

**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

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

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

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

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

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

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

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

\* 1 CCF = 100 cubic feet of water

**BUDGET REQUEST SUMMARY**

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

**PERSONNEL DETAIL**

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

<sup>1</sup> Reclassification

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

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

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

**CAPITAL OUTLAY**

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

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

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

**BUDGET REQUEST SUMMARY**

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

**PERSONNEL DETAIL**

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

<sup>1</sup> Reclassified

**CAPITAL OUTLAY**

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

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

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

## BUDGET REQUEST SUMMARY

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

### PERSONNEL DETAIL

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

Note: Positions moved among cost centers

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

**CAPITAL OUTLAY**

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

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

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

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

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

**BUDGET REQUEST SUMMARY**

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

**PERSONNEL DETAIL**

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

<sup>1</sup> Position reclassified

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

**CAPITAL OUTLAY**

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

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

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

**BUDGET REQUEST SUMMARY**

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

**PERSONNEL DETAIL**

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

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

<sup>2</sup> Position reclassified

**CAPITAL OUTLAY**

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

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

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

**BUDGET REQUEST SUMMARY**

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

**PERSONNEL DETAIL**

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

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

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

**PERSONNEL DETAIL**

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

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

**CAPITAL OUTLAY**

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

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

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

**DEPARTMENT - Capital Projects**

**BUDGET REQUEST SUMMARY**

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

