

SALEM VA



CITY OF SALEM, VIRGINIA ANNUAL BUDGET FISCAL YEAR 2011 - 2012

CITY OF SALEM, VIRGINIA BUDGET

**FOR FISCAL YEAR
2011 - 2012**

COUNCIL MEMBERS

**Byron R. Foley – Mayor
John C. Givens – Vice-Mayor
Jane W. Johnson
William D. Jones
Lisa D. Garst**

**Kevin S. Boggess – City Manager
James E. Taliaferro – Assistant City Manager
Frank P. Turk – Director of Finance**

CITY OF SALEM, VIRGINIA

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CITY OF SALEM, VIRGINIA

114 North Broad Street
OFFICE OF CITY MANAGER P.O. BOX 869 24153-0869
(540)375-3016

April 22, 2011

Council of the City of Salem
P. O. Box 869
Salem, VA 24153-0869

Dear Council Members:

In accordance with the provisions of Section 8.3 of The Charter of the City of Salem, I present for your consideration the budget for the fiscal year beginning July 1, 2011. Jay Taliaferro, Frank Turk, Tammy Todd, the Finance Department staff and the Department Directors each contributed to the development of this budget.

The City of Salem has experienced yet another year of stagnate revenues as a result of the recessionary economy. The proposed FY 11-12 budget for the first time in three years shows an increase over the prior year amended budget. The "growth" is small, at less than 1%, but it is encouraging. In the budget presented last year we reported a 6% decrease over the prior year. We are hopeful that this shows that the "bottom" of the recession for Salem has been reached and we will begin to see improvement moving forward.

We are projecting some very modest growth in a few revenue categories; however this budget still represents a somewhat pessimistic view of the potential for revenue growth.

The total of the City wide budget for 2011-2012 is \$144,012,406. The General Fund (\$90,430,927) is projected to increase 2% over the amended fiscal year 2010-2011 budget. This year 47.6% of the General Fund budget will go to the School Division.

The Enterprise Fund will decrease to 1.5% below the amended fiscal year 2010-2011 budget to a total of \$53,581,479.

Each department head will be asked to keep close watch on expenditures and budget balances. The proposed budget allocates only a very small amount of capital funding to departmental budgets. As additional revenue is realized the City Manager and Finance Director will work with Department Heads to determine City-wide priorities for capital investment.

Budget notables:

1. Both the City and the School Division have included funds to provide some form of pay increase for permanent employees.
2. Utility Rate Increases: Electric Power Cost Adjustment Factor will increase from 0.004 per KWH to 0.008 per KWH as the City anticipates a wholesale rate increase of 8%; long planned water and sewer rate increases developed by Draper Aden will continue with the next increase effective in January of 2012
3. Includes \$907,690 for street resurfacing and \$250,000 for bridge repair.
4. Local funds for education are level funded for FY 2011-12.
5. Fringe Benefit numbers are contingent upon health insurance rates rising less than 10% and the increase from 5% to 10% for the employee and retiree contribution towards health insurance.
6. Proposed level funding for most community service agencies.

Despite the recession, our City's economy remains relatively stable, and we have maintained our Aa3 rating from Moody's Investors Services.

I would like to recommend that Council consider designating time for several work sessions in May to review the proposed budget document.

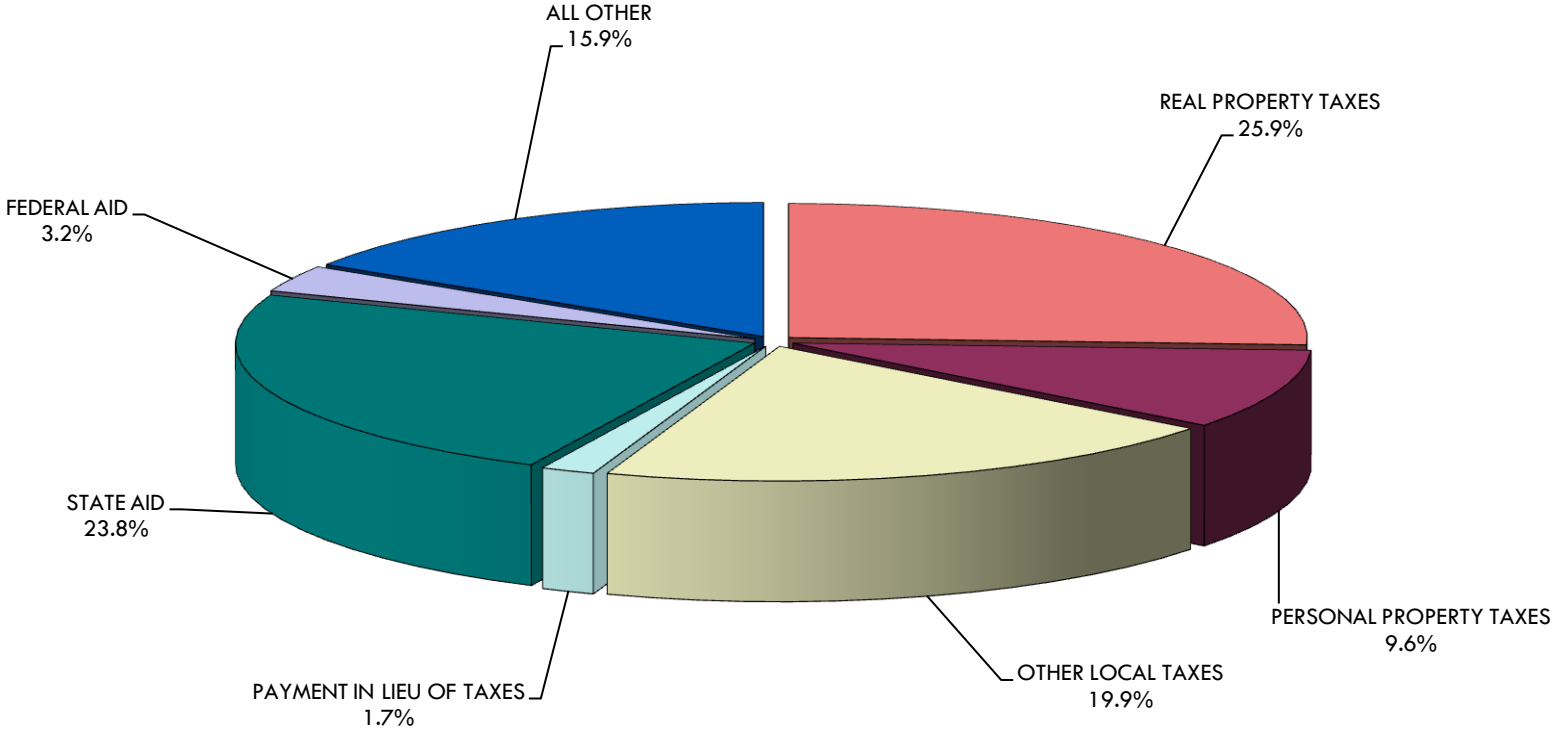
Respectfully submitted,

A handwritten signature in black ink, appearing to read 'K. S. Boggess', with a long horizontal flourish extending to the right.

Kevin S. Boggess
City Manager

GENERAL FUND

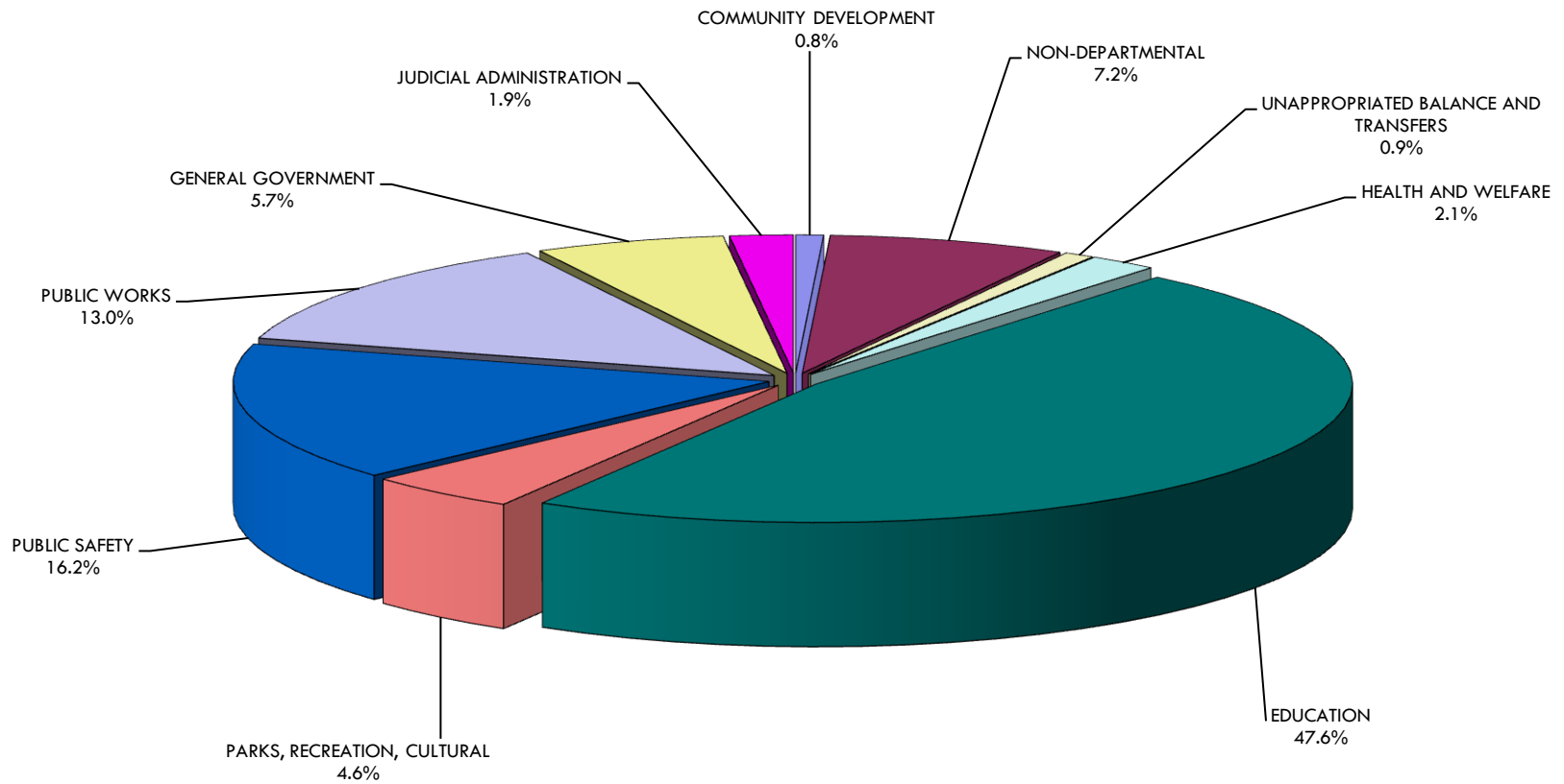
**CITY OF SALEM, VIRGINIA
GENERAL FUND
SUMMARY OF REVENUES
FOR FISCAL YEAR 2011-2012**



**CITY OF SALEM, VIRGINIA
GENERAL FUND
SUMMARY OF REVENUES
FOR FISCAL YEAR 2011-2012**

REVENUES	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 TO DATE	2011-2012 BUDGET	INCREASE/ (DECREASE)
BEGINNING BALANCE	\$ -	\$ 499,788	\$ 499,788	\$ 450,000	\$ (49,788)
REAL PROPERTY TAXES	22,623,489	23,198,540	23,457,613	23,385,000	186,460
PUBLIC SERVICE CORPORATION	437,421	448,000	448,630	445,000	(3,000)
PERSONAL PROPERTY TAXES	8,250,959	8,436,500	554,341	8,684,500	248,000
MACHINERY AND TOOLS TAXES	2,491,241	2,515,000	(19,099)	2,590,000	75,000
PENALTIES AND INTEREST	245,041	235,000	155,893	235,000	-
OTHER LOCAL TAXES	17,252,028	17,545,360	9,252,578	18,006,000	460,640
PERMITS AND LICENSES	243,035	256,200	130,249	240,500	(15,700)
FINES AND FORFEITURES	159,179	167,000	93,911	167,000	-
REVENUE FROM USE OF MONEY	170,053	184,000	131,094	186,500	2,500
REVENUE FROM USE OF PROPERTY	295,513	422,550	215,006	404,925	(17,625)
COURT COSTS	153,510	110,600	94,227	115,100	4,500
PUBLIC WORKS CHARGES	3,247,966	3,453,500	2,199,030	3,567,500	114,000
PARKS AND RECREATION CHARGES	41,652	26,000	26,811	215,500	189,500
LIBRARY CHARGES	39,209	43,500	29,578	41,000	(2,500)
PLANNING AND COMMUNITY DEVELOPMENT CHARGES	33,804	25,050	20,755	25,000	(50)
CHARGES FOR OTHER PROTECTION	743,005	763,000	390,852	722,500	(40,500)
MISCELLANEOUS	96,749	192,000	245,942	20,750	(171,250)
PAYMENT IN LIEU OF TAXES	1,523,404	1,520,000	1,520,337	1,520,000	-
NON-CATEGORICAL AID - STATE	169,721	158,365	84,143	156,365	(2,000)
SHARED COSTS - STATE	1,870,309	1,810,205	990,028	1,822,927	12,722
CATEGORICAL AID - STATE	4,792,410	3,913,700	2,049,366	3,866,600	(47,100)
STATE AID - EDUCATION	17,725,205	16,623,805	10,505,312	17,638,349	1,014,544
FEDERAL AID - EDUCATION	4,694,553	3,151,429	1,225,015	2,879,672	(271,757)
OTHER INCOME - EDUCATION	2,153,931	2,279,652	1,308,765	2,395,239	115,587
NON-REVENUE RECEIPTS	16,890	-	-	-	-
TRANSFERS FROM OTHER FUNDS	42,417	634,900	-	650,000	15,100
TOTAL	\$ 89,512,694	\$ 88,613,644	\$ 55,610,165	\$ 90,430,927	\$ 1,817,283

**CITY OF SALEM, VIRGINIA
GENERAL FUND
SUMMARY OF EXPENDITURES
FOR FISCAL YEAR 2011-2012**



**CITY OF SALEM, VIRGINIA
GENERAL FUND
SUMMARY OF EXPENDITURES
FOR FISCAL YEAR 2011-2012**

EXPENDITURES	<u>2009-2010 ACTUAL</u>	<u>2010-2011 BUDGET</u>	<u>2010-2011 TO DATE</u>	<u>2011-2012 BUDGET</u>	<u>INCREASE/ (DECREASE)</u>
GENERAL GOVERNMENT ADMINISTRATION					
CITY COUNCIL	\$ 179,470	\$ 147,300	97,861	\$ 158,900	\$ 11,600
CLERK OF COUNCIL	88,970	88,498	57,414	89,059	561
CITY MANAGER	383,174	415,059	298,474	475,788	60,729
COMMUNITY INFORMATION OFFICE	213,813	217,163	138,836	215,402	(1,761)
HUMAN RESOURCES/SAFETY	487,240	497,790	282,840	338,942	(158,848)
CITY ATTORNEY	1,532	2,400	1,118	2,325	(75)
TECHNOLOGY SYSTEMS	1,121,579	985,331	647,454	1,080,741	95,410
REAL ESTATE ASSESSOR	473,386	501,669	309,581	405,339	(96,330)
BOARD OF EQUALIZATION	-	2,700	-	2,600	(100)
FINANCE	775,431	797,195	509,534	816,823	19,628
INDEPENDENT AUDITOR	72,892	63,000	62,925	63,000	-
PURCHASING	45,697	46,641	8,256	43,317	(3,324)
MANAGEMENT INFORMATION SYSTEMS	178,419	191,103	115,289	192,085	982
CITY GARAGE/FLEET MANAGEMENT	353,839	285,341	242,082	373,368	88,027
COMMISSIONER OF REVENUE	351,310	362,701	229,624	364,490	1,789
TREASURER	335,564	366,627	209,187	372,311	5,684
BOARD OF ELECTIONS	10,487	10,311	6,036	10,324	13
REGISTRAR	159,477	177,830	118,643	184,688	6,858
TOTAL GENERAL GOVERNMENT	\$ 5,232,280	\$ 5,158,659	\$ 3,335,154	\$ 5,189,502	\$ 30,843
JUDICIAL ADMINISTRATION					
CIRCUIT COURT	\$ 67,034	\$ 70,226	\$ 10,102	\$ 71,300	\$ 1,074
COMBINED DISTRICT COURTS	15,394	13,800	10,424	14,450	650
GENERAL DISTRICT JUDGES	2,028	2,750	843	2,550	(200)
MAGISTRATE OFFICE	1,670	1,620	625	1,620	-
JUVENILE DISTRICT JUDGES	1,617	2,850	1,040	2,800	(50)
CLERK OF CIRCUIT COURT	360,703	367,786	225,979	371,007	3,221
CITY SHERIFF	769,807	743,369	505,317	747,179	3,810
COMMONWEALTH ATTORNEY	424,025	453,697	276,665	461,633	7,936
VICTIM WITNESS ASSISTANCE	53,253	52,103	33,931	52,433	330
TOTAL JUDICIAL ADMINISTRATION	\$ 1,695,531	\$ 1,708,201	\$ 1,064,926	\$ 1,724,972	\$ 16,771

**CITY OF SALEM, VIRGINIA
GENERAL FUND
SUMMARY OF EXPENDITURES
FOR FISCAL YEAR 2011-2012**

EXPENDITURES	<u>2009-2010 ACTUAL</u>	<u>2010-2011 BUDGET</u>	<u>2010-2011 TO DATE</u>	<u>2011-2012 BUDGET</u>	<u>INCREASE/ (DECREASE)</u>
PUBLIC SAFETY					
POLICE	\$ 5,182,661	\$ 4,997,940	\$ 3,273,325	\$ 4,894,484	\$ (103,456)
COMMUNICATION CENTER	1,032,663	1,076,151	650,122	996,685	(79,466)
FIRE	5,455,805	5,568,741	3,606,601	5,428,004	(140,737)
RESCUE SQUAD	142,112	113,285	63,324	100,282	(13,003)
CORRECTIONS & DETENTIONS	1,274,359	1,908,657	1,287,542	1,955,500	46,843
PROBATION OFFICER	1,269	1,672	1,019	1,650	(22)
JUVENILE PLACEMENT PROGRAM	203,135	274,420	185,818	274,420	-
INSPECTIONS	430,096	401,646	248,047	360,672	(40,974)
ANIMAL CONTROL	622,898	639,408	417,972	633,149	(6,259)
MEDICAL EXAMINER	180	400	120	400	-
CIVIL DEFENSE	13,753	10,000	-	10,000	-
TOTAL PUBLIC SAFETY	\$ 14,358,931	\$ 14,992,320	\$ 9,733,890	\$ 14,655,246	\$ (337,074)
PUBLIC WORKS					
STREET AND HIGHWAY MAINTENANCE/STATE	\$ 2,906,438	\$ 3,603,788	\$ 2,321,360	\$ 3,412,000	\$ (191,788)
STREET AND HIGHWAY MAINTENANCE/OTHER	1,169,356	1,186,384	842,482	1,078,586	(107,798)
ENGINEERING	704,104	878,496	521,748	756,565	(121,931)
STREET SIGNS AND PAVEMENT MARKINGS	48,537	56,862	41,736	58,150	1,288
STREET AND ROAD CLEANING	110,620	116,500	102,933	116,853	353
REFUSE COLLECTION	1,056,041	1,111,834	692,363	1,097,382	(14,452)
REFUSE COLLECTION-CONTAINERS	116,539	108,806	75,697	120,496	11,690
REFUSE DISPOSAL-TRANSFER STATION	3,949,772	4,028,797	2,558,742	4,088,381	59,584
REFUSE DISPOSAL-LANDFILL	28,264	22,000	17,668	8,000	(14,000)
FARMER'S MARKET	67,388	46,684	39,889	46,200	(484)
CITY HALL	207,972	284,764	178,242	231,676	(53,088)
COURTHOUSE	122,548	155,187	133,613	138,365	(16,822)
BUILDING MAINTENANCE	613,445	673,915	354,666	589,927	(83,988)
TOTAL PUBLIC WORKS	\$ 11,101,024	\$ 12,274,017	\$ 7,881,139	\$ 11,742,581	\$ (531,436)

**CITY OF SALEM, VIRGINIA
GENERAL FUND
SUMMARY OF EXPENDITURES
FOR FISCAL YEAR 2011-2012**

EXPENDITURES	<u>2009-2010 ACTUAL</u>	<u>2010-2011 BUDGET</u>	<u>2010-2011 TO DATE</u>	<u>2011-2012 BUDGET</u>	<u>INCREASE/ (DECREASE)</u>
HEALTH AND WELFARE					
HEALTH DEPARTMENT	\$ 270,500	\$ 367,321	\$ 268,871	\$ 359,821	\$ (7,500)
SOCIAL SERVICES - WELFARE	1,801,249	1,100,000	469,387	1,250,000	150,000
TAX RELIEF-ELDERLY AND HANDICAPPED	221,716	255,000	110,618	255,000	-
TOTAL HEALTH AND WELFARE	\$ 2,293,465	\$ 1,722,321	\$ 848,876	\$ 1,864,821	\$ 142,500
EDUCATION					
SALEM SCHOOL DIVISION	\$ 44,961,750	\$ 42,373,082	\$ 27,963,920	\$ 43,020,656	\$ 647,574
TOTAL EDUCATION	\$ 44,961,750	\$ 42,373,082	\$ 27,963,920	\$ 43,020,656	\$ 647,574
PARKS, RECREATION, AND CULTURAL					
ADMINISTRATION	\$ 359,060	\$ 348,612	\$ 174,145	\$ 241,682	\$ (106,930)
MAINTENANCE OF ATHLETIC FIELDS	748,746	710,000	494,903	743,000	33,000
PARKS	224,686	250,850	180,879	303,000	52,150
LONGWOOD PARK	68,512	27,250	23,381	27,250	-
ATHLETIC PROGRAMS	503,842	550,240	301,495	462,350	(87,890)
ATHLETIC FIELDS	550,094	550,879	342,511	541,494	(9,385)
RECREATION PROGRAMS	289,360	311,213	203,825	311,050	(163)
SENIOR CITIZENS CENTER	120,345	136,216	86,638	200,544	64,328
YOUTH SPORTS OFFICE	6,700	10,000	6,386	9,500	(500)
GOLF COURSE	39,300	33,580	26,062	33,580	-
EAST HILL CEMETERY	20,426	20,400	16,681	20,400	-
SALEM BEAUTIFICATION PROGRAM	225,603	199,970	145,030	206,256	6,286
LIBRARY	1,045,123	1,068,766	649,343	1,075,108	6,342
TOTAL PARKS, RECREATION, AND CULTURAL	\$ 4,201,797	\$ 4,217,976	\$ 2,651,279	\$ 4,175,214	\$ (42,762)

**CITY OF SALEM, VIRGINIA
GENERAL FUND
SUMMARY OF EXPENDITURES
FOR FISCAL YEAR 2011-2012**

EXPENDITURES	<u>2009-2010 ACTUAL</u>	<u>2010-2011 BUDGET</u>	<u>2010-2011 TO DATE</u>	<u>2011-2012 BUDGET</u>	<u>INCREASE/ (DECREASE)</u>
COMMUNITY DEVELOPMENT					
PLANNING	\$ 305,694	\$ 323,887	\$ 206,635	\$ 325,608	\$ 1,721
VPI EXTENSION	15,758	18,000	15,900	17,000	(1,000)
COMMUNITY DEVELOPMENT	<u>234,134</u>	<u>454,053</u>	<u>414,070</u>	<u>411,957</u>	<u>(42,096)</u>
TOTAL COMMUNITY DEVELOPMENT	\$ 555,586	\$ 795,940	\$ 636,605	\$ 754,565	\$ (41,375)
NON-DEPARTMENTAL					
DEBT SERVICE	\$ 1,510,083	\$ 1,471,935	\$ 1,114,261	\$ 1,890,846	\$ 418,911
FRINGE BENEFITS (NON-ALLOCATED)	1,223,162	1,495,568	621,829	2,384,431	888,863
INSURANCE	361,754	370,000	361,591	370,000	-
CONTRIBUTIONS	<u>2,004,990</u>	<u>1,874,625</u>	<u>1,534,804</u>	<u>1,840,592</u>	<u>(34,033)</u>
TOTAL NON-DEPARTMENTAL	\$ 5,099,989	\$ 5,212,128	\$ 3,632,485	\$ 6,485,869	\$ 1,273,741
TOTAL EXPENDITURES	\$ 89,500,353	\$ 88,454,644	\$ 57,748,274	\$ 89,613,426	\$ 1,158,782
UNAPPROPRIATED BALANCE/TRANSFERS					
UNAPPROPRIATED BALANCE	\$ -	\$ -	\$ -	\$ 158,501	\$ 158,501
AMOUNT RETURNED TO STATE	119,868	\$ 159,000	\$ 144,357	\$ 159,000	-
TRANSFER TO CAPITAL PROJECTS	70,432	-	30,000	-	-
RESERVE FOR CAPITAL PURCHASES	<u>-</u>	<u>-</u>	<u>-</u>	<u>500,000</u>	<u>500,000</u>
TOTAL UNAPPROPRIATED BALANCE/TRANSFERS	\$ 190,300	\$ 159,000	\$ 174,357	\$ 817,501	\$ 658,501
TOTAL GENERAL FUND	<u>\$ 89,690,653</u>	<u>\$ 88,613,644</u>	<u>\$ 57,922,631</u>	<u>\$ 90,430,927</u>	<u>\$ 1,817,283</u>

COMMUNITY SERVICE AGENCIES

CITY OF SALEM, VIRGINIA

Summary of Contributions Human and Community Service Agencies For Fiscal Years 2002-03 through 2011-12

2011-12	\$ 1,145,337
2010-11	1,114,887
2009-10	1,169,619
2008-09	1,383,783
2007-08	1,126,619
2006-07	1,272,719
2005-06	887,434
2004-05	833,044
2003-04	757,006
2002-03	738,010

**CITY OF SALEM, VIRGINIA
HUMAN AND COMMUNITY SERVICE AGENCIES
(LINE ITEMS IN GENERAL FUND BUDGET)
FISCAL YEAR 2011 - 2012**

AGENCIES RECEIVING FUNDS (SHOWN AS <u>LINE ITEM IN GENERAL FUND BUDGET</u>):	2009-10	2010-11	2011-12	2011-12
	APPROPRIATION	APPROPRIATION	AMT REQUESTED	RECOMMENDED APPROPRIATION
Alleghany Regional Planning District	\$ 17,375	\$ 17,375	NSR	\$ 17,375
Blue Ridge Behavioral Healthcare	103,500	103,500	126,220	103,500
Bradley Free Clinic	3,000	2,850	NSR	2,850
Child Health Investment Partnership (CHIP)	40,000	38,000	NSR	38,000
Other Industrial Partnership	15,000	0	NSR	0
Roanoke Valley Convention & Visitors Bureau	133,000	126,500	213,250	126,500
Roanoke Valley Economic Development Partnership	51,957	51,957	51,511	51,957
Roanoke Valley Greenway Commission	10,400	10,400	10,400	10,400
Salem Adult Continuing Education Program	17,500	5,000	NSR	5,000
Salem Education Foundation	52,000	52,000	NSR	52,000
Salem Family YMCA	100,000	100,000	100,000	100,000
Salem Fine Arts Commission	10,000	7,500	NSR	7,500
Salem Museum & Historical Society	35,000	35,000	NSR	35,000
Salem Post Prom Committee	4,000	4,000	4,000	4,000
Salem Rescue Squad	117,210	100,282	NSR	100,282
Salem Visitors Center	50,000	45,000	NSR	45,000
Salem/Roanoke County Chamber of Commerce	10,000	10,000	10,000	10,000
Salem/VWCC Scholarship Program	65,000	65,000	NSR	65,000
Valley Metro	90,000	115,000	NSR	115,000
Western VA EMS Council	6,736	5,973	5,973	5,973
	<u>\$ 931,678</u>	<u>\$ 895,337</u>	<u>\$ 521,354</u>	<u>\$ 895,337</u>

* NSR - AGENCY IS LINE-ITEM IN BUDGET - NO SPECIFIC AMOUNT REQUESTED BY LETTER AS OF 4-15-11

**CITY OF SALEM, VIRGINIA
HUMAN AND COMMUNITY SERVICE AGENCIES FUNDING REQUESTS
FOR FISCAL YEAR 2011-2012**

<u>AGENCY REQUESTS</u>	2010-11 <u>APPROPRIATION</u>	2011-12 <u>AMT REQUESTED</u>	2011-12 <u>RECOMMENDED APPROPRIATION</u>
Adult Care Center of Rke Valley, Inc.	\$ 4,950	\$ NR	\$
Arts Council of the Blue Ridge	750	1,500	
Big Brothers/Big Sisters	3,150	4,500	
Blue Ridge Legal Services, Inc.	0	1,545	
Brain Injury Services of SW VA	2,000	2,000	
Center in the Square & Annual Campaign (\$150,000 & \$23,750)	17,500	173,750	
Children's TRUST	7,650	10,000	
Clean Valley Council	2,000	NR	
Commonwealth Catholic Charities	450	NR	
Conflict Resolution Center	1,000	NR	
Council of Community Services (2-1-1 VA-SW Regiona Program	1,000	3,025	
Council of Community Services (Non-Profit Resource Ctr)	1,000	2,500	
Family Services of Roanoke Valley	2,160	2,400	
Feeding America (formerly SW VA Second Harvest Food Bank)	7,000	7,350	
Food Pantry (formerly Salem Food Pantry)	15,000	15,000	
Good Samaritan Hospice	4,950	NSR	
Goodwill Industries	10,000	NR	
Greenvale School	1,500	NR	
Habitat for Humanity	9,000	9,000	
Historical Society of Western VA	0	4,000	
Interfaith Hospitality Network of Rke Valley	6,000	6,000	
Junior Achievement	1,350	2,500	
Literacy Volunteers of Roanoke Valley	900	NR	
LOA Area Agency on Aging	8,805	9,056	
Mental Health America of Roanoke Valley	0	500	
Mill Mountain Zoo (operational / educational)	5,300	NR	
Rke Regional Small Business Development Ctr.	2,000	2,500	
Roanoke Area Ministries	2,000	4,000	
Roanoke River Basin Association	0	1,000	
Roanoke Symphony Orchestra	12,500	NR	
Roanoke Valley Speech & Hearing Center	2,500	3,000	
Salem Choral Society	1,500	5,000	
Salvation Army	2,500	0	
Science Museum of Western VA (operating & capital)	10,000	NR	
TAP - Transitional Living Center	16,065	16,065	
Total Action Against Poverty - HEADSTART	21,000	21,000	
TRI-CO LAKE ADMINISTRATIVE COMM (Smith Mt. Lake Project)	0	1,000	
Trust House	4,050	5,000	
VA Amateur Sports - Coventry Commonwealth Games of VA	15,000	15,000	
Virginia Economic Bridge	0	3,000	
Virginia Transportation Museum	4,000	NR	
VWCC - Capital Program	10,821	10,821	
Young Audiences	0	500	
Appropriation Reserve	2,199	0	
	<u>\$ 219,550</u>	<u>\$ 342,512</u>	<u>\$ 250,000</u>

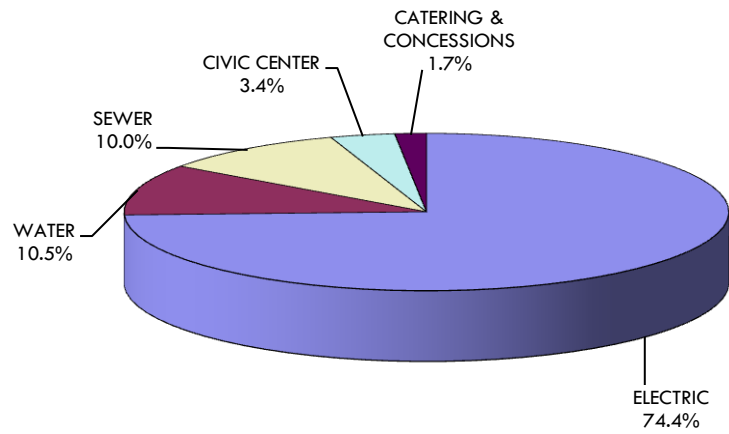
* NR (No Request Received as of 4-15-11)

**NSR (no specific amount requested)

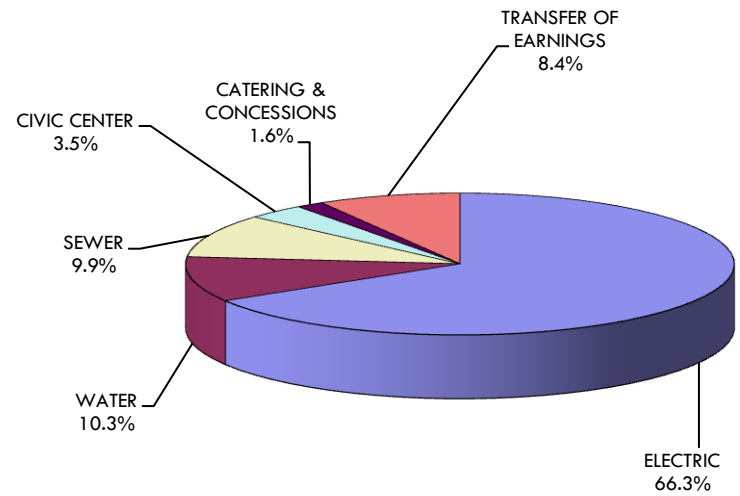
ENTERPRISE FUND

**CITY OF SALEM, VIRGINIA
ENTERPRISE FUND
SUMMARY OF REVENUES AND EXPENDITURES
FOR FISCAL YEAR 2011-2012**

REVENUES



EXPENSES



**CITY OF SALEM, VIRGINIA
ENTERPRISE FUND
SUMMARY OF REVENUES AND EXPENSES
FOR FISCAL YEAR 2011-12**

REVENUES:	2009-2010 ACTUAL	2010-2011 BUDGET	2010-2011 TO DATE	2011-2012 BUDGET	INCREASE/ (DECREASE)
ELECTRIC	\$ 33,039,922	\$ 35,426,398	\$ 23,132,399	\$ 39,839,320	\$ 4,412,922
WATER	5,896,272	5,839,646	3,148,829	5,630,423	(209,223)
SEWER	6,523,192	10,215,421	2,805,215	5,364,894	(4,850,527)
CIVIC CENTER	2,526,667	1,903,127	2,684,339	1,846,342	(56,785)
SALEM CATERING & CONCESSIONS	943,308	1,055,000	512,591	900,500	(154,500)
TOTAL REVENUES	\$ 48,929,361	\$ 54,439,592	\$ 32,283,373	\$ 53,581,479	\$ (858,113)
EXPENSES:					
ELECTRIC	30,188,163	\$ 33,208,406	20,847,682	35,509,009	\$ 2,300,603
WATER PRODUCTION	2,141,766	2,026,457	1,328,127	1,984,722	(41,735)
WATER DISTRIBUTION/MAINTENANCE	2,257,849	3,616,956	1,229,017	3,546,042	(70,914)
SEWER	3,991,260	10,208,968	5,125,579	5,313,572	(4,895,396)
UTILITY BILLING & COLLECTION	(11,751)	4,373	3,066	-	(4,373)
CIVIC CENTER	2,026,693	1,903,127	2,191,610	1,846,342	(56,785)
SALEM CATERING & CONCESSIONS	959,707	994,252	543,598	864,972	(129,280)
	\$ 41,553,687	\$ 51,962,539	\$ 31,268,679	\$ 49,064,659	\$ (2,897,880)
TRANSFER OF EARNINGS	4,007,708	1,500,000	1,500,000	2,150,000	650,000
CONTINGENCY	-	977,053	-	2,366,820	1,389,767
TOTAL EXPENSES	\$ 45,561,395	\$ 54,439,592	\$ 32,768,679	\$ 53,581,479	\$ (858,113)

PERSONNEL

**CITY OF SALEM, VIRGINIA
PERSONNEL SUMMARY FOR FISCAL YEAR 2011-2012**

DEPARTMENT	AUTHORIZED 2010-11	FY11-12 INCREASE/ (DECREASE)	SALARY 7/1/2011	FULL-TIME POSITIONS APPROVED	POSITIONS VACANT
GENERAL FUND					
ANIMAL CONTROL	\$ 388,764	\$ -	\$ 388,764	8	
BEAUTIFICATION	186,898	-	186,898	5	
BUILDING MAINTENANCE	699,458	(33,613)	665,845	19	1
CITY COUNCIL	61,000	-	61,000	5	
CITY GARAGE/FLEET MANAGEMENT	645,018	(24,981)	620,037	15	1
CITY MANAGER	341,292	-	341,292	4	
CITY SHERIFF	501,067	-	501,067	10	
CITY TREASURER	227,968	-	227,968	6	1
CLERK OF CIRCUIT COURT	248,954	-	248,954	5	
CLERK OF COUNCIL	51,106	-	51,106	1	
COMMISSIONER OF REVENUE	234,925	-	234,925	6	
COMMONWEALTH ATTORNEY	360,166	5,000	365,166	5	
COMMUNICATIONS	138,902	-	138,902	2	
COMMUNICATIONS E911 CENTER	659,117	-	659,117	17	1
DEPT OF INSPECTIONS	279,606	-	279,606	6	1
ENGINEERING	591,420	2,392	593,812	11	2
FINANCE	664,776	-	664,776	12	
FIRE	3,654,878	(48,200)	3,606,678	67	
HUMAN RESOURCES	346,430	(31,220)	315,210	6	1
LIBRARY	544,066	-	544,066	9	
MGT. INFORMATION SYSTEMS	148,181	-	148,181	2	
PARKS AND RECREATION	901,962	(46,114)	855,848	23	2
PLANNING & ECONOMIC DEVELOPMENT	203,038	-	203,038	3	
POLICE	3,236,084	17,900	3,253,984	69	2
PURCHASING	78,520	-	78,520	2	1
REAL ESTATE ASSESSOR	321,430	-	321,430	6	1
REFUSE COLLECTION	709,128	-	709,128	21	2
REFUSE COLLECTION-CONTAINERS	48,958	-	48,958	1	
REFUSE DISPOSAL/TRANSFER STATION	632,476	-	632,476	16	3
REGISTRAR	118,770	-	118,770	2	
RESCUE SQUAD	17,831	-	17,831	0	
SALEM STADIUM	55,037	55,037	110,074	2	
STREETS & HIGHWAYS	1,353,904	(10,920)	1,342,984	38	3
TECHNOLOGY PLANNING	498,555	65,437	563,992	9	1
TRAFFIC ENGINEERING	170,633	-	170,633	5	
TOTAL GENERAL FUND SALARIES	\$ 19,320,318	\$ (49,282)	\$ 19,271,036	418	23
ENTERPRISE FUND					
CATERING AND CONCESSIONS	\$ 408,510	\$ -	\$ 408,510	6	2
CIVIC CENTER	941,559	27,500	969,059	20	2
ELECTRIC	1,811,669	-	1,811,669	29	1
SEWER	476,759	(84)	476,675	13	1
UTILITY BILLING & COLLECTIONS	506,024	-	506,024	15	1
WATER DISTRIBUTION & MAINTENANCE	480,082	(7,821)	472,261	13	1
WATER PRODUCTION	769,825	(29,764)	740,061	20	3
TOTAL ENTERPRISE FUND SALARIES	\$ 5,394,428	\$ (10,169)	\$ 5,384,259	116	11
REQUIRED APPROPRIATION FOR FISCAL YEAR 2011-12	\$ 24,714,746	\$ (59,451)	\$ 24,655,295	534	34

CAPITAL OUTLAY

CITY OF SALEM VIRGINIA
CAPITAL OUTLAY SUMMARY FOR FISCAL YEAR 2011-2012

<u>GENERAL FUND</u>	CAPITAL OUTLAY <u>FUNDED</u>
TECHNOLOGY SYSTEMS	\$ -
REAL ESTATE ASSESSOR	-
FINANCE	-
CITY GARAGE	-
TREASURER	-
REGISTRAR	-
CITY SHERIFF	-
COMMONWEALTH ATTORNEY	-
POLICE DEPARTMENT	-
911 COMMUNICATION CENTER	-
FIRE DEPARTMENT	-
ANIMAL CONTROL	-
STREET & HIGHWAY ADMINISTRATION	-
REFUSE COLLECTION	20,000
REFUSE COLLECTION-CONTAINERS	10,000
COURTHOUSE	-
BUILDING MAINTENANCE	-
PARKS & RECREATION - ADMINISTRATION	-
PARKS	-
LIBRARY	-
TOTAL GENERAL FUND	<u>\$ 30,000</u>
<u>ENTERPRISE FUND</u>	
UTILITY BILLING & COLLECTION	\$ 4,300
CIVIC CENTER	27,600
WATER PRODUCTION	45,000
WATER DISTRIBUTION & MAINTENANCE	251,500
SEWER	105,500
ELECTRIC	2,391,000
TOTAL ENTERPRISE FUND	<u>\$ 2,824,900</u>
TOTAL CITY-WIDE	<u>\$ 2,854,900</u>