installations Per Day (1" Water)	0.25	0.25	0.25
Average Tap Installations Per Day (4" Sewer)	0.5	0.5	0.5

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 1,372,978	$ 1,495,138	$ 1,645,389	$ 1,651,368	$ -
Operating	1,387,065	1,755,600	2,420,161	1,838,914	-
Capital	249,253	543,400	325,869	274,131	-
TOTAL	$ 3,009,296	$ 3,794,138	$ 4,391,419	$ 3,764,413	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Water Sewer Extensions (857)			
Town of China Grove	$ 25,000	$ 25,000	$
Town of Granite Quarry 2005 Final Pymnt	5,000	5,000	
Town of Rockwell Deed Research & Utility Easement	25,000	25,000	
Forest Glen, Phase III	25,869	-	
Town of Granite Quarry Byrd Rd Water Line Ext	45,000	45,000	
Town of Spencer	25,000	25,000	
Town of China Grove Unobligated	25,000	25,000	
Utilities Lift Station Elimination	50,000	50,000	
Town of Rockwell Deed Research & Utility Easement	25,000	25,000	
Forest Glen, Phase III	25,869	-	
Unobligated Extensions	24,131	24,131	
Town of Spencer	25,000	25,000	
Total Capital Outlay	**$ 325,869**	**$ 274,131**	**$ -**

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Environmental Services Workload			
Number of Wastewater Analyses Performed-Estimate	9,200	8,900	7,800
Number of Sanitary Sewer Overflows (**SSO**) *	6	10	10
Number of Industrial Violations Reported or Detected **	20	20	20
Environmental Services Efficiency			
Cost Per Wastewater Analysis	N/A no longer a commercial lab		
Average Cost Per SSO Response	$75	$75	$75
Average Cost Per Industrial Violation Reported or Detected	$60	$60	$60
Environmental Services Effectiveness			
Percent of Wastewater Analyses Meeting or Exceeding Standard	98%	98%	98%
Percent of SSOs Responded To Within One Hour	100%	100%	100%
Percent of Industrial Violators Notified Within 24 Hours	100%	100%	100%

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

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 469,276	$ 477,331	$ 490,250	$ 494,060	$ -
Operating	91,714	130,596	120,678	116,516	-
Capital	-	7,000	-	-	-
TOTAL	$ 560,990	$ 614,927	$ 610,928	$ 610,576	$ -

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Provide opportunities for staff training and development.
2. Pursue appropriate expansion of SRU system.
3. Budget for design of new influent pump station at Grant Creek WWTP.
4. Plan and prepare for next phase of wastewater treatment plant improvements.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Wastewater Treatment Workload			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	32	31	31
Millions of Gallons Wastewater Treated	2,578	2,600	2,640
Tons of Dry Bio-Solids Land-Applied	1,553	1,258	1,260
Wastewater Treatment Efficiency			
Number of FTEs Per Wastewater Treatment Plant	16.0	15.5	15.5
Cost Per Million Gallons of Wastewater Treated	2,246	2,185	2,200
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	$562	$670	$675
Wastewater Treatment Effectiveness			
Average Wastewater Plant Operational Capacity	56%	57%	57%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	8.7	8.0	7.0
Percent of Treated Wastewater Billed	59%	60%	60%
Gallons of Wastewater Returned Per Potable Gallons Produced	0.81	0.81	0.82
Pounds of Solids Out Per Pounds In (de-water/land apply)	3866/3106	3266/2516	3250/2500

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 855,523	$ 874,501	$ 822,797	$ 826,261	$ -
Operating	1,878,710	1,988,607	1,856,776	1,982,066	-
Capital	-	100,000	-	-	-
TOTAL	$ 2,734,233	$ 2,963,108	$ 2,679,573	$ 2,808,327	$ -

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the cause and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. Continue implementation of Automated Metering Infrastructure program.
5. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
6. Continue to implement the work order system for laptops in all our vehicles.
7. Provide the Meter Service Technicians with additional training and education opportunities.

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Meter Readings Per Fiscal Year	257,260	257,300	257,500
Efficiency			
Cost Per 100 Meter Readings	$ 209	$ 211	$ 213
Effectiveness			
Percent of Meters Misread	0.09%	0.09%	0.08%

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 522,889	$ 542,880	$ 562,598	$ 565,955	$ -
Operating	161,639	161,812	127,041	124,170	-
Capital	105	-	-	-	-
TOTAL	$ 684,633	$ 704,692	$ 689,639	$ 690,125	$ -

DEPARTMENT – Plants Maintenance **821**

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 612,432	$ 627,643	$ 657,181	$ 661,611	$ -
Operating	1,863,984	1,699,826	1,521,350	1,446,030	-
Capital	300	161,500	-	-	-
TOTAL	$ 2,476,716	$ 2,488,969	$ 2,178,531	$ 2,107,641	$ -

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 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	2,000,211	6,261,891	6,140,003	6,222,404	-
Capital	-	-	-	-	-
TOTAL	$ 2,000,211	$ 6,261,891	$ 6,140,003	$ 6,222,404	$ -

CITY OF SALISBURY N.C.

EST. - 1753

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER CAPITAL RESERVE FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2014
With Estimated Actual for the Year Ending June 30, 2013 and
Actual for the Year Ended June 30, 2012

	2012 Actual	2013 Estimate	2014 Budget
REVENUES:			
Miscellaneous:			
Interest earned on investments	$ 6,006	$ 5,814	$ 5,500
Total miscellaneous	$ 6,006	$ 5,814	$ 5,500
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	$ 499,253	$ 493,250	$ 458,607
Total other financing sources	$ 499,253	$ 493,250	$ 458,607
Total revenues and other financing sources	$ 505,259	$ 499,064	$ 464,107

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 FY11-12	Budgeted FY12-13	Requested FY13-14	Mgr Recommends FY13-14	Adopted FY13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	-	30,258	-	136,940	-
Capital	237,160	468,492	331,217	327,167	-
TOTAL	$ 237,160	$ 498,750	$ 331,217	$ 464,107	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Administration			
Computer Equipment Replacement	$ 21,923	$ 19,073	$
Total Capital Outlay	**$ 21,923**	**$ 19,073**	**$ -**
Plant Operations - Water Treatment			
Computer Equipment Replacement	$ 13,200	$ 13,200	$
Total Capital Outlay	**$ 13,200**	**$ 13,200**	**$ -**
Systems Maintenence			
Computer Equipment Replacement	$ 4,901	$ 4,901	$
Total Capital Outlay	**$ 4,901**	**$ 4,901**	**$ -**
Environmental Services			
Computer Equipment Replacement	$ 9,501	$ 9,501	$
Total Capital Outlay	**$ 9,501**	**$ 9,501**	**$ -**
Plant Operations - Wastewater Treatment			
Computer Equipment Replacement	$ 2,400	$ 1,200	$
Replace PO29002 1990 Chevy Tandem Dump Truck w/ Similar	146,006	146,006	
Total Capital Outlay	**$ 148,406**	**$ 147,206**	**$ -**
Meter Services			
Computer Equipment Replacement	8,000	8,000	
Total Capital Outlay	**$ 8,000**	**$ 8,000**	**$ -**
Plants Maintenance			
Computer Equipment Replacement	$ 13,200	$ 13,200	$
Replace PO19805 1998 Chevy 3/4 ton Pickup w/ 4x4 truck with liftgate	60,086	60,086	
ADD 100kw Trailer Mounted Generator	52,000	52,000	
Total Capital Outlay	**$ 125,286**	**$ 125,286**	**$ -**

CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2014
With Estimated Actual for the Year Ending June 30, 2013 and
Actual for the Year Ended June 30, 2012

	2012 Actual	2013 Estimate	2014 Budget
OPERATING REVENUES:			
Charges for services	$ 121,150	$ 107,903	$ 118,104
Other operating revenues	258	3,331	-
Total operating revenues	$ 121,408	$ 111,234	$ 118,104
NONOPERATING REVENUES:			
Intergovernmental	$ 618,817	$ 686,682	$ 632,179
Total nonoperating revenues	$ 618,817	$ 686,682	$ 632,179
OTHER FINANCING SOURCES:			
Operating Transfer from General Fund	$ 416,785	$ 413,474	$ 413,474
Total other financing sources	$ 416,785	$ 413,474	$ 413,474
Total revenues and other financing sources	$ 1,157,010	$ 1,211,390	$ 1,163,757

CITY OF SALISBURY
FY 2013-2014 BUDGET SUMMARY
TRANSIT FUND

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
REVENUE	$ 1,008,630	$ 1,193,315	$ 1,199,555	$ 1,163,757	$
EXPENSES	**Actual FY 11-12**	**Budgeted FY 12-13**	**Requested FY 13-14**	**Mgr Recommends FY 13-14**	**Adopted FY 13-14**
TRANSIT - OPERATIONS					
Personnel	$ 407,990	$ 451,063	$ 472,973	$ 469,072	$ -
Operations	267,759	274,138	282,185	251,085	-
Capital	-	-	-	-	-
TOTAL	$ 675,749	$ 725,201	$ 755,158	$ 720,157	$ -
TRANSIT - ADMINISTRATION					
Personnel	$ 105,644	$ 125,494	$ 126,292	$ 127,432	$ -
Operations	263,028	172,550	174,539	172,366	-
Capital	-	-	-	-	-
TOTAL	$ 368,672	$ 298,044	$ 300,831	$ 299,798	$ -
TRANSIT - CAPITAL					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-
Capital	8,603	170,070	201,901	143,802	-
TOTAL	$ 8,603	$ 170,070	$ 201,901	$ 143,802	$ -
GRAND TOTAL					
Personnel	$ 513,634	$ 576,557	$ 599,265	$ 596,504	$ -
Operations	530,787	446,688	456,724	423,451	-
Capital	8,603	170,070	201,901	143,802	-
TOTALS	$ 1,053,024	$ 1,193,315	$ 1,257,890	$ 1,163,757	$ -

STATEMENT OF PURPOSE

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

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

COUNCIL OBJECTIVES AND GOALS

Organizational Development and Partnerships
Objective 1: Create a culture of excellent customer service to improve service delivery to our citizens.
Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DEPARTMENTAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Projected
Workload			
Number of Passengers -Fixed Route	231,136	184,909	186,758
Number of Passengers - ADA	5,450	5,505	5,560
Number of Full-sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven	131,452	131,452	131,452
Gallons of Fuel Used	34,917	34,917	34,917
Fares Collected (Dollars) - Fixed Route	121,150	113,301	115,100
State Matching Funds Collected	205,765	205,765	205,765
Efficiency			
Average Cost Per Mile	$ 6.85	$ 8.22	$ 9.86
Average Cost Per Passenger - Routine	$ 3.89	$ 4.67	$ 5.60
Average Cost Per Passenger - ADA	$ 10.89	$ 13.07	$ 15.68
Effectiveness			
Complaints Received	2	2	2
Number of Break-Downs	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	0	1	0
Injuries	1	0	0

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 105,644	$ 125,494	$ 126,292	$ 127,432	$ -
Operating	263,028	172,550	174,539	172,366	-
Capital	-	-	-	-	-
TOTAL	$ 368,672	$ 298,044	$ 300,831	$ 299,798	$ -

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 407,990	$ 451,063	$ 472,973	$ 469,072	$ -
Operating	267,759	274,138	282,185	251,085	-
Capital	-	-	-	-	-
TOTAL	$ 675,749	$ 725,201	$ 755,158	$ 720,157	$ -

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	-	-	-	-	-
Capital	8,603	170,070	201,901	143,802	-
TOTAL	$ 8,603	$ 170,070	$ 201,901	$ 143,802	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
HVAC Replacements	$ 2,500	$ 2,500	$
Various vehicle spare parts includes transmission	30,622	30,622	
Currency Counter	900	-	
Shelter Repairs	6,199	-	
DR600 for Voice Annunciation System	6,000	6,000	
Verint mDVR6 for surveillance system	5,000	5,000	
Surveillance system spare parts - hard drive camera	3,000	3,000	
Bus Shelter Installations	51,000	-	
Facility Security Improvements	34,725	34,725	
Sternil Koni Mobile Lifts	36,286	36,286	
Automated Vehicle Locator & Website Improvements	25,669	25,669	
Total Capital Outlay	**$ 201,901**	**$ 143,802**	**$ -**

CITY OF SALISBURY N.C.

EST. - 1753

CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2014
With Estimated Actual for the Year Ending June 30, 2013 and
Actual for the Year Ended June 30, 2012

	2012 Actual	2013 Estimate	2014 Budget
OPERATING REVENUES:			
Charges for services	$ 2,595,832	$ 3,372,724	$ 4,496,968
Other operating revenues	25,336	52,979	70,364
Total operating revenues	$ 2,621,168	$ 3,425,703	$ 4,567,332
NONOPERATING REVENUES:			
Interfund revenues	$ 216,651	$ 382,531	$ 382,531
Miscellaneous revenues	120,568	436,816	623,371
Total nonoperating revenues	$ 337,219	$ 819,347	$ 1,005,902
OTHER FINANCING SOURCES:			
Interfund loan	$ 3,398,870	$ 2,610,000	$ -
Total revenues and other financing sources	$ 6,357,257	$ 6,855,050	$ 5,573,234

CITY OF SALISBURY
FY 2013-2014 BUDGET SUMMARY
FIBRANT COMMUNICATIONS FUND

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
REVENUE	$ 2,958,387	$ 7,660,114	$ 5,393,561	$ 5,573,234	$
EXPENSES	**Actual FY 11-12**	**Budgeted FY 12-13**	**Requested FY 13-14**	**Mgr Recommends FY 13-14**	**Adopted FY 13-14**
PROGRAMMING					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	1,416,200	1,682,874	1,696,695	1,644,378	-
Capital	-	-	-	-	-
TOTAL	$ 1,416,200	$ 1,682,874	$ 1,696,695	$ 1,644,378	$ -
BROADBAND SYSTEMS					
Personnel	$ 310,399	$ -	$ -	$ -	$ -
Operations	375,939	147,600	175,864	175,864	-
Capital	-	352,247	252,000	252,000	-
TOTAL	$ 686,338	$ 499,847	$ 427,864	$ 427,864	$ -
SERVICE DELIVERY					
Personnel	$ 334,827	$ 945,333	$ 242,045	$ 243,712	$ -
Operations	283,703	228,072	98,200	98,050	-
Capital	2,437,835	1,147,394	1,383,992	1,434,476	-
TOTAL	$ 3,056,365	$ 2,320,799	$ 1,724,237	$ 1,776,238	$ -
DEBT SERVICE					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	1,845,496	3,156,594	1,729,005	1,724,754	-
Capital	-	-	-	-	-
TOTAL	$ 1,845,496	$ 3,156,594	$ 1,729,005	$ 1,724,754	$ -
GRAND TOTAL					
Personnel	$ 645,226	$ 945,333	$ 242,045	$ 243,712	$ -
Operations	3,921,338	5,215,140	3,699,764	3,643,046	-
Capital	2,437,835	1,499,641	1,635,992	1,686,476	-
TOTALS	$ 7,004,399	$ 7,660,114	$ 5,577,801	$ 5,573,234	$ -

BROADBAND SERVICES

STATEMENT OF PURPOSE

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

COUNCIL OBJECTIVES AND GOALS

Utilities and Community Infrastructure

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

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

Goal 2: Improve system infrastructure and achieve 99.999% reliability.

Organizational Development and Partnerships

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

Goal 1: Continue to implement our comprehensive customer service plan to better serve our citizens.

DEPARTMENTAL PERFORMANCE GOALS

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

DEPARTMENT - Programming **860**

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	1,416,200	1,682,874	1,696,695	1,644,378	-
Capital	-	-	-	-	-
TOTAL	$ 1,416,200	$ 1,682,874	$ 1,696,695	$ 1,644,378	$ -

DEPARTMENT – Broadband Systems 870

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 310,399	$ -	$ -	$ -	$ -
Operating	375,939	147,600	175,864	175,864	-
Capital	-	352,247	252,000	252,000	-
TOTAL	$ 686,338	$ 499,847	$ 427,864	$ 427,864	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Satellite Upgrade	$ 62,000	$ 62,000	$
RF Overlay	190,000	190,000	
Total Capital Outlay	**$ 252,000**	**$ 252,000**	**$ -**

DEPARTMENT – Service Delivery 880

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ 334,827	$ 945,333	$ 242,045	$ 243,712	$ -
Operating	283,703	228,072	98,200	98,050	-
Capital	2,437,835	1,147,394	1,383,992	1,434,476	-
TOTAL	$ 3,056,365	$ 2,320,799	$ 1,724,237	$ 1,776,238	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Set Top Boxes	$ 213,711	$ 219,634	$
Installation Materials	62,063	85,389	
ONT and Power Supplies	200,218	221,453	
Construction Labor	120,000	120,000	
Calix	788,000	788,000	
Total Capital Outlay	**$ 1,383,992**	**$ 1,434,476**	**$ -**

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	1,845,496	3,156,594	1,729,005	1,724,754	-
Capital	-	-	-	-	-
TOTAL	$ 1,845,496	$ 3,156,594	$ 1,729,005	$ 1,724,754	$ -

CITY OF SALISBURY N.C.

EST. - 1753

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER UTILITY

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2014
With Estimated Actual for the Year Ending June 30, 2013 and
Actual for the Year Ended June 30, 2012

	2012 Actual	2013 Estimate	2014 Budget
OPERATING REVENUES:			
Charges for services	$ -	$ 1,147,368	$ 1,157,669
Total revenues	$ -	$ 1,147,368	$ 1,157,669

FY 2013-2014 BUDGET SUMMARY
STORMWATER FUND

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
REVENUE	$	$ 1,297,333	$ 1,156,956	$ 1,157,669	$
EXPENSES	**Actual FY 11-12**	**Budgeted FY 12-13**	**Requested FY 13-14**	**Mgr Recommends FY 13-14**	**Adopted FY 13-14**
STORMWATER - ADMINISTRATION AND ENGINEERING					
Personnel	$ -	$ 182,349	$ 144,821	$ 145,011	$ -
Operations	-	448,065	169,552	382,845	-
Capital	-	34,000	15,000	15,000	-
TOTAL	$	$ 664,414	$ 329,373	$ 542,856	$ -
STORMWATER - STREET CLEANING					
Personnel	$ -	$ 145,640	$ 150,436	$ 150,959	$ -
Operations	-	127,284	116,087	115,659	-
Capital	-	-	-	-	-
TOTAL	$ -	$ 272,924	$ 266,523	$ 266,618	$ -
STORMWATER - STORM DRAINAGE					
Personnel	$ -	$ 99,451	$ 102,851	$ 103,367	$ -
Operations	-	81,464	82,256	63,687	-
Capital	-	-	-	-	-
TOTAL	$ -	$ 180,915	$ 185,107	$ 167,054	$ -
STORMWATER - LEAF COLLECTION					
Personnel	$ -	$ 141,699	$ 142,995	$ 143,385	$ -
Operations	-	37,381	45,678	37,756	-
Capital	-	-	-	-	-
TOTAL	$ -	$ 179,080	$ 188,673	$ 181,141	$ -
GRAND TOTAL					
Personnel	$ -	$ 569,139	$ 541,103	$ 542,722	$ -
Operations	-	694,194	413,573	599,947	-
Capital	-	34,000	15,000	15,000	-
TOTALS	$ -	$ 1,297,333	$ 969,676	$ 1,157,669	$ -

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

STATEMENT OF PURPOSE

To manage the City's municipal storm sewer system through a program of engineering, maintenance, construction, cleaning and improvements. To oversee the City's Public Education and Outreach, Public Involvement and Participation, and Illicit Discharge Detection and Elimination programs. To 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 storm water quality and comply with Federal and State regulations. To ensure compliance with Federal and State Total Maximum Daily Load allocations to impaired waterways located inside the City.

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ 182,349	$ 144,821	$ 145,011	$ -
Operating	-	448,065	169,552	382,845	-
Capital	-	34,000	15,000	15,000	-
TOTAL	$ -	$ 664,414	$ 329,373	$ 542,856	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Stormwater Camera	$ 15,000	$ 15,000	$
Total Capital Outlay	**$ 15,000**	**$ 15,000**	**$ -**

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ 145,640	$ 150,436	$ 150,959	$ -
Operating	-	127,284	116,087	115,659	-
Capital	-	-	-	-	-
TOTAL	$ -	$ 272,924	$ 266,523	$ 266,618	$ -

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ 99,451	$ 102,851	$ 103,367	$ -
Operating	-	81,464	82,256	63,687	-
Capital	-	-	-	-	-
TOTAL	$ -	$ 180,915	$ 185,107	$ 167,054	$ -

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

BUDGET REQUEST SUMMARY

	Actual FY 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ 141,699	$ 142,995	$ 143,385	$ -
Operating	-	37,381	45,678	37,756	-
Capital	-	-	-	-	-
TOTAL	$ -	$ 179,080	$ 188,673	$ 181,141	$ -

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER CAPITAL RESERVE FUND

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2014
With Estimated Actual for the Year Ending June 30, 2013 and
Actual for the Year Ended June 30, 2012

	2012 Actual	2013 Estimate	2014 Budget
REVENUES:			
Miscellaneous:			
Interest earned on investments	$ -	$ -	$ -
Total miscellaneous	$ -	$ -	$ -
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	$ -	$ 25,885	$ 64,260
Total other financing sources	$ -	$ 25,885	$ 64,260
Total revenues and other financing sources	$ -	$ 25,885	$ 64,260

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 11-12	Budgeted FY 12-13	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	-	-	61,410	61,410	-
Capital	-	-	2,850	2,850	-
TOTAL	$ -	$ -	$ 64,260	$ 64,260	$ -

CAPITAL OUTLAY

	Requested FY 13-14	Mgr Recommends FY 13-14	Adopted FY 13-14
Administration			
Computer Replacement	$ 2,850	$ 2,850	$ -
Total Capital Outlay	**$ 2,850**	**$ 2,850**	**$ -**

CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2014
With Estimated Actual for the Year Ending June 30, 2013 and
Actual for the Year Ended June 30, 2012

	2012 Actual	2013 Estimate	2014 Budget
REVENUES:			
Intergovernmental:			
Federal	$ 453,014	$ 250,000	$ 329,215
Miscellaneous:			
Other	$ 139,498	$ 135,000	$ 35,000
Total revenues	$ 592,512	$ 385,000	$ 364,215

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 FY11-12	Budgeted FY12-13	Requested FY13-14	Mgr Recommends FY13-14	Adopted FY13-14
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	588,788	381,543	364,215	364,215	-
Capital	-	-	-	-	-
TOTAL	$ 588,788	$ 381,543	$ 364,215	$ 364,215	$ -

CITY OF SALISBURY, NORTH CAROLINA

INTERNAL SERVICE FUNDS

FINANCIAL PLAN

For the Year Ending June 30, 2014

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

REVENUES	
Charges for Services	$ 4,827,755
Miscellaneous Revenues	41,875
Total Revenues	$ 4,869,630
EXPENDITURES	
Employee Benefits	$ 4,829,630
Miscellaneous Expenditures	40,000
Total Expenditures	$ 4,869,630

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

REVENUES	
Charges for Services	$470,250
Interest Earned on Investments	1,000
Total Revenues	$471,250
EXPENDITURES	
Employee Benefits	$471,250
Total Expenditures	$471,250

CITY OF SALISBURY N.C.

EST. - 1753

DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2014 – 2018

OVERVIEW

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

CAPITAL IMPROVEMENT DEFINITION

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

GENERAL FUND SUMMARY: FY2014-18

(in thousands)		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Capital Totals		*4,623*	*1,204*	*4,210*	*5,183*	*1,563*	*16,783*
Operating Impact		154	*324*	*567*	*844*	*2,095*	*3,984*
Totals		***4,777***	***1,528***	***4,777***	***6,027***	***3,658***	***20,767***

WATER AND SEWER FUND: WATER SUMMARY: FY2014-18

(in thousands)		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Capital Totals		*675*	*3,104*	*3,067*	*6,281*	*9,150*	*22,277*
Operating Impact		*45*	*136*	*318*	*718*	*649*	*1,866*
Totals		***720***	***3,240***	***3,385***	***6,999***	***9,799***	***24,143***

WATER AND SEWER FUND: SEWER SUMMARY: FY2014-18

(in thousands)		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Capital Totals		*672*	*1,595*	*5,230*	*3,010*	*1,185*	*11,692*
Operating Impact		*45*	*150*	*483*	*720*	*300*	*1,698*
Totals		***717***	***1,745***	***5,713***	***3,730***	***1,485***	***13,390***

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

HVAC Replacement	**FUND / DEPARTMENT** *General Fund* *Various Departments*	**CONTACT NAME AND NUMBER** *Deb Young* *Tel. 704-638-2152*
PROJECT DESCRIPTION OR JUSTIFICATION Replace inefficient HVAC systems at end of useful life.		**ADDITIONAL PROJECT DETAIL**
GOALS & OBJECTIVES *Energy savings and scheduled replacement*		
COMMENTS *No material impact on future operating costs.*	**PROPOSED FUNDING SOURCE** *General Fund*	

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		**FIVE YEAR SCHEDULE**					
		FY-14	**FY-15**	**FY-16**	**FY-17**	**FY-18**	**Total**
Design / Construction							
Acquisition		*503*	*100*	*100*	*100*	*100*	*903*
Other							
Capital Total		***503***	***100***	***100***	***100***	***100***	***903***
OPERATING IMPACT							
		FY-14	**FY-15**	**FY-16**	**FY-17**	**FY-18**	**Total**
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Roof Replacements	*General Fund* *Various Departments*	*Deb Young* *Tel. 704-638-2152*

PROJECT DESCRIPTION OR JUSTIFICATION

Scheduled replacement of roofs at end of useful life.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Routine Building Maintenance.

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							
Other		*260*	*100*	*100*	*100*	*100*	*660*
Capital Total		***260***	***100***	***100***	***100***	***100***	***660***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
RF Power Meter	*General Fund* *Various Locations*	*Deb Young* *Tel. 704-638-2152*

PROJECT DESCRIPTION OR JUSTIFICATION

Equipment necessary to measure RF signals and RF over-lays.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Efficiency

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							-
Acquisition		7					**7**
Other							
Capital Total		**7**	**-**	**-**	**-**	**-**	**7**
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							-
Operating Total							**-**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Customer Service Center Lobby	*General Fund Office Buildings*	*Deb Young Tel. 704-638-2152*

PROJECT DESCRIPTION OR JUSTIFICATION

Install acoustical baffles for sound attenuation in lobby.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Improved customer experience

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							-
Acquisition			*13*				***13***
Other							
Capital Total		**-**	***13***	**-**	**-**	**-**	***13***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							-
Operating Total							**-**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Plaza Renovations, Up-fits and Repairs	*General Fund Plaza*	*Deb Young Tel. 704-638-2152*

PROJECT DESCRIPTION OR JUSTIFICATION

Various renovations to both commercial and residential spaces. Hallways and entrance-ways renovations, appliance replacement, exterior wall repair, elevator maintenance, and gutter repairs.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Marketability of Property and General Upkeep

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operating costs through higher debt service costs.	*General Fund and Debt Issuance*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							
Other		*14*	*173*	*143*	*1,396*	*216*	*1,942*
Capital Total		***14***	***173***	***143***	***1,396***	***216***	***1,942***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost					*73*	*145*	**218**
Operating Total					***73***	***145***	**218**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Police Canine Replacement	*General Fund Police Department*	*Rory Collins Tel. 704-638-2133*

PROJECT DESCRIPTION OR JUSTIFICATION

Canine 'Baks' is retiring. Replacement canine and training.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Field Operations Use

COMMENTS	PROPOSED FUNDING SOURCE
No impact on future operating costs	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							-
Acquisition							-
Other		*14*					*14*
Capital Total		***14***	**-**	**-**	**-**	**-**	***14***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Thermal Imaging Camera	*General Fund* *Fire Department*	*Robert Parnell* *Tel. 704-638-4464*

PROJECT DESCRIPTION OR JUSTIFICATION

To replace a thermal imaging camera at the end of its useful life.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Life Safety and Rescue

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							-
Acquisition		*10*		*10*		*10*	*30*
Other							
Capital Total		***10***	**-**	***10***	**-**	***10***	***30***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
New Fire Station # 5	*General Fund* *Fire Department*	*Robert Parnell* *Tel. 704-638-4464*

PROJECT DESCRIPTION OR JUSTIFICATION

Land acquisition, design and construction of a new fire station to serve growth in south Highway 29 and Interstate-85 areas of city.

Both debt-service and operating costs are shown here, as the full impact of significantly higher operating costs of a new fire station will be reflected in the operating budget in FY-16. Normal staffing of a new station adds an additional sixteen-plus full-time staff with associated fire-fighting apparatus and equipment.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Life Safety and Property Protection

COMMENTS	PROPOSED FUNDING SOURCE
*A significant impact on operations through both higher debt service and future operating costs**	*Debt Issuance*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction					*1,750*		*1,750*
Acquisition (Land)				*250*			*250*
Other (Equipment)						*180*	*180*
Capital Total		**-**	**-**	***250***	***1,750***	***180***	***2,180***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)						*16*	16
New Staff Cost						*990*	990
Operating / Debt Cost				*17*	*150*	*190*	357
Operating Total				***17***	***150***	***1,180***	**1,347**

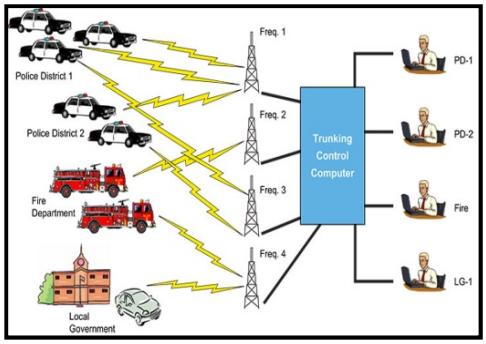
CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Upgrade Telecom Head-End and Radios	*General Fund Telecommunications*	*Terry Buff Tel. 704-638-5399*

PROJECT DESCRIPTION OR JUSTIFICATION

New system will be P25 digital technology to replace equipment at the end of its useful life. The new hardware will insure increased and wide-spread coverage both on the street and inside of buildings. The upgrade also requires that radios be replaced for compatibility.

ADDITIONAL PROJECT DETAIL



GOALS & OBJECTIVES

Redundancy, Modernization and System-wide Compatibility

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher debt service costs.	*Lease Purchase Financing*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition		*3,710*					*3,710*
Other							
Capital Total		***3,710***	***0***	***0***	***0***	***0***	***3,710***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost		154	*303*	*297*	*290*	*283*	1,327
Operating Total		**154**	***303***	***297***	***290***	***283***	***1,327***

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Water-Proof Building at Tower Site	*General Fund Telecommunications*	*Terry Buff Tel. 704-638-5399*

PROJECT DESCRIPTION OR JUSTIFICATION

To protect communications equipment and infrastructure

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

System Reliability

COMMENTS	PROPOSED FUNDING SOURCE
No impact on operations	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							-
Other		*15*					*15*
Capital Total		***15***	***0***	***0***	***0***	***0***	***15***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost		0	*0*	*0*	*0*	*0*	**0**
Operating Total		**0**	***0***	***0***	***0***	***0***	***0***

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Ethernet Test Set	*General Fund* *Telecommunications*	*Terry Buff* *Tel. 704-638-5399*

PROJECT DESCRIPTION OR JUSTIFICATION

To optimize network performance for speed and accuracy.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

System Optimization and Reliability

COMMENTS	PROPOSED FUNDING SOURCE
No impact on operations	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition		*5*					***5***
Other							
Capital Total		***5***	***0***	***0***	***0***	***0***	***5***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost		0	*0*	*0*	*0*	*0*	**0**
Operating Total		**0**	***0***	***0***	***0***	***0***	***0***

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Security Gate at Tower Site	*General Fund Telecommunications*	*Terry Buff Tel. 704-216-5399*

PROJECT DESCRIPTION OR JUSTIFICATION

Electric security gate with card access at the tower site.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Secure Equipment and Communications Infrastructure

COMMENTS	PROPOSED FUNDING SOURCE
No impact on future operating costs.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition		*18*					*18*
Other							
Capital Total		***18***	***0***	***0***	***0***	***0***	***18***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							**0**
Operating Total							**0**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
New Fleet Facility	*General Fund* *Public Services*	*Jake Sterling* *Tel. 704-638-5264*

PROJECT DESCRIPTION OR JUSTIFICATION

New fleet facility to replace out-dated and space-confined building.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Accommodate new, larger vehicles

COMMENTS	PROPOSED FUNDING SOURCE
*Existing facility at end of life. Larger facility will have higher operating and debt service costs.**	*Debt Issuance*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction				*3,250*			***3,250***
Acquisition (Land)			*400*				
Other							***400***
Capital Total			***400***	***3,250***	***0***	***0***	***3,650***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost			*21*	*253*	*253*	*253*	780
Operating Total			***21***	***253***	***253***	***253***	**780**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
In-Ground Vehicle Lift	*General Fund* *Public Services*	*Jake Sterling* *Tel. 704-638-5264*

PROJECT DESCRIPTION OR JUSTIFICATION

Replace in-ground vehicle lift at the end of its useful life.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Replace Outdated Equipment

COMMENTS	PROPOSED FUNDING SOURCE
No impact on future operating costs.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition			*22*				*22*
Other							
Capital Total		**-**	***22***				***22***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Fluid Dispensing System	*General Fund* *Public Services*	*Jake Sterling* *Tel. 704-638-5264*

PROJECT DESCRIPTION OR JUSTIFICATION

Obtain a fluid dispensing system for the shop to increase inventory control.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Better Inventory Control

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition					*30*		*30*
Other							
Capital Total		**-**			***30***		***30***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
On-site Oil Analyzer	*General Fund* *Public Services*	*Jake Sterling* *Tel. 704-638-5264*

PROJECT DESCRIPTION OR JUSTIFICATION

Cost savings through on-site analysis of engine oil. Lower oil use through maximizing oil viscosity with less frequent oil changes based on test results.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Lower operating costs and improved efficiency.

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition				*50*			*50*
Other							
Capital Total		**-**		***50***			***50***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Recurring Park Maintenance & Repair	*General Fund Parks and Recreation*	*Kathy Seybold Tel. 704-216-PLAY*

PROJECT DESCRIPTION OR JUSTIFICATION

A fixed amount is allocated each fiscal year for park repairs.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Safety and Upkeep

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							
Other		*67*	*67*	*67*	*67*	*67*	*335*
Capital Total		***67***	***67***	***67***	***67***	***67***	***335***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Neighborhood Park Land Acquisition	*General Fund Parks and Recreation*	*Kathy Seybold Tel. 704-216-PLAY*

PROJECT DESCRIPTION OR JUSTIFICATION

Neighborhood park land acquisition to allow for growth as outlined in the Parks and Recreation comprehensive plan.
This park land acquisition would be to acquire park land east of I-85.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Growth

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher maintenance costs.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition			*100*			*100*	*200*
Other							-
Capital Total		**-**	***100***	**-**	**-**	***100***	***200***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)			*1*				
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Town Creek Park Design and Development	*General Fund* *Parks and Recreation*	*Kathy Seybold* *Tel. 704-216-PLAY*

PROJECT DESCRIPTION OR JUSTIFICATION

To plan, design and develop Town Creek Park, which includes the addition of a dog park as requested in our 2010 Comprehensive Master Plan.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Town Creek Park Design and Development

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher maintenance costs.	*General Fund and Donations*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction			*125*				***125***
Acquisition							**-**
Other					*200*		***200***
Capital Total		**-**	***125***	***0***	***200***	***0***	***325***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							**0**
Operating Total							**0**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	**FUND / DEPARTMENT**	**CONTACT NAME AND NUMBER**
Sports Complex-Phase Two	*General Fund* *Parks and Recreation*	*Kathy Seybold* *Tel. 704-216-PLAY*

PROJECT DESCRIPTION OR JUSTIFICATION

To plan, design and develop phase two of the Sports Complex, which includes funding for the design of the restroom/concession building.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Phase two of Sports Complex

COMMENTS	**PROPOSED FUNDING SOURCE**
Some impact on operations through higher operating and debt service costs.	*Debt Issuance*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		**FIVE YEAR SCHEDULE**					
		FY-14	**FY-15**	**FY-16**	**FY-17**	**FY-18**	**Total**
Design / Construction			*50*	*200*			***250***
Acquisition							**-**
Other							**-**
Capital Total		**-**	***50***	***200***			***250***
OPERATING IMPACT							
		FY-14	**FY-15**	**FY-16**	**FY-17**	**FY-18**	**Total**
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost					*11*	*11*	**22**
Operating Total							**22**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Play Structure Replacements	*General Fund* *Parks and Recreation*	*Kathy Seybold* *Tel. 704-216-PLAY*

PROJECT DESCRIPTION OR JUSTIFICATION

Play structures are replaced on a ten year rotation. We have currently been using our repair funds to replace worn out play structures, thereby, reducing our funds available for renovation of our existing parks and facilities. There are currently 3 units that were installed in 1997 making them 14 years old. Maintenance staff work hard to keep them in compliance, but safety is a growing concern.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Phase two of Sports Complex

COMMENTS	PROPOSED FUNDING SOURCE
No impact on operations.	*General Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							-
Acquisition			*54*	*40*	*40*	*40*	***174***
Other							-
Capital Total		**-**	***54***	***40***	***40***	***40***	***174***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Civic Center Expansion	*General Fund* *Parks and Recreation*	*Kathy Seybold* *Tel. 704-216-PLAY*

PROJECT DESCRIPTION OR JUSTIFICATION

To design and expand the civic center for a broader range of uses.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

To accommodate a broader range of uses.

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher operating and debt service costs.	*Debt Issuance*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction					*1,500*		*1,500*
Acquisition							
Other							-
Capital Total		**-**	**-**	**-**	***1,500***	**-**	***1,500***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost					*78*	*156*	**234**
Operating Total					***78***	***156***	**234**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Aquatic Facility	*General Fund* *Parks and Recreation*	*Kathy Seybold* *Tel. 704-216-PLAY*

PROJECT DESCRIPTION OR JUSTIFICATION

To develop an aquatic center.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Safety and Functionality

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher operating and debt service costs.	*Debt Issuance*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction						*750*	***750***
Acquisition							
Other							**-**
Capital Total						***750***	***750***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost						*78*	**78**
Operating Total						***78***	**78**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
HVAC Replacements	*Water-Sewer Fund* *Various Departments*	*Patrick Kennerly* *Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

The city is continuing the scheduled replacement of outdated and inefficient HVAC systems.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Energy Savings & Scheduled Replacement

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition			*16*		*12*		*28*
Other							
Capital Total		**-**	***16***		***12***		***28***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Roof Replacements	*Water-Sewer Fund* *Various Departments*	*Patrick Kennerly* *Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Routine building maintenance and scheduled roof replacement at various water-sewer facilities.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Scheduled Building Maintenance

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							-
Other		-	*8*	*67*	*44*		*119*
Capital Total		**-**	***8***	***67***	***44***	**-**	***119***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Water Treatment Security Improvements	*Water-Sewer Fund Plant Operations - Water*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

The Vulnerability Assessment mandated by the Environmental Protection Agency (EPA) in FY-04 identified utility sites and facilities where security improvements need to be implemented. This includes acquiring adjacent property and further limiting access to the water plant, as well as real-time monitoring of the districution system (including Booster Pump Stations).

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Federal Mandate

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction						*100*	*100*
Acquisition				*50*	*175*		*225*
Other							
Capital Total				***50***	***175***	***100***	***325***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Raw Water Pump Station Improvements	*Water-Sewer Fund Systems Maintenance*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Raw Water Concrete Piping (FY - 16): existing section of 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced.

Electrical System Upgrade (FY - 17)

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Routine Replacement

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							
Other				*150*	*50*		*200*
Capital Total				***150***	***50***		***200***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

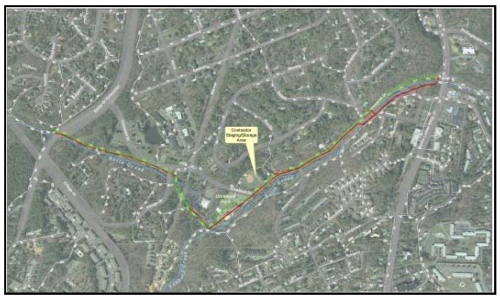
CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Water and Sewer Extensions - Various	*Water-Sewer Fund Systems Maintenance*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Water and Sewer Extensions
+ Town of Spencer - Water and Sewer Extensions
+ Town of Granite Quarry - Water and Sewer Extension
+ Town of China Grove - Water and Sewer Extensions
+ Town of Rockwell - Water and Sewer Extensions +
Phase III of Forest Glen - Water and Sewer Extensions
+ Unobligated Water and Sewer Extension Funding

ADDITIONAL PROJECT DETAIL



GOALS & OBJECTIVES

Routine Replacement

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							-
Other		*300*	*450*	*450*	*450*	*450*	*2,100*
Capital Total		***300***	***450***	***450***	***450***	***450***	*2,100*
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
New Raw Water Pump Station Design	*Water-Sewer Fund Systems Maintenance*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

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

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Operational Necessity

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher debt service costs.	*Revenue Bonds*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction						*750*	*750*
Acquisition							-
Other							-
Capital Total						***750***	***750***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost						*67*	**67**
Operating Total						***67***	**67**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Emergency Power Generation - Water	*Water-Sewer Fund Systems Maintenance*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Currently, SRU has six out of seven finished water booster pump stations (BPS) equipped with stand-by emergency power generation. There is one additional booster pump station that needs back-up power to ensure that SRU can maintain water service to all customers during emergency conditions. The remaining station is Hurley School Road BPS (FY 15).

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Redundant Power For Emergency Use

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Capital Projects Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition			*250*				*250*
Other							
Capital Total			***250***				***250***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Granite Quarry Secondary Water Line	*Water-Sewer Fund Systems Maintenance*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Currently, a single water main feeds the distribution systems for the towns of Granite Quarry and Rockwell. A redundant source of water would require the installation of approximately one mile of 12" water line along Faith Road. In addition to the secondary water source, the project would also improve the hydraulic characteristics of the distribution system along US Highway 52 South. Design of the water line has been completed.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Redundancy and Improved Hydraulics

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							
Other					*250*		*250*
Capital Total					***250***		***250***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Raw Water Reservoir (30 MG)	*Water-Sewer Fund Plant Operations - Water*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

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

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Additional Capacity

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher debt service costs.	*Revenue Bonds*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction					*3,000*	*3,000*	*6,000*
Acquisition							
Other							
Capital Total					***3,000***	***3,000***	***6,000***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost					*218*	*436*	654
Operating Total					***218***	***436***	**654**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Advanced Metering Infrastructure (AMI)	*Water-Sewer Fund Meter Services*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Phased implementation of a hybrid Advanced Metering Infrastructure (AMI) system for the water distribution system, consisting of both fixed network and drive-by methods of communication. This would enable a smaller number of meter readers to repair/troubleshoot all of utility's meters, thereby freeing up personnel for other duties. SRU will be able to provide a higher level of customer service, but it will require a significant funding commitment over time, as each meter will require either change-out or adaptation. SRU plans to utilize Fibrant for the backhaul of data from the fixed network collectors, where available. FY 14 includes replacement of 1,400 meters.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Operational Efficiency

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher debt service costs.	*Revenue Bonds*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction		*305*	*2,000*	*2,000*	*2,000*	*550*	*6,855*
Acquisition							
Other							
Capital Total		***305***	***2,000***	***2,000***	***2,000***	***550***	***6,855***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost		*45*	*136*	*318*	*500*		**999**
Operating Total		***45***	***136***	***318***	***500***		**999**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Water Treatment Plant Improvements	*Water-Sewer Fund Plant Operations - Water*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Improvements (FY 14) includes a Titanium Hypo cell replacement. Other upgrades include rebuilding pumps and cleaning out the reservoir to increase our off site storage capacity (FY 15). Secondary Feed into the Water Plant and upgrading the valves and piping near the water treatment plant (FY 16). Other upgrades (FY 17 & 18) includes a rehabilitation on the settling basins and flocculator.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Operational Efficiency

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							
Other		*70*	*380*	*350*	*300*	*300*	*1,400*
Capital Total		***70***	***380***	***350***	***300***	***300***	***1,400***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Elevated Water Storage Tanks	*Water-Sewer Fund Systems Maintenance*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

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

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Operational Necessity

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher debt service costs.	*Revenue Bonds*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition						*4,000*	*4,000*
Other							
Capital Total						***4,000***	***4,000***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost						*146*	**146**
Operating Total						***146***	**146**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Wastewater Treatment Security Improvements	*Water-Sewer Fund* *Plant Operations - Wastewater*	*Patrick Kennerly* *Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Needed improvements to achieve compliance with state and federal anti-terror recommendations related to infrastructure protection. The Vulnerability Assessment mandated by the EPA in FY-04 identified utility sites where security needs to be improved.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Federal Mandate

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction		*10*	*25*	*50*	*40*	*30*	*155*
Acquisition							
Other							
Capital Total		***10***	***25***	***50***	***40***	***30***	***155***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Inflow & Infiltration (I&I) Reduction	*Water-Sewer Fund Systems Maintenance*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Repair of aging infrastructure to be in compliance with state and federal standards after being identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it taxes existing wastewater treatment plant and sewer lift station capacity and also causes occasional overflows and spills. Manholes, sanitary sewer mains and cross connections identified by SRU staff may be targeted for major repair or replacement using this funding.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Wastewater Treatment Efficiency

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							-
Other			*250*	*250*	*250*	*250*	*1,000*
Capital Total		**-**	***250***	***250***	***250***	***250***	***1,000***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Emergency Power Generation - Sewer	*Water-Sewer Fund Systems Maintenance*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Currently, many of the sanitary sewer lift stations do not have emergency back-up power generation. Having stand-by power or connections to allow for a portable generator would enable the lift stations to operate without significant interruption. SRU has identified the need for five additional on-site generators at: St. Lukes, Crowell, Fesperman, Steeple-Chase and Long Ferry lift stations.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Redundant Power for Emergency Use

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition			*100*	*200*	*200*		*500*
Other							
Capital Total			***100***	***200***	***200***		***500***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Regional Wastewater Treatment Plant	*Water-Sewer Fund* *Plant Operations - Wastewater*	*Patrick Kennerly* *Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Anticipated effluent nutrient limits, primarily nitrogen and phosphorus, cannot be met with the current treatment process at both plants. As such, the need exists to initiate a multi-phased implementation of a new regional WWTP, capable of biological removal of both nitrogen and phosphorus, that would ultimately replace the current treatment trains. A new WWTP would incorporate renewable energies to offset operational costs, as well as a composting operation that would utilize residuals and yard waste to create a class "A" biosolid that could be a marketable commodity. The initial phase would consist of the design and construction of a new influent pump station that would serve the existing Grant Creek WWTP and eventually the new regional WWTP.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Anticipated Regulatory Requirement Changes

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher debt service costs.	*Water and Sewer Reserve Fund (FY 14)* *Revenue Bonds (FY 16-17)*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction		*350*					*350*
Acquisition							
Other				*3,200*	*1,450*		*4,650*
Capital Total		***350***		***3,200***	***1,450***		***5,000***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost			*14*	*145*	*220*		**365**
Operating Total			***14***	***145***	***220***		**365**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Wastewater Treatment Plant Repairs	*Water-Sewer Fund* *Plant Operations - Wastewater*	*Patrick Kennerly* *Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Pump Replacement/Rebuild: Several screw pumps that lift the water for influent flow need to be replaced due to age & wear. Effluent pumps at Grants & Town Creek treatment plants need to be rebuilt. Equalization basin pump needs to be upgraded. Effluent variable frequency drives (VFDs) need to be repaired.

Aerators & Mixers need to be upgraded at Grants Creek.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Operational Efficiency

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water & Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition		*237*	*295*	*305*	*335*	*305*	*1,477*
Other							
Capital Total		***237***	***295***	***305***	***335***	***305***	***1,477***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Sanitary Sewer Line Rehabilitation	*Water-Sewer Fund Systems Maintenance*	*Patrick Kennerly Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

In addition to routine sanitary sewer line repairs performed annually, some line renovations and manhole rehabilitations are needed within the small and moderately-sized trunk lines in the system. Rehabilitation projects may consist of replacement, realignment, trenchless rehab or an upgrade in pipe size to increase capacity.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Routine Maintenance

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction			*400*	*250*	*250*	*250*	*1,150*
Acquisition							
Other							
Capital Total			***400***	***250***	***250***	***250***	***1,150***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
SCADA Upgrades	*Water-Sewer Fund* *Systems Maintenance*	*Patrick Kennerly* *Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

MOSCAD/MOSCAD-L – The majority of sites still use Motorola MOSCAD technology for monitoring. These units are obsolete and some parts are no longer made. The current plan is to move away from expensive and hard to support Motorola hardware, and upgrade these stations to off-the-shelf components, using PLCs readily available and supported locally.

Visual Wall – We currently use multiple monitors at our Water Plant to display status and information. Operators must still scroll various screens and menus constantly to get to the data they need – there is too much information to display at once on these small monitors. By upgrading to a Visual Wall (basically a large screen-type monitor on the wall), we can display all the crucial information simultaneously and at a glance. In addition, we can scroll/display other information (city news, crucial information, etc) on this same wall.

Replace full PC's with remote terminals - the filter hall of the water plant is not a controlled atmosphere. PC's in this area require constant repair and cleaning to keep them running. We will replace those units with environmentally sealed Thin Clients, using only 1 PC to run them all from within the operator office.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Updating Obsolete Equipment

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition		*25*	*25*	*100*	*235*		*385*
Other							
Capital Total		***25***	***25***	***100***	***235***		***385***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost							
Operating Total							

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Town Creek Access Road	*Water-Sewer Fund*	*Patrick Kennerly*
	Plant Operations - Wastewater	*Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Currently, Heiligtown Road is the only point of access to the Town Creek Wastewater Treatment Plant. This road is residential and SRU must use this road to operate tanker trucks and other heavy equipment on a daily basis. An access road is proposed to enter the plant from the north to avoid the residential neighborhood.

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Operational Efficiency and Minimizing Neighborhood Impact

COMMENTS	PROPOSED FUNDING SOURCE
No material impact on future operating costs.	*Water and Sewer Fund*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction							
Acquisition							
Other				*500*			*500*
Capital Total				***500***			***500***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							
New Staff Cost							
Operating / Debt Cost				*20*			**20**
Operating Total				**20**			**20**

CAPITAL IMPROVEMENT PROGRAM (FY 2014-18)

PROJECT NAME	FUND / DEPARTMENT	CONTACT NAME AND NUMBER
Sewer Lift Station Upgrades/Eliminations	*Water-Sewer Fund* *Plant Operations - Wastewater*	*Patrick Kennerly* *Tel. 704-638-4458*

PROJECT DESCRIPTION OR JUSTIFICATION

Upgrade -- St. Lukes LS (FY - 15)
Crowell LS (FY - 16)
Fesperman LS (FY - 17)

Eliminate -- Hampton Inn (FY -14)
Centerview LS (FY - 15)
Grant St LS (FY - 16)
Meroney Lane LS (FY - 16)
Springhill LS (FY - 17)
Yadkin Street LS (FY - 17)

ADDITIONAL PROJECT DETAIL

GOALS & OBJECTIVES

Operational Efficiency

COMMENTS	PROPOSED FUNDING SOURCE
Some impact on operations through higher debt service costs.	*Water & Sewer Fund (FY 14-17)* *Revenue Bonds (FY 17)*

PLANNED FINANCING

CAPITAL FUNDING							
(in thousands)		FIVE YEAR SCHEDULE					
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
Design / Construction		*50*	*500*	*375*	*250*	*350*	*1,525*
Acquisition							
Other							
Capital Total		***50***	***500***	***375***	***250***	***350***	***1,525***
OPERATING IMPACT							
		FY-14	FY-15	FY-16	FY-17	FY-18	Total
New Staff (FTEs)							**0**
New Staff Cost							**0**
Operating / Debt Cost						*300*	***300***
Operating Total						***300***	***300***

CITY OF SALISBURY N.C.

EST. - 1753

DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2013, the City of Salisbury will have $82,532,514 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	$ 690,000
Certificates of Participation	1,380,000
Capital leases	3,183,062
	$ 5,253,062
Water and Sewer Fund:	
General obligation bonds	$ 2,625,000
Revenue bonds	30,485,857
Capital leases	4,237,571
State Clean Water Revolving Loans	5,360,024
	$ 42,708,452
Fibrant Communications Fund	
Certificates of Participation	$ 34,263,000
HUD Fund	
Section 108 Loan	$ 308,000
Total	$ 82,532,514

General Fund/General Fund Capital Reserve Fund

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

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

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

Installment purchase contract from First Bank for the financing of real estate dated June 30, 2008 in the amount of $906,934, payable in fifty-nine monthly payments of $6,397 and one final payment of all remaining principal plus accrued interest, which is due in July 2013 at an annual interest rate of 3.25%.

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

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

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

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

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

Year Ending	General Obligation Bonds		Capital Leases		Certificates of Participation		Total	
June 30,	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2014	215,000	11,282	1,190,578	85,044	230,000	61,525	1,635,578	157,850
2015	205,000	7,766	532,879	68,678	230,000	51,750	967,879	128,194
2016	200,000	4,415	271,045	53,240	230,000	42,550	701,045	100,204
2017	70,000	1,145	237,712	43,246	230,000	32,775	537,712	77,165
2018	-	-	237,712	34,141	230,000	22,425	467,712	56,566
2019	-	-	237,712	25,037	230,000	11,500	467,712	36,537
2020	-	-	237,712	15,933	-	-	237,712	15,933
2021	-	-	237,712	6,828	-	-	237,712	6,828
Totals	$ 690,000	$ 24,607	$3,183,062	$ 332,146	$1,380,000	$ 222,525	$5,253,062	$ 579,278

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, 2013
Refunding Water and Sewer Series 2003, average rate of 3.44%, issued August 2003, maturing serially to 2015	$ 1,985,000
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	4,542,857
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	5,078,000
Refunding Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	14,695,000
Refunding Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	6,170,000
Refunding General Obligation Water Bonds Series 2012, rate of 1.635%, issued April 2012, maturing serially to 2017	640,000
	$33,110,857

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

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

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements (3) Parity Debt	Debt Service Requirements (3) All Debt	Coverage Ratios Parity Debt	Coverage Ratios All Debt
2010	21,044,751	14,203,262	6,841,489	2,683,309	5,754,927	254.96%	118.88%
2011	22,253,461	14,885,367	7,368,094	3,135,833	5,936,107	234.96%	124.12%
2012	23,758,916	14,643,931	9,114,985	3,061,815	6,391,834	297.70%	142.60%

(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, 2012 total $5,596,616, including $731,770 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

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

	Balance June 30, 2013
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	$ 1,050,000
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	90,024
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	3,220,000
Clean Water Loan for Water purposes, average rate of 5.3%, issued November 1997, maturing serially to 2017	1,000,000
	$ 5,360,024

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
2014	1,185,000	86,133	1,837,461	1,172,310	882,506	148,408	627,275	121,326	4,532,242	1,528,177
2015	1,165,000	45,608	1,897,970	1,112,356	882,506	123,201	627,275	102,104	4,572,751	1,383,268
2016	180,000	4,496	1,952,904	1,059,634	882,506	97,994	627,275	82,881	3,642,684	1,245,005
2017	95,000	1,553	2,020,280	983,806	882,506	72,787	446,476	63,658	3,444,262	1,121,804
2018	-	-	2,103,118	907,834	610,000	47,580	269,490	50,555	2,982,608	1,005,969
2019	-	-	2,026,435	838,928	610,000	31,720	259,490	42,054	2,895,925	912,702
2020	-	-	2,107,251	753,828	610,000	15,860	239,490	34,103	2,956,741	803,791
2021	-	-	2,188,586	674,721	-	-	219,490	27,312	2,408,076	702,033
2022	-	-	2,280,461	582,587	-	-	209,490	21,681	2,489,951	604,268
2023	-	-	2,374,898	486,362	-	-	209,490	16,630	2,584,388	502,992
2024	-	-	2,480,920	385,962	-	-	125,583	11,579	2,606,503	397,541
2025	-	-	2,577,550	280,842	-	-	125,583	8,684	2,703,133	289,526
2026	-	-	2,142,813	182,801	-	-	125,583	5,789	2,268,396	188,590
2027	-	-	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,481
2028	-	-	485,000	11,737	-	-	-	-	485,000	11,737
Totals	$ 2,625,000	$ 137,790	$ 30,485,857	$ 9,526,293	$ 5,360,024	$ 537,550	$ 4,237,571	$ 591,251	$ 42,708,452	$ 10,792,884

Fibrant Communications Fund

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

	Balance June 30, 2013
Series 2008 Certificates of Participation, average rate of 5.33%, issued December 2008, maturing serially to 2029	$ 17,335,000
Series 2013 Certificates of Participation, average rate of 2.24%, issued April 2013, maturing serially to 2029	16,928,000
	$ 34,263,000

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
2014	420,000	1,234,754
2015	1,743,000	1,273,995
2016	1,809,000	1,209,608
2017	1,852,000	1,163,659
2018	1,900,000	1,115,281
2019	1,986,000	1,031,808
2020	2,077,000	940,126
2021	2,173,000	841,815
2022	2,245,000	774,330
2023	2,294,000	722,474
2024	2,366,000	651,203
2025	2,438,000	577,177
2026	2,570,000	443,696
2027	2,713,000	302,857
2028	2,802,000	212,805
2029	2,875,000	119,406
Totals	$ 34,263,000	$ 12,614,994

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
2014	32,000	15,475
2015	32,000	13,913
2016	32,000	12,313
2017	32,000	10,672
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	$ 308,000	$ 79,919

PROPOSED DEBT

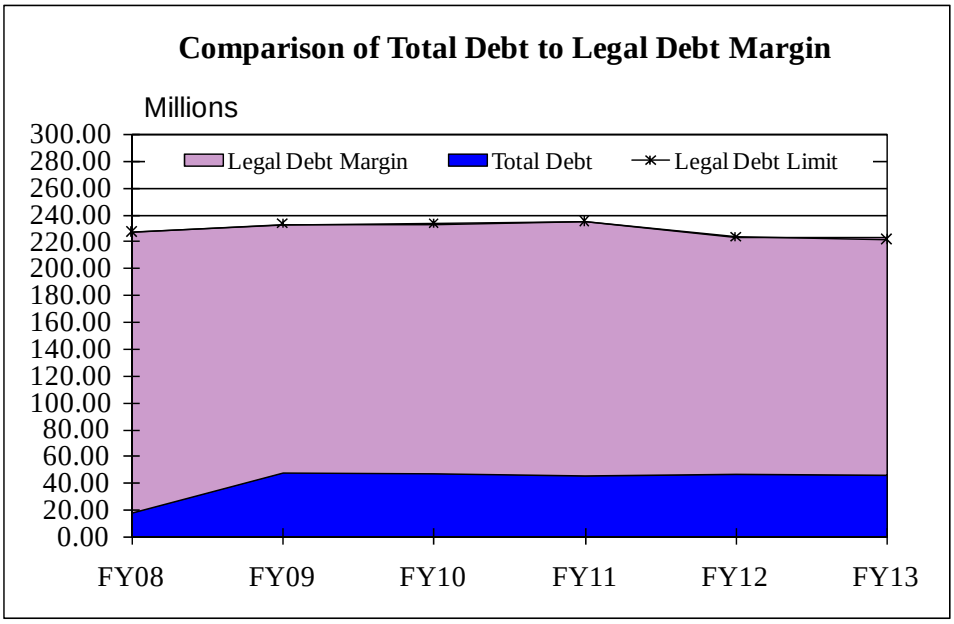
The City has three projects that debt is anticipated to be issued this next fiscal year.

In FY2012-13, the City began a project to upgrade its 800 Radio Trunking Network. The total cost of the upgrade including new radios is approximately $4,000,000. Of this balance, the City plans to issue lease purchase financing for approximately $3,700,000. The debt will be issued with a 10 year maturity schedule and equal principal payments annually.

City Council has been working on the redevelopment of the 300 Block of South Main Street. As part of this redevelopment, the City has already had a local technology firm purchase approximately eight tenths of an acre to build their new two story facility. City Council has agreed, in principal, to construct a new three story office building and lease it to the Rowan-Salisbury School System. The City also plans to construct a new 160 space parking lot on the block to serve both the new firm, school system, and other businesses in this area. The City anticipates using lease purchase financing of $8 million over 20 years for the new office building and another $2 million for the parking lot. Based on timing of these construction projects, the $2 million for parking may be issued in 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 eight percent of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed water and sewer infrastructure projects as outlined in Section 14 - CAPITAL IMPROVEMENT PROGRAM. Furthermore, the City complies with the Debt Management Policy as defined in Section 2.



Computation of Legal Debt Margin at June 30, 2013

Debt limit: Total assessed value of $2,210,800,553 x 8%			$ 176,864,044
Amount of debt applicable to debt limit:			
Total bonded debt		$ 3,315,000	
General Fund	$ 690,000		
Water & Sewer Fund	2,625,000		
Total certificates of participation		35,643,000	
General Fund	1,380,000		
Fibrant Communications Fund	34,263,000		
Total capitalized lease obligation		7,420,635	
General Fund	3,183,063		
Water & Sewer Fund	4,237,572		
Total amount of debt applicable to debt limit			46,378,635
LEGAL DEBT MARGIN			$ 130,485,409

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, 2012.

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Debt repaid with property taxes: Rowan County	$ 97,736,259	23.99%	$ 23,446,084
City of Salisbury direct debt			6,846,226
Total direct and overlapping debt			$ 30,292,310

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.

CITY OF SALISBURY N.C.

EST. - 1753

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 with thirteen other cities participating in the project along with explanatory information about the services. This information is reprinted from the School of Government report entitled "North Carolina Benchmarking Project – Final Report on City Services for Fiscal Year 2011-12 Performance and Cost Data" dated February 2013. 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 has been collecting and reporting information since the mid-1990s. The goal is to accurately measure and compare local government services and costs and to identify "best practices". The City of Salisbury is a member of the steering committee for the Benchmarking Project and has participated since the late 1990s. The following cities are included in the project: Salisbury, Apex, Asheville, Burlington, Cary, Charlotte, Concord, Greensboro, Greenville, Hickory, High Point, Wilmington, Wilson, and Winston-Salem. Coordinated by the School of Government at the University of North Carolina Chapel Hill, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, police services, emergency communications, asphalt maintenance, fire services, fleet maintenance, human resources, water, and sewer services. Parks and Recreation services are in the pilot phase and will be included in next year's report.

The scope and purpose of the North Carolina Benchmarking Project include 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.

Fiscal Year 2011–12

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 $4.09 for residential collection.

The city employed six crews during FY 2011–12, three with two persons each and the other three with a single person each. Fifteen collection routes were used, with an average of one ten-mile trip per route per day to the transfer station.

Each resident has one ninety-five-gallon roll-out cart provided and paid for by the city. A second cart may be obtained. The city collected 9,355 tons of residential refuse during FY 2011–12, at a cost per ton of $91. Not included in the cost per ton was a $32 landfill tipping fee.

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

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

Municipal Profile

Population (OSBM 2011)	33,704
Land Area (Square Miles)	22.18
Persons per Square Mile	1,519
Median Family Income U.S. Census 2010	$40,192

Service Profile

FTE Positions—Collection	10.0
FTE Positions—Other	1.0
Type of Equipment	6 packers
Size of Crews (most commonly used)	1 & 2 person
Weekly Routes	15
Average Distance to Disposal Site	10 miles
Average Daily Trips to Disposal Site	1
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	11,956
Tons Collected	9,355.0
Monthly Service Fee	$4.09

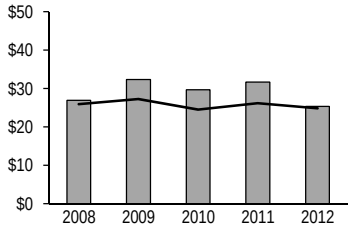
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	46.2%
Operating Costs	34.7%
Capital Costs	19.1%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$394,313
Operating Costs	$296,677
Capital Costs	$162,921
TOTAL	$853,911

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

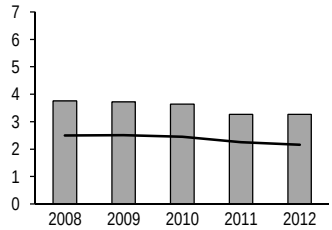
Resource Measures

Residential Refuse Collection Costs per Capita



	2008	2009	2010	2011	2012
Salisbury	$26.87	$32.35	$29.66	$31.69	$25.34
Average	$25.94	$27.21	$24.50	$26.19	$24.86

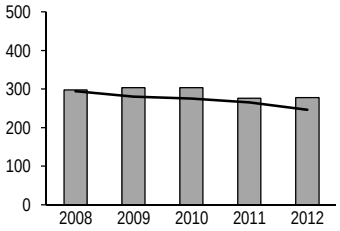
Residential Refuse FTEs per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	3.76	3.72	3.64	3.26	3.26
Average	2.49	2.51	2.45	2.25	2.16

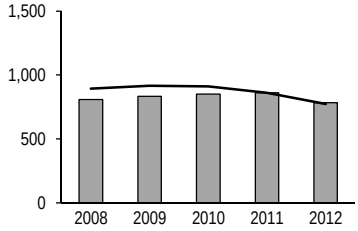
Workload Measures

Residential Refuse Tons per 1,000 Population



	2008	2009	2010	2011	2012
Salisbury	298	304	304	276	278
Average	294	280	275	265	246

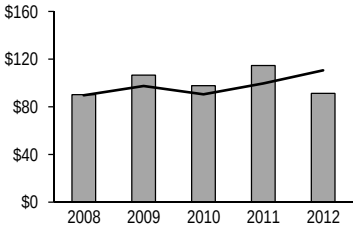
Residential Refuse Tons per 1,000 Collection Points



	2008	2009	2010	2011	2012
Salisbury	808	833	850	862	782
Average	893	915	911	862	773

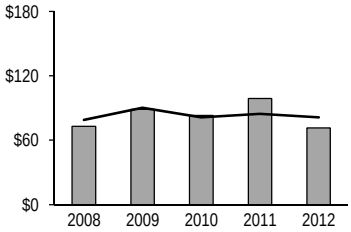
Efficiency Measures

Residential Refuse Collection Cost per Ton Collected



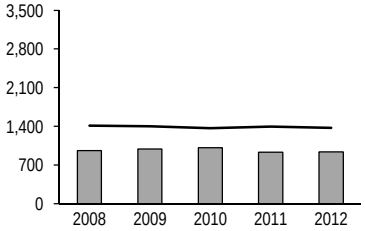
	2008	2009	2010	2011	2012
Salisbury	$90	$107	$98	$115	$91
Average	$90	$97	$90	$99	$111

Residential Refuse Collection Cost per Collection Point



	2008	2009	2010	2011	2012
Salisbury	$73	$89	$83	$99	$71
Average	$79	$90	$81	$84	$81

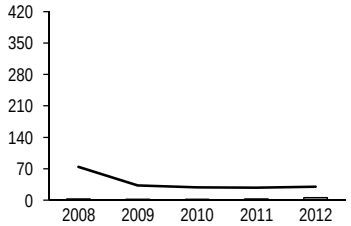
Refuse Tons Collected per Municipal Collection FTE



	2008	2009	2010	2011	2012
Salisbury	958	987	1,011	932	935
Average	1,414	1,403	1,368	1,392	1,372

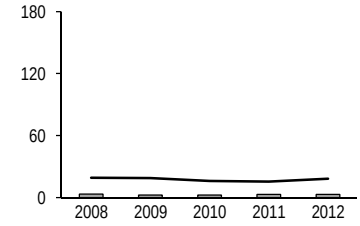
Effectiveness Measures

Complaints per 1,000 Collection Points



	2008	2009	2010	2011	2012
Salisbury	3.5	2.6	2.7	3.2	6.3
Average	74.1	33.1	28.6	28.4	30.3

Valid Complaints per 1,000 Collection Points



	2008	2009	2010	2011	2012
Salisbury	3.4	2.6	2.7	3.2	3.3
Average	19.4	19.0	16.2	15.5	18.3

Fiscal Year 2011–12

Explanatory Information

Service Level and Delivery
Salisbury provides once-a-week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of $4.03 in FY 2011–12. The city provides and pays for the fourteen-gallon recycling bins that residents use. The city contracts 100 percent of its recycling program. Recyclables are sorted at the curb by the contractor and taken to the county recycling site.
The recyclable materials collected include:

- glass (all colors)
- newspaper
- magazines and catalogs
- mixed paper and mail
- telephone books
- cardboard—broken down and cereal boxes
- plastics—No. 1 and No. 2
- 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 2011)	33,704
Land Area (Square Miles)	22.18
Persons per Square Mile	1,519
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	1 x week
General Collection Location	Curbside
Recyclables Sorted at Curb	Yes
Collection Points	10,500
Tons of Recyclables Collected	
Curbside	1,014
City Drop-Off Centers	0
Total Tons Collected	1,014
Monthly Service Fee	$4.03
Revenue from Sale of Recyclables	$0
Revenue as Percentage of Cost	NA

Full Cost Profile

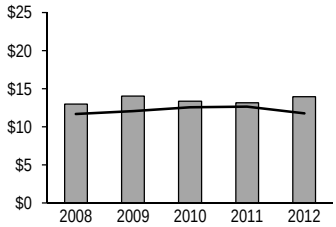
Cost Breakdown by Percentage	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$0
Operating Costs	$469,804
Capital Costs	$0
TOTAL	$469,804

Salisbury — Household Recycling

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

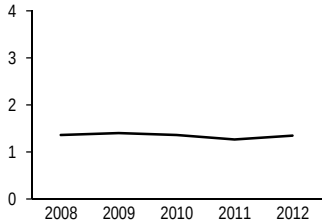
Resource Measures

Recycling Services Cost per Capita



	2008	2009	2010	2011	2012
Salisbury	$12.99	$14.05	$13.35	$13.16	$13.94
Average	$11.67	$12.06	$12.56	$12.67	$11.78

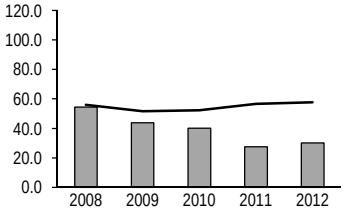
Recycling Services FTEs per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury					
Average	1.36	1.40	1.36	1.26	1.34

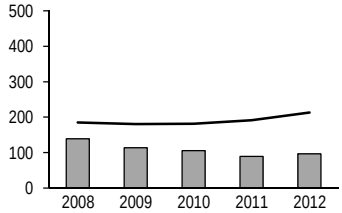
Workload Measures

Tons Recyclables Collected per 1,000 Population



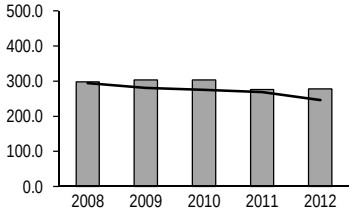
	2008	2009	2010	2011	2012
Salisbury	54.5	43.9	40.1	27.5	30.1
Average	56.0	51.7	52.3	56.6	57.7

Tons Recyclables Collected per 1,000 Collection Points



	2008	2009	2010	2011	2012
Salisbury	139	113	106	89	97
Average	185	180	182	192	213

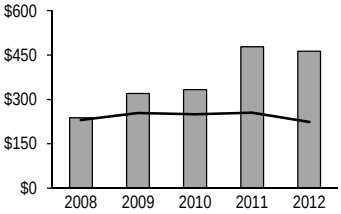
Tons Solid Waste Landfilled per 1,000 Population



	2008	2009	2010	2011	2012
Salisbury	298.0	303.7	303.8	276.4	277.6
Average	294.1	280.3	275.1	268.7	246.2

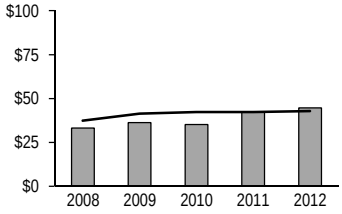
Efficiency Measures

Recycling Services Cost per Ton Collected



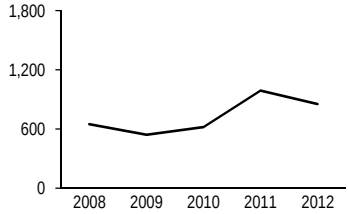
	2008	2009	2010	2011	2012
Salisbury	$238	$320	$333	$478	$463
Average	$230	$254	$250	$255	$223

Recycling Services Cost per Collection Point



	2008	2009	2010	2011	2012
Salisbury	$33.17	$36.25	$35.28	$42.58	$44.74
Average	$37.46	$41.45	$42.34	$42.23	$42.87

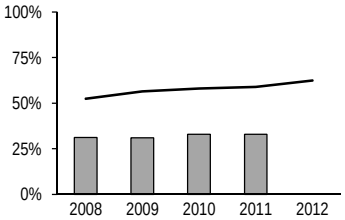
Tons Collected Curbside per Municipal FTE



	2008	2009	2010	2011	2012
Salisbury					
Average	647	541	619	991	854

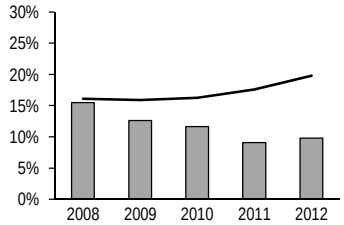
Effectiveness Measures

Community Set-Out Rate



	2008	2009	2010	2011	2012
Salisbury	31.1%	31.0%	33.0%	33.0%	
Average	52.3%	56.5%	58.0%	58.9%	62.4%

Tons Recycled as Percentage of Tons Refuse and Recyclables Collected



	2008	2009	2010	2011	2012
Salisbury	15.5%	12.6%	11.7%	9.1%	9.8%
Average	16.1%	15.9%	16.3%	17.6%	19.8%

Fiscal Year 2011–12

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

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

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

Conditions Affecting Service, Performance, and Costs

Municipal Profile

Population (OSBM 2011)	33,704
Land Area (Square Miles)	22.18
Persons per Square Mile	1,519
Median Family Income U.S. Census 2010	$40,192

Service Profile

FTE Positions—Collection	9.0
FTE Positions—Other	0.0
Collection Frequency	
Yard Waste	1 x week
Seasonal Leaf Collection	1 x 3 weeks
Collection Points	12,000
Tons Collected	
Yard Waste	5,433
Seasonal Leaves	2,613
Total Tons Collected	8,046
Monthly Service Fee	No

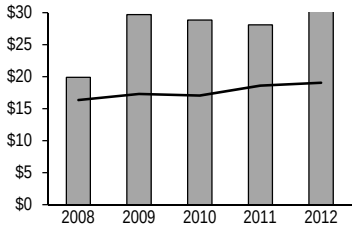
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	45.0%
Operating Costs	36.5%
Capital Costs	18.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$492,428
Operating Costs	$399,413
Capital Costs	$202,571
TOTAL	$1,094,412

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

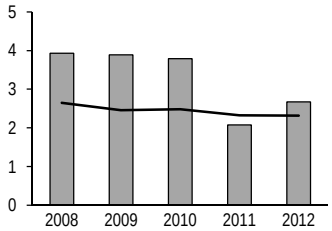
Resource Measures

Yard Waste and Leaf Collection Costs per Capita



	2008	2009	2010	2011	2012
Salisbury	$19.90	$29.69	$28.86	$28.10	$32.47
Average	$16.34	$17.28	$17.03	$18.59	$19.04

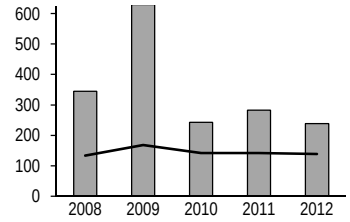
Yard Waste and Leaf Collection FTEs per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	3.9	3.9	3.8	2.1	2.7
Average	2.6	2.5	2.5	2.3	2.3

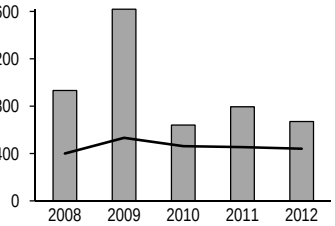
Workload Measures

Yard Waste and Leaf Tons Collected per 1,000 Population



	2008	2009	2010	2011	2012
Salisbury	344	629	242	283	239
Average	133	168	142	142	138

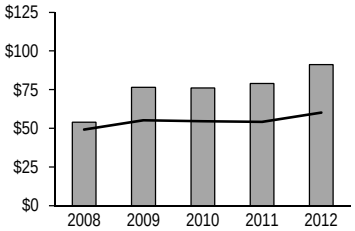
Yard Waste and Leaf Tons Collected per 1,000 Collection Points



	2008	2009	2010	2011	2012
Salisbury	934	1,619	639	795	671
Average	399	531	462	453	440

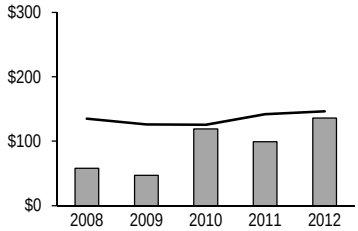
Efficiency Measures

Yard Waste and Leaf Collection Cost per Collection Point



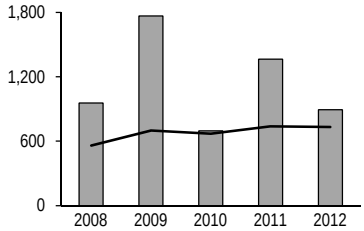
	2008	2009	2010	2011	2012
Salisbury	$54	$76	$76	$79	$91
Average	$49	$55	$55	$54	$60

Yard Waste and Leaf Collection Cost per Ton Collected



	2008	2009	2010	2011	2012
Salisbury	$58	$47	$119	$99	$136
Average	$135	$126	$125	$142	$146

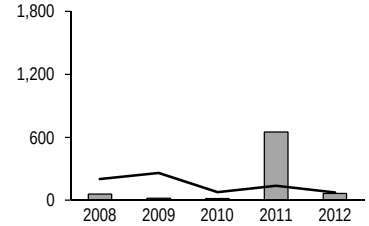
Yard Waste and Leaf Tons Collected per Collection FTE



	2008	2009	2010	2011	2012
Salisbury	956	1,767	697	1,363	894
Average	559	698	670	739	732

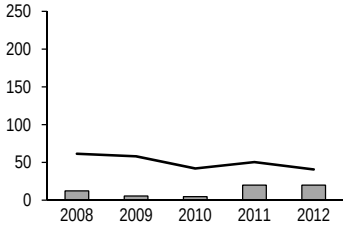
Effectiveness Measures

Collection Complaints per 10,000 Collection Points



	2008	2009	2010	2011	2012
Salisbury	60	18	17	650	65
Average	202	261	77	139	74

Valid Complaints per 10,000 Collection Points



	2008	2009	2010	2011	2012
Salisbury	12	6	5	20	20
Average	61	58	42	50	41

Fiscal Year 2011–12

Explanatory Information

Service Level and Delivery

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

The city had eighty-one sworn officer positions authorized for the fiscal year, with an average length of service of 10.9 years. The police department is located in a two-story facility and also has two substations. One substation is located in a neighborhood and one substation is in office space located at Rowan Regional Medical Center.

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

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

The police department was successful in clearing a total of 242 Part I cases in FY 2011–12.

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 2011)	33,704
Land Area (Square Miles)	22.18
Persons per Square Mile	1,519
Median Family Income	$40,192
U.S. Census 2010	

Service Profile

FTE Positions—Sworn	81.0
FTE Positions—Other	18.0
Marked and Unmarked Patrol Vehicles	93
Part I Crimes Reported	
Homicide	4
Rape	11
Robbery	83
Assault	120
Burglary	543
Larceny	1,478
Auto Theft	98
Arson	9
TOTAL	2,346
Part II Crimes Reported	1,664
Part I Crimes Cleared	
Persons	80
Property	162
TOTAL	242
Reporting Format	IBR
Number of Calls Dispatched	31,668
Number of Traffic Accidents	1,711
Property Damage for Accidents	NA

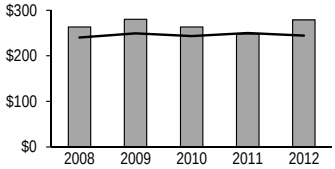
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	57.9%
Operating Costs	33.6%
Capital Costs	8.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$5,440,316
Operating Costs	$3,157,116
Capital Costs	$797,347
TOTAL	$9,394,779

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

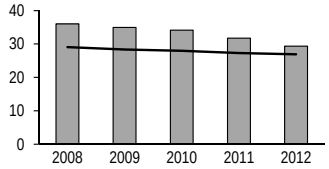
Resource Measures

Police Services Costs per Capita



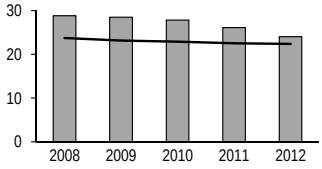
	2008	2009	2010	2011	2012
Salisbury	$263.39	$280	$264	$248	$279
Average	$240	$249	$243	$250	$244

Total Police Services Personnel per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	36.0	35.0	34.1	31.7	29.4
Average	29.1	28.3	28.0	27.3	26.9

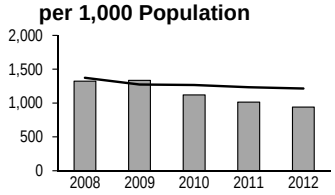
Sworn Police Officers per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	28.8	28.5	27.8	26.1	24.0
Average	23.7	23.2	22.9	22.5	22.4

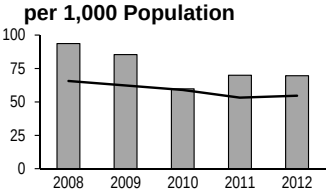
Workload Measures

Calls Dispatched per 1,000 Population



	2008	2009	2010	2011	2012
Salisbury	1,324	1,336	1,121	1,013	940
Average	1,374	1,274	1,266	1,234	1,213

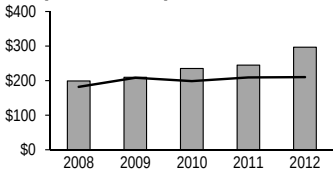
Part I Crimes per 1,000 Population



	2008	2009	2010	2011	2012
Salisbury	93.7	85.3	59.7	70.0	69.6
Average	65.7	62.2	58.9	53.2	54.7

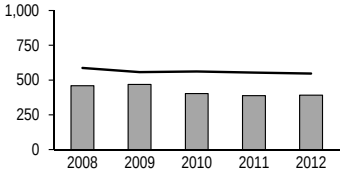
Efficiency Measures

Police Services Cost per Call Dispatched



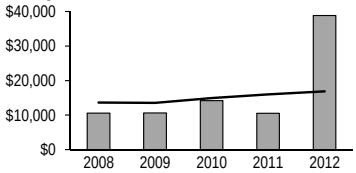
	2008	2009	2010	2011	2012
Salisbury	$199	$210	$235	$245	$297
Average	$182	$208	$198	$209	$210

Calls Dispatched per Sworn Officer



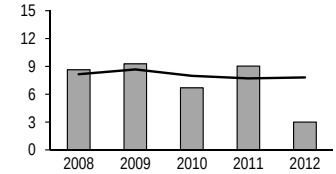
	2008	2009	2010	2011	2012
Salisbury	460	469	403	388	391
Average	587	557	561	554	547

Police Services Cost per Part I Case Cleared



	2008	2009	2010	2011	2012
Salisbury	$10,586	$10,603	$14,177	$10,523	$38,821
Average	$13,626	$13,532	$14,953	$16,011	$16,873

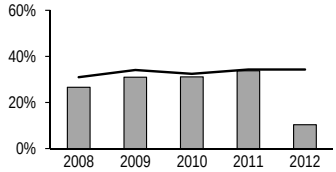
Part I Cases Cleared per Sworn Officer



	2008	2009	2010	2011	2012
Salisbury	8.6	9.3	6.7	9.0	3.0
Average	8.1	8.7	8.0	7.7	7.8

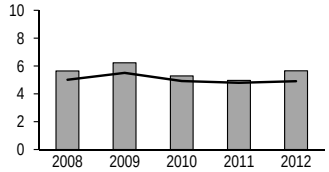
Effectiveness Measures

Percentage of Part I Cases Cleared of Those Reported



	2008	2009	2010	2011	2012
Salisbury	26.6%	31.0%	31.1%	33.7%	10.3%
Average	30.9%	34.1%	32.4%	34.3%	34.3%

Response Time to High Priority Calls in Minutes



	2008	2009	2010	2011	2012
Salisbury	5.6	6.2	5.3	5.0	5.7
Average	5.0	5.5	4.9	4.8	4.9

Fiscal Year 2011–12

Explanatory Information

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

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

Salisbury's communication center reported total incoming calls of 68,897 for the fiscal year, dispatching 32,174 calls. The city defines highest priority emergency calls as those involving crimes in progress and calls involving injury or imminent injury to a person.

Conditions Affecting Service, Performance, and Costs
The measure "percent of E-911 calls answered within twenty seconds" is a new measure added for FY 2009–10.

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

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

Municipal Profile

Population (OSBM 2011)	33,704
Land Area (Square Miles)	22.18
Persons per Square Mile	1,519
Median Family Income U.S. Census 2010	$40,192
County	Rowan

Service Profile

Primary or Secondary Answering Point	Secondary
Calls Dispatched	
Police	Yes
Fire	No
Other	No
FTE Positions	
Telecommunicators/Call-Takers	10.0
Other	0.0
Total Positions	10.0
Average Length of Service for Call-Takers	7.3 years
Total Incoming Calls	68,897
Total 911 Calls	12,364
Total Calls Dispatched	32,174
Outgoing Calls Other than Dispatch	NA
Revenue from E-911 Fees	None

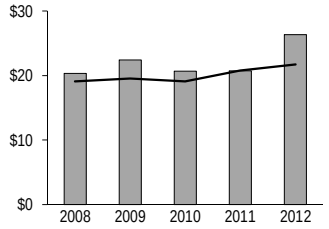
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	54.8%
Operating Costs	40.2%
Capital Costs	4.9%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$486,873
Operating Costs	$357,212
Capital Costs	$43,609
TOTAL	$887,694

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

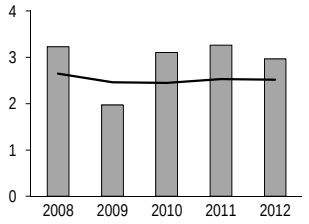
Resource Measures

Emergency Communications Services Costs per Capita



	2008	2009	2010	2011	2012
Salisbury	$20.33	$22.40	$20.69	$20.72	$26.34
Average	$19.09	$19.54	$19.09	$20.75	$21.73

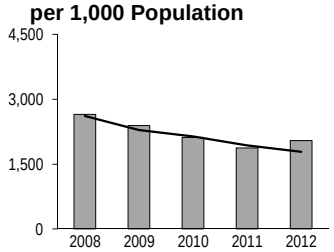
Emergency Communications FTEs per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	3.22	1.97	3.10	3.26	2.97
Average	2.64	2.46	2.45	2.53	2.51

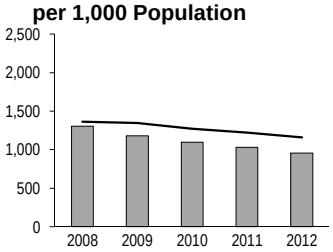
Workload Measures

Total Calls Answered per 1,000 Population



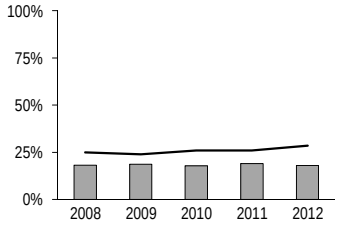
	2008	2009	2010	2011	2012
Salisbury	2,649	2,396	2,120	1,872	2,044
Average	2,612	2,288	2,138	1,935	1,785

Calls Dispatched per 1,000 Population



	2008	2009	2010	2011	2012
Salisbury	1,303	1,179	1,099	1,028	955
Average	1,363	1,345	1,272	1,222	1,160

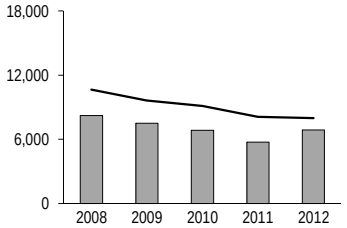
E-911 Calls as a Percentage of All Incoming Calls



	2008	2009	2010	2011	2012
Salisbury	18.1%	18.6%	17.8%	19.1%	17.9%
Average	25.0%	23.9%	26.0%	26.0%	28.5%

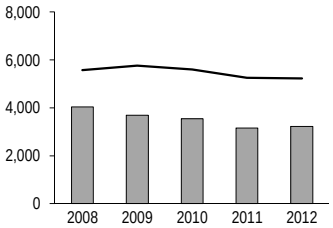
Efficiency Measures

Calls Answered per Telecommunicator



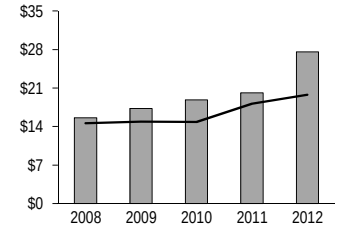
	2008	2009	2010	2011	2012
Salisbury	8,219	7,502	6,838	5,739	6,890
Average	10,636	9,632	9,119	8,098	7,986

Calls Dispatched per Telecommunicator



	2008	2009	2010	2011	2012
Salisbury	4,042	3,693	3,545	3,152	3,217
Average	5,569	5,757	5,596	5,260	5,222

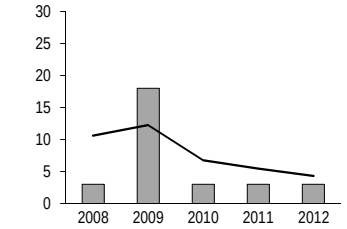
Emergency Communications Cost per Call Dispatched



	2008	2009	2010	2011	2012
Salisbury	$15.61	$17.29	$18.83	$20.15	$27.59
Average	$14.60	$14.91	$14.83	$18.13	$19.76

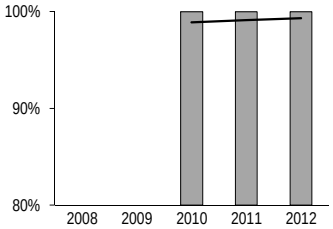
Effectiveness Measures

Number of Seconds from Initial Ring to Answer



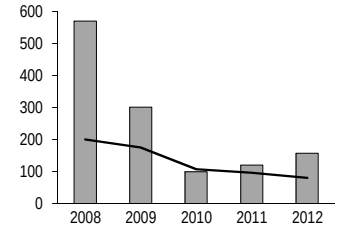
	2008	2009	2010	2011	2012
Salisbury	3	18	3	3	3
Average	11	12	7	5	4

Percent of E-911 Calls Answered within Twenty Seconds



	2008	2009	2010	2011	2012
Salisbury			100%	100%	100%
Average			99%	99%	99%

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



	2008	2009	2010	2011	2012
Salisbury	570	301	99	120	157
Average	201	176	107	97	81

Fiscal Year 2011–12

Explanatory Information

Service Level and Delivery

The City of Salisbury was responsible for maintaining 343.9 lane miles during FY 2011–12. The city treated a total of 2.3 lane miles, or 0.7 percent of total lane miles.

The city lane miles that were treated were rehabilitated which includes resurfacing following milling. This rehabilitation work was done by contractors. The contractors used a total of 1,363 tons of asphalt, and the average resurfacing depth used by the contractor 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 the year 2010. The city used a consultant for the rating, who relied on the ITRE rating system.

The number of potholes reported for FY 2011–12 was 768. The percentage of potholes repaired within twenty-four hours was 100 percent. A total of 133 utility cuts were also made, with the city repairing all of these. A futher 352 maintenance patches other than potholes or utility cuts were made by city crews.

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 2011)	33,704
Land Area (Square Miles)	22.18
Persons per Square Mile	1,519
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

Service Profile

FTE Positions—Crews	3.00
FTE Positions—Other	0.25
Lane Miles Maintained	343.9
Lane Miles Treated	
Preservation	0.0
Resurfacing	0.0
Rehabilitation	2.3
TOTAL	2.3
Total Costs for All Treatment Types	$168,535
Potholes Repaired	768
Number of Utility Cuts	133
Number of Maintenance Patches (exclusive of potholes and utility cuts)	352
Registered Vehicles	21,964
Registered Vehicles/Square Mile	990
Average Cost per Ton of Hot Asphalt during Year	$68.00

Full Cost Profile

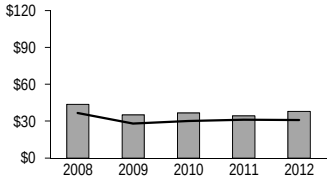
Cost Breakdown by Percentage	
Personal Services	16.6%
Operating Costs	56.2%
Capital Costs	27.1%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$212,766
Operating Costs	$718,939
Capital Costs	$346,480
TOTAL	$1,278,185

Salisbury — Asphalt Maintenance and Repair

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

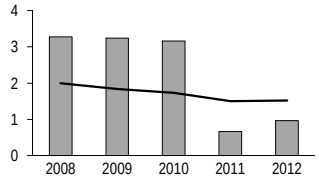
Resource Measures

Asphalt Maintenance and Repair Services Costs per Capita



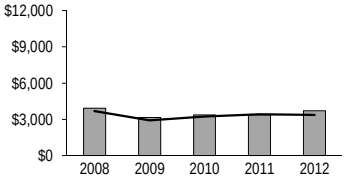
	2008	2009	2010	2011	2012
Salisbury	$43.61	$34.93	$36.72	$34.31	$37.92
Average	$36.55	$27.91	$30.16	$31.21	$30.88

Asphalt Maintenance and Repair FTEs per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	3.27	3.24	3.16	0.67	0.96
Average	2.00	1.84	1.73	1.50	1.52

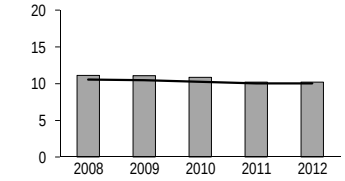
Service Costs per Lane Mile of Road Maintained



	2008	2009	2010	2011	2012
Salisbury	$3,922	$3,154	$3,378	$3,365	$3,717
Average	$3,686	$2,911	$3,228	$3,424	$3,383

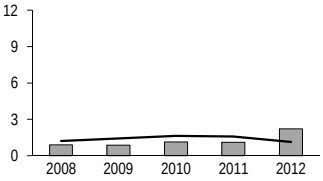
Workload Measures

Number of Lane Miles Maintained per 1,000 Population



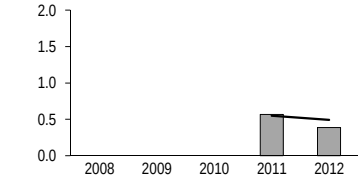
	2008	2009	2010	2011	2012
Salisbury	11.1	11.1	10.9	10.2	10.2
Average	10.6	10.5	10.3	10.0	10.1

Reported Potholes per Lane Mile Maintained



	2008	2009	2010	2011	2012
Salisbury	0.91	0.87	1.14	1.12	2.23
Average	1.22	1.43	1.63	1.59	1.15

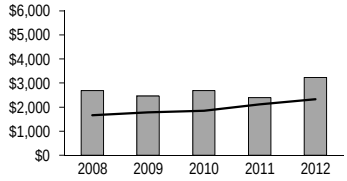
Repaired Utility Cuts per Lane Mile Maintained



	2008	2009	2010	2011	2012
Salisbury				0.57	0.39
Average				0.55	0.50

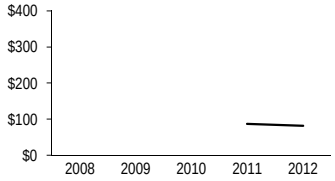
Efficiency Measures

Cost of Maintenance per Lane Mile Maintained



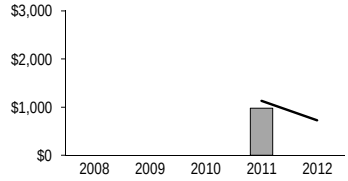
	2008	2009	2010	2011	2012
Salisbury	$2,685	$2,466	$2,686	$2,389	$3,227
Average	$1,665	$1,787	$1,854	$2,110	$2,333

Cost per Lane Mile for Preservation Treatment



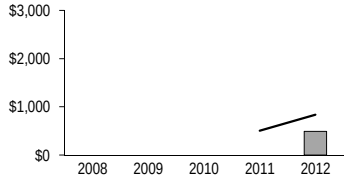
	2008	2009	2010	2011	2012
Salisbury					
Average				$87	$82

Cost per Lane Mile for Resurfacing Treatment



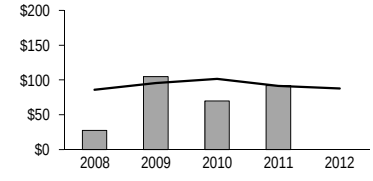
	2008	2009	2010	2011	2012
Salisbury				$975	
Average				$1,133	$726

Cost per Lane Mile for Rehabilitation Treatment



	2008	2009	2010	2011	2012
Salisbury					$490
Average				$501	$836

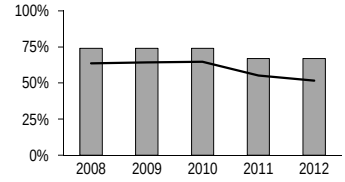
Cost per Ton for Contract Resurfacing



	2008	2009	2010	2011	2012
Salisbury	$27	$105	$70	$92	
Average	$86	$96	$102	$91	$88

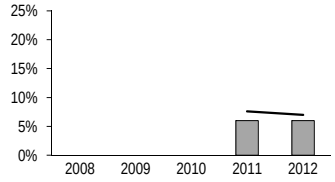
Effectiveness Measures

Percent of Lane Miles Rated 85 or Better



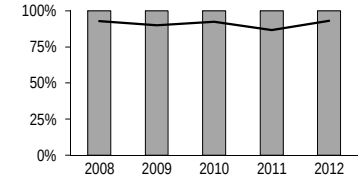
	2008	2009	2010	2011	2012
Salisbury	74%	74%	74%	67%	67%
Average	64%	64%	65%	55%	52%

Percent of Lane Miles Rated Below 45



	2008	2009	2010	2011	2012
Salisbury				6.0%	6.0%
Average				7.6%	7.0%

Percentage of Potholes Repaired within 24 hours



	2008	2009	2010	2011	2012
Salisbury	100%	100%	100%	100%	100%
Average	93%	90%	92%	87%	93%

Fiscal Year 2011–12

Explanatory Information

Service Level and Delivery

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

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

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

The city has an ISO rating of 2, as rated in 2007.

The fire department in Salisbury reported 2,402 fire maintenance, construction, and reinspections conducted in FY 2011–12. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at thirty-day intervals. Fees are assessed at the third inspection.

Conditions Affecting Service, Performance, and Costs

The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.

Municipal Profile

Population (OSBM 2011)	33,704
Land Area (Square Miles)	22.18
Persons per Square Mile	1,519
Median Family Income U.S. Census 2010	$40,192

Service Profile

FTE Positions—Firefighters	71.0
FTE Positions—Other	6.0
Fire Stations	4
First-Line Fire Apparatus	
Pumpers	0
Aerial Trucks	0
Quints	4
Squads	1
Rescue	1
Other	1
Fire Department Responses	4,402
Responses for Fires	139
Structural Fires Reported	55
Inspections Completed for Maintenance, Construction, and Reinspections	2,402
Fire Code Violations Reported	3,189
Estimated Fire Loss (millions)	$1.32
Amount of Property Protected in Service Area (millions)	$2,782
Number of Fire Education Programs or Events	28

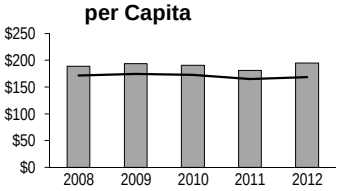
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	64.4%
Operating Costs	22.5%
Capital Costs	13.2%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$4,231,435
Operating Costs	$1,479,133
Capital Costs	$864,918
TOTAL	$6,575,486

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

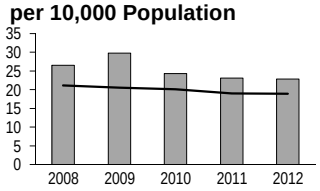
Resource Measures

Fire Services Costs per Capita



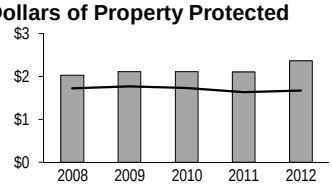
	2008	2009	2010	2011	2012
Salisbury	$189	$194	$191	$181	$195
Average	$171	$175	$173	$165	$168

Fire Services Total FTEs per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	26.5	29.8	24.3	23.1	22.8
Average	21.1	20.5	20.1	19.0	18.9

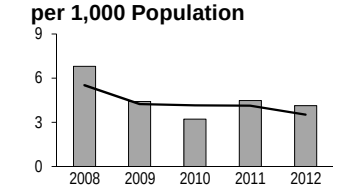
Fire Services Cost per Thousand Dollars of Property Protected



	2008	2009	2010	2011	2012
Salisbury	$2.03	$2.11	$2.11	$2.11	$2.36
Average	$1.72	$1.77	$1.73	$1.63	$1.67

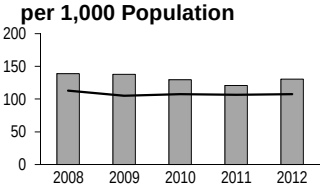
Workload Measures

Actual Fires per 1,000 Population



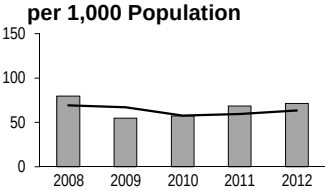
	2008	2009	2010	2011	2012
Salisbury	6.81	4.40	3.22	4.48	4.12
Average	5.52	4.24	4.15	4.12	3.53

Fire Department Responses per 1,000 Population



	2008	2009	2010	2011	2012
Salisbury	139	138	130	121	131
Average	113	105	108	107	108

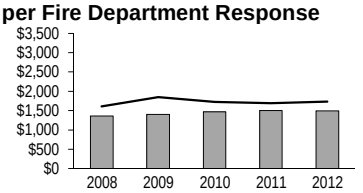
Fire Inspections Completed per 1,000 Population



	2008	2009	2010	2011	2012
Salisbury	80	55	58	68	71
Average	69	67	58	59	64

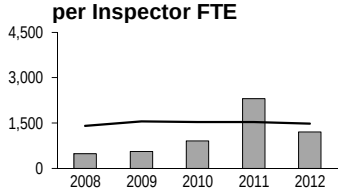
Efficiency Measures

Fire Services Cost per Fire Department Response



	2008	2009	2010	2011	2012
Salisbury	$1,363	$1,403	$1,472	$1,500	$1,494
Average	$1,609	$1,849	$1,725	$1,691	$1,737

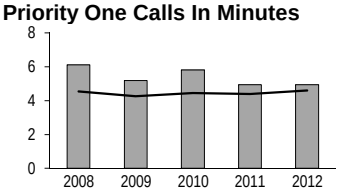
Inspections Completed per Inspector FTE



	2008	2009	2010	2011	2012
Salisbury	486	563	910	2,308	1,201
Average	1,410	1,552	1,536	1,531	1,481

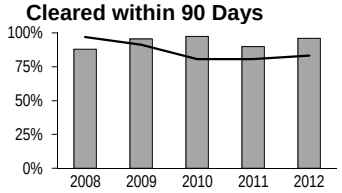
Effectiveness Measures

Average Response Time to Priority One Calls In Minutes



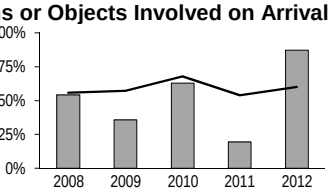
	2008	2009	2010	2011	2012
Salisbury	6.1	5.2	5.8	4.9	4.9
Average	4.5	4.3	4.5	4.4	4.6

Percentage of Fire Code Violations Cleared within 90 Days



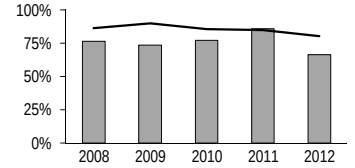
	2008	2009	2010	2011	2012
Salisbury	88%	96%	98%	90%	96%
Average	97%	91%	81%	81%	83%

Percentage of Fires Confined to Rooms or Objects Involved on Arrival



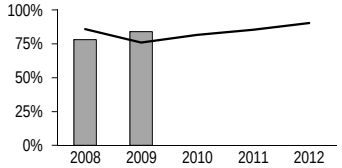
	2008	2009	2010	2011	2012
Salisbury	54%	36%	63%	19%	87%
Average	56%	57%	68%	54%	60%

Percentage of Fires for Which Cause Was Determined



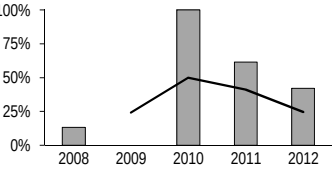
	2008	2009	2010	2011	2012
Salisbury	77%	74%	77%	86%	66%
Average	86%	90%	86%	85%	80%

Percentage of Full Response Within 8 Minutes Travel Time



	2008	2009	2010	2011	2012
Salisbury	78%	84%			
Average	86%	76%	82%	85%	90%

Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care



	2008	2009	2010	2011	2012
Salisbury	13.3%		100.0%	61.5%	42.1%
Average		24.0%	49.9%	41.1%	24.7%

Fiscal Year 2011–12

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.

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

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

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

Municipal Profile

Population (OSBM 2009)	33,704
Land Area (Square Miles)	22.18
Persons per Square Mile	1,519

Service Profile

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

Rolling Stock Maintained	No.	Average Age
Cars—Normal Usage	8	7.1 Years
Cars—Severe Usage	91	5.5 Years
Light Vehicles	138	7.9 Years
Medium Vehicles	25	8.2 Years
Heavy—Sanitation	11	8.6 Years
Heavy—Sewer	3	8.3 Years
Heavy—Fire Apparatus	13	13.6 Years
Heavy—Other	27	11.9 Years
Trailed Equipment	92	14.5 Years
Off-Road/Construction/Tractors	80	11.8 Years
Buses	10	14.0 Years
TOTAL	498	

Vehicle Equivalent Units (VEUs)	1,638
Average Rolling Stock Units Available per Day	477
Hours Billed	NA
Work Orders	4,569
Repeat Repairs within 30 Days	8
Work Orders Completed within 24 hours	NA
Preventive Maintenance Jobs (PMs)	1,586
PMs Completed as Scheduled	1,484

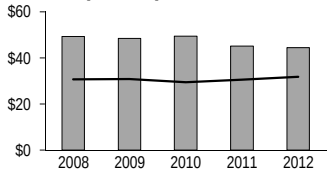
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	42.1%
Operating Costs	53.1%
Capital Costs	4.7%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$630,514
Operating Costs	$794,974
Capital Costs	$71,078
TOTAL	$1,496,566

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

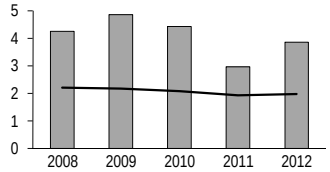
Resource Measures

Fleet Maintenance Services Cost per Capita



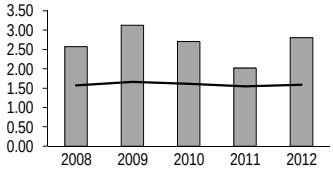
	2008	2009	2010	2011	2012
Salisbury	$49.22	$48.45	$49.40	$45.16	$44.40
Average	$30.63	$30.88	$29.42	$30.48	$31.83

Fleet Maintenance FTEs per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	4.26	4.86	4.43	2.97	3.86
Average	2.21	2.18	2.09	1.93	1.97

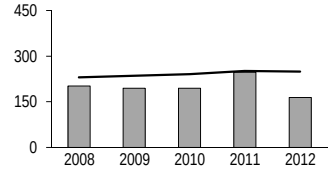
Fleet Maintenance FTEs per 100 Municipal Employees



	2008	2009	2010	2011	2012
Salisbury	2.57	3.13	2.71	2.02	2.81
Average	1.57	1.66	1.61	1.55	1.59

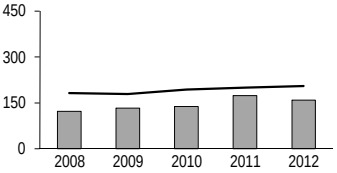
Workload Measures

Number of Vehicle Equivalent Units (VEUs) per Technician FTE



	2008	2009	2010	2011	2012
Salisbury	202	194	194	247	164
Average	231	236	240	252	249

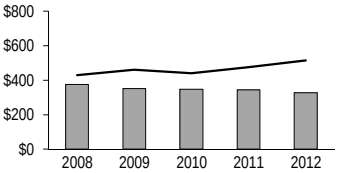
Preventive Maintenances (PMs) Completed In-House per Tech FTE



	2008	2009	2010	2011	2012
Salisbury	122	133	139	174	159
Average	182	179	194	200	205

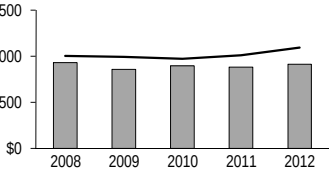
Efficiency Measures

Fleet Maintenance Cost per Work Order



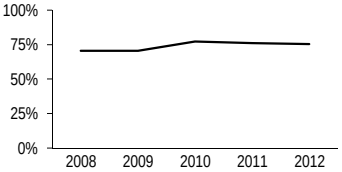
	2008	2009	2010	2011	2012
Salisbury	$375	$351	$347	$343	$328
Average	$428	$460	$440	$475	$514

Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)



	2008	2009	2010	2011	2012
Salisbury	$932	$858	$894	$880	$913
Average	$1,002	$994	$972	$1,009	$1,095

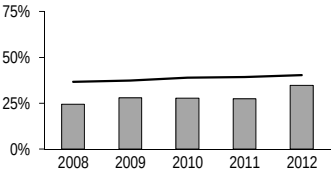
Hours Billed as a Percentage of Total Hours



	2008	2009	2010	2011	2012
Salisbury					
Average	70%	70%	77%	76%	75%

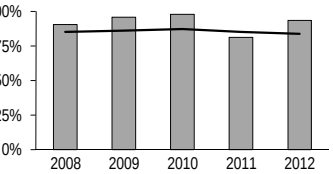
Effectiveness Measures

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



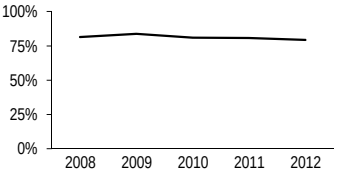
	2008	2009	2010	2011	2012
Salisbury	24%	28%	28%	27%	35%
Average	37%	37%	39%	39%	40%

Percentage of Preventive Maintenances (PMs) Completed as Scheduled



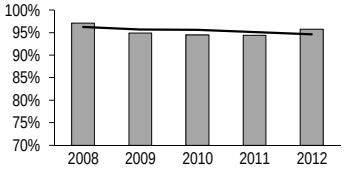
	2008	2009	2010	2011	2012
Salisbury	91%	96%	98%	81%	94%
Average	85%	86%	87%	85%	84%

Percentage of Work Orders Completed within 24 Hours



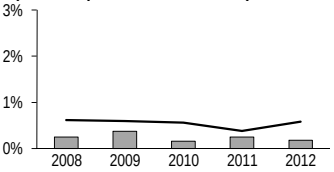
	2008	2009	2010	2011	2012
Salisbury					
Average	81%	84%	81%	81%	79%

Percentage of Rolling Stock Available per Day



	2008	2009	2010	2011	2012
Salisbury	97%	95%	94%	94%	96%
Average	96%	96%	96%	95%	95%

Percentage of Work Orders Requiring Repeat Repair within 30 Days



	2008	2009	2010	2011	2012
Salisbury	0.25%	0.38%	0.16%	0.25%	0.18%
Average	0.62%	0.60%	0.56%	0.38%	0.58%

Fiscal Year 2011–12

Explanatory Information

Service Level and Delivery

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

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

The city's probationary period for new employees is six months.

Conditions Affecting Service, Performance, and Costs

Municipal Profile

Population (OSBM 2011)	33,704
Land Area (Square Miles)	22.18
Persons per Square Mile	1,519
Median Family Income U.S. Census 2010	$40,192
County Unemployment Rate (2011) N.C. Employment Security Commission	11.6%

Service Profile

Central HR FTE Positions	
Administration	2.0
Generalist/Specialist	2.0
Staff Support/Clerical	2.0
Total Authorized Workforce	463.0
Authorized FTEs	460.0
Average Length of Service (Months)	126
Number of Position Requisitions	53
Employment Applications Processed	2,015
Length of Probationary Employment Period	6 or 12 months
Compensation Studies Completed	NA
Positions Studied	23
Employee Turnover	
Voluntary Separations	38
Involuntary Separations	15
TOTAL SEPARATIONS	53
Formal Grievances Filed by Employees	4
Equal Employment Opportunity Commission (EEOC) Complaints Filed	1

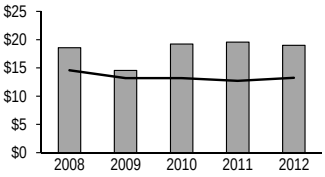
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	67.9%
Operating Costs	29.8%
Capital Costs	2.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$434,949
Operating Costs	$190,773
Capital Costs	$14,682
TOTAL	$640,404

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

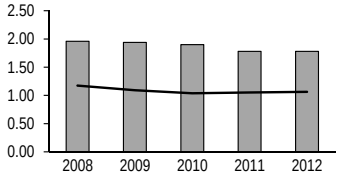
Resource Measures

Human Resources Services Cost per Capita



	2008	2009	2010	2011	2012
Salisbury	$18.57	$14.56	$19.22	$19.58	$19.00
Average	$14.59	$13.19	$13.21	$12.71	$13.26

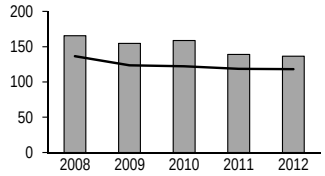
Human Resources FTEs per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	1.96	1.94	1.90	1.78	1.78
Average	1.18	1.09	1.04	1.05	1.06

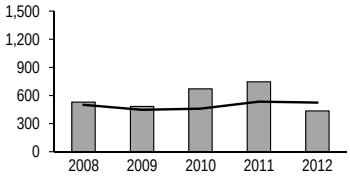
Workload Measures

Total Municipal FTEs per 10,000 Population



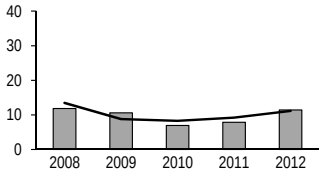
	2008	2009	2010	2011	2012
Salisbury	166	155	159	139	136
Average	136	123	122	119	118

Applications Processed per 100 Municipal Employees



	2008	2009	2010	2011	2012
Salisbury	529	483	671	747	435
Average	501	447	459	535	524

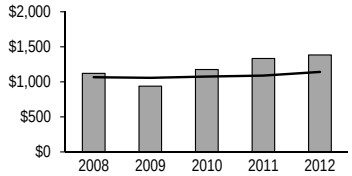
Position Requisitions per 100 Municipal Employees



	2008	2009	2010	2011	2012
Salisbury	11.9	10.6	7.0	7.9	11.4
Average	13.5	8.8	8.3	9.2	11.2

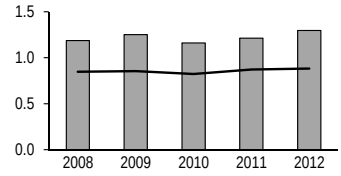
Efficiency Measures

Human Resources Cost per Municipal Employee



	2008	2009	2010	2011	2012
Salisbury	$1,121	$937	$1,176	$1,334	$1,383
Average	$1,066	$1,056	$1,075	$1,088	$1,140

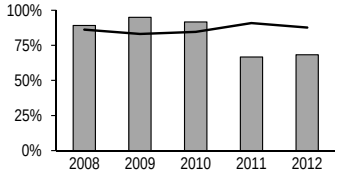
Ratio of Human Resources Staff to 100 Municipal Employees



	2008	2009	2010	2011	2012
Salisbury	1.19	1.25	1.16	1.21	1.30
Average	0.85	0.85	0.82	0.87	0.88

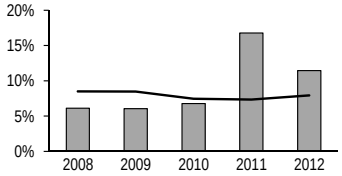
Effectiveness Measures

Probationary Period Completion Rate (New Hires)



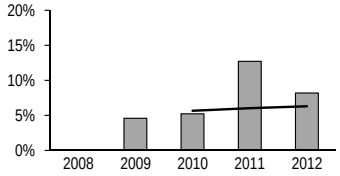
	2008	2009	2010	2011	2012
Salisbury	89%	95%	92%	67%	68%
Average	86%	83%	85%	91%	88%

Employee Turnover Rate (All Separations)



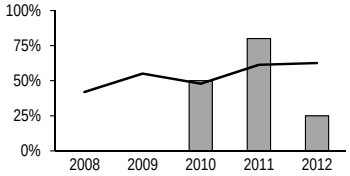
	2008	2009	2010	2011	2012
Salisbury	6.1%	6.0%	6.8%	16.8%	11.4%
Average	8.5%	8.5%	7.5%	7.3%	7.9%

Employee Turnover Rate (Voluntary Separations)



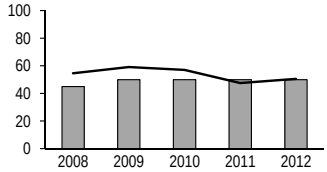
	2008	2009	2010	2011	2012
Salisbury		4.6%	5.2%	12.7%	8.2%
Average			5.7%	6.0%	6.3%

Percentage of Grievances Resolved at Department Level



	2008	2009	2010	2011	2012
Salisbury		0%	50%	80%	25%
Average	42%	55%	48%	61%	63%

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



	2008	2009	2010	2011	2012
Salisbury	45	50	50	50	50
Average	55	59	57	47	50

Fiscal Year 2011–12

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 46.9 square miles and covers much of Rowan County. Approximately 52,000 people are served. The system was assembled during the late 1990s and early 2000s as the City of Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer, China Grove, Landis, and the City of Kannapolis.

The water source for the system is the Yadkin River. The estimated safe yield for the system is 108 million gallons per day. The system has one treatment plant with a capacity of 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. The system currently has approximately 4 percent of meters read by automatic means. The standard for meter replacement is fifteen years.

Conditions Affecting Service, Performance, and Costs

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

Due to extreme cold coupled with wet ground causing a freeze/thaw cycle, Salisbury experienced a jump in pipe breaks during FY 2009–10.

Municipal Profile

Estimated Service Population	51,900
Service Land Area (Square Miles)	46.9
Persons per Square Mile	1,107
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	12.5
Meter Readers	11.0
Billing/Collection	5.0
Other	7.0
Total	43.5
Number of Treatment Plants	1
Total Treatment Capacity	25.0 MG
Average Daily Demand	8.7 MG
Miles of Main Line Pipe	440
Average Age of Main Line Pipe	45 years
Number of Breaks/Leaks	373
Number of Water Meters	19,049
Percent of Meters Read Automatically	4.0%
Total Revenues Collected	$11,617,234

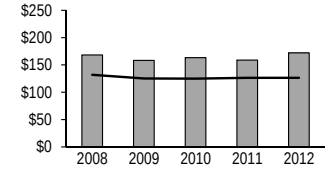
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	29.3%
Operating Costs	41.5%
Capital Costs	29.1%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$2,623,120
Operating Costs	$3,712,651
Capital Costs	$2,601,909
TOTAL	$8,937,680

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2008 through 2012

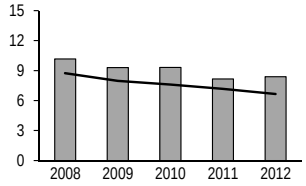
Resource Measures

Water Services Cost per Capita



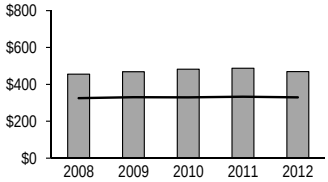
	2008	2009	2010	2011	2012
Salisbury	$168	$158	$163	$159	$172
Average	$132	$125	$125	$126	$126

Water Services FTEs per 10,000 Population



	2008	2009	2010	2011	2012
Salisbury	10.2	9.3	9.3	8.2	8.4
Average	8.7	8.0	7.6	7.2	6.7

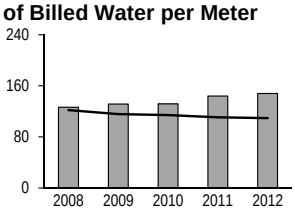
Water Services Cost per Meter



	2008	2009	2010	2011	2012
Salisbury	$455	$468	$482	$488	$469
Average	$325	$331	$330	$333	$330

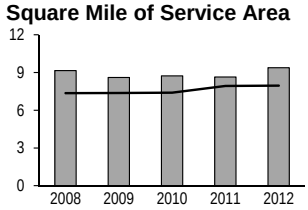
Workload Measures

Thousands of Gallons of Billed Water per Meter



	2008	2009	2010	2011	2012
Salisbury	126.5	131.6	131.7	144.0	148.1
Average	122.0	115.6	114.2	110.6	109.5

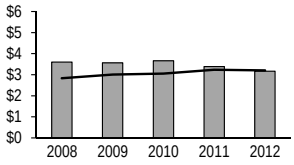
Miles of Main Line Pipe per Square Mile of Service Area



	2008	2009	2010	2011	2012
Salisbury	9.2	8.6	8.7	8.6	9.4
Average	7.4	7.4	7.4	7.9	8.0

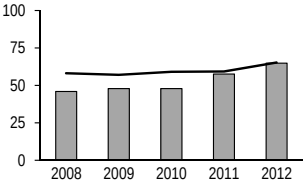
Efficiency Measures

Total Cost per Thousand Gallons of Billed Water



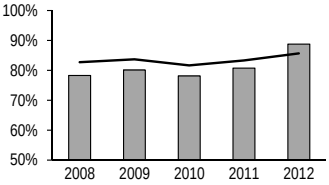
	2008	2009	2010	2011	2012
Salisbury	$3.60	$3.56	$3.66	$3.39	$3.17
Average	$2.83	$3.01	$3.06	$3.24	$3.20

Million Gallons of Billed Water per Water Services FTEs



	2008	2009	2010	2011	2012
Salisbury	46.0	47.9	47.9	57.6	64.9
Average	58.2	57.1	59.1	59.3	65.3

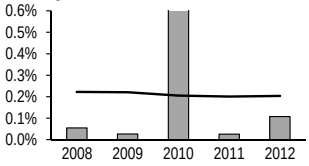
Billed Water as a Percentage of Finished Water



	2008	2009	2010	2011	2012
Salisbury	78%	80%	78%	81%	89%
Average	83%	84%	82%	83%	86%

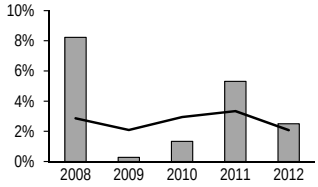
Effectiveness Measures

Percentage of Existing Pipeline Replaced or Rehabbed



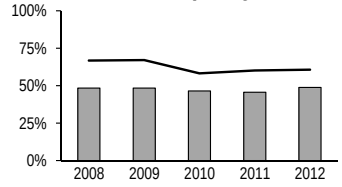
	2008	2009	2010	2011	2012
Salisbury	0.05%	0.03%	0.63%	0.03%	0.11%
Average	0.22%	0.22%	0.21%	0.20%	0.20%

Percentage of Water Bills Not Collected



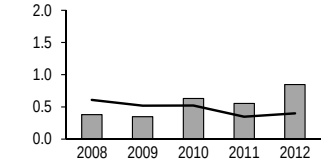
	2008	2009	2010	2011	2012
Salisbury	8.22%	0.28%	1.33%	5.31%	2.50%
Average	2.86%	2.08%	2.94%	3.33%	2.08%

Peak Daily Demand as a Percentage of Treatment Capacity



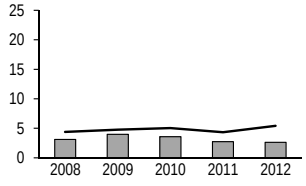
	2008	2009	2010	2011	2012
Salisbury	48%	48%	46%	46%	49%
Average	67%	67%	58%	60%	61%

Breaks and Leaks per Mile of Main Line Pipe



	2008	2009	2010	2011	2012
Salisbury	0.38	0.35	0.63	0.55	0.85
Average	0.61	0.52	0.52	0.35	0.40

Customer Complaints about Water Quality per 1,000 Meters



	2008	2009	2010	2011	2012
Salisbury	3.10	3.98	3.57	2.73	2.62
Average	4.38	4.76	5.03	4.34	5.42

Fiscal Year 2011–12

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 handled through application to farmland in Rowan County.

The system had no regulatory violations during the year for issues related to treatment and six violations connected to collections. The collection violations were all sanitary sewer overflows which were primarily due to heavy rainfall.

Conditions Affecting Service, Performance, and Costs

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

Municipal Profile

Estimated Service Population	51,600
Service Land Area (Square Miles)	45
Persons per Square Mile	1,142
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	20.0
Line Crews	16.5
Billing/Collection	5.0
Other	14.0
Number of Treatment Plants	2
Total Treatment Capacity	12.5 MGD
Average Daily Flow	7.0 MGD
River Basin into Which System Discharges	Yadkin
Miles of Gravity Main Line Pipe	412
Miles of Forced Main Line Pipe	29
Average Age of Main Line Pipe	40 years
Blocks in Sewer Mains	43
Number of System Breaks	2
Sanitary System Overflows	10
Number of Customer Accounts	16,115
Total Revenues Collected	$11,382,901

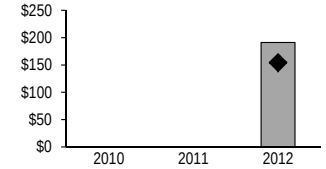
Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	29.8%
Operating Costs	43.9%
Capital Costs	26.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	$2,939,431
Operating Costs	$4,329,889
Capital Costs	$2,601,909
TOTAL	$9,871,229

Key: Salisbury ■ Benchmarking Average ◆ Fiscal Years 2010 through 2012

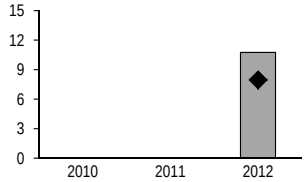
Resource Measures

Wastewater Services Cost per Capita



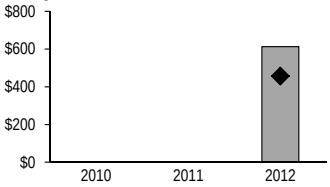
	2012
Salisbury	$191
Average	$154

Waterwater Services FTEs per 10,000 Population



	2012
Salisbury	10.8
Average	8.0

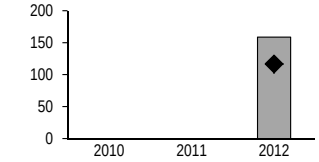
Waterwaste Services Cost per Customer Account



	2012
Salisbury	$613
Average	$457

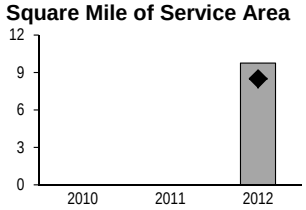
Workload Measures

Thousands of Gallons of Wastewater per Account



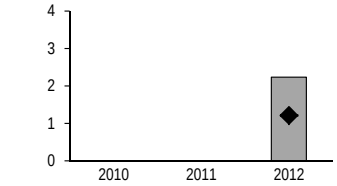
	2012
Salisbury	158.5
Average	116.6

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



	2012
Salisbury	9.8
Average	8.5

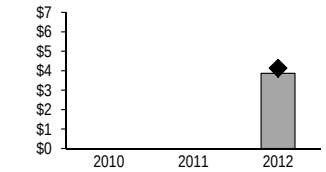
Number of Lift Stations per 1,000 Accounts



	2012
Salisbury	2.23
Average	1.21

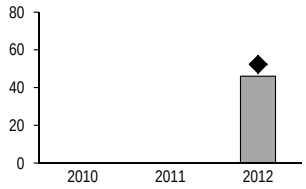
Efficiency Measures

Total Cost per 1,000 Gallons of Treated Wastewater



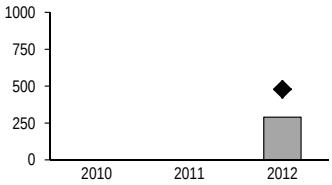
	2012
Salisbury	$3.86
Average	$4.13

Million Gallons of Wastewater per Wastewater Services FTE



	2012
Salisbury	46.0
Average	52.4

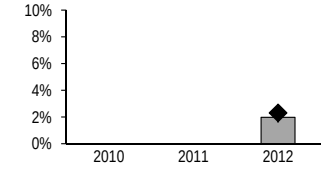
Customer Accounts per Wastewater Services FTE



	2012
Salisbury	290
Average	479

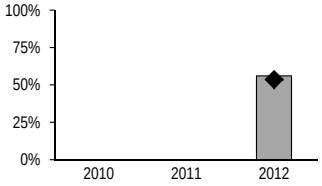
Effectiveness Measures

Percentage of Wastewater Bills Not Collected



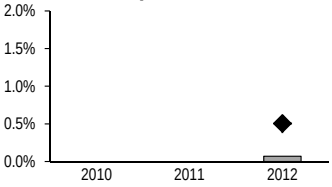
	2012
Salisbury	1.97%
Average	2.31%

Average Daily Treatment as a Percentage of Capacity



	2012
Salisbury	56.0%
Average	53.6%

Percent of Main Line Rehabbed or Replaced



	2012
Salisbury	0.07%
Average	0.51%

Overflows per 100 Miles of Main Line Pipe

	2012
Salisbury	2.27
Average	2.34

Backups per 100 Miles of Main Line Pipe

	2012
Salisbury	9.75
Average	11.16

Billed Wastewater as a Percent of Treated Effluent

	2012
Salisbury	55%
Average	79%

CITY OF SALISBURY N.C.

EST. - 1753

"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR BEGINNING JULY 1, 2013, AND ENDING JUNE 30, 2014.

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, 2013, and ending June 30, 2014, 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	$ 378,556
Management and Administration	921,121
Public Information & Communication	438,427
Human Resources	1,108,880
Information Systems Operations	2,707,534
Financial Services	1,255,882
Business Services	1,071,448
Purchasing	79,880
Planning & Community Development	432,332
GIS	182,552
Development Services	807,237
Code Services	309,824
Facilities Management	853,809
Central City Buildings	607,059
Plaza	260,238
Police Services	1,932,159
Police Administration	873,402
Police Operations	4,113,286
Fire Department	5,790,335
Telecommunications	581,293
Traffic Operations	380,336
Street Lighting	568,253
Transportation	413,474
Engineering	978,015
Public Services - Administration	280,911
Streets	1,565,696
Solid Waste Management	1,315,271
Waste Management - Other	362,195
Parks and Recreation	2,722,904
Fleet Management	793,639
Education	38,107
Debt Service	2,087,473
TOTAL GENERAL FUND	$ 36,211,528

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

Utilities Mgt. and Administration	$ 4,338,515
Plant Operations-Water Treatment	1,629,940
Systems Maintenance	3,764,413
Environmental Services	610,576
Plant Operations-Wastewater Treatment	2,808,327
Meter Services	690,125
Plants Maintenance	2,107,641
Water and Sewer Debt Service	6,222,404
TOTAL WATER AND SEWER FUND	$ 22,171,941

(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

$ 1,163,757

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

$ 1,578,241

(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

$ 464,107

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

$ 5,573,234

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

$ 1,157,669

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

$ 64,260

(9 That for the 2012-13 Community Development Block Grant Entitlement there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes outlined within the grant, the sum of

$ 276,258

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

$ 87,957

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, 2013 and ending June 30, 2014:

General Fund:	
Taxes	$ 17,689,443
Unrestricted governmental	8,601,838
Restricted governmental	2,081,353
Charges for services	6,948,428
Miscellaneous	309,896
Other financing sources	580,570
Total revenues	$ 36,211,528
Water and Sewer Fund:	
Operating revenues	$ 21,382,941
Nonoperating revenues	789,000
Total revenues and other financing sources	$ 22,171,941
Transit Fund:	
Charges for services	$ 118,104
Intergovernmental revenues	632,179
Other financing sources	413,474
Total revenues and other financing sources	$ 1,163,757
General Fund Capital Reserve Fund:	
Transfer from General Fund	$ 1,506,200
Miscellaneous	72,041
Total revenues	$ 1,578,241
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	$ 458,607
Miscellaneous	5,500
Total revenues	$ 464,107
Fibrant Fund:	
Operating revenues	$ 4,567,332
Nonoperating revenues	1,005,902
Other financing sources	-
Total revenues	$ 5,573,234
Stormwater Fund:	
Operating revenues	$ 1,157,669
Stormwater Capital Reserve Fund:	
Transfer from Stormwater Fund	$ 64,260
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	$ 241,258
Miscellaneous	35,000
Total revenue	$ 276,258
Rental Rehab:	
Miscellaneous	$ 87,957

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, 2013 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

General Fund:
(For the expense incident to the proper government of the City of Salisbury)
-- $ .6374

Municipal Service District:
(To promote, encourage and assist in the revitalization and economic health and stability of the downtown area)
-- $ .175

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of $2,790,050,000 for General Fund purposes.

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

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

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

Section 5. The Fibrant General Manager is authorized to establish rates for business services and equipment that are not specifically listed in Appendix F in Article XII and to modify as necessary to match competition.

Section 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 Fibrant General Manager.

Section 7. Section 25-34(c)(5) of the Code of Ordinances is revised to ‘Payments made to the city and utility deposits will be applied to utility accounts in the following order: delinquent federal and state fees and taxes, delinquent fees, stormwater prior fees, recycling prior fees, landfill prior fees, Fibrant prior fees, sewer prior fees, water prior fees, federal and state fees and taxes, stormwater fees, recycling current fees, landfill current fees, Fibrant current fees, sewer current fees, and water current fees.

Section 8. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2013 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 Assistant City Manager, to be kept on file by him, for his 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	$5 per CD
Sale of Salisbury Code Supplement Updates	$24.50 per set
Copy Machine Fee	$0.10 per copy; Minimum of $1
Copy of Reports/Files	Actual cost of supplies and mailing
COMMUNITY PLANNING SERVICES	
Development Services	
Zoning Board of Adjustment:	
Administrative appeal	$100
Variance	$150
Special Use Permit	$250
Zoning Permit for remodeling, additions, & signs	$10
Zoning Permit for new principal structures & special sign overlays	$20
Major Site Plan Review	$250
Minor Site Plan Review	$50
Payment in Lieu of Sidewalk Construction	$22 per linear foot
Standards Manual (includes zoning and subdivisions)	$20
Conditional District Petition or General Development Overlay:	
Adoption	$500
Amendment	$250
Revisions	$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	$250
Land Development Ordinance Text Amendment	$250
Privilege License Gross Sales Schedule:	
Sales not exceeding $10,000	$25
More than $10,000 and not more than $20,000	$30
More than $20,000 and not more than $30,000	$45
More than $30,000 and not more than $40,000	$60
More than $40,000 and not more than $50,000	$75
More than $50,000 and not more than $60,000	$90
More than $60,000 and not more than $70,000	$105
More than $70,000 and not more than $80,000	$120
More than $80,000 and not more than $90,000	$135
More than $90,000 and not more than $100,000	$150
More than $100,000	$150 plus, per $1,000 or portion thereof in excess of $100,000 @ $0.225
Maximum gross receipts cap other than those with a specific limit	$3,000
All privilege licenses other than gross sales are calculated at maximum State allowed rate.	
Code Enforcement	
Nuisance abatement	Mobilization fee $125 + contractor & landfill costs

	Fee
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 Permit 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
INFORMATION TECHNOLOGY SERVICES	
Geographic Information Systems	
ESRI Authorized Training Courses	$375 per person per day
Geoprocessing using ArcGIS ModelBuilder	$300 per person per day
GIS Topic Workshop	$100 per person, per day
Training Room Rental	$50 per person, per day Minimum $300 per day
POLICE	
Copies	$0.10 per copy;
(No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	minimum of $1; $1 extra for mailing
Fingerprinting	$10
Picket Permits	$25
Handicapped Parking Violation	$250
Pool Hall Permits	$100
Taxi permits - one time only	$15
Parking ticket - illegal parking	$5
Parking ticket - overtime parking (more than 2 hours)	$5

	Fee
False Alarms (Security and Fire):	
First Two False Alarms in 12 Month Period	Free from 1st Date
False Alarms 3 - 5 within 12 month period	$50 per Alarm
False Alarms 6 - 7 within 12 month period	$100 per Alarm
False Alarms 8 - 9 within 12 month period	$250 per Alarm
False Alarms 10 or more within 12 month period	$500 per Alarm
Media Charges	
CD Disk, Each	$20
DVD Disk, Each	$20
FIRE	
HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	$0.10 per copy; minimum of $1
Lifing Assistance	$250 per Call
Lifting Assistance Standby	$95 per Hour Stand-by
SPECIAL OPERATIONAL USE PERMITS	
Operational permits are required by the NC Fire Code to conduct the following types of operations. A permit fee will be charged for the following Special Operational Use Permits. These permits are not attached to normal procedures and are not covered under a General Inspection Use Permit or Fire Department Construction Permit. Tents and air supported structures requiring a construction permit will be included with the Special Operational Use Permit.	
Blasting Permit:	
30 day permit	$100
2 day permit (48 hours)	$45
Burning Permit:	
Commercial	$25
Residential	No charge
Exhibit and Trade Show	$25
Festivals (fairs, carnivals, etc.)	
Large Festival:	$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	
Small Festival:	$50
1. Festival with an attendance of 6,000 or less each day	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	$200
Fumigation or Thermal Insecticidal Fogging	$25
Special Amusement Building	$25
Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	$25
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	$500
7 day permit	$200
Other Not Listed	$25
After Hours Inspection (inspections conducted outside of normal work hours)	$50
*Late Application Fee	$50

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

	Fee
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
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

	Fee
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	$50
Second and all subsequent non-compliance re-inspections. (per re-inspection)	$100
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: *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

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.

Street Division

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

	Fee
Traffic Operations Division	
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	$50/hour
Repair of traffic control devices-use of service truck or small equipment	$9/hour
Fleet Management	
Repair of Rowan Transit System Fleet and Trolley Fleet	$55.60/hour
Repair of Hazardous Material Van:	
Labor	$55.60/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
Transit	
Individual Fares:	
Regular- All Locations (no transfer fee)	$1.00
Reduced (Handicapped & Senior Citizens)	$0.50
40 Ride pass:	
Regular	$35
Reduced	$17
ADA Paratransit System (all fares)	$2
ADA 40 Ride Pass	$70
PARKS & RECREATION	
Civic Center	
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
City Park *	
Arts & craft room	$40 per hour + $75 deposit
Multi-purpose room	$75 per hour + $75 deposit
Any room with kitchen	$10/ hr. Additional
Meeting room	$40 per hour + $75 deposit
Room A	$40 per hour + $75 deposit
Hall Gym	
Meeting Room	$50 per hour + $75 deposit
Gym	$70 per hour + $100 deposit
Lincoln Pool (two hour minimum)	
Two lifeguards	$50 per hour + $50 deposit
Four lifeguards	$75 per hour + $50 deposit

	Fee
Miller Center *	
Computer Lab	$30 per hour + $75 deposit
Multi-purpose room	$70 per hour + $75 deposit
Meeting room	$40 per hour + $75 deposit
Any room with kitchen	$10/ hr. Additional
Note: *Three (3) hour minimum for rentals during non-operational hours	
Shelters & Gazebo Rentals:	
Cannon Park Gazebo Rental (Electricity Included) (only available for groups 40 or less)	$150 security deposit; $50 (Refundable)
Peace Haven Gazebo at City Park	$150 security deposit; $50 (Refundable)
Shelter Reservation Fee:	
8:00 AM - 12:00 Noon	$10
1:00 PM - Close	$10
All Day	$20
Electricity - Additional (per shelter)	$15
Advertising Fees	
Salisbury Community Park	$600 initial fee;
Salisbury Greenway	$1000 - $5000
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Flat Fee	$12.50/ hr.
Additional per hour charge for lights	$25
Field Prep Fee	$40
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.)	$150
1 day / 2 fields	$300
2 day / 2 fields	$500
Non-refundable deposit of 50% of day rate or $150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.)	$150
1 day / 3 fields	$600
2 day / 3 fields	$1,200
Non-refundable deposit of 50% of day rate or $150	
Rate includes field preparation and lighting	
Additional preparation fee per field	$40
Soccer	
Flat Fee	$25/hr.
Field Prep Fee	$45
Tournament Fees (prep $45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	$125
1 day tournament/1 field	$250
Rate Includes: 1 field & 1 field prep	

	Fee
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 3:00 P.M. weekdays	$200
Funeral processions entering cemetery on weekends	$300
Funeral processions entering cemetery on holidays	$450
Monument installation permit	$25
Deed Change	$25
Cemetery Lot Fee Schedule:	
Adult, City resident	$800
Adult, non-City resident	$1,000
Infant, City resident	$400
Infant, non-City resident	$600
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

	Fee
Arts & Crafts Room	
Room availabiltiy is subject to Park Ave. avtivities.	
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
Copy machine fee	$0.10 per copy; minimum of $1 $1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing
TELECOMMUNICATIONS	
Dispatch service:	
Cost per unit	$10
Surcharge per radio for companies with less than 25 radios	$4
Secure Conversation	$5
Interconnect Service - Telephone	$24
Interconnect Service - Telephone/Hark Number	$25
One-time hook-up (per radio)	$25
Pager System Usage Fee:	
Numeric or Alphanumeric	$15
One time hookup charge	$10
If agency uses a PC to page with	$7

	Fee
Radio Programming:	
Programming charge	$35
ID Change Only	$20
Partial Map Build	$150
Fleet Map Build	$250
Modem	$30
Laptop	$75
Radio Diagnostic	$90
Repair (Hourly rate)	$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	$60
Equipment Installation:	
Radio Dash Mount	$80
Radio Dash Removal	$30
Radio Remote Mount	$130
Radio Remote Removal	$40
Ambulance dual installation	$245
Ambulance dual Removal	$80
Camera Installation	$155
Camera Removal	$80
MDT Mount Installation	$80
MDT Mount Removal	$30
Modem Installation	$80
Modem Removal	$30
Wig Wag Installation	$55
Wig Wag Removal	$30
4 Corner Strobes Installation	$130
4 Corner Strobes Removal	$45
Flashlight Installation	$25
Flashlight Removal	$15
Charger Installation	$45
Charger Removal	$15
Light bar Installation	$130
Light bar Removal	$65
Siren Installation	$80
Siren Removal	$30
Parts	Actual Cost + 20%

APPENDIX F, ARTICLE XII
FIBRANT

Video Services Residential – stand alone	*Per Month*
FirstStep with two set top boxes	$37
Essential with one DVR and one set top box	$65
Deluxe with one DVR and one set top box	$85
Classic with one DVR and one set top box	$93
Brilliant with one DVR and one set top	$108
All-in! with one DVR and one set top	$149

Video Service Residential – with internet or telephone	*Per Month*
FirstStep with two set top boxes	$27
Essential with one DVR and one set top box	$55
Deluxe with one DVR and one set top box	$75
Classic with one DVR and one set top box	$83
Brilliant with one DVR and one set top	$98
All-in! with one DVR and one set top	$139

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 Internet 15 – single service	$45
Fibrant Internet 15 – with video or telephone services	$40
Fibrant Internet 15 – with both video and telephone services	$35
Fibrant Internet 25 – upgrade from Fibrant Internet 15	$20
Fibrant Internet 50 – upgrade from Fibrant Internet 25	$20
Fibrant Internet 75 – upgrade from Fibrant Internet 50	$20
Fibrant Internet 100 – upgrade from Fibrant Internet 75	$20

Premium Channel Options	*Per Month*
HBO	$15
Cinemax	$15
Starz Plus Encore	$15
Showtime Plus TMC	$15
Latino Tier	$10

Fibrant – Equipment Rental	*Per Month*
Additional DVR per unit	$9
Additional Set top box per unit	$5
Wireless Home Router	$9.99

Fibrant – One-time Charges	*Non-reoccurring*
Pay Per View Adult Movies	$9.99 per three hours
Standard Residential Installation (waived for one year contracts)	$360
Custom Wiring (Wall Fish, etc.) per current outlet	$30
Additional Outlets (floor) same trip	$25
Additional Outlets requiring Wall Fish same trip	$50
Additional or Relocate Outlet separate trip	$45
Additional Outlets requiring Wall Fish separate trip	$50
Wireless Network Installation	$30
Reconnect Fee during business hours	$50
Reconnect Fee during after business hours	$100
Remote Control Replacement	$10
Unreturned Set Top Box	$150
Unreturned DVR	$300
Fibrant Telephone Directory Assistance (per use)	$2
Fibrant Telephone Operator Assistance (per use)	$3
WeeMote	$20
Fibrant Telephone Activation - Residential	$15

SCHEDULE A
CASH DEPOSITS

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

(a)	Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies	$150
(b)	Waste Collection and/or Stormwater Residential without water service	$75
(c)	Commercial, industrial, and institutional recipient Local, state, and federal governments or agencies thereof shall be exempted.	$150
(d)	Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.	
(e)	Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment may be required a deposit upon discretion of the Customer Service Manager	$150
(f)	Deposits shall be returned at termination of service less any unpaid rates and charges.	

SCHEDULE B
METER INSTALLATION AND SEWER CONNECTION CHARGES

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

(a) Three-fourths-inch residential water tap:
- ¾” Water tap - SRU installed $1,850
- ¾” Water tap - Developer installed $200
- ¾” Water tap - Crescent $600

(b) One-inch residential water tap $2,100

(c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.

(d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1”, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).

(e) Four-inch sewer connections:
- 4” Sewer tap - SRU Installed $1,600
- 4” Sewer tap – Developer Installed*: $250

*Note: Includes the Crescent Subdivision

(f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).

(g)	Reconnection fee for non-payment during business hours	$50
	Reconnection fee for non-payment after business hours	$100
(h)	Physical notification of non-payment of a utility bill or disconnection notice (hanging tag)	$50
(i)	Turn on or off during business hours; shall be applied to utility bill if not prepaid	$50
	Turn on or off after hours; shall be applied to utility bill if not prepaid	$100
(j)	Testing meter if delivered to City facilities (per test)	$15
(k)	Field testing of meters: First test is free and each additional test within twelve months	$50
(l)	Unauthorized use of fire protection system	$100
(m)	Fire protection system testing (per test)	$50
(n)	Meter reinstallation charge (per meter)	$35
(o)	Inspection fee (per connection)	

- Water or sewer connection $45
- Backflow $45
- Re-inspection of either water, sewer, or backflow $20

(p) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.

(q) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.

(r) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check.

(s) Lateral transfer fee $1,600

(t) Recycling fee $4.03/Month

(u) Landfill fee
- (1) Residential (per container) $4.09/Month
- (2) Commercial (per container) $7.62/Month

(v) Waste collection fee
- (1) Commercial (per container) $10/Month
- (2) Residential (per container) $7/Month
- (3) Removal of containers for nonpayment $25

(w) Stormwater fee
- (1) Residential $4.25
- (2) Commercial/Industrial per ERU with a minimum of one
  - Commercial Tier 1: 1 – 5 ERU $10
  - Commercial Tier 2: 6 – 25 ERU $25
  - Commercial Tier 3: 26 – 50 ERU $75
  - Commercial Tier 4: 51 – 100 ERU $150
  - Commercial Tier 5: 101+ ERU $300

(x) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) $100

(y) Locking Devices Cut or Damaged $20

(z) Damaged Meter Yokes shall be charged on the basis of labor, material, equipment, and overhead costs a then prevailing or established rates.

SCHEDULE C
WATER SERVICE CHARGES

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

Monthly Water Rates:

Minimum charge per meter size	3/4" =	$3.95
	1" =	$5.83
	1-1/2" =	$8.95
	2" =	$12.70
	3" =	$24.58
	4" =	$42.08
	6" =	$90.20
	8" =	$152.70
	10" =	$240.20
	12" =	$315.20
	16" =	$627.70

Volume charge per 100 cubic feet:

Raw water	$0.69
Finished, potable water	$3.49
Southern Power	$1.79
China Grove	$5.79

SCHEDULE D
WATER SERVICE CHARGES FOR BULK RATE

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

(a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars ($115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.

(b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars ($115.00).

SCHEDULE E
SEWER SERVICE CHARGES

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

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	$4.35
	1” =	$6.53
	1-1/2" =	$10.15
	2" =	$14.50
	3" =	$28.28
	4" =	$48.58
	6" =	$104.40
	8" =	$176.90
	10 =	$278.40
	12 =	$365.40
	16 =	$727.90
Volume charge per 100 cubic feet		$4.76
China Grove volume charge per 100 cubic feet		$7.90
(2) Flat rate sewer charge		$42.43

SCHEDULE F
SEWER SURCHARGE

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

(a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred thirty-seven dollars and fify-one cents ($137.51) per one thousand pounds.
(b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of two-hundred fourty-six dollars and twenty-four cents ($246.24) per one thousand pounds.
(c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand eight hundred nineteen dollars and forty-eight cents ($1,819.48) per one thousand pounds.

Additionally, surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into the Second Creek Wastewater Treatment Plant:.

(a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of three hundred seventy-two dollars and eighty-seven cents ($988.18) per one thousand pounds.
(b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of seven hundred fifty-four dollars and sixty-five cents ($1,330.99) per one thousand pounds.

(c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of two thousand three hundred fourty-seven and sixty-four cents ($9,621.86) per one thousand pounds.

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

Pretreatment Permit Fees shall be assessed at $250 for each permit.
Pretreatment Permit Modifications shall be assessed at $50 per industry request.

SCHEDULE G
ANALYTICAL TESTING

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

Test	Fee
Alkalinity	$10
Ammonia-Nitrogen	$17
Biochemical Oxygen Demand	$21
Chemical Oxygen Demand	$25
Chloride (Titrimetric)	$20
Coliform, Fecal (MF)-Wastewater	$20
Coliform, P/A-Water	$30
Chlorine, Total Residual	$15
Cyanide, Total	$30
Dissolved Oxygen	$5
Metals Digestion Fee (per sample)	$10
Aluminum, ICP, ppb	$18
Antimony, ICP, ppb	$18
Arsenic, ICP, ppb	$18
Barium, ICP, ppb	$18
Cadmium, ICP, ppb	$18
Chromium, ICP, ppb	$18
Copper, ICP, ppb	$18
Lead, ICP, ppb	$18
Molybdenum, ICP, ppb	$18
Nickel, ICP, ppb	$18
Selenium, ICP, ppb	$18
Silver, ICP, ppb	$18
Zinc, ICP, ppb	$18
Nitrate (water)	$30
Nitrate - Nitrogen (wastewater)	$30
pH	$5
Phenols	$33
Phosphorus, Total	$25
Sampling and Set-up	$25
Solids, Total	$16
Solids, Total Suspended	$16
Sulfate	$15
Temperature	$5
Total Kjeldahl Nitrogen	$25
Turbidity-Water	$10

Parameters not listed please contact Environmental Services for quote

Section 11. That the hourly rate of $125 be established for work performed by the City Attorney.

Section 12. That this ordinance shall be effective upon its passage.

CITY OF SALISBURY N.C.
EST. - 1753

GLOSSARY OF TERMS

ADA: The commonly used acronym for the Americans with Disabilities Act.

ACCRUAL ACCOUNTING: A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

ADOPTED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

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

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

ASE: Acronym for Automotive Service Excellence.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CCF: Acronym for 100 Cubic Feet of water.

CD: Acronym for Construction Documents.

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

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

CMW: Acronym for Certificate of Minor Works.

COA: Acronym for Certificate of Appropriateness.

COD: Acronym for Chemical Oxygen Demand.

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

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

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.

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

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

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

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

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

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

GCWWTP: Acronym for Grant Creek Wastewater Treatment Plant.

GDP: Acronym for Group Development Plans.

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

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

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

GFOA: Acronym for Government Finance Officers Association.

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

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

GPON: Acronym for Gigabit Passive Optical Networking.

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

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

HRC: Acronym for Human Relations Council.

I&I: Acronym for Inflow and Infiltration.

INVESTMENT REVENUE: Revenue earned on investments with a third party. The City uses a pooled cash system. 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.

IRT: Acronym for Involvement and Response Team. A system for empowering all employees into functional decision-making teams for operational improvements.

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

LCP: Acronym for Local Convergence Point.

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

MGD: Acronym for Millions of Gallons per Day.

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

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

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

NCDOT: Acronym for North Carolina Department of Transportation.

NCDOL: Acronym for North Carolina Department of Labor.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ROW: Acronym for Right of Way.

SCADA: Acronym for Supervisory Control and Data Acquisition.

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

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

TCWWTP: Acronym for Town Creek Wastewater Treatment Plant.

TDA: Acronym for Tourism Development Authority.

TFT: Acronym for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

TKN: Acronym for Total Kjeldahl Nitrogen.

TMDL: Acronym for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

TPT: Acronym for Temporary Part-time. Part-time employee working <1000 hours annually with no benefits.

TSS: Acronym for Total Suspended Solids.

USDOJ: Acronym for United States Department of Justice.

VENTURIS: A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

WWTP: Acronym for Wastewater Treatment Plant.